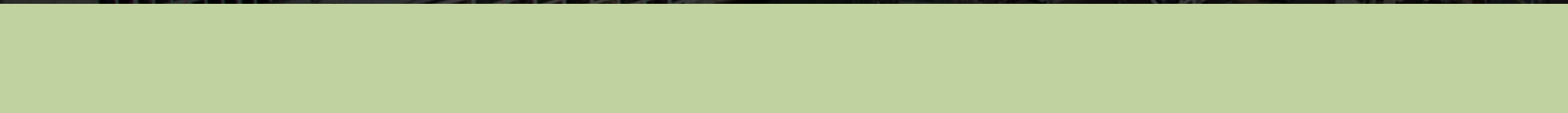




Boston/  
New England

# Salem TAP September 23, 2024

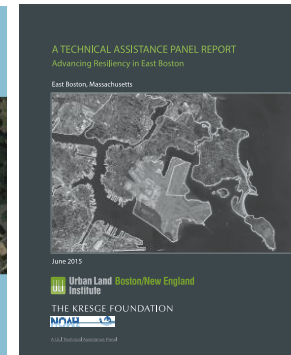


# About ULI – the Urban Land Institute

The Urban Land Institute is a global, member-driven organization comprising nearly 45,000 real estate and urban development professionals dedicated to advancing the Institute’s mission of shaping the future of the built environment for transformative impact in communities worldwide.

## ULI at the local level

Boston/New England District Council covers nearly all of New England with over 1,300 Members—developers, architects, planners, public officials, financiers, students, etc.





# Technical Assistance Panels (TAPs)

ULI Boston/New England is committed to supporting communities in making sound land use decisions and creating better places. A TAP brings together ULI members with a range of professional expertise to provide focused, collaborative consultation to a local government or qualifying non-profit organization.

## TAP Impact on Communities:

- **82%** said their behavior and approach to **Municipal Planning and Economic Development Strategies** was affected
- **67%** said there were **increased municipal investments** related to the stated goals and recommendations of their TAP report.
- **62%** said at least **one key developable asset addressed in their TAP report had been redeveloped consistent with ULI Boston/New England recommendations**

**Final Deliverable – Written report (10 - 12 weeks) will be available at <http://boston.uli.org>**

# PANEL SPONSOR:



# The Panel

## Chair

**Barry Abramson**, Abramson Associates

## Panelists

- **Scott Pollack**, SRPlanning
- **David Gillespie**, AvalonBay
- **James Rather**, SMPDC
- **David Spears**, Michael Baker International
- **Amanda Keefe**, Redgate
- **Katie Moniz**, Fort Point Associates a Tetra Tech Co.
- **Vinod Kalikiri**, VHB
- **Mark Mascia**, Collaborative RED
- **Jason King**, Arrowstreet
- **Aisling Kerr**, Development Consultant
- **Iris Lin**, Halverson Tighe and Bond Studio

## ULI Staff

- **Catherine Rollins**, Director  
ULI Boston/New England
- **Tim Moore**, Manager  
ULI Boston/New England

## TAP Writer

- **Mike Hoban**



# The Process

## Briefing Meeting

Panelists received briefing information from the City of Salem regarding the study area including zoning, past studies, current conditions, etc.

## Site Visit

Panelists toured the Jefferson and Dove Ave corridor

## Stakeholder Interviews

The panelists interviewed community members and public officials to better understand the needs of the neighborhood and the community.



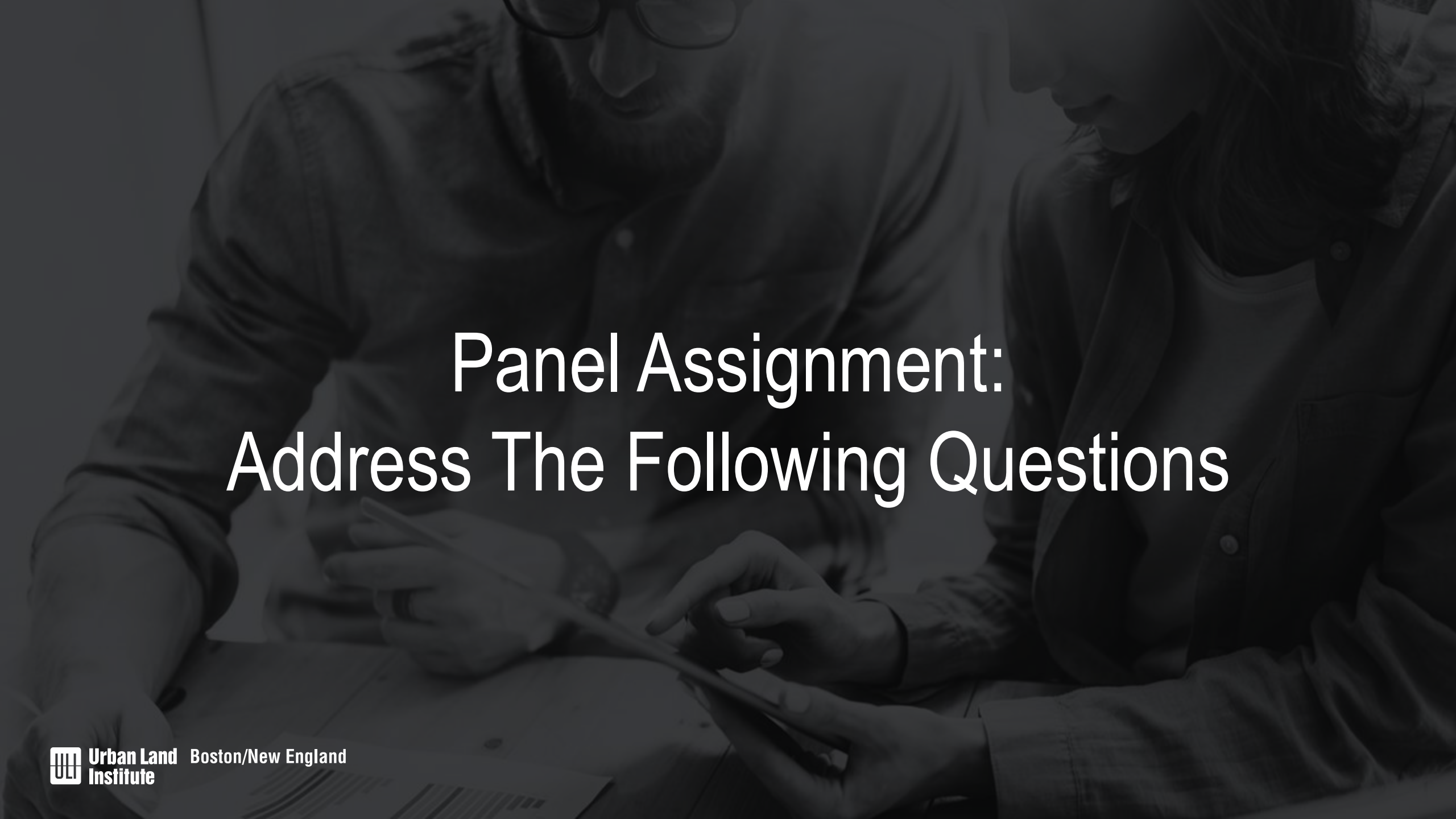
# Study Area –











# Panel Assignment: Address The Following Questions

# Key Questions

- 1. How can the hospital meet its parking needs while allowing redevelopment to occur that could help to address the housing needs that Salem faces? Could the redevelopment support Salem Hospital?**
- 2. What tools can the City of Salem implement to best support the redevelopment of the underutilized areas surrounding the South Salem Commuter Rail Stop (land use policies, infrastructure improvements, public-private partnership, etc.)?**
- 3. The City of Salem will be expected to contribute to the construction cost of the South Salem Commuter Rail Stop. How can the redevelopment of the surrounding area be used to support the construction of the South Salem Commuter Rail Stop? (Value capture, DIF, etc.)**



What did we see?



# Existing Conditions

- Mix of institutional and industrial uses
- Salem State University to the south
- Mass General/Salem Hospital to the west
- Jefferson Ave bisects study area – low to medium traffic collector with frequent curb cuts
- Noticeable grade change west to east
- Industrial uses include light manufacturing, auto repair/autobody, small contractors and Amazon hub facility
- DPW facility along Jefferson Ave is at end of usable life
- Multiple potential EPA Brownfield sites
- Multiple sites with encumbrances – city easement on parcel 24-0117 on Jefferson Ave
- East of tracks has a different context (Canal St), currently difficult to cross between West to East





# Opportunities and Challenges



# Assets and Opportunities

- New Train Station
- Functioning sidewalk grid
- Potential for gradual modal shift
- Proximity to large-scale employer(s)
- Easement from Jefferson Ave to rail corridor
- Corridor lined with underutilized parcels able to be transformed with strategic planning
- Few residential abutters



# Assets and Opportunities

- Potential for improved mobility to stimulate economic growth
- Station to attract new TOD
- Accessibility to jobs, education, healthcare
- High demand for new housing
- Availability of state money for projects that support housing
- City's openness on zoning modifications

# Challenges

- Redeveloping hospital surface lots requires replacement parking, imposing significant cost burden
- Minimum opportunity for paid parking to offset garage capex and operating costs
- The need for investments to create multimodal accommodations on Jefferson
- FAA helipad height restrictions on building new garage on hospital sites
- Flood zone increases the cost of development and limits street activation
- Negotiating the new easement location from Jefferson Avenue to rail corridor

# Challenges

- Disparate ownership of small sites
- Relocation of otherwise viable industrial uses – cost, timing, and lack of alternative locations
- Lack of strategic plan or corridor vision
- Uncertainty around the timing and cost of station
- Managing traffic
- Transmission lines
- The need for extensive infrastructure improvements
- Lack of city leverage on existing surface lots and easements





# Recommendations

# Recommendations

- Start with corridor masterplan from Mill St to Canal St
- Design overlay district that allows redevelopment of corridor as a mix of higher value multi-family while retaining some commercial/light industrial uses
- Overlay zoning to encourage site consolidation and higher value use
- Key potential sites for redevelopment
  - 311 space Jefferson Ave west lot
  - 192 space Jefferson Ave east lot
  - Amazon site
  - DPW site

# Key Potential Sites for Redevelopment

Property	Availability	Flood Zone (Y/N)	Cost Burden
Jefferson West Lot Plus Buchard	Yes	No	Replacement parking
Jefferson East Lot	Yes	Yes	Replacement parking + flood proofing
Amazon  Plus Commercial Condo	10 year lease  Very challenging assemblage	No  No (?)	Relatively high value existing use Ditto
DPW  Plus MBTA Frontage	After DPW relocation  Problematic	Yes  Yes	N/A + flood proofing  ?



# Jefferson East & West TOD



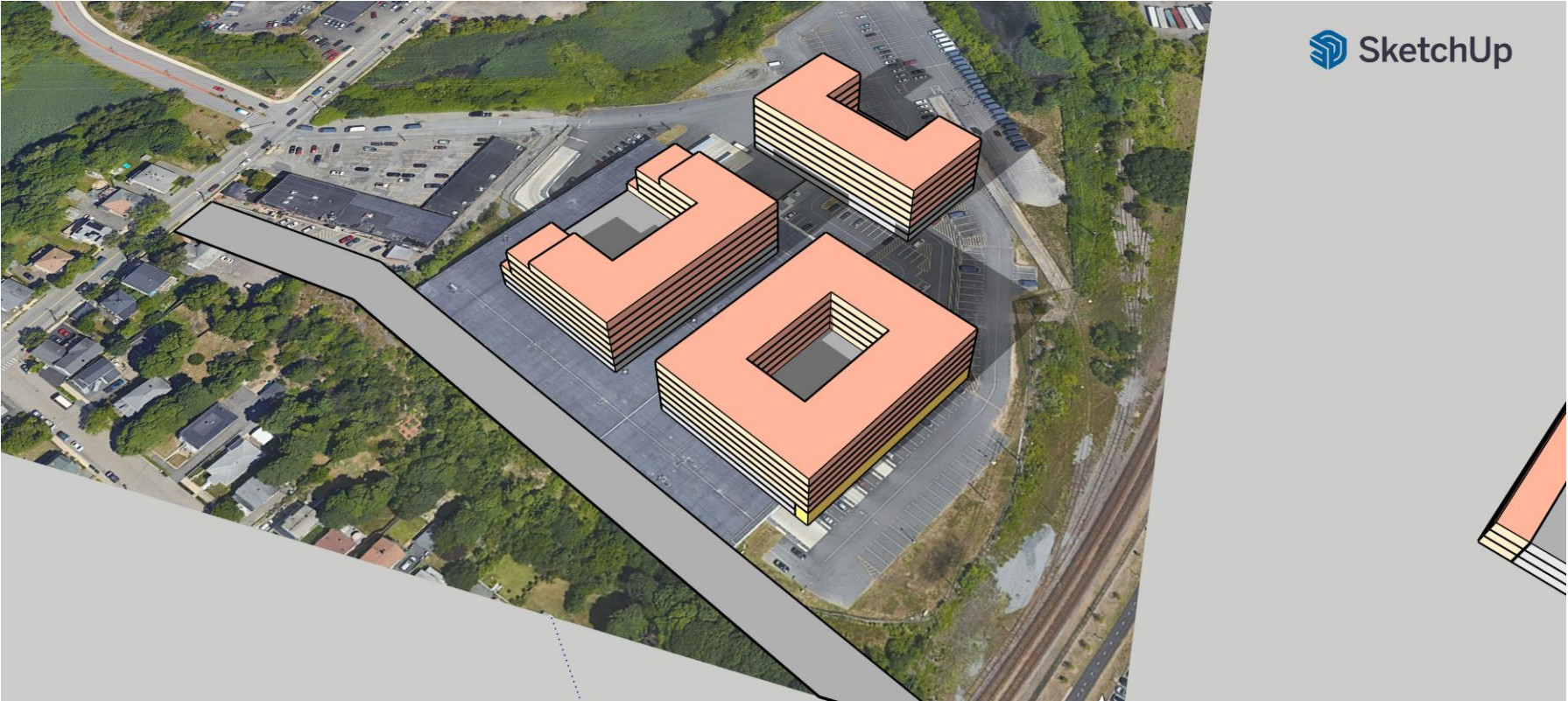


# Jefferson East & West Replacement Parking



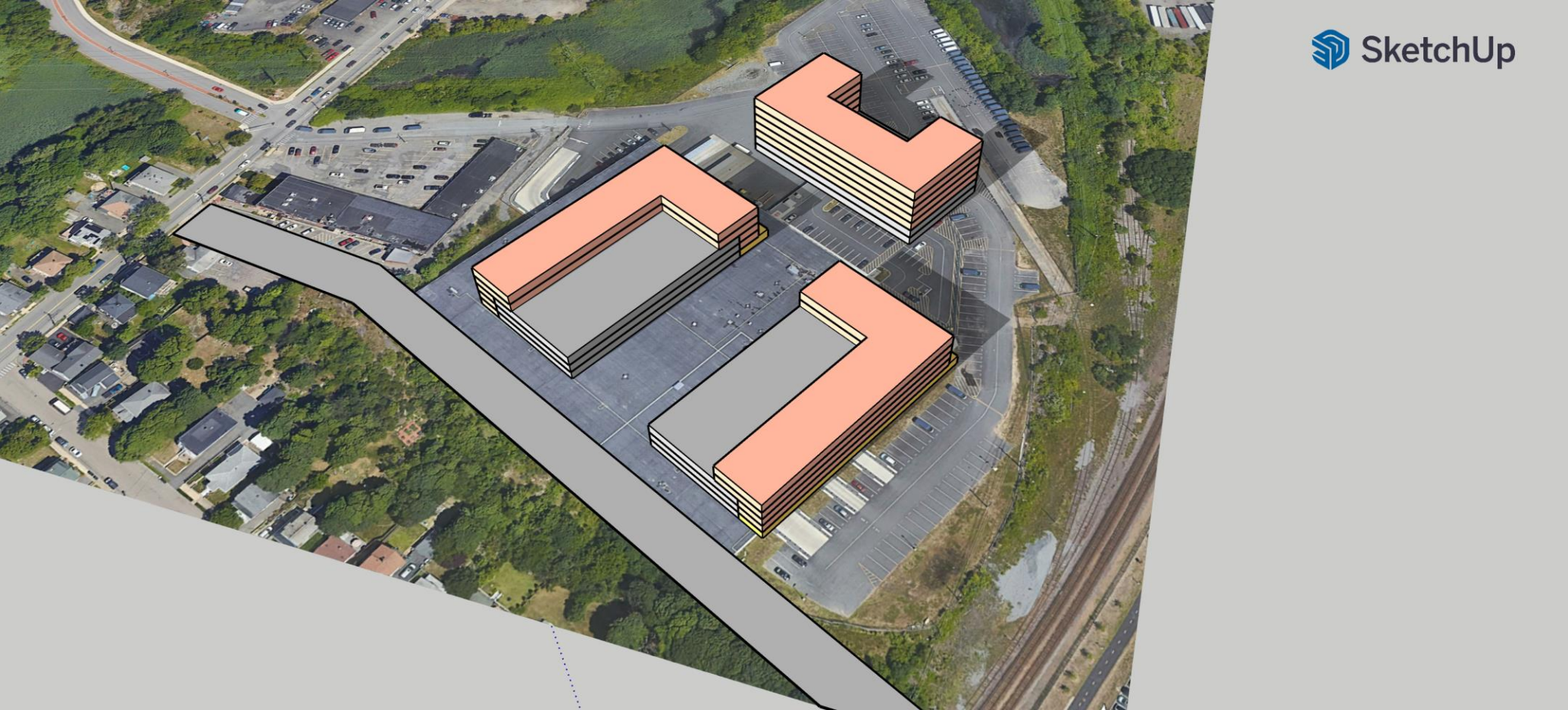


# Amazon Site TOD – Option 1





# Amazon Site TOD – Option 2





# Precedent Images



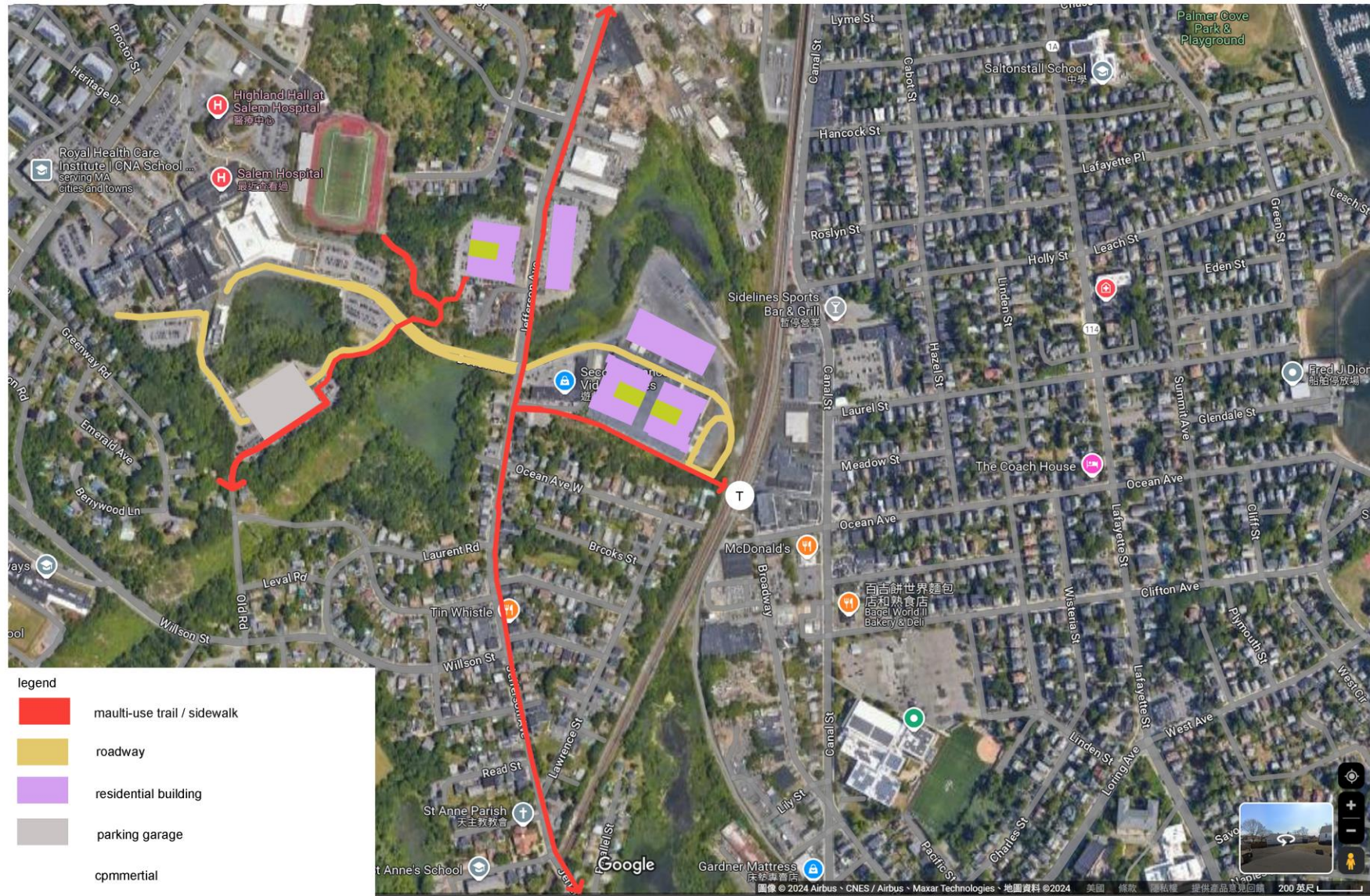


# Precedent Images





# Circulation





# Parking Replacement Cost

			Jefferson West Lot	Jefferson East Lot	Combined
Existing # Spaces			311	198	509
Potential MF Units			210	80	290
Potential Peak Land Value @ \$40,000 /unit			\$8,400,000	\$3,200,000	\$11,600,000
RE Tax @ \$3,000 /unit			\$630,000	\$240,000	\$870,000
re Tax Capitalized @ 5%			\$12,600,000	\$4,800,000	\$17,400,000
Total Land Value & Capped RE Tax			\$21,000,000	\$8,000,000	\$29,000,000
Replacement Hospital Parking					
Existing Parking on Target Parking Site			206	132	338
Reloacted Parking			311	198	509
Total			517	330	847
Cost @ \$ 35,000 /space			\$18,095,000	\$11,550,000	\$29,645,000
Net Land Value & Capped RE Tax					
Less Replacement Parking			\$2,905,000	(\$3,550,000)	(\$645,000)



# Funding Resources

- MassDevelopment Underutilized Properties
- 63-20 IRS
- Transportation Infrastructure Finance and Innovation Act (TIFIA)
- 40-R
- MassDevelopment Brownfield
- MassWorks
- HousingWorks
- HDIP
- TIF/DIF
- Federal Infras Money
- State Earmark in Housing Bond Bill or Econ Dev Bill

# Q&A

## Salem MOD Technical Assistance Program

September 23rd, 2024