2018-2023 Merrimack Valley Comprehensive Economic Development Strategy

Embracing Resilience & Equity for a Prosperous Region
Acknowledgements

On behalf of the Merrimack Valley Planning Commission (MVPC), I would like to recognize the public and private partners that dedicated their time to craft the 2018 MV Comprehensive Economic Development Plan (MV CEDS). From the beginning of the planning process in 2017, development of the MV CEDS plan was a collaborative effort that strengthened existing partnerships while developing new relationships that will help drive implementation. We are proud to say that over 100 stakeholders from around the Merrimack Valley and State of Massachusetts participated in the creation of this plan and because of that, the MV CEDS is truly YOUR PLAN.

MVPC would like to express our gratitude to the U.S. Department of Commerce, Economic Development Administration (EDA), for their ongoing support and funding. Specifically, we would like to thank the Philadelphia Regional EDA office and Debra Beavin, Economic Development Representative, for their invaluable guidance and counsel.

MVPC staff owes a great deal of thanks to the MV CEDS Committee, particularly our Chair, Lane Glenn, President of Northern Essex Community College. Through Lane’s leadership and the contributions of the CEDS Committee members, we have an implementable strategy for economic development in the Merrimack Valley that will help us be resilient and diverse into the 21st Century.

Lastly, we want to recognize the Working Group Co-Chairs who embarked on an expeditious mission to create realistic strategies for each emerging theme in this plan. Thank you for dedicating your time and inspiration!

City and Town Centers: Paul Materazzo (Town of Andover) and Tania Hartford (RCG LLC)

Manufacturing: Brian Norris (Northeast Advanced Manufacturers Consortium) and George Moriarty (Northern Essex Community College)

Natural and Cultural Resources: Vanessa Johnson-Hall (Essex County Greenbelt), Lesly Melendez (Groundwork Lawrence) and Karen Ristuben (Essex County Community Foundation)

Transportation: Lou Rabito (Howard Stein Hudson) and Andrew Herlihy (City of Haverhill)

Although MVPC, as the Economic Development District, is publishing this plan, we consider this a living, collaborative, ongoing effort that “takes a region” to implement. We look forward to working with you to embrace resilience and equity for a more prosperous Merrimack Valley.

Gratefully,

Karen Sawyer Conard
Executive Director, MVPC

By most standards, the Merrimack Valley is indeed a prosperous part of the world, and an ideal place to live, work, and raise a family. Wages, employment, and levels of education are generally high; and we enjoy a rich history and culture, beautiful landscapes, abundant natural resources, and unique, thriving cities and towns.

Yet, as we have experienced in recent years, this prosperity can be quickly endangered by sudden changes in the economy, natural disasters, and other unexpected events; and not everyone enjoys the same access to opportunity and resources. Within our communities, there are many still struggling with poverty, homelessness, hunger, inadequate education, and access to good jobs.

This Comprehensive Economic Development Strategy (CEDS) aims to build on the Merrimack Valley’s tremendous assets in order to make us even stronger, more resilient in the face of challenges, and more equitable, offering the opportunity for everyone to enjoy the quality of life our region is known for.

Developed through a year-long process engaging business and community leaders in all fifteen cities and towns the MVPC serves, this CEDS features emergency and environmental recovery plans; support for area manufacturing; protection strategies for natural resources; a strong focus on improving regional transportation; a more active role in workforce development; goals for strengthening city and town centers, still the heart of our New England communities; and more.

It is an ambitious roadmap for the future designed by and for ambitious, hard-working, proud residents of this remarkable corner of the world.

Lane Glenn

Chair, MVPC Comprehensive Economic Development Strategy (CEDS) Committee & President, Northern Essex Community College
Introduction

The Merrimack Valley Planning Commission (MVPC) serves 15 communities in the northeastern corner of Massachusetts along the Merrimack River. MVPC’s mission is “to foster community and collaboration in addressing common, regional concerns to improve the general welfare of all our residents, with the greatest efficiency, economy and coordination possible.” Since the 1970s, MVPC has served as the designated liaison for the Merrimack Valley Economic Development District (EDD) by the U.S. Economic Development Administration (EDA) of the Department of Commerce. EDA is the primary economic development agency for the federal government, and works with EDDs throughout the country to promote regional cooperation and economic prosperity.

In keeping with the EDD designation, MVPC prepares a Comprehensive Economic Development Strategy (CEDS), a blueprint for growing a regional, collaborative economy. It is meant to be a living document, updated annually and fully revisited every five years. The CEDS features a description of regional economic conditions, presents key demographics and sets forth an action plan for the future. EDA looks to the CEDS when deciding on strategic investments to fund. MVPC uses the CEDS process to identify and prioritize issues and opportunities that can be addressed with the appropriate technical assistance and resources, and which partners we can engage to accomplish this.

We are proud to report that the 2018 MV CEDS brought together more than 80 diverse stakeholders, from the public and private sectors to develop an action plan around four emerging themes: City/Town Centers, Manufacturing, Natural/Cultural Resources and Transportation.

This process created and strengthened partnerships, enhanced cooperation, and fostered both public and private “buy-in” and enthusiasm. Our stakeholders are already serving as ambassadors in advancing the strategies put forth in this plan, which were carefully developed through numerous working sessions held over a 12-month period.

The MVPC region is home to public and private sector leaders, institutions of higher learning, solopreneurs, small start-ups and thriving, large business alike - all working to enhance our economic prosperity through innovative practices in workforce development, housing, green and clean technologies, adaptive reuse, marketing and community engagement. MVPC will continue to promote these efforts and provide an ongoing forum for individuals and organizations from diverse backgrounds to collaborate on shared goals for the region. We welcome and appreciate the insight, expertise and assistance of all those who helped in the crafting of this document, and look forward to working collaboratively on the key projects and actions to accomplish the goals and objectives set forth herein to create a more resilient, equitable Merrimack Valley.
MV CEDS Accomplishments Since 2013

The 2013 Merrimack Valley Comprehensive Economic Development Strategy (MV CEDS) set three primary goals for moving the region forward: 1) Develop and Promote a Strong, Diversified and Sustained Regional Economy; 2) Identify and Support the Region’s Priority Development Areas and Priority Preservation Areas; and 3) Strengthen the Connection Between Relevant Workforce Development and Industry Needs. The MV CEDS also presented clear tactical objectives addressing those goals and created a precise action plan on which to move forward. The following are the key objectives of the 2013 CEDS, followed by the actions that were taken to meet the specific objective.

Support New and Expanding Firms
• Collaborated with UMass Lowell iHub and the Greater Haverhill Chamber of Commerce to organize the first Mass Innovation Night in the Merrimack Valley, showcasing innovative, new start-ups from around the region.
• Created a Valley Support Team program to assist communities with their economic and community development needs.
• Created a Priority Development (PDA) Task Force to market key PDAs in the region.
• Assisted communities with expedited, pre-permitting of sites to remove barriers to development and redevelopment projects.

Encourage Innovation and Cluster Development
• Increased awareness of established and emerging industry clusters in the 2014 Merrimack Valley Industry Cluster Report.
• Provided gap loans to small businesses through the EDA-funded Merrimack Valley Economic Development Loan Fund. Since 2013, the Merrimack Valley Economic Development Corporation provided four loans totaling $914,000. Loan amounts ranged from $115,000 to $250,000 and went to diverse businesses such as a commercial bakery and a janitorial company.

Promote Regional Identity
• Leveraged national best practices and new and existing partnerships to expand the “Means Business” campaign beyond a site selection finder to include resources available to businesses and individuals.
• Completed Phase I and launched Phase II of the Merrimack Valley Region Marketing Campaign to rebrand the region with a new logo, tagline and website: Merrimack Valley: Here for the Making.

Foster Tourism through the Enhancement and Protection of the Region’s Natural Resources and Historic Structures
• Promoted and helped to protect the region’s open spaces and historic structures by identifying Priority Preservation Areas (PPAs). Recommended that communities adopt demolition delay ordinances and held Historic Preservation workshops.
• Supported and encouraged local farming by helping communities start local farmers markets. Identified PPAs, many of which are farmland. Hosted a workshop on how to preserve farmland.
• Promoted opportunities for artists and other creative economy participants by encouraging the creation of Cultural Districts, including downtown Haverhill.

Direct Investment to Priority Development Areas and Town Centers
• Updated the Merrimack Valley Priority Growth Strategy which established new Priority Development Areas in the region.
• Assisted communities with zoning updates to encourage mixed-use development in city and town centers. Assisted in creating Smart Growth (40R) Districts, including the City of Methuen.
• Increased local board training on permitting and smart growth by hosting Citizen Planner Training Collaborative trainings every year.
• Continued MVPC’s Brownfields Remediation Program, which includes assessment and cleanup of contaminated sites in town and city centers.
• Collaborated with the Merrimack Valley Regional Transit Authority to offer additional transportation routes, especially to the region’s major employment and retail centers.
Establish a Proactive Residential Development Plan

- Promoted Traditional Neighborhood Development (TND) housing principles at Regional Planning Director’s meetings and in the Priority Growth Strategy.
- Promote local funding for open space protection and creation of affordable housing using Community Preservation Act (CPA) funds at workshops and Planning Directors Luncheons.
- Developed Housing Production Plans for 14 communities in the region and nearing completion of a first-of-its-kind in the state Regional Housing Plan.

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

- Helped communities create more sustainable housing/commercial development standards and advocated for stormwater ordinances and education at forums and Planners Luncheons.
- Assisted communities in seeking Massachusetts Green Communities Program designation through grant applications and data collection and analysis.
- Secured an Energy Services Company to install clean energy systems and promoted the Massachusetts Clean Energy Center’s programs at regular meetings and through social media postings.

Change Public Perception of Certain Critical Industries in the Region

- Promoted employment opportunities and education/skill requirements in the critical and emerging industries to a wide constituency by discussing this issue at public forums and events.
- Became a member of the Urban Manufacturing Alliance (UMA) to gain access to essential manufacturing resources, including UMA’s national Sewn Trades Community of Practice. Represented the Merrimack Valley at UMA’s Seattle Gathering and as a speaker at local workshops.
- Received EDA grant funds to create a Lawrence Textile Innovation Center Feasibility Study (Lawrence fabRIC Project) to better understand the textile industry and promote its expansion and recalibration in Lawrence and the entire region.

Close the Gaps in Workforce Development Training

- Worked with the Merrimack Valley Workforce Investment Board (MVWIB), Technical High Schools and Northern Essex Community College to develop programs and trainings to meet the specialized skill needs of employers struggling to find qualified workers. MVPC now serves on the Board of Directors of the MVWIB.

Increase Career Enhancement Opportunities

- Worked with the MVWIB to develop and fund training for incumbent workers that support career advancement and wage gains, including increased English language training for adult learners.
- Conducted an Access to Jobs Survey to begin matching public transportation routes and times with the needs of workers and employers.

Greater Lawrence Technical School and Protect the Force meet to discuss alignments in textile training and manufacturing. Source: Francisco Martinez
The Data

The Merrimack Valley has experienced growth and change over the past 10-15 years, including our population, household composition, housing costs, access, jobs, labor force, recreational opportunities and options for arts and culture. The data below provides a snapshot of the changes this region has experienced, and lays out the foundation for the four emerging themes and resulting visions, objectives and strategies for creating a more adaptable region that embraces diversity and equity at its core.

Population
According to the 2015 American Community Survey, the Merrimack Valley’s population was about 346,521. Since 2000, the region’s population has increased 8.7%. By 2030, it is projected that the region will experience a similar increase of about 8.5% to approximately 375,984 people. This is slightly higher than the projected growth in Essex County (8%) and the State of Massachusetts (7.8%).

This increase needs to be considered as we continue to ensure there are quality jobs for residents located in the region. This issue will be explored again when we analyze where residents work in and outside the region.

The majority of the 346,521 residents are concentrated in three cities in the region: Lawrence, Haverhill and Methuen (in that order). Nearly 20% of the population resides in the Towns of North Andover and Andover, with the remainder located in the region’s smaller cities and towns.
Throughout the region and state, our population is getting older. Between 2010 and 2035, it is projected that the population over 65 years of age will nearly double from 12% to 23%. That increase will be reflected as a decrease in the population under the age of 19. Between 2010 and 2035, the population under 19 will decrease from 28% to 24%. This translates into more people aging out of the workforce and fewer of them entering. As we consider the number and type of jobs that we need in this region, we must keep in mind the population and how to accommodate these fluctuations in the age of our workforce.

**Housing**

Housing and economic development are connected. We need quality, accessible, affordable housing to attract both employees and employers to this region. This section will cover the types of housing units, income, cost, and affordability gaps in the region. This information is primarily taken from the *Merrimack Valley Regional Housing Plan*, which analyzed data from the 2011-2015 American Community Survey.

There is a total of 134,083 housing units in the region to accommodate 346,521 residents. The mix of housing in the Merrimack Valley is primarily ownership, with 63% owner-occupied units versus 37% renter. Of those units, 57% are single-family units (detached and attached) and 42% are multi-family (2+ units). Most of the multi-family dwellings (31%) are 3+ units, however only 9% of them are larger developments over 20+ units.
The median income for the Merrimack Valley is $75,532. Ten of the fifteen communities in the region surpass that median income, as shown in the chart below, with several of them coming close to doubling the median income (notably Andover, West Newbury and Boxford).

### MEDIAN HOUSHOLD INCOME

<table>
<thead>
<tr>
<th>Town</th>
<th>Median Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lawrence</td>
<td>$34,852</td>
</tr>
<tr>
<td>Haverhill</td>
<td>$60,888</td>
</tr>
<tr>
<td>Salisbury</td>
<td>$69,500</td>
</tr>
<tr>
<td>Methuen</td>
<td>$71,392</td>
</tr>
<tr>
<td>Merrimac</td>
<td>$73,986</td>
</tr>
<tr>
<td>Amesbury</td>
<td>$76,558</td>
</tr>
<tr>
<td>Newburyport</td>
<td>$85,556</td>
</tr>
<tr>
<td>Rowley</td>
<td>$86,820</td>
</tr>
<tr>
<td>Newbury</td>
<td>$91,168</td>
</tr>
<tr>
<td>Groveland</td>
<td>$95,208</td>
</tr>
<tr>
<td>North Andover</td>
<td>$100,286</td>
</tr>
<tr>
<td>Georgetown</td>
<td>$107,683</td>
</tr>
<tr>
<td>Andover</td>
<td>$129,082</td>
</tr>
<tr>
<td>West Newbury</td>
<td>$131,167</td>
</tr>
<tr>
<td>Boxford</td>
<td>$140,268</td>
</tr>
</tbody>
</table>

Source: ACS 2011-2015

When comparing owner income versus renter income, there is a discrepancy between the two tenures which is experienced throughout Essex County and the State of Massachusetts. Renters tend to have lower incomes than owners, but the Merrimack Valley has a larger difference than the other geographies, with owner income at $115,392 and renter at $34,997, as shown in the table below.

### Median Income by Tenure, 2015

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Merrimack Valley Region*</th>
<th>Essex County</th>
<th>MA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner Occupied</td>
<td>$104,451</td>
<td>$95,660</td>
<td>$92,207</td>
</tr>
<tr>
<td>Renter Occupied</td>
<td>$34,997</td>
<td>$35,254</td>
<td>$37,780</td>
</tr>
</tbody>
</table>

Source: 2011-2015 ACS Estimates, Table B25119. *Note: Regional median incomes are the weighted mean of estimated median income of the 15 towns and cities in the region.

The median home sales price for the Merrimack Valley region is $390,000. As shown in the chart below, median home prices for the fifteen communities range from $262,000 in Haverhill to $606,500 in Boxford. The large cities in the region fall below the median sales price, while the smaller towns and one city (Newburyport) surpass that by over $100,000 in some cases.
When analyzing the overall median income of residents in the region with the median sales prices, we see gaps in every community, except Georgetown. The gaps are a measurement of the difference between what residents are making and what homes are selling for. For example, the difference between the 2016 median sales price and the median household income in Newburyport is about $187,000. However, in Georgetown, the median income is higher than the median sales price by $21,000. See the chart below for the gaps in other communities. Although these are medians, it is indicative of a mismatch between the cost of housing and what residents earn in the region. This mismatch can result in housing cost burdens, force employees to find housing outside the region creating long commutes and congestion, or result in employees and employers finding alternative places to live, work, and do business. In order for us to remain competitive and ensure quality of life for everyone, we need to bridge this gap as a region.

1 When housing costs exceed 30% of gross income on housing costs, a household is considered “cost burdened.” When housing costs exceed 50% a household’s monthly income, the household is “severely cost burdened.”
Employment and Wages
Lawrence has far and away more business establishments than any other community in the region. Andover tops the list with the most employees, with Lawrence a close second. Total wages and average weekly wage are highest in Andover.

Establishments, Employment Counts, Monthly and Total Wages for Merrimack Valley Communities

<table>
<thead>
<tr>
<th>Community</th>
<th>Number of Establishments</th>
<th>Average Monthly Employment</th>
<th>Total Wages</th>
<th>Average Weekly Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amesbury</td>
<td>538</td>
<td>5,029</td>
<td>$61,849,868</td>
<td>$946</td>
</tr>
<tr>
<td>Andover</td>
<td>1,223</td>
<td>31,119</td>
<td>$798,401,828</td>
<td>$1,974</td>
</tr>
<tr>
<td>Boxford</td>
<td>184</td>
<td>1,019</td>
<td>$12,558,582</td>
<td>$948</td>
</tr>
<tr>
<td>Georgetown</td>
<td>239</td>
<td>2,716</td>
<td>$31,089,872</td>
<td>$881</td>
</tr>
<tr>
<td>Groveland</td>
<td>153</td>
<td>1,286</td>
<td>$17,099,495</td>
<td>$1,023</td>
</tr>
<tr>
<td>Haverhill</td>
<td>1,639</td>
<td>20,957</td>
<td>$229,483,559</td>
<td>$842</td>
</tr>
<tr>
<td>Lawrence</td>
<td>3,355</td>
<td>29,236</td>
<td>$350,429,669</td>
<td>$922</td>
</tr>
<tr>
<td>Merrimac</td>
<td>126</td>
<td>869</td>
<td>$8,543,025</td>
<td>$756</td>
</tr>
<tr>
<td>Methuen</td>
<td>1,337</td>
<td>16,335</td>
<td>$172,807,696</td>
<td>$814</td>
</tr>
<tr>
<td>Newbury</td>
<td>194</td>
<td>1,633</td>
<td>$17,748,235</td>
<td>$836</td>
</tr>
<tr>
<td>Newburyport</td>
<td>992</td>
<td>11,890</td>
<td>$155,401,452</td>
<td>$1,005</td>
</tr>
<tr>
<td>North Andover</td>
<td>1,121</td>
<td>14,535</td>
<td>$204,011,513</td>
<td>$1,080</td>
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<tr>
<td>Rowley</td>
<td>259</td>
<td>2,891</td>
<td>$36,376,629</td>
<td>$968</td>
</tr>
<tr>
<td>Salisbury</td>
<td>365</td>
<td>3,817</td>
<td>$43,214,359</td>
<td>$871</td>
</tr>
<tr>
<td>West Newbury</td>
<td>94</td>
<td>648</td>
<td>$7,699,712</td>
<td>$914</td>
</tr>
<tr>
<td>MV Regional Total</td>
<td>11,841</td>
<td>9,827</td>
<td>$2,202,271,707</td>
<td>$1,149</td>
</tr>
</tbody>
</table>

*Source: MA Executive Office of Labor and Workforce Development, ES-202, as of September 2017.*

Our region is home to a diverse employment base. Nearly 30 percent of workers are employed in the Education and Health Services sector, followed by 20 percent in Health Care and Social Assistance. Manufacturing continues to play a prominent role in the Merrimack Valley, employing 16 percent of the workforce.
<table>
<thead>
<tr>
<th>NAICS Code</th>
<th>Industry</th>
<th>No. of Establishments</th>
<th>No. of Employees - September 2017</th>
<th>Total Wages</th>
<th>Average Monthly Employment</th>
<th>Average Weekly Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Total, all industries</td>
<td>11,841</td>
<td>148,776</td>
<td>$2,202,271,707</td>
<td>147,405</td>
<td>$1,149</td>
</tr>
<tr>
<td>11</td>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>33</td>
<td>311</td>
<td>$2,145,656</td>
<td>311</td>
<td>$531</td>
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<tr>
<td>23</td>
<td>Construction</td>
<td>909</td>
<td>7,918</td>
<td>$139,897,607</td>
<td>7,939</td>
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<td>31-33</td>
<td>Manufacturing</td>
<td>488</td>
<td>23,881</td>
<td>$521,212,290</td>
<td>23,980</td>
<td>$1,672</td>
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<td>DUR</td>
<td>Durable Goods Manufacturing</td>
<td>315</td>
<td>15,491</td>
<td>$399,305,534</td>
<td>15,610</td>
<td>$1,968</td>
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<tr>
<td>NONDUR</td>
<td>Non-Durable Goods Manufacturing</td>
<td>173</td>
<td>8,390</td>
<td>$121,906,756</td>
<td>8,370</td>
<td>$1,120</td>
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<td>22</td>
<td>Trade, Transportation and Utilities</td>
<td>1,654</td>
<td>20,516</td>
<td>$241,557,024</td>
<td>20,552</td>
<td>$904</td>
</tr>
<tr>
<td>42</td>
<td>Wholesale Trade</td>
<td>517</td>
<td>5,089</td>
<td>$107,647,030</td>
<td>5,135</td>
<td>$1,613</td>
</tr>
<tr>
<td>44-45</td>
<td>Retail Trade</td>
<td>909</td>
<td>12,521</td>
<td>$93,543,185</td>
<td>12,589</td>
<td>$572</td>
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<tr>
<td>48-49</td>
<td>Transportation and Warehousing</td>
<td>203</td>
<td>2,269</td>
<td>$25,491,841</td>
<td>2,196</td>
<td>$893</td>
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<tr>
<td>51</td>
<td>Information</td>
<td>184</td>
<td>2,187</td>
<td>$42,875,608</td>
<td>2,227</td>
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<td>52</td>
<td>Financial Activities</td>
<td>659</td>
<td>5,275</td>
<td>$96,383,412</td>
<td>5,341</td>
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<td>53</td>
<td>Real Estate and Rental and Leasing</td>
<td>280</td>
<td>1,602</td>
<td>$22,311,098</td>
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<td>54</td>
<td>Professional and Business Services</td>
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<td>21,280</td>
<td>$1,715</td>
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<tr>
<td>55</td>
<td>Management of Companies and Enterprises</td>
<td>52</td>
<td>3,962</td>
<td>$130,041,647</td>
<td>4,012</td>
<td>$2,493</td>
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<tr>
<td>56</td>
<td>Administrative and Waste Services</td>
<td>549</td>
<td>7,896</td>
<td>$82,373,052</td>
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<td>$792</td>
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<td>61</td>
<td>Education and Health Services</td>
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<td>43,771</td>
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<td>62</td>
<td>Health Care and Social Assistance</td>
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<td>29,111</td>
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<td>$868</td>
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<td>71</td>
<td>Leisure and Hospitality</td>
<td>880</td>
<td>13,490</td>
<td>$74,538,016</td>
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<td>72</td>
<td>Accommodation and Food Services</td>
<td>705</td>
<td>11,327</td>
<td>$61,669,435</td>
<td>11,640</td>
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<td>81</td>
<td>Other Services</td>
<td>860</td>
<td>4,674</td>
<td>$36,058,351</td>
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<tr>
<td>92</td>
<td>Public Administration</td>
<td>183</td>
<td>5,759</td>
<td>$96,308,836</td>
<td>5,974</td>
<td>$1,240</td>
</tr>
</tbody>
</table>

*NAICS is short for North American Industry Classification System. It is used by Federal statistical agencies to classify businesses for the purpose of collecting, analyzing, and publishing data related to the U.S. business economy.
The chart below provides projections for changes in employment by NAICS Code. The region is healthy and growing from an overall employment perspective, with close to 6 percent growth projected.

### Industry Projections for Lower Merrimack Valley Workforce Development Area (WDA), 2014-2024

<table>
<thead>
<tr>
<th>NAICS Code</th>
<th>Title</th>
<th>Employment 2014</th>
<th>Employment 2024</th>
<th>Change Level</th>
<th>Change Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Total All Industries</td>
<td>145,096</td>
<td>153,653</td>
<td>8,557</td>
<td>5.90%</td>
</tr>
<tr>
<td>110000</td>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>215</td>
<td>258</td>
<td>43</td>
<td>20.00%</td>
</tr>
<tr>
<td>111000</td>
<td>Crop Production</td>
<td>146</td>
<td>171</td>
<td>25</td>
<td>17.10%</td>
</tr>
<tr>
<td>220000</td>
<td>Utilities</td>
<td>461</td>
<td>496</td>
<td>35</td>
<td>7.60%</td>
</tr>
<tr>
<td>230000</td>
<td>Construction</td>
<td>5,497</td>
<td>5,780</td>
<td>283</td>
<td>5.10%</td>
</tr>
<tr>
<td>236000</td>
<td>Construction of Buildings</td>
<td>783</td>
<td>835</td>
<td>52</td>
<td>6.60%</td>
</tr>
<tr>
<td>237000</td>
<td>Heavy and Civil Engineering Construction</td>
<td>619</td>
<td>644</td>
<td>25</td>
<td>4.00%</td>
</tr>
<tr>
<td>238000</td>
<td>Specialty Trade Contractors</td>
<td>4,095</td>
<td>4,301</td>
<td>206</td>
<td>5.00%</td>
</tr>
<tr>
<td>310000</td>
<td>Manufacturing</td>
<td>24,664</td>
<td>24,786</td>
<td>122</td>
<td>0.50%</td>
</tr>
<tr>
<td>311000</td>
<td>Food Manufacturing</td>
<td>2,943</td>
<td>3,139</td>
<td>196</td>
<td>6.70%</td>
</tr>
<tr>
<td>321000</td>
<td>Wood Product Manufacturing</td>
<td>112</td>
<td>110</td>
<td>-2</td>
<td>-1.80%</td>
</tr>
<tr>
<td>322000</td>
<td>Paper Manufacturing</td>
<td>262</td>
<td>248</td>
<td>-14</td>
<td>-5.30%</td>
</tr>
<tr>
<td>323000</td>
<td>Printing and Related Support Activities</td>
<td>912</td>
<td>847</td>
<td>-65</td>
<td>-7.10%</td>
</tr>
<tr>
<td>325000</td>
<td>Chemical Manufacturing</td>
<td>1,407</td>
<td>1,313</td>
<td>-94</td>
<td>-6.70%</td>
</tr>
<tr>
<td>326000</td>
<td>Plastics and Rubber Products Manufacturing</td>
<td>676</td>
<td>661</td>
<td>-15</td>
<td>-2.20%</td>
</tr>
<tr>
<td>332000</td>
<td>Fabricated Metal Product Manufacturing</td>
<td>2,111</td>
<td>2,105</td>
<td>-6</td>
<td>-0.30%</td>
</tr>
<tr>
<td>333000</td>
<td>Machinery Manufacturing</td>
<td>1,003</td>
<td>1,089</td>
<td>86</td>
<td>8.60%</td>
</tr>
<tr>
<td>334000</td>
<td>Computer and Electronic Product Manufacturing</td>
<td>4,943</td>
<td>4,362</td>
<td>-581</td>
<td>-11.80%</td>
</tr>
<tr>
<td>335000</td>
<td>Electrical Equipment, Appliance, and Component Manufacturing</td>
<td>1,132</td>
<td>1,087</td>
<td>-45</td>
<td>-4.00%</td>
</tr>
<tr>
<td>337000</td>
<td>Furniture and Related Product Manufacturing</td>
<td>295</td>
<td>317</td>
<td>22</td>
<td>7.50%</td>
</tr>
<tr>
<td>339000</td>
<td>Miscellaneous Manufacturing</td>
<td>2,078</td>
<td>2,235</td>
<td>157</td>
<td>7.60%</td>
</tr>
<tr>
<td>420000</td>
<td>Wholesale Trade</td>
<td>4,883</td>
<td>4,827</td>
<td>-56</td>
<td>-1.10%</td>
</tr>
<tr>
<td>423000</td>
<td>Merchant Wholesalers, Durable Goods</td>
<td>2,664</td>
<td>2,473</td>
<td>-191</td>
<td>-7.20%</td>
</tr>
<tr>
<td>424000</td>
<td>Merchant Wholesalers, Nondurable Goods</td>
<td>1,287</td>
<td>1,352</td>
<td>65</td>
<td>5.10%</td>
</tr>
<tr>
<td>NAICS Code</td>
<td>Title</td>
<td>Employment 2014</td>
<td>Employment 2024</td>
<td>Change Level</td>
<td>Change Percent</td>
</tr>
<tr>
<td>-----------</td>
<td>--------------------------------------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>--------------</td>
<td>----------------</td>
</tr>
<tr>
<td>425000</td>
<td>Wholesale Electronic Markets and Agents and Brokers</td>
<td>932</td>
<td>1,002</td>
<td>70</td>
<td>7.50%</td>
</tr>
<tr>
<td>440000</td>
<td>Retail Trade</td>
<td>11,082</td>
<td>11,549</td>
<td>467</td>
<td>4.20%</td>
</tr>
<tr>
<td>441000</td>
<td>Motor Vehicle and Parts Dealers</td>
<td>1,279</td>
<td>1,359</td>
<td>80</td>
<td>6.30%</td>
</tr>
<tr>
<td>442000</td>
<td>Furniture and Home Furnishings Stores</td>
<td>133</td>
<td>140</td>
<td>7</td>
<td>5.30%</td>
</tr>
<tr>
<td>443000</td>
<td>Electronics and Appliance Stores</td>
<td>134</td>
<td>123</td>
<td>-11</td>
<td>-8.20%</td>
</tr>
<tr>
<td>445000</td>
<td>Food and Beverage Stores</td>
<td>4,782</td>
<td>5,096</td>
<td>314</td>
<td>6.60%</td>
</tr>
<tr>
<td>446000</td>
<td>Health and Personal Care Stores</td>
<td>1,069</td>
<td>1,100</td>
<td>31</td>
<td>2.90%</td>
</tr>
<tr>
<td>447000</td>
<td>Gasoline Stations</td>
<td>464</td>
<td>487</td>
<td>23</td>
<td>5.00%</td>
</tr>
<tr>
<td>448000</td>
<td>Clothing and Clothing Accessories Stores</td>
<td>631</td>
<td>548</td>
<td>-83</td>
<td>-13.20%</td>
</tr>
<tr>
<td>451000</td>
<td>Sporting Goods, Hobby, Book, and Music Stores</td>
<td>254</td>
<td>238</td>
<td>-16</td>
<td>-6.30%</td>
</tr>
<tr>
<td>452000</td>
<td>General Merchandise Stores</td>
<td>1,154</td>
<td>1,212</td>
<td>58</td>
<td>5.00%</td>
</tr>
<tr>
<td>453000</td>
<td>Miscellaneous Store Retailers</td>
<td>391</td>
<td>395</td>
<td>4</td>
<td>1.00%</td>
</tr>
<tr>
<td>454000</td>
<td>Nonstore Retailers</td>
<td>791</td>
<td>851</td>
<td>60</td>
<td>7.60%</td>
</tr>
<tr>
<td>480000</td>
<td>Transportation and Warehousing</td>
<td>1,638</td>
<td>1,730</td>
<td>92</td>
<td>5.60%</td>
</tr>
<tr>
<td>482000</td>
<td>Rail Transportation</td>
<td>108</td>
<td>109</td>
<td>1</td>
<td>0.90%</td>
</tr>
<tr>
<td>484000</td>
<td>Truck Transportation</td>
<td>585</td>
<td>629</td>
<td>44</td>
<td>7.50%</td>
</tr>
<tr>
<td>485000</td>
<td>Transit and Ground Passenger Transportation</td>
<td>708</td>
<td>739</td>
<td>31</td>
<td>4.40%</td>
</tr>
<tr>
<td>488000</td>
<td>Support Activities for Transportation</td>
<td>147</td>
<td>159</td>
<td>12</td>
<td>8.20%</td>
</tr>
<tr>
<td>510000</td>
<td>Information</td>
<td>2,297</td>
<td>2,238</td>
<td>-59</td>
<td>-2.60%</td>
</tr>
<tr>
<td>511000</td>
<td>Publishing Industries (except Internet)</td>
<td>684</td>
<td>653</td>
<td>-31</td>
<td>-4.50%</td>
</tr>
<tr>
<td>512000</td>
<td>Motion Picture and Sound Recording Industries</td>
<td>178</td>
<td>187</td>
<td>9</td>
<td>5.10%</td>
</tr>
<tr>
<td>517000</td>
<td>Telecommunications</td>
<td>979</td>
<td>911</td>
<td>-68</td>
<td>-6.90%</td>
</tr>
<tr>
<td>520000</td>
<td>Finance and Insurance</td>
<td>2,928</td>
<td>3,053</td>
<td>125</td>
<td>4.30%</td>
</tr>
<tr>
<td>522000</td>
<td>Credit Intermediation and Related Activities</td>
<td>1,761</td>
<td>1,816</td>
<td>55</td>
<td>3.10%</td>
</tr>
<tr>
<td>530000</td>
<td>Real Estate and Rental and Leasing</td>
<td>1,434</td>
<td>1,519</td>
<td>85</td>
<td>5.90%</td>
</tr>
<tr>
<td>531000</td>
<td>Real Estate</td>
<td>893</td>
<td>938</td>
<td>45</td>
<td>5.00%</td>
</tr>
<tr>
<td>540000</td>
<td>Professional, Scientific, and Technical Services</td>
<td>8,296</td>
<td>8,713</td>
<td>417</td>
<td>5.00%</td>
</tr>
<tr>
<td>NAICS Code</td>
<td>Title</td>
<td>Employment 2014</td>
<td>Employment 2024</td>
<td>Change Level</td>
<td>Change Percent</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td>--------------</td>
<td>----------------</td>
</tr>
<tr>
<td>541000</td>
<td>Professional, Scientific, and Technical Services</td>
<td>8,296</td>
<td>8,713</td>
<td>417</td>
<td>5.00%</td>
</tr>
<tr>
<td>550000</td>
<td>Management of Companies and Enterprises</td>
<td>3,708</td>
<td>3,891</td>
<td>183</td>
<td>4.90%</td>
</tr>
<tr>
<td>551000</td>
<td>Management of Companies and Enterprises</td>
<td>3,708</td>
<td>3,891</td>
<td>183</td>
<td>4.90%</td>
</tr>
<tr>
<td>560000</td>
<td>Administrative and Support and Waste Management and Remediation</td>
<td>7,854</td>
<td>8,558</td>
<td>704</td>
<td>9.00%</td>
</tr>
<tr>
<td>561000</td>
<td>Administrative and Support Services</td>
<td>6,748</td>
<td>7,412</td>
<td>664</td>
<td>9.80%</td>
</tr>
<tr>
<td>562000</td>
<td>Waste Management and Remediation Service</td>
<td>1,106</td>
<td>1,146</td>
<td>40</td>
<td>3.60%</td>
</tr>
<tr>
<td>610000</td>
<td>Educational Services</td>
<td>13,200</td>
<td>14,156</td>
<td>956</td>
<td>7.20%</td>
</tr>
<tr>
<td>611000</td>
<td>Educational Services</td>
<td>13,200</td>
<td>14,156</td>
<td>956</td>
<td>7.20%</td>
</tr>
<tr>
<td>620000</td>
<td>Health Care and Social Assistance</td>
<td>25,492</td>
<td>29,711</td>
<td>4,219</td>
<td>16.60%</td>
</tr>
<tr>
<td>621000</td>
<td>Ambulatory Health Care Services</td>
<td>9,325</td>
<td>11,766</td>
<td>2,441</td>
<td>26.20%</td>
</tr>
<tr>
<td>622000</td>
<td>Hospitals</td>
<td>5,042</td>
<td>5,529</td>
<td>487</td>
<td>9.70%</td>
</tr>
<tr>
<td>623000</td>
<td>Nursing and Residential Care Facilities</td>
<td>5,147</td>
<td>5,536</td>
<td>389</td>
<td>7.60%</td>
</tr>
<tr>
<td>624000</td>
<td>Social Assistance</td>
<td>5,978</td>
<td>6,880</td>
<td>902</td>
<td>15.10%</td>
</tr>
<tr>
<td>710000</td>
<td>Arts, Entertainment, and Recreation</td>
<td>2,174</td>
<td>2,340</td>
<td>166</td>
<td>7.60%</td>
</tr>
<tr>
<td>713000</td>
<td>Amusement, Gambling, and Recreation Industries</td>
<td>1,983</td>
<td>2,133</td>
<td>150</td>
<td>7.60%</td>
</tr>
<tr>
<td>720000</td>
<td>Accommodation and Food Services</td>
<td>10,517</td>
<td>11,059</td>
<td>542</td>
<td>5.20%</td>
</tr>
<tr>
<td>810000</td>
<td>Other Services (except Government)</td>
<td>4,353</td>
<td>4,577</td>
<td>224</td>
<td>5.10%</td>
</tr>
<tr>
<td>811000</td>
<td>Repair and Maintenance</td>
<td>837</td>
<td>879</td>
<td>42</td>
<td>5.00%</td>
</tr>
<tr>
<td>812000</td>
<td>Personal and Laundry Services</td>
<td>1,839</td>
<td>1,931</td>
<td>92</td>
<td>5.00%</td>
</tr>
<tr>
<td>813000</td>
<td>Religious, Grantmaking, Civic, Professional, and Similar Org</td>
<td>1,484</td>
<td>1,559</td>
<td>75</td>
<td>5.10%</td>
</tr>
<tr>
<td>814000</td>
<td>Private Households</td>
<td>193</td>
<td>208</td>
<td>15</td>
<td>7.80%</td>
</tr>
</tbody>
</table>

Unemployment rates in the region have followed state and national trends, in continuing to decline in the last five years.
**Transportation**

Not surprisingly, compared to where average monthly employment figures are highest, the number one destination for work is Andover. Nearly two-thirds of residents work and live in the region. Over three-quarters of residents commute alone, with only a small percentage using alternative forms of transportation (including commuter rail).

One-quarter of residents live within 15 minutes of their job. Of the 35 percent of residents commuting outside the Merrimack Valley, about one-third are heading south towards Route 128, Greater Boston or Boston.

While our road network travels east/west and north/south, the transit system is primarily north/south (commuter rail/bus) or limited to within City/Town limits (local bus).

The MBTA's commuter train service is sparse in the Merrimack Valley region and does not provide useful reverse commuting opportunities.

**Source:** Mode of travel is from 2012-2016 American Community Survey (ACS). Bus ridership is MVRTA. Commuting flows are from 2009-2013 ACS.
The MVRTA’s fixed route bus system essentially connects the cities and towns along the river, with a few exceptions. In addition, the MVRTA provides a connecting route to the City of Lowell, which is in the Lowell Regional Transit Authority’s service area.

Until FY2017, the MVRTA saw annual growth in ridership of the fixed route bus. The recent drop in ridership follows a common trend seen nationwide. At the same time, the MVRTA has, as expected, seen an increase in its on-demand services (EZTrans), which cater to seniors and qualified ADA riders. This trend is in line with the increase in population of people ages 65+. On-demand Ring and Ride service is provided to the region’s more rural communities.

The MVRTA also provides commuter services to Boston, which drops riders at various locations in downtown Boston (not at North Station).

Of note: MVRTA and MVPC have long been advocates of creating a Bus On Shoulder option along Interstate 93 as a means of reducing congestion along this busy corridor, especially at peak times. This concept could be modified to allow car/vanpool access to this HOV lane as a means of making various forms of ridesharing more appealing to commuters.
**Nature, Arts and Culture**

The Merrimack Valley region is rich with natural resources and protected open spaces, as evidenced by this map. Preservation of open space has long been of paramount importance throughout the region, from the vantage points of conservation, agriculture and recreation alike. Our member communities consistently update their Open Space & Recreation Plans, and seven cities and towns have passed the Community Preservation Act, which allows for participating municipalities to set aside local tax revenues for the purposes of preserving open space, developing affordable housing and protecting historic resources.

**Natural Resource Protection Plans, Programs and Policies in the Merrimack Valley, 2018**

<table>
<thead>
<tr>
<th>Community</th>
<th>Open Space Plan Status - Expiration</th>
<th>Passed Community Preservation Act - date passed</th>
<th>Agricultural Commissions</th>
<th>By-Right Farming Laws</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amesbury</td>
<td>July 2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Andover</td>
<td>October 2024</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boxford</td>
<td>December 2022</td>
<td>May-01</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Georgetown</td>
<td>January 2023</td>
<td>May-01</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Groveland</td>
<td>July 2019</td>
<td>May-04</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Haverhill</td>
<td>September 2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lawrence</td>
<td>2018*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merrimac</td>
<td>April 2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Methuen</td>
<td>December 2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newbury</td>
<td>Expired**</td>
<td></td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Newburyport</td>
<td>July 2019</td>
<td>Nov-02</td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Andover</td>
<td>May 2023</td>
<td>Mar-01</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rowley</td>
<td>October 2021</td>
<td>May-01</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Salisbury</td>
<td>November 2021</td>
<td></td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>West Newbury</td>
<td>Expired***</td>
<td>May-06</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: MVPC as of May 2018*

*Lawrence completed a draft OSRP in Spring 2018 and will submit for approval.

**Newbury’s OSRP expired in 2014. Town will update after completing the Master Plan.

***West Newbury’s OSRP expired in 2016. Open Space Planning Committee working on plan in 2018.*
Resilience
Resilience is one of the lenses used to create the MV CEDS Plan. The Merrimack Valley has had a strong commitment to resilience since the days of the industrial revolution, and that commitment continues today. EDA describes economic resilience as having three primary attributes:

1) The ability to recover quickly from a shock;
2) The ability to withstand a shock; and
3) The ability to avoid the shock altogether.

Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity. The strategies in the MV CEDS Plan incorporate these attributes.

In order to consider future actions, the MV CEDS planning process reflected on how we currently incorporate resilience into our work. We looked at both Steady State and Responsive Initiatives that have been implemented. Steady State Initiatives are the long-term projects that help to strengthen the region’s capacity to withstand a shock. The Responsive Initiatives are the ability of a region to react to and recover from an incident.

The following Steady State Initiatives have been accomplished by MVPC and partners to promote community resilience and bolster the region’s capacity to mitigate long-term hazards:

- Assisting communities with Green Community designation through the Massachusetts Department of Energy Resources. This includes developing baseline energy use and creating five-year plans for reducing greenhouse gas emissions and energy use by 20%. Seven MVPC communities are designated as Green Communities to date. [https://www.mass.gov/orgs/green-communities-division](https://www.mass.gov/orgs/green-communities-division)
- MVPC staff are certified trainers for the Commonwealth’s Municipal Vulnerability Preparedness (MVP) Program. Through this program, MVPC facilitates community workshops to assess a community’s vulnerabilities and strengths, and then creates an action plan to mitigate the risks. In 2018, MVPC completed a plan for the City of Lawrence and provided technical assistance to Newbury and Newburyport to complete their plans. [https://www.mass.gov/municipal-vulnerability-preparedness-mvp-program](https://www.mass.gov/municipal-vulnerability-preparedness-mvp-program)
- MVPC is a lead partner in the Great Marsh Coalition and the Massachusetts Bay National Estuary Program. The 250-acre Great Marsh serves as a storm buffer protecting critical infrastructure and facilities in the region’s coastal communities. MVPC mobilizes programs and partners in Great Marsh research, habitat preservation and resource management. [http://www.greatmarsh.org/](http://www.greatmarsh.org/)
- The Merrimack Valley Stormwater Collaborative provides joint procurement services, training and management assistance to municipalities in complying with federal stormwater permit requirements and implementing stormwater best management practices. [http://www.merrimackvalleystormwater.org/](http://www.merrimackvalleystormwater.org/)
Responsive Initiatives by MVPC include:


- Coordinating activities with the North Essex Regional Emergency Planning Committee (Greater Newburyport) and the Northeast Regional Emergency Planning Committee (Greater Lawrence).

- Facilitating monthly networking meetings of the Merrimack Valley Stormwater Collaborative, consisting of DPW Directors, municipal engineers and other senior municipal management officials.

- Providing outreach and training through the Massachusetts Office of Technical Assistance’s Chemical Safety and Climate Change Preparedness Program. This program works on reduction and safe use of toxic materials by private and municipal entities to avoid contaminant release into our communities. [https://www.mass.gov/chemical-safety-and-climate-change-preparedness](https://www.mass.gov/chemical-safety-and-climate-change-preparedness)

- Managing the Merrimack Valley Brownfields Programs for Assessment to conduct environmental site investigations, and Revolving Loan Fund financing to fund cleanup of hazardous materials and petroleum at distressed properties planned for redevelopment. [https://mvpc.org/programs/environment/brownfields-program/](https://mvpc.org/programs/environment/brownfields-program/)
SOAR

The CEDS process requires a strategic investigation of a region's capabilities and capacity. The U.S. EDA recommends a SWOT analysis to determine the Strengths, Weaknesses, Opportunities and Threats that speak to the region’s unique assets and competitive positioning. The MV CEDS process took a different approach: instead of a SWOT analysis, we used the SOAR model: Strengths, Aspirations, Opportunities, and Risks. The SOAR model uses appreciative inquiry to focus on what is known to work, rather than internal weaknesses or perceived threats. A SOAR analysis brings together stakeholders to create a shared vision of the future. This model is more action-oriented than a SWOT analysis and is focused on outcomes.

The four Working Groups each completed a SOAR analysis, as well as the full MV CEDS Committee. While they were completing their analyses, the Working Groups used resilience and equity as their lenses. Does, or could, that strength have a resilience component? How can we incorporate equity into our aspirations and opportunities? What are the risks to not addressing resilience and equity? The complete analysis for each Working Group and the full MV CEDS Committee can be found in the final appendix, and a synopsis is included below.

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<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diverse workforce</td>
<td>Expand education &amp; training programs</td>
</tr>
<tr>
<td>Strong partnerships</td>
<td>Reimagine cultural, historic and underutilized spaces</td>
</tr>
<tr>
<td>Convenient road access</td>
<td>Retain younger workforce</td>
</tr>
<tr>
<td>Established Town/City Centers</td>
<td>Use technology to mitigate risk</td>
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<tr>
<td>Deep Manufacturing roots</td>
<td>Expand and connect trail networks</td>
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<tr>
<td>Plentiful natural resources</td>
<td>Rebrand manufacturing as a career</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Aspirations</th>
<th>Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to be adaptable &amp; nimble</td>
<td>Not attracting or developing new enterprises</td>
</tr>
<tr>
<td>Living wage jobs</td>
<td>Community affordability limiting diversity</td>
</tr>
<tr>
<td>Vibrant &amp; active town &amp; city centers</td>
<td>Climate change</td>
</tr>
<tr>
<td>Interconnected, accessible transit system</td>
<td>Aging infrastructure</td>
</tr>
<tr>
<td>Protect ecological diversity</td>
<td>Lack of clean water due to overuse</td>
</tr>
<tr>
<td>Continued resurgence in manufacturing jobs and spaces</td>
<td>Lack of open space/farmland</td>
</tr>
</tbody>
</table>

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2 SOAR Analysis adapted from GroupMap's process: https://www.groupmap.com/map-templates/soar-analysis/
MV Strategic Direction – A 5-Year Plan for Action

Throughout 2017, MVPC set the stage for developing a new, five-year CEDS Plan through several visioning sessions around four emerging issues in the region: City and Town Centers, Manufacturing, Natural and Cultural Resources, and Transportation. Each of the 2017 CEDS Committee meetings included experts in these areas that talked about the status of these issues and concluded with group break outs to talk about barriers and opportunities in the coming years. In 2018, we got to work! Each of these emerging issues had a Working Group assigned to review trends; identify strengths, opportunities, aspirations, and risks; and develop strategies and an implementation plan for the next five years. These Working Groups were comprised of two co-chairs, CEDS Committee members, and new stakeholders. These new stakeholders represented organizations and entities from around the region and state that have a stake in these issues, but may not have been at the table previously to help address them on a regional scale. The Working Groups began meeting in April 2018 and finished their work in May 2018. The results of their work are summarized below and included in full in the MV CEDS Action Plan, which lays out a strategy for implementing these actions over the next five years, including priority level, a timeline, and essential partners to engage in achieving each strategy.

City and Town Centers

**Vision:** Our Town and City Centers are diverse, active spaces that promote a balanced live/work/play environment.

**Objective 1: Increase local planning capacity to create vibrant town and city centers**

1) Develop a guide on how to create a “Complete Downtown.”
2) Hire a regional staff person that can support planning and development for small towns.
3) Create local marketing plans.
4) Develop local Parking Management Plans.
5) Create physical connections between the town and city centers in the Merrimack Valley.

**Objective 2: Update local zoning bylaws and permitting to allow desired uses**

1) Update zoning ordinance use tables to accommodate uses that communities want to see in their centers.
2) Develop local permitting guides for doing business.

**Objective 3: Take advantage of diverse funding sources to support local infrastructure improvements and revitalization efforts**

1) Develop a regional program to collect, create, and communicate collaborative financing opportunities for solopreneurs and established businesses alike.
2) Encourage façade improvements.
3) Seek additional funding sources for Brownfields assessment, clean up and redevelopment.

Downtown Georgetown, MA.
Source: MVPC
Manufacturing
Vision: Manufacturing is a key source of jobs, income, innovation and prosperity in the Merrimack Valley.

Objective 1: Brand the Merrimack Valley as the premiere location for manufacturing jobs and innovation in the Commonwealth
1) Expand the current Merrimack Valley Means Business website and property search engine to feature smaller spaces, resources and opportunities.
2) Host a “Developers Tour” for manufacturers.
3) Recruit and connect Boston/Cambridge/Somerville start-ups to the Merrimack Valley.

Objective 2: Provide employees and employers with the training and skill-building necessary to be successful
1) Educate parents of prospective and current vocational students and coordinate efforts with school guidance counselors and curriculum administrators.
2) Develop training alliances and a communications strategy that links companies who need employees to schools and trainers.
3) Connect specialized skills needs to appropriate training to build job/career ladders.
4) Tie into supply chain for prime contractors, develop inventory of manufacturers and fill in the gaps.

Objective 3: Adopt local land use policies and programs that support sustainable manufacturing uses that are integrated into the fabric of the community
1) Retain urban manufacturing while promoting mixed-use, ensure zoning supports current best practices oriented toward manufacturing.
2) Identify resources and incentives for adaptive reuse and rehabilitation of former manufacturing sites (including Brownfields) specifically for manufacturing uses.
3) Support and preserve agricultural manufacturing through land use policy.
4) Start a campaign for eco-industrial/circular economy production.
5) Preserve affordable housing units and connect them to existing job sites through multi-modal options.

21st Century textile manufacturing in Everett Mills in Lawrence. Source: MVPC

Lower Millyard in Amesbury. Source: MVPC
Natural and Cultural Resources

Vision: Natural and cultural resources are celebrated as vital to economic, social and environmental resilience.

Objective 1: Protect open spaces for our natural and human environments to thrive

1) Revisit and Promote the Merrimack Valley Priority Growth Strategy.
2) Promote Sustainable Development Zoning Bylaws.
3) Conduct a “Cost of Community Services Study” for the Merrimack Valley.
4) Encourage all MVPC communities to adopt the Community Preservation Act.

Objective 2: Create communities that are safe, healthy, inclusive, diverse, and accessible, offering a plethora of natural and cultural opportunities

1) Partner with the Essex County Community Foundation to create and implement the Essex County Cultural Plan and facilitate cultural planning technical assistance for Essex County communities in our region.
2) Promote the use of cultural and historic spaces in the region for events.
3) Create regional Food Hubs that would allow farmers to distribute their produce economically.
4) Create at least one all-access trail in each community.
5) Refocus the use of parking revenues and hotel/motel taxes to fund local arts and cultural events.

The Merrimack River serves as the natural and cultural spine for the Merrimack Valley, providing recreation, economic development, and transportation opportunities for residents and businesses alike. Source: MVPC
Transportation

Vision: Our multi-modal transportation system will be efficient and effective, and can play a key role in attracting and retaining employers and employees to/in the region, in helping individuals access jobs and job training, and in attracting visitors.

Objective 1: Increase the number of people who live and work in the Merrimack Valley
1) Increase collaboration with employers in the region to better understand their transportation needs.

Objective 2: Expand and enhance multi-modal transportation
1) Support and advance Complete Streets and Active Transportation.
2) Expand and enhance marketing of transit to increase ridership.
3) Develop a Bike Share Program.
4) Explore the feasibility of using the Merrimack River for public transportation.
5) Expand, connect and market local and regional multi-use trail networks, including along the Merrimack River.

Objective 3: Ensure efficient movement of goods, people, and services
1) Improve upon existing transit infrastructure to create faster, efficient, and frequent connections across the region and outside the region.
2) Conduct a feasibility study on ways to improve and enhance freight service in the Merrimack Valley.
3) Implement bus on shoulder along I-93 and I-495, which would allow for transit and freight use.

Objective 4: Consider future transportation needs and advancements when planning for economic development
1) Develop a Transportation Toolkit for the Priority Development Areas.
2) Conduct community education and develop guidelines for the infrastructure and maintenance needs of autonomous vehicles and electric vehicles.

The Merrimack Valley is blessed with a variety of transportation modes. Sources: MVPC
# Merrimack Valley CEDS Action Plan 2018-2023

<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategy</th>
<th>Description</th>
<th>Relationship to other Themes (Theme Name)</th>
<th>Resilience</th>
<th>Equity/Diversity</th>
<th>Priority</th>
<th>Timeline</th>
<th>Examples</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>City/Town Center</td>
<td>Develop a guide on how to create a “Complete Downtown”</td>
<td>Identify elements on a community-specific basis. To accomplish this strategy, organize local committees around key Community Aspirations and Goals</td>
<td>NFG, NCR, TRANSP</td>
<td>community understand the right role of businesses to adapt to a changing economy</td>
<td>Yes – ensure there is diversity in types of stores located in centers</td>
<td>High</td>
<td>Years 1 and 2</td>
<td>Imagine Andover, Team Haverhill’s “Possible Dreams”</td>
<td>Chambers of Commerce, MVPC, ICYA, APA, LUL</td>
</tr>
<tr>
<td>City/Town Center</td>
<td>Hire a regional staff person that can support planning and development for small towns</td>
<td>Consider the “giant killer” or National Main Streets program model to create a program that supports small downtowns in the region</td>
<td>NCR, TRANSP, MFG</td>
<td>Yes – the position could potentially save local budget constraints</td>
<td>High</td>
<td>Year 2</td>
<td>MAFC, RPC, other APAs</td>
<td>Chambers of Commerce</td>
<td></td>
</tr>
<tr>
<td>City/Town Center</td>
<td>Update zoning ordinance use tables to accommodate uses that communities want to see in their downtowns</td>
<td>Based on the characters designed to create a Complete Downtown, revise zoning tables to allow uses that we want to encourage in our towns and city centers</td>
<td>NCR, TRANSP, MFG</td>
<td>Yes</td>
<td>Medium</td>
<td>Year 1</td>
<td>Salisbury Beach District, Haverhill Waterfront District, Andover Historic District</td>
<td>Planning Boards and ZBA’s in the Merrimack Valley</td>
<td></td>
</tr>
<tr>
<td>City/Town Center</td>
<td>Develop permitting guides for doing business for each community</td>
<td>These guides will help developers understand the development review and permitting process</td>
<td>MFG</td>
<td>Yes – ensure the guides are translated into other languages</td>
<td>Low</td>
<td>Year 3</td>
<td>Lowell, Salem</td>
<td>MVPC, Developers in the Merrimack Valley, APA</td>
<td></td>
</tr>
<tr>
<td>City/Town Center</td>
<td>Create marketing plans for small downtowns</td>
<td>This strategy would promote events, placemaking techniques and other tools that bring people to town centers.</td>
<td>NCR, NCR, TRANSP</td>
<td>Yes – translation and promotion of diverse street</td>
<td>High</td>
<td>Year 2</td>
<td>Newburyport.com app, We Are NV branding and marketing effort</td>
<td>Chambers of Commerce, MVPC, MassDevelopment, Parity Inc.</td>
<td></td>
</tr>
<tr>
<td>City/Town Center</td>
<td>Develop Parking Management Plans for city center</td>
<td>Parking management plans not only lay out a better strategy for automobiles, but help remove the misconception that there’s inadequate parking, and educate the community on how to reprogram spaces that are not actively being used as parking (i.e., parking lots on weekends, parking garages in the future)</td>
<td>TRANSP</td>
<td>Yes – helps to provide more options for empty parking lots</td>
<td>High</td>
<td>Years 3 and 4</td>
<td>Town of Andover, City of Salem, City of Newburyport</td>
<td>Planners, Chambers of Commerce</td>
<td></td>
</tr>
<tr>
<td>City/Town Center</td>
<td>Develop a regional program to support small and established businesses alive</td>
<td>Streamline available business development incentives by building a digital inventory that is regularly maintained</td>
<td>NFG, NCR, TRANSP</td>
<td>Yes – accessibility</td>
<td>Low</td>
<td>Years 3 and 4</td>
<td>MMF/Successor (ne MV)</td>
<td>MVPC, other quasi-public agencies, Lawrence and Haverhill Venture Funds</td>
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<tr>
<td>Cry/Town Center</td>
<td>Create physical connections between the town/city centers in the Merrimack Valley</td>
<td>Create and communicate multi-modal routes between town/city centers</td>
<td>TRANSP, NCR</td>
<td></td>
<td></td>
<td>Medium</td>
<td></td>
<td></td>
<td>Essex National Heritage Area, MVVTA, NHTA, MassDOT, Community Development, Coastal Trails network</td>
</tr>
<tr>
<td>Cry/Town Center</td>
<td>Encourage Facade Improvements</td>
<td>This could include leveraging minimal grant funding with private investment (requires a match). Use CEDS</td>
<td>RFG, NCR</td>
<td>Yes - this helps business to be competitive and improve their physical image. It could also include climate change elements to be resilient to storms</td>
<td>Yes - ensure information in various languages</td>
<td>Medium</td>
<td>Ongoing</td>
<td>Amsbury, Haverhill, Peabody</td>
<td>Planners, local business owners, Chambers of Commerce</td>
</tr>
<tr>
<td>Cry/Town Center</td>
<td>Seek additional funding for Brownfield assessment, cleanup, and redevelopment</td>
<td>Due to shrinking funding from EPA, it’s necessary to investigate other capital for Brownfield assessment, cleanup and redevelopment</td>
<td>RFG</td>
<td>Yes - identifying other funding sources allows Brownfield redevelopment to be sustained and not dependent on one funding source</td>
<td>Yes - clean up properties in blighted neighborhoods and downtowns, benefiting everyone</td>
<td>Low</td>
<td>Ongoing</td>
<td>Coastal Remodeling site in Merrimack</td>
<td>North Shore Community Development Coalition, municipalities, developers, MassDevelopment, Department of Conservation Services?</td>
</tr>
<tr>
<td>Transportation</td>
<td>Support and advance Complete Streets and Active Transportation</td>
<td>Perform a comprehensive audit of needed connections (sidewalks) and infrastructure (bike racks) with specific emphasis on improvements to the bicycle and pedestrian infrastructure within a ¼ mile of town/city center</td>
<td>CIT, NCR</td>
<td>Includes sustainable options that consider climate change and a changing economy</td>
<td>Yes - creates accessible streets designed for everyone</td>
<td>Medium</td>
<td>Years 2 and 3</td>
<td>Numerous examples on National Complete Streets Coalition website: <a href="https://www.mercer.org/america.completestreetscoalition">https://www.mercer.org/america.completestreetscoalition</a></td>
<td>MassDOT, RPA, VHB, MassPWA, BAA, MAECA</td>
</tr>
<tr>
<td>Transportation</td>
<td>Develop a Transportation Toolkit for the Priority Development Areas</td>
<td>Identify ideal transportation elements that should be included in a PDA (Priority Development Area) and coordinate required mapping and planning</td>
<td>RFG, CIT</td>
<td>Yes - all PDAs should plan for creating transportation options that can withstand natural disasters and maintain a competitive advantage</td>
<td>Yes - center will be incorporated to be accessible to everyone</td>
<td>Medium</td>
<td>Years 2 and 3</td>
<td>No relevant examples found, but Complete Streets, Transit Oriented Development, Transportation Demand Management and the latest advancements in transportation systems would be used to create essential elements for a PDA</td>
<td>MVVTA, MassDOT, municipal Planners</td>
</tr>
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<tr>
<td>Transportation</td>
<td>Increase collaboration with employers in the region to better understand their transportation needs</td>
<td>Work with local employers to collect actual data, one-on-one to better understand the issue and how to provide solutions to getting employees to work. This could include a follow-up to the Access to Jobs White Paper, which VOC is already engaged in.</td>
<td>NFG</td>
<td>Yes</td>
<td>Low</td>
<td>Ongoing</td>
<td></td>
<td>MVTA, Transportation to Work: A Toolkit for the Business Community: <a href="http://mvta.org/transportation-to-work">http://mvta.org/transportation-to-work</a></td>
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</tr>
<tr>
<td>Transportation</td>
<td>Improve upon existing transit infrastructure to create faster, efficient, and frequent connections across the region and outside the region</td>
<td>This would include studying an east-west connection within the region, second track in Ballardvale, and reverse commute opportunities</td>
<td>NFG, CIT, NCR</td>
<td>Yes</td>
<td>High</td>
<td>Year 2-5</td>
<td></td>
<td>More research needs to be done for the best examples, as there are most likely individual studies that should be conducted to find the best solutions</td>
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</tr>
<tr>
<td>Transportation</td>
<td>Expand and enhance marketing of transit to increase ridership</td>
<td>Recognize the need to take away the stigma of riding the bus, make the process (schedule, fare) easier, and with a good marketing plan, increase ridership</td>
<td>NFG, CIT, NCR</td>
<td>Yes</td>
<td>High</td>
<td>Year 1 and Ongoing</td>
<td></td>
<td>Need to determine the best model/brand to use for marketing what the region has</td>
<td>Need to determine the best model/brand to use for marketing what the region has</td>
</tr>
<tr>
<td>Transportation</td>
<td>Develop a Bike Share Program</td>
<td>This would start with a project to determine the best model for a Bike Share Program and how it could be replicated on a region scale</td>
<td>CIT, NCR</td>
<td>Yes</td>
<td>Medium</td>
<td>Year 3</td>
<td>Salem, MA</td>
<td>Identify a corporate sponsor</td>
<td>Identify a corporate sponsor</td>
</tr>
<tr>
<td>Transportation</td>
<td>Explore the feasibility of using the Merrimack River for public transportation</td>
<td>Use Greater Haverhill Foundation study to initiate feasibility study of having a ferry boat operate between Newburyport and Haverhill</td>
<td>NCR, NFG, CIT</td>
<td>Yes</td>
<td>High</td>
<td>Years 1 and 2</td>
<td>Whitehot and Salem, MA</td>
<td>MVTA, TNCs, Greater Haverhill Foundation</td>
<td>MVTA, TNCs, Greater Haverhill Foundation</td>
</tr>
<tr>
<td>Transportation</td>
<td>Expand, connect, and market local and regional multi-use trail networks, including along the Merrimack River</td>
<td>Provide and market a viable alternative mode of transportation that connects all of the communities along the Merrimack River</td>
<td>NFG, CIT, NCR</td>
<td>Yes</td>
<td>High</td>
<td>Years 2 and 3</td>
<td>Charles River Trail Network in Boston, Coastal Trails Network, Bielebarton (Virginia)</td>
<td>Charles River Trail Network in Boston, Coastal Trails Network, Bielebarton (Virginia)</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>Conduct a feasibility study on ways to improve and enhance freight service in the Merrimack Valley</td>
<td>With online retail proliferation, focus on the timely delivery of goods &amp; services along with traditional freight</td>
<td>NFG</td>
<td>Yes</td>
<td>Low</td>
<td>Year 3</td>
<td>MassDOT, private commercial carriers</td>
<td>MassDOT, private commercial carriers</td>
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<td>Transportation</td>
<td>Conduct a feasibility study on ways to improve and enhance freight service in the Merrimack Valley</td>
<td>With online retail proliferation, focus on the timely delivery of goods &amp; services along with traditional freight.</td>
<td>NRG</td>
<td>Yes - it is important to find ways to improve freight as a viable means to transport goods</td>
<td>Low</td>
<td>Year 3</td>
<td>The Freight Story: A National Perspective on Enhancing Freight Transportation: <a href="https://www.transportationpolicy.org/infrastructure/transportation-infrastructure-basics.php">https://www.transportationpolicy.org/infrastructure/transportation-infrastructure-basics.php</a></td>
<td>MassDOT, private commercial carriers</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>Implement bus on shoulders along I-393 and I-495, which would allow for travel and freight use</td>
<td>Would greatly help reduce congestion and speed delivery of goods &amp; services, especially during peak times</td>
<td>NRG</td>
<td>Yes - this would reduce congestion and help the region become more competitive by having speedy deliveries of people and goods</td>
<td>Low</td>
<td>Years 3-5</td>
<td>Bus on Shoulder Program (FACET) and utilize private. Bus on Shoulder Study for I-393</td>
<td>MVTA, MassDOT</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>Conduct community education and develop guidelines for the infrastructure and maintenance needs of autonomous vehicles and electric vehicles</td>
<td>What do our communities need to do to be ready for autonomous and electric vehicles? How do we prepare our roads, buildings, signage? By understanding this, we can better plan and compete.</td>
<td>CIT</td>
<td>Yes - this will help the communities in the Valley understand how to be competitive in a changing transportation environment</td>
<td>Low</td>
<td>Years 4 and 5</td>
<td>MAPC/other MAPCs APA Research Centers: <a href="https://www.planning.org/research/big_data/Appliances_in_Planing/Transportation_Climat_Initiatives.html">https://www.planning.org/research/big_data/Appliances_in_Planing/Transportation_Climat_Initiatives.html</a></td>
<td>CIT, MassDOT, EV Charging Station companies</td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Expand the current Merrimack Valley Means Business website and property search engine to feature smaller spaces, resources and opportunities</td>
<td>Create a &quot;hub&quot; of sites that promote various types of businesses and communities in the new branding campaign (&quot;Here for the Making&quot;); including the ones we specifically want to attract (e.g., territories in Lawrence). This would also include entrepreneur resources (financing, support, events) and connect them to State contacts</td>
<td>CIT</td>
<td>Yes - this provides one-stop-shop resources for new and existing businesses, but also links to other sources</td>
<td>Yes - accessible to everyone</td>
<td>DMI</td>
<td>Existent Mi, D'Vork, Tha Mils, Burgess Center, INDUSTRY.MAS</td>
<td>Man Development, MPIC</td>
<td></td>
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<td>Create a &quot;hub&quot; of sites that promote various types of businesses and communities in the new branding campaign (&quot;Here for the Making&quot;); including the ones we specifically want to attract (e.g., territories in Lawrence). This would also include entrepreneur resources (financing, support, events) and connect them to State contacts</td>
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<td>CIT</td>
<td>Yes - accessible to everyone</td>
<td>DMI</td>
<td>Existent Mi, D'Vork, Tha Mils, Burgess Center, INDUSTRY.MAS</td>
<td>Man Development, MPIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Identify resources and incentives for adaptive reuse and rehabilitation of former manufacturing sites (including Bloomfield) specifically for manufacturing uses</td>
<td>Need to identify and promote the appropriate use of incentives for non-housing development to protect and preserve existing buildings for manufacturing uses</td>
<td>CIT, NCR</td>
<td>Yes - it incorporates disabilities into the reuse and rehabilitation and doesn't raise the cost of leasing space</td>
<td>Medium</td>
<td>DMI</td>
<td>Vertical Urban Factory (Mike Reppaport)</td>
<td>Man Development, banks, Haverhill and Lawrence Venture Funds, UMA</td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Relocate urban manufacturing while promoting mixed-use, on-site zoning supports current best practices oriented low and mid manufacturing</td>
<td>Ensure that zoning allows for urban mixed-use manufacturing and space most suited for manufacturing where appropriate</td>
<td>CIT, NCR</td>
<td>Yes - ensuring the enduse of the manufacturing sector</td>
<td>Medium</td>
<td>DMI</td>
<td>Haverhill, Lawrence, Amherst, Urban Manufacturing Alliances</td>
<td>Man Development, MPIC</td>
<td></td>
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<td>Manufacturing</td>
<td>Relocate urban manufacturing while promoting mixed-use, on-site zoning supports current best practices oriented low and mid manufacturing</td>
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<td>CIT, NCR</td>
<td>Yes - ensuring the enduse of the manufacturing sector</td>
<td>Medium</td>
<td>DMI</td>
<td>Haverhill, Lawrence, Amherst, Urban Manufacturing Alliances</td>
<td>Man Development, MPIC</td>
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31
<table>
<thead>
<tr>
<th>Theme</th>
<th>Strategy</th>
<th>Description</th>
<th>Relationship to other Themes (THEME NAME)</th>
<th>Resilience</th>
<th>Equity/Diversity</th>
<th>Priority</th>
<th>Timeline</th>
<th>Examples</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>Support and preserve agricultural manufacturing through land use policy</td>
<td>Agricultural manufacturing is still alive in the region. How do we support them through land use policies and incentives? Promote “No Farms = No Food”</td>
<td>NCR</td>
<td>Yes - helps the region to preserve local food sources and jobs</td>
<td>Yes - ensure access to all incomes</td>
<td>Low</td>
<td>Ongoing</td>
<td>Devers, Lowell, Lawrence (Inkpad)</td>
<td>SEMAP (Southeastern MA Agricultural Partnership), MA Local Food Cooperative, CIWA (WMass)</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Start a campaign for eco-industrial circular economy production</td>
<td>A campaign will help the region organize our efforts around how to limit waste, reduce the use of raw materials, and reuse existing materials (reduce, reuse, recycle model)</td>
<td>NCR</td>
<td>Yes - this helps the region to be more sustainable as well as nimble, by creating new opportunities to look at waste and limited resources as opportunities</td>
<td></td>
<td></td>
<td></td>
<td>Circle Lab best practices: <a href="https://circle-lab.com/">https://circle-lab.com/</a></td>
<td>UMA, Ellen MacArthur Foundation</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Educate parents of prospective and current vocational students, and coordinate efforts with school guidance counselors and curriculum administrators</td>
<td>Rebrand manufacturing as a career (“not your father’s manufacturing”). Use branding to attract workforce (amp up “Amp It Up”)</td>
<td>NCR</td>
<td>Yes - program should focus on all schools in all neighborhoods</td>
<td></td>
<td>Low</td>
<td>Year 2</td>
<td></td>
<td>MassDevelopment, DESE</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Host a “Developers Tour” for manufacturers</td>
<td>Plan on twice a year (one large and one small), engage Community and Economic Development Directors as key influencers</td>
<td>CIT</td>
<td>Yes - ensures that we are constantly promoting available space and marketing the region as a place to do business</td>
<td></td>
<td></td>
<td>Year 2 and Ongoing</td>
<td>Haverhill, Lawrence, Methuen, Amesbury, Salem, MA</td>
<td>MassDevelopment, Chambers of Commerce, Greater Haverhill Foundation, key developers</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Develop training alliances and a communications strategy that links companies who need employees to schools and trainers</td>
<td>Help employers and schools/trainers to identify the appropriate workforce and to make the efforts to collaborate and compete for labor along with a sustainable training model</td>
<td>TRANSP</td>
<td>Yes - creates ongoing training opportunities which can be modified to meet changing needs</td>
<td>Yes - trainings would be translated and accessible to all (low income and disabled)</td>
<td>Low</td>
<td>Year 3</td>
<td>Vermont Manufacturers Extension Center: <a href="http://www.vmec.org/">http://www.vmec.org/</a></td>
<td>NMAC</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Recruit and connect Boston/ Cambridge/Somerville start-ups to the Merrimack Valley</td>
<td>Illustrate cost advantages and quality of life attributes for startup businesses to relocate to the Merrimack Valley</td>
<td>CIT</td>
<td>Yes - another method of attracting businesses to the MV and provides a pipeline for established and maintained</td>
<td>Yes - outreach would be widespread</td>
<td>Low</td>
<td>Year 2</td>
<td>Need to investigate models.</td>
<td>EDA, NAMC, AFFOA, GreenTomm Labs</td>
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### Merrimack Valley CEDS Action Plan 2018-2023 (continued)

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<th>Theme</th>
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</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>Connect specialized skills needs to appropriate training to build job/career ladders</td>
<td>Expand upon existing build new training and apprenticeship programs</td>
<td></td>
<td>Yes - this helps the workforce learn additional skills and employees to find the right labor force</td>
<td>Yes - trainings would be transferred and accessible to all （income and disabled）</td>
<td>Low</td>
<td>Ongoing</td>
<td>Center for Manufacturing Technology in Woburn</td>
<td>NAMC, Witter and Greater Lawrence Technical Schools, NECC, MassMEP, Massachusetts Technical Collaborative</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Ties into supply chain for prime contractors, develop inventory of manufacturers and fill in the gaps</td>
<td>This would expand the Form to Factory program to connect designers to manufacturers in an organized, efficient manner</td>
<td>TRANSP</td>
<td>Yes - this helps create a sustainable supply chain that is resilient to economic conditions</td>
<td>TRANSP</td>
<td>Low</td>
<td>Ongoing</td>
<td>Form to Factory Program</td>
<td>MassDevelopment, NOBD, NAMC, EDA</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Preserve affordable housing units and connect them to existing job sites through multi-modal options</td>
<td>Guaranteed that the cost of housing in the region is prohibitively expensive for many, address preservation of existing affordable housing units. Address the &quot;last mile&quot; issues by developing appropriate zoning for commercial/industrial manufacturing with housing and market, as a competitive advantage, ensuring that zoning supports sustainable community development along with smart growth development.</td>
<td>CT, TRANSP</td>
<td>Yes - need to ensure that everyone has access to a good paying job, not just those that have a car (or access to one)</td>
<td>Yes - addresses affordability and access to jobs for all</td>
<td>Medium</td>
<td>Ongoing</td>
<td>Vertical Urban Factory (Nina Fappasone)</td>
<td>MassDevelopment, Housing, MHP, DPHC</td>
</tr>
<tr>
<td>Natural/Cultural Resources</td>
<td>Revitalize and promote the Merrimack Valley's Growth Strategy</td>
<td>In support of both Priority Development Areas and Priority Preservation Areas in order to direct development to downtowns city centers and reduce development pressure on sensitive natural resource areas, e.g., drinking water supplies, rare habitat, trails</td>
<td>CT, TRANSP, MNS</td>
<td>YES</td>
<td></td>
<td>High</td>
<td>Year 1</td>
<td>Renew existing sites, criteria and practices in the region. Best practices from across NA and the country</td>
<td>NAMC, MPEC, FMA, Essex Co. Greenbelt</td>
</tr>
<tr>
<td>Natural/Cultural Resources</td>
<td>Partner with Essex County Community Foundation to create and implement the Essex County Cultural Plan and facilitate cultural planning technical assistance for Essex County communities</td>
<td>Revitalize the Creative Economy program, build an Arts &amp; Culture Toolkit, encourage communities to hire an Arts &amp; Culture Coordinator and promote the designation of Cultural Districts region-wide</td>
<td>CT</td>
<td>YES - embraces diversity in our communities</td>
<td>Low</td>
<td>Year 1</td>
<td>CreateNYC, Boston Creates, Town of Arlington</td>
<td>Essex County Community Foundation's Creative Cultural Initiative</td>
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<tr>
<td>Natural/Cultural Resources</td>
<td>Promote Sustainable Development Zoning Bylaws</td>
<td>Help to better understand how to value and promote the benefits of conserved open space by studying the costs associated with delivering essential community services (fire, sewer, etc.). Protecting our natural resources could cost our communities less through conservation and preservation measures.</td>
<td>TRANSP, CITT</td>
<td>Yes - this strategy would also include adaptation to climate change</td>
<td>Medium</td>
<td>Year 2</td>
<td>Minnesota Green Steps, <a href="https://ag.umn.edu/greensteps/minnesota">https://ag.umn.edu/greensteps/minnesota</a>; Zoning for Sustainability, a Review of Zoning Ordinances from 32 Cities, <a href="https://www.sandonline.com/story/72/10/05/19/01/19/32.html?access=true">https://www.sandonline.com/story/72/10/05/19/01/19/32.html?access=true</a></td>
<td>DMC, municipal governments, Local Open Space Committees, MVPC, Greenscapes</td>
<td></td>
</tr>
<tr>
<td>Natural/Cultural Resources</td>
<td>Conduct a &quot;Cost of Community Services Study&quot; for the Merrimack Valley</td>
<td></td>
<td>CITT, TRANSP</td>
<td>Yes - should include income equality</td>
<td>Medium</td>
<td>Years 2 and 3</td>
<td>American Farmlands Trust, USDA, Essex County Greenbelt, Essex National Heritage Area, Mass Land Trust Coalition</td>
<td></td>
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<tr>
<td>Natural/Cultural Resources</td>
<td>Encourage all MVPC communities to adopt the Community Preservation Act</td>
<td></td>
<td>CITT</td>
<td>Yes - this ensures another funding source to protect resources</td>
<td>Low</td>
<td>Ongoing</td>
<td>Existing CPP communities in our region (Dover, Newbury, Newburyport, Groveland, Barnford, N. Andover, Rowley)</td>
<td>Community Preservation Coalition of MA, E.C. Greenbelt, municipal Open Space Committees, STABOLT, Inc., FCRP, Amesbury Trails</td>
<td></td>
</tr>
<tr>
<td>Natural/Cultural Resources</td>
<td>Utilize technology to create a regional repository portal for cultural and natural resources and events and to connect tourists by sending, this includes promotion of the <a href="http://www.EssenCountyCreates.org">www.EssenCountyCreates.org</a> as a regional arts and cultural event calendar and shared resource for the arts sector. Develop a &quot;Welcome Magnet&quot; program for new residents that immerses them to the arts, cultural and natural resources in their community and the Merrimack Valley.</td>
<td>CITT, TRANSP</td>
<td>Yes - ensures adoptable and relevance of existing structures</td>
<td>Medium</td>
<td>Years 3 and 4</td>
<td>New Uses for Heritage Places, <a href="http://www.environment.nov.gov/ourresources/heritagearchitecturalnewuses/heritagePlaces/">http://www.environment.nov.gov/ourresources/heritagearchitecturalnewuses/heritagePlaces/</a></td>
<td>Board of Selectmen/City Councils, MassCreative, CPC Committees</td>
<td></td>
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<tr>
<td>Natural Cultural Resources</td>
<td>Promote the use of cultural and</td>
<td>Utilize technology to create a central repository/portal for cultural and</td>
<td>Yes - ensures adaptable and</td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>Years 3 and 4</td>
<td>New Uses for Heritage Places</td>
<td>Board of Selectmen/City Councils, MassCreative, CPC Committees</td>
</tr>
<tr>
<td></td>
<td>historic spaces in the region for</td>
<td>natural resources and events and to connect to city centers; this</td>
<td>relevance of existing</td>
<td></td>
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<tr>
<td></td>
<td>events</td>
<td>includes promotion of the <a href="http://www.ExeterCounty.info">www.ExeterCounty.info</a> as a regional arts and</td>
<td>structures</td>
<td></td>
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<td></td>
<td></td>
<td>cultural event calendar and shared resource for the arts sector. Develop a</td>
<td>Yes - accessible, affordable, and translated</td>
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<td></td>
<td>“Welcome Wagon” program for new residents that introduces them to the arts,</td>
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<td></td>
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<td>cultural and natural resources in their community and the Merrimack Valley</td>
<td></td>
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<tr>
<td>Natural Cultural Resources</td>
<td>Create at least one all-access</td>
<td>This would provide an outdoor experience for anyone, regardless of their</td>
<td>Yes - accessible, affordable, and translated into other languages</td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>Ongoing</td>
<td>Peabody</td>
<td>Mass DOT, local Parks Departments, ECSC, ES, Greenbank, FCNAT, APC, East Street Trails</td>
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<tr>
<td></td>
<td>trail in each community</td>
<td>age, physical ability, transportation mode, income, or ethnicity</td>
<td></td>
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<tr>
<td>Natural Cultural Resources</td>
<td>Create regional Food Hubs that</td>
<td>Create better economics of scale to produce, process and sell goods</td>
<td>Yes - provides additional</td>
<td>Medium</td>
<td>Medium</td>
<td>Low</td>
<td>Years 3 and 4</td>
<td>KY State, USDA, MA Local Food Cooperative</td>
<td>MDAR, Farm Bureau, Agricultural Commissions, local Farmers Markets</td>
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<tr>
<td></td>
<td>would allow farmers to distribute their produce economically</td>
<td>Help to reduce/eliminate food deserts in our communities</td>
<td>outlets and revenue</td>
<td></td>
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<tr>
<td>Natural Cultural Resources</td>
<td>Refocus the use of parking</td>
<td>Known as the “penny” model, set aside from the General Fund to support</td>
<td>Yes</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
<td>Years 3 and Ongoing</td>
<td>New Bedford, Amherst</td>
<td>MassCreative</td>
</tr>
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<td></td>
<td>revenues and hotel/property tax</td>
<td>specific programs</td>
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<td>for local arts and cultural</td>
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</table>
Priority Projects in the Merrimack Valley

The following priority projects were the result of inquiries from community and economic development stakeholders throughout the Merrimack Valley. This is the first MV CEDS Plan to create such a list, and we anticipate this list will ebb and flow depending on the resources available to implement these projects and the ever-changing needs of communities in the region. These projects were chosen because they can help create new employment opportunities, promote investment and business growth and make the Merrimack Valley more resilient and competitive. While placement on this list does not guarantee federal Economic Development Administration (EDA) funding, they will be ranked higher than projects that are not included. Each year, MVPC will revisit this list and revise accordingly to ensure that projects that meet the economic development needs of the region are included.

<table>
<thead>
<tr>
<th>Community</th>
<th>Project Name</th>
<th>Project Description</th>
<th>Estimated Cost</th>
<th>Funding Source(s)</th>
<th>Jobs Created</th>
<th>CEDS Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amesbury</td>
<td>Atlantic Center</td>
<td>The proposed $40 million project is a 410,000 square-foot athletic facility, with six hockey rinks, a 300-seat conference room and restaurant, and a 130,000 square-foot office building. A chain hotel is also contemplated. This project will result in nearly $53 million annually to the local economy, based on $2.3 million per tournament from data projections.</td>
<td>$6 million extraordinary site costs</td>
<td>EDA; MassWorks</td>
<td>200+</td>
<td>Transportation</td>
</tr>
<tr>
<td>Andover</td>
<td>Historic Mill District Redevelopment</td>
<td>The Town has created a new zoning district to encourage transit oriented development in proximity to Andover’s regional transit center by fostering a range of housing opportunities within mixed-use development projects, while reconnecting Andover’s central business district to the regional transit center. The zoning allows for a residential density of up to forty (40) units per acre, with varying dimensional controls.</td>
<td>Unknown</td>
<td>Private Developers</td>
<td>Unknown</td>
<td>City and Town Centers</td>
</tr>
<tr>
<td>Andover</td>
<td>Dascomb Road Infrastructure Improvements</td>
<td>This project involves the reconstruction of Dascomb Road into a complete streets, multi-modal roadway which will accommodate healthy transportation alternatives, and which will facilitate and support 582,400 sq. ft. of new mixed-use development at 146 Dascomb Road.</td>
<td>$6 million</td>
<td>MassWorks</td>
<td>950</td>
<td>Transportation</td>
</tr>
<tr>
<td>Georgetown</td>
<td>National Avenue</td>
<td>The Town-owned 26 acre parcel off National Avenue is presently undergoing a highest and best use analysis utilizing Site Readiness Program grant funds from MassDevelopment. This particular parcel is located within a Priority Development Area (PDA) of regional significance as identified in the Merrimack Valley Priority Growth Strategy. The site is currently zoned for a large array of commercial and light industrial uses.</td>
<td>Unknown</td>
<td>MassDevelopment; EDA; MassWorks</td>
<td>Unknown</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Georgetown</td>
<td>Georgetown Downtown Redevelopment</td>
<td>Georgetown is currently undertaking a wastewater feasibility study. The lack of wastewater treatment capacity in downtown is universally recognized as the top priority that needs to be addressed. In addition, the Town’s Economic Development Committee recognizes the need to install wayfinding signage, identify parcels suitable for parking, and update zoning in the downtown to make it easier for developers to create additional commercial and professional service uses along with multi-family housing units.</td>
<td>Unknown</td>
<td>EDA; MassWorks</td>
<td>Unknown</td>
<td>City and Town Centers</td>
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<tr>
<td>Community</td>
<td>Project Name</td>
<td>Project Description</td>
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<tr>
<td>Haverhill</td>
<td>Merrimack Street Redevelopment</td>
<td>There is significant potential for continued transformation in the Merrimack Street area of downtown Haverhill. The City owns multiple large parcels of land, a significant amount of which is currently undeveloped as poorly aligned surface parking lots. Additionally, several privately owned properties have potential for creative, adaptive reuse. The goal would be to create an assemblage of parcels to accommodate a multi-story parking garage with mixed-use buildings and the reconnection of the &quot;ladder&quot; streets to better connect this area to Merrimack Street.</td>
<td>$21 million</td>
<td>MassWorks; EDA</td>
<td>50</td>
<td>City and Town Centers</td>
</tr>
<tr>
<td>Haverhill</td>
<td>Broadway Business Park</td>
<td>The City of Haverhill is undertaking due diligence and master planning at a privately-owned piece of undeveloped land near I-495 that the City hopes to transform into a business park. This study could lead to the next large economic development project for Haverhill and the region.</td>
<td>Unknown</td>
<td>EDA; MassWorks; MassDevelopment</td>
<td>Unknown</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Lawrence</td>
<td>Tombarello Site</td>
<td>The City of Lawrence, along with its partners, is looking to clean up 2.5 acres of a 14-acre Brownfield site. The goal is to market the property for redevelopment by getting the site as &quot;plug and play&quot; as possible.</td>
<td>Unknown</td>
<td>MassDevelopment; EDA</td>
<td>Unknown</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Lawrence</td>
<td>Lawrence fabRIC (Fabric Regional Innovation Center)</td>
<td>This project involves the implementation of the EDA funded Lawrence Fabric Regional Innovation Center project.</td>
<td>Unknown</td>
<td>EDA</td>
<td>Unknown</td>
<td>Manufacturing</td>
</tr>
<tr>
<td>Lawrence</td>
<td>Merrimack Street Redevelopment (from Union Street to Broadway)</td>
<td>This project calls for the reconstruction of the western portion of Merrimack Street from South Union Street to Broadway Street. The eastern half of Merrimack Street was reconstructed in 2016. Merrimack Street is a vital regional employment center, and has seen millions of square feet in redevelopment in recent years, with the potential for more in the coming years. Lawrence has adopted a Complete Streets policy, and this project would be constructed with this in mind.</td>
<td>$16 million</td>
<td>MassWorks</td>
<td>125</td>
<td>Transportation</td>
</tr>
<tr>
<td>Lawrence</td>
<td>Route 114 Bridge Replacement over the Shawsheen River</td>
<td>Route 114, an important regional connector, becomes a major chokepoint as it crosses over the Shawsheen River narrows from 4 lanes to 2 lanes. This has an adverse impact on traffic traversing the area. Between Lawrence, North Andover, and Andover, all the way to the North Shore and I-93, as well as for traffic trying to exit I-495 onto Route 114. Bridge replacement and widening is necessary for this vital commuter corridor, for the safe movement of people and freight.</td>
<td>$35 million</td>
<td>MassDOT; EDA</td>
<td>30</td>
<td>Transportation</td>
</tr>
</tbody>
</table>
### Priority Projects in the Merrimack Valley (continued)

<table>
<thead>
<tr>
<th>Community</th>
<th>Project Name</th>
<th>Project Description</th>
<th>Estimated Cost</th>
<th>Funding Source(s)</th>
<th>Jobs Created</th>
<th>CEDS Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methuen</td>
<td>Downtown Revitalization/Redevelopment</td>
<td>The project proposes transportation improvements to two major gateways intersections within the 40R Smart Growth Corridor Overlay District (332CD). The infrastructure needs of this 02-acre area are proposed to be developed in two phases. In support of new mixed-use development of vacant and underutilized parcels, the rehabilitation and renovation of historic buildings and improved roadway to enhance safety and mobility for vehicles, pedestrians, and bicyclists. Phase I includes transportation improvements at the Lowell Street/Goodpasture Street/Plaistow Street intersection, also locally known as “Five Corners” along with an LED streetlight upgrade for Methuen Square. Phase II of the infrastructure program will focus on transportation improvements to the Broadway/Goodpasture Street intersection.</td>
<td>$4 million</td>
<td>MassWorks, EDA</td>
<td>80</td>
<td>40R Transportation</td>
</tr>
<tr>
<td>Newbury</td>
<td>Town Center Expansion</td>
<td>The Town is evaluating how they might support improvement and expansion of retail and commercial uses in the Town Center area to provide more services to residents and expand the tax base. Additional commercial uses or major renovation in the Town Center/Main Street area are limited due to obstacles, most notably the lack of sewer and water. The study currently underway, using MA Downtown Initiative grant funds, will look at providing sewer and water service to parcels in the Town Center area with a wastewater package treatment facility. The data provided in the report will provide an opinion of what a package treatment system would look like, what it would cost, who could service and how it could be financed.</td>
<td>Unknown</td>
<td>MassWorks, MA Sewer Revolving Fund</td>
<td>Unknown</td>
<td>40R Town Centers</td>
</tr>
<tr>
<td>Newbury</td>
<td>Newburyport Business Park and 40R District</td>
<td>The City needs funds for the redesign/renovation of the Rt. 1 Rotary and Park Street, which crosses in front of the Courthouse and heads directly into the business park. It is necessary to create a safe crossing in this location in order to unlock the eastern side of the approved 40R District.</td>
<td>$1.1 million</td>
<td>MassWorks, EDA; City</td>
<td>108</td>
<td>40R Transportation, Manufacturing</td>
</tr>
<tr>
<td>Region</td>
<td>Develop an Arts and Cultural Resource App</td>
<td>The Merrimack Valley Arts &amp; Cultural Resource Organization (MVACRO) is developing a mobile application framework to promote local arts and cultural significance sites. The application will provide users with an interactive, easy-to-use platform for discovering and sharing locations in the Merrimack Valley region, as well as a map-based interface to assist in locating specific features.</td>
<td>$5,000 – $10,000</td>
<td>EDA; Arts Councils</td>
<td>Unknown</td>
<td>Natural and Cultural Resources</td>
</tr>
<tr>
<td>Region</td>
<td>I-93 Bus-on-Shoulder</td>
<td>The Merrimack Valley Metropolitan Planning Organization (MVMP0) analyzed the feasibility of implementing either a Bus-on-Shoulder (BoS) or a High-Occupancy Vehicle (HOV) Lane on I-93. On the basis of a review of several prior studies and its own work, the MVMP0 strongly recommends BoS as the most sensible and effective near-term corridor transportation improvement. The MVMP0 and others have estimated that I-93 BoS implementation could cost as little as $250,000 per mile, based upon existing roadway conditions and projected improvements.</td>
<td>$250,000 per mile</td>
<td>MassDOT, EDA</td>
<td>7</td>
<td>Transportation</td>
</tr>
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</table>
## Priority Projects in the Merrimack Valley (continued)

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<tr>
<td>Region</td>
<td>Electric Grid Resilience Improvements</td>
<td>Electric grid Modernization investments will automate processes so that mechanical equipment will provide improved visibility, automated command and control, and create a self-healing grid. These improvements will help reduce the effect of power outages and improve storm restoration, as well as improve the electric distribution companies’ ability to integrate distributed energy resources onto the electric grid and to increase the use of renewable energy, electric vehicles, and energy storage.</td>
<td>$220 million (statewide)</td>
<td>MA Utility Companies</td>
<td>Unknown</td>
<td>All Elements</td>
</tr>
<tr>
<td>Salisbury</td>
<td>Lafayette Road (Route 1) Sewer Project</td>
<td>Proposed project involves the installation of sewer lines along the northern side of Route 1, including Main Street and 28 other smaller roads. New zoning regulations to encourage commercial development were approved, but the installation of the sewer line is necessary for any proposed development. Project cost was estimated to be $36 million, but a redesign of the system reduced it to $26.6 million. Town Meeting voted down the project in May 2018 due to the $30,000 betterment fee to connect to the sewer line.</td>
<td>$26.6 million</td>
<td>Town Appropriation; EDA</td>
<td>50</td>
<td>Transportation</td>
</tr>
</tbody>
</table>
Appendix

CEDS Committee list
Working Group lists
Agendas for meetings
SOAR Analysis from each group and full CEDS Committee
Visioning session notes
Unemployment Data
Merrimack Valley CEDS Committee

The Merrimack Valley CEDS Committee is responsible for guiding the development of our region’s Comprehensive Economic Development Strategy (CEDS). Economic development strategy meetings are held periodically, focused on identifying responsible parties for the implementation of shared goals and objectives. Through this process, numerous collaborative efforts for both ongoing and potential projects are identified. In addition, key economic development themes critical to enhancement of the regional economy are examined.

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MERRIMACK VALLEY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

MEETING AGENDA
January 31, 2017 @10AM

1. Welcome from CEDS Chair, Lane Glenn, NECC President

2. MVPC and MVMB Updates, Angela Vincent, MVPC
   a. New MVPC Executive Director, Karen Sawyer Conard
   b. MV Marketing Campaign results
   c. 2018-2023 CEDS (planning starting in spring)

3. Transportation and Economic Development in the Merrimack Valley, Betsy Goodrich, MVPC

4. 2017 CEDS Priorities, Angela Vincent, MVPC

5. CEDS Member Roundtable

6. Next CEDS Meeting – April 27, 2017, 9:30am at NECC in Lawrence
MEETING AGENDA

April 27, 2017 @ 9:30AM
NECC Campus, 78 Amesbury Street, Lawrence

1. Welcome from CEDS Chair, Lane Glenn, NECC President

2. Regional Updates
   a. Northeast Regional Workforce Skills Initiative Planning Meeting
   b. 2017 CEDS Priorities

3. Emerging Economic Development Issues in the Merrimack Valley

4. CEDS Member Roundtable

5. Next CEDS Meeting – June 22nd at HC Media at Harbor Place in Haverhill
MEETING AGENDA
August 8, 2017 @ 10:00AM
HC Media Headquarters, 2 Merrimack Street, Haverhill, MA

1. Welcome – Lane Glenn, MV CEDS Chair

2. MVPC Updates

3. Introduce Process and Results from April MV CEDS Meeting


5. Discussion/Q&A

6. Breakout Group and Report Outs
   a. Land Use
   b. Local Branding
   c. Workforce Development

7. Next Steps

8. Next MV CEDS Meeting – September 26, 2017, 10am-12pm

Many thanks to the Urban Manufacturing Alliance for partnering with us on today’s meeting! For more information on the UMA, please visit: http://www.urbanmfg.org/
1. Welcome – Lane Glenn, MV CEDS Chair

2. Keynote Speaker – Secretary Stephanie Pollack

3. Setting the Stage: Transportation and Economic Development
   a. Transportation and Tourism
   b. Transportation and Priority Development Areas

4. Table Discussions and Report Outs

5. Next MV CEDS Meeting – January 10, 2018, focus: Town Centers
1. Welcome – Karen Conard, MVPC Executive Director

2. MV CEDS Updates
   - Priority Development Area Task Force Activity
   - Lawrence fabRIC Feasibility Study

3. Town Centers and Economic Development Presentations
   - Leah Zambernardi, Town Planner, West Newbury
   - Kassandra Gove, Executive Director, Amesbury Chamber of Commerce
   - Paul Materazzo, Director of Planning, Town of Andover

4. Setting the Stage: Town Centers and Economic Development
   - Mixing it Up – how to encourage a mix of uses to diversify your Town Center
   - Partnering – developing and fostering strong, long-lasting partnerships to support a thriving center
   - Being Resilient– how can we create town centers that adapt to regional, national, and global changes?

5. Table Discussions and Report Outs

6. 2018 MV CEDS Plan Process and Sign ups

7. Next MV CEDS Meeting
1. Welcome – Lane Glenn, Chair

2. MV CEDS Updates
   - Priority Development Area Task Force Update
   - Lawrence fabRIC Feasibility Study
   - Branding Project
   - MV CEDS Plan Update

3. Merrimack Valley Economic Development Strengths, Opportunities, Aspirations and Risks

4. Merrimack Valley Priority Projects for Funding

5. Next MV CEDS Meeting
   June 22, 2018, Location: UMass Lowell iHub in Haverhill
MEETING AGENDA
June 22, 2018  10 – 11 AM
UMass Lowell iHub
2 Merrimack Street, 3rd Floor
Haverhill, MA

1. Welcome – Lane Glenn, Chair

2. MV CEDS Updates
   - Priority Development Area Task Force Update
   - Lawrence fabRIC Feasibility Study
   - Branding Project – wearemv.com

3. CEDS Plan – Powerpoint Presentation

4. Next MV CEDS Meeting – 2019!
AGENDA

I. Welcome and Introductions

II. Overview of Today’s Meeting

III. 2018 CEDS Development and Background

IV. Review and Discussion of Trends in City and Town Centers

V. Strengths, Opportunities, Aspirations and Risks (SOAR)

VI. Report Outs

VII. Next Steps
MERRIMACK VALLEY PLANNING COMMISSION

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

City and Town Centers Working Group
14 Cedar Street, Amesbury, MA
May 16, 2018

AGENDA

I. Welcome and Introductions

II. Recap Previous Meeting – SOAR Results

III. Review Previous MV CEDS Strategies

IV. City/Town Center Strategies
   a. Confirm Aspirations
   b. Break into Groups
   c. Develop Strategies

V. Next Steps
MERRIMACK VALLEY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
MANUFACTURING WORKING GROUP – MEETING #1

APRIL 17, 2018
IndusPAD
46 Stafford Street, Lawrence, MA

AGENDA

I. Welcome and Introductions

II. Overview of Today’s Meeting

III. 2018 CEDS Development and Background

IV. Review and Discussion of Trends in Manufacturing

V. Strengths, Opportunities, Aspirations and Risks (SOAR)

VI. Next Steps
AGENDA

I. Welcome and Introductions

II. Recap Previous Meeting

III. Responding to SOAR Results

   A. Review Previous Strategies
   B. Best Practices from other CEDS/Regions

IV. Craft Local Strategies

V. Next Steps
MERRIMACK VALLEY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
NATURAL AND CULTURAL RESOURCES WORKING GROUP – MEETING #1

May 2, 2018
Groundwork Lawrence
50 Island Street, Entrance B, Suite 101, Lawrence, MA

AGENDA

I. Welcome and Introductions

II. Overview of Today’s Meeting

III. 2018 CEDS Development and Background

IV. Review and Discussion of Trends in Natural and Cultural Resources

V. Strengths, Opportunities, Aspirations and Risks (SOAR)

VI. Report Outs

VII. Next Steps
MERRIMACK VALLEY PLANNING COMMISSION

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

Natural and Cultural Resources Working Group
UMass Lowell iHub, 2 Merrimack Street, Haverhill
May 10, 2018

AGENDA

I. Welcome and Introductions

II. Recap Previous Meeting

III. Responding to SOAR Results
   A. Review Previous Strategies
   B. Best Practices from other CEDS/Regions

IV. Craft Local Strategies

V. Next Steps
MERRIMACK VALLEY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
TRANSPORTATION WORKING GROUP – MEETING #1

APRIL 30, 2018
HC Media
2 Merrimack Street, Haverhill, MA

AGENDA

I. Welcome and Introductions

II. Overview of Today’s Meeting

III. 2018 CEDS Development and Background

IV. Review and Discussion of Trends in Transportation

V. Strengths, Opportunities, Aspirations and Risks (SOAR)

VI. Next Steps
MERRIMACK VALLEY PLANNING COMMISSION

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

Transportation Working Group
Merrimack Valley Planning Commission, 160 Main Street, Haverhill, MA
May 10, 2018

AGENDA

I. Welcome and Introductions

II. Recap Previous Meeting

III. Responding to SOAR Results
   A. Review Previous Strategies
   B. Best Practices from other CEDS/Regions

IV. Craft Local Strategies

V. Next Steps
CEDS Meeting – April 18, 2018 – SOAR Analysis

DIVERSITY/EQUITY

Strengths

- Attractive and affordable labor market and proximity and access to training

Risks

- Community affordability limiting diversity
- Identify diversity of workforce per community
- Affordable housing, Large population aging out (affordable senior housing)
- Losing workforce to other regions

Opportunity

- Transportation for skilled workers to access jobs
- Change the branding for our City/Town Centers as suburbs
- Work with communities to understand diversity and encourage it
- Embrace immigration and figure out what it means for jobs, housing, education, business development.
- Embrace cultural differences

RESILIENCE

Strengths

- Constantly reinventing ourselves (even though it doesn’t happen overnight)
- Diversity of industries – not all eggs in one basket
- Quality of life
- Population /Workforce
- Education/Training opportunities
- Strength of existing partnerships
- Attractive downtowns (good bones)

Risks

- Reuse of vacant/underutilized property can take a very long time and sometimes fails
- Climate change, coastal concerns, weather disruptions
- Infrastructure – capacity, deferred maintenance, cap in trade

Opportunity
• Need for training and retraining to address skills gap
• Wealth potential of good education & training
• Using technology to solve/mitigate risks
• Leverage of existing resources
• Leadership in our diverse communities that is untapped
• Continue to reinvent ourselves as a region – stay nimble!

**Aspirations**

• Maximize and take advantage of area institutions like NECC and UMass Lowell Haverhill campus
• Infrastructure programs that bring in funding resources and new jobs
• Tap into untapped resources (people, entities)
• Promote and grow high margin products and develop the ecosystem to support them

**SUSTAINABILITY**

**Strengths**

• Transportation centers
• Transportation network
• Natural resources/open space/ beauty of the region
• Mix of housing in the region and more affordable than outside of Boston

**Risks**

• Declining younger households
• Brain drain (losing people who are educated here to cheaper regions or to Boston)
• Lack of integration
• Social/economic equality
• Outdated zoning
• Public transportation
• Sewer overflows and declining infrastructure

**Opportunity**

• Redevelopment of underutilized space – is zoning in place
• Education – highly educated populace but also lack of education/training in our cities
• Retain the kids who come here to our colleges
• Immigration population attracted to this region and needed for jobs
• Transportation to jobs (both a risk and opportunity)
• Available vacant/underutilized space
• Invest in existing housing stock to create affordable housing (reduces cost of building new)
• Define readiness – don’t use alphabet soup.
• Use of form-based codes
CEDS City/Town Center Working Group Meeting:
SOAR Analysis
May 3, 2018

STRENGTHS
• Sewer, water, Merrimack River
• Access – Boston, Logan, beaches, NH, ME
• Community involvement and desire to see downtowns thrive
  o Volunteer organizations exist, not always municipal effort
• Towns – natural sense of engagement
• Good “bones”
• Good examples of adaptive reuse in this region
• Master Plans that provide direction (in some communities)
• Pride of ownership (private)
• Entrepreneurial spirit
• Good town/city management
• Some communities very business friendly

OPPORTUNITIES
• People want to be in cities/downtowns/town centers
• Existing buildings – renovation potential
• Preservation of existing buildings
• Activating existing spaces (public art, activities, etc.)
• Access – roads
• Clear message from City/Town re: what is wanted from developers, people, activities. Communicate with residents and get their buy-in
• Regional property search engine for small businesses wanting to relocate
• Update zoning use tables
• Reprogram municipal spaces (i.e., libraries for function halls, Old Town halls)
• Municipal staff should be aligned with the needs of the community (i.e., creating an Arts and Culture position)
• District management (BIDs, Main Street Program)
• Manufacturing is coming back – try to keep it in our centers
• Creatives
• Build on the big picture/pieces – i.e., bike trails, but no bike racks in places
• Tap into new residents

RISKS
• Process for small business owners is confusing
• Financing projects is high risk
• Permitting timeline/process
• Staff capacity
• Outdated zoning (lack of mixed uses, outdated parking ratios)
• Historic regulations
• Communities are aging – not bringing in new families
• MV Branding perception – not connection city or town centers
• Volatile political climate (town government)
• Infrastructure is aging
• Aging buildings – historic and hard to develop (no incentives for smaller projects)
• Fitting buildings into fabric of existing downtown
• Disengaged community or business community
• Lack of parking perception
• Pedestrian/bike connections are poor
• Climate change and impending river access
• Diversity/immigration needs to be better integrated throughout the valley
• Lack of housing diversity

ASPIRATIONS

• Take advantage of waterfront access
• Make a better connection between highways and downtowns
• Preserve downtown “bones”
• Keep Master Plans up-to-date
• Foster entrepreneurial spirit and work with property owners who want to invest in their buildings/space
• Identify champion and catalysts to revitalize downtowns (not just about LG being in charge).
  i.e., downtown business/merchant’s associations
• Find likeminded business owners to revitalize – build momentum, support them in their efforts (even starting small – flower boxes, etc.)
• Capitalize on the fact that people want to move into cities/downtowns/town centers
• Investment in experiences instead of things (programming, events, longer hours) and activate existing spaces (busking)
• Renovate existing buildings instead of (or in additional to) building new
• Connect transportation and downtowns
• Create clear messages about what the desires/needs of the Town/City is to developers and new businesses (i.e., master plan, charrettes, websites)
• Tweak zoning to accommodate our vision (this includes the use tables)
• Expand property search engine to accommodate small businesses across the region (esp small industrial buildings) so we can recalibrate districts to have compatible uses
• Reprogram municipal spaces to accommodate various uses (i.e., old town halls, libraries)
• Consider paid municipal professional that can focus on programming and other downtown specific issues
• Implement District Management (BID, Main Street Program, Community Benefit District)
• Foster resurgence in manufacturing in our downtowns
• Cater to creatives (i.e., design firms, etc.) that are attracted to city/town centers
• Build on the big pieces – make sure there are bike racks, etc.
• Tap into new residents and their energy to get involved (welcome wagon)
• Capitalize on residents who want to age in place
• Investigate local processes (permitting, site plan review, outdated zoning, parking ratios, staff capacity) and streamline
• Create a similar vision
• Balance changing politics
• Investigate historic regulations – design guidelines prohibitive to redevelop and invest in property
• Invest in aging infrastructure (buildings, sidewalks, sewer, etc.)
• Connections for bikes
• Communicate connections (i.e., parks)
• Provide diversity of housing for new families and aging in place (make sure zoning is consistent to allow this to happen)
• Remove barriers for small businesses to move into downtown, programs to connect them
• Integrate immigrants into the entire valley, embrace diversity in all of the communities
• Balance climate change and natural resource protection (address flooding and power outages)
• Embrace techniques to engage larger section of the population
• Create better connections between the cities/towns (see a show, go kayaking, etc. throughout the region)
• Respect economies of scale
CEDS MFG Working Group Meeting: SOAR Analysis
April 17, 2018

STRENGTHS

• Best education opportunities in region - research, colleges, vocational and technical schools, LHS
• Population eager to train and work
• Commercial real estate cost – vacancies locally
• Available transportation
• Strength of existing partnerships
• History – success stories – pride
• Funding for manufacturing
• Diverse populations/workforce & supports of immigrants
• Connection between research and development (universities) and funding and manufacturing
• Small/medium “niche” companies
• Ability to adapt and change
• A demand for “non – degree” jobs
• Population in the region is growing
• Source locally

OPPORTUNITIES

• Influential leadership (legislators) making a difference
• Availability of space below market
• Skilled training and labor opportunities
• Large corporations supported by smaller subcontractors (allows for increased entrepreneurship)
• Branding to raise awareness of who’s here

RISKS

• Lack of affordable housing
• High population growth – misaligned to skill development
• Not attracting or developing new enterprises
• Slower skill training than needed for job availability
• Not having the right alignment between existing real estate and new manufacturing needs
• Lack of transportation infrastructure
• Societal issues: opioids

Diversity/Equity

• How do we raise wages especially in food manufacturing, to promote entrepreneur/ownership opportunities?
CEDS MFG Working Group Meeting: SOAR Analysis
April 17, 2018

- Identify companies that are struggling to grow/train more workers across sectors
- Stability of training opportunities (providing for those who might otherwise fall off)
- Consideration of tax incentives, access to capital to accommodate/encourage growth
- Concentrate opportunities in urban centers, with transportation, workforce access
- Population growth here in the Merrimack Valley region, especially with young people (good with aging out workers)
- R&D – growth into manufacturing (supported here)
- Educational system offerings, opportunities for employment within

**Resilience**

- Expand indoor agriculture research and production
- Attract companies that want to work/grow in within the Merrimack Valley system
- Stable training institutions located here
- Diverse collection of industries (not single industry oriented)
- Ability in MV to grow from small to mid-size because of access to capital
- Ability to attract/incentivize supply chain industries
- The more highly skilled you are – the less likely to falter
- Adaption to new industry training opportunities
- Willingness of our communities to invest in new training

**ASPIRATIONS**

- Strong educational institutions and training opportunities
- Diverse, eager population
- Lots of partnerships
- Long history
- Niche companies
- Ability to be adaptable
- “Buy Local” efforts
- Improve the last mile
- A lot of food manufacturing jobs, but wages low
- Find people who want to grow in the Merrimack Valley
- Partner with companies to invest here
- Concentrate manufacturing in urban centers
- Population growth needs to match training
- Diverse sectors
- Attract supply chain industries
- Support the numerous small businesses to go to the next level
- Using the branding efforts to link the small businesses together
- Maintain quality of life
CEDS MFG Working Group Meeting: SOAR Analysis
April 17, 2018

• Focus on high-margin products/customization
• Focus on internships, apprenticeships, co-ops, and ESL
• Provide more affordable housing for all wages
• Align population growth with skill development
• Attract new enterprises
• Don’t rest on our laurels – keep challenging ourselves
• Investigate zoning that allows for manufacturing uses
• Invest in transportation infrastructure (connect with last mile)
• Focus on keeping workforce healthy
• Match manufacturing spaces with uses…address conversion to housing. Understand market demands and respond to them. Also need to respect housing demands…
• Living wage jobs that accommodate the people living here, but still commuting to Boston (so they contribute to local economy, culture, etc.)
• Choices among communities and companies
• Celebrate the uniqueness of each community/company
• Networking of jobs to keep them in MA (and MV)
• Promote resources and access to funding sources, especially for start-ups/early stage companies.
STRENGTHS

• Merrimack River/All rivers in the region (Ipswich, Parker, Shawsheen)
• Ecological diversity
• Commuter rail access
• Essex Heritage designation
• State Parks & Forests
• National Wildlife Refuge
• Great Marsh
• Mills
• Farms
• Open spaces
• Farmers Markets
• Trail Networks
• Some Community Leaders
• Community Zoning (some!)
• Rich history of writers and industry
• Coastal tourism (i.e., beaches)
• Organizations
  o Local Land Trusts
  o The Trustees
  o Greenbelt
  o Merrimack River Watershed Council
  o ECCF – Philanthropy
  o MAPC and MVPC partnership/cultural planning
  o History centers
• Mix of natural and cultivated areas
• Strong community, heritage, culture
• Libraries
• Gorgeous historic buildings
• Walkable communities
• River clean-up efforts
• City parks
• Arts and cultural organizations
• Artists/designers
• Regional collaborative spirit
• People!
• Theater
• Music
• Youth!
• Festivals
CEDS Natural/Cultural Resources Working Group Meeting: SOAR Analysis
May 2, 2018

- Immigrant communities
- Opportunities for kids/families
- Boating/hiking/biking/kayaking
- Sports fields (baseball/soccer)
- Agri-Tourism possibilities
- Community response to threats to natural resources

**OPPORTUNITIES**

- Farms: create more opportunities for farmers to sell farm products and make farming more cost-effective (food hubs, co-ops, equipment loan centers). Protect more farms, work with young farmers
- Trails: protect what’s there, push for more near businesses, connect to economic development and to each other. This is an opportunity to support / create new small businesses along the trails too!
- Better trail publicity and marketing: develop maps, help municipalities to map and publicize trails. Needs to be centralized information.
- Funding is critical for both farms and trails – especially Community Preservation Act funding
- Protect more open space
- Historic resources/downtowns: encourage more residential housing downtown (close to businesses which reduces pressure on open spaces)
- River transportation
- Partnerships: Essex Aggie
- Resilience: reliable, clean water by protecting forests and wetlands, as well as buffer for sea level rise
- Encourage bylaws to protect drinking water by limiting fertilizer and other contaminants on lawns
- Build on existing infrastructure (transportation, sewer, water, roads) rather than building new in rural areas
- Make cities attractive to reduce pressure on open space, this includes improving public transportation and making it more affordable. This reduces traffic as well
- Protect wetlands: floodplain protection = resilience to flooding, drinking water protection
- Adaptive re-use of historic buildings (e.g., mill buildings) that are vacant. Connect to funding
- Market Important Bird Areas: a destination, preserve more grasslands and open space in birding areas, eco-tourism, Essex County Birding Trail
- More Tourism Opportunities: eco-tourism, cultural tourism, opportunity to market to encourage local businesses around eco- and cultural tourism, but need guidance and planning around business development (e.g., guidance for breweries and AirBnB)
- Crane Wildlife Management Area: Marketing to hunters and other recreational users (hikers, birders)
CEDS Natural/Cultural Resources Working Group Meeting:
SOAR Analysis
May 2, 2018

- Forestry: Community Forestry. Look at woodlands where forest management is needed. Managed cuts to improve forest health & create market for local wood products
- Develop App for trail systems
- MVPC as central database of trail data
- Need to acquire additional open space to grow and connect trail systems
- Permission from utilities to use corridors for trails. Need more cooperation from utilities. Opportunity for states to intervene and require cooperation.
- Preserving vistas (Route 1A) as visual landscapes and scenic byways
- Towns: vacant properties along waterways are opportunities for recreational development, wellhead/drinking water protection
- Public Access to Rivers: Need to conserve land along rivers for access (car top boat access), fishing, scenic enjoyment, walking, safe access for non-motorized river access
- MassGIS: better trail marking, marketing of state parks and other accessible protected open space and trails, maps, marketing to different users.

**RISKS**
- Political change – how do we maintain continuity, civic leadership
- Competing priorities
- Development threats to open space
- Value of open space and cultural resources is not always highly appreciated – large focus on keeping properties on the tax roll. Where is the balance though?
- Climate change
- Engaging new residents is a challenge – if we continue to lose long-time residents, where is the value placed on our resources?
- Changing demographics/income
- Aging population
- How do we connect/engage the youth to foster stewardship?
- Need for public information/outreach about ADA accessible places (e.g., libraries that are ADA accessible, but do not attract disabled population because they think they are NOT accessible)
- Budget cuts because natural/cultural resources are not being used, and hence are seen as undervalued.
- Pollution/water quality/stormwater runoff
- Keeping up with technology (apps, accessibility, Instagram)
- Accessibility – get feedback on the needs – what do people need to access our natural and cultural resources?
- We could be hindered by our own success – what happens if we have too much open space to manage? Example of putting out garbage receptacles but no capacity to empty them.
- Reliance on volunteers in an age of declining stewardship
- Food security
CEDS Natural/Cultural Resources Working Group Meeting:
SOAR Analysis
May 2, 2018

- Supply and demand – we could have overuse of our resources, which diminished the value of the natural resource
- Timing – need quick wins
- Trash/litter project a negative image
- No pride of place, respect

ASPIRATIONS
- Protect ecological diversity
- Take advantage of commuter rail to get people to the region for natural resources
- Renovate and promote mills as an essential part of our history (e.g., Lowell)
- Promote connection of trails (esp between the communities – not just within)
- Strong leaders and tradition of community leaders (promote and build this)
- Continue to take developers to task for protecting our historic resources
- Expand clean-up efforts (and volunteerism around it)
- Connect artists communities
- Continue spirit of working together on festivals, events, etc.
- Promote family activities
- Sports tradition throughout the region (Connect/promote)
- Connect history centers (network)
- Work more closely with senior centers to connect with natural resources
- Promote less well-known parks/trails through mapping, connections, promotion, and other outreach
- Work with utilities and other entities that might be obstacles to open space/trails
- Protect unprotected farmland (5,000+ acres)
- Increase farmland affordability for young farmers
- Increased recreation on rivers/transportation on rivers
- Increase access to rivers for fishing, kayaking, boating, viewing
- Adaptive reuse of mills as a way to appreciate/protect our resources
- Regional/statewide solution to transportation (particularly commuter rail)
- Continue to protect the Great Marsh for water quality, habitat, recreation
- Keep tourists in the Merrimack Valley when they come here (stay longer, what else is here)
- Better forest management (invasive species control, promote community forestry, healthy forests mean healthy water)
- Better marketing of natural & cultural resources via apps, etc.
- Balance competing priorities (development threats, political pressures, increasing tax base)
- Consider aging population as well as activities for younger residents
- Build sense of stewardship amongst younger generation for volunteerism and maintenance/clean-up of our natural/cultural resources
- Invest in technology to address changing demographics and disabilities (accessibility)
- Invest in maintenance of our spaces
Balance supply and demand of open spaces to limit/avoid overuse by residents and visitors

Creation of agricultural commissions and adopting right-to-farm bylaws (towns that currently have Ag Commissions: Salisbury, Newbury, Rowley, and Boxford; Towns with a “*” also have Right-to-Farm bylaws)

Using Conservation Restrictions to protect urban community gardens
CEDS Transportation Working Group Meeting: SOAR Analysis
April 30, 2018

STRENGTHS
• The current transit system connects to major cities (bus and train)
• Ridership
• Multi-use trail network in the works
• 6 communities have Complete Streets Policies
• TMA – opportunity for public/private funding for transportation connections
• Investment in region through the Transportation Improvement Program (TIP) process
• Lower crash rate and transportation policy to support??
• Transportation network capacity allows for flexibility to look at mode shift
• Diversity opens up funding resources
• Advocates for ADA, Bike/Ped trails
• Park n Ride, Boson Commuter Buses, opportunities for Ride Share
• Cohesive regional identity
• ½ of residents work in Merrimack Valley, 25% have low commute times (under 15 minutes)
• Transit is cost effective locally
• Access to healthcare with transit
• Access to riverfront
• Access to airport
• MVRTA is responsive

OPPORTUNITIES
• Extending a bike path along the Merrimack River
• Federal grant program (BUILD) opportunities
• Coordination of transportation resources/assets/non-profits to move employees
• Expansion of rail infrastructure
  o Better freight service
  o More passenger service
• Expansion of bus transit service (MVRTA)
  o Frequency
  o Employer demand
  o Last mile connections
• Coordination with points north
• Capture millennial usage
• Launch a comprehensive public education campaign
• Transportation should be a function of housing and jobs
• Develop a bike share program
• Coordination of various transportation modes/hubs
• Electrification of rail to Reading, increasing service
• Integration of autonomous vehicles
• Install additional electric vehicle infrastructure
• Adopt policies that promote public/private partnerships to promote transportation funding (and choices)

RISKS
• Not getting to work on time
• Getting injured as a cyclist or pedestrian on commute to work
• Failure to move products in a timely manner
• Lack of public transportation/options which can limit economic development (i.e., businesses not moving to the Merrimack Valley because of lack of public transit options)
• Fewer locations for AT RISK populations to find work opportunities
• Getting elderly where they need to go (including adequate pedestrian facilities)
• People driving without a driver’s license
• Failure to maintain facilities due to increasing costs
• Speed to market is key in current “on-time” economy
• Failure to provide freight options (rail) could limit growth
• Natural disasters could impact transportation networks
• Access to gasoline, ATMs could impact resilience
• Lack of funding and increasing costs of transit services
• Loss of train service impacts SNH/Maine
• Lack of “last mile” options limit transit usage
• Integration of autonomous vehicles
• Aging infrastructure

ASPIRATIONS
• Additional complete streets policies
• Expand the TMA partnership
• Continue to invest in region through TIP process
• Expand options to get into Boston
• Increase % of people who work/live in MV
• Continued partnership with MVRTA
• Connect Bike paths on the Merrimack River
• Take advantage of federal grant opportunities (BUILD)
• Coordination/sharing of transportation resources/assets for non-profit agencies
• Expand railroad infrastructure
• Improve freight service
• Increase passenger service
• Expand bus transit service – frequency, employer demand, connect people to jobs
• Last mile connections from fixed route service
• Coordination with points north (SNH, Maine)
Cbens Transportation Working Group Meeting: SOAR Analysis
April 30, 2018

- Connect millennials through public transit
- Public education campaign
- Bike sharing
- Coordination of transportation modes/mobility hubs
- Electrification of commuter rail lines
- Improve reliability of transportation network
- Better efficiency of moving products throughout/through the region
- Continue to investigate transportation choices
- Find additional sources of funding for public transportation
- Increase freight rail options
- Keep public transportation costs low
- Continue to implement Complete Streets approach
- Integrate autonomous vehicle technology
- Reusing (empty/underutilized) parking garages for housing and office space
- Continue to explore electric vehicle charging infrastructure (funding sources - VW?)
- Better collaboration with employers to understand disconnect between employees/jobs
- Diversity opens up funding resources
- Make a better case with employers for public/private partnerships (circulators, microtransit, etc.)
  - Better connected residential developments with jobs
  - Need better research to make the case (i.e., follow up on Access to Jobs survey)
Ideas from the APRIL 27, 2017 CEDS MEETING “Extra, Extra” Exercise:
What is the Valley like five years from now?

Top themes:
- Manufacturing (food and textiles), Renewable Energy, Transportation, Natural Resources (the Merrimack River, primarily), Skilled Workforce, Downtowns/Small businesses/Entrepreneurs

- “Merrimack Valley is Alive and Well and Open for Business”
- Increased access to public transportation
- Boating and brews on the Shawsheen
- TOD in Andover’s downtown is built
- Bike, walk, hike and visit our many small town centers
- Merrimack Valley is the epicenter of food science and manufacturing (especially healthy food)
- Second hydro plant built on Merrimack River
- Downeaster comes to Lawrence – bringing more medical professionals!
- There will be more “definable” town centers that are connected and active
- Zoning has been strengthened in the PDAs
- Attract more Boston riders on the commuter rail (reverse commute)
- “A River Runs Through It – How Success Flows Through the Merrimack Valley through Connectivity”
- A growing and skilled workforce tapping into immigrants
- Region competes by building equity
- Transportation, housing, education and upward mobility
- Small and large businesses grow via adaptation and technology
- Small business entrepreneurships are growing
- Importing jobs and alignment with historical planning & infrastructure (Gateway Cities as the HUB)
- “Merrimack Valley: You Dream It, We Build It – Alignment of People, Innovation, and Natural Resources”
- “Merrimack Valley: Manufacturing Arm of Boston Innovation”
- Innovative workforce development fills thousands of previously vacant positions
- Merrimack Valley workforce attracts industry
- Merrimack Valley: Home of U.S. Manufacturing On-shoring
- Energy strategy becomes an economic development strategy
- Proximity to natural resources becomes an asset
- “It’s Now Cool to Ride the MVRTA – Redesign of the Bus Line Solves Many of the Areas Transportation Issues – The Last Mile is Covered”!!!
Ideas from the APRIL 27, 2017 CEDS MEETING “Extra, Extra” Exercise:
What is the Valley like five years from now?

- Innovation in connected learning- high schools and local industry connect
- Merrimack Valley wins award for social mobility
- Merrimack Valley battery powered – moving off the grid!
- “Textile Innovation Center is Running and Supporting a Robust Textile Industry”
- “Merrimack Valley Communities Awarded Best Value Lifestyle for the Money!”
- “Merrimack Valley Manufacturer’s Provide Free Child Care to 2nd and 3rd Shift Workers!”
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*Source:* Massachusetts Department of Unemployment Assistance - Department Economic Research
The mighty Merrimack River runs through our towns and cities. Pictured here is downtown Haverhill, where MVPC is based. Source: MVPC.