

Northeastern University  
Dukakis Center *for* Urban & Regional Policy

ECONOMIC DEVELOPMENT SELF-ASSESSMENT TOOL (EDSAT)

REPORT  
MARCH 2014

RESULTS FOR THE TOWN OF  
**SAUGUS, MASSACHUSETTS**  
MARCH 2014



## The Partners

### About the Kitty and Michael Dukakis Center for Urban and Regional Policy

The Kitty and Michael Dukakis Center for Urban and Regional Policy at Northeastern University conducts interdisciplinary research, in collaboration with civic leaders and scholars both within and beyond Northeastern University, to identify and implement real solutions to the critical challenges facing urban areas throughout Greater Boston, the Commonwealth of Massachusetts, and the nation. Founded in 1999 as a “think and do” tank, the Dukakis Center’s collaborative research and problem-solving model applies powerful data analysis, a bevy of multidisciplinary research and evaluation techniques, and a policy-driven perspective to address a wide range of issues facing cities and towns. These include affordable housing, local economic development, workforce development, transportation, public finance, and environmental sustainability. The staff of the Dukakis Center works to catalyze broad-based efforts to solve urban problems, acting as both a convener and a trusted and committed partner to local, state, and national agencies and organizations. The Dukakis Center is housed within Northeastern University’s innovative School of Public Policy and Urban Affairs.

### About the National League of Cities

The National League of Cities is the nation’s oldest and largest organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. NLC is a resource and advocate for more than 1,600 member cities and the 49 state municipal leagues, representing 19,000 cities and towns and more than 218 million Americans. Through its Center for Research and Innovation, NLC provides research and analysis on key topics and trends important to cities, creative solutions to improve the quality of life in communities, inspiration and ideas for local officials to use in tackling tough issues and opportunities for city leaders to connect with peers, share experiences, and learn about innovative approaches in cities.

For additional information about the Economic Development Self-Assessment Tool (EDSAT), please visit <http://www.northeastern.edu/dukakiscenter/econdev/edsat> or contact:

#### **Nancy S. Lee, Ph.D.**

Northeastern University  
Dukakis Center for Urban & Regional Policy  
310 Renaissance Park  
360 Huntington Avenue  
Boston, MA 02115  
617-373-7868 (v)  
617-373-7905 (f)  
[n.lee@neu.edu](mailto:n.lee@neu.edu)

#### **Christiana McFarland**

Center for Research and Innovation  
National League of Cities  
1301 Pennsylvania Ave, NW, Suite 550  
Washington, DC 20004  
202-626-3036 (v)  
[mcfarland@nlc.org](mailto:mcfarland@nlc.org)

Report Authors: Nancy S. Lee, Ph.D., Adam R. Katz, M.S., and Tracy Corley

## TABLE OF CONTENTS

INTRODUCTION.....	1
PROJECT OVERVIEW .....	1
Methodology.....	1
SUMMARY AND ORGANIZATION OF RELATIVE STRENGTHS AND WEAKNESSES .....	4
Saugus's Strengths or Potential "Deal-Makers" .....	4
Saugus's Weaknesses or Potential "Deal-Breakers" .....	5
DETAILED ANALYSIS AND QUESTIONNAIRE RESULTS.....	7
Section 1. Access to Customers/Markets .....	8
Section 2. Concentration of Businesses (Agglomeration) .....	12
Section 3. Cost of Land (Implicit/Explicit) .....	16
Section 4. Labor .....	19
Section 5. Municipal Process .....	21
Section 6. Quality of Life (Community) .....	27
Section 7. Quality of Life (Site).....	29
Section 8. Business Incentives .....	29
Section 9. Tax Rates.....	32
Section 10. Access to Information.....	33
NEXT STEPS .....	36
SUMMARY OF RECOMMENDATIONS.....	37

Page left intentionally blank.

## INTRODUCTION

A robust, sustainable, and adaptable local economy heavily depends on officials who can lead in the formulation and implementation of an economic development strategy. A thorough strategy is developed with an understanding of local business interests, regional resource availability, and a careful assessment of the community's ability to attract new business investment and jobs.<sup>1</sup> The *Economic Development Self-Assessment Tool* (EDSAT) is an important step that public officials can take to assess their jurisdictions' strengths and weaknesses with respect to expanding and sustaining economic growth. Through EDSAT, public officials and business leaders collaborate as a team, assessing each of their roles in creating a business-friendly climate.

By participating in this self-assessment, Saugus will not simply better understand its economic development assets and challenges, but learn to build upon strengths and overcome weaknesses. This report contains a thorough analysis of the responses provided by Saugus to the EDSAT questionnaire.

## PROJECT OVERVIEW

Since 2005, the Dukakis Center has sought to identify the “deal-breakers” impeding private investment in local municipalities. Based upon research on the resurgence of older industrial cities, the Dukakis Center has identified two of the crucial factors in economic development. First is a municipality's capability in responding to ever-changing market forces. Second is the ability of local government to work with regional agencies, business leaders, and academic institutions to work collaboratively to solve municipal weaknesses and market the city or town's strengths. These conclusions led to the development of EDSAT as well as the creation of an analytical framework for providing practical and actionable feedback to public officials. EDSAT is the first tool that resulted from the partnership between Northeastern University's Dukakis Center for Urban and Regional Policy (Dukakis Center) and the National League of Cities (NLC).

### Methodology

The foundation for the 200-plus questions that make up the EDSAT questionnaire was established when the Dukakis Center surveyed more than 240 members of the *National Association of Industrial and Office Properties*, now known as *NAIOP* and *CoreNet Global*. These leading professional associations represent site and location experts, whose members research new sites for businesses and other institutions. Members were asked to identify those factors that are most important to businesses and developers when evaluating locations. This process generated a set of 38 broad themes relevant to economic growth and development. Examples of themes include highway access, available workforce, and the timeliness of permit reviews. Based on rankings by these location experts, EDSAT themes are identified as “*Very Important*,” “*Important*,” or “*Less Important*” to businesses and developers.

---

<sup>1</sup> Jurisdictions are usually categorized as individual towns and/or cities. Each can be several small municipalities, a geographic region, or a county—as long as each plans and strategizes as a single entity in its economic development efforts.

## EDSAT Themes

<b>Very Important ●</b> <ul style="list-style-type: none"> <li>Highway Access</li> <li>Parking</li> <li>Traffic</li> <li>Infrastructure</li> <li>Rents</li> <li>Workforce Composition</li> <li>Labor</li> <li>Timeliness of Approvals</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Follow-Up</li> <li>Quality of Available Space</li> <li>Land</li> <li>Labor Cost</li> <li>Industry Sensitivity</li> <li>Sites Available</li> <li>Predictable Permits</li> <li>Fast Track Permits</li> <li>Citizen Participation in the Review Process</li> <li>Cultural and Recreational Amenities</li> <li>Crime</li> <li>Housing</li> <li>Local Schools</li> <li>Amenities</li> </ul>	<ul style="list-style-type: none"> <li>State Business Incentives</li> <li>Local Business Incentives</li> <li>Local Tax Rates</li> <li>Tax Delinquency</li> </ul>
<b>Important ◐</b> <ul style="list-style-type: none"> <li>Public Transit</li> <li>Physical Attractiveness</li> <li>Complementary/ Supplemental Business Services</li> <li>Critical Mass Firms</li> <li>Cross Marketing</li> </ul>		<b>Less Important ○</b> <ul style="list-style-type: none"> <li>Airports</li> <li>Rail</li> <li>Water Transportation</li> <li>Proximities to Universities &amp; Research</li> <li>Unions</li> <li>Workforce Training</li> <li>Permitting Ombudsman</li> <li>Jurisdiction's Website</li> </ul>

Each question in EDSAT addresses a particular location factor and provides three ways to interpret that factor relative to the response in your own community:

1. The level of importance businesses and developers place on that location factor
2. How other jurisdictions participating in EDSAT have typically responded to that question
3. How your jurisdiction's response compares to the typical response and the importance of the location factor



FIGURE 1: IMPORTANCE AND PERFORMANCE LEVELS

For example, through the EDSAT analysis, officials may discover that the efficiency of the municipal permitting process is both *Very Important* to businesses and developers and that their jurisdiction is taking several months to review a permit application, rather than a few weeks as in the case of other jurisdictions. According to our location experts, this can be a serious weakness or potential “deal-breaker.” Knowing this, municipal officials may choose to hone in on the permitting process to understand where the inefficiencies lie and how the process could be improved and/or simplified. Even if a jurisdiction is quite efficient in reviewing permits, it may be worth the effort to further improve the process, as the timeliness of the process is of such significance to businesses and developers. Staff, review boards, or commissions could streamline their work or provide more technical support to applicants to streamline the process. This permitting example outlines the degree to which the EDSAT analysis provides an opportunity for revisiting and redeveloping a jurisdiction's economic development strategies and processes.



 C. Quality of Available Space			
Report of SaugusMA as compared to all jurisdictions			
Question	SaugusMA		Comparison Group
24: Approximately what percentage of available sites in your jurisdiction would be considered contaminated or brownfield sites?	1-10%		21-35%

FIGURE 2: SAMPLE RESPONSE

The EDSAT analysis compares your jurisdiction's response to that of Comparison Group Municipalities (CGM).<sup>2</sup> With regard to the aforementioned permitting process, your jurisdiction may offer significantly shorter review times than the CGM. In this case, the EDSAT analysis suggests that on this measure your jurisdiction may possess a relative advantage in what is a *Very Important* location factor. However, if permit reviews take significantly longer, then your jurisdiction may be at a disadvantage. While local and regional regulations or processes affect the review process, businesses are interested in "time-to-market" – the time it takes to get up and running in an ever-increasing competitive environment.

EDSAT assigns a color code to highlight the results of your jurisdiction compared to the median response among the CGM. Colors—green, yellow, and red—indicate a municipality's relative strength on each specific location factor. Green indicates that your jurisdiction is quantitatively or qualitatively stronger than CGM response; yellow indicates that your jurisdiction is average or typical; and red indicates a relative deficiency.

The interaction between the importance of a location factor and your jurisdiction's relative strength yields powerful information. With respect to businesses and developers, a comparison yielding "red" for a *Very Important* factor represents the potential for a "deal-breaker," while a comparison resulting in "green" for a *Very Important* factor represents the likelihood of a "deal-maker." There are several important considerations to keep in mind when reviewing a jurisdiction's EDSAT results:

1. If your jurisdiction is at a disadvantage in certain *Very Important* location factors, such as possessing a slow permitting process, a workforce that lacks the necessary skills, and infrastructure that lacks the capacity to support growth, it is considered to have three distinct "deal-breakers," regardless of its geographic location.
2. Your jurisdiction should look at its EDSAT results as an overview, and not focus on a particular factor. One "deal-breaker" does not mean that your jurisdiction should abandon its economic development efforts. At the same time, your jurisdiction cannot solely rely on one or two "deal-makers." Economic development is a dynamic process and should be managed in such a way that a community continually responds to the changing needs of local and prospective businesses.
3. The interpretation of comparisons and color assignments depends on your jurisdiction's context in answering the question and its objectives for economic development. For example, if there are significantly

---

<sup>2</sup> The term Comparison Group Municipalities (CGM) is used in this report to represent jurisdictions that have completed the EDSAT.

more square feet of vacant commercial space than the CGM median, EDSAT assigns “red” because large amounts of space may indicate outdated facilities in a stagnant local economy. However, the empty space may actually be an asset if your jurisdiction is focusing on attracting businesses that would benefit from large spaces, such as a creative mixed-use complex. Thus, your jurisdiction’s context is important in understanding EDSAT results.

For some questions, the red and green color assignments serve to highlight the response for further consideration within the context of your jurisdiction’s objectives and circumstances. Several questions have no comparison at all. They tend to be lists of potential incentives, resources, or regulations associated with the municipality and will be discussed in corresponding sections of the report.

## SUMMARY AND ORGANIZATION OF RELATIVE STRENGTHS AND WEAKNESSES

This section highlights Saugus’s primary strengths and weaknesses in the realm of economic development. EDSAT does not provide an overall grade for a jurisdiction, but rather assesses a jurisdiction’s unique set of strengths, weaknesses, and economic development objectives.

The Dukakis Center staff creates a list of significant or notable responses for each of the *Very Important*, *Important*, and *Less Important* location factors, emphasizing strengths and “deal-makers,” which are not organized in any particular order of importance. Dukakis Center staff suggests that your municipality review these lists and use them to highlight, enhance, and market your city or town’s strengths.

Tasks on the weakness and “deal-breaker” lists, however, are prioritized to emphasize the importance of their mitigation. The Dukakis Center staff arranges the tasks according to feasibility, with consideration of the latitude and abilities of local, county, or regional levels of government. For example, in a jurisdiction with limited highway access, building a new highway interchange or connector would likely be cost-prohibitive, time-consuming, and an inefficient use of local resources. However, other tasks are more feasible with modest investments in time and resources. For example, streamlining the permitting process and making related development information readily accessible to both location experts and businesses can be accomplished with no significant capital investments. Although location experts rank both highway access and the timeliness of permitting as *Very Important* location factors, in the prioritized list of potential “deal-breakers,” the permitting process is given a higher priority due to its feasibility in implementation.

### Saugus’s Strengths or Potential “Deal-Makers”

The following lists of Saugus’s strengths are its powerful economic development assets. The town should build upon these assets and promote them to prospective businesses and developers. Saugus should first consider those in the *Very Important* group, then the *Important*, and finally the *Less Important* group. Please note that strengths are **not listed in any particular order** within the three lists.

#### Strengths among Very Important Location Factors

- **Rents:** Saugus has a very large proportion of available Class A office space.

- **Workforce Composition:** Saugus's workforce is comprised of a high percentage of managerial skilled workers.
- **Timeliness of Approvals:** Saugus reviews Special Permit applications faster than the CGM. However, other permit review processes are slower than the CGM.

### Strengths among Important Location Factors

- **Public Transit:** A high percentage of Saugus's available manufacturing and general office space sites is within a quarter mile of public transit.
- **Physical Attractiveness:** Saugus offers a web form to report code violations and maintenance needs within the jurisdiction, and much of its land is reserved for parks.
- **Crime:** Saugus's crime rates in terms of robbery, auto theft, and homicide are notably low.
- **Quality of Available Space:** Saugus has a very small percentage of both contaminated sites and vacant or severely underutilized shopping centers.
- **Citizen Participation in the Review Process:** Saugus's elected officials expedite development by facilitating dialogue with community groups at a much higher level than do CGM officials.
- **Cultural and Recreational Amenities:** Saugus is home to the Saugus Iron Works National Historic Site, a major historical museum.
- **Housing:** Saugus has a higher homeownership rate than the CGM.
- **Local Schools:** Compared to the CGM, a higher percentage of Saugus's high school students both tested proficient in Math and English on the MCAS and went on to attend four-year colleges after graduation. Additionally, Saugus features a charter school.
- **Amenities:** A large proportion of Saugus's existing development sites are within one mile of fine dining establishments.
- **State (Business Incentives):** Businesses in Saugus are eligible for significantly more special state tax incentives than those in the CGM.

### Strengths among Less Important Location Factors

- **Airport:** Saugus is less than 10 miles from Logan International Airport.
- **Proximity to Universities and Research:** Several major public or private four-year colleges or universities are located within ten miles of Saugus.
- **Permitting Ombudsman:** Saugus's Town Manager plays a significant role in ensuring the efficiency of the permitting process.
- **Website:** Saugus's website features slightly more information than the CGM's website.

## Saugus's Weaknesses or Potential "Deal-Breakers"

Despite sizable advantages, Saugus has a number of apparent weaknesses which can pose a challenge to successful development. The factors in the *Very Important* group are the ones that the town should consider addressing first because they are the most critical potential "deal-breakers." Again, the town should next consider those in the *Important* group, and finally the *Less Important* group.

Unlike the strengths or deal-makers, the list of weaknesses is **arranged in order of priority**. It is suggested that Saugus review the prioritized lists and the detailed narrative about all location factors, while keeping in mind its economic development objectives and the resources available for addressing “deal-breakers” and other weaknesses. This report is an opportunity for an informed dialogue among colleagues and for establishing a roadmap to turn “deal-breakers” into “deal-makers.”

#### **Weaknesses among Very Important Location Factors**

- **Timeliness of Approvals:** Compared to the CGM, Saugus takes an average of four weeks longer to process Site Plan Reviews and Zoning Variances and an average of eight weeks longer to review the Appeals Process.
- **Traffic:** Rush hour traffic in Saugus is rated “extremely congested.”
- **Rents:** Retail and manufacturing rents in Saugus are considerably higher than in the CGM. The town also offers little Class B office space throughout the jurisdiction and does not have any Class A or B space in either the highway or central business districts.

#### **Weaknesses among Important Location Factors**

- **Critical Mass Firms:** Saugus does not feature an industrial attraction policy, up-to-date development strategy, overall economic development plan, or an economic development plan within its master plan.
- **Physical Attractiveness:** Saugus “weakly” enforces codes and regulations on abandoned properties, abandoned vehicles, and rubbish, as well as “weakly” maintains streets, sidewalks, and parks, etc. near development sites.
- **Predictable Permits:** Saugus does not provide a checklist of permitting requirements to prospective developers and businesses.
- **Cross Marketing:** Saugus does not engage state agencies and organizations to participate in marketing the town.
- **Local (Business Incentives):** Saugus does not actively pursue federal or state programs designed to help attract and retain businesses, offer TIFs or similar programs, or assist businesses secure financing with commercial lenders or state finance mechanisms.
- **Amenities:** Only some of Saugus’s existing development sites have day care facilities within one mile.
- **Local (Tax Rates):** Saugus taxes both industrial/commercial and residential properties at a significantly higher rate than does the CGM.
- **Quality of Available Space:** Relative to the CGM, a significantly smaller proportion of Saugus’s available sites are considered unused open land or greenfield sites.

#### **Weaknesses among Less Important Location Factors**

- **Permitting Ombudsman:** Saugus does not empower local officials to ensure the efficiency of the local permitting process, feature a “development team” to review major developments, or provide technical assistance to businesses looking to attain federal or state permits.

These weaknesses that surfaced in the EDSAT analysis provide guidelines to where Saugus could exert more effort to improve its ability to attract business and build its tax base.

## DETAILED ANALYSIS AND QUESTIONNAIRE RESULTS

The following is a section-by-section analysis of the EDSAT results comparing Saugus's self-reported responses to both the overall importance of each location factor and the median response among the CGM. Within each section are several related themes, where the symbols ●, ◐, and ○ indicate the relative importance of the theme to developers and businesses, as ranked by NAIOP and CoreNet Global location experts. The shaded circle (●) denotes a *Very Important* factor, the half-shaded circle (◐) denotes an *Important* factor, and the unshaded circle (○) denotes a *Less Important* factor.

Importance To Market			Your Performance Relative To Peers	
● Very Important	◐ Important	○ Less Important	Strong	Average
			Weak	No Comparison

This section of the report presents a tabular printout from the EDSAT. The results are displayed in four primary groupings of information:

- **Group 1** identifies location themes, such as Highway Access, and questions about specific location factors related to that theme. At the top of each table is a circle that represents the relative importance of a theme to location experts and businesses. A filled circle (●) indicates "Very Important," a half-filled circle (◐) indicates "Important," and an unfilled circle (○) indicates "Less Important."
- **Group 2** shows Saugus's responses to the EDSAT questions.
- **Group 3** is the median or majority (for yes/no questions) response among the municipalities that have completed the EDSAT questionnaire (the comparison group or CGM).
- **Group 4** is a series of green, yellow, or red blocks indicating how Saugus compares to the CGM. There is a built-in function in EDSAT that allows a municipality to compare itself against a subset of the CGM by other criteria such as population, median income, or size of operating budget. For purposes of this analysis, however, Saugus is compared with all the CGM.

Section 1: Access to Customers/Markets

Report of Ludlow as compared to all jurisdictions			Comparison Group	
Question				
1: What percentage of available sites for retail trade, including your central business district, are within 2 miles of an entrance or exit to a limited-access major highway?	75%+	75%+	75%+	
2: What percentage of available sites for manufacturing are within 2 miles of an entrance or exit to a limited-access major highway?	75%+	75%+	75%+	
3: What percentage of available sites for general office space are within 2 miles of an entrance or exit to a limited-access major highway?	75%+	75%+	75%+	
4: Does your jurisdiction impose weight restrictions on streets or access roads?	yes	yes	yes	

Importance To Market: ● Very Important, ◐ Important, ○ Less Important

Your Performance Relative To Peers: Strong (Green), Average (Yellow), Weak (Red)

Group 1 points to the importance circle (●) for Highway Access.

Group 2 points to the question text for Question 1.

Group 3 points to the comparison group response (75%+) for Question 1.





Group 4 points to the performance relative to peers (Yellow) for Question 1.

## Section 1. Access to Customers/Markets

In order to minimize transportation costs and time-to-market, businesses want adequate access to uncongested transportation corridors for their shipping needs, customers, and employees. Highway access, congestion, and parking are *Very Important* factors in location decisions. Public transportation is *Important*, while proximity to airports, rail, and water transport are *Less Important*. The overall physical attractiveness of public spaces, enforcement of codes, and condition of housing and commercial real estate are *Important*, as they are indications of general economic health and quality of life in a community.





### A. Highway Access ●

Saugus is quite accessible, featuring Routes 1, 99, 107, and 129 within its borders. Matching the CGM, three quarters of available sites for retail trade, manufacturing, and general office space are within two miles of an entrance or exit to a limited-access major highway. Last, unlike the CGM, Saugus does impose weight restrictions on streets. Although this disadvantage will increase transport costs for manufacturers, it helps preserve roads.

Question	SaugusMA		Comparison Group
1: What percentage of available sites for retail trade, including your central business district, are within 2 miles of an entrance or exit to a limited-access major highway?	75% or greater		75% or greater
2: What percentage of available sites for manufacturing are within 2 miles of an entrance or exit to a limited-access major highway?	75% or greater		75% or greater
3: What percentage of available sites for general office space are within 2 miles of an entrance or exit to a limited-access major highway?	75% or greater		75% or greater
4: Does your jurisdiction impose weight restrictions on streets or access roads?	yes		no

### B. Public Transit ◀

Saugus has an advantage with at least 75% of available sites for manufacturing and general office space located within a quarter mile of public transit. Your jurisdiction matches the CGM in all other regards, including 75% of available retail trade sites within a quarter mile of public transit, the availability of public transit on nights and weekends, and not having a Transit-Oriented Development Strategy. Additionally, the Melrose Highlands Commuter Rail Station is only a few miles away, and several other commuter rails stops are within five miles. Both the 426 and 430 buses go to MBTA rapid transit stops, and the entire trip to downtown Boston takes less than one hour.

Question	SaugusMA		Comparison Group
5: What percentage of available sites for retail trade are within 1/4 mile of public bus or rail rapid transit?	75% or greater		75% or greater
6: What percentage of available sites for manufacturing are within 1/4 mile of public bus or rail rapid transit?	75% or greater		50-74%
7: What percentage of available sites for general office space are within 1/4 mile of public bus or rail rapid transit?	75% or greater		50-74%
8: Is there a transit-oriented development strategy in your plans for attracting new firms?	no		no

9: Is there a commuter rail or bus stop within 5 miles of your jurisdiction's boundaries?	yes	<input type="checkbox"/>	yes
10: Do you offer any shuttle services to other public commuting stations?	no	<input type="checkbox"/>	no
11: Is public transit service available on nights and weekends?	yes	<input type="checkbox"/>	yes

### C. Parking ●






Saugus matches the CGM for all parking considerations. Your town offers free parking in the central business district and on-site parking by at least 75% of available sites for retail trade, manufacturing, and general office space. Saugus does not have parking facilities near development and does not utilize state or federal grants to improve parking. Although the town's high proportion of available parking is neutral relative to the CGM, it does provide employees and patrons with the assurance that parking will be available at their destinations.

Question	SaugusMA		Comparison Group
12: What percentage of available sites for retail trade have on-site parking?	75% or greater	<input type="checkbox"/>	75% or greater
13: What percentage of available sites for manufacturing have on-site parking?	75% or greater	<input type="checkbox"/>	75% or greater
14: What percentage of available sites for general office space have on-site parking?	75% or greater	<input type="checkbox"/>	75% or greater
15: Does your jurisdiction offer parking facilities near development sites?	no	<input type="checkbox"/>	no
16: Have you used state or federal infrastructure grants to improve parking in your jurisdiction?	no	<input type="checkbox"/>	no
17: How much is typically charged for parking in your central business district? \$ Hourly	0	<input type="checkbox"/>	0
18: How much is typically charged for parking in your central business district? \$ Daily	0	<input type="checkbox"/>	0
19: How much is typically charged for parking in your central business district? \$ Monthly	0	<input type="checkbox"/>	0

### D. Traffic ●

Saugus mirrors the CGM for all traffic considerations except level of congestion during typical weekday rush hours, with "extreme" congestion compared the CGM's "moderate." As this issue is a *Very Important* location factor, your jurisdiction may want to consider alleviating traffic through further utilizing the services of the transportation consultant, confirming that street lights are synchronized and timed correctly, and addressing particularly congested intersections. Saugus may want to consider taking advantage of free rideshare coordination services from MassDOT's MassRIDES program.

Question	SaugusMA		Comparison Group
20: Do you have regular access to a traffic engineer or transportation planner, such as one who is on staff or with a regional organization to which your jurisdiction is a member?	no	<input type="checkbox"/>	no
21: Do you routinely use the services of a transportation consultant?	yes	<input type="checkbox"/>	yes

22: Do you have access to traffic count data for the major roadways in your jurisdiction?	yes		yes
23: Do you require firms or developers to provide traffic mitigation beyond the streets adjacent to the site? (e.g. installing traffic signals, metering flow)	yes		yes
24: How would you rate traffic into and out of your jurisdiction during a typical weekday rush hour?	Extremely congested		Moderately congested
25: What is the average speed of automobile commuter traffic during a typical weekday rush hour?	26 ♦ 35 mph		26 ♦ 35 mph
26: Do you require a traffic impact analysis for large-scale development or redevelopment projects?	yes		yes

## E. Airport ○





Saugus is on par or better regarding all airport considerations. The town, at less than ten miles and under twenty minutes from Logan International Airport, is closer to its respective major international airport than the CGM. The nearest regional airport is Beverly Municipal Airport, about 14 miles from Saugus. As air transportation is a *Less Important* location factor, not having a local airport should have a negligible impact on businesses and developers given the proximity of Logan Airport.

Question	SaugusMA		Comparison Group
27: Do you have a local (municipal/ general aviation) airport?	no		no
28: The closest regional airport is how many miles away?	11-20 miles		11-20 miles
29: The closest major/international airport is how many miles away?	6-10 miles		20-30 miles
30: Is the major/international airport accessible by public transportation?	yes		yes
31: How long does it take to drive to the major/international airport from your downtown?	Less than 20 minutes		Less than 20 minutes

## F. Rail ○

On par with the CGM, Saugus offers neither MBTA Commuter Rail nor Amtrak services. However, the Melrose Highlands Commuter Rail Station in neighboring Melrose and several others are located within five miles from the town. Saugus may want to consider launching a shuttle service from the town to Melrose Highlands during rush hours. Such a service would allow residents and employees faster and easier commutes as well as make the town more accessible.

Saugus does not offer rail freight service. However, only manufacturers that require shipment of large or heavy materials or goods would utilize this service, and therefore, this disadvantage may prove only slight.









Question	SaugusMA		Comparison Group
32: Do you have rail freight service available?	no		yes
33: Do you have intercity passenger rail service? Check all that apply.			
- Commuter	no		no
- Intercity/Interstate(Amtrak)	no		no
- no	yes		yes

## G. Physical Attractiveness

Giving Saugus an advantage over the CGM is that the town features a webform for reporting code violations and maintenance needs within the town. This type of service lends residents a voice and means to help the town, giving rise to enhanced community cohesiveness and pride. Saugus may want to consider developing a system to monitor timeliness and quality of responses to these reports, which will encourage more residents to utilize this resource.

Not only is Saugus naturally attractive with more land reserved for parks than the CGM, but the vast majority of its residential, commercial, and industrial properties are well maintained and occupied. However, while the CGM does so moderately, Saugus only weakly maintains areas near available developments sites and enforces codes regulations on abandoned properties/vehicles/rubbish disposal. To boost aesthetic appeal for businesses and developers as well as to match the town's natural advantages, your jurisdiction may consider more vigorously enforcing these codes and regulations.

To further enhance aesthetic appeal, your town may want to engage the local arts community, which may also help community cohesiveness and pride. Artists can brighten and redesign open spaces using public art, street furniture, physical infrastructure, and other resources.

Question	SaugusMA		Comparison Group
34: To what extent do you enforce codes and regulations on abandoned properties / abandoned vehicles / trash and rubbish disposal within your jurisdiction?	Weakly		Moderately
35: To what extent does your jurisdiction maintain streets, sidewalks, parks, etc., near available development sites?	Weakly		Moderately
36: Is there a hotline available for reporting code violations and maintenance needs within your jurisdiction?	yes		no
37: Is there a system for monitoring the timeliness and quality of responses to reported violations within your jurisdiction?	no		no
38: Do you involve the arts community in the design of open space (street furniture, murals, etc.)?	no		no
39: What percentage of the acreage within your jurisdiction is reserved for parks?	11-15%		6-10%
40: What percentage of your housing stock is considered dilapidated?	0-5%		0-5%
41: What percentage of your commercial buildings are boarded up or closed down and would need renovations to reopen?	0-5%		0-5%

42: What percentage of commercial space is presently vacant (not currently occupied)?	6-10%	<input type="checkbox"/>	6-10%
43: What percentage of your industrial buildings are boarded up or closed down and would need renovations to reopen?	0-5%	<input type="checkbox"/>	0-5%
44: What percentage of industrial space is presently vacant (not currently occupied)?	0-5%	<input type="checkbox"/>	0-5%

## H. Water Transportation

Saugus does not have any water-based transportation options.

Question	SaugusMA		Comparison Group
45: Do you have water based transportation facilities within your jurisdiction? Check all that apply.		<input type="checkbox"/>	

## Section 2. Concentration of Businesses (Agglomeration)

Agglomeration refers to the number of complementary and supplemental services and related firms—including academic institutions—that are available within a jurisdiction to support new or existing companies. A concentration of similar or supporting companies creates a critical mass of businesses within an industry, making it easier for that industry to thrive in the local community, regionally, or on the state level. The scale of agglomeration within a jurisdiction can be enhanced by the intensity of its efforts to attract companies, its coordination of marketing plans with regional or state efforts, cross marketing among stakeholder organizations, and follow-up with existing and potential businesses.

### A. Complementary/Supplemental Business Services

On par with the CGM, Saugus has a volunteer economic development committee or nonprofit center for economic development. The Saugus Chamber of Commerce is moderately involved, which can prove quite advantageous as chambers of commerce can provide business advisory services, develop marketing programs, plan community events, and foster networking. Therefore, your jurisdiction may want to involve and collaborate more with them.

Similar to the CGM, there are major commercial banks along with CPA, business advisory, and financial services firms in Saugus, as well as law firms specializing in commercial law, intellectual property rights, and patents.

Saugus is moderately capable of providing business services in the forms of venture capital, business planning, specialized recruiting, etc. to emerging technical and scientific firms. Saugus may want to publicize the local and regional availability (in the Greater Boston area) of these services. After crafting an industrial and commercial attraction policy (Section 2B) to enhance the town's economic development strategy, Saugus may want to attract applicable complementary services such as a business incubator or cooperative space to encourage industry growth.

















Question	SaugusMA		Comparison Group
1: Is your local chamber of commerce or business association actively involved in the economic development activities of your jurisdiction?	Moderately		Moderately
2: Does your jurisdiction have an active volunteer economic development committee or nonprofit center for economic development?	yes		yes
3: Is there an incubator or other form of cooperative and supportive space for start-up businesses in your jurisdiction?	no		no
4: Are there CPA, business advisory and financial services firms in your jurisdiction?	yes		yes
5: Are there law firms in your jurisdiction specializing in commercial law, intellectual property rights, and patents?	yes		yes
6: Are there branches of major commercial banks in your jurisdiction?	yes		yes
7: To what extent are the business services (e.g. venture capital, business planning, specialized recruiting, etc.) in your jurisdiction capable of working with emerging technical and scientific firms?	Moderately capable		Moderately capable

## B. Critical Mass Firms

Saugus is part of a county or regional Overall Economic Development Plan (OEDP) or Comprehensive Economic Development Plan (CEDP). However, the town does not have an up-to-date economic development strategy, OEDP, or economic development plan within the town's master plan. Saugus may choose to use the Economic Development Self-Assessment Tool as a step in crafting a master plan. Designing such a plan will allow for more cohesive development and collaboration with local development stakeholders, such as businesses, chambers of commerce, and other entities that could assist with development. A plan may also help Saugus identify pertinent state and federal grants, form an industrial and commercial attraction policy, and leverage state and regional business recruiting efforts. Shaping a guiding economic development strategy will greatly assist Saugus in competing for new investments.

Through the process of shaping an economic development strategy and taking a business inventory, Saugus will begin to realize which industries would be most beneficial to target for its industrial and commercial attraction policy. Target industry ideas will begin to surface as Saugus analyzes its advantages mentioned throughout this report, takes advantage of state, county, and regional development specialists, considers state industry targets, and identifies industry clusters already in the town. If clusters already do exist, they may need to reach new critical mass or require complementary business services (Section 2A) to blossom. This type of policy, especially if implemented strategically and effectively, will not only help diversify the tax base, but will create new jobs and foster sustainable, economic growth.

Question	SaugusMA		Comparison Group
8: Does your jurisdiction have an up-to-date development strategy, overall economic development plan (OEDP), or an economic development plan within your community master plan?	no		yes
9: Is your jurisdiction part of a county or regional OEDP or Comprehensive Economic Development Strategy (CEDS)?	yes		yes

10: Does your state have a development strategy or economic development plan?	yes		yes
11: If yes, are there firms within specific industry types or sectors that are targeted in your jurisdiction's, your county's or your state's development strategy?	no		yes
12: If yes, what specific industry types or sectors are targeted by your municipality's development strategy? (Your Municipality)	Other, please specify		
13: If yes, what specific industry types or sectors are targeted by your municipality's development strategy? Other, please specify (Your Municipality)			
14: If yes, what specific industry types or sectors are targeted by your region/county's development strategy? (Regional/County)	Alternative Energy; Travel and Tourism; Information Technology; Financial Services; Traditional Manufacturing; Other Life Sciences, including Biotech; Healthcare		
15: If yes, what specific industry types or sectors are targeted by your region/county's development strategy? Other, please specify (Regional/County)			
16: If yes, what specific industry types or sectors are targeted by your state's development strategy? (State)	Alternative Energy; Travel and Tourism; Information Technology; Financial Services; Traditional Manufacturing; Other Life Sciences, including Biotech; Healthcare		
17: If yes, what specific industry types or sectors are targeted by your state's development strategy? (State)			
18: Which of the following jurisdictions have development specialists to assist in interpreting the needs of these clusters? (Choose all that apply)	State; Regional/County		State:::Regional/County
19: How aggressive is your industrial attraction policy?	Don't have one		Moderate

### C. Cross Marketing ◀

With the exception of engaging state agencies and organizations to participate in marketing the town, Saugus mirrors the CGM for all cross marketing considerations. Engaging those entities, however, would provide a valuable service to Saugus since they tend to have substantial resources and an ability to attract more potential investors and developers.

Neither Saugus nor the CGM actively enlists the services of firms already resident in the town to assist in new firm attraction. Saugus may want to do so, however, to make the town more business-friendly and enhance marketing efforts. Involving these firms would help cultivate relationships with resident business owners as well as help Saugus gain insight from the business perspective. As these firms are already vested in the community and its success, they are a powerful resource for growth, and may be quite amenable to providing this insight. Saugus can then create a more comprehensive, effective, and inclusive marketing campaign by utilizing this new knowledge of market needs and the local business climate.

Question	SaugusMA		Comparison Group
20: Do you actively enlist the services of firms already resident in your jurisdiction to assist in attracting new firms?	no		no
21: Do you engage local and regional business organizations to participate in marketing your jurisdiction?	yes		yes
22: Do you engage regional planning and development organizations to participate in marketing your jurisdiction?	yes		yes
23: Do you engage state agencies and organizations to participate in marketing your jurisdiction?	no		yes

#### D. Marketing Follow-up





Saugus does not offer formal processes to debrief firms that chose to locate in or outside Saugus, to contact firms about their satisfaction, or to intervene when early news surfaces about firm dissatisfaction with the town. Creating these debriefing procedures and consistently contacting firms about their satisfaction levels would yield valuable information about the reasons firms decide to locate in Saugus or elsewhere. This information will help your jurisdiction effectively refine its marketing plan, recruitment efforts, data availability, and business outreach. Additionally, Saugus may want to proactively and formally intervene when early news about firm dissatisfaction surfaces. These efforts would strengthen the relationship between Saugus and its businesses.

Question	SaugusMA		Comparison Group
24: Is there a formal de-briefing process with firms that chose to locate in your jurisdiction about what made the difference?	no		no
25: Is there a formal de-briefing process with firms that chose <u>not</u> to locate in your jurisdiction about what made the difference?	no		no
26: Do you have a formal procedure for contacting existing local firms about their satisfaction with your jurisdiction?	no		no
27: Do you have a formal procedure for intervening when early news surfaces about firm dissatisfaction with your jurisdiction?	no		no

#### E. Proximity to Universities and Research

Although Saugus does not feature any major public or private four-year colleges or universities within its borders, six are located within ten miles. These six institutions represent Saugus's better access to top academic facilities than the CGM. Also, although there are not any community colleges or vocational/technical schools within your

jurisdiction, North Shore Community College is less than five miles away, Bunker Hill Community College is less than ten miles away, and the Northeast Metropolitan Regional Vocational School is located in adjacent Wakefield. Saugus may want to consider these educational advantages while forming its economic development strategy.

Question	SaugusMA		Comparison Group
28: How many major public or private four-year college or universities are located within your jurisdiction?	0		0
29: How many major public or private four-year college or universities are located within 10 miles of your jurisdiction?	6		2
30: How many community colleges are located within your jurisdiction?	0		0
31: How many vocational/technical schools are located within your jurisdiction?	0		1



### Section 3. Cost of Land (Implicit/Explicit)







The cost of land to a firm includes two *Very Important* factors: Infrastructure and Rent. Updating civil, utility, and telecommunications infrastructure represents significant expenses for a firm to incur. Therefore, if a municipality does not already have adequate capacity in place, a potential firm could decide to locate in another municipality with adequate capacity. Rents are *Very Important* as they contribute heavily to operating expenses. Location experts consider the quality of available space and amount of available land for development *Important* factors.

#### A. Infrastructure ●

All of Saugus's infrastructure has sufficient capacity for growth and reliable service, representing "Deal-Makers" for the town. Most firms simply cannot locate in a town without sufficient infrastructure capacity, and Saugus's capacity is conducive for new business and industry.




In December 2013, Massachusetts electricity rates (cents per kilowatt-hour) were 15.73 for residential consumers, 14.51 for commercial users, and 13.09 for industrial users. New England electricity rates were 16.20, 14.08, and 12.17, respectively, and national rates were 12.12, 10.29, and 6.82, respectively. Rates in New England are generally higher than other U.S. regions due to electricity transmission chokepoints and the necessity to import fuels. Although rates cannot be reduced, Saugus can compensate businesses through nurturing its relationships with them and ensuring that conducting business in the town is as easy as possible.










Question	SaugusMA		Comparison Group
1: Are there significant limitations to any of your existing infrastructure systems? - Water Supply	Sufficient capacity for growth & reliable service		Sufficient capacity for growth & reliable service
2: Public Sewer	Sufficient capacity for growth & reliable service		Sufficient capacity for growth & reliable service

3: Wastewater Treatment	Sufficient capacity for growth & reliable service		Sufficient capacity for growth & reliable service
4: Natural Gas	Sufficient capacity for growth & reliable service		Sufficient capacity for growth & reliable service
5: Electric Power	Sufficient capacity for growth & reliable service		Sufficient capacity for growth & reliable service
6: Data/Telecommunications - Land Lines	Sufficient capacity for growth & reliable service		Sufficient capacity for growth & reliable service
7: Data/Telecommunications - Cellular	Sufficient capacity for growth & reliable service		Sufficient capacity for growth & reliable service
8: Data/Telecommunications - Fiber optic / Cable / DSL	Sufficient capacity for growth & reliable service		Sufficient capacity for growth & reliable service
9: What is the average cost in cents per kilowatt-hour (kWh) for residential, commercial, and industrial end users in your municipality? Residential			16.23
10: What is the average cost in cents per kilowatt-hour (kWh) for residential, commercial, and industrial end users in your municipality? Commercial			15.20
11: What is the average cost in cents per kilowatt-hour (kWh) for residential, commercial, and industrial end users in your municipality? Industrial			13.03

## B. Rents ●





Although Saugus does not feature any Class A or B office space in either its central business district or highway business district, in general, it does offer twice as much Class A space than does the CGM. This strength makes the town appealing to businesses that desire high quality space. However without Classes A and B space in those districts, and with high rental rates throughout the town, Saugus is at a considerable disadvantage in a *Very Important* location factor. Compared to the CGM, existing retail space is 25% higher (\$3 more) in the central business district and double (\$11 more) in the highway business district. Existing manufacturing space is also 25% higher (\$1.5 more), and Class C in the central and highway business districts are, respectively, 18% (\$1.5) higher and almost double (\$6 more). Last, Saugus offers less Class B and equal Class C office space compared to the CGM.

Question	SaugusMA		Comparison Group
12: What is the current average square foot cost for existing retail space in your central business district (Triple Net/Lease)?	15		12
13: What is the current average square foot cost for existing retail space in your highway business district (Triple Net/Lease)?	22		11
14: What is the current average square foot cost for existing manufacturing space (Triple Net/Lease)?	7.50		6

15: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Lease)?: CLASS A			13
16: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Lease)?: CLASS B			12.00
17: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Lease)?: CLASS C	10		8.50
18: What is the current average square foot cost for existing general office space in your highway business district (Triple Net/Lease)?: CLASS A			
19: What is the current average square foot cost for existing general office space in your highway business district (Triple Net/Lease)?: CLASS B			8.50
20: What is the current average square foot cost for existing general office space in your highway business district (Triple Net/Lease)?: CLASS C	13		7
21: Of all the available office space in your jurisdiction, what percentage is: CLASS A	30		15
22: Of all the available office space in your jurisdiction, what percentage is: CLASS B	30		40
23: Of all the available office space in your jurisdiction, what percentage is: CLASS C	40		40

### C. Quality of Available Space

Saugus has advantages over the CGM in that it features a smaller proportion of available sites that are considered vacant or underutilized shopping centers. Additionally, the town has a low percentage of available sites that are considered dilapidated or brownfields, providing developers with confidence that they will not need to incur brownfield redevelopment costs and associated risks. With so few such sites, Saugus has only limited experience in this type of development. The town may contact the Massachusetts Department of Environmental Protection (MA DEP) or the Metropolitan Area Planning Council (MAPC) if a project requires assistance with such endeavors in the future. Saugus is at a disadvantage in that a considerably smaller proportion of its land is considered unused open land or greenfield sites. However, this limitation can help guide Saugus in the types of developments it chooses to pursue, such as redevelopment or smaller projects.

Question	SaugusMA		Comparison Group
24: Approximately what percentage of available sites in your jurisdiction would be considered contaminated or brownfield sites?	1-10%		21-35%
25: What experience does your jurisdiction have with the redevelopment of contaminated or brownfield sites?	Limited		Limited
26: Approximately what percentage of available sites in your jurisdiction would be considered vacant or severely underutilized shopping centers?	1-10%		11-20%
27: Approximately what percentage of available sites in your jurisdiction would be considered unused open land or greenfield sites?	1-10%		21-35%

### D. Land (space)

Comparable to the CGM, Saugus features 1-150 acres of developable commercially/industrially zoned land. In commercial/industrial buildings, Saugus has 1-250,000 square feet of useable, vacant space for both industrial/warehouse and office uses. Your jurisdiction may want to strongly consider compiling a list of available

space and properties. Town officials can post the list to the town website as well as use it to match developers and businesses with appropriate properties.

Putting Saugus at a disadvantage, however, is a small percentage of five acre or larger parcels available for industrial development or large scale commercial development. Although this may be a limitation, Saugus can direct economic development efforts to smaller developments, redevelopments, and infill, similar to the recommendations in Section 3C.

Question	SaugusMA		Comparison Group
28: Approximately how much vacant developable land in your jurisdiction is currently zoned for commercial/industrial uses?	1-150 acres		1-150 acres
29: Approximately how much vacant useable industrial or warehouse space exists in commercial/industrial buildings in your jurisdiction?	1-250,000 sq. feet		1-250,000 sq. feet
30: Approximately how much vacant useable office space exists in commercial/industrial buildings in your jurisdiction?	1-250,000 sq. feet		1-250,000 sq. feet
31: What proportion of the parcels available for industrial development or large scale commercial development are of 5 acres or more?	0-10%		11-20%

## Section 4. Labor

The effect of labor factors on location decisions runs somewhat contrary to popular belief. An available labor force that is adequately trained (Workforce Composition) is a *Very Important* factor, while the cost of labor is *Important* and the presence of strong unions is *Less Important*. Conventional wisdom often holds that municipalities with higher labor costs and stronger unions negatively impact a firm's location decision. However, if the workforce is adequately skilled, these factors are not as strong "deal-breakers" as the general belief holds.

Employers are willing to pay for the necessary skills. Workforce training resources is *Less Important* relative to other location factors. However, having a technically trained workforce whose skills align with industries a municipality wants to attract is a valuable selling point.

### A. Labor Costs

Saugus mirrors the CGM for all labor costs, including hourly wages for semi-skilled workers and mid-level clerical workers, salaries for public high school teachers, and lack of a living wage.

Question	SaugusMA		Comparison Group
1: What is the prevailing average hourly wage rate for semi-skilled, blue-collar manufacturing workers?	\$22.26 or higher		\$22.26 or higher
2: What is the prevailing average hourly wage rate for mid-level clerical workers?	\$17.26 - \$22.25		\$17.26 - \$22.25
3: What is the prevailing average annual salary for public high school teachers?	\$60,001-\$70,000		\$60,001-\$70,000
4: Is there a local minimum or living wage statute?	no		no

## B. Workforce Composition ●

The workforce composition of Saugus's residents matches the CGM, although Saugus has the advantage of a larger proportion of managers (26-49%, compared to the CGM's 1-25%). This advantage, combined with the workforce composition of the surrounding region, can help your jurisdiction select industries to target (Section 2C).

Question	SaugusMA		Comparison Group
5: What percentage of your workforce is Unskilled?	1-25%		1-25%
6: What percentage of your workforce is Semi-skilled	1-25%		between 1-25% and 26-49%
7: What percentage of your workforce is Technically skilled	26-49%		26-49%
8: What percentage of your workforce is Managerial	26-49%		1-25%
9: What percentage of your workforce is Professional	1-25%		1-25%
10: What percentage of your workforce are current English language learners?	0-10%		0-10%

## C. Unions ○

Saugus matches the CGM with respect to union considerations. There have been neither major strikes or work stoppages nor any major union organizing drives in the last three years, and the presence of unions matches the CGM.

Question	SaugusMA		Comparison Group
11: Have any employers in your jurisdiction had a major strike or work stoppage within the last three years?	no		no
12: Has there been a major union organizing drive among public or private workers in the last 3 years?	no		no
13: Do labor unions have a significant presence in the labor market of your jurisdiction?	Somewhat		Somewhat

## D. Labor (Available) ●

The level of education of Saugus' residents, in terms of attainment of high school and bachelor's degrees, mirrors the CGM.

Question	SaugusMA		Comparison Group
14: What percentage of residents age 25 or older have earned at least a high school diploma?	85% or greater		85% or greater
15: What percentage of residents age 25 or older have earned at least a bachelor's degree?	21-35%		21-35%

## E. Workforce Training ○

Supporting public-private partnerships to provide specific workforce training as well as featuring a readily available adult education program helps keep Saugus's workforce competitive. After the town forms an industry and commercial attraction policy, however, it would be advantageous to partner with training resources to align curriculums with the needs of targeted industries. These training entities, especially vocational/technical schools and community colleges, can provide necessary training for residents to earn expertise with new technologies and procedures, advanced credentials, and other skills that firms require.

Question	SaugusMA		Comparison Group
16: Which of the following workforce training resources do you interact with to respond to skill development needs of firms?			
- Regional employment board or state employment services department	no	<input type="checkbox"/>	<input type="checkbox"/>
- Area High schools	no	<input type="checkbox"/>	<input type="checkbox"/>
- Voc-tech schools or community colleges	no	<input type="checkbox"/>	<input type="checkbox"/>
- Human service or nonprofit career training centers	no	<input type="checkbox"/>	<input type="checkbox"/>
17: Do you support public-private partnerships to provide specific workforce training?	yes	<input checked="" type="checkbox"/>	yes
18: Is there an adult education program readily available to residents of your jurisdiction?	yes	<input checked="" type="checkbox"/>	yes

## Section 5. Municipal Process

The municipal process section covers several themes of marketing and permitting. When it comes to marketing themselves, jurisdictions that are aggressive and collaborate with local firms may be at an advantage in attracting new investment. Those firms can speak to interested companies and investors about first-hand experiences and market conditions, and advise municipal leaders about industries with which they are intimately familiar. Additionally, a municipality needs to establish a transparent and efficient permitting process to minimize business startup time and costs. Among the factors examined in this theme, timeliness of approvals is *Very Important* to location experts, and the remaining themes are *Important* with the exception of the Permitting Ombudsman, which is *Less Important*.

### A. Industrial Sensitivity ●

Neither Saugus nor the CGM have marketing programs based on existing core strengths, identified opportunities, industry clusters, or needs identified by location specialists. Therefore, developing such programs with considerations to Saugus's many strengths would give the town an advantage. With all infrastructure capable of handling increased usage (Section 3A), a strong managerial workforce (Section 4B), and high quality space (Section 3C) your jurisdiction can craft a persuasive campaign and strategy to attract new firms. Additionally, as Saugus identifies target industries (Section 2B), it can refine marketing efforts to include relevant elements to attract new industries. In general, it would enhance the marketing strategy to include a quick response team that addresses

negative news when it surfaces, local businesspeople to speak on the town's behalf, and a creative strategy to engage the town's racial and ethnic populations.

Location experts, prospective developers and business owners, and residents have already established "cognitive maps" (i.e., a preconceived image or reputation) of Saugus. If these "maps" are inaccurate, Saugus may want to consider creating a marketing strategy and using the aforementioned quick response team to more accurately portray the town.



Question	SaugusMA		Comparison Group
1: Does your jurisdiction have a marketing program based on the needs identified by industrial or office location specialists?	no		no
2: Does your jurisdiction have a marketing program based on existing core strengths, identified opportunities, or industry concentrations?	no		no
3: Do you have a quick response team available when negative data, stories, or incidents about your jurisdiction make the news?	no		no
4: Do you actively engage local business spokespersons to speak on behalf of your jurisdiction?	no		no
5: Do you have a strategy for engaging your jurisdiction's racial or ethnic populations in unique businesses, festivals, etc., as a way to attract regional niche shopping?	no		no

## B. Sites Available

Saugus maintains active relationships with commercial real estate brokers, developers, or agents. The town also employs land use regulations that protect industrially zoned land from encroachment from incompatible uses. This protection gives developers the peace of mind that their investments will not be negatively affected by incongruous, neighboring projects. On par with the CGM, Saugus does not have an active strategy for reclaiming or land banking tax delinquent and tax title properties. Developing such a strategy, however, would give Saugus an advantage over the CGM by giving developers and businesses more options of available properties.

As mentioned in Section 3D, compiling, referencing, and posting to the website an up-to-date list of available properties would be extremely advantageous. Location experts, developers, and businesses conducting site research will first look on the town's website for available sites, and if unavailable, may forgo further research of Saugus for a municipality that features such data.

Question	SaugusMA		Comparison Group
6: Does your jurisdiction own sites that it is currently marketing for development?	no		yes
7: Is there a readily accessible, up-to-date, complete list of sites that are available for development in your jurisdiction?	no		no
8: Do you maintain an active relationship with commercial real estate brokers, developers, or agents with sites in your jurisdiction?	yes		yes
9: Do your land use regulations protect land currently zoned industrial from encroachment by residential or other incompatible uses?	yes		yes

10: Do you have an active strategy for reclaiming or land banking tax delinquent and tax title properties?	no		no
11: Do you have an active strategy for reclaiming vacant or underutilized shopping plazas?	no		no






### C. Timeliness of Approvals ●

Saugus is faster, by an average of four weeks, than the CGM in reviewing Special Permits, and is on par with the CGM for reviewing Building Permits, at 0-4 weeks. However, your jurisdiction is slower than the CGM in regards to Site Plan Reviews, Zoning Variances, and the Appeals Process:

- Site Plan Reviews: Averages four weeks longer
- Zoning Variance: Averages four weeks longer
- Appeals Process: Averages eight weeks longer

As these three review times are longer than the CGM, businesses and developers may be dissuaded from locating in Saugus. They would rather hear a quick “no” to their application than a long “yes,” because the longer it takes to become operational, the more costly the startup process. To remedy these potential “Deal-Breakers,” Saugus may want to consider devoting resources to streamlining these processes. There may be congestion areas or communication inefficiencies in the review process, and resolving them would help the town better compete with the CGM.





While addressing causes of these issues, Saugus may want to create a temporary solution of fast-track permitting (Section 5E), especially for targeted industries (Section 2B), then publicizing this option in marketing materials (Section 5A).

Question	SaugusMA		Comparison Group
12: What is the average time from application to completion of the review process for the following?: Site plan review	9-12 weeks		5-8 weeks
13: What is the average time from application to completion of the review process for the following?: Zoning variance	9-12 weeks		5-8 weeks
14: What is the average time from application to completion of the review process for the following?: Special permit	5-8 weeks		9-12 weeks
15: What is the average time from application to completion of the review process for the following?: Building permit	0-4 weeks		0-4 weeks
16: What is the average time from application to completion of the review process for the following?: Appeals process	13-16 weeks		5-8 weeks

### D. Predictable Permits ◐





On par with the CGM, Saugus does not provide a flowchart of the permitting process or development handbook to prospective developers. However, Saugus is at a disadvantage in that it does not provide a checklist of permitting requirements to them. Your town may want to create these tools, post them online, and promote them in marketing materials. These steps would make the permitting and development process easier and more transparent as well as ensure all application forms are complete before official reviews.

Although neither Saugus nor the CGM allows for a single presentation of a development proposal to all relevant reviews boards and commissions, doing so would help preserve businesses' resources. This format would require businesses to spend less time preparing for, commuting to, and attending multiple meetings. If Saugus chooses to develop such a format, it may begin by reviewing appropriate town bylaws, then bringing all boards and committees together, or at least related boards such as conservation and planning, to review permits. To ensure all pertinent forms and applications are submitted before presentation, Saugus may want to facilitate pre-meetings between stakeholders and boards or utilize a development cabinet (Section 5G).

<i>Question</i>	<i>SaugusMA</i>		<i>Comparison Group</i>
22: Do you provide a checklist of permitting requirements to prospective developers?	no		yes
23: Do you provide a flowchart of the permitting process to prospective developers?	no		no
24: Do you provide a development handbook to prospective developers?	no		no
25: Do you allow for a single presentation of a development proposal to all review boards and commissions with relevant permit authority?	no		no

## **E. Fast Track Permits**

Saugus may want to consider offering fast track permitting methods to gain an advantage over the CGM. As noted in Section 5C, doing so would provide a short-term solution to compensate for certain slower permitting reviews as well as speed up the cultivation of targeted industries (Section 2B). This fast track option can be included in marketing materials (Section 5A) and would make doing business in Saugus even easier.








<i>Question</i>	<i>SaugusMA</i>		<i>Comparison Group</i>
26: Do you pre-permit development in certain districts?	no		no
27: Are there any publicly or cooperatively owned industrial parks in your jurisdiction that have their own expedited permitting authority?	no		no
28: Do you have an "overlay" district that allows expedited permitting of certain uses?	no		no
29: Do you market "fast track" permitting to potential developers or firms?	no		no

## **F. Citizen Participation in the Review Process**

Saugus's elected officials are very much involved in expediting development through facilitation of dialogue with community groups, giving the town an advantage. Matching the CGM, abutters and organized neighborhood groups slow the permitting process only somewhat, community opposition have stopped a development in the past five years, and officials have not rescued a project from such opposition.

Although interested parties get multiple opportunities to review and comment on the development process through Saugus's flexible review timeline, there is no specific timeframe and procedure for abutter or community response

during the initial stage of the process. Establishing such a timeframe would help better organize and manage community response, helping to foster a more collaborative and cohesive review process.

Question	SaugusMA		Comparison Group
30: To what extent do abutters slow the permitting process in your jurisdiction?	Somewhat		Somewhat
31: To what extent do organized neighborhood groups slow the permitting process?	Somewhat		Somewhat
32: To what extent do elected officials in your jurisdiction expedite development by facilitating dialogue with community groups?	Very much		Very little
33: Do you establish a specific time frame and procedure for abutter or neighborhood response in the initial stage of the process?	no		yes
34: Do interested parties get multiple opportunities for review and comment during the various development review processes?	yes		yes
35: Has a development proposal in your jurisdiction been stopped by abutter or neighborhood opposition in the past 5 years?	yes		yes
36: Have officials from your jurisdiction intervened to rescue a development proposal that was endangered by abutter or neighborhood opposition in the last 5 years?	no		no

## G. Permitting Ombudsman ○























Giving an advantage to Saugus is that the Town Manager plays a significant role in ensuring the efficiency of the town's permitting processes. Your town may want to consider empowering other local officials to further ensure its efficiency as well as designating high-level officials as the sole point-of-contact for applicants. These officials, as ombudsmen/ambassadors, would make applicants feel recruited and build rapport, provide permitting assistance and guidance, and open lines of communication.

Matching the CGM, Saugus does not have established training for development boards, commissions, authorities, and officials regarding the changing needs of firms. To create the most comprehensive training that helps the town gain the perspective of local businesses, Saugus may want to collaborate with local firms and utilize training by the Massachusetts Municipal Association (MMA).

Unlike the CGM, and putting Saugus at a disadvantage, is that the town does not have a "development cabinet" or "development team" that convenes to review major developments. Such a team can assist developers and firms to ensure paperwork and application materials are in order before submittal, speed up and simplify the application process, support business development at all levels, and make the town more customer service-oriented.

Saugus is involved in the process to help businesses obtain state or federal permits or licenses, but does not provide them with technical assistance. Providing this type of assistance would help speed up and simplify the daunting, non-local permit application process. If Saugus does not already do so, officials may want to consider simply connecting applicants with appropriate state and federal agencies or representatives. Doing so would send a strong business-friendly message to firms while making the application process much less intimidating.

Last, Saugus' local licensing process for businesses takes an average of 4-5 weeks longer than the CGM's.

Question	SaugusMA		Comparison Group
37: Does the chief executive officer of your jurisdiction play a significant role in ensuring the efficiency of your local permitting process?	yes		no
38: Are there other local officials empowered to ensure the efficiency of your local permitting process?	no		yes
39: Is there a "development cabinet" or "development team" that is convened to review major developments?	no		yes
40: Do you have an established training program for development staff that regularly identifies critical adjustments in policy or regulation to accommodate changing needs of firms?	no		no
41: Do you have an established training program for boards, commissions, authorities, districts, and elected officials that regularly identifies critical adjustments in policy or regulation to accommodate changing needs of firms?	no		no
42: If yes, approximately how long (in weeks) is your local licensing process for businesses?	5-8 weeks		0-4 weeks
43: Is your jurisdiction involved in the process for businesses that require state or federal permitting or licensing?	yes		yes
44: Do you provide technical assistance for businesses in the state or federal permit or license application process?	no		yes
45: Does your jurisdiction require any local licenses for specific businesses or industries?			
- General license for all businesses	no		no
- Auto dealership	yes		no
- Barber shop	no		no
- Bar/Tavern	yes		no
- Beauty salon	no		no
- Child care services	no		no
- Construction contractor	no		no
- Home health care	no		no
- Massage therapist	no		no
- Real estate agent/broker	no		no
- Restaurant	yes		no
- Skilled Trades (electrician, plumber, etc)	no		no
- Other, please specify	no		no
46: other:			

## Section 6. Quality of Life (Community)

The quality of life within the community is an *Important* location factor because companies want to be able to offer employees a safe community with affordable housing, good schools, and a rich selection of cultural and recreational opportunities.

### A. Cultural and Recreational Amenities

Giving Saugus an advantage is that the town features a major historical site, the Saugus Iron Works National Historic Site. Matching the CGM, your jurisdiction does not have a professional sports team, repertory theater company, major hall, or performance company, and does feature a golf course and public beach. However, as Saugus is situated in the Greater Boston region, all of these amenities are easily accessible. Saugus has its own, unique set of natural amenities, including the Breakheart Reservation and Rumney Marsh Reservation State Parks, and Camp Nihan Environmental Education Camp. The Travel and Tourism industry may be beneficial for Saugus to target in its industrial and commercial attraction policy (Section 2B) as it is a state target and the town already features several natural advantages.

Question	SaugusMA		Comparison Group
1: Is there a professional sports team resident within your jurisdiction?	no		no
2: Is there a major art, science or historical museum?	yes		no
3: Is there a professional repertory theater company?	no		no
4: Is there a civic center, arena or major concert hall?	no		no
5: Is there a golf course within your jurisdiction?	yes		yes
6: Is there a symphony orchestra, opera, or ballet company?	no		no
7: Are there public beaches or boating activities within 5 miles of your jurisdiction?	yes		yes







### B. Crime

Saugus's crime rates are significantly lower than in the CGM. In 2011, the auto theft rate was nearly 40% lower, the robbery rate was over 60% lower, and there were zero homicides.

Question	SaugusMA		Comparison Group
8: What was the residential burglary rate per 100,000 last year in your jurisdiction?			between 306 and 310
9: What was the auto theft rate per 100,000 last year?	66		between 103 and 113
10: What was the robbery rate per 100,000 last year?	15		between 39 and 40
11: What was the homicide rate per 100,000 last year?	0		3
















### C. Housing











Housing costs in Saugus, including ranges of median sale price for single family homes and rent for two bedroom apartments, match the CGM, making the community as affordable as its comparison communities. Saugus features high homeownership rates, indicating more a desirable and stable community, although a higher percentage of homes are for sale than in the CGM.

Question	SaugusMA		Comparison Group
12: What was the median sale price of a single family home in your jurisdiction last year?	\$251,000-\$350,000		\$251,000-\$350,000
13: What was the median rent for a two bedroom apartment in your jurisdiction last year?	\$801-\$1000		\$801-\$1000
14: What is the home ownership rate?	76% or greater		66-75%
15: What is the vacancy rate for rental housing?	3-5%		3-5%
16: What percent of homes are for sale?	3-5%		Less than 3%
17: Approximately what proportion of the major officers of firms located in your jurisdiction live in the community?	Some		Some

### D. Local Schools

Without higher per pupil expenditures than the CGM, more of Saugus's high school students perform at least at a proficient level on the MCAS in both English and Mathematics. Additionally, over 75% of high school graduates went on to attend four-year colleges, compared to the CGM's level of 50-74%. None of Saugus's schools are deemed "underperforming" and the high school drop-out rate is very low. However, a high percentage of K-12 students were eligible for free or reduced-cost lunch last year. Unlike the CGM, Saugus utilizes the charter school system. Last, average SAT scores in Saugus, at 1447, are slightly lower than both state and country averages.

Question	SaugusMA		Comparison Group
18: What is the average K-12 per pupil expenditure in your jurisdiction last year?	\$10,001-\$12,000		\$10,001-\$12,000
19: Does your state mandate an assessment or proficiency test as a prerequisite for high school graduation?	yes		yes
20: If yes, what percent of students in your jurisdiction tested at least  proficient  in English?	81% or greater		66-80%
21: If yes, what percent of students in your jurisdiction tested at least  proficient  in Mathematics?	81% or greater		66-80%
22: If yes, are the tests used as a measure of performance within your local school district for teacher assessments or teacher evaluations?	no		no
23: What percentage of your jurisdiction's K-12 students are eligible for free or reduced-cost lunch last year?	26-49%		1-25%
24: What was the average combined (reading, math, and writing) SAT score last year?	1447		
25: What was the average composite score (English, math, reading, and science) for the ACT last year?	21.3		
26: What percentage of high school freshmen normally graduate within 5 years?	81%-94%		81%-94%

27: What is the high school drop out rate last year?	1-25%		1-25%
28: Are there any schools in your jurisdiction that are currently deemed underperforming?	no		no
29: What percentage of high school graduates from last year's class went on to a four-year college?	75% or greater		50-74%
30: Are there any charter schools in your jurisdiction?	yes		no
31: What types of private schools are there in your jurisdiction?			
- Parochial	no		
- Non-sectarian	no		
- Boarding	no		

## Section 7. Quality of Life (Site)

This section reviews the amenities and services available within one mile of existing development sites. Having a variety of amenities, restaurants, stores, and services near employment centers enhances the location, adds convenience, and allows employees more social opportunities.

### A. Amenities

Saugus has an advantage over the CGM in that most existing development sites have fine dining restaurants within one mile. Most sites also have fast food restaurants and retail shops within one mile. However, only *some* of Saugus's existing development sites have day care facilities within one mile, compared to most of the CGM's sites. Your jurisdiction may want to address this disadvantage because proximate day care facilities can enhance quality of life by facilitating a healthier work/life balance.

Question	SaugusMA		Comparison Group
1: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Fast food restaurant	Most		Most
2: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Fine dining	Most		Some
3: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Day care	Some		Most
4: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Retail shops	Most		Most

## Section 8. Business Incentives

Business incentives (e.g. tax and financial) are *Important* factors when companies are evaluating jurisdictions for location. However, contrary to conventional wisdom, these incentives are not the first factors on which an investor makes a location decision. Factors such as infrastructure, workforce composition, and timeliness of permitting have the highest levels of importance, representing "deal-breakers". A municipality must be at least adequate in these

areas before a business will advance negotiations. Therefore, investors value a broader portfolio of business incentives as possible “deal-closers”, but might not be initially attracted by them.

## A. State

Giving Saugus an advantage is that the town’s businesses are eligible for considerably more special state tax incentives than the CGM’s businesses. However, on par with the CGM, Saugus’s firms only *somewhat* take advantage of them. Your jurisdiction may want to encourage businesses to capitalize on these benefits through publicizing their availability in marketing materials (Section 5A) as well as offering technical support, especially for smaller firms, to obtain them. Smaller firms may not have the resources or experience to secure these benefits, so reaching out to them would not only facilitate their success, but would build a rapport with them and enhance Saugus’s business-friendly image.

Question	SaugusMA		Comparison Group
1: Are businesses in your jurisdiction eligible for any of the following special state tax incentives? Check all that apply.			
- Investment tax credits	yes	<input checked="" type="checkbox"/>	no
- Job training tax credits	yes	<input checked="" type="checkbox"/>	no
- Research and development (R&D) tax credits	yes	<input checked="" type="checkbox"/>	no
- Low (subsidized) interest loans	yes	<input checked="" type="checkbox"/>	no
- Loan guarantees	yes	<input checked="" type="checkbox"/>	no
- Equity financing	yes	<input checked="" type="checkbox"/>	no
- Workforce training grants	yes	<input checked="" type="checkbox"/>	no
- Other, please specify	no	<input type="checkbox"/>	no
2: Are businesses in your jurisdiction eligible for any of the following special state tax incentives? Other, please specify		<input type="checkbox"/>	
3: To what extent does your jurisdiction actively take advantage of any special state business incentives?	Somewhat	<input type="checkbox"/>	Somewhat
4: Does your state allow for priority funding for distressed economic areas?	yes	<input type="checkbox"/>	yes

## B. Local





Neither Saugus nor the CGM offers existing or new businesses property tax abatements or any local business incentives. Your town also does not offer Tax Increment Financing (TIF) or other tax breaks. Tax abatements and incentives, although not “Deal-Makers,” can persuade a firm to choose one municipality over another if all other location factors are equal. As these benefits reduce collected tax revenue, a municipality may want to offer them only if necessary and during the later stages of negotiations if it is essential to sealing the deal with a prospective business.

Additionally, Saugus may want to consider taking advantage of federal and/or state programs designed to assist in attracting and retaining businesses. These resources are cost-efficient and publicize a jurisdiction to a more targeted market. Your jurisdiction may also want to assist firms in securing financing with commercial lenders or state

industrial finance mechanisms. Assistance of this type is viewed favorably by business owners, helps build relationships with firms, and preserves their resources.

Local, state, and federal facilities may complement Saugus's future industrial attraction strategy, and therefore the town may want to consider actively recruiting them.

Question	SaugusMA		Comparison Group
5: Does your jurisdiction offer existing or new businesses property tax abatement? Existing businesses	no	<input type="checkbox"/>	no
6: If yes, what proportion of existing businesses are offered abatements?		<input type="checkbox"/>	
7: Does your jurisdiction offer existing or new businesses property tax abatement? New businesses	no	<input type="checkbox"/>	no
8: If yes, what proportion of existing businesses are offered abatements?		<input type="checkbox"/>	
9: Who negotiates the tax abatement?	Legislative	<input type="checkbox"/>	Legislative
10: Does your jurisdiction offer any of the following incentives for businesses to locate in your jurisdiction? (Check all that apply)			
- Revolving loan fund	no	<input type="checkbox"/>	no
- Loan guarantees	no	<input type="checkbox"/>	no
- Revenue bonds	no	<input type="checkbox"/>	no
- Equity participation	no	<input type="checkbox"/>	no
- Business district group loans	no	<input type="checkbox"/>	no
- None	yes	<input type="checkbox"/>	no
- Investment tax credits	no	<input type="checkbox"/>	no
- Job training tax credits	no	<input type="checkbox"/>	no
- Research and development (R&D) tax credits	no	<input type="checkbox"/>	no
- Low (subsidized) interest loans	no	<input type="checkbox"/>	no
- Workforce training grants	no	<input type="checkbox"/>	no
- Other, please specify	no	<input type="checkbox"/>	no
11: other:		<input type="checkbox"/>	
12: Does your jurisdiction actively pursue federal and/or state programs designed to assist in attracting and retaining businesses?	no	<input checked="" type="checkbox"/>	yes
13: Does your jurisdiction use Tax Increment Financing (TIF) or other programs to provide tax breaks to businesses?	no	<input checked="" type="checkbox"/>	yes
14: Does your jurisdiction grant TIFs or similar programs for retail development?	no	<input type="checkbox"/>	no

15: Does your jurisdiction assist in securing financing for businesses with commercial lenders or state industrial finance mechanisms?	no		yes
16: Do you actively try to attract local, state, and federal facilities, including post offices, to your jurisdiction?	no		no
17: Is any part of your jurisdiction in a designated Enterprise Zone?	no		no
18: Do you participate in a regional brownfield revolving loan fund or offer your own?	No brownfields funds utilized		Regional











## Section 9. Tax Rates








A tax rate is another cost factor that has traditionally been considered a business “deal-breaker”. Municipalities often thought that if tax rates were too high, then it would have difficulty attracting businesses. However, like business incentives, the tax rate is not one of the *Very Important* location factors. If the *Very Important* factors are satisfied, a business will likely ask for a more favorable tax rate during later stage negotiations. However, negotiations are unlikely to get to that point if the *More Important* location factors have not been satisfied.

### A. Local

Saugus is generally on par with the CGM in terms of local tax rates. However, unlike the CGM, Saugus collects both a hotel room and meals tax, and the town taxes industrial/commercial and residential property at rates 60% and almost 40% higher, respectively. It is important to remember, though, that high tax rates are *not* considered a “Deal-Breaker” by businesses and developers if the jurisdiction offers very important elements such as adequately skilled workers and efficient permitting processes.









Further diversifying the tax base by attracting new firms and industries (Section 2B) will bolster the town and help it better weather economic recessions and reduce the tax burden on homeowners.

Question	SaugusMA		Comparison Group
1: What types of taxes are collected by your jurisdiction to pay for local services?			
- Property tax	yes		yes
- Local sales tax	no		no
- Local income tax	no		no
- Hotel room tax	yes		no
- Meals tax	yes		no
2: Of the potential commercial and industrial property tax revenue your jurisdiction could collect, what percent is currently abated?	1-10%		1-10%
3: Does your jurisdiction tax property in industrial or commercial uses at a different rate than residential properties?	yes		yes
4: If yes, what is the tax rate on industrial/commercial property? \$ /\$1,000	24.98		15.47
5: If yes, what is the tax rate on residential property? \$ /\$1,000	11.29		8.21
6: If no, what is the tax rate on all property?			

7: What % of your tax revenue is derived from: Industrial %	5		
8: What % of your tax revenue is derived from: Commercial %	16		
9: What % of your tax revenue is derived from: Residential %	79		
10: Does your jurisdiction impose impact fees on new commercial or industrial development?	no		no

## B. Tax Delinquency

Saugus matches the CGM in proportion of tax delinquent properties and in its follow-up on them. Your jurisdiction is at a disadvantage in that tax-defaulted or subject to the power of sale properties are auctioned off after at least 16 years, compared to the CGM's 1-5 years. Saugus may want to both address tax delinquent properties when first notified and auction off properties sooner. Potential developers and businesses could be dissuaded from locating in town if the property they desire is unavailable or if they have to clear the lien.

Question	SaugusMA		Comparison Group
11: What proportion of residential property in your jurisdiction is more than one year delinquent in taxes?	0%-3%		0%-3%
12: What proportion of commercial property in your jurisdiction is more than one year delinquent in taxes?	0%-3%		0%-3%
13: What proportion of industrial property in your jurisdiction is more than one year delinquent in taxes?	0%-3%		0%-3%
14: How many properties are tax defaulted or subject to the power of sale?	0-50		between 0-50 and 50-100
15: When do you choose to auction tax title properties?	16 or more years		1-5 years
16: Do you have an organized and defined process for conducting such auctions and ensuring that they are successful?	yes		yes
17: Do you auction the "right to foreclose" on tax delinquent properties?	no		no
18: Do you seek tax abatement on tax title properties to allow the liens to clear for new owners?	no		no
19: If a tax delinquent or tax title property serves as an impediment to development, does the property receive special attention?	no		no

## Section 10. Access to Information

While a town's website may rank as *Less Important* in terms of decision making, it can be the initial source of information that entices a location expert to probe deeper and contact a municipality's economic development department for further information. At that point, an appropriate town staff member has an opportunity to step in and develop a personal relationship with the developer or company representative. If the necessary data are not

easily accessible and understandable, the researcher may reject the town as a candidate, opting instead to consider towns with easily accessible data.

## A. Website ○

Saugus's website matches or performs better than the CGM's for all considerations, and is at an advantage in listing sports and recreation venues as well as offering date-certified forms.

Your jurisdiction may want to consider posting all local development policies, procedures, and permit checklists and flowcharts (Section 5D) under the "For Businesses" tab. Additionally, posting and consistently updating as much economic development related information as possible, such as available land and properties (Section 5B), vacant land information (Section 3D) as well as links to local development resources, would be beneficial. With a website featuring all relevant economic development information, interested parties will quickly learn that Saugus is business-friendly and has laid the groundwork for new business success.

Question	SaugusMA		Comparison Group
1: Does your jurisdiction's website list all local development policies and procedures?	no		no
2: Does your website have contact information for key officials?	yes		yes
3: Does your website have general information about your jurisdiction?	yes		yes
4: How frequently is your website updated?	Weekly		Weekly
5: Does your website include an explicitly designed economic development tool aimed at businesses and developers?	no		no
6: Is there a development permit checklist or flow chart on the website?	no		no
7: Are permit applications available for downloading on the website?	yes		yes
8: Are applications and other forms date certified to ensure that they are the most recent versions (i.e. the same versions that you would get in person)?	yes		no
9: Is it possible to file a permit application electronically?	no		no
10: Is there a list of available land and building sites on the website?	no		no
11: If yes, check the types of information available about each site. (Check all that apply)			
- :Owner	no		no
- Square footage of vacant land	no		no
- Square footage and quality of existing buildings and structures	no		no
- Abutters	no		no
- Zoning	no		no
- Assessed value	no		no

- Tax rate	no		no
- Current tax status (e.g. paid up, delinquent)	no		no
- Contamination	no		no
- Aerial photos	no		no
- GIS links	no		no
12: Other, please specify			
13: Is there a posting of current hearings available on the website?	yes		yes
14: Is there a posting of pending applications available on the website?	no		no
15: Is there a listing of current members of development review boards and staff contact information?	yes		yes
16: Are there links to other local development resources? (Check all that apply)			
- State finance agencies	no		no
- State permitting agencies	no		no
- Regional planning agencies	no		no
- Regional development organizations	no		no
- Workforce training organizations	no		no
- Local public or quasi-public financing resources	no		no
- Demographic information	yes		yes
- Economic development agencies	no		no
17: Other, please specify			
18: Are there links to other locally-based private or non-profit organizations?			
- Colleges and universities	no		no
- Chambers of Commerce	yes		yes
- Community development corporations	no		no
- Arts and cultural organizations	yes		yes
- Sports and recreation venues	yes		no
- Convention and tourist organization	no		no
19: Other, please specify			
20: Is there a designated webmaster or staff person responsible for maintaining the website?	yes		yes

## NEXT STEPS

Saugus is a historic community with a unique set of available natural activities that makes it a destination for outdoor enthusiasts. Your jurisdiction is home to the Saugus Iron Works National Historic Site, Breakheart Reservation and Rumney Marsh Reservation State Parks, and Camp Nihan Environmental Education Camp. It also features many professional and academic advantages, such as high proportions of managerial skilled workers and a good public school system.

With significantly lower crime rates and a higher home-ownership rate than the CGM, Saugus appears to be quite desirable and safe. Moreover, elected officials facilitate dialogue with community groups at a high level and town's website allows residents to report maintenance needs and violations, helping cultivate a more inclusive atmosphere.

Compared to the CGM, your jurisdiction features twice as much available Class A office space, more manufacturing and general office sites near public transit, and faster processing times for Special Permits. Combined with all infrastructure having sufficient capacity for growth and reliable service, Saugus appears to be a competitive municipality.

**Saugus has many advantages over the CGM, but there are some disadvantages and “Deal-Breakers” that may hinder economic growth, and they include: Timeliness of Approvals; Traffic; and Rents.** Although a jurisdiction cannot comprehensively resolve the last consideration, the former two may be alleviated. To address the approval process, your jurisdiction may want to strongly consider reducing review durations by searching for and resolving permitting process congestion and bottlenecks. In the meantime, Saugus may want to offer expedited permitting to compensate for longer review times. Regarding traffic congestion, your jurisdiction may want to strongly consider further utilization of a transportation consultant to address particularly gridlocked areas.

Saugus is at disadvantage in that the town lacks both an economic development plan and industrial/commercial attraction policy. **Crafting such an economic development strategy and attraction policy will better help Saugus to build on its strengths, enlarge its tax base, and foster sustainable growth.** Moreover, using input from businesses and residents to help shape these strategies will form a more cohesive, collaborative plan that will strengthen community pride.

Additionally, creating a checklist of permitting requirements for prospective developers, assisting them in securing financing with commercial lenders or state finance mechanisms, and involving state agencies and organizations in marketing the town will make doing business in Saugus easier. Your town may also want to begin enforcing codes and regulations on abandoned properties, abandoned vehicles, and rubbish, as well as maintaining streets, sidewalks, and parks more vigorously. These efforts will help ensure that the physical appearance of the town matches its natural aesthetic appeal. Last, Saugus may want to strongly consider compiling, frequently updating, and sharing a complete list of available properties.

## SUMMARY OF RECOMMENDATIONS

To better compete with the CGM and bolster economic growth, we recommend Saugus focus on the following high priority actions: Streamlining the permitting process; creating a comprehensive and collaborative economic development strategy with an industrial and commercial attraction policy; crafting a marketing and branding plan with assistance and input from resident businesses; and alleviating traffic congestion through the use of a transportation expert. We recommend addressing these four issues simultaneously through the formation of separate teams, although, if they consistently collaborate and share information, efforts will be markedly more effective.

Recommendation	Priority
Address the cause(s) of slower permitting review processes	High
Create a comprehensive economic development strategy, including a commercial and industrial attraction policy	High
Craft a collaborative marketing and branding plan	High
Consult a transportation expert to alleviate traffic congestion	High