



Building a better, stronger New Bedford

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Strong Jobs for a Stronger Future

From the day I take office as your Mayor, jobs will be my highest priority.

Good jobs help keep property taxes down. Good jobs help reduce crime. Good jobs help keep our kids in school and motivated to graduate. Good jobs provide hope and opportunity.

“From the day I take office as your Mayor, jobs will be my highest priority.”

In the Legislature, I have fought to protect New Bedford jobs and passed laws to incentivize job creation. In 2007, I cofounded the Massachusetts Legislative Gateway Cities Caucus, a coalition of more than 50 legislators from cities like New Bedford who stopped *competing* for state resources and started *working together* with state officials, mayors, and economic development officials to protect and grow jobs in our cities. The Gateway Cities Caucus successfully fought for an extension of the historic tax credit program that helps cities with many older buildings, like New Bedford, by encouraging private developers to restore and reuse those buildings. We also succeeded in creating new tax credits for building or improving market rate housing, to improve the mix of incomes and ownership in Gateway City neighborhoods.

Beyond my efforts with the Gateway Cities Caucus, I have been fighting for projects specific to New Bedford and the South Coast:

- I have worked tirelessly to ensure that state agencies and institutions, from our state colleges to our transportation agency, work with the private sector to bring new investments to New Bedford. One such effort came closer to fruition recently, when the state announced that \$2 million in state funds could be made available to develop the Acushnet Avenue International Market.

- I have stood alongside our fishermen in their effort to preserve their livelihood. We have held NOAA accountable, and I succeeded in securing incentives for state and local government to purchase locally caught fish.
- In the legislature I have been a strong advocate for development of a resort-style casino in New Bedford, and will continue to push for this project as Mayor. A casino could bring thousands of construction and permanent jobs to our city, and significantly increase city revenue.
- And I have worked tirelessly for South Coast Rail, to help build a foundation for our future economy. I am the only elected official who has proposed a funding plan for South Coast Rail, and will continue focusing on the key to the project's realizations: a statewide public transportation financing plan.

Through these efforts and the strong leadership of Mayor Scott Lang, New Bedford has done better than many similar cities in laying the groundwork for economic development. Now it is time to build on that work. As Mayor of New Bedford, I will work to improve our economy by...

Using my experience with and contacts in state and federal government to grow jobs in New Bedford.

Familiarity with the state's numerous tax credit and economic development incentive programs can make the difference in quickly accessing the best resources to convince investors or businesses to choose New Bedford. During my career in the legislature, I helped to craft many of the tax credits and workforce development programs that can help New Bedford expand its economy.

I enjoy strong working relationships with our Congressional delegation, and have worked with every state economic development agency and built relationships with the key people in each department. From Day One, I will be able to work with businesses to identify appropriate avenues for state and federal assistance, ensure that they are aware of those programs, and help them access any new programs that are being developed.

In addition, I strongly believe that state and federal agencies should bolster Gateway Cities by expanding their presence in downtown areas. As Mayor, I will continue to pressure state and federal government agencies, including our higher education institutions, to grow in New Bedford.

Specifically, I will:

- Work with other mayors to uncap the Massachusetts Historic Tax Credit for Gateway Cities like New Bedford, to allow developers to be able to rely on these tax credits as part of their financing plan as they consider new investments.
- Work to expand the tax credit for market rate housing in Gateway Cities.
- Work to focus state tax incentive programs on neighborhoods most in need of public support, which can minimize new infrastructure costs and avoid sprawl.
- Fight to ensure that state and federal offices and facilities are located in New Bedford, not suburban locations.
- Support SMAST and work with UMass Dartmouth to continue to increase their presence in New Bedford.
- Continue my efforts with Bristol Community College to develop a Downtown New Bedford campus.

Protecting our fishing industry by holding NOAA accountable and maximizing the economic activities of the Port of New Bedford.

As Mayor, I will leverage the enormous potential of the \$2 billion fishing industry that already exists here in New Bedford. Our docks and our boats are not just a part of our past, but also the greatest economic driver of our future. Mayor Lang has done an excellent job of fighting for our fishermen. However, due to federal catch restrictions, our port continues to lose millions in annual revenue, and our City loses millions more in lost opportunities for supporting businesses. The significance of this restriction cannot be understated in terms of economic value.

As Mayor, I will continue Mayor Lang's fight to protect and enhance the fishing industry and hold NOAA accountable. And I will focus on the needs of our seafood processors and other businesses connected to fishing.

I will also look to other industries that could grow on our waterfront. For example, I will work to expand short sea shipping. Congress is considering legislation to create tax incentives for shipping freight by sea. We can take advantage of this opportunity and begin to ship freight from New Bedford to other ports on the East Coast, growing jobs for our city while also reducing traffic on our roads.

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Finally, I want to see New Bedford develop into a world center of fisheries research. Working with UMass Dartmouth and other research institutions and the state and federal government, New Bedford can become the center of fishing and fisheries management expertise similar to that enjoyed in oceanography by Woods Hole. As Mayor, I will ensure that our waterfront is a centerpiece of our economic strategy.

Specifically, I will:

- Continue the fight to protect our fishing industry by lifting catch restrictions.
- Ensure that when we discuss the fishing industry, we also consider processors and support industries.
- Explore new opportunities for short sea shipping, in order to make the best economic use of our harbor.
- Develop New Bedford as a national center for fisheries research.

Pursuing new, innovative industries, including green energy and marine science.

We have an enormous opportunity to capitalize on our location and position our city to grow jobs in emerging, waterfront based industries such as green energy and marine science. I strongly support the expansion of SMAST in our city’s South End. Given New Bedford’s strong relationship with UMass Dartmouth, as well as our proximity to Woods Hole, we are well-positioned to benefit from the maritime research bring conducted in our region, much as Cambridge has

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benefited from the biotech research conducted at MIT. As Mayor, I will make certain that New Bedford has the trained workforce and business climate that will allow us to capitalize on these opportunities.

I will identify and pursue innovative industries that can benefit New Bedford now and in the future. It will take strong leadership and working relationships with state government and the business community to make those jobs a reality.

For example, renewable energy projects like Cape Wind have the potential to bring thousands of jobs to New Bedford, but there is much work to be done. Recent advances by area scientists in producing energy from tides and waves have the potential to turn New Bedford into a center of this new green energy. Marine science is another huge potential growth industry.

Cutting red tape and streamlining business permitting so new and existing employers can expand and grow jobs quickly.

As Mayor, I will ensure that our city permitting process moves at the same speed as business. We must always remember that the private sector, not government, creates the jobs that sustain our economy. It is simply not acceptable for time

and productivity to be lost to government bureaucracy and red tape. We need to streamline our permitting process, eliminating duplication and creating efficiency in how our businesses are granted the permits they need to expand and grow jobs.

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My administration will fully utilize the expedited permitting process provisions included in state law. I will implement a prepackaged permitting process that gives businesses all the applications and approvals they need in one place, ensure that city agencies have hard deadlines by which they must make decisions, and hold city officials accountable for their performance.

Similarly, I will focus on retaining existing businesses and encouraging their growth in New Bedford. As mayor I will work closely with companies such as Titleist to make sure we pull together all resources at the local, state and federal level to keep these companies in New Bedford.

Specifically, I will:

- Create a culture that is friendly to business expansion and streamlined permitting.
- Fully utilize Chapter 43D of the Massachusetts General Laws, which allows for an expedited permitting process.
- Ensure that the permitting can be conducted online wherever possible, in order to make the process more efficient.
- Meet with existing businesses and listen to their concerns about expanding or remaining in New Bedford.

Focus on New Bedford Small Businesses.

As Mayor, I will make it a priority to focus on small businesses right here in New Bedford. There are more than 1,000 employers in our City. If we can help each

company add a single job, we will create 1,000 new jobs. There are small ways we can help that make a big difference to small business owners. First and most importantly, I will listen to what our small businesses need and what New Bedford

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can do for them.

As Mayor, I will maintain the close working relationship between the Mayor’s office and the Economic Development Council. The EDC is a critical driver of economic growth for the city, and we need to further leverage that resource. In addition, I

will work closely with the New Bedford Chamber of Commerce, the New Bedford Industrial Foundation, and other groups to communicate with businesses of all sizes and develop an additional marketing force for the city – business owners who are successful here can be our greatest assets in attracting new employers.

I will also maximize opportunities for growth of existing businesses by focusing on three distinct, mixed use, business districts in New Bedford: North End, South End, and Downtown. I believe that these areas of the city have unique characteristics that can be leveraged by small businesses. For example, Acushnet Avenue in the North End offers opportunities for a multi-cultural marketplace, while our Downtown boasts tremendous restaurants and the arts, and numerous shops, bakeries, and other small businesses populate the South End. By focusing on the strengths of these districts, while also identifying their needs, we can help small businesses grow jobs.

I will work to reenergize various business organizations, such as the North End and South End Business Associations and New Bedford Downtown, Inc., and collaborate with them to identify the needs of businesses. Working together, we will inform our small businesses about available city, state and federal loans, grants, programs and training. While these programs have been made available by the legislature, they are rarely taken advantage of by small businesses. Sometimes invisible barriers—a businessman’s demanding schedule or a language

barrier—can keep needed information from finding its way to a decision maker. We will break through those barriers, and together we will help small business owners find low-cost business loans and grants that could help them expand.

In addition, I will reexamine the Community Development department's funds, to maximize their positive impact on these business districts. For example, if we can use Community Block Development Grants to encourage first-time homebuyers to buy homes within these districts, we can spur activity for nearby businesses.

I will also examine our public transportation system to ensure that employers can adequately staff their facilities at all hours, focusing on bus routes that serve high employment areas. We need to ensure that our current small businesses have the resources they need to expand.

Specifically I will:

- Maintain close working relationship between the Mayor's office and the Economic Development Council.
- Bridge the gap between small business owners and city, state, and federal opportunities for tax credits and business development grants.
- Focus on three mixed-use business districts in New Bedford: North End, South End, and Downtown, and identify unique growth opportunities for these districts.
- Reenergize our business organizations and work with them to identify employer needs.
- Reexamine the distribution of CBDG funds, and look at better ways to use those funds to stimulate economic growth.
- Examine our public transportation system, and identify opportunities to more efficiently transport workers to evening and weekend jobs.

Creating a critical mass of shops, restaurants and activities in a clean, safe and user friendly downtown to allow New Bedford to rival Newport, RI or Salem, MA as a destination for visitors, both area day-trippers and tourists from across the nation and around the world.

I believe that New Bedford can significantly expand its appeal to tourists and visitors, and will make this a priority of my administration. Our city has all of the ingredients to become a significant

tourist destination: a great harbor and nearby beaches, a federal historic district, one of the world's great whaling museums, famous restaurants, an award winning zoo, an art museum and artists' community, and a unique ethnic diversity.

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As new businesses have opened downtown, I believe we are on the cusp of adding a sufficient number of shops, galleries and restaurants to attract significantly more visitors. To help jumpstart this growth, I will push for the creation of new beer and wine licenses that would be distributed only to establishments that operate in the three business districts – North End, South End, and Downtown. If a restaurant closed down or moved to another location in New Bedford, that license would be returned to the city. I will also push for an expansion of outdoor seating, encourage new opportunities for outdoor performances, and look at opportunities to establish a year-round public market, similar to what is being done in Boston. As Mayor, I will work to more successfully market New Bedford's attractions and make them more accessible to more people, both in our area and from elsewhere.

Specifically, I will:

- Identify a person in the Mayor's office who will be tasked with growing our tourism industry.

- Push for new restaurant opportunities, including additional beer & wine licenses in new, mixed-use business districts, and expanded outdoor seating.
- Encourage outdoor performances.
- Explore the potential for a year-round public market.

Improving our schools and strengthening job retraining to attract new jobs and ensure they go to New Bedford residents.

Education is the DNA of economic development. As more and more Massachusetts jobs require higher levels of education and more specific skills, businesses increasingly look to the availability of skilled workers in choosing where to locate their facilities. In order to compete in an increasingly competitive market for new business investment, New Bedford must offer well-trained workers who are willing to acquire specialized skills.

“Education is the DNA of economic development.”

I have laid out a detailed plan to improve our public schools, but we must also focus on retraining workers who need to update or expand their jobs skills. I have fought in the legislature for funding for adult basic education and public higher education classes available

to students of every age. There is a huge market for technicians in health care, biotechnology, and high tech. As Mayor, I will provide leadership in working with the Workforce Investment Board, New Directions Corp., and the Career Center to ensure that we offer job-retaining programs that allow our residents to compete for these jobs.

Specifically, I will:

- Work with our colleges and universities to expand job-training programs to focus on middle-skill training.
- Partner with private businesses and the Chamber of Commerce to expand youth job programs.

- Work with the Workforce Investment Board, New Directions Corp., and the Career Center to ensure that we have the skilled workforce that can attract new employers while allowing existing employers to succeed and grow.

There is tremendous economic potential in New Bedford, and if we can capitalize on our natural resources, support the businesses we have, create a friendlier climate for jobs, and stand up for the fishing industry that has supported us for so long, then I know our future is bright.

No one, absolutely no one, can match my experience in working to support New Bedford business, or my commitment to move our economy into the future.