the Gateway Cities Innovation Awards

Tuesday, November 12
UMass Boston Campus Center
12:00 P.M.

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THE 2013 WINNERS ARE:

**Curt Spalding:** Mr. Spalding is the Regional Administrator for EPA’s Region 1. He has been a valued partner in redevelopment projects in virtually every Gateway City in the Commonwealth. A notable example of his tenacity is the transformation of Chelsea’s highly contaminated former Lawrence Metals site, which will become a new 152-room Holiday Inn when complete.

**Marc Dohan:** Marc Dohan is the Executive Director of the Twin Cities Community Development Corporation. Under Mr. Dohan’s leadership, the TCCDC has been a powerful agent for neighborhood stabilization in Fitchburg and Leominster.

**O’Connell Companies:** Holyoke-based O’Connell Companies is renowned for their work on large and technically complex projects. As the first private developer to invest in WPI’s Gateway Park, they have joined a small class of firms with the vision and risk tolerance to execute on truly transformative projects.

**The Merrimack Valley Sandbox:** The mission of the Sandbox is to boost the economic and social well-being of greater Lowell and Lawrence by advancing entrepreneurship and innovation.

**Mary Waldron:** As the Executive Director of Brockton 21st Century Corporation, Ms. Waldron played a pivotal role facilitating two major downtown redevelopment projects: the transformation of the Knight building into the Station Lofts by Capstone Communities and the rebuilding of the Enterprise Block by Trinity Financial.

**Armando Feliciano and Jay Minkarah:** Armando Feliciano is a longtime Springfield community leader and Chairman of the Springfield Redevelopment Authority. As the first CEO of DevelopSpringfield, Jay Minkarah has devoted enormous energy to this joint effort. The opportunity their collaboration has produced is embodied in the Rebuild Springfield Plan — an ambitious, forward-thinking blueprint for the city’s future that the SRA and DevelopSpringfield are now working together to implement.
Dear Friends,

We are delighted to be together today to celebrate the first anniversary of the Gateway Cities Innovation Institute. Today’s program recognizes — not just one year — but several years of hard work and dedication on the part of hundreds of people and organizations, including the seven award winners we are honoring today.

The Gateway Cities story is the story of the American middle class and the pursuit of the American dream. From Brockton and New Bedford to Fitchburg and Pittsfield, these communities have provided the opportunity to work, grow, and be a part of a strong civic life. The revitalization of these cities is one of the most important public policy issues facing the Commonwealth.

MassINC is proud to be part of the Gateway Cities story. Since 2007, we have devoted our resources to their growth and renewal. We have sought to better understand their common opportunities and challenges through research and polling. We have connected city leaders, across city lines, to work collaboratively on policy development. And we have communicated the unique need for a Gateway Cities policy agenda to elected officials, policymakers, and the media. The result has been a growing movement, across a variety of sectors, bringing people together and building energy to strengthen the economic and institutional fabric of these communities.

The assets of the Gateway Cities are as relevant today as they were in previous generations. In some ways, even more so: consider vibrant, walkable downtowns with housing that families can afford on well-served transportation routes; consider these communities as rich learning systems with an assortment of educational institutions to prepare children for the economy of the future; and consider these entrepreneurial urban economies as engines for regional growth and prosperity.

Thank you for your support of Massachusetts’s Gateway Cities and your role in their continued progress.

Sincerely,

Greg Torres
President of MassINC
Publisher of CommonWealth magazine
The work of the Institute is informed by a diverse group of Fellows who bring regional knowledge and relationships along with expertise in policy areas central to the Institute’s mission. Fellows participate in forums, provide peer review for research, and help grow the network of leaders engaging in collaborative efforts to strengthen our Gateway Cities.

FELLOWS

Diluvina Vazquez Allard
Pedro Arce
Rev. Kevin D. Bean
Jerry Beck
Gregg Crouteau
Colleen Dawicki
Chad D’Entremont
Brian Elliott
Fred Faust
Lew Finfer
Jack Livramento
Rev. Donald Mier
Linda Noonan
Kevin O’Sullivan
Melinda Phelps
Tricia Pistone
Maggie Super Church
John Schneider
Charlie Toulmin
Catherine Tumber
Megan Whilden
David Zoffoli
the Gateway Cities Innovation Awards

WELCOME
Greg Torres, President of MassINC and Publisher of CommonWealth Magazine
Ben Forman, Gateway Cities Innovation Institute Executive Director
and Director of Research, MassINC

ACKNOWLEDGEMENTS AND INTRODUCTION
Nicholas Fyntrilakis, VP, Community Responsibility, MassMutual Financial Group
Introduced by Greg Torres, President of MassINC and Publisher of CommonWealth Magazine

VIDEO MESSAGE
Senator Elizabeth Warren

PRESENTATION OF AWARDS
Jay Ash, Chelsea City Manager

Curt Spalding, Regional Administrator, Environmental Protection Agency Region 1, Presented by Jay Ash, Chelsea City Manager

Marc Dohan, Executive Director, Twin Cities Community Development Corporation, Presented by Lisa Wong, Mayor of Fitchburg

The Merrimack Valley Sandbox
Presented by Bob Rivers, President and CEO, Eastern Bank

Armando Feliciano, Chairman, Springfield Redevelopment Authority
Jay Minkarah, CEO, DevelopSpringfield,
Presented by Melinda Phelps, Partner, Bulkey, Richardson & Gelinas

O’Connell Companies
Presented by Marty Jones, President and CEO, MassDevelopment

Mary Waldron, Former Executive Director, Brockton 21st Century Corporation, Presented by Jim Keefe, CEO, Trinity Financial

KEYNOTE ADDRESS
John Fish, Founder, President and CEO, Suffolk Construction
THE GATEWAY CITIES INNOVATION INSTITUTE

The Gateway Cities Innovation Institute is a new platform at MassINC designed to build and sustain collaborative cross-city, cross-sector efforts to advance a common agenda for Gateway City growth and renewal. The Institute provides independent analysis and a neutral table to help communities coalesce around shared priorities and cooperatively implement bold policy innovation. The work of the Institute is carried out in collaboration with our distinguished cross-city networks.

GATEWAY CITIES INNOVATION INSTITUTE NETWORKS

The Gateway City Mayors/Managers Compact  In response to MassINC’s original Gateway Cities report, the chief executives of Massachusetts’s Gateway Cities entered into a formal compact to work collaboratively in pursuit of common interests in 2008.

Legislative Caucus  The Gateway Cities Legislative Caucus was also founded in 2008. Chaired by Representative Antonio Cabral and Senator Benjamin Downing, the caucus membership includes 21 state senators and 68 state representatives.

Arts and Culture  In partnership with the Massachusetts Cultural Council, MassINC hosted a series of forums on arts-based economic development in Gateway Cities around the state. Building off these conversations, communities brought teams to the Gateway Cities Creative Placemaking Summit held in Lowell in 2012. Working with Gateway City arts and culture leaders, MassINC prepared a report that translated the summit’s proceedings into a creative placemaking policy agenda.

Editors  The Gateway Cities Editors Network leverages MassINC’s civic journalism, research, polling, and civic engagement resources to strengthen the public policy and investigative journalism capacity of these daily newspapers. In turn, the Network is a tremendous distribution channel for ideas and information across a range of issues that impact residents and influence elected officials. Network activities include Gateway Cities Editorial Boards, Gateway City Editors’ Dialogs, e-news aggregator, content sharing, and civic engagement partnerships.
**Education** MassINC first convened leaders in Worcester for an education summit in early 2011. Energized by the conversation, Gateway City officials held several informal meetings to discuss shared education challenges and opportunities. To further these discussions, the Institute launched a nine-month facilitated process to develop the *Gateway Cities Vision for Dynamic Community-Wide Learning Systems*. The effort engaged hundreds of education leaders and produced a blueprint to guide a Gateway City education policy campaign.

**Housing and Economic Development** The formation of this Gateway Cities network began with housing and economic development leaders. At their urging, MassINC brought these local officials together in early 2008. They met for informal talks over several months, identifying a set of policy priorities unveiled at the first Gateway Cities Summit, held in Fall River in October 2008. An omnibus economic development bill signed into law in 2010 incorporated a number of these policy priorities. Building on their early success, Gateway City housing and economic development leaders crafted the transformative redevelopment agenda that is the basis for HB311 currently before the legislature.

**Transportation** MassINC assembled transportation leaders from across the state in the Fall of 2011. This first conversation centered around a MassINC study highlighting the needs of regional transportation agencies. In early 2013, the Institute hosted convenings in 10 Gateway Cities for a more wide-ranging discussion on the future of public transportation. Gateway City transportation leaders are currently partnering with the Institute on new research exploring best-practices in the development of comprehensive service plans.

**TRANSFORMATIVE REDEVELOPMENT**
Transformative redevelopment is an urban revitalization strategy that calls for targeted public support for projects that catalyze significant follow on private investment, leading over time to the transformation of an entire downtown or urban neighborhood. A transformative redevelopment policy would make these carefully crafted projects possible by directing the full suite of public resources (e.g., funding for arts and culture, economic development, educational facilities, energy efficiency, environmental remediation, housing, parks, and transportation) to projects that exploit the unrealized potential of existing assets and repair weak markets, eliminating the need for development subsidies in the future.
GATEWAY CITIES INNOVATION INSTITUTE

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