

# CITY OVERVIEW

## Profile of the City

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

## Historic Information

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



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

## Governmental Structure

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

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



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

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

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

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

## Cultural and Historical Facilities

The City has numerous facilities of continuing cultural and/or historical significance. These facilities contribute to making Salem a unique place that appeals to residents and attracts visitors. The visitor-based economy is important in Salem and contributes jobs and tax revenue for the City of Salem.

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: In 2003, the Peabody Essex Museum (“PEM”) undertook the largest museum addition in America. The \$125 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, as well as the Yin Yu Tang, the only complete Qing Dynasty house outside China. The PEM enjoys an attendance of approximately 250,000 visitors per year. See the section on Economic Development for overview of PEM’s expansion project.

The Salem Maritime National Historic Site and Derby Wharf Lighthouse: 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 is berthed at the site. This \$6 million project was 75 percent federally funded and has become a major cultural attraction and educational tool. The National Park Service has recently relocated the historic Pedrick’s Warehouse from Marblehead to Derby Wharf and installed a pile supported dock adjacent to the building to facilitate interpretive display of historic maritime functions.

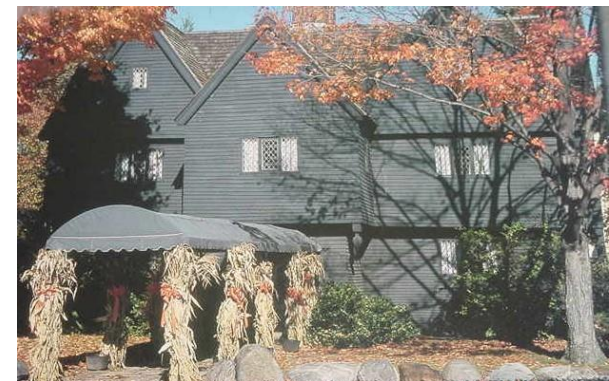
El Punto Urban Art Museum: Twenty years ago, North Shore CDC produced two murals which have long been points of pride in the Point neighborhood. In 2015, North Shore CDC worked with the Point Neighborhood Association, the City of Salem and Salem-raised and South Florida-based artist Ruben Ubiera on a crosswalk mural project. In 2017, North Shore CDC worked with 12 artists to create 15 large-scale outdoor murals and 12 large-scale wall murals within North Shore CDC’s office. In September 2017, the CDC secured permission from National Grid to paint a long wall on Peabody Street and invited 20 local artists to paint small murals.

By creating a walkable, curated arts district within three blocks with dozens of murals in the Point Neighborhood, the district will be readily accessible to all that downtown Salem already has to offer to over a million tourists per year. Bringing a fraction of those visitors to the Point neighborhood stands to be a transformative economic development boom to immigrant-owned businesses. It will also begin to break down the invisible barriers between the Point Neighborhood and the rest of Salem by creating a beautiful, walkable destination within the Point Neighborhood for people to visit.

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 one of the oldest, continuing Protestant congregations in North America and the first to be governed by congregational polity, a central feature of Unitarian Universalism.

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.



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, which is adjacent to the Salem Witch Trial Memorial. In 2016, the City completed the restoration of several headstones and tombstones developed a landscape plan for the site's restoration.



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 the home of “Sail Salem”, a community sailing program that provides free sailing lessons to Salem children.

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. The 20-year old Memorial has now been restored with a rededication ceremony on September 9, 2012.



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 were originally a 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". In 2016, the City completed Phase III of the historic fence's restoration and next phases to continue through 2026.

Baker's Island Lighthouse: The tower is located on the north end of the island. The lighthouse was automated in 1972. The island is closed to the public and is best seen by boat.

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 Companie: 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.

Proctor's Ledge: In 2017, the City constructed a memorial to honor the 18 victims of the Salem Witch Trials who were executed at Proctor's Ledge in 1692. The memorial, designed by Martha Lyon Landscape Architecture and constructed by The Patio Company, includes a landscaped slope down from the ledge where the executions are believed to have taken place and a semi-circular area for quiet

contemplation surrounded by a granite block wall. The memorial was dedicated on July 19, 2017 on the 325<sup>th</sup> anniversary of the second day of executions held at the Ledge. This project was completed in 2017, funded with \$179,140 in FY16 Community Preservation Act funds.

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.

## **Development and Investment**

Salem has experienced over \$1 billion of investment in recent years throughout the city. Three geographic areas of focus are downtown, the North River Canal Corridor, and the Waterfront.

### ***Downtown Development***

A number of vacant and underutilized properties have been redeveloped into mixed-use residential/commercial buildings. The downtown alone has seen over \$125 million in private investment from projects such as the Laundry Building, The Distillery, Old Police Station Redevelopment, Bluestone Alley, 10 Federal Street, the Salem News Building, Latitude (former Tompkins Furniture Building), Old Salem Jail, Commonwealth Diagnostics, Hotel Salem, Hampton Inn mixed use project, and Brix (the District Court redevelopment). New projects continue to be proposed, permitted, and get under construction as described below.

Superior Court and County Commissioners Buildings: The Governor signed legislation in January 2017 to transfer ownership of these two iconic properties to the Salem Redevelopment Authority (SRA). DCAMM completed a warm mothballing project in early 2019 to maintain the properties while the SRA works to identify a redevelopment project. The SRA issued a Request for Qualifications in April 2019 and will be issuing a Request for Proposals from the four qualified teams in early 2020.

Washington and Dodge Street Redevelopment: This 237,000 square foot, \$50 million project includes a mixed-use development with 52 residential units, a 113 room Hampton Inn branded hotel, ground floor retail, 215 parking spaces, associated landscaping, and pedestrian and transportation improvements. Construction will begin in spring of 2018 after a redesign of the project has been approved by local boards. When completed, this project will dramatically increase the footprint of Salem's downtown. The City was awarded a state grant in the amount of \$3.36 million for infrastructure improvements to support this proposed project.

District Court Redevelopment: The District Court building was transferred to the Salem Redevelopment Authority (SRA) in accordance with legislation passed by the Legislature for the purpose of redevelopment. The SRA solicited



development proposals through an RFP process in 2015 and selected Diamond Sinacori as the designated developer. The project is projected to cost approximately \$26 million and began construction in 2019. It is anticipated to be completed 2021.

Peabody Essex Museum (PEM): *The PEM completed a 40,000 gross square feet expansion in 2019. It includes three floors of state-of-the-art galleries, a secondary entrance to the museum and a full basement for mechanical and electrical equipment. The project cost approximately \$49 million.*

90 Washington Street: In 2018, the three-story building was redeveloped as office space with ground floor retail. The City entered into a 20-year lease for the office space to accommodate personnel located in other leased premises. The City took occupancy in April 2018.

120 Washington Street: The office space currently serving as the City Hall Annex was permitted in 2017 to be converted to 14 residential units.



Old Salem Jail Complex Redevelopment: The first phase was completed in 2010, which includes 23 housing units, a restaurant, and a jail exhibit. Phase 2 includes an additional 13 housing units in a new building for a total project cost of approximately \$11 million. Phase 2 was completed in summer 2018.

Hotel Salem: In 2015, Lark Hotels purchased the “Newmark Building” on Essex Street for the purpose of converting it to a 44-room boutique hotel with a rooftop restaurant and basement lounge. The \$7.4 million project was completed in 2017. The City supported this project with a five-year TIF valued at approximately \$353,000. It is anticipated to be a catalyst for further economic development activity on the pedestrian mall.

Commonwealth Diagnostics International (CDI): In 2016, CDI established its headquarters at 39 Norman Street after making an approximately \$5.1M investment in the purchase and renovation of the building. The business is expected to add potentially up to 100 new full-time equivalent jobs by 2021.

The Merchant: In 2016, a new 11 room Lark Properties boutique hotel opened in the renovated historic Joshua Ward House in downtown Salem.

J. Michael Ruane Judicial Center and Probate and Family Court: At the end of 2011, the new courthouse opened. This \$106 million court expansion in downtown Salem continues to have a significant positive economic impact on the downtown and the city. The \$60 million Probate and Family Court Renovation component of the judicial complex was completed in 2017.

### ***North River Canal Corridor Redevelopment***

A second area undergoing transformation is the North River Canal Corridor, known as Blubber Hollow, adjacent to downtown. Formerly the region's whaling and then tannery center, the neighborhood has more than \$70 million in pending development. Guided by a community-based plan, the City changed the zoning to encourage development. The pending private investments will transform the largely vacant and contaminated sites into a vibrant mix of residences, offices, and retail uses. Specific projects are:

9 South Mason Street: The project involves redevelopment of industrial and residential land located between Mason Street and Commercial Street in the North River Canal Corridor district. The plans total 4 buildings and 29 dwelling units, including the rehabilitation and expansion of an existing two-story concrete industrial building; expansion of a three-story residential building; and construction of two new townhouse style buildings. The project was permitted in 2016 and will be completed in 2020.

Riverview Place: Located on the former Salem Suede site, Riverview Place consists of the demolition of the old tannery and construction of 130 residential rental units and 5,540 square feet of commercial space. Construction began in 2019 and is expected to be completed in 2021.

River Rock: In September 2016, the Planning Board approved a mixed-use development containing 50 housing units and retail space. Located on the former Flynn Tan property, the 1.98-acre site contained 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 project will be completed in 2020.

Grove Street Apartments (formerly known as Legacy Apartments): This project consists of 129 residential apartments. It was approved by the Planning Board in 2012 and amended in 2015 to meet MEPA requirements. In July 2015, the project received a MEPA certificate and Superseding Order of Condition. Environmental remediation and demolition of some on-site structures is completed. Construction is anticipated to begin in 2020.

Gateway Center: Local permitting was completed in August 2016 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 commercial/retail and 117 housing units and a free-standing building to house the City's Community Life Center (CLC). Construction of the CLC was completed in September 2018.



Flynn Tan Site (70-92 ½ Boston Street): The Planning Board approved a new medical office building with 40,000 square feet in 2014; however, the project has not moved forward. In September 2016, the Planning Board approved a mixed-use development containing 50 housing units and a retail space. 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. Construction began in 2017.

28 Goodhue Street: Now known as North River Apartments, this mixed-use project on the site of a former factory was completed in 2014. The development includes 44 residential condominiums, 6,000 square feet of commercial retail space and on-site parking. Construction was completed and the building is occupied.

### ***Waterfront Development***

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

Charlotte Forten Park (289 Derby Street): In 2016, the City Council approved a \$1.4 million bond order to acquire property located at 289 Derby St. for the purpose of constructing a downtown waterfront park. Construction was completed in 2019.

Salem Harbor Power Station/Footprint Power: Construction of the new natural gas facility is completed. The new state-of-the-art, 630-megawatt gas-fired plant began operating in June 2018. Site work will be completed in 2020. The new plant was developed on one-third of the site, opening the remaining two-thirds of the 63-acre waterfront property to re-development opportunities.



#### **Port of Salem Expansion (Salem Wharf):**

This \$20 million project resulted in the construction of a multi- 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 part of the project. During the project's first phase undertaken in 2011, the City completed utility installation, seawall construction, base paving, and installation of an interim ferry terminal. In 2012 and 2013 a combination of state and federal Ferry Boat Discretionary (FBD) Funds enabled the City to construct the second phase of the project, which consisted of the first 260 feet of pier, wave fence and a portion of the seawall, install a

gangway and ramp system, install utilities and begin dredging. The City has completed Phase 3 which includes final paving, landscaping, lighting, and construction of the harbor walk. In addition, the City has made improvements to the adjoining deep-water dock owned by



Footprint Power and constructed a connecting walkway between Footprint's dock and the City's Blaney Street pier. Since construction of the cruise port, Salem has received visits from a number of cruise ships. Now that construction of the powerplant is complete, the Port of Salem can host a full schedule of ship visits. In 2017, the City completed dredging and construction of an 11-slip Commercial Marina at Blaney St. The Marina is home to seven marine businesses. It implements an 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. As a result of its construction, the Port of Salem is now a full service commercial and industrial port.

South River Dredge: The maintenance dredging for the South River Channel was last performed by the US Army Corps of Engineers (USACE) in 1967. In February of 2008, the USACE dredged the Federal Navigation Channel into Salem Harbor, the Federal Anchorage Basin off Derby Wharf, and the approach to the South River Channel but stopped short of the South River Channel because of contaminated sediment that exceeded the state levels for open ocean disposal were encountered. Since then, 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). In 2012, the City received an additional \$275,000 from the Seaport Council to finish the design, engineering and permitting stage of the dredge project. The City's consultant, Apex, has prepared a Draft Environmental Impact Report and Notice of Intent. Upon the Army Corps of Engineers' final determination of the suitability of the CAD cell material for offshore disposal, the City will submit both documents to the appropriate regulatory agencies. Once completed, the dredging will provide direct access to downtown Salem for deeper drafting vessels, transient boats, and dingy boats, which will encourage increased boating activity and support economic development.

Salem Ferry: The Salem to Boston Ferry is an alternative 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 at Long Wharf – in less than 45 minutes. 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. Due to the success of the program, the City of Salem has obtained \$3.4 million in grant funding to add a second ferry which is expected to be operational by 2021. 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.



## ***Residential Development in Other Areas of Salem***

First and Traders Way: In 2018, a 212-unit apartment complex with 7,000 square feet of commercial space was permitted. Construction began in 2019.

North Shore Community Development Coalition (NSCDC) Properties: The NSCDC has invested \$18.9 million in renovating 77 affordable housing units in Salem since 2016. In 2017, the CDC began the permitting process to develop two new affordable housing buildings with a total of 46 units at a project cost of \$19 million.

Clark Avenue Cluster Subdivision: The proposed plan for a 26-lot residential subdivision with approximately 1.95 acres of public open space is fully permitted and currently under construction. There is no scheduled date for completion.

Osborne Hills Subdivision (Strongwater Crossing): Currently under construction, Strongwater Crossing 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. Due to its size, this subdivision is being completed in phases. There is no scheduled date for completion.

Witch Hill: The construction of 23 single family homes along the extension of an existing roadway is underway. There is no scheduled date for completion.

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 affordable housing units, commercial space, and a community room. Phase 2, which will bring an additional 37 units, will be under construction in 2020.

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.

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.



### *Institutional and Commercial Development in Other Areas of Salem*

Salem enjoys a mix of businesses and markets. Markets for Salem businesses include the local population, the large tourist trade of over 1 million visitors, Salem State University, the North Shore Medical Center, and the J. Michael Ruane Judicial Center. Salem State University with its 10,000 students and large employment base generated over \$104 million for the City of Salem in direct and indirect spending, which is derived directly from employee salaries and benefits, purchased goods and services, and student spending. The North Shore Medical Center is expanding its facilities in Salem, and in 2017, the Family and Probate Court renovation project was completed marking the completion of the overall court complex on Federal Street.

Large commercial and industrial development, prominent in the Highland Avenue, Swampscott Road and Vinnin Square areas, is strong. Salem's industrial park on Technology Way houses large companies such as Salem Glass and Thermal Circuits. On Swampscott Road, a 170,000 square foot vacant building was converted to commercial condominiums and is now home to 9 businesses relocating or expanding in Salem. A number of significant national retailers such as Staples, WalMart, Home Depot, Target, Pep Boys and Petsmart are in these areas. The City also is home to Shetland Park, a 900,000 square foot business park abutting downtown, which houses more than 70 businesses.

North Shore Medical Center (NSMC): The North Shore Medical Center completed redevelopment of a portion of their existing hospital campus in order to better serve the surrounding community by consolidating existing uses, improving access and circulation around the hospital, and constructing a new state-of-the-art emergency services department. The Project consisted of 119,735 square feet of new building space, 119,734 square feet of interior renovations, parking and driveway reconfigurations, landscape and hardscape improvements, and utility infrastructure modifications to support this use. The project was completed in 2019.

A&J King Expansion: In 2017, A&J King Artisan Bakers opted to expand its business operations in Salem by leasing approximately 7,400 square feet of space at 131-135 Boston Street. The new space provides more capacity for production and office activities, which will allow the company to acquire new commercial accounts and will allow them to convert the existing production area at their Central Street location in Downtown Salem to additional café space. As a result, A&J King plans to hire an additional 15 full-time employees and 16 part-time employees. A&J King's investment in the new space exceeds \$860,000 and the City invested in a five-year TIF in support of the project, valued at over \$84,00.

Salem State University: Changes to the physical campus since 2007 are profound. Nearly 760,000 square feet of new construction and renovations have been completed or are underway, bringing state-of-the-art academic and student life spaces to campus. Through the support of the Commonwealth of Massachusetts and generous donors, combined with resources of the university's operating budget, over \$250 million has been invested in campus improvements. Highlights of these changes include the Frederick E. Berry Library and Learning Commons, the Sophia Gordon Center for Creative and Performing Arts, the Harold E. and Marilyn J. Gassett Fitness Center, athletic fields and courts, and two residence halls that provide accommodations for nearly 900 students. Efforts are currently underway to

secure the Commonwealth's support for a new science facility to meet the strong demand for science, health care, and technology programming.



Lafayette Street and West Avenue: The project includes the construction of a three-story, 24,388 square foot mixed use commercial building with retail on the first floor and offices on the upper floors. An existing two-family home on the site will remain in its current use. The project will be completed in November 2017.

U.S. Biological Corporation: This corporation completed the construction of a new \$3 million, 50,000 square foot headquarters building on Technology Way

with the plan to have 28 new jobs within five years.

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.

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.

319 Highland Avenue: Highland Avenue is the 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 was 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. MassDOT completed a study for transportation improvements for this corridor in coordination with the Cities of Salem and Lynn and working to move to the design phase.

### **Public Infrastructure Projects**

The City works throughout Salem to improve infrastructure to meet the needs of residents, businesses, and visitors.

## *Transportation Projects*

Boston and Bridge Complete Streets Infrastructure Improvements: The City received \$3.5M in FY2016 MassWorks Infrastructure Grant Program funding, for “Complete Streets” streetscape improvements along Bridge Street, between Boston and Flint Street. An additional \$250,000 in grant funds was awarded to this project from MassWorks that was expended in fiscal year 2017. Construction is slated to begin in 2020.

Canal Street Improvements: The improvements included reconstruction of the roadway pavement, curbing and sidewalks. Wheelchair ramps and appropriate pedestrian crossings were added to improve pedestrian safety. Additional pedestrian improvement such as street trees and curb extensions were incorporated. Drainage and other utility improvement were made, the road crown was adjusted to provide a consistent cross slope, and settled locations were repaired. The project was completed in 2018.

Canal Street Multi-Use Path: In 2018, the City is completing the first phase of the new Canal Street bike path and is developing bid documents for the second and final phase. This project is being done in conjunction with the Canal Street Improvement Project and once completed will connect downtown Salem with downtown Marblehead and Salem State University with an entirely off-road multi-use path.

Bike Share: The City launched a new bike share program in the spring of 2017. With the support of sponsorships by Salem State University and Blue Cross Blue Shield of Massachusetts, the City expanded the system and achieved increasing ridership throughout the year.

Washington and Dodge Street Public Infrastructure Improvements: The City received a \$2.5 million grant through the State MassWorks program to fund infrastructure improvements associated with the proposed mixed-use development to be constructed at Washington and Dodge Streets. Due to increased construction costs, the City was awarded an additional \$825,000 for this project. Construction was completed in early 2017.

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. The project is complete.

Improvement of the Essex Street Pedestrian Mall: The City invested in the redesign and improvement of the pedestrian mall in the heart of downtown. Phase 2 improvements to make the mall more pedestrian friendly and to improve the aesthetics were completed in fall, 2013. Phase 3, which includes the renovation of the fountain at Washington Street, was completed in October 2014.

## ***Parks and Recreation Projects***

**Mary Jane Lee Park Renovation:** In 2017, construction was completed on the renovation of Mary Jane Lee Park. This project completed the renovation of the park that began with the construction of a new splash pad in 2015. The project was supported by CPA funds as well as a \$400,000 PARC grant from the Commonwealth.

**Lafayette Park Renovation:** In 2017 and 2018, Lafayette Park is being renovated to include upgraded walkways, lights, and benches, a new irrigation system, and a tree plan with an appropriate mix of sun and shade. The project is funded through \$100,000 in CPA, \$162,000 CDBG, and \$25,000 CIP.

**McGlew Park Renovation:** In 2016, the Executive Office of Energy and Environmental Affairs awarded the City a \$400,000 Parkland Acquisitions and Renovations for Communities (PARC) grant to renovate McGlew Park. The park is currently under construction and is anticipated to be finished in the spring of 2018.



**Forest River Conservation Area Trails:** In 2015, the City was awarded a \$53,200 Recreational Trails Program Grant from the Department of Conservation and Recreation to upgrade the trails. Completed in 2017, the project has resulted in an improved main trunk trail that is usable throughout the year and accessible to people of all abilities. The project received additional funding through CIP (\$25,000) and the Conservation Commission (\$12,500).

**Winter Island:** Salem was awarded a PARC grant in the amount of \$192,404 for a scenic multi-use trail on Winter Island bordering Cat Cove. Improvements include interpretive signage, native plantings, installation of site amenities and improvements to the boat launch parking area. The trail was completed in summer 2016. The Salem Community Preservation Commission has funded the first two phases of the restoration of Fort Pickering. These improvements include substantial clearing of invasive species and restoration historic

masonry walls and gated entrances. A grant from Mass Historic funded a digital survey which was completed in summer 2016. The City will seek to fund future phases with CPA funds.

**Mary Jane Lee Park Splash Pad:** The City was awarded a \$200,000 grant from the “Our Common Backyards” program for a splash pad at Mary Jane Lee Park located in our densest neighborhood. The splash pad was completed in time for the 2015 season and was a significant success. The remainder of the park is being improved through four sources--\$400,000 PARC grant, \$100,000 CDBG, \$80,075 CPA, and \$60,000 CIP. Construction will be completed by June 2017.

Remond Park: Improvements to the old bridge abutment on Bridge Street Neck have been funded by the State to create a new park. Construction is complete.

Bertram Field: A complete renovation of Bertram Field football stadium and track was completed, including a synthetic turf surface expansion of the track to regulation size and installation of a resilient surface. Cost of the project is \$1.9 million and was partially funded with a Massachusetts PARC grant in the amount \$400,000.



Salem Common Fence: In 2017, the City completed Phase III of the Salem Common Restoration Project. The City was awarded \$68,000 in CPA funds and utilized \$100,000 of CIP funds to restore thirteen fence sections and three bollards. The Common fence is a significant historical feature of this municipal property and \$150,000 of CIP funding has been secured for another round of restoration.

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. The property now contains an easement for the natural gas pipeline supplying the Footprint Power Plant. The City intends to improve the site with a new multi-use path connection, greenspace, and possibly parking, utilizing funds secured through the easement agreement.

Open Space & Recreation Plan Update: The City recently completed its 2015 update to its Open Space and Recreation Plan. 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 maintains the City's eligibility to apply for grants through the Commonwealth's PARC program. The City has received PARC grants in the past for Peabody Street Park, Furlong Park, Bertram Field, Chadwick Lead Mills, Splaine Park, and McGlew Park.

Splaine Park: The City was awarded a \$420,946 grant from the Commonwealth through the PARC program to upgrade Splaine Park. Completed in 2014, improvements to the park include the construction of a stone dust bike/walking path along the park perimeter, the enhancement of the main entrance, the construction of play structures, the installation of a new baseball field and irrigation system, and the rebuilding of the bleachers and dugouts. Additional funding included \$574,826 CIP and \$190,071.60 CDBG.

### **Other City Projects and Initiatives**

The City pursues additional opportunities to make physical improvements, increase efficiencies, and improve the community.

Proctor's Ledge: In 2017, the City constructed a memorial to honor the 18 victims of the Salem Witch Trials who were executed at Proctor's Ledge in 1692. The memorial, designed by Martha Lyon Landscape Architecture and constructed by The Patio Company, includes a landscaped slope down from the ledge where the executions are believed to have taken place and a semi-circular area for quiet contemplation surrounded by a granite block wall. The memorial was dedicated on July 19, 2017 on the 325<sup>th</sup> anniversary of the second day of executions held at the Ledge. This project was completed in 2017, funded with \$179,140 in FY16 Community Preservation Act funds.

Charter Street Cemetery: In 2017, the City received a \$125,000 Massachusetts Cultural Council Facilities Fund grant for the full restoration of Charter Street Cemetery. In addition, the project is funded by \$260,000 of CPA funds and \$218,000 Capital Improvement Project funds for a total of \$600,000. The restoration work will be completed in 2019.

Dickson Memorial Chapel: The City was awarded \$70,000 from the Massachusetts Historical Commission's Massachusetts Preservation Project Fund (MPPF) for the restoration of Dickson Memorial Chapel. A total of \$226,000 has been allocated to the first restoration phase of the chapel which was completed in 2017.

Urban Forestry: A tree committee was formed to renew Salem's dedication to its urban forestry. A pilot neighborhood tree inventory was completed in 2016, and the City secured a \$30,000 DCR Urban Forestry Challenge Grant to fund a citywide tree inventory, management plan, and cost estimates for implementation of the management plan. The City provided a \$30,000 match through CIP. The inventory was completed in 2017.



Collins Cove Living Shoreline: In 2017, the City received a \$55,230 grant to complete final design and permitting for a living shoreline project in Collins Cove. The City will finalize the measurements and site plan for the proposed green infrastructure methods and use the prepared final design documents to submit to local and state permitting agencies to have the approval to install coir rolls and salt marsh plantings. The goal of the project is to increase resiliency to Collins Cove and the abutting residential properties from effects of climate change such as increased frequency and intensity of flooding and storm surge.

Neighborhood Interpretive Signs: DPCD coordinated the installation of historic interpretive sign panels in six neighborhoods and parks. Additional sign panels will be installed in two City parks in the spring of 2018.

Public Art: Over the past four 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 and supports the City's efforts to leverage the arts for economic

development purposes. In late spring of 2017, a call for works was distributed for “Celebrating the Urban Environment” resulting in three locations for public art in the downtown. Efforts in the spring of 2017 resulted in a painted stair project at the middle school to bring awareness to the impact pollution has on the oceans.

Artists’ Row: Artists’ Row, five stalls originally built as a marketplace, is located across from Old Town Hall and Derby Square. This area is at the heart of the city and continues to be an important public plaza and pedestrian way. In the spring of 2015, the City initiated the Creative Entrepreneur Program to utilize the four stalls as maker/gallery space from May to October. In spring of 2017, a group of graphic design students from Lesley University re-branded Artists’ Row. The scope included changing the paint colors of the stalls, new doors and windows for better visibility and new graphics for signage on the walls to the entrance of Artists’ Row. To further enliven activity on Artists’ Row, in 2017 the Public Art Commission initiated an Artist in Residence Pilot Program which resulted in weekly creative placemaking activities resulting in a community tables and planted gardens.



Old Town Hall: The Old Town Hall is a beautiful federal style building located in the heart of downtown Salem. Old Town Hall is the crowning jewel of Derby Square and the earliest surviving municipal structure in Salem (dating from 1816-17). Our venue is a two-story, brick structure featuring Palladian windows, carved wood details, antique chandeliers, decorative columns, and wooden floors. The building is owned and managed by the City of Salem which programs both non-profit and private events. Old Town Hall is the summer/fall home to the Salem Museum, presenting hundreds of stories of Salem’s rich past and History Alive, a performance of the re-enactment of the trial of Bridget Bishop accused of witchcraft. During the winter and spring, the building hosts musical performances, weddings, and civic events such as the Salem Arts Festival art exhibit. The City received a \$20,000 Cultural Facilities grant from the state, which was matched with local CPA and C.I.P. funds for window restoration and repair. The restoration work was completed in early 2016.

EPA Brownfields grant: The City with the City of Peabody received a \$950,000 federal grant to be utilized for a revolving loan fund to clean up contaminated sites.

Universal Steel site: This brownfields site was taken by the City for tax title in 2012. Through a coordinated effort with EPA, DEP, and Mass Development, the site has been remediated and paved and was used for temporary parking during the construction of the MBTA garage. The City solicited proposals for redevelopment to put the site back on the tax rolls and received a proposal from the adjacent commercial business, F.W. Webb Company, to build a new warehouse and commercial showroom. In 2018, the business withdrew its plans.

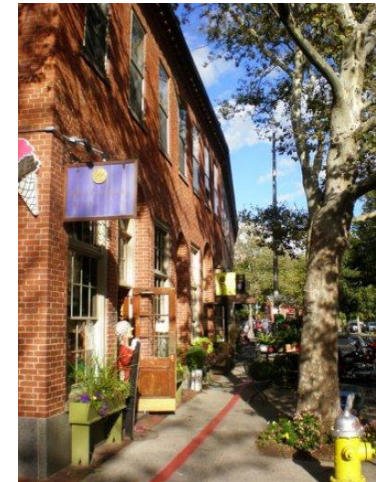
LED Streetlight Conversion: In 2016, the City completed the conversion of 3,000 overhead streetlights to LED fixtures. This project will result in \$194,000 annual cost savings and 1.2 million kilowatt hours in annual energy savings.

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. An RFP was issued in the summer of 2018, and the SRA made a developer recommendation to the City Council in April 2019. Closing will occur after permitting is completed.

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 and a weekly farmers market.

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.

Destination Salem: Salem continues to market sale 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.



## Planning

The City's investments are guided and informed by planning studies including the following:



Imagine Salem: The first phase of this citywide visioning project will be completed in fall 2017. The plan's vision statement and guiding principles will inform the development of a subsequent action agenda.

Intra-City Shuttle: In 2017, the City was awarded a \$30,000 grant application from the Tufts Health Plan Foundation on behalf of the Friends of the Council on Aging for technical assistance to develop a feasibility study of an intra-city shuttle. The concept of the shuttle study and application for the grant were steps in the first year of implementation of the City's landmark Salem for all Ages Action Plan. The study will be completed in the first half of 2018.

Bicycle Master Plan: The City contracted with Toole Design Group to support the development of an update to Salem's Bicycle Master Plan. The plan, which will be completed in 2018, will identify and prioritize policies, programs, and infrastructure projects to make biking a safer and more convenient means of transportation and recreation in Salem

South Salem Commuter Rail: The City is working with the Salem Partnership to study the feasibility and economic impact of a South Salem Commuter Rail.

Downtown Salem Historic Resource Inventory: In 2016, the City was awarded \$37,100 in Massachusetts Historical Commission Survey and Planning Grants to fund expanded staff support for the Salem Historical Commission and to update the downtown historic resource inventory.

Salem Artists' Row Framework Plan: Completed in late 2015, this Plan lays out a vision and action steps to enhance this core area of the downtown.

Salem Housing Needs and Demand Analysis: Completed in July 2015 by the Metropolitan Area Planning Council, this analysis identifies the need for an additional 1,900 to 2,725 units of housing by 2030.

Vision and Action Plan for the Point Neighborhood in Salem 2013 – 2020: This Plan outlines a vision to improve the quality of life in the Point neighborhood and an action agenda that the City of Salem and community partners will work together to implement over a seven-year period from 2013 to 2020. This Plan is a product of a year-long grassroots, neighborhood-level visioning process.

Public Art Master Plan: In recognition of the value that public art can bring to the cultural aesthetic and economic vitality of the community, the City completed a master plan for public art in partnership with the Peabody Essex Museum and the Salem Partnership, funded through the National Endowment for the Arts.

Greenlawn Cemetery: The City was awarded a \$4,000 Massachusetts Historical Commission Survey and Planning Grant in March 2013 to prepare a National Register of Historic Places nomination form for the Greenlawn Cemetery, and the Cemetery has since been nominated to the National Register.

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.

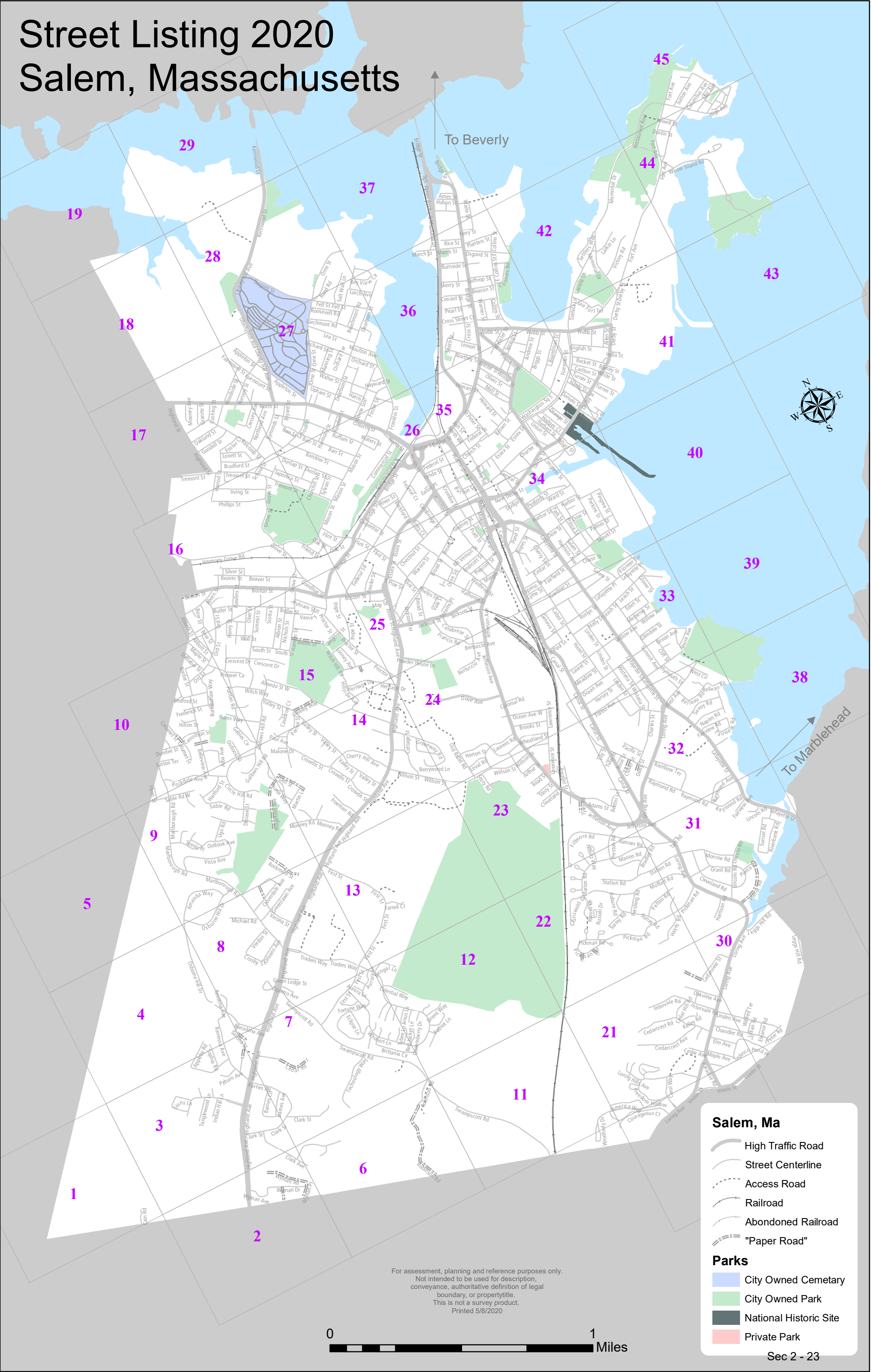
Winter Island Master Plan: The City utilized grant funds to undertake a Master Plan for the renovation and redevelopment of Winter Island Park. The City, with its consultant The Cecil Group, conducted a six-month public planning process and completed the final report in 2011. The City is now seeking funding to implement the plan's recommendations. See below for recent state grant award.

Bridge Street Neck Neighborhood Revitalization Plan: This neighborhood master plan for the Bridge Street Neck area was completed in August 2009. The City was 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.

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.

# Street Listing 2020

## Salem, Massachusetts



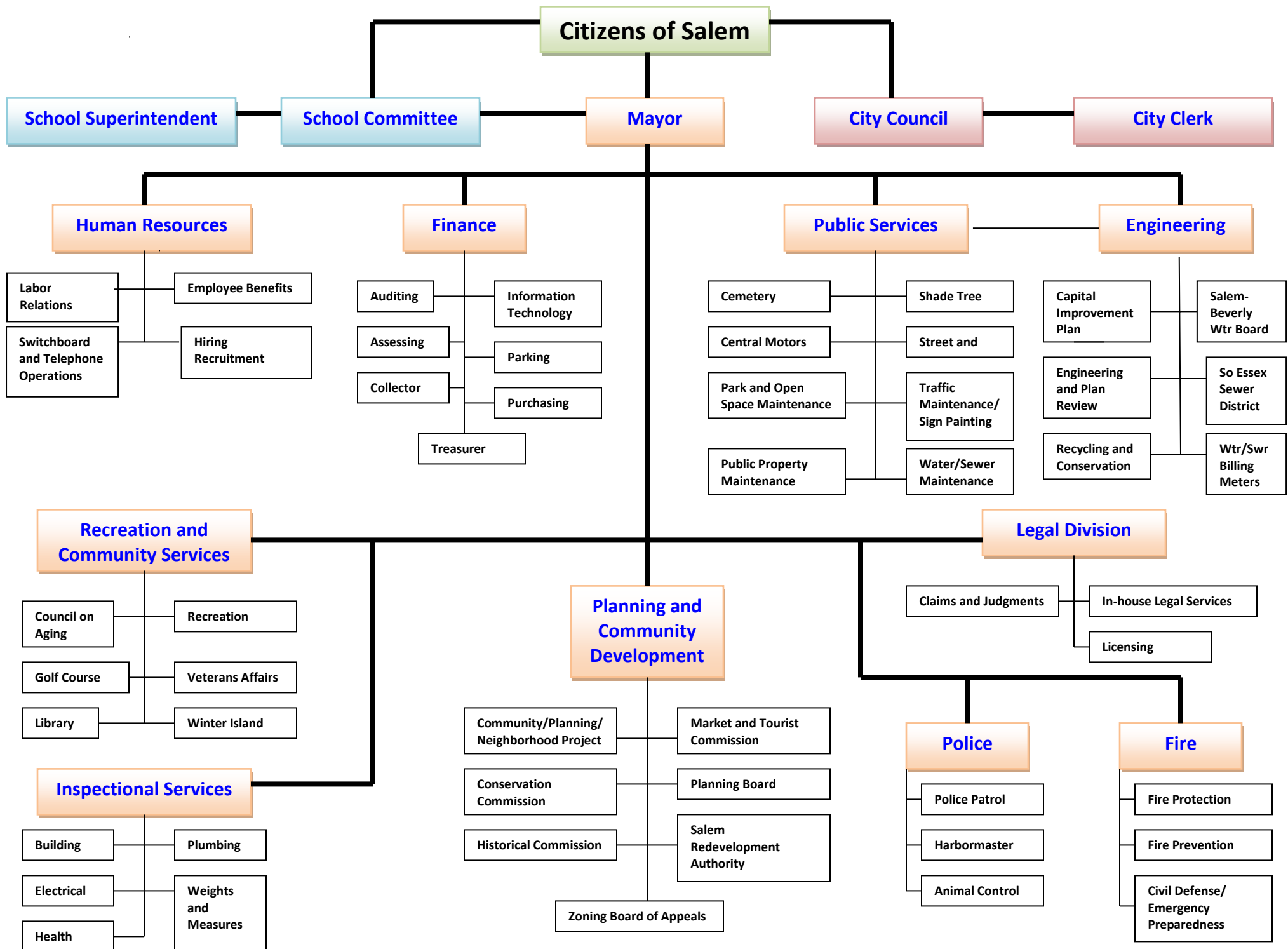
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Not intended to be used for description,  
conveyance, authoritative definition of legal  
boundary, or property title.  
This is not a survey product.  
Printed 5/8/2020

### Salem, Ma

- High Traffic Road
- Street Centerline
- Access Road
- Railroad
- Abandoned Railroad
- "Paper Road"

### Parks

- City Owned Cemetery
- City Owned Park
- National Historic Site
- Private Park



## Organizational Summary-Department Heads

### EXECUTIVE DIVISION

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

City Clerk	Ilene Simons	978-619-5610	<a href="mailto:isimons@saalem.com">isimons@saalem.com</a>
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### FINANCE DIVISION

Assessors	Debora Jackson	978-619-5607	<a href="mailto:djackson@saalem.com">djackson@saalem.com</a>
Collector	Bonnie Celi	978-619-5620	<a href="mailto:bceli@saalem.com">bceli@saalem.com</a>
IT/GIS	Matthew Killen	978-619-5645	<a href="mailto:mkillen@saalem.com">mkillen@saalem.com</a>
Finance	Laurie Giardella	978-619-5625	<a href="mailto:lgiardella@saalem.com">lgiardella@saalem.com</a>
Parking Department	David Kucharsky	978-745-8120	<a href="mailto:dkucharsky@saalem.com">dkucharsky@saalem.com</a>
Purchasing	Tom Watkins	978-619-5695	<a href="mailto:twatkins@saalem.com">twatkins@saalem.com</a>
Treasurer	Kathleen McMahon	978-619-5635	<a href="mailto:kmcmahon@saalem.com">kmcmahon@saalem.com</a>

### LEGAL DIVISION

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

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

Fire	Chief Gerry Giunta	978-744-6990	<a href="mailto:jggiunta@saalem.com">jggiunta@saalem.com</a>
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### POLICE DIVISION

Police	Chief Mary Butler	978-744-0171	<a href="mailto:mebutler@salempd.net">mebutler@salempd.net</a>
Harbormaster	Capt. William McHugh	978-741-0098	<a href="mailto:wmchugh@saalem.com">wmchugh@saalem.com</a>

### INSPECTIONAL SERVICES DIVISION

Public Property	Thomas St. Pierre	978-619-5640	<a href="mailto:tstpierre@saalem.com">tstpierre@saalem.com</a>
Electrical	John Giardi	978-745-6300	<a href="mailto:jgiardi@saalem.com">jgiardi@saalem.com</a>
Health	David Greenbaum	978-619-5656	<a href="mailto:dgreenbaum@saalem.com">dgreenbaum@saalem.com</a>

## Organizational Summary-Department Heads

### PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning	Tom Daniel	978-619-5686	<a href="mailto:tdaniel@salem.com">tdaniel@salem.com</a>
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### PUBLIC SERVICES DIVISION

Public Services - Snow & Ice	David Knowlton	978-744-3302	<a href="mailto:dknowlton@salem.com">dknowlton@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	Patricia O'Brien	978-744-0180	<a href="mailto:pobrien@salem.com">pobrien@salem.com</a>
Council On Aging	Teresa Arnold	978-744-0924	<a href="mailto:tarnold@salem.com">tarnold@salem.com</a>
Library	Tara Mansfield	978-744-0860	<a href="mailto:tmansfield@salem.com">tmansfield@salem.com</a>
Veterans	Kim Emerling	978-745-0883	<a href="mailto:kemerling@salem.com">kemerling@salem.com</a>

### EDUCATION DIVISION

School	Superintendent	978-740-1212	
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## ***DLS At A Glance Report for Salem***

<b>Socioeconomic</b>	
County	ESSEX
School Structure	K-12
Form of Government	COUNCIL AND ALDERMAN
2015 Population	42,869
2016 Labor Force	23,774
2016 Unemployment Rate	3.90
2015 DOR Income Per Capita	29,008
2009 Housing Units per Sq Mile	2310.39
2013 Road Miles	98.76
EQV Per Capita (2016 EQV/2015 Population)	111,990
2020 Number of Registered Vehicles	29,277
2019 Number of Registered Voters	31,361

<b>Bond Ratings</b>	
Moody's Bond Ratings as of December 2017*	Aa3
Standard and Poor's Bond Ratings as of September 25, 2019*	AA

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

<b>Fiscal Year 2020 Estimated Cherry Sheet Aid</b>	
Education Aid	26,626,938
General Government	7,879,212
Total Receipts	34,506,150
Total Assessments	9,150,677
Net State Aid	25,355,473

<b>Fiscal Year 2020 Tax Classification</b>			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	5,043,728,493	72,881,877	14.45
Open Space	0	0	0
Commercial	556,513,446	15,816,112	28.42
Industrial	319,546,560	9,081,513	28.42
Personal Property	205,396,370	5,837,365	28.42

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

<b>Total</b>	<b>6,125,184,869</b>	<b>103,616,867</b>
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<b>Fiscal Year 2020 Revenue by Source</b>		
<b>Revenue Source</b>	<b>Amount</b>	<b>% of Total</b>
<b>Tax Levy</b>	103,616,867	59.54
<b>State Aid</b>	35,238,974	20.25
<b>Local Receipts</b>	32,814,917	18.85
<b>Other Available</b>	2,370,730	1.36
<b>Total</b>	<b>174,041,488</b>	

<b>Fiscal Year 2020 Proposition 2 1/2 Levy Capacity</b>	
<b>New Growth</b>	5,902,454
<b>Override</b>	
<b>Debt Exclusion</b>	
<b>Levy Limit</b>	107,591,472
<b>Excess Capacity</b>	3,974,605
<b>Ceiling</b>	153,129,622
<b>Override Capacity</b>	41,563,545

<b>Other Available Funds</b>		
<b>FY2020 Free Cash</b>	<b>FY2019 Stabilization Fund</b>	<b>FY2020 Overlay Reserve</b>
7,638,739	7,397,757	706,640

<b>Fiscal Year 2020 Average Single Family Tax Bill**</b>	
<b>Number of Single Family Parcels</b>	4,954
<b>Assessed Value of Single Family</b>	410,214
<b>Average Single Family Tax Bill</b>	5,928
<b>State Average Family Tax Bill</b>	
<b>Fiscal Year 2018</b>	5,616
<b>Fiscal Year 2019</b>	5,831
<b>Fiscal Year 2020</b>	6,177

***Salem issues tax bills on a Quarterly basis***

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

**\*\*For the communities granting the residential exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY2017, those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Nantucket, Provincetown, Somerset, Somerville, Tisbury, Waltham and Watertown. Therefore, the average single family tax bill information in this report will be blank.**

<b>Fiscal Year 2019 Schedule A - Actual Revenues and Expenditures</b>						
	<b>General Fund</b>	<b>Revenue</b>	<b>Projects</b>	<b>Funds</b>	<b>Revenue</b>	<b>Total All Funds</b>
<b>Revenues</b>	151,649,357	28,565,184	434,500	16,676,278	1,090,748	198,416,067
<b>Expenditures</b>	143,001,474	29,713,148			1,163,305	173,877,927
<b>Police</b>	10,537,068	0	0	0	0	10,537,068
<b>Fire</b>	9,137,173	0	0	0	0	9,137,173
<b>Education</b>	59,379,055	13,918,379		0	0	73,297,434
<b>Public Works</b>	5,425,404	2,096,908			0	7,522,312
<b>Debt Service</b>	6,869,246					6,869,246
<b>Health Ins</b>	13,003,239				0	13,003,239
<b>Pension</b>	11,485,336				0	11,485,336
<b>All Other</b>	27,164,953	13,697,861	0	0	1,163,305	42,026,119

<b>Total Revenues and Expenditures per Capita</b>						
	<b>General Fund</b>	<b>Revenue</b>	<b>Projects</b>	<b>Funds</b>	<b>Revenue</b>	<b>Total All Funds</b>
<b>Revenues</b>	3,537.5	666.3	10.1	389.0	25.4	4,628.4
<b>Expenditures</b>	3,335.8	693.1	0.0	0.0	27.1	4,056.0

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](mailto:databank@dor.state.ma.us)

# 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>Rank 2019</i>	<i>Rank 2020</i>	<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Employees</i>	<i>Comment</i>
1	1	<b>North Shore Medical Center</b>	Health Care	2,639	Salem Hospital, Mass General for Childrens, Salem Birthplace, Charter Professional Services, Outpatient Mental Health
2	2	<b>City of Salem</b>	Municipal Government	1,663	City Offices, School, Fire, Police - Full, Part and permanent
3	3	<b>Salem State University</b>	Higher Education	1,354	Full-time and part-time
4	4	<b>Commonwealth of Massachusetts Offices</b>	State Government	543	Dept of Social Services, Essex County Registry of Deeds, Committee for Public Housing, Dept of Mental Health, Dept of Children and Families, Facilities and Security, Probate and Family Court, Essex Sheriff's Department, Essex South Registry of Deeds, Sex Offender Registry, Dept of Trans Assitance, Eastern Essex DA, Office of Labor and Workforce Development, Executive Office of Public Safety, Mass Rehab Commission, Dept of Housing and Community Development, Salem District Court, Department of State Police, Superior Court, Children and Family Law, Youth Advocacy Department
5	5	<b>Market Basket</b>	Food Market	460	
8	6	<b>Salem Five Savings Bank</b>	Banking	335	
6	7	<b>Thermal Circuits, Inc.</b>	Manufacturer	300	
7	8	<b>Peabody Essex Museum</b>	Cultural/tourism	263	
9	9	<b>Excelitas Technologies</b>	Technology	221	Full-time and part-time
	10	<b>For Kids Only After School</b>	Education	202	
10	11	<b>Home Depot</b>	Retail	180	
11	12	<b>Salem YMCA</b>	Social Service Agency	178	
13	13	<b>Jacquelines Gourmet</b>	Manufacturer	173	
14	14	<b>Walmart</b>	Retail	160	Full-time and part-time
	15	<b>Target</b>	Retail	160	
12	16	<b>Grosvenor Park Nursing Center</b>	Health Care	150	
15	17	<b>Groom Construction</b>	Services	150	
17	18	<b>Hawthorne Hotel</b>	Lodging	142	
	19	<b>Right At Home</b>	Senior Care	130	
18	20	<b>Lahey Behavioral Health</b>	Health Care	120	Youth Services (ACCESS, ALP), Outpatient Clinic, Emergency Services

Source: Planing Department - February 2020

<i>Rank 2019</i>	<i>Rank 2020</i>	<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Assessed Valuation Fiscal Year 2020</i>	<i>Total Taxes Paid</i>	<i>%Total Levy</i>
4	1	<b>Footprint Power Salem</b>	Power Plant-Industrial	176,002,900	5,002,002.42	4.827
1	2	<b>New England Power Co.</b>	Personal Property	72,430,090	2,058,463.16	1.987
5	3	<b>Prime Storage Shetland, LLC</b>	Industrial & Commercial	58,122,600	1,651,844.29	1.594
3	4	<b>National Grid</b>	Personal Property-Industrial	42,931,480	1,220,112.66	1.178
2	5	<b>Mass Electric</b>	Personal Property	35,879,920	1,019,707.33	0.984
6	6	<b>Algonquin Gas Transmission Co</b>	Industrial & Commercial	32,064,300	911,267.41	0.879
7	7	<b>Bell Fund V</b>	Apartments	62,882,300	908,649.24	0.877
8	8	<b>Highlander Plaza</b>	Commercial Property	27,569,200	783,516.66	0.756
10	9	<b>MIREF Hawthorne, LLC</b>	Apartments	45,256,000	653,949.20	0.631
11	10	<b>Princeton Crossing Apartments</b>	Apartments	44,924,300	649,156.14	0.626
	11	<b>Bell Fund VI</b>	Apartments	38,106,600	550,640.37	0.531
9	12	<b>RCG, Total Properties</b>	Apartments and Commercial	26,076,700	541,797.02	0.523
12	13	<b>Second Pickwick Trust</b>	Commercial Property	18,491,000	525,514.22	0.507
14	14	<b>Home Depot</b>	Commercial Property	12,954,300	368,161.21	0.355
15	15	<b>New Creek II LLC/Ballard Group</b>	Commercial Property	10,341,500	293,905.43	0.284
17	16	<b>Rt. 107 Salem Assoc.-Walmart bld only</b>	Commercial Property & PP	9,110,680	258,925.53	0.250
16	17	<b>Commando North Shore, LLC</b>	Commercial Property	8,379,600	238,148.23	0.230
19	18	<b>Verizon New England</b>	Personal Property	7,214,200	205,027.56	0.198
	19	<b>Comcast Cable Comm. MGT, LLC</b>	Personal Property	6,418,180	182,404.68	0.176
	20	<b>Highland Office, LLC</b>	Personal Property	6,377,400	181,245.71	0.175
				<b>741,533,250</b>	<b>18,204,438.47</b>	