

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

DRAFT Strategy, Summary of Workshop Results

August 4, 2011



Today's Agenda












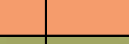
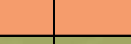




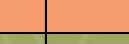
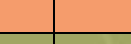
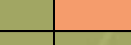
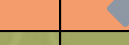




- Progress and project schedule
- Draft Strategy
 - 4 innovation eco-system foundational strategies
 - 4 industry cluster strategies
- Summary of results from August 3 Workshop
- Discussion of 8 strategies
 - Task Force leaders
 - Priorities, partners and implementation
- Next Steps

www.innovateholyoke.com

Project Schedule and Key Tasks

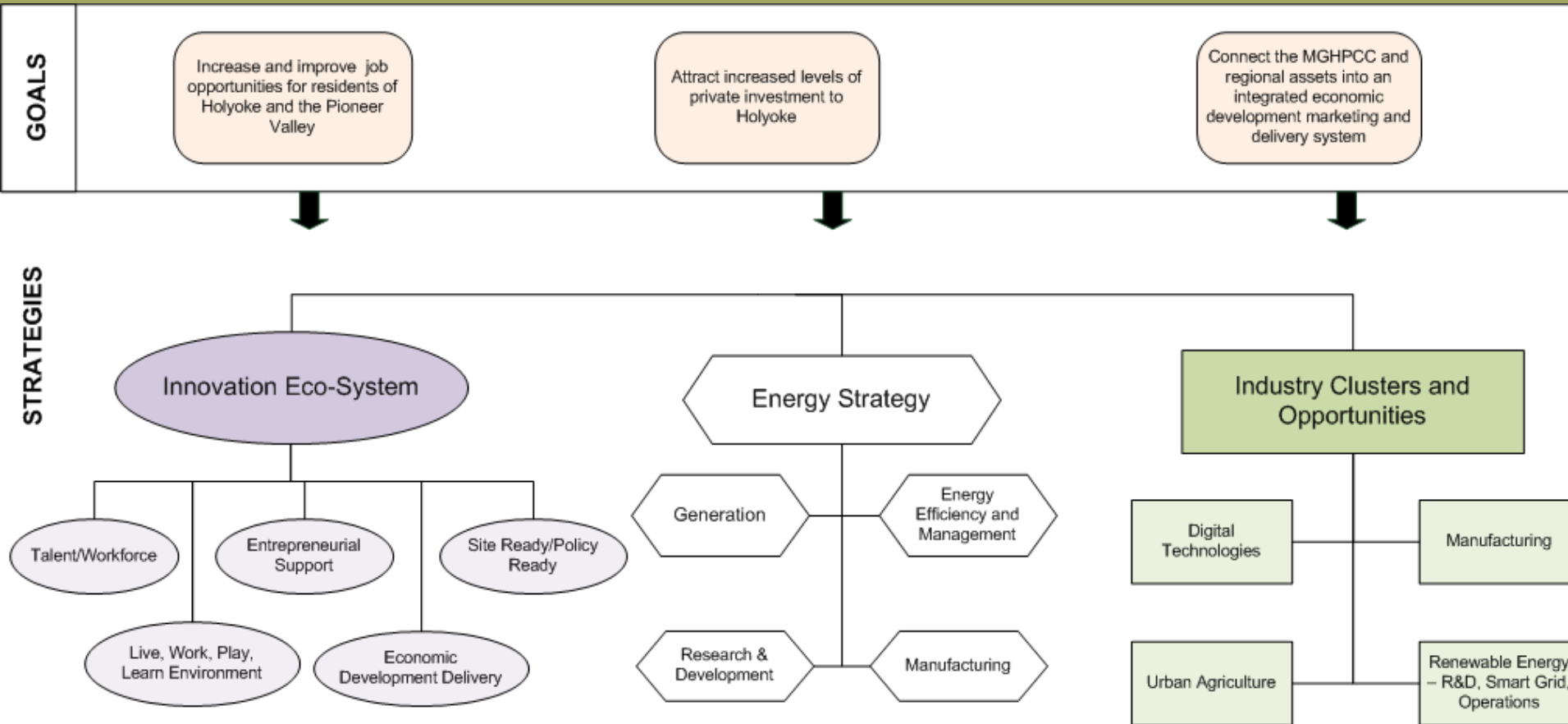
HDR Team

9 months

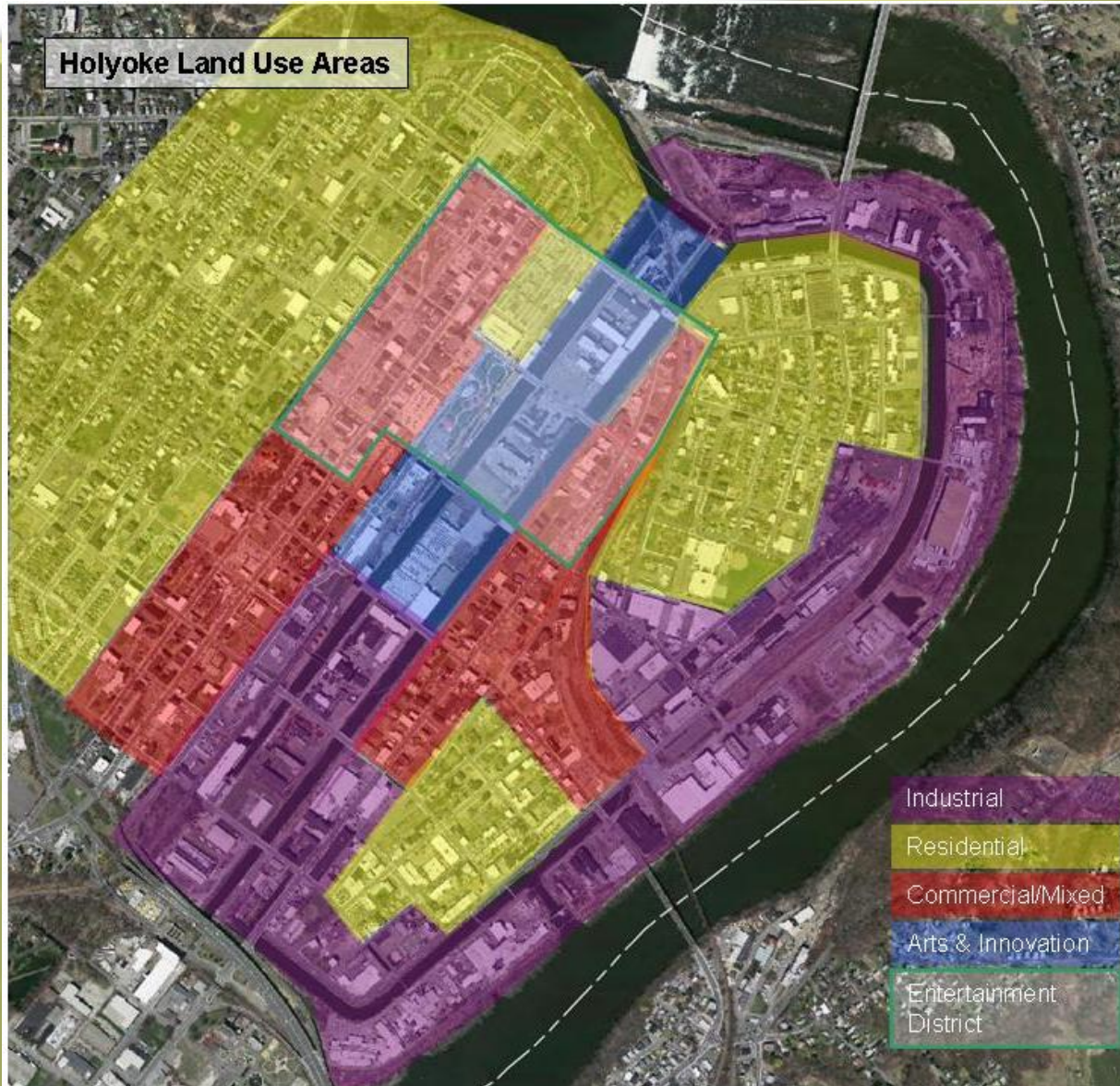
Month	1	2	3	4	5	6	7	8	9
TASK									
Task 1: Prioritization & Preparatory Activities									
Task 2: Analysis of Baseline Conditions & Opportunities									
Task 3: Energy Strategy Development									
Task 4: Industry Cluster Strategy Development									
Task 5: Innovation Ecosystem Strategy Development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

 Deliverable

Innovation-Based Economic Development Strategy for Holyoke and Pioneer Valley



Targeting Land Use in the Innovation District



Refining Actionable Strategies

HDR WORKSHOP

- 5 Hour Session
- 80 Participants
- Advance Review of Actionable Strategies
- Combination of Small Group Discussions and Plenary Sessions
- Workbooks with Critical Questions

Objectives for the Afternoon of Work

- ✓ Create Environment for Candid, Detailed Discussion of 8 Actionable Strategies ... 4 at a Time
- ✓ Ensure Leaders Involved in Task Force Work Thus Far are Available to Provide Context and Background
- ✓ Consider and Record Recommendations and Observations on How to Refine Actionable Strategies
- ✓ Take Advantage of Insights on How to Optimize Actionable Strategies
- ✓ Ensure Today's Task Force Session Report on the Workshop Reflects the Thoughtful Work of Leaders

8 Actionable Strategies

Site Ready/Policy Ready

Talent and Workforce Development

Entrepreneurial Eco-system

Digital Technologies/IT Industry Cluster

Economic Development Delivery System

Clean Energy Innovation and Development

Manufacturing Industry Cluster

Urban Agriculture Industry Cluster

Questions that Must be Answered

1 Have We Identified the Necessary Collaborative Partners?

4 How Should Action Items be Prioritized?

2 What is Missing?

5 Have We Identified the Right Project Lead(s) to get things Started?

3 Are there Improvements or Additions to Action Items?

6 How do We Communicate Success/Impacts?

Refining Actionable Strategies

1. We are **ON STRATEGY**

Focus is on Refinements and Improvements. New Information, Assets, and Emphasis Based on Feedback. Few Questions Regarding Additional Due Diligence.

2. We are **IMPROVING OUR LANGUAGE / Nomenclature**

All Actionable Strategies were Provided with Improved Language, Requests for Additional Detail, and Additional Text. We are Communicating on Our Terms for Multiple Audiences.

3. We are **Improving our Regional Roles and Relationships**

We are Combining Assets of the Pioneer Valley. All Strategies Have Holyoke and Regional Roles. Allocate Work and Resources to Ensure Superior Products and Service.

4. We Provided **PRACTICAL PRIORITIES on What Work Comes First**

In Many Cases “We Must Do All of It”

Detail and Distinction Regarding Milestones/Schedule and Importance of Strategies

Refining Actionable Strategies

5. We Found over 80 Opportunities for New Collaborative Partners, Team Expansion and Improved Networking.

6. Identity and Reputation Cut Across all Discussions

Time to Begin Considering How Our Progress will Add Up to a Stronger Reputation – Regional Branding and Communicating Success

7. Destination Pioneer Valley / Destination Holyoke

Asset and Event Mapping Appears to Make Our Community a Destination for Leaders, Analysts, Architects, Educators, Planners, Clean Tech, Policy Makers...

8. We must Confront and Eliminate Barriers

Be Sure all Actionable Strategies are Updated to Show Pathways to Limiting and Eliminating Barriers

Project Management to Implement the Strategic Plan



WHO ... Selects a Meaningful Project/Milestone Resource?

WHO ... Updates and Intervenes?

WHO ... Ensures the Right Questions are Being Asked?

WHO ... Marks the Milestone?

HOW ... Is the Information Managed?

HOW ... Do We Map Accountabilities?

When ... Do We Share, Convene, and Celebrate?

Where ... Are the First Leaps?

NEXT STEPS

- ➔ **Transcribe Workbooks**
- ➔ **Get Started on Rewrites
and Test New Language**

8 Actionable Strategies

Site Ready/Policy Ready

Manufacturing Industry Cluster

Entrepreneurial Eco-system

Digital Technologies/IT Industry Cluster

Economic Development Delivery System

Clean Energy Innovation and Development

Talent and Workforce Development

Urban Agriculture Industry Cluster

Next Steps

- Revise strategic plan based on Workshop
 - Edits/comments from Task Force on Draft Strategy document by Thursday, August 11
- Draft complete technical report
- Review and editing in September
- Final report and strategic plan documents by end of September
- Task Force meeting in October