



Realizing the Potential:

A City of Innovation, Collaborative Leadership,
and Creativity

 **NBEDC**
The Regeneration Project

RESEARCH | ENGAGEMENT | POLICY

About this Report

A decade has passed since the Great Recession of 2008 paralyzed the nation's financial sector, placing smaller manufacturing-based gateway cities such as New Bedford in dramatic peril as investment withered. While New Bedford was in no way immune from the ripple effects of what began on the trading floors of Wall Street, the City was able to weather the storm. In fact, in the several years that followed, the City achieved a series of development successes that would prove this was a place where great growth potential still existed, even though it was not yet widely recognized by the private or public sectors. More needed to be done to tell our story and attract investment.

Understanding that great strides had been made in strengthening the City's economy and eager to turn the City's full economic potential into action, in the spring of 2014 newly elected Mayor Jon Mitchell asked many of the region's business and community leaders to serve on his newly formed New Bedford Regeneration Committee. The task with which the Mayor charged the committee was to articulate a strategy for the City's economic regeneration that builds on the committee's collective experience in leading successful private, non-profit, and higher education enterprises and institutions. The committee's initial report, *Uniting in Pursuit of Growth and Opportunity*, was presented to the Mayor as a statement intended to attract broad popular buy-in, shape the economic development strategy over the short term, and signal to both private investors and government officials outside the region that New Bedford has a clear set of objectives.

Today, the Regeneration Committee continues its work as an independent committee of the New Bedford Economic Development Council (NBEDC). *Realizing the Potential* is intended to build on the committee's original work in 2014, bringing to it

a fresh look and the perspective of recent economic successes. This report identifies what can be the strategic pillars to a fully transformative New Bedford economy. An economy that is based on the historic cords of our eternal connection to the sea, our willingness to take risk and invent new ways of doing things, and our understanding that it will take the voices and hard work of many diverse contributors to accomplish our goals.

Throughout the pages of this report, the committee makes the case that New Bedford can be:

- A global leader in the ocean cluster development, research, and entrepreneurship
- A metropolitan anchor for the region with a vibrant and diverse downtown and waterfront experience
- A place where emerging community leadership is recruited and harnessed
- A city that uses art, design, and architecture to inspire citizens and visitors

Inspiration for this report began with the publication of *Revitalizing America's Smaller Legacy Cities*, co-authored by Torey Hollingsworth and Alison Goebel of the Greater Ohio Policy Center, and published by the Lincoln Institute of Land Policy. Ben Forman of MassINC and Colleen Dawicki of the Working Cities Challenge at the Federal Reserve Bank of Boston also provided insights, guidance, and support throughout the process.

Finally, we wish to thank each of our committee members and the NBEDC team for their time and energy over the past six months—specifically Chris Wilbur, NBEDC Senior Fellow and the Leadership SouthCoast team members. Without a team effort by all, the work of the committee and the publication of this report would not have been possible.

Anthony Sapienza, Co-Chair
President, NBEDC

Gerry Kavanaugh, Co-Chair
President LStar Investments
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The NBEDC is a nonprofit organization comprised of 250 successful leaders in business, education and government led by a nine-member Board of Directors. In conjunction with the Mayor's Office, the Council sets the agenda for the city's key strategic economic development areas. The Executive Director of the NBEDC, with a talented and dedicated team of four professionals, is responsible for the coordination and implementation of the organization's programs and initiatives.

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About the Regeneration Project

The Regeneration Project is a collaborative platform that allows for a broad cross section of private sector community leaders to shape, advocate, and tangibly advance a strategy of sustainable and shared growth for New Bedford.

Why We Do it

What began as a group coming together to respond to a short-term call to action by Mayor Mitchell is now a place where some of our most complex city building challenges are brought to the table for thoughtful discussion, debate, and strong advocacy by a diverse collection of private sector community leaders. All issues and matters discussed and put forward into the public square help in answering an overarching question—“what does it take to advance the sustainable regeneration of New Bedford’s economy?”

This is the essential question for us because cities with a thriving economy have a stable and broad tax base that support strong school systems and public services that young parents seek out when looking to buy their first home. These cities have citizens who are typically more engaged in the community and earn a better living in careers that offer greater personal fulfillment and opportunity. Such cities are safe (in both reality and perception), boast a variety of cultural attractions and public amenities for people of all ages and backgrounds, and have stable neighborhoods with families that enjoy better health and wellness outcomes. Such cities are places where the needs of all citizens are met and where people make the choice to work, to live, to visit, or even spend their retirement.

Such a lofty goal is not easily attained and takes the work of many. And while an able, efficient, and transparent city government is a critical partner, local government cannot be solely responsible for the creation of the environment that attracts the levels of private investment, talent, and creative thought required to truly regenerate our economy. It is the private sector that must take ownership of this challenge as if the success of their own businesses and organizations depend on it—because it does. And when those private sector interests come together to work in unison with the public sector and recognize their respective roles in unleashing this untapped potential, amazing things can happen over time.

Our members understand that while the City has had much economic success over the past decade, New Bedford has true assets that have yet to be leveraged to their maximum benefit and they want to do something to help change that. So much more can be gained from our working waterfront and our downtown. We are only now understanding our ability to be a place where entrepreneurship can thrive. Our historic and contemporary connections to the arts can be better focused, and too many community leaders don’t have a seat at the table often enough. And while the future holds potential challenges in how technology will change how we work, drive, and process information, if we focus on leveraging our greatest assets for long-term growth, we will provide our local economy with a sound footing in an ever-changing world.

How it Works

The first strategy recommendation of the Regeneration Committee’s 2014 report is titled “*Organizing for Success.*” Within this section is the recommended action of developing a cross-sector leadership group to focus on the development of long-term goals and policy by adding a new arm to an existing organization, such as the New Bedford Economic Development Council (NBEDC). In 2015, the NBEDC Board agreed to take on this work by creating the Regeneration Project and establishing a standing committee as allowed under the NBEDC by-laws. The Project is staffed by the NBEDC team for its day-to-day activities and utilizes the work of senior fellows and other partners for the development of white papers and comprehensive reports, such as this one. The Project is not an extension of City government, but is rather a partner and resource to elected and appointed officials.

Research

The foundation of the Regeneration Project is relevant data gained from sound and balanced research. To this end, the NBEDC partners with UMass Dartmouth, MassINC and other content experts to conduct topic research, benchmark New Bedford with other similar communities, and craft policy based on the committee’s work.

Engagement

The committee of business and community leaders meets on a regular basis and is the place where long-term policy development and strategic planning concepts are continuously formed and tested. Outreach to specific stakeholder groups and technical experts are critical and are conducted as appropriate for each topic area. The work done by this group is intended to be a highly valuable resource for the Board of Directors of the NBEDC, local and state agencies, the Mayor and City Council of New Bedford, federal and state delegations, and the general public.

Policy

It is a goal of the committee to publish policy statements on specific areas of focus that can serve as a resource in the early stages of development of a physical or programmatic asset in New Bedford for the purpose of greater long-term positive economic impact to the community. From time to time, certain areas of focus will require studies to be commissioned in order to provide the appropriate depth of knowledge to advance a particular issue or set of issues with local and regional political leaders.

These policy statements are also used by Project committee members to advocate for issues or the advancement of specific initiatives. Such advocacy is conducted as a group, often through letters, or individually with private or public sector officials who are critical to the decision-making process. While often aggressive, such advocacy is always based on the best available data and sound policy, and is always conducted with the greatest respect for opposing viewpoints. All policy statements are available on the NBEDC website.

Who is at the Table

The membership of the Regeneration Committee is comprised of 36 community leaders that represent the private, non-profit, and higher education sectors of the economy. The diverse membership includes top executives from regionally headquartered firms including CEO's of multi-national corporations, leaders of educational institutions, owners of small and medium sized enterprises, and artists and entrepreneurs. Specifically, the group draws membership from the financial services sector, the offshore wind sector, advanced manufacturing, maritime industries, the healthcare sector, the media, secondary and post-secondary education, training and advocacy institutions, charitable foundations, and the arts.

Many of these organizations invest deeply in the community through charitable donations, grants and scholarships, and countless service projects. The combined impact of these industrial leaders exceeds \$1 Billion in annual revenue and represents more than 15,000 jobs throughout Greater New Bedford.

Executive Summary

The City's Master Plan, *New Bedford 2020*, articulates a vision of a vibrant seaport community. This vision of New Bedford speaks to our historic rise from a small coastal village to the global leader of the whaling industry. It speaks to our rich diversity and growth that began with far-off whaling voyages and exploded with the boon of the fishing and textile industries. And it speaks to our present and future as a community that is wholly connected to the sea.

The Context

That vision of New Bedford holds true today, and while we expect a great city-wide conversation to take place in 2021 for our next master plan, there are strategies that we can focus on now that will not only make that future conversation richer and more meaningful, but tangibly advance the city's economic prospects in the present.

It should be noted that while New Bedford still struggles with lower than average education and income levels, those prospects have improved greatly since the Committee first came together in 2014. According to data from the Commonwealth's Office of Labor and Workforce Development: business growth in New Bedford has increased to 3,600 with more than 406 new businesses in the city—an increase of 12%; our labor force is now at 46,157, an increase of 5,005 jobs; and our unemployment rate (as of 6.18) is at 6.4%, down from 12.5% in 2014. City building department statistics tell a similar story with annual permits up to 2,929 from 2,490 and permit values increasing from \$46 million to \$79 million.

While the City's economic development progress is measurable and noteworthy, much more needs to be done to place New Bedford on a sustainable pathway for growth and stability. The purpose of this report is to articulate a series of strategic objectives that help to advance the community's vision of New Bedford for the next several years by focusing on the immediate opportunities that leverage the City's greatest economic assets as means to attract capital investment. And this investment is not merely fiscal, but rather human as well, in terms of being a place where people want to live, create, and engage deeply into community life.

The Process

The Committee's work on this report actually began by reading *Revitalizing America's Smaller Legacy Cities* during the bitterly cold days of this past winter. Co-authored by Torey Hollingsworth and Alison Goebel of the Greater Ohio Policy Center, and published by the Lincoln Institute of Land Policy, *Revitalizing America's Smaller Legacy Cities* proved to be the perfect inspiration for the work the committee was eager to dive into for 2018. The broader context of the paper was helpful to understand what national or regional strategies for smaller cities could apply to our work in New Bedford, and the Committee was happy to host Ms. Goebel for a visit and presentation to New Bedford in June. It was also refreshing to know that while New Bedford was not one of the specific cities listed in this report, we would have fared well in their point-in-time condition rankings.

In addition to researching other current scholarly work, the committee spent months setting priorities, debating the opportunities and challenges of growing the economy, and digging into the details. This work was facilitated by NBEDC Senior Fellow, Chris Wilbur with a support team of class members of Leadership SouthCoast. Chris and the team used a series of online surveys and dozens of one-on-one meetings in the early days to begin to gauge the committee's priorities. Four well-attended main topic working sessions were held during June (in addition to the presentation by Mrs. Goebel) focusing on cross-sector collaboration and leadership development, the blue economy, strengthening downtown through urban design, and public safety. The full committee also met in April and in July for full progress updates and lively group discussions. From July until the publication of this report, there have been dozens more one-on-one and small group discussions, editing through email, and a few after hours chats at local pubs. A full report of the schedule and process can be found in the appendix.

The Report

It is critical to begin the construction of anything— from a child’s lego castle to industrial scale offshore wind farms—on a strong foundation. Without a strong foundation, it is only a matter of time before any structure, political movement, or economic strategy begins to crumble. Therefore, our work in this report regarding economic strategies begins with a statement about the importance of public education, safety, and wellness. These elements of the larger community tapestry are essential for true economic growth, opportunity, and prosperity that can be felt and accessed by all. We have studied no city that has struggling schools, persistently high crime, or poor health outcome, and yet somehow has managed a strong local economy and tax base. You cannot have one without the other, and it will take the work of many to get us where we need to be.

The heart of this report is centered around four big ideas;

- Ocean cluster development, research, and entrepreneurship
- Building vibrant, diverse, and uniquely New Bedford downtown and waterfront experiences
- Cross-sector collaboration and the development of local leadership
- The use of art, design, and architecture to inspire citizens and visitors

To put strategy into action, there are specific action items relating to each of the above thematic areas of focus. The overarching theme connecting each big idea and their relating actions is that it is primarily the role of the private sector to drive economic growth and investment. Local government is a critical partner, and must be stable and well managed, but its role is to largely act in support of private sector and institutional growth. A summary of the big ideas and associated actions follows:

1. Ocean Cluster Development, Research, and Entrepreneurship

- Develop and execute a coordinated campaign to market New Bedford as the global leader in all segments of the ocean cluster in which our port can be a natural leader
- Position the City as the epi-center of a region of partners in research, workforce training, and private sector investment connecting RI to Cape Cod
- Create a “waterfront campus” with strong connections to the downtown, where the facilities exist to educate and train for present and future maritime occupations, innovate new products, gather together, and conduct business in emerging industries such as offshore wind

2. Building Vibrant, Diverse, and Uniquely New Bedford Downtown and Waterfront Experiences

- Focus efforts on private sector and institutional investment(s) with able partners that integrate place making as a tool to attract people to a more vibrant downtown, directly connected to the waterfront
- Pursue smaller-scaled housing development with a focus on key infill parcels as a means to bolster the market and attract new residents who are interested in an urban center lifestyle
- Advocate for progressive policy reform and implementation of form-based zoning, streamlined permitting, and parking management as a means to encourage private sector investment
- Utilize the momentum being gained in arts and culture to significantly enhance the branding and promotion of the downtown as a place to visit, live, and invest

3. Cross Sector Collaboration and the Development of Local Leadership

- Proactively seek to distinguish between collaboration and competition and eliminate duplicative efforts wherever possible
- Encourage structured pathways for the cultivation, recruitment, and professional growth of new leaders in the community

4. The Use of Art, Design, and Architecture to Inspire Citizens and Visitors

- Encourage the private sector to start simple with enhanced maintenance as a demonstration of neighborhood and city pride
- Advocate for strong, yet clear design guidelines in critical development districts as a tool to elevate the level of building and site design
- Utilize New Bedford’s history and cultural diversity as a unifying design element in publicly funded or supported place making and improvement projects

The report concludes with a full listing of all Regeneration Project committee members, including their business or organizational affiliation. Materials relating the meeting schedules, reference materials, and review of the status of the 2014 report are included in the appendix.

Public Education, Safety, and Wellness—A Foundation for Success

The bedrock of any community's ability to enjoy sustainable economic success is its ability to offer its citizens a high performing public education system, a feeling and reality of safety no matter where you live, and access to all aspects of health and wellness.

For any economic development strategy to be fully realized, these three elements deserve our constant attention, for not only are they essential for the long-term well-being of a community, they are the first things that new investors or site selectors will look at when choosing a community to be home to their new venture. Make no mistake about it, economic development is a competitive sport, and we must, at a minimum, be on the right track for New Bedford to even be in the game.

While this report does not propose strategies to solve these issues that have local, state, and national importance, there must be an understanding amongst community leaders that there is a critical need to be met and the work in these areas is not solely the responsibility of local government. Beyond individual citizens, the private, non-profit, and higher education sectors have a responsibility as well. In addition to local government and police, many organizations and agencies such as Southcoast Health and the Greater New Bedford Community Health Center are already working hard across New Bedford on each of these issues, but perhaps there is not a full understanding of the impact that their collective work has on the City's ability to regenerate its economic future.

Public Education

In the not to distant future, New Bedford will need a workforce that is younger and has a level of skill and training that is not in place today. Nearly ever kind of work that we do will be affected by technology and automation and our citizen workforce must be ready. While we will need new ways to think about higher education and workforce training as critical tools to meet this challenge, it actually all begins with our own elementary and secondary public education system. Across the country, those individuals with education and skills are doing better than ever, and those without a solid education or technical skill set are being further left behind. From the early 1960s through the early 1980s the gap in wage levels was present, but not demonstrable. Since that time, the gap has increased dramatically.

According to data provided by the UMass Dartmouth Public Policy Center, in 2012 a male with a bachelor's degree was earning more than 140% in weekly earnings than a male high school dropout. When a male with an advanced degree is compared to the high school dropout, that gap jumps to 190%. For women, the wage gaps exist at approximately the same rates. In New Bedford nearly 30% of our population is without a high school diploma and less than 20% of our citizens have a bachelor's degree or higher.

In New Bedford we are fortunate to have a Mayor who has consistently been a leader in demanding greater accountability and performance from our school system and a new Superintendent eager to support teachers and families in raising the bar of expectations and performance in the classroom. They are joined by the School Committee and City Council in calling for needed state level reforms to complex funding formulas that often have the effect of diminishing needed classroom resources in neighborhood schools. However, at a fundamental level, the community itself has fallen behind when it comes to fully embracing the importance of education and its direct link to a strong and sustainable economy.

To focus attention on the connection between the educational attainment level of the community and how it directly relates to the workforce readiness of our citizens, in 2017 the Regeneration Committee published *Raising the Bar: Better New Bedford Public Schools Will Lead to a Stronger Economy*. With a full understanding of the immense annual budget pressures faced by city government and the significant challenges local schools face with such a high population of students with little to no English language skills, the Committee offered the following near and long-term recommendations for discussion and debate:

Advocating in the near-term:

- Fight to increase state funding through Chapter 70 reform
- Engage students and families at all levels and ensure that “average” students are not forgotten
- Support the City reaching it’s full 100% of Net School Spending compliance

Looking toward long-term solutions:

- Develop a ten-year strategic plan with all public education partners at the table
- Advocate for a state increase of per-pupil funding at high schools to match regional vocational schools
- Undertake a complete reform of Chapter 70, specifically how it affects the English Language Learner and special need student populations
- Provide municipal flexibility in managing mandatory expenses

Public Safety

Public safety is a sacred trust, a commitment by the City to protect all of its residents from property neglect, fire, and crime. Through continued discussions with the Mayor and Chief of Police, committee members feel strongly that the City does believe in and implements a proactive approach to public safety. Examples include reducing public safety hazards before a fire breaks out; educating children about drugs as part of the school curriculum before they enter the at-risk years; and creating an Opioid Prevention Task Force to coordinate efforts to manage a nationwide problem. The City’s Police Department has also gone through a top-to-bottom self-assessment to go from “good to great”, will be hiring its first crime analyst, and updated its crime mapping software in an effort to better predict future areas of focus.

Public safety goes beyond preventing crime, it is also about protecting property and ensuring the City is not seen as a place of neglect. The Mayor’s Task Force on Neighborhood Quality enforces the City code with respect to properties that have been improperly maintained by irresponsible landlords, and improving the safety and appearance of those buildings. The City’s smart phone application “SeeClickFix” allows residents to notify city departments about graffiti, potholes, overgrown trees, or other non-emergency items so that the relevant department can address them quickly. And it should also be noted that New Bedford’s Fire Department is one of three in the state that has the ISO 1 rating (the other two are Boston and Cambridge), which means a great deal to larger businesses and manufacturers regarding insurance rates.

According to comparative crime statistics made available from the New Bedford Police Department, from calendar year 2015-2016 violent crime decreased by 20%, property crime dropped by 7% and there was no increase in the number of reported shots fired.

While the City’s work in public safety and community policing is commendable, larger issues such as homelessness and aggressive panhandling require constant attention. While these matters may manifest themselves as public safety concerns, the

causes are most often rooted in mental health and addiction. We cannot ignore the fact that our community faces overwhelming mental health issues and there are a lack of providers for this population. When citizens and visitors feel unsafe for any reason, and choose not to visit a place in the city or park in the evening, it can hurt the success of businesses that rely on customer foot traffic. At that point, public safety becomes an economic development issue.

There are simple ways, such as sharing security camera access and proactively promoting a positive perception of the City, that local businesses and agencies can partner more directly with the Police Department. But a more directed dialog is needed that focuses on how public safety is directly connected to creating and promoting the environment for economic growth in all sectors and in all parts of the City. It is a goal of this committee for that conversation to continue and to reach specific actions regarding how the private and public sectors can work together to advance the ideas and actions articulated in this report and turn the tables by using success stories to promote New Bedford as a welcoming and safe place to live and do business.

Community Wellness

Perhaps most important to all of us is good health. Our physical, emotional, and spiritual wellness impacts everything we do—from our ability to focus at school or work, to connect with family and neighbors, and to contribute to the success of the community at large. If we are not healthy as a community, everything, especially job creation and economic growth, becomes so much more difficult.

At present, New Bedford is not a high performing community in regards to public health as evidenced in the metrics of the City Health Dashboard—a web-based tool launched in 2017 that offers data on 36 measures for the 500 largest U.S. cities. As a community we struggle disproportionately with obesity, smoking, hypertension, mental health, diabetes, substance use, inactivity, and frequent poor physical and mental health. Much of our population doesn’t access dental care or primary care, our seniors aren’t getting preventive care, and most of our care ends up in the emergency room.

New Bedford is primarily served by Southcoast Health (the largest health system in New Bedford) and the Greater New Bedford Community Health Center (GNBCHC). Southcoast Health—a system that includes three nonprofit community hospitals is one of the largest and fastest growing health systems in Massachusetts. St. Luke’s Hospital, our longest operating hospital has had an extensive presence in New Bedford and has provided continuous service since 1884, but the emergency room is overburdened with over 90,000 visits annually, second in the state only to Boston City Hospital. The GNBCHC is actually the main access for primary care to our highest risk and poorest citizens, serving 25% of the cities population with 75% coming from three zip codes surrounding their downtown facility. The GNBCHC does outreach to the homeless population and provides benefit counseling to help connect area residents with insurance products through bi and tri lingual staff and interpreters. They also have a targeted healthy weight initiative for children who are overweight or obese, a critical health issue in the City.

While our community health statistics are sobering, the City of New Bedford does have a strong focus on the health of its citizens. This focus has led to improvements in the built environment and to improved access to fresh foods. The City Council passed a Complete Streets ordinance in 2016, and the City supports the national Safe Routes to School program. Community gardens, in partnership with community organizations, have provided residents, including children and seniors, the chance to get involved with their food. Now in its fourth year, the New Bedford Farmer's Market has three locations in the city and 18 vendors who sell locally-grown fruits and vegetables; locally-raised eggs, chicken, and grass-fed beef; locally-landed fish; and prepared foods and specialty items. Also, Mass in Motion is a statewide movement led by the Massachusetts Department of Public Health and enjoys strong local support. The organization helps local communities increase opportunities for residents to eat better and move more in the places they live, learn, work, and play. In 2015, New Bedford was one of only 53 communities to earn five Gold Medals in Michelle Obama's Let's Move Program.

It must also be noted that the national opioid epidemic has not by-passed our community. One cannot avoid the daily news reports relating to overdoses and most of us have been touched in some personal way by this public health crisis. It is important to continue to bring attention to the opioid epidemic because it can have a devastating affect on economic development—not only in the illness itself, but in the ways it can show itself in the community through the crimes that are committed to fund the addiction.

Southcoast Health and the GNBCHC continue to lead and work collaboratively on this issue with a number of community partners including; The New Bedford Health Department, The City of New Bedford Opioid Task Force, Positive Action Against Chemical Addiction (PAACA,) Greater New Bedford Interchurch Council, High Point Addiction and Treatment Center, Greater New Bedford MOAPC and SAPC Coalitions, Substance Exposed Newborns Committee, Stanley Street Treatment and Resources (SSTAR) Health Center, and Physicians to Prevent Opioid Addiction, among many others.

It is useful to recognize that the hard work of many has shown measurable progress. At his State of the City Address in early 2018 Mayor Mitchell reported that in 2017, overdoses in the city dropped some 19% over the previous year.

In today's instant information world, bad headlines relating to crime and safety can be devastating to recruiting investment in new business and development—a task that is an absolute must to stabilize and grow the commercial tax base. This is by no means a New Bedford only problem, but in the areas of public safety, education, and wellness the challenges are so great it will take everyone pulling together to get us the policies, resources, and systems cities such as New Bedford need to thrive. This issues remain of great concern to Project committee members and will be revisited in future work.

The Big Ideas

The focus of this report is centered around four big ideas, or strategic themes specifically applied to leveraging New Bedford's greatest assets as means to attract capital investment. However, we are thinking beyond the capital investment need to push business growth and new real estate development and placing a focus on human capital as well.

By advancing the big ideas articulated in this report, we can continue to regenerate New Bedford as a place that is attractive to those who are creative and willing to take risks, those who wish to be engaged and play an active role in all sorts of endeavors, and those who thrive on fulfilling work. Many of those folks already live in this community, and while we are welcoming to all who wish to come here, we should start by encouraging our friends and neighbors who don't always have a seat at the table to join this effort.

However, we cannot lose sight of the challenges that we face when making efforts to attract capital and talent. New Bedford does not yet naturally appear near the "top of the list" for those seeking to invest capital or to move their family.

While there is much to love and be proud of about our community, we do lag behind in several critical areas according to data from the US Census and the American Community Survey. Only 16% of our residents have a bachelor's degree or higher as compared to 41% state-wide, our median household income is only \$38,178 (46% below the state average), and our poverty rates for individuals and families are both more than double the state average. But these statistics do not tell the whole story—particularly when it comes to economic development—and it should be noted that gains in business expansion and employment have improved greatly since the committee first came together in 2014. According to data from the Commonwealth's Office of Labor and Workforce Development: business growth in New Bedford has increased to 3,600 with more than 406 new businesses in the city—an increase of 12%; our labor force is now at 46,157, an increase of 5,005 jobs; and our unemployment rate (as of 6.18) is at 6.4%, down from 12.5% in 2014. City building department statics tell a similar story with annual permits up to 2,929 from 2,490 and permit values increasing from \$46 million to \$79 million.

Beyond demographic data it is also important to note the critical role that catalytic public infrastructure will have on attracting financial and human capital to New Bedford. Projects such as the dredging of the harbor, SouthCoast Rail, the redevelopment of State Pier, creating a fiber network, and the expansion of service and development at the New Bedford Regional Airport are all important drivers to the state and regional economy. While these traditional public infrastructure projects are of the greatest importance, they are not our primary focus here, since they are rightly publicly funded investments and have completion horizons beyond the five-year life of this report. The committee will continue to publically support and advocate for the advancement of all of these projects at each project's critical milestone.

Hence, this report is not about compiling a comprehensive list of all projects in an attempt to "boil the ocean" with every good idea and every project of importance—there is simply too much good work going on in this city to compile such a document. Nor would such a document be very useful to identifying what can be the strategic pillars to a fully transformative New Bedford economy, or how limited private and public resources can advance deliberate actions of such a transformation.

1

Ocean cluster development, research, and entrepreneurship

2

Building vibrant, diverse, and uniquely New Bedford downtown and waterfront experiences

3

Cross sector collaboration and the development of local leadership

4

The use of art, design, and architecture to inspire citizens and visitors

We have learned from our first report in 2014 that by thinking thematically while employing a degree of focus on tangible actions, measurable progress can be achieved. *Uniting in Pursuit of Growth and Opportunity* presented strategies and actions organized into four sections:

- Bolstering local capacity to promote economic development
- Fostering the development of Downtown New Bedford
- Enhancing workforce development in advanced manufacturing; and
- Modernizing and growing our greatest asset—the Port of New Bedford

From the four areas of focus listed above the report identifies 11 main strategies with 23 specific actions associated with these strategies. Of the 23 actions identified, 17 have been completed or have made substantial progress, and two actions have seen progress. Four actions have yet to see measurable progress. The greatest gains have been made in bolstering local capacity to promote economic development, sound planning, and growing the port.

This report follows a similar format in how the big ideas and specific actions are presented; however, the overarching theme emphasized throughout this report is connecting each big idea and relating actions back to the premise that it is primarily the role of the private sector to drive economic growth and investment. Specific actions will focus on the leading role that the private sector has to play, both in terms of individual businesses or entities and as a collective voice, in advancing measurable outcomes over the next several years.

As with our 2014 *Uniting in Pursuit of Growth and Opportunity*, the committee will annually assess the progress made on all proposed strategies and actions within this report. With a shared effort and good fortune, we will be in a position of sustained economic growth as the citizens begin the next great city-wide conversation for our next master plan. That plan will guide us into the 2030s where we will certainly have opportunities and face challenges that today we can only glimpse a passing view.

Until then, there is much to do, so lets get to work.

1 Ocean Cluster Development, Research, and Entrepreneurship

More than 20 years before Thomas Jefferson would work through stifling Philadelphia heat to draft the Declaration of Independence, New Bedford was already a bustling whaling port. Through the centuries the maritime industries on our waterfront have thrived, struggled, evolved and lead in the development of game changing new technologies. What has not changed in all of these years is the fact that the port of New Bedford is the City's greatest commercial asset and the engine of the region's economy responsible for directly supporting 6,600 jobs and \$3.3 billion in direct business revenues.



“We need to follow the European model and place a greater focus on promoting New Bedford businesses—specifically those which lead our maritime economy. This is not only good for business but as a source of pride for the community.”

David Wechsler, President and CEO of Maritime International

New Bedford has an opportunity to become a global leader in the ocean cluster development, research, and entrepreneurship, and there is no greater opportunity for transformative economic growth in our city than the embracing and realization of the New Bedford Ocean Cluster (NBOC). The NBOC was established in 2017 when the New Bedford Port Authority and the locally-based entrepreneurs at ImpactLABS (now Spherical Analytics) formally became a member of the Iceland Ocean Cluster Network, which includes clusters in Iceland, Norway, and Maine. The NBOC is the platform that acts as the hub to connect various marine-based businesses and entrepreneurs to create value within this sector far beyond what exists today in the areas of fish harvesting and processing, Internet of Things, Aquaculture, and industrial scale offshore wind.

The nurturing and promotion of maritime specific entrepreneurship through the NBOC is one of the goals outlined in the New Bedford Port Authority’s strategic plan. Other strategies within that comprehensive plan (available on the NBPA website) including the promotion and marketing of the port and the development of facilities for maritime innovation, conference facilities, and offshore wind related uses—all are focus areas for this report. In addition to the New Bedford Port Authority, Bristol Community College and UMass Dartmouth are critical higher education partners for workforce training focused on offshore wind and ground-breaking research for the groundfish and scallop fisheries. By harnessing these institutional partnerships, private sector capital can be more readily attracted to new investment opportunities and the full reach and economic potential of the port can be realized.

1. Develop and execute a coordinated campaign to market

New Bedford as the global leader in all segments of the ocean cluster in which our port can be a natural leader.

This action is fully articulated in strategy five of the New Bedford Port Authority’s strategic plan. The goals associated with that strategy include the launch of a marketing campaign for New Bedford seafood, the encouragement of supporting uses in the central waterfront to allow the public to better observe the maritime industries first hand, the promotion of recreational boating, and the marketing of Commonwealth owned terminals in partnership with state agencies.

- A. Fully executed, the stated goals more directly promote the private sector businesses on the waterfront as a means to build the port’s stature—exhibits, promotions (perhaps through video pieces on social media platforms) and supporting sponsorships should be fully explored.
- B. Actively promote the work of the NBOC partnership as a means to enhancing the port’s international presence and elevate the City’s stature. Expand efforts to build relationships with national and international cluster partners to seek out new development and investment opportunities.
- C. Include private sector partners at the table with the Port Authority in the development of such a coordinated campaign, one which the private sector should be willing to play an active role in securing the resources needed to execute. Such a campaign should provide the Port Authority’s partners with the tools to be active ambassadors for New Bedford’s working waterfront to promote goodwill and attract new investment.

2. Position the City as the epicenter of a region of partners in research, workforce training, and private sector investment connecting Rhode Island to Cape Cod.

The City has completed extensive waterfront planning focused directly on the future growth in areas within the port that have for decades been underutilized and blighted. This work has also explored the opportunities in the development of a nationally significant presence as an offshore wind hub and as a future home for NBOC entrepreneurs.

- A. Expand the New Bedford specific work to explore research and investment implications in a geographic area that reaches from key Rhode Island ports to Cape Cod. Such an opportunity exists with UMass Dartmouth given their commitment to the development of a regional “blue economy corridor” and their recent EDA grant award to advance this concept. It is critical that both public and private sector stakeholders are engaged in these efforts to ensure meaningful and practical outcomes.
- B. Continue to develop NBOC programming in conjunction with E for All and Groundwork!, fully integrating the ocean cluster activities with local entrepreneurs and supporters of startups.
- C. Leverage existing institutional infrastructure at the NBEDC and NBPA to help start ups with permitting, site selection and access to incentive packages at the local and state levels.
- D. Collaborate with the local regional MassHire Workforce Board to develop training pipelines that support on shore and on the water job opportunities that require short term training credentials to support the ancillary maritime industry sector needs.
- E. Take full advantage of New Bedford’s geographic position as the center of such a “blue economy corridor” by having the port be the central hosting venue for events and gatherings. In the short term, existing facilities can be used, but long-term planning should include the development of a new facility to meet these needs.
- F. Utilize the critical mass that a regional “blue economy corridor” offers as a tool to promote New Bedford as a great place to do business.

3. Create a “waterfront campus” with strong connections to the downtown, where the facilities exist to educate and train for present and future maritime industries, innovate new products, gather together, and conduct business in emerging industries, such as offshore wind.

The Eversouce/Sprague site just south of the State Pier offers a unique opportunity to develop such a campus. This site has been fallow for decades and “silver bullet ideas” such as an aquarium and casino have come and gone. This site can become a new campus of maritime industrial uses that is a national model for brownfield redevelopment.

- A. Actively support municipal efforts to approve the Focus Area South Urban Renewal Plan and thus gain site control of key parcels within the district.
- B. Advocate for the efforts lead by Bristol Community College to secure the funding for the development of a national training center for offshore wind careers. Such a training center can be the “home-base” for partnerships with offshore wind supply chain companies, organized labor, the local regional MassHire Workforce Board, and additional educational partners such as Greater New Bedford Regional Vocational Technical High School and the Massachusetts Maritime Academy.
- C. Advocate for the process that will lead to the development of new conference and hotel spaces that serve as gathering places for all regional maritime industries. Such facilities should be designed in such a way to enhance public access to the water and connections to the State Pier and downtown by the use of thoughtful open space and public art.
- D. Support the process that will lead to the development of NBOC facility for entrepreneurs, a port food hub, and fish offloading facility.
- E. Support the City’s efforts to have the port of New Bedford be considered by NOAA as the site of the Northeast Science Center since there is need for new investment and consolidation of the 1961 Woods Hole facility.

2

Building Vibrant, Diverse, and Uniquely New Bedford Downtown and Waterfront Experience

Downtown is not only the heart of the city, it's the cultural heart of the region. All of the coastal communities of greater New Bedford benefit from having a downtown and central waterfront that boasts a variety of art, cultural, and entertainment experiences that offer something for everyone. Every downtown in America wants to be a center for the arts that celebrates diversity with great shops and places to live. Our downtown has been such a place since the 19th century, when the whaling industry was the economic engine that fueled the wealth and mix of cultures that resulted from global voyages bringing back so much more than full holds of oil and baleen. This global influence is still tangible today and makes New Bedford a uniquely special place.



For the next several years all efforts to build on the current momentum of downtown and central waterfront development and growth should be given special priority. There is a new hotel, new businesses, improved public infrastructure, an expanding Whaling Museum, an ever-growing arts and culture scene, and of course more places to eat and have a drink with friends. The overall strategy for the continued success of the downtown is to advance development and programmatic efforts that drive head

count. We need more residents, more students, more visitors, and more customers for cultural venues, shops, and restaurants. But this will not happen simply because there is the potential for it to happen, but rather by strategically focusing on several areas where strong partners are at the table and success is highly likely if there is enough private sector support and direct engagement to see these efforts to completion.

1. Focus efforts on private sector and institutional investment(s) with able partners that integrate place making as a tool to attract people to a more vibrant downtown directly connected to the waterfront.

There are two primary examples for these types of investment that could be game changing—the proposed investment by Bristol Community College (BCC) to build the Advanced Biomedical Manufacturing Center across from Custom House Square and the development of supporting uses on the State Pier. Both projects would have an immediate impact on attracting more people to the downtown while utilizing great design to transform two critical sites—one at a blighted corner of the national park and the other completely underutilized. While both projects will be driven by public sector entities, the private sector must be stalwart supporters for both efforts.

- A. Take an active role in advocating for Massachusetts Life Science Center funding of the BCC Advanced Biomedical Manufacturing Center for the fit out of the facility and support BCC's efforts to secure the funding for the construction cost associated with the new building and required upgrades of the Cherry and Webb facility. Private sector partners in the life science cluster should also contribute directly towards the construction of the facility.
- B. Advocate for the tangible and meaningful steps by MassDevelopment that will lead to the development of supporting uses along the underutilized parking areas on the western edge of the State Pier as envisioned in recent NBEDC and Port Authority lead planning efforts.
- C. Support and participate in public urban design exercises that advance good design, place making, and opportunity for public art as part of these and other projects in the Downtown and central waterfront.

2. Pursue smaller-scaled housing development with a focus on key infill parcels as a means to bolster the market and attract new residents who are interested in an urban center lifestyle.

Plans for larger scale infill housing projects (greater than 50 units) have been on the drawing boards for the past several years; however, these projects have proven to not be financially viable given current market conditions relating to rental income and unit construction costs. A new approach of specifically targeting small-scale projects should be tried to help change the market characteristics of the downtown.

- A. Identify current buildings with upper floors that are either vacant or underutilized, for the purpose of exploring development of those spaces for residential use—even if only several units may result from each building. Provide a high level of technical assistance to the building owners to ensure all public sector programs that are available can be utilized for a would be first time developer.
- B. Explore the creation of new private sector funding and lending models for residential construction projects. Successful examples in other cities include the Louisville Downtown Partnership's Downtown Commercial Loan Fund, and Invest Detroit, a local CDFI that administers a variety of public, private and foundation funding for redevelopment projects. Local and State enabling legislation may also aid in the creation of tools that address specific local needs, such as Provincetown's Year-Round Rental Housing Trust.
- C. Work with MassINC and other regional partners to advocate for market rate housing policy reforms and increased funding designed to support projects in gateway cities.

3. Advocate for progressive policy reform and implementation of form-based zoning, streamlined permitting, and parking management as a means to encourage private sector investment.

Modernizing the zoning codes to support downtown development was a strategy of our 2014 report. While this work has been advanced by the City Planning Office, it has not been formally adopted. Since that time, much progress has been made in municipal efforts to streamline permitting and improve the management of public parking. While these are inherently public functions, how such progressive policies are implemented have significant impact on either attracting or slowing private sector investment.

- A. Advocate for the completion of form-based code for the downtown (and other commercial districts) and approval by City Council.
- B. Advocate for and support municipal efforts to implement progressive parking policy changes that are recommended in the recently completed parking management study for the downtown and waterfront—with the stipulation that the private sector has a voice in how such policies are to be implemented.
- C. Advocate for an independent review of the municipal permitting process and how New Bedford’s requirements and administration of policy compares with other gateway cities. The goal of such a review is to get to a set of best practices that can greatly reduce the often-heard frustrations expressed by small business owners and developers.
- D. Utilize progressive public policy, management, and transparent and efficient permitting as competitive advantages for new development and business expansion. Develop a marketing package so real estate professionals can promote these tools as an advantage to savvy developers.

4. Utilize the momentum being gained in arts and culture to significantly enhance the branding and promotion of the downtown as a place to visit, live, and invest.

This year the City has completed work on its first ever comprehensive arts and culture plan. While this plan offers its own set of specific strategies and goals (the full plan can be viewed at www.nbedc.org) the over arching theme centers around the notion of realizing the greatest possible outcomes from all that is going on with arts and culture in the city. Arts and culture should be the leading edge in how the City—and specifically its downtown—is promoted to the region and the world.

- A. Actively support the efforts of groups such as Downtown New Bedford Inc. to utilize video and social media platforms to promote a fun, attractive, and safe downtown experience with the arts scene at its center.
- B. Create a focused effort to continue to strengthen the food, entertainment, and hospitality venues in the downtown. New Bedford should be marketed in part as a “foodie destination” with a unique cultural flair by harnessing the growth of such establishments in the downtown and Acushnet Avenue (only two minutes from the downtown and home to the City’s first Restaurant Week promotion).
- C. Explore models of revenue sharing with municipal, non-profit and private sector (i.e. corporate sponsorships) sources for the purpose of the development and execution of a high level marketing and promotion campaign for the downtown that utilizes all forms of media outreach, including nationally televised advertisements. Again, arts and culture venues should play a “starring role” in this effort.

“Home runs are great, but we should focus on continuing to hit singles in the downtown. Major corporate headquarters are nice, but recruiting small and medium-sized businesses and development projects that are locally owned can also have a big impact. ”

Scott Dubois, Co-Founder of Pidalia

3

Cross-Sector Collaboration and the Development of Local Leadership

There is wisdom in proverbial barn raising in that when community members get together for a common cause the individual's work is lighter, a variety of skills improve the quality of the work, and the results are more fulfilling for all. Encouraging and providing platforms for the cross-sector collaboration of those from different backgrounds and from organizations with a range of core missions can contribute to civic capacity in ways that are often under-recognized yet create positive feedback loops that lead to a 'sum greater than the parts.' Likewise, we must ensure that those with the desire and potential to do more are encouraged to have a voice at the table where influence is brought to bear and decisions are made. A community that encourages citizens to step into the arena and work together with those with whom they might not routinely engage is a community that is sure to thrive socially and economically.



“We need to create more opportunities for leaders to engage with each other on a human level, in a deeper way that is beyond individual or organizational interests. With these opportunities, people are far more likely to have strong and meaningful collaborations.”

Sarah Athanas, Co-Founder of Groundwork!

The Regeneration Project is only one example of a cross-sector collaboration with a mix of community leadership in this community. The City’s work in Arts and Culture, and the New Bedford Ocean Cluster are just two other examples relevant to the content outlined in this report. There are simply not enough resources available for collaboration amongst organizations to be a “nice thing to have” but rather it is in fact an essential

component to sustainable success of community beneficial endeavors. With these successes comes the goodwill and positive reputation for our City, both here at home and in the region. All of these elements are important to creating the environment in which investment interests see potential for their next project.

1. Proactively seek to distinguish between collaboration and competition and eliminate duplicative efforts wherever possible.

Part and parcel of living in a community is understanding where you will play well together and where there won’t be synergy. It is important to emphasize the benefits of collaboration while remaining aware of the risks of unnecessary competition. When organizations are chasing after the same resources, a negative side effect is the habit to operate in silos or be overly concerned with turf. This makes it difficult to recognize collaborative opportunities that would otherwise lead to ‘win win’ outcomes.

Recommendations to bridge this gap include;

- A. Enlist a neutral party to guide local organizations in gaining a full understanding of the steps between competition and integration, to clarify roles, and develop mechanisms to ensure that the community develops a culture of collaboration.
- B. Dedicate human resources to facilitate the effectiveness of cross section collaboration platforms such as the work in the ocean cluster, arts and culture, or even the Regeneration Project. A dedicated human resource to facilitate collaboration may strategically organize efforts that more efficiently and effectively achieve shared goals and lead to the implementation of a strategic vision.
- C. Use technology as a tool to bring a national or global perspective to local partnership efforts amongst like entities—learn from the experience of others, no matter where they are located.

2. Encourage structured pathways for the cultivation, recruitment, and professional growth of new leaders in the community.

Human capital is built slowly as a result of professional development accumulating over decades. Leaders who remain in a region for years become increasingly valuable to the community and their strategic importance should be recognized, to ensure that they remain a vested part of the community. But Red Sox fans know that having a strong farm team is equally as important to bringing in new talent, either from our younger ranks or those who are new to the community.

- A. Identify and invest in new leaders who will ‘carry the torch’ through professional development programs and the mentorship of existing leaders. New leaders should be targeted for board positions in the non-profit world, for seats on local government commissions, and to run for elected positions.
- B. Coordinate an effort to promote/cross-promote leadership development type programs such as Leadership SouthCoast, Mayor’s Youth Council, the local MassHire Workforce Board youth programs, and Junior Achievement. Such targeted marketing could make these programs more competitive, increase volunteerism, and increase soft-skills for emerging leaders.

4

The Use of Art, Design, and Architecture to Inspire Citizens and Visitors

Our mood is often directly affected by our physical surroundings. Whether or not we feel safe, excited, or in a peaceful mood, can depend upon the nature of the place or space that we happen to be occupying. We are naturally drawn to beauty, either in the built environment of well-maintained historic neighborhood that showcases tasteful examples of great architecture, or in natural settings such as a quiet stretch of beach hidden away from everyday view. We are also instinctively drawn to places where other people are—a busy market place or bustling main street. Compelling architecture, pedestrian friendly streetscapes, public art, and areas of our city that are popular gathering places can all be used as assets in the human decisions that lead to the investment of capital in our community.



“A strong sense of place needs to be felt as soon as you come into New Bedford. Entering the City by land, water, or air should make people look around in awe.”

Adam Cove, CEO of Edson International

The somewhat softer elements of good design, place making, and public art should not be underestimated in creating a community that has a thriving local economy. These are often elements that are part of larger investments—both public and private—and their abundance or scarcity can be bellwethers for the engagement of an active citizenry. It is our goal to attract financial and human capital to New Bedford as a means to regenerate our economy, and art and design have a tangible role to play.

1. Advocate for strong, yet clear, design guidelines in critical development districts as a tool to elevate the level of building and site design.

Design guidelines can be an effective tool for municipal boards and commissions (i.e. Planning Board and Historical Commission) to communicate proactively with applicants and their representatives the expectations the City has about how projects should be executed. Such guidelines can also be used as tools to attract progressive development firms interested in undertaking projects in like-minded communities.

- A. Advocate for the development of comprehensive design guidelines to accompany form-based zoning for the downtown and north-end and south-end commercial districts. Such design guidelines should also be established for the newly designated urban renewal districts in the Hicks-Logan and Eversource/Sprague areas. It is critical that the City engage private sector interests in the development of such guidelines to determine appropriate content and implementation.
- B. Utilize such guidelines (along with other related progressive public policies) as competitive advantages for new development and business expansion. Develop a marketing package so real estate professionals can promote these tools as an advantage to savvy developers.

2. Utilize New Bedford's history and cultural diversity as a unifying design element in publicly funded or supported place making and improvement projects.

All communities have a unique history and cultural make-up that they can call their own, and New Bedford is no different. What makes us uniquely New Bedford—historically and contemporarily—should be celebrated as a design theme whenever possible in art and place making projects that utilize public funding as a way to drive a positive brand identity all our own. A strong, positive, and prideful brand identity can be used as a tool to attract investment, visitors, and most importantly new citizens.

- A. Establish guidelines for publicly funding programs (such as the Wicked Cool Places program administered by the NBEDC) that encourages project applications to promote New Bedford's history and cultural diversity.
- B. Create a sense of awareness amongst City Hall departments engaged in place making or other public improvement projects to consider local artists as part of the project team whenever possible. For these projects, the use of art should be done to promote a unique and positive New Bedford brand identity. There is an opportunity for such artistic work to be sponsored by the private sector as a community benefit.

3. Encourage the private sector to start simple with enhanced maintenance as a demonstration of neighborhood and city pride.

This may appear to be a self-evident action item, but far too often the basics of proper maintenance of private property are overlooked as unimportant. Private sector property owners should note that the physical condition of their buildings and grounds can greatly affect their ability to attract tenants or profitable lease terms. When too many building owners allow “broken windows” to go unattended, it can bring down a whole block and even a neighborhood. No one wants to invest or live in such places and negative impacts are quick to spread, affecting property valuations and instances of crime.

- A. Advocate for a private sector lead, city-wide campaign to step up the level of property care and maintenance throughout the city. Examples of best practices should be recognized and heavily promoted to encourage other to do the same.
- B. Encourage and support municipal efforts to establish high standards for the care of all private property (such as the safe properties ordinance for multi-family residences) to include fines and other deterrents for non-compliance.

APPENDIX A: Project Committee Membership

The first strategy recommendation of the Regeneration Committee’s 2014 report is titled “Organizing for Success.” Within this section is the recommended action of developing a cross-sector leadership group to focus on the development of long-term goals and policy by adding a new arm to an existing organization, such as the New Bedford Economic Development Council (NBEDC). In 2015, the NBEDC Board led this effort by creating the Regeneration Project and establishing a standing committee as allowed under the NBEDC by-laws. The Project

is staffed by the NBEDC team for its day-to-day activities and utilizes the work of senior fellows and other partners such as MassINC and the UMass Dartmouth Urban Initiative for the development of white papers and comprehensive reports, such as this one.

The Project is not an extension of City government, but is rather a partner and resource to elected and appointed officials. At the publication of this report, there are 36 committee members.

Members

Maureen Sylvia Armstrong President, CEO and Owner Sylvia Group Insurance	Doug Glassman Owner SERVPRO of New Bedford	David Martin President HTP, Inc.	David Slutz Managing Director Potentia Business Solutions
Sarah Athanas Co-Founder Groundwork!	Jeff Glassman President Darnit! Inc.	Jim McKeag TDI Fellow MassDevelopment	Bob Unger Chairman Leadership SouthCoast
Anne Broholm CEO AHEAD, LLC	Rosemary Gill Executive Director Zeiterion Performing Arts Center	Jennifer Menard Dean Bristol Community College	John Vasconcellos President Community Foundation of SE MA
Lauren Burm Head of Public Affairs Ørsted North America	Dena Haden Program Manager Co-Creative Center	Matt Morrissey Vice President Deepwater Wind	David Wechsler President and CEO Maritime International
Richard Canastra Owner Whaling City Seafood Display Auction	Keith Hovan President and CEO Southcoast Health System	Patrick Murray President and CEO Bristol County Savings Bank	Report Support Team Derek Santos Executive Director
Nicholas Christ President and CEO BayCoast Bank	Helena DaSilva Hughes Executive Director Immigrants’ Assistance Center	Joseph Nauman Executive Vice President, Corporate and Legal Acushnet Company	Chris Wilbur Senior Fellow NBEDC
Adam Cove CEO Edson International	Elizabeth Isherwood Chairman Greater New Bedford Industrial Foundation	James O’Brien Superintendent GNB Regional Vocational Technical High School	Jessica Silva Sustainability Coordinator/Project Manager City of New Bedford
Dr. Laura Douglas President Bristol Community College	Dr. Robert Johnson Chancellor UMass Dartmouth	Beth Perdue Editor SouthCoast Media Group	Tonya Johnson Vice President of Operations Southcoast Health System
Jennifer Downing Executive Director Leadership SouthCoast	Rick Kidder President & CEO SouthCoast Chamber of Commerce	Christopher Rezendes Founder & President INEX Advisors	Paula Popeo Executive Director of Development Bristol Community College
Scott Dubois Co-Founder Pidalia	James Lopes Law Offices of James J. Lopes New Bedford Historical Commission	Quentin Ricciardi CEO Acorn Management	Charlie Murphy Founder, MOLIFE, Inc. Fairhaven Selectman

APPENDIX B: Regeneration Project Committee Meetings, Outreach & Process

Over the past nine months, there have been numerous strategies leveraged to collect input and feedback to develop the larger themes for the report, including full member meetings with nationally recognized guest speakers, subcommittee working sessions with local subject matter experts, surveys, and countless one-on-one conversations, which are outlined below. To undertake this effort Senior Fellow Chris Wilbur and class members of the 2018 Leadership SouthCoast cohort lead by Jessica Silva, collaboratively worked together to project manage the effort, host meetings with the larger committee and individual conversations, conduct research, and develop preparatory content to drive meaningful conversations.

Regeneration Committee Report Themes Survey

Date: March 2018 – April 2018

A survey was distributed to committee members in order to begin the brainstorming process for the Regeneration Committee's new report, inspired by the eight strategies outlined in the Lincoln Institute of Land Policy's report "Revitalizing America's Smaller Legacy Cities". Members were asked to share their thoughts around transformative concepts for New Bedford, with a 3-5 year timeline. Ideas that encourage a public and private sector collaboration are specifically encouraged, as they relate to building civic capacity/talent, sharing public/private sector vision/goals, expanding opportunities for low-income workers, building an authentic sense of place, regional efforts to transform the Downtown, engaging the public in community/strategic planning, stabilizing distressed neighborhoods, and leveraging state policies. Responses helped begin to build the "Big Ideas" and common themes of the report.

Regeneration Full Committee Meeting #1

Date: April 25, 2018

Invited presenter: Chris Wilbur, NBEDC Senior Fellow

Chris Wilbur studied political science and economics at Brown University and the London School of Economics and has worked for the U.S. Chamber of Commerce, the Massachusetts House of Representatives, and as a management consultant in Munich, Germany.

Meeting Description: Chris guided the committee through the kick-off meeting for next Regeneration Committee report.

Major regeneration themes from one-on-one discussions and surveys, including public safety, education, blue economy, Downtown development, and sense of place are discussed in a roundtable on the Zeiterion Theatre stage.

Attendees: Adam Cove, Anne Broholm, Beth Perdue, Bill Burns, Bob Unger, Charlie Murphy, Chris Wilbur, Dave Martin, Derek Santos, Ed Anthes-Washburn, Gerry Kavanaugh, Jeff Glassman, Jennifer Downing, Jennifer Menard, Jim O'Brien, John Vasconcellos, Maureen Sylvia Armstrong, Paula Popeo, Rick Kidder, Rosemary Gill, Sarah Athanas, Tonya Johnson

Regeneration Committee Impact Survey

Date: May 2018 – July 2018

A short survey was distributed to committee members in order to quantify the Regeneration Committee's total influence in an aggregate. Number of employees, total annual payroll, community impact, and other applicable quantitative measures that may uniquely define the member's organization are included, on an optional basis.

Cross-Sector Collaboration & Leadership Development Subcommittee Meeting

Date: June 4, 2018

Invited presenter: Colleen Dawicki, Federal Reserve Bank of Boston

At the Boston Federal Reserve, Colleen oversees learning and communications as the Working Cities Manager and focuses on enabling smaller cities to strengthen their civic infrastructure. She holds a Master of Public Policy degree from UMass Dartmouth and a B.A. in public and private sector organizations from Brown University.

Meeting Description: Colleen briefed the subcommittee on current state of collaboration across sectors and current leadership development opportunities. Roundtable discussion follows, facilitated by Chris Wilbur. Members present discuss strategies to elevate civic capacity, such as engaging new leaders to ensure their development while promoting the city through marketing to attract talent. Members raise the issue of a lack of clarity at times between competing and collaborating that negatively impacts cross-sector relations. To coordinate

these initiatives, members present agree there should be a funded cross-sector collaboration facilitator.

Attendees: Anthony Sapienza, Beth Perdue, Charlie Murphy, Chris Wilbur, Christopher Rezendes, Colleen Dawicki, David Slutz, Derek Santos, Jessica Silva, Jim McKeag, Jim O'Brien, John Vasconcellos, Patrick Murray, Paula Popeo, Rosemary Gill

Developing a Sense of Place & Stronger Downtown Subcommittee Meeting

Date: June 6, 2018

Invited presenter: Tim Love, Utiladesign

As a Principal at Utiladesign, Tim works on diverse projects including regeneration strategies for aging industrial areas and master plans for new urban districts. Tim holds a Master's degree from the Harvard Graduate School of Design and a BS in Architecture from the University of Virginia.

Meeting Description: Tim briefs subcommittee on recent history and current state of placemaking in the downtown. Roundtable discussion follows, facilitated by Chris Wilbur. Regeneration members present consider and discuss that increasing the housing supply downtown is critical to filling demand and generating a consumer base for the business ecology in the area. Overcoming the low present market rate is an obstacle that local leaders might solve by investing collaboratively. Continued facilitation of sense of place projects and improvement to urban design are also themes along with authentically marketing the City's assets.

Attendees: Beth Perdue, Chris Wilbur, Derek Santos, Jessica Silva, Jim McKeag, John Vasconcellos, Joseph Nauman, Patrick Murray, Sarah Athanas, Tim Love

Blue Economy Subcommittee Meeting

Date: June 7, 2018

Invited presenter: Ed Anthes-Washburn, New Bedford Port Authority

As the Executive Director of the New Bedford Port Authority, Ed oversees all port operations and has been extensively involved with fishing and cargo, offshore wind, and next generation processing & innovation. Ed holds a Masters of Public Affairs from UMass Boston and a BS in Urban and Regional Studies from Cornell University.

Meeting Description: Ed briefed the subcommittee on current Blue Economy opportunities for the city and future of the port, centered on the platform of the New Bedford Ocean Cluster. Roundtable discussion follows, facilitated by Chris Wilbur. Members present agree that the complex economic ecology of the blue economy should be marketed so new producers and consumers know where and how to enter the market. Members also agree that a point source facilitator that drives a regional strategy while integrating education and tourism components is needed to capitalize on the port's full potential.

Attendees: Adam Cove, Anthony Sapienza, Chris Wilbur, David Slutz, David Wechsler, Derek Santos, Helena DaSilva Hughes, Jessica Silva, Jim O'Brien, Patrick Murray

Public Safety Subcommittee Meeting

Date: June 8, 2018

Invited presenter: Chief Joseph Cordeiro, New Bedford Police

As Chief of the New Bedford Police Department, Joe has served the city for over thirty years and holds a community policing philosophy that emphasizes the importance of continually nurturing the relationship between the Police Department and the community.

Meeting Description: Chief Cordeiro briefed the subcommittee on current state of safety and perception of crime in the city. Roundtable discussion follows, facilitated by Chris Wilbur. Members present discuss marketing tactics to heighten awareness and help inform the public on how to improve safety, as well as more broadly promote Police Department initiatives. Utilizing technological solutions is also discussed, as shared cameras and data analysis could improve public safety results.

Attendees: Adam Cove, Chris Wilbur, David Slutz, Derek Santos, Jessica Silva, Jim O'Brien, John Vasconcellos, Joseph Cordeiro, Maureen Sylvia Armstrong, Patrick Murray, Paula Popeo

Regeneration Full Committee Meeting #2

Date: June 14, 2018

Invited presenter: Alison Goebel, Greater Ohio Policy Center

As the Executive Director of the Greater Ohio Policy Center, Alison is responsible for strategic direction and research, advocacy, resource allocation, and outreach teams. Alison has authored numerous GOPC publications related to revitalization. She holds a Ph.D. and M.A. in cultural anthropology from the University of Illinois, Urbana-Champaign and is a member of the Ohio Lobbying Association.

Meeting Description: Special presentation and roundtable discussion with Alison Goebel, the co-author of Revitalizing America's Smaller Legacy Cities, at the New Bedford Whaling Museum.

Attendees: Adam Cove, Alison Goebel, Angela Johnston, Anne Broholm, Anthony Sapienza, Beth Perdue, Chris Wilbur, Christina Connelly, Christopher Rezendes, David Martin, David Slutz, David Wechsler, Deborah Trombly, Dena Haden, Derek Santos, Doug Glassman, Dr. Laura Douglas, Ed Anthes-Washburn, Elizabeth Isherwood, Helena DaSilva Hughes, Hugh Dunn, James Lopes, James O'Brien, Jeff Glassman, Jennifer Downing, Jennifer Menard, Jessica Silva, Jim McKeag, Jim Oliveira, John Vasconcellos, Joseph Nauman, Matt Morrissey, Maureen Sylvia Armstrong, Nancy Durant, Nicholas Christ, Patrick Murray, Paula Popeo, Quentin Ricciardi, Richard Canastra, Rick Kidder, Rosemary Gill, Sarah Athanas, Scott Dubois, Tonya Johnson

Regeneration Full Committee Meeting #3

Date: July 26, 2018

Invited presenter: Ben Forman, Mass Inc.

As MassINC's Research Director, Ben coordinates the development of the organization's research agenda, oversees production of research reports, and has authored numerous MassINC publications. Ben has a background in urban revitalization and sustainable growth and development.

Meeting Description: Ben Forman and other members of the MassINC. team unveil their Gateway Cities Innovation Awards 2018 to be held in New Bedford in October, and outline sponsorship opportunities. Chris Wilbur also recaps work thus far on the committee's report and facilitates discussion on feedback for the draft outline.

Attendees: Adam Cove, Aimee Ward Weeden, Angela Johnston, Anne Broholm, Anthony Sapienza, Ben Forman, Beth Perdue, Chris Wilbur, Derek Santos, Elizabeth Isherwood, Greg Torres, Helena DaSilva Hughes, Hugh Dunn, James O'Brien, Jennifer Downing, Jennifer Menard, Jessica Silva, Jim McKeag, John Vasconcellos, Joseph Nauman, Maureen Sylvia Armstrong, Matt Morrissey, Paula Popeo, Quentin Ricciardi, Rachel Adele Dec, Sarah Athanas, Scott Dubois, Tonya Johnson

APPENDIX C: Community Data, Sources, & Partners

Having sound data and statistics from reliable sources is essential to accurately gauge the current economic, educational, and physical health/cohesiveness of the City. This effort has been supported by the SouthCoast Urban Indicators Project, MassHire Greater New Bedford Workforce Board, MassINC, UMass Dartmouth Public Policy Center, Greater Ohio Policy Center, Lincoln Institute of Land Policy, and the Metropolitan Policy Program at Brookings.

SouthCoast Urban Indicators Project

The SouthCoast Urban Indicators Project (SCUIP) is an effort of the Public Policy Center of UMass Dartmouth developed with the support of the university and the Community Foundation of Southeastern Massachusetts.

Like other indicator projects from cities around the United States, the SCUIP was designed to meet the information needs of citizens and leaders of Fall River and New Bedford. The short-term goal of this project is to promote informed decision-making by every level of stakeholder in these communities. In the long term, we hope this project will empower citizens to become actively engaged in improving outcomes for themselves, their neighbors, and their cities. More information can be found at their website: <http://southcoastindicators.org/>

MassHire Greater New Bedford Workforce Board

The MassHire Greater New Bedford Workforce Board serves as a hub of activity focused on connecting job seekers and employers, to meet the employment and career advancement needs of individuals and the workforce needs of businesses. We are dedicated to providing high quality services in a professional and welcoming environment, including counseling, education, and technology to support job search, and labor market information and recruitment opportunities for businesses. More information can be found at their website: <https://masshiregnbcc.com/>

MassINC Gateway Cities Innovation Institute

The Gateway Cities Innovation Institute leverages MassINC's research, polling, and policy team to strengthen connections across communities and helps Gateway City leaders develop and advance a shared policy agenda. We are a proud participant in their efforts and find the MassINC research and policy work an invaluable resource for our work in New Bedford. More information can be found at

their website: <https://massinc.org/our-work/policy-center/gateway-cities/>
Massachusetts Institute for a New Commonwealth (MassINC) is a nonprofit, 501(c)3, founded in 1996. Their mission is to identify and promote public policy that creates a pathway to opportunity for Massachusetts residents. More information can be found at their website: <https://massinc.org/>

University of Massachusetts Dartmouth Public Policy Center

The Public Policy Center (PPC) at UMass Dartmouth is the University's applied social science research, technical assistance, and public service unit based in the College of Arts and Sciences and affiliated with its Department of Public Policy. An interdisciplinary applied public policy research and technical assistance provider, the Center seeks to inform evidence-based policymaking at the state, regional, and local level through collaborative engagements with public, private, and non-profit partners. The Center is supported by a highly experienced team of professionals who leverage the skills and expertise of UMass faculty, staff, and students to meet the needs of our clients and partners. More information can be found at their website: <http://publicpolicycenter.org/>

Greater Ohio Policy Center

Greater Ohio Policy Center (GOPC) develops and advances policies and practices that value our urban cores and metropolitan regions as economic drivers and preserve Ohio's open space and farmland. Through advocacy, research, outreach, and education, GOPC strives to create a policy and political climate that allow our communities to stabilize and thrive for statewide economic growth. More information can be found at their website: <https://www.greaterohio.org/>

Lincoln Institute of Land Policy

Lincoln Institute of Land Policy seeks to improve quality of life through the effective use, taxation, and stewardship of land. A nonprofit private operating foundation whose origins date to 1946, the Lincoln Institute researches and recommends creative approaches to land as a solution to economic, social, and environmental challenges. Through education, training, publications, and events, they integrate theory and practice to inform public policy decisions worldwide. With locations in Cambridge, Massachusetts, Washington, DC, Phoenix, Arizona and Beijing, they organize their work in seven

major areas: Planning and Urban Form, Valuation and Taxation, International and Institute-Wide Initiatives, Latin America and the Caribbean, People's Republic of China, the Babbitt Center for Land and Water Policy, and the Center for Community Investment. More information can be found at their website: <https://www.lincolninst.edu/>

Revitalizing America's Smaller Legacy Cities: Strategies for Postindustrial Success from Gary to Lowell

Torey Hollingsworth and Alison Goebel, August 2017

This Policy Focus Report examines the unique challenges of smaller American legacy cities — older industrial centers with populations of less than 200,000, located primarily in the Midwest and Northeast. These cities are critical sites for a number of global economic and demographic transformations, and they must fundamentally reconsider how to rebuild and sustain strong economies, housing markets, and workforces. This report identifies replicable strategies that have helped smaller legacy cities weather these transformations, find their competitive edge, and transform into thriving, sustainable communities. The full report can be found at their website: <https://www.lincolninst.edu/publications/policy-focus-reports/revitalizing-americas-smaller-legacy-cities>

Metropolitan Policy Program at Brookings

The Brookings Institution is a nonprofit public policy organization based in Washington, DC. Their mission is to conduct in-depth research that leads to new ideas for solving problems facing society at the local, national and global level. More information can be found at their website: <https://www.brookings.edu/>

Renewing America's Economic Promise Through Older Industrial Cities

Alan Berube and Cecile Murray, April 2018
This report identifies, analyzes, and categorizes the considerable assets and distinct challenges of 70 older industrial cities that collectively account for one-eighth of the U.S. population and economy. With increasing interest in local, state, and national policies to revive the fortunes of struggling communities, older industrial cities represent promising regions for strategic investment and critical centers for promoting inclusive economic growth. The full report can be found at their website: https://www.brookings.edu/wp-content/uploads/2018/04/2018-04_brookings-metro_older-industrial-cities_full-report-berube_murray_final-version_af4-18.pdf

APPENDIX D: 2018 STATUS UPDATE for Uniting in Pursuit of Growth and Opportunity: The Final Report of the New Bedford Regeneration Committee

Overview

Uniting in Pursuit of Growth and Opportunity, was developed as a statement intended to attract broad popular buy-in, shape the economic development strategy in the near term, and signal to both private investors and government officials outside the region that New Bedford has a clear set of objectives.

The report presented strategies and actions that are organized into four sections:

- Bolstering local capacity to promote economic development;
- Fostering the development of Downtown New Bedford;
- Enhancing workforce development in advanced manufacturing; and
- Modernizing and growing our greatest asset—the Port of New Bedford.

From the four areas of focus listed above the report identifies 11 main strategies with 23 specific actions associated with these strategies. The status of each action item has been categorized as being: completed, made substantial progress, made limited progress, or no action has yet to be taken. A brief summary statement of the status of each action is also included.

Of the 23 actions identified, 17 are listed as completed or have made substantial progress, and two actions have seen limited progress. Four actions have yet to see measurable progress. The greatest gains have been made in bolstering local capacity to promote economic development, sound planning, and growing the port. The other areas of focus demonstrate predictable mixed results.

The strategies and associated actions in this plan have been considered near term—generally to be completed or in progress within three to five years.

Organizing For Success

Strategy 1: Increase the capacity of New Bedford’s planning and economic development agencies.

Action Item	Status
Increase efficiencies and collaboration by merging or co-locating agencies (e.g., co-locate the Greater New Bedford Workforce Investment Board and its Career Center with the New Bedford Economic Development Council).	Completed- The co-location of the WIB, Career Center, and the NBEDC at the Quest Center was completed in 2015. In addition, the Greater New Bedford Industrial Foundation (GNBIF) has also executed an MOU with the NBEDC to manage day-to-day operations and has moved to the Quest Center.
Develop dedicated revenue streams (e.g. long-term leases, linkage fees, municipal investment) to increase funding and staffing capacity for economic development agencies.	Completed- The City has increased funding to its Planning Division allowing for greater staffing and a new Arts fund allows for additional capacity. The NBEDC and GNBIF partnership allows for greater efficiency for the Foundation while allowing for an annual management fee to the NBEDC. Other staffing capacity increases include partnerships such as the MassDevelopment TDI fellow, E for All at Groundworks, and the NBEDC and the Chamber of Commerce entering into an MOU.
Increase capacity of the city planning functions to accommodate a more robust development agenda.	Completed- The City Planning Office has a staffing model that now allows for three support staff to support a City Planner and an Assistant City Planner. A new City Planner was on board in July and this office will be at full capacity by the fall.

Strategy 2: Create a cross-sector leadership organization.

Action Item	Status
Develop a cross-sector leadership organization with staff capacity by establishing a new entity, adding a new arm to an existing organization such as the New Bedford Economic Development Council, or developing a partnership across several existing organizations that currently provide collective leadership.	Completed- In 2015 the NBEDC Board agreed to take on this work in the form of a standing committee as allowed under the NBEDC by-laws.
Form a committee or hire an outside evaluator to both conduct an in-depth review of the strategy 1 resource and staffing action items and determine the best course of action for establishing a new cross-sector leadership organization and its potential areas of focus.	Completed- In 2015 the NBEDC and HDC partnered to retain an outside consultant to undertake an organizational assessment. This deep assessment offered a series of recommendations that address these issues. Many of those recommendations have been enacted by both entities.

Furthering The Regeneration Of Downtown New Bedford

Strategy 3: Modernize zoning to support the city's vision for downtown.

Action Item	Status
Bring an updated zoning code before the City Council for approval. As prescribed in the 2010 Master Plan, these updates should include key elements of form-based code and a reconsideration of minimum parking requirements that impede development in downtown.	Substantial Progress- The City Planning Office has completed the preparation of a form-based code for the downtown, north end, and south end business districts. Staff changes have caused delays, but this new zoning model awaits approval from City Council in 2018.

Strategy 4: Promote the creation of a Community Benefit District as a way to enhance services, support businesses, and improve quality of life downtown for residents and visitors.

Action Item	Status
Further efforts to establish a Community Benefit District (CBD) for downtown New Bedford, drawing attention to the interim steps required as well as the organizations leading the effort to accomplish them.	Limited Progress- Downtown NB Inc. and other key property owners are hopeful that new legislation will pass this July to make local approval possible. Should the law pass, local approval in 2019 seems likely.

Strategy 5: Support institutional investment that improves downtown's vibrancy, productivity, and economic diversity.

Action Item	Status
Advocate for the release of the \$20 million allocation for a full service downtown Bristol Community College Campus, included in the 2008 Higher Education Bond Bill and reauthorized in the 2014 General Government Bond Bill.	Substantial Progress- While the funding for the Higher Education Bond Bill was cut in 2016, BCC has since acquired a downtown site for a new life science building, expanding on their presence at Cherry and Webb. Funding for fit-out is in the new MLSC legislation.
Prepare a district development plan that examines underutilized sites and buildings to take advantage of the Transformative Development Initiative administered by MassDevelopment to help drive new residential construction projects.	Substantial Progress- The NBEDC, City, and TDI partners have worked with MassDevelopment and their planning consultants to undertake this effort in 2017. Site specific analysis will be completed this summer, taking into account incentives and place based factors. Two projects are expected to advance by 2019.
Advocate for the investment in new County court facilities—perhaps consolidation of court functions in other areas of the city—as a means to drive additional activity.	No Action- While new court facilities have been embraced publicly by the Mayor and local delegation, no measurable action has been taken to date.
Work with area universities and hospitals to make future downtown expansion a priority and to engage with the community to ensure that these projects realize their catalytic potential.	Limited Progress- NBEDC has been able to establish interest with the development community for student housing and other higher education uses, but engagement with public partners has not yet resulted in the advancement of a project. We also have continued to engage with each of these entities to make this case and explore smaller scale, but meaningful enhancement of presence in the downtown. The idea of a student union type space shared by UMD and BCC has gained interest and we will likely see more progress on this concept in the fall of 2018.
Partner with UMass Dartmouth to cultivate opportunities for technology business start-ups that link to the university's strong engineering program.	No Action- While campus leadership has supported this concept, no measurable action has been taken to date.
Develop employer-assisted homeownership programs to strengthen the local housing market working with universities and hospitals.	No Action- No measurable action has been taken to date.

Growing The Port Of New Bedford

Strategy 6: Champion the EDA planning process as a strategy for building a dynamic working waterfront.

Action Item	Status
Draw visibility to EDA process and increase the engagement of both the public and the private sector in the development of the plan.	Completed- The waterfront master planning work was completed in 2015. Stakeholders and the general public were highly engaged in the process.
Upon completion of a successful planning process, work to win support for the adoption of the urban renewal plan.	Substantial Progress- The HDC was awarded grant funding to undertake the urban renewal planning and this work has recently been completed. Final local and state approvals for two new districts are expected by year-end.

Strategy 7: Advocate for strategic investments in port infrastructure and dredging.

Action Item	Status
Develop a strategy to advocate effectively for state matching funds for dredging and state capital funds for the replacement of the New Bedford-Fairhaven Bridge.	Substantial Progress- The City has a dredge plan in place and has been successful in receiving \$1.6M in State resources to conduct final design and early dredging. Planning has also been conducted for the future replacement of the NB-Fairhaven bridge. To date this advocacy has not yet resulted in securing the matching funds needed.

Strategy 8: Gain local operational management of State Pier, and in the long term, develop the pier for public and retail uses that are integrated with the downtown.

Action Item	Status
Press for a timely transfer of State Pier to MassDOT and the execution of an MOU with MassDOT providing HDC day-to-day management of the pier.	Completed- This action has been fully embraced by Mayor Mitchell and the City has pursued such a transfer (albeit with MassDevelopment) with Secretary Ash. In 2017 Mass-Development took over the day-to-day management of the pier.
Begin planning for the long-term redevelopment of State Pier to also include non-industrial uses.	Completed- This planning was completed as a component to the larger master planning efforts for the harbor in 2015 and refined in early 2018. This plan results in no-losses of existing uses with future supporting uses to take the place of underutilized parking areas.

Growing Advanced Manufacturing Industries

Strategy 9: Develop a unified workforce development plan.


Action Item	Status
Bring education and workforce development leaders together to establish a new cross-sector effort to develop and implement a unified human capital strategy.	<p>Substantial Progress-</p> <p>In the past year, Siemens, Inc. has been assisting the New Bedford Public School system by implementing contextualized STEM curriculum at the K-5 level. The WIB also secured a \$160,000 grant that provided 20 NBHS students with year round instruction that led to some college credit from BCC and paid summer internships related to renewable energy sector career opportunities. The WIB also contributed significantly to successful efforts by GNBVTHS to acquire a \$282,000 Capital Skills Grant intended to improve its Health Training programs leading to establishment of an EMT curriculum. The program has crosswalk opportunities for college credit at both BCC and UMass-Dartmouth.</p> <p>The WIB secured a \$227,000 grant in October of 2017 that trained 30 job seekers in a Credentialed Advance Manufacturing program that resulted in a 95% placement rate with area businesses. This program was administered in partnership with GNBVTHS, BCC and the Massachusetts Manufacturing Extension Partnership.</p> <p>In the past year, the WIB led a year-long effort to develop a Memorandum of Understanding with the partners of the New Bedford Career Center. The MOU focused on aligning resources of Mass Rehab; Dept of Unemployment Assistance, Department of Transitional Assistance, Department of Career Services, Adult Basic Education providers, Bristol Community College and the Senior Community Service Employment Program. The MOU process provided for the sharing of training and placement resources and established a mechanism for each of the partners to contribute funds and human capital to increase the capacity of the Career Center to serve a myriad of job seekers under one roof.</p>

Strategy 10: Grow industry clusters through collaborative projects.

Action Item	Status
Make the execution of the Life Sciences Center-funded study a priority and a model for future cluster-based economic development efforts.	Substantial Progress- The NBEDC and BCC have concluded that the new facility is best located at the BCC Purchase Street building. The adjacent parcel has been acquired by BCC for this expansion and MLSC funding is in place. Early conceptual design work has begun, but full funding needs to be secured.
Explore opportunities with regional partners to fund the replication of a similar, cluster-based economic development model with other emerging sectors, such as offshore wind, marine sciences and technology, and creative industries.	Substantial Progress- The NBEDC and the HDC have engaged with BCC in the functions of the Wind Energy Center and in that partnership have expanded regional partnerships in higher-education and workforce development. The HDC has also made great progress in establishing the Blue Economy Cluster with a host of local partners including SMAST.

Strategy 11: Market the promise of Greater New Bedford's advanced manufacturing future.

Action Item	Status
Develop an ambassadors program that provides area manufacturing leaders with opportunities to communicate the strengths of the region.	No Action- This concept was embraced by the NBEDC in their shared organizational assessment with the HDC, but no measurable progress has been made to date.
Build partnerships to help students and families appreciate the exciting new opportunities in manufacturing fields.	Completed- The New Bedford WIB led the region in the effort to increase its paid STEM internships from 2017 to the summer of 2018 by 50%. This year 20 NBHS students are participating in both renewable energy and IT internships. Grant externship opportunities were also provided to 2 NBHS teachers who spent 40 hours with Lockheed-Martin and Five Star Manufacturing. The teachers participated in project management meetings, and observed various manufacturing aspects in order to develop contextualized curriculum for their students to understand the myriad of career opportunities in the manufacturing field.



“We have the will and the confidence, but we also need to be pointed in the right direction. Our success will depend on our ability to think strategically about the future of our city, and to work together to follow that strategy.”

Mayor Jon Mitchell, State of the City Address, March 8, 2018



NBEDC
The Regeneration Project

RESEARCH | ENGAGEMENT | POLICY



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Economic Development Council

Open for Business!

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