

**Ports of MA Strategic Plan
Recommendation Summary Table**

Recommendation	Responsible Party (Agency or party who would lead)	Cost	Funding	Timeline	Notes
COMPACT-WIDE					
Statewide Policy & Governance Structure. A permanent, cabinet-level, maritime-specific council to focus on statewide policy, with the following features: (1) Chaired by Secretary of MassDOT, with Secretaries of Energy & Environmental Affairs and Housing & Economic Development as members; (2) Massport and local port representation; (3) consolidates Ports Compact, Seaport Advisory Council, and Ferry Compact; (4) a mission statement aligned with permanent, statewide ports policy issues.	MassDOT, with EOEEA and EOHEA	N/A	N/A	Near-term	This reflects an over-arching finding of the Ports Strategic Plan: statewide port policy lacks a Cabinet-level home. The Ports Compact represents the five "Compact Ports" , while the Seaport Advisory Council represents all cities and towns with potential Seaport Bond projects. The proposed Maritime Council would combine the two, along with the Ferry Compact to address ferry services statewide. A detailed recommendation as to membership will be included in the final report; in addition to the three Secretariats, Massport, and the five Compact Port municipalities, membership would likely include other coastal municipalities on a rotating basis and the chairs of the Joint Committee on Transportation.
Jurisdictional Transition. Focus on addressing need for steady funding sources and consistent port management, including: (1) ownership of state piers transferred to MassDOT, with individual operating agreements determined on a port by port basis (MassDevelopment contract for Gloucester would stay; could be replicated in Fall River and New Bedford or contract could be with City and/or HDC); (2) Seaport Bond and other maritime funding moves into MassDOT overall bond cap/authorization.	MassDOT, with DCR	N/A	N/A	Near-term	This reflects the view, articulated by New Bedford and Fall River, that current state pier management is inconsistent and difficult for communities and Commonwealth. The roles of the New Bedford Harbor Development Commission and the City of Fall River with respect to State Pier management and other points of intersection with state ownership would be reviewed.
DPA Policy. DPA Program is an underpinning of maritime planning and development in the Commonwealth and should be retained. New cabinet level maritime council can advance collaborative discussions about ports policy. EOEEA, CZM and DEP are committed to working directly with municipalities to address specific local objectives and increase DPA functionality and flexibility for supporting and compatible uses (see Notes column.)	EOEEA, CZM, and DEP with affected cities and MassDOT/EOEEA/ EOHEA.	N/A (other than costs associated with individual Harbor/DPA Plans	Seaport Bond as applicable	Near-term	(1) Fall River: expanded uses on State Pier and the backland area along Water Street to accommodate passenger, cargo and visitor activities. (2) Gloucester: DPA Master Plan revisions to provide greater flexibility to activate water's edge and watersheet while ensuring protection of current and future marine industrial uses. (3) New Bedford: reinstate DPA "Eligibility Credit Program" (similar to Transfer of Development Rights for Supporting DPA Uses) in the New Bedford portion of the Harbor Plan. (4) Salem: revise DPA Master Plan as City works with Footprint Energy on the future redevelopment of the former Salem Power Station site to allow marine-industrial and Supporting Uses for area beyond the new proposed peaking plant.
<i>Areas of recommended focus for cabinet-level maritime council</i>					
Groundfishery recovery. In addition to supporting fair and reasonable regulatory outcomes, develop specific strategies including: (1) research on economic value of the NE groundfishery; (2) research, communications, and economic tools; (3) marketing strategy for under-utilized species.	Commonwealth with affected port cities, NEFMC/NOAA	#1 and #2 TBD; #3 \$250-300,000	Seaport Bond, NOAA/NEFMC, and Saltonstall-Kennedy Grant	Near-term	This set of groundfishery recommendations is applicable to the ports of Gloucester, New Bedford and Boston. Item (3) is being pursued by the New Bedford Harbor Development Commission as a Saltonstall-Kennedy initiative. Along with emphasis on groundfishery crisis, continue support of the scallop fishery, critical to New Bedford.
Dredging. All four ports other than Boston share the problem of significant dredging needs but little or no chance for Corps of Engineers funding (because they are primarily recreational, or because their cargo activities are too small to generate Harbor Maintenance Tax revenues or a positive cost-benefit ratio). Seaport Bond (along with private berth owner contributions) is the primary funding source. Small port dredging should be consolidated as a comprehensive, coordinated, system-wide programmatic issue by the new maritime council and could include ports state-wide (not only compact-wide).	Commonwealth with affected port cities	Multiple local projects; largest in \$5-6 million range	Seaport Bond (as part of MassDOT bond cap), cost-sharing private berth owners; explore EDA	Near-term & continual	Individual projects are described in the Gloucester, New Bedford, and Salem sections. Key issues are: (1) overall funding available in Seaport/MassDOT bond cap; (2) a more developed mechanism for cost-sharing with private berth owners (as in federal dredge projects); (3) technical as well as funding support for PE/permitting stage.
Development of new funding sources and cost savings. State and municipal leaders must continue to examine potential for innovative structures for cost savings statewide, as well as identification of new funding sources on the local, state, federal and private levels.	Commonwealth with affected port cities	N/A	N/A	Near-term & continual	While Ports Strategic Plan outlines the current existing potential funding sources, further and sustained effort is needed to ensure that ports are utilizing the best available information, and developing cost-sharing structures.
Cruise marketing strategy. A shared multi-port destination marketing strategy expanding on Historic Ports of Massachusetts and utilizing Massport's assets (Cruiseport Boston and Massport's industry footprint) to share itineraries with the smaller Compact Ports.	MA Office of Travel & Tourism (MOTT), Cities of FR, NB, Gloucester, Salem	TBD	MOTT, Seaport Bond	Near-term	A unified strategy with roles, responsibilities, and content building on Historic Ports of Massachusetts, targeting new Salem and Gloucester cruiseports, Fall River and New Bedford State Piers.
Commercial excursion & passenger transport sector strategy. A comprehensive assessment of market demand, vessel dockage/capacity/parking, related landside improvements.	MassDOT, Ferry Compact, MOTT, and affected cities	\$150-200,000 (study)	MOTT, Seaport Bond	Near-term	Commercial excursion sector has significant current and/or potential economic impact in each of the five ports; distinct from, and complementary to, small cruise and ferry sectors (in Boston, includes Harbor Island services). In each port, multiple operators and trip types; fragmented ownership of docks and landside facilities; no central coordination or current market demand and economic impact data resource exists. See also New Bedford recommendation re excursion hub, Salem recommendation re Salem Wharf.

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BOSTON					
<i>Key site specific issues:</i>					
Boston Harbor Deep Draft Navigation Improvement Project. Deepening of Main Ship Channel, Reserve Channel, North Entrance Channel, Chelsea Creek and Medford Street Terminal. Recommended, subject to Massport Strategic Plan.	Massport and Army Corps of Engineers	\$305 million (breakdown in next column)	Army Corps of Engineers (\$212 million); Non-federal share (Massport and others \$93 million)	NEPA concluding, beginning design	Strategically important to Conley Terminal; linked to Coastal expansion, new cranes, and dedicated truck corridor (see below). Directed not to post-2015 neo-Panamax (in which Boston is not competitive) but to preservation and expansion of existing Mediterranean, Suez, Europe, and post-Panamax markets, which indicate that not dredging could result in loss of position. Port of Boston has \$2.4 billion annual economic impact, 34,000 jobs. Project's cost-benefit ratio in Corps analysis is 7.2:1; would divert 30% of Eastern New England-bound cargo from trucks to Port, significantly relieving congestion and highway maintenance costs on I-95 and I-84 corridors. Deep Draft project is also the key improvement for Chelsea Creek liquid bulk shipments (40% of all New England petroleum consumption) now that Chelsea Street bridge replacement is complete.
Preserve truck access to port facilities. Completion of truck network gaps; long-term policy for shared use of roadway network	Massport, City of Boston, MassDOT	\$750,000 So. Boston Transp. study); design and construction of identified gap connections TBD	Massport, others TBD	TBD	New South Boston transportation study jointly by Massport, MCCA, ABC; will look comprehensively at development traffic, parking, truck routes, and transit. Near-term: Conley corridor (see below); other gap projects such as E/Cypher Street connector, etc. Conley Dedicated Freight Corridor (next recommendation) is integral to this larger recommendation.
Conley Improvements, Coastal Oil Site Expansion, and Dedicated Freight Corridor. Long-planned phased build-out of Coastal Oil parcel (acquired by Massport in 2008). The project includes a new truck road from Conley Terminal to Summer Street, connecting to Bypass and Haul roads.	Massport	\$30 million (initial phases of Coastal site, other Conley improvements); \$34 million (Freight Corridor)	Massport	Near-term	In approved Massport Capital Plan; key to throughput expansion at Conley, ensuring efficient landside box handling; long-term extension of berth westward, allowing higher cranes. Dedicated Freight Corridor provides efficient truck connection to Haul Road/Bypass Road/Interstates and compatibility with residential neighbors. Coastal acquisition and remediation, plus purchase of 4 cranes, already represents \$35+ million investment.
Improvements to primary BMIP Maritime Assets. Improvements to East and South Jetty wharves, and the upgrade and reactivation of Drydock 4.	Boston EDIC/BRA	\$34 million (est. in 2009 TIGER application)	Jetties: TBD, EDIC, TIGER grant candidate (unsuccessful 2009 application). Drydock 4: private user, EDIC	Mid-term	The jetties are deep water piers at the eastern end of BMIP, adjoining the North Jetty which is within Massport Marine Terminal leasehold area. The East and South Jetty wharves are in badly deteriorated condition. Drydock 4, at the western end of BMIP (behind concert pavilion), needs a private user/developer.
Track 61 improvements. Reactivate and extend Track 61 to support cold storage/fish processing/general cargo at Massport Marine Terminal and BMIP.	Massport, Boston EDIC/BRA	\$14 million (2009)	TBD, TIGER grant candidate (unsuccessful 2009 TIGER application)	TBD	Next phase of bulk cargo and cold storage development by Cargo Ventures, Inc., is imminent. Track 61 will allow cargo growth while adding little truck demand to roadway system. Track acquired by MassDOT; will benefit both Massport and EDIC. Would avoid up to 24,000 truck trips / 2.4 million VMT per year.
<i>Long-term planning issues to be addressed in Massport Strategic Plan (see also Compact-wide recommendations on groundfishery recovery):</i>					
Evaluate and pursue long-term use of Medford Street properties. Long-term best use(s) of Medford Street Terminal (old Revere Sugar and Somerville Lumber wharves) and flex capacity at Boston Autoport; future potential freight corridor on Mystic Wharf Branch alignment.	Massport	Part of Massport Strategic Plan	Part of Massport Strategic Plan	Long-term	These are DPA properties which Massport acquired and has preserved for long-term maritime use. They can provide flexible, deep water terminal capacity, without South Boston traffic issues, if I-93 and/or rail connections are viable. The Deep Draft Navigation project (see above) includes deepening of the Medford Street berth to 40 feet.
Cruiseport Boston/Black Falcon Terminal future capacity. Potential need for second terminal and/or additional parking.	Massport (EDIC/BRA for parking)	Part of Massport Strategic Plan	Part of Massport Strategic Plan	Mid- or long-term	Recent Black Falcon improvements were completed 2011; adequate for near term demand. Mid- or long-term: demand will determine need for major expansion within Black Falcon building (in effect, a second terminal) to process largest mega-ships or multiple large ships at once.
Future viability of Fish Pier. Physical improvements and economic viability of fleet berthing and on-pier processing.	Massport	Part of Massport Strategic Plan	Part of Massport Strategic Plan	Mid-term	Fish Pier is in DPA. 18-vessel fleet based there; recent EPA grant funded vessel on-shore power. Fresh fish processor leases expire 2029, significant improvements needed to achieve code compliance and modern efficiencies. DPA Supporting Commercial Uses on second floor would subsidize processing.

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FALL RIVER					
<i>Development of maritime passenger and visitor economy on Central Waterfront (see also Compact-wide recommendations on cruise and excursion sector strategies):</i>					
State Pier improvements. Enable facility to accommodate passenger, cargo and visitor activities.	MA DCR (would be MassDOT under recommendation #1)	\$15-20 million	Seaport Bond, potential federal grants (TIGER grant candidate)	Near- and mid-term	Near- and mid-term improvements consistent with enhanced cargo and passenger activity. Ro-ro, south pier, cargo apron, upper-floor passenger facilities and amenities, etc. Berth dredging
City Pier improvements. Design and implement vessel dockage and landside development opportunity; the waterfront's other "bookend" with State Pier/Battleship Cove.	City of Fall River	TBD	Seaport Bond, potential federal grants (TIGER grant candidate)	Mid-term	\$2 MM remediation almost complete; funded by Seaport Bond. Next step is seawall repair (design underway). Redevelopment envisioned by City as marina with land-side hotel.
Permanent Ferry Service. Feasibility study of service from Fall River to Newport and Block Island	City of Fall River	\$42,000 (study, already committed)	Seaport Bond, City of Fall River; vessels or terminal could use FTA Ferry Program	Near-term	Interim seasonal service from State Pier announced 2013. City consultants now investigating market demand, operating costs, vessel specifications, economic feasibility of permanent seasonal ferry service.
Route 79 Boulevard. Redesign and rebuild Route 79/Davol Street as waterfront boulevard. Near-term: complete corridor study, select alternative and begin implementation.	MassDOT with City of Fall River	TBD depending on alternative selected	MassDOT bond funds (study); FHWA and other TBD if implemented	Mid-term	Would enhance waterfront and create improved waterfront/neighborhood/downtown connections for Battleship Cove, City Pier, South Coast Rail. Supported by MPO.
Central Waterfront/downtown connections . Take advantage of MassDOT's Route 79/195 "spaghetti-ramp" mega-project, now underway.	City of Fall River with MassDOT	TBD	MassWorks, TIGER grant candidate, Fall River DIF	Mid-term	Streetscape, wayfinding, shuttles to integrate central waterfront and downtown once overhead ramps are removed.
South Coast Rail. Use state investment to transform mixed-use/visitor waterfront and improve freight rail to central waterfront and Weaver's Cove DPAs.	City of Fall River with MassDOT	TBD (cost of local connections and enhancements)	MassWorks; TIGER grant candidate	Mid- and long-term	Integrating Depot and Battleship Cove stations into a waterfront, passenger and visitor environment. Project will also improve former CSX Fall River Line (now MassDOT) for freight.
<i>Long-term reuse of energy-related DPA sites away from Fall River Central Waterfront:</i>					
Reuse of Weaver's Cove site (former Hess Oil terminal). Determine remediation and redevelopment strategy.	City of Fall River with EOEEA/CZM, MassDOT, EOHEd	TBD	Seaport Bond, City, Mass Development (for study)	Near-term (study)	Major deep-water DPA site with extensive back land, regional highway access (Rt. 79 to 24), on-site rail; two miles up-river from central waterfront. A portion designated as South Coast Rail layover site; City's 2012 Task Force recommends mixed-use.
Potential reuse of Brayton Point. Determine remediation and redevelopment strategy.	City of Fall River with EOEEA/CZM, MassDOT, EOHEd	TBD	Seaport Bond, Town, Mass Development (for study)	Mid-term (study)	Major deep-water DPA site with extensive back land, regional highway access (I-195). Power plant owners just announced 2017 closure.

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GLOUCESTER					
<i>Port business development strategies (see also Compact-wide recommendations on groundfishery recovery, cruise and excursion sector strategies):</i>					
New Maritime Economy business development. Support City/MassDevelopment program of multifaceted business, market, R&D, and workforce development.	City of Gloucester with Mass Development	TBD	Seaport Bond, MassDevelopment, federal grants (e.g., Saltonstall-Kennedy)	Near-term	New Maritime Economy spans several industries, requiring primarily a business development approach rather than physical infrastructure to advance the new economy sector, while also supporting existing maritime uses. Recommend expanding MassDevelopment's Seafood Revolving Loan Fund into a New Maritime Economy Strategic Fund capitalized by MassDevelopment and Seaport Bond. Would provide credit, direct loans, and TA support for other funding/financing. Intended to complement rather than conflict with traditional DPA uses.
Redevelopment of I4-C2 Parcel. Key parcel, in core of DPA, acquired by City to control redevelopment. City envisions an RFP procurement based on DPA compatibility, combining maritime industrial use and DPA Supporting Use.	City of Gloucester	TBD	Private sector, with MassDevelopment	Near to mid-term	Assess whether an anchor could be established in the DPA for the New Maritime Economy, potentially at or including I4-C2. Need for physical presence of New Maritime Economy is key.
Inner Harbor Private Property Improvements. Capital and operational improvement strategy for private DPA property, including waterside and landside infrastructure and facilities	City of Gloucester with Mass Development	TBD	Private sector with MassDevelopment, SBA financing and tech assistance; MARAD Small Shipyards Program	Near-term	Dredging of private berths; repair/ modernization/expansion of docks, wharves, infrastructure to support commercial fishing and other DPA uses. Key problem in Gloucester, where a larger share of DPA properties are private and cannot access most public grant programs.
Recreational vessel dockage and service study. Assessment of market demand, berthing sites, feasibility of needed investments, implementation plan	City of Gloucester	Portion of committed \$125,000 Harbor Economic Development Study	Seaport Bond	Near-term	Assess the significant demand for increased berthing and support services for transient boats, mega-yachts and other large recreational vessels. 2013 feasibility study concluded that a DPA-compatible floating marina with launch connections to downtown is not feasible, leaving question of underutilized wharves. City has hired consultant for harbor economic development strategy (\$125K), recommend this issue be addressed in that study. Must be sensitive to potential DPA use conflicts.
<i>Dredging:</i>					
Inner Harbor Dredging. Advance needed maintenance dredging in the North Channel/State Pier area and related berthing areas.	City of Gloucester, with CZM, DEP	TBD	Seaport Bond, private berth owners	Near-term	Inner Harbor (specifically North Channel and related berths) requires dredging to federally approved depth of 26 feet; crucial for large fish cargo vessels, cruise vessels. Permitted, not funded; cannot proceed until completion of related National Grid dredging/remediation (to start 2014).
Annisquam River Dredging. Advance needed maintenance dredging in the Annisquam River.	City of Gloucester, with CZM, DEP	TBD	Seaport Bond	Mid-term	Siltation and shoaling restricts Coast Guard navigation to Ipswich Bay, constrains commercial excursion sector. Worst siltation in Annisquam channel has been dredged, but recurrent problem areas remain. Not a Corps of Engineers candidate because use is recreational.

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NEW BEDFORD					
<i>Primary port infrastructure (see also Compact-wide recommendation on cruise marketing strategy, relative to State Pier; dredging):</i>					
State Pier improvements. Short- and mid-term improvements to accommodate expanded cargo and passenger use.	DCR (under Recommendation #1, would be MassDOT), with New Bedford Harbor Development Commission	Short-term (underway): \$xx million; mid-term: TBD	Seaport Bond	Near- and mid-term	Urgent improvements to accommodate 2013 Latin America fruit imports underway; a range of longer-term improvements to support diversified cargo operations, expanded passenger operations identified by HDC. Critical to Latin American and MARAD Marine Highway cargo development strategies.
Route 6 Bridge Replacement Study. Determine whether to replace bridge to open Upper Harbor to wider vessels. This could be crucial in maximizing value of the port infrastructure.	MassDOT, SE Mass MPO	TBD (study); implementation TBD	FHWA NHPP or STP; MassDOT bond funds; study could be funded by Seaport Bond	Study; near and mid-term; implementation long-term	Would expand lateral clearance to 150', same as hurricane barrier, opening Upper Harbor to larger vessels. A threshold issue for long-term use of Upper Harbor: North Terminal (including EPA facility to be taken over by HDC) and Maritime Terminal, Inc., cold storage complex (essential to fruit and other perishable cargoes from Latin America); near-term need to establish feasibility and cost-benefit. MassDOT Highway District 5 is undertaking the initial analysis.
Offshore Wind Business Development Strategy. A joint City of New Bedford/MCEC/MassDevelopment business development strategy to capitalize on South Terminal capital investment. The City's efforts are now coordinated by the New Bedford Wind Energy Center, created by the Mayor in 2013.	City of New Bedford, MA Clean Energy Center (MCEC)	TBD	MCEC Trust Funds; MassDevelopment financing for companies	Near- and mid-term	With South Terminal under construction, City is pursuing a business development, supply chain, and workforce development strategy (summarized in Tech Memo 4). Critical for Cape Wind and Deepwater Wind. MCEC trust funds can provide business development support as well as selected investment in private ventures. MassDevelopment can provide its normal menu of financing tools to businesses; collaborate with MCEC and City (perhaps expanding mission of its existing SE Mass Revolving Loan Fund). South Terminal can support staging of off-shore construction, long-term O&M of wind farms; potentially manufacturing of heavy components for 1 project at a time. Successful business development/supply chain/manufacturing strategy could influence long-term land use in and near DPA.
Harbor Manitenance Dredging. Deepen federal channels to authorized depth of 30 feet.	New Bedford HDC, with CZM, DEP	TBD	Seaport Bond, possibly EDA	Near- and mid-term	Authorized channel depth is 30 feet, current maximum draft allowed is 26. Substantial dredging has occurred as part of EPA superfund site remediation; South Terminal construction; and Seaport Bond-funded Phase III. More dredging remains; critical to cargo and cruise operations.
South Terminal rail connection. Extend MassDOT (former CSX) line from State Pier to South Terminal	MassDOT, with City of New Bedford, SEMass MPO	TBD	Study: MassDOT, SEMass MPO, or MCEC; implementation: CMAQ or STP; TIFIA or RRIF; TIGER candidate.	Long-term	Rail extension would improve on-dock service to State Pier and bring on-dock service to South Terminal, supporting wind turbine components and other heavy-load cargoes. Would take advantage of existing TIGER-funded reconstruction of 3 NB Line bridges, future South Coast Rail-related upgrade of freight capacity. Engineering and urban design (along recently improved JFK Boulevard) are complex. For now, cargoes brought to/from South Terminal by rail will have to take "last mile" (from North Terminal) by truck.
<i>Dockage and waterfront usage (see also Compact-wide recommendation on fishery recovery and excursion sector strategy):</i>					
Fishing fleet berthing expansion. Homer's, Leonard, and Steamship wharves fishing fleet berthing improvements: update feasibility and early engineering documents, advance to implementation	New Bedford Harbor Development Commission	update: \$50-100,000; implementation: 25-45 berths; cost per berth \$95,000 to \$184,000 (2008)	Seaport Bond	Near-term	Expand berthing and facilities to relieve overcrowding, allow future growth, improve vessel and crew safety, provisioning and repair of vessels (per 2010 Harbor Plan). Directly related to next recommendation.
Excursion/public access Hub at Fisherman's Wharf/State Pier. In conjunction with preceding recommendation and Compact-wide recommendation on port-specific excursion markets. Of great potential in maximizing the value of the central waterfront and its connection to downtown.	New Bedford Harbor Development Commission	\$50-100,000 (study)	Seaport Bond; MassWorks	Near-term (study)	Plan and implement excursion hub at Fisherman's Wharf (current visitor center); immediately next to State Pier, main pedestrian landing from downtown is right between them. Assumes accommodation of sufficient fishing vessels at Homer's and Leonard's wharves that Fisherman's can spare berthing and ticketing space for excursions, take advantage of on-dock parking. Directly related to preceding recommendation.
Recreational vessel dockage and service study. Assessment of market demand, berthing sites, feasibility of needed investments, implementation plan	New Bedford Harbor Development Commission	\$50-100,000	Seaport Bond	Near-term	Already a significant sector in NB-Fairhaven. Assess berthing and services demand for transient boats, mega-yachts and other large recreational vessels; economic and engineering feasibility analyses to structure investment strategy. Update engineering, cost estimates for Pope's Island Marina expansion and Marine Park reconstruction.
South Coast Rail . Use state investment to transform mixed-use/visitor waterfront and improve freight rail to North Terminal, State Pier, long-term to South Terminal	City of New Bedford with MassDOT	TBD (cost of local connections and enhancements)	MassWorks; TIGER grant candidate	Mid- and long-term	Integrating Whale's Tooth station into a waterfront, passenger and visitor environment. Project will also improve former CSX New Bedford Line (now MassDOT) for freight.

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SALEM					
<i>Harbor infrastructure (see also Compact-wide recommendations on cruise and excursion sector strategies, dredging program):</i>					
Completion of Salem Wharf. The City's principal near-term port initiative.	City of Salem	Total project ~\$18 million; ~\$9 million funded and built	Seaport Bond, FTA ferry program (already used); TIGER or MassWorks candidate	Near-term	Full capital project has been sized, costs estimated, permitted, and initial development phase (ferry/small cruise dock) substantially completed; need to conclude funding for Phase II infrastructure and facility construction (full-size cruise dock at Power Station coal wharf).
Dredge South River Basin and Integrate Harborwalk with Derby Street	City of Salem, with CZM, DEP	Dredging: \$xxxx; Harborwalk: \$xxxx	Seaport Bond (dredging PE and initial Harborwalk phase already funded)	Mid-term	South River Basin and Entrance Channel must be dredged to enable small recreational and commercial vessels to enter; combined with Pickering Wharf would create a major integrated commercial/recreational waterfront destination at edge of downtown, and a continuous pedestrian waterfront encompassing the National Park Service wharves on Derby Street.
Hawthorne Cove Commercial Fishing Dockage. Develop year-round commercial fishing vessel dockage and services.	City of Salem	TBD	City of Salem; Seaport Bond	Mid-term	The embayment between Salem Wharf and Hawthorne Cove marina; would diversify marine uses on north waterfront.
<i>Redevelopment of Salem Harbor Power Station:</i>					
Redevelopment Plan for Salem Harbor Power Station DPA. Harbor Plan/DPA Master Plan must be updated to accommodate proposed gas-fired plant and redevelopment of approx. 2/3 of the site. Add Secretary of MassDOT as a member of the Reuse Task Force (see Notes column).	City of Salem, EOEEA/CZM	\$100,000 (Harbor Plan Update)	Seaport Bond	Plan: mid-term; implementation: long-term	Extensive planning process underway, framed by legislatively established Task Force (chaired by Sec. of EOEEA, including City, Sec. of EOHEd, MassDevelopment, others). Plant to shut 2014; demolition and remediation by 2016; Footprint Power's permitting for gas-fired plant on approx. 1/3 of the in process (EOEEA and EFSB approval in October 2013). City's reuse of large coal wharf for Phase II of Salem Wharf in process. Plan for balance of site is long-term, complex, multi-use/multi-phase, eventually requiring a modified or new DPA Master Plan. Current DPA "amplification" disallowing supporting commercial uses is likely inconsistent with expanded passenger/visitor activities.
Evaluate Need for Derby and/or Webb Street Access Improvements. Landside access for future redevelopment of Power Station site.	City of Salem with MassDOT	TBD (study)	CMAQ; Seaport Bond; MAPC	Plan: mid-term; implementation: long-term	In anticipation of Power Station redevelopment with maritime passenger and related uses, evaluate access alternatives along Derby and Webb Streets. Construction of new gas-fired plant and future development should utilize special cargo shipment for steel, concrete, etc., and ferry/shuttle for construction workers.