



April, 2004

# Connection

*Linking the leaders of the Valley with knowledge and education*

Education

## In This Issue

<b>2004 Clean Water Festival</b>	page 1
Educating the next generation	
<b>Opportunities through cooperation</b>	page 2
Four towns manage development - together	
<b>Greenway Challenge - September 25, 2004</b>	page 3
Alumni play key roles	
<b>Leadership Practices</b>	page 4
Current LBV class studies leadership models	
<b>Alumni On The Move</b>	page 5
<b>Paul Harrington Presents Labor Views</b>	page 6
Alumni event draws Valley leaders	

### Save the Date

**LBV Graduation:** Thursday, May 13, 2004, 5:00 pm  
Northgate  
Lincoln, RI

## 2004 Clean Water Festival

Johanna Hunter explains the "Fishable - Swimmable by 2015" goal at the Blackstone River Coalition Booth



On March 8, 2004, 700 middle and high school students from nine schools in Massachusetts and Rhode Island came together to learn about the importance of clean water in the Blackstone Valley. The students were joined by 106 faculty members and sixty exhibitors at the 2004 Clean Water Festival.

The two-day event introduced students to the activities of many organizations that are working hard to revitalize the Blackstone River watershed. Adults shared their experience and expertise, and helped the students understand their role in carrying forward the work of the Blackstone.

High School students from each of the nine participating schools set up interactive displays that demonstrated current water projects.

"The festival went off exactly as I had envisioned it would," said event director and LBV alumnus Mike Ferry. "Many people worked hard to make this event happen. I am very grateful for their effort and proud of the program we presented."

### Correction

In the last issue of the *Connection*, Julie Woods was incorrectly identified as being from Douglas. She is from Uxbridge.

Working Together



**All these attributes** and more describe the area of land that drew four towns together in discussion more than one year ago. The borders of these four towns form a jigsaw pattern across Route 146, with significant opportunities and significant challenges for new and expanded economic development. But the challenges can be met and the opportunities realized only if the towns can come together cooperatively.

In November 2002, officials from the towns of Douglas, Northbridge, Sutton and Uxbridge decided to meet to discuss common issues in this region. The initial group included Board of Selectmen members Paula Brouillette, Bob Kneeland, Joe Montecalvo, Shirley Moczymski, Julie Woods as well as Town Administrators/Managers and planning professionals from the four towns. The local officials were joined by representatives from regional planning organizations including the Blackstone Valley Chamber of Commerce, the John H. Chafee Blackstone

River Valley National Heritage Corridor Commission and the Central Massachusetts Regional Planning Commission.

In the discussions held during the past year, one thing has become increasingly clear to those who have made the monthly commitment to meet and discuss and plan: the four towns have much to gain through cooperation, and little, if anything, to lose. And what is at stake is some of the best commercial and industrial development opportunities along the Route 146 corridor in Massachusetts.

While the initial meetings of the four-town group discussed a variety of topics, it soon became clear that the focus should be on a target area where each town has an interest that is shared by the others.

Douglas, Northbridge, Sutton and Uxbridge all share borders along the Lackey Dam exit off of Route 146.

The borders straddle Route 146 from the Main Street Sutton-Northbridge exit south to the Route 16 Douglas-Uxbridge exit. To define the area of interest, a four-town map was developed, focusing on the area between the Main Street exit in Northbridge and the

Lackey Dam exit in Uxbridge and including the lands approximately one mile east and west of Route 146. Land use infrastructure and zoning information from the four towns was obtained and added to the map, serving to visualize the challenges presented by the patchwork of ownership, topography, and zoning.

The discussions focused on the development opportunities of the target area, regardless of town boundaries, and the steps that the towns could take, individually and cooperatively, to encourage the kind of development that would be most beneficial for all. The area currently has little development and is mostly wooded with one active gravel extraction operation. More than 1000 acres is currently zoned for commercial/industrial use, though with somewhat different regulations, and is located directly adjacent to the two Route 146 exits.

While private development will provide most of the future construction on the ground, the four-town effort will focus on those aspects that only the municipalities can address. Three municipal initiatives emerged as the most significant:

**Zoning incompatibilities at town borders**

**Infrastructure needs and existing capacity, particularly the water and sewer infrastructure (or lack thereof)**

**Inter-Municipal planning and the need for agreements in the event of a multi-town project**

---

*The question is not if development will happen but when, and will our communities be ready?*

---

Over the course of several meetings the group tried to envision what type of development might be used to illustrate the importance of working together on the target area. Through the efforts of the Blackstone Valley Chamber of Commerce and the Heritage Design Group, some "what-if..." development scenarios have been discussed and presented.

Most recently, the Four-town group held a meeting to present the findings to date and to gain consensus to move forward. Meeting participants represented the four towns in the areas of Board of Selectmen, Town Administrators/Managers and Planners, as well as members of Planning, Conservation, Economic Development and Long Range Planning Committees.

The consensus of the group was clear. The time for action is NOW. Road improvements along Route 146 and the new retail areas in Millbury are just the leading indicators of rapidly developing interest in our area. The question is not if development will happen but when, and will our communities be ready.

Four towns joined together, three interchanges on Route 146, multiple opportunities, but one purpose: To plan and act for the best and highest use of the land whose borders we all share. •

**Paula Brouillette**  
LBV Winter, 2002  
Douglas, MA

September 25, 2004



Planning for the [Fourth Annual Blackstone River Valley Greenway Challenge](#), slated for September 25, 2004, is underway. An entirely new course is in the design stage to take participants through more delightful areas of the Blackstone River Valley Watershed.

Leadership Blackstone Valley graduates play a big role in the success of the Challenge. [Janet Amerault](#), [Mary Anderson](#), [Mark Jewell](#), [Val Stegemoen](#), and [Charlie Thompson](#), all members of the Greenway Challenge logistics committee, will work to design a new course. Charlie, Janet, Mary, and Val will host transition sites and Irene Blais will work with Barbara on event administration. [Greg Maas](#) will work with the steering committee on the graphic design and website information. LBV graduates are invited to join us and help plan this exciting event.

The John H. Chafee Blackstone River Valley National Heritage Corridor Commission is the major sponsor of the Blackstone River Valley Greenway Challenge. Event Coordinators, [Barbara Dixon](#) and [Sue Barker](#), also

LBV graduates, encourage each class to form teams and start planning for this year's Greenway Challenge. Last year the Leadership Blackstone Valley team proved to be the most colorful of all.

If you want to know more, plan a team, sit on a committee or work at a transition site please call Barbara at 1-401-762-0250. •

LBV Alumni Connection

Publisher: Beckley Alley  
Editor: Michele Decoteau  
Design: Gregory Maas

110 Church Street  
Whitinsville, MA 01588  
508-234-9090

LBV Alumni Connection is a publication of the Leadership Blackstone Valley Alumni Association - keeping alive and vibrant the relationships among community leaders in the Blackstone Valley.

## Leadership Practices

Current LBV class studies leadership models

By Lourdes Torres

**In the grandeur** of the Asa Waters Mansion in Millbury Massachusetts, participants in the current class of Leadership Blackstone Valley convened.

George Mahoney, of Mahoney Associates located in Rindge, New Hampshire, provided the LBV class the opportunity to perform self-studies of leadership practices. We examined the daily challenges that influence our lives and the lives of those affected by our actions. It was an insightful day in search of the underlying factors of our behavior, our decision-making and the manner in which we conduct business.

One by one, we were given an opportunity to open the window to our personal challenges with our work. For some it served the purpose of letting in a breath of fresh air and releasing burdens. For others it became a challenge, yet nevertheless prompted rare moments of pure admission! We accepted each other's scrutiny and compassion in our quest for a better understanding of what makes us who we are.

Mahoney offered two models of leadership. The first, by Kouze and Posner, suggests that leaders adopt five leadership practices: challenging the process; inspiring a shared vision;

enabling others to act; modeling the way and encouraging the heart. The other model offered four different frames through which authors, Lee Bolman and Terrance Deal, suggest that people see a situation or organization: the structural frame; the human resource frame; the political frame; and the symbolic frame.

*We need to balance passion and patience*

Louise Redding

We each seemed to find our own affiliation to a particular framework and better understood what motivates us and how we might better understand others. The leadership practices outlined by Kouze and Posner were areas that were easily accepted and once again, we were all eager to take our place, state our causes and defend our forts!

A few participants had some interesting responses to the material.

**Christian Desrosiers** had a comment about the four frames model. "During our discussion I commented that this model described the growth and development pattern of a corporate executive. Simply stated, the path from middle management to top executive

requires leadership, perseverance and diligence. Sales managers, department supervisors, assistant managers and other entry-level positions of delegated authority are required to learn the system (structure) and what's involved to maintain it. If that person has the gift to inspire and motivate human emotions (people) than he/she will become noticed by upper management and may be promoted. Success alone will not guarantee movement up the ranks.

*I don't apologize for asking pointed questions and I don't apologize for expecting good performance.*

Mark Jewell

The third measure of leadership, mastery of the (political) game, will position that same manager to be in line for the next promotion or opportunity. I believe it's these three skills that will determine how high on the corporate ladder you can climb. The last skill, symbolic leadership I feel is specifically tailored to the CEO or Chairman of the board. This person can communicate the mission statement of the organization and look passed the nuts and bolts of the daily operations in order to find deeper meaning to existence. I would agree that these skills are not always found in this order or that any one person may exhibit these skills at any level in an organization but I make the argument that this is the prescribed path that corporate America expects."

When LBV students were asked whether they would be willing or able to change their behavior for what would be in their best interest **Michael Siebold** responded this way:

“Yes, I am willing and able to change my behavior. I work in a situation where we give one another feedback all of the time. For example, each time we do an Annual Performance Review, first I evaluate myself, then I get feedback from my boss, from my team (peers), from my direct reports, and from the clients I serve. We follow this process for every member of our 450 staff including drivers, secretaries, managers, consultants, CEO, EVERYONE. So growth and change are expected. Following each evaluation the person works with their supervisor to develop an individualized growth plan for the following year. This year, for example, I told my boss that I want more authority and decision-making responsibility in the area of property management and program development. This evaluation process, while painful and difficult sometimes, also breeds trust and teamwork because it is also a time that we can publicly affirm the person being evaluated. We truly take to heart the adage ‘3 strokes for every poke’ so the process is up building and affirming, yet challenging and very helpful.” ·

**Lourdes Torres**  
LBV, 2004  
North Smithfield, RI

## Alumni on the Move

### Bill Fredericks

reports that Allcare Medical Supply has purchased a renovated Victorian home at 30 Grafton St Millbury, MA that was business zoned. Allcare Medical Supply moved in on March 1st where they display home medical equipment in an actual home setting. On a personal note, the Bill Fredericks, his wife Ann & their two boys, Billy & Christopher are in the process of adopting a baby girl from China.

### Herb Weiss

was named “2004 Person of the Year” by the Pawtucket Foundation. Calling him the “Pawtucket Culture Czar,” the Foundation recognized his efforts on behalf of the city's growing arts community -- a community that the Pawtucket Foundation says he helped attract and enlarge.

### Sue Gustafson

reports that Sign-A-Rama is getting connected in the BV! They recently hired a student from the Blackstone Valley Tech Co-Op Program. She's doing great and is a big help in our shop. She says, “It's nice to have this type of program available to small business. I really appreciate the effort and professionalism of the BV Tech staff and the opportunity to work with a talented student.”

### Michael Peterson

is currently the President/Chairman of the Board for the Chamber. As Chairman of the Mendon Public Safety Committee much of his non-Chamber volunteer time is made up with the coordination and planning of the new Mendon Police Station, and the future Mendon Fire Station.

Also, He was just elected to be the assistant treasurer of the Blackstone Valley Tech High School where he serves as a school committee member, and vice chair of the Building Committee.

### Karen Pascucci

is back in the world of the working folk. Within a week of the last newsletter going out, she received a job offer from blackstonedaily.com. She will be working with Ellen Onorato doing sales and marketing. So don't be surprised if you hear from her!

She was recently elected as Chair of the Uxbridge School Committee. This resulted from an unexpected change on the board. However, she welcomes the challenges and opportunities serving the schools and the town in this new role.

### special thanks

to the LBV alumni and members of the current class who volunteered at the BVCC Expo on February 28th: Mary Lou Anderson, Susan Bloomberg, Sue Gustafson, Gerry Noel, and Sue Barker.

Alumni event

## Paul Harrington Presents View of Labor Market

By Susan Bloomberg

Alumni sponsored event brings Valley  
leaders together

On March 11th, the LBV Alumni Association sponsored a luncheon for current students and alums at the Museum of Work and Culture in Woonsocket. Attendees were treated French-Canadian food by the Traveling Gourmet while surrounded by other reminders of the generations of mill workers who settled in this part of Rhode Island.

Paul Harrington, the Associate Director of the Northeastern University Center for Labor Market Studies, gave a lively presentation about current employment trends and needs in Massachusetts and Rhode Island.

The good news for the Southern end of the Blackstone Valley is that Rhode Island leads New England in job recovery and economic growth. The bad news for the Northern end is that Massachusetts leads the country in job and population loss.

Dr. Harrington noted that the high cost of living, particularly in housing, is making Massachusetts less attractive to those outside the region, and contributes to the loss of graduates within the state to other parts of the country.

He noted that both higher education and early work experience contribute to higher lifetime earnings, and expressed concern that many of the jobs once available to teenagers are now filled by older immigrant labor. He also noted the problem of jobless 18-26 year olds who are neither in school nor in the workforce. He pointed out the need for a 2-year technical college in the Valley to prepare area workers for the types of jobs the area can anticipate moving into the region.



Dr. Harrington identified the tremendous economic advantage of a college education, which provides a 75% income increase in the Massachusetts job market, while an associates degree (though not a

special certificate program) can create a premium of 25-30% in income.

At the same time, he answered questions about the state of education in the area with observations that the current economic and

social climate is not child-friendly, and that there is an unwillingness on the part of many to adequately fund education for the next generations of citizens, a trend which puts both New England and the country as a whole at a disadvantage in the world market. He said that New England was once the education capital of the country, but that it has lost ground to other parts of the nation.

In addition to pointing out the strong benefits of enhanced worker education in the Valley, he noted the need for more housing attractive to the workers whom the area will want to attract.

He also pointed out the changing nature of employment security means that many workers will not have the long-term relationship with employers that was common in the past. The loss of jobs has also caused a shift from payroll employment to various forms of self-employment. Faced with continued job loss, Massachusetts will have to decide how to “reinvent” itself, while the same time looking to the next “engine of growth.”

Susan Bloomberg  
LBV, 2002  
Uxbridge, MA