

**MINUTES OF THE INNOVATION DISTRICT  
DESIGN AND DEVELOPMENT TASK FORCE MEETING #12**

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**Thursday, October 20, 2011 at 8:30 a.m.**

**Holyoke Transportation Center  
206 Maple Street, 4<sup>th</sup> Floor, Holyoke, Massachusetts**

Task Force Members Present:

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| <input checked="" type="checkbox"/> Tim Brennan, Pioneer Valley Planning Commission  | <input type="checkbox"/> Christopher J Moskal, Springfield Office of Planning and Development                                |
| <input checked="" type="checkbox"/> Kathy Anderson, City of Holyoke  | <input type="checkbox"/> Felix Morales, Premier Accounting   |
| <input checked="" type="checkbox"/> Robert Gilbert, James Dowd and Sons/Holyoke Chamber of Commerce                          | <input checked="" type="checkbox"/> Gladys Lebron-Martinez, CareerPoint  |
| <input checked="" type="checkbox"/> William Messner, Holyoke Community College   | <input type="checkbox"/> Dan D'Alma, IBEW, Local 7   |
| <input checked="" type="checkbox"/> Kip Foley, Cover Technologies, Inc.  | <input type="checkbox"/> Elaine Pluta, City of Holyoke   |
| <input checked="" type="checkbox"/> Larry Bay, Holyoke Works   | <input checked="" type="checkbox"/> Eric Nakajima, Executive Office of Housing and Economic Development                      |
| <input type="checkbox"/> Michael Malone, University of Massachusetts   | <input checked="" type="checkbox"/> Patrick Larkin, John Adams Innovation Institute – Massachusetts Technology Collaborative |
| <input checked="" type="checkbox"/> James Lavelle, Holyoke Gas & Electric  | <input checked="" type="checkbox"/> Michael Vedovelli, Massachusetts Office of Business Development                          |
| <input type="checkbox"/> Douglas Bowen, Peoples Bank (Holyoke)   | <input type="checkbox"/> Richard Henderson, MassDevelopment  |
| <input checked="" type="checkbox"/> Allan Blair, Western Mass. Economic Development Council                                  | <input checked="" type="checkbox"/> James Kurose, UMass/Dept. Computer Science   |
| <input type="checkbox"/> Linda Dunlavy, Franklin Regional Council of Governments/Pioneer Valley Connect                      | <input checked="" type="checkbox"/> Helene Florio, Office of State Senator Michael Knapik                                    |
| <input checked="" type="checkbox"/> John Mullin, UMass Amherst   | <input checked="" type="checkbox"/> Natalie Blais, Office of U.S. Congressman John Olver                                     |
| <input checked="" type="checkbox"/> Dianne Fuller Doherty, Western Mass. Regional Office – Small Business Development Center | <input checked="" type="checkbox"/> Brenna E. Murphy, Office of State Representative Michael Kane                            |
| <input type="checkbox"/> Ira Rubenzahl, Springfield Technical Community College  | <input type="checkbox"/> Kevin Kennedy, Office of U.S. Congressman Richard Neal  |
| <input type="checkbox"/> Carlos Gonzalez, Western Mass. Latino Chamber of Commerce (Holyoke & Springfield)                   | <input type="checkbox"/> Donald R. Welch, Holyoke City Council   |
| <input checked="" type="checkbox"/> William Ward, Regional Employment Board  | <input type="checkbox"/> John Goodhue, MA Green High Performance Computing Center  |

Guests present:

Christine Alger for Jack Jemsek	Indrani Kowlessar Gallagher, PVPC
Ann Burke, Western Mass. Economic Development Council	J. Lynn Griesemer, University of Massachusetts
Claire Christopherson, Massachusetts Green High Performance Computing Center, Inc.	Jeff Hayden, Holyoke Community College
D.C. Denison, Boston Globe	Dan Hodge, HDR, Inc.
John Dyjach, Holyoke Economic Development Office	Kathy McKean, MIFA Victory Theatre
Bill Ennen, Massachusetts Technology Collaborative	Robert Kispert, Massachusetts Technology Collaborative
David Gadair, CareerPoint	Linda Vacon, Holyoke City Council

1. Call to Order, Welcome, News and Updates

The twelfth meeting of the Innovation District Design and Development Task Force was called to order at 8:39 a.m. by Co-Chair Tim Brennan who welcomed all those present. Mr. Brennan noted that the following three items would be reviewed during this meeting: 1) the final recommended strategies as outlined in the HDR consultant team's report; 2) how the implementation of these recommended strategies will be pursued; and 3) a follow-up discussion focusing on Kip Foley's commentary at the August 4<sup>th</sup> meeting on the need to create lower-skilled jobs for Holyoke residents now. Mr. Brennan added that in order to facilitate the review of the consultant team's report, copies of this document were being made available at today's meeting for each Task Force member.

Ms. Anderson announced that Mayor Elaine Pluta has sent her regrets since she's unable to attend today's meeting due to a previously scheduled staff development day for the employees of City of Holyoke. Mr. Brennan noted that Task Force member Linda Dunlavy could not attend this meeting because she had to participate in preparation for today's formal kick-off ceremony in Greenfield to mark the rebuilding of the region's north-south rail line. Mr. Brennan then moved to take up the next agenda item.

2. Minutes of Previous Task Force Meeting Which Was Held on August 4, 2011

Mr. Brennan called for a motion to approve the minutes of the previous Task Force meeting which was held on August 4, 2011.

MOVED BY ALLAN BLAIR, SECONDED BY ROBERT GILBERT, TO APPROVE THE MINUTES OF THE INNOVATION DISTRICT DESIGN AND DEVELOPMENT TASK FORCE MEETING HELD ON AUGUST 4, 2011.

Mr. Brennan asked if there were any questions, comments or corrections regarding the subject August 4<sup>th</sup> meeting minutes.

THERE BEING NO QUESTIONS, COMMENTS OR CORRECTIONS, THE MINUTES OF THE INNOVATION DISTRICT DESIGN AND DEVELOPMENT TASK FORCE MEETING HELD ON AUGUST 4, 2011 WERE UNANIMOUSLY APPROVED.

Mr. Brennan moved to the next agenda item.

3. Consideration, Discussion and Proposed Task Force Adoption of the HDR Consultant Team's Final Report: *Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley*; and Next Steps Including a Game Plan for Moving Forward With Strategic Implementation

Mr. Brennan stated that as was mentioned earlier, the first part of today's meeting agenda will be devoted to revisiting the eight, recommended action strategies which were discussed at length with the consultant team at their August 3<sup>rd</sup> workshop as well as at the full Task Force meeting that was held back on August 4<sup>th</sup>. Mr. Brennan asked if Bill Ennen and Bob Kispert of the MTC staff had any introductory remarks to help kick off this discussion. Bob Kispert noted that pulling together the eight strategies has provided a great opportunity to develop a better understanding about a variety of interconnected issues that need to be examined in parallel in order to stimulate the economic growth in the City of Holyoke as well as the Pioneer Valley region. Mr. Brennan added that the consultant team has identified at least one opportunity lead for the implementation of each strategy as well as a long list of partners that can lend their support and assistance. Mr. Brennan further explained that the goal is to get a majority of these strategies underway with key accomplishments within a three-year window. Mr. Brennan then opened up floor for any comments from Task Force members regarding the eight recommended action strategies.

Bill Messner of Holyoke Community College commented that a great deal of thought and discussion has been spent on the strategies and he added that the group could conceivably spend another year further developing and refining them. Mr. Messner added that the most important thing to note is that we now have a solid plan. Mr. Messner further stated that although it may not be perfect and may not end up generating all the end results we're seeking over the next several years, the critical question now is not what the plan calls for but rather what is the plan to implement the strategies that are outlined in the plan? Specifically, how do we turn this plan into a reality?

Mr. Brennan said that since Mr. Messner's central questions lead into the next agenda item, he'd begin the discussion around how to advance the plan's implementation. Mr. Brennan explained that there is a subcommittee in place called the Kitchen Cabinet which consists of individuals representing the opportunity lead organizations who will be tasked with taking the lead role in carrying the eight strategies forward. Mr. Brennan stated that the Kitchen Cabinet has met several times since August and he added that this group currently consists of representatives from the City of Holyoke; Holyoke Gas & Electric; the Economic Development Council; the Hampden Regional Employment Board; the Pioneer Valley Planning Commission (PVPC); the Massachusetts Office of Business Development; MassDevelopment; and the Massachusetts Technology Collaborative (MTC). Mr. Brennan further explained that this subcommittee is in the process of exploring which strategies can be accomplished within a short period of time and which ones require a longer time frame. In addition, the Kitchen Cabinet is trying to sort out milestones that can be accomplished quickly, say within the first year as well as milestones that will require more time to accomplish.

Patrick Larkin of the MTC underscored that the transition from strategy development to implementation is going to be driven by the participants involved in each specific work task. Mr. Larkin added that one key element that will be critical to the success of each strategy is the ability of the project leads, along with their collaborators, to take ownership that focused around the individual strategies. Mr. Larkin further noted that in terms of staffing, the goal is to make sure that there is good internal communications and support of the project leads' work in order to help them to be successful. Mr. Larkin said that a second key task is a resource question as there is currently not a large pool of money that is readily available for implementation work. However, Mr. Larkin underscored that pursuing funding opportunities will be part of the creative work that needs to be done to successfully implement the recommended action strategies.

Mr. Messner noted that the Task Force has made an investment of time and energy into the Innovation District plan and he asked if the Task Force should meet periodically to receive updates from the project leads regarding the progress of each strategy. Mr. Brennan explained that this topic has been discussed at Kitchen Cabinet meetings and he noted that Task Force members should continue to function as stakeholders or shareholders. Mr. Brennan further explained that the HDR report suggests the possibility of having a minimum number of gatherings of this transition group and that there should be some form of annual report issued to the City and the region at large which outlines progress accomplished to date and lists the specific metrics for each strategy. Mr. Brennan also stated that HDR's report mentioned the creation of a general communications plan which conveys progress made and milestones tied to each action strategy.

Mr. Larkin expressed his appreciation for Mr. Messner's observation that Task Force members are people who have invested in the strategies and want to ensure their success. Mr. Larkin stated that he didn't know if there was a need to maintain a formal Task Force with meetings continuing on an ongoing basis. However, Mr. Larkin said he did feel that there should be a formal communications plan so that Task Force members can have a complete and ongoing understanding of the status of progress being made on each strategy.

Mr. Ennen agreed that the Task Force doesn't necessarily need to have regularly scheduled meetings, but rather that meetings should be scheduled when projects or activities need to be measured against the specific strategies. Mr. Ennen stressed that this will likely prove to be challenging because there are several ongoing tasks taking place within each strategy and these efforts are not yet being communicated very well to Task Force members at this time. Helene Florio stated that although she agrees with not holding Task Force meetings for their own sake, as an individual representing a political office, she requested that communications regarding the progress of the strategies be maintained. Ms. Florio emphasized the importance of this kind of regular communication by remarking that several times Senator Knapik has found himself in a position where he is unable to answer questions from the general constituency regarding this project because he doesn't have sufficient information to do so.

Dianne Fuller Doherty of the SBDC asked how the Innovation District strategies fit into the Plan for Progress, the economic development plan for the Pioneer Valley region as well as how they fit into the state's overall economic development plan. Mr. Brennan explained that the goal is to have HDR's report on the Plan for Progress Coordinating Council's December meeting agenda and to absorb the eight strategies into the Plan for Progress so that they become another part of the Pioneer Valley region's overall plan as we move into the 2012 calendar year. Eric Nakajima added that within the state's formal economic development plan there is a reference to the Holyoke plan but it is more about the principles that are laid out as objectives of the state's strategy which align well with the eight strategies recommended in the final HDR report. Mr. Nakajima further stated that Greg Bialecki, the Commonwealth's Secretary of Housing and Economic Development, has

made it clear that making progress on the High Performance Computing Center in Holyoke is a high priority in the state's economic development work and it's likewise part of how the Commonwealth's performance will be measured over time.

Ms. Doherty noted that the HDR report was excellent and she felt that there is nothing in it that shouldn't be done. Ms. Doherty also said that she thought this report was more like an operations plan and if only parts of it are achieved we will have accomplished a great deal. Ms. Doherty added that she was especially pleased to see that the first strategy listed in the HDR report is Enhancing the Entrepreneurial Innovation Eco-system. Ms. Doherty underscored that the economic engine of this region is small business and she further emphasized that attempting to market the region with eight strategies will not be the most effective way to brand the region and identify itself. Ms. Doherty commented that, in her opinion, branding the region by using the entrepreneurial strategy would be the most effective way to get the Pioneer Valley on the map.

Bob Gilbert thanked Mr. Brennan and Ms. Anderson for their leadership and efforts in coordinating this important project. Mr. Gilbert added that while it is difficult to put together such a comprehensive strategic plan the greatest challenge is the measurement process. Mr. Gilbert then noted that his firm, James Dowd and Sons, has used Microsoft Sharepoint over the last four years. Mr. Gilbert noted that by using this type of collaboration software participants visit the Sharepoint site and in this way can be brought up to date on relevant project work. Mr. Gilbert further noted that alerts can be sent out to participants whenever new information is posted. Mr. Gilbert then suggested that perhaps setting up a SharePoint site would be a good way for Task Force members to be kept up to date on progress made on the eight strategies because Task Force members would be updated on a real-time basis. Mr. Brennan commended Mr. Gilbert for offering this recommendation and stated that he thought Sharepoint could be a superb way for Task Force members to keep apprised of the implementation process and especially the milestones being achieved for each of the action strategies recommended in the HDR final report.

Allan Blair of the EDC stated that it was critically important to develop a communication plan following today's meeting so that the Task Force members receive periodic updates. Mr. Blair added that he is encouraged by the enthusiasm of the Kitchen Cabinet Subcommittee group and by their strong sense of accountability for executing their respective part(s) of the plan. Mr. Blair further commented that a sense of accountability is important because if this sentiment did not exist the pressure to report back to the group might diminish and enthusiasm for the project could fade.

Mr. Brennan asked if there were any other comments or questions from Task Force members. Ms. Doherty asked if the Kitchen Cabinet has identified people around each of the action items. Mr. Brennan stated that the idea has been to establish a core group which is the Kitchen Cabinet Subcommittee and then to bring in individuals and organizations as needs and circumstances dictate to move each of the strategies forward. Ms. Doherty asked to see a list of the action items and the opportunity leads for each strategy, and Mr. Kispert stated that in Section 4 of the HDR final report it identifies one or more opportunity leads for each strategy with the exception of the entrepreneurship strategy. Mr. Kispert added that the report has also identified in Section 4 potential collaborative partners who have come to attention of the consultant team who have a definite interest in one or more of the action strategies. Mr. Kispert underscored that the essential elements of Section 4 are the milestones, action plan, approach, and implementation program crafted for each strategy. However, Ms. Doherty stated that at some point she would eventually like to see a complete list of specifically who is doing what on each of the eight strategies outlined in HDR's final report.

There being no further questions or comments, Mr. Brennan called for a motion from the Task Force to adopt the HDR consultant team's final report.

**MOVED BY ALLAN BLAIR, SECONDED BY ROBERT GILBERT, TO ADOPT THE HDR CONSULTANT TEAM'S FINAL REPORT, *INNOVATION-BASED ECONOMIC DEVELOPMENT STRATEGY FOR HOLYOKE AND THE PIONEER VALLEY*. THERE BEING NO FURTHER DISCUSSION, THE HDR CONSULTANT TEAM'S FINAL REPORT WAS ACCEPTED AND UNANIMOUSLY APPROVED BY THE TASK FORCE MEMBERS IN ATTENDANCE.**

Mr. Brennan next asked Ms. Anderson to introduce the next agenda item.

4. Addressing the Lingering Local Jobs Question – A Discussion Kicked Off by Kathy Anderson, Kip Foley, Bill Ennen and Bill Ward

Ms. Anderson observed that a recurring theme in previous Task Force meetings has been how to leverage the opportunity of the Massachusetts Green High Performance Computing Center (MGHPCC) facility to create the types of jobs that are needed by residents of the City of Holyoke. Ms. Anderson then posed the following series of questions: What are those jobs? What types of skills are needed for these jobs? How do we provide the training that Holyoke residents need? Ms. Anderson noted that there are a number of initiatives underway in the City of Holyoke designed to create jobs that have been in existence long before the HDR strategy report. Ms. Anderson explained, for example, that Mayor Pluta has been holding monthly meetings with the Industrial Development Advisory Committee regarding the needs of manufacturers and how to best help them to find qualified employees. During one of these recent meetings, Ms. Anderson asked this same group of employers how many of them have trouble with training individuals and are they having to lay people off because they are not trainable. Ms. Anderson indicated that no one stated that this was the problem. Ms. Anderson explained that the majority of this group of employers stated that the problems that they had with employees had much more to do with a work ethic challenge.

Ms. Anderson next asked Mr. Messner to talk about Holyoke Community College's (HCC) new workforce training partnership with Springfield Technical Community College (STCC). Mr. Messner stated that HCC and STCC have merged their workforce training staffs and these staff members are now working collectively with local businesses in need of customized workforce training. Mr. Messner further explained that the two institutions will be splitting the revenues received as a result of this partnership and will better leverage the resources of the HCC and STCC institutions to better serve the region. Mr. Messner commented that this collaboration essentially reverses 60 years of history since in the past these two colleges have spent far more time competing rather than collaborating with each other.

Ms. Anderson noted that the approach to improve conditions in Holyoke is not just to create jobs but to look at the bigger picture. Ms. Anderson noted that the Planning Department of the City of Holyoke is continuing to work on a new Urban Renewal Plan (URP) for the City's lower four census tracts which encompass the Innovation District. Specifically, Ms. Anderson explained that the URP is looking at the various neighborhoods located in these four census tracts to examine each neighborhood in order to identify the unique needs of each that's needed in order to improve their quality of life.

Ms. Anderson then called on Bill Ward to talk about the work of the Hampden County Regional Employment Board (REB) targeted at Holyoke's Innovation District. Mr. Ward stated that he was asked by Bill Ennen of MTC to take look at the neighborhood surrounding the Massachusetts Green High Performance Computing Center (MGHPCC). Mr. Ward noted that the question his organization was asked to address was, "Will the immediate neighborhood be positively affected by the introduction of the MGHPCC?"

Mr. Ward next explained that the statistics for the area surrounding the Innovation District were sobering. He reported that fifty percent of its residents live in poverty and seventy-five percent of the resident population has, at most, a high school diploma. Additionally, Mr. Ward observed that the average age of the population is very young. Mr. Ward then commented that he and his colleagues at the Hampden REB interviewed the local Boys and Girls Club as well as businesses and schools situated in the Innovation District neighborhood from the vantage point of asset planning rather than deficit planning. Mr. Ward noted that after these interviews were conducted Hampden REB staff believed that in the long run answer to his previously-posed question is "yes"—meaning that the immediate neighborhood can and will be favorably affected by the MGHPCC if a judicious approach is taken. Mr. Ward further noted that the way that this could happen is by focusing on the collaboration of the many individual efforts currently taking place in this neighborhood. Mr. Ward stated that there is a great deal of talent in the social service field in the City of Holyoke and that some of the top-flight leaders in this profession are located in this community. Mr. Ward added that it is important to find out how to better engage these leaders and to take a look at site-based or location-based planning and prevention. Mr. Ward noted that because of the MGHPCC and the energy involved in the strategies developed and outlined in the HDR consultant team's report, there is going to be a desire to take a harder look at this neighborhood and we will want to begin a collaborative process in order to do this. Mr. Ward stated that, in his opinion, the right people can be brought to the table to take a look at how to better focus several of the programs that are more broadly available in the region on the Innovation District's neighborhood. Mr. Ward underscored that it is important to concentrate on innovative ideas that can effectively be used as a community planning effort in order to start creating jobs that can benefit neighborhood residents in a positive manner.

Mr. Ward added that a second and important front to work on is improving the K-12 educational system. Mr. Ward explained that the Hampden REB has launched discussions with Holyoke's school superintendent in order to address the question, "What kind of effective, productive collaboration can exist between the City's K-12 system and the business community?" Mr. Ward then stated that the REB has decided to reenergize a business-education collaboration by linking business community needs with Holyoke's K-12 system.

At this point, Ms. Anderson asked Kip Foley to cite some examples of initiatives that might work for the City of Holyoke. Mr. Foley noted that a lot of time has been devoted to discussing how to find people for jobs and less time talking about creating jobs for the people who are living here right now. Mr. Foley stated that part of a holistic approach to economic development is to create a demand for jobs that provide a living wage and meet the skill levels of City residents who are here now. Mr. Foley added that one possible initiative could be to increase a demand for goods and services provided by Holyoke businesses that could support not only the MGHPCC but its consortium members as well. Mr. Foley explained that one example of this kind of activity would be to have Holyoke businesses provide tee shirts to all the MGHPCC's Higher Education Consortium partners. Mr. Foley added that the challenge is to match what can be produced here with the skill sets of Holyoke's large labor force.

Ms. Anderson stated that the Urban Agriculture Strategy outlined in the consultant team's final report was formed exactly for this reason. Specifically, Ms. Anderson noted that waste heat will be coming out of the MGHPCC and the question is, what can conceivably be done to utilize this excess heat? Ms. Anderson then explained that this heat could potentially be used to support an urban agriculture initiative since there is a strong Latino population in Holyoke that enjoys farming and gardening so there is a built-in workforce that's available to work in such a venture.

Larry Bay of Holyoke Works observed that in looking at his fellow Innovation District Task Force members, there is still more work that needs to be done in order to involve Holyoke's Latino community. Mr. Bay added that poverty in the City of Holyoke is still a huge issue and there is a definite connection between that poverty and the educational performance of the K-12 student body. Mr. Bay further explained that the transiency characteristic of Holyoke's population largely exists because of widespread poverty and he added this transiency not only exists between school districts in the City but between various languages. Specifically, Mr. Bay said that many parents in Holyoke simply don't have the literacy skills needed in order to be part of the workforce and likewise they can't get involved in their children's education due to language barriers. Mr. Bay remarked that if we look at these challenges in silos, it's going to be incredibly difficult to solve these problems. However, if we look at how these problems blend together, there may be a better chance for Holyoke residents to enjoy the benefits that this collaborative type of economic development effort can provide them. Mr. Bay added that there needs to be more opportunities for adult education for the City's current workforce because companies considering relocation to Holyoke will ask questions regarding the strength of Holyoke's education system and the education and skill levels of the City's workforce.

Ms. Anderson noted that Mayor Elaine Pluta had recently announced the launch of literacy and 100% graduation rate initiatives in Holyoke. Ms. Anderson explained that the goal of the literacy initiative is to make sure that children know 1,000 words by the time they graduate from the third grade. Ms. Anderson added that the 100% graduation rate initiative is looking at various ways to keep children from dropping out of school.

Mr. Messner noted that one opportunity which has the prospect of generating jobs for people but has not been discussed by the Task Force is the fact that a casino will be coming to western Massachusetts over the next several years and it may be located in Holyoke. Mr. Messner noted that he was not aware that anyone has been doing any serious planning relative to this issue. Mr. Messner then asked, what are we going to do about all those jobs and how are we going to try to ensure that some of those jobs come to the lower-skilled Holyoke residents who really need them? Mr. Messner added that in going forward with the consultant team's plan, casinos should be part of the planning and discussion going forward.

Mr. Brennan explained that there is a group called the Western Massachusetts Casino Task Force (WMCTF) which the PVPC has staffed pro bono for over three years. Mr. Brennan noted that WMCTF has representation from 14 municipalities and has focused solely on how casinos may positively or negatively impact the host as well as abutting communities. Mr. Brennan further noted that WMCTF has been influential regarding the changes that have been made to the current gaming legislation and he further stated that a good deal of WMCTF's work could be harvested to benefit western Massachusetts communities and residents as various competing plans move through the process.

5. Closing Comments

Ms. Anderson next asked if there were any other comments before today's Task Force meeting is adjourned. Bill Ennen noted that he wanted to underscore that in addition to Task Force members, over 100 Holyoke residents were involved in this project through focus groups, interviews and informal conversations. Mr. Ennen further stated that the HDR consultant team's final report would not have achieved its high level of quality without the invaluable input of these participants along with the Task Force members.

Mr. Brennan thanked Task Force members for their time, energy and candor throughout this whole process and he added that he hoped they would feel a great deal of pride and satisfaction in what has been accomplished over the past year. Mr. Brennan then recalled that at an earlier Task Force meetings he had said that approximately 100 years ago the City of Holyoke was arguably one of the most powerful cities in the world from an economic standpoint, partly because of its hydropower and but mostly because it was the first planned industrial city in the United States. Mr. Brennan then underscored that this project is yet another opportunity to develop a plan that will take Holyoke and the region into the 21<sup>st</sup> century.

At this point, Ms. Anderson expressed her thanks to all the Task Force members on behalf of the City of Holyoke for their participation in this process and she also expressed her appreciation for the efforts, guidance and support of Bill Ennen, Bob Kispert and Patrick Larkin of MTC as well as Eric Nakajima of the Executive Office of Housing and Economic Development and Governor Patrick and the Patrick Administration. There being no further business to conduct, Co-Chairs Mr. Brennan and Ms. Anderson adjourned the October 20<sup>th</sup> Task Force meeting without objection at 10:28 a.m.