



MERRIMACK VALLEY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

What is it?

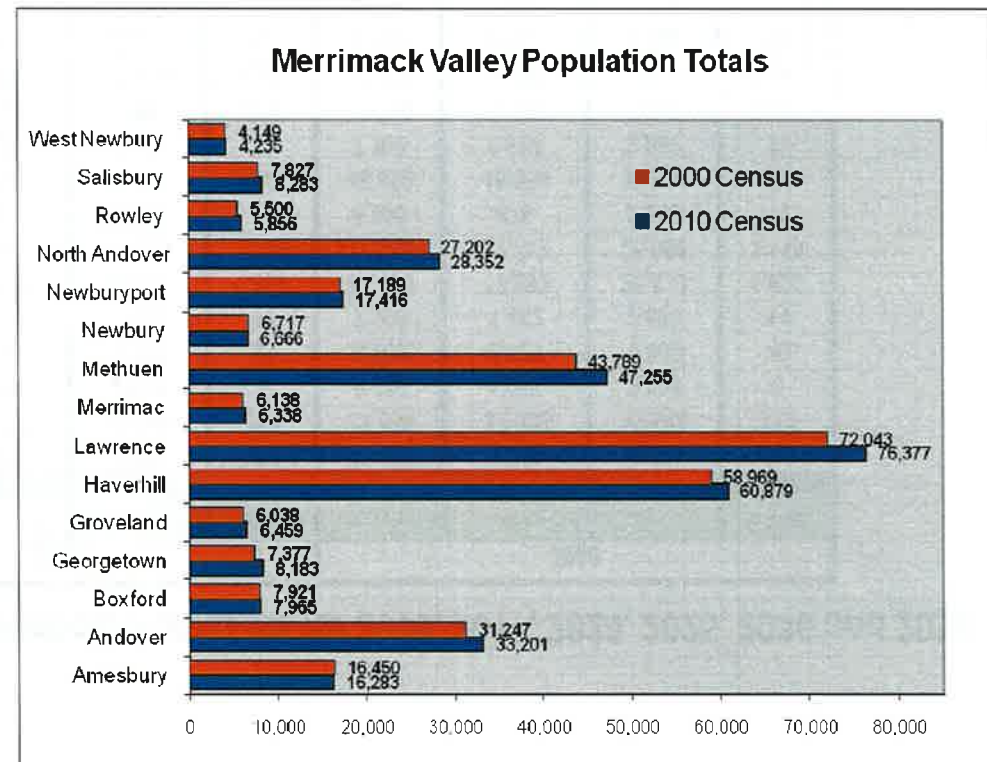
The Merrimack Valley is designated an economic development district (EDD) by the Economic Development Administration (EDA) of the U.S. Department of Commerce. EDA is the main economic development agency of the federal government and works with EDDs throughout the country to promote regional cooperation and job growth.

MVPC is the designated liaison between EDA and our constituent communities. MVPC receives an annual planning grant from EDA, which allows us to develop and manage the Merrimack Valley Comprehensive Economic Development Strategy (CEDS) program. Developed in collaboration with leaders from the private, public, and nonprofit sectors, the CEDS outlines controlled, smart growth strategies for the entire region.

There are four essential planning elements of the CEDS:

1. summary of economic development conditions of the region;
2. in-depth strengths, weaknesses, opportunities, and threats (SWOT) analysis of the region;
3. strategies and implementation plan;
4. performance measures used to evaluate the successful development and implementation of the CEDS.

The Merrimack Valley CEDS focuses on three areas of implementation: regional marketing, workforce development needs, and local capacity building.



Merrimack Valley MPO Population, Employment and Household Forecasts for 2010, 2017, 2020, 2025, 2030 and 2035

Community	2010				2017				2020			
	Population	Employment	Households	Group Quarters	Population	Employment	Households	Group Quarters	Population	Employment	Households	Group Quarters
AMESBURY	16,283	4,612	6,642	356	16,700	4,801	6,900	350	17,000	4,846	7,050	345
ANDOVER	33,201	32,011	11,851	202	34,120	35,672	12,300	209	34,650	37,002	12,540	212
BOXFORD	7,965	1,018	2,688	0	8,370	1,051	2,850	0	8,850	1,057	3,020	0
GEORGETOWN	8,183	2,212	2,937	34	8,540	2,584	3,100	37	8,700	2,727	3,180	40
GROVELAND	6,459	1,114	2,346	9	6,860	1,356	2,550	11	7,100	1,452	2,650	11
HAVERRHILL	60,879	18,008	24,150	1,468	63,400	18,997	25,400	1,504	64,400	19,282	25,830	1,520
LAWRENCE	76,377	23,039	25,181	1,118	76,800	22,967	25,500	1,112	77,200	22,753	25,650	1,110
MERRIMAC	6,338	766	2,417	10	6,500	847	2,510	11	6,600	876	2,560	11
METHUEN	47,255	14,684	17,529	496	48,360	15,722	18,050	482	48,850	16,054	18,310	476
NEWBURY	6,666	1,459	2,594	30	7,100	1,722	2,800	26	7,300	1,824	2,890	24
NEWBURYPORT	17,416	10,445	7,622	402	17,650	11,523	7,800	418	17,750	11,906	7,860	425
NORTH ANDOVER	28,352	13,149	10,516	2,281	29,400	13,879	11,100	2,281	30,000	14,091	11,430	2,281
ROWLEY	5,856	2,649	2,155	79	6,000	2,882	2,230	82	6,100	2,962	2,280	84
SALISBURY	8,283	2,795	3,441	55	8,750	3,221	3,700	53	8,900	3,382	3,770	52
WEST NEWBURY	4,235	739	1,508	5	4,450	776	1,610	7	4,600	786	1,680	8
TOTAL	333,748	128,700	123,577	6,545	343,000	138,000	128,400	6,583	348,000	141,000	130,700	6,599

Community	2025				2030				2035			
	Population	Employment	Households	Group Quarters	Population	Employment	Households	Group Quarters	Population	Employment	Households	Group Quarters
AMESBURY	17,450	4,853	7,300	339	17,900	4,862	7,540	333	18,200	4,872	7,680	328
ANDOVER	35,500	38,688	12,930	217	36,500	40,354	13,370	221	37,400	42,008	13,750	226
BOXFORD	9,350	1,052	3,220	0	9,900	1,048	3,450	0	10,600	1,044	3,700	0
GEORGETOWN	9,100	2,926	3,370	42	9,600	3,123	3,610	47	10,000	3,317	3,770	49
GROVELAND	7,500	1,590	2,820	11	7,900	1,726	3,000	11	8,200	1,861	3,120	11
HAVERRHILL	66,400	19,485	26,880	1,548	68,550	19,691	27,920	1,575	70,500	19,901	28,700	1,603
LAWRENCE	77,600	22,082	25,850	1,106	77,900	21,431	26,000	1,102	78,000	20,800	26,050	1,098
MERRIMAC	6,800	912	2,660	12	7,100	950	2,810	13	7,500	983	3,000	15
METHUEN	49,750	16,380	18,730	467	50,500	16,706	19,080	458	51,500	17,033	19,580	449
NEWBURY	7,850	1,967	3,150	22	8,250	2,109	3,350	19	8,600	2,249	3,520	17
NEWBURYPORT	17,850	12,374	7,910	437	17,950	12,839	7,970	450	18,000	13,300	8,000	463
NORTH ANDOVER	31,200	14,244	12,050	2,281	32,200	14,400	12,550	2,281	33,500	14,559	13,120	2,281
ROWLEY	6,450	3,052	2,440	87	6,900	3,142	2,640	89	7,500	3,232	2,900	92
SALISBURY	9,300	3,603	3,980	50	9,700	3,821	4,180	50	10,100	4,037	4,370	49
WEST NEWBURY	4,900	792	1,810	11	5,150	798	1,930	13	5,400	804	2,040	17

Merrimack Valley CEDS Implementation

Enhanced Marketing of the Region

In 2015 - 2016, the Merrimack Valley Mayors and Managers Coalition (MVMMC), in conjunction with MVPC, decided to focus the MVMB.biz website [Merrimack Valley Means Business] on economic development. Representing the communities of **Amesbury, Andover, Haverhill, Lawrence, Methuen, Newburyport, North Andover, and Salisbury**, the Coalition has been working with MVPC on ways to better market the region to prospective developers and businesses. In 2015, MVMB.biz upgraded to using CoStar to generate reports for communities and properties for lease or for sale as listed by CoStar.

The revamped 2015-2016 MVMB.biz features a property search tool, it highlights featured development projects in that the respective communities provide to us, and it provides quick links to key municipal officials. The goal of the initiative is to attract new economic development by strengthening the regional business support network and enhancing the marketing of development opportunities in the Valley. The Merrimack Valley Planning Commission (MVPC) is eager to form additional partnerships to expand the capabilities of the website.

MAJOR improvements have been made to the MVMB.biz website including a link to all of the State, Regional and Local Development Priority Areas in each community; as well as a new personalized search form has been created where inquiries can be made directly to MVPC with a specialized report that can be sent out to the inquirer. A new section entitled “Economic Development in [insert name of Community]” has been established that includes fun facts about businesses recognized in the Boston Business Journals 2016 Book of Lists as well as a sampling of dining options. The “Business Incentives” tab has been updated to indicate if communities are in Economic Target Areas/or are BioReady, etc. or what other special business incentives a community is eligible for. “Community Links” now contains links to communities’ zoning, long range economic development plans, MiMap, etc. A refurbished section entitled “The Valley” now includes links to regional and out-of-state hospitals, airports and entertainment/regional attractions; the new “Demographics and Data” Section now contains links to Gateway City Profiles of our Communities in the Region; Links to Mass Analysis, US Census Bureau, Labor Force & Unemployment Statistics, etc.

A brand new section entitled “Economic Development Studies & Initiatives” was created to include links to the CEDS document and EDA Planning Grants, as well as other important state and relevant economic development reports. As

MVMB.biz approaches its 12-year anniversary, we envision it evolving even further beyond its utilizing CoStar to incorporate other valuable information and successful regional activities including:

- The Merrimack Valley Brownfields Assessment and Cleanup Program.
- Pre-permitted solar sites and other clean energy activities and services.
- Evaluating the effectiveness of the only current regional brand for the region—”Merrimack Valley Means Business”, and other individual communities marketing slogans.



Economic Development Studies and Initiatives



The Commonwealth's Economic Development Plan

Governor Charlie Baker and Lieutenant Governor Karyn Polito endorsed and signed the Commonwealth's economic development plan on December 23, 2015. This is a document that will guide the Baker-Polito Administration's economic development strategy.

Opportunities for All: The Baker-Polito Strategy and Plan for Making Opportunities Great Everywhere

Source of image: <http://blog.mass.gov/governor/economic-development/baker-polito-administration-files-opportunities-for-all-economic-development-legislation/>



Here you will find reports and work related to the Comprehensive Economic Development Strategy [CEDS]. The CEDS is a master plan for economic development for 15 communities within the Merrimack Valley Region. It is funded by the Economic Development Administration and was worked on in conjunction with the Comprehensive Economic Development Strategy Committee. Below you will find the CEDS report in its entirety, the 2015 annual update/executive summary, the 2014-2015 final progress report and a listing of members of the CEDS Committee.

2013 Merrimack Valley Comprehensive Economic Development Strategy.

Economic Development in Newburyport



Links to Important Programs and Documents

- Zoning Bylaws (PDF)
- Amesbury Master Plan (PDF)
- Priority Development Areas In Amesbury
- Assessors' Database Online
- Economic Strategies for City of Amesbury
- Planning Board Projects
- Draft Open Space Plan 2012-2019
- Amesbury Energy Project Initiative 2014
- Municipal Information Mapping Access Program (MIMAP)

Community Links

- Amesbury Chamber of Commerce and Industrial Foundation
- The Coastal Trails Coalition
- Amesbury Cultural Council
- Amesbury Improvement Association

DID YOU KNOW? The 2016 Boston Business Journal's Book of Who's Who recognized the following fun facts about companies in Newburyport:

- Chase & Lunt at 65 Parker Street was ranked #12 as The Best Place To Work for Extra Small Companies (20 to 49 employees)
- The Institution for Savings at 93 State Street was ranked #18 as the Largest Bank in Massachusetts
- Airwood Machine Corp. at 95 Parker Street was ranked #13 as the Largest Veteran Owned Company in Massachusetts
- The Greater Newburyport Chamber of Commerce at 388 Merrimac Street was ranked #10 as the Largest Chamber of Commerce in Massachusetts
- Mechanica at 75 Water Street was ranked #21 as the Largest Advertising Agency in Massachusetts
- Matter Communications Inc. at 50 Water Street was ranked #8 as the Largest Public Relations Firm in Massachusetts



The City of Newburyport is an Economic Target Area and has negotiated **FOUR** Tax Increment Finance agreements with the following companies: Rochester Electronics, Mark Richey Woodworking, Bradford & Bigelow and most recently UFP Technologies [which is renovating the former Cabot site]. Newburyport is also an Economically Distressed Area, they have a Silver Rating as a Bioready Community from MassBio. Newburyport's downtown is listed as a Priority Development Area of State Significance, and their Industrial Park is listed as being designated as regionally significant. Are you interested in history? Take a visit to the Custom House Maritime Museum. Explore all of the many dining options available in Newburyport! Some options include: Michael's Harborside, Agave Mexican Bistro, Loretta Restaurant, Brine, Mr. India Restaurant, Mission Oak Grill, Black Cow Restaurant, Park Lunch, Glenn's Food and Libations, and The Jewel in Crown just to name a FEW. And don't forget... the Annual Yankee Homecoming Days July 30-August 7, 2016! [Click here](#) for a description on what all these economic business incentives mean for doing business in the City of Newburyport!

Priority Development Sites (PDS) [MGL Chapter 43D]

A PDS is a privately or publicly owned property that is:

1. commercially or industrially zoned or mixed use;
2. eligible under applicable zoning provisions, including special permits or other discretionary permits, for the development or redevelopment of a building at least 50,000 square feet of gross floor area in new or existing buildings or structures;
3. sites must be approved by the local governing authority and state Interagency Permitting Board; and
4. once established, the community must render permitting decisions within 180 days. Several parcels or projects may be included within a single priority development site. For more information, please visit the **Executive Office of Housing and Economic Development (EOHED)**. **Currently, our communities' sites that have 43D approvals are at the following locations according to the list of the Executive Office of Housing and Economic Development [EOHED]:**

Source of image: http://www.georgetownma.gov/Public_Documents/GeorgetownMA_Planning/1

"ROUTE 133/I-95" and "NATIONAL AVE.": PRIORITY DEVELOPMENT SITES



Georgetown: National Avenue; Route 199/I-95

Amesbury: Golden Triangle [Area between I-95, I-495 and Route 110]

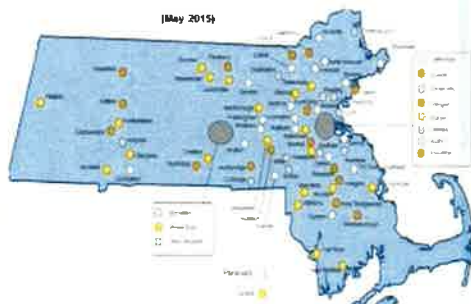
Haverhill: 60 Hilldale Avenue

North Andover: Osgood Landing, 1600 Osgood Street

Andover: South Street, 1 Riverside Drive, 2 Technology Drive, 40 Shattuck Road, 300 Minuteman Road, 300 Brickstone Square, 160 Dascomb Road, 300 Federal Street, and 800 Federal Street

Lawrence: 280-350 Merrimack Street [Riverwalk Properties]

BioReady Communities in the Merrimack Valley:



Massachusetts offers incentives through MassBio for communities with Platinum, Silver, Gold and Bronze ratings. MassBio has developed BioReady® ratings for municipalities who submit details on their zoning practices and infrastructure capacity. Our focus with these ratings is to help biotechnology companies find the most favorable destinations in the state and to enable the state and its cities and towns to effectively tell their stories to the biotechnology industry. BioReady®-rated cities and towns have made a commitment to the life sciences industry. There are currently 79 BioReady® Communities across the Commonwealth. Source: <https://www.massbio.org/why-massachusetts/supercluster/bioready-communities>.

Here are the communities within the Merrimack Valley and their BioReady Ratings:

Platinum: [means the community has GoldCriteria plus rating, community's Board of Health has adopted the National Institute's of

Identifying Industry Clusters and Workforce Development Needs

Through the CEDS process, MVPC has identified four industry clusters driving economic growth in the region:

- Food Manufacturing
- Electronics
- Life Sciences
- Metal Fabricators

NAICS	Description	Location Quotient: MVPC vs. State, 2006	Location Quotient: MVPC vs. State, 2011	Location Quotient: MVPC vs. U.S., 2006	Location Quotient: MVPC vs. U.S., 2011
	Manufacturing	2.07	2.43	1.84	2.14
311	Food Manufacturing	2.32	2.76	1.51	1.81
325	Chemical Manufacturing	2.26	2.21	1.85	1.88
326	Plastics & Rubber Products Manufacturing	1.78	1.08	1.47	0.84
332	Fabricated Metal Product Manufacturing	1.36	1.53	1.29	1.46
334	Computer and Electronic Product Mfg	2.04	2.52	4.66	5.54
3342	<i>Communications Equipment Manufacturing</i>	3.37	3.76	6.11	4.13
3344	<i>Semiconductor and Electronic Components</i>	2.35	2.08	4.03	3.71
3345	<i>Electronic Instrument Manufacturing</i>	2.15	3.78	5.68	9.73
3391	Medical Equipment and Supplies Mfg	1.93	2.34	3.15	3.34

Data Source: Employment and Wages (ES-202)

The key findings of an outreach campaign to cluster businesses are summarized below:

Key Findings

- Workforce Challenges: Certain Skills are Difficult to Find
- Excellent Highway Access
- Industrial Space is at a Reasonable Cost
- Longer Term Concerns Over Rising Costs and Global Forces
 - Health Care
 - Taxes, Workers Comp, Regulations, etc.
 - Access to Capital

Going Forward

- Roundtables/Networking Group for Cluster Businesses
- Energy and Health Care Consortia
- Targeted Workforce Assistance
- Enhanced Marketing of Industrial/Business Parks
- Addressing Constraints
 - Wetlands/Sewer
 - Road Conditions
 - Access to Capital

Local Capacity Assistance

Through the CEDS process and in response to ever tightening municipal budgets and resources, MVPC has developed a regional resource entity to assist communities in the Merrimack Valley with their unique economic and community development needs. The *Merrimack Valley Support Team* will provide ongoing training to local staff on development matters and will encourage the sharing of resources and bolster communication and cooperation in the region. In addition to providing information on grant opportunities, assistance with grant writing, and helpful economic developments tools, this *Support Team* will provide valuable assistance on closely related community development issues, such as downtown revitalization, streamlined permitting, complete streets, storm water management, and compact neighborhoods. The *Support Team* can also provide valuable assistance on closely related community development issues, such as design review/form-based coding, zoning updates, creation of permitting guides; regional analysis of affordable housing and market housing needs, complete streets, storm water management, shared regional services; collective purchasing; and cost-saving measures that benefit more than one municipality; identification, assessment and mapping of regional priority development areas and priority preservation areas; encouraging communities to use the Economic Development Self-Assessment Tool; identifying infrastructural challenges that affect the ability to advance economic development activities; and solutions with respect to economic and compact neighborhoods. The end result goal is for local businesses to feel better supported and connected to their respective municipal governments.

During the last year, a few of the projects the Merrimack Valley Support Team has provided Assistance to are- Completion of a Housing Production Plan for the Town of Merrimac; DPW Stormwater Collaborative to share resources and utilize new approaches to address stormwater issues; Regional Services for Electrical Aggregation for Methuen, Salisbury, Haverhill, Newbury, Andover, Lawrence, North Andover and Newburyport; Transportation Assistance to the City of Newburyport for the creation of their 40R district.; Web-based GIS project in Lawrence to highlight vacant and problem properties using MiMap; .Completed scope of services to obtain quotes for a consultant to market the region.

For more information:

The Merrimack Valley Comprehensive Economic Development Strategy can be found at:

http://mvpc.org/wp-content/uploads/2013CEDS_Commissioners1.pdf