



Worcester City Hall. Photo courtesy of Steve Giamberdine.

## Innovating for Growth: A Gateway Cities Symposium

***Date: October 23, 2013***

***Location: Worcester Polytechnic Institute's Gateway Park***

***Hosted by: Massachusetts Executive Office of Housing and Economic Development  
The Innovation Institute at the MassTech Collaborative***

***Featuring Four Massachusetts Gateway Cities: Holyoke, Lowell,  
New Bedford and Worcester***



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March 28, 2014

Dear Friends,

I am very pleased to present to you the proceedings from *Innovating for Growth: A Gateway Cities Symposium*, documented by the Urban Initiative at UMass Dartmouth. This gathering was an opportunity to not only celebrate the successful changes taking place in Gateway Cities, but also to join in a dynamic conversation about how the cities of Holyoke, Lowell, New Bedford and Worcester are successfully implementing strategies to grow their Innovation Economies.

The program featured a thought provoking discussion with Governor Patrick and Desh Deshpande on the power of entrepreneurship and innovation in Gateway Cities and the importance of public-private partnership in this work. Mayor Alex Morse of Holyoke, Chancellor Marty Meehan of UMass Lowell, Mayor Jon Mitchell of New Bedford, and President Robert Johnson from Becker College all described the role that strategic leadership from local private, academic and civic leaders was playing in spearheading the fundamental changes occurring in their cities' urban cores. Innovating for Growth also featured vibrant conversations with change agents and innovators, academics and municipal officials, about where opportunities exist for promoting "entrepreneurship for all" and where challenges lie that can slow down the pace of growth in these cities.

Our Gateway Cities can become places where businesses with choices want to locate and where people with choices want to live, work and play. In so doing, they can become economic engines for the regions in which they are located, to the benefit of their residents and of the entire Commonwealth. The Patrick Administration has taken a strategic approach to investing in Gateway Cities that leverages private investment coupled with local strategic leadership that results in fundamental changes in these cities.

This strategic approach is mindful of the economic diversity among these post-industrial cities. In the Gateway Cities that are in proximity to the economic vitality of the Boston/Cambridge area, our strategic



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investments support the market driven desire to create living and working opportunities beyond the higher-cost environment of the urban core. In Gateway Cities with educational or medical institutions engaged in significant research, our strategic investments support the development of innovation economy clusters around such facilities, such as in Worcester with UMass Medical School and WPI, and in Lowell with UMass Lowell. Gateway Cities may also have other assets that present similar opportunities. In Holyoke, the presence of hydropower and an industrial canal system is supporting the emergence of new innovation economy uses. In New Bedford, natural assets make the city an ideal location for supporting the emerging off-shore wind energy industry.

Our hope is that through a community of shared learning across all Gateway Cities, we can continue to build upon the success of this strategic approach. We hope to expand the conversation held in this symposium across the Commonwealth and focus attention on realizing each region's unique potential within our innovation economy, for the benefit of all of our residents and businesses.

Sincerely,



Gregory Bialecki



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## Introduction: About the Authors

The UMass Dartmouth Urban Initiative (<http://www.umassd.edu/urbaninitiative/>) was established in 2008 to align university resources with the challenges faced by and the opportunities available to Massachusetts' Gateway Cities, with an emphasis on neighboring Fall River and New Bedford. Not only does the Urban Initiative conduct community-based research in these cities and provide their organizations and institutions with technical assistance, but we also engage undergraduate and graduate students in this work to build their skills and encourage them to invest their talents in the Gateway Cities.

Our role in documenting the proceedings of this symposium epitomizes our dual mission of supporting cities and students. The symposium was attended and documented by Ekaterina Starostina, our graduate research assistant and Master of Public Policy candidate, and Michael P. McCarthy, a senior English major and undergraduate research assistant. Fittingly, both of this document's authors are personally invested in the future of Gateway Cities—Katya is a New Bedford resident who moved here from Lawrence, and Mike is a native and lifelong New Bedfordian.

The Urban Initiative looks forward to continuing to work with Secretary Bialecki's office and the MassTech Collaborative to advance this conversation, to support innovative economic development in our Gateway Cities, and to help translate these opportunities into positive and sustainable outcomes for our cities and their residents.

**Colleen Dawicki**, Project Manager ([cdawicki@umassd.edu](mailto:cdawicki@umassd.edu))

### **A NOTE OF SPECIAL THANKS**

*The Executive Office of Housing and Economic Development and the Massachusetts Technology Collaborative would especially like to thank Worcester Polytechnic Institute Interim President Philip B. Ryan and the many individuals from WPI that made this event possible.*



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## Symposium Agenda

Executive Office of Housing and Economic Development and the MassTech Collaborative

### *Innovating for Growth: A Gateway Cities Symposium*

Monday, October 28, 2013

8:00 AM – 1:30 PM

Gateway Park at WPI  
60 Prescott Street, Worcester, MA 01605

- 8:00 AM – 8:45 AM:      Networking & Coffee
- 9:00 AM – 9:10 AM:     Philip Ryan, Interim President, WPI Welcome Remarks
- 9:10 AM – 10:00 AM:    Secretary Gregory Bialecki: Gateway Cities Strategy and Themes for the Day
- 10:00 AM – 11:00 AM:   A Conversation with Governor Deval Patrick and Desh Deshpande,  
Co-Founder of The Deshpande Foundation
- 11:00 AM – 11:15 AM:    Break
- 11:15 AM - 12:15 PM:    Leadership Panel Discussion
- 12:15 PM – 1:00 PM:     Discussion with Audience
- 1:00 PM – 1:30 PM:      Adjourn to Lunch in Atrium



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## Event Proceedings

Executive Office of Housing and Economic Development (EOHED) Secretary Gregory Bialecki and the Innovation Institute at the MassTech Collaborative hosted “Innovating for Growth: A Gateway Cities Symposium” at Worcester Polytechnic Institute’s Gateway Park on October 23, 2013 to foster a conversation on how Massachusetts Gateway Cities can grow their innovation economies. The event showcased four Massachusetts Gateway Cities—Holyoke, Lowell, New Bedford, and Worcester—that have begun to transform into centers for innovation and entrepreneurship in part through effective collaborations between state and local governments, the private sector, and non-profit organizations in their communities. Joining the Secretary and representatives from those cities were Governor Deval Patrick and Dr. Gururaj “Desh” Deshpande, the technology entrepreneur and venture capitalist who co-founded the Merrimack Valley Sandbox, which fosters collaboration between entrepreneurs and innovators in order to grow the economies and improve the quality of life in Lowell and Lawrence.

### ***Secretary Bialecki outlines symposium goals, Gateway Cities strategy***

To kick off the symposium, Secretary Bialecki used the event’s location as an example of what innovation—being cultivated at WPI’s Life Sciences and Bioengineering Center at Gateway Park—can do for economic development in Gateway Cities, in this case by contributing to a more vibrant downtown.

EOHED would like to support Gateway Cities in their efforts to bolster innovation and entrepreneurship. In order to do so, and translate those efforts into broader economic outcomes like those referenced in downtown Worcester, Secretary Bialecki asked participants to contribute to the conversation with questions including:

- **How are innovation and entrepreneurship, which have driven economic growth for Massachusetts as a whole, relevant to our Gateway Cities?**
- **What lessons have we learned about how to accelerate innovation and entrepreneurship from Gateway Cities where it’s already happening?**
- **How do we take those lessons to support cities that are just getting started looking at these growth opportunities?**

The Secretary then summarized the progress that has been made in addressing Gateway Cities’ challenges and opportunities under Governor Deval Patrick’s administration. He stressed that the problems faced by the Gateway Cities are not unique to the cities themselves, or even to the Commonwealth; revitalizing former manufacturing and industrial centers to be viable, 21st century cities is a problem that plagues the United States.

The Administration’s approach to supporting Gateway Cities, Secretary Bialecki said, has been to match market-based opportunities with the assets of these cities, working with local entrepreneurs, institutions, and leaders to plan and execute targeted investments. This public-private approach highlights the opportunities inherent in Gateway Cities, encouraging future investors and entrepreneurs to craft innovative solutions, rather than defining challenges as immutable obstacles.

This is a key finding, because much is at stake: these 26 cities, Bialecki concluded, “need to be competitively successful in a way that’s not only to the benefit of their residents, but frankly to the benefit of the Commonwealth as whole. There is a limit to how successful Massachusetts can be if Gateway Cities are underperforming.”



Circling back to the example of WPI's Gateway Park, Bialecki emphasized the role of physical "placemaking" in responding to the demand for increased levels of innovation and entrepreneurship. The challenges of renovating the site, one of the innumerable brownfields that were left behind when large-scale manufacturing left Gateway Cities, were overcome by WPI's ability to realize the vast potential of this site and leverage its partnerships to secure the resources needed to respond to the opportunity to meet the demands of the city's innovators and entrepreneurs.

### ***Accelerating entrepreneurship in Gateway Cities: a Conversation with Governor Patrick and Desh Deshpande***

In introducing the audience to the Merrimack Valley Sandbox, Deshpande emphasized that the Sandbox's efforts were aimed at changing cultural attitudes in the Gateway Cities they target. The Sandbox encourages an approach that facilitates change from within, where citizens are encouraged to respond to challenges with innovative and entrepreneurial approaches. Cities are finding the solutions that work best for them, rather than begrudgingly accepting top-down decision-making.

Deshpande spoke out against the tendency to import solutions to problems and praised the Governor's efforts to fund innovative changes at the local level. He went on to say that innovators and entrepreneurs succeed when they contextualize the problems they are attempting to solve: "All innovation is contextual," and the key to solving a problem is "understanding the context of the problem."

Therefore, Gateway Cities need to look to their own citizens for solutions to their problems, instead of waiting for entrepreneurs to come along. To do this, the cities have to create an environment that fosters entrepreneurship and welcomes new ideas. They also must embrace the concept of "entrepreneurship for all," Deshpande emphasized, an approach that empowers Gateway Cities residents to engage in problem-solving and economy-building regardless of their background or the degree to which they employ technological tools. He illustrated the "entrepreneurship for all" model in practice with the Merrimack Valley Sandbox, where one of the entrepreneurs receiving support is a Lawrence woman who identified the need for a childcare facility in her community and set out to establish a daycare to address it. While this woman does not fit the mold of a technology-focused innovative entrepreneur, she nevertheless succeeded in fulfilling a community need in a way that supports the Lawrence economy.

On state government's role in growing entrepreneurship and fostering innovation in the Gateway Cities, Governor Patrick noted that when it comes to experimentation and innovation, "Government can't substitute for the private sector, only fill in the gaps."

The Governor said that rather than dictating a single solution for all 26 communities to adopt, he felt his role should be to convene stakeholders working across the Gateway Cities to identify best practices for approaching these cities' problems and to help them find workable solutions. Deshpande added, "Policymakers should only be involved in getting people to compete, not picking winners and losers."

Government, Deshpande continued, should be "in the business of creating the playing field...and facilitating experimentation to find best practices."

### ***Leadership panel discusses role of innovation and entrepreneurship in panelists' cities***

Following the conversation between Governor Patrick and Deshpande was a panel of leaders from the four cities featured in this symposium: Becker College President Robert Johnson; UMass Lowell Chancellor Marty Meehan; Mayor Jon Mitchell of New Bedford; and Mayor Alex Morse of Holyoke. Each panelist had an opportunity to provide a brief overview of what his city is doing to support the growth of its innovation economy.



## Lowell

*Chancellor Meehan noted that to support an innovative economy, Gateway Cities need a skilled workforce.*

Because education is essential to that, community colleges can play a big role. In Lowell, Middlesex Community College effectively interacts with the business community and sets a pathway for successful students to go on to UMass Lowell. In Lowell, private and public sector partnerships foster interaction between research and business; examples at UMass Lowell include investments in technology transfer, entrepreneurship education, the Emerging Technologies Innovation Center, and the MA Medical Device Development Center (M2D2), a collaboration between the university's plastics engineering program, its business department, and the UMass Medical School.

M2D2 is an example of how a research university can collaborate with business and industry, in this case the medical device industry, to provide an environment where research is available for small companies. A small business incubator at the college allows companies to come in to collaborate, leading to partnerships with over 100 small medical device companies in Massachusetts.

Meehan stressed that in order to have an impact on economic development and the creation of companies and jobs, universities must collaborate with the community. As an example, he cited their collaboration with the Merrimack Valley Sandbox, which involves students in projects that address social challenges and spark development in the Merrimack Valley.

## New Bedford

*Mayor Mitchell proposed that innovation economies in Gateway Cities can be catalyzed by building on strategic assets and raising the quality of life.* To illustrate this point, he spoke of capitalizing on New Bedford's extensive working waterfront to attract the growing off-shore wind industry as part of a strategy to "become the center of the off-shore wind industry in the northeast United States." Business and workforce development in New Bedford are now focused on off-shore wind.

Entrepreneurship and innovation play a role in building New Bedford's export economy. Traditional fish houses on the waterfront now include test kitchens, providing an out-of-the-box way to process fish. New Bedford also sees a lot of innovation among its remaining manufacturers like Titleist and Joseph Abboud. The marine science industry is also innovating—and growing—with at least fifteen new companies calling New Bedford home in the last several years; much of this growth is attributed to the UMass Dartmouth School of Marine Science and Technology, which conducts fisheries research from a campus in the city.

When discussing his views on the city's future, Mayor Mitchell expressed that "Cities cannot do it all, but they can build on what they have to create a fertile environment for the exchange of ideas." He also stressed that New Bedford is a good place to do business, but this opportunity has yet to be fully realized in part due to low levels of educational attainment among city residents. Mayor Mitchell cited "brain drain" as a major challenge to New Bedford's ability to seize opportunities around innovation and entrepreneurship.

## Holyoke

*Mayor Morse discussed the advantages inherent in the infrastructure of his city, which is the first planned industrial city in the country.* This has facilitated a recent, and significant, investment in the city's innovative economy through the Massachusetts Green High Performance Computing Center. Located in downtown Holyoke, the computing center is a \$158 million collaboration with five major research institutions—UMass, Northeastern, Harvard, MIT, and BU—the Commonwealth of Massachusetts, and two private sector partners (Cisco and EMC).

The project fosters a culture of bottom-up innovation and creative thinking among city residents. To build on this momentum, the local, regional and state leaders developed the Innovation District Taskforce, consisting of representatives of different sectors of the economy, to sponsor innovation-based economic development. Morse noted that the computing center's physical presence has also facilitated partnerships with the private sector to secure state grants for future innovation and development.





## Worcester

*President Johnson proposed that collaboration between private and public sectors is a key strategy for growing the innovation economy.* One such example is MassDiGI, a Mass Tech Collaborative-supported project which successfully bridges academia and industry through the study and development of digital games. Because of the success of MassDiGI, Becker College has been able to secure more grants from the state and the U.S. Department of Commerce to create a new business center that will foster an entrepreneurial mindset among younger generations.

Worcester is home to ten public and private universities and colleges. As they become entrepreneurial, President Johnson stressed Worcester's— and Massachusetts'—innovative economy grows. Continuing on the subject of education, he pointed to Worcester Technical High School as a successful model for preparing youth for an innovative global economy.

Regarding funding, Johnson pointed to the limitations of public investments. Though innovation infrastructure is often seeded by public dollars, growing the innovation economy depends on entrepreneurial private sector and higher education institutions. Once again, Gateway Park was heralded as a best practice: the facility started with an investment from state government, the MA Life Sciences Center, and other key partners that leveraged the resources needed for innovation in the life sciences and bioengineering to take place in downtown Worcester. At the same time, the idea for Gateway Park would never have surfaced without the major public investment at UMass Medical School, which turned the life sciences into a viable growth sector for Worcester.

## Opening the Conversation

The event's audience was selected in order to ensure a robust discussion around Secretary Bialecki's introductory questions and the remarks made by Governor Patrick, Desh Deshpande, and the panelists.

A question was raised as to how to address low education attainment among adults in Gateway Cities. Low graduation rates, poor academic achievement, and an inability to retain graduates have led to stark human capital deficits in the cities. The audience and panelists offered suggestions on how best to tackle this issue. For instance, models that are working should be replicated, such as the Worcester Technical High School. Also, the school system should be revamped to focus on early education since the 3rd grade literacy rate is the biggest indicator of graduation potential. To retain graduates, Gateway Cities should recruit successful alumni as mentors. Becker College President Robert Johnson provided a successful example of bringing back Becker alumni and asking them to invest. Dr. Deshpande echoed that sentiment when speaking about how Gateway Cities can fight the brain drain, stating that it is important to remember that just because cities might be losing their most educated residents to places like Boston or Providence, it does not mean that people who remain are any less capable of enacting change.

But how, it was asked, do we begin to develop entrepreneurial talent in the people who stay? Merrimack Valley Sandbox was offered as an example of how to identify potential innovators and encourage broad-based entrepreneurship. Their approach is to identify people who are passionate about getting a project completed or seeing an idea realized. Deshpande said that these people are the best place to start because they have the passion to take risks and try new approaches.

Holyoke Mayor Alex Morse added that creating a level playing field where businesses and entrepreneurs can gain access to investments and grants has been a key factor in the revitalization of his city. Mayor Morse also emphasized that currently across the Commonwealth the playing field is not level since the Boston area sees most federal and state subsidies, repeating a point made by former Lieutenant Governor Tim Murray earlier in the day. Chancellor Meehan and Jon Mitchell agreed that the success of Lowell and New Bedford could be, in part, attributed to efforts to make their cities more attractive to young professionals by exposing local university alumni to the vibrancy of their cities and highlighting quality of life assets.

Then the conversation turned towards how Gateway cities can best engage, educate, and advance their immigrant residents. The audience discussed the advantages of treating foreign languages and other cultures as assets, not liabilities. This would also allow Gateway Cities to spark entrepreneurship among the under-educated, a move that would encourage people to make a difference for themselves.

Some audience members spoke about the need to create a culture where citizens want to get engaged in the community and build on the existing infrastructure. To develop entrepreneurial talent, policy makers should work to make Gateway Cities more livable and to remove friction in innovation, making it easier for business owners. For example, building codes present a big challenge for private sector entrepreneurs, especially those seeking to repurpose outdated factories and mills. If the state government could streamline this system, or create a program to demolish ancient buildings with no hope of rehabilitation, Gateway Cities would see an increase in urban redevelopment.

The need for highly skilled leadership was also discussed. Marty Meehan said the success of Gateway Cities depends on getting high quality leadership. Meehan said he has seen cities make great achievements, but these achievements depend on how well leaders from the public and private sector work together. Other Gateway Cities can look at these successes and use their leadership structure as a model for how things should be done. It was suggested that the mayor and the city leaders are responsible for setting the tone for how the city operates. City leaders are often the ones who make the difference between entrepreneurship being “really difficult and fun” and “really difficult and not fun.”

The Secretariat drew praise from the audience for encouraging a leadership structure that “cuts across organizations,” procuring new approaches from sources all over the state. Secretary Bialecki responded, saying that part of the approach has been helping private players organize themselves into having a shared vision. In such a way, creative ideas can be developed that connect city strategies on innovation to the everyday citizen. Innovation processes should be developed bottom up – not top down. Other cities should be looked at as models and the 26 Gateway Cities in Massachusetts treated as assets, as entrepreneurship catches on across the state. Maker-spaces, which are small manufacturing incubator spaces, are a good example of an innovative idea being implemented across a growing number of Gateway Cities. Secretary Bialecki suggested that these cities might prove more successful in encouraging innovation if they respond quickly to increasing demand for these spaces.

Barry Bluestone of Northeastern University made connections between the topics discussed at the symposium and his ongoing project with the Boston Federal Reserve, using the Economic Development Self Assessment Tool (EDSAT). The study sought to identify the most important variables that influence economic development, such as the number of firms and employment, in 19 Gateway Cities between 2000 and 2011. The top three factors were found to be timeliness of approvals, fast-track permitting, and how well leaders of the private and public sectors are working together. All of these variables are in the hands of communities. This shows that Gateway Cities have direct control over the most important factors that impact their economic development and therefore are in control of their success.

**Creating a  
“Community of Fun”**

Much of the audience discussion focused on the intangible qualities shared by successful Gateway Cities. Audience members agreed that the cities represented at the forum all possessed a certain energy and enthusiasm among their creative communities. Although it is unclear how these feelings can be replicated across the Gateway Cities, it was agreed that they were often the product of successful partnerships between technological and civic innovators and the creative arts communities these Gateway Cities have developed.

makerspace *n.*  
a community-oriented workspace with shared access to tools, equipment, supplies, and technology; facilitates a do-it-yourself approach to innovation, collaboration, and entrepreneurship.  
See: [Artisan’s Asylum](#) (Somerville); [Lowell Makes](#)



## Concluding Remarks

In the conversation with Governor Deval Patrick, Desh Deshpande, and the representatives from the four Gateway Cities, catalysts for growth in innovation and entrepreneurship were discussed. One of the common themes that emerged is the importance of successful collaborations between the public and private sectors. The right environment can be created for innovation to flourish and for the economy to grow with the seed of public money, entrepreneurship at higher learning institutions, and in partnership with private industry. Highly skilled leadership and investment in education were mentioned as crucial factors to stimulating innovation. Finally, the many examples of successful entrepreneurship across the Gateway Cities should serve as models and replicated if possible.

At the outset, Secretary Bialecki posed several “difficult and challenging questions,” which he hoped the conference would bring us closer to answering. Many of the remarks made throughout the day contributed to answering these questions.

On the road towards revitalization, it is clear that many of the Gateway Cities will need to become more engaged in the innovation economy. The Secretary asked if it would be possible for all of the Gateway Cities to become centers for innovation and entrepreneurship. On some level, this may be achievable, but it was made clear that one of the driving factors for success in the Gateway Cities was their willingness to compete for resources. This competition has led many of the cities to seek out new ideas and to engage with members of the community who were previously excluded from the conversation.

On the question of how Gateway Cities and the state will measure success in the future, the Federal Reserve Working Cities Challenge provides a useful tool for evaluating success. First introduced to encourage and acknowledge partnerships between the public sector and private corporations, the Working Cities Challenge measures a variety of factors to gauge the success of new projects being undertaken by Massachusetts cities and towns. Important factors identified by the Fed’s research were collaborators who work together on a common vision in which all the partners understand their role and how to measure the success of the project. Engaging the private sector has been found to be the hardest piece, because they are not as familiar with working as part of a collaborative effort between different state organizations. Findings show that Gateway Cities often miss out on national funding that tends to go to large industrial cities like Detroit and Cleveland. The Challenge is designed to provide the cities who apply with the tools they need to secure funding for innovative revitalization programs that incorporate all sectors.

The successful revitalization of Gateway Cities will depend, in part, on their ability to engage in the emerging innovation economy. At the same time, Gateway Cities must balance the need to try a variety of new approaches with the need to exercise caution around how and where they invest public dollars.

Embracing the opportunities of the innovation economy requires willingness among leaders and entrepreneurs to take risks and accept the inherent possibility of failure. For this reason, it will be essential for cities to have a system for evaluating how well new strategies work, which in turn may require rethinking the way they approach—and define the success of—economic development. This also touches upon another question posed by Secretary Bialecki: Is there room for, or even a need for, different strategies? Without a doubt, the speakers all demonstrated that success for their cities have been the result of persistent attempts to tackle the problems faced by their communities. Holyoke, Lowell, New Bedford, and Worcester share an appetite for experimentation—appropriately, thinking innovatively at the municipal level—and it is the common source of their achievements.

As EOHEd and the MassTech Collaborative continue the discussion of facilitating and supporting innovative economic development in Gateway Cities, stakeholders are encouraged to share this document with their colleagues and sustain conversations around innovative economic development at the local level.

*If you'd like to learn more about the issues discussed or next steps being taken at the state level, you may contact Raija Vaisanen of the Executive Office of Housing and Economic Development or Bill Ennen of the MassTech Collaborative using the information below.*

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## Appendix: Symposium Attendees

- Adam Baacke, Lowell  
 Alex Morse, Mayor, Holyoke  
 Antonio Cabral, State Representative, New Bedford  
 Arthur Jemison, EOHEd  
 Barry Bluestone, Northeastern University  
 Ben Forman, MassINC  
 Bill Ennen, MassTech  
 Brian Jamele, MACP  
 Buddy Rocha, MOBD  
 Catherine Hart, MassTech  
 Chuck Grigsby, MA Growth Capital Corp.  
 Colleen Dawicki, Urban Initiative/UMass Dartmouth  
 Craig Blais, WBDC, Worcester  
 Cynthia McGowan, Merrimack College, Lowell  
 Dan O’Connell, MACP  
 Dan Smith, Siemens  
 David Parker, Merrimack Valley Sandbox, Lowell  
 Desh Deshpande, Deshpande Foundation  
 Deval Patrick, Governor, Commonwealth of Massachusetts  
 D.J. Corcoran, UMass Lowell  
 Eric Nakajima, EOHEd  
 Eric Overstrom, Provost, WPI, Worcester  
 Gregory Bialecki, Secretary, EOHEd  
 Harriette Chandler, Senator, Worcester  
 Helena Fruscio, EOHEd  
 Jacqueline Moloney, UMass Lowell  
 Jeff Pontiff, EJ Pontiff Real Estate  
 Jeffrey Bianchine, City of Holyoke  
 Jen Murphy, EOHEd  
 Jim Giza, WPI, Worcester  
 Jim Leary, UMass Worcester  
 John Goodhue, MGHPCC, Holyoke  
 John Mahoney, State Representative, Worcester  
 Kamil Peters, Holyoke  
 Karen Fisher, EOHEd  
 Kathy Anderson, Holyoke  
 Katie Stebbins, Holyoke  
 Katya Starostina, UMass Dartmouth  
 Kevin O’Sullivan, MBI, Worcester  
 Lee Heald, New Bedford  
 Linda Looft, WPI, Worcester  
 Lori Divine, Holyoke  
 Lydia De La Fuente, MassTech  
 Matt Morrissey, City of New Bedford  
 Marcos Marrero, City of Holyoke  
 Mark Merrante, Rep. Cabral’s Office  
 Mark Rice, Dean of Business, WPI, Worcester  
 Martin Meehan, Chancellor, UMass Lowell  
 Mary Keefe, State Representative, Worcester  
 Marty Jones, MassDevelopment  
 Mike O’Brien, City Manager, Worcester  
 Michael Cohen, WPI, Worcester  
 Michael Goodman, UMass Dartmouth  
 Michael Hunter, EOHEd  
 Michael McCarthy, UMass Dartmouth  
 Mike Searles, Rep Speliotis’ Office  
 Mike Vedovelli, MOBD  
 Monty Sharma, MassDiGI, Worcester  
 Nancy Saucier, Lowell  
 Pamela Goldberg, MassTech  
 Pat Larkin, MassTech  
 Paul Wengender, Worcester  
 Phil Holahan, MassTech  
 Philip Ryan, Interim President, WPI, Worcester  
 Prabal Chakrabarti, Boston Federal Reserve  
 Raija Vaisanen, EOHEd  
 Raj Melville, Deshpande Foundation, Lowell  
 Richard Henderson, MassDevelopment  
 Robert Haynes, New Bedford  
 Robert Johnson, President, Becker College, Worcester  
 Rosemary Scrivens, MOBD  
 Sarah Rahman, MassTech  
 Steven Levine, APEC  
 Steven Tello, UMass Lowell  
 Susan Windham-Bannister, MLSC  
 Suzanne Parker, Holyoke  
 Tim Coleman, NMI, Worcester  
 Tim Loew, MassDiGI, Worcester  
 Tim McGourthy, Worcester  
 Timothy Murray, President, Worcester Regional Chamber of Commerce  
 Tom Chmura, UMass President’s Office  
 Vitek Kruta, Holyoke  
 William McAvoy, WPI

## Appendix: Survey Responses

### Innovating for Growth: A Gateway Cities Symposium Feedback Questions Oct 28th, WPI Gateway Park

#### Survey Monkey

##### 1. *What was the most important thing you learned?*

- The Federal Reserve Working Cities Challenge. Seems like a great way to organize and incent leaders to produce positive change and learn from each other.
- New ideas for entrepreneurship
- Innovation is to entrepreneurship and economic development what democracy is to government and justice is to society. It's not a sector or industry (such as high-tech), but an approach to problem solving and building a modern, globalized economy in any sector.
- I really appreciated the concept of "entrepreneurship for all" which Desh Deshpande spoke so much about. The idea of taking on community challenges as "opportunities" for innovation was also very thought provoking.
- It's all about leadership - sustained leadership at all levels.
- That we can't gentrify engagement with local communities- we also have to value the collection of people we have- not mourn the loss of those who choose to move on.

##### 2. *Was there a topic related to entrepreneurship in the Gateway Cities you wished could have been discussed? If so, what was it?*

- How entrepreneurship as an economic development strategy fits with, complements, other approaches including real estate development, siting large firms, getting back office facilities, etc.
- Education for entrepreneurship
- Specific perceived barriers to entrepreneurs/-ership in Mass. Gateway Cities.
- It would be great to have more time to talk specifically about youth entrepreneurship efforts and efforts that link non-profits and for profits
- It would have been great to have heard more from Gateway City entrepreneurs themselves.
- I would like to go deeper into how we create financing mechanisms for local small business.

##### 3. *What is the question you wanted to ask and to whom would you have asked it?*

- I would have asked Desh to elaborate on the concept of leadership. What if the type of leadership vision necessary to grow an innovation economy does not emerge organically from a region - can it be developed?



## Appendix: Survey Responses

- Secretary Bialecki: If communities like Holyoke have more affordable housing than other communities, could Gateway Cities either be allowed an exemption or lessen the amount of units or years that they must remain affordable. Gateway cities like Holyoke need more market rate housing to mix in with the affordable and low income housing in order to stabilize neighborhoods like So. Holyoke where there is 95% affordable housing and actually 11 homes for people to move into. The neighborhood is very transient and the school is as well and just was deemed level 5. Stability is needed in these types of neighborhoods
- N/A
- How can entrepreneurs more effectively impact policy in Gateway Cities? What can they do to better capture the attention of mayors, legislators and officials?
- I would ask the Governor - how committed is the State to creating real incentives for mill redevelopment- especially in markets where the properties are underwater?

#### ***4. We are considering sponsoring additional events and roundtables after the New Year. Please share with us your ideas for furthering the conversation.***

- A deep-dive into one particular region.
- Affordable housing in Gateway Cities. More on DHive or Sandbox in Merrimack Valley.
- Tackling barriers to entrepreneurs in gateway cities: seed funding, developing the right space and how, developing local populations for the innovation economy.
- Desh spoke about how non-profits and for profits can learn from each other. In the context of innovation and entrepreneurship, it would be great to continue this conversation. I would also value a roundtable specifically focusing on women in innovation and entrepreneurship in the Gateway Cities.
- How about a best practices panel featuring folks who work in the entrepreneurial ecosystems of their respective Gateways on a daily basis.
- The conversation of permit streamlining as it relates to fire and building code needs to go further. Financing local small business needs to go further as well. Finally, a discussion on how we inform the public of our workforce shortages in particular industries and how we inspire engagement in re-training requires a further conversation.



**APPENDIX: RESOURCES RELATED TO COMMUNITY AND ECONOMIC DEVELOPMENT IN GATEWAY CITIES**

*Interested in learning more about the topics discussed at the symposium?*

**View Resources Here:**

EOHED's (@MA\_Gateways) overview of Gateway Cities and programs:  
<http://www.mass.gov/hed/community/planning/gatweay.html>.

MassINC's Gateway Cities Innovation Institute (@gatewaycities), the website of which includes basic information on these cities along with myriad reports on topics like transformative redevelopment, education, public transit, and creative placemaking. The most relevant of these is Transformative Redevelopment. Found at: <http://www.massinc.org/programs/gateway-cities.aspx>

The UMass Dartmouth Urban Initiative (@UrbanUMassD), which supports Gateway Cities (with an emphasis on Fall River and New Bedford) through community-based research and technical assistance. Recent work includes an analysis of civic infrastructure in 20 Gateway Cities and the SouthCoast Urban Indicators Project, which tracks quality-of-life measures for Fall River and New Bedford.  
<http://www.umassd.edu/urbaninitiative/>

The Federal Reserve Bank of Boston's Working Cities Challenge (@WorkingCities), aimed at fostering collaborative leadership and improving the lives of low-income residents of Gateway Cities.  
<http://www.bostonfed.org/workingcities/>

MassChallenge (@MassChallenge) encourages innovation and entrepreneurship statewide through an accelerator program and startup competition: <http://masschallenge.org/>

