Economic Development Policies Industrial Development Commissions State of Massachusetts

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ECONOMIC DEVELOPMENT POLICIES
INDUSTRIAL DEVELOPMENT COMMISSIONS

STATE OF MASSACHUSETTS

SPRING, 1992
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The Center for Economic Development would like to thank the Research Team

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I INTRODUCTION

Selecting an appropriate economic development organization requires thoughtful planning and deliberation to ensure that the statutory authority of a specific organization is best-suited to address the economic goals and objectives of a particular community.

There are a number of factors to be considered by the community including the geography and economy of the region, the labor market, demographic shifts, the size of the community itself, and most importantly, the local political and governmental structure.

Economic development organizations are really tools or mechanisms for advancing economic development goals. The functions of these organizations vary greatly under Massachusetts General Laws. Therefore, it is important for communities to identify their economic development needs prior to selecting an appropriate organization. Often communities utilize several economic development organizations in combination to implement their stated goals and action plan. Where several organizations are utilized, a minimal degree of professional staffing and sophistication is required on the part of the community, as coordination becomes necessary. Moreover, the activities of the more "high end" economic development organizations, i.e. Redevelopment Authorities, involve serious policy considerations on the part of the community. Eminent domain, property management and disposition, and real estate financing are a few
of the more sophisticated and potentially controversial activities undertaken by high end economic development organizations.

On the "low end" of the economic development organization spectrum is the Industrial Development Commission (IDC). The IDC is single purpose, that is, its sole function is to promote the community's economic well-being. Its single purpose authority is, however, by no means limited. The promotion and marketing of a community for industry is fundamental to an effective economic development plan or strategy. Many of the problems associated with successfully implementing IDCs in Massachusetts stem from the fact that the IDC creation was not linked to a comprehensive planning effort. Instead, the IDC was itself created to pursue a single purpose such as an industrial park.

This paper attempts to provide a closer look at IDCs in principle and practice, and also, to offer some guidance to communities contemplating the establishment of an IDC or other form of economic development organization.
Since the early 1960's, communities across the Commonwealth of Massachusetts have utilized a variety of organizational options to advance their economic development goals and objectives. The early Redevelopment Authorities established under Chapter 121B Massachusetts General Laws were specifically created to take advantage of the Federal Urban Renewal Program, serving as vehicles for carrying out the mandate to eradicate blight from the inner cities. The Urban Renewal Program was one of several Federal categorical grant programs combined under the Housing and Community Development Act of 1974.

During the 1960's and first half of the 1970's, Redevelopment Authorities principal function was to formulate Urban Renewal Plans which typically involved the demolition and clearance of buildings from any substandard, decadent, or blighted area. The Legislative intent behind 121B was to revitalize such areas and encourage sound growth by developing "Urban Renewal programs which allow a municipality, with the use of public funds, to redevelop blighted areas for residential, recreational, educational, hospital, business, commercial, industrial, or other purposes. " By statute, any project carried out under an urban renewal program must contain an urban renewal plan that is approved by the local community (such as the city council) and the Executive Office of Communities and Development. The planning board of the municipality must make a finding that the urban renewal plan conforms to the general plans for the community. In addition to their planning authority,
Redevelopment Authorities have the power to:

1. assemble and dispose of land, including the taking of real property through eminent domain;
2. relocate businesses and residents occupying urban renewal sites;
3. demolish and/or rehabilitate substandard structures;
4. participate in real estate development and commercial revitalization.

The housing and community development focus and experience of early Redevelopment Authorities quickly evolved in the 1970's as communities began to look beyond the issues of blight and deterioration and recognized the importance of economic development amidst high unemployment rates and eroding tax bases. The creation of new Redevelopment Authorities also ceased as other types of economic development organizations were being created that were deemed less political and more appropriate to the specific economic development needs of the 1970's.

Urban Redevelopment Corporations organized under Chapter 121A of the Massachusetts General Laws was one such organization which was single-purpose, project-specific. An Urban Redevelopment Corporation is created when an association of three or more people submit an application to the Executive Office of Communities and Development which is subsequently approved by the EOCD and the chief executive officer of a city or town. Insurance companies, savings banks, and cooperative banks may also undertake 121A projects. Chapter 121A Corporations are different from other economic development organizations because
they are not "entities" which carry out a development mission, but are instead simple mechanisms that allow cities to provide tax exemptions as incentives to private developers. A 121A is an agreement between a developer or firm and a municipality which renders a particular development exempt from property taxes. Property that is under a 121A agreement cannot have its value counted in assessments of municipal land. By allowing tax exemptions, 121A's are thought to serve as catalysts for development in urban areas with high property tax rates or in areas that are minimally marketable as locations for private investment by making tax payments on eligible projects both "predictable and affordable." 121A's are used primarily for low and moderate income housing, but they have been used in some locations for commercial and industrial purposes as well. 5

Two (2) other economic development organizations deserve mention, the first for its strength and effectiveness in implementing industrial development in cities and towns from the late 1970's through the 1980's, and the latter for its diminishing use and ineffectiveness.

Economic Development and Industrial Corporations (EDIC's)

An EDIC is a corporation established by a municipality for the public purpose of implementing local economic development projects in accordance with an economic development plan. Among the various entities that may be created under Massachusetts General Laws to facilitate development, EDIC's enjoy the
strongest development powers. However, in contrast with local redevelopment authorities, EDIC activities are limited to development involving industrial and manufacturing uses.  

Industrial Development Finance Authorities (IDFAs)  
The IDFA Program pre-dated the Massachusetts Industrial Finance Authority (MIFA) as the State's original industrial bond program. The IDFA program was established by the Massachusetts Legislature in 1967 (Chapter 40D of the Annotated Laws of Massachusetts.)  

Industrial revenue bonds are issued by IDFAs to finance the purchasing of land and depreciable assets by or for private corporations. In larger cities such as Boston, IDFAs still play a significant role in financing industrial projects usually in combination with a Redevelopment Authority or EDIC. However, in smaller cities and towns IDFAs have become less active in recent years due to the fact that MIFA performs the same function more effectively, and the growing uncertainty which exists over the future of IRBs.
Industrial Development Commissions (IDC) are provided with the least statutory authority of all the economic development organizations under Massachusetts General Law, yet possess the enormous potential of best articulating and advancing an individual community's goals and objectives for future industrial development.

According to Chapter 40, Section 8A, M.G.L., a city or town may establish a development and industrial commission for the promotion and development of the industrial resources of the said city or town. Such a commission shall conduct researches into industrial conditions, investigate and assist in the establishment of educational or commercial projects, including projects involving private enterprise, for the purpose of expanding and strengthening the local economy and shall seek to coordinate the activities of unofficial bodies organized for said purposes, and may advertise, prepare, print and distribute books, maps, charts, and pamphlets which in its judgement will further the purposes for which it is established.

IDCs are voluntary, advisory organizations created in communities with limited economic development capacity. Chapter 40, Section 8A is basically concerned with how board members are chosen and their length of term. The law calls for the Commission to consist of between five and fifteen members and to be appointed by the mayor, town manager or board of selectmen.

IDCs may be the first entity to deal with a prospective
developer or tenant interested in their area. They may have been responsible for actively recruiting the developer or tenant or may act as the referral agency that prospective developers or tenants are sent to for preliminary information.

Unlike most other organizations, the Commissions do not have boards of directors. Instead, they can report to a governing board of the city or town, or be part of a larger committee consisting of municipal officials where the entire committee votes on recommendations of the Commission. The Commissions tend to be composed of volunteers, and any staff or administrative work is usually done by an employee of a related public agency, such as the town or city planning department.

Commissions tend to work on very small budgets. In some towns, a minimal amount of public money is allocated to the Commission. While there is no reason why they cannot use public resources, Development Industrial Commissions do not usually work with state and federal programs.

Communities interested in forming a Commission should do the following:

1) Determine the need for the Commission by making certain that there is enough industrial land available to make forming a Commission worthwhile. It should also be determined that the Commission's activities will not unnecessarily duplicate the activities of other organizations.

2) Discuss plans for the Commission with agencies that would work with the Commission. Since the Commission
will not have the power to make final decisions or to offer financing, Commission members should be knowledgeable about the agencies that do have these powers. In some cases, it is these other agencies that initiate the idea for a Development and Industrial Commission.

3) Consult the state laws regarding Development and Industrial Commissions. These laws will give guidelines on the correct number of Commission members and how they should be selected.

4) Make arrangements for prospective members to apply to the mayor, town manager or selectmen for appointment to the Commission. The available positions should be advertised so that all interested parties can apply.

Because Development and Industrial Commissions have less power and a narrower scope of activities than most other economic development organizations, there are many cities and towns where such an entity would not be beneficial. These Commissions are most suitable for small towns that do not have a professional staff or other organizations that do economic development work. Forming a Commission is a good way to organize a group of people to handle economic development work and be the initial contact for businesses wanting to locate in the town.

The major disadvantage of such a Commission is its relative lack of power. It cannot do financing or purchase or develop property. The marketing and promotion activities that the Commission can perform are probably done by other economic
development organizations in the same geographic area, such as the Chamber of Commerce. In addition, there are no particular sources of public funds targeted for IDCs. If a town or city lacks adequate economic development organizations, they may want to develop a new more comprehensive organization that can do more than promotion and marketing, such as land assembly and financing, so an IDC may not be appropriate.

IDCs can be effective tools for promoting the community to private investors and industrial firms. If a community is going to focus its economic development efforts on industrial park development or general industrial recruitment, some entity must be involved in the development of marketing materials and a promotional campaign.

The following case profiles briefly examine the roles played by IDCs in four (4) separate communities in the Commonwealth. In each instance, the IDC performs its statutory role. However, how each IDC functions within the larger economic development context differs significantly from community to community.

Case Profile #1 - City of Fitchburg

The City of Fitchburg's IDC was created in the 1970's to work in combination with the Fitchburg Redevelopment Authority (FRA) and the Industrial Development Finance Authority (IDFA). All three (3) agencies share the same Director, who is removed from the City's Office of the Planning Coordinator.

The Fitchburg IDC works as one with the FRA and IDFA in promoting industrial park development in the City. The first
industrial park development was the Route 2 and 31 Park which was re-parceled and promoted by the FRA and IDC. The FRA actually took the lead role in marketing the park to prospective firms.

The Fitchburg IDC is comprised of five (5) members and is appointed by the Mayor. The IDC meets on a monthly basis often in tandem with the Redevelopment Authority.

Case Profile #2 - City of Taunton

The Taunton Industrial Commission is a municipal agency of the City of Taunton, Massachusetts. Taunton is located in southeastern Massachusetts in Bristol County, thirty-two miles south of Boston. It is the 25th largest city in the United States in terms of area, covering 49.6 square miles. It has a population of around 46,000.

The Taunton Industrial Development Commission was created in 1970 by the mayor of Taunton. It is comprised of a 15-member volunteer board and two paid staff members, an executive director and a secretary. The responsibilities of the IDC are stated as:

- liaison services to city, state, and federal agencies
- the retention and expansion of local industry by assisting them to improve competitiveness and efficient operation by introduction to: new means of financing, technological improvements, sources of qualified employees, and applicable training resources
- the recruitment of new companies through the marketing and promotion of Taunton as a city that is business receptive with
available property and services for industrial growth.

- and, continual review of city property and services to provide for present and future growth.

The Taunton IDC was active in marketing the 437-acre Miles Standish Industrial Park. The recruitment of industrial firms to the Park has been the most significant accomplishment of the IDC. In a recent survey of the Taunton IDC eleven (11) firms stated that they would not have located in Taunton without the efforts of the Taunton IDC. IDC support for industrial firms has been primarily in the area of project financing referral, and coordination and liaison among City departments and regulatory agencies.

Similar to the City of Fitchburg's IDC, no apparent linkage exists between the IDC and the City's planning office. It is also unclear how the IDC ties into any of the City's comprehensive planning and economic development goals and objectives.

Case Profile #3 - Town of Oxford

The Town of Oxford formed their Development and Industrial Commission in the 1970's in order to develop and market an industrial park on town-owned land. The town looked to the Commission to initiate development for the park and to serve as a "stepping stone" by providing information and screening applicants. To this day, the industrial park remains the only focus of the Commission. The first section of the park was
completed eight years ago and the Commission continues to have responsibility for the development of the second section, now nearing completion.

When there is an opening on the Commission, local residents apply to the Town Manager who does the screening and selection. Service is on a volunteer basis, and the only staff for the Commission is a clerk in the town planning department who does work for the Commission as needed. This work is paid for out of town funds, which are assigned to the Commission every year along with funds for other town departments. The town planner has been working closely with the Commission on the industrial park project. The Commission does not do active recruitment of new industry and business. Instead, the Commission holds public meetings twice a month where companies interested in locating in the Oxford Industrial park give presentations and talk to the Commission about the park and the town.

The seven members of the Commission are also members of what is known as the "Committee of 13." This Committee consists of the Commission, the board of selectmen and the Town Manager, and has final approval over development decisions made for the industrial park. This Committee has turned down deals for the park that were initiated by the Development and Industrial Commission. Both the Commission and the Committee are particularly interested in getting light manufacturing industries to locate in the park. So far, companies that have located in the park include small machine tool shops, a tent manufacturer, a company that does wiring for computers, a construction business,
The City of Leominster established both an IDC and an IDFA in the mid-1970's to create jobs and expand economic growth. Both organizations, however, have been inactive since the early 1980's. Only recently was the IDFA re-activated to endorse a MIFA industrial revenue bond application for a proposed solid waste recycling facility in the City.

In the past six (6) months heightened interest has developed within City government to re-establish a strong IDC. That movement has been led by the City's Growth Management Advisory Committee working in cooperation with the City's Planning Department. The Growth Management Committee recently established its new planning goals and objectives for economic development. The primary goal for economic development as stated in the draft Growth Management Plan is "to actively and aggressively support and encourage private economic development efforts." The following objectives and action steps under the goal statement clearly establish the need for an active IDC in the City:

Objectives:
A. To continue to support private economic development efforts with the assistance of the City's management team.
B. To aggressively promote the City of Leominster as a community where business would like to locate.
C. To ensure that the Capital Improvements Plan (CIP) is carried out to the best of the City's ability.

D. To pursue available federal, state, and quasi-public funding sources.

E. To continue to develop the Center for Plastics Technology to assist research and development and technology transfer within the plastics industry.

Action Steps:

1. Initiate efforts to attract new firms into the City through the Office of Planning and Development (OPD).

2. Maintain a dialogue between the OPD and local businesses to assist their needs.

3. Review the mandate of the Industrial Development Finance Authority (IDFA) to ensure that it is meeting the needs of local businesses.

4. Develop a promotional brochure of the City.

5. Create an Industrial Development Commission (IDC) to assist in the promotion of the City of Leominster.

6. Ensure the proper link between IDFA and IDC, the municipality, and the business community through staffing by the OPD.

7. Explore affordable day care and after school care programs.

8. Increase and enhance the communication link with the Small Business Development Center at Clark University and the OPD.

9. Establish a strong communication link with quasi-public development assistance corporations such as the Land Bank and MIFA.
10. Establish and maintain a link between local financial institutions and the City.

11. Continue to insist on concurrent State and local reviews for developments involving environmental impacts.

12. Maintain and promote the City's Development Review Board.

13. Consider a 121A tax incentive program.

14. Explore enterprise zones in the City.

15. Review and update the Capital Improvements Plan bi-yearly.

The City is currently considering policy direction for a new and improved IDC. Clearly, the most unique aspect of Leominster's new IDC is the planning link. The IDC's creation would emanate from a growth management planning process and be implemented and staffed by the City's Office of Planning and Development.

In each community profile IDCs have played or are intended to play an important role in promoting the municipality's economic development goals and objectives. In certain instances, IDCs have been more project focused, i.e. industrial park recruitment, and in the case of Leominster, the IDC is intended to become an integral organization in advancing the City's economic development plans.

Whether an IDC, or an IDC in combination with other economic development organizations is appropriate for a particular community is dependent on a variety of factors. Planning and deliberation are essential to ensure that the type(s) of economic development organization selected to be utilized best suits the individual structure and needs of the community.
Recognizing that IDCs have no legal powers and limited resources, it is important for communities with IDCs in place, or for those considering their establishment to understand their own economic needs and develop an economic development plan which best utilize a particular economic development organization and professional staffing.

Simply choosing the type of economic development organizations which are most appropriate to a community's needs will not guarantee success. These organizations also need to be designed carefully and operated effectively to be successful. There are many factors which determine whether or not an institution will be effective.

While every community is different, there are certain elements of success which are common no matter what economic development structure is chosen:

1) The organization must select a set of goals that is sufficiently narrow to be achievable. In setting its goals, an organization must take care that those it selects are realistic and achievable. There is usually a multiplicity of economic problems and opportunities facing a local area. Economic development organizations often make the mistake of setting more goals than they can effectively accomplish. If too many goals are chosen, if they try to do too much, the organization's activities can become diffuse, lessening the likelihood of
substantive accomplishment in any one area. It is easier to achieve recognizable gains when the organization is more narrowly focused. Finally, more narrow goal-setting helps the organization develop a clear identity in the local community.

2) The organization must have a clear plan of action with clearly articulated goals and strategy. Organizational goals and objectives should be established based on a clear understanding of a community's problems and opportunities. The organization's goals and objectives give it a sense of direction, define its role for potential users and funding sources, and provide a yardstick against which results can be measured. These objectives should also be reflected in the make-up of the board of directors and the membership.

Goals and objectives serve as the basis for the development of an organizational strategy and operating plan. Strategy refers to the "game plan" adopted by the organization to achieve its goals and objectives. It is the means by which goals and objectives are tied to the organization's day-to-day operating decisions regarding which projects or programs to undertake, and how to design and implement them. The organization's strategy addresses such issues as: what segments of the community will be served; how funds will be secured; and what other organizations will be involved. Without a clearly defined strategy, the organization's success in achieving its goals and objectives will more likely be a matter of chance than design.

3) An economic development organization requires strong and consistent leadership. Economic development is a complex and
lengthy process. Projects often take years to move from planning to implementation and require coordination and cooperation among a diverse group of public and private sector actors. Economic development organizations need strong and consistent leadership on both staff and board if they are to see projects through to fruition.

Individuals who serve on the organization's board must be carefully selected. Important qualifications for leadership include a record of civic involvement, respect among peers, a willingness to actively participate, and a vision of the community's future. Development board leadership may require drawing from existing business and community organizations. Consequently, it is important to build support for your organization among these other organizations at an early stage. When other organizations have "bought into" the goals and programs of your organization, their leading members are more likely to play an active role.

Ensuring continuity of board leadership requires attention to the process of board transition. Continuity does not require maintaining the same individuals in leadership roles for the life of the organization. When relying on volunteers who often have a variety of duties and interests, an organization must expect some leadership turnover. The important principle is to develop a structure for the board which encourages a gradual turnover of leadership (e.g. staggered terms) and to create mechanisms for the transfer of knowledge and skills as the board turns over.

3) An economic development organization requires professional
staff with a strong commitment to remain with the organization. While the board sets organizational policy, makes key decisions, and develops community support for the organization's goals and objectives, the staff must be relied upon to conduct all essential elements of program planning and implementation.

There must be strong leadership guiding the staff to ensure that the policies set by the board are translated into concrete program accomplishments. This means an experienced executive director with the appropriate mix of planning, project implementation, fund raising and management skills or, for larger organizations, the ability to assemble and manage a staff encompassing these skills.

As with the board, there must be continuity of staffing to ensure that project planning and implementation proceed smoothly. Again, most economic development projects take a long time to implement. The loss of a key staff person at a critical time in the development process could kill an entire economic development project.

Finding and keeping individuals with the expertise required to undertake complex economic development tasks usually requires being able to offer salaries which are competitive with those offered by the private sector. The organization must be able to count on an adequate budget if it intends to attract and retain well qualified staff.

5) An economic development organization should coordinate its efforts with those of other local organizations. Economic development often requires a comprehensive approach that cuts
across organizational boundaries. Industrial development must be coordinated with public infrastructure improvements; business financing must be coordinated with management assistance; and industrial recruitment and retention efforts must be coordinated with education and job training programs. Public and private sector organizations involved in economic development must have the means to coordinate their activities to ensure that projects are completed in a timely manner with the necessary elements in place.

Localities also often suffer from a confusing proliferation of economic development organizations and programs. Coordination is also important to ensure that organizations are not duplicating one another's programs and services, or are not pursuing conflicting goals and objectives. Resources available for economic development are limited and should not be wasted on parallel organizational structures or duplicative or conflicting programs.

6) Economic development organizations should be insulated from excessive short-term political influence. For several reasons, economic development organizations tend to function more effectively if insulated from some of the political tensions and pressures which sometimes influence public programs. First, since economic development is a long-term process, effective program implementation requires consistent direction. An organization which switches direction with every change of local administration is not likely to build up a record of accomplishment. Second, insulation from the political process is
important in building credibility with the private sector. Private sector leadership is not likely to lend strong support to an organization which they believe to be motivated by short-term political concerns. Finally, if projects involve work with private developers and business owners, the organization is more likely to elicit their cooperation, if the project is free from the red tape and delays associated with political interference and bureaucracy. 15

IDCs can play an important economic development function within the community. However, like any other organization, the body needs direction, commitment, and most importantly, a defined and integrated role within the community's larger economic development plans.

Historically, IDCs have been politically popular because they are locally-controlled and limited in scope. However, IDCs provide the most fundamental operation in that they serve to articulate and promote the desired future economic characteristics and well-being of the community.
V CONCLUSION

Industrial Development Commissions (IDC) have been established in cities and towns across the Commonwealth since the 1970's with the intended purpose of promoting the community for industrial development and job creation. The experience of IDCs has been unevenly successful with examples of active promotion and recruitment for industrial parks tempered by periods of virtual dormancy. This appears to be particularly evident in communities where the IDC was created for a project specific purpose, such as the development of an industrial park. In those cases, the IDC's activity or inactivity directly corresponded to the level of industrial development occurring irrespective of the IDC's involvement.

The IDC's active role and sustained effectiveness has occurred in communities where the functions of the IDC were meshed or integrated with other economic development organizations such as Redevelopment Authorities. Professional staffing also appears to be a requisite for a successful IDC given the experiences of Fitchburg and Taunton.

The City of Leominster case profile provides the most intriguing example of the potential effectiveness of IDCs. The re-creation of an IDC with the basis and support provided by a politically accepted and adopted growth management plan lends consensus and commitment to the promotional activities that need to be undertaken to advance the City's economic development goals and objectives. As an integrated economic development
organization, the Leominster IDC will have the ability to overcome statutory inferiority, and become the lead organization in promoting the City's future industrial development.
APPENDIX A

MATRIX OF ORGANIZATIONAL CHARACTERISTICS
**Matrix of Organizational Characteristics**

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<th>Organizational Type</th>
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<th>Tools</th>
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<th>Geographic Scope</th>
<th>Legal Citations</th>
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<td>Community Development Departments</td>
<td>To carry out all duties of community and economic development.</td>
<td>Planning, land assembly, regulation, financing, infrastructure, promotion and marketing, technical assistance.</td>
<td>Pledge credit of municipality; Eminent Domain</td>
<td>Five members, four appointed by municipality and one by the state.</td>
<td>Public.</td>
<td>Municipality</td>
<td>Chapter 43C, S.12 Mass. General Laws</td>
</tr>
<tr>
<td>Economic Development Industrial Corporations</td>
<td>To do industrial development in areas of high unemployment and physical deterioration.</td>
<td>Land assembly, planning, financing, infrastructure, promotion and marketing.</td>
<td>Eminent Domain. Act as a 121A Corporation.</td>
<td>Seven members appointed by city or town. Three represent public at large. Others must have specific business expertise.</td>
<td>Quasi-Public.*</td>
<td>Municipality or consolidated EDIC for more than one city or town.</td>
<td>Chapter 121C of Mass. General Laws</td>
</tr>
<tr>
<td>Industrial Development Finance Authorities</td>
<td>To issue tax exempt bonds for industrial development.</td>
<td>Land assembly, financing, infrastructure.</td>
<td>None.</td>
<td>Five members appointed by mayor or selectmen. All must live in municipality. Three positions require specific business expertise.</td>
<td>Quasi-Public.*</td>
<td>One Municipality or two or more contiguous municipalities.</td>
<td>Chapter 400 of Mass. General Laws</td>
</tr>
<tr>
<td>Redevelopment Authorities</td>
<td>To plan and implement urban renewal activities.</td>
<td>Planning, land assembly, infrastructure, promotion and marketing, financing.</td>
<td>Eminent Domain.</td>
<td>Five members; four local and one from state. Local members are appointed in cities, elected in towns.</td>
<td>Quasi-Public.*</td>
<td>Municipality.</td>
<td>Chapter 121B Mass. General Laws</td>
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* Quasi-Public organizations are publicly-chartered entities whose Boards of Directors are appointed by public officials.
APPENDIX B

ECONOMIC DEVELOPMENT IMPLEMENTATION MATRIX
|   | LEGISLATION |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 1 | CHAPTER 121C | ECONOMIC DEVELOPMENT | AND | INDUSTRIAL CORPORATION |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 2 | CHAPTER 40D | INDUSTRIAL DEVELOPMENT FINANCING AUTHORITY |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 3 | CHAPTER 121B | REDEVELOPMENT AUTHORITY |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 4 | CHAPTER 121A | URBAN REDEVELOPMENT CORPORATION |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 5 | CHAPTER 40, SECTION 8A | INDUSTRIAL DEVELOPMENT COMMISSION |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |

2. Rules and Regulations Chapter 121B, Section 12.02 (1) Massachusetts General Laws, p. 3.


7. Chapter 40, Section 8A, Massachusetts General Laws.


9. *IBID.*

10. Interview with Michael Lanava, Industrial Development Director, City of Fitchburg, November 18, 1991.

11. Fact Sheet on the Taunton Industrial Development Commission, Taunton, Massachusetts.


