

new bedford



massachusetts



“This is a city that has the pieces in place—it has the right bones. It’s exciting to see the collaboration here, the partnerships.”

U.S. Senator Elizabeth Warren



Dear Mr. Bezos:

Like Amazon, the story of New Bedford is one of reinvention. In the mid-18th Century, New Bedford began as a modest coastal village with a deep harbor. By the eve of the Civil War, through innovation and grit, the village had become the global epicenter of the whaling industry and the country's wealthiest city. As whaling declined, the City transformed itself into America's leading producer of cotton textiles, while developing a commercial fishing port that today is the largest in the United States.

We are now in the midst of another period of renewal. According to the U.S. Bureau of Labor Statistics, New Bedford led all of America's cities last year in the annual drop in its unemployment rate. The City's bond rating is now the highest in its history, and we have witnessed the expansion of businesses, large and small, in every corner of our community. We have become a national leader in renewable energy and have positioned our port to become the presumptive launching pad of the American offshore wind industry in the next few years, as the industry begins to expand from Northern Europe to American waters. This city of 100,000 is on the move.

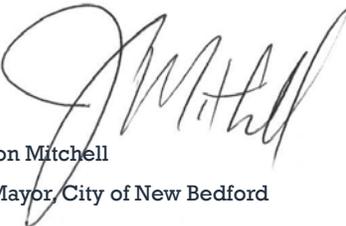
Throughout our history, we have been a city that thinks big and embraces change. In that spirit, we believe that New Bedford would offer a compelling place for Amazon to establish its second headquarters. More specifically, we offer for your consideration what is perhaps the most marketable greenfield site in the Northeast.

The 110-acre, municipally-owned site sits on a hilltop at the intersection of two major highways, has direct freight rail access, is a half-mile from our regional airport, has prodigious utility capacity, and has views of Buzzards Bay. Situated squarely in the Providence-Warwick-New Bedford MSA of some 1.6 million people, the site is minutes from Downtown New Bedford, a short drive from several major institutions of higher learning, fifty-six miles to Boston, and a quick ferry ride to Martha's Vineyard and Nantucket.

We, of course, have much more to offer than a compelling site ready for development. We are a city with historic tree-lined neighborhoods with homes of every architectural style and a cost of living that is dramatically lower than Boston or New York. We enjoy dozens of festivals and cultural events throughout the year and have some of the best sailing on the East Coast. We offer Amazon a great place to live, play, learn, and work.

On behalf of my administration, our many partners, and my fellow citizens, I thank you for your consideration.

Sincerely,



Jon Mitchell
Mayor, City of New Bedford



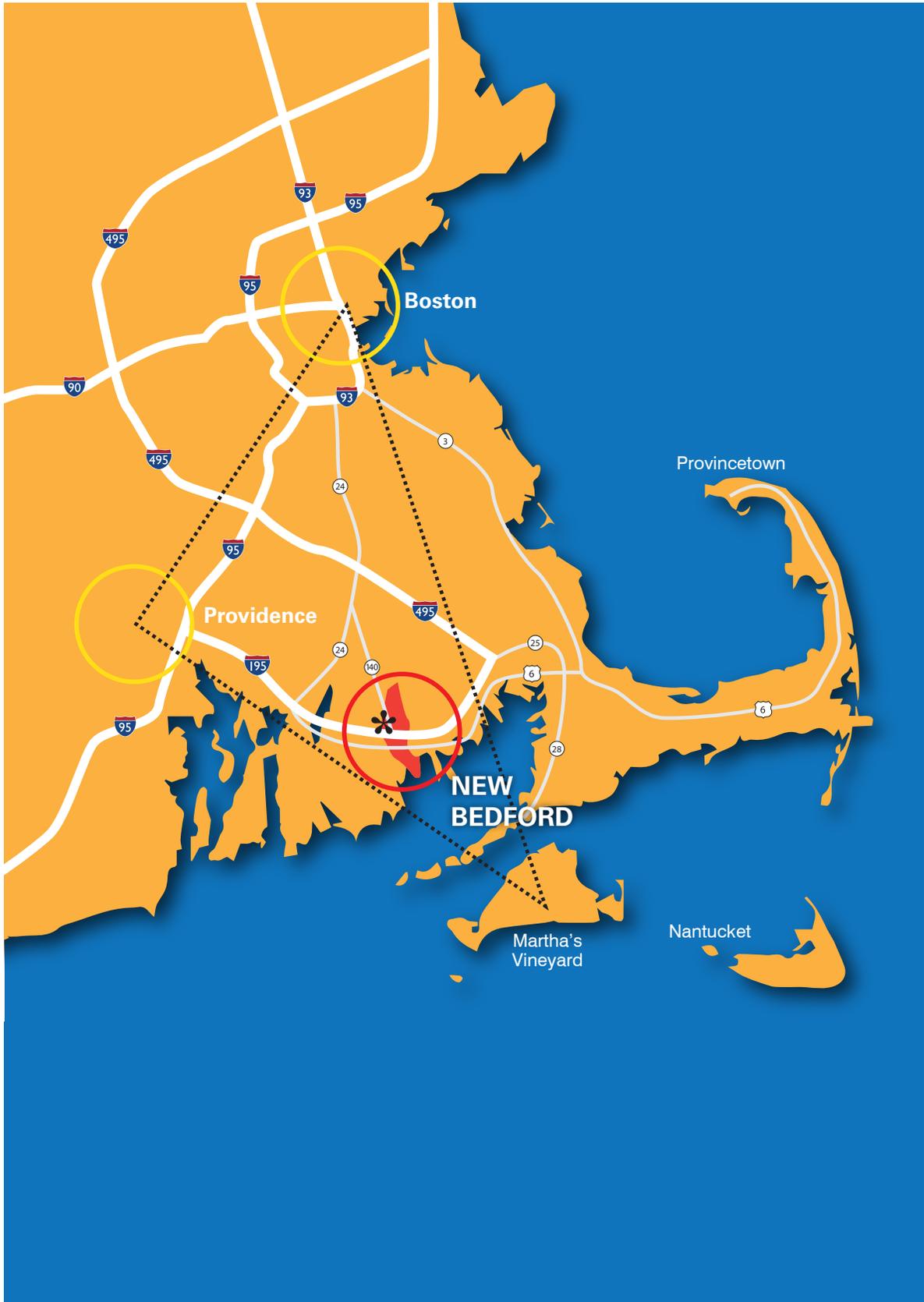


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1. Executive Summary



New Bedford is a city unlike any other. We have a proud tradition of hard-working people and significant cultural and recreational assets. We have a growing economy that incorporates the best of the past and the future, supported by a stable City government that is committed to continuing the incredible gains over the past few years. Most importantly, we have the site that meets all the requirements for Amazon's HQ2.

Amazon is a company of pioneers, so you can imagine the character it took to set out on a whaling voyage – to leave your family behind on a trip that would take years, bring you around the world, and be dangerous enough that you might not return. The products of those whaling voyages fed the sailors' families, supported multiple American industries, and provided the highest quality fuel that lit the world.

Two hundred years later, the people of New Bedford are still taking those risks. As the nation's number one fishing port, we continue to go to sea every day, we are leaders in building the infrastructure to support the American offshore wind industry, and we are fostering a culture of innovation and entrepreneurship at every level.

Throughout New Bedford's history, our community has been, and continues to be, hard-working, innovative, entrepreneurial, and creative. As a **city of immigrants**, we have drawn from the best that the world offers. As a **city of ideas**, New Bedford is the place where you can walk the same streets as Herman Melville and Fredrick Douglass. As a **city of culture**, New Bedford is the place where you can have a great seat to Yo-Yo Ma, the B-52s, and a Bob Woodward lecture. And as a **city of innovation**, we transformed the whaling industry and are leaders in establishing the first American port to incorporate the offshore wind industry into the mix with fishing and cargo.

Amazon is looking for a city that thinks big, but also for city that will be a home – for its second headquarters,



for its employees, and for its future. New Bedford offers Amazon value for its investment that is simply not available in major metropolitan areas.

We are situated squarely in the Providence-Warwick-New Bedford MSA of some 1.6 million people and are proposing a 110-acre, municipally-owned site that sits on a hilltop at the intersection of two major highways, has unmatched utility capacity, and offers strategic positioning between Boston, Providence, and the islands.

We believe New Bedford has what it takes to be Amazon's new home.

In these pages, we invite you to explore New Bedford – our lower cost of living and high quality of life: our historic neighborhoods, the innovations in our public school system, our cultural and recreational opportunities, and our focus on community health and safety.

In addition to thinking big, our Mayor and City Council have a strong focus on efforts both big and small that impact the quality of life in the city. From easy methods of reporting potholes, to adopting a Complete Streets policy, to improving the

infrastructure for pedestrians and bicyclists, the City has shown a commitment to its residents. The City has an equal commitment to sustainability. In addition to positioning New Bedford as the home port for America's offshore wind industry, the City has been nationally recognized for its significant investment in solar power.

Our community invests in innovation: from programs in the public schools that reinforce a culture of life-long learning, to co-working spaces and incubators for entrepreneurs and new technology. We value our institutions of higher education as partners and provide resources to our workforce to train them for new careers.

We are fortunate to have excellent access to our region by land, air, and sea. The proposed hilltop site is adjacent to regional highways and the New Bedford airport and ferries connect New Bedford with the islands of Martha's Vineyard, Nantucket, and the Elizabeth Islands. A proposed commuter rail extension will connect Boston to New Bedford; students in Boston and Providence will soon have better access to the lower cost of living and many amenities of New Bedford.

"Acushnet has operated in the greater New Bedford community for over 100 years. We have remained and grown in the area due to the consistent availability of a quality workforce and the excellent quality of life that they enjoy here. In addition, we rely on access to complimentary logistics and a business-friendly public sector at both the local and state levels."

Joseph Nauman, Vice President, Executive Vice President, Corporate and Legal, Acushnet Co.
Manufacture of Titleist and FootJoy

Our work as a community is not complete; we are constantly learning and applying what we learn to become a better city. We see Amazon as a partner who can join our business and community leaders in continuing the efforts that have made New Bedford a

city once again on the verge of greatness. We hope you listen to the voices of our community in this document and understand their passion for this place.



Lewis Temple, Inventor



2. New Bedford – A Vibrant Seaport City



The vision of New Bedford as a vibrant seaport community is one that began nearly 250 years ago. In the mid-1700s, Joseph Rotch sailed from Nantucket and purchased 13 acres of land along our deep harbor, establishing the whale fishery that transformed the small village into a thriving port. As “the city that lit the world,” the City of New Bedford attracted immigrants from all over the world including Cape Verde, Portugal, England, Scotland, Ireland, and Poland.

A century later, the boon of the textile industry swelled our population, spurred the development of vast new ethnic neighborhoods, and expanded the city’s growth to the north and south. Within the last century, the emergence of commercial fishing and processing secured our national prominence as a center of global commerce, wholly connected to the sea.

Today, our commercial fishing fleet, recreational boats, and research vessels have replaced the hulking whaling ships of the past. Our historic mill buildings, that once contained thousands of spinning looms, are being preserved and transformed for new uses. While whaling and textiles no longer fuel an economy that drives the success and growth patterns of the city, our identity as a vibrant and ethnically diverse seaport community holds fast.

The historical centers of New Bedford’s economy and identity are its seaport and its people. Today, New

Bedford is the sixth largest city in Massachusetts, and its harbor is home to the number one fishing port in America. The city continues to serve as an economic engine for the surrounding metropolitan area and is home to the largest Portuguese-American community in the United States.

But New Bedford’s societal participation has not been only in the realm of commerce. New Bedford contributed greatly to the abolitionist movement, as a place of refuge for Fredrick Douglass and many others; and to American literary history, as the inspiring place from which Herman Melville’s novel *Moby Dick* began. Inventors include **Lewis Temple, who designed a toggle harpoon that swivels and made that invention available to the world – perhaps the first open source application.** John Tuckey, a mathematician born in New Bedford, was the first person to use “bit” or “binary digit.” And Henry Martyn Robert wrote the *Pocket Manual of Rules of*

Order for Deliberative Assemblies in New Bedford – we know it today as *Robert’s Rules of Order*.

For nearly 250 years New Bedford has been a community of the sea and a city of ideas. With strong values, sound strategy, and shared responsibility, we

will be leaders in the rebirth of the American city and once again be able to successfully create our own history as a vibrant seaport community—well positioned for the 21st century. We invite Amazon to join us in being part of the evolution.

Neighborhoods

By the middle of the 18th century, a series of large farms with water frontage trended up the hillside on the western bank of the Acushnet River—presently in Downtown. Joseph Russell, who lived at the head of William Street, owned one of these widespread tracts. He conceived the idea of subdividing the land into house lots and establishing a village. This village was the beginning of the architectural diversity in housing that is so attractive to young professionals.

In 1872, the horse-drawn street railway opened. Horse-drawn cars were replaced with electric cars in 1890 and new streets were laid out to keep up with the demand for housing. The north and south ends of the city became densely populated almost overnight as mill owners built villages of mill-owned tenements for its workers surrounding their mills.

The city has six major neighborhoods within 14 National Register Historic Districts. Several historic tree-lined neighborhoods provide a wide variety of well-preserved homes dating from the late 19th and early 20th centuries. Homes in these neighborhoods range from small Craftsman-style homes to sprawling Victorian mansions.

“The town itself is perhaps the dearest place to live in, in all New England...nowhere in all America will you find more patrician-like houses; parks and gardens more opulent, than in New Bedford. Whence came they?...Yes; all these brave houses and flowery gardens came from the Atlantic, Pacific, and Indian oceans.”

— Herman Melville, *Moby Dick*

The center of the **Far North End** neighborhood is Sassaquin Pond. Homes are often passed down through families, with older neighbors whose families have lived on the same street for generations. Young families are attracted by the recreational opportunities and the fact that a nature trail connects the neighborhood to the local elementary school.

Acushnet Avenue, the “International Marketplace” of ethnic restaurants, cafés, bakeries, and retail shops, defines the **Near North End**. Housing in this neighborhood was originally built for the many immigrant workers who came to work in the textile mills at the turn of the century. Brooklawn

and Riverside Parks offer residents a wide range of recreational activities including a skate park, soccer fields, biking, walking, rollerblading, and tennis.

Several **historic mills** offer loft-style residences in walkable neighborhoods close to cafés, bars, restaurants, and shops. These units feature riverfront views and architectural details such as high wood-beamed ceilings, exposed brick, oversized windows, and plank floors.

New Bedford’s historic **Downtown**, with its cobblestone streets, period gas lamps, and authentic 19th and 20th century architecture, is lined with cafés,



bistros, specialty shops, and artisan galleries and is adjacent to the working waterfront.

The Downtown and its surrounding neighborhoods provide a variety of housing types and have a vibrant urban feel with museums, history centers, universities, and a historic theatre all within walking distance to one another. Moreover, Downtown is also home to the New Bedford Whaling National Historical Park and the Zeterion Performing Arts Center.

The **South End**, referred to as Clark's Point, is the southernmost part of the city and is situated on a peninsula with sandy beaches and breathtaking views of Buzzards Bay and the Atlantic Ocean. There are several parks, three public boat ramps, a six-mile scenic bike/jogging path that encircles the peninsula, and two water view parks, one featuring a Civil War era fort. The well-preserved historic architecture ranges from tenements to Craftsman bungalows and the classic four-square. Post war housing is also abundant on the peninsula in the form of Cape Cod-style housing and modest ranches.

In the **West End**, turn-of-the-century four-square and gambrel roof homes border Buttonwood Park,

designed by Olmstead and described as the “crown jewel” of New Bedford's park vast system. This family friendly park features a wide variety of sporting facilities, a pond, gardens, walking trails, and the Buttonwood Park Zoo, named by the Association of Zoos and Aquariums as “one of the finest small zoos in the United States.”

Today, housing in New Bedford is significantly more affordable than housing elsewhere within eastern Massachusetts. In August 2017, the median sale price for a house in the Commonwealth was \$372,500, in Boston: \$987,000, and in New Bedford: \$200,000.

The comparative market value of the city's housing stock provides opportunities for new families to renovate and rehabilitate historic homes to the highest levels for a fraction of what would be expected in a major metropolitan area. Such efforts have been going on in New Bedford for decades, including large-scale mill restorations along the Acushnet River. Efforts to revive older housing stock have been supported by investments by the City into public infrastructure, with a focus on the neighborhoods of North End, Acushnet Heights, South Central, South End, and South Cove Street.



Public K-12 Education

Like the city's renowned maritime heritage, free public education in New Bedford was an early and esteemed institution. New Bedford High School (NBHS) was first established in 1827 at the dawn of America's common school movement. The growth of New Bedford Public Schools (NBPS) has mirrored the city's growth. Programs that focus on innovation and academic excellence support those students who seek to become the next generation of innovators and entrepreneurs.

Today, NBPS serves 13,000 students within 19 neighborhood elementary schools, three state-of-the-art district middle schools, and one comprehensive high school. NBPS faculty and staff number approximately 1,600. The school district has evolved to address the multifaceted educational needs of a diverse population of 100,000 residents.

Nearly 30% of NBPS students are English Learners, assisted by the district's 56 ESL teachers, who work side-by-side with general education teachers to increase mastery of English and literacy profic.

NBPS partners with more than 40 community organizations, including the Immigrant Assistance Center, New Bedford Housing Authority, North Star, Gear Up, YMCA, New Bedford Whaling Museum, and Upward Bound to expand and augment the educational programs of the district.

NBHS, an active member of the National Academy Foundation (NAF), offers its students unique and tailored learning environments within the NAF Career Academy model. NBHS is the region's comprehensive high school of choice, offering 19 Advanced Placement (AP) courses, conducted by College Board certified instructors. Graduates have been accepted into many of America's most competitive institutions, including recently, Harvard, Brown, and Georgetown.

With a mandate and commitment to provide educational excellence at every level, NBPS strives to demonstrate to students, families, and employers that it is their school district of choice. NBPS is a key partner for area employers who see this school district as focused on lifting and positioning the city of New Bedford as a community where lifelong learning is nurtured and sustained.

Culture and Recreation

The city offers a wide variety and nearly exhausting quantity of recreational and cultural activities, many within easy walking distance of each other, and of some of the region's best cafés and restaurants. The expanded coastal region is rich in history and opportunities for active and passive recreation both on land and on the water. These resources are a significant attraction to the professionals Amazon seeks to hire at HQ2.

Culture

Throughout our history, New Bedford has always maintained a vibrant creative community. During the 19th century, when the whaling industry fueled New Bedford's economy, acclaimed artists, such as William Bradford, Albert Pinkham Ryder, Clifford Ashley, and Albert Bierstadt lived and worked in this cosmopolitan seaport.

The National Trust for Historic Preservation named New Bedford one of the dozen Distinctive Destinations

in the United States for good reason. Today, New Bedford is a center of arts and culture, boasting a wide array of attractions and diverse venues that showcase the history, art, and cultural fabric, and is home to hundreds of artists and performers who contribute to our distinctive identity. The critical mass of artists, performers, galleries, and cultural institutions that flourish in New Bedford have created the ambiance of a vibrant coastal cultural center.





“I’m just so proud of New Bedford. It’s a recognition richly and well deserved.”

Lee Heald, director of AHA!, reflecting on the city being named the most creative community in the state by the Massachusetts Cultural Council

That sense of vibrancy can often be difficult to measure in more traditional economic development activity, but a strong arts and culture scene is critical to New Bedford in terms of both quality of life and economic impact. The Zeiterion Performing Arts Center serves 111,000 patrons a year and can measure a \$3.8 million impact on the local economy. The Whaling Museum and the National Park see more than 170,000 visitors annually that support our great downtown restaurants and retail establishments. Dozens of events, from AHA! Nights to the Feast of the Blessed Sacrament, bring in thousands more, and the Buttonwood Park Zoo is visited more than 120,000 times a year by families from all over the region. Each of these places and events are special and help to shape the soul of our community while playing a meaningful role in our economic success.

The city’s Downtown is anchored by the Seaport Cultural District. A walkable, compact area that is easily identifiable to visitors and residents and serves as the center of cultural, artistic, and economic activity. It spans 20 blocks and contains 49 cultural attractions, 29 creative economy businesses, and 14 galleries with dozens of exhibit openings.

This is where you will find the New Bedford Whaling National Historical Park, a 13-acre federal park staffed with park rangers and filled with year-round activities. Paved with cobblestone streets, the National Park features original whaling era buildings with many unique examples of authentic historic architecture illustrating the city’s vast history. Within the National Park is the century-old New Bedford Whaling Museum, the largest of its kind in the world with over 350,000 objects in its collection.

Downtown is also home to the world-class Zeiterion Performing Arts Center, a historic early 20th century theater with 1,250 seats. In addition to providing a full calendar of performers such as the B-52s and Yo-Yo Ma, the Zeiterion is also home to the New Bedford Symphony Orchestra and the New Bedford Festival Theater Company. Other city museums include the New Bedford Art Museum, Museum of Madeira Heritage, the New Bedford Fire Museum, and the Rotch-Jones-Duff House and Garden Museum—a national landmark.

Just a short drive (or nice bike ride) from Downtown, Fort Taber Park is located at the City’s southern-most

tip and features a Civil War era fort and 47 acres of walking paths and picnic areas with sweeping views of Buzzards Bay. The new Harbor Walk allows visitors to walk across the City's hurricane barrier and see views of Fort Taber and beyond: to Fairhaven's Fort Phoenix, West Island, and Butler Flats Lighthouse.

Beyond the treasure trove of historic and cultural venues, is a community events calendar that has

something for everyone. From March through December, visitors can experience music and art from around the world and sample food representing the City's diverse ethnic population. A complete listing of festivals and other activities is too extensive to list here, but can be found at www.DestinationNewBedford.org.

Parks and Recreation

As a rapidly growing city in the 1860s, New Bedford created its first open space for citizens—the City Common. By 1892 we were engaged practitioners in the City Beautiful national movement and our municipal park system was born. Today, New Bedford remains committed to providing recreational opportunities for all its citizens – as evident in its six major parks; 24 neighborhood parks; over 12 miles of trails and bikeways; 26 acres of beaches; and numerous public and private baseball, football, and soccer fields. Most city residents live within a 10-minute walk of a park.

The newest jewels in the park system crown are the Harbor and Cove Walks. These walks offer amazing ocean views from the tops of the hurricane barriers along the city shoreline, allowing relaxing views of the harbor and cove over three miles of walking trails.

The Parks and Recreation Department hosts clinics for kids at parks throughout the city. There are also community organized and led leagues for youth and adults in softball, baseball, soccer, football, and more.

Regional Activities

Southeastern Massachusetts offers a range of leisure time activities to suit every taste and budget. Horseneck Beach, just a few minutes from New Bedford, includes opportunities for sun filled days of windsurfing and birdwatching. Battleship Cove in Fall River is perfect for those interested in naval history,

and in the nearby towns of Norton and Westport, kayaking the rivers should not be missed.

Ferries from New Bedford's historic working waterfront allow residents and visitors to easily reach Nantucket, Martha's Vineyard, and Cuttyhunk Island.

Population and Demographics

Between 1970 and 2000, New Bedford's population fluctuated greatly, dropping by almost 8% from a high of 101,770 in 1970 to 93,768 in 2000. Since that time the population has stabilized and increased by 1,302 residents to a current estimate of 95,072 residents.

There have also been shifts in the number of young residents living in New Bedford. Between 1980 and 2010, the median age in the city rose from 33.2 to 36.6. In 2000, the city had nearly 18% fewer residents

between the ages of 18 and 34 than in 1990. This trend mirrored statewide demographic changes, which saw a population decrease of the same demographic by 16% during the same timeframe.

New Bedford remains a leading destination for immigrants. One out of five residents in New Bedford was born abroad, and approximately 18% of the city's foreign-born residents entered the United States during the 1990s, including 3,000 Latino



residents who have helped to maintain the vitality of New Bedford's neighborhoods. Ancestry data also shows that over a third of the city's residents are of Portuguese decent and over 7,000 Cape Verdean

residents make up New Bedford's second largest ethnic group.

More than 500,000 residents live within a 30-minute drive of New Bedford; a population of nearly 2.5 million lives within a 60-minute drive.

Governance

New Bedford is governed by an elected mayor who acts as Chief Executive Officer on a biennial term, and an 11-member City Council consisting of six ward councilors and five at-large councilors. Mayoral administrations have consistently been in place for three to four terms with City Council terms offering similar consistency. Department heads are dedicated and highly capable, lending to stability and continuity in local municipal leadership.

Working in close coordination with municipal officials is the New Bedford Economic Development Council

(NBEDC). The NBEDC manages and coordinates the economic development efforts and program services for the City. The NBEDC is a nonprofit organization comprised of 250 successful leaders in business, education, and government and led by a nine-member Board of Directors. The NBEDC is responsible for the management of the City's Tax Increment Financing Program, manages the operations of the New Bedford Business Park, and is the City's lead agency on partnership initiatives with MassDevelopment and other state agencies.

"As one of the larger employers in the region, we have consistently found that there is a high level of support for business in New Bedford, from the City administration to the engaged and active business community."

Anne Broholm, CEO of AHEAD, LLC

The City of New Bedford has taken many steps to ensure that city government is accessible and transparent. One example is New Bedford's Open Checkbook, a searchable online database, open to the public, which allows users to view departments' payment activity. Other examples include the City's newly redesigned web presence, its See-Click-Fix application, and robust use of social media and local cable access programming.

New Bedford's adopted budget document is a recipient of the Government Finance Officers' Association's Distinguished Budget Presentation Award. The GFOA award is the nationally-recognized gold standard for budget presentation; only 1,565 entities nationwide received the award in 2015. To be

eligible, the City had to satisfy rigorous guidelines regarding the budget's effectiveness as a policy document, a financial plan, operations guide, and a communications device.

New Bedford has also received consistently high marks for its fiscal management. The City currently holds a AA- bond rating from Standard & Poor's, which is New Bedford's highest rating in at least 40 years. In its April 2017 evaluation, the rating agency cited New Bedford's strong management, including its implementation of effective financial policies and practices, along with the City's continued performance in budgetary matters.

A Healthy City

The City of New Bedford has a strong focus on the health of its citizens. This focus has led to improvements in the built environment and to improved access to fresh foods. The City Council passed a Complete Streets ordinance in 2016, and the City supports the national Safe Routes to School program. Community gardens, in partnership with community organizations have provided residents, including children and seniors, the chance to get involved with their food. Now in its third year, the New Bedford Farmer's Market has three locations in the city and 18 vendors who sell locally-grown fruits and vegetables; locally-raised eggs, chicken, and

grass-fed beef; locally-landed fish; and prepared foods and specialty items. The Farmer's Market is sponsored by New Bedford Mass in Motion, the City of New Bedford, and local businesses. Mass in Motion is a statewide movement led by the Massachusetts Department of Public Health and supported locally. The organization helps local communities increase opportunities for residents to eat better and move more in the places they live, learn, work, and play. In 2015, New Bedford was one of only 53 communities to earn five Gold Medals in Michelle Obama's Let's Move Program.



New Bedford is well served by Southcoast Health—a system that includes three nonprofit community hospitals and is one of the largest and fastest growing health systems in Massachusetts. St. Luke's Hospital, our longest operating hospital has had an extensive presence in New Bedford and has

provided continuous service since 1884. Southcoast Health serves more than 719,000 residents in 33 communities, with over 600 physicians, covering over 900 square miles.



A Safe City

Public safety is not simply a matter of crime statistics. It is a commitment by the City to protect residents from property neglect, fire, and crime. The City believes in a proactive approach, for example, reducing public safety hazards before a fire breaks

out; educating children about drugs as part of the school curriculum before they enter the at-risk years; and creating an Opioid Prevention Task Force to coordinate efforts to manage a nationwide problem.

“Together, our police and our community as a ‘City of One’ will continue to work to establish a more safe and peaceful environment.”

Police Chief Cordeiro

The Mayor’s Task Force on Neighborhood Quality enforces the City code with respect to properties that have been improperly maintained by irresponsible landlords, improving the safety and appearance of those buildings. The City’s application “SeeClickFix” allows residents to notify city departments about graffiti, potholes, overgrown trees, or other

non-emergency items so that the relevant department can address them quickly.

New Bedford’s Fire Department is one of three in the state that has the ISO 1 rating – the other two are Boston and Cambridge. The Police Department is equally effective, significantly reducing crime in the last two years.

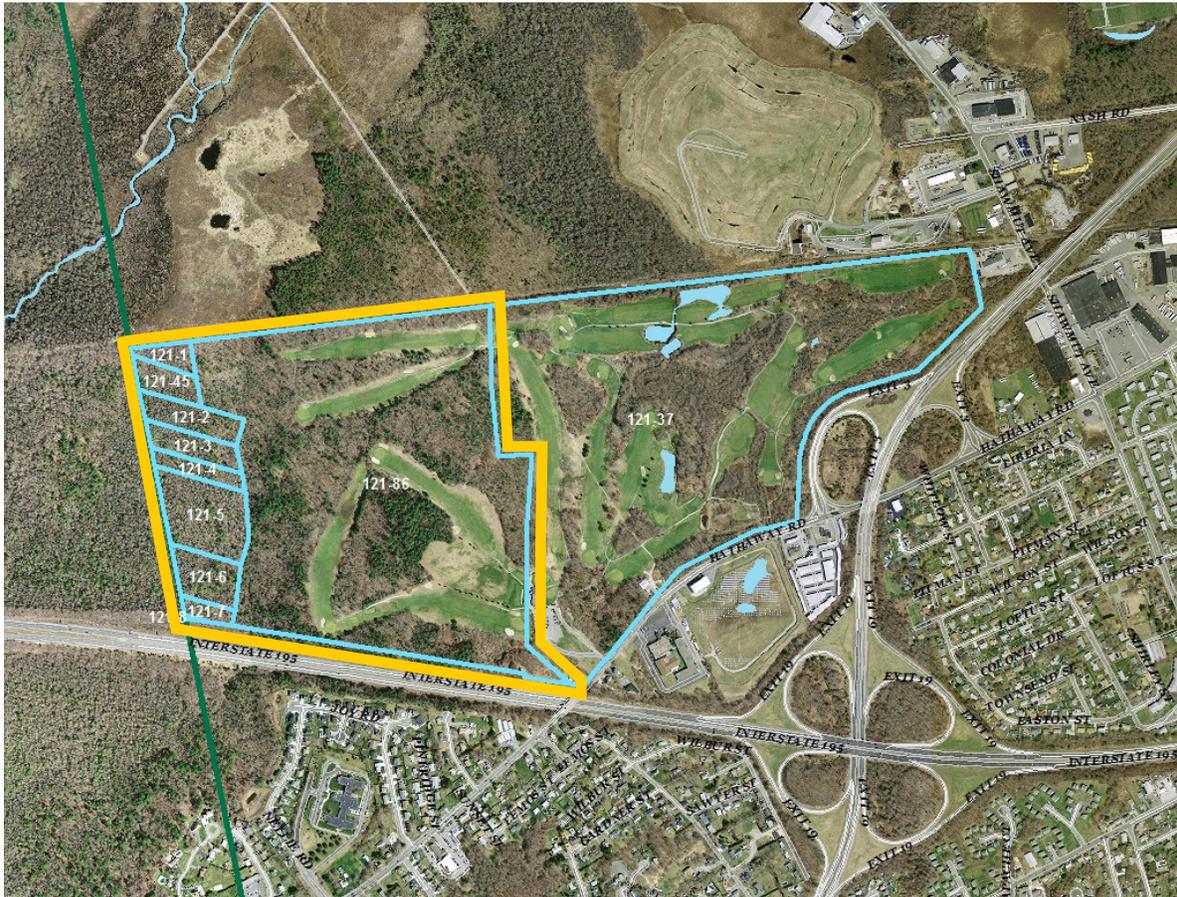
Comparative Crime Statistics: January 1 to December 31, 2015 and 2016

IBR Description	2015	2016	Increase/(Decrease)	
			#	%
Murder and Non-Negligent Manslaughter	5	3	(2)	(40%)
Aggravated Assault	771	586	(185)	(24%)
Forcible Rape	46	36	(10)	(22%)
Burglary/Breaking and Entering	819	662	(157)	(19%)
Shots Fired (No Victim)	27	24	(3)	(11%)
Robbery	272	254	(18)	(7%)
Arson	24	23	(1)	(4%)
Larceny	2,262	2,197	(65)	(4%)
Motor Vehicle Theft	289	297	8	3%
Shots Fired (Victim)	12	15	3	25%
Totals				
Violent Crime	1,094	879	(215)	(20%)
Property Crime	3,394	3,161	(233)	(7%)
Shots Fired (All)	39	39	0	0%

City of New Bedford Police Department



3. The Site



 Proposed City Site for Amazon HQ2

New Bedford has a shovel-ready site for Amazon’s HQ2. This City-owned site offers unmatched opportunity for catalytic economic development and job creation. Direct highway access, an adjacent rail line, and the proximity to the New Bedford Regional Airport make this hilltop location one of best development opportunities in the Commonwealth.

The site is within 30 miles of a population center.

Downtown New Bedford is only three miles away. Providence, Rhode Island is 30 miles away and Boston, Massachusetts is only 56 miles away.

The site is within approximately 45 minutes of an international airport.

The New Bedford Regional Airport is less than a mile away, effectively adjacent to the site. T.F. Green Airport and Logan International Airport are 36 and 57 miles away, respectively.

The site is within 1 to 2 miles of major highways and arterial roads.

The site is at the junction of I-195

and Route 140. Both provide connections to local alternative routes (Routes 6 and 18) and regional highways (Route 24 and I-95).

The site has direct access to mass transit. The rail line abuts the site; with the South Coast Rail extension in the design stages, there is an opportunity to add a platform for freight and commuter access. The Southeastern Regional Transit Authority will provide bus access to Hathaway Street.

The site is a greenfield site of approximately 114 acres. It is certified/pad ready with utility



infrastructure in place and has the capacity for 500,000+ square feet in Phase I and up to 8,000,000 square feet of building space beyond 2027.

This site can accommodate new development while maintaining the historic Whaling City Golf Course

designed by Donald Ross and create an opportunity to spur the redevelopment of the adjacent hotel property. The site can easily accommodate a campus-style development setting with walking paths and trails for employees, visitors, and citizens.

Ownership

The City of New Bedford owns the site.

MassDevelopment has been an active participant in a series of City-initiated meetings regarding the redevelopment options for the site, with VHB conducting a due-diligence assessment in 2016.

This assessment concluded that approximately 100 acres is suitable to support an office/industrial use development program that would have no direct impacts to wetland resource areas, rare species habitat, flood plain, or the GERE associated with adjacent parcels.

Zoning

The site is currently zoned Residential A. To fully develop the western portion of the current golf course site, the City of New Bedford will commit to enacting as-of-right zoning for the proposed uses by Amazon. We are about to enact progressive form-based zoning

with design guidelines for our downtown and other business districts, and envision our Planning Office leading a similar public process for this site that will engage Amazon, agency stakeholders, nearby residents, and the business community at large.

Utilities

Cellular and Fiber Connectivity

Comcast has a major existing fiber line on Hathaway Road that will be used to provide service to the site. Comcast also provides cable services for businesses

to New Bedford, including Ethernet Dedicated Internet.

Verizon offers high speed DSL in New Bedford.

Electric and Gas

Eversource Energy provides electrical and gas services to New Bedford.

Water and Wastewater

New Bedford manages its own water, wastewater, and stormwater. The City has a daily capacity of 45-million gallons of water with an average daily consumption of only 12-million gallons. The City has 75-million

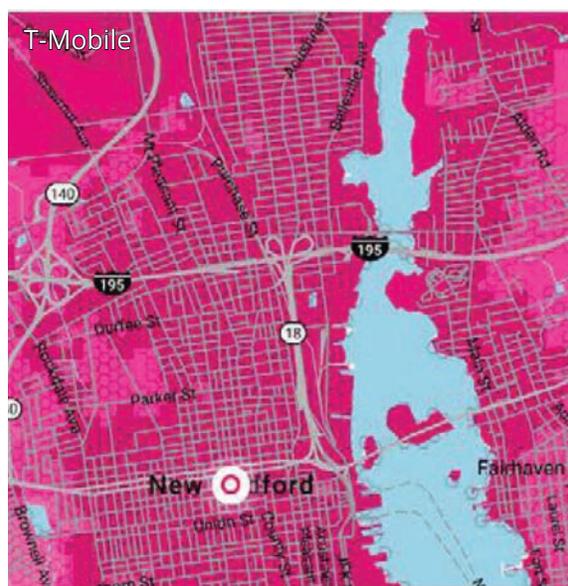
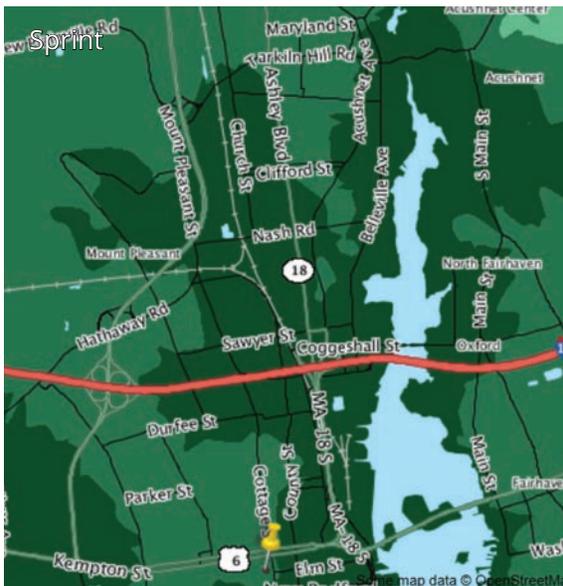
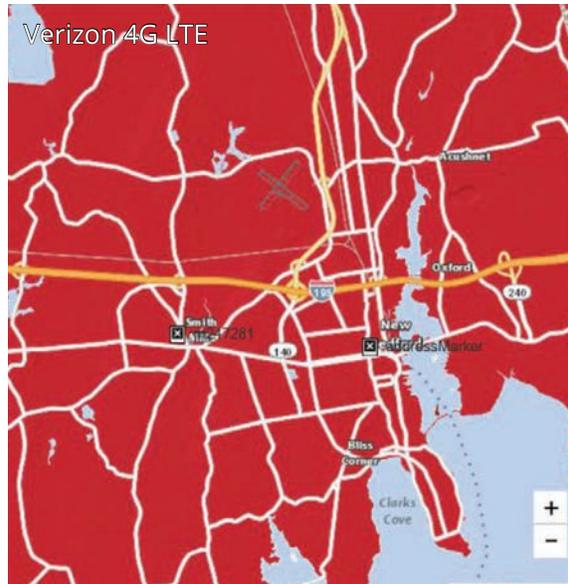
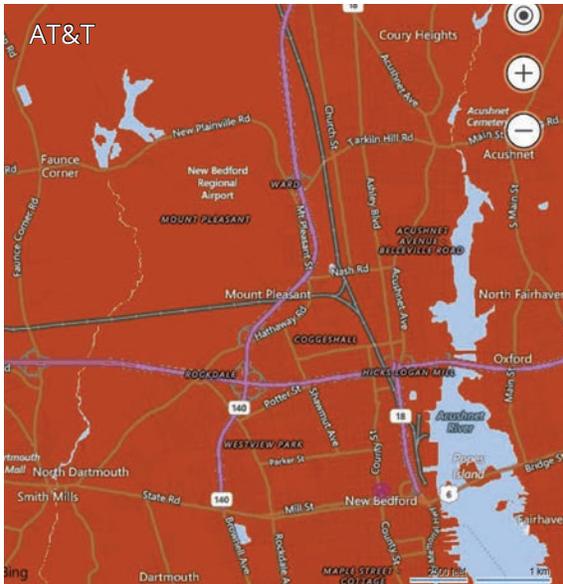
gallons of water in ground storage and an additional 350,000 gallons in elevated storage.



Cell Phone Coverage Maps

The four maps below demonstrate the excellent cell phone coverage at the proposed HQ2 site. These maps were drawn from the websites of the four major carriers in the region – AT&T, Verizon, Sprint, and

T-Mobile. Each company uses the darkest color to indicate its best service level. Both AT&T and Verizon have full coverage throughout the area; Sprint and T-Mobile have more variable, but still good, coverage.





Providence-Warwick, RI-MA Metropolitan Statistical Area

New Bedford is a part of the Providence-Warwick, RI-MA Metropolitan Statistical Area (Providence MSA) which covers eight counties in Rhode Island, including 38 of the 39 municipalities, and

southeastern Massachusetts, including Fall River in addition to New Bedford. The Providence MSA is part of the Boston-Worcester-Providence, MA-RI-NH-CT Combined Statistical Area (Boston CSA).

	New Bedford	Providence MSA	Boston CSA
Population (2015)	94,959	1,613,070	8,152,573
Population 16 years and over	76,278	1,314,610	6,580,309
In labor force	47,546	865,731	4,473,092
Median Earnings for Full-time, Year-round Workers			
Male	42,547	52,182	61,139
Female	36,005	42,849	48,890
Educational Attainment			
Enrollment in college or graduate school	5,292	134,414	689,184
Population 25 years or older	64,974	1,101,631	5,556,906
% High school graduate or higher	71.5%	85.0%	89.8%
% Bachelor's degree or higher	15.9%	29.8%	39.5%
Field of Bachelor's Degree for First Major			
Total population 25 years and over with a bachelor's degree or higher	10,426	364,245	2,378,301
Science and engineering	2,987	128,160	950,188
Science and engineering related fields	693	35,852	199,290
Business	2,264	64,118	437,643

Source: 2011-2015 American Community Survey 5-Year Estimates

"Where is the next place to take off? New Bedford is in that conversation."

Jay Ash, Secretary for Housing and Economic Development at the June Developers Event

4. Development Incentives



New Bedford offers Amazon value for its investment that is simply not available in major metropolitan areas. Access to a deep labor pool with relevant education and experience is paired with a significantly lower cost of land.

Competitive Land Value

The proposed site is owned solely by the City, so that negotiations are with one entity rather than several owners. The site's proximity to major highways,

utilities, and a fiber line ensures that infrastructure costs are minimal. Finally, the greenfield site does not require either remediation or demolition costs.

Tax Increment Financing Program

The City's Tax Increment Financing Program is designed to encourage new development and job creation in New Bedford. The City has used this program since 1996 to drive \$586 million in investment for 109 projects, resulting in the creation or retention of nearly 9,500 jobs.

This program is administered as the local component of the state's Economic Development Incentive Program (EDIP) and would be a partnership between

the state, the municipality, and Amazon. In exchange for job creation and investment commitments, Amazon becomes eligible for the best possible state and local tax benefits, exclusive to Gateway Municipalities such as New Bedford.

The EDIP is a flexible and locally-driven program that has become a premier economic development tool for Massachusetts. Under the EDIP, the City of New Bedford is an Economic Target Area and Gateway



Municipality and uses this designation to address blighted, distressed, and underutilized areas, such as the western portion of the municipal golf course.

The City's Tax Increment Financing Board and City Council stand ready to work with Amazon and the Commonwealth on an incentive package that is appropriate for the scale of the impacts of the Amazon proposal for a phased development scenario.

Foreign Trade Zone

The City of New Bedford's Foreign Trade Zone Corporation offers a unique "tax abatement" opportunity that is recommended to any company that currently imports or plans to import, directly or indirectly, through purchases from importers. New Bedford is a designated Foreign Trade Zone grantee.

This means it can sponsor applicable companies and developers to realize unique financial benefits specifically offered to Foreign Trade Zones. These benefits include, but are not limited to Duty Deferral, Duty Elimination, and Duty Reduction (a.k.a. Inverted Tariffs).

Time to Operations

New Bedford recognizes that a streamlined, transparent, and efficient permitting process is vital to attracting sustainable new investment and job growth. Recognizing that the permitting process can be a lengthy process that may lead to unnecessary delays and increased expenses, the City of New Bedford has implemented an open, streamlined and transparent permitting process that expedites all projects, both large and small, within the city.

New Bedford's process begins with active collaboration and meaningful communication among

city officials, permit applicants, consultants, and other community stakeholders. Land use changes resulting from construction, new development, adaptive reuse, redevelopment, and other such changes are subject to regulations and ordinances managed largely by municipal departments, boards, and commissions.

New Bedford's goal is to approve projects as efficiently as possible. With good preparation and communication many projects—even large projects such as HQ2—may be approved within 90 days.

"Close proximity to both Boston and Providence and world renowned institutions of higher education, excellent access to highway, ocean, and air transportation, and a vibrant arts community are all amenities that are enhanced by partnerships with local government and the business community. The quality of life in this coastal setting makes New Bedford a very attractive location to live and to work."

Anthony Sapienza, President of the New Bedford Economic Development Council and Joseph Abboud Manufacturing Corp.



5. Labor Market



The well-being of any community is often measured by the strength of its economy and productivity of its workforce. New Bedford's beautiful coastal setting has been gradually shaped over 200 years by land use patterns tied to the whaling, fishing, and textile industries. In the mid-1850s, New Bedford's whaling fleet launched more whaling voyages than all other American ports combined and was the wealthiest city per capita in the United States.

New Bedford's chief asset is a population that for two hundred years has had an unparalleled work ethic. Whaling, textile manufacturing, and fishing are physically demanding jobs. The people of New Bedford excelled at these jobs, lighting and clothing the world with their efforts. As each industry declined, the people of New Bedford sought innovative ways of making a living – from whaling to textiles, textiles to fishing, and now to a host of other advanced manufacturing sectors. The number one

fishing port in the nation is not content to rest on that designation; its leaders defined the offshore wind industry as complementary to the marine industries in the port and have led the nation in preparing for this new industry.

At the same time, the cost of living in New Bedford has allowed wages in New Bedford to remain below the state and national average. This represents significant value to employers looking to access the skills and work ethic of this pool of future employees.

Comparative Salaries

Per Capita Income	City of New Bedford	Commonwealth of Massachusetts		U.S.	
	Annual Salary	Annual Salary	% Below the State Average	Annual Salary	% Below the National Average
2010	\$20,447	\$33,966	40%	\$27,270	25%
2000	15,602	25,952	40%	21,587	28%
1990	10,923	17,224	37%	14,420	24%
1980	5,431	7,457	27%	7,313	26%

Employment and Salary by Job Category

Job Categories	Total Employed in Area	Annual Entry-level Salary (\$)	Annual Experienced Salary (\$)
Total All Occupations	86,110	23,205	59,505
Administrative Support	11,620	24,714	45,254
Media Production/Design/ Marketing/PR/ Content Management	1,090	20,800	104,405
Business Development/Sales/ Advertising	8,480	21,275	40,286
Finance and Accounting	2,453	33,766	190,449
Business Intelligence	530	48,802	103,352
Facilities, Maintenance Real Estate	2,250	21,893	35,639
Customer Service	1,070	23,213	41,744
Buying, Supply Chain Planning, Instock Management	730	22,965	50,718
Human Resources, Training	2,723	29,411	66,803
Medical Health and Safety	5,223	25,094	244,717
Fulfilment and Operations Management	830	55,587	135,463
Operations, Computer, IT Support, Engineering	7,520	33,291	122,932
Legal	3,555	34,375	158,063
Non-Tech Management	3,460	32,100	164,558
Hardware Development	85	79,150	116,141
Machine Learning Science	100	61,785	110,004
Technical Management	753	80,500	153,411
Research	680	43,404	116,141
Software Engineers	140	61,785	110,004

**These are sample aggregated labor pool, entry, and experienced salaries based on labor market information in the Greater New Bedford region on the South Coast of Massachusetts and are for representative purposes.*

Comparative Unemployment Rates

Year	New Bedford Labor Force	New Bedford Unemployment Rate	Massachusetts Unemployment Rate	U.S. Unemployment Rate
2017*	47,298	6.4%	3.6%	4.6%
2016	46,433	6.5%	3.8%	4.7%
2015	46,974	8.8%	4.9%	5.0%
2014	47,091	10.2%	5.8%	6.2%
2013	44,560	13.5%	7.1%	7.4%
2012	43,961	12.5%	6.7%	8.1%

** 2017 figures are based on the Massachusetts Department of Labor and Workforce Development 12-month average from August 2016 to July 2017.*



Workforce Education and Training

The City of New Bedford has 27 schools educating approximately 12,640 students. School facilities include: 22 elementary schools, three middle schools, one high school, and one alternative junior-senior high school. Vocational education is provided by the Greater New Bedford Regional Vocational Technical School District, which includes New Bedford, Fairhaven and Dartmouth.

New Bedford High School (NBHS) provides multiple pathways to graduation to meet the unique needs of all students and provides them the tools necessary for success in today's workforce.

NBHS is an active member of the National Academy Foundation (NAF), offering its students unique and tailored learning environments within the NAF Career Academy model. These include the Academy of Engineering, Academy of Finance, Academy of Information Technology, and the Academy of Health and Sciences. In addition, Academies are augmented by Career Technical Education (CTE) programming. In the US, secondary and post-secondary CTE programs create an educational environment that integrates core academics with real-world relevance to prepare students for employment in business, industry, and the professions.

A 1:1 technology initiative provides every student (Grades 9 through 12) with a personal laptop for use in and out of school for an expanded regimen of learning, research, class assignments, and homework. A key proponent of these and other cutting-edge

programs is NBHS alumnus and benefactor, Dr. Irwin Jacobs, founder of Qualcomm, a world leader in 3G and next-generation mobile technologies.

NBHS is the region's comprehensive high school of choice, offering 19 Advanced Placement (AP) courses, conducted by College Board certified instructors. These courses are eligible for college credit and result in the awarding of the coveted Capstone Diploma upon completion of Grade 12 – an academic distinction awarded by the College Board and sought by admissions officers of highly competitive colleges and universities.

Graduates of NBHS have been accepted into many of America's most competitive institutions, including recently, Harvard, Brown, and Georgetown. Many more attend the University of Massachusetts-Dartmouth (UMass Dartmouth), Bristol Community College, and regional technical institutions, underscoring the South Coast region's stable and work-ready employment pool.

For those already in the labor force, the New Bedford Career Center is an efficient, innovative, and responsive way for businesses or individuals to get employment, education, and job training services. Connecting with job seekers, training opportunities, and community partners has never been easier. The Workforce Training Fund is a state fund financed entirely by Massachusetts employers. Its purpose is to provide resources to Massachusetts businesses and workers to train current and newly hired employees.

"I wanted that work ethic, skill set, and experience of Portuguese-American stitchers—you really can't find it anywhere else in the United States. I wanted to come to New Bedford because of the charm of the city."

Jeff Rose, President of Upmarket Stitchers





6. Partnerships with Higher Education



New Bedford is the center of a web of universities and colleges that reach from Providence to Boston and beyond. The City partners closely with UMass Dartmouth and Bristol Community College (BCC). Approximately eight non-specialized colleges and universities exist within the broader Providence MSA; approximately 30 non-specialized colleges and universities exist within the metropolitan Boston area.

UMass Dartmouth

As the only Massachusetts research university located south of Boston, UMass Dartmouth focuses its over \$26 million research enterprise on regional needs and aspirations while creating national and global impact related to sustainable fisheries, coastal environmental protection, ocean modeling, clean energy, public policy, scientific computing, community health, and Portuguese-American culture. The University has established advanced manufacturing and bio-manufacturing centers in the city of Fall River and has located its School of Marine Science and Technology and its College of Visual and Performing Arts in the city of New Bedford to directly connect teaching and research to the advancement of nearby urban centers.

U.S. News and World Report ranks the College of Engineering within the top 40 undergraduate programs in the country, and UMass Dartmouth as a Tier 1 national research university. The data science program at UMass Dartmouth is an interdisciplinary effort to develop research

and educational opportunities in data-intensive methodologies and applications. It was launched to help meet the growing demand for researchers and professionals skilled in developing and utilizing automated methods of collecting and analyzing data and to foster new collaborations in cognate application areas. The program is especially focused on harnessing the potential power of big data to transform areas ranging from healthcare to business to government. The data science program integrates traditional disciplines such as mathematics, statistics, and computer science and it creates a digital network that can engage students and faculty university-wide.

Software engineering is the systematic approach to the development, operation, and maintenance of software. The Computer Science program with an option in software engineering is a three-year degree, appropriate for those students considering a career in large-scale commercial software development or in managing software projects.

UMass Dartmouth Selected Undergraduate Degrees

	2014	2015	2016
WHOLE UNIVERSITY	1,276	1,323	1,385
College of Arts & Sciences	563	518	524
Economics	17	13	9
Mathematics	13	11	16
College of Business	340	357	415
Accounting	94	86	115
Finance	48	45	62
General Business Administration	13	19	16
Human Resources Management	19	3	1
Management	23	46	65
Management Information Systems	22	26	27
Marketing	77	97	103
Operations Management	44	35	26
College of Engineering	155	211	206
Bioengineering	4	21	22
Civil Engineering	39	34	33
Computer Engineering	18	15	13
Computer Science	25	37	36

UMass Dartmouth Selected Graduate Degrees

	2014	2015	2016
WHOLE UNIVERSITY	537	530	543
College of Arts & Sciences	182	181	162
College of Business	154	178	156
Business Administration (MBA)	145	163	142
Post-Baccalaureate Certificates	9	15	13
College of Engineering	59	62	117
Computer Engineering (MS)	4	6	19
Computer Science	15	21	57
School of Law (JD)	79	64	53



Bristol Community College

BCC offers 82 Associate degrees, 55 certificate programs, and has the most comprehensive academic offerings of all 15 Massachusetts community colleges, ranging from Accounting to Veterinary Health Care. Academic programs include Business Administration, Computer Information Systems, and Office

Administration. The Commonwealth's MassTransfer program facilitates matriculation to all the public four-year universities in Massachusetts.

BCC graduated 1,397 students in FY2016, 1,479 students in FY2015, and 1,387 students in FY2014.

CONNECT Partnership

UMass Dartmouth and BCC are also members of CONNECT, a partnership of the six public higher education institutions in Southeastern Massachusetts: Bridgewater State University, BCC, Cape Cod Community College, Massachusetts Maritime Academy, Massasoit Community College, and UMass Dartmouth.

Leveraging the quality, strength, resources, and excellence of the six public higher education institutions of CONNECT, it is their mission to enhance educational effectiveness and efficiency while improving student success, increasing

educational attainment, advancing economic health, and strengthening cultural life throughout the region.

CONNECT realizes its mission by focusing on four major areas, with activities and initiatives that: enhance academic programs and ease transfer of students among the institutions, foster economic development throughout the region, promote cultural programs and projects, and share expertise and resources. The executive officers of the CONNECT institutions cooperate to strengthen their institutional missions and to enrich the life of the region.

Regional Higher Education Institutions

New Bedford offers a lower cost of housing and shorter commute times – attractive to graduates of the universities and colleges throughout the region. Nearby Providence offers access to graduates of Brown University and the University of Rhode Island. In 2015, the Providence MSA had 80,867 undergraduates and 15,783 graduate students (or those enrolled in professional schools) in thirteen schools within Rhode Island and six within Massachusetts.

Boston is well-known for its student population, including Harvard University, the Massachusetts Institute of Technology, Boston University, the University of Massachusetts-Boston, Tufts University, Northeastern University, and many other colleges and universities whose graduates provide a unique and diverse pool of talent to prospective employers. In 2015, there were 383,747 undergraduates and 127,236 graduate students enrolled within the over 100 colleges and universities in Massachusetts and Rhode Island within the Boston CSA. Boston itself had 80,758 undergraduates and 28,750 graduate students.

Data on school populations from the 2011-2015 American Community Survey. Number of schools per region from the 2015 Carnegie Classifications.



7. Access and Transportation



New Bedford's transportation network has come a long way from the cart paths and stony roads of County and King Streets that connected the scattered farmsteads to the schooners sailing off on short whaling voyages in the Atlantic. Today New Bedford is the center of a triangle that includes Boston, Providence, and the Cape and Islands as its three corners. A network of transportation options connects New Bedford to the points of the triangle – and beyond to the rest of the world.

The transportation infrastructure in New Bedford includes an interstate highway, airport, water ferry service, freight rail, and regional and interstate bus service. Furthermore, the South Coast Rail (SCR) project outlines the return of commuter rail service to our region.

New Bedford was originally connected to the rest of the world by the sea. This is still true, but the transfer

of freight now also occurs by plane, train, and truck. The last mile from warehouse to client may be by delivery truck, car, or even by drone.

New Bedford's walkable downtown is perfect for pedestrians, reducing the number of trips by car. Bicycle paths and a public transit network reduce vehicular congestion within the city.

Local Highways

The site has direct access on Hathaway Road, is in the northwest quadrant of the I-195/Hathaway Boulevard overpass, and has direct off-ramp access from Route 140 to I-195, which connects New Bedford to Fall River and Providence to the west and southeastern Massachusetts and the Cape to the east.

Easy connections from Route 140 exist north to Route 24 (heading to Boston) and south to Route 6 (which parallels I-195). I-195 also connects to Route 18 which begins in downtown New Bedford and runs north, parallel to Route 140.

Air

In addition to its own airport, New Bedford is within easy reach of two international airports: T.F. Green Airport in Providence, Rhode Island and Logan International Airport in Boston, Massachusetts.

Located one minute from the proposed site for HQ2, the New Bedford Regional Airport is one of New Bedford's greatest economic assets with a \$32.4 million-dollar economic impact. The 847-acre airport boasts major upgrades to airport infrastructure – demonstrating a strong commitment to meeting a growing aviation demand within the New England region.

The New Bedford Regional Airport serves the south coast region as a commercial service airport

accommodating a wide range of aviation activities, including scheduled service to the islands via Cape Air, the support of over 50,000 annual aircraft operations, and provision of a home base for more than 100 aircraft. In addition, the airport hosts an extensive range of general aviation and corporate jet services, including an FAA-certified repair station.

In recent years the airport has invested over \$30 million into airport infrastructure, with another \$30 million of investment planned. The airport will be a new facility strategically positioned to handle the growing demand for air service by Amazon and other corporate interests in southeastern Massachusetts.

South Coast Rail

The rail line abuts the northern edge of the City's Site. The South Coast Rail (SCR) project is a state-led effort to restore commuter rail service from Boston to New Bedford, Fall River, and Taunton. Part of this

project has been the upgrade of the line at certain points to carry freight. The status of the SCR project would allow discussions of a potential freight and/or commuter facility at the City's proposed site for HQ2.

Public Transit

The Southeastern Regional Transit Authority runs ten routes through New Bedford, and service will be provided to the proposed City site. The bus terminal

is in the heart of the walkable downtown, and the proposed SCR station in the waterfront area will be linked by bus to the City's proposed site.



Sea

The Port serves as the city's greatest natural resource and most critical asset to stimulate investment, attract new industry, create jobs, and develop a healthy economy. Over 6,200 people are employed by New Bedford's commercial port. New Bedford is the number one value fishing port in the nation, generating direct business revenues of \$3.3 billion and in providing a total economic impact of \$9.8 billion, representing 2% of the Commonwealth's GDP.

Today, the busy Port of New Bedford is home to over 200 maritime businesses, a commercial fleet of 500 fishing vessels, two inter-island ferry services, an active cargo shipping industry, a cruising industry, bulk and break-bulk cargo facilities, and numerous shipyards and vessel repair facilities. Ferry services

are available in the Port, including passenger and cargo service to Cuttyhunk Island and passenger service to Martha's Vineyard. Launch, water taxi, and charter boat services also operate in the Port.

The Port of New Bedford is currently undertaking a more than \$200 million commercial makeover: deepening channels and berths, as well as repairing and enlarging maritime terminals and wharves to accommodate the needs of the growing shipping and emerging offshore wind industries. With excellent road, vessel, and rail connections to New England, the nation, and the world, New Bedford is poised to become a leading intermodal port into the 21st century and beyond.



8. Commitment to Sustainability



Signifying its leadership in sustainability, New Bedford was proudly chosen to become the home of “A Bioneers by the Bay Conference” presented by the Marion Institute. Held in the historic Downtown, the internationally-acclaimed annual gathering hosts over 2,000 students, teachers, green business innovators, scientists, grassroots leaders, and everyday folks from across the East Coast. They gather in New Bedford to embrace, share, brainstorm, network, heal, learn, teach, celebrate, recharge, and connect for change.

Offshore Wind

New Bedford thinks past the obvious. Its proud past as the “City that Lit the World” is the key to its future as the home port for a new American industry – offshore wind. City leaders saw the potential when no one else did – and they acted quickly and decisively to become the leading city in an emerging market.

New Bedford is the closest industrial port to the largest wind energy reserves in the United States,

areas of open ocean south of Martha’s Vineyard off the Massachusetts coast. A key advantage of New Bedford’s port is a \$115 million marine terminal built specifically to handle the heavy loads of turbine components. Unique in North America, the New Bedford Marine Commerce Terminal, was financed and constructed by the Commonwealth’s Clean Energy Center with support from the City.

“New Bedford has always been at the center of our strategy for building out the offshore wind industry.”

Jeff Grybowski, CEO of Deepwater Wind



With the state and federal government now moving to develop these waters for large offshore wind turbine farms, major industry players, including Denmark-based DONG Energy (Bay State Wind), Offshore

Wind MW, and Deepwater Wind, are now looking to the City's port as the location to deploy, operate, and maintain their projects.

Solar Energy

The City of New Bedford's Renewable Energy Power Purchasing Initiative is a comprehensive approach to achieving the City's goals across several areas, including taxpayer savings, reduction of the local carbon footprint and climate change, green job-creation, and clean-up of contaminated brownfields. Over the next 20 years, the ten major solar projects are projected to save city government \$22 million.

Because of the Initiative, New Bedford has received widespread national recognition from many sources, ranging from the Wall Street Journal to Former U.S. EPA Administrator Gina McCarthy, for the City's unique distinction as having the most installed solar capacity in the continental U.S. on a per capita basis. New Bedford was designated a Green Community by the Commonwealth of Massachusetts in January 2017.

What was once a modest local effort to install small-scale rooftop solar facilities on city schools has turned into one of the nation's most ambitious moves to adopt solar under the Administration of New Bedford Mayor Jon Mitchell.

The City's effort at Sullivan's Ledge, one of the country's most high-profile "Superfund" hazardous waste sites, has drawn special praise from Former U.S. EPA Administrator Gina McCarthy, who has cited New Bedford's effort to redevelop contaminated sites at Sullivan's Ledge and other city properties as new solar farms as an example to the nation.

Mayor Jon Mitchell received the First Place 2016 Mayors' Climate Protection Award at the U.S. Conference of Mayors Annual Meeting in Indianapolis. Mayor Mitchell was chosen for this award because New Bedford's solar and wind energy initiatives have established the city as national leader in "thinking big" on alternative energy.

New Bedford's recognition as a national leader and a role model for other communities has been a source of pride to its residents and a clear example of the potential of medium-sized post-industrial cities to contribute meaningfully to the broader national agenda both economically and environmentally.

Green Municipality

The City of New Bedford boasts the largest municipal electric car fleet in Massachusetts. The vehicles, in use by Health Department inspectors in city neighborhoods, are leased for just \$70 per month per vehicle as the result of attractive financing and incentives.

The City of New Bedford's municipal landfill hosts two separate waste-to-energy projects which convert

landfill gases and biogas into 3.4 megawatts of electricity annually, with plans for major expansion.

The City recently undertook one of the largest performance-contracting initiatives anywhere in the Northeast. The long-term partnership with Siemens Corporation will retrofit the City's stock of nearly 100 municipal buildings with energy efficiency measures, including heating and cooling systems and climate controls.

9. Culture of Innovation and Entrepreneurship



Lewis Temple's Toggle Harpoon is an early example of “thinking big” in New Bedford. This simple switch from a fixed head to one that pivoted was an app that transformed a global industry. New Bedford is a city of ideas – applied at the global, local, and micro level. From formal to informal, large to small – the following are examples of the innovation and entrepreneurship that has always characterized this hard-working city.

IoT Impact LABS

Impact LABS is a field-pilot-based Internet of Things (IoT) accelerator launched by INEX Advisors in downtown New Bedford, only a few short blocks from the working waterfront. Their goal is to enhance and accelerate learning about, investing in, and value creation from IoT with small- and mid-sized businesses (SMBs) operating in “grand challenge” markets. LABS brings together world-class IoT startups, Tier 1 technology and industrial suppliers,

and legal and policy experts to define and test intelligent, intentional approaches to instrumenting the physical world. Their pilot sites are the most innovative public and private SMBs throughout New England operating in Smart Cities, Food/Agriculture, Water/Maritime, Energy and Transportation Markets.



Entrepreneurship for All

EforAll began in 2010 as the Merrimack Valley Sandbox, a project launched underneath UMass Lowell with initial funding from the Deshpande Foundation. Before coming to New Bedford in 2015, they first began working in Lowell and Lawrence to build a thriving, community-based, entrepreneurial ecosystem where people and institutions from across the community get involved and encourage entrepreneurship. EforAll provides New Bedford and the other cities it serves with a dedicated, talented

team who offer results-driven programming to the area's entrepreneurs—for free. It is a competitive process to get accepted into the free programming, and the entrepreneurs work hard to benefit from the technical assistance which is part of the Accelerator Programs. During the past two years, 47 ventures have gone through the Accelerator Program and around 100 start ups have been involved in Pitch Contests, for which EforAll South Coast has given over \$100,000 in cash prizes.

Downtown Co-Creative Center

The Co-Creative Center development will provide local artists, engineers, makers, and thinkers the tools and learning resources to make their ideas a reality. The project is made up of abutting vacant historic commercial buildings, circa 1840, on Union Street in downtown New Bedford that will house a 10,000-

square foot maker-space, collaborative learning center, arts gallery, and market as well as co-work space, two new eateries, and four apartments. This \$2.3 million project will be completed by the Waterfront Historic Area League in early 2018.

BioReady Community

New Bedford is also one of only 27 communities in Massachusetts to be awarded the prestigious

“Platinum BioReady Community” rating by the Massachusetts Biotechnical Council.

Groundwork!

Groundwork! is an affordable and inspiring shared office environment for creatives, startups, and freelancers in New Bedford. Nearly 100 members enjoy ample lighting and comfortable work stations with fast internet, printing and mailing services, and free coffee and snacks. Groundwork promotes collaboration and partnerships among its members, supporting and nurturing a healthy economy of

small businesses and independent contractors in New Bedford.

Groundwork! is located at the New Bedford Quest Center for Innovation, an initiative by the City of New Bedford to provide a focus for entrepreneurial training and a supportive environment for startup activity.

“This city has so much character and soul that starting a co-working business here just feels right.”

Sarah Athanas, Co-Founder of Groudwork!





"We are all committed to this area. We are making history here!"

Jessica Coelho, owner of Tia Maria's European Café

