

# **CITY OVERVIEW**

## **Profile of the City**

The City of Salem, which was incorporated as a town in 1630 and became a city on March 23, 1836, is situated on the Massachusetts coast, 16 miles northeast of Boston. The City has a population of approximately 40,407 and occupies a land area of approximately 8 square miles. The second city in the Commonwealth to be incorporated, it is the Shire City of Essex County. Salem has operated under the Plan B form of government, with a mayor and an eleven-person City Council, seven elected from wards, and four at-large, since 1915.

## **Historic Information**

Salem was originally founded in 1626 by Roger Conant and a group of settlers from the Cape Ann area. In 1630, the area was incorporated into a town; and the name of Salem from "Sholem," meaning "peace" in the Hebrew language, was adopted. Salem is perhaps best remembered as the site of the infamous witchcraft hysteria that swept the colonies in the late 17th century. Early in the 18th century, Salem was a thriving commercial port. The protected harbor encouraged trade, but industrial development occurred slowly. During this time, shipbuilding and allied industries were well established and trading with the West Indies and European ports was extensive. This commercial expansion brought about a cultural expansion in the life of the town. The depression following the War of 1812 seriously affected the economy of Salem. Thereafter, the opening of the Erie Canal brought serious new trade competition; and with the building of larger vessels, trading was limited because the harbor was not deep enough to accommodate the larger vessels. As the level of commerce decreased, the growth of industry increased. In 1848, a large cotton mill was established; and after the Civil War several tanneries, shoe and paint factories were founded in Salem. A fire destroyed a large part of the industrial district in 1914, but the area was again built up as a thriving industrial center.

Among the many sites of historical interest are the Crowninshield-Bentley House, House of Seven Gables, Pierce-Nichols House, Pickering House, Pingree House, The Peabody-Essex Museum, Pioneer Village, Ropes Mansion House, the Witch House, and the Salem Maritime National Historical site which was the first national historic site in the United States.

## **Governmental Structure**

The Mayor is elected for four years in November of unevenly-numbered years. The Mayor is the administrative head of the city and chairman ex-officio of the School Committee, the Board of Library Trustees, and the Board of Trust Fund Commissioners. The Mayor acts with the City Council and School Committee to carry out city business. The Mayor appoints his or her office staff, the City Solicitor, and the Assistant City Solicitor without City Council confirmation. The appointments of most city department heads, and members of the various boards and commissions, however, require City Council confirmation. The Mayor has the right to veto any order, resolution, or ordinance passed by the Council. However, a veto may be overturned by a two-thirds vote of all councilors. After reviewing and revising estimates prepared by department heads, the Mayor submits the budget to the City Council for final action. The Mayor approves all municipal payrolls, vouchers, contracts and instruments; and recommends bond issues, legislations and orders to the City Council; and represents the city with other

levels of government. As the general administrator of all city departments, the Mayor is consulted by department heads pertaining to the city's welfare.

The City Council is primarily the legislative branch of the city government. As the legislative body, the Council confirms appointments made by the Mayor and appropriates all monies necessary to city operation. It can approve, disapprove, or reduce the amount of appropriations, but not add to the appropriation. The Council receives orders of recommendation by the Mayor and petitions from the public, and acts on them after committee study. The City Council also has the power to enact the Ordinances and other regulations. A majority of the City Council constitutes a quorum, and the affirmative vote of a majority of all the members of the Council is necessary for the adoption of any motion resolution, or ordinance. In some instance, adoption by a two-thirds vote of the members is required by statute.

The City provides general governmental services for the territory within its boundaries, including police and fire protection, disposal of garbage and rubbish (for residential properties); public education, including vocational-technical education at the high school level; street maintenance; certain water services, through the Salem and Beverly Water Supply Board; certain sewerage disposal services, through the South Essex Sewerage District; and parks and recreational facilities. Approximately 95 percent of the City is connected to the sewerage system; the entire area of the City is served by the municipal water system. The Salem Housing Authority is responsible for managing 1,462 units of low income housing for the City. Buildings are either owned by the Authority, or are part of the rental subsidy program or the voucher program. Of the 1,462 units, 715 are included in twelve elderly developments, nine family developments, and one handicapped accessible family developments. These units are owned and operated by the Authority. The principal highways serving the City are state Routes 1A, 107, and 114, all of which provide immediate access to Routes 1 and 128 and other major highways serving the greater Boston area. The City is a member municipality of the Massachusetts Bay Commuter Railroad, which provides passenger and freight service.

Within 170 days after the annual organization of the city government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on the next July 1. The City Council may make appropriations for the recommended purposes and may reduce or reject any item. Without recommendation of the Mayor, the City Council may not increase any item or make an appropriation for a purpose not included in the proposed budget (except by a two-thirds vote in case of the failure of the Mayor to recommend an appropriation for such a purpose within 7 days after a request from the City Council, pursuant to state statute). If the Council fails to act on any item of the proposed budget within 45 days, that item takes effect. The City's operating budget for fiscal year 2006 totaled approximately \$102 million.

## **Cultural and Historical Facilities**

The City of Salem is a historic waterfront community that has a rich cultural heritage, known worldwide for its architecture, maritime history, literary prominence, and witchcraft hysteria. For this reason, tourism is one of the City's major industries, accommodating almost one million visitors each year.

In 1692, infamous witch hysteria created fear and superstition as the fantasies and allegations of a group of young girls led to accusations of witchcraft against ordinary citizens. Nineteen people were convicted for the crime of witchcraft and were put to their deaths. 1992 marked the 300th Anniversary of the now

famous Salem Witch Trials. The City of Salem commemorated this event with many special exhibits and events planned by the City's Salem Witch Trials Tercentenary Committee. The major event of the year long commemoration was the design and construction of the Salem Witch Trials Memorial located adjacent to the Charter Street Cemetery. The Memorial design was chosen through a nation-wide design competition. As part of a living memorial, the City also annually awards the Salem Award for Human Rights and Social Justice.

The City has numerous facilities of continuing cultural and/or historical significance:

Peabody-Essex Museum - The Peabody Essex Museum (PEM) has undertaken the largest museum addition in America. The \$100 million expansion allows them to showcase their extensive collection of Oceanic and Asiatic art for the first time. The PEM houses a broad spectrum of artifacts representing centuries of Essex County life and industry, as well as treasures from across the world brought to the region by early navigators. The PEM consists of a downtown campus, four National Historic landmarks and several properties on the National Register of Historic Places. The PEM enjoys an attendance of approximately 135,000 to 150,000 visitors per year.

The Salem Maritime National Historic Site – This 9.2 acre site, operated by the National Park Service, (“NPS”) is comprised of several buildings, including the original Customs House, as well as several wharves and homes. The NPS has restored the wharves and buildings. The Friendship, a full size replica of one of Salem's historic trading ships was recently completed and is berthed at the site. This \$6 million project was 75 percent federally-funded and is expected to become a major cultural attraction and educational tool. The National Park Service will be relocating the historic Pedrick’s Warehouse from Marblehead to Derby Wharf and installing a pile supported dock adjacent to the building, in order to facilitate interpretive display of historic maritime functions.

The House of the Seven Gables - The House of the Seven Gables was made famous by Nathaniel Hawthorne's novel of the same name. The site is a complex of the actual house occupied by Hawthorne and several adjacent historic structures. The House of Seven Gables is expected to receive the prestigious designation of "Museum" status by 2008.

Salem Witch Museum - The Salem Witch Museum commemorates the famous witch trials that occurred in 1692 through an audio visual presentation. Life-size stage settings, lighting and historically accurate narration recreate the afflicted girls, the trials and the executions of the Salem Witch Trials.

The Witch House - The Witch House was the home of one of the famous Witch Trial judges, Jonathan Corwin. The Witch House is operated by the City of Salem.

Witch Dungeon Museum – The Witch Dungeon Museum provides a live re-enactment of the Witch Trials for visitors to the City. The presentation is adapted from the 1692 transcripts and re-enacted by professional actors.

The First Church - The First Church, located on Essex Street, was founded in 1629 and is the oldest continuing Protestant congregation in the country.

Chestnut Street - Chestnut Street is a National Historic Landmark consisting of a group of homes of notable architectural significance. The homes are primarily old mansions built by Salem's successful sea captains during the early 19th century.

Pickering House - The Pickering House is the oldest house in America to be continuously occupied by the same family.

Pioneer Village - Pioneer Village, situated in Forest River Park, is a living-history Museum that depicts life in Salem in 1630. Guides in historical costumes show visitors how early Puritans lived. The site contains a thatched cottage, historic gardens, wigwams, and animals. Local Eagle Scouts worked this Spring on cleaning up the site by clearing overgrown vegetation, preparing gardens and creating handicapped accessible paths and bridges.

The Old Burying Point - Located on Charter Street, this is the oldest burying ground in Salem. The site contains the graves of a Mayflower passenger and witchcraft trial judge John Hawthorne, and is the location of the Witch Memorial.

Winter Island Park - Operated by the City of Salem, Winter Island is a former U. S. Coast Guard Air and Sea Rescue Station located on Salem Harbor. The site is a seasonal recreation site with RV and tent spaces. The site also has a beach, boat launch, wind surfing, scuba diving, picnic areas and a snack bar. Historic Fort Pickering and Fort Pickering Light are located within the site.

Salem Wax Museum of Witches and Seafarers - The Wax Museum, opened in July of 1993, features a multi-media presentation and realistic wax figures depicting pirate and witch stories of Salem's past. The Wax Museum also offers hands-on children's activities.

Salem Witch Trials Memorial - The Salem Witch Trials Memorial was dedicated on August 5, 1992 to commemorate the 300th anniversary of the now famous Salem Witch Trials of 1692. The memorial is located adjacent to the Charter Street Burial Ground.

Heritage Trail - The many cultural and historic facilities in Salem are connected by the Heritage Trail, a 6 inch red line painted on sidewalks and streets. The Heritage Trail leads to world-renowned museums and historic homes, as well as to restaurants offering simple fare to gourmet meals, full service hotels, inns and bed and breakfasts.

Salem Common - Salem Common has been public land since Salem's early days. Its eight acres was originally swampy area, with several ponds and small hills. Salem's military heritage begins in 1636, when the first muster occurred on Salem Common. Today, the National Guard traces its roots to that first muster. Needing a place for regular military drills, it was voted in 1714 by the commoners to be "forever kept as a training field for the use of Salem".

The tourist attractions described above are included to illustrate the continuously growing tourist economy. These attractions provide jobs, tax revenue and buying power to the City of Salem.

## **Public Projects and Economic Development Activities**

Salem experienced new growth of more than \$250 million—a quarter of a billion dollars in new development—over the past seven years. This development is marked by a series of catalytic development projects, including the \$125 million expansion of the Peabody Essex Museum, the Waterfront Hotel, the construction of the J. Michael Ruane Court Complex and the pending redevelopment of the Historic Old Salem Jail. A demand for Salem real estate and the growth of Salem's economy has contributed to the City's community development in terms of reuse of existing buildings and building of new developments, including high-end housing and commercial development.

Downtown development has been strong in recent years. A number of vacant and under utilized properties have been redeveloped into mixed-use residential/commercial buildings. The downtown alone has seen \$40 million in private investment from projects such as the Laundry Building, The Distillery, Old Police Station Redevelopment, Bluestone Alley and 10 Federal Street, as well as 31 new residential units currently under construction at the former Salem News building.

The waterfront area is also experiencing a great deal of development. The Waterfront Hotel was completed in 2005 at the entrance to Pickering Wharf. In 2009, the City expects to break ground on the construction of the South River Harbor walk which will enhance pedestrian connections along the harbor from Pickering Wharf to downtown. In conjunction with this project, the city will be creating a new neighborhood park on Peabody Street. Along the North River Canal Corridor, a number of developments are in the works, including 28 Goodhue Street and 401 Bridge Street.

Large commercial and industrial development, prominent in the Highland Avenue, Swampscott Road and Vinnin Square areas, is also strong. A number of significant national retailers such as Staples, WalMart, Home Depot, Target, Pep Boys and Petsmart are located in these areas. Salem's industrial park on Technology Way houses large or expanding companies such as Salem Glass and Thermal Circuits. In the same area, a 170,000 square foot vacant building was recently converted to commercial condominiums and is now home to 9 businesses relocating or expanding in Salem. The City also is home to Shetland Park, a sprawling business park abutting downtown, that houses more than 70 businesses and over 2,000 employees.

Salem enjoys a mix of businesses and markets. Salem State College runs a business incubator complex at the former GTE Sylvania site off Loring Avenue called the Enterprise Center. The Salem Hospital recently invested \$12 million for their cardiac surgical suite and also built an Emergency Department, which is one of the most sophisticated and modern emergency facilities in the state. Markets for Salem businesses include the local population, the large tourist trade of over 1 million visitors, Salem State College and the County Court Complex.

The following highlights the major public projects and community development activities that are recently completed, currently underway or in the planning stages:

### **New Senior Center Proposal**

In Salem, building a new senior center has been at the center of political discussions for decades. Many plans have been debated with many locations proposed. On February 5<sup>th</sup> 2009, the Mayor announced that she was recommending the City proceed with constructing a new Senior/Community Life Center, as part of a joint development at the intersection of Boston and Bridge Streets.

After a narrow defeat of the last proposal to build a new center at the former St. Josephs Church site, a Senior Center Committee was created “to investigate possible locations for a new senior center.” For over a year a committee, comprised of representatives from the city Council, the Administration, and several senior advocacy groups met and reviewed site options, determined facility and programming requirements and solicited public opinion on possible center locations. Ultimately, the committee unanimously adopted a report that identified three sites: City-owned land on Fort Avenue, City –owned land on memorial Drive, and a private parcel located at the corner of Boston and Bridge Streets. At the recommendation of the committee, the City Council accepted the report and recommended that the City conduct an extensive review of each site. That work has been completed and determined that the cost to build a new center on the two city-owned parcels exceeded \$7 million, while the cost to acquire a new center as part of a joint development at the intersection of Boston/Bridge equaled \$4.9 million. There is a \$2 million difference between the Willows sites and the recommend location. Further, the financing model the City is utilizing requires an annual additional revenue stream to support any new debt associated with a new building, the Boston and Bridge Street site. The Boston and Bridge Street site will provide annual additional revenue from the real estate taxes paid by the new building, which will help offset the cost of the debt service associated with the new senior center.

Given the age of our present COA building, its lack of accessibility, coupled with the fact it has limited floor space spread out over three floors, extremely limited parking, the City can no longer afford to ignore this problem. The City needs to deal with this issue head-on, even during these difficult financial times. This project requires City Council approval to move forward.

On March 17, 2009 the City Council voted to accept the Mayor’s proposal for a new Senior/Community Life Center at the Boston/Bridge street section and declared the old senior center on Broad Street surplus so that the building could be sold to offset the costs of the new Senior/Community Life Center.

## **Waterfront Planning and Development**

### **Salem Harbor Plan Update:**

The Update of the City’s Municipal Harbor Plan, created in 2000, was approved by the EOEEA in 2008. The City worked with a consultant and the Salem Harbor Plan Implementation Committee on the Update. The Plan outlines a 10 year strategy for port development that guides the future use and character of the Port of Salem.

### **Winter Island U.S. Coast Guard Administration Building Reuse Study**

Utilizing a Survey and Planning Grant from the Massachusetts Historical Commission, the City has selected a consultant to undertake a feasibility study to develop recommendations for implementation of a reuse plan, and provide a long-term guide for the building’s preservation and maintenance. The study was completed in June, 2007.

**Port of Salem Expansion:** This is a \$12M to \$15M project that calls for construction of a concrete steel pier with utilities and amenities for docked cruise ships, berthing facilities for fishing, transient and

charter vessels, a multi-use terminal building and a support building for the City's commercial fishing fleet. Successful development of this facility will provide an economic boost for Salem and the region by creating broader markets and by establishing innovative marine-related industry. The project has gone through a schematic design phase and is entering the permitting and final engineering phase. The project is expected to be completed by 2010.

### **Salem Ferry**

The Salem to Boston Ferry, which began service in June, 2006, is a transportation option connecting two great cities. Named the Nathaniel Bowditch, after the founder of modern maritime navigation and Salem native son, the ferry is a high-speed catamaran that carries 149 passengers, is entirely ADA accessible and makes the trip from Salem to Boston – where it docks next to the Aquarium – in less than 45 minutes. The City of Salem is one of only a few municipalities to own a ferry vessel, which it purchased with a \$2.3M grant from the MA Executive Office of Transportation.

### **Salem Ferry Pier**

In spring of 2006, the City completed construction of a \$500,000 steel float and aluminum dock at Blaney Street for use by the new Salem Ferry. Over the off-season of the Ferry, the City has made numerous improvements to the Salem Ferry Pier including the installation of shore power, dry fire line, potable water lines, and a fuel line. This temporary facility will be integrated into the permanent Salem Wharf structure.

### **South River Harbor Walk**

The South River Harbor walk is included as a recommendation in the Salem Harbor Plan. The Harbor walk will include a fully accessible public walkway, pedestrian amenities and landscaping along the South River Basin. The project is currently in the bidding phase, and the City expects construction to start in the fall 2008.

### **Salem Willows Seawall**

Reconstruction of a 75 year old seawall has been designed, permitted, and constructed with a \$156,500 Municipal Seawall Repair Grant from the State Department of Conservation and Recreation (DCR), a contractor was recently hired and work is underway.

### **McCabe Marina**

The City has received a \$350,000 earmark in the state budget for reconstruction of McCabe Marina. The project is scheduled to commence this year.

### **Salem Harbor Maintenance Dredge Project**

The U.S. Army Corps of Engineers (USACE) has completed the maintenance dredging of the 32 ft. Federal Main Ship Channel, the 10ft. South River Entrance and the 8 ft. Derby Wharf Channel and Anchorage Basin in January 2007. The USACE is also responsible for the maintenance dredging of the South River Federal Channel inward of the Derby Wharf Lighthouse. That dredging operation has not occurred yet because the sediment from that area is not safe for unconfined offshore disposal. The

USACE is working with various State agencies to identify an offshore location to construct a CAD Cell to dispose of the South River Federal Channel dredge spoils. As an offshoot of this maintenance project, the City of Salem has met with the USACE and asked if they would consider dredging the South River Canal Basin, (non-federal Channel portion of the South River) the area west of the Congress Street Bridge.

### **South River Dredge**

The City has received funding from the Governor's Seaport Council to conduct an analysis of the contaminated sediment and establish a plan for dredging and disposal of the South River Canal Basin, (non-federal Channel portion of the South River) the area west of the Congress Street Bridge. This project will enhance the planned So. River walkway and provide direct water access to downtown Salem.

### **Renovations to Furlong Park**

The Massachusetts Executive Office of Energy and Environmental Affairs (EOEA) awarded the City of Salem a \$500,000 Parkland Acquisitions and Renovations for Communities (PARC) grant to completely renovate Furlong Park on Franklin Street in North Salem. This is the maximum amount awarded through the PARC grant program and local officials are grateful to receive this funding.

PARC grants are available for the acquisition of land, as well as construction and renovation of property for park and outdoor recreation purposes such as athletic play fields, playgrounds and game courts.

The park renovations planned include erosion control measures, renovations of the little league baseball diamond, replacement of the existing tot lot, renovation of the tennis court, construction of parking improvements, a new boat launch and waterfront trail and general improvements of amenities and landscaping.

## **Transportation and Parking**

### **Route 1A - Bridge Street**

The City of Salem has been awarded a \$75,000 Gateway Plus Action Grant (GPAG) administered by the state Department of Housing and Community Development (DHCD). Gateway Plus grants are meant to provide assistance for neighborhood or downtown planning activities that expand housing opportunities and that support the revitalization of the neighborhoods. The Bridge Street/Route 1A corridor from the Beverly/Salem Bridge to the intersection of Washington Street was selected as the target area for developing a revitalization plan. Reconstruction is expected to start in late 2009 or early 2010.

### **Boston/Main Street Corridor Plan**

The City of Salem has in collaboration with the City of Peabody as submitted an application for grant funding to the metropolitan Area Planning Council on the development of a consistent corridor plan for



Boston and Main Street, which connect Salem and Peabody, respectively. The proposed project will analyze various land use issues and develop a shared plan for revitalization of the corridor through enhancement of existing retail areas, identification of housing/mixed use opportunities, and infrastructure improvements. Boston Street is a very important entrance corridor for the City of Salem and this technical assistance program provides an opportunity to approach its redevelopment on a regional basis.

### **Major Intersection Improvements**

Reconstruction of the dangerous intersection at Congress, Peabody and Ward Streets will begin in spring of 2009 and pre-engineering is underway for traffic and pedestrian improvements at the intersection of Derby and Congress Street. The City is also awaiting award notification on its grant application for pedestrian/intersection improvements at Harbor, Lafayette, Washington and Dow Streets.

### **Massachusetts Bay Transportation Authority (MBTA) Parking Garage Project**

The Massachusetts Bay Transportation Authority (MBTA) is expected to build a new parking garage at the Salem Train Station creating 1,000 -1,200 parking spaces for commuters. The project will also upgrade the station into a Regional Intermodal Transportation Center.

#### **Review of Existing Conditions at Salem Commuter Rail Station as follows:**

- 5.7 acre site consisting of 340 T spaces and 120 City spaces
- Most heavily used station in MBTA commuter rail system - 61 trains per day, plus bus service for 7 routes
- Parking is at 100% utilization by 7:15 am and there are approximately 121± overflow spaces used by commuters daily on Bridge Street
- A currently unused Right of Way for freight trains bisects the T and City lot
- This is a critical time to proceed with constructing a new parking facility given the commitment of
- \$3million in funding connected to the court project and the state's commitment to construct 1,000 new
- commuter spaces by 2011

#### **Review of Estimated Cost and Funding Options**

- Most recent estimated project cost for a 1,200 space garage is \$45.8 million, including design and construction management costs (\$39m cost of parking structure
- \$1m cost of recommended station improvements
- \$6.8m design and construction management fees=\$45.8m)

Funding Commitments made to date include:

- \$3.2 million in federal funds (\$3.6m received and \$355k expended to date)
- \$3 million in Department of Capital Asset Management (DCAM) funds

Both of these funding sources have upcoming deadlines

Other potential funding sources include:

- \$5,740,000 in anticipated T revenues generated from parking fees
- \$ 900,000 Commonwealth match to access earmarked federal funds noted above
- \$15 million in Transportation Bond Bill
- Executive Office of Transportation (EOT) – Statewide Implementation Plan (SIP) Environmental Funding Commitment.
- Massachusetts Highway Department (MHD) Bridge Street Project
- Revenues generated from mixed use development leasing/ownership opportunities

### **Potential Statewide Implementation Plan (SIP) funding and process for committing SIP funds**

There are a number of projects that the Commonwealth must undertake by 2011 in order to be in compliance with environmental mitigation requirements built into approvals tied to the Big Dig project. Approximately \$800 million has been set aside for these required initiatives, one of which is the construction of 1,000 new commuter parking spaces by 2011. The Executive Office of Transportation (EOT) is working in collaboration with the T to identify parking projects that have the greatest promise of being completed by 2011 and have other sources of funding committed to them, thus reducing the state's required contribution. There are several communities under consideration for parking projects that could utilize SIP funds. These communities include: Acton, Beverly, Franklin, Natick, Rockport and Salem. EOT hopes to be in a position soon to make a decision on which projects will be funded, but no specific deadline has been set as of yet.

### **Site Complexities**

One of the complications associated with the building of any facility on this site is the freight line easement/right of way that runs through the middle of the site. Currently, no tracks exist on this easement/right of way and freight travel uses the commuter rail track to access the freight line abutting the North River to connect to the tracks abutting Bridge Street. This maneuver requires an extra set of tracks on Bridge Street so that the freight line can turn around in order to proceed into Peabody. The preference would be to avoid this maneuver and have direct access to a new freight line as the train travels out of the tunnel. However, given the fact that the freight trains are and have been traversing the rail lines in the current manner since the opening of this station, they are open to considering not having access through the parking lot easement/right of way.

### **Next Steps**

Given the stated desire to commence with the Salem Commuter Rail Project as soon as possible, in order to take advantage of the committed funding and put the City in the best position to meet the SIP funding requirements, a key next step will be to focus on a smaller garage footprint that could be incorporated solely on the T lot. This would avoid having to make a decision on the use of the freight line easement/right of way, until additional information could be gathered by MHD. This would still allow for a potential mixed-use project on the site, but it would likely be incorporated on the City's crescent shaped parcel. In essence, using only the T lot for a parking structure removes many of the complications identified to date, thus putting the project in a position to meet a 2011 SIP funding completion timeline.

In order to proceed in this direction, we will need to develop a new project description (including schematics for garage with commuter amenities, review of access/egress to proposed garage), a proposed timeline incorporating the necessary permits required, and a proposed budget for the revised smaller garage footprint. The best way to move the aforementioned tasks forward is for the T, working with officials at EOT, to develop a budget for completing the task items outlined above with the designer/architect that has previously been retained for this project. This will require EOT to approve an expenditure of funds for this purpose and we are hopeful that will occur soon.

## **Open Space**

### **Bike Path**

The City received over \$200,000 through Mass Highway's Enhancement funding program for the first phase of the City's bike path, which was completed in 2002. In June 2006, the City of Salem established the Salem Bike Path Committee to assist in expanding the bike path throughout the City and connecting it to our surrounding communities. The committee also advocates for bike safety, alternative transportation, and bicycling as a whole.

### **Open Space Plan Update**

Working with a consultant and the Open Space and Recreation Plan Committee, the City completed the Open Space and Recreation Plan Update in June 2007. The Plan establishes long-term goals for the preservation, continued protection and maintenance of open space and recreational areas in the City. Completion of the Plan made the City eligible to apply for a grant through the State Urban Self Help program. The City was successful and the grant for the 15 Peabody Street park was awarded.

## **Urban Renewal, Housing and Community Development**

Despite the current economic climate, Salem is still experiencing significant private investment throughout the City, including the downtown. While in the mid-1980's a significant increase in residential development occurred, the City is now seeing a surge in retail and commercial development, helping to boost the tax base.

In addition, Salem is continuing to pursue several public facilities improvement projects, as well as numerous transportation improvement projects designed to facilitate traffic flow to and through the City for residents and visitors alike.

Various other projects are being funded by the City, as well as by State and Federal grant monies. The City has a successful track record of administering both State and Federal grants.

## **Education**

The City's public school facilities include seven elementary schools with a combined capacity of 2,782, one middle school with a capacity of 1,162, and one comprehensive senior high school that include an

automotive technology center with a capacity of 2,625. Public school enrollments have increased at the elementary level for the past several years and are expected to continue to increase during the next five years.

As of October 23, 2008, the City will have \$21,292,450 of authorized unissued debt for school purposes. The City is receiving state school construction grants equal to 90 percent of eligible project costs for the Bowditch, Carlton, and Bates Elementary School projects, including debt service. The City is currently renovating and making additions to the Salem High School. The City expects to permanently finance its share of this project (\$6,735,624 of the estimated \$67,356,245 total project costs) with the October 23, 2009 issue of Bonds. The balance of the project costs (approximately \$60,620,621) are expected to be paid with grants from the Massachusetts School Building Authority. The City has received \$56,539,645 in grant proceeds as of 1/13/2009.

## Public School Enrollments

The following table presents actual enrollments in the City's public schools from 2003/04 through 2008/09 and projected enrollment for the 2009/2010

**City of Salem, Massachusetts School Enrollments as of October 1**

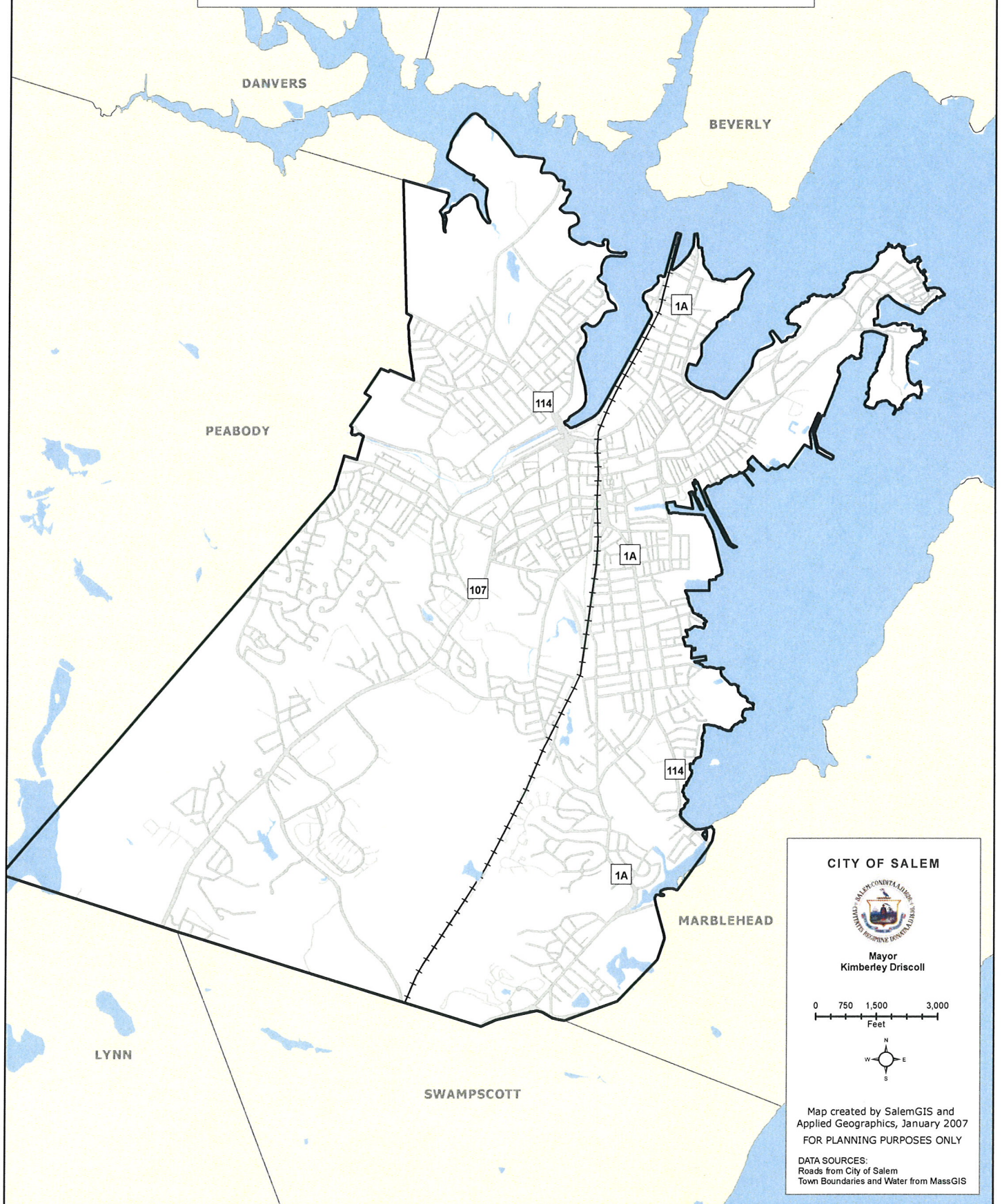
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Pre K & K	545	504	422	439	542	520	511
Elementary 1-5	1,860	1,745	2,032	1,662	1,667	1,817	1,749
Middle 6-8	1,175	1,091	802	935	904	916	1,044
High School 9-12	1,436	1,387	1,384	1,365	1,347	1,255	1,275
Sped-Out of District	-	-	124	138	126	104	100
<b>Total</b>	<b>5,016</b>	<b>4,727</b>	<b>4,764</b>	<b>4,539</b>	<b>4,586</b>	<b>4,612</b>	<b>4,679</b>

Source: School business office

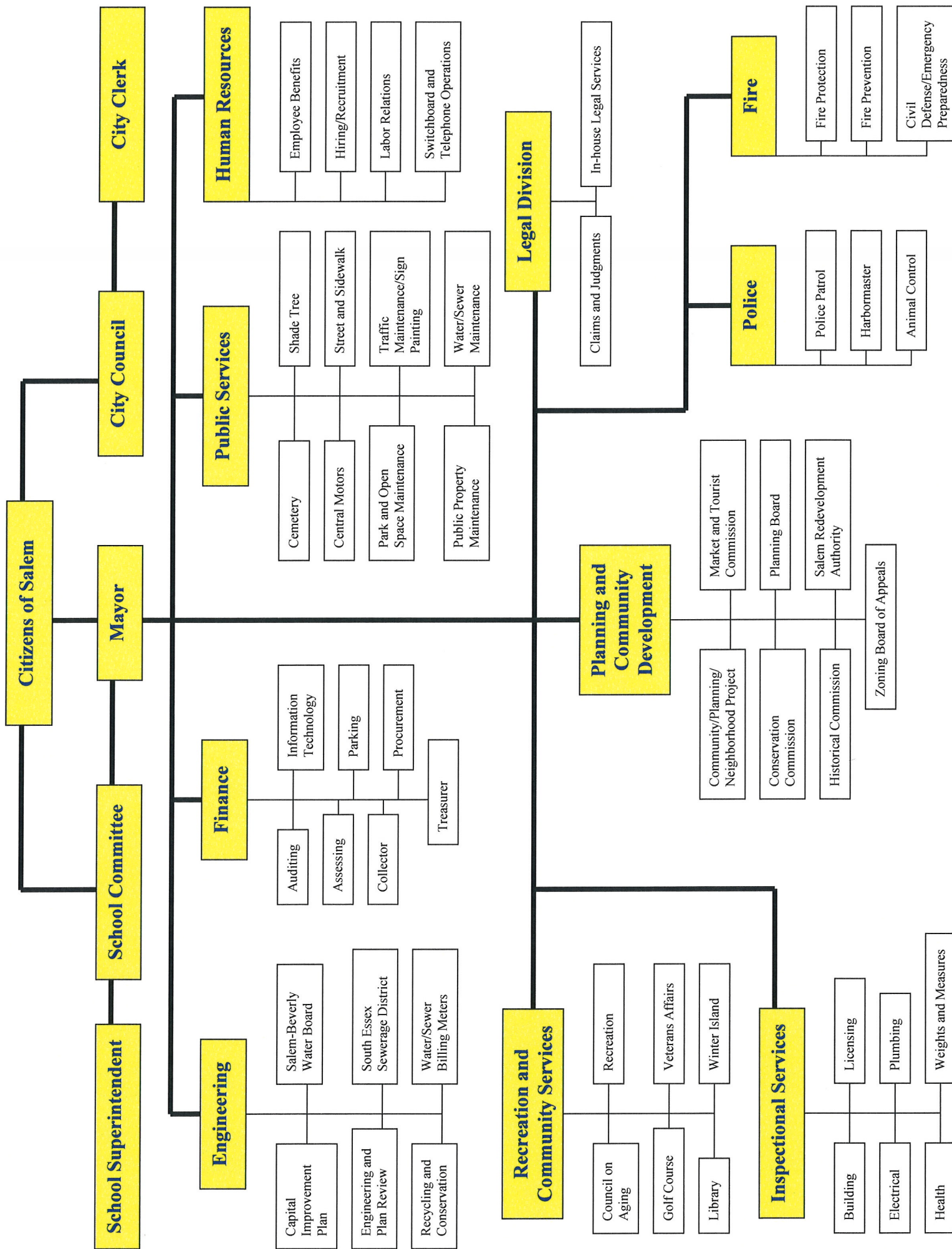
In addition, the City of Salem is a member of the North Shore Regional Vocational-Technical School District which serves 16 communities.



# CITY OF SALEM







## **Organizational Summary-Department Heads**

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### **EXECUTIVE DIVISION**

Mayor

Mayor Kimberley Driscoll

### **LEGISLATIVE DIVISION**

City Clerk

Cheryl LaPointe

### **FINANCE DIVISION**

Assessors

Frank Kulik

Collector

Bonnie Celi

Data Processing

Joanne Rust

Finance

Richard Viscay

Parking Department

James Hacker

Parking Fines

Bonnie Celi

Purchasing

Albert Hill

Treasurer

Anne Busteed

### **LEGAL DIVISION**

Solicitor

Elizabeth Rennard

### **HUMAN RESOURCE DIVISION**

Human Resources

Lisa Cammarata

### **FIRE DIVISION**

Fire

Chief David Cody

### **POLICE DIVISION**

Harbormaster

Sgt. Peter Gifford

Police

Chief Robert St. Pierre

### **INSPECTIONAL SERVICES DIVISION**

Electrical

John Giardi

Health

David Greenbaum, Acting

Licensing

David Shea, Board Chairman

Public Property

Thomas St. Pierre

### **PLANNING & COMMUNITY DEVELOPMENT DIVISION**

Planning

Lynn Duncan

### **PUBLIC SERVICES DIVISION**

Public Services

Richard Rennard

Water & Sewer Enterprise

### **ENGINEERING DIVISION**

Engineering

David Knowlton

Water, Sewer & Trash Enterprise

### **RECREATION & COMMUNITY SERVICES DIVISION**

Council On Aging

Doug Bollen

Library

Lorraine Jackson

Recreation

Doug Bollen

Veterans

Jean-Guy Martineau

### **EDUCATION DIVISION**

School

William Cameron, Superintendent

<b>City of Salem</b> <b>Full-Time Equivalent Employee Comparisons</b>
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**GENERAL FUND**

**EXECUTIVE DIVISION**

Mayor	4.0	4.0	4.0	0.0
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**LEGISLATIVE DIVISION**

City Clerk				
City Council	0.0	0.0	0.0	0.0
City Clerk-Record Maint	3.0	3.0	4.4	1.4
Elections & Registrations	4.0	4.0	2.6	-1.4

**FINANCE DIVISION**

Assessors	4.0	5.0	4.7	-0.3
Collector	4.0	4.0	4.0	0.0
Data Processing				
General Admin	3.0	3.1	3.1	0.0
GIS	0.6	0.6	0.6	0.0
Finance	4.0	4.0	4.0	0.0
Parking Department	10.0	10.0	9.0	-1.0
Parking Fines	0.5	0.0	0.0	0.0
Purchasing	3.0	2.0	2.0	0.0
Treasurer				
General Admin	3.0	3.0	3.0	0.0

**LEGAL DIVISION**

Solicitor	1.5	2.5	2.2	-0.3
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**HUMAN RESOURCE DIVISION**

Human Resources	4.0	4.8	4.8	0.0
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**FIRE DIVISION**

Fire	84.0	86.0	89.0	3.0
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**POLICE DIVISION**

Harbormaster	2.0	2.0	1.0	-1.0
Police	90.0	91.0	87.0	-4.0

**INSPECTIONAL SERVICES DIVISION**

Electrical	5.0	5.0	5.0	0.0
Health	8.0	8.0	6.0	-2.0
Licensing	1.0	1.0	1.0	0.0
Public Property				
Building/Plumb/Gas Inspectors	7.0	7.0	5.0	-2.0

**PLANNING & COMMUNITY DEVELOPMENT DIVISION**

Planning				
Conservation Commission	0.5	0.5	0.5	0.0
Planning Board	0.5	0.5	0.5	0.0
General Administration	3.1	3.1	3.1	0.0
Historic Preservation	0.1	0.1	0.1	0.0



<b>City of Salem</b> <b>Full-Time Equivalent Employee Comparisons</b>
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	FY 2008	FY 2009	FY2010	Change 09 vs 10
<b>PUBLIC SERVICES DIVISION</b>				
Open Space				
Public Services	14.7	28.0	27.7	-0.3
<b>ENGINEERING DIVISION</b>				
Engineering	0.0	1.4	1.1	-0.3
<b>RECREATION &amp; COMMUNITY SERVICES DIVISION</b>				
Council On Aging	8.0	8.0	7.0	-1.0
Library	15.6	15.6	14.9	-0.7
Recreation				
General Admin	3.0	3.3	3.3	0.0
Golf Course	3.0	3.0	3.0	0.0
Witch House	0.0	0.0	0.0	0.0
Winter Island	0.0	0.0	1.0	1.0
Veterans	1.0	1.0	1.0	0.0
<b>EDUCATION DIVISION</b>				
School	755.0	797.4	781.0	-16.4
<b>ENTERPRISE FUNDS</b>				
<b>SEWER ENTERPRISE</b>				
Public Services	5.1	5.1	4.9	-0.2
Engineering	2.8	2.8	3.9	1.1
<b>WATER ENTERPRISE</b>				
Public Services	5.1	5.1	4.9	-0.2
Engineering	2.8	2.8	3.9	1.1
<b>TRASH ENTERPRISE</b>				
Engineering	0.1	1.7	0.8	-0.9

**At A Glance Report for Salem****Socioeconomic**

County	Essex	
School Structure	K-12	
Form of Government	Mayor Council B)	
2007 Population		41,421
2008 Labor Force		23,452
2008 Unemployment Rate		6.4
1999 Per Capita Income		23,857
2007 Population Per Square Mile		5,052.1
2007 Housing Units Per Square Mile		2,243.8
2007 Road Miles		95.89
EQV Per Capita (2006 EQV/2006 Population)		119,085
Number of Registered Vehicles (January 2008)		35,332
Average Age of Vehicles (January 2008)		10.54
2008 Number of Registered Voters		26,253

**Certification**

Most Recent	2007
Next Scheduled	2010

**Bond Ratings**

Moody's Bond Rating as of December 2008*	A2
S & P Bond Rating as of December 2008*	A-

\*Blank indicates the community has not been rated by the bond agency.

**Fiscal Year 2009 Estimated Cherry Sheet Aid**

Education Aid	14,967,285
General Government	9,275,931
Total Receipts	<b>24,243,216</b>
Total Assessments	6,118,712
Net State Aid	<b>18,124,504</b>

**At A Glance Report for Salem****Fiscal Year 2009 Tax Classification**

<b>Tax Classification</b>	<b>Assessed Values</b>	<b>Tax Levy</b>	<b>Tax Rate</b>
<b>Residential</b>	3,753,889,412	48,500,251	12.92
<b>Open Space</b>	0	0	0.00
<b>Commercial</b>	446,457,904	10,956,077	24.54
<b>Industrial</b>	133,318,180	3,271,628	24.54
<b>Personal Property</b>	177,993,390	4,367,958	24.54
<b>Total</b>	<b>4,511,658,886</b>	<b>67,095,914</b>	

**Fiscal Year 2009 Revenues by Source**

<b>Revenue Source</b>		<b>Percent of Total</b>
<b>Tax Levy</b>	67,095,914	53.62
<b>State Aid</b>	28,612,289	22.87
<b>Local Receipts</b>	26,421,426	21.11
<b>Other Available</b>	3,004,020	2.40
<b>Total</b>	<b>125,133,649</b>	

**Fiscal Year 2009 Proposition 2½ Levy Capacity**

<b>New Growth</b>	1,332,955
<b>Override</b>	0
<b>Debt Exclusion</b>	0
<b>Levy Limit</b>	67,385,423
<b>Excess Capacity</b>	<b>289,509</b>
<b>Ceiling</b>	112,791,472
<b>Override Capacity</b>	<b>45,406,049</b>

**Other Available Funds**

<b>7/1/2008</b>	<b>FY2007</b>	<b>FY2009</b>
<b>Free Cash</b>	<b>Stabilization Fund</b>	<b>Overlay Reserve</b>
1,114,950	487,979	729,466

## At A Glance Report for Salem

### Fiscal Year 2009 Average Single Family Tax Bill\*\*

Number of Single Family Parcels	4,789
Assessed Value of Single Family	324,588
Average Single Family Tax Bill	4,194

### State Average Single Family Tax Bill

Fiscal Year 2006	3,801
Fiscal Year 2007	3,962
Fiscal Year 2008	4,110

**Salem issues property tax bills Quarterly.**

\*\*For the communities granting residential exemptions, DLS does not collect enough information to calculate an average single-family tax bill. In FY08 those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Marlborough, Nantucket, Somerville, Somerset, Tisbury, Waltham and Watertown. Therefore, the average single-family tax bill information in this report will be blank.

### Fiscal Year 2007 Schedule A – Actual Revenues and Expenditures

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	100,097,977	19,193,794	34,383,764	11,018,381	14,748,606	179,442,522
Expenditures	101,797,312	18,940,039	37,422,646	9,636,336	14,420,292	182,216,625
Police	7,057,703	0	0	0	0	7,057,703
Fire	6,187,533	0	0	0	0	6,187,533
Education	43,710,558	10,227,243	34,781,478	0	0	88,719,279
Public Works	6,226,486	657,722	1,906,578	9,636,336	0	18,427,122
General Fund	6,964,347					6,964,347
Debt Service						
Health Ins	9,442,762	0	0	0	0	9,442,762
Pension	7,266,135	0	0	0	0	7,266,135
All Other	14,941,788	8,055,074	734,590	0	14,420,292	38,151,744

This data only represents the revenues and expenditures occurring in these funds and does **not** reflect any transfers to or from other funds. Therefore, this data should not be used to calculate an ending fund balance.

### Total Revenues and Expenditures Per Capita

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	2,416.6	463.4	830.1	266.0	356.1	4,332.2
Expenditures	2,457.6	457.3	903.5	232.6	348.1	4,399.1

If you have questions regarding the data contained in this report, please contact the Municipal Databank/Local Aid Section at (617) 626-2384 or [databank@dor.state.ma.us](mailto:databank@dor.state.ma.us).

*Last Page Update 01/30/2009*

# Demographics

Profile of General Demographic Characteristics: 2000

Geographic Area: Salem, Massachusetts

Subject	Number	Percent
Total Population	40,407	100.0%
Sex and Age		
Male	18,745	46.4%
Female	21,662	53.6%
Median Age (years)	36.4	
18 years and over	32,250	79.8%
Male	14,672	36.3%
Female	17,578	43.5%
21 years and over	30,429	75.3%
62 years and over	6,552	16.2%
65 years and over	5,716	14.1%
Male	2,206	5.5%
Female	3,510	8.7%
Race alone or in combination with one or more other races.		
White	35,303	87.4%
Black or African American	1,562	3.9%
American Indian and Alaska native	236	0.6%
Asian	955	2.4%
Native Hawaiia and other Pacific Islander	73	0.2%
Some other race	3,319	8.2%
Hispanic or Latino (of any race)	9,042	22.4%
Not Hispanic or Latino	35,866	88.8%
White alone	33,277	82.4%

Source: US Census Bureau, Census 2000.

# The City of Salem, Massachusetts

## Salem's Top Employers

COMPANY NAME	NATURE OF BUSINESS	TOTAL EMPLOYEES	COMMENT
NORTH SHORE MEDICAL CENTER	HEALTH CARE	4875	Includes Salem Hospital, NS Children's Hospital, Salem Birthplace, Charter Professional Services, Shaughnessy Rehabilitation Center and Outpatient Mental Health
CITY OF SALEM	MUNICIPAL GOVERNMENT	1650	Includes school, fire, police and city offices. Includes all full time as well as all part time, permanent positions
SALEM STATE COLLEGE	HIGHER EDUCATION	1500	860 full time and 640 part time/seasonal
COMMONWEALTH OF MASSACHUSETTS OFFICES	STATE GOVERNMENT	520	Includes Committee for Public Council Services, Department of Social Services, Essex County Registry of Deeds, MA Rehabilitation Commission, North Shore Career Center, Probate & Family Court, Salem District Court, Superior Court, Children & Family Law
MARKET BASKET	FOOD MARKET	325	
PEABODY ESSEX MUSEUM	CULTURAL/TOURISM	290	
SALEM FIVE SAVINGS BANK	BANKING	236	
HAWTHORNE HOTEL	LODGING	210	
GROVENOR PARK NURSING CTR	HEALTH CARE	202	
HOME DEPOT	RETAIL	187	
SALEM YMCA	SOCIAL SERVICE AGENCY	185	
WAL-MART	RETAIL	175	
PERKIN ELMER OPTOELECTRONICS	MANUFACTURER	165	
DONINION/NEGT SALEM HARBOR STATION	PUBLIC UTILITY	160	
TARGET	RETAIL	142	
SHAW'S SUPERMARKET	FOOD MARKET	136	
THERMAL CIRCUITS, INC.	MANUFACTURER	127	
SALEM GLASS	RETAIL	125	
MORGAN MEMORIAL GOODWILL INDUSTRIES	SOCIAL SERVICE AGENCY	115	
GROOM CONSTRUCTION	SERVICE	98	80 FULL TIME, 18 SEASONAL

All numbers confirmed by phone July, 2008 unless otherwise noted