COMMONWEALTH OF MASSACHUSETTS

43D SITE EVALUATIONS



Prepared for:

Massachusetts Alliance for Economic Development
Massachusetts Executive Office of Housing and Economic Development

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309 Battles Street ■ Brockton, MA

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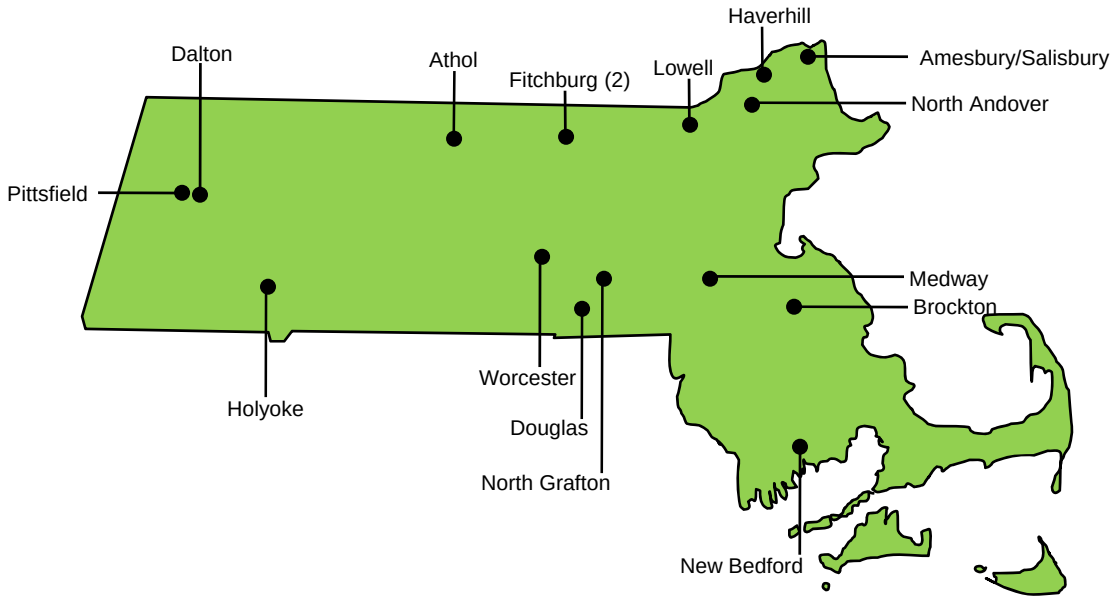
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Introduction

As part of an overall initiative to identify, evaluate and ultimately market sites under Massachusetts General Law Chapter 43D, The Massachusetts Alliance for Economic Development (MAED) along with the Massachusetts Executive Office of Housing and Economic Development retained Moran, Stahl & Boyer, a nationally known site selection and economic development consultant, to perform evaluations of selected sites (see Figure 1 below). The evaluation included on-site reviews, input from site contacts, data collection, and ultimately an assessment of site resources, best uses for the site, and recommendations for any site upgrade required to achieve a needed level of readiness.

Figure 1 – Location of the 43D Sites That Were Included in the Site Evaluation Process

Location	Description
Pittsfield	Former GE site being developed as William Stanley Business Park of the Berkshires
Dalton	Ashuelot Park (former Beloit manufacturing complex currently owned by Crane & Co.)
Holyoke	Multiple sites within Crossroads Business Park off I-91
Athol	North Quabbin Business Park at corner of SR 2 and SR 32
Fitchburg (2)	Sand and gravel operation off Airport Rd and site off Princeton Road (former sludge pits)
Lowell	Downtown Lowell Hamilton Canal District
North Andover	1600 Osgood Street (former Lucent Technology complex)
Haverhill	Industrial land off SR 125/Hilldale Avenue on NH/MA border
Amesbury/Salisbury	Golden Triangle site at intersection of I-95 and I-495
Worcester	South Worcester Industrial Park
Douglas	Current sand and gravel operation and other adjacent lots off SR146 and Gilboa St
North Grafton	Grafton Science Park adjacent to the Tufts University School Veterinary Medicine
Medway	Medway Industrial Park at I-495 and SR 109
Brockton	Former Howard Johnson and other food processing plant at 309 Battles St
New Bedford	Former Polaroid office and manufacturing complex in the New Bedford Business Park



Site Evaluation Overview

Site evaluation is a multi-step process that includes information gathering, reflecting on options, and assigning best use(s) as outlined in Figure 2 . Information is packaged into seven modules as noted in Figure 3 and presented as tabular data, maps and photographs. A sample Site Evaluation Form is presented at the end of this section.

The end result of the evaluation is to address the following questions:

- What types of resources (labor, transportation, education, R&D, industry employment, etc.) are accessible to the site?
- What are the primary attributes of the site and related buildings (as they exist)?
- What level of readiness is the site and related buildings (as they exist), including completion of any studies and securing any permits?
- What are the soil conditions and the presence of rock outcrops and wetlands/flood plain that may impact site development?
- What level of local market competition exists?
- What types of industries and operations would be most interested in the site and related buildings (as they exist)?

With this information, the site owner and/or developer can formulate a strategy for highest/best use as well as for marketing the site and seeking prospects with the most interest.

Figure 2 - Site Evaluation Process

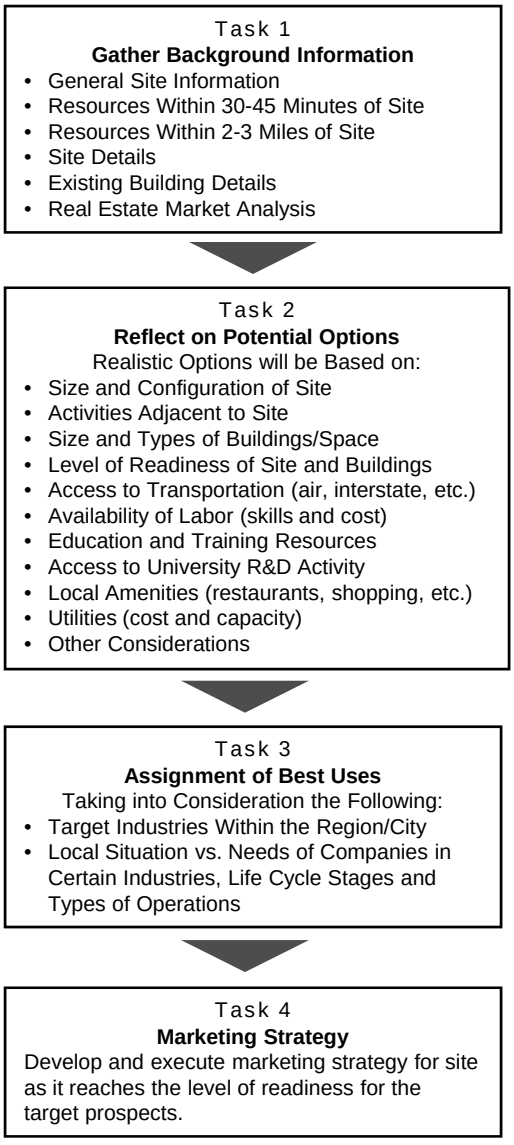


Figure 3 - Information Modules for Site Evaluation

Module 1:
Evaluation of Site

- General Comments and Resource Evaluation
- Recommendations for Site Use and Improvement

Module 2:
General Site Information

- Site designation
- Economic development region
- Address/location of site
- Local contact information
- Property owner(s)
- Current real estate broker
- Map identifying site location

Module 3:
Resources Within 30-45 Minutes of Site

- List regional airport(s) and travel distances
- Demographic map (population concentration) within 30-minute commute distance
- Demographic profile within 30-minute commute distance
  - Population
  - Average annual growth rate over past five years
  - Adult population with HS diploma only*
  - Adult population with 4-year college and above*
  - Median household income*
  - Population in the 25 to 34 year old cohort*

  * Compare with national averages
- Description of housing cost and supply within 30-45 minutes of site

Comment:
For the prospective company, the information related to a 30-minute commute from the site is of greater value than region or metro area data.

Module 4:
Resources Within 2-3 Mile Proximity to Site

- Distance to interstate or major limited access highway
- Condition of access road (pavement condition, shoulders, turning lanes, lights at intersections, etc.)
- Existence/plans for any of the following on the access highway between site and interstate: major shopping areas, schools, hospitals, parks or residential developments
- Access to public transportation (rail and/or bus)
- Access to any of the following amenities within two miles of the site: restaurants, shopping areas, banking, daycare, gym/workout facilities, outdoor trails, personal services
- Access to any of the following business services: copy/printing, office supplies, computer retail/service, etc.

Comment:
The resources that are within close proximity are important for headquarters, back office and R&D operations, and are less important for manufacturing operations.

Module 5:
Site Details

- Aerial photo of site noting proximity to other businesses, retail options and nearby residential properties
- Site plan of developed site/park
- Overall size of site/developable acres
- Level of site readiness to build new or move into existing structures
- Zoning classification/description and maximum allowable build-out (sf)
- Use/zoning of adjacent land
- Presence of wetlands or sections within 100-year flood plain
- Greenfield or brownfield site and current land cover
- Site studies completed, such as:
  - Environmental review (Phase 1 and 2)
  - Environmental Impact Study
  - Wetlands and flood plain review
  - MEPA review
  - Archaeological sites review
  - Traffic impact study
  - Soils analysis
- Site plans prepared
  - Overall site plan
  - Runoff Water Management Plan
- Permits secured
  - Site plan approval
  - Overall environmental permit
  - Wetlands permit
  - Highway access/curb cut permit
  - Army Corps permit (100-yr. flood plain)
  - Steep slope permit
  - Other permits
- Overview on utility services (power, gas, water, sewer, and telecom)
  - Name of utility
  - Capacity/availability (particularly water)
  - Dual feed/backup for power and telecom
  - Cost of power (cents/kWh)

Comment:
Site details provide not only general attributes of the site but also factors that help define the level of readiness of the site. Refer to Tables 3 and 4 for details on site readiness.

Module 6:
Existing Building Details

- Number of buildings on site
- Designated use(s) of buildings (office, light manufacturing, warehouse, lab, etc.)
- Age and condition of each building and class of office space (A,B or C)
- Overall square footage and size of floor plate for each building
- For industrial buildings: ceiling height, column widths, slab thickness, crane rails in place, etc.
- Parking capacity (open or garage)
- Lease or buy options
- Offering price/lease rate for space
- Level of building readiness (months to move in)
- Is this a LEED certified building?

Comments:

- For office space, parking capacity is often quoted in spaces per 1,000 sf of office.
- LEED Designation: the U.S. Green Building Council has defined The Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ to encourage and accelerate global adoption of sustainable green building and development practices.

Module 7:
Real Estate Market Analysis

- Overall market situation (strong or weak)
- Average purchase price for land in similar situation (stand alone, within office or industrial park, etc.)
- Description of comparable property/building
- Average lease rate for comparable space
- Other information about local market

Comment:

The ability to define comparable market data will be determined by the level of specialization and unique features the site offers. The average lease rate for generic office and industrial space and gross inventory of space (in metro areas) will be the easiest information to gather from the marketplace.

Figure 4 – Sample Site Evaluation Sheet

General Comments and Resource Assessment

Site Designation	Address or other designation
Ownership	Current owner(s) of site
General Description of Site and Buildings	Overall size of site and usable acres as well as size of buildings and floor plate
Readiness of Site and Buildings	The time required to complete the site and/or building before the prospective company can have employees productively at their jobs
Site/Building Amenities	Parking, café, locker rooms, trails, etc.
Transportation Access	Air, interstate, rail, port and public transportation
Labor Resources	Population growth, education levels and specific industry presence
Education & Training	Two/four-year colleges and other technical/business training resources
University R&D Access	R&D as an economic engine and the support of specific industries
Amenity Access	Access to shopping, restaurants, personal services, gym, bank, etc.
Utilities	Note any extreme situation in capacity or cost for water, electric power, gas, sewer or telecom
Other Comments	Unique aspects of site or situation

Recommendations

1. Highest/best use for site/buildings
2. Considerations for improving the site
3. Other recommendations

309 Battles St



Brockton, MA

General Comments and Resource Assessment

Site Designation	309 Battles Street – Former Howard Johnson Food Processing Center
Ownership	Fairfield Farms Kitchen
General Description	Former food processing plant built in phases between 1930 to 1988. Products manufactured at this site have included frozen entrees, soups, and baked goods.
Site and Building Readiness	Level 1 or 2 for food processing or food storage operations depending upon layout and build-out requirements.
Site/Building Amenities	Wide array of capabilities with existing food manufacturing infrastructure to include dairy tile manufacturing floors, washable tile floors and ceilings, floor drains with grease trap system, various cooler storage areas, 40,000 sf of high bay freezer warehouse area, spiral quick freeze system, onsite USDA office, and Organic manufacturing status.
Transportation Access	Air Access: Logan Int'l (27 mi) and TF Green (52 mi) Interstate/Limited Access Highway: Accessible to Rt 24 (2.3 miles and direct route must pass by West Gate Mall), I-93, I-95, and I-495.
Labor Resources	Labor force growth rate static with strong manufacturing workforce within 30-minute commute zone including former plant employees. Unemployment rate ~6%.
Education & Training	Massasoit Community College is located locally
University R&D Access	None
Local Amenities	Easily accessible retail and restaurants located within one mile of facility.
Utilities	High cost power. Brockton expanding water resources with access to desalinization operation.
Other Comments	Relatively old facility in reasonable condition. As a warehouse operation, there is significant competition within the SR 24 corridor.

Recommendations

The building complex has both food processing and cold storage areas. Optimum uses would be either food processing or some type of small-scale pharmaceutical/bio-material processing facility.

The region has significant warehouse competition along the SR 24 corridor with product that is much newer and less specialized.

The cold storage portion of the facility it is faced with utilizing power from the grid at high prices ($0.18/kWh) or natural gas which is also high priced.

The food processing area has very low ceiling and tapered floors

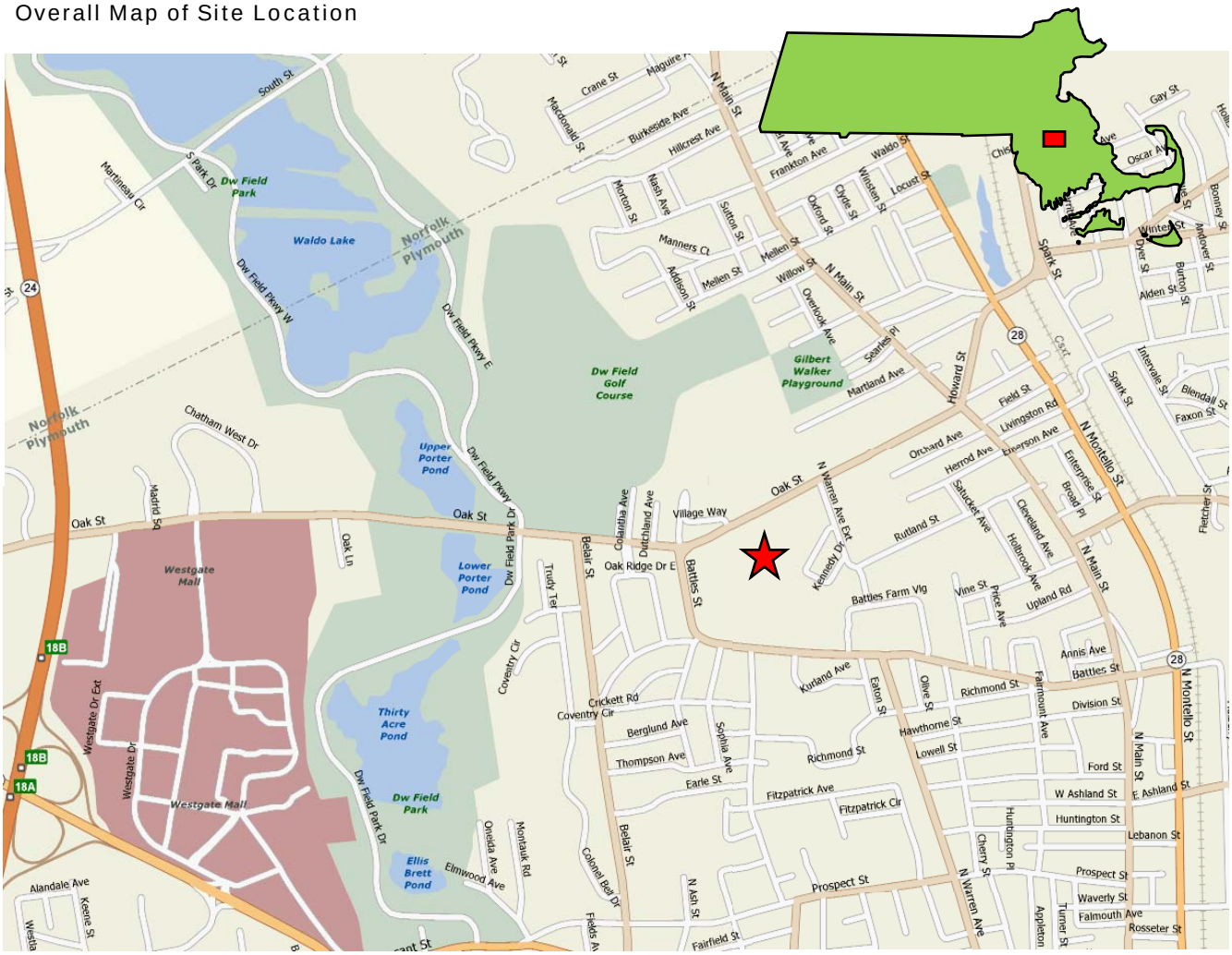
There are three options to consider for this site:

- Market the facility for niche food product or other food grade biotech production.
- Remove food processing section and market as a refrigeration warehouse for food and other food grade products.
- Raze the buildings and redevelop the site.

General Site Information

Site Designation	309 Battles Street – Former Howard Johnson's Food Processing Center
Region	Southeast
Address/location	309 Battles Street, Brockton
Local contact Phone No. E-mail Address	Mary Waldron, Executive Director, Brockton 21st Century Corp. 508.586.0021 mwaldron@brockton21.com
Property Owner(s)	Fairfield Farms Kitchen
Current Broker Contact Phone No. E-mail Address	CB Richard Ellis Richard D. Gibson, Jr. 617.912.7072 Robert.gibson@cbre-ne.com

Overall Map of Site Location



General Proximity Information

Description	Input
Closest regional airport(s) with travel distance	Logan Int'l – Boston (27 mi) TF Green – Providence (52 mi)
Distance to Major Cities	Boston (24 mi) Providence, RI (44 mi) Worcester (59 mi) Manchester, NH (76 mi)
Demographics W/ 30-Minute Commute	**Input**
Overall population	1,359,000
Growth rate (2000-2006)	-1.3% / Mass Avg = 0.67% / Nat'l Avg = 6.4%
Adult population with HS diploma only	27.6% / Mass Avg = 28.2% / Nat'l Avg = 30.2%
Adult population with 4-year+ college	32.8% / Mass Avg = 37.0% / Nat'l Avg = 27.0%
Median household income	$46,343 / Mass Avg = $59,963 / Nat'l Avg = $48,451
Population in 25 to 34-year old cohort	14.2% / Mass Avg = 12.7% / Nat'l Avg = 13.3%
Cost of Living (Nat'l Avg = 100) • Overall Cost of Living • Cost of Housing • Cost of Utilities	Reference: Sperling's Best Places web site 107 87 113

Local Access Information

Description	Input
Distance to interstate/major highway	SR 24 (2.3 mi),SR 128 (9 mi), and I-495 (13 mi)
Condition of access highway	Two-lane highway with significant population density and frequent lights.
Existence/plans for any of the following on the access highway between site and interstate: major shopping areas, schools, hospitals, parks or residential developments	Located within a high density retail (must drive by West Gate Mall) and residential area. Residents, however, are very supportive to a manufacturing company resuming operation at this facility.
Access to public transportation (rail or bus)	Existing bus system (Brockton Area Transit) with nearby bus stops near facility. Nearest AMTRAK rail station off SR 128 is 12 miles away.
Access to any of the following amenities within two miles of the site: restaurants, shopping areas, banking, daycare, gym/workout facilities, outdoor trails, personal services	Easily accessible retail including Westgate Mall and restaurants located within a mile of facility.
Access to any of the following business services: copy/printing, office supplies, computer retail/service, etc.	Access to business supply stores such as Office Max and Staples as well as FedEx Kinkos.

Site Characteristics

Description	Input
Overall size of site/developable acres	20.7 acres
Cost of Land ($/Acre)	
Zone classification/description and maximum allowable build-out (SF)	Industrial, warehouse/distribution
Use/zoning of adjacent land	Residential on three sites, commercial on one side
Level of site readiness	Level 1, fully developed site with existing buildings
Presence of wetlands or sections within 100-year flood plain	Not identified
Greenfield or Brownfield site and current land cover	Existing facility
Site studies complete, such as: • Environmental reviews • Environmental Impact Study • Wetlands and flood plain review • MEPA review • Archeological sites review • Traffic impact study • Soils analysis	Existing facility
Site plans prepared • Overall site plan • Runoff Water Management Plan	Existing facility
Permits secured • Site plan approval • Overall environmental permit • Wetlands permit • Highway access/curb cut permit • Army Corps permit (100-yr. flood plain) • Steep slope permit • Other permits:	Existing facility

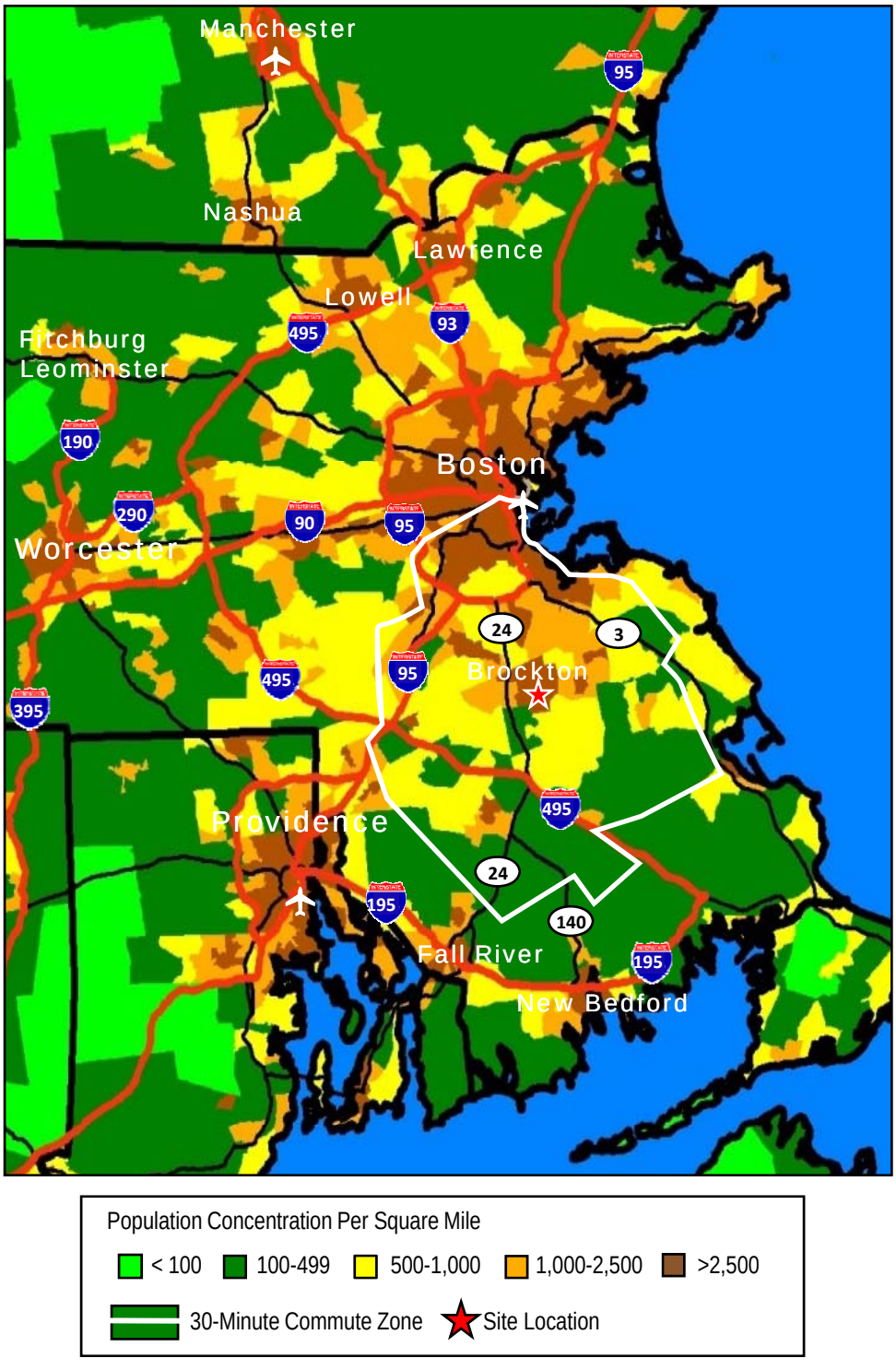
Site Characteristics

Description	Input
Electric Power Service • Utility • Cost (cents/kWh) • Dual feed available (Y/N)	National Grid $0.18/kWh
Gas Service • Utility • Cost	• Baystate Gas
Water Service • Utility • Capacity • Cost	• City of Brockton
Wastewater Service • Utility • Capacity • Cost	• City of Brockton
Telecom Service • Utility • Cell Phone Service	• Verizon, etc. • Yes

Existing Building Characteristics

Description	Input
Number of buildings on site	4
Sale/Lease of Building Space ($/sf)	
Designated use(s) of buildings (office, light manufacturing, warehouse, lab, etc.)	Manufacturing, refrigerated/cold storage, and office space
Age and condition of each building	Built in phases (1930 to 1988)
Overall square footage and size of floor plate for each building	Total: 180,000 SF • Office Space: 5,000 SF • Dry Warehouse: 65,000 SF • Freezer Warehouse: 40,000 SF • Manufacturing: 70,000 SF
For industrial buildings: ceiling height, column widths, slab thickness, crane rails in place, etc.	10’ to 12’ processing area and 25’ storage/freezers, 13 tailboard loading doors (expandable)
Parking capacity (open or garage)	400 surface spaces
Lease or buy options	Both
Level of building readiness (months to move in)	Level 1, move-in after minor cosmetic changes
Is this an LEED certified building?	No

Demographic Map Covering 30-Minute Commute Zone Around Site



Nearby Commercial and Industrial Businesses

Business Name	Employment	Line of Work
Old Colony YMCA	1,000	Civil/social association
Enterprise Publishing Co, Inc	250	Newspapers publishing/printing
Homemaker Industries, Inc	230	Mfg carpets and rugs
Concord Foods, Inc	210	Mfg food preparations
Barbour Corp	97	Mfg footwear, leather tanning/finishing, and gaskets/packing/sealing devices
Montello Heel Mfg, Inc	50	Mfg footwear, cut stock, and leather goods
David Gooding, Inc	50	Wholesale plumbing and equipment sales
J Derenzo Co	40	Excavation contractor for water/sewer/utilities
VKO, Inc - HQ	36	Mfg curtains and draperies
American Shoe Shank Co, Inc	20	Mfg shoe shanks
TE Corcoran Co, Inc	10	Wholesale plumbing equipment and supplies
US Cutting Chain Mfg Co, Inc	5	Mfg machine tool accessories and wholesale industrial equipment
Yankee Custom, Inc	3	Mfg industrial machinery and equipment

Nearby Retail Businesses, Food Establishments, and Banks

Retail Businesses	Food Establishments	Banks
Westgate Mall	Westgate Mall Food Court	Bank of America
Super Stop and Shop	Chili's Grill and Bar	Mutual Bank
Wal-Mart	International Food Gourmet	Eastern Bank
CVS Pharmacy	Wendy's, McDonald's	

Aerial View of Site and Surrounding Area



Pictures of Site/Facility



Warehousing and Loading Area Near Oak St Entrance



View of Warehouse Loading Docks



Example of Food Production Area



Freezer Storage Area



Office Space at Front of Building



Lunch Room/Kitchen Area

Housing Examples Within Surrounding Area

$200,000



Brockton
$209,900 l 3 Bed, 2 Bath
1,270 Sq. Ft. l 0.25 Acres



Whitman
$201,900 l 3 Bed, 1 Bath
1,225 Sq. Ft. l 0.29 Acres



Easton
$229,900 l 1 Bed, 1 Bath
596 Sq. Ft. l 0.97 Acres

$250,000



Brockton
$249,900 l 3 Bed, 1.5 Bath
1,438 Sq. Ft. l 0.16 Acres



Whitman
$249,900 l 2 Bed, 1 Bath
1,060 Sq. Ft. l 0.25 Acres



Easton
$250,000 l 3 Bed, 1 Bath
1,266 Sq. Ft. l 0.54 Acres

$350,000



Brockton
$349,900 l 4 Bed, 2.5 Bath
2,000 Sq. Ft. l 0.17 Acres



Whitman
$349,900 l 3 Bed, 1 Bath
1,154 Sq. Ft. l 0.08 Acres



Easton
$349,900 l 3 Bed, 2 Bath
1,700 Sq. Ft. l 0.35 Acres

Industrial Real Estate Situation (Southern Boston Area Submarket)

- The current industrial market situation in the southern Boston area submarket is soft. Vacancy rates of 13.7% are about average for the region and represent over 9.5 million square feet.
- The net adsorption for the first quarter was only 22,300 sf which is only 10% of the western submarket and new construction was 82,000 sf.
- Lease rate for warehouse/distribution space is $5.30/sf , the lowest rate in the Greater Boston area.