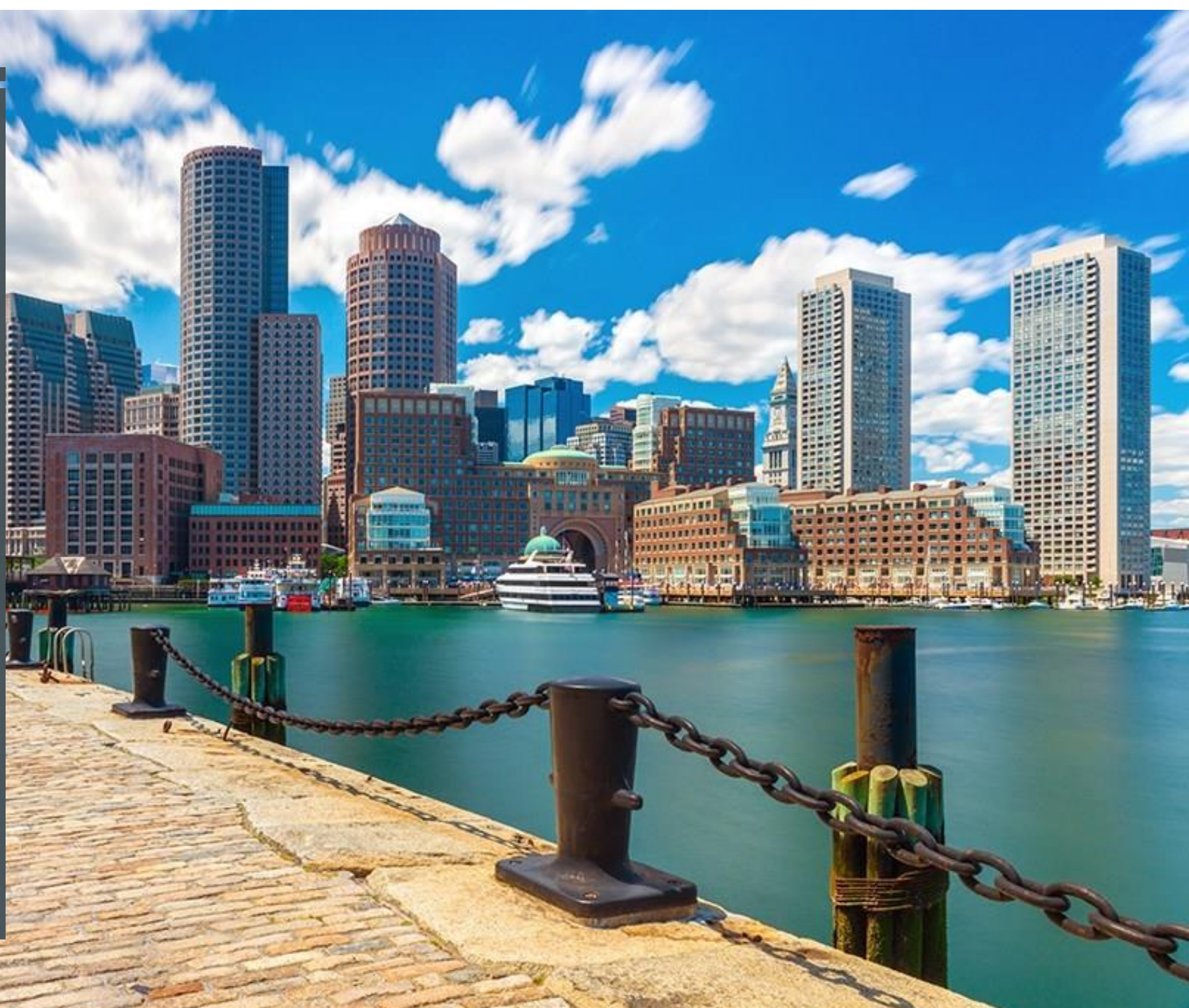


# CONTROL YOUR DESTINY: TOP TIPS FOR ECONOMIC DEVELOPMENT

MASSACHUSETTS MUNICIPAL  
ASSOCIATION ANNUAL MEETING

JANUARY 24, 2020





# ABOUT US

- Economic development consulting firm established in 2013
- Specializes in forging efficient and productive relationships between business and government
- Mission: Provide high quality, value-add services that enable businesses to work with governments in the most effective and efficient way to stimulate economic activity
- Focus areas:
  - Land Use Planning & Permitting
  - Infrastructure Financing Tools
  - Economic Development Strategy
  - Government Process Improvements and Efficiency

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# WHY ARE WE HERE?

- Revenue
- Jobs
- Services





# KEY FACTORS FOR ECONOMIC DEVELOPMENT

- Set goals
- Make it easy to do business
  - Process improvements
  - Create path of least resistance
  - Resist temptation to over-regulate
- Invest in infrastructure
- Consider incentives



# SET ACHIEVABLE GOALS

- What do you want to be?
- Do you have buy in from residents?
- Does the market support your goals?



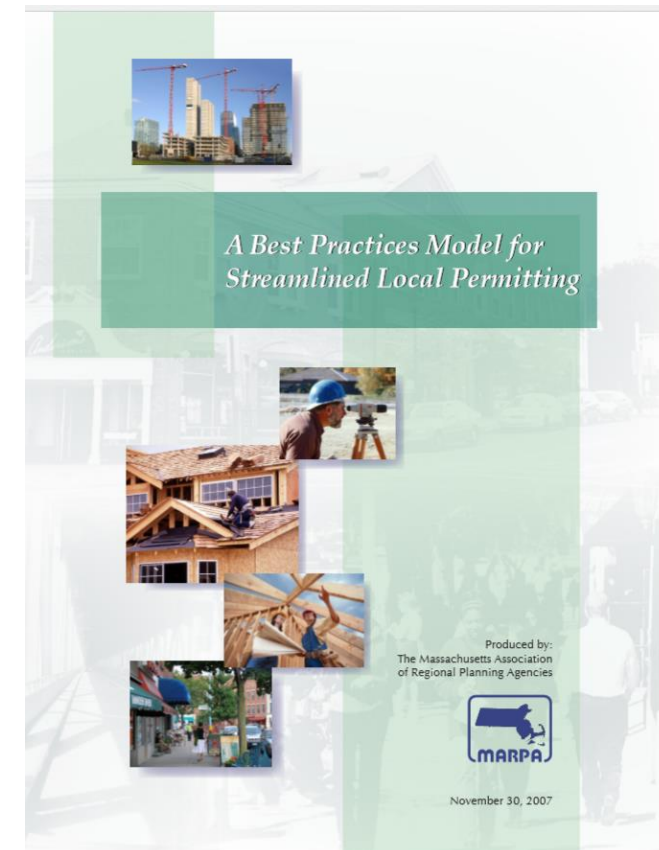
# MAKE IT EASY TO DO BUSINESS: PROCESS IMPROVEMENTS

- Optimize process
- Clearly communicate internally
- Clearly communicate externally



# MAKE IT EASY TO DO BUSINESS: CREATE A PATH OF LEAST RESISTANCE

- Adopt zoning to support goals
- Review requirements for alignment with goals
- Review process for efficiency and predictability
- Tools:
  - Best Practices Guide to Local Permitting
  - Chapter 43D Expedited Local Permitting





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# MAKE IT EASY TO DO BUSINESS: RESIST TEMPTATION TO OVER-REGULATE





# INVEST IN INFRASTRUCTURE

- Understand infrastructure needs
- Explore infrastructure financing tools
- Get “shovel ready”
- Tools:
  - MassWorks
  - DIF
  - I-Cubed



# CONSIDER INCENTIVES

- Competitive Advantage
- Understanding TIF



# BELLINGHAM

- Large lot strategy
- Zoning updates
- Infrastructure improvements
  - MassWorks \$3.484M
- Private development
  - Campanelli Business Park
  - Town Center

THE CAMPANELLI  
BUSINESS PARK OF  
BELLINGHAM

Newmark  
Knight Frank

300,000 SF AVAILABLE FOR LEASE



Untapped Potential,  
Unlimited Opportunity

427,500 SF State-of-the-art  
Industrial Development

- Best-in-class construction
- Class A Industrial property totaling 427,500 SF
- Building 1: 127,500 SF - Fully Leased
- Building 2: 300,000 SF - Available Now!

- Tilt up construction
- 495 visibility: access to Exit 17
- State-of-the-art specs
- 32' clear heights



# MARLBOROUGH DUAL STRATEGY: DOWNTOWN

- Downtown planning
- Zoning revision
  - Add housing
  - Revitalization
- Infrastructure improvements
  - MassWorks (downtown) \$4.7M
- Private activity
  - Downtown
  - French Hill



# MARLBOROUGH DUAL STRATEGY: GROWTH & RETENTION

- Culture for businesses to grow
- Attract amenities
- Infrastructure improvements
  - MassWorks (Apex) \$3.05M
- Private activity: Apex Center
- Other: Amazon, site selection





# ASHLAND

- Rail Transit District Zoning
  - MassWorks \$6M (2014)
- Economic Development Strategy
- Downtown visioning & Corner Spot
- ULI TAP (downtown) & MDI grant
- Riverwalk
- Downtown Infrastructure Upgrade
  - MassWorks \$3M (2018)





# RULES OF ENGAGEMENT

- Make a plan
- Have patience
- Keep at it





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