

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

**Innovation District Task Force Meeting – Draft Strategy  
Framework**

**April 6, 2011**














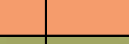
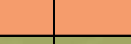




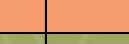
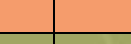
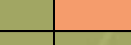
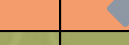




# Today's Agenda

- Project Status Update
- Strategic Planning Framework – Goals, Objectives, Strategies, Actions, Reporting/Measurement
  - Draft Strategic Goals and Objectives
  - Economic Development Performance Measures
- Discussion of Draft Strategy for Innovation Eco-System
  - Talent/workforce, entrepreneurship, sites, transportation, etc
- Next Steps

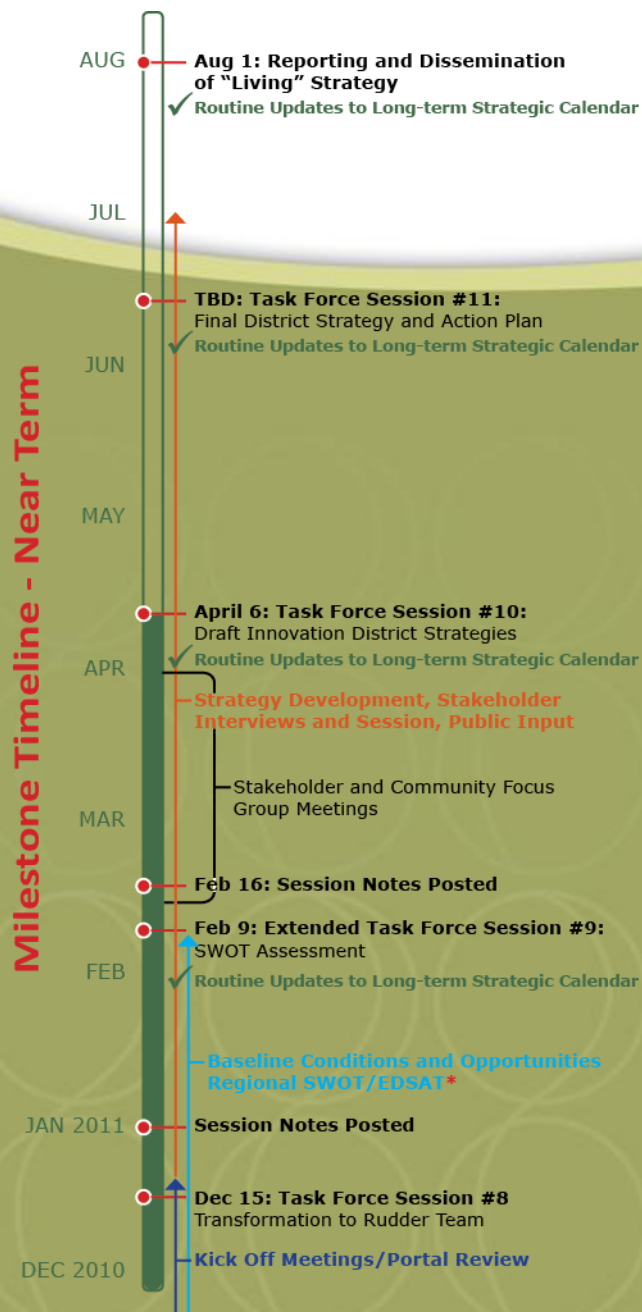
# Project Schedule – 3<sup>rd</sup> In-Depth Working Session

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



# Innovation District Strategy Project Calendar - Near Term Milestones

\* Economic Development Self Assessment Tool for Holyoke

# Project Status Update – Work Activities

- Attended the Holyoke Urban Renewal Plan public meetings
- Led Holyoke Community Stakeholder Focus Group meetings
- Continued stakeholder meetings – local entrepreneurs, roundtable of talent/education, interviews
- Draft strategic plan framework (based on SWOT Analysis)
  - Reviewed with PVPC, Holyoke, EOHED
- Draft economic development performance measures
- Draft energy strategy development – initial research/findings
  - Exploring smart grid, waste heat recovery, existing projects in Greenfield/Franklin County

# Public/Stakeholder Outreach – Meetings Held

- Holyoke Community Stakeholder Groups – 75 attendees
  - March 9, 2011
    - Manufacturers
    - Local Business Owners/Landowners
    - Community Based Organizations
    - Holyoke Youth Commission
  - March 10, 2011
    - Holyoke Works – 25 Holyoke-based workforce representatives
    - Church Representatives/Spanish
    - Holyoke Public Schools/Representatives/Superintendent Dupont
    - Holyoke Community College class

# Major Themes/Findings of the Meetings

- Education critical for business attraction and linking residents to jobs
  - Keep students in school and motivated
  - Need universal access to high band-width
  - Decrease dropout rate (mobility is a big issue in Holyoke)
  - Increase internship opportunities with local/regional businesses
  - Encourage college/university students to volunteer in Holyoke and demonstrate the possibilities by example
- Enhance labor pool to meet job opportunities
  - Mid-level career experience is preferred at many manufacturing companies
  - Grow workforce development and continuing education programs
- Revitalize Holyoke for stronger business opportunities
  - Preserve and revitalize existing infrastructure
  - Establish an Arts and Innovation District – stick with “innovation” model (rather than “industry”)

# Major Themes/Findings of the Meetings

- Increase home ownership and quality of rental portfolio
  - Provide assistance to homeowners for home improvements
  - Canal Walk, Victory Theater, planned train station, knowledge corridor and proximity to higher education institutions are downtown amenities
- Improve site marketability to help attract businesses to downtown Holyoke
  - Identify vacancies and market available portfolio to possible industries – remove blight to make sites more appealing
    - Availability of space – focus industrial activity in targeted areas
    - Free-Trade Zone
    - Low costs (e.g., energy, land, etc.)
    - Accessibility to transportation corridors (e.g., I-391, I-91, and rail)

# Major Themes/Findings of the Meetings

- Arts in Holyoke – promote galleries, live/work space
  - Commitment to hosting downtown Holyoke events
- Safe/creative activities for kids/teenagers
  - Need venue to showcase their talent
    - Play instruments, sing, dance, etc.
  - Sports complex (indoor soccer/basketball? Fund existing assets like Boys/Girls Club?)
- Recreation as part of integrated development strategy
  - Community Center (East Hampton is a good example)
  - Need more/improved community parks and open spaces and access to the CT River

# **DRAFT Strategic Planning Framework**

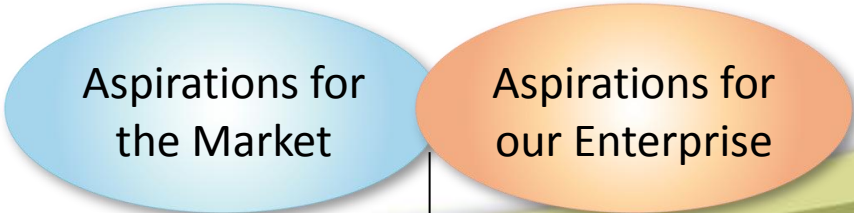
# Strategic Goals Guidelines

- Support and elaborate on the mission of the organization
- Are actionable and achievable
- Utilize adjectives in order to promote measurement and definitions
- Should be defined by achievements
- Should demand proof of concept
- Challenge staff experts to write operating plans
- Overlap and interrelate to create a balanced scorecard
- Identify and leverage collaborative partners and missing resources

# Statement of Intent – Link to Strategic Plan

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

- *Testing* ideas and assumptions every step of the way with the people who make the real decisions about jobs and investment
- Making honest, data-driven decisions about *the most meaningful opportunities* for our community
- Producing and continuously updating an *Innovation District Strategy* with our expectations for growth and redevelopment, drawing on our strengths and heritage, and linking to enterprises and jobs of the future
- Leveraging the full extent of *Pioneer Valley regional assets and connectivity* with state and federal resources, and doing our part in transforming the reputation and future of our region

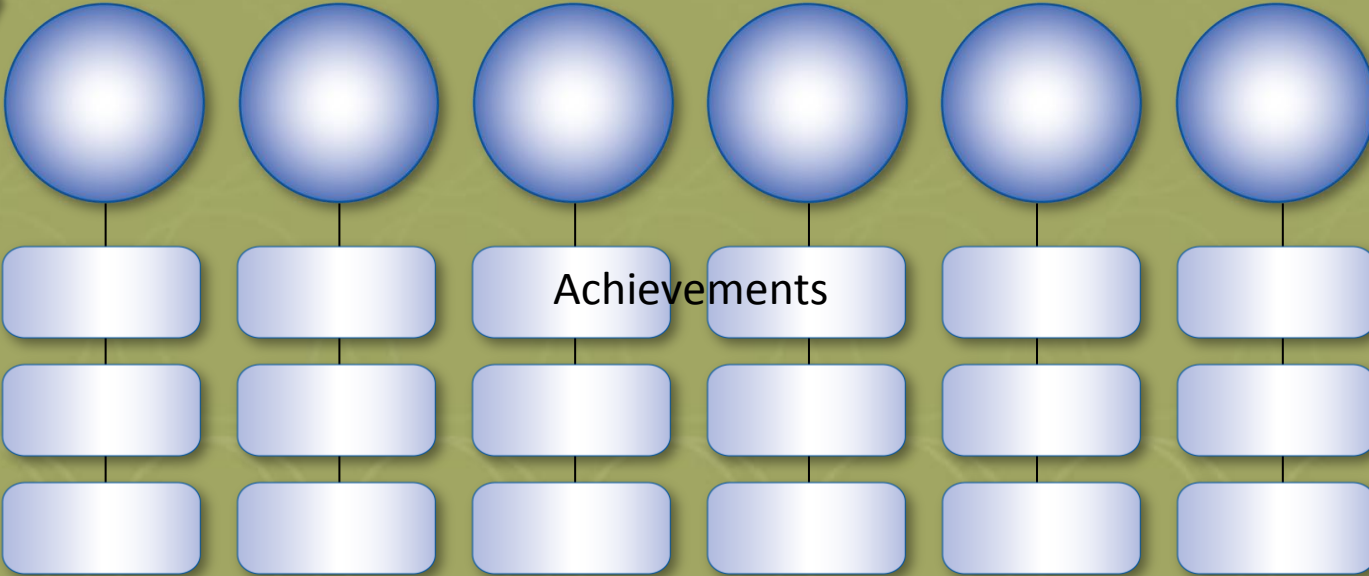


Business of the Enterprise

Goals

RESOURCES

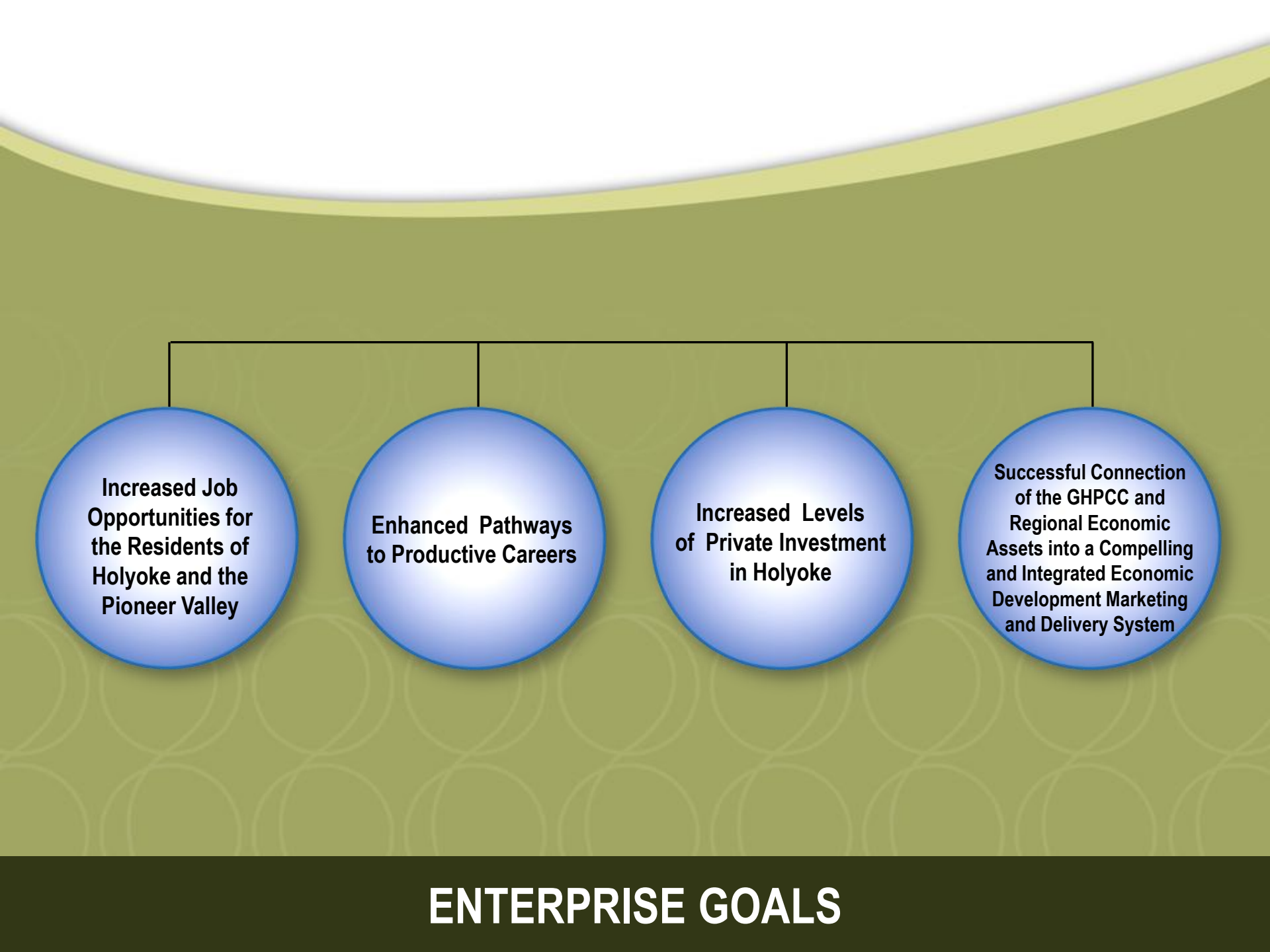
COLLABORATIVE PARTNERS



Operating Plans



# ENTERPRISE GOALS MODEL

A diagram showing four enterprise goals in blue circles, connected by a horizontal line at the top. The background is a light green color with a pattern of overlapping circles. The goals are: 1. Increased Job Opportunities for the Residents of Holyoke and the Pioneer Valley. 2. Enhanced Pathways to Productive Careers. 3. Increased Levels of Private Investment in Holyoke. 4. Successful Connection of the GHPCC and Regional Economic Assets into a Compelling and Integrated Economic Development Marketing and Delivery System.

**Increased Job Opportunities for the Residents of Holyoke and the Pioneer Valley**

**Enhanced Pathways to Productive Careers**

**Increased Levels of Private Investment in Holyoke**

**Successful Connection of the GHPCC and Regional Economic Assets into a Compelling and Integrated Economic Development Marketing and Delivery System**

# **ENTERPRISE GOALS**

# Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley

## GOALS

Increase job opportunities for residents of Holyoke and the Pioneer Valley

Provide enhanced pathways to productive careers in the workforce

Attract increased levels of private investment to Holyoke

Successfully connect the GHPCC and regional assets into an integrated economic development marketing and delivery system

## OBJECTIVES

- Providing a desirable walkable urban environment for live, work, play, and learning opportunities that supports economic growth
- Leveraging and connecting the region's educational assets for a world-class, business-focused talent delivery system
- Marketing regional transportation and fiber optic assets to attract businesses and support economic growth
- Developing compelling marketing information and an integrated local/regional/state economic development delivery system
- Leveraging the diversity of community to create an exciting and supportive environment in which to start and grow a business

- Maintaining Holyoke's low-cost, renewable energy-based competitive advantage by expanding renewable energy generation and R&D bases innovations

- Identifying and targeting a portfolio of industry clusters for business start-up, expansion, retention, and attraction opportunities
- Leveraging the presence of the GHPCC and the five university Research Consortium to promote Holyoke and the Pioneer Valley for research & development and market-based opportunities

## STRATEGIES

Innovation Eco-System

Talent/Workforce

Transportation

Sites/Infrastructure

Live, Work, Play, Learn Environment

Policies and Regulatory Environment

Energy Strategy

Generation

Operations

Research & Development

Manufacturing

Industry Clusters and Opportunities

Digital Technologies

Manufacturing

Construction and Green Design

Renewable Energy – R&D, Smart Grid, Operations

Creative Economy

Urban Agriculture

# DRAFT Strategic Goals

- Increase job opportunities for the residents of Holyoke and the Pioneer Valley
- Provide enhanced pathways to productive careers in the workforce
- Attract increased levels of private investment to Holyoke
- Successfully connect the GHPCC and regional economic assets into a compelling and integrated economic development marketing and delivery system

# Achieve the Goals by:

- Identifying and targeting a portfolio of industry clusters for business start-up, expansion, retention, and attraction
- Leveraging the presence of GHPCC and the Research Consortium to promote Holyoke and the region for R&D and market-based opportunities
- Maintaining Holyoke's low-cost renewable energy-based competitive advantage by expanding renewable energy generation and R&D innovations
- Providing a desirable urban environment for live, work, play, and learning opportunities that support economic growth

# Achieve the Goals by: (continued)

- Leveraging and connecting the region's educational assets for a world-class, business focused talent delivery system
- Marketing regional transportation and fiber optic assets to attract businesses and support economic growth
- Developing compelling marketing information and an integrated local/regional/state economic development delivery system
- Leveraging the diversity of the community to create an exciting and supportive environment to start and grow a business

# Economic Development Indicators & Targets

Economic Indicator	Holyoke		Region	
	Current	2020 Target	Current	2020 Target
Total Jobs	20,949	24,091	275,644	303,208
Unemployment Rate	11.6%	7.5%	8.7%	6.0%
Population	38,320	46,712	698,903	772,024
Education				
High School or better	74.9%	85.0%	85.7%	90.0%
Bachelors degree or better	21.3%	27.0%	27.4%	32.0%
High School Dropout Rate	9.5%	5.0%	2.9% (state)	n/a
Income & Poverty Rates				
Families Below Poverty Rate	27.1%	15.0%	11.3%	9.0%
Median Household Income	\$35,828	\$44,785	\$49,177	\$56,554
Innovative & High Growth Industries (5-year job growth)				
Education and Health Care	-6.2%	8.0%	5.9%	10.0%
Information	-49.3%	20.0%	-8.9%	8.0%
Utilities/Energy	12.9%	15.0%	8.5%	12.0%

# **Draft Strategies for Innovation Eco-System**

# Talent/Workforce

- Strategy
  - Leverage and connect region's educational assets for a world-class, business-focused talent delivery system
- Actions and Initiatives
  - PreK-12 educational improvements with emphasis on motivation and partnering with GHPCC Research Consortium, 5 Colleges and regional 2/4 year schools, STEM Collaborative
  - Develop seamless regional talent delivery system
  - STEM learning opportunities and community connections via GHPCC – computer lab, outreach, “hands-on”
  - Increase presence of college students in Holyoke
  - Retain greater share of region's college graduates

# Sites/Infrastructure

- Strategy
  - Provide an appealing, business friendly portfolio of sites and development opportunities in the Innovation District
- Actions and Initiatives
  - Selectively clear and demolish industrial sites
  - Provide environmental remediation and guaranteed expedited permitting for “ready to go” sites (Devens model)
  - Designate areas of Innovation District for arts/innovation (live/work, R&D, office, retail, etc) and industrial/manuf.
    - Target manufacturing/distribution uses at rail-served industrial sites near river, not in conflict with residential uses
  - Expand and promote fiber optic IT infrastructure
    - Areas for free high-speed wireless in Innovation District
    - GHPCC, Springfield/Greenfield data centers showcase facilities

# Transportation

- Strategy
  - Market and implement local/regional transportation connections and opportunities to support economic growth and TOD
- Actions and Initiatives
  - Locate, design, fund build Holyoke train station
    - Complete TOD planning for land use/connections near station
  - Fund and implement regional passenger rail service enhancements – train frequency north of Springfield
  - More frequent direct bus service to downtown Holyoke from area colleges and 5 Colleges bus system
  - Designate and improve truck routes to/from industrial sites of Innovation District and I-91 and I-391

# Live, Work, Play, Learn Environment

- Strategy
  - Provide a desirable walkable urban environment that supports business and residential growth in the Innovation District
- Actions and Initiatives
  - Complete Canal Walk, improve streetscapes and sidewalks, clean-up trash, etc
  - Expand residential base of population in Holyoke through market-rate and affordable housing options
    - Historic tax credits and incentives in Gateway Cities
  - Focus commercial/retail activity on key corridors such as High St and Main St with façade program
    - Active first floor use – non-profit services to upper floors
  - Host downtown Holyoke social, cultural, artistic events

# Policies and Business Environment

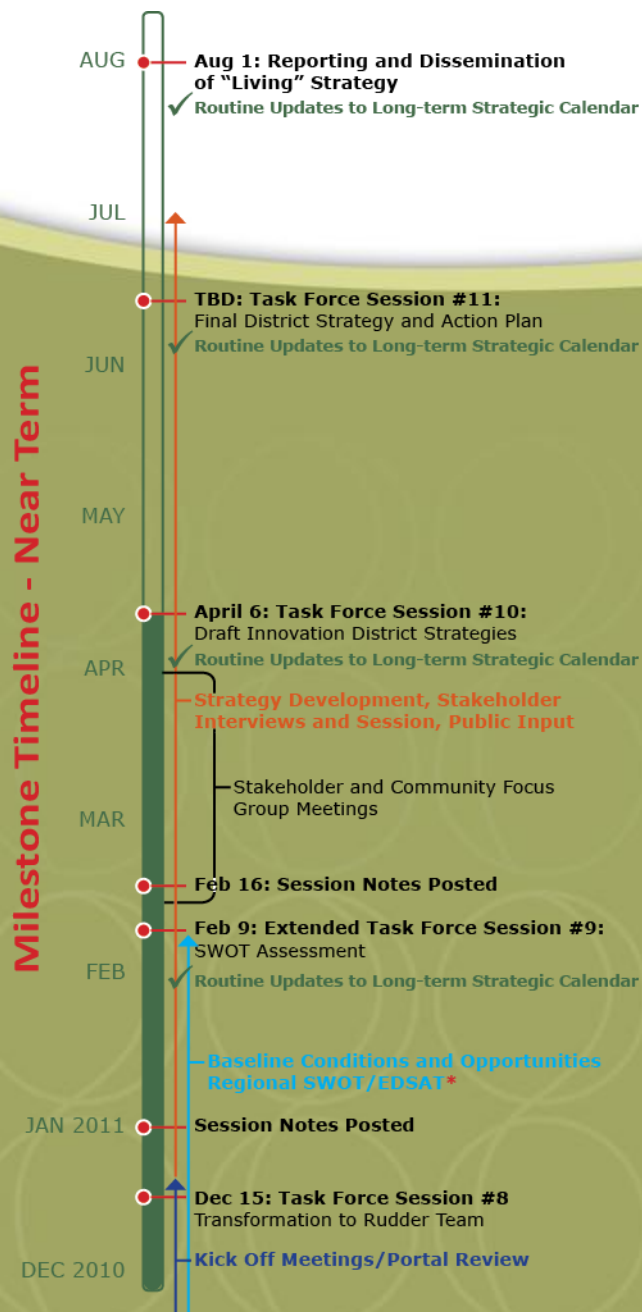
- Strategy
  - Provide a world-class economic development environment through entrepreneurship, financing, marketing, and delivery of services
- Actions and Initiatives
  - Expand small business and entrepreneurial support
    - Leverage existing assets of Enterprise Center at STCC
    - Low-cost space, tax incentives in Innovation District for start-ups
  - Streamline Holyoke's permitting process
  - Extend Holyoke's TIF program to 15-20 years
  - Promote and target Holyoke's Free Trade Zone
  - Work with PVRR and state on industrial rail access program
  - Identify teams to implement strategy: Team Holyoke; regional/local marketing; talent supply chain delivery

# Site Selection and Delivery of Economic Development Services

- Site consultants are receptive to exactly what markets want to position on web sites as long as credibility and updates are maintained
- If a market does not position the data in a credible and useful way, and on the terms expected by site consultants, they will create their own portfolio
- If a lack of teamwork and parochial challenges are in plain view of the communities of a region, then it is in plain view of the site consultant
- Talent matters most
- Regions will win and lose based on customer service
- ED customer service from city, to region, to state must be clear to all teams
- Document entrepreneurial activity, especially when it is in the supply chains of target industry clusters
- Link the GHPCC site decision to related decisions of the past decade in Holyoke and the Pioneer Valley – Conduct due diligence on the processes used
- Draw on the site expertise resident in the Pioneer Valley, with special focus on technology/innovation companies, IT, energy, and security/Homeland Defense

# Next Steps

- Revise draft strategy framework, goals/objectives based on Task Force meeting feedback
- Complete draft energy strategy development
- Conduct strategic workshops on key areas:
  - Digital Technologies and entrepreneurship
  - Smart grid and energy
- Due diligence regarding strategic opportunities
  - Interviews with industries, site selectors, universities
- Complete draft strategies on innovation eco-system and industry cluster opportunities
- Task Force meeting on June 8<sup>th</sup> – longer working session



# Innovation District Strategy Project Calendar - Near Term Milestones

\* Economic Development Self Assessment Tool for Holyoke

# **QUESTIONS and ANSWERS**