

Good morning and Happy New Year!

Lt. Governor Polito, Members of the State delegation; Honorable Mayor Fiorentini, colleagues of the City Council and School Committee; and city employees

Honored Guests, Friends, Family, and fellow residents of Haverhill.

I'd like to recognize my wife Heidi and daughter Grace, and my brother Jim and his wife Donna and thank them for their support over the many years.

I'm here today to declare that two initiatives that have been repeatedly proposed and prototyped since the 1990s will be achieved during this two-year term.

The first initiative is to establish plans and provide solutions to meet critical citizen needs in public safety, public education, economic development and housing, all related, and all crucial to creating opportunities for our citizens to have fulfilling lives.

This includes a Master Plan that the Mayor will be leading and addressing in his inauguration speech, and development of a performance based budget to ensure that citizen needs are met. Example performance requirements include improved crime prevention, decreased response times to emergencies, a decrease and eventual elimination of opioid related deaths, an increase in the number of students prepared for future jobs, and a jump in recruitment of new businesses with good jobs at all levels. We all know that we need significant help in these areas so let's just do it together.

The second initiative is a drill down on the first to attract the jobs of the future at all levels to match our diversity. Good jobs are the lifeline of a community. The UMass/Lowell innovation hub at Harbor Place is a catalyst that is being leveraged to increase Haverhill's economic development capacity and eventually attract and retain good jobs at all levels. The iHub connects Haverhill to the University's resources and vast tech and business ecosystem. The goal is for the iHub to attract

startups to its facility, and help grow them to larger space downtown, such as the Burgess Business Center on Essex Street, then to our business parks when they take off. The City of Haverhill needs to up its game and engage with the iHub to help Haverhill families attain good jobs and eventually lower taxes.

Haverhill is a good match for the advanced manufacturing industry, based on our current manufacturing base and labor pool. The global tech transformation of manufacturing hasn't happened yet on a broad scale. The driving technologies are additive manufacturing, also known as 3-D printing, robotics and artificial intelligence, which will enable the factories of the future. The iHub is poised to attract startups in these markets and build networks with our manufacturing base, such as Magellan Aerospace and Lightspeed Manufacturing, to partner, prototype and test new innovations. The Massachusetts Technology Collaborative (MTC) has resources and incentives for startups and corporations engaged in advanced manufacturing, including workforce development which is the tie to education, that we need to leverage.

In closing, we need citizen's help in these two very important endeavors to be successful.

You can help Haverhill establish a reputation in the innovation economy by attending the Mass Innovation Night's 2018 kick-off event hosted by the UMass/Lowell iHub at Harbor Place on Wednesday, January 17<sup>th</sup>, from 6:00 PM – 8:30 PM. Twelve startups and their manufactured products will be showcased. A party follows! It is sponsored by the Merrimack Valley Planning Commission and the Greater Haverhill Chamber of Commerce.

Thank you for your time. And once again "Happy New Year!"