The 495/MetroWest Partnership was founded in 2003 to “promote economic vitality and sustain our natural resources while enhancing the quality of life in the 495/MetroWest region” and since then, has led efforts to focus attention on our region as an economic engine for the Commonwealth.

Thanks to the work of public and private leaders involved in the Partnership, policymakers now know that our regional economy is responsible for over $23 Billion in annual payroll, is a net importer of labor, and hosts some of the state’s top employers and critical industry clusters. With this success has come increased attention to our needs including highway interchanges and transit services, water supply and wastewater infrastructure, housing and commercial development, and the reuse of underutilized facilities. Beyond direct investments and policies benefiting our thirty-five communities, there is growing awareness that our region typifies the value of collaboration between the state, municipalities, and the private sector to address suburban development needs.

Beyond these larger accomplishments, the Partnership is continuing to evolve as an organization through its fifteenth year of operations and beyond. While the organization has benefitted from the continuity and leadership of a committed two member staff, resources have expanded through innovative new relationships. At the encouragement of several Northeastern University alumni, the Partnership is participating in the Northeastern Co-Op program, accessing diverse skills from college students. Enabled by state support secured by our legislators, the Partnership contracted with the University of Massachusetts at Dartmouth’s Public Policy Center to provide extensive new data research and analysis on the region for the 495/MetroWest Suburban Edge Community Commission.

Paralleling these innovative changes, through visionary leadership our revenue streams have expanded to include municipal stipends, state funding secured by our legislators and supported by the Baker/Polito Administration, professional services, new grants, updated minimum contributions, and additional investors. Our collaborations have expanded as well, on a state level with the Executive Offices of Housing & Economic Development, Energy & Environmental Affairs, and Labor & Workforce Development, Massachusetts Department of Transportation, Massachusetts Department of Environmental Protection, Massachusetts Office of Business Development, and MassDevelopment; on a regional level with the Central Massachusetts Regional Planning Commission, CrossTown Connect Transportation Management Association, Metropolitan Area Planning Council, MetroWest Visitors Bureau, MetroWest Regional Transit Authority, Neponset Valley Transportation Management Association, Partnerships for a Skilled Workforce, and Worcester Regional Transit Authority; and locally, with municipal governments on development opportunities, grant applications, transportation projects, transit needs, stormwater, water infrastructure, housing, and many other fronts.

Through these strengthened relationships and resources, the Partnership has continued making a real difference in our thirty-five communities, working with both professional and elected municipal officials, legislators, business executives, state agency officials, developers, higher education institutions, environmentalists, and other regional leaders to address our regional constraints while highlighting our strengths.

"The 495/MetroWest Partnership is a key ally to our legislative delegation. Paul and Jessica are effective strategic partners in fighting toll impacts, bringing investment into the region including the impending upgrade to the I-495/90 interchange, and shaping our future. As members of the Partnership, municipalities, nonprofits, and businesses have a seat at the table in addressing some of the most important economic issues of our region.”

— State Representative Carolyn Dykema

“The 495/MetroWest Partnership should be the first group a business engages with here in the MetroWest Region. The Partnership’s focus on public private collaboration, programs and work to strengthen the region in all aspects is second to none. Sunovion has experienced firsthand the excellent work of the Partnership to collaborate with life sciences and highlight our industry in the region.”

— Katrina Iserman, Director of State Government Affairs for Sunovion Pharmaceuticals, Inc.
TRANSPORTATION ACCOMPLISHMENTS

SPECIAL THANKS to our Transportation Committee members, led by Private Sector CoChair Robert Nagi from VHB and Public Sector CoChair Joseph Nolan from the MetroWest Regional Transit Authority

- Advancing the 495/90 interchange project to the design phase with a $227 Million construction allocation in the state’s capital plan
- Successfully advocating for all Electronic Tolling on the Massachusetts Turnpike, and working with the legislative delegation to secure a more equitable tolling structure and removal of tollbooths
- Supporting local and state approval for the pilot program to expand commuter rail services to Foxborough
- Preparing a new resource, 495/MetroWest on the Go, to provide a regional transportation profile on commuting patterns and transportation options with corresponding municipal profiles
- Leading the development of a Transportation for Massachusetts (T4Mass) resource guide on innovative mobility, Fast Forward: The Technology Revolution in Transportation and What It Means for Massachusetts, and authoring a chapter on the suburban perspective
- Providing technical support to CrossTown Connect, the region’s newest Transportation Management Association, and related shuttle efforts such as Maynard’s bus to the Acton station
- Supporting the MetroWest Regional Transit Authority’s Framingham Intermodal Center and Worcester Regional Transit Authority’s Westborough shuttle
- Convening dialogues between the MetroWest RTA, Worcester RTA, and municipalities to identify shared opportunities
- Serving on the Executive Committee of T4Mass to provide perspective on transportation needs and public-private collaborations from the 495/MetroWest region
- Conducting outreach and providing technical assistance to the State Senate in their MassMoves initiative, a new component of the Massachusetts Senate’s 2017 Commonwealth Conversations

ENERGY & SUSTAINABLE DEVELOPMENT

SPECIAL THANKS to our Energy and Sustainable Development Committee members, led by Public Sector CoChair Kristen Las from the Town of Shrewsbury and Private Sector CoChair Beth Weir from Patriot Place

- Overseeing the fifth year of our regional employer survey with Framingham State University and our media partner, Gatehouse Media/MetroWest Daily News, to provide employer perspectives to policymakers and for business development initiatives and holding a forum to share results and perspectives with business leaders, municipal officials, and policymakers
- Preparing and distributing our annual regional economic report, Strength in Numbers, to provide updates on regional payroll, employment, educational attainment, and other key data points with corresponding municipal profiles
- Developing a new resource, Life Sciences in the 495/MetroWest Region: Existing Importance and Future Possibility, to highlight our region’s life science employers for business development initiatives
- Holding a 495/MetroWest Life Sciences Forum with Sunovion Pharmaceuticals, with Secretary of Housing and Economic Development Jay Ash, President and CEO Travis McCready from the Massachusetts Life Science Center, President and CEO Robert Coughlin from MassBio, and Executive Director Meredith Harris from the Marlborough Economic Development Corporation
- Convening an energy forum for the region with Day Pitney LLP and hosted by EMC, with a program including Lieutenant Governor Karyn Polito, Secretary of Energy and Environmental Affairs Matthews Beaton, legislators, municipal officials, employers such as Staples, IBM, and EMC, and energy entities such as ISO New England, National Grid, Eversource, and Elexon
- Collaborating with Transwestern on our annual commercial real estate report on the region, for distribution to municipalities, legislators, and key constituencies
- Distributing 495/MetroWest Development Opportunities to our municipal and private sector stakeholders to ensure regional participation in business site selections
- Providing regional economic development perspective as part of the state’s Regional Workforce Skills Initiative, which identified priority occupations and industries on a regional and state level
- Participating in the state’s Regional Economic Development Organization Program with the state’s Office of Business Development to assist employers and communities
- Providing input and assistance for the Framingham Tech Park Committee
- Serving on state’s Economic Assistance Coordinating Council to provide regional perspective on oversight of state’s Economic Development Incentive Program
- Conducting outreach to solicit regional participation in Choosing Massachusetts for Business: Key Factors in Location Decision-Making, a report by the UMass Donahue Institute for MassEcon on factors in business location decision-making
- Advocating for regional inclusion in MassEcon’s ReadyMass 100 list of top development locations

“Beals and Thomas, Inc. is proud to support the 495/MetroWest Partnership to advance the Partnership’s mission of advocating for solutions to matters of regional importance. The Partnership provides a unique opportunity to meet with business leaders, public leaders, regulatory offices, and environmental groups; to discuss issues in a respectful setting.”

—George Preble, President of Beals and Thomas, Inc.
WATER RESOURCES

SPECIAL THANKS to our Water Resources Committee members, led by Public Sector CoChair Brutus Cantoreggi from the Town of Franklin and Private Sector CoChair Gerry Preble from Beals and Thomas

- Providing regional input and perspective to the U.S. Environmental Protection Agency on their proposed municipal separate storm sewer systems (MS4) permits for the region
- Hosting U.S. Environmental Protection Agency briefing when the final draft of the MS4 Permit was released
- Hosting a forum on the Massachusetts Clean Energy Center’s Water Innovation work
- Hosting a discussion on Executive Office of Energy & Environmental Affairs’ Water Policy including topics like the Interbasin Transfer Act and Drought Management
- Supporting the state’s proposal to assume primacy of the National Pollutant Discharge Elimination System (NPDES) water quality permits, rather than continue to cede that role to the U.S. Environmental Protection Agency, given uncertainties on the national level; MA is currently one of only four states in the nation that does not have delegated authority to issue such permits
- Hosting an informational meeting with perspectives on NPDES primacy from the Massachusetts Department of Environmental Protection and Representative Carolyn Dykema
- Advocating for stronger state funding for municipal water supply, stormwater management, and wastewater treatment infrastructure via the recommendations of the state’s Water Infrastructure Finance Commission
- Providing assistance and support to municipal governments developing innovative stormwater responses, including but not limited to the Minuteman Advisory Group on Interlocal Coordination (MAGIC – an MAPC Subregion) Stormwater Partnership and the Medway Integrated Water Resources Management Plan

“...Our residents are highly educated, with the skills needed for growing industries... Our economy is bolstered by innovative companies that represent the future of Massachusetts. And as a net labor importer, our region is home to more jobs than employed residents.”

495/METROWEST SUBURBAN EDGE COMMUNITY COMMISSION

SPECIAL THANKS to our legislative delegation and Secretary Jay Ash for their support of the Commission, as well as to the Co-Chairs—State Representative Kate Hogan, State Senator Karen Spilka, and Assistant Secretary of Communities and Programs Juan Vega from the Executive Office of Housing and Economic Development – as well as their associated staffs.

Our state legislative delegation created the 495/MetroWest Suburban Edge Community Commission with the support of the Baker-Polito Administration to provide a formal complement to the Partnership’s work, convene a dialogue between state agencies and municipal officials, and call attention to the development needs of suburban communities.

First established via a House budget amendment by State Representative Kate Hogan and supported by the State Senate and Baker-Polito Administration, this Commission is charged with analyzing challenges in suburban communities “such as needs to address transportation, water, cellular and energy infrastructure, transit services, residential development, reuse of former industrial facilities and historic mills, brownfields reclamation, downtown redevelopment and other constraints.”

The Commission was convened in 2016 by the three Co-Chairs, following the Partnership’s selection of the University of Massachusetts at Dartmouth’s Public Policy Center to conduct research and analysis of regional data to inform the Commission’s deliberations and as a resource to the region.

In February 2018, the Commission finalized their initial report, entitled 495/MetroWest Suburban Edge Community Commission: Serving a “SuperNexus” for the Commonwealth’s Economy, which lays out blueprint for action by the state, local governments, and private sector through summaries of each policy area highlighting Commission discussions, emerging examples, and potential concepts to explore further. The Partnership is continuing to work with the Commission Co-Chairs to utilize the report by soliciting successful case studies, suggestions, and best practices on how to address the suburban development issues laid out as constraints for the 495/MetroWest region and other suburban communities.

KEY INDUSTRY CLUSTER CONCENTRATIONS

Location Quotients show industry concentrations in comparison to the U.S.

<table>
<thead>
<tr>
<th>Industry Type</th>
<th>495/MetroWest</th>
<th>Massachusetts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biopharmaceuticals</td>
<td>11.16</td>
<td>3.18</td>
</tr>
<tr>
<td>Education and Knowledge Creation</td>
<td>2.27</td>
<td>5.97</td>
</tr>
<tr>
<td>Financial Services</td>
<td>1.07</td>
<td>2.81</td>
</tr>
<tr>
<td>Fishing and Fishing Products</td>
<td>0.18</td>
<td>5.81</td>
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<tr>
<td>Footwear</td>
<td>2.98</td>
<td>6.30</td>
</tr>
<tr>
<td>Information Technology and Analytics</td>
<td>15.14</td>
<td>5.59</td>
</tr>
<tr>
<td>Insurance Services</td>
<td>1.21</td>
<td>2.99</td>
</tr>
<tr>
<td>Jewelry and Precious Metals</td>
<td>0.31</td>
<td>3.99</td>
</tr>
<tr>
<td>Marketing, Design, and Publishing</td>
<td>2.18</td>
<td>2.59</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>4.50</td>
<td>3.87</td>
</tr>
<tr>
<td>Recreational and Small Electric Goods</td>
<td>3.40</td>
<td>2.20</td>
</tr>
</tbody>
</table>

Infographic and data courtesy of the UMass Dartmouth Public Policy Center for the 495/MetroWest Suburban Edge Community Commission.
SINCE OUR FOUNDING, the Partnership has addressed regional challenges by bringing together our private and public sector leaders to forge consensus and collaborative solutions, which has paid enormous dividends on the region’s behalf. The Partnership will continue playing a key role convening the region, creating a unified message with supporting data, and providing opportunities to work with state policymakers, through such ongoing initiatives as:

- Supporting the 495/MetroWest Suburban Edge Community Commission’s recommendations – The Partnership is conducting outreach on the report and soliciting feedback to identify short and long term strategies to address suburban development challenges, with recommendations for municipalities, state, and the private sector.

- Updating Priority Development Areas – With support from MassDevelopment, the Partnership is working with the Central Massachusetts Regional Planning Commission and the Metropolitan Area Planning Council to reach out to municipal governments to update their locally selected priority sites. Last done in 2012, this initiative will also highlight any large industrial or commercial sites potentially suitable for MassDevelopment’s Site Readiness Program.

- Advancing the I-495/I-90 interchange redesign and construction – While this project is in the design phase, the Partnership is supporting needed funding in the state’s capital plan, while working with our legislators, MassDOT, municipal governments, employers, and other advocates to provide regional input into the project.

- Supporting state primacy on NPDES permitting – With ongoing uncertainty in Washington, our state, municipalities, and advocates need stability in a coordinated and Massachusetts-based regulation of stormwater and wastewater issues.

- Finding solutions to first and last mile connections – With the pressure on the MBTA and state transportation network, regional innovations on providing first and last mile service must be supported, and the Partnership is highlighting and advocating for solutions.

- Providing input in to the state’s Commuter rail Vision Plan – The Partnership is working with our legislators, municipalities, and employers to provide regional input for this strategic plan, while working with T4Mass and statewide organizations to advocate for common concerns.

- Calling attention to other regional transportation infrastructure needs – As identified in the Partnership’s Top Ten Transportation Nightmares project, there are a number of other regional interchanges such as I-495/I-290 and I-495/Rt. 9 and regional corridors such as Rt. 9 and Rt. 20 that need state investment and improvements.

- Coordinating economic development and workforce development – Through serving on our region’s workforce investment board, Partnerships for a Skilled Workforce, and through working with Dean College, Framingham State University, MassBay, and the Tufts University Cummings School of Veterinary Medicine, the Partnership will provide economic development perspective for implementing the findings of the state’s Regional Workforce Skills Initiative.

- Building on regional messaging for life sciences – The Partnership’s new regional profile on life sciences provides a new means of improving coordination with municipalities and state agencies on life sciences initiatives.

Beyond these ongoing initiatives, most importantly the Partnership will continue our commitment to public-private collaboration, not only on a municipal and business level, but in our work with the 495/MetroWest legislative delegation and the Baker/Polito Administration. Our success has come about from our partnering within the region with key constituencies, as well as our partnering outside the region with policymakers, agencies, and advocacy organizations to advance the needs and interests of 495/MetroWest. While this success speaks for itself, significant challenges remain, and the Partnership’s continued leadership is needed to ensure that the 495/MetroWest region continues to be positioned for success in the years ahead.

“The 495/MetroWest Partnership provides a crucial component for municipal governments to participate in a cohesive regional economic development effort. By providing vision, leadership and the opportunity to further public/private coordination, they continue to strengthen the 495/MetroWest corridor’s economic presence while giving a voice for local governments to participate in regional economic efforts. The Partnership has been a tremendous advocate and support partner for several locally driven initiatives.”

—Wrentham Town Administrator Kevin Sweet

SPECIAL THANKS to all of the regional leaders who have served on our Board of Directors, particularly our current officers:

**Public Sector CoChair** Jay Marsden, Holliston’s Board of Selectmen
**Private Sector CoChair** Bill Pizzano, Day Pitney LLP
**Public Sector ViceChair** Keith Bergman, Littleton’s Town Administrator
**Private Sector ViceChair** Ellen Carucci, UMass Memorial Marlborough Hospital
**Treasurer** Charles Dwyer, Middlesex Savings Bank
**Clerk** Peter Martin, Bowditch & Dewey LLP

**PARTNERSHIP STAFF:**
- **Executive Director** Paul Matthews
- **Deputy Director** Jessica Strunkin

**PROVIDING A REGIONAL VOICE**

- [Photo Above]: From left to right, Medway Selectman Glenn Trindade; Mark Buckley, Staples’ Vice President of Environmental Affairs; Paul Fitzgerald, EMC’s Vice President of Global Real Estate and Facilities; and Robert McDonald, IBM’s Mass Lab Senior Location Executive speaking at the Partnership’s Energy Forum

- [The Partnership provides the region’s public and private sector leaders with opportunities to provide their perspective directly to government officials and agencies on a wide range of programs, such as:]
  - [State House Day](#), for our regional leaders to meet with legislative leadership and our legislative delegation, with alternating addresses by the Senate President and Speaker of the House
  - [Meet the Cabinet](#) with Secretary of Housing and Economic Development Jay Ash hosted by Sanofi Genzyme
  - [Meet the Cabinet](#) with Secretary of Transportation Stephanie Pollack hosted by TJX
  - [Office of Governor Baker](#) on the state’s “Open for Business” initiative
  - [Executive Office of Housing & Economic Development & Division of Local Services](#) on the state’s “Community Compact” program
  - [Massachusetts Department of Transportation](#) staff on commuter rail operations, transit, road and bridge investments, the Complete Streets program, and mobility
  - [Executive Office of Housing and Economic Development on the MassWorks program and Creative Economy initiative](#)
  - [U.S. Environmental Protection Agency on stormwater permitting](#)
  - [Massachusetts Executive Office of Energy and Environmental Affairs on the state’s water policy programs](#)
  - [Boston Metropolitan Area Planning Organization](#) and Central Massachusetts Metropolitan Area Planning Organization on transportation improvement plans and long term regional transportation plans
  - [General Manager of Keolis on commuter rail operations](#)
  - [495/90 Working Group on developments affecting public and private stakeholders from the I-495/I-90 and I-495/Rt. 9 interchange](#)
  - [MassDevelopment on their TA Connect, Property Assessed Clean Energy (PACE), and Site Readiness Programs](#)
  - [State Representative Carolyn Dykema and Massachusetts Department of Environmental Protection on stormwater primary](#)
  - [Littleton Town Administrator Keith Bergman and VHB on opportunities for regional and municipal leadership on climate resiliency](#)

In addition to these opportunities, the Partnership and our program committees – Transportation, Energy and Sustainable Development, and Water Resources – regularly convene regional forums on issues of interest.

**495/MetroWest Partnership**

Leaders for Regional Prosperity

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