

# 2008

## Merrimack Valley Comprehensive Economic Development Strategy



*Produced by: The Merrimack Valley Planning Commission  
June 30, 2008*

Made possible by a planning grant from the Economic Development Administration of the U.S. Department of Commerce, with matching funds provided by MVPC and regional in-kind contributions.







Greetings:

What an exciting time for economic development in the Merrimack Valley. It seems not a week goes by without a headline about a collaborative reuse initiative or an innovative business moving into the region.

Of course, the economic landscape is not without its challenges. In an age of rapid globalization, underlying structural issues have become magnified. As with all Northeast regions, the Merrimack Valley must contend with aging infrastructure, a shifting job market, the out-migration of young talent, and rising local budgetary concerns, mainly due to the skyrocketing costs of healthcare and energy.

There is growing recognition that individual communities cannot tackle these complex trends by themselves, as the pace of change will continue to accelerate. Collaboration and innovation is the key to maintaining our competitive advantage as a great region for business and employment.

Despite the challenges, it is clear that the Merrimack Valley is well suited to adjust to the economic realities of the 21st Century, due to our unique assets and strong collection of visionary individuals and organizations.

With this as a backdrop, the Planning Commission is proud to present the *2008 Merrimack Valley Comprehensive Economic Development Strategy (CEDS)*. The Strategy reflects the input of countless individuals in an effort to best capture the region's economic development challenges and opportunities.

Containing a vast collection of information and interactive links, we hope users will repeatedly refer to the CEDS, which will be updated annually to reflect ongoing developments in the region.

The Planning Commission welcomes feedback on how to best serve the planning needs of the region through the CEDS. If you have any questions about the services we offer, please feel free to contact us.

Sincerely,

Dennis DiZoglio  
Executive Director

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## **Acknowledgments**

The 2008 Merrimack Valley Comprehensive Economic Development Strategy (CEDS) could not have been made possible without the generous support and information offered by countless individuals.

Especially important to the development of the CEDS was the critical insight provided during economic development strategy meetings. MVPC would like to thank the following people for their participation:

Howard Allen	Victor Levesque
Curt Bellavance	Paul Materazzo
Joe Bevilacqua	Art McCabe
Dolores Calaf	Heather McMann
Fred Carberry	John Michitson
Mary Cuticchia	Peter Milano
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# 1.0 CEDS Introduction



## 1.1 The Merrimack Valley Economic Development District

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

The Merrimack Valley Planning Commission (MVPC) is the designated liaison between EDA and the 15-community Merrimack Valley region. MVPC receives an annual planning grant from EDA that allows the Commission to house an economic development program. Through this grant, MVPC manages the Merrimack Valley Comprehensive Economic Development Strategy (CEDS) Program. In addition to producing the regional CEDS document, The Program consists of; organizing regional CEDS meetings; public works grant assistance; information support through MVPC’s regional demographic data center and economic impact model; and support for regional initiatives such as the brownfields assessment program and “Means Business” websites.

## 1.2 The Challenge

EDA’s stated mission is "To lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy."

As a region, what are the challenges to economic growth that we face and what can we do to best prepare us for the new realities of the 21st Century? At its core, this report attempts to face these challenges by laying out a simple, forward thinking document focused on a comprehensive, regional plan of action.

Over the past two years, EDA has held a series of forums throughout the country in order to gauge the current economic development landscape. Practitioners in the field of economic development have shared best practices and brainstormed on ways for the United States to maintain and enhance its competitive edge moving forward. The one, overriding theme has been the absolute necessity for region’s to break down traditional barriers and embrace a spirited sense of cooperation to tackle common challenges and goals. No single community or group can effectively face the mounting, hypercompetitive global marketplace. This type of “silo” thinking needs to break down not only between political jurisdictions, but also traditional planning fields, such as workforce development, community planning,

### *The Region*

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The U.S. Economic Development Administration: [www.eda.gov](http://www.eda.gov)

# 1.0 CEDS Introduction



## 1.2 The Challenge

transportation, and environmental protection.

The EDA conferences have promoted what is dubbed the “*five new realities*” of economic development:

- ◆ We are in a global economy
- ◆ The pace of change will continue to accelerate
- ◆ The components of competitiveness can no longer be pursued separately
- ◆ Public-private partnerships become more critical every day
- ◆ The ability to innovate is the only sustainable competitive advantage

Recent economic development theory has focused on the importance of identifying and nurturing industry clusters in order to promote economic growth. In short, an industry cluster is a sufficient geographic concentration of business and knowledge in a particular field, usually associated with a defined set of NAICS codes. The North American Industry Classification System (NAICS) is the standard used for categorizing industries.

While a cluster analysis helps to present a “snapshot” view of a region’s industry assets, this report attempts to lay the groundwork for a more dynamic economic development analysis and plan of action for the Merrimack Valley region. An increasing number of development theorists are arguing for the need to think beyond the static cluster model in order to fully tap into a region’s global market and innovation potential. While not to dismiss the importance of measuring the size and impact of currently-defined clusters such as bio-tech, the creative economy, or health care, placing too much emphasis on nurturing individual industries can limit a region’s ability to adapt to the increasingly fluid global marketplace, both in terms of the workforce, as well as innovative business opportunities through cross-industry linkages. This fluidity is apparent in the often overlapping definitions of various clusters. The increasingly rapid rate at which individuals are entering and leaving industries means that it will become ever more important for region’s to ask the broader question of how to tap into the talent and potential across all occupational bases and not just in narrowly defined areas that may quickly become outdated.

Another closely linked and important consideration is the actual definition of the Merrimack Valley region. From a pure geographic standpoint, the boundaries are the 15 communities in the northeast corner of Massachusetts. However, from an economic development perspective, modern trends are increasingly blurring these boundaries. Perimeters change when considering the area’s transportation network, workforce, business markets, poverty, environment, etc. These issues cannot be viewed within the static

*“As we realize that both our potential markets and our competitors rest outside the confines of the United States, we must realize that **our development approaches must grow beyond the traditional notions of competing against the city or county next door** for the next ‘smokestack’ prize.”*

*“This new reality, in which cycle times for products and ideas continue to shrink, **will require all institutions—public, private, educational, and non-profit—to continually adapt and change.** Those that don’t are at risk. Those that do have the opportunity for reward.”*

Sandy K. Baruah, Assistant Secretary of Commerce for Economic Development  
Economic Development America Magazine, Summer 2007



# 1.0 CEDS Introduction

## 1.2 The Challenge

boundaries of the 15-community region. We must increasingly look beyond our various regional walls not only to share best practices in planning, but to also fully tap into global business opportunities.

With a strong history of home rule, regional collaboration takes on a whole new meaning in Massachusetts. The Commonwealth's unique cultural framework no doubt presents many challenges; however, these challenges should be viewed as an opportunity to distinguish Massachusetts from the increasingly homogeneous national development landscape. There is a strong, diverse collection of individuals and organizations working to help maintain and improve the high quality of life in the Merrimack Valley. The objective of the CEDS is not to supersede any of the great work that is already occurring in the region, but to help highlight these efforts and uncover new opportunities by bringing together communities, industries, nonprofits, educational institutions, and planning disciplines.

## 1.3 Development and Layout

The Merrimack Valley Comprehensive Economic Development Strategy (CEDS) has been completely revised for 2008. It features a new vision of goals, objectives, and action plan. The CEDS vision is revised once every five years, however, CEDS performance reports are produced annually. The performance report tracks the progress of the implementation of the CEDS and updates information where needed—in essence, making the CEDS a “living” document.

This action-oriented document has been developed in concert with regional leaders from a broad group of public, private, and nonprofit organizations. MVPC held a series of economic development strategy meetings this past year, focused on identifying responsible parties for the implementation of shared goals and objectives. Through this process, a number of collaborative efforts for both ongoing and potential new projects were highlighted. In addition, key economic development themes critical to the enhancement of the regional economy were examined.

Based on public feedback, this document has been structured to maximize user-friendliness. One of the difficult challenges of any new planning effort is maintaining its early momentum. With this in mind, we have limited the use of “heavy,” bureaucratic language in order to support forward-thinking action. The goal is for the CEDS to become a strong resource for the region that is continuously used and referenced.



MVPC Conference Room

**The overall purpose of the CEDS is to bring together the public, private, and non-profit sectors to create an economic road map in order to diversify and strengthen the regional economy.**

### CEDS Chapters

- ◇ **Chapters 2 and 3** provide background information on regional conditions and the latest economic development findings.
- ◇ **Chapter 4** contains the goals, objectives, and action plan of the CEDS. It identifies responsible parties for implementation and was developed in concert with regional leaders from a broad group of public, private, and nonprofit organizations.
- ◇ **Chapter 5** describes current and proposed public works projects in the Valley. Select projects may be eligible for funding assistance from EDA.
- ◇ **Chapter 6** takes the discussion to the next level. Based on public feedback, it describes the desired focus of the CEDS over the next two years.
- ◇ **The Appendixes** provide useful supplemental information.
  - A. Regional Resources
  - B. Grant Opportunities
  - C. CEDS Assessment
  - D. Detailed Statistics

## 2.0 Existing Regional Conditions

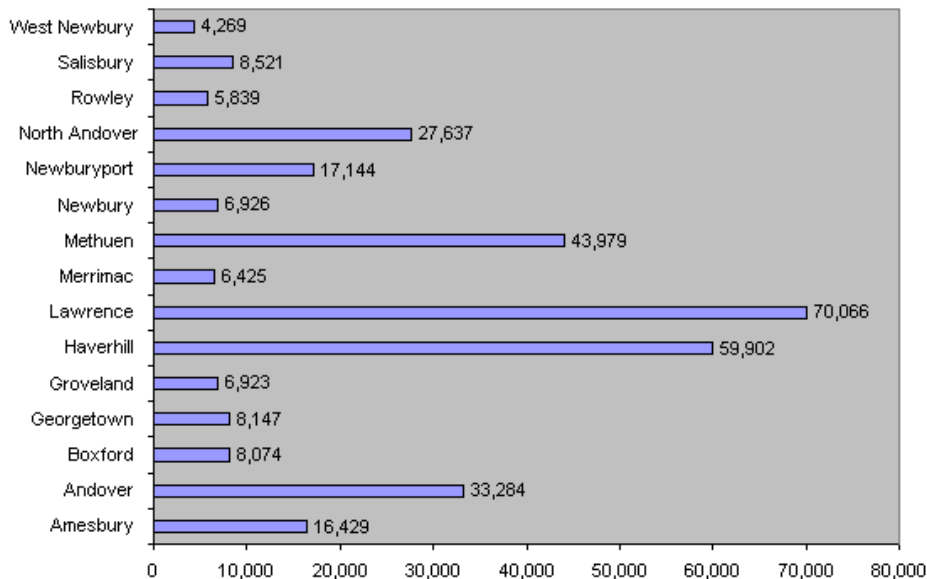
### 2.1 Population

The Merrimack Valley is a diverse region of roughly 320,000 people spread over 270 square miles in 15 communities. The range is from 4,286 (West Newbury) to 70,662 (Lawrence.)

The region experienced strong population growth between 1980 and 2000, with the area growing twice as fast as the state as a whole; however, population estimates indicate that the region has experienced a sharp slowdown this decade, growing at a much lower rate than the national average.

	1980	1990	2000	2005
MVPC	260,893	288,280	318,556	321,778
% Change		10.5	10.5	1.01
Mass.	5,737,037	6,016,425	6,349,097	6,429,137
% Change		4.87	5.53	1.26
U.S.	226,545,805	248,709,873	281,421,906	295,895,897
% Change		9.78	13.15	5.14

**2007 Merrimack Valley Population Estimates**



Data Source: U.S. Census Bureau



*Pedestrians in Lawrence*

See **Appendix D** for complete sets of detailed regional statistics.

Notable demographic statistic:

Percent Hispanic Population

**Merrimack Valley: 17.0%**  
**Massachusetts: 6.8%**  
**United States: 12.5%**

**Population per Square Mile in 2000**

	Land Area (sq. mile)	Pop.
Amesbury	12.4	1,326.3
Andover	31.0	1,007.8
Boxford	24.0	330.4
Georgetown	12.9	570.2
Groveland	8.9	675.2
Haverhill	33.3	1,769.4
Lawrence	7.0	10,351.4
Merrimac	8.5	719.6
Methuen	22.4	1,954.7
Newbury	24.2	277.0
Newburyport	8.4	2,050.3
N. Andover	26.7	1,020.7
Rowley	18.7	293.8
Salisbury	15.4	507.1
W. Newbury	13.5	306.9
MVPC	267.3	1,191.8
Essex Co.	500.7	1,449.9
Mass.	7,840.0	809.8

## 2.0 Existing Regional Conditions

### 2.1 Population



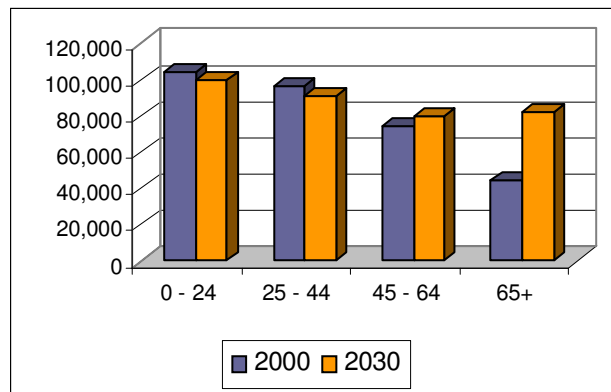
Despite the slowdown, the region is forecasted to reach over 330,000 people by 2020 and top 350,000 people by 2030, an increase of 33,000 individuals from 2000, or roughly 10 percent.

**\*REMI Population Forecast by Age Group**

Age	History		Forecast			2000vs2030
	1990	2000	2010	2020	2030	
0 - 24	99,073	104,397	101,312	95,143	100,097	-4,300
% Change		5.37	-2.96	-6.09	5.21	-4.12
25 - 44	98,203	96,628	79,038	82,023	91,003	-5,625
% Change		-1.60	-18.20	3.78	10.95	-5.82
45 - 64	56,553	74,218	95,134	91,990	79,742	5,524
% Change		31.24	28.18	-3.30	-13.31	7.44
65+	41,616	44,235	46,488	62,073	81,772	37,537
% Change		6.29	5.09	33.52	31.74	84.86
<b>Total</b>	295,445	319,478	321,972	331,229	352,614	33,136
% Change		8.13	0.78	2.88	6.46	10.37

While it is important to consider the implications of this growth to our region in the aggregate, it is critical for policy makers and leaders to delve deeper in to the numbers.

According to the REMI model, the 25-44 age group is projected to *decrease* close to 6 percent between 2000 and 2030. As a result, the number of children and young adults aged 0-24 is forecasted to decline as well. Thus, the region's population increase is anticipated to be solely concentrated in the older age groups. Individuals aged 45-64 are expected to increase by 7.4 percent, or 5,524 (it is important to note that the group is expected to spike between 2000 and 2010, followed by a substantial decline between 2020 and 2030.) The big jump is projected in those 65 and over, with the group expected to rise a whopping 85 percent rise between 2000 and 2030.



\*MVPC utilizes *Policy Insight*, a regional econometric model developed by Regional Economic Models, Inc. (REMI), to produce economic forecasts and to run simulations. The model is a tool used to measure regional economic impacts of shifts in public policy, demographics, or economic performance.

As with many New England regions, the population of the Merrimack Valley is rapidly ageing. What are the implications for our region's economy? Will our communities be able to handle the shifting demands of the population? These important demographic realities are reflected in the goals, objectives, and action plan of Chapter 4.

- What can/should be done to retain and attract more young individuals/families to prevent an unbalanced human ecology? (visit [www.communitiesandconsequences.org](http://www.communitiesandconsequences.org) for a compelling New Hampshire endeavor.)
- Will seniors increasingly demand more pedestrian friendly and compact neighborhoods?
- There are enormous implications for the job market and workforce training. Will the region have enough workers to satisfy employment demand?

**Despite an overall population increase of 33,000 between 2000 and 2030, the 25-44 age group is expected to decrease by 5.8 percent, while those 65 and over are projected to jump a whopping 84.9 percent.**

According to REMI, from 2002 to 2005, the region experienced net out migration of -7,829 people. This was partially offset by international migrants totaling 5,074. The region grew modestly due to a sufficient natural growth rate (births minus deaths.) The importance of the immigrant population will continue to grow, as the migration trend is projected to continue for the foreseeable future.

# 2.0 Existing Regional Conditions

## 2.2 Labor Market



*Rail Commuters in the Valley*

For the year 2007, the Merrimack Valley’s unemployment rate was 5.1 percent, compared to 4.5 percent for the state. However, only the communities of Lawrence (8.9%) and Methuen (5.3%) had a figure higher than the regional average.

See **Appendix D** for detailed employment data by industry and occupation.

### 2007 Regional Statistics

	Labor Force	Employed	Unemp. Rate
Amesbury	8,684	8,314	4.3
Andover	17,100	16,409	4.0
Boxford	4,166	4,025	3.4
Georgetown	4,251	4,095	3.7
Groveland	3,568	3,436	3.7
Haverhill	30,672	29,212	4.8
Lawrence	28,805	26,233	8.9
Merrimac	3,501	3,369	3.8
Methuen	23,060	21,827	5.3
Newbury	3,850	3,714	3.5
Newburyport	9,850	9,507	3.5
North Andover	13,315	12,801	3.9
Rowley	3,402	3,278	3.6
Salisbury	4,429	4,226	4.6
West Newbury	2,266	2,193	3.2
MVPC Region	160,914	152,637	5.1
Massachusetts	3,408,200	3,255,600	4.5

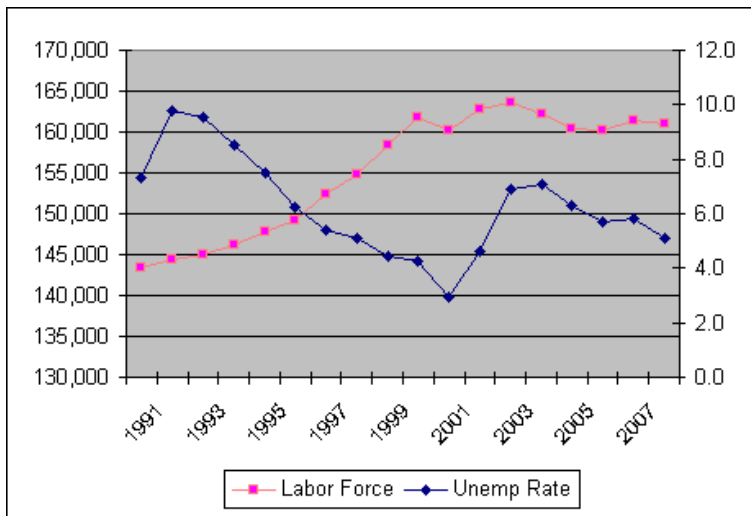
### Merrimack Valley: 1990-2007

Year	Labor Force	Employed	Unemp. Rate
2007	160,914	152,637	5.1
2006	161,449	152,164	5.8
2005	160,131	150,947	5.7
2004	160,362	150,225	6.3
2003	162,270	150,707	7.1
2002	163,692	152,344	6.9
2001	162,828	155,300	4.6
2000	160,244	155,373	3.0
1999	161,844	154,979	4.2
1998	158,358	151,356	4.4
1997	154,799	146,907	5.1
1996	152,490	144,248	5.4
1995	149,262	139,976	6.2
1994	147,707	136,637	7.5
1993	146,133	133,703	8.5
1992	145,094	131,293	9.5
1991	144,308	130,236	9.8
1990	143,449	132,917	7.3

Lawrence’s chronically high unemployment is a significant challenge for the city and region.

- 2007    **8.9%**
- 2006    **9.7%**
- 2005    **10.1%**
- 2004    **11.1%**
- 2003    **12.3%**
- 2002    **12.3%**
- 2001    **8.8%**
- 2000    **5.6%**

**Chart: Merrimack Valley Labor Market**



The Valley’s labor market peaked in 2000, with 155,373 employed individuals, a figure close to three thousand higher than in 2007. The overall labor force has declined as well. While sobering, the region has seen an increase in employment every year since 2004.

Data Source: Massachusetts Department of Workforce Development

## 2.0 Existing Regional Conditions

### 2.3 Industry



Ward Hill Industrial Park\*

#### Large and Notable Employers in the Merrimack Valley Region

Company	Location	Line of Business	# of Employees
Raytheon	Andover	Defense Manufacturing	3,750
Internal Revenue Service	Andover	Gov. Taxation Agency	2,000
Philips Electronics	Andover	Medical Electronics	2,000
Wyeth Pharmaceuticals	Andover	Pharmaceuticals	2,000
Holy Caritas Family Hospital	Methuen	Hospital	1,500
Lawrence General	Lawrence	Hospital	1,400
Anna Jaques Hospital	Newburyport	Hospital	1,100
Putnam Investments	Andover	Mutual Funds	1,020
Vicor Corp.	Andover	Electronic Components	1,000
Northern Essex Community College	Lawrence/Haverhill	Community College	950 <sup>1</sup>
Polartec (formerly Malden Mills)	Lawrence	High Performance Fabrics	925
Home Health Foundation Inc.	Lawrence	Home Health Care Service	700 <sup>2</sup>
New Balance	Lawrence	Athletic Shoes	680
Phillips Academy	Andover	Boarding School	660
Eagle-Tribune	North Andover	Newspaper Publisher	640 <sup>3</sup>
Verizon	Andover	Communications	600
Schneider Electric	North Andover	Electrical Control Products	600
Merrimack Valley Hospital	Haverhill	Hospital	600
Microsemi Corp.	Lawrence	Semiconductors	550
Great. Lawrence Family Health Cen.	Lawrence	Community Health Center	510
Gillette	Andover	Toiletries	500
Gen Group Inc.	Lawrence	Commer. Screen Printing	490
Lucent Technologies	North Andover	Telecommunications Eq.	475
Merrimack College	North Andover	College	475
A W Chesterton Co.	Groveland	Indust. Fluid Sealing Prod.	450
National Grid	North Andover	Utility	400
Hewlett-Packard Co.	Andover	Computers	350
Smith & Nephew	Andover	Medical Instruments	350
Mary Immaculate Health Care	Lawrence	Health Care	330
3M	Methuen	Computer Eq. Manuf.	325
Parlex Corp.	Methuen	Printed Circuit Boards	300
CGI	Andover	Data/Computer Processing	300
Dynamics Research Corp.	Andover	Info Tech./Engineer. Supp.	270
Joesph's Pasta Co.	Haverhill	Food Preparations	260
Munters Corp.	Amesbury	Refrigeration/Heating Eq.	250
Aulson Co Inc.	Methuen	Specialty Trade Contractor	250
United States Postal Service	Lawrence	Postal Service	250
KGR Inc.	Lawrence	Property Management	250
Whittier Rehabilitation Hospital	Haverhill	Rehabilitation	250
Ferraz Shawmut Inc.	Newburyport	Switchboard Appar. Man.	240
Penacook Place Inc.	Haverhill	Nursing Care Facility	230
Andover Controls	North Andover	Measur/Cont. Device Man.	200
Converse	North Andover	Footwear	200
Hannah Dustin Health Care Center	Haverhill	Nursing Care Facility	200
GlobalWare Solutions Inc.	Haverhill	Computer Related Servic.	200
Southwick Clothing	Lawrence	Men's Suits	180
Janitech Inc.	Lawrence	Building Mainten. Services	150
Pentucket Medical Associates	Haverhill	Primary Care Facility	150
Cedar Foods	Haverhill	Food Preparations	100

\*EDA Public Works funding was used to help develop this regionally significant business center in Haverhill.

<sup>1</sup> all campuses

<sup>2</sup> includes VNA, Hospice, and Home Care Inc.

<sup>3</sup> all regional offices

*“Small employers dominate the Merrimack Valley Workforce Area. Among the 8,616 establishments reporting employment in March 2007, 86.6% had fewer than 20 employees. These firms, however, accounted for just 23.3% (30,235) of the jobs located in the Merrimack Valley.”*

Annual Profile for Merrimack Valley Workforce Area, Massachusetts Department of Workforce Development, March 2008. [http://lmi2.detma.org/lmi/pdf/profiles/Merrimack\\_Regional\\_Profile.pdf](http://lmi2.detma.org/lmi/pdf/profiles/Merrimack_Regional_Profile.pdf)

Data Sources: Dun & Bradstreet and MVPC phone survey, May 2007.

## 2.0 Existing Regional Conditions

### 2.3 Industry



Former Lucent Technologies Complex, North Andover (now known as Osgood Landing)

#### Industries Employing 2,000 or more Employees: 2006 (three-digit \*NAICS level)

NAICS	Industry	Number of Establishments	Employees	Weekly Wage
<b>Construction</b>				
238	Specialty Trade Contractors	575	4,228	\$927
<b>Manufacturing</b>				
311	Food Manufacturing	45	2,153	\$702
334	Computer and Electronic Product Mfg	75	5,882	\$1,545
<b>Wholesale Trade</b>				
423	Merchant Wholesalers, Durable Goods	199	2,509	\$1,410
<b>Retail Trade</b>				
445	Food and Beverage Stores	199	4,244	\$365
<b>Financial Activities</b>				
522	Credit Intermediation & Related Activity	177	1,949	\$918
<b>Professional and Business Services</b>				
541	Professional and Technical Services	1,028	8,921	\$1,498
561	Administrative and Support Services	455	6,818	\$605
<b>Education and Health Services</b>				
611	Educational Services	124	11,402	\$811
621	Ambulatory Health Care Services	541	6,732	\$895
622	Hospitals	10	4,555	\$843
623	Nursing and Residential Care Facilities	106	4,680	\$601
624	Social Assistance	166	2,994	\$480
<b>Leisure and Hospitality</b>				
722	Food Services and Drinking Places	608	8,425	\$307
<b>Public Administration</b>				
921	Executive, Legislative, & Gen Government	42	2,999	\$752

\*NAICS: North American Industry Classification System  
<http://www.census.gov/epcd/www/naics.html>

Manufacturing is the dominant major industry sector in the Merrimack Valley. The massive mill buildings along the river tell a long, rich story of manufacturing employment in the region.

Significant industry statistic:

**Percent of Total Private  
Employment in  
Manufacturing: 2006**

**Merrimack Valley: 22.3%**

**Massachusetts: 10.7%**

**United States: 12.5%**

The key to the region's economic survival has always been about successfully adopting to evolving industry trends. Today, the Valley is home to a number of cutting-edge firms and is well positioned to take advantage of promising new opportunities in life sciences, electronics, defense, and green technology. A significant challenge will be locating the sufficient number of highly skilled workers needed for new business activity, as well as the replacement of retiring workers.

†A location quotient is a commonly used measurement tool used to compare a region's level of industry concentration relative to a larger geographic unit. Measurements of one mean that the local area has the same proportion of employment in a given industry as the base area. It is generally accepted practice to interpret location quotients of  $\geq 1.25$  as 'high' and  $\leq 0.75$  as 'low.'

#### Key Manufacturing Sectors in the Merrimack Valley: 2005 <sup>1</sup>

Sector	2005 Establishments	2005 Employment	Employment Change: 2001-05	†Location Quotient: Region vs. U.S.
Food	48	2,089	18.2%	1.4
Chemical	31	1,609	12.4%	1.9
Plastics/Rubber Products	27	1,233	3.7%	1.6
Fabricated Metal Product	109	1,885	-21.2%	1.3
Communications Equipment	9	962	-84.4%	6.7
Semiconductor/Electronic Comp	33	2,109	-25.2%	4.8
Electronic Instrument	19	2,231	-35.1%	5.2
Medical Equipment/Supplies	11	870	19.7%	2.9

<sup>1</sup> Blueprint Update, Merrimack Valley Workforce Investment Board, June 2007.  
[http://www.mvwib.org/documents/MVWIBBlueprintUpdate-June07\\_001.pdf](http://www.mvwib.org/documents/MVWIBBlueprintUpdate-June07_001.pdf)

## 2.0 Existing Regional Conditions

### 2.4 Housing



*Supersized Housing Development in the Valley*

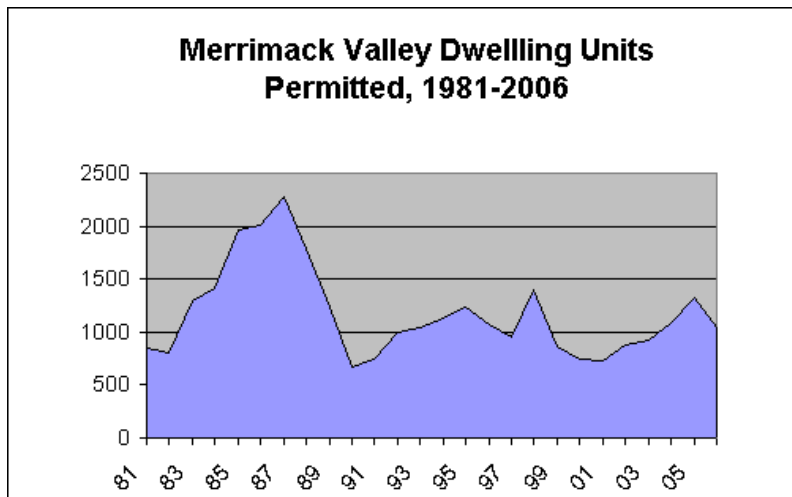
#### 2007 Regional Housing Prices and Sales

	Median Sales Price			Number of Sales		
	1-Family	Condo	All Sales	1-Family	Condo	All Sales
Amesbury	358,000	225,000	291,500	127	131	322
Andover	565,500	271,200	500,000	324	126	487
Boxford	607,450	0	607,450	94	2	100
Georgetown	415,000	435,865	422,500	79	19	104
Groveland	358,300	268,000	357,650	55	20	94
Haverhill	299,850	219,450	267,000	322	356	888
Lawrence	218,500	150,000	234,950	167	95	546
Merrimac	376,500	244,625	310,000	34	20	58
Methuen	287,000	210,000	274,879	339	159	614
Newbury	462,500	752,523	465,000	66	9	97
Newburyport	465,000	310,000	380,000	171	171	379
N. Andover	476,200	185,000	345,000	240	191	490
Rowley	479,500	221,000	413,500	52	16	82
Salisbury	310,000	299,000	295,000	50	87	198
W. Newbury	515,000	0	496,250	46	0	54

Data Source: The Warren Group

#### The Foreclosure Crisis

The rising nationwide foreclosure crisis has been well documented. The issue has hit the Merrimack Valley especially hard, particularly in Lawrence, where rates have skyrocketed. It is an issue that will need to be closely monitored. The state is increasingly focusing on the problem through initiatives such as the *5-point Foreclosure Prevention Plan*, which specifically targets Lawrence and a handful of other especially hard hit communities.



Data Source: U.S. Census Bureau

See **Appendix D** for additional housing statistics.

#### The Merrimack Valley Housing Report:

A collaborative venture between UMass Lowell and the Middlesex North Registry of Deeds that provides information on foreclosures and other housing trends.

[http://www.uml.edu/community/MV\\_Housing/default.html](http://www.uml.edu/community/MV_Housing/default.html)

#### Regional Chapter 40B Housing Inventory

	A	B	C
Amesbury	729	6,570	11.1%
Andover	1,027	11,513	8.9%
Boxford	19	2,602	0.7%
Georgetown	361	2,601	13.9%
Groveland	74	2,090	3.5%
Haverhill	2,153	23,675	9.1%
Lawrence	3,713	25,540	14.5%
Merrimac	148	2,281	6.5%
Methuen	1,564	16,848	9.3%
Newbury	94	2,614	3.6%
Newburyport	665	7,717	8.6%
N. Andover	581	9,896	5.9%
Rowley	88	1,985	4.4%
Salisbury	288	3,456	8.3%
W. Newbury	26	1,414	1.8%
MVPC	11,530	120,802	9.5%

\*Column A:  
Subsidized Housing Inventory

\*Column B:  
2000 Census Year Round Units

\*Column C:  
Percent Subsidized Housing

Data Source: Massachusetts Department of Housing and Community Development, February 2008.  
Table compiled by MVPC.

## 2.0 Existing Regional Conditions

### 2.5 Transportation

Conveniently located, the Merrimack Valley region is referred to as the "Crossroads of New England" due to its easy accessibility via Interstates 93, 95, and 495 between the cities of Manchester, New Hampshire; Portsmouth, New Hampshire; and Portland, Maine, to the north and Providence, Rhode Island and Boston, Massachusetts, to the south. Downtown Boston is a mere 30 to 40 minutes from any point in the Merrimack Valley. The Merrimack Valley communities are tied to this greater New England region through a strong network of public and private transportation services.



*I-495 in Haverhill*

**Easy highway access is a strong economic development asset for the Merrimack Valley. Haverhill alone has five I-495 interchanges.**

#### Commuting to Work in the MVPC Region: 2000

	Workers 16 years and over	Mode of Transportation						Travel Time
		Drove Alone	Carpool	Public Transp.	Walked	Other means	Worked at home	Mean time to work (minutes)
Mass.	3,102,837	2,290,258	279,111	270,742	134,566	30,656	97,504	27.0
MVPC Region	146,923	117,402	15,662	4,365	3,151	1,365	4,978	27.0
Amesbury	8,421	6,925	833	155	132	70	306	27.9
Andover	15,013	12,213	990	567	335	170	738	29.1
Boxford	3,854	3,237	222	70	9	38	278	35.8
Georgetown	3,783	3,290	210	90	20	11	162	30.4
Groveland	3,104	2,710	258	47	27	0	62	28.5
Haverhill	29,241	23,869	3,167	678	597	128	802	26.7
Lawrence	24,826	16,019	5,412	1,572	822	505	496	21.8
Merrimac	3,334	2,875	262	42	38	25	92	28.2
Methuen	20,471	17,383	1,940	318	291	174	365	25.4
Newbury	3,476	2,943	120	80	103	15	215	28.6
Newburyport	9,186	7,369	610	258	274	91	584	29.9
N. Andover	13,152	10,946	752	368	403	85	598	28.8
Rowley	2,955	2,485	211	63	33	38	125	31.2
Salisbury	3,950	3,291	497	50	45	15	52	27.1
W. Newbury	2,157	1,847	178	7	22	0	103	31.1

Data Source: 2000 Census

Notable Statistic: The average commute time for Merrimack Valley workers increased from 22.0 to 27.0 minutes between 1990 and 2000.



## 2.0 Existing Regional Conditions

### 2.5 Transportation



Regional Bus Service Provided by the MVRTA: [www.mvрта.com](http://www.mvрта.com)

#### Merrimack Valley Residents: Work Zone Destination

Region	1990	(%)	2000	(%)	Change	(%)
MVPC	78,743	60.3%	77,849	53.0%	-894	-1.1%
Southern NH	4,377	3.3%	5,599	3.8%	1,222	27.9%
Boston	7,026	5.4%	9,134	6.2%	2,108	30.0%
Greater Boston	7,155	5.5%	10,499	7.1%	3,344	46.7%
Route 128	13,293	10.2%	16,393	11.2%	3,100	23.3%
Route 495	715	0.5%	658	0.5%	-57	-8.0%
NMCOG Region	7,233	5.5%	8,506	5.8%	1,273	17.6%
Cape Ann	2,481	1.9%	4,144	2.8%	1,663	67.0%
Central NH	1,231	0.9%	2,511	1.7%	1,280	104.0%
Southern Edge	4,356	3.3%	5,276	3.6%	920	21.1%
Others	4,062	3.1%	6,354	4.3%	2,292	56.4%
<b>Total</b>	<b>130,672</b>		<b>146,923</b>		<b>16,251</b>	<b>12.4%</b>

This table provides Census data on Merrimack Valley resident's journey to work flows to selected areas between 1990 and 2000. As shown, the total number of Merrimack Valley residents traveling to work increased 12.4% between 1990 and 2000, from 130,672 workers to 146,923 workers. The table also indicates that the overall number of Valley residents that traveled to work within the region dropped by 1.1%, while the % commuting to all other areas except Route 495 increased. Also of note is that the number of Merrimack Valley residents traveling to Central NH more than doubled (104% increase) and that the overall percentage of residents that live and work in the Valley declined from 60.3% in 1990 to just under 53% in 2000.

#### Merrimack Valley Employment: Zone of Origin

Region	1990	(%)	2000	(%)	Change	(%)
MVPC	78,743	63.5%	77,849	56.4%	-894	-1.1%
Southern NH	17,232	13.9%	14,799	10.7%	-2,433	-14.1%
Boston	710	0.6%	1,527	1.1%	817	115.1%
Greater Boston	3,579	2.9%	9,354	6.8%	5,775	161.4%
Route 128	3,946	3.2%	5,702	4.1%	1,756	44.5%
Route 495	145	0.1%	849	0.6%	704	485.5%
NMCOG Region	6,767	5.5%	8,709	6.3%	1,942	28.7%
Cape Ann	1,233	1.0%	2,400	1.7%	1,167	94.7%
Central NH	3,573	2.9%	5,837	4.2%	2,264	63.4%
Southern Edge	1,469	1.2%	2,691	2.0%	1,222	83.2%
Others	6,618	5.3%	8,351	6.05%	1,733	26.2%
<b>Total</b>	<b>124,015</b>		<b>138,068</b>		<b>14,053</b>	<b>11.33%</b>

This table shows the zones of origin of those workers traveling to work in the Merrimack Valley. The number of jobs in the region that people traveled to grew from 124,015 in 1990 to 138,068 in 2000, an 11.3% increase. With the exception of Southern New Hampshire, there were significant increases in the percentage of persons traveling to work located in Merrimack Valley from all regions, with the Route 495 region being most striking at 485.5%.

#### \*MVRTA Ridership Data

Year	# of Passengers
2006	1,942,275
2005	1,727,129
2004	1,602,179
2003	1,490,417
2002	1,373,816
2001	1,259,502
2000	1,297,403

MBTA commuter rail service: [www.mbta.com](http://www.mbta.com)

#### \*Parking Space Utilization Rates: 2006

	Capacity	Used	Rate
Haverhill Line			
Andover	152	152	100.0%
Ballardvale	120	129	107.5%
Bradford	303	126	41.6%
Haverhill	159	155	97.5%
Lawrence	849	296	34.9%
Newport Line			
Newburyport	801	347	43.3%
Rowley	282	49	17.4%

\*From MVPC's 2007 Merrimack Valley Regional Transportation Plan, available on [www.mvpc.org](http://www.mvpc.org).

## 2.0 Existing Regional Conditions

### 2.6 Land Use



*Lawrence Canal Walk*

The Merrimack Valley planning region encompasses 177,463 acres of land area, slightly more than half of Essex County of which it is part. The region is predominantly coastal lowland and substantial portions of its eastern borders are tidal marsh, estuary and barrier beach. Some farm uses exist in the more rural communities of the region, however, the majority of land, 40 percent of the region's land area, remains forested. Another 26 percent is devoted to residential land uses.

#### Land Use in the MVPC Region: 1999

	Ind.	Com.	Res.	Farm	For.	Rec.	Wet.	Other	Water	Total
<b>Acres</b>	3,742	2,822	47,291	13,171	71,865	3,260	14,646	13,337	7,328	177,463
<b>% of Total</b>	2.1%	1.6%	26.5%	7.4%	40.3%	1.8%	8.2%	7.5%	4.6%	100.0%

Note: Ind. = Industrial; Com. = Commercial; Res. = all Residential, Multi-Family, Dense, Medium and Sparse; Farm = Cropland, Pasture and Orchard; For. = Forest; Rec. = Water-Based, Active and Spectator Recreation Land; Wet. = Inland and Salt Wetland; Other = Transportation, Urban Open & Public Lands, Waste Disposal, Mining and Other Open Lands.

#### Changes in Land Use: 1991 to 1999

	Ind.	Com.	Res.	Farm	For.	Rec.	Wet.	Other	Water	Total
<b>1999 Acres</b>	3,742	2,822	47,291	13,171	71,865	3,260	14,646	13,337	7,328	177,463
<b>1991 Acres</b>	3,396	2,829	42,027	15,074	75,971	2,925	14,698	13,392	7,151	177,463
<b>Difference</b>	346	-7	5,264	-1,903	-4,106	335	-52	-55	177	0
<b>% Change</b>	10.2%	-0.3%	12.5%	-12.6%	-5.4%	11.5%	-0.4%	-0.4%	2.5%	-

Data Source: MassGIS

Between 1991 and 1999, the most predominate land use change occurred for residential use with a 12 percent increase. In 1991, residential land use made up 23.7 percent of all land in the region, but in 1999, that figure rose to 26.5 percent. Industrial land use and recreational land use increased 10 and 11 percent, respectively. During that same time period, farm use decreased the most by 12 percent. There are also slight reductions in forested lands, which is due in part to increases in commercial and residential development. Commercial and residential land uses grew by 0.7 percent and 10.2 percent, respectively.

Updated land use data for the year 2005 is expected to be released by the state before the end of 2008.

## 3.0 Recent Prominent Economic Development Studies and Initiatives

### 3.1 The Pioneer Institute: Measuring Up? The Cost of Doing Business in Massachusetts, October 2006



Site of Future “Haverhill Mills” Complex\*

The Pioneer Institute, a leading Massachusetts public policy research organization, produces a steady stream of reports aiming to stimulate dialogue on important challenges facing the Massachusetts economy. MVPC staff regularly attend Pioneer Institute forums in order to better understand the problems and challenges facing not only the Merrimack Valley economy, but that of the Commonwealth of Massachusetts as a whole.

#### Report Summary:

The report finds that when compared with six neighboring and/or competitor states, Massachusetts is consistently among the least profitable places to do business.

“While improvements in health premiums, energy costs, and taxes would help, those are all secondary to the major factor: land prices, which affect business costs, standard of living, and affordability. The latter is perhaps the most important, as it is imperative that Massachusetts maintain its main competitive advantage—a skilled labor force. Without a pool of highly educated workers, the state may have difficulties in business retention.” (Report, page 38.)

#### Report Access:

[http://www.pioneerinstitute.org/pdf/06\\_costofdoingbusiness.pdf](http://www.pioneerinstitute.org/pdf/06_costofdoingbusiness.pdf)

The Pioneer Institute  
[www.pioneerinstitute.org](http://www.pioneerinstitute.org)

***“it is imperative that Massachusetts maintain its main competitive advantage—a skilled labor force. Without a pool of highly educated workers, the state may have difficulties in business retention.”***

\*Located in Haverhill’s 40R smart growth district and within walking distance of the commuter rail station and planned multi-level parking garage, the redevelopment of this sprawling brown-field site will add 305 apartment units to the city. Of the units, 20 percent will be rented at prices meeting state guidelines for affordability. The conversion of the century-old factory complex is the largest housing development in the city’s history.

## 3.0 Recent Prominent Economic Development Studies and Initiatives

### 3.2 MassInc: Mass Economy: The Labor Supply and our Economic Future, December 2006



Merrimac Town Center

MassINC is an important public policy research organization priding itself on the ability to bring together diverse perspectives to “focus on the challenge of achieving the American Dream in Massachusetts.” MVPC staff regularly attend MassInc forums.

#### Report Summary:

This research assesses the health of the state’s supply of labor, both now and into the future. A key question is whether the state has an adequate supply of qualified workers to fuel our next round of economic expansion.

“In recent years, when the national economy began to recover from the recession of 2001, the U.S. labor force expanded, as would be expected. The Massachusetts labor force has not grown at all since 2000, even though the state started adding jobs in 2004. In sharp contrast, labor forces in all other New England states have expanded in recent years.” (Report, Cover Letter.)

“The quality and quantity of the state’s workforce is key to the state’s future economic health. The loss of workers to other states and the withdrawal of prime-working-age men from the labor force have reduced the future economic competitiveness of the state and heightened economic inequality. The current state of Massachusetts’ labor supply does not have to be indicative of its future labor supply. The time to address these challenges is now, before we are faced with large numbers of job vacancies, threatening the economic vitality of the state.” (Report, page 17.)

#### Report Access:

[http://www.massinc.org/fileadmin/researchreports/labor\\_supply/labor\\_supply\\_full.pdf](http://www.massinc.org/fileadmin/researchreports/labor_supply/labor_supply_full.pdf)

The Massachusetts Institute for a New Commonwealth  
[www.massinc.org](http://www.massinc.org)

*“not only was the official number of unemployed persons in 2005 markedly higher than in 2000, but there also was a **substantial increase in the number of underemployed persons and the labor force reserve.**”* (Report, page 112.)

*“**There is a clear need to more closely integrate state and local housing policies with economic development and workforce development policies.** High costs of housing, especially homeownership costs for first time home buyers, so seem to contribute to the high levels of out-migration of younger, well-educated families and discourage in-migration from other states.”* (Report, page 114.)

## 3.0 Recent Prominent Economic Development Studies and Initiatives

### 3.3 MassInc: Mass Jobs: Meeting the Challenges of a Shifting Economy, November 2007



Mill Building in the Valley\*

MassINC is an important public policy research organization priding itself on the ability to bring together diverse perspectives to “focus on the challenge of achieving the American Dream in Massachusetts.” MVPC staff regularly attend MassInc forums.

#### Report Summary:

Building on the findings from the December 2006 report, *Mass Economy: The Labor Supply and our Economic Future*, this study analyzes recent labor market data to highlight where the Massachusetts economy and labor market is today and what the developing trends likely mean for the future of our state. Data is compared within regions of Massachusetts, as well as other competitor states. The report concludes with four main policy recommendations aimed at enhancing our economic competitiveness.

#### Policy Recommendations

1. Expand the Number of Export-based Jobs: “The manufacturing sector has been shrinking in Massachusetts. But, manufacturing still accounts for about 9% of state’s jobs (the Merrimack Valley is significantly higher at 19%) and is an important sector of the state’s export base. **The sector also is important at helping to build and preserve middle-class workers and families.** Despite an overall loss of manufacturing jobs, there are areas of growth within this sector in our state. The future of manufacturing in our state likely includes knowledge-intensive jobs. Leaders should focus on managing the transition to the new areas of manufacturing and nourishing these areas of growth.” (Report, page 19.)
2. Create a Favorable Business Climate and Help Existing Companies Expand Here:
3. Create a Job Vacancy and Workforce Strategy: “The rising number of job vacancies in recent years is a mixed signal. While they indicate a willingness of more employers to hire workers, which is positive, they also indicate insufficient workers to meet employer’s needs. **One likely cause is structural, meaning that the occupational skills and educational background of the unemployed are not well matched to the available job openings.** A strategy to more efficiently fill job vacancies is imperative. If employers cannot find the workers they need, they will expand elsewhere, and new companies will be less likely to locate in our state.” (Report, page 19.)
4. Develop a Regional Approach with an Urban Agenda:

#### Report Access:

[http://www.massinc.org/fileadmin/researchreports/mass\\_jobs/mass\\_jobs\\_full.pdf](http://www.massinc.org/fileadmin/researchreports/mass_jobs/mass_jobs_full.pdf)

#### The Massachusetts Institute for a New Commonwealth

[www.massinc.org](http://www.massinc.org)

*“The Massachusetts economy might be described as a boutique economy, with highly specialized jobs of high quality that offer great rewards to those who can participate in it but increasingly limited options for everyone else.”* (Report, page 15.)

***“Export-based jobs and not specific sectors should be the emphasis.”***

*“Export-based jobs can exist in a broad array of sectors...A long-term strategy focused on helping firms create the capacity to innovate within many sectors and types of jobs will help sustain a broad and diverse state economy...the state should focus somewhat less on promoting specific industry sectors and more on helping to create good jobs across a range of sectors.”* (Report, page 19.)

\*The region is home to an extraordinary number of historic mill buildings, many of which are being transformed into modern housing, retail, and innovative, export-based businesses. Due to a long history of uses, many of these sites require extensive environmental assessment and remediation. There are several brownfields programs available for assistance, including MVPC’s regional brownfields assessment program.

## 3.0 Recent Prominent Economic Development Studies and Initiatives

### 3.4 Commonwealth Corporation: Reach Higher Initiative: A Preliminary Report of Findings, June 2005



*Commuter Train in Rowley*

Commonwealth Corporation is a quasi-public agency that has developed a number of workforce development programs and initiatives aimed at expanding opportunities for youth, assisting adult workers, and helping businesses with their workforce needs. The agency's approach is based on research, innovation, and developing strong partnerships.

#### **Report Summary:**

“The Reach Higher Initiative was created by the Commonwealth of Massachusetts to improve the connections of working adults to postsecondary education and to ensure that those connections result in skills valued by employers and jobs that pay family-supporting wages.” (Report, page 4.)

“The heart of the problem is a gap between the state's unfilled jobs and the right kind of skilled workers to fill them. Good jobs in some of the state's fastest growing industries go unfilled because not enough workers have the skills to perform them. For example, in a recent job vacancy survey, there were 1,130 Licensed Practical Nurse (LPN) vacancies.” (Report, page 7.)

“Our purpose is two-fold: (1) to increase the talent pool of skilled and credentialed workers needed by Massachusetts employers in growth industries; and, (2) to make it easier for adults to strengthen their skills, get college credentials, and increase their wages.” (Report, page 5.)

#### **Report Access:**

<http://commcorp.org/researchandevaluation/pdf/ReachHigher.pdf>

**Commonwealth Corporation,  
Reach Higher Initiative**

[www.commcorp.org](http://www.commcorp.org)

*“Good jobs in some of the state's fastest growing industries go unfilled because not enough workers have the skills to perform them.”*

## 3.0 Recent Prominent Economic Development Studies and Initiatives

### 3.5 MassInc: Reconnecting Massachusetts Gateway Cities: Lessons Learned and an Agenda for Renewal, February 2007



*Art in the Valley*

MassINC is an important public policy research organization priding itself on the ability to bring together diverse perspectives to “focus on the challenge of achieving the American Dream in Massachusetts.” MVPC staff regularly attend MassInc forums.

#### **Report Summary:**

This study highlights the growing economic disparity between greater Boston and the “Gateway Cities” of Massachusetts.

- ◆ The state’s high-paying, knowledge-based economy continues to concentrate in Greater Boston.
- ◆ The Gateway Cities struggle with persistent job losses, lower education levels, and limited traction in the knowledge economy.

The report describes a vision for economic value and an agenda for renewal to take advantage of the enormous physical, human, and economic latent in the Gateway Cities. The study draws on lessons learned in urban regions across the United States and recommends three overarching strategies for better integrating the former mill cities into the state’s knowledge economy.

#### **Policy Recommendations**

1. Fix the Basics:
  - Massachusetts should assure the Gateway Cities a more consistent flow of local aid in exchange for increased accountability, transparency, and efficiency in local expenditures.
  - Turn “deal breakers” in the real estate development regulatory process into “deal makers” through state, local, & private sector collaboration.
2. Build the Middle-Class Workforce for Tomorrow:
  - Step up education and training efforts.
  - Redouble efforts at urban school reform.
  - Boost education and language skills of the adult workforce.
  - Bolster family assets to generate community wealth.
3. Create New Economic Connections for the 21st Century:
  - The state and Gateway Cities should harness local colleges to spark economic development.
  - Connections, whether the physical links of rail, the electronic links of the Internet, or the intergovernmental links of cross-boundary collaboration, should be developed to foster improved economic competitiveness among regions. (Report, pages 39-53.)

#### **Report Access:**

[http://www.massinc.org/fileadmin/researchreports/gateway\\_cities/gateway\\_cities\\_full.pdf](http://www.massinc.org/fileadmin/researchreports/gateway_cities/gateway_cities_full.pdf)

**The Massachusetts Institute for a New Commonwealth**  
[www.massinc.org](http://www.massinc.org)

The cities of Haverhill and Lawrence are two of the 11 “Gateway Cities” profiled by MassINC in this report.

*“Connections, whether the physical links of rail, the electronic links of the Internet, or the intergovernmental links of cross-boundary collaboration, should be developed to foster improved economic competitiveness among regions.”*

## 3.0 Recent Prominent Economic Development Studies and Initiatives

### 3.6 Northeastern U. – Center for Urban/Regional Policy: Practical Strategies for Attracting Local Investment



*Shopping in Newburyport*

The Center for Urban and Regional Policy (CURP) at Northeastern University is a think tank focused on public policy/urban issues in the greater Boston region. CURP’s Economic Development Partnership Initiative aims to help municipalities and regions overcome the “deal breakers” within their control that discourage economic growth and opportunity.

#### **Report Summary:**

The Center partnered with the National Association of Industrial and Office Properties (NAIOP) to create a practical set of tools for local governments to attract economic development. 4,000 corporate real estate and development professionals were surveyed on factors effecting business location decisions.

#### **The Most Important Factors:**

- Labor Availability
- Timeliness of Approvals
- Transportation Access
- Real Estate Costs
- Nearby Amenities/Services
- On-site Parking
- Business Friendly Environment

#### **The Least Important Factors:**

- Minimum Wage Laws
- Access to Rail
- Strong Labor Unions
- Local Taxes
- Business Incentives

(Factors list comes from Partnership Presentation linked below.)

#### **Report Access:**

[http://www.economicdevelopment.neu.edu/documents/Partnership\\_Presentation\\_for\\_Website.pdf](http://www.economicdevelopment.neu.edu/documents/Partnership_Presentation_for_Website.pdf)

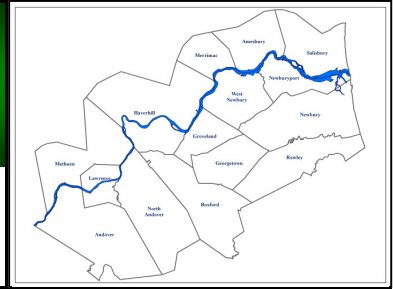
#### **The Center for Urban and Regional Policy - Economic Development Partnership Initiative**

<http://www.economicdevelopment.neu.edu/index.php>

4,000 corporate real estate and development professionals were surveyed on factors effecting business location decisions.



## 3.0 Recent Prominent Economic Development Studies and Initiatives



### 3.7 Common Themes

While the studies and initiatives listed in this chapter target various themes of the economic development climate of Massachusetts, an underlying set of realities for successful economic development resonates throughout:

⇒ Community/Regional Capacity

- ◆ adequate professional planning capability in order to properly handle mounting development pressures
- ◆ streamlined business permitting and general government operations
- ◆ business climate that supports innovative, export-based operations

⇒ Quality of Life

- ◆ strong school districts
- ◆ safe neighborhoods
- ◆ abundant supply of restaurants, retail, and entertainment
- ◆ recreational opportunities (trails, open space, cultural)

⇒ Connections

- ◆ strong transportation network
- ◆ broadband
- ◆ solid foundation of regional cooperation

⇒ Housing

- ◆ a sufficient range of housing types and prices to support a balanced demography

⇒ Available and Skilled Workforce

- ◆ enhance basic skills and “soft skills” (communication, teamwork, supervision, etc.) of students
- ◆ increase training opportunities for adult workers
- ◆ improve connection between students/workers and evolving industry needs/trends through streamlined information sharing and strategy development

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#### Related Information

*Chapter 4: Economic Development Vision for the Merrimack Valley:*

The goals, objectives, and action plan put forth in Chapter 4 largely target these common themes. It is important to note that the development of the Vision was strongly influenced by our region’s Existing Conditions (Ch. 2.)

*Appendix C: CEDS Development and Assessment:*

This section contains a SWOT overview (strengths, weaknesses, opportunities, threats) for the Merrimack Valley economy. It targets many of the common themes mentioned here.

## 4.0 Economic Development Vision for the Merrimack Valley

### 4.1 Goal I: Develop a Strong, Diversified, and Sustained Regional Economy



The region is strong in a number of key industries in health care and high-tech manufacturing (defense, electronics, life sciences), but attention should also be given to the emerging food products cluster and burgeoning green technology sector. In addition, the region should pay attention to developing opportunities related to contract manufacturing, trucking/warehousing, environmental remediation, specialty trade contracting, and the sprawling creative sector. A diverse set of strong industry clusters is key to our region's long-term economic success.

#### Objectives and Action Plan

##### Support New and Expanding Firms

An important challenge facing the region is developing and maintaining a varied inventory of commercial and industrial space in order to attract new business from outside the region, as well as retain existing businesses in the Valley. Occasionally, it may not be possible to relocate fast-growing firms within the same community; however, every effort should be made to *retain the firm within the region*. Networking with the local real estate and development community is a key aspect of implementing the retention strategy.

The region has experienced an acceleration of *mill building re-utilization* in recent years. It is essential that communities continue these efforts to increase business space in the region's urban centers. In addition, every effort should be made to implement business-friendly programs, such as *expedited permitting*.

#### Action Plan

- **Establish Priority Development Sites in the region and determine infrastructure improvements (roads, water, sewer, etc.) needed in order to make these sites "shovel ready."** *Responsible Parties: MVPC, MVEDC, MassDevelopment, MAED, community development departments.*
- **Explore opportunities for expedited permitting through the Chapter 43D Program.** *Responsible Parties: MVPC, MassDevelopment, community development departments.*
- **Maintain inventory of "shovel ready" sites in the region and market these sites to developers.** *Responsible Parties: MVPC, MVEDC, MassDevelopment, MAED, chambers of commerce, real estate agents.*
- **Pursue infrastructure (road, water, sewer, telecommunications, etc.) and other grant opportunities through EDA and the state (PWED, CDAG, MORE Jobs, etc.) for the region's priority**

*Brickstone Square, Andover*  
Multiple aerial images of this property, with the ability to measure area, distances, and height, available at [www.MerrimackValleyMeansBusiness.com](http://www.MerrimackValleyMeansBusiness.com)\*

**\*Merrimack Valley Means Business** is a GIS-based economic development marketing tool created and maintained by MVPC. Web users can access a complete inventory of all businesses and available commercial and industrial space in the communities of **Andover, Lawrence, Methuen, and North Andover**. In addition to business and parcel information, customized demographic, workforce, consumer expenditure, and surrounding business count reports for each property can be obtained, with accompanying GIS maps and detailed Pictometry aerial images.

This service is also available for the City of Haverhill: [www.HaverhillMeansBusiness.com](http://www.HaverhillMeansBusiness.com)

Massachusetts Expedited Permitting Program: [www.mass.gov/mpro](http://www.mass.gov/mpro)  
Chapter 43D is a tool municipalities can use to encourage economic development and job creation by streamlining the local permitting process on priority commercial or industrial development sites in the community.

## 4.0 Economic Development Vision for the Merrimack Valley

### 4.1 Goal I: Develop a Strong, Diversified, and Sustained Regional Economy



Downtown Newburyport

**development sites.** *Responsible Parties: MVPC, MVEDC, MOBD, community development departments.*

#### Encourage Innovation

The region's best prospects for future economic growth are its *local entrepreneurs*. The Merrimack Valley's success in attracting and retaining high-growth technology industries attests to the excellent environment for *innovation* that it provides. This environment should continue to be supported by the development of a campus-like feel in the region's main business centers.

#### Action Plan

- **Provide loans to small businesses in need of gap financing through the region's economic development loan funds.** *Responsible Parties: MVPC, MassDevelopment, area banks.*
- **Support international business opportunities through the region's trade organizations and international business centers.** *Responsible Parties: Newburyport International Business Coalition, Lawrence South Canal International Business Center.*
- **Explore opportunities for collaboration with university research centers.** *Responsible Parties: UMass Lowell, MVEDC.*
- **Explore opportunities for the establishment of "Wi-Fi hotspots" in the region's downtowns.** *Responsible Parties: mayors, town managers, community tech support/website coordinators, regional broadband providers, creative businesses.*
- **Increase the supply of flexible, incubator space to ease the transition into the marketplace for startup businesses.** *Responsible Parties: real estate developers, MVPC, area colleges, community development departments.*
- **Foster a supportive environment for small, home-based, and startup businesses through improved coordination of town/city hall departments.** *Responsible Parties: mayors/town managers, boards of selectmen.*
- **Promote existing entrepreneurship courses/programs.** *Responsible Parties: Northern Essex Community College, Business Resource Center-Cambridge College, UMass Lowell, chambers of commerce, MVWIB.*
- **Develop online emerging idea marketplace and collaborative website.** *Responsible Parties: Merrimack Valley Regional Innovation Network.*

*"While the news of a new company opening a facility in Massachusetts generates a lot of excitement, **the bread and butter of job creation is helping companies already located in Massachusetts expand their existing business.**"*

*(Mass Jobs: Meeting the Challenges of a Shifting Economy, MassInc., November 2007)*

Gene Amiss, MVPC Loan Fund Manager

[loans@mvpc.org](mailto:loans@mvpc.org)

UMass Lowell - Toxics Use Reduction Institute: [www.turi.org](http://www.turi.org)

*"There are many home-based businesses that are having trouble making the transition into commercial business space."*

Barry Gluck, Commercial Real Estate Agent, The Kane Company, during a CEDS Committee meeting discussion on the perceived shortage of flexible, incubator space for small businesses in the region.

The "Innovation Valley" Site [www.ivalley.org](http://www.ivalley.org)

## 4.0 Economic Development Vision for the Merrimack Valley

### 4.1 Goal I: Develop a Strong, Diversified, and Sustained Regional Economy



Mouth of the Merrimack

#### Promote a Regional Identity

A regional branding program should be developed to *promote an identity for the region*, reinforce the image of the Merrimack Valley as a *cluster for technology investment*, and heighten the visibility of downtown districts, renovated mill complexes, and industrial parks. The program should draw attention to the area's strong transportation network, unique historic character, mill heritage, and natural resources.

#### Action Plan

- **Increase coordination between economic and community development groups in the region in order to promote a more unifying voice on development matters.** *Responsible Parties: MVPC, CEDS Committee, Merrimack Valley Mayors/Managers Coalition.*
- **Expand the “Means Business” marketing campaign beyond the communities of Andover, Haverhill, Lawrence, Methuen, and North Andover.** *Responsible Parties: MVPC, chambers of commerce, community development departments.*
- **Explore “best practices” from around the country on regional branding efforts and interagency cooperation. Increase the use of a slogan(s) to promote the Merrimack Valley.** *Responsible Parties: CEDS Committee, MVEDC.*
- **Encourage private sector led promotional events and initiatives in which the public sector takes on a supportive role:** *Responsible Parties: Newburyport International Business Coalition, Lawrence South Canal International Business Center, real estate developers, chambers of commerce, MVEDC, Merrimack Valley Regional Innovation Network.*

#### Foster Tourism Through the Enhancement and Protection of the Region's Natural Resources and Historic Structures

Rich in history, brilliant in its architectural beauty, and brimming with arts, culture, and recreation, the Merrimack Valley has endless potential to *attract visitors to the region*. In order to aid tourism efforts, the region should *promote its ideal location*, located only 30 miles north of Boston, and within easy driving distance of recreational opportunities in New Hampshire and Maine.

#### Action Plan

- **Protect and promote the region's open spaces and historic structures.** *Responsible Parties: conservation departments, historic preservation entities, grassroots environmental org./improvement*

*“The Means Business campaign has helped increase the level of cooperation and communication between the communities involved.”*

Tom Schiavone, Lawrence Economic Development Director, September 2007 CEDS Committee meeting.

[www.MerrimackValleyMeansBusiness.com](http://www.MerrimackValleyMeansBusiness.com)

## 4.0 Economic Development Vision for the Merrimack Valley

### 4.1 Goal I: Develop a Strong, Diversified, and Sustained Regional Economy



1642 Jewel Mill in Rowley

associations, Groundwork Lawrence, Essex County Greenbelt Association, The Trustees of Reservations, Essex National Heritage Commission, North of Boston Convention and Visitor Bureau.

- **Support the region's various trail development efforts. Responsible Parties: MVPC, Coastal Trails Coalition, other trail advocates.**
- **Support local farming. Responsible Parties: Essex National Heritage Commission, Groundwork Lawrence, consumers.**
- **Push for state funding for an oceanfront boardwalk in Salisbury and riverwalk efforts in Haverhill, Lawrence, Methuen, and Amesbury. Responsible Parties: mayors/town managers, area legislators, Groundwork Lawrence, Merrimack Valley MPO.**
- **Increase spin-off from state and national parks in the region. Provide support for Groundwork Lawrence-led Riverwalk project, which will become part of the state park system when complete. Responsible Parties: travel and tourism organizations, Groundwork Lawrence, CEDS Committee.**
- **Provide region-wide networking opportunities for artists and other creative economy participants. Responsible Parties: Merrimack Valley Creative Economy Initiative, Live Lawrence.**

Border to Boston/Coastal Trails Coalition:

[www.bordertoboston.org](http://www.bordertoboston.org)

Complete Directory of Farms and locally grown produce in Essex County and the Merrimack Valley: [www.buyfresh.org](http://www.buyfresh.org)

*“The Riverwalk project is a true public-private partnership and demonstrates what can be accomplished through the coordinated efforts of local and state agencies, elected officials, businesses, and non-profit organizations.”*

Text from Groundwork Lawrence website, submitted by Heather McMann, Deputy Director  
[www.groundworklawrence.org](http://www.groundworklawrence.org)

Live Lawrence cultural initiative:  
[www.livelawrence.org](http://www.livelawrence.org)

## 4.0 Economic Development Vision for the Merrimack Valley

### 4.2 Goal II: Identify and Support the Region's Growth and Non-Growth Areas



*Horses in West Newbury*

Development trends in the Valley have created many challenges to maintaining the quality of life for the region's residents. Regional growth management should focus on specific types and amounts of growth and attempt to *channel this growth to designated areas, while minimizing the strain on the region's natural resources.*

Small communities are feeling the pressure from residential growth, which may be fiscally unsustainable. Traffic capacity is limited, and additional transportation infrastructure is unlikely to catch up with demand. Congestion and unplanned development threaten the quality of life that is the region's greatest asset.

#### Objectives and Action Plan

##### **Direct Investment to Priority Development Sites and Town Centers**

All 12 Community Development Plans released in 2004 highlighted *town center revitalization* as a top priority of Merrimack Valley residents. Typically referred to as *smart growth*, this development strategy has several purposes: preserve community character and sense of place; channel new growth into areas served by existing infrastructure, particularly mill buildings; revitalize urban centers; improve traffic flow and the pedestrian environment; slow sprawl development and its encroachment on remaining greenfields; save some greenfield sites for highest and best future uses; mitigate the escalation of housing prices and diversify the housing stock; and create quality jobs in higher-density working environments.

##### **Action Plan**

- **Develop a regional comprehensive plan that identifies preferred growth and non-growth areas.** *Responsible Parties: MVPC, community development departments, mayors/town managers, boards of selectmen/planning.*
- **Update zoning to encourage more mixed-use development at village/downtown centers, possibly through the state's Chapter 40R Program.** *Responsible Parties: community development departments, boards of selectmen/planning.*
- **Increase local board training on permitting and smart growth related issues.** *Responsible Parties: MVPC, CEDS Committee.*
- **Establish a community brownfields remediation program.** *Responsible Parties: community development departments, boards of selectmen, Groundwork Lawrence, MVPC.*
- **Promote strategies to ease traffic congestion, such as ride sharing**

***“We need to be realistic about the willingness of communities to follow the same group of smart growth principles.”***

Jim Jajuga, President/CEO, Greater Haverhill Chamber of Commerce, during a CEDS Committee meeting discussion on the challenge of promoting smart growth development in a region containing a broad range of urban, suburban, and rural landscapes. It was agreed that the region's diversity is a positive and that it would not be prudent to promote a cookie-cutter approach to smart growth development.

## 4.0 Economic Development Vision for the Merrimack Valley

### 4.2 Goal II: Identify and Support the Region's Growth and Non-Growth Areas



Newburyport Bicycle Lane

and telecommuting/Telework Centers. Also, encourage the separation of development between services catering to the local population (more town center oriented) and to businesses that cater to thru traffic (shopping centers). *Responsible Parties: community development departments, planning boards/boards of selectmen, MVPC, real estate developers.*

- **Prioritize pedestrian and bike-oriented transportation planning to promote more connectivity in our region's communities.** *Responsible Parties: community development departments, Groundwork Lawrence, MVPC.*
- **Promote transit-oriented development.** *Responsible Parties: community development departments, planning boards/boards of selectmen, MVPC.*
- **Increase public transportation options.** *Responsible Parties: Merrimack Valley MPO, MVRTA, MBTA.*

#### Establish a Proactive Residential Development Plan

Housing is an issue of growing importance to the Merrimack Valley region. Many communities have responded to citizen concerns over increased taxpayer costs—usually related to public schooling—by enacting stringent zoning regulations, aimed at discouraging “dense” residential development. As a result, housing production in the region remains relatively low and geared towards seniors and the affluent. Large lot sizes are contributing to the loss of open space and to increasing taxpayer costs related to infrastructure maintenance.

While it is true that housing costs have stabilized over the past two years, the housing market remains unaffordable to a large number of working- and middle-class citizens, especially younger people looking to establish their careers. The result is a dwindling population of individuals who are in their prime employment years—a problem that is plaguing the entire state.

Also, in response to low inventories of designated affordable housing, the region is seeing an increase in the number of unfriendly Chapter 40B housing developments, resulting in housing complexes that are often less than ideal in terms of location and aesthetics.

Therefore, the objective is to encourage communities to be more proactive with their residential development in order to minimize sprawl and better balance the type of housing being developed to ensure that the region is able to support a sufficient number of working- and middle-class households.

[www.walkscore.com](http://www.walkscore.com)

This web tool calculates a neighborhood's “walkability” in terms of the number of stores, restaurants, schools, parks, etc. that are within walking distance of any given property.

***“Persistence is critical to making positive change.”***

Paul Materazzo, Director of Planning, Town of Andover, during a CEDS Committee meeting discussion on working together to overcome obstacles and resistance to change.

[www.justprice.org](http://www.justprice.org)

Tool for streamlining the mortgage process.

## 4.0 Economic Development Vision for the Merrimack Valley

### 4.2 Goal II: Identify and Support the Region's Growth and Non-Growth Areas



Young Family on the Amesbury Riverwalk

#### Action Plan

- **Seek out Chapter 40S opportunities in order to help offset the education costs of new school-aged children.** *Responsible Parties: community development departments, planning boards/boards of selectmen.*
- **Promote the acceptance of *Traditional Neighborhood Development (TND)* housing principles through the use of visualization tools—including computer imagery—to help lessen the fear of density.** *Responsible Parties: housing advocates, real estate developers, MVPC.*
- **Explore Transfer of Development Rights (TDR) opportunities in order to protect open spaces/water supplies and expand housing development opportunities.** *Responsible Parties: community development departments, planning boards/boards of selectmen.*
- **Encourage communities to secure funding for open space protection and workforce housing creation through the Community Preservation Act (CPA).** *Responsible Parties: concerned citizens.*
- **Seek innovative new strategies to increase the stock of workforce housing. Increase collaboration to find regional solutions to housing challenges.** *Responsible Parties: CEDS Committee, Lawrence CommunityWorks, UMass Lowell.*

#### Encourage Low Impact Development Techniques, Green Building Designs, and Alternative Energy Uses

Low Impact Development (LID) is an approach to environmentally friendly land use planning. It includes a suite of landscaping and design techniques that attempt to maintain the natural, pre-developed ability of a site to manage rainfall. LID techniques capture water on site, filter it through vegetation, and let it soak into the ground where it can recharge the local water table rather than being lost as surface runoff. An important LID principle includes the idea that stormwater is not merely a waste product to be disposed of, but rather that rainwater is a resource.

“The Leadership in Energy and Environmental Design (LEED) Green Building Rating System is the nationally accepted benchmark for the design, construction, and operation of high performance green buildings. LEED gives building owners and operators the tools they need to have an immediate and measurable impact on their buildings’ performance. LEED promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection, and

Massachusetts Smart Growth/Smart Energy Toolkit—Transfer of Development Rights page  
[http://www.mass.gov/envir/smart\\_growth\\_toolkit/pages/mod-tdr.html](http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-tdr.html)

Community Preservation Coalition:  
[www.communitypreservation.org](http://www.communitypreservation.org)

The U.S. Green Building Council  
[www.usgbc.org](http://www.usgbc.org)



## 4.0 Economic Development Vision for the Merrimack Valley

### 4.2 Goal II: Identify and Support the Region's Growth and Non-Growth Areas



*Scenic Image of Boxford*

indoor environmental quality.”

#### Action Plan

- **Encourage more environmentally friendly housing/commercial development standards and advocate for LID-friendly stormwater ordinances and education.** *Responsible Parties: Seacoast Energy & Environmental Design Coalition, Groundwork Lawrence, MVPC, UMass Lowell, concerned citizens.*
- **Create bylaws/ordinances to guide the development of alternative energy facilities.** *Responsible Parties: boards of selectmen/city councils.*
- **Develop a plan to reduce the region's carbon footprint by establishing goals and measurable benchmarks, creating a regional energy coordinator position, and encouraging communities to sign up for EPA's Community Energy Challenge.** *Responsible Parties: Merrimack Valley Mayors/Managers Coalition.*
- **Encourage homeowners/businesses/town halls to pursue renewable energy projects and to take advantage of the Massachusetts Technology Collaborative's (MTC) various clean energy programs.** *Responsible Parties: Seacoast Energy & Environmental Design Coalition, Groundwork Lawrence, concerned citizens.*
- **Encourage homeowners/businesses to sign-up for MTC's Clean Energy Choice Program for consumers to make voluntary green electricity purchases.** *Responsible Parties: Seacoast Energy & Environmental Design Coalition, Groundwork Lawrence, concerned citizens.*

Seacoast Energy & Environmental Design Coalition:  
[www.newburyportseed.org](http://www.newburyportseed.org)

Energy Services Coalition: promoters of *Energy Performance Contracting* (highlighted at the 2007 Mass. Smart Growth/Smart Energy Conference)  
[www.energyservicescoalition.org](http://www.energyservicescoalition.org)

## 4.0 Economic Development Vision for the Merrimack Valley

### 4.3 Goal III: Strengthen the Connection Between Workforce Development and Emerging Industry Needs



There are a number of challenges facing the Merrimack Valley labor market, which can be safely described as diverse in terms of skill level and employment. This diversity, coupled with the aging of the workforce in a number of critical industry clusters, is making it difficult for some employers in the region to find enough qualified workers, as replacement workers are not readily forthcoming. Many steps are being taken to deal with the situation; however, more needs to be done in terms of securing resources and broadcasting the career opportunities that are available.

#### Objectives and Action Plan

##### Change Public Perception of Certain Critical Industries in the Region

Public perception of industries such as manufacturing and trucking/warehousing are often skewed from the realities of their occupational structure and employment needs. The standard story is that employment opportunities in manufacturing and other traditional blue-collar industries are on the decline. In addition, the skills required to work at these jobs are minimal. In reality, technological advances are altering the nature of these industries, many of which require a high-level of specialized training and skill level. Furthermore, job growth reporting often misses a number of employees, which can undermine the size of an industry. For example, many manufacturing workers today work on a contract basis and are often times not counted in industry statistics. This, along with an aging workforce means that, in fact, there are a number of skilled employment opportunities offering high wages in traditional blue-collar industries.

#### Action Plan

- **Promote knowledge of the employment opportunities and education/skill requirements in the critical and emerging industries to a wide constituency, particularly youth. Seek additional ways to broadcast job openings.** *Responsible Parties: MVWIB, MVEDC, chambers of commerce, area colleges, school districts.*
- **Increase teacher externship opportunities with manufacturing firms.** *Responsible Parties: MVWIB, area colleges, school districts.*

*“Temporary employment agencies are playing an increasingly important role in the region’s labor market....Many of the region’s employers actually house agencies in their facilities where they hire and supervise many of the workers. The employees actually are employed by the agency, not by the manufacturer.” (Labor Force Blueprint Update, MVWIB, page 51.)*

Merrimack Valley Workforce Investment Board (MVWIB), *Labor Force Blueprint Update, June 2007*

<http://www.mvwib.org/documents/>

[MVWIBBlueprintUpdate-June07\\_001.pdf](http://www.mvwib.org/documents/MVWIBBlueprintUpdate-June07_001.pdf)

## 4.0 Economic Development Vision for the Merrimack Valley

### 4.3 Goal III: Strengthen the Connection Between Workforce Development and Emerging Industry Needs



*Health Care Facilities Facing Staff Shortages*

#### Close the Gaps in Workforce Development Training

Gaps exist in occupational skills training and the needs of several critical and emerging industries.

##### **Action Plan**

- **Ensure that basic skills (math, science, engineering, and writing) form the foundation of training and educational efforts and include soft skills teaching (teamwork, communication, work ethic, and ability to accept supervision) as part of the curriculum in all regional training efforts in order to improve basic work readiness.** *Responsible Parties: MVWIB, Lawrence CommunityWorks, area colleges, school districts.*
- **Develop more programs to meet the specialized skill needs of employers that are struggling to find enough qualified workers. Make sure these programs are flexible enough to respond quickly to changing industry needs.** *Responsible Parties: MVWIB, MVEDC, area colleges, vocational schools, manufacturers.*
- **Entice more people to become occupational skills trainers, particularly in the critically important Health Care industry, which is experiencing a shortage of qualified instructors. Seek opportunities for facility sharing between hospitals and colleges.** *Responsible Parties: MVWIB, health care facilities, area colleges.*
- **Create a stronger link between the business community and high school/college students by increasing the number of internships and other forms of engagement in order to promote “real world” employment opportunities.** *Responsible Parties: MVWIB, area colleges, school districts.*
- **Ensure that language proficiency classes go beyond basic language skills in order to improve workforce professionalism.** *Responsible Parties: MVWIB, area colleges.*
- **Seek additional funding sources for workforce training from the public, private, and nonprofit sectors.** *Responsible Parties: MVWIB, MVEDC.*

The Massachusetts STEM Initiative: preparing students for careers in science, technology, engineering, and mathematics:

<http://www.massachusetts.edu/stem/>

**“Standardized tests alone are not adequate for preparing students for higher education or employment.”**

David Hartleb, CEDS Committee Chairman and President of Northern Essex Community College, September 2007 CEDS Committee meeting.

**“In the past, the economy was dominated by very large employers such as Lucent. As the economy of the region restructures, there are a growing number of small, startup and entrepreneurial companies making their home in the region....*The workforce needs and training capacities of small businesses are very different.* Often, they do not have their own human resource departments and are able to devote very little time to workforce issues.”**

(Labor Force Blueprint Update, MVWIB, page 51)

## 4.0 Economic Development Vision for the Merrimack Valley

### 4.3 Goal III: Strengthen the Connection Between Workforce Development and Emerging Industry Needs



#### Increase Career Enhancement Opportunities

There are a number of things that can hinder the career enhancement of workers, including: large gaps between entry level and management positions; lack of convenient transportation; access to credit, checking accounts, and other forms of credibility; and the stagnation of incumbent worker skills.

#### Action Plan

- **Identify initiatives to bridge the gap between entry-level employment and higher paying jobs.** *Responsible Parties: MVWIB, employers.*
- **Develop and fund training for incumbent workers that support career advancement and wage gains, including increased English language training for adult learners.** *Responsible Parties: MVWIB, area colleges, employers.*
- **Increase coordination between public transportation officials and employers in order to better match public transportation routes and times with the needs of workers and employers.** *Responsible Parties: Merrimack Valley MPO, MVRTA, MBTA, chambers of commerce.*
- **Increase child day-care opportunities.** *Responsible Parties: child day-care providers, area colleges.*
- **Generate strategies for accessing the underutilized critical skills of the underground workforce and devise strategies to help credible small business owners who are not able to receive the financing they need due to less than ideal credit or because of an atypical business model.** *Responsible Parties: MVWIB, financial institutions, employers.*

*“The state’s latest job vacancy survey in the fourth quarter of 2006 recorded more than **90,000 job vacancies, the highest level since the survey began in 2002.**”*

*(Mass Jobs: Meeting the Challenges of a Shifting Economy, MassInc., November 2007)*

*“English language training for (immigrant) adult workers is critically important so that our region can harness this underutilized human resource.”*

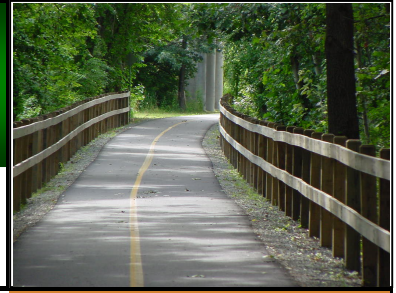
*Ross Povenmire, Conservation Director, Town of Boxford, January 2008 CEDS Committee meeting.*

*“Immigrant business models are often different from the accepted norm.”*

*Dave Turcotte, Senior Program Manager, Center for Family, Work, and Community at UMass Lowell, during a CEDS Committee meeting discussion on why a successful immigrant entrepreneur may have trouble obtaining needed financing.*

## 5.0 Public Works Projects in the Merrimack Valley

### 5.1 Amesbury



*Powow River Trail*

#### 1. “Gateway” Road Improvements

*Overview:* Amesbury’s major roadways are in need of repair in order to support the growing business community in the downtown and strip mall region of Route 110 between I-495 and I-95. The reconstruction of Route 150, connecting Route 110/I-495 and the town center is estimated to cost \$1 million. Also, the reconstruction of Route 110 from I-495 to Merrill Street (Merrill Street is located just across the town line in Salisbury) is estimated to cost \$2.4 million. Both of these projects are listed in the Merrimack Valley’s Transportation Improvement Program (TIP), FY 2008 Highway Projects list. In addition, for TIP FY 2009, the reconstruction of Elm Street from Market Square (town center) to Route 110 is listed at a price tag of \$3 million. The earmarked funding for all three projects comes from a combination of federal and state highway sources.

*Importance:* Amesbury “gateway” roads need to be repaired in order to smooth transportation between the major business development nodes of the town. In addition, repairing these highly visible roads would help promote the town’s resurgence.

#### 2. Powow River Trail

*Overview:* A raised boardwalk, connecting Main Street in the heart of downtown, with the already completed portion of the Riverwalk on Water Street, will be built. Construction is expected to begin shortly. The state has agreed to fully pick up the estimated price tag for this second phase of the project. This project has strong local support and commitment from both the public and private sectors. In addition, it helps promote downtown revitalization and has a positive impact on the surrounding environment.

*Importance:* The project will help link the downtown business district with the Route 110 businesses in and near the shopping plaza, which will attract more people to the downtown area. In addition, there is a quality of life component for the town, as it will improve upon an already excellent recreational trail.

#### 3. Cedar Street/R Street Redevelopment Area

*Overview:* The idea is to connect the mill buildings on Cedar Street to the downtown area through sidewalk extensions, period lighting development, and the reconstruction of the R Street Bridge. The Town is lobbying the state for \$1 million to extend sidewalks and period lighting from Market Square to Elm Street, over the R Street Bridge, and across to Cedar Street. Reconstruction of the bridge is estimated to cost \$570,000. In addition, a local developer recently purchased from the Town two abandoned mills on Cedar Street. The developer plans on converting the buildings and two new adjacent buildings into condominiums. Some of the units would be saved for moderate and low income, first time homebuyers.

*Importance:* This project would help support the growing artist community around Cedar Street by providing additional artist style loft condominiums to the area. In addition, the plan supports the ongoing redevelopment of downtown Amesbury by expanding its area and proving better connectivity to the neighborhood. The plan supports the regional desire for urban revitalization and has strong local support.

#### 4. Lower Millyard Redevelopment

*Overview:* Construction of a combined bus depot and senior center in the Lower Millyard is slated to begin in spring 2006. The estimated cost of the project is \$5 million. In addition, plans call for the relocation of the department of public works facility to a Brownfield site on Route 110, which

## 5.0 Public Works Projects in the Merrimack Valley

### 5.1 Amesbury



*Amesbury's Pedestrian-friendly Downtown,*

would allow for a more complete mixed-use development to occur in the 14-acre Lower Millyard section of Amesbury's town center. The relocation project is also estimated to cost \$5 million, with funding requested in the latest state transportation bond. A start date has not been set, but local officials are highly committed to seeing the project through.

These two projects are components of an overall strategy to completely renovate the Lower Millyard, following in the footsteps of the highly successful renovation of the Upper Millyard into a mixed-use community of condos and businesses.

#### **5. Golden Triangle Priority Development Site**

*Overview:* The Golden Triangle is the site located north of Elm Street between I-495 and I-95 has been designated a Priority Development Site. The area includes conceptual land use plans and regulations to encourage economic development opportunities. The City also has established the Elm Street Overlay District to encourage the preservation of the existing historic structures along Elm Street. The site has been the focus of attention by the Office of Planning and Development in conjunction with the Amesbury Chamber of Commerce for the development of a future office park. The land is constrained by wetlands and access issues and a number of historical properties on the Elm Street frontage. The City is working hard to include the protection of sensitive environmental issues, as well as ensure adequate traffic capacity in any final development plan.

#### **6. Terrasphere Plan**

*Overview:* This is an ambitious, 450-acre mixed-use development proposal adjacent to Exit 54 of I-495 that applies many smart growth principles. Elements of the plan include: the cleanup and redevelopment of a large Brownfield site; the development of numerous over-55 affordable housing units; the use of green space for several purposes, including a golf course, athletic fields, and recreational trails; and the creation of new industrial and commercial business space. MVPC helped provide funding for the environmental assessment of the 7.7-acre former Trader Alan's Truck Stop Brownfield site.

The plan has the potential to create many construction and permanent jobs, promotes infill development, and has a strong public/private partnership component, as it would attract a high amount of private investment.

*Importance:* This ambitious public works project has the potential to create numerous construction and permanent jobs, as it would greatly expand business opportunities in the downtown area. In addition, the plan promotes infill development and urban revitalization, has strong local support and public/private partnerships, and deals with a major Brownfield site on Route 110.

*Importance:* This highly visible area of town has the potential to link many disparate neighborhoods into one strong, mixed-use district. In addition to creating much needed affordable housing, there is a strong environmental component, as the plan calls for the clean up of a large assemblage of highly visible contaminated and blighted parcels of land. Also, it would allow for the expansion of a nearby business district, which has experienced strong growth over the past few years and is in need of additional land.

## 5.0 Public Works Projects in the Merrimack Valley

### 5.2 Andover



I-93, Andover

#### 1. I-93 Lowell Junction Interchange

*Overview:* The Town of Andover, working closely with the Towns of Wilmington and Tewksbury, is looking to obtain funding for the construction of a new I-93 interchange between Exits 41 and 42 in order to ease traffic on local roads around the industrial park, which currently does not have direct access to the highway. MVPC recently completed a study on the proposed project. This study can be downloaded from MVPC's website.

*Importance:* If constructed, the new interchange would not only ease traffic on local roads, improving the quality of life in the neighborhood, but would also greatly expand business and employment opportunities in the industrial zone around the interchange, thereby increasing local tax revenues.

#### 2. Burt Road Industrial Extension

*Overview:* In order to provide better access to the Lowell Junction Industrial District, Andover applied for and received a State Public Works Economic Development (PWED) grant in 1994. The PWED has recently been restructured for submittal to the State for an expanded scope of work estimated to cost \$5,200,000. The project has strong local support, and public/private partnering is involved.

*Importance:* Extending Burt Road would increase business expansion opportunities in the industrial district and, thus, create new jobs for the region.

#### 3. Shawsheen Renaissance Project

*Overview:* The Town of Andover is contemplating a series of changes to the streetscape within the Shawsheen Village area of Andover that is located in the vicinity of the intersection of Routes 28 (N. Main Street) and 133 (Haverhill Street). The project limits extend on Route 28 from the Interstate 495 interchange southerly to Harding Street, for an approximate length of 1.25 miles. The project limits on Route 133 will extend from the commuter rail overpass westerly, approximately to 200 feet west of Route 28, for an approximate length of 0.5 miles. Also included will be Poor Street, at the intersection of Route 28 and 133.

*Importance:* Improved pedestrian and vehicular movement throughout the Shawsheen Square corridor will help create a vibrant and more attract sense of place, while helping retains and create new economic development opportunities.

The area has a rich history and a diversity of existing land uses that contribute to creating a unique streetscape and public environment. Recent efforts by the Town and MassHighway are underway to improve the pedestrian amenities and aesthetics on sections of Main Street, through Andover downtown from Wheeler Street to Stevens Street. To continue the momentum that has been created by the Main Street improvements, the local businesses, stakeholders, residents and the Town of Andover have developed a preliminary "Vision Plan" for the Shawsheen Village area.

#### 4. Dascomb Road Improvements

*Overview:* The main roadway off of Exit 42 from I-93, Dascomb Road experiences heavy traffic, due to the high levels of commercial and industrial development nearby. In order to improve traffic flows, the plan involves improvements to signalization/interchange access, and roadway widening.

*Importance:* Improved traffic flows would create more business and employment opportunities in the regionally important nearby commercial and industrial zones.

## 5.0 Public Works Projects in the Merrimack Valley

### 5.3 Georgetown



*Compact, Traditional Neighborhood in Georgetown*

#### 1. Town Center Redevelopment

*Overview:* In order to reinforce the small scale, traditional business development patterns of the town center, Georgetown needs to promote commercially oriented mixed-use development that may include moderate amounts of residential uses and encourage façade and streetscape improvements to enhance existing business properties. However, some of the parking in and around the town center area is inadequate, poorly located, or not conducive to pedestrians seeking to conveniently access or move among multiple business destinations. In addition, The town needs to explore the feasibility of instituting a package sewage treatment facility to meet the current and future wastewater treatment needs of the town center and densely developed surrounding neighborhoods. Future economic development within the downtown area will be constrained by the inability to create or expand septic systems or construct additional wastewater capacity.

*Importance:* Focusing improvements on the town center would help support small, local businesses.

### 5.4 Groveland

#### 1. Downtown Revitalization, Including Bates Bridge Replacement

*Overview:* This project consists primarily of the replacement of the existing Bates Bridge with a new bridge located approximately 60 feet downstream from the existing bridge. This will allow the existing bridge to remain in service during construction. The proposed bridge will have a movable span similar to the existing bridge. In addition to the 775-foot long bridge, the project also includes reconstruction of the approach roadways in the City of Haverhill and the Town of Groveland to tie the new bridge alignment in with the existing approach roadways. This project is being funded through the Transportation Improvement Program (TIP) of the Merrimack Valley Metropolitan Planning Organization.

*Importance:* The new bridge will help with the revitalization efforts of Groveland's town center by creating more space for waterfront development/enjoyment and improving traffic flow, which will help support the small, local commercial business base.



## 5.0 Public Works Projects in the Merrimack Valley

### 5.5 Haverhill



*Haverhill Train Station*

#### 1. Downtown Parking Garage/ Intermodal Transit Center

*Overview:* Closely aligned with the active mill building redevelopment in the City's 40R Transit Oriented Development and Downtown Smart Growth Overlay District is the need to build a new parking garage in the area to support the new activity spurred by the condo/retail business expansion plans, as well as by MBTA Commuter rail and Amtrak DownEaster patrons. City officials have been working on getting the necessary funding for final design and construction from the state [transportation bond bill] and federal sources such as the FTA and FHWA. The selected site is a brownfields redevelopment that is utilizing a \$200,000 EPA Remediation Grant. Current plans feature a 622-space multi-level facility with commercial space on the ground floor. Over \$7.1 million in federal funding is available to this project if appropriate timelines are met and with the appropriation of 20% non-federal match.

*Importance:* Providing sufficient parking space is an important piece of any redevelopment plan.

#### 2. Riverwalk Loop Project, Redevelopment of Woolworth Building and Merrimack Street Corridor

*Overview:* The City of Haverhill seeks to expand and connect sections of its Riverwalk, which will be constructed in 2008 as two distinct and separate 400' sections behind Washington Street and Merrimack Street. Once completed this boardwalk atop the Merrimack River Floodwall will draw pedestrian traffic, public events and commercial revitalization opportunities to the Downtown. In addition, there is the possibility of linking the boardwalk with a rail-trail along the Bradford banks of the Merrimack River, creating a 2.5 mile River Loop trail between the Comeau and Basiliere Bridges that would be a major attraction for the entire region, with tremendous downtown revitalization potential.

*Importance:* The building is located at one of, if not the most, visible and busiest corners of downtown Haverhill. The Boardwalk project would create one of the showcase features of the entire city. A redevelopment of the building and the development of the Boardwalk would have strong, positive psychological effects on city residents who have seen the building and the riverfront sit vacant for decades and would be a validation of the much-touted resurgence of the City. This would likely spur additional development and economic activity.

The Woolworth Building, well known to locals, due to its prime location at 2 Merrimack Street adjacent to the Basiliere Bridge, has sat vacant for four decades. City officials are very eager to see the privately-owned building redeveloped and have stated their strong willingness to work with a developer on any viable redevelopment plan encompassing this building or the depressed Merrimack Street area. The development of the boardwalk seeks to encourage property owners along Merrimack Street, including the Woolworth Building, to turn their buildings towards the River, with direct Boardwalk connection. This entire corridor would benefit economically.

#### 3. Waterfront Improvements

*Overview:* A waterfront master plan is needed to coordinate the development of a boardwalk, river dredging, and zoning changes, all in the name of better utilizing the Merrimack River for public enjoyment and economic

## 5.0 Public Works Projects in the Merrimack Valley

### 5.5 Haverhill



*Downtown Haverhill*

development. The City has asked the federal government to dredge a portion of the river off the downtown to accommodate larger boats and is looking for funding to build mooring areas off Washington and Merrimack Streets. The City is also focused on developing public art and performing arts by, along or on the River. A master plan would allow the City to be proactive with development plans, rather than reactive to private proposals. Federal money is needed for the construction of a boardwalk, along with design and engineering support.

#### 4. Business Development in upper Hilldale Avenue Industrial Area

*Overview:* The City's next great industrial park is located on land by the New Hampshire border on upper Hilldale Avenue. With the assistance of the State, over \$1 million in infrastructure, including water and sewer utilities, have been added to this region, which is isolated from neighborhoods. The land is located next to the Little River and has train access. If Haverhill is to see spillover from Andover's life sciences and biotech industries, this is the area for 'clean room' technologies and other cutting edge advantages. This land is an officially-designated 'Priority Development Site' under the Commonwealth's Chapter 43D program for Expedited Permitting, allowing approval automatically if decisions are not fully rendered within 120 days. The goal for this pristine build-out industrial land is good-paying jobs from industries of tomorrow.

#### 5. Refurbishment of Vacant Lots and Sites Near River

*Overview:* The City of Haverhill is blessed with a number of historic mill buildings within walking distance of its two, centrally located commuter rail stations. Recently, the City has been moving forward with the redevelopment of these underutilized buildings into a mix of condominiums and retail businesses. However, other notable projects along the River remain. Listed is a sample of some of the major potential deals:

- The City has sold the Ornsteen Heel property at 31-35 Railroad Avenue for \$3.4 million to a developer who will construct 136 riverfront condominiums. In addition, a public river walk and park will be built on the lot, which is adjacent to the Bradford commuter train station. This project has stalled and needs to proceed on this brownfields site.
- The historic Marsh Building at 37-47 Washington Street could be converted into an upscale mix of luxury condos on the top floors and boutiques on the ground floor.
- The former Cleary's Cleaners building on Routes 97 and 113 is at a major intersection and gateway to the City's downtown. This brownfields property sits vacant along the River next to a park where the City was founded.
- Likewise, the former Taylor-Goodwin site lies vacant along the River adjacent to the Crescent Yacht Club and next to the Basiliere Bridge, one of the most visible, and vacant, parcels in the City.

*Importance:* Improving the riverfront area is another important step in boosting the image of the downtown and attracting new businesses, residents, and visitors. The Merrimack River is a valuable asset that needs to be better utilized for public enjoyment and economic development.

#### **Haverhill's food cluster**

The City seeks to continue support for its growing food cluster, a dynamic segment of businesses that have independently sought to locate and/or expand production operations here in Haverhill. These businesses have been drawn to the City due to its lower land costs, available space, strong transportation networks and available workforce. Each of these factors needs to be protected to ensure that these businesses continue to thrive and grow.

*Importance:* Redevelopment of these critical parcels will attract more residents and visitors to downtown Haverhill, spurring more economic activity that will support business and job growth. All of these projects highlight the need for low-interest capital that can be accessed for brownfields redevelopment of private parcels.

## 5.0 Public Works Projects in the Merrimack Valley

### 5.6 Lawrence



Senator Patricia McGovern  
Transportation Center

#### 1. Allied Health and Technology Center

*Overview:* Northern Essex Community College has proposed the redevelopment of the Intown Mall into a new facility for the college. The Intown Mall has provided retail space in Lawrence since its construction in 1972. The college recently acquired the property from the City of Lawrence. The vision encompasses a three story Allied Health and Technology Center that will enable Northern Essex Community College to continue to expand its curriculum to address the ever-changing and immediate demand for improved skills and knowledge-based training for workers in Lawrence.

*Importance:* The Intown Mall is a large, blighted building that depresses the neighborhood. The health and technology center, with its 1,200 students, would help revitalize the area. In addition, the center would add 30 permanent faculty and administrative positions, create numerous construction jobs, and ease space issues for the college.

#### 2. Refurbishment of Mill Buildings

*Overview:* A strong indicator of Lawrence's recent revitalization has been the flurry of activity surrounding the City's numerous underutilized historic mill buildings. Listed below are some of the recent developments:

- Mill developer Robert D. Ansin has purchased the massive Wood and Ayer Mill buildings near the new transportation center. He plans on redeveloping the combined 1.6 million square feet of space into a mixed-use development, including up to 600 new condominiums. Ansin has stated that total redevelopment could cost \$200 million over the next decade. Ansin has recently partnered with Sal Lupoli who owns the Riverwalk Complex.
- Heritage Place at South Union Street, with its 245,000 square feet of space, has been a big success to date, attracting numerous tenants to the new office space.
- Bell Tower on Island Street is another successfully completed office development, with 140,000 square feet of space that is full of new tenants, including Cambridge College.
- The Riverwalk Complex, consisting of three buildings on Merrimack Street, is a planned mixed-use development of close to \$1 million square feet of space.
- The South Canal International Business Center is a commercial development, consisting of 140,000 square feet.
- Forest City will be developing the former Newark Paper Mill into approximately 280 units of rental housing with a mix of market and affordable units.
- College Street Management is going to create a new mixed-use development in portions of Malden Mills underutilized mill complex. There will be 500+ units of housing when this project is complete.
- The former Lincoln Foods building has been chosen as the site of a new federal Immigration Center. This Center is expected to bring hundreds of people into the downtown area.
- The Levis Paper company building was recently purchased by the Yopez brothers who are planning to convert it into commercial/office space related to the Immigration Center.

*Importance:* There is endless potential in the millions of square feet of underutilized mill space in Lawrence to create new housing, employment, and entertainment. The public and private sectors need to continue to work together to build on the momentum gained so far.

#### 2.a. Morehouse Bakery Building

*Overview:* Architectural Heritage Foundation, Inc., one of the successful developers behind the lofts at Washington Mills Building No.1, is moving forward with the redevelopment of the historic Morehouse Bakery Building. The development concept is an adaptive-use of the existing historic building for a commercial use. A Merrimack Valley-based technology company is currently negotiating to lease or purchase the entire building. Their presence will support the growth of additional skilled jobs and the opportunity for

## 5.0 Public Works Projects in the Merrimack Valley

### 5.6 Lawrence

further expansion in the high-tech industry. Construction on the building is slated to begin in fall 2008. The estimated cost of the project is \$11 million, and financing will include both Federal and State historic tax credits.

Situated across the street from the Department of Homeland Security's future Citizenship Center (to open in 2009) and in the heart of the historic mill district, the redevelopment of the Morehouse Bakery Building is integral to the revitalization of downtown Lawrence. The City is using CDBG funding to enhance the streetscape along Essex Street, just one block from the Morehouse Bakery Building, and to convert it back to a two-way street, which will help it reach its potential as Lawrence's main commercial street. The Bakery is part of both the Reviviendo Gateway Overlay District and the Gateway Project, a grassroots strategy for the transformation of Lawrence's historic mill district that is one of the largest economic development initiatives in Massachusetts.

#### 3. Lawrence Industrial Park: Rail Siding Project

*Overview:* Working with representatives from Pan Am Railways, freight users in the park, and the City of Lawrence, MVPC has worked to secure funding to build a railroad siding in the vicinity of the park, which would facilitate the expansion of freight service and allow for the existing freight users, as well as others, to expand operations and increase employment.

#### 4. Gateway Project

*Overview:* The goal of this significant project is to make more attractive one of the main entry ways into the city from Interstate 495 to Marston Street and Canal Street on the north side of the Merrimack River, by reconfiguring highway ramps, widening roads, improving underground utilities, expanding parking, and cleaning up Brownfield sites. Work is nearly complete on the \$40 million reconstruction of the Marston Street interchange and I-495 double-decker bridge over the Merrimack River and most of the estimated \$23 million dollars to build a campus-style parking lot on two adjacent Brownfield sites has been raised. The project also calls for the elimination of canals underneath the property, removal and disposal of contaminated soil from years of industrial activity, investigation of underground utilities, and the design of a new bridge over the Spicket River. Finally, improvements to the Canal/Union Street intersection are needed and are listed in the regional TIP plan.



*Morehouse Bakery Building*



*Finished Rendering*

*Importance:* Architectural Heritage Foundation is confident that the redevelopment of the Morehouse Bakery Building as build-to-suit commercial and lab space will be a successful adaptive-use of the structure, and will contribute greatly to the revitalization of downtown Lawrence. With the creative use of tax incentives, the building will be repositioned into a healthy investment and can serve as a catalyst for change in a disinvested neighborhood.

*Importance:* A more attractive entrance and easier access to downtown Lawrence will help attract private investment along the Merrimack River. Much investment has already taken place on the south side of the river, but the north side needs additional support from the public sector in order to help spur redevelopment in this underutilized section of the City.

## 5.0 Public Works Projects in the Merrimack Valley

### 5.6 Lawrence



*Lawrence Canal*

#### 5. Storefront Improvement Project: Essex and Broadway Streets

*Overview:* The Storefront Improvement Program is designed to reduce blight in the Essex Street and Broadway neighborhood, by providing grants to small businesses for building frontage upgrades.

*Importance:* The Essex Street and Broadway regions of the City are important neighborhoods, due to their high concentration of locally owned small businesses. The Program is an important tool in helping to revitalize the downtown.

#### 6. Roadway Improvements on Island Street

*Overview:* A plan to improve roadway conditions on Island Street is in the early stages of development. Further studies need to be developed before the plan can move forward to the implementation stage. The City intends to apply for a CDAG grant to construct a bridge from Canal Street to Island Street that is critical to the success of the Union Crossing mill redevelopment project.

*Importance:* Island Street is home to the renovated Bell Tower building and is located right in the heart of the Gateway Improvement area. Road improvements are needed to further develop the street and attract new businesses and jobs. This plan is in line with state's motto of "fix it first," referring to the idea of focusing public infrastructure investments in already established areas.

#### 7. Riverwalk

*(write-up provided by Groundwork Lawrence)*

*Overview:* In partnership with the Office of Senator Susan Tucker, the Commonwealth's Department of Conservation and Recreation (DCR), and the City of Lawrence, Groundwork Lawrence is currently managing the design and development of the Riverwalk, envisioned as a 1.3-mile pedestrian walkway along the southern bank of the Merrimack River. When complete, the Riverwalk will be part of DCR's state park system and will provide a tremendous new amenity for residents, employees, and visitors to the City. Project design and engineering is underway, and the first community meeting, held in November 2006, was very well-attended. In tandem with the ongoing design work, project partners are coordinating legal research and documentation to establish access agreements for public use of the Riverwalk. In partnership with DCR, GWL is also developing a maintenance plan to ensure the Riverwalk's upkeep after construction. Plans include the establishment of a maintenance fund that will support the Lawrence Outdoor Youth Corps, a GWL employment and training program for Lawrence teens, to conduct seasonal maintenance of the Riverwalk, as well as enabling larger capital repairs as needed in the future. The Riverwalk project is a true public-private partnership and demonstrates what can be accomplished through the coordinated efforts of local and state agencies, elected officials, businesses, and non-profit organizations.

*Riverwalk Funders and Partners: Massachusetts Department of Conservation and Recreation, City of Lawrence, Sal's Riverwalk, MassInnovation, New Balance, South Canal International Business Center, Enel North America, Greater Lawrence Sanitary District*

## 5.0 Public Works Projects in the Merrimack Valley



Rt. 113/110 Rotary

### 5.7 Methuen

#### 1. Downtown Development near the Spicket River

*Overview:* The City recently completed a Downtown Development Plan that envisions redevelopment of this area, spurred by public investment that takes advantage of the downtown's historic architecture and the beauty and recreational potential of the Spicket River. The plan includes an analysis of market conditions, and concludes that the town center has a comparatively strong core of services, particularly "high end" services such as business, professional, legal, and FIRE (finance, insurance and real estate).

*Importance:* Methuen's town center has the potential to support additional businesses and pedestrian activity, which would increase employment opportunities. In addition, the plan promotes infill development and urban revitalization, and has strong local support.

#### 2. Rotary Improvement Project

*Overview:* A \$26 million construction project to smooth out the bottlenecked and accident-prone I-93-Route 110-Route 113 intersection was included in the 2004 state transportation bond bill. This action has helped spur the process of developing a plan for the rotary.

*Importance:* The Methuen Rotary is one of the most congested and dangerous intersections in the State. Improvements are needed not only for safety reasons, but also to free up local traffic, which would make the area more attractive for economic development.

### 5.8 Newbury/Newburyport

#### 1. Transit Oriented Development Around the Route 1 Traffic Circle and Commuter Rail Station

*Overview:* Newburyport has developed a land use plan for the area around the traffic circle/commuter rail station, industrial park, and undeveloped land between Low Street and I-95 that calls for concentrating new development around the Route 1 traffic circle and commuter rail stop, which is in line with the concept of transit-oriented development. Newburyport is working with neighboring Newbury on this project, which borders the traffic circle and would like to preserve its open space as well. In order to encourage growth in more desirable areas, planners are considering setting up a *transfer of development rights* system, which would allow owners of undeveloped land to sell their development rights to traffic circle developers, who would be allowed to build more densely near the traffic circle/train station than current zoning allows.

*Importance:* This plan follows the concept of smart growth development. Open space would be preserved, developers would be allowed to build more densely, and the commuter rail station would be better utilized.

#### 2. Rail Trail Project:

*Overview:* Newburyport has developed a plan to create a 3.3-mile looped recreational trail that would connect the commuter train station with the downtown district and Merrimack River. The "Clipper City Rail Trail" is part of the Coastal Trails Network, a vast system of trails in development linking Amesbury, Newbury, Newburyport, and Salisbury.

*Importance:* The rail trail would tie together the train station with the downtown area, encouraging more pedestrian activity in the downtown, which would help support local businesses. It would also promote alternative means of travel and improve the local transportation network.

## 5.0 Public Works Projects in the Merrimack Valley

### 5.9 North Andover



*Osgood Landing*

#### 1. Redevelopment of the Lucent Site

*Overview:* The Lucent Technologies Merrimack Valley Works plant, now officially referred to as Osgood Landing, is a distinguished, impressive compound that has defined the image of North Andover's northernmost industrial area since the mid-1950s. The site consists of 169 acres, including 40 acres on the south side that have never been developed. In addition to nearly 2 million square feet (ft<sup>2</sup>) of manufacturing, office, and warehouse space in 30 permanent and temporary buildings, the property includes 40 acres of roadways and parking, 6,000 parking spaces, and four little league ball fields. The centerpiece of the site is its 1.5 million ft<sup>2</sup> manufacturing facility.

The Town is working hard to ensure the site becomes successfully redeveloped. Several zoning changes have been completed in order to achieve the optimal use of the site. The Town approved in 2007, both a 40R district that allows a mix of uses, including multi-family residential, as well as retail and restaurant uses on the property. Also in 2007, the Town adopted the commercial portion of the property as a Priority Development Site through MGL 43D, and under the Massachusetts 2006 Economic Stimulus Bill. In addition, a Tax Increment Financing (TIF) Plan was approved by the Town in 2004 to aid the owners. Any new investment in the property will be taxed at a lower rate by the Town for the next 20 years. Also, in early 2005, the State officially recognized the property as an Economic Opportunity Area. The designation gives State approval to the TIF plan and gives all tenants at the site 5 percent off their state income taxes for any production that occurs at the property. Finally, The Town and the site owners have had ongoing discussions with the State about placing a new commuter rail station at Osgood Landing, which would make the site significantly more attractive to businesses.

The owners have been successful in attracting a variety of small and mid-size businesses to the site and are currently in various stages of negotiation with several possible tenants.

*Importance:* In 2003, Andover-based Ozzy Properties, Inc. purchased the entire site with the goal of attracting high-tech/high-end industrial tenants. In addition, the owner wants to maintain the existing "campus" setting, adding some landscaping and modest site improvements in the short run. Ozzy Properties has designed new entrances at the north and south walls, handicapped accessible entrances and elevators, campus improvements to soften the appearance, common atrium space and breezeways, connections from the office building to manufacturing floor for contiguous corporate layouts, and new loading docks and shipping/receiving areas. Today, the property is approximately 60% occupied. At one time, there were thousands of employees working there. For both North Andover and the region, the

*Importance:* For both North Andover and the region, the stakes are obviously high. For the new owners, however, the risks are enormous: dividing 1.5 million ft<sup>2</sup> of single-user manufacturing space for multiple-tenant occupancy is daunting at best, and it is made far more challenging by the precarious state of the nation's economy. Local, state, and federal resources will have a major impact on the successful redevelopment of this property. Osgood Landing still referred to as "Lucent" by many, has extensive economic, psychological, and social significance to its present and former workforce and residents of North Andover.

## 5.0 Public Works Projects in the Merrimack Valley

### 5.9 North Andover



Lawrence Airport in North Andover

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The facility will provide considerable income via property taxes to the town of North Andover when it is fully tenanted. Not very long ago this site was the Town's #1 revenue generator. It is expected to be such again when full re-development occurs. In addition, the owner has incorporated both transit-oriented development and smart growth principles into the long range planning of this site, which will no doubt result in optimal occupancy.

#### 2. Airport Industrial Park

*Overview:* Recently, officials from North Andover and Lawrence completed a tentative deal to develop an industrial park at Lawrence Airport, which is located in North Andover. If developed, the project would create a significant number of jobs and generate new property taxes on 42 acres of unused land. Lawrence and North Andover would split the tax money evenly. The proposed project still needs to get clearance from FAA's regulatory arm and the Lawrence City Council. In addition, the communities are looking to obtain funding for infrastructure improvements in the proposed park. The EDA Public Works grant is one of the sources that has been looked in to and is available for such a project.

*Importance:* . If successful, the project could set in motion additional cooperative projects between neighboring communities in the region. In addition, the industrial park would generate much-needed jobs.

#### 3. Expansion of the Town's Economic Target Area

*Overview:* In September 2007, the Town of North Andover received approval for the expansion of the regional Economic Target Area (ETA) identified as census tract #2531. Census tract #2531 includes the Davis & Furber Mill complex and the downtown area. The benefits to expanding the ETA and incorporating more of North Andover include the following: Tax Increment Financing (TIF) or Special Tax Assessment (STA) at the discretion of Town Meeting; Manufacturing Tax Credits; Abandoned Building Tax Deduction; Brownfields Tax Credit and Incentives (state and federal) and Solar Energy credits/preferences (state and federal); all of which will help retain existing businesses and promote new business growth in town. The Davis & Furber mill complex is the home of Converse footwear, Schneider Electric and Cambridge Soundworks. A small portion of the site is being developed using smart growth planning by creating a housing and retail component to compliment the commercial and office space.



## 5.0 Public Works Projects in the Merrimack Valley

### 5.10 Salisbury



Salisbury Beach

#### 1. Rabbit Road and Industrial Park Sewer Project

*Overview:* In October 2004, the Town was authorized to borrow \$5.4 million to add new sewer service to Old Elm Street, Rabbit Road, and Fanaras Drive, which is a private road connecting to Rabbit Road that contains an underdeveloped industrial park (the plan includes the Town taking over the private road), and design on the sewer project commenced. In May of 2006, the Town adopted a zoning change in the Rabbit Road area creating a Commercial C-4 District and in early 2007 the Selectmen authorized the installation of new sewer service on Rabbit Road and the Salisbury Industrial Park in order to aid business expansion. The project went out to bid in the fall and in the spring of 2008 the project broke ground.

#### 2. Beach District Revitalization

*Overview:* Consistent with the vision and goals of its updated Master Plan, Salisbury is advocating redevelopment for the Beach Center business district with the aim of revitalizing the area through a combination of zoning changes, to allow a comprehensive, master planned, mixed-use community. Some of the details that need to be worked out include: allowable building heights; amount and density of new condominiums to allow in the business district; the proper mix of seasonal and full-year residential units; and building design guidelines aimed at improving the aesthetics while referencing the area's past.

*Importance:* Creating a unifying plan and vision for Salisbury's Beach Center district is needed in order to reign in the unplanned condominium building boom that has occurred in the past few years, which is rapidly changing the character of the beach area. It is also needed to encourage business development and job growth, avoid environmental impacts improve infrastructure consistent with smart growth principles, and make the district more of a year-round destination, all of which would reduce costs and increase revenue for the town.

The recent efforts by Salisbury to create and pursue an overall strategy for the district has received strong support from residents and area business owners, who are concerned that market forces are permanently changing the character of the once-thriving beach community. Through smart planning, Salisbury can maintain and build on the entertainment assets of the beach district, even in the face of the recent trend toward high-end condo development. The bottom line goal is to find and maintain the right balance between residential, commercial, tourism, and entertainment development, while avoiding environmental impacts.

Another benefit of all the discussions regarding beach redevelopment is that they have served as a catalyst for Salisbury to engage in and smart-growth planning by encouraging new growth in an already densely developed section of Salisbury, thereby concentrating investment interest in the Town's established and intended commercial areas and preserving open space.

*Importance:* Lack of sewer is hurting the Town's ability to retain and attract new businesses to its industrial zone. Sewer expansion will create much-needed jobs and revenue for Salisbury. The industrial zone has great potential for expansion, due to its excellent location adjacent to I-95. The project would benefit not only Salisbury, but the region as a whole, due to its strong job growth potential.

*Importance:* Creating a unifying plan and vision for Salisbury's Beach Center district is needed in order to reign in the unplanned condominium building boom that has occurred in the past few years, which is rapidly changing the character of the beach area. It is also needed to encourage business development and job growth, avoid environmental impacts improve infrastructure consistent with smart growth principles, and make the district more of a year-round destination, all of which would reduce costs and increase revenue for the town.

## 5.0 Public Works Projects in the Merrimack Valley

### 5.10 Salisbury



*Scenic Salisbury*

#### 3. Rail Trail Development

*Overview:* Salisbury is actively working on expanding and improving the rail trail. Over the past several years, steady progress has been made in clearing sections of the trail, primarily thanks to the efforts of local volunteers and a commitment from the Timberland Company to provide dozens of staff to assist annually on Earth Day. Funds have been secured for the design of a section of the trail that runs from the Merrimack River to Mudnock Road and \$2 million in construction funds has been moved up on the region's TIP to the year 2009 to build the first section of the trail. In addition, the Salisbury Rail Trail Group applied for and received a grant from the Essex National Heritage Commission to install signs and markers to improve presentation of facts about nature and history, and put together brochures to show the routes and describe the trails. The trail system will eventually become part of the East Coast Greenway Alliance, a 2,600-mile route stretching from Florida to Maine.

The Town of Salisbury's Community Development Plan (approved unanimously at Town Meeting) identifies development of the rail trail as a high priority goal. Development of the rail trail has the support of the Board of Selectmen and the Town Manager.

*Importance:* The Salisbury Rail Trail is part of the Coastal Trails Coalition, which is working on connecting trails in Amesbury, Salisbury, Newburyport, and Newbury. Development of the trail will enhance tourism and recreational opportunities in Salisbury as well as in Newburyport, Amesbury, and Newbury through their connection to the trail, and will help bring more of a sense of unity between the neighboring towns. Development of the trail will likely aid small businesses catering to trail users, as has been the case with other rail trails.

## 6.0 Looking Forward



### Critical Themes

This action-oriented plan has been developed in concert with regional leaders from a broad group of private, public, and nonprofit organizations.

MVPC held a series of well-attended economic development strategy meetings this past year, focused on identifying responsible parties for the implementation of shared goals and objectives. Through this process, a number of collaborative efforts for both ongoing and potential projects were highlighted. In addition, key economic development themes critical to the enhancement of the regional economy were examined. Areas that were given high importance were: infrastructure development and enhanced marketing of priority economic growth centers; promoting energy efficiency and innovative green development; and strengthening the connection between workforce development and emerging industry needs. These critical themes will become the focal point of the regional CEDS, building upon the collaborative momentum developed over the past year.

### Federal Public Works Assistance

Through the development of the 2008 CEDS, projects listed in Chapter 5 ready for immediate attention and considered vital to the region were identified. The expansion of Northern Essex Community College (see p. 37), the redevelopment of the Morehouse Bakery Building (see p. 37-38), and the Salisbury Industrial Park sewer project (see p. 43) meet the criteria for EDA public works assistance, due to expected levels of private investment and job growth. Applications for EDA assistance are being prepared. Recently, EDA officials from Philadelphia visited the Merrimack Valley and were impressed with the potential of these projects, as well as others listed in Chapter 5. MVPC will continue to work with EDA and regional officials to identify projects that may be suitable for federal funding assistance.

### Conclusion

The Merrimack Valley is home to a number of visionary individuals and organizations enhancing the economic development landscape of the region through innovative practices in workforce development, housing, green technology, adaptive reuse, marketing, and community planning. Through the CEDS, MVPC aims to promote these efforts and to provide a forum for individuals and organizations from diverse backgrounds to collaborate on shared goals for the region. CEDS Committee meetings are held periodically and are open to the public. Those interested in promoting their work and collaborating on the economic development themes of the Merrimack Valley CEDS are encouraged to participate.

### **Merrimack Valley CEDS Committee Focus: 2008-2010**

- infrastructure development and enhanced marketing of priority economic growth centers
- promoting energy efficiency and innovative green development
- strengthening the connection between workforce development and emerging industry needs

**Applications for EDA public works assistance are being prepared for three vital projects in the region.**

**This document will be updated annually to reflect ongoing developments in the region. Updates will be available for download on [www.mvpc.org](http://www.mvpc.org).**

# Appendix A: Regional Resources



## A.1 Municipalities

### Amesbury Town Hall

62 Friend Street  
Amesbury, MA 01913  
978-388-8121  
<http://www.ci.amesbury.ma.us/>

### Andover Town Hall

36 Bartlet Street  
Andover, MA 01810  
978-623-8310  
<http://www.andoverma.gov/>

### Boxford Town Hall

7A Spofford Road  
Boxford, MA 01921  
978-887-6000  
<http://www.town.boxford.ma.us/>

### Georgetown Town Hall

1 Library Street  
Georgetown, MA 01833  
978-352-5755  
<http://www.georgetownma.gov/>

### Groveland Town Hall

183 Main Street  
Groveland, MA 01834  
978-556-7200  
<http://www.grovelandma.com/>

### Haverhill City Hall

4 Summer Street  
Haverhill, MA 01830  
978-374-2300  
<http://www.ci.haverhill.ma.us/>

### Lawrence City Hall

200 Common Street  
Lawrence, MA 01840  
978-620-3510  
<http://www.cityoflawrence.com/>

### Merrimac Town Hall

4 School Street

### Lawrence

Joe Fahey, Community and Economic Development Director  
[joe@ci.amesbury.ma.us](mailto:joe@ci.amesbury.ma.us)

Paul Materazzo, Director of Planning  
[planning@andoverma.gov](mailto:planning@andoverma.gov)

Nicholas Cracknell, Town Planner  
[ncracknell@georgetownma.gov](mailto:ncracknell@georgetownma.gov)

William Pillsbury, Community and Economic Development Director  
[wpillsbury@cityofhaverhill.com](mailto:wpillsbury@cityofhaverhill.com)

Susan Fink, Acting Community Development Director  
[sfink@cityoflawrence.com](mailto:sfink@cityoflawrence.com)

# Appendix A: Regional Resources



*Methuen*

## A.1 Municipalities

Merrimac, MA 01860

978-346-8862

<http://www.merrimac01860.info/>

### **Methuen City Hall**

41 Pleasant Street

Methuen, MA 01844

978-983-8560

<http://www.ci.methuen.ma.us/>

### **Newbury Town Hall**

25 High Road

Newbury, MA 01951

978-465-9241

<http://www.townofnewbury.org/>

### **Newburyport City Hall**

60 Pleasant Street

Newburyport, MA. 01950

978-465-4413

<http://www.cityofnewburyport.com/>

### **North Andover Town Hall**

120 Main Street

North Andover, MA 01845

978-688-9501

<http://www.townofnorthandover.com/>

### **Rowley Town Hall**

PO Box 275, 139 Main Street

Rowley, MA 01969

978-948-2705

<http://www.town.rowley.ma.us/>

### **Salisbury Town Hall**

5 Beach Road

Salisbury, MA 01952

978-465-2310

<http://www.salisburyma.gov/>

### **West Newbury Town Hall**

381 Main Street, West Newbury, MA 01985

978-363-1100

<http://www.town.west-newbury.ma.us/>

Karen Sawyer, Economic and  
Community Development Direc-  
tor

[kasawyer@ci.methuen.ma.us](mailto:kasawyer@ci.methuen.ma.us)

Nancy T. Colbert, Planning and  
Development Director

[plan-  
ning@cityofnewburyport.com](mailto:planning@cityofnewburyport.com)

Curt Bellavance, Community  
Development Director

[bcur-  
lan@townofnorthandover.com](mailto:bcurlan@townofnorthandover.com)

Chris Reilly, Economic Develop-  
ment Director

[creilly@salisburyma.gov](mailto:creilly@salisburyma.gov)

# Appendix A: Regional Resources

## A.2 Higher Education and Workforce Development



*Commuter Rail Line*

### **Cambridge College - Lawrence**

60 Island Street  
Lawrence, MA 01840  
800-877-4723  
<https://www.cambridgecollege.edu/lawrence/>

### **Merrimack College**

315 Turnpike Street  
North Andover, MA 01845  
978-837-5000  
<http://www.merrimack.edu/>

### **Northern Essex Community College**

-Haverhill Campus Address	-Lawrence Campus Address
100 Elliott Street	45 Franklin Street
Haverhill, MA 01830	Lawrence, MA 01841
978-556-3000	978-738-7000
<a href="http://www.necc.mass.edu/">http://www.necc.mass.edu/</a>	

### **University of Massachusetts Lowell**

One University Avenue  
Lowell, MA 01854  
978-934-4000  
<http://www.uml.edu/>

### **Merrimack Valley Workforce Investment Board (MVWIB)**

60 Island Street  
Lawrence, MA 01840  
978-682-7099  
<http://www.mvwib.org/>

### **ValleyWorks Career Center**

-Lawrence (Main office)	-Haverhill
439 South Union Street	Landmark Building
Building 2, Suite 106	80 Merrimack Street
Lawrence, MA 01843	Haverhill, MA 01830
978-722-7000	978-722-7000
<a href="http://www.valleyworks.cc/">http://www.valleyworks.cc/</a>	

Corporate & Community Education Center  
1600 Osgood Street  
North Andover, MA 01845  
978-659-1200

Fred Carberry, Executive Director  
[fcarberry@mvwib.org](mailto:fcarberry@mvwib.org)

## Appendix A: Regional Resources

### A.3 Community Groups and Heritage Preservation



*The Parson Barnard House,  
North Andover*

#### **Groundwork Lawrence**

60 Island Street  
Lawrence, MA 01840  
978-974-0770  
<http://www.groundworklawrence.org/>

Kate O'Brien, Executive Director  
[ko-brien@groundworklawrence.org](mailto:ko-brien@groundworklawrence.org)

#### **Lawrence CommunityWorks, Inc.**

168 Newbury Street  
Lawrence, MA 01841  
978 685-3115  
<http://www.lcworks.org/>

Bill Traynor, Executive Director  
[btraynor@lcworks.org](mailto:btraynor@lcworks.org)

#### **Essex National Heritage Commission**

221 Essex Street, Suite 41  
Salem MA 01970  
978-740-0444  
<http://www.essexheritage.com/>

[http://www.essexheritage.org/  
commission/comments.shtml](http://www.essexheritage.org/commission/comments.shtml)

#### **North of Boston Convention & Visitors Bureau**

17 Peabody Square  
Peabody, Massachusetts 01960  
978-977-7760  
<http://www.northofboston.org/>

[http://www.northofboston.org/  
request-info.php](http://www.northofboston.org/request-info.php)

#### **Essex County Greenbelt Association**

82 Eastern Avenue  
Essex, Massachusetts 01929  
978-768-7241  
<http://www.ecga.org/>

[ecga@ecga.org](mailto:ecga@ecga.org)

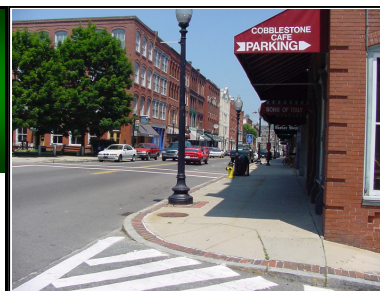
#### **The Trustees of Reservations - Northeast Region**

Long Hill  
572 Essex Street  
Beverly, MA 01915  
978-921-1944  
<http://www.thetrustees.org/>

[information@ttor.org](mailto:information@ttor.org)

# Appendix A: Regional Resources

## A.4 Chambers of Commerce



*Historic Downtown Haverhill*

### **Amesbury Chamber of Commerce & Industrial Foundation**

5 Market Square  
Amesbury, Massachusetts 01913  
978-388-3178  
<http://www.amesburymass.com/>

Stefanie McCowan, Executive Director  
[steffiemccowan@verizon.net](mailto:steffiemccowan@verizon.net)

### **Greater Haverhill Chamber of Commerce**

87 Winter Street  
Haverhill, MA 01830  
978-373-5663  
<http://www.haverhillchamber.com/>

James P. Jajuga, President/CEO  
[jjajuga@haverhillchamber.com](mailto:jjajuga@haverhillchamber.com)

### **Greater Newburyport Chamber of Commerce & Industry**

38R Merrimac Street  
Newburyport MA 01950  
978-462-6680  
<http://www.newburyportchamber.org/>

Ann Ormond, President  
[aormond@newburyportchamber.org](mailto:aormond@newburyportchamber.org)

### **Merrimack Valley Chamber of Commerce**

264 Essex Street  
Lawrence, Ma. 01840  
978-686-0900  
<http://www.merrimackvalleychamber.com/>

Joseph J. Bevilacqua, President/CEO  
[jjb@merrimackvalleychamber.com](mailto:jjb@merrimackvalleychamber.com)

### **Salisbury Chamber of Commerce**

P O Box 1000  
Salisbury, Massachusetts 01952  
978-465-3581  
<http://www.salisburychamber.com/>

Maria Miles, President  
[salisburychamber@aol.com](mailto:salisburychamber@aol.com)



# Appendix A: Regional Resources

## A.5 Regional Economic Development Planning/Assistance



### *Amesbury Development*

#### **Merrimack Valley Economic Development Council, Inc. (MVEDC)**

Heritage Place - 439 South Union Street

Lawrence, MA 01843

978-975-8787

<http://www.mvcouncil.com/>

Robert J. Halpin, President/CEO  
[rhalpin@mvcouncil.com](mailto:rhalpin@mvcouncil.com)

#### **Merrimack Valley Planning Commission (MVPC)**

160 Main Street

Haverhill, MA 01830

978-374-0519

<http://www.mvpc.org/>

Dennis DiZoglio, Executive Director  
[ddizoglio@mvpc.org](mailto:ddizoglio@mvpc.org)

#### **Massachusetts Office of Business Development - Northeastern Office (MOBD)**

29 South Canal Street, Suite 107

Lawrence, MA 01843

978-970-1193

<http://www.mass.gov/?pageID=echedhomepage&L=1&L0=Home&sid=Ehed>

Peter Milano, Senior Regional Director  
[peter.milano-sea@state.ma.us](mailto:peter.milano-sea@state.ma.us)

#### **MassDevelopment - Northeastern Office**

29 South Canal Street, Suite 107

Lawrence, MA 01843

978-459-6100

<http://www.massdevelopment.com/>

<http://www.massdevelopment.com/contact/index.aspx>

# Appendix B: Federal and State Economic Development Assistance

## B.1 Federal Assistance

This section provides information on grant and tax incentive programs that may be suitable for Merrimack Valley businesses and communities.

### Federal Grants

#### A. Economic Development Administration

The Economic Development Administration (EDA) of the U.S. Department of Commerce offers a number of grants for the purpose of creating and retaining jobs, targeted to local governments and nonprofit organizations in "highly distressed" areas of the country. There are a number of ways for an area to be considered "distressed," but generally, an area needs to have an unemployment rate at least 1% above the national average for the last 24 months; a per capita income of not more than 80% of the national average; or a sudden, large displacement of jobs.

It is important to note that the size of the area that EDA will consider is flexible, meaning that if the immediate area of a proposed project is too well-off to qualify as distressed, the boundaries of the area can expand to include neighboring communities that do qualify, so long as the applicant can show that the project will provide employment opportunities for workers from the distressed community and that these workers would have a reasonable ability to commute to the location.

**Public Works Grant:** This is an infrastructure grant, used for the development of roads, water/sewer lines, treatment plants, telecommunications, bridges, or port facilities, which service an industrial or commercial area; the rehabilitation of industrial or commercial buildings; or a new industrial or commercial building construction. All property improved or created by the grant must be owned by the public or nonprofit entity.

**Economic Adjustment Grant:** This grant is similar to the Public Works Grant, except that its aim is broader and is targeted towards areas that have experienced a sudden, large loss of jobs. In addition to infrastructure projects, this grant may be used for the creation of a strategic plan.

**Technical Assistance Grant:** Local governments and nonprofits typically use this grant to hire a consultant service to perform a feasibility study or to devise innovative programs leading to economic development. This grant is flexible and can support a number of different types of studies and programs. For example, a community that would like to boost its tourism industry could use the grant to prepare a tourism development strategy, or sponsor an economic development conference that focuses on the tourism industry.

[www.eda.gov](http://www.eda.gov)

In order for a project to be considered by EDA for a Public Works Grant, the project must be listed in the regional Comprehensive Economic Development Strategy (CEDS)—**please see Chapter 5 for Merrimack Valley project listings**. If an economic development project is not listed in the CEDS, the project—through an EDA-approved addendum to the CEDS—may be added at any time during the year.

# Appendix B: Federal and State Economic Development Assistance

## B.1 Federal Assistance

### B. Environmental Protection Agency

The U.S. Environmental Protection Agency (EPA) offers a number of grants dealing with brownfields and smart growth planning.

[www.epa.gov](http://www.epa.gov)

**Brownfields Program:** EPA offers local communities various grant opportunities for assessing and cleaning up brownfield properties. In addition, EPA offers a job training grant, which provides funding to train local residents for employment in a number of careers involved with brownfields restoration.

<http://www.epa.gov/brownfields/>

<http://www.epa.gov/ne/brownfields/index.html>

**Smart Growth Program:** EPA provides grants to localities to help them incorporate smart growth into planning, revitalization, and/or redevelopment efforts. The grants are targeted towards projects that feature innovative community actions that can be replicated across the country.

<http://www.epa.gov/smartgrowth/index.htm>

### Federal Tax Incentives

In 2002, the **City of Lawrence**—through the U.S. Department of Housing and Urban Development—had a large section of its downtown designated as a Renewal Community Zone, one of only 40 in the entire nation, which qualifies the area for significant economic aid in the form of wage credits, tax deductions, capital gains exclusions, and bond financing to stimulate economic development and job growth.

**HUD's Renewal Community Initiative**

<http://www.hud.gov/offices/cpd/economicdevelopment/programs/rc/index.cfm>

# Appendix B: Federal and State Economic Development Assistance

## B.2 State Assistance

### State Business Assistance

The place for businesses to go is the **Massachusetts Business Resource Team**, a one-stop location for all the state's business assistance resources. Businesses no longer have to go hunting for information on state assistance programs; all they need to do is contact the Business Resource Team, answer a few basic questions, and the Business Resource Team will do all the work matching the company's needs with the available state programs.

**Massachusetts Historic Rehabilitation Tax Credit:** Under this program, a certified rehabilitation project on an income-producing property is eligible to receive up to 20% of the cost of certified rehabilitation expenditures in state tax credits. There is an annual cap, so there are selection criteria that ensure the funds are distributed to the projects that provide the most public benefit. **The Massachusetts Historical Commission** certifies the projects and allocates available credits.

<http://www.sec.state.ma.us/mhc/mhctax/taxidx.htm>

### State Assistance to Municipalities

#### **A. Massachusetts Executive Office of Housing and Economic Development (EOHED)**

**Massachusetts Opportunity Relocation and Expansion (MORE) Jobs Capital Program:** The Massachusetts Opportunity Relocation and Expansion (MORE) Jobs Capital Program provides grant funding for public infrastructure improvements needed to support business expansion in the Commonwealth of Massachusetts. The purpose of the program is to stimulate job creation and economic growth across the state by providing the public infrastructure developments companies need. MORE was established in an economic stimulus bill and signed into law on June 24, 2006 (Chapter 123 of the Acts of 2006). For more information, visit the EOHED website.

#### **B. Massachusetts Office of Business Development (MOBD)**

**Economic Development Incentive Program:** To stimulate business growth and foster job creation, the state has created the Economic Development Incentive Program (EDIP), designed to attract and retain businesses in specific Economic Target Areas (ETAs). An ETA is three or more contiguous census tracts, in one or more municipalities, meeting one of nine criteria

**The Massachusetts Business Resource Team**

<http://www.mass.gov/?pageID=chedhomepage&L=1&L0=Home&sid=Ehed>

<http://www.mass.gov/?pageID=chedhomepage&L=1&L0=Home&sid=Ehed>

<http://www.mass.gov/?pageID=chedhomepage&L=1&L0=Home&sid=Ehed>

# Appendix B: Federal and State Economic Development Assistance

## B.2 State Assistance

for economic need. There are ETAs throughout the Commonwealth. An Economic Opportunity Area (EOA) is an area, or several areas, within a designated ETA of particular need and priority for economic development. These areas are selected by the individual communities, and must meet one of four statutory criteria for designation.

**Tax Increment Financing:** Tax Increment Financing (TIF) allows municipalities to provide flexible targeted incentives to stimulate job-creating development. The TIF Plan, completed by the municipality, describes proposed public and private investment in the TIF Zone, and is agreed upon by the municipality and all the private owners in the TIF Zone. The municipality and the prospective Certified Project candidate agree to a property tax exemption based on a percentage of the value added through new construction or significant improvement for a period of no less than five and no more than twenty years.

**District Improvement Financing:** The District Improvement Financing (DIF) Program is a public financing alternative available to all cities and towns in the Commonwealth. It enables municipalities to fund public works, infrastructure, and development projects by allocating future, incremental tax revenues collected from a predefined district to pay project costs. To make this work, a municipality must first define the district and document a development program describing, among other things, how the DIF will encourage increased residential, commercial, and industrial activity within the district. It must also detail the project improvements, financing plans, and community benefits. Next, after the local public hearings and approvals, the municipality must submit an application to the state Economic Assistance Coordinating Council (EACC) for final approval prior to implementing the program.

### C. Massachusetts Executive Office of Transportation (EOT)

[www.eot.state.ma.us](http://www.eot.state.ma.us)

**Public Works Economic Development Program (PWED):** In short, PWED was created to assist municipalities in funding transportation infrastructure that will stimulate economic development. For a detailed explanation of the program and its application requirements, visit the address: <http://www.eot.state.ma.us/default.asp?pgid=../eot/content/EOTGrantsPWED&sid=about>

# Appendix B: Federal and State Economic Development Assistance

## B.2 State Assistance

### D. Massachusetts Department of Housing and Community Development (DHCD)

Through the Division of Community Services, DHCD offers a wide array of comprehensive community planning programs and grants.

<http://www.mass.gov/>

<http://www.mass.gov/?pageID=chedtopic&L=2&L0=Home&L1=Community+Development&sid=Ehed>

<http://www.mass.gov/?pageID=chedhomepage&L=1&L0=Home&sid=Ehed>

**Massachusetts Downtown Initiative:** DHCD's Massachusetts Downtown Initiative (MDI) offers a range of services and assistance to communities seeking help on how to revitalize their downtowns. The primary mission of the MDI is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth. MDI's guiding principles are that the most effective approach to downtown revitalization is a holistic one; that it addresses economic and community development needs; and that it provides a framework of interrelated activities that promote positive change in a downtown to keep it healthy and prosperous.

**Business Improvement Districts:** Business Improvement Districts (BID) are special assessment districts in which property owners vote to initiate, manage and finance supplemental services or enhancements above and beyond the baseline of services already provided by their local city or town governments. A special assessment, or common area fee, is levied only on property within the district. The assessments are collected and expended within the district for a range of services and/or programs, including marketing and public relations, improving the downtown marketplace or city/town center, capital improvements, public safety enhancements, and special events. A BID creates a stable local management structure that provides a sustainable funding source for the revitalization and long-term maintenance of downtowns and city/town centers. The goal of a BID is to improve a specific commercial area by attracting customers, clients, shoppers and other businesses.

**Chapter 40R:** The Smart Growth Zoning and Housing Production Act, more commonly referred to as Chapter 40R, encourages mixed-income housing production in smart growth locations by providing flexible funding to municipalities that establish zoning overlay districts that satisfy certain minimum thresholds pertaining to location, residential density and affordability.

# Appendix B: Federal and State Economic Development Assistance

## B.2 State Assistance

### E. Massachusetts Executive Office of Energy and Environmental Affairs (EOEEA)

[www.mass.gov/envir](http://www.mass.gov/envir)

**Smart Growth Technical Assistance Program:** EOEEA offers Smart Growth Technical Assistance Grants in support of the agency's efforts to implement land use regulations that are consistent with Massachusetts' sustainable development principles.

### F. Massachusetts Bay Transportation Authority (MBTA)

[www.mbta.com](http://www.mbta.com)

**Transit-Oriented Development:** Transit-oriented development (TOD) is compact, walkable development around transit stations. Generally including a mix of uses such as housing, shopping, employment, and recreational facilities—TOD is designed with transit and pedestrians as high priorities, making it possible for visitors and residents to move around without complete dependence on a car.

Numerous MBTA properties located at or near T stations are involved in the **TOD Program on MBTA Surplus Property**. The MBTA work with local communities to use surplus MBTA land near transit stations to catalyze high-quality, transit-oriented development. The program provides technical assistance for outreach, planning, marketing, and RFP development.

### G. MassDevelopment

[www.massdevelopment.com](http://www.massdevelopment.com)

MassDevelopment employs a wide range of financial tools, such as development funds, tax-exempt bonds, and a variety of loan and guarantee programs, to help meet the various financial needs of businesses, nonprofits, and public entities.

### H. Massachusetts Technology Collaborative

The Massachusetts Technology Collaborative is the state's development agency for renewable energy and the innovation economy. MTC administers the John Adams Innovation Institute and the Renewable Energy Trust.

[www.mtpc.org](http://www.mtpc.org)

**John Adams Innovation Institute Fund:** The \$15 million Fund supports regional technology-based economic development initiatives across the Commonwealth. Grants are provided to public and not-for-profit organizations to enable them to undertake initiatives that are intended to create and maintain a favorable environment for the establishment, attraction, retention and expansion of technology-intensive businesses.

◆ **Priority Grants** – early stage, small to medium scale technology-based

# Appendix B: Federal and State Economic Development Assistance

## B.2 State Assistance

projects that can move a region or an economic cluster forward. Fundable projects will advance opportunities for the development, retention and growth of regional employment in technology-based economic sectors. Amounts: range \$25K to \$150K

- ◆ **Project Grants** – new and unique technology-based economic development projects that will enhance the competitiveness of a specified technology sector within a given region. Amount: up to \$500K
- ◆ **Infrastructure Grants** – large-scale, competitive awards for the purpose of catalyzing exceptional opportunities to grow/expand a specified technology-based economic sector. Amount: up to \$2M

### **John Adams Innovation Institute's Research Center Matching Fund:**

The \$20 million Research Center Matching Fund supports efforts to enable university-based research centers to develop and transfer technology to industry in the Commonwealth.

**Renewable Energy Trust:** MTC's Renewable Energy Trust has an array of programs that address energy use at public facilities, as well as a program that helps communities explore the possibility of installing wind turbines on public land.

- ◆ **Green Schools Initiative** – [http://masstech.org/renewableenergy/green\\_schools.htm](http://masstech.org/renewableenergy/green_schools.htm)
- ◆ **Commonwealth Solar** – <http://www.masstech.org/solar/>
- ◆ **Large Onsite Renewables Initiative** – [http://masstech.org/renewableenergy/large\\_renewables.htm](http://masstech.org/renewableenergy/large_renewables.htm)
- ◆ **Small Renewables Initiative** – [http://masstech.org/renewableenergy/small\\_renewables.htm](http://masstech.org/renewableenergy/small_renewables.htm)
- ◆ **Clean Energy Choice®** – <http://www.masstech.org/CleanEnergyOrg/index.htm>
- ◆ **Community Wind Collaborative** – [http://www.mtpc.org/renewableenergy/Community\\_Wind/index.htm](http://www.mtpc.org/renewableenergy/Community_Wind/index.htm)
- ◆ **Predevelopment Financing Initiative** – <http://www.mtpc.org/renewableenergy/predevelop.htm>



## Appendix C: CEDS Development and Assessment

### C.1 Development

The Merrimack Valley Comprehensive Economic Development Strategy (CEDS) has been completely revised for 2008. It features a new vision of goals, objectives, and action plan. The CEDS vision is revised once every five years, however, CEDS performance reports are produced annually. The performance report tracks the progress of the implementation of the CEDS and updates information where needed—in essence, making the CEDS a “living” document.

Based on public feedback, this document has been structured to maximize reader-friendliness. One of the difficult challenges of any new planning effort is maintaining its early momentum. With this in mind, we have limited the use of “heavy,” bureaucratic language in order to support forward-thinking action. The goal is for the CEDS to become a strong resource for the region that is continuously used and referenced.

This action-oriented document has been developed in concert with regional leaders from a broad group of public, private, and nonprofit organizations. MVPC held a series of economic development strategy meetings this past year, focused on identifying responsible parties for the implementation of shared goals and objectives. Through this process, a number of collaborative efforts for both ongoing and potential new projects were highlighted. Key economic development themes critical to the enhancement of the regional economy were examined.

In addition to the CEDS Committee “visioning” meetings, MVPC maintained an open line of communication with the public throughout the development process. Draft documents were placed on MVPC’s website, as well as all area libraries for public review. MVPC staff regularly met one-on-one with leaders in the private, public, and non-profit sectors to further discuss the CEDS process and economic development prospects for the region. These meetings involved both members and nonmembers of the CEDS Committee. In addition, MVPC worked closely with the communities to ensure that the CEDS vision aligned with existing Master Plans and Community Development Plans and also in updating the CEDS Public Works project list. Finally, MVPC reviewed recent economic development studies produced by leading state think tanks to incorporate the most up-to-date statewide analysis, and produced a data assessment of the region’s existing conditions in terms of population, labor force, industry, housing, land use, and transportation network.

The 2008 CEDS was presented at MVPC’s June 2008 Commission meeting and was approved by the Commissioners.

### C.2 Assessment

MVPC will produce annual performance reports to measure the effectiveness of the 2008 CEDS. The performance reports will track the progress of the implementation of the action plan and will update the CEDS supporting information where needed (existing conditions, economic development studies, website/email links, etc...) Performance Measures will track the progress of CEDS focus areas going forward. These focus areas include: marketing and infrastructure improvements at priority growth centers; employment growth; regional energy efficiency and green development initiatives; and education/training gains.

# Appendix C: CEDS Development and Assessment

## C.2 Assessment

Population, labor force, and industry databases from federal and state sources will be used to assist the performance assessment where appropriate.

In addition to the self-assessment, MVPC will team up with the Center for Urban and Regional Policy (CURP) at Northeastern University in order to include an additional outside assessment of not only our CEDS process, but the performance of our economic development district as well. CURP has proposed to build on the practical set of assessment tools recently developed for local governments by expanding its use out to economic development districts. MVPC has agreed to offer assistance to CURP in their development of this assessment tool. CURP has stated that they will work with the National Association of Industrial and Office Properties and CoreNET Global to survey location specialists around the country to determine location factors that influence the choice of sites within regions for attracting, growing, and retaining firms. CURP will analyze the relative weights of each of the location factors. These will be used to create a tool for regional economic development districts to assess their readiness to meet the needs of firms in their location decisions.

MVPC strongly supports this initiative, as we believe this tool will greatly enhance our ability to assess our progress in meeting the goals of our CEDS and in evaluating our region's readiness to meet the needs of firms in their location decisions; thus, improving our ability to promote economic growth in the region.

## C.3 Merrimack Valley SWOT Overview

### **i. Competitive Strengths**

The Valley's primary strengths lie in its strategic location, competitive business and labor costs, economic base, and high quality of life. The main competitive strengths of the Merrimack Valley as a location for business and industry are shown in the chart on the following page.

***Transportation and Accessibility:*** Perhaps the leading strength of the Merrimack Valley is its strategic location along the Route 495 North corridor between two intersecting radial interstate highways, I-95 and I-93. The area's excellent access to skilled labor and to materials has drawn large technology-intensive firms that have anchored the spin-off of new, high growth start-ups and have attracted related firms from outside of the region.

***Business Costs:*** With the saturation of the Route 128 beltway and the rising costs of inner areas, business costs are lower in the Merrimack Valley than in many competing locations. Real estate costs are significantly lower in the region than in inner and more central areas. Rents and land prices are similar to other locations in the outer suburban ring.

***Labor Costs:*** Labor costs, as well, are lower than those of the state as a whole.

***Environment:*** Relative affordable housing (compared to areas closer to Boston) contributes to the Merrimack Valley's high quality of life, as do the area's many recreational opportunities and its access to

# Appendix C: CEDS Development and Assessment

## C.3 Merrimack Valley SWOT Overview

the mountains, rivers, parks, woods, lakes, and to the coast.

**Economic Base:** The economic base has been diversified significantly since the days of textiles and footwear, but there are still healthy smatterings of traditional industries along with high-growth potential new firms in new technology-serving sectors. This trend has gained momentum recently and has attracted numerous firms in these sectors. Even as services have grown, the manufacturing base is still strong.

### Competitive Strengths of the Merrimack Valley Region

#### Location

- Proximity of Boston research and labor pool
- Proximity of rapidly growing Southern New Hampshire

#### Transportation and Accessibility

- Access to 495 Corridor and located between two radial highways
- Served by mass transit and commuter rail
- Close to two major airports

#### Economic Base

- Presence of established technology firms (Lucent, Raytheon, Wyeth) has anchored spin off in high growth start-ups and has attracted related firms from other regions
- Evolving innovation cluster
- Strong manufacturing base and favorable future outlook
- Andover high-tech success story

#### Cost Competitiveness

- Lower labor costs than state average
- Lower cost real estate than 128 belt
- Housing prices lower than Boston area prices
- Affordable space in mill buildings

#### Labor Market

- Higher than average unemployment rate and untapped labor force participation means greater labor supply
- Optimistic forecasts for future growth in high- and low-skilled occupations and in diverse industries

## Appendix C: CEDS Development and Assessment

### C.3 Merrimack Valley SWOT Overview

#### ii. Competitive Weaknesses

The weaknesses of the Merrimack Valley in terms of sustaining its economic growth are listed on the chart on the next page. Most of the weaknesses are related to the region's potential lack of available sites and buildings to retain expanding companies and to attract new investment into the region.

**Site Inventory:** A current, accurate regional inventory of available sites and buildings is fundamental to promoting the Merrimack Valley. The current information on sites and buildings through the “Means Business” websites are the best information available and includes all industrial sites and buildings, not just those currently available. However, no resources are available for updating this information, which could result in an outdated inventory.

**Available Sites:** Research has shown that having a good supply of available units in a variety of ranges gives an area a distinct competitive advantage in attracting and retaining industry. There are many industrial sites in the Merrimack Valley and opportunities exist to create new sites of over 100 acres. These sites, however, will need access improvements and sewer service before they are ready for use. In addition, an analysis needs to be done to determine whether the Valley needs more incubator space in order to nurture start-ups and/or help existing small businesses expand.

**Renovation of Mill Buildings:** Although there are additional mill buildings that could be renovated for use as commercial and industrial space, renovating mill buildings has proved challenging. One challenge is that mill sites often lack adequate parking facilities. In addition, difficulties arise from the multi-story nature of mill buildings. Uses on the upper stories must generally be limited to office, rather than industrial or warehouse use, which requires a higher level of investment in finishes and in installation of elevators. Finally, environmental cleanup costs can be daunting.

**Perception of Lawrence:** Lingering fears of doing business in Lawrence still exist, due to perceptions of security issues and inconsistent support. However, developers who have actually undertaken mill renovation projects in Lawrence report that the city has been extremely cooperative and quick in granting the required permits. The city has been addressing the issues of perception and has undertaken a number of programs.

**Investment Pattern:** The uneven pattern of investment in the Merrimack Valley is another area of concern. Investment—particularly in high-growth, technology-intensive industries—has tended to cluster in the southwestern Valley, in the vicinity of I-93.

**Skilled Labor:** Another concern is the tight supply of skilled labor in technology, health care, and engineering sectors. This is a statewide and national problem as well. It is somewhat abated by the area's location within the Eastern Massachusetts higher education complex.

# Appendix C: CEDS Development and Assessment

## C.3 Merrimack Valley SWOT Overview

### Competitive Weaknesses of the Merrimack Valley Region

#### Sites and Buildings

- Limited resources available for updating the regional inventory of sites
- High renovation costs and parking shortages at mill buildings

#### Labor Market

- Tight supply of skilled labor

#### Development Patterns

- Uneven investment patterns, with concentration of high growth industries near I-93

#### Environment and Infrastructure

- Lingering perceptions of a difficult business climate in Lawrence where much potential business space is located

### iii. Opportunities

The Merrimack Valley region has strong potential for new economic development, much of which is outlined in the CEDS vision (Chapter 4) and public works list (Chapter 5.)

**Strategic Opportunities:** The major strategic opportunity facing the region is the chance to expand the course of high technology investment, specifically along the Merrimack River and Route 495. The natural progression of investment has moved outward from Cambridge and from the Route 128 belt out Routes 2 and 3 and in particular along I-93 into Andover, North Andover, and Methuen. From I-93, investment could spread further on I-495 across the Merrimack Valley, or it could continue northward up Routes 3 and 93 into New Hampshire.

**Mill Buildings and Industrial Parks:** Many mill buildings have been, or are in the process of being redeveloped. However, many more remain. In addition, through infrastructure enhancement, several existing and proposed industrial parks in the region could attract significant new business investment.

**Tourism:** There are significant opportunities to further develop tourism in the region.

**Labor Supply:** Increased marketing of the region's diverse labor pool. The region has excellent resources for workforce training: Northern Essex Community College, Cambridge College, and the Workforce Investment Board.

**Cultural Diversification:** The multicultural nature of the region's population presents an opportunity to promote cultural diversification and understanding and forward-thinking business opportunities.

# Appendix C: CEDS Development and Assessment

## C.3 Merrimack Valley SWOT Overview

### iv. Threats

***Pace and Style of Development:*** Perhaps the greatest threat facing the region is the rate of uncontrolled development, which, though welcome in terms of its impact on jobs and income in the area, is outpacing local capacity for planning and provision of adequate infrastructure to support new growth. The lack of large, available sites may serve as a check on future encroachment on the greenbelt, but growth management policies need to be promoted before development outpaces infrastructure. Small communities in the region are feeling the pressure for additional residential growth, which may be fiscally unsustainable. Traffic capacity is limited and the extent to which new road investment will occur is unknown. Congestion and sprawl development threaten the quality of life that is one of the region's greatest assets.

***Over-Dependence on Technology:*** The demise of Lucent Technologies in the region is a good example of how much impact one business can have on the well being of an area and the dangers of relying too heavily on a particular industry.

#### Competitive Threats facing the Merrimack Valley

##### **Sprawl Development**

- Rapid development will outpace infrastructure, reducing the quality of life
- Small towns under pressure from large-scaled residential development

##### **Economic Base**

- Traditional vulnerability to economic cycles
- Over dependence on Technology, Defense sectors

##### **Competitiveness**

- Rapidly rising costs of real estate, housing, and labor may diminish cost competitiveness
- Competition from New Hampshire's business incentives, income and sales tax policies, cheaper labor/housing, and larger supply of shovel-ready sites.

# Appendix D: Detailed Statistics

## D.1 Total Population: 1980 - 2007

	CENSUS 1980	CENSUS 1990	CENSUS 2000	Estimate 2001	Estimate 2002	Estimate 2003	Estimate 2004	Estimate 2005	Estimate 2006	Estimate 2007
Amesbury	13,971	14,997	16,450	16,630	16,656	16,639	16,568	16,477	16,441	16,429
		7.34%	9.69%	1.09%	0.16%	-0.10%	-0.43%	-0.55%	-0.22%	-0.07%
Andover	26,370	29,151	31,247	32,362	32,451	32,445	32,544	32,715	33,276	33,284
		10.55%	7.19%	3.57%	0.28%	-0.02%	0.31%	0.53%	1.71%	0.02%
Boxford	5,374	6,266	7,921	8,109	8,159	8,164	8,137	8,093	8,077	8,074
		16.60%	26.41%	2.37%	0.62%	0.06%	-0.33%	-0.54%	-0.20%	-0.04%
Georgetown	5,687	6,384	7,377	7,632	7,693	7,772	7,880	7,959	8,060	8,147
		12.26%	15.55%	3.46%	0.80%	1.03%	1.39%	1.00%	1.27%	1.08%
Groveland	5,040	5,214	6,038	6,087	6,204	6,301	6,405	6,541	6,727	6,923
		3.45%	15.80%	0.81%	1.92%	1.56%	1.65%	2.12%	2.84%	2.91%
Haverhill	46,865	51,418	58,969	59,551	59,635	60,062	59,874	59,640	59,811	59,902
		9.72%	14.69%	0.99%	0.14%	0.72%	-0.31%	-0.39%	0.29%	0.15%
Lawrence	63,175	70,207	72,043	72,130	71,969	71,638	71,129	70,593	70,229	70,066
		11.13%	2.62%	0.12%	-0.22%	-0.46%	-0.71%	-0.75%	-0.52%	-0.23%
Merrimac	4,451	5,166	6,138	6,227	6,268	6,273	6,256	6,296	6,352	6,425
		16.06%	18.82%	1.45%	0.66%	0.08%	-0.27%	0.64%	0.89%	1.15%
Methuen	36,701	39,990	43,789	44,311	44,480	44,503	44,389	44,157	43,987	43,979
		8.96%	9.50%	1.19%	0.38%	0.05%	-0.26%	-0.52%	-0.38%	-0.02%
Newbury	4,529	5,623	6,717	6,810	6,839	6,824	6,815	6,931	6,911	6,926
		24.16%	19.46%	1.38%	0.43%	-0.22%	-0.13%	1.70%	-0.29%	0.22%
Newburyport	15,900	16,317	17,189	17,346	17,483	17,425	17,375	17,239	17,198	17,144
		2.62%	5.34%	0.91%	0.79%	-0.33%	-0.29%	-0.78%	-0.24%	-0.31%
North Andover	20,129	22,792	27,202	26,863	27,042	27,030	26,983	26,889	27,034	27,637
		13.23%	19.35%	-1.25%	0.67%	-0.04%	-0.17%	-0.35%	0.54%	2.23%
Rowley	3,867	4,452	5,500	5,553	5,565	5,581	5,662	5,786	5,839	5,839
		15.13%	23.54%	0.96%	0.22%	0.29%	1.45%	2.19%	0.92%	0.00%
Salisbury	5,973	6,882	7,827	7,925	7,952	7,978	8,075	8,200	8,386	8,521
		15.22%	13.73%	1.25%	0.34%	0.33%	1.22%	1.55%	2.27%	1.61%
West Newbury	2,861	3,421	4,149	4,202	4,236	4,246	4,253	4,262	4,260	4,269
		19.57%	21.28%	1.28%	0.81%	0.24%	0.16%	0.21%	-0.05%	0.21%
Region Total	260,893	288,280	318,556	321,738	322,632	322,881	322,345	321,778	322,588	323,565
		10.50%	10.50%	1.00%	0.28%	0.08%	-0.17%	-0.18%	0.25%	0.30%
Massachusetts	5,737,037	6,016,425	6,349,097	6,407,631	6,431,788	6,438,510	6,433,676	6,429,137	6,434,389	6,449,755
		4.87%	5.53%	0.92%	0.38%	0.10%	-0.08%	-0.07%	0.08%	0.24%

Data Source: U.S. Census Bureau

# Appendix D: Detailed Statistics

## D.2 Population by Gender and Race: 2000

	Total Population	Male		Female		White		Black or African American		American Indian and Alaska Native	
<b>Mass.</b>	6,349,097	3,058,816	48.2%	3,290,281	51.8%	5,367,286	84.5%	343,454	5.4%	15,015	0.2%
<b>Essex Co.</b>	723,419	346,421	47.9%	376,998	52.1%	625,320	86.4%	18,777	2.6%	1,694	0.2%
<b>MVPC Region</b>	318,556	152,941	48.1%	165,615	51.9%	264,692	83.1%	6,295	2.0%	982	0.3%
<b>Amesbury</b>	16,450	7,932	48.2%	8,518	51.8%	15,988	97.2%	105	0.6%	37	0.2%
<b>Andover</b>	31,247	15,050	48.2%	16,197	51.8%	28,621	91.6%	234	0.7%	19	0.1%
<b>Boxford</b>	7,921	3,939	49.7%	3,982	50.3%	7,713	97.4%	27	0.3%	9	0.1%
<b>Georgetown</b>	7,377	3,663	49.7%	3,714	50.3%	7,268	98.5%	11	0.1%	10	0.1%
<b>Groveland</b>	6,038	2,992	49.6%	3,046	50.4%	5,941	98.4%	21	0.3%	8	0.1%
<b>Haverhill</b>	58,969	27,984	47.5%	30,985	52.5%	52,878	89.7%	1,419	2.4%	129	0.2%
<b>Lawrence</b>	72,043	34,439	47.8%	37,604	52.2%	35,044	48.6%	3,516	4.9%	583	0.8%
<b>Merrimac</b>	6,138	2,988	48.7%	3,150	51.3%	6,032	98.3%	24	0.4%	7	0.1%
<b>Methuen</b>	43,789	20,967	47.9%	22,822	52.1%	39,126	89.4%	591	1.3%	97	0.2%
<b>Newbury</b>	6,717	3,254	48.4%	3,463	51.6%	6,604	98.3%	25	0.4%	9	0.1%
<b>Newburyport</b>	17,189	7,982	46.4%	9,207	53.6%	16,864	98.1%	73	0.4%	21	0.1%
<b>N. Andover</b>	27,202	13,099	48.2%	14,103	51.8%	25,481	93.7%	196	0.7%	14	0.1%
<b>Rowley</b>	5,500	2,720	49.5%	2,780	50.5%	5,411	98.4%	13	0.2%	14	0.3%
<b>Salisbury</b>	7,827	3,863	49.4%	3,964	50.6%	7,635	97.5%	32	0.4%	24	0.3%
<b>W. Newbury</b>	4,149	2,069	49.9%	2,080	50.1%	4,086	98.5%	8	0.2%	1	0.0%

	Asian		Native and Other Pacific Islander		Other		Persons of Two or More Races		Hispanic Origin (of any Race)	
<b>Mass.</b>	238,124	3.8%	2,489	0.0%	236,724	3.7%	146,005	2.3%	428,729	6.8%
<b>Essex Co.</b>	16,916	2.3%	288	0.0%	44,877	6.2%	15,547	2.1%	79,871	11.0%
<b>MVPC Region</b>	7,104	2.2%	123	0.0%	31,753	10.0%	7,607	2.4%	54,253	17.0%
<b>Amesbury</b>	95	0.6%	4	0.0%	40	0.2%	181	1.1%	156	0.9%
<b>Andover</b>	1,791	5.7%	11	0.0%	262	0.8%	309	1.0%	567	1.8%
<b>Boxford</b>	96	1.2%	2	0.0%	23	0.3%	51	0.6%	67	0.8%
<b>Georgetown</b>	31	0.4%	-	0.0%	23	0.3%	34	0.5%	47	0.6%
<b>Groveland</b>	36	0.6%	-	0.0%	5	0.1%	27	0.4%	28	0.5%
<b>Haverhill</b>	801	1.4%	18	0.0%	2,536	4.3%	1,188	2.0%	5,174	8.8%
<b>Lawrence</b>	1,910	2.7%	71	0.1%	26,418	36.7%	4,501	6.2%	43,019	59.7%
<b>Merrimac</b>	17	0.3%	-	0.0%	18	0.3%	40	0.7%	55	0.9%
<b>Methuen</b>	1,040	2.4%	5	0.0%	2,131	4.9%	799	1.8%	4,221	9.6%
<b>Newbury</b>	30	0.4%	1	0.0%	19	0.3%	29	0.4%	61	0.9%
<b>Newburyport</b>	105	0.6%	2	0.0%	27	0.2%	97	0.6%	151	0.9%
<b>N. Andover</b>	1,078	4.0%	2	0.0%	201	0.7%	230	0.8%	541	2.0%
<b>Rowley</b>	25	0.5%	-	0.0%	15	0.3%	22	0.4%	47	0.9%
<b>Salisbury</b>	27	0.3%	7	0.1%	20	0.3%	82	1.0%	92	1.2%
<b>W. Newbury</b>	22	0.5%	-	0.0%	15	0.4%	17	0.4%	27	0.7%

Data Source: 2000 Census



# Appendix D: Detailed Statistics

## D.3 Educational Attainment and Language Proficiency: 2000

	Total	Less than 9th grade		9th to 12th grade, no diploma		High school graduate		Some college		Associate	
<b>Massachusetts</b>	4,273,275	247,556	5.8%	403,537	9.4%	1,165,489	27.3%	730,135	17.1%	308,263	7.2%
<b>Essex County</b>	487,103	28,862	5.9%	46,105	9.5%	136,744	28.1%	86,102	17.7%	37,065	7.6%
<b>MVPC Region</b>	207,248	14,944	7.2%	21,608	10.4%	55,794	26.9%	35,526	17.1%	15,385	7.4%
<b>Amesbury</b>	11,158	399	3.6%	981	8.8%	3,556	31.9%	2,263	20.3%	1,011	9.1%
<b>Andover</b>	20,897	379	1.8%	558	2.7%	2,925	14.0%	2,707	13.0%	1,266	6.1%
<b>Boxford</b>	5,016	11	0.2%	28	0.6%	656	13.1%	786	15.7%	384	7.7%
<b>Georgetown</b>	4,869	170	3.5%	301	6.2%	1,229	25.2%	948	19.5%	351	7.2%
<b>Groveland</b>	3,956	65	1.6%	239	6.0%	959	24.2%	952	24.1%	390	9.9%
<b>Haverhill</b>	39,354	2,238	5.7%	4,204	10.7%	12,233	31.1%	7,944	20.2%	3,531	9.0%
<b>Lawrence</b>	40,940	8,093	19.8%	9,021	22.0%	12,121	29.6%	5,878	14.4%	1,749	4.3%
<b>Merrimac</b>	4,048	144	3.6%	251	6.2%	1,220	30.1%	868	21.4%	318	7.9%
<b>Methuen</b>	29,962	2,192	7.3%	3,259	10.9%	9,962	33.2%	5,002	16.7%	2,661	8.9%
<b>Newbury</b>	4,633	60	1.3%	142	3.1%	1,145	24.7%	852	18.4%	401	8.7%
<b>Newburyport</b>	12,844	465	3.6%	778	6.1%	2,703	21.0%	2,370	18.5%	1,100	8.6%
<b>North Andover</b>	17,672	400	2.3%	827	4.7%	3,501	19.8%	2,903	16.4%	1,149	6.5%
<b>Rowley</b>	3,619	66	1.8%	308	8.5%	943	26.1%	649	17.9%	348	9.6%
<b>Salisbury</b>	5,493	241	4.4%	638	11.6%	2,170	39.5%	1,010	18.4%	493	9.0%
<b>West Newbury</b>	2,787	21	0.8%	73	2.6%	471	16.9%	394	14.1%	233	8.4%

	Bachelor's		Graduate or professional		% High School Graduate or Higher	% Bachelor's Degree or Higher
<b>Massachusetts</b>	834,554	19.5%	583,741	13.7%	84.8%	33.2%
<b>Essex County</b>	95,184	19.5%	57,041	11.7%	84.6%	31.3%
<b>MVPC Region</b>	39,288	19.0%	24,703	11.9%	82.4%	30.9%
<b>Amesbury</b>	1,913	17.1%	1,035	9.3%	87.6%	26.4%
<b>Andover</b>	6,824	32.7%	6,238	29.9%	95.5%	62.5%
<b>Boxford</b>	1,723	34.4%	1,428	28.5%	99.2%	62.8%
<b>Georgetown</b>	1,365	28.0%	505	10.4%	90.3%	38.4%
<b>Groveland</b>	1,058	26.7%	293	7.4%	92.3%	34.2%
<b>Haverhill</b>	6,347	16.1%	2,857	7.3%	83.6%	23.4%
<b>Lawrence</b>	2,391	5.8%	1,687	4.1%	58.2%	10.0%
<b>Merrimac</b>	788	19.5%	459	11.3%	90.2%	30.8%
<b>Methuen</b>	4,709	15.7%	2,177	7.3%	81.8%	23.0%
<b>Newbury</b>	1,281	27.6%	752	16.2%	95.6%	43.9%
<b>Newburyport</b>	3,230	25.1%	2,198	17.1%	90.3%	42.3%
<b>North Andover</b>	5,207	29.5%	3,685	20.9%	93.1%	50.3%
<b>Rowley</b>	856	23.7%	449	12.4%	89.7%	36.1%
<b>Salisbury</b>	658	12.0%	283	5.2%	84.0%	17.1%
<b>West Newbury</b>	938	33.7%	657	23.6%	96.6%	57.2%

	Population 5 Years & Older	Do Not Speak English Well*	
<b>Amesbury</b>	15,324	100	0.7%
<b>Andover</b>	29,165	331	1.1%
<b>Boxford</b>	7,333	58	0.8%
<b>Georgetown</b>	6,752	35	0.5%
<b>Groveland</b>	5,589	22	0.4%
<b>Haverhill</b>	54,747	1,450	2.7%
<b>Lawrence</b>	65,730	10,763	16.4%
<b>Merrimac</b>	5,690	30	0.5%
<b>Methuen</b>	41,077	1,258	3.1%
<b>Newbury</b>	6,269	0	0.0%
<b>Newburyport</b>	16,256	85	0.5%
<b>North Andover</b>	25,342	323	1.3%
<b>Rowley</b>	5,109	0	0.0%
<b>Salisbury</b>	7,322	61	0.8%
<b>West Newbury</b>	3,854	40	1.0%
<b>MVPC Region</b>	295,559	14,556	4.9%

\*According to the 2000 Census, defined as residents who "do not speak English well" or "do not speak English at all."

# Appendix D: Detailed Statistics

## D.4 Households by Type: 1990 and 2000

	Total Family Households		Married-Couple Family		Female-Headed Households		Male-Headed Households	
	1990	2000	1990	2000	1990	2000	1990	2000
<b>Mass.</b>	1,514,746	1,576,696	1,170,275	1,197,917	270,923	289,944	73,548	88,835
<b>Essex County</b>	175,332	185,094	135,749	140,631	31,228	34,025	8,355	10,438
<b>MVPC Region</b>	74,900	81,498	56,895	60,855	14,212	15,890	3,793	4,753
<b>Amesbury</b>	3,938	4,228	3,063	3,267	659	723	216	238
<b>Andover</b>	7,994	8,490	6,917	7,414	858	848	219	228
<b>Boxford</b>	1,769	2,255	1,631	2,054	99	153	39	48
<b>Georgetown</b>	1,743	2,025	1,514	1,817	161	159	68	49
<b>Groveland</b>	1,442	1,707	1,270	1,490	139	164	33	53
<b>Haverhill</b>	13,376	14,858	10,192	10,801	2,498	3,090	686	967
<b>Lawrence</b>	16,894	16,905	9,709	8,964	5,879	6,281	1,306	1,660
<b>Merrimac</b>	1,452	1,699	1,240	1,403	156	231	56	65
<b>Methuen</b>	10,768	11,541	8,502	8,815	1,760	2,020	506	706
<b>Newbury</b>	1,531	1,815	1,327	1,547	141	187	63	81
<b>Newburyport</b>	4,173	4,429	3,327	3,584	641	636	205	209
<b>North Andover</b>	5,821	6,904	4,864	5,853	761	826	196	225
<b>Rowley</b>	1,222	1,468	1,044	1,262	116	151	62	55
<b>Salisbury</b>	1,820	1,991	1,428	1,515	273	335	119	141
<b>West Newbury</b>	957	1,183	867	1,069	71	86	19	28

Data Source: 2000 Census

## Appendix D: Detailed Statistics

### D.5 Housing Stock by Number of Units in Structure: 2000

	Total housing units	1-unit, detached		1-unit, attached		2 units		3 or 4 units	
Amesbury	6,607	3,276	49.6%	481	7.3%	807	12.2%	664	10.0%
Andover	11,590	8,474	73.1%	214	1.8%	487	4.2%	451	3.9%
Boxford	2,610	2,442	93.6%	53	2.0%	15	0.6%	29	1.1%
Georgetown	2,616	2,309	88.3%	36	1.4%	106	4.1%	107	4.1%
Groveland	2,096	1,813	86.5%	22	1.0%	149	7.1%	72	3.4%
Haverhill	23,737	10,107	42.6%	2,352	9.9%	3,668	15.5%	2,726	11.5%
Lawrence	25,601	4,771	18.6%	1,131	4.4%	5,279	20.6%	7,859	30.7%
Merrimac	2,295	1,485	64.7%	129	5.6%	276	12.0%	51	2.2%
Methuen	16,885	10,307	61.0%	804	4.8%	2,189	13.0%	1,244	7.4%
Newbury	2,816	2,444	86.8%	46	1.6%	111	3.9%	107	3.8%
Newburyport	7,913	4,099	51.8%	772	9.8%	718	9.1%	842	10.6%
North Andover	9,943	5,609	56.4%	651	6.5%	891	9.0%	557	5.6%
Rowley	2,004	1,530	76.3%	36	1.8%	63	3.1%	57	2.8%
Salisbury	4,156	2,346	56.4%	139	3.3%	595	14.3%	384	9.2%
West Newbury	1,423	1,323	93.0%	43	3.0%	28	2.0%	13	0.9%
<b>MVPC Region</b>	<b>122,292</b>	<b>62,335</b>	<b>51.0%</b>	<b>6,909</b>	<b>5.6%</b>	<b>15,382</b>	<b>12.6%</b>	<b>15,163</b>	<b>12.4%</b>
<b>Essex County</b>	<b>287,144</b>	<b>149,666</b>	<b>52.1%</b>	<b>13,755</b>	<b>4.8%</b>	<b>35,390</b>	<b>12.3%</b>	<b>34,649</b>	<b>12.1%</b>

	5 to 9 units		10 to 19 units		20 or more units		Mobile home		Boat, RV, van, etc.	
Amesbury	205	3.1%	384	5.8%	770	11.7%	20	0.3%	0	0.0%
Andover	351	3.0%	633	5.5%	943	8.1%	37	0.3%	0	0.0%
Boxford	65	2.5%	6	0.2%	0	0.0%	0	0.0%	0	0.0%
Georgetown	40	1.5%	18	0.7%	0	0.0%	0	0.0%	0	0.0%
Groveland	32	1.5%	8	0.4%	0	0.0%	0	0.0%	0	0.0%
Haverhill	1,658	7.0%	1,118	4.7%	2,073	8.7%	35	0.1%	0	0.0%
Lawrence	2,165	8.5%	1,433	5.6%	2,927	11.4%	23	0.1%	13	0.1%
Merrimac	65	2.8%	59	2.6%	30	1.3%	200	8.7%	0	0.0%
Methuen	608	3.6%	634	3.8%	1,093	6.5%	6	0.0%	0	0.0%
Newbury	55	2.0%	11	0.4%	19	0.7%	0	0.0%	23	0.8%
Newburyport	678	8.6%	212	2.7%	582	7.4%	10	0.1%	0	0.0%
North Andover	652	6.6%	998	10.0%	572	5.8%	5	0.1%	8	0.1%
Rowley	83	4.1%	173	8.6%	53	2.6%	9	0.4%	0	0.0%
Salisbury	219	5.3%	113	2.7%	62	1.5%	298	7.2%	0	0.0%
West Newbury	0	0.0%	10	0.7%	0	0.0%	6	0.4%	0	0.0%
<b>MVPC Region</b>	<b>6,876</b>	<b>5.6%</b>	<b>5,810</b>	<b>4.8%</b>	<b>9,124</b>	<b>7.5%</b>	<b>649</b>	<b>0.5%</b>	<b>44</b>	<b>0.0%</b>
<b>Essex County</b>	<b>15,840</b>	<b>5.5%</b>	<b>11,735</b>	<b>4.1%</b>	<b>24,127</b>	<b>8.4%</b>	<b>1,874</b>	<b>0.7%</b>	<b>108</b>	<b>0.0%</b>

Data Source: 2000 Census

# Appendix D: Detailed Statistics

## D.6 Income: Family, Household, and Per Capita: 1990 and 2000

	1990 Census			2000 Census			% Change 1990-2000	1990 Census			2000 Census			% Change 1990-2000
	Number of Families	Median Family Income	% of State	Number of Families	Median Family Income	% of State		Number of Households	Median Household Income	% of State	Number of Households	Median Household Income	% of State	
Amesbury	3,968	\$44,554	100.4	4,269	\$62,875	102	41.1	5,536	\$37,889	102.5	6,425	\$51,906	102.8	37
Andover	8,020	\$70,757	159.5	8,594	\$104,820	170	48.1	10,429	\$61,070	165.3	11,346	\$87,683	173.6	43.6
Boxford	1,779	\$83,509	188.2	2,253	\$119,491	193.8	43.1	2,013	\$78,562	212.6	2,560	\$113,212	224.2	44.1
Georgetown	1,814	\$50,927	114.8	2,013	\$79,649	129.2	56.4	2,232	\$44,861	121.4	2,572	\$76,260	151	70
Groveland	1,426	\$52,593	118.5	1,743	\$73,996	120	40.7	1,790	\$48,351	130.8	2,076	\$69,167	137	43.1
Haverhill	13,582	\$43,209	97.4	14,966	\$59,772	96.9	38.3	19,628	\$36,945	100	22,999	\$49,833	98.7	34.9
Lawrence	16,939	\$26,398	59.5	16,968	\$31,809	51.6	20.5	24,057	\$22,183	60	24,477	\$27,983	55.4	26.1
Merrimac	1,461	\$46,276	104.3	1,702	\$69,118	112.1	49.4	1,897	\$41,236	111.6	2,230	\$58,692	116.2	42.3
Methuen	10,776	\$44,901	101.2	11,623	\$59,831	97	33.3	14,566	\$37,701	102	16,527	\$49,627	98.3	31.6
Newbury	1,486	\$47,711	107.5	1,832	\$83,428	135.3	74.9	2,034	\$44,068	119.3	2,509	\$74,836	148.2	69.8
Newburyport	4,102	\$53,012	119.5	4,390	\$73,306	118.9	38.3	6,666	\$38,618	104.5	7,482	\$58,557	115.9	51.6
North Andover	5,906	\$61,468	138.5	7,012	\$91,105	147.7	48.2	7,893	\$51,692	139.9	9,699	\$72,728	144	40.7
Rowley	1,236	\$52,677	118.7	1,438	\$75,527	122.5	43.4	1,524	\$47,967	129.8	1,960	\$62,130	123	29.5
Salisbury	1,815	\$40,062	90.3	2,025	\$56,327	91.3	40.6	2,480	\$35,679	96.6	3,086	\$49,310	97.6	38.2
West Newbury	969	\$60,381	136.1	1,192	\$99,050	160.6	64	1,120	\$56,591	153.1	1,401	\$92,828	183.8	64
MVPC Region	75,279	\$46,406	104.6	82,020	\$66,195	107.3	42.6	103,865	\$39,067	105.7	117,349	\$55,180	109.3	41.2
Massachusetts	1,525,198	\$44,367	100	1,587,537	\$61,664	100	39	2,244,406	\$36,952	100	2,444,588	\$50,502	100	36.7

Data Source: 2000 Census

	1990 Census			2000 Census			% Change 1990-
	Population	Per Capita Income	% of State	Population	Per Capita Income	% of State	
Amesbury	15,101	\$15,423	89.5	16,450	\$24,103	92.9	56.3
Andover	29,151	\$26,327	152.9	31,247	\$41,133	158.5	56.2
Boxford	6,266	\$30,634	177.9	7,921	\$48,846	188.2	59.5
Georgetown	6,384	\$17,571	102	7,377	\$28,846	111.2	64.2
Groveland	5,223	\$20,038	116.3	6,038	\$25,430	98	26.9
Haverhill	51,418	\$15,464	89.8	58,969	\$23,280	89.7	50.5
Lawrence	70,207	\$9,686	56.2	72,043	\$13,360	51.5	37.9
Merrimac	5,166	\$16,327	94.8	6,138	\$24,869	95.8	52.3
Methuen	39,990	\$15,598	90.6	43,789	\$22,305	85.9	43
Newbury	5,623	\$19,917	115.6	6,717	\$34,640	133.5	73.9
Newburyport	16,351	\$19,008	110.4	17,189	\$34,187	131.7	79.9
North Andover	22,792	\$22,957	133.3	27,202	\$34,335	132.3	49.6
Rowley	4,452	\$18,130	105.3	5,500	\$27,413	105.6	51.2
Salisbury	6,744	\$14,455	83.9	7,827	\$21,608	83.3	49.5
West Newbury	3,412	\$20,450	118.7	4,149	\$35,323	136.1	72.7
MVPC Region	288,280	\$16,603	96.4	318,556	\$25,491	98.2	53.5
Massachusetts	6,016,425	\$17,224	100	6,349,097	\$25,952	100	50.7

## Appendix D: Detailed Statistics

### D.7 Merrimack Valley Employment/Wages by Industry: 2006

NAICS	Description	No. of Establishments	Total Wages	Average Monthly Employment	Average Weekly Wages
	<b>Total, all industries</b>	8,682	\$6,048,186,979	129,584	\$898
	<b>Goods-Producing Domain</b>	1,443	\$1,973,728,227	31,938	\$1,188
	<b>Natural Resources and Mining</b>	28	\$3,104,788	162	\$369
11	Agriculture, Forestry, Fishing & Hunting	25	\$2,765,020	153	\$348
111	Crop Production	11	\$1,304,870	77	\$326
1112	Vegetable and Melon Farming	3	\$237,598	18	\$254
1114	Greenhouse and Nursery Production	5	\$552,009	32	\$332
115	Agriculture & Forestry Support Activity	11	\$797,036	53	\$289
1152	Support Activities for Animal Production	8	\$674,226	47	\$276
21	Mining	3	\$339,768	9	\$726
212	Mining (except Oil and Gas)	3	\$339,768	9	\$726
2123	Nonmetallic Mineral Mining and Quarrying	3	\$339,768	9	\$726
	<b>Construction</b>	917	\$332,815,600	6,613	\$968
23	Construction	917	\$332,815,600	6,613	\$968
236	Construction of Buildings	281	\$51,845,761	1,052	\$948
2361	Residential Building Construction	249	\$36,068,926	751	\$924
2362	Nonresidential Building Construction	32	\$15,776,835	302	\$1,005
237	Heavy and Civil Engineering Construction	61	\$77,089,648	1,332	\$1,113
2371	Utility System Construction	23	\$18,973,954	310	\$1,177
2372	Land Subdivision	4	\$2,532,863	57	\$855
2373	Highway, Street, and Bridge Construction	29	\$52,663,357	914	\$1,108
2379	Other Heavy Construction	5	\$2,919,474	52	\$1,080
238	Specialty Trade Contractors	575	\$203,880,191	4,228	\$927
2381	Building Foundation/Exterior Contractors	99	\$46,168,564	845	\$1,051
2382	Building Equipment Contractors	227	\$90,698,491	1,722	\$1,013
2383	Building Finishing Contractors	138	\$46,331,078	1,218	\$732
2389	Other Specialty Trade Contractors	111	\$20,682,058	442	\$900
	<b>Manufacturing</b>	498	\$1,637,807,838	25,163	\$1,252
31-33	Manufacturing	498	\$1,637,807,838	25,163	\$1,252
DUR	Durable Goods Manufacturing	315	\$1,203,266,794	16,477	\$1,404
NONDUR	Non-Durable Goods Manufacturing	183	\$434,541,044	8,685	\$962
311	Food Manufacturing	45	\$78,611,406	2,153	\$702
3113	Sugar/Confectionery Product Manufacture	4	\$1,342,668	61	\$423
3114	Fruit, Vegetable, & Specialty Foods Mfg	4	\$15,341,077	281	\$1,050
3118	Bakeries and Tortilla Manufacturing	29	\$32,120,053	1,004	\$615
3119	Other Food Manufacturing	5	\$15,689,641	460	\$656
3133	Textile and Fabric Finishing and Fabric	6	\$5,139,983	88	\$1,123
316	Leather and Allied Product Manufacturing	5	\$56,685,543	832	\$1,310
3162	Footwear Manufacturing	4	\$56,640,177	829	\$1,314
321	Wood Product Manufacturing	15	\$4,457,633	124	\$691
3219	Other Wood Product Manufacturing	12	\$3,988,391	108	\$710
322	Paper Manufacturing	15	\$25,734,742	624	\$793
3222	Converted Paper Product Manufacturing	14	\$16,729,108	460	\$699
323	Printing and Related Support Activities	38	\$54,326,321	1,083	\$965
3231	Printing and Related Support Activities	38	\$54,326,321	1,083	\$965
325	Chemical Manufacturing	33	\$112,958,111	1,537	\$1,413
3252	Resin, Rubber, and Synthetic Fibers	4	\$9,138,362	144	\$1,220
3254	Pharmaceutical & Medicine Manufacturing	6	\$12,373,685	224	\$1,062
3255	Paint, Coating, & Adhesive Manufacturing	13	\$27,073,976	416	\$1,252
3259	Other Chemical Preparation Manufacturing	3	\$16,306,059	227	\$1,381

NAICS	Description	No. of	Total Wages	Average	Average
		Establish- ments		Monthly Employment	Weekly Wages
326	Plastics & Rubber Products Manufacturing	22	\$52,541,888	1,131	\$893
3261	Plastics Product Manufacturing	21	\$51,171,113	1,092	\$901
327	Nonmetallic Mineral Product Mfg	13	\$8,985,531	197	\$877
3273	Cement & Concrete Product Manufacturing	5	\$4,181,735	89	\$904
3279	Other Nonmetallic Mineral Products	3	\$2,398,008	47	\$981
331	Primary Metal Manufacturing	5	\$3,559,581	73	\$938
332	Fabricated Metal Product Manufacturing	105	\$102,464,915	1,936	\$1,018
3323	Architectural and Structural Metals	26	\$25,788,053	512	\$969
3324	Boilers, Tanks, and Shipping Containers	3	\$10,243,218	177	\$1,113
3327	Machine Shops and Threaded Products	52	\$27,465,695	556	\$950
3328	Coating, Engraving & Heat Treating Metal	17	\$11,770,749	329	\$688
333	Machinery Manufacturing	26	\$48,989,643	789	\$1,194
3332	Industrial Machinery Manufacturing	7	\$6,196,300	92	\$1,295
3333	Commercial & Service Industry Machinery	5	\$3,281,001	63	\$1,002
3334	HVAC and Commercial Refrigeration Equip	3	\$19,846,716	326	\$1,171
3335	Metalworking Machinery Manufacturing	3	\$635,801	11	\$1,112
3339	Other General Purpose Machinery Mfg	7	\$18,742,372	291	\$1,239
334	Computer and Electronic Product Mfg	75	\$472,483,751	5,882	\$1,545
3342	Communications Equipment Manufacturing	9	\$66,942,886	849	\$1,516
3344	Semiconductor and Electronic Components	35	\$109,478,415	1,781	\$1,182
3345	Electronic Instrument Manufacturing	21	\$217,805,686	2,394	\$1,750
335	Electrical Equipment and Appliances	17	\$81,951,553	1,381	\$1,141
3352	Household Appliance Manufacturing	3	\$2,389,819	51	\$901
3359	Other Electrical Equipment & Components	6	\$11,912,329	252	\$909
337	Furniture and Related Product Mfg	22	\$13,014,580	297	\$843
3371	Household and Institutional Furniture	14	\$5,933,308	153	\$746
3372	Office Furniture and Fixtures Mfg	6	\$6,269,753	130	\$927
339	Miscellaneous Manufacturing	28	\$113,480,970	1,729	\$1,262
3391	Medical Equipment and Supplies Mfg	11	\$77,071,148	933	\$1,589
3399	Other Miscellaneous Manufacturing	17	\$36,409,822	796	\$880
	<b>Service-Providing Domain</b>	7,239	\$4,074,458,752	97,647	\$802
	<b>Trade, Transportation and Utilities</b>	1,623	\$707,591,143	18,406	\$739
22	Utilities	17	\$35,278,805	470	\$1,443
221	Utilities	17	\$35,278,805	470	\$1,443
2211	Power Generation and Supply	7	\$22,941,152	286	\$1,543
2212	Natural Gas Distribution	3	\$8,369,494	112	\$1,437
2213	Water, Sewage and Other Systems	7	\$3,968,159	73	\$1,045
42	Wholesale Trade	518	\$299,201,569	4,576	\$1,257
423	Merchant Wholesalers, Durable Goods	199	\$183,910,859	2,509	\$1,410
4231	Motor Vehicle/Part Merchant Wholesalers	17	\$2,343,108	67	\$673
4232	Furniture & Furnishings Merchant Whsle	10	\$6,955,804	120	\$1,115
4233	Lumber and Supply Merchant Wholesalers	9	\$33,193,542	550	\$1,161
4234	Commercial Goods Merchant Wholesalers	61	\$56,972,348	566	\$1,936
4235	Metal and Mineral Merchant Wholesalers	6	\$2,689,190	46	\$1,124
4236	Electric Goods Merchant Wholesalers	37	\$40,538,638	513	\$1,520
4237	Hardware & Plumbing Merchant Wholesalers	8	\$3,558,064	81	\$845
4238	Machinery & Supply Merchant Wholesalers	30	\$28,241,394	406	\$1,338
4239	Misc Durable Goods Merchant Wholesalers	21	\$9,418,770	160	\$1,132
424	Merchant Wholesalers, Nondurable Goods	86	\$72,278,436	1,515	\$917
4241	Paper/Paper Product Merchant Wholesalers	6	\$4,864,643	100	\$936
4242	Druggists' Goods Merchant Wholesalers	7	\$7,414,537	146	\$977
4243	Apparel/Piece Goods Merchant Wholesalers	12	\$13,953,483	246	\$1,091
4244	Grocery Product Merchant Wholesalers	32	\$28,128,055	634	\$853
4246	Chemical Merchant Wholesalers	11	\$11,104,817	186	\$1,148
4249	Misc Nondurable Goods Merchant Whsle	14	\$3,846,097	107	\$691
425	Electronic Markets and Agents/Brokers	233	\$43,012,273	553	\$1,496
4251	Electronic Markets and Agents/Brokers	233	\$43,012,273	553	\$1,496

NAICS	Description	No. of	Total Wages	Average	Average
		Establish- ments		Monthly Employment	Weekly Wages
44-45	Retail Trade	908	\$284,807,796	11,311	\$484
441	Motor Vehicle and Parts Dealers	104	\$57,452,581	1,356	\$815
4411	Automobile Dealers	55	\$46,343,873	989	\$901
4412	Other Motor Vehicle Dealers	11	\$2,607,518	74	\$678
4413	Auto Parts, Accessories, and Tire Stores	38	\$8,501,190	294	\$556
442	Furniture and Home Furnishings Stores	37	\$7,145,249	303	\$453
4421	Furniture Stores	14	\$3,523,533	185	\$366
4422	Home Furnishings Stores	23	\$3,621,716	118	\$590
443	Electronics and Appliance Stores	46	\$6,216,662	194	\$616
4431	Electronics and Appliance Stores	46	\$6,216,662	194	\$616
444	Building Material & Garden Supply Stores	59	\$34,153,512	912	\$720
4441	Building Material and Supplies Dealers	48	\$31,636,385	804	\$757
4442	Lawn & Garden Equipment/Supplies Stores	11	\$2,517,127	108	\$448
445	Food and Beverage Stores	199	\$80,644,057	4,244	\$365
4451	Grocery Stores	110	\$68,316,823	3,711	\$354
4452	Specialty Food Stores	31	\$7,658,204	296	\$498
4453	Beer, Wine, and Liquor Stores	58	\$4,669,030	237	\$379
446	Health and Personal Care Stores	64	\$36,623,588	1,215	\$580
4461	Health and Personal Care Stores	64	\$36,623,588	1,215	\$580
447	Gasoline Stations	85	\$10,167,752	504	\$388
4471	Gasoline Stations	85	\$10,167,752	504	\$388
448	Clothing and Clothing Accessories Stores	95	\$18,403,189	926	\$382
4481	Clothing Stores	68	\$13,185,563	775	\$327
4482	Shoe Stores	13	\$1,513,698	87	\$335
4483	Jewelry, Luggage & Leather Goods Stores	14	\$3,703,928	64	\$1,113
451	Sporting Goods/Hobby/Book/Music Stores	52	\$5,349,367	335	\$307
4511	Sporting Goods/Musical Instrument Stores	35	\$3,721,319	222	\$322
4512	Book, Periodical, and Music Stores	17	\$1,628,048	114	\$275
452	General Merchandise Stores	23	\$10,680,438	592	\$347
4521	Department Stores	6	\$7,767,068	406	\$368
4529	Other General Merchandise Stores	17	\$2,913,370	186	\$301
453	Miscellaneous Store Retailers	109	\$9,643,052	499	\$372
4531	Florists	28	\$2,657,731	141	\$362
4532	Office Supply, Stationery & Gift Stores	33	\$3,376,334	209	\$311
4533	Used Merchandise Stores	11	\$791,135	24	\$634
4539	Other Miscellaneous Store Retailers	37	\$2,817,852	125	\$434
454	Nonstore Retailers	35	\$8,328,348	232	\$690
4541	Electronic Shopping & Mail-Order Houses	11	\$686,730	17	\$777
4542	Vending Machine Operators	5	\$2,153,684	56	\$740
4543	Direct Selling Establishments	19	\$5,487,934	160	\$660
48-49	Transportation and Warehousing	180	\$88,302,974	2,049	\$829
484	Truck Transportation	67	\$23,536,262	530	\$854
4841	General Freight Trucking	39	\$16,592,709	354	\$901
4842	Specialized Freight Trucking	28	\$6,943,553	176	\$759
485	Transit and Ground Passenger Transport	42	\$14,055,328	555	\$487
4853	Taxi and Limousine Service	20	\$2,056,280	112	\$353
4854	School and Employee Bus Transportation	10	\$6,597,209	306	\$415
4859	Other Ground Passenger Transportation	4	\$789,828	31	\$490
488	Support Activities for Transportation	29	\$8,297,460	186	\$858
4881	Support Activities for Air Transport	4	\$828,251	14	\$1,138
4884	Support Activities, Road Transportation	11	\$3,313,828	95	\$671
4885	Freight Transportation Arrangement	8	\$3,433,398	54	\$1,223
4889	Other Support Activities for Transport	5	\$527,712	19	\$534
492	Couriers and Messengers	13	\$1,138,111	37	\$592
4921	Couriers	7	\$580,834	19	\$588
4922	Local Messengers and Local Delivery	6	\$557,277	19	\$564
493	Warehousing and Storage	9	\$11,962,591	206	\$1,117
4931	Warehousing and Storage	9	\$11,962,591	206	\$1,117

NAICS	Description	No. of	Total Wages	Average	Average
		Establish- ments		Monthly Employment	Weekly Wages
	<b>Information</b>	158	\$275,892,491	3,876	\$1,369
51	Information	158	\$275,892,491	3,876	\$1,369
511	Publishing Industries	59	\$115,467,115	1,309	\$1,696
5111	Newspaper, Book, & Directory Publishers	27	\$28,948,795	626	\$889
5112	Software Publishers	32	\$86,518,320	683	\$2,436
512	Motion Picture & Sound Recording Ind	14	\$4,888,221	243	\$387
5121	Motion Picture and Video Industries	14	\$4,888,221	243	\$387
515	Broadcasting (except Internet)	7	\$2,256,702	65	\$668
5151	Radio and Television Broadcasting	6	\$2,135,810	62	\$662
516	Internet Publishing and Broadcasting	5	\$2,180,282	23	\$1,823
5161	Internet Publishing and Broadcasting	5	\$2,180,282	23	\$1,823
517	Telecommunications	40	\$114,933,795	1,605	\$1,377
5173	Telecommunications Resellers	9	\$3,009,701	29	\$1,996
5175	Cable and Other Program Distribution	9	\$48,975,310	652	\$1,445
518	ISPs, Search Portals, & Data Processing	16	\$27,835,090	290	\$1,846
5181	ISPs and Web Search Portals	8	\$2,164,281	26	\$1,601
5182	Data Processing and Related Services	8	\$25,670,809	264	\$1,870
519	Other Information Services	17	\$8,331,285	341	\$470
5191	Other Information Services	17	\$8,331,285	341	\$470
	<b>Financial Activities</b>	674	\$261,110,231	4,920	\$1,021
52	Finance and Insurance	392	\$210,368,774	3,560	\$1,136
522	Credit Intermediation & Related Activity	177	\$93,004,725	1,949	\$918
5221	Depository Credit Intermediation	118	\$58,934,742	1,406	\$806
5222	Nondepository Credit Intermediation	34	\$28,737,177	450	\$1,228
5223	Activities Rel to Credit Intermediation	25	\$5,332,806	93	\$1,103
523	Financial Investment & Related Activity	80	\$29,838,908	314	\$1,827
5231	Security & Commodity Investment Activity	31	\$10,491,092	92	\$2,193
5239	Other Financial Investment Activities	48	\$19,107,355	216	\$1,701
524	Insurance Carriers & Related Activities	130	\$87,234,680	1,288	\$1,302
5241	Insurance Carriers	9	\$50,694,338	621	\$1,570
5242	Insurance Agencies, Brokerages & Support	121	\$36,540,342	666	\$1,055
525	Funds, Trusts & Other Financial Vehicles	5	\$290,461	9	\$621
5259	Other Investment Pools and Funds	4	\$237,942	8	\$572
53	Real Estate and Rental and Leasing	282	\$50,741,457	1,360	\$717
531	Real Estate	226	\$37,258,432	982	\$730
5311	Lessors of Real Estate	59	\$12,515,815	394	\$611
5312	Offices of Real Estate Agents & Brokers	96	\$12,953,118	309	\$806
5313	Activities Related to Real Estate	71	\$11,789,499	279	\$813
532	Rental and Leasing Services	55	\$13,164,398	370	\$684
5321	Automotive Equipment Rental and Leasing	16	\$2,646,754	71	\$717
5322	Consumer Goods Rental	27	\$7,348,643	245	\$577
5323	General Rental Centers	3	\$1,081,491	27	\$770
5324	Machinery & Equipment Rental & Leasing	9	\$2,087,510	27	\$1,487
	<b>Professional and Business Services</b>	1,564	\$1,058,046,419	18,477	\$1,101
54	Professional and Technical Services	1,028	\$694,798,854	8,921	\$1,498
541	Professional and Technical Services	1,028	\$694,798,854	8,921	\$1,498
5411	Legal Services	217	\$45,518,454	982	\$891
5412	Accounting and Bookkeeping Services	101	\$24,424,834	499	\$941
5413	Architectural and Engineering Services	136	\$87,120,347	1,073	\$1,561
5414	Specialized Design Services	25	\$6,895,288	145	\$914
5415	Computer Systems Design and Rel Services	200	\$244,008,407	2,288	\$2,051
5416	Management & Technical Consulting Svc	219	\$58,343,100	780	\$1,438
5417	Scientific Research and Development Svc	28	\$183,809,119	2,339	\$1,511
5418	Advertising and Related Services	46	\$10,665,956	185	\$1,109
5419	Other Professional & Technical Services	56	\$34,013,348	630	\$1,038
55	Management of Companies and Enterprises	39	\$95,258,336	1,774	\$1,033
551	Management of Companies and Enterprises	39	\$95,258,336	1,774	\$1,033
5511	Management of Companies and Enterprises	39	\$95,258,336	1,774	\$1,033



NAICS	Description	No. of	Total Wages	Average	Average
		Establish- ments		Monthly Employment	Weekly Wages
56	Administrative and Waste Services	497	\$267,989,229	7,783	\$662
561	Administrative and Support Services	455	\$214,637,125	6,818	\$605
5611	Office Administrative Services	33	\$30,137,713	378	\$1,533
5613	Employment Services	81	\$113,902,901	4,128	\$531
5614	Business Support Services	32	\$21,089,120	576	\$704
5615	Travel Arrangement & Reservation Service	35	\$3,953,018	103	\$738
5616	Investigation and Security Services	25	\$9,875,971	308	\$617
5617	Services to Buildings and Dwellings	217	\$30,176,723	1,167	\$497
5619	Other Support Services	31	\$4,546,642	144	\$607
562	Waste Management and Remediation Service	42	\$53,352,104	965	\$1,063
5621	Waste Collection	6	\$4,664,989	92	\$975
5622	Waste Treatment and Disposal	5	\$18,375,920	246	\$1,437
5629	Remediation and Other Waste Services	31	\$30,311,195	627	\$930
	<b>Education and Health Services</b>	<b>947</b>	<b>\$1,214,979,098</b>	<b>30,363</b>	<b>\$770</b>
61	Educational Services	124	\$480,933,148	11,402	\$811
611	Educational Services	124	\$480,933,148	11,402	\$811
6111	Elementary and Secondary Schools	53	\$426,333,703	10,058	\$815
6115	Technical and Trade Schools	7	\$1,541,927	44	\$674
6116	Other Schools and Instruction	50	\$4,630,171	278	\$320
6117	Educational Support Services	6	\$749,646	9	\$1,602
62	Health Care and Social Assistance	823	\$734,045,949	18,961	\$744
621	Ambulatory Health Care Services	541	\$313,391,892	6,732	\$895
6211	Offices of Physicians	200	\$155,700,183	2,578	\$1,161
6212	Offices of Dentists	147	\$50,975,273	1,057	\$927
6213	Offices of Other Health Practitioners	119	\$18,199,793	533	\$657
6214	Outpatient Care Centers	26	\$21,807,728	666	\$630
6215	Medical and Diagnostic Laboratories	16	\$16,464,784	294	\$1,077
6216	Home Health Care Services	22	\$39,893,161	1,355	\$566
6219	Other Ambulatory Health Care Services	11	\$10,350,969	250	\$796
622	Hospitals	10	\$199,670,433	4,555	\$843
6221	General Medical and Surgical Hospitals	6	\$186,857,768	4,166	\$863
623	Nursing and Residential Care Facilities	106	\$146,296,150	4,680	\$601
6231	Nursing Care Facilities	29	\$102,066,516	3,086	\$636
6232	Residential Mental Health Facilities	50	\$24,902,858	815	\$588
6233	Community Care Facility for the Elderly	12	\$11,198,016	497	\$433
6239	Other Residential Care Facilities	15	\$8,128,760	282	\$554
624	Social Assistance	166	\$74,687,475	2,994	\$480
6241	Individual and Family Services	57	\$33,843,251	1,170	\$556
6242	Emergency and Other Relief Services	17	\$8,090,992	277	\$562
6243	Vocational Rehabilitation Services	13	\$10,213,695	470	\$418
6244	Child Day Care Services	79	\$22,539,537	1,078	\$402
	<b>Leisure and Hospitality</b>	<b>786</b>	<b>\$183,502,337</b>	<b>10,899</b>	<b>\$324</b>
71	Arts, Entertainment, and Recreation	147	\$36,079,138	1,950	\$356
711	Performing Arts and Spectator Sports	24	\$1,234,736	51	\$466
7111	Performing Arts Companies	6	\$340,922	28	\$234
7112	Spectator Sports	3	\$66,639	3	\$427
7113	Performing Arts and Sports Promoters	4	\$518,305	9	\$1,107
7115	Independent Artists/Writers/Performers	8	\$246,339	8	\$592
712	Museums, Parks and Historical Sites	9	\$940,719	45	\$402
7121	Museums, Parks and Historical Sites	9	\$940,719	45	\$402
713	Amusement, Gambling & Recreation Ind	114	\$33,903,683	1,853	\$352
7131	Amusement Parks and Arcades	6	\$616,541	40	\$296
7139	Other Amusement & Recreation Industries	108	\$33,287,142	1,813	\$353

NAICS	Description	No. of	Total Wages	Average	Average
		Establish- ments		Monthly Employment	Weekly Wages
72	Accommodation and Food Services	639	\$147,423,199	8,949	\$317
721	Accommodation	31	\$12,994,918	524	\$477
7211	Traveler Accommodation	24	\$12,242,609	496	\$475
7212	RV Parks and Recreational Camps	7	\$752,309	28	\$517
722	Food Services and Drinking Places	608	\$134,428,281	8,425	\$307
7221	Full-Service Restaurants	208	\$69,093,395	4,263	\$312
7222	Limited-Service Eating Places	302	\$49,146,009	3,353	\$282
7223	Special Food Services	55	\$12,423,819	526	\$454
7224	Drinking Places (Alcoholic Beverages)	43	\$3,765,058	283	\$256
	<b>Other Services</b>	1,368	\$105,206,700	4,771	\$424
81	Other Services, Ex. Public Admin	1,368	\$105,206,700	4,771	\$424
811	Repair and Maintenance	207	\$33,812,404	878	\$741
8111	Automotive Repair and Maintenance	156	\$24,467,125	641	\$734
8112	Electronic Equipment Repair/Maintenance	18	\$5,831,578	134	\$837
8113	Commercial Machinery Repair/Maintenance	15	\$2,837,848	70	\$780
8114	Household Goods Repair and Maintenance	18	\$675,853	33	\$394
812	Personal and Laundry Services	237	\$36,433,454	1,570	\$446
8121	Personal Care Services	129	\$16,208,162	782	\$399
8122	Death Care Services	26	\$4,957,876	124	\$769
8123	Drycleaning and Laundry Services	50	\$11,752,407	503	\$449
8129	Other Personal Services	32	\$3,515,008	161	\$420
813	Membership Organizations & Associations	102	\$22,389,789	1,439	\$299
8132	Grantmaking and Giving Services	11	\$719,530	21	\$659
8134	Civic and Social Organizations	48	\$13,252,389	863	\$295
8139	Professional and Similar Organizations	32	\$2,689,757	157	\$329
814	Private Households	822	\$12,571,054	884	\$273
8141	Private Households	822	\$12,571,054	884	\$273
	<b>Public Administration</b>	119	\$268,130,334	5,934	\$869
92	Public Administration	119	\$268,130,334	5,934	\$869
921	Executive, Legislative, & Gen Government	42	\$117,326,525	2,999	\$752
9211	Executive, Legislative, & Gen Government	42	\$117,326,525	2,999	\$752
922	Justice, Public Order, and Safety Activi	40	\$100,931,920	1,962	\$989
9221	Justice, Public Order, and Safety Activi	40	\$100,931,920	1,962	\$989
925	Community and Housing Program Admin	14	\$8,130,279	198	\$790
9251	Community and Housing Program Admin	14	\$8,130,279	198	\$790
926	Administration of Economic Programs	4	\$2,563,729	48	\$1,027
9261	Administration of Economic Programs	4	\$2,563,729	48	\$1,027

Data Source: Massachusetts Department of Workforce Development

## Appendix D: Detailed Statistics

### D.8 Merrimack Valley Employment/Wages by Occupation: 2006

SOC Code	Occupation Title	Employment	Mean	Mean
			Hourly Wage	Annual Wage
11-1011	Chief Executives	880	\$68.12	\$141,684
11-1021	General and Operations Managers	1,860	\$52.11	\$108,390
11-2021	Marketing Managers	300	\$55.74	\$115,933
11-2022	Sales Managers	400	\$52.48	\$109,150
11-2031	Public Relations Managers	80	\$49.43	\$102,816
11-3011	Administrative Services Managers	260	\$35.61	\$74,065
11-3021	Computer and Information Systems Managers	350	\$52.41	\$109,011
11-3031	Financial Managers	690	\$47.96	\$99,764
11-3041	Compensation and Benefits Managers	70	\$44.09	\$91,714
11-3042	Training and Development Managers	10	\$41.74	\$86,823
11-3049	Human Resources Managers, All Other	60	\$52.02	\$108,210
11-3051	Industrial Production Managers	270	\$46.20	\$96,098
11-3061	Purchasing Managers	150	\$44.04	\$91,607
11-3071	Transportation, Storage, and Distribution Managers	90	\$40.95	\$85,178
11-9031	Education Admin., Preschool+Child Care Center/Prog.	***	\$25.84	\$53,747
11-9041	Engineering Managers	330	\$61.14	\$127,163
11-9051	Food Service Managers	180	\$20.51	\$42,654
11-9111	Medical and Health Services Managers	150	\$37.39	\$77,774
11-9121	Natural Sciences Managers	30	\$59.15	\$123,036
11-9141	Property, Real Estate, & Community Assoc. Manag.	100	\$27.26	\$56,697
11-9151	Social and Community Service Managers	130	\$23.85	\$49,608
11-9199	Managers, All Other	160	\$40.96	\$85,198
13-1022	Wholesale+Retail Buyers, Except Farm Products	210	\$28.28	\$58,820
13-1023	Purch. Agents, except Wholes., Retail, Farm Prod.	580	\$31.43	\$65,384
13-1031	Claims Adjusters, Examiners, and Investigators	170	\$27.44	\$57,080
13-1041	Compl. Officers, except Ag., Const., Health/Safety, Trans.	130	\$28.26	\$58,783
13-1051	Cost Estimators	300	\$35.76	\$74,389
13-1061	Emergency Management Specialists	10	\$20.91	\$43,486
13-1072	Compensation, Benefits, and Job Analysis Specialists	120	\$29.72	\$61,808
13-1073	Training and Development Specialists	110	\$28.30	\$58,867
13-1079	Human Resourc., Training/Labor Relat. Special., All Other	100	\$28.43	\$59,144
13-1081	Logisticians	130	\$37.58	\$78,159
13-1111	Management Analysts	***	\$42.36	\$88,118
13-1121	Meeting and Convention Planners	20	\$24.39	\$50,740
13-1199	Business Operations Specialists, All Other	540	\$28.79	\$59,874
13-2011	Accountants and Auditors	970	\$34.92	\$72,625
13-2031	Budget Analysts	130	\$34.62	\$72,012
13-2041	Credit Analysts	100	\$32.27	\$67,117
13-2051	Financial Analysts	230	\$37.82	\$78,659
13-2053	Insurance Underwriters	20	\$26.62	\$55,362
13-2072	Loan Officers	270	\$40.47	\$84,185
13-2081	Tax Examiners, Collectors, and Revenue Agents	310	\$19.87	\$41,332
13-2082	Tax Preparers	***	\$19.14	\$39,813
13-2099	Financial Specialists, All Other	70	\$30.70	\$63,848
15-1031	Computer Software Engineers, Applications	610	\$43.91	\$91,335
15-1032	Computer Software Engineers, Systems Software	1,790	\$43.52	\$90,520
15-1041	Computer Support Specialists	930	\$25.93	\$53,938
15-1051	Computer Systems Analysts	660	\$42.40	\$88,196
15-1061	Database Administrators	***	\$31.91	\$66,371
15-1071	Network and Computer Systems Administrators	310	\$34.90	\$72,598

SOC Code	Occupation Title	Employment	Mean	Mean
			Hourly Wage	Annual Wage
15-1081	Network Systems and Data Communications Analysts	***	\$38.72	\$80,528
15-1099	Computer Specialists, All Other	110	\$35.85	\$74,567
17-1011	Architects, Except Landscape and Naval	***	\$29.67	\$61,706
17-1022	Surveyors	80	\$28.32	\$58,909
17-2051	Civil Engineers	120	\$33.25	\$69,156
17-2061	Computer Hardware Engineers	360	\$48.97	\$101,854
17-2071	Electrical Engineers	430	\$41.91	\$87,182
17-2072	Electronics Engineers, Except Computer	250	\$40.85	\$84,974
17-2081	Environmental Engineers	30	\$33.79	\$70,276
17-2111	Health/Safety Engin., except Mining Safety Engin./Inspect.	***	\$33.47	\$69,613
17-2112	Industrial Engineers	730	\$41.02	\$85,316
17-2131	Materials Engineers	***	\$43.43	\$90,338
17-2141	Mechanical Engineers	500	\$40.99	\$85,264
17-2199	Engineers, All Other	***	\$43.72	\$90,941
17-3011	Architectural and Civil Drafters	20	\$20.40	\$42,428
17-3012	Electrical and Electronics Drafters	70	\$27.27	\$56,721
17-3013	Mechanical Drafters	100	\$25.14	\$52,293
17-3022	Civil Engineering Technicians	10	\$22.42	\$46,632
17-3023	Electrical and Electronic Engineering Technicians	360	\$25.71	\$53,479
17-3024	Electro-Mechanical Technicians	70	\$23.75	\$49,395
17-3026	Industrial Engineering Technicians	410	\$26.41	\$54,937
17-3027	Mechanical Engineering Technicians	70	\$24.35	\$50,642
17-3029	Engineering Technicians, Except Drafters, All Other	***	\$27.16	\$56,492
17-3031	Surveying and Mapping Technicians	30	\$18.53	\$38,542
19-1031	Conservation Scientists	10	\$25.64	\$53,335
19-2031	Chemists	***	\$37.16	\$77,292
19-3031	Clinical, Counseling, and School Psychologists	130	\$24.56	\$51,088
19-3051	Urban and Regional Planners	***	\$31.89	\$66,331
19-4011	Agricultural and Food Science Technicians	20	\$16.86	\$35,075
19-4021	Biological Technicians	***	\$24.78	\$51,553
19-4031	Chemical Technicians	60	\$22.71	\$47,238
19-4091	Environ. Science/Protection Tech., Including Health	***	\$24.15	\$50,239
21-1012	Educational, Vocational, and School Counselors	280	\$24.48	\$50,923
21-1014	Mental Health Counselors	330	\$21.21	\$44,116
21-1015	Rehabilitation Counselors	220	\$14.43	\$30,008
21-1021	Child, Family, and School Social Workers	410	\$22.80	\$47,428
21-1023	Mental Health and Substance Abuse Social Workers	150	\$19.94	\$41,465
21-1029	Social Workers, All Other	30	\$16.55	\$34,431
21-1091	Health Educators	***	\$22.45	\$46,702
21-1092	Probation Officers & Correctional Treatment Specialists	90	\$30.17	\$62,744
21-1093	Social and Human Service Assistants	370	\$15.95	\$33,183
21-2011	Clergy	20	\$24.42	\$50,793
23-1011	Lawyers	320	\$58.06	\$120,764
23-2011	Paralegals and Legal Assistants	230	\$19.96	\$41,519
23-2099	Legal Support Workers, All Other	20	\$19.24	\$40,009
25-1194	Vocational Education Teachers, Postsecondary	30	\$18.06	\$37,555
25-2011	Preschool Teachers, Except Special Education	580	\$15.07	\$31,339
25-2012	Kindergarten Teachers, Except Special Education	120	***	\$55,081
25-2021	Elementary School Teachers, Except Special Education	1,510	***	\$54,647
25-2022	Middle School Teachers, Except Special & Vocat. Ed.	770	***	\$54,102
25-2031	Secondary School Teachers, Except Special & Vocat. Ed.	1,530	***	\$54,391
25-2032	Vocational Education Teachers, Secondary School	380	***	\$57,462
25-2041	Special Ed. Teach., Preschool, Kindergarten, Elem. School	350	***	\$54,529
25-2042	Special Education Teachers, Middle School	180	***	\$52,286
25-2043	Special Education Teachers, Secondary School	190	***	\$55,946
25-4012	Curators	10	\$21.43	\$44,568
25-4021	Librarians	140	\$24.73	\$51,430
25-4031	Library Technicians	130	\$14.25	\$29,643
25-9011	Audio-Visual Collections Specialists	20	\$23.39	\$48,654

SOC Code	Occupation Title	Employment	Mean	Mean
			Hourly Wage	Annual Wage
25-9031	Instructional Coordinators	***	\$23.09	\$48,028
25-9041	Teacher Assistants	2,040	***	\$24,827
25-9099	Education, Training, and Library Workers, All Other	20	\$17.46	\$36,309
27-1021	Commercial and Industrial Designers	40	\$25.41	\$52,847
27-1023	Floral Designers	60	\$14.96	\$31,120
27-1024	Graphic Designers	300	\$25.59	\$53,230
27-1025	Interior Designers	***	\$23.74	\$49,389
27-3042	Technical Writers	50	\$28.86	\$60,030
27-3043	Writers and Authors	***	\$25.80	\$53,660
27-3091	Interpreters and Translators	30	\$19.31	\$40,170
27-4021	Photographers	80	\$17.50	\$36,402
29-1021	Dentists, General	40	\$66.07	\$137,423
29-1031	Dietitians and Nutritionists	70	\$21.76	\$45,258
29-1051	Pharmacists	190	\$41.41	\$86,126
29-1062	Family and General Practitioners	***	\$76.54	\$159,195
29-1063	Internists, General	***	\$79.23	\$164,807
29-1066	Psychiatrists	20	\$87.80	\$182,630
29-1069	Physicians and Surgeons, All Other	70	\$78.33	\$162,934
29-1071	Physician Assistants	***	\$33.46	\$69,597
29-1111	Registered Nurses	2,510	\$31.01	\$64,491
29-1121	Audiologists	***	\$29.83	\$62,045
29-1122	Occupational Therapists	170	\$29.31	\$60,964
29-1123	Physical Therapists	220	\$33.15	\$68,960
29-1125	Recreational Therapists	20	\$16.22	\$33,746
29-1126	Respiratory Therapists	70	\$25.38	\$52,787
29-1127	Speech-Language Pathologists	140	\$29.12	\$60,566
29-1131	Veterinarians	***	\$46.37	\$96,456
29-2012	Medical and Clinical Laboratory Technicians	100	\$16.48	\$34,282
29-2021	Dental Hygienists	250	\$30.60	\$63,658
29-2032	Diagnostic Medical Sonographers	***	\$33.96	\$70,646
29-2041	Emergency Medical Technicians and Paramedics	***	\$15.78	\$32,824
29-2051	Dietetic Technicians	20	\$13.36	\$27,793
29-2052	Pharmacy Technicians	270	\$12.53	\$26,064
29-2056	Veterinary Technologists and Technicians	60	\$16.19	\$33,674
29-2061	Licensed Practical and Licensed Vocational Nurses	770	\$23.72	\$49,347
29-2071	Medical Records and Health Information Technicians	140	\$13.98	\$29,082
29-2081	Opticians, Dispensing	20	\$18.67	\$38,828
29-9011	Occupational Health and Safety Specialists	30	\$29.99	\$62,369
31-1011	Home Health Aides	820	\$11.42	\$23,751
31-1012	Nursing Aides, Orderlies, and Attendants	1,610	\$12.65	\$26,308
31-1013	Psychiatric Aides	***	\$13.15	\$27,350
31-2011	Occupational Therapist Assistants	70	\$21.16	\$44,019
31-2021	Physical Therapist Assistants	100	\$22.51	\$46,823
31-2022	Physical Therapist Aides	10	\$14.00	\$29,122
31-9011	Massage Therapists	40	\$13.52	\$28,120
31-9091	Dental Assistants	470	\$17.10	\$35,570
31-9092	Medical Assistants	430	\$14.94	\$31,079
31-9095	Pharmacy Aides	20	\$10.82	\$22,515
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	50	\$10.87	\$22,600
33-1012	First-Line Supervisors/Managers of Police and Detectives	120	\$32.69	\$67,999
33-1021	First-Line Supervis./Mana. of Fire Fighting & Preven. Work.	80	\$29.31	\$60,957
33-1099	First-Line Supervis./Mana., Protec. Service Work., All Other	30	\$21.10	\$43,896
33-2011	Fire Fighters	540	\$21.11	\$43,911
33-2021	Fire Inspectors and Investigators	10	\$27.50	\$57,202
33-3021	Detectives and Criminal Investigators	20	\$31.40	\$65,320
33-3051	Police and Sheriff's Patrol Officers	560	\$21.86	\$45,479
33-9011	Animal Control Workers	10	\$18.41	\$38,287
33-9032	Security Guards	580	\$13.01	\$27,068
33-9091	Crossing Guards	150	\$9.97	\$20,742

SOC Code	Occupation Title	Employment	Mean	Mean
			Hourly Wage	Annual Wage
33-9092	Lifeguards, Ski Patrol, & Other Recrea. Protec. Serv. Work.	170	\$10.43	\$21,687
33-9099	Protective Service Workers, All Other	60	\$10.73	\$22,317
35-1011	Chefs and Head Cooks	100	\$21.57	\$44,865
35-1012	First-Line Supervis./Mana. of Food Preparation/Serv. Work.	640	\$15.23	\$31,680
35-2011	Cooks, Fast Food	420	\$9.80	\$20,383
35-2012	Cooks, Institution and Cafeteria	220	\$13.72	\$28,541
35-2014	Cooks, Restaurant	580	\$12.16	\$25,296
35-2015	Cooks, Short Order	230	\$10.85	\$22,568
35-2021	Food Preparation Workers	880	\$9.88	\$20,546
35-3011	Bartenders	580	\$11.14	\$23,174
35-3021	Combined Food Preparation/Serv. Workers, Incl. Fast Food	1,810	\$8.62	\$17,930
35-3022	Counter Attendants, Cafeteria, Food Conc., Coffee Shop	730	\$8.94	\$18,593
35-3031	Waiters and Waitresses	1,860	\$10.44	\$21,726
35-3041	Food Servers, Nonrestaurant	210	\$9.32	\$19,383
35-9011	Dining Room/Cafeteria Attendants/Bartender Helpers	170	\$8.88	\$18,468
35-9021	Dishwashers	530	\$9.06	\$18,839
35-9031	Hosts/Hostesses, Restaurant, Lounge, Coffee Shop	330	\$9.22	\$19,182
37-1011	First-Line Superv./Mana. of Housekeeping/Janitorial Work.	130	\$20.06	\$41,715
37-1012	First-Line Superv./Mana. Landsc., Lawn Serv., Grounds W.	140	\$23.04	\$47,921
37-2011	Janitors/Cleaners, except Maids & Housekeeping Cleaners	1,390	\$14.05	\$29,232
37-2012	Maids and Housekeeping Cleaners	470	\$10.00	\$20,792
37-3011	Landscaping and Groundskeeping Workers	730	\$15.00	\$31,208
39-1021	First-Line Superv./Mana. of Personal Service Workers	130	\$23.98	\$49,875
39-2021	Nonfarm Animal Caretakers	120	\$10.37	\$21,574
39-3031	Ushers, Lobby Attendants, and Ticket Takers	60	\$8.38	\$17,420
39-3091	Amusement and Recreation Attendants	250	\$8.93	\$18,575
39-5092	Manicurists and Pedicurists	***	\$12.49	\$25,985
39-5093	Shampooers	***	\$8.29	\$17,252
39-9011	Child Care Workers	***	\$12.43	\$25,854
39-9021	Personal and Home Care Aides	140	\$10.98	\$22,829
39-9032	Recreation Workers	290	\$11.95	\$24,846
39-9041	Residential Advisors	20	\$17.13	\$35,631
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	640	\$20.28	\$42,193
41-1012	First-Line Supervisors/Managers of Non-Retail Sales Work.	200	\$32.07	\$66,699
41-2011	Cashiers	2,720	\$9.21	\$19,165
41-2021	Counter and Rental Clerks	480	\$12.11	\$25,179
41-2022	Parts Salespersons	130	\$17.87	\$37,162
41-2031	Retail Salespersons	2,240	\$12.73	\$26,479
41-3031	Securities, Commodities, & Financial Serv. Sales Agents	90	***	***
41-3041	Travel Agents	60	\$17.82	\$37,074
41-4011	Sales Rep., Wholesale & Manu., Tech., & Scientific Product	700	\$41.96	\$87,278
41-4012	Sales Rep., Wholesale & Manu., except Tech./Scien. Prod.	1,300	\$31.12	\$64,724
41-9011	Demonstrators and Product Promoters	***	\$13.64	\$28,366
41-9031	Sales Engineers	170	\$38.73	\$80,548
41-9099	Sales and Related Workers, All Other	70	\$20.46	\$42,554
43-1011	First-Line Superv./Mana. of Office/Admin. Support Workers	1,230	\$25.31	\$52,649
43-2011	Switchboard Operators, Including Answering Service	140	\$12.99	\$27,010
43-3011	Bill and Account Collectors	500	\$16.32	\$33,954
43-3021	Billing and Posting Clerks and Machine Operators	660	\$15.51	\$32,259
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2,320	\$17.25	\$35,879
43-3051	Payroll and Timekeeping Clerks	200	\$17.41	\$36,221
43-3061	Procurement Clerks	170	\$20.97	\$43,617
43-3071	Tellers	860	\$12.96	\$26,959
43-4031	Court, Municipal, and License Clerks	60	\$19.07	\$39,656
43-4041	Credit Authorizers, Checkers, and Clerks	30	\$19.07	\$39,663
43-4051	Customer Service Representatives	1,930	\$19.54	\$40,640
43-4061	Eligibility Interviewers, Government Programs	500	\$21.69	\$45,113
43-4071	File Clerks	190	\$12.10	\$25,172
43-4081	Hotel, Motel, and Resort Desk Clerks	60	\$10.69	\$22,230

SOC Code	Occupation Title	Employment	Mean	Mean
			Hourly Wage	Annual Wage
43-4121	Library Assistants, Clerical	110	\$11.30	\$23,504
43-4131	Loan Interviewers and Clerks	100	\$17.32	\$36,019
43-4141	New Accounts Clerks	170	\$16.97	\$35,289
43-4161	Human Resources Assist., except Payroll & Timekeeping	150	\$18.31	\$38,084
43-4171	Receptionists and Information Clerks	1,230	\$12.66	\$26,339
43-4199	Information and Record Clerks, All Other	350	\$15.73	\$32,716
43-5021	Couriers and Messengers	60	\$13.26	\$27,577
43-5031	Police, Fire, and Ambulance Dispatchers	120	\$17.73	\$36,874
43-5032	Dispatchers, Except Police, Fire, and Ambulance	100	\$17.84	\$37,107
43-5041	Meter Readers, Utilities	20	\$18.00	\$37,442
43-5051	Postal Service Clerks	100	\$21.60	\$44,935
43-5052	Postal Service Mail Carriers	420	\$21.23	\$44,159
43-5053	Post. Serv. Mail Sorters, Proces., & Proces. Machine Op.	60	\$19.24	\$40,027
43-5061	Production, Planning, and Expediting Clerks	510	\$23.64	\$49,171
43-5071	Shipping, Receiving, and Traffic Clerks	730	\$15.52	\$32,277
43-5081	Stock Clerks and Order Fillers	1,810	\$13.42	\$27,919
43-5111	Weighers, Measur., Checkers, & Samplers, Recordkeeping	30	\$15.82	\$32,897
43-6011	Executive Secretaries and Administrative Assistants	1,650	\$21.36	\$44,432
43-6012	Legal Secretaries	90	\$20.29	\$42,201
43-6013	Medical Secretaries	860	\$15.49	\$32,226
43-6014	Secretaries, Except Legal, Medical, and Executive	1,570	\$16.17	\$33,629
43-9011	Computer Operators	40	\$20.62	\$42,897
43-9021	Data Entry Keyers	260	\$13.22	\$27,497
43-9022	Word Processors and Typists	30	\$16.30	\$33,898
43-9031	Desktop Publishers	***	\$25.04	\$52,089
43-9041	Insurance Claims and Policy Processing Clerks	150	\$17.33	\$36,047
43-9051	Mail Clerks & Mail Machine Op., except Postal Service	160	\$13.74	\$28,586
43-9061	Office Clerks, General	2,040	\$14.21	\$29,547
43-9071	Office Machine Operators, Except Computer	***	\$15.88	\$33,023
47-1011	First-Line Superv./Mana. of Const. Trades/Extraction Work.	390	\$31.71	\$65,949
47-2031	Carpenters	910	\$24.76	\$51,502
47-2061	Construction Laborers	560	\$21.70	\$45,128
47-2071	Paving, Surfacing, and Tamping Equipment Operators	***	\$16.19	\$33,669
47-2073	Operating Engineers & Other Construction Eq. Oper.	340	\$28.72	\$59,740
47-2111	Electricians	520	\$23.36	\$48,596
47-2151	Pipelayers	20	\$21.86	\$45,469
47-2152	Plumbers, Pipefitters, and Steamfitters	640	\$23.36	\$48,594
47-2211	Sheet Metal Workers	250	\$23.92	\$49,745
47-2221	Structural Iron and Steel Workers	150	***	***
47-3012	Helpers--Carpenters	130	\$14.29	\$29,732
47-3015	Helpers--Pipelayers, Plumbers, Pipefitters, & Steamfitters	110	\$11.32	\$23,547
47-4011	Construction and Building Inspectors	40	\$26.53	\$55,175
47-4041	Hazardous Materials Removal Workers	420	\$19.77	\$41,124
47-4051	Highway Maintenance Workers	110	\$18.71	\$38,925
49-1011	First-Line Superv./Mana. of Mechanics, Installers, & Repair.	350	\$29.45	\$61,253
49-2011	Computer, Automated Teller, & Office Machine Repairers	***	\$15.41	\$32,046
49-2022	Telecomm. Eq. Installers & Repairers, except Line Installers	***	\$25.55	\$53,140
49-2094	Electrical/Electronics Repairers, Commmerc./Industrial Eq.	120	\$23.03	\$47,903
49-2098	Security and Fire Alarm Systems Installers	90	\$20.14	\$41,882
49-3021	Automotive Body and Related Repairers	100	\$22.85	\$47,532
49-3023	Automotive Service Technicians and Mechanics	680	\$17.84	\$37,100
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	***	\$20.23	\$42,088
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	130	\$21.94	\$45,632
49-3051	Motorboat Mechanics	***	\$16.89	\$35,131
49-3053	Outdoor Power Eq. & Other Small Engine Mechanics	10	\$15.67	\$32,603
49-3093	Tire Repairers and Changers	***	\$13.77	\$28,636
49-9021	Heating, Air Cond., & Refrigeration Mechanics/Installers	190	\$22.56	\$46,930
49-9041	Industrial Machinery Mechanics	320	\$23.50	\$48,874
49-9042	Maintenance and Repair Workers, General	980	\$21.46	\$44,627

SOC Code	Occupation Title	Employment	Mean	Mean
			Hourly Wage	Annual Wage
49-9043	Maintenance Workers, Machinery	80	\$23.41	\$48,696
49-9062	Medical Equipment Repairers	30	\$23.96	\$49,834
49-9091	Coin, Vending, & Amusement Machine Servicers/Repairers	***	\$13.70	\$28,503
49-9098	Helpers--Installation, Maintenance, and Repair Workers	90	\$11.82	\$24,590
49-9099	Installation, Maintenance, and Repair Workers, All Other	250	\$28.37	\$59,000
51-1011	First-Line Superv./Mana. of Production & Operating Workers	880	\$29.84	\$62,075
51-2022	Electrical and Electronic Equipment Assemblers	1,410	\$16.65	\$34,639
51-2023	Electromechanical Equipment Assemblers	170	\$15.15	\$31,507
51-2041	Structural Metal Fabricators and Fitters	90	\$20.21	\$42,047
51-2092	Team Assemblers	1,780	\$13.27	\$27,609
51-2099	Assemblers and Fabricators, All Other	230	\$14.13	\$29,390
51-3011	Bakers	310	\$13.23	\$27,527
51-3021	Butchers and Meat Cutters	70	\$16.56	\$34,449
51-3092	Food Batchmakers	160	\$11.38	\$23,662
51-4011	Computer-Controlled Machine Tool Operators, Metal/Plastic	300	\$17.66	\$36,723
51-4012	Numerical Tool and Process Control Programmers	***	\$23.94	\$49,798
51-4021	Extrud./Draw. Mach. Setters, Oper., & Tenders/Metal/Plastic	120	\$16.41	\$34,129
51-4022	Forging Machine Setters, Operators, & Tenders/Metal/Plastic	***	\$19.33	\$40,203
51-4031	Cutting/Punching/Press Mach. Setters/Op./Tend./Metal/Plastic	240	\$16.39	\$34,098
51-4032	Drilling/Boring Mach Tool Setters/Op./Tenders/Metal & Plastic	30	\$14.42	\$29,996
51-4033	Grind./Lap./Poli./Buff. Mach. Tool Set./Op./Tend./Metal/Plastic	50	\$15.51	\$32,263
51-4034	Lathe/Turning Mach. Tool Setters/Op./Tenders/Metal/Plastic	30	\$20.44	\$42,507
51-4041	Machinists	390	\$22.02	\$45,803
51-4072	Mold./Coremak./Cast. Mach. Setters/Op./Tenders/Metal/Plastic	330	\$15.04	\$31,288
51-4081	Multiple Machine Tool Setters/Op. & Tenders, Metal/Plastic	50	\$15.05	\$31,304
51-4111	Tool and Die Makers	40	\$25.99	\$54,065
51-4121	Welders, Cutters, Solderers, and Brazers	250	\$18.69	\$38,878
51-4122	Welding, Soldering, & Brazing Machine Setters/Op./Tenders	***	\$17.19	\$35,757
51-4193	Plating/Coating Machine Setters/Op. & Tenders/Metal/Plastic	210	\$12.37	\$25,729
51-5011	Bindery Workers	40	\$17.37	\$36,135
51-5022	Prepress Technicians and Workers	40	\$18.08	\$37,617
51-5023	Printing Machine Operators	340	\$16.66	\$34,650
51-6011	Laundry and Dry-Cleaning Workers	280	\$9.47	\$19,687
51-6031	Sewing Machine Operators	430	\$11.50	\$23,926
51-6062	Textile Cutting Machine Setters, Operators, and Tenders	40	\$10.80	\$22,461
51-6093	Upholsterers	20	\$13.57	\$28,225
51-7011	Cabinetmakers and Bench Carpenters	100	\$15.01	\$31,217
51-7021	Furniture Finishers	40	\$14.91	\$31,012
51-8021	Stationary Engineers and Boiler Operators	***	\$21.50	\$44,715
51-8031	Water/Liquid Waste Treatment Plant & System Operators	100	\$20.78	\$43,231
51-8091	Chemical Plant and System Operators	10	\$22.95	\$47,739
51-9022	Grinding and Polishing Workers, Hand	***	\$14.92	\$31,027
51-9023	Mixing & Blending Machine Setters, Operators, and Tenders	90	\$18.05	\$37,550
51-9031	Cutters and Trimmers, Hand	70	\$12.45	\$25,889
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	120	\$14.82	\$30,817
51-9041	Extrud./Form./Press. & Compact. Machine Setters/Op./Tenders	***	\$14.37	\$29,893
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1,010	\$19.42	\$40,385
51-9081	Dental Laboratory Technicians	***	\$21.58	\$44,891
51-9121	Coating, Painting, & Spraying Machine Setters, Op., & Tenders	140	\$16.31	\$33,934
51-9132	Photographic Processing Machine Operators	90	\$10.21	\$21,227
51-9192	Cleaning, Washing, & Metal Pickling Eq. Operators & Tenders	***	\$12.36	\$25,707
51-9198	Helpers--Production Workers	820	\$9.87	\$20,538
51-9199	Production Workers, All Other	***	\$20.97	\$43,628



SOC Code	Occupation Title	Employment	Mean	Mean
			Hourly Wage	Annual Wage
53-1021	First-Line Superv./Mana. of Helpers/Laborers/Material Movers	120	\$21.90	\$45,547
53-1031	First-Line Sup./Man. Trans./Mater.-Moving Mach./Vehicle Op.	70	\$27.80	\$57,831
53-3022	Bus Drivers, School	430	\$13.58	\$28,244
53-3032	Truck Drivers, Heavy and Tractor-Trailer	840	\$19.75	\$41,075
53-3033	Truck Drivers, Light or Delivery Services	590	\$15.02	\$31,232
53-3041	Taxi Drivers and Chauffeurs	180	\$11.09	\$23,067
53-3099	Motor Vehicle Operators, All Other	60	\$11.96	\$24,875
53-6021	Parking Lot Attendants	50	\$8.80	\$18,305
53-6031	Service Station Attendants	***	\$10.17	\$21,160
53-7032	Excavating and Loading Machine and Dragline Operators	***	\$22.95	\$47,745
53-7051	Industrial Truck and Tractor Operators	350	\$13.75	\$28,602
53-7061	Cleaners of Vehicles and Equipment	160	\$10.87	\$22,611
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,530	\$14.36	\$29,876
53-7063	Machine Feeders and Offbearers	240	\$13.21	\$27,485
53-7064	Packers and Packagers, Hand	1,280	\$9.54	\$19,838
53-7081	Refuse and Recyclable Material Collectors	40	\$20.55	\$42,738
<b>*** Indicates data items are not available</b>				

Data Source: Massachusetts Department of Workforce Development

# Appendix D: Detailed Statistics

## D.9 Housing Prices and Sales by Community: 2000 - 2007

	Median Sales Price			Number of Sales	
	1-Family	Condo	All Sales	1-Family	All Sales
<b>Amesbury</b>					
2007	358,000	225,000	291,500	127	131
2006	329,950	214,450	300,000	112	138
2005	359,900	195,000	304,750	105	131
2004	329,000	185,000	280,000	155	185
2003	315,850	168,950	271,375	168	164
2002	279,000	145,000	238,150	167	136
2001	249,000	128,000	214,450	161	123
2000	215,000	111,500	178,400	165	127
<b>Andover</b>					
2007	565,500	271,200	500,000	324	126
2006	530,000	267,250	439,000	313	162
2005	583,000	291,950	480,000	309	186
2004	535,000	288,000	450,000	317	155
2003	490,000	193,000	439,900	387	126
2002	452,500	165,000	425,000	388	109
2001	431,200	140,950	395,000	351	96
2000	402,000	125,000	359,000	412	109
<b>Boxford</b>					
2007	607,450	0	607,450	94	2
2006	585,000	0	584,375	95	0
2005	660,000	0	650,000	75	0
2004	636,500	0	626,250	79	0
2003	580,000	0	560,000	107	1
2002	554,500	0	550,000	110	2
2001	500,000	0	483,500	125	0
2000	498,000	0	460,900	141	0
<b>Georgetown</b>					
2007	415,000	435,865	422,500	79	19
2006	410,000	407,875	415,000	69	32
2005	455,000	500,000	493,000	68	31
2004	420,000	468,328	429,000	101	27
2003	357,000	590,000	385,000	98	5
2002	339,700	291,168	327,000	94	16
2001	322,500	509,000	325,000	102	5
2000	285,000	0	272,750	99	1
<b>Groveland</b>					
2007	358,300	268,000	357,650	55	20
2006	373,500	352,450	362,450	68	20
2005	383,250	343,300	357,400	50	49
2004	385,000	338,400	367,900	65	10
2003	351,250	249,900	299,450	66	53
2002	335,000	272,031	298,400	62	26
2001	290,700	0	280,000	59	1
2000	230,000	0	229,000	75	1
<b>Haverhill</b>					
2007	299,850	219,450	267,000	322	356
2006	304,000	215,000	271,000	373	441
2005	325,000	219,950	271,750	370	422
2004	305,000	202,000	265,000	491	457
2003	279,000	199,000	247,000	533	485
2002	258,200	175,000	227,500	545	376
2001	223,000	149,900	182,250	482	396
2000	200,000	124,000	153,000	511	403
<b>Lawrence</b>					
2007	218,500	150,000	234,950	167	95
2006	246,450	149,900	265,000	260	171
2005	243,000	163,500	275,000	186	109
2004	228,650	154,000	260,000	244	131
2003	209,900	111,000	235,500	263	127
2002	182,500	95,000	190,000	278	133
2001	152,000	78,500	149,000	261	144
2000	124,900	57,500	119,900	273	141
<b>Merrimac</b>					
2007	376,500	244,625	310,000	34	20
2006	342,500	251,000	316,000	45	18
2005	380,000	262,000	335,000	55	20
2004	422,500	250,000	340,000	56	27
2003	300,625	234,200	303,125	58	8
2002	315,000	205,000	277,500	57	13
2001	249,900	207,000	234,950	61	7
2000	242,000	160,000	224,000	91	17

# Appendix D: Detailed Statistics

## D.9 Housing Prices and Sales by Community: 2000 - 2007

	Median Sales Price			Number of Sales	
	1-Family	Condo	All Sales	1-Family	Condo
<b>Methuen</b>					
2007	287,000	210,000	274,879	339	159
2006	315,000	227,400	295,000	393	202
2005	333,000	205,000	310,000	373	178
2004	285,000	202,500	275,000	393	128
2003	275,000	205,000	265,000	458	123
2002	244,000	177,500	230,000	447	160
2001	214,700	145,950	195,650	466	162
2000	185,000	134,050	169,900	474	164
<b>Newbury</b>					
2007	462,500	752,523	465,000	66	9
2006	480,000	674,670	480,000	67	21
2005	450,000	661,731	490,000	63	23
2004	440,000	574,932	440,000	71	8
2003	415,500	325,000	400,000	69	4
2002	375,000	236,000	363,750	79	3
2001	319,500	0	305,000	66	1
2000	329,900	169,000	305,000	99	3
<b>Newburyport</b>					
2007	465,000	310,000	380,000	171	171
2006	447,500	306,250	393,500	190	206
2005	445,000	289,900	360,000	152	239
2004	438,500	325,000	390,290	170	193
2003	388,000	280,000	339,000	191	188
2002	368,000	265,000	330,000	221	208
2001	370,209	242,900	309,000	212	173
2000	300,000	212,500	248,000	200	243
<b>N. Andover</b>					
2007	476,200	185,000	345,000	240	191
2006	513,750	262,900	358,000	284	261
2005	565,000	238,500	427,500	259	131
2004	520,000	225,000	372,250	303	200
2003	456,500	191,750	353,350	310	133
2002	429,900	169,000	329,900	327	137
2001	425,250	146,000	325,000	380	174
2000	414,900	126,500	284,000	359	158
<b>Rowley</b>					
2007	479,500	221,000	413,500	52	16
2006	481,895	243,125	465,000	54	30
2005	476,200	199,900	404,000	60	44
2004	389,900	208,000	357,041	41	28
2003	434,000	333,837	400,000	40	11
2002	318,000	195,000	304,000	50	7
2001	322,000	149,000	287,000	60	5
2000	340,000	117,000	304,500	71	4
<b>Salisbury</b>					
2007	310,000	299,000	295,000	50	87
2006	319,750	315,000	319,000	60	67
2005	349,900	297,450	328,500	43	74
2004	326,000	227,845	257,500	49	120
2003	280,000	262,500	285,450	81	31
2002	258,950	234,004	226,504	84	16
2001	194,250	177,500	186,950	60	34
2000	183,950	135,000	169,900	96	13
<b>W. Newbury</b>					
2007	515,000	0	496,250	46	0
2006	580,000	0	570,000	51	0
2005	480,000	0	480,000	36	2
2004	467,000	0	447,000	44	0
2003	540,250	300,050	460,000	30	4
2002	423,500	0	415,000	40	0
2001	390,000	0	360,000	31	1
2000	309,000	0	302,000	37	2

Data Source: The Warren Group

# Appendix D: Detailed Statistics

## D.10 Tax Levies by Community: FY 2000 - 2008

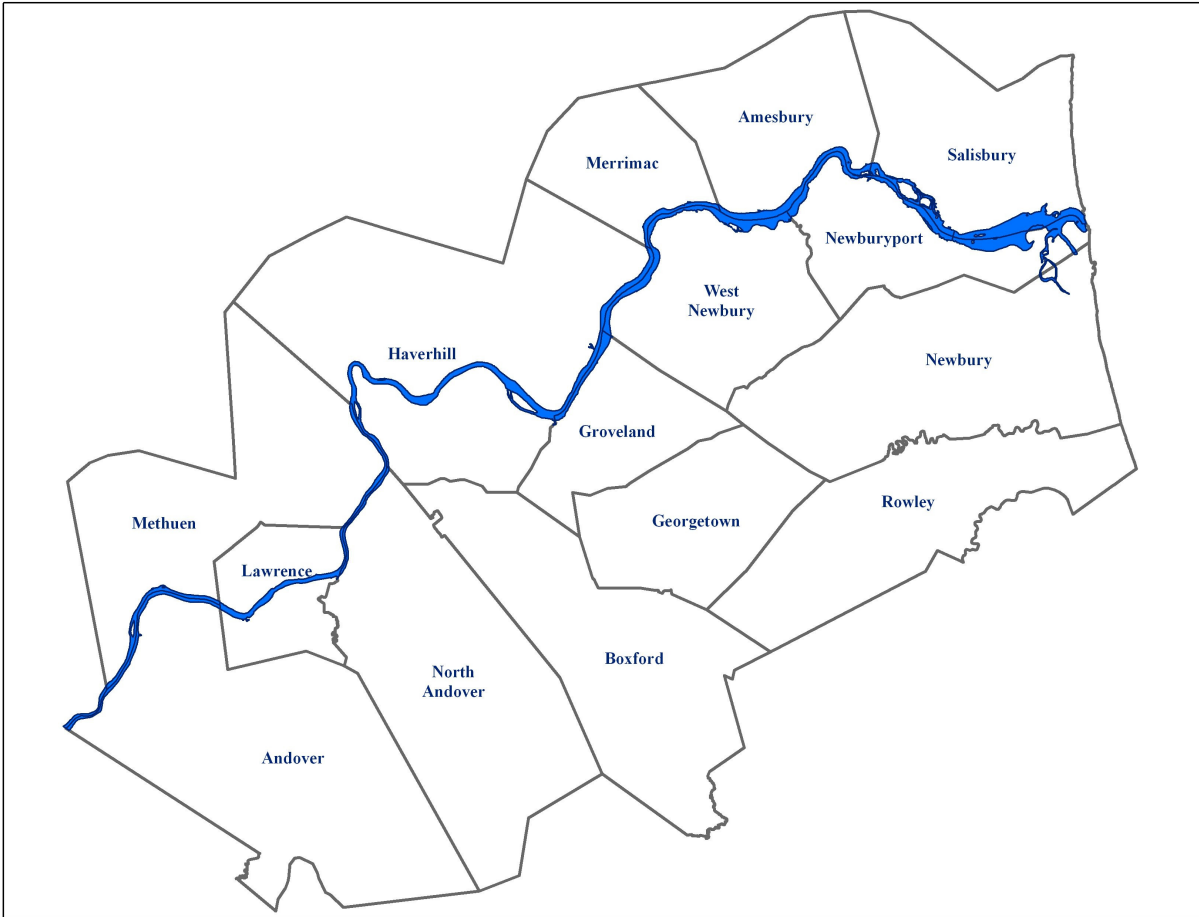
	Residential	Open Space	Commercial	Industrial	Personal Property	Total		Residential	Open Space	Commercial	Industrial	Personal Property	Total
<b>Amesbury</b>							<b>Groveland</b>						
2000	14,039,523		1,490,412	1,169,742	482,742	17,182,419	2000	5,126,478		178,632	197,031	157,601	5,659,742
2001	16,201,105		1,822,504	1,324,019	549,732	19,897,360	2001	5,421,298		181,858	206,402	150,789	5,960,348
2002	18,572,939		1,981,532	1,410,990	584,309	22,549,770	2002	5,789,460		194,896	216,155	160,191	6,360,702
2003	19,756,264		1,949,704	1,435,018	603,745	23,744,731	2003	6,324,622		202,525	224,001	134,419	6,885,567
2004	21,416,434		1,974,932	1,353,037	556,162	25,300,565	2004	6,741,317		232,669	262,070	119,001	7,355,057
2005	22,398,003		1,820,710	1,231,114	455,740	25,905,567	2005	7,315,876		229,510	250,804	114,928	7,911,118
2006	23,970,672		1,830,194	1,244,569	440,695	27,486,130	2006	7,912,032		237,654	259,316	157,206	8,566,208
2007	24,279,176		2,070,861	1,529,001	480,759	28,359,797	2007	8,423,063		258,184	274,120	168,903	9,124,271
2008	25,738,160		2,571,805	1,747,007	550,012	30,606,984	2008	8,853,454		271,160	289,120	198,252	9,611,986
<b>Andover</b>							<b>Haverhill</b>						
2000	42,932,529	100,792	8,472,363	8,745,744	1,487,675	61,739,103	2000	34,694,118	21,573	5,726,628	3,527,774	2,716,788	46,686,881
2001	44,297,783	95,849	9,077,722	9,712,472	1,747,600	64,931,425	2001	37,240,036	22,927	6,082,212	3,795,904	2,898,860	50,039,940
2002	47,066,997	97,066	10,091,324	10,744,096	1,831,087	69,830,570	2002	40,253,642	18,599	6,089,546	3,978,955	3,302,020	52,642,762
2003	51,960,392	103,870	10,605,091	11,333,086	1,828,662	75,831,101	2003	42,736,126	18,175	6,394,382	4,044,554	2,278,632	55,471,869
2004	54,450,344	100,436	10,642,004	12,021,397	1,950,159	79,164,340	2004	45,562,783	17,777	6,402,624	4,242,105	2,321,918	58,547,207
2005	57,782,211	108,250	10,366,015	11,443,486	1,967,848	81,667,810	2005	49,029,073		6,643,210	4,313,509	2,306,363	62,292,155
2006	62,759,119	159,337	9,990,212	11,409,435	1,690,901	86,009,004	2006	51,726,419		6,643,155	4,316,475	2,280,120	64,966,169
2007	65,881,296	141,575	10,683,126	11,734,646	1,820,640	90,261,283	2007	54,289,416		6,991,616	4,500,055	2,369,602	68,150,689
2008	67,849,371	139,540	11,193,954	12,287,402	2,607,452	94,077,719	2008	56,442,648		8,046,290	4,561,756	3,184,814	72,235,508
<b>Boxford</b>							<b>Lawrence</b>						
2000	12,803,707	33,745	148,713	7,233	184,259	13,177,657	2000	15,464,830	10,571	6,037,292	3,283,031	2,719,305	27,515,029
2001	13,676,684	33,880	143,421	7,301	180,400	14,041,687	2001	15,676,581	5,958	5,880,282	3,307,546	2,686,649	27,557,016
2002	15,090,639	30,861	161,713	7,153	175,500	15,465,866	2002	15,757,041	5,932	5,923,380	3,676,209	2,975,148	28,337,710
2003	15,865,276	28,463	156,726	6,913	182,317	16,239,695	2003	19,939,225		5,699,857	3,564,536	2,572,485	31,776,103
2004	16,946,752	26,134	146,457	7,020	212,964	17,339,327	2004	20,007,245		5,751,273	3,642,088	2,645,729	32,046,335
2005	17,301,672	24,941	135,391	6,824	337,957	17,806,785	2005	23,359,801		5,501,885	3,357,039	2,108,918	34,327,643
2006	18,597,296		145,440	6,267	322,145	19,071,148	2006	25,211,262		5,758,850	3,269,394	1,944,306	36,183,812
2007	19,156,970		140,632	6,391	357,044	19,661,036	2007	27,919,967		5,766,394	3,399,618	1,929,495	39,015,475
2008	20,144,742		147,461	6,899	398,466	20,697,568	2008	30,573,861		6,096,783	3,806,424	2,397,084	42,874,152
<b>G'town</b>							<b>Merrimac</b>						
2000	7,071,164		384,992	403,337	156,894	8,016,387	2000	4,470,384		185,272	84,304	68,393	4,808,353
2001	7,507,787		372,147	369,158	130,635	8,379,727	2001	4,921,841		180,889	88,678	55,626	5,247,033
2002	7,798,491		410,368	424,401	135,876	8,769,136	2002	5,351,376		189,249	95,741	56,146	5,692,512
2003	8,124,741		419,703	440,657	137,627	9,122,728	2003	5,732,439		197,883	95,789	59,406	6,085,517
2004	8,616,451		421,384	433,774	137,844	9,609,453	2004	6,383,870		179,793	86,718	53,897	6,704,278
2005	9,126,972		400,178	411,612	125,365	10,064,127	2005	6,844,170		191,593	90,547	52,245	7,178,555
2006	10,151,407		408,449	427,188	143,137	11,130,181	2006	7,563,080		178,463	84,448	50,828	7,876,819
2007	10,605,423		439,250	452,593	146,584	11,643,851	2007	7,756,875		193,504	87,450	46,676	8,084,506
2008	11,082,498		451,165	481,757	152,667	12,168,087	2008	8,170,242		207,899	94,468	60,900	8,533,509

# Appendix D: Detailed Statistics

## D.10 Tax Levies by Community: FY 2000 - 2008

	Residen- tial	Open Space	Commer- cial	Industrial	Personal Property	Total		Residen- tial	Open Space	Commer- cial	Industrial	Personal Property	Total
<b>Methuen</b>							<b>Rowley</b>						
2000	29,334,048		3,954,962	2,589,153	1,313,504	37,191,667	2000	5,067,116	1,635	478,014	150,792	98,833	5,796,390
2001	29,513,153		5,204,569	2,589,052	1,555,694	38,862,468	2001	5,763,276	7,129	550,620	292,937	108,421	6,722,383
2002	31,175,165		5,589,563	3,026,466	1,590,130	41,381,324	2002	5,939,506	8,210	591,516	285,631	105,638	6,930,501
2003	33,900,029		5,597,469	2,655,350	1,480,287	43,633,135	2003	6,328,638	4,089	610,835	338,567	102,675	7,384,804
2004	34,304,677		5,541,312	2,781,246	1,521,666	44,148,901	2004	6,744,621	3,523	606,612	338,415	111,398	7,804,569
2005	37,109,286		5,509,349	2,671,906	1,791,045	47,151,586	2005	7,080,440	6,064	658,077	348,171	107,730	8,200,482
2006	39,601,721		5,963,897	2,582,042	1,698,970	49,846,630	2006	7,683,813	5,931	638,354	358,665	113,457	8,800,220
2007	41,992,417		6,212,047	2,781,531	1,935,861	52,921,856	2007	8,001,075	5,880	644,633	353,535	111,658	9,116,781
2008	45,159,825		7,084,428	3,096,976	2,140,801	57,482,030	2008	8,605,703	2,711	811,409	441,375	125,080	9,986,278
<b>Newbury</b>							<b>Salisbury</b>						
2000	7,193,667		253,190	28,015	159,042	7,633,914	2000	6,488,989		1,550,086	250,771	291,180	8,581,026
2001	7,842,806		260,842	25,486	138,237	8,267,371	2001	6,903,950		1,628,982	265,818	327,099	9,125,849
2002	8,178,299		261,877	25,655	126,428	8,592,259	2002	7,452,110		1,564,024	224,548	214,558	9,455,240
2003	8,746,622		280,644	27,069	129,530	9,183,865	2003	7,863,467		1,626,226	226,067	189,238	9,904,998
2004	9,004,997		283,515	23,333	120,494	9,432,339	2004	8,447,281		1,572,487	221,615	199,566	10,440,949
2005	9,476,279		286,181	23,092	107,275	9,892,827	2005	8,988,430		1,639,480	209,188	197,724	11,034,822
2006	10,725,183		314,892	26,104	115,440	11,181,619	2006	9,776,885		1,653,460	200,612	163,113	11,794,070
2007	11,355,585		338,325	27,893	112,734	11,834,536	2007	10,451,547		1,806,510	199,484	164,712	12,622,252
2008	11,644,675		347,310	29,668	125,824	12,147,477	2008	10,953,497		2,003,256	258,605	185,480	13,400,838
<b>Newport</b>							<b>W. N'bury</b>						
2000	18,396,394	3,486	2,409,968	1,644,042	416,506	22,870,396	2000	5,250,193	1,353	92,826	15,665	84,678	5,444,715
2001	19,568,403	2,912	2,524,785	1,820,063	442,612	24,358,774	2001	5,490,278	1,280	88,743	21,720	83,887	5,685,908
2002	22,960,723	4,174	2,263,999	1,581,594	408,877	27,219,367	2002	5,992,089	1,303	96,412	19,982	79,513	6,189,299
2003	24,316,100	4,999	2,367,067	1,660,228	453,528	28,801,922	2003	6,386,233	1,371	100,647	21,032	84,230	6,593,513
2004	25,812,201	5,835	2,515,966	1,760,941	505,231	30,600,174	2004	6,961,139		55,574	19,415	65,620	7,101,748
2005	27,881,549	5,156	2,450,821	1,492,514	417,726	32,247,766	2005	7,635,837		58,500	20,854	66,384	7,781,575
2006	29,312,640	5,323	2,441,206	1,507,639	414,333	33,681,141	2006	7,896,710		59,234	21,210	65,129	8,042,283
2007	30,932,404	4,859	2,538,781	1,550,234	392,948	35,419,226	2007	8,672,539		66,183	22,906	80,004	8,841,631
2008	31,630,324	3,398	2,785,527	1,821,483	472,448	36,713,180	2008	9,042,713		67,848	23,740	85,271	9,219,572
<b>N.Andover</b>													
2000	26,375,089		2,918,130	2,717,783	838,862	32,849,864							
2001	29,589,490		2,925,674	2,693,455	797,841	36,006,461							
2002	31,627,510		2,915,325	2,646,453	794,346	37,983,634							
2003	34,961,897		3,088,916	2,511,304	823,030	41,385,147							
2004	38,158,222		3,441,456	2,637,449	804,409	45,041,536							
2005	39,603,439		3,019,317	2,216,637	977,316	45,816,709							
2006	41,704,830		3,237,622	2,366,656	1,091,294	48,400,402							
2007	42,983,411		3,613,257	2,202,311	984,272	49,783,252							
2008	45,618,066		3,910,625	2,302,481	1,129,991	52,961,163							

Data Source: Massachusetts Department of Revenue



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