Creating a New Place
A Concept Plan for 15 Peabody Street
Creating a New Place: A Concept Plan for 15 Peabody Street

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Executive Summary

15 Peabody Street is a site rich with potential. As a vacant parcel situated between the Point Neighborhood within a culturally rich area and the future location of the proposed Harbor Walk, a new city waterfront amenity and tourist destination, this parcel’s development could have many important community implications. The exciting opportunity presented by this project is the chance to create not just a small pocket park on a currently under-utilized city parcel, but a new place within the Point Neighborhood community.

The Tufts University Urban and Environmental Policy and Planning (UEP) graduate student team, as part of a field projects course, embarked on this project with the direction of the Salem Sound Coastwatch, a non-profit organization which works to protect the Salem Sound watershed. The Salem Sound Coastwatch took on the role of the client and not only developed the project specifics but provided the team with continued guidance throughout the process. The team was tasked with developing a concept for a pocket park on 15 Peabody Street. The project was performed from January through May of 2007. The team also worked in conjunction with Salem’s Department of Planning and Community Development in order to fulfill public participation requirements for the site planning process.

In creating a new place there are several elements key to its future success. The fundamental factors illuminated throughout the report were adapted from the Project for Public Spaces (PPS) model, chosen for its close philosophical fit with our team’s ideological framework. The elements include: uses and activities, comfort and image, access and linkage, and finally sociability. These ideas were incorporated throughout our conceptual process, permeating not only our design guidelines, but also our methodology and our public meeting structure.

Organizing and executing two public meetings was the cornerstone of our project, and the information gathered at these meetings provided us with a foundation in moving forward to define a concept for the space. Accordingly, the utility of this report for Salem’s Department of Planning and Community Development lies in the
presentation and synthesis of community feedback. Consequently, extensive community research has been the focal point of this project and the final concept plan aims to mirror community input as well as to integrate what was learned about financial and maintenance feasibility.

The team developed a broad methodological scope focused on three primary outreach methods: interviews, public meetings, and alternative data-gathering techniques. It became clear that the parcel’s location could serve to both connect this community to Salem and also provide much needed open space to a dense and low-income area. Subsequently, the focus within the outreach efforts was geared towards getting these traditionally under-represented voices heard. A literature review was conducted simultaneously to provide contextual support and viable solutions to the many challenges our team faced throughout the process.

This report describes the beginning phases of creating this new place and concludes with recommendations on how to move forward, maintain momentum, and begin the implementation phase. The team’s primary conclusions center around the vast importance of keeping the community meaningfully involved for the duration of the process in order to inspire a sense of ownership for the site. Community views also highlight the need for a focus on safety and durability in design features, as well as the neighborhood’s preference for a multi-use and intergenerational space. In every way, the feedback collected reflects the necessity of creating not just a park, but a new place for the Point community.
Contextual Landscape

This chapter aims to describe the key background elements necessary for a full understanding of 15 Peabody Street’s place within the greater context of the City of Salem. Considering the richness and importance of Salem’s history, some knowledge of it is important in understanding the city’s ideas in developing the Salem Harbor Plan (the Plan), described in detail below. 15 Peabody Street’s location on the South River, affords it the important opportunity to benefit from the City’s revitalization efforts, which include the creation of a Harbor Walk. The site is adjacent to the Point Neighborhood, an environmental justice community in need of open space. All of these elements together paint the contextual landscape that is presented in the background, and then used throughout the duration of this report.

1.1 SALEM HISTORY

Salem is the second oldest settlement in New England and was settled four years earlier than Boston ("Destination Salem: History," 2003).

Salem is probably best known for the infamous Witch Trials of 1692. At this time, Massachusetts Bay Colony culture was dominated by religious fervor and a strong belief in the devil. After a young girl’s illness was attributed to bewitchment by the village doctor, a chain reaction was set in motion and eventually resulted in the hanging of thirteen women and five men, all in just three days ("Destination Salem: History," 2003).

Soon after, in the 18th century, Salem developed into an important fishing and shipbuilding center, encouraged by a lucrative codfish trade with Europe. Shipping trade continued to grow and Salem pioneered several trade routes to India and later...
expanded as widely as Africa, China, Russia, and the West Indies. By 1790, Salem was counted as the sixth largest city in the United States and was also one of the wealthiest. The affluent merchants in Salem built magnificent mansions, many of which can still be seen in the city today and strove to establish Salem’s reputation as a cultural center. The Peabody Essex Museum (PEM) founded in 1799, still one of the main tourist destinations in Salem, is the oldest continually operating museum in the country and is over 300 years old; making the PEM older than both the Metropolitan Museum of Art and Museum of Fine Arts. The tall ship called Friendship, which is visible from the northern edge of the 15 Peabody Street site, brings a tangible bit of history to Salem’s harbor front. The ship is a full scale replica of a 1797 merchant ship and is the largest wooden sailing vessel in New England (“Destination Salem: History,” 2003).

By the mid-nineteenth century, Salem had emerged as a significant manufacturing and industrial center. Irish and French Canadian immigrants were drawn to Salem for its wealth of factory jobs that ranged from shoe-making and new leather to cotton production. Many of the French-Canadian immigrants located themselves in the dense and affordable Point Neighborhood because of its proximity to the industrial area. By 1914, Salem’s population reached 40,000. It was also in this year that the Great Fire destroyed more than 400 buildings in Salem, a majority of which were located in the Point. More than 3,500 families were left homeless (“Destination Salem: History,” 2003).

The twentieth century brought new waves of immigrants to Salem. Most recently they have come from Latin American countries, notably Puerto Rico and the Dominican Republic; today Dominicans comprise the majority of the immigrant population. Throughout the century, Salem’s maritime and industrial history has continued to live through its growing tourism industry. Both the downtown and the waterfront have been redeveloped with museums, historic sites, shopping, and restaurants. Along with tourism, today Salem’s economy thrives off of health care and higher education as well (“Destination Salem: History,” 2003).
1.2 SALEM HARBOR PLAN

More recently, the revitalization of the waterfront was invoked to awaken Salem’s cultural past and historical vivacity. To improve the livability of the City for residents and draw tourists from outside Salem, the Salem Harbor Plan was developed to guide this process. The Mayor appointed residents to form a Harbor Planning Committee, which worked to develop the Plan with input from citizen participation. The Plan, formally completed in 2000 by The Cecil Group, is currently undergoing revisions, and a new version is expected to be released in the near future. Broadly, the Harbor Plan’s aim is to regulate development and plan for the public waterfront area. Implemented in phases, the current phase focuses on the area known as the South Commercial Waterfront, one of the five sub-regions outlined in the Plan (See Figure 1.1).

[Diagram of Salem Harbor Plan]

Figure 1.1 Salem Harbor Plan

More recently, the revitalization of the waterfront was invoked to awaken Salem’s cultural past and historical vivacity.
The vision for the Salem Harbor Plan echoes the rich maritime history of the city and seeks to tie together the visual themes of Salem’s industrial and nautical past. Incorporating economic, environmental, historical, and cultural elements has led to a comprehensive plan, resulting in a new vision for the harbor. Specifically, the mission statement that guided this vision reads:

Reclaim Salem’s identity as a vibrant seaport, which makes use of its waterfront for a variety of commercial and recreational waterside activities, as has high quality landside facilities necessary to support these activities at an environmentally beneficial, and economically sustainable level. Such waterside activities and landside facilities should preserve the City’s distinguishing historic character and ultimately enhance the quality of life in the City for residents, visitors and businesses (The Cecil Group, Inc., 2000).

The Salem Harbor Plan’s central goal is to work towards reinvigorating this area into a vibrant waterfront. Involving Salem residents and business owners in the process of drafting the plan was essential in order to cater to both residents and tourists. Additionally, the improvements that result from this plan will enhance the quality of life for those who live and work locally because all new projects must comply with federal and state environmental regulations.

The formation of the Salem Harbor Plan was based on Chapter 91, a Massachusetts regulation that provides guidelines for development on tideland and along designated rivers. These regulations can also extend to historic high tide line or other in-fill on rivers. Chapter 91 is implemented in conjunction with other waterways regulations to ensure that tidelands are used for water-dependent uses, especially to “serve a proper public purpose which provides greater benefit than detriment to the rights of the public in said lands” (The Cecil Group, Inc., 2000). The regulation stipulates requirements for public access, which is one of the reasons that 15 Peabody Street was designated as a park within the Salem Harbor Plan. Although Chapter 91 is a state law, it allows municipalities to determine future land-uses locally. In Salem, property owners of land that falls under Chapter 91 must comply with the Harbor Plan when they begin to pursue any type of redevelopment. Therefore, even though Chapter 91 is administered by the Waterways Regulation Program of the Massachusetts Department of Environmental Protection (MADEP), the local
community has a large influence in how it shapes the waterfront.

The Salem Harbor Plan involved extensive citizen participation and involvement of a variety of groups within Salem. Residents, waterfront interests, agencies, private institutions, and associations have all contributed to Plan. While implementation is only at the beginning stages, communication will continue throughout the process between city departments such as the Office of Tourism and Cultural Affairs, the Salem Department of Planning and Community Development, and the Harbor Plan Implementation Committee. The community involvement was recognized as an essential part of the process, and it was particularly aimed to inform the public, solicit reactions and input, and meet the requirements for participation in Salem’s Harbor Plan. Although the City was open to all residents, the participants came based on interest, which did not ensure proportional representation from the various parts of Salem. A variety of outreach was utilized, drawing public input in the form of the Harbor Planning Committee, working groups, area-based workshops, and public meetings.

1.3 SOUTH RIVER DESCRIPTION

The South Commercial Waterfront area [Appendix I] includes a small inlet called the South River, which becomes a culvert just past the 15 Peabody Street parcel. Before it was in-filled, this waterway extended inland up to City Hall. Due to its shallow depth, low tide reveals a muddy river bottom, which is usually plagued by litter and community waste. Abutting the northern side of the South River there are several older businesses on Derby Street, which are also the edge of the downtown commercial area. Bordering the other side of the River, a residential area called the Point Neighborhood extends to the South of Peabody Street.

1.4 HARBOR WALK

To increase water access and draw attention to the harbor, the Salem Harbor Plan calls for the construction of a walkway connecting the downtown to the waterfront. Called the Salem Harbor Walk, this ten-foot-wide pedestrian path will provide linkages to the many commercial and historical sites. Under Chapter 91, property owners are not obligated to implement
the design dictated in the Harbor Plan until they undergo renovation, thus the construction of the Harbor Walk will occur in stages.

The Harbor Walk is meant to further both downtown and waterfront development. Reaching from Palmer Cove to Winter Island, the Harbor Walk will increase pedestrian access to the waterfront. Speaking to the nautical and industrial history that is being incorporated into the waterfront revitalization, the designers envision concrete and black wrought iron, to physically symbolize the industrial past. There will also be informational signs along the path, relaying to tourists the rich history of Salem.

Part of the Harbor Walk extends from Derby Street down the western end of the South River, then along the southern side of the South River and out to Congress Street. The first portion, which runs next to the Beverly Cooperative Bank, has already been completed with the help of the Bank, and the next step will be to build the walk along the south side of the South River. This will directly abut a parking lot, the vacant 15 Peabody Street lot, and a National Grid electric station. Figure 1.2

![Salem Harbor Walk](image)
shows the proposed Harbor Walk, as well as the anticipated future extension of the Harbor Walk that will be built as landowners decide to renovate their properties on the northern side of the South River. National Grid and the parking lot owners have already agreed to have the walkway run adjacent to their respective properties. Due to liability concerns, however, the walkway will be put on pilings and extend out around National Grid’s property. For this reason, National Grid will most likely be a co-applicant for the Chapter 91 application. Ultimately, the Plan calls for the Harbor Walk to run continuously along the river’s northern, western, and southern edges, providing a crucial link between the downtown and the waterfront.
Site Description: Brownfield in an Environmental Justice Area

2.1 PARCEL DESCRIPTION

Along the path of the proposed Salem Harbor Walk, the city owns the small parcel located at 15 Peabody Street. Due to its strategic location, the Salem Harbor Plan recommends that the parcel be turned into a pocket park. The lot is situated in the Point Neighborhood with the South River to the north; the National Grid electric station to the east; the Beverly Cooperative Bank overflow parking to the west, and Peabody Street to the south. The parcel is approximately 12,400 square feet or 0.285 acres. Its dimensions are 155 x 80 feet. These measurements include an asphalted area between the lot and the abutting parking lot.

The lot is currently only accessible through Peabody Street. Once the Harbor Walk is completed, it will serve as a connection between Derby Street, Congress Street and Peabody Street (see Figure 2.1). The future park will help strengthen the connection between downtown Salem and the Point Neighborhood, provide access to the waterfront, and supply much needed open and recreational space (See Appendix I).
15 Peabody Street Site

Figure 2.2 Parcel Issues Map
2.2 ENVIRONMENTAL STATUS

Historical land uses for the site are described in the City of Salem’s grant proposal to the U.S. Environmental Protection Agency (EPA):

From approximately 1890 until 1965 the site was used by power stations including the former Salem Electrical Lighting Company power station and Essex Electrical Company power plant. The Sanborn Fire Insurance Maps indicate that the site was occupied by structures including a coal shed and a portion of the power station that housed engines and generators. The on-site portion of the power station appeared to have been demolished between 1965 and 1970. (City of Salem, 2003)

The Beverly Cooperative Bank on Derby Street applied in 2003 for a Chapter 91 license to “renovate three existing buildings for use as a bank and professional offices. The project also included the construction of a drive-thru teller, parking spaces, and public open space” (MADEP, 2003, p.1). Another recent construction is the Wendy’s on 1 Peabody Street. In order to develop their lots, both the Beverly Cooperative Bank and Wendy’s had to complete remediation and cleanup due to soil contamination.

In determining future uses and estimating potential remediation costs associated with cleanup, the city received a grant for the Brownfields Assessment Demonstration Pilot under the EPA’s Brownfields Economic Redevelopment Initiative. Phase I was completed in June 2004 and Phase II was completed in June 2005. Results revealed petroleum-based contaminants exceeding Massachusetts regulatory reportable concentrations. Most likely, these contaminants are attributable to the previous uses of the power station. State and federal databases such as the Emergency Response Notification System database and Leaking Underground Storage Tank, State Spills, and State Site database, revealed that the abutting 1 Peabody Street had former leaking underground storage tanks and oil spill incidents. It is unclear whether these listings included 15 Peabody Street. These properties were at one time combined into one parcel and were part of the power station which is currently owned by Mass Electric, a subsidiary of National Grid (City of Salem, 2003).

Contaminated Soil, 15 Peabody Street
The site was classified as a Tier II Brownfield. The EPA describes Tier II sites as those that have less potential to require long-term or emergency cleanup work under the Federal Superfund program (EPA, 1997). It is so classified because it is considered “relatively low-risk as defined by the EPA and confirmed by the MADEP” (City of Salem, 2003, p.4). This classification has permitted the city to keep the site unfenced.

The site is subject to Chapter 21E, the Massachusetts Oil and Hazardous Material Release Prevention and Response Act. In order to manage contaminated soil during site redevelopment, a remedial work plan (Release Abatement Measure) will be required by the MADEP under the Massachusetts Contingency Plan (City of Salem, 2003, p.3).

To construct a public open space or park, the site must be completely cleaned. In December 2006, the city applied for the second time to the EPA for a Brownfield Cleanup Grant and hopes to receive a response by June 2007. They could receive up to $200,000 and would allocate additional Community Development Block Grant (CDBG) funds to meet this end. The city also plans to use CDBG funds for the actual construction of the park. Additionally, the city will pursue an Urban Self-Help Grant from the Massachusetts Executive Office of Environmental Affairs (EOEA) to help with the redevelopment of this site. (City of Salem, 2003, p. 15)

2.3 THE POINT NEIGHBORHOOD

The South River and Peabody Street mark the northern edge of the Point Neighborhood. Its other boundaries are Lafayette Street to the west, Shetland Industrial Park to the east and Chase Street to the south. Historically known as Stage Point, it was settled as early as the 1850’s. As mentioned in Chapter One, the original buildings were devastated in the Great Salem Fire of 1914. An intensive re-building effort, overseen by the Salem Rebuilding Commission, took place from 1914 to 1917 and continued
throughout the 1920’s decade. Most existent buildings date back to this time period. Because of the Point neighborhood’s historical and architectural heritage within Salem, a historic preservation plan was prepared for the city recommending that it be included in the National Register of Historic District Listing (Vanasse Hangen Brustlin, Inc. 2006).

Composed mostly of duplex, multi-family and apartment dwellings, the Point Neighborhood has always been home to Salem’s newest immigrants. The earliest groups were French-Canadians followed in the early 20th century by Eastern Europeans (Russians, Polish), Italians and Greeks. Many came to work at the Naumkeag Steam Cotton Company until the company left in 1953. By the mid-20th century, the Point was populated by people mostly from the Dominican Republic and Puerto Rico. To this day, the Point has remained a neighborhood of affordable, multi-family housing oriented toward a working-class population (Vanasse Hangen Brustlin, Inc. 2006).

The local Community Development Corporation (CDC) opened in 1979 and is focused mainly on housing and economic development issues. According to its current director, Michael Whelan, the Salem CDC is the largest landlord in the area, owning a total of 148 residential units. Financial constraints forced them to eliminate both community organizing positions. This in turn has had a negative impact on the Point Neighborhood Association’s (PNA) ability to effectively organize and reach out to the community. Altagracia Gómez, president of the PNA, explained that meetings are usually held once a month, but have been meeting less regularly for some time.

Another important community group is the Point Neighborhood Improvement Association (PNIA). This group’s president, Linda Locke, is the owner of several properties within the Point. She is very active in neighborhood affairs and also runs the Friends of the Mary-Jane Lee Park group.

The most important planning event that has taken place in the Point Neighborhood is the redevelopment of Saint Joseph Parish.
Complex, a historic site on Lafayette Street. The plan set forth by The Planning Office of Urban Affairs, a nonprofit developer affiliated with the Catholic Archdiocese of Boston, proposes 45 percent of the units be affordable, with just 30 percent of them available for rental and the remaining 70 percent will be condominiums sold at market price (Rosenberg, 2006).

The city proposed to buy the first floor for the construction of a ‘community life center’ that would replace the existing senior center. It would also serve as a community center for the residents of the Point. The project has been the center of controversy primarily because some stakeholders have displayed a strong opposition to the relocation of the senior center into the Point Neighborhood. The city had funds separated for this purpose but the differences of opinion within Salem were exposed in the final 6-5 decision of the City Council in which the city’s proposal was denied. Point Neighborhood residents supported the development, particularly because it would have provided them with a much needed community center.

While the neighborhood is in great need of a community center, it also lacks open space as there are only two parks in the densely populated area. The main park is the Mary Jane Lee Park originally called the Prince Street Park. It was named after Mary Jane Lee, a CDC employee who worked actively to learn of residents’ needs and visions for the Prince Street Park. The park has a parking lot, a few benches, trees and a playground/jungle gym for children of ages approximately 5-12 years old. The park has half a basketball court; however the city is still in the process of installing hoops. The other park is the Palmer Cover Park, used mostly by the 12-18 year old population. It has a basketball court and a baseball
diamond. This park is on the outskirts of the Point Neighborhood and the baseball field is shared with Salem State College and the Salem High School.

In the meetings held for the Point Neighborhood Historical Resource Survey and Preservation Plan, Vanasse Hangen Brustlin, Inc. relates that:

Many residents believe that many people in Salem display a lack of appreciation for the neighborhood, which feeds into an unjustified stigma of the neighborhoods’ character. To enhance the public perception of the neighborhood and reduce barriers caused by language and socio-economic differences between the point neighborhood and the rest of the City of Salem, residents suggested improving its physical appearance; increasing awareness of the historical and architectural significance and promoting the Hispanic culture of the neighborhood.” (2006, ch.3, p.3)

These feelings were important for the team to recognize and understand, especially in working to create a new 15 Peabody Street.

2.4 THE POINT WITHIN SALEM: COMPARATIVE DEMOGRAPHICS

The Point Neighborhood is described in the city’s Brownfield Cleanup Grant as an environmental justice area. The EPA describes Environmental Justice (EJ) as:

The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. This will be achieved when everyone enjoys the same degree of protection from environmental and health hazards and equal access to the decision-making process to have a healthy environment in which to live, learn, and work.” (EPA, 2006)

The EPA classifies environmental justice areas as those with a concentration of low-income or minority populations or both.

Data from the 2000 United States Census was analyzed and clearly demonstrates the striking differences between the Point Neighborhood and Salem demographics.
The block groups pertaining to the Point Neighborhood and aggregated for this analysis are:

- 43002
- 43003

For the purpose of comparison, data for Salem is composed of aggregated block groups that do not include the two Point Neighborhood block groups.

Table 1.1
Demographic Comparison

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<th>Point Neighborhood</th>
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<td>Minorities or Multi-race</td>
<td>11%</td>
<td>62%</td>
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<tr>
<td>Hispanic Population</td>
<td>7%</td>
<td>68%</td>
</tr>
<tr>
<td>Spanish Speaking Households</td>
<td>6%</td>
<td>58%</td>
</tr>
<tr>
<td>Rental Units</td>
<td>47%</td>
<td>88%</td>
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The Point Neighborhood has the highest population density (Figure 2.4) and the largest concentration of low-income (Figure 2.6), minority (Figure 2.9) and Latin-American families (Figure 2.7) in the city of Salem. The Point Neighborhood has a density of 38 persons per acre and a median household income of approximately $25,000. However, Salem's density averages only 8 persons per acre and has median household income of $46,000. Another differentiating characteristic is the rate of home ownership. (Figure 2.5) 88 percent of people living in the Point reside in rental units.

The Point Neighborhood has the highest population density and the largest concentration of low-income, minority and Latin-American families in the city of Salem.
Salem age distribution is typical of developed countries with an aging population and a large amount of middle-aged ‘baby-boomers.’ The Point Neighborhood, contrary to the rest of Salem, has a large population of children and youth between the ages of 1 and 17.

Massachusetts Environmental Justice Policy of the Executive Office of Environmental Affairs (EOEA) defines EJ populations as neighborhoods (U.S. Census Bureau census block groups) that meet one or more of the following criteria (EOEA, 2002):

- The median annual household income is at or below 65 percent of the state wide median income for Massachusetts; or
- 25 percent of the residents are minority; or
- 25 percent of the residents are foreign born, or
- 25 percent of the residents are lacking English language proficiency.

Figure 2.7 Age Distribution

Figure 2.8 Distribution of Race
Census Blocks within and surrounding the Point neighborhood meet one or more of the EJ population criteria established by the EOEA (see Figure 2.3). The environmental justice movement seeks to reduce the burdens that are typically imposed on these populations. Massachusetts policy specifically includes open space as one of the most important environmental benefits and thus strongly supports the redevelopment of brownfields in EJ areas. All of these demographic characteristics confirm that the Point Neighborhood is effectively an environmental justice area and has an urgent need for open space and meaningful involvement.

All of these demographic characteristics confirm that the Point Neighborhood is effectively an environmental justice area and has an urgent need for open space and meaningful involvement.
In thinking about what makes a place great, our team set out to research public space models to determine which ideology would best fit the project. Our team looked at models created by individuals who have studied the strengths of communities including: Margaret Mead, Barbara Ward, Jody Kretzmann, John L. McKnight and William H. (Holly) Whyte. Holly Whyte is credited with creating the Street Life Project which looked at how communities can regenerate themselves by using their own skills. Fred Kent who founded the Project for Public Spaces (PPS) in 1975 worked with Whyte on this project and discovered that public places can become nexuses around which communities come together and mobilize (Madden & Schwartz, 2000). Over the years, Kent along with his staff developed a different understanding and approach to social and spatial issues when helping people rebuild their neighborhoods.

3.1 KEY QUALITIES

In thinking about how to create a new 15 Peabody Street, our team realized early on that the greatest opportunity was the ability to not just design a park, but create a place. A place where the Point Neighborhood and greater Salem residents could gather, engage and return time and time again. Our team’s role was to tap into the creativity of the community, help them produce a vision and act as a resource to make further recommendations in implementing that vision. While working with the community, it was important to be mindful of issues surrounding inclusion. Rethinking Urban Parks: Public Space and Cultural Diversity provides some insight regarding this matter and reminds us that when designing the park, the goal is to avoid “patterns of designs and management that exclude some people and reduce social and cultural diversity diminishing the vitality and vibrancy of the space or reorganizing it in such a way that only one kind of person, often a tourist or middle-class visitor, feels welcomed” (Low, S., Taplin, D. & Sheld, S. 2005, p.1).

Creating a park that serves as a thriving public space is impor-
Creating a park that serves as a thriving public space is important for Salem because when this type of place exists, residents tend to have a strong sense of community. Conversely, when it does not exist, people may feel less connected to each other. Well planned public places can give identity to cities, help the environment, support local economy and provide settings for cultural activities. The hope is that a new park on Peabody Street can achieve all of these goals (Madden & Schwartz, 2000). PPS researched more than 1,000 public spaces around the world and found that there are four key qualities of successful public spaces: Accessibility, Activities, Comfort, and Sociability (See Figure 3.1).

Uses and activities are the basic building blocks of any place. These elements are the underpinnings for why people will come to a place the first time and why they will return; a theory we carry throughout our concept plan. When there is nothing to do in a space it will generally be empty and unused which
can invite troublesome activities; all indicators that something has gone wrong with its design, or its management or both. Other important considerations when deciding what types of uses and activities will exist in a given place are land-use patterns, affordability and sustainability (Madden & Schwartz, 2000). The implementation of these factors is further explored in Chapter Five. The uses and activities in this park will likely differ from that of the Mary Jane Lee and Palmer Cove Parks, thus making it special and unique.

Together comfort and image comprise the second of four qualities considered when creating our concept plan. Perceptions about safety, cleanliness, history and charm are often leading factors when people decide whether or not to use a place, and of equal importance, whether they return to that place. Tangible issues around comfort and image are important too; giving people the choice of where to sit and making the options comfortable cannot be overlooked (Madden & Schwartz, 2000).

Access and linkage are important qualities to consider because a successful place must be easy to get to and visible from all directions. While the park on 15 Peabody Street will only occupy approximately a quarter of an acre, people should be able to circulate within the space with ease so they are able to use different parts of the park as we aim to include several uses as discussed in Chapter Five. The entrance to a space is important in establishing access. 15 Peabody Street will have two entry points: one along Peabody Street and the other along the Harbor Walk. This park will have a particular advantage as it acts as a link between the Point Neighborhood and downtown Salem through its Harbor Walk access (See Figure 1.2). It is also important to factor in physical elements that can affect access and visibility because the ability to see the park from a distance will help shape perceptions about its safety (Madden & Schwartz, 2000). The physical elements that promote these ideas are discussed in Chapter Five as well.

The fourth element that PPS considers in its model of key qualities that create a successful place is sociability. When community members see friends, greet neighbors and feel comfortable interacting with strangers, they often feel a stronger sense of place and attachment to their community. In turn, this atmosphere leads to a connection with the place that promotes
these types of social activities. Sociability is perhaps the most difficult attribute to obtain, but it is an unmistakable quality when a place has successfully integrated this notion. Social networks, volunteerism, diversity, cooperation, stewardship and interactivity are all important aspects of sociability which will be considered in Chapter Six when we discuss our recommendations (Madden & Schwartz, 2000).

3.2 PLANNING APPROACH

When the City drafted the original Salem Harbor Plan in 2000, community meetings were held to determine what the best use would be for the parcel of land on 15 Peabody Street. As detailed in the Plan, it was clear that there was a lack of open space in the Point Neighborhood and should thus be made a priority. The lot was then deemed future park space based on these findings and community input. It is not too often that a project comes out of a discussion with a community about how to create good public spaces within their neighborhoods. While the community outreach was based on the assumption that the land will be used as park space, our team did not put forth any initial ideas about uses for the space. This is an important distinction to make when discussing our planning approach.

Many planning projects today are project-driven or discipline based which often works well for cities and towns. This approach allows designated people or professionals to design schemes and present them to the community for their review, feedback and selection of which model or scheme works best in their opinion (Madden & Schwartz, 2000).

Again, while this approach works well for many logistical reasons, this project presented an opportunity to use a different method; a place-driven or community-based approach (Madden & Schwartz, 2000).

This alternative allowed our team to work from the bottom-up by going out into the community and learning about its issues, concerns and desires as they related to a new public space before talking about physical uses and concepts. By employing this approach, our team heard residents’ voices before moving forward so that their input is not just a reaction to ideas our team has provided; rather the final design is a reflection of their ideas.

By employing this approach, our team heard residents’ voices before moving forward so that their input is not just a reaction to ideas our team has provided; rather the final design is a reflection of their ideas.
Arguably, the most essential element of this project was to engage community members who reside in the Point Neighborhood in order to ensure that the pocket park becomes more than just a new piece of open space, but also part of the community fabric. Many authors have written about the importance of infusing new public spaces with values embedded in the community to earn a sense of ownership among users, which will in turn protect the space’s potential for vulnerability. In a pivotal work on the subject, *Defensible Space*, Oscar Newman points conclusively to the need for community members to project “proprietary attitudes” on public spaces in order for the spaces themselves to thrive.

Our process began by applying for and receiving ‘exemption’ status from the Tufts University Institutional Review Board (See Appendix II), allowing our team permission to move forward with anonymous data collection in the community. Subsequently, our team’s first methodological phase began by interviewing a wide range of community stakeholders. The interview process continued throughout the duration of our project. We recognized early on that holding community meetings was the true focus of our project. It was essential to gather feedback from the community to provide a base or foundation for our concept plan. Ultimately the synthesis of this community feedback, presented in the following sections of this chapter, can be used by the city of Salem as the public participation component of the Peabody Street park project. In order to define meaningful recommendations, the importance of public participation cannot be understated.

Public participation in planning seems to be traditionally viewed as a bare minimum effort at best. It was our team’s goal to confront these ideas by creating a comprehensive approach to address this problem, and to make sure that as many voices were heard as possible throughout the process. Three main methods in this first data-
gathering phase were used in an effort to gain horizontal validity. These methods are outlined in detail within the three following methodology sections: Interviews, Outreach, and Meeting Structure.

4.2 INTERVIEWS

In order to garner first-hand information about community dynamics, the team interviewed a variety of local community leaders and stakeholders. The following section lists the resource people the team spoke to and also abstracts the main concepts that were taken away from each particular interview. Because the interview process was invaluable to our project, much of what the team has learned through interviews is distributed throughout the report; this section aims to highlight the methodology and show a conceptual timeline for how the team progressed through this information gathering stage.

• **Barbara Warren**  
  Executive Director,  
  Salem Sound Coastwatch (SSCW),  
  February 2, 2007  
  -Discussion of project expectations  
  -Initial Site tour and tour of surrounding area  
  -Suggestions for key contacts

• **Kirsten Kinzer (CBDG Planner), Frank Taormina (Staff Planner / Harbor Coordinator), Carey Duques (Conservation Admin / Staff Planner)**  
  Salem Department of Planning and Community Development,  
  February 2, 2007  
  -Introduction to Salem Harbor Plan, Chapter 91  
  -Brownfield status, EPA grant timeline  
  -Suggestions for key contacts

• **Lucy Corchado**  
  Ward 1 City Councilor,  
  Life-long Point Resident,  
  February 2, 2007  
  -Point Neighborhood background and history  
  -Point Neighborhood community dynamics  
  -Suggestions for how to best advertise and communicate with Point residents

• **Mike Whelan**  
  Director, Salem Harbor Community Development Corporation,  
  February 2, 2007  
  -Point Neighborhood as CDC’s historical focus  
  -CDC largest landlord in Point – 148 residential units  
  -Suggestions for key contacts
• **Linda Locke**  
*President, Point Neighborhood Improvement Association,*  
*February 16, 2007*  
- Mary Jane Lee Park background, discussion of Friends of Mary Jane Lee Park  
- Discussion of similar parks in Cambridge  
- Introduction to tension between landlord association and neighborhood association

• **Altagracia Gomez**  
*President, Point Neighborhood Association, Immaculate Conception liaison, Point Neighborhood resident,*  
*February 16, 2007*  
- Showed church facility for Public Meeting #1  
- Introduced team to church Pastor Father Timothy Murphy  
- Point Neighborhood community dynamics

• **Julian Agyeman**  
*UEP Associate Professor,*  
*February 22, 2007*  
- Advised how to run a community meeting for an environmental justice community  
- Described methods for opening up channels of communication  
- Discussed importance of setting ground rules respectfully

• **Bill Howard**  
*President, Beverly Cooperative Bank (parcel abutter),*  
*April 3, 2007*  
- Parcel line clarification, history of immediate area surrounding parcel  
- Discussion of bank’s willingness to participate in momentum building activities  
- Experience with Point Neighborhood as local business owner

• **Doug Bollen**  
*Director of Salem Department of Parks, Recreation and Community Services,*  
*April 3, 2007*  
- Overview of Salem parks  
- Park maintenance logistics  
- Feasibility of physical park elements, suggested in meetings 1 and 2  
- Suggestions regarding ‘friends of park’ groups and fundraising
4.3 MEETING OUTREACH

In preparing for the public meetings, our team assembled an outreach plan with the aim of getting the word out to the community about the project. Outreach efforts took the form of flyers, media announcements, as well as several individually targeted communication efforts.

1. **Flyers**
   - Double-sided flyers, in both English and Spanish, were prepared as advertisements for both meetings (See Appendix III and IV).
   - The flyers were posted extensively throughout the Point Neighborhood, in local businesses and other visible locations (See list in Appendix V).
   - Flyers were also given to Lucy Corchado, Altugracia Gomez to distribute at church services, and Mike Whelan, to mail out to renters of CDC-owned properties.

2. **Media**
   - Announcements and articles were printed in three local newspapers, including one Spanish newspaper: The Salem Evening News, The Salem Gazette, Siglo21. (See Appendix VI).
   - Meeting information was posted on Salem’s city website, www.salem.com.
   - Meeting information was posted on Salem Sound Coastwatch’s website, www.salemsound.org.

3. **Personal Email Contact**
   - Email invitations were sent out to all interviewed contacts listed above.
   - Email invitations were sent out to a list provided by Salem Department of Planning and Community Development.

4. **Conversations with residents**
4.4 MEETING STRUCTURE

To further the outreach process, in a more formal setting, our team held two public meetings to gather community input. The first meeting, the Point Neighborhood Community Meeting, was held on at 7:00 pm on March 6 at the Immaculate Conception Church, just on the outskirts of the Point. The second meeting, a Greater Salem Community Meeting, was held one week later, at 7:30 pm on March 13 at Old Town Hall, a central downtown Salem location.

It was crucial to hold truly participatory meetings in order to make community members feel comfortable and allow the team to learn from their invaluable stories. Though there are surely many ways of addressing this complex issue, two suggestions in John Forester’s The Deliberative Practitioner not only align with our team’s goals, but also provide cognitive frameworks which served to inform the process. In thinking of ways to structure our public meetings, we decided to begin the discussion by establishing a strong base, before further narrowing the conversation by talking about more physical uses. In his chapter on “Transformative Learning”, Forester points out that this sort of discussion is largely left out of planning discussions and further is dismissed as “simply diffuse or emotional” (1999, p.152). Instead of avoiding this sort of conversation we strove to embrace it in an effort to reflect the community’s values in the concept plan.

The second idea presented by Forester, which supports our meeting agenda, is to allow for a conversational dialogue as opposed to enforcing strict adherence to a preset structure. Forester addresses the importance of this by stating, “We learn not only from the points people make but from the details they present – and often the unintended details” (1999, p. 132). Within these ‘unintended details’ our team was able to gain a better understanding of the community they were hoping to serve.

The meetings began with brief presentations interspersed with participatory breaks, followed by a longer discussion section facilitated by a slideshow depicting images of park elements and uses. The meetings concluded with an activity sheet in an effort to add an interactive component. The presentation began by outlining our project, the key players, and our
goals and timeline for the semester. The team introduced SSCW and Salem’s Department of Planning and Community Development in order to present the key interests at play. The Salem Harbor Plan was briefly discussed in order to clarify its relationship to the site. The brownfield status of the parcel was addressed and the team answered any concerns regarding safety and the timeline for the proposed cleanup.

In keeping with the ideas presented in The Deliberative Practitioner, the conversation began with a values-based discussion, fostered by the PPS framework for creating a successful public space discussed in the previous chapter. Using the ideals of ‘creating a place,’ the team developed a discussion model (See Figure 4.1) that would begin with a broad ideas conversation before moving on to a discussion of specific physical uses, which would ultimately manifest in the concept plan.

The meeting participants were introduced to the ‘ideas’ piece through a Venn diagram, showing the intersection of the broad concepts of history, identity and values. This conversation was meant to show what sorts of ideas could be embodied in the park’s ultimate design. Low, Taplin, and Scheld define this concept precisely in Rethinking Urban Parks: Public Space and Cultural Diversity: “Cultural Values refers to the shared meanings associated with people’s lives, environments, and actions that draw upon cultural affiliations and living together” (2005, p.15). Participants were asked to share ideas about these concepts and to discuss which broader ideas they would like to see reflected in the space.

After the values discussion, the team reconvened attention and showed a brief slideshow. The slideshow began by reminding the audience about what the site looks like now and also showing images of the other neighborhood parks. The duration of the slide show focused on visual examples of what other communities have
done at similar scales. Images were organized for similarities, and images that focused on history/values/identity were highlighted. Participants were asked to speak and react freely throughout the slideshow. Their reactions and opinions were written down on large display notepads at the front of the room to allow everyone to see what was being recorded (See Appendix VII).

In the final portion of the meeting, we asked meeting attendants to complete an activity sheet, provided in both English and Spanish, and entitled “Your Ideal Park” (See Appendix VIII). Participants were asked to rank their favorite ideas and values, their favorite general spatial uses, and finally their preferences for specific physical elements. For the more visually-oriented, there was a space designed as a sketch opportunity for participants to draw their ideas for the space in terms of layout and use. This area of the activity sheet was modeled as a schematic representation of 15 Peabody Street and noted the direct abutters, including the South River, on the edges. There was additional space on the bottom of the sheet for any additional written comments that participants wanted to share.

On their way out of the meeting, participants were given an information sheet with a brief project description, should they want something to refer to in talking to community members who were unable to attend the meetings. The sheet also included the team’s contact information, in the form of a physical address and an email address created for the project (See Appendix IX). Participants who attended the first meeting were also given flyers for the second meeting, held one week later.

There were slight structural improvements made to the second meeting, primarily focused on tightening up the visual presentation and clarifying the values conversation’s basis. The major difference in the second meeting, which was conceived as a follow-up, was that the results from the first meeting were synthesized and presented for comment. The team discussed the favorite ideas and uses from the first meeting, and also showed several of the sketches that the first meeting’s participants shared. Our team also synthesized the apparent themes and trends in a rough sketch, which was presented and discussed at the end of the second meeting (See Appendix X).
4.5 MEETING RESULTS

The meeting results tables highlight several important differences in focus between the two community meetings and show that one of our major challenges became balancing the different interests that came through in these results.

Table 4.1 looks at Values/Ideas/History, participants at the first meeting favored ‘Community’, closely followed by ‘Working Class/Immigrants’. Participants at the second meeting strongly favored ‘Shipping / Trade / Nautical’.

<table>
<thead>
<tr>
<th>Values / Ideas / History:</th>
<th>Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1st</td>
</tr>
<tr>
<td>Community</td>
<td>3</td>
</tr>
<tr>
<td>Hispanic-Latin Culture</td>
<td>1</td>
</tr>
<tr>
<td>Working class / Immigrants</td>
<td>2</td>
</tr>
<tr>
<td>Family</td>
<td></td>
</tr>
<tr>
<td>Shipping-Trade-Nautical</td>
<td>1</td>
</tr>
<tr>
<td>Integrating Local History</td>
<td>1</td>
</tr>
<tr>
<td>River / Natural Environment</td>
<td>0</td>
</tr>
<tr>
<td>Religion</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 4.2 illuminates the major split in focus between the two meetings. The discussion as well as the information reported on the activity sheets reflected that meeting one participants wanted the space to be used as a passive, community gathering place. While participants at the second meeting strongly advocated for the space to be used as a playground for younger children.
Finally, in terms of favored elements, both meetings supported chairs, benches, greenery, and open space. Participants at the first meeting were enthusiastic about the idea of game tables, going along with their overall preference for a social space. They also indicated a preference for trees and shade to be included in the park’s design.

Table 4.3 Meeting Results Table: Elements

<table>
<thead>
<tr>
<th>Elements</th>
<th>Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1st</td>
</tr>
<tr>
<td>Chairs / Benches</td>
<td>5</td>
</tr>
<tr>
<td>Game Tables</td>
<td>6</td>
</tr>
<tr>
<td>Basketball Court</td>
<td>1</td>
</tr>
<tr>
<td>Plantings / Bushes / Flowers</td>
<td>5</td>
</tr>
<tr>
<td>Open space / Green Area</td>
<td>3</td>
</tr>
<tr>
<td>Trees / Shade</td>
<td>6</td>
</tr>
<tr>
<td>Walkway</td>
<td>5</td>
</tr>
<tr>
<td>Cazebo</td>
<td>5</td>
</tr>
<tr>
<td>Picnic</td>
<td>3</td>
</tr>
<tr>
<td>Drinking Water Fountain</td>
<td>0</td>
</tr>
<tr>
<td>Mural / Mosaic</td>
<td>2</td>
</tr>
<tr>
<td>Statue / Monument / Plaque</td>
<td>3</td>
</tr>
<tr>
<td>Water related game area (splash park)</td>
<td>1</td>
</tr>
<tr>
<td>Boulders</td>
<td>1</td>
</tr>
<tr>
<td>Durable Furniture / Low-Maintenance</td>
<td>1</td>
</tr>
<tr>
<td>Fountain</td>
<td>2</td>
</tr>
<tr>
<td>Food stand</td>
<td>1</td>
</tr>
<tr>
<td>Color</td>
<td>1</td>
</tr>
<tr>
<td>Community Involvement</td>
<td>0</td>
</tr>
<tr>
<td>Handicap Accessible</td>
<td>0</td>
</tr>
<tr>
<td>Boating Access</td>
<td>0</td>
</tr>
</tbody>
</table>
4.6 LIMITATIONS IN DATA GATHERING

While the intention was to implement a broad methodological scope, there are several limitations which are important to keep in mind in interpreting the data presented in this chapter.

• **Meeting Attendance:**
A majority of meeting attendees were not Point Neighborhood residents. This is important to note because many of the community needs discussed may be more accurately described as perceived needs. Additionally no meeting participants were under the age of 18, and thus the youth population was not reflected in the meeting results. Further, attendance at the first meeting was negatively impacted by weather conditions. It is important to note however, that generally meeting attendance was considered average for a project of this type in Salem.

• **Timeline:**
As this project’s timing is based on a university semester schedule, the data was collected within a 3 month time-period. This had several implications, the most significant being that the two public meetings were held only one week apart. This may have affected attendance in terms of who was able to attend and why many did not attend both meetings. The short-time frame also impacted the extent to which the team was able to collect survey data.

• **Something’s better than nothing:**
Because the site is currently vacant and often covered with litter, the idea that a park was in the works was less than controversial to most people in the neighborhood. The team was consistently told that “anything is better than what is there now”. This lack of controversy may have had a negative effect on inspiring active community participation.

“anything is better than what is there now”
Community Ownership:
The Point Neighborhood, a largely immigrant and renter community, may lack the ownership needed to provoke active community participation. Many area residents anecdotally reported feeling ignored by the City, which may have led Point residents to feel powerless and ambivalent about participating in community affairs.

Tufts as an Outsider:
As a group of students who are not from the community, it is possible that community residents felt unclear of our role in the process or what power our team had in moving this project forward. We feel this may have deterred more active participation.

4.7 ALTERNATIVE DATA GATHERING

Due to the limitations described above, the team began a second phase of outreach by adding two additional approaches to the original data-gathering processes. The primary aim of these measures was to address the meeting attendance limitation and as such Point residents and Point youth were specifically targeted.

The first approach was to develop a brief community survey. The survey sheet (see Appendix XI) was based entirely on feedback from the first and second community meetings. The survey was broken into three categories: Values/Identity/History, Elements, and Uses. The options listed below each category were taken entirely from feedback gathered on the activity sheets from meetings one and two attendees: our team did not add any of our own ideas. Participants were asked to mark their top choices within each of the three categories, so that the data could be added seamlessly to meeting data. The number of allowed choices in each category is proportional to how many options were listed below each heading to allow for equivalent ratios in analyzing our results. The team also asked survey participants to note their neighborhood of residence on the sheet. The first round of informal surveying targeted local business owners, primarily on Lafayette Street in the Point Neighborhood.

The second round of surveying was an informal survey of young people gathered at CyberSpace, an internet café in the Point Neighborhood, a popular teenage hangout for local youth. This group of surveys along with the second added technique began to shed light on local youth preferences for the park space.

The second approach was intended to address the fact that demographically a large percentage of Point residents fall within the 12-18 age range and no meeting attendants were under the age of 18. Salem High School Principal David Angeramo attended the first
meeting and suggested that the team get in contact with a student group called, La Union Latina. La Union Latina is an extra-curricular organization comprised of students from Latin American backgrounds who serve as leaders for their community within Salem High School. La Union Latina is facilitated by Guidance Counselor Luz Barreto-Longus.

This meeting was formatted comparably to the public meeting structure. The team began with a contextual discussion which included brief descriptions of our role, SSCW, the Harbor Walk, and a site description. The students viewed the same slideshow of park elements that was shown in both the first and second meetings and were asked for their comments and reactions. Instead of asking the students to fill out the meeting activity sheet ‘Your Ideal Park’, the team gave the students the same survey described above because of time constraints. Asking for their opinions on the elements highlighted in the public meetings added consistency to result calculations. It is important to note that generally the students were excited about the project and verbally highlighted their concerns about safety for the site.
4.8 AGGREGATE RESULTS

The results presented in Table 4.4 represent the all of the results from the data collection techniques described in Chapter 4. The survey results are divided to show the differences between the local business participant surveys and the youth surveys.

### Table 4.4 Aggregate Results

<table>
<thead>
<tr>
<th>Values / Ideas / History</th>
<th>Meetings</th>
<th>Survey</th>
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<th></th>
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</tr>
</thead>
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<td></td>
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<td>2nd</td>
<td>Business &amp; Community</td>
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<table>
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<tbody>
<tr>
<td></td>
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<td>2nd</td>
<td>Business &amp; Community</td>
<td>Youth</td>
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<td>Community, Social Gathering Place</td>
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<td>Performance, Music, Movies</td>
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<td>Reading, Relaxing, Passive</td>
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<td>4</td>
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</tr>
<tr>
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**Dissonant heritage is present whenever there is more than one meaning for an object, place, or use of a site or between global and local meanings...**Despite the development of pluralist societies, heritage- and many other aspects of the landscape and built environment- often reflects only the dominant culture. (Low et al., 2005, p.13).

Table 4.4 shows that the aggregate result for preferred value to come through in the parks design was community, followed closely by Latin American Culture, and then family. Although the Shipping/Trade/Maritime/Nautical value was the clear favorite in the second meeting, the data collected in our surveys, pushed this theme to second to last in the cumulative totals. This discrepancy may reflect the meeting attendance limitation addressed is Section 4.6. Because the Shipping/Nautical theme is dominant in the Harbor Walk and because of the parcel’s close association with this amenity, our team does not feel it should be completely excluded in the park’s concept. Similarly we also feel that the lack of connection between the Point community and this theme should be acknowledged by ensuring that the Harbor Walk design scheme does not completely dominate the park.

Ultimately our team recommends trying to incorporate a variety of the values throughout the park in order to maximize inclusiveness and to truly reflect Salem’s diverse character.

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**Values/History/Ideas**

**Results: Values, Ideas & History**

![Pie Chart](image)

Figure 4.2 Aggregate Results: Values Pie Chart
Uses
The Uses data is arguably both the most interesting and the most difficult to address conceptually. With the added survey data, the community’s favored general use for the space was split almost evenly (24:23) between a Community, Social Gathering Place and a Playground, mirroring the same divide apparent in the meeting results. The difficulty arises in considering the parcel’s small area. We felt however, that these uses did not have to be mutually exclusive but rather could be implemented in a complementary manner. Due to this consistency across the data, our team ultimately decided to propose a multi-use space in order to fairly address this duality.

Figure 4.3 Aggregate Results: Uses Pie Chart
Elements

In terms of elements the survey data added significant strength to the desire for game tables, expressed avidly at the first public meeting. Game tables were the second favorite element, following the clear priority for seating (Chairs/Benches). The subsequent preferences favored vegetation including Plantings/Bushes, Green space, and Trees/Shade. Interestingly, survey participants alone raised the preference for a basketball court to one of the most favored elements, a choice almost completely ignored in the meetings. In our interview with Doug Bollen, our team learned that the basketball facilities at the Mary Jane Lee Park were being improved within weeks of our meeting. We thus made the decision to disregard this preference in our ultimate concept, as the community’s needs in that regard were being met elsewhere. Further, we felt that a basketball court was inappropriate for 15 Peabody Street spatially and also did not fit with the lot’s connection to the Harbor Walk.

Figure 4.4 Aggregate Results: Elements Pie Chart
These results provided our team with a foundation in moving forward towards creating the concept plan. Our first methodological phase coupled with our alternative data-gathering strategies led to a comprehensive understanding of the community’s needs, thus providing a foundation for our design.
5.1 URBAN DESIGN PRINCIPLES

The best resources any community project can ask for are those people who participate in the process along the way. One of our central principles throughout the project was the idea that the community is the expert. We aspired to create a “culturally diverse park” where management is concerned with cultural and social sustainability, community participation and users’ needs and desires (Low et al., 2005).

Interviews with community leaders, business owners and residents provided tremendous perspective and insight into how the City of Salem and specifically, the Point Neighborhood function. It was clear that it would be important to speak to as many stakeholders as possible; conversations uncovered their interests, concerns and talents which were then incorporated into the process in a meaningful way. Jody Kretzmann of the ABCD Institute has said, “No community on the face of the Earth has ever been built except on the skills and resources and contributions of the gifts of the people who live there” (Madden & Schwartz, 2000, p.35). Our team used this idea as the foundation for the process and methodology throughout the project as evidenced by the discussion in Chapter Four.

Developing a vision is another important principle that led to this particular approach. The vision is concerned with the activities that take place within a given public space. Our team’s role was to help people bring forth their ideas by asking them to think about what is important to them in their personal lives, what they feel connected to and other places they have visited and enjoyed. Beyond that, people were asked to explore the activities that would occur in their ideal park and the physical ele-
ments that support those activities. In thinking about how to facilitate a vision, our team looked at the primary characteristics of a vision for a public place as defined by the PPS model. The first of which is creating a mission or statement of goals. Our team’s mission is to create a concept plan for 15 Peabody Street through a community participatory process. The overarching goal, as previously discussed, is to ensure that our team is not just designing a park, but creating a place. Other characteristics of the vision include: defining how a space will be used and by whom, statement of the character of the space and a conceptual idea of how the space could be designed.

When a vision is implemented successfully, the public space will have a good deal of activity occurring in and around the area. Triangulation is one of the best ways to ensure people are using the space. Triangulation methods call for locating elements in a way that allow each use to build off the other (Madden & Schwartz, 2000). For example, a bench, a trash receptacle and game table placed near each other are more likely to create activity and synergy than if they were isolated. This idea also helps to stimulate linkages between people and places which ties into the vision for a new 15 Peabody Street.

While design is obviously a critical component in creating any place, understanding how the community will use the space is of equal importance. In order to gain a better understanding of the community’s needs, a few methods were utilized when speaking with residents. Our team started by studying other organizations that have built successful places such as the Dudley Street Neighborhood Initiative and Groundwork Lawrence. Learning what has worked in comparable neighborhoods helped when discussing our team’s mission is to create a concept plan for 15 Peabody Street through a community participatory process.

It was important for the residents to think both big and small; overall character is just as important as specifics like seating and shade. These ideas will help to create a space that reflects the community’s vision that is thoughtful in design and considers physical comfort, social vitality and cultural diversity.
uses and activities with community members. It was important for the residents to think both big and small; overall character is just as important as specifics like seating and shade. These ideas will help to create a space that reflects the community’s vision that is thoughtful in design and considers physical comfort, social vitality and cultural diversity.

Whenever possible, we incorporated sustainable practices into our concept plan. Sustainable practices are practical components of sustainable economic, environmental and social development that seek to balance the fulfillment of human needs with the protection of the natural environment.

5.2 PROGRAM OF USES

While many great ideas were generated during the process, it was not until data from interviews, public meetings and surveys was analyzed, that the elements and uses for the park were determined. The concept plan set forth in this chapter incorporate the ideas and priorities of those who have participated in the planning process.

A park that appeals to all ages involving both active and passive elements works to mediate among the conflicting values expressed in our data collection efforts as the uses and activities selected are meant to foment sociability and community interaction. Another goal was to ensure a safe, comfortable atmosphere for Point residents, members of the greater Salem community and visitors to the area.

The following sketches depict concept plans in their early stages. They were based on information gathered at both of the public meetings. The attendees at the first meeting were more concerned with passive uses and felt that playground needs were met by other parks in the community. They stressed the importance of open space, vegetation, comfortable seating, community gathering and cultural activities (Figure 5.1). On the other hand, the outcomes from the second meeting differed slightly in that people preferred active uses and they specifically recommended the inclusion of a playground (Figure 5.2).

After conducting the two public meetings, compiling surveys and meeting with La Union Latina, a third concept plan was developed to address the conflicting interests of the community and create a comprehensive plan that meets the various needs represented by our research.
After conducting the two public meetings, compiling surveys and meeting with La Union Latina, a third concept plan was developed to address the conflicting interests of the community and create a comprehensive plan that meets the various needs represented by our research. Figures 5.3 through 5.10 show different angles and views of the same park design which were created using the Google software program, Sketch-Up.
5.3 PARK ELEMENTS

These images illustrate the final concept plan for the park. The components used in these sketches represent the elements we are suggesting, however, shapes, colors and materials of some of the physical elements are pre-made models provided by SketchUp and should not be considered part of the recommendations.

Vegetation

The first elements included in this design are trees, shrubs and vegetation. All of these items are essential to creating a welcoming open space environment. The trees canopy will provide much needed shade during the summer months. Whenever possible, native species should be used. Tom O'Shea of the Parks, Recreation and Community Services Department is a good resource and can help determine which types of trees and vegetation are the hardiest and need the least maintenance.
Pathways

A clear pathway that cuts through the park and allows for multiple access points is necessary for creating successful linkage. The diverse park elements are connected by way of smaller paths that diverge from the main path. A slightly meandering path is aesthetically pleasing and also reflective of the river. The pathway could be constructed of either slate or concrete to complement Harbor Walk materials. Brick is not feasible because it is difficult to maintain and can become slippery and dangerous in the winter months. Walkways help keep green areas well maintained. Impervious surfaces are detrimental to river ways and thus, we reduce these as much as possible. Another possibility is to use permeable pavement.

Figure 5.4 View from South River

Entrances

Established entrances are a key element that defines any space. The entrance could incorporate a seafaring and industrial feel by using a nautical themed fence. The park could also be connected with the surrounding area by placing a bronzed inlay or perhaps ceramic tiles, creating a spillover entrance that defies the parks limits by occupying the sidewalk. The design of the inlays should be representative of the cultural values of the community.
A speed bump or raised crosswalk should be placed close to the entrance to increase security and avoid accidents.

Figure 5.5 View from Peabody Street

Signage is an important piece of creating a visually pleasing entrance that draws people into the park. It will serve to provide information about the park, the river and the surrounding areas. Signs could be

Figure 5.6 Close-up of Entrance
placed at the Peabody Street entrance to guide visitors toward the Harbor Walk and at the Harbor Walk entrance to direct people towards the Point Neighborhood.

**In an effort to conserve energy, photovoltaic panels could be installed on top of the lights so that the batteries are recharged during the day and can then be used at night.**

We recommend that a message or bulletin board be included close to the park entrance as an area for community members to post messages and announcements. It will provide another reason for people to visit the park and will help bring people together.

**Illumination**

An abundance of lighting should be installed throughout the park to ensure safety and comfort. The lights used could be similar to the Salem city standard, which will also be used along the Harbor Walk, to create a consistent feel throughout the area. Many residents have voiced concerns about safety, especially after dark. One Senior from Salem High School feels “that parks used to be fun, now they’re just dangerous” (Personal Communication, April 10, 2007). In speaking with different groups around the City, it is clear that night lighting is essential. In an effort to conserve energy, photovoltaic panels could be installed on top of the lights so that the batteries are recharged during the day and can then be used at night. Solar One Solutions, a local company based out of Framingham, Massachusetts sells panels that may be appropriate for this project.
Seating

Comfortable seating is always a priority in any park. This concept plan allows for a variety of seating options: picnic tables, benches and game tables. Benches are an essential element and can draw people to the park to socialize or relax if designed properly. The benches should be placed near the Harbor Walk so people can look out over the river, near the tot lot so people can supervise their children and under trees to allow for a comfortable shady place to sit. The benches could be double-sided so visitors have the choice to sit in different directions depending on what view they prefer. Some of the benches should have backs as well as arm rests for comfort.
Picnic and Game Tables

Picnic tables are important because they create a social gathering place and allow people to meet in the park for picnics, arts and crafts and a variety of other activities. In addition to providing another seating option, the game tables are an interactive element allowing people to socialize. The idea is that the tabletops will be used to play games such as chess, checkers, dominoes, or cards. At least some of the tables should incorporate a game inlay to foster this type of use. Inlays could also be used in the chairs to represent cultural and historical symbols.
Gazebo

Another element included to encourage sociability is the gazebo placed near the Harbor Walk. The idea is that people can gather here to hold meetings, host concerts and plays or have a guest speaker address an audience. It is meant to be multi-functional and inviting, while also providing shade on sunny days. The railing around the gazebo should be constructed in a way that people passing by on either side can see all the way through, ensuring safety. Trees were purposely left out from the front area of the gazebo to allow for viewing from the benches. An additional entrance toward the Harbor Walk should also be considered.

Playground

The Point Neighborhood has a large population of youth ranging in ages from 1-12 years old and it is important to provide activities for them in this new park. The playground should include some type of climbing apparatus as well as other interactive components. Swings are not included because they are difficult and expensive to maintain and take up more space than other elements as they require a mandatory number of clearing feet. The challenge is incorporating playground elements for a variety of ages. Some type of boundary in the form of benches, vegetation, or a small fence should be installed at the perimeter of the play area. Ma-
terials could be provided by Steve Dibble of Dibble & Sons Park Equipment, Inc. who has built a number of playgrounds in the New England area. Steve Dibble also has extensive experience bringing volunteers together for the construction process.

![Figure 5.10 Playground](image)

**Mosaic**

Due to the proximity of the National Grid electric station and its invasive structures, a large wall should be built to lessen its visual impact on the park. Perhaps one of the most exciting pieces of the design is the integration of culture and history. This wall allows for the opportunity to endow the park with colorful art that depicts both Point Neighborhood and Salem history.

One idea is to have the mosaic start near the water on the far left hand side of the wall with images of seafaring Salem and its nautical history. As the mosaic works its way across the wall towards Peabody Street, it could include imagery of the Great Salem Fire of 1914, Salem’s industrial era and the diverse immigrants who have settled in the Point Neighborhood. The challenge in constructing this mosaic will be choosing images and symbols that portray not only early settlers but recent immigrants from Latin America as well. The art work creates a welcoming and lively environment which strikes a balance between these ideas in a way that will celebrate diversity.

Due to the amount of labor it takes to produce them, mosaics have traditionally been a collaborative art form. In community mosaics, the
meaning of the collective work, of the contributions of unique individuals to a harmonious whole, acts as a metaphor for the community-making function of collaborative public art (Chicago Public Art Group, n.d.). Public art could also be incorporated into other unlikely areas of the park such as the boulders, benches and pathways.

Luz Barreto-Longus who facilitates the La Union Latina group at Salem High School is a good resource and could help organize volunteers to come up with appropriate images as many of her advisees are Point Neighborhood residents or are familiar with the area. The two existing murals in the neighborhood were the result of a painting created with the help of students. Salem State also has a strong art program that could be involved in the creating the mosaic. The mosaic will be placed higher on the wall to discourage vandalism and should have a finish that allows for easier removal of graffiti. On the far left hand side of the wall where the mosaic will live, a plaque should be embedded to describe the artwork and the heritage it represents.
Maintenance

Four trash receptacles have been placed throughout the park to encourage a “keep it clean” attitude. The barrels could be painted by local school children which would help to involve and educate younger children in the process as well as contribute to the colorful scenery of the park. A project that could include slightly older youth would be covering the boulders placed throughout the park with smaller mosaics, again adding to the vibrant nature of 15 Peabody Street.

While many elements have been included in the park, there were recommendations made which have not been represented by this design. For example, some people suggested fountains, pools and drinking water facilities, however, these are difficult to maintain as they will need to be repaired often. Also, the Department of Public Works informed us that there is no water hookup located at the park. If the city wanted to include sprinklers to aid in the maintenance of the grass and vegetation, a connection to the water main line in the street would have to be constructed. This would add additional costs and might not be necessary. The City currently outsources lawn mowing to Environmental Land Management who will most likely be responsible for mowing the park on Peabody Street as well.

Some others thought that a statue or monument would be a nice way to commemorate local leaders, however, these structures are also expensive to maintain. Most of the youth who participated in the data gathering process stressed their desire to have a basketball court. While it may not be feasible for the park on Peabody Street, it is important to note that the need for this type of space exists. In an effort to illustrate what a basketball court might look like, an alternative SketchUp design was created (Figure 5.9).

Figure 5.11 Basketball Court
Visual Connections
Analyses of present and future surroundings added to our understanding of the site and helped us imagine the visual connections across the river and through Peabody Street.

As mentioned in Chapter Two, the Beverly Cooperative bank has already constructed a path from Derby Street to a public seating area at the end of the South River inlet. This path will eventually be incorporated into the proposed Harbor Walk. A second private development on 289 Derby Street is currently in its initial stages. The developers have already designed their Chapter 91 Compliance Plan.

The local CDC owns the parking lot across the street from the site. One of the apartment buildings abutting the lot hosts a large mural. The lot is not owned by the City and it is thus beyond the scope of our project. Because of its proximity and due to the visual connection, we recommend that the small existing open area be landscaped. Further improvements could include a staircase that would connect the parking lot to Ward Street which runs parallel to Peabody Street. Access to Peabody Street from Ward Street is currently impeded by existing buildings and a considerable difference in elevation. The staircase would serve to increase access and linkage and enhance the parks’ function as a gateway.
As evidenced by our process and methodology outlined in Chapter Four and concept plan in Chapter Five, it is clear that the Salem community has come forward with a multitude of great ideas for their new park. While it would be wonderful if we could meet each individual’s needs as they relate to open space, it is just not feasible logistically as the parcel is just under a quarter of an acre in size. Getting input from the different stakeholders and then balancing the ideas and interests of the community has probably been our biggest challenge. However, we believe that our concept plan represents the collective community voice and we hope that the recommendations we put forth are helpful for those that will continue to work on creating a new place on 15 Peabody Street.

Momentum

We recognize that our concept plan has been presented before any action to implement the ideas can take place as the land will first need to go through a clean-up process and meet Chapter 91 standards. Keeping the momentum and enthusiasm that has built over the past few months alive will be critical to the long-term success of the new park. Accordingly, it will be important for the City of Salem and other stakeholders to look for short-term actions that can occur at the outset of this project while longer-term planning is still in progress. Holding events in the adjacent parking lot owned by the Beverly Cooperative Bank would help residents to see that the parcel has not been forgotten about and give people the confidence that change is occurring. In speaking with Bill Howard, President of the Beverly Cooperative Bank, we learned that the Bank would be willing to have a conversation with the City about ways to foster this type of activity. Perhaps it means holding an art fair or book market next to the park while it is being constructed or holding an event to raise funds for its future use. While we must be cognizant of some factors, such as liability insurance and operating hours of the bank that will determine parking lot usage, Keeping the momentum and enthusiasm that has built over the past few months alive will be critical to the long-term success of the new park.
it seems that this could be a viable strategy to ensure ongoing activity around the site. Producing visible changes associated with the City’s efforts will help to create credibility and as change tends to take time, short-term wins will be essential to the long-term strategy of this project.

Participation
Ensuring that the community remains a partner in transforming the parcel on 15 Peabody Street will also be instrumental in its success. “Attention to cultural diversity also leads to community empowerment, expanded citizenship, and the involvement of people in the governance and maintenance of their neighborhoods and workplaces” (Low et al., 2005, p. 17).

Partnerships with stakeholders will help to contribute innovative ideas and perhaps additional financial resources such as in-kind goods and services or volunteers that will be needed for both short and long-term maintenance needs in order to help the new park grow and thrive. It may also be helpful to look for unlikely partners; those who do not immediately come to mind because they are not located adjacent to the space, but who could be interested in participating for a variety of reasons. Involvement with the park on Peabody Street may give them visibility in the area that they would not otherwise have. As PPS points out, partnerships will also help to deepen the impact of a project because partners will participate in activities such as fund-raising, programming and security. It may also help to maintain momentum and move the project forward (Madden & Schwartz, 2000).

Brownfields reclamation is an environmental management tool that provides not only economic advantages, but social and environmental benefits as well. In an effort to involve the community in the clean-up and implementation phases of the park construction, the City could take advantage of the EPA’s Brownfields Job Training and Development Grants Program.

The EPA as well as other federal agencies, local job training organizations, community colleges, labor groups, and others have established partnerships to develop long-term plans for fostering workforce development through environmental training. The program ensures recruitment of trainees from socio-economically disadvantaged communities, provides quality worker-training, and allows local residents an opportunity to qualify for jobs developed as a result of Brownfields efforts (Environmental Protection Agency, [n.d.]).
If the City is interested in applying for one of these grants, Dan Heffernan, a Brownfields Project Manager for the EPA is the current contact and could be a good resource when looking into this option.

If members of the community feel their input and contributions have had an impact on the creation of this new space, they are more likely to take ownership and become involved in long-term stewardship.

Past research has shown that involvement in public participation and satisfaction with the process is greater when people attribute the consequences of their actions to their personal efforts; when they assume responsibility for their situation; when they feel their physical and social surroundings to be important; and when they identify with their neighborhood and with other residents (Speller & Ravenscroft, 2005).

We believe that the City should identify an individual within the Point Neighborhood who would be willing to start a Friends of Peabody Street Park organization. We recommend that the leader who takes on this role consult closely with Maryann Curtin who has helped to organize the Salem Common Association and currently sits on the Salem Parks and Recreation Commission. The Salem Common Association has been able to obtain 501(c)(3) status and has been very successful in raising money for the Commons. Doug Bollen, Director of Parks, Recreation and Community Services has also been involved as a private citizen in organizing community groups and may be a good resource for the Friends of Peabody Street Park group. The Salem Common Association, as well as other organizations, have been quite successful in their fundraising efforts; hosting comedy nights that have grossed approximately $3,000, selling raffle tickets for selected prizes and producing targeting mailings that solicit donations. These are just a few of the ideas that could help promote stewardship of the park as well as raise capital. “The attitude of the local authority may be crucial to the success of the group, by offering constructive support and ensuring that the proposals being developed by the group are capable of implementation” (Speller & Ravenscroft, 2005, p.54).

The working group should be comprised of people who represent entities larger than themselves such as Point Neighborhood and greater Salem residents, area business owners, a pastor or minister, and the head of community affairs.
for a local corporation or institution. These people are operating not just from personal interest, but also as liaisons for their respective groups.

Management/Maintenance

Creating a Friends of Peabody Street Park group will be instrumental in managing the park’s ongoing maintenance. PPS estimates that about 80% of the success of any public space can usually be attributed to its management. No matter how good the design of a space is, it will never become a true place unless it is well managed (Speller & Ravenscroft, 2005, p.75).

Good management is essential because this park will not be static; it will change daily, weekly and seasonally. A successfully created place will be loved and therefore used often and will eventually need repair and replacement. Thus, the challenge is for the management to remain flexible and respond effectively as the use of the park changes. This effort should be a combination of city staffed management organizations such as the Department of Public Works and the Parks, Recreation and Community Services Department and community volunteer organizations such as the Friends of Peabody Street Park group.

It is also important to keep the surrounding areas well maintained in order to create a welcoming environment not just in the park, but throughout the area as well. We recommend that the City maintains a clean Peabody Street with frequent street cleanings and general trash pick-up along the street. Peabody Street has a tendency to collect trash in the street gutters and regular maintenance would help to mitigate this issues. As an abutting property owner, Wendy’s plays an essential role in helping maintain the area and the City has a unique opportunity to partner with them. Wendy’s has acted as a responsible community member as they ensure their property is well maintained. In addition to adhering to their already established maintenance program, they could extend their clean-up efforts to the buffer zone around their property. It is critical that they not only pick-up litter from their parking lot and grass area, but that they maintain the sidewalk and the immediate surrounding areas that they share with neighboring property owners.
Safety

Safety is a critical piece of management which must be addressed. Security can be increased by providing more uses and activities at the park and by appointing someone to be in charge of security. Perhaps a community policing program could be established in addition to an appointed City patrol. Daily cleaning and preventative maintenance of physical facilities will help to create a safe atmosphere as well. These ideas were reinforced when we received a letter sent to our group via e-mail by a concerned resident. In his letter, he wrote:

"Perhaps if there were some way for security to patrol the area, or even cameras to keep a watch on the area, SAFETY and overall CLEANNESS is my definite concern (especially on cause for the families, children that try to live day to day, and the natural elements which need a more beneficial status (April, 2007)."

Clearly the City will need to discuss the feasibility of various options such as patrol services and cameras, like the ones recently installed on The Commons.

Indicators

We also recommend that the City periodically consider questions about how successful the park is and how functional it has been. The PPS model which lists four key qualities of a successful place, as described in Chapter Three, provides some questions that could be useful for future review of the park.

Reviewing these types of questions will help the city evaluate how the park is “performing.” Rachel Kaplan in “Citizen Participation in the Design and Evaluation of a Park” recommends that post-design evaluations are an important part of the implementation and review process. We felt the methodology she described in the article was applicable for our project. Similarly, the park discussed in the article was designed initially with public participation early in the process so that it impacted the final design. The post-design evaluation was held in order to gather information about whether the completed design satisfied residents. This could be
useful to further general knowledge about strengths and weaknesses of the process. It could also provide insight as to whether our participation structure could be used as a future model for the City. Furthermore, the evaluation process can illuminate additional limitations in our procedure.

**Community Ownership**

We urge the city to continue involving Salem residents throughout the implementation process and later when reviewing its level of success. Creating a sense of diversity within the park will be a

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**Figure 6.1-Questions to Consider**

Adapted from the Project for Public Spaces Handbook
crucial component of its success. "Cultural diversity is a new term but it expresses the old idea that, at the grassroots level, democracy consists of groups of people engaging with one another to make community. Parks...are vital for the fundamental social activity of a democratic society" (Low et al., 2005, p. 210).

We believe that the new park on Peabody Street is an ideal opportunity for the Department of Planning and Community Development to work with Point Neighborhood residents and community members from the greater Salem area. It is important the City retain as many ideas put forth by residents as are applicable and appropriate. While this park is a space for the entire City to enjoy, it should represent the rich cultural identity of the Point as "public spaces are also, and very importantly, spaces for representation.....[B]y claiming space in public, by creating public spaces, social groups themselves become public" (Mitchell, 1995, p.108). It is especially crucial that Point Neighborhood history be represented in the park design to allow the neighborhood to become a more recognized, important part of Salem.
References


City of Salem, Massachusetts. (2006). EPA brownfields cleanup grant proposal, 15 Peabody Street. Massachusetts/US.


Massachusetts Department of Environmental Protection. (2003). Waterways regulation program. notice of license application pursuant to M.G.L. chapter 91 waterways application number W03-0792-N. Massachusetts/US.


Appendices

Appendix I. South Commercial Waterfront Harbor Walk Plan
(The Cecil Group, 2000)

**Recommendations**
- (1) “Gateway” to the waterfront
- (2) Pocket Parks
- (3) Waterfront access
- (4) Harbor Walk
- (5) Pedestrian links with downtown
- (6) Streetscape and signage improvements
- (7) Gatehouse restoration
- (8) Boat float and slips for small crafts
- (9) Improvements to float and accessway

**Key Benefits**
- Stronger neighborhood identity
- Landscaped streets and new neighborhood parks
- More waterfront activities
- Incentives for private development
- Enhanced connections with downtown
- Increased neighborhood parking
Re: IRB Study # 0702022
Title: Salem Sound Coast Watch Field Project, UEP 2007
PI: Lauren Jessica Miller
Co-Investigator(s): Maria Solodad Gaztanbide, Abby Lindsey
IRB Review Date: 2/25/2007

February 27, 2007

Dear Jessica,

I have reviewed your application for the new study listed above. This study qualifies as exempt from review under the following guideline: 2. Non-identifying educational tests, survey, interview, or observation of public behavior.

Any changes to the protocol or study materials that might affect the exempt status must be referred to the Office of the IRB for guidance. Depending on the changes, you may be required to apply for either expedited or full review.

If you have any questions, please contact the Office of the IRB at (617) 627-3417.

Sincerely,

Yvonne Wakefield, Ph.D.
IRB Administrator
Office of the Vice Provost
20 Professors Row
Medford, MA 02155
617-627-3417
Fax: 617-627-3073
Appendix III. First and Second Meeting Flyers in English

Point Neighborhood Community Meeting

Planning for a park on Peabody Street

Tufts University Graduate Students and the Salem Sound Coastwatch are working with the community and the Salem Planning Department to design a park on the empty lot between Peabody St and the South River.

What kind of park does your community need and want?

Come share your ideas!

Tue, March 6th 7:00pm
Immaculate Conception Church
Salem, Massachusetts
Planning a park in The Point at 15 Peabody Street

Tufts University Graduate Students and the Salem Sound Coastwatch are working with the community and the Salem Department of Planning to design a park on the empty lot between Peabody St. and the South River.

Come share your ideas!

What kind of park does your community need and want?

2nd Community Meeting

Tue, March 13th
7:30pm
Town Hall
Salem, Massachusetts
¿Qué tipo de parque necesita y quiere tu comunidad?

Reunión de la Comunidad

Planificando con *The Point* para un parque en la Calle Peabody

Estudiantes de escuela graduada de Tufts University y Salem Sound Coastwatch están trabajando con la comunidad y el Departamento de Planificación de Salem para diseñar un parque en un lote vacante entre la calle Peabody y el South River.

¡Ven a compartir tus ideas!

Martes, 6 - Marzo
7:00pm

Immaculate Conception Church
Salem, Massachusetts
¿Qué tipo de parque necesita y quiere tu comunidad?

2da Reunión de la Comunidad
Planificando un parque en *The Point*,
Calle Peabody 15

Estudiantes de escuela graduada de Tufts University y Salem Sound Coastwatch están trabajando con la comunidad y el Departamento de Planificación de Salem para diseñar un parque en un lote vacante entre la calle Peabody y el South River.

¡Ven a compartir tus ideas!

Martes,
13 de Marzo
7:30pm
Town Hall
Salem, Massachusetts
Appendix V. List of Places Flyers Posted

- Local businesses in the Point Neighborhood & on Lafayette Street
- Downtown businesses
- Salem Department of Planning and Community Development
- Bus Stops
- Local business by Salem State College
Coastwatch hopes to jump-start plans for a park

Proposed site is city-owned lot in The Point

SALEM — The Salem News has speculated for an EPA grant to help move forward with plans for a park at the site of the former railroad tracks and parking lot near the Willows wine tasting area.

Coastwatch, a group that has been working to transform the South River into a greenway, is hoping to work with the city to develop a plan for the site.

The group plans a series of public meetings to discuss the possibility of using the site for a park.

They have no idea where the park should be located, but they are considering various options, including the possibility of using the site for a park.

They have also discussed the possibility of using the site for a park, but they do not have a specific plan at this time.

They have no idea where the park should be located, but they are considering various options, including the possibility of using the site for a park.
Coastwatch hopes to jump-start plans for a park

Proposed site is city-owned lot in The Point

By Chris Cassie
Staff Writer

SALEM — They are obvious signs of neglect — overgrown weeds, brown grass, litter, even a broken chain-link fence.

But soon, the vacant city-owned lot in The Point that overlooks the South River could be transformed into a vibrant neighborhood park.

Salem Sound Coastwatch, a nonprofit organization formed to protect the North Shore's coastlines, is hoping to work with neighbors to devise a plan for the lot, an empty — or what some might call "depressed" — plot of land a little less than a half-acre in size, sandwiched between Peabody and an electrical substation on Peabody Street.

Coastwatch is working with four Tufts University graduate students, who will meet with neighbors, study traffic and walking patterns in the neighborhood, and submit suggestions for what the park should look like.

"We want it to be an active place where people want to go," said Barbara Warren, executive director of Salem Sound Coastwatch.

From there, it would be up to the city to hire a landscape architect to design the park. And because more money would be needed to actually build it, Warren stressed the project is far from a done deal.

But if the park were built, neighbors and tourists would have views of a historic underground channel vital to shipping.

"You talk to a lot of people, and they have no idea where the South River is," Warren said.

Ward 1 City Councilor Lucy Corchado, whose home overlooks the vacant lot, said anything would be an improvement over the long-neglected lot.

"I'd love to see a safe area for kids to spend some time there, whether that's a little playground area or sitting area," Corchado said.

As for the funding, the city has reapplied for an EPA grant to remove oil contamination from the site. And part of the park's construction could be paid for through Community Development Block Grants, Warren said.

The group plans a series of meetings to get input from residents on what the park should look like.

The first is scheduled for Tuesday, March 5, at 7 p.m. at Immaculate Conception Church, 19 Hawthorne Blvd.
Planifican parque en barrio "The Point", de Salem, MA.

Venga a este evento de la comunidad de Salem, Mass. Planifica con The Point para un evento en la "Point". El parque de Tiuku University y Salem Senior Center están trabajando para este proyecto. El parque será ubicado en la esquina de Church y Main Street, en Salem, Mass. Vea a compartir sus ideas.

Cartelera de actividades

Museo de Peabody amplía exposiciones

La iniciativa "The Point" de Salem, MA, está planificando un parque en el barrio "The Point". La comunidad se une para una reunión el próximo sábado para discutir los detalles del proyecto. El parque estará ubicado en la esquina de Church y Main Street, en Salem, Mass. La comunidad tiene la oportunidad de contribuir con sus ideas.

Nuestro a Washington por la Reforma Inmigratoria

La educación de los inmigrantes y la reforma inmigratoria son temas de discusión. La marcha por la Reforma Inmigratoria se realizará el próximo 14 de marzo, Centro Presente está organizando la marcha desde la Casa Blanca hasta el Capitolio. La marcha exigirá una reforma justa y permanente para todos los inmigrantes.
Group plans 'pocket park' for South River

Salem Sound Coastwatch and a team of graduate students from Tufts University have started working on a project to develop initial design concepts for a "pocket park" on a vacant city-owned lot on the South River waterfront.

The group and the students will work in collaboration with the city Department of Planning and Community Development to revive the lot, located on Peabody Street next to the electrical substation.

"Peabody Street borders the densely populated, largely immigrant Point neighborhood. The Tufts students, who are from the Urban and Environmental Policy and Planning Department, will be working with residents and community organizations in the Point and surrounding areas to identify their needs and desires for this park.

"This is a collaborative design process, and we want to create a useful and attractive park that celebrates the cultural heritage and history of the Point community and featuring Salem," said Barbara Warren, executive director of Salem Sound Coastwatch. "Coll..."
Peabody Street park plans are in the making

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Photo by Nicole Goodhue Boyd
This city-owned stretch of Peabody Street, with a South River view, will eventually be home to a park. By Leslie Griffin/salem@cnc.com
GateHouse Media
Fri Mar 30, 2007, 01:39 PM EDT

Salem - A group of Tufts University students are working with Salem Sound Coastwatch and the city’s Department of Planning and Community Development to turn the area of 15 Peabody St., an empty lot, into a park that connects the Point neighborhood with the proposed Salem Harbor Walk.

Four master’s students from Tufts University’s Urban and Environmental Policy and Planning Program have chosen Salem Sound Coastwatch (SSCW) as the client for their semester-long field project, which produce a final report to SSCW and to the city’s planning department detailing what they have found to be the ideal use for the space.

“Overall, our real objective in reaching out to the community is not just to design a park, but to
The students expect to have the report ready for the city and SSCW by May, at the end of the semester.

The area is approximately a quarter-acre of land between National Grid and the Beverly Cooperative Bank, by the South River. It is owned by the city, and many children and families live at an adjacent apartment building.

Although it is a small space, the students are working hard to make it an interesting area.

“This site has been set aside as a great place to put a park,” said Lynn Duncan, director of the planning department. “It is a great connection between the neighborhood and the river.”

Duncan said the city has applied to the Environmental Protection Agency for funds to take care of some environmental issues with the site. The city plans to use funding set aside from the Community Development Block Grant Program to put the park together, and the city also plans to look into potential federal funding available for urban self-help programs.

Currently the city is still in the permitting process for the park, so there are still a lot of steps to take before the park will be under construction. “We are trying to move the project along,” said Barbara Warren, executive director of SSCW.

The Tufts students have held two community meetings, on March 6 and March 16, to get feedback from Salem residents. They still plan to talk to a group of high school students, and to conduct an informal survey with business owners and residents around the Point neighborhood.

“We are working hard to make it intergenerational,” said Soledad Gaztambide, one of the Tufts students. “We want the area to integrate active and passive uses. For example, someone could be actively playing chess, or passively sitting on a bench, looking out at the South River.”

The students emphasized they are still in the planning stages, taking public comment, so nothing is set in stone. They have met with Salem officials and community leaders, but are still looking for input from teenagers and anyone who did not attend the community meetings.

“We are working really hard for the park to reflect individuals’ and Salem’s history,” said Corwin. “We could have something dedicated to seafaring Salem, or some immigrants’ history from the Point neighborhood.”

Whether through a mural or plaque, the students’ idea is for the park to reflect the history and values of those using it. “It is important for them to be involved to create a place they can go to, and keep coming back to,” said Corwin.

Susan Yochelson, an outreach coordinator for SSCW, said the area is ripe for a new park. One
resident sent a note to the organization as soon as she saw the fliers for the community meeting, to say how overjoyed she was that something would be done with the property.

There is even a resident who puts out a lawn chair during the spring and summer, sitting next to some shrubbery to catch a bit of shade.

The students encourage residents with ideas to e-mail them to peabodystreetpark@gmail.com.
Appendix VII. Meeting Brainstorms

First Community Meeting

- French working class
- Canals
- Shipyard/coal
- Mills—fabric mill, vacuums immigrants
- Fire blocks
- Current uses:
  - 18-45 year olds
  - All ages
  - Dogs
  - Yard
  - Drinking
  - Need place to sit
  - Parking lot across at game space for kids
- Gazebo
- Music
- Picnic
- Connection to shops
- Plaque with historic information
- Trees/shade
- Walkway
- Community meeting space for old people
- Statue of women that served in army
- Benches
- Umbrellas—colorful
- No more fixtures
- Slide show ideas
- Ineity pool—Christopher Columbus Park
- Underground Sprinklers
- Flowers—a lot of work
- Use small bushes, boulders
- Concrete chairs
- Tables for games maintenance free!
- Cultural statue
- Designed emblems from point residents
- Student design
- History Facts
- Plaque in rock
- Bench
- Congregation area—sit and relax
- History of Point Neighborhood
- Fountain (hot in summer)
- Graffiti artist (not tagging)
- Get young involved make it theirs
- Garden-kids
- Concrete not wood
- Forest River—cement picnic tables (last forever)
- Mosaics—harder to destroy
- Already have murals, worry about graffiti
- To cover Grid Street
- Seascape—blue water
- Incorporate a bit of everything on a wall mosaic
- Salem State College
- 10-12 feet above ground for a mosaic or mural

Second Community Meeting

- Bronze plaque
- Boatyard—Ms. Friendship
- Boat building Essex
- Home for Immigrants—French Canadian
- Access to River
- Small space
- Granite—easy maintenance, ties into Salem's history
- Games—inlaid in table
- Cross generational
- Jump rope/hopscotch
- Mature trees
- High canopy
- Water taxi
• Ducks
• Slides, swings, seesaw
• Benches (for parents)
• Drinking fountain—similar to Gonyea Park
• Irrigation
• Grass
• COLOR!
• Sprinkles
• Small kids (mothers & kids)
• Not a late night hangout
• Current parks are for older children—younger children need space
• Granite, ships masts, maritime history
• Interactive structures
• Dog litter bag dispensers
• Shade
• Maritime symbols on chairs
• Flags of ships on chairs
• Gazebo—vandalism—safety—open
• North River example
• Lighting—maintenance
• Picnic tables
• Youth—involvement
• Salem State College
• Mosaic/mural—connection to river neighborhood
• Accessible—benches
• Contrast colors—easily seen
• Recycled materials
• “adopt” a flower box
• Planters
• Poles for banners
• Dirt/growth barrier before mural
• Speed bump
• Flower boxes—solid division, elevated with mosaic
• Strong barrier
• Children’s safely barrier
• More toddler space too close to street
• Tables by the road so you can talk to people
Appendix VIII. “Your Ideal Park” Activity Sheet

**YOUR IDEAL PARK**

**Favorite Elements:**

<table>
<thead>
<tr>
<th>Ideas/Values/History</th>
<th>Uses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
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<tr>
<td>2.</td>
<td>2.</td>
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</tbody>
</table>

**Sketch:**

- Mass Electric
- Parking Lot adjacent to Wendy’s

If there are any ideas you didn’t share, please write them here:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
TU PARQUE IDEAL

Elementos Favoritos:

<table>
<thead>
<tr>
<th>Ideas/Valores/Historia</th>
<th>Como Utilizar</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
<td>2.</td>
</tr>
</tbody>
</table>

Dibuja:

Estación de electricidad

Estacionamiento al lado de Wendy’s

¿Le faltó compartir ideas o comentarios adicionales?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
Planning for a Park on Peabody Street

Who:
Tufts University graduate students of Urban and Environmental Policy and Planning working for Salem Sound Coastwatch.

What:
As part of our graduate program, we are working with the community and Salem’s Department of Planning to design a park on the empty lot between Peabody Street and the South River. The park will connect the Point Neighborhood and the city’s proposed Harbor Walk, linking the downtown to the waterfront.

Together we can create something more than a park. Only with your help can this place become part of the community fabric. This park starts with a vision and your ideas will lead it to completion and beyond.

Please come join us for our next meeting!
Tuesday, March 13th at 7:30 pm
Old Town Hall

Names:
Alison Corwin
Soledad Gaztambide
Abby Lindsay
Jessica Miller

Email:
peabodystreetpark@gmail.com

Address:
Field Project SSCW Group
97 Talbot Ave.
Tufts University
Medford, MA 02155

Contact us with any comments or questions!
Planificando un parque en la Calle Peabody

Quienes somos:
Estudiantes de Planificación y Política Pública Ambiental y Urbana de Tufts University trabajando para Salem Sound Coastwatch.

Que hacemos:
Como parte de nuestro programa graduado estamos trabajando con la comunidad y el Departamento de Planificación de Salem para diseñar un parque en el lote vacante entre la calle Peabody y el South River. Este parque conectará el Barrio Point con el camino peatonal (harborwalk) propuesto por la ciudad para unir el centro urbano a la zona costanera.

Juntos podemos crear algo más que un parque. Solo con tu ayuda puede este espacio convertirse en una parte integral de la comunidad. Este parque comienza con una visión y tu participación lo guiará hasta su realización y más allá.

Por favor acompañanos en la próxima reunión!
Martes, 13 de Marzo a las 7:30 pm
Old Town Hall, Salem MA

Nombres:
Alison Corwin
Soledad Gaztambide
Abby Lindsay
Jessica Miller

Puede dirigir sus preguntas, comentario y/o ideas a:

Correo electrónico: peabodystreetpark@gmail.com

Dirección Física: Field Project SSCW Group
97 Talbot Ave.
Tufts University
Medford, MA 02155
Appendix X. “Your Ideal Park” Meeting One Synthesis

Ideas/Values/History
- Shipping/Trade
- Family lived on Peabody Street over 60 years
- Mural/mosaics, integrating history
- Community—youth
- Hispanic/Latino culture
- Family/religion
- Game
- Working class
- Tight-knit family oriented
- picnic

Uses
- I like the walkways along Pickering wharf—the brick, wood, rope to have it—the water walkway the same would be cool—beyond it—behind it ideas presented, I love the ideas of trees, grasses, bushed (and yes I think some flowers—if even daylilies it’s barren that sector of Salem)
- Concerts
- Movies
- Community use—congregating, chair, tables, checkers, shade
- Benches—groups talking/playing games
- Stage/bandstand/gazebo—dancing, music, performances
- Social
- Gathering
- Gathering for young adults and elderly
- Meeting area for community
- A place to relax
- Reading
- Sitting area, interactive

Other Comments
- I’d like to see Salem’s trading/shipping History brought into the project (I go down to Derby wharf often and space out trying to imagine Salem in its hey day of one of the world’s biggest ports—ships from all over the world—well I know they didn’t just park at the Derby wharf they were all over that harbor
- Something to commemorate the women from all the armed services of this country. A small section for victory gardens
- Un parque frontal para auto en la Peabody, sembra arboles, ect., represalo a ciento altura cerca del puerto de la congresia. Para tener un lago peauan ente que la marea alta, lo manter drian bien (¿?). A frontal parking for cars on Peabody street. Planning trees, etc. A damming of the river at a certain point close to the bridge so that we can have a permanent lake (ie so that the water of the high tide stays inside and it doesn’t turn into a mud flat).
I think the park needs to be a place where people of all ages are comfortable. However, there are already two playgrounds in the area with play structures and courts for sports. Focus more on an area to hang out and for cultural celebrations.

I think the ideas are great. Please consider more the ideas of a walking and relaxing park area. Than a playground. Note: we already have 3 panes which could be used as playground. What we need is a walking and relaxing area close by.

Water—feature small in family pool see Christopher Columbus Park, Boston—spectacular! Food stand—like lolo’s St. Maître. Colorful umbrellas. Green w/water i.e. underground sprinklers (city water) essential to keep park green—grass, trees. Separate account for park maintenance can marked for specific park. Some events scheduled—welcoming sigis perhaps. All welcome. Color, color, color.

Durable furniture. IE: cement and Large Boulders

Monument honoring folks past, present, from neighborhood

Sketch based on Meeting One Synthesis
Your Ideal Park
Community Survey

Project Description:
We are a group of Tufts Graduate Students working with the Salem Sound Coastwatch, the Salem Department of Planning and the community to design a park on 15 Peabody Street. The Park will be part of the Salem Harbor Walk. It is approximately ¼ of an acre in size.

<table>
<thead>
<tr>
<th>Values / Ideas / History (3)</th>
<th>Uses (2)</th>
<th>Elements: (5)</th>
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</thead>
<tbody>
<tr>
<td>Shipping/Trade/Maritime/Nautical</td>
<td>Community Gathering Place/Socialize</td>
<td>Chairs / Benches</td>
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<tr>
<td>Community</td>
<td>Tot Lot / Playground</td>
<td>Plantings / Bushes / Flowers</td>
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<tr>
<td>Integrating Local History</td>
<td>Reading/Relaxing/Viewing/ Passive</td>
<td>Open space / Green Area</td>
</tr>
<tr>
<td>Working class / Immigrants</td>
<td>Performance/Music/Movies/Concerts</td>
<td>Game Tables (chess, dominoes)</td>
</tr>
<tr>
<td>Hispanic-Latino Culture</td>
<td>Sports</td>
<td>Trees / Shade</td>
</tr>
<tr>
<td>Religion</td>
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<td>Gazebo</td>
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<tr>
<td>River</td>
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<td>Natural Environment</td>
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<td>Mural / Mosaic</td>
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<tr>
<td>Family</td>
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<td>Picnic tables</td>
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<td></td>
<td>Statue / Monument / Plaque</td>
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<td></td>
<td></td>
<td>Durable Furniture/ Low-Maintenance</td>
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<td></td>
<td></td>
<td>Fountain</td>
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<td>Spray Pool</td>
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<td></td>
<td>Color</td>
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<td>Community Involvement</td>
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<td></td>
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<td></td>
<td></td>
<td>Boulders</td>
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<td>(decorative/interactive/seat)</td>
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<tr>
<td></td>
<td></td>
<td>Food stand</td>
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<tr>
<td></td>
<td></td>
<td>Drinking Water Fountain</td>
</tr>
<tr>
<td></td>
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<td>Boating Access</td>
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</table>

Additional Ideas or Comments:

Thank you for your time!
Tu parque Ideal
Encuesta a la Comunidad

Descripción del Proyecto:
Somos un grupo de estudiantes de escuela graduada de Tufts University trabajando con Salem Sound Coastrwatch, el Departamento de Planificación de Salem y con la comunidad para diseñar un parque en 15 Peabody Street. El parque será parte del ‘Salem Harbor Walk’. El lote es de un tamaño aproximado de ¼ de acre.

<table>
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<tr>
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<td>Mesas de Juego (dominó, ajedrez)</td>
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<td>Deportes</td>
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<td>Acceso a personas incapacitadas</td>
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<td>Piedras (decorativas/interactivas/asiento)</td>
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<td>Fuente de Agua (para beber)</td>
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<td>Acceso para Botes</td>
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Ideas Adicionales o Comentarios

¡Gracias por su tiempo!
Appendix XII. Sketch Up Images