

**Medway Economic Development Committee  
Medway High School – Room 138  
88 Summer Street**

**April 3, 2012**

**ECONOMIC DEVELOPMENT BOARD MEMBERS PRESENT:**

Ray Himmel, Kent Scott, Paul Yorkis, Ann Sherry, and Ken Bancewicz

**ALSO PRESENT:** Susy Affleck-Childs, Planning and Economic Development Coordinator  
Amy Sutherland, Meeting Recording Secretary

The meeting for the Medway Economic Development Committee was opened at 7:00 pm.

**Informal Interviews with Economic Development Consultants:**

Mount Auburn Associates had two representatives Kevin McAvey and Peter Kwass who provided a presentation.

A basic overview was provided informing the Committee that the company started in 1984. The Company is based out of Somerville.

Mount Auburn focuses on Economic Development analysis strategies, and doing program evaluation. Their focus is working in teams with other consultants who specialize in real estate and land use policies.

They have recently finished a project in Watertown. They worked with the planner and urban designer. Several consultants were brought in. One focus could be looking at specific parcels which may be underutilized and researching the potential to build bigger tax base.

Another job they completed included looking at the opportunities to attract industry targets. Mount Auburn looked at what was the best approach to develop the sites and what regulatory incentives were needed. They did a schematic design and developed a set of implementation tools for the community to use.

Mr. McAvey who is new to the firm looks at the gaps with the skills in demand. His passion is working in rural areas. He stated that little towns are sometimes overlooked.

Member Himmel noted that this is about putting the projects to a plan with action items. The Committee would like to have an action plan.

Member Sherry noted that the Board of Selectmen, Planning Board and Economic Development Committee engaged together and we know the areas which need to be developed. The infrastructure is there. We need assistance helping us to get the word out that this is here in Medway and tell others that we are here. The Town of Medway is still not on the radar screen.

Member Yorkis wants to know what products Mt. Auburn has developed and used with towns.

Mt. Auburn responded that they try to look at all the pieces and develop the strategies and priorities. Next put specific action steps in place to implement the strategy. It was explained that they do not develop the marketing materials. This is not their specialty. They are not branding experts. Mt. Auburn helps communities see where there investments are.

Mr. Kwass explained that they are good at getting people on the same page and determining what assets the town has. It is about getting everyone on the same page and going in the same direction. It is about getting people on a common baseline. It is finding the opportunities and capitalizing on the opportunities. We do the work and the companies decide.

Member Himmel responded that we won't be holding the budget but we will be in front of others (Board of Selectmen) justifying the purpose. We are all accountable to the tax payers.

Mr. Kwass responded that there would be an outline of scope.

Member Scott communicated that we do not want to repeat what we have already done. This may be a bridging. This may be an in between step to deliver us to the market.

Mr. Kwass responded that they do not want to do what you have already done. It is important to make sure the scope is what you need.

Susy Affleck-Childs responded that this must be clear in the RFP.

Mr. Kwass explained that in Watertown they worked with consultants Katherine Madden and David Gambel.

Our strong point is specializing in identifying economic clusters. They are strong in promoting small business development.

The Committee does not want a generalist.

**EDR Group:**

Brett Piercy, Economic Development Group.

The Committee was given a packet of information. It was explained that the EDR Group is a consulting firm focusing specifically on applying techniques for evaluating economic development performance, impacts and opportunities.

This company was started in 1996 by a core group of economists and planners who are specialists in models and tools for evaluating impacts of infrastructure, technology workforce and natural resources on economic development opportunities.

Their expertise is on forecasting economic change and needs, opportunities assessment, strategy development, and benefit cost-analysis.

EDR has a group of 15 professional staff and they affiliate themselves with consultants and experts.

EDR develops expertise in three main ways - developing LEAP/TREDIS analysis tools through national- scale survey projects such as SHRP and ACRP. They also do empirical research for projects across the country assessing the role of a wide range of factors on business location and expansion.

The EDR has worked on the following projects - Marlborough Economic Development Strategy, Six Flags Livable Centers Initiative, and the South Coast Commuter Rail Project.

Chairman Himmel communicated that the diagnostic tools are there. He asked how the EDR Group would meet the needs of the Town of Medway. What is it that your firm does to position us in the market to establish economic development?

Brett communicated that since Medway is largely a bedroom community, it has higher than average household incomes. It has an attractive industrial site on 495. The town would want to capitalize on industrial development opportunities to improve the tax base, but in a way that doesn't degrade the high quality of life residents have come to expect.

Chairman Himmel explained that we already used diagnostic tools and know the space, have the policies in place, and we know that this is an attractive place to live in, and we need professional insight to collectively look at the town. Studies have already been done.

Member Yorkis communicated that we have a lot of stuff and reports. He asked what can you do for us with the reports.

Brett responded that she could determine if the studies show what industries are likely to be interested or not and why. EDR could determine the type of firm which would best assist the town. It is important to make sure we look at what is the value proposition and tailor it to the industries. Our company could work with site selection firms. The town would need a contact person to filter the calls.

Chairman Himmel asked again what has the EDR Group done with a town this size.

Brett responded that it depends on the type of industry you are trying to attract. The town does need a person in the planning department. This should not be contracted out because you would want this to be a town person.

The Commission thanked her for presenting.

The EDC discussed that what the EDR Group does is not what Medway needs; it seems that this is more of a macro analysis.

**RKG Associates:**

The last presentation was from Darren Mochie from RKG Associates. RKG Associates is located in Dover, New Hampshire.

The first question asked was where you see your firm fitting in and how you could fit into the Town of Medway. We have worked with Dukakis Center and completed a feasibility study through Northeastern University and received recommendations from that. There was master plan update, and two smart growth grants were completed with analysis of some sites. What can your company do with this information?

Chairman Himmel explained that we have been given lots of information about developing Medway and setting priorities but now we want to move forward with those ideas and recommendations and are looking for some guidance. We want to take the information and build a bridge.

Mr. Mochrie responded that his company has been in business for 31 years and there are nine associates. They have in house planners, market planners, and concentrate on planning economic, and real estate development.

We will work to meet the master plans, and come in as a sub consultant to provide a real world pragmatic approach to planning.

Mr. Mochrie further communicated that it looks like Medway has a good base and identified development and viable sites.

There was a document that the members were able to view. This was passed around the table to view.

Mr. Mochrie explained that his company worked with the Economic Development Center to develop a strategic plan in Rochester, New Hampshire. We worked on identifying EDC issues and challenges and identifying sites. We assisted with the business survey, communicated with businesses and provided real estate analysis. We completed an inventory of the supply of buildings and land within the region and looked at what is the competition doing in the region. We worked directly with the community and came up with 20 recommendations and 2/3 of those have been implemented.

Chairman Himmel responded that we are a bedroom community just off I-495.

Mr. Mochrie responded that Medway has fantastic demographic assets, great quality of life, fantastic schools, and dedicated group of volunteers. This does help a business.

Member Sherry wanted to know if RKG helps put together the marketing package, or would it be an action step. What is the vision?

Mr. Mochrie responded that it would need to be established. What are the issues? For example, permitting is not clear, know the issues, and then come back and do the field work. Establish what you want, look at the real estate, look at property inventory and link it together.

It is important to get Medway on the radar and have relationships with developers and builders.

Susy Affleck-Childs wants to know how do you carry out this and make this happen.

Mr. Mochrie responded that the town would need to get an ED staff person in the future. The EDC person should implement the strategy. To have an ED staff person right now is premature. The strategies would need to be narrowed down to only finish one goal at a time. It would be important to decide what is the biggest thing that we can get done. Rochester does have an EDC person full-time who assisted with the implementation.

Member Yorkis wanted to how would you describe the process you would use to work with the Town of Medway.

Mr. Mochrie responded that it depends, if you are looking for a strategy, identify the issue and

We could hold an open house or group meeting bringing in residents and have them voice issues and a month later, get the vision and where do you want to go from the open house session and some strategies in place. It appears that you haven't discussed what you want, that this has not been communicated yet. If you wanted to do a branding exercise, we could do this. Let me know what you want and we can craft a consultant team. It is clear that there has been a lot of research done already.

Member Yorkis communicated that we need to frame an RFP and asked if they would be available to assist with this.

Mr. Mochrie responded that he would be happy to do this. He has worked with Devens and Harvard is at a point where they are growing and Harvard now is looking to work with them to help craft an RFP.

The EDC thanked RKG Associates for his presentation.

Member Yorkis feels that RKG has the understanding and believes they can supply us with the right elements with an RFP. Paul is comfortable with him.

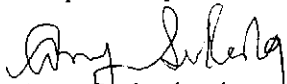
Susy Affleck –Childs communicated that of the three he is the most relevant.

Chairman Himmel suggested that we invite two more in for presentations.

The EDC agreed that this could be schedule for the meeting on April 17<sup>th</sup>, 2012.

**On a motion made by Paul Yorkis and seconded by Ann Sherry, the EDC voted unanimously to adjourn the meeting at 9:00 pm.**

Respectfully Submitted,

  
Amy Sutherland  
Recording Secretary

Edited by,  
  
Susan E. Affleck-Childs  
Planning and Economic Development Coordinator