

CITY OVERVIEW

Profile of the City

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



Historic Information

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

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

Governmental Structure

The Mayor is elected for four years in November of unevenly-numbered years. The Mayor is the administrative head of the city and chairman ex-officio of the School Committee, the Board of Library Trustees, and the Board of Trust Fund Commissioners. The Mayor acts with the City Council and School Committee to carry out city business. The Mayor appoints his or her office staff, the City Solicitor,

and the Assistant City Solicitor without City Council confirmation. The appointments of most city department heads, and members of the various boards and commissions, however, require City Council confirmation. The Mayor has the right to veto any order, resolution, or ordinance passed by the Council. However, a veto may be overturned by a two-thirds vote of all councilors. After reviewing and revising estimates prepared by department heads, the Mayor submits the budget to the City Council for final action. The Mayor approves all municipal payrolls, vouchers, contracts and instruments; and recommends bond issues, legislations and orders to the City Council; and represents the city with other levels of government. As the general administrator of all city departments, the Mayor is consulted by department heads pertaining to the city's welfare.



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

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

Within 170 days after the annual organization of the city government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on the next July 1. The City Council may make appropriations for

the recommended purposes and may reduce or reject any item. Without recommendation of the Mayor, the City Council may not increase any item or make an appropriation for a purpose not included in the proposed budget (except by a two-thirds vote in case of the failure of the Mayor to recommend an appropriation for such a purpose within 7 days after a request from the City Council, pursuant to state statute). If the Council fails to act on any item of the proposed budget within 45 days, that item takes effect. The City's operating budget for fiscal year 2006 totaled approximately \$102 million.

Cultural and Historical Facilities

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

In 1692, infamous witch hysteria created fear and superstition as the fantasies and allegations of a group of young girls led to accusations of witchcraft against ordinary citizens. Nineteen people were convicted for the crime of witchcraft and were put to their deaths. 1992 marked the 300th Anniversary of the now famous Salem Witch Trials. The City of Salem commemorated this event with many special exhibits and events planned by the City's Salem Witch Trials Tercentenary Committee. The major event of the year long commemoration was the design and construction of the Salem Witch Trials Memorial located adjacent to the Charter Street Cemetery. The Memorial design was chosen through a nation-wide design competition. As part of a living memorial, the City also annually awards the Salem Award for Human Rights and Social Justice.



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

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

The Salem Maritime National Historic Site – This 9.2 acre site, operated by the National Park Service, (“NPS”) is comprised of several buildings, including the original Customs House, as well as several wharves and homes.

The NPS has restored the wharves and buildings. The Friendship, a full size replica of one of Salem's historic trading ships was recently completed and is berthed at the site. This \$6 million project was 75 percent federally-funded and is expected to become a major cultural attraction and educational tool. The National Park Service will be relocating the historic Pedrick's Warehouse from Marblehead to Derby Wharf and installing a pile supported dock adjacent to the building, in order to facilitate interpretive display of historic maritime functions.

The House of the Seven Gables - The House of the Seven Gables was made famous by Nathaniel Hawthorne's novel of the same name. The site is a complex of the actual house occupied by Hawthorne and several adjacent historic structures. The House of Seven Gables 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 17th 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, that depicts life in Salem in 1630. Puritans lived. The site contains a In 2014, the city's recreation Gordon College and has been



situated in Forest River Park, is a living-history Museum Guides in historical costumes show visitors how early thatched cottage, historic gardens, wigwams, and animals. department took control of Pioneer Village back from running programs and overseeing the day to day operations.

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 Air and Sea Rescue Station located on Salem RV and tent spaces. The site also has a beach, and a snack bar. Historic Fort Pickering and Fort Island is now home of "sail Salem", a lessons to Salem Children. A committee has also and its facilities.



Salem, Winter Island is a former U. S. Coast Guard Harbor. The site is a seasonal recreation site with boat launch, wind surfing, scuba diving, picnic areas Pickering Light are located within the site. Winter community sailing program that provides free sailing been formed to review was to better use the island

Salem Wax Museum of Witches and Seafarers - 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.

The Wax Museum, opened in July of 1993, features

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



MBTA Station and Garage Improvements – The \$37 million MBTA commuter rail station and parking garage is substantially complete, providing an enhanced station and approximately 700 parking spaces for commuters, residents, and visitors. The new facility is a significant asset to the City in terms of economic development.

MassWorks Infrastructure Grant/Washington at Dodge Street- The City was awarded \$2,535,000 through the State's MassWorks Infrastructure Program for public infrastructure improvements at Washington & Dodge Streets. This project will relocate a number of public utilities from the Riley Plaza East parking Lot, including sewer, water, natural gas, and telecommunications lines, as well as electric transmission and distribution infrastructure. The investment will allow the Riley Plaza East parking lot and

adjacent buildings to be developed into the mixed use development described above.

Grove Street Improvements – The City received a \$1,250,000 grant for improvement to Grove Street to support the proposed housing and mixed use developments in the North River Canal Corridor.

Brownfields Revolving Loan Fund - The City obtained a \$950,000 grant from the US EPA to establish a Brownfields Cleanup Revolving Loan Fund jointly with the City of Peabody. The program is focused on the remediation of industrial contamination to spur redevelopment of underutilized properties within the North River Corridor.

District Court Building - The City worked with the Salem Redevelopment Authority (SRA) to ensure that legislation conveying the District Court property to the SRA was passed and signed by the Governor. At present, the Superior Court complex will remain under state control. The SRA will be issuing a RFP for redevelopment of the District Court building/site in FY15.

Jacqueline's Wholesale Bakery – 96 Swampscott Road - City Council approved a tax increment financing agreement for Jacqueline's Wholesale Bakery, which provides over \$75,000 in tax relief to the company over five years. This agreement paved the way for Jacqueline's to receive over \$475,000 in state tax credits through the Commonwealth's Economic Development Incentive Program. The company will be adding 50 new jobs and investing about \$4.7 million in the expansion of their business over the next few years.

St. Joseph's Church Redevelopment: Located on the site of the former St. Joseph's Church that was closed in 2004, this affordable housing development is a key revitalization project for the Point Neighborhood and will provide much-needed housing for the city. Phase 1 of the project is complete and includes a new building with 51 housing units, commercial space, and a community room.

Washington at Dodge Street Redevelopment – In 2014 the Planning Board approved this 190,000 square foot mixed use redevelopment, which will include residential units, commercial space, and potentially a hotel, revitalizing this edge of the downtown..



Peabody Essex Museum – A \$125 million, 175,000 square foot expansion is scheduled for completion in 2019, which will add new gallery, public program and education spaces. When completed, the PEM expects 400,000 visitors annually.

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. Single family home construction activity has recently increased. 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.



Riverview Place (formerly Salem Suede): A new development planned for the Salem Suede site 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 commercial 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. Plans have recently been revised in accordance with environmental regulations and have been approved by the Planning Board. MEPA review is pending.

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. The building and site are designed to create a landmark building. Site work is underway.

Grove Street Apartments (formerly Legacy Park Apartments/Salem Oil and Grease site) – This project was originally approved by the Planning Board in 2012, consisting of three multi-family residential buildings with 141 units and re-use of an existing 17,000 square foot commercial office building. A project amendment was approved by the Planning Board in 2014 to respond to environmental concerns raised by MEPA, resulting in a reduction of the number of residential units to 129. MEPA review is pending.

North River Apartments/28 Goodhue Street: Completed in 2014, this project includes the construction of a mixed-use residential/commercial building at the site of a former factory located within the North River Canal Corridor area. The development includes 44 residential apartments with four affordable units, 6,000 square feet of commercial retail space and on-site parking.

Public Art: Over the past three years, the City has been working to increase the amount and quality of public art 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 development of a master plan for public art, funded by the National Endowment for the Arts (NEA), was completed in 2013 in partnership with the Salem Partnership and the Peabody Essex Museum. As recommended in this Plan, Council approved an ordinance to create a Public Art Commission and hired its first Public Art Planner in 2014. Initiatives include a public art installation, a revised Artists' Row program, and the continuation of ArtBox, a program to transform utility boxes into works of art. In addition to these activities, the City supports the annual arts festival which draws thousands of participants into downtown in early June.





Essex Street Pedestrian Mall - The City has invested in the redesign and improvement of the pedestrian mall in the heart of downtown. All planned improvements are complete, including removal of landscape beds, repair and replacement of cobblestone areas, refurbishing of the Town Pump Fountain at Washington Street, and new tree planting to make the area more pedestrian friendly and to improve the aesthetics.

Universal Steel Site – This brownfields site was taken by the City for tax title in 2012. Through a coordinated effort with EPA, DEP, and MassDevelopment, the site has been remediated and paved and was used for temporary parking during the construction of the MBTA garage. The City is in the process of soliciting proposals for redevelopment to put the site back on the tax rolls now that the MBTA garage is completed.

Old Town Hall: In 2014 the City ended its lease with Gordon College and assumed responsibility again for managing and programming Old Town Hall. A Cultural Facilities grant was received and matched with local CPA funds to repair and replace windows as part of the City's continuing effort to maintain this historic structure.

Thorndike Street Subdivision - This 5-lot subdivision was approved by the Planning Board in December 2012 and is currently under construction.

Circle Hill Subdivision – This 3-lot subdivision was approved by the Planning Board in 2011 and is currently under construction.



AL Prime Gas Station - 175 and 183 Lafayette Street – This redevelopment included the demolition of two existing buildings and existing gasoline pumps, and construction of a new convenience store and three new double-sided gasoline pumps, which are now open for business, representing additional investment in The Point neighborhood.

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. The program has continued to support business recruitment and retention while adding an annual downtown arts festival, a weekly farmers market through November and December, and a New Year's Eve launch

Destination Salem: Destination Salem continues to market 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.



Working Cities Challenge - In 2014 the City was awarded a total of \$105,000 through the Federal Reserve Bank of Boston's "Working Cities Challenge," which is being used to realize action items in the Point Vision and Action Plan. Examples of programs being funded include a healthcare career training program, leadership and civic engagement activities, and the development of a retail market analysis of the neighborhood. Salem was one of only six Gateway Cities to receive funding through this competitive program.

Point Neighborhood Commercial Corridor Plan - In 2014 the City was awarded \$25,000 in District Local Technical Assistant (DLTA) funding from the Metropolitan Area Planning Council (MAPC), which was used to develop a Commercial Corridor Plan for the Point neighborhood

Community Preservation Act (CPA) – Administered by the Planning Department working with other departments and the Community Preservation Committee, the second year of implementation of the CPA is well on its way. Ten projects were recommended for funding the first year and approved by Council. For more detailed information see the CPA FY14 Annual Report.

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.

Greenlawn Cemetery – Utilizing a \$3,750 Massachusetts Historical Commission Survey and Planning Grant, the nomination of Greenlawn Cemetery to the National Register of Historic Places was completed.

Preservation Master Plan - The City was awarded a \$16,000 Massachusetts Historical Commission Survey and Planning Grant to update the City's Preservation Master Plan, which is now underway.

Salem Common Fence - The City was awarded a \$62,000 Massachusetts Historical Commission Preservation Project Funds grant to restore 20 sections of the Salem Common Fence. The project is now underway.

Open Space

Winter Island - The City received a grant on \$192,404 to construct a multi-purpose trail along the ocean at Winter Island and expects to construct the trail in fall, 2015. The City is also utilizing Community Preservation funds to begin restoration of Fort Pickering at Winter



Island. These projects were recommendations of the Master Plan for the renovation and redevelopment of Winter Island Park.

Splash Pad - The City began construction of a splash pad at Mary Jane Lee Park, funded in part by an Our Common Backyards grant from Executive Office of Energy and Environmental Affairs. The grant additionally supported the development of a master plan for the park to identify future improvements beyond the splash pad.

Open Space and Recreation Plan - The City hired Gale Associates to update its Open Space & Recreation Plan and to conduct a Recreation Facilities Needs Assessment & Master Plan.

Salem Bike Path - The 1.5 mile long extension of the Salem Bike Path from its current end at Canal Street near Gardner Mattress to Downtown Salem via a City owned right-of-way and portions of MBTA active and unused railroad rights-of-way is being done in conjunction with the Canal Street Improvement Project.

Splaine Park - The City completed the renovation of Splaine Park. The project was supported by a \$420,946 Parkland Acquisitions and Renovations for Communities (PARC) grant from the Division of Conservation Services and a \$42,500 Brownfields Assessment grant from MassDevelopment. 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, community gardens, and the rebuilding of the bleachers and dugouts.

Causeway Park- Improvements to the old bridge abutment on Bridge Street Neck have been funded by the State and bids have been received by MassDOT. Work is expected to begin spring, 2015.

Waterfront Planning and Development

Key changes also are rapidly occurring along Salem's shoreline creating rare waterfront development opportunities.

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, harbor walk, 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 the project is segmented into phases, which are undertaken as funding becomes available. The City was able to begin the first phase of construction in 2011 with a combination of local and state funds. Work included seawall



construction, utility installation, base paving and installation of an interim, prefabricated ferry terminal. A combination of state and federal (Ferry Boat Discretionary (FBD) funds enabled the City, in 2012-13, to construct the second phase consisting of the first 260' of the pier,



wave fence, a portion of the seawall, gangway and ramp system, utilities and some dredging. In 2014, using a \$4M funding allocation from the Governor's Seaport Council, the City undertook renovations to the Footprint Deep-water Dock and constructed a connector to the Salem Wharf. These improvements enabled the City to successfully host its first major cruise ship, Holland America's *Seaborne Quest*. During this phase, the City also installed lighting, undertook landscaping improvements at Blaney St. and began construction of a commercial Marina and Harbor walk. This work is expected to be completed in spring 2015. During the upcoming year, the City will seek additional state and federal funding to complete dredging and pier construction. 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 deep water 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 Harbor Power Station

Footprint is constructing a state-of-the-art 630 megawatt gas-fired plant on a portion of the site. The plans were approved by the Planning Board and Board of Appeals, as well as the Energy Facilities Siting Board. The remaining two-thirds of the 63-acre waterfront property will be available for future redevelopment. Phase one of the site demolition is complete. Phase two will be underway in early 2015, including the main building and the last two stacks. Construction will start in early 2015. The new plant will be on-line June 1, 2017.

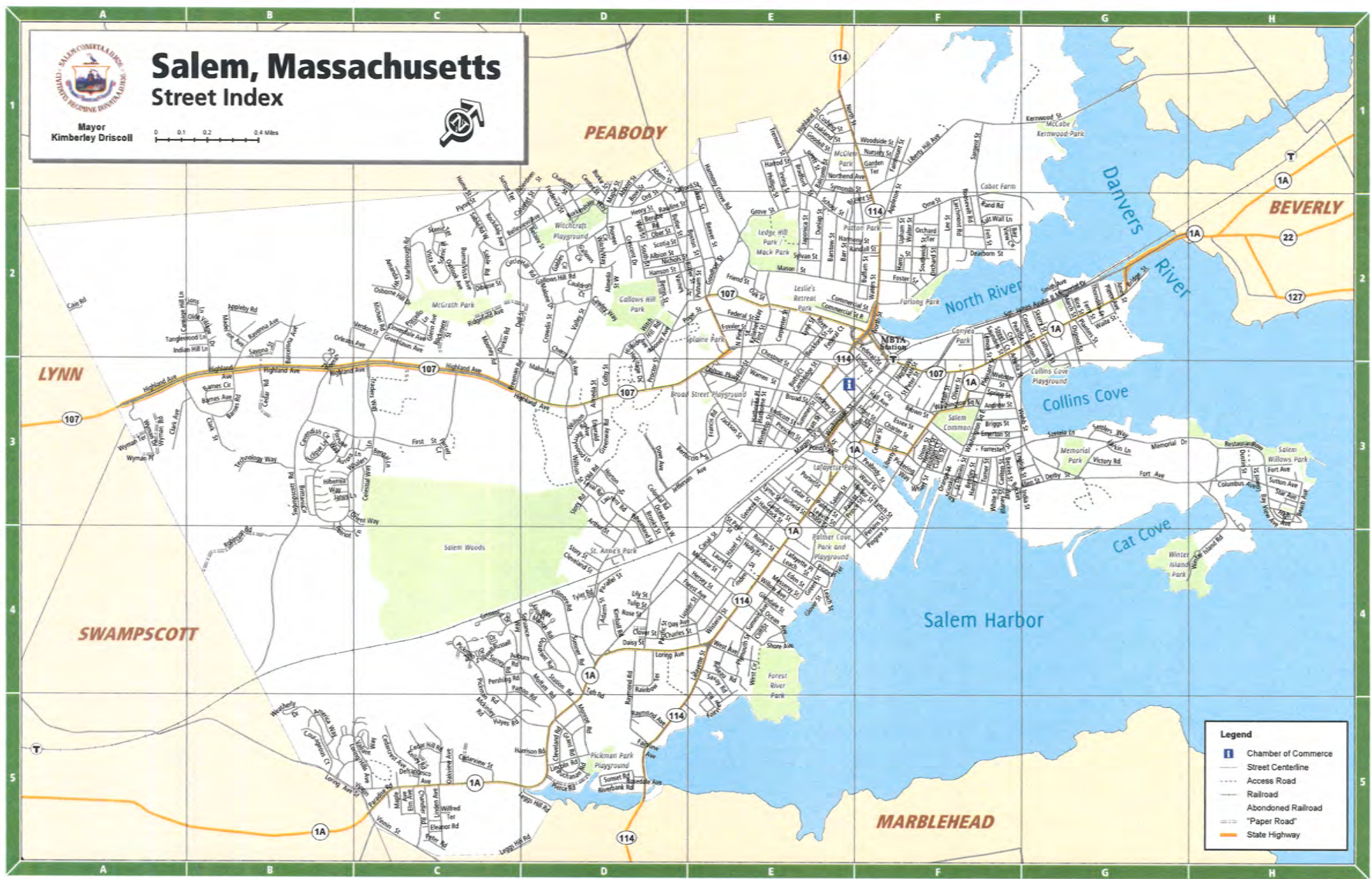
Salem Harbor Power Station Reuse Study: The City acquired a \$200,000 grant from the Massachusetts Clean Energy Center to undertake a study to evaluate the feasibility of redevelopment of the site, which became very timely with the announcement by Dominion Energy that they would be shutting down their Salem Harbor plant in 2014. The consultants conducted a comprehensive public planning process and the final report, "A Site Assessment Study on Potential Land Use Options at the Salem Harbor Power Station Site" was released in January, 2012. This assessment is serving as guidance for the potential redevelopment of the site, which is now owned by Footprint Power (see above).

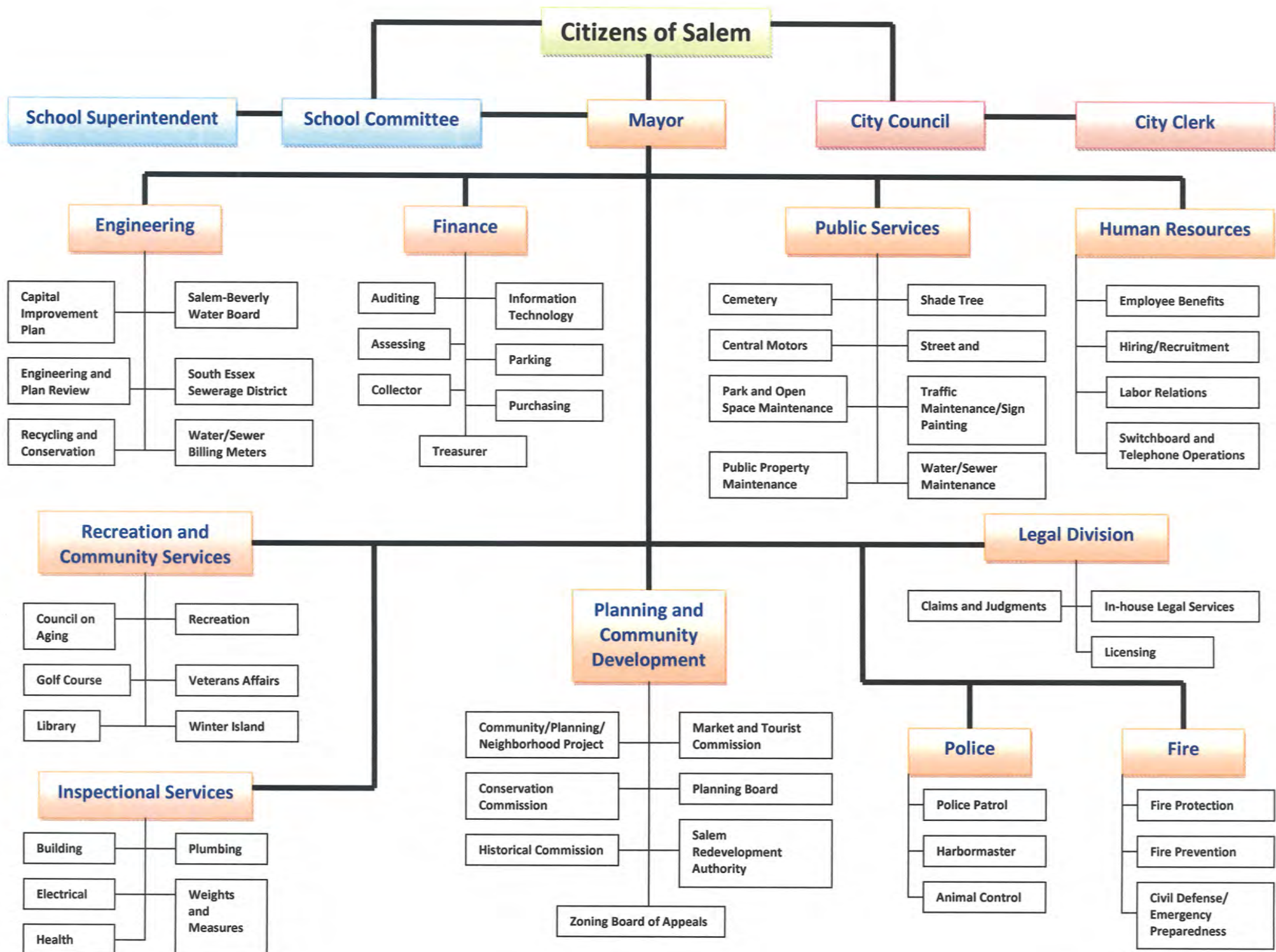
South River Dredge: The City obtained \$155,000 from the Governor's Seaport Advisory Council for sediment testing, bathymetric survey work, cost analysis for dredge disposal options, and preliminary design and engineering of the dredge footprint for the South River Channel and the South River Basin (area west of the Congress Street Bridge). The City has received an additional \$275,000 from the Seaport Council to finish the design, engineering and permitting stage of the dredge project. Presently, the Environmental Impact Report (EIR) is being finalized and will be submitted to the Massachusetts Environmental Policy Act (MEPA) Office in late 2015. The remaining regulatory permit applications will be prepared and filed after the EIR Certificate is issued. Once completed, the dredging will provide direct access to downtown Salem for deeper drafting vessels, transient boats, and dingy boats.

Salem Ferry: The Salem to Boston Ferry is a 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 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. An amendment to the Plan will be undertaken in FY16 to look at options for redevelopment, including redevelopment of the Footprint site.





Organizational Summary-Department Heads

EXECUTIVE DIVISION

Mayor	Mayor Kimberley Driscoll	978-619-5600	mayor@saalem.com
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LEGISLATIVE DIVISION

City Clerk	Cheryl LaPointe	978-619-5610	clapointe@saalem.com
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FINANCE DIVISION

Assessors	Debora Jackson	978-619-5607	djackson@saalem.com
Collector	Bonnie Celi	978-619-5620	bceli@saalem.com
IT/GIS	Matthew Killen	978-619-5645	mkillen@saalem.com
Finance	Sarah Stanton	978-619-5625	sstanton@saalem.com
Parking Department	Alan Sullaway	978-745-8120	asullaway@saalem.com
Purchasing	Whitney Haskell	978-619-5695	whaskell@saalem.com
Treasurer	Kathleen McMahon	978-619-5635	kmcmahon@saalem.com

LEGAL DIVISION

Solicitor	Elizabeth Rennard	978-619-5633	brennard@saalem.com
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HUMAN RESOURCE DIVISION

Human Resources	Lisa Cammarata	978-619-5678	lcammarata@saalem.com
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FIRE DIVISION

Fire	Chief David Cody	978-744-6990	dcody@saalem.com
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POLICE DIVISION

Police	Chief Mary Butler	978-744-0171	mebutler@saalempd.net
Harbormaster	Capt. William McHugh	978-741-0098	wmchugh@saalem.com

INSPECTIONAL SERVICES DIVISION

Public Property	Thomas St. Pierre	978-619-5640	tstpierre@saalem.com
Licensing	Robert St. Pierre, Board Chairman	978-619-5648	
Electrical	John Giardi	978-745-6300	jgiardi@saalem.com
Health	Larry Ramdin	978-619-5656	ltsmfin@saalem.com

Organizational Summary-Department Heads

PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning	Lynn Duncan	978-619-5686	lduncan@saalem.com
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PUBLIC SERVICES DIVISION

Public Services	John Tomasz	978-744-3302	jtomasz@saalem.com
Water & Sewer Enterprise			

ENGINEERING DIVISION

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

RECREATION & COMMUNITY SERVICES DIVISION

Recreation	Karen Partanen	978-744-0180	kpartanen@saalem.com
Council On Aging	Rosalia Velazquez	978-744-0924	rvelazquez@saalem.com
Library	Nancy Tracy	978-744-0860	ljackson@saalem.com
Veterans	Kim Emerling	978-745-0883	kemerling@saalem.com

EDUCATION DIVISION

School	Stephen Russell, Superintendent	978-740-1212	stephenrussell@saalemk12.org
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At A Glance Report for Salem

Socioeconomic	
County	ESSEX
School Structure	K-12
Form of Government	COUNCIL AND ALDERMAN
2012 Population	42,219
2012 Labor Force	23,928
2012 Unemployment Rate	6.60
2011 DOR Income Per Capita	25,473
2009 Housing Units per Sq Mile	2243.83
2011 Road Miles	98.63
EQV Per Capita (2012 EQV/2012 Population)	100,827
Number of Registered Vehicles (2012)	31,833
2012 Number of Registered Voters	28,481

Bond Ratings	
Moody's Bond Ratings as of December 2014*	Aa3
Standard and Poor's Bond Ratings as of December 2014*	AA

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

Fiscal Year 2015 Esimated Cherry Sheet Aid	
Education Aid	22,267,770
General Government	6,840,737
Total Receipts	29,108,507
Total Assessments	6,365,908
Net State Aid	22,742,599

Fiscal Year 2015 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	3,523,220,734	57,816,052	16.41
Open Space	0	0	0
Commerical	449,496,402	13,929,893	30.99
Industrial	101,675,040	3,150,909	30.99
Personal Property	134,283,680	4,161,451	30.99
Total	4,208,675,856	79,058,305	

Fiscal Year 2015 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	79,058,306	55.33
State Aid	29,841,331	20.89
Local Receipts	30,879,549	21.61
Other Available	3,102,629	2.17
Total	142,881,816	

At A Glance Report for Salem

Fiscal Year 2015 Proposition 2 1/2 Levy Capacity	
New Growth	667,984
Override	
Debt Exclusion	
Levy Limit	83,270,410
Excess Capacity	4,212,105
Ceiling	105,216,896
Override Capacity	21,946,486

Other Available Funds		
2015 Free Cash	FY2014 Stabilization Fund	FY2015 Overlay Reserve
3,349,683	5,173,812	688,559

Fiscal Year 2015 Average Single Family Tax Bill**	
Number of Single Family Parcels	4,886
Assessed Value of Single Family	304,368
Average Single Family Tax Bill	4,995
State Average Family Tax Bill	
Fiscal Year 2012	4,711
Fiscal Year 2013	4,846
Fiscal Year 2014	5,020

Salem issues tax bills on a Quarterly basis

**For the communities granting the residential exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY14, 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.

Fiscal Year 2014 Schedule A - Actual Revenues and Expenditures						
	General Fund	Revenue	Projects	Funds	Revenue	Total All Funds
Revenues	130,400,167	24,652,060	18,392,472	14,175,059	1,334,878	188,954,636
Expenditures	123,478,162	24,209,015	18,967,346	14,102,988	706,495	181,464,006
Police	9,295,074	0	0	0	0	9,295,074
Fire	8,018,342	0	0	0	0	8,018,342
Education	54,543,076	11,188,103	12,652,445	0	0	78,383,624
Public Works	4,344,514	340,219	2,135,480	11,741,440	0	18,561,653
Debt Service	7,517,853					7,517,853
Health Ins	11,590,458				0	11,590,458
Pension	9,594,625				0	9,594,625
All Other	18,574,220	12,680,693	4,179,421	2,361,548	706,495	38,502,377

At A Glance Report for Salem

Total Revenues and Expenditures per Capita						
	General Fund	Revenue	Projects	Funds	Revenue	Total All Funds
Revenues	3,088.7	583.9	435.6	335.8	31.6	4,475.6
Expenditures	2,924.7	573.4	449.3	334.0	16.7	4,298.2

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

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

[Click here to see if the Division of Local Services' Technical Assistance Section has conducted a financial management review or other analysis for 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>
North Shore Medical Center	Health Care	3,100	• Salem Hospital • NS Children's Hospital • Salem Birthplace • Charter Professional Services • Outpatient Mental Health
City of Salem	Municipal Government	1,780	• School • Fire • Police • City Offices • Full, part, & permanent
Salem State University	Higher Education	1,443	• Full & Part time
Market Basket	Food Market	475	
Commonwealth of Massachusetts Offices	State Government	420	• Department of Social Services • Essex County Registry of Deeds • NS Career Center • Probate and Family Court • Salem District Court • Superior Court • Children and Family Law • Youth Advocacy Department • BAR Assoc. Advocates • Transitional Assistance Dept
Salem Five Savings Bank	Banking	320	
Peabody Essex Museum	Cultural/tourism	255	
Grosvenor Park Nursing Center	Cultural/Tourism	241	
Home Depot	Retail	185	
Salem Glass	Retail	165	
Salem YMCA	Social Service Agency	150	
Hawthorne Hotel	Lodging	150	• 165 if you include summer staff
Northeast Behavioral Health Services	Health Care	146	• Youth Services (ACCESS, ALP) • Outpatient Clinic • Emergency Services
Walmart	Retail	120	• Full and Part time
Excelitas Technology Corp	Manufacturer	112	

Salem's Top Employers

Jacquelines Gourmet	Manufacturer	112	
Middle-Oak Insurance Co	Insurance	110	
Target	Retail	110	
Groom Construction	Services	100	
Harbor Sweets	Retail	100	
Shaw's Supermarket	Food Market	100	
Crosby's Marketplace	Food Market	100	
T J Maxx	Retail	100	
Thermal Circuits, Inc.	Manufacturer	95	
Waterfront Hotel	Lodging	80	• Perm Full and Part time
US Post Office	Federal Office	55	

Last updated: March 2015

Salem's Top Taxpayers

<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Assessed Valuation Fiscal Year 2016</i>	<i>Rank</i>	<i>Total Taxes Paid</i>	<i>%Total Levy</i>
Mass Electric	Personal Property	\$33,999,480	1	\$1,053,643.89	1.333
New England Power Co	Personal & Industrial	\$31,688,840	2	\$982,037.15	1.242
National Grid	Personal & Industrial	\$27,508,820	3	\$852,498.33	1.078
Shetland Properties	Industrial & Commercial Prop	\$27,043,800	4	\$838,087.36	1.060
Highlander Plaza	Commercial Property	\$23,627,100	5	\$732,203.83	0.926
Algonquin Gas Transmission Co	Personal Property	\$20,117,800	6	\$623,450.62	0.789
Salem Station LLC	Apartments	\$35,140,300	7	\$576,652.32	0.729
Second Pickwick Trust	Commercial Property	\$14,749,900	8	\$457,099.40	0.578
Princeton Crossing Apts	Apartments	\$27,826,400	9	\$456,631.22	0.578
Hawthorne Commons	Apartments	\$24,897,900	10	\$408,574.54	0.517
Home Depot	Commercial Property	\$11,552,130	11	\$358,000.51	0.453
TGM Vinnin Square LLC	Apartments	\$20,331,200	12	\$333,634.99	0.422
Verizon New England	Personal Property	\$10,386,500	13	\$321,877.64	0.407
Footprint Power Salem	Personal & Industrial	\$9,955,460	14	\$308,519.71	0.390
New Creek II LLC/Ballard Group	Commercial Property	\$8,667,900	15	\$268,618.22	0.340
Rt 107 Salem Assoc-Walmart bld only	Commercial Property & PP	\$8,034,820	16	\$248,999.07	0.315
Maritimes & Northeast Pipeline	Personal Property	\$6,694,600	17	\$207,465.65	0.262
Commando North Shore LLC	Commercial Property	\$6,565,800	18	\$203,474.14	0.257
Grosvenor Park Nursing Home	Commercial Property	\$6,407,400	19	\$198,565.33	0.251
Highland Office, LLC	Commercial Property	\$6,186,300	20	\$191,713.44	0.242
		\$361,382,450		\$9,621,747.36	12.169

Last Updated: April 2015