

# South Shore Park Comprehensive Plan For Strategic Place Activation



A · W · P E R R Y



PS Place Strategists



Report prepared as a collaboration between  
**A.W. Perry, Place Strategists and Vanz Consulting.**

The material produced herein has been compiled at the exclusive request of A.W. Perry as a framework for the activation of their real estate holdings in Hingham & Rockland. Any conclusions presented reflect the research and opinions of A.W. Perry, Place Strategists and Vanz Consulting. These materials do not necessarily reflect the positions of the Towns of Hingham or Rockland.

15 November 2019



## COMPREHENSIVE PLAN FOR STRATEGIC PLACE ACTIVATION (CPSPA) FOR THE SOUTH SHORE PARK

A Comprehensive Plan for Strategic Place Activation (CPSPA) for the South Shore Park (SSP), Hingham and Rockland, MA, is developed to meet the market demand and opportunities, providing the required spatial environments for a more seamless and resilient development phasing.

A bottom up approach is adopted to ensure the link between a large-scale comprehensive framework and the human scale. The focus of the CPSPA is to establish an overall programmatic vision for the master plan, which helps not only the physical but also the social, cultural, and economic identity of a place, town, and region. As a result, key guidelines for place activation are delivered to be adopted by project specialists (e.g. architects, engineers, real estate specialists, etc.). The CPSPA and related guidelines will evolve, and be updated throughout all phases of the development responding to market and site conditions, and opportunities.

The CPSPA will guide the developer to achieve the objective of creating a “sense of place,” making the site a more marketable and sustainable development to users, local communities and public agencies.

The work consists of four (4) main steps:

- Step 1 | Deep Dive + Discovery
- Step 2 | Scientific Research Plan
- Step 3 | Programmatic Plan
- Step 4 | Place Activation Guidelines
- Step 5 | Procurement Plan (possible future step)

The following report includes Step 1 | Deep Dive + Discovery, Step 2 | The Scientific Research Plan, Steps 3 | Programmatic Plan, and Step 4 | Place Activation Guidelines. Steps 1 and 2 focus on analyzing the existing site conditions, and the initial proposed conceptual master plan design. These steps aim to provide the analytical framework for Steps 3 and 4 that focus on proposing a programmatic development scheme for the overall master plan and two sets of guidelines to be adopted by specialists along the development process.

### Step 1 | Deep Dive + Discovery

- The South Shore Park: Location, Site Characteristics & Ecology
- Recommendations/summary from the Towns of Hingham and Rockland
- Key Site Assumptions, Challenges & Opportunities

### Step 2 | Scientific Research Plan

- Demographic summary & highlights
- Retail Market Analysis
- Key Competitive Sites Analysis
- Site Layout & Accessibility Analysis
- Commercial District | South Gateway Initial Activation Concept
- Case Studies, Hybrid Spaces & New Concepts
- Sustainability Strategy
- Recommendations
- South Shore Park Activation Principles

**Step 3 | Programmatic Plan**

- Mixed-Use Concept Plan
- Key Drivers (Including Retail, Food & Beverage and Entertainment) & Activation Phases
- Merchandising Strategy
- Core Development Brand Attributes/Identity
- Programmatic Plan Recommendations

**Step 4 | Place Activation Guidelines**

- Selection of 15 Sustainability Metrics and Indicators for the South Shore Park Activation
- Place Activation Guidelines for Architects, Urban Designers and Planners
- Place Activation Guidelines for Real Estate Procurement Specialists

STEP 1 | DEEP DIVE + DISCOVERY & STEP 2 | SCIENTIFIC RESEARCH PLAN



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“Now, at least some of the 80 million-plus millennial generation could be turning their attention to the suburbs. Emerging Trends in Real Estate has been discussing what could happen if millennials finally started behaving in ways similar to previous generations, and it appears that it may now be happening.

With the oldest now in their mid-to-late 30s, millennials are forming family units, having children, and making decisions about the future. One of those decisions is where to live, and an increasing number are looking to the suburbs. The U.S. Census Bureau reports that over 2.6 million people a year have moved from principal cities within metropolitan areas to the suburbs in 2016-2017. It isn't just the suburbs around gateway cities that are seeing this migration; 18-hour cities also are seeing the benefits. The 18-hour markets that made the top 20 in this year's survey saw an average of 55 percent of their new residents locate in the suburbs over the last five years. A real estate developer remarked, “When you start looking at moving to the suburbs, people also begin to look at the opportunity of suburbs in other markets, particularly when affordability is factored into the decision.”

The traditional attractions of the suburbs - larger homes, good schools, and lots of green space - have not changed. What is different is that amenities now in demand include access to mass transit and walkable neighborhoods in proximity to shopping and entertainment.”

(Emerging Trends in Real Estate 2019, A publication from the Urban Land Institute)



## EXECUTIVE SUMMARY

- The South Shore Park is well located within/near the affluent coastal communities along Boston's South Shore. The site is situated within the two municipalities of Rockland and Hingham, and it is peripheral to the Town of Weymouth. The proposed mixed-use development provides the opportunity to address and integrate each of the towns' plans contributing to future growth of the South Shore Region.
- The South Shore market is one of the smaller sub-markets in the region with just 13 million square feet of overall retail space, but does currently have a vacancy rate that comes in above the metro wide average: 10.2% vs. 9.0%.
- Retail concepts that offer customers a product, service and experience that they can't get online, and are walking distance from residential and commercial patrons, represents the best chance for successful mixed-use developments.
- Our analysis of the grocery stores as shown in graphic overlapped with population density, shows a clear void in the trade area today, and yet any opportunity for a grocery/market could disappear with Market Basket heading to Hanover Crossing, and the announcement of Wegmans (projected at Bristol Brothers site). South Shore Park may still be able to capture a smaller specialty market (including in-house dining and take out foods), with distinctive, high margin offerings that may be more suitable for the market appealing to surrounding residents, onsite workers, and visitors from the immediate area.
- Both the market and the drug store are uses still in growth mode as convenience for these uses is key. Recruiting a high quality operator from these categories should be a top priority for the future leasing success of the Rockland mixed-use development.
- With respect to reviewing the void analysis which reveals retail spending by categories, 9 of 12 major spending variables showed a higher percentage of leakage whereby, people from the trade area went outside the trade area for various goods and services. These categories represented restaurants and eating establishments, drinking places, specialty food, electronics and appliances, shoes, jewelry, luggage and leather goods, sporting goods, hobby stores, books and music, florists, clothing and accessories.
- An additional opportunity may arise for larger prospective tenants that are interested in the trade area and, more specifically, at the Bristol site across from Derby Street Shoppes. It may be possible to capture several of these uses from certain categories (e.g. Total Wine, Ulta Beauty, Staples, Container Store, etc.), as these tenants like to huddle near Home Depot. However, these uses are not optimum for high density and integrated mixed-use environments, and in the case of the Commercial District, these uses will not facilitate/contribute to overall site activation.
- Restaurants will continue to experience positive absorption, but expansion will slow for several restaurant types, albeit with exceptions: food halls, craft brewing and entertainment-related food and beverage (F&B) concepts, and quick service will continue expanding. Also, in this trade area there are missing F&B categories that should be pursued (e.g. better Steakhouse, Asian Fusion, Mediterranean, Italian, etc.).
- There is an opportunity to utilize F&B as a larger percentage of gross leasable areas within all the districts. The impact will be a more user friendly environment appealing to corporate tenants and their daytime workers, and future residents. Even truer for mixed-use developments distinguished by activated public places, and unique outdoor dining spaces. South Shore Park could showcase its unique setting, onsite employment base, and convenient access to attract these F&B concepts.
- Reviewing the craft breweries graphic there are 22 within 10 miles of South Shore Park, two in Hingham (Beerworks and Entitled Beer Company), and four in Weymouth (Article Fifteen Brewing, Barrel House Z, Vitamin Sea Brewing). South Shore Park has distinctive characteristics with the land and uses that represent an opportunity to further distinguish itself and appeal to a younger, and more affluent consumer.
- Hotel would be optimum to drive traffic as travelers and consumers are in need of food and beverage and retail services when traveling. From a mixed-use perspective, the hotel is a valued amenity and complementary to all components we have on site. The integration of this use within the downtown core of the development is recommended to best contribute to the activation of the site.

- Findings of the Hotel analysis reveal Rte 3 to be in need of additional hotel models to serve the South Shore as well as seasonal tourist population to Cape Cod and area beaches. Leading hotel brands have expressed interest. The interest has been for the extended stay brands by leading hotel companies such as IHG that would include Staybridge, Holiday Inn Express, La Quinta by Wyndham Hotels, and multiple Marriott brands. A full service hotel offering larger ballroom/meeting space is optimum for one of the two parcels located along Rte 3.
- The introduction of offices and hotel uses within the development is key to connect and activate existing uses on site when considering daytime population. These uses should be planned above retail where possible to support a mixed-use environment as office users want to work in creative and social environments that the retail component will offer.
- The site presents a total of approximately 2,100 employees, now distributed within the Industrial District and Commercial District. Because of the existing onsite headquarter companies (and future ones), the development has a strong case to be made for a walking and connected pedestrian environment. This information is key for the future development of the program, merchandising strategy and marketing/procurement phases.
- While Boston has a significant presence of professional jobs in the biotech industry, educational resources, technology, and financial service industries, the South Shore is not very dense as it relates to multi-tenant Class A offices. The South Shore attracts headquarter companies that mostly desire build-to-suit offices. This is an area where South Shore Park can be a leader attracting the interest of significant international and U.S. Headquarter companies such as Prodrive, Clean Harbor, EMD Serono, South Shore Medical, and Children's Hospital. The driving force for these companies is affordability for office space and housing, transit, and employee retention through a better work environment and integrated mixed-use master plan.
- There are 38 fitness facilities within an 8 minute drive time from Derby Street Shoppes, and a new full service club is not warranted in the trade area. The exception per the analysis may be in the small to mid range of specialty boutique fitness operators (1,500 to 4,000 square foot range), such as Soul Cycle, CorePower, and Orangetheory Fitness. The mid range (5,000 to 12,000 square feet) would include Crunch and George Forman's EverybodyFights.
- Within 3.5 miles from South Shore Park as the graphic illustrates, there are only three cinema locations with Patriot Cinema in Hanover offering the latest film, and a more modern experience. The trend is cinemas favor a multi-experience environment versus, a stand-alone experience. For real estate developments the economic realities are quite severe and require that the developer achieve a rental premium from adjacent components such as food and beverage and entertainment. One point of differentiation are smaller specialty theatres that introduce brew pubs and special events geared toward a younger generation. This could be the exception for South Shore Park particularly, integrated into the downtown core (in the Eco-District) as a retail driver for the pedestrian experience.
- Millennials in greater numbers are moving to the suburbs following their experience with downtown living and higher rents. This is a trend that should continue as Generation Z (19 - 23 years old), a generation larger than the Boomer Generation matures into the family generation years. South Shore Park can offer diverse and newer forms of affordable housing, and creative work spaces to meet this future demand.
- Bring on site temporary events/uses such as community gardens, farmers market, pop-up cafes and a beer garden featuring picnic tables, fire pits & lawn games in an easygoing environment. In parallel with developing the Commercial District, South Shore Park may want to activate the site in front of Blue Cross Blue Shield (end of current Commerce Road), accomplishing greater site awareness and creating a more organic transition to the future retail experience planned on site.
- A regional consortium of 15 mayors from communities around, and including Boston, have identified the need of 185,000 additional housing units by 2030. With the support of the towns, South Shore Park is contributing to the vision proposing encouraging the integration of housing types that respond to local communities demand and best serve the site in providing higher density, and active and safe streets within both the Hingham and Rockland municipalities. A

variety of housing types also ensures diversity, and a greater attraction to the solo-preneur (i.e. forthcoming younger generation of entrepreneurs working as a single individual).

- The U.S. modular construction business has doubled in size to \$8 billion over the last five years, according to the Modular Building Institute, a non-profit trade association serving modular construction. Modular housing should be explored to lower costs, improve delivery schedule, and cultivate a younger community. The modular approach should be considered for the Commercial District and some of the smaller sites where project size (number of units) matters to the apartment developer.
- The plan for South Shore Park is to include an affordable component for any housing we propose to keep Hingham in compliance. Integrating housing within the South Shore Park development is key to access any state or municipal incentives and help finance the construction of the connection of Commerce Road between Hingham and Rockland.
- With international and US office headquarters established at South Shore Park, shuttle to the airport (via South Station) is a useful and marketable public transport mode nearby. Additional feasibility analysis should be undertaken to improve connectivity to South Weymouth Commuter Rail Station as well as Braintree for both commuter rail and red line options (e.g. introduction of direct shuttle).
- With the mix of uses planned, the site would benefit by enhancing the existing brand position. The opportunity exists to develop a new overall brand image along with each of the Districts (working names: Industrial District (Exit 15 gateway), Eco-District (undeveloped green space) & Commercial District (Exit 14 gateway). The rebranding of the site would establish the foundation for a comprehensive signage program (including wayfinding, hierarchy of spaces, etc.) that should include all future uses and spatial conditions of the development.
- The development can embrace the wetlands as a means of education and public engagement. The wetlands is a big part of Massachusetts and South Shore landscape, and there is the possibility to establish an education center that becomes an onsite destination. This onsite destination has the potential to attract the regional community wanting to learn about wetlands. There is a possibility of establishing a collaboration with the South Shore Natural Science Center in Norwell owned by the SSYMCA.
- A total of approximately 90 acres of the site are covered by wetlands. This distinct ecosystem identifies an opportunity for a unique identity and development of the site, connecting pockets of buildings and public spaces in a meaningful and purposeful way and improving pedestrian walkability and accessibility to proposed ground floor uses.
- The opportunity to connect South Shore Park to Abington Street would link residential neighborhoods, and provide further traffic mitigation options for the area. Connection to Abington street is a key condition to redistribute traffic volume currently at 15,164 Annual Average Daily Traffic (Source: MassDOT, 2018).
- A grid of streets is proposed by CBT in the initial conceptual master plan design improving connectivity and walkability within the Industrial District. Offering enhanced wayfinding and monument signage opportunities for each district would elevate this District's potential value.
- The remaining 53 acres (29%) of the unbuilt land area owned by A. W. Perry (including roads) is located within the Industrial District and Commercial District. The "spaces in between buildings" is a major opportunity for the integration of outdoor temporary uses (e.g. pop-up cafes and beer garden, food trucks, etc.). These spaces are key public opportunities to create gathering outdoor areas and courtyards (e.g. the space in between buildings #8 (30 Pond Park Road, Hingham) and #9 (85 Research Road, Hingham). A network of public spaces is crucial to promote activation and should provide hierarchy to the system and facilitate walkability.
- The ground level of the proposed buildings are expected to have significant amounts of transparency and highly visible entrances as well as sidewalks and landscaping to facilitate interactions, create a sense of community, and promote pedestrian safety.

- The Eco-District represents the ideal scenario for promoting walkable communities having its center point located within 10 minutes walking distance from the other two districts. The opportunity to connect between, and within each district through hiking/walking paths, bicycle paths, and the street grid network will be a key component to the interactive nature of South Shore Park.
- The acquisition of additional parcels along Commerce Road (linking the Industrial District to the Eco-District) can improve the overall connectivity and value of the development.
- The creation of new businesses by attracting solopreneurs contributes to increase the diversity of work life on site, linking educational programs with the artistic community, health care, bio-technology, clean manufacturing, and other high value industries.
- The analysis on the density maps reveals that the neighborhoods moving north to North Weymouth have moderate density of people age 20 to 34 years of age. The density moves up in this same area one level to reflect more population of people ages 34 to 59. The population as you move south skews oldest with people ages 34 to 59 from our core group, busy raising families. The age group 59 to 85 becomes more dense moving towards the coastal communities of Hingham, and Cohasset.
- Newer food and beverage designs and experiences are sorely missing in the immediate area. The daytime population of workers (currently approximately 2,136) will offer further support to these clusters of food and beverage uses.
- The existing F&B tenants in the immediate trade area are mostly local, thereby giving the South Shore Park site an opportunity to attract new, fresher, national and regional tenants such as BJ's Pizza, Wahlburgers, Not Your Average Joe's (seeking new site for relocation), Panera Bread, and other F&B concepts.
- It was found that the trade area residents spend slightly more on a per capita basis than the MSA with its level of spending on Apparel & Services, Entertainment, and Food Away From Home all coming in just above the metro wide average.
- The adoption of the proposed list of sustainability metrics and indicators can guide master plan design choices and propose alternative development scenarios. In addition, the development of further analysis on site microclimate for the Eco-District will provide design guidelines (e.g. type of vegetation, sidewalk materials, etc.) to ensure pedestrian comfort and active streets throughout the year.

DEEP DIVE + DISCOVERY

## KEY QUESTIONS FOR THE SOUTH SHORE PARK ACTIVATION

How can South Shore Park become a desired destination?

How can the South Shore Park development achieve its potential density?

How can South Shore Park distinguish itself as a valued civic place?

How can the new place embrace the identity of the South Shore?

How can the new destination enhance South Shore Park's diverse character and demographics, and together create a sense of place?

What are the site's potential new anchors?

How can the ground level be perceived as a holistic field - within and outside the building - and be universally accessible?

How can we build a series of spaces that allow for phasing and continuous movement through a project?

How can we establish a more compelling market position and development for the site?

How can a mix of uses (Office, Residential, Food & Beverage, Retail, Entertainment, Hospitality, etc.) be integrated within the built environment to ensure South Shore Park activation?

How can the site's merchandising establish new retail concepts that follow consumer trends?

How can the new destination be resilient and adapt to the needs of an evolving consumer?

How can the new destination embrace the reality of instant consumer demand and its need for temporary uses and locations?

CONTEXT



## INTRODUCTION

Prior to the start of the research and analytical work, one in-person kickoff meeting is organized with the development team to conduct a deep dive immersion to understand existing analysis and available data. Knowledge is gathered from a spatial, programmatic, and tenant point of view to comprehensively evaluate the site. Documentation on the site is evaluated including site plans, proposed designs, tenant lease obligations, market/consumer analysis, and any user activity or desired use by the local jurisdictions.

Two kickoff meetings are organized with the towns of Hingham and Rockland to reinforce relationships, and build trust between the interests of A.W. Perry and the municipalities. The objective is to gain agreement on the highest and best use for the master plan, and embrace potential users that each town may draw to the site. Following the kick-off meeting, an independent fieldwork is undertaken to gain a deeper understanding of the site conditions, and its relationship to the surrounding market area, to evaluate the perceived opportunities and constraints.

Findings of this section comprise a narrative of key site assumptions, constraints, and opportunities, highlighting the needed information to develop the following analysis.

## THE SOUTH SHORE PARK: LOCATION, SITE CHARACTERISTICS & ECOLOGY

The South Shore Park is located in the South Shore Region, 18.5 miles from the city of Boston, Massachusetts. The South Shore is generally perceived as a community of residential neighborhoods representing various socio-economic strata. The South Shore Park is well located within/near the affluent coastal communities along Boston's South Shore. The site is situated within the two municipalities of Rockland and Hingham, and it is peripheral to the Town of Weymouth. The proposed mixed-use development provides the opportunity to address and integrate each of the towns' plans contributing to future growth of the South Shore Region. The site is characterized by three Districts walkable to one another:

- Industrial District: North Gateway
- Eco-District: The Wetlands
- Commercial District: South Gateway

This logic has encouraged a 'deeper dive' of creative thinking and analysis thereby, strengthening the sum of the parts. This will deliver a strong rationale foundation for the ultimate master plan.

A total of approximately 90 acres of the site are covered by wetlands. This distinct ecosystem represents a unique identity of the site, creating a series of pockets of developable areas and the opportunity to connect them with pedestrian walkways and two major roadways: Commerce Road and Hingham Street. The road intersecting Abington St on the west side of the site, goes through a wildlife restriction area, taking into consideration mostly aquatic species (need of additional permit). The largest AUL building on site (Activity and Use Limitations for environmental reasons), is the ex Casey & Hayes building located in the Industrial District. There have been only a few areas that needed remediation, as most of it was undeveloped land. The ongoing research and analysis has focused on marking the wetlands on site to establish buffer zones of developable areas (25, 50 and 100 feet).

Analysis has been undertaken on stormwater management. Additional future analysis should address flooding areas and local microclimate, relevant for guiding the design of streetscapes. One of the main challenges for site development and successful



- 01 Industrial District: North Gateway
- 02 Eco-District: The Wetlands
- 03 Commercial District: South Gateway

activation is to create a network of places defined by building clusters, public spaces, roadways and walkways, and establishing a narrative of experiences and moments of engagement that respect and enhance the wetlands and the ecology of the site (natural environment). How to analyze and design the pedestrian experience and connections moving in between these places is key for ensuring site activation.

### The South Shore Park Development as part of the South Shore 2030

The South Shore towns and communities are growing older, yet they are being more proactive and visionary, and offering various options for living. The report, *South Shore 2030: Choosing Our Future*, commissioned by the South Shore Chamber of Commerce, aims to guide the development of the region toward a stronger economy and vibrant communities. Local municipalities are developing their individual plans to improve and revitalize the downtown cores and neighborhoods, such as Rockland. The South Shore Park development addresses and integrates into the South Shore 2030 plan for regional growth, by exploring diverse housing opportunities and infrastructure growth, including transportation, water and sewer. The first phase of the South Shore Park project is to develop the site in the Town of Rockland, at the South Gateway, with a mix of uses. The Town of Rockland has been clear about the community's number one request, which is to find a grocery store for the site. The plan for South Shore Park proposes to rezone the land in Hingham, and contribute to the broader conversation of a large infrastructure/capacity strategy (regional solution) to accommodate the development, address all the related challenges (on water, wastewater, transportation etc.), and continue the conversation with the towns of Hingham, Rockland and Weymouth.

### Housing

A regional consortium of 15 mayors from communities around, and including Boston, have identified the need of 185,000 additional housing units by 2030. With the support of the towns, South Shore Park is contributing to the vision proposing to integrate a variety of housing typologies within both Hingham and Rockland municipalities. Currently, the Town of Hingham is in compliance with 40B. Ten percent (10%) of their housing stock meets State affordability requirements. The plan for South Shore Park is to include an affordable component for any housing we propose to keep Hingham in compliance. Integrating housing within the South Shore Park development is key to access state incentives and help finance the construction of the connection of Commerce Road between Hingham and Rockland.

### Existing Office Corporations on Site

When considering further uses, the introduction of office and hotel uses within the development is key to connect and activate daytime population. To support a mixed-use environment, these uses should be planned above retail (where possible) as office users want to work in creative and social environments that the retail component can offer. The Blue Cross Blue Shield and EMD Serono buildings located within South Shore Park are two of the top five corporate uses within Hingham. When opened in 2006, Blue Cross Blue Shield's employee count was 1,400, the largest in Hingham. Even with these major corporate offices, additional office demand exists at the site. Proposals for regional corporate headquarters ranging from 50,000 sf to 150,000 sf have been presented over the last 12 months.

### Transportation

The towns are focusing on improving roadway layouts and connectivity at the large scale, especially in consideration of new developments occurring near South Shore Park at Union Point and the Bristol property. All these sites are located along Route 3, connecting 93 to Cape Cod. Route 18, just off Route 3, is an existing high-traffic artery on the west of the Union Point development, currently going through an expansion. The existing Derby Street shopping center brings a high-volume of people daily, and adds to the traffic along Whiting (53) Street and Abington Street (parallel streets to Route 3) (Refer to the traffic analysis map).

The South Shore Park is strategically located in between multiple public transport modes/choices: 2.73 miles to the South Weymouth Commuter Rail train station (next to Union Point), 5.97 miles to the MBTA Braintree Red Line, and 5.25 miles to the ferry to Boston (Hingham Shipyard). The P&B bus line has a Park & Ride lot adjacent to the site, providing a bus line to South Station (Boston Logan Airport), and to Cape Cod.

The proposed new roadway layout for South Shore Park is an opportunity to redistribute and improve the connectivity and traffic across the multiple developments. A.W. Perry already improved the entrance to the north gateway on site (exit #15 along Route 3). An impact study will be developed for the proposed connection of Commerce Road crossing the site north/south, projected to cost \$6 million (Federal

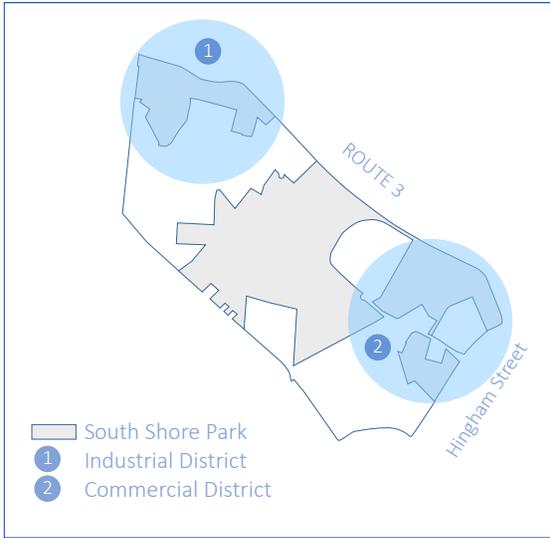
money or state grants). The opportunity to connect South Shore Park to Abington Street would link residential neighborhoods, and provide further traffic mitigation options for the area. An initial concept design from CBT proposes a re-alignment of streets within the Industrial Park District, providing hierarchy and easier “navigation” (wayfinding).

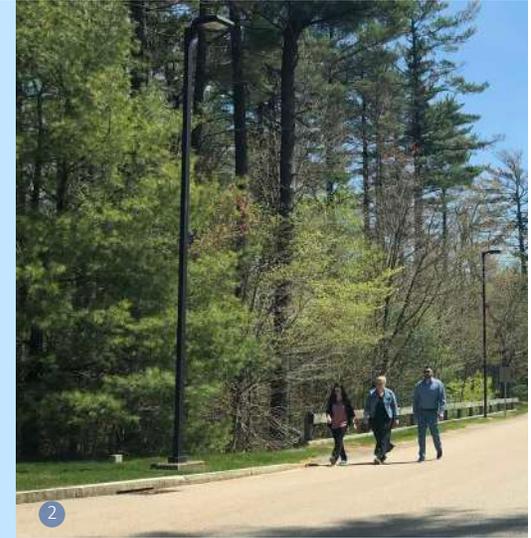
### Water & Sewer

Most communities in eastern Massachusetts are served by the Massachusetts Water Resource Authority (MWRA), although some municipalities own their water and sewer systems, including Rockland. This entity currently provides service to the two existing corporate offices on site, EMD Serono and Blue Cross Blue Shield. Rockland has confirmed that it has the capacity to support the proposed mixed-use development at the Commercial District.

The town of Hingham has been served by a private water company since 1879. On April 22 2019 a ballot vote at a town meeting approved to buy back the water infrastructure owned by a private company (Aquarion), assuming control of the system. While water service through Aquarion (Hingham) currently serves south Hingham, additional capacity for growth is a concern. South Hingham has no municipal sewer that serves either residential or commercial property in the area. The town of Hingham has explored sites for a regional treatment facility over the years, but has not identified a suitable site.

For the South Shore Park project a key question is whether to have a centralized or decentralized system for wastewater. The number of facilities on site depends on ownership models. However, integrating one wastewater facility for the whole site would be more manageable (possibly owned by a property owners association).





## THE TOWN OF HINGHAM

The Town of Hingham is working on developing a framework for a comprehensive master plan process for the whole town, starting in June 2019 and be completed in September 2020. The plan will evaluate “strengths, weaknesses, opportunities and threats as we look to future changes in areas including population, development, mobility, housing, infrastructure, and resource management. The goal is to ensure that Hingham is prepared for the future and has a plan to manage growth and address its needs and challenges, all while maintaining the historic character and qualities that make our town such a special place”. (Board’s Chairman, Gordon Carr).

The Eco-District is envisioned to become the core of the South Shore Park community including a variety of uses such as retail, F&B, offices, hotel, and residential.

Housing is a key component of the development. Examples are micro-units, duplex or single lot line units, quad units, townhomes (with roof decks), modular multifamily, and possible cottage starter homes. Affordable housing is encouraged with all of these housing types for both move down and starter home buyers. Possible items to be integrated on site are the water facility tower (not yet assigned to any location in Hingham) and sports fields for recreational use.

Surrounding communities’ approval and support is also key for the project at this stage. A.W. Perry is in favor of including the communities in the process, especially the ones in proximity to the site: along Abington Street and on the other side of Rte 3, Farm Hills and lower Gardner Street. A.W. Perry has also engaged in informal discussions with Town of Hingham officials and staff to review A.W. Perry’s goals and discuss the process for undertaking a productive public discussion to help move A.W. Perry’s plan and proposed rezoning forward.

As a conclusion to our meeting, outlined below are highlights which A.W. Perry will continue pursuing:

- Create a tactical approach to the various neighborhood and city groups required to support the updated master plan;
  - Undertake rezoning approval process;
  - Continue wetlands flagging;
  - Undertake approval process on extension of Commerce Road and connection with Abington Street.
- Undertake research and analysis for site activation;
  - Create a new mixed-use environment on site (e.g. expand on the uses within the Industrial District);

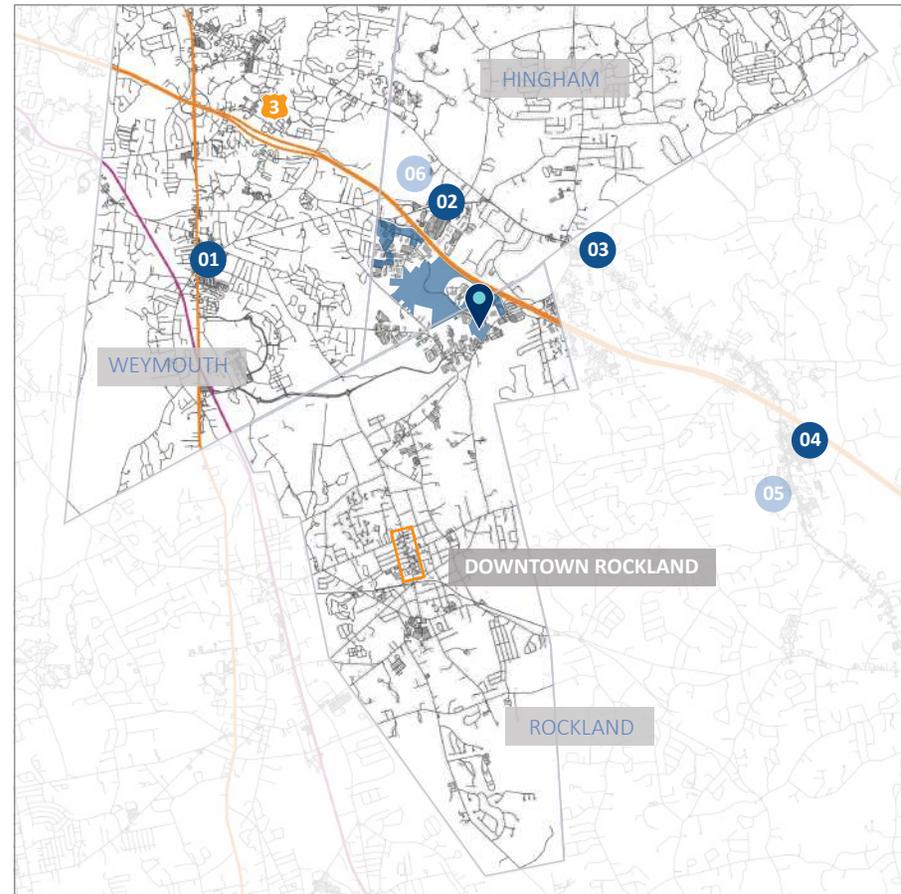
## THE TOWN OF ROCKLAND

The Town of Rockland planning officials recognize the need to establish more vibrant gathering places for people to spend their time. Starting with a series of workshops with the community, town officials are in the process of developing a vision plan – ReImagine Rockland - for the revitalization of the Downtown core, a section of Union Street, and improve its connectivity to the surrounding neighborhoods and the broader South Shore Region. This plan aims to build higher density attracting people by integrating new building types and promoting new businesses. Retaining and attracting businesses is key to increasing density, improving public spaces and streetscapes, and promoting walkable environments. The Town is also in favor of opening upper Union Street to Union Point, and creating additional bicycle trails connecting to the surrounding towns.

The A.W. Perry development opportunity on Hingham Street at Commerce Road is the front door of Rockland coming from Route 3 (South Gateway), therefore key for the connection to the Town and its Downtown core. The Town is a proponent of mixed-use development with multifamily residential space (40R Commercial-1) above retail. The maximum building height is established to 44 feet (4 floors). A result of the workshops the Town organized and highlighted the community’s desire for additional restaurants, cafes, a book store, and a grocery store. While the Town used to have three grocery stores, currently it has none. Considering the competitive sites nearby, the grocery store represents a great challenge for the South Gateway, and will require a long-term effort to attract and possibly help manufacture one.

As a conclusion to our meeting, outlined below are highlights which we will pursue in our work:

- Consider various ideas that would reinforce that this site is the gateway to Rockland;
- Evaluate whether a grocery store could be an anchor for the site considering the proximity to other existing major grocery stores within 5 miles (Whole Foods, Big Y, Trader Joe’s, etc.);
- Evaluate other types of markets, and food concepts that may satisfy the site as



Grocery Stores | Distance to Rockland Downtown

01	Whole Foods	5.2 MILES   14 min	05	Market Basket	4.9 MILES   14 min
02	Whole Foods	5.4 MILES   14 min	06	Wegmans	5.4 MILES   14 min
03	Big Y	4.1 MILES   12 min			
04	Trader Joe’s	4.9 MILES   14 min			
				 Site Location	3.3 MILES   11 min

- an integral anchor;
- Analyze the best location within the Commercial District for a market/grocery store;
- Research other types of food and beverage concepts that would activate the site (bringing exposure to new audiences and footsteps to the site);
- Consider the types of food and beverage concepts that would bring something more experiential (to distinguish the property and contribute to tenant retention).

## PRELIMINARY OBSERVATIONS ON SITE ASSUMPTIONS, CHALLENGES & OPPORTUNITIES

### Site Assumptions

- Approximately 50% of the 170 acres is developable;
- The through road (Commerce) has been engineered ready for pavement (est. cost@\$6MM);
- Hingham needs 10% affordable/inclusionary (State Statute 40B) housing for South Shore Park;
- The site has been tested by Aquarion for ground water well sites with no positive results;
- South Shore Park has been recognized regionally as a priority development site and will be considered for certain state resources, and possible grants.

### Site Challenges

- Significant rush hour congestion at the Commerce Road intersection on Hingham Street;
- In need of roadway improvements including the widening of Hingham Street at Commerce Road;
- Existing branding for now is limited to the entry points (gateways);
- Commerce Road does not connect through;
- Connection to Abington Street is not approved yet;
- The future development parcels may be constrained due to their smaller land area;
- Signage opportunities on Rt. 3 (to be revisited) appear to be limited due to the state's position on signage overall;
- A long-term water/wastewater solution is necessary in Hingham for future development to occur;
- While the towns may support higher density, they may not support lower parking ratios;
- The traffic at the end of the day may discourage people to take certain roads on site;
- The visibly dated buildings and current uses (e.g. 3M, marijuana building, etc.) along Commerce Road in the Commercial District, are a challenge for the connectivity to the Eco-District.

### Site Opportunities

#### Program + Space + User/Consumer

#### Program:

- Market/Grocery on the Rockland site;
- The site is located next to regional uses (i.e. Home Depot, Car Dealerships, etc.);
- Rockland has the water/sewer capacity to handle the possible neighborhood (market/grocery anchored) shopping center, with which the town is in favor.

#### Space:

- The developable area creates pockets of places and opportunities to connect them with walkable streetscapes;
- Creation of connectivity/network of roadways connecting uses (local and regional);
- Major frontage along Route 3;
- Outstanding visibility to introduce a commercial mixed-use development on the south side of the development on Hingham Street;
- Two major entry points from exit 14 and exit 15 from Rt. 3 to Hingham, Rockland, and Weymouth.

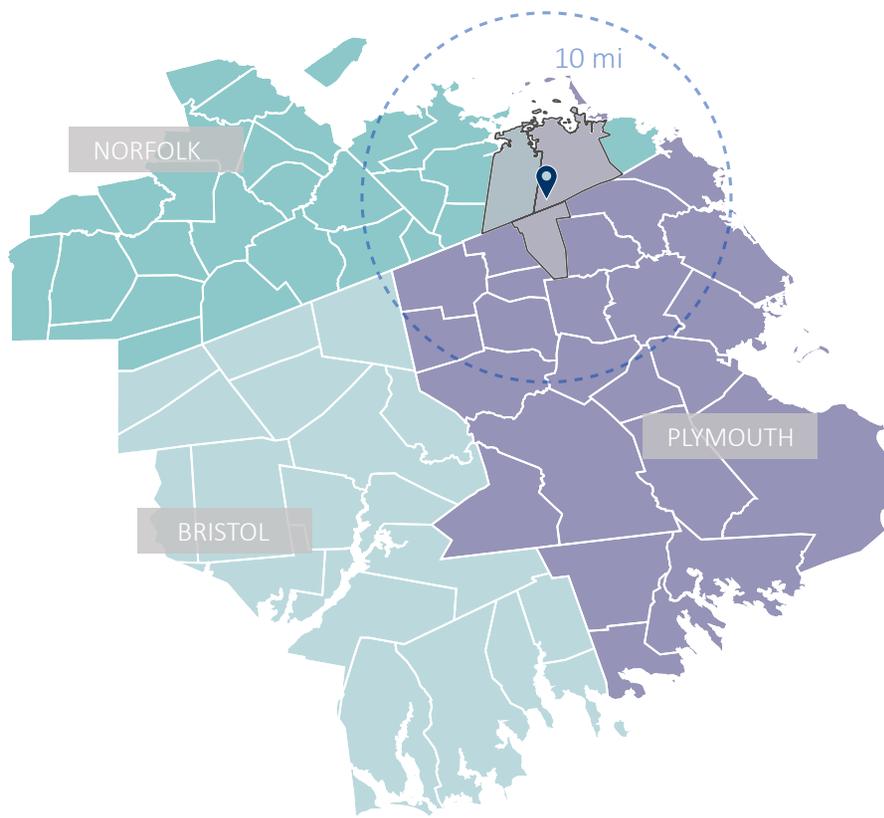
#### User/Consumer:

- Day-time population to build upon with existing major corporate tenants on site (e.g. EMD Serono, Blue Cross Blue Shield, etc.).



SCIENTIFIC RESEARCH PLAN

## KEY COUNTIES, TOWNS &amp; NEIGHBORHOODS



The following analysis focuses on investigating a 10 mile radius from the South Shore Park site including the three counties of Norfolk, Bristol and Plymouth. Data are gathered specifically for the towns of Hingham and Rockland, where the South Shore Park is located, and the town of Weymouth, being peripheral to the development. The scale of the neighborhood is identified with the “Census Tract” boundary data, that is an area established by the Census Bureau for analyzing populations.



## DEMOGRAPHIC SUMMARY & HIGHLIGHTS

On a macro-level basis, the Boston Metropolitan Statistical Area (MSA) was analyzed against comparative markets and rates higher to other metropolitan areas when considering population, income, psychographic, and spending variables. Measuring this another way it can be seen that the subject MSA also registers higher levels of two of the three traditionally high earning MOSAIC psychographic household groups, Booming with Confidence and Significant Singles, although coming in below the norm for Suburban Style households. These three groups represent the affluent aging boomers that are now empty nesters and looking to relocate to urban or urban like areas, the well-off families that reside in highest income suburban areas, and the young professionals that have well-paying jobs and gravitate towards amenity rich cities, and neighborhoods. The population within a 10 mile radius of South Shore Park exceeds the wealth statistics of the MSA as a whole with a higher per capita, average household, and median household income figures. In addition to these higher income figures, it was found that the trade area residents spend slightly more on a per capita basis than the MSA with its level of spending on Apparel & Services, Entertainment, and Food Away From Home all coming in just above the metro wide average.

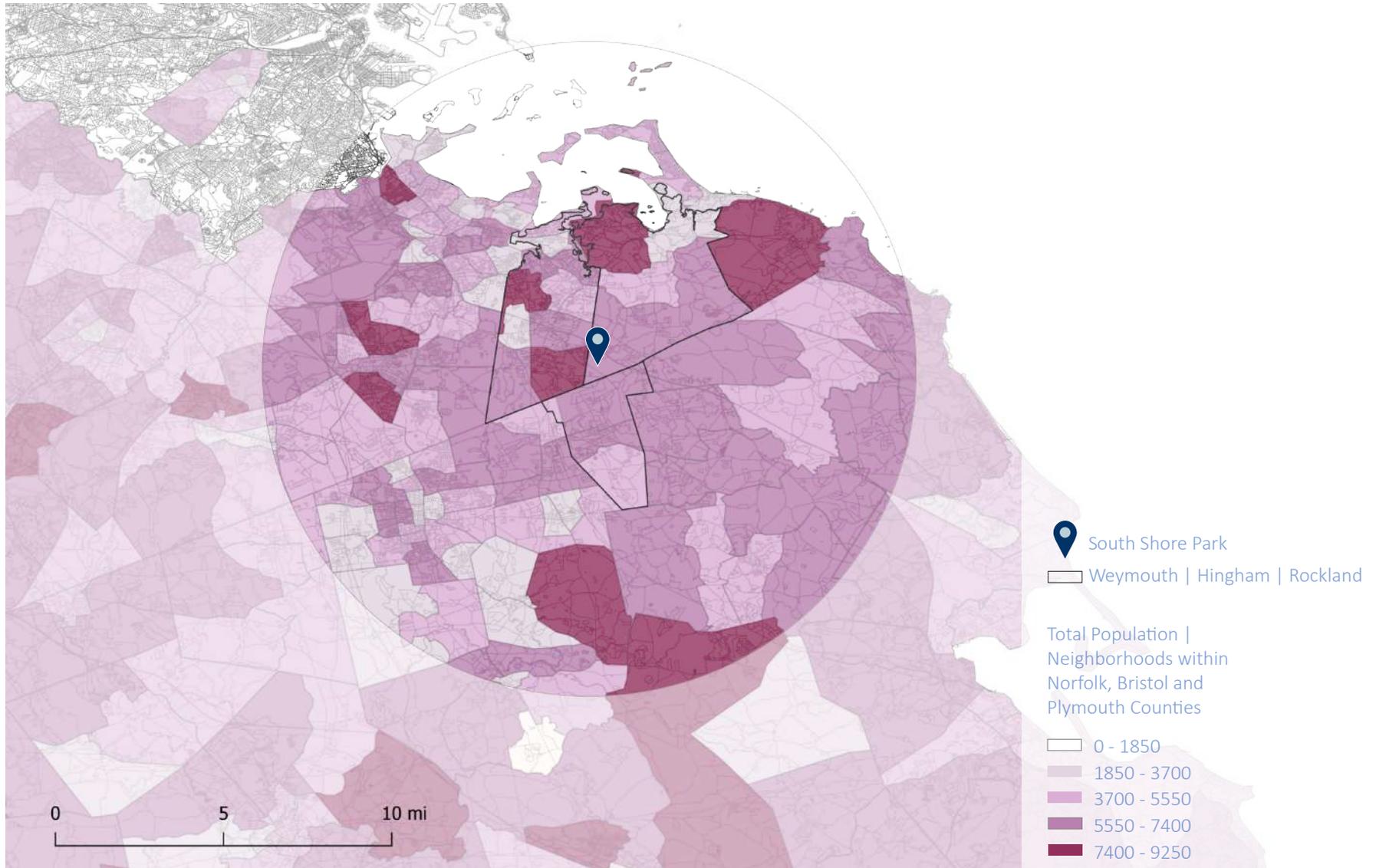
From a micro-level perspective, the market area is more nuanced. The population within a 10 mile radius of South Shore Park is 600,000 people. The trade area within 5 miles has a population of 196,000 people, and the trade area population within 3 miles is 100,800 people. The suburban land use patterns of the South Shore region have not allowed for greater density. Suburban development patterns of the South Shore comprising wetlands, larger lot sizes, and predominantly single family models have not yet allowed for the higher density seen in newer suburban areas such as metropolitan Atlanta, Dallas and Washington, DC.

The analysis on the density maps reveals that the neighborhoods moving north to North Weymouth have moderate density of people age 20 to 34 years of age. The density moves up in this same area one level to reflect more population of people age 34 to 59. The population as you move south skews oldest with people ages 34 to 59 from our core group busy raising families. The age group 59 to 85 becomes more dense moving towards the coastal communities of Hingham, and Cohasset.

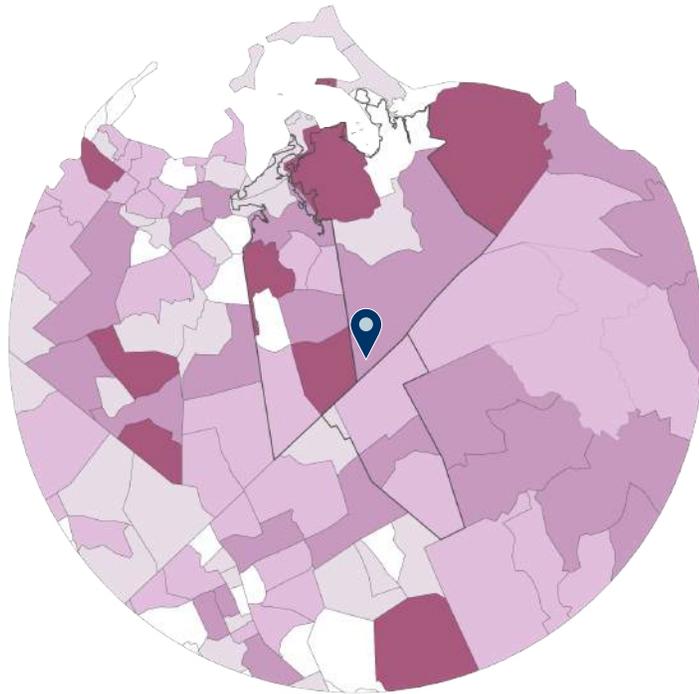
In addition, the communities of Hingham and Cohasset have very different economic profiles than that of Rockland and Weymouth. The generated map on median household income clearly shows where the affluence is in the established trade area (10 miles). The coastal areas of Hingham, Cohasset and Scituate on the east side of Rte 3 moving from the north to the south reflect the highest income values. Weymouth also falls off quite substantially along with the area south to Rockland. The incomes south and west fall off quite substantially from the site. With regards to higher education, those neighborhoods with a Masters degree run straight to Hingham and Cohasset predominantly, and also includes North Weymouth. The area south of South Shore Park has the lowest density.

Source: Data are gathered from the American Community Survey, 2017 (5 years estimates) combined with Census Bureau Data, and Gerney Research Group. Having established the trade area as 10 miles, data are visualized considering values within each of the highlighted municipalities, in the three counties of Norfolk, Plymouth and Bristol, expressing by the number of people for demographics and education, and range of values for the median household income. The analysis focuses on the three municipalities of Hingham, Rockland and Weymouth, and their respective "Census Tracts" defined as areas roughly equivalent to neighborhoods established by the Census Bureau for analyzing populations.

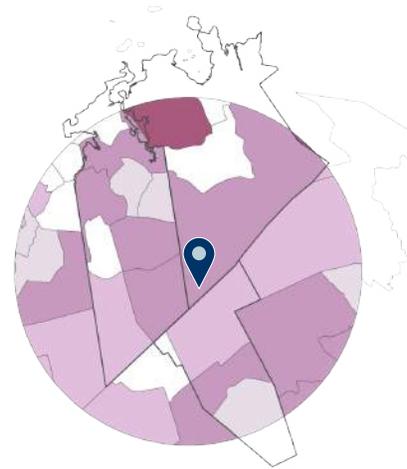
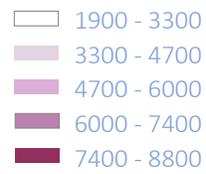
POPULATION DENSITY



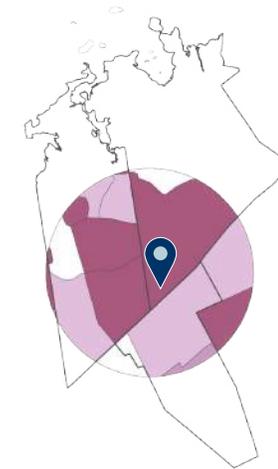
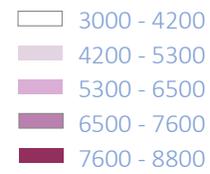
POPULATION DENSITY | 10, 5, 3 MILES



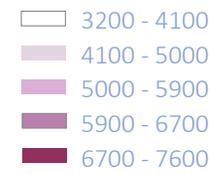
10 miles: 600,000



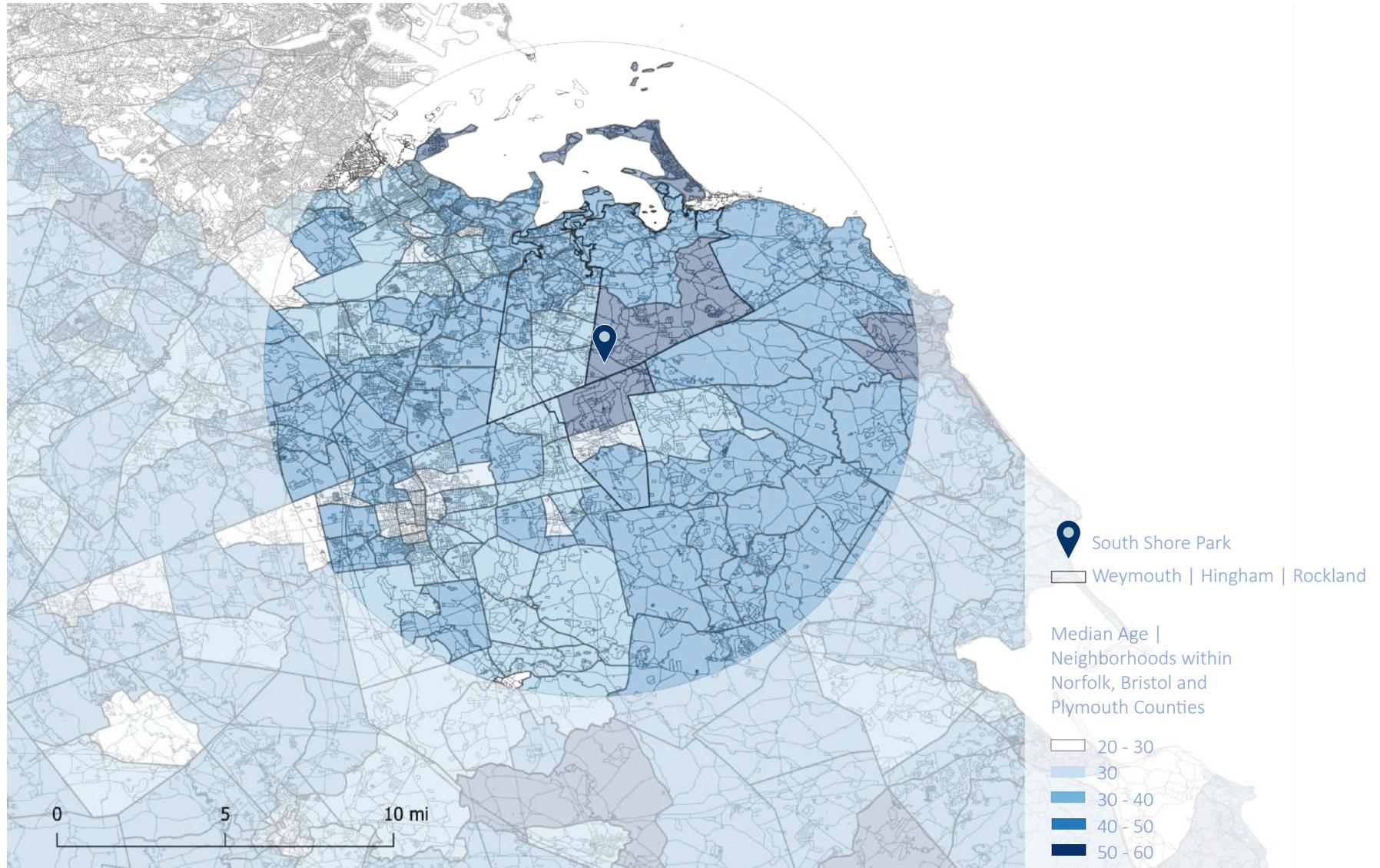
5 miles: 196,000



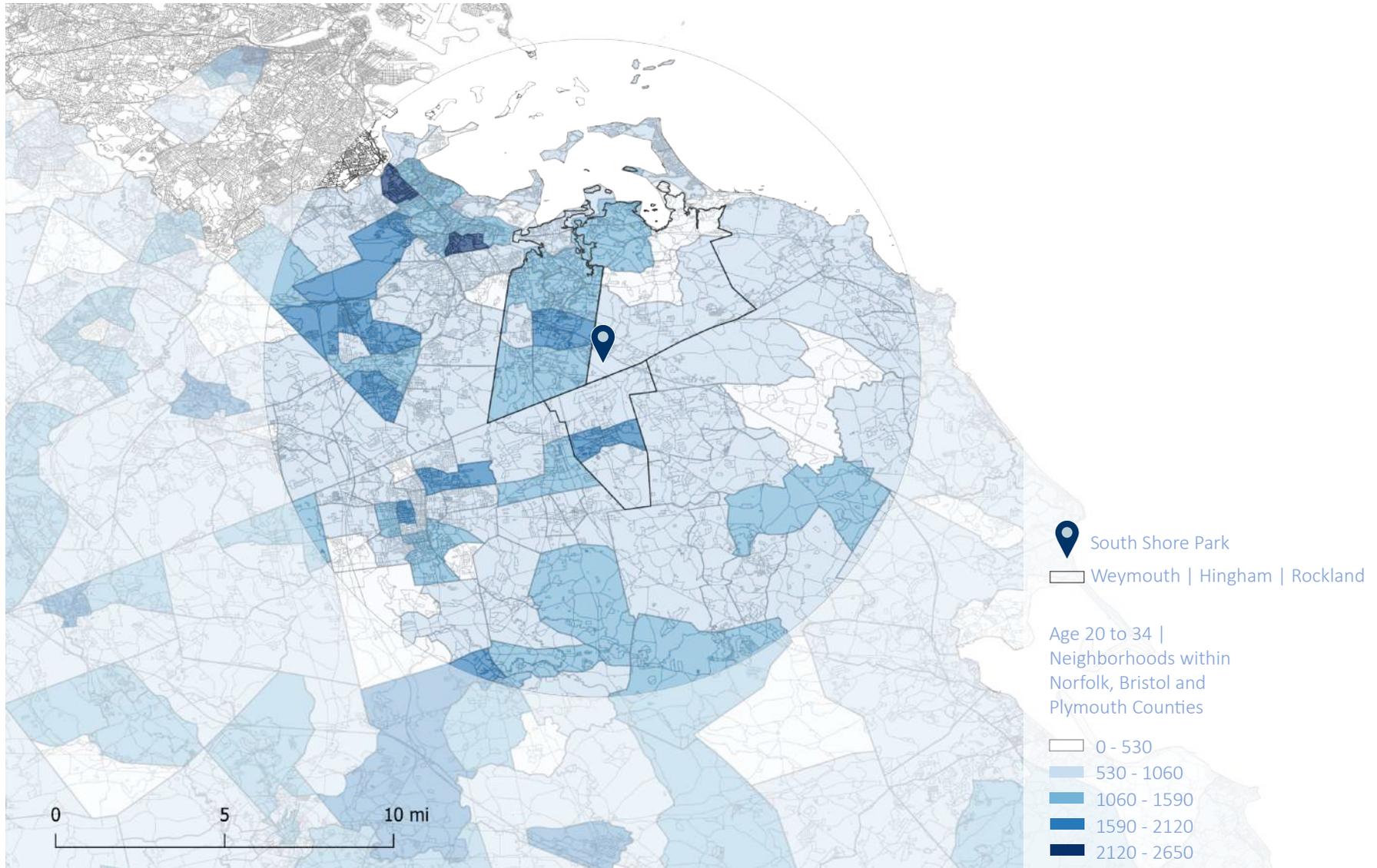
3 miles: 100,800



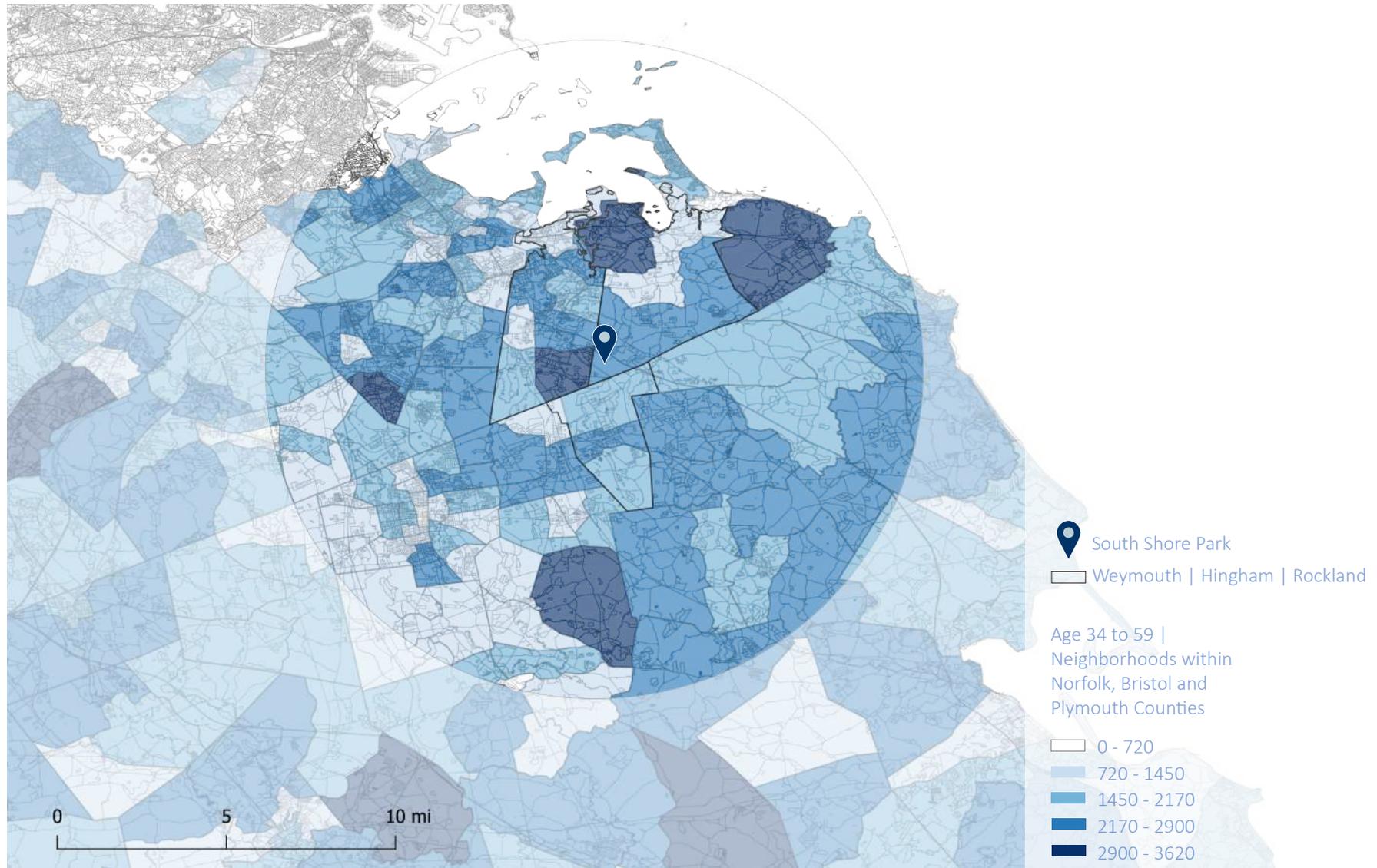
MEDIAN AGE



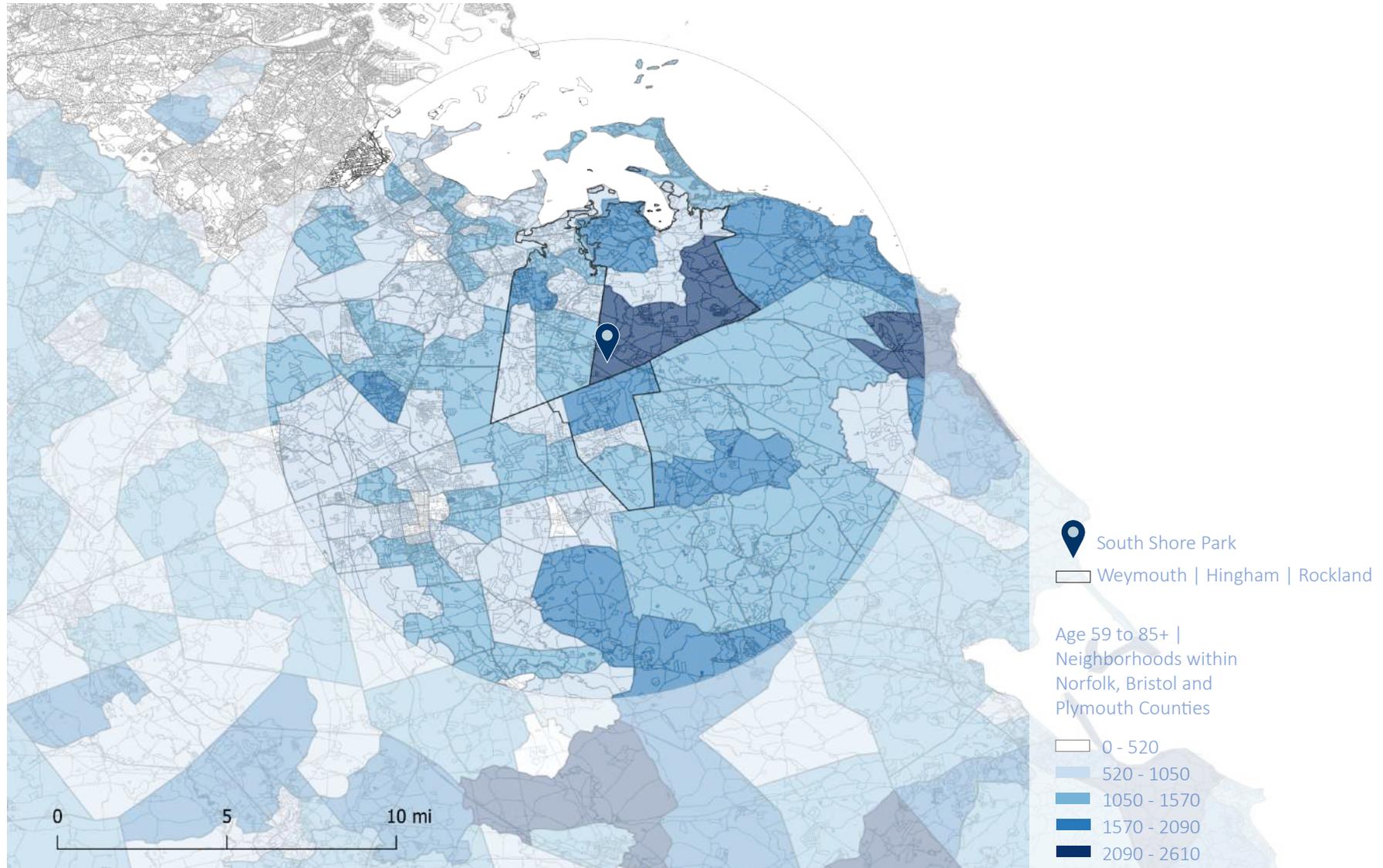
NUMBER OF PEOPLE AGE 20 - 34



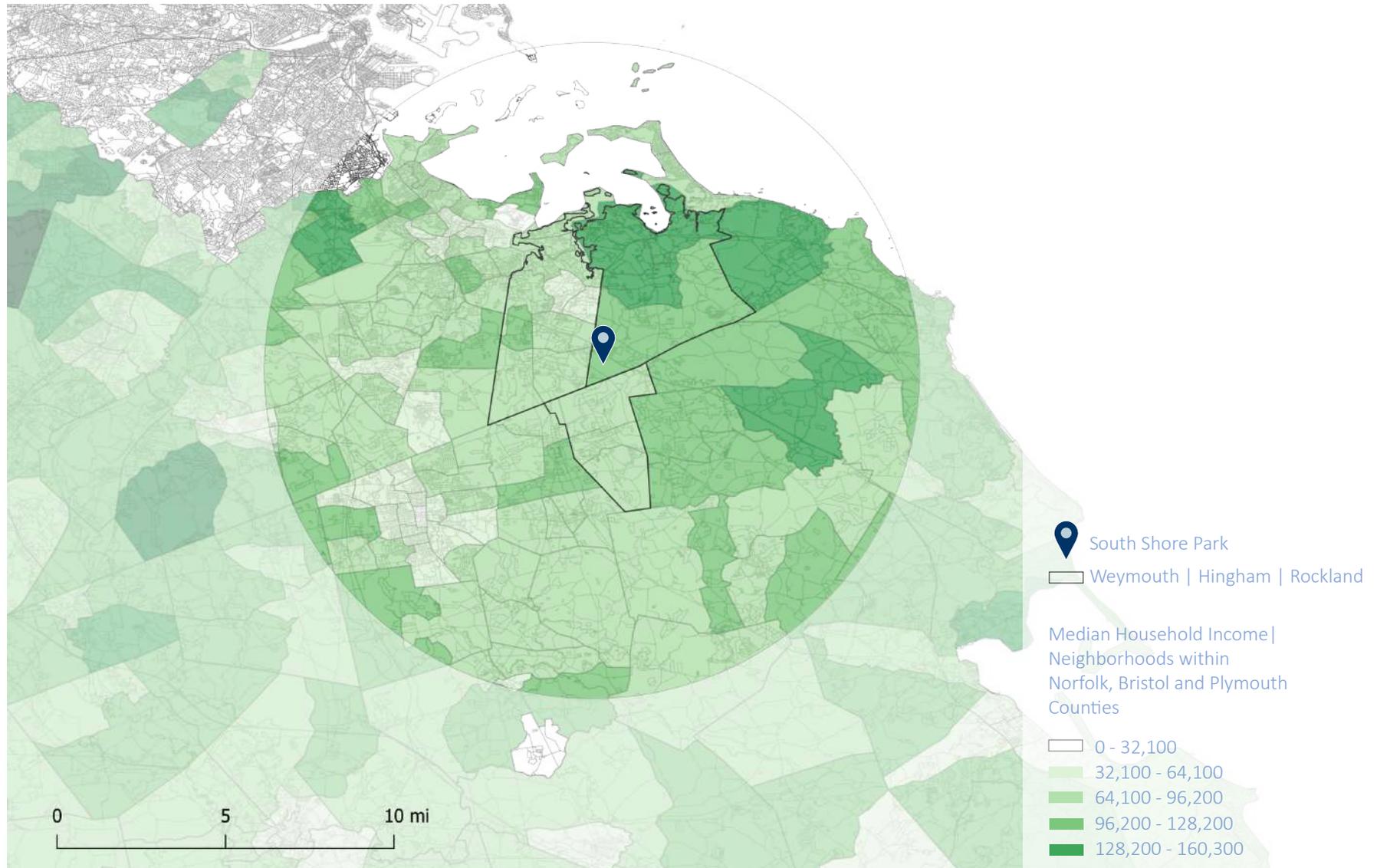
NUMBER OF PEOPLE AGE 34 - 59



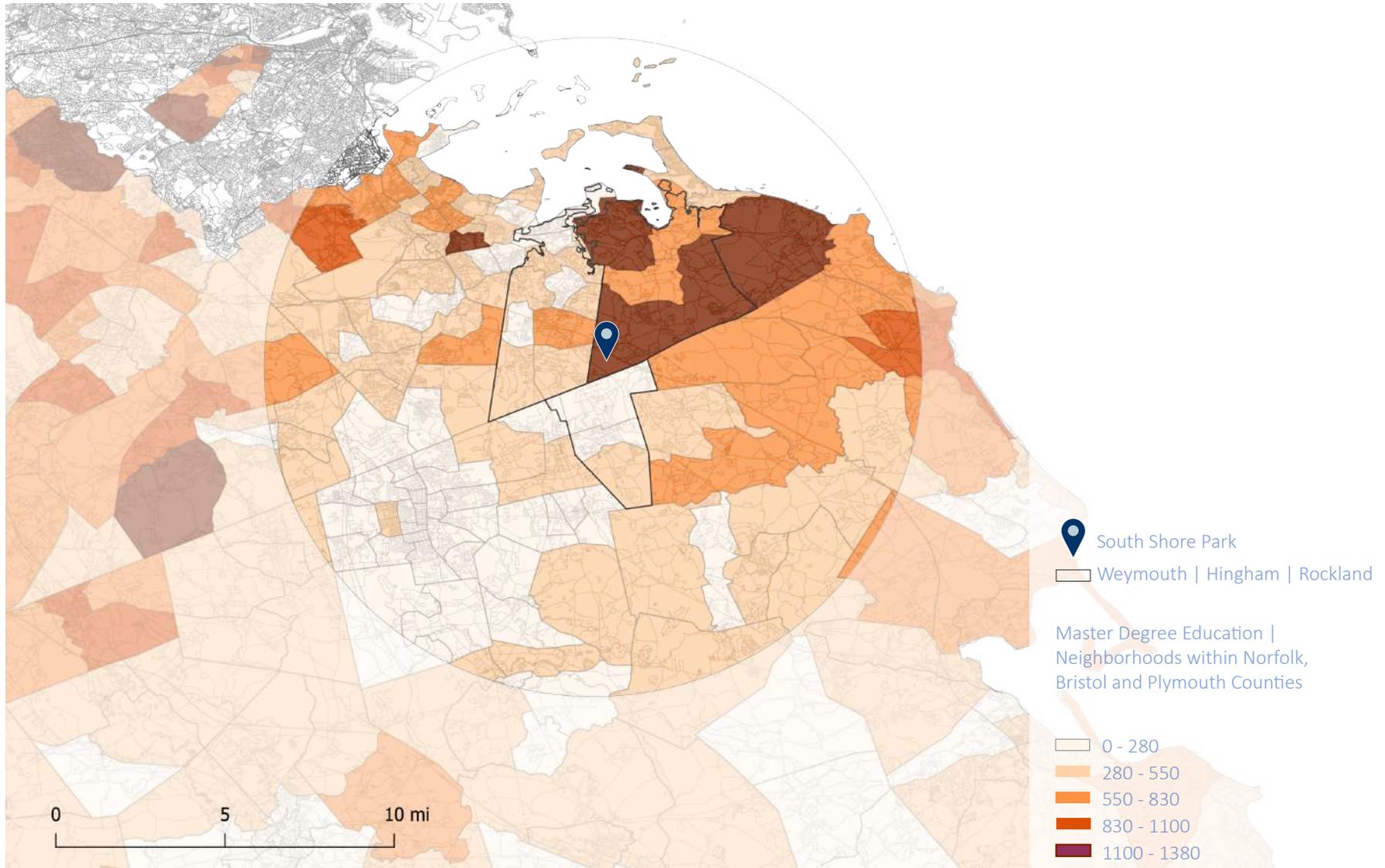
NUMBER OF PEOPLE AGE 59 - 85+



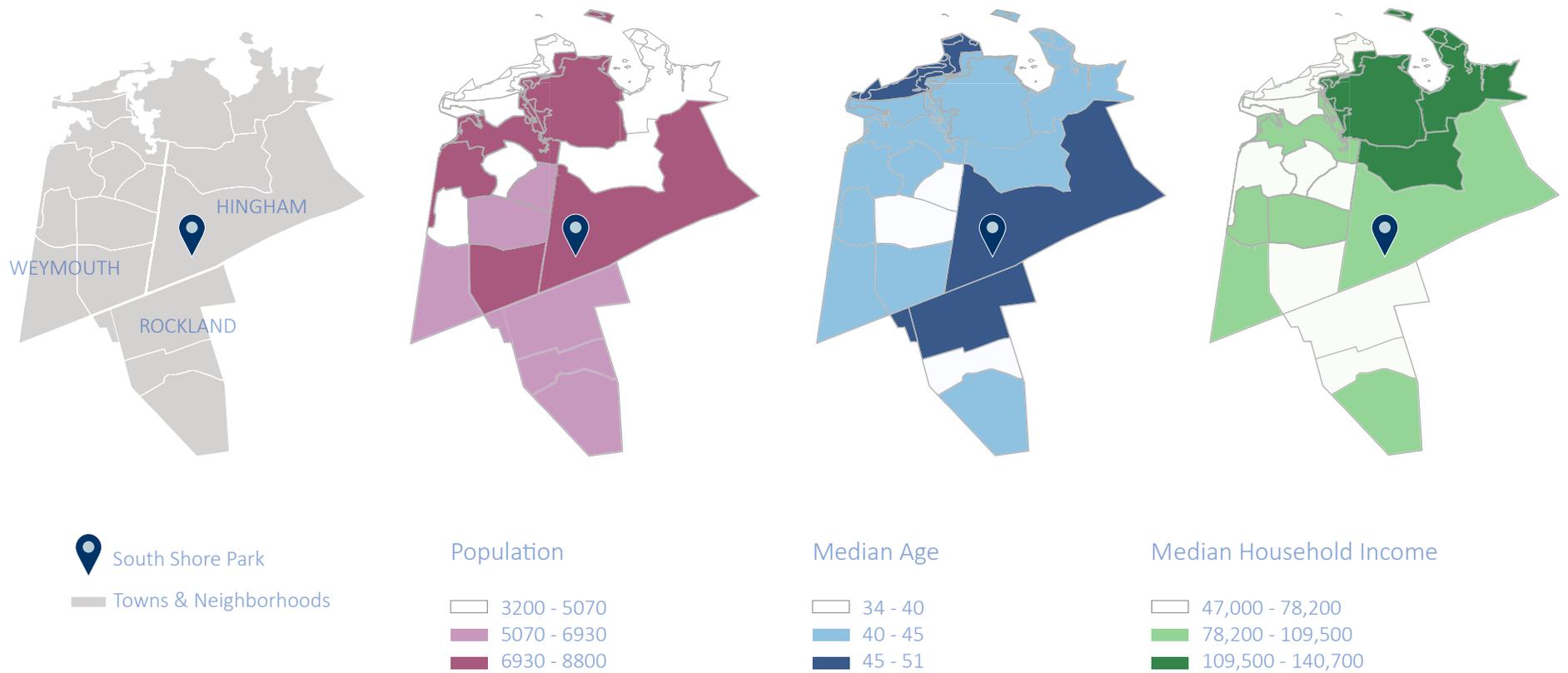
MEDIAN HOUSEHOLD INCOME



NUMBER OF PEOPLE WITH MASTER EDUCATION



POPULATION DENSITY, MEDIAN AGE, MEDIAN HOUSEHOLD INCOME WITHIN THE THREE TOWNS



## RETAIL MARKET ANALYSIS

### Introduction

This research and analysis of the local market focuses on three key components within established trade areas (3, 5, 10 miles): market segmentation, consumer characteristics, and gaps in the retail market with the goal of proposing potential tenants for the South Shore Park. This work is key to the overall organization of the merchandising plan (to be developed in Step 3 - Programmatic Plan) providing maximum visibility, flexibility, and economic benefit to the development. The knowledge of the local market aims to launch a larger discussion of the project, its potential position/offerings, and possible brand statement.

The analysis focuses on the following:

- Retail analysis/overall;
- Retail hubs: type of hubs generated by grocery stores and drug/pharmacies stores; this includes projected future grocery stores nearby the South Shore Park site (Wegmans & Market Basket), other potential grocery stores and drug/pharmacy store types, and specific users within the categories;
- Other key retail anchors complementing the commercial components and helping in guiding the site activation and merchandising plan generated by hotels, cinemas, F&B (including breweries), and health & fitness clubs;
- Socioeconomic overview: consumer characteristics, psychographics and spending variables, and tourism/seasonal population to Cape Cod as major destination in the area, with the objective of identifying complementary uses/tenants.

Focusing on existing anchors, the analysis also evaluates existing temporary events to be adopted in a pre-development site activation strategy. Data are gathered from the American Community Survey, 2017 (5 years estimates) combined with Census Bureau Data, and from CBRE, Cushman Wakefield, Gerney Research and Urban Land Institute.

## Retail Market Analysis Overview

According to CBRE market reports, the Boston retail real estate market continues to be one of the hottest in the country thanks to a strong economy, vibrant downtown, and affluent suburbs with quality retail product already in place to lead the way for new development. As of 2016, there was an estimated 194 million square feet of total retail space within the greater metropolitan region, with over 40 million square feet of space found within the city of Boston and inner suburbs alone. The South Shore market is one of the smaller sub-markets in the region with just 13 million square feet of overall space at the moment but does currently have a vacancy rate that comes in above the metro wide average of (10.2% vs. 9.0%).

According to the Gerney Research Group, the suburban areas and the national trends continue to play out with Class A and B retail properties thriving while lower quality development struggling to find a place in the landscape. The fortress malls that ring the inner suburbs are in a stable position with either a strong tenant line up, or getting more creative with their redevelopment efforts while new mixed-use properties such as MarketStreet Lynnfield and Legacy Place Dedham are finding huge success by offering more authentic streetscape formats in suburban areas. This has allowed them to be the preferred landing spot for many lifestyle brands that would otherwise choose fortress malls or downtown Boston locations.

Union Point was pursuing the lifestyle brand theory with great progress. With Hanover Mall 7.5 miles to the south of Union Point, and Derby Street not having any real room for growth, it was felt that Union Point with its urban mixed-use plan and density had a great opportunity to deliver a regional destination. Now that the development has stalled, a certain percentage of tenants will now disperse to Hanover Crossing and the Bristol site (New England Development's possible future development) across from Derby Street.

With respect to South Shore Park, some of the retail planned for Union Point may be intercepted. The visibility and access from Rte 3 is certainly much better than Union Point. Also, with one town municipality leading the way, there is a retail mixed-use plan that is viable. The tenant mix will vary depending on the type of grocery/market you plan for and secure. Given the site context, retail will be a key part of the experience that is delivered for the benefit of the other uses. It will be crucial to

plan, brand, position, and distinguish the experience as much as possible to achieve success.

The real estate submarket within 10 miles of South Shore Park is an older and more mature market. Vacancies appear in older inaccessible locations and unanchored retail strip centers, but spaces are fully leased in well located anchored centers. Retail rents are a product of location, and anchor versus unanchored centers. For unanchored inline retail, rents can be as low as \$11 per square feet (older buildings), per year. They can be much higher depending on the type of development, its location, and anchor tenancies. New inline retail space at Merchants Row in Hanover will lease for \$30 to \$35 per square foot, as indicated by an inline tenant that has leased space.

When considering Hanover Crossing, potential anchors will drive inline rents higher due to the foot traffic they will bring. Hanover Crossing is pursuing a better specialty store lineup because of the opportunity to turn the mall inside out, and attract semi-anchor tenants. If they are able to capture their preferred prospects they show on plan, they should be able to capture higher inline rents. This type of format planned at Hanover Crossing should appeal to better food and beverage concepts.

There are still retailers in growth mode. Top categories for expansion are primarily those that are less disrupted by eCommerce: beauty/cosmetics, discount grocery, dollar stores, off-price apparel and fitness and health. We are also seeing growth among super stores, although often with smaller footprints. However, clicks-to-bricks also remains a strong trend as formerly pure play retailers recognize the benefits of having a physical store presence such as increased brand awareness, easier return logistics and better connections with consumers. Any retail concepts that can compete effectively with online retail are those that offer value, convenience and, most importantly, will offer the customers an experience that they can't get online. However, the need for stand-alone shopping centers or regional malls has been slowing significantly over the last several years. Mixed-use projects will continue to ramp up, and these developments must be well located to attract retail. Walkable retail from existing residential Districts and commercial clusters is becoming the ultimate amenity for mixed-use developments.

## Retail Hubs Analysis

The analysis identifies where the retail hubs are in the trade area to determine various major tenant and development patterns, as well as voids in the marketplace. The analysis focuses on grocery stores and drug store/pharmacy anchored development for the South Shore Park. Additional uses that include beauty/cosmetics, pet supply/services, health/fitness/wellness stores included in the retail hubs are also analyzed for potential application on site.

For purposes of this report, retail centers are defined with five product types below:

- Neighborhood Center
- Lifestyle Center
- Big Box (Power) Center
- Regional Mall
- Cluster

The Neighborhood Center is identified by a grocery store as the anchor either offering a pharmacy internal to the store or, has an independent drug store within the mix. Both may have a grouping of in-line retailers and restaurants that serve the immediate trade area. The Lifestyle Center started as an alternative to traditional mall tenants that decided to cluster together for purposes of lower rent and common area maintenance charges. It was also a way for tenants and developers to penetrate the affluent suburbs near regional malls or, in areas where specialty tenant shopping may not be convenient. Big Box Centers sometimes referred to individually as a Power Center, is where larger format discount retailers have clustered together. This type of center has given rise to Department Stores discounting inventory and having outlets to offload merchandise. This category is now experiencing some of the same consolidation issues of other product types, and is now adding outparcels with smaller retail uses as well as food and beverage to stretch customers visits. Regional Malls continue to be under the most extreme pressure to reinvent themselves. Malls are referenced as A, B, and C within the hierarchy of shopping experiences. The A mall will continue to evolve, and has cut its reputation as the preferred destination for Department Stores and for offering the largest selection of specialty tenant shopping. The B mall is requiring larger investments to maintain its relevance. Depending on specific market variables such as the size of the trade area and affluence, anchor

retention, and competition, the A and B malls should continue to be an alternative in the region for serious shopping. The C Mall should be in a strategic reset mode as it will continue to be in jeopardy by the competition. The Cluster represents a specific area where a significant concentration of national retailers have located near a mall or Power Center to take advantage of its consistent shopper traffic.

Grocery stores are common and desirable anchor tenants due to their ability to facilitate the live-work-play goal of many projects, and provide a level of convenience and quality to the residential aspects of mixed-use centers. They also provide consistent traffic to a center, making for a more well-rounded destinations for their customers. Wegmans has said that they attract on average about 7,000+ people daily. The larger formats like Wegmans and Market Basket do volumes that can exceed that of Department Stores. Roche Brothers with their Bros. Marketplace is embracing more urban locations in smaller 10,000+ SF, and could be an option particularly, if the site continues to densify. Something else to consider is how Trader Joe's at 12,000 SF to 15,000 SF has become a favorite destination for so many. People will generally make more trips to their smaller, local market / grocery stores. Bigger isn't always better when in a hurry or going to the market several times per week. Recruiting a high quality operator from this category should be a top priority for the future leasing efforts of this mixed-use development.

A recent analysis shows that apartments near a new grocery store had rents more than 3.5 to 4.2% higher than the submarket average at the time of the store's opening, 'Newmark Knight Grocery Store Effect' report found. Studying apartment rents associated with new grocery stores presents a natural chicken-and-egg dilemma, because grocery stores can cause rent spikes, but they also tend to open in areas already experiencing rent increases.

In a study completed by Noell Consulting Group ("NCG") compared rents from two newer competitors in 8 different submarkets (four considered more walkable and dynamic and four less walkable and dynamic) in Washington, D.C. to understand potential premiums associated with high levels of walkability and strong retail dynamics. Premiums across all four comparison sets averaged more than 27%. In national mixed-use developments in markets that included San Jose, Los Angeles,

Atlanta, and Boca Raton the premium for more dynamic, walkable environments that reflected an integrated lifestyle premium analysis was 19.2% on average.

When evaluating the locations on the grocery store graphic, it clearly reflects the propensity of the grocery stores to locate on major highways and intersections. There is a void between Highway 24 and Rte 3 as a result of not only the lack of highway access but also, the median household income is weakest here. In addition, the graphic that reflects the higher education is also quite weak in this region reflecting an audience that is likely not well traveled and therefore not as sophisticated with their food tastes and requirements as other areas to the north and east.

The drug store/pharmacy reflects the grocery store patterns when reviewing the pharmacy graphic. Largely because many grocery store shoppers tend to make a drug store/pharmacy stop on the same shopping trip. However, the drug store will go free-standing more often as they offer more convenience store/grocery items, and incorporating drive-thru services, taking smaller parcels, and preferring being on the corners at key intersections. Both the market and the drug store/pharmacy are uses still in growth mode as convenience is key. Locating these two uses together is desirable when the site allows for additional retail shops and mix of uses.

The selected retail hubs visualized in the graphics depicts each of the product types analyzed. Retail hubs usually occur around each retail type, depending on the geographic market. What usually distinguishes these retail hubs is the draw from at least two of the three retail product types mentioned above. The analysis generally reflects this which is depicted in the hubs graphic. For example, in Braintree the power center is located fronting Rte 3. Anchored by Best Buy, Nordstrom Rack, Saks Off Fifth (vacating), PGA Golf, Guitar Center, and Ulta draw from a large region. The center located nearest to this cluster of stores is anchored by Marshall's, Michael's, T.J. Maxx, Total Wine, and Home Goods. These tenants like to gather near one another knowing the sum total of the consumer draw will make it more convenient for each of their respective shoppers.

The analysis includes Bristol's property along with Derby Street as a retail hub,

knowing that New England Development is in due diligence on a project that proposes Wegmans, other big box tenants, as well as lifestyle tenants. The grocery store graphic shows a clear void in the trade area today, and yet, that opportunity could close quickly. Given the projected competition within the larger market/grocery category, it would appear that attracting a smaller, local market while more probable would need to be tested. With Rite Aid exiting Derby Street, and proximity of CVS and Walgreens, there is a likely opportunity to attract a drug store.

### Other Specific Uses: Hotels, Cinemas, Health & Fitness Clubs, Food & Beverage, and Breweries

#### Hotels

Over the past several years the leading brands have expressed interest in the South Shore area. The interest has been predominantly for the extended stay brands by the leading hotel companies. While the area may not yet justify the building of a full service hotel with the amenities of a Marriott in Quincy, the niche products by the major hoteliers recognize the opportunity for their other brands.

The analysis reflected on the graphic shows that many of the brands are located in Braintree and Quincy, and the South Shore Market is clearly underserved as you move from these markets down Rte 3. In fact, one of the major hotel brands thought that Union Point could be a key location for overflow from the financial District in Boston because of the commuter rail service. Having a shuttle service from South Shore Park to the Weymouth Station will be a valued amenity as the development gets built out. Having a hotel on site could be the start of that shuttle service that residents can also utilize.

By way of example, IHG showed interest for a dual brand move that would include Staybridge and Holiday Inn Express. The Staybridge brand offers suites with living and

kitchen areas that would respond to the business traveler and overnight customer visiting area medical and hospital facilities in the area. The Holiday Inn brand offers a well known value proposition in the consumers mind. La Quinta by Wyndham Hotels and Residences Inn by Marriott also expressed sincere interest in this trade area.

These product types in the extended stay and affordable categories have improved greatly in terms of design and experience. This use would be optimum to drive traffic and demand as travelers as consumers are in need of food and beverage and retail services when traveling.

From a mixed-use perspective, the hotel is a valued amenity and complementary to all components on site. The integration of this use within the downtown core of the development is recommended to best contribute to the activation of the site. Hotels can be viewed by the medical profession quite favorably, as people now experiencing shorter stays following surgery would welcome this use. The recreation fields at Union Point in partnership with Laxachusetts, a club Lacrosse organization, and Global Premier, a club Soccer organization are drawing club teams from all across the Boston region for tournament play. These foregoing activities are some of the reasons that have attracted this interest in the South Shore for these categories of hotels.

### Cinema

As delivering an experience for consumers becomes essential for bricks-and-mortar retail, shopping centers and malls will incorporate more entertainment options. Movie theaters have, of course been in the mix for decades, but they have been reinvented to elevate the experience. If one reviews the cinema graphic you will see that the newer megaplex theatres desire regional mall locations and downtown Districts located where uses and amenities are bundled together. Also noted, is they tend to be on major interstates and highways.

The Cinema experience has evolved over the years with technology and special effects (4DX includes motion chairs, and environmental effects like wind and rain), and there

is nothing new on the South Shore. Union Point was near completion on negotiations with Regal Cinema that would have delivered a 16-screen cinema, an IMAX screen and several 4DX theatres. Hanover Crossing is planning a large multiplex cinema (projected to be Patriot Cinema), that the developer was moving from the back of the mall. The trend is cinemas almost always favor a multi-experience environment versus a stand-alone experience. Investment to construct a cinema is significant and risky from a re-use standpoint and lender's perspective. The economic realities require that the development is large enough, and the developer get the lift from additional retailers and restaurants the cinema attracts to the overall development. One point of differentiation is the specialty theatres that introduce brew pubs and special events geared toward a younger generation. This could be the exception for South Shore Park particularly, integrated into the central core of the Eco-District as a center point to the pedestrian experience. We are also seeing growth of arcade/game-themed bar/restaurants (local example is Cheeky Monkey, and Jillian's in Fenway), and competitive experiences in shopping centers and new concepts will pop up across all markets.

### Health & Fitness Clubs

A review of our graphic and the result of a recent third party consulting firm's analysis for the health and fitness industry, reported that there are 38 fitness facilities within an 8 minute drive time from Derby Street. Any new full service club was not warranted in the trade area. The current number of households estimated at 24,000 as compared to the market demand (estimated at 24,550) will not allow competitive entry without taking away membership from current fitness businesses. It was concluded that existing supply in the marketplace is meeting demand. Any additional supply or removal of supply would impact competitive gains or losses.

Life Time Fitness ("LTF") has been looking at the South Shore area for years. Their entry into the market would be a fourth location in the Boston area adding to their other locations in Framingham, Chestnut Hill, and Westwood. The Bristol site could be the most logical location given the size, proximity to Derby Street Shoppes, as well as access to the better profile consumer residing primarily east of Rt. 3 in

Hingham, Cohasset, and Scituate areas. LTF could be in the midst of rethinking their development objectives with their “lifestyle” concepts that include residential and retail services, which makes the Bristol potential development their most logical move.

Other potential prospects such as LA Fitness could also be a key prospect to land on the South Shore. With over 200 locations in the U.S. they could absorb this location in spite of the report that this area is tapped out in terms of real growth prospects for larger clubs. Fit Factory was also quite serious about building a 30,000 square foot fitness center. They are currently in Braintree and Kingston with recent facilities opened in N. Attleboro and Foxboro. The latest entry other than small boutique fitness uses to the marketplace is Crunch Fitness, which is under construction now in South Braintree at the Stop & Shop and CVS anchored neighborhood shopping center.

As retail centers incorporate more everyday uses into their offerings a category that has been particularly active in blurring the lines between retail and service has been boutique fitness operators. The exception per the analysis may be in the small to mid range of specialty boutique fitness operators (1,500 to 4,000 square foot range), such as Soul Cycle, CorePower, and Orangetheory Fitness. The mid range (5,000 to 12,000 square feet) would include Crunch and George Forman’s EverybodyFights.

#### Food & Beverage and Breweries

Restaurants will continue to experience positive absorption, but expansion will slow for several restaurant types, albeit with exceptions: food halls, craft brewing and entertainment-related food and beverage (F&B) concepts, and quick service will continue expanding. Trillium Brewing Company spent a significant amount of time looking for their suburban outpost and something experiential before settling on their location in Canton. Locally, Barrel House Z is a favorite place for those living in Weymouth.

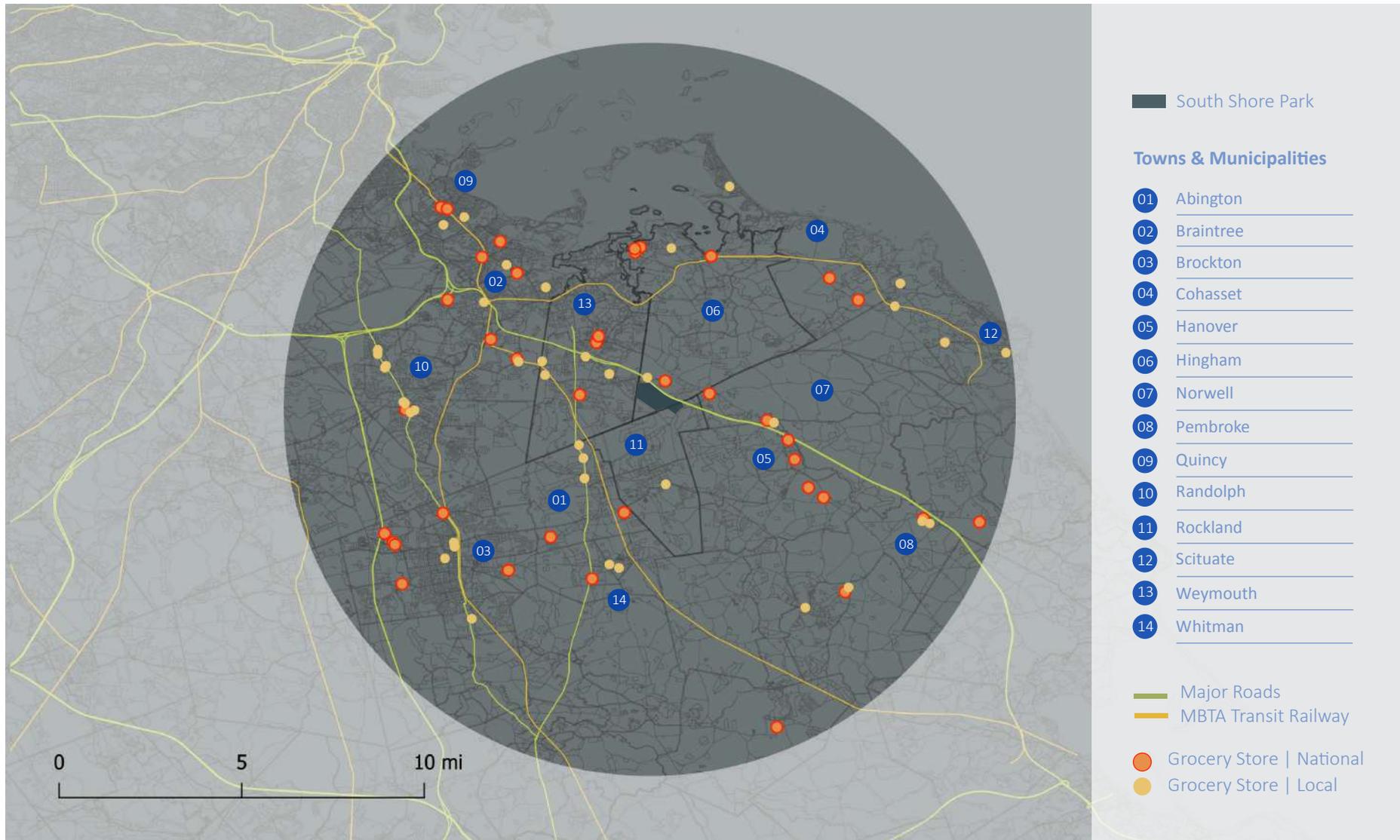
Craft breweries are proving to have staying power and the Boston region is a

favorable environment for this kind of experience. People seeking an experience as a part of their meal out is the trend driving this growth. Reviewing the brew pubs graphic, there are 22 within 10 miles of South Shore Park, two in Hingham, and four in Weymouth. South Shore Park has distinctive characteristics with the land that represent an opportunity to further distinguish itself appealing to a younger more affluent consumer. It is highly probable that Trillium would have considered South Shore Park during its review of potential sites for its headquarters, given its access and potential experiential environment. There will be others as this interest in craft breweries will continue.

Dining establishments in shopping centers have become increasingly important taking larger percentages of gross leasable areas. Even truer for mixed-use, town center developments distinguished by activated public places, and unique outdoor dining spaces. The food and beverage experiences offered today within 5 miles falls short of new suburban development almost anywhere in the country. This might be for lack of new centers, but this is expected to be a significant opportunity for South Shore Park based on our analysis. Reviewing the inventory graphic and list, reveals that there is local notable talent that can be pursued however, the market mostly is comprised of local, single proprietors that deliver mediocre food and experiences. National chains are not very prevalent, and are expected to be pursued for both the Bristol site and Hanover Crossing as these projects will offer more food and beverage within their merchandise mix. South Shore Park will compete for select national tenants, quick service restaurants, and independent food concepts where South Shore Park could showcase and encourage their creativity giving them a stage for a convenient and unique mixed-use setting.

While consumer demand for F&B options remains high, after eight years of aggressive growth most markets have reached a saturation point for many concepts, and restaurants are dealing with the challenges of increasing labor costs and high urban rents. National chains are slowing down growth and instead are focusing on rehabs and renovations to incorporating technology and delivery logistics.

RETAIL MARKET ANALYSIS | GROCERY STORES



## RETAIL MARKET ANALYSIS | LIST OF GROCERY STORES

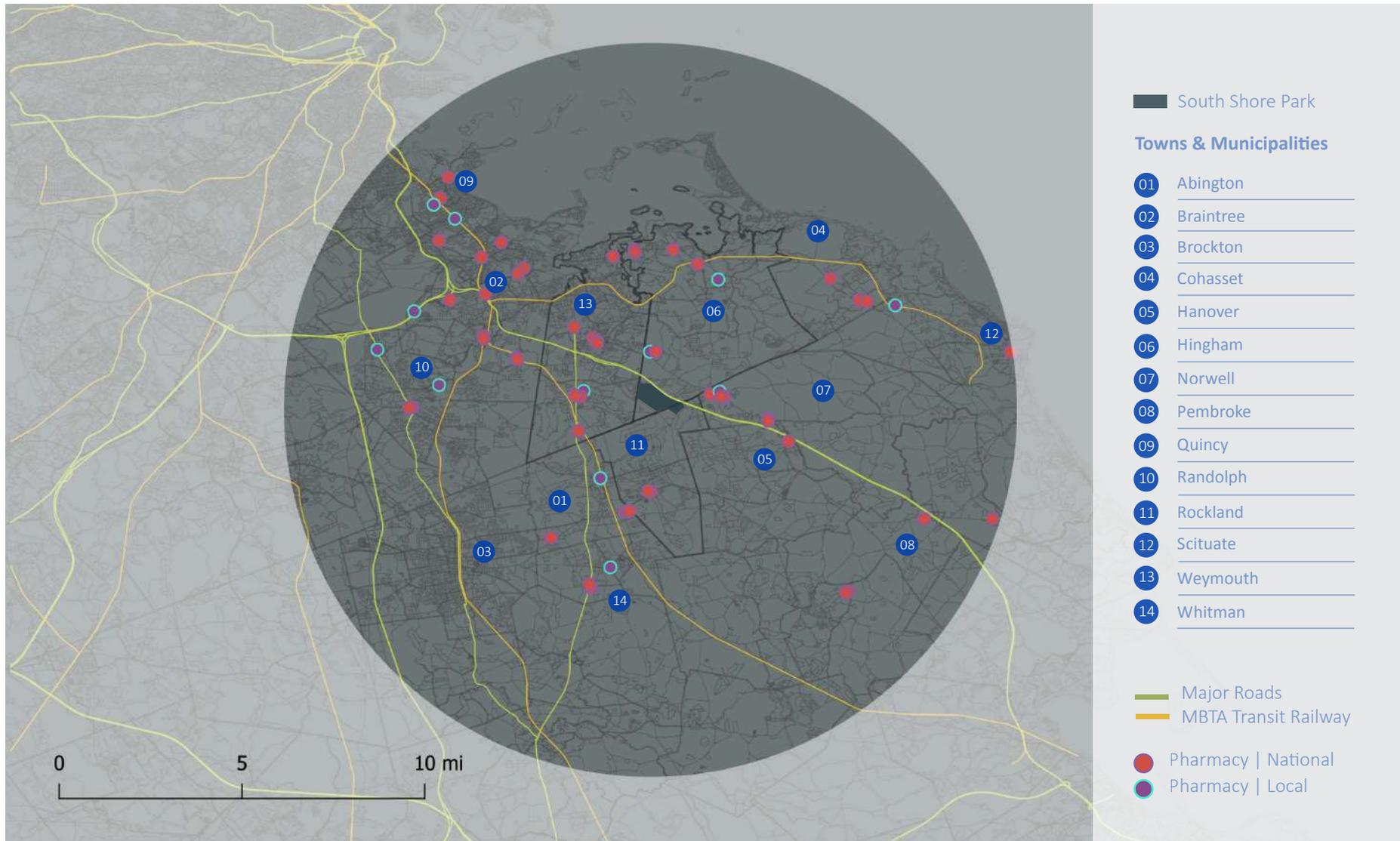
TOWN	GROCERY STORE	ADDRESS
Abington	Terra Nossa Center Market	1501 Bedford St, Abington, MA 02351
Abington	Dollar Tree	1238 Bedford St, Abington, MA 02351
Abington	Stop & Shop	375 Centre Ave, Abington, MA 02351
Abington	Walmart	777 Brockton Ave, Abington, MA 02351
Abington	Trucchi's Supermarkets Abington	858 Bedford St, Abington, MA 02351
Braintree	South Shore Desi Market	226 Quincy Ave, Braintree, MA 02184
Braintree	Shaw's	125 Pearl St, Braintree, MA 02184
Braintree	Stop & Shop	316 Grove St, Braintree, MA 02184
Braintree	Braintree Market N Deli	978 Liberty St, Braintree, MA 02184
Braintree	Target	250 Granite St Suite 121, Braintree, MA 02184
Braintree	Gourmet Products	1 Elm St, Braintree, MA 02184
Brockton	Market Basket	200 Westgate Dr, Brockton, MA 02301
Brockton	Stop & Shop	932 N Montello St, Brockton, MA 02301
Brockton	Stop & Shop	683 Belmont St, Brockton, MA 02301
Brockton	Shaw's	715 Crescent St, Brockton, MA 02302
Brockton	Walmart	700 Oak St, Brockton, MA 02301
Brockton	Bravo Supermarkets	1650 Main St, Brockton, MA 02301
Brockton	ALDI	544 Westgate Dr, Brockton, MA 02301
Brockton	Alves Grocery	274 N Main St, Brockton, MA 02301
Brockton	Country Food Store	380 N Main St, Brockton, MA 02301
Brockton	Vicente's Supermarket	160 Pleasant St, Brockton, MA 02301

TOWN	GROCERY STORE	ADDRESS
Cohasset	Shaw's	739 Chief Justice Cushing Hwy, Cohasset, MA 02025
Cohasset	Stop & Shop	400 Chief Justice Cushing Hwy, Cohasset, MA 02025
Halifax	Stop & Shop	341 Plymouth St, Halifax, MA 02338
Hanover	Walmart	1775 Washington St, Hanover, MA 02339
Hanover	Assinippi General Store	2103 Washington St, Hanover, MA 02339
Hanover	Shaw's	35 Columbia Rd, Hanover, MA 02339
Hanover	Target	1167 Washington St, Hanover, MA 02339
Hanover	Trader Joe's	1775 Washington St, Hanover, MA 02339
Hanover	Assinippi Eating Establishment	2103 Washington St, Hanover, MA 02339
Hingham	Fruit Center Marketplace	79 Water St, Hingham, MA 02043
Hingham	Whole Foods Market	94 Derby St, Hingham, MA 02043
Hingham	The Fresh Market	11 Essington Dr, Hingham, MA 02043
Hingham	Stop & Shop	400 Lincoln St, Hingham, MA 02043
Hingham	Trader Joe's	5 Essington Dr, Hingham, MA 02043
Hingham	Wollaston Market Inc	190 Old Derby St # 207, Hingham, MA 02043
Hingham	Richdale Food Shops	Hingham, MA 02043
Hull	Village Market	505 Nantasket Ave, Hull, MA 02045
Marshfield	Roche Bros. Marshfield	605 Plain St, Marshfield, MA 02050
Norwell	Big Y World Class Market	10 Washington St, Norwell, MA 02061
Norwell	Stop & Shop	468 Washington St, Norwell, MA 02061
Pembroke	Stop & Shop	125 Church St, Pembroke, MA 02359

TOWN	GROCERY STORE	ADDRESS
Pembroke	Stop & Shop	24 Mattakeesett St, Pembroke, MA 02359
Pembroke	Lindy's General Store	2924, 314 Mattakeesett St, Pembroke, MA 02359
Pembroke	Mayflower Natural Foods	300 Oak St, Pembroke, MA 02359
Pembroke	Babydeeya Corporation	125 Center St, Pembroke, MA 02359
Quincy	Kam Man Foods	219 Quincy Ave, Quincy, MA 02169
Quincy	Stop & Shop	495 Southern Artery, Quincy, MA 02169
Quincy	Stop & Shop	65 Newport Ave, Quincy, MA 02171
Quincy	Star Market	130 Granite St, Quincy, MA 02169
Quincy	Big Y World Class Market	475 Hancock St, North Quincy, MA 02171
Quincy	Walmart	301 Falls Blvd, Quincy, MA 02169
Quincy	New York Mart	733 Hancock St, Quincy, MA 02170
Quincy	Lucky Shamrock	263 Beale St, Quincy, MA 02170
Randolph	Shaw's	121 Memorial Pkwy, Randolph, MA 02368
Randolph	Saigon Market	1112 N Main St, Randolph, MA 02368
Randolph	Hai Lua Supermarket	937 N Main St, Randolph, MA 02368
Randolph	O'Connell's Convenience Plus	892 N Main St, Randolph, MA 02368
Randolph	Super Mart	1151 N Main St, Randolph, MA 02368
Randolph	Friendly Food Pantry	1 Turner Dr, Randolph, MA 02368
Randolph	Store One Supermarket	1169 N Main St, Randolph, MA 02368
Randolph	New mission gourmet	22 North St, Randolph, MA 02368
Randolph	America's Food Basket	300 N Main St, Randolph, MA 02368
Rockland	Family Dollar	366 Market St, Rockland, MA 02370

TOWN	GROCERY STORE	ADDRESS
Scituate	Lion's Head Organics	139 Border St, Scituate, MA 02066
Scituate	StillWaters Wine and Gourmet	776 Country Way, Scituate, MA 02066
Scituate	Village Market	71 Front St, Scituate, MA 02066
Scituate	Ronnie Shone General Store	363 Country Way, Scituate, MA 02066
Weymouth	Pleasant Street General Store & Deli	451 Pleasant St, South Weymouth, MA 02190
Weymouth	Shaw's	610 Middle St, Weymouth, MA 02189
Weymouth	Whole Foods Market	35 Pleasant St, South Weymouth, MA 02190
Weymouth	Stop & Shop	700 Middle St, Weymouth, MA 02188
Weymouth	Walmart	740 Middle St, Weymouth, MA 02188
Weymouth	Jenny's Market	992 Middle St, Weymouth, MA 02188
Weymouth	Sabinas Market	5 Blueberry Pl, Weymouth, MA 02188
Weymouth	Maria's Convenient Express	505 Columbian St, Weymouth, MA 02190
Whitman	Stop & Shop	475 Bedford St, Whitman, MA 02382
Whitman	C J's Market	7 Marble St, Whitman, MA 02382
Whitman	Family Dollar	611 Washington St, Whitman, MA 02382

## RETAIL MARKET ANALYSIS | PHARMACIES



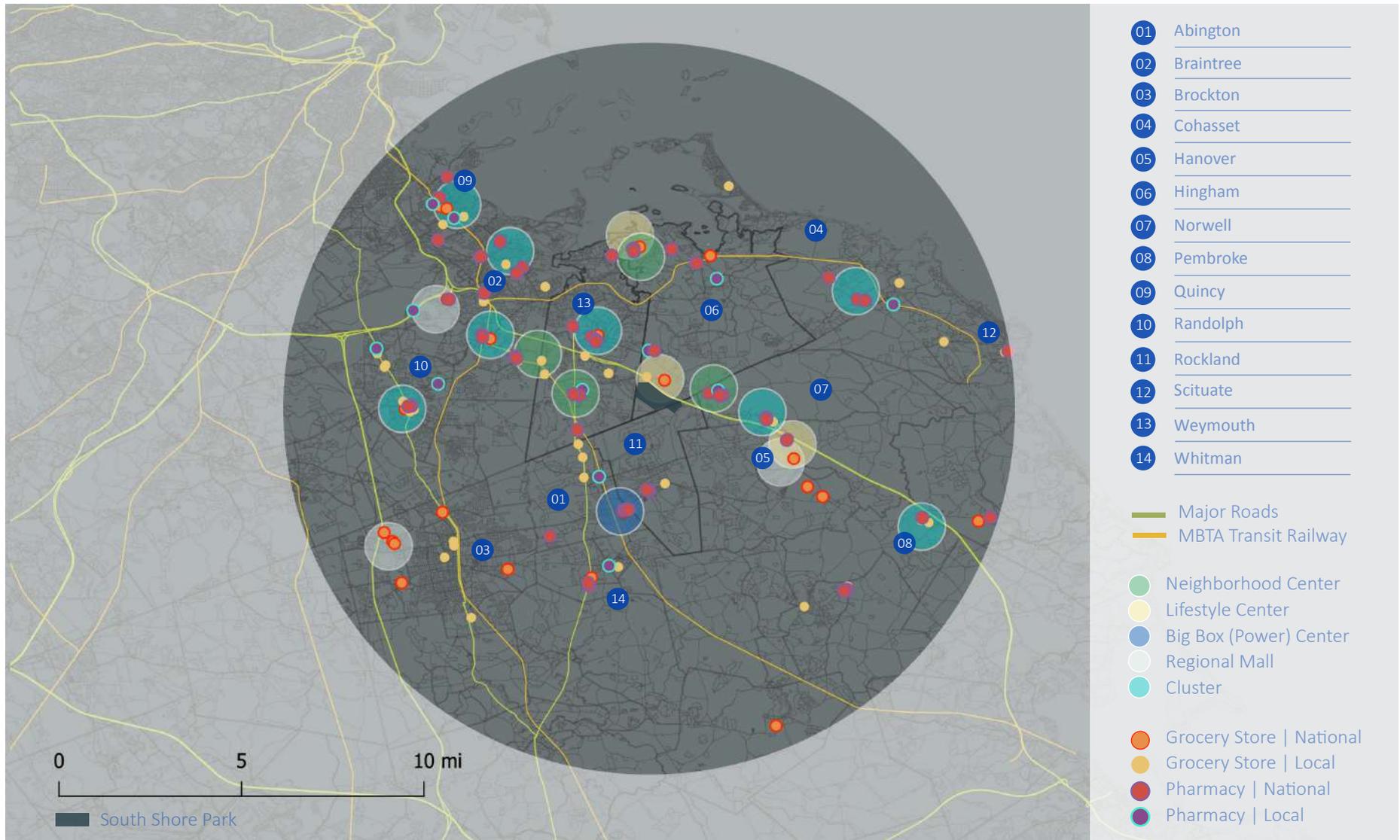
## RETAIL MARKET ANALYSIS | LIST OF PHARMACIES

TOWN	DRUG/PHARMACY	ADDRESS
Abington	Bemis Drug Co. Inc	6 Brighton St, Abington, MA 02351
Abington	Walmart Pharmacy	777 Brockton Ave, Abington, MA 02351
Abington	CVS Pharmacy	385 Centre Ave, Abington, MA 02351
Abington	Stop & Shop Pharmacy	375 Centre Ave, Abington, MA 02351
Abington	Target	385 Centre Ave, Abington, MA 02351
Braintree	Rite Aid Pharmacy	Braintree, MA 02184
Braintree	Blue Hills Pharmacy	340 Wood Rd #205, Braintree, MA 02184
Braintree	CVS Pharmacy	270 Grove St, Braintree, MA 02184
Braintree	Stop & Shop Pharmacy	316 Grove St, Braintree, MA 02184
Braintree	CVS Pharmacy	178 Washington St, Braintree, MA 02184
Braintree	CVS Pharmacy	250 Granite St, Braintree, MA 02184
Braintree	CVS Pharmacy	884 Washington St, Braintree, MA 02184
Braintree	Rite Aid	11 Pearl St, Braintree, MA 02184
Cohasset	Walgreens Pharmacy	767 Chief Justice Cushing Hwy, Cohasset, MA 02025
Cohasset	CVS Pharmacy	790 Chief Justice Cushing Hwy, Cohasset, MA 02025
Cohasset	Stop & Shop Pharmacy	400 Chief Justice Cushing Hwy, Cohasset, MA 02025
Hanover	Walmart Pharmacy	1775 Washington St, Hanover, MA 02339
Hingham	CVS Pharmacy	86 South St, Hingham, MA 02043
Hingham	Hingham Centre Health Mart Pharmacy	294 Main St, Hingham, MA 02043
Hingham	CVS Pharmacy	405 Lincoln St, Hingham, MA 02043

TOWN	DRUG/PHARMACY	ADDRESS
Hingham	Rite Aid Pharmacy	184 Lincoln St, Hingham, MA 02043
Hingham	Stop & Shop Pharmacy	75 Sgt William B Terry Dr, Hingham, MA 02043
Hingham	CVS Pharmacy	203 Linden Ponds Way, Hingham, MA 02043
Hingham	Stop & Shop Pharmacy	400 Lincoln St, Hingham, MA 02043
Marshfield	St. George Pharmacy	435 Furnace St, Marshfield, MA 02050
Norwell	CVS Pharmacy	104 Washington St, Norwell, MA 02061
Norwell	Big Y Pharmacy and Wellness Center	10 Washington St, Norwell, MA 02061
Norwell	Stop & Shop Pharmacy	468 Washington St, Norwell, MA 02061
Norwell	Professional Pharmacy-Norwell	75 Washington Park Dr, Norwell, MA 02061
Norwell	Rite Aid	119 Washington St, Norwell, MA 02061
Pembroke	CVS Pharmacy	44 Mattakeesett St, Pembroke, MA 02359
Pembroke	Stop & Shop	125 Church St, Pembroke, MA 02359
Pembroke	Stop & Shop	24 Mattakeesett St, Pembroke, MA 02359
Quincy	Rite Aid Pharmacy	132 Granite St, Quincy, MA 02169
Quincy	Walgreens Pharmacy	418 Quincy Ave, Quincy, MA 02169
Quincy	Walmart Pharmacy	301 Falls Blvd, Quincy, MA 02169
Quincy	Galaxy Pharmacy	343 Newport Ave, Quincy, MA 02170
Quincy	CVS Pharmacy	321 Quincy Shore Dr, Quincy, MA 02170
Quincy	Walgreens Pharmacy	324 Hancock St, Quincy, MA 02171
Quincy	Walgreens Pharmacy	550 Adams St Ste 6, Quincy, MA 02169
Quincy	Eaton Apothecary	110 W Squantum St, Quincy, MA 02171

TOWN	DRUG/PHARMACY	ADDRESS
Quincy	Stop & Shop Pharmacy	495 Southern Artery, Quincy, MA 02169
Randolph	Randolph Pharmacy	1187 N Main St, Randolph, MA 02368
Randolph	Walgreens Pharmacy	170 N Main St, Randolph, MA 02368
Randolph	CVS Pharmacy	171 N Main St, Randolph, MA 02368
Randolph	Cornerstone Health Solutions	40 Teed Dr, Randolph, MA 02368
Rockland	Walgreens Pharmacy	75 Market St, Rockland, MA 02370
Rockland	CVS Pharmacy	80 Market St, Rockland, MA 02370
Scituate	Scituate Pharmacy	384 Gannett Rd, Scituate, MA 02066
Scituate	CVS Pharmacy	100 Front St, Scituate, MA 02066
Weymouth	CVS Pharmacy	1504 Main St, South Weymouth, MA 02190
Weymouth	Olden's Pharmacy	101 Pleasant St, Weymouth, MA 02190
Weymouth	Walmart Pharmacy	740 Middle St, Weymouth, MA 02188
Weymouth	Walgreens Pharmacy	969 Main St, Weymouth, MA 02190
Weymouth	Walgreens Pharmacy	750 Washington St, Weymouth, MA 02188
Weymouth	CVS Pharmacy	474 Washington St, Weymouth, MA 02188
Weymouth	CVS Pharmacy	35 Pleasant St, South Weymouth, MA 02190
Weymouth	CVS Pharmacy	737 Bridge St, Weymouth, MA 02191
Weymouth	Stop & Shop Pharmacy	700 Middle St # 1, Weymouth, MA 02188
Whitman	Duval's Pharmacy Inc	571 Washington St, Whitman, MA 02382
Whitman	CVS Pharmacy	351 Bedford St, Whitman, MA 02382
Whitman	Walgreens Pharmacy	392 Bedford St, Whitman, MA 02382

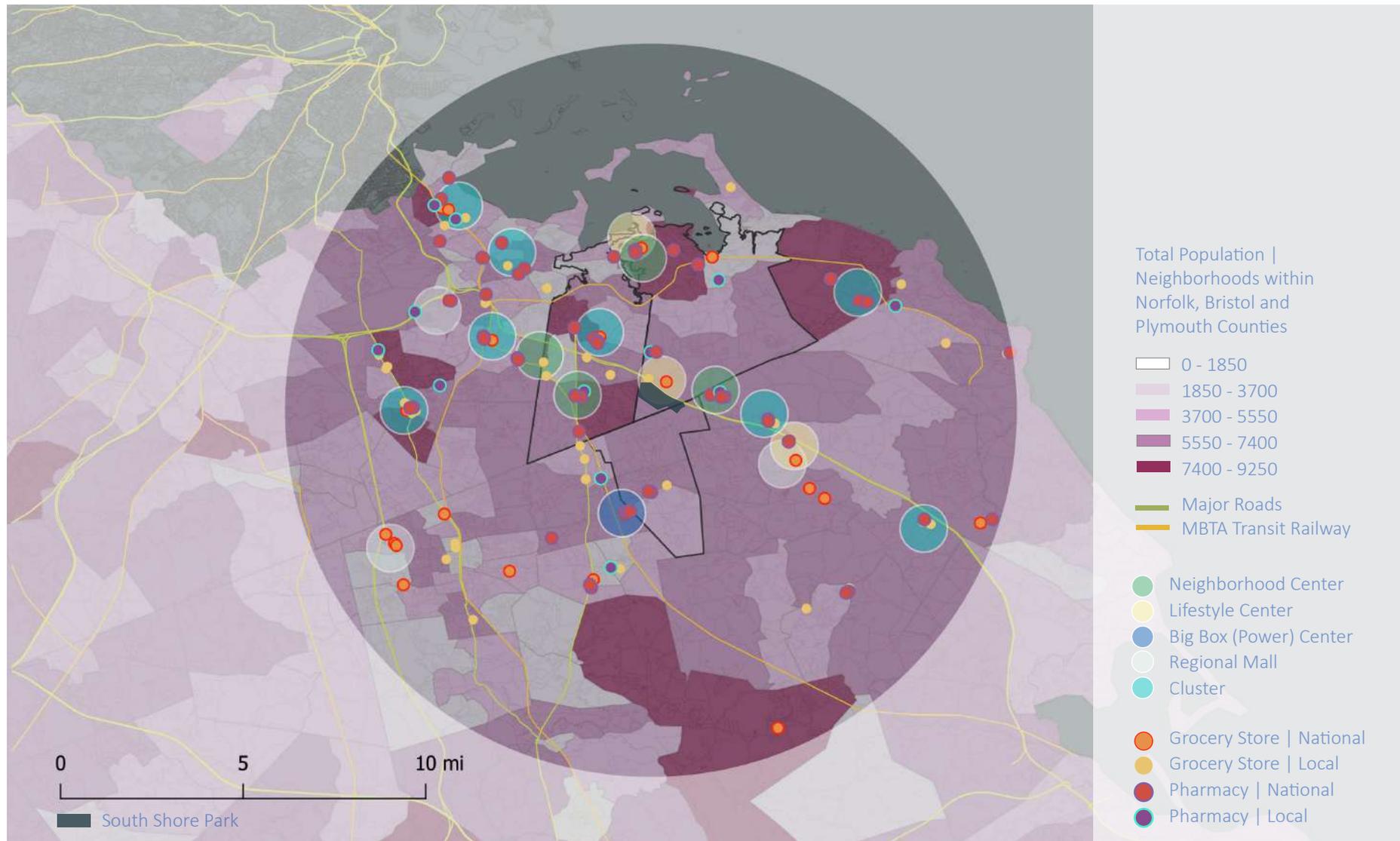
RETAIL MARKET ANALYSIS | SELECTED RETAIL HUBS



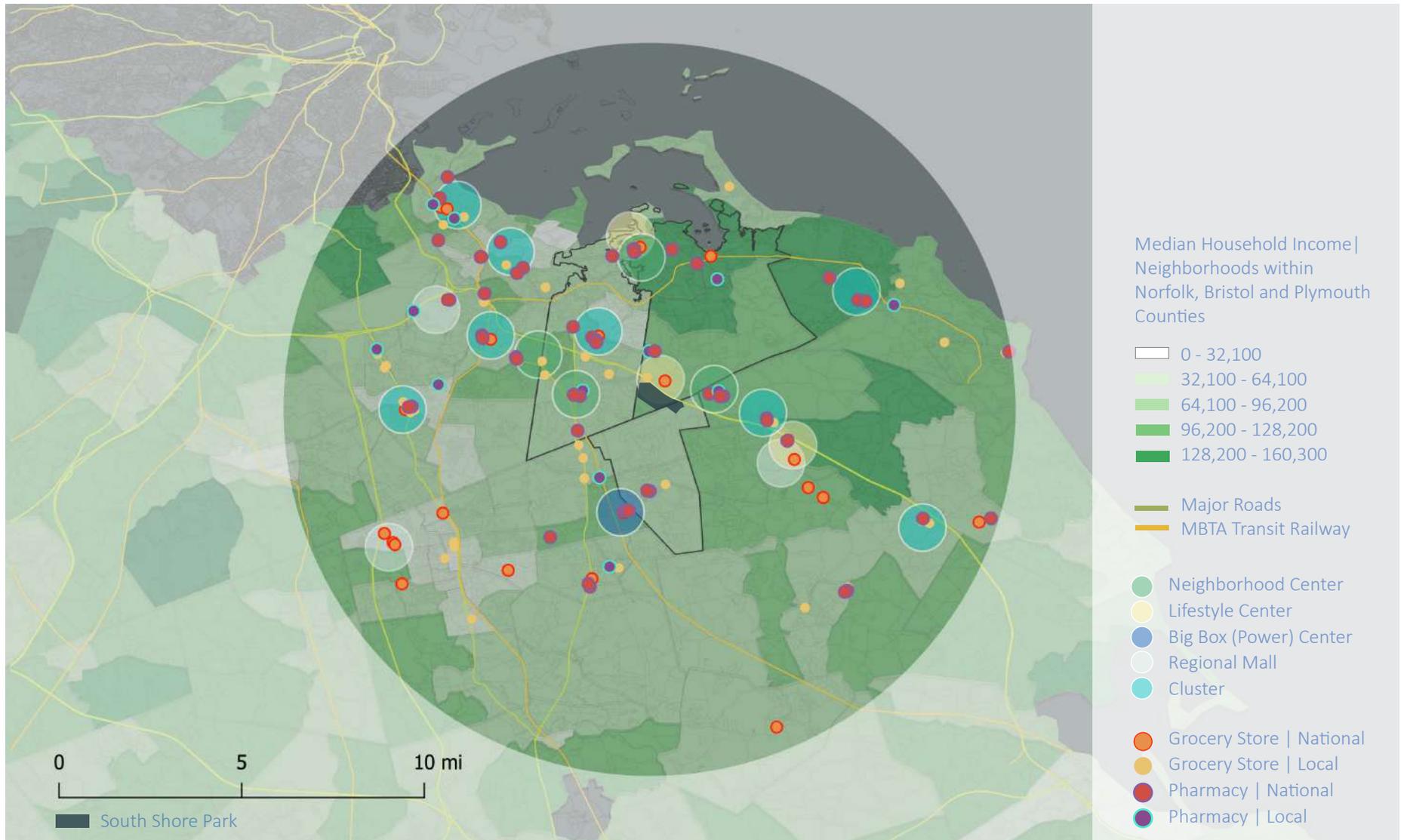
## RETAIL MARKET ANALYSIS | LIST OF SELECTED RETAIL HUBS

TOWN	FORMAT	MILES TO SITE	MAJOR RETAIL TENANTS	KEY CO-TENANTS
Abington	Big Box	3.8 miles	Target, Stop & Shop	UPS Store, Rockland Trust, Honey Dew Donuts
Braintree	Big Box	6 miles	Best Buy, Staples, Nordstroms Rack, Hobby Lobby	Guitar Center, PetSmart, Ulta
Braintree	Big Box	5.7 miles	T.J.Maxx, Home Sense, Total Wine, Marshall's, Shaw's, Michaels	West Marine, AutoZone Auto Parts, Gentle Dental, Mattress Firm
Braintree	Neighborhood	4.9 miles	Stop & Shop, CVS	UPS Store, *Crunch, Citizens Bank
Braintree	Cluster / Mall	7.6 miles	Macy's, Lord & Taylor, Nordstroms, Target, Sears, Dave & Busters, Barnes&Noble	Printemps, H&M, Zara, Fit Factory
Brockton	Cluster / Mall	9.2 miles	Sears, Best Buy, Market Basket, Dick's Sporting Goods, Marshalls, Walgreens	AT&T Store, Texas Roadhouse, Five Guys
Cohasset	Cluster	10 miles	Stop & Shop, Walgreens, Shaws	Still Waters Wine & Gourmet, Aubuchon, Good Sport, Bloom Lingerie & Swim Boutique
Hanover	Cluster / Mall	5 miles	Macy's, Trader Joe's, Market Basket, Patriots Cinema, Dicks, Office Max	*L.L. Bean, Amazon Books, West Elm, PB
Hanover	Cluster	5 miles	Michaels, JoAnn Fabrics, Pier 1	Panera Bread, Five Guys, Verizon, Starbucks
Hingham	Lifestyle	1 mile	Whole Foods, Kohl's, Barnes & Noble, REI, Crate & Barrel	Apple, Anthropologie, Bonobos (coming)
Hingham	Lifestyle	5 miles	Trader Joe's, The Fresh Market, Bed Bath & Beyond, Patriots Cinema	Old Navy, CVS, Alma Nova, Panera Bread
Hingham	Neighborhood	5 miles	Stop & Shop, Marshalls	Citizen's Bank, Open Doors Yoga Studio
North Quincy	Cluster	9.7 miles	Big Y World Class Market, Stop N Shop Pharmacy, Marshalls	Anytime Fitness, Walgreens, Panera Bread
Norwell	Neighborhood	1 mile	Big Y, T.J. Maxx, Home Goods, Rite Aid	AT&T, Massage Envy, Citizen's Bank
Norwell	Cluster	1.2 miles	Kappy's Fine Wine & Spirits, Rite Aid, Stop N Shop	Marathon Sports, Previte's Marketplace
Pembroke	Cluster	9 miles	Kohl's, Staples, Stop & Shop, Olympia Sports, Lowe's Home, Sun & Ski Sports	Panera Bread, Longhorn Steakhouse
Quincy	Cluster	6.8 miles	Roche Bros, T.J. Maxx, Star Market, Planet Fitness	PetCo, Party City, Work N Gear
Stoughton	Cluster	8.9 miles	Showcase Cinema, LA Fitness, Amazon Fullfillment Center, Ikea, Costco	Jordan's Furniture, PetCo
Weymouth	Neighborhood	1.8 miles	Whole Foods, Marshalls, CVS	PetCo, Hand N Stone
Weymouth	Cluster	2 miles	Walmart, Stop & Shop, Shaw's, Walgreens, CVS, Marshalls, Staples, Planet Fitness	Auto Zone, Advanced Auto, Pet's World, Health Express
Whitman	Cluster	6 miles	Stop & Shop, Walgreens, CVS	Tedeschi, Family Dollar, CJ's Market

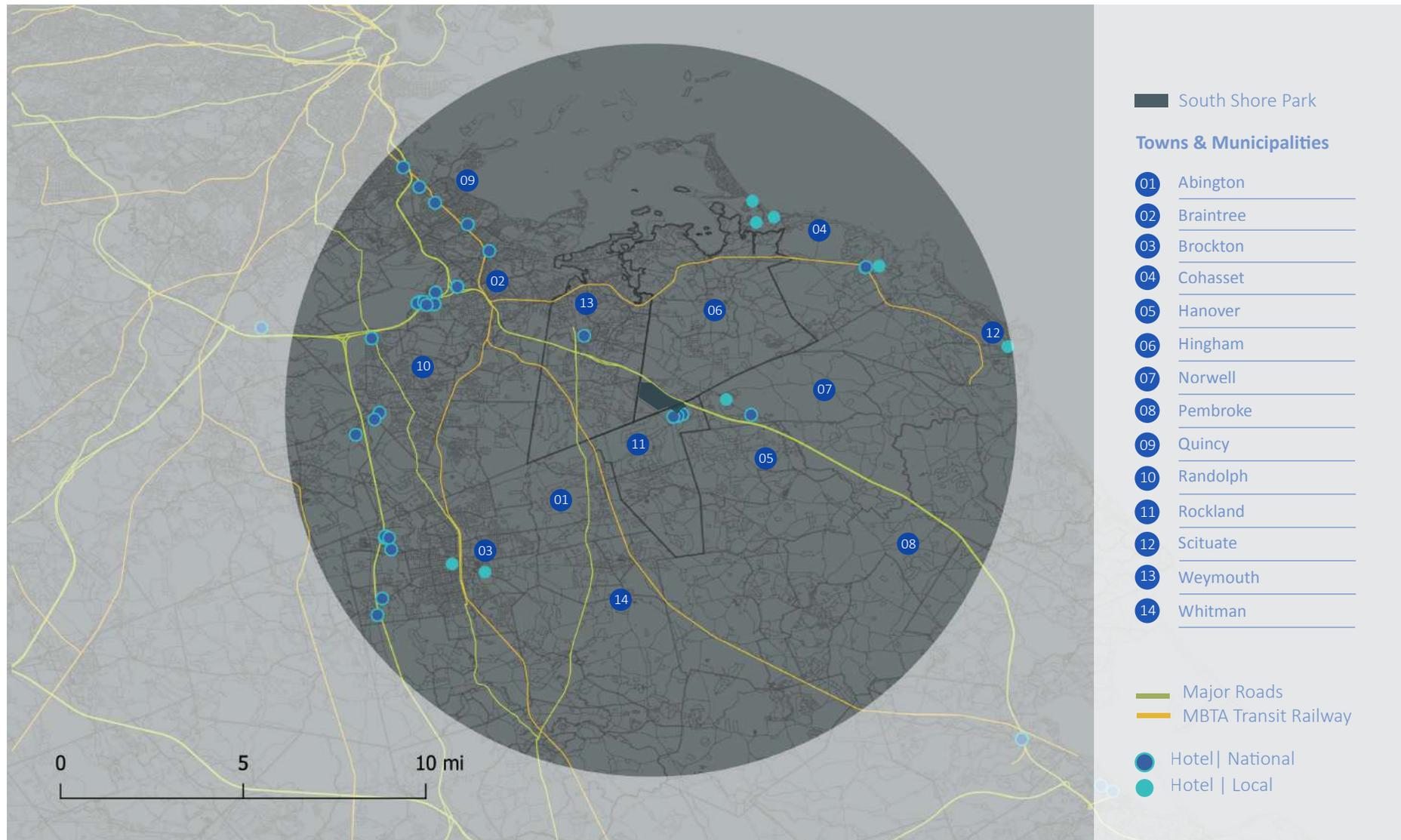
## RETAIL MARKET ANALYSIS | SELECTED RETAIL HUBS &amp; POPULATION DENSITY



RETAIL MARKET ANALYSIS | SELECTED RETAIL HUBS & MEDIAN HOUSEHOLD INCOME



## RETAIL MARKET ANALYSIS | OTHER SPECIFIC RETAIL USES | HOTELS

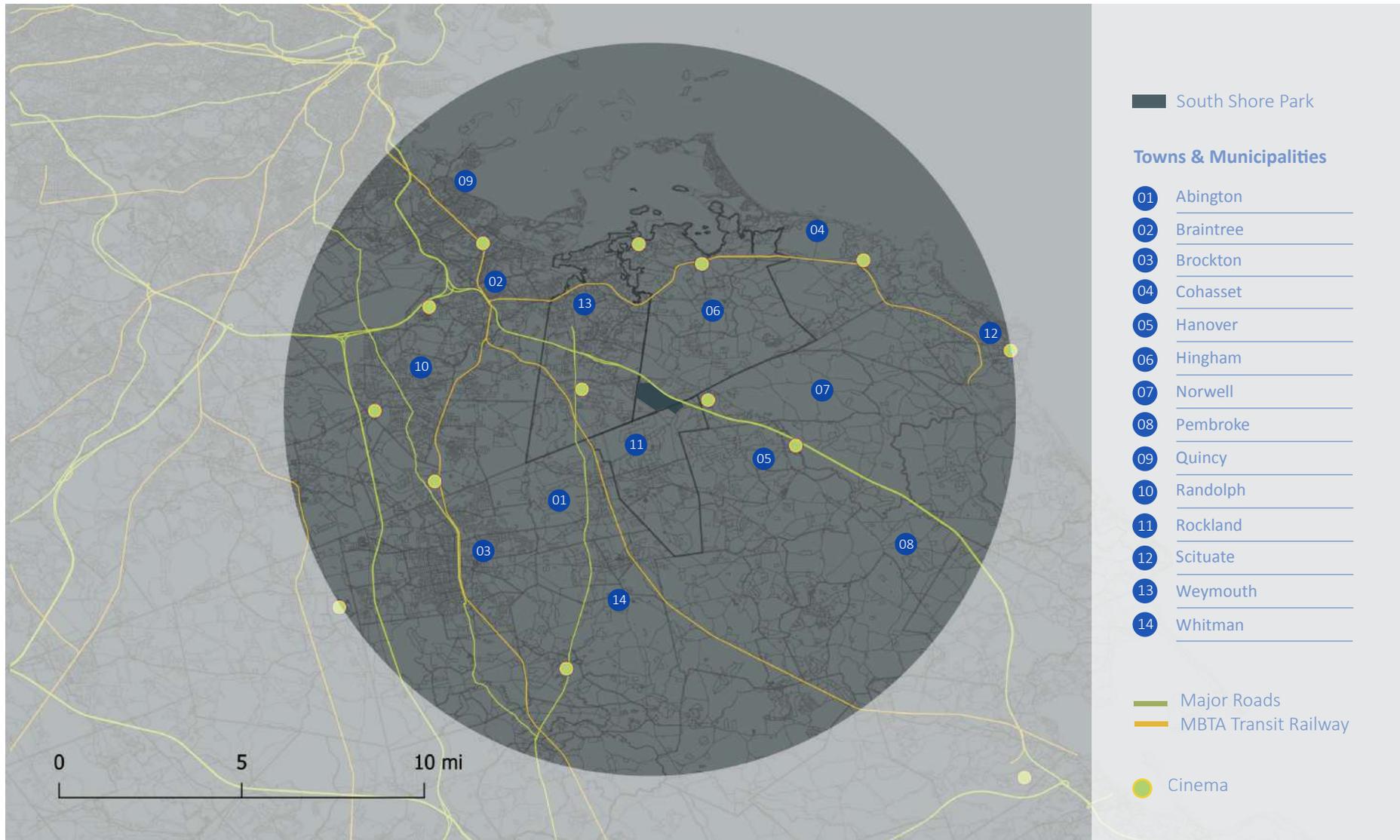


## RETAIL MARKET ANALYSIS | LIST OF HOTELS

TOWN	HOTEL	NATIONAL BRAND	LOCAL BRAND
Abington	Mike and George B&B		x
Abington	Elmcourt Hotel		x
Abington	Park View Inn		x
Abington	Capeway Motel		x
Braintree	Hyatt Place Boston/Braintree	x	
Braintree	Candlewood Suites Boston-Braintree	x	
Braintree	Residence Inn by Marriott Boston Braintree	x	
Braintree	Hampton Inn Boston/Braintree	x	
Braintree	Best Western Braintree Inn	x	
Braintree	Extended Stay America - Boston - Braintree	x	
Braintree	Nova Suites	x	
Brockton	Country Inn & Suites by Radisson, Brockton	x	
Brockton	Residence Inn by Marriott Boston Brockton/Easton	x	
Brockton	Holiday Inn Express Brockton	x	
Brockton	Super 8 by Wyndham Brockton	x	
Brockton	Motel 6 Brockton	x	
Brockton	Rodeway Inn		x
Cohasset	Cohasset Harbor Inn		x
Cohasset	Red Lion Inn	x	
Cohasset	The Red Lion Inn Resort 1704	x	

TOWN	HOTEL	NATIONAL BRAND	LOCAL BRAND
Cohasset	The Beacon Waterfront Inn		x
Hull	Nantasket Beach Resort		x
Pembroke	Baymont Inn & Suites Kingston Plymouth Bay		x
Pembroke	Hotel 1620 Plymouth Harbor		x
Pembroke	Best Western Plus Cold Spring	x	
Pembroke	Baymont by Wyndham Kingston Plymouth Bay		x
Quincy	Boston Marriott Quincy	x	
Quincy	Best Western Adams Inn Quincy-Boston	x	
Quincy	Howard Johnson by Wyndham Quincy	x	
Quincy	Comfort Inn	x	
Quincy	Holiday Inn Express Boston South - Quincy	x	
Randolph	Comfort Inn Randolph - Boston	x	
Randolph	Holiday Inn Express & Suites Boston South - Randolph	x	
Randolph	Courtyard by Marriott Boston Stoughton	x	
Randolph	Hampton Inn & Suites Boston/Stoughton	x	
Randolph	Homewood Suites by Hilton Boston/Canton	x	
Rockland	Doubletree by Hilton Boston - Rockland	x	
Rockland	Comfort Inn Rockland - Boston	x	
Rockland	Best Western Rockland	x	
Rockland	Park View Inn		x
Scituate	The Inn at Scituate Harbor		x

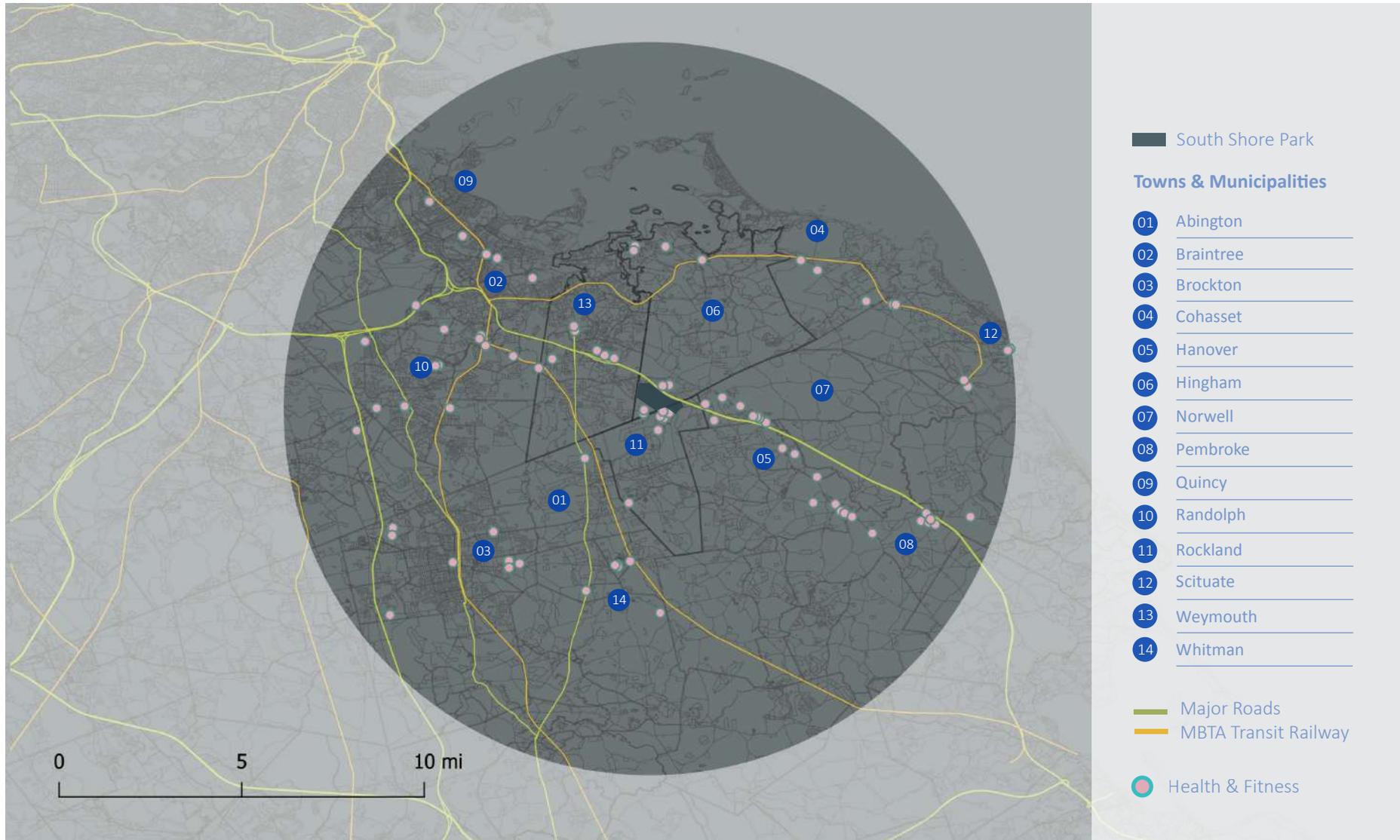
RETAIL MARKET ANALYSIS | OTHER SPECIFIC RETAIL USES | CINEMAS



## RETAIL MARKET ANALYSIS | OTHER SPECIFIC RETAIL USES | LIST OF CINEMAS

TOWN	CINEMA	ADDRESS
Avon	Starflicks Outdoor Cinema	57 Littlefield St, Avon, MA 02322
Braintree	AMC Braintree 10	121 Grandview Rd, Braintree, MA 02184
Bridgewater	East Bridgewater Cinemas	225 Bedford St, East Bridgewater, MA 02333
Bridgewater	East Bridgewater Cinemas	225 Bedford St, East Bridgewater, MA 02333
Cohasset	Cohasset Dramatic Club	41 Highland Ave, Cohasset, MA 02025
Easton	Hemmingway Theater	320, North, Blessed Basil Moreau Dr, South Easton, MA 02375
Hanover	Patriot Cinemas - Hanover Mall	1775 Washington St, Hanover, MA 02339
Hingham	Patriot Cinemas	25 Shipyard Dr, Hingham, MA 02043
Hingham	Loring Hall Theatre	65 Main St, Hingham, MA 02043
Kingston	Regal Cinemas Independence Mall 14 & RPX	101 Kingston Collection Way, Kingston, MA 02364
Norwell	The Company Theatre	30 Accord Park Dr, Norwell, MA 02061
Quincy	Cinema Film Buying	1245 Hancock St, Quincy, MA 02169
Randolph	Showcase Cinema de Lux Randolph	73 Mazzeo Dr, Randolph, MA 02368
Scituate	Mill Wharf Cinemas	1 Mill Wharf Plaza, Scituate, MA 02066
Taunton	Regal Cinemas Silver City Galleria 10	2 Galleria Mall Dr, Taunton, MA 02780
Wareham	Flagship Cinemas Inc	39 Doty St, West Wareham, MA 02576
Weymouth	Cameo Theater	14 Columbian St, South Weymouth, MA 02190

RETAIL MARKET ANALYSIS | OTHER SPECIFIC RETAIL USES | HEALTH & FITNESS CLUBS



## RETAIL MARKET ANALYSIS | LIST OF HEALTH &amp; FITNESS CLUBS

TOWN	HEALTH & FITNESS CLUB
Braintree	Fit Factory
Braintree	Bayshore Athletic Club
Braintree	LIFE Health & Fitness Center
Braintree	Crunch Fitness - Braintree
Braintree	Northeast Health Fitness
Braintree	Planet Fitness
Braintree	Get In Shape For Women
Braintree	Ellis School of Gymnastics
Braintree	Joan's Olympic Gym & Fitness
Braintree	Elite Gym Services
Brockton	Centre City Gym & Fitness Center
Brockton	Professional Fitness
Brockton	Club Ex For Women
Brockton	WOW! Work Out World of Brockton
Brockton	Planet Fitness
Brockton	Crossfit Boost
Brockton	TD ZUMBA
Brockton	Planet Fitness
Brockton	Cappiello Boxing & Fitness LLC
Cohasset	Cohasset Fitness Club

TOWN	HEALTH & FITNESS CLUB
Cohasset	South Shore Athletic Club
Cohasset	My Gym Children's Fitness Center
Hanover	Healthtrax Fitness & Wellness
Hanover	Hanover Fitness
Hanover	Norwell Athletic Club
Hanover	A Healthy Balance, Inc.
Hanover	Juniko Fitness
Hanover	South Shore YMCA
Hanover	Planet Fitness
Hanover	Salt Shack CrossFit
Hanover	CrossFit South Shore
Hingham	South Shore Sports Center
Hingham	Curves
Hingham	Massachusetts Gymnastics Center
Hingham	Fitness Together
Hingham	Orangetheory Fitness
Hingham	Planet Fitness
Hingham	Wicked Good Health
Hingham	Get In Shape For Women
Hingham	Mass MVMNT

TOWN	HEALTH & FITNESS CLUB
Norwell	Norwell Athletic Club
Norwell	Fitness Together
Norwell	My Gym Children's Fitness Center
Norwell	South Shore Sportfighting
Norwell	Webb's Pro Fitness
Norwell	MSC Strength And Conditioning Gym
Norwell	Kidz Planet Gymnastics
Norwell	South Shore YMCA
Pembroke	Fitworx Pembroke
Pembroke	Massachusetts Gymnastic Center
Pembroke	Anytime Fitness
Pembroke	Back2Health: Spinal Fitness
Pembroke	CrossFit Magnitude
Pembroke	OPEX Fitness South Shore
Pembroke	Curves
Pembroke	Ageless Yoga
Quincy	South Shore YMCA
Quincy	Anytime Fitness
Quincy	LIFE Health & Fitness Center
Quincy	Northeast Health Fitness
Quincy	Planet Fitness
Randolph	WOW! Work Out World of Randolph

TOWN	HEALTH & FITNESS CLUB
Randolph	Professional Fitness
Randolph	Central Rock Gym
Randolph	CoreBox Training Center
Randolph	iLoveKickboxing - Randolph
Randolph	Cardio Fitness
Randolph	CrossFit Subdued
Randolph	FAF Gym
Randolph	LA Fitness
Rockland	Northeast Health & Fitness
Rockland	The Iron Way: Fitness and Performance
Rockland	Curves
Rockland	South Shore Racquet & Fitness
Rockland	110 Fitness
Rockland	South Shore Fit Body Boot Camp
Rockland	South Shore Gymnastics Academy
Rockland	Kathy Corrigan's School of Gymnastics
Rockland	Koko Fitness Corporate Headquarters
Scituate	Baystate Athletic Club
Scituate	Be Well Studios
Scituate	Cohasset Fitness Club
Scituate	Crush It Fit
Scituate	Get In Shape For Women

TOWN	HEALTH & FITNESS CLUB
Scituate	Cohasset Fitness Club
Scituate	Crush It Fit
Scituate	Get In Shape For Women
Scituate	Live Fit
Scituate	Funtastics Gymnastics, Fitness and More!
Scituate	Fitness Together
Scituate	Studio143
Weymouth	North East Health And Fitness, Weymouth
Weymouth	Weymouth Club
Weymouth	CrossFit 781
Weymouth	South Shore Health Center for Physical Wellness
Weymouth	Northeast Health & Fitness
Weymouth	Fitwork
Weymouth	MJK
Weymouth	Shred
Whitman	1 on 1 Strong Personal Training
Whitman	Whitman Wellness Center
Whitman	South Shore Boxing
Whitman	Cycle Life Studio
Whitman	CROSSCLIMB Private & Small Group Personal Fitness
Whitman	Northeast Health & Fitness
Whitman	Club Ex Fitness & Nutrition

## RETAIL MARKET ANALYSIS | F&amp;B

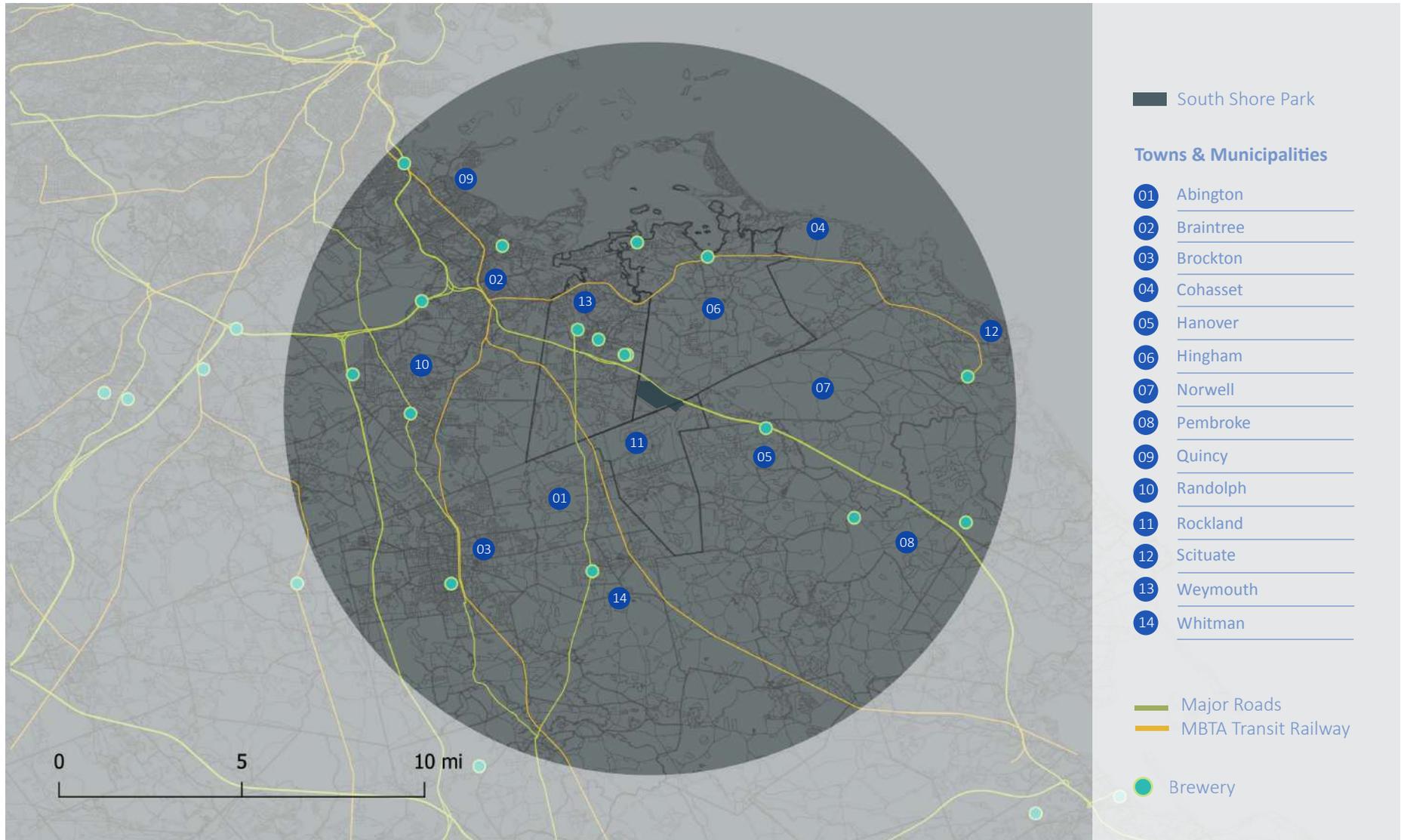
TOWN	ADDRESS	CUISINE	COST	NATIONAL CHAIN RESTAURANT	LOCAL TENANT	NOTABLE CHEF/OPERATOR
Abington	1400 Bedford St., Abington	American	\$\$\$			Sorelle
Abington	1209 Bedford St., Abington	American	\$\$		Yaz's Table	
Abington	222 North Ave., Abington	American	\$		Old Town Cafe	
Abington	1235 Bedford St., Abington	American	\$\$		The Abington Ale House	
Braintree	1209 Washington St., Braintree	Mexican	\$\$			Cielo Mexican Restaurant
Brockton	124 Westgate Dr., Brockton	Steakhouse	\$\$	Texas Roadhouse		
Hanover	1202 Washington St., Hanover	Comfort	\$\$		Squires of Hanover	
Hanover	871 Washington St., Hanover	Chinese	\$\$		Quan's Kitchen	
Hanover	644 Washington St., Hanover	Chinese	\$\$		Tsang's Village Cafe	
Hanover	333 Columbia Rd., Hanover	Chinese	\$\$		Mama Mia's	
Hanover	1415 Hanover St., Hanover	Pizza	\$\$		West Hanover Pizzeria	
Hanover	811 Washington St., Hanover	Comfort	\$\$		Imperial Garden Hanover4	
Hanover	778 Washington St., Hanover	Comfort	\$\$		3Brothers Grill Bar & Restaurant	
Hanover	386 Columbia Rd., Hanover	Sandwiches	\$		Old Railroad Cafe	
Hanover	644 Washington St., Hanover	Fast Food	\$		The Epicurean Kitchen	
Hanover	1207 Washington St., Hanover	Fast Food	\$	Five Guys		
Hanover	19 Shipyard Dr., Hanover	Fast Food	\$	Wahlburgers		
Hingham	Derby Street Shops, Hingham	Italian	\$\$	Bertucci's Italian Restaurant		
Hingham	Derby Street Shops, Hingham	Italian/American	\$\$			Rustic Kitchen
Hingham	415 Whiting St., Hingham	Italian/American	\$\$\$		The Quarry Restaurant	
Hingham	15 North St., Hingham	Italian	\$\$			Tosca
Hingham	22 Shipyard Dr., Hingham	Italian	\$\$\$			Alma Nove

TOWN	ADDRESS	CUISINE	COST	NATIONAL CHAIN RESTAURANT	LOCAL TENANT	NOTABLE CHEF/OPERATOR
Hingham	6 Whiting St., Hingham	Mexican	\$\$		Plaza Azteca	
Hingham	92 Derby St., Hingham	Mexican	\$\$	Chipotle Mexican Grill		
Hingham	Derby Street, Hingham	American/Seafood	\$\$	Legal C		
Hingham	Derby Street, Hingham	American	\$\$			Burton's Grill & Bar
Hingham	1273 Main St., Hingham	American	\$\$\$			Scarlet Oak Tavern
Hingham	428 Lincoln St., Hingham	American	\$\$	99 Restaurants		
Hingham	306 Whiting St., Hingham	American	\$\$		The Range Bar & Grille	
Hingham	Derby Street, Hingham	American		B.Good		
Hingham	48 Whiting St., Hingham	Japanese	\$\$		Gourmet Garden	
Hingham	Derby Street	Mediterranean	\$	CAVA		
Norwell	376 Washington Street, Norwell	Italian	\$\$\$			Trattoria San Pietro
Norwell	72 Washington St., Norwell	Italian	\$\$		Alfredo Aiello Italian Foods	
Norwell	43 Washington St., Norwell	Mexican	\$\$		Little Carmen's	
Norwell	48 Washington St, Norwell	Mexican	\$	Taco Bell		
Norwell	111 Pond St., Norwell	American	\$\$	Not Your Average Joe's		
Norwell	285 Washington Street	American	\$\$		The Fours Norwell	
Norwell	14 Pond St., Norwell	American	\$\$		Strawberry Fair	
Norwell	124 Washington St., Norwell	Asian	\$\$		Wild Ginger	
Norwell	434 Washington St., Norwell	Asian	\$\$		Asaka Japanese & Asian Cuisine	
Norwell	456 Washington St., Norwell	Chinese	\$\$		Beijing House	
Norwell	9 Grove Street	Mediterranean	\$		Cedar Cafe	
Rockland	933 Hingham St., Rockland	Italian	\$\$		Bella's	

TOWN	ADDRESS	CUISINE	COST	NATIONAL CHAIN RESTAURANT	LOCAL TENANT	NOTABLE CHEF/OPERATOR
Rockland	930 Hingham Street, Rockland	Italian	\$\$		Dina's Pizza	
Rockland	932 Hingham St., Rockland	American/Sports	\$\$		T.K. O'Shea's Sports Cafe	
Rockland	86 VFW Dr., Rockland	American/Sports	\$\$		Players Sports Bar & Grille	
Rockland	86 VFW Street, Rockland	American	\$\$		Jac's Cafe	
Rockland	349 Union St., Rockland	American	\$		Anita Marie's	
Rockland	323 Union St., Rockland	American/Bar	\$\$		Rockland Bar & Grill	
Rockland	928 Hingham St., Rockland	Asian Fusion	\$\$		Fire Bowl	
Rockland	100 Market Street	Thai	\$\$		Little Bangkok	
Rockland	29 Accord Park Dr., Rockland			99 Restaurants		
Rockland	100 Market St., Rockland	Thai	\$		Little Bangkok	
Rockland	371 Union St., Rockland	Steakhouse	\$\$		Mineiros Brazilian Steakhouse	
Rockland	933 Hingham St., Rockland	Italian	\$\$		Bella's Restaurant	
Rockland	197 Union St., Rockland	Pizza	\$		Rockland House of Pizza	
Rockland	125 Weymouth St., Rockland	Deli	\$		Brown Bag Deli	
Weymouth	1229 Washington St., Weymouth	Italian	\$\$		Capone's Prohibition Pub & Pizza	
Weymouth	920 Washington St., Weymouth	Italian	\$\$		Cannoli's Restaurant	
Weymouth	1167 Main St., Weymouth	Italian	\$\$		Ecco Trattoria	
Weymouth	1037 Main St., Weymouth	Mexican	\$\$		Sombrero's Mexican Restaurant	
Weymouth	1073 Main St., Weymouth	American/Steak	\$\$\$			Stockholders
Weymouth	110 Main St., Weymouth	American	\$\$			Precinct 10
Weymouth	269 Park Ave., Weymouth	American	\$\$		Johnny Kono's Bar & Grill	
Weymouth	259 Park Ave., Weymouth	American	\$\$		Jenna's Drive-in	

TOWN	ADDRESS	CUISINE	COST	NATIONAL CHAIN RESTAURANT	LOCAL TENANT	NOTABLE CHEF/OPERATOR
Weymouth	828 Washington St., Weymouth	Thai	\$\$		Sweet Lemons	
Weymouth	1616 Main Street	Thai	\$\$		Siam 1st	
Weymouth	35 Pleasant Street	Chinese	\$\$		Golden Dragon	
Weymouth	1094 Main St., Weymouth			99 Restaurants		
Weymouth	435 Columbian St., Weymouth	Thai	\$\$		Lime Leaf	
Weymouth	969 Washington St., Weymouth	Irish	\$\$		Mad Hatter Restaurant	
Weymouth	26 Union St., Weymouth	Comfort	\$\$		The Cottage Bar & Restaurant	
Weymouth	27 Pleasant St., Weymouth	Comfort	\$		Warren's Place	
Weymouth	15 Union St., Weymoth	Pizza	\$		Olympic Pizza	

RETAIL MARKET ANALYSIS | OTHER SPECIFIC RETAIL USES | BREWERIES



## RETAIL MARKET ANALYSIS | OTHER SPECIFIC RETAIL USES | LIST OF BREWERIES

TOWN	BREWERY	ADDRESS
Boston	Deadwood Café and Brewery	820 Morrissey Blvd, Boston, MA 02122
Braintree	Widowmaker Brewing	220 Wood Rd, Braintree, MA 02184
Bridgewater	Black Hat Brew Works	25 Scotland Blvd #1, Bridgewater, MA 02324
Brockton	C J Wine & Beer	721 Warren Ave, Brockton, MA 02301
Canton	Trillium Brewing Company	110 Shawmut Rd, Canton, MA 02021
Canton	Boston Beer Company	250 Royall St, Canton, MA 02021
Hanover	Burke's Alewerks	200 Webster St, Hanover, MA 02339
Hingham	Beerworks	18 Shipyard Dr, Hingham, MA 02043
Hingham	Entitled Beer Company	21 North St, Hingham, MA 02043
Marshfield	Stellwagen Beer Company	100 Enterprise Dr, Marshfield, MA 02050
North Easton	Shovel Town Brewery	50 Oliver St, North Easton, MA 02356
Norwood	Castle Island Brewing Co.	31 Astor Ave, Norwood, MA 02062
Norwood	Percival Brewing Company	83 Morse St suite 4b, Norwood, MA 02062
Pembroke	British Beer Company	15 Columbia Rd #10B, Pembroke, MA 02359
Plymouth	Mayflower Brewing Company	12 Resnik Rd # 3, Plymouth, MA 02360
Plymouth	Second Wind Brewing Company	7 Howland St, Plymouth, MA 02360
Quincy	The Pour Yard	210 Washington St, Quincy, MA 02169
Randolph	Brewers Ledge Inc	87 York Ave, Randolph, MA 02368
Randolph	Water Department	41 S Main St, Randolph, MA 02368
Scituate	Untold Brewing	6 Old Country Way, Scituate, MA 02066

TOWN	BREWERY	ADDRESS
Weymouth	Article Fifteen Brewing	835 Washington St, Weymouth, MA 02189
Weymouth	Barrel House Z	95 Woodrock Rd, Weymouth, MA 02189
Weymouth	Vitamin Sea Brewing	30 Moore Rd, Weymouth, MA 02189
Weymouth	Union Brew House	550 Washington St, Weymouth, MA 02188
Whitman	Old Colony Brewing	605 Bedford St, Whitman, MA 02382



## RETAIL MARKET ANALYSIS | SOCIOECONOMIC OVERVIEW

The largest segment of the population that measures psychographics for the South Shore Park trade area has been labeled the Pleasantville audience, and represents approximately 20.9% of the area population as a leading category. This segment has a median age of 42 years old, and has a median household income of \$85,000. They are described as prosperous suburban married couples with classic and timeliness tastes. A more diverse population with serious shopper tendencies who shop from Nordstrom to Marshalls. They appreciate quality and bargains. City Lights represents the second leading category of 16.4% of the area population and has a median age of 38 years old, and a median household income of \$60,000. They are socially connected and online frequently. They are price savvy, but will pay for brand quality. They enjoy restaurants, bars, movies, and are health conscious consumers with active fitness pursuits. The Savvy Suburbanites represents the third leading category of 7.6% of the area population. They generally come from established wealth, well educated, and well-traveled married couples. They expect quality, invest in time-saving services, and are informed shoppers that enjoy good food, exercise and cultural events. This segment has a median age of 44 years old, and a median household income of \$104,000.

With respect to reviewing the void analysis which reveals retail spending by categories, 9 of 12 major spending variables showed a higher percentage of leakage whereby, people from the trade area went outside the trade area for various goods and services. These categories represented restaurants and eating establishments, drinking places, specialty food, electronics and appliances, shoes, jewelry, luggage and leather goods, sporting goods, hobby stores, books and music, florists, clothing and accessories.

South Shore Park is located 40 miles from the beginning of Cape Cod peninsula, a major tourist destination in Massachusetts. The Cape Cod Commission recently released a regional policy plan with the aim of densifying and revitalizing town centers, proposing local population growth. Currently the population in Cape Cod is 215,100, with tourism population every year of 4 million people. Many of these people travel by car along Rte 3 as this is one of the most popular access points. This

volume of people can benefit the site with specific uses such as hotels, and certain retail categories.

While the South Shore has a significant presence of professional jobs that lead the Boston economy in the Health Care (41%), Finance, Insurance, and Real Estate (28.9%), and Higher Education (8%), it is not very dense as it relates to multi-tenant Class A offices reflecting more white collar workers. The South Shore can attract headquarter companies that mostly desire build-to-suit offices and industrial buildings. This is an area where South Shore Park can be a leader. Union Point's push for corporate headquarters (such as Prodrive, Clean Harbor, EMD Serono, South Shore Medical, Children's Hospital, etc.) were examples of the potential of the South Shore. The driving force for these companies was affordability for office space, housing, transit, and the potential quality of the master plan.

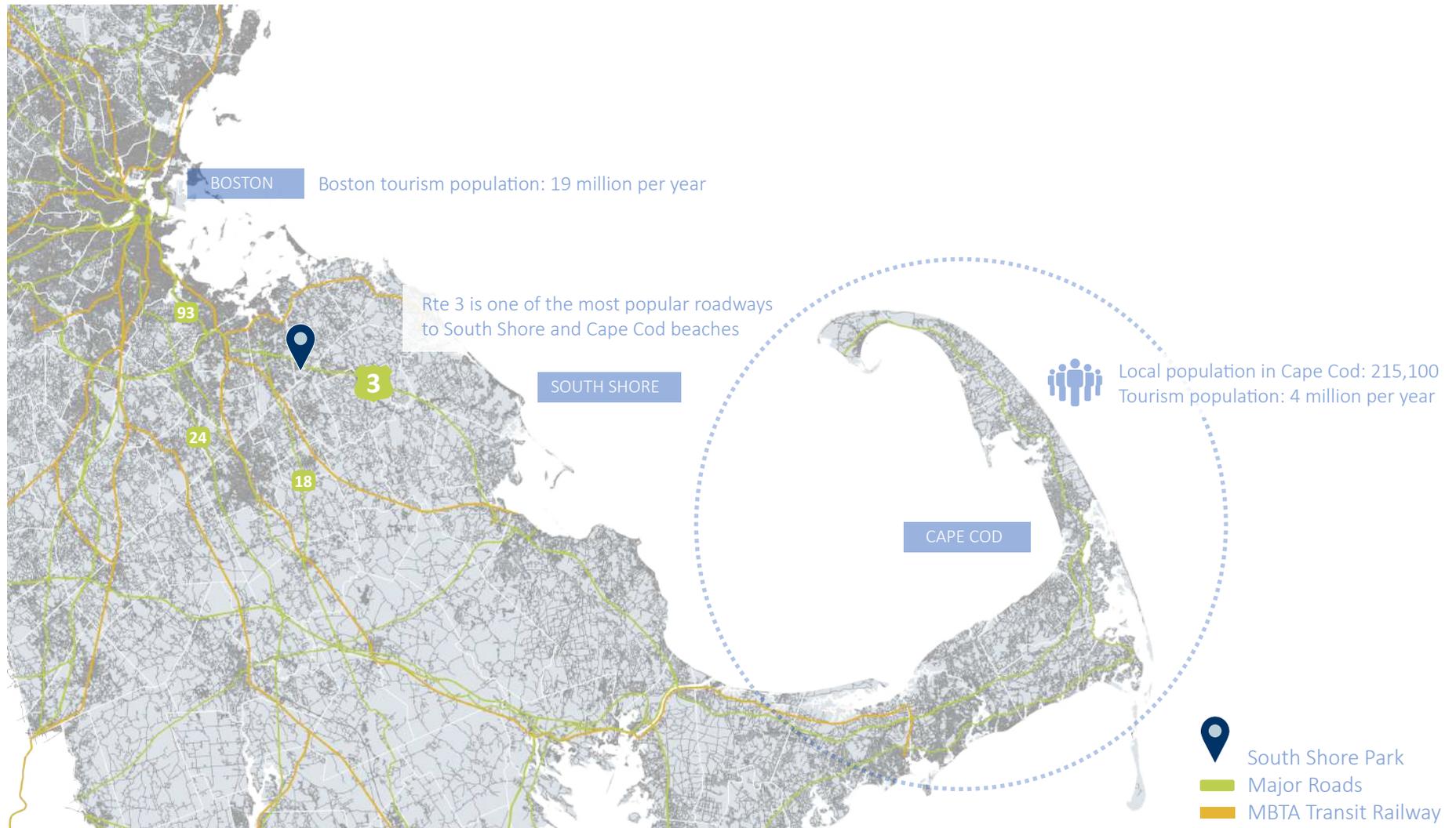
Significant development continues in the urban markets and that trend is far from finished. As reported in *Who's Your City* by Richard Florida, according to UN predictions, by the year 2030, more than two-thirds of the world's population (4.4 billion people) will be urbanites. "But confounding this trend is the worldwide urban shift as well as significant back-to-the-city movement in the United States. A powerful wave of gentrification has swept urban areas bringing loft-housing condo-conversions, historic preservation, new restaurants, retail, and nightlife back to city neighborhoods. Some predict that even this trend might soon recede, as housing becomes less affordable for the very groups that powered the gentrification in the first place." This to a certain degree is happening in Boston. It was recently reported in Boston magazine the millennials are moving to the suburbs. "Boomers are fleeing and the under-40 crowd is moving in." This is a trend that should continue as Generation Z (19 - 23 years old), a generation larger than the Boomer Generation matures into the family generation years. South Shore Park can offer diverse and newer forms of affordable housing, and creative work spaces to meet this future demand.

Consumer confidence declined in March to 124.1 after rebounding to 131.4 in February, but remained above the January index of 121.7. The economy continued

to create a healthy number of jobs. Based on the Massachusetts Executive Office of Labor and Workforce Development, in April 2019 the unemployment rate in the State was 2.9% (Boston Metro Area was 2.2%).

The unemployment rate decreased to 3.8% in February and was unchanged in March 2019. Retail sales bounced back in March, rising 1.6% after declining 0.2% in February. Stripping out auto and gasoline sales, core retail sales also rose 1.0% in March, indicating that the slight weakness seen in consumer spending early in the first quarter was only temporary. Overall, we expect that economic growth will continue throughout 2019, albeit at a slower pace.

SOCIOECONOMIC OVERVIEW | CAPE COD TOURISM POPULATION



## RETAIL MARKET ANALYSIS | SUMMARY OF FINDINGS

This section summarizes key results of the overall market analysis highlighting findings from the selected retail hubs, F&B analysis, the other selected uses (hotel, health and fitness, cinema, and breweries), and socioeconomic analysis. These conclusions present voids in the market highlighted by the undertaken analysis and specific uses opportunities for the South Shore Park. The results include initial suggestion of temporary uses proposed for early stages of site activation, and uses that complement the need of tourism population in the region (Cape Cod).

The following summarizes key conclusions for the retail market analysis:

- The South Shore market is one of the smaller sub-markets in the region with just 13 million square feet of overall space at the moment but does currently have a vacancy rate that comes in above the metro wide average of (10.2% vs. 9.0%).
- With respect to South Shore Park, some of the retail and food and beverage planned for Union Point may be intercepted. The tenant mix will vary depending on the type of grocery/market that is secured. Given the mix of uses planned, retail will be a key part of the experience.
- Top categories for retail expansion are primarily those that are less disrupted by eCommerce: beauty/cosmetics, discount grocery, dollar stores, off-price apparel and fitness and health.
- Any retail concepts that can compete effectively with online retail are those that offer value, convenience and, most importantly, will offer the customers an experience that they can't get online. Mixed-use projects will continue to ramp up, and these developments must be well located to attract retail. Walkable retail from existing residential districts and commercial clusters is becoming the ultimate amenity for mixed-use developments.
- Temporary uses to consider, and analyze further would be community gardens, pop-up artist/maker space, rotating brewery experience, featured food truck dining, chalk art (on the street) festival, lighting of the trees (Commerce Road), farmers market, South Shore Park Road Race for (name your charity), rotating exhibit space for various businesses (e.g. modular housing, area maker swap meet, etc.), as well as education topics that relate to the site involving elementary and middle schools (e.g. wetlands education, construction education, business open houses, etc.).
- There is a void of grocery stores/drug stores between Highway 24 and Rte 3 as a result of the lack of highway access and proximity to population density and higher median household income. The Commercial District (South Gateway) is a likely location for a grocery store/drug store. A quality smaller and local grocery store (not a convenience store), with distinctive, high margin offerings due to forthcoming competition (Wegman's/Bristol & Market Basket/Hanover) may be more suitable for the site.
- When evaluating the locations on the grocery store graphic, it clearly reflects the propensity of grocery stores to locate on major highways and intersections.
- Grocery stores are common and desirable anchor tenants due to their ability to facilitate the live-work-play goal of many projects, and provide a level of convenience and quality to the residential aspects of mixed-use centers. They bring consistent traffic to a center, and offer a well-rounded destination for their customers.
- Both the market and the drug store are uses still in growth mode as convenience for these uses is key. Recruiting a high quality operator from these categories should be a top priority for the future leasing success of this mixed-use development.
- Our analysis of the grocery stores as shown in graphic overlapped with population density, shows a clear void in the trade area today, and yet any opportunity for a grocery/market could disappear with the announcement of Wegmans and

#### Market Basket.

- Given the projected competition within the larger grocery/market category, it would appear that attracting a smaller, local market while more probable would need to be tested. With Rite Aid exiting Derby Street, and proximity of CVS and Walgreens, there is a likely opportunity to attract a drug store.
- Restaurants will continue to experience positive absorption, but expansion will slow for several restaurant types, albeit with exceptions: food halls, craft brewing and entertainment-related F&B concepts, and quick service will continue expanding.
- South Shore Park will compete for select national tenants, quick service restaurants, and independent food concepts. South Shore Park could showcase its unique setting, onsite employment base, and convenient access to these food concepts.
- There is an opportunity to utilize F&B as a larger percentage of gross leasable areas within all the Districts. The impact will be a more user-friendly environment appealing to corporate tenants and their daytime workers, and future residents. Even truer for mixed-use developments distinguished by activated public places, and unique outdoor dining spaces.
- National chains are not very prevalent in our market and will be prospects; local notable talent can be mined from owners such as Sorelle, Cielo Mexican Restaurant, Rustic Kitchen, Tosca, Alma Nove, Burton's Grill & Bar, Scarlet Oaks Tavern, Trattoria San Pietro, Stockholders, and Precinct 10.
- South Shore Park can benefit from adding better quick service restaurants, both currently in the market and those not yet here, looking for a convenient and unique mixed-use setting. Example of these restaurants within 5 miles from the property are Five Guys, Wahlburgers, CAVA, and Chipotle Mexican Grill.
- Reviewing the craft breweries graphic there are 22 within 10 miles of South Shore Park, two in Hingham (Beerworks and Entitled Beer Company), and four in Weymouth (Article Fifteen Brewing, Barrel House Z, Vitamin Sea Brewing). South Shore Park has distinctive characteristics with the land and uses that represent an opportunity to further distinguish itself and appeal to a younger, and more affluent consumer.
- Findings of Hotel analysis and graphic, reveal Rte 3 to be in need of additional hotel models to serve the South Shore as well as seasonal tourist population to Cape Cod and area beaches. Leading hotel brands have expressed interest. The interest has been for the extended stay brands by leading hotel companies such as IHG that would include Staybridge, Holiday Inn Express, La Quinta by Wyndham Hotels, and multiple Marriott brands.
- Hotel would be optimum to drive traffic and demand as travelers and consumers are in need of food and beverage and retail services when traveling. From a mixed-use perspective, the hotel is a valued amenity and complementary to all components we have on site. The integration of this component within the downtown core of the development is preferable.
- There are 38 fitness facilities within an 8 minute drive time from Derby Street, and that a new full service club is not warranted in the trade area. Boutique fitness operators in the 1,500 to 10,000 square foot range are a viable solution for the South Shore Park. These include Soul Cycle, CorePower, Crunch, and OrangeTheory Fitness. Other local independent operators will also be interested in South Shore Park, given the access and significant on site corporate audience.
- Within 3.5 miles from South Shore Park as the graphic illustrates, there are only three cinema locations with Patriot Cinema in Hanover offering the latest film, and a more modern experience. The trend is cinemas favor a multi-experience environment versus a stand-alone experience. For real estate developments

the economic realities are quite severe and require that the developer achieve a rental premium from adjacent components such as food and beverage and entertainment.

- One point of differentiation are smaller specialty theatres that introduce freshly prepared food, brew pubs and special events geared toward a younger generation. This could be the exception for South Shore Park particularly, integrated into the central core of the Eco-District as a center point to the pedestrian experience.
- There are boutique breweries located in Weymouth within 5 miles from the site. Additional breweries on site are proposed as an anchor draw attracting a younger demographic. South Shore Park with its distinctive topography, trees and wetlands is suitable for this use complementing the surrounding developments.
- While Boston has a significant presence of professional jobs in the biotech industry, educational resources, technology, and financial service industries, the South Shore is not very dense as it relates to multi-tenant Class A offices. The South Shore attracts headquarter companies that mostly desire build to suit offices and newer industrial facilities.
- This is an area where South Shore Park can be a leader attracting the interest of significant international and U.S. Headquarter companies such as Prodrive, Clean Harbor, EMD Serono, South Shore Medical, and Children's Hospital. The driving force for these companies is affordability for office space and housing, transit, and employee retention through a better work environment and integrated master plan.
- With respect to reviewing the void analysis which reveals retail spending by categories, 9 of 12 major spending variables showed a higher percentage of leakage whereby, people from the trade area went outside the trade area for various goods and services. These categories represented restaurants and eating establishments, drinking places, specialty food, electronics and appliances,

shoes, jewelry, luggage and leather goods, sporting goods, hobby stores, books and music, florists, clothing and accessories.

- Millennials in greater numbers are moving to the suburbs following their experience with downtown living and higher rents. This is a trend that should continue as Generation Z (19 - 23 years old), a generation larger than the Boomer Generation matures into the family generation years. South Shore Park can offer diverse and newer forms of affordable housing, and creative work spaces to meet this future demand.



KEY COMPETITIVE SITES



## Derby Street

Derby Street Shoppes is the closest competition on several levels that South Shore Park must keep in mind. This development continues to be the dominant shopping center opportunity in the immediate trade area with proven regional pull. The performance of the center is strong with sales registering at around \$715 per square foot in annual sales. It continues to achieve top of the market rents in the region with inline space capturing \$75 to \$100+ psf rents. The recent additions of Capital Bank Cafe, CAVA, Blue Mercury, ivivva, Brandy Melville prove its continued dominance in the area. Whole Foods attracts consistent day-time traffic that certainly provides shoppers and diners. The Apple Store has been a major draw as well.

Kohls does not add any street cred or value to the mix of stores, and WS Development would like to have the space back to demise it adding specialty retailers missing in the South Shore market. It has programmatic limitations: offerings in various categories are not fully represented and adequately serving demand in this trade area (i.e. home furnishings, food and beverage, etc.); the F&B offerings has not been a strong suit or reason to go to Derby Street. Until recently, it has comprised of sit-down, more formal dining options. The most recent additions of B.Good and CAVA have come from the quick service category, which is where the majority of expansion is occurring within the F&B sector. It is believed that the lack of pedestrian qualities such as gathering places, outdoor dining, any substantial social draw or use, discourages any kind of lingering by the visitor.

Without any employment base other than what is generated by the retail, it does not deliver the valued professional employee that Urban Land Institute has reported spends on average \$2,000+/- annually onsite. The trend today by employees' is to be in an environment that offers multiple uses and amenities all within walking distance.

Re-development of the former Rite Aid building and an additional building of approximately 10,000+ SF footprint will be added at the entry point. In addition, the center is trying to balance the continued pattern in the industry to offer more F&B options, and it is only the quick service category that can pay the rents that

may be more in line with the retail rents they are achieving. Derby Street may be challenged in certain areas by the development planned at the proposed 90 acre development on the Bristol site. Certain tenants that Derby cannot serve now have an option, unless the Kohls space becomes available to demise. The sit-down restaurants requiring larger footprints looking in the area could land at the Bristol site, particularly now that Union Point has stalled. It is expected that the plan will include 350+/- multifamily units over retail with some portion of the site designed with pedestrian friendly amenities that will then offer smaller shops and the ability to more adequately compete with tenants that Derby would capture.

## Hanover Mall

Hanover Mall and all the inline tenants currently in the mall will close at the end of this calendar year to make way for the demolition of the mall. Their plan includes a Cinema and Market Basket, adding home furnishings and athleisure components that have long wanted to enter this market. Their plan removes Walmart adding Market Basket to its former location. In recent years both large box retailers and smaller tenants have been able to secure new locations on Rt. 53, with Merchants Row being the latest retail leasing opportunity.

Patriots Cinema at one time was interested in Union Point, feeling that the momentum there was such that an additional and modern addition would give them better coverage. With the stalling of Union Point, Patriots Cinema has the opportunity to be first to the trade area. Clearly the trend of outdoor shopping is in vogue, and Hanover Crossing is in a place to take advantage of this. The market has been hampered in the delivery of newer forms of retail and food and beverage concepts which Hanover Crossing should capitalize on. However, with the Bristol now in the conversation with various specialty tenants, this will require the owners of Hanover Crossing to be more aggressive on deal-making in order to appeal to the likes of L.L. Bean, West Elm, Pottery Barn Kids, Amazon Books, etcetera.

### Bristol Site

The Bristol site is currently going through due diligence to joint venture a 90 acre mixed-use development, and potentially deliver 350,000 to 450,000 square feet of retail uses proposing Wegmans plus, approximately 350 multifamily units. This anticipated development would bring attention and further credibility to the area and South Shore Park. The development should capture some of the larger big-box users from the University Station area missing along Rt. 3 on the South Shore (i.e. Office Depot/Staples, Container Corp, David's Bridal, Marshalls, Ulta Beauty, Total Wine, etc.).

This potential development may introduce a 132,000 square foot Wegmans Market, and could have a significant impact on the grocery stores in the trade area. Wegmans will pull from South Boston and a significant portion of the South Shore.

Derby Street improvements are underway with Old Derby Street west bound moving south aligning with Old Derby Street east bound with a new intersection that will serve both Derby and Bristol. In spite of the improvements to the roadways, this portion of the region could become quite a choke point for traffic given the daily traffic of Wegmans. This could have a negative effect for those shoppers that want other services. One of the characteristics of Wegman's audience is the one dimensional nature of their visit. They buy for the week versus the day, and they tend to make Wegman's their only stop for that shopping trip.

### Union Point

The Union Point development is located in the towns of Weymouth, Rockland and Abington. The overall development is entitled for 4,000 residential units and 8 million square feet of commercial. Any new master developer will expand the residential capacity by an additional 2,000 residential units. Responding to the residential demand, Pulte, Hines, Thomas Investments, and Weathervane Companies (Jim Bristol) is interested in taking down land to develop residential sites. The most recent

commercial opportunities determined by CBRE seem to be in the delivery of land sales for corporate headquarter companies. Smaller two-level buildings for sale could also be a product type delivered one day for both users and investors. The 16-screen Regal Cinema with IMAX planned (98% LOI negotiated) is now searching for an alternative location within the trade area.

On paper, the master plan of Union Point is quite exciting. Aggressive to be sure given the commercial entitlements for 8 million square feet of buildings. While there was significant commercial interest by corporations, medical users, colleges, and entertainment companies, Union Point needs the catalyst of a significant tenant. Prodrive was that tenant originally committing to a large corporate headquarters that was projected to be approximately one million square feet over a phased period of time. This requirement continued to get smaller over time and ultimately, Prodrive decided that 150,000 square foot office building was too costly to build new, settling for an existing 53,000 square feet in Canton, consolidating their corporate office with a new manufacturing facility.

Union Point could benefit with a renewed master plan and approach. Increasing the residential entitlements to 5,000 possibly 6,000 residential units while dropping the commercial entitlements has been viewed favorably by the local government agency, the Southfield Redevelopment Authority (SRA). Continued demand remains from residential builders for senior living and multifamily rental. Recent demand has surfaced from land developers who believe there is user demand on the South Shore for small to medium size companies that want to own their buildings. This site could also offer a small building user/office building program (two levels of 4,000 to 5,000 sf footprints) giving small entrepreneurs the opportunity to own their own building, with designs that allow for subleasing.

From a retail perspective, momentum was created with letters of intent either signed or substantially negotiated on the Market Hall (Hangar), 16 Screen Regal Cinema with an IMAX, and a 24,000 square foot H&M fashion anchor. Traditional grocery stores were pursued at Union Point with Market Basket showing the most interest. If they proceed with Hanover Crossing, then Market Basket would not likely pursue a second location just 3.2 miles from Hanover Crossing, unless they were attempting to block

Wegmans from the Bristol location. The chances would improve if Union Street from Rockland was connected to Rt. 228.

Union Point has suffered from many plans and many developers over the past several decades. It therefore has had a reputation that is not conducive for a quick reset on behalf of the next developer. There are significant infrastructure issues that need to be worked out between the towns and Weymouth, to meet the water and sewer capacities required. It's access has always been challenging, and it must be improved streamlining the traffic on 228 to Rt. 3 making the site feel more connected.

Today Washington Capital controls the residential land, and Carpenters Pension Fund controls the commercial land, and together are ready to consider viable options. It is the desire of the SRA, to bring in a developer that has a track record both in land development, and with the delivery of mixed-use development as well.

## KEY FINDINGS FOR THE SOUTH SHORE PARK

- What is proven at Derby Street is that different shopping audiences will put up with the traffic that comes with a grocery store as an anchor draw while seeking other points of destination such as specialty shopping and restaurants. There is a need to create public spaces as gathering places, and promote walkable connections increasing dwell times of visitors.
- The Derby Street entrance (closest to Rt. 3) is getting redone adding developable land to the plan; WS Development will add approximately 20,000 square feet of retail and restaurant space with this new plan.
- Market Basket is planned for Hanover Crossing. Brothers Market by Roche Brothers, or The Fruit Center could be logical targets. Hanover's proximity to South Shore Park is 3.2 miles (10 minute drivetime) utilizing Rte 3. This region may be at a saturation point particularly, if Wegmans lands at the Bristol site.
- South Shore Park may still be able to capture a smaller specialty market (including in-house dining and take out foods) appealing to surrounding residents, onsite workers, and visitors to the immediate area. An additional opportunity may arise for larger prospective tenants that are interested in the trade area, and more specifically, at the Bristol site across from Derby Street Shoppes.
- Connection to the Weymouth/Kingston line commuter train to Boston is convenient through the Union Point development. It will be key to improve the connection from South Shore Park. The existing Bill Delahunt Parkway offers wide sidewalks and bike paths.



## SITE LAYOUT & ACCESSIBILITY

### Introduction

The analysis of site accessibility and layout is developed considering existing conditions and proposed master plan design. Buildings and streets and their layout are the primary geometrical components in the formulation of livable human-scale urban spaces. Site accessibility and layout are analyzed at two key scales:

- The regional scale: accessibility to the site from surrounding neighborhoods, major roads, and regional destinations (e.g. Cape Cod);
- The local/site scale: accessibility within the site focusing on building layout, uses, connectivity, and streetscapes. The analysis focuses on highlighting the diverse characteristics of the three main districts: Industrial District, Eco-District, and the Commercial District.

The analysis initially evaluates existing traffic volume and street configuration approaching the site. Further investigation is undertaken on land and building ratio, topography, wetlands, developable area, building use, ownership, existing leases, and employee density. Challenges of integrating these factors are investigated also considering the proposed conceptual master plan development proposed by CBT Architects.

Data adopted to support accessibility and layout analysis include the following:

- Traffic data / volumes (source MassDOT)
- Mobility modes other than cars (e.g. public transport, walkability, biking etc.);
- Street grid (design documentation);
- Streetscapes (design documentation);
- Population density and demographics (MassGIS & American Community Survey);
- Buildings density / footprint (MassGIS).

### Site Connectivity & Traffic Volume Analysis

*“If you plan cities for cars and traffic, you get cars and traffic. If you plan for people and places, you get people and places.”* (F. Kent, Project for Public Spaces)

The South Shore Park is strategically located abutting Rte 3, key road connecting Boston to Cape Cod, and major tourist destination in Massachusetts. This is the main artery to the communities of South Shore, and the many beaches and coastline it is known for. From an accessibility standpoint, the South Shore Park is well located from both a residential and commercial point of view. In a car centric society it is a benefit to be between two major access points with easy on and off ramp options in both directions. There are diverse modes of public transport such as ferry, bus, commuter rail and metro (Red Line - Braintree), that can be reached from the site within 10 miles, to reach Boston. A bus from park & ride lot to South Station, Boston is located on site and serves as public transport from Cape Cod to Boston and Logan Airport.. The site is also conveniently located approximately 2.9 miles away from the South Weymouth Commuter Rail station, primary public transportation for the Union Point development. With the proposed improvements at the intersection of Commerce Road and Hingham Street and the preliminary study done by Union Point to streamline traffic along Rte 228, connectivity to this station will become more convenient. South Shore Park has excellent access from Rte 3 (exit 14 and 15) and the communities on both sides of the highway. Commerce Road once connected will be a key access point from Hingham Street to Derby Street moving north and south.

Vehicular movement crossing Rte 3 going west to the various car dealerships and Home Depot is a conditioned traffic pattern that favors exposure to South Shore Park. As shown in the graph, traffic heading into Rockland (westbound on Hingham Street), and the surrounding communities is also heavily traveled (31,655 Annual Average Daily Traffic). Delahunt Parkway through Union Point avoids the traffic on Rte 18 in Weymouth (from Rte 3 Highway to Rte 18 at Delahunt Parkway) will bring further exposure to South Shore Park for vehicles going east and south. Moving east on Hingham Street is a main access point to get to the north and southbound on ramps. Substantial traffic from the west side of Rte 3 heading further east occurs as a result

of the goods and services offered at Queen Anne's Intersection (Rte 228 & Rte 53).

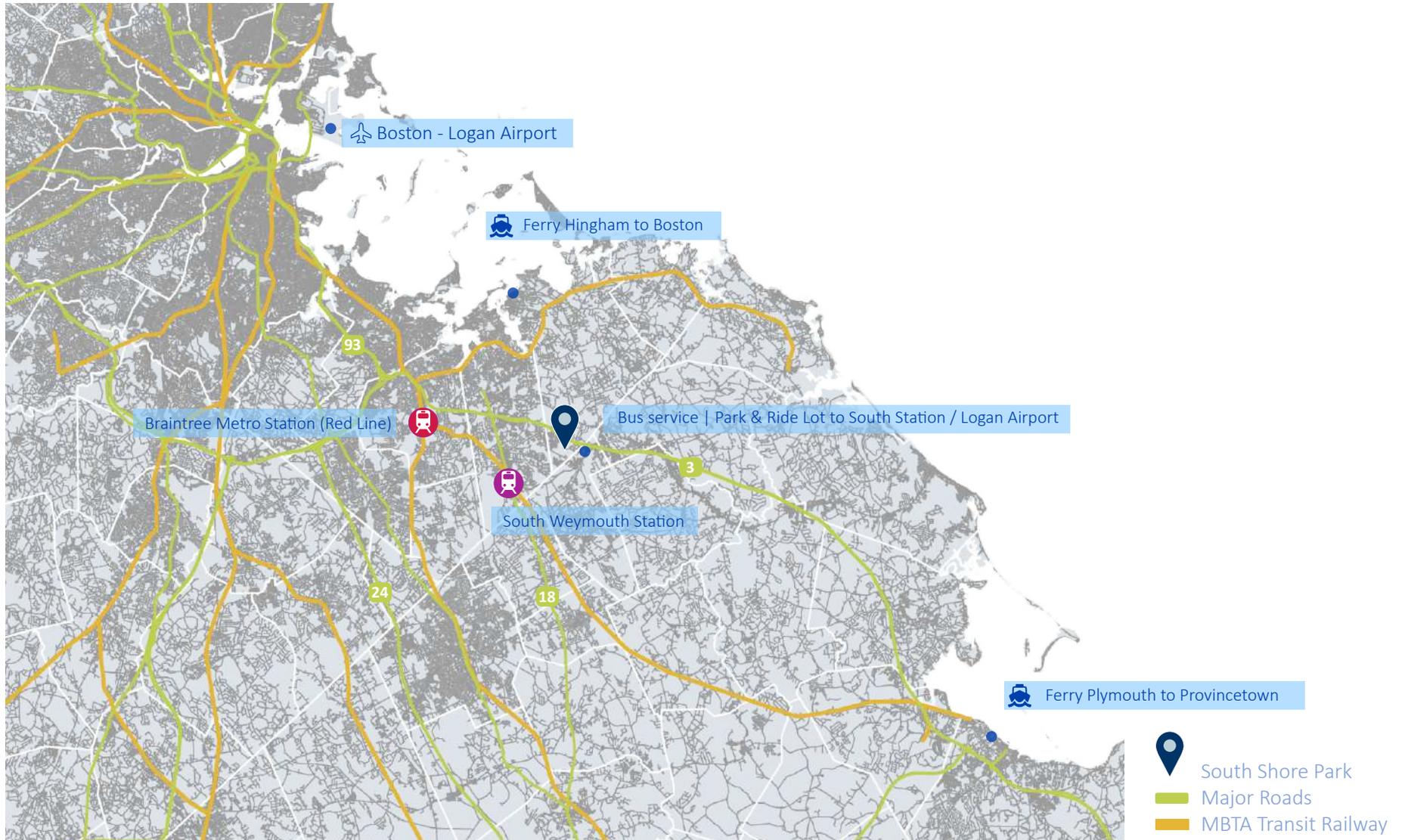
The three proposed Districts, Industrial District (North Gateway), Eco-District (The Wetlands) and Commercial District (South Gateway), are connected with the extension and construction of Commerce Road (currently a pedestrian path), starting from the Industrial District (near exit 14 at Rte 3), throughout the Eco-District, and the Commercial District (near exit 15 at Rte 3). A new road is also proposed to connect the core of the Eco-District to Abington Street. This intersection is beneficial to redistribute the traffic and connect the neighborhoods and surrounding communities to the site (15,164 Annual Average Daily Traffic).

The two major developments occurring near the South Shore Park site, the Bristol Brothers development and Union Point, will substantially affect traffic volume and patterns. An initial estimate has concluded that more than 12,000 additional vehicles daily (Bristol Brothers and Union Point) could potentially reach or pass near the South Shore Park (Please refer to Traffic Volume Analysis graph, page 86).

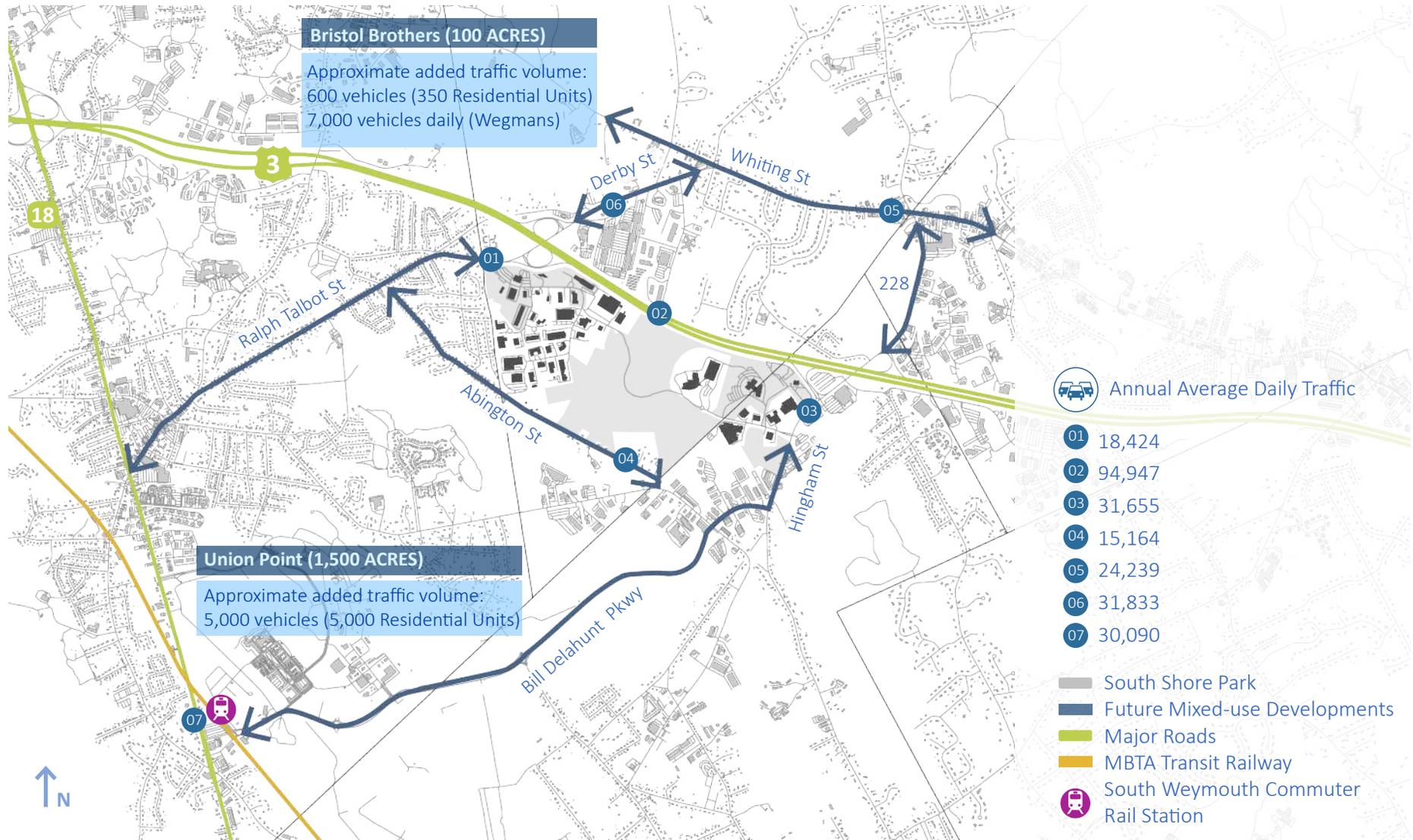
### Site Land Built-Unbuilt Ratio

The South Shore Park land area is approximately 285 acres. Currently the site comprises of 43 buildings with a total footprint area of 515,400 Sq. F. (12 acres / 4% of the total land area). The total area of the wetlands throughout the site is approximately 4 MM Sq. F. (91 acres / 32% of the total land area). When considering the whole site, the unbuilt space is around 182 acres or 64% of the total land area, with 2,829,000 Sq. F. ( 64 acres | 36%) of developable land area within the Eco-District, and proposed master plan design. The remaining 53 acres (29%) of the unbuilt land area owned (including roads) is located within the Industrial District and Commercial District. This "space between buildings" is key for site activation through integration of outdoor temporary uses.

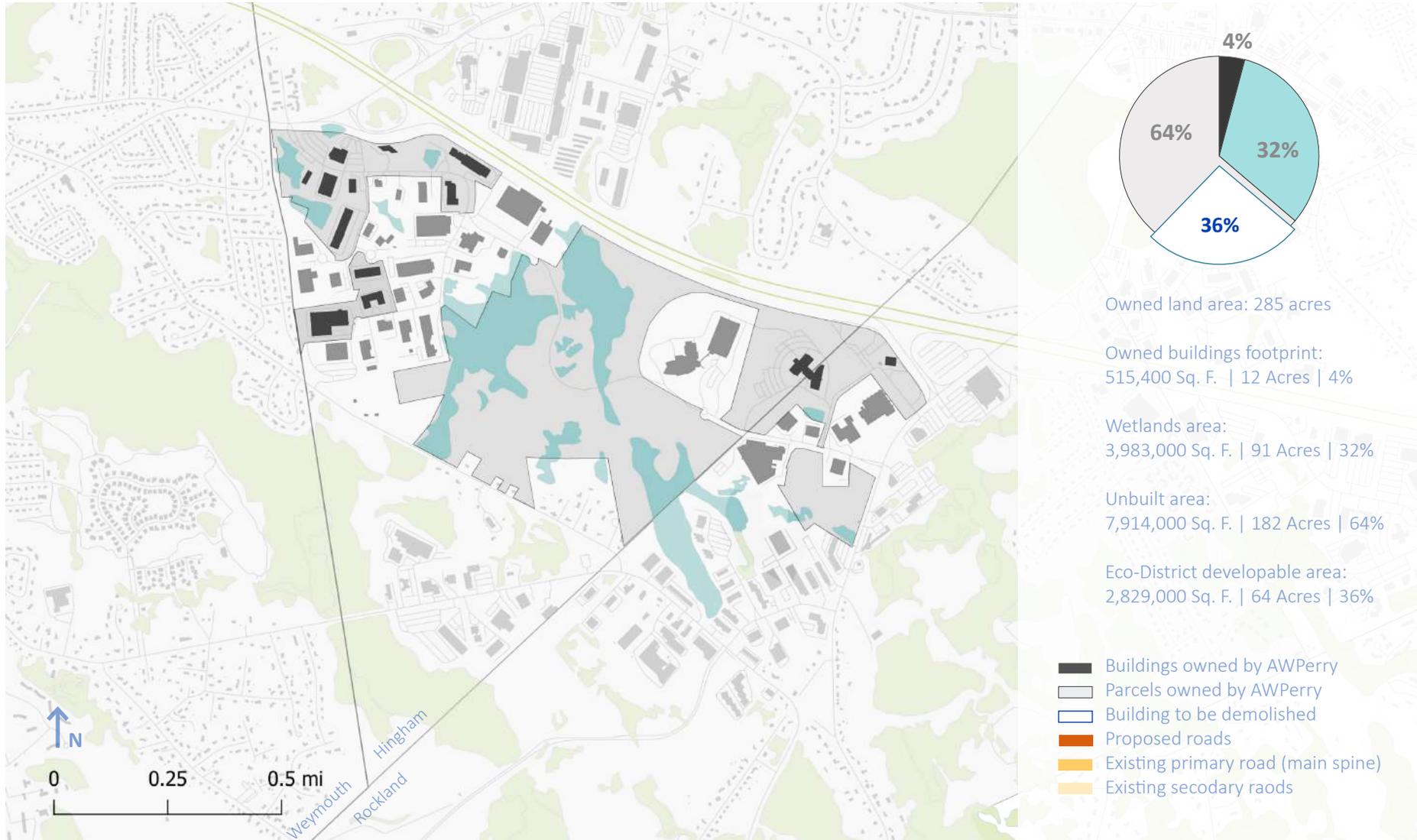
SITE ACCESSIBILITY & LAYOUT | KEY PUBLIC TRANSPORTATION MODES



SITE ACCESSIBILITY & LAYOUT | TRAFFIC VOLUME ANALYSIS



SITE LAYOUT & ACCESSIBILITY | SITE LAND BUILT/UNBUILT RATIO



### Building Ownership Analysis

Buildings, uses and ownership control were reviewed on the overall site starting with the Industrial District (North Gateway). The entry from Derby Street has a strong visual impact detailed by the signage, and A.W.Perry control of both sides at the entry is important to retain. The building design of the Orthopedics Surgery Center sets a “key design narrative” for the balance of the Industrial District.

Further study, as referenced on the proposed buildings for acquisition graphic, supports the recommendation for acquiring additional buildings/parcels to enhance the value of future development in the other districts. This is also key to set the tone and begin to consider how to design the user experience as one continues to travel from Industrial Park Road towards Commerce Road to connect to the Eco-District and the future residential neighborhoods.

The suggested approach is to assemble the ownerships that fronts Commerce Road within the Industrial District. It is on Industrial Park Road where acquisition of buildings #14 Falcon, #15 Royal Realty Trust, #16 Mohawk Rubber, and #18 Russell Electric is advisable. These are larger parcels with smaller buildings located on site. More effective uses for site activation could be proposed on these parcels. The properties under control on the north side fronting Rte 3 are also key properties to own to further the strong image of Class A office and headquarter type companies on site. Acquisition of buildings #17 Casey & Hayes, #18 Russell Electric, and #20 Commerce Realty would be optimum. With the quality of office buildings and the prestige carried with the existing office tenants these would be great parcels to expand on the reputation of the South Shore Park with additional headquarter companies.

Buildings #1, #4 and #7 are key properties to plan and program carefully because of their direct sight lines as Industrial Park Road bends in front of these properties to access the other Districts. These buildings could be used for early activation and/or creative adaptive re-use that would be a nice transition to the Eco-District. Building #21 is vital to own in the future so that the Eco-District and the Commercial District (South Gateway) can be planned, and operate one day in a holistic fashion.

In the Commercial District attempts have been made to acquire the City Point Fire - Industrial building #26. This would be ideal as it is currently challenging the master plan.

There are a total of approximately 2,900 employees currently working on South Shore Park. Our analysis and on-site observation reflected people walking, riding bikes, and jogging amongst vehicular and truck traffic. The generated graphic on employee density on site depicts these findings.

BUILDING USES & OWNERSHIP | BUILDINGS OWNED BY A.W. PERRY



- Buildings owned by A.W. Perry
- Parcels owned by A.W. Perry
- Building to be demolished | road realignment
- Existing primary road (main spine)
- Existing secondary roads



Buildings owned by A.W. Perry



Property Type



Number of Employees

01	1 Pond Park Rd	Industrial	4
02	2 Pond Park Rd	Medical Office	250
03	3 Pond Park Rd	Industrial	27
04	4 Pond Park Rd	Office	0
05	5 Pond Park Rd	Flex	15
06	35 Pond Park Rd (15 of 18 Bays)	Flex	72
07	90 Industrial Park Rd	Office	0
08	30 Pond Park Rd	Flex	65
09	85 Research Rd	Industrial	18
10	100 Research Rd	Industrial	95
11	1 Technology Pl	Office	400
12	1040 Hingham St	Auto Dealership	56
13	1050 Hingham St	Office	91

BUILDING USES & OWNERSHIP | LEASING INFORMATION



- Buildings owned by A.W. Perry
- Parcels owned by A.W. Perry
- Building to be demolished | road realignment
- Existing primary road (main spine)
- Existing secondary roads

**Buildings owned by A.W. Perry in Hingham**

Landlord termination rights for all of our tenants. In the event that the landlord decides to redevelop the site, leases can be terminated.

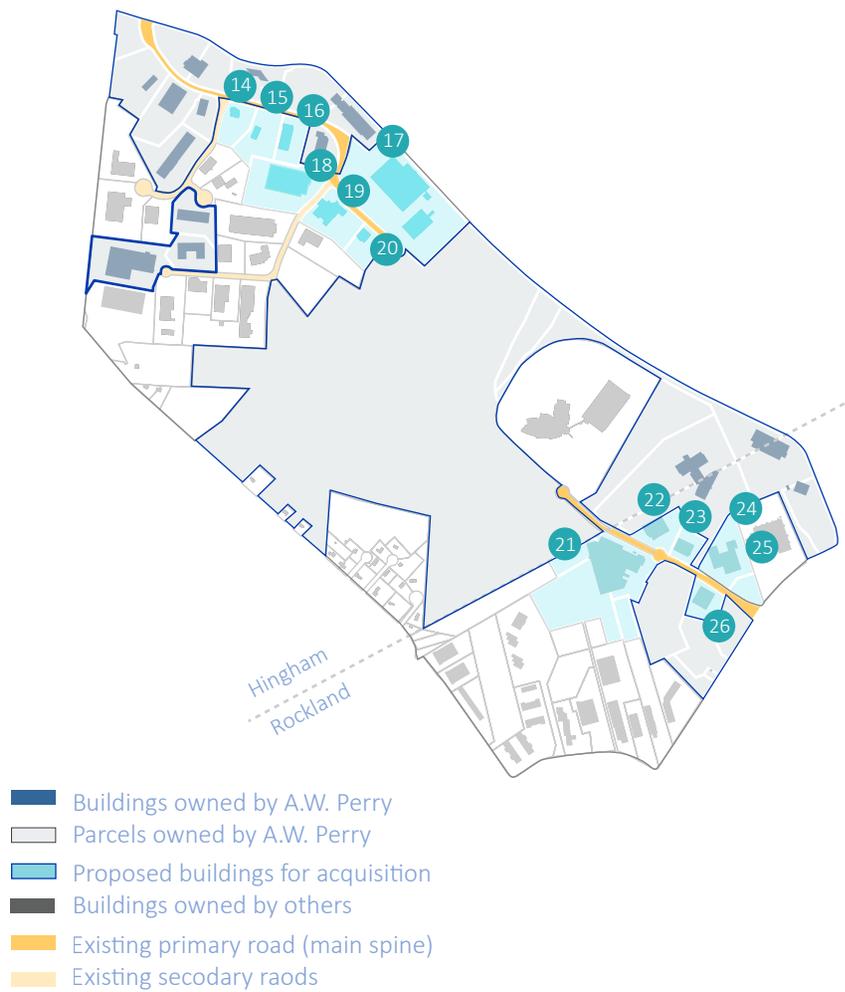
01	1 Pond Park Rd	Industrial	4
03	3 Pond Park Rd	Industrial	27
05	5 Pond Park Rd	Flex	15
06	35 Pond Park Rd (15 of 18 Bays)	Flex	72
08	30 Pond Park Rd	Flex	65
09	85 Research Rd	Industrial	18
10	100 Research Rd	Industrial	95
<span style="display: inline-block; width: 15px; height: 10px; background-color: #008080; border: 1px solid #008080; margin-right: 5px;"></span> South Shore Hospital lease until 8/31/2031			
02	2 Pond Park Rd	Medical Office	250
<span style="display: inline-block; width: 15px; height: 10px; background-color: #808000; border: 1px solid #808000; margin-right: 5px;"></span> Vacant (Possible use for early site activation plan)			
04	4 Pond Park Rd	Office	0
07	90 Industrial Park Rd	Office	0

**Buildings owned by A.W. Perry in Rockland**

(11) until 10/31/2021 (in negotiations to extend until 10/31/2026); (12) until 12/1/2033; (13) various leases, the latest until 7/31/2025

11	1 Technology Pl	Office	400
12	1040 Hingham St	Auto Dealership	56
13	1050 Hingham St	Office	91

BUILDING USES & OWNERSHIP | PROPOSED BUILDINGS FOR ACQUISITION



	 Building Ownership	 Building Use	 Number of Employees
14	Falcon	Office	38
15	Ryal Realty Trust	Industrial	27
16	Mohawk Rubber	Industrial	46
17	Casey & Hayes	Industrial	0
18	Russelectric, Inc	Industrial	75
19	Rader Properties, Inc.	Flex	4
20	Commerce Realty LLC	Industrial	8
21	3M Company	Industrial	50
22	Steven Comoletti & James Smith	Industrial	NA
23	Black Pond Development Corp	Flex	3
24	Amsterdam Properties LLC	Industrial	60
25	TRM Property Holdings LLC	Industrial	NA
26	City Point Fire	Industrial	NA

BUILDING USES & OWNERSHIP | BUILDINGS OWNED BY OTHERS



- Buildings owned by A.W. Perry
- Parcels owned by A.W. Perry
- Proposed buildings for acquisition
- Buildings owned by others
- Existing primary road (main spine)
- Existing secondary roads



Building ownership



Building Use



Number of Employees

27	Prime Ltd., Inc.	Office	60
28	John Lund	Flex	20
29	Rader Properties, Inc.	Industrial	60
30	New England Sealcoating, Inc.	Flex	64
31	Joseph R Noe Trust	Industrial	NA
32	McCusker Gill	Flex	50
33	Hingham Properties Limited	Industrial	50
34	Noe Management	Industrial	150
35	Noe Management	Industrial	50
36	Blake & Company LLC	Industrial	NA
37	Foxrock	School	NA
38	Sesco INC	Industrial	7
39	Hart Realty Trust, LLC	Industrial	60
40	Driscoll Realty Trust	Industrial	6
41	Blue Cross & Blue Shield of MA	Office	850
42	AMR Real Estate Holdings	Auto Dealership	63

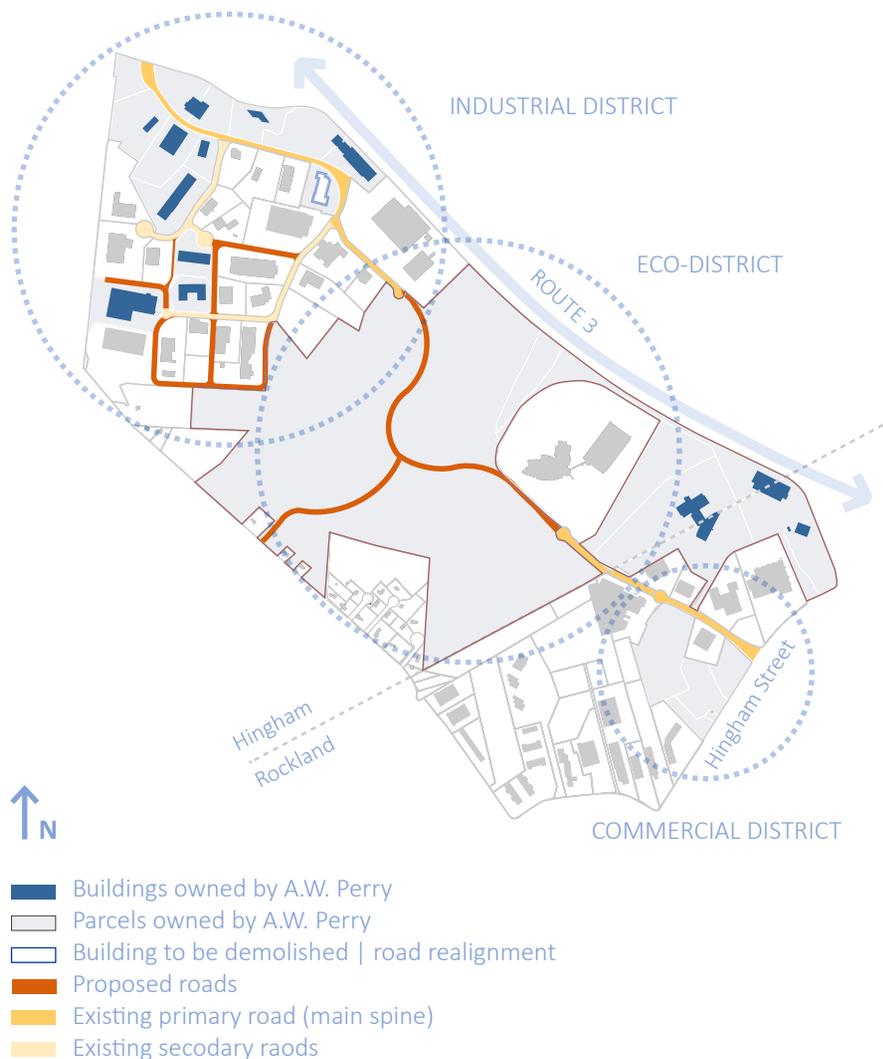
43	<b>Building at 35 Pond Park Rd (3 of 18)</b>		
	Topaz Engineering	Flex	17

BUILDING USES & OWNERSHIP | TOTAL EMPLOYEES ON SITE 2,136



	TOTAL	Hingham	Rockland
Buildings owned by A.W. Perry	1,093	490	603
Buildings to be demolished	311	198	113
Existing primary road (main spine)	1,507	1,444	63





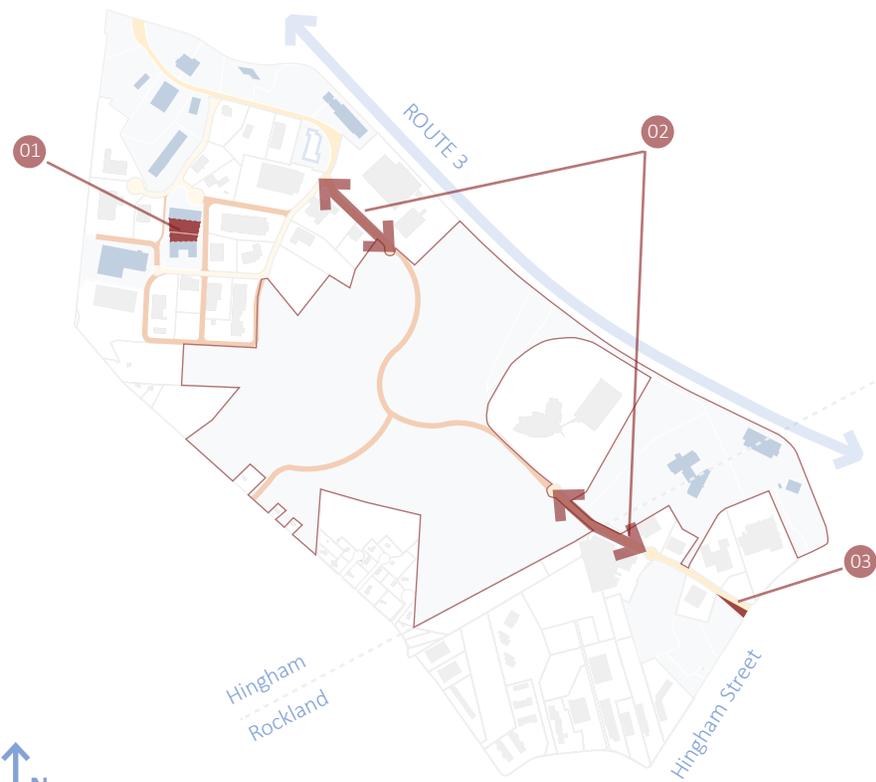
### The Site's Three Districts

The *Industrial District (North Gateway)* today comprises approximately 28 buildings of different sizes and shapes. A grid of streets is proposed by CBT in the initial conceptual master plan design to improve the connectivity: this grid should be integrated by a network of public spaces, providing hierarchy to the system and facilitating pedestrian walkability. Offering enhanced wayfinding and monument signage opportunities for each building would elevate the presence of each building. The condition of the roads and ages of most of the buildings present a dated destination that must change with the introduction of new buildings and uses. The character of these buildings within this District is consistent with what you see on the South Shore, with the exception of the South Shore Hospital Surgery Center. This portion of the District would benefit from a rebrand more closely aligning with the design expression of the South Shore Hospital Surgery Center. Various activation opportunities exist for making the connections between residential, and the other commercial Districts within the plan. The wetlands could be a great transition between the built environment, and the public space or park system.

The *Commercial District (South Gateway)* along Hingham Street offers a significant opportunity as a front door to Rockland and South Shore Park. It is also the front door to A.W. Perry's future land value with any potential development. This intersection will continue to be the primary entry point to South Shore Park, as indicated by the higher average daily traffic counts on Hingham Street. The car dealerships attract the attention as one travels along Hingham Street, with other uses set back from the street. The opportunity exists to develop a new brand image for both Rockland and South Shore Park. This would also be the time to establish a comprehensive signage program and hierarchy for Hingham Street and Commerce Road that would take into consideration the other future components including but not limited to, hotel, retail and residential development.

Newer grocery store concepts with prepared foods section, in-store deli counters, expanded wine and cheese areas, and limited hard goods could still be a desired use within the mixed-use environment. With the existing and future onsite population,

KEY CONCEPTS FOR PUBLIC SPACES & STREETSCAPES ACTIVATION



- Buildings owned by A.W. Perry
- Parcels owned by A.W. Perry
- Building to be demolished | road realignment
- Proposed roads
- Existing primary road (main spine)
- Existing secondary roads

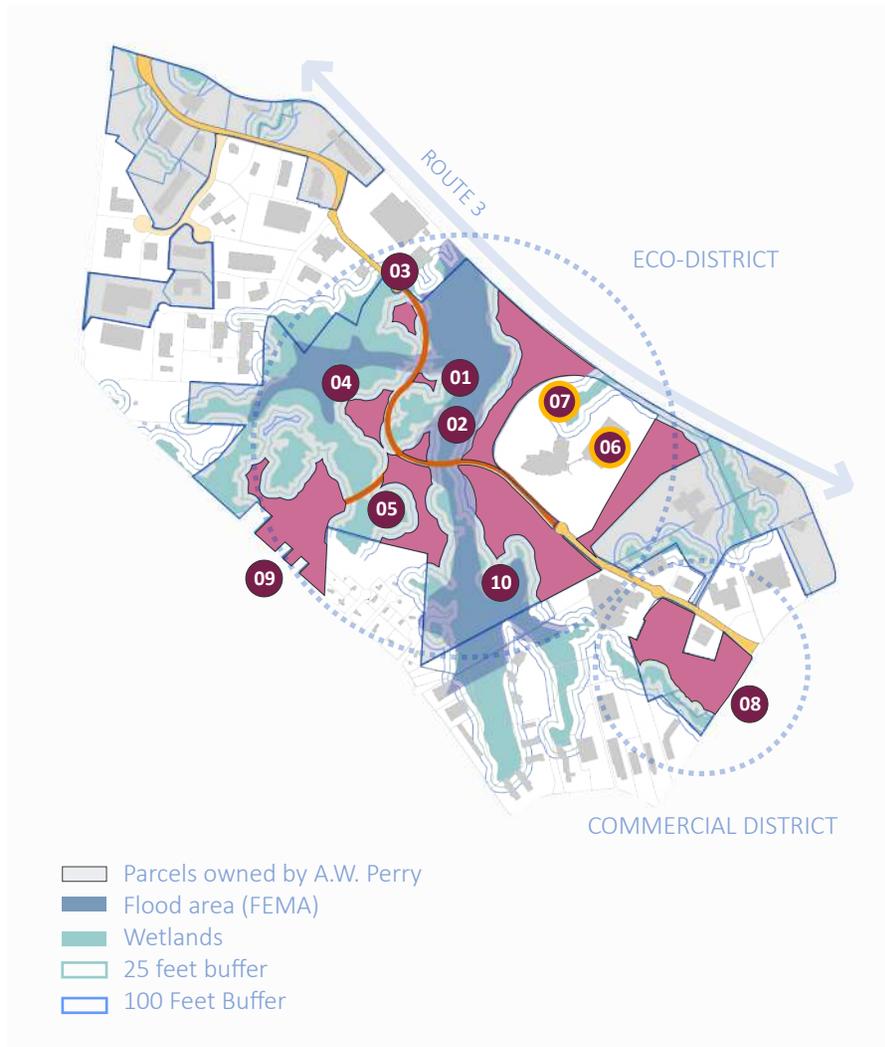
this use would add a particular benefit to both the residential and commercial components. As the undertaken retail analysis highlighted, this category could become saturated quite quickly with Wegmans projected going to the Bristol site across from Derby Street, and Market Basket projected for Hanover Crossing (former mall), both within 3.2 miles of the site.

Key concepts for public spaces and streetscapes activation within the three districts are the following:

- 01 Create a network of public spaces / destinations;
- 02 Create pedestrian connectivity within the Eco-District and at the transition corridors between districts;
- 03 Realign Commerce Rd to Hingham Street to gain developable area on the south area.



THE ECO-DISTRICT & THE DEVELOPABLE LAND AREA



The *Eco-District (The Wetlands & Downtown Core)* is characterized by extensive wetlands creating pockets of developable area. These areas have been calculated considering a buffer from the existing wetlands: a 100 foot buffer within Hingham municipality and a 25 foot buffer within Rockland municipality. This unique context creates an opportunity for integrating the natural and built environments and enhancing pedestrian connectivity. The Eco-District represents the ideal scenario for promoting walkable communities as its center point is located 6 to 10 minutes walking distance from the other two districts. Most pockets of developable area intersect the proposed Commerce Road, providing the opportunity for continuous street frontages and pedestrian activities. Two of the pockets along Rte 3 (Site 06, 07 in the map) presents the highest elevation on site, providing key high-visibility locations.

With wetlands being a big part of Massachusetts landscape, there could be an education center that becomes an onsite destination. The onsite destination could attract the regional community for not only residential renters and buyers but, possibly school age kids wanting to learn about wetlands.

Total Developable Land Area: 2,829,000 SF (approximate number)

Considered wetland buffer for building construction:

- 100 feet | Hingham
- 25 feet | Rockland

01	11,800 SF	06	358,500 SF
02	30,200 SF	07	472,000 SF
03	39,600 SF	08	554,300 SF
04	108,200 SF	09	455,900 SF
05	236,400 SF	10	561,900 SF

The civic municipal building is well located which could function short term as marketing/educational/events and information center to build community awareness and support. Part of this community building could be income generating with conference rooms and event space available to tenants and community organizations, and possibly the beginning of a shared work space in the 3-5,000 square foot range.

The Cinema is unlikely as a standalone building as the Cinema operators like to bundle together with multiple retail shops and restaurants. Combining this use with the office building in the downtown core would make sense sharing the parking for the offices (reverse parking demand), an ideal shared parking co-tenant. Depending on timing of the various planned developments in the trade area, it may be possible to attract a smaller boutique theatre (15,000 to 25,000 square feet), that could bring life to the public green space, and lead to more dynamic mixed-use environment with additional restaurants and retail space.

The Rte 3 parcels are significant windows into the site. These make an obvious hotel location given their propensity for major highway frontage. Consideration should be given to moving one of these to the office building pads planned on Commerce Street. This would bring more lights and footsteps to the restaurants and retail planned at this location. In addition, the hotel should see this as a premium site because of the mixed-use activities.

THE WETLANDS & TOPOGRAPHY



## SITE LAYOUT & ACCESSIBILITY | SUMMARY OF FINDINGS

This section summarizes key results of the Site Layout & Accessibility analysis and each of its sections including traffic volumes and site layout, developable land area, buildings ownership, existing leases and employee density, and the three Districts existing spatial and environmental characteristics.

Three key opportunities for the overall South Shore Park connectivity and activation are the following:

- Investing on existing landscape (e.g. the trees along the street / entrance in the Commercial District) and adopt it to reinforce streetscape activation and connectivity between the three districts along Commerce Road and the new street to Abington street.
- Re-align Commerce Road to Hingham Street to improve traffic flow (possibly integrate a roundabout instead of traffic light), gaining additional developable area and space for wider sidewalks in the Commercial District.
- The Rte 3 parcels are significant windows into the site. These make an obvious hotel location given their propensity for major highway frontage. Consideration should be given to moving one of these to the office building pads planned on Commerce Street (Eco-District). This would bring more activity and footsteps to the restaurants and retail planned at this location. In addition, the hotel operator should view this as a premium opportunity because of the on-site population and the mixed-use activities.

The following summarizes key findings for Site Accessibility & Layout:

- The towns are focusing on improving roadway layouts and connectivity at the large scale, especially in consideration of new developments occurring near South Shore Park (Union Point and Bristol Brothers Developments).
- The opportunity to connect South Shore Park to Abington Street would link

residential neighborhoods, and provide further traffic mitigation options for the area. Connection to Abington street is a key condition to redistribute traffic volume currently being 15,164 Annual Average Daily Traffic (Source: MassDOT, 2018).

- Amount of traffic generated by new developments: Bristol - Wegmans will generate 7,000 cars per day, and Union Point will generate approximately 5,000+/- cars.
- Due to existing conditions of Abington Street in regard to flooding and capacity, A.W. Perry might have to invest to improve the road. This is seen as an opportunity to include the community along Abington street that is currently more isolated.
- With international and US office headquarters established at South Shore Park, shuttle to the airport (via South Station) is a useful and marketable public transport mode nearby.
- Additional feasibility analysis should be undertaken to improve connectivity to South Weymouth Commuter Rail Station as well as Braintree for both commuter rail and red line options (e.g. introduction of direct shuttle).
- Overall developable land area and opportunity for outdoor temporary uses for site activation is key for temporary uses: the remaining 53 acres (29%) of the unbuilt land area owned (including roads) is located within the Industrial District and Commercial District. This “space between buildings” is key for site activation through integration of outdoor temporary uses (e.g. food trucks).
- The suggested approach is to control all parcels that front Commerce Road within the Industrial District (North Gateway). At the Industrial District the acquisition of buildings #14 Falcon, #15 Royal Realty Trust, #16 Mohawk Rubber, and #18 Russell Electric is advisable to enhance the value of future development as one continues to travel from Industrial Park Road towards Commerce Road to

connect to the Eco-District and the future residential neighborhoods.

- The properties under control on the north side fronting Rte 3 are also key properties to own to further the strong image of Class A office and headquarter type companies on site (buildings #17 Casey & Hayes, #18 Russell Electric, and #20 Commerce Realty).
- The possible acquisition of the City Point Fire - Industrial building #26 - in the Commercial District would be beneficial.
- The site presents a total of approximately 2,100 employees, now distributed within the Industrial District and Commercial District. Because of the existing headquarter companies (and future ones), employee density might be greatest at this location than any other single location on the South Shore. This information is key for the future site marketing/procurement phases.
- Combining buildings #4 and #7 (old school currently not in use) in the Industrial District represents an opportunity to lease to headquarter companies. It would be ideal for early site activation by investing in a temporary use and clean up offering it as an art related courses, child care program integrated with art/classes/education encouraging new businesses on site. This would be a way to incubate potential site users, and possible future tenants.
- A grid of streets is proposed by CBT in the initial conceptual master plan design improving connectivity and walkability within the Industrial District.
- Offering enhanced wayfinding and monument signage opportunities for each district would elevate their presence and potential value.
- Industrial District: a network of public spaces is crucial to promote activation. The network of public spaces should provide hierarchy to the system and facilitate walkability. Spaces in between buildings that are owned by A.W. Perry are key public opportunities to create gathering outdoor areas and courtyards (e.g. the space in between buildings #8 and #9).
- A total of approximately 90 acres of the site are covered by wetlands. This distinct ecosystem represents a unique identity of the site, creating a series of pockets of developable areas and the opportunity to connect them with pedestrian walkways and two major roadways: Commerce Road and Hingham Street.
- Within the Eco-District various opportunities exist for making the spatial connections between the developable sites integrating outdoor lighting systems, landscape components, and hardscape areas as key transitional spaces between the wetlands and the built environment.
- The Eco-District represents the ideal scenario for promoting walkable communities as its center point is located 6 to 10 minutes walking distance from the other two districts. Most pockets of developable areas intersect the proposed Commerce Road, providing the opportunity for continuous street frontages and activation. Two of the pockets along Rte 3 (Site 06, 07 on the map) present the highest elevation on site.
- Wetlands as a means of education and public engagement. Wetlands are a big part of Massachusetts and South Shore landscape, and there is the possibility to establish an education center (e.g. the Quincy Innovation Center, currently closed) that becomes an additional destination. This destination has the potential to attract the regional community for not only residential renters and buyers but, possibly school age kids wanting to learn about wetlands. There is a possibility of establishing collaboration with the South Shore Natural Science Center in Norwell owned by the YMCA.



## COMMERCIAL DISTRICT | SOUTH GATEWAY INITIAL ACTIVATION CONCEPT

The initial activation concept for the Commercial District represents an outline of a more detailed activation strategy to be developed in the next phase, Step 3 | Programmatic Plan. This study proposes selected uses for site activation visualized in a concept plan considering the following key components:

- The land area for the commercial retail mixed-use development opportunity along Hingham Street should be maximized to achieve maximum building coverage (e.g. FAR, minimum setbacks, etc.).
- Commerce Road should be reviewed for realignment at the intersection of Hingham Street to maximize the land area, and increase the buildable onsite area of the northwest corner.
- A new intersection is needed and the property across Hingham Street at the intersection may need to be reengineered and modified.
- With the desire by the Town of Rockland to secure a market/grocery store, this site is prime for modular rental housing units to densify the mixed-use development.
- The food and beverage mix are proposed to be a combination of local, regional (Boston), and national tenants focused on delivering experiential environments further distinguishing South Shore Park.
- Planning around the existing 3M building is required at this point; if that property could be recaptured it would certainly open up additional possibilities, including more retail and residential uses.
- Activation of the outdoors with temporary uses offers opportunities plus, acts as a segway to future development.
- Having multiple gathering spaces will add to the overall site experience for

tenants and visitors alike. Also, activation can and should occur over the life of the property in diverse ways. Enhancing the lighting and landscaping at key entry points can enhance the site's identity immediately.

Based on the analysis the Commercial District is able to support the development of further retail options for the South Shore sub-market in addition to the office, residential, hotel, restaurant and entertainment components of this substantial mixed-use development. The market/grocery store use is a preferred use by the Town of Rockland, and our findings reflect that market/grocery stores are well represented in the trade area with 38 locations in spite of the void found in Rockland. That is largely due to the propensity of market/grocery stores to be on or near major roads and highways. While the Commercial District site fits the criteria, it is constrained due to the 3M building that bifurcates any future development. Given the constraints outlined in this report, it must offer a different market experience, particularly if the market/grocery store is smaller in nature.

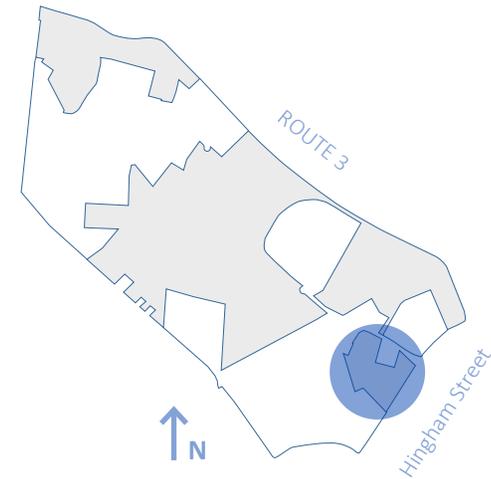
### Proposed Grocery Type for the Commercial District

The market/grocery store and pharmacy uses would be ideal anchors to the Commercial District if the desired density allows for this along with inspiring placemaking, now a requirement in the future.

Three better names due to their popularity within the greater Boston market but not having stores open in the South Shore sub-market were Wegmans, Bros. Marketplace (concept by Roche Brothers), and Market Basket. The Fresh Market and The Fruit Center due to their proximity from Hingham could also be prospects for the Commercial District.

These market/grocery chains bring a level of quality and service that would be in line with our overall project, and come in different physical formats. Wegmans, while experimenting with smaller urban stores (60,000 sf to 80,000 sf) still has a more traditional model of 132,000 square feet, Market Basket is proposing 60,000 square

COMMERCIAL DISTRICT | INITIAL CONCEPTUAL PLAN | USES & LOCATION



**INDOOR USES**

- 01 Ground Floor Retail (approx. 19,500 SF) + Residential
- 02 Ground Floor Retail (approx. 14,200 SF) + Residential
- 03 Hotel (rooms number TBD)
- 04 Parking building shared with buildings 01 - 02 (344 spaces)
- 05 Ground Floor Retail (approx. 18,200 SF) + Residential
- 06 Building owned by other (City Point Fire)

**OUTDOOR & TEMPORARY USES**

- 07 Outdoor space for cafe / bar & parking
- 08 Farmers market weekends & parking weekdays
- 09 Outdoor Cinema (only summer weekends) & parking
- 10 Outdoor space for cafe / bar & parking
- 11 Outdoor space for cafe / bar & parking
- P Outdoor parking (470 spaces)

feet for its concept in the South Shore Trade area, Bros. Marketplace has the ability to operate smaller stores (10,000 sf to 12,000 sf) that is more easily integrated into surrounding mixed-use developments. There are also local smaller format markets (4,500 to 10,000 sf) that could be desirable for the ultimate site criteria, even though there are 37 local markets represented in the 10 mile ring.

#### Overview on Modular Housing Opportunity for the Commercial District

The U.S. modular construction business has doubled in size to \$8 billion over the last five years, according to the Modular Building Institute, a non-profit trade association serving modular construction. Of general contractors already using modular construction, 67 percent expect modular use to increase over the next three years, 24 percent expect demand to remain the same, and none expect it to decrease, according to the U.S. Chamber of Commerce Commercial Construction Index. General contractors use modularization mostly for constructing exterior walls, building superstructures and fulfilling mechanical, electrical and plumbing requirements. Around 69 percent of general contractors in the Northeast use modular components, leading the rest of the United States. On a direct construction cost basis, modular construction is not cheaper than traditional construction. However, modular building can shorten construction schedules by up to 30 percent, according to Campisano. This means the revenue and occupancy stage can begin much sooner, accelerating investment returns. (Source: National Real Estate Investor)

The modular approach should be considered for some of the smaller sites where project size (number of units) matters to the apartment builder. The South Gateway location could also be a possibility as both the town and A.W. Perry would like to see development underway as soon as feasibly possible. A deeper research and analysis on modular housing is advised.



## CASE STUDIES, HYBRID SPACES & NEW CONCEPTS

### Introduction

A series of case studies and examples of hybrid spaces and new concepts are selected as pivotal analogs for South Shore Park, addressing the key questions initially formulated for the site activation. The case studies are selected internationally and domestically, bringing a broader knowledge on innovative models of ongoing mixed-use developments. A series of hybrid spaces and new concepts are also proposed as possible distinctive uses for the site.

Bisnow reported recently that “a trend that is happening in southern California is the transformation of small and midsize warehouses and industrial campuses.” Once occupied by manufacturing companies, added amenities such as larger entryways, high-end conference rooms, kitchens, gyms, fire pits, indoor spaces and outdoor spaces with glass roll up doors and garden views add to the desire and rents from a new mix of tenants. This is being fueled by deindustrialization, less manufacturing, and a demanding workforce and new generation of workers adapting to a changing workplace and creative movement in the industrial sector. Ecosystems preservation, adaptation and reuse are key in place making, and many projects have shown the potential of integrating all these aspects for the creation of extraordinary places. These projects have the potential to become inspiring places, places that trigger innovation, nurture creativity and promote sustainability. Innovation will be the most important resource of the future, because the cities of tomorrow will have to rely more than anything on the creativity of their people in order to endure. The selected case studies unfold these factors and frame possible guidelines for the South Shore Park.

Hybrid spaces and new concepts aim to bring life and entertainment to the South Shore Park. The development of smart technologies and the introduction of IoT (Internet of things) has changed the way we work, shop and live. New technology has led to new forms of entertainment, and therefore new experiences and spaces such as the iFly (indoor skydiving). Hybrid spaces, such as the Brooklyn Boulders and the CoWorkCafe, are increasingly transforming spaces from mono-use to multi-use, connecting activities that can be more efficient for users to have together (e.g.

gym, shared work space, cafes, etc.). Moreover, new concepts such as “zero waste / buying bulk” where users can purchase products like flours, nuts, grains, spices, etc. package-free and out of a large container at a store.

### Eco-District, Place du Commandant Cousteau, Nantes, France (2005-2018)

The new master plan, including the park and public spaces, is in keeping with the framework of the existing parcels. In a spirit of historical preservation, the new design concept is drawn over the lines of the existing walls. An urban park, that goes hand in hand with and balances the new densities, will contribute to the expression of a nature regained. It becomes the heart of the park and the collection point for the new neighborhood's rainwater, which makes its way here, via channels and canals. The collection of rainwater expresses the geography of this site. Ditches, canals and channels give meaning and direction to the public spaces.

*Relevance for the SSP:* propose the ecology of the site and wetlands as an asset, bringing the educational component; adopt the wetlands as an element that connects, and promotes walkability.



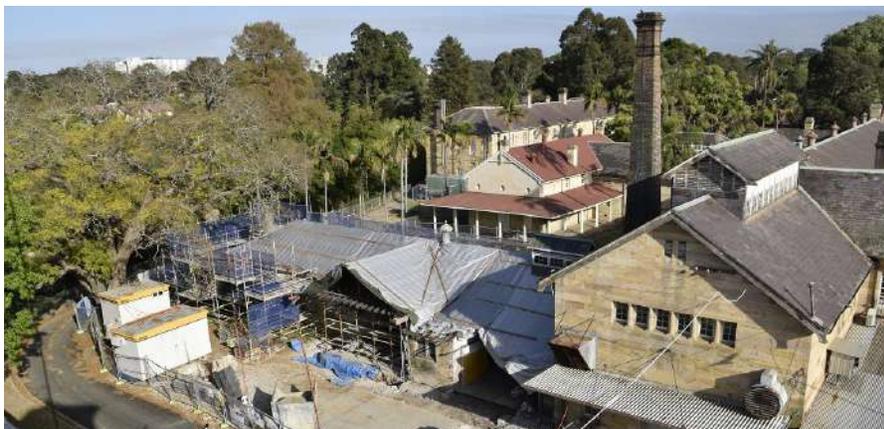
### Parramatta North, New South Wales, Australia (2018)

*First Peoples First | Active Memory | Everybody's Welcome*

UrbanGrowth NSW Development Corporation is masterplanning a bold and complex program of urban transformation in Parramatta North. Parramatta North will conserve, unlock and share the heritage of Parramatta North, delivering a dynamic and vibrant area with heritage conservation at its heart and community at its core. The Parramatta North is a redevelopment of primarily a heritage precinct that the NSW government wants to develop as a new town centre supported with new residential, commercial, medical and/or institutional development. Preservation/heritage components to link past, present and future:

- Maintaining the significance of the landscape setting;
- Maintaining the significance of the building setting.

*Relevance for the SSP:* create an Overall & Sub-District Identity. Establishing development principles for the site activation by preserving and/or enhancing the local identity of the site: Industrial District, Eco-District and Commercial District.



### Godsbanearnealeerne Development, Aarhus, Denmark (2015)

*“Our vision for Godsbanearnealeerne is to create a new vibrant, youthful urban district with an interest in experimentation and development. We call this urban district “Aarhus K”.”*

The project is to turn industrial sheds into a centre of innovation through offering all sorts of facilities for any creative business. The land is subdivided into parts such as: printing, wood making, steel works, pottery, film making, printmaking, dark rooms and photography workshops, music studio, performance spaces, etc. Anyone can go there and use the space for various activities, users just need to pay for materials and can basically build and furnish their own house. This is being fueled by deindustrialization, less manufacturing, a demanding workforce and new generation of workers adapting to a changing workplace and supported by the creative movement in the industrial sector.

**Relevance for the SSP:** establish new site economies based on the concept of the solo-preneur. The South Shore Park can generate economy by attracting young generations for creative businesses. These economic models can be integrated within the Industrial District (e.g. re-propose the existing school on site as place for art-related courses, child care programs integrated with art workshops/classes/ education, and encourage new businesses (early stage activation).



### South Coast Collection - SoCo, Costa Mesa, California (2010)

Originally, this 300,000 square foot multi-tenant industrial park was built with simple tilt up concrete construction. It was transformed into a multi-purpose commercial space that is an engaging property with eco-friendly landscaping and building materials focused on fashion, furniture, and food. It has emerged as Orange County's latest culinary hub destination. Pacific Coast Highway in Newport Beach was the go-to dining destination but now, this destination has become the scene of hipster diners of all ages. The equivalent would be creating a dining scene so worthy that it would consistently attract people from as far away as Braintree, Cohasset and Scituate.

**Relevance for the SSP:** branding. A more youthful branding approach, and the addition of select food and beverage operators as a wider draw for the fashion conscious. This could be looked at as an approach to adaptive re-use in the Industrial District and Commercial District.

- Conversion of industrial buildings to creative offices with amenities, entrepreneurial food and beverage uses, and niche retailers specializing in home furnishings that have attracted a consumer looking for a unique experience;
- Introduction of more creative F&B uses / experiences as a unique driver to a site that is quite visible to highway (freeways on the west coast), but not all that accessible; (one building includes multiple food & beverage experiences);
- Cluster of home goods and related uses / services that adds to the sites branding.



### Park Potomac, Maryland (2006 - estimated date)

Park Potomac located on I 270 in Rockville, MD., has 150 townhomes, 152 condominiums, 297 rental apartments and 389,128 square feet of commercial uses including office and retail. Roughly 20 restaurants, service businesses and retailers adorn the neighborhood, featuring popular outlets such as a Harris Teeter grocery store, Elevation Burger, a valet cleaner and wine bar. A shuttle runs twice each hour to and from the White Flint Metro station about 3 miles away.

*Relevance for the SSP:* provide housing diversity as a part of a well integrated master plan. Deliver open space and gathering spaces in early phases to set the tone for the development. The rental apartments are above retail at the key intersections. The ground levels of the proposed buildings are expected to have “significant amounts of transparency and highly visible entrances,” as well as sidewalks and landscaping to promote pedestrian safety, facilitate interactions and create a sense of community.



### Park Place, California, (1980's -)

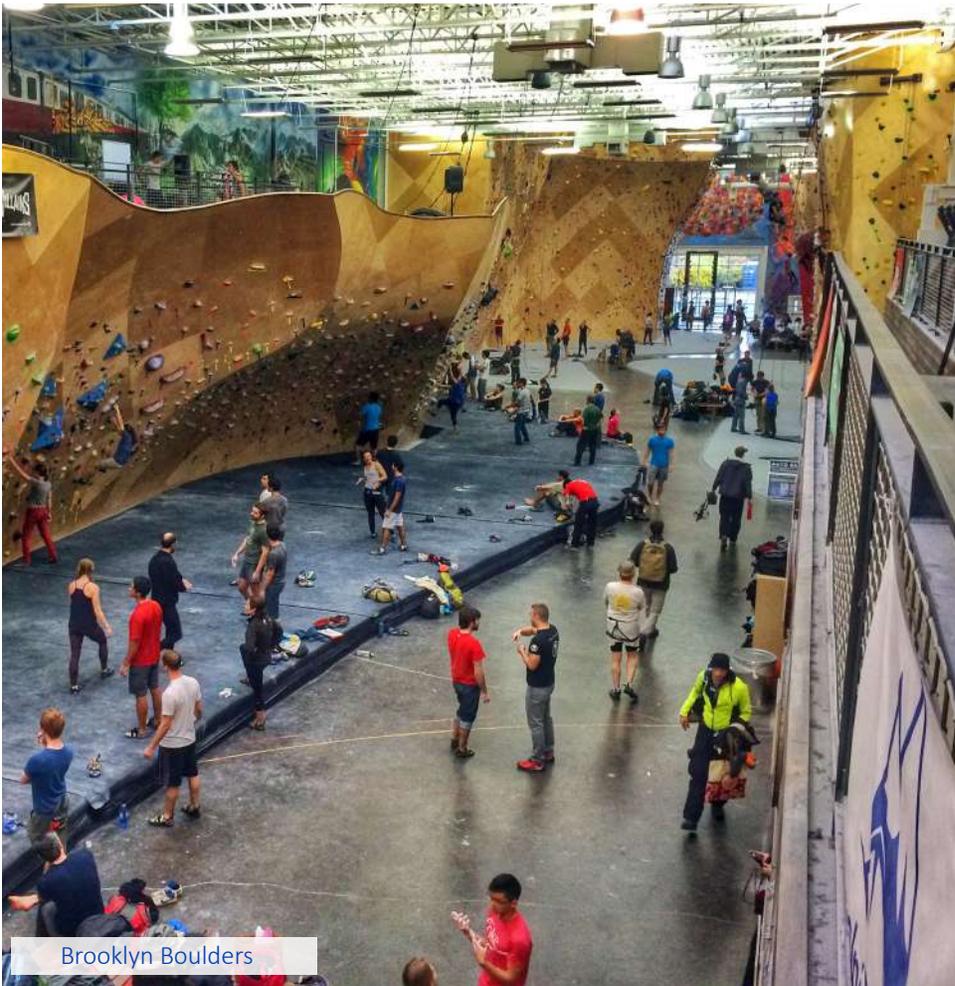
Park Place evolved from the corporate headquarters campus of Fluor Corporation, one of the world's largest multinational engineering and construction firms at the time to a desirable mixed-use community. Park Place is home to some of the country's top corporations such as Western Digital, Ingram Micro, State Farm, Travelers, US Bank, Houzz, St. Joseph Health. The synergy of modern workspace and unparalleled on-site amenities including retail, residential communities, and a boutique hotel solidifies Park Place as a mixed-use landmark. In addition, it built one of the first high-rise residential condominium towers in Newport Beach/Irvine area with a median selling price today of \$748,000. It has followed with multifamily rental product that has further densified the site.

*Relevance for the SSP:* a high density mixed-use development provides to corporate tenants and residents a direct access to convenient retail, fitness, multiple dining options, and specialty retail services. A small specialty market would serve the nearby residential community.

- The evolution of the site from a singular corporate address to a mixed-use environment has been successful;
- Building the 165,000 square foot retail center anchoring it with a specialty market proved to be an early and valuable destination point to the property;
- Early in its evolution and following the opening of the retail center, a free standing cinema was built that ultimately closed after 10-15 years due to the addition in the trade area of significant, larger lifestyle destinations offering the consumer a more integrated and stimulating environment for a night out at the movies.



HYBRID SPACES & NEW CONCEPTS



Brooklyn Boulders



Rogers Gardens



Zero Waste / Buying Bulk

HYBRID SPACES & NEW CONCEPTS



## CASE STUDIES, HYBRID SPACES & NEW CONCEPTS | SUMMARY OF FINDINGS

- Propose the ecology of the site and wetlands as an asset, bringing the educational component; adopt the wetlands as an element that connects, and promotes walkability.
- Establish new site economies based on the concept of the solo-preneur. The South Shore Park can generate economy by attracting young generations for creative businesses. These economic models can be integrated within the Industrial District (e.g. re-propose the existing school on site as place for art-related courses, child care programs integrated with art workshops/classes/education, and encourage new businesses (early stage activation).
- Create an Overall & Sub-District Identity. Establishing development principles for the site activation by preserving and/or enhancing the local identity of the site: Industrial District, Eco-District and Commercial District.
- Branding. A more youthful branding approach, and the addition of select food and beverage operators as a wider draw for the fashion conscious. This could be looked at as an approach to adaptive re-use in the Industrial District and Commercial District.
- Provide housing diversity as a part of a well integrated master plan. Deliver open space and gathering spaces in early phases to set the tone for the development. The rental apartments are above retail at the key intersections. The ground levels of the proposed buildings are expected to have “significant amounts of transparency and highly visible entrances,” as well as sidewalks and landscaping to promote pedestrian safety, facilitate interactions and create a sense of community.
- A high-density mixed-use development provides to corporate tenants and residents a direct access to convenient retail, fitness, multiple dining options, and specialty retail services. A small specialty market would serve the nearby residential community.



## SUSTAINABILITY STRATEGY

### Introduction

Sustainability metrics and indicators have been developed and adopted as assessment methods for the urban scale. These measurements are established to understand how the environment performs as a whole, and include social, economic and environmental metrics, with social metrics leaning towards qualitative, and economic and environmental metrics leaning towards quantitative. An initial selection of relevant sustainability metrics and indicators is proposed to guide the next phase of the Comprehensive Plan for Strategic Place Activation and the overall master plan design. A series of case studies have been proposed as initial examples of projects that have been assessed or are under assessment by a sustainability rating system (e.g. LEED ND, BREEAM C) and resulted in successful ground floor outdoor/indoor spaces activation.

Urban sustainability metrics and indicators have been developed with the intention of assessing relationships between the multiple entities of the urban system. The development of these multidimensional metrics and indicators have been encouraged as of higher value when shifting from measuring performance to guiding urban design intervention. In LEED ND and other widely recognized urban sustainability rating systems, multidimensional metrics and indicators are only half of the overall pool. Grounded in a content analysis of nine existing urban sustainability rating systems, this study focuses on a selection of relevant multidimensional metrics and indicators for the benefit of the South Shore Park master plan development.

### Metrics & Indicators Selection Process

Theories and methodologies for assessing sustainability at the urban scale are today widely discussed with the goal of ensuring citizens quality of life coping with the rapid urbanization process. The challenges put forth by UN reports, from Agenda 21 in 1992 to SDG for 2030, regarding the development of metrics and indicators that investigate relationships between sustainability dimensions have not yet been fulfilled (Hák et al. 2012). There is fierce debate on how to develop, adopt and implement meaningful multidimensional metrics and indicators with the ultimate goal of bridging the gap

between theory and application guiding urban development and master planning (Alberti 1996; Singh et al. 2012; Ameen et al. 2015; Paranagamage et al. 2015; Shen et al. 2011) (Vanz et al. 2016).

Metrics and indicators are shifting from measuring and evaluating a specific target or source such as CO2 emission, to measuring linkages and interdependencies occurring within the human-ecology system in urban context. Identify these linkages means understanding the integration of multiple sources of data rather than their simple addition. Metrics and indicators that visualize and measure these linkages have the capacity of establishing new entities that are highly valuable for assessing urban sustainability (Eggenberger & Partidário 2000; Pope et al. 2004).

The development of existing urban sustainability rating systems is facing major methodological issues related to the multidimensionality and complexity of sustainability and cities operations, and the existence of linkages that crosses multiple dimensional scales, from the building, to the neighborhood, to the city and region (Hák et al. 2012). Existing rating systems have often been framed following a specific urban scale, focusing either on the broader city or neighborhood scale, missing opportunities to build on and understand cross-scales relations. A comparative content analysis of nine urban sustainability rating systems developed at the Harvard Center for Green Buildings and Cities highlighted that the majority of metrics and indicators adopted at both scales are still monothematic (75%), thus only measuring a specific source or flow e.g. CO2 emissions, total energy consumption etc. (Vanz et al. 2016). The measurement of one source provides a representation of reality that is too fragmented and difficult to comprehend.

This work is the result of a broader study conducted at the Harvard Center for Green Buildings and Cities, starting with a multiscale and multi-thematic comparative content analysis of nine existing urban sustainability rating systems and the analysis of over 800 metrics and indicators (Vanz et al 2016). Establishing a pool of 222 multidimensional existing metrics and indicators, this work presents an alternative

approach of metrics and indicators selection and clustering avoiding constructing groups based on conventional sustainability pillars: environmental, social and economic.

For the South Shore Park a total of 15 multidimensional metrics and indicators have been selected from this pool as key for site activation and holistic design guidelines.

The proposed metrics and indicators address two or more of the following themes:

- Energy
- Transportation
- Waste
- Pollution
- Employment
- Health
- Housing
- Education
- Technology
- Water
- Greenery
- Ecology
- Food Systems
- Safety
- Recycle
- Materials
- Existing Context
- Income

### Introduction to Renewable Energy Strategy (possible future step)

A renewable energy analysis and implementation strategy for the South Shore Park is proposed to be developed in the next phase. Energy effectiveness needs to be site specific, addressed on the basis of actual thermal, HVAC, electric loads planned and taking advantage of state of the art, commercially available technologies. Energy needs of the project are proposed to be addressed by a combination of solar thermal, photovoltaic systems and batteries, integrated by imported natural gas and electricity.

## SELECTION OF 15 METRICS & INDICATORS FOR THE SOUTH SHORE PARK ACTIVATION

### QUALITATIVE INDICATORS

Source: Comprehensive Plan Standards for Sustaining Places, APA

-  Plan for mixed land use patterns that are walkable and bikeable. Mixed land-use patterns are characterized by residential and nonresidential land uses located in close proximity to one another. Mixing land uses and providing housing in close proximity to everyday destinations (e.g., shops, schools, civic places, workplaces) can increase walking and biking and reduce the need to make trips by automobile. Mixed land-use patterns should incorporate safe, convenient, accessible, and attractive design features (e.g., sidewalks, bike street furniture, bicycle facilities, street trees) to promote walking and biking.
-   Provide a range of housing types. A range of housing types is characterized by the presence of residential units of different sizes, configurations, tenures, and price points located in buildings of different sizes, configurations, ages, and ownership structures. Providing a range of housing types accommodates varying lifestyle choices and affordability needs and makes it possible for households of different sizes and income levels to live in close proximity to one another.
-      Promote green businesses and jobs: a green business is any business offering environmentally friendly products and services through sustainable business models and practices. Green jobs are provided by agricultural, manufacturing, research and development, administrative, service, or other business activities that contribute substantially to preserving or restoring environmental quality. Green businesses and jobs may include, but are not limited to, those associated with industrial processes with closed-loop systems in which the wastes of one industry are the raw materials for another.
-     Parks are areas of land—often in a natural state or improved with facilities for rest and recreation—set aside for the public’s use and enjoyment. Greenways are strips of undeveloped land that provide corridors for environmental and recreational use and connect areas of open space. These facilities offer a range of benefits to residents, including opportunities for increased physical activity. The proximity of parks to neighborhoods supports increased physical activity among residents; however, social and environmental impediments such as crime, unsafe pedestrian conditions, and noxious land uses may decrease accessibility and subsequent use of these facilities. Plans should ensure that the type of park and its function and design are appropriate for its locational context.
-    Plan for transit oriented development. Transit-oriented development (TOD) is characterized by a concentration of higher density mixed use development around transit stations and along transit lines, such that the location and the design of the development encourage transit use and pedestrian activity. TOD allows communities to focus new residential and commercial development in areas that are well connected to public transit. This enables residents to more easily use transit service, which can reduce vehicle-miles traveled and fossil fuels consumed and associated pollution and greenhouse gas emissions. It can also reduce the need for personal automobile ownership, resulting in a decreased need for parking spaces and other automobile-oriented infrastructure.

Encourage design standards appropriate to the community context. Design standards are specific criteria and requirements for the form and appearance of development within a neighborhood, corridor, special district, or jurisdiction as a whole. These standards serve to improve or protect both the function and aesthetic appeal of a community. Design standards typically address building placement, building massing and materials, and the location and appearance of elements (such as landscaping, signage, and street furniture.) They can encourage development that is compatible with the community context and that enhances sense of place. While the design standards will not be specified in the comprehensive plan itself, the plan can establish the direction and objectives that detailed standards should achieve.

#### QUANTITATIVE METRICS

Source: LEED ND & BREAM C.

Existing landscape features and landmarks considered important will be preserved in the new development.

Steps have been taken to reinforce the local identity in a number of aspects. This may include, but is not limited to:

- use of local materials;
- use of local building forms, heights and architectural features inclusion or retention of historic features/ associations;
- use of local or regional plant species throughout the development;
- use of public art;
- involving the community in the design of community focal points and open spaces etc.

Potential vehicle noise disturbance and potential visual and vibration disturbance from heavy vehicles to site users has been mitigated through road layout, building orientation and buffer zones.

The development is designed to increase positive conditions throughout the year. The main summertime requirements of a space are likely to be provision of shade, cooling, air movement and prevention of glare. In winter conditions the focus will be on protection from wind and rain. An example of seasonal microclimate adaptation would be the use of deciduous trees in a public square to provide summer shade. These would then lose their leaves in winter allowing natural light to the square, improving visual comfort.

Safe and appealing streets. A movement framework is developed to determine the layout and design of streets that will promote sustainable modes of movement and transport through travel plans. The framework should include consideration of:

- a hierarchy of sustainable transport (pedestrians, cyclists, public transport users, specialist vehicles and other motor traffic);
- the form of the surrounding environment (buildings, landscape and activities);
- connection and permeability of street networks.

Enables access (within 1/4 mile walk distance) to public space such as squares, parks, paseos, and plazas.

Permanently set aside gardening space, free local produce shares (from within 150 miles) for residents, or proximity to a farmer's market (on-site or within 1/2 mile walk distance). Allows growing of produce, including in yards or on balconies, patios, or rooftops.

The location and design of pedestrian/cycling routes takes full account of microclimatic conditions.

Conserves pre-existing on-site habitat, native plants, wetlands, and water bodies in perpetuity.

SUSTAINABILITY STRATEGY | CASE STUDIES

Assembly Row, Somerville (Ma)



SUSTAINABILITY STRATEGY | CASE STUDIES

Twinbrook Station, Rockville, Maryland



SUSTAINABILITY STRATEGY | CASE STUDIES

The Caserne de Bonne, Grenoble, France





## DEEP DIVE + DISCOVERY & SCIENTIFIC RESEARCH PLAN CONCLUSIONS

### Introduction

The South Shore Park has the opportunity to move away from conventional suburban development uses and layouts, usually car-oriented and characterized by individual building program (“big isolated boxes in space”) to a more organic and diverse built environment. The site has the potential to become an incubator for innovation and a hub for young generations, as well as embracing the needs of the surrounding towns and communities. This process of research and analysis was fundamental to unfold key opportunities and concepts for the site from a programmatic, spatial and user point of view, and establish a set of key principles for site activation both to be adopted for the development of the following Step 3 | Programmatic Plan.

### Neighborhood Feedback

- A.W. Perry’s master planning efforts are incorporating input from many area stakeholders to gain a comprehensive understanding of the possibilities for development in the area.
- The A.W. Perry development opportunity on Hingham Street at Commerce Road is the front door of Rockland coming from Route 3 (South Gateway), therefore key for the connection to the town and its Downtown core. The town is a proponent of mixed-use development with multifamily residential space (40R Commercial-1) above retail. A result of the workshops the town organized and highlighted the community’s desire for additional restaurants, cafes, book store, and a grocery store. While the town used to have three grocery stores, currently it has none.
- Based on the analysis the Commercial District (South Gateway) is able to support the development of further retail options for the South Shore sub-market in addition to the office, residential, hotel, restaurant and entertainment components of this substantial mixed-use development.

### Recommendations, Key Opportunities and Concepts

#### Program

- The South Shore market is one of the smaller sub-markets in the region with just 13 million square feet of overall space at the moment but does currently have a vacancy rate that comes in above the metro wide average of (10.2% vs. 9.0%).
- Any retail concepts that can compete effectively with online retail are those that offer value, convenience and, most importantly, will offer the customers an experience that they can’t get online. Mixed-use projects will continue to ramp up, and these developments must be well located to attract retail. Walkable retail from existing residential Districts and commercial clusters is becoming the ultimate amenity for mixed-use developments.
- There is a void of grocery stores/drug stores between Highway 24 and Rte 3 as a result of the lack of highway access and proximity to population density and higher median household income. The Commercial District (South Gateway) is a likely location for a grocery store/drug store. A quality smaller and local grocery store (not a convenience store), with distinctive, high margin offerings due to forthcoming competition (Wegman’s/Bristol & Market Basket/Hanover) may be more suitable for the site. Alternatively, Market Basket should be contacted in case they want to protect their proposed position in Hanover with another location.
- An existing void analysis of the South Shore area reveals that retail spending by certain categories (9 of 12 major spending variables) shows a higher percentage of leakage, whereby people from the trade area went outside the trade area for various goods and services. These categories represented restaurants and eating establishments, drinking places, specialty food, electronics and appliances, shoes, jewelry, luggage and leather goods, sporting goods, hobby stores, books and music, florists, clothing and accessories.

- Our analysis of market/grocery stores as shown in graphic overlapped with population density, shows a clear void in the trade area today, and yet any opportunity for a grocery/market could disappear with the announcement of Wegmans and Market Basket.
- Both the market and the drug stores are uses still in growth mode as convenience for these uses is key. Recruiting a high quality operator from these categories should be a top priority for the future leasing success of this mixed-use development.
- Restaurants will continue to experience positive absorption, but expansion will slow for several restaurant types, albeit with exceptions: food halls, craft brewing and entertainment-related food and beverage (F&B) concepts, and quick service will continue expanding.
- There is an opportunity to utilize F&B as a larger percentage of gross leasable areas within all the Districts. The impact will be a more user friendly environment appealing to corporate tenants and their daytime workers, and future residents. Even truer for mixed-use developments distinguished by activated public places, and unique outdoor dining spaces.
- South Shore Park will compete for select national tenants, quick service restaurants, and independent food concepts. South Shore Park could showcase its unique setting, onsite employment base, and convenient access to these food concepts.
- Reviewing the craft breweries graphic there are 22 within 10 miles of South Shore Park, two in Hingham (Beerworks and Entitled Beer Company), and three in Weymouth (Article Fifteen Brewing, Barrel House Z, and Vitamin Sea Brewing). South Shore Park has distinctive characteristics with the land and uses that represents an opportunity to further distinguish itself and appeal to a younger, and more affluent consumer.
- Traditional co-tenants that like to huddle near Home Depot such as Home Furnishings, Design, Office Supply stores, etc.
- Findings of Hotel analysis and graphic, reveal Rte 3 to be in need of additional hotel models to serve the South Shore as well as seasonal tourist population to Cape Cod and area beaches. Leading hotel brands have expressed interest. The interest has been for the extended stay brands by leading hotel companies such as IHG that would include Staybridge, Holiday Inn Express, La Quinta by Wyndham Hotels, and multiple Marriott brands.
- Hotel would be optimum to drive traffic and demand as travelers and consumers are in need of food and beverage and retail services when traveling. From a mixed-use perspective, the hotel is a valued amenity and complementary to all components we have on site.
- The introduction of offices and hotel uses within the development is key to connect and activate existing uses on site when considering daytime population. These uses should be planned above retail to support a mixed-use environment as office users want to work in creative and social environments that the retail component can offer.
- The site presents a total of approximately 2,100 employees, now distributed within the Industrial District and Commercial District. Because of the existing headquarter companies (and future ones), employee density might be greatest at this location than any other single location on the South Shore. This information is key for the future site marketing/procurement phases.
- While Boston has a significant presence of professional jobs in the biotech industry, educational resources, technology, and financial service industries, the South Shore is not very dense as it relates to multi-tenant Class A Offices. The South Shore attracts headquarter companies that mostly desire build to suit offices and newer industrial facilities.

- This is an area where South Shore Park can be a leader attracting the interest of significant international and U.S. Headquarter companies such as Prodrive, Clean Harbor, EMD Serono, South Shore Medical, and Children's Hospital. The driving force for these companies is affordability for office space and housing, transit, and employee retention through a better work environment and integrated master plan.
  - There are 38 fitness facilities within an 8 minute drive time from Derby Street, and that a new full service club is not warranted in the trade area. Boutique fitness operators in the 1,500 to 10,000 square foot range are a viable solution for the South Shore Park. These include Soul Cycle, CorePower, Crunch, and OrangeTheory Fitness. Other local independent operators will also be interested in South Shore Park, given the access and significant on site corporate audience.
  - Within 3.5 miles from South Shore Park as the graphic illustrates, there are only three cinema locations with Patriot Cinema in Hanover offering the latest film, and a more modern experience. The trend is cinemas favor a multi-experience environment versus a stand-alone experience. For real estate developments the economic realities are quite severe and require that the developer achieve a rental premium from adjacent components such as food and beverage and entertainment.
  - One point of differentiation are smaller specialty theatres that introduce brew pubs and special events geared toward a younger generation. This could be the exception for South Shore Park particularly, integrated into the central core of the Eco-District as a center point to the pedestrian experience.
  - Millennials in greater numbers are moving to the suburbs following their experience with downtown living and higher rents. This is a trend that should continue as Generation Z (19 - 23 years old), a generation larger than the Boomer Generation matures into the family generation years. South Shore Park can offer diverse and newer forms of affordable housing, and creative work spaces at South Shore Park.
- Bring on site temporary events/uses such as community gardens, a farmers market, pop-up spaces, community events, etc.
  - Alternatively, South Shore Park may want to take a different approach that activates early the corner of Hingham Street and Commerce Road, and sets up the creation of something more organic, more intimate, and connected as a retail experience.
  - Introduction of new housing types that could ensure broader demographics (e.g. young generations, families, elderly people, solo-preneur etc.).
  - The U.S. modular construction business has doubled in size to \$8 billion over the last five years, according to the Modular Building Institute, a non-profit trade association serving modular construction. Modular housing should be explored to lower costs, improve delivery schedule, and cultivate a younger community.
  - The modular approach should be considered for some of the smaller sites where project size (number of units) matters to the apartment builder.
  - A regional consortium of 15 mayors from communities around, and including Boston, have identified the need of 185,000 additional housing units by 2030. South Shore Park is contributing to this vision, proposing to integrate a variety of housing typologies within both Hingham and Rockland municipalities.
  - The plan for South Shore Park is to include an affordable component for any housing we propose to keep Hingham in compliance. There is no preference for the towns for housing ownership models. Integrating housing within the South Shore Park development is key to access state incentives and help finance the construction of the connection of Commerce Road between Hingham and Rockland.

- Creation of a shuttle system that could serve beyond South Shore Park and link to existing public transport (Park & Ride bus system, Commuter Rail at South Weymouth and Red Line in Braintree, ferry to Boston - Shipyard).
- New hybrid concepts/uses such as iFly, Cheeky Monkey, Lucky Strike and Pinstripes are dependent on the balance of the merchandise mix that is procured.
- With the additional mix of uses planned, the site would benefit by exploring the existing brand position and equity. The opportunity exists to develop a new brand image for each of the districts (working names: Industrial District, Eco-District, and Commercial District).
- The rebranding of the site would establish the foundation for a comprehensive signage including wayfinding, program and hierarchy for Hingham Street and Commerce Road that should include the other future components including but not limited to, hotel, retail and residential developments.
- Wetlands as a means of education and public engagement. Wetlands are a big part of Massachusetts and South Shore landscape, and there is the possibility to establish an education center (e.g. the Quincy Innovation Center, currently closed) that becomes an additional destination. This destination has the potential to attract the regional community for not only residential renters and buyers but, possibly school age kids wanting to learn about wetlands. There is a possibility of establishing a collaboration with the South Shore Natural Science Center in Norwell owned by the YMCA.

#### Space

- The opportunity to connect South Shore Park to Abington Street would link residential neighborhoods, and provide further traffic mitigation options for the area. Connection to Abington street is a key condition to redistribute traffic

volume currently being 15,164 Annual Average Daily Traffic (Source: MassDOT, 2018).

- With international and US office headquarters established at South Shore Park, shuttle to the airport (via South Station) is a useful and marketable public transport mode nearby.
- Additional feasibility analysis should be undertaken to improve connectivity to South Weymouth Commuter Rail Station as well as Braintree for both Commuter Rail and Red Line options (e.g. introduction of direct shuttle).
- Improve site layout, moving from “isolated” buildings to a more organic and integrated programs distribution.
- A grid of streets is proposed by CBT in the initial conceptual master plan design improving connectivity and walkability within the Industrial District. Offering enhanced wayfinding and monument signage opportunities for each district would elevate their presence and potential value.
- Overall developable land area and opportunity for outdoor temporary uses for site activation is key for temporary uses: the remaining 53 acres (29%) of the unbuilt land area owned (including roads) is located within the Industrial District and Commercial District. This “space between buildings” is key for site activation through integration of outdoor temporary uses (e.g. food trucks).
- The site’s distinct ecosystem and wetlands create an opportunity for a unique development and identity of the site (creating dense clusters of buildings respecting the natural environment). A total of approximately 90 acres of the site are covered by wetlands. This distinct ecosystem represents a unique identity of the site, creating a series of pockets of developable areas and the opportunity to connect them with pedestrian walkways and two major roadways: Commerce Road and Hingham Street.

- Industrial District: a network of public spaces is crucial to promote activation. The network of public spaces should provide hierarchy to the system and facilitate walkability. Spaces in between buildings that are owned by A.W. Perry are key public opportunities to create gathering outdoor areas and courtyards (e.g. the space in between buildings #8 and #9).
- Connect potential uses in a meaningful and purposeful way through the wetlands improving pedestrian walkability and accessibility to each use.
- The acquisition of additional parcels along Commerce Road (linking the Industrial District to the Eco-District) can improve the overall connectivity and value of the development.
- Create a walkable community with the dedication of public spaces that adds to the value of both residential and commercial land (integrating wayfinding: landmarks, monuments, etc.). The Eco-District represents the ideal scenario for promoting walkable communities having its center point located within 10 minutes walking distance from the other two districts.
- With easier commuter car access to Rte 3, develop more multifamily units and possibly smaller transitional product starting with micro-units, townhomes, and smaller homes.
- Topography may require significant earth moving for various developments to occur.
- The adoption of the proposed list of sustainability metrics and indicators can guide master plan design choices and propose alternative development scenarios. In addition, the development of further analysis on site microclimate for the Eco-District will provide design guidelines (e.g. type of vegetation, sidewalk materials, etc.) to ensure pedestrian comfort and active streets throughout the year.

#### User/Consumer

- The creation of new businesses by attracting solopreneurs contributes to increase the diversity of work life on site, linking educational programs with the artistic community, health care, bio-technology, clean manufacturing, and other high value industries.
- The analysis on the density maps reveals that the neighborhoods moving north to North Weymouth have moderate density of people age 20 to 34 years of age. The density moves up in this same area one level to reflect more population of people ages 34 to 59. The population as you move south skews oldest with people ages 34 to 59 from our core group busy raising families. The age group 59 to 85 becomes more dense moving towards the coastal communities of Hingham, and Cohasset.
- The existing F&B tenants in the immediate trade area are mostly local, thereby giving the South Shore Park site an opportunity to attract national tenants like BJ's, Not Your Average Joe's (confirmed their plan for relocation), Panera Bread/ drive-thru, and others.
- The daytime population of workers (currently approximately 2,136) will offer the opportunity to put together a cluster of food and beverage experiences; this development will offer an alternative location for Hingham, Rockland, and Weymouth residents that do not want to get tangled up in the traffic on Derby Street.
- The anticipated Bristol development will bring attention to the categories of tenants that will want to be part of a grocery anchored neighborhood shopping center.
- It was found that the trade area residents spend slightly more on a per capita basis

than the MSA with its level of spending on Apparel & Services, Entertainment, and Food Away From Home all coming in just above the metro wide average.

## SOUTH SHORE PARK ACTIVATION PRINCIPLES

The following site activation principles are established as a result of Step 1 & 2 processes of research and analysis with the goal of answering to the proposed initial key questions for the South Shore Park site activation.



IDENTITY



ECONOMIC MODELS | SOLO-PRENEUR



BRANDING



HOUSING DIVERSITY



HIGH DENSITY MIXED-USE



How can South Shore Park become a desired destination?



How can the South Shore Park development achieve its potential density?



How can South Shore Park distinguish itself as a valued civic place?



How can the new place embrace the identity of the South Shore?



How can the new destination enhance South Shore Park's diverse demographics, and create a sense of place?



How can the ground level be perceived as a holistic field and be universally accessible?



How can we build a series of spaces that allow for phasing and continuous movement through a project?



How can we establish a more compelling market position and development for the site?



How can a mix of uses be integrated within the built environment to ensure South Shore Park activation?



How can the site's merchandising establish new retail concepts that follow consumer trends?



How can the new destination be resilient and adapt to the needs of an evolving consumer?

### Identity: A Hub for Hingham | A Gateway for Rockland

The South Shore Park represents the meeting point of diverse characteristics. The site is located in two towns with varied demographics. Half of the land area is covered by the unique ecosystem of the wetlands, and peripheral to Route 3, a major road connecting the Boston Metropolitan Area to the South Shore and Cape Cod. This principle focuses on redefining the identity of the South Shore Park by preserving the Industrial District use and enhance its purpose and character as a creative workplace. Establishing a distinctive image for the Commercial District to secure its place on the South Shore as the best corporate address, adopting the wetlands in the Eco-District as a natural holistic field, connecting all the existing built areas and the future developable land is the recommended goal. The wetlands (approximately 90 acres or 32% of the existing land area) is a dominant element to define the environment and become the trigger for future comprehensive planning by promoting education, health and fitness, and pedestrian comfort in the outdoor spaces and streetscapes.

To enhance site identity in each individual District, the South Shore Park has the potential to integrate innovative uses, hybrid models, and integrate concepts that would attract people of all ages; Appeal to a new generation of workers adapting to a changing workplace and creative movement in the industrial sector.

### Innovative Economic Models: Solo-preneur

There is an opportunity of retrofitting the existing Industrial Park and proposing new concepts for the Eco-District that incentivize new economic models. This principle focuses on the economic revitalization of the site considering benefits for the future residents as well as the surrounding communities and towns. The notion of solo-entrepreneur belongs to young generations wanting to start a business, and need the creative environment for it (e.g. shared spaces like WeWork). The site offers opportunities for the temporary use of vacant buildings for early site activation (like the building at 90 Industrial Park Road now used by fire and police), adopting those

as “startup spaces” for small businesses to be then relocated in more permanent future buildings on site.

### Branding with a Purpose to Achieve Site-wide Success

Branding is key to establish the character of individual places on site as well as connect them as part of one system. People have to be able to easily move between places at the vehicular and pedestrian levels, creating easy and friendly transitions on site (wayfinding, hierarchies, etc.). Developing a brand vision that helps establish a compelling market position for the project and the various Districts is key. Carefully dealing with transitions to surrounding context as well as focusing on aspirational goals like specific icons within the project boundaries can unify the site. This strategy will provide clarity of different space types, their intensity of use, and intended character. The design solution should be varied, but cohesive, and will create an immersive human environment that is reflective of the overall project brand. Branding is created with manmade signage as well as natural elements (e.g. existing type of trees on site). This principle focuses on the strategic branding of the South Shore Park, where each distinctive area is branded and yet fits within a new framework.

When competing for start-ups and innovators, it is crucial to speak their language through your branding, marketing, and social media platforms. Generation Z is here, and if not waiting to start companies, following their millennial brothers and sisters reflecting more entrepreneurial ways.

 Housing Diversity is the Elixir of Mixed-use

“In the coming years, efforts will likely continue to make at least some suburban areas more urban, with walkability to restaurants, stores, and other conveniences, combined where possible with access to good transit” (Housing in the Evolving American Suburb, Urban Land Institute, Terwilliger Center for Housing).

Providing various housing types is what makes for a diverse and vibrant community. This can be seen in the early towns in the region, as well as newer communities from the noted master plan communities of Reston, VA, Columbia, MD, and Irvine, California. Having housing integrated within mixed-use environments ensure active and safe streets. It also brings much needed footsteps to the retail. People beget people which can and will help develop the character and culture of South Shore Park. Towns are in need of more affordable housing. Bringing new technologies that can embrace new trends that are affordable will attract young generations, and provide a layer of flexibility on site. At the same time walkability and density are also key elements to the future plan.

Following the analysis, transformation of uses should be allowed as the balance of the land area gets developed. The creative work-force of entrepreneurs is growing as Millennials and Generation Z prioritize their work life by where they live and show a propensity to start their own business in greater numbers than previous generations. The zoning of the Industrial Park does not allow for any live-work product today. However, considering more creative forms of housing such as live-work or micro-units could be an effective way to incubate future businesses and a younger generation.

 High Density Mixed-Use: Establishing the Culture of Place

High density equal diversity, social inclusion, safety, walkability and sustainability; When developing a large master plan there is an opportunity to establish a new community. The South Shore Park presents an ideal scale for a neighborhood, and can provide ‘everything’ a person needs daily. With livability in mind, a ‘neighborhood cell’ can be the foundation for the development of this future innovative hub. The neighborhood cell provides what most people want within a 20-minute walk, and encourages a number of design principles, targeting walkability, mobility, housing, and workplaces. (Kent Larson, MIT Media Lab).

Some compare living in a mixed-use environment to enjoying a large house with many rooms. Goods and services sometimes referred to as ‘lifestyle’ are footsteps away. Mixed-use has become desirable as a place to work as well. With real and authentic places to experience it can be simply a neighborhood and community you want to be a part of. The sense of belonging is powerful. The idea of being social is within us. Finding a hub of like minded patrons and/or neighbors brings comfort in this age of divisiveness. The retail formula is evolving. Shoppers are no longer looking for quick, in-and-out commerce. Instead, patrons increasingly value creative, unforgettable and unexpected experiences. They want places to connect with their communities, share in enjoyment, and be immersed in the new and unexpected. Not high streets, but cool streets. This means putting people on top of retail that creates more interesting developments. As part of the planning effort, stimulating places should be built to attract new generations, and to create ongoing users and consumers.



STEP 3 | PROGRAMMATIC PLAN & STEP 4 | PLACE ACTIVATION GUIDELINES



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PROGRAMMATIC PLAN



“Now is the time to bring life and purpose to South Shore Park”

Richard P. Beal, President, A.W. Perry

## INTRODUCTION

The Programmatic Plan synthesizes key results and recommendations from the Scientific Research Plan with the goal of establishing a comprehensive public realm and ground floor indoor/outdoor activation. It includes concept plans illustrating configuration of uses, buildings and open spaces, layout, merchandising strategy for the overall master plan and Phase 1, and brand development. The merchandising plan highlights possible key programmatic drivers, including Retail, F&B, Entertainment, and temporary activities, to distinguish the property, and to be complementary to the other uses. Consumer preferences are addressed and articulated within the merchandising plan. The visual documentation and resulted recommendations are collected and presented as chapter 2 of the South Shore Park CPSPA Vision Book.

As outlined in the results of the Scientific Research Plan, one of the main challenges for site development and successful activation is to create a network of places defined by buildings, public spaces, roadways and walkways, and establishing a narrative of experiences and moments of engagement that respect and enhance the wetlands and the ecology of the site (natural environment). How to understand and visualize the pedestrian experience moving in between these places is key for ensuring site activation. Stated further, having two municipalities and three distinct districts on site (the Industrial District: North Gateway, the Eco-District: The Wetlands, and the Commercial District: South Gateway), these places must stand alone appealing to a different visitor trip, as well as be knitted together to create a strong branding image.

## MIXED-USE CONCEPT PLAN

### Introduction

A mixed-use concept plan for place activation illustrating configuration of uses within blocks and open spaces, is proposed for the overall master plan. The plan specifically focuses on ground floor activation (indoor and outdoor), including retail and non-retail uses, block and building types, street configuration, public spaces identity, and temporary events. The plan explores the integration of ground floor uses with vertical uses and with the public realm by establishing a series of mixed-use schemes. These schemes consider examples of stand-alone buildings in proximity to the main public spaces and wetlands (e.g. in the Town Center Plaza) encouraging the creation of pedestrian-only streets between buildings. The plan also considers connection to vertical components interfacing with the ground level (such as lobbies, parking entrances, stairs, elevators, loading, trash removal, storage, etc.), and infrastructure systems on site (e.g. waste, transportation, water, energy etc.) based on program distributions and needs. This section starts with a concept plan framework stating the holistic principles that were adopted in the formulation of the plan, then going into more details describing districts, parcels and blocks, and their configurations.

### Concept Plan Framework

The following key points represent the initial framework adopted for the development of the mixed-use concept plan:

- Identify the location for the Mixed-Use Town Center Core: the strategy is to take advantage of the larger developable parcels on site within the Eco-District, and to consider the notion of embracing the wetlands in creating public spaces and walkways (integration of natural and built environments). The mixed-use environment is proposed as well in the Commercial District. Both the Eco-District and the Commercial District become a type of retail hub for the site, and they can stand alone as well, and complement one another. Ground floor retail uses are located along the main streets and plazas, providing a line of street parking on the front and the additional needed parking spaces behind buildings where possible. This model was previously analyzed in the case studies (e.g. Reston Town Center, Reston, VA, and Park Potomac, Potomac, MD). The location of compact block fronts along two lane streets are key for establishing a human-scale pedestrian environment and promote dynamic streets.
- Establish mixed-use schemes for Retail, F&B and Entertainment integration at the ground / horizontal level. These schemes illustrate examples of block typologies and different interfaces between the horizontal uses, the vertical uses (e.g. residential and office) and the public realm (e.g. plazas, pedestrian lanes and alleys, liner parks etc.). The proposed concept plan considers but is not limited to the following schemes:
  - MU01: Retail + Residential + Ground floor parking (vertical setback);
  - MU02: Retail + Residential + Ground floor parking (aligned with vertical);
  - MU03: Retail + Residential + Ground floor parking (under the units);
  - MU04: Retail + Residential + Podium parking (vertical setback);
  - MU05: Retail + Office + Podium parking (vertical setback);
  - MU06: Retail + Office + Podium parking (aligned with vertical);
  - MU07: Retail + Office + Podium parking (retail under parking);
  - MU08: Retail + Residential + Podium parking (retail under parking).
- Take into consideration that three sites present the key opportunity of developing buildings on both sides of Commerce Road: (1) Parcel A, blocks A1 and A2, (2) Parcel B, blocks B6 and B7, and (3) Parcel B, blocks B8 and B9. Create visual connectivity between the frontages of the blocks, considering that those ground level uses represents key drivers for pedestrians moving along Commerce Road.
- Establish connections between pedestrian walkways and bike lanes in the three districts:
  - Commercial District to Eco-District: the two sites are divided by an industrial building (3M Company). The connections should be emphasized

by the design of streetscapes, pedestrian sidewalks, and site lines;

- Industrial District to Eco-District: the two sites are separated by a large area of wetlands. A pedestrian bridge is proposed to connect the Industrial District with the intersection of Commerce Road and the new road going to Abington Street (proposed name Parkway Street), linking as well to a pedestrian/running trail;

- Pedestrian walkways along wetlands are opportunities for creating linear parks defined by built channels and steps, and more indigenous vegetation integrating layered platform over wetlands (e.g. Case study of the Eco-District, Place du Commandant Cousteau, Nantes, France);

- Walkways along wetlands are proposed to be publicly accessible edges (wetlands edges should not be privatized).

- Establish a network of public spaces/plazas connected by pedestrian walkways and bike lanes - along the main streets, along the wetlands and crossing the wetlands - within all of the three districts. Hierarchy of spaces is defined as the following:
  - The main plaza (Town Center Plaza) for the overall site is located within the Town Center Core. This plaza is suggested to be the ideal location for a public transport hub/station (e.g. shuttle or bus stop to South Weymouth Commuter Rail Station);
  - The storefronts facing the main plaza (Town Center Plaza, Block B4 and Block B6) should be significant with enhanced architectural expressions. It is recommended to be 17.5' fl/fl maximum for 1-story retail (14' to finished ceiling), and 12.5' fl/fl maximum for second level mezzanine retail space. 30' fl/fl for 2-story retail is an absolute minimum;
  - Two secondary plazas are located within the Commercial District; a plaza is proposed within the Industrial District, a space "between buildings" owned by A.W. Perry. These plazas are proposed as spaces of different identity and dimensions.
- Propose when possible high-density blocks promoting diversity, social inclusion,

safety, walkability and sustainability. Consider locating daily uses within a 20-minute walk (e.g. grocery, cafe, pharmacy, etc.). Introduce variety of housing typologies and density in proximity to the Town Center (above Retail, F&B, and Entertainment). Consider parking structure: covered parking, smart use of space, shared parking, combined structure with the other building uses (lower construction costs), additional area for public space. In view of considering future conversion of parking structures into residential units, it is recommended to account for fl/fl minimum height for residential in Parcel B, Blocks B3 and B4.

- Plan for office and residential uses to share receiving/delivery areas for refuse collection, trash compactor, storage, and grease interceptors (removal valve where possible). Landlord shall provide tenant with common dumpsters and/or common removal services to be located within 150 feet of Tenant's premises.

### CONCEPT PLAN FRAMEWORK



- 01 Industrial District: North Gateway
- 02 Eco-District: The Wetlands
- 03 Commercial District: South Gateway



Developable Land Area

Proposed Plaza within the Industrial District of area:  
65,000 SF (approximate number)

Total Developable Land Area within Eco-District and  
Commercial District: 2,829,000 SF (approximate number)

Considered wetlands buffer for building construction:

- 100 feet | Hingham
- 25 feet | Rockland

CONCEPT PLAN FRAMEWORK



## Districts, Parcels and Blocks Configurations

The proposed concept plan defines a series of parcels for each of the districts (Industrial District, Eco-District and Commercial District), and within each of those parcels proposes an initial block layout for outdoor and indoor programs/uses. Selected schemes of mixed-use blocks are adopted as an example for integrating vertical connections to programs above (e.g. residential and office), for illustrating possible parking structures (podium), and for proposing different levels of density (e.g. proposing higher density for possible podium parking or lower density when parking is only possible at the ground level). An additional study investigated possible future uses, and blocks and public spaces layouts for the Commercial District including the acquisition of the City Point Fire building currently not owned by A.W. Perry.

### Commercial District | Parcel A

The Commercial District (Parcel A) is located at the south entrance of the site, at the corner of Commerce Road and Hingham Street, framing the South Gateway. This parcel represents the ceremonial front door entrance to the overall development and should be designed with this aspect in mind. At the corner of Commerce Road and Hingham Street each block should achieve maximum height (possibly up to 45 feet) providing retail, F&B and public spaces at the ground floor (active public realm), with residential above (e.g. mixed-use scheme MU01). The architectural statement for this corner needs to be equally strong for both ground floor and upper floor uses. Achieving prominence for the retail and F&B spaces at the ground floor by offsetting the building's fenestration is advised. The rest of the parcel is characterized by mixed-use blocks (e.g. mixed-use scheme MU01 and MU02), and three stand-alone buildings hosting retail drivers for the site. These blocks link to ground floor parking that are shared between multiple tenants (uses) and host temporary uses such as farmers market during weekends.

### Commercial District | Parcel A | City Point Fire building

A proposed configuration of blocks is illustrated considering the acquisition of the City Point Fire building. Acquiring this parcel provides additional visibility from the South Gateway entry (corner of Commerce Road and Hingham Street). It increases site density by adding two mixed-use blocks, and integrating more retail into the plan at the ground level of each building. It provides for an additional one or two floor retail pavilion allowing for a multi-tenant configuration, or appropriate single retail driver. It also presents an opportunity to offer an additional plaza that could grow in size for community events. The City Point Fire parcel has value in ultimately linking all the blocks in Parcel A with a through street. The retail pavilion could house a container/temporary building and a series of uses that could draw traffic to a site prior to permanent development. An example of this type of space and experience is the Wunder Garten, inspired by the beer gardens of Germany. This type of garden provides active and participatory recreation, a key social element of the younger generations. This type of experiential program could also be a rotating use that can move from one desired place to another.

### Eco-District | Parcel B (Town Center), C, D, E, F and G

Parcels within the Eco-District are characterized by different uses and spaces. Parcel B is proposed as the Town Center Core and encompasses four developable land areas. The idea behind combining these four areas of developable land is to stretch the Town Center Core connecting those areas and creating an experience where the sum of the parts is greater than the whole. Parcel B includes a civic building offering an educational exhibit for the wetlands, and the main Town Center Plaza linking two of those developable areas currently separated by wetlands (integrating the natural and built environments). Expanding the Town Center Plaza and providing the linkage to the areas across wetlands, means a commitment to the broader concept of owning a Town Center. Site activities and their spatial environment are the foundation of a place providing the reason for patrons to visit and return.

Below are key principles adopted in planning an active plaza:

- Diverse uses and activities. An active and successful plaza is a place where a high number of activities (permanent and temporary) take place, exposing patrons and encouraging their active participation;
- Diverse demographics (i.e. different ages, social status, income, etc.). The planning of the activities and uses of the place should consider how different demographics use the space at different times, during the day and night (e.g. retired people and families with young children use the place during the day and, workers and visitors use the place at night). Having a place that is always alive increases the level of “feeling safe”. Moreover, a place that is used by both singles and people in groups is ideal, because it means that the environment is more social and engaging;
- Key Management. The ultimate success of a Town Center is how well it is managed and leased. This requires a commitment by the developer to staff and invest in seasoned professionals to budget for this. Having this experience/representation can be a key advantage when seeking tenant prospects.

The blocks in the Eco-District have been placed along Commerce Road to encourage pedestrian walkability, authenticity of place, and various types of residential product to be built. Adding more residents to the Town Center will also help establishing the retail component. Authenticity of a place comes from several aspects of a community such as historic buildings, established neighborhoods, a unique scene (social, music, educational, etc.), and cultural attributes. In the case of the Eco-District authenticity is given by the wetlands, and a key aspect of the configuration of the blocks is to ensure pedestrian accessibility/circulation and visibility to this natural environment.

At the intersection of Commerce Road and the new road (Parkway Street, proposed new name) going to Abington Street, Parcel B provides a valuable pedestrian and vehicular link to the Town Center Core within the Eco-District from the new residential

neighborhood connecting the communities off Abington. The Town Center Core could benefit from the future acquisition of the 3M parcel, providing a second street parallel to Commerce Road connecting to the Commercial District (Please refer to the through street in the proposed concept plan. Within parcel B, this proposed through street connects the Hotel in Block B1, and Block B2 and B3 at the south end to the Town Center Plaza.

#### Industrial District | Parcel H

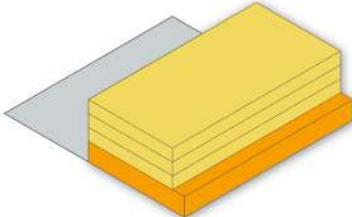
Parcel H represents an immediate opportunity to improve the image of the Industrial District and to improve the connectivity between this district and the Eco-District. The creation of a public space/plaza considering the space in between two buildings currently owned by A.W. Perry, would be quite impactful early on to activate the site with temporary uses. A grid of streets is proposed by CBT improving the connectivity and walkability within the Industrial District. An additional pedestrian bridge over the wetlands is proposed to connect directly with the Town Center Core. Insuring that the proper connections are made to the core via natural (running) trails, bike and walking paths is ideal to keep with the overall holistic vision of the entire site. As a long-term activation plan, the Industrial District is also an ideal site for attracting new economies, and a younger generation of workers desiring something more than the conventional workplace. As resulted in previous analysis, attracting new businesses with new workplace styles, can attract the solo-preneurs increasing the diversity of work life and living on site, linking to new high value industries.



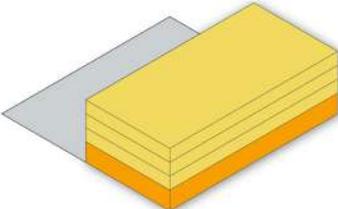
- Proposed buildings
- Plaza
- Proposed Retail / F&B (linear outdoor expression)
- Parking: ground level
- Parking: podium
- Wetlands
- City Point Fire
- Surrounding existing buildings



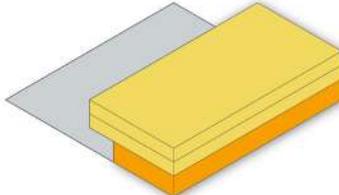
SELECTED SCHEMES FOR MIXED-USE BLOCKS



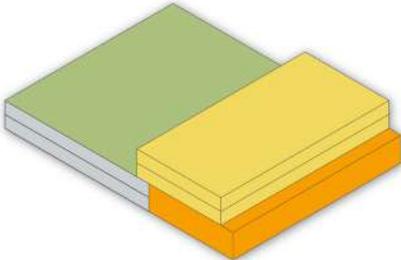
MU01 Retail + Residential (set back) + Ground Floor Parking



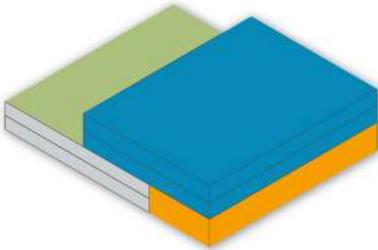
MU02 Retail + Residential + Ground Floor Parking



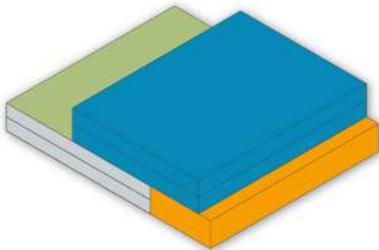
MU03 Retail + Residential + Parking Under Units



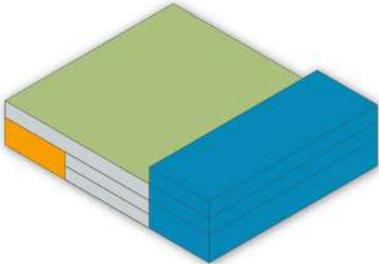
MU04 Retail + Residential (set back) + Podium Parking



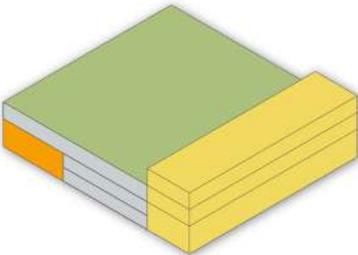
MU05 Retail + Office + Podium Parking



MU06 Retail + Office (set back) + Podium Parking



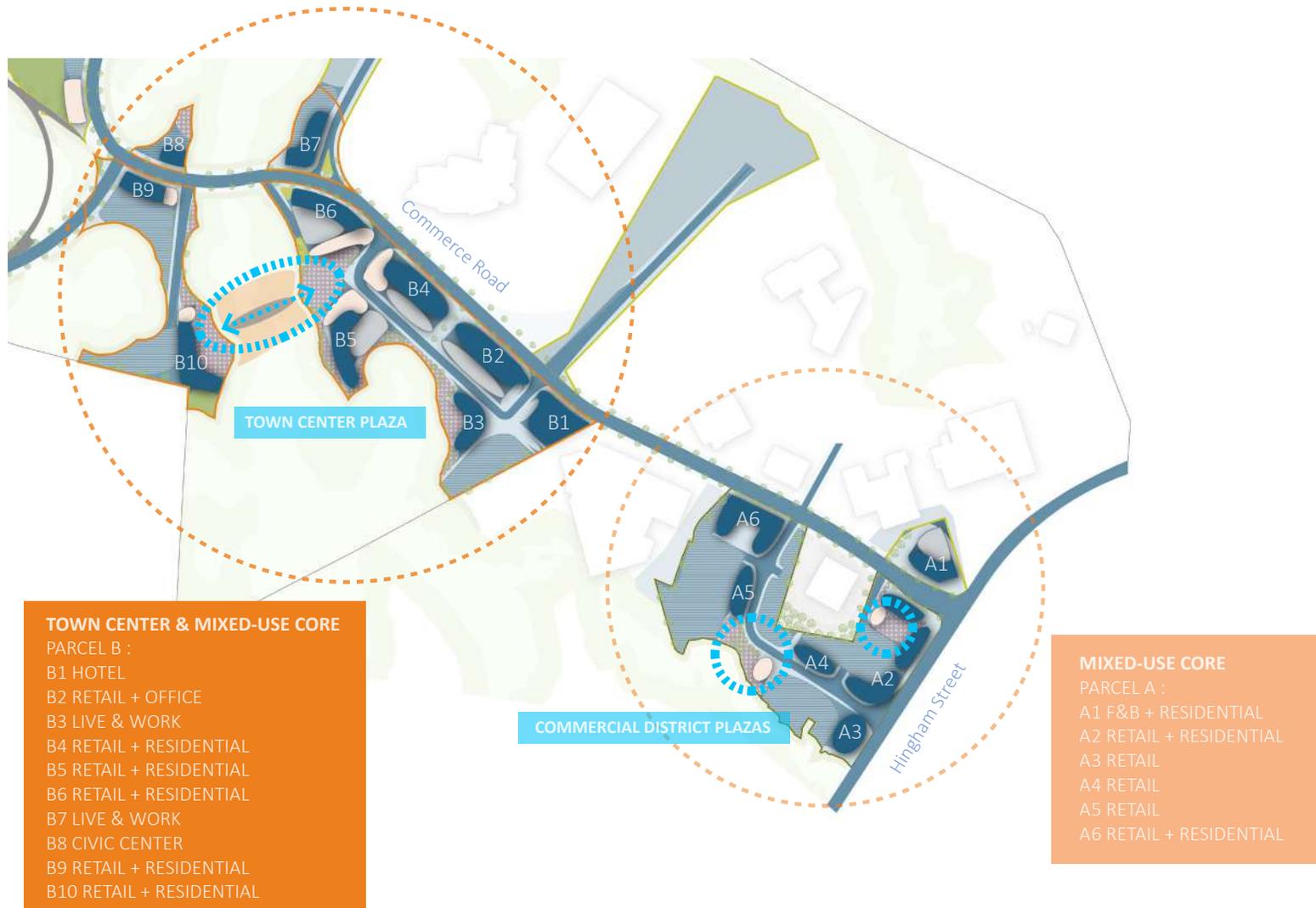
MU07 Retail (under parking) + Office + Podium Parking



MU08 Retail (under parking) + Residential + Podium Parking

- Retail / F&B
- Office
- Residential
- Parking
- Green Roof

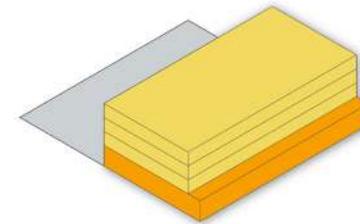
MIXED-USE PROPOSED BLOCKS



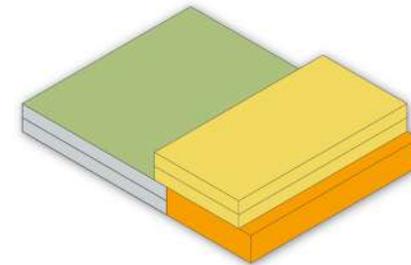
MIXED-USE CONCEPT PLAN FOR THE COMMERCIAL DISTRICT | PARCEL A



- Proposed buildings
- Plaza
- Proposed Retail / F&B (linear outdoor expression)
- P Parking: ground level
- P Parking: podium
- Wetlands
- City Point Fire
- Surrounding existing buildings



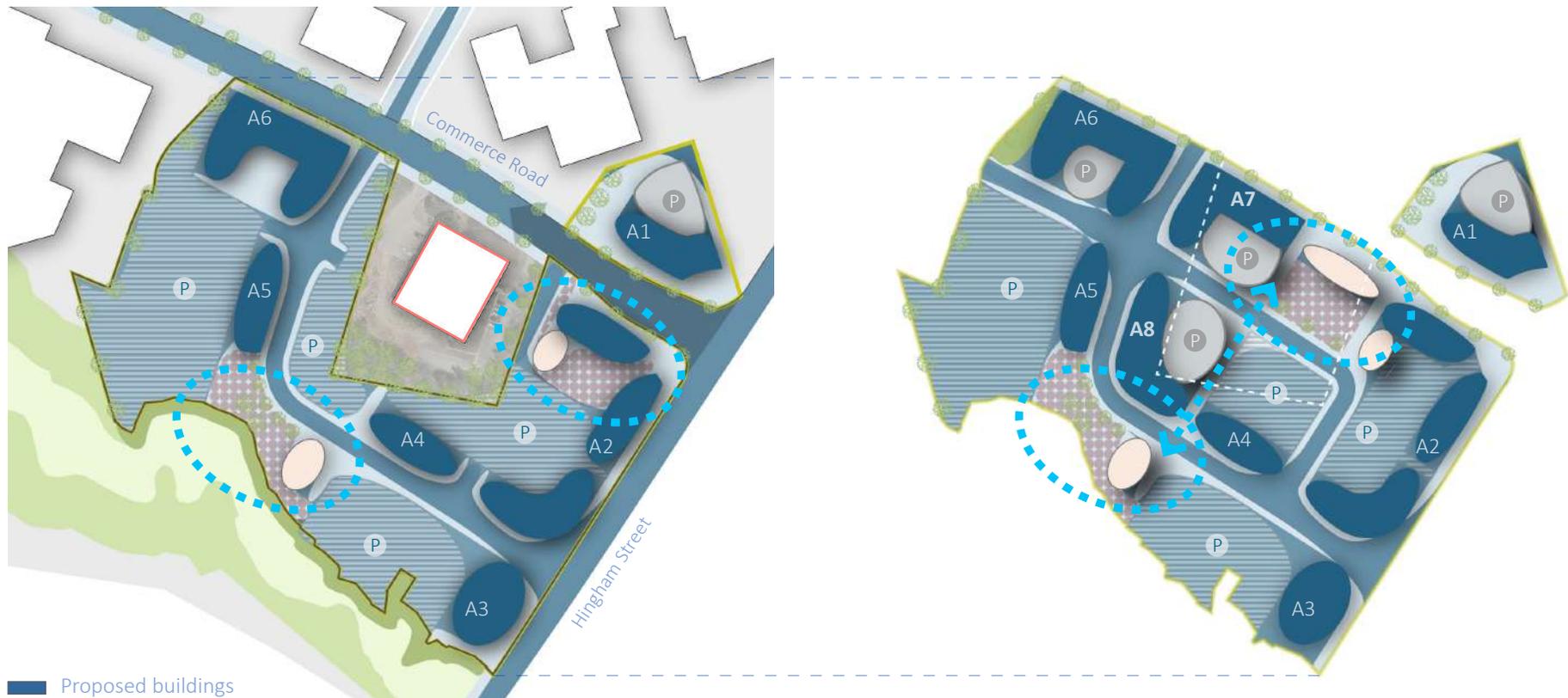
**MU01** Retail + Residential (set back) + Ground Floor Parking



**MU04** Retail + Residential (set back) + Podium Parking

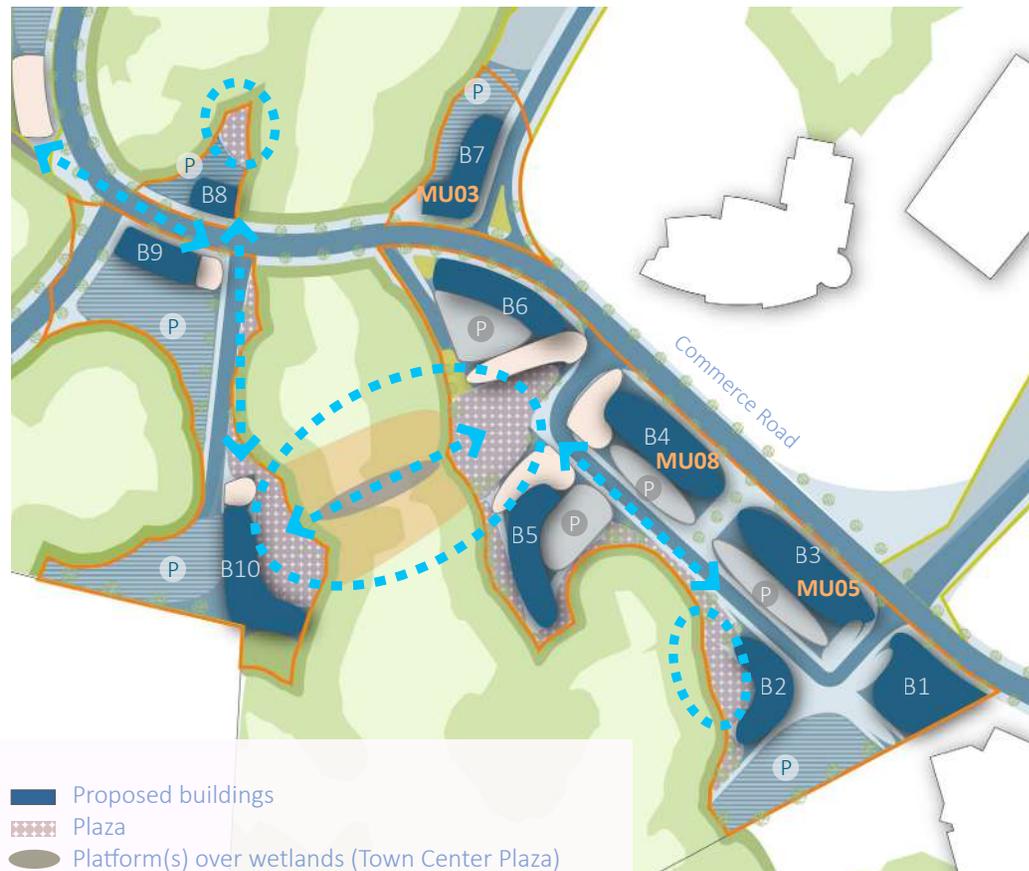
- Retail / F&B
- Office
- Residential
- Parking
- Green Roof

MIXED-USE CONCEPT PLAN FOR THE COMMERCIAL DISTRICT | PARCEL A WITH THE ADDITION OF CITY POINT FIRE BUILDING

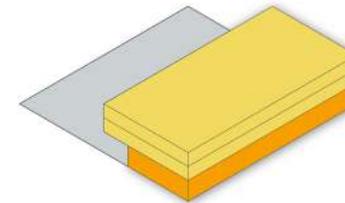


- Proposed buildings
- Plaza
- Proposed Retail / F&B (linear outdoor expression)
- Key pedestrian connection
- P Parking: ground level
- P Parking: podium
- Wetlands
- City Point Fire
- Surrounding existing buildings

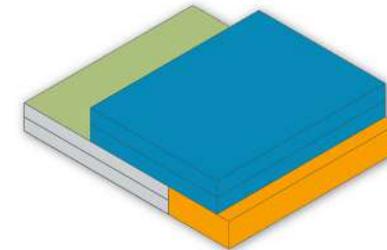
MIXED-USE CONCEPT PLAN FOR THE ECO-DISTRICT | PARCEL B



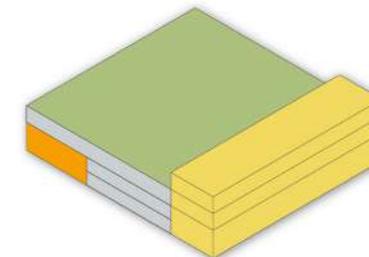
- Proposed buildings
- Plaza
- Platform(s) over wetlands (Town Center Plaza)
- Proposed Retail / F&B (linear outdoor expression)
- Key pedestrian connection
- P Parking: ground level
- P Parking: podium
- Wetlands
- Surrounding existing buildings



**MU03** Retail + Residential + Parking Under Units



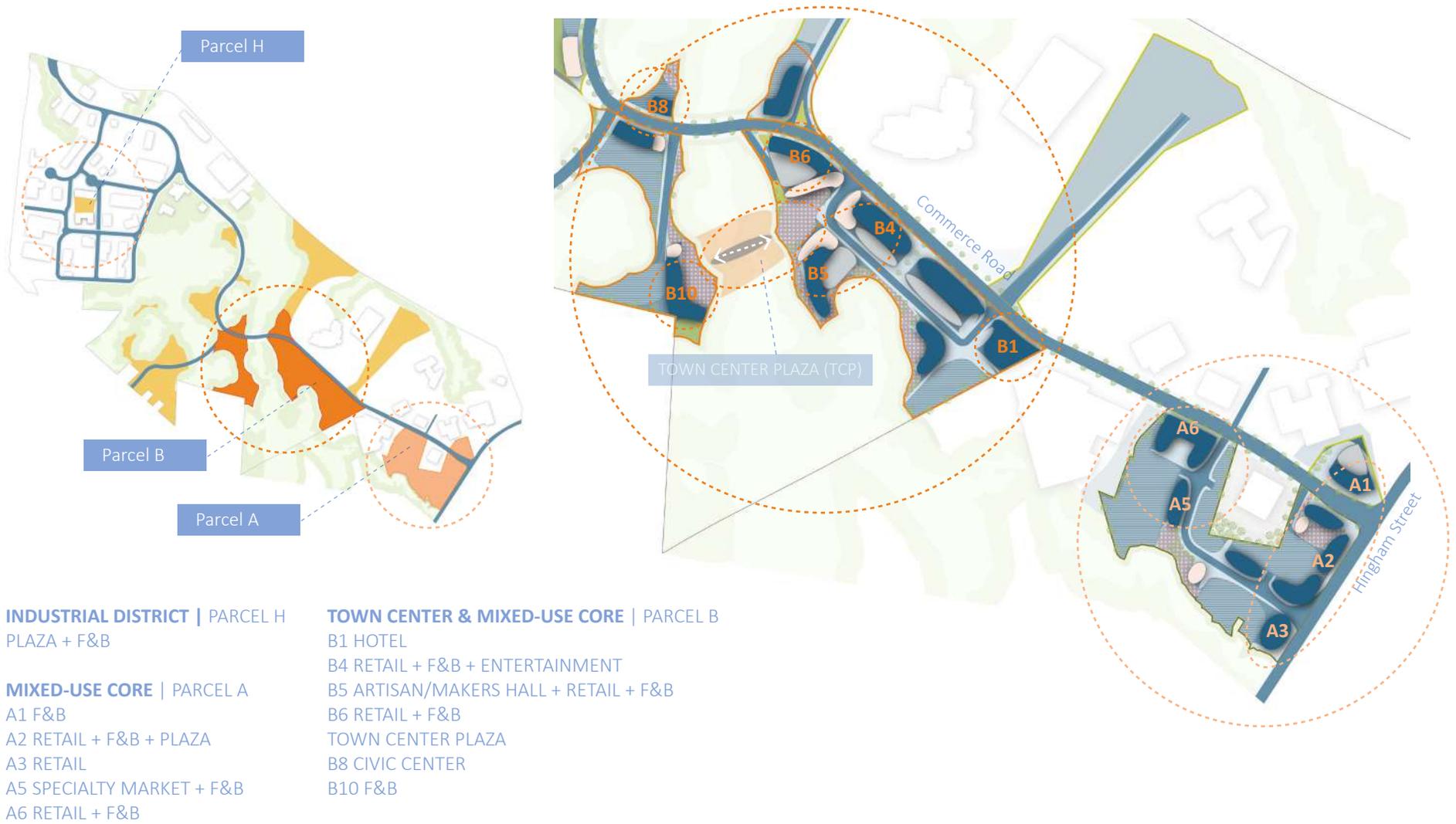
**MU06** Retail + Office (set back) + Podium Parking



**MU08** Retail (under parking) + Residential + Podium Parking

- Retail / F&B
- Office
- Residential
- Parking
- Green Roof

KEY DRIVERS (INCLUDING RETAIL, F&B, ENTERTAINMENT, AND PUBLIC SPACE) & ACTIVATION PHASES



## Introduction

Based on previous undertaken research and analysis, this section focuses on selecting and positioning drivers that are key in activating the site. Drivers are defined as Retail anchors, F&B and Entertainment anchors, and temporary or permanent activities proposed to activate the public realm, achieve site awareness and traffic generation. The activation of the site is proposed in phases focused on the challenge of working with existing buildings/uses, leases etc. An initial pre-development step is proposed in the Industrial District (Parcel H) considering a plaza with temporary/seasonal events. The Commercial District and the Echo-District will offer various opportunities for activation that will be personalized to each of their specific districts.

The proposed key drivers for these districts aim to integrate art and culture with the development visioning and planning, with the intention of engaging artists and communities early and often along the process of development. It will be prudent to work with local governments, community leaders, and stakeholders to establish policies that foster an equitable environment of mutual gain for all tenants. As stated in previous analysis, future retail and restaurant drivers are important to procure to bring foot traffic to each block. The following list represents key drivers, their location and proposed phases for their integration on site.

## Industrial District | Parcel H

### Proposed key drivers:

- Industrial District Plaza
- Food trucks that feature certain days for certain cuisines (at a minimum Friday's lunch)
- Fire Pit (winter), BBQ and corporate entertainment area (summer)
- Outdoor games: Game Row featuring backgammon and chess under umbrellas, Bocce Ball pit, and Corn Hole section

### Activation phases | Initial pre-development step:

Parcel H in the Industrial District could be planned as the main plaza (gathering space) for the district with a phased and minimum cost approach enhancing the experience from a design perspective as it evolves. The Industrial District Plaza is the first step in achieving the intended objective of changing the dialogue of an aging Industrial Park to attract new economies, companies and solo-prenuers. Messaging and social media communication could be part of a broader campaign as well. Sponsoring some kind of social and cultural event at the launch would be a good way to bring attention to the rebranding efforts and desired tenaning in the future.

## Commercial District | Parcel A

### Proposed key drivers:

- Block A1: Ruth's Chris Steakhouse, Del Frisco's Grill, Fogo de Chao
- Block A2: True Food Kitchen, bartaco / Plaza with seasonal gaming area and outdoor sitting areas
- Block A3: Total Wine, CVS, Ulta Beauty
- Block A5: Roche Brothers, The Fruit Center, Trader Joe's / Seasonal farmers markets, food truck Fridays, summer movie series;
- Block A6: Orange Theory, Pure Barre

### Activation phases | Initial pre-development step:

Parcel A would require a more intensive capital investment to get the site ready. It may also not be practical as A.W. Perry fast tracks the planning and approval process with Rockland. Therefore, post development is when the activation of Parcel A is recommended.

## Eco-District | Parcel B

### Proposed key drivers:

- Block B1: Hotel

- Block B4: iPic, Alamo Drafthouse, Magnolia, Landmark, Tony C's Sports Bar & Grill
- Block B5: Artisan/Makers Hall, retail and F&B
- Town Center Plaza: seasonal events
- Block B6: Reebok, Amazon Books
- Block B8: Civic Center for the Arts, performance space, rotating exhibition space, local artisan gallery
- Block B10: Terrain/BHLDN, Free-standing Brew Pub and interactive public space

[Activation phases | Initial pre-development step:](#)

Parcel B will require a more strategic regional approach, particularly as shopping center owners realize that events are what drives awareness and repeat traffic. The capital investment will become greater when the Civic Center and Town Center Plaza are connected, as it will be viewed by patrons as an integrated and holistic regional destination. Each District has the opportunity to become something very enduring for the South Shore, and presents an opportunity to be a great marketing tool for future tenants, patrons, and residents.

## MERCHANDISING STRATEGY

### Introduction

A merchandising strategy is developed that puts forth a distinct point of view for the overall site. Each phase of the master plan should have a ground floor strategy for the implementation of the retail space. The plan will include a distinctive set of qualities and characteristics such as visual, cultural, social, and technological experiences that will provide interest and value that will attract patronage. Crafting a merchandising plan with a distinct point of view helps intercept key drivers that are interested in this trade area. The conceptual plans illustrate blocks, proposed mixed-use schemes (spatial relationships), and merchandising categories. A matrix integrates this information with quantitative data about each individual use, proposing an indicative gross leasable area, type of uses, SF required, employee estimate etc. A narrative section describes in further detail type of uses and examples of tenants acting as the best drivers to build a retail presence on site. Parking spaces are calculated for retail at 4 spaces per 1000 SF, and for F&B at 10 per 1000 SF. The calculation of parking spaces does not include street parking proposed along Commerce Road (both sides of the street).

### Proposed Retail Hubs

As a result of the analysis previously undertaken, when two or more retail project types/hubs (i.e. Neighborhood Center, Lifestyle Center, Big Box/Power Center, and Regional Mall) are present it can be considered a retail cluster. The South Shore Park is projected to be a Town Center ultimately, as Blocks B1-B10 get developed and the Town Center Core is activated. A total minimum of approximately 100,000 SF of Retail, F&B and Entertainment is proposed for Parcel B. With the addition of more uses, civic activities, and a greater draw to the public realm, the entire project will be transitioning towards the Town Center designation. The Retail Cluster will occur integrating the South Shore Park with a new Town Center designation with Derby Street as a Lifestyle Center and or, the proposed Bristol Brothers Development becoming a Big Box/Power Center.

A Town Center designation is an area that mixes jobs with retail and housing in a mixed-use environment serving a larger function in the surrounding community and the region. Having a civic element above and beyond jobs, and housing in the mix, further distinguishes SSP as a Town Center. The sociability of a place once attained becomes an unmistakable feature. When people see friends (neighbors, colleagues, etc.), and feel comfortable interacting with strangers, they tend to feel a stronger sense of place or attachment to their community - and to the place that fosters these types of social activities. A Neighborhood Center by contrast, is anchored by a grocery store, that is local convenience oriented, and is really all about retail. As Parcel A (Block A1-A6) get developed, it will take on the characteristics of a Neighborhood mixed-use Center. A total of approximately 126,000 SF of Retail, F&B and Entertainment is proposed for this parcel.

### Merchandising Narrative per Parcel/Block

#### COMMERCIAL DISTRICT

##### PARCEL A | BLOCK A1

#### Program:

- Food and Beverage: premium regional or national restaurant
- Residential: multi-level rental apartment homes
- Parking: ground level and podium

#### Merchandising Plan:

Block A1 integrates a residential building with a ground floor that consists of a signature restaurant. This location is unique to capture a higher-end regional restaurant concept such as The Bancroft, Rustic Kitchen, Sorelle Bar & Grill, and also possibly national tenants such as Del Frisco's Grille, Ruth's Chris, Fogo de Chao, and Kona Grill. This location can be of interest to a quality steakhouse concept missing in the South Shore today. This restaurant will help set the image for the entire

development and should achieve regional draw status. This type of restaurant would be a great draw to the front door of the development for corporate tenants within South Shore Park and be a magnet for the professional crowd working and living in the region.

#### PARCEL A | BLOCK A2

##### Program:

- Retail: inline retail, service retail, active & sport, beauty/services, home furnishings
- Food and Beverage: full-service restaurant, fast casual cafe
- Residential: rental apartment homes
- Parking: ground level
- Public Realm: plaza with seasonal gaming area and outdoor sitting areas

##### Merchandising Plan:

Block A2 offers great visibility to the 30,000+ cars that drive by daily along Hingham Street. The linear frontage of these buildings offers a billboard for prospects. This prominent corner should attract another full-service restaurant such as The Gallows, Temple Bar American Bistro, The Hourly Oyster House, Steel & Rye, Tuscan Kitchen, True Food Kitchen, bartaco, and other national prospects from A1 that were not secured. Fast casual operators could be attracted as well moving down the block on Hingham Street such as Pressed Cafe, GRE.Co, Panera Bread, Twist, Tasty Burger, Wahlburgers, Sweet Greens, bartaco, Yellow Door Taqueria, Felipe's Taqueria, Italian Café Gelato, Joe & The Juice. Additionally, retail uses such as home furnishing (Sleep One, Casper, The Shade Store, CA Closets, etc.), and inline Retail and Services (Marathon Sports, Olympia Sports, Work-N-Gear, Bath & Beauty, Xfinity, AT&T, T-Mobile, Verizon, etc.), Beauty Services (Restoration Barber Shop/Coffee, The Black Tie & Barber Shop, Supercuts, Star Nails & Salon, etc.) are likely suspects.

##### Public Realm Plan:

Create a plaza with seasonal gaming area such as backgammon, chess, ping pong,

putting, bocce ball, and cornhole. Designate a space for classes from Boot Camp, to Tai Chi and Yoga. Swings, music, and a lively atmosphere possibly accessible to the fast casual cafe, bar and outdoor seating area. The purpose is to expose this electronic age, especially younger people, to the possibilities, to encourage social participation in a safe environment. Additional areas to consider would be an outdoor reading room with novels to borrow.

#### PARCEL A | BLOCK A3

##### Program:

- Retail: wine, office supply, drug store, home furnishings
- Parking: ground level

##### Merchandising Plan:

Block A3 is a likely location to attract several retail drivers, such as Total Wine, Office Max, Staples, Ulta Beauty, The Container Store, CVS, Walgreens, and Rite Aid, given its visibility on Hingham Street. This will require the buildings to offer double height ceiling space for these users thus reducing any chance of residential above this space. The block can possibly be occupied by two of these users of 10,000 square feet in the initial plan. This will provide for flexibility in the event a tenant would like 20,000 square feet.

#### PARCEL A | BLOCK A4

##### Program:

- Retail: retail & business services, personal/gifts
- Food & Beverage: coffee/bakery
- Parking: ground level

##### Merchandising Plan:

Block A4 is in an ideal position to offer neighborhood uses that would be complementary to the proposed tenancies of the nearby proposed Drug Store and

Office Supply Store (Block A3). This space could include Retail Services such as Polka Dog Bakery, Petco, PetSmart, Pet's World (small versions), the UPS Store, FedEx Store, and Eyewear, and Personal/Gifts such as Hallmark, Paper Source, and StoryBook Cove. A Coffee/Bakery could also be integrated such as Thinking Cup, Lucky Finn, and Au Bon Pain.

#### Public Realm Plan:

Provide outdoor spaces and pedestrian connections to the corner of block A2 and the restaurant across the street (block A5). (The whole block can be turned into ground level parking for Block A2 if needed)

#### PARCEL A | BLOCK A5

##### Program:

- Retail: Specialty Market
- Food and Beverage: brew pub or full-service restaurant (stand-alone building)
- Parking: ground level
- Public Realm: seasonal farmers markets, food truck Fridays, summer movie series

##### Merchandising Plan:

Block A5 is one of the largest parcels to accommodate a Specialty Market such as Roche Brothers, The Fruit Center, Trader Joe's, etc. This parcel also allows for a more traditional solution to the parking which will be more attractive to this use. Based on the likely competitive situation of Wegman's landing across from Derby Street on the Bristol site, this block would also provide overflow for residential parking across the street on Block A6. In the future this parcel can offer a higher density development opportunity with the possibility of adding a parking structure to accommodate buildings on Block A5 and Block A6. This parcel should also attract the first of several breweries to South Shore Park, offering the free-standing pad to make its design statement. Cheeky Monkey Brewing Company, Entitled Beer Company, and Barrel House Z should be pursued for this location. Access and parking will be looked upon

favorably by prospects. The tree studded wetlands borders this location, and could offer a natural setting for something more experiential. This program also calls for a family friendly restaurant on the boardwalk such as BJ's Restaurant & Brewhouse, California Pizza Kitchen, and Not Your Average Joe's.

#### Public Realm Plan:

The large space between Block 5 and Block 6, functioning as main parking area, is proposed to be temporary activated with seasonal farmers markets on weekends, food truck on Fridays, summer movie series on weekend nights. The space is in proximity to the wetlands and far from the main road intersection (commerce Road and Hingham Street). These temporary uses are key to bring the community together and create a neighborhood hub.

#### PARCEL A | BLOCK A6

##### Program:

- Retail: childcare, health/wellness/fitness, personal services
- F&B: casual cafe
- Residential: rental apartment homes above retail shops
- Parking: ground level, partial podium

##### Merchandising Plan:

Block A6 offers retail along the street and corner as one enters Parcel A from Commerce Road. This location has an opportunity to have a Child-Care facility and Health/Wellness (e.g. hair, nails, eyebrows, waxing, etc.), and Fitness offerings such as Pure Barre, Orange Theory, and SoulCycle, that would work in close proximity to the professional audience and residential population on site. Limited shop count is advised. Personal Services that would include a hair salon, nail salon, skin care, teeth whitening and other services would be appropriate at the base of this building. A pizza café such as Blaze, and Stoked Wood Fired, and possibly a Deli at this location would benefit from a corner location with close proximity to commercial businesses at the key entry to Parcel A.

COMMERCIAL DISTRICT | PARCEL A



- Proposed buildings
- Plaza
- Proposed Retail / F&B (linear outdoor expression)
- Key pedestrian connection
- P Parking: ground level
- P Parking: podium
- Wetlands
- City Point Fire
- Surrounding existing buildings

BLOCK	MERCHANDISING CATEGORIES
<b>A1</b>	Food and Beverage: premium regional or national restaurant Residential: multi-level rental apartment homes Parking: ground level and podium
<b>A2</b>	Retail: inline retail, service retail, active & sport, beauty/ services, home furnishings Food and Beverage: full-service restaurant, fast casual cafe Residential: rental apartment homes Parking: ground level Public Realm: plaza with seasonal gaming area and outdoor sitting areas
<b>A3</b>	Retail: wine, office supply, drug store, home furnishings Parking: ground level
<b>A4</b>	Retail: retail & business services, personal/gifts Food & Beverage: coffee/bakery Parking: ground level Public realm: provide outdoor spaces and pedestrian connections to the corner of block A2 and the restaurant across the street (block A5)
<b>A5</b>	Retail: Specialty Market Food and Beverage: brew pub or full-service restaurant (stand-alone building) Parking: ground level Public Realm: seasonal farmers markets, food truck fridays, summer movie series
<b>A6</b>	Retail: childcare, wellness/fitness, personal services F&B: casual cafe Residential: rental apartment homes above retail shops Parking: ground level, partial podium

### ECO-DISTRICT | TOWN CENTER CORE

The Town Center Core is a place where newcomers are welcomed into all sorts of social and economic possibilities as a result of our plan, program and activation strategies. The objective is to attract greater numbers of talented and creative people and tenants. With density of people living and working on site, this will offer social opportunities where residents can build support structures. This approach is sometimes referred to as “plug-and-play communities” where somebody can move into and put together a new life in a short period of time. Master planned communities with higher density mixed-use cores’ such as Columbia, Maryland, Reston, Virginia, and Legacy in North Dallas, Texas are a desirable feature of new, walkable, and affordable mixed-use development.

#### PARCEL B | BLOCK B1

##### Program:

- Hotel: upscale extended stay, select service
- Parking: ground level

##### Merchandising Plan:

Block B1 offers an outstanding site line from both directions on Commerce Road. It is close to the intersection at Hingham and will contribute to the retail and food and beverage offerings within the Eco-District and the Town Center Core. The hotel developer and brand operator should place pedestrian generating activities (i.e. restaurant, lobby, lounge, newsstand, gift store, etc.) accentuating the activity facing Commerce Road.

#### PARCEL B | BLOCK B2

##### Program:

- Residential: Live Work Units for sale or Micro Units for rent
- Parking: under units for Live Work type, or at the ground level and partial podium

for Micro Units

- Public Realm: Public space and walkway connecting with the central plaza in the Town Center

##### Merchandising Plan:

Block B2 given its smaller size and location, may offer a residential component that would include Live Work units, or Micro units. Live Work units would offer a key corner to expose smaller commercial businesses. Additionally, Micro units could also offer a walkable benefit to work and leisure activities attracting first time renters to this product type.

#### PARCEL B | BLOCK B3

##### Program:

- Office: Class A Office (possibly multi-tenant)
- Financial/Bank
- Parking: podium

##### Merchandising Plan:

Block B3 at the south end of the block offers one of the best overall locations for a build-to-suit single office tenant. This corporate tenant will control the ground floor space. We would advise that Commerce Road and the south side of the building footprint be populated so it remains active during working hours. A bank/financial use at the corner of the block, framing the south end, would be optimum to front the street across from the proposed hotel.

#### PARCEL B | BLOCK B4

##### Program:

- Retail: fashion, accessories, beauty
- Food & Beverage: casual dining concept (seafood or mediterranean), sports bar
- Entertainment: smaller cinema, entertainment uses such as bowling, interactive

- family games
- Office: multi-tenant office, shared office workspace component (or multifamily residential)
- Parking: podium

#### Merchandising Plan:

While Block B4 may be best suited for another build-to-suit office tenant, it could over time be a location to launch a speculative multi-tenant office building with a lead full floor tenant. Located at one of the key public plazas within the Town Center Core, and on the axis to the larger plaza, this block is one A.W. Perry should own. We feel the north end of the block should face the street with retail shops (larger floor to floor for mezzanine spaces), entertainment and food and beverage uses. The corner closest to the Plaza should allow for a true second level for dining overlooking the plaza. It is within this block where a smaller cinema (i.e. iPic, Magnolia, ArcLight Cinemas, Alamo Drafthouse, Landmark, etc.) could be attracted as the key driver to the development. The dining/bar area of the potential cinema might also share this corner. A shared parking solution for the cinema is the daytime demand of office. The office parcel allows for a larger garage solution. It is here that a larger entertainment use might be added (i.e. Sacco's Bowl Haven, Lucky Strike, Brooklyn Bowl, Badlands, Escapology, etc.) in conjunction with the cinema depending on the parking solution and layout of Blocks 3 and 4. A shared office workspace operator should be attracted to this mixed-use environment particularly, given the amount of residential offered nearby.

#### PARCEL B | BLOCK B5

##### Program:

- Retail: Artisan/Makers Hall - leather, jewelry, gifts, accessories, art
- Food & Beverage: three meal cafe, ethnic cafe, ice cream
- Residential: premium rental apartment homes
- Parking: podium

#### Merchandising Plan:

This block is one of the best positioned multifamily buildings in the entire development offering great views to the wetlands. A three-meal cafe such as The Buttery with their bar component, would be a nice addition to drive office patrons to this location for breakfast and lunch meetings, and residents for their late-night restaurant. The Town Center Plaza would benefit from something new to the market like a Artisan/Makerspace building featuring the best of New England merchants and their crafts. This space should accommodate several small Food and Beverage operators (cafe, ice cream, coffee bar 400-1,200 sf), as well as a series of small shops (400 sf) for area purveyors (e.g. cheese, bread, wine, produce, etc.). It should be free standing, set back with an alley system from the residential building, and double height to separate itself from the other retail shops.

#### PARCEL B | TOWN CENTER PLAZA

##### Program:

- Town Center Plaza: temporary seasonal events
- Public Transport Node: shuttle or bus stop

#### Public Realm Plan:

Town Center Plaza located in the Eco-District plaza offers a public space close to the wetlands, and a key link between two developable sites. The plaza comprises of three main spaces: (1) public space enclosed between Blocks B4, B5, and B6; (2) a pedestrian bridge/platform over the wetlands; (3) public space in front of Block B10. Each of these spaces are proposed as a holistic public ground to be activated through a series of temporary seasonal events such as small children's play areas, sitting areas, outdoor fire pits, seasonal kiosks, summer concerts, winter ice skating rink, and lighting of the bridge/Christmas tree. The space in front of Block 6 is proposed as a key location for a public transport hub such as shuttle or bus, connecting to the South Weymouth Commuter Rail Station.

**PARCEL B | BLOCK B6****Program:**

- Retail: athleisure & sports, specialty fashion, home accessories, gifts, books
- Food & Beverage: restaurant
- Residential: multifamily rental
- Parking: podium

**Merchandising Plan:**

Block B6 offers very good visibility on Commerce Road as well as the Town Center Plaza and will be seen from several streets. This block will attract retailers tapping into lifestyles that represent higher disposable incomes, and more demand for goods and services. Select national specialty tenants should be attracted to this area once they are convinced of the overall development attributes as a gathering place and destination reflecting consistent traffic patterns. Retail categories such as home/gifts, jewelry, athleisure, boutique fitness, florist, clothing and accessories have an opportunity to bundle in this block. The regional jeweler, home/gifts, florist & fashion will provide prospects. Select national tenants should also be pursued such as Scout & Molly, J. McLaughlin, fab'rik, Francesca's, White House/Black Market, Bare Minerals, Orvis, Carrhart, Eddie Bauer, Vans, Sunglass Hut, Reebok, Puma, Soma, Warby Parker, Sur la Table, Amazon Books, Mitchell Gold + Bob Williams, Soulcycle, Corepower Yoga, AVEDA Salon & Spa, Juice Press, Teavana, and Bar Taco. These types of tenants will help create a rich pedestrian and shopping experience on site. With respect to Food and Beverage, depending on the timing of this public space and surrounding development, a strong national restaurant anchoring the beginning of this street (at Commerce) such as True Food Kitchen, Summer House, and Season's 52, should also be achievable at the corner. At the ground level across from the Artisan/Makers Hall, a "jewel box" is proposed (end cap), sitting in a park like setting. This location is ideal for a local home-grown cafe like Flour Bakery Café or Tatte Bakery & Cafe.

**PARCEL B | BLOCK B7****Program:**

- Retail: Business/Retail Services
- Residential: Live/Work or Condos
- Parking: ground level under unit

**Merchandising Plan:**

Block B7 at street level can reflect business and retail services with a Live/Work product type developed. It would be an ideal corner for the type of business services that want street exposure, and retail uses that border on maker spaces (i.e. jewelry artist, painter's gallery, architectural office, independent insurance agent, etc.). Offering condos at this corner will not activate this corner in the manner that Live/Work will however, adding walk-up stoops would convey a stronger street front image and pedestrian environment.

**PARCEL B | BLOCK B8****Program:**

- Civic Building: auditorium, exhibition spaces, meeting rooms, hydroponic farming
- Parking: ground level
- Public Realm: pedestrian walkway connecting the Civic Center and Block B9 to Block B10 and the Town Center Plaza

**Merchandising Plan:**

Multiple uses that might be included but not limited to the wetlands education center, rotating gallery, artisan shop, dance studio, classrooms, small community stage, and conference/meeting rooms. A hydroponic farming system is proposed for educational purposes related to the education center and possibly the child-care facility, and for bringing new economies on site that might further engage local onsite restaurants.

### PARCEL B | BLOCK B9

#### Program:

- Retail: Local Retail/Business Services
- Food & Beverage: local restaurateur that offers breakfast and lunch items
- Residential: rental apartment homes
- Parking: ground level
- Public Realm: pedestrian walkway (e.g. boulevard) connecting the Block B9 and the Civic Center (across Commerce Road) to Block B10 and the Town Center Plaza

#### Merchandising Plan:

Block B9 will offer great street front visibility for health/wellness services that would include health related uses. This would include various specialists like dental, physical therapy, family counseling, and others wanting to lease space visible space within this community. The endcap should have a food and beverage use, walkable from various points within the Town Center.

### PARCEL B | BLOCK B10

#### Program:

- Food & Beverage: cafe and free-standing local brew pub
- Residential: Micro units
- Parking: ground level
- Public Realm: public garden

#### Merchandising Plan:

Block B10 should offer another casual restaurant at the end cap at the north end of the residential building. In addition, a free-standing pavilion building located on the south end of the parcel as a rotating brew pub operation could be an interesting way to expose the development and capture local awareness and future prospects. Alternatively, Terrain carries garden, home, and outdoor lifestyle products and a range

of flowering plants, pots, planters, lighting, seasonal wreaths, and garden items. BHLDN is a wedding and entertainment brand represented with an assortment of wedding gowns, bridal accessories, bridesmaid dressing, wedding decor, and gifts. Weddings can either take place in a garden setting amongst Terrain inspired style, and receptions could be in a building built on site. Because of the nature of the site, it is conceivable that this tenant might be intrigued with this experiential opportunity. This block helps frame the Town Center Plaza, and should act as a beacon to draw pedestrians over the bridge and wetlands.

#### Public Realm Plan:

Enhanced by the two restaurants, the public space needs to be activated (e.g. Wonder Garten and Dacha Beer Garden in Washington, DC). This type of offering would provide a draw to this public space and bring a diverse audience together. The Terrain and BHLDN alternative could become a regional draw as well. Anthropologie/Urban would be just the prospect to possibly consider developing the micro-units and beer garden as part of their next lifestyle concept.

### PARCEL C

#### Program:

- Hotel: this would offer Rt. 3 frontage and exposure to a better brand and full service concept
- Parking: ground level, plus possible shared overflow with the Blue Cross Blue Shield garage which is underutilized

### PARCEL D

#### Program:

- Office Park: buildings (4,800 - 6,000 ft - two-levels) for sale (small business owners with options to buy their buildings) or Hybrid Concepts
- Parking: ground level

## PARCEL E

### Program:

- Food and Beverage: a multi-functional facility (cafe + dog park)
- Sport Fields/Complex
- Parking: ground level
- Public Realm: outdoor spaces/dog park and pedestrian walkways connecting to Industrial District, and to a pedestrian trail (athletic course)

### Merchandising Plan:

Block E could offer another great social destination with the right use and program implemented. A Sport Complex comprising of outdoor fields that get a bubble for year-round play. A multi-functional facility that offers food and beverage to the recreation field visitors as well as to dog owners merchandised and separated to appeal to both audiences. This dog friendly setting would activate the trails year around and provide a great place for residents and visitors to congregate. Mutts Canine Cantina in Dallas and Ft. Worth is an analog that could be adjusted for the site and climate. The combination of different audiences coming to this location for various reasons and discovering something like this would be a great form of unexpected entertainment.

### Public Realm Plan:

The offering has different spaces that separate people from dog owners. Pet owners can take their dogs to an area where the owners can eat with their dogs, or put them in a dog run with other dogs while they sit next to the area and socialize. A large dog pen sits adjacent for dogs and owners to mingle. A pedestrian walkway connecting to Industrial District, and pedestrian trail as athletic course complementing the Sport Complex.

## PARCEL F

### Program:

- Retail/Business Services
- Residential: live and work
- Parking: ground level

### Merchandising Plan:

This parcel offers good exposure and retail/business uses (i.e. artists, painter's gallery, architectural office, independent insurance agent, etc.). Live/Work units will activate this corner, and convey a stronger street front image and pedestrian environment.

## PARCEL G

### Program:

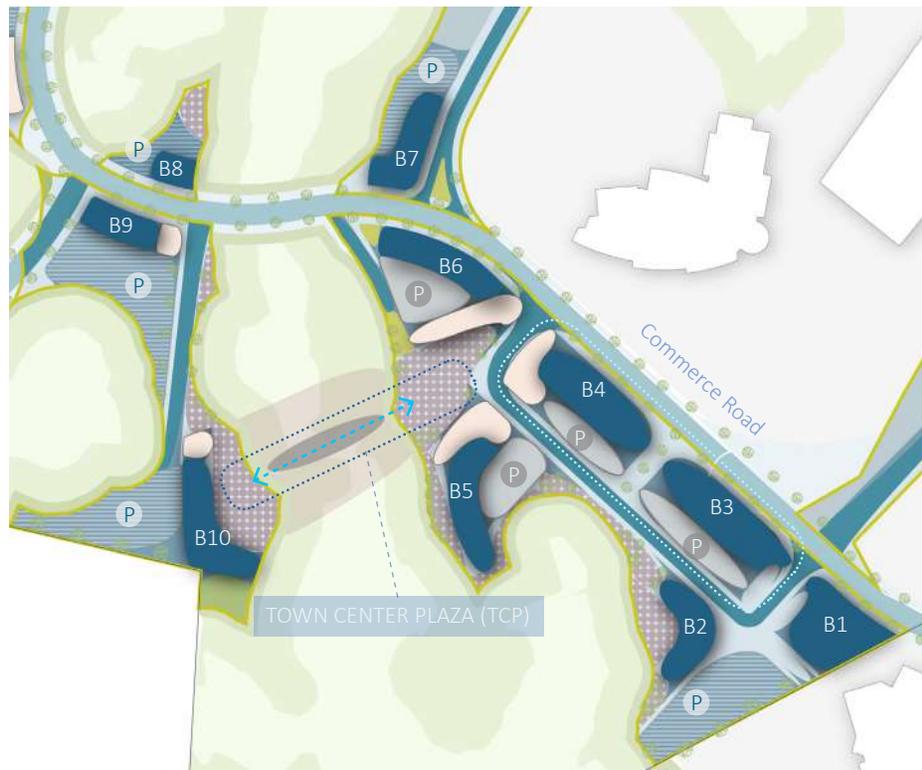
Residential: we would advise for a higher density housing type like stacked flats or clustered townhomes with a curvilinear plan (if possible), that are more sustainable. As explored in the previous research and analysis, examples of successful communities integrating diverse high-density residential models are Reston (CA), Irvine (CA) and Potomac (MD).

## PARCEL H

### Program:

Public Realm: Industrial District Plaza. This plaza is proposed as part of the network of public spaces for the overall site, and as the core of the Industrial District. This space is ideal for temporary Food and Beverage programs such as food trucks on Fridays and pop-up cafes. This space also becomes a connector to the Town Center Plaza in the Eco-District linking to a pedestrian bridge over the wetlands (arriving first to Parcel E - Sport Complex).

ECO-DISTRICT & TOWN CENTER CORE | PARCEL B



BLOCK	MERCHANDISING CATEGORIES
<b>B1</b>	Hotel: upscale extended stay, select service Parking: ground level
<b>B2</b>	Residential: Live Work Units for sale or Micro Units for rent Parking: under units for Live Work type, or at the ground level and partial podium Micro Units Public Realm: Public space and walkway connecting with the central plaza in the Town Center
<b>B3</b>	Office: Class A Office (possibly multi-tenant) Financial/Bank Parking: podium
<b>B4</b>	Retail: fashion, accessories, beauty Food & Beverage: casual dining concept, sports bar Entertainment: smaller cinema, entertainment uses such as bowling, interactive family games Office: multi-tenant office, shared work space component (or Residential) Parking: podium
<b>B5</b>	Retail: Artisan/Makers Hall, leather, jewelry, gifts, art Food & Beverage: three meal cafe, ethnic cafe, ice cream Residential: premium rental apartment homes Parking: partial podium, surface
<b>TCP</b>	Town Center Plaza: temporary seasonal events Public Transport Node: shuttle or bus stop Temporary seasonal programs Parking: partial podium, surface

BLOCK	MERCHANDISING CATEGORIES
<b>B6</b>	Retail: athleisure & sports, specialty fashion, home accessories, gifts, books Food & Beverage: restaurant Residential: multifamily rental Parking: podium
<b>B7</b>	Retail: Business/Retail Services Residential: Live/Work or Condos Parking: ground level under unit
<b>B8</b>	Civic Building: Auditorium, exhibition spaces, meeting rooms, hydroponic farming Parking: ground level Public Realm: pedestrian walkway connecting the Civic Center and Block B9 to Block B10 and the TCP
<b>B9</b>	Retail: Local Retail/Business Services Food & Beverage: local restaurateur that offers breakfast and lunch items Residential: rental apartment homes Parking: ground level Public Realm: pedestrian walkway connecting the Block B9 and the Civic Center (across Commerce Road) to Block B10 and the Town Center Plaza.
<b>B10</b>	Food & Beverage: cafe and free-standing local brew pub Residential: Micro units Parking: ground level Public Realm: public garden should complement the brew pub experience

MATRIX OF PROPOSED USES

PARCEL / SF	BLOCK	HORIZ. USES	TYPE OF USE	PERM/TEMP/IND/OUT	NO./SF X UNIT/ TOT SF	*REQ. PARKING	VERT. USES	TYPE OF USE	NO. FLOORS	SF X FLOOR				
A	613,600	A1	F&B	RESTAURANT	PERM	IND/OUT		8,000	8,000	80	PARKING RESIDENTIAL	STRUCTURE RENTAL MICRO-UNITS	TBD 2 OR 3	TBD 14,900
		A2	RETAIL	HOME FURNISHINGS	PERM	IND	1	6,000	6,000					
				BEAUTY/SERVICES	PERM	IND	2	3,000	6,000					
				ACTIVE & SPORT	PERM	IND	1	3,000	3,000					
				FITNESS/WELLNESS	PERM	IND	2	3,500	7,000					
				FINANCIAL	PERM	IND	1	4,000	4,000					
				IN-LINE RETAIL	PERM	IND	3	1,500	4,500					
				SERVICE RETAIL	PERM	IND	2	1,500	3,000					
		F&B	RESTAURANT (FULL-SERVICE)	PERM	IND/OUT	1	7,000	7,000						
			CAFÉ	PERM	IND/OUT	1	4,500	4,500						
			FAST CASUAL (PIZZA, ASIAN, ETC.)	PERM	IND/OUT	2	3,000	6,000						
			QUICK SERVICE (DELI, JUICE, ETC.)	PERM	IND/OUT	2	2,000	4,000						
			SPECIALTY FOOD	PERM	IND/OUT	2	1,000	2,000						
				TOT				57,000		364				
		PUBLIC REALM	PLAZA	PERM	OUT	1	17,900	17,900			RESIDENTIAL	MULTI-FAMILY RENTAL	2 OR 3	25,400
		A4	RETAIL	PET	PERM	IND	1	3,000	3,000					
				BUSINESS SERVICE	PERM	IND	2	1,500	3,000					
				PERSONAL/GIFTS	PERM	IND	1	2,000	2,000					
		F & B	COFFEE/BAKERY	PERM	IND/OUT	1	2,500	2,500						
				TOT				10,500		57				
		A2-A4	PARKING (SHARED)	GROUND LEVEL	PERM	OUT			88,100					
		A3	RETAIL	WINE/OFFICE SUPPLY/DRUG STORE	PERM	IND		10,000	20,000	80				
		A2-A3-A4	PARKING (SHARED)	GROUND LEVEL	PERM	OUT			55,700					
		A5	RETAIL	SPECIALTY MARKET	PERM	IND	1	12,000	12,000					
				BREW PUB	PERM	IND/OUT	1	6,000	6,000					
								18,000		108				
		PUBLIC REALM	PLAZA			OUT	1		22,200					
			FOOD TRUCKS	WEEKENDS	OUT	TBD	TBD	TBD						
			FARMERS MARKET	WEEKENDS	OUT	TBD	TBD	TBD						
		A6	RETAIL	CHILDCARE	PERM	IND	1	5,000	5,000					
				WELLNESS/FITNESS	PERM	IND	1	3,500	3,500					
				PERSONAL SERVICES	PERM	IND	1	2,000	2,000					
		F&B	CASUAL CAFE	PERM	IND/OUT	1	2,000	2,000						
				TOT				12,500		64				
		A5-A6	PARKING (SHARED)	GROUND LEVEL	PERM	OUT			110,000		RESIDENTIAL	MULTI-FAMILY RENTAL	3	31,600

PARCEL / SF	BLOCK	HORIZ. USES	TYPE OF USE	PERM/TEMP/IND/OUT	NO./SF X UNIT/ TOT SF	*REQ. PARKING	VERT. USES	TYPE OF USE	NO. FLOORS	SF X FLOOR		
B 882,100	B1	HOTEL (120 KEYS) PARKING		PERM PERM		TBD 46,500	120	HOTEL		31,000		
	B2	RESIDENTIAL/RETAIL PARKING PUBLIC REALM	LIVE WORK OR CONDOS GROUND FLOOR (UNDER UNITS) PLAZA	PERM PERM	IND IND/OUT OUT	1	TBD 13,200	RESIDENTIAL	LIVE WORK OR CONDOS	3	22,200	
	B3	OFFICE BANK	BUILD-TO-SUIT OFFICE FINANCIAL	PERM PERM	IND IND	1	6,000 6,000	TBD 24	OFFICE PARKING	BUILD-TO-SUIT OFFICE STRUCTURE	3 OR 4 TBD	25,000 TBD
	B4	RETAIL F&B  ENTERTAINMENT (L1-L2)	FASHION, ACCESSORIES & BEAUTY CASUAL DINING CONCEP SPORTS BAR  CINEMA	PERM PERM PERM PERM	IND IND/OUT IND/OUT IND/OUT	3 1 1 1	2,000 2,000 6,000 TOT 14,000 35,000 35,000	104 480	PARKING OFFICE	STRUCTURE MULTI-TENANT	TBD TBD	TBD 25,000
	B5	RETAIL F&B	ARTISAN/MAKERS HALL (AMH) CAFE END-CAP FRAMING ALLEY ETHNIC CAFÉ ICE CREAM	PERM PERM PERM PERM	IND/OUT IND IND/OUT IND/OUT	1 1 1 1	8,000 2,500 2,500 1,000 TOT 14,000	92	PARKING RESIDENTIAL	STRUCTURE PREMIUM RENTAL	TBD 3 OR 4	TBD 24,300
	TC Plaza	PLAZA (BOTH SIDES OF WETLANDS) PEDESTRIAN BRIDGE/PLATFORM MUSIC PAVILION/ICE SKATING RINK PUBLIC TRANSPORT HUB TEMPORARY EVENTS		PERM PERM SEASONAL PERM SEASONAL	IND/OUT OUTDOOR OUTDOOR IND/OUT OUTDOOR	TBD 1 1 TBD	88,300 TBD 35,000 TBD TBD					
	B6	RETAIL F&B	ATHLEISURE&SPORTS, FASHION, ACC PREMIUM RESTAURANT (END CAP)	PERM PERM	IND IND/OUT	9 1	1,000 6,000 TOT 7,000	96	PARKING RESIDENTIAL	STRUCTURE MULTI-FAMILY RENTAL	TBD 3 OR 4	TBD 21,400
	B7	RESIDENTIAL/RETAIL PARKING	LIVE WORK OR CONDOS GROUND FLOOR (UNDER UNITS)	PERM PERM	IND IND/OUT		TBD		RESIDENTIAL	LIVE WORK OR CONDOS	3	19,500

PARCEL / SF	BLOCK	HORIZ. USES	TYPE OF USE	PERM/TEMP/IND/OUT	NO./SF X UNIT/ TOT SF	*REQ. PARKING	VERT. USES	TYPE OF USE	NO. FLOORS	SF X FLOOR
	B8	CIVIC CENTER (L1-L2) HYDROPONIC FARMING PARKING	EXHIBITION/EDU SPACES STAND-ALONE CONTAINER GROUND LEVEL	PERM PERM PERM	IND/OUT IND OUT	1 2 18,400	40,000 TBD 18,400			
	B9	RETAIL F&B  PARKING	LOCAL RETAIL & BUSINESS SERVICES LOCAL RESTAURATEUR  GROUND LEVEL/PARTIAL PODIUM	PERM PERM PERM	IND IND/OUT OUT	6 1 49,000	2,000 4,000 TOT 16,000 49,000	48 40 88	RESIDENTIAL	APARTMENT HOMES  3 12,600
	B10	F&B  PARKING	RESTAURANT BREW PUB (GARDEN)  GROUND LEVEL	PERM PERM PERM	IND/OUT IND/OUT OUT	1 1 46,300	2,500 5,000 TOT 7,500 46,300	75	RESIDENTIAL	MICRO UNITS  TBD TBD
E	108,200	F&B SPORT FIELD PARKING	COMMUNITY DOG FRIENDLY CAFE  GROUND LEVEL	PERM PERM PERM	IND/OUT OUTDOOR OUTDOOR	1 1 37,000	1,500 75,000 37,000			
F	36,900	RESIDENTIAL/RETAIL PARKING	LIVE WORK OR CONDOS GROUND LEVEL	PERM PERM			TBD	RESIDENTIAL	LIVE WORK OR CONDOS	3 11,500
G	456,100	RESIDENTIAL	STACKED FLATS/CLUSTER TOWNS	PERM			TBD	RESIDENTIAL	STACKED FLATS	TBD TBD
H	65,600	PUBLIC REALM F&B	PLAZA CAFE/DELI	PERM PERM	OUTDOOR IND/OUT	1 1	65,600 2,000			

\* Please note that parking spaces are calculated for retail at 4 spaces per 1000 SF, and for F&B at 10 per 1000 SF. The calculation of parking spaces does not include street parking proposed along Commerce Road (both sides of the street). Size of blocks/building footprints may be adjusted based on specific parking requirements.

MIXED-USE CONCEPTS FOR STREET-FRONT RETAIL AND F&B



Pike & Rose, Rockville, MD



Assembly Row, Somerville, MA



Polka Dog Bakery, MA

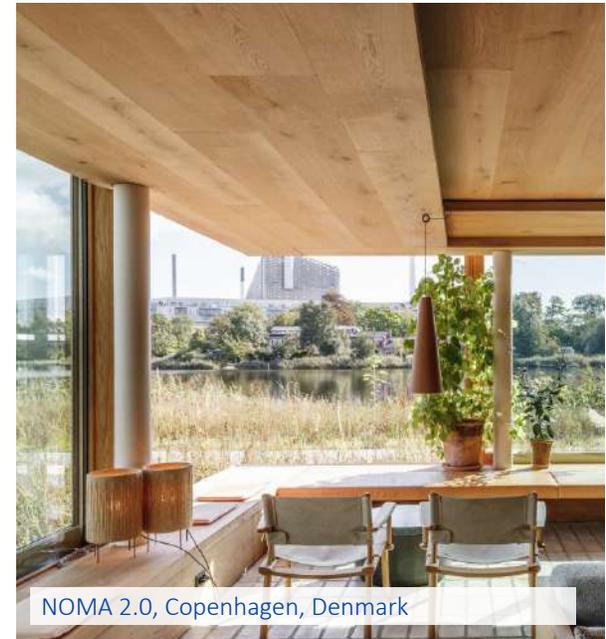


Pike & Rose, Rockville, MD

MIXED-USE CONCEPTS FOR FREE STANDING BUILDINGS | RETAIL AND F&B



Cambridge Crossing, MA



NOMA 2.0, Copenhagen, Denmark



LYFE Kitchen, Memphis, TN



CONCEPTS FOR BREW PUBS | BEER GARDENS



Trillium, Boston, MA



Wunder Garten, Washington, DC



Trillium, Boston, MA

CONCEPTS FOR THE SPECIALTY MARKET



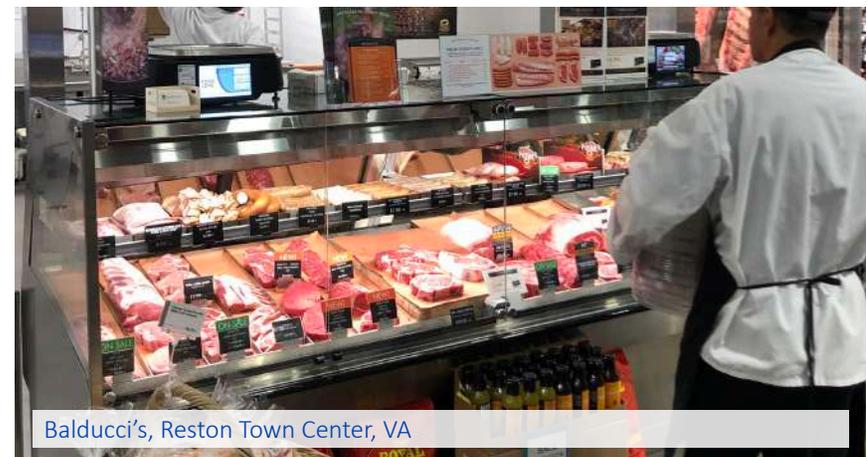
Roche Brothers, Waltham, MA



Fruit Center, Hingham, MA



Roche Brothers, Waltham, MA



Balducci's, Reston Town Center, VA

CONCEPTS FOR RETAIL DRIVERS



CONCEPTS FOR WETLANDS EDGES & PUBLIC SPACES ACTIVATION



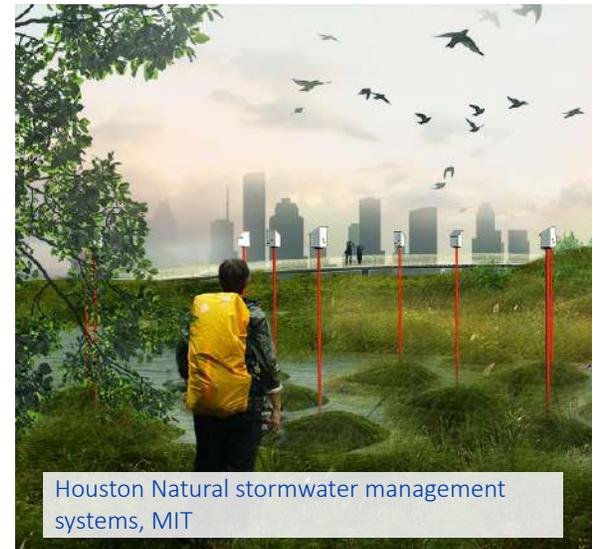
Boston's climate change strategy



Qunli Stormwater Wetland Park, China

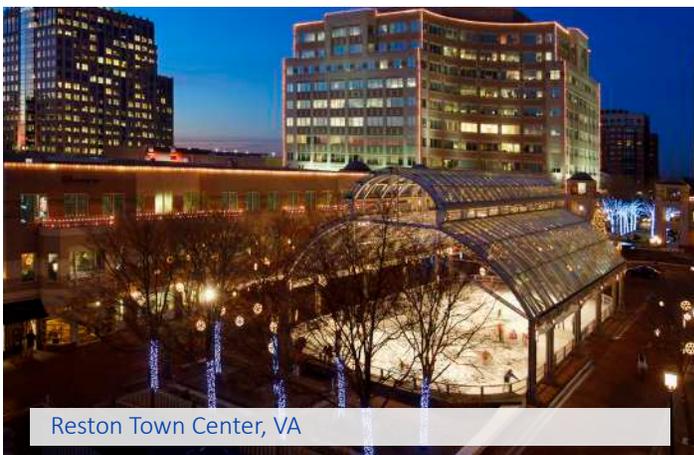
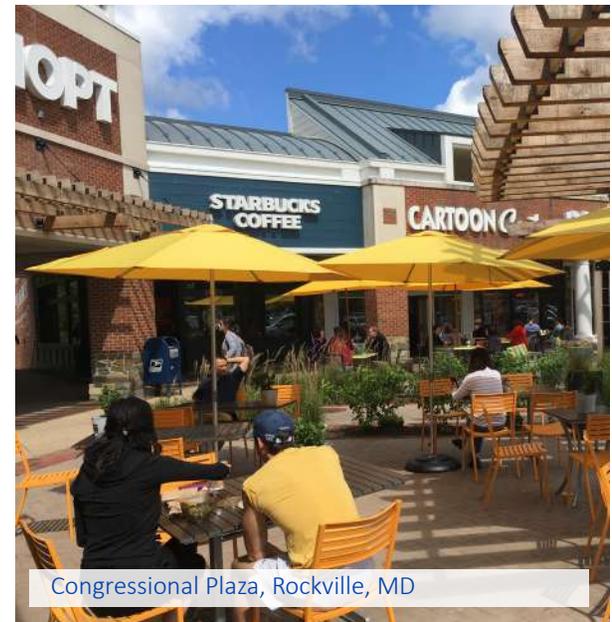


Los Angeles depicts green space and wetlands, MIT



Houston Natural stormwater management systems, MIT

CONCEPTS FOR ACTIVATING THE PLAZA



CONCEPTS FOR ACTIVATING THE PLAZA WITH POP-UP RETAIL /F&B & GAMING AREAS



## CONCEPTS FOR THE CIVIC CENTER



Blackrock Center for the Arts, Germantown, MD



Deakin Edge, Federation Square, Melbourne



Blackrock Center for the Arts, Germantown, MD

## CORE DEVELOPMENT BRAND ATTRIBUTES/IDENTITY

Brand Promise: A.W. Perry is planning the next generation of uses and places in a Town Center setting, to offer creative workspace, living space and social space.

### Introduction

Brand positioning guidelines are proposed to clearly articulate the project value proposition and key differentiators. A brand vision helps establish the market position for the development. Additional market research might be needed for an individual anchor tenant prospect to complement the body of work. This section develops a narrative for the brand DNA of the development, expressing the conceptual and creative foundation of the brand including a compelling brand positioning, story, personality and nomenclature. The section also includes final recommendations for next steps.

Branding is one of the key principles for the South Shore Park established in the Comprehensive Strategic Plan for Place Activation. With the mix of uses planned, the site would benefit by enhancing the existing brand position. The opportunity exists to develop a new overall brand image along with each of the districts (Commercial District, Eco-District and Industrial District). The rebranding of the site is key to establish the foundation for a comprehensive signage program (including wayfinding, hierarchy of spaces, anchor tenants, etc.) that should include all future uses and spatial conditions of the development.

Today, this is a car centric site whereby people that work on site easily navigate with regularity. It is primarily a destination for people working. When considering additional and varied uses coexisting (living, dining, shopping & entertainment), with new streets, buildings, and storefronts, wayfinding and traffic control become key for each component to thrive. With the road connection to be constructed between Commerce Road and Pond Park Road, this will be a curvilinear road that will be a

feeder to a variety of uses and for many visitors.

As the proposed master plan gets developed, forthcoming uses will bring different visitors with different purposes to the site. New users and visitors will judge the accessibility of a place by its connections to its surroundings, both visual and physical. When considering the future density of people and the walkable nature of the site, new wayfinding measures will be required for safety, ease of access, and marketability of the numerous components.

### Brand Positioning

Brand positioning guidelines are proposed to clearly articulate the project value proposition and key differentiators. A brand vision helps establish the market position for the development. It's objective is to educate, and inform it's future audience. It can also provide the creative foundation of the brand that should convey a compelling brand promise, story and personality (culture of the place). This will translate to the brand DNA of the development, which will establish a clear image of the place to come. Establishing a brand position that is done more easily with ground up development.

Multiple ownerships, varied uses, and the addition of new components such as retail and residential to the master plan offer new opportunities and challenges. With the launch of the Commercial District (South Gateway), this is precisely the right time to evaluate the overall site, and determine how to put this future developments in the best position to attract tenants, capital, and developers to help execute the master plan. In some ways this situation although on a larger scale, is analogous to SOCO in Costa Mesa, California, one of the case studies previously analyzed. This was a quiet and conventional industrial park that came to life because it was recognized as a strong location with freeway frontage.

The success of the branding development at SOCO relies on a system that integrates multiple dimensional scales: from the overall image of the site, to each of the districts,

zones within the district including individual buildings and public spaces, and specific indoor spaces. “At SOCO WM Design Lab developed this scale-comprehensive signage and wayfinding strategy to support intuitive navigation, strengthen tenant visibility and promote the development’s vibrant brand”. This system of scales is interconnected enhancing hierarchies, nomenclature, and visual and graphic correlations. The image development is created and designed considering logo, tagline, outdoor signages, ad campaign, graphics, storefront, sidewalks, facades materiality, etc. The developer of SOCO also recognized that the market for home furnishings/accessories, combined with better food and beverage was not being fulfilled with the more traditional nearby shopping centers. This adaptive reuse was executed brilliantly along with a complete rebrand of the property. A more youthful branding approach was taken, and with the merchandising strategy of adding distinctive tenants from the home furnishings category, and introducing select food and beverage operators it created a wider draw for the audience seeking better experiences.

For the South Shore Park a brand strategy for the overall image of the site and each of the various districts should be completed at the same time to ensure a “unified” identity. This principle focuses on the strategic branding of the South Shore Park, where each distinctive area is branded and yet fits within a new framework.

A high-quality public realm is also a fundamentally vital component of a place’s value. Pedestrians need to easily move between places at the vehicular and pedestrian levels, creating through easy and friendly transitions on site (wayfinding, hierarchies, etc.). The branding design solution should be varied, but cohesive, creating an immersive human environment that is reflective of the overall project brand. Branding is created with manmade signage as well as natural elements (e.g. existing type of trees on site). Clarity of use for each district and aspirations of each, and intended character is the goal of the brand strategy. The branding/design solution should be varied, but cohesive to support an immersive human environment that is reflective of the overall project brand.

## South Shore Park Site Attributes, Story, Personality and Nomenclature

### South Shore Park Site Attributes:

- Opportunity to reinvent the neighborhood - Reinventing the Neighborhood
- Next generation Neighborhood - Stimulating Places & Spaces
- Wetlands - Learn and Linger
- Sustainable Living - environmental / economic / social
- Reinventing the Workspace for Sole-prenuers - Interactive Workspace
- Walkable & Talkable - 21st Century Town Core
- Reinventing a Known Destination - For a Modern Audience
- Hingham Street at Route 3 is a noted intersection for car shopping and home improvements
- Accessibility will bring a new audience - There is Something Brewing
- Transformative Dining Destination - Rotating Experiences
- Leasing Information - Creative Curation and Place Activation

### Brand Story:

- Should capture the essence of the message conveyed by Rich Beale that said “now is the time to bring life and purpose to South Shore Park”
- Built-in customer base with several of South Shore’s largest employers on site
- Adding a living, active series of connected neighborhoods with creative housing, workspace, shopping and social scenes
- Extraordinary place making potential (social ability, uses & activities, comfort & image, access & linkages)
- Locally and regionally significant offering various lifestyle experiences and spaces

### Brand Personality:

- The story is one of “customizations” as described in the Comprehensive Plan. The place will be instantly original (distinctive & authentic)
- Generation Z is here, and if not waiting to start companies, following their millennial brothers and sisters reflecting more entrepreneurial ways

- Whether young or old, upsizing or downsizing, the appeal of South Shore Park is its ability to offer its patrons and residents, an integrated, live-able community with all components within a walk-able diverse setting

#### Nomenclature:

Working names as referenced in the Comprehensive Plan and potential new names:

- Current Overall Site Name: South Shore Park (TBD)
- Industrial District - North Gateway | The Lab
- Eco-District - The Wetlands | The Habitat
- Commercial District - Rockland Gateway | The Hub
- Commerce Road | Commerce Avenue

As shown in the programmatic plan, the main plaza (has been referenced as Town Center Plaza), and is located in the Eco-District | The Habitat.

- South Shore Park Plaza (TBD)

The new street connecting Commerce Road and Abington Street:

- Park Way Street (TBD)

#### Recommendations for Next Steps

The name South Shore Park has brand equity that needs to be measured. We advise that A.W. Perry hire an integrated branding and communications agency at such time that the Commercial District plan gets approved by Rockland, and the new master plan is supported by Hingham. This way the agency would have a clear vision of the goal, and then could begin their research/discovery, brand image/development, and then brand implementation/rollout (PR, Website, Marketing Materials, Marketing Center, Advertising, etc.). Through interviews and a competitive review with A.W. Perry, area stakeholders, and community businesses, the objective will be to develop the optimum brand positioning and messaging strategy for the new master plan in

today's marketplace.

Collective objectives are: (1) Identify the positive brand attributes of a redeveloped South Shore Park that will have the greatest appeal to businesses, residents and visitors; (2) Identifying the optimum branding message to communicate for South Shore Park; (3) Understanding the rational and emotional attractions of the new development and districts that are motivating to target audiences. For this to be accomplished, we would advise we develop an RFP and distribute to leading firms to begin interviews.

A request for proposal (RFP) should be issued once the Rockland master plan is approved for the Commercial District, and the balance of the plan is supported by Hingham. Branding and communication firms should be sought out that have experience with large mixed-use developments, and a period of time shall be allotted for market and site education, and exchanging of information. This interviewing process can take several months, and starting early for this design service is advised.

Notwithstanding the foregoing, we do have ideas on the naming of each of the districts, and the information below will assist the future branding and wayfinding efforts. A new framework will be needed that identifies the most market-realistic and site appropriate range of options for the entire property. This will provide clarity for the brand promise, story and personality for the overall development and initial idea for each of the districts.

SOCO & THE OC MIX, COSTA MESA, CA | CASE STUDY



## PROGRAMMATIC PLAN RECOMMENDATIONS

- Brand directive implementation along master plan development phases. Branding and communication firms should be sought out and qualified that have experience with large mixed-use developments. A period of time shall be allotted for market and site education, and exchanging of information with interviews to follow.
- Explore with retail architects anchor tenants' building requirements. It is key that the integration of the retail, F&B and entertainment will add significant value to all components of the development and seasoned retail design teams should be carefully considered.
- Work with MassDOT to explore site maximum site visibility and signages.
  - Explore opportunities for signages along Rte 3 (including transportation signage);
  - Reinforce the presence of signages in the two main gateway (South and North) - through branding development;
  - Develop additional analysis on current distribution of signages along Rt3.
- Explore future uses (potential prospects) considering the proposed.
  - 3M building parcel can become key transitional zone between the two mixed-use cores (Commercial District and Town Center). It is advised to develop this parcel as another mixed-use core parcel;
  - Anthropologie/Urban concept (Terrain & BHLDN) is advised to be an alternative to proposed block B10 in Parcel B. This would require different space layout and accessibility, and parking requirements;
  - Accessibility for utilization of the top level of the Blue Cross Blue Shield parking garage.
- Sense of place delivered to the community, which leverages technology, drives the regional economy, and creates a superior environment of retail and commercial ventures. It is recommended the integration of hybrid concepts when possible, not only in parcel D but also, within the mixed-use cores (Town Center and Commercial District).

PLACE ACTIVATION GUIDELINES

## PLACE ACTIVATION GUIDELINES FOR ARCHITECTS, URBAN DESIGNER AND PLANNERS

DISTRICT(S)	PARCEL / BLOCK	PROGRAM / USE	RECOMMENDATION	DESCRIPTION / APPLICATION
All Districts		Mixed-Use / Retail, F&B, and Entertainment / Mixed-use schemes	Recommended	Consider the integration of diverse types of spaces for Retail, F&B and Entertainment at the ground floor (and second level when needed). Plan for interactions of these uses with the public realm, both spatially and visually. Integrate stand-alone buildings in proximity to the main public spaces (e.g. Town Center Plaza) encouraging the creation of active lanes (pedestrian only streets between buildings). Schemes provide examples of integration of retail, F&B and entertainment uses with vertical uses such as residential and office (please refer to mixed-use proposed schemes).
		Mixed-Use / Retail, F&B, and Entertainment / Compact blocks	Recommended	Create compact blocks front along two-lane street. Short blocks (600 feet maximum, but preferably shorter) are the rule for town centers and main streets. Where blocks become too long, midblock passageways can be introduced to create links between blocks, and through buildings to parking areas. Ground floor retail located along the main streets (always at the edges) and plazas providing active sidewalks. Retail storefronts should target for 25 ft width minimum with optimum 70 ft in depth. Introduce a line of street parking on the front, and additional parking spaces needed behind the building. Vertical uses above Retail and F&B should be set back (e.g. Mixed-Use Schemes MU01, MU02).
All Districts		Mixed-Use / Retail, F&B, and Entertainment / 20-minute walk to daily uses		Propose when possible high-density blocks promoting diversity, social inclusion, safety, walkability and sustainability. Consider locating daily uses within a 20-minute walk (e.g. grocery, cafe, pharmacy, etc.). Introduce variety of housing typologies and density in proximity to the Town Center (above Retail, F&B, and Entertainment)

All Districts		Mixed-Use / Retail, F&B, and Entertainment / Developable sites both sides of Commerce Road	Recommended	Three key sites present the opportunity of buildings on both sites along Commerce Road: (1) Parcel A, blocks A1 and A2, (2) Parcel B, blocks B6 and B7, and (3) Parcel B, blocks B8 and B9. Create visual connectivity between the frontages of the blocks, considering that those ground level uses represents key drivers for pedestrians moving along Commerce Road.
All Districts		Linear park/recreational areas	Recommended	Create linear parks/boulevards/pedestrian bridges connecting the three districts, defined by built channels or steps, as well as more indigenous/local vegetation. Define a linear connection between the Industrial District and the Eco-District, arriving at the crossing of Commerce Road and the new road (un-named). Articulate the connection between the Eco-District and the Commercial District by keeping the existing trees along Commerce Road, introducing shaded sitting areas, and establishing visual relations between blocks A6 and B1 (e.g. elements of landscape, signages, etc.).The through street connecting these two areas is key as both sides of the street need to be animated to connect the pedestrian.
All Districts		Recreational areas along wetlands	Recommended	Public accessibility to wetlands. Preserve when possible trees and greeneries in proximity to wetlands providing public access (not privatize any area close to wetlands).
All Districts		Plaza/temporary uses/public transport	Recommended	Establish a network of plazas. Create a central plaza in the Industrial District considering the space between two buildings owned by A.W. Perry (Parcel H). Create a main plaza or Town Center Plaza in the Eco-District connecting Blocks 4,5,6 and 10. This space is advised to be activated with temporary uses and to include a public transport hub. Create plazas in the Commercial District at the main entrance of the parcel (block A2) and next to the wetlands (block A5).

All Districts		Parking Structure	Recommended	Consider parking structure: covered parking, smart use of space, shared parking, combined structure with the other building uses (lower construction costs), additional area for public space. In view of considering future conversion of parking structures into residential units, it is recommended to account for fl/fl minimum height for residential. Parking spaces are calculated for retail at 4 spaces per 1000 SF, and for F&B at 10 per 1000 SF. The calculation of parking spaces does not include street parking proposed along Commerce Road (both sides of the street).
All Districts		Mixed-Use/Retail, F&B, Entertainment/ Receiving/ Receiving/delivery areas	Recommended	Plan for office and residential uses to share receiving/delivery areas for refuse collection, trash compactor, storage, and grease interceptors (removal valve where possible). Landlord shall provide Tenant with common dumpsters and/or common removal services to be located within 150 feet of Tenant's premises.
All Districts		High Density Mixed-use/Residential above Retail and F&B	For Consideration	Where possible, propose high-density blocks. Introduce a variety of housing typologies (above Retail and F&B) walking distance to the Town Center Plaza considering attached parking structure. Lobbies shall be articulated with active leasable uses.
Eco-District and Commercial District		Street Parking	Recommended	Provide one lane off-street parking along Commerce Road and the new proposed road (Parkway Street) going to Abington Street. A.W. Perry should work with the towns of Rockland and Hingham to amend streetscape standards to allow new and enhanced streetscapes, and have the city fund, and maintain the streets as well.
Commercial District	A	Mixed-use/Retail and F&B/ Neighborhood Center Hub	Recommended	Key front door entrance to the South Shore Park (blocks A1 and A2). Achieve maximum height (possibly 45 feet depending on the parking solution) on both sides of Commerce Road (crossing with Hingham Street) providing Retail and F&B with residential above (e.g. Mixed-Use Schemes MU01, MU02).
	A	Temporary uses/Farmers market	Recommended	Propose farmers market during weekends located in front of block A5 (ground floor parking area).

	A	Mixed-use/ City Point Fire	For Consideration	Introduce mixed-use blocks with ground floor retail and parking structure. Expand the plaza in front of Block A2 considering the integration of an additional one or two floor retail pavilion key for increasing visibility of the site life/activities coming from Hingham Street.
	A1	F&B + Residential/Hotel	Recommended	Block A1 is proposed for F&B and residential above. However this location can also attract a Hotel use. In both cases, the two corners (block A1 and block A2) should have the same architectural language and scale, and be recognized as one element.
		F&B/Regional restaurant concept	Recommended	Create an F&B space for a regional restaurant concept such as a quality steakhouse. Suggested 8,000 SF. Activate the corner with an outdoor space mostly along Commerce Road - set back from Hingham street.
	A2	F&B/Retail Driver/ Residential	Recommended	Create a space for ground floor F&B at the corner of Commerce Road and Hingham Street. Locate a large ground floor retail driver at the opposite corner next to Block A3.
			Recommended	The linear frontage of this block is key for visually representing the entrance to the site. Create a space for full-service restaurant at the corner of Commerce Road and Hingham Street. Activate the corner with an outdoor space mostly along Commerce Road - set back from Hingham street, and in the back of the block considering an outdoor plaza.
			Recommended	Along Hingham Street create spaces for retail uses such as home furnishing stores (6,000 SF per unit), in-line retail services (1,500 SF per unit) and beauty services (3,000 SF per unit). Please refer to proposed Matrix.
	A3	Retail driver/large footprint building	Recommended	Create a flexible space 20,000 SF and double height ceiling for a large retail use or two retail users (10,000 SF each).
			Recommended	Proposed uses are Total Wine, Office Max, Staples, Ulta, CVS, etc. Create a prominent storefront along Hingham Street with entrances along the proposed new road, with . delivery area in the back of the store.

	A4	Retail/ground floor parking	Recommended	Locate a one floor Retail building. If SF of ground floor parking for block A2 is not sufficient, consider this block for additional ground floor parking space.
			Recommended	For the possible retail building create spaces for retail & business services (1,500 SF per unit), personal/gifts (2,000 SF per unit) and a coffee/bakery (2,500 SF). Provide outdoor spaces and pedestrian connections that link with the outdoor plaza (corner of block A2) and the outdoor area of the stand-alone restaurant near the wetlands (block A5)
	A5	Specialty Market/ ground floor parking/ farmers market	Recommended	Locate a one floor 12,000 SF Specialty Market along the proposed new street (un-named) connecting Commerce Road to Hingham Street. Locate ground floor parking on the back of the building.
			Recommended	Consider the ground floor parking as possible space to be activated by temporary uses such as a farmers market, food trucks, etc. Plan the space to integrate these uses.
			For Consideration	Higher density for this block could be achieved by integrating a parking structure and residential use (parking structure could be shared between block A5 and A6).
		F&B/stand-alone building type	Recommended	Create a stand-alone building (maximum 2-floor height) near the wetlands. The building can be used as full-service restaurant or a brewery (6,000 SF). Create outdoor sitting areas, view points to the wetlands (experiential spaces/natural setting), and pedestrian connections to other major F&B space at the corner of Commerce Road and Hingham Street (block A2).
	A6	Retail, F&B, Residential/ Child-Care Facility/ground floor parking	Recommended	Create a block aligned with block A2 and establish a strong connection with the following parcel (Parcel B) through pedestrian sidewalks and landscape design.
			Recommended	Locate a Child-Care Facility at the ground level (5,000 SF) leaving the corner of the block (Commerce Road and new proposed road within Parcel A) for a casual cafe' (2,000 SF). Provide other spaces for a personal services retail (2,000 SF) and a wellness fitness center (3,500 SF).

Eco-District	B	Mixed-use/ Permanent and temporary uses	Recommended	Provide spaces for diverse uses, activities and demographics. Blocks within Parcel B should be mixed-use (no mono function block is advised). Distribute retail and F&B at the ground floor providing a number of diverse types per block (minimum 2 to 4 types). Storefront designs and interiors should be of high quality design and materials. Allow for porosity of the building fabric at the ground floor integrating indoor or outdoor pedestrian connection through the block/building. Create visual corridors to the wetlands.
		Town Center Plaza/Storefronts	Recommended	The storefronts facing the main plaza (Town Center Plaza, Block B4 and Block B6) should be significant with enhanced architectural expressions. It is recommended to be 17.5' fl/fl maximum for 1-story retail (14' to finished ceiling), and 12.5' fl/fl maximum for second level mezzanine retail space. 30' fl/fl for 2-story retail is an absolute minimum.
	B1	Hotel	Recommended	Block B1 offers an outstanding site line from both directions on Commerce Road. Ideal location for iconic building. Possibly maintain same architectural response of block A6 at the ground level, to visually reinforce connectivity.
			For Consideration	Ground floor of the hotel should be considered for pedestrian generating activities such as F&B (5,500 SF) and Retail. Possibly locate the F&B at the north corner of the block, reinforcing pedestrian link between parcel B - Town Center Plaza.
	B2	Live Work Units/Public realm/parking	Recommended	Locate Live Work units for sale or Micro-units for rent. Keep the site adjacent to the wetlands public, and create a walkway / boulevard connection to the Town Center Plaza along the wetlands.
	B3	Class A Office/parking	Recommended	Locate Class A Office (likely build-to-suit tenant) use on this block. Consider a retail condo space at the ground floor (for developer's control), having the possibility of activating during and after working hours. Locate a podium parking on the back of the building, allowing for possible rooftop garden (overlooking the wetlands and the Town Center Plaza next block).

		Class A Office	Recommended	Office width target 110' --45' 20' 45'; Target column free spans; 12.5' fl/fl for 10' clear.
		Financial/Bank	For Consideration	Locate a space for a financial/bank use at the corner of the block facing the hotel (6,000 SF) to help animate the street providing additional pedestrian movement.
	B4	Retail, F&B, Entertainment/Office/ Parking	Recommended	Key location framing Town Center Plaza. The block should be animated at the ground level with F&B and Retail spaces facing the Town Center Plaza and Commerce Road. Vertical uses proposed are offices (residential as alternative), and a cinema, to be located near the plaza at the second level. Start with a single level floor plate for the cinema comprising 25,000 SF on the low end (ideally 35,000 SF), and 60,000 sf at the high end comprising two levels (main lobby and F&B component on L2). Locate podium parking opposite Commerce Road, allowing for possible rooftop garden overlooking the wetlands and the Town Center Plaza next block.
			Recommended	The cinema (35,000 SF) is a key driver for the development of this block. Next to the cinema at the second level locate a space for a restaurant (dining area) overlooking the plaza. Create shared office spaces overlooking Commerce Road.
	B5	Artisan-Makers Hall, Retail, F&B/ Residential/Parking	Recommended	Key location for multi-family building providing views to the wetlands and the Town Center Plaza. Create a stand-alone one or two floor building with Artisan/Makers Hall (10,000 SF to 12,000 SF footprint), Retail, and F&B spaces. Plan the building to be porous at the ground level, creating site lines and outdoor/indoor gallery spaces/lanes connecting the proposed ground floor uses of the building with the plaza, and offering opportunities for activities/interactions. Locate building services in a space that do not interfere with these pedestrian connections. This building should be able to accommodate a market section (with limited selection), garden section, restaurant section, and artisan/maker section. Locate podium parking opposite Town Center Plaza.

	Town Center Plaza	Plaza/Wetlands	Recommended	Create a Town Center Plaza that includes three spaces of different nature: (1) the space between blocks B4, B5 and B6, (2) the space in front of Block B10, and (3) a platform or series of platforms/bridges over the wetlands to connect the two spaces. Platforms/bridges should provide spaces for sitting areas and viewpoints toward the wetlands.
		Public transport hub	Recommended	Create an pick-up/drop-off area for public transportation (e.g. bus or shuttles) and shared rides/carpool modes (e.g. Uber and Lyft) at the edge of the plaza close to the intersection with Commerce Road.
		Music Pavillion, Ice Skating Rink	Recommended	Provide a temporary space for music pavilion and ice skating rink located between blocks B4, B5 and B6 of approximately 35,000 SF. (Check Reston Town Center)
	B6	Retail, F&B/ Residential/Parking	Recommended	Block with key visibility on Commerce Road and the Town Center Plaza. Visually integrate the street frontage of the block with block B7 across Commerce Road, one of the three key points where both sides of Commerce Road can be built.
			Recommended	Locate a restaurant (6,000 SF) facing the Town Center Plaza, providing outdoor spaces and sitting areas.
	B7	Business-Retail Services/ Live Work Units/Parking	Recommended	Block with key visibility on Commerce Road and the Town Center Plaza. Visually integrate the street frontage of the block with block B6 across Commerce Road, one of the three key points where both sides of Commerce Road can be built.
			Recommended	Integrate spaces for type of businesses that prefer ownership with exposure at the street level, and retail that relates to maker and entrepreneurial spaces.
	B8	Civic Center (Exhibition/Education)	Recommended	Locate a two-floor 20,000 SF footprint building along Commerce Road to keep continuous street frontage. Locate a small public space on the back of the building (view point / wetlands observatory), ensuring pedestrian connectivity to the Town Center Plaza and Block B10. Visually integrate the street frontage of the block with block B9 across Commerce Road, one of the three key points where both sides of Commerce Road can be built.

			Recommended	Integrate a small auditorium at the ground floor and an exhibition space at the upper level (e.g. rotating artists). Auditorium can be used for community classes (music, dance, etc.), community meetings and performance space.
			For Consideration	Locate a space for hydroponic farming (model for local food production to serve restaurants on site)
	B9	Specialty Retail Businesses, F&B/ Residential/Parking	Recommended	Locate a building along Commerce Road to keep continuous street frontage. Create a strong element of pedestrian connection (e.g. boulevard) connecting the Civic Center (across Commerce Road) and this block to block B10 and the Town Center Plaza. Visually integrate the street frontage of the block with block B8 across Commerce Road, one of the three key points where both sides of Commerce Road can be built.
				Plan a space at the ground floor for a local restaurateur that offers breakfast and lunch items, ideally the corner of Commerce Road and the new proposed street reaching Block B10, next to the pedestrian connection to the Town Center Plaza.
				Plan spaces for Specialty Retail Businesses at the ground floor (2,500 SF each unit) including dental, physical therapy, family counseling, and other businesses that prefer exposure at the street level.
	B10	F&B/Residential/Parking		This block is strategically framing the Town Center Plaza. Create space at the ground floor for a cafe (2,500 SF) located at the corner of the block, near the pedestrian connection to the civic center and facing the outdoor plaza. Possibly create a space for a free-standing pavilion (5,000 SF) for brew pub operation located on the other corner of the block and facing the plaza.
	C	Hotel (Along Route 3)	Recommended	This proposed hotel location is in direct line of the other hotel location in parcel B1. Consider this space for a hotel chain (desiring a convention type hotel), who may be interested in two sites (parcel B1 and parcel C), offering access, control, and different hotel segments that could have greater appeal to a preferred hotel developer.

	D	Office (Along Route 3)	For Consideration	We advise to consider this location for a build-to-suit office headquarters, or for possible hybrid concepts such as Carvana, iFly, Brooklyn Boulders.
	E	Sport Field (indoor and outdoor)/F&B, dog park	Recommended	This parcel is key for the connection between the Industrial District, the Town Center Plaza (parcel B), and the Residential area (parcel G). Plan for pedestrian/running trails connecting the parcels. Consider this location for an outdoor Sport Field (75,000 SF) and a community dog friendly indoor/outdoor cafe such as Mutts Canine Cantina, Dallas, TX (1,500 SF).
	F	Public space (no built)	For Consideration	We advise to leave this location as open space.
	G	Residential Area (Next to Abington Street)	Recommended	Plan for a high-density housing type like stacked flats or clustered townhomes with a curvilinear plan (if possible), that are more sustainable.
Industrial District	H	Plaza/F&B	Recommended	Create a central plaza as the core of the Industrial District and part of the overall network of public spaces on site. Plan a space for temporary Food and Beverage programs such as food trucks on Fridays and pop-up cafes.

## PLACE ACTIVATION GUIDELINES FOR REAL ESTATE SPECIALISTS

DISTRICT(S)	PARCEL / BLOCK	PROGRAM / USE	DESCRIPTION / APPLICATION
All Districts		Mixed-Use/ Retail, F&B, and Entertainment/ Retail Drivers	Confirm the major retail drivers in the South Shore as suggested in the CPSPA, and continue to refine the proposed and most relevant merchandising strategies/targets. Continue to identify an accretive list of retailers, food operators, services, and entertainment that best target our customer markets, and who can generate and sustain the level of sales required to hit the rents assumed in underwriting.
		Mixed-Use/ Retail, F&B, and Entertainment/ Leasing	Leasing principles are key to establish the broader criteria for success. The development should seek out brands that represent authenticity and a story to tell. Target smart brands that have broad appeal in the lifestyle categories. Drawing the region's food and fashion conscious will require mainstay brands innovating alongside new brands, concepts, artisans and makers. The leasing principles are the following: Target best-in-class collection of retail, entertainment, f&b and service tenants Experiential retail that connects emotionally with the consumer through design and their communication Mix of services/experiences that meet every day needs - daytime footfalls Pursue distinctive dining experiences offering environments that don't exist or cuisines in short supply Local authenticity represented by the growing maker movement and objects of place
All Districts		Mixed-Use/ Retail, F&B, and Entertainment/ Leasing	With exponential growth in online sales, the experience is more relevant today than the journey. The old paradigm is about a place that sells things. The new paradigm is an experience that sells things. Leasing of experiential retail will be required to distinguish SSP from traditional shopping centers.
All Districts		Mixed-Use/ Retail, F&B, and Entertainment/ Master plan	Continue to work on the overall master plan to achieve successful retail mixed-use destination. Review schemes and advise on the most viable master plan, and its connectivity to Parcel A.

Commercial District	Parcel A	Mixed-Use/ Retail, F&B, and Entertainment/ Retail drivers	Advance the process and develop the site plan for Parcel A to accommodate the proposed major retail drivers. Work with the design team to set the building requirements of the targeted retail and restaurant drivers.
Commercial District and Eco-District (move up)		Mixed-Use/ Retail, F&B and Entertainment/ Marketing	<p>Develop the pitch book, one page marketing piece, and website for the Town Center (Eco-District) and Parcel A (Commercial District), so tenants can receive preliminary information. Targeted, effective marketing depicting the market and consumer is important. Context for this site and opportunity is key to put this opportunity in the proper light, That would include location, (convenient access, public transportation, etc.), multiple demand drivers (2,100 workers on site, future hotels, entertainment, and new forms of work space and living space, unique opportunity to integrate Town Center experience, many place making options, wetlands, new economies, etc.) on the South Shore.</p> <p>To meet the demand of the market and attract the desired demographic segments of the South Shore, the consumer should be highlighted (prosperous suburban married couples, health conscious, enjoys restaurants, bars and movies, price savvy but will pay for brand quality, enjoy cultural events, etc.)</p>
Commercial District and Eco-District (move up)		Mixed-Use/ Retail, F&B, and Entertainment/ Retail Leasing	Proforma/deal economics is necessary to build assumptions for the tenant uses and mixes. This should be completed early in tandem with the final site plan. Retail prospects in order to progress towards dealmaking, need to feel confident the developer is clear on site plan, merchandising strategy, and deal economics including financing of the development.
Commercial District	Parcel A	Retail/Leasing	The specialty market and drug store prospects (Roche Brothers, Fruit Center Marketplace, Trader Joe's, CVS, Walgreens, Rite Aid) are the first priorities to contact given their propensity for expansion, and the desire to provide goods and services to tighter trade areas. While the retail along Hingham Street is attractive for some tenants, retailers are generally more tentative, waiting for others buy-in, and cautious of new developments in a shrinking prospect world. The next category to pursue would be those co-tenants larger in size that require a bigger footprint (Staples, Office Max, Ulta Beauty, Total Wine, Container Store), and desire free-standing locations. The concept diagram could accommodate several tenants up to 20,000 sf to 25,000 sf is size.

Commercial District and Eco-District (move up)		F&B/Leasing	As we discussed in our analysis, restaurants will help sell the image for the entire development. Evolution in the restaurant, fast fresh, and specialty markets with take out fresh food options adding to the expenditure potential of a project. Well configured and complementary dining and socialization is one of the most effective ways of incorporating diversity and vitality early in a project. Multiple categories of food and varied dining experiences will provide the segmentation required to establish SSP as the preferred choice in the trade area for dining. Each restaurant and food provider has distinct trading periods, dwell times and trade area characteristics, as well as location and technical requirements that should be aligned in the final site plan.
Commercial District and Eco-District		F&B/Leasing	A multi-layered restaurant scene and food offerings will be a significant differentiating point in the market. That includes food types, pricing, and experiences. The leasing should include the pursuit of several local star chefs to create the buzz. It should balance the effort with finding a mix of local specialty food purveyors to partake in from a juicer, spice shop, chocolatier, taqueria, cheese/charcuterie, olive bar, tea maker, wine bar and various forms of desserts from cupcakes, ice cream, gelato, etc.
Commercial District and Eco-District (move up)		Mixed-use/ Leasing Initiatives	<p>Organize the internal retail team that will manage the pre-development period and ongoing procurement phases. Having outside representation should be considered particularly, when launching the overall plan. It makes good business sense to have leasing professionals in the market to expose the development to viable tenants wanting to expand in the trade area particularly, the lead drivers.</p> <ul style="list-style-type: none"> <li>Identify and assess the structure of the internal project team</li> <li>Identify and interview external retail brokerage project teams</li> <li>Validate economic and key lease terms</li> <li>Ensure prioritization of priority leasing targets, tenant prospecting, and engagement with brokers, leasing events, and tenant representatives</li> <li>Update the strategic plan, guidelines, and merchandising plan as the tenant market responds</li> <li>Establish a LOI and Lease Approval Process</li> <li>Develop a realistic Critical Timeline for Procurement</li> <li>Prepare a Retail Tenant Pursuit Budget</li> </ul>
Commercial District and Eco-District (move up)	Parcel A and B	Mixed-use/leasing initiatives	Continue to work on the overall master plan to achieve successful retail mixed-use destination. Review schemes and advise on the most viable master plan, and its connectivity to Parcel B. Design the site plan for Parcel A to accommodate the proposed major retail drivers. Work with the design team to set the building requirements of the targeted retail and restaurant drivers.

Commercial District and Eco-District (move up)	Parcel A and B	Mixed-use/ Retail, F&B and Entertainment/ pre-leasing initiatives	Get in the game! While the trade area is in pre-leasing mode with Hanover Mall redevelopment and NED qualifying tenant prospects for Bristol Brothers site (across from Derby Street Shoppes), it is key to be marketing the entire site plan and its future program including but not limited to Parcel's A and B. The leasing team should be in front of many of the prospects that would be new to the South Shore as early as conceivable.
Commercial District and Eco-District (move up)	Parcel A and B	Mixed-use/ Retail, F&B and Entertainment/ leasing principles	Program for the right balance of national and local uses and tenants. The first principal is to understand the various market uses on site, and the ups and downs of those traffic patterns. The second principal is to achieve a mix of uses that would complement and support each other. Office for example, feeds retail by supplying customers for the stores and restaurants, and retail supports office by providing those amenities that create a more attractive location for employees. This gives SSP and advantage as office is usually lacking from new main streets and town centers that have been developed around the country.
Eco-District	Parcel B	Mixed-use/ Retail, F&B and Entertainment/ leasing initiatives	Program the Town Center retail to complement with the better to middle-market orientation of Derby Street. Focus should be on men's and woman's accessories, home furnishings, and gifts, as well as restaurants and cafes. Tenants will prefer this onsite/daytime professional audience offering footfalls and exposure to their stores. This will allow the future leasing team the opportunity to pursue selected national tenants that will see the value of this multidimensional development. The new paradigm is about the experience of the purchase. The leasing team should look for distinctive shops and restaurants, large and small, that really serve local needs and demographics.
Eco-District	Parcel B and C	Mixed-use/Hotel	A hotel onsite creates an important spillover effect. It puts people (particularly business travelers) onto a street, especially in the evening. This use could be implemented in Block B1 for extended stay, or Block B3 or B6 for additional suites hotel brands, and Parcel C for the full service convention type hotel. Closer to the Town Center Plaza to inject more demand is the preferred choice.
	Block B3	Mixed-use / Office, Hotel/Financial Services	Pursuing a corporate build-to-suit office is the priority, with financial services / bank at the street level. Alternatively, a hotel would be an excellent use placing it closer to the Town Center Plaza.
	Block B4	Mixed-use/ Retail, F&B, and Entertainment/ Cinema	Block B4 should be the central target for the cinema. Starting with the smaller more intimate and service oriented brands (i.e. iPic, Magnolia, Arclight Cinemas, Alamo Drafthouse, Landmark, etc.). This size and experience recommended is a better fit for the overall program. The larger theatre (i.e. Regal, AMC, Showcase Cinema De Lux, etc.) could be considered depending on the factors analyzed in the comprehensive strategic plan, and the potential of the master plan.

	Block B4	Mixed-use/ Retail, F&B, and Entertainment/ Retail Leasing	Larger entertainment uses might be added (i.e. Sacco's Bowl Haven, Lucky Strike, Brooklyn Bowl, 5Wits, Badlands, Escapology, etc.) in conjunction with the cinema depending on the parking solution and layout of Blocks 3 and 4.
	Block B4	Mixed-use/ Retail, F&B, and Entertainment/ Fitness	If a specialty fitness concept (8,000 to 12,000 SF) did not land in Parcel B, this block would be a good location for this use combined with the office and residential as it would provide an early-morning to late evening draw, seven days a week.
	Block B5	Artisan-Maker's Hall/ Retail Leasing	This will be a leasing effort that will require a customized approach finding emerging tenants that are not in traditional shopping centers. This grouping of tenant's will bring local and regional notoriety to the site. This building should be able to accommodate a market section (with limited selection), garden section, small cafe section for either one cafe or, 2-3 select fast fresh concepts, and artisan/maker section.
	Block B6	Mixed-use/ Retail, F&B, and Entertainment/ Retail Leasing	This block will attract retailers tapping into lifestyles that represent higher disposable incomes, and more demand for goods and services. Select national specialty tenants should be attracted to this area once they are convinced of the overall development attributes as a gathering place and destination reflecting consistent traffic patterns. Retail categories such as home/gifts, jewelry, athleisure, boutique fitness, florist, clothing and accessories have an opportunity to bundle in this block. Tenant prospects to achieve the right chemistry are listed in the merchandising plan.
	Block B10	Mixed-use/ Retail, F&B, and Entertainment/ F&B Leasing	This Block should accommodate two F&B concepts. One should be a casual cafe or local institution. The other should include the addition of a local brewery in what could be a signature building overlooking the wetlands.



