RKG ASSOCIATES INC

Economic Analysis of Industrial Zoning Districts

Town of Arlington, Massachusetts

RFP #19-43

September 12, 2019

RKG
ASSOCIATES INC

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Town Manager's/Purchasing Department
Town Hall Annex 2nd Floor
730 Massachusetts Avenue
Arlington, MA 02476

Reference: Economic Analysis of Industrial Zoning Districts

Mr. Chapdelaine

Today's industrial business districts, particularly in municipalities close to major metro cities, look and perform differently than what may have been successful several decades ago. The changing nature of manufacturing, demand for flexible spaces, and supply chain disruption from web-based purchase/shipping operations have created new demands for industrial districts and the built environment within them. Mixing uses within industrial districts is more common today as companies look for interesting places and spaces to establish and grow their business and brand. Understanding the competitive advantages Arlington holds within the larger region, it's market potential, and how areas can be redefined through regulatory changes are keys to unlocking economic and fiscal benefits for the community as a whole.

RKG Associates, Inc. is pleased to submit this proposal to assist the Town of Arlington with an economic, fiscal, and regulatory assessment of its industrial zoning districts. Our firm places an emphasis on working with towns across New England, including many in Massachusetts, to create positive economic outcomes in line with the vision and goals of the community by leveraging existing assets. For this project, we have partnered with our colleagues at Harriman to help translate market opportunities to regulatory changes that will help strengthen Arlington's industrial districts.

Recently, RKG and Harriman have worked in a number of cities and towns across New England on these exact issues, and are excited by the opportunity to bring our skills and collective knowledge to Arlington. Recent projects in places like Natick, Framingham, Winchester, Canton, Haverhill, Brockton, Malden, and Norwood all included similar questions around how smaller scale industrial districts could or should change from an economic and regulatory perspective. We will bring this collective knowledge to Arlington as we work to understand the unique nature of your industrial districts and determine way to strengthen the performance of each area.

Per your request, we have provided a complete proposal and detailed qualifications for our team. Should you have any questions, please do not hesitate to call us at (617) 847-8912 and speak with Eric Halvorsen our project manager for this engagement. RKG has received Addendum Number 1 and is acknowledging receipt and review of that document. We look forward to hearing from you.

Sincerely,

Eric Halvorsen, AICP
Vice President and Principal

TABLE OF CONTENTS

QUALIFICATIONS

OUR TEAM
STAFF QUALIFICATIONS

RKG

Founded in 1981, RKG Associates, Inc. provides private, public and institutional clients, nationwide, a comprehensive range of advisory, planning, and strategic consulting services related to real estate, land use and economic development. We are proud that most of the assignments for which we have been engaged are projects that are built… projects that happen… projects that work… with tangible results measured in terms of new jobs, new investments, expanded tax bases or new master plans based on strong community consensus.

Our firm has successfully blended the in-house expertise of professionals who have backgrounds in market research, economics, finance, real estate development and planning. We also call upon an extensive network of other professionals to provide complementary technical expertise in such areas as architecture, engineering, land use planning, legal services and environmental science.

Whether it is a large-scale project or a smaller undertaking, we make our full range of skills and disciplines available to every client.

RKG Associates is owned and managed by four principals:

» Mr. Craig Seymour
76 Canal Street, Suite 401
Boston, Massachusetts 02114

» Mr. Russell Archambault
300 Montgomery Street, Suite 203
Alexandria, Virginia 22314

» Mr. Kyle Talente
300 Montgomery Street, Suite 203
Alexandria, Virginia 22314

» Mr. Eric Halvorsen, AICP
76 Canal Street, Suite 401
Boston, Massachusetts 02114

FIRM OVERVIEW

SERVICES OFFERED

ARCHITECTURE
Programming
Space Utilization
Design
Code Analysis
Landscape Architecture
Construction Documents

ENGINEERING
Structural Engineering
Electrical Engineering
Mechanical Engineering
Plumbing Design
Fire Protection Design
Civil Engineering

INTERIORS
Interior Planning and Design
Material Selection and Specification
Color Coordination
Graphic Design
Furniture, Fixtures, Equipment

URBAN DESIGN AND PLANNING
Waterfront Plans
Transit Oriented Development
Downtown Revitalization
Urban Renewal Plans
Neighborhood Plans
Master Plans
Comprehensive Plans
Zoning and Design Guidelines
Strategic Plans

SUSTAINABILITY AND GREEN TECHNOLOGY
Sustainability Planning
Efficiency Incentive Application Consulting
LEED Consulting
CHPS Consulting
Energy Analysis and Optimization
Post-occupancy Evaluation

COMMISSIONING
Total Building Commissioning
Existing Building Commissioning
Commissioning for LEED

PROJECT AND PROGRAM MANAGEMENT
Project Planning and Implementation
Communication, Publicity, Fundraising and Community Engagement
Construction Administration
Construction Phase Management

Harriman is an innovative multi-disciplinary planning and design firm with offices in Auburn, Boston, Portland and Portsmouth. With a legacy dating back to the firm's founding in 1870, nearly 150 years ago, Harriman has deep roots in many of New England's bucolic cities and towns. Applying a holistic approach, our diverse practice blends planning, urban design, landscape architecture, architecture and engineering to provide our clients with solutions that translate their distinct strategic goals and respond to complex economic, regulatory, and community considerations.

A philosophy of "**putting places together**" underpins our practice, harnessing the power of our team's diverse skill sets to solve the challenges facing today's communities. The integrated nature of our practice means we apply a holistic approach that is based on collaborative teamwork and a commitment to service — an approach verified by the number of repeat clients, and an on-time, on-budget track record. Our clients are able to realize the potential of their buildings, towns, cities, developments, parks and open spaces because they are better planned, better designed, and better engineered.

Our Urban Design and Planning Studio, based in Boston, is a specialized multi-disciplinary team of professionals that includes planners, urban designers, and landscape architects. Led by Emily Keys Innes, Director of Planning and Kartik Shah, Director of Urban Design, the studio integrates community planning, development strategies and redevelopment plans, preparation of regulations and development agreements, and community engagement processes for both public and private clients.

OFFICE LOCATIONS

46 Harriman Drive
Auburn, ME 04210

33 Jewell Court, Suite 101
Portsmouth, NH 03801

80 Exchange Street, 3rd Floor
Portland, ME 04101

19 Kingston Street, Suite 4
Boston, MA 02111

A focus on *"putting places together"* underpins the firm's practice and philosophy.

Team Qualifications

RKG Associates brings decades of market research and analysis experience to Arlington. Our company has worked in hundreds of towns across the country helping them identify their market potential and how best to position land and building assets to capture additional demand for uses ranging from industrial, to retail, to office, to residential. RKG brings extensive experience working with municipalities in New England, having completed many projects in Massachusetts, Connecticut, and New Hampshire. Our company has also worked on dozens of downtown revitalization studies, corridor studies, and area plans, and that experience can be leveraged to help Arlington understand the market potential in each of the unique industrial district areas across the town.

For this effort, we have assembled a team with a mix of skills and backgrounds to help Arlington answer the critical questions outlined in the RFP.

Eric Halvorsen, AICP, who will serve as the principal-in-charge and project manager for RKG. Eric has a wide range of planning and economics experience, including working on projects at the municipal and regional level repositioning sites both large and small. Eric has experience working on complex multi-disciplinary projects that bring together economic development, land use, zoning, and transportation to create successful, active, and vibrant places. While this particular project is focused on identifying market strengths and opportunities, Eric also brings the skills to translate the town-wide market demand to the micro level and look more closely at each of the industrially-zoned locations.

The RKG Team also includes Lawrence Cranor, Ryan Kiracofe, and Jahagir Akbar. Each staff member has worked with municipal clients to understand market potential across a variety of use categories. Each staff member brings particular expertise in certain market segments including industrial/flex space, retail and office, and multi-family residential.

To ensure the future market direction of Arlington translates into regulatory language, RKG has partnered with Harriman who bring decades of experience helping municipal clients craft zoning language that facilitates context-sensitive, market-driven change. The Harriman Team will be led by Emily Keys Innes who will be working on the zoning components and Kartik Shah who will assist with development test fits and guidance on dimensional and intensity regulations.

Our team of market analysts, urban designers, and zoning experts will provide the data, analysis, and regulatory changes necessary to ensure Arlington's future industrial areas match the vision and goals of the Master Plan and aspirations of today's residents.

ERIC HALVORSEN, AICP

Vice President and Principal

ROLE: Principal In Charge & Project Manager

Eric Halvorsen, AICP, has over ten years of experience in land use, housing, and transportation planning. Eric specializes in helping communities develop plans that bridge the topics of land use, housing, economics, and transportation. This includes housing strategies, production plans, master plans, downtown plans, and site specific plans. Eric's focus is on the formulation of realistic and actionable plans that can be achieved incrementally over time. Additionally, he has managed multiple public engagement efforts, crafting processes for groups as small as five and as large as 300. These include highly interactive open houses, site walks, town hall meetings, small group facilitation, focus groups, and project working groups.

Eric brings a strong background working with municipalities to help them develop implementation-ready plans. He has worked on several Housing Plans, Economic Development Plans, and Master Plans across Massachusetts, and enjoys learning and understanding the elements that make each community unique.

EDUCATION

University of Illinois
Masters of City and Regional Planning

Rutgers University
B.S. in Environmental Planning and Design

Harvard University Executive Ed.
Urban Retail

PROFESSIONAL AFFILIATIONS

Urban Land Institute
Housing and Economic Development Council
American Institute of Certified Planners
American Planning Association

ECONOMIC DEVELOPMENT AND MARKET STUDY EXPERIENCE

Market Analysis & Development Feasibility Study
Springfield, Worcester, Fitchburg, and Lynn, Massachusetts

Market Analysis
Dunstable, Massachusetts

Market Analysis
Brockton, Massachusetts

Market Analysis
Natick, Massachusetts

Economic Development Strategy
Framingham, Massachusetts

Economic Development Strategy
Plymouth, Massachusetts

Economic Development Plan
Southbridge, Massachusetts

East Norwalk TOD Market Study (ongoing)
Norwalk, Connecticut

Route 138 Corridor Study (ongoing)
Canton, Massachusetts

DOWNTOWN AND NEIGHBORHOOD PLANNING

Downtown Framingham Plan
Framingham, Massachusetts

PLEX Neighborhood Housing Strategy
Rochester, New York

Downtown Taunton Feasibility Study
Taunton, Massachusetts

**Additional Project Experience Provided Upon Request*

LAWRENCE E. CRANOR Jr.

Senior Project Manager

ROLE: Senior Project Analyst

Lawrence Cranor joined RKG Associates, Inc. in 1992, with 15 years of experience in applied demography, market research, site selection, and competition studies for other firms, including national retail chains. Lawrence has applied this background to managing a wide range of assignments for RKG Associates which include a broad range of retail products; consumer surveys; and spending research; site location research; urban revitalization/market strategies; and general economic development.

He has been involved in numerous transportation-related studies including analyzing the impacts of new roadways, bypasses and exits, and the effects of TOD strategies on residential and retail growth. Lawrence also has a wealth of experience analyzing the fiscal impacts of private development on municipal revenues and services.

EDUCATION

University of Cincinnati
MBA Marketing/Management

University of Cincinnati
B.A. Sociology

PROFESSIONAL AFFILIATIONS

Population Association of American

New Hampshire Main Streets

MARKET STUDY EXPERIENCE

West Seneca, NY
Greece, NY
Victor, NY
Horseheads, NY
Watkins Glen, NY
Ticonderoga, NY
Irondequoit, NY
Ithaca, NY
Montour Falls, NY
Saratoga Springs, NY
Glens Falls, NY
Dover Plains, NY
Amenia, NY
Lake Placid, NY
Rochester, NH
Falmouth, ME
Hooksett, NH
Newton, MA
Simsbury, CT
Chicopee, MA
Shirley, MA
Groton, MA
Norwalk, CT
Taunton, MA

REUSE STRATEGY EXPERIENCE

70 Endicott Street Redevelopment Analysis
Peabody, Massachusetts

Indian Orchard Reuse Strategy
Springfield, Massachusetts

Chestnut Street Repositioning Study
Springfield, Massachusetts

West Avenue Corridor Study
Norwalk, Connecticut

Gillette Stadium Expansion Study
Foxborough, Massachusetts

Downtown Memphis Study
Memphis, Tennessee

Ford Assembly Plant Reuse Study
Jacksonville, Florida

**Additional Project Experience Provided Upon Request*

RYAN KIRACOFE

Urban Planner and Market Analyst

ROLE: Project Analyst

Ryan couples a finance and economics-led background with a passion for smart land use, downtown and urban revitalization, economic development and real estate feasibility. Having spent four years as an analyst at one of the world's largest and most respected companies, he adds creative planning solutions that are rooted in financial reality to RKG's work. Since joining the firm, Ryan has worked on municipal master plans, retail studies, housing plans, and real estate feasibility analysis.

Ryan's primary responsibilities at RKG include conducting demographic, employment, housing, and market analyses; development feasibility and impact analyses; and working with communities on municipal master planning and downtown redevelopment plans.

EDUCATION

Massachusetts Institute of Technology
Masters of City Planning

Boston College
B.S. in Finance and Marketing

PROFESSIONAL AFFILIATIONS

Urban Land Institute

ECONOMIC DEVELOPMENT EXPERIENCE

Industrial Feasibility Study
Haverhill, Massachusetts

Downtown Taunton Feasibility Study
Taunton, Massachusetts

Downtown Brockton Site Feasibility Study
Brockton, Massachusetts

Economic Development Plan
Framingham, Massachusetts

Economic Development Plan
DeKalb County, Georgia

MassINC TOD Study
Lynn, Fitchburg, Worcester, Springfield, MA

Route 66 Corridor Study
East Hampton and Portland, Connecticut

East Norwalk TOD Market Study (ongoing)
Norwalk, Connecticut

Route 138 Corridor Study (ongoing)
Canton, Massachusetts

COMMUNITY MASTER PLAN EXPERIENCE

North Andover Master Plan
North Andover, Massachusetts

Natick Master Plan 2030+
Natick, Massachusetts

HOUSING STRATEGY EXPERIENCE

South Norwalk Housing Affordability Study
Norwalk, Connecticut

Multifamily Residential Feasibility Analysis
Greater New Haven Area, Connecticut

**Additional Project Experience Provided Upon Request*

RKG ASSOCIATES INC

JAHANGIR AKBAR

Project Analyst and Planner

ROLE: Project Analyst

Jahangir has over eight years of experience in the fields of planning, economic development, and affordable housing. He specializes in helping communities unlock their potential through strategic thinking and community planning efforts such as master plans, housing strategies and production plans, and downtown redevelopment initiatives. Jahangir brings years of experience analyzing, synthesizing, and communicating challenging data in a way that helps educate community members and informs productive communication.

Jahangir's primary responsibilities at RKG include conducting demographic, employment, housing, and market analyses; development feasibility and impact analyses; economic impact analyses; and working with communities on engagement and public participation activities.

EDUCATION

Massachusetts Institute of Technology
Masters of City Planning

Towson University
B.S. Accounting

DEVELOPMENT FEASIBILITY STUDIES

Market Analysis & Development Feasibility Study
Lynn, Fitchburg, Springfield, Worcester, Massachusetts

Hartwell Avenue District Improvement Finance Plan
Lexington, Massachusetts

Inclusionary Zoning Study
Somerville, Massachusetts

Inclusionary Zoning Study
Newton, Massachusetts

HOUSING PLAN & STRATEGY EXPERIENCE

Statewide Homeownership Study
State of Michigan

City-Wide Housing Assessment
Woonsocket, Rhode Island

County-Wide Rental Housing Master Plan and Preservation Strategy
Montgomery County, Virginia

Affordable Housing Study
Sumter, South Carolina

COMMUNITY PLANNING EXPERIENCE

North Andover Master Plan
North Andover, Massachusetts

Natick Master Plan 2030+
Natick, Massachusetts

Littleton Master Plan
Littleton, Massachusetts

Winchester Master Plan (ongoing)
Winchester, Massachusetts

**Additional Project Experience Provided Upon Request*

EDUCATION

University of North Carolina at Chapel Hill
Bachelor of Arts, Linguistics

Boston Architectural College
Certificate in Advanced Rendering

Boston Architectural College
Graduate work in architectural studies

ACCREDITATIONS/CERTIFICATIONS

American Institute of Certified Planners

LEED AP ND, United States Green Building Council

AFFILIATIONS

American Planning Association

Associate, Private Member, Urban Land Institute

Urban Development Council
Real Estate Advisory Committee
Climate Resiliency Committee

AWARDS

2017 APA-MA President's Award: LawrenceTBD Urban Renewal Plan

2011 Salem Historic Inc: Salem Downtown Renewal Plan

PRESENTATIONS

SNEAPA 2018 – The Malden River: Connections and Collaborations

SNEAPA 2017 – Do Downtowns Matter?: Managing Community Conversations

SNEAPA 2016 – Getting from Now to Success: Implementing the Plan

SNEAPA 2016 – Reaching New Communities: Engaging Residents Unfamiliar (or Suspicious!) with the Planning Process

Developing Resiliency – ULI Boston/New England Member Lunch September 11, 2015

MAPD 2014 – Communities and Consultants: Best Practices for Best Results

ABX 2013 – Preparing for the Rising Tide, in partnership with the Boston Harbor Association and the Museum of Science

EMILY KEYS INNES, AICP, LEED AP ND

ASSOCIATE, DIRECTOR OF PLANNING

Emily Keys Innes, AICP, LEED AP ND has a strong background in urban planning, financial analysis, project management, and municipal affairs. Her professional focus has been on strategic planning, especially in high-regulatory environments such as urban renewal areas and waterfronts. Emily is engaged in helping communities develop tools to manage change, including demographic trends, shifts in market conditions, climate change, and sea level rise. She enjoys working with communities to help them define their responses to complex interactions among local desires, urban design, market realities, and zoning requirements to enhance the strength of the community and the physical environment that supports that community.

RELEVANT EXPERIENCE:

Village of Mamaroneck – Village of Mamaroneck, New York
Industrial Area Zoning and GEIS

City of New Bedford – New Bedford, Massachusetts
Zoning Overlays for the Waterfront

City of Pittsfield – Pittsfield, Massachusetts
Form-based Code

The following studies were for industrial areas or districts with significant industrial components:

MassDevelopment / City of Brockton – Brockton, Massachusetts
CSX Area Plan Study

City of Malden/MassDevelopment – Malden, Massachusetts
Strategic Development Plan for Commercial Street Corridor

Town of Norwood – Norwood, Massachusetts
Vanderbilt Area Commercial District Strategic Plan

The following studies were for downtown or village areas with accompanying design guidelines:

DHCD/Town of Spencer – Spencer Massachusetts
Downtown Design Guidelines

Town of Westport/Connecticut Trust for Historic Preservation – Westport, Connecticut
Village District Zoning and Design Guidelines

City of Ansonia/Connecticut Trust for Historic Preservation – Ansonia, Connecticut
Village District Zoning and Design Guidelines

City of Claremont – Claremont, New Hampshire
Design and Zoning Charrette

City of Stamford – Stamford, Connecticut
Westside Neighborhood Plan | Revitalization and Zoning Study

EMILY KEYS INNES, AICP, LEED AP ND

SNEAPA 2013 – Redevelopment Agency: A Model for Revitalizing Downtowns, in partnership with the Town of West Warwick

PUBLICATIONS

Streamlining the Development Process, Banker & Tradesman, July 24, 2016

Contributor: A Call to Action on Sea Level Rise, Banker & Tradesman, October 4, 2015

Contributor: Developing Resilience: Living with Water Strategies for Greater Boston, ULI-Boston/New England, September 2015

ULI-TAPs

Northbridge/Rockdale, MA 2018 (co-chair)

Athol, MA 2017 (co-chair)

Clinton, MA 2017 (co-chair)

Revere, MA, 2016 (co-chair)

Leominster, MA, 2016 (co-chair)

Saugus, MA, 2015

Design Guidelines were included in the following urban renewal/redevelopment plans:

Fall River Redevelopment Authority – Fall River, Massachusetts
Waterfront and Downtown Urban Renewal Plans

Lawrence Redevelopment Authority – Lawrence, Massachusetts
LawrenceTBD Urban Renewal Plan

New Bedford Harbor Development Commission – New Bedford, Massachusetts
New Bedford Waterfront Redevelopment Plans

Norwalk Redevelopment Agency – Norwalk, Connecticut
South Norwalk TOD Redevelopment Plan

Salem Redevelopment Authority – Salem, Massachusetts
Update and Consolidation of Two Urban Renewal Plans

EDUCATION

Massachusetts Institute of Technology
Master of Science in Real Estate Development

University of Michigan
Masters in Urban Design - A. Alfred Taubman Fellowship for Urban Design

University of Mumbai
Bachelor of Architecture

ACCREDITATIONS

LEED AP, United States Green Building Council

American Institute of Certified Planners

AFFILIATIONS

Associate, Private Member, Urban Land Institute - Boston, *Real Estate Advisory Committee (2013-2014)*

PRESENTATIONS

SNEAPA 2017 - Do Downtowns Matter: Let's Debate!

ABX 2013 - *5x5x5: Variations on a Smarter City*, in partnership with the Boston Society of Architects Urban Design Committee

ULI-TAPs

Quincy, MA, 2013
Randolph, MA 2018

KARTIK SHAH, AICP, LEED AP

ASSOCIATE, DIRECTOR OF URBAN DESIGN

Kartik is an Urban Designer and certified planner with more than 10 years of experience in managing and leading urban design and planning projects in the United States and internationally. He is experienced in diverse project types and scales including national development plans, city-wide master plans, mixed-use developments, urban infill, academic, and healthcare campus master plans.

RELEVANT EXPERIENCE:

City of Malden/MassDevelopment – Malden, Massachusetts
Strategic Development Plan for Commercial Street Corridor

Village of Mamaroneck – Village of Mamaroneck, New York
Industrial Area Zoning and GEIS

Town of Essex/DHCD – Essex, Massachusetts
Village Center District Zoning Study

City of Methuen – Methuen, Massachusetts
Downtown Master Plan

Town of Easthampton – Easthampton, Massachusetts
Downtown Strategy

Fall River Redevelopment Authority – Fall River, Massachusetts
Waterfront and Downtown Urban Renewal Plans

New Bedford Harbor Development Commission – New Bedford, Massachusetts
New Bedford Waterfront Redevelopment Plan

Town of Haverhill – Haverhill, Massachusetts
On-call Services for Site Planning, Urban Design and Peer Review

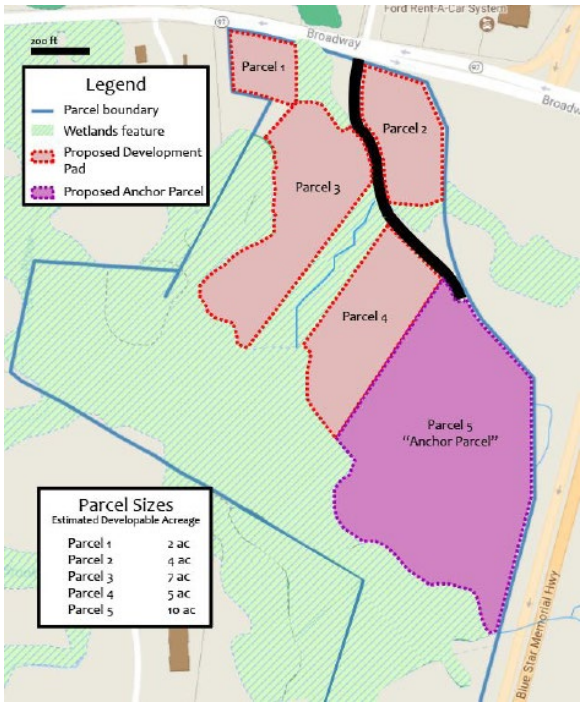
City of South Portland – South Portland, Maine
Landscape Design Study for a Gateway to the City

EXPERIENCE

SAMPLE PROJECTS
REFERENCES

Industrial Feasibility Study

Haverhill, Massachusetts



RKG SERVICES

Market Analysis, Highest and Best Use Analysis, Financial Feasibility Analysis, and Creation of Marketing Materials.

SITUATION

The City of Haverhill, through MassDevelopment's Site Readiness Program, was interested in helping the owner of an industrially-zoned parcel of land better understand the development potential. Industrial land in Haverhill was in great demand, particularly for parcels with good access and visibility from Interstate 495. Although encumbered by substantial wetland areas, this parcel had the potential for nearly 200,000 square feet of industrial development.

RKG APPROACH/SOLUTION

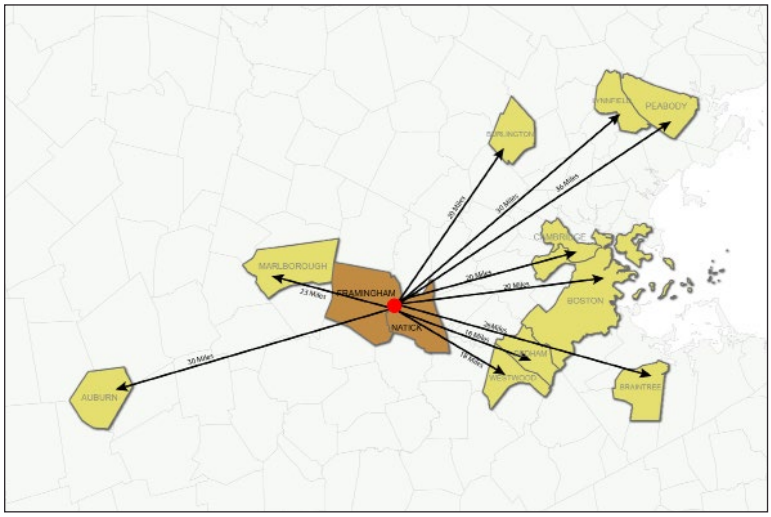
RKG developed a series of studies to identify the market potential for various uses on this parcel, created a site plan to determine lot yield, ran a build-out analysis to determine maximum square footage of space, and created a financial feasibility model to test scenarios against return on investment. In the end, it was determined that industrial development with some small commercial frontage would yield the greatest return for the property owner and bring in new commercial tax revenue for the City. A marketing brochure was developed to help the City and property owner illustrate the value of the property to potential developers and/or tenants.

RESULTS

The feasibility study was accepted by the City and MassDevelopment and is now being used to help the owner market the site to potential industrial developers/ tenants.

Golden Triangle Area Plan

Natick & Framingham, Massachusetts



RKG SERVICES

Real Estate Market Analysis, Build-Out Analysis, Fiscal Impact Model, Land Use and Zoning Assessment.

SITUATION

The Town of Natick and City of Framingham both have land in their respective jurisdictions that encompass an area known as the Golden Triangle. This area has the largest concentration of retail outside of Downtown Boston. Anchored by the Natick Mall, the Triangle is slowly undergoing change due to market dynamics and the steadily shrinkage of the retail market. To get ahead of these changes and plan proactively for them, the two municipalities sought to create a plan that looked at how the area could change over time by testing ten different land use scenarios.

RKG APPROACH/SOLUTION

To help the two communities understand how changes in land use composition could impact them, the Consultant Team developed a parcel by parcel build-out model. This model tracked changes in land use and tied them back to performance metrics that were important to both communities. These included square feet of built space by use, assessed value, property taxes, trip generation, and fiscal impacts on public services. The build-out results were then used as an input to a travel demand model to show how changes in land use patterns impacted traffic flow.

RESULTS

The study showed that the Golden Triangle could absorp up to 20 percent more growth than it has today and still function as a healthy, vibrant, regional center. The two communities are weighing zoning changes that would provide more flexible uses, concentrate density in appropriate locations, and encourage transition zones to protect surrounding single family neighborhoods.

Industrial Market Feasibility Study

Gardner, Massachusetts

RKG SERVICES

Economic Base Analysis, Industrial Real Estate Analysis, Pricing and Absorption and Pro-Forma.

SITUATION

The City of Gardner, MA was reaching full-occupancy at its existing business parks and working in co-operation with MassDevelopment identified the need for a new park to maintain a competitive and pro-active position with parks in other Route 2 (mid to western Massachusetts) communities. As such, RKG was retained to develop a market analysis of supply and demand indicators, including presenting an estimated 20+ year pro-forma analysis.

RKG APPROACH/SOLUTION

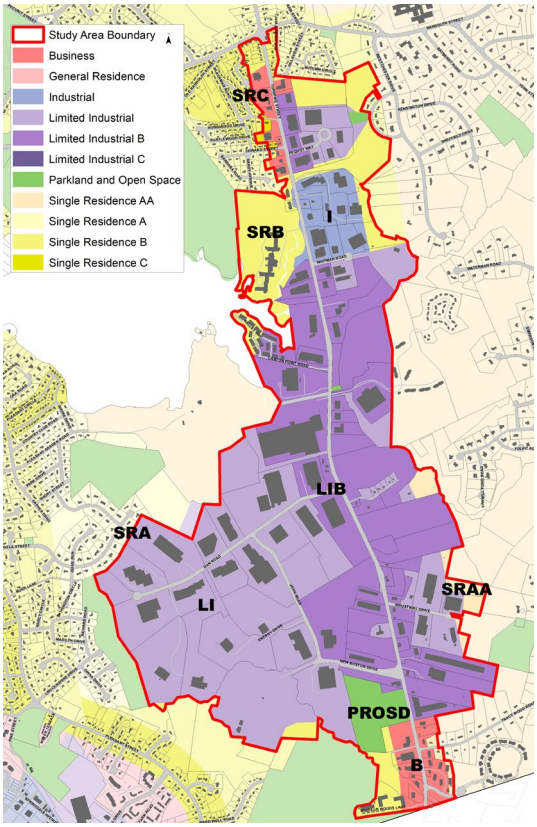
RKG, working as a sub-consultant to Fuss & O'Neill Inc., reviewed the industrial/business park supply and demand indicators, including "pipeline" activity for numerous communities along the Route 2 Corridor from Devens (east) to Gardner (west). From this analysis, RKG developed estimates of pricing, absorption, park amenities and competitive positioning. RKG reviewed the historical performance of the existing Gardner parks in order to reference a baseline performance metric. Employment trends and projections were developed for the region and converted into estimates of demand for additional new development by industry sector. Fuss & O'Neill prepared conceptual renderings of park design/layout, as well as capital costs associated with interior roadways, access and needed infrastructure (water, sewer, gas).

RESULTS

The overall market analysis and cost assumptions were used as input to develop a 20+ year pro-forma analysis of a new Gardner business park. RKG's findings indicted a generally long absorption period, at less than 5-acres annually, and prohibitive capital costs, unless otherwise subsidized, that would not be captured by the net land sales in the park. RKG recommended that the City consider "phasing" park development by preparing sites to natural interior cul-de-sacs, thereby maintaining supply levels marginally ahead of demand levels.

Route 138 Corridor Study

Canton, Massachusetts



RKG SERVICES

Economic Base Analysis, Real Estate Market Analysis, Market Analysis, Fiscal Impact Analysis, Zoning, Public Engagement.

SITUATION

The Route 138 Corridor in Canton is home to nearly 350 businesses and contributes 12 percent of the Town's total property tax base. As changes in industrial parks continue in the Boston region, the Town wants to ensure this Corridor remains a viable and competitive option for companies. With several key vacancies and zoning that may not relate well today's industrial and office users, the Town embarked on a study to understand the economic opportunities and challenges and recommend regulatory changes to help secure the Corridor's future.

RKG APPROACH/SOLUTION

To answer the questions surrounding this Corridor, RKG conducted an in-depth market analysis to determine current and future demand for industrial, office, retail, and residential development. RKG also reviewed the existing Zoning Bylaw to understand how current regulations may be limiting development potential and look for ways to unify the broader Corridor. Through this process, the zoning regulations will take cues from the market analysis and ensure there is synergy between likely uses in the Corridor and what is allowed and encouraged through the Town's Zoning Bylaw.

RESULTS

This project is anticipated to be completed in December 2019.

VILLAGE OF MAMARONECK
MAKERZONE INDUSTRIAL AREA REZONING
Village of Mamaroneck, NY

Harriman is assisting the Village of Mamaroneck with the preparation of zoning articles that will allow a mix of uses into an active industrial area, including Maker spaces, retail associated with industrial uses, and restaurants. Our colleagues at Chazen are developing a corresponding Generic Environmental Impact Statement (GEIS). The future zoning articles are intended to preserve existing uses and incentivize growth of the "maker" economy in Mamaroneck. This effort is the culmination of two years of meticulous research and public process conducted by The Village of Mamaroneck and its Industrial Area Committee (IAC). Our process includes workshops to simulate the use of the draft zoning recommendations with the land use boards, prior to their adoption. Harriman is examining the impact of potential zoning changes on the ability to preserve existing industrial uses and how these regulatory changes will encourage development in an area bounded by excellent highway access, a rail line and active spur, two residential neighborhoods, and a TOD area centered on the historic train station.

Project Type: Rezoning

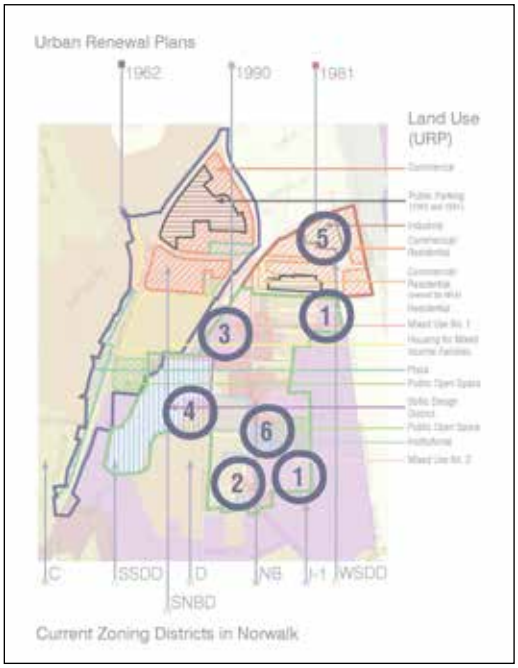
SOUTH NORWALK TOD REDEVELOPMENT PLAN

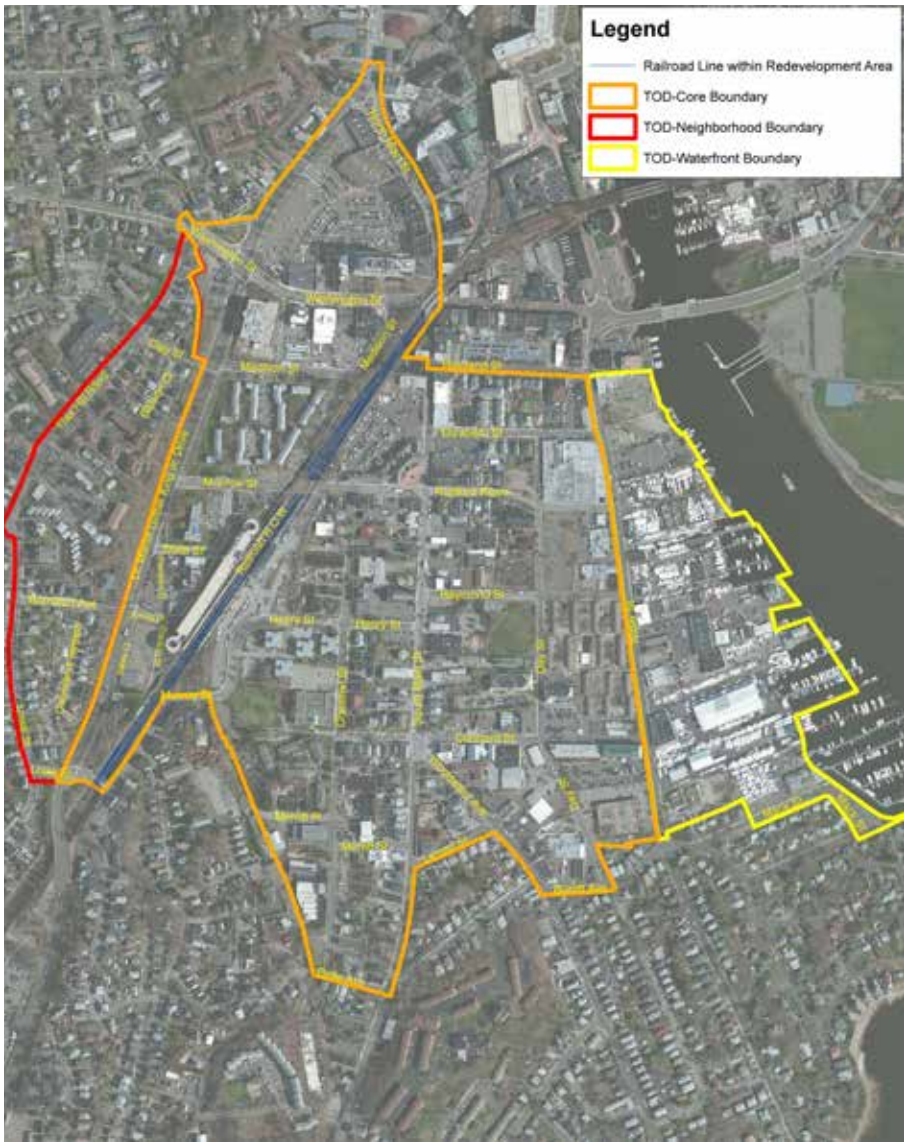
Norwalk, Connecticut

Harriman assisted the Norwalk Redevelopment Agency with the preparation of an urban renewal plan under Connecticut General Statutes Chapter 130 Section 8-127. This plan will assist in the implementation of the strategies recommended in the South Norwalk TOD Strategic Plan, also prepared by Harriman. The redevelopment plan includes recommendations for zoning changes and design guidelines that will allow the Norwalk Redevelopment Agency to guide future development in the area around the South Norwalk Rail Station and implement public infrastructure improvements that will provide multi-modal connections between the Rail Station and the surrounding neighborhoods.

The proposed zoning changes were adopted by the City as a continuation of this process.

Project Type: **Urban Renewal Plan**





CITY OF BROCKTON
CSX AREA MASTER PLAN
Brockton, Massachusetts

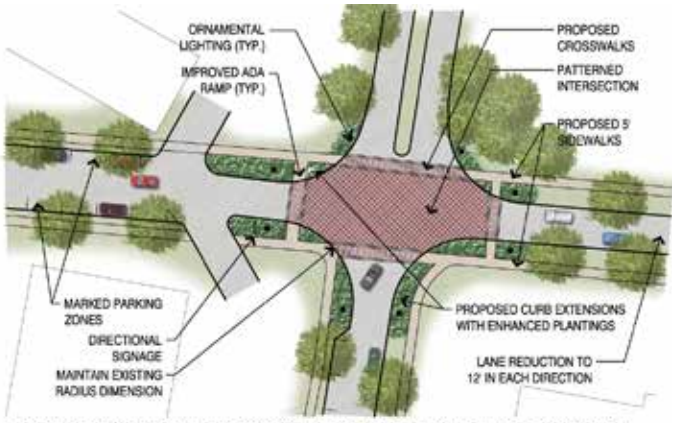
Harriman is assisting MassDevelopment and the City of Brockton with a planning study of the development potential of the CSX site and Trout Brook area of the City. The site is adjacent to the Brockton Commuter Rail station and the downtown area. The goal of the study is to evaluate potential options for the site, including commercial flex space and/or mixed-use development that could support job growth and economic development. Revitalization and renewal efforts focus on enhancing the neighborhood with a more walkable network of streets and paths, improvements to the edges of Trout Brooks — a landscaped flood storage area along Trout Brook — and a pedestrian path connecting Snow Park and Puffer Playground.

Project Type: Urban Design, Urban Renewal

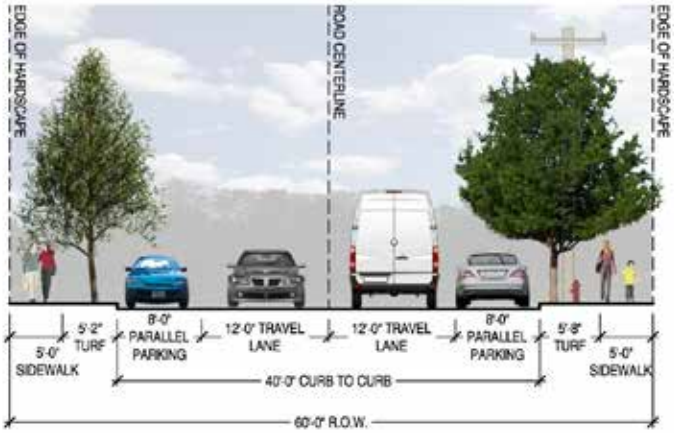
TOWN OF NORWOOD
VANDERBILT AREA STRATEGIC PLAN
Norwood, Massachusetts

The Vanderbilt area is an aging industrial and business park with a unique asset – the Neponset River. Harriman led a team of experts in real estate markets and infrastructure to create the Vanderbilt Area Commercial District Strategic Plan. The purpose of the plan was to provide clear recommendations and specific actions to encourage increased economic activity in the District. The plan reflects current conditions and stakeholder goals and takes advantage of potential synergies among property owners and tenants and the development of public-private partnerships. The resulting strategy creates a new identify for the District and integrates physical improvements with a rebranding program. Funding sources and regulatory changes support the strategy by providing the mechanisms for implementation. Recommendations include short-term and long-term revitalization of the park, including streetscape and landscape, traffic and circulation, signage, wayfinding, parking, and pedestrian safety improvements.

Project Type: Master Plan

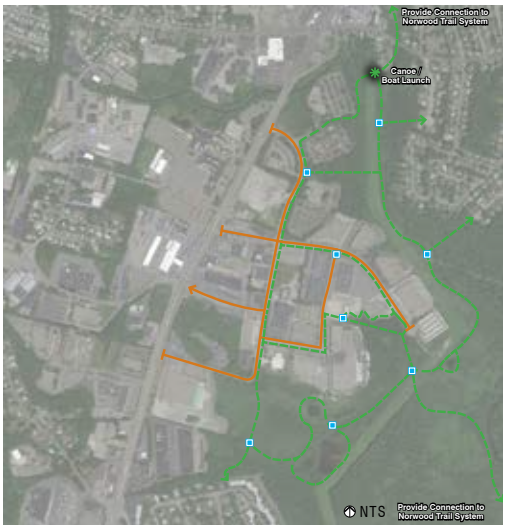


PROPOSED CONDITIONS: *INTERSECTION AT VANDERBILT AVENUE AND CARNEGIE ROW*



PROPOSED CONDITIONS: *TYPICAL SECTION A*

Pedestrian Circulation and safety



TOWN OF WESTPORT
VILLAGE HISTORIC DISTRICT ZONING
Westport, Connecticut

Facing increasing development pressures, the Town of Westport wanted to protect the historic core of its downtown from changes that could negatively affect the image and physical character of the area. The Town hired Harriman to accomplish two project goals: recommend zoning regulations to establish a Village District under Connecticut laws and draft the supporting design standards and nomination documentation for a new National Register Historic District. Harriman crafted the Village District Zoning to protect the existing historic buildings and development patterns while encouraging continued investment in the economic vitality of the downtown. Once implemented, the recommended zoning changes will give the Planning and Zoning Commission control of the design review process, with specific design standards to guide the Site Plan Review Process for new construction, substantial rehabilitation and reconstruction, and changes to any exterior façades.

A: Height of Ground Floor
B: Width of Ground Floor
C: Height of Glazing
D: Width of Glazing

Project Type: Village Historic District Zoning

References

RKG References

Industrial Site Study & URDP Plan Amendment - Brockton, MA
Mr. Rob May, Director of Planning and Economic Development
City of Brockton
Email: rmay@cobma.us
Phone: 508.580.7113

Industrial Market Study - Haverhill, MA
Mr. Nate Robertson, former Economic Development Planner
Formerly with City of Haverhill
Email: nrobertson@mvpc.org
Phone: 978.374.0519 ext. 28

Golden Triangle & City-Wide Economic Development Strategy - Framingham, MA
Ms. Erika O. Jerram, Deputy Director of Community and Economic Development
City of Framingham, Massachusetts.
Email: eoj@framinghamma.gov
Phone: 508.532.5455

Harriman References

Commercial Corridor Framework Study - Malden, MA
Ms. Deborah Burke, Executive Director
City of Malden
Email: DBurke@maldenredevelopment.com
Phone: 781.324.5720

South Norwalk TOD Plan and Zoning - Norwalk, CT
Ms. Susan Sweitzer, Senior Project Manager
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Phone: 203.854.7810

APPROACH

PROJECT APPROACH
SCOPE

Approach

Project Understanding

Arlington, like many residential communities close to Boston, derives much of its tax base from residential development. This accounts for over 90 percent of the Town's tax base, therefore it is important to try and maximize the limited amount of commercial and industrial land the town has left. Ensuring the long-term viability of commercial and industrial land not only provides added tax benefits to the Town because of a higher tax rate, it also provides jobs, creates shopping and dining experiences, helps support arts and culture, and can serve as an amenity to other businesses in the town.

Arlington is not the only community grappling with the changing nature of industrial districts. RKG and Harriman have recently worked in communities like Winchester, Canton, Natick, Framingham, and Malden who are approaching smaller industrial districts with similar questions to Arlington.

- How do we sustain and/or grow the limited industrial land we have?
- How can we better prepare the district for the changing dynamics of industrial uses?
- Do we allow retail, restaurants, and residential uses in the industrial district?
- What are our competitive advantages that will help us attract businesses and strengthen the district?
- What regulatory, financial, and marketing changes are necessary to facilitate the vision we have for our district?

The Town's approach of understanding the market and fiscal realities of development scenarios in the industrial district will help inform the regulatory components. This process will result in zoning that better matches what today's industrial developers and businesses are looking for, and will take advantage of Arlington's unique position in a highly competitive industrial and commercial market place. The RKG Team is well-suited to help the Town think through the implications of future land use scenarios and tailor regulatory changes to allow for flexible districts that can adapt to changing market conditions.

Approach

Our approach to industrial district studies is to begin by reviewing all locally-collected and available market data and supplementing with economic data from nationally-recognized companies that develop information specific to office, industrial, retail, and housing supply and demand. Sources such as EMSI, ESRI Business Analyst, REIS, and IBIS World provide trend data and projections that we can use to evaluate the potential for new industries and businesses in Arlington. Our analysis is tailored to the local market place by collaborating with town staff and other stakeholders. In addition, we walk each district and talk to business owners that know the Arlington market. By engaging with the business owners, tenants and landlords, we gain insights into what does and does not work, and what needs to happen to institute changes.

A deep dive into Arlington's current and projected employment sectors is important because looking at an industry sector at a high level is not enough, and details can be missed. For example, within the Construction Industry Sector one can find electrical contractors as well as materials testing laboratories. These two industry subcategories have very different space needs and employee bases. Tailoring zoning to Arlington's growing industry sectors requires an understanding of the needs of each subcategory to ensure regulations are flexible and can accommodate a variety of industrial users.

Merging data from the market study, business survey, and interviews will form the basis for development scenarios and potential regulatory changes. Our process will model not only the fiscal impacts of development scenarios, but the impact of new development on the surrounding built environment. Test fit sketches and massings will help decision makers visualize how regulatory changes may translate to different sites in these districts.

Once development scenarios have been discussed and vetted, regulatory changes will be proposed to include changes in uses, dimensions, development intensity, parking, loading, and more. We believe the process of allowing data analysis and district modeling to inform zoning changes will help Town Meeting members understand the process and implications, and lead to positive outcomes.

Recent Industrial Area Examples

Holton/Cross Street Industrial Area

The Town of Winchester is currently exploring ways to modernize a small industrial area on the Woburn border. The area is seeing encroachment from multi-family housing development, and many traditional industrial spaces have transformed into indoor sporting facilities and children's indoor activity/play spaces. Through the Town's current Master Planning process, RKG is helping identify new district boundaries, compatible use mixes, and incentives to encourage redevelopment in the area.

East Natick Industrial Park

Natick's small industrial parks serve a unique market in MetroWest. Positioned only 30 minutes outside Boston and Cambridge, Natick offers cheaper, more flexible industrial space than those found in the Inner Core or along Route 128. RKG worked with the Town through their Master Plan to identify ways to modernize their industrial parks and take advantage of smaller start-up tech companies looking for spaces they can grow into over time.

Malden Commercial Street Corridor

Immediately south of Malden Center is the Commercial Street industrial corridor. Harriman recently worked with the City of Malden to analyze redevelopment scenarios based on changing market dynamics and pressures to shift land uses. Using a combination of market research, test fit studies, and changes in the regulatory environment, Harriman helped guide Malden to a new vision for this corridor.

Scope

Scope of Work

To answer the critical questions raised in the Request for Proposals, RKG is recommending a task-based approach that will provide rigorous data collection and an in-depth analysis of Arlington's market. Each of the primary tasks and subtasks are outlined below.

Task 1: Discovery

In Task 1, RKG and Harriman will work with the Town to collect existing data and reports related to plans the Town, or others, may have that could influence the future changes in the industrial districts. Much of this background information was shared in the RFP, but there may be additional data or resources our Team will want to review.

Task 1.1: Data Needs Identification and Collection

RKG will develop a list of public information to be conveyed by the Town before the kickoff meeting. The following list provides an insight into the specific data needs:

- Property assessment database for the town;
- Local industrial, office and retail property inventories if available;
- Building permit data and pipeline projects;
- Recent version of the Zoning Bylaw;
- All applicable plans and documents,
- List of potential stakeholders for interviews, and;
- GIS information.

Task 1.2: Review Background Materials, Documents and Information

Before beginning any formal work tasks, RKG and Harriman will review materials, planning documents, databases, maps, and any other information relevant to the project. A thorough review of such information will establish a research context from which to begin the project and will provide the Team with a background on the Town and its past and present development efforts. These materials include prior master plans, ordinances, community histories, promotional material, traffic and park plans, and related studies and programs existing, currently underway or proposed.

Task 1.3: Project Kickoff Meeting and Site Visit

As part of the project kickoff, RKG recommends holding a meeting with the Town to finalize the scope of work, time line, and deliverables. This will also offer an opportunity to discuss the background of the project, desired outcomes, challenges and opportunities facing the Town, and any specific data requests. Members of the team will also use this opportunity to tour each of the industrial district areas and visit individual businesses as appropriate. While touring each area, the members of our team will complete an inventory of businesses in each of the districts and share this updated information with town staff. The updated inventory will take note of the land use mix, business mix, building characteristics, vacancies, and more.

Task 2: Existing Conditions

To establish a baseline condition for the analysis going forward, RKG will conduct a series of tasks to identify market conditions and the fiscal impacts of existing development in the industrial district.

Task 2.1: Economic Base Analysis

Future growth within the industrial, retail/service, office and residential markets will be driven by changes in population, household and employment characteristics. The economic base analysis will establish a local context for evaluating Arlington's overall market potential. RKG will compare the Town to the County and State for contextual purposes.

The proposed economic base section will include an analysis of the following:

- Population and household trends and projections;
- Household and per capita income trends and projections;
- Employment, establishment, and wage trends;
- Recent unemployment and civil labor force trends, and;
- Education and occupational skill levels of the region's work force.

Task 2.2: Real Estate Market Analysis

This work task will include an analysis of recent and projected real estate market trends in Arlington. RKG will undertake an assessment and discussion of the following market sectors based on the Town's RFP:

- Warehouse/Flex/Industrial;
- Office (including professional, administrative and services);
- Retail/Restaurants, and;
- Residential.

The focus of our research will be to find specific opportunities within each market segment and potential locations within the industrial district for new or expanded development. RKG offers the following examples for how we would approach research for the various market segments.

Task 2.2.1: Industrial Market Analysis

RKG will review existing industrial and manufacturing space in Arlington to derive an estimate of supply based on number of businesses, square footage, pricing, and employment. RKG will utilize both third-party data sources and interviews with local brokers to identify vacancy rates and availability and appropriateness of current industrial space.

On the demand side, RKG will look at available employment projections and translate those to potential developable square feet that could be supported in town. The demand analysis will also help the Town answer the critical questions around which industry sectors are growing and shrinking, and what impact might that have on the local economy.

Task 2.2.2: Office Market Analysis

To understand the demand for office space in Arlington, RKG will rely on local and regional data sources and interviews to provide an assessment of the supply and nature of office demand. This will include total square feet of space in Arlington, lease rates, an estimate of vacancy, and employee commuter flows. On the demand side, RKG will use employment projections by industry sector to derive office space needs by industry sector and describe the types of spaces typically occupied by office workers across growth sectors.

Task 2.2.3: Retail Market Analysis

RKG will perform a detailed retail market analysis. This portion of the market analysis is unique in that retailers tend to compete on a hyper-local level. In contrast, office and industrial development often compete on a broader, regional level. While regional malls and power centers do attract spending from a bigger area, the market competition tends to be focused at a much smaller level. As such, the retail market analysis will focus on local need and competition surrounding Arlington, and look at supply and demand at the town-wide level. RKG will conduct a consumer supply and demand analysis by retail industry sector. These indicators will help determine the appropriateness of locating retail and restaurant amenities within or in close proximity to existing industrial clusters.

Task 2.2.4: Housing Market Analysis

RKG will conduct a high-level housing market analysis for Arlington if deemed appropriate by town staff. It may not be desirable to locate residential development in industrial districts, or propose residential as a catalyst

for changing uses in industrial districts. If desired, RKG will use local and regional data sources to identify the supply of housing by type and tenure (owner and renter). This will include estimate of total units, the type and size of units, pricing, and vacancy rates. Interviews with local real estate brokers will provide context for pricing, time on market, amenities, desirable locations, and more.

RKG will use population and household projections to determine future demand for housing in Arlington. An estimate will be provided that breaks down future demand by household income and age cohorts. This assessment would be completed for both owner-occupied and renter-occupied households.

Task 2.3: Fiscal Impact Model

In addition to market impacts, RKG will provide guidelines and ranges of fiscal impacts for different land use types in the industrial district. RKG will use an average cost approach to estimating impacts because each development project is unique, and impacts will vary depending on size, type, and location. An average cost approach will still consider the Town's current revenues and expenditures but will provide a range of potential new revenues and impacts with which future decisions can be weighed against.

For this initial exercise, RKG will construct a fiscal impact model that can be used to test development scenarios by land use classification. Inputs and outputs will be tailored to retail, office, industrial, and residential uses if desired. The model will be calibrated to current revenues and expenditures from the Town's latest budget.

Task 2.4: ZBWG Meeting #1

RKG will present the findings from the site walks, interviews, site inventory, market analysis, and current fiscal impact model to the ZBWG for review and comment.

Task 3: Future Conditions

Task 3 will consist of a series of tasks which are forward looking and designed to capture the market, fiscal, and design implications of changes to the districts over time.

Task 3.1: Market Implications for the Future

In this task, RKG will translate Arlington's projected market potential to the industrial district locations and determine the portion of overall market growth these areas could anticipate capturing. To capture market share, it is likely these districts will need regulatory changes, infrastructure enhancements, or building reuse or redevelopment. RKG will make note of these changes and enhancements and use them to inform the scenario modeling process and ultimately the zoning recommendations and new zoning language.

Task 3.2: Land Use Scenarios

In this task, RKG and Harriman will work with town staff to identify up to three different land use scenarios to model across the industrial district. The scenarios will be informed by the market analysis, likely future uses, and supportable square feet of development. RKG and Harriman will then test each scenario to determine the appropriate density, massing, and impact on future zoning changes. The outputs of this scenario modeling will provide potential supportable square footage of new development to feed the fiscal impact model component in Task 3.3.

Task 3.3: Fiscal Impact Scenarios

Using the fiscal impact model developed under Task 2.3, RKG will model different use mixes across the industrial district to determine fiscal impacts going forward. This modeling exercise will be able to estimate fiscal impacts of land use changes as we work with town staff, boards, and the public to determine appropriate use and development intensity changes. Outputs from the modeling process will include population change, employment change, property and excise tax

revenues, changes in local spending power, personal property taxes, and municipal service costs. A net fiscal impact figure will be determined for each development scenario.

Task 3.4: ZBWG Meeting #2

RKG and Harriman will present the findings from the land use scenarios and future fiscal impact modeling to the ZBWG for review and comment.

Task 4: Zoning

Task 4.1: Zoning Recommendations

Harriman will provide recommendations for zoning changes based on the initial evaluation of existing conditions, the results of the development scenarios, discussions with town staff, comments from prior presentation to the ZBWG, and zoning best practices. Recommendations will include uses, dimensional and density requirements, and boundary map changes, as appropriate.

Task 4.2: Draft Zoning Language and Map Changes

Harriman will prepare draft zoning language and map changes for review by town staff, relevant town committees, the ZBWG, the ARB, and the public. We will incorporate any changes to the language and the draft into a final document for delivery to the Town. Any zoning map changes will be provided in GIS shapefiles for inclusion in the Town's GIS files.

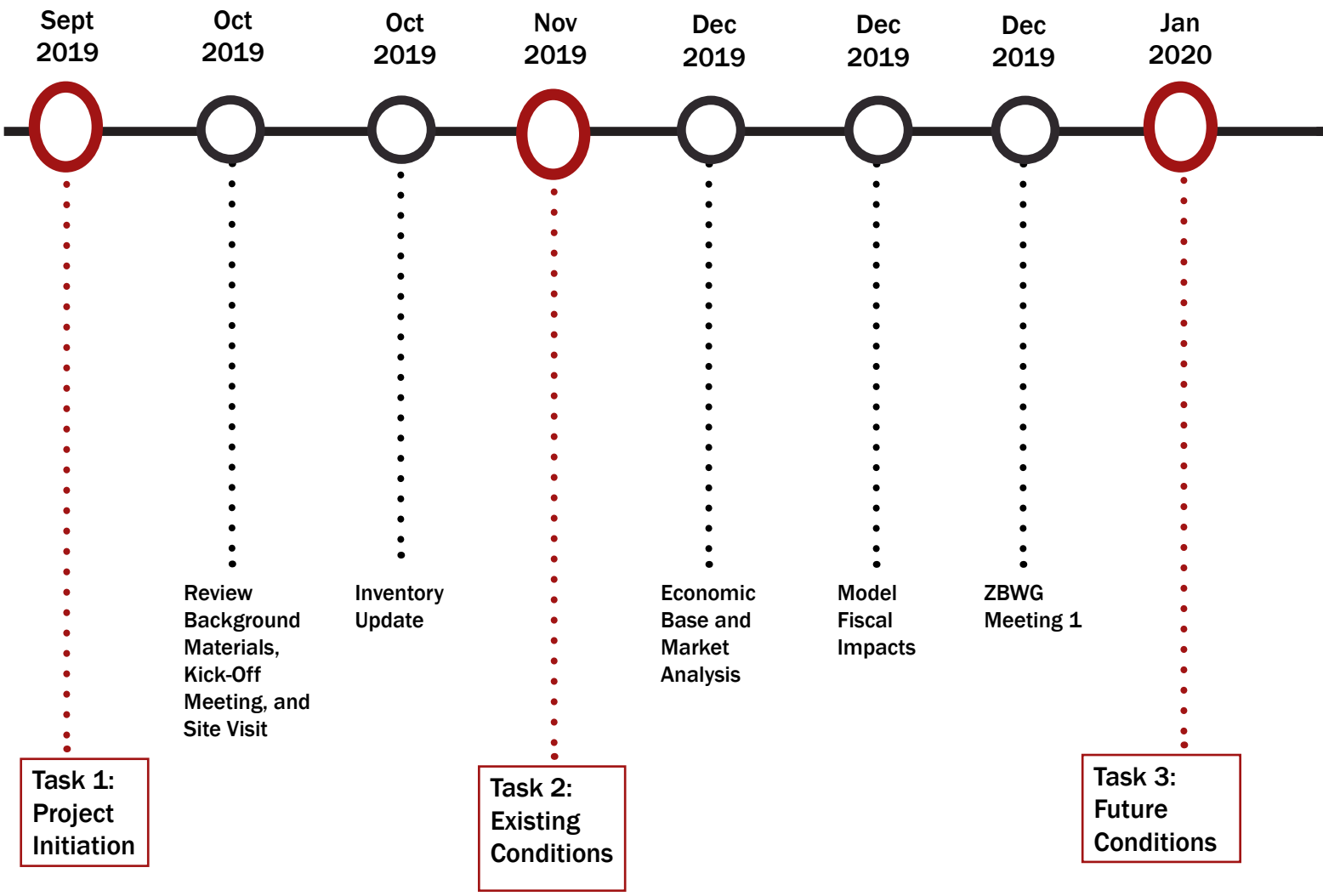
Task 4.3: ZBWG Meetings #3 and #4

Harriman will lead a presentation of the draft and final zoning language and map changes for the ZBWG and ARB at two joint meetings. The first meeting will review the draft language and map changes and provide opportunities for comments and questions. The second meeting will review any changes incorporated from the review of the first draft with opportunities to comment and ask questions. We anticipate these two meetings will provide ample opportunity for our team to answer questions from both groups and solicit feedback sufficient to make changes along the way.

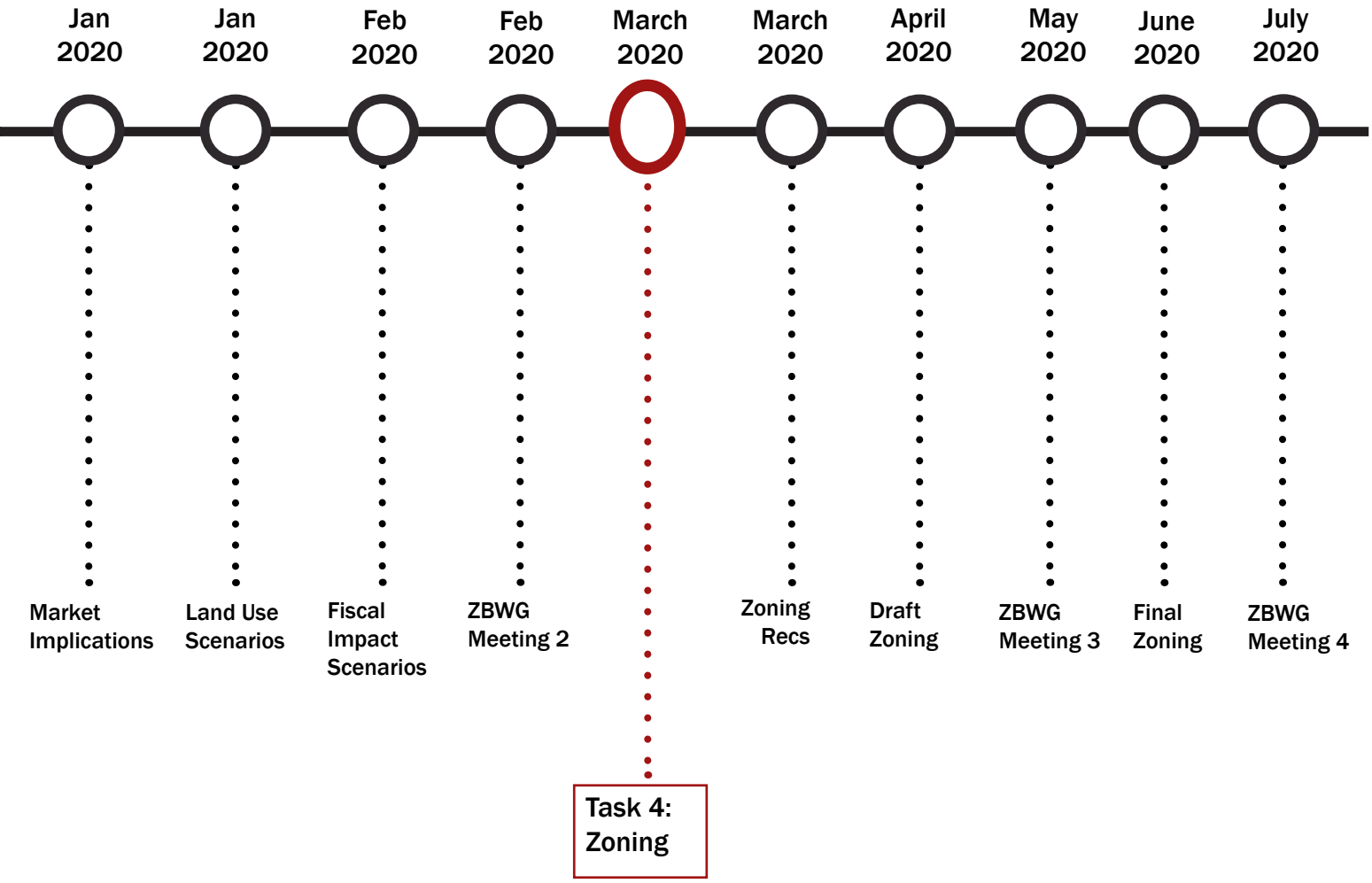
Per the Town's RFP, we also anticipate town staff working closely with the ZBWG, ARB, and the public to review potential zoning changes and provide input back to the Consultant Team.

PROJECT SCHEDULE

Project Schedule



Schedule may be refined during the kick-off process to reflect local preferences for meeting times and deliverables.


Jan 2020
Jan 2020
Feb 2020
Feb 2020
March 2020
March 2020
April 2020
May 2020
June 2020
July 2020
Market Implications
Land Use Scenarios
Fiscal Impact Scenarios
ZBWG Meeting 2
Zoning Recs
Draft Zoning
ZBWG Meeting 3
Final Zoning
ZBWG Meeting 4
Task 4: Zoning

CERTIFICATE OF NON-COLLUSION FORM
TOWN OF ARLINGTON
ECONOMIC ANALYSIS OF INDUSTRIAL ZONING DISTRICTS

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

E. Hal

Signature of Individual Submitting Bid or Proposal

Eric Halvorsen

Name of Individual Submitting Bid or Proposal

RKG Associates, Inc.

Name of Business

9/12/19

Date

BY STATE LAW THIS NON-COLLUSION FORM MUST BE SIGNED AND SUBMITTED WITH THE BID OR PROPOSAL.

CERTIFICATE OF TAX COMPLIANCE FORM
TOWN OF ARLINGTON
ECONOMIC ANALYSIS OF INDUSTRIAL ZONING DISTRICTS

Pursuant to MGL Chapter 62C, Section 49A, I certify under the penalties of perjury that I have complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

02-0357052	
Social Security Number or Federal Identification Number	Signature and Title of Individual or Responsible Corporate Officer

BY STATE LAW THIS CERTIFICATE OF TAX COMPLIANCE FORM MUST BE SIGNED AND SUBMITTED WITH THE BID OR PROPOSAL.

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