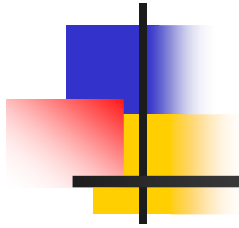


# **Economic Development Analysis Team - EDAT**



**Report to Board of  
Selectmen  
September 30, 2009**



# The Team

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- **Bill Johnson**, Chair
- **Michelle Catalina**, Vice Chair
- **Carrie Fraser**, Clerk
- **Elaine Lazarus**
- **Rick Maiore**
- **Brian Smith**
- **Advisors/Liaisons**
  - **Craig Bardenheuer**
  - **Tim Bragan**
  - **Eric O'Brien**
  - **Peter Warren**



# Organization and Interfaces

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- **Formal relationship with Board of Selectmen and Planning Board**
  - Integrated liaisons
  - Regular reporting and coordination
- **“Arms-length” relationship to key stakeholder groups to preserve objectivity**
  - Residents of adjacent neighborhoods
  - Commercial developers
- **Meet with other town boards and departments as necessary**



# EDAT Charter – 2009 Town Meeting

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- **Identification & cost/benefit analysis of development opportunities in Ayer Road Commercial District**
  - Community-driven service needs
  - Tax revenue maximization
- **Recommended solutions to identified barriers/issues**
  - Physical infrastructure
  - Administrative infrastructure
  - Zoning ordinances
  - Protect adjacent residential areas
  - Commercial taxation structure
- **Potential implementation plan**
  - Tasks and drivers
  - Projected schedule
  - Estimated costs



# Scope of Task

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- **Focus on Ayer Road Commercial District**
  - Will not duplicate or make assumptions based on Town Center planning and Devens disposition
  - Responsibility of Selectmen & Planning Board to integrate all three into a cohesive plan
- **Consider retail and non-retail opportunities**
- **Project direction and recommendations will be driven by concurrent economic assessment**
  - Market conditions and demographic analysis
  - Available real estate
  - Required infrastructure investments



# Proposed Process and Timeline

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- **Identify target businesses:** Sep-Dec
  - Town Meeting survey; local neighborhood survey
  - Identify high-tax potential businesses
  - Consult and benchmark comparable towns
  - Identify available incentives, grants, financing
- **Evaluate market viability:** Oct-Jan
  - Commercial developers
  - Professional market evaluation
- **Assess potential siting:** Sep-Jan
  - Compile database of existing knowledge
  - Conduct landowner interviews

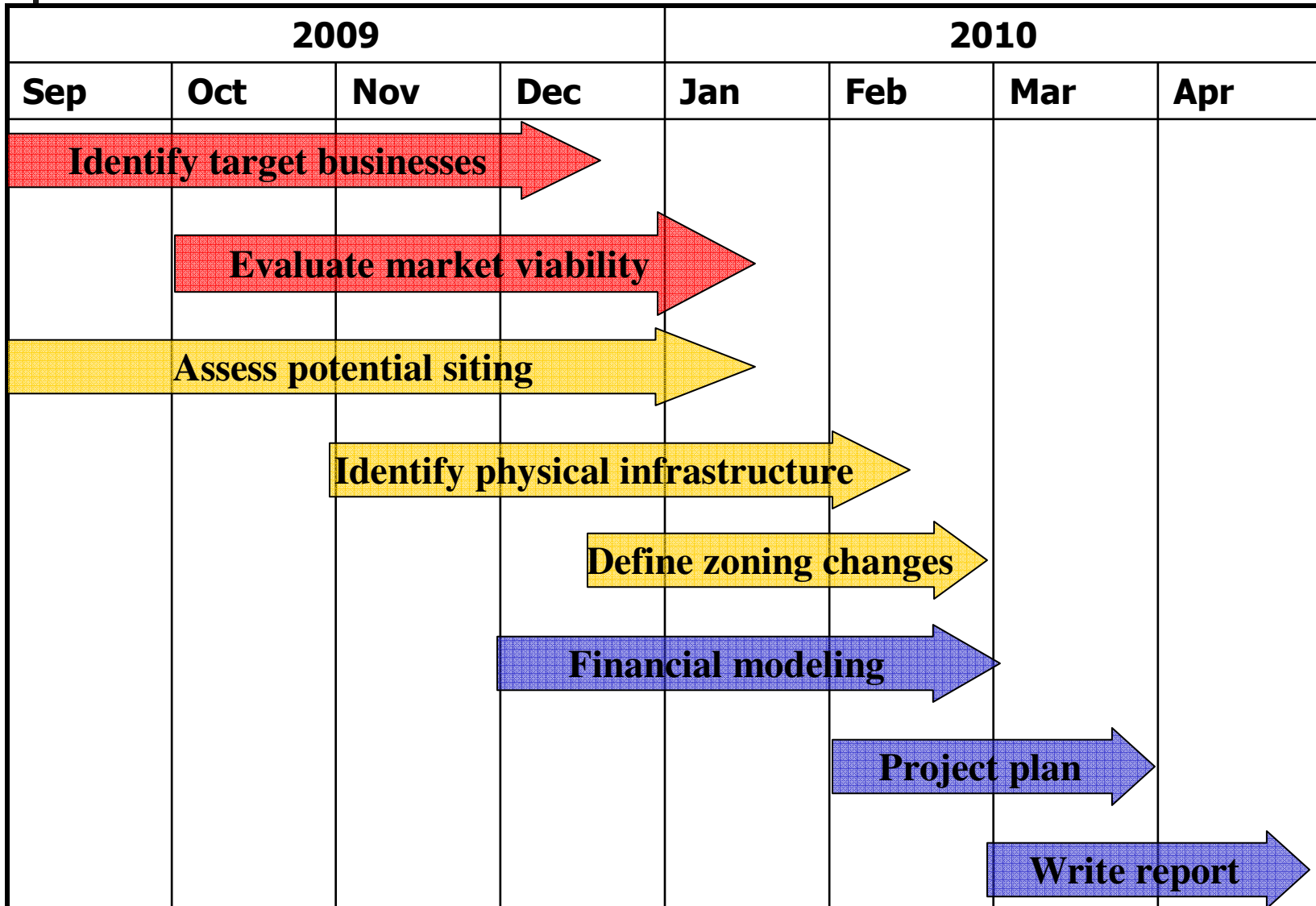


# Proposed Process and Timeline

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- **Identify physical infrastructure needs:** Nov-Feb
  - Road
  - Water
  - Sewer
  - Gas
- **Define necessary zoning changes:** Dec-Feb
- **Model investments/revenues:** Dec-Feb
  - Investigate different assessment models
- **Define implementation plan:** Feb-Mar
- **Write final report:** Mar-Apr

# Summary of Timeline





# Progress to Date

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- **Project organization:** defined tasks and timeline; created initial sub-teams; identified funding needs and potential sources
- **Identify businesses:** proposed neighborhood survey reviewed and in rewrite
- **Market viability:** interviewed one developer & scheduled another; professional analysis firms identified
- **Siting:** Assessor database compiled for all properties; started landowner interviews

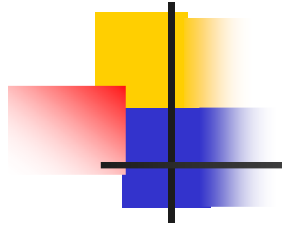


# For the next review . . .

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- **Proposed target businesses**
  - Survey feedback
  - Market viability analysis
- **Potential siting options**
  - Landowner survey results
  - Market viability analysis

*This suggests the next review to be in January*



# Questions/Comments

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