

# MEDC BULLETIN

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*"Serving Professional Massachusetts Economic Developers since 1963"*

## **ANNUAL MEETING IN BOSTON WELL ATTENDED AND PRODUCTIVE**

MEDC's Annual Meeting was held in Boston on December 12, 2007 hosted and sponsored by the Boston Redevelopment Authority (BRA). The meeting attracted over 80 members and guests. The featured speaker was Mayor Thomas Menino. The 2007 Member of the Year Joseph Bevilacqua and Lifetime Achievement Award recipient Carl Eger, Jr. were honored during the day's activities. The program also included a panel discussion on Waterfront Development, the election of Directors and Officers, and the Annual Business meeting of the Council.

Panelists for the Waterfront Development discussion were Jay Ash, City Manager of Chelsea, Richard McGuinness; Deputy Director of Waterfront Development, BRA; Heather Campisano, Deputy Director for Development Review, BRA; and Rich Dimino, President/CEO, A Better City. Lowell Richards, Chief Development Officer, Massport serve as the moderator.

The Annual Business meeting was highlighted by the introduction of incoming President Michael Milanoski of the Attleboro Redevelopment Authority. During the meeting reports on the Council's financial affairs and programmatic direction were provided by Carl Eger, Jr., Bob Bateman and Rob Hubbard.

MEDC Board members Kathy McCabe, Steven Winter, and Dana Whiteside, Deputy Director of Economic Development of the BRA worked as a committee to make arrangements for the day's program.



*L-R Mayor James Fiorentini, Joseph Bevilacqua, Robert Hubbard & Mayor Thomas Menino*

## **President's Message**

### **Dear Members,**

Are we as a profession of economic developers prepared for the 21<sup>st</sup> Century? That is the MEDC Board of Directors have debated over the past year. During this time they crafted a structure of vision and a strategic plan with measurable goals to meet the 21<sup>st</sup> Century Head On. It is with great pleasure that I present to you beginning on page 2, the new MEDC Five Year Strategic Plan which was adopted at the February Board meeting.

When you have a chance to read the full text of these guidelines, you will see that we have laid out a leadership path that starts with the realities of our situations we will set our sights on practical goals and follow logical and manageable steps to reach them. (Continued on page 5)

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## MEDC Five Year Strategic Plan

### **Purpose of Five Year Strategic Plan 2008-2013**

New economic, political, technological and social conditions in both the domestic and global domains offer unprecedented opportunities as well as significant, still insufficiently understood threats to our communities and to our profession. Adapting to this new, truly global work requires education, flexibility, and innovation. True to the calling of economic developers, this strategic plan builds off our existing strengths while helping us adapt to changing realities by testing new strategies, adapting new technologies and nurturing new collaborations.

### **Meeting the 21<sup>st</sup> Century Head On**

Globalization, the IT revolution, the world wide web, and rising environmentalism offer dynamic prospects and pose significant challenges to the long term significance of economic development professionals as well as to MEDC's ability to effectively serve our members. The challenges are real and complex as are the opportunities. This plan is one of our tools to address them head on, and identify and implement well-considered, strategic solutions. This is exactly what our profession is all about. But first lets precisely define what these challenges and possibilities are to our profession.

### **Challenges to and Opportunities for the Profession**

- The rise of the internet as a critical source of community data, puts the question of the long-term relevance of the profession on the table while also creating new partners and new methods for collaboration and innovation.
- Regional differences in economic development practices, challenges, and opportunities, which is overlapping with the changing understanding of economic development priorities within the professional itself (gathering vs. gardening) which goes beyond a simply segmented marketplace.
- Harsh fiscal realities and workforce challenges, particularly attracting and retaining new entrants to the progression and accessing skilled senior leadership, hitting both EDOs and the businesses in their communities.
- Economic shifts, shocks and restructuring with diverse impacts on regional economies and their competitive advantages – weakening some and strengthening others.
- Changing business models, particularly the rise of the global corporation and the decline of local leadership. What is the impact of these changes on community opportunities, economic development strategies and economic development metrics of success?
- Globalization is redrawing the lines defining who's central to the economy and who is peripheral. Specifically, globalization and IT are the 21st century processes for connecting markets and moving labor, capital, products and services across the wider market. The process is akin to roads and rails in the U.S. at the turn of the century and like the rails and highways, it will have similar impacts strengthening some and weakening others, by changing their position within the market space and the competitive position of their local businesses, institutions and workers. In other words, new conditions and new positions in this network influences who wins and loses in the international marketplace.



*Dana Whiteside of the Boston Redevelopment Authority welcomes MEDC members*

### **MEDC Mission**

Provide leadership and excellence in economic development for our communities, members, and partners in Massachusetts.

### **MEDC Core Values**

We embrace the following core values which continue to reflect our mission, and guide our decisions, actions and provision of services for our members.

- Social responsibility and a dedication to building health, just and competitive communities
- Creation of wealth for individuals, businesses, and communities
- Advancement of both the economic development profession and the professional
- Cooperation and Collaboration with other partners

### **MEDC Vision**

Our vision is to make sustainable economic development a priority in all size communities and at every level of government by professionalizing and diversifying the economic development field, providing first class services to our members, increasing our policy and advocacy efforts and becoming the number one source of economic development knowledge and expertise in Massachusetts.

### **MEDC Strategic Objective**

MEDC remains committed to leading the economic development profession within Massachusetts into the future using the following strategic directions as our guide.

- 1. To further strengthen the economic development profession and maintain the significance of the economic developer as a community leader in Massachusetts.**
  - a. Extend opportunities for individual professional development to broaden and deepen our

- knowledge of new conditions and how best to respond to emerging threats and opportunities through the following actions:
- i. Develop internet options for dissemination of local economic development problems and other solutions
  - ii. Research and identify high level skill building venues for leadership
- b. Enhance the awareness and the image of the economic development professional through the following actions:
- i. Continue to educate public and private decision-makers at all governmental levels on the importance of economic development and the tools it requires to be effective and actively engage public officials in all MEDC's activities, with an emphasis on training.
  - ii. Increase positive public relations surrounding economic development and the professionals who deliver it and create annual state of the Commonwealth Economic Development Awards.
  - iii. Build collaborative relations with relevant associations to promote this objective.
- c. Recruit and retain diverse new entrants and new leadership into the field through the following actions:
- i. Build relationships with colleges and universities with existing economic development programs and develop a website for graduates to post their resume.
- 2. To provide first class, services to help our members meet the challenges and seize the opportunities of working in an increasingly dynamic and volatile global economy.**
- a. Develop new products or services and improve existing ones to help our members be more competitive and more resilient in a globalizing entrepreneurial economy through the following actions:
    - i. Find new and varied ways to communicate with and engage our members in the organization, its activities and the development of new services
    - ii. Help our members to understand and manage the challenges and opportunities associated with globalization, sustainability (for communities and businesses), and entrepreneurship.
    - iii. Understand emerging global business models and their impact on communities and disseminate findings through our advanced educational seminars, website, and other relevant venues.
    - iv. Expand our Massachusetts economic development tool box and make legislative recommendations as necessary.
- 3. To become the number one source of economic development knowledge and thought leadership (change agents) in Massachusetts.**
- a. Revise our knowledge dissemination vehicles to meet diversifying membership needs and changing conditions through the following actions:
    - i. Review our knowledge dissemination tools and strategies, especially website, e-newsletters, and blast e-mails, and investigate new ones such as blogs to determine what the appropriate knowledge dissemination tools are.

- b. Encourage more collaboration with and among members to build knowledge and value through the following actions:
  - i. Cooperate with a wide range of agencies to stay abreast of key trends, strategies, techniques, research and ideas that we send to our members.
  - ii. Identify methods and technologies to facilitate two-way communication with members to gather their expertise and disseminate knowledge on economic development.
  - iii. Build relationships with relevant organizational partners to gain access to new resources, new perspectives, and new ideas in these areas.

### **President's Message**

Continued from page 1

Like so many other achievements over the past several years, these new statements would not be possible without the strong leadership of Rob Hubbard and the effective support of Bob Bateman. Rob, thank you for dedication and staying involved on the financial end as MEDC Treasurer. Bob is resuming the well-earned retirement the Board of Directors interrupted four years ago, when we asked him to "help out for a year or so." As soon as the snow melts, Bob will be returning, and I ask you to join me in thanking him the next time you see him for a job so very well done.

Also, the Board voted unanimously to enter into a contract with Wynne Association Management. By doing so, we appointed Doug Wynne to serve as our new executive director. Doug is a Certified Association Executive who retired last year from a 37-year career funding and managing non-profit organizations. After graduating from Harvard College, Doug served as a combat engineer in Vietnam, and returned to civilian life to raise money for the Boy Scouts and for medical research. Those of us who have known Doug for some time are more familiar with his association work: thirteen years at Associated Industries of Massachusetts (AIM); three years at Greater Boston Chamber; and the last eight years as president and CEO of Neponset Valley Chamber. Please welcome him to MEDC when you see him at our next event.

In closing, I want to thank the Board of Directors and all members of MEDC for giving me the privilege to serve as your president. Such service is a continuum, building on the achievements of those who served before. I will do my best to maintain the momentum created by Rob Hubbard.

Sincerely,

*Michael R. Milaroski*, AICP, CEcD

## MEMBER PROFILE

**S**teven Winter is a Senior Project Director at the Metropolitan Area Planning Council (MAPC), the regional planning agency for greater Boston. His responsibilities include strategic planning for the organization, the provision of technical assistance and support to frontline economic development practitioners, project management, program development, and program evaluation.

Mr. Winter is developing new cross-sector partnerships that address regional issues such as employment transportation, workforce development, suburb-to-suburb transportation, and economic development by bringing local stakeholders and local perspectives together. He is also responsible for creating linkage between regional planning processes and non-traditional planning partners. These are some of the economic development issues Mr. Winter and the staff at MAPC are currently working to address:

- *Researchers are linking economic success of the immigrant wage earner as a taxpayer, a mortgage holder, a consumer, and a family provider, with regional economic well-being. How can this research inform public policy?*
- *Do visualization techniques significantly enhance the ability of transportation planners to communicate effectively with the general public about complex urban planning issues?*
- *As the baby boomers enter retirement age, employers will become increasingly dependent on older workers to meet their human resource requirements. Policies, law, and regulations now in place may reduce or discourage the ability of older workers to participate in the labor force. For this new generation of older citizens, we must retool Councils on Aging to be regional public policy advocates for older workers.*
- *How can information technology decision support tools influence local land use decision-making in a way that promotes context sensitive solutions locally but at the same time acknowledges and accommodates regional impacts?*
- *Public post-secondary institutions need space to accelerate research, development and commercialization activity between faculty and industry. This, in turn, will propel technology transfer and business development initiatives with industry in Greater Boston. What resources are needed to support this trend?*
- *What can individual municipalities do to capture the downstream production, service, and support positions that would be created by in-state manufacturing generated from the very successful life sciences research and development industry in Massachusetts?*

Mr. Winter has a professional background that includes community organizing, regional planning, non profit management, organizational development, and teaching at primary and post-secondary levels. He serves annually as an evaluator for Ash Institute for Democratic Governance and Innovation, Innovations in American Government Awards. Mr. Winter lives in Cambridge, Massachusetts, and enjoys the city for its well-planned urban streetscapes, distinct residential and commercial areas, and for the interesting mixture of tolerance and acceptance that defines the city to others. His community service has most recently included ¡Adelante! Youth Center, Cambridge Police Review and Advisory Board, Friends of Cambridge Athletics, Inc., and the Cambridge Planning Board.

## BOARD OF DIRECTORS AND 2008 OFFICERS ELECTED AT ANNUAL MEETING



The membership of the Council elected the following members to the Board of Directors as of January 1, 2008:

**To terms of one year:**

Bruce Hughes, Old Colony Planning Council, At-Large  
 Ralph Carlson, Consultant, Pioneer Valley  
 Tom Miller, Consultant, Greater Boston  
 Steven Winter, Metropolitan Area Planning Council, At-Large

**To terms of two years:**

Mary Waldron, Brockton 21<sup>ST</sup> Century Corporation, At-Large  
 Rob Hubbard, Gardner Redevelopment Authority, At-Large  
 Dan Curley, Fitchburg Industrial Development Commission, Central  
 Bob Bateman, Cape & Islands  
 Dick Shafer, City of Taunton, Southeast

**To terms of three years:**

Mike Milanoski, Attleboro Redevelopment Authority, At-Large  
 Kathy McCabe, McCabe Enterprises, At-Large  
 Joe Bevilacqua, Merrimack Valley Chamber of Commerce, Northeast

*\*It should be noted that a three-year term of the Berkshire Region went unfilled.*

Going forward all elections to the Board of Directors will be for three-year terms; except for un-expired terms.

**Ex-Officio Members:**

The Executive Director and the Chairman of the Council of Past Presidents serve as Board members by virtue of their positions.

The Board of Directors elected the following members to serve one-year terms as Officers in 2008.

Mike Milanoski, President  
 Kathy McCabe, First Vice President/President Elect  
 Mary Waldron, Second Vice President  
 Rob Hubbard, Treasurer  
 Bruce Hughes, Secretary



Doug Wynne, CAE  
 Executive Director  
 c/o Wynne Association Management  
 P.O. Box 149  
 East Walpole, MA 02032-0149  
 Telephone: 508-641-5965

**MEDC EXECUTIVE OFFICERS**

**Mike Milanoski**

**MEDC President**  
 Attleboro Redevelopment Authority  
 Executive Director  
 (508) 222-4012

**Kathleen McCabe**

**MEDC First Vice-President & President**  
 McCabe Enterprises, President  
 (617) 247-7800

**Mary Waldron**

**MEDC Second Vice-President**  
 Brockton 21st Century Corp.  
 Executive Director/President  
 (508) 586-0021

**Rob Hubbard**

**MEDC Treasurer**  
 Gardener Redevelopment Authority  
 Executive Director  
 (978) 630-4014

**Bruce Hughes**

**MEDC Secretary**  
 Old Colony Planning Council  
 Economic Development Specialist  
 (508) 583-1833

**MEDC BOARD OF DIRECTORS**

In addition to the Officers, the following individuals are members of the

**Board of Directors:**

- Bob Bateman**, Cape & Islands
- Joseph Bevilacqua**, Northeast
- Dan Curley**, Central
- Thomas Miller**, Greater Boston
- Mary Waldron**, Southeast
- Steven Winter**, At-Large
- Vacant**, Berkshire
- Vacant**, Berkshire

**ASK A FRIEND TO JOIN MEDC TODAY!**

**MEMBERSHIP APPLICATION**

MEDC Membership (individual) -	\$75.00
MEDC Membership (1 to 5 members from the same organization)	\$150.00
MEDC Membership (more than 5 members from the same organization)	\$300.00
<b>Joint MEDC/NEDA Membership</b>	
Member of both organizations	\$175.00
NEDA Share	\$100.00
MEDC Share	\$75.00

Name \_\_\_\_\_

Title/Organization \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip Code \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Send your application form and check, payable to MEDC, to:

Rob Hubbard, MEDC Treasurer  
 Executive Director, Gardner Redevelopment Authority  
 115 Pleasant St., Rm. 201  
 Gardner, MA 01440



**DATE TO SAVE**

**July 23, 2008**  
**MEDC Annual Summer Outing**  
**Brockton Rox Baseball!**  
 Campanelli Stadium  
 Brockton, MA



*If you have an idea for a future MEDC event in your area, please contact MEDC President Mike Milanoski at (508) 222-4012*

*Email: [MMilanoski@attleborodevelopmentauthority.us](mailto:MMilanoski@attleborodevelopmentauthority.us)  
 or MEDC Executive Director Doug Wynne at (508) 641-5965  
 email [deejay46@verizon.net](mailto:deejay46@verizon.net)*

**[WWW.MASSED.C.ORG](http://WWW.MASSED.C.ORG)**