



Worcester Green
Corps Receives State
Recognition

8



THE FACTS ON INCLUSIONARY ZONING

by DAVID SULLIVAN, DIRECTOR OF ECONOMIC DEVELOPMENT & BUSINESS RECRUITMENT

WORCESTER – Massachusetts is experiencing a severe shortage of housing due to a lack of construction, with an estimated 108,000 housing units needed to meet the demand of the state’s growing population. Worcester is no exception to this shortage, and as a result, housing prices have shot up.

Worcester grew by 25,000 residents between 2010 and 2020, exceeding even the most generous population growth estimates. The Chamber’s housing study, conducted in 2019 by a consultant who is now the chief economist for the state government, predicted that the city would reach 200,000

residents by 2030. Instead, Worcester reached that mark the very next year.

Only 10,000 units of housing were constructed to house those 25,000 new residents in the past decade. Now, out of all the 75 most populous metro areas in the United States, the Worcester metro area ranks as the 8th worst in terms of available housing.

Inclusionary Zoning Explained

Inclusionary Zoning (IZ) presents an opportunity for the city to gradually add to the affordable housing stock over time to play a part in addressing affordability issues. IZ is a zoning ordinance that is

used by municipalities to require new multifamily developments to incorporate a small percentage of affordable housing in each project, or to at least pay a fee to a town’s affordable housing trust fund so that other developers can access local subsidies to build income-reserved units.

Examples in other communities prove that the most successful IZ ordinances provide flexibility and incentives for the developers in meeting those requirements. Without them, developers become dissuaded from investing in the community, and desperately needed housing production could stall.

Even if a developer wants to build in Worcester,

Inclusionary Zoning, pg 10

Lt. Gov. Polito Convenes Biotech Real Estate Professionals at Polar Park

by DAVID SULLIVAN, DIRECTOR OF ECONOMIC DEVELOPMENT & BUSINESS RECRUITMENT

The Worcester Red Sox’s second season at Polar Park may have just ended, but the development of parcels abutting the ballpark has only just begun. The Worcester Regional Chamber of Commerce, with help from Massachusetts Lieutenant Governor Karyn Polito, the Worcester Red Sox, the City of Worcester, Massachusetts Biomedical Initiatives, and the Worcester Business Development Corporation, are working hard to get biotech developments at Polar Park down the final stretch to homeplate.

On September 15, Lt. Gov. Polito convened real estate professionals from around Massachusetts at Polar Park to discuss how Madison Properties, the developer of several properties surrounding the ballpark, can attract biotech tenants that are significant enough to commence construction.



Biotech Real Estate, pg 14

Above: Lieutenant Governor Karyn Polito



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CHAMBER WELCOMES NEW ASSISTANT DIRECTOR OF FINANCE

CHERYL MULBAH



The Worcester Regional Chamber of Commerce is excited to welcome Cheryl Mary Mulbah as the new Assistant Director of Finance. Cheryl, originally from Liberia, West Africa, moved to Worcester over 13 years ago. Ms. Mulbah graduated from North High School and went on to earn an Associate’s degree in Business Administration from Quinsigamond Community College. She started her career as a teller at United Bank and quickly worked her way up to become a Senior Personal Banker. After five years with United Bank, Cheryl took a position as a Relationship Banker at UniBank, eventually becoming Assistant Manager at the Hopkinton branch. Cheryl is very excited to be working with the team at the Chamber of Commerce saying, “I am ecstatic about the opportunity given to me and I look forward to my future here at the Chamber.” Welcome Cheryl!

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Chamber VPs Receive Recognition For Work In The Community

Senator Michael Moore of the second Worcester district nominated **Alex Guardiola** for a Massachusetts Black and Latino Legislative Caucus Latino Excellence Award. The Latino Excellence Awards is the MA Black and Latino Legislative Caucus’ premier Hispanic Heritage Month Event. Each legislator is given the opportunity to nominate an outstanding Latino leader, trailblazer, and/or changemaker who continues to make a significant contribution to the district that legislator represents.

Guardiola, born in El Paso, Texas, has lived in Worcester for nearly 40 years. After earning his law degree from the New England School of Law, Alex worked for the Massachusetts Attorney General’s Office as an inspector in the business and labor protection bureau, where he received the Edward J. McCormack Jr. Award for Excellence in 2006.

He then worked at Commonwealth Medicine, a program through UMass Medical School in Worcester, where he investigated medical fraud. He was the assistant campaign manager on the committee to elect Tim Murray, who served as lieutenant governor and is now the president and CEO of the Worcester chamber. Alex joined the Chamber staff in 2018.

Guardiola lobbies the state government for small businesses and has been a tremendous advocate and supporter of residents and business owners in Worcester County. He serves on the board of the Worcester nonprofit YOU Inc., the Worcester Regional Food Hub, and the Worcester Education Collaborative. During the height of the COVID-19 pandemic, he assisted local businesses in navigating federal Paycheck Protection Program loans, helped businesses reopen, and provided legal guidance to those in need. In his spare time, he volunteers around Worcester at the Friendly House, the Vernon Hill crime watch, his church, and local food pantries.

Guardiola was honored on October 13th at the 2022 Latino Excellence Award ceremony that took place over Zoom.

Karen Pelletier, our Executive Vice President at the Worcester Regional Chamber of Commerce, started at the Chamber in 2014 as the Director of Higher Ed- Business Partnerships, she was then named the VP of Operations and Director of Education and Workforce Development, and in 2020 was promoted to the role of Executive Vice President.

Karen has created strategic partnerships that benefit Chamber membership, enhance business recruitment efforts, and provide important career development opportunities to up-and-coming business owners. She has also developed programs such as seminars and networking opportunities to facilitate introductions between new business leaders and seasoned veterans. In addition to these efforts, Karen also leads the Leadership Worcester program and spearheads the Worcester Women’s Leadership Conference.

The Leadership Worcester Program creates a network of thinkers and doers who are moving the region and each other forward. Participants connect with key stakeholders, learn from influential leaders, and forge relationships that help them take the next step in their leadership. Many of the graduates have gone on to be very successful leaders in our community. Karen’s abilities to listen to stakeholders and members and collaboratively execute on programs and initiatives are the hallmark of her leadership which has played such an important role in improving the Central Mass community in a variety of ways over the past eight years at the chamber.

In addition to the Leadership Worcester program, Karen oversees the Worcester Youth Leadership Institute, a summer version of the Leadership Worcester program for individuals in their late teens. The participants of the WYLI are primarily young people of color participating in the Worcester summer jobs program.

Karen will be honored on November 15th at the Worcester Business Journal’s Outstanding Women In Business Awards at Mechanics Hall.



Alex poses with Senator Michael Moore in Chamber offices



Karen Pelletier

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Assistant to the President & CEO
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Worcester Green Corps Coordinator
MIRANDA HOTHAM

With publication dates in February, May, August, and November, *Chamber Exchange: The Newspaper* is a quarterly publication written and produced by Worcester Regional Chamber of Commerce staff and members. Content is geared to business professionals, members, elected officials, and engaged citizens.

Each quarter, 20,000 copies are mailed to 6,000 members and business professionals and roughly 13,000 City of Worcester registered voters. The remainder are distributed among area businesses.

If you're interested in being a point of distribution, or would like to know more about placing an advertisement in the Chamber Exchange, please contact Kristen Luna at kluna@worcesterchamber.org. To contact the editorial staff, please email Caitlin Lubelczyk at clubelczyk@worcesterchamber.org.

Unless otherwise noted, the editorial content herein is the opinion of the Worcester Regional Chamber of Commerce and does not reflect the opinion of any specific member, business, or partner of the Chamber.

Worcester Regional Chamber CALENDAR of EVENTS

Construction and Real Estate Roundtable | Developing Affordable Housing in Chamber Offices

Wednesday, November 30, 2022

11:00am-12:00pm

Sponsor Bowditch Attorneys

Supporting Sponsor Dorfman Capital

147th Annual Meeting at DCU Center

Friday, December 2, 2022

11:30am-2:00pm

Presenting Sponsors UMass Memorial Health, Unibank, Worcester Railers

Financial Services Roundtable | Effective Digital Marketing Strategy on Zoom

Tuesday, December 6, 2022

11:00am-12:00pm

Presenting Sponsor Country Bank

Supporting Sponsor: Bowditch Attorneys

The Breakfast Club at Mechanics Hall

Thursday, December 8, 2022

7:00am-9:00am

Presenting Sponsor Harvard Pilgrim Healthcare

Coffee Sponsor BB&R Design Build and Unibank

Business After Hours at Greater Good

Wednesday, December 14, 2022

5:00pm-7:30pm

Sponsor Rockland Trust

A BUSY FALL SEASON AT THE CHAMBER



by **TIMOTHY P. MURRAY** PRESIDENT AND CEO

In October, the Chamber's President's Council hosted Ambassador Meron Reuben, who has been serving as the Israeli Counsel General for New England, since November of 2020. Ambassador Reuben's distinguished diplomatic career has included roles at the Israeli embassies in Chile and Mexico and as Ambassador to Paraguay, Bolivia, and Columbia. Ambassador Reuben also served as Israel's Ambassador to the United Nations. At the Chamber's President's Council, Ambassador Reuben talked about the history of Israel as well as the Israel — United States relationship. In particular, the Ambassador talked about Israeli business connections to Massachusetts which has been strengthened over the years by several trade missions led by Massachusetts Governors Deval Patrick and Charlie Baker, during their respective time in office. Currently, Massachusetts has the third largest population of Israeli businesses in the United States just behind Silicon Valley, CA and the New York/New Jersey area. The Chamber, by engaging with the Israeli consulate staff, is seeking to bring some of these companies to Worcester and Central Mass. The President's Council is made possible by our sponsors Fallon Health and Marsh McLennan Insurance.

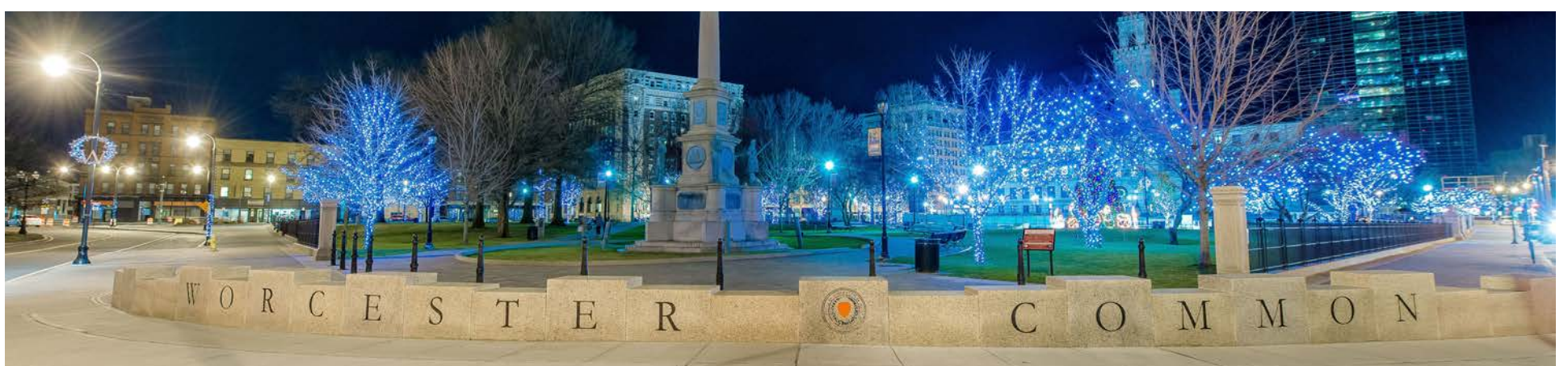
In November, Worcester Regional Airport celebrated its one millionth passenger since Massport took ownership of the facility in 2010. Currently, JetBlue, Delta, and American Airlines fly daily flights to Ft. Lauderdale, FL, and John F. Kennedy (JFK) and LaGuardia airports in New York City. Both JFK and LaGuardia are nationwide and international flight connectors for all three airlines. Both airports have been the recipients of billions of dollars in infrastructure and terminal improvements that have resulted in efficiencies and a dramatically improved customer experience. Personally, I utilized both airports for connecting flights out of Worcester airport recently and was impressed on the work at both airports. Worcester Regional Airport has rebounded faster than most other airports nationally post pandemic and JetBlue, American, and Delta have all switched to larger airplanes with more seating out of Worcester to accommodate this growth. For example, JetBlue which was flying a 100-seat plan out of Worcester to Ft. Lauderdale recently changed to a larger 162-seat plane. JetBlue has expressed that they hope to re-establish the flight from Worcester to Orlando in the near future.

And finally, congratulations to Worcester Green Corps, a partnership between the Chamber, the City of Worcester, and the United Way for receiving The Keep Massachusetts Beautiful "Rookie Chapter of the Year" Award. The Worcester Green Corps through volunteer and paid part-time positions with Worcester youth have engaged in beautification and cleanup efforts throughout the city.

To learn more, go to www.worcestergreencorps.org/about



People are buzzing on Sports Street about the Railers home opening weekend and the fast start they have gotten off to on the ice. A good sign for new Coach Jordan LaVallée - Smotherman. Also, a tip of the cap to the Holy Cross men's football team who defeated the 6-1 Fordham Rams before 17,000 people at Fitton Field in an overtime thriller on a two-point conversion 53-52. It is reported it was the largest crowd for a football game at Holy Cross since 1990. It reminded many of Holy Cross football games that different generations experienced from the 1940's up until 1990. On another note, it is time to bring back the Holy Cross College versus Assumption game for both men and women's basketball. Time to renew this great tradition that always generated energy on both campuses and in the community.



IT IS TIME TO TAKE A HARD LOOK AT THE DUAL TAX RATE IN WORCESTER

by **ALEX GUARDIOLA**, VICE PRESIDENT OF GOVERNMENT AFFAIRS AND PUBLIC POLICY



The continual shifting of the tax burden onto our commercial/industrial taxpayers is more impactful now more than ever. As we are finally starting to see a light at the end of the COVID tunnel, we must reflect on the damage it caused and the work that needs to be done to ensure that our city continues the economic development momentum that was started prior to shutting down the world.

It is time to start making some real changes to our tax system here in the City of Worcester. We hold our fate in our own hands. Unfortunately, over the past 10 years, our City Council has continued to divide our city; pitting residents and businesses against one another.

Worcester has the 8th highest commercial/industrial tax rate of the 351 municipalities in the Commonwealth. Moreover, we are only one of three communities in central Massachusetts with a dual tax rate along with Clinton and Auburn. Two years ago, Fitchburg (another gateway city I might add) aggressively moved to a single tax rate realizing that they were losing businesses to neighboring communities because of the tax rate. Clinton has made it clear that they want to move to a single tax rate, at an incremental rate, in order to revitalize their core downtown business district. Auburn has continued to vote to narrow the gap between the dual tax to help their recruiting efforts and are already seeing dividends with Reliant Medical Group utilizing a large part of the declining Auburn mall.

During the pandemic we learned a lot. We learned that working together is a better recipe for success rather than passing the buck to one another. We learned that we could work differently. Going forward working in a hybrid/remote environment will be a norm in some industries. We learned that manufacturing is still a critical industry and should not be minimized but rather be expanded for the sustainability of our community. Had it not been for manufacturers we would not have had the ability to shift from making a widget to making personal protective equipment, medical devices, and of course manufacturing of the vaccines. Unfortunately, some tend to have a short-term memory when it comes to voting on the future of this industry by continually increasing property taxes on our businesses here in the city of Worcester. It is important to note that manufacturers here in the city are not only taxed with the commercial rate for their property but also taxed at that same rate for their equipment in their buildings. So, in essence, they are being taxed twice here in Worcester.

The continued debate of whether or not to have a dual tax rate is complicated and can be deceptive. Unfortunately, the way a business is taxed is inherently different from the way residents are taxed, which results in a great deal of confusion. Those in favor of the dual tax do not always have all the information needed to be fully informed concerning the long term and negative effects a dual tax rate could consequently have on our local economy and home real estate values. The perception of immediate tax relief to homeowners often overshadows the true downward spiraling “ripple effect” such a move typically has on the local economy over time.

A split tax rate is a significant sign to new and existing businesses that a city or town is not “business-friendly”. It is often one of the first, if not the first, question that new businesses ask when looking at properties in various locations. Further, existing businesses who have been here for decades see it as a sign that the elected officials do not value their opinion and needs. Often when City Councilors decide on how they will cast their vote on the annual tax classification hearing, their politics take a front seat. I have continuously noted where they stand on this tax classification vote based on when the next election is (by the way, this is the last tax classification vote before the next City Council election). I often hear electeds talking about helping small businesses on the campaign trail, especially during and now after COVID. But their votes speak otherwise. Approximately 80% of U.S. businesses are considered “small” businesses. The Worcester Regional Chamber of Commerce is the largest Chamber in New England with approximately 2300 businesses across 40 communities in Central Massachusetts. 85% of our members are small businesses with 10 employees or less. Yet, because of triple-net leasing, tenants of commercial spaces agree to not only pay their rent and utilities but also the maintenance of the space, the insurance and property taxes. This specific vote to continually increase the tax gap between the businesses and residents paints a very different picture of trying to help small businesses.

This year’s City of Worcester tax budget is \$778,052,065. If we had a more fair and equitable tax rate, we would be able to lure more businesses to call Worcester home dividing the “\$778-million-dollar pie” into more slices and essentially lowering all tax bills. Instead, we continually move out big companies like Prime Metals, for example, who employed hundreds of residents in

Worcester to a neighboring community because they are now paying less than half the amount in taxes than they would in Worcester. Now add the residual effects of moving all those employees. They are eating at Sutton lunch spots and picking up their groceries on their way home in Sutton. We are essentially taking thousands of people out of a Worcester business district and again hurting our small business owners who rely on those discretionary dollars.

As inflation rates continue to climb and supply chains are making it difficult to conduct everyday business, Worcester needs to take a hard look at how we can help our business community survive. Experts are predicting that in the next year the economy will be in a recession. We are fortunate to have a diverse economy here in Worcester with many different sectors, we are not reliant on just one, however, we are not immune to a coming recession if we do not strategize correctly. While folks may point to a good deal of development happening in Worcester, the majority of that work is focused on housing. If predictions are correct, the combination of high commercial taxes, work shortages, supply chain issues and a recession could be devastating to our business owners here in the city.

It is time to reconsider the trend of widening the tax gap here in Worcester and work towards a 10-year plan to narrow the tax gap. A single tax rate cannot happen overnight, but we must come together to put this plan in place in order to be the thriving metropolis we want to be going forward.

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Clinton Area Chamber of Commerce Brings Congresswoman, Regional Leaders to Talk Business

by **DAVID SULLIVAN**, DIRECTOR OF ECONOMIC DEVELOPMENT AND BUSINESS RECRUITMENT

CLINTON, MA - The last time Clinton had a chamber of commerce was over a decade ago. Now, five months after the establishment of the Clinton Area Chamber of Commerce, an affiliate partner of the Worcester Regional Chamber of Commerce, the town's new chamber has already put on two informational sessions with business owners, an economic development conference with regional economic development leaders, an outdoor downtown vendor's market, an annual meeting with Congresswoman Lori Trahan, and a Halloween trick-or-treat event for downtown businesses.

And the momentum will not stop there - a networking event is planned at Sterling Street Brewery in Clinton, which just celebrated its second anniversary of being in business, on December 6.

The momentum is led by a joint team of volunteer board members for the Clinton Chamber and staff from the Worcester Chamber. The Clinton team is led by Lauren Crossman-Nanof, who was honored by the Worcester Business Journal's Forty Under 40 awards this year for her initiative in transforming Discover Clinton, a tourism-focused organization, into the Clinton Area Chamber of Commerce. Lauren is joined by Bill Spencer of Fidelity Bank and Kerrie Salwa of the Central Massachusetts Regional Planning Commission. All three founding board members are Clinton natives and residents.

The staff of the Worcester Regional Chamber of Commerce provides event planning, member recruitment, and strategic support where needed to ensure the chamber can get to a point where it can support its own operations.

For the two largest events — the Clinton Economic Development Day on September 13 and the inaugural Annual Meeting on October 18 — the Clinton Chamber's volunteer board and staff from the Worcester Chamber worked together to bring regional leaders into Clinton to highlight the business community and the town's recent advancements. Both events were held at the Museum of Russian Icons, which is centrally located in downtown Clinton and one of the Clinton Chamber's first members.

ECONOMIC DEVELOPMENT DAY

The Economic Development Day gathered Town Administrator Michael Ward, several Select Board members, State Representative Meghan Kilcoyne, State Senator John Cronin, and outgoing State Senator Harriette Chandler along with regional economic development leaders from the Massachusetts Office of Business Development, MassDevelopment, and the Worcester Business Development Corporation. The purpose of the day was to highlight Clinton's recent advancements, such as being one of the fastest-growing municipalities in Central Massachusetts and investing over \$8 million of local funding and grants in downtown streetscape and infrastructure.

Phil Duffy, the Director of Community and Economic Development for Clinton, presented on the town's history and current priorities to "make Clinton a better Clinton," through incremental development that emphasizes Clinton's unique character.

Duffy noted that Clinton is a tight-knit community with a relatively high level of diversity for a suburban town. The town's top economic sectors are manufacturing, which employs nearly 40% of the town, and healthcare. Driving employment in these sectors are two of the largest employers in town, the international manufacturer Jabil, and the UMass Memorial Health Alliance Clinton Hospital.

Duffy then led attendees on a tour of downtown Clinton, stopping inside the currently vacant but historic Strand Theatre building and then on to a ribbon-cutting ceremony for Jack's Mill, a planned 150,000 square-foot mixed-use development of a vacant mill building by Cunningham Associates. The Strand, located on High Street, closed during the pandemic, according to owner Justin Barrett. Before closing, it was a successful local cinema pub.

ANNUAL MEETING

After the Economic Development Day, the Clinton Chamber hosted its inaugural Annual Meeting with Congresswoman Lori Trahan. The congresswoman, who represents Clinton, was the keynote speaker.

Trahan expressed her excitement that Clinton now has an active and dedicated chamber of commerce, supported by the largest network of chambers in Massachusetts. "Today, I joined the Clinton Area Chamber for their inaugural meeting to discuss the work we'll do together to support small businesses," said Trahan after the event. "I left feeling more inspired about what's in store for local Clinton businesses with the Chamber advocating on their behalf!"

Members of the Clinton Area Chamber of Commerce receive a free membership to the Worcester Regional Chamber of Commerce. Next up is a Business



After Hours networking event at Sterling Street Brewery in Clinton on December 6. Keep up to date on new events by following the Clinton Area Chamber of Commerce on Facebook, Instagram, Twitter, and LinkedIn, or at www.clintonareachamber.org.

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WORCESTER GREEN CORPS SUMMER RECAP

From pollinator gardens, to a successful YouthWorks program, WGC continues to keep our city clean

by MIRANDA HOTHAM, WORCESTER GREEN CORPS COORDINATOR

The 2022 year has been an exciting time filled with growth and expansion for the Worcester Green Corps (WGC). We began the year with many exciting ideas and ambitions, and it has been incredible to see these come to fruition.

This summer, we hosted more youth workers than ever before, employing 26 individuals from the City of Worcester through the Worcester Community Action Council's (WCAC) YouthWorks program. In just six weeks, our team picked up an impressive 3,892 pounds of litter from our streets, parks, and waterways. The group also participated in our career pathways program, where they learned about Worcester's natural resources, the US waste crisis, food insecurity and urban solutions, and Worcester's water resources. We were lucky enough to continue employing eight of our youth workers through the fall, providing employment to these individuals during the school year as well.

With the generous support of Country Bank and ServPro Worcester, our youth workers assisted in the installation and maintenance of pollinator gardens in Billings Square, Mill Street, and Park Avenue. These gardens play an important role in helping our native pollinators to thrive. In the spring, we have plans to continue to add onto these gardens and make them lush with greenery so that we can provide a valuable habitat for these essential members of the ecosystem. We also received assistance for these projects from Keep Massachusetts Beautiful (KMB) and the Worcester Garden Club.

In addition to the support for our pollinator gardens, KMB supported our efforts to keep our community clean by donating 25 cigarette receptacles through the Cigarette Litter Prevention Program. All of the cigarettes collected in these containers is sent back to TerraCycle, where the butts will be recycled and turned into new products.

Earlier this year, WGC collaborated with the Worcester Department of Public Health's (DPH) Homeless Outreach strategists to develop our new Community Support Program. Once a week, we visit Millbury Street and offer \$20 gift cards to anyone who would like to help us pick up litter for an hour. In addition to the gift cards, DPH directs individuals to important resources for housing, food, recovery, or anything else our community members might need. This new program has been largely successful, and we are looking to continue our efforts throughout the fall, and restart in the early spring.

WGC has also participated in a number of different community events. In August, we assisted with ZAP 50, an event that celebrated the 50th anniversary of ZAP the Blackstone, known as the largest one-day environmental cleanup in US history. We met with volunteers on the Worcester section of the Blackstone River Bikeway to pull as much litter out of the waterway as we could. We also met with a group of students from WPI at Coe's Reservoir to remove over 200 pounds of trash from an illegal dumpsite close to the water. WGC also led a team of volunteers during the United Way's Day of Caring, an annual event that engages more than 850 volunteers across the city. With a group of 30 volunteers from Clark University, Crocodile River Music, and UMass Hospital, we removed 227 pounds of litter from the Main South neighborhood.

WGC has played an incremental role in the collaborative efforts of the city and Casella to improve the purity of our curbside recycling program. This summer, our youth workers participated in a recycling audit, where they observed the most frequent contaminants along the routes and left behind education materials to

help residents improve their recycling habits. Our youth workers found that the most common contaminant is plastic bags. More specifically, that residents are tying up their recyclables in plastic bags and leaving those on the curb. Because of the technology at Casella's Materials Recovery Facility in Auburn, these plastic bags can become tangled in the machinery, halting production and requiring

an employee to enter the machinery and physically remove the plastic bags. Because of this, beginning on October 1st, the city of Worcester has enforced new recycling regulations in an effort to reduce the number of contaminants in the recycling stream. In just the first three weeks of the program, contamination rates have dropped to only 15%, a statistic seen as a huge win by all the partners involved in the programming.

This fall, WGC was honored to be recognized by Keep Massachusetts Beautiful as the 2022 Rookie Chapter of the Year. This award is given to a KMB chapter that launched within the past 12 months that has made an impact in their community.

As we look toward 2023, we have even more plans to continue growing our program. We look forward to welcoming a new group of young adults in the spring, as well as the summer, through the WCAC's YouthWorks program. We hope to begin working on various art installations around the city, and to add even more greenery to our existing pollinator gardens. We are working closely with the city and Casella to support the new recycling mandates, and we hope to collaborate with Worcester Public Schools to circulate information to community members to help reduce recycling contaminants.



Summer youth workers pose after planting a pollinator garden at the Country Bank Park Ave. location

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Miranda Hotham with event emcee Cindy Fitzgibbons and KMB founder and Executive Director Neil Rhein

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Inclusionary Zoning, cont.

the lenders and equity investors that finance their developments require a certain level of profit. On top of inclusionary zoning, construction materials have seen the largest price increase in decades, interest rates have increased by the highest amount in 30 years, and Worcester already has the 8th highest commercial tax rate in Massachusetts. These other factors play into inclusionary zoning.

As the Massachusetts Housing Partnership puts it, when inclusionary zoning is done right, it combines both “carrots” and “sticks” and is cognizant of other factors in development so that a community can still produce the housing it needs.

City's Proposed Policy

The city's Executive Office of Economic Development has filed a draft ordinance, which is now undergoing a series of public hearings. The proposal is the result of input and expert advice from other municipalities with IZ ordinances, the Massachusetts Housing Partnership, land use attorneys, developers, community activists, and subject matter experts. Its stated goal is to create affordable housing opportunities while not creating a barrier to housing production.

“Two themes that came up frequently in our conversations with subject matter experts was to start with a policy that included options for developers, as well as avoiding a policy that was too convoluted and complex,” wrote Acting City Manager Eric Batista in the memo to City Council proposing the ordinance.

The proposed ordinance has several components, based on best practices from other communities. The ordinance would only trigger for developments that have 12 or more units, and the affordable units must be income reserved for at least 30 years and be comparable in size and quality to

the market-rate units. If developers do not have the expertise necessary to manage affordable housing tenant applications and apply for complex government tax credits, they can opt to instead pay a fee to the city's affordable housing trust fund which will in turn go to support other affordable housing developments.

This measure is referred to as “payment-in-lieu” and is an essential component of IZ ordinances. The city is proposing that the fee be 3% of the total construction value of the project. This will effectively create a revenue stream for the city’s brand-new affordable housing trust fund, which was given an initial injection of \$15 million of federal American Rescue Plan Act funds. However, due to federal regulations, this money must be committed to projects by 2024, making the payment-in-lieu a critical piece of Worcester’s potential IZ policy in the future.

Including Options for 60% and 80% AMI

An important point of discussion has been the area median income (AMI) level that the units must be reserved for. The city's ordinance proposes the requirement be, "at least 15% of the units restricted to households at or below 80% AMI, or 10% of the units restricted to households at or below 60% of the AMI, or a combination thereof."

Some who have spoken at public meetings expressed concern that developers would not build 60% AMI units if they could construct 80% AMI units instead. The city's ordinance, though, accounts for this cost disparity. The maximum price of any income reserved unit cannot exceed one of two numbers - either the combined rent and utility that is 30% of the household's income, or the "fair market rent" as determined by the federal government.

This essentially means that developers can

construct a mixture of 60% and 80% AMI units at the same exact cost as building all 80% AMI units for their inclusionary zoning requirement.

When It Might Take Effect

The next step for inclusionary zoning is a special public hearing at the Planning Board on November 9, followed by a public hearing at City Council and another at the Economic Development Subcommittee. Finally, a two-thirds vote by the full council will be needed to approve. This final step is likely to happen sometime in early 2023, after which all projects receiving a Planning Board permit will need to comply.

Inclusionary zoning is needed, but it will only work in conjunction with other mechanisms, such as the new affordable housing trust fund, and it will only create a meaningful difference in the quality and affordability of Worcester's housing if it does not present yet another barrier to construction.



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RIBBON CUTTINGS

Chamber celebrates seven ribbon cuttings between September and October

by **CAITLIN LUBELCZYK** VICE PRESIDENT OF MARKETING AND COMMUNICATIONS



On September 13th ARCPoint Labs opened at 324 Grove Street. ARCPoint Labs offers a wide variety of tests for individuals and businesses, mostly pre-employment background screening and drug and alcohol testing. Sujal and

Gauri Bhalakia also own ARCPoint franchise locations in Southboro-Framingham.

On Tuesday, September 20th Colonial Life celebrated the grand opening of its new location at One Mercantile Street. Colonial Life and Accident Insurance Co. is a subsidiary of Unum and will be the headquarters for its New England operation.

Thyme Herbal Apothecary founders Heather Scirpoli and Britney Esper celebrated their ribbon cutting at 277 Shrewsbury Street in Worcester on October 4th surrounded by many friends and loved ones. Both women left their careers in nursing to open the apothecary which offers a variety of teas, tonics, supplements, salts, oils, and, more to help people take charge of their own health and wellness. The location is open Tuesday-Friday 10am-6pm, and Saturdays 9am-4pm.



Notre Dame Health unveiled the completion of nearly \$13 million in major renovations to its assisted living community with a Ribbon Cutting Ceremony on Wednesday, October 12 at 555 Plantation Street. The renovation project, completed by Cutler Associates spanned nearly three years and was challenged by pandemic-related concerns along the way. The interior has been modernized and transformed into a state-of-the-art community located

on 21 peaceful and secluded acres in Worcester, MA. Edge-to-edge renovations to the facility included the reconfiguration and refreshing of the Harmony Neighborhood memory care unit, the refreshing of all common areas throughout the facility, and fresh paint and new fixtures in all resident apartments. The dining room, activities room, fitness center, hair salon, and sundries store were also reconfigured and modernized. The final phase included renovations to the beautiful chapel housed within the assisted living community.

On October 19th Saint-Gobain started up operations at its new electrical powerhouse on its flagship manufacturing campus in Worcester, Massachusetts. This new powerhouse is projected to reduce the site's carbon dioxide emissions by 50%. The \$22.3 Million investment in upgraded equipment comes as the company continues to roll out its global Grow and Impact strategy, which includes striving toward carbon neutrality by the year 2050. Saint-Gobain employs 1,000 people at its Worcester campus, which opened in 1885. The new powerhouse will rely on a state-of-the-art natural gas turbine to produce electricity, which will be distributed across the manufacturing campus. A portion of the turbine's exhaust gas will be captured and reused to reduce emissions and further improve the powerhouse's efficiency. The new equipment replaces a steam-powered turbine that was installed in the 1950s. The powerhouse will be connected to the site's local electrical grid, allowing the turbine to also provide electricity potentially to nearby residential neighborhoods in case of a power outage or natural disaster.

Also on October 19th, Chase bank celebrated the grand opening of its first location in Worcester, MA. Located at 81 Gold Star Boulevard, the bank predominantly employs Worcester residents or those with close Worcester ties. Roxann Cooke, the



Managing Director-Regional Director of Banking for the company stated, "JPMorgan Chase is investing in Central Massachusetts. I'm thrilled to be standing here in our first branch in the City of Worcester and I'm excited to announce we are planning to open at least 3 more local branches over the next few years."

On October 25th, Not Ya Mama's Vegan Café opened on 6 Waldo Street at the site of the old Vegan's Nest. This family-owned business serves up an all-vegan menu ranging from breakfast burritos to buffalo 'chickun' salads. As one online review stated "Finally, we have a fantastic vegan restaurant close to home. Me and my husband are constantly trying new vegan places on our travels and have had no luck with finding one. NYM has the best vegan Mac and cheese I've ever had, and their 'chicken' is out of this world. We got vegan monkey bread to go, and



it was mouth-watering. Nothing short of amazing here!"

Finally, On October 27th the groundbreaking took place for Phase One of a mixed-use development at the site of the former Table Talk Pies factory known as 120 Washington. The groundbreaking marks a major milestone for the project, led by Boston Capital Development LLC, that will add 83 units of affordable housing to Worcester.

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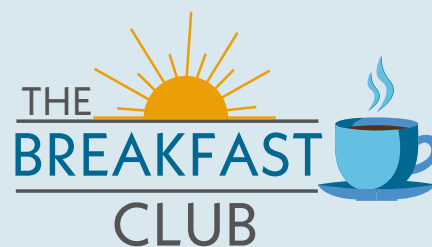
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ADVANTAGE TRUCK GROUP CELEBRATES 10 YEARS OF HAULIN’ 4 HUNGER

By JOAN DECOSTE PUBLIC RELATIONS & COMMUNICATIONS CORRESPONDENT

In Worcester and across New England, Advantage Truck Group is giving back to the communities it calls home through Haulin’ 4 Hunger.

This year marks the 10-year anniversary of Haulin’ 4 Hunger, ATG’s signature food donation program that helps provide meals to people facing hunger in communities near ATG locations throughout New England.

From its start in 2012 with a single donation of 200-holiday meals near ATG Shrewsbury, over the years Haulin’ 4 Hunger has grown to reach food pantry organizations in more communities and increased its impact with quarterly donations of nonperishable food to help meet the ongoing need.

In celebration of its commitment to making a difference in its local communities, this year Haulin’ 4 Hunger is increasing donations to provide over 4,000 fresh holiday meals in December to food pantry organizations in Worcester and other Central Massachusetts communities, and continuing to donate thousands of nonperishable foods each quarter to hunger-relief organizations near other ATG locations. Its fourth quarter donation of nonperishable meals will be made in December.

Now in its tenth year, Haulin’ 4 Hunger will reach over 30,000 meals donated to community food pantry organizations across three states.

“We are grateful for the continued support that our employees, customers, and business partners have for this program,” says Kevin G. Holmes, President, and CEO of ATG. “While serving our customers is our most important mission, serving our communities truly defines who we are. As we celebrate 10 years of Haulin’ 4 Hunger, ATG’s commitment to fighting hunger and reducing food insecurity in our communities remains more important than ever.”

And there is no time more important than now. Here in Massachusetts, a recent study shows a third of all people experienced food insecurity at some point last year. And as food prices continue to rise alongside inflation, more people than ever are turning to food pantries for help.

HELPING MAKE HOLIDAYS HUNGER-FREE

The holidays are especially difficult for so many families and others struggling to put food on their table, and many look to food pantries for help.

While every donation makes a difference to the food pantries and the people they serve, it’s the nutritious fresh foods that are among the most requested and also the most expensive. These foods are not only the hardest to afford on a limited budget but are often in short supply at local pantries.

For ten years, ATG has been helping food pantry organizations in Central Massachusetts provide fresh meals during the holiday season through Haulin’ 4 Hunger.

On December 15, ATG and its Haulin’ 4 Hunger team of employees and business partners will lead two separate caravans of cars and trucks throughout the city of Worcester and nearby communities to hand deliver over 4,000 fresh holiday meals of turkey with all of the trimmings. The fresh meals will be brought to eight organizations offering food pantries and other support services, including the Worcester-based Abby’s House, Friendly House, Jeremiah’s Inn and Food Pantry, South Worcester Neighborhood Center and Veterans, Inc., as well as the Marlborough Community Cupboard and St. Anne’s Human Services of Shrewsbury.

“Each of the organizations we support through Haulin’ 4 Hunger are working to ensure those facing hardships have enough food to eat during the holidays and every day, and we are honored to help them in this critical effort,” says Holmes.

ATG is also fortunate to partner with companies who share their commitment to giving back to their communities, and who support efforts to make a difference in the fight against hunger.

Haulin’ 4 Hunger is made possible by the dedication and ongoing support from organizations such as Dennis K. Burke, G. Lopes Construction, Worcester Railers, SelecTrucks of New England, and UniBank. This year, Haulin’ 4 Hunger is also being supported by new sponsors Boyle Transportation and Table Talk Pies.

Many Haulin’ 4 Hunger partners, including the Worcester Railers, join in the delivery of the fresh holiday meals each December, and the Worcester

Railers also bring their equipment van to help transport the thousands of meals to Worcester food pantries.

“As a community-first organization, the Worcester Railers are committed to giving back to the Greater Worcester region. We are proud to partner with Advantage Truck Group to support Haulin’ 4 Hunger and help address food insecurity in our communities,” says Stephanie Ramey, President of the Worcester Railers Hockey Club.

DOING GOOD IN MORE COMMUNITIES

Every community is home to families who face hunger.

Since ATG and its employees founded Haulin’ 4 Hunger ten years ago, the company has grown from its single location in Shrewsbury to a network of dealers with eight locations in communities across Massachusetts, New Hampshire and Vermont. As ATG continues to expand its network, it remains committed to supporting access to food and bringing Haulin’ 4 Hunger to every area where it operates.

At the heart of this commitment are ATG employees, who come together to make donations and volunteer to help make a difference for those in their communities struggling with hunger.

Over the past two years, the number of people facing hunger was unprecedented. As Covid-19 spread in 2020, ATG responded to the needs of its customers and communities. Together with the support of its employees and business partners, ATG doubled its commitment to fight food insecurity through Haulin’ 4 Hunger to increase donations and expand support to more food pantry organizations.

Last year, in addition to the donation of fresh meals near its Shrewsbury location, ATG expanded Haulin’ 4 Hunger to include quarterly donations of nonperishable foods to provide year-round support to local food pantries in communities near ATG locations in Raynham and Westfield, Massachusetts, and throughout New Hampshire and Vermont.

“Over the past ten years, Haulin’ 4 Hunger has responded to the increased need in our local communities and expanded alongside our dealer network to help families across New England,” says ATG Integrated Marketing Manager Sarah Harrington, who leads the Haulin’ 4 Hunger program. “It has been so impactful to witness ATG’s growing number of employees who embrace this commitment to giving back. From every quarterly nonperishable donation and fresh meal delivery they make, to the personal initiatives they take to help support the program, their efforts showcase the power of coming together to do good in our communities.”

Undertaking an effort of this scale takes significant planning, coordination and support to make it all possible, and ATG employees dedicate countless hours to purchase, collect, sort and package food to help those in need.

Today, ATG’s commitment to Haulin’ 4 Hunger has never been stronger.

Working together, ATG has brought Haulin’ 4 Hunger to every area it operates and secured over 30,000 meals for the organizations that work tirelessly for people experiencing food insecurity in its communities.

As ATG celebrates the 10th anniversary of Haulin’ 4 Hunger, it looks forward to continuing to work with those who share its commitment to fighting food insecurity and improving the quality of life in the communities it serves.



Biotech Real Estate, Cont.

Madison Properties is currently constructing a six-story, 228-unit housing development across the street from the ballpark’s main entrance. This is just the first phase of a massive campus, which will include another residential building and a hotel. The development also includes plans for a 200,000-square-foot biotech lab and office space, as well as a six-story lab and office building that is essentially inside Polar Park overlooking the outfield.

The crux of Worcester’s recruitment efforts to date — specifically the efforts of Madison Properties’ broker Jones Lang Lasalle — has been focused on finding anchor tenants for the two lab and office buildings.

During the September 15 event, real estate professionals not only heard from Madison Properties’ principal Denis Dowdle and JLL Managing Director Bob Maguire, but also the Lieutenant Governor, the Secretary of Housing and Economic Development Mike Kennealy, Acting City Manager Eric Batista, Chamber President & CEO Tim Murray, and other key decision-makers.

Kenn Turner, head of the Massachusetts Life Sciences Center, was also in attendance and spoke of how he wields the power of the state’s biotech agency to champion Worcester as a site for biotech development. “We are behind Worcester 150%,” said Turner. “I’ve lost count of how many times I’ve been to Worcester thanks to the efforts of Tim Murray and the others here today.” Turner made note of a \$25 million effort by the MLSC to bring biotech outside the Boston area to diversify and regionalize R&D and biomanufacturing.

Jon Weaver of Massachusetts Biomedical Initiatives, a fast-growing biotech incubator based in Worcester that houses over 50 startups, highlighted why Worcester is the next big place for biotech. Weaver made note of CBRE’s decision to rank the Worcester area — not including MetroWest or Greater Boston area — as the 15th best place in the country to find biotech workforce talent. He also noted that Worcester has become an anchor in a geographic corridor of biotech that starts with Kendall Square in Cambridge.

For Chamber president and CEO Tim Murray’s part, he explained how a crucial part in attracting major biotech companies to the city, like WuXi Biologics’ new \$300 million biomanufacturing facility or AbbVie’s plant which employs hundreds of Worcester residents, was giving them an understanding of how Worcester is an attractive place to be. The Canal District and Polar Park have become a central part of Worcester’s attractiveness as a lively destination for residents, workers, and visitors.

This is all not to mention that Worcester is home to 30,000 college students, with Massachusetts’s flagship medical school in Worcester, UMass Chan Medical

School, being ranked as the number one recipient of NIH funding out of all research institutions in the state – beating out Harvard and MIT. The medical school pulled in nearly \$300 million in NIH research funding last year.

The message was made clear — Worcester offers new biotech companies pad-ready sites and cheaper prices per square foot, the clusters and talent needed to sustain them, the vitality of an urban setting, and the support of the highest levels of state leadership.

“Worcester is open for business,” said the Lt. Gov. “Not only are we open for business, but we know how to do business.”



Above: Dan Rea, EVP/GM Worcester Red Sox

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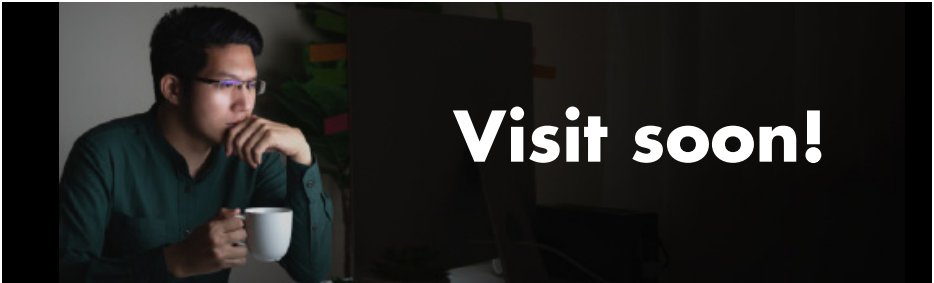
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FOOD HUB PROFILE

by **DAVID SULLIVAN** DIRECTOR
OF ECONOMIC DEVELOPMENT
& BUSINESS RECRUITMENT

Food Hub Entrepreneurs Begin Operating Out of Glass Tower at Lunch Time

In October, the Food Hub moved into the ground floor of the Worcester Plaza at 446 Main Street, otherwise known as the “glass tower” across from city hall. Occupying nearly 8,000 square feet of space that was previously occupied by a bank and has remained vacant for two years, the Food Hub now provides pop-up vendor space for food entrepreneurs that do not yet have a restaurant space.

The entrepreneurs who use the Food Hub’s shared commercial kitchen all have the opportunity to rent space at 446 Main for just \$25 a day. Many of the entrepreneurs are immigrants and people of color, and many of them received technical assistance from the Food Hub through a grant from the Massachusetts Growth Capital Corporation. This grant provided 24 immigrant, women, and entrepreneurs of color with all the necessary permits, licenses, and business planning needed to start a food business, plus receiving a small grant for equipment purchases.

Now, many of them can call 446 Main Street home as they prepare to make the jump to open a food truck or restaurant.

Wilfredo Millan Jr. is from Venezuela and helps his mother, Cruz Graterol, and his father, Wilfredo Millan Sr., run the family business Tu Arepa out of 446 Main Street. They have been in the United States for four years, and just started their business in 2022. Tu Arepa mainly serves arepas, Venezuelan cornmeal cakes stuffed with meats or cheese, as well as chicken and beef empanadas.

“There are few places to get Venezuelan food in Worcester,” said Millan Jr. “We want to help the community learn about our culture and our food and share it with them.” Tu Arepa can be found at 446 Main Street between 11am and 3pm, on social media, or by phone for pickup orders at (954) 668-0731.

446 Main Street is open from 11am to 3pm, Tuesday through Friday. Tu Arepa is there every day. Other businesses operating out of 446 Main Street include Belen, a Salvadoran bakery; Un Toque Borriken, which serves Caribbean fusion food; Unique Café, a Jamaican restaurant and organic juice press; Ohana, which serves plant-based Jamaican food; Underground BBQ; Big Belly BBQ, which is known for its lobster mac and cheese; Caribbean Press; Coco Vibez, an organic juice press; Loly’s Chicken, which serves Peruvian cuisine; and Decimation Deli, which sells sandwiches doused in locally-made Decimation Hot Sauce.

The Food Hub will continue operating out of 446 Main Street for the foreseeable future to serve downtown lunch-seekers. “We want to stay here as long as we can,” said Millan Jr.

Food Hub Receives \$175,000 for Diverse Entrepreneur Assistance

Massachusetts Growth Capital Corporation, a quasi-state agency with a mission to support underserved business owners in the Commonwealth, awarded a \$175,000 grant to the Food Hub from its Small Business Technical Assistance Program.

The Food Hub was an awardee last year, securing a similar amount of funding to run its Launching Diverse Food Entrepreneurs program for underserved business owners — mostly immigrants, women, and entrepreneurs of color.

“We are excited to offer this program for the second year in a row, and we are so glad that Massachusetts Growth Capital Corporation continues to see the value in our technical assistance programming,” said Food Hub Director Shon Rainford. “Their funding will give underserved food entrepreneurs a full ride to all of the Food Hub’s services in helping them get permits, licenses, pop-up opportunities, and access to the shared kitchen.”

The Food Hub will admit 24 entrepreneurs into several weekly classes focused on the basics of business, menu creation, ingredient sourcing, cooking skills, equipment training, and other topics. The Food Hub will be working with Entrepreneurship for All, a local nonprofit that has similar curriculum for entrepreneurs of color in a wide variety of industries. The classes are completely free, and all entrepreneurs come out of the program with all of the necessary permits, licenses, certifications, and next steps to start a business.

Each participant also becomes a member of the Chamber of Commerce for a full year, receiving all of the publicity, networking, direct support, and other benefits from the Chamber.

Applications to join the class will be available soon, and classes will start in 2023. If you know an entrepreneur who would be eligible, please contact the Food Hub at kitchen@worcesterfoodhub.org.

WELCOME TO WORCESTER, KEN RYAN!

Former Red Sox pitcher and Pawtucket native reminisced during PawSox Heritage Day at Polar Park.

by KEVIN SALEEBA CORRESPONDENT

WORCESTER - From 1970 to 2020, diehard baseball fans from Rhode Island and southern Massachusetts grew up watching the top minor league team of the Boston Red Sox, the Pawtucket Red Sox. They were thrilled to watch eventual baseball legends like Jim Rice, Carlton Fisk, Roger Clemens, Wade Boggs, Mo Vaughn, and Fred Lynn get their start in the little ballpark called McCoy Stadium.

When the PawSox vacated McCoy for the greener pastures of Polar Park in 2021, they took decades of Pawtucket baseball history and memories with them to the city of the Seven Hills. It still can leave a knot in the throat of longtime PawSox fans to now call them the WooSox.

To some, they will always be the PawSox. "All those memories will stay with me forever. Growing up there, I watched games there as a kid," said former Pawtucket and Boston Red Sox pitcher Ken Ryan at the recent PawSox Heritage Day at Polar Park held last month. Ryan is unique, because he has not only played at McCoy for the PawSox, he was born in Pawtucket and lived there and in neighboring Seekonk, Massachusetts for most of his life.

Ryan was invited by the Worcester Red Sox as part of their Pawtucket Red Sox history and Rhode Island roots tribute. The WooSox wore their PawSox hats and jerseys for the first time since 2019 against the New York Yankees' minor league affiliate, the Scranton/Wilkes-Barre RailRiders.

Ryan said he was initially apprehensive to take his first trip up Route 146 to Polar Park. "It's kind of mixed emotions," said the 1986 Seekonk High School graduate, who signed with the Red Sox by legendary scout, Bill Enos as an undrafted free agent out of high school. "Growing up there, I watched many games. I was able to play there. I came and broadcasted games on NESN there. So, I did a little bit of everything there, but, yeah! It is what it is ... People keep asking me, 'how do you feel?' I tell 'em, I wish we had this in Providence or in Pawtucket, but what are you gonna do?"

Ryan's connection to Pawtucket and the Red Sox runs deep. As an 8-year-old, he played Little League in Pawtucket. After his family moved to Seekonk when he was 11, he became a standout pitcher in Babe Ruth, American Legion, and at Seekonk High School. At the same time, he went to plenty of PawSox games at McCoy.

Ryan caught the eye of pro scouts as a high school senior after striking out 21 batters in a game against Old Rochester High School. The performance was notable because, coincidentally, it occurred on the same day Roger Clemens struck out 20 batters in a game against the Seattle Mariners on April 29, 1986.

"Yeah, I struck out 21 that day," Ryan said smiling. "That same day. I had a high school game that afternoon. I struck out 21 guys and Clemens pitched that

night for the Red Sox and struck out 20. I came to school the next day and guys said, 'Clemens struck out 20!' I said, 'no I struck out 21.' They were like, 'no, Clemens struck out 20 last night!' I didn't know," Ryan said with a chuckle. "I didn't watch the game, but it's pretty cool it happened on the same day."

Incidentally, Ryan pitched a no-hitter in his next game. He planned on attending the University of Maine after graduating high school. Maine was one of the top New England collegiate baseball programs at the time, but his destiny changed at McCoy while watching the Maine Black Bears play in a regional baseball tournament in Pawtucket.

"Bill Enos would come out to my games, watchin' me play and I already told him I was going to school," Ryan said. "I was going to college ... and then one thing led to another. He was there sitting in the stands at McCoy with me and he said 'I'll sign you right now. I'll sign you right now!' I said I don't know. I'll talk to my folks," Ryan said laughing. "The next day I signed and I was off and running."

After moving through the Red Sox minor league system, he made it to triple-A and the PawSox in 1991 where he played the next two seasons with a 3-0 record, a 2.37 ERA and eight saves in more than sixty innings pitched. He made his major league debut with the Boston Red Sox in Seattle on August 31, 1992. "And then I end up playing with Clemens. Which was awesome. It was great," Ryan said. He played with Clemens and the Red Sox from 1992 to 1995 before being traded to the Philadelphia Phillies for pitcher Heathcliff Slocumb. In Boston, he compiled a 9-9 record with 22 saves, a 3.66 ERA, and 120 strikeouts in 137.2 innings pitched.

After playing the next five years in the Phillies, Pirates, Royals, and Yankees organizations, Ryan retired from professional baseball in 2000. He now runs the KR Baseball Academy in Lincoln, RI, and is the lead instructor for all pitching classes.

Regardless of his personal connection to the Sox and his hometown, Ryan was happy he was invited to Worcester for the Pawtucket tribute.



Pawsox mascots



Ken Ryan signing autographs

"I'm glad I'm here because before, I was like 'I don't know if I wanted to go because of the whole growin' up (in Pawtucket) and playing there, but now it kind of broke the ice and I'll be back more and more now,'" he said as he signed autographs for fans in the Sherwood Diner, located in the right field spectator's area in Polar Park. "First of all, it's an unbelievable stadium. They did such a great job. It's state-of-the-art. It's fan-friendly. You can't get a better stadium than this."

As part of the tribute to the City of Pawtucket, the WooSox recognized the Boys & Girls Club of Pawtucket, whom the PawSox Foundation teamed up with for nearly 30 years to annually provide two children with a pair of tickets to attend Major League Baseball's World Series. The tradition was started in 1950 by Pawtucket native son and American League Umpire Hank Soar, and the WooSox plan to continue the 72-year tradition.

The WooSox also recognized the Rhode Island Foundation, represented by President and CEO Neil Steinberg, as their "Hometown Hero." As part of this honor, Steinberg delivered a ceremonial first pitch.

Representatives of the Tomorrow Fund, a longtime community partner of the PawSox in the fight against childhood cancer, presented the game ball to the mound.

Also, during the 'In Debt to a Vet' program, after the fourth inning, the WooSox honored Victor Butler, Rhode Island's last surviving Tuskegee Airman, who turned 100 years old on May 21. Finally, the Triple Decker Garden in right field was reserved for PawSox season ticket holders, McCoy Stadium ushers, and other longtime PawSox employees. As guests of the WooSox, the club provided free round-trip transportation from McCoy Stadium to Polar Park.

Ryan said he felt welcomed. "I saw a lot of PawSox people today. It seemed like a lot of people are wearing PawSox things. It seems to be a really good turnout," he said as he noticed Paws, the old PawSox mascot walking into the diner with the current mascot, Smiley, a large yellow smiling ball with a WooSox hat. He pointed and said, "look, Paws is here, right? What's up buddy! Smiley looks great, but you got to go with Paws! Right? He is a bear and this is Polar Park."

Many current WooSox employees are also deeply rooted in Pawtucket, said WooSox President Dr. Charles Steinberg, who shared an office at McCoy with Vice Chairman Mike Tamburro, a member of the organization for well over 40 years. "Mike T's stories range from touching to hilarious, as do the reminiscences of Michael 'Gwynnie' Gwynn, Mike Lyons, Bill Wanless, Sammy Saccoia-Beggs, and of course, Rick Medeiros. All are eager to welcome these friends, fans, and colleagues."

Ryan said no tribute can be complete without recognizing Ben Mondor, who owned the PawSox from 1977 to until he died in 2010. "I think he helped make the PawSox the best minor league baseball team in all of baseball. It was as good a minor league organization that you could find anywhere and the players loved playing for Ben. Ben was as good an owner as you could find. He

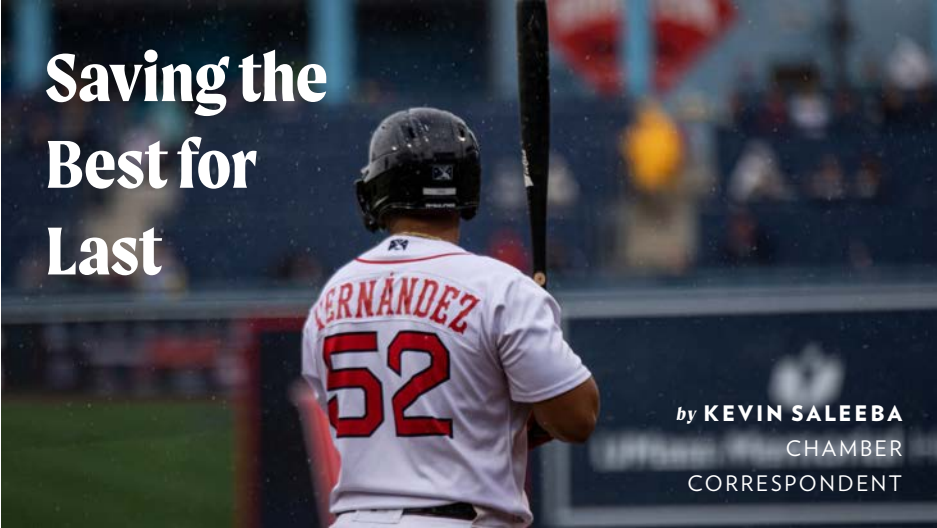
cared about his players. We would go have lunch and he would say lunch is on the team today. The owner bought dinner for everybody; you know? He did things that he just didn't have to do. And that was from Ben. That wasn't the Red Sox, that was Ben Mondor and that's what I remember. That! That whole era!"

All in all, Ryan said he has learned to accept the PawSox move and he is happy for the baseball fans in Worcester.

"I think like many people, we wanted the PawSox to stay in Pawtucket or in Rhode Island forever," he said. "I think everyone in that area was hoping the same thing. We were hoping it was going to happen. I think it was an inner struggle that happened within the state and the team and eventually, this is the result. I will say this, though, they did it right! They did a great job. This here in Rhode Island would have been awesome. If it was in Providence or in Pawtucket ... it would have been incredible. But it didn't work out. It is what it is and we got to get over it. We got to come out to Worcester and watch some good baseball. I know I'll be back."

Following the game, Dunkin' sponsored a gentle sunset catch on the field for fans. The WooSox also hosted their third Scout Sleepover of the season, a tradition that started at McCoy Stadium. More than 200 Boy Scouts from the Narragansett Council of Rhode Island camped out on the Polar Park grass.

To contact Ken Ryan about his baseball clinics, camps, and academy, visit the KR Baseball Academy website at www.krbaseball.com.



ROCHESTER, N.Y. — In the last game of the 2022 minor league baseball season, Ronaldo Hernandez helped power the Worcester Red Sox to an exciting come-from-behind win against the Rochester Red in September.

With the WooSox down 6-5 in the top of the eighth, Hernandez carried his red-hot bat to the plate with one out and a runner on first base. He already belted two home runs in the 6-1 Sox victory over Rochester the night before and was 3-5 with three RBIs for the series. He faced the Red Wings’ hard-throwing right-hander, Connor Sadzeck, who has been dominant out of the pen in Triple-A this season for both Nashville and Rochester, striking out 56 in 41 innings and posting a 2.20 ERA.

Hernandez did not waste any time and jumped on Sadzeck first pitch, surprisingly a slow breaking ball down the center of the plate and up in the zone. The pitch was in Hernandez’s wheelhouse and he pulled it over everything in left. Johan Mieses immediately followed with a line-drive homer to right-center for an 8-6 WooSox lead they never relinquished.

The WooSox finished the season with a winning record (75-73) with several players making an impact in both Triple-A and in the majors. First, Hernandez’s power surge helped him finish second on the team with 17 home runs on the season behind team leader Christin Stewart’s 19. Mieses also finished the season strong with 12 homers in 60 games, including five in September. Other notable performances included the organization’s top pitching prospect, Brayan Bello, who posted a 6-2 record and a 2.81 ERA while striking out 72 batters in only 51 innings. He was also named the minor-league Starting Pitcher of the Year by the Red Sox organization and made his major league debut in Boston on July 6.

As for the organization’s top-hitting prospect, first baseman Tristan Casas, who began the season ranked 18th out of 100 prospects by Baseball Americas, started slow missing more than a month of minor league action with a high-ankle sprain back in May. Despite that, Casas, who combines size, strength, and bat speed (6-feet-5, 250), looks like a lefthanded Jose Canseco at the plate. He displayed exceptional power to all fields with a strong ability to wait back and drive the ball the other way. He hit 12 home runs with 41 RBIs in 76 games with a .281 batting average. The Red Sox promoted him to the majors on September 4 and showed excellent plate discipline with five homers, 12 RBIs, and 19 walks in 27 games. In the field, Casas had soft hands around the first base bag as he confidently picked balls out of the dirt. He is expected to start next season in Boston.

Connor Wong, who also finished the season in Boston, ranked top five in the

International League for catchers in runs scored (47), hits (93), doubles (20), home runs (15), and batting average (.288). He is expected to start next season in Boston, battling Reece McGuire for the number one catching duty to fill the void of Christian Vazquez, who was dealt to Houston at the trading deadline.

There were several other WooSox players who made significant contributions to the Boston Red Sox in 2022, including Jeter Downs, Yolmer Sanchez, Jarren Duran, Franchy Cordero, and Rob Refsnyder, as well as pitchers Zack Kelly, Kaleb Ort, John Schreiber, Connor Seabold, Josh Winckowski, Tyler Danish, and Frank German.

The good play on the field also helped attract fans to the ballpark this season. The WooSox drew 546,055 fans to Polar Park as the team won their final two games to finish two games over .500 (75-73, 6th place in the IL East). They posted their first back-to-back winning seasons since the 2013 and 2014 Pawtucket Red Sox, both finished above .500.

THE END OF BASEBALL MEANS THE START OF HOCKEY

Railers Win Home-Opener

WORCESTER - The Worcester Railers kicked off their 2022-2023 hockey season with a blast. In front of more than 11,000 fans at the DCU Center, they swept a two-game series with the Adirondack Thunder during the ECHL opening weekend, Oct. 22-23.

In the first game, the Railers jumped out to a quick 3-0 first period lead with goals from Brent Beaudoin, Blade Jenkins, and Noah Delmas. However, as a result of some puck mismanagement by the Railers’ defense, the Thunder clawed their way back into the game with two first period goals of their own. Adirondack then tied the score late in the second period.

Midway through the third period, Worcester’s Reece Newkirk scored to break the tie and Jenkins tacked on an insurance goal for a 5-3 lead. The Railers were able to withstand a late Thunder rally to hold onto a 5-4 victory in game one.

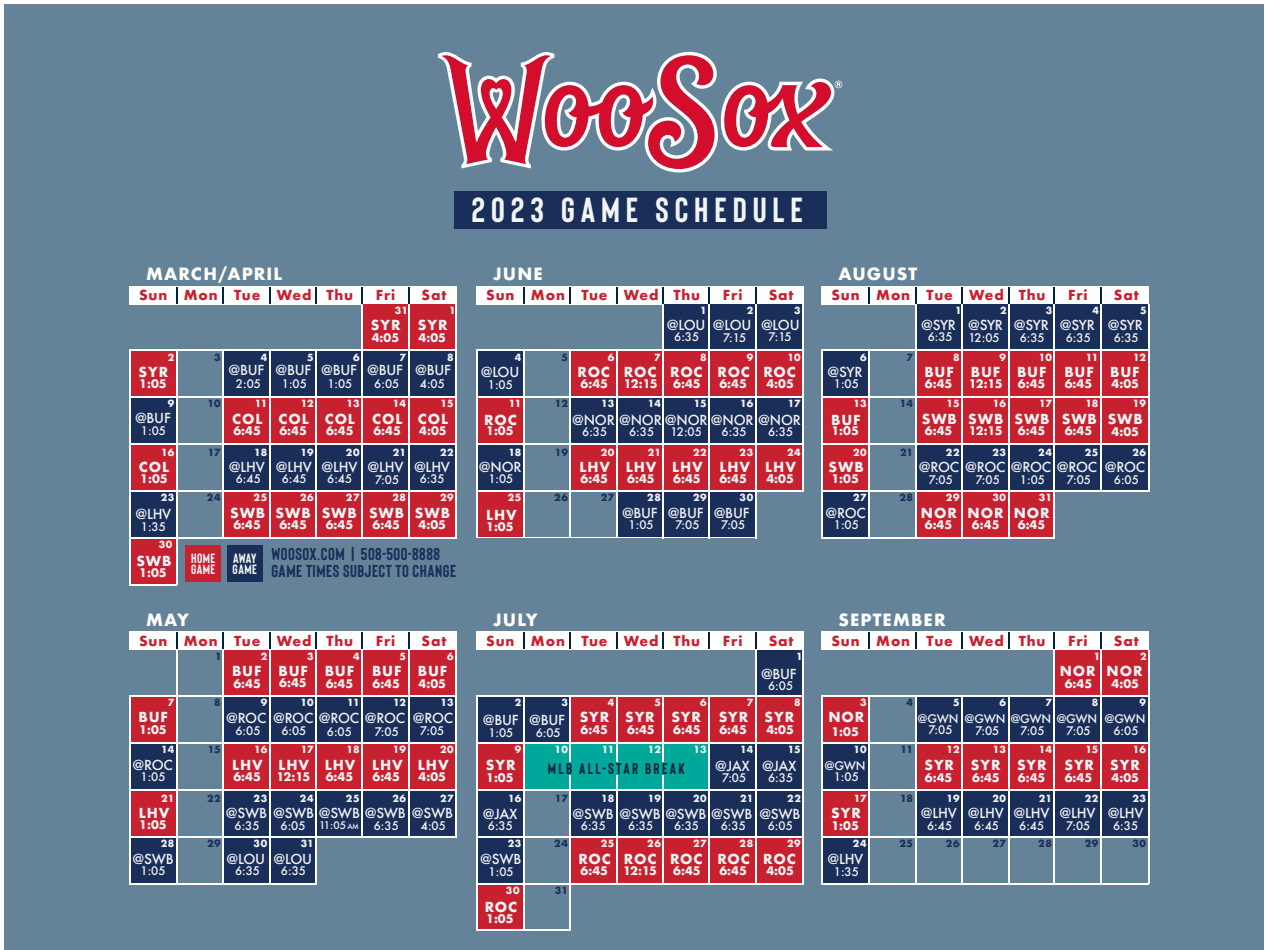
Goaltending was the story for the Railers in the second game. Rookie Henrick Tikkanen, in his North American professional debut, had 26 saves on 27 shots in the 4-1 victory over the Thunder. Steve Jandric scored two goals for the Railers, while Beaudoin and Collin Adams each netted a goal in the victory.

Jordan Lavallee-Smotherman also made his head coaching debut for Worcester, notching his first victories from behind the bench. The 36-year-old played 16 years of professional hockey before deciding to retire when the Railers coaching job became available over the summer.

Two nights later, the Railers continued their winning hockey with a 6-3 victory over Trois-Rivières for their first road victory of the season. As of this publication’s Oct. 28 deadline, Jandric and Jenkins both lead the team in scoring with five points apiece and a team, leading plus/minus percentage of plus-four.



Railers Tikkanen makes pro debut. Photo courtesy of Railers official website



WOOSOX '23 WILL DEBUT IN MARCH

Although the baseball season is over, the 2023 season is right around the corner. In conjunction with Major League Baseball, the Worcester Red Sox announced that their 2023 schedule will be a 150-game slate, including 75 home games at Polar Park for the second straight year. They will start the season on Friday, March 31 hosting the Syracuse Mets at 4:05 p.m. at Polar Park. The March 31 Opening Day marks the earliest a Red Sox Triple-A franchise has ever begun a season. The WooSox and Mets will play a three-game opening weekend series that will also feature games on Saturday, April 1 at 4:05 p.m. and Sunday, April 2 at 1:05 p.m. Individual tickets for the 2023 season will go on sale in December on a date to be announced. Season tickets are currently available by calling the WooSox ticket office at 508-500-8888.

The 150 scheduled games in 2023 will represent the most games Worcester/Pawtucket has ever played in a season. Last year, the WooSox had two games cancelled due to rain and thus played a total of 148 games (finishing with a 75-73 record). The International League did have a 154-game schedule in 1964, but Boston’s Triple-A affiliate in 1964 was the Seattle Rainiers of the Pacific Coast League.

Sports St., cont.

Bravehearts to Bring Back “The Worcester Sports Management Summit”

WORCESTER - The Worcester Bravehearts will host its annual Worcester Sports Management Summit. The Summit will be held on February 10, 2023, at Worcester State University and will be open to all high school and college students looking to break into the sports industry.

The Summit will contain three separate events, including a career fair, a keynote address, and discussion panels involving the biggest trends in sports such as sports gambling, NIL deals, NFT's in Sports and more. The panel discussions will be hosted by a diverse group of professionals in the sports industry from teams and sports businesses from the Northeast.

In 2019, the team debuted the summit at Worcester State, but the event was discontinued during 2021 and 2022 due to Covid-19. In 2020, the Bravehearts welcomed over 200 students to the Summit. Organizations with representation included the Boston Celtics, Boston Red Sox, Boston Bruins, MGM Springfield, Jr. NBA, Mohegan Sun, Connecticut Sun, New Hampshire Fisher Cats, Holy Cross, Mass Golf, UMass Amherst Athletics, Warrior Ice Arena, Worcester Railers, Mass Pirates and others.

“This is the most exciting event of our offseason for me,” said Donny Porcaro Jr., the Director of Fan Experience & Media for the Bravehearts Porcaro attended the Summit in 2019 and 2020 as a student. “Finding a job in sports in the last two years has been harder than it’s ever been. We’re thrilled to give students an opportunity not only to get in front of hiring managers but to learn the newest trends in sports post-pandemic.”

The cost for current high school and college students attending the event is \$40, with an early-bird special of \$35 if they sign up before Christmas Day. Students can sign up at www.WooSportsSummit.com.

“We consider the Worcester Sports Management Summit the most essential sports business conference in the region for high school and college students,” said Bravehearts General Manager Dave Peterson. “This is not your typical career fair. We will have business professionals with real world experiences in the latest trends in sports connecting with the minds of future sports management professionals.”

For more information, please visit WooSportsSummit.com or email Porcaro at Don@Worcesterbravehearts.com.



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MY LEADERSHIP WORCESTER EXPERIENCE

by **NINA T. DOW** ESQ., LL.M. MOUNTAIN, DEARBORN & WHITING LLP



My Leadership Worcester year (Class of 2021) was a truly wonderful experience—a unique experience that I would not have had but for the program.

I grew up in Gardner, Massachusetts and I attended Notre Dame Academy in Worcester. I currently practice trust and estate law in downtown Worcester. One would think I know Worcester well, but my tenure in the Leadership Worcester program lent a different story.

My experience with Leadership Worcester helped me grow socially, professionally, and academically. As a young professional working in the city, it has become difficult to

make friends—everyone is busy with work and their families. Fortunately, Leadership Worcester was like being in graduate school again, socially speaking. It was a new chance to meet other young professionals and see them on a regular basis. It was easier to bond with others through the opportunities that were presented to us in the program. Groups of us quickly became not only classmates, but friends, and would frequently extend our Leadership Worcester day by grabbing dinner and drinks at local restaurants in Worcester. Even now, almost two years after graduation, we are involved with each other's work projects and volunteer when we can. We also show support by attending each other's professional events.

My professional network has also widened as a Leadership Worcester alum—you are exposed to more opportunities through the Chamber of Commerce and through Leadership Worcester classmates. For example, I was given the opportunity to promote my practice on the Chamber's radio show—a chance I would not have had if I were not a Leadership Worcester participant.

Leadership Worcester was also an educational experience for me. I do not have a background in politics or government but fortunately, I was blessed to have an amazing group of very dedicated and involved classmates who held positions in local government or nonprofits. I wanted to learn more about the political structure in Worcester and so my classmates offered to hold an extra session for me to teach me about local politics and identify key leaders helping me understand how their roles benefit Worcester.

Equally important was the opportunity to learn so much about the history of Worcester and the important challenges the city currently faces. I'll continue to be involved with the city and support my Leadership Worcester classmates' professional and personal endeavors along the way as they have supported me.

Leadership Worcester gave me a new lens through which to view the place I have called home since birth. Expect to get to know "the WOO" as you've never known her before and do so with a group of talented individuals committed to Worcester's vibrant future.

Leadership Worcester is a once-in-a-lifetime opportunity, and I am grateful for its existence—take advantage of it!



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Affiliates Calendar

WACHUSETT AREA CHAMBER OF COMMERCE

BUSINESS AFTER HOURS

November 21 | 5:30pm-7:30pm
Thai House of Holden
680 Main Street, Holden, MA 01520
Cost \$15-\$30, Register online at wachusettareachamber.org

BLACKSTONE VALLEY CHAMBER OF COMMERCE

MEMBER BENEFIT SESSION

November 30 | 9:30am-10:30am
Zoom Virtual Meeting
Are you a new member to BVCC? Have you been a member for years but need a reminder of your benefits? Pop into a member benefit session, meet our staff, explore our resources, and get involved in our community. Blackstonevalley.org

WACHUSETT AREA CHAMBER OF COMMERCE

ANNUAL HOLIDAY GATHERING

December 5 | 6:00pm-9:00pm
Tatnuck Country Club
1222 Pleasant Street, Worcester, MA
Dinner Buffet, Cash Bar, Music by Rick Zinkus
Gift Swap Theme: "Baby, It's Cold Outside." Please bring a wrapped gift (\$20 limit) to swap. One per person. RSVP by November 30th. Register online at wachusettareachamber.org

CLINTON AREA CHAMBER OF COMMERCE

BUSINESS AFTER HOURS

December 6 | 5:00pm-7:30pm
Sterling Street Brewery | 175 Sterling Street, Clinton, MA 01520
Tickets \$20, clintonareachamber.org

WEBSTER, DUDLEY, OXFORD CHAMBER OF COMMERCE JINGLE ALL THE WAY- HOLIDAY PARTY

December 6 | 5:30pm-7:30pm
Bistro Eighty Ates | 172 Gore Road, Webster, MA 01570
Members & Non-Members \$25.00
Bring an unwrapped toy and receive an invoice credit, all toys donated to 3 town police departments. wdochamberma.com

BLACKSTONE VALLEY CHAMBER OF COMMERCE JINGLE & MINGLE

December 7 | 5:30pm-7:30pm
Vaillancourt Folk Art | 9 Main Street, #1H, Sutton, MA 01590
Back to Vaillancourt! Save the date for our annual Jingle & Mingle at the lovely Vaillancourt Folk Art in Sutton, MA. Join us for some holiday cheer, and don't forget! FREE with the donation of an unwrapped toy or gift card to benefit children of all ages through Blackstone Valley Family Services. Blackstonevalley.org

AUBURN CHAMBER OF COMMERCE ANNUAL CHAMBER HOLIDAY PARTY

December 8 | 5:30 pm - 7:30 pm
Realtor Association of Central Mass 492 Washington St., Auburn, MA
Kick off the Holiday Season with some Laughter and Cheer! Don't forget to bring an unwrapped toy and a door prize. All donations this year will be donated to Auburn Youth and Family Services. Check back soon for more details and for registration information. auburnchamberma.org/eventsca

WACHUSETT CHAMBER FRENCH RIVIERA TRIP

Chamber members and area residents are invited to join the Wachusett Area Chamber of Commerce on a Spotlight Tour of the French Riviera. The tour runs from April 22 to April, 30, 2023.

Highlights include Nice, Monaco, Monte Carlo, Cannes, Saint-Honorat Island and Lerins Abbey, Grasse, Saint-Jean-Cap-Ferrat, Nice Flower Market and St. Paul de Vence. The trip includes round-trip transportation to and from Logan Airport, roundtrip airfare, 11 meals, experienced tour guides and deluxe bus tours.

This trip is provided by the Wachusett Area Chamber in conjunction with Collette, a leader in group travel since 1918. Reservations are accepted on a first come, first served basis.

For more information, contact Jen Stanovich at the Chamber at 508-829-9220 or email: info@wachusettareachamber.org. For the full trip itinerary visit the Chamber's website: www.wachusettareachamber.org.



CLINTON AREA CHAMBER OF COMMERCE BUSINESS after HOURS

Tuesday, December 6, 2022
5:00pm-7:30pm

Sterling Street Brewery
175 Sterling Street
Clinton, MA 01510

Tickets:
\$20

Pre-registration required

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by **MONIQUE MESSIER**
EXECUTIVE DIRECTOR,
DISCOVER CENTRAL
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laser tag, a ropes course, bumper cars, glow-in-the-dark mini golf, and multi-sport simulators. Whether it's a family day out or a full-blown holiday party, the weather is always conducive to activities at Apex.

As is the theme around here, there's much to share about seasonal happenings in the region. We're also eager to spread the news about a few additions to the team at Discover Central MA.



Firstly, we welcome Sam Ashraf, joining us as Marketing Specialist and bringing experience both internationally and locally while she supports DCM on a slew of marketing initiatives. Sam previously held the role of Marketing Executive for an LA-based agency, SKC Inc. Prior, she served on the marketing team at Worcester State University, where she managed social media channels, created content, and hosted events and webinars for Student Accessibility Services.

Sam has primarily called Dubai home but now resides in Massachusetts full time, where Worcester has quickly become a new home base. She holds a Master's degree in Marketing from Worcester State University. A few of Sam's favorite things include traveling, fall foliage, and caring for her baby boy.



We extend another warm welcome to Tim Power, joining us as Member Success Coordinator. Tim formerly worked as a Graduate Assistant for Campus Recreation at Nichols College, managing organizations and events—while simultaneously earning his Master of Business Administration. He also secured a Bachelor's in Marketing from Assumption University in the spring of 2020.

A Central Massachusetts local, Tim is a fun-loving teammate who enjoys playing basketball, sampling new beers, and meeting new people. We are thrilled to have these two on board to support the wonderment of Worcester and beyond.

Now, for a bit about seasonal happenings in the area: As winter brings with it chilly temperatures and snow-covered landscapes, regional businesses light up this joyous season with opportunities for every interest.

FESTIVAL OF LIGHTS AT WORCESTER COMMON The Parks Department and Cultural Department of Worcester join forces to create something really special each December: The Festival of Lights at Worcester Common. For many Worcester residents, the bright display signifies the official start of the holiday season.

SNOWSHOEING AT BROAD MEADOW BROOK You may have strolled through Mass Audubon's Broad Meadow Brook in warmer weather months, but have you explored it through a chillier lens? When snow falls at least 6 inches, you can embark on a snowshoeing adventure with rentable snowshoes.



DIVE DEEP INTO HISTORY AT THE AMERICAN HERITAGE MUSEUM Visitors to The American Heritage Museum learn and discover by interacting with heritage through history, changing technology, and America's fight to preserve freedom. With interest-based catered tours and a daily scavenger hunt, kiddos learn through focused (and fun) education.



HOLIDAY SHOWS AT THE HANOVER THEATRE The Hanover Theatre brings magic to Downtown Worcester with a super packed live entertainment schedule. Several holiday shows will light up your life, from Disney's "Aladdin" to "A Christmas Carol," "The Nutcracker," and "Rudolph the Musical." Bring the whole family and make it a lasting memory.

IMMERSIVE INDOOR-OUTDOOR EXPERIENCE AT ECOTARIUM The EcoTarium marries indoor and outdoor learning opportunities to inspire a passion for scientific and nature-based education. With a digital planetarium, live animal habitats, nature trails, and a fully packed outdoor exhibit, the EcoTarium is a rare local gem for engaging even the pickiest of crowds.

100,000 SQ. FT. OF FUN AT APEX ENTERTAINMENT Marlborough's Apex Entertainment is the nucleus of food, attractions, and events—displaying 100,000 square feet of pure fun. Think: luxury bowling, indoor go-karts, arcade games,

CHRISTMAS BY CANDLELIGHT AT OLD STURBRIDGE VILLAGE Celebrate Christmas past while creating new traditions. Old Sturbridge comes to life with holiday flair in December, during "Christmas by Candlelight" weekends celebrating the season. The Village is dolled up with beautiful décor, a peaceful Christmas Tree Trail, live storytelling, music, and more.



HANDEL'S MESSIAH AT MECHANICS HALL Music Worcester, The Worcester Chorus and its leadership bring this annual presentation, one that's been running for over 120 years, to Mechanics Hall. Bask in the sounds of Handel's most famous oratorio at this local gem.

TREES, WAGON RIDES, BREWS & BRUNCH AT OAKHOLM FARM & OAKHOLM BREWING CO.

Not much beats the smell of fresh pine during the season, and Oakholm Farm is known for its wonderful selection of trees. For the kiddos in the crowd, Santa's Enchanted Brunch and a horse-drawn wagon ride make for an extra special trip to the farm. For adults, craft brews at Oakholm Brewing are sure to warm the soul.

NIGHT LIGHTS AT THE NEW ENGLAND BOTANIC GARDEN AT TOWER HILL By the same token, the New England Botanic Garden at Tower Hill brings you Night Lights, an outdoor walking experience through 15 acres of formal gardens and woodlands, as fire pits, s'mores, and hot chocolate complement the atmosphere brightly.

Whether it's a day of indoor exploration or outdoor festivities with the family, I'm confident these local experiences will make for fantastic winter memories for all.



BUSINESS after HOURS



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5:00pm-7:30pm

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When You're Ready To Sell Your Business

by PAUL BESSETTE & RICH LODIGIANI NEW ENGLAND BUSINESS SALES

For every business owner, the time will come when they need to move on. This may be for financial, health and or personal reasons. It may also simply be time to retire.

When this time comes, it is important to speak with a professional who specializes in the transfer of businesses from one to set of owners to the next.

For most owners, this will be a one-time event with no prior experience to rely on. It can be exciting, emotional, and sometimes perplexing all at once.

WHERE DO YOU START?

The first step is to contact one of the many firms who are available to assist owners with the sale of a business. These companies are referred to as “Merger and Acquisitions Advisers”, “Business Sale Advisers”, and sometime simply as “Business Brokers”. Regardless of the name, they are all in the business of assisting sellers with the transfer of their business to a new owner. For their services, they are paid a fee. While this service may appear like that of a realtor, there are many more complexities in the sale of a business.

The business owner should try and meet with a few advisers first to make sure there is a good fit. They will be working with the adviser for an extended period, so they need to make sure they are comfortable with their style. It is also important they fully understand their process and compensation formula.

Once the owner has chosen an adviser, the first step is for the adviser to prepare a valuation of the business. This valuation is based on an analysis of the business's historical operating results, the value of the business assets, and the demand for the business's product or services within their specific industry. Some advisers charge an initial fee for this valuation and others will incorporate it's cost into the total fee they charge for the completed sale of the business. Once the adviser has determined the value of your business, they will guide you through how the sale process works.

WHAT ARE THE KEY ELEMENTS OF VALUE IN A SMALL BUSINESS?

The most important determining factor is the amount of cash flow your business generates. Buyers are paying a price that is a multiple of your annual profits. The multiple is determined by many factors. Some of the most important are:

- The value of your equipment and fixtures.
- The diversity of your customer base.
- The amount of management and or key employees that will stay with the company after the sale.
- The proprietary nature of your product or service. This is what separates your business from your competition.

HOW LONG WILL IT TAKE TO SELL YOUR BUSINESS?

The entire sale process can take anywhere from six to twelve months to complete. The complexity of your business, whether there is real estate to be sold and or any necessary license transfers will all affect the time involved.

HOW ARE THE ADVISERS PAID?

Some firms work on an hourly basis. With these, you will be billed monthly (like that of your accountant or lawyer). Others work on a straight commission basis (like a realtor). They would be compensated only upon the successful sale your business.

HOW WILL YOUR BUSINESS SALE BE ACCOMPLISHED?

While the process can differ from one adviser to another, a qualified professional should prepare a comprehensive summary package to highlight your business's strengths and operating history. Your business should then be exposed to qualified interested parties who have executed a non-disclosure agreement. Interested parties are then narrowed down to the group that the adviser believes has the best chance to complete a purchase on a timely basis. These buyers will meet with you and tour your facilities at a discreet time of your choosing. The adviser will work to find a buyer who will treat your business and employees the way you have.

An experienced adviser will then coordinate with both buyer and seller's accountant and lawyer (along with lenders counsel) to create an asset purchase agreement that is acceptable to all parties involved. Once the agreements are in place, the parties will move to a successful closing.

New England Business Sales has been assisting owners to sell their businesses for over thirty years. Our team will guide you through every step of the sale process in a confidential and professional manner. We will only present you with qualified buyers who are actively seeking to acquire businesses in your industry and price point. By coordinating with your legal and accounting advisers during the intricate structure negotiations, we will minimize tax consequences while enhancing the net proceeds to you from the sale. Our goal is to transfer your business to new owners for the best possible price and terms. Contact us anytime for further information! newenglandbusinesssales.com

Nonprofit Planning: Vision, Mission, and Values



by DEBBI MALLINSON MAGIC LAMP COUNSELING

If you have or are considering starting a nonprofit organization, either formally or informally, you were probably engaged in the visioning process. Visioning is the process of coming up with breakthrough, audacious, and innovative ideas when imagining what an ideal future would look like and what is truly possible. One of the most fundamental tasks a nonprofit organization can do is to define its Mission, Vision, and Values. If you have already written them, they should be reviewed annually; if you haven't, now is the perfect time to gather the board together to develop them.

What is a Vision Statement?

A Vision Statement is a one-sentence statement that defines the aspirations of the organization. It paints a picture of what the world will look like, showing the impact the nonprofit aims to create. The vision defines the desired long-term results of your nonprofit's work. It is a short, clear picture defining why you exist, it is your sense of purpose and is used to direct and guide the organization forward.

VISION STATEMENT EXAMPLES:

- Habitat for Humanity:** *A world where everyone has a decent place to live*
Smithsonian: *Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world*
Alzheimer's Association: *A world without Alzheimer's*
Oceana: *seeks to make our oceans as rich, healthy, and abundant as they once were*

Microsoft's original vision statement was “A computer on every desk in every home.” Over the past forty years, the world has changed, and the company has evolved. Microsoft's current vision statement reflects those changes; it is “to empower every person and every organization on the planet to achieve more,” allowing the company to continue to reach into the future and make an impact.

Vision Statements don't often change, but if your vision has become outdated, it might be time for an update.

“A lack of vision is like driving down the road without a map. You may be moving forward, but you have no idea of your actual destination.” - author unknown

What is a Mission Statement?

A Mission Statement is different from a Vision Statement. The vision is where you are going, the mission defines how you are going to get there. It provides direction for what the organization needs to do to fulfill its purpose. The Mission Statement is a clear, concise, action-oriented statement defining the core purpose of an organization.

Key characteristics of a Mission statement include:

- Defining the organization's purpose
- Identify its target customers
- Defining the service
- Mission statements are short and specific

MISSION STATEMENT EXAMPLES:

- Habitat for Humanity:** *Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities, and hope.*
Smithsonian: *To promote understanding of the natural world and our place in it. The museum's collections tell the history of the planet and are a record of human interaction with the environment and one another.*
Alzheimer's Association: *The Alzheimer's Association leads the way to end Alzheimer's and all other dementia — by accelerating global research, driving risk reduction and early detection, and maximizing quality care and support.*
Oceana: *To protect and restore the world's oceans.*

What are Organizational Values?

Values are the beliefs, philosophies, principles, and code of ethics that drives business culture. The values create a moral compass for the organization. Values define what the organization believes in and shapes behavior and decision-making. For values to be effective, they must be reinforced at all levels of the organization and be used to guide attitudes and actions. When making decisions, each member of the organization should be asking, does this decision reflect our values?

CORE VALUES EXAMPLES:

Integrity, Innovation, Collaboration, Teamwork, Passion

In summary, the mission, vision, and values statements become the guiding forces behind everything that happens in a nonprofit organization, providing strategic direction and informing business strategies.



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