Commonwealth of Massachusetts
Executive Office of Housing and Economic Development

Opportunities for All
Community Based Innovation Tour
Massachusetts: An Innovation State

- Bloomberg Ranked Massachusetts #1 Most Innovative State in America

![Bloomberg State Innovation Index](image)

- Innovation is part of the Massachusetts story, part of our economic DNA.
What is Innovation?

- **Ideas and invention that get adopted into practice.**
  
  - *We see innovation every day!* Schools, governments, businesses and not-for-profits.
  
  - The **innovators** (in any field) are at the center of the activity.
  
  - New **technology** is driving these opportunities, enabling the acceleration of these changes.
  
  - At some point there is a **critical mass of activity and excitement in a given community** – with multiple access points or “**innovation infrastructure**”. 
Innovation is Happening Everywhere

Why we think this Community Innovation is important:

- Democratization of innovation.

- We know Innovation is happening in every corner of the Commonwealth and believe every community has a place in the ecosystem.

- The Commonwealth recognizes a need to build capacity among a broad range of small businesses, including businesses owned by women, veterans, recent immigrants, and entrepreneurs of color and the way to do that is through community-based innovation.

- This is a global trend and we believe Massachusetts can lead the way.
Opportunities for All: Innovation
A Key Policy Priority Area

- Preparing Communities for Success
- Fostering a Culture of Innovation and Entrepreneurship
- Transportation Access
- Housing Policies that Support Economic Growth
- Balanced Regulatory and Business Cost Environment
- Workforce Development and Talent Retention
- Supporting Key Clusters and Industries
Goals for Fostering a Culture of Innovation

- **Goal #1**: Deepening Partnerships with Higher Education
- **Goal #2**: Support an Infrastructure for Innovation
- **Goal #3**: Seed and Grow Innovation Communities
- **Goal #4**: Support Community-Based Entrepreneurship
- **Goal #5**: Coordinate Quasi-Public Agency Work
How is the state investing?

EOHED’s Policy Review

Economic Development Bill & 2016 Budget
Propose a NEW program: Innovation Infrastructure

Included in the Governor’s 2016 Opportunities for All Bill

Innovation Infrastructure: Innovation Infrastructure Fund creates a new fund for making capital grants that support community-based innovation efforts, including co-working spaces, venture centers, maker spaces and artist spaces. The Fund will be administered by MassDevelopment.

$25 Million Proposed Capital Authorization
Other Noted Community & Innovation Programs in Jobs Bill & Budget

- **Communities in Bill**
  - MassWorks
  - TDI Equity Investments
  - Site Readiness Fund

- **Innovation in Bill**
  - M2I2
  - R&D Fund
  - Innovation Infrastructure

- **Communities in Budget**
  - TDI, Fellows & Operating
  - Urban Agenda
  - Community Compact Grants

- **Innovation in Budget**
  - MassTech
  - Small Business Technical Assistance Program
How did EOHED get here?

Community Based Innovation

Research
What have we done so far?

EOHED Review
We have mapped and researched the innovation ecosystem of Massachusetts, municipality by municipality, region by region.

- **Mapping Innovation Assets**
  - Spaces
  - Organizations
  - Programs
  - Connections

- **Researching Key Clusters**
  - Strong Traded Clusters
  - Strong Local Clusters
  - Emerging Clusters
Innovation Asset Mapping

Findings
What do we consider Innovation Infrastructure?
When we map the foundation for innovation in a community, we take note of spaces, organizations, programs and connectors that anchor and spur activity.

**Spaces**
- Innovations Centers
- Centers & Event Spaces
- Maker Spaces
- Artist Spaces
- Collaborative Kitchens
- Co-Working Spaces

**Organizations**
- College or University
- Clubs
- Sector or Cluster Groups

**Programs**
- Mentorship Opportunities
- Classes
- Programs & Accelerators
- Funding

**Connections**
- Meet-Ups and Events
- Competitions
- Websites
- Thought Leaders
Innovation Asset: Dot Density Map

Innovation Economy is Everywhere

Where are the innovation assets?

When collecting information about the assets, we reviewed those that exist within each city and town across Massachusetts.

• **106** Communities have at least one innovation asset within their boarders.
• **22** Communities are “Hubs” of innovation, noted by a density of innovation assets.
• **All 351** Communities support the innovation economy as spokes to this hubs.
Analysis: Noted Statewide Innovation Assets

What innovation assets should we know about?

- Tech Spring
- Valley Venture Mentors
- Western Mass Food Processing Center
- New Ventures
- Greentown Labs
- Framingham Downtown Renaissance
- Technocopia Worcester
- Startup Weekend Cape Cod
Analysis: Characteristics of the Spectrum of Innovation Ecosystems

Every community is different, but there are signals to show the development phase of the ecosystem.

**Early Stage**
Artists and early adopters in the ecosystem.

**Forming**
Ecosystem starting to convene informally, through meet ups.

**Developing**
The groups in the ecosystem begin to form group or clubs, host competitions or classes. Ecosystem become more “self aware” and starts to address gaps.

**Emerging**
Spaces begin to emerge, including innovation centers, co-working, maker spaces & kitchens. Services for entrepreneurs begin to form including accelerators & mentorship programs.

**Mature**
Ecosystems always evolve, but at the more formed stages colleges, universities, large institutions and strong sector groups are actively involved in the ecosystem.
Key Cluster Review

Findings
EOHED Methodology: Regional Cluster Analysis

How do we analyze Clusters?
When we research the key clusters in a region, we take note of established and emerging clusters, that are traded globally and locally that anchor and spur activity.

Established
Clusters with strong employment built upon region’s competitive advantages.

Emerging
Clusters with strong future market potential, building upon region’s strengths.

Globally Traded
Serves markets in other regions or nations, concentrated in regions that afford specific competitive advantages. Example Industries: aircraft manufacturing or management consulting.

Local Traded
Sell products and services primarily for the local market, located in every region. Example Industries: drug stores or elementary schools.

Source: Clustermapping.us
Analysis: Characteristics of the Ecosystem Function

- **Early Stage Ecosystem**
  - Innovation Infrastructure
  - Start up businesses, small businesses, entrepreneurs

- **Strong Ecosystem**
  - Established organizations, business and thought leaders
Recap of Guiding Principals for Innovation Ecosystems

As we are looking at the innovation ecosystem as a whole, we are considering the following ideas:

- There is a **place in the ecosystem for all communities**, each region has natural community hubs with other communities as spokes.
- Community based Innovation must have a **regional view**, with a local strategy.
- All new infrastructure should be **built around proven demand and present community**.
- **People** are as, if not more, important than buildings in an ecosystem.
- Similarly, with noted clusters, **build on present capacity and uniqueness**.
- A **connection to technology** is important for all emerging clusters.
- **Leadership is key, but must involve present community.**
Feedback & Input
We need your help!
Where do we go from here?

- **Research & Findings**
  - This is an ongoing process, what else should we include?
  - How would this help your community?

- **Community Innovation Network**
  - We are meeting with other communities, if there is interest, we will convene a Community Innovation Network, to share best practices & discuss issues.

- What else could we consider?

- What do you want to do?
Other Noted Community & Innovation Programs in Jobs Bill & Budget

**Communities in Bill**
- MassWorks
- TDI Equity Investments
- Site Readiness Fund

**Communities in Budget**
- TDI, Fellows & Operating
- Urban Agenda
- Community Compact Grants

**Innovation in Bill**
- M2I2
- R&D Fund
- Innovation Infrastructure

**Innovation in Budget**
- MassTech
- Small Business Technical Assistance Program
Thank you!
Governor Baker has said that Massachusetts is what you get when people “establish two great educational institutions and wait 200 years”.

Massachusetts’ story is simple:
The Massachusetts “Story”

- **Innovation.**
  - Our world-class educational system attracts, develops and creates talent that fuels our economy and infuses our communities with diverse and dynamic new ideas.
  - Massachusetts companies and research institutions drive investments in knowledge, making Massachusetts #1 in research and development spending per capita and as a share of GDP and #1 in federal expenditures for academic and non-profit R&D.

- **Collaboration.**
  - Academic, business and government institutions collaborate across the board on clean energy, advanced computing, life sciences, advanced manufacturing, defense sector initiatives.
  - Our culture of innovation and entrepreneurship is supported by professional and financial networks that make Massachusetts #1 in technology transfers, #2 in venture capital under management, #2 in tech patents.
  - Strong existing companies are bolstered by emerging and high growth sectors.

- **Leadership.**
  - In Massachusetts, leaders from business, higher education, philanthropy, non-profits, and state and local government work together to advance individual and common aspirations, including prosperity, innovation, a great quality of life, and meaningful impacts on our country and the world.
INNOVATION IS OUR BUSINESS

Nearly 40% of our total employment is in the 11 key sectors of the Innovation Economy.

The #1 new economy state in 2012 as ranked by the Information Technology & Innovation Foundation.

From 2005–2010, the total wages paid in the Massachusetts Innovation Economy grew 23%.

The Massachusetts tech sector includes 180,000 employees with an estimated $65 billion of output, or 20% of the state’s GDP.

Recent Bureau of Labor Statistics reports rank Massachusetts #2 in high tech job growth, at 5.5% growth.
MA is the Most Dynamic, Innovative State

- #1 on the Milken Institute State Technology and Science Index.
- #1 in R&D spending as % of GDP and per capita.
- #1 most economically evolved state, according to the Information Technology and Innovation Foundation.
- #1 in federal expenditures for academic & non-profit R&D level and growth among leading technology states.
- #1 in funding from the National Institute of Health as % of GDP.
- #1 state for overall competitiveness according to the Beacon Hill Institute at Suffolk University.
- #1 life sciences cluster, according to GEN magazine ratings.
- #1 in life sciences employment per capita, and in % of workforce in science and engineering occupations.
- #1 in technology transfers.
- #1 in science & engineering articles per capita.
MA is the Most Dynamic, Innovative State

- 2\textsuperscript{nd} in venture capital under management.
- 2\textsuperscript{nd} in technology patents per capita.
- 2\textsuperscript{nd} in pre-market biopharmaceutical notifications.
- 4\textsuperscript{th} in new drug approvals.
- 2\textsuperscript{nd} highest growth in defense manufacturing and instrumentation.
- Greater Boston ranks 2\textsuperscript{nd} in technology employment among major US markets.
- Massachusetts medical device industry is 2\textsuperscript{nd} largest in the US.
Appendix II
Regional Asset Map: Central

Innovation Economy Assets
Asset Types
Sum of Fields

- Total Spaces
- Total Organizations
- Total Programs
- Total Connections

7.1
Regional Asset Map: Western
Appendix III
## Statewide Strong Traded Clusters

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>National Rank</th>
<th>Statewide</th>
<th>Berkshire</th>
<th>Pioneer Valley</th>
<th>Worcester</th>
<th>Northeast</th>
<th>Boston</th>
<th>Southeast</th>
<th>Cape &amp; Islands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Knowledge Creation</td>
<td>4</td>
<td>206,274</td>
<td>3,273</td>
<td>15,520</td>
<td>13,913</td>
<td>102,211</td>
<td>56,362</td>
<td>10,087</td>
<td>1,709</td>
<td></td>
</tr>
<tr>
<td>Financial Services</td>
<td>6</td>
<td>90,830</td>
<td>1,170</td>
<td>919</td>
<td>5,027</td>
<td>6,022</td>
<td>57,918</td>
<td>8,940</td>
<td>1,352</td>
<td></td>
</tr>
<tr>
<td>Information Technology &amp; Analytical Instr.</td>
<td>4</td>
<td>68,097</td>
<td>405</td>
<td>4,047</td>
<td>46,451</td>
<td></td>
<td>11,743</td>
<td>660</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance Services</td>
<td>11</td>
<td>48,653</td>
<td>4,581</td>
<td>5,534</td>
<td>-</td>
<td>14,706</td>
<td>12,454</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing, Design, and Publishing</td>
<td>7</td>
<td>42,846</td>
<td>345</td>
<td>20,067</td>
<td>15,068</td>
<td>3,648</td>
<td>831</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Devices</td>
<td>10</td>
<td>9,955</td>
<td>1,176</td>
<td>1,646</td>
<td>4,364</td>
<td>2,938</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biopharmaceuticals</td>
<td>7</td>
<td>9,072</td>
<td>-</td>
<td>692</td>
<td>5,354</td>
<td>2,685</td>
<td>995</td>
<td>175</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreational and Small Electric Goods</td>
<td>7</td>
<td>7,446</td>
<td>1,720</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5,048</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fishing and Fishing Products</td>
<td>5</td>
<td>2,086</td>
<td>-</td>
<td>480</td>
<td>398</td>
<td>1,080</td>
<td>108</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jewelry and Precious Metals</td>
<td>6</td>
<td>1,239</td>
<td>60</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>966</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Footwear</td>
<td>10</td>
<td>742</td>
<td>10</td>
<td>-</td>
<td>250</td>
<td>335</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
We Found Strong Clusters in your Region

Berkshire County has strong cluster presence.

These established clusters are globally competitive:
- Hospitality and Tourism
- Education and Knowledge Creation
- Financial Services
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitality and Tourism</td>
<td>3709</td>
<td>TRUE</td>
<td>168</td>
</tr>
<tr>
<td>Education &amp; Knowledge Creation</td>
<td>3273</td>
<td>TRUE</td>
<td>186</td>
</tr>
<tr>
<td>Aerospace Vehicles and Defense</td>
<td>1750</td>
<td>TRUE</td>
<td>62</td>
</tr>
<tr>
<td>Financial Services</td>
<td>1170</td>
<td>TRUE</td>
<td>216</td>
</tr>
<tr>
<td>Paper and Packaging</td>
<td>995</td>
<td>TRUE</td>
<td>94</td>
</tr>
<tr>
<td>Plastics</td>
<td>735</td>
<td>TRUE</td>
<td>267</td>
</tr>
<tr>
<td>Printing Services</td>
<td>440</td>
<td>TRUE</td>
<td>264</td>
</tr>
<tr>
<td>Metalworking Technology</td>
<td>402</td>
<td>TRUE</td>
<td>296</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>332</td>
<td>TRUE</td>
<td>177</td>
</tr>
<tr>
<td>Upstream Chemical Products</td>
<td>175</td>
<td>TRUE</td>
<td>223</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>80</td>
<td>TRUE</td>
<td>283</td>
</tr>
<tr>
<td>Jewelry and Precious Metals</td>
<td>60</td>
<td>TRUE</td>
<td>87</td>
</tr>
<tr>
<td>Music and Sound Recording</td>
<td>20</td>
<td>TRUE</td>
<td>231</td>
</tr>
<tr>
<td>Footwear</td>
<td>10</td>
<td>TRUE</td>
<td>139</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
We Found Strong Clusters in your Region

Franklin County has strong cluster presence.

These established clusters are globally competitive:
- Plastics
- Electric Goods
- Food Processing
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plastics</td>
<td>1045</td>
<td>TRUE</td>
<td>167</td>
</tr>
<tr>
<td>Recreational and Small Electric Goods</td>
<td>820</td>
<td>TRUE</td>
<td>38</td>
</tr>
<tr>
<td>Food Processing and Manufacturing</td>
<td>495</td>
<td>TRUE</td>
<td>514</td>
</tr>
<tr>
<td>Information Technology and Analytical Instruments</td>
<td>405</td>
<td>TRUE</td>
<td>320</td>
</tr>
<tr>
<td>Upstream Metal Manufacturing</td>
<td>395</td>
<td>TRUE</td>
<td>276</td>
</tr>
<tr>
<td>Marketing, Design, and Publishing</td>
<td>345</td>
<td>TRUE</td>
<td>376</td>
</tr>
<tr>
<td>Metalworking Technology</td>
<td>247</td>
<td>TRUE</td>
<td>446</td>
</tr>
<tr>
<td>Paper and Packaging</td>
<td>245</td>
<td>TRUE</td>
<td>404</td>
</tr>
<tr>
<td>Downstream Metal Products</td>
<td>200</td>
<td>TRUE</td>
<td>513</td>
</tr>
<tr>
<td>Furniture</td>
<td>130</td>
<td>TRUE</td>
<td>532</td>
</tr>
<tr>
<td>Apparel</td>
<td>70</td>
<td>TRUE</td>
<td>321</td>
</tr>
<tr>
<td>Electric Power Generation and Transmission</td>
<td>70</td>
<td>TRUE</td>
<td>400</td>
</tr>
<tr>
<td>Leather and Related Products</td>
<td>60</td>
<td>TRUE</td>
<td>177</td>
</tr>
<tr>
<td>Music and Sound Recording</td>
<td>10</td>
<td>TRUE</td>
<td>272</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
Hampshire County has strong cluster presence.

These established clusters are globally competitive:
- Education and Knowledge Creation
- Financial Services
- Medical Devices
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Knowledge Creation</td>
<td>8789</td>
<td>TRUE</td>
<td>75</td>
</tr>
<tr>
<td>Financial Services</td>
<td>919</td>
<td>TRUE</td>
<td>263</td>
</tr>
<tr>
<td>Plastics</td>
<td>530</td>
<td>TRUE</td>
<td>364</td>
</tr>
<tr>
<td>Paper and Packaging</td>
<td>420</td>
<td>TRUE</td>
<td>278</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>385</td>
<td>TRUE</td>
<td>180</td>
</tr>
<tr>
<td>Downstream Metal Products</td>
<td>310</td>
<td>TRUE</td>
<td>374</td>
</tr>
<tr>
<td>Downstream Chemical Products</td>
<td>140</td>
<td>TRUE</td>
<td>414</td>
</tr>
<tr>
<td>Recreational and Small Electric Goods</td>
<td>90</td>
<td>TRUE</td>
<td>353</td>
</tr>
<tr>
<td>Electric Power Generation and Transmission</td>
<td>70</td>
<td>TRUE</td>
<td>401</td>
</tr>
<tr>
<td>Trailers, Motor Homes, and Appliances</td>
<td>60</td>
<td>TRUE</td>
<td>307</td>
</tr>
<tr>
<td>Music and Sound Recording</td>
<td>20</td>
<td>TRUE</td>
<td>181</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
We Found Strong Clusters in your Region

Hampden County has strong cluster presence.

These established clusters are globally competitive:
• Education and Knowledge Creation
• Plastics
• Paper and Packaging
• And more!

Emerging Tech clusters could be up-and-coming:
• Digital Health
• Cyber Security
• Big Data and Data analytics
• Manufacturing
• Robotics
• Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Knowledge Creation</td>
<td>6731</td>
<td>TRUE</td>
<td>108</td>
</tr>
<tr>
<td>Insurance Services</td>
<td>4581</td>
<td>TRUE</td>
<td>96</td>
</tr>
<tr>
<td>Downstream Metal Products</td>
<td>2850</td>
<td>TRUE</td>
<td>13</td>
</tr>
<tr>
<td>Metalworking Technology</td>
<td>1974</td>
<td>TRUE</td>
<td>47</td>
</tr>
<tr>
<td>Plastics</td>
<td>1814</td>
<td>TRUE</td>
<td>77</td>
</tr>
<tr>
<td>Paper and Packaging</td>
<td>1657</td>
<td>TRUE</td>
<td>43</td>
</tr>
<tr>
<td>Printing Services</td>
<td>1549</td>
<td>TRUE</td>
<td>85</td>
</tr>
<tr>
<td>Electric Power Generation and Transmission</td>
<td>935</td>
<td>TRUE</td>
<td>32</td>
</tr>
<tr>
<td>Recreational and Small Electric Goods</td>
<td>810</td>
<td>TRUE</td>
<td>39</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>791</td>
<td>TRUE</td>
<td>86</td>
</tr>
<tr>
<td>Lighting and Electrical Equipment</td>
<td>425</td>
<td>TRUE</td>
<td>213</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>140</td>
<td>TRUE</td>
<td>205</td>
</tr>
<tr>
<td>Leather and Related Products</td>
<td>70</td>
<td>TRUE</td>
<td>117</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
We Found Strong Clusters in your Region

Worcester County has strong cluster presence.

These established clusters are globally competitive:
- Education and Knowledge Creation
- Financial Services
- Info Tech and Analytical Instruments
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Knowledge Creation</td>
<td>13913</td>
<td>TRUE</td>
<td>45</td>
</tr>
<tr>
<td>Insurance Services</td>
<td>5534</td>
<td>TRUE</td>
<td>75</td>
</tr>
<tr>
<td>Financial Services</td>
<td>5027</td>
<td>TRUE</td>
<td>87</td>
</tr>
<tr>
<td>Plastics</td>
<td>4239</td>
<td>TRUE</td>
<td>14</td>
</tr>
<tr>
<td>Information Technology and Analytical Instruments</td>
<td>4047</td>
<td>TRUE</td>
<td>58</td>
</tr>
<tr>
<td>Metalworking Technology</td>
<td>3171</td>
<td>TRUE</td>
<td>24</td>
</tr>
<tr>
<td>Lighting and Electrical Equipment</td>
<td>2660</td>
<td>TRUE</td>
<td>11</td>
</tr>
<tr>
<td>Paper and Packaging</td>
<td>2386</td>
<td>TRUE</td>
<td>7</td>
</tr>
<tr>
<td>Downstream Metal Products</td>
<td>1756</td>
<td>TRUE</td>
<td>38</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>1646</td>
<td>TRUE</td>
<td>38</td>
</tr>
<tr>
<td>Upstream Metal Manufacturing</td>
<td>1540</td>
<td>TRUE</td>
<td>61</td>
</tr>
<tr>
<td>Vulcanized and Fired Materials</td>
<td>1266</td>
<td>TRUE</td>
<td>32</td>
</tr>
<tr>
<td>Furniture</td>
<td>844</td>
<td>TRUE</td>
<td>71</td>
</tr>
<tr>
<td>Downstream Chemical Products</td>
<td>814</td>
<td>TRUE</td>
<td>68</td>
</tr>
<tr>
<td>Biopharmaceuticals</td>
<td>692</td>
<td>TRUE</td>
<td>113</td>
</tr>
<tr>
<td>Recreational and Small Electric Goods</td>
<td>448</td>
<td>TRUE</td>
<td>83</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>260</td>
<td>TRUE</td>
<td>97</td>
</tr>
<tr>
<td>Leather and Related Products</td>
<td>80</td>
<td>TRUE</td>
<td>93</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
We Found Strong Clusters in your Region

Essex County has strong cluster presence.

These established clusters are globally competitive:

- Textile Manufacturing
- Marketing, Design and Publishing
- Financial Services
- Education and Knowledge Creation
- And more!

Emerging Tech clusters could be up-and-coming:

- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

### Cluster Table

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology and Analytical Instruments</td>
<td>9720</td>
<td>TRUE</td>
<td>18</td>
</tr>
<tr>
<td>Education and Knowledge Creation</td>
<td>7427</td>
<td>TRUE</td>
<td>99</td>
</tr>
<tr>
<td>Aerospace Vehicles and Defense</td>
<td>6506</td>
<td>TRUE</td>
<td>22</td>
</tr>
<tr>
<td>Financial Services</td>
<td>6022</td>
<td>TRUE</td>
<td>80</td>
</tr>
<tr>
<td>Marketing, Design, and Publishing</td>
<td>4482</td>
<td>TRUE</td>
<td>64</td>
</tr>
<tr>
<td>Biopharmaceuticals</td>
<td>2245</td>
<td>TRUE</td>
<td>23</td>
</tr>
<tr>
<td>Metalworking Technology</td>
<td>1245</td>
<td>TRUE</td>
<td>79</td>
</tr>
<tr>
<td>Printing Services</td>
<td>1101</td>
<td>TRUE</td>
<td>126</td>
</tr>
<tr>
<td>Textile Manufacturing</td>
<td>1073</td>
<td>TRUE</td>
<td>36</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>945</td>
<td>TRUE</td>
<td>73</td>
</tr>
<tr>
<td>Lighting and Electrical Equipment</td>
<td>937</td>
<td>TRUE</td>
<td>63</td>
</tr>
<tr>
<td>Downstream Chemical Products</td>
<td>781</td>
<td>TRUE</td>
<td>79</td>
</tr>
<tr>
<td>Upstream Chemical Products</td>
<td>580</td>
<td>TRUE</td>
<td>74</td>
</tr>
<tr>
<td>Fishing and Fishing Products</td>
<td>480</td>
<td>TRUE</td>
<td>13</td>
</tr>
<tr>
<td>Apparel</td>
<td>443</td>
<td>TRUE</td>
<td>40</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>320</td>
<td>TRUE</td>
<td>69</td>
</tr>
<tr>
<td>Footwear</td>
<td>250</td>
<td>TRUE</td>
<td>19</td>
</tr>
<tr>
<td>Leather and Related Products</td>
<td>120</td>
<td>TRUE</td>
<td>74</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
Middlesex County has strong cluster presence.

These established clusters are globally competitive:
- Education and Knowledge Creation
- Info Tech and Analytical Instruments
- Marketing, Design and Publishing
- Medical Devices & Biopharma
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Services</td>
<td>121847</td>
<td>TRUE</td>
<td>11</td>
</tr>
<tr>
<td>Education and Knowledge Creation</td>
<td>94784</td>
<td>TRUE</td>
<td>3</td>
</tr>
<tr>
<td>Information Technology and Analytical Instruments</td>
<td>36731</td>
<td>TRUE</td>
<td>3</td>
</tr>
<tr>
<td>Marketing, Design, and Publishing</td>
<td>15585</td>
<td>TRUE</td>
<td>13</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>3419</td>
<td>TRUE</td>
<td>13</td>
</tr>
<tr>
<td>Biopharmaceuticals</td>
<td>3109</td>
<td>TRUE</td>
<td>13</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
Suffolk County has strong cluster presence.

These established clusters are globally competitive:
- Financial services
- Education and Knowledge Creation
- Marketing, Design and Publishing
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>57918</td>
<td>TRUE</td>
<td>3</td>
</tr>
<tr>
<td>Education and Knowledge Creation</td>
<td>56362</td>
<td>TRUE</td>
<td>9</td>
</tr>
<tr>
<td>Marketing, Design, and Publishing</td>
<td>15068</td>
<td>TRUE</td>
<td>14</td>
</tr>
<tr>
<td>Insurance Services</td>
<td>14706</td>
<td>TRUE</td>
<td>18</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>3581</td>
<td>TRUE</td>
<td>16</td>
</tr>
<tr>
<td>Biopharmaceuticals</td>
<td>2685</td>
<td>TRUE</td>
<td>15</td>
</tr>
<tr>
<td>Fishing and Fishing Products</td>
<td>398</td>
<td>TRUE</td>
<td>20</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
Plymouth County has strong cluster presence.

These established clusters are globally competitive:
- Financial Services
- Info Tech and Analytical Instruments
- Metalworking Technology
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance Services</td>
<td>2324</td>
<td>TRUE</td>
<td>158</td>
</tr>
<tr>
<td>Financial Services</td>
<td>1782</td>
<td>TRUE</td>
<td>168</td>
</tr>
<tr>
<td>Metalworking Technology</td>
<td>1266</td>
<td>TRUE</td>
<td>74</td>
</tr>
<tr>
<td>Information Technology and Analytical Instruments</td>
<td>1154</td>
<td>TRUE</td>
<td>163</td>
</tr>
<tr>
<td>Printing Services</td>
<td>820</td>
<td>TRUE</td>
<td>161</td>
</tr>
<tr>
<td>Electric Power Generation and Transmission</td>
<td>750</td>
<td>TRUE</td>
<td>64</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>669</td>
<td>TRUE</td>
<td>102</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>533</td>
<td>TRUE</td>
<td>25</td>
</tr>
<tr>
<td>Lighting and Electrical Equipment</td>
<td>450</td>
<td>TRUE</td>
<td>194</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>433</td>
<td>TRUE</td>
<td>151</td>
</tr>
<tr>
<td>Furniture</td>
<td>383</td>
<td>TRUE</td>
<td>237</td>
</tr>
<tr>
<td>Footwear</td>
<td>335</td>
<td>TRUE</td>
<td>17</td>
</tr>
<tr>
<td>Recreational and Small Electric Goods</td>
<td>276</td>
<td>TRUE</td>
<td>145</td>
</tr>
<tr>
<td>Textile Manufacturing</td>
<td>265</td>
<td>TRUE</td>
<td>187</td>
</tr>
<tr>
<td>Leather and Related Products</td>
<td>115</td>
<td>TRUE</td>
<td>80</td>
</tr>
<tr>
<td>Fishing and Fishing Products</td>
<td>80</td>
<td>TRUE</td>
<td>88</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
Bristol County has strong cluster presence.

These established clusters are globally competitive:
- Distribution & Electronic Commerce
- Fishing and Fishing Products
- Apparel
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution and Electronic Commerce</td>
<td>10855</td>
<td>TRUE</td>
<td>120</td>
</tr>
<tr>
<td>Recreational and Small Electric Goods</td>
<td>3882</td>
<td>TRUE</td>
<td>3</td>
</tr>
<tr>
<td>Communications Equipment and Services</td>
<td>2320</td>
<td>TRUE</td>
<td>43</td>
</tr>
<tr>
<td>Lighting and Electrical Equipment</td>
<td>2067</td>
<td>TRUE</td>
<td>17</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>1576</td>
<td>TRUE</td>
<td>40</td>
</tr>
<tr>
<td>Information Technology and Analytical Instruments</td>
<td>1518</td>
<td>TRUE</td>
<td>144</td>
</tr>
<tr>
<td>Upstream Metal Manufacturing</td>
<td>1509</td>
<td>TRUE</td>
<td>62</td>
</tr>
<tr>
<td>Apparel</td>
<td>1348</td>
<td>TRUE</td>
<td>9</td>
</tr>
<tr>
<td>Textile Manufacturing</td>
<td>1185</td>
<td>TRUE</td>
<td>31</td>
</tr>
<tr>
<td>Printing Services</td>
<td>1133</td>
<td>TRUE</td>
<td>124</td>
</tr>
<tr>
<td>Metalworking Technology</td>
<td>1126</td>
<td>TRUE</td>
<td>87</td>
</tr>
<tr>
<td>Fishing and Fishing Products</td>
<td>1000</td>
<td>TRUE</td>
<td>5</td>
</tr>
<tr>
<td>Jewelry and Precious Metals</td>
<td>966</td>
<td>TRUE</td>
<td>5</td>
</tr>
<tr>
<td>Vulcanized and Fired Materials</td>
<td>864</td>
<td>TRUE</td>
<td>59</td>
</tr>
<tr>
<td>Downstream Chemical Products</td>
<td>710</td>
<td>TRUE</td>
<td>95</td>
</tr>
<tr>
<td>Paper and Packaging</td>
<td>615</td>
<td>TRUE</td>
<td>199</td>
</tr>
<tr>
<td>Leather and Related Products</td>
<td>245</td>
<td>TRUE</td>
<td>24</td>
</tr>
<tr>
<td>Trailers, Motor Homes, and Appliances</td>
<td>245</td>
<td>TRUE</td>
<td>91</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>160</td>
<td>TRUE</td>
<td>171</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
We Found Strong Clusters in your Region

Norfolk County has strong cluster presence.

These established clusters are globally competitive:
- Education and Knowledge Creation
- Info tech and Analytical Instruments
- Financial Services
- Marketing, Design and Publishing
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance Services</td>
<td>10130</td>
<td>TRUE</td>
<td>37</td>
</tr>
<tr>
<td>Education and Knowledge Creation</td>
<td>10087</td>
<td>TRUE</td>
<td>69</td>
</tr>
<tr>
<td>Information Technology and Analytical Instruments</td>
<td>9071</td>
<td>TRUE</td>
<td>20</td>
</tr>
<tr>
<td>Financial Services</td>
<td>7158</td>
<td>TRUE</td>
<td>66</td>
</tr>
<tr>
<td>Marketing, Design, and Publishing</td>
<td>3648</td>
<td>TRUE</td>
<td>79</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>2006</td>
<td>TRUE</td>
<td>36</td>
</tr>
<tr>
<td>Biopharmaceuticals</td>
<td>995</td>
<td>TRUE</td>
<td>68</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>929</td>
<td>TRUE</td>
<td>75</td>
</tr>
<tr>
<td>Recreational and Small Electric Goods</td>
<td>890</td>
<td>TRUE</td>
<td>30</td>
</tr>
<tr>
<td>Lighting and Electrical Equipment</td>
<td>760</td>
<td>TRUE</td>
<td>102</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
We Found Strong Clusters in your Region

Barnstable County has strong cluster presence.

These established clusters are globally competitive:
- Hospitality and Tourism
- Education and Knowledge Creation
- Info Tech and Analytical Instruments
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitality and Tourism</td>
<td>2762</td>
<td>TRUE</td>
<td>229</td>
</tr>
<tr>
<td>Education and Knowledge Creation</td>
<td>1709</td>
<td>TRUE</td>
<td>333</td>
</tr>
<tr>
<td>Financial Services</td>
<td>1074</td>
<td>TRUE</td>
<td>235</td>
</tr>
<tr>
<td>Transportation and Logistics</td>
<td>900</td>
<td>TRUE</td>
<td>307</td>
</tr>
<tr>
<td>Information Technology and Analytical Instruments</td>
<td>660</td>
<td>TRUE</td>
<td>255</td>
</tr>
<tr>
<td>Marketing, Design, and Publishing</td>
<td>651</td>
<td>TRUE</td>
<td>255</td>
</tr>
<tr>
<td>Water Transportation</td>
<td>295</td>
<td>TRUE</td>
<td>152</td>
</tr>
<tr>
<td>Communications Equipment and Services</td>
<td>275</td>
<td>TRUE</td>
<td>254</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>230</td>
<td>TRUE</td>
<td>233</td>
</tr>
<tr>
<td>Biopharmaceuticals</td>
<td>175</td>
<td>TRUE</td>
<td>225</td>
</tr>
<tr>
<td>Fishing and Fishing Products</td>
<td>88</td>
<td>TRUE</td>
<td>74</td>
</tr>
<tr>
<td>Environmental Services</td>
<td>70</td>
<td>TRUE</td>
<td>379</td>
</tr>
<tr>
<td>Electric Power Generation and Transmission</td>
<td>60</td>
<td>TRUE</td>
<td>428</td>
</tr>
<tr>
<td>Music and Sound Recording</td>
<td>20</td>
<td>TRUE</td>
<td>175</td>
</tr>
<tr>
<td>Jewelry and Precious Metals</td>
<td>10</td>
<td>TRUE</td>
<td>263</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
Nantucket County has strong cluster presence.

These established clusters are globally competitive:
- Hospitality and Tourism
- Marketing, Design and Publishing
- Transportation and Logistics
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitality and Tourism</td>
<td>605</td>
<td>TRUE</td>
<td>706</td>
</tr>
<tr>
<td>Marketing, Design, and Publishing</td>
<td>100</td>
<td>TRUE</td>
<td>769</td>
</tr>
<tr>
<td>Financial Services</td>
<td>90</td>
<td>TRUE</td>
<td>1250</td>
</tr>
<tr>
<td>Transportation and Logistics</td>
<td>90</td>
<td>TRUE</td>
<td>1449</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>30</td>
<td>TRUE</td>
<td>815</td>
</tr>
<tr>
<td>Communications Equipment and Services</td>
<td>20</td>
<td>TRUE</td>
<td>869</td>
</tr>
<tr>
<td>Textile Manufacturing</td>
<td>20</td>
<td>TRUE</td>
<td>674</td>
</tr>
<tr>
<td>Fishing and Fishing Products</td>
<td>10</td>
<td>TRUE</td>
<td>359</td>
</tr>
<tr>
<td>Music and Sound Recording</td>
<td>10</td>
<td>TRUE</td>
<td>283</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
Dukes County has strong cluster presence.

These established clusters are globally competitive:
- Hospitality and Tourism
- Transportation and Logistics
- Design, Marketing and Publishing
- And more!

Emerging Tech clusters could be up-and-coming:
- Digital Health
- Cyber Security
- Big Data and Data analytics
- Manufacturing
- Robotics
- Creative Tech & more!

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2013 Employment</th>
<th>Strong Cluster</th>
<th>National Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitality and Tourism</td>
<td>401</td>
<td>TRUE</td>
<td>900</td>
</tr>
<tr>
<td>Financial Services</td>
<td>188</td>
<td>TRUE</td>
<td>768</td>
</tr>
<tr>
<td>Transportation and Logistics</td>
<td>110</td>
<td>TRUE</td>
<td>1324</td>
</tr>
<tr>
<td>Marketing, Design, and Publishing</td>
<td>80</td>
<td>TRUE</td>
<td>888</td>
</tr>
<tr>
<td>Performing Arts</td>
<td>40</td>
<td>TRUE</td>
<td>667</td>
</tr>
<tr>
<td>Water Transportation</td>
<td>40</td>
<td>TRUE</td>
<td>386</td>
</tr>
<tr>
<td>Furniture</td>
<td>30</td>
<td>TRUE</td>
<td>995</td>
</tr>
<tr>
<td>Printing Services</td>
<td>30</td>
<td>TRUE</td>
<td>1092</td>
</tr>
<tr>
<td>Communications Equipment and Services</td>
<td>20</td>
<td>TRUE</td>
<td>871</td>
</tr>
<tr>
<td>Lighting and Electrical Equipment</td>
<td>20</td>
<td>TRUE</td>
<td>824</td>
</tr>
<tr>
<td>Electric Power Generation and Transmission</td>
<td>10</td>
<td>TRUE</td>
<td>1062</td>
</tr>
<tr>
<td>Fishing and Fishing Products</td>
<td>10</td>
<td>TRUE</td>
<td>358</td>
</tr>
<tr>
<td>Jewelry and Precious Metals</td>
<td>10</td>
<td>TRUE</td>
<td>272</td>
</tr>
<tr>
<td>Music and Sound Recording</td>
<td>10</td>
<td>TRUE</td>
<td>281</td>
</tr>
<tr>
<td>Recreational and Small Electric Goods</td>
<td>10</td>
<td>TRUE</td>
<td>1251</td>
</tr>
<tr>
<td>Video Production and Distribution</td>
<td>10</td>
<td>TRUE</td>
<td>537</td>
</tr>
</tbody>
</table>

Source: Clustermapping.us
Appendix IV
Innovations Centers: Spaces enable entrepreneurs and researchers to activate breakthroughs

The Roxbury Innovation Center: Roxbury

North Shore InnoVentures: North Shore

Entrepreneur Innovation Center at Framingham State University: Framingham

Sky Venture Innovation Hub: Boston, Massachusetts

Verizon Innovation Center: Waltham
Maker Spaces: Spaces that provide shared tools for use of members.

Technocopia: Worcester, MA
Lowell Makes: Lowell, MA
Artisan’s Asylum: Somerville, MA
Brick CoWorkshop: Holyoke, MA
Makers’ Mill: North Adams, MA
Made @ Masschallenge: Boston, MA
Artist Spaces: Spaces in which Artists have studios and collaborate.

Fountain Street Studios: Framingham, MA
Gateway City Arts: Holyoke, MA
HyArts: Barnstable, MA
Appleton Mills: Lowell, MA
Eastworks: Easthampton, MA
Midway Studios: Boston, MA
Collaborative Kitchens: Commercial kitchens were small businesses that have access to equipment.

Greenfield Food Processing Center: Greenfield, MA

Commonwealth Kitchen: Boston, MA

Stock Pot Holder: Malden, MA
CoWorking Spaces: Working spaces where individuals or small businesses work in shared spaces. (No shared tools).

GroundWork: New Bedford, MA

Cloud 85: North Adams, MA

Running Start: Worcester, MA

WeWork: Boston, MA

Workbar: Cambridge, MA

Impact Hub: Boston, MA
Industry Specific Incubation Spaces: spaces with an explicit focus on growing businesses within specialized industry.

Greentown Labs: Somerville, MA

Social Impact: Boston, MA

Beehive sewing: Northampton, MA

New Vestures: Lowell, MA

TechSpring: Springfield, MA
Organizations: Sector or Cluster Groups

Sector or Cluster Groups: Organized groups to support a certain type of innovation businesses (i.e. Design)

- MITX: Boston, MA
- Cape Tech Council: Cape Cod, MA
- Berkshire Film and Media Collaborative: Berkshire, MA
- MassDIGI: Worcester, MA
- Plug In to the Creative Valley: Pioneer Valley, MA
- SeArts Wearable arts group: Gloucester, MA
Programs and Accelerators: Longer term programs helping early stage companies bring their ideas to the market.

SPARK: Holyoke, MA

Valley Venture Mentors: Springfield, MA

E For All: Lowell, New Bedford, Lynn, MA

Masschallenge: Boston, MA

Techstars: Boston, MA

Startup Weekend: Cape Cod, MA
Classes: Classes for Businesses in creativity, entrepreneurship, Innovation, and business methods

General Assembly: Boston, MA

Holyoke Creative Arts Center: Holyoke, MA

Enterprise Center: Salem, MA

Workbench, Woodworking and Craft School: EastHampton, MA
Funding: programs that give funding to early stage ventures

Assets for Artists: North Adams, MA, Statewide

MLK Junior Opportunity Center, Microloan Program: Worcester, MA

Mass Ventures: Statewide
MeetUps and Events: Awesome event that convene the innovation and creative economy

Berkshire Flirt: Berkshire, MA

Geek Girl Tech Con: Cape Cod, MA

Harvard General Store Entrepreneurial Meet-up

Don’t eat lunch alone: Springfield, MA

MIT Enterprise Forum: Cambridge, MA

Haverhill Hackers: Haverhill, MA
Competitions: Time specific events that offer prizes to businesses

- **Annual 5-minute Pitch Contest, The Venture Forum:** Worcester, MA
- **Grinspoon Elevator Pitch:** Pioneer Valley, MA
- **Enterprise Center Business Plan Competition:** Salem, MA
Websites: Websites that foster connectivity in the innovation and creative space

Start Hub Boston: Boston, MA  
www.starthub.org

Plug In to the Creative Valley: Pioneer Valley, MA  
www.facebook.com/PlugIntoTheCreativeValley

I Am Pro Amesbury: Amesbury, MA  
www.iamproamesbury.com
Thought Leaders: The people that everyone know, in the innovation and creative economy. The connectors.

Peter Karlson
Entrepreneur in Residence: Cape Cod, MA

Jess Conzo
Alchemy Initiative: Pittsfield, MA

Amy Lynn Chase
Crompton Collective: Worcester, MA

Christopher Rezendes
IOT Impact Lab: New Bedford, MA