

**Fiscal Impact Analysis  
The Chocolate Factory  
Mansfield, Massachusetts**



*Prepared By  
The Chocolate Factory LLC*

*February 2014*

THE CHOCOLATE FACTORY

**I. Preface**

The Chocolate Factory LLC (the “Developer”) is seeking Mansfield Town Meeting approval to apply the Town’s proposed Zoning By-Law amendment, “Section 3.7.3, Adaptive Reuse of Historic Structures” to 150 Oakland Street (a/k/a the ADM Cocoa Factory), a site containing approximately 240,000 square feet of buildings and 14.2 acres of land.

The Chocolate Factory (the proposal), is located within a mile of the Mansfield Commuter Rail Station and is proposed as 130 market-rate studio, one and two-bedroom ‘loft’ style rental units (except where mandated as ‘affordable’ by the Town of Mansfield), and approximately 35,000 of commercial/industrial space.

The proposed Zoning By-Law, “Adaptive Reuse of Historic Structures”, if adopted by the Town of Mansfield, would allow for “the reuse of vacant or underutilized **non-residential** buildings in any zoning district for purposes other than those for which they were originally designed and built.”

This report is designed to identify the key long-term fiscal factors and findings associated with the proposed Chocolate Factory project (“the Project”) and to provide the Town of Mansfield a clear understanding of the project’s short, medium and long term beneficial fiscal implications. The report provides an overview and analysis of the following fiscal and development consequences of the adaptive reuse 150 Oakland Street in Mansfield:

- I. **Public Schools:** estimate for the number of children the Project would add to the Mansfield Public School System and the aggregate financial cost of those students to the Town of Mansfield’s education budget.

The Developer assumes a scenario for 130 rental units (115 market-rate and 15 ‘affordable’ units) where all school-age child who move into the Chocolate Factory are new students to the school system (*i.e. not children already enrolled in Mansfield Public Schools*):

***Proposed Unit Breakdown***

- Five (5) studios
- Seventy (70) one bedrooms
- Fifty-five two bedrooms

- II. **General Service Costs (Public Safety):** estimate for the demand for Mansfield Public Safety services, specifically police, fire and ambulance and public safety support departments. We make note of, but do not specifically analyze the revenue provided by the proposed Project for (electric) utility use to Mansfield Municipal Electric Department (MMED).
- III. **Employment:** estimate for construction jobs *during development* (general contractor Tocci Building Corporation estimates 200 jobs); management-related positions once property is in service; estimate for number of jobs created by the lease-up of approximately 35,000 sq. ft. of commercial (possibly industrial) space.
- IV. **Tax and Fee Revenue:** estimate of property and excise tax revenue produced by the property. Projected property taxes of Project (as stabilized) based on 92% (approximate assessed value)

derived by the income method of *fair market* value, calculated from the relationship of *Net Operating Income* and a capitalization multiplier, or *Cap Rate*. We employ the Mansfield residential tax rate of \$14.89 per thousand dollars of assessed value (the lower of the two tax rates—residential and commercial—and a more ‘conservative’ approach to projecting property tax revenue.

Excise tax—based on the *net* increase of *newly* registered vehicles in Mansfield by Project residents. Difficult to assess, but for purposes of discussion, we assume one vehicle per unit (130 vehicles), with an average value of \$10,000 per vehicle. While hardly scientific, we think this basis for excise tax calculation provides a general idea of potential excise tax revenue to the Town of Mansfield.

Town-based fees—there are also a (small) ‘menu’ of town-based fees applicable to these new residents (parking permits, trash/disposal fees, etc.). We assume \$20.00 per unit in Town-derived fees.

- V. **Traffic and Parking:** impact of residential and commercial traffic use by the Project as stabilized. Including, for example, impact on commuter rail station parking. The developer has not yet commissioned a formal traffic and parking study for the proposed project, but will provide generalized observations on the possible influence and outcome on traffic and parking issues related to the Project.
- VI. **Economic Impact:** impact on local economy from the net increase in residential and commercial tenants. Difficult to calculate the precise economic impact on the local (i.e. Mansfield) economy without proper study, but we make available anecdotal causality based on the conclusions of a 2011 study “The Trillion Dollar Apartment Industry” made by The National Apartment Association and the National Multi Housing Council :

“Apartment renters spent \$421.5 billion on goods and services in 2011. As those dollars were spent in the local economy and beyond, they not only helped boost metro area and state economies and support job growth and preservation, but they also put significant dollars back into the economy—to the tune of an \$885.2 billion contribution to national GDP, an estimated \$648.8 billion of which was spent locally.”<sup>1</sup>

## II. Summary of Methodology

In considering the nature of the Proposal, this report divided municipal service costs into two (2) broad categories: (i) educational costs and (ii) general service costs (i.e. police, fire and ambulance).

Concerning educational costs, we make assumptions based of the number of ‘new’ school-aged children generated by the Project. We base our conclusions by analyzing the average number of school-aged children (per rental unit) in six (6) comparable loft rental properties in eastern Massachusetts (in Millbury, Chelsea, Lowell, Clinton, Westford and Lawrence).

While the proposed project will generate general service costs, the essentially self-contained nature of the Chocolate Factory suggests the vast majority of costs will be associated with public safety and public

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<sup>1</sup> “The Trillion Dollar Apartment Industry”, The National Apartment Association and the National Multi Housing Council, 2011, p. 27.

health services (i.e. ambulance service). Examples of operational budget categories that are *not included* in this general cost analysis include existing debt payments (a pre-existing and non-related condition) and any annual costs paid directly by the project such as water and waste management services.

However, short-term costs related to the construction of the Project (i.e. building permit fees) will be addressed.

### III. Municipal Revenue Projections

Municipal service cost represents only one part of the fiscal equation. In order to estimate the annual cost-to-revenue ratio from the time of project stabilization (lease up), annual revenue needs to be estimated and compared to estimated annual service costs. In this instance, as previously noted, the annual revenue is represented by a combination of annual property taxes (92% of fair market value), vehicle excise taxes (one vehicle per unit valued at \$10,000 per vehicle) and municipal fees (\$20.00 per year per unit).

### IV. Summary of Findings

- **The Chocolate Factory will generate an annual revenue stream of \$497,000 (current dollars) at stabilization and have an estimated annual municipal service cost of \$225,000. Accordingly, the Chocolate Factory has a strong positive cost to revenue ratio—based on very conservative estimates—of approximately 0.45.**
- **The Chocolate factory will generate an annual fiscal benefit of \$270,000 (current dollars) at stabilization.**
- **The Chocolate Factory will generate approximately \$400,000 in building permit(s) and related fees (at \$15.00 per \$1,000 of hard construction costs). The fees will be paid upon receiving building permits.**
- **The Chocolate Factory residents and commercial tenants will contribute approximately \$250,000 per year to the local Mansfield economy.**
- **The Chocolate Factory project will provide 200 construction jobs during the approximate 14 months of development. Numerous local business will benefit from the approximately \$28,000,000 construction project.**
- **The Chocolate Factory will provide for approximately 50-100 permanent jobs after project stabilization.**

### V. Public School Students

Based upon a comparative analysis of six eastern Massachusetts (6) loft developments, we project that there will be fifteen school aged children living at the Chocolate Factory in Mansfield, Massachusetts. As noted, there are proposed to be one hundred and thirty (130) rental units developed at 150 Oakland

Street: five (5) studio apartments; seventy (70) one bedroom apartments and; fifty-five (55) two bedroom apartments.

From our analysis of average number of school-aged children in comparable loft developments (Perkins Park Lofts, Lowell; Cordiss Mills, Millbury; Monarch Lofts, Lawrence; Atlas Lofts, Chelsea, Abbot Mill, Westford and; The Lofts at Lancaster Mills, Clinton) we determine that 5.79% of the projected total number of residents will be school-aged children, or approximately 8 school-aged children.

Average Number of School Aged Children/Comparable Loft Apartment Developments						
Project/Location	Studios	1 Bdrms	2 Bdrms	Total Units	School Aged Children	Children/Unit
Perkins Park Lofts, Lowell, MA				193	6	3.11%
Monarch Lofts, Lawrence, MA	28	110	17	155	5	3.23%
Atlas Lofts, Chelsea, MA		45	5	50	1	2.00%
Abbot Mill, Westford, MA	3	65	84	152	12	7.89%
The Lofts at Lancaster Mills, Clinton, MA		22	110	132	5	3.79%
Cordiss Mills, Millbury, MA	0	52	60	112	17	15.00%
<b>AVERAGE</b>				<b>794</b>	<b>46</b>	<b>5.79%</b>

Source: HALLKEEN REAL ESTATE MANAGEMENT AND INVESTMENT CORPORATION

According to the Massachusetts Department of Secondary and Elementary Education (ESE), Mansfield, Massachusetts Public School System spent **\$11,166 per pupil in 2012**.

TOTAL EXPENDITURES: MANSFIELD PUBLIC SCHOOLS 2011 & 2012								
Function	2011				2012			
	Total Exp	% of Total	Per Pupil	Per Pupil (State)	Total Exp	% of Total	Per Pupil	Per Pupil (State)
Administration	\$2,079,090	3.99%	\$436	\$447	\$1,328,031	2.47%	\$288	\$471
Instructional Leadership	\$3,142,743	6.02%	\$660	\$832	\$3,393,248	6.32%	\$735	\$855
Classroom and Specialist Teachers	\$20,252,111	38.82%	\$4,250	\$5,026	\$21,160,995	39.40%	\$4,583	\$5,125
Other Teaching Services	\$3,865,971	7.41%	\$811	\$991	\$4,201,409	7.82%	\$910	\$1,027
Professional Development	\$732,931	1.41%	\$154	\$238	\$1,072,124	2.00%	\$232	\$232
Instructional Materials, Equipment and Technology	\$1,418,069	2.72%	\$298	\$422	\$1,113,852	2.07%	\$241	\$377
Guidance, Counseling and Testing	\$1,442,764	2.77%	\$303	\$372	\$1,612,321	3.00%	\$349	\$387
Pupil Services	\$4,464,105	8.56%	\$937	\$1,196	\$3,465,596	6.45%	\$751	\$1,249
Operations and Maintenance	\$3,566,173	6.84%	\$748	\$1,067	\$3,306,077	6.16%	\$716	\$1,035
Insurance, Retirement Programs and Other	\$7,895,246	15.14%	\$1,657	\$2,298	\$8,244,502	15.35%	\$1,786	\$2,364
Payments To Out-Of-District Schools	\$3,305,256	6.34%	\$18,600	\$20,548	\$4,810,442	8.96%	\$24,937	\$21,549
<b>TOTAL EXPENDITURES</b>	<b>\$52,164,459</b>	<b>100.00%</b>	<b>\$10,554</b>	<b>\$13,354</b>	<b>\$53,708,597</b>	<b>100.00%</b>	<b>\$11,166</b>	<b>\$13,636</b>

Source: MASSACHUSETTS DEPARTMENT OF SECONDARY AND ELEMENTARY EDUCATION

Therefore, we calculate a total cost for the 8 school-aged children at \$11,166 each (2012 numbers) at **\$92,000**. This expenditure also assumes two factors that have not been accounted for in this analysis and, very possibly, if considered, would *reduce* the total cost to Mansfield Public School System generated by the Project. They are:

- 1) Not all of the expenditure per pupil is borne by the Town of Mansfield; there is some contribution from the Commonwealth of Massachusetts.
- 2) The projected eight (8) school-aged children may include those already enrolled in the Mansfield Public Schools from project residents who simply already reside in the town.

**VI. Public Safety Costs**

As noted, there will be associated police, fire, ambulance and public safety support and administrative costs applicable to the proposed Project. For purposes of this report, police, fire, ambulance and public safety and administrative costs can be estimated using the per capita method. Per capita costs reflect the relationship between total police, fire, ambulance and other public safety costs and total population.

The 2010 United States Census states that Mansfield, Massachusetts had a population of **23,184**. That number has most likely changed since 2010, but not measured. We base our assumptions, therefore, on the last census conducted for Mansfield.

MANSFIELD PUBLIC SAFETY COSTS PER CAPITA						
Account Number	Account Description	FY 2011 Actual	FY 2012 Appropriated	FY 2012 Actual thru 03/31/12	FY 2013 TM Amended	% Inc/Dec FY 12/FY 13
210	TOTAL POLICE	\$ 3,361,682	\$ 4,735,581	\$ 3,581,494	\$ 5,076,832	7.21%
220	TOTAL FIRE	\$ 2,907,490	\$ 4,562,243	\$ 3,443,392	\$ 4,890,593	7.20%
230	TOTAL EMS	\$ 487,181	\$ 562,536	\$ 433,789	\$ 595,051	5.78%
240	TOTAL DISPATCHERS	\$ 523,389	\$ 717,350	\$ 595,379	\$ 814,886	13.60%
	OTHER PUBLIC SAFETY	\$ 251,874	\$ 492,682	\$ 366,802	\$ 533,229	8.23%
<b>2</b>	<b>TOTAL PUBLIC SAFETY</b>	<b>\$ 7,531,616</b>	<b>\$ 11,070,392</b>	<b>\$ 8,420,856</b>	<b>\$ 11,910,591</b>	<b>7.59%</b>
23,184 (Mansfield Population-2010 census)	PER CAPITA	\$ 324.86	\$ 477.50	\$ 363.22	\$ 513.74	

Source: **TOWN OF MANSFIELD FY13 GENERAL FUND PROPOSED BUDGET SUMMARY**

As stated, the Chocolate Factory proposal includes 130 residential units. We assume an average of two (2) people per dwelling or **260 residents total**. At a per capital cost for all Mansfield public safety service we project a total potential cost of **\$133,573**. We believe this calculation to be on the high side considering the self-contained nature of the project and the demographic profile of the ‘typical’ resident (young professional, ‘empty-nesters’, market-rate).

**VII. Employment**

Anecdotally, the developer projects the creation of **approximately two hundred (200)** site-related construction jobs for the duration of the proposed 14 month project. Management of the residential operation will create approximately six on-site positions and provide on-going employment for local trades’ people, vendors and professional service providers.

The commercial/industrial lease-up of the property is thought to support between 50-100 permanent employment positions. Further study of job creation will be commissioned during the special permit approvals process should the project receive necessary zoning relief.

**VIII. Tax and Fee Revenue**

**Property Tax**

The current Mansfield residential tax rate is \$14.89 per \$1,000 valuation. Our modeling employs only the lower residential tax rate although the proposed project will feature approximately \$35,000 square feet in commercial/industrial use. We use the residential tax rate because it is lower and provides a more conservative calculation for property tax revenue (i.e. lower). As noted, we also project that the assessed valuation of the stabilized property will be approximately of **92% of fair market value**.

		Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Fair Market Value at Cap Rate of:	7.50%	\$ 30,986,197	\$ 36,825,904	\$ 37,930,681	\$ 39,068,601	\$ 40,240,659	\$ 41,447,879	\$ 42,691,315	\$ 43,972,055	\$ 45,291,217
Projected Property Taxes	\$14.89	\$ 461,384	\$ 548,338	\$ 564,788	\$ 581,731	\$ 599,183	\$ 617,159	\$ 635,674	\$ 654,744	\$ 674,386

Source: CHOCOLATE FACTORY LLC INVESTMENT PRO-FORMA

**Excise Tax**

To be conservative with projected excise tax projections, we assume that there will one (1) vehicle per unit (there most likely will be more) and that each vehicle will have an average value of \$10,000. At the Massachusetts State Excise Tax rate of \$25.00 per \$1,000.00 of vehicle valuation, the excise tax revenue model is as follows:

<b>EXCISE TAX/THE CHOCOLATE FACTORY</b>			
Vehicles/Units	Ave. Vehicle Value	Total Vehicle Value	Excise Tax (\$25,000 per \$1,000 valuation)
130	\$10,000.00	\$1,300,000.00	<b>\$ 32,500.00</b>

Source: CHOCOLATE FACTORY LLC

In total, **\$32,500.00 in vehicle excise tax** from the proposed project.

**Mansfield Town Fees**

After a discussion with the Town Clerk’s Office, it is projected that each ‘household’ might spend—on average--**\$20.00 per year in Mansfield ‘Service Fees’**, including, but not limited to:

- Marriage licenses
- Birth, marriages, death certificates
- Dog licenses
- Parking, Mansfield Green, & compost licenses
- Mansfield resident stickers
- Business certificates
- Street list books
- Vital records

Accordingly, we assign \$20.00 per each of the proposed 130 units, or **\$260.00 per year** in total.

**IX. Traffic and Parking**

Although we have projected only 130 vehicles for purposes of calculating a conservative estimate of excise tax revenue, the reality is that both residential and commercial/industrial stabilized tenancy of the property may produce traffic and parking from up to **three hundred (300) vehicles per day**.

A 2012 Southeastern Regional Planning and Economic Development District (SRPEDD) Traffic Count File of Mansfield published the following results:

COMM	STA	FCLS	ROADWAY	RTE	LOCATION	2011	2013	2009	2008	2007	2006	2005	2004	2003	2002
MAN		U-0	CENTRAL ST.		CHAUNCEY ST. (RTE. 100) (N)				2,500						
MAN		U-0	CENTRAL ST.		@ FOXBORO LINE				3,700						
MAN		U-3	CHAUNCEY ST.	10E	HIGHLAND AVE. (E)	18,600				20,800					
MAN		U-3	CHAUNCEY ST.	10E	RTE. 140 (E)							21,400			
MAN		U-5	CHAUNCEY ST.	10E	RTE. 140 (W)							13,200			
MAN	6051	U-5	CHAUNCEY ST.	10E	@ FOXBORO LINE			6,200							
MAN	6058	U-5	COPELAND DR.		CHAUNCEY ST. (RTE. 100) (N)	8,800	10,200	9,500	8,400	9,900	7,500	7,900	7,800	6,700	7,800
MAN	6066	U-5	COPELAND DR.		CHAUNCEY ST. (RTE. 100) (S)	8,800	10,100	10,200	10,300	11,000	11,300	12,100	12,400	12,400	11,200
MAN		U-0	COPELAND DR.		@ FOXBORO LINE										8,300
MAN		U-5	COPELAND DR.		WEST ST. (N)			9,900			12,000				
MAN		U-0	COUNTY ST.		@ FOXBORO LINE			2,900							2,100
MAN	6065	U-8	EAST ST.		@ EASTON LINE	840	770	770	790	700	690	700	620	610	580
MAN		U-3	EAST ST.		PRATT STREET (E)	10,800									
MAN		U-5	EAST ST.		PRATT STREET (S)	6,300									
MAN		U-5	EAST ST.		HOPE ST (E) (BY Robinson School)						8,400				7,200
MAN	6067	U-8	EASTMAN ST.	10E	@ EASTON LINE	8,900	10,400	10,500	8,700	10,000	10,100	10,200	10,200	10,200	10,400
MAN		U-3	EASTMAN ST.	10E	MONAHAN DRIVE (W)		11,100								
MAN		U-6	ELM ST.		@ NORTON LINE					4,400	5,600				
MAN	6073	U-0	FISHER ST.		ROUTE 140 (W)								2,800		
MAN		U-0	FORBES BLVD.		RTE. 140 (E)								9,700		
MAN		U-0	FORBES BLVD.		RTE. 140 (W)								9,900		
MAN		U-6	FRANKLIN ST.		EAST ST. (RTE. 100) (N)								6,900		
MAN		U-6	FRANKLIN ST.		@ FOXBORO LINE		8,900								
MAN		U-0	FRUIT ST.		@ NORTON LINE								930		
MAN		U-0	FRUIT ST.		HALL ST. (E)									2,800	
MAN		U-0	HALL ST.		FRUIT ST. (W)									1,500	
MAN		U-0	MAPLE ST.		FRANKLIN STREET (E)							2,900			
MAN		U-6	MAPLE ST.		PATTY'S RD. (W)										3,480
MAN		U-0	MAPLE ST.		OAKLAND STREET (E)	1,400									
MAN		U-6	MAPLE ST.		@ EASTON LINE		2,900								
MAN		U-0	MILL ST.		@ NORTON LINE							1,700	1,810		
MAN		U-0	NORFOLK ST.		ROUTE 140 (W)							6,900			
MAN		U-5	N. MAIN ST.		WEST ST. (N)					8,000					
MAN		U-0	N. MAIN ST.		@ FOXBORO LINE			1,700							
MAN		U-5	OAKLAND ST.		@ FOXBORO LINE	2,200					2,200				
MAN		U-0	OTIS ST.		BALCOM ST. (W)			1,200							
MAN	6066	U-0	OTIS ST.		BALCOM ST. (E)			3,400							3,450

Source: Southeastern Regional Planning and Economic Development District (SRPEDD) Traffic Count File (2012)

From the above statistics, it appears that the traffic count on Oakland Street at the Foxboro line has not changed during the time that ADM Cocoa ceased operations in 2009. There is no commercial grade roadway (outlet) from Oakland Street driving into Foxboro. Hence, heavy truck traffic which has characterized Oakland Street traffic use for decades (ADM Cocoa, National Lumber, Tighe Warehousing and Distribution, Party Equipment Rental, Mulkern Mechanical, etc.), remains constant. In fact, Oakland Street continues to provide the most direct route to highway and local access for these businesses.

Projections are for a net increase in automobile traffic and a net decrease in truck traffic consequent to the development and stabilization of 150 Oakland Street (see Appendix A). A traffic study will be fully commissioned for special permit approvals process should the project receive necessary zoning relief.

**Mansfield Commuter Rail Parking**

The Mansfield Commuter Rail Station is located less than one mile from the proposed project site. The proximity to public transportation substantially enhances the value of the Project for an adaptive re-use of the property.

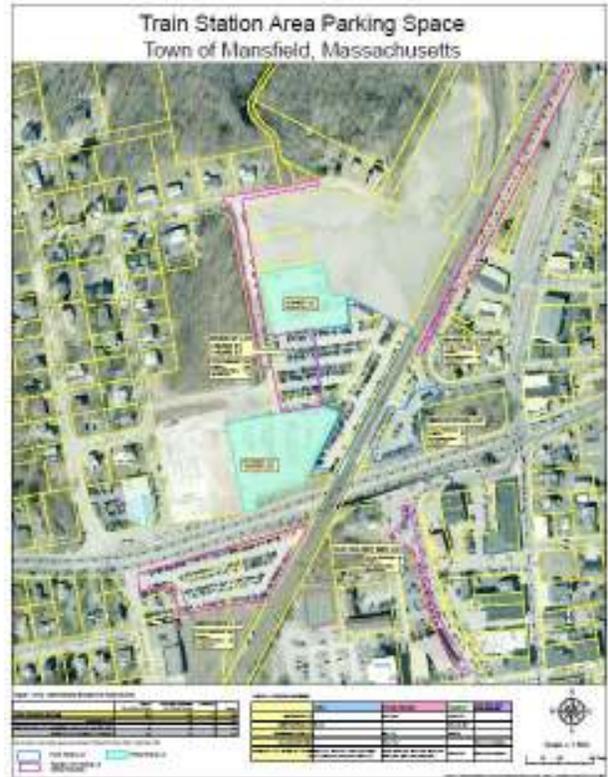
The Mansfield’s Commuter Rail Station is station stop located on the Providence/Stoughton Line of the Massachusetts Bay Transportation Authority (MBTA). The station is the second-busiest on the MBTA’s commuter rail system serving approximately 2,200 daily commuters. Commuter rail trains arrive and depart on a regular schedule dozens of times a day and conveniently connect with Boston and Providence.<sup>2</sup>

Parking availability and accessibility are major issues that the Town of Mansfield has been dealing with for some time now. Parking is not only available at the station itself, but also along Mansfield Avenue, as well as on the north and south sides of Chauncy Street on the west side of the tracks for Mansfield residents. The Station’s parking lots were recently expanded to add additional spaces for both resident and non-resident parking.

The number of parking spaces increased from 600 in 1996 to over 1,400 spaces designated for residents and non-residents on-street and at public and private lots within proximity of the train station. Commuters from others locales, specifically Norton, were unable to find parking on a regular basis a few years ago, however due to the recent economic downturn, it is currently reported by the town that during the AM peak period, the parking is only at about 85% of the total capacity.

Both Mansfield and non-Mansfield commuters use private lots, but clearly, there is a greater demand for parking spaces by non-Mansfield residents. The following two graphs demonstrate the overall parking statistics as well as the data divided up by residents and non-residents.

The Chocolate Factory LLC is sensitive to the pressure on Mansfield Commuter Rail Station parking availability and accessibility that the proposed project may create. Accordingly, the development will feature scheduled shuttle service to and from the train station during peak commuter hours. Other strategies will also be considered.



<sup>2</sup> Downtown Mansfield Circulation/Parking Study, Southeastern Regional Planning and Economic Development District (SRPEDD), 2011.

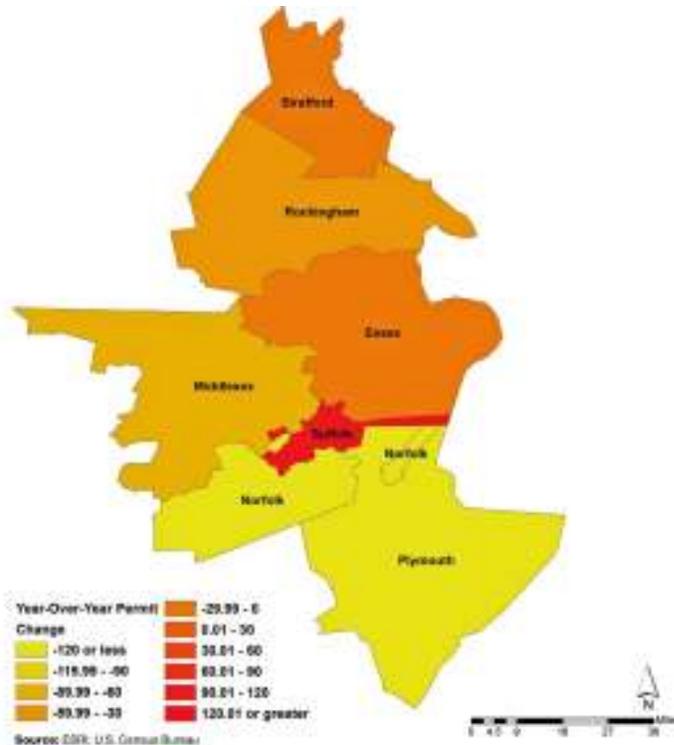
**X. Economic Impact (On the Local Economy)**

The nation’s nearly 100 million renters represent one-third of the housing market. However, because of demographic shifts, economic challenges and changing consumer preferences, renter households as a whole continue to become a larger portion of the overall housing picture. Almost 3.8 million new renter households were formed between 2005 and 2010, growing their ranks from 33.7 million to 37.4 million renter households, according to the U.S. Census Bureau.<sup>3</sup>

America’s renter households live in a wide variety of housing types, from single-family houses and town houses to garden apartments and high-rises.

Approximately 43 percent live in apartments, defined as renter-occupied units in buildings with five or more units in them. These 17.1 million apartment renter households are a vital source of economic activity, as they spend a significant portion of their disposable income on goods and services. ***In fact, compared to homeowners, apartment households spend 18 percent more, as a share of their disposable income, annually on retail and consumer goods within their local economies.***

From the rent checks they write to the lattes they buy from the corner coffee shop, apartment



**Boston**  
**APARTMENT DEMAND GROWS IN URBAN CORE AND ALONG SUBURBAN TRANSIT LINES**

The Boston metro area is experiencing its strongest job growth in three years. The economic growth is fueling apartment demand in the urban core, as well as outlying areas, as people seek more affordable housing options. Construction activity is ramping up considerably to meet demand, and new unit deliveries will begin to address what's been a severe shortage of new apartment supply. High demand is also creating opportunities to transform outlying communities close to public transit.

RESIDENTS	NEW APARTMENT CONSTRUCTION
Apartment Residents	594,895
Percent of Metro Population	13.2%
Apartment Households	322,491
Percent of Metro Households	19.8%
Apartment Building Permits	1,321
Percent of Residential Building Permits	37.8%
Year-Over-Year Change in Apartment Permits	+5.2%
Five-Year Change in Apartment Permits	+66.8%
Construction Spending	\$296,206,000
Year Contribution to Metro Economy	\$376,810,000
Total Jobs Supported	3,813

EXISTING APARTMENT STOCK	
Apartment Units	346,321
Occupancy Rate*	96.6%
Apartment Absorptions*	1,438
Operations Spending	\$1,619,446,300
Total Contribution to Metro Economy	\$2,156,031,815
Total Jobs Supported	19,802

\*Source: MFF Research

<sup>3</sup> “The Trillion Dollar Apartment Industry”, The National Apartment Association and the National Multi Housing Council, 2011, p. 17.

resident spending reverberates through local, state and national economies. Beyond directly supporting local businesses, apartment resident spending also stimulates additional indirect spending as businesses look to meet resident demand for goods and services. All this means significant and much-needed dollars are going back into the recovering economy at the same time that jobs are being created and supported. In 2011, apartment resident spending activity drove approximately 80 percent of the apartment industry’s total \$1.1 trillion contribution to the national economy. Resident spending also sustained nearly 90 percent of 25.4 million jobs supported by the industry as a whole.

As noted below, statistics indicate that on average, apartment dwellers in the metropolitan Boston area spend \$909.00 per capita in the local economies in which they reside. Accordingly, the proposed project will support approximately 260 residents (not even counting commercial tenants) who will potentially contribute approximately \$250,000 in to the local economy.<sup>4</sup>

Developer will commission more complete study of the proposed project’s contributions to the local economy in preparation for special permit approvals process should the project receive necessary zoning relief.

**XI. Development Team**

**Development Team**

**Russell G. Barnaby** is a real estate developer and Managing Partner of the Chocolate Factory LLC. Mr. Barnaby with more than 25 years of progressive experience in real estate acquisition and development working for innovative companies such as Boston Capital Ventures, Conservation Tourism, Ltd., Grabowski and Poort N.V. and State Financial Services. As an entrepreneur, he specialized in turn around and start-up ventures such as Wiltshire Holdings LLC, Simplicity International, Ltd. And Nature Capital Ltd., Mr. Barnaby has extensive experience in financial oversight and reporting; fundraising equity and debt capital for development and corporate expansion; investor relations; operations and strategic planning. He has achieved success at the highest levels of management and ownership in competitive enterprises.



*Corre Corre Bay Resort, St. Eustatius, W.I.*

**Bob Palmer** is Partner in the Chocolate Factory LLC an inspired media and marketing professional with twenty years of real estate development experience, real estate investment, development, and design and asset management. Mr. Palmer is a property owner in several communities, including Taunton, MA. He brings understanding of permitting and approvals processes in the local community. His professional skills include all facets of the holistic marketing concept, from design and conception to branding and implementing strategic plans. Palmer has demonstrated success the development of high-end residential projects, restaurants and night clubs. He continues to combine development and marketing competencies in adaptive re-use projects, creating and communicating value to targeted audiences through traditional and emerging Medias.

<sup>4</sup> “The Trillion Dollar Apartment Industry”, The National Apartment Association and the National Multi Housing Council, 2011, p. 21.

**Barry Ganek**, AIA, AIA LEED AP and GAI is the Principal of Ganek Architects of Carlisle, Massachusetts (<http://www.ganekarchitects.com>). Mr. Ganek has successfully provided the highest level of architectural design and service on a diversity of projects and locations for the past twenty-five (25) years. His cliental includes corporations, private developers, religious congregations and individuals.

Mr. Ganek has a depth of experience and success in historic preservation and adaptive re-use projects. He has designed and managed for educational organizations, residential developers, health care entities and private institutional clients. The GAI team continues to solve the challenges of master plans, feasibility studies, renovations, additions, adaptive reuse and new construction projects.

At Ganek Architects, Inc., great and enduring design is a passion. The firm takes pride in the ability to combine project requirements with creative imagination that result in successful projects. We design functional, inviting and beautiful spaces that inspire each and every person that enters them. Mr. Ganek strongly believes “that real world practicality and thoughtful innovation go hand in hand.” Our vision is matched only by our clients’ aspirations.

**Tocci Building Companies**, headquartered in Woburn, MA, has been constructing buildings throughout the Northeast for nearly a century. Our experience informs our three core offerings for clients within the built environment. Our innovative process delivers value for clients, regardless of service or delivery method. Since starting 1922, we’ve learned a thing or two about construction technology, delivery methods, and the expectations of other key stakeholders — owners, architects, and subcontractors. Regardless of delivery method, Tocci consistently delivers projects using Virtual Design and Construction (VDC).



*Capital Cove, Johnson & Wales University, Providence, RI*

In 2008, Tocci built the first IPD project in the Northeast; since then, we’ve developed more IPD expertise and experience than any builder in the Northeast. IPD is a new contract form and design/construction process that enables all parties to work together in the spirit of cooperation, collaboration and mutual respect for the benefit of the project. Opportunities to succeed are directly tied to the performance of other project participants through shared risk and reward. A key feature of IPD is early and ongoing collaboration by everyone on the extended design team – both in person and by using the digital model. Although members work together collaboratively, each is an independent contractor, individually responsible for directing and managing its own work within its area of responsibility and expertise.

**Epsilon Associates’** historic preservation team are respected and trusted professionals in the historic preservation field. Having all previously worked at the Massachusetts Historical Commission/State historic Preservation Office, Epsilon’s senior level historic preservation staff have a unique understanding of preservation standards, regulatory requirements, and agency expectations.

We provide clients with the insight and guidance needed to secure project approvals and clearances from local, state, and federal agencies; including State Historic Preservation Offices; the National Park Service; and local historic district commissions. We work closely with project proponents and their team members, including attorneys, architects, engineers, and designers to provide strategic regulatory advice to ensure thorough and prompt approvals for a diverse mix of real estate and infrastructure projects involving historic resources

**HallKeen Real Estate Services and Investment** is a diversified real estate company based in Norwood, Massachusetts. Our prime focus is the acquisition, development and management of affordable, conventional, and mixed income housing; we also provide a broad range of commercial management services to our clients and the properties we own. HallKeen’s management skills are at the core of our business. In early 1991 three leading Boston area real estate professionals, Mr. John Hall, the late Mr. Robert Kuehn and Mr. Denison Hall formed a joint venture to acquire McNeil Management Inc., a company with over 20 years of experience managing affordable housing. HallKeen built upon the McNeil base in the 1990’s and has now established a strong reputation for effectively managing and responsibly owning affordable housing and commercial real estate.



*Salem, Massachusetts: Jail Complex  
Before and After*

Appendix A

Mansfield Traffic Count/ Southeastern Regional Planning and Economic Development District (SRPEDD)

