

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 on 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 ten years. This development is marked by a series of catalytic development projects, including the recent \$125 million expansion of the Peabody Essex Museum, the Waterfront Hotel, the on-going construction of the J. Michael Ruane Court Complex and the current 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 over \$40 million in private investment from projects such as the Laundry Building, Old Police Station Redevelopment, Bluestone Alley, 10 Federal Street and the recent redevelopment of the Salem News Building into 31 residential units and 7,500 square feet of new commercial space.

The waterfront area is also experiencing a great deal of development. The Waterfront Hotel was completed in 2005 at the entrance to Pickering Wharf. The construction of the South River Harborwalk will be completed in FY10, which will enhance pedestrian connections along the harbor from Pickering Wharf to downtown. In conjunction with this project, the City is creating a new neighborhood park on Peabody Street. The Salem Ferry began service in June 2006, allowing direct service from downtown Salem to Boston in 45 minutes. Along the North River Canal Corridor, two mixed-use development projects have been permitted at 28 Goodhue Street and Riverview Place at 72 Flint Street (the former Salem Suede property).

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.

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.

Transportation

MBTA Garage: The Massachusetts Bay Transportation Authority (MBTA) is expected to build a new parking garage and enhanced commuter rail station at the Salem commuter rail station by the end of 2011 creating 700 to 1,000 parking spaces and providing additional amenities for commuters. The 30% design plans were recently completed and a public meeting held to solicit public input.

1A Bridge Street Roadway Improvement Project: The reconstruction of 1A Bridge St. will include roadway reconstruction, new sidewalks, landscaping, period lighting and other amenities. Construction is underway.

Bridge Street abutment park: Mass Department Of Transportation (DOT) is redesigning and building a park at the end of the old Bridge Street abutment. Plans are at 25% design and a public hearing was held in 2009 to solicit public comment.

Bridge Street Bypass Road: The Bridge Street Bypass Road, a component of the Salem-Beverly Transportation Project, provides improved vehicular access between Salem and Beverly, reducing congestion and providing a multi-use pathway for pedestrians and bicyclists. It was completed in 2008.

Congress/Peabody/Ward Street Intersection: After many years in the planning stages, this intersection project was completed in fall 2009 to create a better, safer intersection for pedestrians and vehicles. Pedestrian improvements including striped crosswalks and handicap ramps were put in four locations. A pocket park was also created as a result of the new design.

North Street Improvement Project: Reconstruction of North Street, including roadway, sidewalk, signalization and period lighting was completed by Mass DOT.

Congress, Derby and Hawthorne Street intersection: Engineering is underway for traffic and pedestrian improvements for this dangerous intersection. Reconstruction is planned for 2010.

Lafayette Street Improvements – The City received a \$1 million Public Works Economic Development grant to improve the intersections at Lafayette/Harbor Street and Lafayette/Washington/Dow Streets, as well as streetscape improvements along this stretch of Lafayette Street in conjunction with the redevelopment of the former St. Joseph's site.

Community Development

J. Michael Ruane Judicial Center: Construction is underway on the new J. Michael Ruane Judicial Center. The City worked closely with DCAM and interested parties in Salem on the design of this new \$106 million Court Complex on Federal Street. The Courthouse expansion will allow the courts to remain in downtown Salem, which will have a significant positive economic impact on the City.

Old Salem Jail Redevelopment: Completion of this historic complex is expected In June 2010. New Boston Ventures is redeveloping the parcel to include 36 residential units (Phase I includes 23 units), with one affordable artist live/work space, a high-end restaurant, and a jail exhibit. The estimated project cost is over \$11 million. This project has responded to changing market conditions by using historic preservation tax credits and developing phase 1 as rental units for a minimum of five years.

Senior Center/Mixed-Use Development: High Rock Bridge Street, LLC is in the permitting process for development of approximately 5 acres located at the corner of Bridge St. and Boston St., to include a mixed-use building with a dedicated ground level facility to function as a Senior Center. The City of Salem has entered into an agreement with the developer to purchase the 20,000 SF Senior Center as a condominium. In addition, the building will have approximately 90,000 SF of office space on the upper floors, to be leased to medical, legal or other professional service providers, intended to be compatible with the senior center use.

Salem News Building: This major redevelopment project in Salem's downtown included the renovation of two buildings and construction of a new building at the corner of Washington and Front Street. The project retains approximately 6,000 square feet of existing retail use and adds an additional 7,500 square feet of new commercial space and 31 new residential units. A new restaurant, Tavern in the Square, opened in June 2009.

Old Town Hall: In August 2008, Gordon College entered into a lease with the City of Salem to manage and program Old Town Hall. The College and City have collaborated on securing \$249,000 in grant funding to make improvements to the building's accessibility, structure, heating system, and interior finishes. Construction will begin in 2010. As part of the lease agreement, the College will open a museum on Salem's history on the first floor.

Salem Suede Redevelopment: A new development planned for the Salem Suede site, a Brownfield, consists of the demolition of the old tannery and construction of 131 residential condominiums in three new buildings, one of which will contain first-floor retail space. The project was approved by the Planning Board.

St. Joseph's Church Redevelopment: In 2004, the Archdiocese closed the St. Joseph's Church and ultimately sold the property to the Planning Office of Urban Affairs. The current proposal is a redevelopment of the site into 67 units of housing, including a commercial component for the first floor of the new building. In June 2008, the site was rezoned to B5 to allow for this type of mixed-use development. The project is currently under litigation, which should be resolved soon.

Strongwater Crossing (Osborne Hills) Subdivision: The Osborne Hills Subdivision is a cluster development project that includes the construction of 131 single-family homes on approximately 162 acres of land. Approximately 93 acres of the project will be permanently protected open space. The Planning Board approved the project in 2006; Phase 1 is currently under construction. The project represents one of the largest subdivisions approved in Salem in recent history.

Fort Avenue/Szetela Lane Parcels (5 parcels): The proposed subdivision at the intersection of Fort Avenue and Szetela Lane was recently approved by the Planning Board for 15 single family homes on this City-owned parcel, which is under a purchase and sales agreement. The disposition will now move forward.

50 Palmer Street: This project by the Salem Harbor Community Development Corporation (CDC) included the demolition of the existing structure and the construction of a new three-story residential structure with a footprint of 7,300 square feet. The new structure is complete and consists of 15 rental units for low and moderate income households. This project was funded using a partnership of private and public sources, including funds from the City.

Leggs Hill Road YMCA: The project was approved by the Planning Board in 2007; construction of the 88,000 square foot YMCA facility is complete.

275-281 Essex Street: The development includes the conversion of the four-story 30,000 square foot former C.F Tompkins Furniture Building into a mixed-use retail/residential development with 3 retail units on the ground floor and 20 housing units on the upper floors. A new fitness facility opened in 2009 and a restaurant will be opening in 2010. All 20 residential condominiums have been sold.

Witch Hill Subdivision: The construction of 23 single family homes along the extension of an existing roadway is underway.

28 Goodhue Street: The project, located within the North River Canal Corridor area, includes the new construction of a mixed-use residential/commercial building at the site of a former factory. The development will include 44 residential condominiums, 6,000 square feet of commercial retail space and on-site parking. The project was approved by the Planning Board and Zoning Board of Appeals.

Riverview Place: This redevelopment of a Brownfield site into 131 apartments was approved by the Planning Board in 2009. This project will transform a vacant and blighted site into a revenue-producing development, improve the neighborhood, and provide access to the North River Canal.

Public Private Partnerships

Salem Main Streets Program: In July 2007, the City, in collaboration with the Salem Chamber of Commerce and the Salem Partnership, revived the Salem Main Streets program. The program works to support the revitalization of downtown Salem as a vibrant year-round retail, dining and cultural destination through business recruitment, retention, and the promotion of downtown Salem. In 2009, the program continued to support business recruitment and retention while adding an annual downtown arts festival and a weekly farmers' market.

Destination Salem: With assistance from a John and Abigail Adams Grant, the City established a new Destination Marketing Organization, which is being led by a qualified Executive Director and Board of Directors. A well-respected consultant firm *Open the Door*, presented recommendations for a targeted marketing effort that positions Salem as a premier, year-round travel destination. The City continues its funding commitment to Destination Salem through its annual allocation of hotel/motel tax revenue.

Open Space

Peabody Street Park: The City of Salem was awarded a \$200,000 EPA Brownfield Cleanup Grant in May, 2007 and an Urban Self Help grant in the amount of \$474,880 to cleanup and revitalize an abandoned lot on Peabody Street into a City park. In addition EPA undertook additional site cleanup work. The Park will be completed in 2010 and will provide numerous amenities, including access to the Harborwalk that is also under construction, a tot lot area with play equipment, game tables with chairs, a canopy area, and green space.

Furlong Park: The City received a \$500,000 Parkland Acquisition and Renovation for Communities (PARC) Grant from the State Division of Conservation Services for the restoration of Furlong Park. The 5.5 acre park is located along the North River and contains a baseball field, tennis court, playground, and basketball court. As part of the project these features will be renovated and additions to the park will include construction of a car top boat launch and stabilization of the eroded embankment that borders the North River. The project has been bid and construction will begin in October 2009. Per the grant agreement the park restoration will be completed by June 2010.

Planning

Parking Management Study: The City has been working with the consultant firm Nelson Nygaard on the development of a comprehensive plan to manage parking resources in the city. The final study will be completed in the spring 2010, but the public process will continue as the City reviews the study recommendations.

Bridge Street Neck Neighborhood Revitalization Plan: Bridge Street Neck Neighborhood Revitalization Plan was completed with a \$75,000 Gateway Plus Action Grant administered by the State Department of Housing and Community Development. The plan establishes a vision and makes recommendations to enhance this important entrance corridor neighborhood.

Bike Circulation Master Plan: The Salem Bike Path Committee worked with Fay Spofford & Thorndike on the development of a comprehensive bike circulation master plan, which was completed in 2010. The Committee continues to look at ways to expand the current bike path system.

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/PARC program. The City was successful and two grants were awarded – for Peabody Street Park and Furlong Park. In 2010 the city updated the Action Plan and will remain eligible for grant funding through 2014.

Winter Island Study: The City has received funding from the federal government to undertake a master plan for Winter Island, as well as implementing certain facility improvement projects in 2010.

Bridge Street Neck Historic Property Survey: The City has received a grant from Massachusetts Historical Commission to undertake additional surveying of historic properties in the Bridge Street Neck area in 2010.

Boston/Main Street Corridor Plan: The City of Salem in collaboration with the City of Peabody has recently received a grant for technical assistance from the Metropolitan Area Planning Council for 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.

Conservation District Study: Utilizing a grant from the Massachusetts Historical Commission, the City completed a Neighborhood Architectural Conservation District Study as an update to the *Salem Preservation Master Plan*. The study expands the City's ability to preserve historically significant neighborhoods not designated as Local Historic Districts. The project includes delineation of potential

Neighborhood Architectural Conservation Districts (NACD) and the creation of a draft Neighborhood Architectural Conservation District bylaw.

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.

Waterfront Development

Port of Salem Expansion: This is a \$18M to \$20M 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. Permitting and final engineering for the project was completed 2009. The City is aggressively pursuing funding opportunities.

South River Harborwalk: The South River Harborwalk, extending from New Derby Street at the Beverly Cooperative Bank to Congress Street on the other side of the basin, will be completed in June 2010. Construction by North Shore Marine is underway. The Harborwalk will include a fully accessible public walkway, pedestrian amenities and landscaping along the South River Basin, representing implementation of a key component of the Harbor Plan.

Salem Ferry: The Salem to Boston Ferry continues to provide an alternative transportation option for commuting and recreation. 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 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 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 2006 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.

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).

McCabe Marina: The City has received a \$350,000 earmark in the state budget for reconstruction of McCabe Marina. Construction is scheduled to take place from April 1, 2010 to June 30, 2010. The total cost of the project is \$479, 515. Public Access is paying the costs

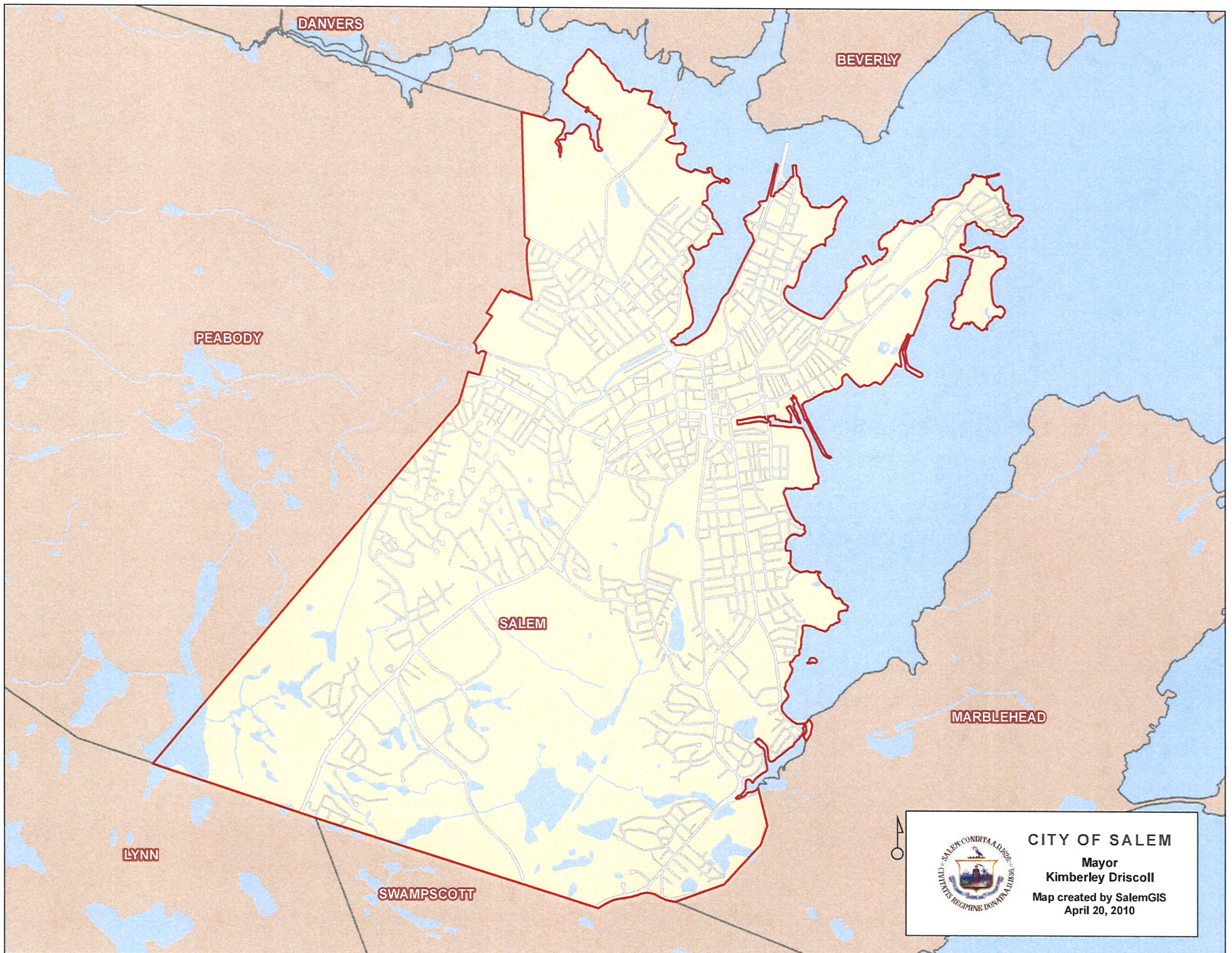
beyond the original \$350,000 from the state. The City has been waiting for eight years to see this complete construction of a new state ramp.

South River Dredge: The City 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 Harborwalk and provide direct water access to downtown Salem. The engineering work is complete and permitting has started.

Urban Renewal, Housing and Community Development

Salem Affordable Housing Trust Fund: The City adopted an ordinance to create a municipal housing trust fund in October, 2006. Through negotiations with a developer, the Trust Fund received \$50,000 and additional funds are expected from negotiated contributions from other large development projects. The Trust has voted to use its funds to support two different affordable housing developments.

Community Development Block Grant program: The City continues to use Community Development Block Grant Program and HOME program funds to benefit low and moderate income person through a variety of programs, including housing, economic development, neighborhood improvements, and public services. This year the City is completing its 5-Year Consolidated Plan for FY11 through FY15, which outlines housing and community development needs and funding priorities.



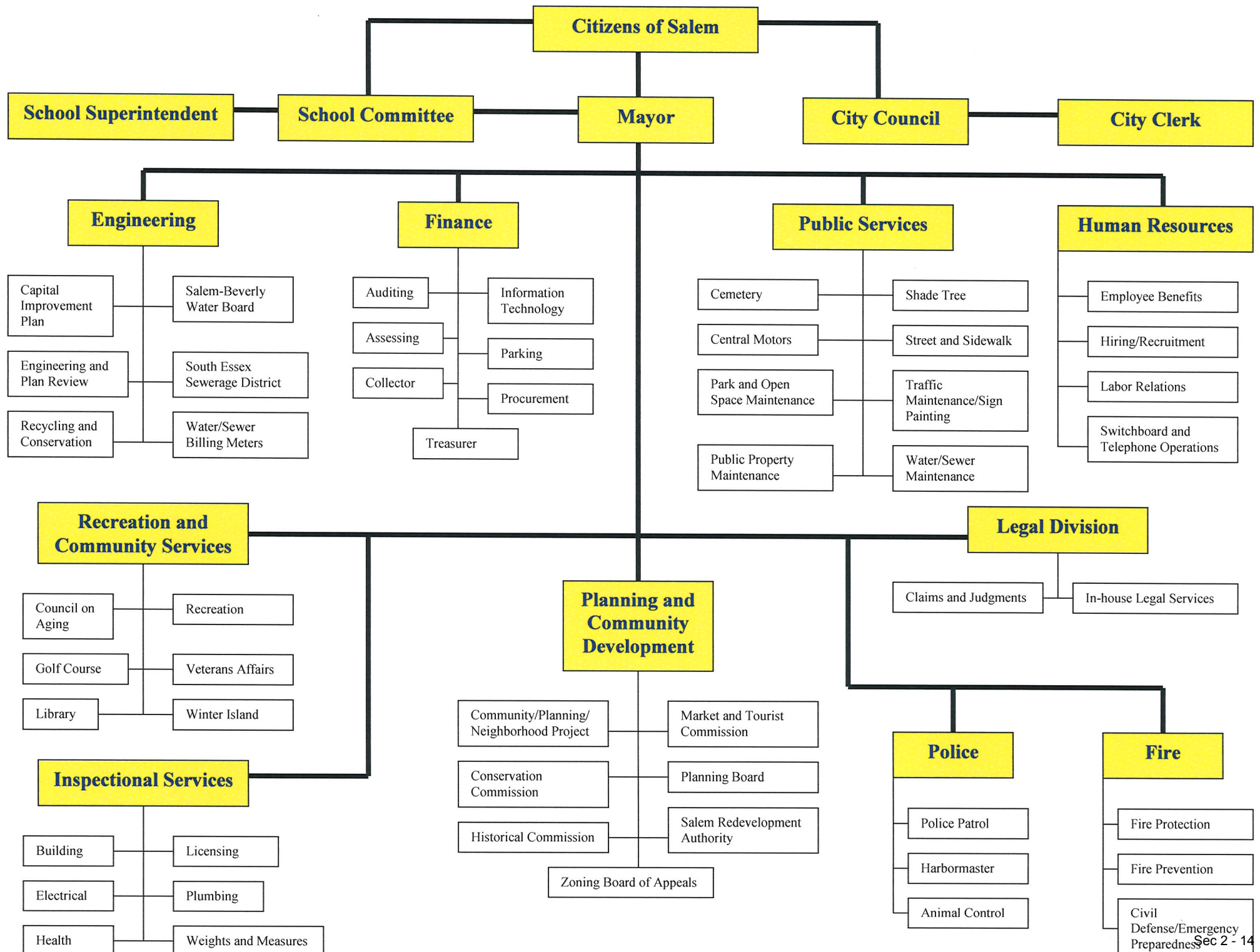
CITY OF SALEM

Mayor

Kimberley Driscoll

Map created by SalemGIS

April 20, 2010



Organizational Summary-Department Heads

EXECUTIVE DIVISION

Mayor	Mayor Kimberley Driscoll	978-619-5600	mayor@salem.com
-------	--------------------------	--------------	--

LEGISLATIVE DIVISION

City Clerk	Cheryl LaPointe	978-619-5610	clapointe@salem.com
------------	-----------------	--------------	--

FINANCE DIVISION

Assessors	Debora Jackson	978-619-5607	djackson@salem.com
Collector	Bonnie Celi	978-619-5620	bceli@salem.com
Data Processing	Joanne Rust	978-619-5645	jrust@salem.com
Finance	Richard Viscay	978-619-5625	rviscay@salem.com
Parking Department	James Hacker	978-745-8120	jhacker@salem.com
Purchasing	Thomas Watkins	978-619-5695	twatkins@salem.com
Treasurer	Anne Busteed	978-619-5635	abusteed@salem.com

LEGAL DIVISION

Solicitor	Elizabeth Rennard	978-619-5633	brennard@salem.com
-----------	-------------------	--------------	--

HUMAN RESOURCE DIVISION

Human Resources	Lisa Cammarata	978-619-5678	lcammarata@salem.com
-----------------	----------------	--------------	--

FIRE DIVISION

Fire	Chief David Cody	978-744-6990	dcody@salem.com
------	------------------	--------------	--

POLICE DIVISION

Police	Chief Paul Tucker	978-744-0171	ptucker@salempd.net
Harbormaster	Sgt. Peter Gifford	978-741-0098	pgifford@salem.com

INSPECTIONAL SERVICES DIVISION

Public Property	Thomas St. Pierre	978-619-5640	tstpierre@salem.com
Licensing	Robert M St. Pierre, Board Chairman	978-619-5648	
Electrical	John Giardi	978-745-6300	jgiardi@salem.com
Health	David Greenbaum, Acting	978-619-5656	dgreenbaum@salem.com

PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning	Lynn Duncan	978-619-5686	lduncan@salem.com
----------	-------------	--------------	--

PUBLIC SERVICES DIVISION

Public Services	Richard Rennard	978-744-3302	rrenard@salem.com
Water & Sewer Enterprise			

Organizational Summary-Department Heads

ENGINEERING DIVISION

Engineering	David Knowlton	978-619-5670	dknowlton@salem.com
Water, Sewer & Trash Enterprise			

RECREATION & COMMUNITY SERVICES DIVISION

Recreation	Doug Bollen	978-744-0180	dbollen@salem.com
Council On Aging	Doug Bollen	978-744-0924	dbollen@salem.com
Library	Lorraine Jackson	978-744-0860	ljackson@salem.com
Veterans	Jean-Guy Martineau	978-745-0883	jmartineau@salem.com

EDUCATION DIVISION

School	William Cameron, Superintendent	978-740-1212	williamcameron@salemk12.org
--------	---------------------------------	--------------	--

At A Glance Report for Salem

Socioeconomic

County	Essex	
School Structure	K-12	
Form of Government	Mayor Council B)	
2008 Population		41,256
2009 Labor Force		23,513
2009 Unemployment Rate		8.6
1999 Per Capita Income		23,857
2008 Population Per Square Mile		5,093.33
2007 Housing Units Per Square Mile		2,243.83
2008 Road Miles		98.63
EQV Per Capita (2008 EQV/2008 Population)		125,268
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 July 2009*	A2
S & P Bond Rating as of August 2009*	A

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

Fiscal Year 2010 Estimated Cherry Sheet Aid

Education Aid	14,862,931
General Government	6,477,212
Total Receipts	21,340,143
Total Assessments	6,618,904
Net State Aid	14,721,239

Fiscal Year 2010 Tax Classification

Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	3,527,110,563	49,414,819	14.01
Open Space	0	0	0.00
Commercial	432,747,534	11,653,891	26.93
Industrial	127,061,700	3,421,772	26.93
Personal Property	207,643,630	5,591,843	26.93
Total	4,294,563,427	70,082,325	

Fiscal Year 2010 Revenues by Source

Revenue Source		Percent of Total
Tax Levy	70,082,325	56.44
State Aid	25,709,509	20.71
Local Receipts	25,747,473	20.74
Other Available	2,622,195	2.11
Total	124,161,502	

Fiscal Year 2010 Proposition 2½ Levy Capacity

New Growth	1,064,919
Override	0
Debt Exclusion	0
Levy Limit	70,134,978
Excess Capacity	52,653
Ceiling	107,364,086
Override Capacity	37,229,108

Other Available Funds

7/1/2009	FY2009	FY2010
Free Cash	Stabilization Fund	Overlay Reserve
1,261,200	1,489,906	1,101,282

Fiscal Year 2010 Average Single Family Tax Bill**

Number of Single Family Parcels	4,805
Assessed Value of Single Family	311,918
Average Single Family Tax Bill	4,370

State Average Single Family Tax Bill

Fiscal Year 2007	3,962
Fiscal Year 2008	4,110
Fiscal Year 2009	4,250

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 FY09 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 2009 Schedule A – Actual Revenues and Expenditures

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	106,940,612	22,623,103	8,839,448	11,772,995	219,232	150,395,390
Expenditures	105,499,144	21,285,628	12,959,186	13,174,764	1,416,757	154,335,479
Police	7,550,044	0	0	0	0	7,550,044
Fire	6,573,840	0	0	0	0	6,573,840
Education	46,683,889	10,300,042	10,844,486	0	0	67,828,417
Public Works	3,797,599	1,584,510	893,333	10,629,324	0	16,904,766
General Fund						7,059,651
Debt Service	7,059,651					
Health Ins	9,044,766					9,044,766
Pension	7,928,282					7,928,282
All Other	16,861,073	9,401,076	1,221,367	2,545,440	1,416,757	31,445,713

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	2,592.1	548.4	214.3	285.4	5.3	3,645.4
Expenditures	2,557.2	515.9	314.1	319.3	34.3	3,740.9

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.

Last Page Update 02/09/2010

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.

City of Salem, Massachusetts

Top Employers

COMPANY NAME	NATURE OF BUSINESS	TOTAL EMPLOYEES	COMMENT
NORTH SHORE MEDICAL CENTER	HEALTH CARE	2875	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