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Burke leads growth at Fallon Health

WORCESTER – Thanks to various expansion initiatives and a solid current customer base, Fallon Community Health Plan has enjoyed exponential success recently. In 2017, membership hit a new high of 277,567, up more than 50,000 members over the same period last year.

“We are very excited to have hit an all-time high,” President and CEO of Fallon Health Richard Burke said. “We have grown in a number of areas.”

Burke said the growth is largely attributed to expanding Mass Health programs with Medicaid-eligible individuals who are participating in the Accountable Care Organizations initiative and the Mass Health Connector. Fallon is also seeing an increase in other product lines such as Navicare, which Burke said has been growing year after year. In addition, Fallon recently expanded their services to Berkshire County.

“This is our biggest geographic expansion in a while,” Burke said. “There is a lot of need in Berkshire County. We are very proud and we think we will be able to offer more.”

Burke explained Fallon approached the Berkshire Health Systems last year when the state was rolling out its Medicare ACO program.

“We immediately found a willing partner, someone that was interested and serves many people on Medicare,” he said. “So we made a commitment to participate in this together.”

Burke said that at the same time they agreed Fallon would begin to offer its programs for seniors in Berkshire County. Medicare Advantage wasn’t offered up to this point, but Navicare and Fallon Senior Plan are now offered.

“We found ourselves in a situation where we could offer Medicaid and two Medicare programs in Western Mass.,” Burke said. “Berkshire Health Systems does very essential

SEE BURKE, PAGE A11

Woored to Worcester

Canal
District
next
hub for
revival



Far above, Pawtucket Red Sox CEO Larry Lucchino signs the letter of intent with Worcester City Manager Edward Augustus, Jr. on Aug. 17 after nearly 12 months of negotiations. Surrounding them, left to right, are Sen. Harriette Chandler, City Mayor Joseph Petty, Lt. Gov. Karyn Polito, City Councilor Mero-Carlson and Ralph and Chris Crowley. Above, an early architectural rendering of “Polar Park”.

Pawtucket Red Sox to anchor massive redevelopment

Worcester city councilors and the redevelopment authority have both overwhelmingly approved Pawtucket's Triple A affiliate of the Boston Red Sox to move here in conjunction with a major redevelopment of the Canal District. Approved in September, the \$240 million construction of the new "Polar Park" at the former Wyman-Gordon property, new hotels and restaurants, and a complete redesign of Kelley Square is earmarked to begin next July.

Polar Park will truly be a community multi-use

attraction. It is anticipated to host 125 year-round events, including family affordable baseball games, outdoor concerts, other sporting events, community meetings/events and even a potential polling location.

The state of Massachusetts will commit \$35 million to infrastructure improvements to redevelop the surrounding area, including a new throughway for the ballpark, housing development incentives and a new municipal parking garage.

SPECIAL REPORT, PAGES A8-10

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PUBLIC POLICY

Speaker DeLeo addresses President's Council

WORCESTER - The conference room at the Worcester Regional Chamber of Commerce was filled with high energy and passion as Massachusetts House Speaker Robert DeLeo visited for the annual president's council on Sept. 14.

Speaker DeLeo has represented the town of the Winthrop and a portion of the city of Revere in the Massachusetts House of Representatives since 1991.

With a long history and passion for baseball, he couldn't hide his excitement about the Worcester Red Sox from the moment he addressed the crowd. He was smiling ear to ear while waving his new jersey to the group.

Speaker DeLeo was quick to acknowledge the forward momentum the city of Worcester currently has with the multiple new investments and expansions happening over the years. "Worcester is an example of a city on the right move", he said.

DeLeo does not take many days off and is devoted to making a positive impact for Massachusetts, speaking with passion about various topics. He touched upon the new business roundtable he recently launched called the "Bay State Business Link." The goal is to connect Boston-based companies with those in Western Massachusetts. He sees tremendous potential for the cities surrounding Boston and wants to see more collaborations done for the entire state to grow.

He also spoke about the importance



House Speaker Robert DeLeo holds up a new Worcester Red Sox jersey presented to him at the President's Council meeting on Sept. 14. Inset, Speaker DeLeo with Timothy P. Murray, President & CEO of the Worcester Regional Chamber of Commerce.

of the Commonwealth Stabilization Fund (or "rainy day" fund), citing how he was happy to announce this budget has been stable or has increased during his time in office.

DeLeo advocates strongly about fighting against the opioid crisis

in America. He believes substance abuse treatment centers are at the heart of solving the problem and they deserve and need adequate funding in order to make a difference.

At the end of the discussion the floor

was opened to the Worcester Regional Chamber of Commerce members for questions. They talked about topics dear to them and thanked speaker DeLeo for all of his hard work.

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OPINION

Chamber's legislative agenda at work for you

WORCESTER - On June 28, 2018 House Bill 4640, "An Act Relative to Minimum Wage, Paid Family Medical Leave, and the Sales Tax Holiday" better known as the "Grand Bargain" was signed into law by Gov. Charlie Baker. The Massachusetts voters were scheduled to vote this coming November on three separate ballot initiatives: 1) an increase in the minimum wage from the current \$11.00/hr. to \$15.00/hr. by 2022; 2) paid family and medical leave financed by a payroll tax, and lastly; (3) a reduction in the Massachusetts sales tax and a tax-free weekend every year.

The legislature as well as the governor seemed to anticipate the foreseeable outcome: all three questions to be passed as they all were polling very well in May and June.

For better or worse, the law is here. The following is a summary of the "Grand Bargain" and what it means.

Minimum Wage

The minimum wage will increase over a five-year period rather than a four-year period as proposed through the ballot question. It will increase yearly starting on Jan.1, 2019 from \$12/hr. to \$15/hr. by 1/1/2023 at a rate of 75 cents a year.

The minimum wage for tipped workers will also gradually increase from the current \$3.75/hr. to \$6.75/hr. by 2023 increasing at a rate of 60 cents per year on Jan. 1, 2019.

Lastly, the law does not index the minimum wage to inflation, as was proposed in the original ballot question.

What does that mean? Starting Jan. 1, 2019, minimum will increase to \$12 an hour and 75 cents

per year going forward until it reaches \$15 an hour when Massachusetts will have the highest state minimum wage in the country along with California, New York and Washington D.C. (assuming they do not raise their minimum wage before 2023).

Sunday Pay

Massachusetts currently requires that retailers pay time and one half of their regular rate of pay to employees who work on Sundays or holidays, even if their hours do not exceed 40 hours in a single workweek. The "Grand Bargain" phases out their requirement beginning on Jan. 1, 2019 from 1.4 times their regular rate for Sunday and holiday work by .1 percent until the premium rate is eliminated in whole by Jan. 1, 2023.

What does that mean? Retail establishments will not have to pay the premium Sunday and holiday pay by 2023 and they will see a decrease by .1 percent each year starting in 2019. Please note that retailers still cannot require employees to work on Sundays or Holidays nor punish them for refusing to work on those days.

Paid family and medical leave

In 2021, all "covered Individuals" will be allowed to take up to 12 weeks of paid family leave, 20 weeks of paid medical leave and 26 weeks of paid family leave to address issues that arise relating to the deployment of a family member for military service or their injury or illness suffered in the line of duty.

A "covered individual" is defined as (1) a current employee "whose employment has been with an employer in Massachusetts," regardless of length of service with the employer or hours worked; (2) a self-employed individual who has elected coverage under the Act and reported required self-employment earnings; and (3) a former employee, assuming

that the employee has not been separated from employment for more than 26 weeks at the start of the former employee's family and medical leave.

The payment will be in the form of a wage replacement from a newly established Family and Employment Security Trust Fund. Covered individuals can receive the payments after a seven-day waiting period. The wage replacement will be capped at \$850 a week (80 percent of the employee's wages up to 50 percent of the state average weekly wage, plus 50 percent of the employee's wages that exceed the average weekly wage until the maximum is reached).

Covered individuals may take paid family leave to care for a family member who has a serious health condition, to bond with the employee's child during the first 12 months after the child's birth or the first 12 months after the placement of the child with the employee for adoption or foster care, because of any qualifying exigency arising out of the fact that a family member is on active duty or has been notified of an impending call or order to active duty in the Armed forces, or to care for a family member who is covered service member with a serious injury or illness incurred or aggravated in the line of duty.

Covered individuals may also take paid medical leave for their own serious health conditions. Employees cannot take more than 26 combined weeks of paid leave in a single year.

The original ballot question would have provided up to 16 weeks of paid family leave and up to 26 weeks of paid medical leave.

To pay for the new family and medical leave, the law includes a payroll tax increase amounting to 0.63 percent of each employee's wages, or an adjusted amount set by the department, which will be submitted to the Family and Employment Security Trust Fund. Employers may require employees to pay a portion of those contributions, and employers with

SEE LEGISLATION, PAGE B8

OPINION

The Rucker Effect



TIM MURRAY

WORCESTER - On Thursday, Oct. 4, the Worcester Historical Museum (WHM) awarded its annual Harvey Ball Smile award to Cliff Rucker.

WHM is the only organization solely dedicated to preserving all facets of Worcester's history and sharing that story with both current and future generations. The Harvey Ball Smile award is given out annually to an individual or organization that has made a significant positive impact on the city.

What is interesting to note is many past recipients or organizations that have received this distinguished award have usually had a long time presence in Worcester. However, Rucker only arrived on the Worcester scene in August 2015 when he was exploring the city as one of several sites where he might potentially take ownership of a professional hockey minor league team. In appropriately honoring him, the WHM has recognized what I call - "The Rucker Effect".

The recent announcement that Worcester will become home to the Boston Red Sox's Triple A baseball farm team beginning in the spring 2021 baseball season has generated tremendous excitement throughout the city and region. This \$240 million economic development project will not only bring a state-of-the-art ball park named Polar Park to Worcester, it will also create jobs and a mixed-use development on property that has been vacant for nearly 30 years. The specifics of this project are included in several stories in this edition of *Chamber Exchange, The Newspaper*.

This grand slam announcement came to fruition because of the hard work of a number of individuals and organizations. City Manager Edward Augustus, Jr., Larry Lucchino and Denis Dowdle being the three principles were all key with the city manager being the linchpin to the letter of intent between parties. Strong support also came from Lt. Gov. Karyn Polito and the state legislative delegation, the business community through the Chamber of Commerce and Canal District Business Alliance, and leaders such as Michael Angelini as well as others to move this proposal forward.

As I reflect on key moments during this process that began with a City Council resolution and a dinner meeting in Boston with Larry Lucchino, there is another moment that I believe was critical to the success of this effort to bring the Red Sox to Worcester. It was at a Worcester Railers game on Nov. 14, 2017. On this date, the Railers were playing a day game and nearly 5,000 Worcester Public School students would get a special treat and attend a game at no expense to them or the school system. Railers team owner Cliff Rucker had worked with Superintendent Maureen Binienda and team sponsors to make the day happen.

Additionally, Rucker invited the leadership of the Pawtucket Red Sox to attend the game as well and host them in his team box at the DCU Center. The game was exciting, the crowd enthusiastic and loud, the fan game day experience was fun, and the Railers played well. Throughout the DCU Center and on the ice and new jumbotron TV, it was also obvious that Worcester's business community and important organizations were supporting the Railers through sponsorships and advertising. Rucker mingled throughout the game with the

Rucker so significant is that he has been a successful business person, recognized a growing momentum in our city, and wanted to be a meaningful part of it. His presence has accelerated the pace of development. Moreover, his investments have caught the eye of other outside developers and brokers, which has led to additional development investment. These investments have created jobs and expanded the city's tax base, however, equally important they have also inspired downtown property owners to consider making improvements to their own buildings. These are examples of the Rucker Effect.

Following a business meeting I attended earlier this year, I was speaking with two prominent business leaders whose families and businesses have been in Worcester for generations. I mentioned that I was going to the Railer's game that evening. One of the individuals said, "what Cliff Rucker is doing is incredible!" The other individual said, "I know it means we all have to step up and do more as well."

I can say both of these individuals and their businesses have done more since that conversation. As important as Rucker's investments are in the city and how this Danvers businessman and investor has helped stimulate increased development in the sense of higher expectations for

many, what is equally important is the way he has gotten involved along with his family to strengthen our community. The Railers Foundation funds numerous youth and educational initiatives. Rucker serves on the board of St. Vincent Hospital and YOU. Inc., which provides programs for kids and young adults facing challenges. Moreover, Rucker worked directly with Superintendent Maureen Binienda to create the Skate to Success program, of which 2,400 students from the public schools participated this past year. Students were taught to skate at no cost. The visits to the rink to learn to skate included academic lessons and a lunch at Nonna's Pizza at no expense to the kids or the schools.

While there is more work ahead to improve our local economy and provide good jobs that give families an opportunity for economic mobility and a level of economic security, we can be optimistic with people like Cliff Rucker on our team the sky is the limit. Congratulations to the Worcester Historical Museum for honoring him with the 2018 Harvey Ball Smile Award. The Rucker Effect has us all smiling a little more these days.

- Timothy P. Murray is President & CEO of the Worcester Regional Chamber of Commerce.

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ECONOMIC DEVELOPMENT

Fletcher's newest quest: Harding Green

WORCESTER – The Canal District continues to experience a renaissance of sorts and that momentum will only increase with the addition of the new Harding Green complex. Developer Allen Fletcher plans to build 48 apartments on top of about 20,000 square feet of retail space located between Green and Harding streets just off of Kelly Square. The \$21 million project broke ground in May.

“Everyone is excited about the project and that’s a lot of fun,” Fletcher said.

Fletcher has been involved in the recent revitalization efforts in Worcester and he said he was drawn to this particular property because he lives about a block away and has experienced a first-hand view of how the Canal District has been evolving in recent years.

“This is the most natural place for the city to regenerate itself,” he said. “I saw this site as critical to the canal district, being right in Kelley Square. It is highly visible and ties in with Union Station.”

He said the district has generally grown first as a bar scene, then as a restaurant scene, and is now getting more and more retail establishments.

“There are a lot of good things happening here, and with all the work in the Crompton Collective and I’m looking to add a food-oriented complex that will complement the things going on in the Crompton building and the general district,” Fletcher said.

Fletcher said when the opportunity to develop the property came up, he knew the right plan could really make a difference.

“What I felt would help us along would be a significant retail anchor right in Kelley Square to bring more people living here and to establish themselves,” he said. “There is a desire to live in the city that offers these things in a new forum.”

Located only half a mile south of downtown Worcester, Harding Green will be a half a minute drive from I-290 and just a short walk from Union Station, making it a hub for commuters.



“These are market-rate apartments oriented around a triangular plan looking out onto the street,” he said. “I think it will be a great place to live. People can participate in the excitement of Kelley Square while being removed from it.”

There will be studio, one and two bedroom apartments in a loft style with open floorplans. The apartments will share a common interior courtyard, as well as laundry and exercise facilities. Fletcher said the space will be a model of a new form of urban living.

“In general, there is sort of a new re-ignited need for urban living,” he said. “People are tired of suburbia; they are coming back to cities. There is a dining and entertainment component that offers a new kind of excitement and I think the new generation are yearning for urban living.”

The apartments are expected to be ready by next summer or early fall.

“That’s pretty much perfect in terms of getting

people to rent up,” Fletcher said.

Below the apartments on the first floor will be retail space featuring a restaurant and a public market with multiple food vendors.

“The market is a big deal,” Fletcher said. “There will be a multi-vendor food market with an anchor of a diner or a food pub. It will be a great place – the location is perfect – and will have a wonderful and diverse array of food oriented establishments featuring meats, seafood, cheese, produce and everything in between.”

Fletcher said he thinks the development will help to turn the area into a destination.

“The primary thing the Canal District offers is lifestyle – restaurants, bars and shopping,” Harding said. “There is a lot to offer. This is a tremendous magnet and help what has been growing already, which is this idea you can come to the Canal District and spend at least a half a day enjoying it.”

Habitat booms with move, new retail storefront

WORCESTER – After just a short time in its new location, the MetroWest/Greater Worcester Habitat for Humanity ReStore – a retail outlet that sells quality, gently-used and surplus construction and home improvement materials as well as home furnishings for a fraction of regular retail prices – has become a complete success.

The Worcester ReStore opened in 2011 off Gold Star Blvd. in a tiny warehouse without an official storefront and has recently moved to a 25,000-square-foot storefront at 640 Lincoln St. Revenue for the store has grown from \$136,000 in 2011 to \$968,856 in 2017.

“It took a few years to catch our stride, but once the word spread about the types of things we have to offer and types of things donors could bring to us, it really took off,” Maruca Hoak said. “The concept is fantastic. It gets a lot of support once people understand what it is because it benefits so many people in so many directions.”

Maruca Hoak said the new storefront wouldn’t be possible without help from local businesses such as Eversource, F.W. Madigan, Greenwood Industries, Modern Architectural Glazing, as well as Worcester Technical High School. “These groups were specifically involved in helping us to help build and refinish this location,” she said. “They dramatically decreased the cost of turning an empty warehouse into a bright inviting retail space.”

The ReStore’s proceeds directly support Habitat for Humanity’s mission, and having volunteers – instead of paid staff – helps to keep those numbers as high as they can be. In fact, over 31,294 hours were volunteered, the equivalent of having 15 full time staff members



Worcester ReStore has recently moved to a 25,000 sq. ft. storefront at 640 Lincoln St.

and 127 total organizations have volunteered at the ReStore and on our construction sites.

“Volunteers are our lifeblood,” Maruca Hoak said. “Whole purpose is for us to continue to be able to build homes. We run with a skeleton crew of staff, so the vast majority of what we accomplish is because of the volunteers we have.”

Volunteers do things like provide customer service, assemble products, merchandising, pricing, and loading and unloading materials.

“It’s great for volunteers because it’s social and rewarding,” Maruca Hoak said. “People who shop here are thrilled with the treasures they find and grateful for the help our volunteers give them. We work with a lot of students and groups with developmental disabilities,

and it gives them the opportunity for customer services experience, retail sales experiences and learning skills.”

While the benefits of volunteering are numerous for the volunteers and the ReStore itself, there is also a larger advantage.

“In general, the reason it’s important for habitat to partner with corporations is it’s bringing the entire community together,” Maruca Hoak said. “The challenge of assuring we have affordable housing impacts everyone in our communities. We hear stories all the time from teachers, bus drivers, police officers who can no longer live in town because they can no longer afford it, or children who grew up in a town can’t afford to live there because cost is beyond what’s affordable. It is an issue that impacts everyone in

these communities. Partnering with organizations and bringing volunteers out helps to raise that awareness and provide opportunities for those conversations. It also allows people the opportunity to give back to their communities.”

Maruca Hoak said a variety of people within the community donate to the store from individuals with home improvement projects, who are downsizing, or cleaning and decluttering things that are still useful to local businesses to corporations who are looking to get rid of gently loved material such as office chairs, filing cabinets, desks or appliances. ReStore also gets donations from warehouse overstock, for example when a company changes brands they are carrying and often these items are new in the boxes. There are several corporate partners that regularly donate brand new tools, tile, and lumber yard materials, and items that are in brand new condition but not in their original packaging.

There is an added environmental value to this concept: Through recycling and sale of donated goods, the ReStore in Worcester has kept over 603 tons of material out of the landfill.

“These are all materials that are in good condition and able to be used,” Maruca Hoak said. “Filling up the landfill within our community with material that is perfectly good is wasteful. It is better to reduce and reuse, and another benefit is that it is more cost effective for people who shop here to buy these things at 30-70 percent off retail prices.”

For more information on how to help or to learn what can be donated, visit <https://www.habitatmwgw.org/restore> or call 508-439-7655.

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Worcester hits home run in bid for Pawtucket Red Sox

PawSox Chair Lucchino: New ballpark to serve as ‘urban planning device’

City Mayor Joseph Petty minced few words in his press conference pitch of the Pawtucket Red Sox’s planned relocation here in 2021: “Today is a historic day for Worcester,” Petty said, who grew up playing ball on his neighborhood Hadwen Park field. “Mine is just one of the thousands of voices...This is what working together as a community can accomplish.”

Petty initially asked PawSox Chairman Larry Lucchino three years ago to move here, supported by an intense 10,000 postcards writing campaign led by the Worcester Canal District Alliance and a letter signed by more than 1,000 businesses and community leaders. That’s all it took to spark initial curiosity from the nearly 50-year-old baseball franchise that was struggling in Rhode Island to negotiate a fair new stadium development deal.

Following a dinner with City Manager Edward M. Augustus Jr., Worcester Regional Chamber of Commerce President & CEO Timothy P. Murray and the ball club in December 2016, Lucchino committed to talk with Worcester if a deal with Rhode Island failed to materialize by

"Larry, you are one tough fish to catch, but we got ya..."

- Lt. Gov. Karyn Polito

July 1, 2017. More than one year of back and forth negotiations ensued led by Augustus and his team of City Hall officials and councilors, with key support from Lt. Gov. Karyn Polito, and the business community.

The city will float bonds to build the \$100.8 million, 10,000-seat stadium located on six acres at the northern end of the former Wyman-Gordon site on Madison Street, and collect new tax revenue, lease the stadium and develop other fees and funding means to pay off those loans. Ballpark construction is anticipated to commence in July 2019.

PRIVATE DEVELOPMENT FLOWS IN

A city approved District Improvement Finance tax relief deal for

long-time Worcester Chamber member, Madison Downtown Holdings, LLC, will help kickstart its plans to invest \$90 million to build two new hotels - one of which will host 100 boutique-style rooms overlooking the ballpark - for a total of 225 units of new market rate housing through the Housing Development Incentive Program. An additional 65,000-square-feet of restaurant and retail space is also planned on 17 acres of blighted property surrounding the stadium site.

"I have eyed this particular site for many years. The city and state's investment in infrastructure as well as the construction of the ballpark catalyzed and expanded my involvement in this project," said Denis Dowdle, president of Madison Properties.

The Canal District redevelopment area utilizing public and private investments totals about \$240 million. The state is kicking in another \$35 million over three years for major streetway and traffic infrastructure improvements in and around Kelley Square. The Worcester Redevelopment Authority will oversee ballpark construction and city investment and is now seeking a project manager. Construction of a new 350-500 space parking garage leveraged through a MassWorks grant is also planned.

SEE WOOSOX, PAGE A10



With key deal makers looking on in a room filled to capacity with media, staff, and numerous officials, City Manager Edward Augustus, Jr. announces on Aug. 17 the signed letter of intent with the Pawtucket Red Sox to move the ball club to the former Wyman-Gordon property.

A Win-Win-Win for city, Red Sox, and community

WORCESTER -The majority of the Madison Downtown Holding, LLC development will be located on the southern portion of the former Wyman-Gordon site known at WG South, as shown in the graphic at right. The largely vacant parcel is south of Madison St. and abuts Lamartine St. to the south, Washington St. to the east and the CSX railroad to the west.

This redevelopment project of the former Wyman-Gordon industrial site will reactivate a property that has stood empty for years into an active mixed use development. The site has been extensively studied and significant remediation has previously taken place. The conditions at the Wyman Gordon site are manageable utilizing cost effective DEP approved practices. Similar conditions were addressed in other recent development in the Canal District.

Ballpark Commitments

- The ballpark has not yet been designed, but is expected to accommodate approximately 10,000 patrons and include meeting rooms, restaurants, a pedestrian promenade, retail locations, suites, party rooms, and family-friendly activities.
- The ballpark will be designed to meet the player development needs of the Boston Red Sox.
- The ballpark will be designed to create a state-of-the-art, technologically sophisticated, and entertaining experience.
- The ballpark design will be overseen by Larry Lucchino and Janet Marie Smith who are the foremost leaders in ballpark design in the country. They are responsible for the return of ballparks to urban environments after years of suburban relocation in the 60s, 70s, and 80s. Their resumes include overseeing the construction of Oriole Park at Camden Yards in Baltimore, Petco Park in San Diego and Fenway Park in Boston.
- The facility will host at least 125 events per year with the goal to activate the space 365- days per year, including baseball games (68), large scale events/concerts, road races, collegiate/high school sporting events, fireworks, and other community events.
- The ballpark will be designed to incorporate the unique characteristics of the Canal District and Worcester as a whole. It will look, feel and be - Worcester.
- Areas of the ballpark will be accessible to the public year round. A full list of amenities to be determined.

Community Benefits

- Overall, the project will create more than 500 full-time and 2,000 part-time jobs both in construction and non-construction positions related to the ballpark, the hotels, apartments, retail locations and infrastructure improvements.
- The Ballclub has agreed to give hiring preference to Worcester residents, in particular women, minority and underrepresented groups.



The graphic above shows early architectural design renderings for the ballpark as well as current and future site locations on Madison Street in Worcester.

The City's Return on Investment

- City can host up to 8 city revenue-generating events and 10 community-oriented days at the ballpark per year including concerts, festivals, city-sponsored baseball, sport tournaments, Little League parades and championships.
- City access to conference and meeting space
- The ballpark will serve as a polling location.
- Worcester K-12 school students will receive one free general admission ticket to a baseball game each season.
- The Ballclub will offer free ballpark tours to all Worcester schools and youth orgs, and permit public access to ballpark.
- Subject to design, public access to the ballpark will include the opportunity to jog or walk around the concourse, run the ballpark stairs, eat lunch overlooking the field or use exercise stations in designated fitness areas as well as public park amenities adjacent to the ballpark.
- City high school students will have the opportunity to play games at the ballpark.
- The Ballclub will make two \$25,000 donations to help fund the Recreation Worcester program; one in 2019 and one

• THE DEAL AT A GLANCE

- \$86 - \$90 Million for Construction of Ballpark
- Major Renovation Project of Canal District Including Wyman-Gordon Parcel and Kelley Square
- Seating Capacity of Polar Park to be 10,000
- 18 Acres of Development
- Anticipated Groundbreaking: July 2019
- Anticipated Completion: March 2021
- 125+ Year-Round Events
- 250 New Market-Rate Apartments
- Two New Hotels: 150 Rooms in First, 110 Rooms in Second Boutique Hotel (Overlooking the Park)
- 65,000 Square Feet of New Retail and Restaurant Space
- Infrastructure Improvements to Streets, Sidewalks, Lighting and More
- New 350 - 500 Space Municipal Parking Garage

Financials detailed

- Total Phase 1 includes 450,000 SF of development and more than \$208.SM in development based on construction costs:
 - \$86M ballpark
 - \$32.SM infrastructure (not including additional State infrastructure investments such as Kelley Square)
 - \$40M two hotels
 - \$40M residential
 - \$10M 65,000 SF of retail
- Phase 2 Development includes plans for 200,000 SF of additional residential/office/or mixed use development, totaling 650,000 SF for the entire project. Revenues from Phase 2 are above and beyond those included in the self-supporting revenue funding the project.
- New state tax revenue for the ballpark is approximately \$2M annually, growing at 2% (not including other development):
 - Food, Beverage, Hotel/Motel Net= \$517K
 - Transit Occupancy Tax Net = \$8SK
 - Income Tax, non-baseball = \$1SOK
 - Income Tax, baseball = \$1.2M
- The ballpark is budgeted to cost approximately \$86-\$90M including the design, construction and outfitting of the ballpark.
- City will own the ballpark with the Ballclub as anchor tenant and operator under a 30- year lease agreement.
- The Commonwealth of Massachusetts will provide \$35M in new funding including
 - \$32.5M for infrastructure improvements including a new 350-500 space parking garage and \$2.5M through the Housing Development Incentive Program (HDIP) in support of new market rate housing.
 - Additional MassDOT transportation projects in the area of the ballpark district will support the project to the benefit of all city residents, including redesigning and reconstructing Kelley Square and other street and traffic signal improvements.
 - The Ballclub will be responsible for all operating costs including security, utilities as well as routine maintenance and repairs.
 - The Ballclub will retain all revenues from the operation of the ballpark including but not limited to tickets (with exception of a facility fee which city will collect and accrue in a Capital Fund), concessions, liquor and pouring revenues, branding rights, premium seating, broadcast rights, and merchandise.
 - Advertising revenues in the Ballpark District, with the exception of the ballpark parcel, will be shared between the City and the Ballclub, net of a 15% commission.
 - No existing city tax revenue will be used to fund the ballpark project. The City will create a District Improvement Financing (DIF) District that encompasses the ballpark parcel and the WG South. New taxes and other revenue sources generated within the DIF District will be used to pay for the ballpark.

WOOSOX, FROM PAGE A9

“This is not the beginning of the end, it’s the end of the beginning,” said Lucchino. “There was a sense of teamwork, professionalism, reliability and responsiveness among the city manager’s team. There was an almost contagiousness on the part of the business community. They became extremely important to this effort. We have a great feeling about Worcester, the passion people feel for this city, and the shared vision for a ballpark that will serve as an urban planning device. This is a ballpark and a redevelopment plan.”

A NEW RENAISSANCE FOR THE CANAL DISTRICT

An expected 750,000 additional annual visitors already has many local businesses thinking more positively about the larger regional draw Worcester can offer as compared to the relatively limited fanbase in Pawtucket. For existing Canal District and Green Island area businesses, the development represents a critical once-in-a-lifetime opportunity to witness and benefit from a completely redesigned Kelley Square that has been largely neglected for major infrastructure projects in recent years. According to City Councilor Mero-Carlson, who represents the Canal District and chairs the Economic Development Committee, this is a “dream come true” for she and her predecessor, Phil Palmieri. She notes the growing business district will only be enhanced by the new team, adding that the plan will take existing, underutilized parcels and turn them into economic drivers. She said the ballpark will supplement - not undermine - the existing businesses there.

“This will knit together the Canal District, Vernon Hill, Green Island, Main South, and lower Chandler and Madison Street neighborhoods of Worcester,” added Murray. “The best evidence of the success of the PawSox’s relationship building with the community is that Ralph Crowley, president and CEO of Polar Beverages, announced that the ballpark will be named ‘Polar Park’. Two iconic brands, the Red Sox and Polar Beverages, coming together to move the city and region forward.”

KELLEY SQUARE REDESIGN

Polito, who helped secure commitments for the state infrastructure funding, said “the fix to Kelley Square” will be put on the fast track and will underscore the problem solving collaborative approach her Administration is bringing to the Commonwealth. Kelley Square is currently rated as the most dangerous intersection in the state. The Massachusetts Department of Transportation will fund the redesign and reconstruction there to improve traffic flow and safety. The improved infrastructure will be designed for all modes of transportation and will follow the city’s Complete Streets policy. Special attention will be given to pedestrian and bike use safety.

Both the Green Street and Madison Street underpasses will be improved to create more vibrant entry points into the Canal District. Streetscape improvements will include new landscaping, ornamental lighting, tunnel lighting, signage and public art. Multiple parking options will be available including surface parking, parking garages, and metered parking. In addition to on-site parking, there are 6,000 parking spaces available within a half-mile radius of the ballpark.



Denis Dowdle, president of Madison Properties, discusses his preliminary plans to transform approximately 18-acres of blighted property in the Canal District into a mix of hotels, restaurants and retail to support the new ballpark.

"The Pawtucket Red Sox are not only committed to relocating to Worcester, but to position the club as a part of the city’s fabric and future."

- Edward M. Augustus, Jr., Worcester City Manager

PUBLIC OUTREACH VITAL

Augustus, who worked exhaustively to make this deal happen alongside his hand selected expert team of consultants, which included Worcester

native Jeff Mullan, said after 15 months of courtship and negotiations, he has never been more confident in a proposed arrangement/partnership as this deal. The agreement calls for 125 year-round events to be held



Pawtucket Red Sox Chairman Larry Lucchino speaks with media after the announcement on Aug. 17.



Above left, Worcester Public Schools Superintendent Maureen Binienda, QCC President Luis Pedraja, and Lt. Gov. Karyn Polito discuss the project. Above right, PawSox Chairman Larry Lucchino speaks beside Polar Beverages CEO Ralph Crowley, Jr.

annually, including Minor League Baseball games, road races, concerts, collegiate and high school sporting events, fireworks displays and other community occasions. In addition to a superior fan experience, the family-friendly ballpark will feature innovative technology and amenities that appeal to all ages and demographics.

“The Pawtucket Red Sox are not only committed to relocating to Worcester, but to position the club as a part of the city’s fabric and future,” said Augustus, adding that the project is premised on the concept that it will be self-supporting with no existing city tax revenue used to fund the ballpark.

In crafting this agreement, the city and the ballclub worked closely to identify and incorporate important community benefits, including 10 city-oriented days at the ballpark per year and access to conference and meeting space for civic engagement, as well as preference to hire Worcester residents. The ballclub will also support Worcester Public Schools by offering students a free general admission ticket to one baseball game per season, free ballpark tours and the opportunity to host school-sanctioned games.

Subject to design, public access to the ballpark will include the opportunity to jog or walk around the concourse, run the ballpark stairs, and eat lunch overlooking the field or use exercise stations in designated fitness areas as well as public park amenities adjacent to the ballpark.

Overall, the project will create 500 full-time and 2,000 part-time jobs both in construction and non-construction positions related to the ballpark, the hotels, apartments, retail locations and infrastructure improvements.



BURKE, FROM PAGE A1

work in Berkshire County.”

In addition to this expansion, Burke said Fallon also values its current customers, most of which are very local.

“We also have a strong presence in commercial insurance market,” Burke said. “We are very committed to that and it is very important to us. We have several large group customers of 250 members or more and many are local. We have a strong network statewide.”

The city of Worcester is Fallon’s second largest account, with the Group Insurance Commission (for state employees) as Fallon’s largest account.

“We see ourselves as a really good solution for municipalities,” he said.

Fallon reported a net income of \$2.8 million on revenue of \$422 million for the quarter. Net income included investment and other income of \$1.2 million and an operating income of \$1.6 million. For the same quarter last year, Fallon posted a break-even position on revenue of \$331 million. Net income included investment and other income of \$2.9 million and operating loss of \$2.9 million in 2017.

A Leader in Senior Care

Several of Fallon’s recent initiatives focus on elder care, including training physicians in geriatrics, offering in-home medication review services, supporting caregivers, providing transportation to those who need it and more. In addition, Fallon recently opened a new 14,000-square-foot Summit ElderCare facility in Webster, which increases the program’s capacity to serve more people in the community by 50 percent. It offers all-inclusive, coordinated and patient-centered health care and related support services to individuals age 55 and older who need assistance and qualify for nursing home care but wish to remain living independently in their own homes.

“We just outgrew the space we had, and we anticipate we will continue to grow,” Burke said.

This focus on seniors makes Fallon unique in the insurance marketplace. In fact, Fallon is the only insurer in Massachusetts that offers a Programs of All-Inclusive Care for the Elderly (PACE) program.

“We have been involved with elder care and coverage from the very beginning,” Burke said.

Burke explained that Medicare became available to seniors in 1965, but that when the federal government began experimenting with seniors getting coverage by private insurers in the early 1980s, Fallon jumped right in.

“We participated and never looked back,” he said. “It makes sense for us to continue to participate in programs through the state and federal government. It’s in our DNA, and a real benefit to be able to partner with very skilled provider organizations like Reliant who understand this population and are able to give comprehensive care to this group.”

However, Burke said, Fallon’s commitment to elders doesn’t preclude their other clients.

Culture of Volunteerism

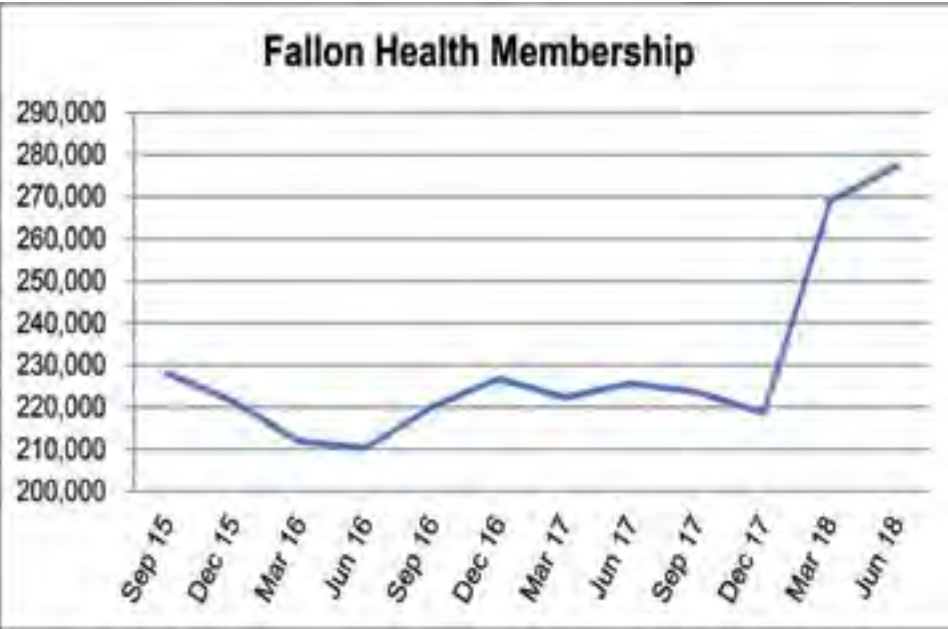
In 2017, Fallon employees contributed thousands of volunteer hours to address health care challenges for at-risk populations.

“The community has done a lot for Fallon, and we have an obligation to give back,” Burke said. “The more we have an opportunity to give back – sometimes in small ways, sometimes in big ways – that’s what’s expected from us and it is one of the things I believe in strongly. When I came to Fallon, I sensed that immediately.”

Burke said the commitment to volunteerism is felt from top to bottom. “Many times employees come forward and say there is a great need and could Fallon be involved,” he said. “Other times there are causes and projects we are associated with that come from organizations we are partnered with.”

Fallon is especially proud to be a part of the Worcester Independence Day fireworks celebration, an event the company has sponsored for many years.

“This epitomizes Fallon’s commitment to the community,” Burke said. “It is the single largest gathering of the community of the year. Many years ago there was some speculation about whether the city of Worcester would be able to put



them on, and Fallon stepped forward.”

In general, Fallon has three areas of focus for community giving: Hunger relief, seniors and underserved populations/at-risk youth. Burke said these causes relate to the social determinates of health, and Fallon is committed to keeping people healthy.

Hunger, Burke said, is a real problem. Fallon and its employees donate \$100,000 a year to support hunger relief efforts, participate in food drives, and have built and stocked food pantries in the area.

“We did an assessment and found, sadly, there are people who struggle every day to meet their nutritional needs,” he said. “We saw it intimately related to health and also as a need we could participate in addressing. It resonates for our employees to donate their time and we support and encourage that.”

As for seniors, Burke pointed to changing demographics in Massachusetts and the nation.

“We are an older demographic, and with that we saw an opportunity to provide some community support in an area we also see our business growing in,” he said.

Burke said other at-risk populations relate to hunger and other needs and that there are many great local organizations that Fallon is privileged to provide support for as they address these needs.

“Our mission is to make the community healthy,” he said. “This is our home and we take that seriously.”

Worcester as a Great Place to Do Business

Fallon is not only based in Worcester, but was founded here. Burke said the local colleges are a constant source of new employees and that Fallon often hosts many interns.

“The local talent is very strong, providing a strong workforce to draw upon because we have to recruit on a regular basis,” he said. “In the kind of business we are in, we need to be able to attract strong, well-educated employees.”

Fallon has entered into partnerships with local colleges to offer training and educational courses on site. But the partnership doesn’t end there.

“We are in the business of health insurance, and we are appreciative to offer our insurance to many of the local colleges,” Burke said. “It is very important to us to have those relationships with the colleges – as interns, as clients, to offer courses, and as a source of future employees.”

In recent years, Fallon has reaffirmed its commitment to strong leadership, particularly in supporting women in leadership roles.

“We feel as a business we need to support the well-being of the business community,” Burke said. “That’s why we are a principle sponsor of the chamber’s Worcester Women’s Leadership Conference. It is the single largest event the chamber puts on and it gets bigger and bigger every year. We stepped up many years ago to sponsor and it supports the vitality of the business community here in Worcester.”

WORCESTER MARKETING SERVICES



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TRANSPORTATION

Delta to join American, JetBlue at airport

WORCESTER - Travelers from Worcester and surrounding town are gaining more and more options for travel as the airport takes on more flights to an increasing number of destinations.

Worcester Regional Airport (ORH) just announced new nonstop service to Detroit Metropolitan Airport (DTW) starting in August 2019, which will make Delta the third major airline to announce service at ORH in last 18 months alongside JetBlue and American Airlines. This will open up over a hundred connecting opportunities both domestic and internationally.

This flight will be operated by Delta Connection carrier SkyWest Airlines. With 450 daily departures, Detroit is a primary connecting hub for Delta Air Lines customers, allowing customers from Worcester to connect to hundreds of locations throughout the U.S., Canada, Mexico and Asia. Detroit Metro Airport serves 16 total airlines, 140+ nonstop destinations, served by 1,100 daily flights to and from four continents. The airport served more than 33 million passengers in 2017. With these additional markets added to the connecting opportunities with JetBlue through JFK, Orlando and Ft. Lauderdale and American Airline's network through Philadelphia, Central Mass travelers will truly have access to not only the entire continent but major markets around the globe.

This announcement comes on the heels of American Airline's recent addition to Philadelphia as a destination from Worcester. This new service from Worcester to Philadelphia will offer several connecting opportunities to connect passengers to over 115 destinations in over 20 countries across American's network. Worcester Airport provides a closer, more convenient travel option for Central Massachusetts residents.

The airport has made upgrades recently to accommodate the increase in traffic, as well as more aircrafts and more airlines. The installation and testing of the new Category III (CAT III) instrument landing



City and state officials, business leaders, and Delta and MassPort management gather to celebrate the airline's new hub in Worcester Regional Airport with flights to Detroit beginning next August.

system was completed earlier this year, and is making Worcester Airport more attractive to commercial airlines. It is a \$32 million investment made by MassPort for a new level of operability by allowing for landings in low visibility weather conditions. CAT III's installation in Worcester provides a new level of reliability for the airport and, as a result, is bringing more service options to the Central Massachusetts' airport. The system is operated and maintained by the Federal Aviation Administration.

Worcester Regional Airport serves Worcester County, the second fastest growing county in Massachusetts, along with the Boston Metro West region and the bustling Interstate 495 Corridor.

The Massachusetts Department of Transportation

did an economic impact study and found that Worcester Regional Airport contributes \$51.5 million to the regional economy. With new flights to New York, Philadelphia and Detroit, Worcester residents will have more travel options and be able to attract even more businesses looking to invest in the Central Massachusetts region and create new jobs there. Two of the most important things to attract new business to a region is talent and transportation.

With 12 colleges and universities, increasing commuter service to Boston and being the crossroads of five interstates feeding the northeast, an airport with growing commercial service is certainly an added benefit to the region.

HIGH-TECH

IPG in Oxford to begin \$215 million expansion

OXFORD - The town and business community is preparing to see its largest employer get exponentially larger and they couldn't be happier.

IPG Photonics Corp. will undergo a \$215 million, 960,000-square-foot expansion that will include a 500,000-square-foot, four-story office, manufacturing and research facility and a 460,000-square-foot parking garage at 12 Old Webster Road. Their current facility, located at 50 Old Webster Road, is half that large at 401,000 square feet.

"They are expanding, and when you expand, you get new jobs and better tax revenue," said Webster Dudley Oxford Chamber of Commerce Board President Dennis Luukko. "This is a growing company we want to support."

IPG will invest an estimated \$215 million in the project: \$135 million in construction costs and \$80 million for personal property. To help with the cost of the expansion, IPG recently negotiated a Tax Increment Financing (TIF) deal with the town. Local officials were in full support of the TIF and Luukko said the chamber was happy to be involved.

"They [IPG] are a chamber member and we support anything that will grow businesses," he said.

More than 100 members of the community turned out to a Special Town Meeting July 25 to endorse the TIF agreement between IPG and the town.

"Working in conjunction with our affiliate partner, Worcester Regional Chamber of Commerce, we put out



IPG Photonics Corp.'s headquarters in Oxford.

information on social media and talked to the people in town and that's what got everybody there," Luukko said. "This vote showed us they are in favor of the expansion."

The TIF agreement between the town and IPG for the property at 12 Old Webster Road would be for 15 years. The first two fiscal years would be a 100 percent exemption, the third fiscal year would be 80 percent exemption, the fourth through 12th fiscal years would see a 50 percent exemption, and the last three fiscal years would be a 5 percent exemption for a total of an estimated \$3.8 million in savings throughout the duration of the TIF.

Luukko noted that the expansion will have a domino effect on the community.

"It will grow the current small businesses we have in this area," he

said. "People will need to shop and use the services in this area, so we expect an increase in growth overall. This is something that is really great for the community like ours. It gives jobs to people who need them, and gives better jobs to people who already have them. We think it's going to bring people our way and it's great."

Through the expansion, IPG will add at least 500 new permanent full-time jobs in five years to the current 1,500 full-time jobs in Oxford. Luukko said that while the expansion is likely to bring a boom of new families moving to the area to accommodate the new jobs, it will happen slowly.

"It will be a progressive thing," he said. "We will be able to plan ahead."

As part of the TIF agreement, IPG will provide a \$150,000 contribution

to pay for the design and engineering of a traffic light/signalization project at Harwood Street and Route 12 and acceptance and approval of the light/signalization project by the state Department of Transportation. They also contributed \$5,000 to the town for Special Town Meeting expenses relating to the agreement.

IPG Photonics Corp. is the largest taxpayer, employer and manufacturer in Oxford. Founded in 1990 and headquartered in Oxford, IPG is a leading developer and manufacturer of high-performance fiber lasers, amplifiers and diode lasers used worldwide for such things as materials processing, research, defense, communications and medical applications.

Tornado hits area hard

In other chamber news, businesses are still cleaning up from the tornado that hit downtown Webster Aug. 4.

"The clean-up is still going kind of slow," Luukko said. "But they are moving on and getting help; the town is helping, and agencies are helping."

Luukko said some businesses just need repairs, while others have had to move locations.

"The chamber supports all small businesses and we help out whenever they need us to," Luukko said. "We are able to list places that help people with the cleanup and re-build and help them obtain government support. For the people that need financial aid, we are leading them in the right direction to get what they need. We are all active in our community."



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Save the Date for these Events

143RD ANNUAL MEETING

FRIDAY
Nov. 30, 2018
11:30 am - 2 pm

Keynote Speaker
Ray Mabus, Former Secretary of the U.S. Navy

Ray Mabus served as the 75th United States Secretary of the Navy, the longest to serve as leader of the Navy and Marine Corps since World War I.

The meeting will include the election of officers and directors of the Chamber as well as an update on the Chamber's Recruit, Retain and Incubate agenda.

LOCATION
DCU Center | 50 Foster Street, Worcester | Third Floor

COST
Chamber Members: \$60 per person | Non Chamber Members: \$80 per person
Table of 10: \$575

WIN | Women's Information Network

Tues., Oct. 16, 2018 | 12 - 1:30

RISE TO THE TOP: True Stories of Pathways to Success

Moderator: **Amy Mosher Berry**, Professor Entrepreneur & TV Host
Panelists: **Susan Mailman**, President Coghin Electrical Contractors
Chizoma Nosike, President Acclaim Home Health Care,
Liliana Radke, President, Unic-Pro

LOCATION: Mechanics Hall, 321 Main St., Worcester
COST: \$20 Chamber Members | \$40 Non-Members

Join the Chamber for lunch, networking, and stories of success at this monthly event.

SPONSORED BY
Fidelity Bank

THE BREAKFAST CLUB

Thurs., Dec. 13, 2018
7 - 9 am

Join us for this quarterly event where the Chamber recognizes member businesses and organizations for major milestones and achievements. A keynote speaker, Chamber message, and a hearty buffet breakfast round out a morning of networking.

LOCATION: Assumption College
Tsotsis Academic Building
500 Salisbury St., Worcester

COST: \$40 Chamber Members
\$60 Non Members | \$375 Table of 10

SPONSORED BY
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MARKETING

Chamber Exchange doubles publication frequency

WORCESTER - The Worcester Regional Chamber of Commerce will increase the number of issues of Chamber Exchange the Newspaper from two per year to four with publication in February, May, August, and November.

A chart listing advertising pricing, sizes, and upcoming deadlines can be found in the ad far below.

The decision to increase the number of issues was the result of increased demand from members and the general community, increased interest in advertising from the business community, and the volume of content generated by the Chamber.

The organization holds approximately 15 events each month with community leaders, elected officials, industry experts, and others. Many of these meetings generate important information for members about legislative issues, best practices, and new regulations that will be reported on in a timelier manner with more frequent publications.

"Doubling the number of issues will allow us to share this information more quickly with all of our members," said Sharyn Williams, vice president of marketing, communications, programs, and events. "We look forward to more frequent publications, but also remind our members that important information is shared on the Chamber's website as soon as it becomes available."

Members are also taking advantage



of the economical advertising opportunities with a publication that reaches both the business community and thousands of Worcester residents. The circulation of 20,000 reaches Chamber member businesses in Central Mass. and beyond with a mailing list of nearly 6,000 members, an additional 10,500 registered voters in the city of Worcester, and the balance distributed at Chamber events and key locations throughout the city including city hall, the library, coffee shops, businesses, and other high traffic venues.

Increasingly, members of the

residential community are requesting copies of the publication for a variety of reasons, including their interest in regional development, in-depth reporting on business issues, and as an important source for local news.

"We are pleased at how Chamber Exchange has been received by the businesses and residents of Central Mass.," said Timothy P. Murray, the Chamber's president and CEO. "We play an active and critical role in the region's business community and that

affects everyone. We want people to understand the vital contributions that businesses make and keep them informed about investments, jobs, and tax revenue benefits."

Members are also finding the publication a cost-effective and efficient way to reach their audience with advertising. The full color newspaper also allows advertisers to promote their brand using photography and logos as they would in other mediums such as websites, magazines, and other outlets. Rates for multiple insertions of advertising are now being offered.

CHAMBER EXCHANGE

THE NEWSPAPER

A QUARTERLY PUBLICATION OF THE WORCESTER REGIONAL CHAMBER OF COMMERCE

ADVERTISING RATES & DEADLINES

Ad Size	Dimensions width x height	Cost Per Issue	Cost for 4 Issues
Full Page	10" x 16"	\$800	\$2,550 (\$635 / issue)
Half Page	10" x 8"	\$450	\$1,450 (\$360 / issue)
Quarter Page	4.87" x 8"	\$275	\$ 880 (\$200 / issue)
Eighth Page	4.87" x 4"	\$150	\$ 480 (\$120 / issue)

PREMIUM POSITIONS - FULL PAGE

Back Cover \$1,350

Inside Front \$1,150

Inside Back \$1,100

Centerspread Single \$ 920

Center Double Truck \$1,600

Image formats accepted:
PDF FLATTENED (preferred), EPS, TIF.
Full Color Publication. Not responsible
for color registration issues.

NOTE: MS Word, Publisher, Power-
point, and jpeg files are **NOT** ACCEPTED.

PUBLICATION DATE	RESERVATION DEADLINE	SUBMISSION DEADLINE
DEC. 14, 2018	Nov. 16	Nov. 30
FEB. 15, 2019	Jan. 4	Jan. 18
MAY 17, 2019	April 5	April 19
AUG. 16, 2019	July 5	July 19
NOV. 15, 2019	Oct. 11	Oct. 25

Design service is not available from the Chamber. However, we are happy to recommend a designer. Ads submitted after the deadline date may not be accepted.

Chamber Exchange the Newspaper is published quarterly by the Worcester Regional Chamber of Commerce in Feb., May, Aug., and Nov.

AUDIENCE | Business professionals, chamber members, elected officials, engaged citizens.

CIRCULATION | 20,000 copies are printed and distributed as follows:

- Mailed to 6,000 Chamber members / business professionals
- Mailed to 10,500 registered voters in the City of Worcester
- Balance distributed at Chamber events and key locations throughout the city including city hall, library, coffee shops, businesses, other.

ADVERTISING CONTACTS | Kristen Luna | kluna@worcesterchamber.org | 508.753.2924, X 226
Linda Salem Pervier | lsalempervier@worcesterchamber.org | 508.753.2924, X 223

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Worcester Public Schools COATS for KIDS

worcesterschools.org/coats-for-kids

The Worcester Public Schools (WPS) *Coats for Kids Program* provides new warm outerwear to Worcester children in need to foster comfort and confidence in school. The #1 way to break the cycle of poverty is through education. New coats help children get to school more often on cold and rainy days.

For a child, a new winter coat can be so much more than just warmth. It can foster self-esteem and confidence, can inspire happiness and improve peer acceptance, school attendance and over-all wellness. It tells a child, "You're worth it!" Keeping children healthy and warm throughout the cold winter months can change lives!

The *WPS Coats for Kids Program* provides new winter outerwear to children in need throughout the district which includes 48 schools, the Worcester Head Start Program, the Worcester Family Partnership Program and several area homeless shelters. Over 3,000 winter jackets, hats, mittens and/or sweatshirts are distributed to infants through high school students annually. In addition, winter outerwear is provided to the Parent Information Center for families arriving from other countries, registering in our schools.

Your support is greatly appreciated!

It's approaching fast!
A CHILLY NEW ENGLAND WINTER!
and our
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*All donations are tax deductible through **OUR FISCAL AGENT ~ Worcester Educational Development Foundation, Inc. (WEDF)**

Mail donations to: **Worcester Educational Development Foundation, Inc.**

Attn: 2018-2019 WPS Coats for Kids Program | 210 Park Avenue | Suite 224 | Worcester, MA 01609

*The WEDF maintains 501(c)(3) non-profit status. All donations are tax deductible as allowed by the IRS.



DID YOU KNOW?

Worcester Educational Development Foundation, Inc.
Established ~ 2005 Purpose ~ To support the Worcester Public Schools

WEDF helps students and teachers access resources for a high-quality education. A caring and committed community is vital to supporting our schools.

By the end of the 2018 -2019 academic year, WEDF and our partners will have:

- Assisted WPS Coats for Kids Program to provide 3,000 children with warm winter outerwear.
- Supported 50 mini-grants with \$10,000.
- Offered students the opportunity to engage with cultural institutions through curriculum-based field trips.
- Reinforced college readiness through AVID (*Advancement Via Individual Determination*) with awards and scholarships.
- Funded equipment, materials and supplies for technology in all academic areas.

The Worcester Public Schools serves over 25,000 students; WEDF's outreach involves more than 92% of those students. The majority of the students (59.5%) are economically disadvantaged and are not able to pay fees for athletics, SATs, field trips, educational supplies and uniforms. WEDF's priority is to allow all students access to those resources.

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Distinguished Alumni

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David Brunelle | Doherty Memorial High School | Business and Civic Leader

Cliff Goodwin | Doherty Memorial High School | Musician

Edward G. Hyder (posthumously) | North High School | Entrepreneur

Steve Joseph | Burncoat High School | Business Leader

Peter J. Kazanovicz | North High School | Ocularist

Robert Moylan, Jr. | North High School | Community Leader

Jo-Anne O'Malley Shepard, M.D. | Doherty Memorial High School | Physician

Andrew Ory | Doherty Memorial High School | Business Leader

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For tickets @ \$60 each, contact Shannon at 508.574.7339. For additional information, contact execdir@wedfwps.org.

RECRUITMENT - B Section

Colleges, business collaborate to fill gaps

Retention of student graduates top focus among area institutions

WORCESTER – Businesses in Worcester are expanding and growing, but the number one issue raised by Worcester Regional Chamber of Commerce member employers is the workforce pipeline.

As part of the Chamber's recruit, retain, incubate strategy, in 2013 \$1.2 million was raised through the business and higher education communities as well as foundations, to fund business recruitment efforts for the region and establish a program to help. Five years later, Worcester is seeing a shift in the demographic, and more college students are choosing to stay in the city.

Talent retention studies conducted by The Research Bureau found employment opportunities to be the number one reason students chose to stay in the area. According to the Worcester Research Bureau / Bureau Brief – Talent Retention 2016, the city of Worcester and the surrounding communities are home to 12 colleges and over 30,000 college students, giving Greater Worcester a built-in advantage in attracting and retaining a highly talented and educated workforce. The data shows that recent graduates are more likely to be living in the city of Worcester than those who graduated a decade earlier: 11% of the class of 2005 currently live in Worcester while 16% of the class of 2015 live in Worcester. Many more graduates remain within the region — 39% of the class of 2015 is currently living in Worcester and Worcester County combined compared with 32% of the class of 2005.

In May 2017, Worcester State University graduated a total of 1,291 students. Of those students, about a quarter responded to a survey asking what they were doing now; 87% indicated they are still in Massachusetts and 99% indicated they were employed and/or in grad school within six months of graduating.

"This confirms we are a workforce engine for the commonwealth," WSU Vice President for Enrollment Management Ryan Forsythe said. "Our students are being employed immediately and a vast majority is being

employed in the Commonwealth."

Forsythe said there is a good deal of need in the healthcare professions in Worcester.

"These are areas we know there is a need in the workforce and that is confirmed by talking to the various employers students are engaging with," he said.

Forsythe said WSU sees a majority of students engaging in internship opportunities in the criminal justice, healthcare, education and business

administration.

"A great number of students are going into cooperative experiences and internships within local businesses," he said.

For example, he said, unum hosts a number of WSCU students for internships.

"It's giving them great experiences and contributing to their resumes in a way that is positive from our perspective as they are working toward going into the workforce," Forsythe said.



A new partnership between Assumption College and Behavioral Concepts is a great example of two institutions collaborating to fill workforce gaps in Worcester. See related story below.



"This confirms we are a workforce engine for the Commonwealth. Our students are being employed immediately...."

- WSU Vice President for Enrollment Management
Ryan Forsythe

Forsythe said he contributes these positive experiences not only to students completing their degree, but encourages them to remain at these companies after they graduate.

Worcester Polytechnic Institute (WPI) graduated 1,819 students in 2017, and of them, about 1,300 were directly employed, many of them at companies headquartered in Worcester.

Stefan Koppi, director of WPI's career development center, said he

SEE GAPS, PAGE B2

BCI, Assumption College form new partnership

WORCESTER – A new partnership between Assumption College and Behavioral Concepts, Inc. (BCI) is a great example of two institutions collaborating to fill workforce gaps in Worcester.

According to the CDC, one in 59 children now have an Autism Spectrum Disorder, and BCI has a current waitlist of over 400 families in Central Massachusetts in need of services. Lauren Connors, director of BCI Marketing and Communications, said that BCI has typically used traditional methods to recruit staff, but that their business is growing so exponentially they needed to think a bit outside the box about how to fill those gaps.

"We can only take as many clients as we have staff," Connors said. "We have 90 clinicians – the most in the area – and because of our clinical reputation we are struggling to meet the need."

She said that many colleges are starting Masters in Applied Behavior Analysis (ABA) programs, but that students are not graduating fast enough to meet the need. Assumption College's Director of Applied Behavior Analysis Programs Karen Lionello-DeNolf, PhD, BCBA-D, LAB, agreed.

"There is a growing need in the Worcester community for individuals trained to provide behavioral interventions to people with autism and related developmental disabilities, and

students are often drawn into the field of ABA because they have a desire to make a meaningful impact on the lives of these individuals and their families," she said.

Connors said when they were considering partnerships, BCI realized one particular school stood out.

"We reached out to Assumption College specifically because we found there were a number of Assumption graduates or current students working here," Connors said. "What distinguished Assumption is when we talked to our staff, they knew Assumption just started this program and they wanted to go back to their alma mater. Some of these staff members are

very young – they've just graduated – and we are giving them continued professional development and an educational opportunity by earning their Masters."

Connors said behavior analysis has not been a well-known occupation, but that it is emerging as a great career track where workers can make very good salaries.

SEE BCI, PAGE B2



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GAPS, FROM PAGE B1

thinks the largest need locally is for software developers.

"The demand for software skills is so high, across so many different industries, we frequently consult with companies on how to best reach those students," he said.

According to Assumption College Associate Provost Kimberly A. Schandel, Ph.D. the nature of the workforce does influence students when they are deciding on career paths and majors that will prepare them for those careers. She said as part of its strategic planning process, the college reviewed labor market statistics for the region and the nation, as well as the demand for current and potential new academic programs. This process, which engaged faculty and external consultants, resulted in the creation of new academic programs in both the undergraduate and graduate divisions. New undergraduate programs of study in Actuarial Science, Cybersecurity, Data Analytics, Health Sciences, and

Neuroscience are attracting students and addressing workforce needs. Master's-level programs in Applied Behavior Analysis (see sidebar on Page B1) and Health Advocacy and an MBA in Healthcare Management are helping students advance their careers in these fields.

"The college's career development and internship center works with employers to identify these workforce needs and connects them to our students with similar skills and interests," Director of Assumption College's Career Development & Internship Center Shannon Curtis said. "We also work closely with the students to help them find a career or post-graduate opportunity that they are passionate about and one that they feel is meaningful while helping to fill the workforce needs."

The chamber is also contributing by hosting job fairs, running a program called Hire Ed in which they work with college students to develop their "soft skills," conducting studies and facilitating training opportunities.

BCI, FROM PAGE B1

clinicians in the Worcester area who are equipped to make positive and significant changes in the lives of the clients they serve."

Students who take advantage of this partnership are required to stay on with BCI for two years after they earn a Master's degree. However, due to the overwhelming need in this area, it seems as though graduates are more willing to stay anyway. Connors, who was a Worcester college student herself, says this is a shift in culture.

"When I graduated, everyone was leaving the city," she said. "But we are finding that through college partnerships, students tend to stay.

They have a very livable income, they truly love this field and there are many opportunities open to them here."

Lionello-DeNolf said the partnership is a tremendous benefit for students because it allows them to simultaneously provide services to people with autism, advance their careers, and help fill a significant need in Worcester and surrounding areas.

"It's a great synergy," Connors said. "We are meeting the workforce crisis in our field and are also helping the city of Worcester. Through the chamber's economic development efforts, I think it's finally starting to turn that corner. We are seeing young people wanting to stay in Worcester."

RECRUITMENT

Manufacturing gains new crop of graduates

WORCESTER - The Worcester Regional Chamber of Commerce in partnership with Worcester Public Schools graduated 13 residents from all walks of life last August from their "Introduction to Manufacturing Skills" summer program.

Overseen by Karen Pelletier, the chamber's vice president of operations, the program was hosted at Worcester Technical High School during July and August. Faculty members included Kelsey Lamoureux of the Worcester Jobs Fund, Brian Cummings of WTHS, and Ed Minor, also of WTHS.

Corporate sponsors ran the gamut from IPG Photonics and Abbvie to David Clark, Primetals Technologies, Saint-Gobain, and Rand-Whitney.

Kate Sharpy, chair of the board for the Worcester Chamber, and Worcester Public Schools Superintendent Maureen Binienda, both believe Central Massachusetts employers overwhelmingly identify finding and retaining talent as their top challenge. The issue is especially acute in the advanced manufacturing sector, where an anticipated wave of retirements in the coming years is expected to lead to more than 20,000 short-term openings in middle-skill jobs like CNC machinist, quality control technician, and production line worker. These jobs pay a sector average of \$55,000 a year



Karen Pelletier, far right, vice president of operations for the Worcester Regional Chamber of Commerce, congratulates 13 recent graduates from the summer manufacturing program at Worcester Technical High School on Aug. 16. Graduates included Barbara Adoma, Abdulazeez Al-Sammarie, Eddie Alamo, Jose Borrero, Cheryl Gendron, Maureen Khabosa, Danielle Mensah, Luz Pena, Ronnan Pena, Eric Pontbriand, Noe Raya, Daniel Skog, and Timothy Vincent.

and many are accessible with a high school diploma and additional training.

In addition to learning the technical skills needed for entry into the sector - and the opportunity to earn two industry-recognized credentials along the way - graduates received training in workplace skills and career readiness, and a guaranteed interview with a local manufacturer.

"The idea with this four-week program," said Chamber President and CEO Tim Murray, "is these students would be able to come out with a couple of certifications and a level of training that would make them desirable and quickly hired by some of the local manufacturers."

This is just one of several examples of MBAE Affiliates working proactively with member businesses to address talent needs.

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RECRUITMENT

Jobs Fund connects companies with workers

WORCESTER - In its fourth year, the city's Jobs Fund program has doubled its budget from \$100,000 to \$200,000.

"We are so appreciative of all of the support," said Worcester Jobs Fund Director Kelsey Lamoureux. "There are many people who have really seen the benefits of this program and want to see it increase."

In addition to these city funds, the Jobs Fund is constantly looking for outside resources of revenue and applying for grants.

"We are always looking to utilize the funds from the city in the right way and leverage it to get more funding and provide more services," Lamoureux said.

The Jobs Fund program started in 2014 in response to an increasing need for qualified employees to fill open jobs in Worcester.

"Many community partners vocally wanted to dedicate an effort to making sure there is a pipeline to train and connect individuals with local wage opportunities," Lamoureux said. "The city has gained a lot of momentum in recent years with a downtown renaissance, a lot of economic development and companies are expanding and moving in. The city has a strong commitment that as money and jobs come in, they want to make sure local residents are prepared and partnered with these efforts. We want to make sure when openings come up, local Worcester residents have those job opportunities."

The Jobs Fund committee's focus is the recruitment of local residents for anticipated job opportunities, especially talented individuals with previous obstacles to employment, including veterans, single parents, people of color, people with a past felony conviction, women, people with disabilities and low-income residents; the development and oversight of new job training program(s) for in-demand positions when training is not currently available to local residents.

IBEW Local 96 Chairman Thomas Maloney said his union has had nothing but a positive experience

with the program.

"They represent a neighborhood of workers that reflect the population," he said. "This is a leg up for someone who might be underrepresented or disenfranchised to be encouraged to join a union or apprenticeship."

Brian Brousseau, president of the Worcester-Fitchburg Building Trades Council, said his organization has also had positive experiences.

"This has worked out fantastic for the people of the city who wouldn't otherwise have the opportunity to learn a skilled craft, like the building trades," he said.

His organization represents about 19 different trades, and Brousseau said that the council has taken in about 30 workers through the program so far.

"These people are doing really well, making \$30 an hour to start with benefits," he said. "These are careers, not jobs. We love the partnership. It's local people on local jobs."

The Jobs Fund also provides outreach to local companies including those receiving tax incentives/TIFs and local anchor institutions, to recruit their support as project partners and development of direct career placement. The Jobs Fund has collaborated with several different employers.

"We range over a wide variety of industry," Lamoureux said. "We are mostly looking for good wage job opportunities that are accessible for short term training."

Lamoureux said if employers are having trouble finding local candidates, the Jobs Fund can design training to prepare and screen people for those job openings.

"It's a great resource for local employers," she said.

Lamoureux explained there is another way the Jobs Fund program serves a purpose for the general public.

"It assists low income people who are under- or unemployed to start or advance their careers so they

can provide for their families and can get off public assistance," she said.

Lamoureux said they are looking to place people in jobs where individuals can earn upwards of \$15 an hour with basically a high school education.

Stacy Angers, recruiter for Charter Communications, said she recently utilized the Jobs Fund to fill open jobs in Charter's video repair call center.

"We saw it as a good opportunity to get some folks in that could pick up some applicable experience to what we are doing here," she said.

She said the process was successful, as shortly after reaching out to the Jobs Fund, she was inundated with applicants.

"It was an opportunity for us to try a different resource to get a qualified pool of candidates," Angers said.

Lamoureux said there several ways the public can support and utilize this program. Community groups can serve as a referral partner, sending candidates looking for jobs; employers who are having trouble filling jobs can set up a meeting to find out how Jobs Fund can meet their needs; and individual citizens can spread the word and contribute referrals and ideas.

The Worcester Jobs Fund has support from several additional local partners and is monitored by an oversight committee that includes representatives from The Worcester Regional Chamber of Commerce, MassHire Central Workforce Investment Board, MassHire Career Center, Worcester Community Labor Coalition and Worcester Public Schools.

"This is a collaborative effort," Lamoureux said. "It would not be possible without these partnering organizations. Everyone brings different perspective and that's an invaluable part of the program."

See related story, Page B3.

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INSIDE THE CHAMBER

October 2019 China business trip seeks travelers

WORCESTER – China is our second largest export market. Already the world's largest market for cars, cell phones and seafood, it is the fastest growing market for luxury goods, air passengers and nuclear power. China has the most internet users and online game players, the longest high speed rail network and the busiest port. There are well over 100 cities in China with a population of more than one million and, according to the Economist Intelligence Unit, the economy will grow at rates of about eight per cent per annum for the next decade. In China's case, seeing is believing.

That's why we're excited to announce a special invitation from the Worcester Chamber of Commerce to join us in October 2019 to Discover China!

The Chamber is partnering with Citslinc International Inc. to provide a 9 day, all-inclusive tour of Beijing, Suzhou, Hangzhou and Shanghai for \$2,499 per person. Citslinc is one of the largest providers of foreign tours to China and works exclusively with over 800 Chambers of Commerce in Canada and the US.

This fully escorted trip is meant to be an introduction to the people, history, culture, commerce and daily life of this exciting country. The itinerary is packed with sights and activities that will give you a full and rewarding experience. There will also be an opportunity for Chamber members to make business contacts in China. The trip departs on October 5, 2019 and returns October 13, 2019. The trip includes:

- Roundtrip, international airfare



from Boston's Logan International airport

- 4 and 5-star hotel accommodations
- Three meals per day
- All tour fees
- Deluxe in-country transportation and local airfare

- Experienced English-speaking tour guides
- All taxes and airport fees

Prices are based on two person shared accommodation, single occupancy is available for an additional charge of \$500.

Jade Factory

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ceremonies, rituals and adornments. With their solid and smooth quality, and lustrous colors, jade products have always been famous for their beauty and style.

Pearl Factory

As early as 4,000 years ago, Chinese people discovered a delicate gem with soft brilliance as they fished the ocean for food - pearls. Since then, countless pearl jewelry and artwork has been created by talented Chinese people.

DongLin Silk Factory

The silk culture of Suzhou has long been famous worldwide. Many special items, such as silkworm's feeding,

choose cocoons, boil cocoons, silk-reeling, silk-throwing and silk weaving are on display.

LanLiyuan Embroidery Research Institute

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This village is more than 600 years old and is situated near the famous West Lake scenic area. The village is located in a deep and secluded valley surrounded entirely by green hills. With small streams running down through the valley and abundance of wild life, this fertile land is breathtaking.

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Lacquer Furniture Factory

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INSIDE THE CHAMBER

Women's Leadership Conference set for April 11



WORCESTER - Now in its 10th year, the Chamber's Annual Worcester Women's Leadership Conference will be held on Thurs., April 11, 2019 at the DCU Center in Worcester.

This one-day leadership conference attracts a sold-out crowd of nearly 800 attendees who gather for business networking, professional development, and personal growth. The event brings women together to hear keynote speakers, attend workshops, and learn and address issues that are important to both their personal life and professional career.

An exhibitor marketplace provides opportunities to learn more about key businesses and organizations in the city and supports small retailers who sell their wares at the event. The Chamber's steering committee, led by Kim Salmon of Fallon Health, is working hard to finalize details of the conference.

Those interested in being a workshop speaker on any of the following topics: Feed Your Spirit; Community / Volunteer Engagement; Promoting, Sponsoring, and Supporting each another; Career Advancement; Confidence Building; Paying Your Dues; or Navigating You Social Media, should respond the the committee's RFP available online at: www.worcesterwomenleadership.com.

Sponsorship and exhibitor opportunities are available on a first come, first served basis with prior sponsors and exhibitors offered first right of refusal. For more information, contact Karen Pelletier, VP of operations and director of education and workforce development, at kpelletier@worcesterchamber.org.



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INSIDE THE CHAMBER

Chamber launches rebranding effort, moves office

WORCESTER - The Chamber is delighted to announce, after 20 years, we're releasing an updated brand identity, which includes a new logo, colors, and font. You'll see the new look anywhere we're out in public, our website, and social media accounts. We believe the new look better matches what we've become since 1998: To incubate, retain, and recruit business in Worcester and the Central Massachusetts area.

The new identity had to satisfy all of the existing expectations of what our original mark stands for, while simultaneously moving the brand forward. Striving to maintain the iconic and recognizable mark was a primary goal.

In the last few years, we've changed quite a lot: from launching a new website, starting a radio and television show and began interacting with our members on various social media platforms.

Our design goal was to better match how we look to our values and the community members we serve.



Sharyn Williams, our Vice president of Marketing, Communications, Programs and Events worked to find something that appeared crisp, approachable, smart, friendly, and connected.

"We are in the commonwealth of Worcester and people see the Chamber as having an intricate part of the movements happening in the city and area. We wanted to logo to be cutting edge while staying true to the old times," Williams said.

A new Brand Standards & Usage Guide is being developed to provide the foundation for consistent application of the chamber brand across all media. Consistently expressing the chamber visual identity builds a strong brand awareness, allowing chamber to maintain and expand as a city resource.

The chamber is also ecstatic to announce we are moving offices at the end of the month. The re-brand went hand-in-hand with the new location. The new office has an additional conference room and is conducive to collaborative working.

It has been an exciting 10 years for WRCOC, and we look at this new location as the start of another chapter in our history. We will be hosting an open house on Oct. 19, and you're all invited.

LEGISLATION, FROM PAGE A4

fewer than 25 employees are exempt from paying the employer share.

What does this mean? Beginning in 2021, "Covered Individuals" may take up to 12 weeks of paid family leave and 20 weeks of paid medical leave and 26 weeks of paid family leave for military deployment.

The amount of pay employees taking leave under this law will receive is determined on a sliding scale based on income, subject to a cap set by the statute. Initially, the maximum amount of benefits will be \$850, but each year the cap will be adjusted to a figure that is 64% of the average weekly wages in the state. The benefits provided by this law will be

funded through an additional payroll tax of 0.63%, which will be shared by employers and employees.

Employers with fewer than 25 employees will not need to pay in, but all employees will have to pay their share of the tax. The state will begin collecting the tax on July 1, 2019 and employees can begin receiving benefits in 2021.

Sales Tax holiday

The sales tax ballot proposal was to lower the state sales tax from 6.25 percent to 5 percent, and to establish a permanent sales tax holiday weekend in August. Under the "grand bargain," the sales tax will remain at the current 6.25 percent, but there will be a permanent two-day weekend each August

in which the sales tax does not apply.

As noted in Section 4 of the Act, there are some exceptions to the tax holiday: "telecommunications, tobacco products, marijuana products, alcoholic beverages, gas, steam, electricity, motor vehicles, motorboats, or a single item the price of which is more than \$2,500."

What does this mean? The sales tax does not change from 6.25 percent and there will be a permanent two-day weekend each August that the sales tax does not apply.

- Alex Guardiola is General Counsel and Director of Government Affairs and Public Policy at the Worcester Chamber.

INSIDE THE CHAMBER

Guardiola, Zannotti, Trotto named to staff

WORCESTER - The Worcester Regional Chamber of Commerce is thrilled to announce three new hires have joined the team.

Alex Guardiola has been hired as Director of Government Affairs and Public Policy. Alex is a Worcester and Vernon Hill resident, and alumni of Saint John's High School. Before joining the Chamber, he worked for UMASS Medical Common Wealth Medicine and Center for Healthcare Finance. He has experience as a lawyer in the private and public sector for over 15 years. Alex has a driving ambition to help the business community connect with residents and help the continuous growth and progress of central Massachusetts.

Nicholas Trotto embarked on a fulltime summer internship before officially joining the Chamber as the Marketing and Communications Assistant. Nick had an immersive journalism experience at Lyndon State College during his News7 practicum. He went onto to further education by attending Fitchburg State University where he produced an array of interactive media for client-based projects. When Nick is not shooting a video or designing print material you can find him at the gym where he trains to compete in CrossFit completions.

Gliceria (Lili) Zannotti joined the Chamber as the Programs and Events Coordinator. She brings an abundance of administrative and event planning experience to the table. Raised in Worcester, she relocated to Worcester where she currently resides from Cuba as a child when her parents emigrated to the U.S. Lili is bilingual speaking fluently in Spanish and English. She is passionate about bringing the community together and connecting with business to help meet their full potential.

The three new hires fit perfectly with the chamber's strategy to recruit, retain, and incubate businesses. Finding bilingual employees was a goal set by the chamber to enhance communication with members and residents.

Chamber President and CEO Timothy P. Murray sees great potential in the new employees. "I am ecstatic to have them join the team. These new hires round out the Chamber team and have already hit the ground running. With hard work and dedication. I know they will make positive contributions towards the Chamber and most



Nicholas Trotto



Gliceria Zannotti



Alex Guardiola

Game Changers to focus on growth

WORCESTER - In an effort to capitalize on the city's forward momentum, the Worcester Regional Chamber of Commerce will host its third Game Changers: Next Big Idea Expo and Conference, at which they will propose a series of issues and ideas they think warrant consideration and further conversation.

The event will be held Friday, Oct. 19 from 7:30 a.m. to 1:30 p.m. at Mechanics Hall.

Workshops include topics such as the expansion of market rate housing in downtown Worcester and what's available in the neighborhoods and meeting the demand from residents at all stages of life; development options for Union Station; clean, renewable energy options and programs available for businesses to increase efficiency and reduce the cost of energy; opportunity to utilize the technical high school to educate young people on the waiting list for admission to the school and to re-train adult workers in marketable skills that will fill the workforce pipeline; connectivity, what it means to be a smart city and how businesses and families can take advantage of infrastructure to work and live smarter; and opportunities to develop pad ready sites that attract new businesses to the region.

The keynote speakers are WinnDevelopment President and Managing Partner Lawrence H. Curtis and MassDevelopment's President and CEO Lauren A. Liss.

Curtis has led a full range of real estate development and acquisition activities for more than 25 years. He has been instrumental in helping Winn grow to more than 100,000 units in 23 states. Curtis' primary focus has been on the creation of affordable housing and historic rehabilitation developments. He is the past president of the National Housing & Rehabilitation Association (NH&RA) and a member of the board of directors for the National Multi-Housing Council, as well as the Citizens Housing and Planning Association. Curtis was also recently named to the National Trust for Historic Preservation's Board of Trustees.

Liss has served as MassDevelopment's president and CEO since September 2017. As MassDEP commissioner beginning in 1999, Liss oversaw the development, implementation, and enforcement of air, water, waste and site cleanup policy for the Commonwealth.

At DEP, she managed a \$110 million annual budget and a staff of 1,100. Prior to MassDEP, Liss had worked for the Commonwealth at the Executive Office of Transportation and Construction. Most recently, at Rubin and Rudman, Liss represented clients including large public corporations, higher-education institutions and developers. Her areas of expertise include land use, transportation and administrative law. She is a member of the MassEcon Board of Directors.

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INSIDE THE CHAMBER

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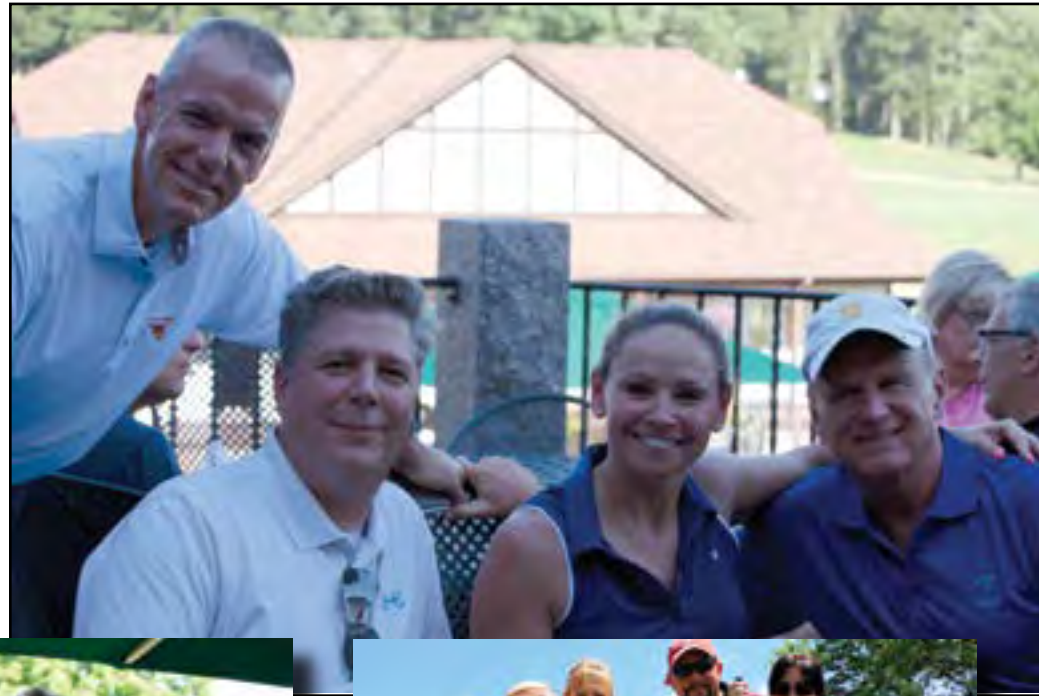
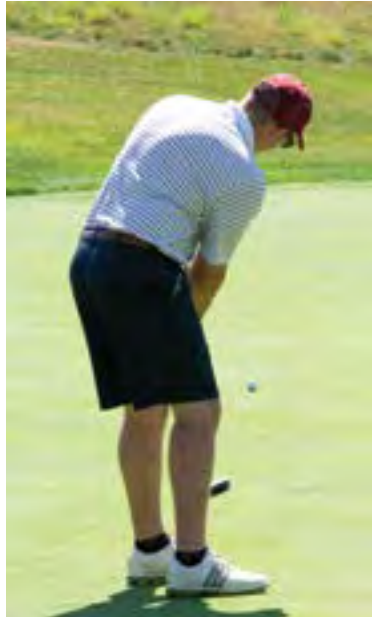
WORCESTER - The Chamber would like to thank all the golfers, sponsors, volunteers, and staff who helped make this year's 28th annual golf tournament a huge success. With over 100 players taking the course all at once, colleges turned into friendly competition once the practice putts started.

Congratulations to Health New England for winning the Worcester Country Club tournament and Aflac Insurance for taking home first at the Green Hill Tournament.

With the help from all participants and sponsors, a portion of the money raised benefited the William J. Short Scholarship Fund.

We could not have done it without your help. It turned out to be an enjoyable and exciting time. Together, with your support, the chamber hopes make this an annual event that will bring the community together and raise funds for this important organization every year.

We hope to see you next year.



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What's Changing the Game in Worcester?



WORCESTER REGIONAL CHAMBER OF COMMERCE
GAME CHANGERS
BUSINESS CONFERENCE & EXPO

Friday, October 19, 2018

7:30 am to 1:30 pm

Mechanics Hall | 321 Main Street, Worcester

presented by



COST (Includes breakfast and lunch.)

Chamber Members - \$75 | Non-Chamber Members - \$100

KEYNOTES | GAME CHANGER AWARDS | WORKSHOPS

The Worcester Regional Chamber of Commerce presents
Game Changers 2018, Business Conference and Expo.

THE MOMENTUM CONTINUES.

presenting sponsor  **WinnCompanies**
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About Game Changers 2018

Now in its third year, the annual business conference focuses on economic development and the opportunities that exist in the housing market, clean energy, training and education for the trades. Fully utilizing Union Station for retail, developing pad ready sites to attract business, and how Worcester can compete as a smart city are an important part of the discussion.

The half-day format includes a breakfast speaker, our annual Game Changer awards, two breakout sessions with three concurrent panels, and concludes with lunch and speaker. Breakfast and lunch are included, **Please join us.**

KEYNOTE SPEAKERS

MORNING SPEAKER | 8 am

Lawrence Curtis, President and Managing Partner, WinnDevelopment



Mr. Curtis has led a full range of real estate development and acquisition activities for more than 25 years. He has been instrumental in helping the company grow from 3,000 units in 1986 to more than 100,000 units currently under Winn management in 23 states across the country. Mr. Curtis' primary focus has been on the creation of affordable housing and historic rehabilitation developments.

AFTERNOON SPEAKER | 12 pm

Lauren Liss, President and CEO, MassDevelopment



As president of the state's economic development and finance agency, Ms. Liss works to stimulate economic growth across the Commonwealth. Lauren Liss has extensive leadership experience in the public and private sectors, including as commissioner of Mass-DEP where she managed a \$110M annual budget and a staff of 1,100. As a partner at Rubin and Rudman, she represented clients on land use, transportation, and administrative law.

WORKSHOPS

SESSION 1 | 9:45 am – 10:45 am

There's No Place Like Home: Housing for All Life Stages

What makes a dwelling an ideal home changes over the course of a life. That first apartment as a young adult is different from where you'd like to raise a family and who needs all those rooms when you're an empty nester? This seminar will explore the expansion of housing in downtown Worcester and the neighborhoods including trends such as transit oriented development, walkability, retail, and an 18-hour residential community.

Clean and Green: Our Renewable Future

Brutally cold winters, humid summers, and a reliance on oil heat all lead to a significant impact on the environment and our wallets. The region has made significant strides toward clean, renewable energy like solar and wind power, but there's more to do. Hear from experts about lessons learned, the future of renewables, and energy efficiency. The session will explore some of the programs available for businesses to increase efficiency and reduce the cost of energy.

An Iconic Building - Next Chapter: Developing Union Station

Retail businesses catering to shoppers, diners, and event-goers are important parts of an 18-hour day for any city center. Union Station and Washington Square are poised for just such tenants - some might even say overdue. So, how does Worcester attract the right businesses for this iconic building in the heart of the city? Join panelists from the retail, commercial real estate, and tourism sectors to explore the future of Union Station.

SESSION 2 | 11 am – 12 pm

Getting the Job Done: The Workforce Pipeline Shortage

Today's manufacturers provide clean, safe environments with competitive wages and benefits. And they need workers. The same goes for trades such as carpentry, electrical, culinary arts, robotics, IT and many other sectors. This session will focus on utilizing Worcester's Technical High School and other resources to educate young people and re-train adult workers in marketable skills to fill the workforce pipeline - the number one need expressed by Chamber members from all sectors.

Smart City: Smarter Connectivity, Better Quality of Life

Connectivity has become part of our everyday vocabulary. From office workers and warehouse distributors to public servants, efficiency and information sharing is increased by technology. Municipalities are capitalizing on infrastructure to share information and improve the quality of government services and citizen welfare. Panelists will explore what it means to be a smart city and how businesses and families can work and live smarter.

Prepare It & They Will Build: Pad Ready Sites, an Invitation

Starting or relocating a business is a monumental task. The timelines, from locating a site to up and running, can be long and arduous with ROIs lagging and investors watching. Partnerships between city officials, quasi-public organizations, and private partners can roll out the welcome mat sooner with pre-permitted, pad ready sites that are ready for development. This workshop will focus on opportunities to develop pad ready sites that attract new businesses to the region.

REGISTER ONLINE or MORE INFO | www.GameChangersExpo.com



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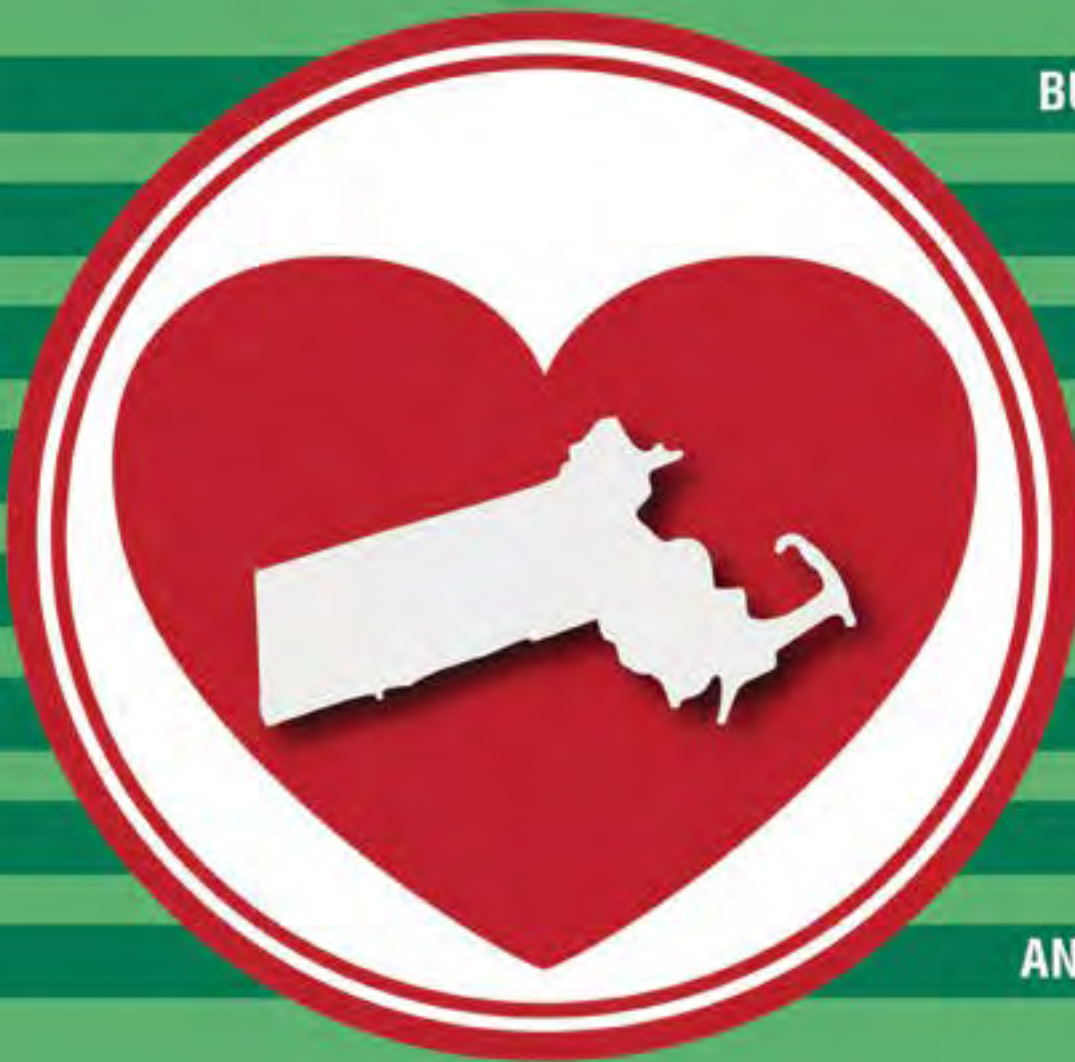
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