Lowell Plan

Public Matters 2016



**Lowell Plan: Public Matters**

**January – June, 2016**

**Program Description:** Public Matters provides a setting for experiential learning in the context of the City of Lowell. We focus on Lowell National Historical Park as we seek to examine, understand, and appreciate the city’s industrial past, the current cultural revitalization, and historic preservation efforts. Members will observe, define, analyze and practice leadership skills through a variety of activities following a progression that begins with ME, expands to YOU, and culminates in US. The course will encompass demonstration, lecture, video presentation, simulation, cooperative learning, class discussion, observation and analysis of Lowell-based case studies, interviews of community leaders, and field trips.

**Public Matters Sponsors:** Public Matters is made possible through the generous support of The Lowell Plan, Inc.; Lowell National Historical Park; and The Lowell Heritage Partnership.

**Project Team:** Rosemary Noon, Public Matters Director and Assistant Director, The Lowell Plan, [rosemary@prospeed.net](mailto:rosemary@prospeed.net), 978-459-9899; Melissa Surprenant, Administrative Assistant, The Lowell Plan; and David Byers, Park Ranger, LNHP and member of Public Matters 2013. Public Matters is administered by The Lowell Plan, Inc., 660 Suffolk Street, Suite 120, Lowell, 01854.

**Program Requirements:** Public Matters will meet 4 – 7:30 pm on two Wednesdays each month, unless otherwise indicated, beginning January 13 and concluding June 22, 2016. Three extended sessions will be held on Saturdays. Members are expected to commit themselves to the meeting schedule and participate in meetings, lectures, presentations, and field trips. Members should be accessible to their cohort who seek professional advice and counsel and be willing to share their experiences regarding working and/or living in Lowell and the challenges facing emerging leaders in the city.

**Confirmation of attendance:** You will receive a bi-weekly email confirming session locations and notice of any meeting cancellations due to inclement weather. Please confirm your attendance by responding to the email.

**Journal:** A Public Matters journal will be provided for program members. The journal is your scrapbook. It will be the place for notes and observations. You may find it helpful to record other people's leadership examples that you observe or read about that pertain to program discussions.

**Refreshments:** A light supper will be provided for each evening session and lunch will be provided for the Saturday sessions.**Course Schedule**

Wednesday, January 13 **Introduction to Public Matters**

Location: Sandy Walters Conference Room, 5th floor, Boott Mills Museum

Topic: Expectations, logistics, and general orientation

Presenter: Rosemary Noon

**Objectives: (1)** understand scope and scale of program; and (2) establish expectation for participation.

Topic: DiSC Classic program

Presenter: Beckley Gaudette

The DiSC Profile is a nonjudgmental tool for understanding behavioral types and personality styles. It helps people explore behavior across four primary dimensions: Dominance, Influence, Steadiness, and Conscientiousness.

Wednesday, January 27 **America’s First Planned Industrial City: dilemmas, choices, consequences**

Location: Boott Mills Museum

Presenter: Dave Byers, Lowell National Park Ranger and 2013 member of Public Matters

Overview: Lowell National Historical Park preserves and interprets the places, the buildings, the machines, and the stories that represent one of the most important turning points in American History—the industrial revolution. Lowell, as America’s first large-scale planned industrial city, played a critical role in leading this country from its start as an agricultural, mostly rural, traditional society just after the Revolution to a fully-fledged industrial urban modern society by the later part of the 19th century. With a tour through the working weave room and the Boott Cotton Mills Museum, this session will highlight Lowell’s significance in our national history and the unique confluence of nature, technology, labor, and capital that created and sustained the city. The tour will also focus on the human stories of dilemmas and leadership choices, and how the consequences of those choices have shaped the city’s past and present.

**The Intentional City**

Panelists: John Power, Principal, Farley White Interests and owner of 116 John St., Wannalancit Mills and Cross River Center; and Paul Marion, Executive Director of Community Relations and Co-Director, Center for Arts and Ideas, UMass Lowell and author of *Mill Power: The Origin and Impact of Lowell National Historical Park*.

Discussion on the entrepreneurial and partnership spirit of Lowell in the 70s and 80s, and an assessment of the city in 2016.

Overview: Many post-industrial cities have never fully recovered from the boom and bust cycles. They were dominated by single industry bases such as the textile industry, automobile manufacturing, etc. Lowell, on the other hand is known as a place that has seen numerous recoveries since the days that textile operations moved south in the early 20th century. Beginning with an overview of Lowell’s historical significance and its designation as the nation’s first urban national cultural park, this session will examine how Lowell has developed a long-lasting strategy for reinventing itself and how that vision was developed through layers of partnerships.

Objectives: (1) gain perspective of the historical significance of Lowell as the first planned industrial city in America; (2) recognize the benefits and challenges of collaborative leadership; (3) understand Lowell’s renaissance from perspectives relating to business, government, and the private non-profit community interests; and be aware of the dilemmas, choices, and consequences of Lowell in the 19th, 20th, and 21st centuries.

Saturday, January 30 **Reinventing a New England Industrial City** - **Bus Tour of Lowell**

Location: Jeanne D’Arc Credit Union, One Tremont Place

Time: 9 am – 1 pm

Presenters:Peter Aucella*,* Assistant Superintendent, Lowell National Historical Park; and Adam Baacke, Director, Campus Planning and Development, UMass Lowell

Overview: A bus tour will establish the context for a preservation movement that has blended with the City’s economic development strategy. Lowell, because of its rich history and legacy of architecturally significant buildings has a particular history to protect and retain. The tour will establish the context for a preservation movement that has led to economic development and will include a discussion of the 15-acre Hamilton Canal District.

**Objectives:** (1) understand how an historic preservation effort blended with the city’s economic development strategy; (2) establish the context for the preservation movement by touring specific examples in the city; and (3) see the real-life application of theory by touring the city.

Wednesday, February 10 **Social Capital**

Location: 305 Gorham St., Coalition for a Better Acre’s Apartments

Presenter: John Wooding, PhD, Political Science, UMass Lowell

We often use the term “social capital” but are sometimes confused about what it actually means.  Some view it as the institutions, relationships, attitudes and values that govern interactions among people and contribute to economic and social development. Social capital has also been defined as the sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition. In this session we will explore these ideas and examine where they are part of the fabric of the Lowell community.

Objectives: (1) understand the definition of social capital within the context of Lowell; (2) understand the concept of social capital within Lowell’s changing demographics; and (3) recognize the opportunities Public Matters presents in terms of social capital.

Wednesday, February 24 **Public Narrative**

Location: Two Solomont Way, Charles Allen House, UML

Presenter: Rob Salafia, President and Founder of Protagonist Consulting Group, and Lecturer at MIT Sloan School of Management

Overview: Public Narrative is a leadership practice. It is the art of translating values into action – a discursive process through which individuals, communities, and nations learn to make choices, construct identity, and inspire action. Leadership often requires telling a new public story, or adapting an old one: a story of self, a story of us, and a story of now. A story of self communicates the values that are calling you to act. A story of us communicates values shared by those whom you hope to motivate to act. And a story of now communicates the urgent challenge to those values that demands action now. Leaders use public narrative to interpret their values to others, engage others in a sense of shared community, and inspire others to join them in acting on challenges their community must face.

**Objectives:** (1) explain public narrative as a leadership art, describe its structure, and the reasons why leaders draw on narrative to inspire action; (2) evaluate public narrative based on practical and analytical understanding; (3) construct a Story of Self around choice points--moments when you faced a challenge, made a choice, experienced an outcome and learned a moral; and (4) develop a framework for constructing your own public narrative--Story of Self, Story of Us, Story of Now--to translate your values into action.

Wednesday, March 2 **Health and Social Services**

Location: Lowell Community Health Center,161 Jackson St.

Panelists: Karen Frederick, Executive Director, Community Teamwork, Inc (CTI) and Sheila Och, Deputy Director, Lowell Community Health Center

CTI celebrated its 50th anniversary in 2015. Since its establishment, CTI has been a catalyst for social change. Its mission is to strengthen the communities of Greater Lowell and the Merrimack Valley by delivering vital services and collaborating with key stakeholders to create housing, education and economic opportunities. Karen has been the Executive Director since 2003 and currently oversees a budget of over $70 million with more than 400 employees.

The mission of LCHC is to provide caring, quality and culturally competent health services to the people of Greater Lowell, regardless of their financial status; to reduce health disparities and enhance the health of the Greater Lowell community; and to empower each individual to maximize their overall well being. Some of the more than 28 languages that their staff speaks include Khmer, Laotian, Spanish, Portuguese, Vietnamese, French, Mandarin, Hindi and Swahili.

Wednesday, March 16 **Governance**

Location: Mayor’s Reception Room, City Hall

Presenters: Kevin Murphy, Lowell City Manager; and Tom Golden, State Representative from the 16th Middlesex District representing Lowell and Chelmsford, and 2009 member of Public Matters

Overview: This session will focus on citizen engagement, social media influences, and democracy.

Kevin Murphy was appointed the City Manager of Lowell in April, 2014. He lives in the city's Highlands neighborhood which he represented along with the Acre neighborhood as a member of the House of Representatives from 1997 to 2014. Before serving in elected office, he worked from 1983 to 1996 at Lowell City Hall as an assistant city solicitor. He operated a private law practice from 1983 to 2014.

Thomas Golden, Jr. has represented the 16th district since 1994. He is also chair of the Merrimack Valley Convention and Visitors Bureau and a board member of Merrimack Valley Economic Development Council. He is Vice Chair of the House Committee on Bonding, Capital Expenditures and State Assets; and serves on the Telecommunications, Utilities and Energy and Post Audit and Oversight committees. Representative Golden lives in Centralville.

Objectives: (1) acquire a general understanding of the operation and structure of government, finance, housing, health and social service resources in Lowell; (2) understand the theory and practice of good governance as essential elements in meeting the needs of the broader community; (3) develop a richer understanding of the people, resources and processes needed for an organization to achieve its goals; and (4) identify the challenges faced by leaders in serving and meeting the needs of the broader community.

Wednesday, March 30 **Place Makers: Amenities and the Art of Negotiation**

Location: The Tsongas Center

Presenters: Brian Martin, Headmaster, Lowell High School; and Jim Cook, Executive Director of Lowell Development and Financial Corp. and The Lowell Plan

Overview: The biggest challenge in urban animation is often the process of putting together the partnerships that are the prerequisite to getting anything done. Lowell met that challenge in the construction of the Tsongas Center, but it wasn’t easy.

When Brian Martin was the City Manager in the mid 90s, the proposal for a downtown arena pitted two groups against one another: those who said the financial risks for the city were too great; and those who said the rewards of the project were misunderstood, or worse, ignored. Through a binding referendum in 1994, voters allowed city officials to spend tax dollars to build the arena by a vote of 10,637 to 9,747, or a 53-47 percent decision. In November 2009, the City Council unanimously approved the term sheet and purchase-and-sales agreement, and passed a home-rule petition to be approved by the state legislature, to transfer the Tsongas Center to the UMass Building Authority. The arena was one of the largest public works projects in Lowell’s history.

Lowell has mobilized its cultural resources for economic growth, community pride, and educational development. The Tsongas Center tells a special tale both about the evolving nature of places and the challenges faced by those “makers of place.”

Productively engaging in conflict is always valuable. Most people are willing and interested in resolving their conflicts; they just need the appropriate skill set and opportunities in which to practice this skill set. Without a conflict resolution skill set, people want to avoid conflict, hoping it will go away or not wanting to make a “big deal out of nothing.” Research and personal experiences show us that, when we avoid conflict, the conflict actually escalates and our thoughts and feelings become more negative. Practicing conflict management skills leads to more successful engagement in conflict with outcomes of relief, understanding, better communication, and greater productivity for all involved.

Brian Martin started his political career in 1981 as a city councilor and served until 1989. As mayor in 1984, Brian was chair of the Lowell School Committee and cast the only vote in favor of the recommendations made by the Lowell Model for Educational Excellence. In 1989 he was appointed Assistant City Manager to Jim Campbell and subsequently served as Assistant City Manager for Richard Johnson. Brian was Lowell’s City Manager from 1995 to 2000. Brian will discuss his role as City Manager and his continued interest in the Tsongas Center. Jim will discuss the impact on the business community and the role of the private sector in this project.

**Objectives:** (1) define the five conflict handling styles of the panelists and identify your preferred approach to dealing with conflict; (2) understand the different conflict handling modes or styles and how they affect interpersonal and group dynamics and learn how to select the most appropriate styles for a given situation; (3) recognize that conflict is an ever-present component of any decision-making environment analyze a specific decision situation (the construction of the Tsongas Center); (4) understand the stakes of those involved; and (5) identify sources of conflict and the negotiation strategies used.

Saturday, April 9  **Rafting** - Concord River

This is an early spring whitewater rafting trip on the Concord River. The urban whitewater ride plunges over three major class III-IV rapids - Twisted Sister, Three Beauties, and Middlesex Dam. When the water level is right, Three Beauties becomes an intensely fun surfing hole. Surfing involves paddling upstream into a wave or hole with the goal to fill the boat with water, splash the entire crew, or maybe even have the boat stand on end.  There will be two runs made. The Concord River rafting trip concludes with passage through the Lower Locks, an 1850's lock chamber between UMass Lowell’s Inn and Conference and Middlesex Community College. A portion of the proceeds from this trip benefit the [Lowell Parks and Conservation Trust](http://www.lowelllandtrust.org/), working to preserve greenspace in Lowell.

**Objectives:** (1) experience one of the most significant natural resources in the Lowell; and (2) function as a team.

Wednesday, April 29 **Immigration: The Big Move**

Location: Enterprise Bank, 18 Palmer St.

Facilitator: Bob Forrant, PhD, History, UMass Lowell

Overview: *Central to Lowell’s story is this ever-changing workforce through the periodic rise and fall of mill employment through the 1920s followed by the city’s rebirth as a high technology showcase, the home to the Lowell National Historical Park and its attendant historical preservation, numerous private-public partnerships building on the city’s wonderful “old bones,” and more recently as a city intent of playing a leading role in cultural production. Throughout these various transformations newcomers have been in the middle of the action, starting businesses, restoring old neighborhoods through their sweat equity, and contributing in numerous ways to the sorts of cultural activities that make Lowell an exciting place to be.*

Robert Forrant and Christoph Strobel. *The Big Move Immigrant Voices from a Mill City*. Lowell, MA: Loom Press, 2011. 1-2.

Objectives: (1) recognize how individuals seek out ways to imagine and maintain their cultural identities; (2) understand that this is done through preservation, creation, re-invention of traditions, ways of life, customs, and practices; and (3) understand that Lowell’s immigrant and refugee story is broad, complex, and on-going.

Saturday, April 30 **Neighborhood Walk**

Meeting time and location: 9 am at Cavaleiro’s, 573 Lawrence St.

Tour assigned neighborhood with hosts: 9:30 am – noon

Reconvene at Cavaleiro’s for lunch noon – 1pm

Neighborhoods:

Pawtucketville

Centralville

Sacred Heart

Belvidere

Acre

Back Central

South Lowell

**Objectives:** (1) understand some of the forces that have brought immigrants and refugees to Lowell; (2) recognize the richness of cultural diversity and explain the relationship between immigration and the physical development of Lowell; and (3) understand how Lowell’s neighborhoods developed their individual identities and ways in which those identities have been represented, redefined, or challenged.

Wednesday, May 11 **Neighborhood Walk Presentations**

Location: Pollard Memorial Library, 401 Merrimack St.

Presenters: Members of Public Matters 2016

Topic: Telling stories is an essential part of being human. People everywhere, throughout history, have told and still tell stories. Whether it’s to remember history, to communicate feelings, or honor an individual, telling stories help us understand the world in which we live. Stories help us better understand how and why people throughout the world respond differently to key moments in life. Our neighborhood hosts will have told stories about their childhood, friends, families, and homes. This will be an opportunity for the Public Matters members to report back to the group on the impact a neighborhood can have on an individual.

Members who toured together will produce a ppt presentation on what make your neighborhood unique. The presentations must be no longer than 15 minutes each and should include and address the following: name of neighborhood and guide; what made the guide a credible host; location of neighborhood and how it got its name; route taken on tour; Preconceived notions you had of that part of Lowell – were they confirmed or not?; distinctive characteristics of the neighborhood – homes, yards, stores, temples/churches, who lives there?; history (only if it was a focus of your experience); what stories were you told; and a souvenir from the tour that represents that neighborhood.

**Objectives:** (1) examine your personal image of one of Lowell’s neighborhoods and compare it to the real thing and/or someone else’s image; and (2) be able to describe how Lowell's neighborhoods have developed their own individual identities and ways in which those identities have been represented, redefined, or challenged.

Wednesday, May 27 **Neighborhood Walk Presentations II**

Location: The Onyx Room, 122 Western Ave.

Presenters: Members of Public Matters 2016

Wednesday, June 8 **What Do We Do Now?**

Location: UML Innovation Hub, 110 Canal St.

Topic: ME, YOU, US wrap-up/lessons learned/how to build the network forward.

Workshop: “Story of Now”

Objectives: (1) construct a “Story of Us” and a “Story of Now” based on the last six months; and (2) develop and articulate a “Promise of Commitment” that brings the class to a unified purpose.

Wednesday, June 22 **Concluding Presentation/Reception**

Location: TBD