



Vanderbilt Area Commercial District Strategic Plan

Prepared for Town of Norwood
Prepared by The Cecil Group • FXM Associates • AECOM

February 2013

Table of Contents

Table of Contents	Page	List of Figures and Tables	Page
1.0 Executive Summary	3	Vanderbilt Area Commercial District	3
1.1 Description of Study Area	3	Existing Conditions	
1.2 Purpose	3	Zoning	7
1.3 Process	3	Base Map: Ownership	8
1.4 Planning Context	4	Base Map: Land Use	9
1.5 Recommendations	4	Map of Existing Conditions	10
1.6 Conclusion	5	Market Conditions	
2.0 Existing Conditions and Trends	5	Summary Table	14
2.1 Land Use and Development	5	Detailed Table	14
2.2 Circulation and Infrastructure	12	Services	15
2.3 Market Conditions and Trends	14	Retailers	15
3.0 Alternative Concepts	19	Manufacturing	15
4.0 Strategic Plan	20	Existing Condition Fourth Quarter 2012	16
4.1 Overall Concept	20	Projected Annual Net Absorption	16
4.2 Plan Components	29	Historical Inventory	17
4.3 Action Plan	32	Historical Vacancy Rates	17
Appendix 1.0: Existing Conditions: Tables and Charts	34	Historical Vacant Square Footage	17
		Historical Average Lease Rates	17
		Historical and Forecast Net Absorption	18
		Vacant Square Footage and Average Lease Space	18
		Net Absorption and Lease Rates	18
		Alternative Concepts	
		Future Options A, B and C	19
		Preferred Concept	
		Streetscape and Landscape Enhancements	21
		Vehicular Circulation and Parking	26
		Pedestrian Circulation and Safety	27
		Signage/Wayfinding	28
		Appendix 1.0 Existing Conditions: Tables	
		Table of Use Regulations	34
		Table of Dimensional Regulations	37
		Ownership and Land Use Data	38
		Building Size and Assessed Valuation	39
		Density Calculations	40
		Current Tenants	41
		Map of Addresses	43

Executive Summary

1.1 Description of Study Area

The Vanderbilt Area Commercial District (the “District”) is a mixed-use business and light industrial park in Norwood, Massachusetts. It is bounded to the west by the Boston/Providence Turnpike/US Route 1, the north by Dean Street, to the east by the Neponset River and to the south by the residential area at Plymouth Drive.

The District was a car racetrack until the 1960’s when the area started to be built out. Current businesses in the District include those that are primarily retail and are oriented towards Route 1; retail and services businesses within the western portion of the District that are dependent upon customer traffic, but not dependent upon drive-by traffic and office and light industrial that require less access from the public but have a higher reliance on truck traffic. This use pattern reflects current the current zoning districts, which are Highway Business and Limited Manufacturing. The Wireless Communications Services Overlay District is specific to the parcels zoned Limited Manufacturing in the District.

There are a significant number of health and medical businesses, a hotel, and two churches. The District is also home to the Neponset Valley Chamber of Commerce. Vacancies exist – both of land and buildings – and new owners and tenants joined the District just prior to the undertaking of this study.

There are also challenges to existing and future businesses. These challenges are a combination of physical conditions related to infrastructure and traffic circulation and less tangible questions of branding and marketing. The existing conditions will be discussed in detail in Section 2.0, but current physical conditions create safety problems for pedestrians and drivers trying to access the retail and services businesses as well as for employees of all the businesses in the District. The challenge of the District’s identity creates problems when marketing underutilized properties to future tenants and owners.

1.2 Purpose

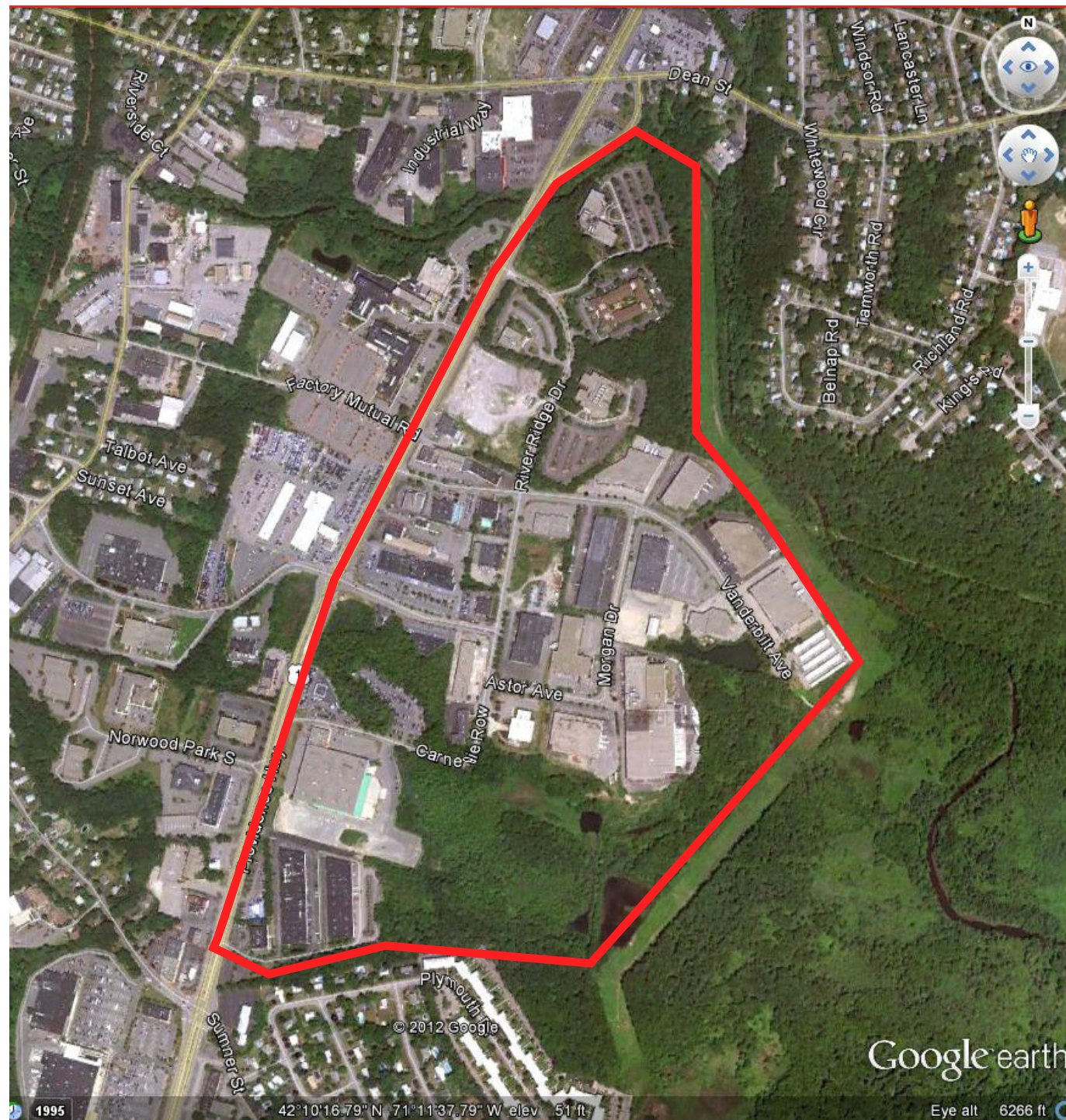
The purpose of this Vanderbilt Area Commercial District Strategic Plan is to provide clear recommendations and specific actions to encourage increased economic activity in this District. The strategy will reflect the current conditions of the District and the goals of the stakeholders, will identify actions that the Town can take on behalf of and in partnership with the business community, and will suggest possible synergies among property owners and tenants.

The timing to look at strategies for maximizing the assets of this District is good – there is a combination of long-term property owners and tenants and new property owners who are interested in creating a District that can live up to its full potential. The new CarMax at 205 Carnegie Row will change the look of that part of the District and provides an opportunity to integrate their proposed streetscape improvements with the ones suggested in this strategic plan. In addition, synergies among existing businesses, particularly those with a health and medical focus, can be used to attract new tenants. Vacant buildings and land are opportunities to re-brand the District with local brokers.

1.3 Process

The Community Planning and Economic Development department of the Town of Norwood and District stakeholders sponsored this process through both funding and active participation. Town officials and local property owners and tenants reviewed and discussed three presentations by the consultant team, which include The Cecil Group, Inc. FXM Associates and AECOM. They also participated in interviews by the consultant team.

The presentations were iterative, outlining the consultant team’s understanding of current conditions and its



Vanderbilt Area Commercial District

recommendations for improvements and action strategies. Town officials and stakeholders were active participants in the following discussions, and the recommendations in this plan reflect their thoughts. Presentations were shaped by the consultant team's research into existing conditions for land use, traffic, circulation and infrastructure and market conditions.

1.4 Planning Context

The District is well-sited both within the Town of Norwood and within the Boston region. Direct access is from the Boston-Providence Turnpike/Route 1 to both Morse Street (the main, four-way entrance) and Vanderbilt Avenue. The Morse Street entrance is less than two miles from I-95 at Neponset Street, with access to I-95 South and I-93. That entrance is also less than five miles from I-95 North at the Boston-Providence Turnpike/Route 1.

In addition to highway access, the District is less than two miles from the regional The Norwood Memorial Airport, and within easy reach of Boston's Logan Airport and T.F. Green Airport in Providence, Rhode Island. Amtrak provides service at the Route 128 station just one exit north of the I-95 North/Route 1 interchange. The MBTA has two commuter rail stations in Norwood – Norwood Depot and Norwood Central – but does not provide bus service along Route 1 or public transit connections from the commuter stations to the District.

Potential access to significant natural assets, including direct access to the Neponset River which flows from its source in Foxborough to Boston Harbor, is an unusual feature for an office park in the suburbs. There is an existing kayak launch in the northern section of the District and a potential site for a second with the cooperation of the property owner. Possibilities also exist to create trails to access the river and parallel an existing utility easement. The Neponset Valley Lands, a conservation area owned by the Town, abuts the District to the southeast.

This District contains two distinct types of businesses – those that serve the general public directly and those that have an office/industrial focus. The public-oriented businesses are on the west side of the District – along the Boston-Providence Turnpike, the western end of both Vanderbilt and Morse Streets, and along much of Carnegie Row. Although the eastern half of the District contains some public-oriented businesses, the majority are office/light industrial uses, many of which rely on trucks to deliver supplies and products.

This division of uses presents challenges to identity, streetscape improvements, traffic circulation, and zoning recommendations. This report addresses these challenges and recommends strategies that will create a unified identity while respecting the different uses for the District.

1.5 Recommendations

The recommendations below have been categorized by type. The overall strategy is to create a new identity for the District that integrates physical improvements with a rebranding program. Funding sources and regulatory changes support the strategy by providing the mechanisms for implementation.

Physical and Infrastructure Improvements

Physical and infrastructure improvements include specific recommendations related to streetscape and landscape, traffic and circulation, parking, and pedestrian safety.

Streetscape and Landscape Improvements

These improvements would include creating specific gateway and street identities with signage, plantings and lighting; installing pedestrian safety improvements; and creating pedestrian links to surrounding natural ar-

eas. Specific improvements include creating a main gateway at Morse Street to take advantage of the four-way intersection; planting trees along the streets and within the large parking lots to provide shade and visual interest; installing medians along Carnegie Row and the east side of Vanderbilt Avenue to slow traffic; linking new sidewalks to proposed nature trails; and installing internal wayfinding signs to assist visitors.

Roadway Network Access

The Morse Street Gateway should become the main gateway to the District, with landscaping and a main identification sign. Multiple curb cuts along Route 1 should be reorganized and some should be eliminated as they create safety problems and driver confusion as to where to enter and exit.

Internal Circulation

A combination of wayfinding to direct visitors to the businesses within the park and a series of traffic improvements would address the current conditions which are not pedestrian-friendly. Traffic calming measures must account for trucks that serve District businesses.

An internal arrangement of superblocks along Route 1 that would create internal circulation to limit direct access from Route 1 could address the multiple curb cuts noted above and allow safe pedestrian access among those retail and service oriented businesses. This would have to be done with private property owner agreements.

Parking

On-street parking can be challenging at peak times for Vanderbilt Avenue near the health club and child-oriented businesses. Cars parked near corners create difficult conditions for pedestrians trying to cross safely. On-street parking should be identified, and bump-outs and crosswalks installed at corners. Common or shared parking areas could move some of the cars off the street, with clear signage and formal agreements among property owners.

Pedestrian

In addition to the bump-outs and crosswalk identified above, pedestrian improvements should include a consistent roadway cross-section that emphasizes the sidewalk or a distinct pedestrian way to provide safer conditions for walking throughout the park.

Zoning and Regulatory Strategies

The analysis in 2.3 Market Conditions and Trends suggests that flex space would be an appropriate addition to the District. Flex Space is typically former industrial space that can be converted to office or laboratory uses, or former office space that can be converted to light industrial or laboratory uses, or space initially constructed to allow office, light industrial, and laboratory uses. This report recommends several changes to the Town of Norwood Zoning Bylaws to allow the inclusion of Flex space in the Table of Uses and Zoning Definitions. A few minor language changes are needed to create consistency between accessory and principal uses and between the Table of Uses and the Zoning Definitions.

Identity and Marketing

Identity is about more than a pretty logo – it extends to the physical environment. While new physical streetscape improvements and the installation of wayfinding signs will solidify the new identity for the District, there are smaller, immediate improvements that can be made. Simple improvements to the physical environment include cutting weeds and removing trash; deterring off-site users from using business dumpsters; repair-

ing cracked sidewalks; and regular maintenance of both occupied and vacant properties. Enforcing speed limits and parking restrictions near corners would improve pedestrian safety in the short term.

In the long term, District businesses could explore group efforts in advertising, public transportation, and collective recycling, energy and purchasing programs. A District business association could also promote transactions between members for products and services.

Marketing and Branding

The first priority for marketing should be to create and maintain two lists – a tenant list and a list of vacancies. The tenant list can be used to advertise the diversity of businesses within the District and the amenities they provide for area businesses (including restaurants, retail, health club, medical facilities and the Neponset River). The vacancy list should be provided to area brokers and to MassEcon (Massachusetts Alliance for Economic Development) as part of a coordinated marketing campaign to familiarize them with the area and help them to market properties.

Development Incentives

The District contains two Expedited Permitting Districts (Vanderbilt EPD- A and Vanderbilt EPD-B) which cover all but two of the parcels in the District. Permit reviews and final decisions must be accomplished within 180 days. In addition, MassDevelopment will help market the developable land within the District, of which there are at least four parcels.

Private Sector Actions

The Private Sector is an important part of the efforts to bring the District to its full potential. Property and business owners should create a business association to have a unified voice in working with the Town on local issues and on grant applications, such as the MassWorks grant. As noted above, this business association could work to advertise the newly rebranded District to brokers and prospective tenants. It could also work internally to support the District businesses. The Neponset Valley Chamber of Commerce, which is a tenant in the park, could act as the organizing vehicle. Current property owners need to assume leadership roles and work with other owners and tenants to promote the business association and the proposed changes to the District.

1.6 Conclusion

The main challenge to the District is the lack of a clear identity that would signify to others that this is an accessible, visitor and employee friendly place for businesses to relocate. Addressing this challenge requires implementing a program of physical changes to the environment of the District and creating a marketing plan to rebrand the District both for the current businesses and for the region as a whole. Resources for this two-part strategic plan are available through the state, the Town of Norwood and the stakeholders within the park. These resources require a partnership between the Town and stakeholders to help the Vanderbilt Area Commercial District realize its full potential.

2.0. Existing Conditions and Trends

Summary of Existing Conditions

A casual glance at the Vanderbilt Area Commercial District (“District”) would not identify the very real strengths and weaknesses. Challenges to existing and future businesses are a combination of physical conditions related to appearance, infrastructure and traffic circulation and less tangible questions of branding and marketing. Current conditions create a series of constraints on future economic development and provide opportunities that can be exploited by property owners and the Town to create an area that thrives.

The following sections discuss the current conditions of a changing District. *Section 2.1 Land Use and Development* discusses current land use conditions. *Section 2.2 Circulation and Infrastructure* describes traffic circulation and other infrastructure conditions and *Section 2.3 Market Conditions and Trends* discusses current conditions and future trends.

2.1 Land Use and Development

The Vanderbilt Area Commercial District (the “District”) is a mixed-use business and light industrial park in Norwood, Massachusetts. It is bounded to the west by the Boston/Providence Turnpike/US Route 1, the north by Dean Street, to the east by the Neponset River and to the south by the residential area at Plymouth Drive.

The District is well-sited both within the Town of Norwood and within the Boston region. Direct access is from the Boston-Providence Turnpike/Route 1 to both Morse Street (the main, four-way entrance) and Vanderbilt Avenue. The Morse Street entrance is less than two miles from I-95 at Neponset Street, with access to I-95 South and I-93. That entrance is also less than five miles from I-95 North at the Boston-Providence Turnpike/Route 1.

In addition to highway access, the District is less than two miles from the regional The Norwood Memorial Airport, and within easy reach of Boston’s Logan Airport and T.F. Green Airport in Providence, Rhode Island. Amtrak provides service at the Route 128 station just one exit north of the I-95 North/Route 1 interchange. The MBTA has two commuter rail stations in Norwood – Norwood Depot and Norwood Central – but does not provide bus service along Route 1 or public transit connections from the commuter stations to the District.

Potential access to significant natural assets, including direct access to the Neponset River which flows from its source in Foxborough to Boston Harbor, is an unusual feature for an office park in the suburbs. There is an existing kayak launch in the northern section of the District and a potential site for a second with the cooperation of the property owner. Possibilities also exist to create trails to access the river and parallel an existing utility easement. The Neponset Valley Lands, a conservation area owned by the Town, abuts the District to the southeast.

Zoning

The District was a car racetrack until the 1960’s when the area started to be built out. The current zoning districts are Highway Business and Limited Manufacturing. The Wireless Communications Services Overlay District is specific to the parcels zoned Limited Manufacturing in the District. Use patterns reflect this division, with retail and services businesses concentrated in the western half of the District, and the office and light industrial businesses spread throughout the remainder of the District.

This District contains two distinct types of businesses – those that serve the general public directly and those that have an office/industrial focus. The public-oriented businesses are on the west side of the District – along the Boston-Providence Turnpike, the western end of both Vanderbilt and Morse Streets, and along much of Carnegie Row. Although the eastern half of the District contains some public-oriented businesses, the majority are office/light industrial uses, many of which rely on trucks to deliver supplies and products.

Appendix 1.0 provides a breakdown of the current Table of Uses, tables of dimensional regulations, ownership and land use data, building size and assessed valuation, and density calculations. There are at least four vacant parcels that can be redeveloped at some point, so these tables are provided as reference material for future decision-making.

The District contains two Expedited Permitting Districts (Vanderbilt EPD-A and Vanderbilt EPD-B) which cover all but two of the parcels in the District. Permit reviews and final decisions must be accomplished within 180 days. In addition, MassDevelopment will help market the developable land within the District, of which there are at least four parcels.

The analysis in *2.3 Market Conditions and Trends* suggests that flex space would be an appropriate addition to the District. Flex Space is typically former industrial space that can be converted to office or laboratory uses, or former office space that be converted to light industrial or laboratory uses, or space initially constructed to allow office, light industrial, and laboratory uses.

A review of the *Town of Norwood Zoning Bylaws (with amendments through May 10, 2012 rev.4)* (“Zoning Bylaws”) shows that the uses related to flex space are regulated as follows:

- E. Office Uses 2. Office for administrative, executive or professional purposes – allowed as of right in both the Highway Business (HB) and Light Manufacturing (LM) zoning districts.
- F. Service Establishments 3. Medical or dental laboratory; clinic – allowed as of right in both districts.
- I. Manufacturing, Processing and Related Uses 1. Laboratory engaged in research, experimental or testing activities – allowed as of right in LM district only.
- I. Manufacturing, Processing and Related Uses 3. Light manufacturing – allowed as of right in LM district only.
- J. Accessory Uses 6. Light manufacturing (see Section 3.4.3) – allowed as of right in both HB and LM districts.
- J. Accessory Uses 10. Scientific research and development, as provided in Section 3.4.4 – requires special permit from the Board of Appeals for both districts.

The majority of Flex space-related uses are allowed as of right in the LM district, with the exception of *J.10. Accessory Uses: Scientific research and development* which requires a special permit from the Board of Appeals. Note also that *J. Accessory Uses 6. Light manufacturing* allows light manufacturing as an accessory use in the Highway Business district with no limitations, although under *Section 3.4.3 Accessory Light Manufacturing* it is restricted by floor area and type of sales in the Limited Business and General Business districts.

The Table of Uses suggests at least one conflict with the definition of Light Manufacturing: although the manufacture, compounding, processing, packaging, stamping or treatment of food products is a part of one of the allowed uses, in the Table of Uses under *I. Manufacturing, Processing and Related Uses*, the *2. Food processing*,

bottling or packaging use is allowed only by special permit from the Board of Appeals in the LM District. The definition of Light Manufacturing is as follows:

Manufacturing, Light. Light industry or light manufacturing: Includes the following (with related offices), provided that such uses shall not include the sale or transfer of flammable liquids, gas, explosives or other potentially hazardous materials, except for the uses operating under a license granted under the authority of Chapter 148 of the Massachusetts General Laws as of the date of this ordinance:

- a. Assembly of previously prepared or manufactured parts;
- b. Machine shops or other metal working;
- c. Printing and graphic arts establishments;
- d. Manufacture, compounding, processing, packaging, stamping or treatment of such products as candy, cosmetics, drugs, perfumes, pharmaceutical and biotechnical, toiletries and food products, and wood, but not including the rendering of fats or oils.

Ownership

The Base Map: Ownership diagram on page 8 lists the owners listed on the parcel records from the Town of Norwood Assessors’ Office. This information changes regularly, and would need to be updated so that new property owners can be included in discussions on the future of the district. Several properties changed hands or acquired new tenants either during or just before the study period. For example, CarMax bought the property at 205 Carnegie Row (the old HQ building), GZA leased the property at 249 Vanderbilt Avenue and there are new owners of 31 and 85 Astor Avenue.

Multiple parcels have common ownership either in the form of a single LLC (for example, River Ridge LTD Partnership), or in the form of trustees who serve on multiple LLCs. There are 27 owners for 47 parcels; 25 of these parcels are split among three owners. These joint ownerships make it easier for District businesses to coordinate efforts to improve the area.

Land Use

The Base Map: Land Use diagram on page 8 provides a picture of land uses as recorded by the Town of Norwood Assessors’ Office. As with ownership, the land uses will be changing soon – for example, the HQ building bought by CarMax will change for a retail/office use to a car dealership in the near future. The diagram does show that the District has a mix of uses, with some similar business. For example, the District contains several health and medical businesses that could act as a draw both for employers wishing to provide amenities to their employees and for local residents and businesses wanting to run several errands simultaneously. Retail and restaurants also provide amenities for local employees. The hotel is well-positioned for visitors to regional corporate headquarters because of the proximity of the District to I-95, Norwood Memorial Airport and Amtrak.

The mix of professional and industrial offices and commercial and industrial warehouses suggests that allowing buildings to change among these uses as demand rises and falls would increase the District’s flexibility to react to market conditions. Although this is discussed further in Section 2.3 Market Conditions and Trends, it is noted here because current zoning may not fully provide this flexibility –certain types of uses are not allowed in the Highway Business zone and others are not allowed in the Light Manufacturing zone.

A list of current tenants, obtained by visual survey, and a map of addresses can be found in Appendix 1.0 Existing Conditions: Tables and Charts.

Physical Conditions

A series of photographs of current conditions related to an aerial of the District can be found on pages 10-11. These conditions are related to the overall constraints on and opportunities for development.

- Safety – The perception for visitors is of a vehicle-oriented network that is not pedestrian-friendly. Trucks and passenger cars mix along wide, unmarked streets. Few sidewalks or sidewalks in poor condition do not encourage pedestrians – a number of people were observed walking in the street.
- Visual – Chain link fences, trash and weeds, and choked views of the water contribute to a sense of neglect of the area.
- Identity – The identity of the District is confused with signs for individual businesses or clusters of businesses, but none that identify the District as a unified destination. Some signs are attractive, surrounded by well-thought out landscaping. Others are in odd areas relative to the needs of visitors.

Opportunities

Opportunities also exist in the existing conditions. These conditions are assets that can be expanded upon – for example, the median strip and consistent streetscape on River Ridge Drive. Other opportunities exist in a hidden asset – the Neponset River. The Neponset River and surrounding conservation lands and the kayak launch at the northern edge of the District are unique assets for a suburban office/industrial park, and should be added to the other amenities, such as restaurants, child care and retail, that the District offers to potential tenants.

The number of common property owners opens up the possibility of joint marketing efforts to fill current vacant spaces and, when market conditions are right, to redevelop the empty parcels on Carnegie Row, Morgan Drive and River Ridge Drive. The two Expedited Permitting Districts provide some incentives for this redevelopment.

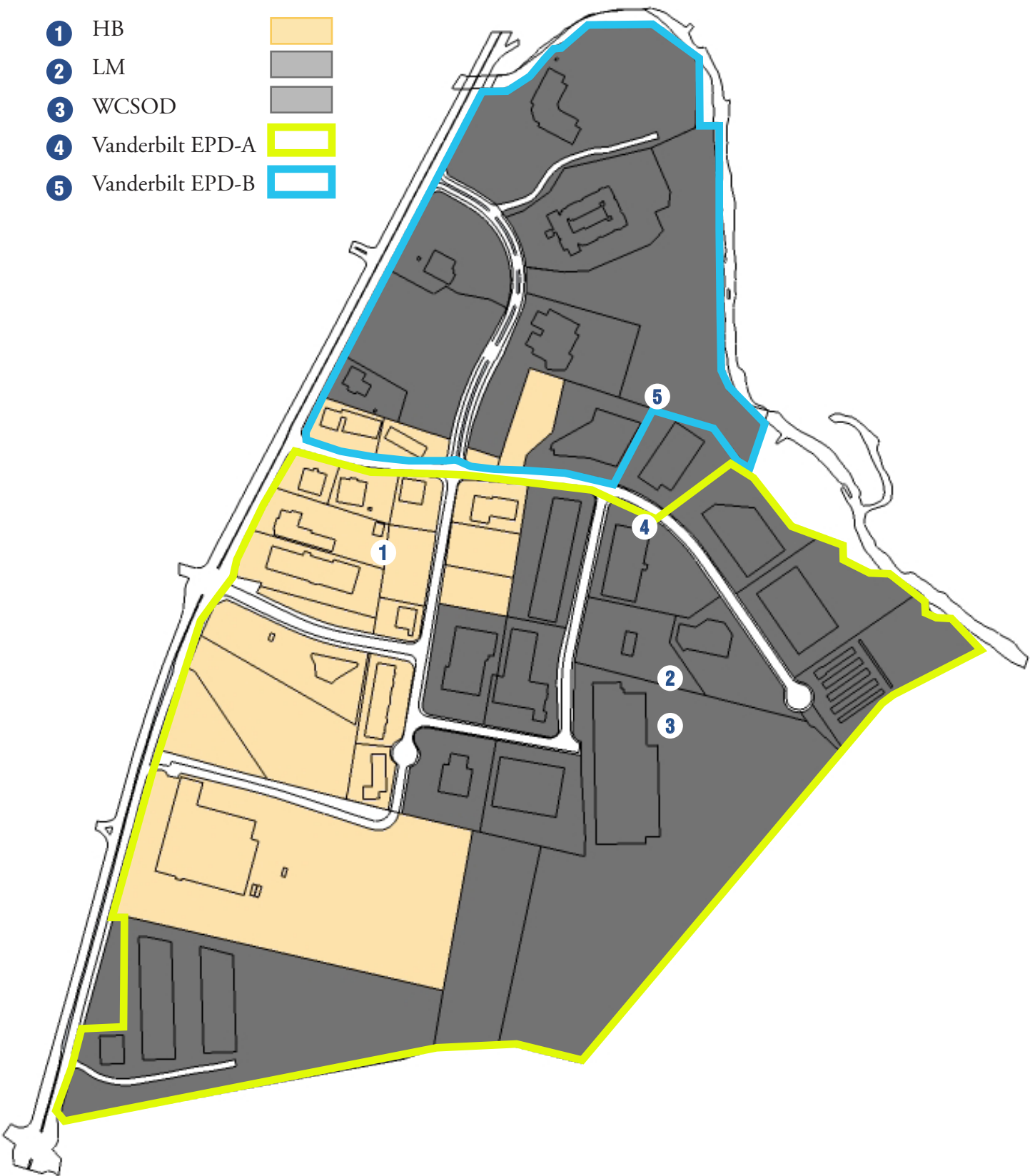
Existing Conditions: Zoning Map

Highway Business (HB) – The parcels zoned Highway Business in the Vanderbilt Area Commercial District are located along the Boston/Providence Turnpike (Route 1) from the west side of the Morse Street extension to the east side of Vanderbilt Avenue and south to east Carnegie Row.

Limited Manufacturing (LM) – The remaining parcels in the District are zoned Limited Manufacturing, which allows some office and Light Manufacturing uses, as defined in the Zoning Bylaws, but limited retail or Manufacturing uses.

Wireless Communications Services Overlay District (WCS or WCSOD) – This overlay district is specific to the parcels zoned Limited Manufacturing in the District. All related uses require a special permit from the Board of Appeals. There are dimensional requirements, primarily related to height, and performance standards for the owners and operators.

Vanderbilt Area Expedited Permitting Districts – All but two of the parcels in the District are within one of the two Expedited Permitting Districts.



Base Map: Ownership

- KEY**
- 1 1210 Realty Inc/LLC**
Morse Street
1210 B/P Turnpike
 - 2 Boardwalk Associated, LLC**
375 Vanderbilt Avenue
 - 3 Carnegie Astor, LLC**
31 Astor Avenue
 - 4 David Spiegel, Trustee**
1280 B/P Turnpike
285 Morse Street
315 Morse Street
B/P Turnpike
Carnegie Row
Carnegie Row
129 Morgan Drive
Carnegie Row
Morgan Drive
128 Carnegie Row/24 Astor Avenue
249 Vanderbilt Avenue
205 Carnegie Row
 - 5 Distribution Services of America Inc.**
290 Vanderbilt Avenue
 - 6 Dowe Realty, LLC**
140 Morgan Drive
 - 7 Gator Properties LLC**
525 River Ridge Road

- 8 GEBSCO Realty Corporation**
11 Vanderbilt Avenue
1206 B/P Turnpike
- 9 IHOP Realty Trust**
1378 B/P Turnpike
- 10 Investors Warranty**
1400 B/P Turnpike
- 11 J&S Development**
55 Carnegie Row
- 12 John Barry LLC**
201-203 Carnegie Row
- 13 Mand Corp**
1150 B/P Turnpike
- 14 Marianne E. Riddell, Trustee**
36-38A Vanderbilt Avenue
- 15 Mayfair Associates LLC**
190-196 Vanderbilt Avenue
- 16 Michael Lazdowsky, Trustee**
79-85 Astor Avenue
85 Astor Avenue
- 17 Morgan Drive Associates LTD Partnership**
51 Morgan Drive
- 18 Paul D. Reardon**
151 Carnegie Row
- 19 Paula S Larosa, Trustee**
346 Vanderbilt Avenue
410 Vanderbilt Avenue

- 20 Piccadilly Associates Inc.**
99-103 Vanderbilt Avenue
- 21 River Ridge LTD Partnership**
300 River Ridge Drive
325 River Ridge Drive
River Ridge Drive
100 River Ridge Road
500 River Ridge Road
- 22 Robert Kelleher, Trustee**
101 Carnegie Row
- 23 Robert W & Nancy Ferrara, Trustee**
95 Vanderbilt Avenue
- 24 Rosalie Shane Trustee**
Vanderbilt Avenue
76 Vanderbilt Avenue
- 25 Town of Norwood**
- 26 Vanderbilt Associates LLC**
45 Vanderbilt Avenue
- 27 Vanderbilt Avenue LLC**
244 Vanderbilt Avenue



Base Map: Land Use

KEY

1 Auto Repair and Services

101 Carnegie Road
1150 B/P Turnpike
1280 B/P Turnpike

2 Child Care

76 Vanderbilt Avenue

3 Class A Office/Office/Professional

500 River Ridge Road
100 River Ridge Road
11 Vanderbilt Avenue
325 River Ridge Drive

4 Commercial Warehouse

55 Carnegie Row
410 Vanderbilt Avenue

5 Gym/Spa

95 Vanderbilt Avenue
45 Vanderbilt Avenue

6 Hotels/Restaurants/Clubs

300 River Ridge Drive
1378 B/P Turnpike

7 Factory

244 Vanderbilt Avenue
249 Vanderbilt Avenue
140 Morgan Drive

8 Industrial Offices

201-203 Carnegie Row
51 Morgan Drive
190-196 Vanderbilt Avenue
375 Vanderbilt Avenue
1400 B/P Turnpike

9 Industrial Warehouses

128 Carnegie Row/24 Astor Avenue
129 Morgan Drive
79-85 Astor Avenue
31 Astor Avenue
Morgan Drive
290 Vanderbilt Avenue
346 Vanderbilt Avenue

10 Residential Vacant

85 Astor Avenue

11 Retail > 10,000 SF

151 Carnegie Row
1206 B/P Turnpike
1210 B/P Turnpike
99-103 Vanderbilt Avenue
36-38A Vanderbilt Avenue
205 Carnegie Row

12 Retail Condominium

285 Morse Street
315 Morse Street

13 Developable Land

Morse Street
B/P Turnpike
525 River Ridge Road

14 Potentially Developable

Carnegie Row
Carnegie Row
River Ridge Drive

15 Undeveloped Land

Carnegie Row
Vanderbilt Avenue





Existing Conditions: Safety



1 Wide streets; unmarked travel lanes = fast vehicles



2 Poor lighting; easy to speed



3 Poor/no sidewalks or bike lanes

Existing Conditions: Visual



4 Uninviting gathering space for employees



5 Trash and weeds



6 Choked view

Existing Conditions: Identity



7 Sign at Vanderbilt



8 Attractive sign; landscaping



9 Internal wayfinding nonexistent or poorly located

Existing Conditions: Opportunities



10 Consistent streetscape throughout



11 Joint Marketing



12 Environment as asset

2.2 Circulation and Infrastructure Conditions

A review of existing information, along with field observations, has been conducted to provide a qualitative assessment of circulations and infrastructure conditions associated with the Vanderbilt Area Commercial District (“District”). Among the issues discussed below are Roadway Access, Internal Circulation, Traffic Operations, Parking, Pedestrian Accommodations and Infrastructure Delivery.

Roadway Access

The Vanderbilt Avenue area is served well by the regional transportation network. Convenient access is provided from Route 128 via Route 1 (less than 5 miles) and from two interchanges on I-95 South (Neponset Street/Dean Street, and Coney Street, both approximately 2 miles).

Route 1 is a divided arterial that provides the only direct access to the District. The signalized intersection of Route 1 with Morse Street is the only fully-directional entrance, and the only location where traffic from the north (and west) is allowed to cross Route 1 to reach Morse Street, Vanderbilt Avenue and the rest of the business park area. Traffic travelling on the northbound side of Route 1 has easier access to the area, and can utilize Carnegie Row as well as Morse Street and Vanderbilt Avenue to reach their destinations. There are no plans by MassDOT to allow additional breaks in the Route 1 median to provide access to west-side roadways and properties.

As a result, the Route 1/Morse Street intersection is the default and de facto “gateway” into the Vanderbilt area. It is recommended that the Town of Norwood and the Vanderbilt area businesses and property owners embrace and exploit this fact, and work to develop plans that establish an identity for the entire Vanderbilt area at this specific location.

Internal Circulation

The internal roadway system serving the Vanderbilt area is a perfectly adequate network designed with sufficient capacity to serve the passenger and truck traffic serving the various businesses within the park. However, as a unifying element, the network is lacking the following:

- an internal wayfinding system to provide direction and clarity within the park;
- greater definition of the roadway cross-section (pavement markings, curbing, traffic control) to avoid the “runway” effect that encourages higher speeds;
- traffic calming elements at selected locations, compatible with truck traffic needs.

Consideration of these recommendations will lead to an improved roadway sensibility that will provide a logical, safer and more comfortable driving experience within the District.

Traffic Operations

From a traffic operations perspective, the only critical intersection is the full-access signalized intersection of Route 1 and Morse Street. This is the only location where left turns into and out of the District can occur (as well as to the River Ridge complex). Otherwise, the right-turn in/right-turn out configuration at Carnegie Row at Route 1 North, Vanderbilt Avenue and the individual business curb cuts on Route 1, while at some times experiencing delay, are safer and more easily accommodated.

The MassDOT “I-95 South Corridor Study,” which also looked at critical intersections along Route 1, report-

Route 1 Access



Internal Circulation: Runway Effect and Signage



Morse Street Traffic



ed the following conditions for the Route 1/Morse Street intersection:

- Signalized intersection operates at LOS D in AM peak / LOS E in PM peak (existing conditions)
- Signalized intersection projected to operate at LOS E in AM peak / LOS E in PM peak (2030 future conditions)

These conditions indicate that, from an overall intersection perspective, congested conditions are exhibited during peak periods today, and can be expected in the future. While failure conditions are not projected, individual movements may exceed capacity: particular scrutiny of the Route 1 southbound left turn movement into the park at Morse Street should be provided. A recent (2012) traffic study done for the proposed CarMax project on Carnegie Row (at the former HQ site) confirms this information.

The MassDOT study also reported a crash rate at the Route 1/Morse Street intersection that is higher than the State average. Two-thirds of the reported accidents are rear-end accidents, which typically suggests tailgating and unexpected slowing or stopping by the affected vehicles. This is a common occurrence at locations where turning vehicles, such as those making a left turn from Route 1 to Morse Street, are trying to squeeze through before the red signal is displayed.

Parking

There are numerous parking lots in the Vanderbilt area serving individual parcels and businesses, and for the most part these lots are sufficient to accommodate parking demand. However, there are no common / shared parking lots available to handle overflow demand, nor is there formal on-street parking. This issue is most evident at the top of Vanderbilt Avenue near the cluster of fitness, health club and day care uses. Vehicles are regularly parked in disorderly fashion along the street and at random locations as close to these uses as possible. This condition creates uncertainty for drivers and pedestrians in this area of the park. Parking restriction signs (“No Parking Anytime,” “No Parking Here to Corner”) have been placed in the vicinity of the Vanderbilt Avenue/Carnegie Row intersection, and on the Vanderbilt Avenue segment east of Carnegie Row toward Route 1, but the effectiveness of these signs is questionable.

These parking issues are not new: a lack of parking in the District was identified in the 2004 Economic Development Plan. Recommendations for addressing parking issues include formalizing on-street parking throughout the area, identifying potential common parking areas to address overflow, identifying “rear alley” connections and parking for parcels fronting Route 1, Vanderbilt Avenue and Morse Street, and developing an overall parking management plan for the area.

Pedestrian Accommodations

With the exception of Morgan Drive, all roadways within the Vanderbilt area have sidewalks of various widths on at least one side of the street. However, employees and users of the area have expressed disappointment with the safety and condition of pedestrian facilities throughout the park. Previously mentioned issues such as the wide roadway cross-sections may contribute to this feeling, as does the general lack of pavement markings and crosswalks at all internal intersections.

Recommended actions to address these issues include the development of a more human-scale cross-section, complete with pedestrian and bicycle accommodations, and a network-wide pavement marking and signage program that will result in an improved sense of driver clarity and pedestrian safety.

Infrastructure Delivery

Water and sewer delivery to the District is provided by the Massachusetts Water Resources Authority (MWRA), with the Town of Norwood Department of Public Works responsible for maintenance of local infrastructure (pipes, pump stations). Anecdotal information suggests that some users in the park have experienced some deficiencies during some large storm events.

Norwood has its own municipal electric utility (Norwood Municipal Light Department) that delivers electricity to the Vanderbilt area. Norwood Light also competes with Verizon and others to provide broadband telephone, television and internet services to the District. National Grid provides natural gas to the Town of Norwood.

Parking



Pedestrian and Bicycle Accommodations



2.3 Market Conditions and Trends

Business Activity and Employment Summary

The following summary text and charts provide an overview of the Vanderbilt Area Commercial District (“District”) business establishments, employment and estimated annual sales based on economic data from secondary sources. A synopsis of the results of interviews with District businesses is also included in this section. This information is augmented by descriptions of existing conditions contained in other sections of this report, including a listing of District businesses compiled by the Consultant Team.

- Businesses located in the District represent about 8% of the 1,987 businesses in Norwood, employ 11% of 27,587 workers in Norwood, and generate 12% of the town-wide \$3.3 billion in annual business sales. Manufacturing firms in the District are 12% of all manufacturing establishments in Norwood and employ 4.3% of manufacturing workers town-wide. Finance, Insurance & Real Estate (FIRE) companies in the District account for 9% of businesses and 28% of FIRE employees town-wide. Services sector firms in the District are 7% of establishments and hold 16% of Services employment in Norwood. Retailers in the District represent 8% of retail establishments and 10% of retail employees in Norwood.
- More than 150 business establishments are located in the District, employing nearly 3,200 workers, and generating an estimated \$391 million in annual sales. A large majority of Park establishments are relatively small businesses; only 23 companies (15%) employ more than 20 workers, and 13 companies have ten (10) or fewer employees.

SUMMARY TABLE

Business Description	Establishments	Employees	Sales (\$ mil)
ALL Industries	151	3,147	\$391.1
Manufacturing	13	195	\$18.2
Retailing	30	594	\$119.7
Eating&Drinking	8	162	\$6.1
Wholesaling	22	170	\$28.7
FIRE	12	353	\$81.8
Insurance	6	319	\$74.3
Services	62	1,759	\$133.5
Health Services	13	149	\$16.5
Business Services	8	242	\$24.1
Eng. Acct. & Mgmt. Services	9	1,087	\$67.9

Source: Nielsen SiteReports 2012 and FXM Associates

DETAILED TABLE

2-Digit SIC	Norwood Vanderbilt Industrial District Businesses, Employment & Sales	Number of Businesses	% of Town Businesses	Number of Jobs	% of Town Jobs	Annual Sales (Million \$)	% of Town Sales
	ALL Industries	151	7.6%	3,147	11.4%	\$391.1	11.8%
	ALL Manufacturing (SIC 20-39)	13	12.0%	195	4.3%	\$18.2	5.2%
	FIRE (SIC 60-67)	12	8.9%	353	28.4%	\$81.8	28.5%
	ALL Service (SIC 70-89)	62	7.3%	1,759	15.9%	\$133.5	14.0%
	ALL Retailing (SIC 52-59)	30	7.6%	594	10.3%	\$119.7	10.9%
	Public Administration (SIC 90-97)	0	0.0%	0	0.0%	\$0.0	0.0%
15	Building Construction and General Contractors	1	2.6%	4	2.3%	\$1.1	2.2%
16	Heavy Construction, Except SIC 15	0	0.0%	0	0.0%	\$0.0	0.0%
17	Construction-Special Trade Contractors	4	3.6%	31	3.7%	\$3.9	2.9%
20	Food and Kindred Products	1	33.3%	15	68.2%	\$1.1	68.8%
22	Textile Mill Products	0	0.0%	0	0.0%	\$0.0	0.0%
23	Apparel and Other Fabric Products	1	100.0%	4	100.0%	\$0.2	100.0%
25	Furniture and Fixtures	1	50.0%	2	25.0%	\$0.1	10.0%
27	Printing, Publishing and Allied Industries	2	7.1%	53	14.9%	\$4.0	14.3%
30	Rubber and Miscellaneous Plastics Products	1	100.0%	10	100.0%	\$0.6	100.0%
35	Industry and Commercial Machinery and Computers	2	13.3%	23	14.0%	\$3.1	20.0%
36	Electrical and Electronic Equipment(Ex. Computers)	1	14.3%	25	1.2%	\$1.1	0.7%
37	Transportation Equipment	1	50.0%	4	80.0%	\$0.3	75.0%
38	Measuring and Analyzing Instruments	1	11.1%	10	1.0%	\$1.8	2.3%
39	Miscellaneous Manufacturing Industries	2	16.7%	49	25.4%	\$5.9	27.8%
43	U.S. Postal Service	3	23.1%	9	8.7%	\$1.0	10.4%
48	Communication	1	5.9%	25	6.4%	\$3.1	6.6%
50	Wholesale Trade-Durable Goods	20	19.2%	122	9.7%	\$22.2	10.3%
51	Wholesale Trade-NonDurable Goods	2	6.7%	48	7.8%	\$6.5	7.3%
52	Building Materials, Garden Supply and Mobile Homes	2	11.1%	11	2.8%	\$1.6	3.1%
53	General Merchandise Stores	0	0.0%	0	0.0%	\$0.0	0.0%
54	Food Stores	3	9.7%	20	3.9%	\$3.4	4.0%
55	Automobile Dealers and Gas Service Stations	3	4.3%	212	10.3%	\$81.2	11.4%
57	Home Furniture, Furnishings & Equipment	7	11.7%	85	22.7%	\$16.6	21.8%
58	Eating & Drinking Places	8	7.6%	162	10.6%	\$6.1	8.6%
59	Miscellaneous Retail	7	7.8%	104	17.9%	\$10.8	16.4%
60	Depository Institutions	1	2.9%	16	3.4%	\$4.6	3.4%
64	Insurance Agents, Brokers and Service	6	16.2%	319	73.0%	\$74.3	73.0%
65	Real Estate	5	7.9%	18	5.4%	\$2.9	5.8%
70	Hotels & Other Lodging Places	1	16.7%	50	19.2%	\$2.1	20.4%
72	Personal Services	1	1.1%	2	0.6%	\$0.1	0.7%
73	Business Services	8	7.5%	242	16.9%	\$24.1	12.4%
75	Automobile Repair, Services & Parking	5	6.9%	34	7.6%	\$2.4	6.8%
76	Miscellaneous Repair Services	4	9.3%	41	27.0%	\$2.7	18.9%
78	Motion Pictures	1	16.7%	10	3.9%	\$2.4	25.0%
79	Amusement & Recreational Service (Ex. Movies)	8	22.9%	86	35.2%	\$5.8	36.5%
80	Health Services	13	6.3%	149	4.0%	\$16.5	6.5%
81	Legal Services	8	11.6%	46	17.0%	\$8.2	16.8%
82	Educational Services	1	3.3%	3	0.3%	\$0.5	0.5%
83	Social Services	2	4.8%	8	1.4%	\$0.7	2.0%
86	Membership Organizations	1	2.8%	1	0.6%	\$0.1	1.1%
87	Eng, Acct, Research & Mgmt Related Services	9	8.7%	1,087	47.9%	\$67.9	33.0%

Source: A.C. Nielsen SiteReports 2012 and FXM Associates (November 2012)

- Services businesses account for 40% of District establishments, employ 1,760 workers, and generate almost \$134 million in annual sales. Service sector firms with the largest number of District workers are Engineering-Accounting & Management, Business, and Health. Nearly half of all employees in Norwood within the Engineering, Accounting, Research & Management Related services category are located within Vanderbilt Park. The recent location of GZA engineering company to the District will add 500 employees to the Engineering-Accounting & Management sub-sector total.

2012	Vanderbilt Park District Establishments	Number of Businesses	Number of Jobs	Annual Sales (Million \$)	20+ Employees
2-Digit SIC	All Services (SIC 70-89)	62	1,759	\$133.5	8
73	Business	8	242	\$24.1	1
79	Amusement & Recreational (Ex. Movies)	8	86	\$5.8	1
80	Health	13	149	\$16.5	2
81	Legal	8	46	\$8.2	0
87	Eng, Acct, Research & Mgmt Related	9	1,087	\$67.9	2

- Retailers comprise 20% of District businesses, employ more than 540 workers, and have estimated annual sales of nearly \$120 million. Automobile Dealers & Gas Stations employ the most service workers in the District and generate \$81 million in annual sales; Miscellaneous Retail businesses employ more than 100 workers and have annual sales of almost \$11 million.

2012	Vanderbilt Park District Establishments	Number of Businesses	Number of Jobs	Annual Sales (Million \$)	20+ Employees
2-Digit SIC	All Retailing (SIC 52-59)	30	594	\$119.7	7
54	Food Stores	3	20	\$3.4	0
55	Automobile Dealers & Gas Stations	3	212	\$81.2	1
57	Home Furniture, Furnishings & Equip.	7	85	\$16.6	1
58	Eating & Drinking Places	8	162	\$6.1	2
59	Miscellaneous Retail	7	104	\$10.8	3

- Manufacturing firms account for 8% of all District businesses, employ almost 200 workers, and generate slightly more than \$18 million in annual sales. Printing-Publishing, Electronic & Electronic Equipment, and Industry-Machinery & Computers establishments employ the majority of manufacturing workers.

2012	Vanderbilt Park District Establishments	Number of Businesses	Number of Jobs	Annual Sales (Million \$)	20+ Employees
2-Digit SIC	All Manufacturing (SIC 20-39)	13	195	\$18.2	4
27	Printing, Publishing & Allied Industries	2	53	\$4.0	1
35	Industry Machinery & Computers	2	23	\$3.1	0
36	Electrical, Electronic Equip. (Ex. Computers)	1	25	\$1.1	1
38	Measuring & Analyzing Instruments	1	10	\$1.8	0
39	Miscellaneous Manufacturing Industries	2	49	\$5.9	2

- Twenty-two (22) Wholesale Trade businesses (durable and non-durable goods) in the District employ 170 workers, and generate almost \$30 million in annual sales; two Park wholesalers each have more than 20 employees.
- Twelve (12) establishments in Finance-Insurance-Real Estate (FIRE) business categories employ about 350 workers, with Insurance Agents & Broker Services firms (6) employing 318 workers and generating more than \$74 million in annual business sales.
- No Public Administration (government) establishments are located in the District.

Synopsis of Interview Input

- Most distinctive characteristic is the eclectic mix of industry sectors, types and sizes of businesses, building variety and flexibility, number of companies that move within the District to expand as well as previous tenants who return from other locations. There is no available listing of District businesses, number of businesses, employees and customers.
- The District’s unique ‘urban wilderness’ along the Neponset River, public boat launch, pond, wildlife, and vistas are used extensively by workers, customers, and neighboring residents, as are the District’s streets and sidewalks by individuals and groups for jogging, bicycling, strolling, and other wellness, athletic and recreational activities.
- Proximity to highways, Norwood Airport, and central Route 1 access are important attributes of the District’s location; however, the District cannot compete with the proximity afforded by the East Street/ Elm Street industrial–business park area to the regional highway network.
- Some District business operate 24/7, many workers arrive between 5AM – 7AM, and most businesses are closed by 10PM; the large child care center, multiple health and athletic clubs, medical offices and urgent care facility are distinguishing and featured District uses; municipal power company (NorLight) offers low rates and a competitive fiber optic ‘highway’ which are key attraction for high-energy and high-volume data companies.
- River Ridge Business Park is an enclave adjacent to light industrial and warehouse uses in the Park, and could attract tenants looking for ‘classy, upscale’ ambiance in pastoral setting; demolition of HQ building and new CarMax building site will provide an unobstructed view of the District.
- The District should look like a single entity, thousands of people come to the District every day and don’t know it’s a district, and have difficulty providing directions to others; visually, physically the District is poorly defined, no building numbers/addresses, little lighting; overall appearance (first impression) is tired-looking, shabby, and not maintained by either Town, property owners or businesses.

Market Conditions & Trends

The following observations are based on interviews conducted with local Real Estate Brokers, building owners and managers.

- Commercial leasing activity in the District is described as typical of the general market which is sporadic but steady throughout the year, with majority of inquiries seeking small Office, Flex or Warehouse space in the 600-5,000 SF range; overall District occupancy rates will be affected (adversely) when FM Global and Dedham Medical relocate from River Ridge Drive office buildings.
- Major Office leases (50,000+ SF) are usually company relocation or consolidation that includes available

on-site or adjacent 50,000 – 75,000 SF built space for expansion, such as recent GZA lease to occupy 50,000 SF on Vanderbilt Ave.

- The District is situated outside the prime Retail and Restaurant trade area near Route 128, and a significant amount of retail and restaurant space is now located in Legacy Place; the District has numerous and varied restaurant and retail locations essentially servicing District employees, business clientele, and nearby neighborhoods.
- Almost all tenant inquiries are from existing and expanding businesses, generally from surrounding communities and metro-Boston sub-regions; over past few years, tenants have tended to renew existing leases rather than incur relocation cost, and use broker proposals to leverage landlord negotiations; lease terms in District buildings are typically 3, 5 or 10 years with renewal options, landlords provide build-out and amortize costs.
- There is little or no new demand for Light Industrial space in District, which is problematic because most of the District space is classified as light industrial and requires special permit approval for some flex and other contemporary uses.

Historical and Projected Demand

This subsection reports on FXM’s analysis of data on current and projected trends in demand for commercial space affecting potential park absorption.

Existing Conditions Fourth Quarter 2012 at the top right provides data for the 4th quarter of 2012 on leasable square footage, vacant square footage, vacancy rate, and average lease price for commercial space in the market subregion (Norwood, Dedham, Canton, Westwood, Sharon, and Walpole) and the Town of Norwood. For *office space*, Norwood has relatively fewer vacancies and relatively higher prices than in the subregion overall. Norwood holds a higher share of the subregion’s total inventory of flex space than for office, industrial, or retail space; a relatively higher number of vacancies and vacancy rate; and slightly higher average lease rates. *Industrial space* in Norwood shows far fewer vacancies relative to its share of the subregional inventory, significantly lower vacancy rates, and significantly lower average lease prices. *Retail space* in Norwood shows substantially higher vacant square footage and vacancy rates than comparable retail space in the subregion overall.

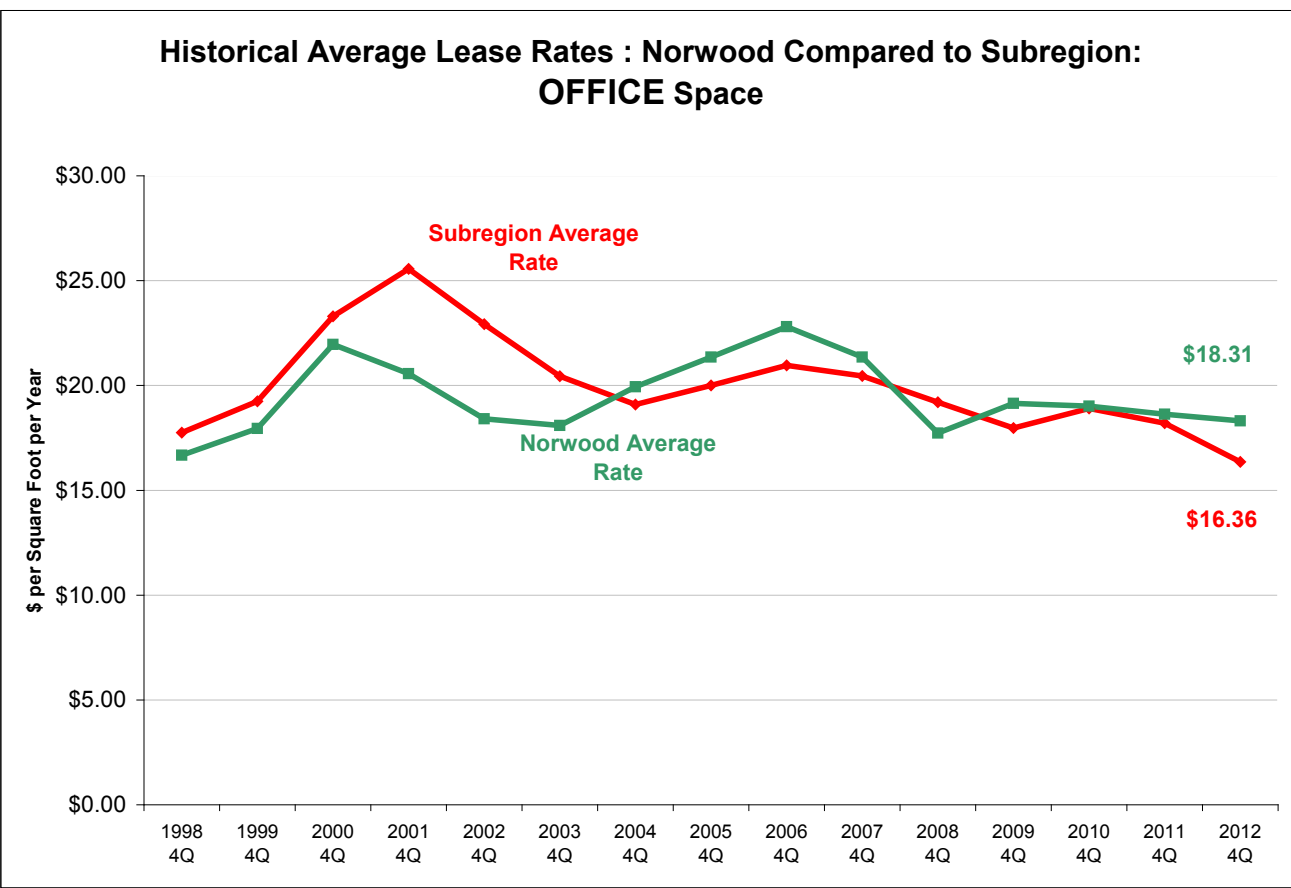
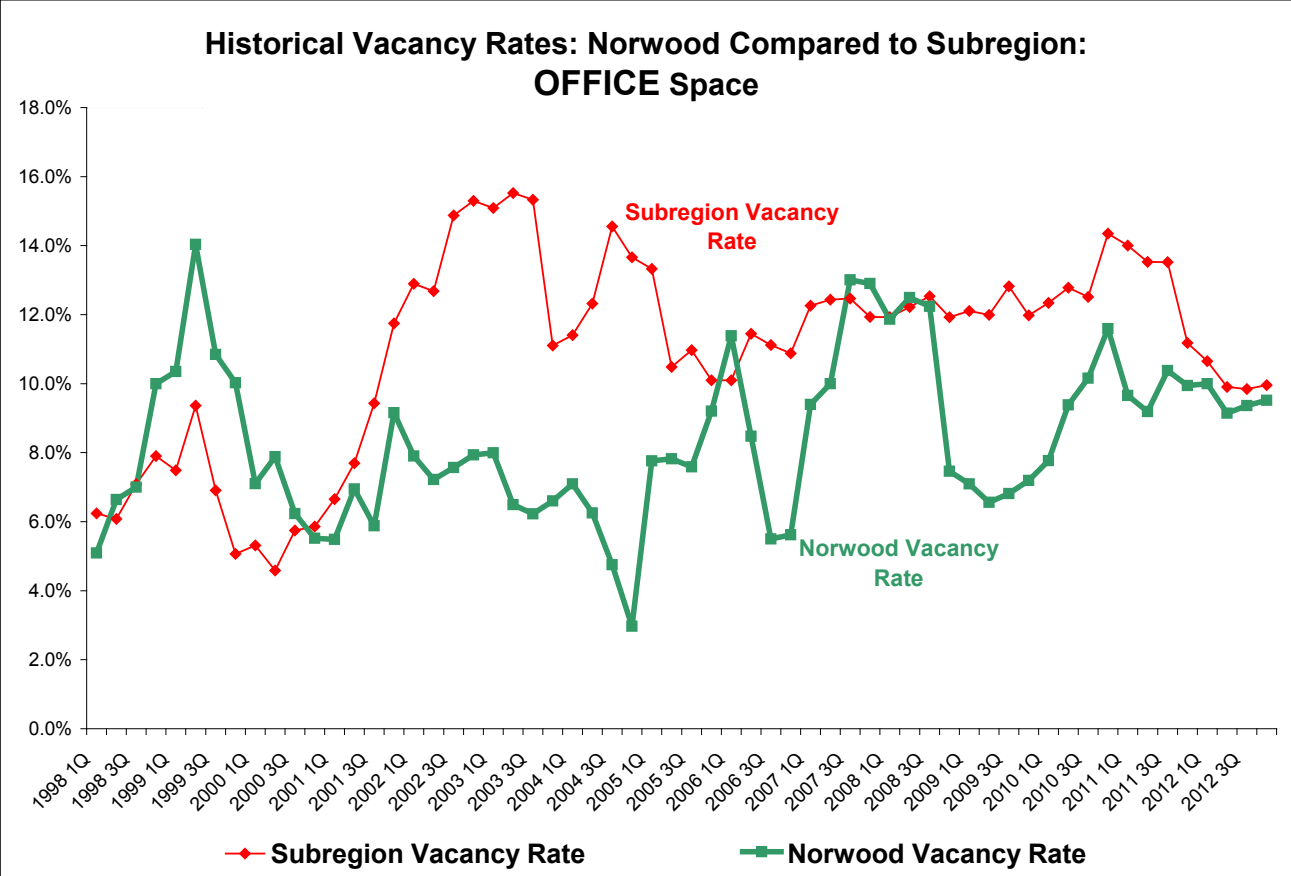
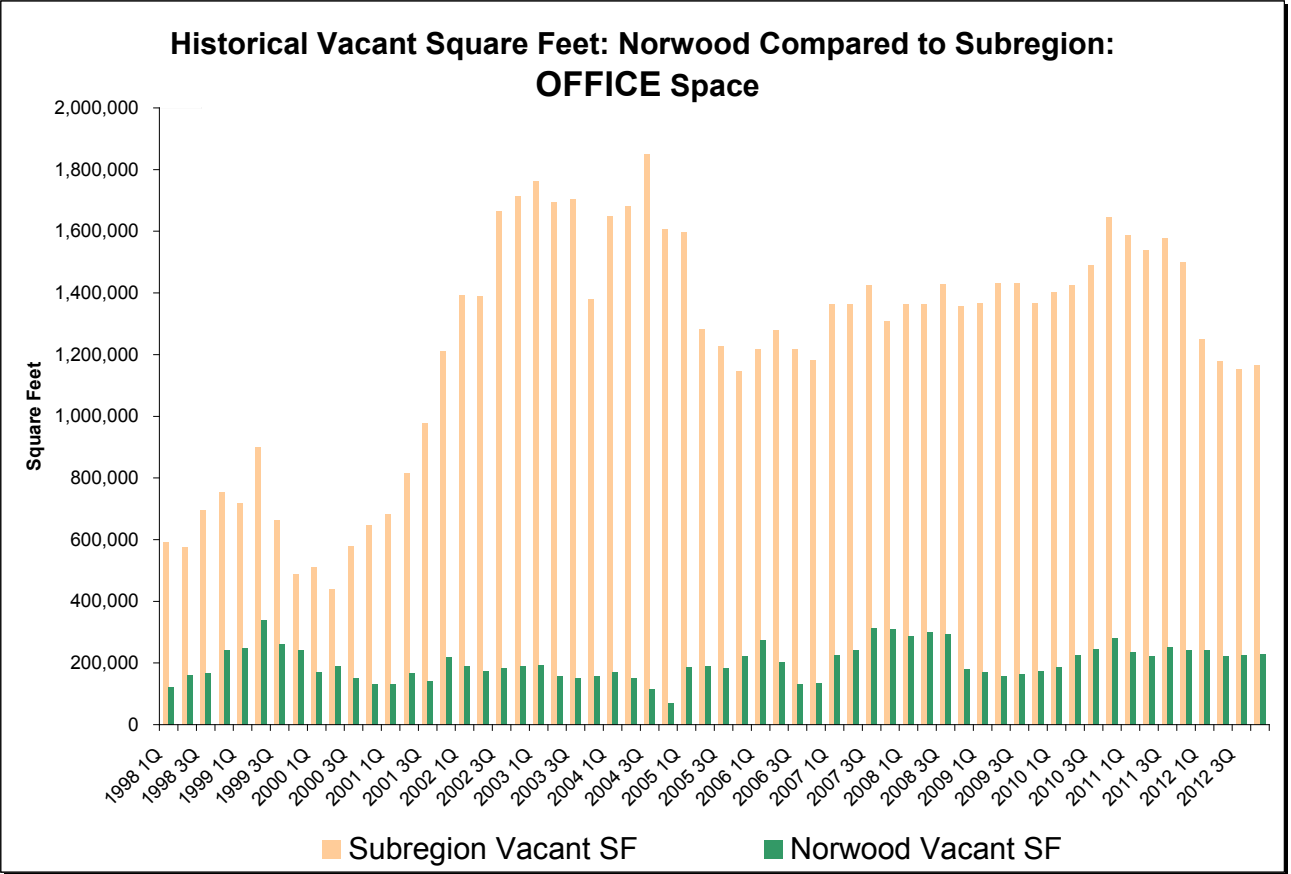
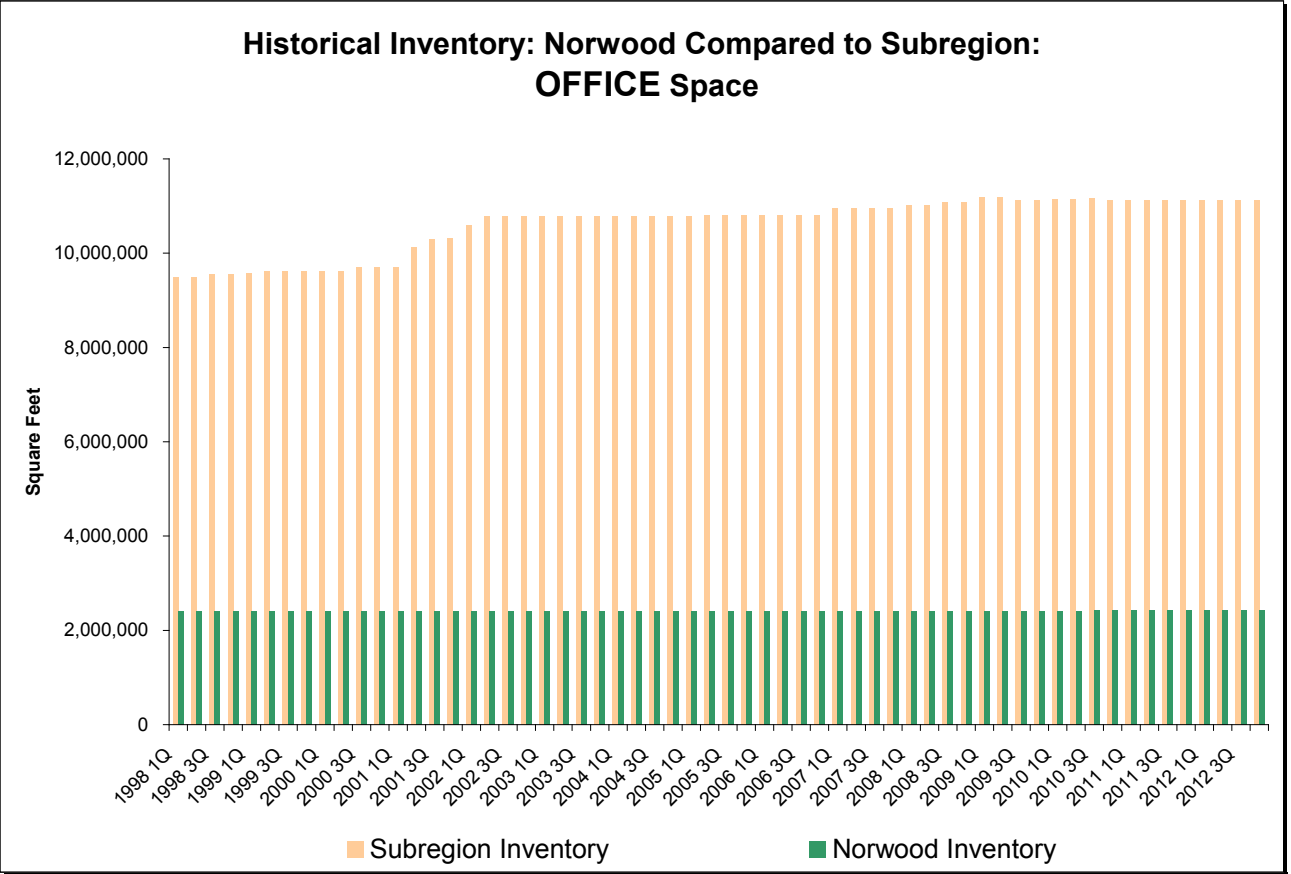
Data in *Projected Annual Net Absorption 2013-2014* at bottom right summarize FXM’s analyses of historical and projected trends in demand by space type. As shown by data in the table, Norwood is projected to have an annual average absorption of 18,400 square feet of *office space* each year – slightly better than the subregion overall relative to the town’s current share of office space – and 20,400 square feet per year of *industrial space* – significantly better than the subregion overall compared to Norwood’s current share of industrial space. Net absorption of both *flex and retail space* is projected to be negative in Norwood over the next two years.

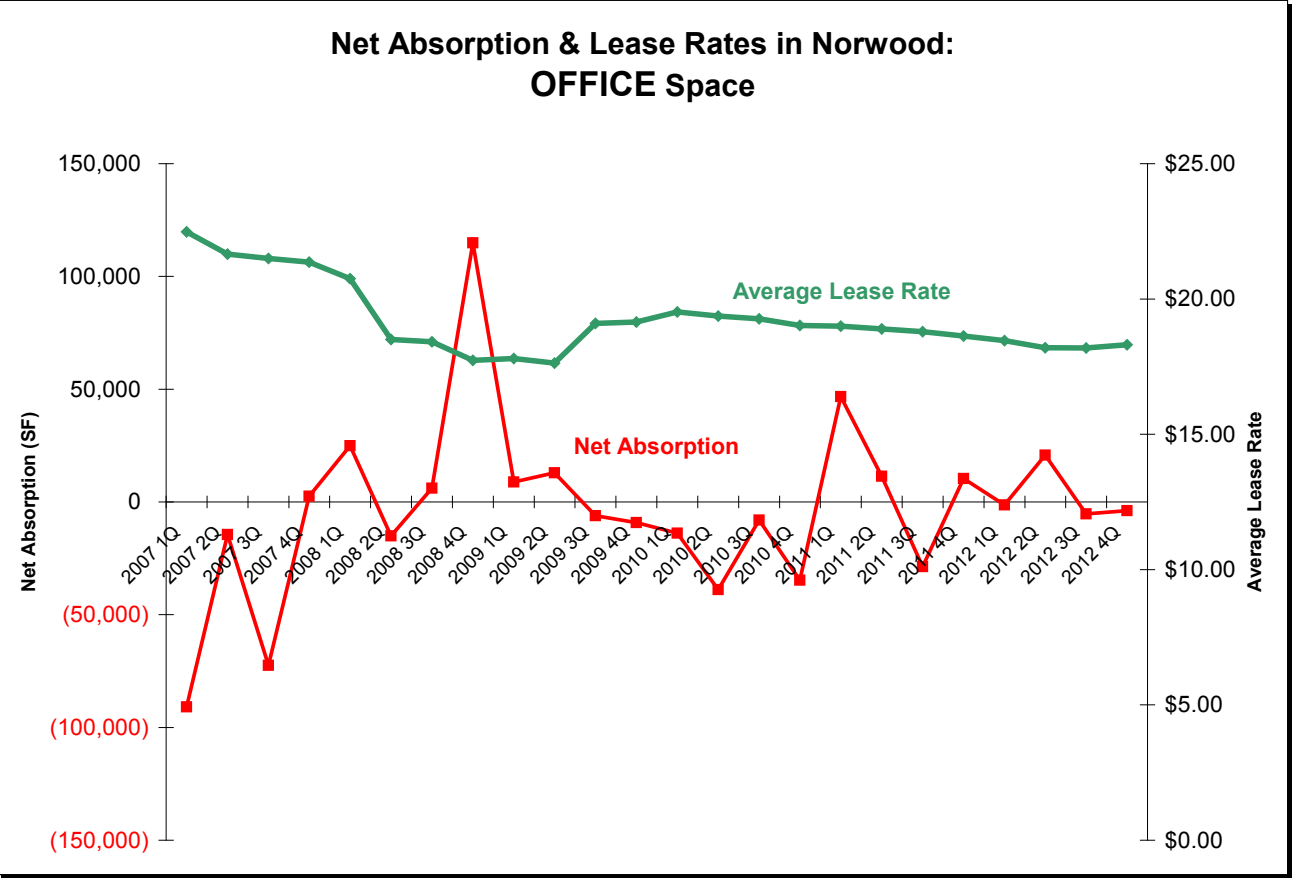
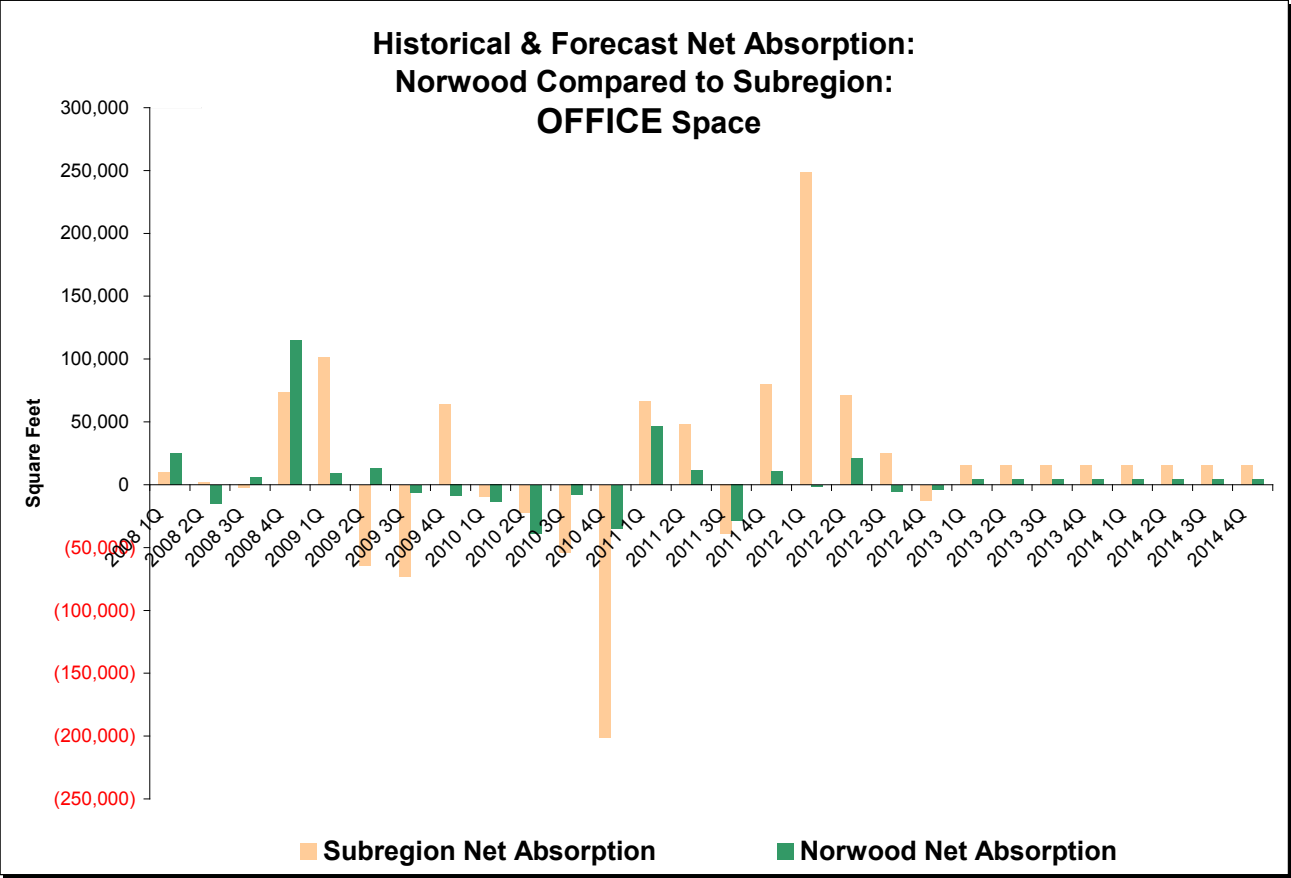
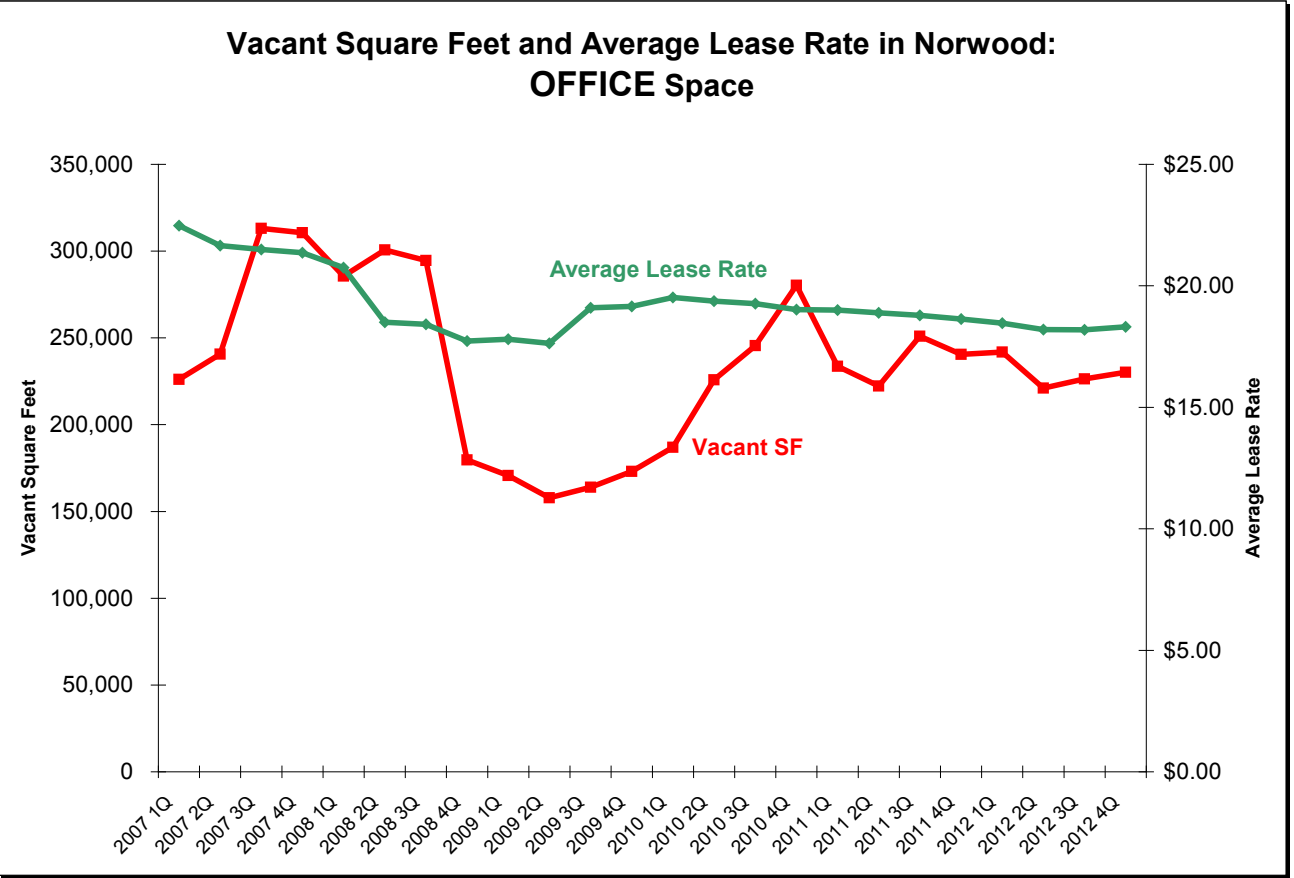
Market Assessment Summary

- Current markets are weak, with limited net absorption projected next 2-3 years.
- Norwood has done better and is forecast to continue to do so compared to region in absorption of industrial space.
- Price is the biggest factor in absorption of industrial space.
- Price is NOT so determinate in potential absorption of office space.
- Investments in infrastructure, amenities, and promotion could significantly enhance Vanderbilt area competitive position in office market.

	EXISTING CONDITIONS 4thQ 2012			
	Leaseable Square Feet	Vacant Square Feet	Vacancy Rate	Average Lease Price (\$/sf/yr)
OFFICE				
Subregion	11,129,524	1,166,826	10.0%	\$16.36
Norwood	2,418,168	230,215	9.5%	\$18.31
% Norwood	22%	20%	96%	112%
FLEX				
Subregion	7,615,671	893,401	11.4%	\$9.68
Norwood	2,700,414	330,271	12.2%	\$10.97
% Norwood	35%	37%	107%	113%
INDUSTRIAL				
Subregion	17,294,948	1,360,490	7.9%	\$5.20
Norwood	4,888,436	209,212	4.3%	\$3.87
% Norwood	28%	15%	54%	74%
RETAIL				
Subregion	9,695,561	445,282	4.6%	\$16.27
Norwood	2,200,887	221,053	10.0%	\$14.82
% Norwood	23%	50%	219%	91%
Source: Co Star Property Information Systems, 4th Q 2012 and FXM Associates				

Projected Average Annual Net Absorption, 2013-2014					
	Subregion	Norwood	Norwood % of Projected Absorption	Norwood Current Share	Growth share/Current share Index
OFFICE Space	62,560	18,400	29%	22%	1.35
FLEX Space	(38,204)	(3,236)	8%	35%	0.24
INDUSTRIAL Space	13,160	20,396	155%	28%	5.48
RETAIL Space	220,220	(21,432)	-10%	23%	(0.43)
Source: Co Star Property Information Systems, 4th Q 2012 and FXM Associates					





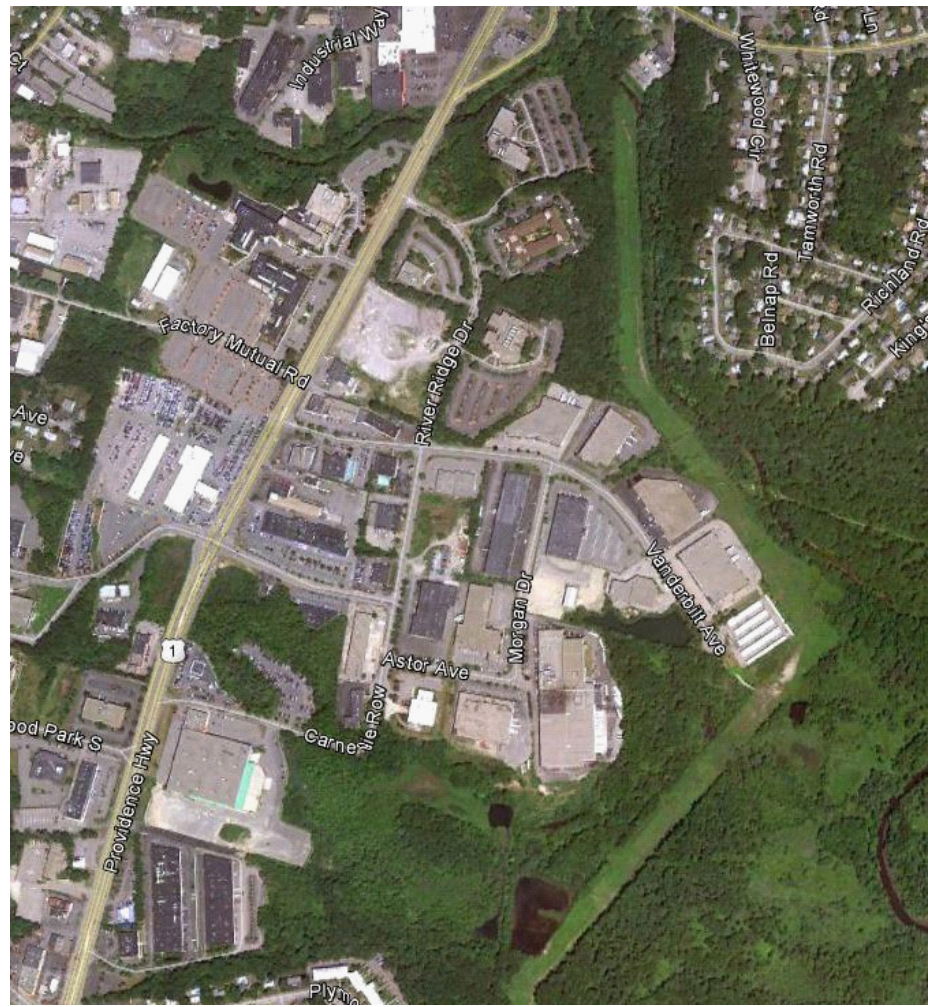
3.0 Alternative Concepts

The three Future Options below were presented to the Stakeholders as alternative ways of thinking about the future of the District . Each option is described above its respective diagram. Environmental assets as a method of creating a new identity for the park was an important topic for the Stakeholders. The discussions included the possibility of linking the roads to trails along the Neponset River, adding exercise stations along the trail,

and adding more outdoor gathering spaces that could be used by more than one business. The final preferred solution incorporated elements from each of the three options and included additional thoughts and feedback from the Stakeholders.

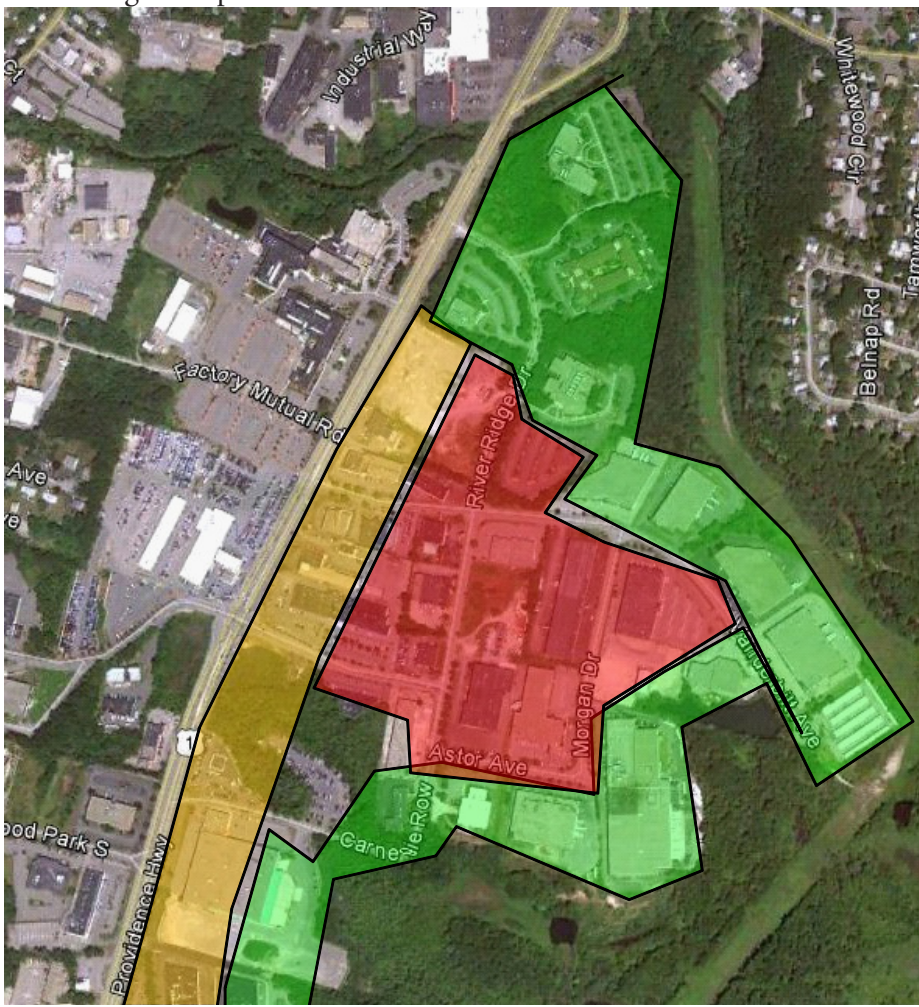
Future Option A: Mixed Use District

The District would remain a mixed use district. Streetscape improvements, new signage, additional landscaping and other amenities would create a single consistent identity for the whole park.



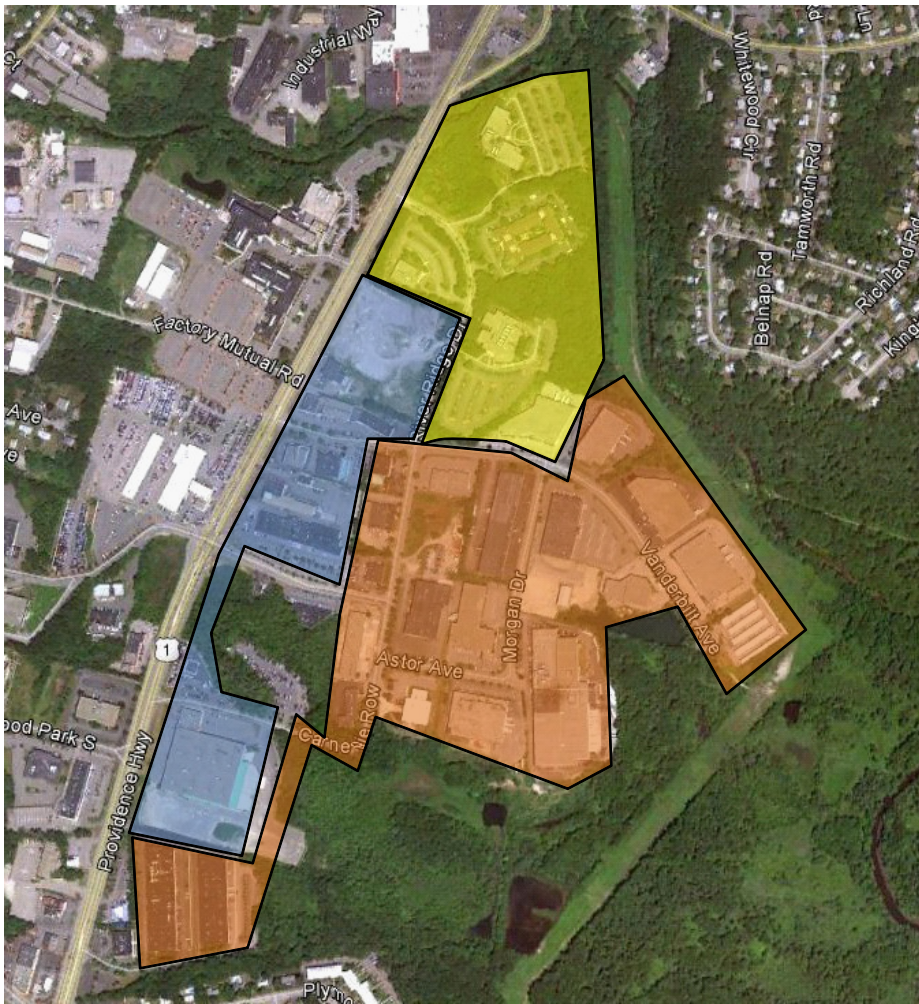
Future Option B: Organization and Orientation by Land Use

Under this scenario, the District would be reorganized based on current land use. As shown in the diagram below, the Study Area would be divided into three separate subareas – Route 1 businesses (yellow), an interior core (red) and an outer shell (green). Each area has a different level of public access: Route 1 businesses rely upon pass-by customers; interior core businesses are primarily retail and services with regular traffic from the general public, but do not rely on pass-by traffic; and the outer shell businesses are primarily office and light industrial, and have less traffic from the general public. The improvements noted in Option A would be tailored to each subarea, addressing the different public access needs and reinforcing the separate identities.



Future Option C: Design-character Subdistricts

As with Option B, there are three subareas in this option. These subareas would be defined by design characteristics rather than land use. Retail and Services businesses (blue) would have design characteristics appropriate for access by the general public. The River Ridge Drive area (yellow) has a strong identity as an upscale office park that would be reinforced for any new construction. The mixed use office and light industrial area (orange) would have design characteristics appropriate for lesser access by general public and more access by trucks.



4.0 Strategic Plan

4.1 Overall Concept

This strategic plan requires specific actions that can be implemented in the short-term to enhance the marketing strategies and increase the utilization of the District buildings. The actions that are most needed are as follows:

- Create a new identity for the District and advertise that identity – rename the District with a name that links the both the Neponset River and Norwood. One suggestion was the Neponset River Business Park in Norwood. The property owners and tenants should form a business association to work with the Town of Norwood to apply for funding and implement the recommended improvements. This business association can create synergies in joint marketing and work with local brokers to fill vacancies. The District already contains two separate 43D districts. MassDevelopment helps market undeveloped land while MassEcon (the Massachusetts Alliance for Economic Development) markets vacant land and buildings – but they have to have the relevant information in order to post it on their web site. The business association can maintain the list of vacancies and work with the MassEcon to make sure the information is current.
- Design a series of physical improvements to reinforce the new identity – these improvements should include changes to traffic circulation and the streetscape to provide increased safety for vehicles, pedestrians, and bicyclists and a new look, including street trees, medians, and lighting, to support the new identity. The physical improvements should also include linking new sidewalks with walking trails. The Norwood Conservation Commission has proposed a series of trails parallel to that access road that would connect the area to the Neponset River. That trail could run from the DCR canoe launch at River Ridge to the Norwood Gardens Apartments to the south of the District. Linking sidewalk improvements within the District to the trail would create an amenity to employees who could walk or canoe at lunch or after work and would provide synergies with the health-related businesses in the area.
- Seek funding for and install physical improvements – the Town should apply for a MassWorks grant in the 2013 funding round. If awarded, the funding from this grant would be used to implement the public portion of the necessary streetscape improvements. While the grant is competitive, well-defined projects with a joint public-private partnership component tend to have a greater chance of success. The Town and the new business association should also investigate other funding sources which could include partnerships with similar businesses, such as the health-related businesses in applying for wellness grants, or with non-profit or state organizations, such as the Neponset River Watershed Association or the Massachusetts Department of Conservation and Recreation, when applying for river-related grants.

The following pages provide diagrammatic explanations of the physical improvements needed to support a changed identity with illustrations of precedents. *4.2 Plan Components* states the specific elements of each type of improvement.

Streetscape and Landscape Strategy: Overall Concept

Street Trees and Lighting

Street trees, ornamental lighting and improved sidewalks will provide a safer and more attractive streetscape for all users.

Landscape Buffers

Mounded landscape buffer with shrubs and street trees will provide a more attractive curb appeal while softening the appearance of buildings and parking lots along Route 1.

Morse Street Gateway

Attractive planting masses and signage will appropriately announce the rebranded District.

Parking Lot Plantings

Vegetated islands within parking lots will also improve curb appeal, soften building appearances while also reducing the heat island effect.



Improved Intersections

Decorative crosswalks, pedestrian refuge islands and curb extensions will significantly improve the pedestrian safety and experience at key intersections.

Landscaped Medians

Continuing a median strip down Carnegie Row will enhance the roadway appearance and scale while also slowing traffic within the retail area.

Improved Intersections

Decorative crosswalks, pedestrian refuge islands and curb extensions will significantly improve the pedestrian safety and experience at key intersections.

Sidewalk Improvements

Wider and improved sidewalks will provide more convenient access for all pedestrian users to retail stores, businesses and the nearby trail system.

Streetscape and Landscape Strategy: Street Trees and Lighting

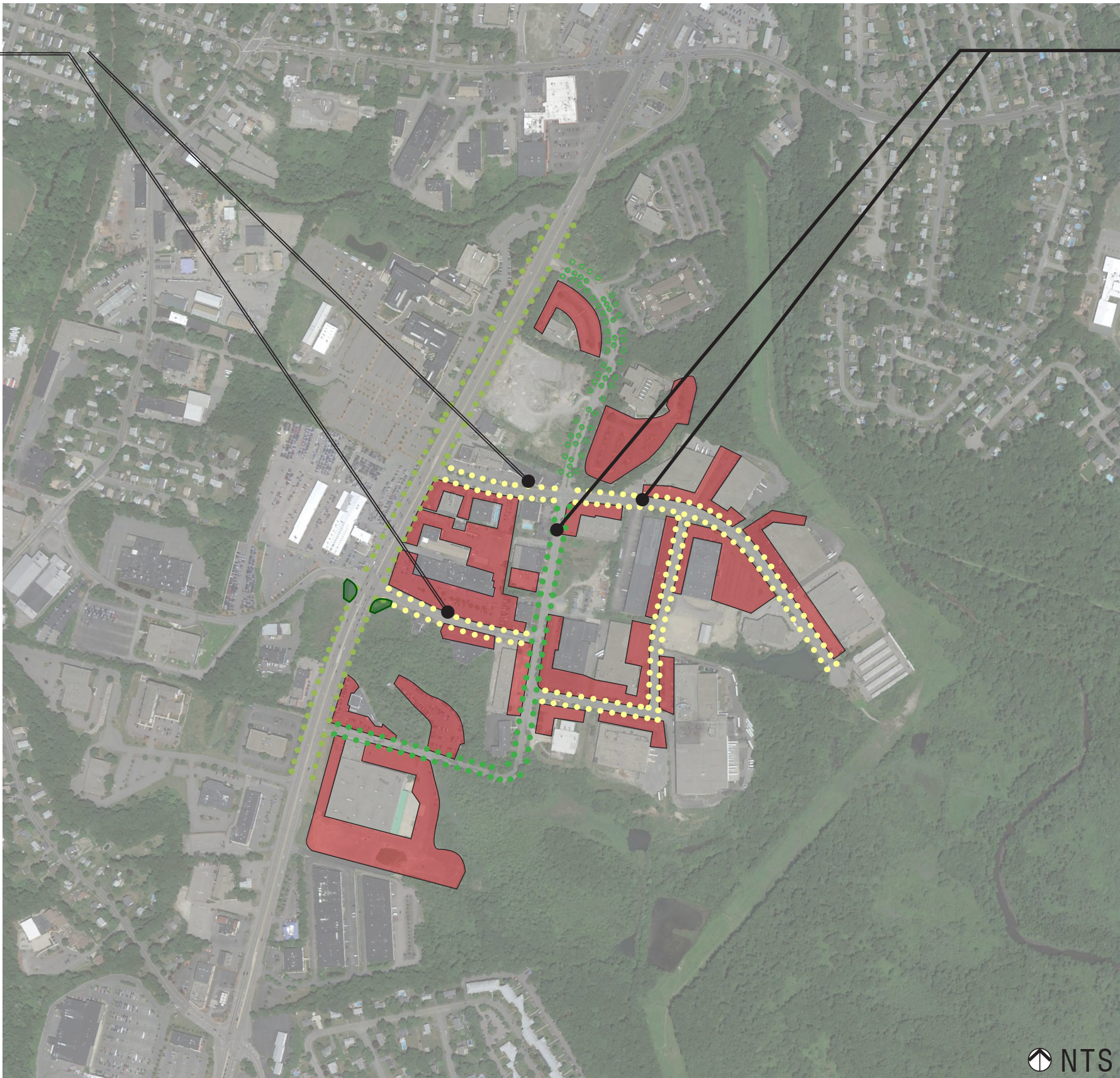
Street Trees and Lighting



Red Maples reinforce this vehicular corridor while softening views to adjacent parking lots and structures.



A combination of street trees and ornamental lighting strengthen the streetscape theme and sense of place.



Landscaped Medians



Lush landscape medians decrease the scale of a roadway profile.



Landscaped medians with ornamental trees provide seasonal interest and additional visual buffers to adjacent properties.



Ornamental grasses and perennials provide a durable and attractive planting palette throughout the year.

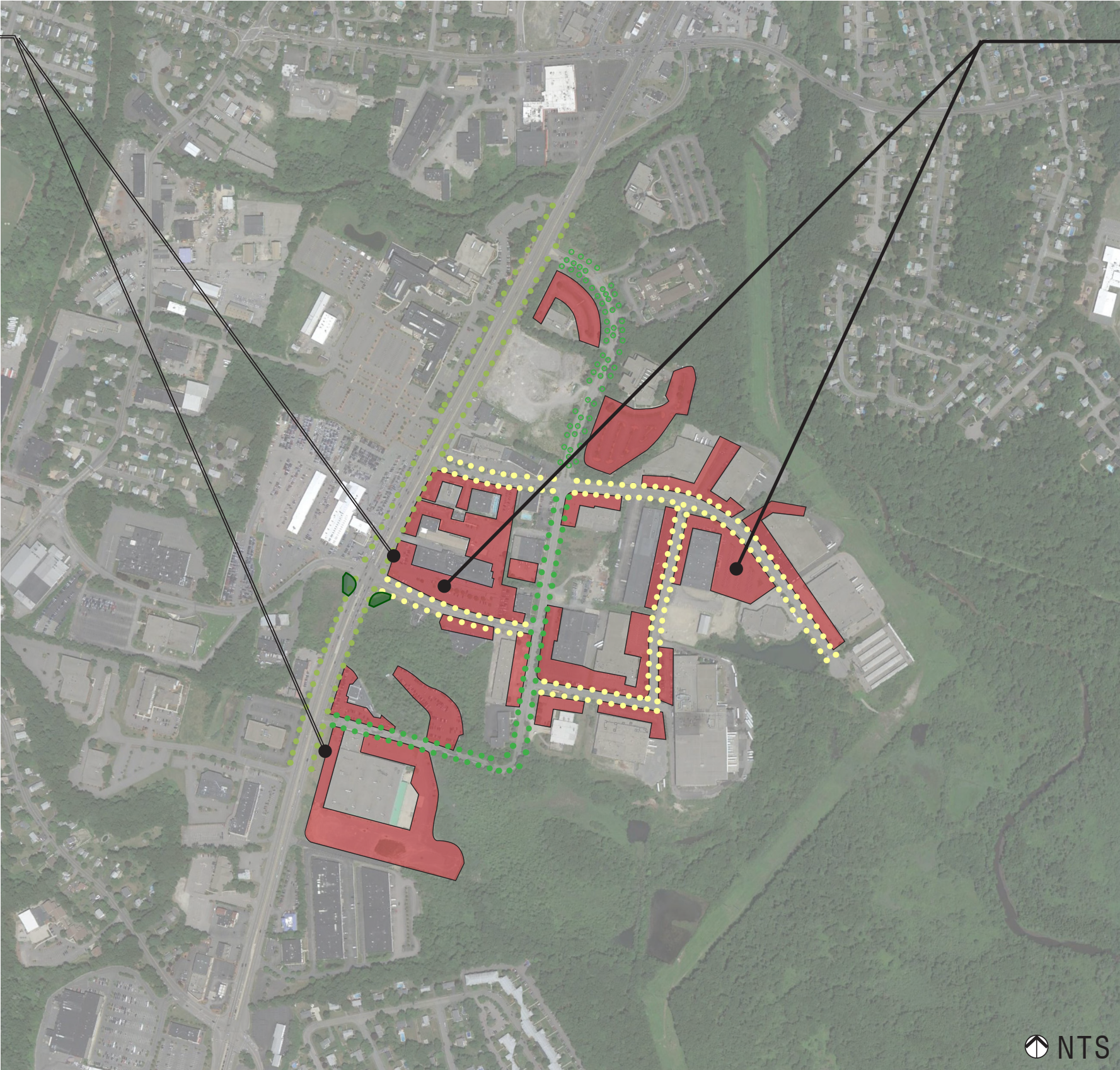
Landscape Buffers



Landscape berms in combination with attractive plantings create an attractive edge for screening parking lots.



Landscaped buffers on either side of the sidewalk should be planted with sustainable native ground covers and shrubs that are more tolerant of winter conditions.



Parking Lot Plantings



Healthy shade trees within parking lots minimize the heat island effect, decrease the scale of paving and keep cars cooler during the summer months.



Attractive parking lot plantings enhance the appeal of a property.



Low Impact Development (LID) strategies include stormwater bioinfiltration swales within parking lots.

Streetscape and Landscape Strategy: Intersections

Improved Intersections



Curb extensions create safer opportunities for pedestrians to cross roadways and provide space for additional plantings, which will enhance the streetscape's appearance.



Well-defined crosswalks and compliant ADA ramps further enhance pedestrian safety at key intersections and can also moderate traffic.



Improved Sidewalks



Well defined sidewalks with appropriate widths and setbacks from roadways provide safe corridors for all users while providing clear access to site uses and pedestrian trails.

Streetscape and Landscape Strategy: Morse Street Gateway

Morse Street Gateway



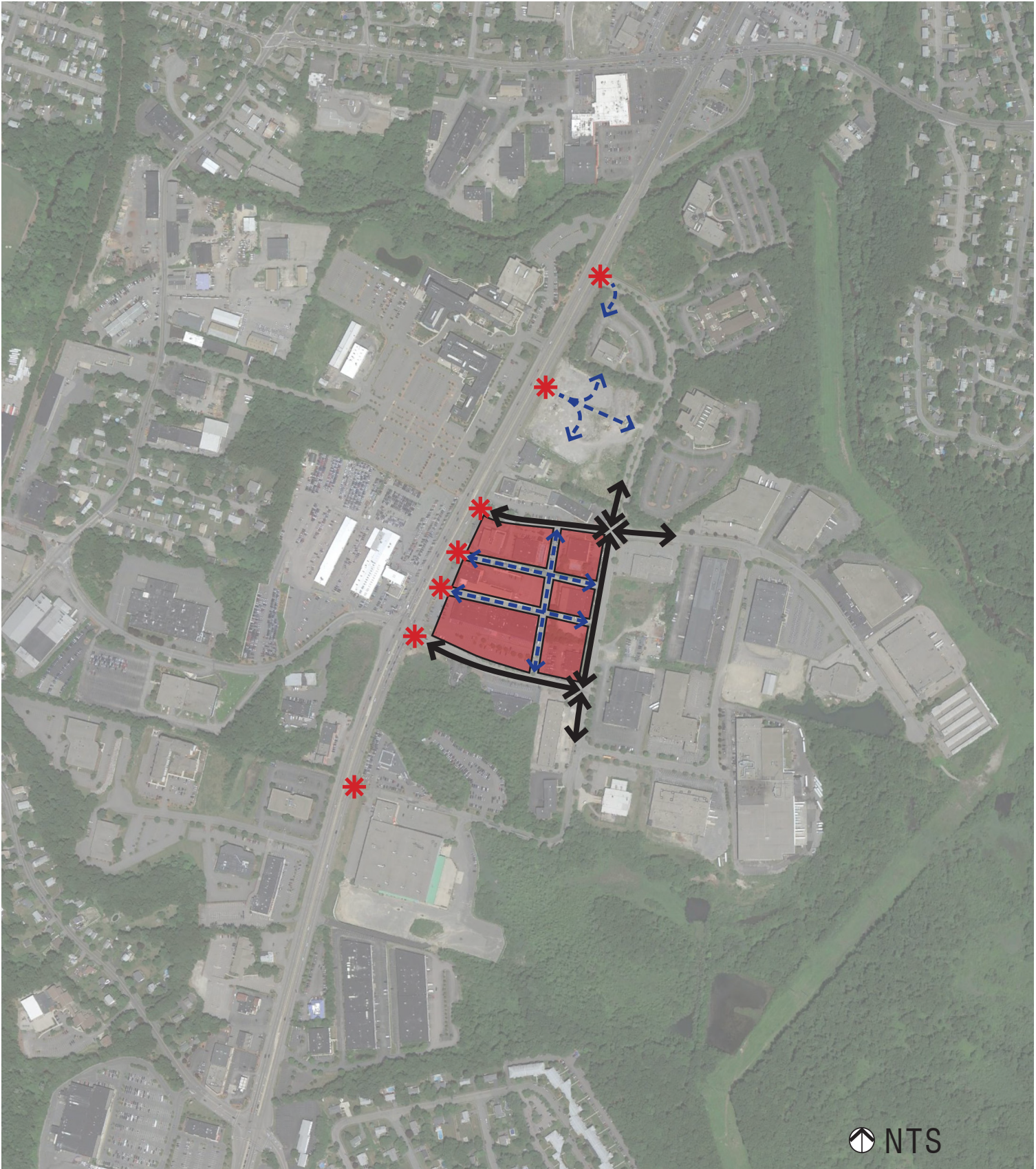
Identifiable signage with massed colorful plantings allows vehicle drivers to quickly identify a place.



Iconic gateway features enhance a sense of place and identity.



Vehicular Circulation and Parking



business park entry signage



wayfinding signage








landscaped roundabout



curb extensions

LEGEND

-  Limit curb cuts on Rt 1, and use River Ridge Drive, Vanderbilt Avenue, Morse Street, and Carnegie Row for access as much as possible. This will provide a safer streetscape along Rt 1 for drivers on and entering into Rt 1.
-  Provide curb extensions and striped parallel parking on Morse Street, Vanderbilt Avenue, and River Ridge Drive to facilitate existing visitor parking. In addition, this will keep vehicles clear of the intersections and create a safe and walkable environment for pedestrians.
-  Provide an access / shared street for parking to be used by businesses that have curb cuts along Rt 1. Minimizes the curb cuts along Rt 1 while providing increased safety for all drivers.
-  Potential for interior connected and aligned drives to create a connection between businesses and Vanderbilt Avenue and Morse Street. In addition, this will provide the option for shared parking between the affected businesses.
-  Potential for shared parking between businesses to alleviate parking inefficiencies and promote more space for plazas / open space.

Pedestrian Circulation and safety



nature trail system



educational and wayfinding signage



wider / more defined sidewalks



pronounced crosswalks

- LEGEND**
- Provide walkable sidewalks on both sides of the street (5-6' width) for pedestrians to walk comfortably around the site. These should provide connections to the proposed nature trail system, Rt. 1, and to businesses across Rt. 1 at Morse Street.
 - Provide a nature trail system to be used by employees and visitors that incorporates the entire sites amenities which include, wetlands, ponds, forest, Neponset River, DCR boat launch and a possible central open space. Create linkages to the surrounding neighborhoods as well as the Norwood and Neponset River Trail System.
 - Enhanced crosswalks to encourage pedestrians to safely cross streets.
 - Provide nature trail wayfinding signage to assist in orientation and education.



LEGEND



Provide entry signage to assist in vehicular orientation and circulation.



Provide wayfinding signage at all major interior intersections to assist in vehicular orientation and circulation.

4.2 Plan Components

The individual components below provide more specific information about the diagrammatic concepts shown above.

Physical and Infrastructure Improvements

Physical and infrastructure improvements include specific recommendations related to streetscape and landscape, traffic and circulation, parking, and pedestrian safety.

Streetscape and Landscape Improvements

These improvements would include creating specific gateway and street identities with signage, plantings and lighting; installing pedestrian safety improvements; and creating pedestrian links to surrounding natural areas. Specific improvements include the following:

- Gateway improvements – Morse Street should be identified as the main gateway to the District with landscaping at all four corners and new, highly visible signage
- Clean-up – Overgrown weeds, shrubs and grass should be trimmed, grass; cracked sidewalks should be repaired, and ground maintenance throughout the District should be coordinated by the business association
- Street trees – A planting program would include planting shade and fruit trees along both sides of the road either within the right-of-ways, or, with permission, on private properties. Route 1 should be included in this planting plan. The species of tree could vary by street to provide separate identities.
- Lighting – The installation of new street lighting would create safer conditions for pedestrians, particularly on the west side of the District, and reinforce the identity of the park both by style and by including logoed banners on the lighting poles. The style of lighting should vary by use (retail/services vs. office/light industrial). Decorative lighting for trees and buildings might add visual interest and added safety.
- Parking lots – New landscaping within large parking lots will break up large areas of asphalt and provide shade. It will also reduce the temptation to speed through the lot.
- Medians – Extend the median from River Ridge Drive along Carnegie Row and plant with shrubs rather than trees. Vanderbilt Avenue could also have a median on the east side after the junction between River Ridge Drive and Carnegie Row. No median is recommended for Morse Street or the west side of Vanderbilt Avenue – both have heavy traffic.
- Pedestrian Links – The District needs two types of links: a network of links between the District and the proposed nature trails and pedestrian access along Route 1. Links to the proposed trails would enhance amenities for employees of District businesses. Safe pedestrian access along Route 1 would encourage business patrons to “park once” and walk from business to business. Shared parking and reducing the number of curb cuts would assist this new pedestrian circulation.
- Signage – The District needs several types of signage including a gateway sign, directional signs, internal wayfinding, identity signage and trail markers. The gateway sign should be visible at the intersection between Morse Street and Route 1. Directional signage on either side of Route 1, similar to that at Dean Street for the turnaround, could indicate that drivers are nearing the District. Internal wayfinding signs at prominent locations would direct drivers to the correct streets and may be needed on private property, with agreements from property owners. Businesses could pay to be included on these signs. Identity signage includes banners on light poles, and common logos, font and colors among businesses to reinforce

park branding. Finally, trail signs could include markers for each loop to indicate direction and length (both time and distance) and informational signage about local flora, fauna and history.

Roadway Network Access

- Embrace and exploit the Morse Street Gateway: no plans by MassDOT to allow an additional Route 1 break – The Route 1 / Morse Street intersection is the ONLY location providing full directional access (North, South, East and West) to the District. In order to take full advantage of this gateway access, and to test alternatives that may result as part of an overall circulation plan for the District, a limited traffic circulation and operations analysis should be undertaken. The components of this study would include the following:
 - Weekday AM and PM peak hour traffic counts (including truck breakdown) at Route 1/Morse Street, Route 1/Vanderbilt Avenue, Route 1/River Ridge Drive, Carnegie Row/Morse Street and Carnegie Row/Vanderbilt Avenue and Carnegie Row/Astor Avenue. This will provide a clear picture of vehicle circulation adjacent to and within the Vanderbilt area, including interaction with the River Ridge complex and the proposed CarMax facility;
 - Confirmation/documentation of major and minor circulation patterns to and through the Vanderbilt area;
 - Testing of circulation alternatives to determine their effectiveness;
 - Identification of potential improvements to lane use, signal phasing and timing, and signage at the Route 1/Morse Street Gateway, and associated improvements at Route 1/Vanderbilt Avenue and Route 1/River Ridge Drive.
- Better definition needed – multiple curb cuts along Route 1 frontage create driver confusion – Although the likelihood of reducing or consolidating Route 1 curb cuts is low, better definition of the Route 1/Vanderbilt Avenue and Route 1/River Ridge Drive intersections is critical for wayfinding and traffic operations to distinguish those locations from business-only curb cuts.

Internal Circulation

- Wayfinding and sense of direction needed – A wayfinding plan is critical to both a sense of place and a sense of direction within the District. The above mentioned limited traffic circulation and operations analysis will inform the wayfinding plan by identifying primary and secondary desire lines throughout the study area. It is expected that a hierarchy of “Route 1 intersections/Carnegie Row intersections and all other intersections” will be employed.
- Traffic calming may work at selected locations but needs to accommodate truck traffic serving the park – Once again, the aforementioned traffic circulation and operations analysis will inform the development of roadway improvements that may include traffic calming elements such as curb extensions/bump-outs, speed tables and roundabouts, among others. Quantification of truck volumes and movements will contribute to the appropriate assignment (or dismissal) of traffic calming elements throughout the District.
- Create an internal arrangement of superblocks along Route 1 with private property owner agreements for internal circulation to limit direct circulation from Route 1 – As inferred earlier, the voluntary closure of private curb cuts on Route 1 would require a thoughtful, value-added design that would not diminish the owners Route 1 curb appeal and visibility. The consolidation of properties and their curb cuts into superblocks should be pursued and explored as a mid-to-long-range alternative. Internal circulation

improvements on Carnegie Row, Morse Street and Vanderbilt Avenue should be compatible with, and not preclude, future consolidation and reconfiguration of these parcels.

Traffic Operations

- Signalized intersection at Route 1 / Morse Street projected to operate at LOS E in AM peak / LOS E in PM peak (2030 future conditions) – Operations at the Route 1 / Morse Street intersection are not expected to be a constraint to development of the Strategic Plan, as acceptable levels of service (within the context of Route 1) are projected. Any recommended modifications to lane use, traffic control, traffic assignment and signage at this Gateway location will be analyzed as part of the screening of various circulation and wayfinding alternatives.

Parking

- Formalize on-street parking – A conceptual parking plan should be prepared as a component of an overall circulation and wayfinding package. After reviewing circulation requirements (appropriate minimum roadway cross-section) for vehicle and truck traffic within the District, appropriate locations for on-street parking will be identified. The conceptual parking plan would include recommendations for pavement markings, signage, safe access/egress and connections to destinations served by on-street parking. Any implementation of a parking plan would require an enforcement strategy.
- Identify potential common or shared parking areas – In conjunction with, or in place of, on-street parking, potential consolidated, common or shared parking areas should be identified. These locations could serve to address parking deficiencies, aid in the development of the aforementioned superblocks, or employ shared parking strategies that result in less impervious surface and less developable acreage dedicated to parking. Such shared parking areas could also be a component of internal parks, commons or recreation areas.

Pedestrian

- Develop consistent District-wide roadway cross-section that emphasizes sidewalk or distinct pedestrian way to provide safer conditions for walking throughout the District – The development of an overall circulation plan for the District should employ design elements and techniques included in the MassDOT Complete Streets initiative, which strives to provide a design that incorporates the needs of all users of the roadway system. Implementation of Complete Streets design will also assist in competition for State funding for improvements, since Complete Streets is a contributing element to the GreenDOT initiative prioritized by the Secretary of Transportation and Governor in an effort to reduce the environmental impact of transportation throughout the Commonwealth.
- Establish appropriate pavement markings (i.e., crosswalks) and traffic control to improve safety for pedestrians – Mirroring the conceptual parking plan, a conceptual pedestrian/bicycle plan should be prepared as a component of an overall circulation and wayfinding package. The conceptual pedestrian/bicycle plan would include recommendations for pavement markings, signage, safe access/egress and connections to destinations served by the entire circulation system serving the Vanderbilt study area.

Other Infrastructure

- Service provision (water, sewer, energy, communications) to the District does not appear to be constrained. Extension or upgrades of services within the study area as a result of the recommendations of the strategic plan would be confirmed as feasible prior to implementation.

Zoning and Regulatory Strategies

In response to current and future market conditions and after a review of the Table of Uses and the Definitions in the Town of Norwood Zoning Bylaws, the Town of Norwood should consider the following changes.

Proposed Addition of Flex Space to Zoning Bylaw Definitions

As noted in *Section 2.1 Land Use and Development*, although the uses related to Flex space use are individually allowed in the LM District, it would make sense to add Flex space to both *Section 11 Definitions* of the Zoning Bylaws and to the Table of Uses. This would make it easier to combine the uses for one building or tenant, and it would signal to the business community that the Town of Norwood values this type of use.

The proposed definition, to be added to *Section 11 Definitions*, is as follows:

- Flex space:** the sale, lease or rental of space within a structure or multiple structures that allow a combination of uses, where the uses within that Flex space meet with the following criteria:
- (1) All of the uses within the building area committed to Flex space must be allowed as-of-right within the LM district.
 - (2) Changes in products, services and square footage of uses within a structure identified for Flex space will not require further approval for use, if the Building Inspector determines the uses and property are otherwise in conformance with the Bylaws.
 - (3) The floor area committed to each use is unrestricted except for commercial space for retail use which may be no greater than 25,000 square feet per business.

Proposed Changes to Zoning Bylaws

Flex space

This proposed addition to the Table of Uses would add Flex space as a use in the Limited Manufacturing District.

	Residential					Business				Office & Industrial			
	S	S1	S2	G	A	GB	CB	HB	LB	O	LM	LMA	M
E. Office Uses													
5. Flex space	N	N	N	N	N	N	N	N	N	N	Y	N	N

Scientific research and development

This proposed change to the Table of Uses would allow scientific research and development as an accessory use in the LM district – as noted in *Section 2.1 Land Use and Development* it is already allowed as a principal use by right. It also corrects a section reference in the table.

	Residential					Business				Office & Industrial			
	S	S1	S2	G	A	GB	CB	HB	LB	O	LM	LMA	M
J. Accessory Uses													
10. Scientific research and development, as provided at Section 3.4.4	BA	BA	BA	BA	BA	BA	BA	BA	BA	BA	Y	BA	BA

Food processing, bottling or packaging

As noted in *Section 2.1 Land Use and Development*, there is a conflict between the definition of Light Manufacturing and the Table of Uses. The final change to the Table of Uses would clarify the relationship of the restriction on food processing, bottling or packaging by adding a note.

	Residential					Business				Office & Industrial			
	S	S1	S2	G	A	GB	CB	HB	LB	O	LM	LMA	M
I. Manufacturing, Processing and Related Uses													
2. Food processing, bottling or packaging.	N	N	N	N	N	N	N	N	N	N	BA	BA	BA
3. Light manufacturing. ¹¹	N	N	N	N	N	N	N	N	N	N	Y	Y	Y

The related text would be added under 3.1.6 Notes to Table of Use Regulations.

3.1.6 Notes to Table of Use Regulations.

11. Except for Food processing, bottling or manufacturing which requires a special permit from the Board of Appeals.

Accessory Light Manufacturing

As noted in *Section 2.1 Land Use and Development*, Light Manufacturing as an accessory use is allowed without restrictions in the Highway Business district. To correct this, the language for *3.4.3 Accessory Light Manufacturing* should be changed as follows:

- 3.4.3 Accessory Light Manufacturing.** In Limited Business, General Business, Central Business and Highway Business Districts, light manufacturing is allowed as a use accessory to permitted principal uses, provided that:
1. Such manufacturing does not occupy more than 25% of the floor area on the premises; and
 2. Off-premises sale of the manufactured product is only incidental to on-premises sales.

Identity and Marketing

Identity is about more than a new logo – it extends to the physical environment. Streetscape and traffic circulation improvements as described above will help revitalize the image of the District, but more specific identity-related improvements include gateway identification, a perception of safety for visitors, and cooperation among businesses to promote a sustainable business environment.

Identity

- Gateways – As the only four-way full-access intersection, the Morse Street Gateway should have a marquee entrance near vacant land adjacent to wetlands, perhaps with a fountain. The Vanderbilt Avenue entrance is a secondary entrance that should have a smaller identification sign. In both cases, entrance sign(s) should identify the District but not list all businesses
- Access and Accessibility – Congestion and on-street parking at Vanderbilt Ave entrance should be reduced. This can be accomplished in several ways: 1) with a ‘shared-use’ agreement between high-traffic businesses near entrance with full parking lots and adjacent business with routinely near-empty parking lots; 2) identification of site(s) for remote employee parking in concert with informal/formal shuttle service; 3) improvement of public transit service to Park from Norwood Station or University Station; 4) exploration of options for expanding current MBTA surface service; 5) joining/forming a District area transportation management association (TMA), and 6) employer or area-wide outreach to and participation in the MassRides program.
- Safety and Security – A lack of enforcement can contribute to a perception of a lack of safety. In addition to the recommendations above, the Town and the business association should work together to 1) devise effective means to enforce speed limits on Park streets; and 2) establish effective measures to deter/prevent off-site businesses and individuals from using dumpsters on Park property, and create stiffer penalties for those apprehended.
- Sustainability – A sustainable business environment is a product of concern for the physical environment and for the success of the businesses within the District. Methods to encourage joint success include exploring how individual businesses can function more effectively as a cooperative entity with shared interests. For example, property-owners could engage in united advertising for all uses, even if there’s overlap or competition for tenants, customers, employees. In addition, the business association could foster or create a District ‘micro-economy’ promoting business transactions between District businesses for products and services and could explore cost-effectiveness of collective recycling, purchasing, and clean-energy installation.

Marketing and Branding

- Tenant list – A full list of park tenants and business types would show current and prospective tenants the diversity of business types in the park, the availability of retail/restaurant options, the presence of health club/medical facilities, and of course the amenity of the river area. This information could be available for use by both brokers could and by property owners for marketing, including media placement.
- Relationships – Links with organizations with related missions, such as the Neponset Valley Chamber of Commerce (NVCC). The Department of Conservation and Recreation (DCR) and the Neponset River Watershed Association (NRWS), could encourage partnerships in marketing and funding.

- Commonwealth of Massachusetts Resources – MassDevelopment will help market the developable land within the 43D Expedited Permitting Districts, of which there are at least four parcels. MassEcon (Massachusetts Alliance for Economic Development) will market vacancies in their SiteFinder Service but they need the paperwork filed and a list of vacancies updated regularly – this should be done by the Business Park Association. MassEcon also has a database called MarketReady 100 which may be appropriate for some of the vacancies in the District. MassEcon has eligibility requirements for the MarketReady 100, which include sites that approved for 43D. A full list of criteria can be found here: <http://massec-on.com/index.php/sitefinder/database/>.
- Marketing Campaign – Educate brokers about the new image of the park so they can market it to new businesses based on amenities to their employees.

Development Incentives

- 43D Expedited Permitting District – The District contains two Expedited Permitting Districts (Vanderbilt EPD- A and Vanderbilt EPD-B) which cover all but two of the parcels in the District. Permit reviews and final decisions must be accomplished within 180 days.

Private Sector Actions

- Business Park Association – The Neponset Valley Chamber of Commerce, which is a tenant in the park, could act as the organizing vehicle. Benefits include having a unified voice in working with the Town on local issues and on grant applications, such as the MassWorks grant. Joint marketing or properties would be easier and the group could sponsor both a website and a monthly newsletter. A low fee would encourage participation and the use of a logo would reinforce the park’s identity both to the businesses within the park and within the region.
- Leadership –Property owners and tenants need to work together to attract new businesses to the area – park leaders need to ask other businesses to help with specific tasks. The Neponset Valley Chamber of Commerce is willing to assist with staff and office support.

Funding Sources

Funding sources include the MassWorks grant, described under *4.3 Action Program*, below. Additional sources could include the following, depending on the type and timing of the project proposed.

Funding Source	Notes
State transportation bond bill and PIRC grant.	Link with the Neponset River Watershed Association on joint grants
Surface Transportation Act 2012 (which includes funding for highway repair)	Westwood could be a partner in applying for funds that could be used to improve Route 1.
Grant may be available for conservation funding for the Neponset River from DCR and/or the Massachusetts Department of Fish and Game	Link with the Neponset River Watershed Association on joint grants
Wellness grants	Partner with Dedham Medical and/or New Horizons to reinforce medical/health synergies

4.3 Action Program

Potential Tools and Actions

There are several tools available that would assist both the Town of Norwood and the stakeholder businesses to implement this strategic plan. The tools include a combination of state funding grants, town initiatives and businesses actions that, when coordinated, could provide the funding and support, both public and private, needed for realization of the plan.

The chart below and to the right provides descriptions of the main funding and financing programs available through the Commonwealth of Massachusetts. All would require action from the Town of Norwood; private partnership would strengthen the Town’s efforts.

The MassWorks grant would be appropriate immediately. A Business Improvement District should be evaluated for usefulness, and would take longer to implement. A DIF could be appropriate in the longer term to help develop the unbuilt parcels when the market would support such development.

Program	Characteristics	Schedule
Business Improvement District	<ul style="list-style-type: none"> •Contiguous geographic area; 75% commercial/retail/industrial/mixed use •Established under M.G.L. Chapter 40O by the propoerty owners through local petition and local hearing process •Allows propoerty owners to have joint management, marketing, economic development, and maintenance activities •Propoerty owners are assessed fees to support the joint activities 	<ul style="list-style-type: none"> •Schedule would be established through discussions between the Town of Norwood and the property owners. •Process could be concurrent with or after MassWorks grant process
District Improvement Financing (DIF)	<ul style="list-style-type: none"> •Authorizes tools to implement plan including acquisition and financing •Must meet state regulations; administered by Economic Assistance Coordinating Council •District and plan must be designated by the Town before submitting to EACC •Financing can be from bonds or revenue from tax increments or a combination •Term is a maximum of 30 years 	

Program	Characteristics	Schedule
MassWorks Infrastructure Program	<ul style="list-style-type: none">• Several different grants were rolled into this program two years ago• Applications once per year in September; sometimes extra grant round in late winter• Provides funds for public infrastructure and streetscape improvements on public property• Public property may be acquired as gift or by easement• Encourages public/private partnership• Provides funds for public infrastructure improvements on public property• Town would have to apply• MassWorks cannot pay for any project work done before a grant award.• Town can request up to 10% of project costs in its application for design, engineering, etc. to be undertaken after an award	<ul style="list-style-type: none">• Next funding round is September 2013• See Schedule below for more details

Design Package

In order to strengthen the application for any State funding for infrastructure or economic development improvements, the development of a conceptual design package that would accompany any application is recommended. The elements of the package would include, but not necessarily be limited to, the following:

- A limited traffic circulation and operations analysis
- A conceptual Gateway Plan and rendering
- A conceptual Wayfinding Plan
- A conceptual Circulation Plan
- A conceptual Parking Plan
- A conceptual Pedestrian/Bicycle Plan
- A conceptual Utilities Plan
- A conceptual Open Space/Amenities Plan
- Other conceptual plans as appropriate

MassWorks Grant Schedule

The infrastructure improvements recommended as part of this strategic plan would most likely be funded by a MassWorks grant from the Massachusetts Executive Office of Housing and Economic Development (EOHED). The following table provides specific action steps and timeline for the MassWorks 2013 grant application process.

Month	Action Step	Responsibility
January - April	Discuss planned infrastructure improvements	Town of Norwood/Property Owners
	Negotiate public and private contributions	
	Evaluate public ownership of property needed for public improvements; negotiate any necessary acquisitions	
	Create District Business Association	Property Owners
May	Annual Town Meeting appropriation for grant application studies and completion	Town of Norwood
May-June	MassWorks on-line applications available	EOHED
May-August	Grant application process: Prepare plans and cost estimates for infrastructure improvements ‘Economic Development’ score-card (e.g. economic & fiscal impacts, funding strategy, property owner & other private investments)	Town of Norwood
Early September	2-week period for application submissions	EOHED
	Submit application	Town of Norwood
December	Announcement of funded projects	EOHED

Appendix 1.0 Existing Conditions Tables

Existing Conditions: Table of Use Regulations

The following tables are included in this Appendix:

Table of Use Regulations	This table provides the use regulations from the Town of Norwood’s Zoning Bylaws and was the basis for the zoning analysis and recommendations presented in this report.
Table of Dimensional Regulations	This table provides the dimensional standards according to the Zoning Bylaws.
Ownership and Land Use Data	This data is from the Board of Assessors’ records and provides a picture of ownership and how the land is used at present.
Building Size and Assessed Valuation	This tables provides information about the total square feet available in the District and the relative valuation on a per square foot for both land and buildings according to the Board of Assessors’ records.
Density Calculations	When compared to the Table of Dimensional Regulations, these calculations provide a sense of how built-out the District is compared with what is allowed under the Town of Norwood’s standards.
Current Tenants	This list is current as of December 2012 and gives a picture of the diverse business types within the District.
Map of Addresses	This map is provided to make it easier to locate current tenants in the District.

Table of Use Regulations	HB	LM	Parking Requirements
A. Residential Uses			
1. Single-family dwelling	Y	N	Three parking spaces per dwelling unit having more than one bedroom
2. Two-family dwelling	Y	N	
3. Two family dwelling by conversion ¹	Y	N	
4. Multifamily dwelling	BA	N	
5. Dwelling units in combination with stores or other permitted commercial purposes:			
One or two dwelling units	Y	N	0.5 parking spaces per dwelling unit, plus one space per three employees
Three or more dwelling units	BA	N	
6. Assisted Living Residence ²	BA	BA	
B. Institutional Uses			
1. Religious or educational use exempted from prohibition by G.L. Chapter 40A, Section 3	Y	Y	One parking space for each three persons capacity based on the Massachusetts State Building code
2. Library or museum open to the public or connected with an allowed institutional use and not conducted as a gainful business	Y	Y	
3. Child care center	Y	Y	One space per number of employees on largest shift, plus one space per every six children enrolled
4. Hospital, nursing, rest or convalescent home, other institution not for correctional purposes	BA	N	Hospital: Two and one-half parking spaces per bed Nursing home: one parking space per three patient rooms
5. Social, civic or recreational use by a club, lodge, owned by members and customarily conducted as a nonprofit activity	Y	N	One parking space for each three persons capacity based on the Massachusetts State Building code
6. Municipal services	Y	Y	
7. Sheltered Workshop operated by a nonprofit charitable organization for handicapped persons	Y	BA	
8. Essential services	BA	BA	
C. Open Land or Extensive Uses			
1. Agricultural use:			
Extensive	Y	Y	
Intensive	N	BA	
Farm stand	Y	Y	
2. Extension of an existing cemetery	Y	Y	
3. Reservation, wildlife preserve or other conservation area of a nonprofit organization or membership club	Y	Y	
4. Commercial recreation, outdoors	BA	N	
5. Commercial golf course with a minimum area of thirty acres and all golf course activities to be restricted to daylight hours	Y	Y	

Table of Use Regulations	HB	LM	Parking Requirements
D. Retail Uses and Places of Assembly			
1. Motor vehicle, boat, motorcycle, trailer, truck or farm implement sales or auctions:			
Wholly within a closed building	Y	BA	
With open-lot sales or storage	BA	N	
2. Other open lot sales area	BA	N	
3. Showroom for building supplies (including plumbing, heating and ventilating equipment)	Y	N	
4. Other retail stores			
Enterprises under 25,000 net square feet floor area	Y	BA	
Larger enterprises	Y	PB	
5. Restaurant:			
With drive in, drive-through, or similar service subject to Section 7.3	PB	PB	One parking space per 3 persons seating capacity, plus 3 spaces per take out window or counter position dedicated to take out services
With service to persons standing or sitting outside the building	BA	N	
With both the above	N	N	
With neither the above	Y	BA	
6. Commercial recreation, indoors	Y	BA	One parking space per two persons participant capacity , plus one space per three persons spectator capacity
7. Adult uses as provided by Section 7.1	N	N	
8. Drugstore	Y	BA	
With drive-in, drive-through, or similar service subject to Section 7.3	PB	PB	
9. Hotel or motel, rooming house, boarding house or lodging house	Y	BA	Hotel, motel, other commercial accommodations: One parking space for each guest unit, plus one parking space for each units or fractions thereof Rooming houses: one and one-half spaces per rental room
E. Office Uses			
1. Business or agency office, bank or other monetary institution	Y	BA	
With drive-in, drive-through, or similar service subject to Section 7.3	PB	PB	
2. Office for administrative, executive or professional purposes	Y	Y	One parking space per 250 square feet of gross floor area on the ground plus one space per 400 square feet gross floor area on other floors, but not fewer than three spaces per separate enterprise
3. Place of business of a building tradesman or caterer	Y ⁶	N	

Table of Use Regulations	HB	LM	Parking Requirements
4. Cable Television Studio	N	BA	
F. Service Establishments			
1. Personal or consumer service	Y	BA	One parking space per 250 square feet of gross floor area on the ground plus one space per 400 square feet gross floor area on other floors, but not fewer than three spaces per separate enterprise
2. Mortuary, undertaking or funeral establishment	Y	N	
3. Medical or dental laboratory; clinic	Y	Y	One parking space per 200 square feet of gross floor area on the ground plus one space per 300 square feet gross floor area on other floors, but not fewer than four spaces per separate enterprise
4. Shop of a cabinetmaker, sign painter, job printer or upholsterer	Y	N	
5. Printing or publishing establishment	Y ⁶	Y	
6. Power laundry; dry cleaning plant or dyeing works; carpet or rug cleaning plant	Y ⁶	BA	
7. Private school conducted for profit, including business or trade school, dancing or music	Y	Y	
8. Body Art Establishment	Y	N	
9. Commercial kennel, animal or veterinary hospital	BA	N	
10. Fitness Center	Y	BA	
G. Wholesale Business & Storage			
1. Wholesale showroom, with storage limited to floor samples only	Y	Y	One parking space per 250 square feet of office area plus one space per 500 square feet of production area plus one space per 2,000 square feet of storage area, but capable of expansion to nor fewer than one space per 500 square feet gross floor area.
2. Storage warehouse or distribution plant:			
a. Less than 25,000 gallons of toxic or hazardous materials	N	Y	One parking space per 250 square feet of office area plus one space per 500 square feet of production area plus one space per 2,000 square feet of storage area, but capable of expansion to nor fewer than one space per 500 square feet gross floor area.
b. More than 25,000 gallons of toxic or hazardous materials	N	BA	
c. Other material or equipment	N	Y	
3. Open lot storage	N	N	
H. Vehicular Service and Transportation Uses			
1. Parking facility:			
Commercial	Y	Y	
Community or group facility solely for the parking of noncommercial motor vehicles of	Y	Y	

Table of Use Regulations	HB	LM	Parking Requirements
residents of nearby buildings			
2. Motor vehicle service:			
Motor vehicle service station	BA	N	3 parking spaces, plus 3 parking spaces (which may be parked in “tandem,” i.e. bumper-to-bumper, requiring attendant assistance) per service bay
Washing and cleaning of motor vehicles	BA	N	
Auto repair facility, with all major repairs conducted wholly within a building	BA	A	
Motorcycle, truck, trailer, or farm implement repair	N	N	
3. Bus or railroad passenger station	Y	Y	
4. Taxi office or stand	Y	Y	
5. Ambulance dispatch operation	BA	BA	
6. Truck terminal or motor freight station; servicing of trucks or buses	N	N	
7. Municipal airport or other municipal landing and servicing facility	N	Y	
8. Leasing motor vehicles	BA	N	
I. Manufacturing, Processing and Related Uses			
1. Laboratory engaged in research, experimental or testing activities	N	Y	One parking space per 250 square feet of office area plus one space per 500 square feet of production area plus one space per 2,000 square feet of storage area, but capable of expansion to nor fewer than one space per 500 square feet gross floor area.
2. Food processing, bottling or packaging	N	BA	
3. Light manufacturing	N	Y	
4. Manufacturing	N	N	
5. Earth removal (see Section 7.2)	BA	BA	
J. Accessory Uses			
1. Home occupation (see Section 3.3.1)	Y	Y	
3. Licensed family day care home	Y	Y	One space per number of employees on largest shift, plus one space per every six children enrolled
4. Farm stand	Y	Y	
5. Room and board for not more than two persons not members of the household (whether regular or transient)	Y	N	
6. Light manufacturing (see Section 3.4.3)	Y	Y	
7. Dwelling for caretaker, watchman	Y	N	
8. Transient accommodations for business visitors to the premises	Y	Y	
9. Repair (conducted wholly within a building) and service for vehicles used in conjunction with the principal use of the premises	BA	Y	
10. Scientific research and development, as provided at Section 3.4.4	BA	BA	
11. Clinic located within drug store or other	BA	BA	

Table of Use Regulations	HB	LM	Parking Requirements
principal use			
K. Accessory Parking			
1. Automobiles, recreational vehicles, passenger vans (See Section 3.4.5)	Y	Y	
2. Pickup trucks, not more than 6,250 pounds gross vehicle weight	Y	Y	
3. One other vehicle which neither exceeds 12,000 pounds gross vehicle weight, nor which exceeds 21 feet in	Y	Y	
4. Larger or additional commercial vehicles	Y	Y	
5. Accessory trailer (see Section 3.4.5)	Y	Y	
6. Employee restaurant, lunchroom, cafeteria or similar place for serving on-premises employees	Y	Y	
7. Retail sale of products manufactured or stored as the principal use	Y	Y	
8. Open lot display or storage if goods products, materials or equipment:			
Occupying less than 25% as much area as covered by buildings on the premises	Y	Y	
Occupying a larger area	BA	BA	
9. Incinerator for disposal of waste materials incidental to the principal use	N	BA	
10. Rental or leasing of motor vehicles	BA	BA	
11. Livestock raising, for personal use and enjoyment of residents of the premises, but not for gain	Y	Y	

BA – requires a special permit granted by the Board of Appeals

PB – requires a special permit granted by the Planning Board

Uses that do not have specified parking requirements: a number of spaces to be determined by the inspector of buildings based upon evidence from similar uses under similar circumstances.

3.1.6 Notes to Table of Use Regulations.

1. Provided that: the dwelling existed on July 21, 1927 and is located on a lot meeting current lot area requirements for a single-family dwelling at that location; No interior enlargement is made which, together with any changes made during the preceding five years, increases the gross floor area of the house by more than 50 percent.
2. Assisted Living Residences are subject to Section 8.1.
3. Requires outdoor dining permit from the Board of Selectmen
4. Must be located on same premises as a dwelling unit.
5. Provided that the exterior of the building retains its residential appearance.
6. Not over 5,000 square feet gross floor area.
7. Not over 1,000 square feet gross floor area.
8. Not more than five persons regularly employed.
9. Change to “BA” when accessory parking is located in a residential district and serves a nonresidential use located on the same lot
10. Subject to Section 3.2.3.

Existing Conditions: Table of Dimensional Regulations

Table of Dimensional Regulations	HB	LM
Minimum Lot Area	22,500 SF	3 acres ³
Minimum Lot Frontage	150 ft	250 ft ³
Maximum Lot Coverage	50%	50%
Minimum Open Space	25%	25%
Maximum Floor Area Ratio	0.5	0.67
Required Lot Width Through Building or Structure	150 ft	250 ft
Minimum Front Setback	50 ft	50 ft ¹²
Minimum Side Yard	15 ft	25 ft ⁸
Minimum Rear Yard	30 ft ¹⁰	25 ft ⁸
Maximum Building Height	40 ft ¹⁵	60 ft

- 2. For multifamily dwellings, 10,000 square feet plus 3,500 square feet per dwelling unit after the first unit.
- 3. One-story accessory structures have no requirement.
- 8. But not less than 150 feet from a residential district boundary. No yard required abutting railroad right-of-way.
- 10. Ten feet for an accessory building not exceeding 15 feet building height, Accessory buildings (i.e., sheds), if not exceeding 120 square feet of gross floor area and 10 feet in height and 12 feet in length or width, may have yard as little as 5 feet.
- 12. Increase to 150 feet where the opposite side of the street is in a residential district (including any in an adjacent municipality).
- 15. Increase by one foot for each foot by which all setback and yard requirements are, at minimum, exceeded, to a maximum of 60 feet in height.

Existing Conditions: Ownership and Land Use Data

Vision ID	Parcel Number	Address	Owner1	Owner2	Code	Use
						Description
523	15-11-1-1	285 Morse Street	David Speigel et al, Trustees	Coffee Realty Trust	3270	Ret Condo
14290	15-11-1-2	315 Morse Street	David Speigel et al, Trustees	315 Realty Trust	3270	Ret Condo
525	15-11-2	Morse Street	1210 Realty Inc		3900	Devel Land
528	15-11-22	Carnegie Row	David Speigel, Trustee	Carnegie Realty Trust	3910	Pot Devel
529	15-11-40	55 Carnegie Row	J&S Development		3160	Comm Whse
530	15-11-41	101 Carnegie Row	Robert Kelleher, Trustee	A&R Kelleher Family Trust	3320	Auto Repr
531	15-11-42	151 Carnegie Row	Paul D. Reardon		3220	Ret>10,000 SF
532	15-11-43	Carnegie Row	David Speigel Trustee	Carnegie Realty Trust	3910	Pot Devel
533	15-11-44	128 Carnegie Row/24 Astor Avenue	David Spiegel, Trustee	Annex Realty Trust II	4010	Ind Whses
534	15-11-45	129 Morgan Drive	David Speigel, Trustee	Heath Realty Trust	4010	Ind Whses
535	15-11-52	201-203 Carnegie Row	John Barry LLC		4020	Ind Office
14263	15-11-58	Carnegie Row	David Speigel, Trustee	Irene Realty Trust	3920	Undev land
536	15-11-62	79-85 Astor Avenue	Michael Lazdowsky, Trustee	Howland Realty Trust	4010	Ind Whses
537	15-11-63	31 Astor Avenue	Carnegie Astor, LLC		4010	Ind Whses
100597	15-11-64	1280 B/P Turnpike	David Speigel & Marvin Rouech, Trustees	Auto Realty Trust	3300	Auto V S&S
100598	15-11-65	B/P Turnpike	David Speigel et al, Trustees	Park Realty Trust	3900	Devel Land
793	15-13B-8	1206 B/P Turnpike	GEBSO Realty Corporation	c/o Charles D Katz Suite 22	3220	Ret>10,000 SF
565	15-13B-9	1210 B/P Turnpike	1210 Realty LLC		3220	Ret>10,000 SF
566	15-13B-11	11 Vanderbilt Avenue	GEBSO Realty Corp		3400	Office Bld
59	15-13B-13	45 Vanderbilt Avenue	Vanderbilt Associates LLC		3740	Health Spa
577	15-13B-15	95 Vanderbilt Avenue	Robert W & Nancy Ferrara, Trustees	Robert Realty Trust	3760	Gyms
579	15-14-30	410 Vanderbilt Avenue	Paula S Larosa, Trustee	c/o James It Shane	3160/4310	Comm Whse/ Tel Rel Tw
669	15-14-46	51 Morgan Drive	Morgan Drive Associates LTD Partnership		4020	Ind Office
581	15-14-50	244 Vanderbilt Avenue	Vanderbilt Avenue LLC		4000	Factory
583	15-14-51	190-196 Vanderbilt Avenue	Mayfair Associates LLC	c/o James H Shane	4020	Ind Office
585	15-14-56	99-103 Vanderbilt Avenue	Piccadilly Associates Inc.	c/o James H Shane	3220	Ret>10,000 SF
586	15-14-59	Morgan Drive	David Speigel, Trustee	c/o Largo Realty Trust	4010	Ind Whses
587	15-14-60	249 Vanderbilt Avenue	David Spiegel, Trustee	c/o CMI Property Management	4000	Factory
588	15-14-61	375 Vanderbilt Avenue	Boardwalk Associated, LLC		4020	Ind Office
589	15-14-67	290 Vanderbilt Avenue	Distribution Services of America Inc		4010	Ind Whses
794	15-14-68	346 Vanderbilt Avenue	Paula S. Larosa, Trustee	c/o James H. Shane	4010/4310	Ind Whses/ Tel Rel Tw
635	15-22-1	325 River Ridge Drive	River Ridge LTD Partnership	c/o Cornerstone Corp	3420	Prof Bldg
873	15-22-10	525 River Ridge Road	Gator Properties LLC		3900	Devel Land
798	15-22-11	36-38A Vanderbilt Avenue	Marianne E. Riddell, Trustee	c/o James H Shane	3220	Ret>10,000 SF
874	15-22-13	76 Vanderbilt Avenue	Rosalie Shane, Trustee	c/o James H Shane	1400	Childe Care M94
870	15-22-3	300 River Ridge Drive	River Ridge LTD Partnership	c/o Marriot International Department 938.01	3000	Hotels
871	15-22-4	River Ridge Drive	River Ridge LTD Partnership	c/o Cornerstone Corp	3910	Pot Devel
875	15-22-55	500 River Ridge Road	River Ridge LTD Partnership c/o Cornerstone Corp		3450	Class A Office
872	15-22-5A	1150 B/P Turnpike	Mand Corp		3320	Auto Repr
876	15-22-73	Vanderbilt Avenue	Rosalie Shane Trustee	c/o James H Shane	3920	Undev land
809	15-23-1	100 River Ridge Road	River Ridge LTD Partnership	c/o Cornerstone Corp	3450	Class A Office
12633	15-6-10A	1378 B/P Turnpike	IHOP Realty Trust		3260	Rest/Clubs
850	15-7-1	1400 B/P Turnpike	Investors Warranty		4020	Ind Office
668	15-7-4	205 Carnegie Row	David Spiegel, Trustee	Irene Realty Trust	3220	Ret>10,000 SF
11940	15-8-1	85 Astor Avenue	Michael Lazdowsky, Trustee	Howland Realty Trust	1320	Res Vac Undev
508	16-8-4	140 Morgan Drive	Dowe Realty, LLC	c/o First American Comm R E Services	4000	Factory

Existing Conditions: Building Size and Assessed Valuation

Vision ID	Parcel Number	Address	Building		Assessed Value			Assessed Value Per Square Foot	
			Gross SF	Leasable SF	Land	Building(s)	Total	Land	Building(s)
523	15-11-1-1	285 Morse Street	640	640		\$ 110,700	\$ 110,700		\$ 172.97
14290	15-11-1-2	315 Morse Street	21,207	6,515		\$ 1,115,000	\$ 1,115,000		\$ 52.58
525	15-11-2	Morse Street			\$ 499,700		\$ 499,700	\$ 9.98	
528	15-11-22	Carnegie Row			\$ 365,900		\$ 365,900	\$ 6.09	
529	15-11-40	55 Carnegie Row	19,398	19,398	\$ 731,800	\$ 532,400	\$ 1,264,200	\$ 12.17	\$ 27.45
530	15-11-41	101 Carnegie Row	7,722	7,722	\$ 519,900	\$ 391,200	\$ 911,100	\$ 12.97	\$ 50.66
531	15-11-42	151 Carnegie Row	26,836	25,680	\$ 949,300	\$ 1,141,500	\$ 2,090,800	\$ 12.17	\$ 42.54
532	15-11-43	Carnegie Row			\$ 318,100		\$ 318,100	\$ 6.09	
533	15-11-44	128 Carnegie Row/24 Astor Avenue	82,964	82,964	\$ 1,591,000	\$ 2,276,400	\$ 3,867,400	\$ 12.17	\$ 27.44
534	15-11-45	129 Morgan Drive	59,794	59,794	\$ 1,591,000	\$ 2,342,700	\$ 3,933,700	\$ 12.17	\$ 39.18
535	15-11-52	201-203 Carnegie Row	12,700	12,700	\$ 537,600	\$ 547,000	\$ 1,084,600	\$ 10.83	\$ 43.07
14263	15-11-58	Carnegie Row			\$ 22,600		\$ 22,600	\$ 1.92	
536	15-11-62	79-85 Astor Avenue	67,468	67,468	\$ 1,873,600	\$ 2,151,200	\$ 4,024,800	\$ 10.81	\$ 31.88
537	15-11-63	31 Astor Avenue	19,260	19,260	\$ 798,300	\$ 559,700	\$ 1,358,000	\$ 6.07	\$ 29.06
100597	15-11-64	1280 B/P Turnpike	25,952	12,976	\$ 972,700	\$ 1,646,500	\$ 2,619,200	\$ 11.11	\$ 63.44
100598	15-11-65	B/P Turnpike			\$ 771,800		\$ 771,800	\$ 3.29	
793	15-13B-8	1206 B/P Turnpike	29,465	27,817	\$ 1,822,700	\$ 895,000	\$ 2,717,700	\$ 16.03	\$ 30.38
565	15-13B-9	1210 B/P Turnpike	47,948	46,516	\$ 2,389,000	\$ 2,544,100	\$ 4,933,100	\$ 20.31	\$ 53.06
566	15-13B-11	11 Vanderbilt Avenue	26,580	16,259	\$ 682,900	\$ 1,221,600	\$ 1,904,500	\$ 18.66	\$ 45.96
59	15-13B-13	45 Vanderbilt Avenue	12,066	11,856	\$ 609,900	\$ 532,300	\$ 1,142,200	\$ 12.18	\$ 44.12
577	15-13B-15	95 Vanderbilt Avenue	13,059	12,964	\$ 527,900	\$ 275,200	\$ 803,100	\$ 12.37	\$ 21.07
579	15-14-30	410 Vanderbilt Avenue	29,540	29,540	\$ 1,104,700	\$ 597,300	\$ 1,702,000	\$ 4.60	\$ 20.22
669	15-14-46	51 Morgan Drive	63,840	63,840	\$ 1,972,800	\$ 2,433,300	\$ 4,406,100	\$ 12.17	\$ 38.12
581	15-14-50	244 Vanderbilt Avenue	44,605	44,505	\$ 1,591,000	\$ 1,363,400	\$ 2,954,400	\$ 12.17	\$ 30.57
583	15-14-51	190-196 Vanderbilt Avenue	52,067	52,067	\$ 1,447,800	\$ 1,926,200	\$ 3,374,000	\$ 10.29	\$ 36.99
585	15-14-56	99-103 Vanderbilt Avenue	18,705	17,660	\$ 620,500	\$ 888,700	\$ 1,509,200	\$ 10.63	\$ 47.51
586	15-14-59	Morgan Drive	4,950	4,950	\$ 849,200	\$ 95,100	\$ 944,300	\$ 6.43	\$ 19.21
587	15-14-60	249 Vanderbilt Avenue	82,548	82,350	\$ 1,161,400	\$ 2,766,900	\$ 3,928,300	\$ 6.87	\$ 33.52
588	15-14-61	375 Vanderbilt Avenue	28,160	28,160	\$ 1,075,300	\$ 1,301,200	\$ 2,376,500	\$ 7.69	\$ 46.21
589	15-14-67	290 Vanderbilt Avenue	66,000	66,000	\$ 1,834,900	\$ 2,008,000	\$ 3,842,900	\$ 12.17	\$ 30.42
794	15-14-68	346 Vanderbilt Avenue	64,890	64,890	\$ 1,786,400	\$ 2,014,700	\$ 3,801,100	\$ 7.65	\$ 31.05
635	15-22-1	325 River Ridge Drive	25,077	23,496	\$ 2,265,900	\$ 1,847,500	\$ 4,113,400	\$ 13.51	\$ 73.67
873	15-22-10	525 River Ridge Road			\$ 3,783,500		\$ 3,783,500	\$ 13.90	
798	15-22-11	36-38A Vanderbilt Avenue	19,708	17,920	\$ 939,600	\$ 885,200	\$ 1,824,800	\$ 18.28	\$ 44.92
874	15-22-13	76 Vanderbilt Avenue	12,222	12,222	\$ 514,400	\$ 336,200	\$ 850,600	\$ 13.57	\$ 27.51
870	15-22-3	300 River Ridge Drive	80,118	79,131	\$ 4,027,200	\$ 3,001,400	\$ 7,028,600	\$ 17.64	\$ 37.46
871	15-22-4	River Ridge Drive			\$ 1,151,000		\$ 1,151,000	\$ 2.03	
875	15-22-55	500 River Ridge Road	100,577	100,577	\$ 3,489,400	\$ 6,924,900	\$ 10,414,300	\$ 12.50	\$ 68.85
872	15-22-5A	1150 B/P Turnpike	8,412	8,412	\$ 1,079,500	\$ 260,200	\$ 1,339,700	\$ 20.31	\$ 30.93
876	15-22-73	Vanderbilt Avenue			\$ 21,500		\$ 21,500	\$ 2.47	
809	15-23-1	100 River Ridge Road	104,505	103,972	\$ 4,871,800	\$ 7,092,200	\$ 11,964,000	\$ 8.68	\$ 67.86
12633	15-6-10A	1378 B/P Turnpike	6,598	4,966	\$ 973,300	\$ 559,900	\$ 1,533,200	\$ 20.31	\$ 84.86
850	15-7-1	1400 B/P Turnpike	159,327	159,327	\$ 7,526,500	\$ 4,437,100	\$ 11,963,600	\$ 9.45	\$ 27.85
668	15-7-4	205 Carnegie Row	143,642	135,200	\$ 7,025,300	\$ 4,947,000	\$ 11,972,300	\$ 6.71	\$ 34.44
11940	15-8-1	85 Astor Avenue			\$ 86,600		\$ 86,600	\$ 0.34	
508	16-8-4	140 Morgan Drive	185,106	185,106	\$ 3,503,000	\$ 7,750,200	\$ 11,253,200	\$ 2.88	\$ 41.87
		TOTALS	1,773,656	1,714,820	\$ 72,278,200	\$ 71,719,100	\$ 143,997,300		
		AVERAGES		per acre	\$ 358,043.30				
				per gross SF	\$ 8.22	\$ 40.44			
				per leasable SF		\$ 41.82			

Existing Conditions: Density Calculations

		Parcel				Lot Coverage				
Vision ID	Parcel Number	Address	Acres	SF	# of Stories	Parking (SF)	FAR	Building only	With Parking	Open Space
523	15-11-1-1	285 Morse Street			1					0%
14290	15-11-1-2	315 Morse Street			1					0%
525	15-11-2	Morse Street	1.15	50,094						100%
528	15-11-22	Carnegie Row	1.38	60,113						100%
529	15-11-40	55 Carnegie Row	1.38	60,113	1	15,000	0.32	32%	57%	43%
530	15-11-41	101 Carnegie Row	0.92	40,075	1	8,500	0.19	19%	40%	60%
531	15-11-42	151 Carnegie Row	1.79	77,972	1	52,000	0.34	33%	101%	-1%
532	15-11-43	Carnegie Row	1.20	52,272						100%
533	15-11-44	128 Carnegie Row/24 Astor Avenue	3.00	130,680	2	35,000	0.63	32%	59%	41%
534	15-11-45	129 Morgan Drive	3.00	130,680	1	27,900	0.46	46%	67%	33%
535	15-11-52	201-203 Carnegie Row	1.14	49,658	1	14,300	0.26	26%	54%	46%
14263	15-11-58	Carnegie Row	0.27	11,761						100%
536	15-11-62	79-85 Astor Avenue	3.98	173,369	1	30,000	0.39	39%	56%	44%
537	15-11-63	31 Astor Avenue	3.02	131,551	1	15,000	0.15	15%	26%	74%
100597	15-11-64	1280 B/P Turnpike	2.01	87,556	1	30,000	0.30	15%	64%	36%
100598	15-11-65	B/P Turnpike	5.39	234,788						100%
793	15-13B-8	1206 B/P Turnpike	2.61	113,692	1	63,500	0.26	24%	82%	18%
565	15-13B-9	1210 B/P Turnpike	2.70	117,612	1	80,000	0.41	40%	109%	-9%
566	15-13B-11	11 Vanderbilt Avenue	0.84	36,590	2	29,500	0.73	22%	117%	-17%
59	15-13B-13	45 Vanderbilt Avenue	1.15	50,094	1	30,000	0.24	24%	84%	16%
577	15-13B-15	95 Vanderbilt Avenue	0.98	42,689	2	25,060	0.31	15%	74%	26%
579	15-14-30	410 Vanderbilt Avenue	5.51	240,016	1	43,000	0.12	12%	30%	70%
669	15-14-46	51 Morgan Drive	3.72	162,043	1	80,000	0.39	39%	89%	11%
581	15-14-50	244 Vanderbilt Avenue	3.00	130,680	1	40,000	0.34	34%	65%	35%
583	15-14-51	190-196 Vanderbilt Avenue	3.23	140,699	1	85,000	0.37	37%	97%	3%
585	15-14-56	99-103 Vanderbilt Avenue	1.34	58,370	1	38,600	0.32	30%	98%	2%
586	15-14-59	Morgan Drive	3.03	131,987	1	-	0.04	4%	4%	96%
587	15-14-60	249 Vanderbilt Avenue	3.88	169,013	2	137,650	0.49	24%	106%	-6%
588	15-14-61	375 Vanderbilt Avenue	3.21	139,828	1	31,840	0.20	20%	43%	57%
589	15-14-67	290 Vanderbilt Avenue	3.46	150,718	1	66,000	0.44	44%	88%	12%
794	15-14-68	346 Vanderbilt Avenue	5.36	233,482	1	75,300	0.28	28%	60%	40%
635	15-22-1	325 River Ridge Drive	3.85	167,706	2	126,081	0.15	7%	83%	17%
873	15-22-10	525 River Ridge Road	6.25	272,250						100%
798	15-22-11	36-38A Vanderbilt Avenue	1.18	51,401	1	30,300	0.38	35%	97%	3%
874	15-22-13	76 Vanderbilt Avenue	0.87	37,897	1	25,000	0.32	32%	98%	2%
870	15-22-3	300 River Ridge Drive	5.24	228,254	3	43,560	0.35	12%	31%	69%
871	15-22-4	River Ridge Drive	13.02	567,151						100%
875	15-22-55	500 River Ridge Road	6.41	279,220	3	137,000	0.36	12%	61%	39%
872	15-22-5A	1150 B/P Turnpike	1.22	53,143	1	50,810	0.16	16%	111%	-11%
876	15-22-73	Vanderbilt Avenue	0.20	8,712						100%
809	15-23-1	100 River Ridge Road	12.89	561,488	3	200,000	0.19	6%	42%	58%
12633	15-6-10A	1378 B/P Turnpike	1.10	47,916	1	20,000	0.14	10%	56%	44%
850	15-7-1	1400 B/P Turnpike	18.29	796,712	2	115,604	0.20	10%	25%	75%
668	15-7-4	205 Carnegie Row	24.04	1,047,182	2	161,152	0.14	6%	22%	78%
11940	15-8-1	85 Astor Avenue	5.77	251,341						100%
508	16-8-4	140 Morgan Drive	27.89	1,214,888	1	85,000	0.15	15%	22%	
		TOTALS	201.87	8,793,457						
		AVERAGES				Average	30%	23%	66%	45%

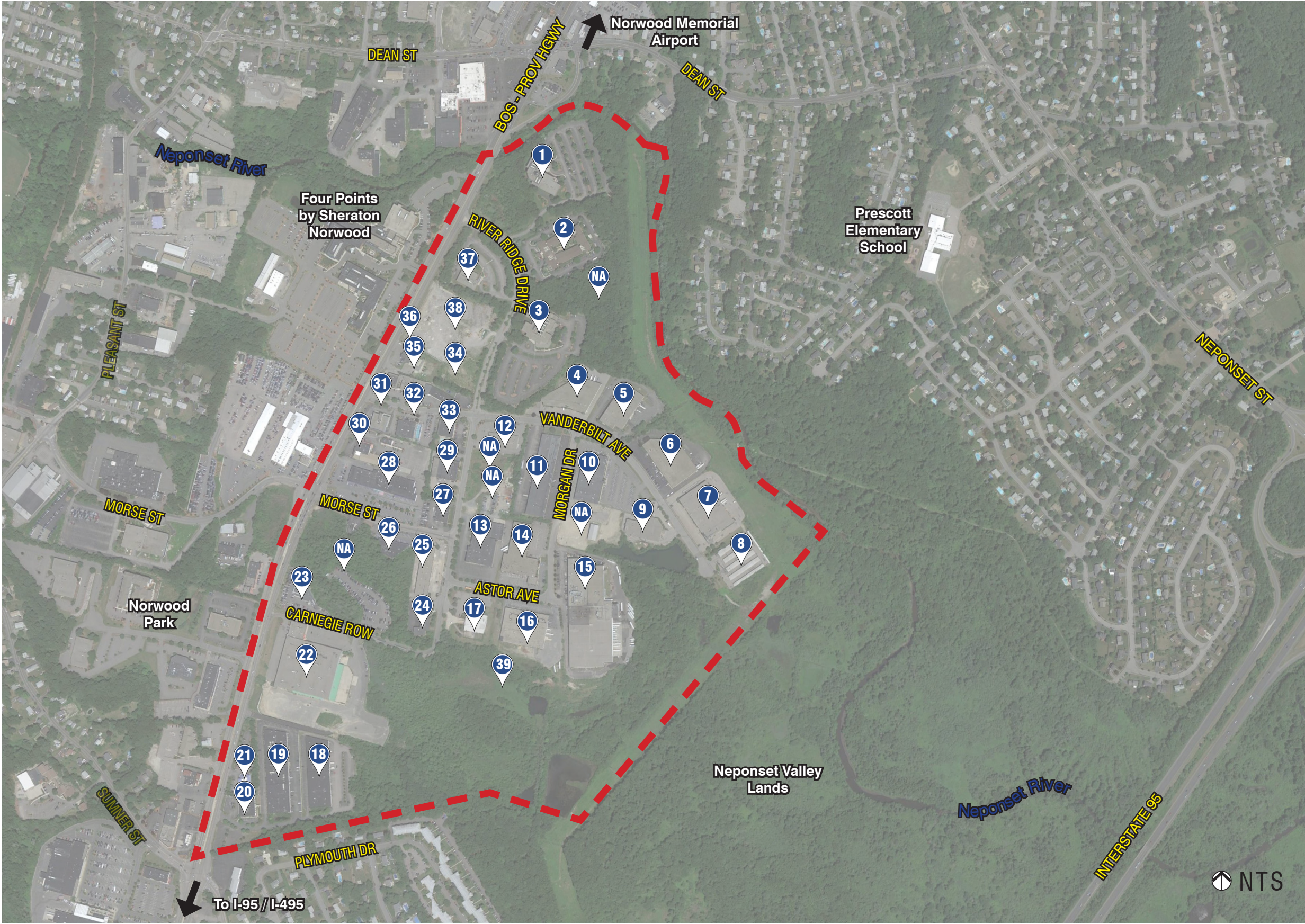
Existing Conditions: Current Tenants

Astor Avenue		201-203 Carnegie Row	America Holt Corp.
31 Astor Avenue	Atlantic Safety Products	205 Carnegie Row/212 Carnegie Row	CarMax
79-85 Astor Avenue	IGS		
Boston/Providence Turnpike/Route 1		Morgan Drive	
1150 B/P Turnpike	Spence Collision	51 Morgan Drive	Tractel, Inc.
	Meineke		1-800-Radiator
1206 B/P Turnpike	Salvation Army Store		Sunburst Shutters
	Dunkin’ Donuts		digiscribe
1210 B/P Turnpike	PetCo		Sherwin Williams Floorcovering
	Outback Steakhouse		Dart Sales Inc.
	Santucci’s New York Style Pizza		Boston Parents Paper
	Landry’s Bicycles		Advantek
1280 B/P Turnpike	Norwood Primary Care	129 Morgan Drive/76 Astor Avenue	Admet
	VW Gallery		EPSG
			Gerber
1378 B/P Turnpike	IHOP Restaurant		Office Gallery International
			residex
1400 B/P Turnpike	Norwood Business Center: (2) LAN-TEL Communications	140 Morgan Drive	Home Market Foods
	Norwood Business Center: (2) CGL Electronic Security		
	Norwood Business Center: (2) Lifeworks Employment Services	Morse Street	
	Norwood Business Center: (2) IPS (Intronics Power Inc.)	285 Morse Street	Honey Dew Donuts
	Norwood Business Center: (3) Sling/Slingmax	315 Morse Street	Hibachi Steakhouse
	Norwood Business Center: (3) Benchmark Sales and Marketing		Nails, Spa and Tanning
	Norwood Business Center: (3)Windstar		Quest Diagnostics
Carnegie Road		River Ridge Drive	
55 Carnegie Row	Closettec	100 River Ridge Drive	Wolters Kluwer Health
	McDonald Flooring and Design	300 River Ridge Drive	Marriott Courtyard
101 Carnegie Row	Center Auto Body	325 River Ridge Drive	Dedham Medical Associates (moving to FM Global campus across Route 1)
128 Carnegie Row/24 Astor Avenue	Gallery Group	500 River Ridge Drive	FM Global (moving to FM Global campus across Route 1)
151 Carnegie Row	Commonwealth Fireplace		
	Buddy’s Budget Tile		
	Altar Auctions & Appraisals		

Existing Conditions: Current Tenants (continued)

Vanderbilt Avenue		190-196 Vanderbilt Avenue	Home Theater Company (184 Vanderbilt)
11 Vanderbilt Avenue	Citizens Bank ATM		Exide Corporation (184 Vanderbilt)
	Arbella Insurance		Neponset Valley Chamber of Commerce (190 Vanderbilt)
	Cosmethique		Munson (190 Vanderbilt)
	Family Psychological Association		Gabriel's Auctioneers & Appraisers (192 Vanderbilt)
	Forensic Engineers and Technologists		6 tenants (196 Vanderbilt)
	Massachusetts Law Group		Heritage Baptist Church (198 Vanderbilt Avenue)
	Patriot Law Group	244 Vanderbilt Avenue	
	Larry D. Liberfarb PC	249 Vanderbilt Avenue	GZA
	Quinlan & Sadowski PC	290 Vanderbilt Avenue	Boston Productions
	Robert S. Fineman PC		Eastern Connection
	Goldberg Fitzpatrick and O'Brien PA		Athletic Republic
36-38A Vanderbilt Avenue	Office Gallery International		Litemor
	Medical Laser Solutions		Revival Church for the Nations
	New Horizon Health and Wellness		Sauce Code
	Norwood Pediatric Dentistry	346 Vanderbilt Avenue	Hillron (344 Vanderbilt)
	Dr. Marjorie Cohen Optometrists		Prize Possessions (345 Vanderbilt)
	The Feisty Greek		Revolution Technology (345 Vanderbilt)
	Good and Evil Convenience Store		Atlantic Technology (345 Vanderbilt)
	Subway (to replace D'Angelos)		Talcara Belmont (346 Vanderbilt)
	Medical Laser Solution		Tanglewood Strings (346 Vanderbilt)
45 Vanderbilt Avenue	The Vanderbilt Club (Health & Spa)		Mark IV Transportation (346 Vanderbilt)
76 Vanderbilt Avenue	Children of America		
95 Vanderbilt Avenue	Gymnastic Academy of Boston	375 Vanderbilt Avenue	Comcast
	Norwood Montessori		5 Wits Productions
	Best School of Dance		The MacInnis Company
	Masters of Karate		Tricorp Amusements
99-103 Vanderbilt Avenue	Bond Luxury Kennels	410 Vanderbilt Avenue	Park Place Self-Storage
	Personal Best Karate		
	Marathon Physical Therapy and Sports Medicine		

Map of Addresses



- 1 100 River Ridge Drive
- 2 300 River Ridge Drive
- 3 500 River Ridge Drive
- 4 190-196 Vanderbilt Avenue
- 5 244 Vanderbilt Avenue
- 6 290 Vanderbilt Avenue
- 7 346 Vanderbilt Avenue
- 8 410 Vanderbilt Avenue
- 9 375 Vanderbilt Avenue
- 10 249 Vanderbilt Avenue
- 11 51 Morgan Drive
- 12 99-103 Vanderbilt Avenue
- 13 128 Carnegie Row/24 Astor Avenue
- 14 129 Morgan Drive
- 15 140 Morgan Drive
- 16 79-85 Astor Avenue
- 17 31 Astor Avenue
- 18 1400 B/P Turnpike
- 19 1400 B/P Turnpike
- 20 1400 B/P Turnpike
- 21 1378 B/P Turnpike
- 22 205 Carnegie Row
- 23 1280 B/P Turnpike
- 24 201-203 Carnegie Row
- 25 151 Carnegie Row
- 26 285 and 315 Morse Street
- 27 101 Carnegie Road
- 28 1210 B/P Turnpike
- 29 55 Carnegie Road
- 30 1206 B/P Turnpike
- 31 11 Vanderbilt Avenue
- 32 45 Vanderbilt Avenue
- 33 95 Vanderbilt Avenue
- 34 76 Vanderbilt Avenue
- 35 36-38A Vanderbilt Avenue
- 36 1150 B/P Turnpike
- 37 325 River Ridge Drive
- 38 525 River Ridge Drive
- 39 85 Astor Avenue
- NA No address