



Announcement of the Career Pathways program at Lawrence High School., a collaborative effort on behalf of 6 health care organizations, 2 training providers, the public school system and the public workforce system to create 'earn and learn' opportunities for recently graduated students in the healthcare field.



LAWRENCE PARTNERSHIP

CHANNELING ECONOMIC DEVELOPMENT



THE LAWRENCE PARTNERSHIP

Three years ago the Lawrence Partnership was founded by a group of business and community leaders representing different sectors, industries and interests in our community. What united us then continues to motivate us now: the incredible potential that exists in and around Lawrence. While this working coalition of CEOs, presidents, executive directors, and elected officials was clear on the opportunity in plain sight, it was less clear how our collaborative actions and shared investments could best harness the resources and leadership present in our city to address some of the most persistent issues facing Lawrence and its neighbors. This includes the **chronically high unemployment rate** and **low household income levels**. The Lawrence Partnership was established to do just that.

Now, as we celebrate the 3 year anniversary of those initial conversations, we are thrilled at the successes we have had in developing new initiatives that build on our city's greatest asset: **its people**. We are excited to share these successes—including the multimillion-dollar loan fund that lends to local businesses; the Training Consortium that contributes to the ecosystem that connects businesses with the talent they need to grow and thrive; The Revolving Test Kitchen food-based incubator; and many others. This report captures these programs and the individuals they invest in, but it also is a call to action for how we aim to scale our work as we move forward: by expanding the network of people that are involved in the IDEAS, ACTIONS, and INVESTMENTS of the Lawrence Partnership. Read on and get involved!



Lane Glenn
President, Northern Essex Community College
Chair, Lawrence Partnership Board



Derek Mitchell
Executive Director
Lawrence Partnership

The framework for our cross-sectoral collaboration and mechanisms for shared investments have been inspired by and continue to be informed by -pioneering research conducted by pre-eminent organizations committed to new solutions for social problems and economic disparities.

“

Many Gateway Cities have established private nonprofit economic development organizations...For a private nonprofit to successfully influence local economic growth and activity, the leading for-profit businesses in a community must be deeply engaged.

MassINC

“

...inclusive growth occurs when all segments of society share in the benefits of economic growth...recent failures to achieve inclusive growth, especially in advanced economies like Europe and the United States, helps to explain the political and societal divisions they increasingly face.

BROOKINGS

“

...cities have achieved resurgence through a combination of strong leadership, collaboration across sectors and institutions, clear and broad-based strategies, and significant infrastructure investments.

**FEDERAL RESERVE
BANK OF BOSTON™**

Federal Reserve Bank of Boston, Research Department Public Policy Discussion Papers, *Economic Distress and Resurgence in U.S. Central Cities*, Yolanda K. Kodrzycki and Ana Patricia Muñoz, 2013

Brookings, *THE AVENUE*, *The surprisingly short list of US metro areas achieving inclusive economic growth*, Richard Shearer and Alan Berube, Thursday, April 27, 2017

MassInc, *Leading Together: Building Private Nonprofit Economic Development Organizations for Gateway City Growth & Renewal*, Ben Forman and Gordon Carr, December 8, 2015

Cover photo credit: Great Stone Dam [Photograph]. (1902). Retrieved from <http://ark.digitalcommonwealth.org/ark:/50959/6h445j53d>

JOIN US IN SHARED INVESTMENT—SHARED IMPACT

Building on our successes to date, the Lawrence Partnership is increasing capacity and expanding our circles of engagement. Please join us in channeling economic development in and around Lawrence, further fueling a dynamic cycle of prosperous residents and profitable businesses.

The **Board of Directors** represents the core of the organization. Beyond the traditional role of fiduciary oversight and governance, this high influence coalition of leaders establishes, promotes and implements the Lawrence Partnership's economic development strategy. The Board of Directors leverages their expertise, networks and organizational capacity to generate IDEAS, catalyze ACTIONS, and invite INVESTMENTS.

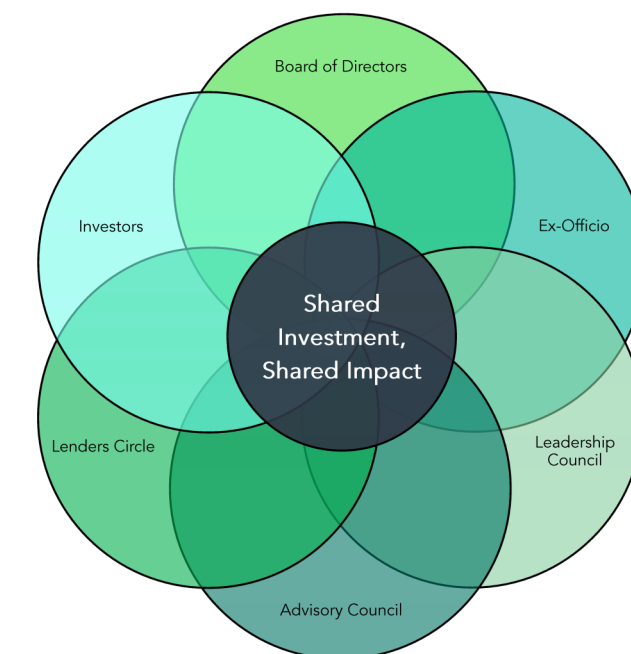
Leadership Council - A Cabinet role for high profile regional/ state-wide leaders from all sectors

Lenders Circle - Leaders from the financial institutions who are funders for the Lawrence Venture Loan Fund

Investors - Corporate, foundation and private funders

Advisory Council - Business and community leaders with a commitment to the mission of the Lawrence Partnership

Board Ex-Officio - Public and elected officials, and other key institutional stakeholders - non-voting Board members



Ex Officio Board Members

June Black, Regional & Constituent Services, Congresswoman Tsongas Office
Diana DiZoglio, Representative, Mass. House of Representatives
Kendrys Vasquez, President, Lawrence City Council
John Lavoie, Superintendent, Greater Lawrence Technical School
Barbara L'Italien, Senator, 2nd Essex and Middlesex Districts, Mass. Senate
Juana Matias, Representative, 16th Essex District, Mass. House of Representatives
Frank Moran, Representative, 17th Essex District, Mass. House of Representatives
Theresa Park, Director of Planning and Development, City of Lawrence
Jeff Riley, Superintendent of Schools, Lawrence Public Schools
Daniel Rivera, Mayor, City of Lawrence
Niki Tsongas, Representative, MA 3rd District, U.S. House of Representatives
Joe Bevilacqua, President, Merrimack Valley Chamber of Commerce



Advisory Council

The Lawrence Partnership is taking the next big step in its organizational evolution by extending beyond its Board structure to further impact the local economy. I am honored to be the founding Chair of the Advisory Council, a group that will play a dynamic role in broadening the breadth and reach of the Lawrence Partnership. The future is filled with great promise and opportunity as we embark on this next chapter.

Gerry Lynn Darcy, Senior Vice President of Real Estate for Lupoli Companies, and founding Chair of the newly created Advisory Council.

LAWRENCE PARTNERSHIP FISCAL 2017 INVESTORS

The Lawrence Partnership relies on a diverse group of investors who fund the organization, which is lean in staff and budget. Because we are privately funded, we are able to operate flexibly, dynamically and quickly to respond to economic development opportunities and challenges.

Investors include our inner circles of our Board of Directors, Lenders' Circle members, and our new Advisory Council members. Investment also comes from grants, foundations, and individuals and businesses with an interest in a thriving Lawrence.

Merrimack Level (\$7,500 - \$25,000)

Dan Griggs, Market Director, TD Bank*
Peter Matthews, President and CEO, Merrimack Valley Credit Union*
Jim Regan, DCU*
Robert Rivers, Chairman and CEO, Eastern Bank*
Chester Szablak, Chief Sales & Marketing Office, Enterprise Bank*
Salvatore Lupoli, Founder and CEO, Lupoli Companies*

Spicket Level (\$5,000 - \$7,499)

Mark Cochran, President, Jeanne D'Arc Credit Union*
Lane Glenn, President, Northern Essex Community College*
Chuck Walker, Pentucket Bank *
Ray Wrobel, Align Credit Union*

Shawsheen Level (\$2,000 - \$4,999)

Jonathan Isaacson, President, The Gem Group*
John Silva, President & CEO, Greater Lawrence Family Health Center*
Dianne Anderson, President, Lawrence General Hospital*
Karen Andreas, Publisher, The Eagle-Tribune*
Wendy Estrella, Owner/Partner, Estrella Law Officers, P.C.*
Craig Jesiolowski, President/CEO, Holy Family Hospital*
Gary Morelli, President/CEO, Merrimack Valley YMCA*
John Sarro, Executive Director, Pentucket Medical*
Julie Thurlow, Reading Cooperative Bank*
Anita Worden, CEO, Yaskawa Solectria Solar*
Gregory Bialecki, Partner, Redgate*
Evelyn Friedman, Executive Director, Gr. Lawrence Community Action Council*
Alberto Nunez, Developer, Nunez Properties*
Marianne Paley Nadel, Owner and Manager, Everett Mills Real Estate, LLC*

Canal Level (\$500 - \$1,999)

Jess Andors, Executive Director, Lawrence CommunityWorks*
Ramon Quesada, Managing Director, QVM Investments*
John Albert, President and CEO, Home Health VNA*
Gerard Foley, President/CEO, Mary Immaculate Health Services*
Toni Hays, President, Regis College*
Antonio Lopez, Founding Shareholder, Lopez, Chaff, & Wiesman Associates*
Heather McMann, Executive Director, Groundwork Lawrence*
Gary Sidell, Owner, Bell Tower Management*
Julia Silverio, Owner, Silverio Insurance*
Bob Rivers and Patty Pergola-Rivers
Glenn Prezzano, President & Publisher, 512 Media Inc.*
Chris Sullivan, President, Central Catholic High School*

Stream (Up to \$500)

Dalia Diaz, Publisher, Rumbo Magazine*
Kathleen and Mark Cochran
Mike Tager
Bill and Linda Heineman
Ray Laplume, Laplume and Sons



I'm involved because this is where the next wave of growth is incubating. It is where the entrepreneurs, risk-takers, and those with foresight go!

Mark Cochran, President
Jeanne D'Arc Credit Union, Lowell, MA
Lawrence Partnership Board of Directors

Grant Investors

Massachusetts Executive Office of Housing and Economic Development (EOHED) Urban Agenda Grant

Massachusetts Growth Capital Corporation

Stevens Foundation

Substantial In-Kind Contributors

Merrimack Valley Magazine

Northern Essex Community College

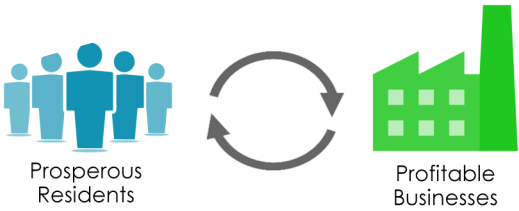
Enterprise Bank

The Lawrence Partnership is a private/public sector collaboration for the economic development and general improvement of the City of Lawrence.

OUR VISION accelerating the economic development of our City, creating opportunities for residents, and preserving the character and infrastructure of Lawrence, while hosting a thriving and growing business environment at the heart of the Merrimack Valley.

OUR WORK is about creating a healthy ecosystem for economic development.

We endorse an inclusive economic development strategy that prioritizes both economic growth and increased opportunity for area residents, recognizing that the best kinds of economic development benefit both businesses and people.



OUR LEADERSHIP

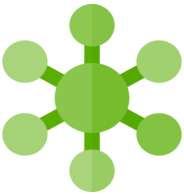
We are led by an innovative, visionary, collaborative Board of Directors, who represent the private, public and non-profit sectors. Managing and owning large businesses and institutions in and around Lawrence with the capacity to influence on a large scale, our Board recognizes that economic development is not constrained within city borders and that there is broad interest in seeing Lawrence thrive.



The Lawrence Partnership serves a critical role in helping to drive the economic revitalization of this important Gateway City by better convening and coordinating such efforts within the business community, as well as improved collaboration with the local non-profit and public sectors.

— Bob Rivers
CEO, Eastern Bank
Founding LP Board Member

2017 BOARD OF DIRECTORS



33 organizations represented



50% of these organizations have 50+ employees



>10,000 jobs total



5,750,000 square feet of real estate

* Lawrence Partnership Board of Directors member
° Lenders' Circle member

LAWRENCE VENTURE LOAN FUND



As a commercial and community bank with a presence in the City of Lawrence, anything that we can do to benefit the social and economic climate within the City is just good business. We are very pleased to be the lead bank in this initiative.

— Chet Szablak, Vice President, Chief Sales and Marketing Officer, Enterprise Bank, one of the four founding financial institutions and the lead bank of the Lawrence Venture Loan Fund; LP Board Member

Chet Szablak, with Ramon Alberto, owner of La Cibaena Bakery, loan recipient. With the investment from the Fund, Ramon has been able to purchase new equipment, including a larger mixer and additional oven—that has allowed him to increase capacity, hire new employees, and expand his production to get additional contracts for wholesale baked goods.

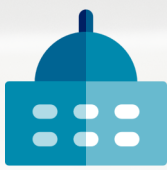
Anchored by private capital and accomplished through close collaboration among core partners, the Lawrence Venture Loan Fund represents what is possible through a shared vision and a shared investment. The fund is administered in partnership with Mill City Community Investments, a regional community development financial institution.



10 Financial Institutions



\$2.5 million committed in private capital



\$250,000 contributed by City of Lawrence

(Loan loss reserve)



Julieann M. Thurlow tutoring at Lawrence High School.

Reading Cooperative Bank is one of the banks invested in the Fund. Although they don't have a physical branch in the community, they see investments in Lawrence as consistent with their business strategy and corporate mission.

Julie Thurlow cites Michael Porter's concept of "Shared Value" for the motivation for this involvement: "Porter's philosophy is that businesses can create business value by identifying and solving societal problems that intersect with their business lines. By funding the Venture Loan Fund, we are embracing Shared Value. We are a mutual cooperative bank, owned by our depositors. We were founded to help working men and women buy homes. The Venture Loan Fund is perfectly aligned with our founding principles and the values we espouse today."

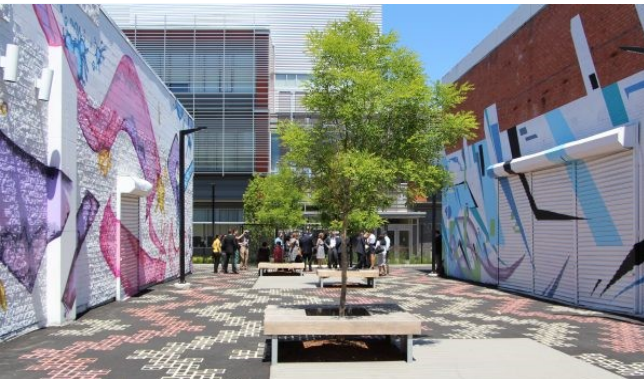
— Julie Thurlow
President and CEO
Reading Cooperative Bank
Lending Circle Member

INVESTING IN PLACE

Environment matters. While the Lawrence Partnership has chosen a people focused model of economic development, we have partnered in a few key facelifts that support our people-growing initiatives.

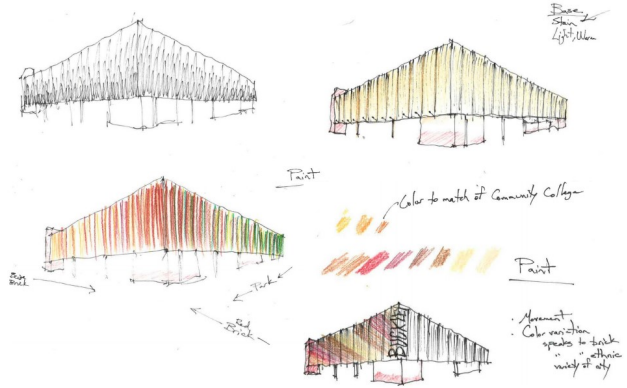
CONNECTOR ALLEYWAY MURAL PROJECT

The Partnership filled a critical gap in a \$1M MassWorks Infrastructure-funded project to update the alleyways at a key landmark in downtown Lawrence. In this project, the Lawrence Partnership crowded private dollars on top of substantial public investment in core infrastructure and commissioned a local arts organization, Elevated Thought, to replace the graffiti-strewn walls with a mural that created a vibrancy vital to place-making efforts like this.



THE BUCKLEY GARAGE

The Buckley Transportation Center is in a prominent location in downtown Lawrence and in need of a facelift. The Lawrence Partnership is one of the core members involved in a collaborative effort currently under way to transform this mass of concrete and wood into an art landmark that will attract positive attention, reflecting Lawrence's renaissance and community culture.



THE REVOLVING TEST KITCHEN

Emerging restauranteurs are granted a 'golden ticket' to try their business model, build their capacity, understand their market, and prepare to grow into a permanent location. The program is designed to provide access to free space in prominent café in downtown Lawrence with a high end build out and ample space for storage, prep, and customer space. Beyond free rent, participants receive technical assistance from a number of area partners and personal mentoring from food entrepreneur Sal Lupoli. Throughout their time in the program—which lasts up to a year—entrepreneurs will work with the Lawrence Partnership and City of Lawrence to identify an appropriate permanent location and will develop financial projections and a business model to qualify for funding from the Lawrence Venture Loan Fund to help make the transition.

INVESTING IN PEOPLE

The Lawrence Partnership investment in people takes many shapes and sizes, recognizing that our local economy relies on a broad diversity of skills. We see commitments to entrepreneurs, professionals, and institutional leaders as all working towards the same end.

MERRIMACK VALLEY MENTORS

Growing and retaining talent in Lawrence are both important. The Lawrence Partnership is one of a handful of local organizations collaborating to develop a Mentoring Program to connect mid-level professionals with roots in Lawrence with more experienced Executives, providing the social capital and skills needed to assume leadership roles. This not only develops people, but helps meet a critical need of larger businesses for leadership. Envisioned and led by Rosa Lopez (PAREXEL International), with Todd Fry (Mill Cities Leadership Institute), Joan Kulash (Community InRoads), Jonathan Machado (Enterprise Bank), Sabrina Boggio (Progress Clothing) and Victor Martinez participating in the steering committee.



ENTREPRENEURS are the lifeblood of the local economy. Beyond the Venture Loan Fund (featured on p. 6-7), the Small Business Connectors program (below) contributes to a broader ecosystem of support for entrepreneurs in Lawrence. Further, The Revolving Test Kitchen (RTK – see facing page) provides wrap around support for food-based entrepreneurs.

Ray Gonzales, pictured on the right with his mother, Coco, was the first resident of the RTK.

Above, the team from Empanada Dada accepts the grand prize of a food-based pitch contest hosted by the Lawrence Partnership in collaboration with EforAll and EparaTodos.



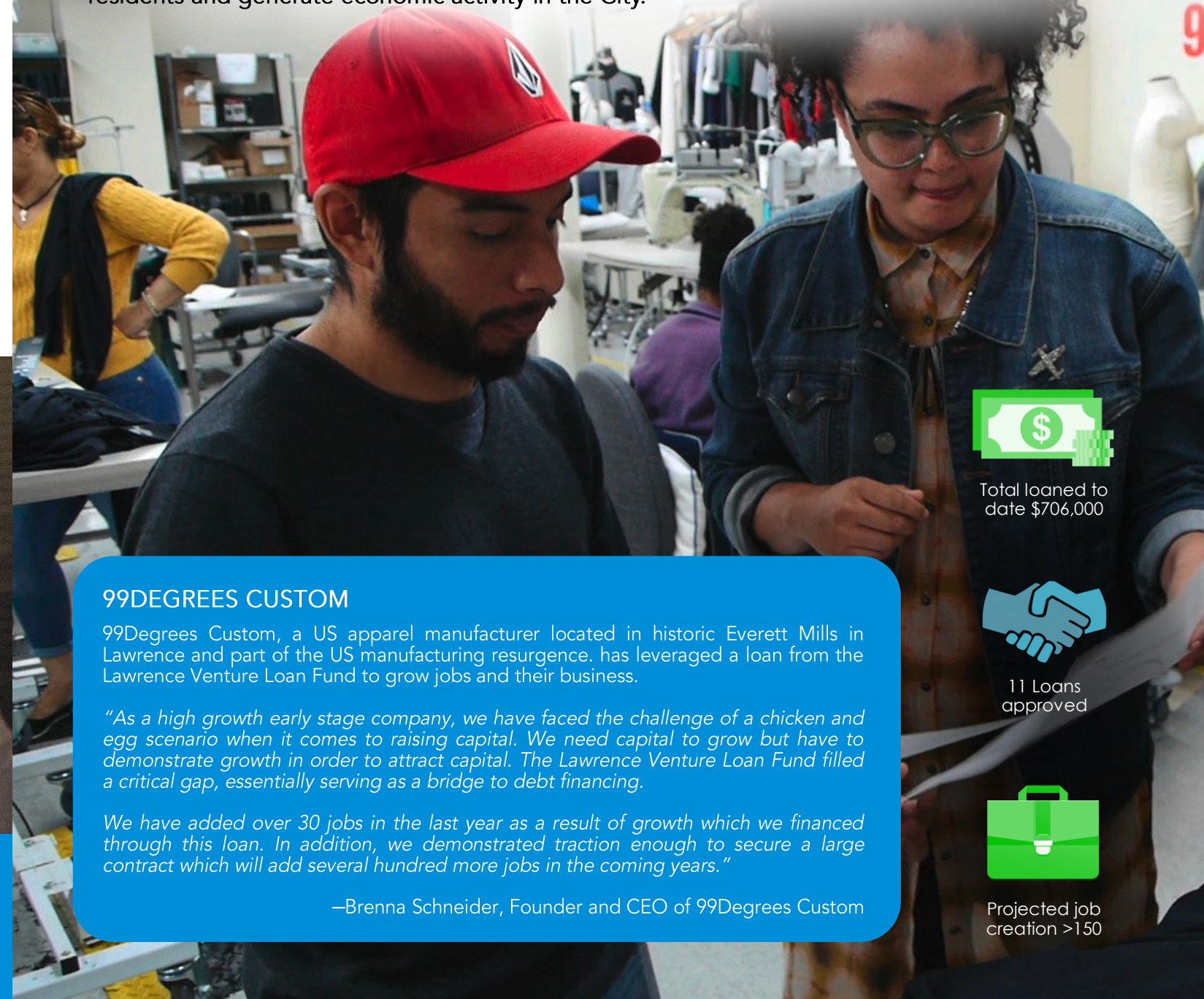
THE SMALL BUSINESS CONNECTORS

Good advice and technical support allow small businesses to thrive. The Small Business Connectors provide a range of resources - from legal advice to business planning and accelerator programs - to ensure that ours is a great ecosystem for small businesses and entrepreneurs. The Small Business Connectors underscore a guiding principle of the Lawrence Partnership: more can be accomplished working together than in isolation.

The Connectors include:



Established in 2015, the Lawrence Venture Loan Fund makes loans to new and existing businesses in the city that are hard to finance, supporting enterprises that tend to hire Lawrence residents and generate economic activity in the City.



99DEGREES CUSTOM

99Degrees Custom, a US apparel manufacturer located in historic Everett Mills in Lawrence and part of the US manufacturing resurgence, has leveraged a loan from the Lawrence Venture Loan Fund to grow jobs and their business.

"As a high growth early stage company, we have faced the challenge of a chicken and egg scenario when it comes to raising capital. We need capital to grow but have to demonstrate growth in order to attract capital. The Lawrence Venture Loan Fund filled a critical gap, essentially serving as a bridge to debt financing."

We have added over 30 jobs in the last year as a result of growth which we financed through this loan. In addition, we demonstrated traction enough to secure a large contract which will add several hundred more jobs in the coming years."

—Brenna Schneider, Founder and CEO of 99Degrees Custom



Total loaned to date \$706,000



11 Loans approved



Projected job creation >150

EL PEZ DORADO


Saturnino Peralta established El Pez Dorado as a hole in the wall restaurant - with consistently high standards and long lines for food. A loan from the Lawrence Venture Loan Fund is allowing Saturnino to expand his restaurant to almost triple in size, with facilities to grow his catering operation as well, and doubling the number of employees to 18.

"The investment to do this was high at the time, but it has all been well worth it. You have to do something good from the beginning or you don't do it at all. All of these are from my mother's recipes. We know that our customers are coming to us for a specific taste and we continue to provide that."

— Saturnino Peralto, Owner of El Pez Dorado



LAWRENCE PARTNERSHIP TRAINING CONSORTIUM



Jonathan Isaacson, President, Gemline, co-chair of the Training Consortium Working Group, on the floor of Gemline's Lawrence lean manufacturing plant. Jonathan holds a deep commitment to growing the people that Gemline hires; to the communities where he lives and does business; and to a virtuous cycle of training, leading to well-paying jobs for Lawrence area residents, in turn fueling profitable businesses

The Training Consortium's mission is to connect regional employers with the talent they need to thrive and grow, while also creating opportunities for local residents to advance.

A demand-driven initiative, the Training Consortium is charged with assessing and addressing current and emerging needs of employers. A survey and focus groups conducted in 2016 informed early steps.

INNOVATIVE INITIATIVES CATALYZED BY THE TRAINING CONSORTIUM:

1) INVESTING IN TRAINING INFRASTRUCTURE - Advanced Manufacturing

Local manufacturers with global footprints partnered with local education institutions **Northern Essex Community College** and **Greater Lawrence Technical School** to get \$350,000 in Massachusetts Workforce Skills Capital Grants funding to buy equipment - installed at Greater Lawrence Tech and used to train students and incumbent workers in **Mechatronics** - an interdisciplinary area of manufacturing that combines mechanical and electrical engineering, and computer science.



Anita Worden, CEO, Yaskawa Solectria Solar, Lawrence Partnership Board member:

Yaskawa Solectria Solar's mission is to be a world premier provider of solar photovoltaic products, inverters and related systems. We look forward to hiring employees after they have completed Mechatronics training, since they will have the skill set we and so many area companies need.

2) INVESTING IN NEW PROGRAMS – Leadership

Research conducted by the Partnership helped understand that businesses in the region, across industries, face challenges hiring leadership and middle management personnel, as well as promoting workers to positions that require supervisory and management skills. In response, **Northern Essex Community College** created a supervisor/management skills training program to address the stated needs—and opportunities—cited by these businesses.



INVESTING IN THE FUTURE – Lawrence High School Early College & Career Pathways

As part of our overall Lawrence Public Schools turnaround, we are moving away from the traditional 'seat time' high school experience to a more interactive one, which includes early college opportunities and career pathway exploration. Our collaboration with the Lawrence Partnership is a vital part of these new opportunities for our students to gain exposure and work experience through internships, job shadowing, and industry-informed curriculum embedded within the high school. This shift includes articulated career pipelines for our students, that will lead to jobs and careers for our graduates that are in demand and pay well. We are also developing a well-trained workforce for area employers.

– Jeff Riley, Superintendent/Receiver, Lawrence Public Schools; Ex-Officio Board Member

70% of businesses in the region report hiring challenges, with broad and costly impacts

The most challenging-to-fill jobs require something more than a high school diploma and something less than a Bachelor's degree – typically a certification, an Associate's Degree; or special training

The solution to these hard-to-fill jobs will be met via the articulation and building of training and career paths for area residents. Our people focused economic development supports community members accessing and succeeding in high demand jobs.



3) INVESTING IN CAREER PATHWAYS – Healthcare

Six local healthcare employers - Greater Lawrence Family Health Center, Holy Family Hospital, Lawrence General Hospital, Pentucket Medical Associates, Mary Immaculate Health Services and Home Health Foundation – have partnered with Lawrence Public Schools, ValleyWorks Career Center, YouthWorks, the Merrimack Valley Workforce Investment Board, Northern Essex Community College, and the Lare Institute. The employers are funding training for 16 Lawrence High School students to become certified nursing assistants, home health aids and medical assistants while also working for the providers. This pilot is built on an 'earn and learn model' and begins to build a pipeline of the workers needed for high demand positions – and to provide opportunities for Lawrence residents.