



**495/METROWEST**  
CORRIDOR PARTNERSHIP, INC.

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## Executive Summary

Since our founding in 2003, the 495/MetroWest Corridor Partnership has been recognized as the collective voice for our economically crucial region.

Our unique public-private partnership of employers, municipalities, legislators, and non-profit organizations has resulted in a collaborative approach to developing solutions to regional constraints, and more effective advocacy with state and federal policymakers. As a result, we are seen as a driving force to position the 495/MetroWest region as a premier location for high technology employers, skilled residents, and innovative municipal governments.

Along the way, the Partnership has built a significant record of accomplishment, including statutory changes to allow new transit services; new collaborations and proposals to address our congested interchanges; analyses of major legislative, regulatory, and budget issues; resource guides on brownfields redevelopment, low impact development, water reuse, water demand management, residential development, and green infrastructure; a multi-media housing awareness campaign; overviews on regional transit issues, transportation needs, and water resource constraints; economic and demographic analyses on the region; a regional perspective on statewide development issues; and increased attention from policymakers on Beacon and Capitol Hills. The consistent reason for the Partnership's success across all of these areas was collaboration, and the involvement of leaders from a wide range of constituencies throughout the region.

This involvement by regional leaders – serving on our Board of Directors, participating on our committees and initiatives, and financially supporting our activities - is at the heart of the Partnership's record of success. While the list of individuals and organizations that have supported the Partnership is far too long to provide here, please take the time to note the attached lists of corporate investors that have made the Partnership's work possible, and all of the individuals that have provided leadership by serving on our Board of Directors over the years. Those regional leaders who have given freely of their time and attention by serving on the Board of Directors and Executive Steering Committee deserve particular thanks, since the establishment of the Partnership hinged on their contributions, and our unique governance structure demands that individual ideologies be left at the door.

All of these individuals, corporations, and organizations have contributed to the Partnership's accomplishments, but special mention needs to be made of some select individuals who have gone above and beyond in guiding this organization. First and foremost of these individuals is **Ambassador Richard Egan**, whose visionary leadership and active support provided the Partnership with credibility during our founding and initial fundraising, and whose service has continued as Chairman of our Reinvestment Campaign.

Our legislative delegation has been steadfast in their commitment and support of the Partnership from the very beginning. In fact, **State Representative Barbara Gardner** and **State Senator David Magnani** were critical in the Partnership's founding, and since then, **State Representatives Stephen LeDuc, Paul Loscocco, and James Vallee**, with **State Senators Scott Brown, Pamela Resor, and Karen Spilka** have been champions of the Partnership during some very difficult years for the Commonwealth.

Due to our public-private structure, we have a unique leadership arrangement where the Board is chaired jointly, by both a public and private sector leader. In this arrangement, collaboration and joint decision-making is an absolute necessity, so much depends upon the character and leadership of these individuals. As a result, the Partnership has been truly fortunate to have been guided by some remarkable leaders over the years, including founding Co-Chairs **Kristina Allen** from Westborough and **David Begelfer** from the Massachusetts Chapter of the National Association of Industrial and Office Properties; Private Sector Co-Chairs such as **Frank Crocetti** from Fidelity Investments; **John Strickland** from Bose Corporation; **Charles Goodrich** from Community Newspapers; and **Joseph O'Leary** from Sovereign Bank; and Public Sector Co-Chairs such as the late and very missed **Donald Wheeler** from Boxborough and **Andrew Porter** from Holliston. The fact that the Partnership has accomplished so much in so little time is attributable to these regional leaders.

Beyond these individuals who have given so selflessly of their time and resources, the Partnership has also benefited from truly extraordinary staff. As the organization's first executive, **Lynn Sand** established a clear foundation for our organization; **Elisa Wright Howe** has made innumerable contributions as our Administrative Coordinator; **Adam Ploetz**, as our Manager of Sustainable Development, has been critical in providing technical expertise and leadership in the Partnership's initiatives and many of our resource guides; and **Jessica Strunkin**, our Manager of Public Policy and Public Affairs, has made her mark in a very short time by contributing on a wide range of policy issues and by overseeing the release of *Arc Updates* and *Arc Issue Briefs*.

Beyond these individuals' leadership – and the ongoing contributions of two other exemplary leaders, **Dennis Giombetti** from Framingham and **Robert Nagi** from Vanasse Hangen Brustlin, Inc. – the Partnership's future success depend upon collaboration and finding consensus on addressing regional constraints. In order to establish this consensus across a range of regional issues and to provide long term vision to the Partnership's priorities, we undertook this strategic planning process and began with a comprehensive survey of the region's municipal leaders, our corporate investors, our legislative delegation, and other key constituencies.

The survey results were quite gratifying, particularly the finding that 86% of the respondents feel that the Partnership has performed well on its mission. Beyond that welcome conclusion, the survey results have provided the Partnership with significant feedback on points of consensus on regional constraints, and are reflected in the following document. This input is particularly important in developing the necessary consensus on our organizational strategies and objectives. After all, to borrow the words of a leader with a very impressive record...


*"Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan."*

*-Tom Landry, Coach of the Dallas Cowboys from 1960 to 1988, and architect of twenty consecutive winning seasons, a feat not yet repeated by any sports team.*

This regional input across constituencies and interest groups has been crucial to not only outlining the Partnership's aims over the next few years, but also our means to accomplishing these ends. I am very proud of the confidence in the Partnership and feedback on our initiatives, and pledge that our organization shall continue to advance the interests of the 495/MetroWest region to 2011 and beyond.

However, our success is contingent upon the continued participation and support of leaders throughout the region and across a wide range of interest groups. If you have not yet contributed to the Partnership's work through your time, perspectives, or resources, then please consider doing so, since your contributions are so critical to the region's continued prosperity.

Thank you to all who have made the Partnership such a special and effective organization on behalf of the 495/MetroWest region. It is an honor to serve as a steward of this organization, and I'm humbled by the range of contributions and leadership offered by all involved with the Partnership.

A handwritten signature in black ink, reading "Paul F. Matthews". The signature is written in a cursive, flowing style.

**Paul F. Matthews**  
Executive Director

## Overview of Our Strategic Planning Process

To prepare for the strategic planning retreat, the 495/MetroWest Corridor Partnership (the Partnership) launched an online questionnaire to collect feedback from various stakeholders, including Board members, investors, key municipal officials, and Legislators on emerging trends and driving forces that are impacting the region, strategic issues facing the Partnership, and possible roles for the Partnership as it determines its strategic direction for 2008-2011. The outcome of this feedback provided the foundation for helping the Partnership to develop its strategic plan (*The pre-planning survey is located in the Appendix*).

On May 8, 2008, a strategic planning team consisting of Board Members and the Partnership's staff participated in a strategic planning retreat, facilitated by Cathleen Hight, principal consultant and president of Hight Performance Group, Inc.

This document summarizes the Partnership's strategic direction. It is the Board's consensus on what will constitute the Partnership's future success. It is a result of the Partnership's responses to the following strategic questions:

- Where is the Partnership currently? (*Its current situation.*)
- Where is the Partnership headed? (*Its future direction.*)
- Why is the Partnership going there? (*Its reason for existence and purpose, its service niche, and what it will be known for.*)

On May 29, 2008, the Executive Steering Committee and staff met to consider the preliminary strategic planning document that resulted from the retreat. At this session, Board members' input was considered and the preliminary draft was reviewed and expanded. From this discussion, an updated strategic planning document was refined and distributed to the Board of Directors for their review and approval at their meeting in June 2008.

### ***Strategic Planning Anticipated Outcomes and Approach***

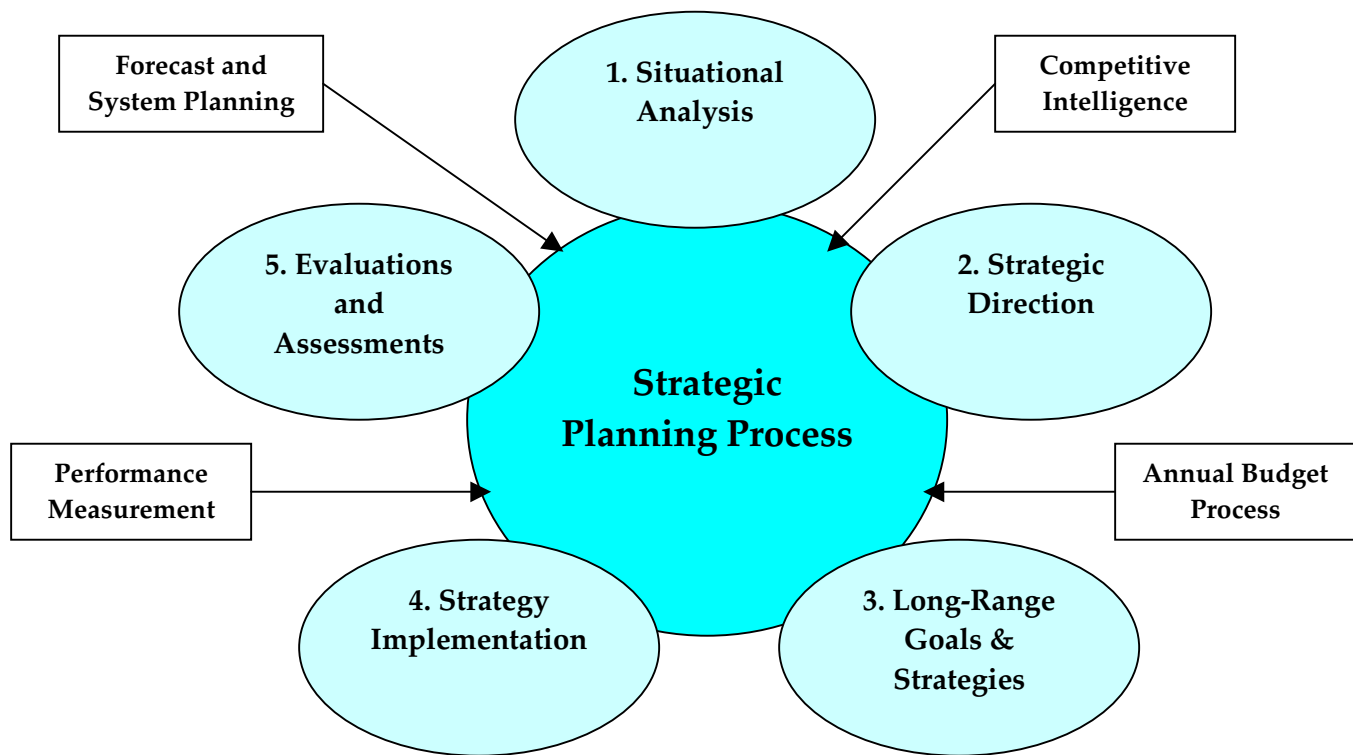
The following outcomes were anticipated as a result of the strategic planning process:

- Identify macro trends that are impacting all organizations and communities, and micro trends that are impacting the region's businesses and municipalities specifically, and to identify evolving trends that the Partnership should be prepared to address;
- Explore its strengths and weaknesses, opportunities and threats, and identify the strategic issues the Partnership should focus on;
- Develop a new vision to position the Partnership and guide our activities over the next three years;
- Identify the 'Big Question' that the Partnership needs to answer to determine its strategic direction;
- Determine strategic roles for the Partnership;
- Set long-range goals, define long-range strategies, and objectives to achieve the goals; and
- Create a strategic plan to implement the Partnership's direction.



The Partnership followed the strategic planning model depicted in the chart below.

### Strategic Planning Model Schematic



Feedback collected from the pre-retreat questionnaire and existing current information was used to develop the Situational Analysis section of the strategic plan. Some of the feedback along with the outcomes of the strategic planning retreat was used to develop the Strategic Direction section of the plan. Cathleen, our facilitator, worked with Paul Matthews and the Partnership's staff after the retreat to develop the Detailed Plan with Strategies and Objectives, and the Evaluations and Assessments sections of the plan.

A draft strategic plan was reviewed and expanded upon by the Executive Steering Committee on May 29, 2008. Recommendations for edits were incorporated and a final plan was presented to the Board of Directors in June 2008 for adoption.

## Introduction

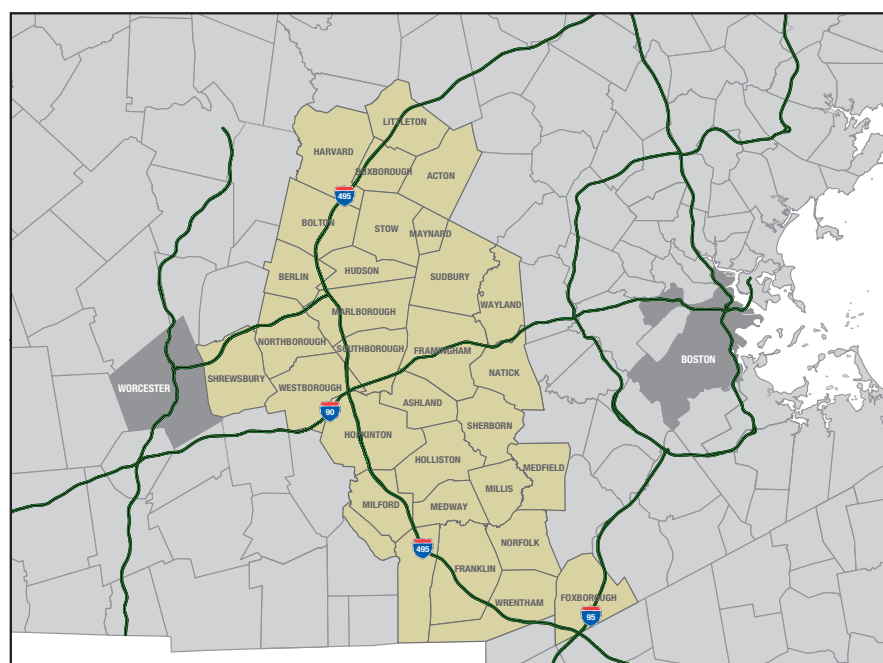
Historically, awareness of the 495/MetroWest region's role as an economic engine has gone too frequently overlooked by policymakers. It was this limited attention that led a group of visionary regional leaders in 2003 to create the 495/MetroWest Corridor Partnership to address regional needs through public-private collaboration and to serve as an advocacy organization for the region along I-495. Since then, the Partnership has amassed an impressive record of accomplishment addressing regional constraints while being recognized by policymakers as the voice for a region crucial to the Commonwealth's economy.

According to the 2000 U.S. Census, the 495/MetroWest region, which is composed of 32 municipalities along I-495 stretching from Route 2 to Route 1, is home to more than 500,000 people (See Map 1 below). From 1990 - 2000, the region has added 55,000 people, a 12.1% increase, which is double the Commonwealth's population growth during the same period. Regional residents are highly skilled, with nearly 50% of those 25 and older holding a bachelor's degree and nearly 20% holding a graduate or professional degree. With 71% of the region's population 16 years and older participating in the labor force, the region also beats state and national benchmarks at labor force participation. The region is a key contributor to the Commonwealth's economy as reflected by recent statistics from Framingham State College's MetroWest Economic Research Center (MERC) in a 2007 economic and demographic analysis commissioned by the Partnership:

- In 2006 the region's employment totaled 285,500, up 3,700 jobs or 1.3% from 2005 and just below its historical peak of 285,700 in 2001. Between 1980 and 2006, employment climbed from 180,000 jobs to 285,500, a gain of 105,500 jobs. One out of every 11 jobs in the state is located in the region.
- In 2006 the region generated \$16.4 billion payroll dollars, up 5.7% from 2005. The region provided one out of every 10 payroll dollars in the Massachusetts economy in 2006. In 2006 the average annual wage for the region was \$57,600, and exceeded the state and national average annual wages.
- There are over 17,800 establishments or separate places of work located in the region.

The regions' growth is projected only to accelerate over the years ahead. Our new economy employers will become even more crucial to the Commonwealth as transition continues to an information-based economy driven by innovation. The Metropolitan Area Planning Council projects that some of the highest percentage of growth in Eastern Massachusetts is expected along I-495, with the communities at the intersection with the Massachusetts Turnpike adding 22,000 new jobs by 2030.

While the Partnership has made strides on many regional constraint issues, much work remains to be done. After all, the same issues that led to the Partnership's founding are still relevant today—the economic importance of the region, fractured governmental jurisdictions, inattention to a suburban perspective on development, and the need to address collective regional constraints with collaborative responses.



Map 1



## Situational Analysis—Our Environmental Scan

The first part of a strategic planning process is to understand the current environment and how it impacts the Partnership and its constituents. This involves an internal assessment of the Partnership and an external assessment of the region, focusing on employers and municipalities, and the impending opportunities and threats that must be addressed. This situational analysis helps the Partnership to define our current strengths and weaknesses, and establish priorities for the next three to five years.

### **Internal Assessment**

In assessing the Partnership internally, its Board, staff and participants communicated the following assumptions about the Partnership's current state:

- ⇒ *The Partnership has performed well on its mission—almost 86% of them stated the Partnership has performed Very Well or Somewhat Well.*
- ⇒ *Current awareness of the Partnership is Good (about 49% of respondents rated the awareness as Excellent or Good), although awareness is higher within specific constituent circles and needs to be raised with municipal officials.*
- ⇒ *The Partnership's image overall is positive, and additional branding and public relations is needed to ensure that the Partnership's identity is well known throughout the region and with policymakers.*
- ⇒ *Although the name "Arc of Innovation" is used often by the Partnership in our marketing collateral, stakeholders overwhelmingly thought the name was confusing, vague, and not distinctive or synonymous as representing the 495/MetroWest Corridor (Over 84% of stakeholders rated the name as Sometimes or Poorly Recognized.).*
- ⇒ *The Partnership's top strengths include 1) Advocacy and Building Relationships with Policymakers, 2) Conveners and Facilitators of Various Stakeholder Groups Around Regional Issues, and 3) Communication and Information. Stakeholders also commented positively on the Partnerships' focus on Economic Development, Issues Identification and its positive Events and Programs, and Staff Competencies.*
- ⇒ *Top areas for improvement for the Partnership include 1) Advocacy (e.g., on the Federal level, taking stronger positions on regional issues, and achieving results that benefit the region), 2) Fundraising (e.g., securing more investors and support from private sector sources, more members), 3) Public Relations and Marketing (e.g., advancing the region's image, and enhancing the Partnership's image, visibility and accomplishments), 4) Strategic Planning and Issues Identification (e.g., visioning, planning, priorities, and focusing on key regional issues), and 5) Convener and Stakeholder Outreach (e.g., focused outreach to unengaged community leaders, national employers, municipals and policymakers, and more partnerships and collaborations to achieve mutually desired outcomes).*
- ⇒ *The Partnership is meeting stakeholders' expectations in various areas, specifically for providing quality events, programs and information; advocating for regional interests with state and federal policymakers; and responding timely to inquiries and feedback.*
- ⇒ *The Partnership has opportunities to be an entity that advocates for sustainable economic development, a clearinghouse for disparate regional views, and to become an influential leader for regional planning, advocacy, information, and collaboration.*
- ⇒ *Threats impacting the Partnership's success include funding and support for initiatives, fragmentation of area organizations and priorities, losing relevance with policymakers, managing disparate views and interests, lack of participation and awareness of the partnership by stakeholders, a weakened economy and a lack of resources for sustainable economic development, and staffing.*

## **External Assessment and Assumptions**

Changes in the 495/MetroWest region are inevitable due to the impact of macro and micro trends and how the Partnership and its constituents respond to these trends. Two types of trends alter the region and its constituents:

- Macro Trends
  - Impact every industry internationally, nationally, regionally, and locally
  - Are already in motion and difficult to alter
  - Are completely out of our control
- Micro Trends
  - Impact specific industries, target groups, or geographic locations
  - Are influenced by factors that may not severely impact other entities
  - May be in our control or that we can influence the outcomes

The Partnership's Board, staff and stakeholders identified the following external assumptions that will present opportunities and threats for the Partnership and its constituents:

- ⇒ *Demographic changes will result in an aging population with net young professional migration and limited population growth, and more culturally diverse communities (e.g., multi-ethnic and multi-generation, gaps in income, education and skills), which create both conflicts and opportunities for the region.*
- ⇒ *Migration to suburbs and west of 495 will increase.*
- ⇒ *Global competition and shortages for skilled workers require employers to invest in attracting and retaining talent, and creating a need for partnerships for recruiting, retaining, training, and workforce development.*
- ⇒ *Industry growth is expected in bio-tech, life sciences, medical, renewable and alternative energy, and service sectors while some segments of the manufacturing sector continue to decline.*
- ⇒ *Issues such as transportation, affordable housing, workforce attraction, and retention will have a dramatic and negative impact on business growth in the region. Business, government, and community leaders must work together to maintain an environment for ongoing prosperity, managed growth, and to ensure that the region is attractive for businesses and residents alike.*
- ⇒ *The growing economic and political importance of the region should garner additional public infrastructure investments.*
- ⇒ *The top regional issues to address include transportation infrastructure and transit services, wastewater infrastructure and water supply, and workforce housing.*

## **Strategic Issues**

The Partnership has identified the following strategic concerns and issues to address in its plan:

- Partnership sustainability issues (e.g., resources like funding and staffing, governance, marketing and alliances with other entities);
- 'Arc of Innovation' brand not known outside the 'circle', is confusing, and lacks recognition as representing the MetroWest region;
- Lack of awareness of the Partnership, its mission, goals and accomplishments;
- Need for improved advocacy on a federal level;
- Need to take stronger positions on regional economic issues;
- Need for a strategic direction, long-range goals and strategies for 3 years;
- Manage trends that are affecting the regional landscape and constituents;
- Engage more members and stakeholder groups to participate; and

- Identify and focus resources on the right issues that impact our regional prosperity:
  - Economic Development
  - Natural Resources
  - Transportation Infrastructure and Transit Services
  - Wastewater and Water Infrastructure
  - Workforce Housing
  - Organizational Sustainability
  - Skilled Workforce

## **Our Three-Year Strategic Direction**

The Partnership's strategic direction consists of an envisioned future, a 'Big' question, strategic roles to serve its members and constituents, long-range goals to achieve its vision and strategies to implement, identified barriers to achieving goals, objectives to accomplish, and success metrics.

### ***The Partnership's Envisioned Future for 2011***

An envisioned future illustrates what future success will look like for the Partnership. This envisioned future captures the Partnership's strategic direction and sets the tone and direction for accomplishing its strategic plan.

#### **By the end of 2011, the Partnership:**

- Is broadly recognized and respected for leading economic development for the region
- Is recognized as the 'go to' place for best practices on sustainable economic growth
- Leverages its resources effectively and is a financially secure and stable organization
- Develops and maintains effective collaborations, strategic alliances, and partnerships with employers and organizations, municipal officials, and legislators to accomplish shared goals for the region
- Supports a larger, expanded, and diverse participation with strong involvement among all stakeholder groups
- Has an organizational brand that is distinctive, vibrant, collaborative, and effective

### ***The 'Big' Question***

Adopted from the scenario planning process, the Partnership framed its strategic direction by asking a single overarching question that would define its relevance and its success. The question forces the Partnership to concentrate on the important decisions that should be made to guide its future path. This 'Big' question was selected by the Partnership to guide how it will serve its constituents over the next several years:

***How do we leverage our unique public-private partnership to lead the region to be the place where people and businesses thrive?***

## **Our Vision Statement**

The Partnership desires a vision statement that is realistic and credible, appropriate, ambitious, and responsive to change. The vision statement will serve as a guide to action and be consistent with the Partnership's values. This vision would challenge and inspire the Board of Directors, staff, and interested constituents to achieve its mission.

The Partnership's future state is expressed in the following vision statement:

***The Partnership, through a unique public-private collaboration, leads the advancement of the 495/MetroWest region as a cohesive, competitive, and premier location for people, businesses, and communities.***

## **Our Revised Mission Statement**

The Partnership's mission statement is a concise description of its fundamental niche and answers the following questions:

- 1) Why does the Partnership exist?
- 2) Who does the Partnership exist for?
- 3) In the broadest sense, what does the Partnership accomplish?

The mission statement defines what is appropriate for the Partnership to be doing and all activities during this period will be reviewed against this statement:

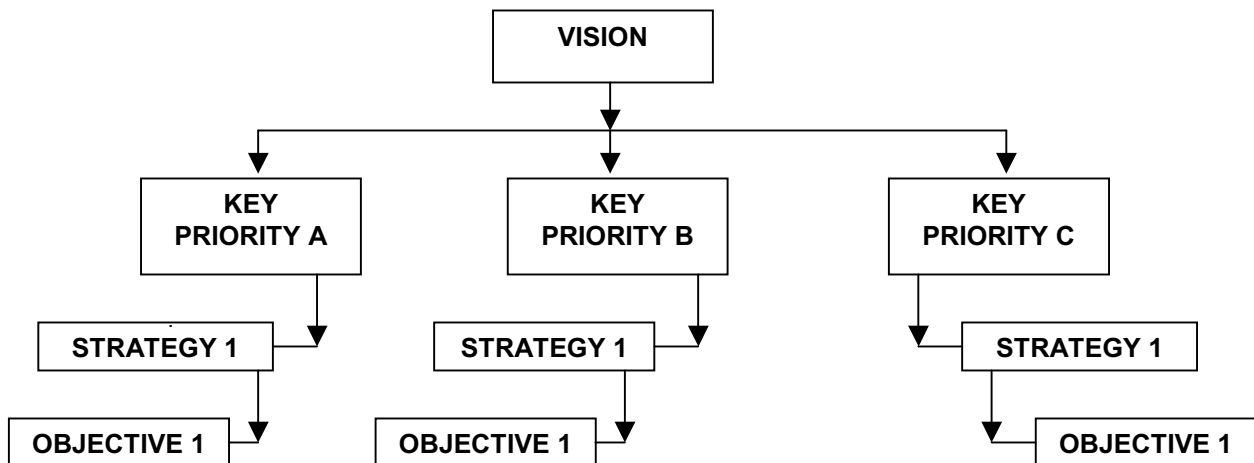
***The Partnership, through a unique public-private collaboration with businesses, municipalities, and other stakeholders, is the regional leader for creating an environment that prepares for and cultivates sustainable growth. We accomplish this by coordinating, educating, and advocating for solutions to regional constraints and limited natural resources.***

## **Our Strategic Implementation Plan**

To achieve its strategic vision and strategic priorities, the Partnership will use the following planning terminology:

- **Key Priority:** Areas of focus as it relates to our vision. Our priorities are described as a desired end state. They form the foundation layer, spelling out what we would like to see occur within a three-year timeframe.
- **Strategies:** The broad approaches we will take to achieve the priority. Strategies will stay constant and serve as navigational tools to maintain our strategic direction, and will be reviewed and revised, as needed, on an annual basis. We will use two types of strategies:
  - **External**—Leverage opportunities for growth or to overcome outside threats, such as new technology, regulations, positioning, and to attract and retain targeted members.
  - **Internal**—Address organizational strengths and weaknesses in operations, capabilities, efficiencies, and profitability.
- **Objectives:** Measurable tasks we will undertake to realize the strategy. These tasks will occur within a specific timeframe.

The following illustrated planning model depicts how the Partnership aligns its vision, strategic priorities, strategies, and objectives:



### ***Our Key Priorities***

The following represents the Partnership's key priorities that encompass its three-year direction. These priorities are expressed as goal-oriented statements that lead the Partnership towards its envisioned future. These priorities are not in any order. All need to be accomplished if the Partnership is to fully achieve its envisioned future.

- **Economic Development** – Retain, grow, and attract employers to the region.
- **Workforce Housing**– Advocate for diversified housing stock in all communities for a range of incomes.
- **Natural Resources** – Develop best practices on sustainable water, energy, and natural resources.
- **Skilled Workforce** – Retain and attract a skilled workforce to grow existing and new businesses.
- **Transportation** – Ease the flow of goods and persons within, to, and from the region.
- **Organizational Sustainability** – Increase recognition, financial support, awareness, and credibility of the Partnership.

Although the Partnership is an advocacy organization that addresses regional issues, its Board of Directors and staff recognize that a core set of strategies must be implemented for all strategic priorities. Regardless of the specific priority being addressed, the Partnership makes it a constant practice to lead the region by utilizing these three fundamental strategies – collaboration, advocacy, and objective resources.

A philosophy of **collaboration** is what first led to the region's employers, municipalities, legislators, chambers of commerce, higher education institutions, environmentalists, non-profits, regional agencies, and real estate professionals to found the Partnership. This commitment to providing common ground and a consensus approach to regional issues are behind all of the Partnership's initiatives and leadership.

This collaborative approach to regional problems provides the Partnership with a great deal of strength in **advocacy** with the state and federal governments. Speaking with a unified voice through the Partnership, the 495/MetroWest region benefits from a more effective and powerful justification for attention and investment from policymakers.

By addressing regional challenges with thoughtful and collaborative responses, the Partnership has established a strong record at providing high quality and **objective resources** on complex issues. These resources include analysis of major legislative, regulatory, and budget issues; guides on brownfields redevelopment, low impact development, water reuse, water demand management; a multi-media housing awareness campaign; overviews on regional transit issues and transportation needs; economic and demographic analyses on the region; and a wide variety of other resources and communications, such as newsletters and sample commentaries.

As a result, all three of these strategies are constantly utilized by the Partnership and should be considered as implicit throughout all of the following priority areas, strategies, and objectives.

The Partnership management team recognizes that all goals and strategies require resources. The team must consider and provide adequate resources for selected strategies to be implemented effectively. The seven most important considerations to ensure success include:

- ☐ Identification of barriers for implementation
- ☐ Ownership by board and staff members
- ☐ Information requirements
- ☐ Budget requirements
- ☐ Staffing or volunteer requirements
- ☐ Technology requirements
- ☐ Time for implementation

### ***Barriers and Milestones of Success***

The Partnership recognizes that our strategic priorities are inexorably intertwined, and while each identified priority has barriers that make it difficult to achieve, many of these barriers cut across issue areas. As a result, the strategies selected will help the Partnership overcome these barriers collectively, and specific milestones are identified to measure progress toward goals. The milestones measure specific goal achievement and not strategy achievement.

### ***Detailed Plan with Strategies and Objectives***

#### **Economic Development**

***Retain, grow, and attract employers to the region.***

#### ***Barriers to Meeting the Goal:***

- Historical lack of investments and resources by policymakers to address regional challenges.
- Fractured governmental jurisdictions and the inattention to a suburban perspective on development.
- Global competition, aging, and outmigration present challenges in having sufficient skilled workers to fill employers' needs.
- Lack of workforce housing resulting in challenges to attract and retain skilled workers.
- Anticipated continued growth and traffic congestion along roadways and interchanges and limited transit service options.
- Diverse needs make it difficult to create win-win outcomes for all constituents.
- Collective regional constraints need collaborative responses for success.



**Success Metrics:**

- Invitations by policymakers and statewide advocacy organizations to participate in appropriate meetings, forums, committees, and commissions.
- Partnerships or collaborations among municipalities, agencies, organizations and employers to promote and implement economic development initiatives.

**Strategies:**

- Solicit employers' perspectives annually on economic constraints.
- Convene stakeholders to develop consensus and encourage collaborative solutions between real estate professionals, municipal officials, state agencies, quasi-public agencies, and other economic development organizations.
- Develop and disseminate information on the regional economy, including competitive strengths, constraints, and ongoing solutions.
- Identify economic development resources and programs, and promote best practices among municipalities.
- Perform outreach on state permitting incentives and initiatives.

**Objectives:**

- Support employers' involvement in the region's economic competitiveness and prosperity.
- Identify and advocate for governmental policies that provide adequate and equitable resources for economic development.
- Collaborate with the Commonwealth, advocacy organizations, regional agencies, non-profits, employers, and municipalities to promote the region to employers and workers.
- Provide a regional voice for employer retention, attraction, and expansion opportunities on the Massachusetts Business Resource Team.
- Conduct outreach with the Massachusetts Alliance for Economic Development to create awareness of new commercial, industrial, and retail opportunities.
- Commission economic and demographic analysis of the region by outside experts
- Implement Office/Industrial Park mapping initiative.
- Update and promote the Partnership's Brownfields Resource Guide for municipal officials and developers.
- Develop resources and promote "Greyfields" redevelopment opportunities.
- Identify resources and promote best practices among communities, including appointment of an Ombudsman and streamlined processes to 180 days or less.
- Perform outreach to municipalities, developers, and other interested parties on permitting resources, incentives, and programs, and encourage implementing best practices.
- Encourage municipalities to adopt best practices.
- Re-evaluate objectives at the end of each year.
- Early in 2011, determine strategic planning process for outgoing years.

## **Housing**

***Advocate for diversified housing stock in all communities for a range of incomes.***

### ***Barriers to Meeting the Goal:***

- Historical lack of investments and resources by policymakers to address regional housing challenges.
- Lack of workforce housing resulting in challenges to attract and retain skilled workers.
- Inattention to a suburban perspective on development and a lack of appropriate incentives.
- Diverse housing needs and incomes make it difficult to create win-win outcomes for all constituents.
- Collective housing constraints need collaborative responses for success.

### ***Success Metrics:***

- Invitations by policymakers and statewide advocacy organizations to participate in appropriate meetings, forums, committees, and commissions.
- Collaborations among municipalities, housing developers, employers and other organizations for workforce housing initiatives.
- Development of affordable, smaller-scale and starter homes for a range of incomes.

### **Strategies:**

- Encourage development of affordable, smaller-scale and starter homes for a range of incomes.
- Create opportunities for regional employers, municipal officials, regional agencies, and state agencies to collaborate on improved housing opportunities.
- Identify resources and promote best practices among communities on innovative housing development techniques.
- Identify and advocate for state policies and resources to encourage the development of workforce housing in the suburbs and address housing challenges.
- Support and encourage the rehabilitation and reuse of existing residential properties for workforce housing.

### ***Objectives:***

- Develop findings on “Density Through Design” initiative and carry the findings to policymakers so that policies and programs can effectively incentivize dense residential development that is appropriate to suburban communities.
- Perform outreach to employers, municipalities, regional agencies, and the state on methods of improving supply of “workforce housing” in the suburbs.
- Perform outreach to municipalities, developers, and other interested parties on permitting resources, incentives, and programs, and encourage implementing best practices.
- Re-evaluate objectives at the end of each year.
- Early in 2011, determine strategic planning process for outgoing years.

## **Natural Resources**

*Develop best practices on sustainable water, energy, and natural resources.*

### ***Barriers to Meeting the Goal:***

- Historical lack of investments and resources by policymakers to address regional natural resource challenges.
- Diverse interests make it difficult to create win-win outcomes for all constituents.
- Collective natural resource constraints need collaborative responses for success.

### ***Success Metrics:***

- Invitations by policymakers and statewide advocacy organizations to participate in appropriate meetings, forums, committees, and commissions.
- Collaborations among municipalities, regional and state agencies, organizations, and employers to promote and implement natural resource sustainability initiatives.

### **Strategies:**

- Facilitate adoption of best practices on water resources, improve awareness of natural resources, and advocate for government incentives, policies, and infrastructure investment.
- Collaboration among policymakers, employers, agencies, and organizations.
- Promote innovative practices and partnerships focused on renewable and alternative energy practices and technology.

### ***Objectives:***

- Advance “Green Infrastructure Initiative” addressing interrelationship of open space, infrastructure, and development.
- Perform outreach with “Green Infrastructure Toolkit” to encourage utilization and adoption of best practices.
- Develop a resource guide focusing on sustainable development practices and technologies used by regional employers, as well as supportive public policies.
- Support the continuation and expansion of the 495/MetroWest Water Resources Strategy.
- Advocate for the adoption of the recommendations and findings of the 495/MetroWest Water Resources Strategy by policymakers and stakeholders.
- Identify and advocate for governmental policies that provide adequate and equitable resources for natural resources.
- Re-evaluate objectives at the end of each year.
- Early in 2011, determine strategic planning process for outgoing years.

## **Skilled Workforce**

*Retain and attract skilled workforce to grow existing and new businesses.*

### ***Barriers to Meeting the Goal:***

- Historical lack of investments and resources to address regional workforce challenges.
- Workforce development is made up of diverse needs, challenges and interests across employers, agencies, and other entities.
- Global competition, aging, and outmigration present challenges in having sufficient skilled workers to fill employers' needs.
- Collective skilled workforce constraints need collaborative responses for success.
- Jurisdictional issues across organizations make effective collaboration difficult.
- Anticipated continued growth and traffic congestion along roadways and interchanges, as well as limited transit service options.
- Lack of workforce housing resulting in challenges to attract and retain skilled workers.

### ***Success Metrics:***

- Increase in regional employment and payroll dollars in the Massachusetts economy.
- Invitations by policymakers and statewide advocacy organizations to participate in appropriate meetings, forums, committees, and commissions.
- Partnerships or collaborations among municipalities, agencies, organizations, and employers to promote/implement skilled workforce initiatives.

### **Strategies:**

- Identify and advocate for governmental policies that provide adequate and equitable resources while supporting workforce resources aligned with regional employer needs.
- Encourage coordination of regional employers, workforce agencies, higher, secondary, and continuing education institutions, and organizations on workforce issues.

### ***Objectives:***

- Support the MetroWest STEM Education Network at Framingham State College.
- Support higher education and workforce development programs aligned with regional employer needs.
- Support higher education and workforce development agencies to enhance the supply of skilled workers for regional employers.
- Support and promote the expansion of secondary and post-secondary training, including non-traditional, technical, certification, and professional education programs.
- Support an increase in educated workers with associate and bachelor degrees.
- Support forums and initiatives to address problem of retaining skilled workers in the region.
- Collaborate with regional educational institutions and organizations to improve awareness and outreach of post-secondary training opportunities, including non-traditional, technical, certification, and professional education programs.
- Re-evaluate objectives at the end of each year.
- Early in 2011, determine strategic planning process for outgoing years.

## **Transportation**

*Ease the flow of goods and persons within, to, and from the region.*

### ***Barriers to Meeting the Goal:***

- Historical lack of investments and resources to address regional transportation infrastructure and transit service challenges.
- Fractured governmental jurisdictions.
- Anticipated continued growth and traffic congestion along roadways and interchanges, as well as limited transit service options.
- Strained and inadequate resources for the maintenance, enhancement, and expansion of needed transportation infrastructure and transit services.
- Diverse interests make it difficult to create win-win outcomes for all constituents.
- Collective transportation constraints need collaborative responses for success.

### ***Success Metrics:***

- Allocated resources for transportation infrastructure and transit service initiatives.
- Invitations by policymakers and statewide advocacy organizations to participate in appropriate meetings, forums, committees, and commissions.
- Partnerships or collaborations among municipalities, agencies, employers and other organizations to support/implement transportation initiatives.

### **Strategies:**

- Identify and advocate for government policies that provide for adequate and equitable resources for transportation infrastructure and transit services.
- Break down jurisdictional barriers and foster coordination among state, federal and public agencies with municipalities, employers, and other entities on transportation infrastructure and transit services.

### ***Objectives:***

- Advocate for public investments to address the region's "Top Ten Transportation Nightmares," as identified by the Partnership.
- Identify and advocate for government policies that provide for adequate and equitable resources for transportation infrastructure and transit services.
- Provide advocacy support to municipalities, employers, and other entities with *Arc Issue Briefs* and sample commentary on transportation issues, budgeting, and capital programs.
- Support the expansion and strengthening of transit services in the region, from the MBTA, the MWRTA, and other transit agencies and services.
- Advocate for comprehensive corridor planning initiatives throughout the 495/West region.
- Advocate on behalf of regional needs in transportation planning and budgeting documents, as needed.
- Re-evaluate objectives at the end of each year.
- Early in 2011, determine strategic planning process for outgoing years.

When we took a long, hard look, we recognized that ensuring our own organizational sustainability needed to also be one of our key priorities. Although our other key priorities are focused around regional issues impacting employers and communities, our Board and staff recognized the importance of marketing the Partnership, its mission, goals, and accomplishments. By increasing recognition of the Partnership and its credibility, we would be positioned to continue to attract public and private investors and advance solutions to regional issues. The following outlines how we will approach this priority.

## **Organizational Sustainability**

***Increase recognition, financial support, awareness, and credibility of the Partnership.***

### ***Barriers to Meeting the Goal:***

- Ongoing funding and additional resources for long-term viability.
- Lack of awareness of the Partnership, its mission, goals, and accomplishments.
- 'Arc of Innovation' brand not widely known among stakeholder groups and is not associated with the 495/MetroWest region.
- Engaging more constituency and stakeholder groups to participate.

### ***Success Metrics:***

- Increase in investors and operating revenue.
- Visibility in local, regional, and state publications.
- Brand awareness of the Partnership with various stakeholder groups and throughout the 32 communities.
- Expanded collaborations with state agencies and officials; statewide advocacy organizations; regional agencies; municipalities; employers; and non-profit organizations.

### **Strategies:**

- Expand promotion of the Partnership and its ongoing initiatives.
- Improve branding and strengthen the regional identity.
- Promote the importance of the region and the Partnership with policymakers.
- Expand media relationships and vehicles to communicate the perspectives and needs of the region's businesses and communities.
- Expand and diversify funding sources for the Partnership.
- Advocate for continued state funding and federal funding for appropriate initiatives.

### ***Objectives:***

- Media outreach to local and regional venues and gain media exposure in community publications.
- Develop regional resources such as *Arc Issue Briefs* and analyses such as *Arc Indicators*.
- Expand the release and reach of e-newsletter *Arc Update*.
- Outreach to statewide organizations (such as Urban Land Institute, MA Municipal Association, NAIOP, APA, MARPA) to build awareness and support.
- Expand collaborations with state agencies and officials; statewide advocacy organizations; regional agencies; municipalities; employers; and non-profit organizations.
- Expand outreach and communications to municipalities, and strengthen municipal involvement in Partnership initiatives and committees.



- Strengthen website to provide resources and information on regional issues and constraints, and to promote the Partnership's mission, activities and accomplishments.
- Review governance practices and operations to build support among all constituencies.
- Implement a re-branding initiative for the Partnership to address name and logo issues, and consider enlisting outside expertise on these issues.
- Conduct programs on diverse topics across region and expand outreach on initiatives.
- Expand opportunities for investors to participate in Partnership initiatives, events, and governance
- Collaborate with the Board and participating individuals and entities to increase the number and range of employers investing in Partnership.
- Develop mechanisms and resources to withstand any potential interruption of state funding.
- Ensure maximum effectiveness of the database distribution system, computers, and office technology.
- Explore potential state, federal, and philanthropic grant programs and other sources of funding for the Partnership.
- Re-evaluate objectives at the end of each year.
- Early in 2011, determine strategic planning process for outgoing years.

## **Plan Monitoring and Course Correction**

To ensure that the Partnership is executing its strategic plan and responding to its internal and external assumptions effectively, the Board of Directors, the Executive Steering Committee, and the staff will conduct periodic plan reviews. As part of the reviews, the Board and staff members will indicate the status of planned objectives, its accomplishments and challenges in delivering on them, and determine if any changes are needed to keep the strategic plan on track.

The Partnership management team recognizes that this strategic plan is a living document and serves as a guideline for execution. As internal and environmental factors change or need to be addressed, the leadership team will make recommendations to adjust the plan to respond these factors accordingly and to support the Partnership in maintaining a strategic direction to achieve its envisioned future.

## **Appendix**

- A. Pre-Planning Retreat Survey*
- B. Corporate Investors Since Our Founding*
- C. Board of Directors Since Our Founding*
- D. Legislators Since Our Founding*

## 495 Partnership Pre-Strategic Plan Retreat Feedback

**Your feedback is valuable and critical for our upcoming strategic planning ...**

The 495/MetroWest Corridor Partnership will conduct its strategic planning session in May 2008. In preparation for our planning session, we are collecting key stakeholders' perspectives via this questionnaire to help us define our strategic direction for the next three years.

We hope that you will agree to invest about 15 minutes of your time to share your feedback. Please feel free to provide detailed responses. The collective responses will be shared with planning participants as a starting point for our strategic planning process. Although we will include all responses in our summary report, your specific responses will be anonymous.

Thank you in advance for your cooperation.

### THE PARTNERSHIP'S CURRENT STATE

Please provide feedback on how you currently perceive the 495/MetroWest Corridor Partnership.

**"A regional advocacy non-profit governed by municipal officials, regional employers, legislators, environmentalists, and educators that addresses the needs of the 495/MetroWest region by enhancing economic vitality and quality of life while sustaining natural resources."**

**1) Please review the mission of the 495/MetroWest Corridor partnership above. Based on your perspectives, rate how well the Partnership has performed toward its mission during 2003-2007.**

☐ Very Well      ☐ Somewhat Well      ☐ Somewhat Poorly      ☐ Poorly      ☐ Don't Know

Comments

**2a) How would you describe the current awareness of the 495/MetroWest Corridor Partnership?**

☐ Excellent      ☐ Good      ☐ Average      ☐ Needs Improvement      ☐ Poor      ☐ Don't Know

Comments

**2b) What words would you use to describe the image of the Partnership?**

## 495 Partnership Pre-Strategic Plan Retreat Feedback

### 3) How well is the name "Arc of Innovation" recognized as representing the 495/MetroWest region?

- ☐ Very well recognized
 ☐ Often recognized
 ☐ Sometimes recognized
 ☐ Poorly recognized
 ☐ Don't Know

Comments

### 4) Please list three things the 495/MetroWest Corridor Partnership does exceptionally well and should continue doing.

- a.
- b.
- c.

### 5) Please list three things the 495/MetroWest Corridor Partnership could improve upon.

- a.
- b.
- c.

### 6) In your honest opinion, rate how well the 495/MetroWest Corridor Partnership currently meets the following expectations.

	Very Well	Somewhat Well	Somewhat Poorly	Poorly
Solicits input on regional concerns and challenges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocates for regional interests with state and federal policymakers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responds timely to inquiries and feedback.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides quality events, programs and information.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicates effectively through publications, e-mails and the website.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

# 495 Partnership Pre-Strategic Plan Retreat Feedback

## Future Conditions

Please provide feedback on how you see the 495/MetroWest Corridor Partnership serving its stakeholders over the next 3 years. Your perspectives are very important and we are interested in collecting as many diverse insights as possible.

**7) Various trends will shape the 495/MetroWest region over the next several years. Using the categories below, describe how you see the 495/MetroWest region in the year 2011. Include the impact of trends you foresee in your own industry as well as those forecasted in other industries. (For example. Workforce: Lack of highly skilled professionals, shortage of engineers will make workforce expansion difficult with medical device manufacturers.)**

Demographic trends:	<input type="text"/>
Ecological/Environmental trends:	<input type="text"/>
Other trends affecting your industry or the region:	<input type="text"/>
Economic trends:	<input type="text"/>
Workforce trends:	<input type="text"/>
Political trends:	<input type="text"/>
Science/Technology trends:	<input type="text"/>
Industry growth trends:	<input type="text"/>
Transportation trends:	<input type="text"/>

**8) As you consider the organization and how you perceive that it will evolve over the next several years, what things could provide opportunities and pose threats for the 495/MetroWest Corridor Partnership as an entity?**

8a) Existing and potentially new opportunities for the Partnership and/or the region:

8b) Existing and potentially new threats to the Partnership and/or the region:

**9) Based on the evolving needs of the 495/MetroWest region over the next few years, please rate the importance of the Partnership to serve through these role(s) on behalf of its constituents.**

	Very High	Somewhat High	Somewhat Low	Very Low	Don't Know
Economic development (e.g., business locating, expansion, retention)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Foster collaboration on common challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge/research/information center for the region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public policy advocacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What other roles should the Partnership consider to best serve its stakeholders over the next few years?

## 495 Partnership Pre-Strategic Plan Retreat Feedback

### 10) What barriers prevent the Partnership from excelling in any of these roles?

### 11) Based on the evolving needs of the 495/MetroWest region over the next few years, prioritize the importance of the Partnership to address these regional issues. Use a ranking scale of 1 to 10, and place a 1 for the role that is the highest importance and a 10 for the role that is the lowest in importance for the Partnership to focus on. You may use each ranking number once.

	1	2	3	4	5	6	7	8	9	10
Employer workforce needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing the region at trade shows and in industry publications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Municipal finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open space preservation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Permitting reforms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainable development techniques	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation infrastructure and public transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wastewater infrastructure and water supply	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zoning Reforms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other issues (please specify)										

### 12) If you could pose only two questions to a crystal ball that would describe the 495/MetroWest Corridor Partnership in the year 2011, what two questions would you ask? (These questions could help the Partnership to explore strategic choices and help the Board to refine its strategic direction.)

Question 1:

Question 2:

## We appreciate your time and feedback.

Thank you for providing critical feedback for the Partnership's upcoming strategic planning session. We believe it's important to learn from our key stakeholders and to use the collective knowledge as part of our strategic thinking. We look forward to sharing the outcomes of our plan with you.



## **B. Corporate Investors Since Our Founding**

*The 495/MetroWest Corridor Partnership would like to recognize the employers that have financially supported our organization over the past five years. We are grateful for their service on behalf of the 495/MetroWest region and their commitment to the Partnership's work.*

**AstraZeneca**

**Avidia Bank**

**TD Banknorth**

**Beals & Thomas**

**Bose Corporation**

**Community Newspaper Company**

**Boston Scientific Corporation**

**Bowditch & Dewey, LLP**

**Carruth Capital, LLC**

**Cisco Systems**

**Citizens Bank of Massachusetts**

**Crowne Plaza Hotel Natick**

**Cushman & Wakefield**

**EMC<sup>2</sup> Corporation**

**Fallon Community Health Plan**

**Fidelity Investments**

**Framingham Co-Operative Bank**

**Genzyme Corporation**

**Guaranteed Better Sales**

**The Gutierrez Company**

**Hewlett Packard**

**Hudson Savings Bank**

**IBM**

**Intel**

**Investment Property Specialists, Inc.**

**MetroWest Medical Center/  
St. Vincent Hospital**

**Middlesex Savings Bank**

**The Milford National Bank and Trust**

**Mirick O'Connell**

**MS Transportation Systems, Inc.**

**National Association of Industrial  
and Office Properties,  
Massachusetts Chapter**

**National Development**

**National Grid, USA**

**NSTAR**

**Putnam Investments**

**SEA Consultants, Inc.**

**Sheraton Framingham**

**Sierra Suites Westborough**

**Sovereign Bank New England**

**Staples Inc.**

**The TJX Companies, Inc.**

**Verizon**

**Vanasse Hangen Brustlin, Inc.**

**Westborough Bank**

### **C. Board of Directors Since Our Founding**

*The 495/MetroWest Corridor Partnership would like to recognize the individuals who have led our organization over the past five years by serving on our Board of Directors. We are grateful for their service on behalf of the 495/MetroWest region and their commitment to the Partnership's work.*

<b>Leslie Ackles</b>	<b>University of Massachusetts' Donahue Institute</b>
<b>Mitchell Adams</b>	<b>Massachusetts Technology Collaborative</b>
<b>Kristina Allen</b>	<b>Town of Westborough</b>
<b>Carol Baribeau</b>	<b>Verizon</b>
<b>George Barrette</b>	<b>Town of Westborough</b>
<b>Kathleen Bartolini</b>	<b>Town of Framingham</b>
<b>John Bassett</b>	<b>Clark University</b>
<b>David Begelfer</b>	<b>National Association of Industrial and Office Properties, Massachusetts Chapter</b>
<b>Undersecretary Greg Bialecki</b>	<b>Executive Office of Housing and Economic Development</b>
<b>Paul Blazar</b>	<b>Town of Hudson</b>
<b>Secretary Ian Bowles Affairs</b>	<b>Executive Office of Energy and Environmental</b>
<b>Senator Scott Brown</b>	<b>Massachusetts State Senate</b>
<b>Nancy Bryant</b>	<b>SuAsCo Watershed Community Council</b>
<b>Gino Carlucci</b>	<b>Town of Sherborn</b>
<b>Paul Casey</b>	<b>EMC Corporation</b>
<b>Louis Celozzi</b>	<b>Town of Milford</b>
<b>William Christensen</b>	<b>Town of Southborough</b>
<b>Michelle Ciccolo</b>	<b>Town of Hudson</b>
<b>Barbara Clifford</b>	<b>Corridor Nine Area Chamber of Commerce</b>
<b>Secretary Bernard Cohen</b>	<b>Executive Office of Transportation and Public Works</b>
<b>Kenneth Cole</b>	<b>The Milford National Bank</b>
<b>Amy Cotter</b>	<b>MetroWest Growth Management Committee</b>
<b>Frank Crocetti</b>	<b>Fidelity Investments</b>
<b>Ken Daly</b>	<b>Putnam Investments</b>
<b>Dorian DesLaurier</b>	<b>DesLauriers Associates</b>
<b>Marc Draisen</b>	<b>Metropolitan Area Planning Council</b>
<b>Christopher Egan</b>	<b>Carruth Capital</b>
<b>Mary Fandel</b>	<b>Fidelity Investments</b>

<b>Barry Feingold</b>	<b>Milford Area Chamber of Commerce</b>
<b>Dr. Timothy Flanagan</b>	<b>Framingham State College</b>
<b>Thomas Fleming</b>	<b>United Chamber of Commerce</b>
<b>Dennis Giombetti</b>	<b>Town of Framingham</b>
<b>Lydia Goldblatt</b>	<b>Town of Westborough</b>
<b>Dr. Michael Goodman</b>	<b>University of Massachusetts' Donahue Institute</b>
<b>Charles Goodrich</b>	<b>Community Newspaper Company</b>
<b>Secretary Daniel Grabauskas</b>	<b>Massachusetts Executive Office of Transportation</b>
<b>Director Jane Wallis Gumble</b>	<b>Department of Housing and Community Development</b>
<b>Stephen Hall</b>	<b>National Grid</b>
<b>Phillip Hammond</b>	<b>Town of Shrewsbury</b>
<b>Helen Heineman</b>	<b>Framingham State College</b>
<b>Secretary Ellen Roy Herzfelder</b>	<b>Executive Office of Environmental Affairs</b>
<b>Susan Houston</b>	<b>Massachusetts Alliance for Economic Development</b>
<b>Thomas Hubbard</b>	<b>Massachusetts Technology Collaborative</b>
<b>Charles Hughes</b>	<b>Town of Natick</b>
<b>Donna Jacobs</b>	<b>MetroWest Growth Management Committee</b>
<b>Kathy Joubert</b>	<b>Town of Northborough</b>
<b>John Kirwan</b>	<b>Town of Ashland</b>
<b>Vera Kalias</b>	<b>Town of Southborough</b>
<b>Muriel Kramer</b>	<b>Town of Hopkinton</b>
<b>Evan Lebson</b>	<b>Genzyme Corporation</b>
<b>Representative Stephen LeDuc</b>	<b>Massachusetts House of Representatives</b>
<b>Susanne Morreale-Leeber</b>	<b>Marlborough Regional Chamber of Commerce</b>
<b>Kevin Lemire</b>	<b>Putnam Investments</b>
<b>Alfred Lima</b>	<b>City of Marlborough</b>
<b>Stephen Lincoln</b>	<b>Garelick Farms</b>
<b>Annemarie Loftus</b>	<b>National Grid</b>
<b>Representative Paul Loscocco</b>	<b>Massachusetts House of Representatives</b>
<b>David Magnani</b>	<b>Massachusetts Non-Profit Network and former State Senator</b>
<b>Peter Martin</b>	<b>Bowditch &amp; Dewey</b>
<b>William Mauro</b>	<b>City of Marlborough</b>
<b>Ronald McAdow</b>	<b>Sudbury Valley Trustees</b>
<b>Stephanie Mercandetti</b>	<b>Norfolk County</b>

<b>Paul Mina</b>	<b>United Way of Tri-County</b>
<b>Robert Nagi</b>	<b>Vanasse Hangen Brustlin, Inc.</b>
<b>Jeffrey Nutting</b>	<b>Town of Franklin</b>
<b>Secretary Daniel O'Connell</b>	<b>Executive Office of Housing and Economic Development</b>
<b>Joseph O'Leary</b>	<b>Sovereign Bank</b>
<b>John O'Neill</b>	<b>National Development</b>
<b>Eugene Phillips</b>	<b>Town of Hopedale</b>
<b>Andrew Porter</b>	<b>Town of Holliston</b>
<b>Richard Power</b>	<b>Cisco Systems</b>
<b>Julio Renzi</b>	<b>Town of Franklin</b>
<b>Senator Pamela Resor</b>	<b>Massachusetts State Senator</b>
<b>James Robbins</b>	<b>Town of Westborough</b>
<b>James Roberts</b>	<b>Fidelity Investments</b>
<b>Dr. Paula Rooney</b>	<b>Dean College</b>
<b>Lauren Rosenzweig</b>	<b>Town of Acton</b>
<b>Raphaella Rozanski</b>	<b>Town of Medway</b>
<b>Priscilla Ryder</b>	<b>City of Marlborough</b>
<b>Cassandra Sammons</b>	<b>Town of Ashland</b>
<b>John Seaver</b>	<b>Town of Milford</b>
<b>Eric Sonnett</b>	<b>Town of Hopkinton</b>
<b>Senator Karen Spilka</b>	<b>Massachusetts State Senator</b>
<b>Ann Stanesa</b>	<b>Genzyme Corporation</b>
<b>Mayor Nancy Stevens</b>	<b>City of Marlborough</b>
<b>Lauren Stiller Rikleen</b>	<b>Bowditch &amp; Dewey</b>
<b>John Strickland</b>	<b>Bose Corporation</b>
<b>Glenn Trindade</b>	<b>Town of Medway</b>
<b>Representative James Vallee</b>	<b>House of Representatives</b>
<b>Marc Verreault</b>	<b>Carruth Capital</b>
<b>Scott Weiss</b>	<b>National Development</b>
<b>A. Theodore Welte</b>	<b>MetroWest Chamber of Commerce</b>
<b>Donald Wheeler</b>	<b>Town of Boxborough</b>
<b>Matthew Zettek</b>	<b>Town of Hopkinton</b>
<b>Robert Zimmerman</b>	<b>Charles River Watershed Association</b>

#### **D. Legislators Since Our Founding**

*The 495/MetroWest Corridor Partnership would like to recognize the legislative leaders who have represented our region over the past five years. We are grateful for their service on behalf of the 495/MetroWest region and their commitment to the Partnership's work.*

**Senator Robert A. Antonioni**

**Representative Cory Atkins**

**Senator Edward M. Augustus, Jr.**

**Representative F. Jay Barrows**

**Representative Deborah D. Blumer**

**Senator Scott P. Brown**

**Representative Jennifer M. Callahan**

**Senator Harriette L. Chandler**

**Representative Thomas Conroy**

**Representative Michael J. Coppola**

**Representative Virginia Coppola**

**Representative James B. Eldridge**

**Senator Susan C. Fargo**

**Representative John Fernandes**

**Senator Guy William Glodis**

**Representative Geoffrey D. Hall**

**Representative Lida E. Harkins**

**Senator Cheryl A. Jacques**

**Representative Stephen P. LeDuc**

**Representative David P. Linsky**

**Representative Paul J. P. Loscocco**

**Senator David P. Magnani**

**Senator Richard T. Moore**

**Representative Harold P. Naughton, Jr.**

**Representative Marie J. Parente**

**Representative Alice Hanlon Peisch**

**Representative George N. Peterson, Jr.**

**Representative Karyn E. Polito**

**Representative Susan W. Pope**

**Senator Pamela P. Resor**

**Representative Pam Richardson**

**Representative Richard J. Ross**

**Representative Thomas Sannicandro**

**Senator Karen E. Spilka**

**Senator JoAnn Sprague**

**Senator James Timilty**

**Representative James E. Vallee**

**Representative Patricia A. Walrath**

*The Partnership would also like to thank our Congressional delegation for their leadership and support since our inception.*

**Senator Edward Kennedy**

**Congressman Barney Frank**

**Congressman Edward Markey**

**Congressman Martin Meehan**

**Senator John Kerry**

**Congressman Stephen Lynch**

**Congressman James McGovern**

**Congressman Richard Neal**

**Congresswoman Niki Tsongas**



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