

PARTNERSHIP

UPDATE

JANUARY/
FEBRUARY
2009



An update from the 495/MetroWest Partnership, a non-profit regional advocacy organization serving the 32 communities in the 495/MetroWest region through public/private collaboration.

PARTNERSHIP PUSHES FOR TOLL EQUITY



The Partnership continues its advocacy efforts on behalf of 495/MetroWest drivers in regards to toll equity, particularly in light of the recent preliminary approval for a \$100 million toll increase expected in early Spring 2009.

As was reported in the May issue of *Arc Update*, the Partnership's Transportation Committee has been tracking the progress of an internal working group at the Massachusetts Turnpike Authority (MTA) charged with studying the issue of toll equity. While not designated a final report, the Working Group's last presentation to the MTA was at their June

board meeting, at which the Partnership offered testimony on the Interim Toll Equity Report. The Partnership had previously submitted written commentary on the toll equity issue to MTA Director, Alan LeBovidge, on May 14, 2008.

The Partnership was also in attendance at the August and September MTA board meetings, offering further testimony about the inequities of the current tolling system. In September, the Partnership's Transportation Committee heard from MTA board member, Mary Z. Connaughton, on Turnpike finances and Toll Equity. A detailed presentation was offered outlining the 1997 & 1999 bond offerings proceeds, the gaps in operations and maintenance contract assistance from the Commonwealth estimated to be between \$35 and \$75 million annually, as well as the deals made for the Western Turnpike and Metropolitan Highway System. All of which has led to the need for greater revenues. And with few revenue raising options, toll increases of \$100 million annually were preliminarily approved at the November MTA board meeting.

Further contributions were made by the Part-

nership's Executive Director, Paul Matthews, at a public workshop in Natick in September held by the Executive Office of Transportation and Public Works to solicit transportation needs from the public; toll equity, transportation reforms, and transportation financing were all identified as priorities.

In November, Governor Patrick appointed a new MTA board member, John R. Jenkins of Natick, prior to the board's November meeting. The Partnership reached out to board member Jenkins to introduce our organization and share our concerns regarding Toll Equity. On November 13, Governor Patrick published a column in *The Boston Globe*, entitled "How I'll Change Mass transit", in which he outlined plans to dismantle the Turnpike Authority, splitting responsibility for the road between Massport and MassHighway while also eliminating some tolls. The MTA Board met the following day and gave preliminary approval to a \$100 million toll hike. If finalized, increased tolls could be in place by April 1, 2009 if not earlier. For Fast Lane users tolls would in-

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REBRANDING INITIATIVE UNDERWAY

At their December meeting hosted by EMC² Corporation, the Partnership's Board of Directors approved a modified name for the organization - 495/MetroWest Partnership - as well as a short but descriptive tagline of "Leaders

for Regional Prosperity".

The step resulted from the Partnership's strategic planning process, which charged the organization with a rebranding effort. Based on feedback from an online questionnaire sent to various stakeholders including Board members, investors, key municipal officials, and Legislators prior to the strategic planning retreat it became evident that the 'Arc of Innovation' brand lacked recognition as representing the 495/MetroWest region and moreover, was found to be confusing.

Discussion ensued during the strategic planning process and at subsequent meetings of the Board about simplifying the organization's name, phasing out the 'Arc of Innovation' brand, and creating a new tag line. A rebranding subcommittee was formed whose members include Dennis

Giombetti, the Partnership's Public Sector Co-Chair from the town of Framingham, John Beekman of SEA Consultants, Michelle Ciccolo from the town of Hudson, Susanne Morreale Leiber of the Marlborough Regional Chamber of Commerce, Glenn Trindade from the town of Medway, and Scott Weiss of The Gutierrez Company, all of whose valuable input led to this important decision.

The graphical representation of the region along I-495 will remain as the logo. However, one major change is the name of the Partnership's newsletter, now called the *Partnership Update*. Additional efforts during this transition will include improvements to the Partnership's website as well as simplified electronic addresses. Stay tuned for more details.

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TOLL EQUITY (CONTINUED)

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crease by 50 cents at the Route 128 and Allston/Brighton interchanges and by \$3.00 at the two harbor tunnels.

The 495/MetroWest delegation spoke on behalf of our region's drivers, strongly encouraging board members to consider fairness and toll equity before voting for a substantial toll increase.

In the days following the hearing, the delegation was vocal in their opposition to the toll increase, with Representative Linsky filing a bill to "eliminate tolls on the Massachusetts Turnpike, the Ted Williams, Sumner and Callahan tunnels, and the Tobin Bridge". The bill, HD 5261, also calls for increasing the state gas tax from 21 cents per gallon to 32 cents per gallon. Co-sponsors of the bill from our region include Representatives Conroy, Naughton, Peisch, Richardson, Sannicandro as well as Senator Karen Spilka. Representative Steven Walsh also filed a bill, HD 5254, freezing toll rates "until December 31, 2009 or until comprehensive transportation reform legislation is passed by the Legislature, if that occurs prior to December 31, 2009."

November and December proved busy months on the topic of transportation with press releases, *Boston Globe* columns, and various other forms of correspondence by Governor Patrick,

Speaker of the House Salvatore DiMasi, Senate President Therese Murray and Co-Chairs of Transportation Senator Baddour and Representative Wagner in addition to the above mentioned filing of bills. A flurry of hearings was also scheduled at a time when the State House is usually quietly preparing for the holidays before the January rush of bill filings. Additionally, renewed attention was placed on the Commonwealth's Transportation Finance Commission's (TFC) recommendations, which were released over a year ago.

In early December the Partnership submitted formal commentary to Secretary of Transportation Bernard Cohen regarding our positions on the TFC reports, which included recommendations related to toll equity. Throughout December the Partnership attended the Joint Committee on Transportation's hearings on public-private partnerships, Governor Patrick's plans to reform transportation agencies, and on tolls and gas tax.

On December 17, the Partnership offered oral testimony on the toll structure changes at the MTA hearing in Framingham. Executive Director Paul Matthews reiterated the Partnership's previous testimony about the inequities of the current tolling system. Mr. Matthews urged the Turnpike Board Members to consider the impact of such dramatic toll increases on commuters and on the economy of the 495/MetroWest

region, which is home to several corporations with locations here and in Boston. He asked the Board to delay increases while a statewide comprehensive transportation plan is finalized and if absolutely necessary, to consider raising the tolls only by what is necessary to avoid a downgrade in the MTA bond rating.

The Governor is expected to file his much anticipated legislation on transportation reform in January while hearings continue at the Turnpike Authority (January 7th in Worcester) and by the Joint Committee on Transportation (January 6th oversight hearing on TFC recommendations).

The Partnership will continue to track this important issue and to advocate on behalf of our region.

For those interested in submitting written testimony and comments on the proposed toll increases to the Turnpike Authority please send them to: the Office of the General Counsel, Massachusetts Turnpike Authority, 10 Park Plaza, Suite 4160, Boston, MA 02116 by 5:00 PM on Wednesday, January 14, 2008.

For further information on the proposed toll increases or on the various additional transportation efforts conducted by the Partnership please contact Jessica Strunkin at (774) 760-0495 x103 or at Jessica@arc-of-innovation.org

PARTNERSHIP SPONSORS LIFE SCIENCE FORUM

On Friday, October 31, 2008, Framingham State College hosted a Life Sciences Leadership Forum, which the Partnership co-sponsored with Massachusetts State Senators Karen Spilka and Harriette Chandler; Central Mass and MetroWest STEM Education Networks; UMass Medical School; the Metro West Chamber of Commerce; the Metro South/West Regional Employment Board, and the Massachusetts Biotechnology Council.

The Forum provided invaluable information on the Massachusetts Life Sciences Initiative, details of which were presented by Secretary of Housing and Economic Development Dan O'Connell, and Dr. Susan Windham-Bannister, the President & CEO of the Massachusetts Life Science Center. The legislation, which was signed into law on June 16, 2008, provides state investments totaling \$1 billion over ten years in the state's life sciences cluster. The funding is intended to:

- Promote economic development;

- Support the Commonwealth's world-class academic medical centers research institutions, universities and industry leaders;
- Promote a highly skilled and educated workforce;
- Create an industry-friendly environment;
- Strengthen and protect Massachusetts' global leadership position in the Life Sciences; and
- Support the development of treatments, therapies and cures.

The Partnership's Executive Director, Paul Matthews, participated in one of the four break-out sessions on topics ranging from the Massachusetts Life Science Investment Fund to the role Higher Education will play in the new law. The nearly one hundred attendees were also treated to a panel discussion by a variety of experts including Dr. Timothy Flanagan, President of Framingham State College, who spoke on building the state's leading science teacher work-

force, as well as representatives from Genzyme Corporation, AstraZeneca R&D, Mass General Hospital and the Massachusetts Biomedical Initiatives.

On the heels of this forum, the Life Sciences Initiative made an immediate impact on the 495/MetroWest region, when the Life Sciences Center Board of Directors approved \$5.2 million for water and sewer improvements in Framingham's Technology Park. This vote took place at Framingham Town Hall, and was critical to allowing further expansion by Genzyme Corporation, creating hundreds of more local jobs.

Since the forum, the Life Sciences Center has released a draft application for the tax incentives program, which becomes effective on January 1, 2009, and the Department of Revenue has issued a [Technical Information Release \(TIR\) on the program](#).

For more information on the Massachusetts Life Science Center visit www.masslifesciences.com.

UPCOMING ACTIVITIES

WATER RESOURCES COMMITTEE

WEDNESDAY • JANUARY 21, 2009 • 8:30–10:00 AM

CONFERENCE ROOM • 200 FRIBERG PARKWAY • WESTBOROUGH

- ◆ **New England EPA Representatives** will discuss the new Residual Designation Authority Program, which would require certain industrial, commercial and residential facilities in Milford, Franklin, and Bellingham with two or more acres of impervious area (parking lots, roofs, roadways, etc.) to operate under a Clean Water Act permit.
- ◆ **Gerry Preble**, Private Sector Co-Chair from Beals and Thomas, Inc., will lead discussion on current and emerging water resource issues.

Space is limited; to register for this meeting please contact Andrea Geffert at andrea@arc-of-innovation.org or 774-760-0495.

TRANSPORTATION COMMITTEE

FRIDAY • JANUARY 16, 2009 • 8:30–10:00 AM

CONFERENCE ROOM • 200 FRIBERG PARKWAY • WESTBOROUGH

- ◆ **Senator Karen Spilka**, author of gas tax legislation.
- ◆ **Representative John Fernandes**, member of the Joint Committee on Transportation.
- ◆ **Representative David Linsky**, lead sponsor of HD5261, a bill calling for a gas tax increase and elimination of tolls.
- ◆ **Rob Nagi**, Private Sector Co-Chair from VHB & Vera Kolias, Public Sector Co-Chair from Southborough, will lead discussion on current and emerging transportation issues.

Space is limited; to register for this meeting please contact Andrea Geffert at andrea@arc-of-innovation.org or 774-760-0495.

ONGOING ACTIVITIES

PARTNERSHIP EXAMINES HOUSING DENSITY ISSUES

During the last several years there has been a steady drumbeat of concern regarding the affordability of housing in Greater Boston. A variety of organizations including the Commonwealth Housing Task Force, the Pioneer Institute, Harvard's Rappaport Institute for Greater Boston, the Home Builders Association of Massachusetts, the Massachusetts Housing Partnership, and the Massachusetts Association of Realtors have produced reports, forums, and initiatives that well document the issues associated with housing affordability.

Two concerns have been consistently raised in the research on the housing issue. One is that the low-density nature of residential development, particularly in the suburban regions of Greater Boston, is a critical factor affecting housing affordability. The second is that the high cost of housing, despite recent cost decreases in the housing market, is forcing workers out of state. In short, Greater Boston's housing problem has become an economic development problem.

As an organization concerned with the economic competitiveness of the 495/MetroWest region, the 495/MetroWest

Partnership was interested in examining housing affordability more closely, with specific focus on density and how increasing density can spur the provision of workforce housing. Workforce housing is generally defined as housing that is affordable for individuals/families that make from 80 percent to 120 percent of an MSA's median income. Since the 495/MetroWest region is primarily suburban, the Partnership wanted to pay particular attention to the challenges of increasing density in a suburban landscape.

The Partnership commissioned the University of Massachusetts Amherst's Department of Landscape Architecture and Regional Planning to develop a project that would examine these issues. Working directly with two municipalities in the region (Sudbury and Medway), the project's main goal was to develop conceptual residential site designs on parcels in each municipality aimed to increase density and produce workforce housing. Each site plan was based on design techniques for moderate-density projects that are appropriate in the parcels' suburban setting, take into account infrastructure and environmental limitations on the site, and attempt to address the root

apprehensions associated with density. Moderate density translated into about seven to ten units per acre; their size and compact design usually dictates a price affordable to workforce families.

Site plans *did not* consider the parcels' underlying zoning and the municipality's subdivision regulations but were not classified as Ch.40B comprehensive permit developments. Through this effort the project identified barriers to developing moderate density workforce housing in a suburban context as well as density limitations not related to regulations. The Partnership density project also examined regulatory and design precedents from around the United States and Massachusetts that address the challenge of developing moderate density workforce housing in suburbs.

The Partnership has developed an executive summary detailing the main components of the project and utilizing lessons learned through the process to make specific recommendations for state and municipal policies related to housing development. For more information about the project contact Adam Ploetz at 774.769.0495 ext. 101 or adam@arc-of-innovation.org.

NEWS

US EPA & MASSDEP MAKE IMPORTANT STORMWATER ANNOUNCEMENTS IN NOVEMBER

On November 17 two important announcements were made about forthcoming stormwater management programs. The first came from the US Environmental Protection Agency (EPA) on their Charles River Preliminary Residual Designation Authority, which directly affects the 495/ MetroWest region.

The Regional Administrator of the EPA New England Office announced a preliminary determination that certain stormwater discharges in the Charles River watershed located in Bellingham, Milford, and Franklin will be required to obtain permit coverage under the National Pollutant Discharge Elimination System (NPDES) of the Clean Water Act. Specifically, EPA New England will require certain industrial, commercial and residential facilities in the above named towns with two or more acres of impervious area (parking lots, roofs, roadways, etc.) to apply for a Clean Water Act permit for stormwater discharges which eventually reach the Charles River. The permits will require that these facilities reduce phosphorus discharges by 65 percent through a variety of stormwater management practices, some of which could require retrofitting properties. The effort is aimed at reducing phosphorus to improve water quality in the Charles River as well as providing benefits to the "recharge" of groundwater sources. Additional information on the EPA program can be found at www.epa.gov/ne/charles/tmdl.html.

[charles/tmdl.html](http://www.epa.gov/ne/charles/tmdl.html).

Additionally, the Massachusetts Department of Environmental Protection (MassDEP) announced a similar but separate program, a new State-wide Stormwater Management Program, requiring facilities with five or more acres of impervious area to reduce stormwater runoff. Under both federal and state actions, new requirements will be phased in to reduce polluted stormwater runoff at sites with large paved areas. While the statewide threshold is five acres, MassDEP is proposing to match EPA's two-acre requirement in the Charles River Watershed. MassDEP will be holding five information sessions around the state followed by four public hearings, where verbal and written comments will be accepted. Details on the sessions and hearings as well as additional information on the new program can be found at <http://www.mass.gov/dep/public/hearings/stormreg.htm>.

In October, the Partnership's Water Resources Committee heard from Fred Civian, MassDEP's Stormwater Coordinator, who provided a preview of their Statewide Stormwater Management Program. In early January, 2009, the Committee meets again to hear an overview of the new EPA permit requirements in the Upper Charles from EPA New England representatives. See Page 3 for further details on meeting time

and location.

On December 23, official notice for both programs was released, including information on the comment period. Comments regarding the EPA's Residual Designation Authority in the towns of Bellingham, Franklin and Milford need to be submitted on or by February 6, 2009, identified by Docket ID No. EPA-R01-OW-2008-0857 by one of the following methods:

- <http://www.regulations.gov>: Follow the on-line instructions for submitting comments;
- *E-mail*: beck.erik@epa.gov; or
- *Mail and hand delivery*: U.S. Environmental Protection Agency, New England Region, One Congress Street, Suite 1100, Mailcode CWN, Boston, MA 02114-2023.

Comments on MassDEP's Statewide Stormwater Management Program must be submitted by February 9, 2009, to:

MassDEP, One Winter Street, 5th Floor, Boston, MA 02108, attn. Glenn Haas; or

DEP.Waterpermitting@state.ma.us.

For further information on either announcement contact Jessica Strunkin at (774)760-0495 or at Jessica@arc-of-innovation.org.

ON BEACON HILL

\$250 MILLION IN PUBLIC INFRASTRUCTURE FUNDS AUTHORIZED

By John S. Ziemba and Catherine Preston of Bowditch & Dewey

Regulations implementing the state's new Infrastructure Investment Incentive or I³, which is the state's \$250 million public infrastructure program, were published on Friday, December 12th. Communities and private developers are now able to apply to the Executive Office for Administration and Finance and the Massachusetts Development Finance Agency for state infrastructure assistance awards of a minimum of \$10 million and a maximum of \$50 million per project. The new program brings needed new state funding to jumpstart economic development projects in communities. However, communities and private developers need to be aware that the program contains numerous requirements to ensure that the state gets a return in new state tax revenues for its investment. In many ways, the program reflects the state's competing goals during these precarious fiscal times. The state needs to invest in order to create jobs to turn the economy around. However, with shrinking state tax revenues, the state needs to ensure that its spending decisions result in maximum returns.

Under I³, \$250 million in new state infrastructure funding has been authorized for job-creating private development projects. The I³ Act, with its recent enhancements by the Legislature, has

been hailed as a model of state, municipal and private cooperation in meeting the challenge of building public infrastructure dependent projects with scarce public funding. The I³ Act joins other recent state public infrastructure programs, such as District Improvement Financing being used in Worcester's City Square Project.

I³ is intended to be a three-way partnership between developers, municipalities, and the Commonwealth. MassDevelopment issues tax-exempt bonds to finance public infrastructure improvements (such as streets, sidewalks, and water and sewer service) that are necessary in the development of state revenue producing, job-creating private projects. Once a project is built and generates new state tax revenues through new jobs and new sales, the state will pay the annual debt service costs for the public infrastructure improvements. Under the act, private developers will construct the improvements, and once complete, will transfer ownership of the infrastructure to the municipality, or other public entity. Project developers are responsible for such debt service costs until their projects are occupied. In the event a project doesn't generate enough state taxes to offset the state's debt service payments, the host municipality of the project is responsible for such shortfall.

INFRASTRUCTURE FUNDS AUTHORIZED (CONT.)

MassDevelopment is authorized to issue bonds to finance infrastructure improvements for industrial, manufacturing, office, retail, research and development, residential, or other commercial facilities. In an effort to streamline the process, a pre-application is required. This is intended to ensure that all parties review the proposal and come to a common understanding of the project and the anticipated new state tax revenues it will generate prior to beginning the municipal permitting process. After the pre-application is approved, projects must be approved by a host municipality. Once approved, project proponents and municipalities must submit a joint proposal to MassDevelopment and to the state Executive Office for Administration & Finance ("A&F") for approval.

As part of the approval process, the state Department of Revenue will certify that the amount of the new state tax revenues allocable to the project will be at least equal to one and a half times the projected maximum annual debt service to be paid by the state. Municipalities are required to establish a liquidity reserve for each assessment parcel within the project in an amount equal to twice the total annual debt service due on bonds allocable to the assessment parcel. No economic development proposal which secured municipal approval prior to the September 7, 2006 is eligible. Also, no more than two economic development proposals can come from any one municipality. However, I³ has been fashioned to allow for the preliminary approval of projects which will be phased, with each phase receiving final approval as timing allows. This allows financing of master planned developments, without having each phase count as a separate project against the municipality's total.

Opportunities for Cities & Towns- I³ provides excellent opportunities for communities to upgrade their infrastructure at little or no cost to them, but with a certain degree of risk. As planned, public infrastructure to support private developments will be paid first by the project developer and then by the state. The community would only need to pay for the costs of the infrastructure if the project doesn't generate enough state tax revenues to offset the costs of the debt service. Pursuant to the Act, the State can deduct the amount of such shortfalls from a community's annual local aid payments. While this is a big risk for communities, the Act and the regulations provide methods to reduce this risk. First, municipalities can enter into an agreement with developers to assume the costs of any shortfall in revenues. However, there could be payment concerns, as a developer in this circumstance will already likely be facing financial pressures. Second, developers can also agree to provide the funding for the debt service reserve required to further ensure that the state is made whole. Third, developers can also agree to pay for the maintenance costs of public infrastructure, during construction and after occupancy. Post-occupancy maintenance costs, and other assurances to help reduce risks for municipalities can be built into the Infrastructure Development Assistance Agreement, a four party agreement to be signed by the municipality, the developer, the Executive Office for Administration and Finance, and the Massachusetts Development Finance Agency.

The recently enacted changes (Chapter 129 of the Acts of

2008) eliminate some of the hurdles of the 2006 I³ Act which helped block its full implementation and which limited its reach for communities. For example, the legislation eliminates a cap of five projects that could receive the new funds. Therefore, many more projects may receive support under the new Act than was initially anticipated. The changes also add an additional \$50 million to the \$200 million originally authorized, reserving the additional money for projects in economically distressed municipalities.

Developer Opportunities + Challenges - I³ does present some challenges and opportunities for developers. For example, the new act provides that the state's infrastructure payments will be backed by the full faith and credit of the Commonwealth in order to make the infrastructure bonds more saleable. Further, the new legislation also clarifies that while a competitive process is required in the developer's construction of the public infrastructure improvements, the process need not conform to the state's procurement laws. The regulations confirm that District Improvement Financing ("DIF") may be used in conjunction with I³ funding. Also, although the new regulations prohibit the use of other state infrastructure programs with I³, some discretion is given to the Secretary of Administration and Finance to waive this requirement and other requirements. This program is the only exemption to the Commonwealth's bond cap, and that the exemption was made possible by the assurances that the program will pay for itself through new tax revenues from personal income taxes on wages and partnership distributions, sales taxes and hotel/motel room occupancy excise taxes. Of critical importance to developers, projections of tax revenues will be reduced to reflect the direct displacement of existing businesses, the relocation of existing businesses within the state and the indirect displacement of economic activity from elsewhere in the state. The requirements for new tax revenues and the discounting of "displaced economic activity" mean it may be difficult for developers of residential or retail properties to use this funding mechanism. Nonetheless, there will be opportunities for developers of office and industrial properties from the program, as their projects would be the most likely to create real new employment, and thus fare well in this analysis. Also, the regulations provide flexibility to developers to make their case regarding projected new state tax revenue, subject to the review of an independent analyst chosen by the state. This method of determining the projected new state tax revenues was chosen over having a set formula directly in regulation.

For more information about the I³ Act or other state infrastructure programs, contact Bowditch & Dewey. With our work on projects such as state's first and largest District Improvement Financing Project, Worcester's City Square, we have the experience necessary to efficiently and cost effectively bring otherwise complicated public / private projects to a successful conclusion.

The Partnership would like to thank co-authors John S. Ziemba and Catherine Preston for this detailed and informative article.

METROWEST MEDICAL CENTER SURVEY

The Partnership regularly speaks out on behalf of the region's infrastructure needs and continued economic prosperity.

One of the foundations of that prosperity and an irreplaceable component of our health care delivery system is MetroWest Medical Center, one of the region's top employers and a founder and supporter of the Partnership. In order to demonstrate the depth of their regional support, MetroWest Medical Center is working with the MetroWest Chamber of Commerce on a confidential survey to document the range of employers, individuals, and families who utilize their services.

The information will be aggregated by health insurance provider, and individual company information will not be released.

As one of the region's top employers, or one of the communities served by MetroWest Medical Center, your participation in this survey is crucial to the continued strength of the hospital. **Please support MetroWest Medical Center by taking the few moments necessary to complete this very brief survey.** Contact Ted Welte at the MetroWest Chamber of Commerce at 508-879-5600, or by email ted@metrowest.org for access to the survey.

PARTNERSHIP WELCOMES NEW STAFF MEMBER

The Partnership is pleased to announce the recent hiring of Andrea Geffert as the new Administrative Coordinator. A Hopedale resident, Andrea's experience from her time at the Blackstone Valley Regional Technical High School's charitable foundation will lend itself well to the Partnership's activities.

Executive Director Paul Matthews noted, "The Partnership is fortunate to have Andrea joining our small staff since she has extensive experience with non-profit finances and administration."

Please join us in welcoming our newest staff member.

AROUND THE REGION

Massachusetts Association of Conservation Commissions - <http://maccweb.org/>

The Partnership is presenting its *Green Infrastructure Toolkit* at the Massachusetts Association of Conservation Commissions' annual environmental conference on Saturday, **February 28, 2009** in the **Hogan Campus Center** at the **Holy Cross College in Worcester, MA**. The conference, which is the largest regular environmental conference in New England, runs from 8AM to 5:15PM. Interested registrants can go to http://maccweb.org/edu_aec_workshops.html for further information.

CHAMBER OF COMMERCE EVENTS

Marlborough Regional Chamber of Commerce

www.marlbroughchamber.org

Jan 15	Business After Hours 5:30pm
Where	<i>New Horizons, Marlborough</i>
Jan 23	Distinguished Speaker Breakfast 7:45am
Where	<i>Marlborough Courtyard by Marriot</i>
Jan 28	Networking Before Nine 7:45am
Where	<i>Holiday Inn Express, Hudson</i>
Jan 30	Special Workshop 8:30am
Where	<i>Marlborough Chamber of Commerce</i>
Feb 3	Business After Hours 5:30pm
Where	<i>Speakers Night Club, Marlborough</i>
Feb 10	Networking Before Nine 7:45am
Where	<i>Boys & Girls Club, Marlborough</i>

MetroWest Chamber of Commerce

www.metrowest.org

Jan 15	Nearly Noontime Networking 11:45am
Where	<i>Clark University Graduate Ctr., Framingham</i>
Jan 27	Women's Initiative Luncheon 11:30am
Where	<i>Sheraton, Framingham</i>
Jan 29	Business After Hours 5:30pm
Where	<i>Destination Beauty Medspa, Framingham</i>
Feb 13	Networking Breakfast 7:15am
Where	<i>Crowne Plaza, Natick</i>
Feb 19	Nearly Noontime Networking 11:45am
Where	<i>Clark University Graduate Ctr., Framingham</i>
Feb 24	Women's Initiative Luncheon 11:30am

Where	<i>Sheraton, Framingham</i>
Feb 24	Business After Hours 5:30pm
Where	<i>Metro9 Steak House, Framingham</i>

Corridor Nine Chamber

www.corridornine.org

Jan 14	Business After Hours 5:00pm
Where	<i>Avidia Bank, Westborough</i>
Jan 22	Legislative Breakfast 7:15am
Where	<i>DoubleTree Hotel, Westborough</i>
Jan 28	Success Express Workshop 8:30am
Where	<i>Corridor Nine Area Chamber, Westborough</i>
Feb 10	Success Express Workshop 8:30am
Where	<i>Corridor Nine Area Chamber, Westborough</i>
Feb 11	Biz Builder 5:00pm
Where	<i>Doubletree Hotel, Westborough</i>
Feb 26	Ultimate Networking Breakfast 7:15am
Where	<i>Doubletree Hotel, Westborough</i>

Milford Area Chamber of Commerce

www.milfordchamber.org

Jan 13	Business After Hours 5:00pm
Where	<i>Mory's Mini Golf, Milford</i>
Mar 28	Home & Business Expo 10:00am
Where	<i>Blackston Valley Technical HS, Upton</i>

United Regional Chamber of Commerce

www.unitedchamber.org

Jan 14	Business After Hours 5:00pm
Where	<i>Bristol County Savings Bank, Attleboro</i>

495/METROWEST CORRIDOR PARTNERSHIP**Private Sector Co-Chair**

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Mgr. of Sustainable Dev. Programs

Jessica Strunkin

Mgr. of Public Policy & Public Affairs

Andrea Geffert

Administrative Coordinator

This update is intended to provide a brief overview of the 495/MetroWest Corridor Partnership's activities, as well as offer updates on various issues confronting the region. It is not intended to serve as a comprehensive guide to all issues of concern to the Partnership and its participants, and unless otherwise noted, it is not intended to signify that the Partnership has taken a particular position on any issues. Any included web links are listed on an as-is basis and without warranties either express or implied; the Partnership is not responsible for those sites' content, privacy policies, products, and services. If you have any questions, concerns, or suggestions regarding this update, please contact Jessica Strunkin, Manager of Public Policy & Public Affairs by phone at 774.760.0495 or by email at jessica@arc-of-innovation.org.



Leaders for Regional Prosperity

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THANK YOU FOR SUPPORTING THE 495/MetroWest Partnership!

The 495/MetroWest Partnership was founded to address regional needs through public / private collaboration, by enhancing the economic vitality and quality of life while sustaining natural resources in 495/MetroWest region. The Partnership was formally incorporated in 2003, building from the prior activities of the I495 Technology Corridor Initiative, MetroWest Momentum, and the affiliated chambers of commerce - the Corridor Nine Area, Marlborough Regional, MetroWest, Milford, and United Regional chambers. As currently constituted, the Partnership has a service area of thirty-two communities, and as a chartered non-profit organization, is governed by a Board of Directors representing leadership from municipal government, business, state agencies, environmental organizations, and non-profit groups.

THANK YOU!

495/METROWEST PARTNERSHIP INVESTORS

Platinum Division

Bose Corp.	Bowditch & Dewey LLP	Carruth Capital LLC
EMC ² Corporation	Fidelity Investments	IBM
Cisco Systems	Community Newspaper Co.	Genzyme Corp.
National Grid, USA	NSTAR	Sovereign Bank New England

Silver Division

Fallon Community Health Plan	Intel	MetroWest Medical Center / St. Vincent Hospital
Middlesex Savings Bank	Milford National Bank & Trust	National Development
National Assoc. of Industrial & Office Properties, MA Chapter		

Bronze Division

Avidia Bank	Beals & Thomas	Guaranteed Better Sales
Hewlett-Packard	Mirick O'Connell	MS Transportation Systems
SEA Consultants, Inc.	The Gutierrez Company	Vanasse Hangen Brustlin, Inc.

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