



Watertown Economic Development

Vision + Implementation

16 December 2010

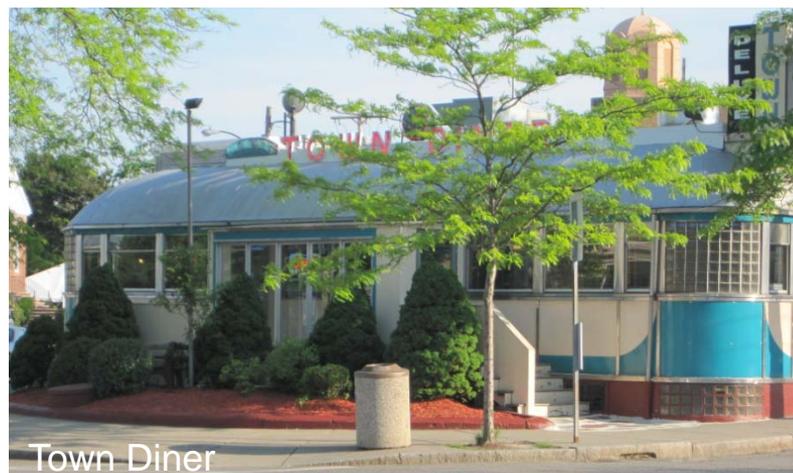


Mt. Auburn Associates | Madden Planning Group | Gamble Associates

Growing Watertown's Economy

Why it Matters

1. Expands and diversifies **tax base**, reducing tax burden on residential property owners
2. Increases close-by **job opportunities**
3. Increases **revenues for local shops** and restaurants
4. Catalyzes **shared amenities**: transit service, open space, street improvements
5. Promotes reuse and **reinvestment** in vacant properties



Project Goals

1. **Engage community** in shaping its economic future
2. **Identify industries** that are well-matched to Watertown and provide the greatest economic benefits
3. Identify **best locations** for business development
4. Identify **state resources** to support local activities
5. Guide **Town priorities** and policies



Economic Development: September Workshop

CAPITALIZE on key industry clusters

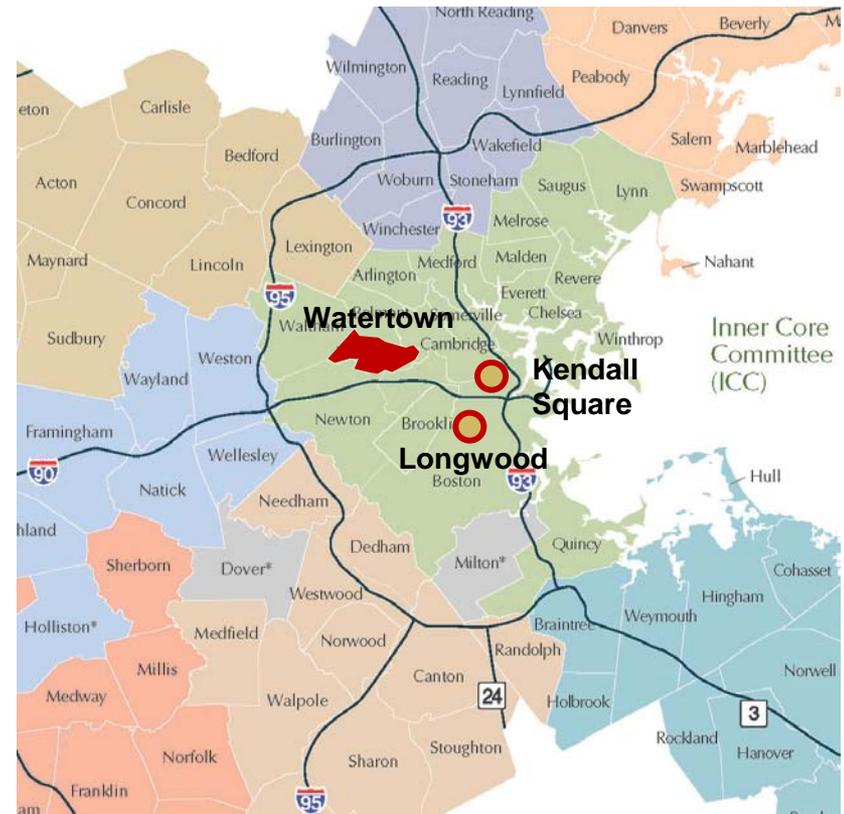
- Life Sciences
- Professional/Tech Services
- Information

STRENGTHEN identity/ build on assets

- Streetscape, parks, paths
- Transit-orientation
- Building stock

PROMOTE investment in key areas

- East End
- Arsenal North
- Union Market
- South Side
- West End



Watertown in the Regional Context (*MAPC Zones*)

Community Input: September Workshop

- Need for an overall **VISION**
- **CHARACTER** and form matter
- **BALANCE** commercial and residential
- Balance and **TRANSITION** density
- Focus on the **RIVER**(also ponds)
- **PEDESTRIAN**-oriented; too many cars
- Extend **TRANSIT**
- Involve **COMMUNITY**
- **USES**/activities: green technology, hotel, office/lab/R&D, local shops, some multi-family residential, artist lofts, green space
- No big-box retail, heavy industry; too many auto-related uses





VISION FOR ECONOMIC DEVELOPMENT

Discussion: Testing the Vision



1. Does the vision distinguish us from other places?
2. Does the vision unify business, government, and residents in a single purpose?
3. Can the vision evolve over time if conditions change?
4. Can this vision be easily communicated?
5. Is the vision durable?
6. Is the vision exciting enough to generate widespread support?

*Adapted from "Building a Vision for National Economic Development", Monitor, May 27, 2010
Joseph Fuller*



IMPLEMENTATION TOOLS

Implementation Tools

Development Policy/Regulation

- Comprehensive Planning
- Zoning Strategy
- Transit Oriented Development

Infrastructure Improvements

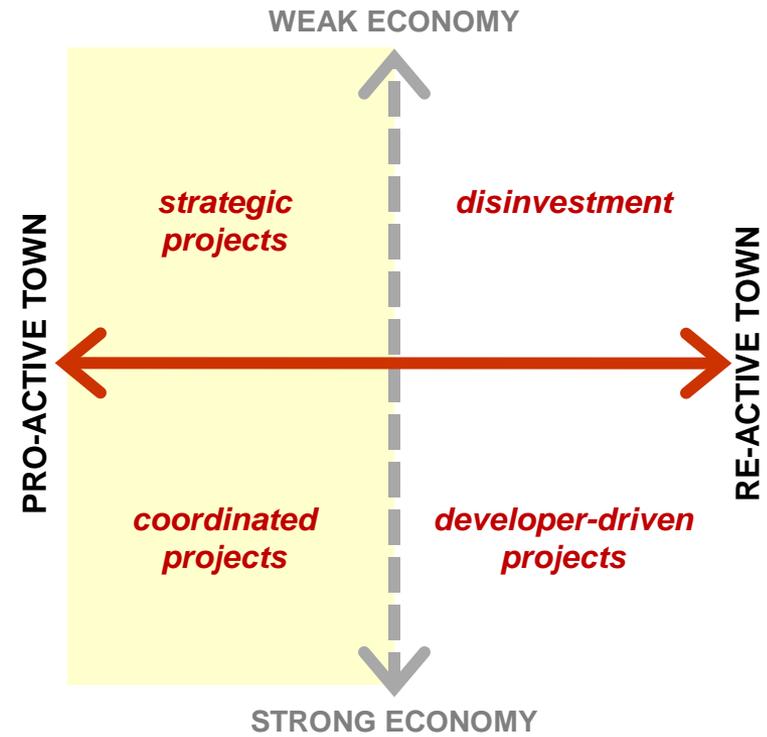
- Streetscape Improvements
- Public and Private Utilities
- Signage and Wayfinding
- Parks and Trails

Marketing + Outreach

- Website for Economic Development
- Business Community
- Real Estate Professionals
- ED Agencies / Industry Councils

Public/Private Partnerships

- Environmental Remediation
- Tax Increment Financing (EDIP/EOA)
- District Improvement Financing



Implementation Tools

Development Policy/Regulation

- Comprehensive Planning
- Zoning Strategy
- Transit Oriented Development

Infrastructure Improvements

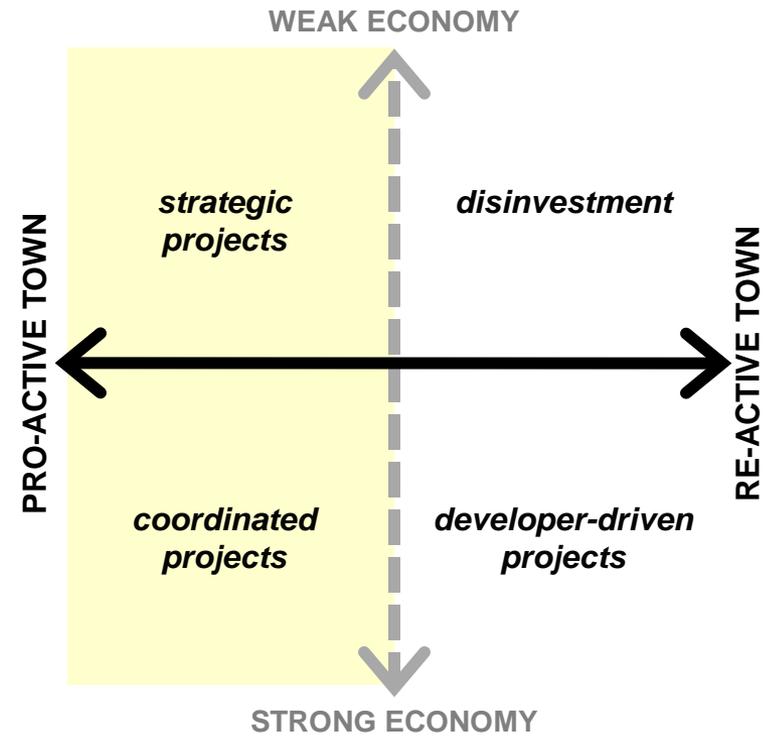
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Development Policy + Regulations

Comprehensive Planning

Wellesley, MA



SUSTAINABLE NORTHAMPTON
Comprehensive Plan, January 2008

Future Land Use Map

The Future Land Use Map is prepared to provide the City with a basis for making consistent decisions on capital investments and land use into the future. The Future Land Use Map is adopted with this document. The Map may be amended over time as more consistent need to provide a measurement of success in the completion of Sustainable Northampton.

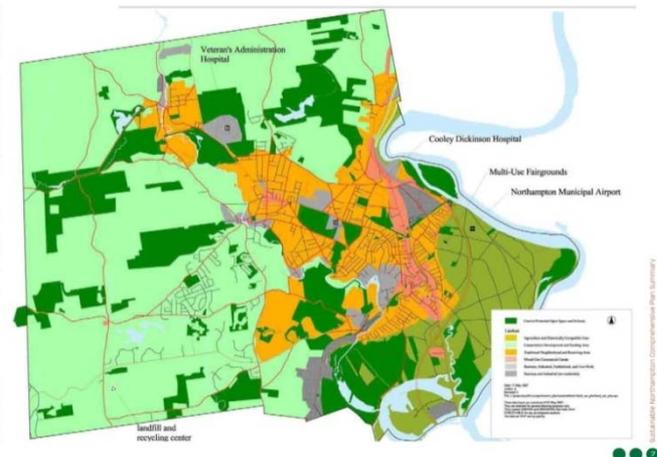
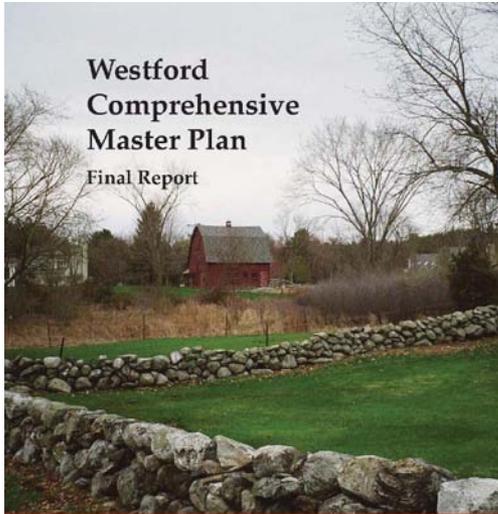
The Future Land Use Map is not a comprehensive regulatory document such as the Zoning Map, which is the primary instrument for land use and development. The Future Land Use Map provides broad guidance for making decisions on all city-wide programs, land use decisions, regulations, and capital expenditures. Zoning Map amendments may be anticipated as one method of implementing the Future Land Use Map and this Plan. The Future Land Use Map must be flexible, but with consistency it will result in an accumulation of decisions that support the City goals.

The Future Land Use Map shows:

- Concentration of residential development in the historically settled areas of Downtown, Historic and Leeds.
- Low-density development in the water-sheds. This plan will allow results of development higher than the higher density areas.
- Expansion of land for commercial/retail development.
- Areas for continued generation of agricultural and rural uses.

Click links to see future plan online.

From 2000-2007, 361 new residential units were constructed in the city. 31% were constructed within the orange "traditional neighborhood" area of the map, and 46% were constructed in the "conservation development" areas.

Westford Comprehensive Master Plan

Final Report

Westford Planning Board
Westford Comprehensive Master Plan Committee
April 2009



Land Use

Reflecting the settled character of Wellesley, changes in land use are likely to take the form of adjustments to prevailing zoning or to prevailing uses rather than large-scale change. However, a reclassification of the zoning bylaw is recommended in order to eliminate inconsistencies, improve clarity, and resolve any contradictions that may have crept into the zoning bylaw as it has been amended over the years.

LAND USE RECOMMENDATIONS

- Reclassify the zoning bylaw.
- Consider mandatory cluster development zoning for the few remaining large open space parcels lacking conservation restrictions. Development is not currently considered likely, but mandatory cluster zoning will help ensure preservation of open space character through limited development. If these parcels are proposed for development.
- Create mixed use development frameworks for commercial district sites with potential for housing and mixed use development in order to understand the options for appealing design alternatives.

Natural and Cultural Resources

PRESERVE

- Restore and preserve natural areas, water resources, biodiversity, and wildlife habitats.
- Enhance community understanding of the value of cultural resource and promote the preservation of historic buildings, sites, and landscapes.

CHALLENGES

- How to reduce non-point source pollution from private landscaping practices and regional activities in upstream communities.
- How to expand conservation lands in an expensive land market.
- How to increase awareness of the economic and aesthetic value of historic properties.
- How to expand public knowledge about historic preservation.

NATURAL AND CULTURAL RESOURCES RECOMMENDATIONS

- Continue to minimize non-point source pollution caused by stormwater runoff through public awareness and regulation.
- Continue to restore and manage ponds to avoid eutrophication.
- Continue to enhance the Shade Tree Program.
- Promote public awareness of Wellesley's history and the benefits of historic preservation.
- Maintain the historic integrity of Wellesley's neighborhoods by initiatives, such as Neighborhood Conservation Districts, that will help protect historic properties and landscapes.
- Expand the scope of potential preservation projects by seeking non-fundamental and partnerships and private donations.

Open Space and Recreation

PRESERVE

- Provide permanent protection for Town-owned open space and preserve additional passive and active recreation space as needed.

CHALLENGES

- How to provide additional open space for a growing number of users in a built-out market with high land prices.
- How to improve maintenance of current open space and recreational facilities as use increases.
- How to balance competing demands for active and passive recreation space.

OPEN SPACE AND RECREATION RECOMMENDATIONS

- Continue to protect and enhance open space in Wellesley, including through agreements with institutional partners.
- Pursue greater connectivity of open space on a local and regional level.
- Conduct a recreational needs assessment and seek management options that will allow more productive use of Town-owned and private active recreational space rather than converting passive into active open space.
- Continue to develop recreational programs that will fit the needs of Wellesley's changing population.

Transportation and Circulation

PRESERVE

- Maintain mobility and safety in neighborhoods and on major roads.

CHALLENGES

- How to improve arterial traffic flow and reduce local street traffic cut-throughs and speeding.
- How to provide more alternatives to single-occupancy vehicle travel.
- How to enhance transit and pedestrian and bicycle safety.
- How to provide adequate parking in commercial areas.

TRANSPORTATION AND CIRCULATION RECOMMENDATIONS

- Actively participate in regional transportation planning.
- Continue implementation of new technologies to address traffic growth.
- Improve traffic safety and correct high-hazard locations.
- Explore the possibility of a shared-use shuttle bus system.
- Implement stronger Transportation Demand Management strategies that will reduce overall traffic demand on the Wellesley road system.
- Implement new parking management programs in parking lots.
- Consider developing a Sidewalk Plan.
- Create a Town-wide Bicycle Plan.

Public Facilities and Services

PRESERVE

- Maintain school excellence by providing updated educational facilities and continue to provide high-quality Town services and facilities.

CHALLENGES

- How to fund needed facility improvements on a short- and long-term basis.
- How to finance additional staff when needed.
- How to add additional community meeting space.
- How to track the condition of and systematically manage infrastructure and capital assets.

PUBLIC FACILITIES AND SERVICES RECOMMENDATIONS

- Continue improving school facilities.
- Investigate the possibility of using schools as "community centers" to supplement other meeting places and recreation facilities.
- Develop a systematic approach to asset management.
- Consider increasing fire and police staff to address shortfalls.
- Develop a uniform policy for street acceptance and a system for the maintenance of private streets.
- Construct an expanded DPW operations building and a new Municipal Light Plant facility.

Stewardship and Implementation

Effective implementation of the Comprehensive Plan will require a group of leaders to monitor progress and facilitate actions needed to carry out the goals of the plan. The Planning Board has made a special effort to include input from numerous Town boards and commissions, and all of these entities should act as stewards of the plan. Broad community participation as the plan moves forward will ensure that its recommended actions are undertaken and that its goals are achieved.

STEWARDSHIP AND IMPLEMENTATION RECOMMENDATION

- Create a system to review the goals, strategies, and actions of the comprehensive plan update at the five-year mark.

COMPREHENSIVE PLAN STEERING COMMITTEE

Planning Board Members
Rose Mary Donahue
James C. Moode
Sue Wright
Edward Chazan
Frank J. DeMasi
Chris Chan

Town Meeting Predict Representatives
Garald C. Hume, Predict A
Richard McChase, Predict B
Jacqueline Hahn, Predict C
Joseph Toussaint, Predict D
Henry Lysaght, Predict E
Barbara McAdams, Predict F
Justin Hill, Predict G

Development Policy + Regulations

Comprehensive Planning

| | |
|---------------------|--|
| Objective | Foundation for capital investment, staff priorities, & zoning |
| Key Elements | <ul style="list-style-type: none">• Public Process• Goals and Vision• Policy guide and framework for physical development• Integration of social, economic, physical, transportation, and other factors |
| Lead Agent | Town of Watertown DCDP with Council |
| Resources | Staff management time and outside contract |



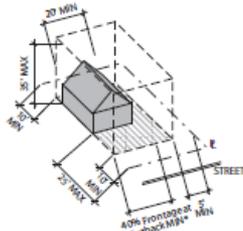
Development Policy + Regulations

Zoning Strategy

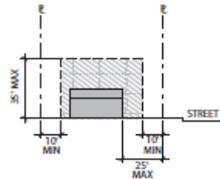
PROPERTY DEVELOPMENT

4.1-5 BUILDING SITING & CONFIGURATION

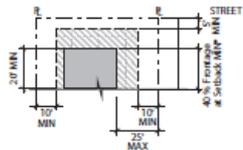
INTENT: Provide building configuration and design parameters.



Axonometric Diagram



Section Siting



Plan Width and Siting

*Frontage requirements do not apply to single family or duplex residences

Definitions

PRINCIPAL BUILDING SITING:

- Orientation: NA
- Front Setback: 10' Min to 25' Max
- Frontage at Setback: 40% Min (excluding single family or duplexes)
- Side Setback: 5' Min
- Rear Setback: 10' Min
- Lot Size: 15,000 SF Max
- Building Coverage: 30% Max (including accessory structures)
- Open Space Coverage: 70% Min

PRINCIPAL BUILDING CONFIGURATION:

- Building Width: 20' Min
- Building Height Min: NA
- Building Height Max: 35' & 2.5 Story Max
- Footprint / Floor Plate: NA

FLOOR AREA RATIO (FAR):

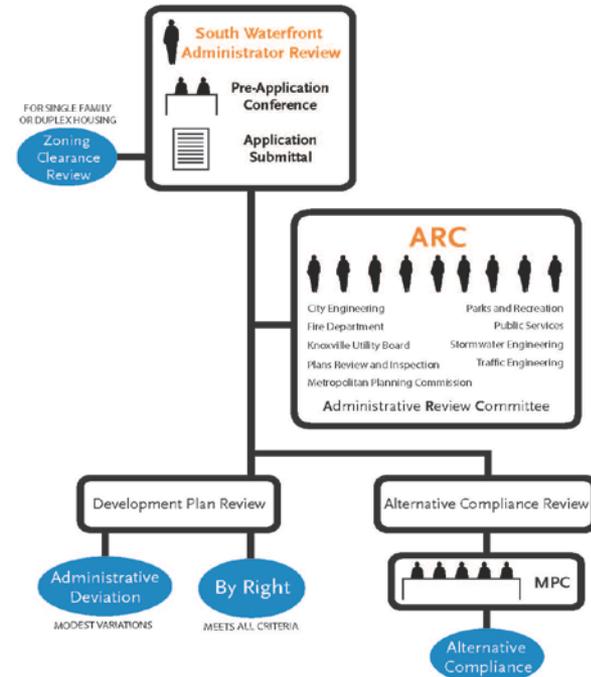
1 Max

ADMINISTRATION

2.0 ADMINISTRATION

2.1 SUMMARY OF REVIEW AUTHORITY

| | Administrator | Administrative Review Committee | Metropolitan Planning Commission | Board of Zoning Appeals | City Council | Cross-reference |
|-------------------------------|---------------|---------------------------------|----------------------------------|-------------------------|--------------|-----------------|
| Zoning Clearance Review | Decision | | | Administrator Appeal | BZA Appeal | 2.5 |
| Development Plan Review | Decision | Review | | Administrator Appeal | BZA Appeal | 2.6 |
| Alternative Compliance Review | Review | Review | Decision | | MPC Appeal | 2.7 |
| Written Interpretations | Decision | | | Administrator Appeal | BZA Appeal | 2.8 |



Form-based Zoning, Knoxville, KY

Development Policy + Regulations

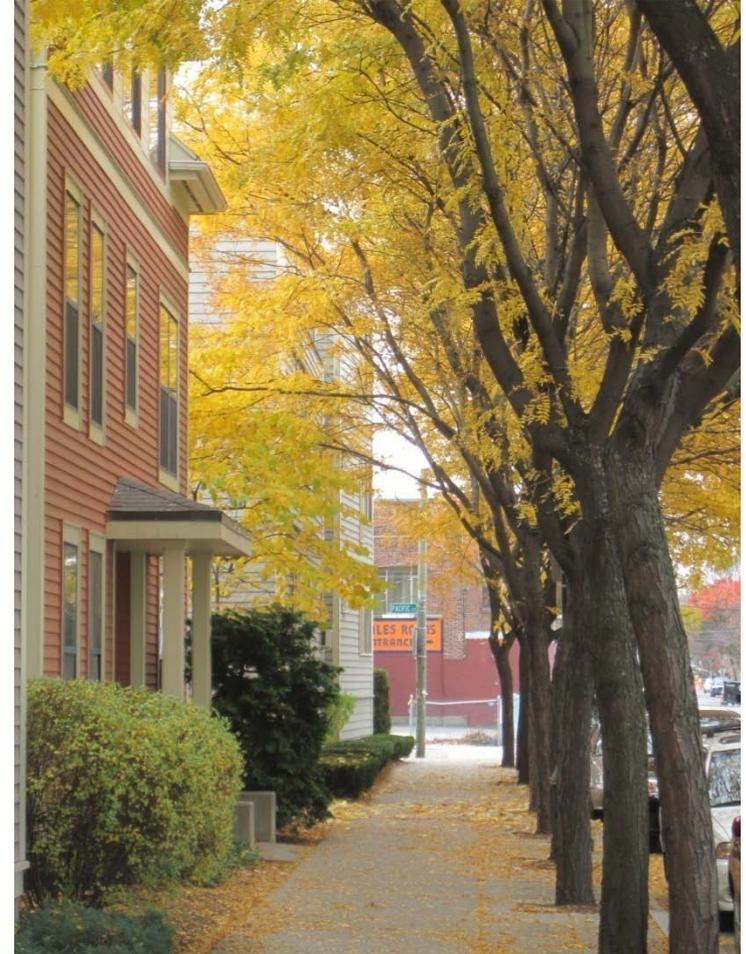
Zoning Strategy

| | |
|---------------------|--|
| Objective | Clarify expectations and streamline approvals process |
| Key Elements | <ul style="list-style-type: none">• Based on Comp Plan vision• Rules emphasize character and form• Approval process simplified• Expedited permitting (Ch. 43D) attracts state funding |
| Lead Agent | DCDP with Planning Board, ZBA, and Council |
| Resources | In-house staff with consultants as necessary |



Development Policy + Regulations

Transit-Oriented Development



University Park, Cambridge, MA



Development Policy + Regulations

Transit-Oriented Development

| | |
|---------------------|--|
| Objective | Coordinate land use and transit policies to achieve walkable, mixed-use centers with reduced auto dependency |
| Key Elements | <ul style="list-style-type: none">• More compact development close to transit lines• Mix of housing, office, and retail• Improved transit service and routes• Physical improvements to pedestrian and bike environment• Shared parking and parking reduction |
| Lead Agent | DCDP |
| Resources | Coordination and oversight; State TOD grant program |



Implementation Tools

Development Policy/Regulation

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Infrastructure Improvements

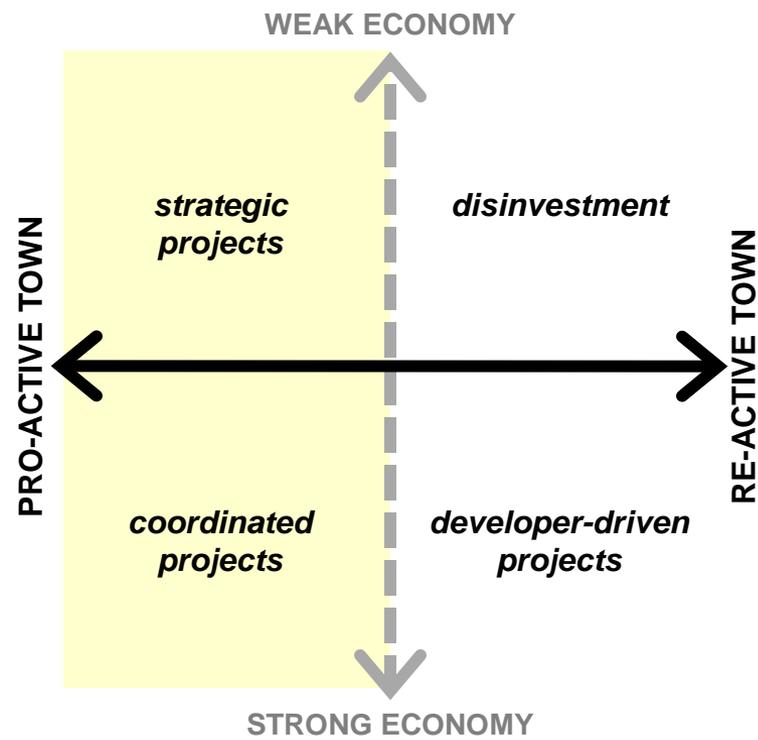
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- Public and Private Utilities
- Signage and Wayfinding
- Parks and Trails

Marketing + Outreach

- Website for Economic Development
- Business Community
- Real Estate Professionals
- ED Agencies / Industry Councils

Public/Private Partnerships

- Environmental Remediation
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Infrastructure Improvements

Streetscape Improvements

GATEWAY STREETS



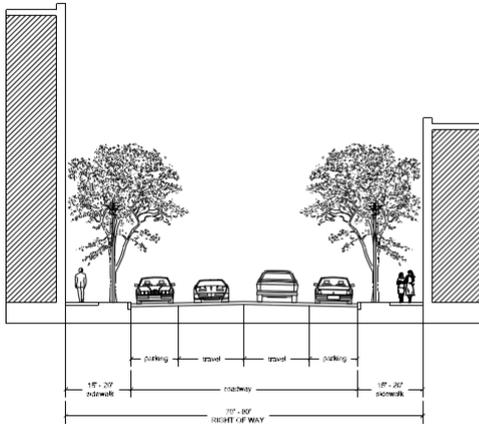
GATEWAY STREETS

Purpose and Function

Gateway Streets are the primary entry routes to the downtown from Interstate 290 and points east, and provide connections to other major routes, such as Shrewsbury Street. They serve as both vehicular and pedestrian routes, connecting Union Station to City Hall and Main Street, and providing shopping venues.

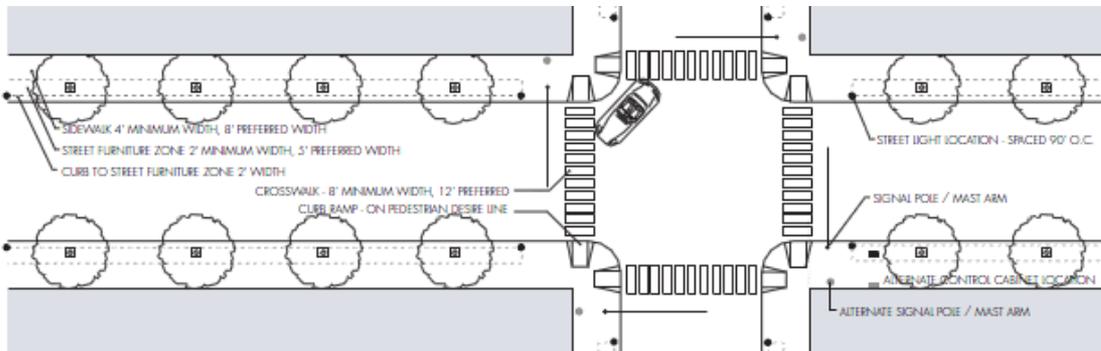
Dimensional Criteria

Wide ROW (60'-80'), two travel lanes, on-street parking both sides, wide sidewalks (15'-20')



Note: 4' Bike Lanes on either side could replace one lane of parking where appropriate.

Gateway Streets: Preferred Configuration



Worcester, MA



Greenville, SC



Infrastructure Improvements

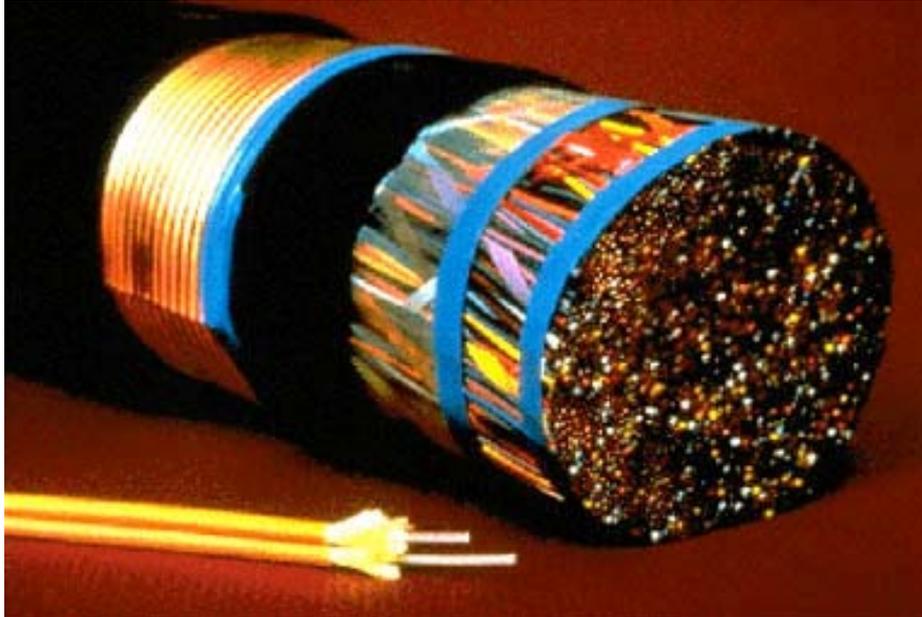
Streetscape Improvements

| | |
|---------------------|--|
| Objective | More consistent investment in design of major corridors |
| Key Elements | <ul style="list-style-type: none">• Street hierarchy• Complete street design (cars, pedestrians, bikes, buses, landscape)• Streetscape design guidelines• Traffic calming |
| Lead Agent | DCDP with DPW |
| Resources | Expanded guidelines; Strategic investments (CIP); MassWorks Infrastructure Program |



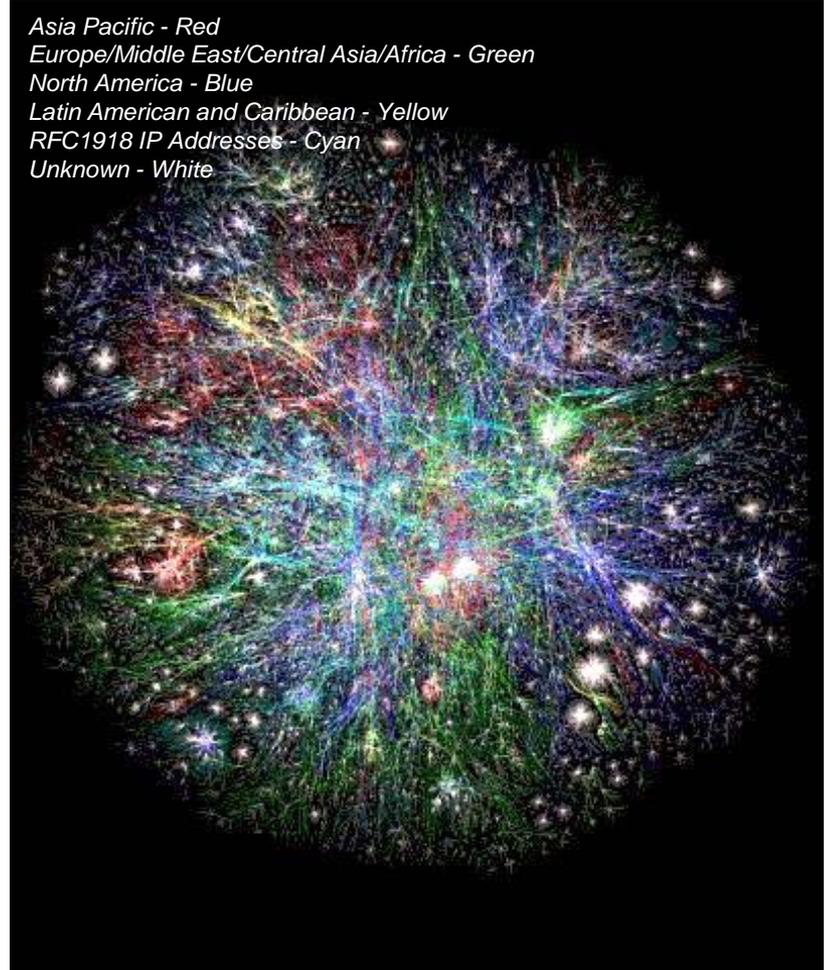
Infrastructure Improvements

Public and Private Utilities



Optical fiber cable and older copper cable with equivalent capacity

Source: "APA Broadband Internet: Who is Planning the Future?"



Map of the Internet

Source: the Opte Project

Infrastructure Improvements

Public and Private Utilities

| | |
|---------------------|---|
| Objective | Robust public and private infrastructure systems |
| Key Elements | <ul style="list-style-type: none">• Ongoing maintenance and upgrades in sewer, water, storm• Coordination of NStar and other private utilities• Bury overhead wires whenever possible• Multiple internet carriers via broadband fiber optics |
| Lead Agent | Town Manager with DPW and DCDP |
| Resources | Strategic investments (CIP); MassWorks Infrastructure Program |

PRO-ACTIVE TOWN



RE-ACTIVE TOWN

Greater Investment /
Higher Priority

Update Policies/
Seek Grants

Steady Investment
& Oversight

Infrastructure Improvements

Signage and Wayfinding



Sasaki Environmental Graphic Design

Infrastructure Improvements

Signage and Wayfinding

| | |
|---------------------|--|
| Objective | Establish a clear identity while facilitating movement from highways to local destinations |
| Key Elements | <ul style="list-style-type: none">• Regional wayfinding• Business districts• Recreational and historic destinations• Parking• Coordinated graphic system with innovative style |
| Lead Agent | DCDP |
| Resources | Funding for design and construction of signs |



Infrastructure Improvements

Parks and Trails



Boston, Cambridge, and Watertown

Infrastructure Improvements

Parks and Trails

| | |
|---------------------|--|
| Objective | Catalyze development along abandoned rail line and highlight river and parks as part of Town image |
| Key Elements | <ul style="list-style-type: none">• Complete subsequent phases of Community Path• Connections to riverfront• Ongoing maintenance and programming |
| Lead Agent | DCDP, State Department of Conservation and Recreation, other partners |
| Resources | Strategic investments (CIP); MassWorks Infrastructure Program |



Implementation Tools

Development Policy/Regulation

- Comprehensive Planning
- Zoning Strategy
- Transit Oriented Development

Infrastructure Improvements

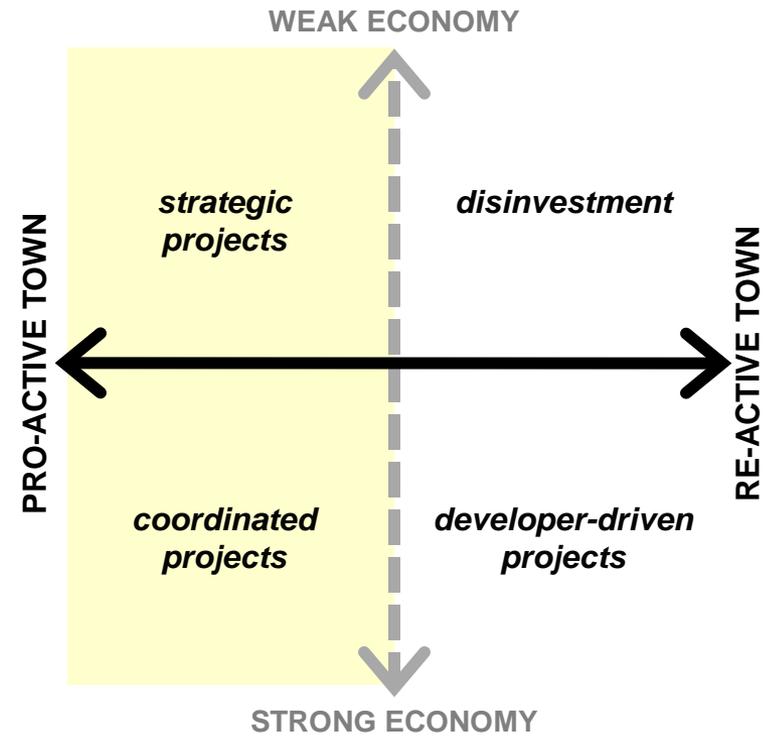
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Marketing + Outreach

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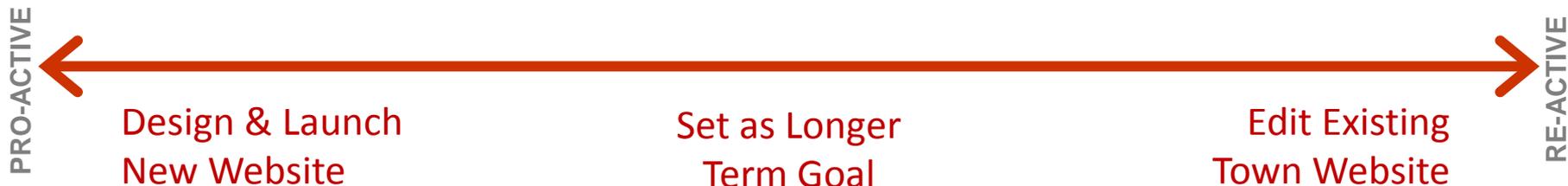
- Environmental Remediation
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- District Improvement Financing



Marketing + Outreach

Website for Economic Development

| | |
|---------------------|---|
| Objective | Comprehensive information at a single site |
| Key Elements | <ul style="list-style-type: none">• Community profile• Property listing links• Economic development programs + incentives• Permitting• Local business directory |
| Lead Agent | DCDP |
| Resources | Initial design + quarterly updates |



Marketing + Outreach

Website for Economic Development

The City of **LOWELL**
Alive. Unique. Inspiring.

Site Map Accessibility Contact Search

Home News Community Visitors Business Departments Government Online Services Forms Library

You are here: Home → Departments & Programs → Planning and Development → Services → Economic Development

Navigation

Economic Development

- Location
- Market Profile
- Newsletter
- Community Investments
- Lowell's Top Employers
- Testimonials
- Business Assistance
- Commercial & Residential Data Report

Log

- Commercial Site Finder
- Hamilton Canal District
- Lowell - Did you know?
- Tax Incentives & Loan Programs
- Useful Links
- Renewal Community
- Brownfields Redevelopment
- Urban Land Institute Report on Lowell

News

- City of Lowell Green Building Commission Announces Call for Green Building Excellence Award Applications 2010-12-07
- Notice of Public Hearing and RFP Availability for the FY 2010-2011 Annual Action Plan 2010-11-16
- Better Buildings in the Downtown Lowell Historic District: From the Past, For the Future 2010-11-04
- The City of Lowell is seeking Interested candidates to serve on the Planning Board, the Zoning Board of Appeals, and the Conservation Commission. 2010-11-04
- Citizen Advisory Committee Members Needed 2010-10-21

Office of Economic Development

Your success is our business

Lowell's Economic Development Office offers a host of incentives and assistance to companies and commercial developers including site selection, workforce development, small business loan programs, traditional and non-traditional finance programs and other areas of technical assistance.

These services are provided both directly and in partnership with the Lowell Development & Financial Corporation, Lowell Small Business Assistance Center, Career Center of Lowell, Massachusetts Office of Business Development, MassDevelopment, and other local and regional partners.

Lowell is one of just 40 communities nationwide that have a federal Renewal Community designation. This designation offers special incentives including wage credits, accelerated depreciation, increased Section 179 deductions, and capital gains exclusions for businesses and developers that invest in Lowell. For additional information visit [HUD's Renewal Community website](#).

The reviews on Lowell are in!

"The city is bustling. Lowell has become bright, attractive, and hip" - *The Boston Herald*

"It's a city used to forging partnerships and willing to take risks" - *Arts Media*

"Lowell is now a center of culture and entertainment" - *The Providence Journal*

"There's a lot of new charm in this old city" - *Chronicle/WCVB 5 Boston*

"With a foundation of glorious architecture and cultural attractions this little city is soaring" - *Boston Magazine*

Come to Lowell and find out what all the excitement is about. Feel free to contact us should you have any questions about Lowell or on any of the programs or incentives listed on these pages.

Also visit our partners in business development, the Lowell Small Business Assistance Center at 88 Middle Street in Downtown Lowell, call them at 978-322-8400, or visit them on the web at [Lowell Small Business Assistance Center](#)

- [Theresa Park](#), Director of Economic Development
- [Maria Dickinson](#), Economic Development Officer
- [Erin Findlen](#), Economic Development Assistant
- [Christopher Samaras](#), Downtown Coordinator/ Special Events
- [Michael Movic](#), Graphic Designer

ECONOMIC DEVELOPMENT
CITY OF LYNN, MASSACHUSETTS

homepage
sitemap

Play

About Our Office Community Planning **Economic Development** Block Grant Program Current Projects Resource Center Contact Us

ECONOMIC DEVELOPMENT

Commercial Property For Sale

Please feel free to call or email us for your real estate property search needs.

We have access to an extensive database of detailed listings of all commercial property for sale in the City of Lynn. Information includes:

- Property Address
- Use (Office, Retail, Flex, Industrial, Land)
- Listing Realtor
- Photos
- Cost (Sale or Lease)
- Square footage / acreage
- Other detailed information

Contact Information
781-586-6770
info@el.lynn.ma.us

The Office of Economic and Community Development (OECD) works closely with the Lynn Economic Development and Industrial Corporation (EDIC), the Lynn Inspectional Services Department (ISD), the Mayor's Office, the Chamber of Commerce and the Lynn Business Partnership in strengthening our economic infrastructure and business community.

The Development Director of the OECD and the Executive Director of the EDIC are the designated economic development officials responsible for initiating outreach efforts to enhance "living wage" job opportunities to unemployed and underemployed residents throughout the community.

During the past year, development officials have:

- Met with over 20 established and potential businesses to encourage business growth, retention and start-up opportunities.
- Worked with EDIC to administer \$457,500 in Community Development Block Grant (CDBG) funds for 5 business loans through the Lynn Municipal Finance Corporation (LMFC). These funds leveraged over \$7,000,000 in private equity/debt financing/grants and resulted in the creation/retention of 21 jobs to new workers, many of whom reside within the NRSA.

EDIC is an invaluable resource for businesses and individuals who seek to relocate or start a new business. EDIC reinforces the impact of LMFC monies by using a combination of SBA Micro Loan Funds and revolving Loan funds secured from the U.S. Department of Commerce, as well as EDIC internal funds to advance the goals of the Consolidated Plan. During the past year, EDIC made over \$260,000 in loans to encourage job creation in the program area. In total, 8 loans were made under these various loan programs.

We look forward to working with you

Marketing + Outreach

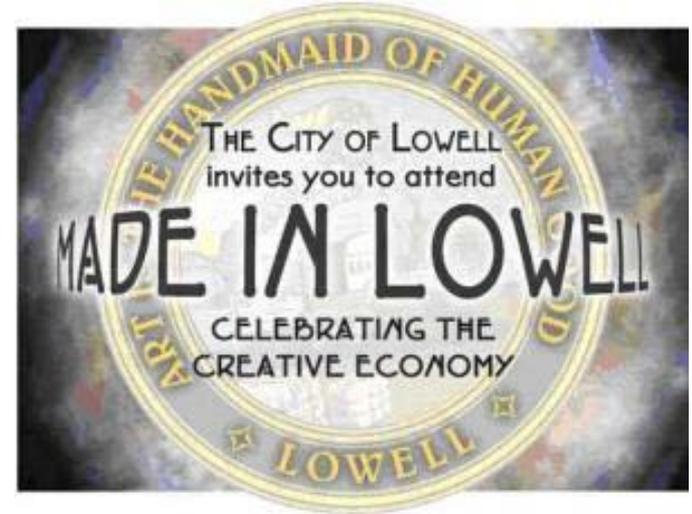
Business Community

| | |
|---------------------|--|
| Objective | Business retention + expansion |
| Key Elements | <ul style="list-style-type: none">• City/Chamber partnership to support small firms• Explore Main Street Program and/or Business Improvement Districts (BID) for key retail districts• Periodic meetings with large employers• Business/city working groups to address key issues |
| Lead Agents | DCCDP in coordination with Chamber of Commerce and business leaders |
| Resources | Staffing; meeting expenses; potential program expenses |



Marketing + Outreach

Business Community



MADE IN
LOWELL
SUSTAINABLY

Please Join The City Of Lowell As We Celebrate
The 3rd Annual Made In Lowell Event!

Lowell, MA Annual Business Event

Marketing + Outreach

Real Estate Professionals and Property Owners

| | |
|---------------------|---|
| Objective | Commercial / industrial property development and business recruitment and retention |
| Key Elements | <ul style="list-style-type: none">• Develop marketing materials and data• Meet with active developers and brokers to exchange information and clarify message• Work with property owners to develop key parcels• Work with developers to support and expedite projects |
| Lead Agent | DCCDP leveraging outreach of real estate professionals |
| Resources | Staffing; funds for marketing materials |



Marketing + Outreach

Real Estate Professionals and Property Owners



Marketing + Outreach

ED Agencies and Industry Organizations

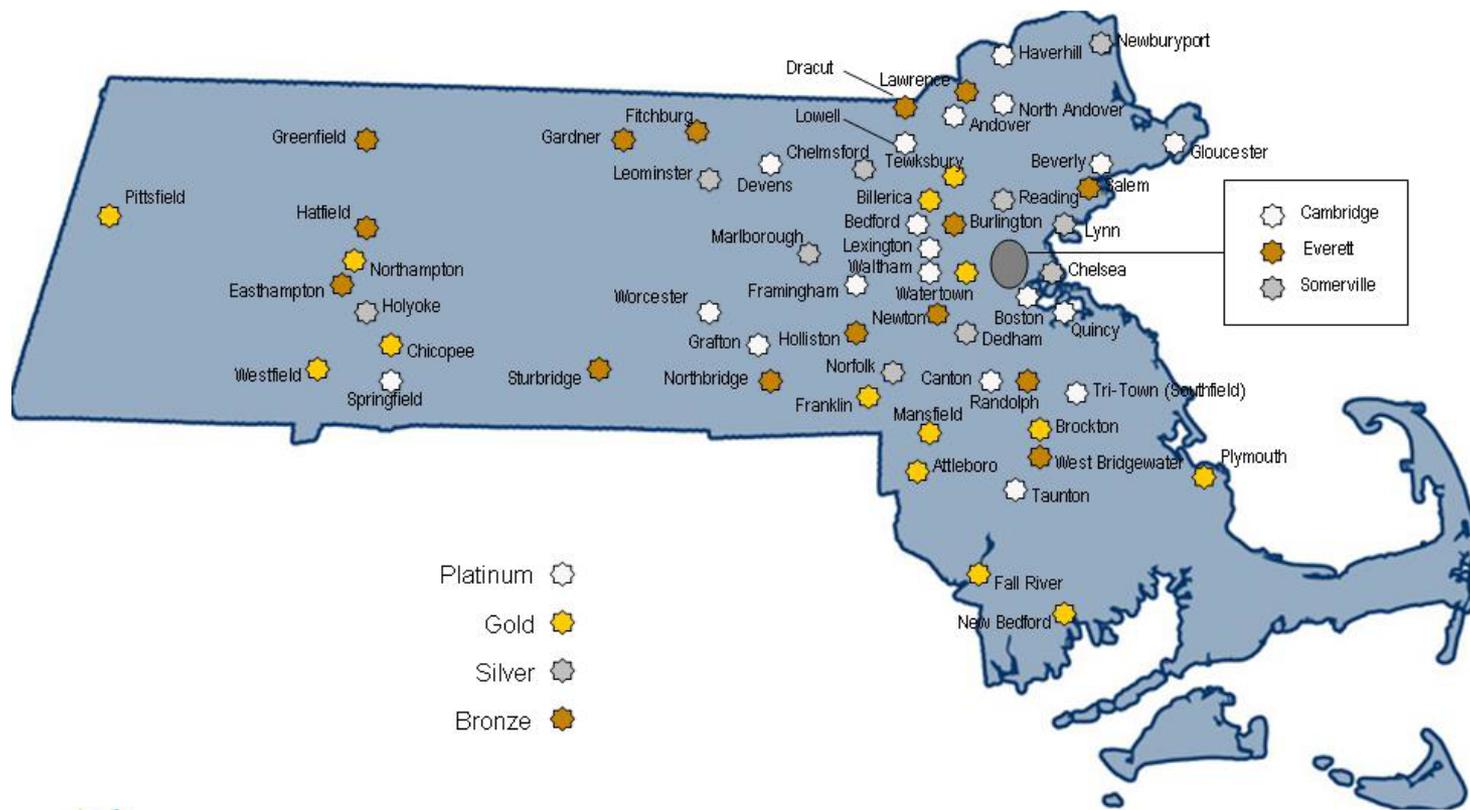
| | |
|---------------------|---|
| Objective | Business recruitment |
| Key Elements | <ul style="list-style-type: none">• Meet with organizations to identify leads and opportunities• Distribute information on business environment, development opportunities, and resources• Monitor property listing sites• Seek Platinum rating for Town from Mass Bio |
| Lead Agent | DCDP |
| Resources | Staffing; funds for marketing materials |



ED Agencies and Industry Organizations

Massachusetts BioReady™ Community Ratings Map

(October 2010)



Implementation Tools

Development Policy/Regulation

- Comprehensive Planning
- Zoning Strategy
- Transit Oriented Development

Infrastructure Improvements

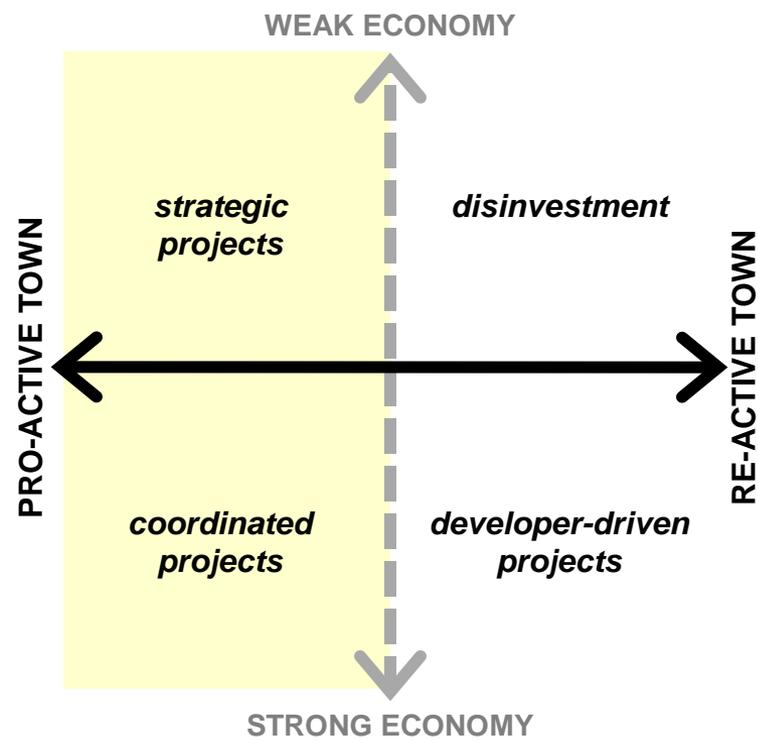
- Streetscape Improvements
- Public and Private Utilities
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Marketing + Outreach

- Website for Economic Development
- Business Community
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- ED Agencies / Industry Councils

Public/Private Partnerships

- Environmental Remediation
- Tax Increment Financing (EDIP/EOA)
- District Improvement Financing



Public-Private Partnerships

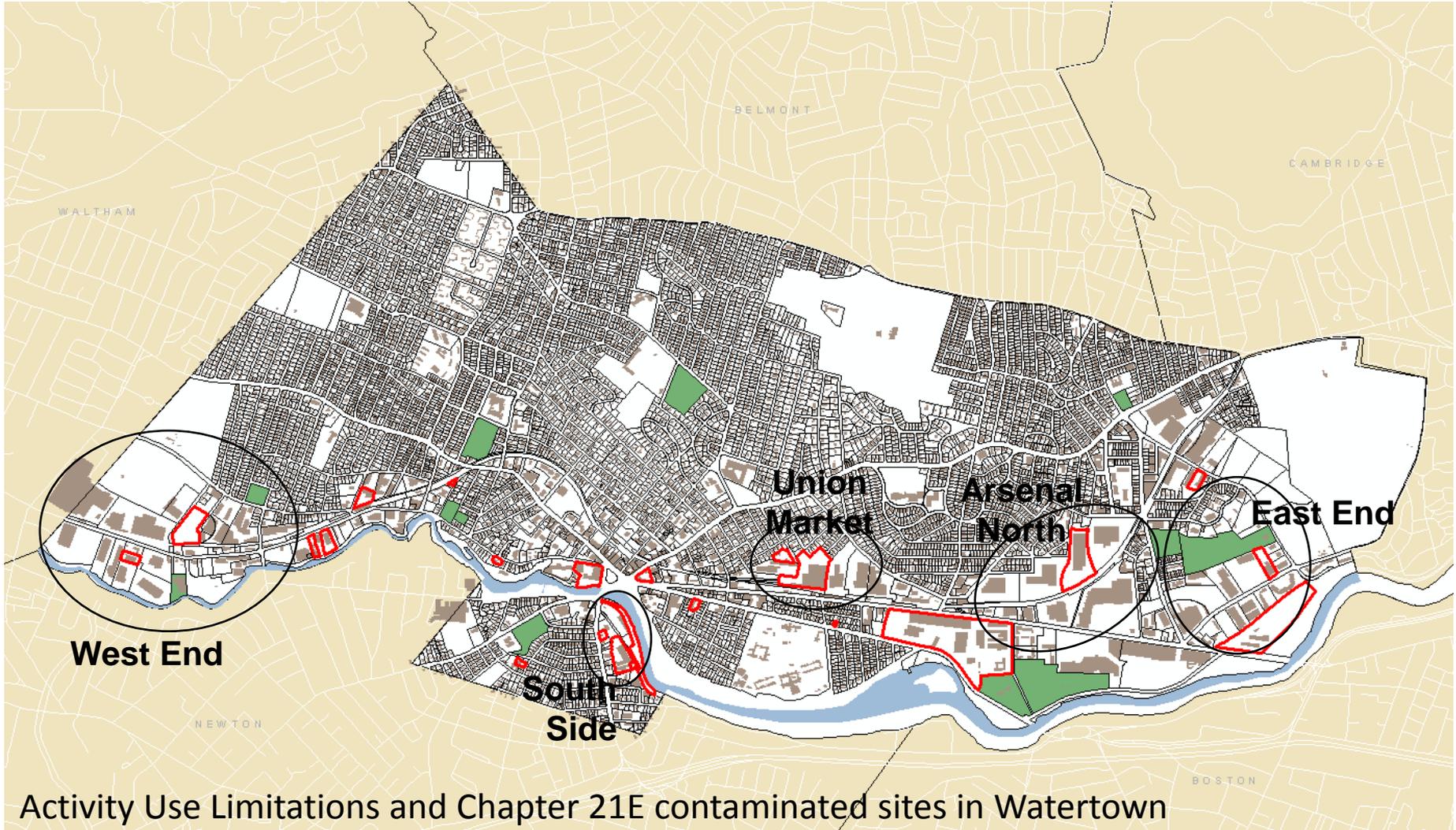
Environmental Remediation

| | |
|---------------------|--|
| Objective | Secure assessment + remediation funding for brownfield sites |
| Key Elements | <ul style="list-style-type: none">• Identify priority sites• Obtain funding for and conduct site assessments• Work with property owners + developers to obtain state + federal remediation funding |
| Lead Agents | DCDP, property owners and developers, MassDEP |
| Resources | Staffing; MassDevelopment, EPA Brownfield Program |



Public-Private Partnerships

Environmental Remediation



Public-Private Partnerships

Tax Increment Financing (EDIP)

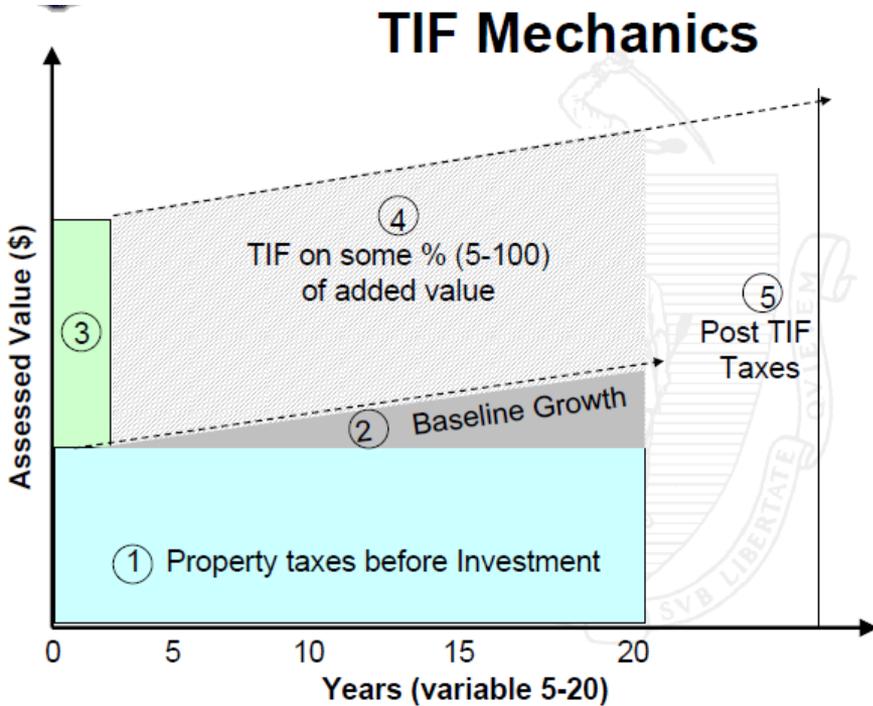
| | |
|---------------------|---|
| Objective | Promote job creation and reinvestment in blighted and abandoned properties |
| Key Elements | <ul style="list-style-type: none">• Negotiate TIF agreement with developers• 5 to 100% local exemption from property tax on increased value from development• Developer also eligible for state tax credits• Submit application to state for certification |
| Lead Agents | DCCDP with Mass Office of Business Development |
| Resources | Staffing; foregone tax revenues on incremental value of dev. |



Public-Private Partnerships

Tax Increment Financing (EDIP)

TIF Mechanics



Source: Mass Office of Business Development

- ① Taxes on original valuation
- ② Expected growth in tax, with no investment
- ③ Investment raises property value
- ④ Added value subject to TIF
- ⑤ Taxes available after TIF



Leominster: Star Container, long-term business



Leominster: TIF financed expansion and new equipment for Star Container

Public-Private Partnerships

District Improvement Financing

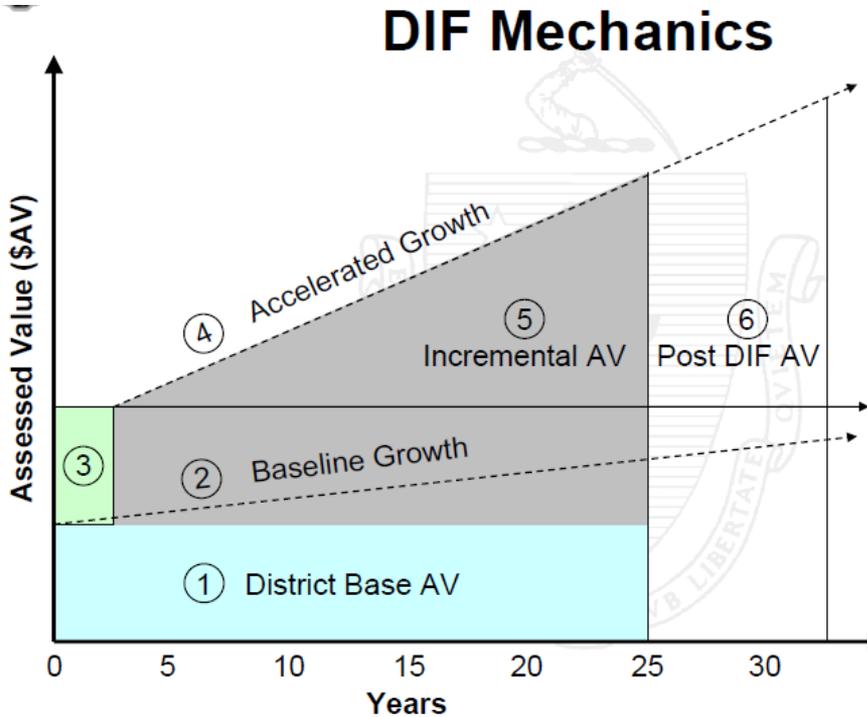
| | |
|---------------------|---|
| Objective | Shape development in opportunity areas through site planning and infrastructure investments |
| Key Elements | <ul style="list-style-type: none">• Define district, master plan, and identify potential partners• Estimate development levels + property tax revenues• Develop infrastructure financing plan with DIF bonds + other sources• Complete local approvals + submit to state |
| Lead Agents | DCDP with MA Office of Business Development |
| Resources | Staff + consultants; DIF bonds; state/federal funding |



Public-Private Partnerships

District Improvement Financing

DIF Mechanics

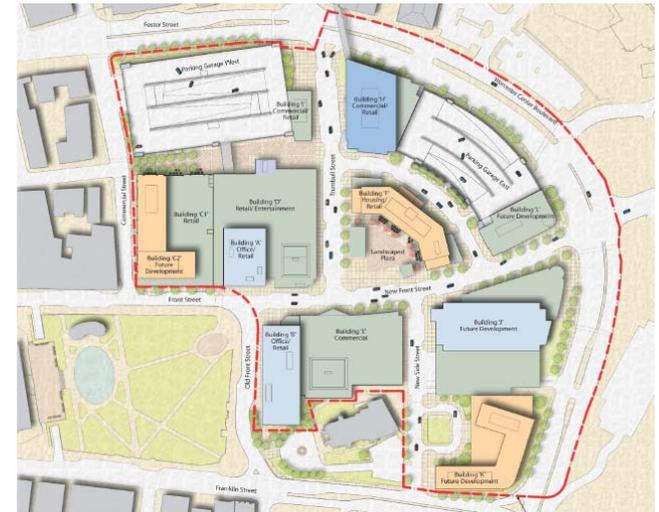


- ① AV at start of DIF Program
- ② Expected AV growth if no investment
- ③ Infrastructure investment
- ④ Accelerated AV growth after investment (ignores inflation factor)
- ⑤ Incremental captured value
- ⑥ AV available after DIF Program

Source: Mass Office of Business Development



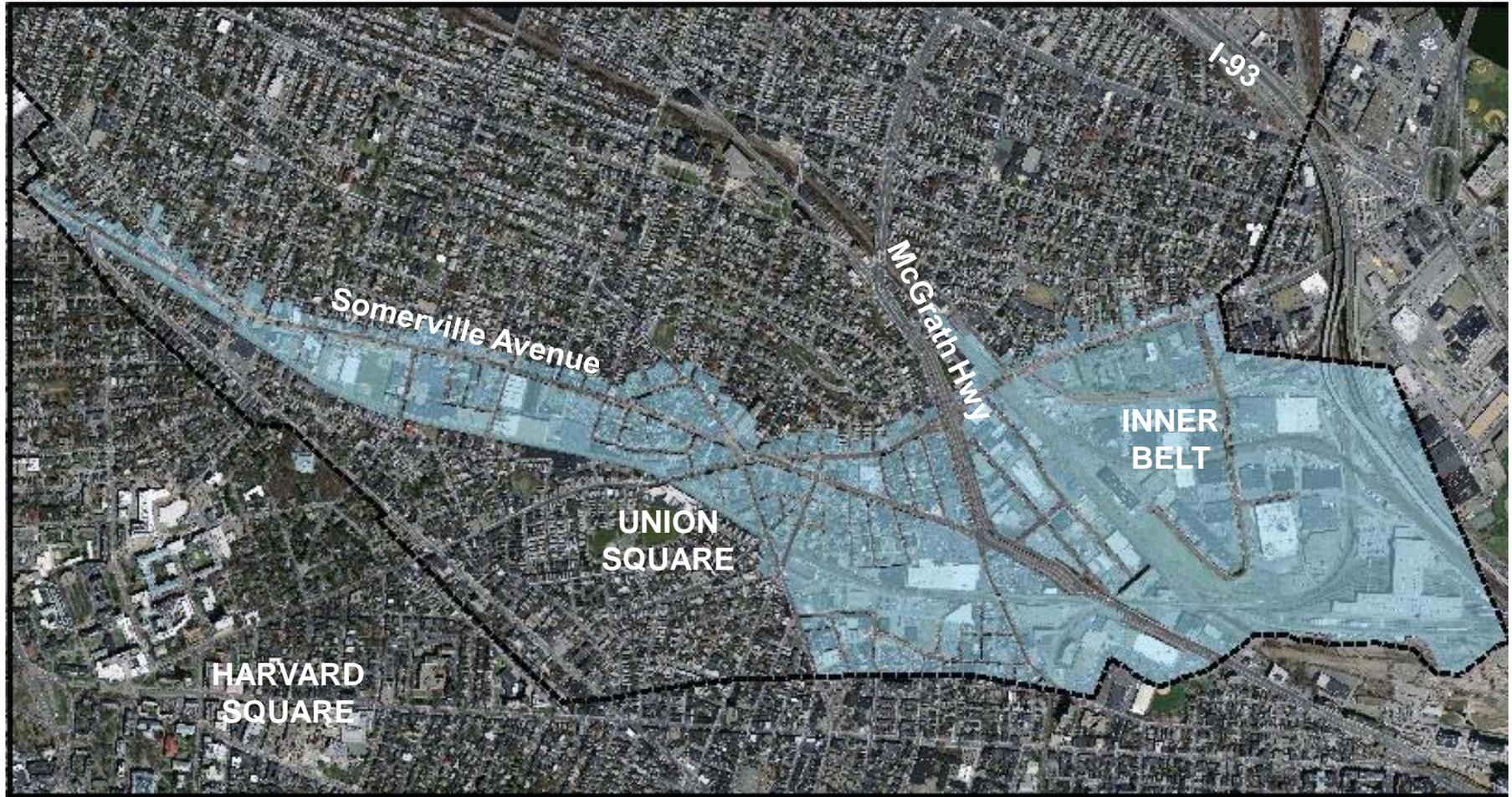
Worcester City Economic Development Plan



Worcester Developer Site Plan for DIF

Public-Private Partnerships

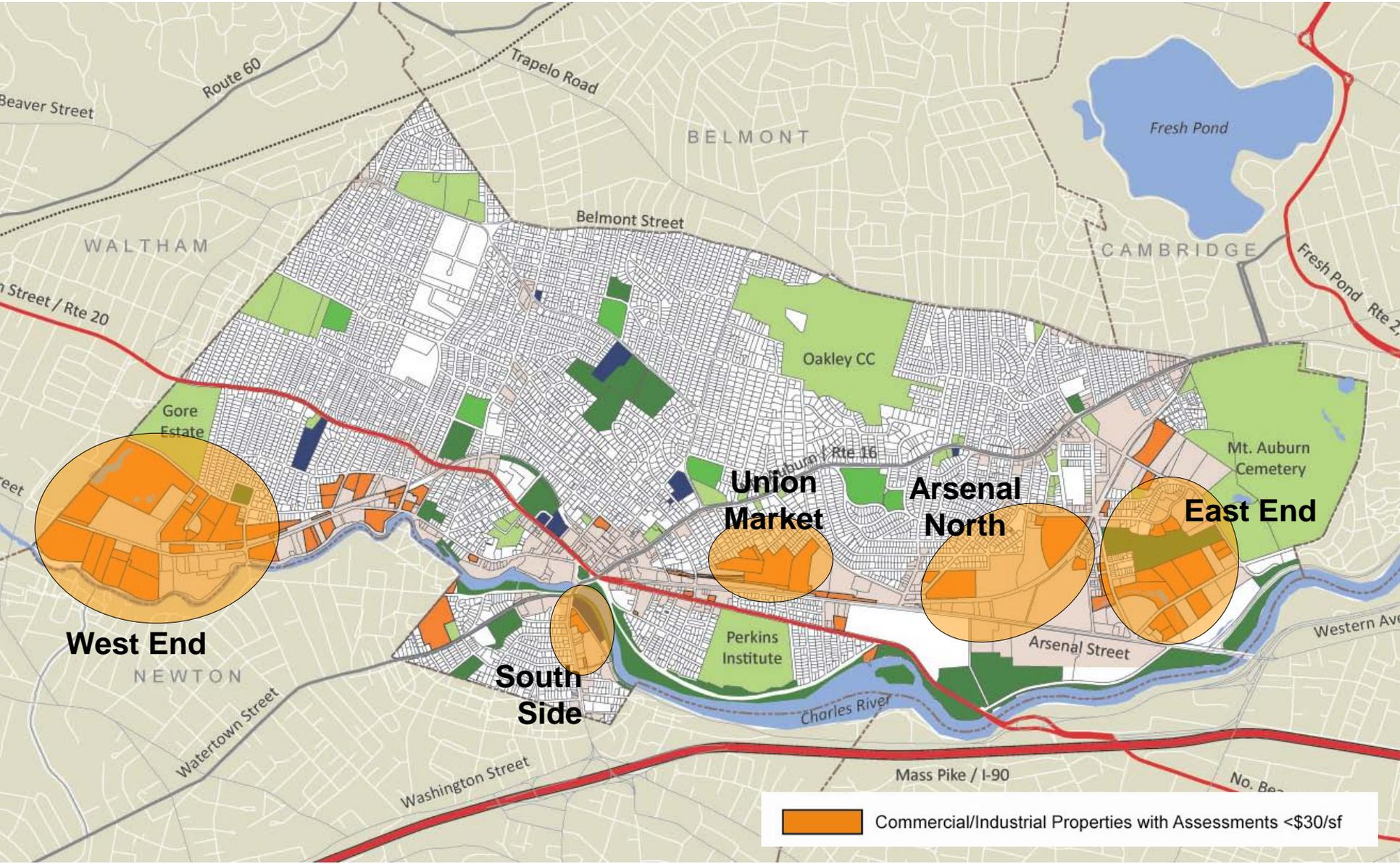
District Improvement Financing: Proposed Somerville Union Square DIF





STRATEGIES FOR OPPORTUNITY AREAS

Opportunity Areas



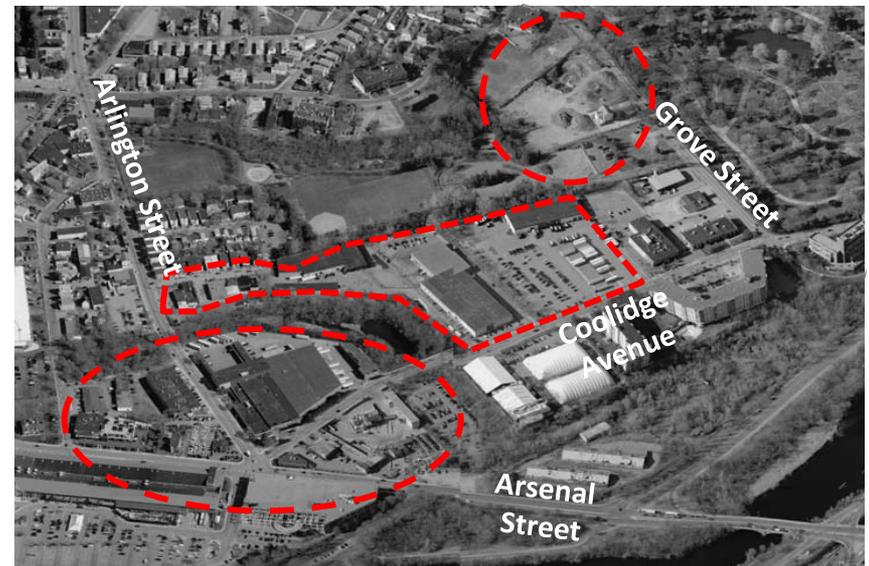
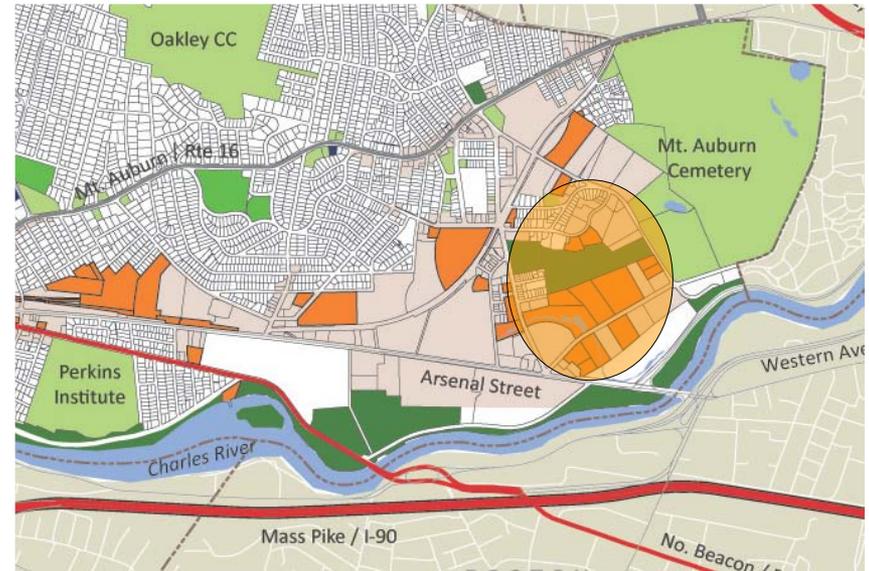
Opportunity Areas: East End

Barriers to Reinvestment

- Confusing location and identity
- Remnant industrial uses/zoning
- Contaminated sites and natural resources
- Lack of frontage for some parcels

Opportunities

- Bio-tech/technology start-up firms in place
- Gateway from Boston
- Proximity to River and Mt. Auburn Cemetery



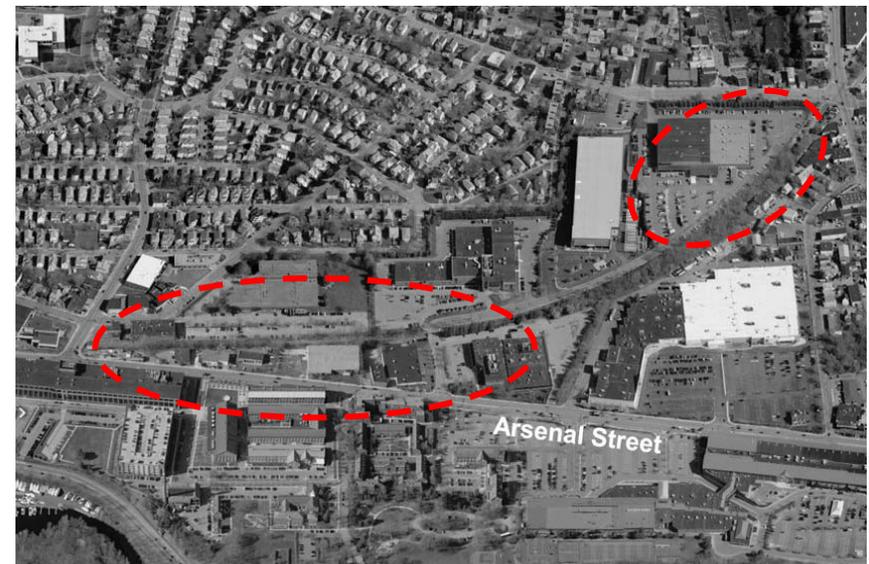
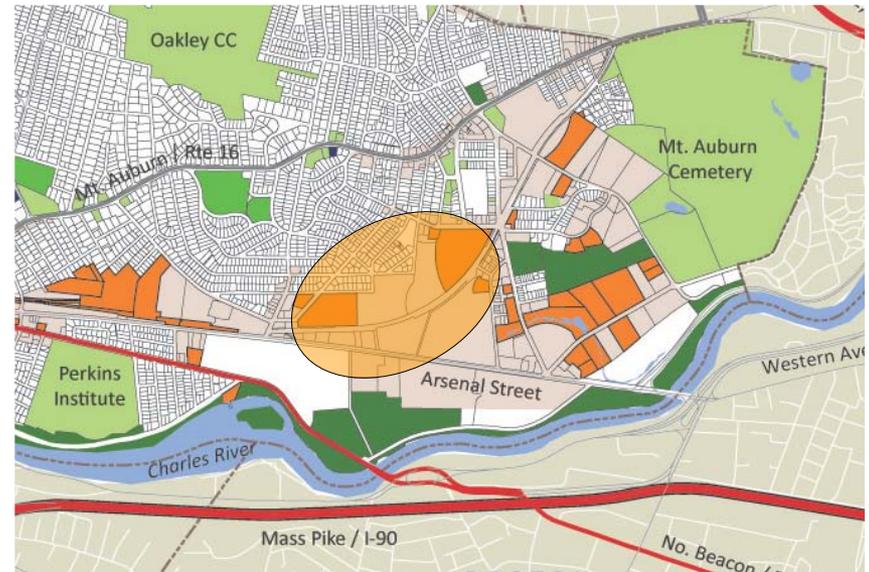
Opportunity Area: Arsenal North

Barriers to Reinvestment

- No visibility
- Underutilization of key parcels

Opportunities

- Major biotech complex
- Near Arsenal on Charles address
- Community Bicycle Path
- Connection to Coolidge Square



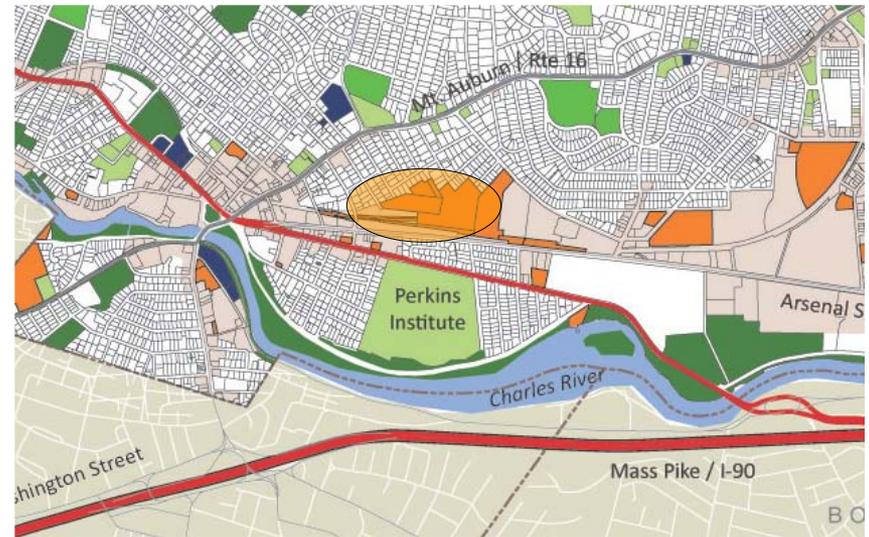
Opportunity Area: Union Market

Barriers to Reinvestment

- Vacant Ionics property
- Fragmented ownership
- Lack of access & frontage
- Lack of identity as a place
- Brownfields

Opportunities

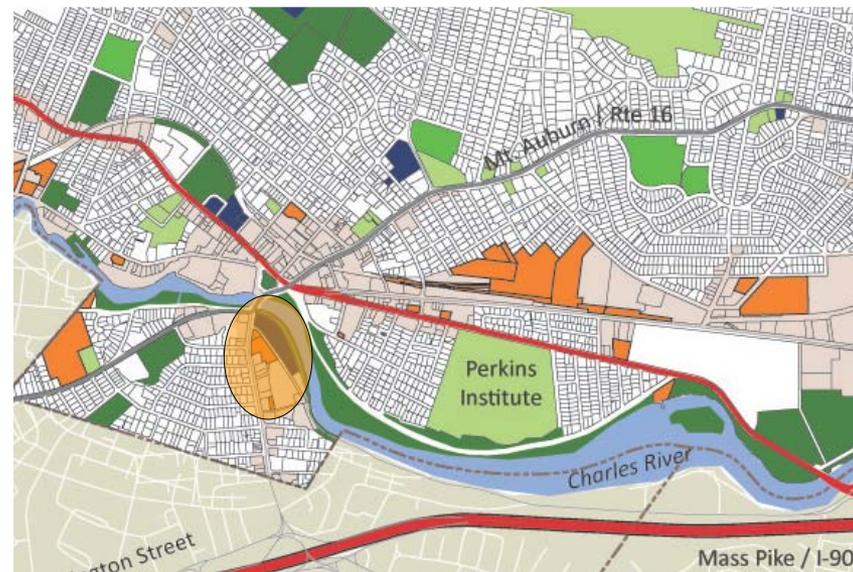
- Close to Walnut Street office/R&D complexes
- Large parcels



Opportunity Area: South Side

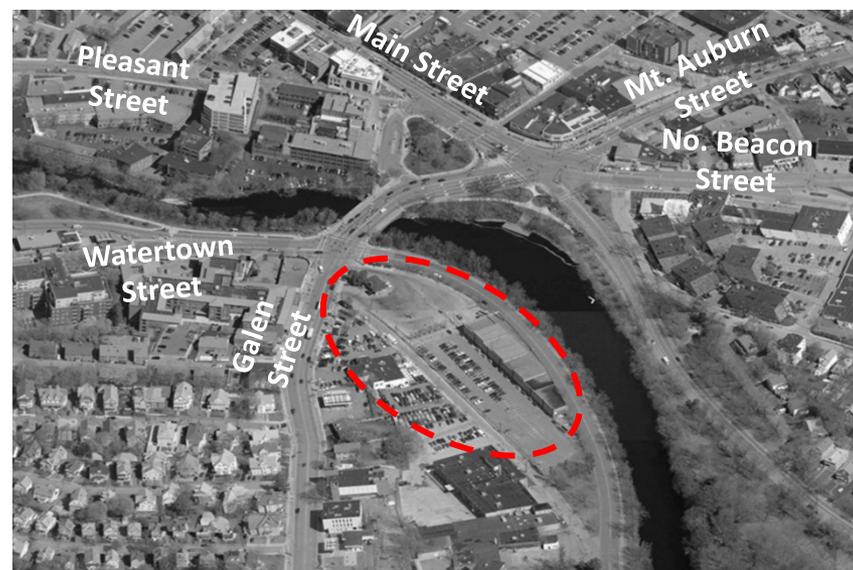
Barriers to Reinvestment

- MBTA operations
- Lack of transit center
- Difficult pedestrian connections
- Brownfields



Opportunities

- Nonantum Road improvements
- Close to River and Mass Pike



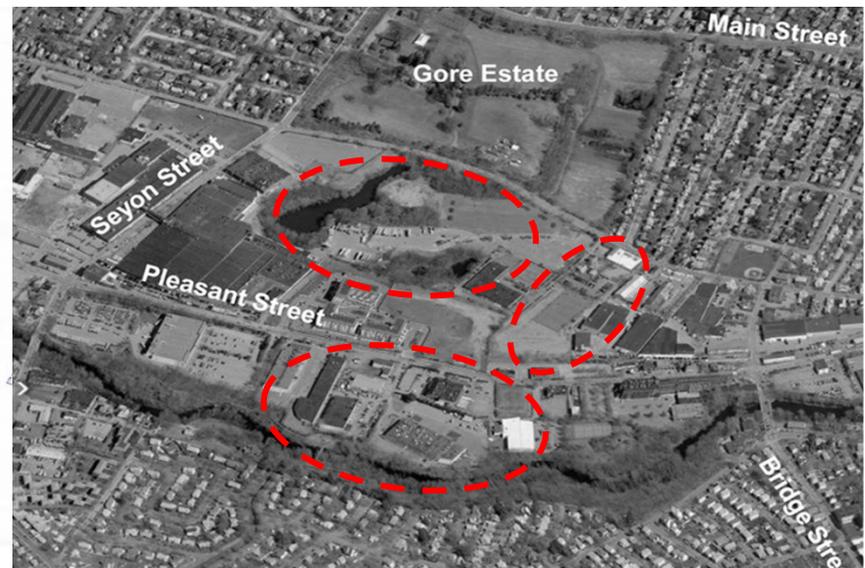
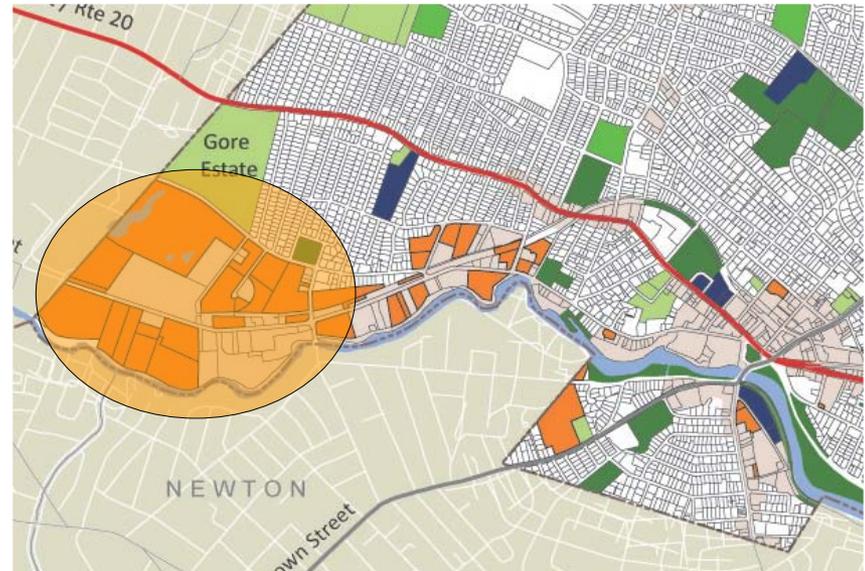
Opportunity Area: West End

Barriers to Reinvestment

- Lower level of transit and highway access
- Lack of frontage and visibility for deep parcels
- Mixed identity with significant vacancies
- Brownfields

Opportunities

- River as major amenity
- Pleasant Street improvements
- Russo's as regional destination
- Gore Estate, ice rink



Implementation Tools: Establishing Priorities

Development Policy/Regulation

- Comprehensive Planning
- Zoning Strategy
- Transit Oriented Development

Infrastructure Improvements

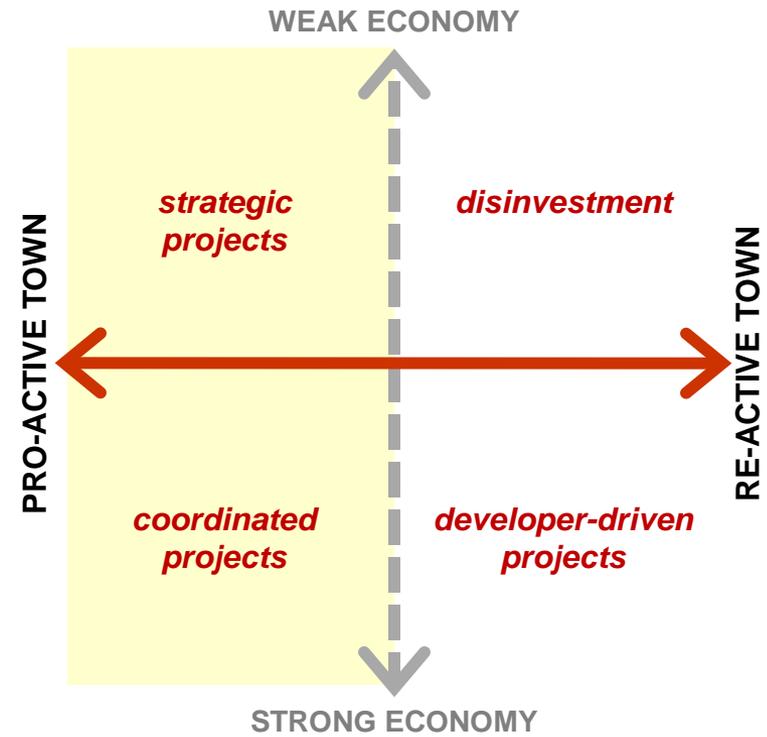
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NEXT STEPS

Next Steps

Jan 2010
Project Kick-Off
Stakeholder
Outreach

May 2010
Community
Meeting
Analysis

Sep 2010
Community
Meeting/
Future Scenarios

Dec 2010
Community
Meeting
Draft Plan

Jan 2011
Council
Final
Presentation

Spring 2010
Economic Audit
R.E. Analysis
Physical Setting

Summer 2010
Target Markets
Retail Centers
Future Scenarios

Fall 2010
Draft Vision
Implementation

Winter
2010-11
Final
Report

Coordination with Town Staff and Steering Committee