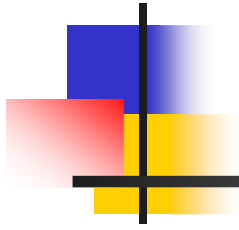


# **Economic Development Analysis Team - EDAT**



**Report to Board of  
Selectmen**

**March 2, 2010**



# The Team

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- **Bill Johnson**, Chair
- **Michelle Catalina**, Vice Chair
- **Elaine Lazarus**, Clerk
- **Carrie Fraser**
- **Rick Maiore**
- **Brian Smith**
- **Advisors/Liaisons**
  - **Tim Bragan** – Town Administrator
  - **Peter Warren** – Board of Selectmen
  - **Joe Sudol** – Planning Board
  - **Eric O'Brien** – Professional commercial broker



# 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 and land use/development regulations
  - Protect adjacent residential areas
  - Commercial taxation structure
- **Potential implementation plan**
  - Tasks and drivers
  - Projected schedule
  - Estimated costs



# Progress to Date

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- **Proposed target businesses are identified**
  - Village-style shopping plaza with grocery market anchor
  - Assisted living facility
  - Business/medical office complex
- **High potential sites are identified**
  - 40.94A area on NW corner of Ayer Road and Old Mill Road
  - 13.69A area across Ayer Road from Old Mill Road
  - 10.03A area on SW corner of Ayer Road and Old Mill Road
  - 15.93A area across Ayer Road from Dunkin' Donuts
- **Infrastructure investments are being evaluated**
  - Sewer backbone connecting Old Mill Road/Ayer road nexus to Devens
  - Road changes to manage Ayer Road traffic flow and safety, and reduce side street commuter traffic



# Progress to Date (cont'd)

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- **Management structures and funding for town-managed development are being investigated**
  - Economic Development Commission/Corporation
  - Economic Target Area designation
    - Offers developers access to state investment credits
    - Enables town to legally negotiate partial tax exemptions (TIFs) and declining tax abatements (STAs) to stimulate business development



# Next steps (Mar-Apr)

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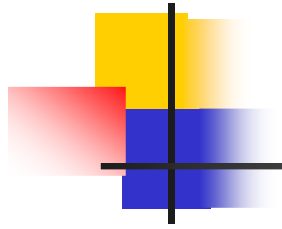
- **Commercial development targets**
  - Solicit resident input on acceptable building/landscape characteristics
  - Verify tax revenue potentials
- **Infrastructure investments**
  - Define cost and funding models for proposed road changes
  - Explore implementation issues for proposed sewer district
- **Model investments/revenues**
  - Analyze alternative assessment models
- **Town management of commercial development**
  - Research successful economic development entities in other towns
  - Develop a recommended model for Harvard
- **Host an interactive discussion of EDAT findings and recommendations with interested residents: [early April](#)**



# Final Deliverables – May 1<sup>st</sup>

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- **Formal report of EDAT investigation, findings and recommendations**
  - A very specific vision of what could be with associated costs/benefits*
- **Warrant Article for Town Meeting vote, directing the Board of Selectmen to:**
  - Create and appropriately empower a permanent **Economic Development Commission/Corporation (EDC)** to define and manage the implementation process for the proposed commercial expansion and infrastructure investment
  - Direct the EDC to achieve designation of Harvard as an **Economic Target Area**



# Questions/Comments

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