

# 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.



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 received the prestigious designation of "Museum" status in 2008 and has been designated a National Historic Landmark District.

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 and is an excellent example of 17<sup>th</sup> century architecture. The site recently received interior and exterior improvements for handicapped accessibility and historic preservation.

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. In 2008, Gordon College began a five-year lease of Pioneer Village. Gordon is restoring the buildings to their former condition and creating an interactive history museum. Curatorial and museum administration internships, special lectures and workshops will also be available through Gordon's use of Pioneer Village.

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. Winter Island is now home of "sail Salem", a community sailing program that provides free sailing lessons to Salem Children. A committee has also been formed to review was to better use the island and its facilities.



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".



Bakers Island Lighthouse - The tower is located on the north end of the island. The lighthouse was automated in 1972 and was recently turned over to the National Park Service. The National Park Services is looking into providing guided tours of the lighthouse in the future.

Fort Lee - This American Revolution fort was built in 1776 and was added to the National Register of Historic Places in 1994

The Phillips House - The Phillips House is the only home on historic Chestnut Street open to the public, and it provides a glimpse into the private world of the Phillips family during the early decades of the twentieth century.

Ye Olde Pepper Candy Company – This is America’s oldest candy company, dating back to 1806, when an English woman, Mrs. Spencer, was shipwrecked and landed in Salem. Mrs. Spencer was assisted financially by residents, and what resulted was the first candy made and sold commercially in America and carried around the world by sea captains and their crew.

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 - Community Development**

J. Michael Ruane Judicial Center: The new J. Michael Ruane Judicial Center opened at the end of 2011. This new \$106 million Court expansion on Federal Street will have a significant positive economic impact on the downtown and the City.

Osborne Hills Subdivision: Currently under construction, 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 project represents one of the largest subdivisions built in Salem in recent history.

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

United States Biological: With the support of a TIF approved by City Council and Planning Board approval in 2010, the construction of a 86,000 square foot biotech facility on Technology Way is underway.

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. In June 2008 the City Council changed the site’s zoning to B5. In September 2010, the Planning Board approved a Planned Unit Development special permit including 76 units of housing in a new mixed-use building and the renovated rectory and school. In 2011 the State awarded funding for development of the new building with 51 affordable rental units. The historic review process is currently underway.

MBTA Station and Garage Improvements – Mass Department of Transportation (DOT) has approved funding for station improvements and construction of a garage at the commuter rail station. The design is underway with construction anticipated to start late in 2012 or early 2013. The new facility will be a significant asset to the City in terms of economic development.

Salem Suede Redevelopment (Riverview Place): A new development planned for the Salem Suede site, a brownfield, consists of the demolition of the old tannery and construction of 131 residential rental units in three new buildings, one of which will contain first-floor retail space. Variances for the project were granted by the Zoning Board of Appeals in 2008, and the Planning Board completed site plan review in 2010. Environmental assessment is underway.



Gateway Center: High Rock Bridge Street, LLC, received Site Plan Approval and Special Permits under the North River Canal Corridor Neighborhood Mixed Use District and Wetlands and Flood Hazard Overlay District in May 2010 for the development of a 3.48-acre parcel located at the corner of Bridge Street and Boston Street to include a mixed-use building with a 20,000 square foot Senior/Community Life Center on the first floor. The City of Salem has entered into an agreement with the developer to purchase the Senior Center as a condominium. In addition, the building will have office space on the second and third floors, anticipated to be leased to medical, legal and other professional service providers. The building and site are designed to create a landmark building.

Legacy Apartment (formerly Salem Oil and Grease site) – the City continues to seek proposed redevelopment of its brownfields sites. Plans were recently submitted to the Planning Board for construction of three multi-family residential buildings (total of 141 units) and re-use of an existing 17,000 square foot commercial office building.

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.

Fort Avenue/Szetela Lane redevelopment: This City-owned site at the intersection of Fort Avenue and Szetela Lane consists of five parcels containing approximately 2.13 acres. A Request for Proposals (RFP) for development is being advertised.



Public Art: Over the past two years, the City has been working to increase the amount and quality of public art. Partly in response to public demand, this initiative is being pursued to support the City's identity as an arts and cultural destination. The physical presence of public works of art further supports the City's efforts to leverage the arts for economic development purposes. The City currently hosts a summer sculpture series and manages a program to transform utility boxes into works of art. In May 2012, a mural by an internationally renowned artist will be installed on the exterior of the downtown parking garage. In addition to these activities, the City supports the annual arts festival which draws thousands of participants into downtown in early June.

Redevelopment of 5 Broad Street: In March 2010, a reuse feasibility study was completed for a city-owned building located at 5 Broad Street. The building, which currently houses the City's Council on Aging, was declared as surplus property by the City Council. The City hired consultants to examine the redevelopment potential for this property in preparation for its future sale. Proceeds from the sale of this building will be used to off-set the cost of a new senior center.

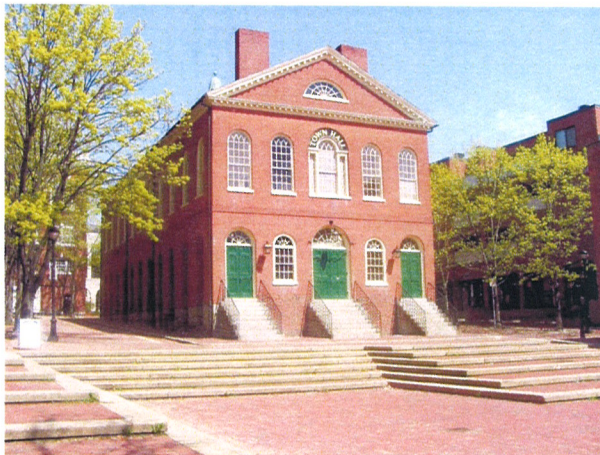


Salem News Building: This major redevelopment project in Salem's downtown includes the renovation of two buildings and construction of a new building at 155 Washington Street, 26 New Derby and 31 Front Street. The project retains approximately 6,000 square feet of existing retail use and adds an additional 7,500 square feet of new retail, and includes the construction of 31 new residential units. Construction is complete, and a new restaurant, Tavern in the Square, opened in June 2009.

City Hall Handicapped Access: Utilizing American Recovery and Reinvestment Act funding, the City was able to move forward with significant handicap accessibility improvements at City Hall. These improvements include a new elevator addition with entrance lobby and restroom upgrades. The elevator was open for use in 2010.

Old Salem Jail Complex Redevelopment: In November 2005, the SRA designated New Boston Ventures to redevelop the Old Salem Jail Complex. The developer plans to redevelop the parcel into include 36 residential units, with one affordable unit, a restaurant, and a jail exhibit. The estimated project cost is over \$11 million. This public/private partnership has responded to changing market conditions by incorporating a rental component and using historic preservation tax credits. The first phase comprised of 23 housing units was completed in June 2010, and the restaurant opened in September 2010.

Old Police Station Redevelopment: In March 2004, the SRA transferred ownership of the Old Police Station to Heritage Plaza Enterprises and the project began construction. Construction was completed in the fall of 2006. All of the units were under agreement months before the project was due to be completed. The \$3 million project includes 14 residential condominium units with parking on-site.



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 was completed in October 2011. As part of the lease agreement, the College opened a museum on Salem's history on the first floor in 2011.

Eaton Place/Former Elks Lodge (17 North Street): With Planning Board Site Plan Approval in December 2009 to add a third and fourth floor, the former assembly hall's conversion into six residential condominiums was completed with special care to restore the structure's historic appearance.



Derby Lofts (former Laundry Building): The Derby Lofts project includes the renovation of the 100 year old, four-story industrial building, known as the Laundry Building, into a mixed-use residential and retail development. The project consists of 14,000 square feet of first floor retail and 54 luxury residential units on the upper floors. The current retail mix includes a cosmetic store, a clothing store and bakery. The estimated project cost was \$14 million and the project was completed in 2006.



10 Federal Street: The owners of 10 Federal Street constructed three-stories of additional office space on top of their existing two-story downtown office building. The additional space allowed the District Attorney's Office to relocate to the space and remain in downtown Salem. The construction began in 2005 and is complete. The project cost is estimated at \$10 million.

Bluestone Alley: The Blue Stone Alley project at 7 Crombie Street redeveloped the former Salem Mission into 17 artist live/work condominium spaces. The redevelopment was a "gentle renovation" of the building that integrated many of the historic characteristics of the building. Construction was completed in 2006. The estimated project cost is \$3.3 million.

96 Swampscott Road (Salem Commerce Park): A local property owner purchased a large, vacant industrial building on Swampscott Road and renovated the space into industrial condominiums. The 170,000 square foot building is located on 13 acres. The property owner was able to attract several new businesses to the space representing a number of new jobs for Salem and a boost to the City's tax revenue.

Flynn Tan Site (70-92 ½ Boston Street): The Flynn Tan property is a 1.98-acre site containing vacant industrial buildings and land along Boston Street, a major entrance corridor into Salem and within the new North River Canal Corridor (NRCC) Neighborhood Mixed Use District. The property was sold at an auction in 2006; that year, the developer removed the existing Underground Storage Tank.

Endicott School (110 Boston Street): The former Endicott School sits on a .53-acre lot along Boston Street, a major entrance-corridor into Salem with direct access to Route 128. After a competitive RFP process, the property was sold for \$350,000 to a nonprofit organization, Children's Friend who relocated their office from another location in Salem. The City also negotiated a PILOT Agreement with the agency.

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 units of affordable rental housing 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.

Pickering Wharf Hotel: The construction of the hotel was completed. The hotel consists of 88 rooms and the top two floors contain 16 residential condominiums. There are plans to expand the facility.

319 Highland Avenue: Highland Avenue is a major commercial corridor in Salem with a mix of shopping and dining options, however, this area had long lacked a gas service station. 319 Highland Avenue is the site of the former Moose Lodge. Construction of an Irving Gas Station with a Blue Canoe Convenience Store, North Shore Bank, and a Subway Restaurant was completed in 2007. In coordination with this project, Mass Highway undertook improvements to the Highland Avenue and Swampscott Road Intersection, which included a right turn lane and cueing of the lights.

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 retail store opened in 2008 and all 20 residential condominiums were quickly sold.

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 2010, the program continued to support business recruitment and retention while adding an annual downtown arts festival and a weekly farmers market. In 2011, the hugely successful farmers market was extended through November and December.

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 held its first meeting in March, 2007 and has developed a set of goals and strategies to increase affordable housing opportunities in Salem. In 2009, the Trust provided \$25,000 to HAWC toward construction of a shelter for abused parents and children. The remainder of the funds was provided to the St. Joseph's redevelopment project for assistance with designated units of affordable housing.

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 a Board of Directors. A well-respected consultant firm presented recommendations for a new targeted marketing effort that will re-position Salem as a premier, year-round travel destination. The City has restored its funding commitment to Destination Salem through its annual allocation of hotel/motel tax revenue.





Salem Downtown Renewal Plan – In January 2012 the Department of Housing and Community Development approved a major plan change to the City’s urban renewal plans, creating a consolidated plan, the “Salem Downtown Renewal Plan”, which updates goals and objective and design guidelines. This new plan will be in effect for thirty years.

Bridge Street Neck Neighborhood Revitalization Plan – This neighborhood master plan for the Bridge Street Neck area was completed in August 2009. The City was recently awarded technical assistance funds from the regional planning agency, MAPC, to undertake implementation of one of the key recommendations of the plan, creation of a mixed use district.

Conservation District Study: Utilizing a grant from the Massachusetts Historical Commission, the City has completed a Neighborhood Architectural Conservation District Study as an update to the *Salem Preservation Master Plan*. The study discusses 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's) and the creation of a draft Neighborhood Architectural Conservation District bylaw.

## Open Space

Bike Path: The Boston & Maine Railroad deeded an abandoned railroad right-of-way to the City of Salem in 1996 for \$220,000 and the deed was accepted by the City Council for the conversion into a multi-use trail/bike path. Design, engineering, and permitting of the Salem Bike Path started in 1998 and construction began in late 1999. The Salem Bike Path was formally opened to the public in the fall of 2001. The acquisition, design, engineering, permitting, and construction costs totaled \$451,574 and were paid entirely with a Transportation Enhancement Grant from the Massachusetts Highway Department.

The bike path begins at the Lafayette Street entrance near the City of Salem and Town of Marblehead line, and continues north approximately 2,500 linear feet alongside the Salem State College Central Campus toward Loring Avenue. Opposite Loring Avenue the bike path continues north approximately 450 linear feet to Canal Street. In its entirety, the existing Salem Bike Path (Phase I) is roughly 3,000 linear feet in length, or a half-mile long.

The City recently completed a Priority Bike Route (both on and of road) through a combination of signage and pavement markings to create a safe means of bike circulation from the Marblehead line to Winter Island. The City and the Salem Bike Path Committee are committed to extending the Salem Bike Path to downtown Salem via an extension of the former Boston & Maine Railroad ROW at Canal Street, behind Gardner Mattress and all the businesses on Broadway Street, and a portion of the MBTA’s active and abandoned railroad ROW. This extension, referred to as Phase II, is currently in the design and engineering phase and once completed will connect downtown Salem to downtown Marblehead with an entirely off-road trail.

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 grants through the State PARC program. The City was successful and has received grants for Peabody Street Park, Furlong Park, and Splaine Park. In 2010 the City received approval from the State to extend the eligibility period of the Five-Year Action Plan component of the Open Space and Recreation Plan to a Seven-Year Action Plan. As a result of this extension, the Plan is now valid until 2014.

Splaine Park: The City was recently awarded a \$420,946 grant from the State through the PARC program to upgrade Splaine Park. Proposed improvements to the park include the construction of a stone dust bike/walking path along the park perimeter, the enhancement of the two main entrances, the construction of play structures, the installation of a new baseball field and irrigation system, and the rebuilding of the bleachers and dugouts.

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 were renovated and additions to the park included construction of a car top boat launch and stabilization of the eroded embankment that borders the North River. Environmental remediation work was funded with a state grant and is now complete. Park renovations were substantially complete at the end of 2011

Peabody Street Park: In July 2010, construction was completed on a new City park along Peabody Street. Previously an abandoned lot, the City of Salem was awarded a \$200,000 EPA Brownfields Cleanup Grant in May 2007 and an Urban Self Help grant in the amount of \$469,110 to fund its cleanup and revitalization. The City provided a 20% match.

High Street Playground: In Spring, 2010, the City installed a new play structure and fence in this neighborhood playground, utilizing Community Development Block Grant funds.

## **Waterfront Planning and Development**

Salem Harbor Power Station Reuse Study: The City acquired a \$200,000 grant from the Massachusetts Clean Energy Center to undertake a study to evaluate the feasibility of redevelopment of the site, which became very timely with the announcement by Dominion Energy that they would be shutting down their Salem Harbor plant in 2014.. The consultants conducted a comprehensive public planning process and are the final report, “A Site assessment Study on Potential Land Use Options at the Salem Harbor Power Station Site” was just released in January, 2012.

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 to update the plan. The Plan outlines a 10 year strategy for port development which guides the future use and character of the Port of Salem.

South River Harborwalk: The City secured \$1,336,000 from the Governor's Seaport Advisory Council for construction and the construction oversight of the South River Harborwalk. The City has contributed \$267,200 of Community Development Block Grant (CDBG) for its required 20% match, totaling \$1.6 million. On July 15, 2010 the South River Harborwalk was completed and unveiled to the public. The Harborwalk is a fully accessible public walkway with pedestrian amenities such as benches, lighting and landscaping along the southern and western banks of the South River Basin.

Port of Salem Expansion (Salem Wharf): This \$18 million to \$20 million project calls for construction of a multi-purpose commercial wharf facility with supporting utilities and amenities for cruise ships, commercial fishing, transient, and charter vessels. A terminal building, harborwalk, dredging, and landside improvements are also proposed. The City has finished the design, engineering, and has obtained all the Federal, State, and local regulatory permits for construction. Construction of Phase 1, which consists of installation of utilities, seawall construction, final grading and base paving, began in February 2011 and is complete. A second phase, which consists of partial construction of the wharf facility and associated dredging, will be under construction in March, 2012 and will take approximately one year to complete. Once completed, the Salem Wharf will implement the most important recommendation and goal of the City's Municipal Harbor Plan by creating a multi-use commercial wharf facility with deepwater access for ocean-going vessels. This facility will fill a void in Salem Harbor and help move the Port of Salem one step closer to becoming a full service port.



Salem Ferry: The Salem to Boston Ferry is a new transportation option connecting two great cities. Named the Nathaniel Bowditch after the founder of modern maritime navigation and Salem's 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. On the three commuter runs, a second stop is added, located at the World Trade Center dock in Boston Harbor. The City of Salem and the Massachusetts Bay Transportation Association (MBTA) have an agreement which allows commuters to purchase a pass that can be used both on the Ferry commuter runs and on the commuter train, strengthening the Ferry's viability as a transportation choice for daily commuters. The City of Salem is one of only a few municipalities to own a ferry vessel, which it purchased with a grant from the Massachusetts Executive Office of Transportation.

Salem Ferry Pier: In spring of 2006, the City completed construction of a \$600,000 ferry pier consisting of a wooden pier, ADA accessible gangways, steel float, and aluminum dock at the end of 10 Blaney Street for the



Salem Ferry. The City has since made numerous improvements to the Salem Ferry Pier including the installation of shore power, dry fire line, potable water lines, and a fuel line utilizing and additional grant from the Seaport Council. This temporary facility will be integrated into the permanent Salem Wharf structure.

Acquisition of 10 Blaney Street: The City obtained \$1.7 million from the Governor's Seaport Advisory Council toward the acquisition of the Blaney Street parcel, the site of the future Salem Wharf, currently owned by Dominion Energy. In June 2010, the City of Salem agreed to terms with Dominion Energy for the sale of the property and the City Council authorized the Mayor to purchase the property for the use as a commercial wharf facility and cruise terminal. The City has purchased the site.

South River Dredge: The City obtained \$155,000 from the Governor's Seaport Advisory Council for sediment testing, bathometric survey work, cost analysis for dredge disposal options, and preliminary design and engineering of the dredge footprint for the South River Channel and the South River Basin (area west of the Congress Street Bridge). The City has received an additional \$275,000 from the Seaport Council to finish the engineering and permitting stage of the dredge project. Once completed, the dredging will provided deeper drafting vessels, transient boats, and dingy boats direct access to downtown Salem.

Port Security Grants (Installation of Wireless Surveillance Cameras/Infrastructure): The Governor's Seaport Advisory Council submitted and obtained a Port Security Grant from the US Homeland Security Department on behalf of the Ports of Salem and Gloucester for \$518,320 to begin implementing security features within each Port to address federal mandates. With the help of the Salem Police Department, the City installed fourteen wireless surveillance cameras around critical waterfront infrastructure in August 2010. The City will continue to work to comply with federal Homeland Security mandates as the Port of Salem continues to grow.

Winter Island Master Plan: The City is utilizing grant funds to undertake a Master Plan for the renovation and redevelopment of Winter Island Park. The City advertised a Request for Proposals (RFP) for a consultant team and hired the Cecil Group. The consultants conducted a six month public planning process and presented their final report in August. The City is now seeking funding to implement the plan's recommendations.

McCabe Marina: The City received a \$500,000 grant from the State Public Access Board to reconstruct the public boat launch at McCabe Marine. Construction was completed in July 2010.



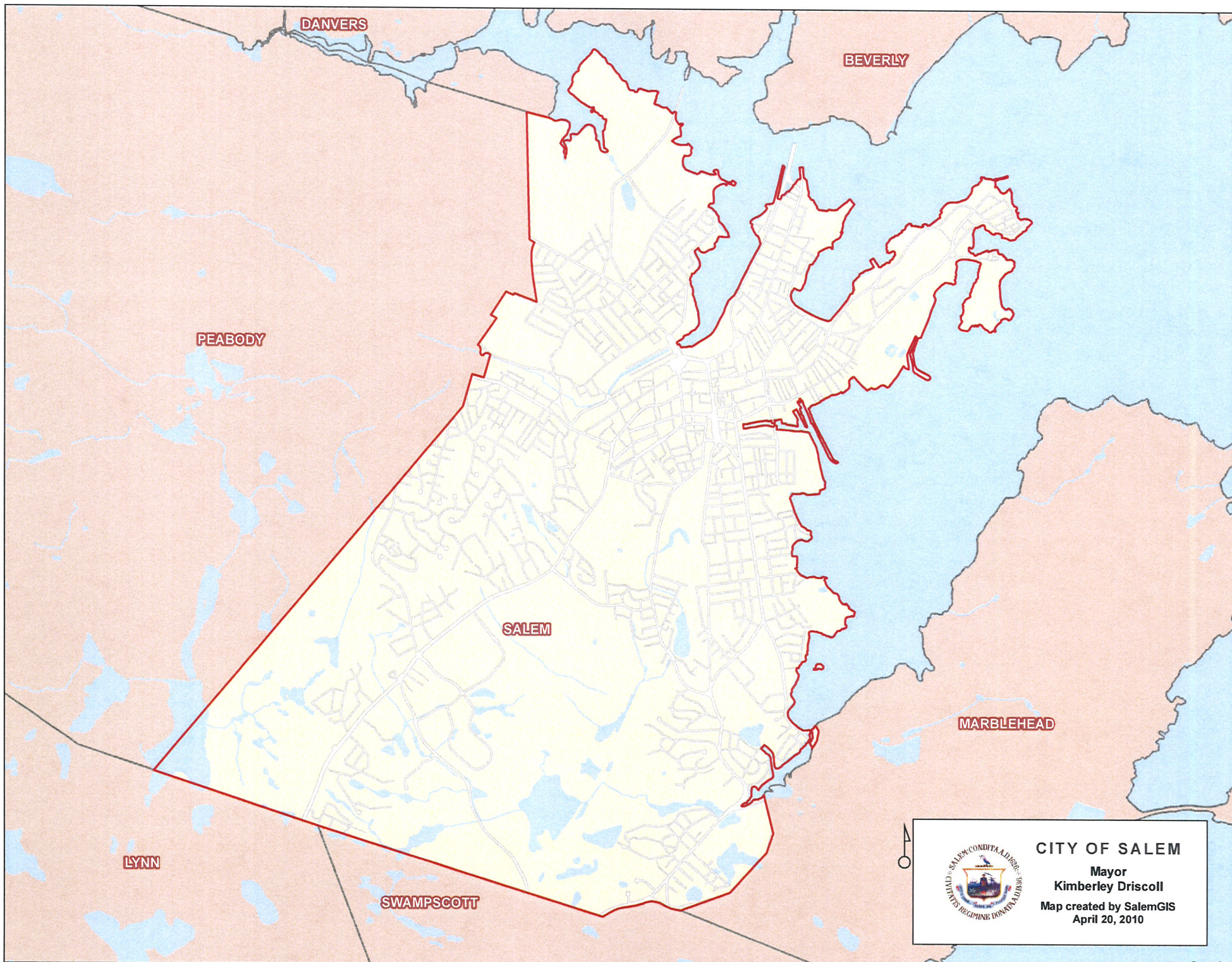
## **Urban Renewal, Housing and Community Development**

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.



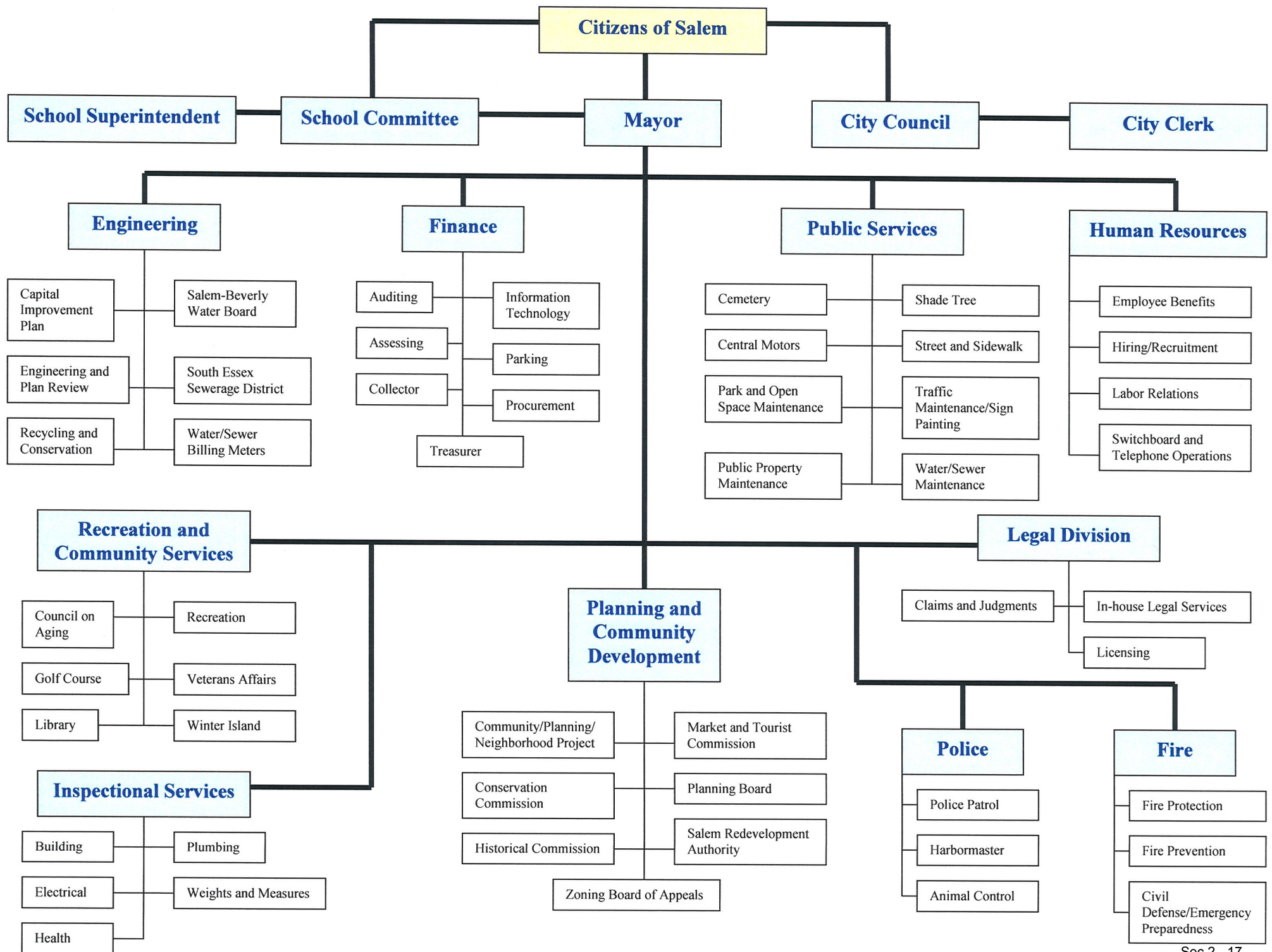


**CITY OF SALEM**

**Mayor  
Kimberley Driscoll**

**Map created by SalemGIS  
April 20, 2010**





## Organizational Summary-Department Heads

### EXECUTIVE DIVISION

Mayor	Mayor Kimberley Driscoll	978-619-5600	<a href="mailto:mayor@salem.com">mayor@salem.com</a>
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### LEGISLATIVE DIVISION

City Clerk	Cheryl LaPointe	978-619-5610	<a href="mailto:clapointe@salem.com">clapointe@salem.com</a>
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### FINANCE DIVISION

Assessors	Debora Jackson	978-619-5607	<a href="mailto:djackson@salem.com">djackson@salem.com</a>
Collector	Bonnie Celi	978-619-5620	<a href="mailto:bceli@salem.com">bceli@salem.com</a>
IT/GIS	Olle Duijvesteijn	978-619-5645	<a href="mailto:oduijvesteijn@salem.com">oduijvesteijn@salem.com</a>
Finance	Richard Viscay	978-619-5625	<a href="mailto:rviscay@salem.com">rviscay@salem.com</a>
Parking Department	James Hacker	978-745-8120	<a href="mailto:jhacker@salem.com">jhacker@salem.com</a>
Purchasing	Thomas Watkins	978-619-5695	<a href="mailto:twatkins@salem.com">twatkins@salem.com</a>
Treasurer	Kathleen McMahon	978-619-5635	<a href="mailto:kmcmahon@salem.com">kmcmahon@salem.com</a>

### LEGAL DIVISION

Solicitor	Elizabeth Rennard	978-619-5633	<a href="mailto:brennard@salem.com">brennard@salem.com</a>
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### HUMAN RESOURCE DIVISION

Human Resources	Lisa Cammarata	978-619-5678	<a href="mailto:lcammarata@salem.com">lcammarata@salem.com</a>
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### FIRE DIVISION

Fire	Chief David Cody	978-744-6990	<a href="mailto:dcody@salem.com">dcody@salem.com</a>
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### POLICE DIVISION

Police	Chief Paul Tucker	978-744-0171	<a href="mailto:ptucker@salempd.net">ptucker@salempd.net</a>
Harbormaster	Capt. William McHugh	978-741-0098	<a href="mailto:wmchugh@salem.com">wmchugh@salem.com</a>

### INSPECTIONAL SERVICES DIVISION

Public Property	Thomas St. Pierre	978-619-5640	<a href="mailto:tstpierre@salem.com">tstpierre@salem.com</a>
Licensing	Robert M St. Pierre, Board Chairman	978-619-5648	
Electrical	John Giardi	978-745-6300	<a href="mailto:jgiardi@salem.com">jgiardi@salem.com</a>
Health	Larry Ramdin	978-619-5656	<a href="mailto:ltsmfin@salem.com">ltsmfin@salem.com</a>



## Organizational Summary-Department Heads

### PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning	Lynn Duncan	978-619-5686	<a href="mailto:lduncan@salem.com">lduncan@salem.com</a>
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### PUBLIC SERVICES DIVISION

Public Services	Richard Rennard	978-744-3302	<a href="mailto:rrenard@salem.com">rrenard@salem.com</a>
Water & Sewer Enterprise			

### ENGINEERING DIVISION

Engineering	David Knowlton	978-619-5670	<a href="mailto:dknowlton@salem.com">dknowlton@salem.com</a>
Water, Sewer & Trash Enterprise			

### RECREATION & COMMUNITY SERVICES DIVISION

Recreation	Doug Bollen	978-744-0180	<a href="mailto:dbollen@salem.com">dbollen@salem.com</a>
Council On Aging	Doug Bollen	978-744-0924	<a href="mailto:dbollen@salem.com">dbollen@salem.com</a>
Library	Nancy Tracy	978-744-0860	<a href="mailto:ljackson@salem.com">ljackson@salem.com</a>
Veterans	Kim Emerling	978-745-0883	<a href="mailto:kemerling@salem.com">kemerling@salem.com</a>

### EDUCATION DIVISION

School	Stephen Russell, Superintendent	978-740-1212	<a href="mailto:stephenrussell@salemk12.org">stephenrussell@salemk12.org</a>
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## At A Glance Report for Salem

### Socioeconomic

County	Essex	
School Structure	K-12	
Form of Government	Mayor Council B)	
2010 Population		41,340
2011 Labor Force		23,717
2011 Unemployment Rate		7.2
1999 Per Capita Income		23,857
2009 Population Per Square Mile		5,106.30
2009 Housing Units Per Square Mile		2,243.83
2009 Road Miles		98.62
EQV Per Capita (2010 EQV/2009 Population)		110,451
Number of Registered Vehicles (January 2010)		36,341
Average Age of Vehicles (January 2010)		10.85
2010 Number of Registered Voters		25,515

### Certification

Most Recent	2010
Next Scheduled	2013

### Bond Ratings

Moody's Bond Rating as of December 2010*	Aa3
S & P Bond Rating as of December 2010*	A

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



### Fiscal Year 2011 Estimated Cherry Sheet Aid

Education Aid	17,760,585
General Government	6,206,253
<b>Total Receipts</b>	<b>23,966,838</b>
Total Assessments	6,618,904
<b>Net State Aid</b>	<b>17,347,934</b>

### Fiscal Year 2011 Tax Classification

Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	3,361,382,273	50,588,803	15.05
Open Space	0	0	0.00
Commercial	417,668,102	12,145,788	29.08
Industrial	123,342,500	3,586,800	29.08
Personal Property	213,577,900	6,210,845	29.08
<b>Total</b>	<b>4,115,970,775</b>	<b>72,532,236</b>	

### Fiscal Year 2011 Revenues by Source

Revenue Source		Percent of Total
Tax Levy	72,532,237	56.59
State Aid	28,277,675	22.06
Local Receipts	25,888,906	20.20
Other Available	1,467,866	1.15
<b>Total</b>	<b>128,166,684</b>	

## ***At A Glance Report for Salem***

### **Fiscal Year 2011 Proposition 2½ Levy Capacity**

New Growth	1,104,777
Override	0
Debt Exclusion	0
Levy Limit	72,993,129
Excess Capacity	<b>460,893</b>
Ceiling	102,899,269
Override Capacity	<b>29,906,140</b>

### **Other Available Funds**

<b>7/1/2010</b>	<b>FY2010</b>	<b>FY2011</b>
<b>Free Cash</b>	<b>Stabilization Fund</b>	<b>Overlay Reserve</b>
750,607	1,913,913	978,987

### **Fiscal Year 2011 Average Single Family Tax Bill\*\***

Number of Single Family Parcels	4,813
Assessed Value of Single Family	296,827
Average Single Family Tax Bill	<b>4,467</b>



## *At A Glance Report for Salem*

### State Average Single Family Tax Bill

Fiscal Year 2009	4,250
Fiscal Year 2010	4,390
Fiscal Year 2011	4,537

### *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 FY11 those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Nantucket, Somerville, Somerset, Tisbury, Waltham and Watertown. Therefore, the average single-family tax bill information in this report will be blank.

## *At A Glance Report for Salem*

### Fiscal Year 2010 Schedule A – Actual Revenues and Expenditures

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	107,978,397	23,646,045	2,725,906	12,155,292	119,246	146,624,886
Expenditures	114,565,106	23,393,525	4,858,582	13,424,697	740,996	156,982,906
Police	7,322,942	0	0	0	0	7,322,942
Fire	6,721,396	0	0	0	0	6,721,396
Education	47,258,374	10,137,859	1,032,590	0	0	58,428,823
Public Works	3,262,093	557,263	1,411,799	10,859,726	0	16,090,881
General Fund						14,886,466
Debt Service	14,886,466					
Health Ins	9,422,506					9,422,506
Pension	8,168,620					8,168,620
All Other	17,522,709	12,698,403	2,414,193	2,564,971	740,996	35,941,272

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
<b>Revenues</b>	2,612.0	572.0	65.9	294.0	2.9	3,546.8
<b>Expenditures</b>	2,771.3	565.9	117.5	324.7	17.9	3,797.4

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).

Click [here](#) to see if the Division of Local Services' Technical Assistance Section has conducted a financial management review or other analysis in Salem.



# Demographics

Profile of General Demographic Characteristics

Geographic Area: Salem, Massachusetts

Subject	2000		2010		Change	
	Number	Percent	Number	Percent	Number	Percent
Total Population	40,407	100.0%	41,340	100.0%	933	
Sex and Age						
Male	18,745	46.4%	19,233	46.5%	488	0.13%
Female	21,662	53.6%	22,107	53.5%	445	-0.13%
Median Age (years)	36.4		37.6		1	
18 years and over	32,250	79.8%	33,612	81.3%	1,362	1.49%
Male	14,672	36.3%	15,299	37.0%	627	0.70%
Female	17,578	43.5%	18,313	44.3%	735	0.80%
21 years and over	30,429	75.3%	31,131	75.3%	702	0.00%
62 years and over	6,552	16.2%	6,754	16.3%	202	0.12%
65 years and over	5,716	14.1%	5,342	12.9%	-374	-1.22%
Male	2,206	5.5%	2,135	5.2%	-71	-0.29%
Female	3,510	8.7%	3,207	7.8%	-303	-0.93%
Race alone or in combination with one or more other races.						
White	35,303	87.4%	34,826	84.2%	-477	-3.13%
Black or African American	1,562	3.9%	2,694	6.5%	1,132	2.65%
American Indian and Alaska native	236	0.6%	434	1.0%	198	0.47%
Asian	955	2.4%	1,344	3.3%	389	0.89%
Native Hawaiia and other Pacific Islander	73	0.2%	97	0.2%	24	0.05%
Some other race	3,319	8.2%	3,455	8.4%	136	0.14%
Hispanic or Latino (of any race)	9,042	22.4%	6,465	15.6%	-2,577	-6.74%
Not Hispanic or Latino	35,866	88.8%	34,875	84.4%	-991	-4.40%
White alone	33,277	82.4%	33,694	81.5%	417	-0.85%

Source: US Census Bureau, Census 2000, Census 2010

## Salem's Top Employers

<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Employees</i>	<i>Comment</i>
<b>North Shore Medical Center</b>	Health Care	3,240	<ul style="list-style-type: none"> <li>• Salem Hospital</li> <li>• NS Children's Hospital</li> <li>• Salem Birthplace</li> <li>• Charter Professional Services</li> <li>• Outpatient Mental Health</li> </ul>
<b>Salem State University</b>	Higher Education	1,506	<ul style="list-style-type: none"> <li>• Full &amp; part time</li> </ul>
<b>City of Salem</b>	Municipal Government	1,414	<ul style="list-style-type: none"> <li>• School</li> <li>• Fire</li> <li>• Police</li> <li>• City offices</li> <li>• Full, part, &amp; permanent</li> </ul>
<b>Shaughnessy</b>	Health Care	560	
<b>Market Basket</b>	Food Market	350	
<b>Commonwealth of Massachusetts Offices</b>	State Government	344	<ul style="list-style-type: none"> <li>• Department of Social Services</li> <li>• Essex County Registry of Deeds</li> <li>• NS Career Center</li> <li>• Probate and Family Court</li> <li>• Salem District Court</li> <li>• Superior Court</li> <li>• Children and Family Law</li> <li>• Youth Advocacy Department</li> <li>• BAR Assoc. Advocates</li> <li>• Transitional Assistance Dept</li> </ul>
<b>Salem Five Savings Bank</b>	Banking	275	
<b>Grovenor Park Nursing Center</b>	Health Care	250	
<b>Peabody Essex Museum</b>	Cultural/Tourism	233	
<b>Salem YMCA</b>	Social Service Agency	166	
<b>Wal-Mart</b>	Retail	150	
<b>Home Depot</b>	Retail	150	
<b>Hawthorne Hotel</b>	Lodging	150	<ul style="list-style-type: none"> <li>• 162 if you include summer staff</li> </ul>
<b>Excelitas</b>	Manufacturer	145	
<b>Northeast Behavioral Health Services</b>	Health Care	142	<ul style="list-style-type: none"> <li>• Youth Services (ACCESS, ALP)</li> <li>• Outpatient Clinic</li> <li>• Emergency Services</li> </ul>



## Salem's Top Employers

<b>Target</b>	Retail	112	
<b>Middle-Oak Insurance Co.</b>	Insurance	110	
<b>Thermal Circuits, Inc.</b>	Manufacturer	103	
<b>Harbor Sweets</b>	Retail	100	
<b>Shaw's Supermarket</b>	Food Market	99	
<b>Salem Glass</b>	Retail	90	
<b>GT Crystal Systems</b>	Manufacturer	87	
<b>Crosby's Marketplace</b>	Food Market	81	
<b>Dominion/Salem Harbor Station</b>	Public Utility	80	
<b>Groom Construction</b>	Service	80	
<b>Waterfront Hotel</b>	Lodging	65	
<b>McCue Corporation</b>	Service	65	
<b>TJ Maxx</b>	Retail	58	
<b>US Post Office</b>	Federal Office	53	

**March 2012**