05.20.2025

Site Restoration and Redevelopment Playbooks

Redevelopment Aligned with Highest and Best Use

TRCCOMPANIES.COM

Nearly 300 Power Plants Have Been Retired Since 2005.

How Many Have Been Returned to Productive Use?

It Pays to Have a Plan

Former Exelon New Boston Station

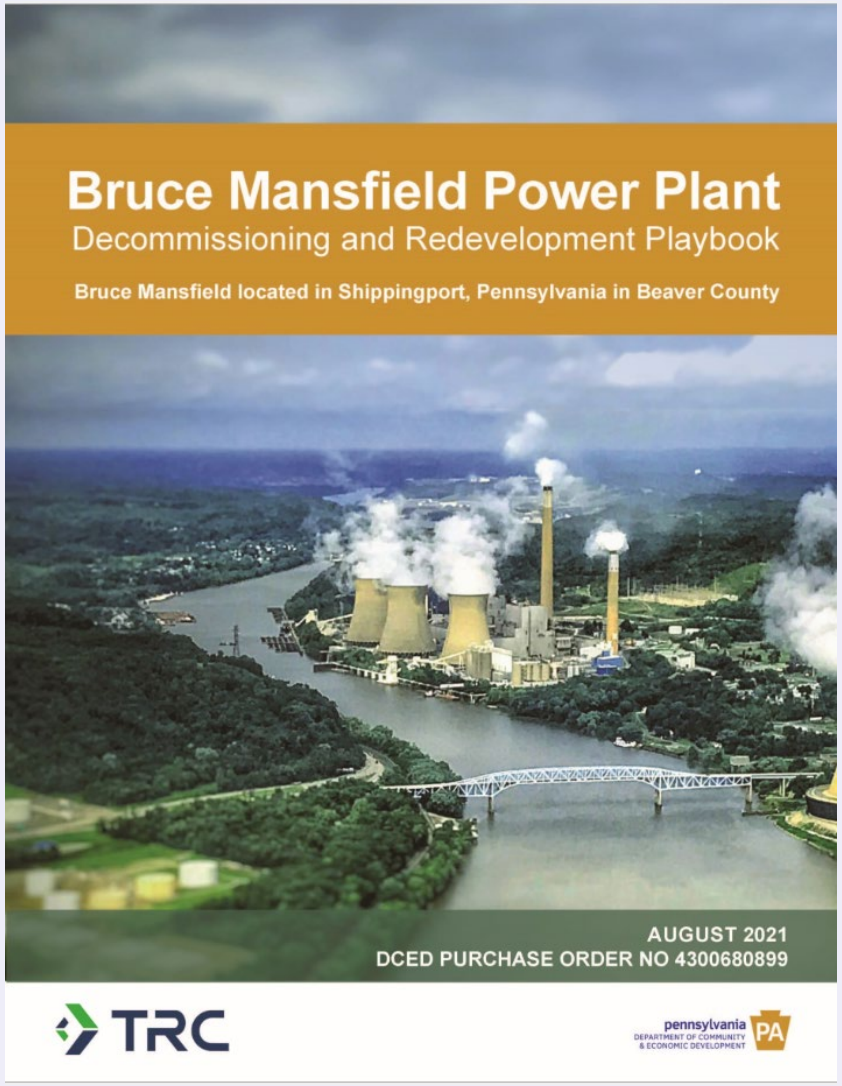
It Pays to Have a Plan

Former Exelon New Boston Station

Impediments to Redevelopment

- Not a Candidate for New Generation and/or Storage
- Limited Available Development Footprint
  - Existing Improvements
  - Easements / Infrastructure
- Hazardous Materials or Contaminants (Real or Perceived)
- Non-Power-Related Redevelopment is Not a Core Business

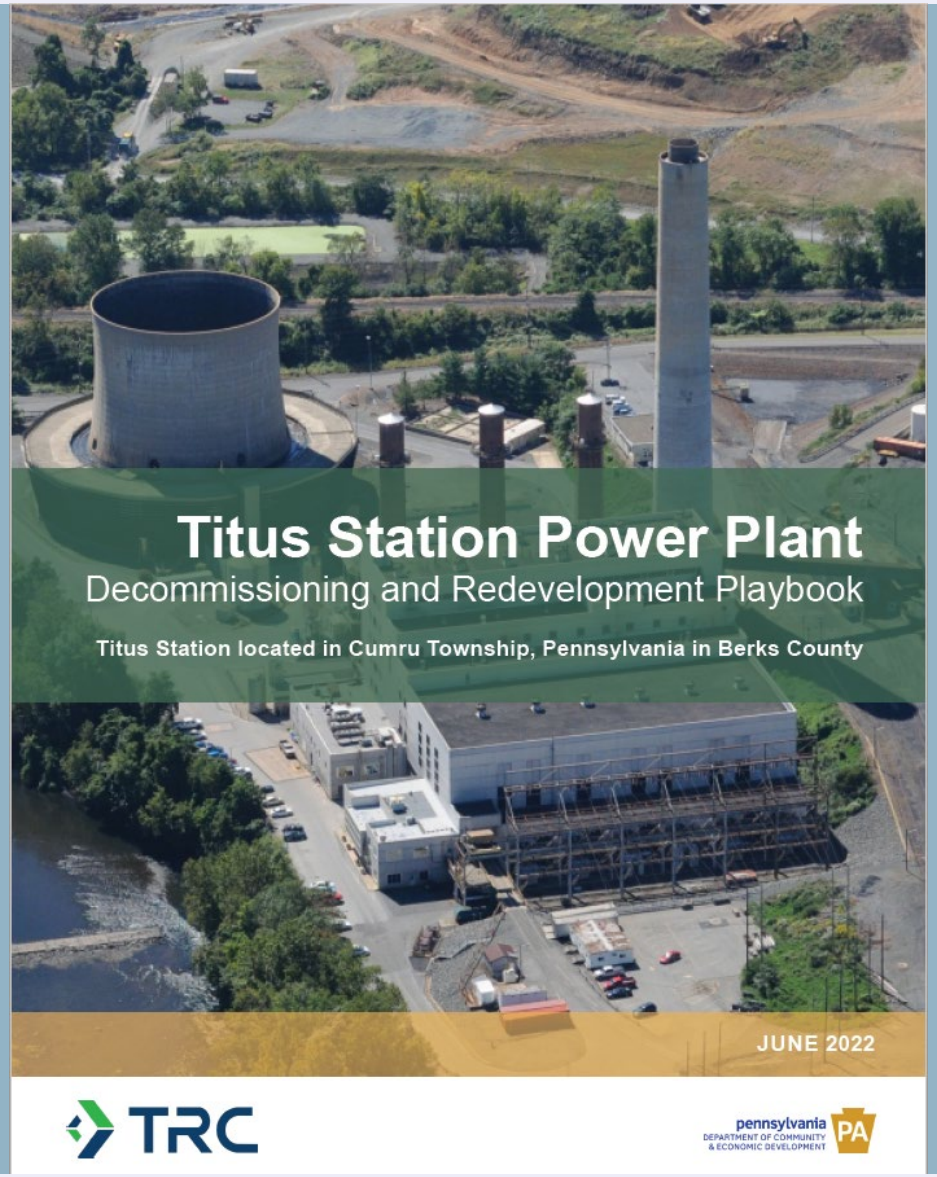
The Playbook – Bringing it All Together



- Single, Organized Source of Information
- Catalyst for Discussions with Developers and Community
- Remove or Reduce Uncertainties
- Identify What is Possible

Playbook Guide

- Site Attributes, Assets, and Constraints
- Market Analysis
- Reuse Strategy Alternatives
- Cost Estimates for Future Site Redevelopment
- Recommended Actions



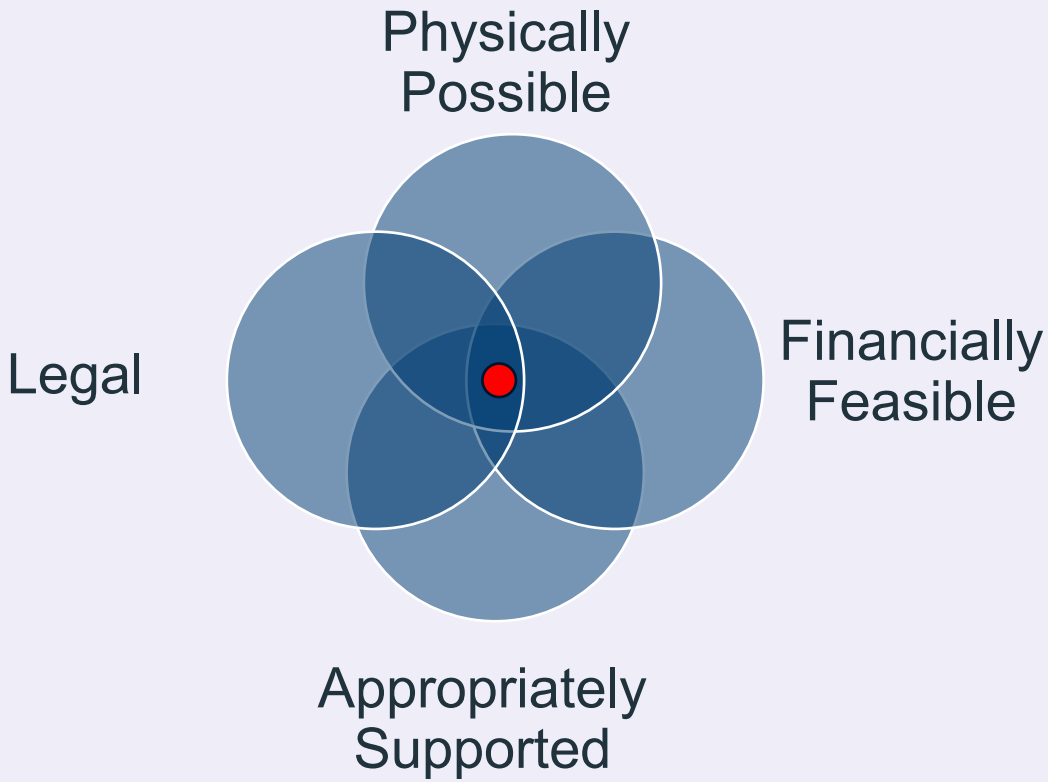
Understanding the Property

- Site Attributes, Assets, and Constraints
  - Land Area and Configuration
  - Shape, Dimensions, & Accessibility
  - Zoning
  - Easements, Encroachments, and Restrictions
  - Environmental Conditions
  - Regulatory Obligations
  - Water and Wastewater
  - Transportation Networks
  - Energy Networks

Understanding the Market – Highest and Best Use

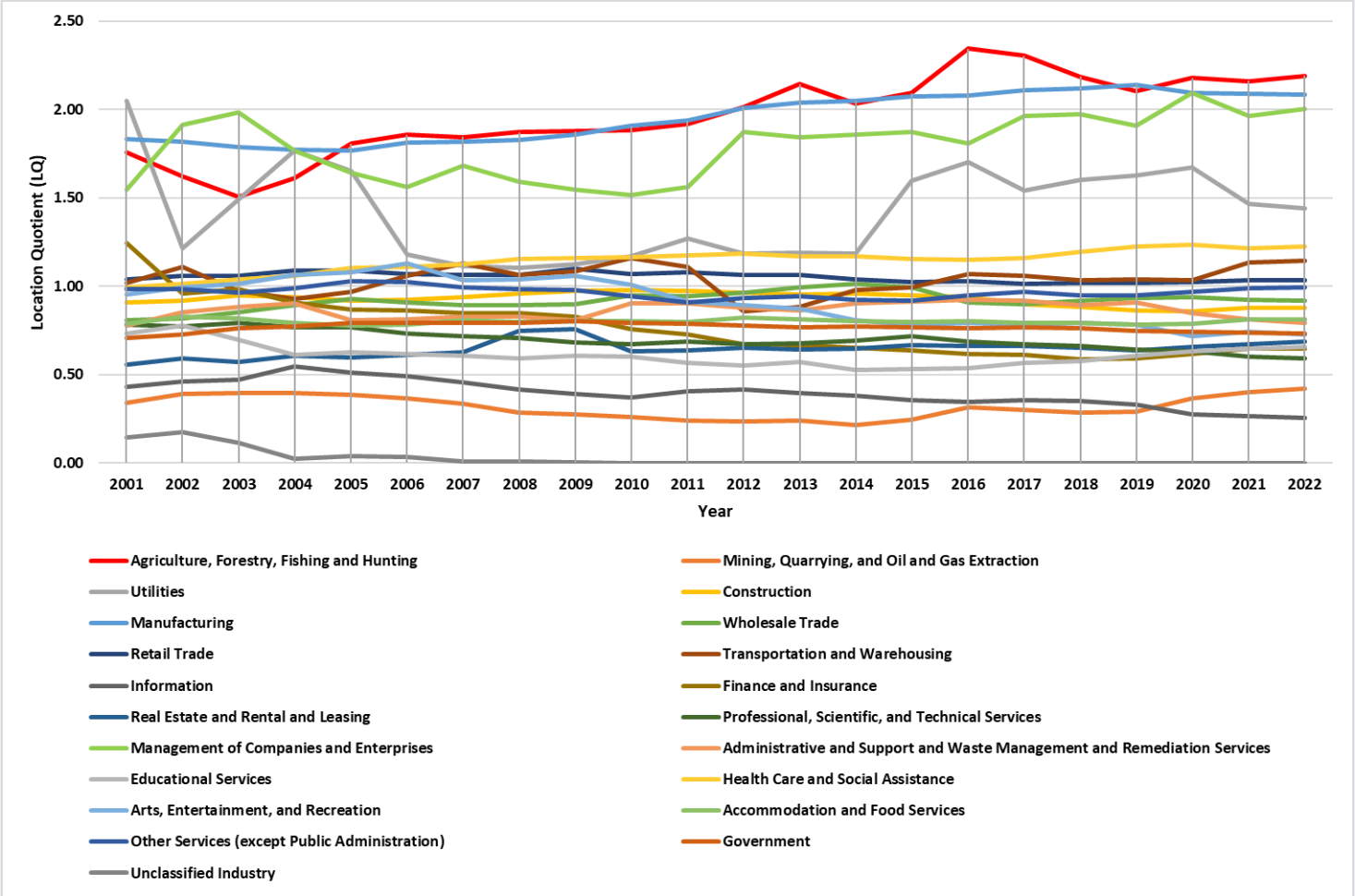
The reasonably probable and **legal use** of vacant land or an improved property that is **physically possible**, **appropriately supported**, **financially feasible**, and that results in the highest value. Alternatively, the probable use of land or improved property – **specific with respect to the user and timing of the use** – that is adequately supported and results in the highest present value.

- The Appraisal Institute



Understanding the Market – Understanding the Data

- Community Data
- Workforce
- Industry Location Quotient
- Planning Consistency
- Stakeholder Interviews



Reuse Strategy Process

COMPLETE HIGHEST AND BEST USE

UTILIZE HBU AND STAKEHOLDER INFORMATION TO DEVELOP POSSIBLE OPTIONS

FILTER FROM POSSIBLE TO VIABLE

“RANK” VIABLE OPTIONS BASED ON MARKET TRENDS AND SITE STRENGTHS

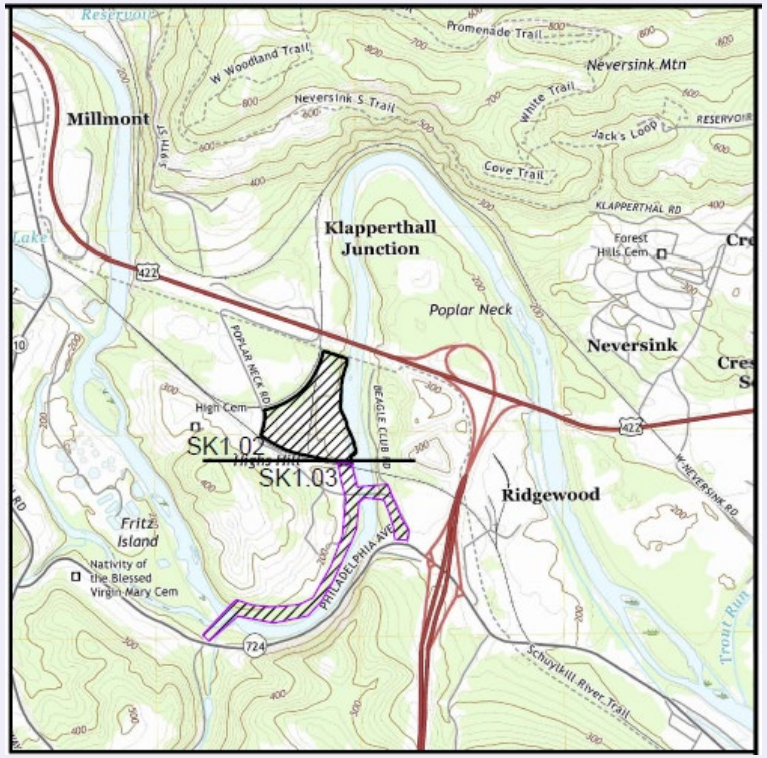
EVALUATE HIGHEST RANKED OPTIONS

Reuse Strategy Options and Ranking

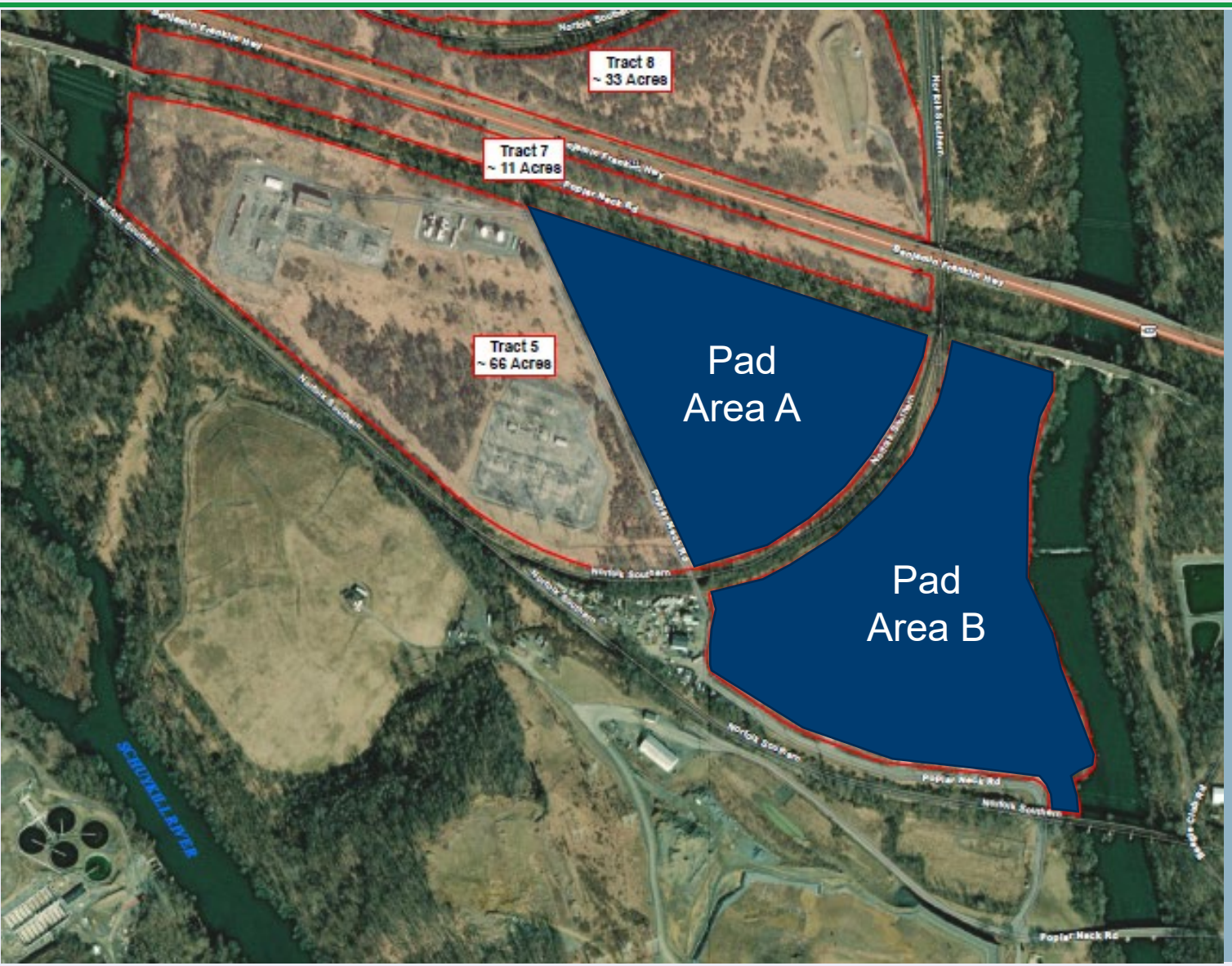
POTENTIAL END USE ASSESSMENT								
Potential End Use			Evaluation Criteria					
1 Low Potential	2 Moderate Potential	3 Strong Potential	Location/ Market	Site Features	Transportation	Utilities	Labor	Total
Industrial/Manufacturing								
Natural Gas / Natural Gas Liquids Processing			2	3	2	3	3	13
Petrochemical / Plastics Manufacturing			3	3	2	3	3	14
Advanced Manufacturing			2	3	2	3	3	13
Energy Generation								
Natural Gas-Fired Power Generation / Cogeneration / Combined Heat and Power			3	3	3	2	3	14
Battery Energy Storage System			3	3	2	3	3	14
Solar Energy Generation			2	2	2	3	3	13
High Energy Users								
Green Hydrogen Power and Chemical Generation			2	3	2	3	3	13
Data Center			2	3	2	3	2	12
Carbon Capture			2	2	2	2	3	11

Conceptual Reuse Planning

- Optimizing the Property
- Illustrating What is Possible



Titus Station – Viable Redevelopment Areas



- Pad Area A:
  - ~26 acres

  (Developable area within Tract 5)

- Pad Area B:
  - ~34 acres

  (Refined Plastics)

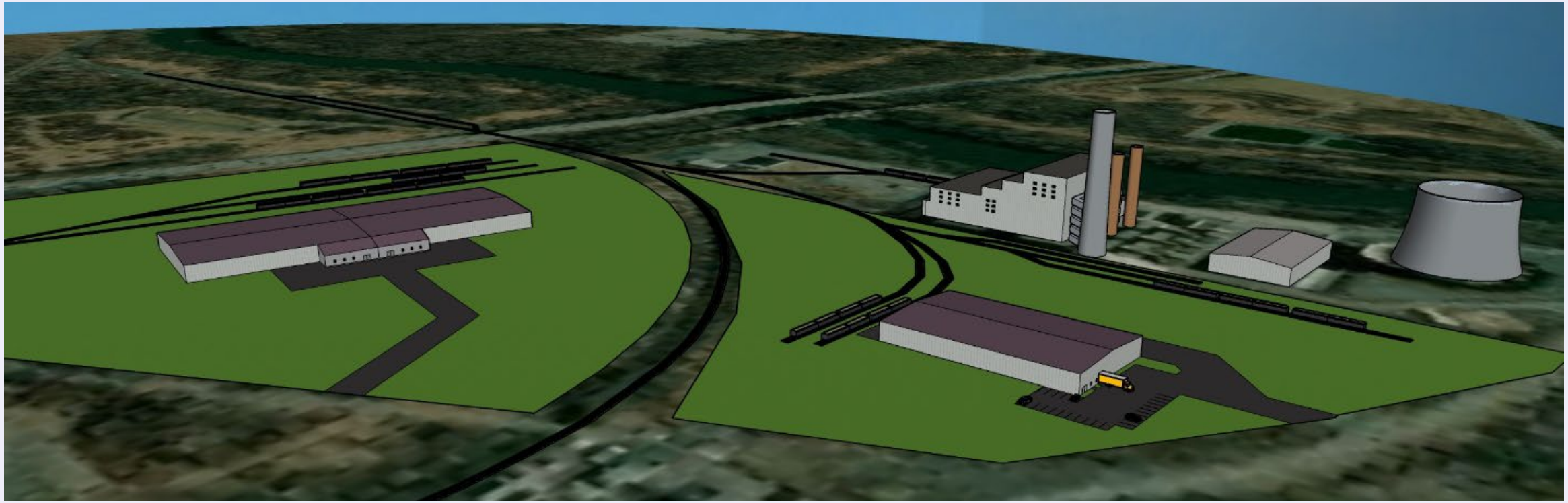
Case Study: Titus Station, Berks County, PA

- Single Ownership
- Five Tracts (4, 5, 7, 8, & 9)
  - ~196-acre property
- Rail Access (NS) with adjacent siding
- Electricity and Partial Gas Service
- Nearby Passive Recreation Areas

Titus Station – Reuse Strategy Options and Ranking

Potential End Use			Evaluation Criteria						
1 Low Potential	2 Moderate Potential	3 High Potential	Location & Market	Site Features	Transportation	Electric and Gas Utilities	Water and Sewer Infrastructure	Labor	Total
Heavy Industry/Manufacturing			3	3	2	3	1	3	15
Light Industry/Manufacturing			3	3	1	3	1	3	14
Material Recycling			3	3	2	3	1	3	15
Rail Storage			3	2	3	2	3	1	14
Recreation (Passive)			2	2	2	2	3	1	12
Refrigerated Cold Storage			2	2	1	2	1	2	10

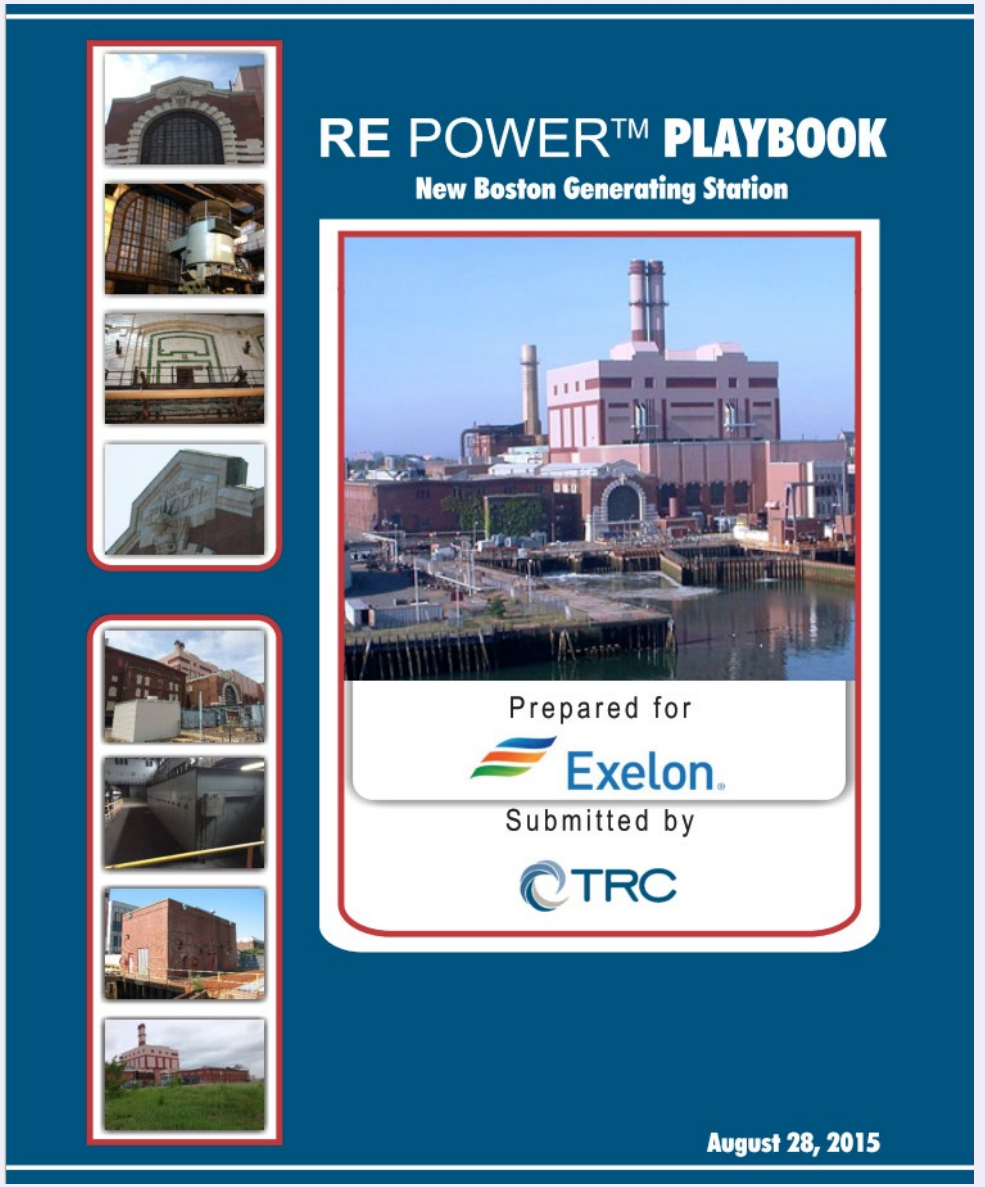
Titus Station – Conceptual Development



- Leverage the existing rail infrastructure to its fullest potential while also encouraging uses that are not as heavily-dependent upon vehicular and truck traffic
- Tract 4 reserved for use by Titus Clean Industries, LLC
- Pie-Shaped Parcel of Tract 5 used for a new 100K S.F. manufacturing space to be supported with three (3) new rail spurs
- Utilize the cleared portion of the Site north of U.S. Route 422 for passive recreation space

Case Study: New Boston Station, South Boston, MA

- Single Ownership
- Three Parcels (A, B, C)
  - ~24-acre property
- Parcel A Developed with Retired Units In Three Separate, Standalone Structures
- Parcels B and C Developed by Massport as Dedicated Freight Corridor
- Multiple High-Value Redevelopment Options

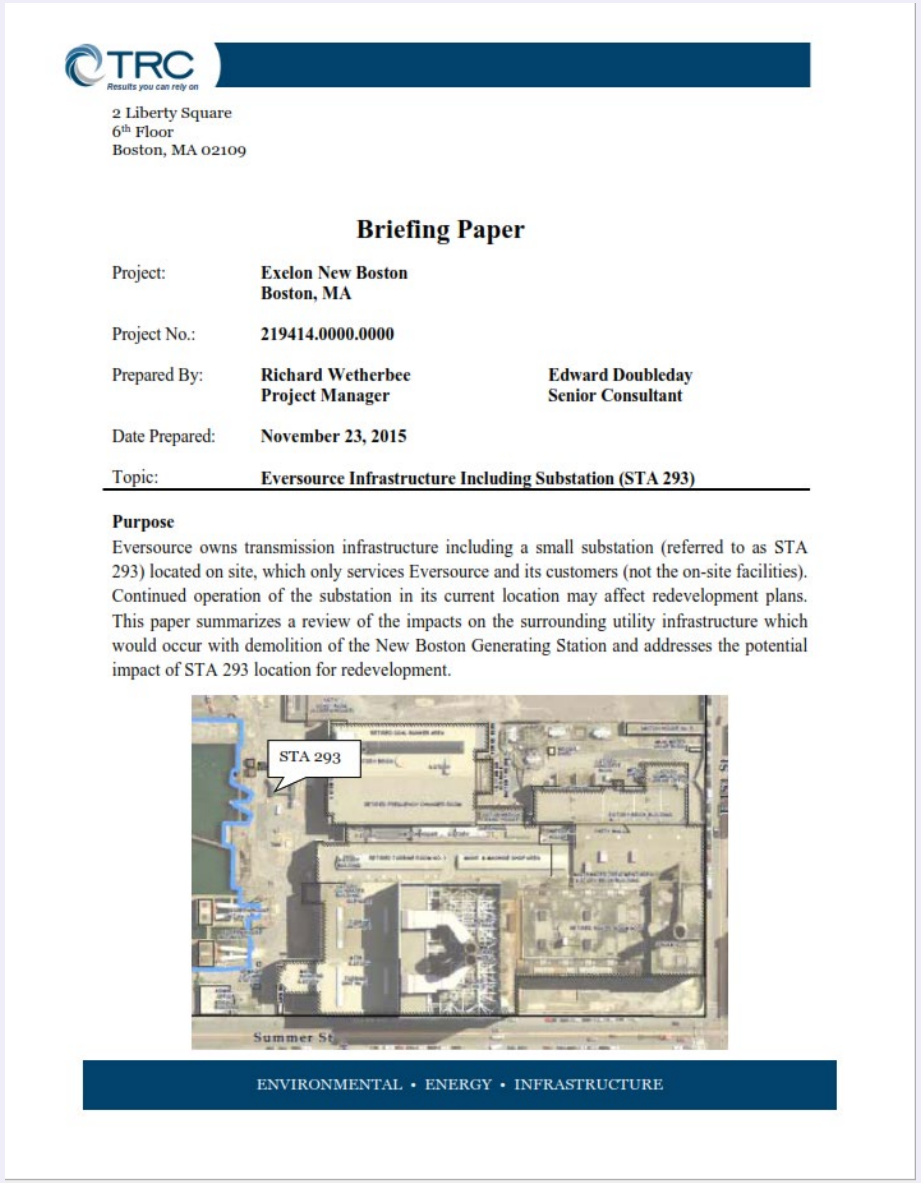


New Boston Station – Site Constraints

- Proximity of Structures to Public Right of Ways
- Condition of Boiler House No. 3
- Continued operation of a Peaking Unit
- Eversource Switchyard
- Massport Dedicated Freight Corridor
- Activity and Use Limitation (AUL) for Petroleum-Contaminated Soil

New Boston Station – Briefing Papers

- Perform a “Deeper Dive”
  - AUL for Petroleum-Contaminated Soil
  - Variance for Asbestos Abatement / Demolition of Boiler House No. 3
  - Strategy for Demolition Along Public Right of Ways
  - Working Around 3rd Party Owned Switchyard



TRC
Results you can rely on

2 Liberty Square
6th Floor
Boston, MA 02109

Briefing Paper

Project:	**Exelon New Boston** **Boston, MA**	
Project No.:	**219414.0000.0000**	
Prepared By:	**Richard Wetherbee** **Project Manager**	**Edward Doubleday** **Senior Consultant**
Date Prepared:	**November 23, 2015**	
Topic:	**Eversource Infrastructure Including Substation (STA 293)**	

Purpose

Eversource owns transmission infrastructure including a small substation (referred to as STA 293) located on site, which only services Eversource and its customers (not the on-site facilities). Continued operation of the substation in its current location may affect redevelopment plans. This paper summarizes a review of the impacts on the surrounding utility infrastructure which would occur with demolition of the New Boston Generating Station and addresses the potential impact of STA 293 location for redevelopment.

ENVIRONMENTAL • ENERGY • INFRASTRUCTURE

Summary

- There Are No Easy Sites
- Playbooks Define the Challenges and Present Possible Solutions With Cost and Schedule Estimates
- Identification of Highest and Best Use of the Site Provides Insights on Redevelopment Options and Prospective Counterparties
- In-Depth Analysis of Specific Issues Can Be Used to Address Internal and External (Counterparty or Regulator) Concerns

Questions?

Thanks!

Call Us:

Richard Wetherbee, PMP
914.584.8849

Email Us:

RWetherbee@TRCcompanies.com

Visit Us:

TRCcompanies.com