

THE CREATIVE ECONOMY NETWORK TOOLBOXES

INTRODUCTION

The goal of the Creative Economy Network is to build on the strength of our creative economy by coordinating resources, tracking progress, and promoting these efforts on the local, regional, and state-wide levels. The creative industries include not-for-profits, for-profit, and individuals in the following fields:

Advertising and Marketing: Advertising and marketing agencies and professionals

Architecture: Architecture firms and architects

Visual Arts and Craft: Museums, galleries, curators, artists, and artisans

Design: Industrial, interior, graphic, fashion firms, and designers

Film, Media, Entertainment: Film, TV, radio, and video game businesses and talent

Music and Performance: Venues, producers, and performers

Publishing: Content creation, editors, writers, and distributors

A regional Creative Economy Network will act as the coordinated support system of the creative industries and is a vital component for implementing the Commonwealth of Massachusetts's Action Agenda for supporting the creative industries. The Action Agenda includes five areas of action: Business Development, Access to Capital, Visibility, Talent, and Space.

The Toolboxes, set up to aid in the planning and implementation of a Network's initiatives in the five Areas of Action, is an evolving set of resources, suggestions and best practices for developing the creative industries. Once designated, Lead and Partner organizations will have access to the Toolboxes. In addition to the Toolboxes, in-person sessions will be organized to focus on the Areas of Action and to facilitate the designees' access to applicable state, regional, and local resources, suggestions, and information.

This document outlines six toolboxes, each composed of suggestions, resources, and best practices:

1. **The Network Basics**
2. **Business Development**
3. **Access to Capital**
4. **Visibility**
5. **Talent**
6. **Space**

The final section outlines the process for developing a work plan for a Creative Economy Network and includes a template to aid in the planning and implementation of Network initiatives and methods for measuring success.

As always, the Creative Economy Industry Director is available to help guide you through the process of developing the creative industries in your region. Do not hesitate to contact the state office with questions or concerns.

Contract: Creative Economy Industry Director: Helena.Fruscio@state.ma.us, 617-788-3602.

TOOLBOX 1: Network Basics

The Lead Organization(s) will be responsible for coordination of the Network activities in a given region. There are a few core steps and considerations that the Lead Organization(s) should take to ensure the success of the regional Network; this section will outline the things to consider, resources and best practices for getting a Network rolling.

1. Things to Consider:

1.1 Do you know the companies in your region that work in creative industries?

Connecting with the members of your creative industries is the first and most important step of the Network.

- Have you convened the members of your creative industries?
- Do you have their names and contact information, or a way to get in touch with them?
- Where are you going to maintain the list? Do you want it to be public (on a website or social media outlet) or private (a secure email list or excel)?

1.1.2 Resources:

The following resources are available to Network Lead and Partner Organizations to help you connect to the creative industries in your region:

CreativeNEXT Listening Tour List

The CreativeNEXT listening tour reached over 580 businesses, organizations, and individuals during the twenty-one events and discussed the growth and sustainability of the creative industries and their future in Massachusetts. The Creative Economy Industry Director has the contact information for every company that participated in the tour and this information is accessible to the Network Lead and Partner organizations.

See *CreativeNEXT Report: Mass.gov/hed/CreateMA*

Contact Creative Economy Director: Helena.fruscio@state.ma.us

New England Foundation for the Arts (NEFA): CreativeGround.org

Launching fall 2013, CreativeGround spotlights the region's breadth of artists, creative businesses, and cultural nonprofits. Presently CultureCount.org CultureCount is NEFA's creative economy database. Visitors can search a comprehensive directory of New England's cultural nonprofits, creative businesses, and individual artists. ***Creativeground.org, presently Culturecount.org***

Mass Office of Business Development

The mission of the Massachusetts Office of Business Development (MOBD) is to strengthen the economy and increase job growth throughout Massachusetts by providing a highly responsive, central point of contact that facilitates access to resources, expertise, and incentive programs available to businesses that are seeking to expand or locate in the Commonwealth.

Mass.gov/mobd

Additional Resource Suggestions:

- Consider hosting an event to bring out the creative industries, collect information in the RSVP.
- Consider contacting your local Chambers of Commerce; see if there is interest in partnering to connect with their membership within the creative industries.
- Consider contacting your Regional Economic Development Corporation, see if there is interest in partnering to connect with their contacts.
- Consider contacting local trade organizations, networking events, and meet-up groups, to see if there is interest in partnering to connect with their contacts.
- Consider contacting your regional planning office to see if they are willing to partner or if they have access to a business database.

Is a group not willing to share their lists?

Ask if the group would be willing to email their lists with a joint email or ask if the group will invite you to a meeting or event where you can inform their members about the Creative Economy Network.

1.1.3 Best Practices*:

CreativeHaverhill's Creative Economy Directory

Find companies by industry or jump directly to the industry page of interest, including Applied Arts, Performing Arts, Visual Arts, etc.

creativehaverhill.org/find-a-creative-place/

Creative Economy Association of the North Shore's Creative Economy Directory

Find the creative industry businesses working on the North Shore, sort by category or cities.

ceans.org/creative-directory-42.html

Pioneer Valley's Plugging into the Creative Valley Facebook Page

Facebook page that connects creative people/businesses and the people/businesses that support them.

facebook.com/PlugIntoTheCreativeValley

The Cape Cod ArtsApp

The Cape Cod ArtsApp connects to the Arts Trail, finding Cape Cod artists, craftspeople, galleries, museums, art centers, theaters, and concerts.

capecodchamber.org/artsapp

1.2 Do you know who will serve on your Advisory Council?

The purpose of the Advisory Council is to get input, direction, and buy-in from the creative industry businesses in your region. A part of the Creative Economy Network designation this group is required to meet once a year, but could be more involved if the Lead Organization(s) choose to convene them more regularly.

- Once you are familiar with the creative industries, have you identified the potential leaders?
- Do you know what creative businesses, organizations, and individuals are the most competitive and have room to grow? Does your Advisory Council include a diverse group of stakeholders from various industries and municipalities within your region? Do you know how often you will convene them?

- What is their role? Do you want them to be involved in planning the network initiatives?

1.2.1 Best Practices*:

Berkshire Creative’s Advisory Council

A group comprised of the major creative economy companies, organizations, and individuals that meets annually.

berkshirecreative.org/about-us/

1.3 Have you considered getting the industry together?

So much of the work in the creative industries depends on momentum and buy-in from the creative industries. The most mentioned concern from the participants in the CreativeNEXT listening tour was the need for networking, both among businesses, organizations, and individuals within the creative industries, and between the creative industries and other key industries within Massachusetts. There was an expressed sense of isolation of the creative industries in almost every community, both rural and urban. ***See full CreativeNEXT listening tour report at mass.gov/hed/createma***

1.3.1 Best Practices*:

Plugging into the Creative Valley

It is promoted as: “A monthly travelling event where local creatives (anyone) can meet, share, learn and connect. You never know who you could meet. Creative BusinessesIt is time to start talking! Find out who else works around here and what they do! Explore Opportunities to Buy Local, Connect and Network with other Entrepreneurs.”

facebook.com/PlugIntoTheCreativeValley

SPARK!

Since 2007, SPARK! has been bringing people from all sectors of the Berkshire economy together to spark innovative ideas and collaborations. SPARK! is a free networking event held on a quarterly basis at different host venues throughout Berkshire County. SPARK! is an opportunity. SPARK! is a meeting ground. SPARK! is a place to make connections and make things happen.

berkshirecreative.org/about-spark/

Design Museum Boston’s UNITE events

The UNITE series of events “unites” the design industry with other industries around Boston.

Designmuseumboston.org

1.4 Metrics to Consider:

- Number of creative companies
- Number of new startup creative companies
- Number of events hosted
- Number of connections made

TOOLBOX 2: Business Development

Generate new opportunities for the businesses, organizations, and individuals working in the creative industries. Improve access to technical assistance, expertise, mentorship, and training for companies within the creative industries by bringing coherence and integration of the available state, regional, and local resources.

2. Things to Consider:

2.1 What are the biggest opportunities to grow the creative industries in your region?

- How can you develop an entrepreneurship ecosystem within your creative industries?
- What are the biggest needs of the creative companies in your region? Where is there room to grow?
- Are your creative companies aware of the resources available to them?
- What are the main training needs of your creative industries? Do they need help with marketing, business planning, financial planning, etc.?
- Are there established business leaders willing to share expertise? Is there potential to develop a mentorship network?

2.1.1 Resources:

Resource Shark Tanks

The Creative Economy Industry Director will work with Network Partners to host two types of meetings, Resource Meetings and Office Hours, which will be scheduled for individual creative economy companies to coordinate the technical assistance resources.

Resource Meetings Format: Each company will give a short presentation about its business to business supporters. The presentation will focus on the business, the potential the owner sees for the business to grow, and the barriers to that growth. The supporters will listen to the presentation and make suggestions in their area of expertise, and if appropriate, these supporters will offer longer-term support to the business for business planning or other needs. The goal is to connect the creative businesses with business support systems that exist both statewide and locally.

Office Hours Format: Meeting among a creative economy company, the Creative Economy Industry Director and a representative from the lead organization, with the purpose of advising businesses of state technical assistance resources.

More information: [Mass.gov/hed/CreateMA](https://www.mass.gov/hed/CreateMA)

Contact Creative Economy Director: Helena.fruscio@state.ma.us

Mass Small Business Development Centers

The Massachusetts Small Business Development Center (MSBDC) Network provides one-to-one free, comprehensive, and confidential services focusing on business growth and strategies, financing and loan assistance as well as strategic, marketing and operational analysis. In addition, low cost educational training programs targeted to the needs of small business are offered across the state.

msbdc.org

Regional Economic Development Organizations

The objective of the Regional Economic Development Organization program is to provide a consistent and efficient response to businesses seeking assistance from the Commonwealth. This represents a partnership with the Massachusetts Office of Business Development to establish a strategic plan for economic development which supports regionally based efforts to help existing businesses grow to scale and to attract new business to the state.

Mass.gov/mobd

Mass Office of Business Development

The mission of the Massachusetts Office of Business Development (MOBD) is to strengthen the economy and increase job growth throughout Massachusetts by providing a highly responsive, central point of contact that facilitates access to resources, expertise, and incentive programs to businesses that are seeking to expand or locate in the Commonwealth.

Mass.gov/mobd

Additional Resource Suggestions:

- Consider the professional development already going on in your region. Can you partner with Chambers of Commerce, SCORE, or trade organizations to host creative economy business development trainings?
- Consider partnering with organizations that already support businesses and ask if they will focus on creative businesses. Do you have accelerators or business incubators in your region?
- Consider being innovative about a new program, see examples below.

2.1.2 Best Practices*:

Merrimack Valley Sandbox, Creative Economy Pitch Contest

Merrimack Valley Sandbox features creative industry start-ups at Creative Economy Pitch Contests. During the event, eight entrepreneur finalists pitch their arts/crafts, food fashion, and design ideas in front of over 100 people and a panel of judges. Before the pitches begin, entrepreneur finalists and applicants have the opportunity to showcase their products/services to audience members. Winners receive cash and mentorship as a prize and everyone gets great feedback.

Merrimackvalleysandbox.org

Valley Venture Mentors

Valley Venture Mentors provides key support to the entrepreneurial ecosystem by uniting carefully selected startups with high quality business mentors at a structured monthly pitch and planning sessions. These events are oozing with innovation and excitement as entrepreneurs tell their story and then ask for help in addressing specific hurdles – all in crisp five-minute presentations. During the second part of the session, volunteer mentors gather with the entrepreneurs of their choice and begin to plan, create, and problem solve.

Valleyventurementors.org

Innovation Nights

InnovationNights.com allows product developers, product managers and marketers to showcase their new products online to an audience of social media enthusiasts, mass and industry media, influential bloggers, potential customers and prospective partners. Visitors to the site RSVP for the monthly live events and can peruse the list of already committed attendees in order to make plans for connecting live.

mass.innovationnights.com

Grub Street: Launch Lab

Launch Lab features personalized coaching, media training, strategic planning for writers, and access to an engaged and motivating community of fellow authors. These elements, and much more, make up the Launch Lab, a program that equips writers with upcoming book launches with the knowledge and tools they need to be effective in their marketing efforts in a way that is right for them.

grubstreet.org

2.2 Metrics to Consider:

- Number of new startup creative companies
- Jobs retained/created by programs
- Technical assistance meetings and follow up survey data
- Number of mentors matched with companies
- Survey data from training programs

TOOLBOX 3: Access to Capital

Increase access to direct financial support for creative industry organizations and businesses. Help coordinate trainings and mitigate barriers to access.

3. Things to consider:

3.1 What are the major capital needs of the creative industries in your region?

- Are the creative companies aware of the funding options available in your region?
- Do the available sources fit the company's needs?
- Are the companies ready to take advantage of the capital options?
- Do the companies need financial training?

3.1.1 Resources:

Mass Growth Capital Corp

Massachusetts Growth Capital Corporation (MGCC) provides a centralized resource at the state level that offers working capital, loan guarantees, and targeted technical assistance to solve specific financial and operational problems. MGCC will provide 50% of the cost of such assistance while the company being assisted will invest the other 50%.

massgcc.com

MGCC partners with the following organizations to provide Small Business Technical Assistance Provider Grants:

Accion, Boston, MA
accionusa.org

Blackstone Valley Chamber of Commerce, Whitinsville, MA
blackstonevalley.org

Center for Women and Enterprise, Boston, MA
cweonline.org

Coastal Community Capital, Cape Cod Chamber, Centerville, MA
coastalcommunitycapital.org

Community Teamwork, Inc., Lowell Small, Business Assistance Center, Greater Lawrence Community Action Council, Lowell, MA
lowellsmallbusiness.org

Community Development Partnership and Cape Cod Hook Fishermen's Association, Eastham, MA
capecdp.org

Community Economic Development Center of Southeastern MA, New Bedford
cedc-sm.org

Enterprise Center at Salem State, Salem, MA
enterprisectr.org

Franklin County Community Development Corp., Hilltowns, Valley CDCs, Greenfield, MA
fccdc.org

Interise, Boston, MA
interise.org

Jamaica Plain Neighborhood Corp., Jamaica Plain, MA
jpndc.org

Pittsfield Economic Revitalization Corp., Pittsfield, MA
percloans.com

Quaboag Valley Community Development Corp., Southern Worcester County CDCs, Ware, MA
qvcdc.com

Twin Cities Community Development Corp., Greater Gardner Community Development Corp., Fitchburg, MA
twincitiescdc.org

MassVentures

MassVentures meets critical capital needs in the Massachusetts innovation economy, providing seed and early-stage venture funding to high growth startups as they move from concept to commercialization. Leveraging the entrepreneurial spirit, educated workforce, and

centers of innovation in Massachusetts, MassVentures has a track record of success with early-stage ventures. MassVentures focuses on Series A investments, considers occasional and opportunistic seed rounds, can provide capital for first-time CEOs and/or founders and considers industry segments not adequately served by the venture community.

Mass-ventures.com

MassDevelopment: Emerging Technology Fund

The Massachusetts Emerging Technology Fund (ETF) targets technology companies that are starting up or expanding manufacturing in Massachusetts by providing financing for working capital, manufacturing facilities, and equipment. See this and other funding programs on Mass Development's website.

massdevelopment.com

Assets for Artists

Innovative matched savings grant program and financial and business training opportunities for low- to moderate-income artists. By meeting savings goals and completing the required training, participating artists can receive grant funds for "working capital" to invest in their work as an artistic microenterprise, or receive down payment assistance for the purchase of a home.

assetsforartists.org

Additional Funding Sources:

On Massachusetts' Business One-Stop, find resources and information on a wide range of funding and financing options available to Massachusetts businesses.

mass.gov/portal/business/funding-financing

Financial Training Resources:

U.S. Small Business Administration (SBA): Massachusetts District Office

The SBA has small business loan and assistance programs, special outreach efforts and initiatives to aid and inform small businesses, including financial assistance for new or existing businesses through guaranteed loans made by area bank and non-bank lenders.

sba.gov/content/massachusetts-lender-list

Mass Small Business Development Centers

The Massachusetts Small Business Development Center (MSBDC) Network provides one-to-one free comprehensive and confidential services focusing on, business growth and strategies, financing and loan assistance as well as strategic marketing and operational analysis. In addition, low cost educational training programs targeted to the needs of small business are offered across the state.

msbdc.org

Other Financial Training Resources:

Consider the other entities already providing business training, including local Chambers of Commerce, colleges, community development corporations, etc.

3.2 Metrics to Consider:

- Funds provided to creative companies
- Creative companies prepared for financing
- Creative companies prepared for VC or angel funding

- Increasing financial training to creative companies

TOOLBOX 4: Visibility

Bring awareness and attention to the value and quality of the creative industries in Massachusetts. Develop opportunities to connect, feature, and highlight the creative industries through events, campaigns, and content generation in traditional and social media.

4. Things to Consider:

4.1 Are the general public and business community aware of the creative industry companies in your region?

- How do you make the creative industries more visible?
- What are the best news outlets? Will they partner?
- Who are the key audiences and how can you get the companies in front of them?
- Media is not the only option, should the visibility interactions with key audiences be in person event?

4.1.1 Best Practices*:

Mass Digi's State of Play Blog on Boston.com

The State of Play, organized by MassDiGI, features posts by digital and video game industry insiders writing about creativity, innovation, research, and development in the Massachusetts digital entertainment and apps sectors.

boston.com/business/innovation/state-of-play

Mass Production Coalition, Massachusetts Media Expo

The Expo showcases the most complete range of film and media companies in Massachusetts. Exhibitors will include the Commonwealth's top production companies, post-production and VFX houses, production suppliers, innovative products and media support organizations. The day includes a showcase and panel discussion from leaders in the field.

massprodcoalition.org/ma-media-expo

Innovation Nights

InnovationNights.com allows product developers, product managers and marketers to showcase their new products online to an audience of social media enthusiasts, mass and industry media, influential bloggers, potential customers and prospective partners. Visitors to the site RSVP for the monthly live events and can peruse the list of already committed attendees in order to make plans for connecting live.

mass.innovationnights.com

4.2 Metrics to Consider:

- Number of articles, stories by mainstream media
- Number of page views, website hits on creative economy content
- Number of friends, follower, fans, and online connections
- Number of attendees at visibility events

TOOLBOX 5: Talent

Develop connections to interns and college students within the creative industries. Generate initiatives for the creative industries to access and attract entry, middle, and upper level talent.

5. Things to Consider:

5.1 What are the talent needs within the creative industries in your region?

- Are the needs centered on internships or employees?
- Is there a central place to look for creative industry jobs in your region?
- Who else is providing talent training? Can you partner with them?

5.1.1 Resources:

Creative Industries Job Boards

List all the creative economy job posting boards in the Commonwealth.

Mass.gov/createma

Workforce Training Fund

The Workforce Training Fund is financed entirely by Massachusetts employers. It's purpose is to provide resources to Massachusetts businesses and workers to train current and newly hired employees.

mass.gov/wtfp

Massachusetts Technology Collaborative's Internship Partnership

The Massachusetts Technology Collaborative (MassTech) Intern Partnership portal creates a direct pathway to internship opportunities for careers with innovative tech sector businesses and start-ups in Massachusetts. They connect talented college students and recent college graduates to internships with leading companies in the high-growth tech sector in Massachusetts.

Internship opportunities are available with with firms in innovative technology sectors including: Big Data and Analytics, Digital Interactive Gaming, Digital Interactive Media, Digital Marketing and Internet Business, Health IT and Ed Tech, Mobile Communications & Robotics.

The Commonwealth of Massachusetts has joined with MassTech to create this dynamic tech internship program. MassTech is collaborating closely with leading universities, technology councils and other tech sector organizations in Massachusetts.

masstech.org/intern

5.1.2 Best Practices*:

Mass College of Liberal Art's Berkshire Hill Internship Program

The Berkshire Hills Internship Program (B-HIP) is an intensive arts management internship program that combines hands-on work experience with classes taught by arts administration faculty, TalkBacks with the area's leading arts professionals, and the chance to fully participate

in cultural events throughout Berkshire County. B-HIP offers educational and career advancement opportunities that are hard to find elsewhere.

mcla.edu/About_MCLA/Community/bcrc/b-hip

Mass Digi's Summer Innovation Program

The 2013 MassDiGI Summer Innovation Program (SIP) is an eleven-week program that includes housing, stipends, resources, mentoring and game development tools to help student teams finalize an original video game and prepare it for launch. The Summer Innovation Program is open to students who will be entering their sophomore, junior or senior year (and graduate students too) at a regionally-accredited college or university. Students must be able to commit full-time to the program. Certain eligibility requirements, as noted above and in the application, must be met. The application process is competitive. For example, in 2012, 55 students applied for 18 slots.

massdigi.org

MITX's Career Exchange

The MITX Career Exchange provides members with first hand access to professional opportunities and resources. The Career Exchange: "Looking for top talent? Post your internal company positions viewed by our community of over 1,700 interactive marketing and media professionals. Looking for new opportunities? Get your name in front of the region's leading agency, marketer and sales organizations by posting your resume."

mitx.org/career_exchange.aspx

5.2 Metrics to Consider:

- Number of interns or employees placed
- Number of jobs or internships listed
- Number of specialized job training programs created

TOOLBOX 6: Space

Survey the existing and developing convening, incubator, and working space resources available for the creative industries. Seek additional opportunities to support the development of additional space and recruit businesses to use the spaces.

6. Things to Consider:

6.1 Where are the creative innovation, co-working, incubator or collaborative spaces in your region?

- Who is doing something groundbreaking? Who is trying to do something groundbreaking?
- Are there gaps in space to fit the needs of the creative industries in your region?
- Are there places better suited to the needs of the creative industries where companies might cluster? I.e. a downtown or mill building?

6.1.1 Resources: MassDevelopment

MassDevelopment undertakes a wide range of real estate redevelopment projects and provides planning, permitting, and development assistance to communities and businesses to create employment and housing opportunities throughout the state. Staffed by experienced planners, project managers, engineers, financial analysts, asset managers, and real estate development professionals, their real estate division specializes in challenging projects that the private sector is unable or unwilling to pursue.

massdevelopment.com/real-estate-development

6.1.2 Best Practices*:

Artisans Asylum

Artisan's Asylum, Inc. is a non-profit community craft studio located at 10 Tyler Street, in Somerville, Massachusetts. The mission is to support and promote the teaching, learning and practicing of craft of all varieties. The space offers the following:

A fully equipped and professionally maintained manufacturing facility, which includes capabilities for precision metal machining, electrical fabrication, welding, woodworking, sewing & fiber arts, robotics, bicycle building and repair, lampworking, jewelry, computer-aided design, and screen-printing. A large range of affordable, publicly-accessible classes in these areas and more offered by local artisans, either focusing on creating a final product the student can take home after the class or general training for specific tools. Monthly and daily membership plans for the general public to access our facility on weekends and after working hours, encouraging DIY culture and community craftsmanship. Affordable space and equipment rental to local professional artists and businesspeople interested in having access to industrial-grade manufacturing equipment and a dedicated manufacturing environment without having to invest in capital equipment and long-term space leases

artisansasylum.com

Fringe

Fringe is a multidisciplinary work space located in the heart of Union Square in Somerville Massachusetts. As the home to fifteen small businesses and design studios, Fringe occupies an energetic 7,500sf converted warehouse space. Industries represented include: letterpress printing, web design and development, branding, illustration, beer brewing, photography, video, architecture, industrial design and product development, electrical and mechanical engineering, and green roofing.

fringeunion.com

Indian Orchard Mills

Indian Orchard Mills is a 300,000 square foot multi-tenant industrial complex dedicated to the growth of Arts and Industry. It is tucked away between the Chicopee River and a scenic canal in the Indian Orchard section of Springfield, Massachusetts. The complex currently houses over 130 tenants, encompassing a variety of uses. Here you will find small and large offices, machine shops, furniture builders, cabinet makers, countertop manufacturers, die cutters, screen printers, web designers, advertising agencies, fulfillment operations, sign makers, contractors, distributors, warehousing, the "Dane Gallery" and private visual arts studios, home to the Artists at Indian Orchard Mills, the largest group of artists in Springfield, MA.

indianorchardmills.com

Appleton Mills

Appleton Mills in Lowell, Massachusetts offers the perfect apartments for people who enjoy art. This beautiful apartment building sits at the confluence of three canals, close to public transportation, and right in the middle of Lowell's downtown area. This revitalized textile mill is the home of artists and others who want affordable living along with over 30 unique floor plans, tall ceilings, and lots of light. Appleton Mills is a great opportunity for those who make art and those who truly appreciate it.

liveappletonmills.com

6.2 Metrics to Consider:

- Increase in collaborative spaces
- Occupancy rate in creative spaces
- Development of collaborative spaces

Developing a Work Plan

When developing the work plan for your region, please consider using the following template to guide your work. The template is to help you consider the full scope of work for the Network, including the work of your partners. The underlying focus of the template is on how you will measure the success of your initiatives and the proper establishment of metrics and goals for your initiatives. The toolboxes include metrics to consider, but the metrics should be responsive to illustrative of your work in your region. You have full control over the metrics and your measures of success. As always, the Creative Economy Industry Director is available to help guide you through the process of developing the creative industries in your region. Do not hesitate to contact the state office with questions or concerns: Creative Economy Industry Director: Helena.Fruscio@state.ma.us, 617-788-3602.

WORK PLAN TEMPLATE

AREA OF ACTION	INITATIVES	KEY DATES	PARTNERS	SUCCESS METRICS	OUTCOMES
Network Basics					
Business Dev.					
Access to Capital					
Visibility					
Talent					
Space					
Other					

*Any references to commercial entities, products, services, or other organizations or individuals are provided solely for the information of individuals using the toolboxes. These references do not reflect the opinion of the Commonwealth of Massachusetts or its officers and employees concerning the significance, priority, or importance of the referenced entity, product, service, or organization. Such references are not an endorsement of any kind, and may not be quoted or reproduced for the purpose of stating or implying the Commonwealth's endorsement or approval of any entity, product, service or organization. The Commonwealth does not guarantee or warrant that any information herein is correct, and is not responsible for any loss or damage resulting from reliance on any such information. The information and content provided herein, on the

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