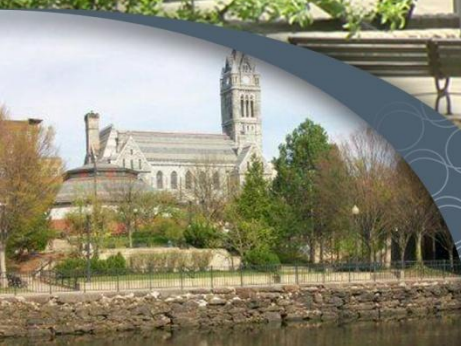


*Massachusetts Technology Collaborative | John Adams Innovation Institute*  
**Innovation-Based Economic Development Strategy  
for Holyoke and the Pioneer Valley**

**Innovation District Task Force Meeting**

**December 15, 2010**



# Today's Agenda

- Project Update
- Task Force as a Rudder Team
  - Key assumptions and guiding principles
  - Statement of intent
  - Tracking progress and ensuring transparency
- Discussion of Assets, Industry Opportunities, and Vision
  - Competitive market advantages and challenges
  - Input to Task 2 SWOT assessment and strategy development
- Next Steps

# Four Key Project Objectives

- Develop and articulate an action-oriented agenda
- Define an industry cluster development strategy
  - Energy strategy development
- Develop a regional innovation-based economic development strategy for the Knowledge Corridor
- Develop compelling information and message for communications and marketing plan


























# Project Update

- Task 1 – Preparatory Activities
  - Completed kick-off meetings, draft of portal (InnovateHolyoke) review
- Task 2 – Baseline Conditions and Opportunities
  - Collecting data, reports, studies
  - Economic Development Self Assessment Tool (EDSAT) for Holyoke and local/regional SWOT assessment
- Tasks 3, 4 and 5 – Strategy Development
  - Preliminary interviews with Task Force, stakeholders, etc.

# Project Schedule

HDR Team

9 months

Month	1	2	3	4	5	6	7	8	9
<b>TASK</b>									
Task 1: Prioritization & Preparatory Activities									
Task 2: Analysis of Baseline Conditions & Opportunities									
Task 3: Energy Strategy Development									
Task 4: Industry Cluster Strategy Development									
Task 5: Innovation Ecosystem Strategy Development									
Task 6: Public Input									
Task 7: Reporting and Dissemination									
Task Force Meetings / Progress Reports									
In-Depth Task Force Working Sessions									
Public Workshop									

 Deliverable

# Stakeholder Input – Preliminary Interviews

- Secretary Bialecki - EOHED
- Mass Office of Business Development – Regional Office
- MassDevelopment
- Western Mass EDC
- Holyoke Planning and Development
- GHPCC / Research Consortium
- Holyoke developers – focus group
- EMC
- Cisco
- Holyoke Community College
- Holyoke Chamber of Commerce
- Holyoke Works
- Local IT firms/entrepreneurs
- CareerPoint
- Ward Councilors – Welch and Lopez
- Western Mass Latino Chamber of Commerce
- VHB and Urban Renewal Plan team

*Developing detailed meeting notes for each session*

# **Task Force as a Rudder Team:**

**Don Upton, President, Fairfield Index**

# Innovation District Task Force – Roles and Expectations

- Draft, approve, and advance to all stakeholders comprehensive **Statement of Intent**
  - What Do We Intend to Accomplish?
- Work in the context of a full project view – **Project Milestone Timeline**
- Serve as a Rudder Team for stakeholders, and investors and partners of the future
- Serve as a Rudder Team launching a Balanced Portfolio of **Strategic Objectives**, tested and formed in the coming months

# Innovation District Task Force – Roles and Expectations (continued)

- Operate as a **Center of Encouragement and Collaboration**
  - Promote the value of engagement at the Innovation District, Holyoke, and Regional Levels
- At the close of this formative process, be the **Best Equipped Leadership Team** in North America in terms of knowing and understanding the priorities for execution over the coming months and years, and having a superior knowledge base about the value proposition of the Innovation District

# What will it take to be successful?

**Team**

er of the Market

**Playing Field**

ge and Meaning

**Intent**

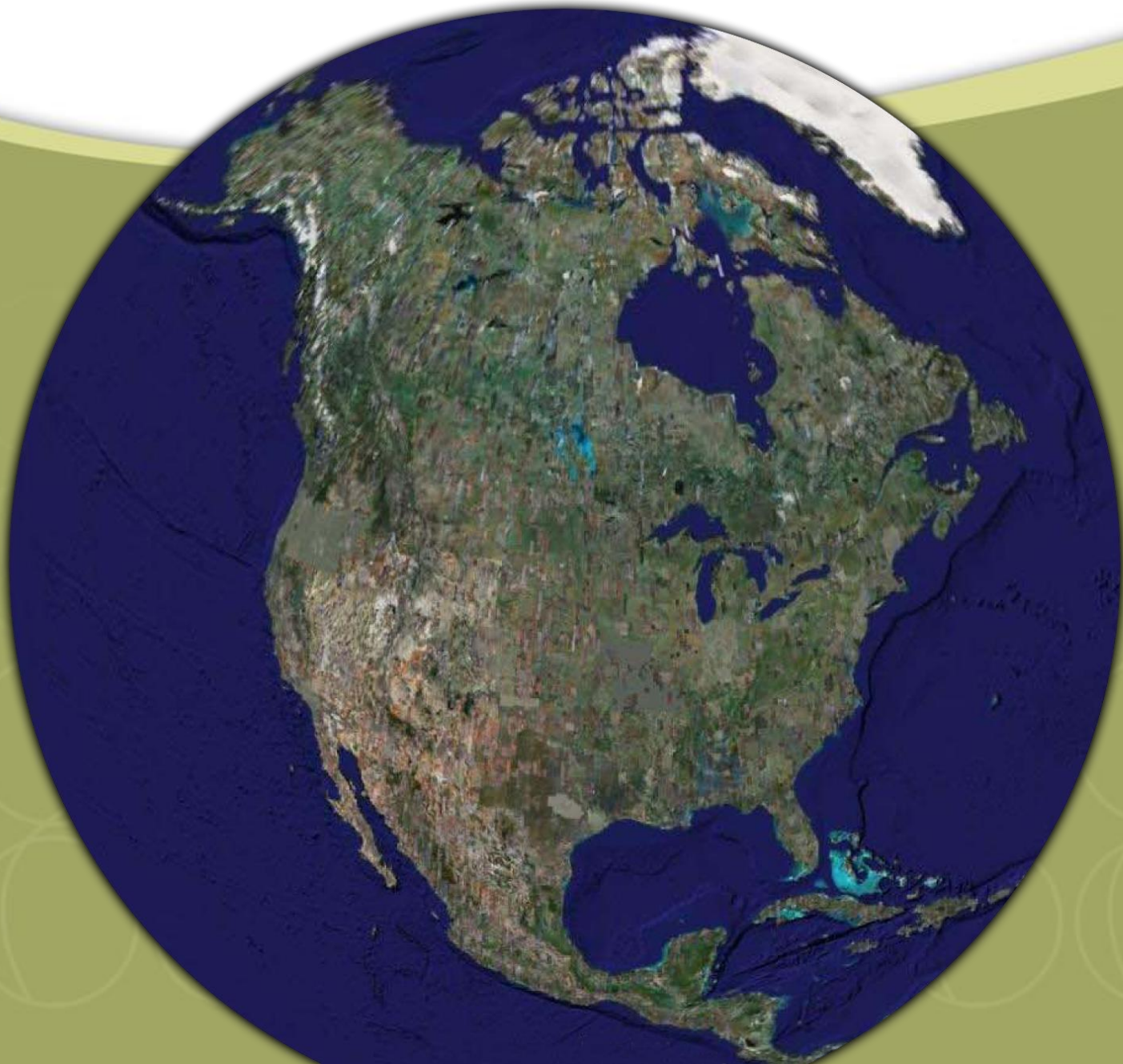
nt and Clarity

**Resources**

and Dedicated Service

# **RUDDER TEAM**

*...Why are you here?*



# **A RUDDER TEAM...**

tests assumptions...

documents progress...

focuses on customers...

is characterized by transparency...

ties operational and tactical steps to objectives...

# Innovation District Design and Development Task Force – Mission and Goals

- **Mission** – To represent the economic development interests of the city of Holyoke and the Pioneer Valley through active dialogue and participation during the development of a vision, design, and development plan for the innovation district to be anchored by a world-class, state-of-the-art High Performance Computing Center

- **Goals**

- Articulate innovation-based economic development opportunities associated with the emergence of an innovation district anchored by GHPCC in Holyoke’s Canal District
- Help Holyoke analyze and develop spatial, organizational and business strategy to maximize economic growth potential created by GHPCC, create conditions for digital technology industry, and help the emergence of an innovation in the Pioneer Valley
- Engage with stakeholders and expert organizations in development of a strategy to attract advanced computing talent, entrepreneurs, investment and firms
- Assist in the design of incentives and initiatives to help build relationships and partnerships engaging higher education and research institutions in innovation district development
- Serve as interlocutors and liaisons of the region with state govt officials with interest in maximizing economic development impact of the state’s investment in GHPCC

# DRAFT Statement of Intent

**We intend to explore and activate assets for jobs, enterprises, entrepreneurs, and investment by:**

- Making honest, data-driven decisions about the most meaningful opportunities for our community
- Producing and continuously updating an Innovation District Strategy which will draw on our strengths and heritage, and link to enterprises and jobs of the future
- Leveraging the full extent of Pioneer Valley regional assets and state resources, and doing our part in transforming the reputation and future of our region

# **The Tough Questions**

*When?*

*How?*

*Who?*

*How do You Know?*



# **Tracking Progress and Ensuring Transparency**

# Session Notes: Proof/Learning/Committee to Action

## Audiences

Intent

Portal Alignment

Summary

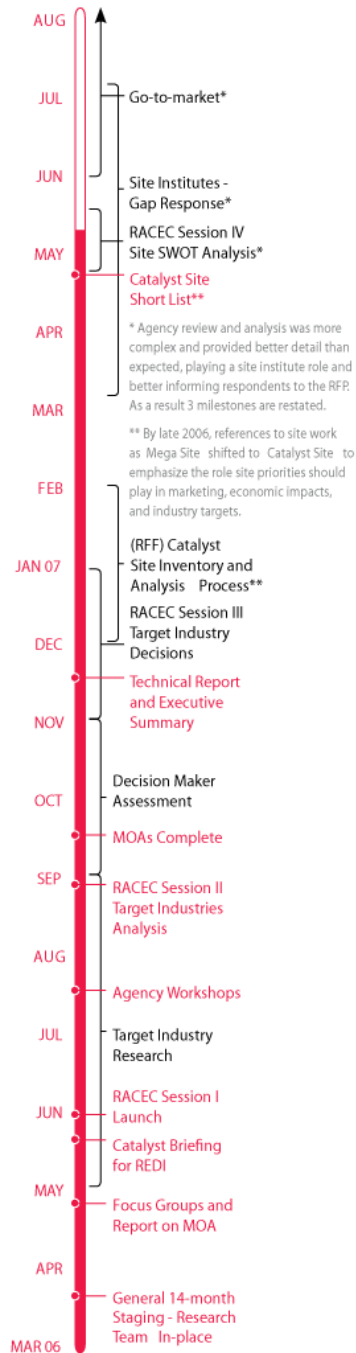
Milestone Timeline

Key Assumptions and Learning

Action Items

Data Requests

# SC RACEEC Catalyst Site TIMELINE







# **Workshop Discussion:** **Competitive Market Assets,** **Industry Opportunities and Vision**

# DRAFT Statement of Intent

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# Next Steps

- Complete Draft Task 2 Baseline Conditions and SWOT
  - Data-driven analysis of economic strengths and challenges
  - EDSAT Update for Holyoke with Dukakis Center
  - February Task Force meeting – review draft SWOT assessment
- Continue stakeholder outreach and public input
  - Industry representatives in Pioneer Valley
  - Participate in January 2011 Urban Renewal Plan meetings
- Research and due diligence regarding energy, industry and eco-system strategy opportunities

# **QUESTIONS and ANSWERS**