

**MINUTES OF THE INNOVATION DISTRICT
DESIGN AND DEVELOPMENT TASK FORCE MEETING #7**

Wednesday, October 27, 2010 at 2:30 p.m.

**Holyoke Heritage State Park, Visitors Center Exhibit Hall
221 Appleton Street, Holyoke, Massachusetts**

Task Force Members Present:

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| <input checked="" type="checkbox"/> Tim Brennan, Pioneer Valley Planning Commission | <input checked="" type="checkbox"/> William Ward, Regional Employment Board |
| <input checked="" type="checkbox"/> Kathy Anderson, City of Holyoke | <input type="checkbox"/> John Judge, Springfield Office of Planning and Development |
| <input checked="" type="checkbox"/> Robert Gilbert, James Dowd and Sons/Holyoke Chamber of Commerce | <input checked="" type="checkbox"/> Felix Morales, Premier Accounting |
| <input checked="" type="checkbox"/> William Messner, Holyoke Community College | <input checked="" type="checkbox"/> Gladys Lebron-Martinez, CareerPoint |
| <input checked="" type="checkbox"/> Kip Foley, Cover Technologies, Inc. | <input checked="" type="checkbox"/> Dan D'Alma, IBEW, Local 7 |
| <input checked="" type="checkbox"/> Larry Bay, Holyoke Works | <input checked="" type="checkbox"/> Elaine Pluta, City of Holyoke |
| <input type="checkbox"/> Michael Malone, University of Massachusetts | <input checked="" type="checkbox"/> Eric Nakajima, Executive Office of Housing and Economic Development |
| <input checked="" type="checkbox"/> John Doyle, CPA Consultant | <input checked="" type="checkbox"/> Patrick Larkin, John Adams Innovation Institute – Massachusetts Technology Collaborative |
| <input type="checkbox"/> James Lavelle, Holyoke Gas & Electric | <input checked="" type="checkbox"/> Michael Vedovelli, Massachusetts Office of Business Development |
| <input checked="" type="checkbox"/> Douglas Bowen, Peoples Bank (Holyoke) | <input checked="" 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 checked="" 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 type="checkbox"/> John Mullin, UMass Amherst | <input checked="" type="checkbox"/> Natalie Blais, Office of U.S. Congressman John Olver |
| <input 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 |

Guests Present:

Melissa Ablett, Massachusetts Technology Collaborative	Robert Kispert, Massachusetts Technology Collaborative
Esthela Bergeron, Carousel Studios	Constance Kennedy, Premier Accounting
Ann Burke, Western Massachusetts EDC	Michael Marchewk
Todd Diacon, University of Massachusetts	Kathy McCabe, McCabe Enterprises
Mark Duffy, Quantum	James A. Moore, HDR, Inc.
Pat Duffy, Holyoke Redevelopment Authority	Kate O'Sullivan, UMass Journalism Program
Stacey Earnest, Country Inn and Suites	Nancy Sachs, PCS80
Bruce Fowler, PCS80	David Scher, The Canal Gallery
Kenneth Gale, Tectonic Engineering	Lori Tanner, Pioneer Valley Planning Commission
Indrani Kowlessar Gallagher, Pioneer Valley Planning Commission	Carlos Vega, Holyoke Resident
John Goodhue, MGHGCC	Daniel T. Walsh, Monarch Enterprises
Dan Hodge, HDR, Inc.	Michael Wright, Western Massachusetts EDC

1. Call to Order and Welcome With Brief Opening Remarks/Announcements by Co-Chairs

The seventh meeting of the Innovation District Design and Development Task Force was called to order at 2:34 p.m. by the Task Force's Co-Chair Tim Brennan who welcomed all those present. Mr. Brennan noted that within the last 90 days substantial progress has been made. A final site had been selected for the high-performance computing center as well as the ground breaking for it. Mr. Brennan further commented that a consultant team has been engaged who will be meeting extensively with the Task Force beginning at today's meeting. Mr. Brennan also commented the Cisco's Smart Community and Connected Communities pilot has been unveiled and the feasibility study on Holyoke's rail station linked to the rebuilding of the region's main north-south rail corridor is now underway. Consequently there's lots of work happening tied to Holyoke's GHPCC project and more to come over the next year.

2. Minutes of the Previous Task Force Meeting Which Was Held on July 29, 2010

Mr. Brennan remarked that since Task Force members just received the minutes from the July 29th meeting at this meeting he gave them the option of deferring approval of these minutes to the next meeting. Hearing no objections on voting on the July 29th meeting minutes now, Mr. Brennan called for motion to approve them.

MOVED BY ROBERT GILBERT, SECONDED BY HELENE FLORIO, TO APPROVE THE MINUTES OF THE INNOVATION DISTRICT DESIGN AND DEVELOPMENT TASK FORCE MEETING HELD ON JULY 29, 2010.

Mr. Brennan asked if there were any questions, comments or corrections regarding the subject meeting minutes but none were forthcoming.

THERE BEING NO QUESTIONS, COMMENTS OR CORRECTIONS, THE MINUTES OF THE INNOVATION DISTRICT DESIGN AND DEVELOPMENT TASK FORCE MEETING HELD ON JULY 29, 2010 WERE UNANIMOUSLY APPROVED.

3. Completion Report on the Massachusetts Technology Collaborative's Selection and Successful Engagement of the Consultant Firm, HDR Incorporated, to Guide and Assist the Innovation District Task Force Assemble a Comprehensive Strategy That Leverages Economic Development and Job Growth Opportunities for Holyoke's Innovation District and the Surrounding Region

Mr. Brennan asked Mayor Elaine Pluta if she had any opening remarks, and Mayor Pluta said she was pleased with the pace of progress on the GHPCC and thanked Mr. Brennan for updating the Task Force on all the good things that have been happening in Holyoke. Mr. Brennan asked Ms. Anderson if she had anything she'd like to report on. Ms. Anderson mentioned that Phase II of the Canal Walk project has been launched and meetings have taken place with the abutters involved in the next phase of this downtown project. Ms. Anderson also stated that the City of Holyoke and its consultant

have begun work to develop the City's Urban Renewal Plan and the City is currently planning a series of public meetings relative to this project.

Mr. Brennan then stated that with the input and assistance of Task Force members, the Massachusetts Technology Collaborative (MTC) has recently hired the consultant team which will be partnering with the Innovation District Task Force for the next several months on the Innovation District strategic planning project. Mr. Brennan then stated that Pat Larkin, Director of the John Adams Innovation Institute at MTC is here today and will update Task Force members on the process that was involved leading up to the selection of the recommended consultant team. Mr. Brennan then thanked Mr. Larkin and his colleagues for accelerating the pace of the selection process to make this decision with the assistance and input of the MTC board in order to make it possible to retain the consultant team and their partners as quickly as possible.

Mr. Larkin explained that the John Adams Innovation Institute is a division of MTC which works in line with the Commonwealth's Secretary of Housing and Economic Development Greg Bialecki on behalf of his office's priorities. Mr. Larkin stated that the Commonwealth of Massachusetts as well as the John Adams Innovation Institute's governing board are committed to seeing the Innovation District project through and have established it as a top priority. Mr. Larkin further noted that MTC's Board has authorized an award of up to \$250,000 to engage a recommended consultant group to work on this project here in Holyoke as well as throughout the region.

Mr. Larkin then reviewed why MTC's Innovation Institute had decided to take on the Holyoke Innovation District project. Mr. Larkin explained that MTC's Innovation Institute believes that the purpose of the Task Force is to create a vision and a strategic plan to improve upon the innovation economy in Holyoke and the surrounding region. Mr. Larkin further observed that there has been a catalyzing event to create an innovation economy in the region, namely the location of an academic high-performance computing center in downtown Holyoke. Mr. Larkin commented that the designated consultant team will work with the Task Force using it as a steering committee for its assignment and this will also provide an opportunity for Task Force members to understand the evolution of the vision and the strategy that emerges and will inform this process along the way. Mr. Larkin further explained that it is important to understand that the scope of this consultant engagement has to be broad in order to not only to understand and exploit the opportunities as represented by Holyoke's high-performance computing center but all of the complementary and unrelated prospects for innovation and growth in the Pioneer Valley region.

Mr. Larkin next reviewed the selection process used to retain the consultant team and noted that the MTC's Request for Proposals (RFP) was made available in June. Mr. Larkin further stated that the RFP was built and constructed in close collaboration with Mr. Brennan, Ms. Anderson and other economic development officials in the region. Mr. Larkin commented that eight responses to the RFP were received from consultant firms and that four passed the threshold review. Mr. Larkin then explained that after an extensive review of the proposals submitted by the four applicants which was performed in consultation with stakeholders to the project, three consultant applicants were scheduled for interviews. Mr. Larkin stated that the interview process took a few weeks to complete and he added that the interview panel was comprised of MTC staff, kindred organizations and people in the Holyoke community. Mr. Larkin noted that after the interview process the proposals were rank ordered and negotiations were initiated with the interview panel's first choice and an agreement with the primary consultant firm, HDR Incorporated, was successfully reached.

Mr. Larkin noted that the interview panel was looking for a consultant team that could work with the Task Force and articulate a vision and an action agenda for the community and the region. Mr. Larkin added that the interview panel wanted the designated consultant team to provide a definition and documentation of what would be considered a cluster growth strategy. Specifically, Mr. Larkin stated that the consultant team needs to target what are the best industry segments for a high-performance computing center and determine how to grow and build the regional economy around these industry clusters. Mr. Larkin further explained that the interview panel was looking for a consultant team that could look for ways to develop the broader regional innovation economy and to improve the general ecosystem for innovation in the region. Finally, Mr. Larkin stated that the interview panel was looking for a consultant team that has the ability to prioritize and sequence the key messages and communications that are required to successfully bring the community into this endeavor. Mr. Larkin then introduced and welcomed Dan Hodge, Principal Economist and Project Manager of HDR, Inc. who is part of the selected consultant group. Mr. Larkin explained that Mr. Hodge and his colleague James Moore are here today to give an overview of HDR's approach to this engagement which will be carried out over a nine- to ten-month time frame. Mr. Brennan noted we are now moving to item four on today's meeting agenda.

4. Introduction of and an In-Depth Conversation With Key Staff of the HDR Consultant Team Which Will be Working With the Innovation Task Force and Other Partners to Develop and Action Strategy that Can Leverage the Maximum Economic Benefits Afforded by the GHPCC and the City's Innovation District

Mr. Hodge thanked Mr. Larkin for his introduction and stated that he and his colleagues look forward to working with the Task Force on this important project. Mr. Hodge then explained that for his presentation that he wanted to give an overview of the project's objectives and key tasks. Afterward, Mr. Hodge said that Mr. Moore will review the public input and community engagement process which will be critical to the project's success. Mr. Hodge added that after Mr. Moore's presentation Mr. Hodge will review the roles and expectations for the Task Force and then there will be an opportunity for discussion and initial feedback.

Mr. Hodge explained that HDR wanted to focus on an action-oriented agenda and strategy and he further noted that another key objective is to focus on an industry cluster development strategy. Mr. Hodge remarked that from his perspective this means looking for the industry-based economic opportunities that either tie directly to the high-performance computing center or to an innovation-based strategy where the computing center may be an indicator of some of the opportunities that can come to the region. Mr. Hodge commented that the third project objective is to focus on the region and to recognize that the regional economy and workforce are not limited to municipal boundaries. Mr. Hodge then explained that HDR wanted to emphasize not just the industries that have opportunities for success but the supporting strategies and investment that might be needed to achieve success. Finally, Mr. Hodge noted that the fourth project objective is to develop a consistent and compelling communications and marketing plan.

Mr. Hodge reviewed the HDR's guiding principles which were listed in his PowerPoint presentation:

- Market-based vision for economic development
- Identify near-term and long-term strategies to build the foundation for economic success
- Link to the City of Holyoke's Urban Renewal Plan and other existing local/regional initiatives
- Identify parties responsible for the implementation of the strategic plan and relevant stakeholders

Mr. Hodge then reviewed the anticipated nine-month project schedule which was broken down into the following major work tasks:

- Task 1: Prioritization and preparatory activities
- Task 2: Analysis of baseline conditions and opportunities
- Task 3: Energy strategy development which focuses on economic development opportunities that can be tied to hydropower
- Task 4: Industry cluster strategy development which consists of a broader set of industry opportunities that HDR will assess
- Task 5: Innovation ecosystem strategy development
- Task 6: Public input
- Task 7: Reporting and dissemination

Mr. Hodge then proposed that there be four in-depth Task Force working sessions where the consultant team leads and facilitates the meetings which will have specific topics, goals and objectives.

Mr. Hodge briefly highlighted a few of the key aspects within each task. He noted that there is a great deal of analysis work that needs to be done within Task 2 such as the baseline physical infrastructure, socioeconomic analysis global context and site location trends and an analysis of lessons learned from comparable examples of innovation districts and catalyst projects. Mr. Hodge further explained that the outcome of the analysis of the lessons learned is the Strengths, Weaknesses, Opportunities, Threats (SWOT) assessment which will involve one of the Innovation District Task Force's working sessions.

Mr. Hodge stated that as noted earlier in his presentation Task 3 consists of energy strategy development and is focused on economic development opportunities. However, Mr. Hodge explained that HDR will not do a detailed technical energy

assessment. Mr. Hodge noted that although HDR does need to understand the region's energy capacity this will be done at a conceptual level, specifically, how it ties in with industry opportunities.

Mr. Hodge stated that under Task 4, the industry cluster strategy work task, the team will seek to answer a series of questions about: which industries should be targeted; where these industries might they be located; the size or scale of the opportunity, and, what are the supporting strategies and investments that are needed in order to make these targeted industries successful. Mr. Hodge further explained that HDR wants to look at existing and emerging local industries that are already in place in Holyoke and the surrounding Pioneer Valley as well as business attraction to the area and anchor tenants.

Mr. Hodge then displayed a chart which graphically displayed the following four levels of the structure of HDR's industry cluster development: Strategic industry cluster identification; potential industry cluster opportunities; competitive industry cluster factors; and estimating the industry opportunity. Mr. Hodge then listed several areas that HDR will investigate in more detail in terms of what needs to be strengthened to promote economic growth such as the connection between workforce development, education, job training and community colleges.

Mr. Hodge then asked Mr. Moore to begin his presentation on Task 6 which is the public input and involvement process. Mr. Moore explained that he will walk through the public input process by reviewing some of the work that HDR accomplished in a recent case study and then he stated that he will discuss the specifics of Task 6.

Mr. Moore stated that he serves as the National Director of HDR's Planning and Urban Design Group and he explained that HDR does great deal of redevelopment-related work to help assemble groups of people as well as steering committees. Mr. Moore then noted that most of HDR's clients are from the public sector and he further remarked that public sector projects cannot be conducted successfully without an extensive community outreach process. Mr. Moore also mentioned that it is HDR's goal to establish a process that will work for the City of Holyoke and he added that it is his job is to facilitate this process so that some sort of consensus and understanding is achieved within the community plus the broader region.

Mr. Moore explained that one of HDR's goals in redevelopment projects is to facilitate extensive community involvement and he noted HDR prefers to use physical elements such as maps or models to get people engaged. Mr. Moore also noted that another technique that HDR uses to facilitate public input is to provide many opportunities for the community to participate. Mr. Moore noted that one technique that HDR uses to engage the community is participation exercises. Mr. Moore emphasized that this kind of approach should be engaging and fun in order to build a strong constituency in support of the project. Mr. Moore added that it is vitally important for the community participants to not only share their ideas with the consultant team but to get the community directly involved in presenting their ideas themselves. Mr. Moore then stated that the final process is to relate the community's ideas to outcomes and to show how these outcomes actually got implemented. Mr. Moore then remarked that his role is to facilitate community discussion and to document these conversations so that it dovetails with Mr. Hodge's work on quantitative data collection. These two sets of information will then eventually be blended into a final report of findings and recommendations that are action-focused.

Mr. Moore then reviewed an HDR case study of a community-based redevelopment effort that had been conducted in South Omaha, Nebraska. Mr. Moore noted that this redevelopment effort was funded and sponsored by a public-private consortium and he added that although there was a lot of old building infrastructure in this community that needed rehabilitation there was not a great deal of business disinvestment. Mr. Moore further stated that South Omaha had transitioned over the last 20 years from predominantly European to a neighborhood which is now approximately 55% Hispanic, many of whom are first generation and spoke little English. Given this fact Mr. Moore noted that HDR decided to conduct bilingual surveys before beginning the project in earnest, and ultimately the majority of this study's findings and recommendations were published in Spanish.

Mr. Moore remarked that HDR's overall strategy with South Omaha was to recognize and to tap into the public knowledge of the community. Mr. Moore also stated that another part of HDR's strategy was to leverage existing social networks. For example, in the South Omaha case study, HDR discovered that a strength of the community was within its churches so HDR asked church leaders if HDR consultants could attend church social mixers to more easily connect with residents.

Mr. Moore commented that HDR used focus groups in South Omaha to get information from the community since typically people who are afraid of speaking in large groups are more willing to speak in a small group or in an anonymous interview situation in which the same questions are asked of each group or individual. Mr. Moore stated that in this way very

interesting sets of data can be gathered and compared. Mr. Moore said that another effective tool that HDR used in the South Omaha case study was a community interviewer program which consisted of a bilingual facilitator who worked with small groups to gather information and then would report back later to let participants know about HDR's findings.

Mr. Moore reviewed the technology tools which can often be used for public outreach and he acknowledged that a website has already been established for the Holyoke Innovation District project and noted that for the South Omaha case study a website was established to provide information and a related blog site was used to bring information back in. Mr. Moore also noted that for this case study linked streaming video on the website had proved to be a useful tool and that Twitter and Facebook were used to stimulate interaction.

Mr. Moore then reviewed HDR's preliminary agenda for the Holyoke Innovation District project which will involve: identifying who the key participants are; a preliminary discussion with Task Force members; determining the content, format and turnaround time of the preliminary survey; one-on-one or small group interviews with Task Force members and stakeholders; a Task Force/stakeholders workshop(s); a public forum which is a reporting out of what has happened over the last few months which provides an opportunity for feedback from the community; and lastly a PowerPoint presentation of the report's conclusions which can be used by members of the community for presentations or alternatively can be set up on the project's website.

Mr. Moore asked if there were any questions or comments on the materials that had been presented thus far. Robert Gilbert asked what kind of technology HDR will use to communicate with Task Force members. Mr. Moore suggested that possible ways for communicating with the Task Force could include establishing a Task Force email list that HDR could use to send weekly email blasts. Mr. Moore also remarked that posting information updates and new ideas on a website would also be an important communication tool. Mr. Gilbert then asked if these communications would be proprietary, and Mr. Moore asked the group how they felt about this. Mr. Brennan stated that these kinds of exchanges need to be open and that maximum communication with the Task Force and the community at large should be the way to go. Mr. Hodge then noted that at the end of the HDR presentation there will be a review of the importance of open and transparent communications as well as setting milestone calendars so that progress on the project can be documented.

Mr. Moore suggested that perhaps within the Task Force there could be an email link and that specific, dedicated information would go directly to Task Force members from this link. However, Mr. Moore noted that there could also be a web site which is open to the general public and that Task Force members could have an internal mechanism for being alerted to topics before they are made available on the web site. However, Mr. Moore cautioned if the content of the website is not updated regularly people will stop visiting it.

John Doyle stated that he would consider the Innovation District project a success if three or four companies located here and created 200 -300 jobs. Mr. Doyle noted that he did not believe that focus groups alone will be able to accomplish this. Mr. Doyle suggested that focusing on the industry strengths of the area and then directly approaching companies in these industries to relocate here could achieve greater success. Mr. Hodge explained that the stated objectives of the project are specifically focused on economic development in Holyoke and the surrounding region and he noted that HDR spent a lot of time reviewing the public input process in this meeting because it's an early activity to get organized on. However, Mr. Hodge emphasized that HDR will focus on industry opportunities.

Mr. Nakajima asked Mr. Hodge to provide background information on the members of the consultant team. Mr. Hodge explained that HDR is going to be the lead firm on this engagement and is a multidisciplinary company. Mr. Hodge added that HDR has a group within its organization that specializes in hydroelectric power which has worked in Holyoke for quite some time. Mr. Hodge also mentioned that HDR has as part of their team two sub-consulting firms. One sub-consultant group is Fairfield Index and its key staff member for this project will be Don Upton whose areas of focus are target industry studies and site selection processes. Mr. Hodge then explained that Mr. Upton is going to be the facilitator and mediator of the Task Force's in-depth workshop sessions. The other sub-consulting firm is the Dukakis Center for Urban and Regional Policy at Northeastern University. Mr. Hodge further stated that the two key staff people from this organization working on this project will be Barry Bluestone who is a distinguished economist and has done extensive work in the region and Joan Fitzgerald whose research focus is on connecting energy-based strategies and energy efficiency to economic development.

Jim Kurose noted that when Mr. Hodge discussed HDR's four objectives at the beginning of his presentation, one of those objectives was to develop a marketing plan. Mr. Kurose asked him to describe what this marketing plan would likely entail. Mr. Hodge explained that when he began thinking about a communications plan for this project he confessed that

he focused primarily on external communications. However, he noted that the consultant team recognized that there was a need for some form of public input in terms of how the community engages with the high-performance computing center as well as gathering ideas from the community on the economic opportunities and needs of the City of Holyoke. Mr. Hodge then stated that there is a need for Holyoke and the region to have a clear, compelling message that can explain the strategy that's coming out of this work as well as what are the primary industry targets.

William Messner asked Mr. Hodge to explain what will happen once a strategy is developed. Mr. Hodge noted that one of the topics that he had touched on earlier in his presentation as a guiding principle was to identify parties responsible for the implementation of the recommended strategic plan. Mr. Hodge then emphasized that the consultant team as well as Task Force members will need to determine who will be responsible for following up on each item for each strategy. Mr. Hodge then displayed the next PowerPoint slide in his presentation entitled, "Innovation District Task Force - Roles and Expectation" and noted that it is HDR's expectation that the Task Force members will be actively involved in implementing the strategies that come out of this effort.

Richard Henderson wondered if it would be worthwhile for the HDR consultant team and VHB, the City of Holyoke's Urban Renewal Plan consulting firm to have a joint meeting in order to share information. Mr. Hodge remarked that this was an appealing idea and he noted there is a potential concern from an economic development perspective that there might be so much overlap that both consultant teams are asking the same questions. Ms. Anderson explained that the intent from the beginning was to make sure that one plan is feeding into the other and that the elements from the Holyoke Innovation District project get folded into Holyoke's new Urban Renewal Plan which is scheduled for completion by January.

Mr. Gilbert had a question regarding the fourth key project objective stated by HDR which was, "Develop a regional innovation-based economic development strategy for the Knowledge Corridor." Specifically, Mr. Gilbert asked for HDR's definition of "Knowledge Corridor." Mr. Hodge asked Mr. Brennan to assist with answering this question. Mr. Brennan noted that when the Pioneer Valley Planning Commission did the plan for the Pioneer Valley economy in 1994 the planning district was not large enough so it was extended to include Franklin County because it was believed that planning needed to be done for the entire valley. Mr. Brennan added that his vision is to plan for an integrated metropolitan area which doesn't respect the state lines between Greater Hartford with the Pioneer Valley. Mr. Brennan added that one reason for wanting to do this is because the combined populations of Hartford and the Pioneer Valley add up to about 1.7 million and an expanded workforce and an increase in the total number of higher education institutions. Mr. Brennan also observed that the two areas already share other resources such as Bradley Airport as well as the rail and broadband projects which are connecting the two regions. Mr. Brennan then concluded that if we are going to avoid turning into a cul-de-sac in the northeast corridor we need to be connected and this project is one way of achieving this vision. Mr. Hodge added that the RFP was careful not to state specifically how to define the region and HDR stayed with this concept. Mr. Hodge further noted that through the course of the project when HDR gets into evaluating industry opportunities HDR may define the region in slightly different ways depending on the industry or the need in terms of a foundation for success.

Mr. Hodge then reviewed how the project's success can be defined and noted that an outcome of the first in-depth working session with the Task Force will be the creation of a statement of intent as well as a project milestone timeline which will have more detail than the nine-month project schedule that HDR reviewed earlier in the meeting. Mr. Hodge further stated that HDR would like the Task Force to be a rudder team that focuses on creating a balanced portfolio of strategic objectives that are tested and formed in the coming months. Mr. Hodge further explained that HDR would like the Task Force to become the center of encouragement and collaboration, promoting the value of engagement at the local and regional levels. Mr. Hodge added that at the end of the process it is HDR's goal that the Task Force becomes the best equipped leadership team in terms of understanding the project's priorities for execution for implementation over the coming months and years.

Mr. Hodge then discussed what it will take for this project to be successful and emphasized the importance of an open, transparent communications strategy using various forms of online methods. Mr. Hodge also noted the importance of creating outstanding documentation of the process such as a milestone calendar and a clear and concise framework for strategic goals. Mr. Hodge also noted the importance of recurring meetings and that there should always be an eye towards going to market in all that the Task Force does. Finally, Mr. Hodge remarked that there must be recognition that Task Force members will be the best representatives of the project's commitment to service, quality and execution.

Mr. Hodge reviewed his final PowerPoint slide on next steps which included the following activities:

- *Four in-depth working sessions working on:*
 - ✓ Defining a statement of intent, vision, preliminary strategic issues and ideas
 - ✓ Detailed review and feedback on the SWOT assessment
 - ✓ Two anticipated strategy sessions on 1) industry opportunities and targets; and 2) the ecosystem needed to realize those industry goals
- *Existing reports, data, studies:* Mr. Hodge noted that although HDR has already gathered a great deal of data and reports on the Pioneer Valley, he asked Task Force members or other parties to let him know of any recent studies of the Pioneer Valley.
- *Local/regional stakeholders, businesses:* Mr. Hodge requested that Task Force members suggest stakeholders within the region who they think may have helpful information as HDR defines industry opportunities in this area. Mr. Hodge also requested that Task Force members give to HDR the names of existing employers in the region that HDR should meet with and involve in crafting this innovation-based strategy for the region's future.
- *Interviews with Task Force members:* Mr. Hodge noted that Mr. Moore and his group will be scheduling a number of different meetings with Task Force members as well as members of the community.

Mr. Larkin observed that gathering the names of stakeholders and businesses for HDR to reach out to is a critical task. Mr. Larkin then suggested that Task Force members come up with three names and submit them directly to Mr. Hodge. Mr. Larkin then asked if there were any questions or comments on Mr. Hodge's and Mr. Moore's presentation. Gladys Lebron-Martinez asked if specific dates have been set for the in-depth Task Force sessions. Mr. Hodge stated that within the nine-month project schedule, it was anticipated that there will be in-depth Task Force meetings in months 2, 4, 6, and 8 and it was hoped that the first in-depth session might be scheduled at the end of this meeting. Mr. Hodge also noted that he and Mr. Moore will be working on a more detailed public input plan which will be fleshed out Task 6.

William Messner wondered if the consultant team will look at public policy measures at the municipal level that might foster or impede economic development in this area. Mr. Larkin noted that the consultant team would identify any constraints that require action beyond the control of the local community and would bring them to light for Secretary Bialecki of the Executive Office of Housing and Economic Development to champion. However, Mr. Larkin noted that this is not a policy engagement but instead will be very action oriented.

Natalie Blais observed that the nine-month timeline is a substantial period. She wondered if there will be an opportunity within this nine-month time frame to reach out to potential companies that may be interested in relocating to Holyoke to find out what their needs are in order to build some excitement in this effort. Helene Florio stated that it was her observation that the Holyoke Office of Planning and Economic Development has been functioning as the clearing house for any inquiries from businesses who are interested in relocating to this area. Mr. Florio then added that her office has received a few of these inquiries and has forwarded them to Ms. Anderson's and Mr. Brennan's offices. She further suggested that the Task Force should continue to direct its focus on the two offices of the Co-Chairs who are leading the Task Force's efforts.

Ms. Anderson asked if any audience members had questions or comments. An audience member asked if HDR's SWOT analysis will include other Gateway cities to see how Holyoke compares to them. Mr. Hodge noted that the self-assessment tool which is an early stage activity will compare Holyoke with other cities on a number of different metrics. Mr. Hodge added that within HDR's database of about 70 cities approximately 50 of these are in Massachusetts and New England so many of these comparisons will be with other Gateway cities.

There being no more questions for Mr. Hodge and Mr. Moore, Mr. Brennan and Ms. Anderson thanked the HDR staff representatives for their informative presentation and moved to the next agenda item.

5. Informational Update from the Holyoke HPCC University Consortium (i.e., MIT, University of Massachusetts, Boston University; Northeastern University and Harvard University)

Ms. Anderson then asked John Goodhue, Interim Executive Director of the Massachusetts Green High Performance Computing Center, Inc. (MGHPCC) to begin his presentation. Mr. Goodhue stated that he will review his responsibilities as the Executive Director and will recap why the MGHPCC selected Holyoke as its location. Mr. Goodhue stated that the Executive Director of the MGHPCC has three related primary responsibilities: 1) to build a data center that delivers computing cycles to the faculty researchers at the five higher education institutions so that they can do research that wasn't possible before; 2) to catalyze collaboration among the five universities for projects that would be too big for one institution to do alone; and 3) to function as the representative of the MGHPCC as a new member of this community.

Mr. Goodhue stated that as a business entity with a small profit margin, a number of aspects drove the decision to build a high-performance computing center in Holyoke such as: inexpensive green power; the fact that nearby in Chicopee there is a fiber hub; and that there will be dedicated fiber links from the university partners in the GHPCC Consortium to Holyoke's high-performance computing center which would not have been possible to install at other locations. Mr. Goodhue observed that having the computing center within a reasonable commute of all five participating higher education institutions is an asset and an important advantage of Holyoke.

Mr. Goodhue noted the MGHPCC is entering a new phase which consists of preparing the site for the building in parallel with the detailed design of the site. Mr. Goodhue added that if all goes according to plan the site design will be completed by next spring. Mr. Goodhue noted that following the design completion construction will begin and the facility is scheduled to be completed toward the end of calendar year 2012.

Mr. Goodhue noted that another important part of the MGHPCC's work is to become part of the community and Mr. Goodhue acknowledged the importance of the April 15, 2010 workshop with community leaders held at Holyoke Community College that was held to key on educational, outreach and economic opportunities with the MGHPCC. Mr. Goodhue also noted that Jeff Brancato, Associate Vice President for Economic Development at the University of Massachusetts and the University Consortium's liaison to the Task Force, has been working closely with Ms. Anderson, Mr. Brennan and Mayor Pluta so that the MGHPCC staff will have a better sense of the Holyoke community and its needs. There being no questions for Mr. Goodhue, Mr. Brennan thanked him for his thoughtful presentation and moved to the next agenda item.

6. Other Business Including Anticipated Agenda Items for the Next Task Force Meeting

Ms. Anderson announced that the next Task Force meeting is tentatively scheduled for Wednesday, December 8th, beginning at 2:30 p.m. at the Holyoke Transportation Center. Mr. Brennan reminded Task Force members that materials referenced to at this meeting as well as the video tape of this gathering will be posted on innovateholyoke.com, and Mr. Brennan urged Task Force members continue to use this website as a resource. There being no further business to conduct, Mr. Brennan adjourned the meeting at 4:36 p.m. without objection.