

FINAL REPORT

ACTION PLAN FOR 2007

THE

INNOVATION AGENDA

Growing The Creative Economy In Massachusetts

May 3, 2006 | Salem, Massachusetts

THE INNOVATION AGENDA CONFERENCE SPONSORS



The Salem Partnership is a public/private leadership organization directly involved in determining the outcome of issues critical to the greater Salem community. The members of the Partnership believe that a strong community creates a prosperous business climate. Members of the Partnership include city and state officials, CEOs of the major for-profit and not-for-profit businesses and community leaders. The goal of The Salem Partnership is to focus on key specific projects that will make a major impact on the economy of Salem and the North Shore region. Presently The Partnership is focused on three major initiatives: the renovation and expansion of the Salem Courts Complex; the Salem Port Development Project, which includes a harbor walk and ferry service from Salem to Boston; and the utilization of the Creative Economy as an economic engine for Southern Essex County. <http://www.salempartnership.org/>



The Enterprise Center at Salem State College is both a nonprofit business incubator where small businesses may lease space in the center's building and a virtual center for North Shore entrepreneurs at every stage of business development. Opened in 1998, the Enterprise Center offers office space for start-up and established companies and provides dozens of free programs designed to help small business owners and employees improve their business skills. The Enterprise Center also holds an annual Business Plan Competition aimed at finding high growth companies and is active in an initiative to grow the Creative Economy on the North Shore.

The Enterprise Center manifests the commitment of Salem State College to be a major force in the economic and cultural development of the North Shore in the 21st century and a "good neighbor" in the City of Salem. <http://www.enterprisetr.org/>



The John Adams Innovation Institute is the economic development arm of the Massachusetts Technology Collaborative. The Massachusetts Technology Collaborative (MTC) is the state's development agency for renewable energy and the innovation economy, which is responsible for one-quarter of all jobs in the Commonwealth. MTC administers the John Adams Innovation Institute which works to stimulate economic investment and activities in communities throughout the Commonwealth.
<http://www.masstech.org/institute/index>



The Massachusetts Cultural Council (MCC) is a state agency committed to fostering a central place for arts and culture in the everyday lives of citizens in communities across the Commonwealth. It pursues this mission through a combination of grants, services and advocacy for cultural organizations, schools, communities and artists. MCC's John and Abigail Adams Arts Program for Cultural Economic Development is the most far-reaching and ambitious program of its kind in the nation. Now in its tenth year, the program supports 33 projects involving 400 organizations in every region of Massachusetts, drawing on the state's extensive cultural assets to stimulate economic activity and create new jobs and income. <http://www.massculturalcouncil.org/>

THE INNOVATION AGENDA

Growing The Creative Economy In Massachusetts

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EXECUTIVE SUMMARY

The Innovation Agenda Brought the Right People Together

More than 200 strong, members and supporters of the Creative Economy in Massachusetts convened on May 3, 2006, in Salem, Massachusetts. During the daylong event, nearly 40 panelists and moderators participated in a total of nine workshops and plenary sessions, sharing their collective knowledge, insights, experiences and opinions on what is needed to spur the growth of the Creative Economy in the Commonwealth.

Both attendees and presenters alike came from all regions of the state and included representatives from the creative and technology communities as well as scholars, financial experts, business leaders and elected officials and others from both the public and private sectors. The Action Plan that follows is based on the recommendations of conference participants.

The Importance of the Creative Economy to the Future of the Commonwealth

Over the past centuries, the economy of Massachusetts has repeatedly reinvented itself—from maritime empire to manufacturing center to technology hub. Today's current economic environment and competitive global marketplace are creating a climate that calls for reinvention yet again. At the same time, today's knowledge workers are considerably more mobile, with advances in technology and communication enabling them to live and work where they choose.

This paradigm shift works in Massachusetts's favor. The Commonwealth offers a unique blend of innovative spirit, culture and geography that can attract and retain both individual contributors and larger companies. The Creative Economy provides a viable path for sustainable growth and fruitful economic development.

Nonprofit cultural organizations represent one of the key pillars of the Creative Economy in Massachusetts. The Creative Economy includes major employers, tourist magnets and contributors to our quality of life. New building projects for theaters and museums alone have pumped well over \$1 billion into the state's economy over the past five years. The Commonwealth should continue to follow the recommendations of the Cultural Task Force convened by the Boston Foundation in 2004. These included deepening strategic investments in nonprofit cultural organizations through the Massachusetts Cultural Council, the Massachusetts Historical Commission, the newly established Cultural Facilities Fund and other sources. By doing so, Massachusetts will also play an important role in leveraging private funding for arts and culture.

Conference Goals

The Innovation Agenda Conference marked the first time that representatives from art and culture, technology and business communities have come together to leverage existing strengths and plan a strategy for working together to promote economic growth and development throughout Massachusetts.

The conference builds on the extensive work that already exists in this area—past and present—including the Creative Economy Association of the North Shore (CEANS), the New England Council report, the New England Foundation for the Arts (NEFA) Creative Economy Reports and the related Counting on Culture Project, as well as regional competitiveness councils and the recently published Americans for the Arts Creative Industries database.

Why We Must Act NOW to Leverage the Success of The Innovation Agenda Conference

The Creative Economy is an idea whose time has definitely come. The Innovation Agenda Conference successfully launched the statewide dialogue. Now come the next crucial steps: to define a clear set of recommendations and develop a definitive plan of action to rollout at the local, regional and statewide levels, across the business and government sectors. The following Action Plan outlines recommendations on how to best achieve near-term and long-term goals and objectives for the Creative Economy in Massachusetts.

ACTION PLAN

Building upon the momentum generated during The Innovation Agenda Conference, it is imperative to move quickly to establish a clear, compelling plan for future action. Conference participants recommend the following:

First critical action: In order to plan and execute the following actions, it is strongly recommended that the Commonwealth establish and fund a nonprofit Commonwealth Creative Economy Council (CCEC) with statewide public and private representation and the capacity to deliver results.

Next step: Following the creation of the CCEC, the adoption of this Three-Phase Creative Economy Development Plan is recommended:

Phase 1: Lay the foundation for growth—and get the word out about the Creative Economy in Massachusetts

1. **Conduct research:** Develop and conduct an extensive statewide research program to identify and capture information on Creative Economy companies and organizations in Massachusetts. The CCEC will be responsible for conducting this extensive statewide survey and developing a database from the results. The research should include sole proprietors, part-time and contract workers, employees of nonprofit cultural organizations and individual artists as part of the labor count. We also need to understand the current size and scope of goods and services exported within the Creative Economy as well as their potential contribution to the Massachusetts economy. This research will build upon the successful pilot conducted on the North Shore. It is important to respect the fact that economic growth comes from the bottom up as well as the top down. Our economy can also grow one business at a time—and the Creative Economy encompasses many, many small businesses.
2. **Launch an online resource directory:** Develop and promote a web-based, data-filled resource highlighting the Creative Economy in Massachusetts and its member companies and organizations. The purpose of this online resource directory is to allow companies and individuals to find each other for business growth purposes—either for strategic alliances or for finding employees. Promoted and marketed locally and nationally, this online resource will establish a virtual Creative Economy community that will attract others to move to or invest in our state. The CCEC website will house the database developed from the above-mentioned survey and provide members and interested parties with easy access to this wealth of information. Potential vendors can also be researched and accessed via the web-hosted database. This concept is already in a pilot phase on the North Shore as a key part of the activities of the Creative Economy Association of the North Shore (CEANS), a trade association recently established to include all organizations in the Creative Economy in the region.
3. **Develop a comprehensive communications program:** Create and implement a communications program targeted to Creative Economy member companies, organizations, stakeholders and interested parties. Recommended communications vehicles include but are not limited to email, blogging and quarterly electronic newsletters designed to keep sector members up to date on programs and opportunities. This is an essential part of the community-building component of this Action Plan.
4. **Promote sector networking:** The CCEC will assist regions in establishing and organizing regional associations based on the CEANS model as well as support local programs as needed. The network will also undertake statewide events designed to bring together members of the Creative Economy from various regions across the Commonwealth.

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5. **Support business development networking:** Design and establish a bridging and networking program to connect Creative Economy businesses with the Commonwealth's largest companies as a catalyst for joint business opportunities. The CCEC will work with designated business associations as well as some of the largest employers in Massachusetts to establish and produce networking events and opportunities. These events will showcase the skills and capabilities of Creative Economy businesses to encourage potential collaboration and economic growth opportunities with larger companies.
6. **Establish best practices:** Research and develop a Creative Economy Best Practices Program that features programs that have been successful in fostering and developing the Creative Economy at the local and national level. The CCEC will research and post on its website examples of innovative programs and initiatives. The focus will be on efforts that have enhanced the Creative Economy engine within various communities. These detailed profiles will provide other organizations with insight into how to best develop and foster Creative Economy activities.
7. **Brand Massachusetts as The Creative Economy State:** Develop a comprehensive marketing campaign to brand, position and promote Massachusetts as "THE Creative Economy State" in the United States. Using the Commonwealth's prominent stature within the cultural, educational, healthcare, technological and financial communities will help uniquely position Massachusetts to better leverage Creative Economy opportunities. The goal of the campaign is to attract both individual members of the Creative Economy workforce as well as firms while encouraging those already here to stay. As part of this larger Creative Economy marketing campaign, the public and private sectors must work together more effectively to market and promote our state's cultural assets to national and international visitors.

Phase 2: Focus on economic initiatives and financial viability

Conducted simultaneously with Phase 1 activities, Phase 2 of the Creative Economy Action Plan calls for the creation of a series of economic initiatives to encourage the start-up and expansion of Creative Economy businesses. These initiatives include:

- Create affordable micro-loan programs for small creative economy businesses in start-up or expansion mode.
- Develop an angel fund or early-stage investor network for Creative Economy businesses
- Establish a venture capital investment fund for creative economy companies
- Launch technical assistance funding to help creative companies learn business skills
- Identify local funding opportunities and make that information available through creative economy networks





Phase 3: Foster creativity in education to sharpen competitive advantage

One way to help ensure growth in the Creative Economy of Massachusetts is to educate and retain workers who can solve problems, think imaginatively, demonstrate strong analytical skills and learn new procedures, technologies and ideas quickly. This directly links to core skills for the present day worker: inventive thinking, effective communication and high productivity.

This means that the CCEC must work with the education community to provide students with the skills they need to enter creative industries and to make students aware of job opportunities. This can be accomplished in several ways on multiple fronts:

- Encourage creativity and innovation at the elementary and secondary school level by integrating arts and culture more effectively into learning, both inside and outside of school
- Encourage stronger relationships between the state, arts and cultural institutions and its public schools
- Encourage stronger relationships between the state, technology and its public schools
- Integrate creativity, innovation and collaborative thinking into the curriculum at the college level
- Offer training in entrepreneurial and business management skills at the college level to students not only in business as well as the arts, humanities and sciences so all will be better equipped to work within today's global marketplace
- Recognize and support the need for lifelong learning in creativity, innovation and collaboration

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KEYNOTE ADDRESS SUMMARY

Delivered by:

PROFESSOR EDWARD L. GLAESER, Kennedy School of Government,
Harvard University

Abstract: Professor Glaeser's keynote address focused on the determinants of city growth and the role of cities as centers of idea transmission. He discussed how the Boston region has repeatedly reinvented itself. Now it's time for reinvention again—and the Creative Economy may well provide the way.

Key Takeaways:

- Two key factors affect the rise and fall of urban areas:
 1. Changes in modes and costs of transportation
 2. Preferences for warmer climates and amenities
- But keep in mind: it takes more than just cars and sun to determine urban success. Skills matter as well.
- Historically, the Boston region has continually reinvented itself economically:
 - As a seller of goods to new immigrants arriving from England
 - As a seller of cash crops, trading with the American South and the Caribbean region
 - As a capital of a maritime empire
 - As a manufacturing center
 - As a hub for computer technology and electronic engineering
 - And what's next? It could well depend on continuing to be a center for idea creation.
- In the context of skills and reinvention, you can follow one or two roads on your way to building a Creative Economy:
 - The traditional top-down approach—This "producer" approach focuses on attracting specific industries and firms to the region, with success dependent on the ability to select the future winners
 - Flip it and consider the bottom-up approach to innovation—This "consumer" or "individual worker" approach focuses on attracting skilled, smart people to the region. Then get out of their way and let them innovate.

"I certainly yield to no one in my belief that the future of Massachusetts is based on innovation and creativity—and that our future will not be based on the industries of the past. The cities that have survived have become ones that have focused around new thoughts and new creativity."

"We need to be a haven for attracting smart, skilled people. In my view, the right policies toward creativity are not producer-driven but are worker-driven. It's the bottom-up innovation strategy—and it's about getting the right people here, not about attracting firms."

"Over time, the importance of proximity to people and, even more so, the importance of proximity to ideas have become far more important than the gains that once came from moving goods quickly over short distances. So, for example, Salem could once thrive on the basis of moving goods into boats. Today, it has to thrive on the basis of moving creativity and ideas."

— **Professor Edward L. Glaeser,**
Kennedy School of Government,
Harvard University



PANEL DISCUSSION SUMMARY: THE PERFECT BRAINSTORM

Speakers:

GEORGE DONNELLY, Editor, Boston Business Journal, Moderator

MICHAEL GOODMAN, Director of Economic and Public Policy Research, University of Massachusetts, Donahue Institute

DAN L. MONROE, Executive Director and CEO, Peabody Essex Museum, Salem

JOHN R. SCHNEIDER, Vice President, The Massachusetts Institute for a New Commonwealth (MassINC)

BETH SIEGEL, President and Co-founder of Mt. Auburn Associates, Cambridge

Abstract: Thought leaders came together to discuss the economic profile and impact of innovation and creativity in Massachusetts and the country at large. The group explored new ways to grow the state economy through the convergence of culture and technology.

Key Takeaways:

- To fuel economic growth through creative industries, Massachusetts needs to focus on three key areas:
 1. Better understand our competitive strengths as the production and distribution of creative products emerges as a growth industry
 2. Pay greater attention to the importance of design as a critical competitive industry for many goods in the global marketplace
 3. Nurture and encourage the creative thinking that artists and cultural workers bring to all business sectors
- Address the skills gap in the state of Massachusetts by investing in:
 - Improvements to the quality of life for the people who live here and choose to live here
 - Improvements to our public elementary, secondary and higher education system, with greater emphasis on fostering creativity and providing instruction in English as a second language



"I think we are well-positioned in the global competition for investment and job growth if we take care to invest in what is our competitive advantage—our people, our educational institutions and, ultimately, our innovative capacity."

—**Michael Goodman, Director of Economic and Public Policy Research at U Mass Donahue Institute**

"There are many opportunities at many levels for government, for the arts and cultural nonprofit sector to work together. If we bring these assets together, we will see more of a convergence among the cultural community, the business community and the Creative Economy. The kinds of issues we are discussing can be a primary driver for a very bright future to help offset some of the concerns around such things as education quality and population decline."

—**Dan L. Monroe, Executive Director and CEO Peabody Essex Museum, Salem**

"We need a sense of urgency about the impact of demographic changes on our Massachusetts workforce, on our communities and on our ability to attract and retain a creative, skilled workforce."

—**John R. Schneider, Vice President, The Massachusetts Institute for a New Commonwealth (MassINC)**

"I think Massachusetts needs to apply its creative and innovative thinking on how to build competitive advantage in our creative industries. To quote from a special issue of *BusinessWeek* that focused on design, 'When people talk about innovation in the 1990s, they invariably meant technology. When people speak of innovation today, it is more likely to mean design. Consumers who are choking on choice look at design as the new differentiator.' And I think we need to think about that in Massachusetts."

—**Beth Siegel, President and Co-founder of Mt. Auburn Associates, Cambridge**

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- Consider four ways to help Massachusetts address the challenges of changing demographics that include a decreasing population, aging baby boomers and a shift in immigrant population:
 1. Develop a longer-term vision of what kind of place we want the state to become and what kind of economy we want to support
 2. Think about Massachusetts in the year 2020 and make the growth choices now
 3. Embrace the reform and revitalization of our institutions, policies, regulations, communities and markets to develop a specific set of goals and outcomes
 4. Promote collaboration across the board—between public and private sectors, between creative and traditional businesses, between state governments and regional systems
- Remember to expand the parameters of the art and cultural community beyond tourism. Simply re-emphasizing New England's rich heritage may not produce the desired results. Look beyond to visual communication, Internet businesses, design and architecture as a source of growth in today's economy.
- Commit to delivering on the promise of public/private partnerships. It's a mantra we often hear but one that is not often fully implemented.

CONFERENCE SESSION AND WORKSHOP SUMMARY: CITY FUTURES

Speakers:

HON. KIMBERLY DRISCOLL, Mayor of Salem, Moderator

HON. SCOTT LANG, Mayor of New Bedford

HON. TIMOTHY MURRAY, Mayor of Worcester

HON. JAMES RUBERTO, Mayor of Pittsfield

Abstract: Knowledge workers like to live and work in areas with high levels of culture, history and beauty. These preferences make many Massachusetts cities particularly appealing. Mayors from four diverse cities in each area of the state discussed how they have used the nexus of technology and culture to revive their inner cities, attract new residents and businesses, increase tax revenue and reenergize their downtown areas.

Key Takeaways:

- **Have a plan.** Create and publish a thoughtful, fully developed plan to stimulate interest in the Creative Economy. State your vision and the actions you can realistically take to achieve that vision. Secure buy-in with other elected city officials and community leaders. Build a case for how the arts and culture should be considered community assets.
- **Embrace technology.** Technology is critical to success. Support knowledge and creative workers with Internet services and free or affordable Wi-Fi access throughout the downtown area.
- **Make it official.** Government involvement is vital and plays a key role in developing the Creative Economy. Fund and create a Cultural Development Office and/or titled position in city governments to lead the Creative Economy charge, plan and organize events as well as coordinate grants and other funding opportunities. In this way, you'll have an advocate for the Creative Economy—someone who can promote individual institutions and activities while helping to weave arts and culture into the fabric of the city.

"Part of the challenge of being a community leader is to help people understand what the Creative Economy is and how it makes a difference."

—**Hon. Kimberly Driscoll, Mayor of Salem**

"What has grown in the last fifteen years or so is an artisan community in New Bedford that I believe is a core element to revitalizing downtown—both from a housing standpoint and an economic standpoint."

—**Hon Scott Lang, Mayor of New Bedford**

"Today many of the creative jobs are smaller jobs. Individual entrepreneurs may be working out of the house initially, then growing and moving to small offices. Technology such as Wi-Fi service downtown is absolutely critical."

—**Hon. Timothy Murray, Mayor of Worcester**

"You have to put your money where your mouth is. If you want to really see success in the cultural, creative arena, you have to continue to articulate your vision—recognizing that forty percent or more of the people will think you're crazy. You also have to celebrate every success."

—**Hon. James Ruberto, Mayor of Pittsfield**

- **Creativity spurs more activity.** A flourishing creative community can generate a synergy of other types of public and nonprofit organizations along with private businesses and industries, including housing, restaurants, galleries, museums, theaters, shops, historical renovation projects and more. This in turn creates a more vibrant downtown.
- **Welcome educational institutions.** Schools, colleges, universities and even continuing education programs that offer affordable programs focused on the creative arts provide the ideal environment to nurture the growth of a Creative Economy. What's more, a population of well-trained, well-educated students attracts more employers.
- **Support residential development and diversity.** A Creative Economy should also be inclusive and inviting to a mix of people. Encourage residential development that welcomes all economic levels of the population and includes both affordable apartments and upscale condominiums. Market-rate housing and retail space is essential for people to sustain their businesses and allow artists to live, work and flourish in each community. See an uninhabited block, an old school or an empty building as an opportunity. Consider zoning or rezoning as necessary. Guide restoration, redevelopment and adaptive reuse projects to create viable spaces for artists to live and work. Keep in mind that offering cultural amenities downtown can attract a people of all backgrounds, incomes and ages to not only visit but also live downtown.
- **Share success stories.** One of the best ways for cities to foster their own Creative Economy is to hear the success stories from other places.
- **Leverage other models for success.** For example, examine how other communities have generated revenue and support through a concentrated effort to boost local tourism.
- **Remember:** Be creative. Be innovative. Be entrepreneurial. Be tolerant. Be compassionate.



IDEAS THAT WORK

AHA! – Free Downtown Gallery Night in New Bedford

Held on the second Thursday of each month, AHA! (Art, History & Architecture) is a gallery night and cultural events program put on by a collaborative team of more than 15 New Bedford museums, galleries, arts organizations, merchants, restaurants and the National Historical Park. In addition to offering monthly free arts and culture nights, AHA! is devoted to arts and culture advocacy and to the continued revival of downtown New Bedford.

Launched in 1999, The AHA! nonprofit collaborative project is funded in part by the Island Foundation, the City of New Bedford, the Mass Cultural Council, local Cultural Councils, the local business community, individual donors and foundations. According to Mayor Lang, AHA! events typically attract anywhere between 500-to-2,000 people from all walks of life.

Arts Overlay District in Pittsfield

Pittsfield recently launched a rezoning initiative to create the Arts Overlay District. This is allowing the city to do two things in the downtown area:

1. Reclaim old, unused buildings in a given area and permit them to be converted to residential zoning. According to Mayor Ruberto, two old office buildings are being converted into more than 20 condominiums or market-rate apartments.
2. Change zoning to permit the production or art-related products. As a result, a master weaver with eight artisans has moved into downtown Pittsfield. Another fabric company has been recruited to occupy an old Catholic school, which will transform the building into work, residential and gallery spaces.

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CONFERENCE SESSION AND WORKSHOP SUMMARY: INVESTMENT OPPORTUNITIES IN INNOVATION

Speakers:

RANCH KIMBALL, Secretary of Economic Development, Commonwealth of Massachusetts, Moderator

DAVID IVES, Chairman and CEO of North Shore International Insurance Service

ELLIOT KATZMAN, Kodiak Venture Partners

DAN PRIMACK, Columnist, Private Equity Week

DOUG REDDING, CEO, VIMAC Ventures LLC

Abstract: Where are the hot new investments? How can you attract investors to your business ideas? A panel of experienced venture capitalists offered insights into and answered questions about investment opportunities in the Creative Economy—from the R&D sector to entertainment, gaming, publishing, design and more.

Key Takeaways:

- **Follow characteristically unique—and not so unique—advice.** Much of the advice in growing this sector is classic business advice for all business growth. But two key differentiators came out of this panel: first, content companies are a significant force in the Creative Economy today; second, networking is particularly important in the Creative Economy field because ideas generate ideas and alliances grow businesses.
- **Invest and reinvest.** In terms of raising capital and supporting investments in the Creative Economy, it's ok to start small. Consider seeking out or creating some sort of revolving loan fund and create micro-loans to meet minimum capital investment requirements. Also consider establishing some sort of venture fund or community trust for this purpose. If you have a strong, unique idea, you can do a lot of things on a little bit of money.
- **Think management, management, management.** Investors are looking for strong business managers that have domain expertise—people who really know the space they are going after. If you or others on your team don't have that level of management experience, don't let that stop you. If your idea is compelling and you have proven talent and capabilities to fuel your creative business, venture capitalists can be very helpful in connecting you with the right level of management expertise.
- **Know that content can be king.** Today, content companies can play a bigger role in the Creative Economy. Several years ago, venture capitalists would not have invested in so-called content companies. That's changed now. The growth of the Internet and the blurring of lines between traditional media and digital media have created a consumer audience that is clamoring for more creative content.

"I find a surprising number of Creative Economy businesses that undervalue and, consequently, underprice their products and services. At the same time, when it comes to investment funding, many have very modest capital needs. I think we should be trying to create micro-loans to meet that minimum capital investment."

—**David Ives, Chairman and CEO of North Shore International Insurance Service**

"In Massachusetts, we have terrific engineering talent and terrific artistic talent. We need to capture that. We need the business skills to marry technological and/or artistic skills into valuable, sustainable businesses. I would say in Creative Economy businesses, what's important is to use small amounts of capital and get the ideas out there."

—**Elliot Katzman, Kodiak Venture Partners**

"The right way to win is to pursue innovation and creativity. That traditionally has been the defensible barrier, the acme of sustainable economic success."

—**Ranch Kimball, Massachusetts Secretary of Economic Development**

"Here on the North Shore—from 2000 to 2005—you have the amount of total venture capital investment going down year after year. However, nationwide, you have valuations of venture capital going up. In other words, the same amount of money is being invested overall but they are valuing companies higher. The place this is happening most is what we can loosely call Creative Economy types of companies, including content companies. For the entrepreneurs in the Creative Economy, this is fantastic. Venture capitalists are willing to invest."

—**Dan Primack, Columnist, Private Equity Week**

"We look for business models that make sense. We don't care if there is competition. In fact, competition often validates a market. If you think that you can do it better, faster, smarter than the other guys in the space, all the better."

—**Doug Redding, VIMAC Ventures LLC**

TOWN MEETING SUMMARY: OPEN DISCUSSION

Speakers:

JOHN R. SCHNEIDER, Vice President, The Massachusetts Institute for a New Commonwealth (MassINC), Moderator

HON. LIEUTENANT GOVERNOR KERRY HEALEY

HON. REPRESENTATIVE DANIEL BOSLEY, House Chair, Joint Committee on Economic Development and Emerging Technologies

HON. REPRESENTATIVE ERIC TURKINGTON, House Chair, Joint Committee on Tourism, Arts and Cultural Development

TOM DUSENBERRY, Founder/CEO, Dusenberry Entertainment

JOSEPH THOMPSON, Director, MASS MoCA, North Adams, MA

Abstract: An open discussion with leading legislators and business people as well as those in the arts and technology communities helped define the conference outcomes and laid the groundwork for a plan of action going forward.

Key Takeaways:

- **Connect creative businesses with large businesses.** Many creative businesses are also small businesses. One of the ways Massachusetts can help grow and nurture these businesses is to create new opportunities for networking and collaboration between small and large businesses.
- **Connect public sector with private sector.** Create and support an environment that encourages government to work more closely with both the nonprofit and for-profit private sector to create new business opportunities that benefit both.
- **Put more money into public higher education.** Public higher education needs to be more reflective of where our society is today and offer training and preparation for the kind of jobs we need today.
- **Support the Creative Economy.** By coming together, we can achieve more and create jobs for one another.

IDEAS THAT WORK

Mass Business Connect

Mass Business Connect is a new initiative to help companies build business relationships that will create new jobs in the state and boost competitiveness. One example of the programs success: Executives from Proctor & Gamble were brought here to meet people from Gillette, as well as individuals from the Creative Economy, including those doing cutting-edge work in the scientific arena. Ten deals came out of the process, with Proctor & Gamble reaching out to establish working relationships with the smaller entrepreneurs.

"Many of you have a hard time defining the Creative Economy. It's easier for me. I know a lot of you at this conference and I see scientists, artists, heads of museums, writers and newspaper editors. I look out at all of you and I immediately understand the definition. One of the things that strikes me about the Creative Economy and what we could do to support it as a state is to really focus on the needs of small businesses."

—**Hon. Lieutenant Governor Kerry Healey**

"With the older, traditional economy, we tend to pigeonhole—agriculture here, tourism here, trade here. With the Creative Economy, we tend to meld it together. As we look at this bigger picture, we need to be more proactive as to what our workplace looks like today and as to where it's headed."

—**Hon. Representative Daniel Bosley, House Chair, Joint Committee on Economic Development and Emerging Technologies**

"The highway guys, the hospital people, the realtors. They are all important to the future of this state's economy. But the Creative Economy is in some ways most important. The sooner the Legislature gets that and begins to support you, the sooner Massachusetts is going to be number one in this field as it is in many others."

—**Hon. Representative Eric Turkington, House Chair, Joint Committee on Tourism, Arts and Cultural Development**

"I think that if we work together across the public and private sector, we can collaborate and create what's needed to make Massachusetts a much more conducive place for doing business in the Creative Economy. We really have to get behind the Creative Economy and support it every chance we get. Together we can create jobs for one another."

—**Tom Dusenberry, Founder/CEO, Dusenberry Entertainment**

"I think there's a broader understanding outside our state border than inside the Commonwealth that Massachusetts is a proven center of innovation, a place where new ideas come from."

—**Joseph Thompson, MASS MoCA**

- **Network, network, network.** Don't underestimate the value of forming networking groups to help creative and business people connect. Continually create more networking opportunities and encourage people to just "get out there." You see this in Silicon Valley everywhere, all the time—and it works. It could be a regional conference or a local Chamber of Commerce business mixer. At any such event, you are likely to meet somebody who knows somebody else—and that can be a catalyst for your business.
- **Follow proven business rules.** When you are starting a business venture in the Creative Economy, you should follow the same recommendations and apply the same rules for success as any other new company would follow:
 - **Be passionately committed to your creative work.** Quite frankly, if you want others to invest their money into your business, you have to have the vigor, vision and commitment to put in the long hours needed to grow your business. Believe in your idea!
 - **Create a business plan.** It's the starting point for assessing the viability of your Creative Economy business. Do your research. Know your market. Be innovative. And make sure your business model makes sense. That's what venture capitalists and potential investors will be looking for.
 - **Find thought leaders.** Look for those leaders on all sides of what it takes to build a positive climate for a Creative Economy—including leaders from the creative community, local and state government and investors. Align with those who have a genuine commitment and interest in generating success.
 - **Use the power of leverage and linkage.** These two words are invaluable. You can leverage a good idea into a business. You can link creative talent with management and business skills. People just need to start talking with one another to maximize their strengths going forward.



QUESTIONS ANSWERED

What are some of the most prevalent mistakes Creative Economy entrepreneurs tend to make?

Creative Economy businesses tend to undervalue and underprice their products and services. The good news is that you don't need to raise a lot of money to prove concepts for investments in Creative Economy businesses. If you have a unique idea—and you think you can do it—you can accomplish a lot on a small amount of starter money.

Don't venture capitalists tend to gravitate toward investing in management skills versus creative talents?

On average, if venture capitalist companies are looking at one good creative idea to fund and one strong management team to fund—yes, they will probably pick the management team, believing that they will then come up with the ideas. Given that most entrepreneurs tend to have expertise that focuses in one area, it can be challenging to find management skills from other areas and to get them to join the creative business team. But also don't forget that passion and intelligence behind a truly "wow" idea can be very persuasive. If your idea is compelling and you get a good introduction to a venture capital firm, you can get the help you need to round out your capabilities to form a viable business.

What role does higher education play in motivating creative students to take their products and services to market?

The first step is to make students aware that this is really a career path. Some of the unique characteristics of creativity and innovation also need to be integrated into traditional business school education. What's more, entrepreneurship should also be taught at the high school level—where students learn about science, math, English and history but are seldom exposed to entrepreneurship.

What role do business incubators play?

Business incubators provide a critical support network as well as the skills needed to create a business plan, access loans and facilitate introductions to potential business partners. The Enterprise Center at Salem State College provides a good model—mixing about 15 anchor tenants with 15 start-up companies in a single building to generate peer-to-peer interaction. The Enterprise Center also serves as a virtual community resource that served well over 1,000 business owners last year with skill building programs, a business competition and much more.

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CONFERENCE SESSION AND WORKSHOP SUMMARY: COMMUNICATIONS REVOLUTION

Speakers:

KAREN ANDREAS, Executive Editor, Eagle Tribune Publishing Co., Moderator
TONY KAHN, Producer/Director, WGBH Radio Morning Stories program
GREG LIAKOS, Communications Director, Massachusetts Cultural Council
MARK MINELLI, Founder and Principal of Minelli, Inc.
CAROLYN WALL, President, Narrowstep

Abstract: Amazing breakthroughs in communication are changing the way we live, work and relate to one another. From the iPod and its ability to download content and programming anytime and anywhere to Monster.com and how it changed the way we search for jobs—we are in the midst of a true revolution. A panel of Massachusetts-based communications experts discussed how companies generated these breakthroughs and use them to reach new and broader audiences. This lively exchange of ideas also explored ways for creative businesses and entrepreneurs to leverage new communication technologies to their business advantage.

Key Takeaways:

- **Use new technologies to test and share your new ideas and products much more quickly.** New technologies provide room for experimentation. Take a new idea, turn it into a product or service and get a response very quickly. For example, you can shoot a video segment or record an audio podcast and have it posted and available on the Internet immediately. Within an hour, you can start hearing feedback from people who have downloaded your content on the other side of the planet.



"The Economist says, and I quote, 'With participatory media, the boundaries between audiences and creators become blurred and often invisible.' Sounds like the Creative Economy, doesn't it?"

—**Karen Andreas, Executive Editor, Eagle Tribune Publishing Co., Moderator**

"Maybe the biggest change in new technologies and communications that is happening now is the interaction—the conversation between the creator and the receiver. Because things are so interconnected and so global, to be able to succeed at one thing immediately introduces you to a worldwide audience."

—**Tony Kahn, Producer/Director, WGBH Radio Morning Stories program**

"Changing tools play an incredibly important role in the communications revolution. But I think there is also a fundamental shift in who's using the tools and what they're used for in today's very competitive marketplace. When we're working with organizations that want to get the message out, we have to clearly understand the contact points."

—**Mark Minelli, Founder and Principal of Minelli, Inc.**

"Consider these statistics: 40% of baby boomers watch television when they come home at the end of the day. 40% of people age 8-to-27 use a many as eight different technologies before bedtime. So it's important for everyone who has creative content, everyone who has a product and information to deliver to consider all the communication technology options because this choice is really at the heart of today's media revolution."

—**Carolyn Wall, President, Narrowstep**

- **Recognize the shift in how content and programming reach audiences.** This shift is happening in three key ways: Time shift—when you choose when you want to view something. Screen shift—with content now available for viewing on your television screen, your PC screen, your iPod screen or your cell phone screen. And location shift—giving you the option to view the same content at home, at the office and while traveling or commuting. This translates into a new value equation for consumers that hinges on choice.
- **Keep in mind that changes created by new technologies also spur new businesses.** When the VCR first entered the marketplace, it was met with cries of “the end of television as we know it.” When movies were first available to rent on video cassette, that was met with cries of “the end of the movie industry as we know it.” Not so in either case. New technologies do drive changing business models. Network television shows—not to mention music options—are now available to download for a price. Advertisers and markets now recognize the Internet as an opportunity to maximize their investments because they can follow up with you, and if you choose to opt in, communicate and establish interaction with you.
- **Expect the public sector to be slower than the private sector in adopting new communications technologies.** Local and state government organizations and agencies do make an amazing amount of information available online. But the public sector requires a slower process of discussion and engagement that the private sector may take for granted. Keep in mind that state laws in particular may make it more difficult to use technology in the sort of fast-flowing, open way that private companies use it. Issues around privacy and authenticity also must be resolved. In some cases, it’s not that the rules need changing, it’s that the rules haven’t been written yet. When it comes to rights to material, there are an amazing variety of ideas about how to proceed—even how to create a new “Bill of Rights” for the exchange of information between government and constituency.



IDEAS THAT WORK

Podcasts personalize the message.

As an active participant in the Creative Economy, WGBH has been an early adopter of using podcasts to connect audiences around the world at an emotional level. Podcasts of the WGBH show *Morning Stories* is a local show with a global audience—one that is much more likely to interact and communicate with WGBH than did the audience when it was broadcast on radio. Use of a new technology has broadened the audience and strengthened the emotional connection as people have begun to create new listening rituals around podcasts. In many ways, this increased interaction between audience and program is enabling listeners to become co-creators of programming in that their input and responses are beginning to shape the direction in which programming is headed.

The Internet supports and strengthens the Creative Economy.

A number of Internet-based online services and communities fuel the growth of the Creative Economy. Two examples include:

1. HireCulture.org—an easy, free service that allows a nonprofit cultural organization to post a job and job-seekers to find them
2. MatchBook.org—an online cultural marketplace that connects performing artists with the people and organizations that hire them



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CONFERENCE SESSION AND WORKSHOP SUMMARY: INCUBATING NEW IDEAS

Speakers:

NAN DOYLE, Associate Vice President, Museum of Science, Moderator

GEORGE FIFIELD, Boston Cyberarts

ROBERT KRIM, Ph.D, Founder, Boston History and Innovation Collaborative

CONNIE WILLIAMS, Synectics

Abstract: The heart and soul of innovation and creativity are new ideas that turn into new products and services. This panel focused on those in the forefront of new ideas and development with many examples of innovation and creativity driving business success right here in Massachusetts. The group also discussed how leading-edge organizations generate new ideas and how Massachusetts can best capitalize on those ideas.

Key Takeaways:

- **Encourage the mix of art, technology and business.** Many successful “artists in residence” programs generate greater creativity and innovation for all participants. When you do the same thing day in, day out, you can lose your edge. Artists can come in and look at a business in a different and more creative way—and the business edge is back.
- **Keep feeding and fertilizing the mind.** One of the key ways to help groups or organizations of any type be more creative is to take an approach that taps into a variety of sources—different types of artists and business people—to provide fresh perspectives that will stimulate the mind and help you think differently.
- **Make connections.** Henry James said, “Be a person on whom nothing is lost.” Be available, observe and make connections with everything you encounter, and then seek different kinds of people and experiences. That’s where true creative potential can be unleashed.
- **Think like a customer.** Following the customer mindset (be it yours or others) can be a good source of insight into ideas that work. An excellent example is Reed Hastings, the founder of Netflix. He took his own experience as a Blockbuster customer frustrated with late fees and made a connection between that and his satisfactory experience as a gym customer where he had unlimited use of the gym for a monthly subscription fee. This was the genesis of the successful Netflix business idea.
- **To sustain momentum, view creativity and innovation as an ongoing process.** Strive to make creativity and innovation an ongoing part of your everyday life, both at work and at home. That applies not only to a creative environment but also accounting and finance departments as well as marketing and new product development. This approach can help you build creative “staying power” even as conditions in your environment continuously change. Don’t be afraid to reinvent yourself, your arts-focused community or your company.

“There’s yet another kind of thinking about how we can incubate ideas and foster innovation—and that’s the whole idea of customer-driven work. If people want your creative product, that’s in some ways more important than what you think you can do.”

—**Nan Doyle, Associate Vice President, Museum of Science**

“I know engineers and innovators are very creative people. But I think innovators follow a certain methodology—and creative artists follow a different methodology. In this country, we’ve seen a fifty-year history of bringing these two methodologies together in artist residency programs. It’s interesting to see how the creative side and the innovative side can work together and create something even greater than any one of them alone could do.”

—**George Fifield, Boston Cyberarts**

“Social scientific interaction is very much a part of what we’re talking about today in terms of the Creative Economy. The reinforcement and the richness of artists with scientists is something that makes this area work.”

—**Bob Krim, Ph.D, Founder, Boston History and Innovation Collaborative**

“When people contribute to their own creative solutions, they are very committed to executing them. When you execute a creative idea, that’s where innovation really happens. We can all be very creative. We can all have great ideas—but in the business world, if it doesn’t come to market, it’s not innovation.”

—**Connie Williams, Synectics**

- **Consider that there are two types of creative industries—content and tools.**

Don't overlook the tools side of the creative industry. One excellent local example of this is the Polaroid Corporation, where Ed Land, the inventor of the Polaroid camera, collaborated with Ansel Adams, artist and renowned scenic photographer, to improve the product. Another local example is the AVID Corporation, which has won 12 Emmy Awards, one Grammy Award and two Oscar statuettes for the audio, film and video editing tools that it makes.

CREATIVITY AND INNOVATION DRIVERS

The High Five

The Boston History and Innovation Collaborative recently published a report analyzing 60 case studies of innovation in the greater Boston area. The purpose of the study was to determine how Boston has managed over several hundred years to be an innovative city. The report identified five essential qualities that have been present in Boston in the past and that are important to future success:

1. **Entrepreneurship**—with a person or group of people interested and committed to taking on the project or concept and pursuing it over time
2. **A network of people**—with a cluster or coalition of people who can work together, many times across different fields
3. **Funding**—whether it's from a bank, a venture capital firm or an individual, because without the money, it can't happen
4. **Local demand**—where there is enough of a market for a new product with people who are interested in a new, creative product or service
5. **The area itself**—with receptive people with the right talents and the ability to think about what would work, what would sell nationally or internationally

The Bump Rate

The Bump Rate is all about people bumping into each other, connecting and talking about things. There's a sense that the more these connections occur, the more they become the source of what makes a particular economy or location innovative. The Bump Rate concept also reinforces how important it is to get different points of view, to bring in people from different fields to help create and nurture new ideas.

IDEAS THAT WORK

Artists in Residence

Myriad examples of successful "artist in residence" programs can be found:

- At Bell Labs, Ken Knowlton, regarded as the "father of computer graphics" brought in experimental visual artists Stan VanDerBeek and Lillian Schwartz to collaborate with him on the first computer animation.
- Kohler, the manufacturer of toilets and sinks, has a long-running program where they bring 15 artists in every year to work with ceramists and metal workers to create artist-designed bathrooms.
- Xerox Park, research center run by the Xerox Corporation, instigated the PARC Artists-in-Residence program, brought in artists who were specifically interested in dealing with information in new ways.
- Closer to home, ARTCOM, the Artists Residencies and Technology Companies in Massachusetts, pairs national artists with technology companies.

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CONFERENCE SESSION AND WORKSHOP SUMMARY: INNOVATIVE NEW MARKETS

Speakers:

VICKI DONLAN, Publisher, Women's Business Boston, Moderator
REBECCA BLUNK, Executive Director, New England Foundation for the Arts
LISA CHAMBERLAIN, Managing Partner, Chamberlain Group
MARY KELLEY, Executive Director, Massachusetts Cultural Council
MARK RICHEY, President and Founder, Mark Richey Woodworking and Design

Abstract: Being creative often means taking a traditional product or service and reinventing it. Representatives from five cutting-edge Massachusetts organizations discussed how they recognized new opportunities and leveraged technology to open up or expand markets for their products and services. From mill working to medical simulations, this panel of experts sparked an invigorating discussion around the opportunities that can be found right here, right now.

Key Takeaways:

- **Be proud.** Massachusetts has a tradition of excellence in arts, craftsmanship and hard work. You can feel proud to work in the Creative Economy here.
- **Apply the basic business rules for success to the Creative Economy.** Follow these guidelines and develop these skills and apply them to succeeding in the Creative Economy in Massachusetts:
 - **Promote, promote, promote.** Too often people believe in the "build it and they will come" model. That simply does not work. To succeed in a new market, you need to promote your product or service tirelessly. Advertise it. Get it lots of visibility. Market it every chance you get. Be a spokesperson every chance you get.
 - **Understand your market niche first.** Keep your product or service flexible, so you can easily fine-tune it to meet the needs of your marketplace.
 - **Stay true to your philosophy and vision.** It's hard work to build a company and culture that maintains your values around quality service and a passion for your art. Train and mentor your employees to take your philosophy and vision to heart.
 - **Research your geographic location.** While the cost of doing business—including real estate and labor—may seem high at first, consider the advantages of working close to your customer base, which will enable you to network more to build your business while saving on logistical things such as shipping costs.

"We found a Department of Commerce funding program that would get behind technology solutions to promote commerce. We made the pitch that New England artists are an under-employed workforce that we could do something with and for...and that marked the beginning of the interactive MatchBook.org site."

—Rebecca Blunk, Executive Director, New England Foundation for the Arts

"The success of our business has been primarily about quality, attention to detail and hard work. When we started out, we knew we were good designers. We were excellent project people. We had a skill set. We just had to learn to reapply them to this new marketplace."

—Lisa Chamberlain, Managing Partner, Chamberlain Group

"The use of technology is really a way to provide our artists with a more viable life and our citizens with a more viable life."

—Mary Kelley, Executive Director, Massachusetts Cultural Council

"I think a real bonus for being here in Massachusetts is that we happen to have a very strong work ethic. I've traveled all over the world. No one works harder than we do—and we can benefit from that."

—Mark Richey, President and Founder, Mark Richey Woodworking and Design



LESSONS LEARNED

Overcoming obstacles

Collectively this group of Creative Economy businesses and organizations offered sound advice on tackling the challenges that often come with moving into a new market:

- Avoid doing the same thing over and over again. You cannot sit around and do anything like you did it before. You've got to be flexible and fast.
- If you want to grow a business, at a certain point you have to realize you can't do everything. You have to empower other people and let them build their own careers within your business—and learn to listen to the advice they may have to offer you.
- Take the time to select the right people to bring into your organization and, when feasible, let them learn all sides of the business hands-on.
- Create a solid business plan to ensure sustainability.

Using technology

The panel provided insights into how technology has changed their business, product or service dramatically:

- The Internet opens your products or services up to a world of customers. It may seem sometimes like you are giving away too much information or giving up control, but it's all a matter of using the tools appropriately.
- Introducing a new technology as part of your art or craft—such as computerized drafting or rapid prototyping—can be daunting at first. Stay committed and you'll begin to realize the payback.

CONFERENCE SESSION AND WORKSHOP SUMMARY:

GROWING REGIONS

Speakers:

ALISON BERGLUND, Director of Office of Small Business & Entrepreneurship, Commonwealth of Massachusetts, Moderator

ROBERT HALPIN, Director, Merrimack Valley Economic Development Council

WENDY NORTHCROSS, CEO of the Cape Cod Chamber of Commerce

CHRISTINE SULLIVAN, Executive Director, Enterprise Center at Salem State College and President of Creative Economy Association of the North Shore

Abstract: Complementing the "City Futures" workshop, this session focused on the regional growth that has successfully leveraged the Creative Economy. From the Berkshires to Cape Cod, across the Merrimack Valley and the North Shore, the discussion here focused on how the varied and vital regions of Massachusetts are using their strengths to generate economic development.

Key Takeaways:

- **Invite people to come together and talk about the Creative Economy.** Invite the whole gamut of people in the arts and culture. But don't stop there. Invite elected officials along with business, civic and education leaders. Consider conducting focus groups. Charter a task force. You can learn a tremendous amount about what's already going on in your region. You can start to connect the dots between artisans and industry, the creative community and the business community.

"To grow the Creative Economy regionally, you start with a broad definition. Then think about the creative process, the underlying atmosphere and environment that facilitates people to be receptive to change as well as to create and perform."

—**Robert Halpin, Director, Merrimack Valley Economic Development Council**

"One of our biggest challenges is to work together and act like one region. We're in a state where the municipal identities are so strong. But we have much more in common than dissimilar. We are pulling it all together and it's working very successfully."

—**Wendy Northcross, CEO of the Cape Cod Chamber of Commerce**

"We conducted focus groups of creative companies on the North Shore and we learned two important things. One, they were profoundly grateful to be acknowledged as a viable part of the economy. Two, they were eager to see an association established just for them. In response, we created CEANS. It's proven to be the right model—one that can be successfully repeated throughout the state."

—**Christine Sullivan, Executive Director, Enterprise Center at Salem State College and President of Creative Economy Association of the North Shore**



- **Get some research done.** You can learn even more. For example, the Cape Cod Chamber of Commerce hired the Center for Policy Analysis and Business Research at the University of Massachusetts, Dartmouth to do an economic impact study for the arts sector on the Cape and Islands. It turned out to be a significant sector: The creative community accounted for at least 4% of employment in the region. The tech industry accounted for about 2%. On the North Shore, the Eagle Tribune Publishing Company conducted demographic research and found that in 2003 the Creative Economy was 2% of that region's economy, including nearly 1,000 businesses with approximately 6,000 full-time employees. This does not count part-time workers, contract workers or sole proprietors. The Creative Economy sector generated \$1.258 billion in sales on the North Shore that same year. These are numbers significant enough to warrant attention and support.
- **View regional growth as something that can come grow from the bottom up.** A zillion little businesses equal a zillion-plus jobs. Growing your regional economy is effective whether it's one job at a time over time or 10,000 all at once.
- **Be a catalyst for creative collaboration.** Create opportunities for creative people and organizations to come together. Experience shows that when you put creative types in the same room, they are extremely receptive to collaborating and doing business together. It happens organically. A web designer needs a writer. A product developer needs a marketing company. And so the synergies begin.
- **Partner with like-minded organizations.** Strengthen your efforts to grow and expand the Creative Economy by working with related regional and/or state organizations, such as the Chambers of Commerce, the Economic Development Council, regional competitive councils, downtown development organizations and convention and visitors bureaus, as well as local art schools, colleges and universities.
- **Redefine and brand your region.** The mills are gone. The factories are gone. The ship captains are gone. What might have once provided a regional and economic identity for a region is no more. So take a new look—and brand your region through the lens of the Creative Economy. For example, the Merrimack Valley is creating its own brand identity, helped by the Merrimack Valley Economic Development Council that includes 24 communities in the area. The Cape Cod region is partnering with Plymouth and Bristol County under the umbrella of the "Cultural Coast."
- **Provide business skills training for the creative community.** While many creative people need and want business skills to grow their companies and organizations, they often don't believe that a business person can understand the unique qualities of their endeavors. Instead, bring in successful creative people to teach business skills. It's a better dynamic from the get-go.

IDEAS THAT WORK

Creative Economy of the North Shore of Massachusetts (CEANS)

CEANS is an association of creative and knowledge businesses and institutions in a region steeped in history, culture, the arts and international trade. CEANS supports economic growth and promotes business development and expansion through strategic alliances between Creative Economy members who can then reach the broader regional, national and global economy. The goal is simple: to get creative companies together and to make it easier for them to do business together.

Art and Artisans Trail Guides to the Cape and Islands

Modeled after a similar publication by the mountain region of North Carolina, this offers an organic view of the artistic side of the Creative Economy already flourishing on Cape Cod. The Guide is opening new marketing channels for at least 200 artisans in the region.

MVArts.info

MVArts.info is a website billed as the "source for arts in the Merrimack Valley". It provides a complete listing of upcoming events, with details on venues, options to buy tickets and more. It enables arts venues to easily run online registrations or online sales.

TOWN MEETING SUMMARY: OPEN DISCUSSION

Speakers:

JOHN R. SCHNEIDER, Vice President, The Massachusetts Institute for a New Commonwealth (MassINC), Moderator

HON. LIEUTENANT GOVERNOR KERRY HEALEY

HON. REPRESENTATIVE DANIEL BOSLEY, House Chair, Joint Committee on Economic Development and Emerging Technologies

HON. REPRESENTATIVE ERIC TURKINGTON, House Chair, Joint Committee on Tourism, Arts and Cultural Development

TOM DUSENBERRY, Founder/CEO, Dusenberry Entertainment

JOSEPH THOMPSON, Director, MASS MoCA, North Adams, MA

Abstract: An open discussion with leading legislators and business people as well as those in the arts and technology communities helped define the conference outcomes and laid the groundwork for a plan of action going forward.

Key Takeaways:

- **Connect creative businesses with large businesses.** Many creative businesses are also small businesses. One of the ways Massachusetts can help grow and nurture these businesses is to create new opportunities for networking and collaboration between small and large businesses.
- **Connect public sector with private sector.** Create and support an environment that encourages government to work more closely with both the nonprofit and for-profit private sector to create new business opportunities that benefit both.
- **Put more money into public higher education.** Public higher education needs to be more reflective of where our society is today and offer training and preparation for the kind of jobs we need today.
- **Support the Creative Economy.** By coming together, we can achieve more and create jobs for one another.

IDEAS THAT WORK

Mass Business Connect

Mass Business Connect is a new initiative to help companies build business relationships that will create new jobs in the state and boost competitiveness. One example of the programs success: Executives from Proctor & Gamble were brought here to meet people from Gillette, as well as individuals from the Creative Economy, including those doing cutting-edge work in the scientific arena. Ten deals came out of the process, with Proctor & Gamble reaching out to establish working relationships with the smaller entrepreneurs.

"Many of you have a hard time defining the Creative Economy. It's easier for me. I know a lot of you at this conference and I see scientists, artists, heads of museums, writers and newspaper editors. I look out at all of you and I immediately understand the definition. One of the things that strikes me about the Creative Economy and what we could do to support it as a state is to really focus on the needs of small businesses."

—**Hon. Lieutenant Governor Kerry Healey**

"With the older, traditional economy, we tend to pigeonhole—agriculture here, tourism here, trade here. With the Creative Economy, we tend to meld it together. As we look at this bigger picture, we need to be more proactive as to what our workplace looks like today and as to where it's headed."

—**Hon. Representative Daniel Bosley, House Chair, Joint Committee on Economic Development and Emerging Technologies**

"The highway guys, the hospital people, the realtors. They are all important to the future of this state's economy. But the Creative Economy is in some ways most important. The sooner the Legislature gets that and begins to support you, the sooner Massachusetts is going to be number one in this field as it is in many others."

—**Hon. Representative Eric Turkington, House Chair, Joint Committee on Tourism, Arts and Cultural Development**

"I think that if we work together across the public and private sector, we can collaborate and create what's needed to make Massachusetts a much more conducive place for doing business in the Creative Economy. We really have to get behind the Creative Economy and support it every chance we get. Together we can create jobs for one another."

—**Tom Dusenberry, Founder/CEO, Dusenberry Entertainment**

"I think there's a broader understanding outside our state border than inside the Commonwealth that Massachusetts is a proven center of innovation, a place where new ideas come from."

—**Joseph Thompson, MASS MoCA**

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QUESTIONS AND ANSWERS

How Can Massachusetts attract more creative companies?

The state could:

- Follow Canada's model, where the government collaborates with private business to create tax incentives that encourage companies to invest in research, development and production—with the payoff coming in the revenues that research and development create
- Consider establishing a venture capital fund for developing consumer product companies in Massachusetts
- Support the Creative Economy!



How can we look beyond Massachusetts and become a player in the global Creative Economy?

Consider several scenarios:

- Continue to invest in a world-class public higher education system to help us be more globally competitive
- Look also within the borders of the United States to foster growth as well—and consider revamping and compressing our permitting processes to make Massachusetts more competitive among other states

What are we doing to stop the out-migration of the middle class from Massachusetts?

This can be accomplished in different ways:

- Bring down the cost of living to help make it more affordable to live in Massachusetts
- Adopt the concept of "smart growth" that incorporates adaptive reuse for more affordable housing and encourages people to live downtown. This in turn attracts more businesses downtown to support the residents and helps create a vibrant downtown community

How can we lower the high cost of a college education for middle-class families so that we can keep our college graduates here in Massachusetts?

These two programs, for example, are helping to address this issue:

- John and Abigail Adams Scholarship—providing free tuition to public colleges and universities for students with MCAS score in the top 25% through a program which Lieutenant Governor Kerry Healey has recognized as one she would "like to expand so that it takes into account some portion of the fees and allows us to lower the cost of public higher education here in Massachusetts"
- Berkshire Compact—bringing legislators in the Berkshires together to look at higher education and encourage students to attend college after high school, with more than \$1 million invested in this effort over the last three years

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THE INNOVATION AGENDA CONFERENCE SPEAKERS AND PANEL MODERATORS

KAREN ANDREAS, Executive Editor, Eagle Tribune Publishing Co.

ALISON BERGLUND, Director of Office of Small Business & Entrepreneurship, Commonwealth of Massachusetts

REBECCA BLUNK, Executive Director, New England Foundation for the Arts

HON. REPRESENTATIVE DANIEL BOSLEY, House Chair, Joint Committee on Economic Development and Emerging Technologies

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GEORGE DONNELLY, Editor, Boston Business Journal

NAN DOYLE, Associate Vice President, Museum of Science

TOM DUSENBERRY, Founder/CEO, Dusenberry Entertainment

HON. KIMBERLY DRISCOLL, Mayor of Salem

GEORGE FIFIELD, Boston Cyberarts

PROFESSOR EDWARD L. GLAESER, Kennedy School of Government, Harvard University

MICHAEL GOODMAN, Director of Economic and Public Policy Research, University of Massachusetts, Donahue Institute

ROBERT HALPIN, Director, Merrimack Valley Economic Development Council

HON. LIEUTENANT GOVERNOR KERRY HEALEY

DAVID IVES, Chairman and CEO of North Shore International Insurance Service

TONY KAHN, Producer/Director, WGBH Radio Morning Stories program

ELLIOT KATZMAN, Kodiak Venture Partners

MARY KELLEY, Executive Director, Massachusetts Cultural Council

RANCH KIMBALL, Secretary of Economic Development, Commonwealth of Massachusetts

ROBERT KRIM, Ph.D, Founder, Boston History and Innovation Collaborative

HON. SCOTT LANG, Mayor of New Bedford

GREG LIAKOS, Communications Director, Massachusetts Cultural Council

MARK MINELLI, Founder and Principal of Minelli, Inc.

DAN L. MONROE, Executive Director and CEO, Peabody Essex Museum, Salem

SUSAN K. MOULTON, Massachusetts Technology Collaborative

HON. TIMOTHY MURRAY, Mayor of Worcester

WENDY NORTHCROSS, CEO of the Cape Cod Chamber of Commerce

DAN PRIMACK, Columnist, Private Equity Week

DOUG REDDING, CEO, VIMAC Ventures LLC

MARK RICHEY, President and Founder Mark Richey Woodworking and Design

HON. JAMES RUBERTO, Mayor of Pittsfield

BETH SIEGEL, President and Co-founder of Mt. Auburn Associates, Cambridge

JOHN R. SCHNEIDER, Vice President, The Massachusetts Institute for a New Commonwealth (MassINC)

CHRISTINE SULLIVAN, Executive Director, Enterprise Center at Salem State College and President of Creative Economy Association of the North Shore

JOSEPH THOMPSON, Director, MASS MoCA, North Adams, MA

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CAROLYN WALL, President, Narrowstep

CONNIE WILLIAMS, Synectics

PATRICIA ZAIDO, Executive Director, The Salem Partnership

CONNECT WITH THE CREATIVE ECONOMY

Get the facts, learn more and find out how you can participate www.creativeeconomy.us

What is the Creative Economy?

The Creative Economy consists of those industries that have their origin in individual creativity, skill and talent and that have the potential for wealth and job creation through the generation of ideas, products and/or services.

What is the Innovation Economy?

The Innovation Economy consists of those industries that transform scientific or technological knowledge into products, processes, systems and services that fuel economic development, create wealth and generate improvements in the state's standard of living.

What are some Creative Economy industries?

The list includes but is not limited to:

- Architecture
- Advertising
- Art
- Cultural industries
- Design
- Education
- Film
- Gaming
- Historic preservation
- Museums
- Music
- New media
- Performing arts
- Publishing
- Radio and Television
- Software
- Tourism
- Web development
- And much more!

Investments in Creative Economy initiatives are taking place not only in the United States but also worldwide. For more information, visit: www.creativeeconomy.us