
MARLBOROUGH ECONOMIC DEVELOPMENT CORPORATION

A PROPOSAL

TO IMPLEMENT THE

MARLBOROUGH ECONOMIC DEVELOPMENT MASTER PLAN

2012



PREPARED BY

Marilyn Whalley, Interim Director

and

Arthur Bergeron, Chairman

MEDC Board of Directors



SUMMARY

This report is prepared as a proposal by the Marlborough Economic Development Corporation (MEDC) to implement the recommendations and action items outlined in the 2011 Marlborough Economic Development Master Plan entitled *Building the New Marlborough Economy*. The 383 page master plan documents a substantial detailed examination of Marlborough's economic history and its future prospects for improvement. On December 7, 2011 the Board of Directors of MEDC held a 4 hour strategic planning session facilitated by Marilyn Whalley, the former Executive Director of MEDC, to review the findings of the master plan and to set in place a strategy that will guide the activities of the MEDC in a direction that will produce measurable short term and long term results. The overriding goal of the Master Plan process was to increase the commercial tax revenue to a level that will guarantee the future financial stability of the City toward providing high quality public services which directly impacts the quality of life for all of Marlborough's citizens.

December 7, 2011 - Strategic Planning Session Participants

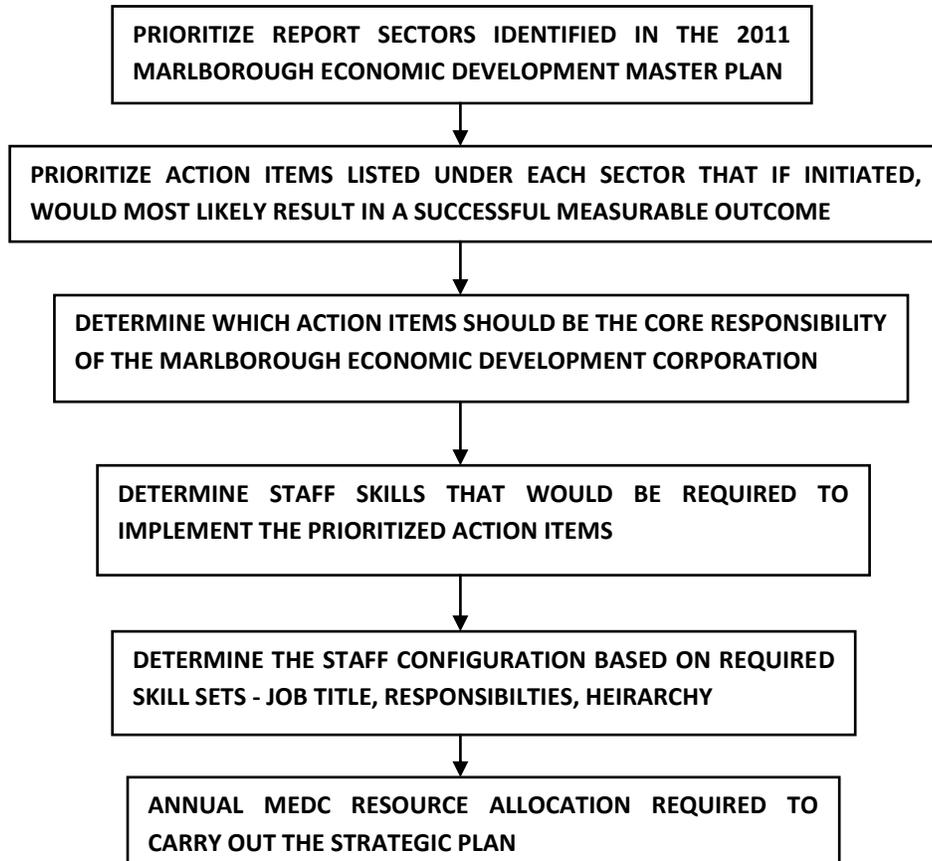
Arthur Bergeron, Attorney, Mirick O'Connell – Chairman, MEDC
Nancy Stevens, Mayor – 1st Vice Chairman, MEDC
Michael Hogan, Former Mayor of Marlborough, CEO A.D. Makepeace, 2nd Vice Chairman, MEDC
William Pezzoni, Attorney, Day Pitney, Treasurer, MEDC
Richard Tomanek, G.M. Embassy Suites, Secretary, MEDC
Arthur Vigeant, City Council President, Mayor Elect, Member of Executive Committee, MEDC
Richard Bennett, President, Marlborough Savings Bank, Member of Executive Committee, MEDC
Brian Murphy, President, Colonial Power, MEDC Board Member
Richard Grady, Director of Supply Chain, Raytheon Corporation, MEDC Board Member
Robert McCabe, Chairman, Olde Marlborough, Inc., MEDC Board Member
Ron LaFreniere, Commissioner, DPW – City of Marlborough, MEDC Board Member
Walter Bonin, Walter Bonin Financial, former City Council President, MEDC Board Member
Dave Walton, Chairman, Marlborough Chamber of Commerce, MEDC Board Member
Mitch Gorka, Planning, Development and Support Professional, RE/MAX Prestige, MEDC Board Member
Kevin Malloy, Principal, Avison Young, MEDC Board Member
Michael Murphy, President/Sales, Murphy Insurance Agency, MEDC Board Member

The objective of the planning session was to review and prioritize the Economic Development Master Plan's findings and the Action Plan recommendations. Action Items were prioritized based upon the effectiveness of that action to advance economic benefits to the City of Marlborough, namely the ability to stabilize or increase commercial tax revenue. From this list of priority Action Items the board members determined the core responsibilities of the Marlborough Economic Development Corporation toward implementing a Work Plan that would set the direction for effective economic development activity in Marlborough. With the MEDC core responsibilities defined, the Board Members listed the skills that would be required to carry out a successful implementation plan. The Board of Directors of MEDC determined that the scope of the Work Plan will necessitate new leadership and an increase in staffing to raise the level of services offered by MEDC in order to produce measurable results. The final "strategy" was determined to be a 6-10 year plan with 2-year benchmarks, which have not yet been defined, to measure outcomes.

The Strategic Planning Process was as follows:

6 – 10 YEAR STRATEGIC PLANNING PROCESS

MEDC MEETING - DECEMBER 7, 2011



Strategic Plan Results

A. Survey

A week prior to the Strategic Planning Session, an online survey (Appendix A) was completed by the majority of the MEDC Board Members who had agreed to participate in the strategic planning process. The commercial market sectors examined in the 2011 Marlborough Economic Development Master Plan were the Industrial/Manufacturing Sector, the Commercial Sector (non-manufacturing and non-retail), the Retail Sector and the Residential Sector. The survey was designed to gauge the MEDC Board Member's opinion as to the significance of each economic development sector described in the Marlborough Economic Development Master Plan as it relates to their view of that sector's effect on the short and long

term overall economic potential in Marlborough's business community. The respondent was asked to weigh each sector's potential to add jobs and tax revenues in the next 6 – 10 years in Marlborough.

It was the opinion of the respondents that the Commercial Sector (non-manufacturing and non-retail) had the highest potential of all sectors to meet the short term and long term goals to increase the commercial tax base and add jobs. Manufacturing was also seen as having good potential for producing long term results. Manufacturing, Retail and Residential Sectors will be part of the Economic Development Implementation Planning but the focus for defining objectives and prioritizing action items to produce measurable results in the short term would be centered on the Commercial Sector. Manufacturing and Commercial Sectors will receive equal attention for long term benefits.

B. Goals and Objectives

On December 7, the 16 MEDC Board Members were asked to weigh in on the ultimate goal of increasing the commercial tax base as stated in the 2011 Marlborough Economic Development Master Plan. The board members agreed that the commercial tax base must be stabilized and then increased to provide the financial foundation for all public services provided by the municipal government which in turn has a direct impact on the quality of life for Marlborough residents. Therefore, the goal of increasing the commercial tax base was seen by the participants as the justification for all economic development activity going forward. The access to high quality jobs was also considered important, but it was noted that the Master Plan concluded that many of Marlborough's citizens may not qualify for the types of jobs made available by the commercial business base. It was determined that workforce development/education actions should take this into account as resources are developed for local training and education programs.

To meet the goal of increasing the commercial tax base, the board members listed the following objectives as the most likely to have a positive impact on increasing the commercial tax revenue:

1. **Fill empty commercial spaces.** 2.3 million square feet of new space in Marlborough is in the pipeline for future construction. However, new construction will lag until the current vacancy rates are reduced. MEDC should redouble its efforts to work with landlords and commercial real estate brokers to fill empty commercial spaces which will spur new growth and add value to those commercial buildings housing vacant offices. New growth in commercial property and increased demand for commercial space will increase assessed values.
2. **Encourage innovative companies.** The two Marlborough Business Innovation Summits held by MEDC and Mirick O'Connell in 2010 and 2011 were proof that the innovation economy is showing positive growth in Marlborough. MEDC should be actively engaged in dialogue with its innovative businesses to make sure that as these companies outgrow their facilities, they will stay in Marlborough. In addition, MEDC should be looking for opportunities to attract smaller companies that sell their service or product to the larger Marlborough innovation companies.
3. **Develop Marlborough as a high technology hub.** A number of high technology companies are located in Marlborough. They are located here because of Marlborough's location and the availability of a skilled regional workforce. MEDC should work with all regional institutions of higher education to insure that colleges and training institutions are meeting the needs of the high technology business sector. MEDC should also concentrate on identifying clusters of high technology and work with industry groups to meet their needs regarding support systems, infrastructure and workforce.
4. **Improve the quality of life for both residents and businesses.** The number one challenge for Marlborough in attracting and keeping businesses is to provide a high quality living and working environment. Residents already living in Marlborough and workers brought into Marlborough are making it clear that they expect good quality

housing at a reasonable price, good recreational activities for individuals and families, high quality education for children and easy access to work and home along well maintained streets and sidewalks.

MEDC and the City should concentrate their efforts in improving sections of Marlborough as village centers where the live/work environments will be greatly enhanced.

5. **Focus attention on transportation issues.** Marlborough's location within the I-495 corridor is largely responsible for the strong commercial tax base it enjoys. To insure that this important resource continues to keep and attract new business, the City with assistance from MEDC should focus on examining future transportation needs, collaborate with regional municipalities to bring funding to transportation infrastructure improvements and explore opportunities to improve all forms of transportation in and around Marlborough.
6. **Identify Marlborough as business friendly city.** Large corporations in Marlborough have stated that the most effective action that a city or town can do to keep and attract new business is to work with business in a cooperative and professional way. It is important that cities and towns treat business representatives with respect and help them to move through the regulatory process expeditiously.
7. **Organic growth.** The first rule of economic development is to help to grow home town businesses. MEDC and the City should work together to insure that the business that is already here, stays here. Look for ways to encourage small start up businesses with space, access to credit, and other resources that they will need as they grow.

Prioritize Action Items

The Board Members were asked to review all Action Items identified in the Marlborough Economic Development Master Plan. To bring some clarity to the 122 separate action items listed in the Plan the list was categorized by type of action and the list was condensed into 87 Action Items. The list was presented to the 16 MEDC Board Members at the strategy session on December 7th. The Board Members were split into two groups of 8 members and sent to work in two different rooms. Each group was to identify the top 20 action items among the list of 87 that would most likely result in positive and measurable results. The two groups were brought together to declare their priority action items. After considerable discussion about the merits of each, it was determined that 31 of the original 87 Action Items were the most likely to lead to the desired results.

Listed below are the 31 Action Items that the MEDC Board Members determined at the Strategic Planning Session that would have the greatest effect on the goals and objectives listed above. The full list of the 87 Action Items can be found in the appendix of this document as Appendix B.

BUSINESS RECRUITMENT

- City should establish clearly defined and coordinated roles for all municipal entities involved with business recruitment and retention.
- Designate and fund a lead Business Development/Retention Resource.
- MEDC should actively participate in all relevant regional and state organizations and initiatives, promotion and advertising particularly those that bring together academic-entrepreneurs and funders to publicize the physical and life sciences which are thriving in Marlborough. MEDC should also participate in statewide high technology industry forums.

CAPACITY BUILDING

- The City should appoint the MEDC as the single point of contact for individuals, businesses, developers, organizations and agencies interested in discussing and/or pursuing economic development policies, plans, and projects investments for programs in the City of Marlborough.

DOWNTOWN

- Downtown should become a “unique life style place” to attract new residents and visitors.
- Implement the action items from the Northeastern University Downtown Plan
- Downtown should have a mix of retail, restaurant, commercial and residential uses. Infill development over surface parking lots should be promoted. Parking standards for all uses should be significantly reduced in the Downtown area because of public parking. Create an overly district in downtown to reduce parking, increase allowable coverage and allow mixed uses. Relax restaurant standards specified in Note 31 in SS 650-18.

EDUCATION, WORKFORCE TRAINING & LABOR FORCE

- Create corporate partnerships with the public schools to educate students and teachers about 21st century skills. Provide opportunities to the employees working in Marlborough to teach in Marlborough’s classrooms. Develop and coordinate an internship program to allow all Marlborough students of high school age to directly experience work in associated companies.
- Increase number of educational institutions offering courses in Marlborough. Work with Quinsigamond Comm. College, WPI and Framingham State on the development of programs. Reach out to other major colleges in Worcester such as Holy Cross, Clark and Worcester State to encourage the development of multidisciplinary satellite programs in or near Marlborough by all of them.
- Support local workforce training institutions to provide programs in Marlborough that meet the needs of employers looking to fill specific gaps. This can be done by working with area colleges and local employers to develop on-demand training to meet specific needs. Provide programs in Marlborough that meet the needs of middle-skill employees looking to upgrade their workforce skills (project management, emerging technical skills/techniques). Support programs that provide occupational skills training to entry level and unskilled workers, particularly those that increase high school graduation rates, vocational certificates and associates degree programs. Work closely with the one-stop career center in Marlborough to maintain and enhance programs.

EMERGING INDUSTRIES

- Take advantage of Marlborough Hospital, life science cluster and proximity to medical schools

GENERAL BUSINESS DEVELOPMENT & FINANCIAL RESOURCES

- Continue to encourage Tax Increment Financing (TIF) for high quality businesses
- Lower commercial tax rate to achieve a competitive advantage.
- Establish and maintain a database of available industrial and commercial buildings, space and land in Marlborough and place on website. Seek advice from other municipalities, brokers, MOBD, MassEcon regarding most effective approach to inventory, tracking usage and feedback, staff support for inquiries, monitor operating cost and potential revenue. Include a list of spaces identified as suitable for specialized facility needs. Also include a link with contacts for other professional, business, trade, funding and real estate development networks promoting physical and life sciences, clean and green tech, bio and advanced manufacturing industries. Research appropriate data base and best practices for keeping database up to date and accurate.
- MEDC should document the characteristics and economic impact, market area and economic potential associated with existing operations/services and near-term plans for expansion and diversification.

INFRASTRUCTURE & TRANSPORTATION

- Seek funding to create a Transportation Infrastructure Plan to prioritize future efforts toward development potential.
- The city should actively participate in the 495 Metro West Corridor Partnership to lobby State and Federal legislators to provide funding for design and construction of transportation infrastructure improvements.
- Work with regional planning and transportation agencies to ensure relative free flow of traffic on state and interstate highways. Support interstate improvements identified in the I-495 Study: I-290 to I-90” report with a goal of implementation of those improvements. City officials should actively participate in the 495 MetroWest Corridor Partnership to lobby state and federal legislators to provide funding for those improvements.

MARKETING

- Market areas within the city identified for development or redevelopment
- Promote vacant and underutilized business zoned property through on-line public services such as Mass Economic Development Alliance (MAED); and MassEcon

OUTREACH & BUSINESS RETENTION

- Initiate regular direct outreach to local HR personnel to discover and respond to perceived unmet employee needs in the area, from office space to health care to entertainment. Initiate regular direct outreach to regional heads of multinational corporations with presence in Marlborough to discover and respond to improve perception of campuses in Marlborough.
- Develop a Commercial Landlords Council to coordinate retention and expansion of business tenants in existing and future office/industrial buildings. Work with individual landlords to recruit prospective tenants.
- Develop local business leaders in relevant business sectors as “ambassadors” to aid in tenant recruitment efforts.

PERMITTING

- Improve Special Permitting process

QUALITY OF LIFE

- Promote the City as a community that accommodates many lifestyles and Marlborough’s “inner-city” neighborhoods as places of diversity, charm and affordability with close proximity to schools, downtown and recreation.

REDEVELOPMENT & NEW DEVELOPMENT

- Focus on the Route 20 corridor in the east side of town where a mixed-use/commercial center could become an eastside “Village Center” in support of large employers (i.e. Raytheon) and others to provide entertainment, services and housing.
- Focus efforts to encourage a mix of uses at the HP/Fidelity site to support its reuse and redevelopment.
- Redevelopment of Main Street, downtown area.

SUPPORT SYSTEMS

- Ensure that sufficient capacity exists at both the Westerly and Easterly Wastewater Treatment Plants to accommodate future development. Ensure efficiency and maximize capacity at both WWTPs. City officials should work with project proponents to identify conservation measures that will reduce water and wastewater volumes. City officials must actively work with project proponents early in the permitting process regarding their water and waste treatment requirements. City officials should work with project proponents to identify inflow and infiltration (I/I) deficiencies in infrastructure elements leading from proposed projects to the subject WWTP, and to require (I/I) improvements as project-related mitigation. City officials should work with project proponents to determine if and when alternative treatment systems would be more practical from a system-wide and project specific basis than connection to the City WWTPs.

TOURISM

- Support local sports industry with comprehensive marketing and work with NESAC, Fore Kicks and others to increase the number and size of sports tournaments in the city.

ZONING CHANGES

- Increase building height of commercial and mixed residential/commercial uses to greater than 4 stories or otherwise increase density within existing parcels such as HP site, along Interstates 495 and 290 and Route 20.
- Create a special mixed use village district for Rte. 20 East, between Farm Rd. and the Sudbury line, and the elimination of current uses inconsistent with that District.

****A Complete list of all Action Items from the 2012 Marlborough Economic Development Master Plan can be found in Appendix B.***

C. MEDC Core Responsibilities

The fourth step in the December 7th Strategic Planning process was to examine the role of the Marlborough Economic Development Corporation (MEDC) within a comprehensive city-wide initiative that would have the potential to build positive economic growth that should result in increases in commercial tax revenue. Marlborough is fortunate to have several local and regional economic development entities that continue to bring valuable resources to the effort to vitalize the business base. These entities include; the City of Marlborough (Elected Officials, Departments, Boards and Commissions), the Marlborough Economic Development Corporation, the Marlborough Regional Chamber of Commerce, the Downtown Village Association, the Small Business Development Center at Clark University, the Metro/West/495 Transportation Management Association and the Metro/West - 495 Partnership. Chapter 11 of the Economic Development Master Plan provides a complete description of each entity and the resources each brings to the effort.

The goal of the Board Members was to try and focus on the core activities that should be carried out by MEDC to affect the commercial tax base. After considering all business sectors and the list of prioritized action items, the Board of Directors concluded that the following MEDC core activities should be implemented in to bring about improvements to Marlborough's economic development future:

1. MEDC should be the single point of contact as recommended in the *Marlborough Economic Development Master Plan*.
2. MEDC should collaborate with and support workforce training programs and institutions.

3. MEDC should establish close communication with the University of Massachusetts regarding their hospital and biotechnology programs.
4. MEDC should be point of contact for Tax Incentive Financing (TIF) requests and make recommendations to City.
5. MEDC should establish and maintain a data base of all commercial properties
6. MEDC should collaborate with the City on developing a comprehensive Transportation Plan
7. MEDC should participate actively in the Metrowest/495 Partnership.
8. MEDC should market areas within the city identified for development and redevelopment.
9. MEDC should become acutely aware of all business related issues in Marlborough by active outreach to local business HR Managers and CEO's, business ambassadors, commercial landlords and MEDC board members.
10. MEDC should promote the City's quality of life.
11. MEDC should work closely with the City to prioritize revitalization of the Route 20 corridor, the HP site and the downtown area with a focus on zoning and redevelopment.
12. MEDC should coordinate tourism activities with the Metro/West Visitors and Tourism Bureau.

D. Staff skills required to implement Action Items

The MEDC Board Members spent the remainder of their Strategic Planning session discussing the capacity of the current MEDC staff. It became quite apparent that the leadership qualities of the Marlborough Economic Development Corporation's Executive Director position was the most important ingredient in the success of a well defined implementation plan that would move the organization's goals and the City's goals in the right direction. The Board Members expressed their opinions about the qualities they would consider important in an Executive Director who would oversee the tasks of a multi-disciplinary staff of professionals. The Executive Director would require a level of professional expertise that is unique to the challenges facing Marlborough and not necessarily the skills exhibited by a leader of a generic economic development organization. The Board Members saw the need to find someone who has a demonstrated track record of working with companies to expand and relocate their operations as well as a professional who has a sound understanding local and state government. In addition the Board listed a number of qualities they felt would be needed to lead the organization.

The Board Members declared that MEDC needs the following attributes in an Executive Director:

- >A passionate advocate for business with good leadership skills
- >Someone who understands city government and appropriate business centered agencies
- >A strong advocate for Marlborough
- >Someone who is politically astute and able to work well with City and State officials
- >Someone who fully understands business needs and is an advocate for business
- >Someone with a strong background in a business segment seen in Marlborough, perhaps someone who is an accomplished business manager
- >Someone who is a polished professional with high quality communication skills and is proficient in business communication technology
- >Someone able to set priorities and manage people
- >Someone with a demonstrated track record of working with companies to expand or relocate

For full job description, see Appendix C.

Support Staff

It also became apparent as the Strategic Planning session worked its way through the review of the Economic Development Master Plan, that the current level of support staff was insufficient to effectively produce positive and measurable results. In addition to the administrative support and marketing that is currently being provided by the staff, the organization will need professionals with expertise in business financing, redevelopment experience and successful Federal and State grant procurement. The Board of Directors made the decision to review the qualifications for additional staff once a new Executive Director was hired and that the organization would benefit from the input of the Executive Director.

MEDC -2012 WORK PLAN BUDGET

ADMINISTRATION

The administration activities in 2012 will focus on building the capacity of the organization to undertake all aspects of the 2012 Implementation Plan. The work will include developing a Work Plan, job descriptions, solicitation and hiring of professional staff to carry out the Plan. The Executive Director will plan, oversee and direct all tasks and personnel associated with the Work Plan. The administrative work will require the assistance of the Executive Administrative Assistant, who will provide secretarial and organizational support for the Executive Director and the staff.

2012 Budget for Administration: \$48,140

Executive Director – .4 of FTE Salary & Benefits --- \$24,000
Executive Administrative Assistant - .4 of FTE Salary --- \$16,640
Overhead Costs --- \$7,500

Business Development and Retention

The business development and business retention activities in 2012 include all aspects of business development and business retention including but not limited to outreach to local businesses, commercial landlords, commercial real estate developers, specialized industry associations and workforce development entities. Business recruitment will be carried out by MEDC staff and will include active recruitment of new businesses as well as assistance with finding a suitable location, permitting, regulations, financing, support systems and contacts with appropriate State agencies. Business retention will include assistance with expansion of local businesses, relocation assistance, permitting and financing resources. MEDC will provide Tax Incentive Financing (TIF) assistance for new business development and retention of local businesses if the project meets requirements for job creation. A comprehensive data base that provides current commercial parcel information and listings of all local businesses will be developed and maintained. The business development and business retention activities carried out by MEDC will constitute 60% of the economic development activity of the organization in 2012. The work will be carried out by the Business Development Manager and the Executive Director with support from the Executive Administrative Assistant.

2012 Budget for Business Development and Business Retention: \$120,960

Executive Director - .6 of FTE Salary and Benefits --- \$72,000
Business Development Manager – .3 of FTE Salary and Benefits --- \$25,500

Executive Administrative Assistant. - .3 of FTE Salary --- \$12,480
Overhead Costs --- \$7,500

Redevelopment for Economic Growth

The Marlborough Economic Development Authority will be actively engaged in promoting and engaging the community and City officials in the redevelopment of areas identified in the Marlborough Economic Development Master Plan. The focus in 2012 will be Route 20 East and lower French Hill areas. The dual purpose is to increase the assessed value of the non-residential parcels and to make the targeted area more attractive to people who live and work in the area. The work through MEDC will include involving stakeholders from the area in actively examining the strengths and weaknesses of each area, setting up specific planning objectives, researching resources that can be utilized for infrastructure improvements, financing of new businesses and other activity that can be initiated as a catalyst for improvements. The bulk of the work will be carried out by the Executive Director and the Business Development Manager with support from the Executive Administrative Assistant. The redevelopment and revitalization activities will constitute 20% of the 2012 work plan. It is expected that consultant services will be needed in the form of planning, streetscape design, grant writing, zoning and civil engineering services. Federal and State grants will be pursued for all aspects of redevelopment in the target areas which will require matching funds.

2012 Budget – redevelopment for economic growth: \$433,480

Executive Director - .2 of FTE Salary and Benefits --- \$24,000
Business Development Manager - .7 of FTE Salary and Benefits --- \$59,500
Executive Administrative Assistant - .3 of FTE Salary and Benefits --- \$12,480
Overhead Costs --- \$ 7,500
Consultant Services --- \$80,000
Matching Funds for Grants --- \$250,000

Promotion

The marketing and promotion activity that will be carried out by MEDC in 2012 will be broken down into two categories. The first category will be general marketing and promotion which includes but is not limited to website maintenance, press releases, marketing packages and advertising. The second category is focused on the hospitality industry with the goal of increasing visitors to Marlborough through the commercial sports sector, targeted industry associations and special events. This area of promotion has the added benefit of increasing the hotel tax revenue as well as increasing business for the retail and restaurant sectors. The 2012 promotion and marketing work will be carried out by the Marketing Manager.

2012 Budget for Promotion: \$75,230

Marketing Manager – FTE Salary and Benefits --- \$56,930
Promotion Materials --- \$10,800
Overhead Costs --- \$7,500

The full schedule of 2012 MEDC Proposed Budget expenses are listed in detail in Appendix D.

Appendix

- A - Survey document
- B - Complete List of Economic Development Master Plan Action Items
- C – Job description for MEDC Executive Director
- D - MEDC 2012 Budget Estimate Spreadsheet

APPENDIX A

SURVEY

The following survey is intended to gauge the significance of each of the economic development sectors described in the Marlborough Economic Development Master Plan as it relates to your view of that sector's effect on the overall economic health of Marlborough's business community. We ask that you try and weigh the benefits of each sector to the tax base while keeping in mind the potential negative effects on traffic, noise and the drain on resources such as water and sewer. The presumption is that ALL of the sectors studied are important to Marlborough's economic development future and ALL sectors should have the full attention of MEDC and the City's administration. However, the reality is that there is a finite amount of funding available to MEDC and the City for economic development purposes as well as a limited amount of available space for new development. Available resources for economic development must be prioritized for the greatest effect in meeting the goal of stabilizing and increasing the commercial tax base and adding jobs. Each sector is described in more detail in the attached "Introduction" document. The full text of the Marlborough Economic Development Master Plan describes each sector in full detail and can be emailed under separate cover, if needed.

I know that this survey is a highly simplified view of the economic development potential of all three sectors. I am sure that all of these sectors will be part of MEDC's implementation plan going forward. My aim with this survey is to initiate a discussion at the beginning of our strategy session to try and identify priority action items that will produce the results that everyone will agree are needed to meet the future financial and quality of life needs of Marlborough's citizens. We will discuss short term and long term view of each sector to determine the potential to make measureable improvements to the tax base and increase jobs for Marlborough citizens.

Please answer each question by placing an X next to the statement that best describes your opinion of the importance of that sector in meeting the tax revenue and job creation goals of the City of Marlborough.

1. MANUFACTURING SECTOR—The Plan states that the industrial business sector in Marlborough contributed \$10.8 million in property tax revenues in FY11, accounting for 15% of all property tax revenues and 36% of all property taxes paid by commercial uses. The Plan also states 30% of all jobs in Marlborough were in the industrial sector. Manufacturing industries are losing jobs, both locally and nationally, due to overseas competition and automation. However, they remain important because they purchase goods and services from local suppliers. Industries projected to grow jobs in Marlborough are wholesale trade, fabricated metal products, chemical manufacturing, computer and electronics. Given these statistics, I think the following statement best reflects my opinion on the potential of the manufacturing sector to add jobs and tax revenue in Marlborough in the next 5-10 years:

_____The Manufacturing Sector has the highest potential of all Sectors to increase the Marlborough commercial tax base and add jobs in the short term.

____ The Manufacturing Sector has a high potential to increase the Marlborough commercial tax base and add jobs to meet our long term goals.

____ The Manufacturing Sector will continue to provide a stable 15% of all property tax revenues and 30% of all jobs in Marlborough. I don't believe this sector will change very much in the future in Marlborough.

____ The Manufacturing Sector in Marlborough will continue to lose jobs due to overseas competition and automation and will result in a loss of commercial property tax revenue.

2. COMMERCIAL SECTOR – Non-manufacturing and non-retail businesses in Marlborough contributed \$13.1 million in property tax revenues in FY11, accounting for 18% of all property tax revenues and 43% of all commercial tax revenues. This sector also represents 71% of all City business establishments and 63% of City-wide jobs, and 66% of all sales made by businesses in Marlborough in 2010. The Plan states “many commercial industries are not export-oriented industries but are instead, secondary industries supported by the economic activity brought into Marlborough by primary industry.” Professional scientific and technical services industry accounts for nearly 6,500 jobs which is more than 17% of Marlborough’s job base. Other important industries based on employment are government, health care and monetary and financial and credit activity. Marlborough’s commercial sector gained more than 1,400 jobs between 2004 and 2009, offsetting losses in the industrial sector. If Marlborough can maintain its competitive position relative to other areas in terms of business costs, transportation access, and labor market cost, quality and availability the City may have the opportunity to gain additional jobs
- COMMERCIAL REAL ESTATE – Marlborough’s inventory of office space totaled 6.2 million SF in 2011 or 45% of the Market Area’s 14 million SF of office space. There is 2.3 million SF of proposed new commercial space. It will take considerable time to build out given the nearly 2 million SF of vacant office space.

The following statement best reflects my opinion on the potential of the commercial sector to add jobs and tax revenues in the next 5-10 years in Marlborough:

____ The Commercial Sector has the highest potential of all Sectors to increase the Marlborough commercial tax base and add jobs in the short term.

____ The Commercial Sector has a high potential to increase the Marlborough commercial tax base and add jobs to meet our long term goals.

____ The Commercial Sector will continue to provide a stable 18% of all property tax revenues and 63% of all jobs in Marlborough. I don't believe this sector will change very much in the future in Marlborough.

____ The Commercial Sector in Marlborough will lose jobs due to a downturn in the economy or from competition from other communities for these businesses (i.e. Fidelity).

3. RETAIL – Retail land represents 2.48% of the total land area in Marlborough. Retail business in Marlborough accounted for 22% of all City business establishments, 20% of City-wide jobs, and 22% of all sales made in Marlborough businesses in 2010. Retail jobs have been relatively flat over the past 10 years. Retail businesses contributed \$6.6 million in property tax revenues in FY11, accounting for 9% of all property tax revenue and 22% of property taxes paid by commercial uses. There is a projected absolute decline in vacant retail space in

Marlborough from 144,000 SF in 2011 to 124,000 SF in 2013. The projected vacancy retail vacancy rate for Marlborough is considered too low to absorb additional retail uses without net new additions to the retail space inventory. Regarding traffic, daily trip generations for retail uses are 43.94 compared to manufacturing (3.82), office (11.01) and restaurant (127.5). *The following statement reflects my opinion of the potential for retail development to add jobs and tax revenue in the next 5 – 10 years.*

____ The Retail Sector has the highest potential of all Sectors to increase the Marlborough commercial tax base and add jobs in the short term.

____ The Retail Sector has a high potential to increase the Marlborough commercial tax base and add jobs to meet our long term goals.

____ The Retail Sector will continue to provide a stable 9% of all property tax revenues and 22% of all jobs in Marlborough. I don't believe this sector will change very much in the future in Marlborough.

____ The Retail Sector in Marlborough will lose jobs due to a downturn in the economy, a reduction in available space or from competition from other communities for these businesses.

ADDITIONAL COMMENTS:

Appendix B

MARLBOROUGH ECONOMIC DEVELOPMENT MASTER PLAN ACTION ITEMS

BUSINESS RECRUITMENT

- #1** - City should establish clearly defined and coordinated roles for all municipal entities involved with business recruitment and retention.
- #2** - Designate and fund a lead Business Development/Retention Resource.
- #3** - Encourage development of new pre-retrofitted office space specifically designed to accommodate clean tech tenants.
- #4** - Build or encourage development of incubator space, including facilities in partnership with institutions. Focus on small and midsize ranges with flexible layouts and/or high quality lab spaces.
- #5** - MEDC should actively participate in all relevant regional and state organizations and initiatives, promotion and advertising particularly those that bring together academic-entrepreneurs and funders to publicize the physical and life sciences which are thriving in Marlborough. MEDC should also participate in statewide high technology industry forums.

CAPACITY BUILDING

- #6** - Expand current MEDC staff to include two new positions – Director of Real Estate Development and a Director of Business Development.
- #7** - The City should appoint the MEDC as the single point of contact for individuals, businesses, developers, organizations and agencies interested in discussing and/or pursuing economic development policies, plans, and projects investments for programs in the City of Marlborough.
- #8** - The City should request that MEDC, under its grant agreement or contract with the city, take on the responsibility of coordinating its local economic development activities with the other local and regional entities identified in Section 11 of the Plan. i.e. the Mayor, the City Council, the appropriate City departments, the Chamber of Commerce, the Downtown Village Association, the Small Business Development Center of Clark University, the Metro/West 495 Partnership, the MetroWest Development Compact and the MetroWest Regional Transit Authority and the MetroWest/495 Transportation Management Association and others as appropriate.

COLLABORATE

- #9** - Collaborate with the Mass Clean Energy Center and Life Sciences Center to identify and provide support for emerging tech-based industry subsections. Participate in regional high technology industry forums. Affiliation with relevant state agencies including MassBio, MOBD, MassEcon
- #10** - Collaborate with area hotels to improve the experience of company employees and visitors to Marlborough.
- #11** - Coordinate recruitment efforts with other communities in the Greater Marlborough area

DOWNTOWN

- #12** - Downtown should become a “unique life style place” to attract new residents and visitors
- #13** - Redevelop downtown Marlborough with infill development to bring vibrancy to area
- #14** - MEDC should collaborate with other Downtown area interest groups, elected officials and organizations to enhance downtown.
- #15** - Develop a specialized marketing campaign to attract local, regional residents and travelers from the sporting events.
- #16** - Implement the action items from the Northeastern University Downtown Plan
- #17** - Downtown should have a mix of retail, restaurant, commercial and residential uses. Infill development over surface parking lots should be promoted. Parking standards for all uses should be significantly reduced in the Downtown area because of public parking. Create an overly district in downtown to reduce parking, increase allowable coverage and allow mixed uses. Relax restaurant standards specified in Note 31 in SS 650-18
- #18** - Public officials and private business interests should identify successful small retailers elsewhere in the market area and connect them to the owners of vacant or underutilized space in downtown. Offer initial rental prices at below market rates as an incentive

EDUCATION, WORKFORCE TRAINING & LABOR FORCE

- #19** - Encourage local young to work and live in Marlborough after leaving school
- #20** - Create corporate partnerships with the public schools to educate students and teachers about 21st century skills. Provide opportunities to the employees working in Marlborough to teach in Marlborough’s classrooms
- Develop and coordinate an internship program to allow all Marlborough students of high school age to directly experience work in associated companies
- #21** - Objective measures of the local public schools capabilities should be documented and marketed to prospective residents and to attract businesses
- #22** - Encourage development of housing options designed to appeal to under 35 employees
- #23** - Increase numbers of educational institutions offering courses in Marlborough. Work with Quinsigamond Comm. College, WPI and Framingham State on the development of programs. Reach out to other major colleges in

Worcester such as Holy Cross, Clark and Worcester State to encourage the development of multidisciplinary satellite programs in or near Marlborough by all of them

- #24** - Construct new library/media center in downtown as a magnet for educational advancement for entire city
- #25** - Improve the skill level of Marlborough's resident workforce
- #26** - Support local workforce training institutions to prove programs in Marlborough that meet the needs of employers looking to fill specific gaps. This can be done by working with area colleges and local employers to develop on-demand training to meet specific needs. Provide programs in Marlborough that meet the needs of middle-skill employees looking to upgrade their workforce skills (project management, emerging technical skills/techniques). Support programs that provide occupational skills training to entry level and unskilled workers, particularly those that increase high school graduation rates, vocational certificates and associates degree programs. Work closely with the one-stop career center in Marlborough to maintain and enhance programs.
- #27** - Keep and attract retail sector jobs

EMERGING INDUSTRIES

- #28** - Take advantage of Marlborough Hospital, life science cluster and proximity to medical schools
- #29** - Increase medical resources and support that would allow a private practice medical group in Marlborough

FINANCIAL RESOURCES

- #30** - Continue to encourage Tax Increment Financing (TIF) for high quality businesses
- #31** - Develop a toolbox of resources that could be helpful to smaller business tenants which would include State and Federal Grants, venture capital, business mentoring by comparable business

GENERAL BUSINESS DEVELOPMENT

- #32** - Lower commercial tax rate to achieve a competitive advantage
- #33** - Create a support structure for "small business"
- #34** - Industrial development and redevelopment should be encouraged in the Ind. Zoning Districts LI and me with traditional light manufacturing or distribution which doesn't usually require a highly skilled labor force
- #35** - Site raw material suppliers closer to facilities
- #36** - Establish and maintain a database of available industrial and commercial buildings, space and land in Marlborough and place on website. Seek advice from other municipalities, brokers, MOBD, MassEcon regarding most effective approach to inventory, tracking usage and feedback, staff support for inquiries, monitor operating cost and potential revenue. Include a list of spaces identified as suitable for specialized facility needs. Also include a link with contacts for other professional, business, trade, funding and real estate development networks promoting physical and life sciences, clean and green tech, bio and advanced manufacturing industries. Research appropriate data base and best practices for keeping database up to date and accurate
- #37** - MEDC should document the characteristics and economic impact, market area and economic potential associated with existing operations/services and near-term plans for expansion and diversification
- #38** - Develop business cluster opportunities in proximity to large employer sites, including mixed use development

GOVERNMENT RESOURCES

- #39** - Explore opportunities to leverage the City's destination as a Green Community to increase funding opportunities and technical assistance.
- #40** - The City should take advantage of the Brownfield funding to clean up hazardous waste sites to support redevelopment.
- #41** - Provide MEDC, through a grant or under contract, the financial support to maintain and expand its operations as necessary to implement the Economic Development Strategy and Action Plan.

INFRASTRUCTURE & TRANSPORTATION

- #42** - Seek funding to create a Transportation Infrastructure Plan to prioritize future efforts toward development potential.
- #43** - The city should actively participate in the 495 Metro West Corridor Partnership to actively lobby State and Federal legislators to provide funding for design and construction of transportation infrastructure improvements.
- #44** - Monitor conditions throughout the Route 20 corridor at major intersections and at the 495 interchange to address potential traffic issues particularly during peak travel times. Prioritize actions on state in interstate highways that increase access to Marlborough and reduce the distanced from on/off ramps to employment centers.
- #45** - Coordinate planning and investment decisions among City departments and state agencies to ensure that local transportation plans allow ease of access for commuters and to minimize congestion between residential, employment and service/retail areas. City staff should establish a current baseline of traffic counts at selected intersections throughout the Route 20 corridor for comparison with previous and future studies.
- #46** - Work with regional planning and transportation agencies to ensure relative free flow of traffic on state and interstate highways. Support interstate improvements identified in the I-495 Study: I-290 to I-90” report with a goal of implementation of those improvements. City officials should actively participate in the 495 MetroWest Corridor Partnership to lobby state and federal legislators to provide funding for those improvements.
- #47** - Require project proponents to identify trip reduction and travel demand management measures that will result in greater preservation and efficient use of available remaining capacity both locally and regionally. Collect and hold mitigation funds directed toward future transportation needs.
- #48** - City officials should work with the Marlborough Regional and MetroWest Chambers of Commerce to include existing and potential employers in the MetroWest Transportation Management Association (TMA).
- #49** - MEDC should obtain and review recent municipal and regional transportation plans designating priority projects for federal and state investments.
- #50** - MEDC should assume a leadership role, in concert with City departments, elected officials and community organizations to advanced funding for reconstruction of the I-495 – I290 interchange and associated roadways serving nearby industrial and commercial activity as well as proposed Rt. 20 roadway and streetscape improvements.

MARKETING

- #51** - Enact a consistent restaurant, hotel and retail marketing campaign to visitors and fund promotion and coordination of events in the sports tourism industry.
- #52** - Market areas within the city identified for development or redevelopment
- #53** - Promote vacant and underutilized business zoned property through on-line public services such as Mass Economic Development Alliance (MAED); and MassEcon

OUTREACH & BUSINESS RETENTION

- #54** - Acknowledge and recognize local community and business leadership.
- #55** - Initiate regular direct outreach to local HR personnel to discover and respond to perceived unmet employee needs in the area, from office space to health care to entertainment. Initiate regular direct outreach to regional heads to multinational corporations with presence in Marlborough to discover and respond to improve perception of campuses in Marlborough.
- #56** - Develop a Commercial Landlords Council to coordinate retention and expansion of business tenants in existing and future office/industrial buildings. Work with individual landlords to recruit prospective tenants.

- #57** - Develop local business leaders in relevant business sectors as “ambassadors” to aid in tenant recruitment efforts.
- #58** - Initiate additional outreach opportunities to present the ED Plan to City-wide and neighborhood interest groups and stakeholders to solicit their input and update progress on the ED Plan.

PERMITTING

- #59** - Expedite City Permitting Process
- #60** - Change Special Permitting process
- #61** - Clarify permitting process – clear criteria, 90-day approval process
- #62** - Provide a single point of contact for economic development. A business ombudsman with clear authority from City to coordinate all departments in business permitting.

PLANNING

- #63** - Update Marlborough Master Plan
- #64** - Re-establish a Marlborough Planning Office, with a City Planner

QUALITY OF LIFE

- #65** - Provide greater walk ability, connecting trails with neighborhoods and Downtown. Provide more green space, culture and arts.
- #66** - Take advantage of Marlborough’s great central location and highway accessibility to attract residential developers interested in developing housing aimed at under 35 and over 55 market segments.
- #67** - Promote the City as a community that accommodates many lifestyles and Marlborough’s “inner-city” neighborhoods as places of diversity, charm and affordability with close proximity to schools, downtown and recreation.

REDEVELOPMENT & NEW DEVELOPMENT

- #68** - Redevelop the Armory building as a cultural center
- #69** - Focus on the I-290 corridor for major new retail and commercial development.
- #70** - Focus on the I-495 corridor and the southwest corner of city for new commercial development mixed with retail and residential uses.
- #71** - Focus on northern and southern sections of Route 85, particularly for reuse and redevelopment of existing properties.
- #72** - Focus on the Route 20 corridor in the east side of town where a mixed-use/commercial center could become an eastside “Village Center” in support of large employers (i.e. Raytheon) and others to provide entertainment, services and housing.
- #73** - Focus efforts to encourage a mix of uses at the HP/Fidelity site to support its reuse and redevelopment.
- #74** - Aggressively pursue local retail development opportunities which are documented by the retail gap analysis that target East side and West Side locations

SUPPORT SYSTEMS

- #75** - Remove industrial discharge limitations for businesses discharging non-domestic wastewater.
- #76** - Ensure that sufficient capacity exists at both the Westerly and Easterly Wastewater Treatment Plants to accommodate future development. Ensure efficiency and maximize capacity at both WWTPs. City officials should work with project proponents to identify conservation measures that will reduce water and wastewater volumes. City officials must actively work with project proponents early in the permitting process regarding their water and

waste treatment requirements. City officials should work with project proponents to identify inflow and infiltration (I/I) deficiencies in infrastructure elements leading from proposed projects to the subject WWTP, and to require (I/I) improvements as project-related mitigation. City officials should work with project proponents to determine if and when alternative treatment systems would be more practical from a system-wide and project specific basis than connection to the City WWTPs.

- #77** - The City should establish a Working Group comprised of service providers to examine methods to address service deficiencies and how best to market existing strengths to insure continued reliable utility services (electric, gas) and telecommunications systems. Work with National Grid to address concerns of prospective commercial property owners and tenants about the availability of consistent electric power supplies. Address perceptions about capacity issues.
- #78** - Regarding support systems, energy and telecommunications the City should establish appropriate dialogue/outreach with the Department of Public Utilities (DPU) and Attorney General’s Office (AGO) to obtain reasonable level of detail regarding services available to Marlborough.
- #79** - Examine the feasibility of establishing “wireless” zones in high profile activity centers (i.e. Downtown and Sports Centers)

TOURISM

- #80** - Support local sports industry with comprehensive marketing and work with NESCA, Fore Kicks and others to increase the number and size of sports tournaments in the city.
- #81** - City and businesses should jointly pursue events, conventions and tourism business.
- #82** - Look for another City attraction (i.e. Water Park) to attract visitors. Explore additional sites to add venues and hotels as market dictates.
- #83** - Improve the visibility of local restaurants and retail establishments.

ZONING CHANGES

- #84** - Increase building height of commercial and mixed residential/commercial uses to greater than 4 stories or otherwise increase density within existing parcels such as HP site, along Interstates 495 and 290 and Route 20.
- #85** - Recodification of land uses and zoning regulations to improve consistency and confusing text that applies to all sections.
- #86** - Zoning changes in all areas to encourage more mixed use developments involving retail/service, office and under 35 or over 55 housing uses.
- #87** - Create a special mixed use village district for Rte. 20 East, between Farm Rd. and the Sudbury line, and the elimination of current uses inconsistent with that District.

Appendix C

JOB DESCRIPTION - EXECUTIVE DIRECTOR

BACKGROUND:

The City of Marlborough’s population is 37,963 and it is one of the 35 suburban communities in the MetroWest area of Boston that is situated within the I-495 corridor of high technology commerce. The City and the six surrounding towns of Berlin, Hudson, Northborough, Southborough, Sudbury and Westborough makeup an area known as the Greater Marlborough region. Marlborough’s location within the I-495 corridor and its central location have been driving force for its excellent commercial tax base which constitutes 49% of its overall tax revenue.

In 2006 the City of Marlborough created the economic development organization, formally known as Marlborough 2010 Corporation. The name was changed to the Marlborough Economic Development Corporation (MEDC) in January 2010. MEDC is a state –chartered economic development corporation governed by a 23 member Board of Directors. The organization is funded by municipal and private funding. In 2010 the City of Marlborough took advantage of the opportunity to increase its local option tax on hotel rooms. The added revenue from that effort has been dedicated to the advancement of economic development. In 2011 Marlborough’s City Council, Mayor Nancy Stevens and the Marlborough Economic Development Corporation completed a comprehensive Economic Development Master Plan entitled *Building the New Marlborough Economy*. The Plan provided a thorough examination of the current business climate in Marlborough, reviewed the City’s strength and weaknesses and provided a direction for the stabilization of the commercial tax base and identifying opportunities to expand it. The Marlborough Economic Development Corporation has been identified by the City as the professional entity responsible for implementing the economic development action plan.

Over the course of 5 years, MEDC has been responsible for economic development planning projects, business development, seeking grants for infrastructure improvements, and substantial outreach to local businesses. The organization is located in downtown Marlborough and its current staff consists of a full-time Marketing and Outreach coordinator and an Administrative Assistant. The Board of Directors just completed a Strategic Planning Workshop in December to define the core responsibilities of the organization to implement the economic development action items listed in the Economic Development Master Plan. The Board of Directors will be expanding the capacity of the organization to include professionals with expertise in business development and recruitment. The Board of Directors of MEDC is seeking the services of a professional manager with strong leadership skills to serve as its Executive Director.

For more information about the Marlborough Economic Development Corporation go to www.marlbroughedc.com. A copy of the Marlborough Economic Development Master Plan can be found on the website.

EXECUTIVE DIRECTOR PROFILE:

General Responsibility Description:

The Executive Director will be responsible for development, implementation and coordination of economic development activities, policies and programs to attract new businesses and to retain and expand existing businesses in Marlborough. The Executive Director will develop and direct an implementation plan that will carry out the priority Action Plan items from the 2011 Marlborough Economic Development Master Plan.

Leadership skills:

The Executive Director will serve as a strong advocate for business and shall possess the skills needed to initiate, develop and carry out projects and programs which will advance the economic benefits to expand opportunities for job growth and commercial tax revenue for the City. The Executive Director will advise and counsel City officials, civic and business organizations regarding business needs and to form strong collaborative relationships toward business development in Marlborough. The Executive Director will be a passionate advocate and leader of business interests that benefit the City of Marlborough

Business Knowledge:

The Executive Director shall be knowledgeable in all aspects of business development including but not limited to business location, business financing, workforce recruitment, business utility needs, infrastructure needs, transportation needs and business tax responsibilities.

Business Development and Redevelopment

The Executive Director must be able to identify and act on opportunities to attract new businesses to Marlborough, to market to out of Town or out of State businesses and to act as the business sponsor through its efforts to carry out successful financing, permitting and workforce recruitment efforts. The Executive Director must also be capable of working with commercial property owners to match local expanding businesses to larger facilities within Marlborough. The Executive Director will work with City officials to redevelop areas of Marlborough that have been identified as locations for improvements to infrastructure, reuse of buildings and recreation opportunities which have an influence in directing new businesses to that area.

Knowledge of government and business centered agencies:

The Executive Director shall have a thorough understanding of the municipality's regulations and permitting requirements as they relate to business development. It is expected that the Executive Director will have an understanding of all relevant City Departments and can provide guidance to new and expanding businesses in Marlborough.

The Executive Director should be able provide professional guidance to businesses who may need the assistance of State and Federal agencies with respect to workforce training, financing, international exporting and other resources which benefit business.

The Executive Director Reports to the Board of Directors.

PRIMARY DUTIES:

- Work with commercial property owners, new businesses and expanding businesses to fill vacancies in Marlborough.
- Analyze market conditions and economic trends that affect Marlborough identified in the 2011 Economic Development Master Plan.
- Prepare a Work Plan for the organization which will implement the identified Economic Development Master Plan Action Items to meet the short and long term goals of the City of Marlborough.
- Oversee the work of the Marketing and Outreach Coordinator and the Administrative Assistant and other professionals who may be added to the staff.
- Develop job descriptions and conduct search activities for additional staff positions required to implement the Marlborough Economic Development Master Plan.
- Set priorities for all work related to economic development and effectively manage staff toward completion of tasks related to the Work Plan.
- Advocate for business at the City and State level. Executive Director will act as first point of contact for all business recruitment and retention activity and for the 43d Priority Development Sites.
- Prepares and administers the MEDC budget; prepares an annual report to the Board of Directors and the City Council.
- Provides input to City boards and departments as requested on all matters related to economic development.
- Serves as a City liaison relative to economic development planning and development issues as they relate to the activities of business development, transportation issues related to economic development and funding resources for business development.
- Participates in regional planning activities and in regional efforts related to issues such as transportation, economic development, workforce development; confers with local, state, and federal official; makes public presentations explaining economic development and planning issues and activities.

EDUCATION/BASIC KNOWLEDGE

A degree in Business Administration, or Urban or Regional economic development or related field. Master's Degree in any of these specialties would be advantageous. The ideal candidate has held a high level management position in an economic development organization, a high technology business or a business segment of importance within the greater Marlborough region.

The candidate must have comprehensive knowledge of the principles, practices and techniques of economic development, project financing, real estate and public relations. A demonstrated track record of working with companies to expand and relocate their operations.

Solid understanding and knowledge of federal, state and local resources and regulations for economic development and redevelopment and the ability to effectively negotiate contracts and agreements is required.

The candidate must have high quality communication skills and must be proficient in technical systems utilized for advanced analysis and decision making.

The ideal candidate will have a proven track record of informing the elected leadership and of advocating for critical policies that will advance the goals of business development.

Financial analysis skills are required for this position.

Knowledge of local zoning by-laws, subdivision regulations, applicable state statutes, rules and regulations. Requires a basic knowledge of site engineering with ability to read maps and plans.

EXPERIENCE

Minimum of five years of progressively responsible economic development and/or business development experience in a high level management position. Experience in real estate and finance is advantageous.

SALARY RANGE

The salary range for the position of Executive Director is \$90,000 to \$110,000 annually depending upon experience and professional references. Health insurance benefits are also included.