



# **A GUIDE TO REGIONAL ORGANIZATIONS IN THE GREATER WORCESTER AREA**

**Report No. 02-03  
2002**

319 Main Street, Worcester, Massachusetts 01608  
Telephone: 508-799-7169 Facsimile: 508-799-4720 [www.wrrb.org](http://www.wrrb.org)

## **Executive Summary**

Based on an analysis of regional organizations in the Worcester area, the Research Bureau makes the following observations:

- There are at least forty-nine regional organizations that have responsibilities for services and activities in central Massachusetts.
- Twenty-nine of these organizations have local, state, or federal government funding sources. Many of the quasi-public and private organizations do not release their budget information to the public.
- All the regional organizations can be categorized into eight basic groups:
  - I. General Economic Development
  - II. Economic Development-Financing and Brokering
  - III. Economic Development for High Technology/Biotechnology
  - IV. Economic Development Services for Women and Minorities
  - V. Education, Workforce Development, and Business Counseling
  - VI. Regional Planning and Research
  - VII. Regional Transportation
  - VIII. Public Utilities/Park Systems
- The absence of a unifying and consolidated regional entity makes it difficult for clients and citizens alike to receive assistance because they have to navigate a myriad of disconnected organizations.
- There seems to be a need for greater cooperation and coordination in the delivery of public and quasi-public services.
- Regional services, public relations, regional websites, brownfields redevelopment, regional workforce development, and regional economic development seem to be areas where there is some duplication and greater clarity and coordination would be helpful. For example, the Central Massachusetts Regional Employment Board (CMREB) is responsible for dispersing \$50 million in government funds and setting workforce development policy for the region. However, CMREB has no website and few public promotional materials.
- The strongest feature of the regional network in the Worcester area seems to relate to economic development. The Worcester Regional Chamber of Commerce (WRCC) and its affiliates, the Community Development Corporations (CDCs), the six high technology/biotechnology entities, the four regional planning and research organizations, and the three economic development organizations focusing on business opportunities for women and minority groups seem to form a solid foundation on which to build a more cohesive regional economic development organization.
- These regional organizations should begin to examine successful models of regional economic development collaboration and develop one that is appropriate for the Worcester region.

This guide to regional organizations in the Worcester area presented below provides profiles, addresses, contact persons, operating budgets (if available), a mission/description of services, and a brief representative example of their work.

## **Introduction**

In November, 1994 and April, 1995 the Research Bureau published reports on the future of regional governance and inter-local agreements in the Worcester area. Those reports discussed the benefits of regional collaboration, including greater efficiency and effectiveness in service provision as well as enhanced opportunities for economic development. Since that time, newspaper editorials and state and local public policy forums have focused on the prospects of a plan

for regionalization in the greater Worcester area. According to one local opinion-editorial: “[r]egionalism is no longer just the flavor of the month. It is a widely accepted and rapidly growing concept more and more communities see as the way of the future. They have come to realize that there is strength in collaboration, and unity spells success.”<sup>1</sup>

In recent years, the Commonwealth has been encouraging regional alliances and cooperation to increase the state’s competitive advantage in the global economy. The realities of the global economy make cooperation within regions and smaller communities vital to economic vibrancy and survival. Two reports issued by the Massachusetts Office of Economic Development during the past decade, “Choosing to Compete: A Statewide Strategy for Job Creation and Economic Growth” (1993) and “Competitive Imperatives for Massachusetts: A Conceptual Framework to Guide the Design of State Economic Strategy” (2001) emphasize the need for greater regional cooperation for economic development in the Commonwealth. The report “Choosing to Compete,” which outlined a strategy to guide state and local governments in assisting the state’s economic position, was based on policy analysis and observations drawn from a series of regional discussions. The 2001 report, “Competitive Imperatives,” made a strong case for regional business clusters, more equitable state policy to support regions, workforce development, and leadership in technology-based innovation as the basic necessities of competing in the global economy.

In the Worcester area there are 49 separate regional organizations, each of which are profiled in this report. Their missions focus on various aspects of economic development including brownfields remediation, workforce development and education, regional transportation, and regional planning and research. These 49 regional organizations can be categorized into eight basic groups:

- I. General Economic Development
- II. Economic Development-Financing and Brokering
- III. Economic Development for High Technology/Biotechnology
- IV. Economic Development Services for Women and Minorities
- V. Education, Workforce Development, and Business Counseling
- VI. Regional Planning and Research
- VII. Regional Transportation
- VIII. Public Utilities/Park Systems

Among the 49 organizations, 29 are government-supported. Budget figures for many of the private and quasi-public regional organizations are not available to the public. According to Census 2000 data, these organizations serve between 750,963 and 1 million people in the Worcester County area.<sup>2</sup> Generally, the geographic jurisdiction of these regional organizations is Worcester and the 39 surrounding communities. In practice, however, the Worcester region seems to encompass communities as far north as the Wachusett Reservoir, as far south as the borders with Connecticut and Rhode Island, east to I-495, and west to Sturbridge.

## **Observations**

After surveying the regional organizations in the Worcester area, the Research Bureau concluded that the Worcester region seems to be in need of a mechanism to coordinate regional collaboration in central Massachusetts. The absence of a unifying and consolidated regional entity makes it difficult for clients and citizens alike to receive assistance because they have to navigate a myriad of disconnected organizations.

A good example of the difficulty facing those in need of assistance is the lack of a website that lists these organizations, their functions, and how they interact with each other. Such a website has been developed by the Western Massachusetts Economic Development Council (EDC), an entity that coordinates regional collaboration in the western part of the Commonwealth. The EDC website has listings and links to complete regional indices for transportation/market access, business resources, tax information, municipalities, education resources, a real estate site selector, local technology, labor/workforce development, newspaper/T.V./radio outlets, and local tourist attractions.

---

<sup>1</sup> Robert Nemeth, “Central Part of The State Needs Regional Alliance,” *Worcester Telegram & Gazette*, May 27, 2001.

<sup>2</sup> U.S. Bureau of Census. *Profile of General Demographic Characteristics: 2000*, Geographic Area: Worcester County, 2000. Washington D.C.

The Worcester region has at least 5 websites that provide some of this information in a piecemeal fashion, but they need greater cohesiveness and clarity. For example, [www.worcester.org](http://www.worcester.org) operated by the Worcester County Convention and Visitor Bureau (WCCVB) has links to only a small number of regional resources. A Worcester community page, [www.worcester.ma.us](http://www.worcester.ma.us), has links to the City of Worcester, the Chamber of Commerce, and the Worcester County Convention and Visitor Bureau. The City of Worcester website, [www.ci.worcester.ma.us](http://www.ci.worcester.ma.us), has no links or mention of regional resources. The most comprehensive and complete Worcester regional website resources are [www.townstuff.com](http://www.townstuff.com), operated by the Commonwealth, and [www.eworcester.com](http://www.eworcester.com), operated by the *Worcester Telegram & Gazette*. Clearly, greater integration or communication about the region's resources and assets is needed on the Internet.

## **Regional Brownfields Redevelopment**

Because of the lack of regional coordination, some regional organizations may be duplicating services among themselves or with state agencies. For example, five organizations- MassDevelopment, the Central Massachusetts Economic Development Authority, the Massachusetts Business Development Corporation (MBDC), the Worcester Business Development Corporation (WBDC), and the Massachusetts Office of Business Development (MOBD)-work on brownfields acquisition, redevelopment, insurance, or cleanup. This does not include the Massachusetts Department of Environmental Protection, the New England office of the Environmental Protection Agency, or the Massachusetts Attorney General's office, all of which also have some jurisdiction over brownfields projects. In the absence of a regional guide for brownfields services, prospective developers may not know that the best way to begin seeking assistance is to contact the Governor's Office for Brownfields Revitalization or its comprehensive step-by-step website at [www.massbrownfields.state.ma.us](http://www.massbrownfields.state.ma.us). Since there are hundreds of brownfields in the Worcester area that could be of interest to developers, greater regional coordination and clarity in this regard would be useful.

## **Regional Workforce Development**

Nine of the 49 regional organizations in Worcester are dedicated to Workforce Development, Education, and Business Counseling. Higher education has a significant presence in Worcester that is not very well known beyond this region. Through the Colleges of Worcester Consortium (COWC) there are three options for prospective employers and companies seeking to hire graduates from Worcester area colleges and universities: (1) Annually, the COWC runs a career fair to provide an opportunity for its members' graduates to network with area companies; (2) The COWC also has a staff member who works with its members' career service departments in order to help place local graduates with local jobs; (3) COWC's website provides contact numbers and information for employers seeking interns or graduates for local positions. However, the COWC does not presently have a formal information sharing arrangement with public employment service agencies such as Workforce Central (WC) and the Central Massachusetts Regional Employment Board. As a result, there may be missed opportunities to attract local college students to local jobs. Similarly, there is no formal mechanism by which employers from within or outside the region can access information about training opportunities for their employees. This is generally done on an ad hoc basis.

Workforce Central, the City of Worcester's Executive Office for Employment and Training, and Central Massachusetts Regional Employment Board all coordinate various levels of government-supported job training and workforce development programs. However, the relationship among them and their impact on the general public are not well known. The Central Massachusetts Regional Employment Board is responsible for dispersing \$50 million in funds for financing programs and setting workforce development policy for the region, but it has no website and few promotional materials. This may be more of a public relations issue than a reflection on the quality of the services it provides. For example, Workforce Central, one of the agencies funded by CMREB has been praised by federal officials as the cutting edge of state job development facilities.

## **Regional Economic Development**

When companies are seeking to locate in the Worcester area, the process of working with regional economic development authorities can be difficult because the procedures are not clearly accessible on area websites or published in promotional literature. Consequently, the Worcester area economic development processes and procedures are often learned about largely by word-of-mouth. Once the process is known, however, a regional approach to economic development can benefit both the local communities and the company. For example, when IntelCore Technologies, Inc. of Boston wanted to locate in the Worcester area, it worked with the Worcester Business Development Corporation, MassDevelopment, the Worcester Regional Chamber of Commerce, and the Massachusetts Office of Business Development. All of these regional organizations were instrumental in helping IntelCore build its new facility in CenTech Park located in Shrewsbury and Grafton. IntelCore produces special optical fiber and fiber-based solutions for the photonics industry, and was attracted to the Worcester area because it provides a skilled workforce with access to the Massachusetts Turnpike, I-495, and the Grafton station of the commuter rail. In July, 2002 IntelCore will take occupancy of its new facility that was made possible by regional collaboration. First, IntelCore worked with WBDC to locate to a previously undeveloped site in CenTech Park. Then IntelCore worked with MassDevelopment in order to secure financing for its new facility and relocation costs. Finally the company worked with the Worcester Regional Chamber of Commerce and the Worcester office of the MOBD to apply for and secure the 5% Investment Tax Credit and Tax Increment Financing from the state and municipal governments. This practical model for a successful economic development project is one that companies could use as a template for both locating and building in the area.

## **Future Regional Opportunities**

In spite of some recent successes, the Worcester region lacks a coordinated approach to regional collaboration. Environmental issues, public safety issues, and water resources are among those policies and services that have been addressed on a regional basis in other areas of the state. These public sector services are ones where a greater sharing of resources could significantly benefit communities. In the next few years, local cost saving arrangements will be important as the state continues to experience financial struggles that may impact local aid.

In the last decade, statewide and nationally Regional Economic Development Alliances (REDAs), Regional Planning Agencies (RPAs), and regional alliances have been growing in popularity. Massachusetts alone has been home to the development of several, including the Cape Cod Commission, the Western Massachusetts Economic Development Council, the Western Massachusetts Regional Technology Alliance, the Pioneer Valley Planning Commission, and the SouthCoast Development Partnership of southeastern Massachusetts.

The strongest feature of the regional network in the Worcester area relates to economic development. The Worcester Regional Chamber of Commerce and its affiliates, the Community Development Corporations, the six high technology/biotechnology entities, the four regional planning and research organizations, and the three economic development organizations focusing on business opportunities for women and minority groups form a solid foundation on which to build a more cohesive regional economic development organization. These organizations should begin to examine successful models of regional economic development collaboration and develop one that is appropriate for the Worcester region.

## Index I: Public and Quasi-Public Regional Organizations

<b>I. Economic Development (6)</b>	<b>Page</b>	<b>Budget</b>	<b>Funding Status</b>	<b>Staff</b>
Canal District CDC at Green Island/Vernon Hill	10	\$163,000	Public	3
East Side CDC	10	\$210,000	Public	5
Main South CDC	10	\$650,000	Public	12
Oak Hill CDC	10	\$700,000	Public	5
Worcester Common Ground CDC	11	\$368,000	Public	6
Worcester County Convention and Visitors Bureau	15	\$1 million	Public	8
<b>II. Economic Development-Financing and Brokering (3)</b>				
Central Massachusetts Economic Development Authority	16	\$636,000	Public	2
Massachusetts Office of Business Development	19	\$2.9 million	Public	4
MassDevelopment	20	N/A	Quasi-Public	4
<b>III. Economic Development High/Biotechnology (4)</b>				
Center for Technology Commercialization, Inc.	22	\$4 million	Public	26
I-495 Technology Corridor Initiative	23	\$100,000	Public	1
Massachusetts Technology Collaborative	25	\$6.7 million	Quasi-Public	55
The University of Mass. Office of Commercial Ventures and Intellectual Property	26	\$7 million	Public	14
<b>IV. Economic Development for Women and Minorities (3)</b>				
Business Inclusion Council	28	\$500,000	Public	2
Center for Women & Enterprise	29	\$2.4 million	Public	6
Martin Luther King, Jr. Business Empowerment Center	30	\$500k-\$1mill.	Public	10
<b>V. Education/Workforce Dev./Business Counseling (5)</b>				
Central Massachusetts Regional Employment Board	32	\$50 million	Public	3
Massachusetts Manufacturing Extension Partnership	35	\$3.5 million	Public	16
Massachusetts Small Business Development Corporation	36	\$340,000	Public	6
Worcester Community Action Council, Inc.	38	\$10-\$13 mill.	Public	140
Workforce Central	39	\$4 million	Public	65
<b>VI. Regional Planning and Research (3)</b>				
Central Massachusetts Regional Planning Commission	40	\$1.2 million	Public	22
Comprehensive Economic Development Strategy Committee	41	No Budget	Public	4
Municipalities Organized for Regional Effectiveness	42	\$53,000	Public	1
<b>VII. Regional Transportation (3)</b>				
Massachusetts Bay Transit Authority	44	\$191 million	Public	6,500
Massport/Worcester Regional Airport	45	\$4 mill. +/-	Public	29
Worcester Regional Transit Authority	46	\$23.8 million	Public	200
<b>VIII. Public Utilities/Park Systems (2)</b>				
John H. Chafee Blackstone River Valley National Heritage Corridor Commission	48	\$800,000	Public	27
Upper Blackstone Water Pollution Abatement District	51	\$7.7 million	Public	52

## Index II: Private Regional Organizations

<b>I. Economic Development (6)</b>	<b>Page</b>	<b>Budget</b>	<b>Funding Status</b>	<b>Staff</b>
Worcester Regional Chamber of Commerce	7	N/A	Private	14
Auburn Area Chamber of Commerce	8	N/A	Private	2
Blackstone Valley Chamber of Commerce	9	N/A	Private	7
Corridor Nine Area Chamber of Commerce	12	N/A	Private	2
Holden Area Chamber of Commerce	13	N/A	Private	1
Webster/Dudley/Oxford Area Chamber of Commerce	14	N/A	Private	1
<b>II. Economic Development-Financing and Brokering (3)</b>				
Massachusetts Alliance for Economic Development	17	N/A	Private	7
Massachusetts Business Development Corporation	18	N/A	Private*	15
Worcester Business Development Corporation	21	N/A	Private*	10
<b>III. Economic Development High/Biotechnology (2)</b>				
Massachusetts Biomedical Initiatives	24	\$2 million	Private	12
Worcester Infotech Corporation	27	N/A	Private	1
<b>V. Education/Workforce Dev./Business Counseling (4)</b>				
Alliance for Education	31	\$957,000	Private	8
Colleges of Worcester Consortium	33	\$3.4 million	Private	27
Manufacturing Advancement Center	34	N/A	Private	4
Service Core of Retired Executives	37	No Budget	Private	30
<b>VI. Regional Planning and Research (1)</b>				
Worcester Regional Research Bureau	43	\$248,000	Private	4
<b>VIII. Public Utilities/Park Systems (4)</b>				
Greater Worcester Land Trust	47	\$45,000	Private	1
Massachusetts Audubon Society	49	\$400,000	Private	18
Regional Environmental Council, Inc.	50	\$100,000	Private	2
Wheelabrator-Millbury	52	N/A	Private	55

\*-First established by an Act of the Massachusetts Legislature

## **I-General Economic Development**

### **Worcester Regional Chamber of Commerce**

339 Main Street

Worcester, MA 01608

Web Address: [www.worcesterchamber.org](http://www.worcesterchamber.org)

Phone: (508) 753-2924

Fax: (508) 754-8560

Contact: Mark L. Love, President and CEO

Budget: N/A—Private funding

Category: General Economic Development

**Mission/Description:** The Worcester Regional Chamber of Commerce (WRCC) is the largest chamber of commerce in New England, and strives to be the leading business advocate in central Massachusetts. This private non-profit organization works to enhance regional economic development and public policy advocacy. This is accomplished through member services and business development. These services include regional economic and business development initiatives, strategic partnerships with agencies, municipalities, and corporations, networking events, various small business and economic development forums, business assistance programs, and legislative advocacy. The Chamber's efforts are supported by two standing committees, the Economic Development Committee and the Public Policy Committee. Once an organization that focused much of its energy solely on the City of Worcester, the Chamber has recently become a catalyst for regional economic growth. This new mission is reflected in the growing relationship the Chamber has established with its five affiliate chambers of commerce in the region, including Auburn, Blackstone Valley, the Corridor Nine Area, the Holden Area, and Webster/Dudley/Oxford Area. In addition, the Chamber also has established partnerships with the City of Worcester's Executive Office of Employment and Training, the Greater Worcester Area Comprehensive Economic Development Strategy Committee (CEDS), and the Worcester Infotech Corporation (WITC) among others. Five Officers and a Board of Directors govern the Chamber, which oversees the direction and focus of its work.

**Representative Work:** In the past year, the Chamber has worked with hundreds of individuals and businesses seeking to establish, expand, or relocate operations in the Worcester region. Requests for assistance have originated from companies across all industry sectors, both newly established corporations and existing businesses. Through the Chamber's regional economic development department, a number of companies have been able to identify properties that meet their needs, secure financing for their projects, and receive guidance through various municipal development processes. The Chamber's Business Resource Center provides businesses with the opportunity to meet with representatives of various local, state, and federal organizations. These meetings usually include discussions on access to financing alternatives, tax incentives, export opportunities, workforce training grants, and other types of technical assistance available to businesses in the region.



## **Auburn Area Chamber of Commerce**

339 Main Street

Worcester, MA 01608

Web Address: [www.auburnguide.com](http://www.auburnguide.com)

Phone: (508) 753-2924

Fax: (508) 754-8560

Contact: Sandra Haagsma, Director of Affiliate Chambers

Budget: N/A—Private funding

Category: General Economic Development

**Mission/Description:** The Auburn Area Chamber of Commerce (AACC), as an affiliate of the Worcester Regional Chamber of Commerce, works to advance the welfare and prosperity of the business community in Auburn. The Auburn Chamber also works collaboratively with other area chambers of commerce to cultivate and improve the business and economic development climate in the region. This is accomplished by serving as a liaison for businesses with federal, state, and local officials to promote business development in Auburn and the surrounding localities. Six Officers and a Board of Directors govern the Auburn Chamber, which oversees the direction and focus of its work.

**Representative Work:** In 2002 the Auburn Chamber of Commerce celebrated its 40<sup>th</sup> anniversary. It provided scholarships to high school students and mini grants to teachers through its annual School/Business Partnership Golf Tournament. A town-wide Clean Up Day sponsored by the Auburn Chamber, brought together participants from its local civic, governmental, educational, business, and residential communities. It also worked with local, state, and federal government officials in maintaining the business climate in the town.

## **Blackstone Valley Chamber of Commerce**

110 Church Street

Whitinsville, MA 01588

Web Address: [www.blackstonevalley.org](http://www.blackstonevalley.org)

Phone: (508) 234-9090

Fax: (508) 234-5152

Contact: Marty Green, Executive Director

Budget: N/A—Private funding

Category: General Economic Development

**Mission/Description:** The Blackstone Valley Chamber of Commerce (BVCC) is a private non-profit organization dedicated to business advocacy, and includes members from the municipalities of Millbury, Grafton, Sutton, Upton, Northbridge, Hopedale, Douglas, Uxbridge, Mendon, Millville, and Blackstone. As an affiliate of the Worcester Regional Chamber of Commerce, the BVCC works to promote the economic and business vitality of the Blackstone Valley. The BVCC's member benefits include networking events, a quarterly newsletter, an annual home and business exposition, export assistance, financial assistance programs, consultation on medical insurance, small business referral and consultation, and legislative services. The Blackstone Chamber is responsible for economic development by supporting the growth of the tourism industry, the development of a skilled and trained workforce, and by coordinating regional planning efforts. The workforce efforts are accomplished through the BVCC's education foundation that supports a school-to-career initiative. The regional planning work is facilitated through the BVCC's regional economic development committee that meets with local business officials and appointed officials. Five Officers and a Board of Directors govern the Blackstone Valley Chamber, which oversees the direction and focus of its work.

**Representative Work:** Heritage Design Group is a land planning, surveying, and engineering company located in Uxbridge, Massachusetts. As a startup company it sought assistance from the Blackstone Valley Regional Chamber of Commerce and the Small Business Development Center at Clark University. These two organizations helped Heritage Design Group develop a business plan and guide it through the processes of starting a new business. In one year, Heritage Design Group has grown rapidly and doubled its size. Presently, the Heritage Design Group is working on research and development for several projects in the Valley--including four senior housing developments, three major retail sites, and a 160-acre industrial park. In addition, the Heritage Design Group is doing work in partnership with the John H. Chafee Blackstone River Valley National Heritage Corridor Commission (BRVNHCC).

**Community Development Corporations  
Canal District CDC at Green Island/Vernon Hill**

3 Lafayette Plaza  
Worcester, MA 01608  
Web Address: No website  
Phone: (508) 752-2394  
Fax: (508) 753-6868

Contact: Debra Lockwood, Executive Director  
Budget: \$163,000—Federal and State government  
Category: General Economic Development

\*\*\*\*\*

**East Side CDC**

218 Shrewsbury Street  
Worcester, MA 01604  
Web Address: [www.worcestereastside.org](http://www.worcestereastside.org)  
Phone: (508) 799-6942  
Fax: (508) 799-0110

Contact: Dominick Marcigliano, Executive Director  
Budget: \$210,000—Federal and State government  
Category: General Economic Development

\*\*\*\*\*

**Main South CDC**

875 Main Street  
Worcester, MA 01610  
Web address: [www.mainsouthcdc.org](http://www.mainsouthcdc.org)  
Phone: (508) 752-6181  
Fax: (508) 797-4514

Contact: Steven Teasdale, Executive Director  
Budget: \$650,000—Federal and State government  
Category: General Economic Development

\*\*\*\*\*

**Oak Hill CDC**

74 Providence Street  
Worcester, MA 01604  
Web address: [www.oakhillcdc.org](http://www.oakhillcdc.org)  
Phone: (508) 754-2858  
Fax: (508) 754-0138

Contact: Jim Cruickshank, Executive Director  
Budget: \$700,000—Federal and State government  
Category: General Economic Development

## **Worcester Common Ground CDC**

7 Bellevue Street  
Worcester, MA 01609  
Web address: No website  
Phone: (508) 754-0908  
Fax: (508) 754-8771

Contact: Michael Whelan, Executive Director  
Budget: \$368,000—Federal and State government  
Category: General Economic Development

**Group Profile of Worcester CDCs:** While the Community Development Corporations (CDCs) are not engaged in regional economic development, they are engaged in economic development in Worcester which is part of this region. (In this respect, the CDCs are similar to the Auburn Area Chamber of Commerce, which focuses its efforts in the town of Auburn, a community that is part of this region.) The five CDCs are non-profit neighborhood organizations that have state and federal government and privately funded budgets between \$163,000 and \$700,000. The CDCs' missions are to revitalize specific Worcester neighborhoods with urban renewal projects. These missions are accomplished through projects that focus on reducing neighborhood blight, preserving current housing stock, increasing the availability of home ownership, and promoting the activities of new and existing businesses. The CDCs offer various events/projects throughout the year, including job fairs, community picnics, homebuyer workshops, youth, civic and community service activities, walks for the homeless, playground revitalization, and low-income housing unit construction. For example, in the spring, 2002 the Worcester Common Ground will start construction on the Su Casa Propia II, a home ownership project, under which abandoned or distressed houses at 130, 132, and 143 Austin Street, 30 Bancroft Street, and 22 Bluff Street will be renovated. Boards of Directors that oversee the Executive Directors govern each of the CDCs.

**Representative Work of Worcester CDCs:** The University Park Neighborhood Restoration Partnership is a cooperative arrangement between Clark University, the Main South CDC, the City of Worcester, local residents and businesses in the Main South area. The partnership focuses on five key elements of the Main South neighborhood, including public safety, economic development, the physical rehabilitation of buildings, social and recreational development, and educational opportunities. Examples of this work include the establishment of a Neighborhood Alert Center, support for local crime watch groups, an increase in the number of Clark University police officers, two additional Worcester police officers on foot patrol, the development of a first-time homebuyer program, and the development of the Main South Education Employment and Computer Training Center.

## **Corridor Nine Area Chamber of Commerce**

30 Lyman Street, Suite Six

P.O. Box 1555

Westborough, MA 01581

Web Address: [www.corridornineareachamber.com/](http://www.corridornineareachamber.com/)

Phone: (508) 836-4444

Fax: (508) 836-2652

Contact: Sandra Haagsma, Director

Budget: N/A—Private funding

Category: General Economic Development

**Mission/Description:** The Corridor Nine Area Chamber of Commerce (CNACC) is a private non-profit organization comprised of member businesses from the communities of Westborough, Northborough, Southborough, and Shrewsbury. CNACC is affiliated with the Worcester Regional Chamber of Commerce but has its own President, Executive Committee, Board of Directors, and ten committees to govern and conduct its work. CNACC's operations are to actively market the area, provide member services, recruit new membership, build stronger partnerships with local governments and their leaders, and present school/business recognition awards. CNACC also directs several community events like the Spirit of Shrewsbury Festival, the Applefest 5K Road Race, and the Westborough 4<sup>th</sup> of July Celebration.

**Representative Work:** The CNACC has worked to maintain a single tax rate for both businesses and residents in the four-town region. This is regarded as a unique and attractive advantage to businesses already operating there, as well as to those interested in locating to the area. Over the last ten years, technology businesses have had an increasingly large and important presence in this region. For example, several technology leaders such as Compaq and EMC<sup>2</sup> are either headquartered or have facilities in this area.

## **Holden Area Chamber of Commerce**

1174 Main Street

P.O. Box 377

Holden, MA 01520

Web Address: [www.holdenareachamber.org](http://www.holdenareachamber.org)

Phone: (508) 829-9220

Fax: (508) 829-9220

Contact: Sherry Andrysiak, Executive Director

Budget: N/A—Private funding

Category: General Economic Development

**Mission/Description:** The Holden Area Chamber of Commerce (HCC) is a private non-profit organization affiliated with the Worcester Regional Chamber of Commerce. Member businesses are from the towns of Holden, Princeton, Paxton, Sterling, and Rutland. Member services include public relations promotion through the HCC website, referrals, seminars, workshops, networking opportunities, a newsletter, an annual business directory, and an appointment book. An Executive Director, who reports to five Officers and the Board of Directors, governs the Holden Area Chamber of Commerce.

**Representative Work:** The Holden Area Chamber of Commerce has enjoyed partnerships with the Town of Holden, the Wachusett Regional School District, and local organizations. In the past five years, the Holden Chamber has hosted Career Days and Career Shadowing Days for Holden school students. In addition, the Holden Chamber enlisted local high school students to design the Chamber's Internet web page. Every August the Holden Chamber sponsors Holden Days, the town-wide celebration.

## **Webster/Dudley/Oxford Area Chamber of Commerce**

P.O. Box 1277

Webster, MA 01570

Web Address: [www.wdo-chamber.com](http://www.wdo-chamber.com)

Phone: (508) 943-9700

Fax: (508) 943-6503

Contact: Robert Craver, Executive Director

Budget: N/A—Private funding

Category: General Economic Development

**Mission/Description:** The Webster/Dudley/Oxford Area Chamber of Commerce (WDOCC) is a private non-profit organization affiliated with the Worcester Regional Chamber of Commerce that serves and advocates for businesses in its area. Principally, the WDOCC works to attract, establish, and retain businesses in its three communities. Annually, the WDOCC provides several networking events, community forums, and other events. The community events include a Community Fun Day, an Annual Golf Tournament, and the Tri-Valley Winter Food Project. Five Officers and a Board of Directors govern the Chamber, which oversees the Executive Director and the direction and focus of its work.

**Representative Work:** The WDOCC plays a central organizing role in the Webster Pride Coalition events that occur three to four times per year. The most notable are the Webster Pride celebrations for the Fourth of July and the Winter Wonderland. These community-wide events provide fireworks, carnivals, hayrides, bonfires, games, and concession booths. The WDOCC has recently become an affiliate of the Worcester Regional Chamber of Commerce. This new relationship between the WDOCC and WRCC is in its first year, but has the potential to increase economic development contacts for Webster/Dudley/Oxford area.

## **Worcester County Convention and Visitors Bureau**

30 Worcester Center Boulevard

Worcester, MA 01608

Web address: [www.worcester.org](http://www.worcester.org)

Phone: (508) 755-7400/ (800) 231-7557

Fax: (508) 754-2703

Contact: Donna McCabe, President

Budget: \$1 million—Local and State governments

Category: General Economic Development

**Mission/Description:** The Worcester County Convention and Visitors Bureau (WCCVB) is funded by the state, Worcester, and other local governments, and works to attract tourists, visitors, conventions, and trade organization meetings to the central Massachusetts region. In this capacity, the WCCVB is the state-appointed Regional Tourist Council for the area, representing 58 cities and towns. The WCCVB works closely with state organizations such as the Massachusetts Office of Travel and Tourism, the Massachusetts Turnpike Authority, and the Massachusetts Highway Department to market the region. The WCCVB also works with regional tourism associations, such as the Blackstone Valley Tourism Committee, the Sturbridge Area Tourist Association, the Johnny Appleseed Trail Association, and Worcester Cultural Coalition to promote area attractions. In addition, the WCCVB promotes and markets the use of the Worcester Centrum Centre to associations, meeting planners, and other clients seeking a site for large-scale events. The WCCVB is governed by a Board of Directors, which is accountable to its membership. The President and Executive Committee both report to the Board of Directors.

**Representative Work:** In the area of tourism, the WCCVB recently established a Regional Visitors Center in downtown Worcester to better serve clients and showcase the area. For the first time in the agency's 35-year history it now has its own home and headquarters. Annually, close to 2 million domestic visitors come to central Massachusetts. In 2000, tourism in Worcester County generated \$493 million and provided 5,310 jobs with a total payroll of \$117.8 million. With the help of the WCCVB, central Massachusetts has attracted 7% of the market share of travelers to the state for years 1997 through 2000.

In regard to conventions, WCCVB-sponsored events include the Harley Owners Group Annual Rally in May-June, 2001 and the Massachusetts Democratic Party Convention in May, 2002. According to the WCCVB the Harley Owners were represented by 5,000 participants and contributed \$1.23 million to the local economy, and the Democratic Convention is expected to attract 7,000 delegates and generate \$1.8 million for the City's economy.



## **II-Economic Development-Financing and Brokering**

### **Central Massachusetts Economic Development Authority**

Town of Grafton  
Municipal Center  
30 Providence Road  
Grafton, MA 01519  
Web address: No website  
Phone: (508) 839-5335 x180  
Fax: (508) 839-4602

Contact: Russell Connor, Chairman  
Budget: \$636,000—Federal, State, and Local government grants  
Category: Economic Development Financing and Brokering

**Mission/Description:** The Central Massachusetts Economic Development Authority (CMEDA) is an organization dedicated to using funds from its local membership, along with state and federal grants, to acquire and clean up brownfields sites in the Worcester area. CMEDA's membership consists of some communities in Worcester County, including Worcester, Auburn, Grafton, Holden, Clinton, Dudley, Lancaster, Leicester, and Webster. It was established in 1995 by a special Act of the Massachusetts Legislature, and was among the first brownfields redevelopment organizations in the Commonwealth. Its purpose is to acquire contaminated land for its member cities and towns, and to facilitate the development of those parcels. In 1998, the Massachusetts Legislature passed comprehensive brownfields legislation that consolidated much of CMEDA's work into statewide jurisdictions. The state brownfields legislation and Massachusetts Brownfield Initiative now supersedes much of CMEDA's charge and work. Although the CMEDA charter binds communities into its membership for an extended period of time, some members may be seeking a legislative Act to renegotiate the terms of the organization. A Board of Directors comprised from each of the member towns governs CMEDA, which oversees an Interim Director and a staff person.

**Representative Work:** The Marriott Courtyard Hotel at 72 Grove Street in downtown Worcester was CMEDA's first successfully completed project. The site was contaminated with elevated levels of lead due to the operations of a former foundry in the late 1800s and early 1900s. In early 1998, Marriott expressed an interest in building a hotel at the site, but backed out upon discovery of metal contamination. The former owner, Parker Realty Corporation, requested CMEDA's assistance. As a result of discussions with CMEDA, and particularly due to CMEDA's "chain of liability protection" covering both reported and unknown sources of contamination for all future owners of the site, Marriott decided to proceed with the hotel construction after all. The property title was transferred to CMEDA during a remediation period while CMEDA managed environmental cleanup of the site. Although the total assessment and remediation costs had been estimated at \$200,000, CMEDA completed these tasks at the reduced cost of \$105,000.

## **Massachusetts Alliance for Economic Development**

25 Research Drive

Westborough, MA 01582

Web address: [www.massecon.com](http://www.massecon.com)

Phone: (617) 247-7800

Fax: (617) 247-3337

Contact: Susan Houston, Executive Director

Budget: N/A—Private funding

Category: Economic Development Financing and Brokering

**Mission/Description:** The Massachusetts Alliance for Economic Development (MAED) is a private-public partnership dedicated to marketing Massachusetts as a location for business. MAED offers services that include the state's only Site Finder Service, which helps expanding and relocating companies find appropriate real estate sites in the Commonwealth. MAED also provides a Research & Information Service, which gives companies the information needed to evaluate the Commonwealth as a state to locate. It also has an Ambassadors Program, a private sector leadership corps that supports the state's marketing efforts. In addition, MAED hosts forums and conferences on technology alliances, industry clusters, and statewide strategic planning initiatives, among others. An elected Board of Directors governs MAED, which has an Executive Committee that oversees the Executive Director and provides the mission for its work.

**Representative Work:** In 2001 alone, MAED-assisted companies expanded into nearly 1.8 million-sq. ft. of space and generated 2,000 jobs in diverse sectors such as electronics, printing and publishing, plastics, and biotechnology. The major companies MAED has worked with in recent years include Sun Microsystems, 3COM, American Superconductor Corporation, and Merck & Co.

## **Massachusetts Business Development Corporation**

117 Park Avenue, Suite 205

West Springfield, MA 01089

Web address: [www.mass-business.com](http://www.mass-business.com)

Phone: (413) 732-3419

Fax: (413) 732-0751

Contact: Carol Cedrone Brennan, Director of Business Development

Budget: N/A—Private funding

Category: Economic Development Financing and Brokering

**Mission/Description:** MassBusiness is a private corporation that was created in 1953 by an Act of the Massachusetts Legislature. Although it is owned primarily by a collection of 35 banks in Massachusetts, MassBusiness serves a public end by lending funds to both non-profit and private companies committed to creating new jobs. This non-conventional finance organization makes loans that allow businesses to secure full funding for their projects. In addition, MassBusiness is a Small Business Administration Preferred Lender, offering term loans with SBA guarantees that range in size from \$250,000 to \$2 million. MassBusiness also administers several state-sponsored programs, including the Capital Access Program, the Recycling Loan Fund, and a Brownfields Insurance Program. MassBusiness also has an affiliate company, MassCertified, which provides SBA-504 loans to companies for real estate and equipment purchases. A Board of Directors governs MassBusiness, which provides the priorities to the Director.

**Representative Work:** Over the past 50 years, MassBusiness, in cooperation with Massachusetts banks, has provided more than \$1 billion in direct loan and investment funding to Massachusetts companies to promote business growth and employment in the state. One recent example of its work can be seen with Union Products of Leominster, Massachusetts, which manufactures pink flamingos and other lawn, garden, and holiday products made of blown plastics. Union Products employs 90 full-time and 30 part-time workers. Union Products received a \$300,000 loan from the Recycling Loan Fund for working capital in order to purchase supplies. The key to Union Products obtaining the loan was the fact that every year it reuses 350 tons of recycled resin in its products.

## **Massachusetts Office of Business Development**

340 Main Street, Suite 650A

Worcester, MA 01608

Web address: [www.state.ma.us/mobd/](http://www.state.ma.us/mobd/)

Phone: (508) 792-7506

Fax: (508) 792-7532

Contact: Robert Matthews, Regional Director

Budget: \$2.9 million—State government

Category: General Economic Financing and Brokering

**Mission/Description:** The mission of the Massachusetts Office of Business Development (MOBD) is to assist in the creation and preservation of private business jobs in Massachusetts. As a state agency, MOBD helps businesses currently located in Massachusetts, as well as those outside the state, that are interested in expanding, relocating, or exploring the business opportunities in the state. MOBD's staff of project managers and industry experts provides information, guidance, and coordination in selecting site locations, aiding permitting procedures, securing financing, and finding workforce development support. MOBD project managers throughout the state rely on the Economic Development Incentive Program (EDIP) as their prime development tool. Over the past year, the central Massachusetts MOBD staff has assisted over 50 private companies, has helped retain over 4,000 jobs, and has helped to create 1,600 jobs. MOBD helps businesses negotiate the government regulatory and private business landscape in the state, and provides links to both public and private resources to start or build businesses. The MOBD reports to the Massachusetts Office of Economic Development, the Governor's cabinet-level economic development agency.

**Representative Work:** An example of the aid MOBD has provided can be seen in the story of Dimitria Delights of Grafton. Dimitria, a privately owned bakery, came to MOBD looking for financing and help to consolidate its two manufacturing locations into one facility. MOBD introduced the company to MassDevelopment, which provided tax-exempt bond financing in excess of \$1.5 million. Dimitria also participated in the EDIP program. MOBD along with the company negotiated a Tax Increment Financing plan with the Town of Grafton that provides for 10 years of local property tax relief. Dimitria is now in the process of constructing a new 23,000-sq. ft. building in Grafton and anticipates adding 10 new employees to its 53-person workforce. The company is also working with MOBD to secure a workforce training grant for its future employees.

## **MassDevelopment**

339 Main Street, Suite 200

Worcester, MA 01608

Web address: [www.massdevelopment.com](http://www.massdevelopment.com)

Phone: (508) 363-2799

Fax: (508) 363-2976

Contact: James Hickey, Senior Business Development Manager

Budget: N/A—Self-funding

Category: Economic Development Financing and Brokering

**Mission/Description:** MassDevelopment is the Commonwealth's economic development authority. It serves businesses, non-profits and municipalities with real estate development services, loan guarantees, and tax-exempt bond financing for facility and equipment projects. Financing and technical assistance are available to support projects at any stage, from due diligence to environmental remediation (brownfields), and from construction to permanent financing. MassDevelopment was created by the Massachusetts Legislature, and supports its operations with fees earned through its lending and development activities. MassDevelopment's Board of Directors is appointed by the Governor and includes, *ex officio*, the state's Secretary of Administration and Finance and Director of the Department of Economic Development. In FY01 MassDevelopment financed and managed 491 private and public projects totaling over \$1.2 billion. In addition to projects it undertakes on its own initiative, MassDevelopment's projects originate from a variety of sources: the Governor, the Legislature, or cases of extraordinary community need. For example, the Commonwealth authorized MassDevelopment to transform the former Fort Devens military base into a self-contained business community and provided it with \$200 million of state capital to carry out the redevelopment.

**Representative Work:** MassDevelopment's Brownfields Redevelopment Fund uses money authorized by the Commonwealth to provide flexible, low-cost financing for environmental site assessment and remediation. The Brownfields Redevelopment Fund provides incentives for public and private entities to assist in the clean up and redevelopment of contaminated sites. Properties redeveloped for commercial, industrial, or affordable housing use are eligible. For example, the City of Holyoke received a \$19,662 MassDevelopment Brownfields Site Assessment Award in 2000 to investigate two environmentally contaminated parcels of land that were acquired through tax title. The City invested \$46,000 in demolition costs, forgave \$62,000 in back taxes, funded remediation, and committed to fund a \$30,000 sewer extension. Central Massachusetts Machine, Inc., purchased the clean parcels and is constructing a 15,500-sq. ft. addition to its existing facility.

## **Worcester Business Development Corporation**

339 Main Street, Suite 200

Worcester, MA 01608

Web Address: [www.worcesterbdc.com](http://www.worcesterbdc.com)

Phone: (508) 755-5734

Fax: (508) 755-9639

Contact: David Forsberg, President

Budget: N/A—Private funding

Category: Economic Development Financing and Brokering

**Mission/Description:** The Worcester Business Development Corporation (WBDC) is a private non-profit development corporation created in 1965 by a special Act of the Massachusetts State Legislature. For many years, WBDC operated as the development arm of the Worcester Chamber of Commerce working to expand the city's tax base, create industrial parks, create employment opportunities, and expand business and industry in the Worcester area. While the WBDC still remains an affiliate of the Worcester Chamber, it has recently become an independent entity.

The WBDC's new strategic mission is to provide leadership in the development of brownfields, downtown Worcester, and technology parks. However, WBDC still does work in industrial park development and the biotechnology field. Its work is accomplished through partnerships with the Commonwealth's MassDevelopment office, financial institutions, and colleges and universities. WBDC also remains an agent of the U.S. Small Business Administration, administering the 504-loan program. This SBA loan program is a private investment/job creation program that provides between \$100,000 to \$2.5 million to finance fixed assets. The SBA-504 loan program is used primarily to support real estate and equipment projects. The WBDC is governed by a Board of Directors, which has an Executive Committee that advises the Board and President on the direction of the organization.

**Representative Work:** In 2000, WBDC completed its master plan for CenTech Park in the towns of Shrewsbury and Grafton. In 2001, WBDC began the construction on the first of three projects in the 121-acre technology park. The tenants at CenTech Park include IntelCore Technologies, Inc., State Street Bank, and IDEXX Veterinary Services, Inc. Over \$350,000 in taxes will be generated for the towns of Shrewsbury and Grafton, as well as the creation of approximately 300 jobs. WBDC is also working with the Town of Shrewsbury to complete a one-mile connector road to the park from Route 20. Over the next year, WBDC will continue to develop the remaining lots at the park, and expects to see continued job creation and tax base expansion for the surrounding region.

### **III-Economic Development for High Technology/Biotechnology**

#### **Center for Technology Commercialization, Inc.**

1400 Computer Drive  
Westborough, MA 01581  
Web address: [www.ctc.org](http://www.ctc.org)  
Phone: (508) 870-0042  
Fax: (508) 366-0101

Contacts: James Dunn, Vice President and NASA RTTC Director

Thomas Kennedy, Executive Director Public Safety Technology Center

Budget: \$4 million—Principally funded by the Federal government through NASA and the Department of Justice

Category: Economic Development for High Technology/Biotechnology

**Mission/Description:** The Center for Technology Commercialization (CTC) serves as NASA's Northeast Regional Technology Transfer Center (RTTC), covering the six New England states, New York, and New Jersey. CTC is a non-profit company with seven regional offices and a Washington, D.C. office. It acts as a gateway for the transfer of technology developed by NASA and other federal agencies. CTC is one of six RTTC's comprising a nationwide network devoted to the common mission of assisting American industry to improve its worldwide competitiveness through the acquisition and commercialization of new technologies. The CTC staff is proficient in the technical fields of photonics, physics, biochemistry, material sciences, mechanical engineering, electronics, energy, and fuel cell development. CTC achieves its goals through services in technology scouting and licensing, product commercialization, market development, and consulting services. A Board of Directors governs the CTC, which provides oversight for two coequal Executive Officers responsible for organization policies and objectives.

**Representative Work:** CTC has worked with a number of NASA technology applications, including several in the medical fields. For example, CTC's Connecticut/Metro New York office developed a partnership with the Upper Manhattan Empowerment Zone Development Corporation (UMEZ) of Harlem. Together UMEZ and CTC designed and wrote a successful \$1.1 million U.S. Department of Commerce grant in the area of tele-medicine. The grant studies the effect of technology on pain relief for chronically or terminally ill patients in the minority communities of Harlem, Washington Heights, and Inwood. Through this grant CTC and UMEZ are establishing a technological linkage between North General Hospital (a private, minority-owned hospital), Memorial Sloan Kettering Cancer Research Center, and the New York Visiting Nurse Service. NASA instruments and technology assist both in conducting the study and building linkages between institutions.

## **I-495 Technology Corridor Initiative**

C/O MAPC

60 Temple Place, 6<sup>th</sup> Floor

Boston, MA 02111

Web address: [www-mtpc.org/495solutions/](http://www-mtpc.org/495solutions/)

Phone: (617) 451-2770

Fax: (617) 482-7185

Contact: Kristen Burke, Project Director

Budget: \$100,000—Local, State, Federal governments and private funding

Category: Economic Development for High Technology/Biotechnology

**Mission/Description:** The I-495 Technology Corridor Initiative (I-495 TCI) works to sustain the economic development potential of the Corridor and to improve the quality of life of the I-495 Corridor. The Initiative brings together businesses, residents, local, state, and federal government officials, real estate developers, the media, and environmental groups to establish dialogues on the future of the region. These stakeholders, in conjunction with the I-495 TCI's Board of Directors, appoints an Executive Committee which steers the Initiative's mission. A variety of I-495 TCI task forces on topics like transportation, water and sewer issues, and inter-local solutions meet and then generate reports leading to policy recommendations.

**Representative Work:** In November, 2000 the Initiative embarked on a joint project with the University of Massachusetts. Together I-495 TCI, UMass, and stakeholders identified a need for free education on municipal matters. In response to this need for greater dialogue on municipal issues and procedures, the I-495 TCI created the I-495 Institute for Local Officials. The Institute provides workshops, discussion sessions, and training on a variety of municipal policy topics.



## **Massachusetts Biomedical Initiatives**

25 Winthrop Street, West Entrance

Worcester, MA 01604

Web Address: [www.massbiomed.org](http://www.massbiomed.org)

Phone: (508) 797-4200

Fax: (508) 799-4039

Contact: Kevin O’Sullivan, Vice President of Development

Budget: \$2 million—Private funding with a small contribution from the Massachusetts

Department of Economic Development

Category: Economic Development for High Technology/Biotechnology

**Mission/Description:** The Massachusetts Biomedical Initiatives (MBI) is an independent, tax-exempt corporation created to support economic development and job creation for the biomedical and medical device industries throughout the region. MBI and its regional affiliate, Central Massachusetts Biomedical Initiative (CMBI), promote biomedical development by providing resources for start-up and expanding companies, including physical facilities, laboratory equipment, support services, and access to the academic and medical communities. MBI also helps its clients network and form linkages for product development. MBI’s product development assistance includes financing, manufacturing, marketing, industry networking, workforce development, and analysis of potential competitors. A Board of Directors comprised of members of the scientific, business, and academic communities governs the MBI. The Board works with a Steering Committee to provide directives to the President and staff.

**Representative Work:** MBI has invested more than \$50 million in companies driven by new technologies. Companies involved with MBI and CMBI have raised over \$600 million in additional capital. Currently, MBI has 18 start-up life science companies in three MBIdeas Innovation Center locations. These locations total 48,000-sq. ft. of laboratory space at 25 Winthrop Street, 100 Barber Avenue in Worcester, and Albany Street in Boston. Since its beginning in 1984, MBI has created over 2,000 new jobs in the allied biomedical fields.

## **Massachusetts Technology Collaborative**

75 North Drive

Westborough, MA 01581

Web address: [www.mtpc.org](http://www.mtpc.org)

Phone: (508) 870-0312

Fax: (508) 898-2275

Contact: Mitchell Adams, Executive Director

Budget: \$6.7 million—Quasi-public (State government and private sources)

Category: Economic Development for High Technology/Biotechnology

**Mission/Description:** The Massachusetts Technology Collaborative (MTC) is a quasi-public, independent economic development organization established by the Massachusetts Legislature to develop the Commonwealth's information and technology-based economy. The Governor appoints its Board of Directors, which includes senior officials from industry, academia, and government. The MTC administers the Renewable Energy Trust, which was created in 1998 by the Legislature to promote the supply and use of renewable energy sources such as wind turbines, solar, hydroelectric, and fuel cells. The MTC also promotes economic growth by supporting regional technology-based clusters and by serving as a public policy laboratory for technology-related initiatives. MTC's current portfolio of cluster activity includes the Berkshire Connect, Cape Cod Connect, and Franklin-Hampshire Connect high-speed Internet access projects, to name a few. MTC owns and operates the 36-acre Massachusetts Technology Park in Westborough, which hosts educational, technological, industrial, and governmental enterprises.

**Representative Work:** MTC has made available \$2.1 million in competitive grants to drive down the cost of installing solar panels on homes and businesses in Massachusetts. There is a demand for clean energy from solar technologies, but high costs still remain a problem in the photovoltaic (PV) industry. Although PV systems are relatively expensive, they are among the few renewable energy technologies available to individual consumers. MTC's program will help cut through local regulatory red tape and provide a laboratory to evaluate new approaches to expanding the use of PV. These funds are expected to spur the installation of 100 to 200 PV systems. This is the first financing program developed under the agency's Solar-to-Market Initiative, a \$10 million commitment to expand the production and use of solar technologies. MTC works closely with the Solar Energy Business Association of New England and other stakeholders to develop programs that promote the development of the Commonwealth's PV industry.

## **The University of Massachusetts Office of Commercial Ventures and Intellectual Property**

365 Plantation Street, Suite 130

Worcester, MA 01605

Web address: [www.umass-cvip.net](http://www.umass-cvip.net)

Phone: (508) 856-1626

Fax: (508) 856-1482

Contact: Joseph F.X. McGuirl, Executive Director

Budget: \$7 million—State government

Category: Economic Development for High Technology/Biotechnology

**Mission/Description:** CVIP was established in September 1995 and has a five-campus, system-wide focus to commercialize University research. The operation is managed from the central CVIP office in Worcester. CVIP has professionals and support staff at the Amherst, Lowell, and Worcester UMass campuses. The CVIP central office manages the intellectual property from the UMass Boston and Dartmouth campuses. The primary mission of CVIP is to secure continuing financial support for research at the University of Massachusetts through the development of mutually beneficial research and licensing agreements between UMass and industry. Since its inception, CVIP has completed transactions with potential value of hundreds of millions of dollars. CVIP manages all intellectual property at UMass from disclosure through commercialization. It maintains a complete database of all technologies that are available for commercial collaborations. The information contained in the CVIP website enables industry to access and identify promising technologies. The CVIP reports to the Trustees of the University, the President of the UMass system, and the Dean of the Medical School.

**Representative Work:** The US Patent Office issued 182,223 patents last year. According to the prestigious *MIT Technology Review*, five patents are most likely to “transform business and technology.” One of those patents is held by the University of Massachusetts, based on the work of UMass Medical School Professor Charles Vacanti, MD, an internationally recognized pioneer in tissue engineering. Dr. Vacanti’s work offers the potential for growing human tissue—even whole organs. The University of Massachusetts Office of Commercial Ventures successfully led this patenting effort.

## **Worcester Infotech Corporation**

339 Main Street

Worcester, MA 01608

We address: [www.worcesterinfotech.org](http://www.worcesterinfotech.org)

Phone: (508) 753-2924

Fax: (508) 754-8560

Contact: Julie Jacobson, President

Budget: N/A—Private funding

Category: Economic Development for High Technology/Biotechnology

**Mission/Description:** The Worcester Infotech Corporation (WITC) is a private corporation established in March, 2001 to promote the information technology sector in the Worcester area. The WITC, in conjunction with the Worcester Regional Chamber of Commerce, works to create a favorable information technology business climate. As a recently created entity, WITC also represents and serves technology companies that are seeking to locate or expand in the area. In this capacity, WITC assists information technology companies in finding real estate sites, securing financing for startup or product development, and building a skilled workforce. A Board of Directors governs the WITC, which provides oversight and directives to the President.

**Representative Work:** WITC's biggest success to date is the relocation of an information technology company, Blue Cod Technologies, from Ayer, Massachusetts to Worcester. Blue Cod's relocation was facilitated through the collaborative efforts of the Worcester Regional Chamber of Commerce, the Worcester InfoTech Corp., the Worcester Business Development Corporation, and the City of Worcester. Through this cooperative work an appropriate site was identified, a lease was facilitated, and financing was secured for the relocation.

## **IV-Economic Development Services for Women and Minorities**

### **Business Inclusion Council**

237 Chandler Street  
Worcester, MA 01609  
Web address: No website  
Phone: (508) 793-2197  
Fax: (508) 363-2814

Contact: Shirley Carnegie, Office Manager  
Budget: \$500,000—State government through the Urban Initiative Fund  
Category: Economic Development Services for Women and Minorities

**Mission/Description:** The Business Inclusion Council (BIC) forms partnerships among businesses, organized labor, government, and community leaders to advocate and secure contracts for minority and women-owned businesses throughout New England. Since 1994, BIC has worked with organizations like Allmerica Financial, the City of Worcester, Empire Furniture, Fallon Healthcare System, the Massachusetts Turnpike Authority, Smith Barney, St. Vincent's Hospital, and other clients to promote diversity in business. In addition, BIC provides services in diversity training and recruitment, compliance with state and federal government regulations, contacts to minority-owned vendors, marketing for access to minority consumers, entrepreneurial training for minorities, and business plan support for minorities. The BIC is governed by an elected Board of Directors, which provides policies to the Office Manager for implementation.

**Representative Work:** In recent years, BIC has assisted 68 new minority businesses in various phases of development, and has secured for minority businesses over \$20 million in vendor contracts. BIC has also established a Regional Economic Advisory forum bringing together minority businesses with city, state, and federal officials. BIC has assisted in developing the Urban Business Expo, one of the region's leading minority vendor expositions.

## **Center for Women & Enterprise**

255 Park Avenue, Suite 205

Worcester, MA 01609

Web address: [www.cweonline.org](http://www.cweonline.org)

Phone: (508) 363-2300

Fax: (508) 363-2323

Contact: Sharon Zimmerman, Manager of CWE for Central Massachusetts

Budget: \$2.4 million—Local, State, Federal governments, and private funding

Category: Economic Development Services for Women and Minorities

**Mission/Description:** The Center for Women & Enterprise (CWE) was founded in 1995 as a non-profit, charitable organization to empower women to become economically self-sufficient and prosperous in business. CWE is the largest regional entrepreneurial training organization for women in Boston, Worcester, and Providence, Rhode Island. CWE offers education, training classes, technical assistance, women's business certification, and access to both debt and equity capital to female entrepreneurs at every stage of business development. Its clients are drawn from a wide range of racial, ethnic, and socio-economic backgrounds, spanning the spectrum from women living on public assistance to women running fast-growth, multi-million dollar companies. CWE's services are provided on a sliding scale in order to serve women based on their ability to pay. Since its inception, CWE has served over 4,000 entrepreneurs. Approximately 40% of these participants already own businesses and roughly 35% more go on to own businesses. The CWE is governed by a Board of Directors. Each regional office has a local Advisory Board as well. Together both oversee the Manager.

**Representative Work:** The Community Entrepreneurs Program (CEP) is an entrepreneurial training course designed for women who intend to start their own businesses. CEP offers a modular approach to instruction that enables clients to start the program at any point based on needs and experience. The five modules cover initial visions and plans for starting businesses; tax, marketing, and legal issues related to launching businesses; and a problem-solving group once businesses are operational. Federal officials consider the CEP curriculum a national model for emerging entrepreneurs.

## **Martin Luther King, Jr. Business Empowerment Center**

237 Chandler Street

Worcester, MA 01609

Website: [www.mlkj-bec.org](http://www.mlkj-bec.org)

Phone: (508) 756-6330

Fax: (508) 751-8591

Contact: Robert Thomas, Executive Director

Budget: \$500,000 to \$1 million—City and State governments, and private funding

Category: Economic Development Services for Women and Minorities

**Mission/Description:** The Martin Luther King, Jr. Business Empower Center (MLKJ-BEC) is a non-profit business information center for low-income minority clients. It provides business development services, small business incubation, and culturally sensitive pre-employment training. These services and programs are designed to help entrepreneurs start, operate, and grow successful businesses. Private sector cosponsors, volunteers, and representatives from the local small business community, the chambers of commerce, and other educational institutions work collaboratively with the MLKJ-BEC. A Board of Directors governs the MLKJ-BEC, which provides policies to the Executive Director.

**Representative Work:** For over eight years, MLKJ-BEC, operated primarily by people of color, has provided business services to central Massachusetts and beyond. Among its other successes, MLKJ-BEC is responsible for over \$36 million in contracts and \$2 million in loans. Its list of client organizations include Smooth Sailing, Quantum Market Systems, Inter-Global Services, Saigon Cable, UMASS Extension, Boyce & Associates, Business Inclusion Council, K&T electronics, DTS Tax Service, Worcester Family Church, Dominican Development Center, and the SBA-Business Information Center (SBA-BIC).

In 2001, SBA-BIC provided technical assistance to over 1,000 clients. In addition, it has operated and facilitated numerous workshops and business seminars that have served hundreds of current or prospective entrepreneurs. SBA-BIC has assisted the development of 10 businesses, and with its help its clients have also successfully obtained over \$1 million in financing.

## **V-Education, Workforce Development, and Business Counseling**

### **Alliance for Education**

484 Main Street, Suite 400  
Worcester, MA 01608  
Web address: [www.allfored.org](http://www.allfored.org)  
Phone: (508) 754-9425  
Fax: (508) 831-1303

Contact: Donald Gratz, Executive Director  
Budget: \$957,000—Private funding  
Category: Education, Workforce Development, and Business Counseling

**Mission/Description:** The Alliance for Education is a private, non-profit organization and collaboration between the business and public education communities within central Massachusetts. Founded in 1985, the Alliance specializes in public education advocacy and policy development. For example, in 1993 the Alliance was a leader in establishing the Massachusetts Business Alliance for Education, which was instrumental in advocating for passage of the Massachusetts Education Reform Act of 1993. The Alliance strives to meet its goals through establishing school-business partnerships, offering professional development and training opportunities for teachers and administrators, and initiating and supporting educational policy development with state and local officials. The Alliance also funds central Massachusetts' Community Reading Day, a day each year on which over 100,000 school children in 95 communities focus entirely on reading. A Board of Directors governs the Alliance, setting the policies and goals of the organization in collaboration with the Executive Director.

**Representative Work:** The Alliance for Education distributes \$30,000 worth of grant money to teachers in central Massachusetts in order to establish innovative school projects. For example, the Alliance utilizes these grants to focus on the instruction of the Massachusetts Department of Education's curriculum frameworks. Also, in the early 1990s, the Alliance led the 30-40 member Business Task Force on Education that examined and reported on Worcester area school budgets, buildings, and curricula. One of the substantive recommendations of the Business Task Force on Education was the override of Proposition 2 1/2 for educational purposes, which succeeded in several communities including Worcester.



## **Central Massachusetts Regional Employment Board**

44 Front Street, Suite 300  
Worcester, MA 01608-1712  
Web address: No website  
Phone: (508) 799-1590  
Fax: (508) 799-1595

Contact: Stephen Willand, Ph.D., Director  
Budget: \$50 million—Federal and State governments  
Category: Education, Workforce Development, and Business Counseling

**Mission/Description:** The Central Massachusetts Regional Employment Board (CMREB) is a non-profit board whose mission is to develop policy for the regional workforce development system. The CMREB is one of sixteen such boards across the Commonwealth. It implements for the central Massachusetts region the Workforce Investment Act of 1998, which established a consolidated federal, state, and local workforce development system. The CMREB regional workforce system serves the employment, labor, education, and training needs of employees and employers in Worcester and 37 surrounding communities. The CMREB has authority over the distribution of approximately \$50 million in public funds for employment, and education and training programs for the region. As a policy-setting entity, it does not directly administer any programs within the workforce development system it oversees. The CMREB establishes guidelines and allocates funds for employment and training projects that are administered by the City of Worcester's Executive Office of Employment and Training, the Massachusetts Division of Employment and Training, and Workforce Central, a one-stop career center, among others. CMREB is accountable to the Governor for the approval of its local workforce plan. Local elected officials, in accordance with criteria established by the Governor and the Workforce Investment Act of 1998, appoint the members of the local employment boards.

**Representative Work:** The CMREB, through the Massachusetts Division of Employment and Training's Workforce Training Fund, makes recommendations on applications to the Workforce Training Fund Board for grants of \$2,000 to \$250,000 to assist businesses in professional skills training for workers. The focus of the fund is on small to medium-sized businesses not able to make that kind of investment on their own, on training that results in job retention, job growth, or increased wages, and on leveraging private investment in training. CMREB markets, contacts, and coordinates the entities that apply for these grants. Among those who can apply for grants are individual employers, employer groups, trade associations, chambers of commerce, labor organizations, and training providers. This fund also awards Technical Assistance grants of \$5,000 to \$25,000 that have matching requirements. Annually, these Workforce Training Fund grants serve thousands of workers from companies like Jefferson Rubber Works, Worcester; Precise Technology, Inc., Holden; and Lucent Technologies, Sturbridge.

## **Colleges of Worcester Consortium**

484 Main Street, Suite 500

Worcester, MA 01608

Web address: [www.cowc.org](http://www.cowc.org)

Phone: (508) 754-6829

Fax: (508) 797-0069

Contact: Fred Baus, CEO

Budget: \$3.4 million (\$2.5 million Federal government distribution)—Private and State government funding

Category: Education, Workforce Development, and Business Training

**Mission/Description:** The Colleges of Worcester Consortium (COWC) is a non-profit regional association of 14 accredited colleges located in central Massachusetts. The members are Anna Maria College, Assumption College, Atlantic Union College, Becker College, Clark University, College of the Holy Cross, Fitchburg State College, Massachusetts College of Pharmacy and Health Sciences, Nichols College, Quinsigamond Community College, Tufts University School of Veterinary Medicine, UMass Medical School, Worcester Polytechnic Institute, and Worcester State College. The Consortium exists to strengthen area higher education through cooperative strategies, including partnerships with public-and private-sector organizations throughout the region. Consortium member institutions also share resources in areas such as student cross-registration, library cooperation, government relations, and professional development. Nearly 37,000 students are enrolled at these institutions of higher education as full-time or part-time students in day, evening, and weekend classes. Annually, over 7,000 students earn degrees (associates through doctoral) or complete certificates in 300 fields of study. Currently, 80,000 of these graduates live and work in central Massachusetts. The COWC is governed by a Board of Directors, comprised of the Presidents of member institutions, which in conjunction with the Policy Committees and the Executive Committee provide directives to the CEO.

**Representative Work:** The Human Resources Training Committee of the Colleges of Worcester Consortium realized a long-held goal in March, 2002. The committee witnessed the first graduation of 22 participants in the Tomorrow's Skills for Today's Managers program, a seven-session course designed for managers and supervisors in higher education. The course, developed by human resource directors from member colleges, enhanced existing skills and provided practical new ones for staff members from 10 of the 14 member colleges, who represented a cross-section of departments within the institutions. Session topics included assessing leadership behavior and style, the role and function of a supervisor, legal liabilities, interviewing and hiring skills, performance appraisals, conflict resolution, managing and understanding communication within an organization, and managing change. The course is expected to become an annual offering of the Training Committee.

## **Manufacturing Advancement Center**

60 Prescott Street

Worcester, MA 01605

Website: [www.massmac.org](http://www.massmac.org)

Phone: (508) 831-7020

Fax: (508) 831-7215

Contact: John Prosser, Chair of the Board of Directors

Budget: N/A—Private funding

Category: Education, Workforce Development, and Business Counseling

**Mission/Description:** The Manufacturing Advancement Center (MAC) is a private, non-profit 501(C) 3 corporation founded to increase the competitiveness of local small manufacturers. The MAC provides three basic services to manufacturers: (1) the administration and operation of industry network clusters, (2) the design, development and implementation of workforce training programs, and (3) the incubation and nurturing of young enterprises. A Board of Directors governs the MAC, which oversees the Director and establishes the priorities and goals.

**Representative Work:** Phoenix Metallurgical, Inc. (PMI) is a small manufacturing plant located in Hopedale, Massachusetts. It employs 40 people and makes diamond tooling and saw blades. The Manufacturing Advancement Center provided basic manufacturing skills training for PMI from July, 2000 to March, 2001. The training was provided one afternoon a week for 10 individuals. These individuals spent over 120 hours learning skills ranging from mathematics and communications to measurement and quality assurance procedures. Funding for this project came from the Workforce Training Fund, which is administered by the Massachusetts Department of Employment and Training. The Vice President and General Manager of PMI believe that this training has upgraded the skills of these employees, provided a foundation for better teamwork and afforded the opportunity to learn more jobs which would allow PMI to increase their earnings. During the recent downturn in business, these employees were retained and are providing PMI with a core of skilled workers to build for the future. PMI has requested, and received additional Workforce Training Funds to continue to train its employees.

## **Massachusetts Manufacturing Extension Partnership**

60 Prescott Street

Worcester, MA 01605

Website: [www.massmep.org](http://www.massmep.org)

Phone: (508) 831-7020

Fax: (508) 831-7215

Contact: Paul Kennedy, Chairman of the Board of Directors

Budget: \$3.5 million—State and Federal governments

Category: Education, Workforce Development, and Business Counseling

**Mission/Description:** The Massachusetts Manufacturing Extension Partnership (MassMEP) is part of a nationwide network of more than 70 non-profit centers whose purpose is to provide small and medium-sized businesses with assistance in manufacturing procedures. There are centers in all 50 states, linked together through the U.S. Department of Commerce's National Institute of Standards and Technology (NIST). This allows for even small firms in Massachusetts to have access to more than 2,000 manufacturing and business specialists. These organizations utilize MassMEP to consult other companies about plant operations, plant layout, process improvements, machinery automation, computerization, health and safety issues, environmental issues, product development, manufacturing floor experience, and doing business in Massachusetts. A Board of Directors governs MassMEP, which sets the priorities and provides oversight for the Director.

**Representative Work:** Rolls Royce Naval Marine is a designer and manufacturer of marine propulsion systems. Its primary customer is the United States Navy. Its Walpole plant is involved with design, machining, assembly, inspection, and testing of variable-pitch propeller systems. It currently employs approximately 150 people at that location. Rolls Royce has participated in The Pathways Dual Use Project funded through the Office of Naval Research and with execution and training responsibilities provided by the MassMEP. The Pathways program has allowed Rolls to be exposed to new manufacturing processes. The Rolls team picked their Oil Delivery Box product as a pilot for its first exposure to the Value Stream Mapping process, a new manufacturing procedure. Through the Value Stream Mapping process Rolls was able to reduce the production lead-time and associated costs by close to 50%.

## **Massachusetts Small Business Development Corporation**

Clark University SBDC  
950 Main Street  
Worcester, MA 01608  
Web address: [www.clarku.edu/offices/sbdc](http://www.clarku.edu/offices/sbdc)  
Phone: (508) 793-7615  
Fax: (508) 793-8890

Contact: Larry Marsh, Director Central Region  
Budget: \$340,000—State and Federal governments  
Category: Education, Workforce Development, and Business Counseling

**Mission/Description:** The Massachusetts Small Business Development Corporation (MSBDC) is a partnership among the U.S. Small Business Administration, the Massachusetts Department of Economic Development, and the Clark Graduate School of Management, under a cooperative agreement through the University of Massachusetts/Amherst. MSBDC provides free management advice, technical assistance counseling, and educational programs to small business entrepreneurs throughout the Commonwealth. These services are delivered through a network of eight counseling centers. The MSBDC centers focus on business start-up problems, business plan development, financial plan development, marketing and sales strategies, cash flow analysis, government procurement assistance, minority business assistance, and international trade and export assessment. In 2000, statewide the MSBDC secured \$24 million in total financing for entrepreneurs and provided 127 training programs that had 1,985 attendees. In addition, MSBDC provided 33,027 hours of business counseling. The MSBDC reports to the UMass/Amherst Graduate School of Management.

**Representative Work:** The MSBDC at Clark recently completed a fall-winter workshop series that included five four-hour workshop sessions, attended by 150+ people. The sessions covered such topics as The Seven Steps To Starting a Successful Business, Planning for Success: The Business Plan, Customers, Customers, Customers!!—Developing a Successful Marketing Plan, Accounting Power: A Workshop That Demystifies Accounting, and Strategic Planning For Small Business. The workshops were hosted by Clark University and sponsored by First Massachusetts Bank, FleetBoston Financial, Commerce Bank, Bowditch & Dewey, and Flagship Bank, among others.

## **Service Core of Retired Executives**

339 Main Street, 1<sup>st</sup> Floor

Worcester, MA 01608

Web address: [www.score.org](http://www.score.org)

Phone: (508) 753-2929

Fax: (508) 754-8560

Contact: Earl Berry, President

Budget: No budget—Private volunteer organization

Category: Education, Workforce Development, and Business Training

**Mission/Description:** Service Core of Retired Executives (SCORE) is a private, volunteer organization of 30 retired executives that serves as a resource of the U.S. Small Business Administration. SCORE in Worcester is a local chapter of a nationwide network that has several regional offices in most states, and is dedicated to aiding the growth, formation, and success of small businesses across the region. SCORE provides free, confidential, e-mail driven (24 hours a day 7 days a week) consultation and counseling to small businesses. The consultation covers a wide variety of business topics and management issues. SCORE has a popular website that many of its clients use as an initial point of reference and contact. The Worcester SCORE is governed by the U.S. Small Business Administration district office in Boston.

**Representative Work:** One SCORE client is a local construction company. This corporation approached a SCORE counselor in early 2001 to help it get organized during a period of rapid growth. The SCORE counselor guided the client through a number of difficult situations it was encountering, including OSHA requirements, accounting difficulties, and business planning issues. A second SCORE counselor was contacted to help address issues within specific areas of business specialization. Since that time, the company's employment has increased from 20 to 37 workers; it has acquired another company; it purchased a building and leased spaces; it acquired land for development; and it secured a \$268,000 loan. While the client had many business procedures in place, it benefited from SCORE's ability to help fine-tune and set business priorities. One SCORE counselor continues to contact and help the company as needed.

**Worcester Community Action Council, Inc.**

484 Main Street, 2<sup>nd</sup> Floor

Worcester, MA 01608

Web address: [www.wcac.net](http://www.wcac.net)

Phone: (508) 754-1176

Fax: (508) 754-0203

Contact: Patsy Lewis, Executive Director

Budget: \$10-\$13 million—Federal and State government and private funding

Category: Education, Workforce Development, and Business Counseling

**Mission/Description:** The Worcester Community Action Council, Inc. (WCAC) is a private non-profit corporation incorporated in 1965 under Chapter 180 of the Massachusetts General Laws. WCAC was formed to carry out the mandates of the Federal Economic Opportunity Act. WCAC is one of 25 community action agencies in Massachusetts and 1,000 across the country. As the designated community action agency for Worcester, WCAC provides services in Worcester and throughout southern Worcester County. WCAC is a multi-service organization with a variety of job training programs and social services targeted to the residents of central Massachusetts and southern Worcester County. The main offices are located in Worcester and it has sites in Southbridge, Webster, Millbury, Spencer, and Oxford. Currently, WCAC, Inc. operates more than 20 programs that promote self-sufficiency for low-income residents. The cornerstones are education, employment and training, energy assistance, and family support. A twenty-one member Board of Directors comprised of representatives from public, private, and neighborhood organizations govern the WCAC. The Board is responsible for setting priorities and policies for the Executive Director.

**Representative Work:** In 2001, Denis, a 26 year old, had followed a series of dead-end jobs, and was unemployed when he joined the WCAC's Energy Auditors class. As a result of this 8-week class that met 5 days a week and included workplace mentoring, Denis was able to combine his interest in the environment with a career in energy conservation. After graduating from the program, Denis was hired by Conservation Services Group, a large energy conservation company. In April of 2001, Denis went from being unemployed to earning more than \$27,000 annually.

## **Workforce Central**

44 Front Street, 6<sup>th</sup> Floor  
Worcester, MA 01608

Web address: [www.workforcecentralma.org](http://www.workforcecentralma.org)

Phone: (508) 799-8000

Fax: (508) 799-8012

Contact: Don Anderson, Director

Budget: \$4 million—Federal and State governments

Category: Education, Workforce Development, and Business Counseling

**Mission/Description:** Workforce Central (WC) is a public resource for regional workforce development services and information. WC has office centers in Worcester, Milford, Dudley, and is a partner with the City of Worcester's Executive Office of Employment and Training, Massachusetts Division of Employment and Training, and the Central Massachusetts Regional Employment Board. Its primary services are job training and placement for unemployed workers of all professional backgrounds. As a broker of labor information and services, WC plays an important role in matching job seekers and employers with appropriate positions and applicants. WC also provides information and services in career planning, interviewing skills, resume counseling, wage data for occupations, unemployment insurance, state grant opportunities, and linkages to state and local agencies. Annually, WC serves between 9,000 to 12,000 customers and hundreds of local employers. WC's recent activities include funding a network of occupational-skills training programs for lower skilled workers in the medical and computer fields, and participating in a strategic planning group with the Massachusetts Division of Employment and Training to develop funding priorities. In addition, WC has developed partnerships for on-site career center delivery of services with the state's Rapid Response Unit, Grafton and Devens Job Corps, and the Educational Opportunities Center for the Colleges of Worcester Consortium. The Central Massachusetts Regional Employment Board oversees Workforce Central.

**Representative Work:** In the past year, WC has served approximately 6,000 regional residents and over 3,000 Worcester residents with a variety of career center services including career planning, training subsidies, referrals to local job openings, and basic education. This includes workers laid off from area employers such as UMass Memorial Hospital, where WC provided on-site services. WC provided assistance to the Latino Dropout Project, local Community Development Corporations, and other agencies. In addition, several hundred heads of households moved from welfare to work with the aid of WC's job placement and counseling support activities.



## **VI-Regional Planning and Research**

### **Central Massachusetts Regional Planning Commission**

35 Harvard Street, 2<sup>nd</sup> Floor

Worcester, MA 01609

Web address: [www.cmrp.org](http://www.cmrp.org)

Phone: (508) 756-7717

Fax: (508) 792-6818

Contact: William Newton, Executive Director

Budget: \$1.2 million—State and Local governments

Category: Regional Planning and Research

**Mission/Description:** The Central Massachusetts Regional Planning Commission (CMRPC) was established in 1963 under state enabling legislation. It is comprised of 67 delegates and 40 alternates representing the City of Worcester and 39 surrounding towns with a combined population of 518,480 in southcentral Worcester County. The CMRPC is a planning partnership serving the interests of its member communities. Its primary purpose is the coordination of the region's growth and development. To that end, the Commission provides the following services: (1) conducts studies on development and transportation issues that extend beyond community boundaries, (2) uses its technical knowledge and data resources to assist government planning efforts, (3) provides technical transportation staff to the Central Massachusetts Metropolitan Planning Organization, the body (which includes the Commission as a voting member) responsible for the planning and programming of regional transportation improvement projects, and (4) prepares Geographic Information System (GIS) map products under its designation by the state as this area's Regional GIS center. The agency works with municipal boards and commissions, state and federal agencies, and the members of the Massachusetts Legislature. The CMRPC is governed by an Executive Committee, which is selected by the delegates from the member communities. The Executive Committee oversees the Executive Director.

**Representative Work:** Since the opening of the Massachusetts Turnpike Interchange and related improvements at Route 146, there has been a noticeable increase in development activity in the Blackstone Valley. In conjunction with the Blackstone River Valley Chamber of Commerce, the National Heritage Corridor, and local officials, CMRPC has prepared a Route 146 Overlay District zoning bylaw for adoption by individual communities. To date, Sutton and Northbridge have adopted the overlay, and the Uxbridge Town Meeting will consider adoption by this spring. Millbury adopted a similar bylaw in 1991. The bylaw contains a set of design standards that are intended to promote high quality non-resident development in the Route 146 corridor. The bylaw does not regulate the specific uses that may be permitted, but does strive to encourage development that is consistent with the character and history of the Blackstone Valley. The bylaw has been successfully used in Sutton for several projects, including a 4,500-sq. ft. paint and decorating shop, and a 150,000-sq. ft. Home Depot distribution facility.

## **Comprehensive Economic Development Strategy Committee**

339 Main Street

Worcester, MA 01608

Web address: No website

Phone: (508) 753-2924

Fax: (508) 754-8560

Contact: Dr. Stephen Willand, Chairman/ Julie Jacobson, Staff/

Paul Morano, Staff/William Scanlon, Staff

Budget: No budget

Category: Regional Planning and Research

**Mission/Description:** The Comprehensive Economic Development Strategy Committee (CEDS) is a broad-based committee that creates a strategic plan for economic development opportunities in the Greater Worcester area. This plan is required by the Economic Development Administration (EDA) of the U.S. Department of Commerce in order for this region to receive EDA funding for projects under the jurisdiction of the agency. The CEDS consists of representatives from public and private sectors within the Worcester region defined by 39 surrounding communities that make up the Central Massachusetts Regional Planning Commission's service area. These communities extend from Barre/Hardwick in the northwest, to Sturbridge in the southwest, along the Massachusetts/Connecticut/Rhode Island borders, to Blackstone in the southeast, to Berlin in the northeast, and Princeton in the northcentral. The CEDS is a non-budgeted committee whose agendas, meeting schedules, reports, and staffing are provided by the Worcester Regional Chamber of Commerce, City of Worcester, and the Central Massachusetts Regional Planning Commission. The CEDS generally meets 3-4 times annually to discuss ongoing planning and development projects, to update the prior year's Project List, prepare the current year's Project List, and evaluate the CEDS process. The CEDS is accountable to the EDA.

**Representative Work:** In 2001, the CEDS authored a 100-page, annual report, which was submitted to the U.S. Department of Commerce's Economic Development Administration. The annual report and its numerous appendices, charts, minutes, and documentation provide a comprehensive update of the region's economic development activities and prioritized projects. For example, the report gives a list of CEDS members and committees, a discussion of the area's economy, steps taken to implement CEDS strategies, the projects to attain CEDS goals, its evaluation process, and meeting minutes and agendas. Also, among its appendices is a map of the CEDS region, a chart of the 15-year labor force and unemployment figures for the area, and a graph, data, and analysis of the 15-year employment-by-sectors for the region. The report summarizes CEDS work, and also establishes a working plan for addressing economic opportunities in the region.

## **Municipalities Organized for Regional Effectiveness**

Shrewsbury Town Hall

100 Maple Street

Shrewsbury MA 01545.

Web address: [www.MOREregionalism.org/](http://www.MOREregionalism.org/)

Phone: (508) 841-8508

Fax: (508) 842-0587

Contact: Dan Morgado, President

Budget: \$53,000—Local governments

Category: Regional Planning and Research

**Mission/Description:** Municipalities Organized for Regional Effectiveness (MORE) is a non-profit corporation dedicated to education and research on regional issues. MORE was founded as a voluntary, member-driven entity in response to the Commonwealth's elimination of Worcester County government. MORE is comprised of 20 municipalities in the Worcester region dedicated to developing a regional approach to economic development, healthcare, transportation, environmental policy, public safety, and municipal administrative issues. A Board of Directors, comprised of representatives from each member community governs MORE. The Board sets the policies and priorities to be implemented by the Executive Director.

**Representative Work:** MORE established a members' alliance for joint purchasing of copy paper, office products, heating/diesel fuel, and gasoline. Under this alliance heating fuel costs were capped at 68 cents per gallon from July 1, 1999 to June 30, 2000. The savings that were realized by MORE participants were \$3,000 to \$34,000.

In the past eighteen months, MORE has established a Health Insurance Alliance for those member municipalities interested in participating. By creating a uniform plan design for its joint purchasing group, MORE has secured a discounted rate from some of the region's major health insurance carriers. The MORE Health Insurance Alliance is currently working on securing renewal discounts for MORE's members.

## **Worcester Regional Research Bureau**

319 Main Street

Worcester, MA 01608

Web address: [www.wrrb.org](http://www.wrrb.org)

Phone: (508) 799-7169

Fax: (508) 799-4720

Contact: Roberta Schaefer, Ph.D., Executive Director

Budget: \$248,000—Private funding (plus a three-year Sloan Foundation grant totaling \$535,680)

Category: Municipal and Regional Research and Education

**Mission/Description:** The Worcester Regional Research Bureau (WRRB) is a private, non-profit organization dedicated to conducting independent, non-partisan research on financial, administrative, management, and community issues facing Worcester's municipal government and the surrounding region. The WRRB was founded in 1985 as the Worcester Municipal Research Bureau, but has recently expanded its scope to examine public issues affecting the greater Worcester area. The WRRB conducts research, writes reports, and provides forums on various public policy matters. Subjects of some recent studies include the management of the Worcester Regional Transit Authority, the City of Worcester's finances, the regional implications of Census 2000, and the use of Project Labor Agreements on public construction projects. (The text of reports is available on the Research Bureau's website.) Subjects of recent forums were downtown housing, prospects for regional economic development, and colleges and workforce development. All forums are taped by Charter Communications and rebroadcast on Channel 3. Between January and April, 2002 the Research Bureau had 4,000 to 4,500 monthly page request hits to its website. Since 2000, the WRRB sponsored 21 public policy forums and authored 17 public policy reports. The WRRB also presents the annual Thomas S. Green Awards to municipal employees for outstanding public service. The Research Bureau is governed by a Board of Directors and a thirteen-member Executive Committee, which provides research and policy directives to the Executive Director and staff.

**Representative Work:** In 2001, the WRRB was awarded a \$535,680 grant from the Alfred P. Sloan Foundation to establish the Center for Community Performance Measurement (CCPM) which benchmarks municipal and community performance in Worcester. In particular, CCPM measures performance in the five policy areas of the City's strategic plan: economic development, municipal and neighborhood services, public education, public safety services, and youth services. The CCPM has authored three reports thus far on economic development in Worcester, the Worcester Public Schools, and municipal and neighborhood services. One measure of performance within the municipal and neighborhood services policy area is the Computerized Neighborhood Environment Tracking<sup>SM</sup>, or ComNET<sup>SM</sup>. ComNET<sup>SM</sup> combines resident participation and up-to-date technology to systematically observe and track neighborhood conditions over time. ComNET<sup>SM</sup> participants use handheld computers and digital cameras to survey the physical condition of their neighborhoods, which is then tracked annually. The data is compiled at the CCPM office and transmitted to neighborhood associations, City departments, and private organizations for remedial action.

## **VII-Regional Transportation**

### **Massachusetts Bay Transit Authority**

45 High Street, 9<sup>th</sup> Floor

Boston, MA 02110

Web address: [www.mbta.com](http://www.mbta.com)

Phone: (617) 222-3433

Fax: (617) 222-5841

Contact: Anna Barry, Director of Railroad Operations (Commuter Rail)

Budget: \$191 million for the total operations of the MBTA (Budget for Worcester line only is not available.)—State government

Category: Regional Transportation

**Mission/Description:** The Massachusetts Bay Transit Authority (MBTA) is the nation's oldest and fourth-largest public transportation system. It serves 1.3 million passengers annually. The MBTA has 53 stations/stops for its rapid transit lines, 13 routes and 121 stations/stops for its commuter rail lines, 162 routes with 9,000 stations/stops for buses and trackless trolleys. Through its rapid transit, bus, and ferry lines it covers nearly 800 miles of service. In July, 2000 one-fifth of the state sales tax became a dedicated source of revenue for the MBTA. A nine-member Board of Directors governs the MBTA and oversees the General Manager, who directs the daily operations.

**Representative Work:** In recent years, ridership of the MBTA system has been increasing on all modes of transportation. After over 20 plus years without operation, commuter rail service to central Massachusetts and Worcester (which began in September, 1994) has seen substantial growth. It currently includes 10 round-trip trains per day (4 during rush-hour) with 383,615 passengers in 2001 commuting eastbound from Worcester. Commuter rail schedule also offers a reverse commute train that leaves Boston at 6:50 a.m. for an 8:05 a.m. arrival in Worcester. The MBTA commuter rail service offers 452 parking spaces in Worcester and 271 spaces in its new Grafton station. Three newly built stations in Southborough, Westborough, and Ashland will open in late June, 2002. Because of the success of this operation, there has been considerable discussion by the participating communities and the MBTA about offering additional service.

## **Massport/Worcester Regional Airport**

375 Airport Drive

Worcester, MA 01602

Web address: [www.massport.com/airports/worce.htm/](http://www.massport.com/airports/worce.htm/)

Phone: (508) 799-1350

Fax: (508) 799-1866

Contact: Eric Waldron, Airport Director

Budget: +/- \$4 million—Local and State governments

Category: Regional Transportation

**Mission/Description:** Massport/Worcester Regional Airport is a City of Worcester-owned and Massport-operated regional airport. According to a 1998 Massachusetts Aeronautics Commission study, the economic impact of the airport was about \$37 million for this region. Worcester Airport is located in both the City of Worcester and the Town of Leicester. The Airport offers service by major carriers to a variety of domestic destinations. At present, there are departing flights from Worcester to Philadelphia, Atlanta, and Chicago with connecting flights to more than 100 destinations. Worcester Airport serves people living within a 30-mile radius of Worcester and had 52,376 total flights in 2001. Prior to the events of September 11<sup>th</sup> Worcester Airport was beginning to attract some passengers away from Logan Airport. That trend, however, has declined as air travel nationwide has been negatively impacted by security concerns. In FY00, Massport entered into a 5-year agreement with the City to operate the airport and to gradually assume the operating deficit. (In FY03, Massport will assume the entire deficit of \$1.7 million.) The Authority's long-standing position has been that "easy and effective access" is essential if the airport is to succeed. Given that position, the Massachusetts Highway Department (MassHighway) for the last several years has been studying possible access road routes from I-290, all of which have been unfavorably received by the abutters and the Worcester City Council. At the City Council's request, MassHighway has agreed to explore the Cambridge Street Corridor for improved access to the airport. At this time, it is not clear whether Massport is prepared to renew its contract with the City after it runs out in FY05, or if the absence of progress toward developing an access road would be grounds for terminating the agreement. A seven-member Airport Commission, which is appointed by the City Manager of Worcester, governs Worcester Airport.

**Representative Work:** Since the early 1990s, there have been significant changes made to the Airport. These include the completion of a new terminal, which can accommodate about 800,000 enplanements a year and millions of dollars of airside improvements, which have greatly improved reliability of service. Since Massport assumed operations, it has been marketing the Airport's advantages to the traveling public as well as to the airlines. It secured regional jet service to Chicago and Atlanta. American Eagle, the airline that provides service from Worcester to Chicago, recently reduced some fares to make its business fares more competitive with similar service at other area airports. Competitive pricing is one of the most important factors when leisure travelers and business people select an airline and airport. More destinations and more flights which would provide more times for arrival and departure still eludes Worcester Airport.

## **Worcester Regional Transit Authority**

287 Grove Street

Worcester, MA 01605

Web address: [www.therta.com](http://www.therta.com)

Phone: (508) 791-2389 x3006

Fax: (508) 752-3153

Contact: Mary MacInnes, Administrator

Budget: \$23.8 million—Local and State governments, and ridership fares

Category: Regional Transportation

**Mission/Description:** The Worcester Regional Transit Authority (WRTA) was created in September 1974, pursuant to the provisions of Chapter 161B of the General Laws of the Commonwealth of Massachusetts. The Authority is given general responsibility to develop, finance, and contract for the operation of mass transportation facilities and services within its territory. The day-to-day operations of the Authority are managed by the Administrator who is appointed by the Advisory Board. The WRTA contracts with RTA Transit Services, Inc. to operate 30 fixed bus routes within Worcester and 13 surrounding towns. This area includes the towns of Auburn, Boylston, Brookfield, Clinton, East Brookfield, Holden, Leicester, Millbury, Oxford, Shrewsbury, Spencer, Webster, and West Boylston. The WRTA also contracts with several agencies to provide paratransit services for the elderly and the disabled. An Advisory Board comprised of one representative from each member community governs the WRTA. The Board is responsible for determining service levels, fares, budgets, and hiring an administrator. The Board-appointed administrator handles the daily operations of the WRTA.

**Representative Work:** The ridership on WRTA buses, like that on most transit systems in smaller cities, consists primarily of a transit-dependent population: the poor, the elderly, and the disabled. Over the years, ridership on fixed-route service has decreased, costs have increased, and state and local subsidies are tied to Proposition 2 1/2 funding limits. These constraints have resulted in periodic cuts in fixed-route service, making it less attractive to those who have alternative means of transportation. In response to these problems, the WRTA has developed a 3-year marketing plan with the goal of increasing ridership. The plan is designed to convey the benefits of public transit to all employees, existing riders, potential riders, and the community at-large. The first year focus will be on retaining existing riders; the second year on targeting potential riders; and the third year on attracting these new riders. In addition, the WRTA is pursuing an opportunity to provide new service. In response to the opening of commuter rail service in the I-495 corridor, the WRTA has an opportunity to redefine itself in part as a broad-based commuter system rather than simply a system serving transit-dependent populations. It has offered to provide new service to commuters from the rail stations to companies along the I-495 corridor. Because this is new service, it could be contracted to the bidder that can provide the best service at the lowest cost.

## **VIII-Public Utilities/Park Systems**

### **Greater Worcester Land Trust**

172 Shrewsbury Street  
Worcester, MA 01604  
Web address: [www.gwlt.org](http://www.gwlt.org)  
Phone: (508) 795-3838  
Fax: (508) 795-3838

Contact: Colin Novick, Project Coordinator  
Budget: \$45,000—Private funding  
Category: Public Utility/Park Systems

**Mission/Description:** The Greater Worcester Land Trust (GWLT) is a private, non-profit organization dedicated to the preservation of open spaces in the Worcester area. In particular, it works to keep forests, farmland, and vacant lands for permanent protection of open space. Established in 1987, this type of land trust is new to the Worcester area. Since its inception, the GWLT has acquired approximately 18 parcels of land, including Southwick Pond, Curtis Pond, Parson's Cider Mill, Coal Mine Brook, Kettle Brook, and Sargent's Brook among others. In order to achieve its mission the GWLT utilizes land acquisition, conservation easement, and land gifts. In some cases, GWLT holds third-party conservation easements on private property. Under this arrangement the property owner is given a property tax reduction in exchange for a long-term commitment to land and nature preservation. The Land Trust owns or maintains a total of 577-acres of conservation land in the Worcester area. The GWLT also lobbies state and local governments on conservation issues. An advisory board, which governs the GWLT, directs the project coordinator on which policies, management plans, land uses, and land acquisitions to pursue.

**Representative Work:** In 1992 the GWLT acquired the Cascades West property, a 122.9-acre parcel on the Paxton, Worcester, and Holden lines. This land lies at Worcester's urban edge and is now protected woodlands. The land is also located at the northwest edge of the Blackstone River and the runoff from this land drains into Tatnuck Brook near the Holden Reservoir. The Holden Reservoir provides drinking water to most citizens in Paxton, and many residents in the City of Worcester.



## **John H. Chafee Blackstone River Valley National Heritage Corridor Commission**

One Depot Square

Woonsocket, RI 02895

Web address: [www.nps.gov/blac/home.htm](http://www.nps.gov/blac/home.htm)

Phone: (401) 762-0250

Fax: (401) 762-0530

Contact: Michael Creasey, Executive Director

Budget: \$800,000—National Park Service/Federal government

Category: Public Utilities/Park Systems

**Mission/Description:** The John H. Chafee Blackstone River Valley National Heritage Corridor Commission (BRVNHCC) is a member of the U.S. National Park Service, and is dedicated to historic preservation, river revitalization, environmental education, economic development, and the history of the Industrial Revolution in the Valley. BRVNHCC is governed by a federal commission and spans the Massachusetts-Rhode Island border. BRVNHCC works collaboratively with both states' governments and the federal government to capitalize on the landscape and history of the Blackstone River and the region. In order to achieve its mission, the BRVNHCC operates and preserves dozens of historic buildings, including mills, canals, railroads, theaters, warehouses, houses, and mansions. In addition, the park is responsible for 400,000-acres of land, visitor centers, bikeways, the Blackstone River, lakes, ponds, streams, tributaries, and fish ladders. A nineteen-member federal commission made up of public officials from Massachusetts and Rhode Island governs the BRVNHCC.

**Representative Work:** The Heritage Corridor is presently establishing a visitor center in the City of Worcester, the Blackstone Valley's northern gateway. The Blackstone River Valley Northern Gateway Visitor Center will be a mixed-use facility located in the old Washburn and Moen Wireworks building located at the convergence of the Blackstone and Middle Rivers just south of I-290 on Route 146. The Visitor Center will include exhibits celebrating the industrial ingenuity of the residents of the City of Worcester and the Blackstone River Valley. A chain of parks along the Blackstone and Middle Rivers will surround the Visitor Center. The parks will link the Visitor Center to the Blackstone River Bikeway, currently under construction. Ultimately, the bikeway will link Worcester to Providence along the Blackstone River National Heritage Corridor.

## **Massachusetts Audubon Society**

Broad Meadow Brook Conservation Center and Wildlife Sanctuary

414 Massasoit Road

Worcester, MA 01604

Web address: [www.massaudubon.org](http://www.massaudubon.org)

Phone: (508) 753-6087

Fax: (508) 755-0148

Contact: Deborah Cary, Director

Budget: \$400,000—Private funding

Category: Public Utilities/Park Systems

**Mission/Description:** The Massachusetts Audubon Society is the largest conservation organization in New England, concentrating its efforts on protecting the natural environment and wildlife of Massachusetts. MassAudubon protects more than 29,000-acres of conservation land, conducts educational programs for 250,000 children and adults annually, and advocates environmental polices at the local, state, and federal levels. Established in 1896 and supported by 65,000 members, MassAudubon maintains 41 wildlife sanctuaries that are open to the public and serve as the base for its conservation, education, and advocacy work across the state. For example, Wachusett Meadows is 1,000-acres of privately gifted land in Princeton. MassAudubon's home in central Massachusetts, the Broad Meadow Brook Conservation Center and Wildlife Sanctuary also serves as the visitor information center for the John H. Chafee Blackstone River Valley National Heritage Corridor Commission. Sanctuary lands are managed through cooperative agreements with the City of Worcester, Massachusetts Electric, and the Greater Worcester Land Trust, and includes 400-acres and miles of marked trails. MassAudubon is a statewide organization that has local chapters that are governed by a local advisory board, which provides conservation, advocacy, and research directives to local site managers.

**Representative Work:** MassAudubon designs and offers nature education to a broad range of members of the community at the sanctuary throughout the City of Worcester and the surrounding towns. In particular, MassAudubon uses the Blackstone River and its watershed for these purposes. For example, for three years approximately 40 people have been conducting monthly water quality tests at 35 sites on the Blackstone headwater tributaries north of Fisherville Pond in south Grafton. These tributaries include Kettle Brook, Tatnuck Brook, Kendrick Brook, Mill Brook, Middle Brook, O'Hara Brook, and Sewell Brook, among others. Participants on these monitoring teams include members from the Tatnuck Brook Watershed Association, the Blackstone Headwaters Coalition, the Massachusetts Department of Environmental Protection, Clark University, and Norton Company among others. These citizen scientists have been testing for dissolved oxygen, nitrates, phosphates, pH, temperature, and coliform bacteria. These monitoring teams' data, along with those from other monitoring programs, will be analyzed and interpreted by Clark University with assistance from the Massachusetts Department of Environmental Protection. If the data reveals health or environmental hazards then Massachusetts Department of Environmental Protection seeks regulatory or legislative remedies for the problems.

## **Regional Environmental Council, Inc.**

172 Shrewsbury Street

Worcester, MA 01604

P.O. Box 255

Worcester, MA 01613

Web address: [www.regionaleenvironmentalcouncil.org](http://www.regionaleenvironmentalcouncil.org)

Phone: (508) 799-9139

Fax: (508) 799-9147

Contact: Peggy Middaugh, Executive Director

Budget: \$100,000—Private funding

Category: Public Utility/Park Systems

**Mission/Description:** The Regional Environmental Council (REC) is a private, non-profit organization formed in 1971. The REC is dedicated to promoting environmental awareness and protection in Central Massachusetts through education and advocacy. It is a small, grassroots organization working in the inner city to promote community level activities. The REC's core programs include: Youth Environmental Service Corps (YESC) which matches inner city youth with educational and community service nature projects, Community Gardening (UGROW) which provides neighborhood gardening opportunities for several hundred seniors and other residents, Environmental Health which educates residents and workers about the health impacts of pollution exposure to toxic substances, Earth Day during which REC coordinates cleanup of over 60 city public spaces, vacant lots, and provides environmental education and entertainment at an Earth Day Festival. The REC leads trail hikes in the spring, summer, and fall for residents in Worcester and the surrounding communities to learn about the open spaces in the city. The REC's Knight Fund Educational Grants have provided dozens of small grants to educators in the Worcester County area for environmental projects in their schools. The REC lobbies for open space, the urban forest, and water resources. The REC is governed by a Board of Directors, which is elected by the membership.

**Representative Work:** The REC has worked with dozens of local residents to encourage the Worcester City Council to pass a resolution banning the sale of mercury thermometers in Worcester because of potential health and environmental problems. In addition, the REC has lobbied the Massachusetts Department of Environmental Protection to encourage the reduction of levels of mercury emissions from solid waste incinerators in Worcester and the Commonwealth.

## **Upper Blackstone Water Pollution Abatement District**

50 Route 20

Millbury, MA 01527

Web address: No website

Phone: (508) 755-1286

Fax: (508) 755-1289

Contact: Tom Walsh, Engineer, Director, and Treasurer

Budget: \$7.7 million—Local governments

Category: Public Utilities/Park System

**Mission/Description:** The Upper Blackstone Water Pollution Abatement District (UBWPAD) was founded in 1968 by an Act of the Massachusetts Legislature. District members include the communities of Auburn, Cherry Valley Sewer District in Leicester, Holden, Millbury, Rutland, West Boylston, and Worcester. The District manages wastewater treatment from its member communities and provides septage treatment and solids management services to non-member communities. More than 60 Massachusetts cities and towns depend on the District for wastewater management services. The mission of the District is to provide environmentally responsible, high quality, and cost effective services to its customers in central Massachusetts. The District is also committed to protecting the quality of the Blackstone River. The UBWPAD facilities are located on the Worcester/Millbury line adjacent to the Massachusetts Turnpike and Route 146. The secondary treatment plant can handle an average wastewater flow of 56 million gallons per day. The treated wastewater is discharged to the Blackstone River. The District processes sludge that it collects in treating wastewater with liquid sludge from other Massachusetts communities. The sludge is blended, conditioned, and disposed of by incineration. The nine-member Board of Directors, which is appointed by member communities, governs the UBWPAD. The Board provides guidelines to the Engineer/Director/Treasurer for operations and management.

**Representative Work:** The UBWPAD is currently working on a project to modernize and improve its facilities. This includes the implementation of a plan to achieve more stringent discharge standards for the Blackstone River. The plan was developed through District facilities planning completed to identify the most cost-effective approach to modernizing its 25 year-old plant and meeting revised standards for the river. UBMPAD reached an agreement with EPA by which UBMPAD will work to achieve new more stringent discharge limits in exchange for an extended compliance schedule. The plan envisions completion of design and construction of the facilities needed to achieve new standards by 2009 with design and construction of other facilities occurring on an as-needed basis.

## **Wheelabrator-Millbury**

331 Southwest Cutoff Road

Millbury, MA 01527

Web address: [www.wheelabratortechnologies.com/millbury\\_plant.html](http://www.wheelabratortechnologies.com/millbury_plant.html)

Phone: (508) 791-8900

Fax: (508) 752-5483

Contact: Fred Confalone, General Manager

Budget: N/A—Private funding

Category: Public Utilities/Park System

**Mission/Description:** A wholly owned subsidiary of Waste Management Inc., Wheelabrator Technologies based in Hampton, New Hampshire is one of the nation's largest developers, owners, and operators of commercial waste-to-energy facilities. Wheelabrator-Millbury is a waste-to-energy facility that provides disposal of municipal solid waste for 36 communities while generating electricity. The Millbury facility was designed and constructed by Wheelabrator Technologies. The facility is also owned and operated by Wheelabrator, and processes up to 1,500 tons of municipal solid waste from central Massachusetts per day. The waste-to-energy process utilized in Millbury is a type of recycling. The incoming trucks deliver trash to an enclosed reception area and dump the refuse into a concrete receiving pit. In this area, overhead cranes transfer the trash into one of the two boilers' feed hoppers. Inside each boiler, an inclined metal grate slowly moves the refuse through the combustion process, where temperatures exceed 2,500°F and the combustion process is completed. Air to feed the combustion process is drawn from the refuse receiving building, which is used to sustain a negative pressure in the combustion area. This negative pressure prevents any garbage odors or dust from escaping into the outside environment. A sprayer/dryer/absorber in combination with an electrostatic precipitator for each furnace thoroughly cleans emissions to meet all local, state, and federal environmental standards. The area surrounding the grate systems are large utility-type boilers designed to recover the thermal energy released during the combustion process. This high-pressure steam is converted into electrical energy in the turbine-generator. The Wheelabrator-Millbury plant generates electrical energy for sale to the New England Power Company.

**Representative Work:** Wheelabrator-Millbury has played a leading role in coordinating a Mercury Recovery Program in central Massachusetts. The purpose of the Mercury Recovery Program is to remove from the waste stream mercury and mercury-containing devices such as fever thermometers, thermostats, button cell batteries, mercury switches, school lab thermometers, and barometers. Wheelabrator-Millbury contributes 50 cents to the Mercury Recovery Program for every ton of waste they process. By removing mercury from the waste stream Wheelabrator-Millbury is working to ensure that mercury does not enter its own waste combustion process or end up in area landfills. Safety Kleen of North Andover, Massachusetts collects mercury products in disposal buckets from Boards of Health and Departments of Public Works in each participating community. Safety Kleen accounts for the amount of mercury disposed, seals the mercury/mercury devices in 55-gallon steel drums, and sends them to Bethlehem Apparatus in Bethlehem, Pennsylvania for recycling. In 2001, Wheelabrator-Millbury played a central role in removing approximately 481-lbs. of mercury from the waste stream in central Massachusetts. In addition, it also helped remove another 145-lbs. from schools in the region.