

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 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 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 325th 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 early 2020 and selected WinnDevelopment as the preferred developer. Winn has begun the permitting process for a mixed-use mixed-income development that will adaptively reuse the court building and have new construction on a parking lot across the street.



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. This project was completed in 2020.

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 will be completed in the fall of 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 was 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 was 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 2021.

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.

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 was 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. In June 2021, the City began collaborating with the Commonwealth of Massachusetts on the role the site could play in offshore wind. In September 2021, the City announced a public-private partnership with Vineyard Wind and Crowley Maritime Corporation to establish the site as a major offshore wind port.



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, began 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.

Tropical Products: In 2020, Tropical Products announced it was going to build a new facility along Highland Avenue in order to grow. The project was approved for a TIF and in September 2020 received \$340,000 in state tax credits to support the expansion which will bring 120 new jobs. The project began its permitting process in September 2021. The existing facility will be sold.

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.

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.

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.

Public Infrastructure Projects

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

Transportation Projects

Salem Skipper: In December 2020, the City launched the Salem Skipper, an on-demand shuttle service. The first eight months of operations had more than 20,000 trips.

Blue Bikes: In 2021, the City launched BlueBikes bikeshare system. The program building on the success of the Zagster bike share that logged nearly 25,000 rides in its three years of operation.

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 began 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.

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.

1A Bridge Street Improvement Project: The major reconstruction of 1A Bridge street is complete, including roadway reconstruction, new sidewalks and crosswalks, landscaping and period lights.

Lafayette Street Improvements: Funded through a Public Works Economic Development (PWED) grant, construction was completed in the fall of 2012. Improvements include the installation of traffic signals at the Harbor/Lafayette Street intersection and the Lafayette/Washington Street intersection, new sidewalks, new crosswalks and curbing, period lights, new bus shelters and new benches along Lafayette Street. The #1 million grant was matched with approximately \$200,000.

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

Derby/Congress Traffic Lights: This intersection was redesigned to increase pedestrian safety. Installation of traffic lights for pedestrian and vehicle safety and traffic circulation was completed.

Parks and Recreation Projects

Salem Willows: The City has been working on various improvements throughout Salem Willows Park. In December 2020, plans were approved for the design of a new parking lot, tennis courts, and hill area. This project will be substantially complete by the fall of 2021.

Palmer Cove: In 2021, construction was completed for the first phase of renovation to Palmer Cove Park. These improvements, funded in part by a \$400,000 PARC grant, include an upgraded waterfront path, relocated and enhanced community garden space, and improvements to the basketball court.

Lower Gallows Hill Park: The renovation of Lower Gallows Hill Park, funded in part by a \$400,000 PARC grant, includes reconstruction of the Ryan Brennan Memorial Skate Park, expansion of the baseball field to regulation size, improved trail connections, and upgraded drainage. The project will be completed in 2022.

Lafayette Park Renovation: In fall 2017 and spring 2018, Lafayette Park was 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 was 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.

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.

Furlong Park: The City received a \$500,000 Parkland Acquisition and Renovation for Communities (PARC) grant from the State Division of Conservation Services for the restoration of Furlong Park. The 5.5 acre park is located along the North River and contains a baseball field, tennis court, playground, and basketball court. As part of the project these features were renovated and additions to the park included construction of a care top boat launch and stabilization of the eroded embankment that borders the North River. Environmental remediation work was funded with a separate state grant. Park renovations are now complete.

Bicycling Accommodations: The City undertook a demonstration project for protected bike lanes on Lafayette Street in accordance with Vision2020. The City and the Salem Bike Path Committee continue to be committed to extending the Salem Bike Path to downtown Salem via an extension of the former Boston & Marine Railroad ROW at Canal Street, behind Gardner Mattress and all the businesses on Broadway Street, and a portion of the MBTA's active and abandoned railroad ROW. This extension has been engineered as part of the Canal Street Roadway reconstruction project and the city is seeking to secure full funding.

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 325th 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.



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.

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 table 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.

Housing Goals and Production Plan: In early 2021, the City was awarded a \$40,000 grant from the Executive Office for Administration and Finance (EOAF) to help create a Housing Goals and Production Plan. The plan will create a proactive strategy for planning and developing affordable housing to meet the anticipated needs of the City. Work began late summer 2021 and will be completed in early 2022.

Municipal Harbor Plan: The Harbor Plan update began in July 2020. The update will guide future development along Salem Harbor, most notably the reuse of the 44 acres of undeveloped land adjacent to the Footprint Power Plant. Public meetings began in August 2020 and continued through summer 2021. The plan will be submitted for approval in late 2021.

Resilient Together: The City partnered with the City of Beverly for a joint climate action and resilience plan known as Resilient Together. Funded through a \$250,000 grant from the Municipal Vulnerability Program (MVP), the work included community engagement via social media campaigns, Zoom community meetings, and various other online engagement tools. The plan was completed in June 2021 and the Cities have begun to implement the priority actions.

Highland Avenue Corridor Study: In September of 2020, a corridor study for Highland Avenue commenced. The goal of the study was to develop a vision for the future of the corridor from which other action can be taken to realize the vision within a context of market dynamics. The plan was completed in April 2021.

Bridge Street Neck: A Bridge Street Neck updated vision report with recommendations was finalized in March 2020. The first implementation step is development of a mixed-use overlay zone with design guidelines. It is anticipated the mixed-use overlay zone with design guidelines will be filed for approval in December 2021.

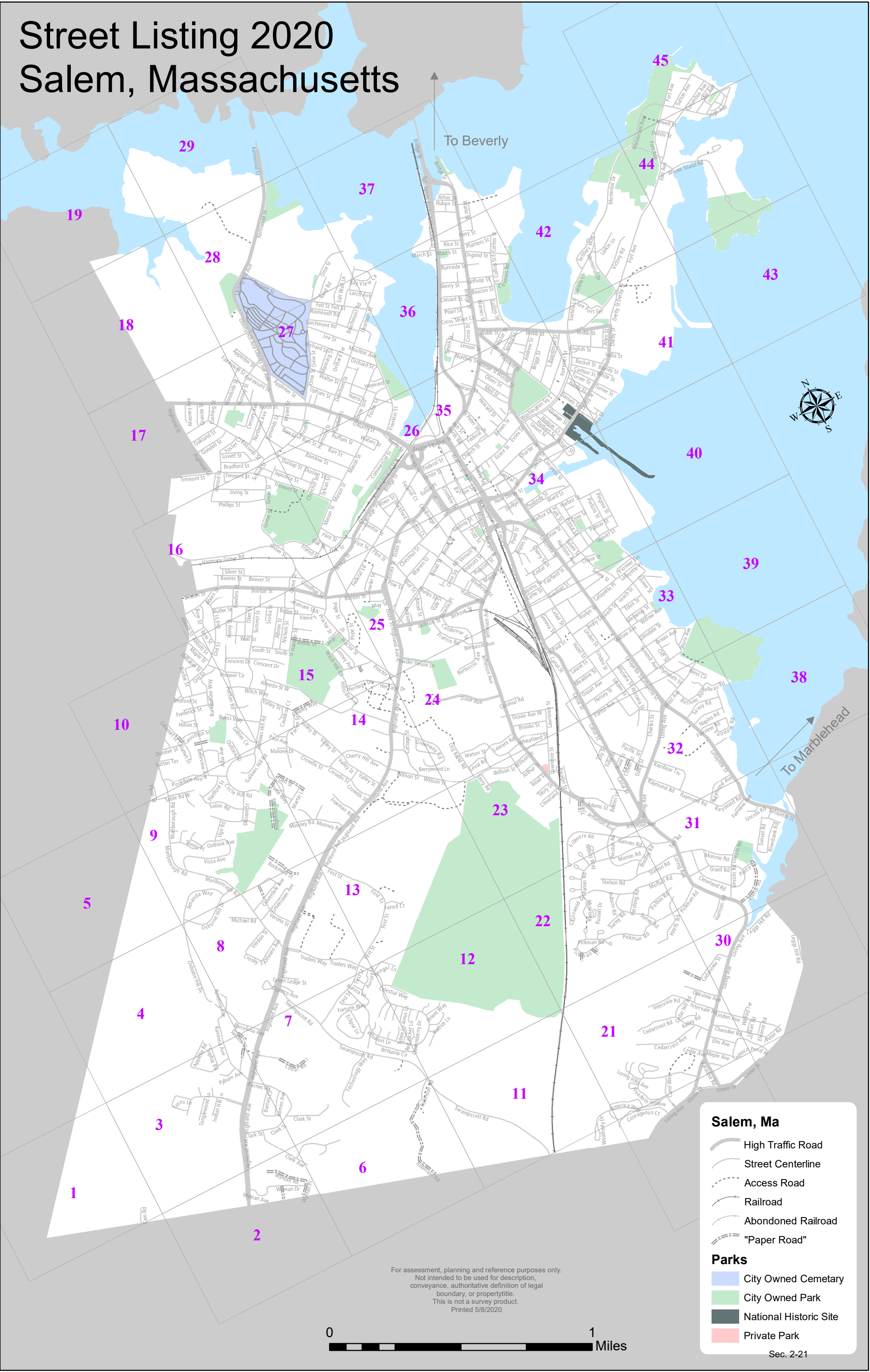
South Campus: This City partnered with Salem State University to support DCAMM's development of a request for proposals for the redevelopment of the South Campus as the University consolidates its footprint to its North and Central Campuses. The redevelopment of the 21.5 acres site will be informed by the community vision completed by Sasaki Associates in April 2020.

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.

Historic Preservation Plan Update: In 2015, the City completed the Historic Preservation Plan Update. The preservation plan is used to prioritize local preservation efforts. Historic preservation is a key community value and tied to the economic success of the City.

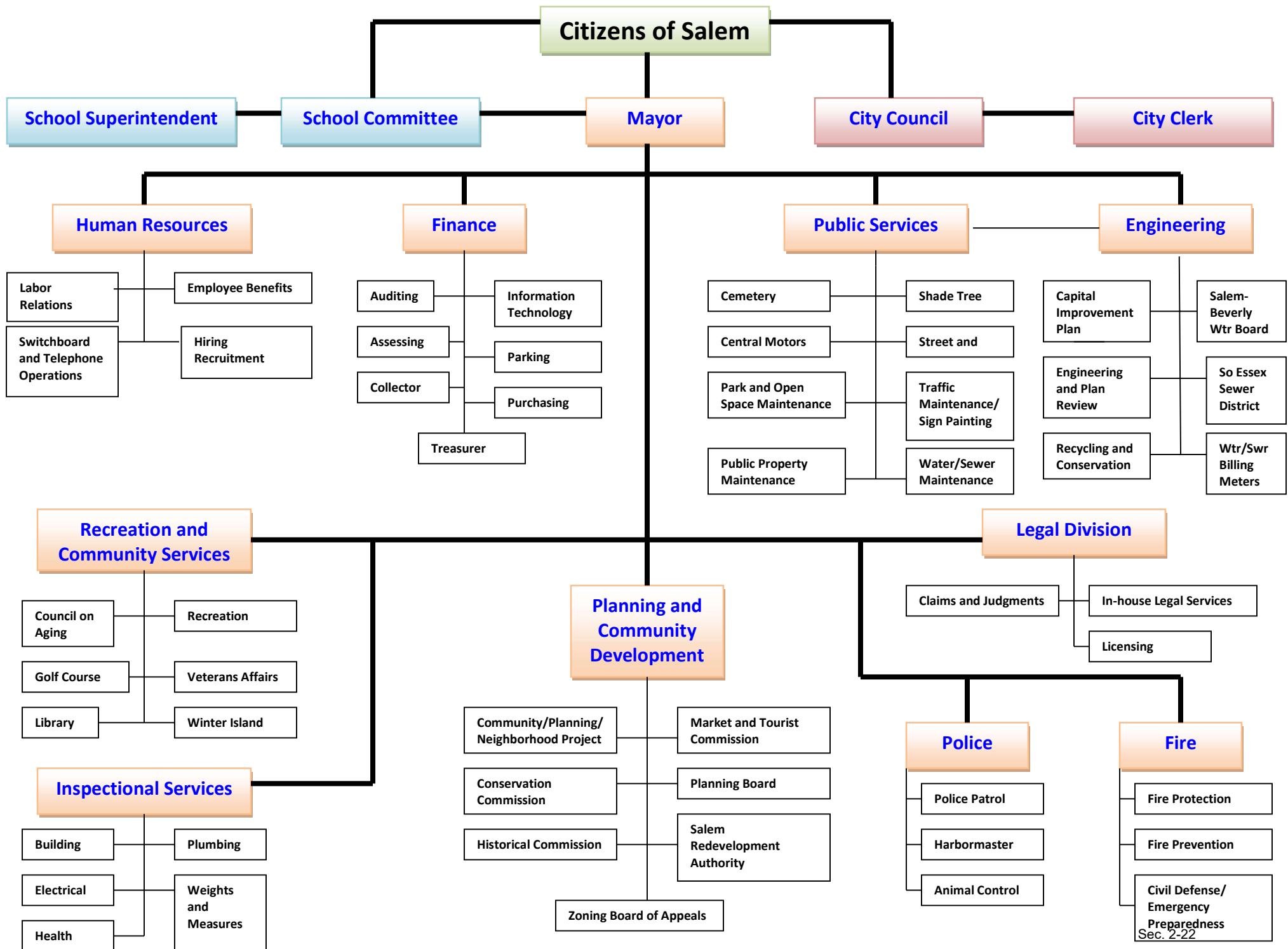
Street Listing 2020

Salem, Massachusetts



For assessment, planning and reference purposes only.
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	mayor@saalem.com
-------	--------------------------	--------------	--------------------------------------------------------

LEGISLATIVE DIVISION

City Clerk	Ilene Simons	978-619-5610	isimons@saalem.com
------------	--------------	--------------	------------------------------------------------------------

FINANCE DIVISION

Assessors	Stephen Cortes (Acting)	978-619-5607	scortes@saalem.com
Collector	Bonnie Celi	978-619-5620	bceli@saalem.com
IT/GIS	Matthew Killen	978-619-5645	mkillen@saalem.com
Finance	Anna Freedman	978-619-5625	afreedman@saalem.com
Parking Department	David Kucharsky	978-745-8120	dkucharsky@saalem.com
Purchasing	Tom Watkins	978-619-5695	twatkins@saalem.com
Treasurer	Kathleen McMahon	978-619-5635	kmcmahon@saalem.com

LEGAL DIVISION

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

HUMAN RESOURCE DIVISION

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

FIRE DIVISION

Fire	Alan Dionne	978-744-6990	ADionne@Salem.com
------	-------------	--------------	----------------------------------------------------------

POLICE DIVISION

Police	Chief Lucas Miller	978-744-0171	lmiller@salempr.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
Electrical	John Giardi	978-745-6300	jgiardi@saalem.com
Health	David Greenbaum	978-619-5656	dgreenbaum@saalem.com

Organizational Summary-Department Heads

PLANNING & COMMUNITY DEVELOPMENT DIVISION

Planning	Tom Daniel	978-619-5686	tdaniel@salem.com
----------	------------	--------------	----------------------------------------------------------

PUBLIC SERVICES DIVISION

Public Services - Snow & Ice Water & Sewer Enterprise	David Knowlton	978-744-3302	dknowlton@salem.com
----------------------------------------------------------	----------------	--------------	--------------------------------------------------------------

ENGINEERING DIVISION

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

RECREATION & COMMUNITY SERVICES DIVISION

Recreation	Patricia O'Brien	978-744-0180	pobrien@salem.com
Council On Aging	Teresa Arnold	978-744-0924	tarnold@salem.com
Library	Tara Mansfield	978-744-0860	tmansfield@salem.com
Veterans	Kim Emerling	978-745-0883	kemerling@salem.com

EDUCATION DIVISION

School	Stephen Zrike, Superintendent	978-740-1212	szrike@salemk12.org
--------	-------------------------------	--------------	--------------------------------------------------------------

DLS At A Glance Report for Salem

Socioeconomic	
County	ESSEX
School Structure	K-12
Form of Government	COUNCIL AND ALDERMAN
2015 Population	42,869
2020 Labor Force	23,952
2020 Unemployment Rate	7.40
2017 DOR Income Per Capita	31,153
2009 Housing Units per Sq Mile	2310.39
2018 Road Miles	100.77
Population)	126,083
Number of Registered Vehicles (2015)	28,752
2012 Number of Registered Voters	28,481

Bond Ratings	
Moody's Bond Ratings as of August 2020*	
Standard and Poor's Bond Ratings as of July 2020*	AA

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

Fiscal Year 2020 Esimated Cherry Sheet Aid	
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

Fiscal Year 2021 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	5,442,241,557	75,102,933	13.80
Open Space	0	0	0.00
Commercial	592,716,641	16,358,979	27.60
Industrial	323,387,300	8,925,489	27.60
Personal Property	250,492,890	6,913,604	27.60
Total	6,608,838,388	107,301,005	

Fiscal Year 2021 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	107,301,006	59.51
State Aid	34,399,470	19.08
Local Receipts	31,076,730	17.23
Other Available	7,540,988	4.18
Total	180,318,194	

Fiscal Year 2021 Proposition 2 1/2 Levy Capacity	
New Growth	1,649,602

Override	
Debt Exclusion	
Levy Limit	111,930,861
Excess Capacity	4,629,856
Ceiling	165,220,960
Override Capacity	53,290,099

Other Available Funds		
FY2020 Free Cash	FY2019 Stabilization Fund	FY2021 Overlay Reserve
7,638,739		832,919

Fiscal Year 2021 Average Single Family Tax Bill**	
Number of Single Family Parcels	4,987
Assessed Value of Single Family	439,951
Average Single Family Tax Bill	6,071

State Average Family Tax Bill	
Fiscal Year 2018	5,786
Fiscal Year 2019	6,021
Fiscal Year 2020	6,244

Salem issues tax bills on a Quarterly basis

**For the communities granting the Residential or Senior exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY2020, those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Hopkinton, Malden, Nantucket, Provincetown, Reading, Somerset, Somerville, Sudbury, Tisbury, Truro, Waltham, Watertown and Wellfleet. Therefore, the average single family tax bill information in this report will be blank.

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

Total Revenues and Expenditures per Capita						
	General Fund	Revenue	Projects	Funds	Revenue	Total All Funds
Revenues	3,537.5	666.3	10.1	389.0	25.4	4,628.4
Expenditures	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

Demographics

Profile of General Demographic Characteristics

Geographic Area: Salem, Massachusetts

Subject	2010		2020		Change	
	Number	Percent			Number	Percent
Total Population	41,340	100.0%	43,033	100.0%	1,693	
Sex and Age						
Male	19,233	46.5%	19,561	45.5%	328	-1.07%
Female	22,107	53.5%	23,472	54.5%	1,365	1.07%
Median Age (years)	37.6		37.0		1	
18 years and over	33,612	81.3%	36,023	83.7%	2,411	2.40%
Male	15,299	37.0%	16,183	37.6%	884	0.60%
Female	18,313	44.3%	19,840	46.1%	1,527	1.81%
21 years and over	31,131	75.3%	33,763	78.5%	2,632	3.15%
62 years and over	6,754	16.3%	8,327	19.4%	1,573	3.01%
65 years and over	5,342	12.9%	6,917	16.1%	1,575	3.15%
Male	2,135	5.2%	2,630	6.1%	495	0.95%
Female	3,207	7.8%	4,287	10.0%	1,080	2.20%
Race alone or in combination with one or more other races.						
White	34,826	84.2%	35,538	82.6%	712	-1.66%
Black or African American	2,694	6.5%	3,684	8.6%	990	2.04%
American Indian and Alaska native	434	1.0%	437	1.0%	3	-0.03%
Asian	1,344	3.3%	1,474	3.4%	130	0.17%
Native Hawaiia and other Pacific Islander	97	0.2%	236	0.5%	139	0.31%
Some other race	3,455	8.4%	3,565	8.3%	110	-0.07%
Hispanic or Latino (of any race)	6,465	15.6%	7,710	17.9%	1,245	2.28%
Not Hispanic or Latino	34,875	84.4%	35,323	82.1%	448	-2.28%
White alone	33,694	81.5%	30,955	71.9%	-2,739	-9.57%

Source: US Census Bureau, Census 2010, Census 2020

Principal Employers

Current Year and Nine Years Ago

Employer	Nature of Business	2021			2012		
		Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
North Shore Medical Center	Healthcare	3,254	1	16.3%	3,240	1	15.0%
City of Salem	Municipal Government	1,665	2	8.3%	1,414	3	6.5%
Salem State University	Higher Education	1,195	3	6.0%	1,506	2	7.0%
Commonwealth of Massachusetts	State Government	463	4	2.3%	344	6	1.6%
Market Basket	Food Market	435	5	2.2%	350	5	1.6%
Salem Five Savings	Banking	370	6	1.9%	275	7	1.3%
Excelitas Technologies	Technology	212	7	1.1%	-	-	-
Home Depot	Retail	200	8	1.0%	233	9	1.1%
Walmart	Retail	190	9	1.0%	-	-	-
Peabody Essex Museum	Cultural/Tourism	180	10	0.9%	-	-	-
Shaughnessy	Health Care	-	-	-	560	4	2.6%
Grosvenor Park Nursing Center	Health Care	-	-	-	250	8	1.2%
Salem YMCA	Social Service Agency	-	-	-	166	10	0.8%
		<u>8,164</u>		<u>40.8%</u>	<u>8,338</u>		<u>38.6%</u>

Source: The City Planning Department

In past years the City was excluded from the Principal Employers table.

Salem's Top Taxpayers

<i>Rank 2020</i>	<i>Rank 2021</i>	<i>Company Name</i>	<i>Nature of Business</i>	<i>Total Assessed Valuation Fiscal Year 2021</i>	<i>Total Taxes Paid</i>	<i>%Total Levy</i>
1	1	Footprint Power Salem	Power Plant-Industrial	185,511,300	\$5,120,111.88	4.772
2	2	New England Power Co.	Personal Property	72,722,390	\$2,007,137.96	1.871
5	3	Mass Electric	Personal Property	56,526,400	\$1,560,128.64	1.454
3	4	Prime Storage Shetland, LLC	Industrial & Commercial	53,971,600	\$1,489,616.16	1.388
4	5	National Grid	Personal Property -Industrial	50,296,810	\$1,388,191.96	1.294
7	6	Bell Fund V	Apartments	64,992,800	\$896,900.64	0.836
6	7	Algonquin Gas Transmission Co	Industrial & Commercial	29,685,300	\$819,314.28	0.764
8	8	Highlander Plaza	Commercial Property	29,175,400	\$805,241.04	0.750
12	9	RCG, total properties	Apartments and Comm	32,632,400	\$662,433.11	0.617
10	10	Princeton Crossing Apartments	Apartments	47,338,500	\$653,271.30	0.609
9	11	MIREF Hawthorne, LLC	Apartments	47,036,400	\$649,102.32	0.605
13	12	Second Pickwick Trust	Commercial Property	19,424,600	\$536,118.96	0.500
11	13	Bell Fund VI	Apartments	37,646,000	\$519,514.80	0.484
	14	Dodge Area LLC/Maine Course Hospitality	Hotel	17,811,700	\$491,602.92	0.458
14	15	Home Depot	Commercial Property	13,846,600	\$382,166.16	0.356
	16	DSF Salem Flint LLC	Apartments	13,368,800	\$368,978.88	0.344
	17	Iron Bar LLC	Apartments and Comm	12,313,500	\$339,852.60	0.317
	18	North River Canal LLC	Apartments and Comm	11,049,200	\$304,957.92	0.284
15	19	New Creek II LLC/Ballard Group	Commercial Property	11,020,900	\$304,176.84	0.283
16	20	Rt 107 Salem Assoc-Walmart bld	Commercial Property & PP	9,604,600	\$265,086.96	0.247
				815,975,200	19,563,905.33	18.23