

Town of Reading

Economic Development Plan

Submitted by Theresa Park

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The report's objective is to develop an economic development plan for the Economic Development Committee (EDC). The Economic Development Plan will assess both past and future goals for the EDC. The major goal of the study is to provide a peer review of accomplishments of the EDC over the past five years as well as develop a road map for the next five years.

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I. Introduction

The Town of Reading is endowed with many pluses, one of which is a very dynamic and engaged Economic Development Committee (EDC). Since its formation in 2006, the EDC members have spearheaded a number of successful initiatives to (1) reinforce the attractiveness of its town center and (2) mitigate the impression that Reading is not pro-business. As an example, the EDC initiated the Fall Street Faire which not only brought businesses and residents together in a celebratory manner, but it raised funding to support business assistance programming. The Building Façade and Signage Improvement Program, an outcome of the event's success, provides technical and financial support to small businesses to improve their building façade, signage and exterior lighting – leading to more attractive storefronts and ultimately a more vibrant downtown destination.

EDC's ability to address a wider breadth of activities is greatly limited by the volunteer nature of EDC members and funding limitations. The purpose of this report is to identify areas of economic development programming that builds on EDC past success, aligns with its mission and is mindful of its resource constraints. This report is informed by review of past planning documents, interviews with EDC members and planning staff, and best practices from comparable communities.

II. Process

1. Planning Documents Review

In order to understand the Town of Reading's economic development needs and priorities, three planning documents were reviewed with main points and priorities highlighted. They are:

The 2005 Reading Master Plan established longer term, overarching vision and goals for the Town which are listed below and are meant to benchmark efforts by the Town to prioritize efforts that progress the common good of the community:

- Improve Downtown
- Establish an Economic Development Commission
- Improve South Street Streetscape
- Recognize small commercial nodes in neighborhoods
- Explore zoning changes to enhance development along I95/128

The Reading EDC Strategy of May 2007 identified Reading's competitive advantage, as well as describing its socioeconomic landscape. Its descriptive was reorganized by categorizing them into strengths/weaknesses/opportunities/threats (SWOT) classifications to allow focus on areas of need which may be addressed by the EDC.

Strengths:

- Desirable suburban community at crossroads of two major highways, I95/Route128 and I93.

- Attractive downtown with mix of institutional and commercial users, further activated by a commuter rail train station.

Weaknesses:

- Land use zoning limiting to business and industrial uses
- Limited job opportunities in the Town itself – 80% of residents commute elsewhere
- Limited staff support; no local budget appropriation

Opportunities:

- Real estate potential of Addison-Wesley site on South Street, MassHighway capital improvement projects

Threats:

- Trade-off and tension between balancing economic development and quality of life

Reading Downtown Revitalization Observations, June 2007 included site specific recommendations that support the premise that:

- Reading’s retail mix in the downtown offers a good basis for revitalization
- Energizing of the ‘spine’ (from Town Hall to train station/Main to Haven) by activating ground floor uses and encouraging pedestrian friend design details
- Better parking demand management would mitigation perception/reality of limited parking supply
- Business Improvement District as a way to improve the physical, social and economic qualities of downtown area

In considering the appropriate next steps for the EDC, recommended actions for consideration will adhere to the overall priorities as established by the board of Selectman when the Committee was formed, which are to:

- (1) Improve the quality of life for Reading residents by increasing the available retail, restaurants, and other amenities in town, particularly in the Downtown.
- (2) Ensure the stability and success of existing businesses in Reading that contribute to the quality of life in the Town
- (3) Expand the commercial tax base
- (4) Secondary priority of creating additional job opportunities in Reading, particularly for its residents

2. Phone Interview with the Economic Development Committee & Planning Staff

While not included in the original scope of work, an initial meeting with the EDC raised questions that could best be explored though individual phone interviews. The questions and answers of conversations with four EDC members and one planning staff are summarized below:

What has been done well by EDC?

#1 – EDC has mostly have done beautification project; successful but also criticized because it's not an "essential" service. Shift focus to bringing businesses into Reading; no outbound marketing is currently being done. A concern is that people are nervous about bringing businesses – a great restaurant would attract too many outsiders. Lack of experience in approaching business prospects. The town's location is so good – lot to work off.

#2 – Proud of work built on Adam Baacke's report. Lots of discussion around issues but not advancing. Developed a work plan with periodic review and check-in – allowed things to be accomplished such as alleyway projects, surveying of businesses, sign-by laws, fall street fair (also provide source of funding), building on capacity and expertise, i.e. accessing Peer to Peer program. Incorporating new people for fresh ideas. Few are the doers.

#3 – Lots of passion among EDC members. They love the town that's special and admirable. Ability to pick up project and run with it, i.e. Street Fair. "How to Do Business in Reading" brochure really starts to talk about what is real economic development. Relaying information to help businesses succeed. The other things are good, but their connection to "true business development" in a more historic sense is blurred.

#4 – EDC is the feather in its cap in building relationship w/ business community. Gotten great feedback on what they need, their past history with the community; successful execution of strategy and street fair and downtown improvement. It's organized well for people with no background in economic development and has taken it as far as they can go.

#5 – Ambitious, takes advantage of every grant/program/workshop that's available to them. Getting excited about improvement to Reading's downtown. Interest and willingness to look at multiple avenues to get projects through.

What hasn't?

#1 - Struggle with bringing businesses in; lack of support from town administration and elected body. No recognition or support for the projects. Liaised with one of the businesses – Kalariso's, a farm stand in Reading that just built a new facility – upon request by the Board of Selectman to facilitate. Permit required \$20K for a traffic study which lends to perception that the Town is a difficult place to conduct businesses. EDC position seems unclear because other town employees don't understand its role.

#2 – Struggle with town interface and their lack of meeting attendance/interest. Participation in CPDC meetings is not welcomed (not the case with others, i.e. Finance Committee). Influx of new people on Committee offers sense that EDC should work on more economic development oriented effort, i.e. lowering

downtown vacancy rate (but that's only at 5%). Subcommittee on facade improvement which includes two CPDC members, one Selectman, and two EDC members is challenged by a lack of communication. Need to strike a balance between beautification and traditional economic development activity (retail recruitment).

#3 – As a group excited to do things but frustrated by focus on how to raise money. Focus of EDC's efforts has been on beautification projects and while there's a purpose being served, EDC should aspire to a higher image. Explore potential of reallocating limited time and resources, which may mean moving away from beautification projects.

#4 – Problems with politics – once issues are identified with the business community, not well received by town administration and/or officials. Commission had to struggle to operate efficiently in this negative environment. Support from elected officials has an inverse effect on support from town administration. What EDC has accomplished, it had to do on its own - EDC initiated the Peer to Peer application.

#5 – EDC is a small group and recognizing need for input in identifying next steps. Difference of opinion on where effort should be focused.

Which communities are good examples for Reading and why?

#1 - Melrose – businesses, beautification program, so many people from Reading go there; Wakefield – not so much, they're struggling with similar challenges Concord/Wellesley/Ipswich – bit more upscale; places that are a destination.

#2 – Melrose is close cousin; not historical like Lexington or Concord but has nice restaurants, good blending of things. Reading should not just be a restaurant row, but a place where people of all ages can go, i.e. movie theatre.

#3 – Lexington and Andover have vibrant downtown with lots of businesses. More people downtown, more restaurants; no need for more pizza shops and beauty salons. It's understood that not every business is good for Downtown, i.e. Jordan's/Home Depot, but there has to be some attractions to draw people. Reading people go to Melrose, Andover, Somerville, Woburn, and Wakefield. Reading's not on the list of options.

#4 – Andover (educated demographics, albeit a more affluent community; like the diversity of retail) and Melrose (Town has made a conscious effort to build up their downtown) are good examples. Reading should serve as a destination for a regional crowd. Increase in restaurant surcharge tax would help with the Town's revenue stream. Look more closely at commercial base (93% residential; 7% commercial) & opportunities to rezone/unique commercial uses.

#5 – Portsmouth, NH, a community with a lively destination center.

What resources does EDC have access to?

#1 - At this point no funding sources to support any initiatives
Façade improvement – money comes from the street fair “Downtown
Improvements and Events Trust”

#2 – EDC membered looked at other sources of funding. Special subcommittee
could be formed that could work with CPDC on economic development matters.
Go for a larger grant, i.e. \$10K. Look at sources of different funding levels, i.e.
low level by mass mailing residents, medium via bank sponsorships, etc.
Fundraising work is hard and it's made more so by lack of database/information
sharing. EDC has to pay for planner's time; however, the town's current liaison to
EDC is working out well.

#3 – EDC is time constrained; why should it spend time figuring out how to bring
in money to pay for ribbons instead of attracting new businesses. Everyone needs
to come together and understand and agree on priorities. Work in synergy with
town administration.

#4 – Resource is the EDC; if report shows tangible data for specific
recommendations, then EDC could find a way to pay for it.

#5 – Financially limited to what EDC can fundraise. Limited staff support and
volunteers' time commitment is limited

What should be EDC's geographic area of focus?

#1 - Focus on South Main Street, all of Route 28. Needs lots of work

#2 – Master plan talks about the downtown; while improvements are being made
people still talk about the Downtown vacancy. The scale and scope South Main
Street is too big; CPDC has design guidelines for the area. Condition of downtown
speaks of the larger community.

#3 – Focus on the full Town of Reading, connecting downtown south to Route
128. South Main street is the area that needs the most help, including general
clean-up of vacant and abandoned properties, and aesthetics of the area. Town has
project in the works to improve the design guideline; how EDC can help publish it
and support the businesses in other ways.

#4 – Downtown is the heart of the city and should be a priority. South Main Street

is part of the city; there are lots of businesses there but they're treated like a step-child. would like EDC to see what can be done today. Downtown is coming to fruition on its own, allowing for ability to focus more on South Main Street.

#5 – Focus seems to have shifted to South Main Street with pockets of need in downtown.

What does “success” look like for you in 10 years?

#1 - Walk everywhere – sidewalks; people shopping and eating there; open in evenings; outdoor dining.

#2 – Perceptions that Reading is a difficult town to do business – success is in changing that perception. Reading is receptive to working with businesses to add vitality to downtown. Thriving downtown, rate it as B-/C+ right now. Look at South Main Street in five years because DT is so much better off and area of focus can go elsewhere. Decent amount of money to do other initiatives, i.e. façade improvement can be offered more than once.

#3 – Connecting with the community; lots of people don't know that the EDC exists. Drive the awareness, knocking on doors. Look back in 10 years, being an advocate for business. Real statistics of how EDC has helped bring new businesses come into the City and get credit for it. Restaurant attraction - Sam's Bistro – helped facilitate relationship to identify building, permits, etc.

#4 – Having a business community that is happy to do business in reading; not intimidate or disrespected by the administration; residents feel there is a vibrant downtown; don't have to leave the city to fulfill retail need. For business community to be treated with respect.

#5 – Livelier Downtown, friendlier South Main Street, no empty storefronts, addressing of the industrial area, and improved tax base.

Do you have other comments?

#1 – N/A

#2 – In looking at Lowell's signature – a brand. Charrette with a community? Allowing the community to participate. Re: alley – contest for naming it, i.e. crowd-sourcing.

#3 – Biggest issue is “what is our overall mission”? Drive true economic development and if so, what's the definition of that. Does that include beautification and how much time should be spent on it. Dual purpose,

improvements and traditional economic development, is currently what's being done.

#4 – EDC has gone as far as it could go with its limited resources

#5 – EDC has great potential to accomplish goals.

3. Economic Development Best Practices - Community Comparisons

Based on the phone conversations, communities identified as being imitable were contacted to better understand their approach to economic development and level of available to support to achieve those goals.

Town of Andover
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Up until three to five years ago, the attitude towards economic development was that businesses will come without any need to proactively attract them. This approach also applied to real estate development. However, due to increase in commercial vacancies and local businesses being recruited out of town, there was a change in mindset that more had to be done to support its commercial tax base. The town's recent Master Plan update identified a community need to engage a group of volunteers to work on economic development priorities. In February 2012, the town created the Economic Development Council with representation from businesses and property owners including Pfizer and Raytheon. Since then the Council has been conducting listening sessions to better understand the business climate from perspectives of town departments, businesses and residents (see Attachment A for a report of the Council's activities). Additionally, the first tax increment financing (TIF) project was approved by the town. Other activities include a SWOT analysis, identifying ways to enhance business retention, providing better customer service by maintaining a clear and open line of communications with businesses and developers and adopting zoning changes such as the "amenities zoning" to allow accessory retail, i.e. Panera, in industrial districts. Currently zoning prohibits such uses. They anticipate going before town meeting this coming fiscal year.

Economic development activities are supported by the town's Planning Division, primarily the senior planner, and there is no specific funding committed for this purpose.

Town of Concord
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The Town of Concord is fortunate to have real estate owners who are conscious about bringing in business tenants that are complementary to other retail uses and in keeping with its historic character. The Town Manager views economic development as a priority and is very involved in the Concord Business Partnership (Kate Carr concordbusinesspartnership@gmail.com), an organization of 30-40 “movers & shakers”. There is a spirit of dialogue that helps shape development in the community, as well as share a commitment to community upkeep. In 2010 the Town finished a report on its primary commercial node, the West Concord center. Out of the report came such changes as: adoption of design guidelines; initiating zoning bylaw amendments; progress on a mill rehabilitation project; and supporting mix-use development to allow residential and office uses.

There is no dedicated support for economic development but the planning staff stay informed on economic development issues by attending conferences and supporting such groups as the Concord Business Partnership. The Town is typically ineligible for any kind of grants and no funding is committed for economic development purposes.

Town of Ipswich
Glenn Gibbs, Planning Director, Planning Department
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When the Glenn Gibbs started with the Town of Ipswich in 1994 the downtown was experiencing a transformative change – it was losing Woolworth’s, a sizeable plant was moving to Danvers, and another anchor department store was leaving. The upside to the increasing vacancy was impetus for the community to come together and take advantage of the Downtown Partnership funding (now unavailable), which mimicked the national Main Street program. They obtained funding for three years, offsetting in total or in part the downtown manager’s salary. Subsequent to the program, some significant infrastructure improvements projects (funded by CDBG) have now reached fruition, and seven to eight significant and modest façade improvement projects completed. A nonprofit organization was also created at that time – the Ipswich Partnership – which still exists but only meets on a quarterly basis and has no real funding to operate. The town also undertook two studies, for downtown river walk and streetscape improvements along town green, which got funded by Enhancement Funds/PWED and Enhancement Funds/TIP respectively. The town also amended its zoning bylaws to attract businesses. No longer did the town require onsite parking for commercial uses in town center to address a problem with many small lots or require set-back for commercial buildings not in keeping with the town character. Further, the Town incentivized developers with density bonuses to encourage mix-use development and rezoned larger parcels in residential zones to allow commercial, industrial and multi-family housing. These efforts and zoning changes are supported by the Town Character Statement, the Downtown Development Plan and by the Town Manager and planning staff. The town also utilizes the Economic Development Incentive Program DT and approved a tax increment financing agreement (TIF) to attract Epsco Publishing, and more recently to support Ipswich Brewing Company’s growth.

Economic development activities are supported by the town's Planning Department, and there is no specific funding committed for economic development purposes.

Town of Lexington
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Lexington's economic development activities fall under its Economic Development Director, who serves as ombudsman for permitting and business assistance liaison. It is a one-person operation and reports directly to the town manager.

In Lexington there is more political will to progress the economic development agenda stemming from greater awareness of its positive benefits to the tax base. Current focus is on development activities at commercial area districts (i.e. Hartwell business park) which contain underutilized older buildings; the Town changed its zoning to increase FAR (small but indicative of change in Town's attitude) to help fill the existing inventory. Another focus is on Lexington Center – while it only contributes approximately five percent of Lexington's tax base, it is also the most visible – with assistance to businesses in the form of retail best practices workshop and parking improvements. The presence of tourism is triggering discussions on how it ties into economic development and how its growth, if promoted, would impact the Town's quality of life. Attention is also being paid to Hanscom air force base and its future use which is dependent on federal decisions. Three different entities serve in economic development capacity. (1) Lexington formed an economic development advisory committee 4-5 years ago and its focus has been to support commercial development. (2) There is a Center Committee whose focus is on the downtown and its urban design and streetscape. (3) The Tourism Committee is in the process of assessing its role as part of the larger discussion describe above. All three groups advise the Board of Selectmen. Other economic development activities include maintaining a database of commercial space and finding opportunities to leverage off Lexington's biotech minicluster.

Town of Melrose
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Melrose doesn't do a lot on economic development. In fact, it had looked at Reading EDC's website for lessons learned from other communities. When it started seeing vacancies a couple of years ago, the Mayor initiated an effort to streamline permits for businesses in the form of an interdepartmental committee to guide businesses through the process. There have been discussions of studies, hiring consultants, etc., but these have not moved forward. Economic development is not designated to any staff but the city does work with a very active chamber of commerce. Past low vacancy rate is due to the Downtown's compact nature and good mix of retail (which occurred by happenstance, unlike Concord) and uses

(grocery store, YMCA, drug store, etc.). Downtown is part of a historic district and its design standards maintain a high level of building appearance. The town does offer a small signage and façade program with grants of \$500 for façade and \$1,000 for signage.

Town of Wellesley
Meghan C. Jop, Planning Director

The town had undertaken limited economic development activities; with exception of zoning studies for property reuse. Due to the current recession and growing concern with increasing storefront vacancy businesses, Board of Selectman, Planning Board, and the local chamber came together in an effort called the Wellesley Square Initiative to look at ways to shore up this area. The success of this collaboration has lent itself to other districts. One going concern in the commercial centers is the expanding presence of non-retail uses, such as banks and real estate offices that detract from the center's vibrancy. Also, while economic development is a concern, the town likes its commercial centers as they are and would not like to see its commercial footprint expanding out. Specific economic development activities undertaken include working with a consultant to conduct a retail visioning session and the loosening of the town's stringent liquor policy to allow smaller establishment to obtain a license. There is a Wellesley Merchants Association headed by Damian Wendrow, lending a voice for center businesses.

Economic development activities are supported by the Planning Department but the Town does not view it as high priority; no funding is allocated for it.

III. Going Forward

The EDC is rich in passion and commitment, but limited by a lack of resources. But despite its limitations the Committee's past successes lends it the credibility and building block to advance other economic development priorities. The guiding principle in formulating the following recommendations are based on the current economic conditions, short term activities that adhere to its strategy are not resource-intensive and can be a building block toward more political buy-in and support, and in keeping with the EDC's priorities and capabilities.

1. Business Attraction

There are two notable trends that have appeared from the current recession. Consolidation by larger corporations to streamline operations, create efficiencies and reduce overall cost of running a business, and uptick in business start-ups by those laid-off from shrinking industries. Larger corporations may be predisposed to particular locations or types of buildings, but it's also important to be on these companies' and representing brokers' radar to merit getting on their short list. While local governments

rarely have a say in the decision making process until a company has narrowed their selection to one or two buildings, all things being equal, a company will likely choose a building in a community that appears to be more business-friendly. Small businesses, the independent mom-and-pop types, operate in a different way. These tend to be lifestyle businesses started by individuals living in the area. Their business needs are different and while they may not be big job creators, they add great value to a community's business mix and neighborhood environment. There is a variety of services that transect both types of business groups including:

- a. Community Visibility – The internet, and particularly the various forms of social media, can be a great equalizer in its ability to promote and elevate a community's profile. At an ICSC conference, one site locator remarked that 70 percent of people in his profession used LinkedIn to guide its site selection process. The EDC, if it hasn't already done so, may want to utilize LinkedIn, Facebook, Twitter, and other forms of social media to help its branding and virtual presence.
- b. Real Estate Database – While it's helpful to have an inventory of available industrial/commercial/retail space, the actual task can be very time consuming. There are services offering this information (<http://www.costar.com/>), but the fee may be cost prohibitive (See Attachment B for summary report from CoStar on Reading's vacancy rate and available space). Since commercial brokers typically subscribe to this service, EDC should identify active commercial brokers in the region and develop a working relationship with them. If there is a surplus of vacant commercial space in the community, a developer's tour of available sites may be a good way to introduce brokers to the community. Also, the Mass Alliance for Economic Development (www.massecon.com) acts as the state's site finder for businesses seeking to locate or expand in the State and issues eblasts seeking specific sites from communities. The Town, if not already a subscriber, should be added to the distribution list.
- c. Ambassador Program – When organizational capacity is limited it's helpful to identify key stakeholders, whether they are businesses, bankers, city personnel, or others, to extend EDC's reach and be feeders of businesses in need of service. Given EDC's business-friendly approach and quasi-public status, it is positioned well to become the "go-to" entity for facilitating businesses interactions with the Town.

2. Retail Recruitment

There have been several mentions of bringing on board a retail consultant, such as Buxton, to assist the Town with its retail recruitment effort. It should be mentioned that Buxton (www.buxtonco.com) uses Claritas (<http://www.claritas.com/MyBestSegments/Default.jsp>) data to segment the consumer population, determine market demand and identify suitable retail prospects that are

typically national chains (see Attachment C of Buxton's retail site determination information). The service itself is not inexpensive; an alternative may be to purchase the data directly from Claritas and approach retail brokers, i.e. Atlantic Retail Properties (<http://www.atlanticretail.com/>) for prospects interested in the Reading market.

The 2007 Downtown Reading Market Assessment & Business District Composition Analysis report by FinePoint Associates, LLC provide a good snapshot of the retail mix and assessment of market conditions. However, five years is a significant time lapse and since then we have entered a recession period resulting in shifts in consumer behavior and new decennial census information has been made available. Combining updated data with enhanced working relationship with retail brokers could make a meaningful impact to Reading's retail landscape.

3. Economic Development Incentive Program

Attracting large companies to a community is a competitive process and every benefit that can be brought to bear can add up to a more attractive proposal. While individually these benefits may not sway a business's siting decision, the Economic Development Incentive Program's financial benefits, especially for projects requiring significant capital investment, may give a community the edge in tipping a siting decision in its favor. The Town of Reading is not an Economic Target Area, a designation that's required to go forward with any project. Information on the EDIP is available on the Executive Office of Housing and Economic Development's (EOHED) website (www.mass.gov/hed/business/incentives/edip/edip-program-information.html); its program guidelines are included as Attachment D.

4. Business Retention

As important as it is to attract new businesses, it's just as important, if not more so, to make an effort to support existing businesses, the very same ones that have already invested in the community. While there is a cost to relocating a business, it shouldn't be assumed that a business will continue its presence simply from loyalty. Often times these are bottom-line driven decisions and as business conditions and environments change, real estate requirements may also shift. Maintaining a pulse on business needs will help tailor EDC's business assistance service. A recommendation is to conduct an annual survey of business needs, possibly in partnership with the Reading-North Reading Chamber of Commerce, to gauge the business climate (see Attachment E for sample business retention survey from City of Port Arthur Economic Development Corporation). Emerging may be the following types of businesses needs which can be supported by EDC in partnership with other public/private/non-profit economic development organizations including:

- a. Technical – Small Business Development Centers (www.msbdc.org), Interise (www.interise.org), SCORE (<http://www.interise.org/>), etc.
- b. Financial – Local lenders, SBA loan guarantee program (www.sba.gov/category/navigation-structure/loans-grants), Massachusetts Growth Capital Corporation (www.mcdfc.com), etc.

- c. Procurement – Commonwealth Procurement Access & Solicitation System (www.comm-pass.com), Supplier Diversity Office (www.somwba.state.ma.us), US SBA’s Procurement Technical Assistance Centers (www.sba.gov/content/procurement-technical-assistance-centers-ptacs), etc.
- d. Networking – Reading-North Reading Chamber of Commerce, Business Networking International (www.bni.com), Small Business Association of New England, (www.sbane.org) etc.

5. Supporting Commercial Development

The Town of Reading has redevelopment opportunities along South Main Street, Jacob Way, Walkers Brook area and other commercial and industrial areas. If redevelopment is a high priority, these and other parcels should be analyzed for potential zoning change that supports the high and best use for the Town and the developer. Additionally, Reading may want to consider the Town of Ipswich’s example, whereby it encouraged mix-use development in its downtown to support day-night activity and rezoning of larger residential parcels suitable for commercial use. Reading already has a “Passport to Doing Business” which offers a comprehensive overview of the permitting system, including some guidance for certain business operations.

If there are limitations to understanding Reading’s market conditions, the EDC may want to consider undertaking a study of market conditions to better match market needs to site potential (see Attachment F for a sample market analysis RFP from the City of Lowell). The findings can help tailor the types of uses that can more readily be absorbed. If property owners are sitting on long-vacant parcels, they may be willing to financially support such a study.

6. Regulatory Environment

Permitting could be a time-sink for businesses and developers. If the EDC feels additional clarity is needed to support business start-ups, there are useful models that can be reviewed for further consideration. They include the City of Cambridge extensive information on many of its permits and licenses (www.ci.cambridge.ma.us/permitsandapplications.aspx), as well as guides to more challenging permitting processes (www.ci.cambridge.ma.us/CDD/econdev/smallbusiness/permittingresources.aspx). The City of Lowell, in partnership with the Pioneer Institute, has also compiled a step-by-step permit guide for 20 business types ranging from flower shops to small grocery stores to restaurants (www.lowell.org/Documents/businessguide.pdf).

7. Business Information and Resources

Print marketing materials by itself are not effective but combined with positive outbound efforts could offers tangible and reinforcing message about the community (see Attachment F for City of Lowell’s marketing brochure). Marketing materials should be

considered in context of a unified message and a comprehensive set of information that can be accessed in various ways.

- a. Website upgrade – EDC’s website is organized and easily navigable. It should be monitored periodically to keep the content fresh and links live. A nice addition would be to include testimonials of businesses EDC has assisted to reinforce EDC’s pro-business reputation.
- a. Print materials – Develop a leave-behind marketing brochure that highlights Reading’s assets and where possible, targeted to specific industry groups (i.e. high-growth vs. lifestyle businesses). There are companies that design and print brochures for free; they bear the cost by selling advertising space and typically request an introduction to business leaders. One such company is Global Design & Publishing, LLC (contact Ms. Kelly Tourtellotte, VP of Sales & Marketing, 93 Munyan Road, Putnam, CT 06260, t: 860-963-0414).
- b. Social media – as previously mentioned, develop a strategy to utilize social media to build Reading’s on-line presence and maximize its search engine optimization for greater visibility. To measure the success and impact of its website, Google Analytics (<http://www.google.com/analytics/>) can be deployed at no cost to generate detailed statistics about visitors to EDC’s website.

8. Public Amenities and Improvements

A physically attractive and highly functioning public realm can translate to a more satisfying experience for people and has positive benefits for businesses and residents by instilling greater civic pride. EDC’s success in beautifying the downtown has helped build its reputation and fundraise for its other program, the Building Façade and Signage Improvement Program. Some of the other improvements discussed by EDC, including alley ways, better connection to the train depot, and downtown parking, are all important and would further improve downtown’s appeal. However, the concern is the level of time commitment and the opportunity cost of focusing on improvements versus more traditional economic development activities.

An option worth considering is the formalizing of an organizational entity to focus on these activities. There are three main venues: a business improvement district (www.mass.gov/envir/smart_growth_toolkit/pages/mod-bid.html), Main Street program (<http://www.preservationnation.org/main-street/>) and a business association such as the Harvard Square Business Association (www.harvardsquare.com) whose a driving force behind Cambridge’s Local First program. They require different levels of buy-in, commitment and financial wherewithal in order to move forward. But an effective group of community-minded businesses can advocate for change to promote a more business-friendly climate. Of slightly different scope is an organization called the Project for Public Spaces (www.pps.org), whose website serves as a good resource for Reading’s placemaking ideas.

The creative economy is making a meaningful impact in many communities. Lowell's Cultural Organization of Lowell (www.cultureiscool.org), New Bedford's AHA! (www.ahanebedford.org), and Easthampton's City Arts (www.easthamptoncityarts.com) host events, implement pop-up galleries in vacant retail storefronts, add vitality to public spaces, attract new visitors and support creative entrepreneurs. Andover's Art in the Park (www.andoversartistsguild.com/page/2012ArtinThePark) transforms a public park into a festival of visual delight once a year. EDC could initiate dialogue with the Reading Art Association (www.readingart.org) to explore possibilities.

9. Organizational Development & Partnerships

One way of flushing out EDC's scope of service is to assess the continuum of business assistance available to new and existing businesses. As they go through the business life cycle from start-up to growth, do services exist to support them in different phases of need? If not, what are gaps and are there other economic development organizations that can fill that gap? An introspective review leading to development of partnerships can expand EDC's organizational capacity and allow it to expand its scope. Additionally, EDC should continue its creative and successful grant writing efforts to fund eligible projects, such as an updated market analysis.

The EOHEd is emphasizing "regionalism" in economic development approaches and certainly, businesses do not recognize jurisdictional boundaries when making site location decisions. If there are advantages to be had by cooperating with abutting communities, Reading should consider such cooperative efforts. As an example, the communities along Route 3 between I95/Route 128 and I495 are in discussion to promote their communities as a distinct region for the sole purpose of encouraging greater economic development activity. The New Bedford-Fall River area has a similar initiative called "South Coast."

The EDC has some support from the Planning Division but there's a tremendous challenge in matching staffing level to EDC's ambition. By continuing to build its portfolio of success and accessing other resources, there may come a time when political support translates to committed financial and personal resources for EDC. In the meantime, EDC may want to tap into planning students at MIT, Harvard University, Tufts University and other colleges and university and offer internship that enhance their academic curriculum and support some of EDC's planning effort.

Lastly, EDC's continued involvement with Community Planning and Development Commission (CPDC) to advocate for development review that takes into consideration a project's economic impact is highly beneficial. EDC's perspective is an added value to the development review process and it, along with other economic development organizations like the Reading-North Reading Chamber of Commerce, should actively engage in the review process. If a more formalized role is desired based on strategic considerations (advocacy vs. regulatory) and recognizable benefits that can be derived for

the town, the Committee may want to consider the feasibility of reforming as a Commission.

IV. Conclusion

The EDC's past accomplishments are great building blocks for its future success. The single greatest challenge of accessing resources to accomplish all of its desired goals can be best approached by expanding its capacity through growing partnerships, identifying shorter term goals that are meaningful and can be successfully executed to continue building its credibility, engaging in local processes to inject an economic development voice in shaping development outcomes, and tapping into other resources that provide technical and financial support to EDC's endeavors.

The interesting take away in talking to other communities is that the Reading EDC is ahead of the curve in its initiatives and level of organization. Channeling the members' passion and drive towards a shared vision will only help to move the Town forward in an enviable way. The recommendations made in this report are just one step in the process – one that requires further consideration by EDC and in context of the Town's priorities and readiness to proceed.

As parting words, I would like to add that I've been thoroughly impressed by the level of EDC's commitment and their willingness to "talk the talk and walk the walk" I have the distinct impression that once it decides on a path of approach, nothing can prevent its success.

ATTACHMENT A

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- Town of Andover -

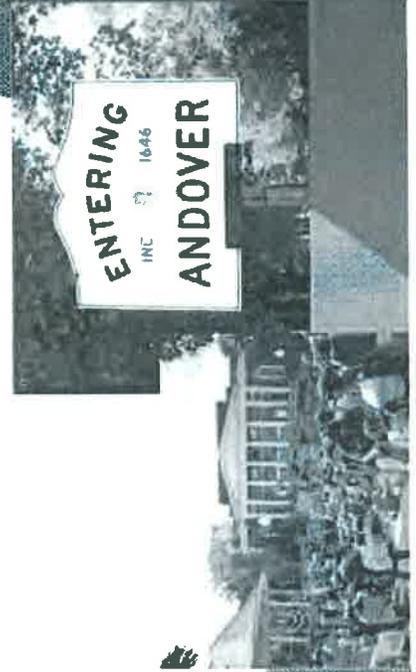
Economic Development Council

Report to the Board of Selectmen

June 18, 2012

Agenda

- I. Role of the Economic Development Council (EDC)
- II. Progress to Date
- III. Priorities
- IV. Next Steps
- V. Q & A



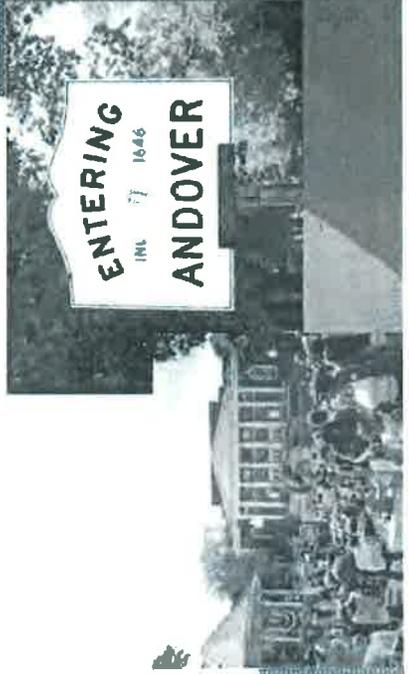
I. Role of the Economic Development Council **(EDC)**

- ◎ Board of Selectmen voted to form the EDC in November 2011
- ◎ EDC supported by the 2012 Master Plan
- ◎ First meeting of the EDC held in February 2012
- ◎ Nine Representative Members
- ◎ Meeting Schedule: First and third Thursdays of each month
- ◎ Mission

To develop and implement a proactive economic development strategy that addresses issues relating to economic development, business retention and job creation. This will be achieved by assessing the strengths, weaknesses and opportunities in the partnership between the industrial and business communities and Town Government. The focus of the Council is to ensure that businesses thrive in Andover as well as attract businesses interested in locating here.

Economic Development Council Members

- Tom Belhumeur
- Kenneth Bradley
- Brad Duffin
- Marlene Hoyt
- Andrea Leary
- Steven Leed
- David Pierre
- Jeff Spagat
- Tim Vaill, Chairman



II. Progress to Date

- ◎ Listening Tour
 - Views/Ideas from Town of Andover Department Heads, residents, businesses and external sources
- ◎ Conducted a SWOT Analysis of current Andover Business Climate
 - EDC analysis of Strengths, Weaknesses, Opportunities and Threats
 - Will repeat after six months, one year
- ◎ Publicly supported the Schneider Electric TIF proposal
 - Townsman/Town Meeting
- ◎ Discussion of where the EDC can have greatest impact
 - Early Priorities Identified



S.W.O.T.

STRENGTHS

Education (School System, Workforce)
Vibrant Downtown
Access (Regional: Highway, Boston)
Demographics

WEAKNESSES

Parking
Regulations (Process, Barriers,
Customer Service)
Transportation (Local Issues)
Marketing/Perception of Andover

OPPORTUNITIES

Tax Increment Financing/Zoning/Economic
Target Areas
Outreach
New Connections/Communication
Expansion

THREATS

Competition with Other Communities
High Rents
Energy Costs
Aging Demographics

II. Progress to Date

- ◎ Listening Tour
 - Views/Ideas from Town of Andover Department Heads, residents, businesses and external sources
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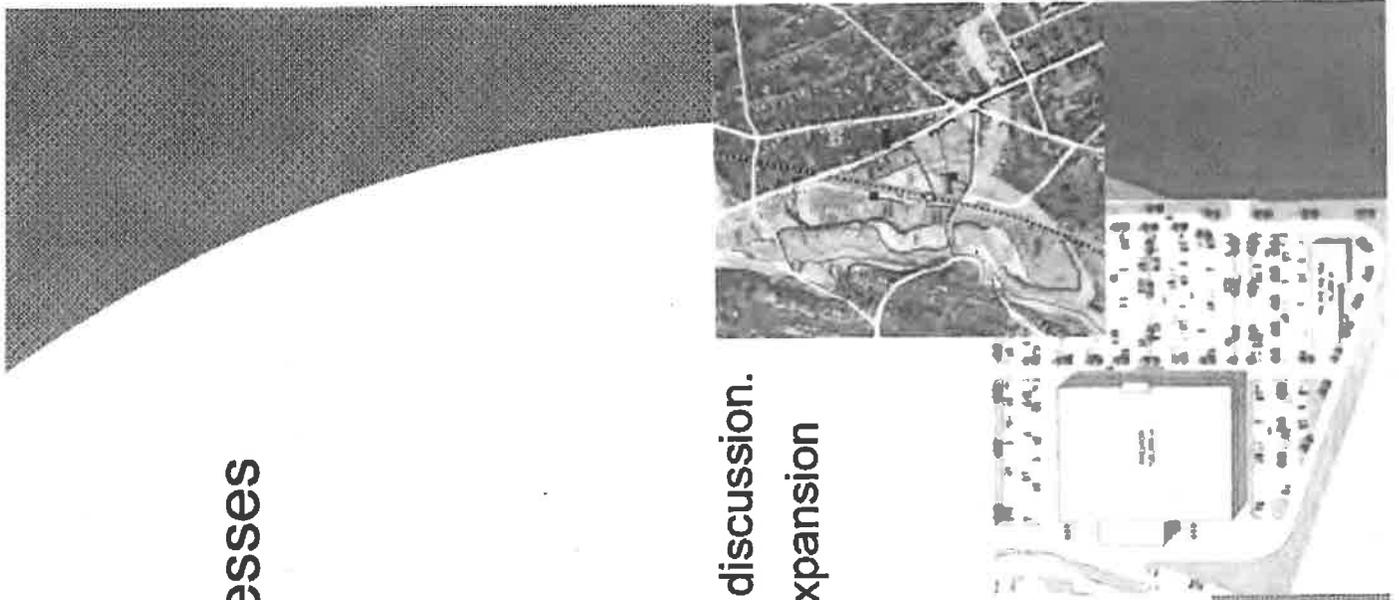


III. Priorities

- ◎ Improve the “climate” for incoming businesses
 - Need for a “How To” Guide (*a la Salem*)
 - Opportunities to improve permitting process
 - Create “Ombudsman” mindset at all touch points
 - Reputation for Predictability

- ◎ Town Yard Redevelopment
 - Help provide “balanced assessment” on Town Yard discussion.
 - Provide emphasis/communications on Downtown expansion
 - Support attractive mixed-use plan

- ◎ Amenities Zoning for Industrial Districts
 - Improve the holistic environment
 - Retain top businesses and their employees
 - Create spending opportunities in Andover



III. Priorities (con't)

- ◎ Develop “Solution in Principal” for Downtown Andover
 - Examine downtown “infill” projects
 - Revisit parking and traffic issues
 - Address hardware store and other needs

- ◎ Lowell Junction Interchange
 - Revisit key elements of plan
 - Coordinate with Andover-based employers
 - Work with State and Local decision points

- ◎ Develop an Economic Development Data Base
 - Start with the facts
 - Automatic update of current situation
 - Identify needs and pressure points



IV. Next Steps

1. Continue "Listening Tour"

- a) Identify other important voices to be heard
- b) Compile results of Town Meeting survey
- c) Expand contact with the State
- d) Expand site visits

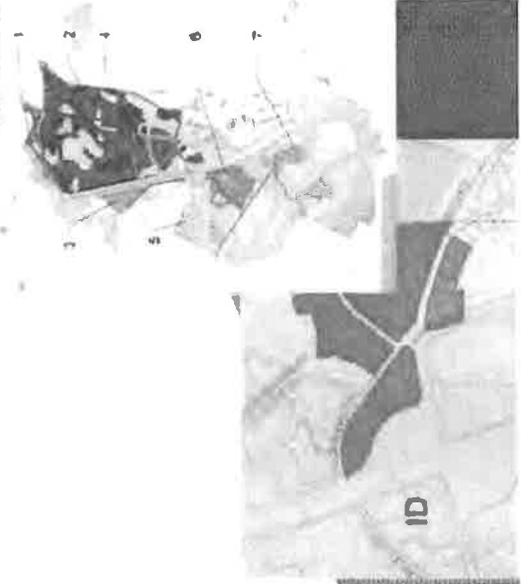
2. Take action steps to focus on Early Priorities

- a) EDC will join existing task forces or create *ad hoc* teams
- b) EDC will develop a list of action steps

3. Commence work on "How To" Guide

- a) Will be done by the Planning Division
- b) Completion Date: September 30, 2012
- c) Layout

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IV. Next Steps (con't)

1. Develop Economic Development Communications Strategy
 - a) Full communication with BOS and other groups
 - b) What to say to the public and when
 - c) Outreach to incoming businesses
 - d) The "marketing" of Andover

2. Work with Town IT staff to design EDC Data Base

4640.



V. Questions and Answers

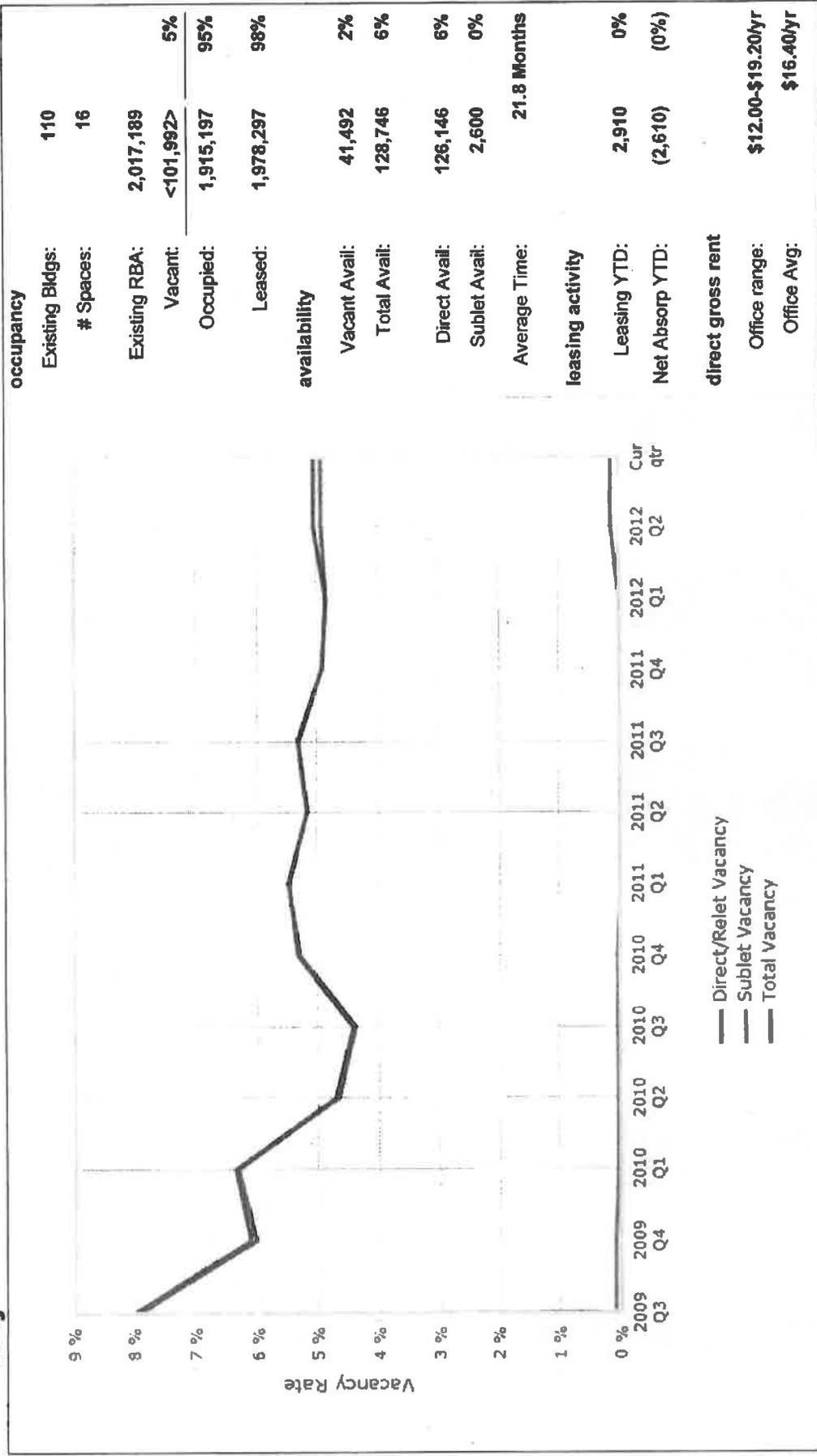
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ATTACHMENT B

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Reading, MA

Vacancy Rates



occupancy

| | |
|-----------------|-----------|
| Existing Bldgs: | 110 |
| # Spaces: | 16 |
| Existing RBA: | 2,017,189 |
| Vacant: | <101,992> |
| Occupied: | 1,915,197 |
| Leased: | 1,978,297 |
| | 95% |
| | 98% |

availability

| | | |
|---------------|-------------|----|
| Vacant Avail: | 41,492 | 2% |
| Total Avail: | 128,746 | 6% |
| Direct Avail: | 126,146 | 6% |
| Sublet Avail: | 2,600 | 0% |
| Average Time: | 21.8 Months | |

leasing activity

| | | |
|-----------------|---------|------|
| Leasing YTD: | 2,910 | 0% |
| Net Absorp YTD: | (2,610) | (0%) |

direct gross rent

| | |
|---------------|--------------------|
| Office range: | \$12.00-\$19.20/yr |
| Office Avg: | \$16.40/yr |

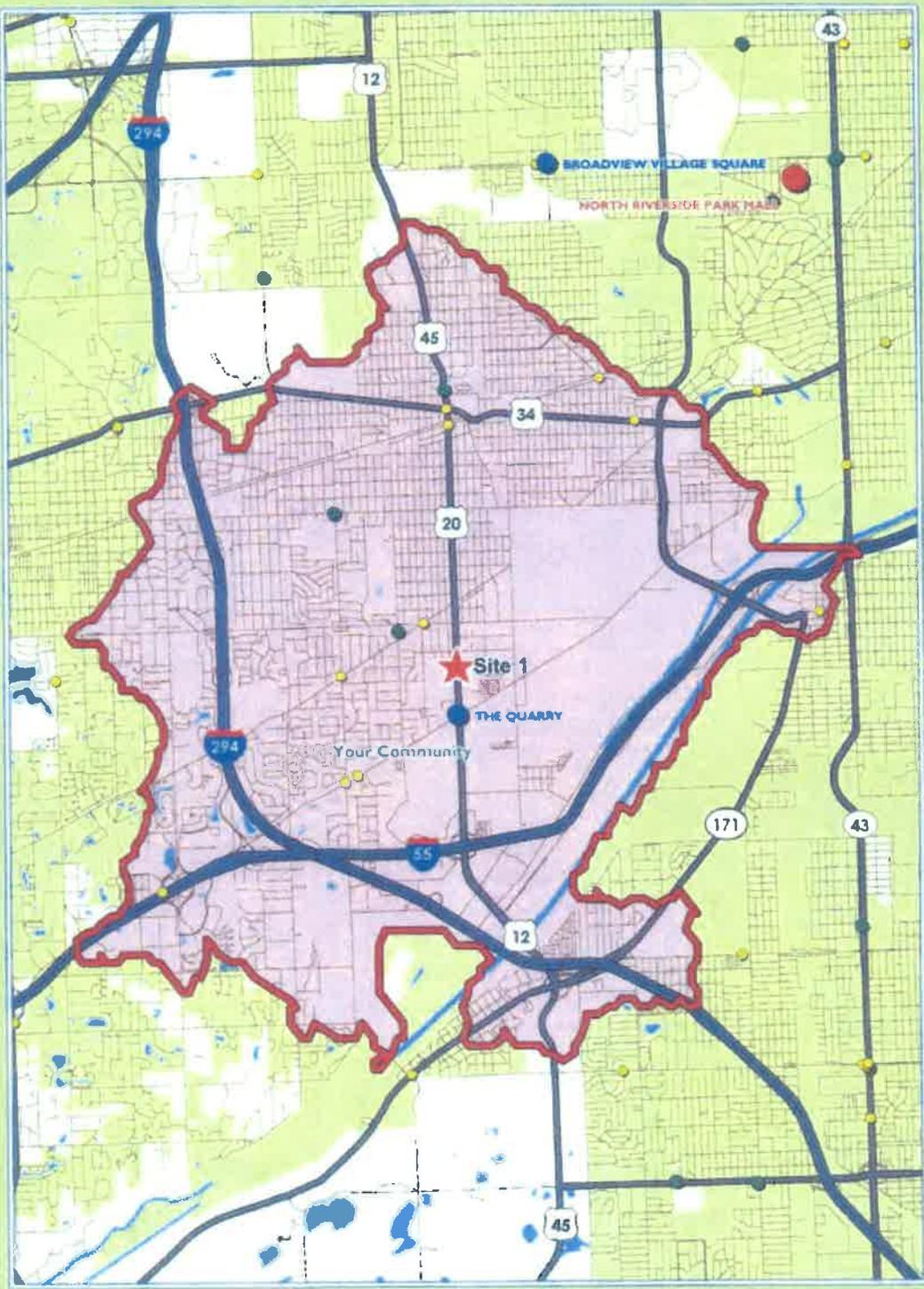
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| Address | City | Property Type | Property Size | Space Avail | Rent/SF/Yr |
|------------------|---------|---|---------------|-------------|-----------------|
| 232 Ash St | Reading | Class C Industrial/Warehouse | 48,000 SF | 12,000 SF | \$7.50 |
| 236 Ash St | Reading | Class C Industrial | 6,955 SF | 2,000 SF | Withheld |
| 1 General Way | Reading | Retail/Freestanding (Neighborhood Center) | 258,000 SF | 60,000 SF | \$20.00-\$45.00 |
| 2 Haven St | Reading | Class B Office/Office with street-level Retail | 21,000 SF | 2,067 SF | \$18.00 |
| 30 Haven St | Reading | Retail/Storefront Retail/Residential | 20,000 SF | 19,936 SF | \$23.00 |
| 95 Main St | Reading | Class C Office/Office with street-level Retail | 6,400 SF | 2,000 SF | For Sale Only |
| 122 Main St | Reading | Retail | 3,017 SF | 0 SF | For Sale Only |
| 126 Main St | Reading | Retail/Storefront | 6,500 SF | 6,500 SF | \$20.00-\$32.00 |
| 126 Main St | Reading | Retail/Fast Food | 3,500 SF | 3,500 SF | \$20.00-\$32.00 |
| 248 Main St | Reading | Class B Office | 18,000 SF | 4,200 SF | \$17.00 |
| 315 Main St | Reading | Class B Office | 12,864 SF | 6,441 SF | \$12.00-\$16.00 |
| 306 S Main St | Reading | Land | 0.43 AC | - | For Sale Only |
| 273-275 Salem St | Reading | Retail/Freestanding | 55,000 SF | 17,500 SF | Withheld |
| 4 West St | Reading | Retail/Freestanding | 5,125 SF | 2,600 SF | Withheld |
| 22 Woburn St | Reading | Class C Office/Loft/Creative Space | 8,676 SF | 0 SF | For Sale Only |

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ATTACHMENT C

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Your Community, USA

7 Minute Drive Time

★ Site 1

Shopping Centers

- 1500+
- 500 to 1000
- 100 to 500
- Below 100



Your Community, USA

Site 1 Trade Area Map

Prepared for Your Community, USA



2811 S. Polaris Dr.
Fort Worth, Texas 76117
Tel: 817-332-9600
Fax: 817-332-9606
e-mail: info@communityid.com
http://www.communityid.com



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Site I Analysis

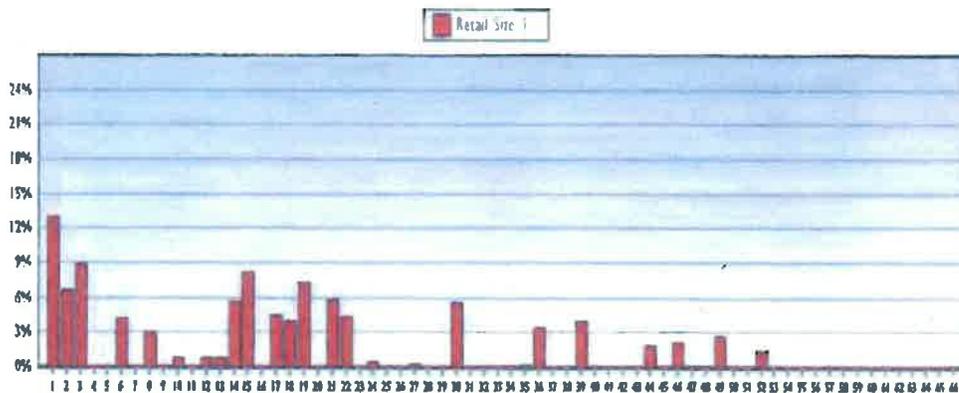
Drive-Time Trade Area

The map on the opposite page depicts the trade area for Site I. The trade area consists of a 7 minute drive-time polygon, determined by Buxton's proprietary drive-time technology.

Psychographics

The psychographic profile of the households within a 7 minute drive-time of Site I is presented below.

Trade Area Segmentation



Dominant Segments

A segment that represents at least 3 percent of a trade area is a dominant segment. Following is a description of the dominant segments for Site I.

| Dominant Segments | Description | Households | % of All Households |
|-------------------|--------------------|------------|---------------------|
| 1 | UPPER CRUST | 4,037 | 12.93% |
| 2 | BLUE BLOOD ESTATES | 2,081 | 6.67% |
| 3 | MOVERS & SHAKERS | 2,759 | 8.84% |
| 6 | WINNER'S CIRCLE | 1,342 | 4.30% |
| 14 | NEW EMPTY NESTS | 1,789 | 5.73% |
| 15 | POOLS & PATIOS | 2,547 | 8.16% |
| 17 | BELTWAY BOOMERS | 1,422 | 4.56% |
| 18 | KIDS & CUL-DE-SACS | 1,254 | 4.02% |
| 19 | HOME SWEET HOME | 2,285 | 7.32% |
| 21 | GRAY POWER | 1,832 | 5.87% |
| 22 | YOUNG INFLUENTIALS | 1,361 | 4.36% |
| 30 | SUBURBAN SPRAWL | 1,737 | 5.56% |
| 36 | BLUE-CHIP BLUES | 1,081 | 3.46% |
| 39 | DOMESTIC DUOS | 1,254 | 4.02% |

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Site 1 Analysis (continued)
Retail Trade Potential

The following table outlines the estimated dollar potential available in major retail categories by consumers located within the trade area for Site 1:

| <i>Consumer Variable - Major Categories</i> | <i>Total Estimated Dollars Available</i> |
|---|--|
| Food at Home | \$188,238,640 |
| Food Away from Home | \$197,778,020 |
| Alcoholic Beverages | \$50,103,160 |
| Smoking Products & Supplies | \$23,502,280 |
| Personal Care Products & Services | \$34,779,910 |
| Day Care | \$14,771,790 |
| Household Furnishings & Services | \$281,611,910 |
| Housing Expenses | \$46,378,230 |
| Apparel | \$178,950,260 |
| Sports & Recreation | \$57,752,550 |
| Miscellaneous | \$124,448,320 |
| Education | \$57,360,510 |
| Automotive | \$321,282,850 |
| Health Care | \$152,847,690 |
| TOTAL | \$1,729,806,120 |

The following table presents the trade potential variables for Site 1:

| Trade Potential Variables | Site 1 |
|--|-----------------|
| 2003 Estimated Household Count | 33,050 |
| 2003 Number of Households in Dominant Segments | 26,781 |
| Traffic Count | 31,400 |
| Estimated Retail Potential | \$1,729,806,120 |



Brief Segment Descriptions

- 1 **UPPER CRUST** – The nation's most exclusive address, Upper Crust is the wealthiest lifestyle in America—a haven for empty-nesting couples over 55 years old. No segment has a higher concentration of residents earning over \$200,000 a year or possessing a postgraduate degree, and none has a more opulent standard of living.
- 2 **BLUE BLOOD ESTATES** – Blue Blood Estates is a family portrait of suburban wealth, a place of million-dollar homes and manicured lawns, high-end cars and exclusive private clubs. The nation's second-wealthiest lifestyle, it is characterized by married couples with children, college degrees, a significant percentage of Asian Americans and six-figure incomes earned by business executives, managers and professionals.
- 3 **MOVERS & SHAKERS** – Movers & Shakers is home to America's up-and-coming business class: a wealthy suburban world of dual-income couples who are highly educated, typically between the ages of 35 and 54, often with children. Given its high percentage of executives and white-collar professionals, there is a decided business bent to this segment: Movers & Shakers rank number one for owning a small business and having a home office.
- 4 **YOUNG DIGERATI** – Young Digerati are the nation's tech-savvy singles and couples living in fashionable neighborhoods on the urban fringe. Affluent, highly educated and ethnically mixed, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars—from juice to coffee to microbrew.
- 5 **COUNTRY SQUIRES** – The wealthiest residents in exurban America live in Country Squires, an oasis for affluent Baby Boomers who have fled the city for the charms of small-town living. In their bucolic communities noted for their recently built homes on sprawling properties, the families of executives live in six-figure comfort. Country Squires enjoy country club sports like golf, tennis and swimming as well as skiing, boating and biking.
- 6 **WINNER'S CIRCLE** – Among the wealthy suburban lifestyles, Winner's Circle is the youngest, a collection of mostly 25- to 34-year-old couples with large families in new-money subdivisions. Surrounding their homes are the signs of upscale living: recreational parks, golf courses and upscale malls. With a median income of nearly \$90,000, Winner's Circle residents are big spenders who like to travel, ski, go out to eat, shop at clothing boutiques and take in a show.

ATTACHMENT D

ECONOMIC ASSISTANCE COORDINATING COUNCIL
MASSACHUSETTS OFFICE OF BUSINESS DEVELOPMENT
EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT
COMMONWEALTH OF MASSACHUSETTS



Economic Development Incentive Program (EDIP)

2011 Program Guidelines

Issued by:

**Economic Assistance Coordinating Council
Massachusetts Office of Business Development
10 Park Plaza, Suite 3730
Boston, Massachusetts 02116
Phone: (617) 973-8538
Fax: (617) 973-8538**

1/25/2011

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These guidelines are issued by the Economic Assistance Coordinating Council pursuant to the authority granted under M.G.L. 23A Section 3B. The guidelines are provided to the public and potential applicants for their information only, and are merely intended to provide illustrative guidance to the application process. The EACC reserves the right to amend, modify, or otherwise alter these guidelines as required, without notice. Applicants to the EDIP should refer to the application form, pertinent regulations and MOBD Regional Directors for further information. Nothing in these guidelines shall restrict the EACC's authority as granted by the EACC and EDIP legislation.

Table of Contents

- 1. Program Description**
- 2. Definitions**
- 3. Eligible Projects**
- 4. Application Process and Deadlines**
- 5. Application Review**
- 6. Award Process**
- 7. Monitoring Process**
- 8. MOBD Regional Contacts**
- 9. Statutory and Regulatory References**
- 10. Application Checklist**

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1. Program Description:

The Economic Development Incentive Program (EDIP) is a tax incentive program designed to foster full-time job creation and stimulate business growth throughout the Commonwealth. Participating companies may receive state and local tax incentives in exchange for full-time job creation, manufacturing job retention, and private investment commitments.

As of January 1, 2010, the Economic Assistance Coordinating Council (EACC) may certify three categories of project for companies that generate substantial sales outside of the Commonwealth and are seeking the EDIP Investment Tax Credit (ITC): full-time job creation and investment projects within Economic Target Areas, projects with exceptional employment growth across the Commonwealth and finally, projects within gateway communities that sustain and grow manufacturing jobs.

The EACC will also consider applications seeking the Abandoned Building Renovation Deduction and municipally supported local real estate tax incentive applications for projects that are not seeking an EDIP-ITC.

2. Definitions:

Please refer to 402 CMR 2.03 for a more detailed list of definitions.

Certified Project – The EACC considers applications by a business intending to develop or expand a project for designation as a "certified project," thereby allowing the business to benefit from the various tax relief programs made available by the EDIP. For information on how the length of the "certified project" may affect the value of state tax benefits, please refer to the Massachusetts Department of Revenue (DOR) Directive 09-4 Effect that the Expiration of a Project's Certification Has on the Economic Opportunity Area Credit.

Economic Opportunity Area or EOA - an area of the Commonwealth, located wholly within an Economic Target Area, which is designated as such by the EACC. In order for an economic development project to apply for state and / or local benefits as a Certified Expansion Project (EP), the proposed project must be located within an EOA. To obtain EOA designation, the municipality must identify appropriate locations for economic development and request the EACC to designate these targeted development areas within the ETA as EOAs. There are no limits to the number of EOAs that may be designated within an ETA. Since an area must be designated as both an ETA and an EOA before the benefits made available under the EDIP can be realized, municipalities may request simultaneous consideration of both ETA and EOA applications by the EACC.

Economic Target Area or ETA - an area of the Commonwealth designated as such by the EACC. More than 200 municipalities (or parts thereof) across the Commonwealth are members of Economic Target Areas as shown on the ETA map www.mass.gov/dbd/edip. To obtain ETA designation, the municipality must make a request to the EACC to designate the municipality as an ETA. This designation is based on income, unemployment, and other economic characteristics of the area, and may also be appropriate where the area contains certain special features, as identified in M.G.L. c. 23A, § 3D and in 402 CMR 2.05. The number of ETAs that can exist at any one time in the Commonwealth is limited by state law, as set forth in M.G.L. c. 23A, § 3E and in special acts of the Legislature. Please contact the appropriate MOBD Regional Director (See Section 8. MOBD Regional Contacts) to discuss the process for applying to become an ETA community.

Exceptional Opportunity Area – At the request of a non-ETA municipality, the Director of the Department of Business Development may designate certain areas of the Commonwealth as "presenting exceptional opportunities for increased economic development," thereby permitting the designation of a TIF Zone within

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such area, allowing for the municipality to negotiate local tax incentives with a proposed economic development project.

Full-time Employee - an employee, as defined in 402 CMR 2.03: Employee who has been paid by an employer during its taxable year an amount equal to at least the maximum amount of "wages" with respect to which an employer is required to make contributions under M.G.L. c. 151A, § 14.

Gateway Municipality - a municipality with a population greater than 35,000, a median household income below the Commonwealth's average and educational attainment rates that are below the Commonwealth's average, as measured by the most recent American Community Survey (ACS) of the U.S. Bureau of the Census.

Manufacturing Activity - the process of substantially transforming raw or finished materials by hand or machinery, and through human skill and knowledge, into a product possessing a new name, nature and adapted to a new use. In determining whether a process constitutes manufacturing, the EACC will examine the facts and circumstances of each case.

Substantial Sales Outside of the Commonwealth - on an annual basis, at least 25%, or an otherwise reasonable percentage as determined by the EACC, of a controlling business's products or services generated at the facility are sold in the regular course of the controlling business's trade or business to customers located outside of the Commonwealth; provided that, with respect to a facility that serves principally as a corporate headquarters or as a regional administrative office for the controlling business, the above threshold shall be deemed satisfied if at least 25%, or an otherwise reasonable percentage as determined by the EACC, of the controlling business's products or services, wherever generated, are sold in the regular course of the controlling business's trade or business to customers located outside of the Commonwealth.

Middle Tier Community - a municipality with a median household income below the Commonwealth's average and educational attainment rates that are below the Commonwealth's average, as measured by the most recent American Community Survey (ACS) of the U.S. Bureau of the Census.

3. **Eligible Projects:**

The EACC may certify three categories of project for expanding companies that generate substantial sales outside of the Commonwealth, are retaining and / or creating full-time permanent jobs and are seeking the EDIP Investment Tax Credit (ITC). In consultation with MOBD, the EACC will determine a project's appropriate category.

- **Certified Expansion Project:** A full-time job creation and investment project within an Economic Target Area.
- **Enhanced Expansion Project:** A project with exceptional employment growth of 100 new full-time jobs or more, anywhere in the Commonwealth.
- **Manufacturing Retention Project:** A project within a gateway community that creates at least 25 new full-time manufacturing jobs and/or retains at least 50 full-time manufacturing jobs.

Certified Expansion Project (EP):

In return for full-time job creation and private investment commitments, the EACC may certify Expansion Projects (EP) within Economic Target Area communities and award up to a 10% EDIP- Investment Tax

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Credit (ITC) to support the project. EP are most similar to those EDIP Projects certified prior to January 1, 2010, however EP must have substantial sales outside of the Commonwealth.

A municipally driven, three-stage process is required for an EP (the first two stages may have been completed ahead of the project application):

- The city or town must be an ETA community,
- The proposed project location must be within an EOA, and
- The project must receive municipal approval of local tax incentives (either Tax Increment Financing (TIF) or a Special Tax Assessment (STA)) and municipal approval of the Certified EP prior to being considered by the EACC.

Enhanced Expansion Project (EEP):

The EACC may certify Enhanced Expansion Projects (EEP) that will create at least 100 new full-time, permanent jobs in the Commonwealth within two years of receiving an EDIP-ITC incentive and be retained for at least 5 years. EEP that will strengthen the Massachusetts economy and contribute to the Commonwealth's fiscal health may be considered for an EDIP-ITC incentive of up to 10% eligible capital investment. The project may also seek local tax incentives if proposed in an ETA community or if a non-ETA community supports an Exceptional Opportunity.

Manufacturing Retention Project (MRP):

The EACC may certify Manufacturing Retention Projects (MRP) that will create at least 25 new manufacturing jobs and / or maintain at least 50 full-time, permanent manufacturing jobs for at least 5 years in a gateway community. The project must receive municipal approval of the MRP prior to being considered by the EACC and may also seek local tax incentives from the city or town.

Other Projects:

The EACC may also approve applications that can provide the following incentives for projects not necessarily seeking an investment tax credit:

- **Abandoned Building Renovation Deduction:** A corporate excise deduction or a personal income tax deduction equal to 10% of the cost of renovating an abandoned building, defined as being at least 75% vacant for 24 months or more, within an EOA.
- **Local Tax Incentives:** A municipally supported project seeking the real property tax benefits available under a tax increment financing plan and the tax exemption for personal property situated at a parcel receiving a tax increment financing exemption; or, as an alternative, a special real property tax assessment schedule.

4. Application Process and Deadlines

Potential certified project applicants must work with their MOBD Regional Director (see Section 8. MOBD Regional Contacts) from the earliest point possible to discuss project parameters and eligibility for consideration under the Economic Development Incentive Program.

Important elements in the application process, for companies, include:

- i. Participate in an introductory meeting with the MOBD Regional Director.
- ii. Work with the MOBD Regional Director to introduce the project to the municipality and ultimately seek local approvals, where necessary.
- iii. Send a "Letter of Intent" to the municipality, and copied to the MOBD Regional Director, in which the proposed project will be located indicating an interest in applying to the Economic Development Incentive Program and providing pertinent project details.

1/25/2011

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- iv. Complete and return the EDIP Preliminary Application by the published deadline. Please provide an electronic copy to the MOBD Regional Director and send an original hard copy: Attn: Brenda Reynolds, EDIP Project Manager, MOBD, 10 Park Plaza, Suite 3730, Boston, MA 02116.
- v. Following review and upon the invitation of the MOBD Regional Director, complete and return the EDIP Supplementary Application. The Supplementary Application requires the submission of supportive data, analyses and a definitive project timeline. Please provide an electronic copy to the MOBD Regional Director and send an original hard copy: Attn: Brenda Reynolds, EDIP Project Manager, MOBD, 10 Park Plaza, Suite 3730, Boston, MA 02116.
- vi. If applicable, submit local approvals and agreements (per Section 10. Application Checklist) to the MOBD Regional Director. All application materials must be submitted prior to published deadlines and incomplete applications will not be considered.
- vii. Upon invitation, attend a meeting of the Economic Assistance Coordinating Council to present project details and request project certification.

The EACC plans to meet on a quarterly basis. Please check with your MOBD Regional Director for the deadline to submit application materials. The EACC reserves the right to seek additional information from applicants and to defer project consideration.

5. Application Review:

The EACC will consider project certification and make EDIP-ITC awards based on the merits of individual projects and will take into consideration the jobs impact, project location, industry and resulting economic activity. Support of sustainable manufacturing projects and investment within middle tier or gateway communities are key program objectives. Please work with your MOBD Regional Director (See Section 8. MOBD Regional Contacts) to better understand the range of ITC award that might be available.

Please note that when other state incentives are available to the project (including, but not limited to the Manufacturing / Research & Development 3% Investment Tax Credit or the Life Sciences Investment Tax Credit), the EACC will take any resulting benefits into consideration during its review.

6. Award Process:

Unless the EACC determines that additional information is required, then the EACC will generally make decisions on project certification during their scheduled meetings. Projects will receive written notification of the EDIP-ITC award after the EACC meeting, usually within 48 hours. The award will include a timeline for taking the EDIP-ITC in specific tax years. If awardees are unable to take the EDIP-ITC according to the agreed timeline then the EACC will try to accommodate the changed project timeline, however reserves the right to rescind the EDIP-ITC award.

7. Monitoring Process:

At the end of each year, certified projects are required to submit a report to the EACC and to the municipality in which the project is located. The annual reporting form will be posted at www.mass.gov/dbd/edip or may be provided by other means, upon request. The EACC reviews each project for compliance with job and investment goals, per MGL Ch.23A and 402 CMR 2.00 and requires

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confirmation of the EDIP-ITC utilization schedule. Please note that failure to submit the annual report to the EACC is grounds for project decertification.

8. MOBD Regional Contacts:

Berkshires

Mike Vedovelli, Regional Director
Massachusetts Office of Business Development
1350 Main Street, Suite 1110
Springfield, MA 01103
Phone: 413-733-5357
Fax: 413.755.1349
Email: Mike.Vedovelli@state.ma.us

Central / North Central

Rosemary Scrivens, Regional Director
Massachusetts Office of Business Development
89 Shrewsbury Street, Suite 300
Worcester, MA 01604
Phone: ((508) 792-7506 x128
Fax: ((508) 792-7532
E-mail: Rosemary.Scrivens@state.ma.us

Greater Boston

Rich Pellagrini, Regional Director
Massachusetts Office of Business Development
10 Park Plaza, Suite 3730,
Boston, MA 02116
Phone: 617-973-8537
Fax: 617-973-8554
Email: Rich.Pellagrini@state.ma.us

Metro West

Arthur Robert, Director
Massachusetts Office of Business Development
Innovation Building, Mass. Tech Collaborative
75 North Drive, Westborough, MA 01581
Phone: 508-439-5685
Fax: 617-973-8554
Email: Arthur.Robert@state.ma.us

Northeast

Peter Milano, Senior Regional Director
Massachusetts Office of Business Development
29 South Canal Street, Suite 107
Lawrence, MA 01843
Phone: (978) 970-1193
Fax: (978) 794-1611
Email: Peter.Milano-sea@state.ma.us

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Pioneer Valley

Mike Vedovelli, Regional Director
Massachusetts Office of Business Development
1350 Main Street, Suite 1110
Springfield, MA 01103
Phone: 413-733-5357
Fax: 413.755.1349
Email: Mike.Vedovelli@state.ma.us

Southeast / Cape & Islands

Buddy Rocha, Regional Director
Massachusetts Office of Business Development
275 Martine Street, Suite 201
Fall River, MA 02723
Phone: (508) 730-1438
Fax: (508) 730-2702
Email: Buddy.Rocha@state.ma.us

9. Statutory and Regulatory References

Please refer to the following (non-inclusive) references:

The EACC, ETAs, EOAs and Certified Projects:

- MGL Chapter 23A: Section 3A-3F
- Chapter 166 of the Acts of 2009
- Chapter 240 of the Acts of 2010
- 402 CMR 2.00

The EDIP-Investment Tax Credit:

- MGL Chapter 23A: Sections 3A-3F
- MGL Chapter 63: Section 38N
- MGL Chapter 63: Section 31A
- 830 CMR 63.38 N.1
- Department of Revenue Informational Guideline Release No. 94-201
- Department Of Revenue Directive 09-4: Effect that the Expiration of a Project's Certification has on the Economic Opportunity Area Credit
- Department of Revenue Technical Information Release (2010)

Tax Increment Financing:

- MGL Chapter 40: Section 59
- MGL Chapter 59: Section 5, Paragraph 51

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- 760 CMR 22.00

Abandoned Building Renovation Deduction:

- MGL Chapter 63: Section 38O

| Section 10. EDIP APPLICATION CHECKLIST (Please note, additional materials may be required) | |
|--|--|
| CERTIFIED EXPANSION PROJECT (EP) | <input type="checkbox"/> ETA APPLICATION (IF NOT PREVIOUSLY APPROVED) WITH SUBMISSION APPROVAL <input type="checkbox"/> EOA APPLICATION (IF NOT PREVIOUSLY APPROVED) <input type="checkbox"/> TIF OR STA PLAN & ZONE <input type="checkbox"/> CERTIFIED CITY COUNCIL / TOWN MEETING VOTE <input type="checkbox"/> LETTER OF INTENT <input type="checkbox"/> EDIP PRELIMINARY APPLICATION <input type="checkbox"/> EDIP SUPPLEMENTAL APPLICATION & ATTACHMENTS <input type="checkbox"/> SIGNED TIF OR STA AGREEMENT <input type="checkbox"/> CERTIFIED CITY COUNCIL / TOWN MEETING VOTE APPROVING TIF AND APPROVING SUBMISSION OF CERTIFIED PROJECT TO EACC |
| ENHANCED EXPANSION PROJECT (EEP) | <input type="checkbox"/> LETTER OF INTENT <input type="checkbox"/> EDIP PRELIMINARY APPLICATION <input type="checkbox"/> EDIP SUPPLEMENTAL APPLICATION & ATTACHMENT |
| MANUFACTURING RETENTION PROJECT (MRP) | <input type="checkbox"/> LETTER OF INTENT <input type="checkbox"/> EDIP PRELIMINARY APPLICATION <input type="checkbox"/> EDIP SUPPLEMENTAL APPLICATION & ATTACHMENTS <input type="checkbox"/> LOCAL APPROVAL OF MANUFACTURING RETENTION PROJECT |
| SUPPLEMENTAL APPLICATION CHECKLIST | <input type="checkbox"/> JOB CREATION AND WORKFORCE ANALYSIS SHEET <input type="checkbox"/> PAST 5 YEARS' EMPLOYMENT LEVELS (PERMANENT FULL-TIME) <input type="checkbox"/> FACILITY'S PROJECTED SALES REVENUE, IDENTIFYING OUTSIDE SALES <input type="checkbox"/> PROJECT INVESTMENT ANALYSIS SHEET AND PROJECT PLAN/TIMELINE <input type="checkbox"/> EVIDENCE OF PROJECT FUNDING <input type="checkbox"/> MA DEPT. OF REVENUE CERTIFICATE OF GOOD STANDING <input type="checkbox"/> PENDING LITIGATION WITH COMMONWEALTH OR ITS AGENCIES (IF APPLICABLE) <input type="checkbox"/> ADHERENCE TO IMMIGRATION AND NATIONALITY ACT <input type="checkbox"/> AFFIRMATIVE ACTION / EQUAL OPPORTUNITY STATEMENT <input type="checkbox"/> AUTHORIZATION TO SUBMIT APPLICATION ON BEHALF OF BUSINESS |

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| | |
|--|---|
| <p>LOCAL TAX INCENTIVES PROJECT</p> | <p><input type="checkbox"/> ETA APPLICATION (IF NOT PREVIOUSLY APPROVED) WITH SUBMISSION APPROVAL</p> <p><input type="checkbox"/> EOA APPLICATION (IF NOT PREVIOUSLY APPROVED)</p> <p><input type="checkbox"/> TIF OR STA PLAN & ZONE</p> <p><input type="checkbox"/> CERTIFIED CITY COUNCIL / TOWN MEETING VOTE</p> <p><input type="checkbox"/> LOCAL INCENTIVES APPLICATION AND ATTACHMENTS</p> <p><input type="checkbox"/> SIGNED TIF OR STA AGREEMENT</p> <p><input type="checkbox"/> CERTIFIED CITY COUNCIL / TOWN MEETING VOTE APPROVING TIF AND APPROVING SUBMISSION TO EACC</p> |
|--|---|

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ATTACHMENT E

Business Retention Survey

The purpose of this survey is to learn more about companies in the City of Port Arthur and about ways the Port Arthur EDC and Chamber of Commerce can best support our existing companies. In addition to learning information that will help in planning programs and services for area companies, your responses will enable us to identify ways in which we can support your specific company. This survey is being conducted as a part of an EDC business expansion and retention program. **All individual responses to this survey will be held in strict confidence.**

I. Business Profile

Company Name: _____
Contact Person: _____ Title: _____
Address: _____ Phone: _____
Email: _____ Website: _____
Product/ Service(s): _____ Number of Employees: _____ Years at Location: _____
NASIC code: _____

Are you a member of the local Chamber of Commerce? ____ yes ____ no

Small & Disadvantaged Business Utilization – Check all that apply to your business.

____ Large Business: 3 year sales average over \$28.5 million
____ Small Business: 3 year sales average under \$28.5 million
____ Women – Owned: 51% ownership
____ Small Disadvantaged: 51% ownership
____ Veteran – Owned Business: 51% veteran ownership
____ HUBzone Business

Vendor Type – Please select the type of vending you provide.

____ Craft
____ Contract
____ Commodity

Which of the following best describes your firm? Select one option.

____ Port Arthur Headquarters
____ Branch Operation
____ Franchise Operation
____ Port Arthur Sales Office

How long has your firm been in business in Port Arthur?

____ 0-1 year
____ 2-3 years
____ 4-5 years
____ 6-10 years
____ More than 10 years

II. Markets/ Products

What markets does your company serve? _____
(Indicate % of total sales in each market)

____ Local _____ Count _____ State (outside of country)
____ National (outside of state) _____ International (Total should equal 100%)

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Do you currently provide any supplies or services to local industrial refineries? yes no

Are total company sales increasing stable decreasing?

III. Raw Materials/ Suppliers

Consider your company's major materials. Which goods or services purchased from outside the area would you prefer to purchase locally if available at a comparable price?

IV. Personnel/ Labor

Total Employees: _____ % Union _____ Union Name (s) _____
What percentage of your labor force is: Skilled _____ Semi-Skilled _____ Unskilled _____ Clerical _____ Mgt. _____?
What approximate percentage of your employees live within (miles) 0-5 _____ 6-15 _____ 16+ _____
Current employment status: _____ Hiring _____ Stable _____ Downsizing _____
What demand do you anticipate for additional work force during the next given years?

| | 2009 | 2010 | 2011 | 2012 | 2013 |
|---------------------------------|-------|-------|-------|-------|-------|
| Number of hourly skilled | _____ | _____ | _____ | _____ | _____ |
| Number of hourly unskilled | _____ | _____ | _____ | _____ | _____ |
| Number of clerical | _____ | _____ | _____ | _____ | _____ |
| Number of supervisor/ technical | _____ | _____ | _____ | _____ | _____ |

Consider the following labor-skill classes, and circle the number that best represents your opinion of their availability for employment locally and the quality of basic skills possessed by new employees:

1=Excellent 2=Good 3=Average 4=Poor 5=No Opinion

| Skill Class | Availability | Quality of Skills |
|--------------------------|--------------|-------------------|
| Professional/ Management | 1 2 3 4 5 | 1 2 3 4 5 |
| Skilled | 1 2 3 4 5 | 1 2 3 4 5 |
| Semi-Skilled | 1 2 3 4 5 | 1 2 3 4 5 |
| Unskilled | 1 2 3 4 5 | 1 2 3 4 5 |
| Clerical | 1 2 3 4 5 | 1 2 3 4 5 |
| Other _____ | 1 2 3 4 5 | 1 2 3 4 5 |

V. Availability

If recruiting personnel is difficult; what factors contribute to these difficulties? (Check all that apply)
 Labor supply shortage Skills not adequate Lack of public transportation
 Affordable housing Available Housing other (explain) _____

How do you recruit labor? Newspapers Workforce Temp Agencies
 Word of Mouth other (explain) _____

What other labor difficulties, if any, have you experienced (turnover, productivity, union activity, etc?)

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VI. Quality of Skills

Skill needs not met: _____

Has your company participated in any state-sponsored job training programs (i.e., OJT, WIA, etc.)?

Results: _____

Have you worked with any of the following to provide customized training for your employees?

(Check all that apply)

____ Lamar University ____ Lamar State College – Port Arthur ____ WIA ____ ABC Training

Would you be interested in job training programs designed to meet your needs? ____ yes ____ no

If yes, what specific types of training? _____

VII. Community Services/ Assistance

Please rate the following community resources according to their quality and cost, circling the response which best matches your opinion:

| | 1=Excellent | 2=Good | 3=Average | 4=Poor | 5=No opinion |
|--------------------------------|-----------------|--------|-----------|--------|--------------|
| | Service Quality | | | | Cost Rates |
| Utilities | | | | | |
| Water Sewer | 1 | 2 | 3 | 4 | 5 |
| Electric | 1 | 2 | 3 | 4 | 5 |
| Gas | 1 | 2 | 3 | 4 | 5 |
| Telecommunications | 1 | 2 | 3 | 4 | 5 |
| Transportation | | | | | |
| Rail | 1 | 2 | 3 | 4 | 5 |
| Air | 1 | 2 | 3 | 4 | 5 |
| Public Transportation | 1 | 2 | 3 | 4 | 5 |
| Truck | 1 | 2 | 3 | 4 | 5 |
| Barge/ Intermodal | 1 | 2 | 3 | 4 | 5 |
| Community Services | | | | | |
| Health Care | 1 | 2 | 3 | 4 | 5 |
| Entertainment/ Recreation | 1 | 2 | 3 | 4 | 5 |
| Education (K - 12) | 1 | 2 | 3 | 4 | 5 |
| High Education (College, etc.) | 1 | 2 | 3 | 4 | 5 |
| Police Protection | 1 | 2 | 3 | 4 | 5 |
| Fire Protection | 1 | 2 | 3 | 4 | 5 |
| Paramedic/ EMT Service | 1 | 2 | 3 | 4 | 5 |
| Streets & Highways | 1 | 2 | 3 | 4 | 5 |
| Other | 1 | 2 | 3 | 4 | 5 |

Comments: _____

VIII. Business Activity/ Business Climate

Please list or describe the greatest advantages of operating your business in Port Arthur.

Please list the greatest disadvantages of operating your business in Port Arthur.

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What recommendation do you have for improving the business climate or quality of life in Port Arthur?

Does your company plan to establish new or expanded operation outside of Port Arthur?
If yes, when/ why?

In which of the following areas has your company expanded in the past year? (Check all that apply)

| | | |
|--|-------------------|----------|
| <input type="checkbox"/> Plant/ Facility | Approx Investment | \$ _____ |
| <input type="checkbox"/> Equipment | Approx Investment | \$ _____ |
| <input type="checkbox"/> Employment | Approx Investment | \$ _____ |

In which of the following areas do you anticipate growth in the next year? (Check all that apply)

| | | |
|--|-------------------|----------|
| <input type="checkbox"/> Plant/ Facility | Approx Investment | \$ _____ |
| <input type="checkbox"/> Equipment | Approx Investment | \$ _____ |
| <input type="checkbox"/> Employment | Approx Investment | \$ _____ |

Are you planning an expansion or new facilities within the next five years?
If yes, Please explain:

IX. Business Assistance

Is your company currently challenged by any of the following issues? (Check all that apply)

| | | | | |
|---|---|------------------------------------|---|---|
| <input type="checkbox"/> Utilities | <input type="checkbox"/> Physical Space | <input type="checkbox"/> Vandalism | <input type="checkbox"/> Capital financing | <input type="checkbox"/> Labor |
| <input type="checkbox"/> Transportation | <input type="checkbox"/> Safety | <input type="checkbox"/> Taxes | <input type="checkbox"/> Production Process | <input type="checkbox"/> Govt. Regulation |
| <input type="checkbox"/> Business Mgmt. | <input type="checkbox"/> Drainage | <input type="checkbox"/> Marketing | <input type="checkbox"/> Environmental Issues | <input type="checkbox"/> Other (specify) |

Please describe the most critical issue currently facing your company:

X. How can the Port Arthur Economic Development Corporation (EDC) and The Greater Port Arthur Chamber of Commerce Help?

Are there any specific challenges your company is facing which we can assist in resolving?

Are there any additional industry or other support service that you feel are needed in Port Arthur?

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What else can we do to enhance your company's effectiveness or profitability in the Port Arthur area?

Would you like any information regarding any of the programs listed below? (Check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Federal Financing Programs | <input type="checkbox"/> Worker Training Programs |
| <input type="checkbox"/> State Financing Programs | <input type="checkbox"/> Industrial Revenue Bonds |
| <input type="checkbox"/> Local Financing Programs | <input type="checkbox"/> Technical Assistance |
| <input type="checkbox"/> Other: | |

Thank you for completing our survey. Your assistance in this project is critical as we develop new programs to help make your company successful. A member of the EDC or Chamber of Commerce staff will visit your office in the near future to discuss the results of the survey with you and to obtain any additional input you may wish to provide. In the meantime, if you have any questions, please contact either office by telephone or email.

Port Arthur EDC
(409) 963-0579, fbatiste@paedc.org.
Greater Port Arthur Chamber of Commerce
(409) 963-1107, portarthurchamber@portarthurtexas.com

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ATTACHMENT F

REQUEST FOR PROPOSALS

**TANNER STREET DISTRICT
MARKET RESEARCH
RFP 11-53**

LOWELL, MASSACHUSETTS

**DUE: 1:00 PM
WEDNESDAY, JUNE 1, 2011**

CITY OF LOWELL, MASSACHUSETTS



**OFFICE OF THE CITY MANAGER
DEPARTMENT OF PLANNING AND DEVELOPMENT
50 ARCAND DRIVE, 2ND FLOOR
J.F.K. CIVIC CENTER
LOWELL, MASSACHUSETTS 01852
978-446-7200**

1.0 PURPOSE AND INTENT

1.1 Overview

The City of Lowell (City) is soliciting proposals for the study of market conditions and the redevelopment potential of the Tanner Street industrial and commercial district ("District"). This study will support the City in completing a Brownfields area-wide planning study focused on economic development and environmental remediation strategies for the District in Lowell, MA. This study is being funded with a Brownfields Area-Wide Planning Grant from the U.S. Environmental Protection Agency (EPA).

The Brownfields area-wide planning study will be completed by others and will build upon past planning efforts completed in the neighborhood by the City over the past 10 years known as the Tanner Street Initiative. The area-wide plan will focus on establishing a collective vision for the district in an effort to significantly improve the overall environmental health economics, job opportunities, and quality of life within the neighborhood. The plan will also incorporate an analysis of market trends and economic feasibility into the plan development, to be completed by the successful Consultant of this RFP, to ensure the proposed outcomes and action steps are executable in today's economic climate.

The City is seeking a "Consultant" who can provide advice to the Department of Planning and Development staff and its Tanner Street District planning consultant throughout the Tanner Street District planning process. Broad topics of study will include, but may not be limited to, the following:

- Definition of potential and likely markets for industrial and commercial development in the Tanner Street District
- Recommendations for how to target these markets effectively
- Identification of industrial and commercial sectors that should be targeted
- Absorption rates for proposed development

The materials and data collected and presented by the consultant will assist the DPD staff in targeting recruitment efforts at various stages of the project, shaping project directives and parameters, and in evaluating proposals and other submittals and claims made by partners and potential partners during the various phases of the project. The study will include the following tasks that are more completely outlined in section 4.0 Scope of Work below.

- Task I: Market Study.
- Task II: Consultation During Public Planning Process

Should further response actions be required, the City reserves the right to retain the selected consultant for additional services beyond the original Scope of Work.

1.2 District Information & History

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The Tanner Street District is a unique area of Lowell that blends heavy industry with residential uses over approximately 125 acres of land in Lowell's Sacred Heart neighborhood. Much of the area is zoned for industrial use, with commercial and residential use permitted along its periphery. As currently defined, the area includes properties along both sides of Tanner Street, from Howard to Plain Streets, and is bound by the River Meadow Brook and Lowell Connector Highway to the west and the Boston and Maine Railroad/MBTA tracks and Lincoln Street to the east.

With direct access to the Lowell Connector Highway and located within close proximity to the Gallagher Terminal, Lowell's public transit hub, the Tanner Street District is uniquely positioned to transform itself into an innovative technology industry corridor within a dense urban setting. The heavily underutilized River Meadow Brook, running along the western edge of the district, provides a great opportunity for public recreational use, such as with a district-wide multi-use path connecting to Lowell's larger pathway system. The potential to establish Tanner Street as a transit-oriented neighborhood for both industrial and residential uses through the targeted redevelopment of underutilized properties is highly innovative and unique.

Contained in the Tanner Street District are several known brownfields sites and one known National Priorities List (Superfund) site, the Silresim Chemical Corp. site. Groundwater contamination from the Silresim Chemical Corp. site is said to extend to nearly 16 acres of property in the Tanner Street area. Soil Contamination extends for nearly 7 acres.

With a minority population estimated at roughly 30%, the Tanner Street District has similar demographic statistics to that of Lowell as a whole according to the 2000 U.S. Census (Census Tract 3122). According to the 2000 U.S. Census:

- Over 30% of all households in the District are female only householders (17.5% city-wide)
- 27% of the population in the District over 25 years old has less than a high school diploma
- 57.8% of Lowell residents earned less than 80% of the area median income (similar within the Tanner Street District)
- Median household income for the District is \$43,144
- 35% of residents and close to 20% of families within the District live below poverty level
- 46% of housing units are more than 60 years old within the District
- 45% of all units are rental units within the District

2.0 GENERAL TERMS AND CONDITIONS

The following are the terms and conditions of the RFP.

2.1 Prospective Consultant's Qualifications

The prospective consultant replying to the RFP shall be or represent a firm, company or corporation possessing experience and expertise in similar economic development and market research studies and the standards thereof. Proposals will be accepted from firms licensed by Massachusetts Professional Boards, where applicable. Such individuals, firms, companies, or corporations shall employ or have close association with licensed or professional personnel such as would be necessitated for the completion of all aspects of the scope of work outlined in this RFP.

2.2 Conflict of Interest

If a prospective consultant feels that the potential for a conflict of interest exists, he/she shall document the facts and submit it for evaluation by the City of Lowell with the proposal.

2.3 Project Manager & Point of Contact

James Errickson, Urban Renewal Project Manager, shall act as liaison between the Consultant and the City. Upon award, all correspondence with the Project Manager shall be directed to James Errickson, Urban Renewal Project Manager, Department of Planning and Development, JFK Civic Center, 50 Arcand Drive, 2nd Floor, Lowell, MA 01852; phone: 978-446-7200; fax: 978-970-4262; email: jerrickson@lowellma.gov.

2.4 Questions

When completing proposals, all inquiries and correspondence shall be directed to P. Michael Vaughn, Chief Procurement Officer, Purchasing Department, City Hall, 375 Merrimack Street, 3rd Floor, Lowell, MA 01852; phone: 978-970-4110; fax 978-970-4114; email: pmvaughn@lowellma.gov.

Questions will be accepted during the hours of 9:00 a.m. to 5:00 p.m., Monday through Friday. Questions must be submitted in writing via mail, fax, or email no later than 4:00pm, Friday May 20, 2011.

Answers will be provided to all prospective Consultants who retain a copy of the RFP directly from the City. The City shall bear no responsibility or liability due to copies of answers lost in mailing or not delivered to a prospective consultant due to unforeseen circumstances. The City shall bear no responsibility on answers to consultants who acquire the RFP without providing contact information to the Purchasing Department.

3.0 CONTRACT AND PROPOSAL INFORMATION

3.1 Proposal Preparation

Prospective consultants are to follow the instructions contained in Section 5.0 of this document when preparing and submitting their response to the RFP.

3.2 Economy of Preparation

Proposals should be prepared simply, and provide a straightforward description of the prospective consultant's ability to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of contents.

3.3 Cost Liability

The City of Lowell assumes no responsibility and no liability for costs incurred relevant to the RFP by prospective consultants prior to issuance of a contract.

3.4 Revisions to the Request for Proposal

In the event it becomes necessary to revise any part of this RFP, revisions will be provided to all who received the RFP. The City of Lowell shall bear no responsibility or liability due to copies of revisions lost in mailing or not delivered to a prospective consultant due to unforeseen circumstances.

3.5 Proposal Submission

When submitted, proposals are to follow Section 4.0, Scope of Work, including the outline. The outline shall include the fees (net estimated cost) for all work performed under the terms of the RFP, broken down by the projects outlined herein. Fees for each project, and phases for each project if necessary, must be itemized separately as described in the RFP.

3.6 Pre-Proposal Informational Meeting & Site Visit

Not Applicable.

3.7 Response Date

In order to be considered for selection, signed proposals must be submitted to P. Michael Vaughn, Chief Procurement Officer, City of Lowell, Purchasing Department, City Hall, 375 Merrimack Street, 3rd Floor, Lowell, MA, 01852 **no later than Wednesday, June 1, 2011 at 1:00 PM (Eastern Standard Time)**. Prospective consultant(s) should allow for normal mail delivery time to ensure timely receipt of their proposals by the City of Lowell. Any proposal delivered to the Purchasing Department later than **Wednesday, June 1, 2011 at 1:00 PM** will not be considered for this RFP.

3.8 Distribution of Proposals

In order to be considered for selection, prospective consultants should submit a complete response to the RFP. **One original and four (4) copies** of each proposal must be submitted. The prospective consultant shall make no other distribution of the proposals. Submitted proposals become the property of the City of Lowell. **THE COST PROPOSAL MUST BE IN A SEPARATE, SEALED ENVELOPE.**

The City will only accept proposals from consultants who have obtained a copy of this RFP directly from the City.

3.9 Selection of Proposals

The City of Lowell shall award a professional consulting contract to the responsible prospective consultant whose proposal conforms to the Request for Proposal (RFP), is

most advantageous to the City of Lowell, and meets the requirements as stated in Section 5.0. After the proposed consulting fee and all other factors are considered, the City will select a consultant within the time frame indicated in Section 6.0: RFP Schedule.

A Selection Committee appointed by the City Manager and Department of Planning and Development will evaluate all proposals according to the Guidelines for Proposal Evaluation enclosed as Appendix A. Three (3) to five (5) consultants may be asked to attend an interview with the committee for further evaluation. Following completion of all interviews the committee will select the most advantageous consultant.

The selected consultant will be required to sign a contract with the City of Lowell in which he/she accepts responsibility for the performance of services as stated in his/her proposal and be prepared to commence work immediately upon execution of the signed contract and receipt of a Notice to Proceed.

3.10 Acceptance of Proposal Content

The contents of the proposal of the successful consultant and this RFP, in its entirety, shall form the base of any contract that is awarded.

3.11 Successful Consultant Responsibilities

The successful consultant will be required to assume sole responsibility for the complete project as required by this RFP. The City of Lowell will consider the successful consultant to be the sole point of contact with regard to contractual matters, whether or not subcontractors are used by the successful consultant for one or more parts of this project.

During the project's contract, the selected Consultant will attend all required job progress meetings with the City without additional compensation. These meetings may occur approximately two (2) times per month, or more if deemed necessary. Additional day, night and weekend meetings with the public may be necessary to complete outreach, present findings, and/or establish a collective vision for the District as necessary.

3.12 Subcontracting

Subcontracting will be allowed for tasks required by this RFP. Any intent to subcontract on the part of the prospective consultant must be specifically described in the proposal package. The lack of identification of the subcontracted tasks in the proposal could disqualify the prospective consultant from further consideration. The City of Lowell reserves the right to approve the use of all subcontractors. If subcontracting is planned, submit details on the firm(s), name(s), location(s), contact person(s), phone number(s), names of responsible operating officer(s), and evidence of any required insurance, permits, and licensing/authorization of proposal documents.

3.13 Assignment

The successful consultant is prohibited from assigning, transferring, conveying, subletting, or otherwise disposing of this agreement or its rights, title or interest therein or

its power to execute such agreement to any other person, company or corporation without prior written consent and approval by the City of Lowell.

3.14 Price Change

All prices shall be firm and not subject to increase during the period of this contract, except upon written consent and approval by the City of Lowell.

3.15 Ownership of Material

All rights, titles to and ownership of all data, material, and documentation resulting from this project and/or prepared for the City pursuant to this contract shall remain exclusively with the City. The prospective consultant shall be paid for all service as will be specified in the contract.

3.16 Access to Records

In addition to terms stated elsewhere in the RFP, the City of Lowell or any of its duly authorized representatives shall have access, upon demand, to any books, documents, papers and records of the successful Consultant which are directly pertinent to this contract, for the purposes of making audit examinations, excerpts, and transcriptions. The successful Consultant shall insert identical rights of access for these parties into any subcontractor agreement the successful Consultant enters into under this contract. This right shall be reserved by the City of Lowell for the term of the contract and for three (3) years from the date of final payment.

3.17 Compliance with Federal, State, and Local Laws

A contract between the City and the Consultant will be subject to and be in accordance with all Federal, State and Local laws as may be applicable. The Consultant, in designing the workplan, must take into account compliance with all applicable regulations. Consultants are advised to review all applicable Federal, State and Local regulations prior to submitting a proposal.

4.0 SCOPE OF WORK

The City of Lowell will accept proposals from consulting firms interested in assisting the City of Lowell in completing the tasks outlined in this RFP. The City of Lowell is prepared to enter into Contractual Agreements for specific assistance as described below.

4.1 Work Plan

Final review and approval by the Department of Planning & Development of detailed description of work submitted by consultant in the RFP will take place before execution of contract.

4.2 Documents

Upon approval of the work plan, the study submitted must include but is not limited to the following:

Task I: Market Study

- Describe in detail the characteristics of the strongest potential target market(s) for both industrial and commercial development in the District.
- Identify features, amenities, and components of the District that will best meet the demand and interests of this market – e.g. industrial/land use types, site/area-wide utility infrastructure, commercial types, appropriate physical amenities, site access and design, etc.
- Identify and provide an analysis of features, amenities, and components of the District that need significant investment or updating to best meet the demand and interest of this market – e.g. public infrastructure improvements, site access improvements and design, parcel assemblage to support economically viable redevelopment sites, etc.
- Identify how the potential market(s) relate to those being met by similar industrial and commercial districts within the Greater Boston Region and recommend how to position the District to compete with these other districts in securing industrial and commercial tenants, investors, and property owners.
- Provide direction as the realistic range of balances between industrial and commercial development that may be viable within the district.
- Project realistic absorption rates for both industrial and commercial square footage.
- Provide a summary of the relevant findings of Task I in a format that can be included in a Tanner Street District planning document to be completed by others.
- Recommend outreach and marketing techniques/venues that can help the City reach potential future industrial and commercial businesses/tenants/property owners for the district.
- Provide a summary of the relevant findings of Task I in a format that can be included in materials designed to support the recruitment of site developers (if required) and industrial and/or commercial tenants.
- Recommend outreach and marketing techniques/venues that can help the City and current/future property owners recruit site developers (if required) and industrial and/or commercial tenants.
- Review draft project designs and comment on their viability and effectiveness at addressing the issues and factors identified in Task I as key to the successful marketing of the project to meet the demands and interests of the target market segments.
- Recommend outreach and marketing techniques/venues that can help the City and its private development partners market the District to potential industrial and commercial users.

NOTE: Contract does not include the production of marketing materials specifically. Only recommendations on outreach and marketing techniques/venues are requested.

Task II: Consulting During Public Planning Process

- Advise City officials and their District planning consultants regarding proposed redevelopments, infrastructure improvements, and other plans that formulate from the public planning process to inform a collective future vision for the District.

- Advise City officials regarding claims made by existing/potential property owners, site developers and commercial tenants regarding the redevelopment potential of the District and their recommended approaches.

NOTE: As stated above in Section 1, the City is seeking a market research consultant to complete an analysis of market trends and economic feasibility for the Tanner Street District. This work will be incorporated into and inform the Brownfields area-wide plan being completed for the district to ensure the proposed outcomes and action steps of the plan are executable in today's economic climate. This area-wide plan, being completed concurrently to this contract by others, will focus on establishing a collective vision for the district in an effort to significantly improve the overall environmental health economics, job opportunities, and quality of life within the neighborhood.

4.3 Progress Reports

Appropriate reports should be submitted for review and approval at the conclusion of each task.

4.4 Resources Available

The following resources are available online to assist with preparing a response to this RFP:

- <http://www.lowellma.gov/depts/dpd/services/econdev/brownfield/tanner>
- <http://www.lowellma.gov/depts/dpd/services/econdev/brownfield>
- <http://www.mass.gov/DHCD>
- http://www.epa.gov/brownfields/areawide_grants.htm

5.0 PROPOSAL REQUIREMENTS

The City of Lowell requires that each consultant follow the guidelines for proposal format and content so that the evaluation and selection process can occur in an orderly, timely and equitable manner.

5.1 Content

The proposal must contain a detailed description of how the consultant proposes to carry out the requirements set forth in the RFP, including a schedule for the completion of each project/task. The information submitted must include, but should not necessarily be limited to, the following items:

TANNER STREET DISTRICT MARKET RESEARCH

A. Cover Letter

Provide a narrative which introduces the firm and team; highlight the specific strengths of the firm to perform the work requested in this RFP. The letter should be signed by an authorized officer of the firm, binding the firm to all comments made in the proposal. Include a primary contact person for the proposal.

B. Qualifications and Experience

Provide a narrative describing the history, experience and qualifications of your firm and any proposed subcontractors to perform the Scope of Work. Please include the following:

- A list of other similar projects your firm has undertaken.
- A list of three (3) to five (5) recent client references, including contact person and phone number.

For any project reference provided to demonstrate the Consultant's qualifications, the year(s) in which the work was performed must be provided, and, if applicable, which members of your project team were involved should be noted.

C. Project Organization, Personnel, and Staffing

Provide a brief description of all key personnel and technical staff (vendors, partners, subcontractors) to be involved and their relationship to the services to be provided.

Additionally, please include the following for all personnel that will work as part of the project team:

- Names, titles, licenses, certificates, fields of expertise, and relevant state and local area experience
- Identify the Principal-in-Charge for the project
- Complete resumes as part of an appendix to the proposal
- A project organization chart which depicts the organization of the project team, including reporting relationships

D. Approach to Scope of Work

Provide a narrative for each major task under the Scope of Work in Section 4.1 which clearly displays that the Consultant understands the project requirements and outlines a logical technical approach to performing the work. The narrative should outline the major tasks, subtasks and work to be conducted, display the type of results and deliverables expected from each major task, and identify appropriate assumptions and considerations that could impact the scope and timeline for completing each task. The City is seeking creative, proven approaches to complete the project as proposed.

E. Plan of Services/Timeline

A Plan of Services describing the specific method for completing the scope of work within the established deadline must be provided.

The Plan of Services must include at minimum:

- a description of the tasks to be performed by the consultant
- the number of man-hours and other resources required to complete each task
- the expected time to complete each task and sub task

The Plan should also include time schedules, personnel assignments, and other information as necessary to demonstrate the consultant's ability to complete the project on time, specifically highlighting target dates for all proposed milestones.

The Plan should outline the assignment of specified personnel with the required skills for each step to be completed, identifying each individual's responsibility(ies), including a statement noting the percentage of his/her time that will be devoted to this project and a complete resume.

F. Anticipated City Resources

List all resources, personnel data, or other assistance which the Consultant expects and/or requires from the City in order to complete each task in the work place during the planned time period.

G. Financial Ability

Provide specific information documenting the Consultant's financial stability and ability to complete all services.

H. Company Background

A company background statement to include:

1. Firm name;
2. Addresses and telephone numbers of all the firm's offices involved on this project;
3. Structure of firm, i.e., sole proprietorship, partnership, corporation;
4. Size of firm;
5. Years firm has been in business;
6. Current financial statement and balance sheet;
7. Names of principals in firm;
8. Educational and experiential background of principals and those who will be working on the project;
9. Names of those in the firm who will be working on the project and copies of their licenses, registrations or certifications;
10. Name of owners of similar projects who can be contacted as references;
11. Listing of contracts currently under contract;
12. Listing of any actions taken by any regulatory agency or litigation involving the firm or its agents or employees with respect to any work performed;
13. All insurance's that the firm has that would be applicable to the work, and;
14. An explanation of how the firm provides quality control in each phase of the project.

I. An Affirmative Action/Non-Discrimination Plan/Statement

J. Certificate of Non-Collusion and Certification of Tax Compliance

Respondents to the Request for Proposals must submit a Certificate of Non-Collusion and a Certification of Tax Compliance.

TANNER STREET DISTRICT MARKET RESEARCH

The City seeks proposals that demonstrate maximum value, innovation, effectiveness and total work performed. **The cost proposal should be separate from the qualifications proposal, and sealed.**

A. Fee

The City will award the contract based on a fixed price. The fee shall include all reimbursable expenses. The proposal shall include the rate schedule(s) and estimated hours of work for all personnel working on the project.

The estimated fee for this project is \$40,000.

B. Hourly Billing Rate Sheet

For work necessarily performed on a time and expenses basis, please provide an hourly billing rate sheet which includes all personnel anticipated to be involved on the project.

5.2 General Proposal Appearance

The name of the consultant and title of the project must appear on the outside front cover of each binder. Each page of the proposal must be numbered consecutively from the beginning of the proposal through all appended material.

6.0 RFP SCHEDULE

| | |
|--|--------------------------------|
| RFPs Available | Tuesday, May 10, 2011 |
| Deadline for Questions | Friday, May 20, 2011 |
| Proposals Due | Wednesday, June 1, 2011 |
| Distribute Proposals to Review Committee | Early June 2011 |
| Potential Interviews | Early June 2011 |
| Selection & Recommendation | June 2011 |

4680

Appendix A

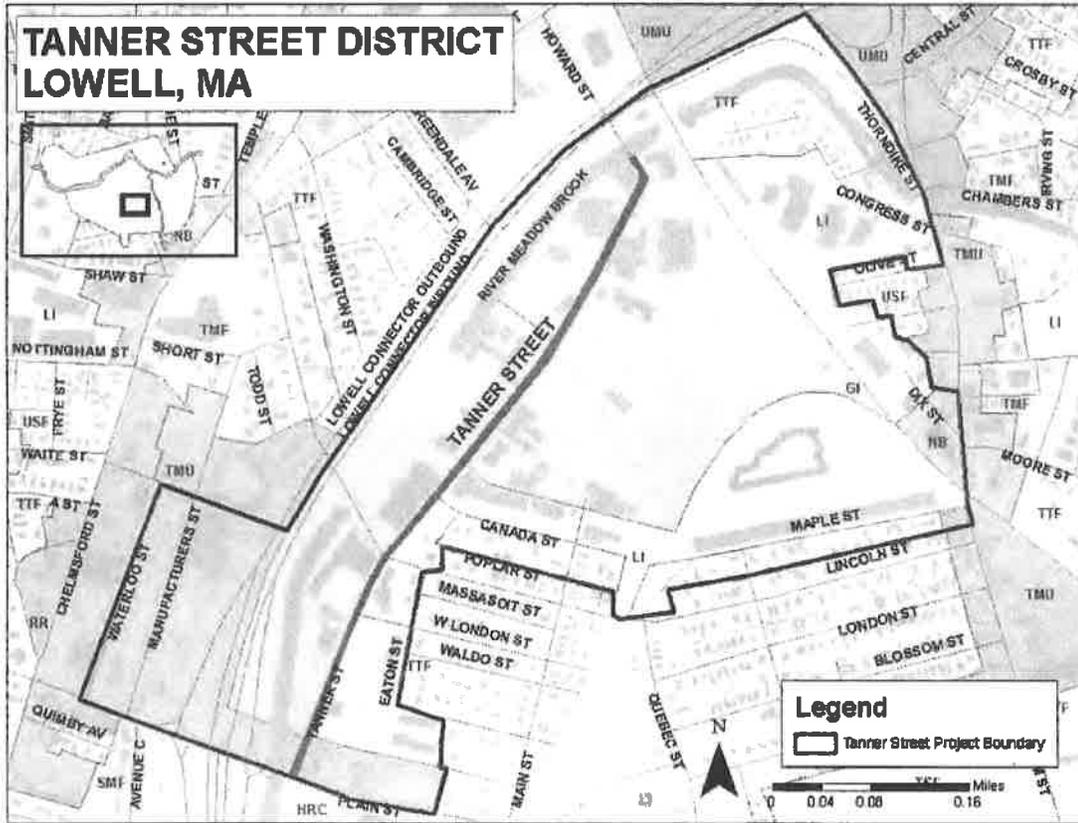
GUIDELINES FOR PROPOSAL EVALUATION

The review committee will evaluate proposals according to the criteria outlined below.

| | Highly Advantageous | Advantageous | Not Advantageous |
|--|--|---|---|
| I. Plan of Services Ratings will be based on the project approach and schedule. Particular attention will be given to the methods by which the candidate plans to complete all items in the Scope of Work. | Proposal includes a detailed, logical, and highly efficient scheme for addressing all of the required issues and proposes to use a methodology that has proven effective in defining market conditions for urban redevelopment sites. | Proposal includes a credible scheme for addressing all of the required issues. | Proposal is not sufficiently detailed to fully evaluate, or does not contain components necessary to address all the required issues. |
| II. General Qualifications of Firm Particular attention will be paid to evidence of successful past performance. | Candidate has successfully completed multiple large and small scale projects and has a proven track record for completing projects on time, within budget, and on schedule. | Candidate has completed projects successfully and timely. | Candidate has experienced difficulty in completing projects successfully. |
| III. Personnel & Resources to be Utilized Rating will be based on evidence that adequate qualified personnel are assigned to all phases of the project, and that sufficient resources are available. | At least one individual from the proposed project staff has substantially contributed to the development of a similar project for a municipal client. | At least one individual from the proposed project staff has contributed to, or has experience with a similar project for a public-sector client. | None of the project staff has substantially contributed to the development of this type of project. |
| IV. Experience with similar projects. Rating will be based on experience providing professional services for similar economic development and market research projects focused on industrial/commercial urban redevelopment areas for municipal clients. | The firm or team has at least five years of experience with similar economic development and market research projects focused on industrial/commercial urban redevelopment plans for municipal clients. The Proposal includes at least three examples of similar projects. | The firm or team has at least three years experience with similar economic development and market research projects for public-sector clients. Proposal includes at least three examples of similar projects. | The firm or team has less than three years experience with this type of project. The firm or team has not conducted similar research for an urban redevelopment project. |

Appendix B

LOCATION OF STUDY AREA



4682

ATTACHMENT G

232 Ash St



Location: **Route 128 North Ind Cluster
Reading/Melrose Ind Submarket
Middlesex County
Reading, MA 01867**

Building Type: **Class C Warehouse**
Status: **Built 1965**
Tenancy: **Multiple Tenant**

Land Area: **2.50 AC**
Stories: **1**
RBA: **45,000 SF**

Landlord Rep: **Access Commercial Real Estate**
Management: **-**
Recorded Owner: **Barbas Trucking Co Inc**

Total Avail: **12,000 SF**
% Leased: **73.3%**

Ceiling Height: **24'0"-26'0"**
Column Spacing: **-**
Drive Ins: **2**
Loading Docks: **2 ext**
Power: **400a/120-208v 3p/4w**

Crane: **-**
Rail Line: **Yes**
Cross Docks: **-**
Const Mat: **-**
Utilities: **Gas - Natural, Heating - Oil (Fired), Sewer - Septic Field, Water - City**

Expenses: **2012 Tax @ \$0.52/sf; 2012 Ops @ \$0.40/sf**
Parcel Number: **READ-000044-000000-000010**
Amenities: **Partial Stories Exist**

| Floor | SF Avail | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Use/Type |
|-------|----------|-------------|------------------|-----------|---------|----------|
| P 1st | 12,000 | 12,000 | \$7.50/nnn | Vacant | 3-5 yrs | Direct |

Access Commercial Real Estate / Bryan K. Ernst (781) 259-8080

4684

236 Ash St



Location: **Route 128 North Ind Cluster
Reading/Melrose Ind Submarket
Middlesex County
Reading, MA 01867**

Building Type: **Class C Industrial**
Status: **Built 1968**
Tenancy: -

Land Area: **0.34 AC**
Stories: **2**
RBA: **6,955 SF**

Landlord Rep: **Carbone Commercial Real Estate, Inc.**
Management: -
Recorded Owner: **236 Ash Street Nominee Trust**

Total Avail: **2,000 SF**
% Leased: **71.2%**

Ceiling Height: -
Column Spacing: -
Drive Ins: **4**
Loading Docks: -
Power: -

Crane: -
Rail Line: -
Cross Docks: -
Const Mat: -
Utilities: -

Expenses: **2007 Tax @ \$0.55/sf**
Parcel Number: **READ-000044-000000-000011**
Parking: **10 Surface Spaces are available**

| Floor | SF Avail | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Use/Type |
|--|----------|-------------|------------------|-----------|------------|----------|
| E 2nd | 2,000 | 2,000 | Withheld | Vacant | Negotiable | Direct |
| Carbone Commercial Real Estate, Inc. / Edward C. Carbone (781) 935-5444 x2 | | | | | | |

4685

1 General Way - 128 Marketplace



Location: **128 Marketplace**
Route 128 North Cluster
Wilmington/Reading Submarket
Middlesex County
Reading, MA 01867

Building Type: **Retail/Freestanding (Neighborhood Center)**
 Bldg Status: **Built 1950, Renov Aug 2008**
 Building Size: **258,000 SF**
 Typical Floor Size: **258,000 SF**
 Stories: **1**
 Land Area: **20.30 AC**
 Total Avail: **60,000 SF**
 % Leased: **76.7%**
 Total Spaces Avail: **2**
 Smallest Space: **1,000 SF**
 Bldg Vacant: **60000**

Landlord Rep: **Danis Properties**
 Developer: **-**
 Management: **Danis Properties**
 Recorded Owner: **Danis Reading Limited Partnership**
 Expenses: **2010 Tax @ \$0.55/sf; 2010 Ops @ \$2.50/sf**
 Parcel Number: **READ-000017-000000-000012**
 Loading Docks: **16 ext**

Ceiling Height: **16'-30'**

Anchor Tenant(s): **K & G Fashion Superstore, Market Basket**
 Amenities: **Dedicated Turn Lane, Property Manager on Site, Pylon Sign, Signage, Signalized Intersection**
 Street Frontage: **85 feet on General Way(with 0 curb cut)**
 Parking: **450 free Surface Spaces are available; Ratio of 3.86/1,000 SF**

| Floor | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Type |
|---|----------|--------------|-------------|---------------------|-----------|----------|------|
| P 1st | 1,000 | 60,000 | 60,000 | \$20.00-\$45.00/nnn | 30 Days | 5-10 yrs | New |
| <i>Danis Properties / Jody Heyward (781) 670-2000 x2255</i> | | | | | | | |
| P 1st | 59,000 | 60,000 | 60,000 | \$20.00-\$45.00/nnn | 30 Days | 5-10 yrs | New |
| <i>Danis Properties / Jody Heyward (781) 670-2000 x2255</i> | | | | | | | |

4686

2 Haven St - Haven Junction



Location: **Haven Junction**
Route 128 North Cluster
Wilmington/Reading Submarket
Middlesex County
Reading, MA 01867

Building Type: **Class B Office/Office with street-level Retail**

Status: **Built Nov 2005**

Stories: **3**

RBA: **21,000 SF**

Typical Floor: **7,000 SF**

Total Avail: **2,067 SF**

% Leased: **90.2%**

Landlord Rep: **Mansard Commercial Properties**

Developer: **M.G. Hall Contractors, Inc**

Management: -

Recorded Owner: -

Expenses: **2008 Tax @ \$0.13/sf, 2011 Est Tax @ \$3.90/sf; 2011 Est Ops @ \$1.10/sf**

Parcel Number: **READ-000063-000000-000015, READ-000063-000000-000015A**

Amenities: **24/7 Building Access, Atrium, Dry Cleaner, Metro/Subway**

| Floor | SF Avail | Floor Contig | Bldg Contig | Price | Rent/SF/Yr + Svs | Occupancy | Term | Type |
|---|----------|--------------|-------------|-----------|------------------|-----------|------------|--------|
| P 1st / Suite 102-103 | 1,050 | 1,050 | 1,050 | No | \$18.00/nnn | Vacant | Negotiable | Direct |
| <i>Mansard Commercial Properties / Jeremy J. Cyrier (617) 674-2043 x1</i> | | | | | | | | |
| 2nd / Suite 201 | 1,017 | 1,017 | 1,017 | \$299,900 | For Sale Only | Vacant | - | Direct |
| <i>Mansard Commercial Properties / Jeremy J. Cyrier (617) 674-2043 x1</i> | | | | | | | | |

4687

30 Haven St - The Shops at 30 Haven Street



Location: The Shops at 30 Haven Street
Route 128 North Cluster
Wilmington/Reading Submarket
Middlesex County
Reading, MA 01867

Building Type: Retail/Storefront Retail/Residential
Bldg Status: Under Construction, delivers Aug 2012

Building Size: 20,000 SF
Typical Floor Size: 10,006 SF
Stories: 4
Land Area: 0.78 AC

Total Avail: 19,938 SF
% Leased: 0.3%
Total Spaces Avail: 3
Smallest Space: 2,791 SF
Bldg Vacant: -

Landlord Rep: Mansard Commercial Properties
Developer: -
Management: -
Recorded Owner: Oak -RJF 30 Haven LLC
Expenses: 2010 Tax @ \$1.65/sf

Parcel Number: READ-000016-000000-000347,
READ-000063-000000-000001

Amenities: Balconies, Bus Line, Commuter Rail
Street Frontage: 115 feet on Haven St(with 0 curb cut)
Parking: -

| Floor | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Type |
|---|----------|--------------|-------------|------------------|-----------|------------|------|
| P 1st | 6,726 | 19,938 | 19,938 | \$23.00/nnn | TBD | Negotiable | New |
| <i>Mansard Commercial Properties / Jeremy J. Cyrier (617) 674-2043 x1</i> | | | | | | | |
| P 1st | 10,421 | 19,938 | 19,938 | \$23.00/nnn | TBD | Negotiable | New |
| <i>Mansard Commercial Properties / Jeremy J. Cyrier (617) 674-2043 x1</i> | | | | | | | |
| P 1st | 2,791 | 19,938 | 19,938 | \$23.00/nnn | TBD | Negotiable | New |
| <i>Mansard Commercial Properties / Jeremy J. Cyrier (617) 674-2043 x1</i> | | | | | | | |

4688

95 Main St



Location: **Route 128 North Cluster**
Wilmington/Reading Submarket
Middlesex County
Reading, MA 01867

Building Type: **Class C Office/Office with street-level Retail**

Status: **Built 1974**

Stories: **2**

RBA: **6,400 SF**

Typical Floor: **3,200 SF**

Total Avail: **2,000 SF**

% Leased: **100%**

Landlord Rep: -
 Developer: -
 Management: **Sennott Insurance**
 Recorded Owner: **Riquier Thomas T**

Expenses: **2007 Tax @ \$1.20/sf**
 Parcel Number: **READ-000006-000000-000025**

| Floor | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + 5ys | Occupancy | Term | Type |
|-------|----------|--------------|-------------|------------------|-----------|------|--------|
| | 2,000 | 2,000 | 2,000 | For Sale Only | 30 Days | - | Direct |

Burnham Real Estate / David N. Burnham (781) 665-8400

122 Main St



Location: **Route 128 North Cluster
Wilmington/Reading Submarket
Middlesex County
Reading, MA 01867**

Building Type: **Retail**
Bldg Status: **Built 1994**
Building Size: **3,017 SF**
Typical Floor Size: **1,508 SF**
Stories: **2**
Land Area: **0.21 AC**
Total Avail: **-**
% Leased: **100%**
Total Spaces Avail: **0**
Smallest Space: **0 SF**
Bldg Vacant: **-**

Landlord Rep: -
Developer: -
Management: -
Recorded Owner: **Calareso Joseph Iii**
Expenses: **2010 Tax @ \$3.24/sf**

Parcel Number: **READ-000012-000000-000001**

Parking: -

125-131 Main St - The Perkins Bldg



Location: **The Perkins Bldg**
Route 128 North Cluster
Wilmington/Reading Submarket
Middlesex County
Reading, MA 01867

Building Type: **Class B Office**

Status: **Built 1900, Renov 1991**

Stories: **3**

RBA: **22,000 SF**

Typical Floor: **7,333 SF**

Total Avail: **3,000 SF**

% Leased: **86.4%**

Landlord Rep: **Perkins Building Trust**
Mansard Commercial Properties

Developer: **-**

Management: **Brown Associates**

Recorded Owner: **Perkins Building Llc**

Expenses: **2007 Tax @ \$0.93/sf**

Parcel Number: **READ-000012-000000-000021**

Parking: **64 Surface Spaces are available; Ratio of 3.45/1,000 SF**

| Floor | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Type |
|-------|----------|--------------|-------------|------------------|-----------|---------|--------|
| P 2nd | 3,000 | 3,000 | 3,000 | \$17.00/nnn | Vacant | 1-5 yrs | Direct |

Mansard Commercial Properties / Navaneeth R. Conjeevaram (617) 674-2043 x205

4691

126 Main St - Strip Center



Location: Strip Center
 Route 128 North Cluster
 Wilmington/Reading Submarket
 Middlesex County
 Reading, MA 01867

Building Type: Retail/Storefront
Bldg Status: Proposed
Building Size: 6,500 SF
Typical Floor Size: 6,500 SF
Stories: 1

Landlord Rep: Wronka, Ltd. Commercial Real Estate Advisors
Developer: -
Management: -
Recorded Owner: -

Total Avail: 6,500 SF
% Leased: 0%
Total Spaces Avail: 1
Smallest Space: 1,500 SF
Bldg Vacant: -

Parking: -

| Floor | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Type |
|--------|---------------|--------------|-------------|--------------------|-----------|------------------|------|
| E GRND | 1,500 - 6,500 | 6,500 | 6,500 | \$20.00-\$32.00/mg | TBD | To Be Determined | New |

Wronka, Ltd. Commercial Real Estate Advisors / Marianne Wronka (781) 229-2233 / Ernest C. Wronka SIOR CCIM (781) 229-2233

4692

126 Main St - Pad Site



Location: **Pad Site**
Route 128 North Cluster
Wilmington/Reading Submarket
Middlesex County
Reading, MA 01867

Building Type: **Retail/Fast Food**
 Bldg Status: **Proposed**
 Building Size: **3,500 SF**
 Typical Floor Size: **3,500 SF**
 Stories: **1**

Landlord Rep: **Wronka, Ltd. Commercial Real Estate Advisors**
 Developer: -
 Management: -
 Recorded Owner: -

Total Avail: **3,500 SF**
 % Leased: **0%**
 Total Spaces Avail: **1**
 Smallest Space: **3,500 SF**
 Bldg Vacant: -

Parking: -

| Floor | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Type |
|--------|----------|--------------|-------------|--------------------|-----------|------------------|------|
| E GRND | 3,500 | 3,500 | 3,500 | \$20.00-\$32.00/mg | TBD | To Be Determined | New |

Wronka, Ltd. Commercial Real Estate Advisors / Marianne Wronka (781) 229-2233 / Ernest C. Wronka SIOR CCIM (781) 229-2233

4693

248 Main St



Location: Route 128 North Cluster
 Wilmington/Reading Submarket
 Middlesex County
 Reading, MA 01867

Building Type: Class B Office

Status: Built Mar 2000

Stories: 2

RBA: 18,000 SF

Typical Floor: 6,609 SF

Total Avail: 4,200 SF

% Leased: 76.7%

Landlord Rep: Mansard Commercial Properties

Developer: -

Management: Carter & Coleman

Recorded Owner: Carter & Coleman

Expenses: 2007 Tax @ \$0.11/sf

Parcel Number: READ-000035-000000-000012

Parking: Ratio of 3.33/1,000 SF

Amenities: Property Manager on Site

| Floor | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Type |
|-------|---------------|--------------|-------------|------------------|-----------|---------|--------|
| P 1st | 2,000 - 4,200 | 4,200 | 4,200 | \$17.00/mg | Vacant | 1-5 yrs | Direct |

Mansard Commercial Properties / Jeremy J. Cyrier (617) 674-2043 x1

4694

315 Main St



Location: **Route 128 North Cluster
Wilmington/Reading Submarket
Middlesex County
Reading, MA 01867**

Building Type: **Class B Office**

Status: **Built 1986**

Stories: **3**

RBA: **12,864 SF**

Typical Floor: **4,227 SF**

Total Avail: **6,441 SF**

% Leased: **91.3%**

Landlord Rep: **Newis Real Estate**

Developer: **-**

Management: **M & M Realty Trust**

Recorded Owner: **M & N Realty Corporation, Inc.**

Expenses: **2010 Tax @ \$1.36/sf, 2011 Est Tax @ \$1.37/sf; 2011 Ops @ \$2.75/sf**

Parcel Number: **READ-000043-000000-000014**

Amenities: **Property Manager on Site**

| Floor | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Type |
|---|----------|--------------|-------------|------------------|-----------|---------|--------|
| P 2nd <i>Newis Real Estate / Robert Newis (978) 443-3737</i> | 1,125 | 1,125 | 1,125 | \$12.00/+util | Vacant | 1-3 yrs | Direct |
| P 2nd <i>Newis Real Estate / Robert Newis (978) 443-3737</i> | 1,000 | 1,000 | 1,000 | \$12.00/+util | 60 Days | 1-3 yrs | Direct |
| E 3rd <i>Newis Real Estate / Robert Newis (978) 443-3737</i> | 4,316 | 4,316 | 4,316 | \$16.00/+util | 90 Days | 1-3 yrs | Direct |

273-275 Salem St



Location: **Route 128 North Cluster
Wilmington/Reading Submarket
Middlesex County
Reading, MA 01867**

Building Type: **Retail/Freestanding**
Bldg Status: **Built 1968**

Building Size: **55,000 SF**
Typical Floor Size: **55,000 SF**
Stories: **1**
Land Area: **3.71 AC**

Landlord Rep: **Boylston Realty Advisors, Inc.**
Developer: -
Management: -
Recorded Owner: **Reading Dev 2 Co**
Expenses: **2007 Tax @ \$1.42/sf**

Total Avail: **17,500 SF**
% Leased: **68.2%**
Total Spaces Avail: **1**
Smallest Space: **17,500 SF**
Bldg Vacant: **17500**

Parcel Number: **READ-000079-000000-000177**

Parking: **202 Surface Spaces are available; Ratio of 3.66/1,000 SF**

| Floor | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Type |
|---|----------|--------------|-------------|------------------|-----------|------------|--------|
| P 1st | 17,500 | 17,500 | 17,500 | Withheld | Vacant | Negotiable | Direct |
| Boylston Realty Advisors, Inc. / John McDonald (978) 657-4600 x3140 | | | | | | | |

4 West St



Location: Route 128 North Cluster
 Burlington/Woburn Submarket
 Middlesex County
 Reading, MA 01867

Building Type: Retail/Freestanding
Bldg Status: Built 2003

Building Size: 5,125 SF
Typical Floor Size: 2,563 SF
Stories: 2
Land Area: 0.22 AC

Landlord Rep: John Hanson Corp.
Developer: John Hanson Corp.
Management: William Hanson
Recorded Owner: John Hanson Corp.

Total Avail: 2,600 SF
% Leased: 100%
Total Spaces Avail: 1
Smallest Space: 575 SF
Bldg Vacant: 2600

Expenses: 2009 Tax @ \$2.65/sf

Parcel Number: READ-000022-000000-000001

Amenities: Drive Thru, Pylon Sign

Cross Street: South St

Street Frontage: 49 feet on West St(with 1 curb cut)

Parking: 15 free Surface Spaces are available

| Floor | SF Avail | Floor Contig | Bldg Contig | Rent/SF/Yr + Svs | Occupancy | Term | Type |
|---|-------------|--------------|-------------|------------------|-----------|------------|--------|
| P 2nd | 575 - 2,600 | 2,600 | 2,600 | Withheld | Vacant | Negotiable | Sublet |
| John Hanson Corp. / Marlene H. Wolfe (781) 944-7233 | | | | | | | |

22 Woburn St



Location: Route 128 North Cluster
Wilmington/Reading Submarket
Middlesex County
Reading, MA 01867

Building Type: Class C Office/Loft/Creative Space

Status: Built 1966

Stories: 3

RBA: 9,676 SF

Typical Floor: 3,225 SF

Total Avail: No Spaces Currently Available

% Leased: 100%

Landlord Rep: Mansard Commercial Properties

Developer: -

Management: -

Recorded Owner: 22 Woburn Street Llc

Expenses: 2007 Tax @ \$1.08/sf, 2011 Est Tax @ \$1.63/sf; 2007 Ops @ \$0.94/sf, 2011 Est Ops @ \$4.37/sf

Parcel Number: READ-000064-000000-000010

Parking: 25 free Surface Spaces are available

| Floor | SF Avail | Rent/SF/Yr | Term | Occupancy | Bid Out | Use/Type | Leasing Company | Contact | Listed | Divisible |
|--|----------|---------------------|------------|-----------|-----------|-------------|--------------------------------------|----------------------------------|---------|-----------|
| 232 Ash St, Reading, MA 01867 Access Commercial Real Estate 45,000 SF Class C Warehouse Building Built in 1965 | | | | | | | | | | |
| P 1st | 12,000 | \$7.50/nnn | 3-5 yrs | Vacant | | Warehouse/D | Access Commercial Real Estate | Bryan K. Ernst 781-259-8080 | 21 Mths | N |
| 236 Ash St, Reading, MA 01867 Carbone Commercial Real Estate, Inc. 6,955 SF Class C Industrial Building Built in 1968 | | | | | | | | | | |
| E 2nd | 2,000 | Withheld | Negotiable | Vacant | | Office/D | Carbone Commercial Real Estate, Inc. | Edward C. Carbone 781-935-5444x2 | 17 Mths | N |
| 1 General Way, Reading, MA 01867 Danis Properties 128 Marketplace, 128 Marketplace 258,000 SF Retail Freestanding (Neighborhood Center) Building Renovated in 2008 Built in 1950 | | | | | | | | | | |
| P 1st | 1,000 | \$20.00-\$45.00/nnn | 5-10 yrs | 30 Days | Some Work | Retail/N | Danis Properties | Jody Heyward 781-670-2000x2255 | 27 Mths | N |
| P 1st | 59,000 | \$20.00-\$45.00/nnn | 5-10 yrs | 30 Days | | Retail/N | Danis Properties | Jody Heyward 781-670-2000x2255 | 20 Mths | Y |



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| Floor | SF Avail | Rent/SFYr | Term | Occupancy | Bid Out | Use/Type | Leasing Company | Contact | Listed | Divisible |
|--|----------|---------------|------------|-----------|-----------|----------|-------------------------------|-------------------------------------|---------|-----------|
| Mansard Commercial Properties | | | | | | | | | | |
| 2 Haven St, Reading, MA 01867 | | | | | | | | | | |
| Haven Junction | | | | | | | | | | |
| 21,000 SF Class B Office with street-level Retail Building Built in 2005 | | | | | | | | | | |
| P 1st/ Suite 102-103 | 1,050 | \$18.00/mnn | Negotiable | Vacant | Some Work | Retail/D | Mansard Commercial Properties | Jeremy J. Cyrrier 617-674-2043x1 | 40 Mths | N |
| 2nd/ Suite 201 | 1,017 | For Sale Only | - | Vacant | - | Office/D | Mansard Commercial Properties | Jeremy J. Cyrrier 617-674-2043x1 | 19 Mths | N |
| 30 Haven St, Reading, MA 01867 | | | | | | | | | | |
| The Shops at 30 Haven Street | | | | | | | | | | |
| 20,000 SF Under Construction Retail/Residential Building Delivering 8/2012 | | | | | | | | | | |
| P 1st | 6,726 | \$23.00/mnn | Negotiable | TBD | NBI | Retail/N | Mansard Commercial Properties | Jeremy J. Cyrrier 617-674-2043x1 | 24 Mths | N |
| P 1st | 10,421 | \$23.00/mnn | Negotiable | TBD | NBI | Retail/N | Mansard Commercial Properties | Jeremy J. Cyrrier 617-674-2043x1 | 24 Mths | N |
| P 1st | 2,791 | \$23.00/mnn | Negotiable | TBD | - | Retail/N | Mansard Commercial Properties | Jeremy J. Cyrrier 617-674-2043x1 | 24 Mths | N |
| 95 Main St, Reading, MA 01867 | | | | | | | | | | |
| 6,400 SF Class C Office with street-level Retail Building Built in 1974 | | | | | | | | | | |
| | 2,000 | For Sale Only | - | 30 Days | - | Office/D | Burnham Real Estate | David N. Burnham 781-665-8400 | 8 Mths | N |



| Floor | SF Avail | Rent/SFYr | Term | Occupancy | Bid Out | Use/Type | Leasing Company | Contact | Listed | Divisible |
|--------|--|---------------------|---------------------|-----------|---------|----------|--|--|--------|-----------|
| | <p>122 Main St, Reading, MA 01867 3,017 SF Retail Building Built in 1994</p>  | | | | | | | | | |
| | <p>No Spaces Currently Available</p> | | | | | | | | | |
| | <p>125-131 Main St, Reading, MA 01867 The Perkins Bldg 22,000 SF Class B Office Building Renovated in 1991 Built in 1900</p>  | | | | | | | | | |
| P 2nd | 3,000 | \$17.00/nnn | 1-5 yrs | Vacant | | Office/D | Mansard Commercial Properties | Navaneeth R. Conjeevaram 617-674-2043x205 | 1 Day | N |
| | <p>126 Main St, Reading, MA 01867 Strip Center 6,500 SF Proposed Retail Storefront Building</p>  | | | | | | | | | |
| E GRND | 1,500- 6,500 | \$20- \$32.00/mg | To Be Determined | TBD | NBI | Retail/N | Wronka, Ltd. Commercial Real Estate Advisors | Marianne Wronka 781-229-2233 Ernest C. Wronka SIOR CCIM 781-229-2233 | 5 Mths | to 1,500 |

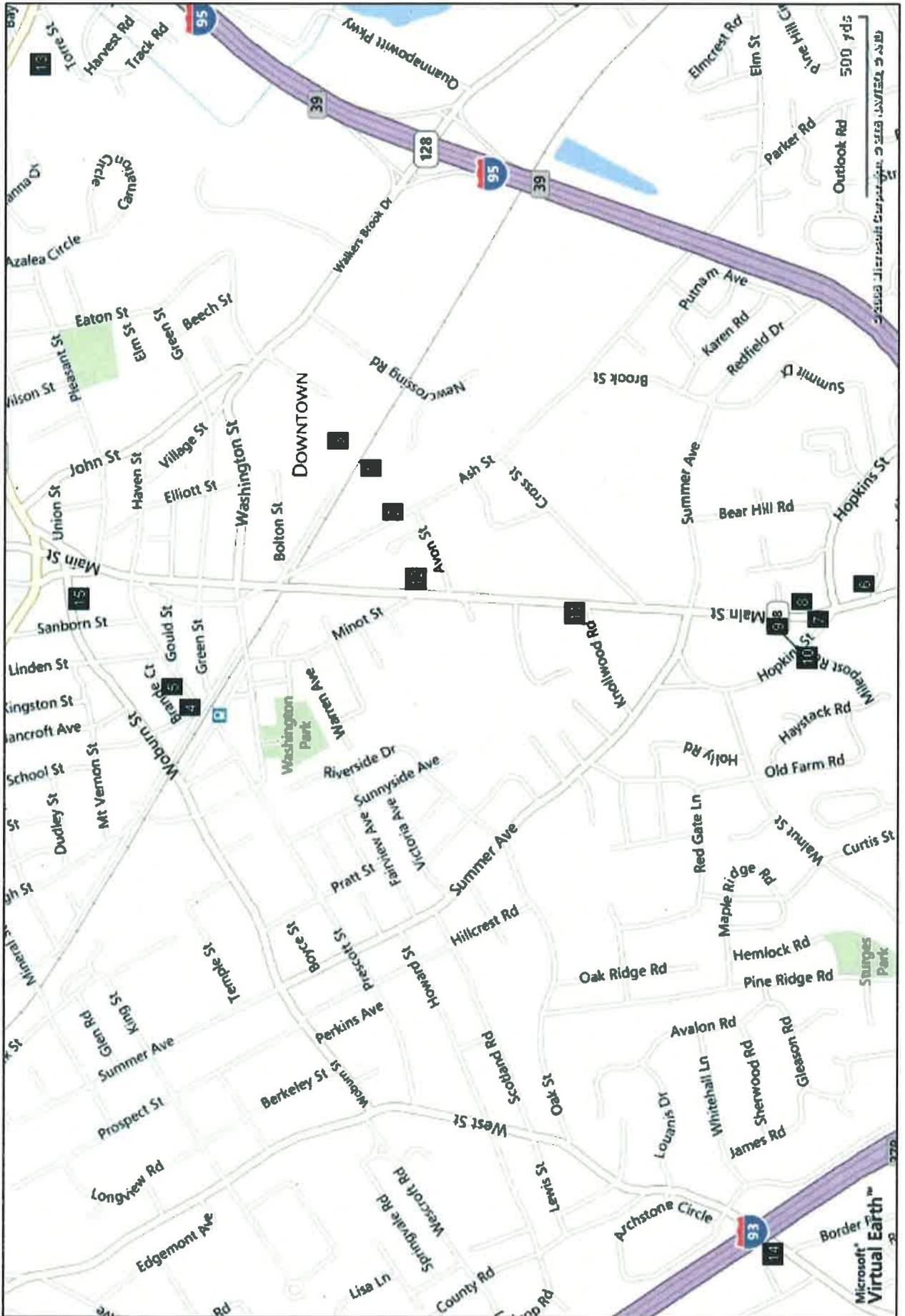
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| Floor | SF Avail | Rent/SF/Yr | Term | Occupancy | Bid Out | Use/Type | Leasing Company | Contact | Listed | Divisible |
|---|-------------|--------------------|------------------|-----------|-----------|----------|--|--|----------|-----------|
| 126 Main St, Reading, MA 01867 Pad Site 3,500 SF Proposed Retail Fast Food Building | | | | | | | | | | |
|  | | | | | | | | | | |
| E GRND | 3,500 | \$20.00-\$32.00/mg | To Be Determined | TBD | NBI | Retail/N | Wronka, Ltd. Commercial Real Estate Advisors | Marianne Wronka 781-229-2233 Ernest C. Wronka SIOR CCIM 781-229-2233 | 4 Mths | N |
| 248 Main St, Reading, MA 01867 18,000 SF Class B Office Building Built in 2000 | | | | | | | | | | |
|  | | | | | | | | | | |
| Mansard Commercial Properties Jeremy J. Cyrier 617-674-2043x1 | | | | | | | | | | |
| P 1st | 2,000-4,200 | \$17.00/mg | 1-5 yrs | Vacant | As-Is | Office/D | Mansard Commercial Properties | Jeremy J. Cyrier 617-674-2043x1 | 9 Wks | to 2,000 |
| 315 Main St, Reading, MA 01867 12,864 SF Class B Office Building Built in 1986 | | | | | | | | | | |
|  | | | | | | | | | | |
| Newis Real Estate Robert Newis 978-443-3737 | | | | | | | | | | |
| P 2nd | 1,125 | \$12.00/+util | 1-3 yrs | Vacant | Some Work | Office/D | Newis Real Estate | Robert Newis 978-443-3737 | 49 Mths | N |
| P 2nd | 1,000 | \$12.00/+util | 1-3 yrs | 60 Days | | Office/D | Newis Real Estate | Robert Newis 978-443-3737 | 45 Mths | N |
| E 3rd | 4,316 | \$16.00/+util | 1-3 yrs | 90 Days | Some Work | Office/D | Newis Real Estate | Robert Newis 978-443-3737 | 118 Mths | N |

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| Floor | SF Avail | Rent/SF/Yr | Term | Occupancy | Bid Out | Use/Type | Leasing Company | Contact | Listed | Divisible |
|-------------------------------|---|------------|------------|-----------|----------|----------|---------------------------------------|------------------------------------|--------|--|
| | | | | | | | Boylston Realty Advisors, Inc. | | | John McDonald 978-657-4600x3140 |
| | 273-275 Salem St, Reading, MA 01867 55,000 SF Retail Freestanding Building Built in 1968 | | | | | | | | | |
| | | | | | | | | | | |
| P 1st | 17,500 | Withheld | Negotiable | Vacant | Retail/D | | Boylston Realty Advisors, Inc. | John McDonald 978-657-4600x3140 | 7 Mths | N |
| | 4 West St, Reading, MA 01867 5,125 SF Retail Freestanding Building Built in 2003 | | | | | | | | | |
| | | | | | | | John Hanson Corp. | | | Martlene H. Wolfe 781-944-7233 |
| P 2nd | 575- | Withheld | Negotiable | Vacant | Office/S | | John Hanson Corp. | Martlene H. Wolfe 781-944-7233 | 6 Wks | to 575 |
| | 2,600 | | | | | | | | | |
| | 22 Woburn St, Reading, MA 01867 9,676 SF Class C Loft/Creative Space Building Built in 1966 | | | | | | | | | |
| | | | | | | | Mansard Commercial Properties | | | Navaneeth R. Conjeevaram 617-674-2043x205 |
| No Spaces Currently Available | | | | | | | | | | |





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