

III. VISION, GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES

VISION STATEMENT

Southeastern Regional Planning & Economic Development District (SRPEDD) envisions that the economy of southeastern Massachusetts by the year 2020 will meet or exceed the conventional measures of economic performance relative to the Commonwealth of Massachusetts and the United States. We further envision that pockets of economic distress will be eliminated.

The economy of the future will have the following characteristics (listed alphabetically):

- **Balance** - Investment and employment in the region will be as diverse as possible, without excessive concentration in one particular segment of the economy. This will be characterized by integrated clusters developed around the region's history and natural assets.
- **Entrepreneurship** - A climate of education, training and research supported by venture capital and other financial resources will nurture small startup and expanding businesses into the engines of growth for the future.
- **International** - Southeastern Massachusetts will be fully integrated into the world economy, capitalizing on its historic roots, coastal location and natural ethnic ties of its population to many countries around the world.
- **Quality of Life** - Progressive planning and smart investment will result in a competitive region that minimizes or eliminates traffic congestion and pollution while enhancing its recreational opportunities and unique character.
- **Quality Work Force** - The region will feature a work force that is educated, trained and adaptable to the changing needs of the successful 21st century company
- **Sustainable** - Built upon the evolution of the region's strengths with a long term investment of developing economic and social justice for future generations.
- **Technology** - The region will be organized dynamically around a just purpose of work, encouraging innovation and openness in the pursuit and creation of applications of scientific, engineering and other technological developments.

As a measure of our economic future, all parts of the region will meet or exceed state and national averages for the following economic performance indicators: employment; wages; household income; educational attainment; minority and female participation in the labor force; commercial lending and venture capital activity access to capital by startup and growing small businesses; and number of business startups. These performance indicators will be continually monitored and evaluated to insure their effectiveness to measure the productivity of our region.

A. GOAL: PROMOTE THE EXPANSION OF QUALITY INDUSTRIAL LAND IN THE REGION.

The expansion of industrial land is achieved largely through investment in infrastructure to make land ready for immediate development. Studies indicate that there is insufficient Class “A” land presently available (excellent utilities and access) for industry. However, recent build-out studies indicate that there is an over abundance of land zoned for industrial or commercial use that is either unsuitable or unprepared for these uses.

OBJECTIVE: (Long Term) Increase the amount of land available and readily developable for industry (2,107 acres in 2007) to over 3,000 acres over the next five years within designated priority development areas; promote the development of technology ready sites with fiber optics improvements included in any infrastructure upgrades.

1. What’s being done?

- The City of Attleboro continues with the ongoing construction of Phase I of the 182 acre Attleboro Industrial and Business Park. The project is being partially funded by a \$2.0 million EDA grant and a Commonwealth funded \$1.0 million PWED grant, total cost of development is estimated at \$3.9 million. Under Phase I, \$20 million in private investment is anticipated and 400 new jobs created.
- The City of Taunton and the Taunton Development Corporation (TDC) with an ongoing planning assessment on the remaining portions of the Paul A. Dever School Property. The BSC Group is preparing a reuse plan including 160 acres of industrial expansion for MSIP under Phase IV and recommendations for office, R&D, biotech, workforce training and educational opportunities and other uses for the 90 acre Dever School Core Campus.
- New Bedford continues with ongoing preparation for a Waterfront Redevelopment Plan in the Hicks/Logan/Sawyer (HLS) Area with partial assistance from a \$60,000 EDA grant, matched with an additional \$70,000 from EOEA and the City. The total project cost is \$130,000.
- Private industrial park development continues to occur throughout southeastern Massachusetts communities, including Freetown, Mansfield, Norton, Raynham, Lakeville, Middleborough and Wareham. The majority of this activity continues to remain along the I-495 corridor from Mansfield to Middleborough. In addition, development activity continues to concentrate along the Route 24 corridor in Freetown, Fall River and Taunton. Carver continues to attract development proposals in the area of Routes 44 and 58.
- Planning for new public parks continues: e.g. the 300-acre Fall River Executive Park proposal. The proposal remains contingent on the construction of a new interchange at Rtes. 79 and 24. In 2006 the State’s Economic Stimulus Bill was passed that provided funding for the new interchange and Congress also provided

a \$2.8 million earmark for design and construction. Currently, MEPA is reviewing the projects final EIR.

- The development of Phase I & II continues at the 350 acre Liberty and Union Industrial Park (LUIP) in East Taunton at Routes 24/140. Full build out of LUIP is also contingent on interchange improvements. Currently interim improvements are ongoing. A Functional Design Report has been completed, however Mass Highway has not identified a preferred solution. The development of LUIP is estimated to create 2,500 new employment opportunities and attract over \$200 million in private investment.
- Communities continue to utilize the Economic Development Incentive Program (EDIP) for designated Economic Opportunity Areas and approved “certified projects”.

2. What is SRPEDD’s role?

- SRPEDD will provide technical assistance to public and private sector proponents of land development for economic development, including assistance in federal and state grant applications, and project management.
- Technical assistance in such areas as infrastructure development, downtown redevelopment, feasibility studies, brownfields, development incentives and funding strategies.

B. GOAL: PROMOTE ENTREPRENEURSHIP AND PRESERVE EXISTING BUSINESS AND INDUSTRY.

Southeastern Massachusetts is more dependent upon small and start up business than the rest of Massachusetts. In 2005 the average small business in Bristol and Plymouth Counties had between 16 and 13 employees, respectively, compared to the statewide average of 15 employees per business. In addition, small locally nurtured indigenous businesses are far more likely to expand in the region than large businesses locating from elsewhere.

OBJECTIVE: (Long Term) Increase the number of business startups in the region to address the need for home grown jobs.

1. What’s being done?

- New Bedford’s Quest Center was established to support the development and growth of small technology business, marine science and marine technologies, software and life science technologies. The Center provides a sustainable environment for new and emerging companies to become profitable, create jobs and generate capital to provide economic growth for the City of New Bedford and the region.

The Center was partially funded with EDA assistance through a partnership between the City of New Bedford, New Bedford Economic Development Council (NBEDC) and UMass Dartmouth.

- Advanced Technology and Manufacturing Center (ATMC) located in Fall River provides advanced technology and manufacturing solutions through industry and university partnerships, supports technology venture start-ups companies, provides educational opportunities for student and research opportunities for faculty and acts as a conduit for faculty research commercialization.
- The Small Business Development Center (SBDC), the Center for Business and Industry at Bristol Community College, and South Eastern Economic Development (SEED) Corporation all focus on the development of small business in southeastern Massachusetts, through technical and financial assistance. SEED Corporation operates a very successful micro enterprise loan program. Fall River and New Bedford operate loan programs that include startups as eligible recipients.

2. What is SRPEDD's role?

- SRPEDD continues to promote the Business Retention Initiative and the small towns' economic development project, as well as support the activities of the Quest Center, ATMC, SBDC, BCC, SEED Corp.

C. GOAL: WORK TO MAINTAIN AND ENHANCE THE REGION'S QUALITY OF LIFE.

The quality of life in southeastern Massachusetts is repeatedly cited as a factor in business location; this region is less "spoiled" than even the metro Boston region.

OBJECTIVE: (Short Term) Obtain state and local approval of a regional development vision that capitalizes on the growth and development in southeastern Massachusetts while enhancing the region's quality of life. Insure that the vision promotes the need for regional economic development.

1. What's being done?

- The Southeastern Massachusetts Commuter Rail Task Force has been addressing growth and quality of life issues in 18 study area communities.

2. What is SRPEDD's role?

- Although the Vision 2020 Initiative has concluded SRPEDD continues support and promote smart growth principles through a several regional avenues including: the infrastructure improvements of the TIP, the environmental protection and cultural/ historical effort of the Taunton River Wild and Scenic program, the local technical assistance with zoning bylaws, and the promotion of

economic development, are all done within the larger framework of a Smart Growth vision for the region. This vision includes a balanced approach that acknowledges economic development relies on expanded housing opportunities, a strong sense of place and efficient use of resources.

- As a comprehensive regional agency, many items in SRPEDD's work program are directed toward this goal, including environmental protection, transportation planning, land use planning and economic development.
- SRPEDD continues to solicit and promote designated "priority protection and priority development areas". SRPEDD maintains an economic development web site, which identifies the region's "best sites" for development. The processes and standards used to identify these sites were incorporated into the Vision 2020 Project, under the Targeted Investment Area and Targeted Protection Area program.

Currently SRPEDD, under the South Coast Rail Project and the Commuter Rail Task Force is working with local cities and towns to re-examine and identify locations most appropriate as Priority Development Areas (PDAs) and Priority Protection Areas (PPAs).

- Promotion of housing opportunities for a broad range of incomes is necessary for the growth of the region's economy and is an activity supported by SRPEDD.

D. GOAL: SUPPORT THE DEVELOPMENT OF TRANSPORTATION PROJECTS NECESSARY FOR ECONOMIC DEVELOPMENT.

Several southeastern Massachusetts projects are not only crucial to the efficient movement of goods and people but will allow the region to become more regionally competitive into the next century. I-495, completed in the 1980's, has played an enormous role in the economic recovery in SRPEDD's northern area (including the success of the Myles Standish Industrial Park and other industrial parks). The recently opened divided highway portion of Route 44, from the Middleborough/Carver line to Route 3 in Plymouth, has increased the attractiveness of the Route 44 area for development. Other transportation projects underway, like the construction of the new Brightman Street Bridge, harbor dredging in the harbors of New Bedford and Fall River /Somerset, a new access road for the Attleboro Business and Industrial Park and interim improvements to the Route 24/140 ramps will have a similar impact to other parts of the SRPEDD region. Crucial transportation projects in planning stages that support economic development include Commuter Rail to New Bedford and Fall River and a new interchange proposed in Freetown between Exits 8 and 9 on Route 24.

There are many planned transportation projects that will contribute to the continual expansion on the regions economic growth. These projects are listed in the following objective.

OBJECTIVE: (Long Term) Make progress on the transportation projects listed below (as noted) within the next five years.

- a. Design and funding commitments to double barrel the section of Route 44 from the Middleborough/Carver Town line to I-495 interchange. This includes a fly-over at the Middleborough Rotary.
- b. Construction of a \$40 million multi-use terminal on the Fall River State Pier that will enhance the port's ability to accommodate short sea freight shipping and serve as a cruise ship terminal.
- c. Rail improvements including completion of commuter rail service to Taunton, Fall River and New Bedford.
- d. Begin engineering and environmental studies to upgrade Route 24 to interstate standards, and to designate this highway as a continuation of I-93.
- e. Construction for a full replacement of the Route 24/140 interchange in Taunton in which the Commonwealth holds Congressional earmarks totaling \$14 million for the interchange replacement.
- f. A new Route 24 interchange at the Fall River/ Freetown line to provide access for the proposed Fall River Executive Park.
- g. Reconstruction of the JFK Highway in New Bedford to enhance pedestrian access between the downtown/historic district and the working waterfront.
- h. Improve state secondary roads to improve linkages between older established urban centers. Reconstruction to include widening, signalization, safe passing lanes and other safety related enhancements.
- i. Reconstruction of Route 79 along the Fall River waterfront to create an urban boulevard and 8 to 10 acres of waterfront redevelopment.
- j. Development of a Multi-Modal Facility at the Downtown New Bedford Railyard and adjacent Superfund Confined Disposal Facility (CDF) at the Herman Melville Shipyard.
- k. Development of Intermodal Facility (Commuter rail station and parking garage; includes housing and mixed use development opportunities) in downtown Attleboro.
- l. Construct safety improvements at the New Bedford Regional Airport and reconstruction of existing runway pavement.

1. What's being done?

- These projects are being developed and promoted by various local and regional entities; all are at various stages of implementation including the following:
 - 1) The Massachusetts Highway Department with support from local and regional organizations for the relocation/upgrade of Route 44;
Status: Construction completed on the Carver to Plymouth section Route 44 relocation;
 - 2) The Massachusetts Seaport Council and the Cities of Fall River and New Bedford for the seaport improvements including dredging and pier improvements;
Status: Dredging - Fall River continues with ongoing environmental study and review. New Bedford has completed dredging under Phase 1

- and is waiting for funding for Phase 2; Fall River continues initial planning for waterfront redevelopment and relocation of Route 79; design is underway for the redevelopment of the Fall River State Pier.
- 3) The state has committed to providing commuter rail service to Fall River and New Bedford
Status: A new planning process is underway to re-evaluate and identify the best route with a proposed operation date of 2016.
 - 4) Upgrading interchanges along Route 24 to Interstate Standards and re-designation of Route 24 as an Interstate Highway;
Status: Preliminary feasibility and needs study completed by MHD, proposal currently pending;
 - 5) The City of New Bedford in cooperation with the Waterfront Historic Area League (WHALE) and the National Park Service are pursuing the Route 18 (JFK Hgwy.) reconstruction with the Mass. Highway Department.
Status: On-going design and review by Massachusetts Highway Department and Federal Highway Administration;
 - 6) The City of Fall River, based on existing and projected development activity associated with the Commerce Park and several new development proposals in the immediate area (Fall River and Freetown corporate lines) has an agreement with the state to construct a new interchange between Exits 8 and 9 on Route 24 in order to accommodate the increase in traffic volume;
Status: Currently the project EIR is under MEPA review. The State's Economic Stimulus Bill includes funding for the new interchange, in addition to a \$2.8 million congressional earmark for design and construction;
 - 7) Brightman Street Bridge Replacement Project for Fall River and Somerset;
Status: On-going construction of new bridge, completion in 2011;
 - 8) Attleboro Intermodal Facility (GATRA). The Attleboro Redevelopment Authority is managing the project.
Status: Under permitting and environmental processes; additional funding being sought.

2. What is SRPEDD's role?

- SRPEDD continues working toward implementation of all these projects through its economic development and transportation programs (including priority setting for federal funding through the Transportation Improvement Program (TIP) and the Metropolitan Planning Organization - MPO) and insure proper, Intermodal coordination among the projects.
- SRPEDD will prepare grant applications and pursue additional funding options for transportation infrastructure design and development.
- SRPEDD is awaiting final state and federal environmental reviews for the Attleboro downtown redevelopment/intermodal transportation center. SRPEDD prepared the environmental documents under review.

E. GOAL: PURSUE A POLICY OF SUSTAINABLE DEVELOPMENT.

New economic activity must be planned to serve future generations. Agriculture and aquaculture are excellent examples of sustainable development.

OBJECTIVE: (Long Term) Stabilize employment in the seafood industry in the region (primarily New Bedford) and stabilize the cranberry industry and maintain the number of working farms in the region. Promote industrial source reduction as a way of preventing the creation of future brownfield sites.

1. What's being done?

- SRPEDD is working with regional and statewide agricultural commissions through the Resource Conservation and Development Council (RC&D) providing technical assistance and enhancing their statewide web site.
- SRPEDD is assisting the Town of Rehoboth with a Sustainable Agriculture Research and Education (SARE) project providing environmental planning and other related technical assistance.
- The City of New Bedford, the New Bedford Redevelopment Authority and the New Bedford Economic Development Council continued to develop a Smart Growth vision for the City's Hicks-Logan-Sawyer District that will form the basis for a District Improvement Finance Plan and a Strategic Redevelopment Plan built on smart growth principles.

2. What is SRPEDD's role?

- Promote land use policies that encourage farmland preservation, cranberry production, viticulture and aquaculture development.
- Continue to provide technical assistance to groups such as the South East Massachusetts Agricultural Partnership (SEMAP) and the Dartmouth Agricultural Commission to promote their agenda.
- Continue to participate with initiatives such as "Sustainable Greater New Bedford."
- Assist in the development of indicators to measure the region's economic and social progress.
- Continue sponsorships and organize other promotional efforts for regional conferences on Sustainable Development.

F. GOAL: PROVIDE DATA AND INFORMATION TO SUPPORT ECONOMIC DEVELOPMENT.

Businesses need information on sites, labor, training and education, financing, incentives, community profiles, recreational opportunities, etc. in order to make good decisions on development and expansion.

OBJECTIVE: (Short Term) Maintain a southeastern Massachusetts information network so that all types of information are readily available thereby assisting businesses to remain competitive. Make information available through the Internet and Geographic Information Systems (GIS), as well as through traditional sources.

1. What's being done?

- The Center for Policy Analysis at UMass Dartmouth is a regional participant with the Federal Reserve Bank in the "Massachusetts Benchmarks" initiative and the New Bedford Standard-Times on *South Coast Signals* to measure regional economic performance.
- Other organizations, such as SRPEDD and the Institute for Regional Development at Bridgewater State College provide economic and GIS data.
- The *South Coast Development Partnership*, a collaboration among UMass, Fall River and New Bedford and CEO's in the two cities, is promoting economic development sites in the South Coast region.

2. What is SRPEDD's role?

- Through the Southeastern Massachusetts Data Center and the Regional Geographic Information System (GIS) Center, SRPEDD continues to offer services to public and private sector clients with information geared to identify and analyze sites for economic development, as well as producing customized GIS mapping services and demographic data. In 2004, the Massachusetts Highway Department acquired Pictometry for the entire SRPEDD region. Pictometry is an aerial photography program that allows unique views of all land from several oblique angles. Currently SRPEDD, in conjunction with Pictometry Inc has conducted several training sessions throughout the region providing cities and towns will assistance on using software and materials this program.
- SRPEDD maintains a web site with information on over a 100 priority development sites available for development. These sites include information on location, highway access, acreage, zoning, rail lines, transit, airports, utilities, incentives and contacts.
- SRPEDD updated its "Fact Book" on-line and published the "Fact Book" on CD-ROM containing facts and varied information on the region.
- Working with the *South Coast Development Partnership*, SRPEDD developed a parcel level database of industrial properties larger than 25 acres in the South Coast region.

- SRPEDD recently hired an outside consultant to redesign SRPEDD’s web site including structure and appearance, software and programming, ADA compliance, updates, monitoring feature, hosting and hardware.

G. GOAL: PROMOTE THE CLEANUP AND REDEVELOPMENT OF EXISTING BROWNFIELD SITES FOR ECONOMIC DEVELOPMENT.

Southeastern Massachusetts has hundreds, perhaps thousands, of "brownfield" sites, including many that are not reported. Reported sites are either classified as EPA Superfund sites or Massachusetts "21E" sites, or are vacant, urban sites perceived to be contaminated. Use of these sites for economic development will reduce urban sprawl, but their redevelopment is often hampered by legal and other obstacles.

OBJECTIVE: (Long Term) Reduction of the estimated number of “21E” brownfield sites in southeastern Massachusetts by up to 20% over the next five years.

1. What’s being done?

- Carver is continues with the development of a feasibility study on 128-acre brownfield site in North Carver. The study when implemented is expected to attract private investment, provide public infrastructure and create long term employment opportunities for the area. The study is funded by a \$50,000 Economic Development Fund grant.
- Clean-Start Properties Unlimited maintains a web site (www.cleanstart.com) that lists only sites for economic development that are classified as “brownfields” in order to promote their redevelopment.
- The City of Taunton maintains an aggressive program to clean up and put brownfield sites back into production as part of a citywide Revitalization Plan. In addition, Taunton has developed a Brownfields Revitalization Loan Fund with assistance provided by the EPA, offering low-interest loans to cleanup, qualified sites.
- The City of Taunton is moving forward on Cobb Brook improvements for the revitalization of the riverfront industrial area in Taunton’s Weir Village through a \$2 million from the SRLF program.
- New Bedford maintains a database on local brownfield sites and is working to identify potential redevelopment and reuse proposals for waterfront and neighborhood revitalization.
- The City of New Bedford is designated as a Portfield that enables access to additional funding for cleanup and redevelopment of New Bedford’s waterfront. A partnership exists between several federal agencies including National Oceanic and Atmospheric Administration (NOAA), EDA, EPA, ACoE, Departments of Labor and Interior, and HUD.

2. What is SRPEDD’s role?

- Continue to assist and educate local officials on procedures for reclaiming brownfield sites, via training seminars and direct technical assistance in site planning and grant writing.
- Provide support to the Massachusetts Office of Technical Assistance (OTA) in the area of industrial source reduction as a member of the Southeast Source Reduction Advisory Committee.
- Work with MassDevelopment, Southeast office to identify projects and secure funding through the Brownfield Redevelopment Program and other resources.

H. GOAL: IMPROVE THE EDUCATION AND SKILLS OF THE REGION'S WORKFORCE.

Education and training of the workforce continues to be the number one priority for economic development in southeastern Massachusetts.

OBJECTIVE: (Long Term) Close the gap between the educational attainment of the region's population and the state; provide programs for continuous education of the region's workforce.

1. What's being done?

- The Bristol and New Bedford Workforce Investment Boards direct the regional efforts for workforce development through training. Five regional WIB's are collaborating on a regional workforce development strategy.
- The City of New Bedford's School Department has adopted a 5-year goal of increasing the percent of students who graduate from high school to 85 percent and the percent of graduates who enroll in college to 85 percent. Several new initiatives have been adopted to achieve this goal.
- The Advanced Manufacturing and Technology Center (AMTC) in Fall River, operated by UMass Dartmouth, serves as a training and incubator site.
- The Center for Business and Industry at Bristol Community College, Fall River is a leader in workforce development, providing on-site credit and non-credit educational programs and training for area businesses.
- Bristol Community College and the City of Attleboro have established a satellite campus in the downtown Attleboro area. This study will address the area's ability to access affordable higher education.
- UMass Dartmouth has opened campuses in downtown Fall River and New Bedford, at the former Cherry & Webb Store and the Star Store, respectively.

2. What is SRPEDD's role?

- SRPEDD's role continues to be one of support of other initiatives. SRPEDD supports the school-to-work local partnerships that have been funded in all of the

region's Workforce Investment Boards and has contributed to the regional WIB strategy.

- SRPEDD will continue its welfare-to-work efforts focusing on mobility, through the regional transit authorities; and will provide general support to welfare-to-work initiatives and alternative educational opportunities.
- SRPEDD is a partner with the Greater New Bedford Workforce Investment Board in an effort to do planning for future job-workforce-transportation linkages.

I. GOAL: MEET THE REGION'S FINANCING NEEDS FOR VENTURE CAPITAL AND MICRO ENTERPRISE LENDING.

Established larger businesses are able to secure financial assistance for expansion in the current competitive banking climate, but the needs of smaller and riskier ventures are often going unmet.

OBJECTIVE: (Long Term) Establish a regional venture/mezzanine capital pool and a micro enterprise capital network within southeastern Massachusetts.

1. What's being done?

- New Bedford Economic Development Council (NBEDC) recently had a \$4.6 million recapitalization of its small business loan program.
- SEED Corporation and the Fall River Office of Economic Development both operate micro enterprise loan funds, although both are in need of re-capitalization. SEED Corporation is working on a micro-enterprise capital network to better reach businesses throughout the region.
- SEED Corporation has established a venture capital loan pool in the region.

2. What is SRPEDD's role?

- SRPEDD's role in addressing this objective has been through its support of SEED Corporation and municipal small business loan programs in Fall River and New Bedford.

J. GOAL: ATTRACT HIGH SKILL/HIGH WAGE BUSINESSES AND HOUSEHOLDS TO THE REGION.

The region must offer amenities to attract individuals and households, including residents with higher paying jobs outside of the region. When these individuals and households become established in the region, they may provide the basis for future job growth or entrepreneurship opportunities.

OBJECTIVE: (Long Term) Close the gap between the median household income levels of the region's and the state's populations.

1. What's being done?
 - The City of New Bedford has developed a coordinated and collaborative effort to establish New Bedford as the Center of the Marine Science & Technology Corridor entitled "Setting Sail for the Horizon". This effort includes development of a new \$8 million Sea Lab Marine Science Educational Facility to provide enhanced marine science educational opportunities for the schoolchildren of the City and a coordinated program with the SMAST for continued marine science education.
 - Development of commuter rail to Taunton, Fall River and New Bedford to make the higher paying Boston area jobs more accessible to the region's residents.
2. What is SRPEDD's role?
 - Planning for quality of life concerns (housing choice, environment, recreational opportunities).
 - Manage the Southeastern Massachusetts Commuter Rail Task Force established to address the impact of commuter rail on the region.

K. GOAL: PROMOTE AND EXPAND OUR TOURISM INDUSTRY

Tourism is an expanding sector of our regional economy, and southeastern Massachusetts has many assets that are underutilized.

OBJECTIVE: (Short Term) Provide improved linkage among regional tourist attractions.

1. What's being done?
 - Promotion of the region's amenities and quality of life in publications such as "Welcome to Southeastern Massachusetts" (Quality of Life brochure) published by fifteen regional public and private economic development organizations. Discussions continue on reproducing this brochure on CD-ROM.
 - Tourism campaigns undertaken by the Southeastern Massachusetts Convention and Visitor's Bureau, Plymouth County Development Council and the *South Coast Development Partnership*.
2. What is SRPEDD's role?
 - Expanded its web site with the placement of the *Fact Book On-line*.
 - Administer the Transportation Enhancements Program, which has funded tourist related activities such as bicycle paths and historic restorations.

- Promote several small town strategies for tourism development as identified under the Municipal Development Strategies Project.
- SRPEDD serves on the boards of the Southeastern Massachusetts Convention and Visitor's Bureau, Plymouth County Development Council and the *South Coast Development Partnership*.

L. GOAL: PROMOTE INTERNATIONAL TRADE DEVELOPMENT

International trade is becoming increasingly important for regional companies to stay competitive.

OBJECTIVE: (Long Term) Increase regional competitiveness through the promotion of international trade, especially with those countries with which southeastern Massachusetts has cultural ties.

1. What's being done?
 - The International Trade Assistance Center (ITAC) promotes international trade among regional companies by assisting regional companies and organizing trade missions with foreign visitors in the region and abroad. ITAC was organized by regional chambers of commerce.
 - Continued development of the New Bedford Foreign Trade Zone (FTZ) 28, offers an opportunity to warehouse, manufacture, manipulate and process global exports while utilizing U.S. Customs tariff-reduction rates. The New Bedford FTZ is a direct port of entry to European and Latin-American markets.
2. What is SRPEDD's role?
 - Support ITAC's efforts to promote international trade.
 - Support the efforts regional companies to obtain ISO 9001 and ISO 14000 certifications in order to strengthen their competitiveness.

M. GOAL: DEVELOP A REGIONAL TELECOMMUNICATIONS TECHNOLOGY INFRASTRUCTURE

Information is becoming a major source of energy in the creation of wealth and the improvement of the quality of life for the population. The region needs to develop a regional infrastructure that will enable this new source of economic vitality.

OBJECTIVE: Develop a delivery structure such as a regional telecommunications cooperative or private sector initiative to bring high-speed access to telecommunications throughout the region.

1. What's being done?
 - SRPEDD received assistance from UMass, Amherst, Office for Economic Development to assess how well Southeastern Massachusetts is being served by broadband internet technology. The analysis addressed availability of technologies, coverage area and provided a regional comparison between SRPEDD, Berkshire, Cape Cod and Pioneer Valley.
 - Dartmouth and five surrounding towns are investigating the potential of a regional telecommunications cooperative.
2. What is SRPEDD's role?
 - Support regional efforts to bring advanced telecommunications to the region.

N. GOAL: PROMOTE ECONOMIC JUSTICE

It is essential that the region's economic strategy and projects include and benefit the women and minority populations of the region, as well as promote their participation in the workforce and entrepreneurial opportunities.

OBJECTIVE: Close the gap between women and minority communities and the population as a whole as measured by economic indicators, including business formation.

1. What is being done?
 - SEED Corporation and some city economic development offices sponsor loan programs targeted at women and/or minority groups in the region.
2. What is SRPEDD's role?

- Through its involvement in environmental justice for transportation planning, ensure that no public works project is funded that has a disproportionately adverse impact on low income and minority populations. Insure that environmental justice measurements are included in the transportation evaluation criteria being developed by the Metropolitan Planning Organization (MPO).
- Provide support to targeted loan programs in the region through the Southeastern Massachusetts Data Center run by SRPEDD.
- Work to develop measures of economic and environmental justice that reflect the impact of public projects on the quality of life of low income and minority populations.
- Support economic strategies for the advancement of women and minorities.
- Support conflict resolution assistance with any of the above roles.

IV. RECOMMENDED EDA PROJECTS

A. PROGRAM AND PROJECT SELECTION

The Regional Economic Strategy Committee (RESC) continues to maintain eight eligible EDA Priority Projects for 2008-09. All of these projects are located in the region's cities, namely Attleboro, Fall River, New Bedford and Taunton. They primarily focus on new development and expansion of business and industrial parks.

The Comprehensive Economic Development Strategy (CEDS) maintains an additional list of public works projects identifying up to sixty nine regional economic development, brownfields and transportation projects in support of economic development in southeastern Massachusetts. (See Figure 6. REGIONAL ECONOMIC DEVELOPMENT AND PUBLIC WORKS PROJECTS). The Regional Economic Strategy Committee (RESC) reviewed each of the eight projects for the 2008 CEDS in addition to the extended list of 63 public works projects. The projects are identified as High Priority for potential funding by EDA or other agencies and have been evaluated as having a significant impact on the region's economy. Several projects have also been identified that are currently under construction.

A proposed project is eligible for EDA funding if it is located in an area that meets one or more of the following criteria:

1. Low Per Capita Income: The area has a per capita income of 80% or less of the national average.
2. Unemployment Rate Above National Average: The area has an unemployment rate that is for the most 24-month period at least 1% greater than the national average unemployment rate.
3. Unemployment Or Economic Adjustment Problems: The area has experienced or is about to experience a special need arising from actual or threatened severe unemployment or economic adjustment problems resulting from changes in economic conditions.

In addition, to EDA's eligibility requirements the Regional Economic Strategy Committee considered traditional measures such as, numbers of jobs created, public and private investments, regional impacts and economic justice in prioritizing these EDA projects.

The EDA Priority Projects for 2008-09 are summarized below, along with the specific goal(s) addressed by each project which constitute the basis of the region's economic development strategy. All existing projects were reviewed, status updated and approved by the SRPEDD Commission. All projects identified represent the greatest potential for economic benefit in the region. The projects, listed alphabetically by community are as follows:

B. EDA PRIORITY PROJECTS FOR 2008-09

High Priority Projects

- **ATTLEBORO, BUSINESS AND INDUSTRIAL PARK, PHASE I DEVELOPMENT**

Status: Construction of the Attleboro Business Industrial Park (BIP) is underway, partially funded with a \$2.0 million EDA grant. This \$4 million project is expected to attract \$30 million in private investment and provide 500 new employment opportunities. The construction of Tiffany Street service road, the primary roadway of the ABIP is included in Phase I. The other development phases to follow.

Goals A, B, C, H, I, J and L as outlined in Section III, “GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES” apply to this project.

- **ATTLEBORO, MIXED-USE INTERMODAL FACILITY**

Status: Currently project is awaiting permitting and environmental approvals. City Council recently approved the Urban Renewal Plan and \$2.5 million as part of the city’s share of the \$14 million, Phase I redevelopment project. Initial work expected in 2007.

Goals B, C and D as outlined in Section III, “GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES” apply to this project.

- **FREETOWN/FALL RIVER INTERCHANGE CONSTRUCTION AND FALL RIVER EXECUTIVE OFFICE PARK**

Status: Currently MEPA is reviewing the final EIR for the project. The Commonwealth’s Economic Stimulus Bill includes funding for the interchange. In addition, a \$2.8 million Congressional earmark for design and construction.

Goals A, B, C, H, I, J and L as outlined in Section III, “GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES” apply to this project.

- **NEW BEDFORD, HICKS/LOGAN/SAWYER (HLS) WATERFRONT REDEVELOPMENT PLAN (Local Technical Assistance Program)**

Status: The City of New Bedford and the New Bedford Economic Development Council continue with ongoing planning for development of a physical master plan emphasizing smart growth principles. The project is partially funded through a \$60,000 EDA grant.

Goals A, B, C, D, E, F, G, H, J, K and N as outlined in Section III, “GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES” apply.

- **NEW BEDFORD BUSINESS PARK, PHASE III EXPANSION**

Status: Design and permitting have commenced. Construction likely to begin in 2007.

Goals A, B, C, G, H, I, J, L and N in Section III, “Goals Objectives and Development Strategies” apply to this project.

- **TAUNTON, LIBERTY AND UNION INDUSTRIAL PARK**

Status: Construction and development are ongoing at the 350-acre LUIP. Total project cost is approximately \$12 million and is expected to generate \$200 million in private investment and create 2,500 new jobs.

Goals A, B, C, H, I, J and L as outlined in Section III, “GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES” apply to this project.

- **TAUNTON, INTERCHANGE RECONSTRUCTION AT ROUTES 24 and 140**

Status: Interim improvements are ongoing with no completion date identified. A Functional Design Report has been completed but Mass Highway has not selected a preferred solution/alternative for the interchange replacement.

Goals A, B, C and D in Section III, “Goals, OBJECTIVES AND DEVELOPMENT STRATEGIES” apply to this project.

- **TAUNTON, MYLES STANDISH INDUSTRIAL PARK, PHASE IV**

Status: Currently in planning and disposition process.

The City of Taunton in partnership with the Taunton Development Corporation (TDC) is working with the BSC Group on the preparation of a planning assessment for the site to determine recommend redevelopment options and develop a strategy for implementation. The redevelopment of the site is anticipated to focus on two areas including industrial expansion and reuse for the Core Campus.

Goals A, B, C, H, I, J and L in Section III, “GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES” apply to this project.

C. PRIORITY PROJECTS UNDER CONSTRUCTION

- **TAUNTON, LIBERTY AND UNION INDUSTRIAL PARK, PHASE I AND II**

Status: Development and construction are ongoing under Phase I and II LUIP are underway at the 350 acre LIUP. The project is expected to attract \$200 million in private investment and generate 2,000 jobs.

Goals A, B, C, H, I, J and L as outlined in Section III, “GOALS, OBJECTIVES AND DEVELOPMENT STRATEGIES” apply to this project.