
Creating a Vision, Strengthening a Community: **A Vision and Action Plan for the Point Neighborhood in Salem 2013 – 2020**

August 2013

A collaboration between the City of Salem, the people who live, work and play in the Point neighborhood, the North Shore Community Development Coalition (NSCDC), and the Metropolitan Area Planning Council (MAPC)



Prepared for the City of Salem, Massachusetts

Technical assistance provided by the Metropolitan Area Planning Council (MAPC)

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- Food Security: Sharon Driscoll, Owner, Milk & Honey Green Grocer

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- RCG
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- Shetland Park

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Table of Contents

ACKNOWLEDGMENTS	1
COVER CREDITS	3
EXECUTIVE SUMMARY	8
CHAPTER I: INTRODUCTION	10
RECENT CITY OF SALEM PLANNING INITIATIVES	10
COMMUNITY ENGAGEMENT OVERVIEW	11
CHAPTER II: COMMUNITY ENGAGEMENT	13
CHAPTER III: EXISTING CONDITIONS	18
NEIGHBORHOOD BOUNDARY	18
POPULATION	19
ETHNIC DIVERSITY	20
EDUCATION	21
HOUSING	22
<i>Housing Stock</i>	22
<i>Housing Quality</i>	23
<i>Income and Affordability</i>	23
<i>Housing Cost Burden</i>	25
ZONING AND LAND USE	25
OPEN SPACE	27
STREETSCAPE AND PUBLIC REALM	27
PARCEL CONDITIONS	27
ECONOMY AND EMPLOYMENT	28
PUBLIC SAFETY	29
COMMUNITY ASSETS AND RESOURCES	31
CHAPTER IV: POINT NEIGHBORHOOD VISION	32
CHAPTER V: POINT NEIGHBORHOOD ACTION PLAN	34
VISION ELEMENT #1: SAFETY AND SECURITY	34
VISION ELEMENT #2: NEIGHBORHOOD PRIDE AND CIVIC ENGAGEMENT	35
VISION ELEMENT #3: JOB TRAINING, JOB PLACEMENT, AND EDUCATION AND CAREER PATHWAYS	36
VISION ELEMENT #4: ENVIRONMENT, OPEN SPACE, AND RECREATION	37
VISION ELEMENT #5: HOUSING AND ECONOMIC DEVELOPMENT	38
VISION ELEMENT #6: INFRASTRUCTURE	39
CHAPTER VI: POINT NEIGHBORHOOD VISION AND ACTION PLAN MATRIX	41
ACTION PLAN OVERSIGHT AND IMPLEMENTATION	51
APPENDIX A: COMMUNITY ENGAGEMENT MATERIALS: AGENDAS + PARTICIPANT DEMOGRAPHICS	52
APPENDIX B: FOCUS GROUP, COMMUNITY PLANIT, AND PUBLIC MEETING HIGHLIGHTS	65
APPENDIX C: WHAT'S THE POINT? COMMUNITY PLANIT PLAYER STATISTICS	79
APPENDIX D: 2013 SALEM POINT NEIGHBORHOOD PARCEL CONDITIONS SURVEY RESULTS	81
APPENDIX E: SUGGESTED IMPROVEMENTS IN SAFETY & SECURITY	83
APPENDIX F: SUGGESTED IMPROVEMENTS IN ENVIRONMENT, OPEN SPACE, AND THINGS TO DO	84
APPENDIX G: SUGGESTED IMPROVEMENTS IN INFRASTRUCTURE	85

Tables and Figures

Figure 1: Salem Point Vision and Action Plan Elements	8
Table 1: Community Engagement Overview.....	11
Figure 2: CPI Game Mission and Challenge Interface.....	14
Figure 3: CPI Challenge Responses.....	15
Figure 4: Empathy Characters	15
Figure 5: CPI Community Causes	16
Figure 6: Point Neighborhood Boundary	18
Figure 7: Population Density	19
Table 2: Population by Age	19
Figure 8: Foreign Born Population.....	20
Table 3: Country of Origin.....	20
Figure 9: Educational Attainment.....	21
Table 4: Occupied Housing Units by Tenure and Number of Units in Building	22
Table 5: Housing Types and Property Values by Unit.....	22
Table 6: Housing Stock Year Built	23
Figure 10: Median Household Income	24
Figure 11: Salem Rentals Snapshot, Point vs. South, North, and Downtown Salem	24
Figure 12: Housing Cost Burden	25
Figure 14: Commercial & Industrial Land Use	26
Figure 13: Residential Land Use	26
Figure 15: Open Space.....	27
Table 7: Percent of Population 16 and Over in Labor Force* or Unemployed by Age	28
Table 8: Businesses by Type.....	28
Figure 16: City of Salem: Crimes per Capita, Calendar Year 2012.....	29
Figure 17: Point Neighborhood Community Assets.....	31
Table 9: Salem Point Neighborhood Action Plan Matrix, 2013-2017	42
Table 10: Salem Point Neighborhood Action Plan Matrix by Partners.....	47
Uses by Type in Point Neighborhood Priority Investment Zone	81

Executive Summary

The Salem Point Neighborhood Vision and Action Plan outlines a vision to improve the quality of life in the Point neighborhood and an action agenda that the City of Salem and community partners will work together to implement over a seven-year period from 2013-2020. This Plan is a product of a year-long grassroots, neighborhood-level visioning process where city officials and community leaders, residents, students, service providers, property owners, and others engaged in a series of conversations to consider practical approaches for building upon the assets of the Point and making it an even better place to live, work, study, and visit.

This Plan is consistent with the City of Salem goal of undertaking neighborhood planning that augments the Salem Five-Year Consolidated Plan released in May 2010. This Plan also builds upon recommended actions outlined in a number of citywide planning activities the City has engaged in. While previous plans have yielded valuable baseline knowledge about challenges and opportunities facing the City of Salem as a whole, this Plan provides context-specific information about the neighborhood and detailed implementation strategies.

The Action Plan guides municipal priorities for local capital and operating improvements and community development and planning to be undertaken by the city working closely with community partners including the North Shore Community Development Coalition, the Point Neighborhood Association, and others. The Action Plan addresses six vision elements that the City and its partners will work to advance over the next seven years.

Figure 1: Salem Point Vision and Action Plan Elements



The vision for each element of the Vision and Action Plan:

- **Safety and Security:** The Point neighborhood is a safe and secure neighborhood for residents and visitors alike.
- **Neighborhood Pride and Civic Engagement:** Point neighborhood residents have pride in the neighborhood and people of all ages have a role in improving the neighborhood and changing misconceptions
- **Job Training, Job Placement, and Education and Career Pathways:** The Point neighborhood has resources and connections to public and private sector entities that enable residents of all ages to connect to job opportunities, education and career development resources.
- **Environment, Open Space, and Recreation:** The Point neighborhood provides a variety of quality recreational options for people of all ages.
- **Housing and Economic Development:** Point neighborhood residents have access to both affordable rental and ownership opportunities in the neighborhood that meets their needs and stage in life, housing stock is compliant with applicable codes and standards, and the neighborhood has different recreational options that appeal to residents of all ages.
- **Infrastructure:** The Point neighborhood offers residents and visitors a clean environment and safe options for getting to where they need to go – whether it is by foot, by bike, or by car.

To successfully carry out the Salem Point Neighborhood Vision, a working group consisting of public officials and community partners will meet regularly over the next seven years to check in on roles, progress, and to troubleshoot challenges in advancing activities outlined in the Plan.

Chapter I: Introduction

The Salem Point Neighborhood Vision and Action Plan is a component of ongoing planning activities conducted by the City of Salem Department of Planning and Community Development. The Vision and Action Plan was developed with lead assistance provided by project partners: the North Shore Community Development Coalition (North Shore CDC) and the Metropolitan Area Planning Council (MAPC). Additional assistance was also provided by MAPC partner Emerson Engagement Game Lab and teams of undergraduate students from Salem State University and graduate students from a Harvard University graduate studio course.

The vision, goals, and action items communicated in this document reflect the input and participation of the Point neighborhood community. The first section provides a broad overview of existing conditions in the Point, highlighting some of the assets and opportunities in the Point. The Salem Point Neighborhood Vision provides a guide for continued planning and community development. The Salem Point Neighborhood Action Plan matrix outlines specific tasks that will be advanced by the City of Salem in concert with community partners over the next seven years.

Recent City of Salem Planning Initiatives

The City of Salem has undertaken a number of planning projects over the last ten years that have components that pertain to the Point. The following documents were reviewed and select content from each has been considered and referenced in the action plan:

- 2006 Point Neighborhood Historic Resources Survey and Preservation Plan
- 2010 Citywide Consolidated Plan – Housing Needs Assessment section
- 2007 Citywide Open Space and Recreation Plan
- 2010 Energy Efficiency and Conservation Study
- Salem Pedestrian/Bike Plan
- Peabody Street Park Plan
- Harborwalk Plan
- Salem Downtown Renewal Plan
- 2011-2012 Salem Annual Consolidated Performance and Evaluation Report (CAPER)

These plans have guided investments in the Point in recent years, including:

- In 2010, the city constructed a small new playground at Peabody Street Park.
- In 2010 the city constructed the Harborwalk, linking the Point Neighborhood to the South River
- In 2011 the city made improvements at Palmer Cove Park at the southern end of the neighborhood, including adding new netting for a baseball field.
- In 2011, the city made a number of “street improvements” including sidewalk installation at Perkins Street, Harbor Street, Lafayette Street, and Congress Street. On Harbor Street and Lafayette Streets, the roadway and pedestrian improvement project utilized an additional grant from the MassDOT Public Works Economic Development in addition to the relevant federal funds. (Salem 2011-2012 CAPER)
- In the past five years, the city has expended approximately \$570,000 in housing rehabilitation and affordable housing creation, including the St. Joe’s redevelopment

project; and approximately \$26,000 in first-time homebuyer assistance. Housing Rehabilitation Loan Program – Multi-family

- The Community Development Block Grant (CDBG) program is a federal grant program that provides communities with resources to address a wide range of unique community development needs. The City of Salem is a CDBG entitlement community and receives annual grants that support decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons. CDBG investments in the Point: \$149,850.00
- HOME is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. HOME funding for affordable housing in the Point: \$421,995.00

Community Engagement Overview

Content for the Vision and Action Plan was collected between September 2012 and May 2013 through the activities outlined below. View copies of the focus group and workshop agendas as well as reports on participant demographics in Appendix A.

Table 1: Community Engagement Overview

Salem Point Visioning Advisory Committee Meetings August, December, March, June	A nineteen-member Advisory Committee met quarterly to provide input at key points during the process. The August meeting was a kick off of the planning process. Subsequent meetings provided opportunities for input on the structure of the March public visioning workshop, input on the outline of the Vision and Action Plan, and to discuss comments on the draft Vision and Action Plan and next steps for implementing the vision.
Focus Groups September 2012 – January 2013	North Shore CDC held nine focus groups to reach people who live and work in the Point. Focus groups were held in English and Spanish. Participants included property managers, property owners, tenants in North Shore CDC-owned properties, business owners, service providers, members of the Point Neighborhood Association, students in the North Shore CDC English as a Second Language program, and residents at the Senior Center. Over 60 people participated in the focus groups.
What’s “the Point?” A Community PlanIt Game January 25 – February 18, 2013	MAPC, North Shore CDC, and Emerson Engagement Game Lab worked with CDC youth leaders to launch the “What’s the Point?” Community PlanIt game. Community PlanIt (CPI) is an interactive social media game that offers an alternative way of collecting information about the interests and preferences of participants on a range of community issues. Over 200 people played “What’s “the Point”? including city officials, students, residents, educators, service providers, and others.
Salem Point Visioning Workshop	The purpose of the Visioning Workshop was to obtain input from people who live, work, go to school in, and play in the Point on neighborhood strengths, challenges, opportunities, and improvements they would like to see. Participants provided feedback on opportunities and improvements people would like to see made in the neighborhood.

March 7, 2013	Over 50 people participated in the workshop.
Salem Point Action Planning Workshop May 13, 2013	<p>The purpose of the Action Planning Workshop was to obtain input from people who live, work, go to school in, and play in the Point neighborhood on suggested topics and related action items to be included in the neighborhood action plan. The meeting helped identify priority action items and new action items to include in the final plan. Over 40 people participated in the workshop.</p>
Final Report Development June – August, 2013	<p>The draft Vision and Action Plan was posted on the City of Salem, North Shore CDC, and MAPC websites for public review and comment over a two-week period. The final Vision and Action Plan was submitted to the City of Salem in August 2013.</p>

Chapter II: Community Engagement

The Salem Point Neighborhood Vision and Action Plan was built on a robust public engagement process led by the North Shore CDC in partnership with MAPC and the City of Salem. Below are fuller descriptions of each engagement method.

Focus Groups

North Shore CDC held nine focus groups with members of the community in English or Spanish to understand neighborhood issues and opportunities. Each focus group was asked to consider the following questions:

- Name two (2) things you like best about the Point
- Name one (1) thing you would like to change about the Point.
- Why does this exist? What is standing in the way of change? Write your ideas for a solution:

What's "the Point?" A Community PlanIt (CPI) Game

CPI is a tool and a game that provided another way for people to participate in the planning process by weighing in on planning options remotely if they had access to the internet. CPI also created a more accessible way for people of all ages and levels of planning knowledge to grasp community planning concepts. Partners used CPI to gather meaningful stories and data about people's thoughts and ideas about the Point neighborhood, to educate the community about planning topics and the Point neighborhood, and to facilitate dialogue among players.



Image credit: North Shore CDC

Emerson Engagement Game Lab developed the platform for the game. North Shore CDC youth leaders worked with MAPC to develop the game content, which was informed by information emerging from the focus groups.

- **Goals and objectives:** Complete all three game missions and gain as many coins as possible from answering each question. Challenge and trivia questions prompted players to share personal thoughts and stories.
- **Outcomes:** All feedback submitted through the game was used to structure the first public meeting – the Salem Point Neighborhood Visioning Workshop. Feedback was also considered when drafting the elements in the Vision and Action Plan.
- **Game structure:** The game experience is structured around three missions, and each mission contained 14 questions. Each mission had a video introduction. The three missions were:
 - Exploring the Point
 - Living, Working, and Studying in the Point

- Playing in the Point
- **Empathy characters:** North Shore CDC youth leaders interviewed 20 members of the Point neighborhood community to develop several characters that made an appearance in the game.
- **Community causes:** Players can view a Project Bank, where they can pledge coins earned to pre-loaded and player-submitted real-life causes that will benefit the Point community. The three causes with the most coins earned a real donation of \$500. Cause awards were donated by Point neighborhood businesses and organizations.
- **Access to the game:** The game was available for play during a three-week period. Anyone with access to the internet was able to play the game. The game website was in English with the option of using Google Translate to play it in other languages.

Game Launch Party: Community partners sponsored a Community PlanIt Game Launch Party on January 25, 2013, which was attended by over 100 people and covered by the Salem News.



Image credits: MAPC

Figure 2: CPI Game Mission and Challenge Interface

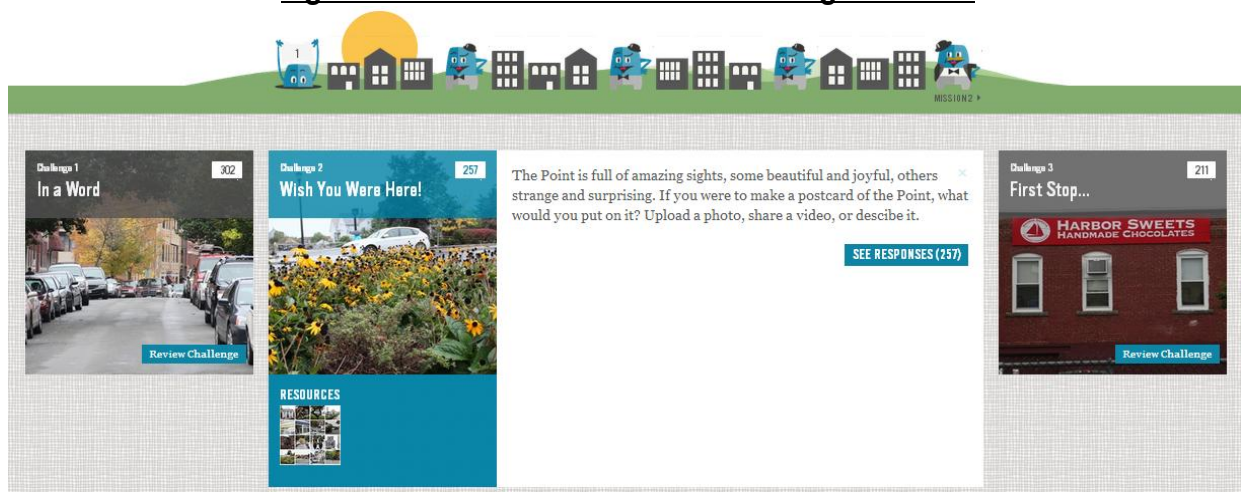


Image credit: Emerson EGL

Figure 3: CPI Challenge Responses

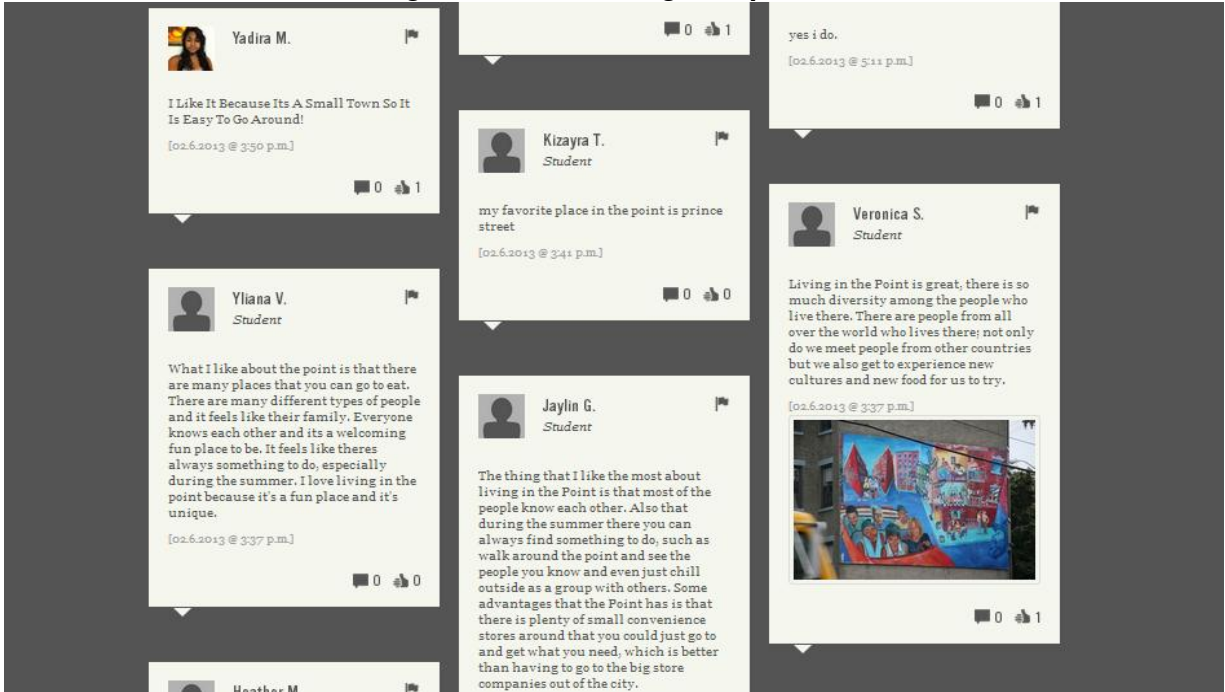


Image credit: Emerson EGL

Figure 4: Empathy Characters

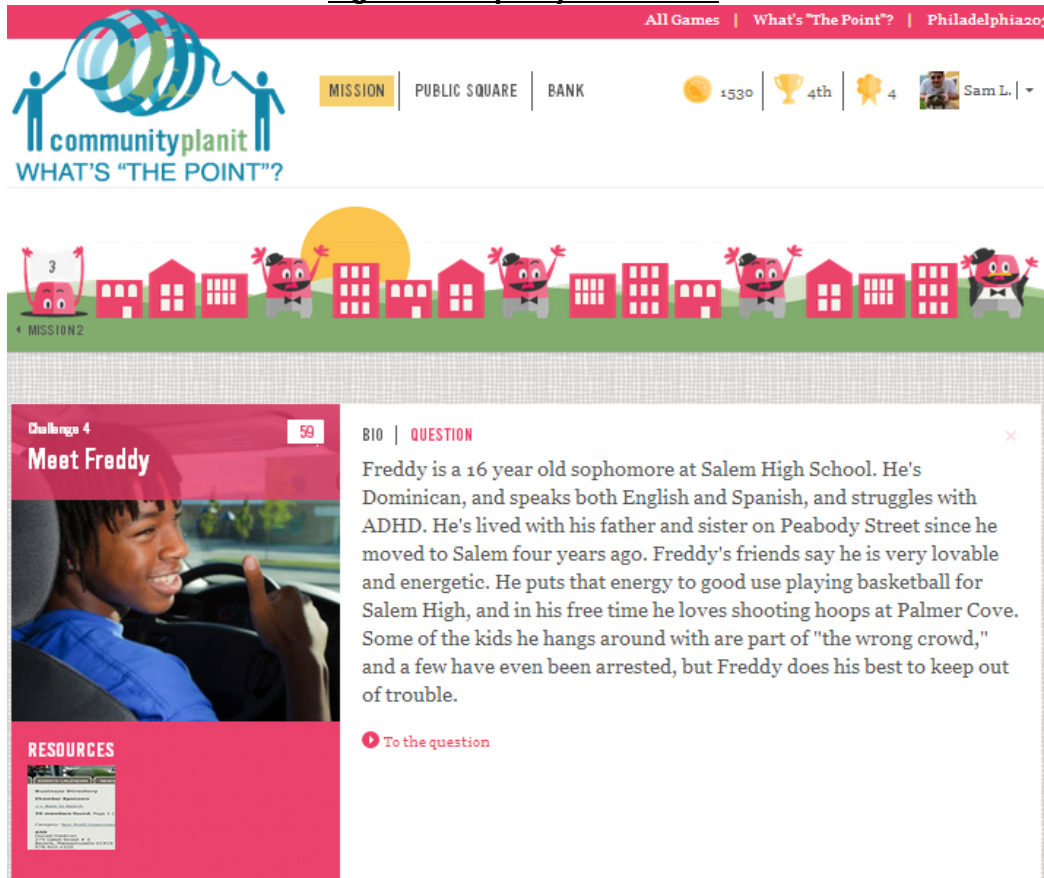


Image credit: Emerson EGL

Figure 5: CPI Community Causes

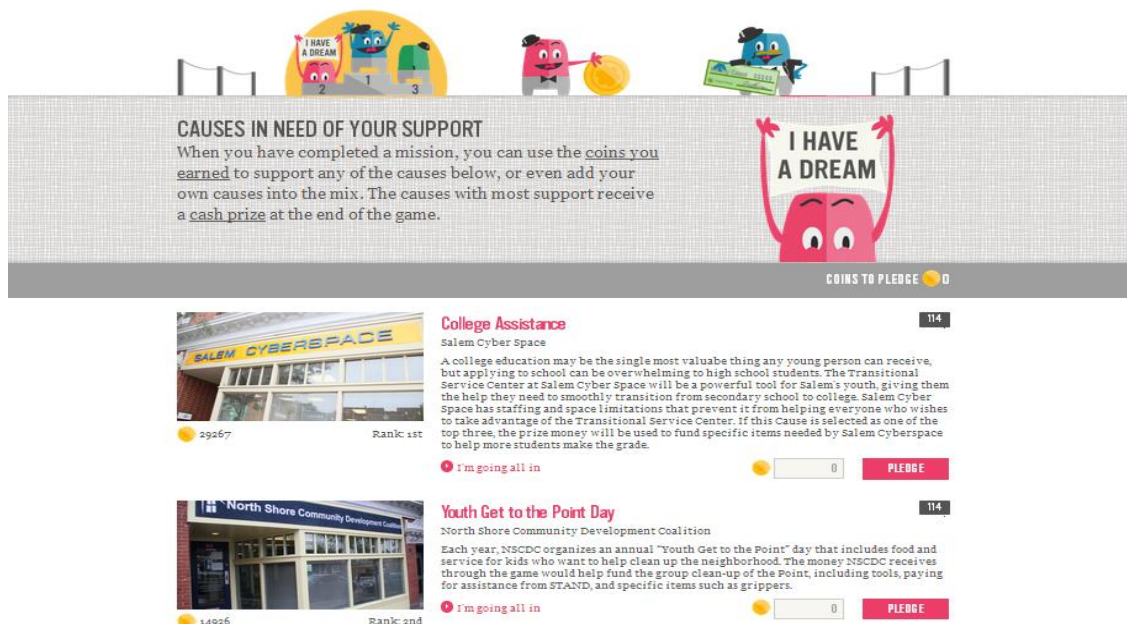


Image credit: Emerson EGL

Salem Point Visioning Workshop – March 27, 2013

The goal of the Visioning Workshop was to engage people who live, work, study, and/or play in the Point neighborhood in identifying strengths, challenges, opportunities, and improvements they want to see. The Visioning Workshop format built on feedback obtained through the focus groups and the CPI game. Participants broke out into table discussions.

The meeting was held primarily in English with interpretation available for those whose primary language was Spanish. Meeting materials were available in English and Spanish. Two interpreters were present to assist individuals speaking primarily Spanish during the table discussions. The workshop also served as the “What’s the Point?” CPI game finale party. Awards were given to the three top scoring community causes, the three top scoring players, and the “most liked” player.



Image Credit: MAPC

MAPC also used keypad polling technology to collect data on the demographics of participants and to poll people on some of the key issues we asked people about in the CPI game. Many of the priorities voiced by people who played the game mirrored the concerns of people at the public meeting. Please see Appendix A for a report on keypad polling results.

Salem Point Action Planning Workshop – May 13, 2013

The goal of the Action Planning workshop was to engage people who live, work, study, and/or play in the Point neighborhood in refining a starter list of action plan ideas and to identify additional ideas that could be included. The Action Planning workshop content and format built on feedback obtained through the focus groups, the CPI game, and the Visioning workshop.



Image Credit: MAPC

Participants broke out into table discussions by topic using the “World Café” meeting method, which enabled people to participate in two different table discussions during an hour. The meeting was held primarily in English with interpretation available for those whose primary language was Spanish. Meeting materials were available in English and Spanish. Two interpreters were present to assist individuals speaking primarily Spanish during the table discussions.

MAPC also used keypad polling technology to collect data on the demographics of participants and to poll people on their top two action item priorities under each of the six elements in the action plan. Please see Appendix A for a report on keypad polling results.

Chapter III: Existing Conditions

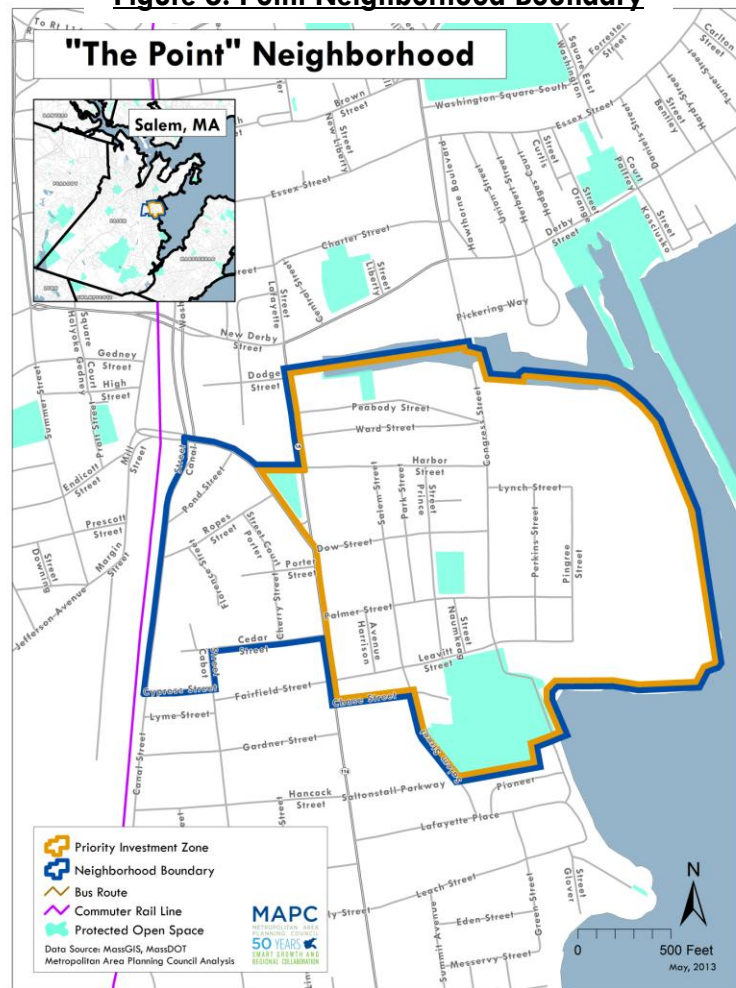
The Point neighborhood is approximately 195 acres located just south of the downtown and wharf neighborhoods of Salem, and includes approximately 4,100 people. The Point is distinguished from surrounding neighborhoods by its geography, density, high proportion of multi-family housing and masonry apartment blocks, and high concentration of immigrants. Neighborhood resources include rich architectural assets, a significant supply of affordable housing, immigrant-owned small businesses, easy access to Salem Harbor and public transit, and close proximity to Salem State University. It is also a vibrant, ethnically diverse community that has long been a settlement destination for new immigrants.

This section provides context to the Vision and Action Plan strategies by reviewing select characteristics of the Point in the areas of population, ethnic diversity, education, income, housing, zoning, land use, parcel conditions, economy and employment, public safety, and community resources.

Neighborhood Boundary

The Point neighborhood is located in north Salem, adjacent to the Salem waterfront. In the north, it begins on Dodge Street, extends to the waterfront to include the Shetland Park Business Park property, and in the south it extends from Salem Street, to Chase, Cedar, and Cypress streets. Main thoroughfares in the neighborhood include Congress and Lafayette streets. For the purposes of this Plan, the priority investment zone for the neighborhood is a smaller portion of the neighborhood boundary and concentrates on 17 streets in the neighborhood, from Peabody Street in the north, Salem and Chase streets in the South, and Lafayette Street on the west.

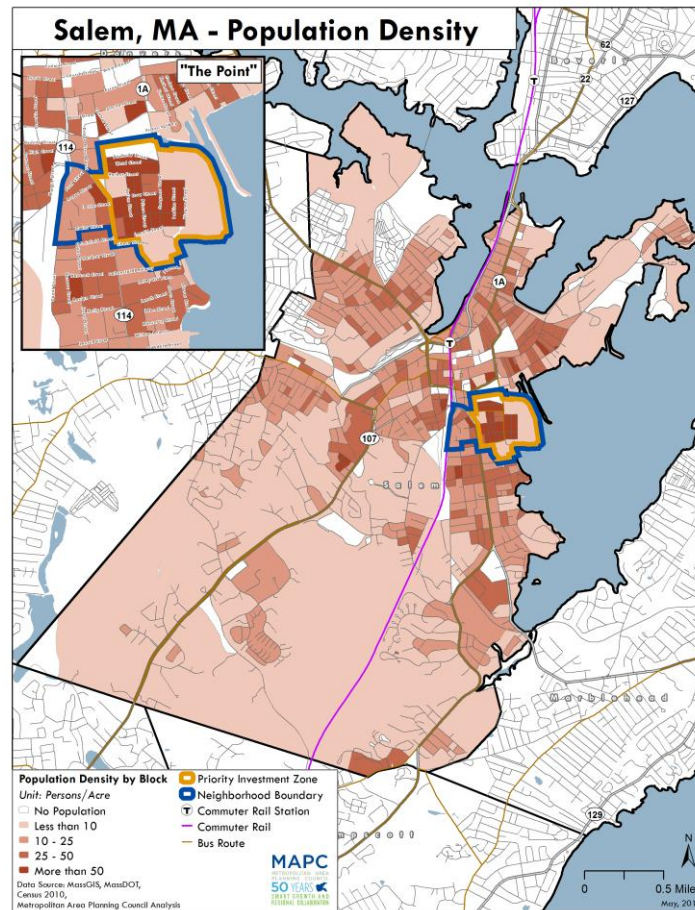
Figure 6: Point Neighborhood Boundary



Population

The Point is the densest neighborhood in the city of Salem, with approximately 33 people per acre living in a majority of the neighborhood (Census 2010). This is significant when compared to the density of the City of Salem as a whole, which is 8 people per acre. The high density of the neighborhood means that the majority of parcels has little green space, and open space is limited and consists of a mix of midsize and small pocket parks.

Figure 7: Population Density



The Point has a larger percentage of young people compared to the City of Salem – 32.4 percent of the population is aged 19 and under.

Table 2: Population by Age

	Point Neighborhood	City of Salem
Total Population	4,107	41,340
4 and Under	8.0%	5.6%
5 to 19	24.4%	17.0%
20 to 34	26.5%	24.0%
35 to 54	24.7%	28.2%
55 to 64	9.3%	12.3%

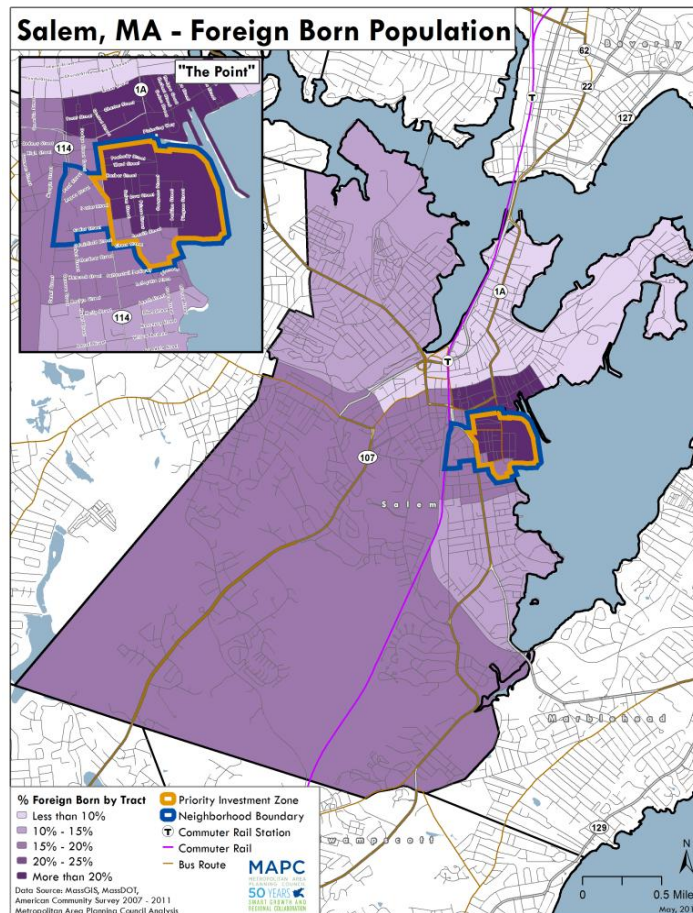
	Point Neighborhood	City of Salem
65 and Over	8.0%	12.3%

Source: Census 2010

Ethnic Diversity

The current population in the Point is 63 percent non-white, consisting of mostly Latino immigrants and second and older generations as well as newer arrivals from Haiti and African countries (Census 2010). The demographic makeup of the Point contrasts to that of the City as a whole, which is 75 percent white. A majority of the foreign born population of Salem also resides in the Point, consistent with its history as a settlement for new immigrants.

Figure 8: Foreign Born Population



A majority of Point residents emigrated from the Dominican Republic. Other immigrants came from countries in Central and South America, Africa, Asia, Canada, and England. Approximately 35 percent of households in the Point do not speak English as a primary language; this contrasts to 26 percent of households who do not speak English as a primary language in the city of Salem as a whole (ACS estimates 2006-10).

Table 3: Country of Origin

Country	Percent
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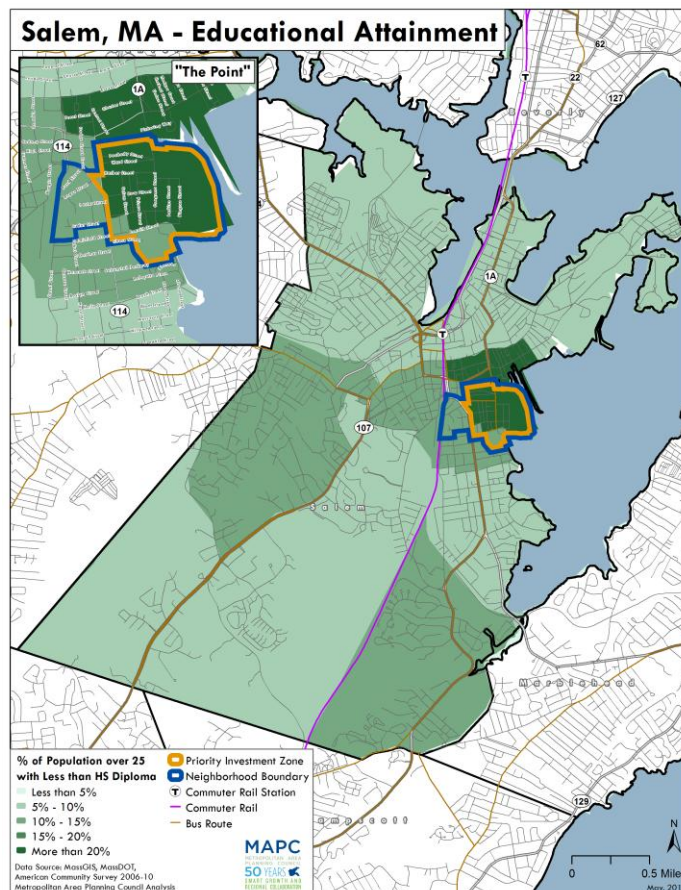
Country	Percent
Dominican Republic	46.22
Guatemala	8.54
Vietnam	8.00
Honduras	6.20
Brazil	4.29
Kenya	3.90
Canada	3.61
England	2.05
Jordan	2.05
Russia	1.85

Source: American Community Survey 2007 - 2011

Education

The Point has a much higher percentage of residents without a high school diploma when compared to the City of Salem as a whole – 22 percent of residents are without a high school diploma as compared to 11 percent of all Salem residents. Some of this is accounted for by the fact that the Point also has a larger population of people aged 19 and under. The percent of Point residents with a bachelor's degree or higher is similar to that of the City of Salem as a whole – 36 percent of Point residents and 38 percent of Salem residents have college degrees.

Figure 9: Educational Attainment



Housing

A majority of housing units in the Point are renter-occupied – 64 percent of housing units as compared to 49 percent of housing units in the city of Salem. Only 17 percent of households in the Point are owner-occupied as compared to 51 percent in the city of Salem. The following table shows owner- and renter-occupied housing units by unit type.

Table 4: Occupied Housing Units by Tenure and Number of Units in Building

	Point Neighborhood		Salem	
	Owner-Occupied	Renter-Occupied	Owner-Occupied	Renter-Occupied
Percent of Occupied Units	36.0	64.0	51.7	48.3
Detached, One-Unit	21.5	0.0	45.3	5.1
Attached, One-Unit	9.1	1.2	12.6	2.7
Two Units	19.5	15.3	16.5	19.1
Three to Four Units	21.1	31.7	14.1	26.3
Five to Nine Units	12.1	22.0	5.7	12.6
10 to 19 Units	5.7	13.1	1.5	8.9
20 to 49 Units	9.9	11.5	2.5	11.4
Greater than 50 Units	1.1	5.2	1.8	13.9
Mobile Homes	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.0	0.0

Source: Census 2010

Housing Stock

The City of Salem has approximately 18,000 total housing units of which 1,738 units are located in the Point neighborhood (Census 2010). The Point neighborhood is primarily residential in character but with pockets of commercial development. While single-family homes are the most common housing type in Salem, the Point consists mostly of large multifamily three- and four-story masonry structures. A study of housing in the Point by residential type indicates that nearly two-thirds of the units in the neighborhood are in apartment buildings. Units in three-family homes make up an additional 21% of the housing stock. Single-family homes account for only 3% of all residential units.

Table 5: Housing Types and Property Values by Unit

Residential Asset Type	% of Total Housing Stock	Median Value	Bottom Quintile	Top Quintile
Single Family	3%	\$211,900	\$180,940	\$249,620
Condominium	3%	\$115,200	\$115,200	\$182,700
Two-Family	11%	\$114,975	\$105,290	\$122,410
Three-Family	21%	\$88,167	\$78,773	\$98,853
Apartment building	63%	\$77,392	\$66,267	\$90,850

Source: City of Salem Assessors data / MassGIS Level 3 Parcel Data

A study of sales data for core streets in the Point from the City Assessor reveals that about 63 percent of all real estate in the Point has exchanged hands on the market since 2000. A closer look at the sales information reveals that about 33 percent of these buildings were bought by people residing in other cities and 24 percent were purchased by Salem residents who live in a different part of Salem. The fact that 57 percent of all the real estate that changed ownership in the past 13 years belongs to non-residents of the Point suggests that there is a relatively profitable rental market in this area. However, these data also have important implications for the quality of rental stock offered to the community.

Housing Quality

Three out of four housing units in the Point were built before 1940, compared to 57% of units in the City of Salem. Only 3% of Point Neighborhood units were built after 2000.

Table 6: Housing Stock Year Built

Area	Point Neighborhood*	City of Salem
Housing Stock Year Built		
Before 1940	75%	57%
1940 to 1969	13%	18%
1970 to 1999	10%	20%
After 2000	3%	5%

Source: MAPC Analysis based on Census Tract Level Estimates, ACS 2007 - 2011

High rates of absentee landlordism are often associated with housing maintenance concerns. A review of fire, building, and health code violations from several City departments for the years 2008-2012 indicates that 46 percent of absentee properties were in violation of at least one of the three aforementioned codes. Point property owners and those living in other Salem neighborhoods are three times less likely to have code violations. Common concerns include missing smoke detectors, obstructed exits, exposed sewerage, and excessive trash/hoarding. Building department violations included disregard for proper zoning, construction and building codes. The most common examples of building code violations included the addition of extra living space to owners' structures without proper approval from the Board of Appeals and/or Planning Board or insertion of unwarranted commercial space into the ground floors of single-purpose, residential buildings. Improving housing quality in the Point through better enforcement of building, fire, and health codes is a major Action Plan priority.

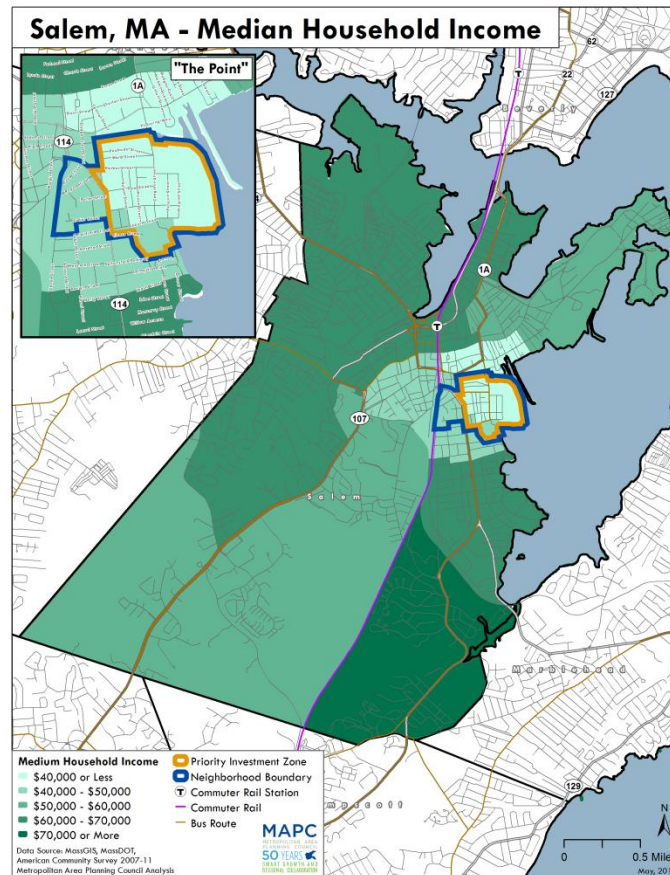
Income and Affordability

The majority of housing in the Point is rental, and a look at average gross rents¹ in Salem indicates that the average gross rent for all apartments in the Point is 13 percent lower than average gross rent in the City of Salem, according to 2007-2011 American Community Survey data. A review of a catalog of current rental properties, as well as brief conversations with local real estate agents indicates that the asking rent for a 2 or 3 bedroom apartment in the Point is

¹ "Gross" rent refers to rent including all expenses, such as utilities, and not only the rent paid to landlords, which is the "contract" rent.

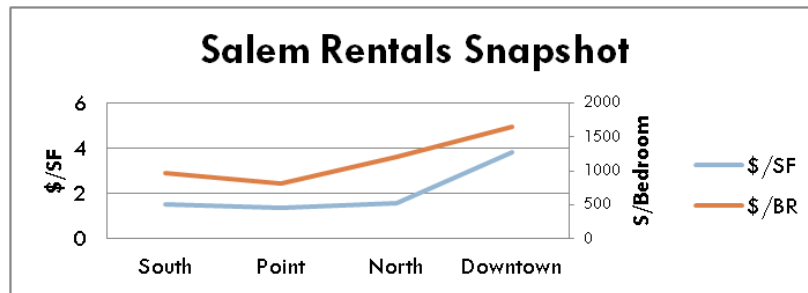
the lowest in Salem. In addition, the average time listed for properties in The Point is over 100 days, significantly higher than adjacent neighborhoods. Rents and prices in the neighborhood are well below those of the adjacent neighborhoods. In addition, a larger percentage of households in the Point versus the City of Salem as a whole meet federal poverty guidelines – 20 percent of households in the Point versus 11 percent of households in the City of Salem (Census 2010 tract level median estimates).

Figure 10: Median Household Income



The neighborhood's proximity to Salem's historic downtown and the MBTA commuter rail station is a major asset, and the current rents do not reflect this. The area along Washington Street and Lafayette Street, from Downtown Salem near the commuter rail station, reveals a striking correlation between proximity to the station and average rents. Measures must be taken to ensure that future development occurs to mitigate displacement and ensure housing affordable to a range of incomes.

Figure 11: Salem Rentals Snapshot, Point vs. South, North, and Downtown Salem

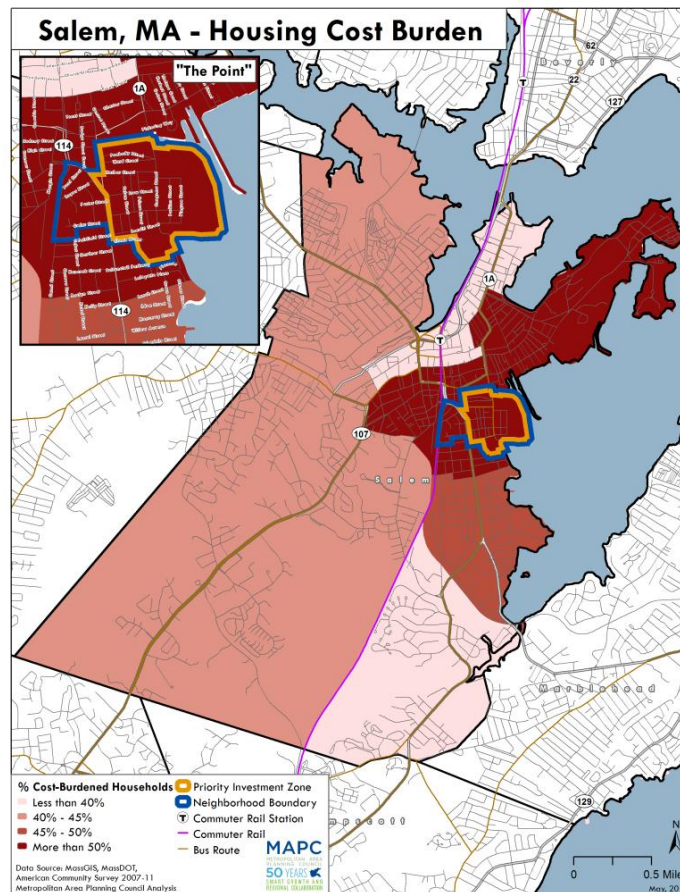


Source: Trulia.com rental prices search in May 2013

Housing Cost Burden

The significant stock of affordable housing in the Point is an asset to the City of Salem, however when we look at households spending more than 30 percent of income on housing – what the federal government calls “cost-burdened” households – there is a significant population of cost-burdened households in the Point. According to Census estimates, 62 percent of renters in the Point are cost-burdened, as compared to 49 percent of renters in the City of Salem; 39 percent of homeowners are cost-burdened, as compared to 38 percent of owners in the City of Salem.

Figure 12: Housing Cost Burden



Zoning and Land Use

The majority of the Point Neighborhood is zoned as R3 (multi-family residential), while an area defined by Congress Street, between Lynch Street and Palmer and Lafayette streets is zoned as B1 (business neighborhood). Most properties in the Point are residential duplex and multi-family dwellings and no property is permitted to be taller than five stories in height. Most residential structures in the Point neighborhood occupy parcels less than 1/10th of an acre. Shetland Business Park on the east side of The Point is zoned as an industrial site (I) and currently houses a charter school and adult day care center which are both allowed by-right. The south side and west end of the neighborhood is zoned as B4 (Wholesale and Automotive) and R2 (Two-Family Residential) respectively.

Figure 13: Residential Land Use

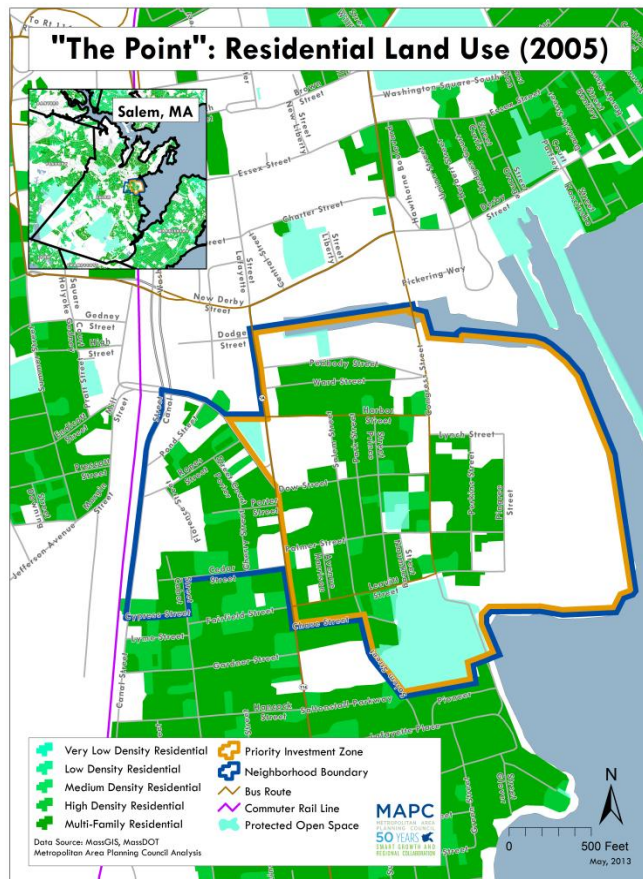
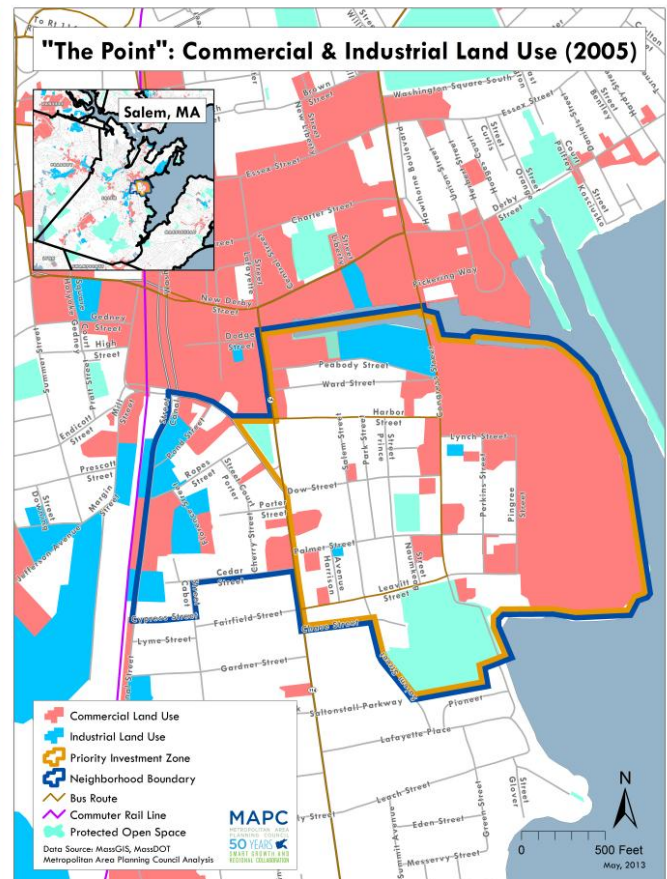


Figure 14: Commercial & Industrial Land Use



Open Space

The Point neighborhood is home to four parks: Mary Jane Lee Park, Lafayette Park, Palmer Cove Park and Playground, and Peabody Street Park. Mary Jane Lee Park is in the heart of the neighborhood and is actively used by children of all ages. Palmer Cove provides a baseball field and basketball courts. Peabody Street Park is programmed with activities and play equipment for children of all ages and adults, with seating and a performance canopy making it a location for gatherings. Improving amenities at all of the parks is a major Action Plan priority.

Streetscape and Public Realm

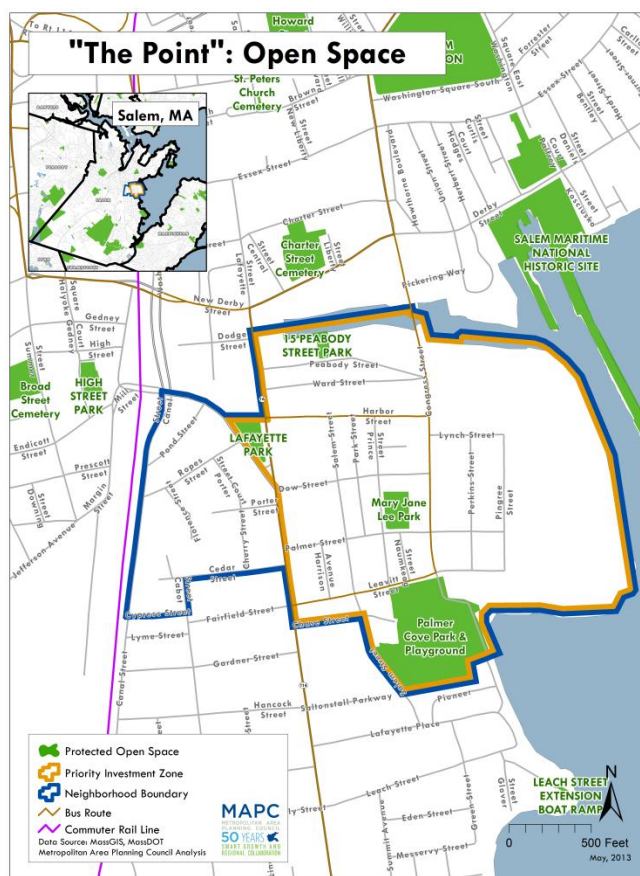
One of the most striking qualities of the Point is the character of its street grid. While its residential and commercial blocks between Chase and Palmer Streets are appropriately sized for both “heels and wheels,” the central and northern sections of the Point consist of oversized street blocks that are not human scale and difficult to navigate on foot. Though the east-west streets make the community quite porous for people travelling from the Lafayette corridor to Shetland Park on the other side, the north-south avenues are not nearly as fluid. For instance, both Salem Street and Prince Street end at their intersection with Harbor Street, and the entire northern section of the Point forms narrow, horizontal superblocks. Instead of cutting vertically through Harbor and Ward Streets to get to Peabody Street, pedestrians (and cars for that matter) would have to make their way around the circumference of the superblock, which discourages foot traffic in this location.

Another aspect of spatial organization that impacts the overall residential character of the neighborhood is its parcel shapes and sizes, with many lots that are less than one tenth of an acre in area. While this level of density is desirable in urban settings, it also necessitates access to more open spaces and semi-private spaces. The majority of the Point’s homeowners and tenants do not have private backyards, and the quality of the public realm becomes particularly important for recreation and social interaction.

Parcel Conditions

In spring 2013, a parcel analysis was conducted of the 251 parcels located in the designated priority investment zone of the Point neighborhood. Parcel and building conditions and the streetscape adjacent to each parcel were surveyed. Information collected will be used to inform infrastructure investment decisions and code enforcement in the Point neighborhood.

Figure 15: Open Space



Key findings:

- **Building conditions:** 66 percent of occupied parcels are well-maintained; 25 percent of occupied parcels were identified as being in poor condition
- **Streetscape conditions in front of parcels:** 37 percent are categorized as well maintained but with few amenities; 35 percent are categorized as poorly maintained, with cracked sidewalks and litter; 28 percent are categorized as well maintained with trees, benches, trash cans, or other amenities
- **Parcel uses by type:** 86 percent of parcels are residential; 6 percent are commercial, and 4 percent are parking lots; 2 percent are mixed use and 2 percent are vacant lots
- **Residential parcels:** 4 percent of residential buildings have between 2-4 units
- **Businesses:** 90 percent of businesses are independently owned
- **Parking:** 47 percent of parcels had surface parking; of those, 82 percent have between 1-5 parking spots

Detailed information on the location of properties in need of building and/or streetscape rehabilitation is on file with the City of Salem.

Please see Appendix D for a full report of findings from the 2013 Salem Point Neighborhood Parcel Conditions Survey.

Economy and Employment

The percent of the Point neighborhood population that is in the labor force is comparable to the City of Salem. A higher percentage of younger people ages 16 to 35 are employed or looking for work, which is consistent with interests in more job training opportunities. Increasing skills training and access to jobs that pay a living wage are both major Action Plan priorities.

Table 7: Percent of Population 16 and Over in Labor Force* or Unemployed by Age

	Point Neighborhood		Salem	
	In Labor Force	Unemployed	In Labor Force	Unemployed
16 to 25	74.0	23.4	65.5	18.2
25 to 35	95.9	6.7	91.0	8.4
35 to 45	89.9	17.0	90.9	10.9
45 to 65	76.5	14.8	79.3	7.9
Over 65	13.0	7.1	20.4	5.3

Source: American Community Survey, 2007 - 2011

*To be in the labor force a person must either be employed or looking for work

Table 8: Businesses by Type

Sector	Count of Businesses	Sum of Employees	%
Construction	6	13	4%
Education and health services	18	436	13%
Financial activities	12	92	9%

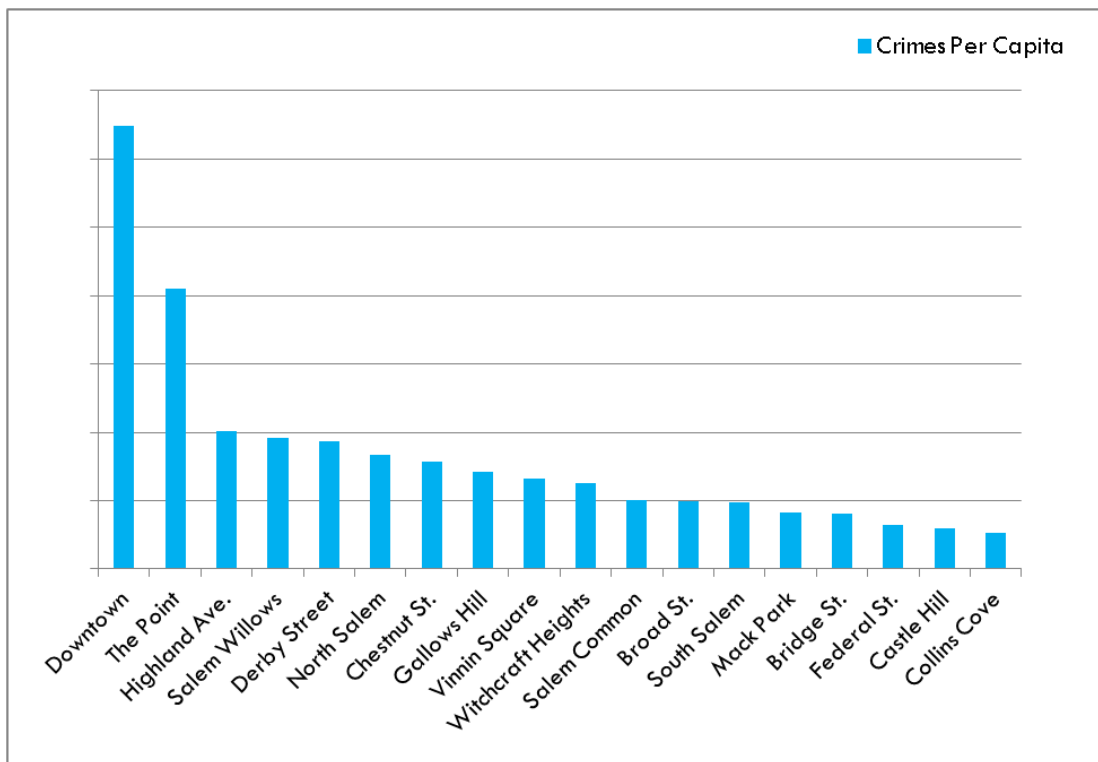
Sector	Count of Businesses	Sum of Employees	%
Information	4	23	3%
Leisure and hospitality (includes arts, entertainment, food)	8	80	6%
Manufacturing	7	259	5%
Other Services	12	32	9%
Professional and business services	29	108	21%
Public Administration	11	371	8%
Trade, transportation, and utilities (includes retail)	25	165	18%
#N/A	7	21	5%
Grand Total	139	1600	

Public Safety

An analysis of crime data obtained from the Salem Police Department for all Salem neighborhoods during calendar year 2012 indicates that the Point had the largest number of recorded crimes; however it also had a lower crime per capita ratio when compared to Downtown Salem. While the Downtown area had a higher crime per capita ratio, the Point neighborhood had a higher crime per acre ratio. Both neighborhoods were significantly higher in terms of reported crimes in both regards when compared to other neighborhoods in the city.

Media coverage often covers reported crimes in the Point. An analysis of crimes by type in all Salem neighborhoods indicates that violent crimes were reported in many neighborhoods in the city and were not concentrated solely in and around the Point neighborhood. A spatial analysis of crime data found that the majority of reported crime was found within a connected area spanning Federal Street in Downtown to Leavitt Street in the Point neighborhood. A look at crime density in and around the Point neighborhood during four seasons – January-March, April-June, July-September, and October-December also indicate that the most active timeframe for crime happens between the months of April and June.

Figure 16: City of Salem: Crimes per Capita, Calendar Year 2012



Source: Salem Police Department, Salem State University GIS Class Analysis

Community Assets and Resources

The Point neighborhood is home to public and private sector individuals, organizations, programs, and institutions that collectively form the community assets needed to implement the Vision and Action Plan.

Figure 17: Point Neighborhood Community Assets



Chapter IV: Point Neighborhood Vision

The Point neighborhood is home to a strong, tight-knit community of residents, students, and businesses and it is a welcoming neighborhood where people from different cultures and different generations can meet, connect, and build community. The City, the North Shore Community Development Coalition, and other community partners are committed to building upon the Point's assets, including its history as a destination for newer immigrants, and to advance an action agenda that maximizes future opportunities for the people who live, work, study, and play here.

Safety and Security: The Point neighborhood is a safe and secure neighborhood for residents and visitors alike.

The City of Salem, working with community partners and residents, is committed to strengthening relationships with the police to create a neighborhood where everyone feels safe, welcome, and respected. Existing resources include the OnPoint Teen Resource Center, which offers a safe recreational alternative for youth involved with the Department of Youth Services and the Essex County District Attorney's Office, and it is administered by the Salem Police Department and the Plummer Home for Boys, a Salem-based non-profit organization. The neighborhood is also served by officer bike patrols.

Neighborhood Pride and Civic Engagement: Point neighborhood residents have pride in the neighborhood and people of all ages have a role in improving and changing misconceptions of the neighborhood and becoming involved in civic life.

The Point neighborhood is home to great people and organizations like the Point Neighborhood Association, which meets monthly and connects residents of all ages with opportunities to advocate for changes and resources that will improve the quality of life in the neighborhood. The City of Salem and community partners are committed to strengthening relationships with neighborhood organizations and working to dispel misconceptions about the Point by elevating the many assets of the neighborhood and creating ways for Point residents to become more involved in civic life through leadership development and better access to city resources.

Job Training, Job Placement, and Education and Career Pathways: The Point neighborhood has resources and connections to public and private sector entities that enable residents of all ages to connect to job opportunities and education and career development resources.

The Point neighborhood is home to a diversity of locally-owned stores and a large business park, which attract people from near and far to restaurants and businesses. The Point has a "big city feel, but not big city prices." The City of Salem and community partners are committed to strengthening relationships between residents, students, and businesses and creating education and workforce development opportunities that build on assets that already exist in the

neighborhood and match the needs of the population in terms of providing training resources targeted at increasing wages and earning potential.

Environment, Open Space, and Recreation: The Point neighborhood provides a variety of quality recreational options for people of all ages.

The Point neighborhood includes the Salem Harborwalk entrance and is home to several parks including the Palmer Cove Park and community gardens, the Peabody Street Waterfront Park and Mary Jane Lee Park at the heart of the neighborhood. The Point also provides multiple recreational options for people of all ages, including parks, access to the waterfront, and restaurants. The Point is home to the OnPoint Teen Resource Center, which offers a safe recreational alternative for neighborhood youth. Organizations in the Point also provide spaces for people to take classes and meet others. The City of Salem and community partners are committed to making improvements that enhance the quality of public spaces, parks, and playgrounds in the Point, enhancing the resources that already exist so people who live and play in the Point can fully enjoy these resources, and supporting the creation of more opportunities for people of all ages to engage in athletic, educational, and creative activities in the neighborhood.

Housing and Economic Development: Point neighborhood residents have access to both affordable rental and ownership opportunities in the neighborhood that meets their needs and stage in life, housing stock is compliant with applicable codes and standards, and the neighborhood has different recreational options that appeal to residents of all ages.

The Point neighborhood is home to the largest stock of affordable rental housing in Salem and diverse amenities for residents and visitors alike. The City of Salem and community partners are committed to enforcing regulations pertaining to housing quality and public health, connecting residents with existing housing resources, and securing new resources that will improve the diversity and quality of housing available for rent and for ownership as well as improving the diversity of amenities available to people of all ages.

Infrastructure: The Point neighborhood offers residents and visitors a clean environment and safe options for getting to where they need to go – whether it is by foot, by wheelchair, by stroller, by bike, by bus, or by car.

The Point neighborhood has good access to transportation resources and is well served by bus routes and recent improvements including bike lanes. The City of Salem and community partners are committed to making infrastructure improvements that improve the quality of infrastructure in the Point, improving the cleanliness of the streets and the experience for people who use various modes of transit, including those who walk and bike to where they need to go. Improvements in sidewalks and lighting will also enhance safety and security.

Chapter V: Point Neighborhood Action Plan

This chapter outlines specific actions the City of Salem and community partners will pursue to implement the six elements of the Salem Point Neighborhood Vision during 2013 – 2020.

An Action Plan Matrix provided in the next chapter summarizes the partners involved in advancing each action and the timeframe to commence work on each action.

Vision Element #1: Safety and Security

The Point neighborhood is a safe and secure neighborhood for residents and visitors alike.

Goal: Community partners and residents will strengthen relationships between the police and local residents to create a neighborhood where everyone feels safe, welcome, and respected.

Actions:

1. **Support better communication between Salem Police Department and the Point neighborhood and increase public safety investments in the neighborhood.** Work toward the inclusion of at least one bilingual police officer in the Community Impact Unit and assign bilingual police officer(s) for bike patrols in the Point to the degree feasible. Increase bike patrols in the neighborhood subject to CDBG funding availability. Outline schedule for regular communication between Salem Police Department and Neighborhood Watch group through PNA monthly meetings.
2. **Improve lighting, signs, sidewalks, and camera surveillance to make the bike and pedestrian experience safer at all hours.** Ensure pedestrian-scale lighting is installed at areas of the neighborhood with low visibility at night and ensure signage is placed at key intersections to ensure that vehicles stop and/or observe speeds. Monitor low tree branches on key streets like Palmer Street to ensure safer pedestrian experience. North Shore CDC will install video surveillance cameras at strategically identified properties. Department of Public Works staff will attend one Point Neighborhood Association meeting annually to provide a status update on issues logged and the timeframe for planned improvements. Focus on sidewalk improvements in identified hotspots: Harbor Street (between Congress and Lafayette streets) and Palmer Street (between Congress and Lafayette streets).
3. **Reactivate the Salem Problem Properties Task Force.** Assign a staff person from the City of Salem Planning and Community Development Department as the coordinator of the Task Force so a central city contact is accessible to the neighborhood. Expand the composition of the Task Force to include municipal department heads and key community stakeholders. Charge the Task Force with ensuring city inspection of problem properties and establishing a goal of bringing code violations in the Point in line with or below the city average for code violations. Include members of the Salem Point Working Group on the Task Force.

Start a neighborhood crime prevention/community policing group and strengthen communications between Point Neighborhood Association and Salem Building Inspections. Work with the PNA to create a Neighborhood Watch group that will monitor safety in public places and document illicit activity. Salem Police Department will offer

training to all residents serving in street captains roles. Use the PNA network as an avenue for residents to confidentially or openly report needed improvements to ensure public safety, e.g., areas in need of pedestrian-scale street lights, damaged signs, adding signage to promote safety and reduce vehicle speeding and stops at key intersections, and fixing hanging electrical wires.

Please see Appendix E for a list of suggested safety issues and improvements emerging from the May 13th Action Planning Workshop.

Vision Element #2: Neighborhood Pride and Civic Engagement

Point neighborhood residents have pride in the neighborhood and people of all ages have a role in improving and changing misconceptions of the neighborhood and becoming involved in civic life.

Goal: Community partners will strengthen relationships with neighborhood organizations and work to dispel misconceptions about the Point by elevating the many assets of the neighborhood and creating ways for Point residents to become more involved in civic life through leadership development and better access to city resources.

Actions:

1. **Develop leaders in the Point by offering leadership training for residents.** Community partners including the Latino Leadership Coalition and North Shore CDC will organize training opportunities for residents modeled after the Mel King Institute training model for community developers.
2. **Increase voting and civic participation in the Point.** Increase voter turnout in the Point. Community partners including the North Shore CDC and the Latino Leadership Coalition will work to increase civic engagement and voter turnout in tandem with leadership training efforts. To increase access to city resources, partners will host “welcome” events or programs in the Point to connect newcomers and existing residents to city and non-profit resources and information. “Welcome” events may be hosted by community-based organizations and schools located in the Point neighborhood. Events will provide access to resources and information such as health screenings and on the spot business license renewals. These events will be coordinated by the City of Salem Latino Affairs Coordinator in cooperation with community partners such as Migrant Advocacy and North Shore CDC.
3. **Adopt City of Salem language access policy to ensure immigrant access to city services.** The city will adopt a language access policy that will help ensure that immigrants are able to access critical services and information in the most commonly-spoken languages. This policy would guide the development of customized language access plans for departments and agencies that interact with residents. A priority is ensuring multi-lingual ballot accessibility at all of Salem’s polling locations. The City will also create and maintain a list of languages spoken by staff so the city is able to accommodate basic interpretation needs to ensure that residents with Limited English Proficiency can access city services. The City of Salem will also investigate procurement of an on-demand, over the phone interpretation service that gives businesses and government agencies access to interpretation at every municipal access point for residents.

4. **Promote a vibrant and welcoming Point neighborhood to residents and visitors by improving signs, landscaping, and public art to make the Point a more welcoming place.** Improve signage and landscaping at key thoroughfares including Congress and Lafayette streets and install other special markers that symbolize arrival in the Point. Replace historic placard about the Point neighborhood with a new sign. Install bulletin boards for neighborhood news in the sides of new recycle bins that will be maintained by Point Neighborhood Association and the City of Salem. Implement the Salem Public Art Master Plan recommendations for the Point neighborhood.
5. **Create a City of Salem Diversity Task Force.** Responsibilities of the Task Force can include developing a municipal affirmative action policy and organizing annual events that create positive programming in the Point neighborhood.
6. **Market the assets of the Point to Salem residents, visitors, and tourists.** Work with Destination Salem, Essex County National Heritage Commission and Historic Salem, Inc. to promote the assets of the Point to visitors. Partners will develop a marketing strategy to promote assets in the Point neighborhoods to other Salem residents, visitors from elsewhere in the North Shore, and tourists and consider instituting art and architecture walking tours.

Vision Element #3: Job Training, Job Placement, and Education and Career Pathways

The Point neighborhood has resources and connections to public and private sector entities that enable residents of all ages to connect to job opportunities, education and career development resources.

Goal: Community partners will pursue activities to strengthen relationships among residents, students, and businesses and foster education and workforce development opportunities that build on assets that already exist in the neighborhood.

Actions:

1. **Survey Point resident job skills and interests to guide planning of future job training and placement programs.** The City of Salem and community partners including the North Shore Workforce Investment Board will conduct a sample survey of Point residents to inventory skills, qualifications, and interests. This information will guide planning of workforce development connections between residents and major educational institutions and nonprofit organizations like Salem State University and Salem Cyberspace and local employers.
2. **Work with community partners to hold career exploration workshops in the Point for young people and adults of all ages.** Work with area colleges and the North Shore Workforce Investment Board to organize workshops with meeting formats and materials adapted to ensure that they are accessible to residents with different levels of English proficiency. Workshops may include reviews of career options and how to become self-employed in fields in demand such as childcare.

3. **Work with businesses and colleges to pursue workforce partnerships that enhance the variety of local employers and promote the hiring of Point residents in local businesses.** The North Shore CDC will convene institutions in and around the Point including businesses, the North Shore Adult Education Partnership, the Salem Chamber of Commerce, and Salem State University for a symposium to discuss results from the inventory of Point resident skills, qualifications, and interests. The symposium will discuss opportunities for strengthening the education and workforce pipeline for residents in the Point so area businesses can have a larger pool of talent, enabling them to hire local.
4. **Implement a small business education series in Spanish and English for current and aspiring Point business owners.** The City of Salem will work with the Salem Chamber of Commerce, the North Shore Latino Business Coalition, and other community partners including the Enterprise Center at Salem State University to pilot biannual workshops in the Point neighborhood on business education topics like finance and marketing.

Vision Element #4: Environment, Open Space, and Recreation

The Point neighborhood provides a variety of quality recreational options for people of all ages.

Goal: The City of Salem and community partners will make improvements that enhance the quality of public spaces, parks, and playgrounds in the Point – enhancing the resources that already exist so people who live and play in the Point can fully enjoy these resources, and supporting the creation of more opportunities for people of all ages to engage in athletic, educational, and creative activities in the neighborhood.

Actions:

1. **Improve parks, open spaces, natural resources by making small and large improvements like planting trees, fixing benches, and installing lights.** The City of Salem will continue to implement Open Space and Recreation Plan actions in the Point and include improvements identified through the vision and action planning process. This includes creating revitalization plans for Mary Jane Lee Park and Palmer Cove Park and implementing improvements in Lafayette Park. The City will also accept 15 Ward Street and maintain it as public green space and explore a planning process to revitalize the lot at 38 Palmer Street in partnership with the North Shore CDC.

The City will work with partners including the Point Neighborhood Association and the Salem Public Spaces Project to stay up to date on emerging needs related to open spaces, natural resources, and recreational opportunities. Partners will document and implement small and large-scale improvements annually. Opportunities to explore include better neighborhood access to the waterfront behind Shetland Park, fixing benches, replacing sand in parks, and planting trees in strategic areas in the neighborhood. Improvements will aim to serve the needs of diverse users including youth, elders, immigrants, and single and young adults. Residents and university students will also be engaged through service-learning projects.

2. **Organize more activities in parks and open spaces to expand knowledge of and access to natural resources in the Point.** Program more activities in the parks, e.g., games by the Latino Baseball League, an annual block party, a farmer's market, and an expanded Youth Get to the Point Day neighborhood cleanup. Highlight the resources of the neighborhood including the waterfront access and community gardens. Work with

community partners including Salem Sound Coastwatch, Salem Community Gardens, the Department of Planning and Community Development, the Parks and Recreation Department, and community-based organizations and community banks in the neighborhood. The City of Salem will also place preference on hiring Point neighborhood youth for summer park programs.

3. **Create a resource center/community center.** The City of Salem and community partners will consider the suitability of sites in the neighborhood with redevelopment potential to include a community center that can be used by residents of all ages including young people and seniors. The City of Salem and community partners will work together to investigate funding sources to enable construction and programming in the space, tapping existing programmatic resources in the Point. The City of Salem will also continue to support city and nonprofit program partnerships like the OnPoint Teen Resource Center, which is supported by the Community Impact Unit using Community Development Block Grant (CDBG) funds. The North Shore CDC will also expand its community room space to accommodate larger Point neighborhood community meetings.

Please see Appendix F for a list of suggested improvements pertaining to environment and open space emerging from the May 13th Action Planning Workshop.

Vision Element #5: Housing and Economic Development

Point neighborhood residents have access to both affordable rental and ownership opportunities in the neighborhood that meets their needs and stage in life, housing stock is compliant with applicable codes and standards, and the neighborhood has different recreational options that appeal to residents of all ages.

Goal: The City of Salem and community partners including the Salem Problem Properties Task Force will enforce regulations pertaining to housing quality and public health, connect residents with existing housing resources, and help secure new resources that will improve the diversity and quality of housing available for rent and for ownership in the Point.

Actions:

1. **Assess resident needs in rental and homeownership opportunities to inform city housing investments and education opportunities in English and Spanish.** The City of Salem will work with community partners including the Salem Landlord Association and the Point Neighborhood Association to hold focus group meetings with residents to better understand housing needs. Focus groups will include residents interested in homeownership, first-time homebuyers, seniors, and individuals in protected classes including low-income households and people with disabilities. Collected information will inform the city's housing planning in the Point and guide the provision of housing workshops on topics like fair housing law, tenant and landlord rights. Workshops may be led by outside groups with expertise in these topic areas.
2. **Identify areas of the Point with redevelopment potential and prioritize CDBG funding and City Housing Rehabilitation funds.** Expand commercial investment opportunities by developing a Congress Street corridor revitalization plan. Develop an inventory of underutilized parcels in the Point, conduct site assessments, and invite public input through the Point Neighborhood Association regarding reuse potential and any constraints that

would limit redevelopment. The Salem Problem Properties Task Force will meet quarterly to target code enforcement of blighted properties. Work with community partners such as North Shore CDC, via their YouthBuild-North Shore program, to offer reduced cost rehabilitation to landlords to bring cited properties up to code. Funding toward the rehabilitation of CDC-owned properties is committed for FY14.

3. **Make information about affordable rental and ownership opportunities and housing resources readily accessible to residents within and outside of the Point and available in Spanish.** Create accessible materials and communication methods and market available rental and ownership units to residents in neighborhood who meet income eligibility requirements. The City will pursue partnerships with nonprofits in the neighborhood to ensure that housing opportunities are accessible to residents in the neighborhood, such as home rehabilitation loans and fuel assistance for qualified homeowners.
4. **Support development that includes a mix of housing, business, and offices uses in the Point and housing that is affordable to different incomes.** Work with public and private developers to promote property reuse and redevelopment that is consistent with goals to provide affordable housing to people of different incomes and with respect to historic assets. The North Shore CDC will identify, purchase, and rehabilitate critical, blighted properties. Community partners will encourage and advocate that new developments in other parts of the City of Salem include on-site affordable housing units to off-set the disproportionate presence of affordable housing in the Point neighborhood while still meeting the housing needs of the community.
5. **Support designation of the Point neighborhood as a place on the National Register of Historic Places.** Explore the opportunity to have the Point neighborhood listed on the National Register of Historic Places to both recognize the Point's contribution to Salem's history as well as to qualify the neighborhood for investment via state and federal historic tax credits.
6. **Pursue economic development planning in key commercial corridors in the Point neighborhood.** Activate the lower Lafayette Street and Congress Street commercial corridors by promoting tourism, economic activity and inclusivity with the booming downtown economy. The City of Salem will capture resident interests in uses like clothing shops, cafes and cultural venues with live music and take them into account when undertaking economic development planning and determining plans for city-owned property in the Point. This could include a satellite Salem Farmer's Market location in the Point neighborhood, bringing the 'red line' guiding tourists into the Point to highlight the historic architecture, immigrant history and waterfront, promoting walking tours of the Point neighborhood, and expanding the Salem Main Streets program to include a focus on Lower Lafayette (also known as LOLA) to bridge downtown Salem and the Point.

Vision Element #6: Infrastructure

The Point neighborhood offers residents and visitors a clean environment and safe options for getting to where they need to go – whether it is by foot, by wheelchair, by stroller, by bike, by bus, or by car.

Goal: The City of Salem and community partners are committed to making infrastructure improvements that improve the quality of infrastructure in the Point, improving the cleanliness of

the streets and the experience for people who use various modes of transit, and making improvements that enhance safety and security.

Actions:

1. **Improve trash and recycling resources.** Install solar compactors and recycling bins on every block alongside trash bins. Address trash issues in the parks by providing sturdy, secure lidded trash barrels and recycling bins in the parks and empty them on a timely basis. Reach the goal of installing ten (10) new trash barrels throughout the neighborhood. Expand trash pick-up to twice per week and street sweeping schedule to four times per year in the Point in light of the neighborhood's population density and documented litter problems. Should a City Council decision on recycling be approved, the City of Salem and community partners will prioritize implementation of solar compactors and recycling bins in the Point neighborhood and undertake a recycling education campaign in the neighborhood once bins are installed. Ensure implementation by hiring a recycling coordinator for the City.
2. **Implement infrastructure improvements in main commercial corridors in the Point neighborhood: lower Lafayette Street and Congress Street.** Promote investment, tourism and economic vitality by carrying the historic character of downtown Salem up into the Point neighborhood by installing bricked sidewalks, historic acorn lighting, improved curbing and landscaping. Repave streets and sidewalks identified as priority needs in the V & A Plan. Focus on improving key areas including Peabody, Congress, and Lafayette streets.
3. **Invest resources in improving building structure facades and historic corridors in the neighborhood.** Continue to implement the City of Salem Storefront Improvement Program and adapt publicity materials so they are accessible to business owners who may have limited English proficiency. Focus investments in the Lower Lafayette and Congress Street corridors and in parcels flagged in the 2013 Salem Point Neighborhood Parcel Conditions Survey. Address hanging wires and façade conditions at utility substation. North Shore CDC will partner with Historic Salem, Inc. to identify key historic buildings in the Point with appropriate historical markers beginning in 2014.
4. **Update City of Salem five-year Community Development Block Grant (CDBG) plan to reflect improvements documented through the vision and action planning process.** Engage the Point community in the CDBG five-year action planning process.
5. **Evaluate staffing needs of Building Inspection and Health departments to ensure code enforcement standards are met and consider adoption of code enforcement ordinance.** Develop city strategy and communications plan to reach Salem landlords and absentee landlords on code violations and building condition issues noted during the 2013 Salem Point Neighborhood Parcel Conditions Survey. Consider adoption of ordinance requiring landlords to register with the city and mandating periodic inspections of problem properties in the Point. Consider adoption of a code enforcement ordinance.

Please see Appendix G for a list of suggested infrastructure improvements emerging from the May 13th Action Planning Workshop.

Chapter VI: Point Neighborhood Vision and Action Plan Matrix

Lead partners for each action item in the matrix are highlighted in bold.

The following list of acronyms is used to abbreviate the names of project partners.

- Boys and Girls Club of Salem (BGC of Salem)
- Fair Housing Center of Greater Boston (FHCGGB)
- Friends of Essex National Heritage Commission (Friends of ENHC)
- Friends of Mary Jane Lee Park (Friends of MJL Park)
- Latino Leadership Coalition (LLC)
- National Park Service – Maritime Site (NPS)
- Point Neighborhood Association (PNA)
- North Shore Business Association (North Shore BA)
- North Shore Community Development Coalition (North Shore CDC)
- North Shore Community Health Center (North Shore CHC)
- North Shore Workforce Investment Board and Career Center (North Shore WIB and CC)
- Salem Chamber of Commerce (Salem COC)
- Salem Community Gardens (SCG)
- Salem Council on Aging (Salem COA)
- Salem Department of Planning and Community Development (Salem DPCD)
- Salem Department of Public Services (Salem DPS)
- Salem Engineering Department (Salem ED)
- Salem Building Inspections Department (Salem BID)
- Salem Health Department (Salem HD)
- Salem Salem Parks, Recreation & Community Services (Salem PRCS)
- Salem Police Department (Salem PD)
- Salem Problem Properties Task Force (Salem PPTF)
- Salem Mayor's Office (Salem MO)
- Salem Sound Coastwatch (SSC)
- Salem State University (SSU)
- Young Men's Christian Association (YMCA)

Table 9: Salem Point Neighborhood Action Plan Matrix, 2013-2017

Tasks with an asterisk (*) were voted as high priorities for implementation at the May 13th Action Planning Workshop.

Safety/Security Vision: <i>The Point neighborhood is a safe and secure neighborhood for residents and visitors alike.</i>				
Activity	Partners	1-2 years 2013- 2015	3-4 years 2015- 2018	5 -7 years 2018- 2020
Support better communication between Salem Police Department and the Point neighborhood and increase public safety investments in the neighborhood.	<ul style="list-style-type: none"> • Salem PD • PNA 	x		
Improve lighting, signs, and sidewalks, and camera surveillance to make the bike and pedestrian experience safer at all hours.*	<ul style="list-style-type: none"> • Salem DPS • Salem PD • North Shore CDC • PNA 	x	x	x
Reactivate the Salem Problem Properties Task Force.	<ul style="list-style-type: none"> • Salem MO • North Shore CDC 	x		
Start a neighborhood crime prevention/community policing group and strengthen communications between Point Neighborhood Association and Salem Building Inspections.*	<ul style="list-style-type: none"> • Salem PD • Salem MO • Salem PPTF • PNA • Businesses 	x		
Neighborhood Pride and Civic Engagement Vision: <i>Point neighborhood residents have pride in the neighborhood and people of all ages have a role in improving the neighborhood and changing misconceptions</i>				
Activity	Partners	1-2 years 2013- 2015	3-4 years 2015- 2018	5 -7 years 2018- 2020
Develop leaders in the Point by offering leadership training for residents *	<ul style="list-style-type: none"> • North Shore CDC • LLC 	x		
Increase voting and civic participation in the Point.	<ul style="list-style-type: none"> • North Shore CDC • LLC • SSU 	x		

Host “welcome” events or programs in the Point to connect newcomers and existing residents to city and non-profit resources and information.	<ul style="list-style-type: none"> • Salem MO • North Shore CDC • PNA • Salem PRCS • Salem COA 	x		
Adopt City of Salem language access policy to guide changes to ensure immigrant access to city services. *	<ul style="list-style-type: none"> • Salem MO • LLC • PNA • North Shore CDC 		x	
Promote a vibrant Point neighborhood to residents and visitors by improving signs, landscaping, and public art to make the Point a more welcoming place.	<ul style="list-style-type: none"> • Salem DPS 		x	
Create a City of Salem Diversity Task Force.	<ul style="list-style-type: none"> • Salem MO 	x		
Market the assets of the Point to Salem residents, visitors, and tourists.	<ul style="list-style-type: none"> • North Shore CDC • Destination Salem • Historic Salem Inc. • Salem COC 			x
Job Training, Job Placement, and Education and Career Pathways Vision: <i>The Point neighborhood has resources and connections to public and private sector entities that enable residents of all ages to connect to job opportunities, education and career development resources.</i>				
Activity	Partners	1-2 years 2013- 2015	3-4 years 2015- 2018	5 -7 years 2018- 2020
Survey Point resident job skills and interests to guide planning of future job training and placement programs.	<ul style="list-style-type: none"> • North Shore WIB/CC • Salem DPCD • North Shore CDC 	x		
Work with community partners to hold workshops on careers for young people and adults of all ages. *	<ul style="list-style-type: none"> • North Shore WIB/CC • North Shore CDC • PNA • Salem Cyberspace 	x		
Work with businesses and colleges to pursue workforce partnerships that enhance the variety of local employers	<ul style="list-style-type: none"> • North Shore WIB • Salem DPCD 		x	

and promote the hiring of Point residents in local businesses. *	<ul style="list-style-type: none"> • Salem COC • North Shore Latino Business Association • North Shore Adult Education Partnership • Salem State University and other university partners 			
Implement a small business education series in Spanish and English for current and aspiring Point business owners.	<ul style="list-style-type: none"> • Enterprise Center at SSU/ Small Business Development Center at SSU • • North Shore WIB • North Shore BA 		x	
Environment, Open Space, Things to Do Vision: <i>The Point neighborhood provides a variety of quality recreational options for people of all ages.</i>				
Activity	Partners	1-2 years 2013-2015	3-4 years 2015-2018	5-7 years 2018-2020
Improve parks, open spaces, natural resources by making small and large improvements like planting trees, fixing benches, and installing lights.	<ul style="list-style-type: none"> • Salem DPCD • Salem P&R • Salem DPS • Salem Public Spaces Project 	x	x	x
Organize more activities in parks and open spaces to expand knowledge of and access to natural resources in the Point.	<ul style="list-style-type: none"> • Salem MO • Salem PRCS • Salem Public Spaces Project • BGC of Salem • YMCA • North Shore CDC • SCG • SSC • Friends of ENHC • Friends of MJL Park • House of Seven Gables • NPS 	x		

Create a Resource Center/Community Center *	<ul style="list-style-type: none"> • North Shore CDC • North Shore CHC • Salem DPCD • PNA • Salem MO 			x
Housing and Economic Development Vision: <i>Point neighborhood residents have access to both affordable rental and ownership opportunities in the neighborhood that meets their needs and stage in life, housing stock is compliant with applicable codes and standards, and the neighborhood has different recreational options that appeal to residents of all ages.</i>				
Activity	Partners	1-2 years 2013- 2015	3-4 years 2015- 2018	5 -7 years 2018- 2020
Assess resident needs in rental and homeownership opportunities to inform city housing investments and education opportunities in English and Spanish. *	<ul style="list-style-type: none"> • North Shore CDC • FHCGB • The Homebuying Mentors • Salem DPCD 	x	x	x
Identify areas of the Point with redevelopment potential and prioritize CDBG funding and City Housing Rehabilitation funds	<ul style="list-style-type: none"> • Salem DPCD • North Shore CDC • Salem PPTF 	x	x	x
Make information about affordable rental and ownership opportunities and housing resources readily accessible to residents within and outside of the Point and available in Spanish.	<ul style="list-style-type: none"> • Salem DPCD • North Shore CDC • Salem Landlords' Association 	x	x	x
Support development that includes a mix of housing, business, and offices uses in the Point and housing that is affordable to different incomes. *	<ul style="list-style-type: none"> • Salem DPCD • North Shore CDC • Salem Housing Authority 	x	x	x
Support designation of the Point neighborhood as a place on the National Register of Historic Places.	<ul style="list-style-type: none"> • North Shore CDC • Salem DPCD 	x	x	x
Pursue economic development planning in key commercial corridors in the Point neighborhood.	<ul style="list-style-type: none"> • Salem DPCD 		x	x
Infrastructure Vision: <i>The Point neighborhood offers residents and visitors a clean environment and safe options for getting to where they need to go – whether it is by foot, by bike, or by car.</i>				
Activity	Partners	1-2	3-4	5 -7

		years 2013- 2015	years 2015- 2018	years 2018- 2020
Improve trash and recycling resources. *	<ul style="list-style-type: none"> • Salem MO • Salem DPS • Salem ED • Salem Landlords' Association • PNA 	x	x	x
Implement infrastructure improvements in main commercial corridors in the Point neighborhood: lower Lafayette Street and Congress Street.	<ul style="list-style-type: none"> • Salem DPCD • Salem DPS 			
Invest resources in improving building structure facades and historic corridors in the neighborhood.	<ul style="list-style-type: none"> • Salem DPCD • North Shore CDC • Historic Salem, Inc. 		x	x
Update City of Salem five-year Community Development Block Grant (CDBG) plan to reflect improvements documented through the vision and action planning process.	<ul style="list-style-type: none"> • Salem DPCD • 		x	
Evaluate staffing needs of Building Inspection and Health departments to ensure code enforcement standards are met and consider adoption of code enforcement ordinance.	<ul style="list-style-type: none"> • Salem MO • Salem PPTF • Salem City Council • Salem BID • Salem HD 			x

Table 10: Salem Point Neighborhood Action Plan Matrix by Partners

Organizations highlighted in yellow are designated as lead organizations for each action item.

Safety/Security Vision: <i>The Point neighborhood is a safe and secure neighborhood for residents and visitors alike.</i>					
	North Shore Community Development Coalition	Point Neighborhood Association	Latino Leadership Coalition	City of Salem	Other Partners
Support better communication between Salem Police Department and the Point neighborhood and increase public safety investments in the neighborhood.		x		<ul style="list-style-type: none"> • Police Department • 	
Improve lighting, signs, and sidewalks, and camera surveillance to make the bike and pedestrian experience safer at all hours.*	x	x		<ul style="list-style-type: none"> • Department of Public Services • Police Department 	
Reactivate the Salem Problem Properties Task Force.	x			<ul style="list-style-type: none"> • Mayor's Office 	
Start a neighborhood crime prevention/community policing group and strengthen communications between Point Neighborhood Association and Salem Building Inspections.*		x		<ul style="list-style-type: none"> • Mayor's Office • Police Department • Problem Properties Task Force 	<ul style="list-style-type: none"> • Businesses
Neighborhood Pride and Civic Engagement Vision: <i>Point neighborhood residents have pride in the neighborhood and people of all ages have a role in improving the neighborhood and changing misconceptions.</i>					
	North Shore Community Development Coalition	Point Neighborhood Association	Latino Leadership Coalition	City of Salem	Other Partners
Develop leaders in the Point by offering leadership training for residents*	x		x		
Increase voting and civic participation in the Point.	x		x		<ul style="list-style-type: none"> • Salem State University

Host “welcome” events or programs in the Point to connect newcomers and existing residents to city and non-profit resources and information.	x	x		<ul style="list-style-type: none"> • Mayor’s Office • Salem PRCS 	
Adopt City of Salem language access policy to guide changes to ensure immigrant access to city services.*	x	x	x	<ul style="list-style-type: none"> • Mayor’s Office 	
Promote a vibrant Point neighborhood to residents and visitors by improving signs, landscaping, and public art to make the Point a more welcoming place.				<ul style="list-style-type: none"> • Department of Public Services 	
Create a City of Salem Diversity Task Force.				<ul style="list-style-type: none"> • Mayor’s Office 	
Market the assets of the Point to Salem residents, visitors, and tourists.	x				<ul style="list-style-type: none"> • Destination Salem • Historic Salem Inc. • Salem Chamber of Commerce
Housing and Economic Development Vision: <i>Point neighborhood residents have access to both affordable rental and ownership opportunities in the neighborhood that meets their needs and stage in life, housing stock is compliant with applicable codes and standards, and the neighborhood has different recreational options that appeal to residents of all ages.</i>					
	North Shore Community Development Coalition	Point Neighborhood Association	Latino Leadership Coalition	City of Salem	Other Partners
Survey Point resident job skills and interest to guide planning of future job training and placement programs.	x			<ul style="list-style-type: none"> • Department of Planning and Community Development 	<ul style="list-style-type: none"> • North Shore WIB/CC
Work with community partners to hold workshops on careers for young people and adult of all ages.*	x	x			<ul style="list-style-type: none"> • North Shore WIB/CC • Salem Cyberspace
Work with businesses and colleges to pursue workforce partnerships that enhance the variety of local employers and promote the hiring of				<ul style="list-style-type: none"> • Department of Planning and Community Development 	<ul style="list-style-type: none"> • North Shore WIB • North Shore Adult Education Partnership • North Shore Latino

Point residents in local businesses*					Business Assoc. <ul style="list-style-type: none"> • Salem Chamber of Commerce • Salem State University and other University Partners.
Implement a small business education series in Spanish and English for current and aspiring Point business owners.					<ul style="list-style-type: none"> • North Shore WIB • Destination Salem • North Shore BA • Small Business Development Center at SSU
Environment, Open Space, Things to Do Vision: <i>The Point neighborhood provides a variety of quality recreational options for people of all ages.</i>					
	North Shore Community Development Coalition	Point Neighborhood Association	Latino Leadership Coalition	City of Salem	Other Partners
Improve parks, open spaces, natural resources by making small and large improvements like planting trees, fixing benches, and installing lights.				<ul style="list-style-type: none"> • Department of Planning and Community Development • Department of Public Services • Parks, Recreation, and Community Services 	<ul style="list-style-type: none"> • Salem Public Spaces Project
Organize more activities in parks and open spaces to expand knowledge of and access to natural resources in the Point.	x			<ul style="list-style-type: none"> • Mayor's Office • Parks, Recreation, and Community Services 	<ul style="list-style-type: none"> • Boy's and Girl's Club of Salem • Friends of MJL Park • House of Seven Gables • National Park Service • Salem Public Spaces Project • Salem Community

					Gardens <ul style="list-style-type: none"> • SSC • YMCA
Create a Resource Center/Community Center*	x	x		<ul style="list-style-type: none"> • Department of Planning and Community Development • Mayor's Office 	<ul style="list-style-type: none"> • North Shore Community Health Center
Infrastructure Vision: <i>The Point neighborhood offers residents and visitors a clean environment and safe options for getting to where they need to go- whether it is by foot, by bike, or by car.</i>					
Improve trash and recycling resources		x		<ul style="list-style-type: none"> • Mayor's Office • Department of Public Services • Engineering Department 	<ul style="list-style-type: none"> • Salem Housing Authority
Implement infrastructure improvements in main commercial corridors in the Pint neighborhood: lower Lafayette Street and Congress Street.				<ul style="list-style-type: none"> • Department of Planning and Community Development 	
Invest resources in improving building structure facades and historic corridors in the neighborhood.	x			<ul style="list-style-type: none"> • Department of Planning and Community Development 	<ul style="list-style-type: none"> • Historic Salem Inc.
Update City of Salem five-year Community Development Block Grant (CDBG) plan to reflect improvements documented through the vision and action planning process.				<ul style="list-style-type: none"> • Department of Planning and Community Development • 	
Evaluate staffing needs of Building Inspection and Health Departments to ensure code enforcement standards are met and consider adoption of code enforcement ordinance.				<ul style="list-style-type: none"> • Mayor's Office • Problem Properties Task Force • Health Department 	<ul style="list-style-type: none"> • Salem BID • Salem City Council

Action Plan Oversight and Implementation

The City of Salem and community partners will endorse the Salem Point Neighborhood Vision and Action Plan by creating and signing a Compact. The Compact will be signed by the mayor of Salem and the community partners who will have a role in implementing the plan over a seven-year timeframe from 2013 – 2020.

The Compact will:

- Endorse the Salem Point Neighborhood Vision and Action Plan
- Outline the establishment of a Salem Point Neighborhood Working Group that will meet biannually during the timeframe for the implementation of this action plan – 2013 – 2020
- Outline the City's commitment to maintaining the Vision and Action Plan as a guide for use in making decisions affecting future growth and development in the Point and to including updates on the status of the Plan's implementation in the Annual City Report

The Salem Point Neighborhood Working Group will consist of all partners tasked with helping the City advance action items outlined in the plan. The goal of each meeting will be to discuss successes and emerging barriers and to troubleshoot challenges to ensure continued advancement of actions. City of Salem planning staff will schedule all working group meetings and the Mayor of Salem will be invited to attend each meeting. In between working group meetings, the City of Salem will maintain communication with the Point Neighborhood Association (PNA) so that updates can be shared at monthly PNA meetings.

Working Group Members:

- Mayor of Salem
- City of Salem Planning and Community Development Director
- Salem Police Department Representative
- Salem Citizen's Advisory Council Representative
- Salem Neighborhood Improvement Advisory Council Representative
- North Shore Community Development Coalition
- Point Neighborhood Association
- Salem Landlord's Association
- Salem State University
- Salem Chamber of Commerce
- North Shore Latino Business Association
- North Shore Workforce Investment Board
- Latino Leadership Coalition
- Salem Community Health Center

Appendix A: Community Engagement Materials: Agendas + Participant Demographics

Focus Group Participant Worksheet + Discussion Topics

Please take a few minutes to complete the following:

Part I: Visioning Exercise

Share your name:

Finish these statements:

My hope for the Point neighborhood is _____

My hope for my family is _____

Part II: Discussion (Facilitator will assign a topic area to focus on)

1. Name two (2) things you like best about the Point:

2. Name one (1) thing you would like to change about the Point:

a. Why does this exist? _____

b. What is standing in the way of change? _____

3. Write your ideas for a solution:

Salem Point Neighborhood Visioning Workshop
Thursday, March 7, 2013, 6:30 – 9:00 pm
Immaculate Conception Church
15 Hawthorne Boulevard, Salem, MA 01970

Objective: To obtain input for people who live, work, go to school in, and play in the Point on neighborhood strengths and challenges, as well as opportunities and improvements they would like to see

Desired Outcomes: By the end of this meeting, we will have input on opportunities and improvements people would like to see made in the neighborhood; this will inform how we structure the May action planning workshop

Time	Agenda
6:30 – 6:50 pm	Dinner and refreshments
6:50 – 7:00 pm	Welcome and Overview
7:00 – 7:10 pm	Keypads – Who’s in the room?
7:10 – 7:30 pm	Community Involvement: Report-Outs <ul style="list-style-type: none"> • Focus groups • “What’s the Point?” Community PlanIt game report-out
7:30 – 8:15 pm	Table Discussions (up to 8)
8:15 – 8:35 pm	Table Discussion Report-Outs
8:35 – 8:50 pm	Awards
8:50 pm	Keypad exit polling
9:00 pm	Next Steps <ul style="list-style-type: none"> • Thursday, May 15, 6:30 – 9:00 pm: Action-Planning Workshop

Salem Point Neighborhood Visioning Workshop
Meeting Participant Keypad Polling Results

Note: Over 50 people attended the visioning workshop, however not everyone participated in keypad polling.

1.) What is your favorite food? (multiple choice)		
	Responses	
	(percent)	(count)
Pastelitos	26.67%	12
Burgers and fries	8.89%	4
Rice and beans	26.67%	12
Frozen Yogurt	22.22%	10
Other	15.56%	7
Totals	100%	45
2.) How did you hear about this meeting? (multiple choice)		
	Responses	
	(percent)	(count)
From a friend	11.90%	5
At a previous meeting organized by NSCDC	35.71%	15
In a newspaper	4.76%	2
In church	2.38%	1
Saw a flyer	0%	0
Other	45.24%	19
Totals	100%	42
3.) How do you identify yourself? (multiple choice)		
	Responses	
	(percent)	(count)
White	41.67%	20
Asian	0%	0
Black or African American	2.08%	1
Hispanic or Latino	37.50%	18
Multiracial	14.58%	7
Other	4.17%	2
Totals	100%	48
4.) What language do you speak at home? (multiple choice)		
	Responses	
	(percent)	(count)
English	52.17%	24
Spanish	34.78%	16
Portuguese	0%	0
Chinese dialect	0%	0
Haitian Creole	4.35%	2

Other	8.70%	4
Totals	100%	46
5.) What is your age? (multiple choice)		
	Responses	
	(percent)	(count)
0 - 19	19.57%	9
20 - 34	36.96%	17
35 - 44	13.04%	6
45 - 54	17.39%	8
55 - 64	8.70%	4
65 or more	4.35%	2
Totals	100%	46
6.) What is your annual household income? (multiple choice)		
	Responses	
	(percent)	(count)
\$0 - \$19,999	16.67%	7
\$20,000 - \$34,999	14.29%	6
\$35,000 - \$54,999	14.29%	6
\$55,000 - \$84,999	21.43%	9
\$85,000 - \$139,999	16.67%	7
\$140,000 or more	16.67%	7
Totals	100%	42
7.) Do you own a home or rent? (multiple choice)		
	Responses	
	(percent)	(count)
I own a single family home	30.95%	13
I own a multi-family home (e.g., triple-decker)	19.05%	8
I own a condominium or townhouse	11.90%	5
I rent my home or apartment	28.57%	12
Other (none)	9.52%	4
Totals	100%	42
8.) How long have you lived in the Point neighborhood? (multiple choice)		
	Responses	
	(percent)	(count)
1 year or less	0%	0
2-5 years	6.52%	3
6-10 years	4.35%	2
More than 10 years	26.09%	12
Not applicable	63.04%	29
Totals	100%	46

9.) Did you play the “What’s the Point?” Community PlanIt game? (multiple choice)		
	Responses	
	(percent)	(count)
Yes	62.16%	23
No	37.84%	14
Totals	100%	37
10.) How well do you think the city government of Salem is doing to meet the needs of people who live in the Point? (multiple choice)		
	Responses	
	(percent)	(count)
Very Good	0%	0
OK	14.29%	6
Needs Improvement	50%	21
Poor	16.67%	7
Don’t Know	19.05%	8
Totals	100%	42
11.) If the city were to invest more resources into the Point for businesses and jobs, which do you think they should prioritize? (multiple choice)		
	Responses	
	(percent)	(count)
Business expansion loans	5%	2
Commercial business rehabilitation	7.50%	3
Job creation	30%	12
Job training and placement	57.50%	23
Totals	100%	40
12.) Some people believe housing quality is an issue in the Point. What do you think the housing development funding priorities should be in the Point? Check all that apply. (multiple choice)		
	Responses	
	(percent)	(count)
More affordable rental housing	26.32%	10
More affordable home ownership	34.21%	13
Assistance to rehabilitate homes	13.16%	5
Energy efficiency improvements	10.53%	4
Mitigating lead-based paint hazard	2.63%	1
Historic preservation	2.63%	1
Assistance with rent	10.53%	4
Totals	100%	38

13.) How would you rate the quality of the natural environment (open spaces, trees, parks) in the neighborhood? (multiple choice)		
	Responses	
	(percent)	(count)
Great	0%	0
Very good	7.50%	3
Needs improvement	50%	20
Poor	32.50%	13
Don't know – don't live in the neighborhood	10%	4
Totals	100%	40
14.) Which group is your top choice for the fourth community cause to receive \$100? (multiple choice)		
	Responses	
	(percent)	(count)
Salem Educational Foundation (Noticias en Espanol)	15.91%	7
North Shore Community Development Coalition (Point Recycles and Community Mural Project)		
	43.18%	19
Give Out Loud (Point Beautification and Youth Involvement)	40.91%	18
Totals	100%	44
15.) How well did the meeting meet your expectations? (multiple choice)		
	Responses	
	(percent)	(count)
Very well	55.81%	24
Good	41.86%	18
Okay	0%	0
So-so	2.33%	1
Not well at all	0%	0
Totals	100%	43

**Salem Point Action Planning Workshop
Monday, May 13, 2013, 6:00 – 8:15 pm
Salem Academy Charter School Cafeteria
49 Congress Street, Salem, MA, 01970**

- **Objective:** To obtain input from people who live, work, go to school in, and play in the Point neighborhood on suggested topics and related action items to be included in the neighborhood action plan.
- **Desired Outcomes:** By the end of this meeting, we will have input on the topics and related action items to be included in the neighborhood action plan

Time	Agenda
6:00 – 6:30 pm	Dinner
6:30 – 6:35 pm	Welcome and Overview
6:35 – 6:40 pm	Activity – Who's in the room?
6:40 – 6:45 pm	Action Plan Overview
6:45 – 7:45 pm	Table Discussions <ul style="list-style-type: none">• Choose Two Topics
7:45 – 7:55 pm	Questions & Answers
7:55 – 8:10 pm	Action Plan Preferences Activity
8:10 – 8:15 pm	Next Steps <ul style="list-style-type: none">• Action plan draft available for public review in June

Salem Point Neighborhood Action Planning Workshop
Meeting Participant Keypad Polling Results

Note: Over 40 people attended the action planning workshop, however not everyone participated in keypad polling. Towards the latter half of the meeting, participants were asked to pick their top two priorities under each of the action plan topics. Highlighted actions were the top voted priorities under each action plan topic.

1.) What is your favorite food? (multiple choice)					Responses	
Pastelitos					5	15.62%
Burgers and fries					2	6.25%
Rice and beans					9	28.12%
Frozen Yogurt					3	9.38%
Other					13	40.62%
Totals					32	100%
2.) How did you hear about this meeting? (multiple choice)					Responses	
From a friend					5	17.86%
At a previous meeting organized by NSCDC					12	42.86%
In a newspaper					0	0%
In church					2	7.14%
Saw a flyer					1	3.57%
Other					8	28.57%
Totals					28	100%
3.) How do you identify yourself? (multiple choice)					Responses	
White					16	47.06%
Asian					1	2.94%
Black or African American					2	5.88%
Hispanic or Latino					11	32.35%
Multiracial					0	0%
Other					4	11.76%
Totals					34	100%
4.) What language do you speak at home? (multiple choice)					Responses	
English					24	66.67%
Spanish					8	22.22%
Portuguese					1	2.78%
Chinese dialect					2	5.56%
Haitian Creole					0	0%
Other					1	2.78%
Totals					36	100%

5.) What is your age? (multiple choice)					Responses	
0 - 19					0	0%
20 - 29					8	23.53%
30 - 39					10	29.41%
40 - 49					7	20.59%
50 - 59					6	17.65%
60 or better					3	8.82%
Totals					34	100%
6.) What is your annual household income? (multiple choice)					Responses	
\$0 - \$19,999					6	19.35%
\$20,000 - \$34,999					1	3.23%
\$35,000 - \$54,999					7	22.58%
\$55,000 - \$84,999					8	25.81%
\$85,000 - \$139,999					6	19.35%
\$140,000 or more					3	9.68%
Totals					31	100%
7.) Do you own a home or rent? (multiple choice)					Responses	
I own a single family home					4	11.76%
I own a multi-family home (e.g., triple-decke...					6	17.65%
I own a condominium or townhouse					5	14.71%
I rent my home or apartment					17	50%
Other (none)					2	5.88%
Totals					34	100%
8.) How long have you lived in the Point neighborhood? (multiple choice)					Responses	
1 year or less					2	5.88%
2-5 years					2	5.88%
6-10 years					3	8.82%
More than 10 years					7	20.59%
Not applicable					20	58.82%
Totals					34	100%
9.) Did you play the "What's the Point?" Community PlanIt game? (multiple choice)					Responses	
Yes					9	28.12%
No					23	71.88%
Totals					32	100%
10.) Topic: Safety and Security Select top priority # 1: (multiple choice)					Responses	

Start a neighborhood watch group that will report to Point Neighborhood Association and Salem Police	10	30.30%
Support better communication between Salem Police and Point, include a bilingual officer in the Community Impact Unit, and increase bike patrols	10	30.30%
Improved lighting, signs, and sidewalks so it is safer to walk at night	10	30.30%
Reactivate Salem Problem Properties Task Force to perform city inspection of problem properties	3	9.09%
Totals	33	100%
11.) Topic: Safety and Security Select top priority # 2: (multiple choice)	Responses	
Start a neighborhood watch group that will report to Point Neighborhood Association and Salem Police	4	13.33%
Support better communication between Salem Police and Point, include a bilingual officer in the Community Impact Unit, and increase bike patrols	14	46.67%
Improved lighting, signs, and sidewalks so it is safer to walk at night	4	13.33%
Reactivate Salem Problem Properties Task Force to perform city inspection of problem properties	8	26.67%
Totals	30	100%
12.) Topic: Neighborhood Pride and Civic Engagement Select top priority #1: (multiple choice)	Responses	
Improve signs and landscaping	3	10%
Install neighborhood bulletin boards	0	0%
Offer leadership training for residents	5	16.67%
Work with city tourism staff to market the assets of the Point, like holding walking tours	4	13.33%
Hold city-staffed welcome events/programs in the neighborhood to provide resources and information	2	6.67%
Adopt City language access policy to guide changes to ensure immigrant access to resources	6	20%
Increase voting by removing obstacles and developing leaders	10	33.33%
Totals	30	100%
13.) Topic: Neighborhood Pride and Civic Engagement Select top priority #2: (multiple choice)	Responses	
Improve signs and landscaping	0	0%
Install neighborhood bulletin boards	0	0%
Offer leadership training for residents	14	50%
Work with city tourism staff to market the assets of the Point, like holding walking tours	3	10.71%
Hold city-staffed welcome events/programs in the neighborhood to provide resources and information	3	10.71%
Adopt City language access policy to guide changes to ensure immigrant access to resources	2	7.14%

Increase voting by removing obstacles and developing leaders					6	21.43%
Totals					28	100%
14.) Topic: Jobs and Education and Career Pathways Select top priority #1: (multiple choice)					Responses	
Survey Point residents job skills and interests to guide city planning of future programs between residents and educational institutions and employers					3	11.11%
Work with Workforce Investment Board and Salem Cyberspace to hold workshops on careers for young people and adults of all ages					7	25.93%
Implement small business education series in Spanish and English for current and future business owners					7	25.93%
Work with businesses, colleges, and city to promote hiring of Point residents in Point businesses					10	37.04%
Totals					27	100%
15.) Topic: Jobs and Education and Career Pathways Select top priority #2: (multiple choice)					Responses	
Survey Point residents job skills and interests to guide city planning of future programs between residents and educational institutions and employers					5	16.67%
Work with Workforce Investment Board and Salem Cyberspace to hold workshops on careers for young people and adults of all ages					9	30%
Implement small business education series in Spanish and English for current and future business owners					7	23.33%
Work with businesses, colleges, and city to promote hiring of Point residents in Point businesses					9	30%
Totals					30	100%
16.) Topic: Environment, Open Space, Things to Do Select top priority #1: (multiple choice)					Responses	
Improve parks and natural resources by making small and large improvements like planting trees, fixing benches, installing lights					6	19.35%
Organize more activities in the parks like baseball games in the park, farmers market, block party, etc.					10	32.26%
When encouraging new businesses in the Point, promote needs like places to shop for clothing and to eat and listen to live music					3	9.68%
Teen Resource Center / Community Center					12	38.71%
Totals					31	100%
17.) Topic: Environment, Open Space, Things to Do Select top priority #2: (multiple choice)					Responses	
Improve parks and natural resources by making small and large improvements like planting trees, fixing benches, installing lights					16	53.33%
Organize more activities in the parks like baseball games in the park, farmers market, block party, etc.					7	23.33%
When encouraging new businesses in the Point, promote needs like places to shop for clothing and to eat and listen to live music					2	6.67%
Teen Resource Center / Community Center					5	16.67%

Totals					30	100%
18.) Topic: Housing Select top priority #1: (multiple choice)					Responses	
Identify areas needing improvement (more housing, businesses, community services, etc.) such as Congress Street corridor and set aside CDBG funding and City Housing Rehab funds					7	24.14%
Support development that includes housing affordable to different incomes and a mix of housing and business and office uses					11	37.93%
Understand resident interests in rent and homeownership opportunities and offer classes on things like landlord and tenant rights in Spanish					5	17.24%
Make information about affordable rental and ownership opportunities available in Spanish					2	6.90%
Collaboration between tenants and landlords					4	13.79%
Totals					29	100%
19.) Topic: Housing Select top priority #2: (multiple choice)					Responses	
Identify areas needing improvement (more housing, businesses, community services, etc.) such as Congress Street corridor and set aside CDBG funding and City Housing Rehab funds					8	28.57%
Support development that includes housing affordable to different incomes and a mix of housing and business and office uses					5	17.86%
Understand resident interests in rent and homeownership opportunities and offer classes on things like landlord and tenant rights in Spanish					9	32.14%
Make information about affordable rental and ownership opportunities available in Spanish					4	14.29%
Collaboration between tenants and landlords					2	7.14%
Totals					28	100%
20.) Topic: Streets, Sidewalks, Trash, Recycling Select top priority #1: (multiple choice)					Responses	
Put more resources into storefront improvement program and make resources available in Spanish					2	7.41%
Improve cleanliness by providing trash barrels and recycling bins and improve trash pick up to twice per week and street sweeping four times per year					13	48.15%
City staff will make efforts several times a year to contact landlords who violate health and safety codes					3	11.11%
City staff will communicate with Point Neighborhood Association to prioritize infrastructure repairs, improvements, and replacements projects as part of its five year plans that are funded with CDBG funds					4	14.81%
Clear storm drains (flooding problems on Prince & Palmer Streets)					2	7.41%
Culturally relevant litter campaign					2	7.41%
Establish/reactivate problem properties taskforce					1	3.70%
Totals					27	100%
21.) Topic: Streets, Sidewalks, Trash, Recycling Select top priority #2: (multiple choice)					Responses	

Put more resources into storefront improvement program and make resources available in Spanish	3	10.71%
Improve cleanliness by providing trash barrels and recycling bins and improve trash pick up to twice per week and street sweeping four times per year	9	32.14%
City staff will make efforts several times a year to contact landlords who violate health and safety codes	0	0%
City staff will communicate with Point Neighborhood Association to prioritize infrastructure repairs, improvements, and replacements projects as part of its five year plans that are funded with CDBG funds	7	25%
Clear storm drains (flooding problems on Prince & Palmer Streets)	1	3.57%
Culturally relevant litter campaign	6	21.43%
Establish/reactivate problem properties taskforce	2	7.14%
Totals	28	100%

Appendix B: Focus Group, Community PlanIt, and Public Meeting Highlights

Point Neighborhood Strengths and Opportunities: Summary Feedback from Focus Groups and Community PlanIt Players

Top words used to describe the Point:

- community, strong, diverse, misunderstood, united, tight-knit, awesome

Best things about the neighborhood:

- Ability to walk to places to buy things needed and locally owned stores, many restaurants
- The murals, Palmers Cove, parks, waterfront view
- Diversity of people (college students, longtime residents, immigrants, single people) (6)
- Relationships between people / tight relationships in Latino community
- Good resources like Health Center, Senior Center, Schools, bank, community organizations
- Affordable place to live, affordable places to eat
- Transportation (bus access)
- Music playing (at the right times – not too late)
- Close to downtown and university
- Pride in the neighborhood and its history
- Police security

Hopes for the neighborhood / things that need improvement:

- Cleaner, more beautiful parks and streets – better trash collection and recycling
- Less crime/more safety, peace, and harmony – better relations with and understanding of police system/less fear to report/more confidentiality
- More positive perceptions of neighborhood by people within and outside of neighborhood/less negative stereotypes (by media, realtors, institutions)
- Enforcement of building maintenance including shoveling and reinforcing no smoking rules
- More fun things to do: more recreational activities for adults and young people, live music, clubs, festivals and parades in the neighborhood
- More retail – good grocery store and places to buy clothing
- Integrating neighborhood with rest of the city – no invisible borders
- Assistance to renters and homebuyers on things like assistance to rehabilitate homes, energy efficiency improvements, affordable rents and homeownership
- More city investment in neighborhood (fixing damaged signs, potholes, cracks in pavement, and strengthening voter turnout)
- Safer to get around (including running, biking, driving)
- Job opportunities for young people and adults
- More communication and respect between neighbors of different ethnicities – resolving conflicts, and more opportunities to get to know people
- Service providers who can speak Spanish so people in neighborhood can better access resources
- Improve coordination between neighborhood groups

Salem Point Visioning Workshop
Thursday, March 7, 2013, 6:30 – 9:00 pm
Small Group Discussion Notes

Over 50 people attended the Visioning Workshop. Participants in the meeting were invited to discuss assets and opportunities for change in the neighborhood. Participants were also asked to consider specific topics like: housing, jobs, the environment (health and safety), getting around (transportation), and recreation (things to do). This document summarizes notes from seven small group discussions that took place during the workshop.

What is your relationship to the Point (resident, work here, student, hang out here, etc.)?

- Everyone has lived in The Point for at least 2 years
- Works in Salem with the Point's Senior Citizens (130 senior citizens)
- Interested in The Point neighborhood.
- Homeowner members of Salem planning.
- Have volunteered
- Lived in The Point many years, I'd like The Point to be improved.
- I like the history and the unity and community. Like docked boats here.
- Relating to the community because I am Spanish.
- House of 7 Gables
- Serves students
- Salem High School
- Owner of Tropicana, 25 years
- Work with North Shore CDC
- Interested in The Point neighborhood
- Homeowner members of Salem planning
- Have volunteered
- Lived in The Point many years, I'd like The Point to be improved.
- I like the history and the unity and community. Liked docked boats here.
- Relating to the community because I am Spanish.
- Proximity to the harbor and to downtown and family is very strong here and strong community. Few remaining ethnic city.
- Work in the Point
- Running The Point program
- CDC jobs program residents
- Workers, live here

What do you like about the Point? Name three things.

- Things are really close (schools, daycare)
- Cohesiveness of community. Lots of people related to each other. People know their neighbors.
- "Big city feel, not big city prices."
- Family feel.
- Lots of interesting places—willows, forest river, museums and 2 golf courses.

- People put up their “boundaries.” Do planners have these boundaries in mind?
- History is French Canadian. Diverse ethnicities first migrated here due to the mills
- Spanish language, food, culture
- Sense of ownership within the community, sense of community and sense of pride
- Cyberspace
- Parks, including park near Palmers Cove
- Knowing everyone
- The music
- Everyone’s relationship with each other
- Academics, distance, seeing it progress.
- Social places like The Point act as a launching pad for immigrants. “Graduates” of The Point are much better off when they leave.
- Many residents eventually move away from The Point. But change has occurred and there are people who are choosing to live there, (Billie). Revitalization.
- Proximity to the harbor and to downtown and family is very strong here and strong community.
- Very welcoming people
- Palmer’s Cove Park
- The changes will be positive because people are buying houses.
- Best things: businesses get what you want, food, parks, community gardens
- Salem is a nice city (better than surrounding towns and cities).
- University, peaceful place, safe.
- Lots of activity
- The Point is an influential part of the city.
- Wendy’s, Cyberspace, NSCDC, The Exchange, family orientation, art (e.g. the murals), resources, near everything, kids/teens, location/accessibility, bodegas.
- Familiar to Lawrence and DC, Culture, Shopping w/ food—Salem El Tipico Restaurant on Congress Street, Haitian Food, multi-family units, open space on peripheries, small parks.
- Nearby access to needs, bodegas, great schools (charter), murals.

What would you change about the Point and why? What do you think would make the Point a better place to live, work, study in or play in? Does anything that came up in the focus groups and game surprise you? Tell us why.

Infrastructure – General:

- More street lights
- Electrical facilities on Congress Street. Facilities are off Peabody Street, maybe we should change the building all together.
- Fix hanging electrical wires
- Better streetscape maintenance
- lighting—more street lights
- more trash cans
- Parks in disrepair, broken fences, dark.
- Security lights on public property
- Snow clearing from sidewalks, immediate fires are city responsibility

- The streets—put cops on every corner, street sweeping/cleanup, cameras to bust drug dealers so kids aren't influenced.
- Cleaner streets
- Hanging electrical wires, street maintenance, lighting
- Fix sidewalks basic infrastructure that's been neglected
- Hypothetical: if there was money to be spent in the Point, what would you spend it on? Roads and sidewalks (x2), safety (take stickers off Stop Signs, replace fallen wires), business appearance upgrades (façade, lighting etc.), park and street trees.

Infrastructure – Transportation:

- Streets are very narrow.
- Down Street is very bad, very uneven.
- Make the end of Congress Street a destination and bike friendly.
- The sidewalks are uneven and I used to fall—they did fix some of the areas.
- More parking space meters
- Bussing to high schools (dislikes)
- Cutting down street trees would make it seem less “stuffy” and improve sidewalks
- Bike racks.
- Streets—narrow, little sidewalks

Housing

- Absentee land-lordism causes more investments to homes they own.
- The changes will be positive because people are buying houses.
- How do we build new home ownership when people can or cannot afford them?
- Housing issues: mold, mildew—general apt. upkeep, afraid of landlord retaliation, possums and skunks in neighborhood.
- Landlords (dislikes)

Open Space/Environment:

- Planting flowers for the lot activities and buildings.
- More trees
- Mary Jane Lee Park, please do something.
- Green space, expand community parks, skating park.
- Want a cleaner neighborhood
- Make more space
- Some parks are falling apart—you can get hurt.
- I like the way it is but putting more things to do at the park would be good.
- River does NOT equal a trash bin!
- Underserved parks and open space—possibility of parks used citywide
- More parks—fence around Mary Jane Lee Park, more lights and parks on streets.
- Somewhere for kids to gather (e.g. boys and girls clubs), have activities, sports.
- Add water sports (the kind that comes out of the ground) to the park.
- Maybe a city-wide park in the Point – to make more people feel welcome including youth
- I like the way it is but putting more things to do at the park would be good.

Economic Development:

- Food was important topic, Bodegas.
- Employment opportunities around The Point (needs to change/be improved)
- Sustainable employment
- What can we do with the existing businesses?
- More jobs for young adults
- How can we get people to The Point? 1) Through businesses 2) (better) sidewalks 3) landlords
- Bring more people into the point to shop at local businesses; give more visibility to local businesses
- There are a lot of Bodegas and restaurants and barbershops and Laundromats—bring all of these types of businesses in.
- Maybe we should set up small shops and food trucks
- Farmer's market in The Point—attracting residents from other neighborhoods?
- Change stereotypes to attract business and welcome tourists
- One way streets mean little traffic for businesses
- The walk from Wendy's to Congress Street is nice—get people to utilize it better (e.g. music concerts, picnics, free food).
- Capitalizing on cultural capital of Salem. Need to integrate The Point into Salem community.
- Capitalize on cultural assets: food, jewelry, art, something to act like a major pull.
- Block parties, more community events, parades
- Fairs, Carnivals, Congress Street

Recreation/Things to Do:

- Someplace to learn life skills or class for youth on how to find opportunities (housing, food stamps, money management, self-awareness)
- Perhaps there could be things to do late at night for students?
- More activities (all ages)
- Young/youth 14-15 soccer, baseball, basketball
- Basketball courts
- Community pool
- Need organizations with things for young people to do; a place to learn, teaching essential life skills to teens – social services in one place
- YMCA should be built
- Put together community orientation night or center
- What can we do with the existing schools?
- “Make troublemakers feel uncomfortable.” Possible need for YMCA/community organization/life skills.

Safety/Security:

- Security response time (make it better)
- Crime is not taken seriously in The Point—“it happens.”
- To get the end of Congress Street is daunting.
- Under-Utilized church torn down

- Res id vs other uses for redevelopment parcel
- Hear about how dangerous it is.
- People in criminal activity need motivation/opportunity to change.
- Police or security guards—ones who are trustworthy and on foot—involved in the community.
- Need neighborhood watch, guards on the street, cameras
- Neighborhood watch to improve community responsibility.
- less drug crime (and less smoking)

Perceptions/Ownership:

- Misconceptions of The Point should be highlighted and eliminated
- People don't know the history of The Point.
- Capitalize on the cultural assets of the Point. Cultural assets put to good use.
- Point is a place of transition
- Bring people from outside of the Point into the neighborhood with things like carnivals (which they have in the Dominican Republic)
- The income question was surprising. People make more than I thought. There's a huge income disparity.
- Stereotypes: dangerous, dirty, drugs, poorly lit, decrepit, "smallest places in Salem: gets least attention."
- Change stereotypes of drug, violence, "nobody in there cares" by inviting the wider community in, breaking down barriers.
- "Not our country" – neighborhood is off the radar. May like the community but no ownership. Neighborhood seen as a place of transition.
- Loitering youth
- Very welcoming people but less trash please.
- Could be seen as intimidating, Could be seen as vibrant.
- People are scared of the Point because of stereotypes. It is scary because of the drugs.
- Cluttered streets create a sense of heightened risk.
- Neighborhood Orientation, obvious idea I never thought of. Very frustrating to move into a new area and not know where to go. There are transportation questions, parking bans...information about these things will help make you feel at home, and people don't know these things, even if you've been here (in the neighborhood) awhile

Civic Engagement:

- Consolidation of polling places
- Need to engage Latino residents – more active / voice for change – how to engage parents. Grassroots organizing. Point Neighborhood Association as a resource. There is lots of misinformation.
- City needs to reach Latino voice (effort), 100 students do not understand English. Need more bilingual announcements, school and city. Reach out to parents in Spanish
- Culturally specific outreach to Latino population, address school engagement etc.
- Orientation center: community organizing leadership unification and persistence – permissiveness, PNA, SSU, CDC
- Find a way to engage a larger part of the community. This is your home.

- Education—school for young people important to learn about the community to create an identity.
- Get people to shift from “glad I’m leaving that” to “I miss that.”
- Changing the narrative
- Getting and keeping young people involved
- Bring more folks into the neighborhood.
- Engage youth to clean up the neighborhood, do some community art, influence others
- Outreach people in the community, playing with kids, become trusted authority figures
- More connection with all: Salem orientation center

Feedback about the meeting and next steps:

- Focus groups with young people. Good, large meetings are intimidating.
- Process was good at bringing people together
- Take results and talk to 10th Grade at SCA for service project.
- Do small changes (from this project?) and report back.

Salem Point Action Planning Workshop
Monday, May 13, 2013, 6:00 – 8:15 pm
Table Discussion Notes

Over 40 people attended the Action Planning Workshop. Participants in the meeting were invited to provide ideas of concrete actions that they would like the city and its community partners to undertake over the next seven years and to also provide ideas for how to improve or expand any of the action items already identified. Participants had the option of selecting two table discussions to participate in. There were six available tables structured around the six action plan topics. Each discussion table benefited from the ideas of two rounds of participants. This document summarizes notes from the small group discussions that took place during the workshop.

General discussion questions:

- Do you think these activities are priorities? Why or why not? If yes, who should be responsible for making them happen?
- Are there any activities you think should be added? If yes, who should be responsible for making them happen?

TOPIC:	Safety and Security
FACILITATOR(S):	Kristen Anderson / Ana Nuncio

NOTES:

The top issue selected for inclusion in end-of-meeting polling on action plan priorities is in bold.

Group #1:

- Mario – extending the eyes and ears of the community
- Yoleny – camera system that can monitor all that happens. City Hall can install a system on important streets
- Velenia – Not accepting dogs or cats housing. Action item 4 the North Shore CDC is responsible for its own buildings quarterly enforcement of Action item 4
- Yoleny – More bilingual officers. Regular police patrols would eliminate loitering by young people. Police department can become more involved with the community. Officers on bikes to know the community and culture in addition to having vehicle patrols.
- Mario – Clean streets boosts civic pride. Poor drainage not many sewer drains, paving stretches of streets that have only one storm drain.
- Increase street cleaning in high density areas of Point Neighborhood.
- Increase yard waste pickups. City Hall has to “put order in the house”
- Who’s responsible: Mayor should send letters to each resident or owner (Mayor, DPW, CDC)

Group #2:

- Most important factors start from home.
- Children shouldn’t be on the street, need more police, summer programs.
- Most people can’t afford private childcare programs.
- Need more activities for teens

- Who is giving us safety? Not just the police but also the surrounding community. Safety belongs to everyone.
- Spanish speaking police.
- Neighbors call 3 times; we have to feel they are helping you
- More night time personnel.
- Problems across the street from one participant ; thinks police should break up groups
- Neighborhood watch: People should call each other
- Not enough street lighting
- Need more youth programming, such as the Boys and Girls Club to keep them busy, playing music or doing workshops.
- Lots of abandoned properties and a sex offender in the neighborhood.
- Security cameras should be placed on streets, kids can't play in private park because people smoke there.
- Reinstitute street sweeping
- Don't want shooting shots every day
- How could they bring rapist > 31 Salem Street everyday
- Trash company makes a mess, trash falls out of the truck as it drives away
- Yes : Extend eyes, better communities
- Camera system is important (i.e. Lynn)
- Make sure CDC is responsive to problem properties.
- More Spanish speaking police are needed. Communication is vital. Bike patrols are also essential.
- Loitering: People congregate around business. Patrols disperse groups.
- Police can involve the community for preventative measures
- Clean streets are safe streets. Regular street sweeping, lighting and beautification needed
- **Enforcing parking**

TOPIC:	Neighborhood Pride and Civic Engagement
FACILITATOR(S):	Joan Blaustein, MAPC / Ana Nuncio

NOTES:

The top issue selected for inclusion in end-of-meeting polling on action plan priorities is in bold.

Group #1:

- Leadership training that's more inclusive
- More opportunities for greater community involvement
- **Increase civic engagement for greater community involvement / removing obstacles to voting**
- Increase voting participation and moving of voting place
- Address voting rights issues to increase participation
- Challenging misconceptions (Diana)
- History of the mills – Joanne Scott
- Walking tour ideas
- Salem State University

- Getting point residents to become poll workers

Group #2:

- Voting – hard to get to the polls, handicapped people need rides. Voters asked to show ID, while there is a lack of bilingual poll workers
- Improvement to parks – teenage hangout, more parks
- Latino political leadership, leadership training state resources to find, nurture and support leadership through the school system
- Kids exposed to other areas, expectations
- Faith based, use older residents as mentors
- Multigenerational learning, do it intentionally
- Increase voting by removing obstacles and developing leaders
- **Neighborhood pride and civic engagement**

TOPIC:	Job Training, Job Placement, and Education and Career Pathways
FACILITATOR(S):	Andrew Shapiro, City of Salem / Elsabel

NOTES:

The top issue selected for inclusion in end-of-meeting polling on action plan priorities is in bold.

Group #1:

- Point is characteristic by low levels of income and educational
- We should think about the needs across educational and racial lines
- There are differences in terms of what someone who is Dominican views the world versus someone who is Puerto Rican
- Leadership is needed to implement change.
 - “The city is willing to help”
- There is a disconnect between The Point and Shetland Park
 - Business answers should make connections with Point Residents
- **The High School is missing in the “Partners”**
 - **Businesses should be encouraged to take on interns to introduce young people to office environments. North Shore Community College should be included as well.**

Group #2:

- There needs to be more of a connection to higher education
- There needs to be a pipeline from the point to higher educational institutions
- Universities should partner with school districts and after school programs
 - The Workforce Investment Board can help facilitate this by working with children and adults
- Programs should target students in middle school, in order to begin a discussion about educational attainment and job training prior to getting into high school
- Immigrants who attend college should go to schools to speak about educational opportunities
- Map the jobs in Shetland Park and greater Point and then survey Point residents to align interests / needs

- Missing:
 - **Helping immigrants / Point residents obtain small business loans. They need help with process and to be aware of opportunities**
 - **Offering more ESL classes and opportunities**
- Bridging the language gap is critical compliment to job training
- **Surveying residents is highest priority to begin with**

TOPIC: Environment, Open Space, and Things to Do

FACILITATOR (S): Claudia Paraschiv and Emily Torres-Cullinane, MAPC

NOTES:

The top issue selected for inclusion in end-of-meeting polling on action plan priorities is in bold.

Group #1:

Fran – community garden: is one enough? Most popular community garden in Salem. Farmers market. Extend the edge as a green shore walkway with businesses, restaurants, cigar shop and dominoes, beer garden.

- See map #1: Aaron – lights in Mary Jane Lee Park to light the park itself.
- See map #2: Fran – directory of Point business > info booth for info on things like restaurant walks and a farmers market to Palmer Cove Park –
- See map #8: Aaron – Farmers market to Lafayette Street (because people walk)
- Improve Lafayette Park
- Peabody, Ward, Harbor > These give it the bad image (1)
- Most dense / clean up and trash cans see map (1)
- **See map #12: Tom Furey – Move Boys & Girls Club in park. Coordination with school, more activity in Palmer Cove. Connection to the water, with a boardwalk, and zone as business to also enable fishing, kayaking, restaurants.**

Group #2:

- Judy, Dennis King – **MJLP > make it stand out park. Functional “asphalt area” kiddie bball park. Connect it to the park with Salem community child care center as a partner. Partners: Aggregate industries – hold them to maintenance, Shetland Park for fundraising, Home Depot – a good partner.**
- Dennis King – has a contact with Home Depot
- Baseball field is great. Big green area not used, tennis court not used > enhance Palmer Cove Park and Court.
- Teen Resource Center > community space with the Plummer Home.
- (Shaun Shay owns corner park)
- Jerika, 5/12 years old, comment: a slide and merry go around in the park would be great!
- Mary Jane Lee Park needs light, new sand. It looks uninviting, which increases stereotype that it is not a friendly place.
- Open space to focus on to welcome people to the point -> Peabody Street and Congress

- Re: maintenance: Sgt Dennis King noted that Aggregate Industries, who installed the sand at the Mary Jane Lee Park playground, had a contract to maintain it, but this hasn't happened – due to the project manager leaving and no one following up on it.

Map comments:

- See map #1a: Lights at Mary Jane Lee Park
- See map #5: Walkway and business on the ground / restaurants
- See map #6: Community garden, Mary Jane across the street
- See map #7: Trash and street sweeping often - > Peabody, Ward, Harbor
- See map #9a: Ashley – Clean up Prince, Parks Salem. Plant trees.
- See map #11: Farmer's markets
- See map #13: Underutilized park @ Congress and Peabody: Gateway Park. Open space to focus on welcoming people to the Point – Peabody Street and Congress Street

TOPIC: Housing - Tenants and Landlords

FACILITATOR: Lynn Duncan, City of Salem and Joy Winkler, North Shore CDC

NOTES:

The top issue selected for inclusion in end-of-meeting polling on action plan priorities is in bold.

Group #1:

- Take ownership of homes rather renters / owners: **cultural differences, orientations:** write expectations, recycling information
- Don't have the money to be a homeowner
- Don't know how to become an owner
- Living here 16 to 24 years in the Point respectively
- Section 8 means no home ownership
- Need senior housing, and can City Hall help with this?
- Add a work piece (community service requirement) to Section 8 tenants' lease. This helps build pride in the neighborhood
- Board of Health can help to communicate healthy living practices
- Too hard to get funding from city to help out with repairs
- Challenges with housing is connected to lack of parking
- St. Joes workers taking up all parking on Dow Street
- Cleaning up the Point

Group #2:

- Very hard to get an apartment in Salem because it's too expensive. There's a renaissance in Salem, and new citizens and students will gentrify the city and the Point neighborhood overall.
- Need to maintain affordable rental housing. Housing stock that is available is too expensive.
- People are aware of the opportunities at St. Joes.
- Quality of CDC housing is OK, but there are problems with other tenants.
- **Landlords and tenants need to help each other**

- Need more signs about “no smoking” and “no trash”
- Hard for tenants to directly talk to tenants about problems. Need landlord support. Institute fines in building for leaving trash outside unit door.
- Neighbors are very complacent. Very busy, no “ownership”...
- Always worth asking tenants to step up, but you don’t always get a desired response.
- Whenever you get a new tenant, you have to tell them to be considered of others.
- Communication between landlords and tenants needed.

TOPIC: Streets, Sidewalks, Trash, and Recycling (Infrastructure)

FACILITATOR: Holly St. Clair, MAPC and ?

NOTES:

The top issue selected for inclusion in end-of-meeting polling on action plan priorities is in bold.

Group #1

- Cleaning up after dogs
 1. Harbor Street
 2. Prince Street near Mary Jane Lee Park
 3. Improving recycling pick up and adding more recycling bins in the Point Neighborhood.
 - More public recycling bins and cans
 - More street signs
 - Speed bump on Lynch street between 8 and 9 needs repainting
 - Street paving : Park Street and Palmer Street / Prince Street (one is drawn on map)
1. Curbing your dog and enforcement
 2. Recycling bins get stolen. Costs \$5-6 = sticker available. Larger bins needed for apartments and 3-families
 3. More public recycling bins, like Cambridge
 4. Trash – Wendy’s has more trash cans. Cigarette butts – trash cans needed at Mary Jane Lee Park.
 5. Pricing on garage during snow storm South Harbor garage on Congress and Harbor
 6. Speed bump on Lynch St.
 7. Enforcement for shoveling
 8. Street paving at Park Street, Salem, Palmer Streets
 9. Flooding of basements on Prince and Palmer Streets, clean storm drains. Sewer – only one drain on Prince Street
 10. Curb cuts and curb heights

Group #2

1. Lighting at Mary Jane Lee Park
2. Street sweeping and alternating days for sides of streets
3. Trash blocks gutters – need more trash cans and recycling bins
4. Community service / litter management plan for business
5. Check every cleaning on Tuesdays – once a year, two entrances
6. Communication around plowing
7. Plows to road, curb to curb

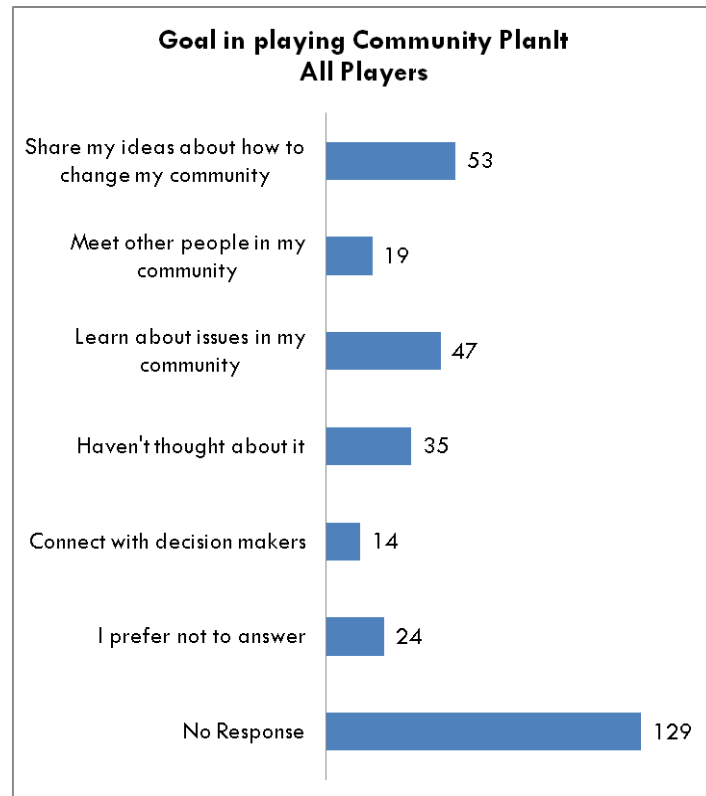
8. Outreach to business owners about snow removal
9. Congress, Palmer, Harbor, Prince, between Dow and Palmer
10. Education campaign for recycling
11. Trash cans – business owners survey. Collect trash every day.
12. Need a culturally relevant litter campaign (“Pride in the Point”. Big Papi, hoops on trash cans)
13. Community Point
14. (#3 on map) needs Problem Properties Task Force, including walks and year round awards for “Pride in the Point”
15. Street lights needed on Palmer Street
16. Fencing and sand at Mary Jane Park - replace Rules sign

Appendix C: What's the Point? Community PlanIt Player Statistics

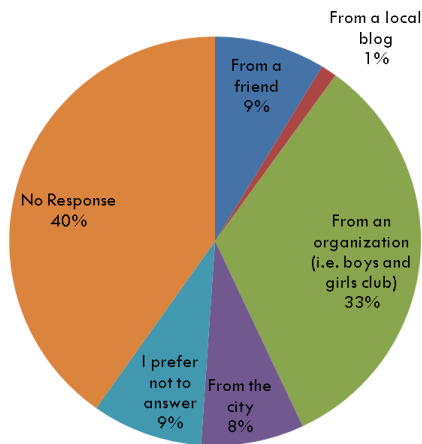
What's "the Point"? Community PlanIt Player Statistics

Players' Affiliations:

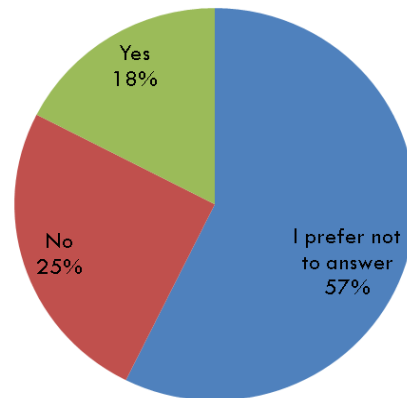
- City of Salem
- Creative Salem
- Go Out Loud
- Engagement Game Lab
- Highrock North Shore Church
- Journeys of Hope
- Metropolitan Area Planning Council
- Migrant Advocacy
- North Shore CDC
- Peabody Essex Museum
- Point Neighborhood Association
- Rotary Club
- Salem Academy Charter School
- Salem Boys and Girls Club
- Salem Community Charter School
- Salem Chamber of Commerce
- Salem Public Schools
- Salem High School
- Salem Resident (current and former)
- Salem State University
- Salem Sound Coastwatch
- Salem YMCA
- Salem Chamber of Commerce
- Salem City Council
- Salem Cyberspace
- Student
- Workforce Investment Board



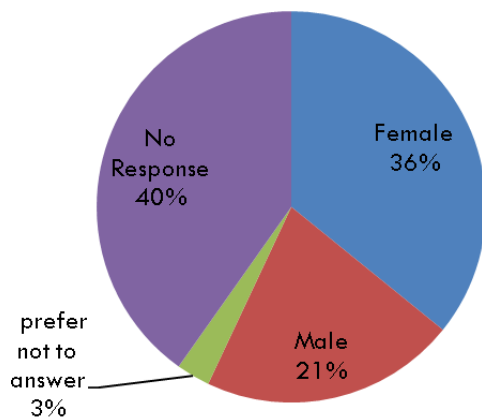
How did you discover Community PlanIt?
All Players



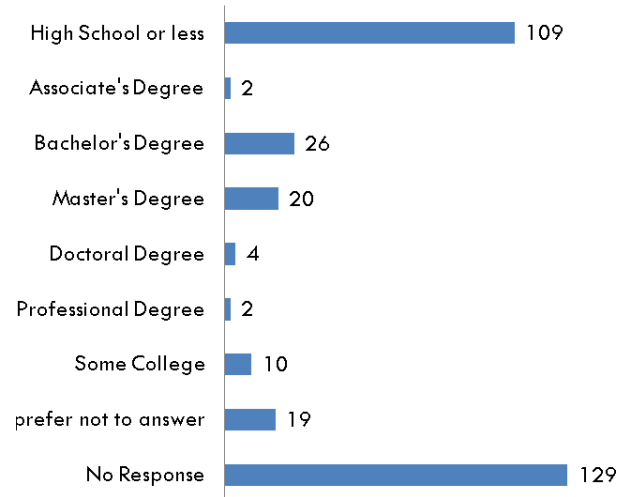
Prior Participation
All Players



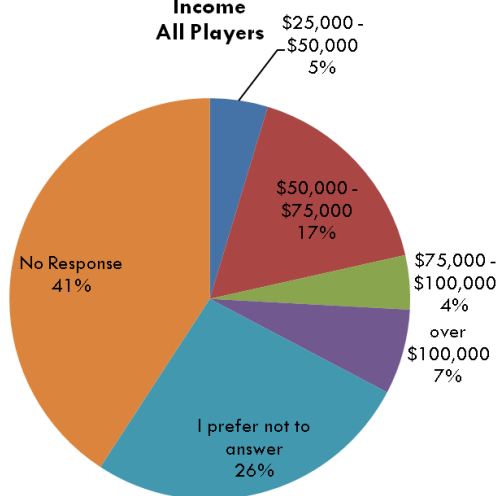
Gender
All Players



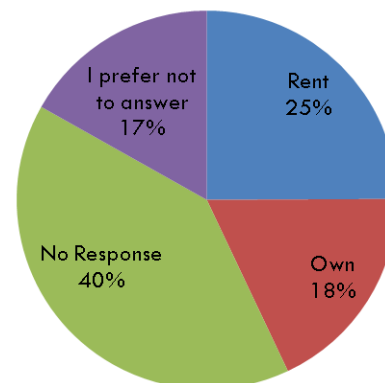
Education
All Players



Income
All Players



Living Situation
All Players



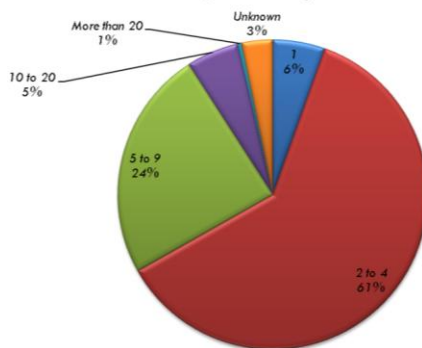
Appendix D: 2013 Salem Point Neighborhood Parcel Conditions Survey Results

MAPC used the LocalData web-based surveying tool to collect data on parcel conditions in the Salem Point neighborhood priority investment zone. Below are highlights of key findings. Detailed data on each parcel has been supplied to the City of Salem. Learn more about the tool: www.localdata.com

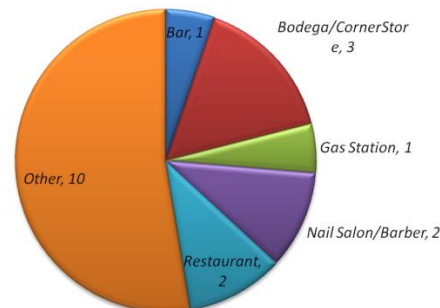
Uses by Type in Point Neighborhood Priority Investment Zone

	# Parcels	% of Total
Residential	216	86
Commercial	14	6
Parking Lot	11	4
Vacant Lot	4	2
Mixed Use	4	2
Industrial	1	.004
Unknown	1	.004

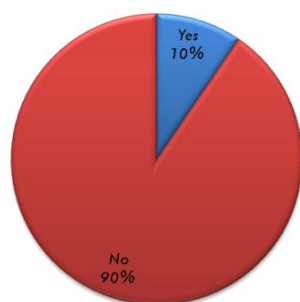
If use is residential, how many units are in building?



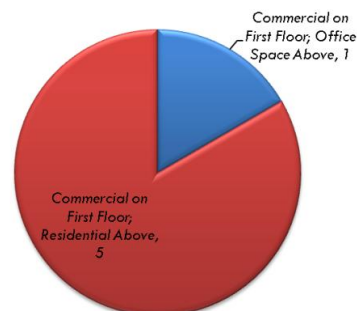
If use is commercial, classify business.



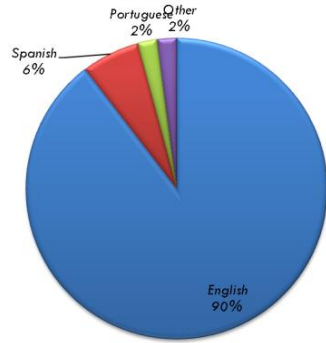
Is business part of a chain?



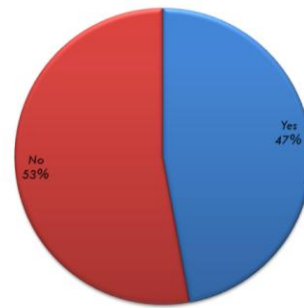
If use is mixed, classify mixture.



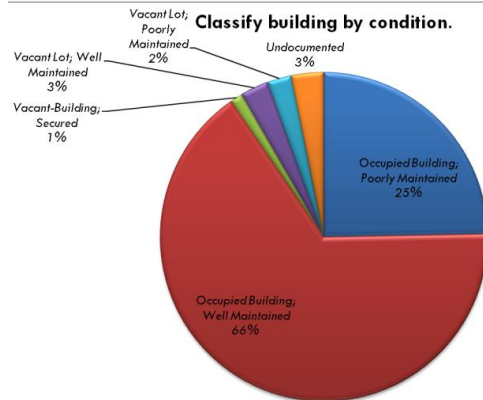
In what language is the signage written?



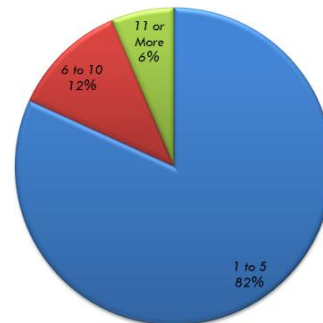
Is there surface parking on the parcel?



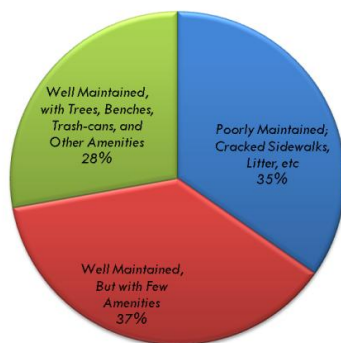
Classify building by condition.



If there is parking on the parcel, how many parking spots are there?

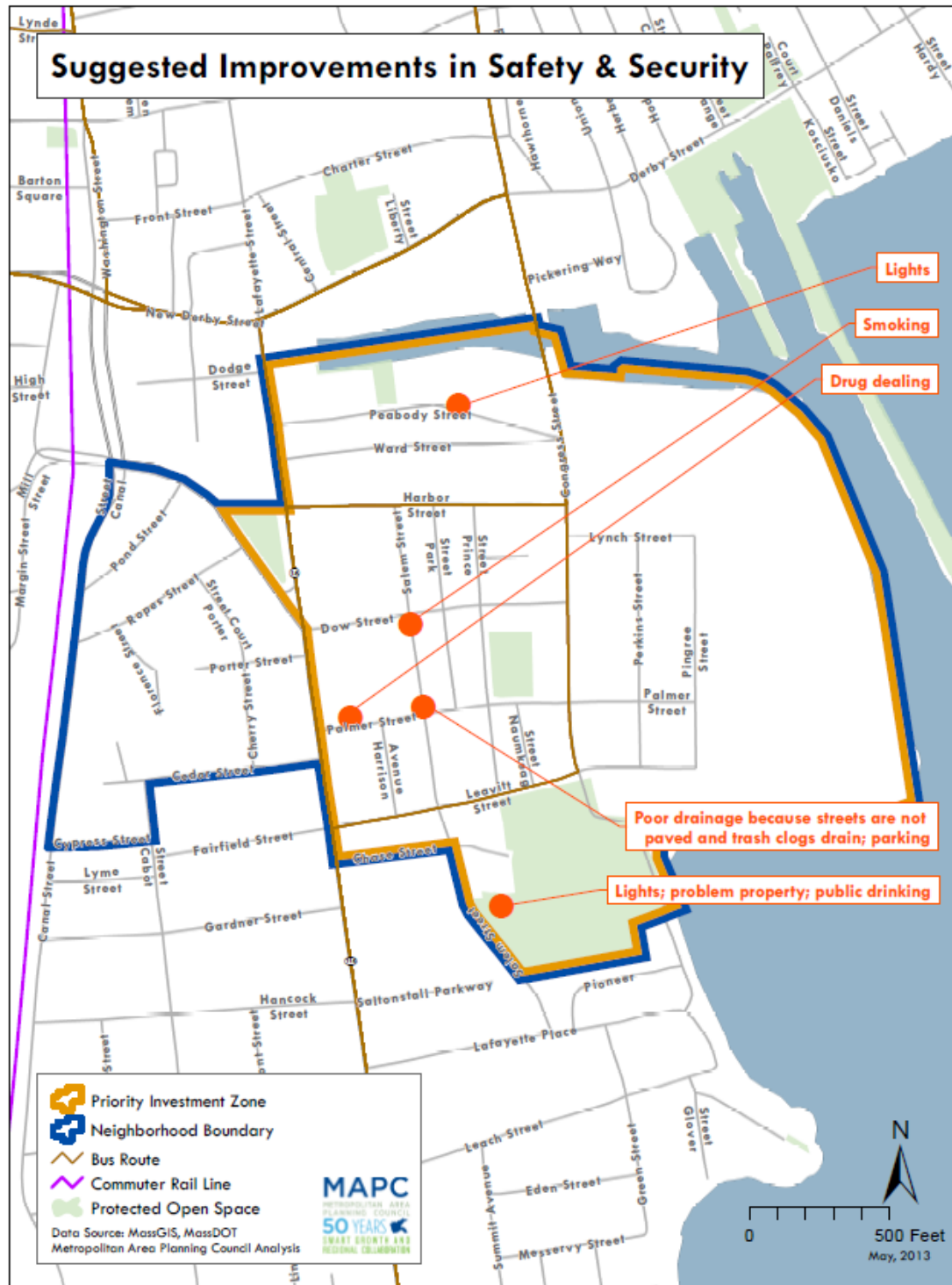


Characterize the streetscape in front of building.



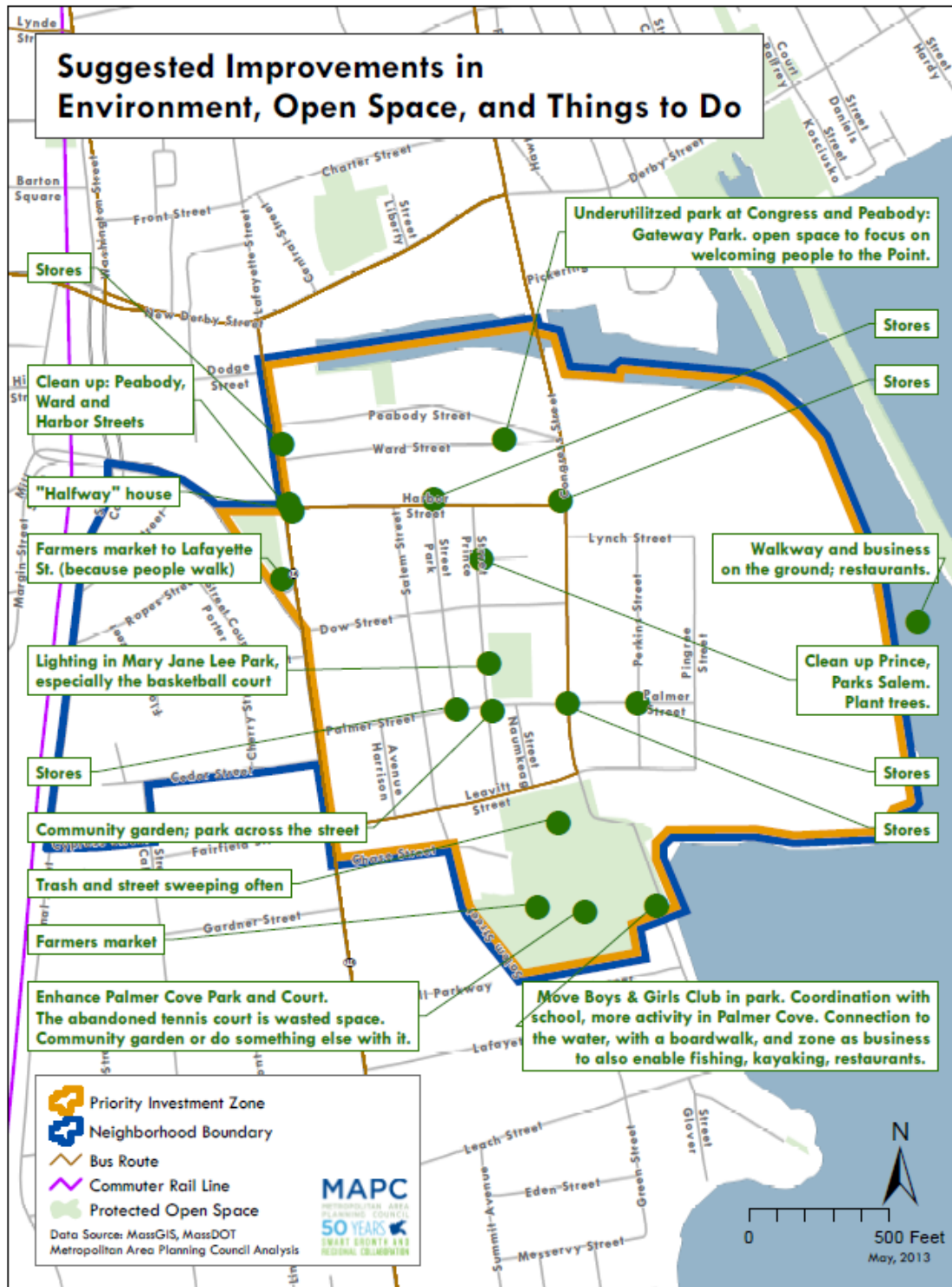
Appendix E: Suggested Improvements in Safety & Security

This map reflects comments documented at the May 13th Action Planning Workshop.



Appendix F: Suggested Improvements in Environment, Open Space, and Things to Do

This map reflects comments documented at the May 13th Action Planning Workshop.



Appendix G: Suggested Improvements in Infrastructure

This map reflects comments documented at the May 13th Action Planning Workshop.

