

**CITY OF HOLYOKE**  
**Creative Economy Industries Coordinator**  
**Strategic Plan 2013-2014**

- **Vision:** A growing cluster of creative industries in Holyoke, which can play an important part in spurring economic activity, place making, urban redevelopment and job creation for City residents.
- **Mission:** To showcase, support and grow creative industries in Holyoke by providing assistance from the public sector in order to increase private activity and investment. This assistance is geared to foster businesses from and attract businesses to Holyoke and increase economic activity in the city.

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**SUPPORT** – Lay the groundwork for the long-term growth of creative industries, artists and related enterprises.

- **Identifying opportunities** – Gather data and identify concrete actions for the expansion of creative industries and venues in Holyoke, particularly:
  - **Creative Industries Market Study** – identify resources and contract consultants to produce market feasibility studies needed regarding the development of the creative economy in Holyoke.
  - **Liquor Licenses** – Coordinate issues related to obtaining additional liquor licenses for downtown Holyoke.
  - **Film Production** – identify the resources required to facilitate Motion Picture Film Production and Commercial Photography in Holyoke.
    - Industry Resources – building and maintaining lists of local film industry resources such as equipment rental, hotels, caterers, craftsman, car/truck rental, electricians, plumbers and so on.
    - Workforce – work with . . . BFMC, Local Staffing agencies, unions and school programs. . .
  - **Resource identification** – Where applicable, apply for or guide the use of grants and/or other resources that are aligned with the strategies identified in this document.
- **Getting “Site Ready”** – Identify specific locations that are ready or more likely to be ready quicker for creative industry and related uses.
  - Locations – Assist in changing the use of spaces into opportunities for creative industries and place making, such as:
    - Restaurants
    - Gallery, Museum and Performance spaces – Make an inventory of all currently known and potential gallery, museum and performance space available in Holyoke for easy access and

- leasing. Verify and resolve “low hanging fruit” barriers to make use of potential spaces.
    - Filming Locations – Identify locations with high value for filming and photography. Coordinate with state and regional entities to provide information for film site selection.
    - Possible Production Studio
  - Permits – development and/or explanation of a simple, effective permit process that encourages media production and events in the city of Holyoke
    - Film
    - Sound
    - Street closures
    - City Services - Fire / Police / DPW / HG&E
    - Pop Ups – Indoor & Outdoor
- **Engagement - *the meshing of gears***- provide a conduit for stakeholders’ involvement and participation in creative economy initiatives.
  - *Creative Community* – engage artists, art entrepreneurs, creative and cultural product makers and members of the creative community.
    - One-on-one – reach out, meet and connect individuals and organization regarding art, history culture and tourism in Holyoke.
    - Schedule Open Discussions with the public for the purpose of feedback and direction on the arts and creative economy in Holyoke
  - *On Demand Projects* – provide access to city government for residents, artists and community organizers in matters of art, culture, history, tourism and creative economic development.

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**GROW** – Foster the growth of the creative economy in Holyoke by promoting critical efforts that increase linkages amongst creative industries and grows the creative workforce of the future.

- **Information** – gather information useful for the growth of creative industries
  - *Industry lists* – compile resource lists and databases that identify usable locations and spaces in the city, a registry of local artists and art enterprises, small business services (legal, financial and marketing), capital funding sources, supporters and sponsors of the arts and cultural events
  - *Government Key Contacts* – cultivate a list of key government offices and officials essential for growing the creative economy of Holyoke.
  
- **Industry Building** – Strengthen the cluster of creative industries in Holyoke by facilitating linkages amongst creative entrepreneurs and the industry’s workforce.
  - **Networking** – Establish and/or assist organizers in establishing opportunities encouraging creative industry entrepreneurs and artist to meet and collaborate. As well as facilitating their access to connections beyond their usual reach and/or business insight i.e. legal and financial support services and access to capital.
  - **Capacity Workshops** – identify needs and foster opportunities for industry and workforce capacity workshops, job fairs, and so on. Work with local staffing and employment organizations to match the needs of employers and the creative workforce.
  - **Chamber of Commerce** – encourage Creative Industries and working artists to take advantage of chamber member benefits and work with the Chamber to promote that value and recruit members from the creative community- potentially in preparation for a spin-off organization dedicated to “Creative Commerce”.
  
- **Maker Space** – Promote the creation of a community-operated physical space where people with common interests can collaborate to make things. These spaces can be viewed as open labs incorporating elements of machine shops, workshops and/or studios where members can come together to share resources and knowledge to exercise a craft, innovate and create things related to technology, machinery, media or related fields.
  - **Research** – Look at successful Maker Space models in other cities, consider best practices to implement in Holyoke, identify private entities that can develop this concept in the downtown.
  - **Development** – Advance the creation of a maker space in Holyoke’s innovation district along with a private entity.
  
- **Involving our Schools** - Serving as liaison to the School Department to open the opportunities of the creative economy to the workforce of the future.

- TBD (Coop Programs / Workshops / Events)
- Stained Glass / Introduction to Restoration

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**SHOWCASE** - Provide visibility for the City as a hub of creative industries and activity in the region.

- **Communication** – Improve the flow of information between the City and all stakeholders regarding the status of the Creative Economy, as well as how the City is perceived as a place for creative industries.
  - **Online** – increase Holyoke’s cyber presence; highlighting the City Webpage and Social Media Outlets as focal points for awareness regarding creative industries, events, activities, services and programs. (Write articles and post information on the city’s social media and on HolyokeRedevelopment .com / develop a “CreativeHolyoke” website or page)
  - **Advertising / Marketing / Branding** –
    - Promote Holyoke as a place of Art & Culture as a potential destination for creative/cultural product makers, art entrepreneurs to set up shop as well as increase tourism
    - Assist in ongoing development of City’s Website
    - Consult in city’s marketing and re-branding efforts
  - **Creative Economy Report** – Prepare a report on the state of the creative economy in Holyoke, containing qualitative and quantitative indicators, progress made since September 2012 and the potential for future growth to be presented to the Mayor and City Council in the Summer of 2014.
- **Creative Placemaking** - This is a situation in which "partners from public, private, non-profit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired."
  - **Banners** - Provide modern banners to adorn the canalwalk and downtown that promote Art & Industry in Holyoke.
    - Sponsors – identify business in Holyoke to sponsor banners
    - Design & VR elements – work with designer and media consultants to create banners and augmented virtual reality animations.
    - Production – work with designers, animators and manufactures to produce the banners and tutorial signage

- Installation – work with DPW and/or HG&E to install new posts and banners.
  - **Public Art.** – Conceptualize, cultivate and/or coordinate potential public art projects (such as sculpture, murals, installations, streetscape signage and so on) and administrate the program and process necessary to bring the projects to fruition– including identifying potential sources of funding, locations, and artists.
    - **Mayor’s Galley** – develop a program that displays art (possible for sale/fundraising) in City Hall and elsewhere in Holyoke curated by the Mayor’s office
  - **City Hall Restoration** – Spearhead the effort to kick-start fundraising for the 13 historic stained glass windows on the second floor of Holyoke’s City Hall.
  - **Downtown Wifi** – Spearhead the effort to provide free wireless internet access in downtown Holyoke.
- **Key Activities** – assisting organizers of key activities that highlight the creative economy in Holyoke over the 2012-2014 period
  - **HPL – Holyoke: Points of View.**
    - *Promoting* – assisting origination with branding and marketing the event, promoting the event to the community (via word of mouth, newsletter articles, blogs and social media) and to the press and media sponsors (press releases and interviews).
    - *Fundraising* – assisting in search for underwriters and obtaining their support
    - *Facilitating* -
      - Locations – assist in finding and navigating the process of securing locations both public and privately owned.
      - Seeding / Support / Cross-promoting – Conceptualizing and recognizing potential activities that correspond to H:POV, identify curators and/or support and coordinate with artist/organizers and incorporate project/exhibit/event into the larger programming/marketing umbrella.
      - Coordinate with Mayors Office and other City Departments
  - **Five Colleges design studio** –working with professors from the Five Colleges to facilitate its planning for placement of a design studio in downtown Holyoke.
    - Promote – market events on social media and to the press

- Facilitate – assist organizer in navigating city processes of holding public event (working with city departments such as legal, fire, police and so on.)
  - Coordinate – link UMASS program to potential creative economic projects in Holyoke
- **Passport Holyoke**
  - Promoting – assist organizers in marketing events and increasing attendance to Discover Holyoke Day
  - Facilitate – assist planning and coordinate programming for Discover Holyoke Day
  - Coordinate between City Departments
- **Road Race & Parade** – work with Parade and Race organizers to promote events and relay messages to the public and participants.
- **Pop Ups** – encourage temporary art, cultural, creative economy and community engagement events to “pop-up” in Holyoke
  - *Process* – define the process and mechanisms necessary to hold pop-up events in Holyoke. Produce a policy guide and checklist for various types of pop-ups in Holyoke.
  - *Facilitate* – assist in navigating that processes and identifying necessary support including locations and possible funding sources
    - (*define limitations -* )
  - *Promotion* – assist in promoting pop-up events by informing the community and interaction with local press.
  - *So far:* UMass Graduate Studio, Holiday Holyoke store, various Art exhibits in April Ideal Mill: After the Factory Screening