

## 5. Achieving the Vision – Action Plan

### Implementation Principles

The success of the HLS District Master Plan will stem not only from the ingredients of its vision, but also from the implementation of its recommendations. The City of New Bedford will be in the forefront of this Master Plan's implementation, charged with overseeing and updating policies, projects, and regulations. Various City departments involved in the implementation projects, include but will not be limited to:

- Planning Department
- Economic Development Council
- Department of Public Infrastructure
- Department of Public Facilities
- Office of Housing and Community Development
- Office of Tourism and Marketing

Key to the successful transformation of the HLS District is the involvement of appropriate City officials as well as these four implementation principles:

- **Create a Favorable Development**

**Environment** - The success of the Hicks-Logan-Sawyer District is contingent upon the area's economic vitality and growth. To attract high-quality projects, the City should encourage mixed-use development through its policies and regulations. A "Mixed-Use Zoning Overlay District" could promote such development, and build upon the allowed uses in the underlying zone. Modifications to density, parking, and setback requirements could be applied through special permits. Additionally, design guidelines should be adopted to maintain the quality and character of new projects.

- **Build Partnerships for Implementation**

The implementation of this Master Plan will require the support and partnership of all stakeholders including the City, property owners, business owners, local institutions and private developers. The City will need to work with regional and state agencies including the Harbor Development Commission, the Southeast Regional Planning and Economic Development District, and the Massachusetts Highway Department to coordinate local HLS District projects with any ongoing regional efforts.

The Department of Public Infrastructure will be required to coordinate roadway improvements, especially for the on/off ramps to I-195 with MassHighway. The Office of Housing and Community Development and the Department of Parks and Recreation will need to coordinate the proposed waterfront parks, marina, and rowing facility with the Harbor Commission. These are just two examples of partnerships that will lead to successful implementation.

A continued community process which builds consensus on key issues such as new open space investments and transportation improvements will be necessary to successfully implement this Master Plan.

- **Use Innovative Funding Mechanisms to Attract Economic Development**

The creation of the DIF area for the HLS District will provide the City with funds to implement infrastructure projects and attract economic development. These funds should be targeted to leverage additional funds from various federal, state, and local grants and programs.

- **Create and Promote the Hicks Logan Sawyer District Brand**

The HLS District's uniqueness as a waterfront mixed-use district could be used to make it a destination for residents in and around New Bedford as well as the region. Clearly defined street signage, consistent gateways, attractive buildings, streetscape improvements, and pleasing business signage could all add to HLS District's character.

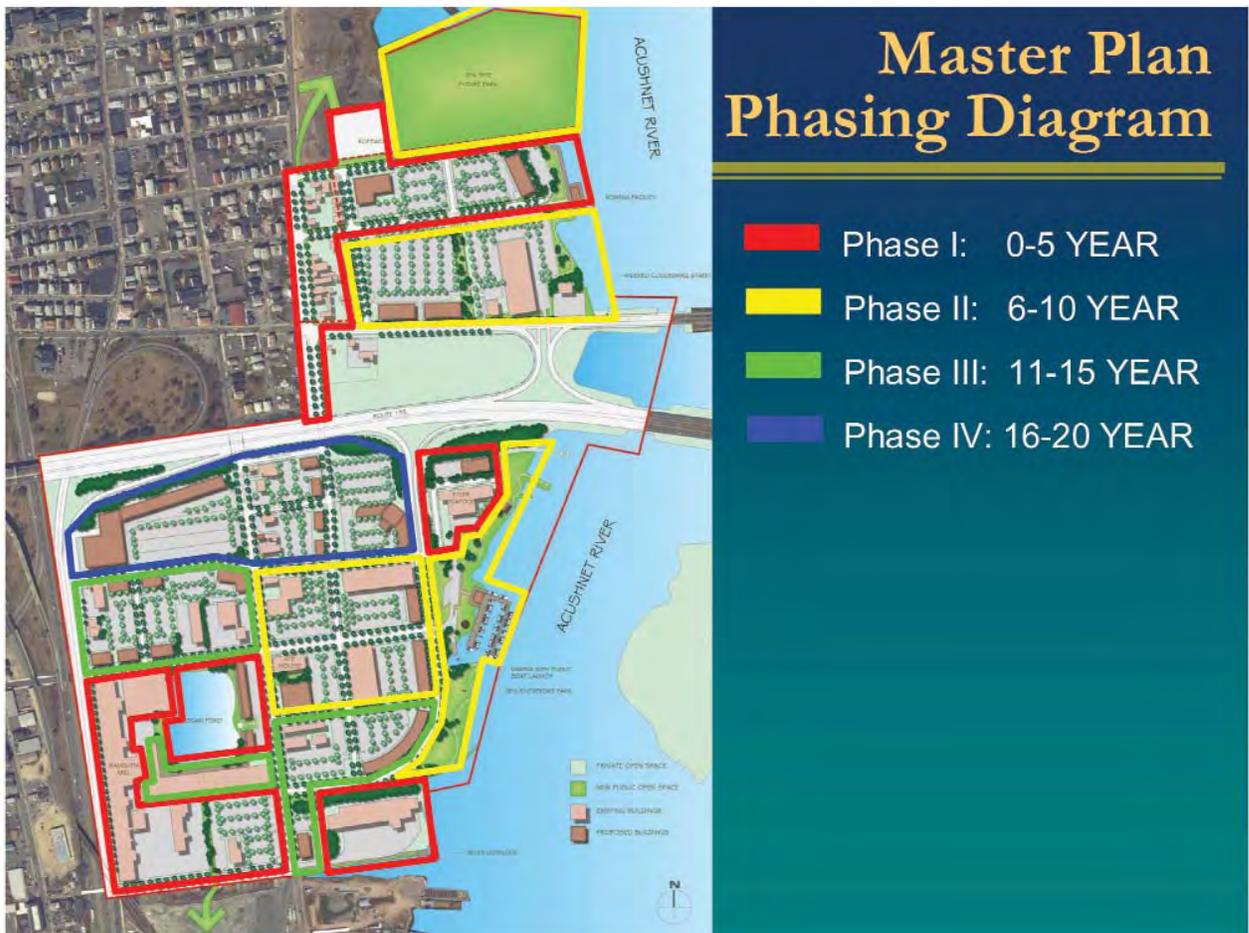
### Implementation Projects

To assist with the implementation of the proposed Master Plan, a phasing plan has been created around identified development projects, these include projects to be completed within the next 5-, 10-, 15- and 20-years. The Master Plan Phasing Diagram graphically presents the phases in which development could occur depending on market conditions and availability of public funding.

A more detailed explanation of development projects is shown on the following pages. This

table provides the proposed development project or task, identifies a potential funding source if applicable, names the implementation authority, and provides special comments relevant to each specific item.

In addition to the detailed explanation of the development projects, an excerpt from the RKG Associates DIF Plan, titled "Phasing of HLS Redevelopment" is presented. Both the excerpted section and table of data explain the phasing of the proposed HLS development by project phase, parcel type, and size.



		ACTION PLAN			
Project Name/ Task	Project Category	Potential Funding Source	Implementation Authority	Comments	
<b>Timeframe: 0-5 years</b>					
<b>Land Use / Development / Regulatory (0-5 years)</b>					
1	Implement DIF District	Regulatory	City	City (Planning Dept, City Solicitor, City Council)	To be completed by 2008
2	Implementation of HLS District IPOD	Regulatory	City	City (Planning Dept, City Council)	To be submitted to City Council in 2008
3	Citywide Master Plan and New Zoning Code for HLS District	Regulatory / Planning	City	City (Planning Dept, City Council)	Process to begin in 2008
4	Investigation of brownfield sites and remediation costs	Regulatory	City / State / Grants	City	Identify sites within the HLS District and create a plan for clean-up
5	Wamsutta Mills Redevelopment	Development	Private	Private / City Approval	In progress
6	Design and permitting for the Fairhaven Mills Redevelopment project	Development	Private	Private / City Approval	Ongoing retail development at the Fairhaven Mills Site
7	Construction of Fairhaven Mills Development	Development	Private	Private / City Approval	
8	Develop Marina along Acushnet River	Development	Private	Private / City and State Approval	City should collaborate with Marina Developer
<b>Open Space / Parks / Recreation (0-5 years)</b>					
1	Property acquisition for Fairhaven Mills Park	Open space	City / Private	City (Planning Dept) / Fairhaven Mills Site Developer	Park can be developed as part of Fairhaven Mills redevelopment
2	Construct Fairhaven Mills Park	Open space	Private / City	City (Planning Dept) / Fairhaven Mills Site Developer	Park can be developed as part of Fairhaven Mills redevelopment
3	Planning and design for rowing facility at Fairhaven Mills Site	Open space	Private / Public	Private / City Approval	MIT Study currently underway
4	Development of rowing facility at Fairhaven Mills Site	Open space	Private / Public	Private / City Approval	City to explore funding
5	Relocation of EPA Site currently located along Sawyer Street	Open space	City	City (Planning Dept)/ NB Harbor Development Commission/EPA	Discussions on relocating EPA facility are currently underway
6	Planning and design for park at EPA Site currently located at Sawyer Street	Open space	City / State / Federal	City (Planning Dept, Parks & Rec) / EPA	Work with EPA on site clean up and design park
7	Due diligence, negotiation and identification of funding for Logan Pond Park	Open space	City / Private	City (Planning Dept, City Solicitor, Parks & Rec) / property owner	Logan Pond may have ownership/liability issues as it was originally used as a fire suppressant pond
8	Design and construct park around Logan Pond	Open space	City / State Grant / Federal Grant	City (Planning Dept, Parks & Rec) / Non-profit group	City to explore funding
9	Preliminary study for feasibility of marina uses along Acushnet River	Recreation	Private	City (Planning Dept)/ NB Harbor Development Commission/ property owner	Work with property owner and New Bedford Harbor Development Commission
10	Coordination with New Bedford Harbor Commission on Harbor Master Plan	Planning	City	City (Planning Dept)/ NB Harbor Development Commission	Harbor Master Plan Update underway
11	Development of marina along Acushnet River	Recreation	Private	City (Planning Dept)/ NB Harbor Development Commission/ property owner	Work with property owner and New Bedford Harbor Development Commission
12	Construction of park along Acushnet River	Open space	DIF / Private	City (Planning Dept) / Site Developers	Part of Revere Copper redevelopment
13	Work with property owner on park along the Acushnet River	Planning	Private	City (Planning Dept) / Site Developers	Timing would depend on development interest for this site

		ACTION PLAN CONTINUED			
Transportation / Circulation (0-5 years)					
1	Streetscape improvements on Wamsutta Mills block	Streetscape Improvements	City / State	City (Planning Dept, Public Infrastructure)	City has applied for PWED Grant
2	Preliminary design / analysis for Coggeshall Street improvements (from Coggeshall Bridge to Mitchell Street)	Roadway / Streetscape Improvements	Private / City	City (Planning Dept, Public Infrastructure), Developer for Fairhaven Mills site	Improvements could include road widening, turn lanes, sidewalks with lights and landscape, bicycle lane
3	Coggeshall Street improvements (from Coggeshall Bridge to Mitchell Street)	Roadway / Streetscape Improvements	Private / City	City (Planning Dept, Public Infrastructure)	Improvements could include road widening, turn lanes, sidewalks with lights and landscape, bicycle lane as part of Fairhaven Site Redevelopment
4	Design and construct east-west connection on Fairhaven Mills site connecting to River	Streetscape Improvements	Private	City (Planning Dept, Public Infrastructure), Developer for Fairhaven Mills site	New east-west connection providing public access to waterfront
5	Preliminary design / analysis for Wamsutta Pedestrian Bridge	Bridge	City / State	City (Planning Dept, Public Infrastructure)	Pedestrian bridge connecting Acushnet neighborhood to HLS District
6	Construct Wamsutta Pedestrian Bridge	Bridge	City / State	City (Planning Dept, Public Infrastructure)	Pedestrian bridge connecting Acushnet neighborhood to HLS District
7	Study for ramp improvements at Washburn Street exit and Route 18 interchange	Roadway	State / City	City (Public Infrastructure) / State / MassHighway	Need for ramp improvements has been identified in the Master Plan
8	Preliminary design for ramp improvements at Washburn Street exit and Route 18 interchange	Roadway	State / City	City (Public Infrastructure) / State / MassHighway	Identify funding and complete design work
9	Preliminary design / R-O-W analysis for Hicks Street realignment	Roadway	City	City (Planning Dept, Public Infrastructure)	Realign Hicks Street to connect to Kilburn Street
10	Work with SRPEDD and EOTPW on proposed Commuter Rail Station Study	Planning	City	City (Planning Dept, Public Infrastructure)	On-going station area planning study
11	Evaluate improvements to underpasses at Logan Street, North Front Street and Belleville Avenue to provide better connections to surrounding neighborhoods	Planning	City	City (Planning Dept, Public Infrastructure)	Underpasses connecting to the HLS District would need streetscape and safety improvements

ACTION PLAN CONTINUED					
Project Name/ Task	Project Category	Potential Funding Source	Implementation Authority	Comments	
<b>Timeframe: 6 - 10 years</b>					
<b>Land Use / Development / Regulatory (6-10 years)</b>					
1	Redevelopment of Revere Copper Site / Kilburn Street Mill Site	Development	Private	Private Developer	Dependent on market
2	Commercial/office rehabilitation of mill building and commercial development along Coggeshall Street	Development	Private	Private Developer	Dependent on market
<b>Open Space / Parks / Recreation (6-10 years)</b>					
1	Construction of Ice House Park	Planning	Private	City (Planning Dept) / Revere Copper Site Developer	Part of Revere Copper redevelopment
2	Construction of park on EPA Site	Open space	City / State / Federal	City (Planning Dept, Parks & Rec) / EPA	Work with EPA on site clean up and design park
<b>Transportation / Circulation (6-10 years)</b>					
1	R-O-W negotiations for new Riverway Street	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Project would depend on private development interest on the Revere Copper site and the Kilburn Street site
2	Construction of Riverway Street	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Part of Revere Copper / Kilburn Street Mill redevelopment
3	R-O-W negotiations for Logan Street extension	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Project would depend on private development interest on the Revere Copper site and the Kilburn Street site
4	Construction of for Logan Street extension	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Part of Revere Copper / Kilburn Street Mill redevelopment
5	R-O-W negotiations for Belleville Ave. extension	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Project would depend on private development interest on the Revere Copper site
6	Construction of for Belleville Ave. extension	Roadway	DIF / Private	City (Planning Dept, Public Infrastructure)	Part of Revere Copper development
7	Ramp improvements at Washburn Street exit and Route 18 interchange	Roadway	State/Federal	City (Public Works)/ State/ Federal	Dependent on State funding
8	Streetscape improvements along North Front Street	Pedestrian improvements	DIF / City	City (Planning Dept, Public Infrastructure)	Complete improvements on sections not covered by PWED Grant or private development improvements
9	Pedestrian improvements on streets connecting north and south waterfront parks (Section of Coggeshall Street, Belleville Avenue and Hicks extension)	Pedestrian improvements	DIF / City	City (Planning Dept, Public Infrastructure)	Project would connect to Coggeshall Street improvements done as part of Fairhaven Mills Redevelopment
10	Improvements to underpasses at Logan Street, North Front Street and Belleville Avenue to provide better connections to surrounding neighborhoods	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	Underpasses connecting to the HLS District would need streetscape and safety improvements
11	Design pedestrian connection from Wamsutta Mills block to proposed Commuter Rail Station	Pedestrian improvements	Private	City (Planning Dept, Public Infrastructure)	Mid-block connection for residents and employees on the Wamsutta block and HLS District

ACTION PLAN CONTINUED					
Project Name/ Task	Project Category	Potential Funding Source	Implementation Authority	Comments	
<b>Timeframe: 11 - 15 years</b>					
<b>Land Use / Development / Regulatory (11-15 years)</b>					
1	Rehabilitation of older mill buildings on Wamsutta block	Development	Private	Private / City Approval	
2	New Restaurants/Retail east of Logan Pond	Development	Private	Private / City Approval	
3	Infill development along North Front Street and Logan Street	Development	Private	Private / City Approval	
4	Development of Residential and Retail space along Logan Street and Hicks Street	Development	Private/Public	Public/Private Partnership	
5	Development of TOD Commercial space north of future commuter rail station	Development	Private	Private / City Approval	
<b>Open Space / Parks / Recreation (11-15 years)</b>					
<b>Transportation / Circulation (11-15 years)</b>					
1	R-O-W negotiations for realignment of North Front Street, Hicks Street, and Kilburn Street intersection	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	
2	Design and construct new North Front Street, Hicks Street, and Kilburn Street intersection	Roadway	DIF/City	City (Planning Dept, Public Infrastructure)	
3	R-O-W negotiations for final extension of Belleville Ave.	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	Project would depend on private development interest on the Revere Copper site
4	Design and construct final extension of Belleville Ave	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	
5	R-O-W negotiations for creation of "Revere Street" (west-east roadway connecting Logan Pond to new Riverway Street)	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	Project would depend on private development interest on the Revere Copper site
6	Design and construct "Revere Street"	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)	

Project Name/ Task	Project Category	Potential Funding Source	Implementation Authority	Comments	
<b>Timeframe: 16 - 20 years</b>					
<b>Land Use / Development / Regulatory (16-20 years)</b>					
1	Retail Development in the Washburn/Hicks Street area	Development	Private	Private / City Approval	
2	Hotel development at bottom of I-195 off ramp, on Kilburn Street	Development	Private	Private / City Approval	
3	Infill Retail development along Belleville Ave.	Development	Private	Private / City Approval	
<b>Open Space / Parks / Recreation (16-20 years)</b>					
<b>Transportation / Circulation (16-20 years)</b>					
1	Improvements to the I-195 underpass on North Front Street	Roadway	DIF / City	City (Planning Dept, Public Infrastructure)/ State (MassHighway)	

### Phasing of HLS Redevelopment from the RKG Associates DIF Plan

RKG allocated the redevelopment program for HLS into four phases of 5-year increments that would occur over the next 20 years. The purpose of a phasing plan was to identify future changes by year and specific parcels so that the HLS DIF base could be adjusted to reflect this redevelopment activity. The following paragraphs present the rationale behind the four-phased program.

- The first phase (0 to 5 years) would include those projects that are underway (Ropeworks and Wamsutta Mills) or are in the early planning phases (Dickinson proposal for Fairhaven Mill). Some key existing businesses are also assumed to remain in place in this phase. The proposed municipal projects are also assumed to start during the first phase, such that a shift in assessed value results. As shown in Table 5-1, approximately 111,200 sf (net) of non-residential building area is planned, and nearly 380 residential units, mostly at the redevelopment of Wamsutta Mills.
- The second phase (6 to 10 years) would include the rest of the build-out associated with the North Section (Fairhaven Mill). The redevelopment of Revere Copper is assumed to begin during this period. Planning/building for a commuter rail station would also occur in this phase, which would stimulate additional transit-oriented-development at some of the other sites. Approximately 312,800 sf of non-residential redevelopment would occur, and 232 units of residential development in this phase.
- In the third phase (11 to 15 years), the remainder of the proposed residential development would occur, including the continued redevelopment of Revere Copper and other properties such as the proposed conversion of the remainder of Wamsutta Mills. An estimated 63,560 sf of non-residential development is forecasted to occur in this phase, and another 200 housing units, as shown in Table 5-1.

**Table 5-1 – HLS Redevelopment Program by Phases & Type**

Building Type	Phase 1	Phase 2	Phase 3	Phase 4	Total
Rehab Industrial	0	46,800	10,080	0	56,880
Rehab Comm	26,080	184,880	16,680	0	227,640
Hotel (New)	0	0	0	80,000	80,000
Industrial (New)	7,600	0	0	0	7,600
Retail (New)	2,320	0	11,520	33,600	47,440
Office (New)	0	0	0	31,520	31,520
Retail/Office (New)	75,200	81,120	25,280	80,000	261,600
<b>Total Non-Residential [1]</b>	<b>111,200</b>	<b>312,800</b>	<b>63,560</b>	<b>225,120</b>	<b>712,680</b>
<b>% of Total</b>	<b>16%</b>	<b>44%</b>	<b>9%</b>	<b>32%</b>	<b>100%</b>
Residential (New)	16	92	62	0	170
Residential (New) - Rental	0	0	28	0	28
Residential (Rehab)	237	140	80	0	457
Residential (Rehab) - Rental	125	0	32	0	157
<b>Total Residential</b>	<b>378</b>	<b>232</b>	<b>202</b>	<b>0</b>	<b>812</b>
<b>% of Total</b>	<b>47%</b>	<b>29%</b>	<b>25%</b>	<b>0%</b>	<b>100%</b>

[1] Excludes existing users

Source: BSC Group & RKG Associates, Inc.

- In the final phase, most of the major new retail, hotel and office development proposed for HLS is forecasted to occur, and all would be concentrated in the south section. An estimated 225,120 sf of non-residential building area would be developed during this final phase.

### Fiscal Impacts

Below is a table and excerpt from RKG's DIF Plan that identifies the current assessed values and projected values, at build-out, of land within the HLS District.

The residential build-out for the HLS District would have a total assessed value of \$131.2 million, while the non-residential (commercial/industrial) redevelopment would have a total assessed value of \$58.5 million, at full build-out. From each of these proposed redevelopment projects, the existing assessed values of the underlying parcels were subtracted in order to derive a net change in assessed value.

As shown in Table 5-2, the taxable assessed value would have a net increase of \$162.7 million, and the tax-exempt value would increase by \$0.89 million, which would be a result of shifting taxable land to tax exempt because of infrastructure/open space projects.

RKG's full DIF Plan for the Hicks-Logan-Sawyer Urban Revitalization Area in New Bedford is available through the City of New Bedford's Planning Department.

### Funding Opportunities and State Programs

Funding for the implementation of the proposed projects will be challenging. However, there are funding programs available to municipalities and private developers. The HLS District DIF Plan developed by RKG Associates can be beneficial as a financing tool. In fact, RKG provides this explanation:

"In simple terms, DIF is a financing tool that allows a municipality to leverage private sector, project specific investment in order to finance public sector improvements by "capturing" all (or a portion) of the increase in tax revenue associated with the change in assessed value as a result of the private investment."

In this final section of the Master Plan, various state and federal funding opportunities are presented that may prove beneficial to the City of New Bedford in implementing the proposed projects. Specific funding opportunities are related to larger state and federal programs and goals. For example, building façade improvement programs and streetscape improvement programs are currently associated with increasing economic development opportunities and transportation

**Table 5-2 – HLS District: Net Changes in Assessed Values at Build-Out**

Type	Assessed Value (\$000) FY-2007	Assessed Value of Projects (\$000)	Existing Assessed Value (\$000)	Assessed Value (\$000) @ Build-Out	Net Change (\$000)
Residential	\$7,693.2	\$131,180.0	(\$7,693.2)	\$131,180.0	\$123,486.8
Commercial/Industrial	\$25,592.5	\$58,476.0	(\$19,267.7)	\$64,800.7	\$39,208.2
Taxable Assessment	\$33,285.7	\$189,656.0	(\$26,960.9)	\$195,980.7	\$162,695.0
Tax-Exempt	\$3,864.2	\$2,103.2	(\$1,214.8)	\$4,752.6	\$888.4
<b>Total</b>	<b>\$37,149.9</b>	<b>\$191,759.1</b>	<b>(\$28,175.7)</b>	<b>\$200,733.3</b>	<b>\$163,583.4</b>

oriented development incentive programs. Funding available for protecting ecologically sensitive land is funded through the Community Preservation Act and/or components of specific bond bills that may provide funding through the Massachusetts Executive Office of Energy and Environmental Affairs. The assessment and clean up of contaminated land is available through the Massachusetts Development Finance Agency, the Department of Environmental Protection, and through the Department of Revenue which provides tax credit incentives. Moving forward, every effort should be made to take advantage of available funding and financing either through distinct separate programs or through a combination of several programs to achieve the implementation of proposed projects on behalf of the HLS District.

### Specific Programs and Resources

This Master Plan Report is completed with a list of potential funding sources available through the Commonwealth of Massachusetts and the Federal Government. The majority of the funding program descriptions have come directly from websites, the links to which are also provided. Because of its significance to the City of New Bedford, the Urban Renewal Program is presented first, and is then followed by funding programs that are organized by project category, as follows:

- Urban Renewal Program
- Open Space and Beautification
- Housing and Economic Development
- Private Business Development Assistance
- Environmental Infrastructure and Support
- Remediation Support
- Transportation Improvements Assistance
- Sustainability and Renewable Energy
- Historic Preservation
- City of New Bedford and State Partnered Programs

### Urban Renewal Program

The Urban Renewal Program is a state program that allows cities and towns to take a lead role in the redevelopment of substandard and blighted areas of their own community. By completing the formal Urban Renewal Plan required by the state, a city or town can become an authorized urban renewal agency, empowered to develop and implement redevelopment projects, establish design and rehabilitation standards, acquire land, assemble land into developable parcels, relocate businesses and residential occupants, demolish or rehabilitate structures, improve infrastructure, and be the responsible party for receiving grants and loans.

Of special note, the City of New Bedford has decided at this time not to take this Master Plan to the Urban Renewal Plan stage. The information compiled throughout this planning process will be essential should the City decide to proceed with a full and thorough Urban Renewal Plan sometime in the future.

### Open Space and Beautification

The Mass ReLeaf Grant Program is a trust fund for public tree planting projects in Massachusetts. By seeking public or private funding, Mass ReLeaf is able to provide matching grants to support local projects that involve a partnership in the planting and care of trees on public land. The goals of the program are to help communities purchase trees to be planted for energy conservation, screening, community gateway or parking lot enhancement, or to offset urban pollution, and to assure long-term tree survival by emphasizing proper tree selection, planting, aftercare, and maintenance.

<http://www.mass.gov/dcr/stewardship/forestry/urban/index.htm>

From the Department of Conservation and Recreation, **the Massachusetts Lake and Pond Grant Program** awards grants for the protection, preservation, and enhancement of public lakes and ponds in the Commonwealth. A maximum grant of \$25,000 is available to eligible appli-

cants on a 50/50 cost-sharing basis. The grant program helps municipalities and local organizations that are struggling to meet the challenges of providing long-term solutions for lake and ponds management.

<http://www.mass.gov/dcr/waterSupply/lakepond/lakepond.htm>

**The Rivers and Harbors Grant Program** is a statewide program of matching grants from the Department of Conservation and Recreation's Office of Waterways to municipalities for design and construction to address problems on coastal and inland waterways, lakes, and great ponds.

<http://www.mass.gov/dcr/grants.htm>

## Housing and Economic Development

The Massachusetts Executive Office of Housing and Economic Development (EOHED) manages several grant programs for small Commonwealth communities. However, one program, designed for all communities, is the Community Development Action Grant (CDAG) Program.

**The Community Development Action Grant (CDAG)** provides funding for publicly owned or managed projects that will have a significant impact on the economic condition of a city or town, including activities that will leverage significant private investment and generate or retain long term employment, as well as projects that will significantly improve the conditions of low and moderate income persons through the support of workforce housing production and/or the preservation of public housing. CDAG can be used in a variety of ways, including installation, improvement, construction, repair, rehabilitation or reconstruction of publicly owned or managed buildings or other structures, facades, streets, roadways, thoroughfares, sidewalks, rail spurs, utility distribution systems, water and sewer lines, for site preparation and improvements, demolition of existing structures, and relocation assistance. For more information, visit the

Massachusetts Executive Office of Housing and Economic Development homepage from the [www.mass.gov](http://www.mass.gov) website.

**The Priority Development Fund – Planning Assistance** provides grants of up to \$50,000 to assist municipalities with planning, zoning, education, and outreach leading to housing production. Many communities use these funds to retain consultants to prepare exciting plans in an effort to spark the development of housing. Priority is given to strategies that encourage housing production on city or town center land, brownfields, underutilized commercial or industrial land, or part of a transit-oriented development. Learn more about the Priority Development Fund via the [www.mass.gov](http://www.mass.gov) website.

## Private Business Development Assistance

**The Massachusetts Office of Business Development (MOBD)** is committed to assisting companies who want to locate, expand, grow, or maintain a presence in Massachusetts. Through nine offices and five industry specialists, MOBD works with companies and municipalities to help them take advantage of available economic incentive programs. MOBD also assists companies in navigating and accessing the technical, human, financial, training, educational, and site-finding resources necessary to expand or locate in Massachusetts.

**Massachusetts Opportunity Relocation and Expansion (MORE) Jobs Capital Program** provides grant funding for public infrastructure improvements needed to support business expansion in the Commonwealth of Massachusetts. The program stimulates job creation and economic growth across the state by providing the public infrastructure development companies need. MORE was established in an economic stimulus bill and signed into law on June 24, 2006.

Private business development assistance from the Commonwealth is described on the home pages of the [www.mass.gov](http://www.mass.gov) Executive Office of Housing and Economic Development, Department of Business Development.

### Massachusetts Infrastructure, Investment Incentive bonds aka I-Cubed

“I-Cubed” was enacted in 2006 to attract more economic development throughout the state and stimulate job growth through both private and public investments. With I-Cubed, a developer makes debt service payments on a project during its beginning phases before then transferring project ownership to the municipality, which then pays debt service using a percentage of sales tax and hotel tax revenues generated from the new development.

I-Cubed requires the developer to obtain zoning, permitting and other local approvals as well as financial commitments. The project feasibility study must be approved by the Executive Office for Administration and Finance as well as the municipality and must demonstrate that the project will generate new revenue sufficient to support infrastructure-related debt. The Massachusetts Development Finance Agency issues the bonds to fund the infrastructure improvements.

### Federal New Market Tax Credits Through MassDevelopment

MassDevelopment manages a pool of new markets tax credits. They have identified New Bedford as one of their target communities for the use of these credits.

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

### Environmental Infrastructure and Support

The Clean Water State Revolving Fund (CWSRF) Program provides subsidized interest (2%) 20-year term loans for projects that protect or improve water quality. Any Massachusetts municipality may apply and compete for this financing,

during the annual solicitation period, which normally runs from June through mid-August. Brownfield remediation projects are eligible for CWSRF financing, provided that the municipal proponent can demonstrate an anticipated water quality benefit to the work.

<http://www.epa.gov/owm/cwfinance/cwsrf/>

**Massachusetts Department of Environmental Protection Programs, Municipal Sustainability Grant** (formerly the Waste Reduction and Climate Protection) Program provides municipalities, schools, and regional groups with the means to qualify for equipment, outreach materials, and funds to support waste reduction, water conservation, climate protection, mercury diversion, and air quality initiatives at the local level.

<http://www.mass.gov/dep/recycle/recawgr.htm>

### Remediation Support

The Massachusetts Brownfields Act established the Brownfields Redevelopment Fund (BRF) to provide low interest loans for site assessment and cleanup to public and private sector parties. Available funding from the Massachusetts Development Finance Agency (MassDevelopment) includes:

- Environmental site assessment funding up to \$100,000
- Environmental remediation financing up to \$500,000
- Remediation and site assessment funding of up to \$2 million for projects designated as "Priority Projects." Under this program, the New Bedford Business Park was selected as one of the first five designated Priority Projects in the state following a solicitation by MassDevelopment. Pending a future solicitation and continued program funding, the HLS District may be a candidate for a MassDevelopment “Priority Project.”

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

### Business Development Company, MassBusiness, Remediation Loan Program

In addition to administering the state-subsidized environmental insurance program, the Business Development Company (BDC), also offers a remediation loan program to promote the environmental cleanup and redevelopment of environmentally impaired properties throughout New England. These loans of \$500,000 to \$2 million can be used to finance cleanup costs, regulatory compliance costs, site preparation and entitlement, demolition, construction, mortgage financing and various soft costs.

<http://www.mass-business.com/site/site-massbiz/content/remediation-loan-program/>

### Brownfields Remediation via the U.S. Environmental Protection Agency (EPA)

As part of its mission to protect human health and the environment, the U.S. EPA is dedicated to revitalizing all types of contaminated land to productive economic and green space use. A variety of information about the four listed programs is provided from the Grants and Funding page via

<http://www.epa.gov/swerosps/bf/pilot.htm>

- Brownfields Assessment Grant Program - Up to \$200,000 for site assessment
- Brownfields Cleanup Grant Program - Provides up to \$200,000 for cleanup
- Brownfields Cleanup Revolving Loan Fund Program - Provides up to \$1,000,000 for cleanup
- Brownfields Job Training Program - Provides up to \$200,000 for job training activities related to brownfields
- Brownfields Economic Development Initiative (BEDI) - Provides competitive grant funding to communities for activities related to the redevelopment of brownfields sites

### Transportation Improvements Assistance

**Executive Office of Transportation (EOT) Programs, Public Works and Economic Development (PWED)** - The PWED Program promotes economic development through improvements to streets, sidewalks and other specified infrastructure. Eligible activities include design, construction and/or reconstruction of existing and/or newly relocated streets, sidewalks and related infrastructure.

<http://www.eot.state.ma.us/downloads/grants/PWEDguide.doc>

**The Transit Oriented Development (TOD) Program** offers capital grants to design and build four types of projects within one-quarter mile of a transit station: housing, parking, pedestrian improvements, and bicycle facilities. Twenty-five percent (25%) of the units in any housing project must be affordable. The program also makes awards for preliminary design (25%) of bicycle and/or pedestrian facilities. Applicants must be public entities but may involve public-private partnerships. The Executive Office of Transportation and Public Works and the Department of Housing and Community Development jointly manage this program.

[http://www.mass.gov/envir/smart\\_growth\\_toolkit/pages/mod-tod.html](http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-tod.html)

### Sustainability and Renewable Energy

The **Smart Growth Technical Assistance Grant Program**, offered by the Executive Office of Energy and Environmental Affairs (EOEEA), provides grants of up to \$30,000 per community to implement smart growth zoning changes and undertake other activities that will improve local and regional sustainable development practices. A second funding goal is to support city and town efforts to enact local or regional measures

and plans that help increase municipal scores on the state's Commonwealth Capital (CC) application that is part of the scoring for many state grant and loan programs. These programs include Self-Help, Urban Self-Help, Federal Land & Water Conservation Fund, Drinking Water Supply Protection, Transit Oriented Development, Urban Brownfield Assessment, and Urban River Visions programs as well as several programs within EOEEA's agencies, such as the Clean Water State Revolving Fund from the Massachusetts Department of Environmental Protection, the Agriculture Preservation Restriction Program from the Massachusetts Department of Agricultural Resources (DAR), various land protection programs from the Department of Conservation and Recreation (DCR) and the Department of Fish and Game (DFG), and coastal pollution programs from the Massachusetts Office of Coastal Zone Management (CZM).

[http://commpres.env.state.ma.us/content/sgta\\_grants.asp](http://commpres.env.state.ma.us/content/sgta_grants.asp)

The **Massachusetts Renewable Energy Trust** seeks to maximize environmental and economic benefits for the Commonwealth's citizens by pioneering and promoting clean energy technologies and fostering the emergence of sustainable markets for electricity generated from renewable sources. The state offers grants (for affordable housing, schools, and onsite renewables) to fund engineering plans to build green buildings and provides separate financing towards the construction of green buildings. The Commonwealth also has a complementary **Industry Support Program** for attracting new businesses in the renewable energy industry. In addition, the Massachusetts Technology Collaborative (MTC) has a **Large Onsite Renewables Initiative (LORI)** that provides grants for renewable energy projects greater than 10kW in size. 2007/2008 funding eligibility has included up to \$40,000 for feasibility studies, with a 20% or \$5000 cost share match; up to \$75,000 for funding design costs or 75% of actual costs; up to \$500,000 is eligible for funding construction costs or 75% of actual costs.

<http://masstech.org/renewableenergy/index.html>

Under the Massachusetts Energy Restructuring Act, utilities are required to obtain a certain percentage of the power required to serve their customer base from renewable energy sources. If an individual or business is generating electricity from renewable energy, they are able to sell what are called renewable energy credits (RECs) to their utility. The price of RECs varies from year to year, based on the demand and current supply of renewable energy available in the state. RECs are currently being sold for approximately \$55/MWh. However, the renewable energy project must first receive a statement of qualification from the **Massachusetts Division of Energy Resources (DOER)** certifying it as a new renewable energy source.

<http://www.mass.gov/doer/programs/renew/renew.htm>

The Federal Energy Policy Act of 2005 provides for Federal Renewable Electricity Production Tax Credits for individuals and businesses that vary depending upon the renewable energy technology employed. Each technology also has a different "placed in service date" requirement for receiving the credit. For example, solar systems must be placed in service by December 31, 2007. However, based on the current concerns about energy costs and dependency on foreign sources, it is expected that the tax credits will either be extended or renewed.

## Historic Preservation

The **Federal Historic Preservation Tax Incentives Program** is one of the nation's most successful and cost-effective community revitalization programs. The program fosters private sector rehabilitation of historic buildings and promotes economic revitalization. It also provides a strong alternative to government ownership and management of such historic properties. The Federal Historic Preservation Tax Incentives are available for buildings that are National Historic Landmarks, that are listed in the National Register, and that contribute to