STUDY OVERVIEW
SCHEDULE

Month 1: Goal Setting
Month 2: Background/Analysis
Month 3: Development Options
Month 4: Draft & Final Report
Month 5: Workshop
Month 6: Workshop
Month 7: Workshop
Month 8: Workshop
Month 9: Workshop

Workshop Workshop Workshop Workshop Workshop

Public Meeting Public Meeting

Goal Setting Background/Analysis Development Options Draft & Final Report
STUDY GOALS & OBJECTIVES

• Participation of Consultants, Stakeholders, City & Public
• Determine Dominion’s Intent
  • Cost of Compliance/Plant & Site Assessment
  • Energy Market Needs (ISO-NE)
  • Cost of Alternative Energy
  • Cost of Demolition
• Identify Development Constraints & Advantages
• Identify Types of Potential Development
• Determine Economic Viability of Development
• Determine Future Impact of Development on Community
• Provide Framework for Future Development
TONIGHT’S AGENDA

Study Overview
Development Challenges
Community Response
Understanding Scale
Land Use Options
Development Strategies
Smart Plan
Final Report
Public Comments
Closing Remarks
DEVELOPMENT CHALLENGES REVIEW

THIRD PARTY OWNERSHIP
TAX GENERATION
JOBS
LANDSIDE ACCESS/TRAFFIC
ZONING / CITY / COMMUNITY
CHAPTER 91/DESIGNATED PORT AREA (DPA)
ADJACENCY TO SUBSTATION/SESD
DEVELOPMENT TIMEFRAME
MARKET DEMAND/ ECONOMIC VIABILITY
COST AND OTHER IMPACTS OF DEVELOPMENT
COST OF CLEAN-UP
COST OF CLEAN-UP
EXISTING SITE PLAN

Salem Common

Derby Street

Fort Avenue

Retention Basins

Coal Pile

Coal Pile Runoff Pond

PLANT
Fan House
Boiler Room
Turbine Room
UNIT 1 - Coal-Fired 82MW
UNIT 2 - Coal-Fired 80MW
UNIT 3 - Coal-Fired 150MW
UNIT 4 - Oil-Fired 433MW

TOTAL OUTPUT 745MW
SITE REMEDIATION

KEY POINTS REGARDING SITE REMEDIATION COSTS

• No Phase I or II Environmental Studies have been completed. Difficult to estimate without these studies.

• No major known outstanding site clean-up issues documented on Commonwealth of Massachusetts DEP web-site.

• Western tanks to be demolished by owner within one year after closing.

• Site clean-up could be in the $5 million to $20 million range (not including building demolition).

• Level of clean-up costs varies with type of future redevelopment.
BUILDING DEMOLITION

KEY POINTS REGARDING BUILDING DEMOLITION COSTS

- Precedent demolition costs for similar facilities are limited.

- Assumption based on experience, regional variations, assumed quantity takeoffs, and visual tour.

- Asbestos and lead abatement cost will be significant, and we have allotted $10 million for abatement.

- Assuming no implosion due to adjacency to residential area.

- Salvage value (for steel/copper) varies significantly based on current market prices and availability of willing buyer. We have estimated $20 million to $25 million for salvage based on current market prices.
Estimated cost of demolition and site remediation of the entire Salem Harbor Power Station would be approximately $75 million, with a likely range from $60 to $85 million when considering regional premiums, adjacency to residential and historic properties, contingencies, and credit for salvage value.
KEY POINTS REGARDING BUILDING DEMOLITION COSTS

Cost of demolition and site remediation of coal-fired power plants are in the range of $75,000 - $100,000 per megawatt of capacity according to the American Clean Skies Foundation.

Applied to Salem Harbor Power Station:

**HIGH:** \( 745 \text{ MW} \times \frac{100,000}{\text{MW}} = \$74.5 \text{ million} \)

**LOW:** \( 745 \text{ MW} \times \frac{75,000}{\text{MW}} = \$55.9 \text{ million} \)
COMMUNITY RESPONSE
COMMUNITY RESPONSE TO QUESTION #1
“What are your priorities for redevelopment?”

- Site Remediation: Av. Score 1.72
- Tax Revenue: Av. Score 2.55
- Public Waterfront Access: Av. Score 2.64
- Minimize Traffic: Av. Score 3.25
COMMUNITY RESPONSE TO QUESTION #2
“Rank the different uses you’d like to see on site”

<table>
<thead>
<tr>
<th>Use</th>
<th>Avg Score</th>
<th># of Responses</th>
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</thead>
<tbody>
<tr>
<td>EXPANDED PORT</td>
<td>3.39</td>
<td>51</td>
</tr>
<tr>
<td>RENEWABLE ENERGY</td>
<td>3.48</td>
<td>54</td>
</tr>
<tr>
<td>MARINE FACILITY</td>
<td>3.74</td>
<td>46</td>
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<tr>
<td>TOURISM</td>
<td>4.52</td>
<td>42</td>
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<tr>
<td>OPEN SPACE</td>
<td>4.66</td>
<td>41</td>
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<tr>
<td>COMMERCIAL</td>
<td>4.88</td>
<td>41</td>
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<tr>
<td>JOBS</td>
<td>4.89</td>
<td>45</td>
</tr>
<tr>
<td>NATL GAS TRANSMISSION</td>
<td>5.35</td>
<td>46</td>
</tr>
<tr>
<td>TAX REVENUE</td>
<td>5.78</td>
<td>37</td>
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<tr>
<td>RESIDENTIAL</td>
<td>6.56</td>
<td>34</td>
</tr>
</tbody>
</table>

HIGH  

LOW
UNDERSTANDING SCALE
UNDERSTANDING SCALE
62 ACRE INDUSTRIAL SITE ON SALEM’S WATERFRONT
UNDERSTANDING SCALE
53 ACRES OF POTENTIAL DEVELOPMENT

EASEMENTS + 50 FT BUFFER
UNDERSTANDING SCALE

COMPARING THE SITE WITH TWO SALEM NEIGHBORHOODS

CBD
52 ACRES

DERBY ST NEIGHBORHOOD
52 ACRES

DEVELOPMENT SITE
53 ACRES
UNDERSTANDING SCALE

1,900,000 SQUARE FEET OF NEW COMMERCIAL/OFFICE DEVELOPMENT

SITE DEVELOPED AS A NEW MIXED-USE "DOWNTOWN" WOULD LIKELY TAKE DECADES FOR THE MARKET TO ABSORB
UNDERSTANDING SCALE
900 NEW HOMES (SMALL-SCALE RESIDENTIAL)

A NEW NEIGHBORHOOD THE SIZE OF DERBY STREET NEIGHBORHOOD WOULD LIKELY TAKE DECADES FOR THE MARKET TO ABSORB.
Physical Constraints on Site
SITE ACCESS

Land access challenges / limitations

Trolley Route

Main Roads

Existing Harborwalk

Proposed Harborwalk

DPA Channel
Land access challenges / limitations

SITE ACCESS

- Average Daily Traffic
  - Rte. 1A
  - Bridge St. Bypass (Rte. 107)
  - One-way street
  - Discontinued rail spur
  - Chapter 91 Boundary
  - Study Area Boundary

- Access to Rte 128: 2 mi. north via 1A
- New Salem-Beverly bridge and Bridge St. Bypass have capacity, but
- Other segments of Rte. 1A are at or over capacity
- Derby St. is one-way, one-lane

Access to Rte 128: 2 mi. north via 1A
New Salem-Beverly bridge and Bridge St. Bypass have capacity, but
Other segments of Rte. 1A are at or over capacity
Derby St. is one-way, one-lane
What uses on the site would MULTIPLY VALUE and take advantage of sea-based inflows and outflows of goods and people?
Existing Commercial Zones

- Central Business District
- Derby Street Commercial Corridor
- Transmission & Substation Easement
- SESD
- DPA Channel
- Existing Harborwalk
- Proposed Harborwalk
- Temporary Harborwalk
Commercial Zones and Commercial Edge

- Existing Harborwalk
- Propose Harborwalk
- Temporary Harborwalk

- Central Business District
- Derby Street Commercial Corridor
- Blaney Street Promenade – Commercial Zone
- Transmission & Substation Easement
- SEDS
- Salem Ferry
- DPA Channel
Industrial Access & Shoreline Edge

- Existing Harborwalk
- Proposed Harborwalk
- Temporary Harborwalk
- Transmission & Substation Easement
- SESD
- Central Business District
- Derby Street Commercial Corridor
- Blaney Street Promenade – Commercial Zone
- Industrial Access
- DPA Channel
- Salem Ferry
Industrial Use Proposed on Site

- Existing Harborwalk
- Proposed Harborwalk
- Temporary Harborwalk
- Transmission & Substation Easement
- SESD
- Industrial Use
- Industrial Access
- Derby Street Commercial Corridor
- Blaney Street Promenade – Commercial Zone
- DPA Channel
- Salem Ferry

Central Business District

559x157
Spatial Options

1. Prioritize industrial development

2. Prioritize industrial development with a commercial edge along Blaney St.

3. Maximum flexibility for future commercial development while maintaining industrial access
Spatial Options

1. Flexible block framework
2. Potential for commercial and industrial development
3. Preserve industrial access
4. Prioritize the public realm and pedestrian movement
POTENTIAL LAND USES

- **MARINE INDUSTRIAL**
  - Cruise ships/terminal
  - Manufacturing (Value-added; Lay-down facility/fabrication for wind turbine)
  - Ship building
  - Fishing (Commercial)
- **ALTERNATIVE ENERGY** (Wind, Solar, Natural Gas)
  - SESD Expansion
- **HIGHER EDUCATION / RESEARCH**
- **MARINA** (Commercial/Recreational)
- **PARK / OPEN SPACE**
- **TOURISM** (Resort/Hotel)
- **COMMERCIAL / OFFICE / RETAIL**
- **RESIDENTIAL**
LAND USE OPTIONS: CRUISE INDUSTRY
Cruise Industry in the Northeast: Destinations
There is a strong interest in promoting Salem as a cruise destination.

A typical passenger visiting a US port will spend roughly $135 per day.

For passengers aboard smaller ships (such as Salem will attract), focus is on “authentic experiences.”

“Walkability” to sights and Downtown Salem

Blaney Street expansion plans
Day Tourism from Boston
Neighboring Land Uses

- Boston
- To Salem
- To Provincetown
- Thompson Island
- Spectacle Island
- Lovells Island
- Georges Island
- Paddock's Island
- Hull
- Bumpkin Island
- Grape Island
- Quincy
- Hingham
LAND USE OPTIONS
MARINE RELATED INDUSTRIAL USES (SHIP-BUILDING, ETC)
LAND USE OPTIONS:
FISHING INDUSTRY: JODREY STATE PIER, GLOUCESTER
8 Acre site contains:

- 5,000 sf office building
- 50,000 sf fish processing facility
- 40,000 sf freezer facility

Approximately 5 acres water accommodates...

- 54 boats up to 100’ long
- 3 boats up to 145’ long
Advantages to considering a similar facility in Salem

- Relies heavily on marine transportation
- Promotes a healthy marine industrial economy
- Continues the strong regional tradition of the fishing industry
- Creates long-term employment opportunities

Challenges to considering a similar facility in Salem

- Relies heavily on land-side transportation
- Requires several smaller vessels rather than taking advantage of the deep water channel for larger vessels
ALTERNATIVE ENERGY GENERATION

ENERGY GENERATION

EXISTING SITE: 745 MW
NATURAL GAS: 750 MW
WIND: 10 MW
SOLAR PHOTOVOLTAIC: 11 MW

LAND AREA

EXISTING SITE: 53 AC
NATURAL GAS: 53 AC
WIND: 53 AC
SOLAR PHOTOVOLTAIC: 53 AC
Wind Energy - Component Manufacturing
Possible to generate 10 MW of energy on 53 acres

2 MW turbine in Lewes, Delaware (Source: Flickr user J3 [Photo])

- 300-foot spacing for 2 MW towers
- Height range: 200-300 feet
- Local noise impacts within 0.6 miles
- Site suitability and impact analysis required
- 1 MW of wind power could supply electricity to 240-300 homes per year*

source: American Wind Energy Association
The U.K. and Germany lead offshore wind production, but energy policy supports greater U.S. research & investment. Power generation potential not linked to land surface area.

**Wind Energy**

- **Existing**: 745 MW
- **Projected**: 450 MW* at Cape Wind

*Projected energy at Cape Wind.
LAND USE OPTIONS
TRANSMIT STATION FOR OFF-SHORE WIND FARM

- Minimal land area consumption
- Site connects to submarine transmission lines from the turbines and then upland to NSTAR’s existing electric’s ROW
- Seawall constructed above ground with remaining infrastructure below
- Underground landfall transition vaults
- Vaults are 8’ x 35’; 10’ below ground
- Upland transmission lines in existing utilities corridor

Submarine lines to wind farm
Underground conduit to switching station, Yarmouth, MA

Cape Wind landfall location: Yarmouth, MA
LAND USE OPTIONS
LAYDOWN / FABRICATION FOR WIND TURBINES

New Bedford Marine Commerce Terminal
- 200 jobs expected
- 1,200 LF bulkhead with deep water access
- Attracts additional marine industries to area
- Docking for turbine parts delivery & barges to transport components to installation area, lay down space
- Construction cost - $35 million (state, federal, and city resources)
Offshore Wind Energy Facilities

- Typically contain 60 – 150 turbines
- Each turbine typically generates 3-5 MW
- Components can be assembled on-site or on land
- Projected European growth can not be supported by existing facilities – all of which are in Europe

What is the potential synergy between off-shore wind presence, manufacturing ability, proximity to research institutions, and potential for renewable energy demonstration / production to draw tourists?
<table>
<thead>
<tr>
<th>Port</th>
<th>Protected Harbor</th>
<th>Channel Depth</th>
<th>Horizontal Clearance</th>
<th>Overhead Clearance</th>
<th>24/7 Exclusive use?</th>
<th>Berth Length</th>
<th>Upland Area</th>
<th>Rail / Hwy access?</th>
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<tbody>
<tr>
<td>Salem (Dominion)</td>
<td>Yes</td>
<td>32’</td>
<td>280’</td>
<td>No vertical Obstruction</td>
<td>Yes</td>
<td>Yes</td>
<td>580’</td>
<td>Up to 45 acres</td>
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<tr>
<td>Gloucester</td>
<td>Yes</td>
<td>16-19’</td>
<td>200’</td>
<td>No vertical Obstruction</td>
<td>No</td>
<td>No</td>
<td>1400’</td>
<td>7.8 acres</td>
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<tr>
<td>Boston</td>
<td>Yes</td>
<td>40’-45’</td>
<td>430’</td>
<td>No vertical Obstruction</td>
<td>Yes</td>
<td>Yes</td>
<td>1800’</td>
<td>14-17 acres</td>
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<tr>
<td>Fore River (Ship Yard)</td>
<td>Yes</td>
<td>32’</td>
<td>175’</td>
<td>175’</td>
<td>Yes</td>
<td>Yes</td>
<td>800’</td>
<td>111 acres</td>
</tr>
<tr>
<td>Fall River (Mount Hope Bay)</td>
<td>Yes</td>
<td>40’</td>
<td>400’</td>
<td>135’</td>
<td>Yes</td>
<td>No</td>
<td>620’</td>
<td>7 acres</td>
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<tr>
<td>New Bedford</td>
<td>Yes</td>
<td>30’</td>
<td>150’</td>
<td>No vertical Obstruction</td>
<td>Yes</td>
<td>Yes</td>
<td>1600’</td>
<td>10+ acres</td>
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</table>

Fields in red do not meet minimum recommendations

Salem meets all physical port requirements with exception of adequate landside access.
LAND USE OPTIONS

A SOLAR ENERGY PLANT ON THE SITE COULD GENERATE APPROXIMATELY 11 MW OF ENERGY

WMEC’s South Lake solar facility in Pittsfield, MA
(Source: American Capital Energy)

ON-SITE SOLAR ENERGY GENERATION
53 ACRES

DEVELOPMENT SITE
53 ACRES
Possible to generate 750 MW of energy on 10-15 acres
LAND USE OPTIONS
SCENARIO: MARINE USES AND NATURAL GAS POWER GENERATION
LAND USE OPTIONS
SCENARIO: MARINE USES, NATURAL GAS POWER GENERATION, AND SESD EXPANSION
Evaluated Two New Power Plant Configurations

“Baseload” Natural Gas-Fired Combined Cycle (400 MW)

“Peaker” Natural Gas-Fired Combustion Turbine (510 MW)

Numerous Scenarios Studied:
* Financing (Municipal v. Merchant)
* Revenue (Energy/Capacity/Ancillary Market Products)
  - High, Base, Low
* Expenses (Fuel-Nat. Gas)
  - High, Base, Low
* Cost for Clean-Up ($75 million to Zero)
NATURAL GAS COMBINED CYCLE OPTION

Natural Gas Fired Combined Cycle (Merchant Owner)
- Discount Rate - 7.6%
- Investment Bank Financing
- 80/20 Debt to Equity
- Did Not Consider “Creative Financing” Structures

Base Case Results (with NO Clean up Costs)
- Poor Economic Results
- Long Payback (~20 years)
- Low Rates of Return (<7%)

Best Economic Results Required Both
- High Energy Prices; and
- Low Natural Gas Prices
- Low Probability Conditions
NATURAL GAS COMBINED CYCLE OPTION

Natural Gas-Fired Combined Cycle (Municipal Owner)
- Discount Rate - 5.0%
- Bond Market Financing
- 80/20 Debt to Equity
- Did Not Consider “Creative Financing” Structures

Base Case (with NO Clean up Costs)
- Appear Feasible
- 7 Year Payback
- Reasonable Rate of Return (~14%)

Base Case with $75M Clean up Borderline (Marginal)

Best Economic Results Required Both
- High Energy Prices; and
- Low Natural Gas Prices
- Low Probability Conditions
Natural Gas-Fired Combustion Turbine Peaker (510 MW)

All Cases Failed Economic Screening
- Payback > 35 years
- Negative NPV
- No IRR

Stress tested capital cost assumptions but Peaker still didn’t screen in either merchant or municipal case
- Removed $1M gas pipeline expansion costs
- Removed site clean-up costs

Peaker economics did not make sense at the site in the analysis:
- Based on Current Market Rules
- Assuming No “Creative Financing”
LAND USE OPTIONS
HIGHER EDUCATION/RESEARCH

WOODS HOLE OCEANOGRAPHIC INSTITUTE
FALMOUTH, MA
62 ACRES

33-38 AC RES REMAIN
The Charleston Maritime Center is the first of many projects in Charleston's long-range plan to redevelop and revitalize the historic waterfront and provide waters-edge access to its residents and visitors.
Charleston Maritime Center

- 5 acre site
- Integrates a working waterfront with public access and facilities
- 7,400 sf, 2-storey maritime center serves the fishing industry as well as the County Parks and Recreation Department
- Includes fish sorting and packing facilities, a community space, retail fish market, gift shop, and offices
- 25 slips / berths for fishing and recreational boaters
SITE REDEVELOPMENT PRIORITIES

• Comply with regulatory environment
• Replace as much tax revenue as possible
• Provide public waterfront access
• Propose uses for which there is market demand
• Promote a mix of uses that will contribute to a healthy marine industrial/commercial economy at Salem’s waterfront
• Limit strain on roads and land-based infrastructure while taking advantage of water-based infrastructure
• Streamline phasing and implementation so as to maintain functionality on site and minimize adverse impacts
Dominion required to remove 4 large tanks
Baseline condition after tank removal
Likely less difficult to demolish / remediate

Likely more difficult to demolish / remediate
Challenges to development & Land Use

Commercial Trend from the Southwest

More challenging

Less challenging

Industrial Trend from the Northeast
Site organization and phasing

Webb Street: Primary Site Access

Significant Constraints: Intermediate Phase

Fewer Constraints, Clear Program Concept: First Phase

Blaney Street Wharf

Very Significant Constraints: Last Phase
Spatial Strategy

- Commercial Edge Industrial Waterfront (Balanced Approach)
- Open Space and Harbor
- Buildings (4 acres)
- Commercial (3.5 acres)
- Industrial (38 acres)
- Parking (3.5 acres)
Proposed Site Plan
Proposed Site Plan
Street Structure
Pedestrian Connections - Harborwalk

- Existing Harborwalk
- Proposed Harborwalk

Controlled Access

Controlled Access
Public Realm & Open Spaces

- Blaney Street Promenade
- Waterfront Lawn
- Industrial Edge
- Controlled Access
- Jetty

Existing Harborwalk
Proposed Harborwalk
Blaney Street Promenade
View of Blaney Street Wharf - Existing
View of Blaney Street Promenade Proposed
Blaney Street Promenade - Activity

National Harbor
Blaney Street Promenade - Activity
Blaney Street Promenade - Furnishings

Gantry State Park, Queens NY
Transition to Waterfront Lawn

Gantry State Park, Queens NY
Waterfront Lawn – Transition to Industrial Edge

Gantry State Park, Queens NY

Charleston Maritime Center
Industrial Edge

Controlled Access

Controlled Access
Industrial Edge - Controlled Access
Environmental Graphics
Jetty Park

Gantry State Park, Queens NY  
Liberty State Park, NJ
Derby Street Edge - Street Sections

Section A
Section B

Section A – Derby Street Commercial Zone
Section B – Derby Street at Project Site
Derby Street Commercial Zone Existing

- Residential
- Residential
- Commercial
- Parking
- Driving
- Sidewalk

- Residential
- Residential
- Residential
- Commercial
- Parking
- Sidewalk
Derby Street Project Site Existing

- Residential
- Residential
- Residential
- Sidewalk
- Driving
- Parking
- Sidewalk
- Buffer
- Site Boundary
Derby Street Project Site Proposed

- Residential
- Residential
- Residential
- Mixed Use
- Mixed Use
- Commercial

- Sidewalk
- Driving
- Parking
- Sidewalk
- Buffer
- Site Boundary
Potential Land Uses

Mixed Use
- Marine
- Public Park
- Hospitality
- Retail
- Terminal Building
- Culinary Classes
- Recreational & Excursion

Industrial
- Value-Add Manufacturing
- Clean Energy Manufacturing
- Fish Processing
- Boatyard
- Natural Gas Power Generation
- Clean Energy Demonstration

Public / Institutional
- Commercial
- Hotel / Residential (Regulatory Constraints)
Land Use by Blocks - Proposed Development

Mixed Use

Industrial
Proposed Development

- Ferry Harbor Building
- Industrial Block
- DPA Channel
- 250+ Parking Spaces (surface)
- Potential Shared Parking
- 70,000+ GSF Industrial Block
- 90+ Parking Spaces (surface)
- 50+ Parking Spaces (surface)
- 40,000+ GSF
- 55,000+ GSF
- 90+ Parking Spaces
- 250+ Parking Spaces
- 50+ Parking Spaces
- 40,000+ GSF
- 70,000+ GSF
- 55,000+ GSF
Development Options - SmartPlan

- Dynamic tool allows for quick testing of development scenarios
- Measures development scenarios in terms of:
  - Tax revenue
  - Job creation
  - Traffic impacts
  - Other indicators
SmartPlan - Option 1 (Phase 1)

Fiscal Impact
- Fiscal impact of development $1,181,325
- Net after Power plant $(3,568,675)
Net fiscal impact per household: $(203)

Traffic
- Additional PM Peak trips 277
- Additional daily trips 3,585

Residents and Jobs Added
- New Residents 208
- Industrial Jobs 93
- Commercial Jobs 647
Total New Jobs 740

Fiscal Impact
- Deficit

Traffic
- Additional PM Peak trips

Residents and Jobs Added
- New Residents
- Industrial Jobs
- Commercial Jobs

Total New Jobs 740
**SmartPlan – Option 1 (Phase 2)**

**Fiscal Impact**
- Fiscal impact of development: $1,978,699
- Net after Power plant: $(2,771,301)

**Net fiscal impact per household:** $(157)

**Traffic**
- Additional PM Peak trips: 402

**Residents and Jobs Added**
- New Residents: 208
- Industrial Jobs: 226
- Commercial Jobs: 647

**Total New Jobs:** 873

**Mixed Use – Residential over Retail**

**Harbor Building**

**Natural Gas**

**Light Industrial**

**Parking**

**Manufacturing**

**SESD Expansion**
SmartPlan – Option 2 (Phase 1)

**Fiscal Impact**
- Fiscal impact of development: $1,296,728
- Net after Power plant: $(3,453,272)
- Net fiscal impact per household: $(197)

**Traffic**
- Additional PM Peak trips: 281
- Additional daily trips: 3,388

**Residents and Jobs Added**
- New Residents: 74
- Industrial Jobs: 48
- Commercial Jobs: 552
- Total New Jobs: 600
Fiscal Impact
Fiscal impact of development $3,612,071
Net after Power plant $(1,137,929)
Net fiscal impact per household: $(65)

Traffic
Additional PM Peak trips 636
Additional daily trips 5,514

Residents and Jobs Added
New Residents 74
Industrial Jobs 660
Commercial Jobs 552
Total New Jobs 1,212
DEVELOPMENT STRATEGIES MOVING FORWARD

How can the City of Salem use these tools to direct development?

- Street / Block framework provides a flexible base for a variety of uses
- New open spaces and Harborwalk ensure public access to the site, creating a new amenity for Salem
- SmartPlan guides decision-making based on a variety of indicators, including tax revenue and traffic
- The City can take additional measures to limit traffic and increase access to the site
  - Expanded trolley service
  - Enhanced signage and improvements to the Harborwalk
FINAL REPORT

I. INTRODUCTION
II. HISTORY - SITE
III. HISTORY - ENERGY MARKET
IV. DOMINION ACTIVITY IN ENERGY MARKET
V. SITE CLEAN-UP
VI. DEVELOPMENT
VII. CONCLUSIONS
Public Comment
CLOSING REMARKS

Mayor Kimberley D Driscoll

City of Salem, Massachusetts