

Pioneer Valley Planning Commission
and Economic Development District

Pioneer Valley

Comprehensive Economic Development Strategy

CEEDS



Annual Report



Prepared by
Pioneer Valley
Planning Commission

June 2006



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July 1, 2006

Paul M. Raetsch, Regional Director
U.S. Department of Commerce
Economic Development Administration (EDA)
The Curtis Center, Suite 140
Independence Square West
Philadelphia, PA 19106

Attention: William Good

Reference: Submittal
of Final Year 2006 Comprehensive Economic Development Strategy (CEDS) Annual Update Report for the Pioneer Valley Region of Massachusetts

Dear Mr. Raetsch:

I have enclosed, for EDA's review and approval, the final version of our region's Year 2006 CEDS Annual Update Report, which was recommended to the Planning Commission for adoption by the Plan for Progress Coordinating Council and the Pioneer Valley Economic Development District Planning Cabinet. This new CEDS Annual Report was, in turn, reviewed and formally adopted by a vote of the Pioneer Valley Planning Commission (PVPC) Executive Committee at a regular meeting held on June 29, 2006.

The enclosed 2006 CEDS Annual Report presents an overall update on the current economic conditions of the Pioneer Valley region, summarizes the current status of the action strategies that constitute the core of the Plan for Progress, presents an updated priority-ranked listing of potential projects from our region that are most likely to seek EDA financial assistance in Federal Fiscal Year (FFY) 2007, and provides a series of attachments that are designed to highlight the most significant EDA-supported planning activities and projects that have been completed or initiated over the past year. I trust you will find that we've continued our efforts to improve the format, organization, and content of this very important planning document.

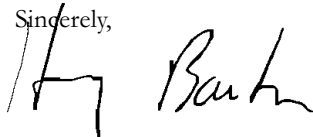
With respect to the Year 2006 CEDS Projects Listing, which is a key component of our 2006 CEDS document, I need to underscore that three proposed EDA projects – two located in Springfield and one located in the City of Northampton – have been assigned our region's highest priority rankings as part of the process leading up to the June 29th adoption of this 2006 CEDS document. After carefully evaluating all the submissions we received from PVPC member communities, these two projects were all deemed regionally significant. All these project proposals, along with their local and regional priority rankings, can be found annotated in our region's new 2006 CEDS document.

For the record, please take note that the enclosed 2006 CEDS Annual Update Report is the eighth we have prepared and submitted to EDA since our region was designated by EDA as an official Economic Development District (EDD) in fall of 1999. Accordingly, we have done our best to respond to the needs of this region's EDD and hope this report helps to substantiate that we are continuing to make progress and are using our EDA-funded planning process to the advantage of the region and its local cities and towns. Similarly, we are especially proud of the progress that has been made over the past year on several Plan for Progress strategy initiatives including, the creation of the Regional Technology Corporation, the continuing evolution of the interstate Hartford-Springfield Economic Partnership, and business retention programs coordinated by the Economic Development Council of Western Massachusetts, among others. Moreover, we are convinced that our EDD designation continues to strengthen our region's overall economic development planning capabilities, and we look forward to continuing a strong record of performance, progress, and achievement over the upcoming 2006-2007 time frame.

I trust you will find the enclosed 2006 CEDS Annual Update Report complete and satisfactory. If, however, you should have questions or need additional information, please do not hesitate to contact Executive Director Tim Brennan at the Planning Commission's telephone number, which is listed above.

On behalf of the Plan for Progress and the Pioneer Valley Planning Commission, as well as all those who have benefited from the assistance, guidance, and support provided by EDA, I once again I want to extend our sincere thanks for continuing EDA's interest and support of our efforts here in the Pioneer Valley. We believe it has led to another year of solid progress here in the Pioneer Valley and look forward to EDA's review and approval of the enclosed 2006 CEDS Annual Update Report.

Sincerely,

A handwritten signature in black ink, appearing to read "H. Barton". The signature is written in a cursive style with a large initial "H" and a long, sweeping underline.

Henry A. Barton, Chairman

Pioneer Valley Planning Commission
and Economic Development District

**Pioneer Valley
Comprehensive Economic Development Strategy (CEDS)
Annual Report**

June 2006

Prepared by

Pioneer Valley Planning Commission
26 Central Street
West Springfield, MA 01089

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Economic Development Administration

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
AN ANALYSIS OF REGIONAL ECONOMIC CONDITIONS.....	3
A Snapshot of the Pioneer Valley Region	3
The State of the Pioneer Valley Region.....	4
The People	4
The Economy	20
The Infrastructure	28
Opportunities and Threats Posed by External Trends and Forces	39
Availability of Partners and Resources for Economic Development	40
A VISION FOR THE PIONEER VALLEY REGION.....	43
Regional Goals and Objectives	43
Cross Cutting Themes	44
CEDS Report Card	46
Appraisal of the Region’s Competitive Advantage	66
AN ACTION PLAN FOR THE REGIONAL ECONOMY	67
Investment Priorities Linked to the Pioneer Valley Region’s Economic Development	
Planning Process	67
Market-Based Investment.....	68
Proactive Investment	68
Future-Focused and Diversified Investment	69
Maximizing Private Sector Investment	69
High Probability of Success Investment	70
High Skill and High Wage Job Investment	71
Maximizing Return on Taxpayer Investment	72
2006 CEDS Projects	72
The Project Proposal Process	72
Summary of Project Proposals	73
AN EVALUATION OF OUR PROCESS AND PERFORMANCE	79
Process Evaluation	80
Method	80
Results	81
Performance Evaluation	82
Method	82
Results	83
APPENDIX A PROJECT PROPOSALS BY INDIVIDUAL COMMUNITIES	89
APPENDIX B PLAN FOR PROGRESS COORDINATING COUNCIL, TRUSTEES, AND	
URBAN INVESTMENT STRATEGY TEAM MEMBERSHIPS.....	131

LIST OF FIGURES

Figure 1: Percent Change in Population (2000-2005)	4
Figure 2: Pioneer Valley Region Population Changes by Race and Ethnicity	7
Figure 3: Net Domestic Migration in the Pioneer Valley Region	7
Figure 4: Population Age Groups in the Pioneer Valley Region	8
Figure 5: Foreign Born Persons by Year of Entry in the Pioneer Valley Region	8
Figure 6: Poverty Rates for All Persons and Foreign Born Persons by Citizenship Status	9
Figure 7: Per Capita Income in the Pioneer Valley Region	9
Figure 8: Median Family Income (1999)	12
Figure 9: Poverty Rate in the Pioneer Valley Region, 1997-2003	12
Figure 10: Child Poverty Rate in the Pioneer Valley Region, 1997-2003	13
Figure 11: Families in Poverty (1999)	15
Figure 12: College and University Graduates	18
Figure 13: Unemployment Rates	20
Figure 14: Pioneer Valley Region Labor Force and Employment with Trend Lines	21
Figure 15: New Unemployment Insurance Claims, Jan. 2000 to Feb. 2006	21
Figure 16: Employment in the Pioneer Valley Region by Major Industry, 2001 and 2004	22
Figure 17: Change in Pioneer Valley Region Employment by Major Industry, 2001 to 2004 ...	22
Figure 18: Average Annual Wages by Industry in the Pioneer Valley, 2004	23
Figure 19: Unemployment Rates by Workers' Place of Residence, 2004	24
Figure 20: Labor Force by Place of Residence, 2004	26
Figure 21: Number of Employers by Size in the Pioneer Valley Region	26
Figure 22: Office Vacancy Rates – Greater Springfield Area	28
Figure 23: Median Sale Price of Single-Family Homes (2005)	29
Figure 24: Median Household Income and Single Family Home Price, 1997-2003	30
Figure 25: Housing Affordability Ratio (Median Price/Median Income), 1997-2003	30
Figure 26: Pioneer Valley Transit Authority Fixed Route Bus Ridership	33
Figure 27: Pioneer Valley Region State Representatives and Districts	36
Figure 28: Pioneer Valley Region State Senators and Districts	37
Figure 29: Pioneer Valley Region Congressional Districts	38
Figure 30: Pioneer Valley Plan for Progress Implementing the New Strategies	41
Figure 31: Pioneer Valley Plan for Progress Organizational Chart	42
Figure 32: Evaluation of Cross Cutting Themes	85
Figure 33: Evaluation of Strategies	85

LIST OF TABLES

Table 1: Changes in Total Population of the Pioneer Valley Region – 1990 to 2004	5
Table 2: Latino Population in the Pioneer Valley Region – 1990 to 2000	6
Table 3: Percent Population by Race in the Pioneer Valley Region – 2000	6
Table 4: Changes in Per Capita Income in the Pioneer Valley Region	10
Table 5: Changes in Family Income in the Pioneer Valley Region – 1989 to 1999	11
Table 6: Changes in Community Poverty Rates in the Pioneer Valley Region – 1989 to 1999 ..	14
Table 7: Annual High School Dropout Rates in the Pioneer Valley Region – 1999 to 2004	16
Table 8: Pioneer Valley Region School Districts Profile	17
Table 9: Educational Attainment in the Pioneer Valley Region – 1990 and 2000	19
Table 10: Number of College Graduates from the Pioneer Valley Region’s Higher Education Institutions	20
Table 11: Pioneer Valley Region’s Top 10 Employment Centers for 2004	24
Table 12: Major Employers in the Pioneer Valley Region in 2003	27
Table 13: Greater Springfield Area Office Space	28
Table 14: Driving Distances and Times from Springfield to Select Urban Centers	31
Table 15: Major Interstate Highways Serving the Pioneer Valley Region	31
Table 16: Pioneer Valley Region Average Commute Times to Work	32
Table 17: Summary of Project Proposals	74
Table 18: Plan for Progress Overall Performance Rating	82
Table 19: Plan for Progress Report Card	84
Table 20: Pioneer Valley Region Overall Performance Rating	86

EXECUTIVE SUMMARY



PVPC is the designated regional planning agency for the Pioneer Valley region, which includes 43 cities and towns composing the Hampshire and Hampden county areas in western Massachusetts. In this capacity, PVPC strives to foster a proactive regional planning process that will help create jobs, support a stable and diversified regional economy, and improve living conditions and prosperity for residents throughout the region.

In 1994, PVPC led a coalition of public, private, and civic sectors to craft a blueprint for business growth and new job creation in the region: the Pioneer Valley Plan for Progress, a compilation of short-, mid-, and long-term economic strategies supported and advanced by an ever-expanding network of business, academic, civic, and other leaders from across the region.

In September 1999, the Pioneer Valley region was designated an Economic Development District by the U.S. Department of Commerce Economic Development Administration. This special designation has continued to transform the Plan for Progress, providing an institutional framework for regional collaboration to define and advance key economic interests of the region and its people.

In the Pioneer Valley region, there is a continuing effort to work with economic boundaries that reflect economic realities rather than static political boundaries. This effort started in the mid-1990s, when the Plan for Progress leadership invited our Massachusetts neighbors to the north in the Franklin region to participate in the planning process. While the Franklin region is not officially considered a part of the Pioneer Valley Economic Development District, it is, nonetheless, an active and valued partner in the Plan for Progress as well as a more accurate reflection of the Pioneer Valley's economic geography.

In addition, PVPC is pleased to report that this same spirit of successful collaboration is flourishing southerly across the Massachusetts-Connecticut border. This exploration has resulted in the inclusion of a cross-border cross-cutting theme in the region's newest Plan for Progress. The Hartford-Springfield Economic Partnership, which has dubbed the north-south regional venture the New England Knowledge Corridor, is building an interstate regional framework that will reap substantial economic and other benefits for the Pioneer Valley.

In early 2003, Plan for Progress stakeholders determined that it was time to overhaul the Plan and began a major process of gathering data, conducting focus groups, rewriting and updating strategies, and reaching out to involve new players in the Plan's future.

Developing the new Plan for Progress was a cumulative process that built upon the 1994 Plan and an assessment of its impact with three key tools:

- Annual Comprehensive Economic Development Strategy reports (as mandated by the U.S. Economic Development Administration), prepared by the Pioneer Valley Planning Commission and the Franklin Regional Council of Governments, which tracked and evaluated yearly progress on economic goals.
- Research into the region's current economic climate, performed by the Pioneer Valley Planning Commission, which provided insight into the current state of the region's economy and people.
- A wide-ranging series of focus group sessions on a variety of topics held during 2003 and 2004, which brought together business people, local government officials, community leaders, and representatives from academic and charitable institutions to discuss economic data, industry clusters, housing, urban investment, education, workforce development, infrastructure, and small businesses.

The result of this undertaking, the 2004 Plan for Progress, features a description of our region today, including demographics, geography, regional assets, employment, and education data. It follows the same successful model of its predecessor, centering on strategies that have been developed through focus groups, research, and business community participation. The 2004 Plan identifies thirteen strategic goals as critical for growing the people, companies, and communities that grow the region. In addition, the Plan now lists seven cross-cutting themes that strategy teams must consider in their action plans in order to meet the region's goals: cross-border collaboration (with the greater Hartford region), diversity, education, industry clusters, sustainability, technology, and urban investment.

Internally, the Plan's decision-making process has been driven by the Plan for Progress Trustees, the Plan for Progress Coordinating Council, and several strategy work teams focusing on attracting and retaining businesses, workforce development, and other key areas. In addition, the external driving force includes an extensive array of individuals from both the private and public sectors, and a broad cross-section of newly created and established businesses and organizations assigned to oversee individual strategies.

This 2006 CEDS Annual Report will give the region's leadership a current picture of the status of the Plan for Progress economic strategies. To best present this information, the region's vision and goals have been evaluated both in terms of their strengths and weaknesses and *vis-a-vis* emerging opportunities and threats. The programs and projects recommended, therefore, fit directly into both the Pioneer Valley region's vision and goals and the CEDS guidelines. The performance evaluation presents a series of quantitative benchmarks that are the baseline for the new yardstick we will use to measure our success. The Coordinating Council will be responsible to ensure that our strategic goals and action plans address the critical issues highlighted by the new Plan's seven cross-cutting themes.

Above all, this CEDS annual report continues to be a working document used by both the private and public sectors, to continually stir curiosity about the region's economy and to motivate participation in the planning and implementation process. As we progress into the 21st century, economic growth and health for the Pioneer Valley region will increasingly depend on building and expanding the private-public partnerships that started this process more than a decade ago.

AN ANALYSIS OF REGIONAL ECONOMIC CONDITIONS

A SNAPSHOT OF THE PIONEER VALLEY REGION



Located in the midwestern section of Massachusetts and covering 1,179 square miles, the Pioneer Valley region and Economic Development District (EDD) encompasses the fourth largest metropolitan area in New England. The region is bisected by the Connecticut River and is bounded to the north by Franklin County, to the south by the state of Connecticut, to the east by Quabbin Reservoir and Worcester County, and to the west by Berkshire County. The Pioneer Valley region, which constitutes the 43 cities and towns within the Hampshire and Hampden county areas, is home to

about 614,000 people and the urbanized areas of Springfield, Chicopee, and Holyoke.

The third largest city in Massachusetts, Springfield is the region's cultural and economic center. Springfield is home to several of the region's largest employers, including Massachusetts Mutual Life Insurance Company, Baystate Medical Center, Mercy Hospital Incorporated, and Solutia. Major cultural institutions include the Springfield Symphony, City Stage, the Mass Mutual Convention Center, Quadrangle Museums, the Basketball Hall of Fame, and the Dr. Seuss National Memorial Sculpture Garden.

The cities of Chicopee and Holyoke were the first planned industrial communities in the nation. Merchants built an elaborate complex of mills, workers' housing, dams, and canal systems that evolved into cities. While many of the historic mills and industries are now gone, a number of 19th and 20th century structures are maintained and improved through municipal preservation and revitalization initiatives.

Unique within the Commonwealth of Massachusetts, the Pioneer Valley region contains a diverse economic base, internationally known educational institutions, and limitless scenic beauty. Dominant physical characteristics include the broad fertile agricultural valley formed by the Connecticut River, the Holyoke Mountain range that traverses the region from Southwick to Pelham, and the foothills of the Berkshire Mountains. Prime agricultural land, significant wetlands, and scenic rivers are some of the region's premier natural resources. Choices in life-style range from contemporary downtown living to stately historic homes, characteristic suburban neighborhoods, and rural living in very small communities—a variety that contributes to the diversity and appeal of the region. Its unique combination of natural beauty, cultural amenities, and historical character make the Pioneer Valley region an exceptional environment in which to live and work.

THE STATE OF THE PIONEER VALLEY REGION

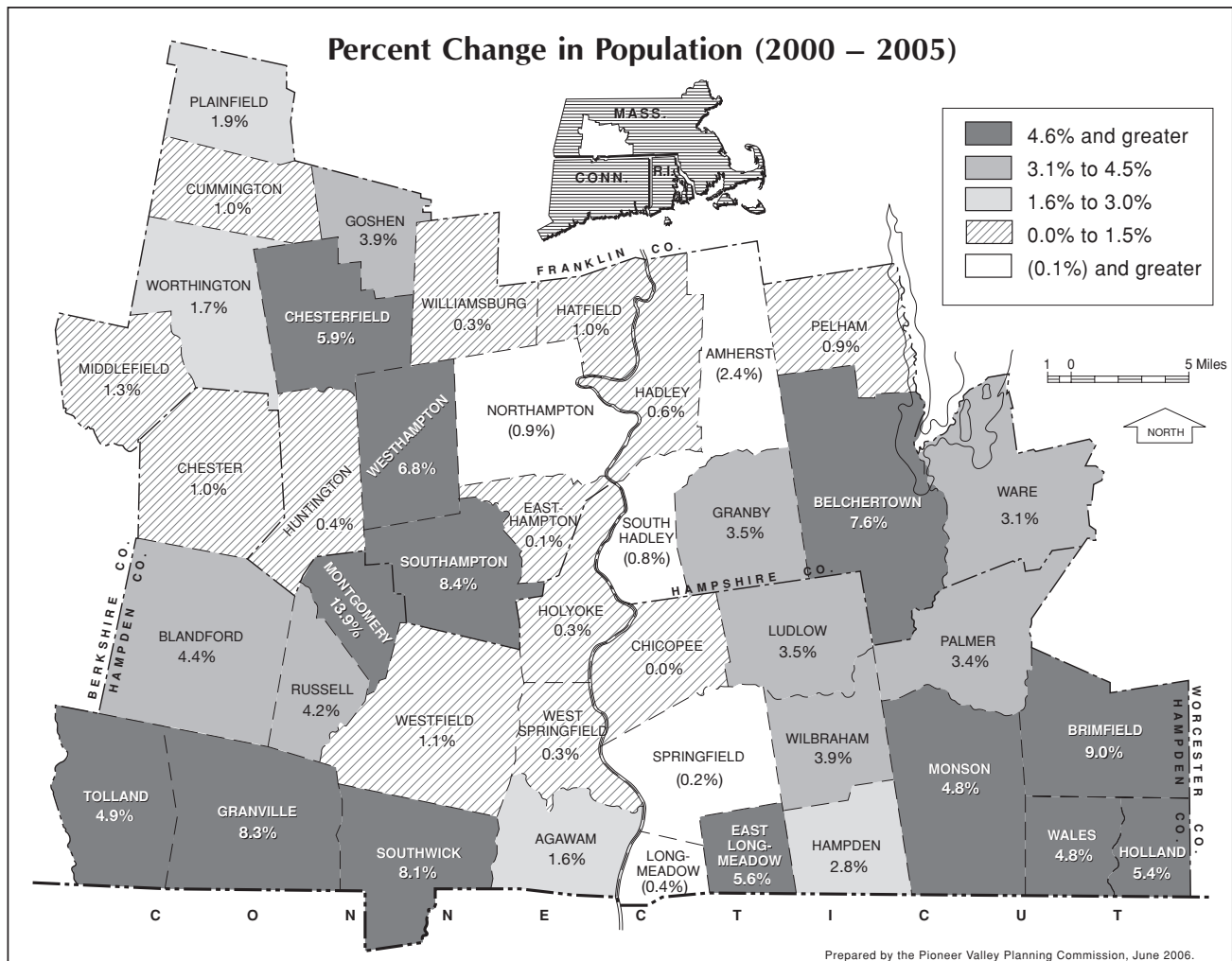
THE PEOPLE

Changes in Population

During the 1990s, the population of the Pioneer Valley region grew only slightly, by just under one percent. Unfortunately, unlike widely publicized cases of urban renewal in cities such as Chicago, residents of the Pioneer Valley region redistributed so that more rural growth occurred than one would expect from a relatively stagnant population. The region's most urbanized areas continued to either lose population or remain stable, while substantial population growth occurred in outlying rural communities.

The map below depicts the pattern of population growth and decline between 2000 and 2005. Note that the areas of greatest growth are generally outside the most urbanized, and even suburban, parts of the region. Rural communities, such as Montgomery, Brimfield, Southamptn, Granville, and Southwick experienced significant population growth between 2000 and 2005.

Figure 1



Source: U.S. Census Bureau, 2000 Census, 2005 Population Estimates.

Table 1: Changes in Total Population of the Pioneer Valley Region —1990 to 2004

	1990	2000	2005	Avg. Annual Change 1990-2000	Avg. Annual Change 2000-2004
United States	248,709,873	281,421,906	296,410,404	1.3%	1.1%
Massachusetts	6,016,425	6,349,097	6,398,743	0.6%	0.2%
Pioneer Valley Region	602,878	608,479	614,930	0.1%	0.2%
Hampden County	456,310	456,228	461,591	0.0%	0.2%
Hampshire County	146,568	152,251	153,339	0.4%	0.1%
Agawam	27,323	28,144	28,599	0.3%	0.3%
Amherst	35,228	34,874	34,047	-0.1%	-0.5%
Belchertown	10,579	12,968	13,958	2.3%	1.5%
Blandford	1,187	1,214	1,267	0.2%	0.9%
Brimfield	3,001	3,339	3,639	1.1%	1.8%
Chester	1,280	1,308	1,321	0.2%	0.2%
Chesterfield	1,048	1,201	1,272	1.5%	1.2%
Chicopee	56,632	54,653	54,680	-0.3%	0.0%
Cummington	785	978	988	2.5%	0.2%
East Longmeadow	13,367	14,100	14,886	0.5%	1.1%
Easthampton	15,537	15,994	16,004	0.3%	0.0%
Goshen	830	921	957	1.1%	0.8%
Granby	5,565	6,132	6,344	1.0%	0.7%
Granville	1,403	1,521	1,647	0.8%	1.7%
Hadley	4,231	4,793	4,822	1.3%	0.1%
Hampden	4,709	5,171	5,318	1.0%	0.6%
Hatfield	3,184	3,249	3,282	0.2%	0.2%
Holland	2,185	2,407	2,536	1.0%	1.1%
Holyoke	43,704	39,838	39,958	-0.9%	0.1%
Huntington	1,987	2,174	2,182	0.9%	0.1%
Longmeadow	15,467	15,633	15,569	0.1%	-0.1%
Ludlow	18,820	21,209	21,946	1.3%	0.7%
Middlefield	392	542	549	3.8%	0.3%
Monson	7,776	8,359	8,763	0.7%	1.0%
Montgomery	759	654	745	-1.4%	2.8%
Northampton	29,289	28,978	28,715	-0.1%	-0.2%
Palmer	12,054	12,497	12,925	0.4%	0.7%
Pelham	1,373	1,403	1,416	0.2%	0.2%
Plainfield	571	589	600	0.3%	0.4%
Russell	1,594	1,657	1,727	0.4%	0.8%
South Hadley	16,685	17,196	17,063	0.3%	-0.2%
Southampton	4,478	5,387	5,841	2.0%	1.7%
Southwick	7,667	8,835	9,548	1.5%	1.6%
Springfield	156,983	152,082	151,732	-0.3%	0.0%
Tolland	289	426	447	4.7%	1.0%
Wales	1,566	1,737	1,821	1.1%	1.0%
Ware	9,808	9,707	10,005	-0.1%	0.6%
West Springfield	27,537	27,899	27,989	0.1%	0.1%
Westfield	38,372	40,072	40,525	0.4%	0.2%
Westhampton	1,327	1,468	1,568	1.1%	1.4%
Wilbraham	12,635	13,473	14,003	0.7%	0.8%
Williamsburg	2,515	2,427	2,434	-0.3%	0.1%
Worthington	1,156	1,270	1,292	1.0%	0.3%

Sources: U.S. Census Bureau, 1990 Census, 2000 Census, 2004 Population Estimates.

Table 2: Latino Population in the Pioneer Valley Region – 1990 to 2000

	Latino Persons			% of Total Population		
	1990	2000	Change	1990	2000	Change
Pioneer Valley Region	49,672	75,129	51.3%	8.2%	12.3%	4.1%
Hampden County	45,785	69,917	52.7%	10.0%	15.3%	5.3%
Hampshire County	3,887	5,212	34.1%	2.7%	3.4%	0.7%
Massachusetts	287,549	428,729	49.1%	4.8%	6.8%	2.0%
United States	22,571,000	35,305,818	56.4%	9.0%	12.5%	3.5%

Sources: U.S. Census Bureau, 2000 Census

Table 3: Percent Population by Race in the Pioneer Valley Region – 2000

	White	African American	Native American	Asian	Pacific Islander	Other Races
Pioneer Valley Region	83.8%	7.4%	0.7%	2.2%	0.2%	8.1%
Hampden County	80.8%	9.0%	0.7%	1.6%	0.2%	10.2%
Hampshire County	92.6%	2.6%	0.7%	3.9%	0.1%	2.0%
Massachusetts	86.2%	6.3%	0.6%	4.2%	0.1%	5.1%
United States	75.1%	12.3%	0.9%	3.6%	0.1%	5.5%

Sources: U.S. Census Bureau, 2000 Census

Percentages add up to more than 100% because of ability to report more than one racial category.

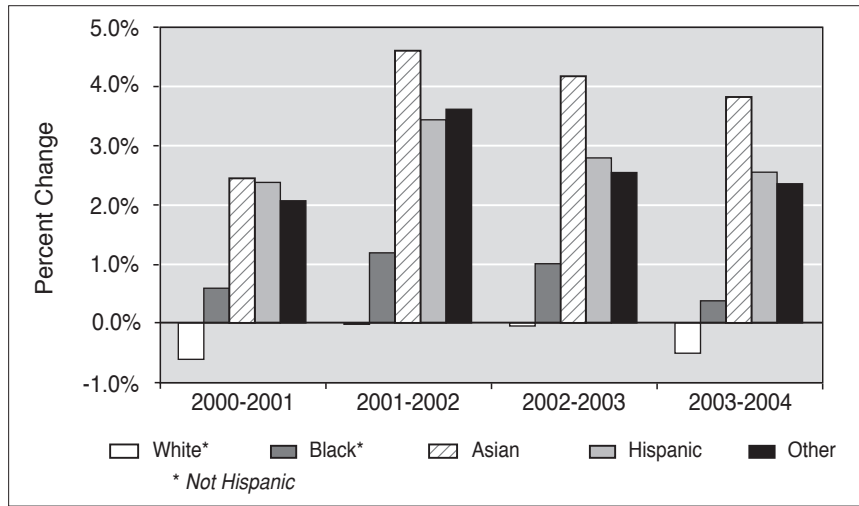
In the 1990s, the region's three largest cities—Springfield, Chicopee, and Holyoke—each experienced population declines according to Census 2000 statistics. In aggregate, their population declined by 10,746, or 4.2 percent. In sharp contrast is the experience of Belchertown, which grew by 2,389 residents, or 22.6 percent. Southwick, another suburban community, grew by 1,168 residents, or 15.2 percent. Also of note, during the 1990s, the northern urban areas of Northampton and Amherst experienced a population decline, while the more rural communities around them grew. The general pattern continued between 2000 and 2005, with average annual population increases above 1.5 percent in Belchertown, Brimfield, Granville, Montgomery, Southampton, and Southwick. However, declines turned to very modest population gains in two of the region's urban core communities, Chicopee and Holyoke, between 2000 and 2005.

As expected, the region's Latino population grew substantially, by 51.3 percent over the last decade—greater even than the statewide rate of 49.1 percent. While the bulk of this growth occurred within the region's urban core (20,467 of the 25,457 new Latino residents), significant increases occurred in many places throughout the Pioneer Valley region. Agawam, Amherst, Ludlow, Northampton, Westfield, and West Springfield are among the communities with the greatest increases in Latino population.

Because Census 2000 was the first census allowing respondents to identify with more than one race, it is not possible to compare the racial composition of the Pioneer Valley region's population in 2000 with that of 1990. However, Table 3 presents the region's racial composition in 2000 compared to that of the state and nation. As of 2000, the Pioneer Valley region was more diverse than Massachusetts as a whole, primarily because of a larger proportion of the region's residents identifying as African American or Other.

Since 2000, the diversity of the region's population has increased further (see Figure 2). Between 2000 and 2004, the non-Hispanic white population of the Pioneer Valley region declined by 1.2 percent. At the same time, the Asian and Hispanic populations of the region increased by 15.9 percent and 11.6 percent respectively.

Figure 2: Pioneer Valley Region Population Changes by Race and Ethnicity



Source: U.S. Census Bureau, 2000 Census. 2004 County Population Estimates

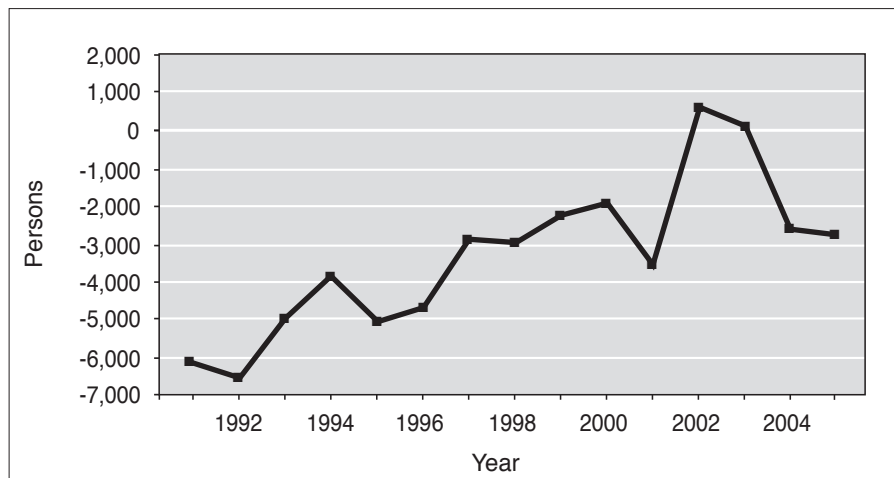
Migration

Retaining its population base has troubled our region in the past. Throughout the 1990s, the Pioneer Valley experienced a total net domestic out-migration of 39,166 people. In 1992 the annual net domestic out-migration peaked at 6,507, but by 2000 it had decreased by about 70 percent, to nearly 2,000. By 2002, the trend had shifted to net domestic in-migration of 663 persons. Unfortunately, 2004 and 2005 reveal a return to net domestic out-migration with a net loss of 2,550 persons in 2004 and 2,770 persons in 2005.

On average, two-thirds of the domestic out-migration from 1990 - 2001 can be attributed to people younger than 45 years old. This is troubling as the future of our region depends on the economic and social contributions of this population because they constitute both the present and future workforce. The sizable population of adults age 45 to 64, in 2004, results from the baby boom of the 1950s and resembles national population trends. Of special concern is the drop in the 18 to 24 year old population between 1990 and 2004.

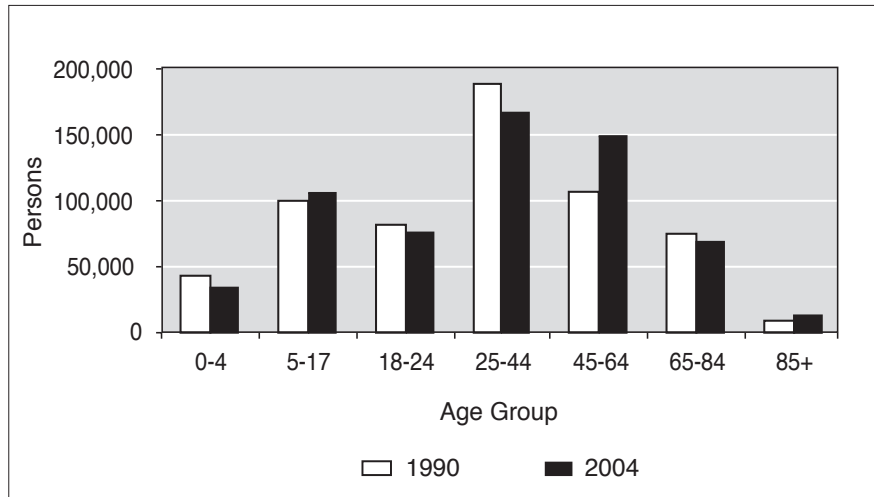
The Pioneer Valley has always been a destination for foreign immigrants and this continues to be the case. Between 1990 and 2000, 16,025 new immigrants settled in the Pioneer Valley. These individuals make up a substantial 2.7 percent of the region's population. In fact, apart from foreign immigration, the Pioneer Valley

Figure 3: Net Domestic Migration in the Pioneer Valley Region



Source: U.S. Census Bureau, County Population Estimates

Figure 4: **Population Age Groups in the Pioneer Valley Region**



Source: U.S. Census Bureau, 2000 Census. 2004 County Population Estimates

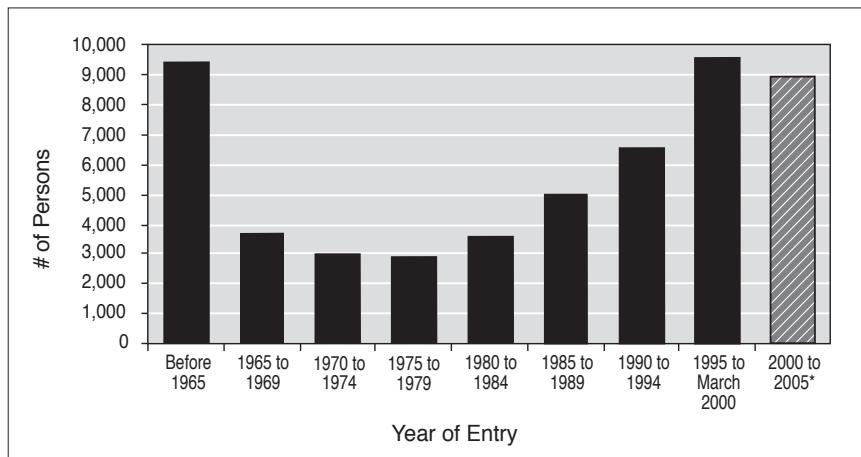
region would have experienced a net loss of population between 1990 and 2000.

An often repeated concern in region’s experiencing high levels of immigration is that there are not adequate services for new arrivals who often enter the country with few resources. However, the Pioneer Valley region, with its long history of foreign immigration, has demonstrated the capacity to readily absorb new immigrants into the economy. For instance, the difference between the poverty rate of the foreign born and the total population in the Pioneer Valley is only 1.3 percent, whereas the difference is 5.1 percent and 5.5 percent in Massachusetts and the United States respectively.

Perhaps even more significant, once immigrants have been in the country for some time (as indicated by naturalized citizenship), they have a poverty rate in the Pioneer Valley that is 4.4 percent below that of the population as a whole. Immigration has been, and will continue to be, important to the demographic and economic growth of the region.

Income and Poverty

Figure 5:
Foreign Born Persons by Year of Entry in the Pioneer Valley Region

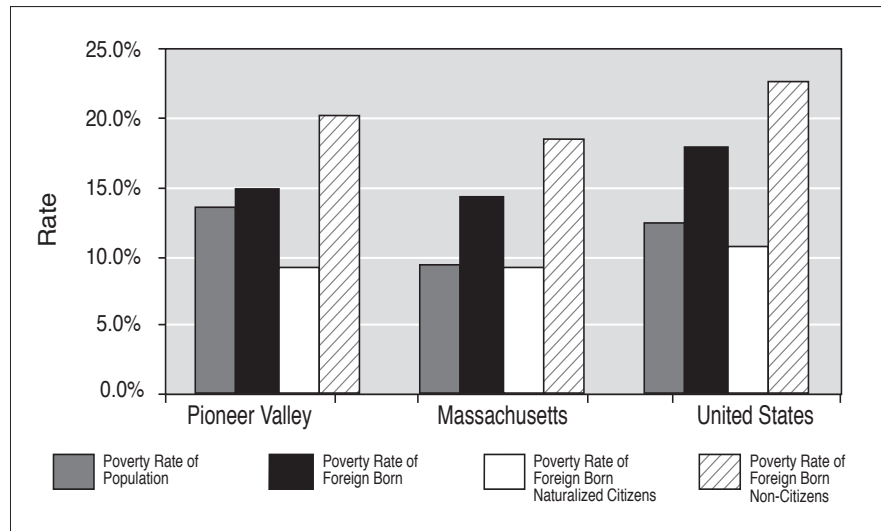


Source: U.S. Census Bureau, 2000 Census; 2005 County Population Estimates.
* Data for 2000 to 2005 is comparable, but not from the same source.

Consistent with national trends, the Pioneer Valley region experienced economic improvement during the late 1990s. However, the region’s per capita income is significantly less than the per capita income for the Commonwealth and slightly below that of the nation (Figure 7). We examine per capita income because it controls for population change by measuring total income as it relates to population size. Inflation is controlled by converting the annual values to 2003 dollars using the Consumer Price Index for the Northeast region. Between 1990 and 2003, “real” per capita income grew by 8.9 percent, an annual average of 0.6 percent. Over the last several years, the region’s per capita income gains have remained constant.

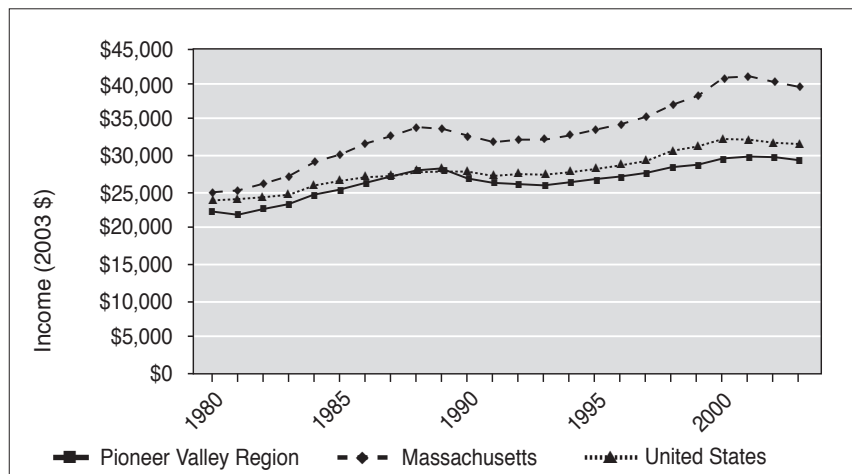
According to 2000 census data, “real” per capita income rose from 1989 to 1999 in the majority of Pioneer Valley communities. Specifically, the communities of Brimfield, East Longmeadow, Middlefield, and Northampton all experienced inflation-adjusted increases in per capita income that exceeded 20 percent. In contrast, the communities of Chester, Palmer, Springfield, and West Springfield experienced significant decreases in per capita income.

Figure 6:
Poverty Rates for All Persons and Foreign Born Persons by Citizenship Status



Source: U.S. Census Bureau, 2000 Census

Figure 7: Per Capita Income in the Pioneer Valley Region



Source: U.S. Bureau of Economic Analysis, Regional Economic Information System, 1969-2002

Table 4: Changes in Per Capita Income in the Pioneer Valley Region

	Per Capita Income (1999 \$)		
	1989	1999	% Change
Massachusetts	\$23,182	\$25,952	12.0%
Pioneer Valley Region	\$19,006	\$20,056	5.5%
Hampden County	\$18,882	\$19,541	3.5%
Hampshire County	\$19,400	\$21,685	11.8%
Agawam	\$21,684	\$22,562	4.1%
Amherst	\$14,999	\$17,427	16.2%
Belchertown	\$20,852	\$21,938	5.2%
Blandford	\$20,353	\$24,285	19.3%
Brimfield	\$18,254	\$23,711	29.9%
Chester	\$19,268	\$18,098	-6.1%
Chesterfield	\$19,242	\$19,220	-0.1%
Chicopee	\$18,203	\$18,646	2.4%
Cummington	\$20,114	\$21,553	7.2%
East Longmeadow	\$22,930	\$27,659	20.6%
Easthampton	\$20,448	\$21,922	7.2%
Goshen	\$20,794	\$22,221	6.9%
Granby	\$22,541	\$23,209	3.0%
Granville	\$21,460	\$22,315	4.0%
Hadley	\$21,836	\$24,945	14.2%
Hampden	\$25,133	\$26,690	6.2%
Hatfield	\$23,840	\$24,813	4.1%
Holland	\$19,476	\$21,770	11.8%
Holyoke	\$14,923	\$15,913	6.6%
Huntington	\$18,218	\$19,385	6.4%
Longmeadow	\$39,359	\$38,949	-1.0%
Ludlow	\$19,210	\$20,105	4.7%
Middlefield	\$18,861	\$24,137	28.0%
Monson	\$19,454	\$22,519	15.8%
Montgomery	\$22,677	\$25,942	14.4%
Northampton	\$19,681	\$24,022	22.1%
Palmer	\$19,715	\$18,664	-5.3%
Pelham	\$26,433	\$29,821	12.8%
Plainfield	\$18,976	\$20,785	9.5%
Russell	\$19,124	\$21,318	11.5%
South Hadley	\$21,995	\$22,732	3.4%
Southampton	\$23,048	\$26,205	13.7%
Southwick	\$20,160	\$21,756	7.9%
Springfield	\$15,591	\$15,232	-2.3%
Tolland	\$28,104	\$30,126	7.2%
Wales	\$17,950	\$21,267	18.5%
Ware	\$17,607	\$18,908	7.4%
West Springfield	\$21,406	\$20,982	-2.0%
Westfield	\$19,145	\$20,600	7.6%
Westhampton	\$22,991	\$25,361	10.3%
Wilbraham	\$29,271	\$29,854	2.0%
Williamsburg	\$24,371	\$25,813	5.9%
Worthington	\$23,883	\$24,190	1.3%

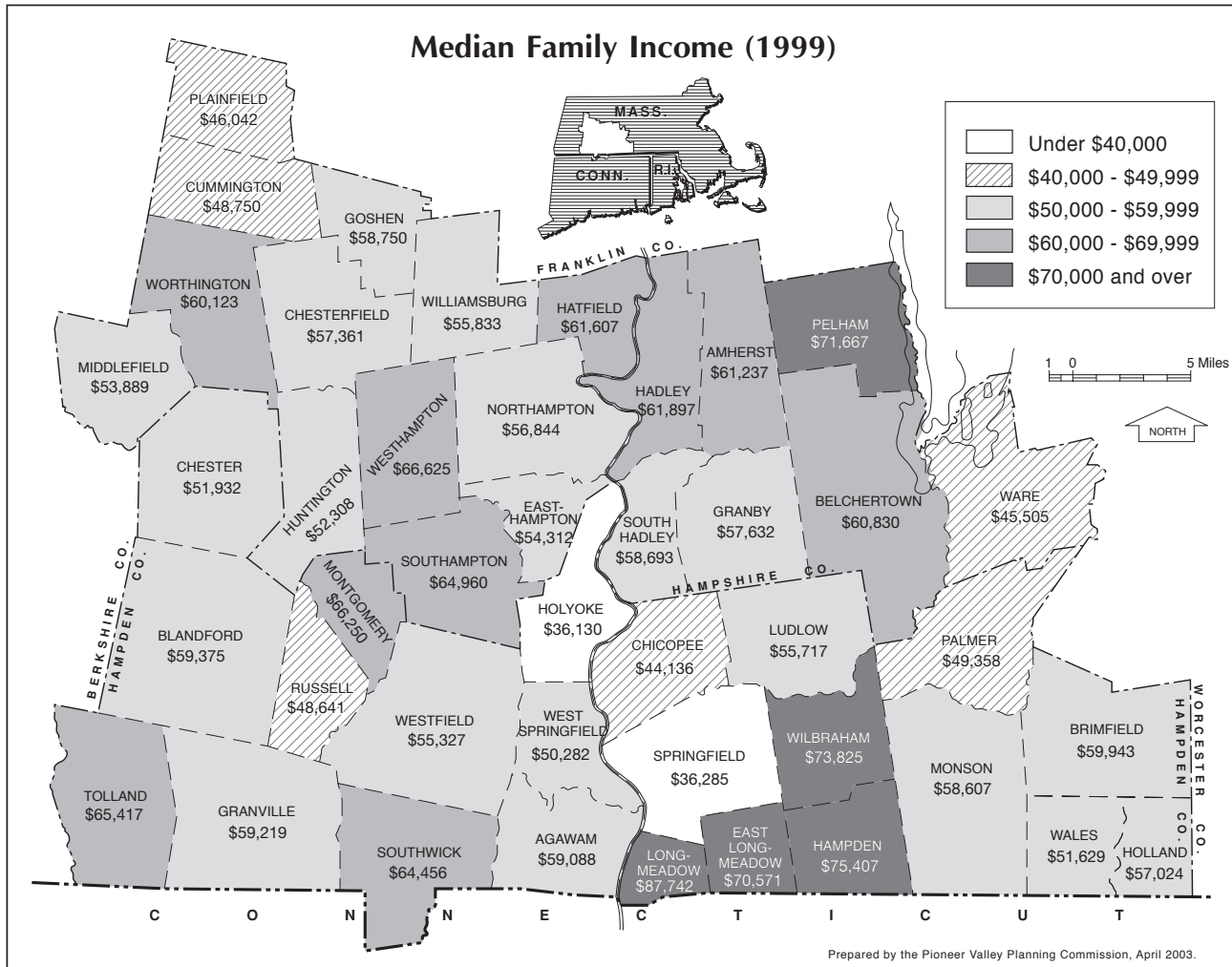
Sources: U.S. Census Bureau, 1990 and 2000 Census

Table 5: Changes in Family Income in the Pioneer Valley Region – 1989 to 1999

	Median Family Income (1999 \$)		
	1989	1999	% Change
Pioneer Valley Region	\$51,421	\$51,231	(0.4%)
Hampden County	\$50,078	\$49,257	(1.6%)
Hampshire County	\$55,673	\$57,480	3.2%
Agawam	\$58,988	\$59,088	0.2%
Amherst	\$53,918	\$61,237	13.6%
Belchertown	\$59,122	\$60,830	2.9%
Blandford	\$56,074	\$59,375	5.9%
Brimfield	\$56,037	\$59,943	7.0%
Chester	\$50,551	\$51,932	2.7%
Chesterfield	\$50,512	\$57,361	13.6%
Chicopee	\$47,777	\$44,136	(7.6%)
Cummington	\$46,304	\$48,750	5.3%
East Longmeadow	\$63,745	\$70,571	10.7%
Easthampton	\$53,508	\$54,312	1.5%
Goshen	\$55,317	\$58,750	6.2%
Granby	\$62,886	\$57,632	(8.4%)
Granville	\$59,929	\$59,219	(1.2%)
Hadley	\$60,214	\$61,897	2.8%
Hampden	\$68,228	\$75,407	10.5%
Hampden	\$68,228	\$75,407	10.5%
Hatfield	\$62,898	\$61,607	(2.1%)
Holland	\$54,238	\$57,024	5.1%
Holyoke	\$39,455	\$36,130	(8.4%)
Huntington	\$49,026	\$52,308	6.7%
Longmeadow	\$94,222	\$87,742	(6.9%)
Ludlow	\$54,970	\$55,717	1.4%
Middlefield	\$49,936	\$53,889	7.9%
Monson	\$53,209	\$58,607	10.1%
Montgomery	\$64,658	\$66,250	2.5%
Northampton	\$53,618	\$56,844	6.0%
Palmer	\$48,798	\$49,358	1.1%
Pelham	\$71,387	\$71,667	0.4%
Plainfield	\$43,785	\$46,042	5.2%
Russell	\$54,582	\$48,641	(10.9%)
South Hadley	\$61,745	\$58,693	(4.9%)
Southampton	\$64,821	\$64,960	0.2%
Southwick	\$60,417	\$64,456	6.7%
Springfield	\$41,414	\$36,285	(12.4%)
Tolland	\$56,682	\$65,417	15.4%
Wales	\$49,593	\$51,629	4.1%
Ware	\$47,529	\$45,505	(4.3%)
West Springfield	\$53,618	\$50,282	(6.2%)
Westfield	\$53,935	\$55,327	2.6%
Westhampton	\$63,876	\$66,625	4.3%
Wilbraham	\$74,877	\$73,825	(1.4%)
Williamsburg	\$57,058	\$55,833	(2.1%)
Worthington	\$55,982	\$60,132	7.4%

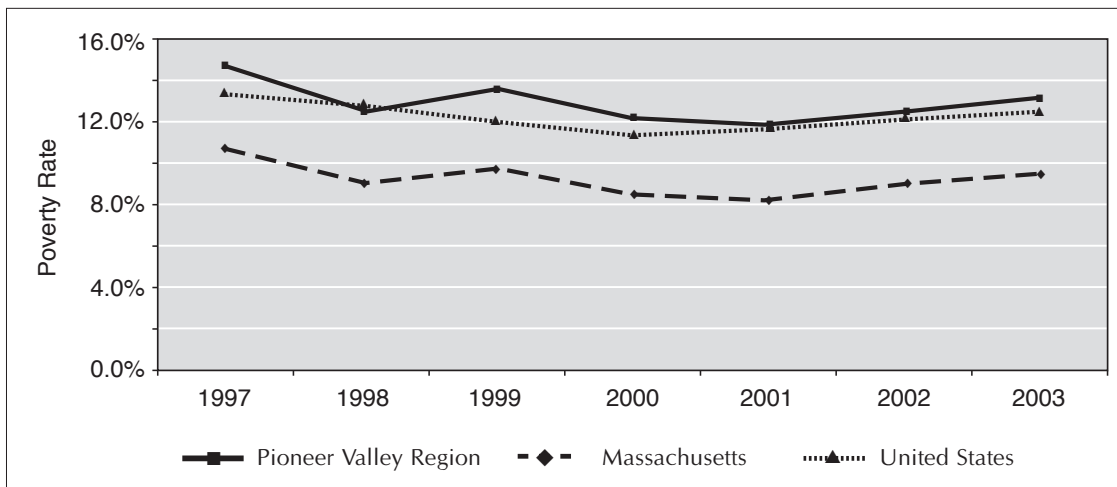
Source: U.S. Census Bureau, 1990 and 2000 Census

Figure 8



Source: U.S. Census Bureau, 2000 Census

Figure 9: Poverty Rate in the Pioneer Valley Region, 1997-2003



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE)

Despite significant per capita increases, the 2000 census data regarding median family incomes (controlled for inflation) in the Pioneer Valley region indicates that many of the region’s communities are experiencing decreases in family income. For example, the communities of Chicopee, Granby, Holyoke, Longmeadow, Russell, Springfield, and West Springfield had median family incomes that fell by more than six percent from 1989 to 1999. In stark contrast, the median family incomes in Amherst and Chesterfield increased by 13.6 percent over the same time period.

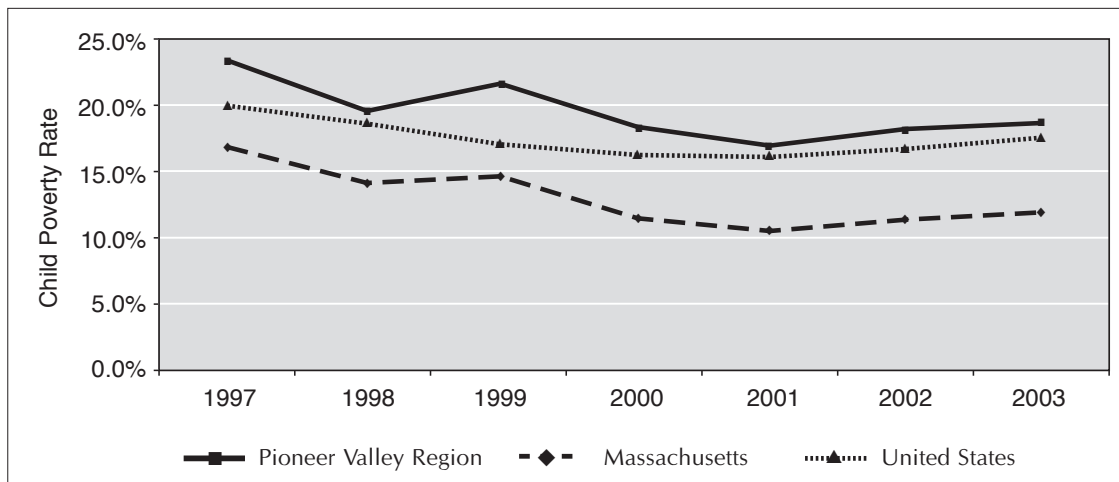
Comparing the median family incomes of the 43 communities in the Pioneer Valley region demonstrates that there are significant disparities within the region. Springfield and Holyoke have the lowest median family incomes of approximately \$36,000, while the communities of Hampden and Longmeadow have median family incomes above \$75,000.

The poverty rate, another measure of quality of life and economic well-being in the Pioneer Valley region, has climbed from a recent low of 11.3 percent in 2000 to 13.2 percent in 2003. While this rate remains slightly below the recent high of 13.3 percent reached in 1997, the upward trend is of concern. Furthermore, the poverty rate in the Pioneer Valley is consistently, in the years from 1997 through 2003, several percentage points higher than that of Massachusetts as a whole. This suggests that the region did not share equally in the state’s economic growth at the end of the 1990s.

Positively, child poverty rates in the Pioneer Valley region marked a six-year low of 17.1 percent in 2001. However, it remains alarming that nearly one in every five children in the Pioneer Valley region are growing up in households with incomes below the poverty line. Furthermore, the child poverty increased by 2003 to 18.7 percent, ending the trend of declining rates. Between 1997 and 2003, child poverty rates in the Pioneer Valley region were higher than those for the United States or for Massachusetts as a whole.

Disparities in the distribution of poverty within the region are substantial. According to census data, the major urban centers of Springfield and Holyoke continue to have the highest poverty rates in the region, well above 20 percent in most categories. Communities close to urban centers, such as Westfield, West Springfield, and Chicopee, are experiencing increasing percentages of families, children, and individuals in poverty. Other Pioneer Valley communities such as Amherst, Hadley, Middlefield, and Northampton also continue to experience unfortunate levels of poverty.

Figure 10: **Child Poverty Rate in the Pioneer Valley Region, 1997-2003**



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE)

Table 6:

Changes in Community Poverty Rates in the Pioneer Valley Region – 1989 to 1999

	Families in Poverty		Children in Poverty		Individuals in Poverty	
	1989	1999	1989	1999	1989	1999
Massachusetts	6.7%	6.7%	12.9%	11.6%	8.9%	9.3%
Pioneer Valley Region	9.77%	10.01%	19.74%	15.95%	12.47%	13.41%
Hampden County	10.88%	11.45%	21.97%	18.70%	12.97%	14.74%
Hampshire County	5.70%	5.05%	10.79%	7.71%	10.74%	9.40%
Agawam	4.31%	4.26%	7.21%	5.73%	5.26%	5.63%
Amherst	11.56%	7.23%	19.16%	10.35%	26.49%	20.21%
Belchertown	6.13%	5.11%	8.57%	8.27%	9.32%	5.90%
Blandford	1.48%	1.72%	0.00%	1.88%	1.52%	3.39%
Brimfield	2.71%	2.15%	0.00%	3.25%	4.17%	4.38%
Chester	4.41%	2.87%	11.30%	3.52%	5.89%	5.85%
Chesterfield	1.07%	3.38%	0.67%	6.79%	2.67%	5.69%
Chicopee	8.14%	9.59%	15.73%	15.98%	9.79%	12.25%
Cumington	7.11%	4.18%	12.50%	8.08%	9.27%	6.64%
East Longmeadow	2.14%	2.09%	3.56%	2.18%	2.98%	3.44%
Easthampton	3.12%	5.89%	5.79%	10.18%	4.96%	8.88%
Goshen	0.99%	4.27%	2.15%	7.45%	3.97%	7.87%
Granby	1.16%	0.95%	3.72%	1.95%	3.13%	2.21%
Granville	2.97%	1.77%	4.68%	1.42%	4.38%	3.38%
Hadley	1.98%	4.76%	2.26%	8.28%	8.13%	6.89%
Hampden	1.19%	1.36%	5.13%	1.88%	3.22%	2.21%
Hatfield	3.57%	1.37%	1.54%	1.78%	4.07%	2.77%
Holland	3.22%	6.51%	3.73%	8.94%	4.33%	7.29%
Holyoke	22.91%	22.56%	43.04%	33.86%	25.66%	26.38%
Huntington	6.24%	4.37%	12.05%	5.45%	7.85%	5.78%
Longmeadow	1.43%	0.97%	2.01%	0.33%	2.25%	2.05%
Ludlow	3.31%	5.27%	3.13%	8.37%	4.00%	6.35%
Middlefield	7.55%	7.32%	13.33%	13.43%	8.42%	8.62%
Monson	3.59%	5.25%	3.64%	5.92%	5.13%	5.58%
Montgomery	0.47%	1.01%	2.19%	0.00%	1.35%	2.94%
Northampton	6.94%	5.72%	15.53%	7.37%	11.48%	9.82%
Palmer	5.29%	5.76%	10.33%	9.76%	6.89%	7.88%
Pelham	1.09%	2.65%	0.00%	3.24%	3.01%	4.87%
Plainfield	9.43%	4.85%	10.85%	4.00%	9.24%	7.99%
Russell	4.04%	7.10%	8.18%	11.66%	4.52%	9.05%
South Hadley	2.84%	4.12%	6.99%	4.77%	4.39%	5.88%
Southampton	2.70%	1.82%	3.30%	2.71%	3.11%	2.36%
Southwick	2.34%	3.80%	4.22%	5.83%	4.49%	6.10%
Springfield	17.71%	19.32%	33.23%	29.37%	20.11%	23.08%
Tolland	5.88%	2.31%	2.99%	0.00%	4.69%	4.23%
Wales	7.11%	1.85%	13.88%	3.78%	9.84%	3.49%
Ware	9.81%	8.43%	20.12%	14.89%	11.62%	11.22%
West Springfield	6.64%	8.66%	14.97%	15.82%	8.34%	11.94%
Westfield	7.20%	6.85%	13.68%	12.11%	8.00%	11.28%
Westhampton	1.59%	1.94%	3.62%	2.55%	1.81%	3.54%
Wilbraham	2.44%	3.15%	3.61%	5.20%	3.50%	5.13%
Williamsburg	2.88%	1.22%	4.61%	2.44%	2.92%	5.48%
Worthington	4.52%	1.50%	9.94%	3.21%	5.91%	3.46%

Sources: U.S. Census Bureau, 1990 and 2000 Census

five percent.

While 82 percent of the Pioneer Valley region's population (25 years and older) are high school graduates, an increase of six percent since the 1990 census, only 25 percent are college graduates, constituting only a four percent gain over 1990. Given the region's rich endowment of higher education institutions, these rates are lower than expected. The distribution of college graduates within the 43 communities shows that the communities of Amherst, Longmeadow, and Pelham have the highest percentages of people with bachelor's degrees or higher. The relatively high percentages within these communities and the communities around them can be attributed to the location of colleges and universities within the Pioneer Valley and the region's continued rural expansion.

Our region's relatively low educational attainment rates, despite the existence of 13 area colleges and universities (see Table 10), demonstrates the Pioneer Valley's continuing struggle to retain those locally college-educated persons who possess the skills and knowledge critical for the health of the region's economy. The University of Massachusetts at Amherst, a leading national research university, anchors the Five College area

Table 7:
Annual High School Dropout Rates in the Pioneer Valley Region – 1999 to 2004

School District	1999	2000	2001	2002	2003	2004
Agawam	1.85%	0.80%	0.00%	4.53%	5.23%	3.1%
Amherst-Pelham	2.81%	1.70%	2.56%	2.42%	2.50%	3.3%
Belchertown	3.36%	2.40%	3.60%	3.04%	2.46%	1.8%
Central Berkshire	1.89%	5.60%	5.40%	2.76%	3.78%	3.3%
Chicopee	3.83%	9.60%	5.89%	4.85%	7.89%	6.9%
East Longmeadow	0.60%	0.80%	1.23%	1.34%	0.83%	0.7%
Easthampton	5.45%	5.70%	3.13%	2.93%	0.00%	5.6%
Gateway	4.77%	6.30%	4.91%	3.90%	2.48%	6.0%
Granby	2.43%	2.00%	1.59%	1.64%	3.21%	3.0%
Hadley	0.58%	0.60%	1.16%	0.63%	1.22%	1.2%
Hampden-Wilbraham	1.16%	1.30%	1.11%	0.56%	1.65%	0.9%
Hampshire	2.64%	3.00%	3.56%	0.80%	2.10%	4.4%
Hatfield	1.46%	0.80%	0.83%	0.00%	0.00%	0.0%
Holyoke	7.47%	7.40%	8.59%	7.59%	10.21%	11.1%
Longmeadow	0.00%	0.40%	0.29%	0.47%	0.10%	0.6%
Ludlow	2.03%	1.50%	3.12%	4.42%	1.27%	4.7%
Mohawk Trail	2.49%	3.40%	3.28%	2.74%	3.21%	5.9%
Monson	4.37%	2.40%	2.70%	0.00%	2.81%	4.4%
Northampton	2.80%	1.30%	2.08%	1.81%	2.55%	3.0%
Northampton-Smith	3.05%	2.00%	3.15%	4.32%	2.46%	5.2%
Palmer	1.48%	3.30%	3.62%	4.86%	3.45%	1.5%
Pathfinder Voc Tech	1.51%	1.80%	2.17%	2.58%	2.86%	2.8%
Pioneer Valley Perf Arts	1.50%	4.90%	4.63%	3.07%	2.75%	6.2%
Sabis International	0.00%	0.60%	3.13%	0.00%	0.40%	0.0%
South Hadley	1.90%	1.70%	1.44%	0.15%	4.66%	1.9%
Southwick-Tolland	2.53%	2.20%	2.15%	2.82%	1.87%	3.2%
Springfield	7.17%	6.00%	8.05%	6.96%	8.45%	8.1%
Tantasqua	2.55%	1.20%	2.63%	2.37%	3.23%	3.5%
Ware	3.57%	4.90%	7.02%	4.40%	7.72%	10.1%
West Springfield	5.03%	6.20%	6.60%	5.37%	6.68%	6.8%
Westfield	3.50%	3.50%	3.45%	3.66%	4.61%	4.7%

Source: Massachusetts Department of Education, Statistical Reports

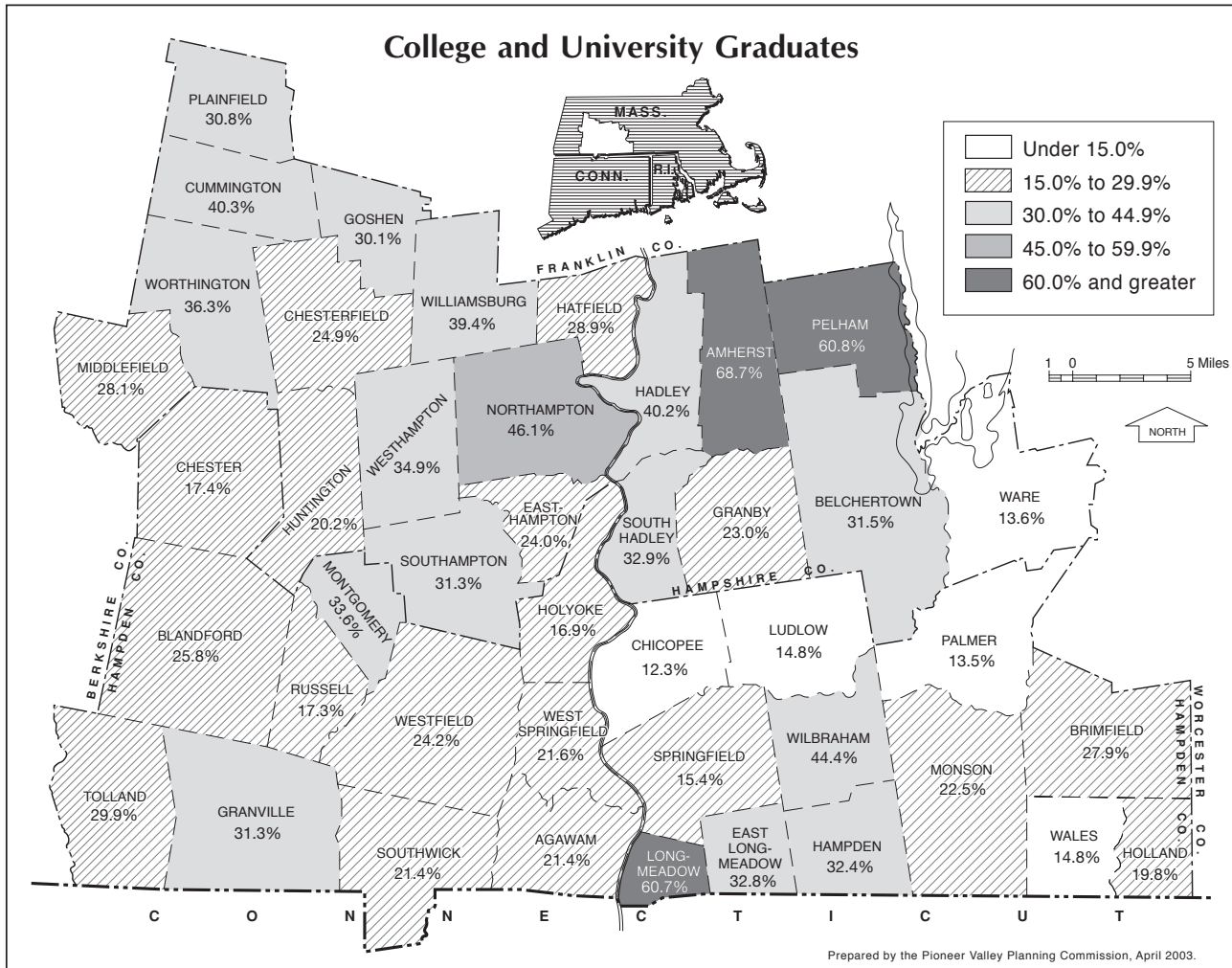
Table 8: Pioneer Valley Region School Districts Profile

Public School District Name	Cities & Towns in the Pioneer Valley Region	Student Enrollment			Total Per Pupil Expenditures 2004 -'05	Average Teacher Salary 2004 -'05
		2001 -'02	2004 -'05	Percent Change		
Pioneer Valley Region		102,671	101,057	-0.35%	\$8,147	\$47,554
Agawam	Agawam	4,367	4,336	-0.9%	\$7,753	\$51,190
Amherst (PK-6)	Amherst	1,594	1,483	-7.0%	\$11,558	\$55,497
Amherst-Pelham (7-12)	Amherst, Pelham	2,053	1,945	-5.3%	\$9,858	\$48,905
Belchertown	Belchertown	2,347	2,538	8.1%	\$7,333	\$50,355
Brimfield (K-6)	Brimfield	352	353	0.3%	\$8,256	\$45,356
Chesterfield-Goshen (PK-6)	Chesterfield, Goshen	147	170	15.6%	\$7,679	\$42,380
Chicopee	Chicopee	7,849	7,599	-3.2%	\$8,226	N/A
Central Berkshire	Cummington	2,374	2,210	-6.9%	\$8,092	N/A
East Longmeadow	East Longmeadow	2,606	2,788	7.0%	\$7,281	\$53,429
Easthampton	Easthampton	1,777	1,628	-8.4%	\$8,009	\$36,924
Gateway	Blandford, Chester, Huntington, Middlefield, Montgomery, Russell, Worthington	1,512	1,373	-9.2%	\$8,120	\$50,093
Granby	Granby	1,071	1,146	7.0%	\$6,885	\$45,343
Granville (PK-8)	Granville	257	235	-8.6%	\$8,398	\$45,185
Hadley	Hadley	657	643	-2.1%	\$7,525	\$41,679
Hampden-Wilbraham	Hampden, Wilbraham	3,890	3,841	-1.3%	\$7,462	\$50,567
Hampshire (7-12)	Chesterfield, Goshen, Southampton, Westhampton, Williamsburg	846	859	1.5%	\$8,309	\$55,561
Hatfield	Hatfield	472	472	0.0%	\$8,721	\$45,474
Holland (PK-6)	Holland	297	263	-11.4%	\$7,406	\$48,550
Holyoke	Holyoke	7,284	7,056	-3.1%	\$9,872	\$49,964
Longmeadow	Longmeadow	3,199	3,367	5.3%	\$7,305	\$50,677
Ludlow	Ludlow	2,986	3,116	4.4%	\$7,415	\$45,569
Mohawk Trail	Plainfield	1,676	1,427	-14.9%	\$8,914	\$42,345
Monson	Monson	1,426	1,570	10.1%	\$6,738	\$45,797
Northampton	Northampton	2,877	2,990	3.9%	\$7,995	\$51,925
Palmer	Palmer	2,251	2,010	-10.7%	\$7,505	\$47,354
Pathfinder Voc/Tech	Belchertown, Granby, Monson, Palmer, Ware	645	668	3.6%	\$13,736	\$49,682
Pelham (K-6)	Pelham	127	112	-11.8%	\$9,992	\$53,842
South Hadley	South Hadley	2,343	2,333	-0.4%	\$7,495	\$49,735
Southampton (PK-6)	Southampton	580	515	-11.2%	\$7,045	\$44,540
Southwick-Tolland	Granville, Southwick, Tolland	1,891	1,925	1.8%	\$6,822	\$48,870
Springfield	Springfield	26,526	25,975	-2.1%	\$8,031	\$47,036
Tantasqua (7-13)	Brimfield, Holland, Wales	1,648	1,796	9.0%	\$8,654	\$56,764
Wales (PK-6)	Wales	197	184	-6.6%	\$7,869	\$44,692
Ware	Ware	1,383	1,240	-10.3%	\$8,457	\$38,597
West Springfield	West Springfield	4,087	3,930	-3.8%	\$8,313	\$47,796
Westfield	Westfield	6,686	6,594	-1.4%	\$8,072	\$44,969
Westhampton (PK-6)	Westhampton	154	156	1.3%	\$7,316	\$43,512
Williamsburg (PK-6)	Williamsburg	237	211	-11.0%	\$8,482	\$46,184

Source: Massachusetts Department of Education, School District Profiles

N/A: Data not available.

Figure 12



Source: U.S. Census Bureau, 2000 Census

of the Pioneer Valley. The other members of the Five College group are the prestigious Smith, Mount Holyoke, Amherst, and Hampshire colleges. Complementing the Five College consortium is a collaboration of eight area schools centered in and around Springfield. These include: American International College, Bay Path College, Elms College, Holyoke Community College, Springfield College, Springfield Technical Community College, Western New England College, and Westfield State College. Together, these 13 colleges and universities afford the residents and employers of the Pioneer Valley a multitude of opportunities and advantages that are unique to the region. These assets will undoubtedly continue to aid in the region's economic development initiatives.

Table 9: **Educational Attainment in the Pioneer Valley Region – 1990 and 2000**

	1990	2000	% Change
Population 25 Years and Over			
Hampden County	292,806	295,837	1.04%
Hampshire County	85,463	93,193	9.04%
Pioneer Valley Region	378,269	389,030	2.84%
Less Than 9th Grade			
Hampden County	29,726	22,138	-25.53%
Hampshire County	5,301	3,104	-41.45%
Pioneer Valley Region	35,027	25,242	-27.94%
9th to 12th Grade, No Diploma			
Hampden County	47,544	39,325	-17.29%
Hampshire County	9,254	6,815	-26.36%
Pioneer Valley Region	56,798	46,140	-18.76%
High School Graduate (includes equivalency)			
Hampden County	97594	96474	-1.15%
Hampshire County	23229	24029	3.44%
Pioneer Valley Region	120823	120503	-0.26%
Some College, No Degree			
Hampden County	44,485	53,670	20.65%
Hampshire County	13,465	16,336	21.32%
Pioneer Valley Region	57,950	70,006	20.80%
Associate Degree			
Hampden County	21,882	23,676	8.20%
Hampshire County	6,949	7,544	8.56%
Pioneer Valley Region	28,831	31,220	8.29%
Bachelor's Degree			
Hampden County	33,039	37,752	14.26%
Hampshire County	14,189	17,995	26.82%
Pioneer Valley Region	47,228	55,747	18.04%
Graduate or Professional Degree			
Hampden County	18,536	22,802	23.01%
Hampshire County	13,076	17,370	32.84%
Pioneer Valley Region	31,612	40,172	27.08%
% High School Graduate or Higher			
Hampden County	73.6%	79.2%	5.60%
Hampshire County	82.9%	89.4%	6.50%
Pioneer Valley Region	75.7%	81.7%	5.95%
% Bachelor's Degree or Higher			
Hampden County	17.6%	20.5%	2.90%
Hampshire County	31.9%	37.9%	6.00%
Pioneer Valley Region	20.8%	24.7%	3.86%

Sources: U.S. Census Bureau, 1990 and 2000 Census

Table 10: Number of College Graduates from the Pioneer Valley Region's Higher Education Institutions

College or University	Location	1999 Graduates	2000 Graduates	2001 Graduates	2002 Graduates	2003 Graduates
American International College	Springfield	464	450	476	441	414
Amherst College	Amherst	394	426	454	431	415
Bay Path College	Longmeadow	148	162	184	194	302
College of Our Lady of the Elms	Chicopee	243	196	208	170	222
Hampshire College	Amherst	232	253	261	245	273
Holyoke Community College	Holyoke	677	719	702	746	863
Mount Holyoke College	South Hadley	459	485	518	513	572
Smith College	Northampton	907	845	903	923	895
Springfield College	Springfield	1,181	1,249	1,391	1,540	1,711
Springfield Technical Community College	Springfield	920	947	1,067	803	866
University of Massachusetts	Amherst	4,883	5,443	5,402	5,211	5,250
Western New England College	Springfield	1,271	1,375	1,404	1,387	1,293
Westfield State College	Westfield	919	994	947	952	1,060
Total Graduates		12,698	13,544	13,917	13,125	14,136

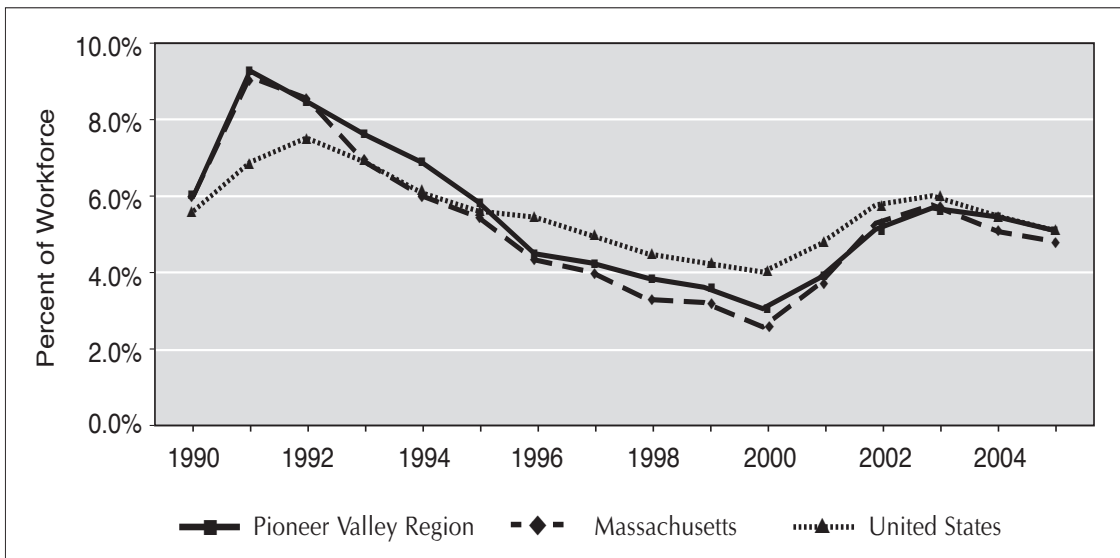
Sources: Integrated Postsecondary Education Data System (IPEDS) and the Massachusetts Board of Higher Education

THE ECONOMY

The Workforce and Employment

After a decade-long national trend of decreasing unemployment rates, the percentage of the total labor force that is unemployed began an upward climb in 2000 (see Figure 13). The Pioneer Valley region's unprecedented low of 3.1 percent unemployment in 2000 increased to 3.8 percent in 2001, 5.1 percent in 2002, and 5.6 percent in 2003. In 2004, the Pioneer Valley's unemployment rate dropped slightly to 5.5 percent and then dropped further, to 5.1 percent, in 2005. While 2002 and 2003 unemployment rates in the Pioneer Valley remained below those of the state and nation, the 2005 rate equals that of the country and is above the 4.8 percent rate of Massachusetts.

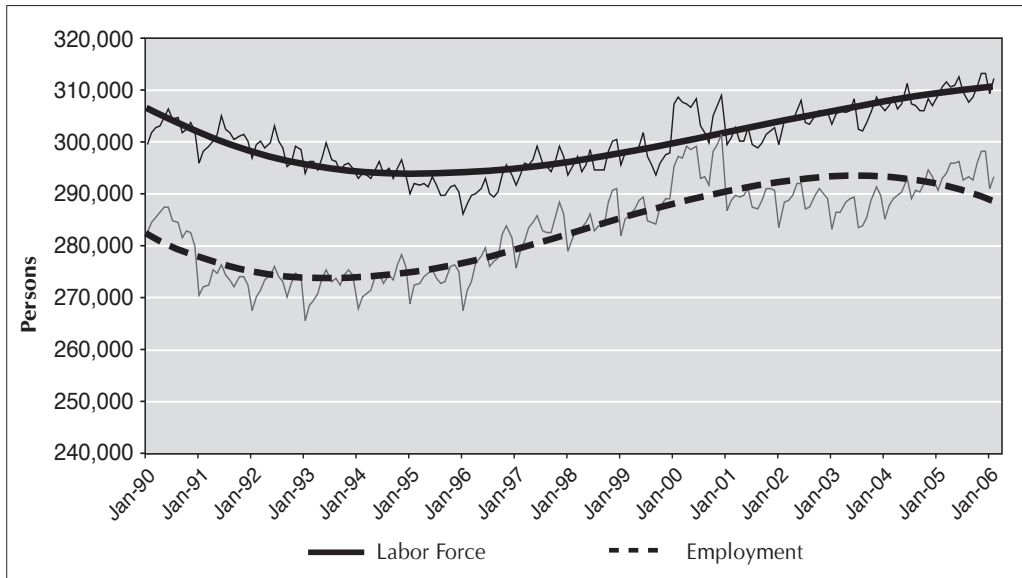
Figure 13: Unemployment Rates



Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics

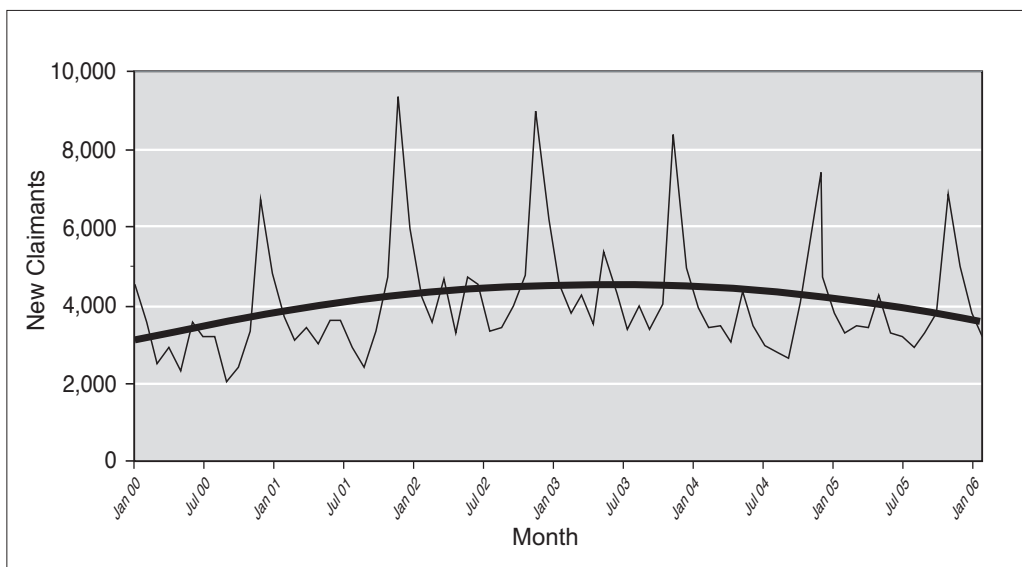
Interestingly, the rise in unemployment rates between 2000 and 2003 occurred while the size of the labor force and total employment was growing (Figure 14). Because the growth in the labor force's size outpaced growth in employment, the unemployment rate rose. In June of 2002, the size of the region's labor force, with 307,849 people working or looking for work, surpassed the largest size of the region's labor force in the entire decade of the 1990s. By December of 2005, the size of the labor force reached 313,158 people with the number of those employed at 298,042. The labor force and employment losses of the first half of the 1990s have been more than replaced.

Figure 14: Pioneer Valley Region Labor Force and Employment with Trend Lines



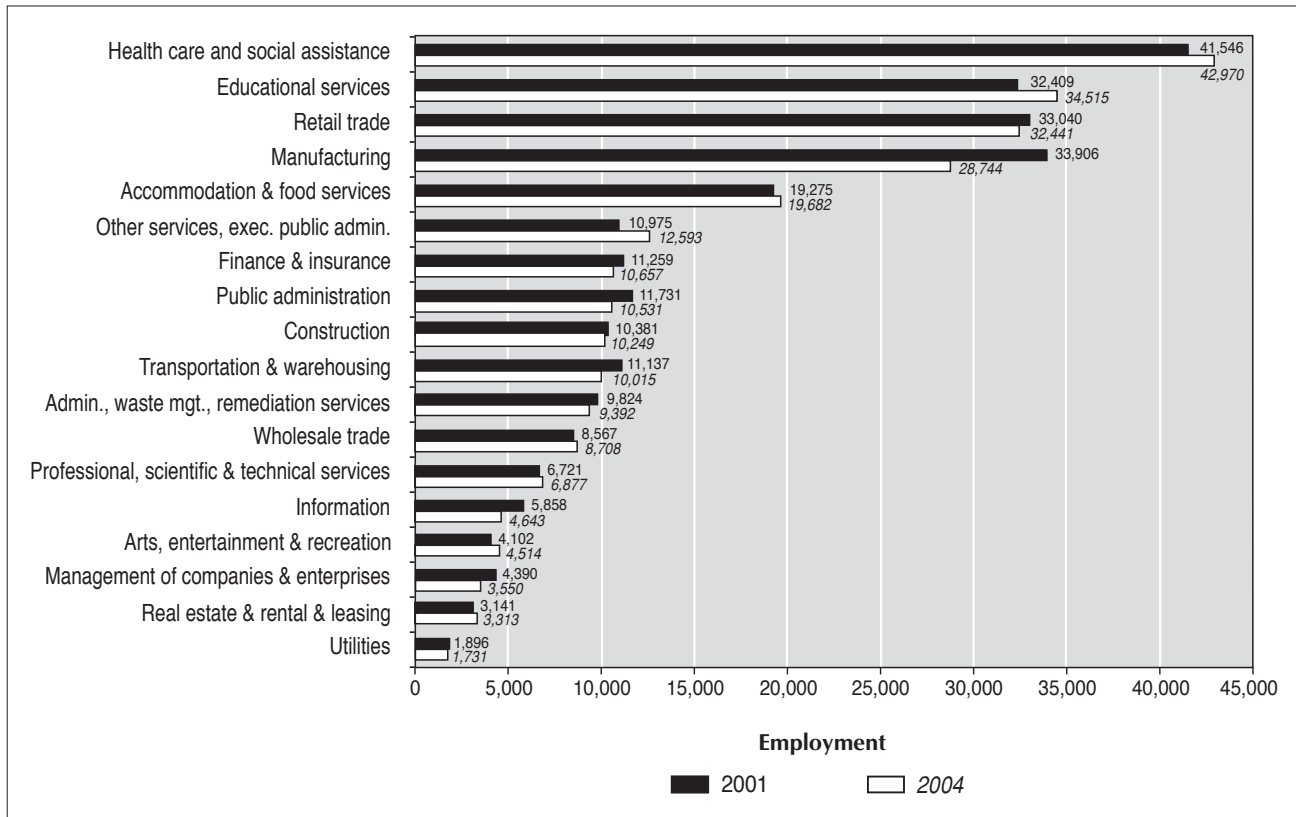
Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics

Figure 15: New Unemployment Insurance Claims, 2000 to 2006



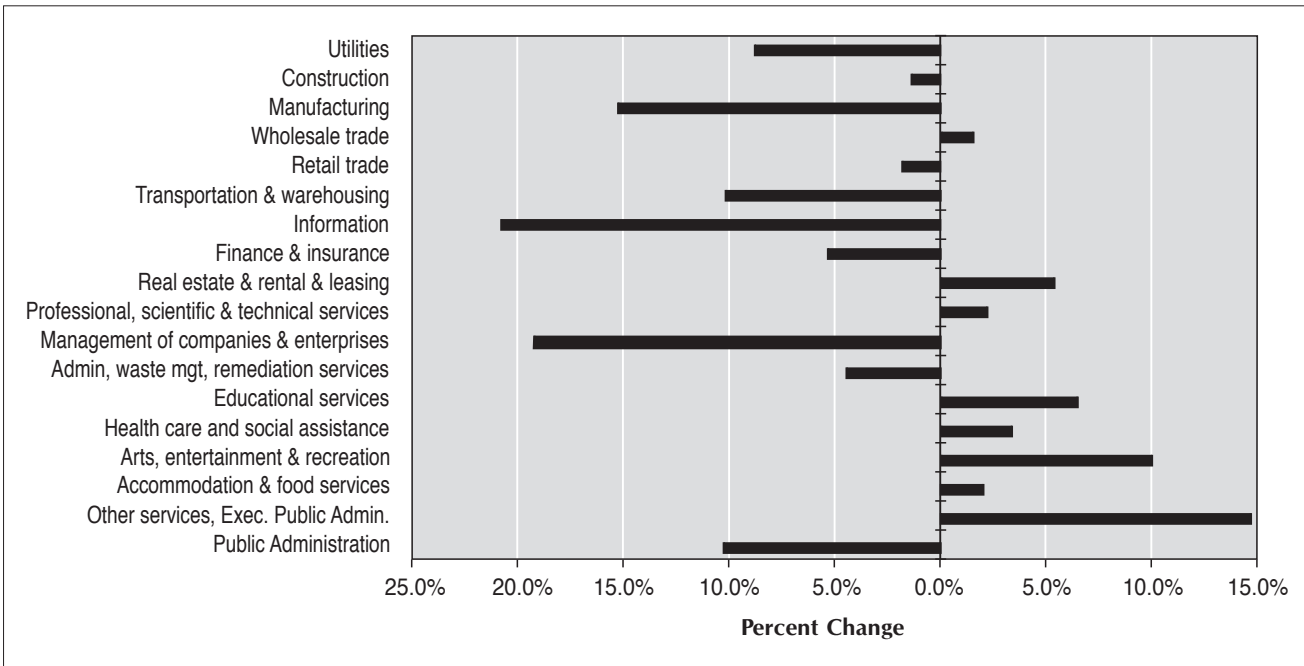
Source: Massachusetts Department of Workforce Development, Unemployment Insurance Claimant Profiles

Figure 16: **Employment in the Pioneer Valley Region by Major Industry, 2001 and 2004**



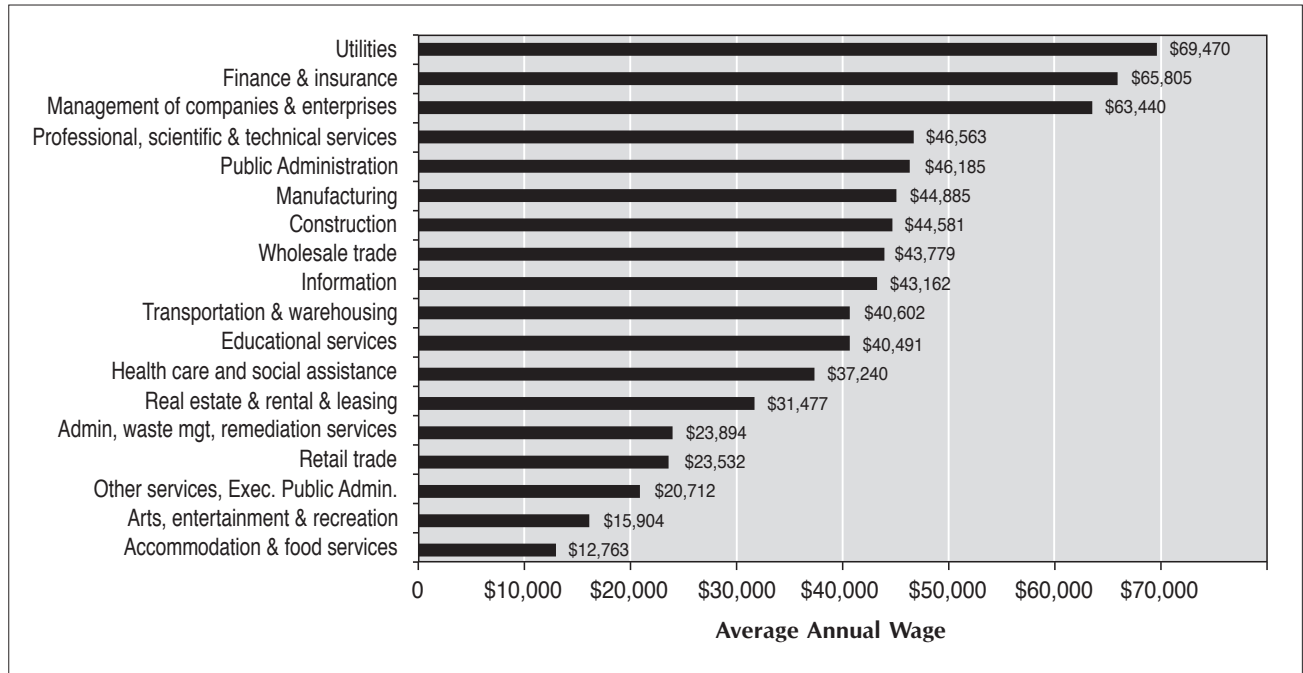
Source: Massachusetts Department of Workforce Development, ES-202 Program.

Figure 17: **Change in Pioneer Valley Region Employment by Major Industry, 2001 to 2004**



Source: Massachusetts Department of Workforce Development, ES-202 Program.

Figure 18: Average Annual Wages by Industry in the Pioneer Valley Region, 2004



Source: Massachusetts Department of Workforce Development.

Another measure of volatility in the labor market, and of downturns in the economy, is the number of individuals filing new claims for unemployment insurance (see Figure 15). Data on new claims are highly seasonal with the annual peak in new claims occurring in December or January as workers hired for the Holiday season are let go. The peak of the economic downturn in the Pioneer Valley region appears to have occurred at the end of 2001 when new claims for unemployment insurance hit 9,351. Since then, the seasonal peak in new claims has fallen each year through the end of 2005. Indeed, between December of 2001 and December of 2005, the number of new claims filed for unemployment insurance fell by 26.9 percent.

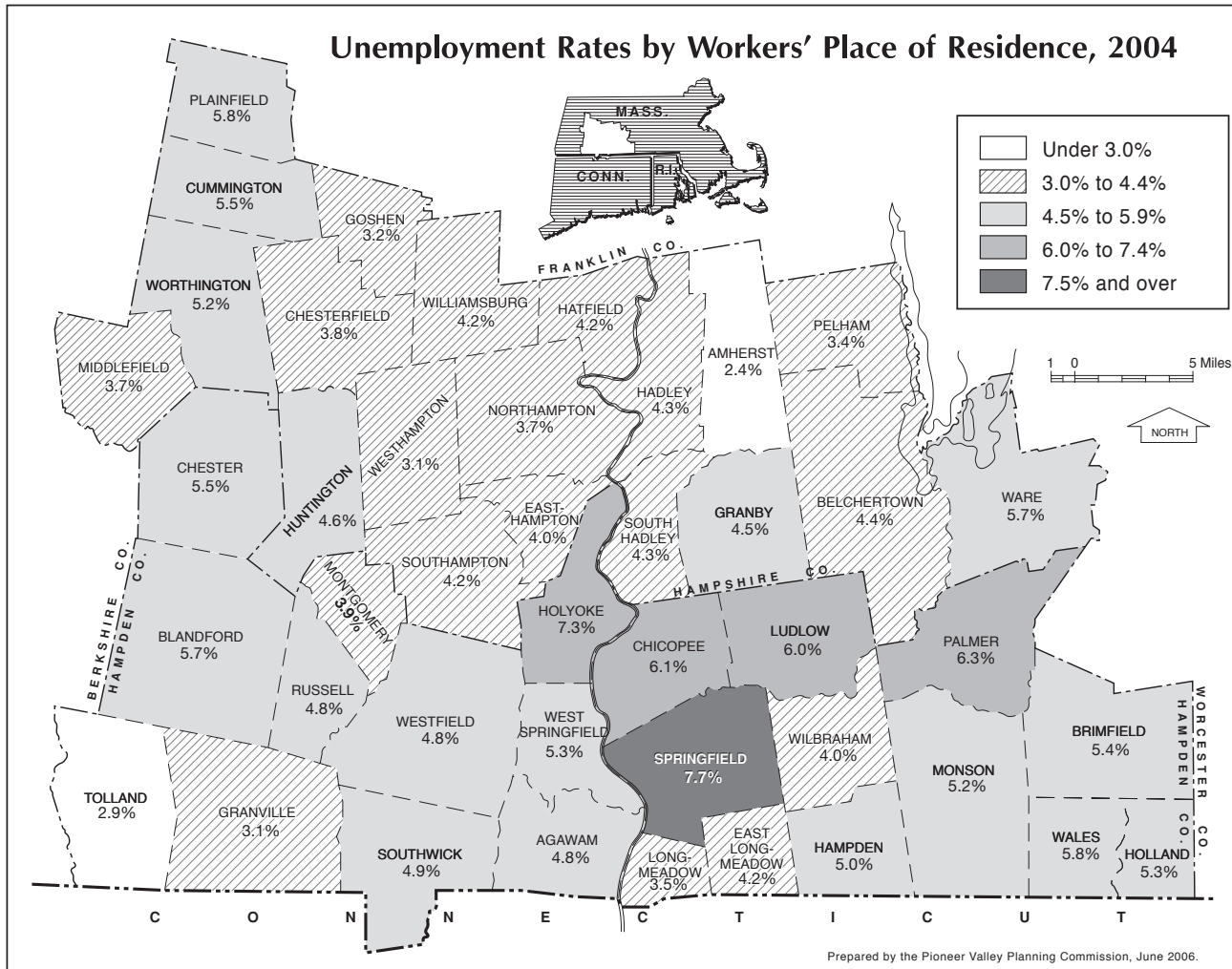
Employment Distribution

The region's economy is in transition. Manufacturing was once the mainstay of the region's economy, employing more than 29 percent of the workforce in 1980. Like most of the nation, the Pioneer Valley region is experiencing an increasing shift from manufacturing to service sector jobs in industries like health care and education. From 1990 to 2000, the service sector's share of total private sector jobs grew from 36.0 to 40.9 percent. Manufacturing's share of jobs declined from 18.6 percent to 14.4 percent.

Between 2001 and 2004, the fastest growing industries in the Pioneer Valley region are other services; arts, entertainment, and recreation; educational services; and real estate rental and leasing (see Figure 17). Each of these industries saw increases in excess of five percent in that four year period. These are not, however, necessarily the region's largest industries. In 2004, the four largest industries in the Pioneer Valley region, by total employment, were health care and social assistance; educational services; retail trade; and, manufacturing. Indeed, these four sectors alone account for 54 percent of all employment in the region.

It is somewhat worrisome that the two Pioneer Valley region industries with the largest employment losses between 2001 and 2004 were the information sector and management of companies and enterprises. Both are "new economy" industries that pay good wages and employ sought-after knowledge workers. Further research should be conducted to understand the employment losses in these industries.

Figure 19:



Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics

Table 11:
Pioneer Valley Region's Top 10 Employment Centers for 2004

Community	Total Employment	Percent of Region's Employment	Average Wage	Total Wages
Springfield	77,444	31.0%	\$41,340	\$3,193,018,378
Holyoke	21,914	8.8%	\$32,032	\$710,543,959
Chicopee	19,128	7.6%	\$35,880	\$708,420,308
West Springfield	17,297	6.9%	\$33,644	\$588,245,190
Northampton	17,211	6.9%	\$35,048	\$620,587,458
Westfield	15,347	6.2%	\$35,256	\$557,754,682
Amherst	13,490	5.4%	\$39,572	\$559,955,833
Agawam	10,462	4.2%	\$32,344	\$382,434,722
East Longmeadow	8,902	3.6%	\$37,128	\$334,674,769
Ludlow	5,689	2.3%	\$35,724	\$221,091,855

Source: Massachusetts Department of Workforce Development.

Work in utilities, finance, or management of companies yields the highest wages in the Pioneer Valley region with each industry having an average annual wage in excess of \$60,000 (see Figure 18). Manufacturing, educational services, and health care, three of the region's largest industries by employment, have average annual wages between \$37,000 and \$45,000. Unfortunately, several of our region's fastest growing industries—arts and entertainment as well as other services—are among the lowest paying with average annual salaries of \$15,904 and \$20,712 respectively. The average annual salary is lowest for employment in accommodation and food services, but this may be effected by a high rate of part-time work in this industry.

Regional Employment

Within the Pioneer Valley region, the communities with the highest employment are the urbanized communities of Springfield, Holyoke, and Chicopee, reaching a combined total employment of about 120,000. The northern urban areas, Northampton and Amherst, employ approximately 30,000 people combined. Other communities with high employment totals are the suburbs directly around the region's urban core, such as Agawam, East Longmeadow, Ludlow, Westfield, and West Springfield. The city of Springfield alone is home to 31.0 percent of the region's jobs.

A comparison of average wages and total wages for the region's employment centers reveals some discrepancies. The total employment in Springfield in 2004 was slightly more than 3.5 times the total employment of Holyoke, but the total wages paid was more than 4.4 times the amount paid in Holyoke, indicative of the much higher average wages in Springfield. Although workers in Chicopee were paid a higher average wage than those in Holyoke, the total employment was lower resulting in lower total wages. There is a significant gap in total employment and average wages between the northern cities of Northampton and Amherst. Although the total employment in Amherst was only 13,490, the average wage exceeded that of Springfield at \$39,572; in contrast, total employment in Northampton was 17,211 but the average wage was \$35,048, a difference of nearly \$5,000. These differences also appear in a comparison of suburban towns located near the urban core cities, like Agawam, East Longmeadow, and Ludlow. Total employment was higher in Agawam (10,462) than in East Longmeadow (8,902) or Ludlow (5,689). However, the average wage in Agawam was lower at \$32,344 whereas the average wage in East Longmeadow was \$37,128 and \$35,724 in Ludlow.

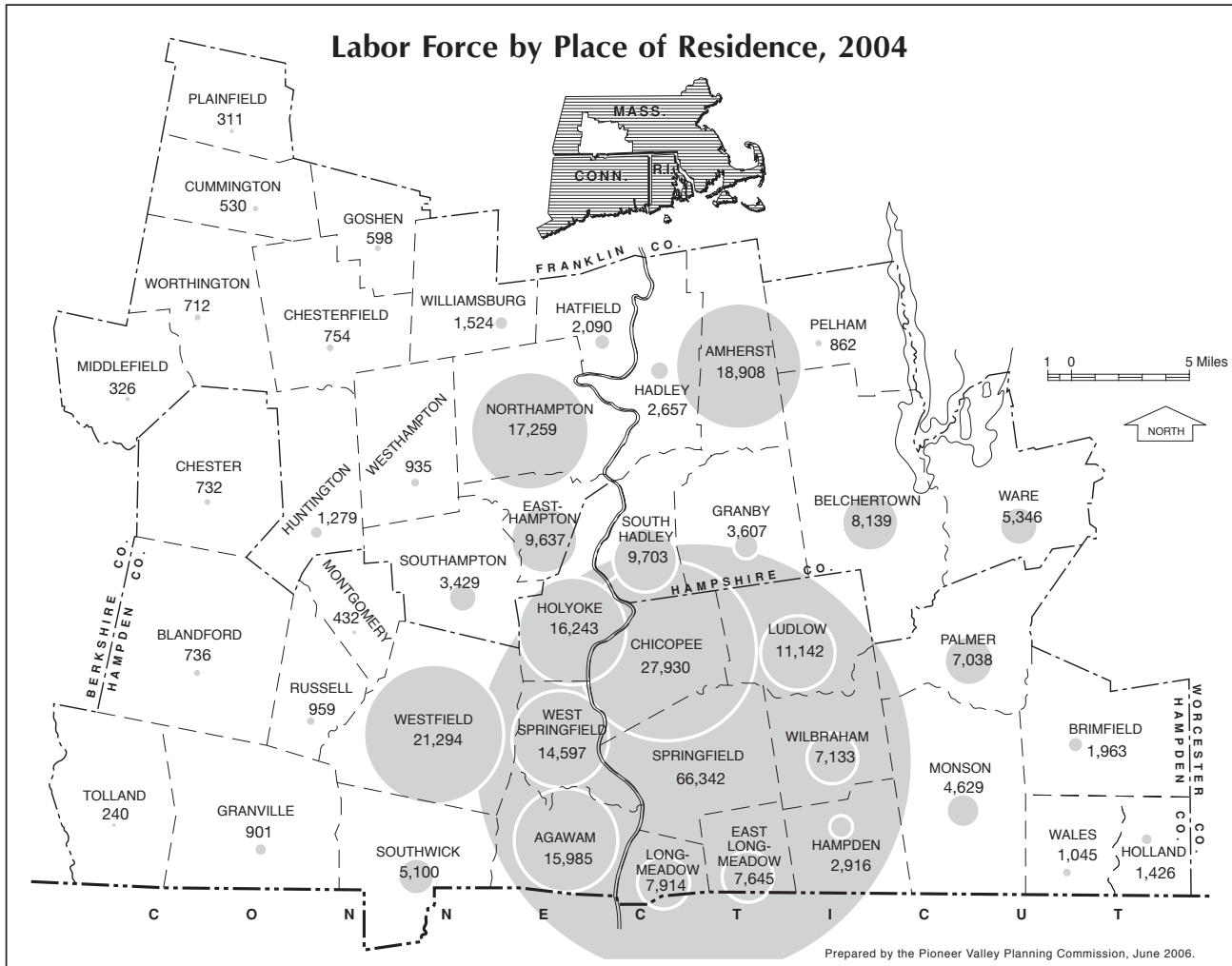
The regional map showing unemployment rates by workers' place of residence in 2004 (Figure 19) indicates that some of the region's largest employment centers also have high unemployment rates among their residents, suggesting that residents of some urban communities are not benefiting from their proximity to the region's leading employers. Springfield, which had the highest total employment in the region in 2004 (Table 11), had the highest unemployment rate among residents at 7.7 percent in 2004. Holyoke ranked second for total employment and for the unemployment rate of residents in 2004. Although Chicopee had the third largest total employment, its unemployment rate for residents, at 6.1 percent, placed it fourth in the region.

A comparison of the total employment in 2004 (Table 11) and the labor force by place of residence in 2004 (Figure 20) indicates that not all of the region's employment centers are importing workers from other communities. The total employment in Springfield, Holyoke, and West Springfield in 2004 exceeded the number of workers living in those cities in 2004; therefore, those regional employment centers are attracting workers from other cities and towns in the region. However, in communities such as Agawam, Amherst, Chicopee, Ludlow, and Westfield, the number of workers living in the community was larger than the number of jobs, indicating that these communities export workers to other communities.

Regional Employers

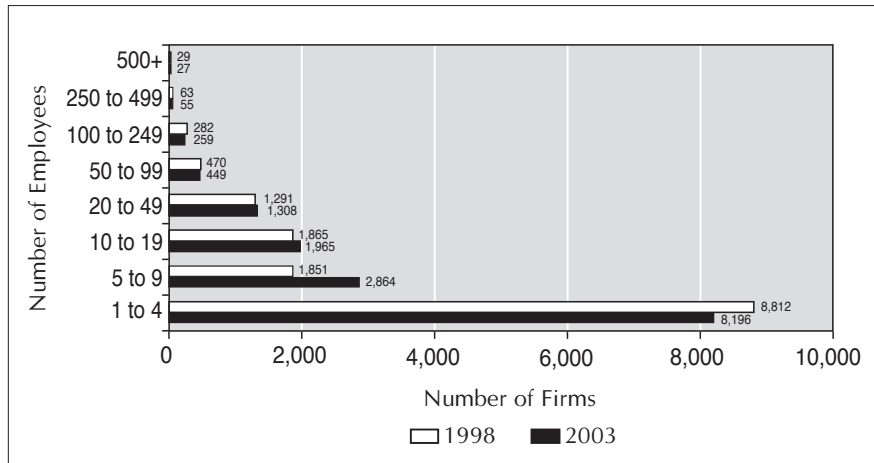
The Pioneer Valley region's economy is rooted in small businesses. The number of small businesses employing fewer than fifty people grew significantly between 1998 and 2003 (Figure 21). Nearly three quarters of all firms in the region have fewer than 10 employees and 94.8 percent of firms have less than 50 employees. Small businesses are not only important because of the number of firms, but because, in 2003, those busi-

Figure 20



Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics

Figure 21:
Number of Employers by Size in the Pioneer Valley Region



Source: U.S. Census Bureau, County Business Patterns, 1998 and 2003

Table 12: **Major Employers in the Pioneer Valley Region in 2003**
(Ranked According to Full-Time Employees in a single location)

Company	Location	Primary Industry Code
5,000 to 10,000 Local Employees		
Baystate Medical Center	Springfield	General Medical and Surgical Hospitals
1,000 to 4,999 Local Employees		
C & S Wholesale Grocers	Hatfield	General Line Grocery Wholesalers
Center for Human Development	Springfield	
Cooley Dickinson Hospital	Northampton	General Medical and Surgical Hospitals
Holyoke Hospital	Holyoke	General Medical and Surgical Hospitals
Massachusetts Mutual Financial Group	Springfield	Insurance Agencies and Brokerages
Mercy Medical Center	Springfield	General Medical and Surgical Hospitals
Milton Bradley Company	East Longmeadow	Game, Toy, and Children's Vehicle Mfg.
Monson Development Center	Monson	Speciality Hospitals
Mt. Holyoke College	South Hadley	Colleges, Universities, and Prof. Schools
Smith College	Northampton	Colleges, Universities, and Prof. Schools
Sunday Republican	Springfield	Newspaper Publishers
United States Postal Service	Springfield	Postal Service
University of Massachusetts, Amherst	Amherst	Colleges, Universities, and Prof. Schools
Westover Air Reserve Base	Chicopee	
500 to 999 Local Employees		
Air Liquide America Corp.	Palmer	Surgical and Medical Instrument Mfg.
American Saw and Manufacturing/ Newell Rubbermaid	East Longmeadow	Saw Blade and Handsaw Manufacturing
Amherst College	Amherst	Colleges, Universities, and Prof. Schools
Big Y	Springfield	Grocery Stores
City of Chicopee	Chicopee	Executive Offices
City of Springfield	Springfield	Executive Offices
ConnLeafs, Inc.	Westfield	Tobacco Stores
Friendly's Ice Cream Corp.	Wilbraham	Limited Service Restaurants
Ludlow Coated Products	Chicopee	All Other Converted Paper Product Mfg.
Noble Hospital	Westfield	General Medical and Surgical Hospitals
Peter Pan Bus Lines	Springfield	Interurban and Rural Bus Transportation
Preferred Labor	Springfield	Temporary Help Services
Providence Hospital	Holyoke	General Medical and Surgical Hospitals
Rexam Image Products	South Hadley	Coated and Laminated Paper Manufacturing
Solutia, Inc.	Springfield	Plastics Material and Resin Manufacturing
Springfield College	Springfield	Colleges, Universities, and Prof. Schools
Titeflex Corp.	Springfield	All Other General Purpose Machinery Mfg.
Top-Flite Golf	Chicopee	Other Plastics Products Manufacturing
Tube Products Incorporated	Easthampton	All Other Plastics Product Manufacturing
US Veteran's Administration Medical Center	Northampton	General Medical and Surgical Hospitals
Western New England College	Springfield	Colleges, Universities, and Prof. Schools
Wing Memorial Hospital	Palmer	General Medical and Surgical Hospitals

nesses with fewer than 50 employees accounted for about 41 percent of all jobs in the Pioneer Valley region. Mid-size businesses, those with 50 to 250 employees, are also a growing presence in the region and they accounted for another 30 percent of all jobs in 2003.

Although the number of firms employing more than 250 people dropped below 100 in 2002, 34 firms had more than 500 employees in 2003 (Table 12). Among the region’s largest employers are Baystate Medical Center, Holyoke Hospital, Mercy Medical Center, and Cooley Dickinson Hospital. These large health service sector employers are located in three of the region’s top employment centers (Table 11), Springfield, Holyoke, and Northampton. In addition, six of the region’s colleges and universities are also major employers and many of the largest employers in the region are firms with national name recognition, such as Massachusetts Mutual Life Insurance Co., Milton Bradley Co., Friendly’s Ice Cream Corp., Solutia, Inc., and Top-Flite Golf.

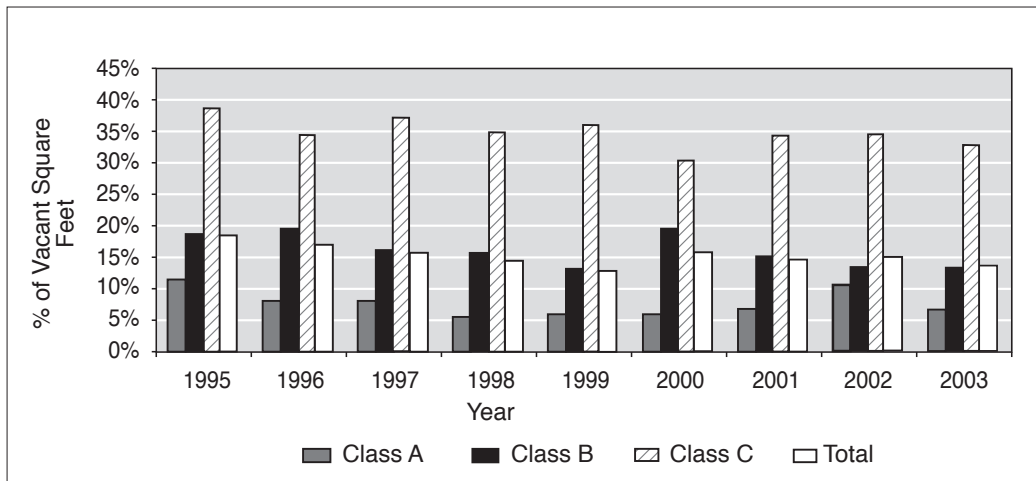
THE INFRASTRUCTURE

Real Estate

Office Space

In this analysis, we examine three building classifications. Class A real estate refers to office buildings constructed after 1965 and maintained by professional management, while Class B and C real estate refers to

Figure 22: Office Vacancy Rates – Greater Springfield Area



Source: The Colebrook Group, Office Space Surveys of Greater Springfield

Table 13: Greater Springfield Area Office Space

	1995	1996	1997	1998	1999	2000	2001	2002	2003
Inventory (square feet)	4,704,580	4,783,180	5,028,880	5,050,726	>5,000,000	n/a	5,052,707	5,106,076	5,504,446
Vacant (square feet)	867,429	910,275	746,763	737,016	n/a	n/a	846,104	750,698	730,712
% Vacant	18.4%	19.0%	14.9%	14.6%	12.7%	15.8%	16.8%	14.7%	13.3%
Price Range (square feet)	\$ 6.75- \$16.50	\$ 8.00- \$18.00	\$ 7.94- \$17.50	\$ 5.50- \$18.00	n/a	n/a	\$ 5.00- \$22.00	\$ 5.00- \$20.00	\$ 6.00- \$21.00
Buildings	148	147	152	153	n/a	n/a	159	147	153
Absorption (square feet)	148,828	32,150	289,359	56,192	>100,000	799,089	-47,015	-7,669	94,537

Source: Colebrook Group Real Estate Analysis Reports and Surveys
n/a Data not available

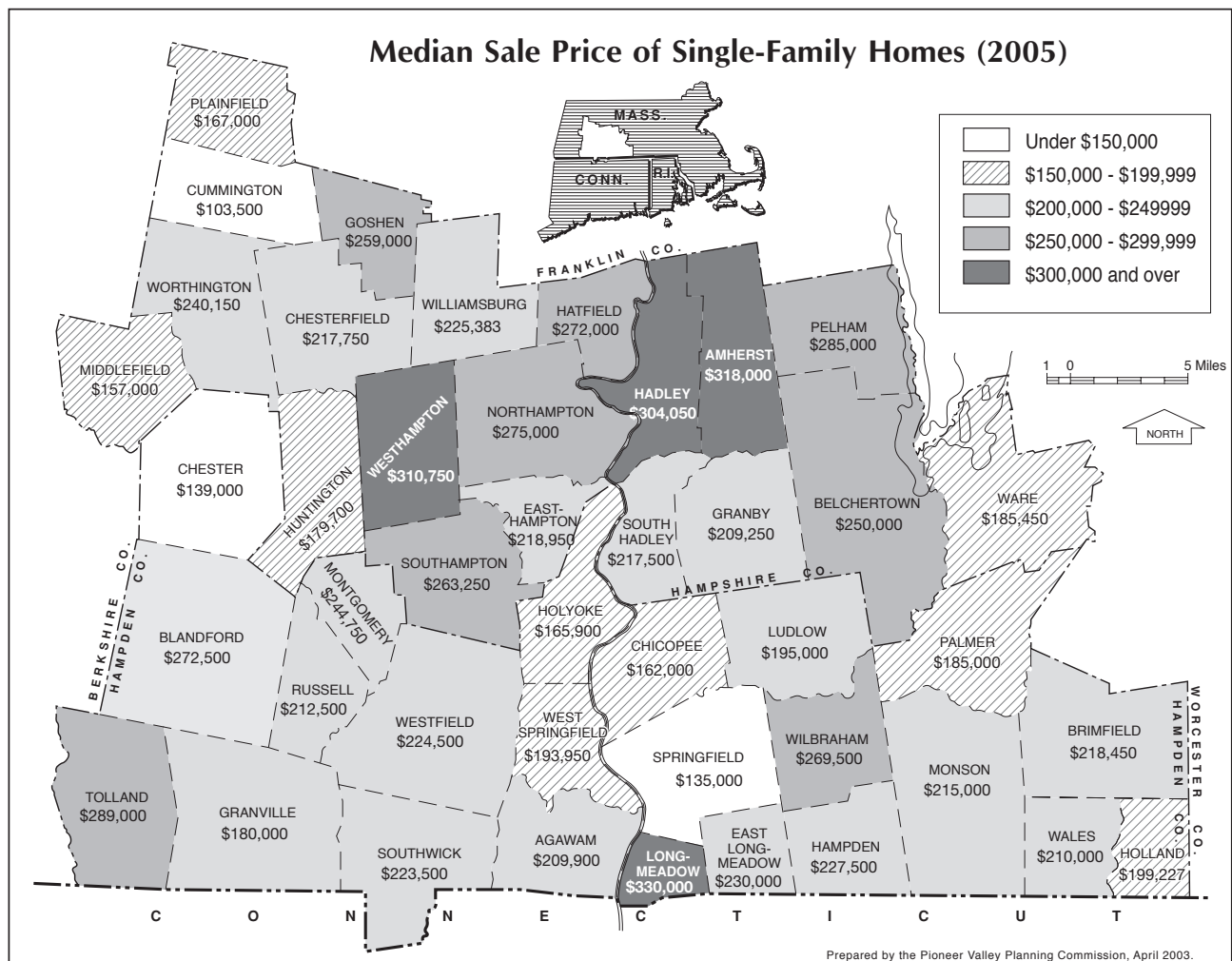
buildings constructed before 1965. Class B office buildings have been rehabilitated and maintained by professional management, while Class C buildings have not been rehabilitated and are maintained by moderate quality management. The vacancy rate for Class C real estate, which tends to be high, increased from 30 percent in 2000 to 34 percent by 2002, but then dropped to 33 percent in 2003. In 2000, Class B real estate vacancy rates peaked at almost 20 percent, but since then they have steadily declined to 13 percent in 2003. Class A real estate vacancy rates peaked at 11 percent in 2002 and then plunged to 7 percent by 2003. An overall office space vacancy rate of 13 percent in 2003 was the lowest rate since before 1995.

Within the greater Springfield area, the total office space inventory has increased by almost 800,000 square feet from 1995 to 2003 (an increase of 17 percent). The volume of office space that is vacant reached a ten-year low at 730,712 square feet in 2003. Overall, the Greater Springfield office space market is growing in total square feet while experiencing declining vacancy rates, indicating a robust market.

Housing

The extent to which housing is affordable matters greatly to any community. Housing is a basic human need and one of the most significant expenditures that people face. Studies have shown that people who purchase homes are more financially and emotionally committed to their communities. After a decade with little housing appreciation, prices in the Pioneer Valley have soared since 2000. As Figure 24 indicates, prices were gradually climbing prior to 2000, but increases grew larger between 2000 and 2002. Indeed, between

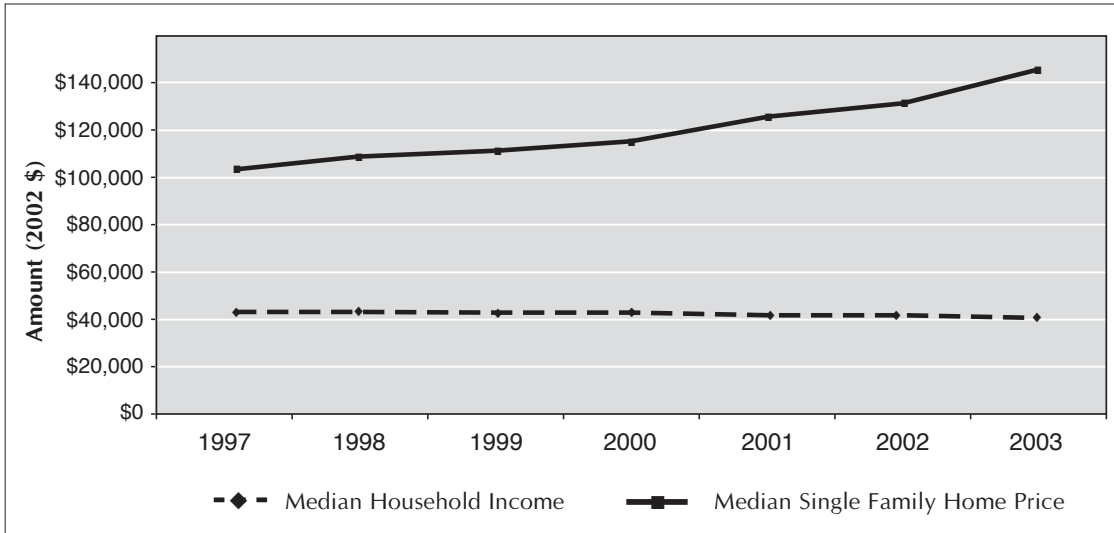
Figure 23



Prepared by the Pioneer Valley Planning Commission, April 2003.

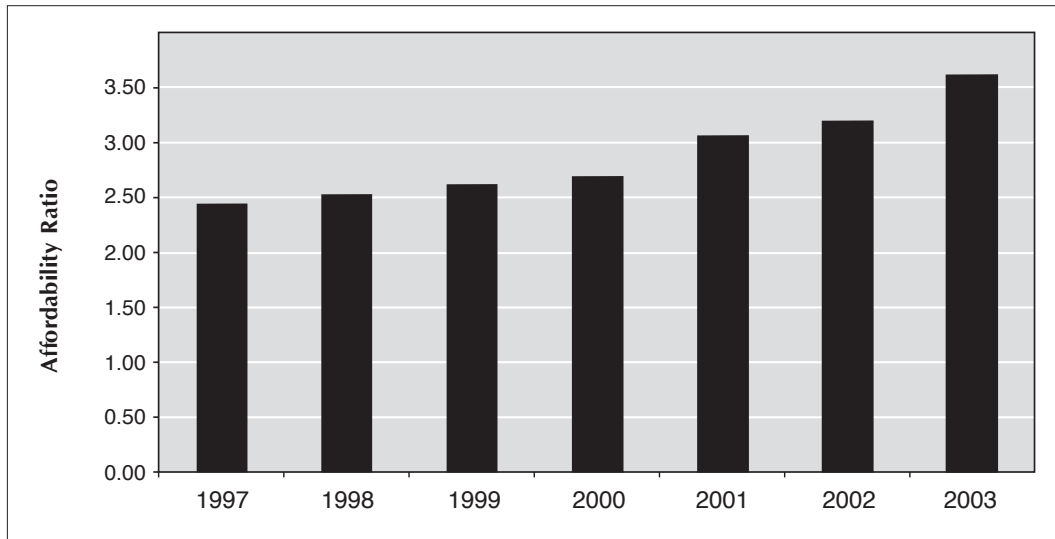
Source: The Warren Group

Figure 24: **Median Household Income and Single Family Home Price, 1997-2003**



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE); The Warren Group

Figure 25: **Housing Affordability Ratio (Median Price/Median Income), 1997-2003**



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE); The Warren Group

2000 and 2002, the median price of a single family home in the Pioneer Valley rose by 13.7 percent, after adjusting for inflation, from \$115,716 to \$131,587. During the prior three-year period, between 1997 and 1999, the median price of a single family home rose by only 6.6 percent. Between 2002 and 2003, the one-year increase in the median price of a single-family home was 10.6 percent (after adjusting for inflation).

While the median prices of single-family homes have increased across the region, there is a wide range of prices across the 43 cities and towns (see Figure 23). As of 2005, the median price of a single-family home in Longmeadow was \$330,000, the highest in the region. Amherst, Hadley, and Westhampton also had median single-family home prices in excess of \$300,000 in 2005. At the other end of the spectrum, the median price of single-family homes was below \$150,000 in Chester, Cummington, and Springfield. While this variation provides residents of the region with many options, the data does suggest that the high prices in some of the region's communities are beginning to pull up prices in every community.

While rising housing prices are encouraging in their indication of a robust demand for housing, they also create problems of housing affordability, particularly when incomes do not keep pace with prices. Between 1997 and 2003, the median price of a single family home in the Pioneer Valley rose by 39.8 percent, while during this same period the median household income in Pioneer Valley fell by 5.7 percent. A combination of rising housing prices and falling incomes will seriously limit the ability of low and moderate income households to become homeowners.

A housing affordability ratio can be calculated by dividing the median price of a single family home by the median household income (Figure 25). It is generally accepted that a household can afford a home up to a price that is equal to three times their income. Therefore, an affordability ratio above 3.0 is of concern because it means that, statistically, a household with the median income in the region cannot afford a single family home at the median price. Since 1997 the housing affordability ratio has steadily climbed and passed the 3.0 threshold in 2001. If the many economic and social benefits of widespread homeownership are going to continue to be realized in the Pioneer Valley, the mismatch between declining incomes and rising home prices must be addressed.

Transportation

Vehicle Roadways

The Pioneer Valley area is considered the crossroads of transportation in western Massachusetts. Situated at the intersection of the area’s major highways, Interstate 90 (Massachusetts Turnpike) traveling east-west and Interstate 91 traveling north-south, the region offers easy access to all markets in the eastern United States and Canada. Major southern New England population centers are accessible within hours.

Table 14:
Driving Distances and Times from Springfield to Select Urban Centers

Destination	Distance	Estimated Driving Time
Albany	85 miles	1.5 hours
Boston	91 miles	1.5 hours
Montreal	301 miles	5.5 hours
New York City	140 miles	3.0 hours
Philadelphia	260 miles	5.0 hours
Washington DC	400 miles	8.0 hours

Source: PVPC, Regional Transportation Plan for the Pioneer Valley - 2000 Update

Table 15: **Major Interstate Highways Serving the Pioneer Valley Region**

Interstate Highway	Principal Orientation	Number of In Region Interchanges	In Region Mileage	Toll Road?
I-90	East/West	6	46.08	Yes
I-91	North/South	22	31.17	No
I-291	Connector (Springfield to I-90)	6	5.44	No
I-391	Connector (I-91 to Chicopee/Holyoke)	6	3.82	No

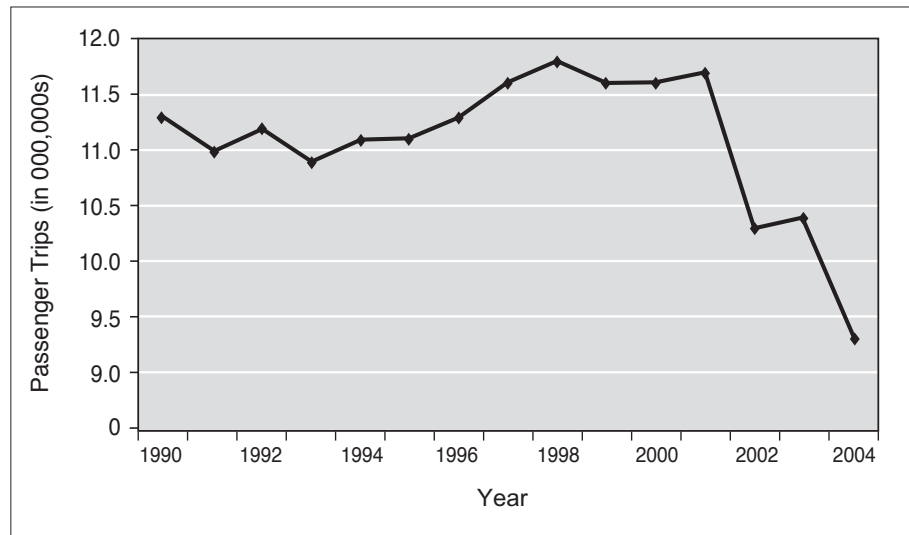
Source: PVPC, Regional Transportation Plan for the Pioneer Valley - 2000 Update

Table 16: Pioneer Valley Region Average Commute Times to Work

	Mean Drive Time to Work (minutes)		
	1990	2000	% Change
Massachusetts	22.2	27.0	21.6%
Pioneer Valley Region	18.9	21.8	15.2%
Hampden County	19.1	21.8	14.2%
Hampshire County	18.5	21.9	18.7%
Agawam	18.7	20.5	9.7%
Amherst	14.6	18.0	22.9%
Belchertown	23.8	28.1	17.9%
Blandford	30.8	37.5	21.8%
Brimfield	31.2	30.1	(3.6%)
Chester	31.7	38.9	22.7%
Chesterfield	25.8	29.4	13.7%
Chicopee	17.5	19.3	10.3%
Cummington	30.4	38.3	25.8%
East Longmeadow	19.8	21.9	10.6%
Easthampton	17.9	21.1	17.7%
Goshen	27.6	31.0	12.5%
Granby	21.1	20.6	(2.5%)
Hadley	15.6	21.9	40.1%
Hampden	23.6	26.4	12.0%
Hatfield	20.0	20.9	4.8%
Holland	30.7	34.2	11.3%
Holyoke	16.6	18.6	11.8%
Huntington	28.7	34.4	19.8%
Longmeadow	18.0	20.3	12.6%
Ludlow	19.4	21.3	9.6%
Middlefield	34.8	41.6	19.6%
Monson	22.3	29.5	32.2%
Montgomery	25.7	29.7	15.8%
Northampton	16.6	20.0	20.1%
Palmer	19.5	22.9	17.3%
Pelham	21.8	22.3	2.4%
Plainfield	32.3	33.5	3.7%
Russell	24.9	28.1	13.0%
South Hadley	16.9	19.4	14.7%
Southampton	20.6	24.8	20.5%
Southwick	21.6	26.4	22.1%
Springfield	18.5	21.5	15.9%
Tolland	34.2	39.4	15.3%
Wales	31.8	36.7	15.2%
Ware	23.4	25.8	10.2%
West Springfield	18.1	20.9	15.8%
Westfield	19.7	22.6	14.7%
Westhampton	22.4	25.2	12.7%
Wilbraham	22.6	24.3	7.3%
Williamsburg	22.6	23.3	3.2%
Worthington	32.2	40.5	25.8%

Source: U.S. Census Bureau, 2000 Census

Figure 26:
Pioneer Valley Transit Authority Fixed Route Bus Ridership



Source: PVTA Annual Reports

The interstate expressways (I-90 and I-91) link most of the major urban centers in the region. The basic highway network, including interstate highways, U.S. numbered routes, state routes, and other traffic arterials, provides access to all municipalities in the region, both urban and rural. The pattern of principal arterial highways in the region is radial, extending outwards from each of the region's major centers, a consequence of development and topographic influences.

Of the existing transportation facilities in the Pioneer Valley region, major bridge crossings remain a focal point of regional transportation concerns, as many streets and highways converge into a limited number of crossings over the Connecticut, Westfield, and Chicopee rivers.

In general, traffic on the region's roadways has been increasing. Between 1980 and 1998 the estimated number of daily vehicle miles traveled (DVMT) in the Springfield-Chicopee-Holyoke urbanized area rose from 7.4 million to 10.7 million. The magnitude of increase is shared in the region's rural areas. Table 16 presents the commute times for each of the Pioneer Valley communities as reported in the 1990 and 2000 Censuses. The increase in commuter times can be attributed to several major trends including a rise in vehicle ownership and the onset of several major roadway improvement projects, such as the Coolidge Bridge project on Route 9 in Northampton and Hadley.

Transit Routes

The Pioneer Valley is home to an extensive transit system that offers many different modes of public transportation. Intra-county and intercity buses, paratransit, ridesharing, and park-and-ride services are all vital for the mobility of the region's residents.

The Pioneer Valley Transit Authority (PVTA), formed in 1974 to rebuild and expand the region's transit fleet and services, operates a fleet of approximately 180 buses, all of which are wheelchair-equipped. PVTA provides a network of 44 fixed routes and four community shuttles in the region's major urban centers and outlying suburban areas. Today, PVTA offers cost-effective service to its 24 member communities, of which 22 are located in the Pioneer Valley region and two in Franklin County.

An extensive intercity transportation network serves the Pioneer Valley region with services provided by two privately owned companies: Greyhound Lines of Dallas, Texas, and Peter Pan Bus Lines of Springfield, Massachusetts. These companies provide a mix of local and express routes connecting points within and outside the region with nationwide connecting service. Several other carriers provide a variety of services, including large and small bus charters and packaged tours to a number of destinations within and outside the region.

The Springfield Bus Terminal Associates, composed of Peter Pan and Greyhound Bus Lines, functions as the major bus station in western Massachusetts and as an interchange point for all intercity bus lines. The Northampton Bus Terminal, opened in 1984, is operated by Peter Pan. The terminal provides a one-way lane for buses to stop in front of the station. Major Peter Pan stops are also located at the University of Massachusetts, Amherst Center, South Hadley, and Palmer.

Passenger rail service is available to Pioneer Valley residents through Amtrak, the National Railroad Passenger Corporation. Amtrak uses the tracks of the former Union Station, the region's main train station, which is located near the northern edge of downtown Springfield. The Springfield station has daily service from 14 trains that provide extensive service within the northeastern United States and nationwide connections. Passenger rail service is provided on both east-west and north-south routes through the region. The Pioneer Valley has an additional station located in Amherst that is served by two trains per day.

Non-Motorized Transportation

In the Pioneer Valley, 0.3 percent of all residents commute to work by bicycle and 6.1 percent walk to work. Many areas in the region, such as downtown Springfield, offer easy accessibility to pedestrians; in communities like Amherst, cyclists will find bike lanes, bike racks, and multiuse paths.

To encourage more people to walk and bike, the Pioneer Valley Planning Commission has developed a strategic plan of policy-related actions and physical projects on which municipal and regional officials and citizens can collaborate to improve conditions for pedestrians and bicyclists in the Pioneer Valley. The plan includes information and recommendations for incorporating bicycle and pedestrian features into road reconstruction projects, using zoning and development tools to help create environments that support bicycling and walking, increasing bicycle and pedestrian safety, and promoting bicycling and pedestrian activities as alternative transportation choices.

In 1997, the Pioneer Valley Transit Authority created the "Rack and Roll" program, funded by the Massachusetts Highway Department's Transportation Demand Management Program, to increase levels of bicycling. To improve access for bicyclists to transit, PVTA installed bicycle racks to the front of all buses in the five-college area centered around Amherst and Northampton. Along with the bus racks, PVTA provided on-street bicycle parking racks for 400 bicycles.

Off-road facilities range from traditional bike paths to multiuse trails. Four communities currently provide multiuse paths or "rail trails" totaling 17 miles in the region, while 14 other communities have similar projects under design. One successful example is the Norwottuck Rail Trail, the region's largest bikeway project, which opened in 1993. The ten-mile Norwottuck connects the communities of Northampton, Hadley, Amherst, and Belchertown, and facilitates travel between the communities, educational facilities, downtown commercial areas, and major employment centers. Weekend counts on the bike path range from 600 to 1,200 users per day during the peak season. A trail survey in 1997 showed 25 percent of weekday trail use was for commuting to work, school, or shopping—trips that would otherwise be made with a motor vehicle.

Pedestrian access and circulation are typically better in town or city centers due to the physical design of such places. Shops, offices, restaurants and other amenities are generally clustered together and connected by a pedestrian network, which is often more accessible and efficient than the vehicle network. The central business districts of Amherst, Northampton, and Springfield offer good examples of downtown areas sensitive to pedestrian circulation and access. Sidewalks and walkways are extensive; crosswalks are signalized and access points for persons with disabilities are incorporated.

Transportation of Goods

The Pioneer Valley region is strategically located at a geographic crossroads in which more than one-third of the total population of the United States can be reached by overnight delivery. With the emergence of the European Economic Community and the Free Trade Agreement with neighboring Canada, the region is poised to take advantage of new ventures in international trade. The availability of an efficient multi-modal transportation network to move goods through the region is essential for this level of economic activity to be achieved. Several modes of transportation are available in the region to facilitate the movement of goods, including truck, rail, air and pipeline.

Trucking is currently the primary choice for moving goods throughout the Pioneer Valley. Overnight trucking service is available from the region to metropolitan centers throughout the northeastern United States and southeastern Canada. Approximately 130 for-hire trucking companies serve the Pioneer Valley region, providing both full truckload and less than truckload (LTL) service. Many of these companies serve only local areas, but a large number of interstate motor carriers provide service to the towns in the area. In the Pioneer Valley, more than half the trucking companies maintain operations in the Springfield-West Springfield area, and most of the urbanized area communities have at least one trucking firm or independent operator. Springfield-based trucking firms also provide nationwide connections to points in Vermont, New Hampshire, Canada, New York State, and other parts of the Northeast. In this sense, the Pioneer Valley exports transportation services to other areas, producing regional income.

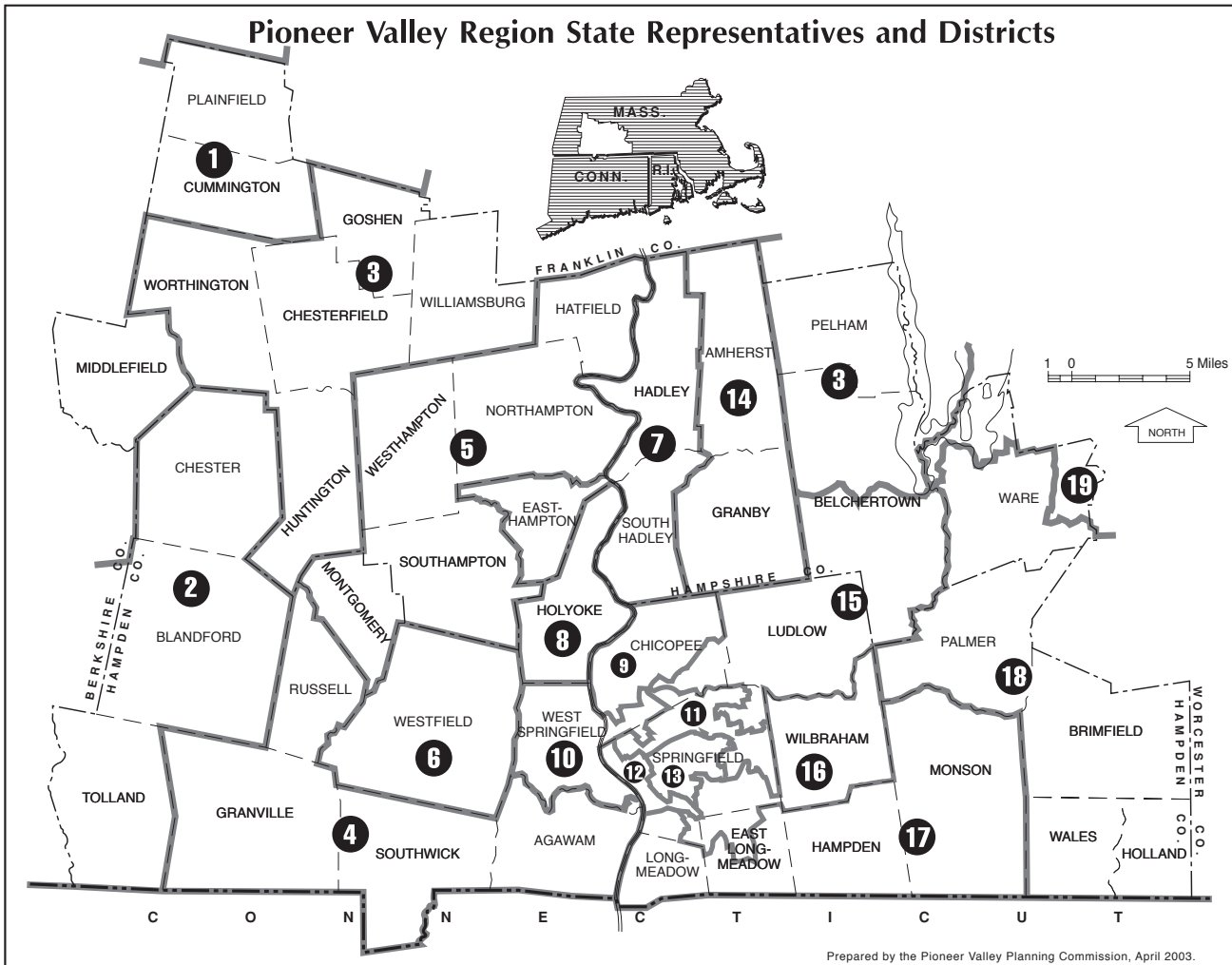
Five rail carriers provide freight service in the Pioneer Valley Region: CSX Transportation, Guilford Transportation Industries, New England Central, Pioneer Valley Railroad, and MassCentral Railroad. The region's major freight and intermodal yard, CSX, is located in West Springfield. Another major freight and switching yard important to the region is B&M's North Deerfield Yard, located in neighboring Franklin County. Within the Pioneer Valley, other smaller freight yards are located in Holyoke, Northampton, Palmer, Westfield, and Wilbraham. The geographic location of the Pioneer Valley at the crossroads of interstate highways 90 and 91 and long-haul rail lines (CSX and B&M) creates a strategic and attractive location for businesses and industries participating in the local and international marketplaces.

In addition, air freight and package express services are readily available in the Pioneer Valley region. Predominantly, air freight is moved through either Bradley International Airport in Windsor Locks, Connecticut; Logan Airport in Boston; or New York City's metropolitan airports. None of the airports located within the region's boundaries offer air cargo services at this time.

Political Infrastructure

The area's elected state and federal officials also support the economic development efforts of the Pioneer Valley region.

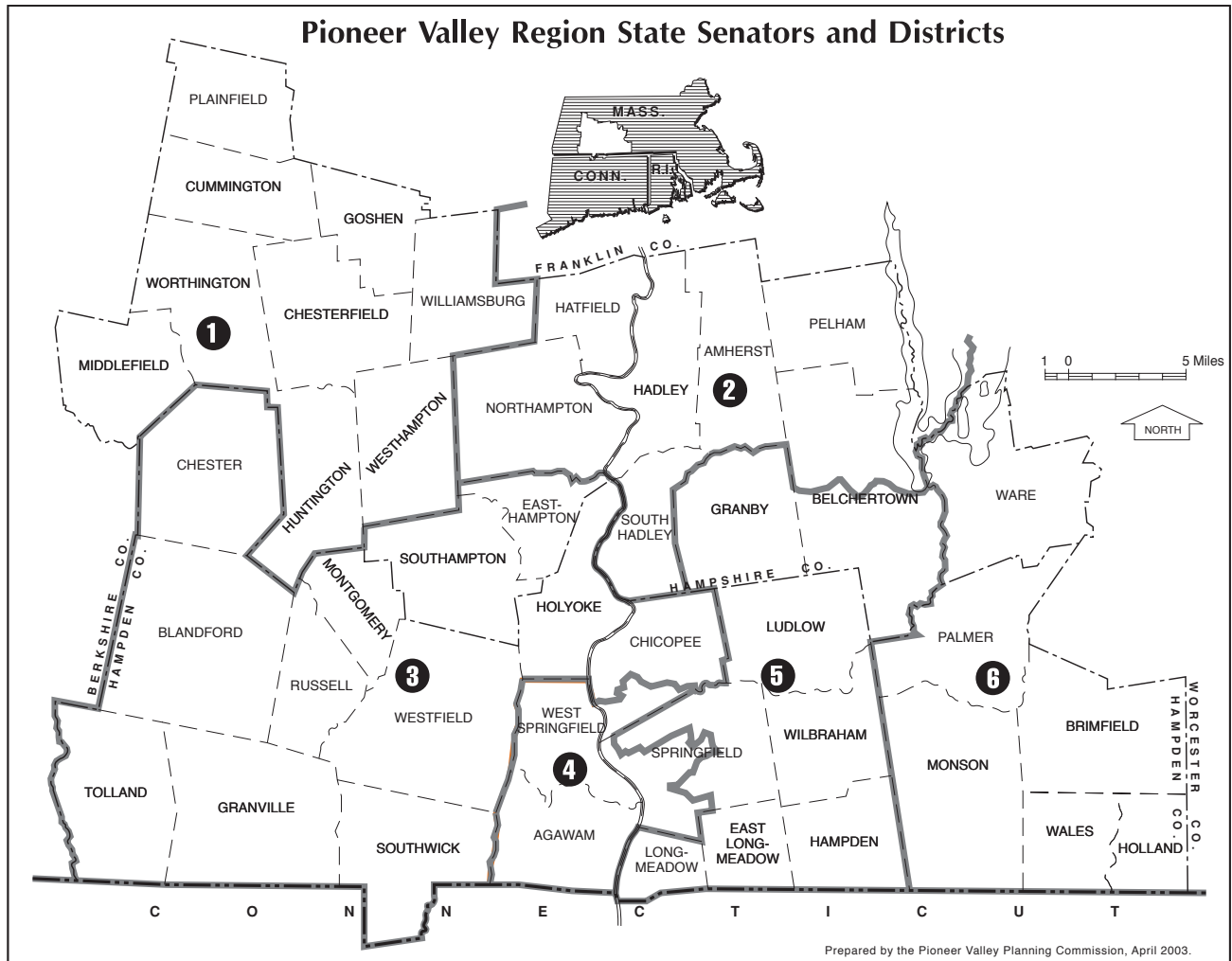
Figure 27:



Prepared by the Pioneer Valley Planning Commission, April 2003.

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Figure 28:



Prepared by the Pioneer Valley Planning Commission, April 2003.

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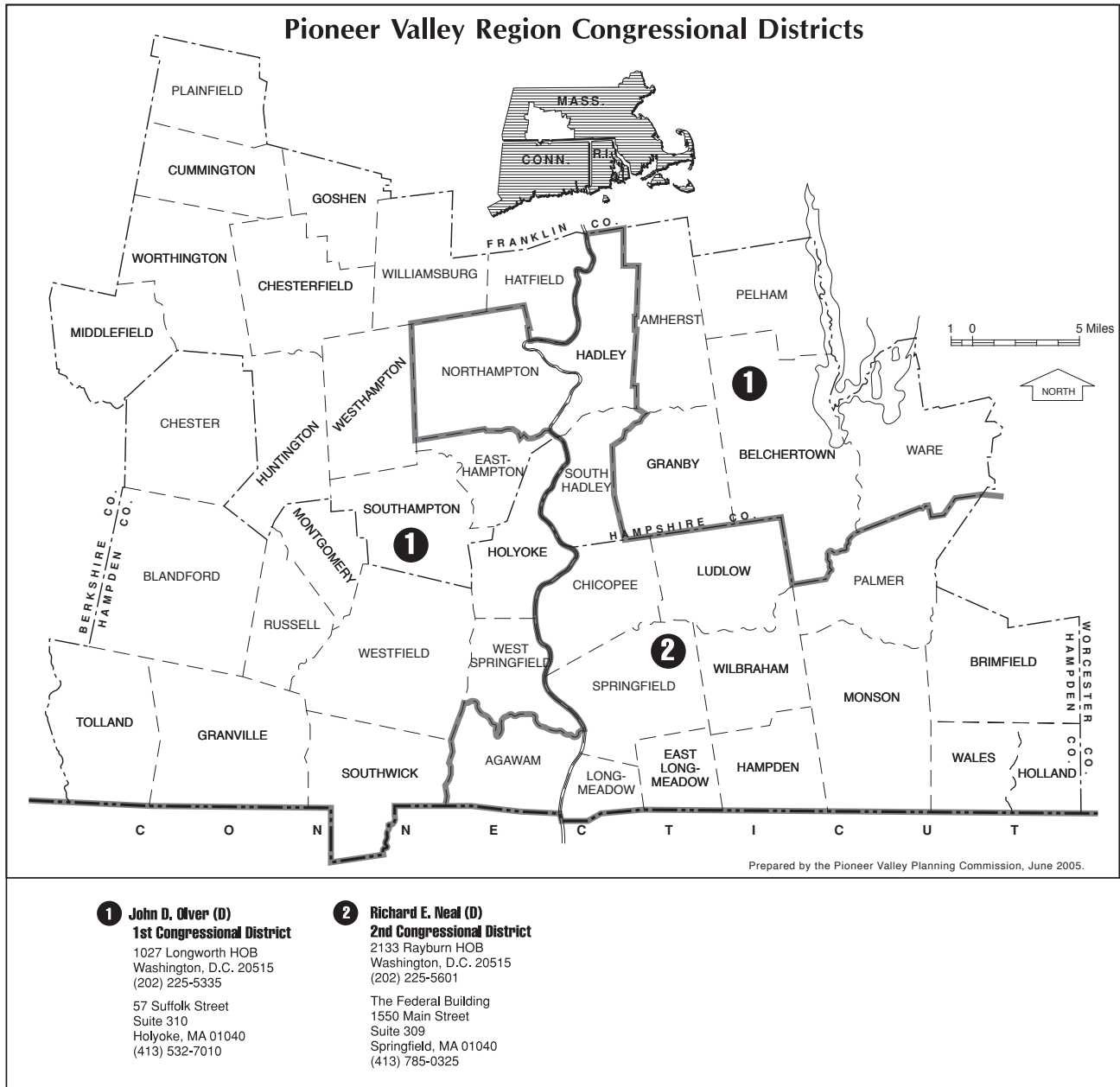
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OPPORTUNITIES AND THREATS POSED BY EXTERNAL TRENDS AND FORCES

OPPORTUNITIES

We have identified 12 significant areas of opportunity for the Pioneer Valley region to leverage:

- A proactive and collaborative planning process capable of producing positive and measurable results
- The concentration of 13 higher education institutions within the region
- An evolving Hartford-Springfield economic partnership that has spawned the Knowledge Corridor
- An expanding and diverse workforce fueled by immigration, life-style options, and growing efforts to retain college graduates
- A high level of worker productivity, especially in the manufacturing sector
- Connecticut River corridor developments, including the new Basketball Hall of Fame, Route I-91 Tourist Information Center, Springfield and Agawam segments of the Connecticut River Walk and Bikeway Project, and the Mass Mutual Convention Center, among others
- Housing affordability, especially as compared to the greater Boston area
- A Regional Technology Corporation (RTC) to bolster and grow the technology-based components of the regional economy
- A long and growing list of recreational and cultural assets that underpin tourism and the travel industry
- Superior medical facilities, personnel, services, training, and research
- The region's ability to encourage, nurture, and provide technical and financial support to new start-up firms across the Pioneer Valley
- A superior location at the crossroads of southern New England bolstered by excellent multimodal transportation services

THREATS

We have identified 11 significant areas that threaten the Pioneer Valley region's economy, quality of life, and prosperity which, therefore, must be addressed and resolved:

- Job losses stemming from the most recent national economic downturn and employee layoffs
- Ongoing and serious fiscal problems which continue to confront the City of Springfield and, in turn, remain a root cause of the City's financial uncertainty, budget deficits, economic distress and lingering shortfalls in an array of critical municipal programs and services.
- Extensive gaps in the availability and affordability of high-speed broadband Internet and telecommunication infrastructure across the region
- Modest population growth, especially in the Pioneer Valley's urban core cities of Springfield, Holyoke, and Chicopee
- Limited inventory of industrial land readily available across the region with essential infrastructure services
- Lagging exports in an increasingly global economy
- State budget crisis coupled with severely limited state and federal capital funds for continued infrastructure improvements, including highway, bridge, transit, and rail projects, and for costly environmental cleanup projects such as Connecticut River CSOs

- Uneven K-12 public schools and performance
- Land use that expands low-density development
- Poverty rate increases in the Pioneer Valley region and relatively high poverty rates in the urban core cities of Springfield, Holyoke, and Chicopee
- Limited public infrastructure dollars needed to maintain a contemporary state of the practice, which will delay or eliminate important repairs and improvements that help underpin the region's economy.

AVAILABILITY OF PARTNERS AND RESOURCES FOR ECONOMIC DEVELOPMENT

The long-term success of the Plan for Progress—as well as the region's ability to achieve its strategic economic goals as outlined in the CEDS document—depend on a diverse and interconnected network of active economic partners. This ongoing and ever-expanding resource directly contributes to the effectiveness of the Pioneer Valley region's economic development planning process by ensuring that the recommended strategies are implemented.

The Plan for Progress partnership is essentially acting as a “server” of the Plan's recommended action strategies that must be implemented in order to avoid or minimize serious economic problems, such as high unemployment levels and weak business retention, as well as to take advantage of compelling economic opportunities that promote sensible economic growth and prosperity—for example, leveraging a cluster of 14 higher education institutions and building a cross-border economic alliance with the greater Hartford area.

The network of Plan for Progress partners (Figure 28) is a careful mix of organizations recruited from the Pioneer Valley's public (government), private (business), and civic (nonprofit) sectors, and then unified and networked by the CEDS planning process in order to realize a collaborative planning and implementation team.

Figure 30

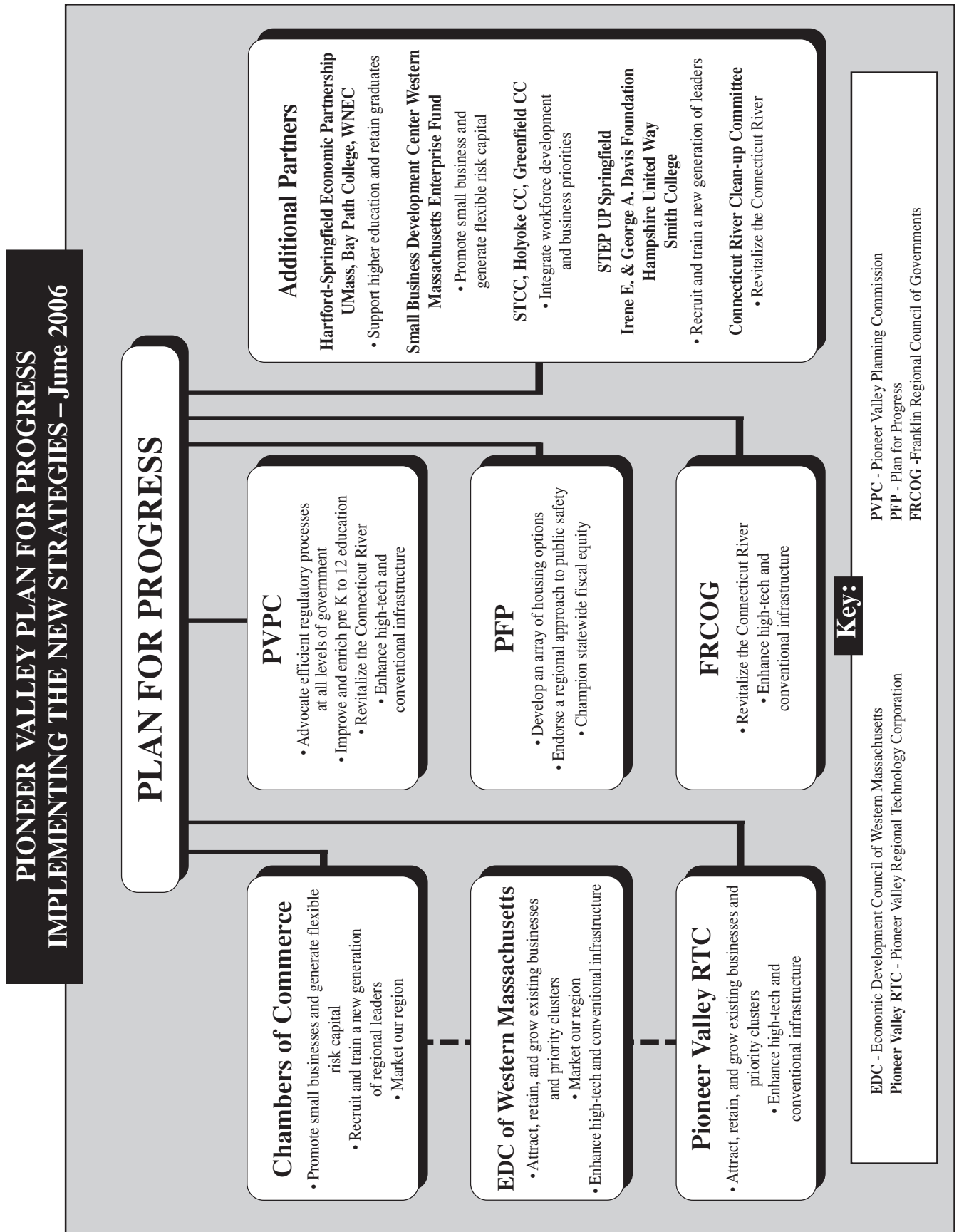
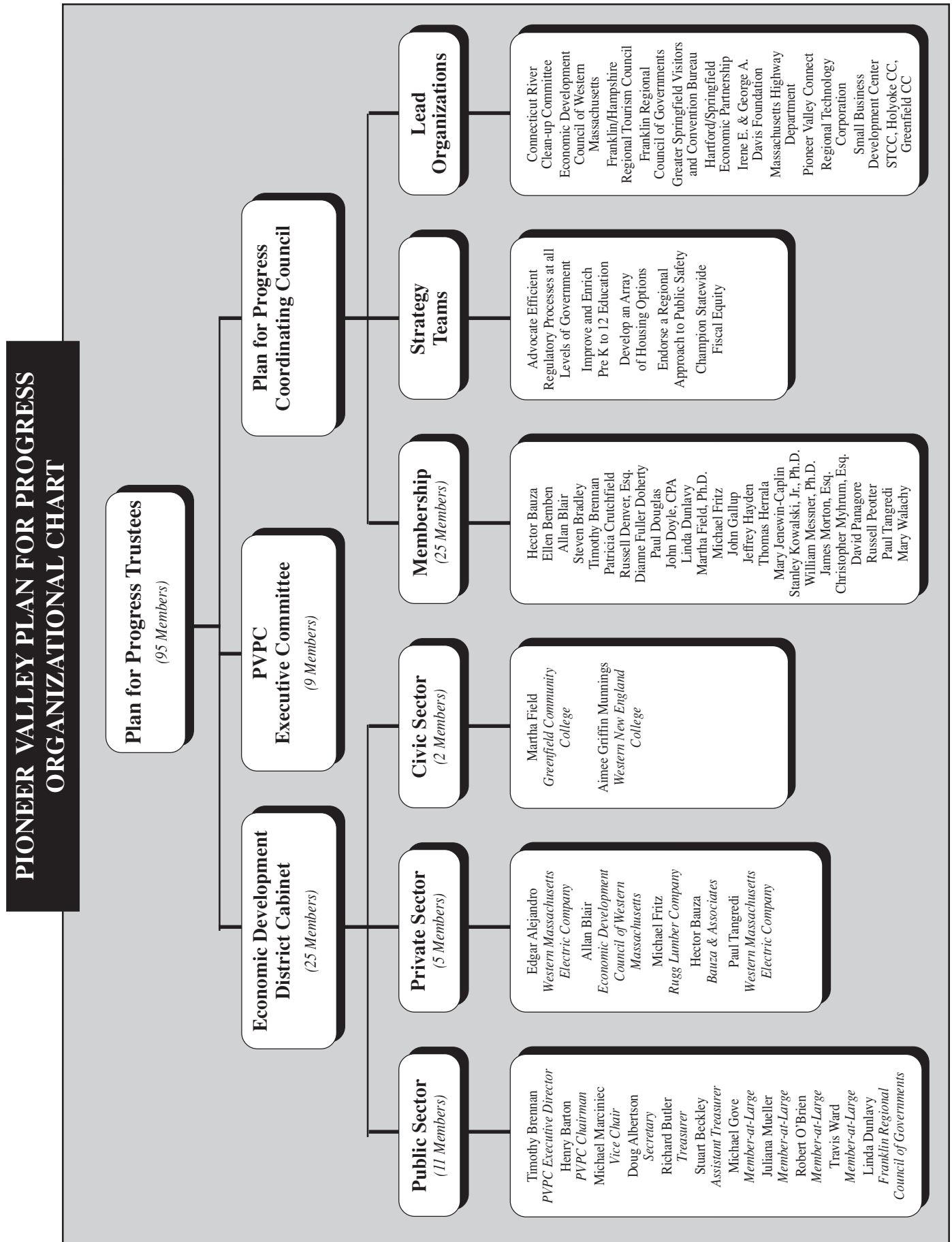


Figure 31



A VISION FOR THE PIONEER VALLEY REGION

REGIONAL GOALS AND OBJECTIVES



The Pioneer Valley Plan for Progress maps out a vision for economic success based on an understanding of the region’s assets and opportunities, as well as past accomplishments, ongoing initiatives of the original 1994 Plan for Progress, and current challenges.

The 1994 version of the Plan was created as a blueprint for growth and development of the regional economy, but the current Plan for Progress reflects a broader concept of regional development – one that capitalizes on the opinions, ideas, and perspectives of countless people within the Pioneer Valley region, in the

belief that those who live, work, and play here are knowledgeable about existing conditions, and aware of subtle changes at local levels that can affect the region’s realization of its potential for growth and economic prosperity.

In early 2003, Plan for Progress stakeholders determined that it was time to overhaul the Plan and began a major process of gathering data, conducting focus groups, rewriting and updating strategies, and reaching out to involve new players in the Plan’s future.

What emerged from the process was a new vision of a Pioneer Valley with “*A strong, vibrant regional economy that fosters sustainability, prosperity, and collaboration, and attracts national recognition*”. This vision is expressed through seven cross-cutting themes that form the guiding principles of the Plan for Progress. In practice, thirteen strategic goals guide the implementation of these principles, and present tangible action steps for realizing the vision.

Developing the new Plan for Progress was a cumulative process that built upon the 1994 Plan and an assessment of its impact with three key tools:

- Annual Comprehensive Economic Development Strategy reports (as mandated by the U.S. Economic Development Administration), prepared by the Pioneer Valley Planning Commission and the Franklin Regional Council of Governments, which tracked and evaluated yearly progress on economic goals.

- Research into the region's current economic climate, performed by the Pioneer Valley Planning Commission, which provided insight into the current state of the region's economy and people.
- A wide-ranging series of focus group sessions on a variety of topics held during 2003 and 2004, which brought together business people, local government officials, community leaders, and representatives from academic and charitable institutions to discuss economic data, industry clusters, housing, urban investment, education, workforce development, infrastructure, and small businesses.

The result of this undertaking, the 2004 Plan for Progress, features a description of our region today, including demographics, geography, regional assets, employment, and education data. It follows the same successful model of its predecessor, centering on strategies that have been developed through focus groups, research, and business community participation. The 2004 Plan identifies thirteen strategic goals as critical for growing the people, companies, and communities that grow the region. In addition, the Plan now lists seven cross-cutting themes that strategy teams must consider in their action plans in order to meet the region's goals: cross-border collaboration (with the greater Hartford region), diversity, education, industry clusters, sustainability, technology, and urban investment.

The purpose of the Plan for Progress is to bring together the vital economic interests of the Pioneer Valley to build a competitive regional community with a world class environment which stimulates development and growth. In turn, the Pioneer Valley Economic Development District (EDD) provides another mechanism by which the action strategies embodied in the Plan for Progress can be successfully advanced from planning to implementation and continually revised in order to meet the region's changing economic needs, conditions, and circumstances.

The Pioneer Valley's 2004 Plan for Progress was released on September 24, 2004 at the Naismith Memorial Basketball Hall of Fame in Springfield, Massachusetts. A crowd of 350 people representing the public, private, civic, and academic sectors of the Pioneer Valley were present to applaud ten years of economic success, acknowledge the creation and publication of an updated Plan, and anticipate a new collection of economic challenges and opportunities to take on over the next decade.

This deep commitment and enthusiasm is the result of more than a decade of purposeful outreach, relationship-building, and hard work by hundreds of men and women drawn from the region's businesses, municipalities, colleges, and all manner of institutions and organizations. The real success of the Plan for Progress lies in its network of partnerships—those already established, those evolving, and those yet to be brokered. Understanding this reality, the Plan for Progress Trustees and its various stakeholders have made it their mission to infuse the Plan with new regional talent by embarking on an ambitious outreach program to bring new players onto the Plan for Progress team.

THE PLAN FOR PROGRESS

ESTABLISHED GOALS AND OBJECTIVES

The overall strategic direction of the Plan for Progress is captured within seven cross-cutting themes adopted by the Trustees that essentially provide the underpinning for the Plan. These themes do not have specific action plans associated with them; rather, they are the overarching principles that will guide the implementation of the Plan's strategies and action steps.

- **Cross-border collaboration** – partnering with the greater Hartford region to promote a globally competitive cross-border regional economic identity.
- **Diversity** – appreciating and encouraging diversity throughout our region.

- **Education**– taking advantage of the region’s significant higher education assets and creating cross-sector partnerships to improve on weaknesses.
- **Industry clusters** – supporting those industries that show great promise (education and knowledge creation, health care, hospitality and tourism, life sciences, medical devices and pharmaceuticals, and plastics) and sustaining those that already exist (agriculture and organic farming; building fixtures, equipment, and services; financial services; metal manufacturing and production technology; and printing and publishing).
- **Sustainability** – promoting responsible land development patterns that are economically sound and considerate of social and environmental needs.
- **Technology** – leveraging technology to improve socio-economic outcomes across the region and building the business community’s technological capacity.
- **Urban investment** – promoting economic growth and prosperity in the region’s urban central cities and a high quality of life for their residents.

THE PLAN FOR PROGRESS: STRATEGIC GOALS

During the early months of 2005, the Plan for Progress Trustees worked on recruiting new leadership for the implementation of the new plan. Lead implementers, strategy boards, and strategy teams were identified and committed to work on each of the new Plan strategic goals. These teams have identified action milestones to implement each recommended strategy as well as to establish metrics for measuring the progress achieved over time.

While cross-cutting themes constitute the principles of what the Plan for Progress can achieve, it is the thirteen strategic goals and their corresponding action steps that will realize that vision. These thirteen strategies are summarized in the 2006 CEDS annual report card.

- Attract, retain, and grow existing businesses and priority clusters
- Promote small business and generate flexible risk capital
- Advocate efficient regulatory processes at all levels of government
- Integrate workforce development and business priorities
- Improve and enrich Pre K to 12 education
- Support higher education and retain graduates
- Recruit and train a new generation of regional leaders
- Market our region
- Revitalize the Connecticut River
- Enhance high-tech and conventional infrastructure
- Develop an array of housing options
- Endorse a regional approach to public safety
- Champion statewide fiscal equity

CEDS REPORT CARD

Strategy #1: Attract, Retain, and Grow Existing Businesses and Priority Clusters

Lead Implementer

- Economic Development Council of Western Massachusetts

Background and Synopsis

Attracting, retaining, and growing businesses were some of the key accomplishments of the 1994 Plan for Progress. The Economic Development Council of Western Massachusetts (EDC) was created by the region's business sector to play a lead role in implementing the Pioneer Valley's economic development strategies, and in marketing the region with the input and influence of the region's largest employers. More recently, the Economic Development Council's newest affiliate, the Regional Technology Alliance, and its successor, the Regional Technology Corporation, have brought businesses together in cluster networks to collaborate, advocate for, and grow their industries. Three such networks are already thriving in the region: the Materials and Manufacturing Technology Network (MMTN), the Technology Enterprise Council (TEC), and the Bio-economic Technology Alliance (BETA).

Retention of existing industry is a cornerstone of an effective regional economic development program: generally, it requires far less effort and resources to be effective in retaining good-quality jobs than in creating new ones. The Pioneer Valley, however, has several maturing industries that are facing increased national and international competition. The cost and quality of the factors of production, including land, labor, and capital, all affect the profitability of the region's industries and, thus, their ability to remain competitive. Consequently, as the Pioneer Valley is able to expand and enhance the region's business retention program, it will be better able to hold onto businesses and jobs and to contribute positively to the region's overall prosperity.

Furthermore, as competition and the demand to "work globally" seems to increase exponentially every year, and with the emergence of a knowledge economy driven by innovation and entrepreneurship, the Plan for Progress will now focus on building further collaboration between the region's higher education institutions and the region's businesses. The transfer of intellectual capital from the academy to the private sector will be a primary builder of the Pioneer Valley's economy in the future.

The Plan for Progress focuses also on attracting and retaining businesses in the region's urban core communities, so that all the region's residents benefit from a growing economy.

The Regional Technology Corporation (RTC)

Technology-Driven Economic Development

The RTC has become the key strategy for the Pioneer Valley's ongoing efforts to foster technology-based economic growth and job creation. Under the auspices of the RTC, three technology networks of the RTA (Materials and Manufacturing Technology Network, Technology Enterprise Council, and BioEconomic Technology Alliance) agreed to unite under one umbrella forming one united organization with more than 100 members. After two years of cultivation by University of Massachusetts Amherst, the Regional Technology Corporation graduated to become a private-sector funded, 501(c)3 non-profit organization. In addition, the RTC has affiliated with the Economic Development Council of Western Massachusetts, thereby becoming the region's lead new economy implementer.

Establishing an Identity

The RTC is responsible for the region's self image as it relates to technology, as well as the image projected in the global arena. Both members and prospective members must know that they are part of a larger, cohesive, connected, and vibrant technology sector. In addition, strategic national and international sectors, such as biotech and medical devices, must become aware of the region's technology assets. As such, the RTC commissioned the development of a new identity that meets the expectations of the region's technology community and resonates with a national and global technology audience. The RTC and EDC have continued to play visible roles at EASTEC (the largest trade show on the eastern seaboard), BIO2004 (the largest life sciences trade show in the world), LabFusion2004 (lab automation), MD&D (medical devices), and other such venues.

Programs

Hundreds of technologists, faculty, and entrepreneurs have benefited from programs and conferences that contribute to the commercialization of new technologies and the growth of the region's technology sector. The RTC sponsored several academic-industry showcase events in the Pioneer Valley region in 2005-2006, bringing colleges and universities together with the region's business and industry representatives to learn about collaboration opportunities that lead to innovation outcomes. These events are designed to also showcase new technologies available for commercialization.

Franklin County Community Development Corporation

In Franklin County, the Community Development Corporation (CDC) provides the only regional food kitchen and processing facility for food business incubation to allow entrepreneurs access to state of the art food processing equipment.

Significant Strategy Accomplishments for 2005-2006

- The Economic Development Council (EDC) of Western Massachusetts, its affiliates, and municipal partners continue to work on their business retention effort centered on business executive interviews in key industry clusters in Western Massachusetts. They are currently using state-of-the-art business information management software, Synchronist Business Information System, and common survey instruments for analysis of information collected in the interview process. Special attention will continue to be placed on industry clusters that have been identified as important to our regional economy. With the information collected they are able to ascertain trends impacting business across the board (i.e. utility costs, workers compensation costs) and move the resources available to address these concerns.
- The Economic Development Council (EDC) of Western Massachusetts, its affiliates, and municipal partners have recently developed a new team-based approach to the business retention program known as the Homefield Advantage. This program is part of an ongoing business retention effort whereby they visit over 50 companies per year. This past year they have been focusing on reaching the life sciences and precision manufacturing industry clusters.
- Under the auspices of the Hartford-Springfield Economic Partnership, continued the Knowledge Corridor campaign.
- With financial support provided by Northeast Utilities, the Hartford-Springfield Economic Partnership organized its third cross-border State of the Region forum, which was held in 2005.
- Franklin County Chamber of Commerce continues to host the Service Corps of Retired Executives and the Small Business Development Center meetings with new business owners and others requesting technical assistance. Chamber staff followed up with many of them to provide additional services and information.
- Continued to provide information, technical assistance, and other support services for businesses located in the Pioneer Valley with the aim of maintaining retention and potential job growth over a long-term time horizon.

Strategy #2: Promote Small Businesses and Generate Flexible Risk Capital

Lead Implementers

- Western Massachusetts Small Business Development Center
- Western Massachusetts Enterprise Fund
- Affiliated Chambers of Commerce of Greater Springfield (ACCGS)
- Chambers of commerce from Hampshire and Franklin counties

Background and Synopsis

While preparing a study of the Pioneer Valley's major employers in 2003, the Pioneer Valley Planning Commission uncovered the startling fact that 85 percent of all employers in the region have 20 or fewer employees. In fact, two of every five employees in the Pioneer Valley now work in businesses with fewer than 50 employees. In a region once renowned for its large mills and factories, the emergence of an economy characterized by small businesses is noteworthy. It means that efforts to retain or recruit large businesses to the region cannot be our only approach if the region is to remain economically strong. Small businesses also need to be recruited, supported, and nurtured so that they grow in total revenues and employment.

The Massachusetts Small Business Development Center Network (MSBDC), part of the University of Massachusetts, has for 25 years serviced the small business community with counseling, management training, and information and referral. Its professional staff has counseled thousands of clients throughout the four counties of western Massachusetts, often working through and with chambers of commerce that are increasingly recognized as the backbone of our regional economy. Collaboration between MSBDC, the chambers, and municipal economic development offices will continue to nurture the entrepreneurial community, as will programs such as the business incubator of the Springfield Enterprise Center, Springfield Technical Community College's youth entrepreneurship program, and the Youth Entrepreneurs Society in Orange.

In addition, the recently established HiddenTEC network brings together a growing group of individuals using technology to work out of their homes. As these businesses not captured in traditional economic data are networked and supported, some will emerge as significant employers.

Significant Strategy Accomplishments for 2005-2006

- The Affiliated Chamber of Commerce of Greater (ACCGS) Springfield Technical Assistance Program (TAP) completed its seventh year as administrators of the program on behalf of the Community Development Department for the City of Springfield. Twenty-nine grants of up to \$2,500 were provided to small businesses in the City of Springfield for legal, accounting, marketing, business planning and/or architectural services. In order to qualify for these grants the companies needed to provide documentation to the Chamber that they are in good standing for federal, state, and local taxes, that the funds that the funds will be used to help retain and/or add employees or physical space.
- ACCGS has been very successful in providing funds for small businesses to get business plans to then access capital via two alternative loan funds, the Western Mass Enterprise Fund and the Community Focus Loan Program. ACCGS determined that over the past seven years approximately \$18 million of new financing has been received. In addition, about \$1 million has been received from conventional loans. The recipients of the grants are not the companies who get the services provided for them, but rather vendors in the community. In this way, the money is circulated within the City of Springfield and assists not only the recipient who has the services performed for them but also the vendor.

- The ACCGS received a grant from the state to launch a new “State TAP” program. This program will provide sixteen grants of \$5,000 to new businesses opening in vacant storefronts in selected Springfield neighborhoods which include the North End, the South End, Old Hill, and Six Corners.
- The Small Business Strategy Team of the Plan for Progress successfully created a website portal for connecting and supporting start-up and small businesses currently operating throughout the Pioneer Valley. This website will provide a comprehensive list of educational, technical, and financial resources available to assist start-up and small businesses and sustain cross-promotion and collaboration. The website is expected to be launched in the fall of 2006.
- Franklin Chambers of Commerce hosted a series of breakfast programs highlighting successful local companies that are growing and have niche markets throughout the country and the world. We will continue this series into 2007.
- Franklin Chambers of Commerce are currently developing methods to reach individuals and small businesses in the “creative economy” recognizing that this is a growth area in this region. They are also working on two projects funded by the John and Abigail Adams fund related to innovation: “River Culture” in Turners Falls and “Fostering the Arts” a collaboration of FCCC, Greenfield Community College, Franklin County Community Development Corporation, and Shelburne Falls Area Business Association. These projects are both related to electronic arts, fine arts, and the new media.
- Springfield Technical Community College (STCC)’s Entrepreneurial Institute provided an array of entrepreneurial courses and training programs as well as a Young Entrepreneurial Scholars (YES) program targeted at high school students in the greater Springfield area.
- Continued to work in conjunction with the Western Massachusetts Enterprise Fund to develop a new strategic plan focusing on the financial needs of the Pioneer Valley’s small business firms as well as new small business start-ups.
- Participated in and contributed to forums convened by the Springfield Enterprise Center at STCC on making support services targeted at small business firms more accessible and user-friendly. An improved presence in the greater Northampton area of the Pioneer Valley was identified as a priority need.
- The Western Massachusetts Small Business Development Center met with 900 businesses to provide management counseling services and produced 25 management training programs throughout the four counties in Western Massachusetts.
- Western Massachusetts Enterprise Fund, Inc. (WMEF) exceeded \$5 million in total loans made since its founding in 1990. WMEF closed eleven loans with an average loan size of \$50,545 in the fiscal year that ended June 30, 2005. The eleven loans disbursed totaled \$556,000 and benefited businesses in Agawam, Chicopee, Easthampton, Greenfield, Hadley, Lenox, Orange, Springfield, and Westfield. This represents the fund’s highest annual average, a 61 percent increase over the previous year.

Strategy #3: Advocate Efficient Regulatory Processes at all Levels of Government

Lead Implementers

- Pioneer Valley Planning Commission

Background and Synopsis

Community and regional planning is a thoughtful, rational process, characterized by public participation, open dialogue, fact-finding, and adherence to rules and regulations. At times, however, permitting processes and the regulatory environment can stall worthwhile projects.

Development is guided through various boards and regulatory agencies, helping us to prevent unplanned or unsustainable development, to channel dollars and energy into our core cities, and to lead the charge for a progressive and diverse economic base. However, good projects can sometimes struggle to successfully navigate municipal, state, and federal regulations and processes.

Creatively streamlining the regulatory permitting process can simultaneously meet our planning goals and the needs of the development community. We will craft a fresh vision that stresses public participation and discourse, with effective information sharing and technology-based municipal management initiatives. Development that results in an innovative and competitive region begins with an efficient regulatory process.

Major Strategy Accomplishments for 2005-2006

- PVPC secured a grant from the Cox Foundation and initiated work on a major update to Valley Vision, the regional land use plan for the Pioneer Valley. Also established the Valley Development Council, comprising planners, builders, architects, bankers, and others, to oversee this plan update process and began creating a new plan, a new map, and a Smart Growth toolbox.
- Coordinated meetings of the Summit Land Use Task Force to begin implementing provisions of an inter-governmental compact to protect the Mount Holyoke and Mount Tom ranges.
- Developed a new planning board assistance program designed to offer part-time “town planner” services to communities without professional planning staff on a fee-for-service basis. Developed an informational brochure and began a program to market these services to”communities and agreed on a contract with the Town of Hadley to provide part-time town planner services under this program.
- PVPC participated on the statewide Department of Housing and Community Development Smart Growth Advisory Committee to develop regulations for new Chapter 40R legislation, which allows communities to create smart growth zoning districts to promote compact housing development.
- PVPC assisted sixteen Pioneer Valley communities in completing their FY06 Commonwealth Capital applications through a local technical assistance grant from the state Executive Office of Environmental Affairs. In addition, PVPC assisted twenty-one Pioneer Valley communities with implementing smart growth initiatives, zoning bylaw improvements, water conservation planning, and other sustainable development activities as a result of Smart Growth Technical Assistance grant from the state Executive Office of Environmental Affairs.
- Prepared a regional application for Round Two of the Executive Office of Environmental Affairs Smart Growth Technical Assistance grant program, incorporating requests from twenty-one Pioneer Valley communities and more than \$160,000 in assistance with smart growth initiatives, zoning bylaw improvements, and other sustainable development activities.

Strategy #4: Integrate Workforce Development and Business Priorities

Lead Implementers

- Pioneer Valley Community Colleges – Holyoke Community College, Springfield Technical Community College, and Greenfield Community College

Background and Synopsis

As part of the “Knowledge Corridor,” the Pioneer Valley is home to a network of higher education institutions, public school systems, and vocational schools. The Valley attracts many students from around the country and abroad; unfortunately, too many of our graduates leave the region after completing degrees. The challenges begin even earlier, at the high school and vocational levels, where funding and personnel constraints leave the region’s students without the professional skills necessary to join the workforce.

In summary, four realities compel our region to proactively respond to trends that significantly affect the quality and quantity of the Pioneer Valley’s workforce:

1. A tight labor market further strained during the late 1990s by sustained economic prosperity and job growth.
2. A fast-changing workplace that forces employers to confront two challenges: finding and recruiting competent entry-level workers who possess the basic competencies for a given business or industry and helping employed workers upgrade their skills in order to stay competitive, productive, and employed.
3. The necessity for workers to be able to write, reason, solve problems, and think in both logical and abstract terms, in addition to having specific job skills and knowledge.
4. The size, readiness, and work habits and ethics of the latest generation of entry-level workers, which is complex and occasionally problematic to employers in need of such entry level staff.

Consequently, the fast-changing workplace and workforce of the Pioneer Valley clearly needs to embrace a new model—one that balances knowledge with know-how, high standards with flexible approaches, and individual goals with a commitment that serves the region at large.

Major Strategy Accomplishments for 2005- 2006

- The community colleges of the Pioneer Valley launched a joint marketing campaign in 2004 through 2005 to promote the community colleges and public higher education in the Valley. This joint marketing campaign of print and radio provided publicity exposure for all the colleges throughout the region rather than each college specifically concentrating in their smaller service area. Short-term, non-credit workforce development courses and longer term degree granting programs and certifications were highlighted. Part of the campaign featured the success of past graduates who work and live in the Pioneer Valley. Not only did this venture enhance collaboration among the community colleges, it strengthened the perception of public education as a source for development of workforce skills and life-long learning.
- Hampden and Franklin-Hampshire Regional Employment Boards have continued to meet with cross-border partners in Hartford to plan and strategize on workforce education/training projects to benefit the wider region; however, no new projects have been developed since the federal High Growth Jobs proposal we submitted together last year that was not funded.
- The Regional Employment Board of Hampden County has continued to work on a project (also happening in five other REB regions) placing high school interns in science, technology, engineering and math (STEM), to encourage their pursuit of college study in these areas.

- The Regional Employment Boards continue to support the Pioneer Valley STEM-NET project, which includes business representatives of both REBs and the Pioneer Valley Regional Competitiveness Council, as well as representatives of educational institutions across the Valley. This group oversees the teacher training and career awareness activities being developed by that group to increase student interest and success in STEM areas.
- As members of the Pioneer Valley Regional Competitiveness Council, and in response to business-identified needs, Hampden and Franklin-Hampshire Regional Employment Boards have pushed Adult Basic Education/ESOL training and School-to-Work Youth development onto the Top-Five list of priorities submitted to the Governor for our region, resulting in proposed funding increases for both in the House budget.
- The Regional Employment Board of Hampden County continues to work on their School-to-Career program. About 1,500 students have participated in the School-to-Career working activities in which they learn about internships, career choices, and more.
- On April 24, the University of Massachusetts Amherst received a \$16 million award from the National Science Foundation to support the Center for Hierarchical Manufacturing under the Nanoscale Science and Engineering Center (NSEC) program.
- Both the Hampden and Franklin/Hampshire regions successfully collaborated with postsecondary educational and business partners to secure BayStateWorks grants totaling over a half-million dollars for the region. Presently, in Hampden County, there are three health care providers and three manufacturing businesses participating in the BayState Works program. In 2005-2006, about 180 workers have been trained further in their specialized fields.
- The Regional Employment Board of Hampden County continues to work closely with the region's Schools of Nursing and major hospitals, an effort that has resulted in a twenty-two percent increase in the number of students enrolled in registered nursing programs over the past three years.
- The Regional Employment Board of Hampden County was awarded a \$150,000 grant from the John Adams Innovation Institute to undertake initiatives that are intended to create and maintain a favorable environment for the establishment, attraction, retention, and expansion of technology-intensive businesses.
- The Regional Employment Board of Hampden County continues to support Literacy Works, an effort to address adult literacy needs of our workforce. Demographics show that immigration was the key factor in population growth in our region; therefore, we need to expand literacy and English language services to make our newly arrived workforce more skilled.

Strategy #5: Improve and Enrich PreK to 12 Education

Lead Implementers

- PreK Collaboration for Pioneer Valley
- Pioneer Valley Planning Commission K-12 Strategy Team

Background and Synopsis

A world-class public school system is the foundation of a competitive, knowledge-based economy. To encourage and aid the Pioneer Valley in its move toward this New Economy – one in which knowledge and technology are the primary wealth-creating assets of our community – improving pre-school to 12th-grade education is perhaps our most important and farsighted economic development strategy.

The Commonwealth's 1993 Education Reform Act was a catalyst for profound changes in K-12 education. The region's educators responded to the challenge in a way that has resulted in dramatic improvement in MCAS performance and overall student achievement. The Regional Education & Business Alliance – the original Plan for Progress implementer of the K-12 strategy— provided important direction and support assisting schools in addressing key challenges and accelerating the implementation of the new law.

The Pioneer Valley is home to a diverse number of school districts ranging in size, demographics, and characteristics. Because the region's two largest urban school districts (Springfield and Holyoke) educate a very large portion of the region's total student population, high dropout rates and poor MCAS scores in these communities challenge the entire region's economic well-being.

PreK Background and Synopsis

Research indicates that students who get an early start in a classroom environment are likely to do better academically throughout school. A 2003 essay by Arthur Rolnick of the Federal Reserve Bank of Minneapolis makes a compelling argument for the staggering economic returns that can come from a public investment in early childhood education. The challenge before us, then, is to enhance early education programs that provide graduates with a strong foundation on which to build successful careers within the New Economy workforce of the Pioneer Valley.

K-12 Major Strategy Accomplishments for 2005- 2006

- On January 24, 2006, the Pioneer Valley Planning Commission held the Summit on Educational Equity and Excellence in Holyoke, Massachusetts. The event attracted more than 150 attendees from throughout the region; among them city officials, school superintendents, school committee members, representatives from the teachers union and the Massachusetts Teachers Association, business leaders, and community activists. The summit was sponsored by the Schott Foundation for Public Education and co-sponsored by the Irene E. & George A. Davis Foundation, the Massachusetts Municipal Association, Cherish Every Child, Step Up Springfield, the Plan for Progress, the Rennie Center for Education Research and Policy, and the Massachusetts Association of School Committees. Looking forward, the task of identifying top priorities for PreK-12 education has been taken on by the Plan for Progress' PreK and K-12 committees.

PreK Major Strategy Accomplishments for 2005- 2006

- On May 16, 2006 the PreK Strategy Team recruited Margaret Blood, President of Boston-based Strategies for Children, to give a comprehensive presentation to the Plan for Progress Trustees on the economic and social impact of high-quality early education. More than 60 Trustees attended the

meeting and unanimously voted to endorse the Early Education for All Campaign spearheaded by Strategies for Children and supported by many organizations throughout the Commonwealth.

- The Pioneer Valley Planning Commission, in collaboration with the Preschool Enrichment Team and Childcare Outlook, are in the final stages of completing a comprehensive mapping and data analysis of the Pioneer Valley's capacity to offer high-quality early education and care services. The data collection and analysis is expected to be completed and published by PVPC in a Data Digest by the end of June, 2006.
- On April 7, 2006 a Legislative breakfast was held at the Early Childhood Centers of Greater Springfield. The event was timed to coincide with the Week of the Young Child. Legislators from Hampden, Hampshire and Franklin Counties were asked to support universal PreK for the Commonwealth and the creation of an oral health program for Hampden County. Legislators were also asked to help in addressing healthcare access issues for families with young children. This event was co-sponsored by Cherish Every Child and the Pioneer Valley Planning Commission.
- The Pioneer Valley PreK Collaboration strongly supported House Bill 4746 and assisted Strategies for Children in gathering public and legislative support. On Wednesday, March 15, 2006, the Massachusetts House of Representatives unanimously passed H. 4746, An Act Relative to Early Education and Care. This legislation creates the statutory infrastructure for the Department of Early Education and Care needed to develop and implement a new voluntary, high-quality universal preschool program.

Strategy #6: Support Higher Education and Retain Graduates

Lead Implementers

- University of Massachusetts Amherst
- Bay Path College
- Western New England College
- Greenfield Community College
- Hartford Springfield Economic Partnership (InternHere.com)

Background and Synopsis

According to some estimates, 85 percent of all jobs in the United States will require some form of education beyond high school by the year 2005. This is the reality of the “knowledge economy.” If innovation and creativity are the engine of this economy, higher education is the vehicle. Happily, our region already has significant assets with which to prepare our workforce.

The Plan for Progress calls for the continued strengthening of our region’s higher education institutions, the fostering of greater connections between these public and private institutions, and the private sector, and the retention of the graduates of those institutions within the region’s workforce.

Major Strategy Accomplishments for 2005- 2006

- As part of the graduate retention program the Hartford-Springfield Economic Partnership in collaboration with the PVPC, successfully launched InternHere.com in April 2005. InternHere.com is a web-based intern match system that connects employers with prospective interns enrolled in the region’s higher education institutions. As of April 2006, 500 companies were profiled on the website and 3,050 students had submitted profiles for employer review.
- InternHere.com was recognized as “Program of the Year” by the Northeast Economic Developers Association in 2005.
- Continued the work of the Higher Education Task Force and the InternHere.com Steering Committee as part of the Hartford-Springfield Economic Partnership to pursue projects and activities with the potential to substantially benefit the Pioneer Valley and greater Hartford region’s economic and jobs base.
- The Higher Education Strategy Team of the Plan for Progress compiled demographics and characteristics of graduates from Pioneer Valley higher education institutions. They are currently working compiling a list of deciding factors for post-graduation decisions, and the characteristics of the Pioneer Valley that affect decisions of graduates. A full report of their finding is expected to be completed in the fall of 2006.

Strategy #7: Recruit and Train a New Generation of Regional Leaders

Lead Implementers

- Springfield and Holyoke Chambers of Commerce
- Leadership Hampshire County
- Northampton Leadership Initiative (Northampton Chamber, Hampshire United Way, and Smith College)

Background and Synopsis

Baby boomers, the generation that has led the Pioneer Valley for nearly two decades, are preparing for retirement, and there are fewer people in the generation succeeding them. The Plan for Progress aims to create and support initiatives that recruit and develop a new generation of leaders for the region.

Major Strategy Accomplishments for 2005- 2006

- The United Way and the Northampton Chamber of Commerce partnered in 2004 to develop a county-wide leadership program for Hampshire County. In June of 2004 they created and convened the Leadership Hampshire County Design Team, meeting bi-weekly to develop the program. In October 2004, they established the Leadership Hampshire County Advisory Council. A Community Leadership Summit was hosted in March 2005 to introduce Leadership Hampshire County. Participants have been charged with the task of identifying the leadership gaps and developing the program's content for 2007. 'The goal of this program is to increase the pool of available leaders, strengthen skills of volunteers and elected leaders, build collaborations and a commitment to collaborate, and develop shared understanding of our community's needs and resources.
- The Leadership Hampshire County Advisory Council has agreed to assist the Plan for Progress Leadership Strategy Team with exploring leadership program models and potential partnership opportunities to create an organization that meets community leadership needs of the entire Pioneer Valley.
- The Plan for Progress Leadership Strategy Team and PVPC compiled a list of leadership programs and relevant resources available in the Pioneer Valley for young people and adults.

Strategy #8: Market our Region

Lead Implementers

- Economic Development Council (EDC) of Western Massachusetts
- Northampton and Franklin Chambers of Commerce
- Hartford-Springfield Economic Partnership

Background and Synopsis

Tourism is one of the Pioneer Valley's key export industries, bringing substantial dollars, earned elsewhere, into the region's economy. The Pioneer Valley has an extraordinarily diverse array of tourist attractions, events, and destinations that draw people to visit the region to enjoy its cultural, historical, and recreational assets. These range from the Basketball Hall of Fame and Dr. Seuss National Memorial Sculpture Garden to The Eric Carle Museum of Picture Book Art, Downtown Northampton, and the Yankee Candle Company to the Connecticut River (one of only 14 American Heritage Rivers) and the region's cluster of 14 higher education institutions. Whether the tourist chooses an urban setting or a beautiful rural landscape, the Pioneer Valley is an extraordinary place where tourist and recreation opportunities abound.

The Pioneer Valley draws 13 percent of the state's tourism to our region (including Berkshire and Franklin counties). We rank third just behind Boston and Cape Cod as a tourist destination (more than three million trips in 2002 alone). The economic impact of tourism and regional promotion is felt throughout the state and in the Pioneer Valley through sales tax and property taxes on vacations homes. Our marketing efforts are targeted not only at tourists, but also at businesses outside and within our region that are considering moving to or remaining in the Pioneer Valley.

The ongoing challenge is to build this sector of the economy and to market its opportunities in a new way, through collaboration among the Pioneer Valley's destinations and those that exist across the border in Connecticut. There is good evidence that the region's tourism potential has not yet been realized, but can be through an aggressive and sustained effort.

Major Strategy Accomplishments for 2005-2006

Major Strategy Accomplishments for 2005-2006

- The Greater Springfield Convention and Visitors Bureau's Convention Sales Office continued to work aggressively to pursue the "meetings and conventions" market. MassMutual Center sales goals for 2006 and 2007 have already been surpassed. Bay Path College, MathWest, AIC Professional Development, Agway and AFTE are just a few of the conferences booked in 2005-2006 at the MassMutual Center, totaling more than 5,000 attendees. Future conferences include Northeast Campgrounds (re-booked for 2007 and 2008), Mass Health Officers Association (booked for 2007, 2008, and 2009), and the Daughters of the Nile (booked for 2007). The Daughters of the Nile alone is expected to bring in 2,500 attendees and generate 8,500 room nights.
- The EDC Tourism Committee's major study of the consumer perception of the Pioneer Valley brand was completed in May of 2005. Study respondents saw the region as a place that offered a lot to see and do and yet was also serene and pastoral. In addition, the Pioneer Valley was portrayed as highly sophisticated and inspiring. One of the main results was a new tourism logo and positioning line, "Massachusetts' Pioneer Valley – Arrive Curious. Leave Inspired." The Bureau incorporated new design elements based on the study results into all of their marketing materials to reflect this new brand. A major WOW! multi-media Marketing Campaign was created, targeting Greater Boston

(identified as the #1 key feeder market) residents with TV spots, banner ads on the web, a coupon book and a WOW! microsite. Phase I of the promotion ran in September and October of 2005, and Phase II will run May-July 2006.

- Franklin Chamber of Commerce operates a full-service year-round Visitors' Center in Greenfield at the crossroads of I-91 and Route 2. The Center is also a retail outlet for more than 150 local artisans and specialty food producers.
- Construction of the new MassMutual convention center in Springfield was completed in 2005. The state-of-the-art facility offers 40,000 sq. ft. of exhibit space, a 15,000 sq. ft. ballroom, and 9,000 sq. ft. of meeting space. The GSCVB will work closely with Global Spectrum, the private managers of the facility. Internal sales people hired by Global were added in the spring of 2006. The Bureau will now focus on long-term convention sales.
- The EDC continued to partner with LoopNet, the nation's leading commercial real estate listing service, to provide a unique three-county Western Massachusetts real estate inventory capability on the EDC website, www.westernmassedc.com.
- The EDC helped to craft the state's new marketing campaign, designed to attract new businesses and jobs to Massachusetts and to protect those already here from recruitment attempts by competitive states. The EDC sits on the marketing council that oversees the campaign, ensuring a Western Massachusetts presence in all state promotional materials.
- Continued to utilize the Hartford-Springfield Economic Partnership to foster greater levels of cooperation and cross-border promotion between the Greater Springfield Convention and Visitors Bureau and the Greater Hartford Convention and Visitors Bureau.
- EDC and the RTC represented Western Massachusetts at 12 major conferences around the country, including Philadelphia, Boston, Atlanta, Dallas, Worcester, Hartford, Washington, D.C., and here in Springfield (EASTEC). Collectively over 50,000 corporate real estate executives, CEOs, site selectors, and large commercial Realtors attended these events and were exposed to our message. Many involved face-to-face, one-on-one meetings where the full array of advantages was presented and relationships were developed.

Strategy #9: Revitalize the Connecticut River

Lead Implementers

- Connecticut River Clean-Up Committee
- Pioneer Valley Planning Commission
- Franklin Regional Council of Governments

Background and Synopsis

The Revitalize the Connecticut River Strategy, formerly known as the Connecticut River 2020 Strategy, is the region's master plan to achieve a revitalized Connecticut River through four categories of recommended action: water quality cleanup, recreation and public access, land use/environmental quality, and economic development. This strategy emphasizes that successful efforts to revitalize the Connecticut River will significantly benefit the region from the direct and positive economic impacts derived from desirable riverfront areas, new amenities such as the Connecticut River Walk and Bikeway, and tourism. In addition, this strategy recognizes that the region's quality of life—especially in its most populous urban core area—will be boosted by long-term efforts to meet federally mandated Class B water standards (i.e., fishable/swimmable water quality) from the Holyoke Dam south to the Massachusetts-Connecticut state line and continuing on to the confluence with Long Island Sound.

Implementation of this strategy is being advanced through a wide array of water quality improvements as well as riverfront-related projects, several of which have made significant progress. In addition, strategy progress continues to be bolstered by 1998 federal government decision to designate the Connecticut River as one of only 14 American Heritage Rivers in the nation. This special honor is one that both the region and this strategy continue to leverage to full advantage. Ideally, implementation of this strategy over a 15- to 20-year time frame will contribute long-term benefits to the region's economy and will ultimately lead to a clean river for the health and enjoyment of current and future generations. Finally, this strategy complements and supports the ongoing revitalization efforts being pursued in the urban core cities of Springfield, Chicopee, and Holyoke.

Major Strategy Accomplishments for 2005-2006

- Successfully applied for and received a fiscal year 2005 federal grant of \$577,360 from the U.S. Environmental Protection Agency as part of a \$1,049,745 project for clean-up of combined sewer overflows (CSOs) on the Connecticut River in Massachusetts.
- Provided funding for three CSO Clean-up projects in Holyoke, Chicopee, and Springfield.
- Total funding provided over seven consecutive years for CSO clean-up now exceeds \$9 million in Massachusetts, including federal and local shares.
- Continued to coordinate the Interstate Coalition for Connecticut River Clean-up and to work with an expanded Congressional coalition supporting an eighth year of CSO funding for request for FY06. Successful funding efforts resulted in an FY06 funding earmark of \$2 million in the new Interior bill for CSO clean-up in Massachusetts and Connecticut.
- Received support from Massachusetts Representatives John Olver and Richard Neal, Connecticut Representative John Larson, Massachusetts Senators John Kerry and Edward Kennedy, and Connecticut Senators Christopher Dodd and Joseph Lieberman. The total federal and state funds raised under this joint interstate river clean-up effort have reached \$14.8 million.
- Continued to coordinate the activities of the Connecticut River Clean-up Committee to seek funding solutions for the clean-up of combined sewer overflows on the Connecticut River. Initiated work on a proposal to expand the committee's activities to include stormwater issues.

- Established a new Connecticut River Stormwater Committee to help communities address their federal Phase Two stormwater regulatory obligations, including public education. Created a new intergovernmental Memorandum of Agreement to establish this committee and secured approval from Ludlow, Agawam, Chicopee, South Hadley and Holyoke.
- Completed work on a new Connecticut River Recreation Plan, funded through a grant from the Massachusetts Executive Office of Environmental Affairs. This plan, which targets Agawam, Chicopee, Holyoke, Longmeadow, South Hadley, Springfield, and West Springfield, identifies new opportunities for creating river recreation facilities to capitalize on recent water improvements on the Connecticut River.
- Worked on the Chicopee segment of the Connecticut River Walk and Bikeway Project with the Massachusetts Highway Department to secure approval for using the right-of-way for the bikeway corridor and to overcome obstacles to completing design plans for the 4.9-mile project.
- Oversaw the completion of 25 percent design and engineering plans for the two-mile West Springfield segment of the Connecticut River Walk and Bikeway project.

Strategy #10: Enhance High-Tech and Conventional Infrastructure

Lead Implementers

- Economic Development Council Infrastructure Committee
- Pioneer Valley Connect Initiative
- Pioneer Valley Planning Commission
- Franklin Regional Council of Governments

Background and Synopsis

New types of infrastructure have begun to emerge as critical components of a competitive economy and livable region. Like roads and bridges, telecommunications and technology services provide links between the Pioneer Valley and nearby regions, and between our remotest rural communities and our urban centers. Enhancing all forms of infrastructure

– from our roads, buses, sewer lines, and energy services to commercial space, broadband Internet, and cellular technology – will have far-reaching impact on the quality of life for our residents, and on the economic health of our businesses.

Sections of Springfield boast an extraordinary telecommunications infrastructure, which the region has used and continues to use to market western Massachusetts as an advanced telecommunications and information technology hub. The Regional Technology Corporation and the Economic Development Council of Western Massachusetts use this asset to retain and recruit technology-intensive and transaction-oriented businesses and institutions and to help further their competitiveness through the strategic application of telecommunications resources. These resources are well suited to businesses and institutions that rely heavily on back office or toll-free telephone marketing operations, such as banks, brokerage firms, insurance companies, mail-order companies, and related software and hardware firms.

However, at the same time, other nearby urban areas as well as many rural communities do not have access to advanced telecommunications services, or have access at an unaffordable cost and with limited network redundancy to ensure reliability. Without access to affordable, advanced telecommunications services, businesses and residents in the region are at a competitive disadvantage in the global marketplace.

Major Strategy Accomplishments for 2005-2006

- PVPC facilitated nearly \$10 million in public infrastructure, public facilities, housing rehabilitation, septic system repair, planning and design, and social/public services projects.
- Completed Phase I of the Merrick-Memorial Neighborhood Redevelopment Plan. The plan, currently being administered by PVPC through a grant from the federal government, identifies transportation improvements, economic development options, rail improvements, and appropriate neighborhood linkages between the yard and its surrounding neighborhood. PVPC has worked closely with the mayor and other West Springfield officials to advance the plan's traffic recommendations, which would improve access to the rail yard and adjacent businesses and increase safety for motorists and pedestrians.
- PVPC participated actively with City of Springfield representatives in the Connecticut Department of Transportation's planning process for commuter rail service between Springfield, Hartford, and New Haven. Connecticut's Transportation Strategy Board selected the bi-state option for consideration during a final round of public participation, with the study completed in early 2005.

- Worked with the EDC, FRCOG, RTC, and others to further an initiative to encourage the deployment of network infrastructure and access to advanced telecommunications services for the businesses and institutions in the region.
- Worked with the Massachusetts Highway Department on using state highway and bridge improvement projects to create a fiber optic backbone, ideally from the University of Massachusetts Amherst campus southerly to Springfield.
- Pursued efforts to increase the number and skill level of the Pioneer Valley's telecommunications workers through the EDC of Western Massachusetts, regional employment boards, the RTC, and the Massachusetts Technology Collaborative, among others.

Strategy #11: Develop an Array of Housing Options

Lead Implementers

- Pioneer Valley Planning Commission

Background and Synopsis

Housing is a basic human need, and one of the most significant expenditures individuals face. During the past several years, the Pioneer Valley has experienced a fairly stable housing market, marked by a gradual increase in housing affordability. Despite the general availability and affordability of housing, a disparity still exists between the number of “affordable” housing units (according to existing guidelines) and the number and location of individuals in need of such housing. In order to stave off continued isolation of low-income families and individuals, we must continue to pursue even distribution of affordable and workforce housing throughout the Valley’s urban, suburban, and rural communities.

Major Strategy Accomplishments for 2005-2006

- PVPC administered and implemented more than \$1.5 million in Department of Housing and Community Development Fund housing rehabilitation and septic system improvements in the towns of Ware, Warren, Hardwick, Brookfield, Southwick, Blandford, Easthampton, Huntington, and Chester.
- PVPC continued to serve as the Region 1 service provider under the commonwealth’s Home Modifications for the Disabled Loan Program to administer and implement more than \$250,000 in loan funds to remove private property architectural barriers in nearly one hundred Western Massachusetts communities.
- Provided technical assistance to a number of communities throughout the region on the redevelopment of vacant municipally-owned buildings into affordable housing.
- Made ongoing revisions to four sub-regional housing plans with communities to address housing needs at both the local and sub-regional level in accordance with state and federal requirements.
- PVPC successfully submitted a Commonwealth Priority Development Fund application for the Town of Holland to consider the feasibility of developing senior housing on town-owned property in the community.

Strategy #12: Endorse a Regional Approach to Public Safety

Lead Implementers

- Pioneer Valley Planning Commission

Background and Synopsis

Our entire region suffers when some of our communities are unsafe and at a high risk of crime. Making sure the Pioneer Valley provides safe places to live and work – and equally important, places that feel safe – is achieved through sound laws and policies coupled with adequate funding, training, and collaboration across jurisdictions. Also, it is necessary to ensure that the region addresses the threat to public safety emanating from terrorism and a variety of natural hazards such as floods, forest fires, and hurricanes.

For more than a decade, Pioneer Valley per capita spending on public safety has fallen far short of state levels. Working with the state to increase overall funding and helping communities find ways to better fund public safety services is critical to addressing crime on a regional level.

Overall, the Plan seeks to ensure that the Pioneer Valley has a well-coordinated and effective system in place to address and respond to crime, terrorism, and natural disasters. With the formation of the Western Region Homeland Security Council, regional emergency response and collaboration will be enhanced.

Major Strategy Accomplishments for 2005-2006

This strategy has yet to be activated.

Strategy #13: Champion Statewide Fiscal Equity

Lead Implementers

- Pioneer Valley Planning Commission

Background and Synopsis

There are many examples of fiscal imbalance across the commonwealth of Massachusetts, many of which handicap the Pioneer Valley's economic development efforts. The Plan for Progress advocates a consistent and persistent campaign designed to achieve fiscal equity to ensure that Pioneer Valley taxpayers are treated equitably relative to residents living elsewhere in the commonwealth.

Major Strategy Accomplishments for 2005-2006

This strategy has yet to be activated.

APPRAISAL OF THE REGION'S COMPETITIVE ADVANTAGE

The Pioneer Valley region possesses numerous competitive advantages, which are drawn upon fully so that the economic development goals of the region can be reached. Significant regional advantages of the Pioneer Valley include:

A Technology Pioneering History

The Pioneer Valley region has a rich history of developing new methods and business technologies, dating from the early 1600s: construction of America's first armory; construction of the country's first commercial canal; creation of the first automobile, the Pullman rail car, vulcanized rubber, and the motorcycle; introduction of the first commercial radio and UHF television stations; and, more recently, development of fiber optic cable.

A Cluster of Education Excellence

The Pioneer Valley region has one of the most skilled and highly educated workforces in the world, recently coined "The New England Knowledge Corridor." The region's 14 prestigious colleges and universities are home to approximately 60,000 undergraduate and 12,000 graduate students each year.

A Responsive Job Training and Retention Infrastructure

The Pioneer Valley region has two outstanding Regional Employment Boards that oversee in excess of \$15 million in combined public and private investments, yielding a state-of-the-art workforce development system, two award-winning and nationally recognized one-stop career centers, and an interstate working partnership that encompasses three REBs that serve the greater Pioneer Valley in Massachusetts along with the Capitol Region of Connecticut.

A Telecommunications Hub for New England

Geographically located at the crossroads of New England, the Pioneer Valley region boasts a connecting point in Springfield linking major fiber optic lines running both north-south and east-west, and which serves as the primary telecommunication access hub for eight states.

An Entrepreneurial Focus and Resource Center

Springfield Technical Community College (STCC) continues to aggressively pursue its vision, which is to establish a nationally prominent Entrepreneurial Institute built upon the physical facilities and the educational resources it has created to foster technological incubation for starting and growing area businesses.

A Proactive and Evolving Regional Technology Networking Structure

Technology companies have been linked with the area's universities and colleges to form an assertive Regional Technology Alliance, which aims to increase the pace of innovation and technology commercialization and to build a growth-oriented economy in the Pioneer Valley region and throughout western Massachusetts.

A Strategic and Highly Accessible Location

The Pioneer Valley region is centrally located at the heart of the "New Atlantic Triangle," an extraordinarily important economic region anchored by the Boston, New York City, and Albany metropolitan centers. This economic region benefits from its excellent transportation access afforded by highway, rail, and aviation facilities, thereby affording the region a major advantage in moving both people and freight and being a freight distribution hub for New England and the Northeast.

AN ACTION PLAN FOR THE REGIONAL ECONOMY

INVESTMENT PRIORITIES LINKED TO THE PIONEER VALLEY REGION'S ECONOMIC DEVELOPMENT PLANNING PROCESS



The planning programs run by the Pioneer Valley Planning Commission are all undeniably solid investments in realizing a promising economic future for the Pioneer Valley region. These PVPC planning programs and activities are of special importance and significance given that the region encompasses nearly 1,200 square miles of land area (roughly equivalent in size to the state of Rhode Island), incorporates 43 cities and towns (a total number of communities second only to the greater Boston region), and has a population of 687,973 people, according to U.S. Census Bureau estimates (2003). The Pioneer Valley region is the fourth largest metropolitan area in New England behind the Boston, Hartford, and Providence metropolitan areas.

It is now well known and widely accepted throughout the United States that individual cities and towns, in order to survive and prosper economically, must be tied to a regional economy that provides a solid and broad economic base from which they can gain the levels of commerce, economic activity, and jobs that are essential to sustain both the local and regional communities over a long-range time horizon.

Today, it is the economy of the broader region that provides local residents with the jobs that are a means of livelihood coupled with a high-quality living environment. Consequently, the economic development planning activities conducted by PVPC, with the support afforded by the U.S. Department of Commerce Economic Development Administration (EDA), are extraordinarily important to not only the survival but also the future prosperity of the Pioneer Valley region and its residents. In addition, these activities help to ensure that the Pioneer Valley can provide a superior place in which to live, learn, work, study, and play.

Accordingly, planning resources afforded by EDA constitute an investment of federal and local dollars that return long-lasting benefits and dividends. PVPC's role is essentially to advance the fundamental mission of EDA by using the economic development process to create wealth and job opportunities while striving to minimize poverty and economic distress. In so doing, PVPC helps to establish and to promote a favorable business environment that attracts private sector investments that generate the high-skill, high wage jobs required for an evolving 21st century regional economy. PVPC's planning efforts contribute to the economic well-being of the Pioneer Valley region while simultaneously responding to EDA's seven fundamental investment criteria.

MARKET-BASED INVESTMENTS

PVPC's economic development planning program, principally funded with EDA grant funds, recognizes that the private business sector is the foundation of a robust, dynamic, and expanding regional economy that affords area residents jobs and income. Therefore, this planning program is conscientiously and effectively used to encourage and promote thoughtful and productive private sector investments that continually build and fortify the Pioneer Valley region's economic base, enabling the region's key export industries to bring substantial revenues into the area from the sale of goods and services produced within the region. The private sector can then invest in regional- and local-serving businesses and industries, further expanding the regional economy as well as the number of jobs needed to support it.

PVPC's economic development planning grant facilitates this process in a variety of useful ways, including:

- Compiling and analyzing socioeconomic data and trends to help guide and inform private sector investments and decision-making.
- Providing technical assistance and guidance to public, private, and civic sector organizations that are pursuing projects that will lead to private sector investment and job creation.
- Providing for the public infrastructure that often makes private sector investments possible or far more attractive to pursue, such as building a public roadway necessary for access to a new industrial park or providing environmental cleanup funds to reclaim and rehabilitate a contaminated brownfield building or site within a distressed urban core location.
- Stimulating a business retention program that helps existing businesses within the region flourish and become a major source of new job growth, especially jobs that require high skills but also offer the advantage of above-average pay rates.
- Ensuring that the role and funds invested by the public sector are used strategically and, therefore, most effectively as they complement rather than impede the marketplace.
- Providing the Pioneer Valley region with a business plan for the current and future regional economy that is clear, contemporary and comprehensive.

PROACTIVE INVESTMENT

Planning is, by definition, proactive in nature as it is purposely focused on the future, especially the long-range future. In effect, PVPC's planning process utilizes information, analysis, technical skills, and experience to anticipate future economic problems as well as to take advantage of future opportunities that exist at the regional or local level. Thus, by anticipating the future, our planning process allows the Pioneer Valley region to proactively shape its future in ways that will yield positive results for our regional community and residents. These include private business sector inventory, job growth, and a highly flexible and competitive business environment.

In this manner, economic problems can be minimized, if not avoided, while opportunities can be pursued and their benefits maximized. For example, in the case of the Pioneer Valley region, a compelling future problem that has been identified is the shrinking share of transportation improvement dollars for priority road, bridge, and transportation improvements. This is a negative trend that has provoked concerns that steps need to be taken now to address and resolve this problem before it is allowed to grow in scope and intensity, creating a major economic crisis.

On the positive side, the Pioneer Valley region has come to realize through its CEDS economic data collection and analysis that the region also has a unique and powerful economic strength and asset that few other metropolitan areas can claim: a cluster of 14 public and private higher education institutions, all located within the Pioneer Valley. These institutions could become a key solution to the region's need for more

young workers by becoming a potential source, as the students of these institutions graduate and could be persuaded to stay in the Pioneer Valley to join area firms and to begin their respective careers in western Massachusetts or the larger, interstate Knowledge Corridor.

By knowing well in advance what the Pioneer Valley's most compelling economic problems and opportunities are, PVPC can be confident that the EDA-supported planning process is allowing the region to stay vigilant and proactive with respect to the regional economy and its future prospects.

FUTURE-FOCUSED AND DIVERSIFIED INVESTMENT

The Pioneer Valley region's original strategic economic plan, the Plan for Progress, has, since its completion and release in 1994, been future-focused, employing strategies grouped into three distinct future time zones: short-range future, mid-term future, and long-term future. This approach has ensured that all proposed and relevant investments look well beyond the immediate time horizon and can anticipate the major structural changes that could have a positive or negative impact on the region's economy and, thereby, its future. This future orientation is continued in the new edition of the Plan for Progress released in 2004.

For example, one of the specific mid-term strategies recommended in the original Plan for Progress calls for the region to "Develop Regional Incubators and Foster Technology Transfer" as a way to foster creative ideas and entrepreneurship as necessary for the Pioneer Valley's future economic growth. As one means to implement this economic development strategy, Springfield Technical Community College (STCC) aggressively pursued the development of the STCC Springfield Enterprise Center with the aid of a nearly \$1 million EDA grand award. STCC's Springfield Enterprise Center not only provides the Pioneer Valley region with a first-class incubator facility located within one of Springfield's more economically distressed urban neighborhoods, it is also attracting and creating new high technology firms that will, over time, dramatically change and diversify the region's current economic base in a way that will boost high-skill, high-wage jobs while remaining an asset to the Pioneer Valley's existing and ever-expanding list of technology-based firms.

Another of the region's higher education institutions, the University of Massachusetts Amherst, took a lead role in initiating the Regional Technology Alliance (RTA) as a way to foster and accelerate technically-based economic development and expansion keying on the Pioneer Valley's most promising industry clusters. This RTA initiative is yet another example of how the region's economic planning programs are providing a catalyst for investments that are far-sighted, innovative, and designed to help the Pioneer Valley shape a new and diversified regional economy for the 21st century. Confirming the importance of its ongoing work, the functions of the RTA were transformed into a new non-profit, the Regional Technology Corporation (RTC), now an affiliate of the Economic Development Council (EDC) of Western Massachusetts.

MAXIMIZING PRIVATE SECTOR INVESTMENT

The Pioneer Valley region's economic development planning process continually seeks to attract and maximize private sector investments that have the potential to boost the economy and create or retain jobs for area residents. EDA planning funds are used to identify economic interests of the entire 43-community Economic Development District, recognizing that the region is now the premier level of economic geography.

Given this, the action strategies laid out in the Plan for Progress are the core of the Pioneer Valley's Comprehensive Economic Development Strategy (CEDS) Report and the initiatives that will help encourage and guide private sector investments that have a direct or indirect bearing on the region's economy, both now and in the future.

Once again, a fundamental tenet is that most economic development opportunities and investments are and will continue to be made by the private business sector, while the public sector's role is aimed at facilitating such investments. Conversely, the public dollars that are made available by EDA or other comparable public funding sources for implementing specific projects are being directed toward the most economically distressed portions of the Pioneer Valley— principally the cities of Holyoke and Springfield—a strategy that is wholly consistent with current EDA guidelines and regulations.

Nevertheless, the Pioneer Valley's primary aim is to maximize the private and civic sector investments that would not come about absent the strategic incentive afforded by EDA funds or comparable financial resources. Again, the STCC Springfield Enterprise Center is an instructive example as it made possible a project, with the benefit of a \$1,000,000 EDA Public Works Grant Award, to leverage a total project now valued in excess of \$3.5 million. Consequently, the Springfield Enterprise Center has not only been a success story in terms of the local economy of Springfield and the surrounding Pioneer Valley region, but it has also been a financial success in that it produced in excess of a three-to-one leverage along with a project of profound importance to the Pioneer Valley's economic future.

HIGH PROBABILITY OF SUCCESS INVESTMENT

Although PVPC became actively engaged in EDA-sponsored economic development planning just within the past decade, it has nevertheless achieved an impressive list of planning-related successes.

Perhaps the most important to date has been the completion and release of the new Plan for Progress in September 2004. Its predecessor, the 1994 Plan for Progress, was the region's first regional strategic economic plan. PVPC's early-stage economic planning work, encompassing the period 1993 through 1999, was made possible through six successive EDA Section 203A planning grants that eventually led to the Pioneer Valley region being designated an official EDA-approved Economic Development District in September 1999. The completion and major overhaul of the 1994 Plan for Progress was also made possible through EDA Section 203A planning grants.

Over the ten-year life of the first Plan for Progress, PVPC has realized many significant achievements that are either directly or indirectly linked to the Plan for Progress and have proved to be important and beneficial to the Pioneer Valley and its 687,000- plus residents. An illustrative list of key planning accomplishments to date includes:

- Creation of MassVentures to manage an in-region pool of venture capital coupled with technical and business consulting services aimed at assisting promising new start-ups within the Pioneer Valley. MassVentures is presently being consolidated with the Regional Technology Corporation (RTC).
- Formation of the Economic Development Council of Western Massachusetts, a private sector economic development organization composed of the region's largest employers, which addresses region-wide needs such as regional marketing and promotion, legislative education and advocacy, and business retention and attraction services.
- Formation of the cross-border (Massachusetts-Connecticut) Hartford-Springfield Economic Partnership as a way to consolidate the economic assets and resources of two adjacent metropolitan regions and regional economies to the maximum extent possible.
- Establishment of the Telitcom Corporation, a non-profit organization created to focus on the region's high-speed broadband Internet services, particularly as they relate to the needs of the Pioneer Valley's large, mid-sized, and small firms as they struggle to compete on a global basis with the aid of Web portals and Internet-based business-to-business services. During 2003, Telitcom was consolidated into the Regional Technology Corporation (RTC).

Moreover, PVPC's economic development planning efforts on behalf of the Pioneer Valley are widely recognized as an exemplary model of how strategic economic development planning can be used to advantage by placing a high degree of emphasis on economic partnerships, economic collaborations, and information-based decision making that includes a long-range future focus and the full and active involvement of the Pioneer Valley's public, private, and civic sectors.

HIGH-SKILL AND HIGH-WAGE JOB INVESTMENT

The Pioneer Valley region's strategic economic plan, the Plan for Progress, coupled with the annual updates that are prepared for the region's Comprehensive Economic Development Strategy, seek to maximize the number of high-skill, high-wage jobs that are created within the Pioneer Valley primarily through private sector actions and investments, such as the expansion of an existing manufacturing plant or the creation of a new industrial park to make room for new or expanding firms attracted to the region. This is also a high priority goal for the Pioneer Valley region's private sector Economic Development Council, which has established economic benchmarks for the region to aspire to achieve and from which progress can be measured over a five- to ten-year time horizon.

In addition, the Pioneer Valley's new Plan for Progress has emphasized a series of action strategies linked to preK-12 schools as well as higher education. In essence, the Plan for Progress recognizes that job opportunities in the 21st century will become increasingly technical, specialized, and intellectual, thus requiring not only a superior preK-12 educational experience but also a high-quality post-secondary education (college or technical training). This helps to explain why the latest Plan for Progress incorporates a strikingly high number of educationally-based strategic goals, such as "Improve and Enrich PreK to 12 Education", which is tied to both the quality and capabilities of the region's pre K and K-12 public schools, "Support Higher Education and Retain Graduates", which seeks to capitalize economically on an existing cluster of 14 public and private institutions of higher education all concentrated within the Pioneer Valley region and "Integrate Workforce Development and Business Priorities", which fosters job training and lifelong learning as critical underpinnings of the 21st century economy.

These strategies have, in recent years, been further bolstered by a massive school reform program enacted by the Massachusetts Legislature along with a high-skill, high-stakes battery of tests (the Massachusetts Comprehensive Assessment System, or MCAS) in the third through eighth grade, with a last exam in tenth grade that must be passed by public school students in order for them to receive a high school diploma. Although many of these educational strategies and reforms have proven to be contentious, there is broad recognition that education is vital to the future prospects of the Pioneer Valley's economy and that education is also pivotal to sustaining the kind of skilled workforce that possesses the educational credentials that can make the high-skill, high-wage jobs of the future broadly accessible.

In effect, the Pioneer Valley region's Plan for Progress concludes that superb K-12 and preK schools, coupled with extensive higher education resources, are not only regional assets but also essential tools required to make high-skill, high-wage jobs a reality for the Pioneer Valley and its future workforce. Conversely, if a region is not capable of filling the high-skill, high-wage jobs of the future in large numbers, the necessary private sector investments will likely not happen here and the regional economy could falter if not fail outright. This is not an acceptable outcome and, therefore, the strategies outlined in the Plan for Progress are centered on the quality of the region's current and future workforce.

MAXIMIZING RETURN ON TAXPAYER INVESTMENT

The EDA planning funds that are annually made available to the Pioneer Valley's Economic Development District in effect maintain the region's collective "business plan" for achieving and maintaining economic growth, diversification, and sustainability over the long-term. To make this essential economic planning work possible, EDA makes available approximately \$60,000 per year, which requires a minimum local funding match of at least 25 percent.

Thus, for an investment of less than ten cents per capita, a region the size of Rhode Island and the fourth most populous metropolitan area among the six New England states is able to shape a future economy that can avoid or minimize key threats, while also taking advantage of assets and opportunities that can make and keep the region economically strong and highly competitive in a 21st century global marketplace. Although the level of EDA funding assistance available for planning is modest, the payoffs that emanate from high-quality planning efforts, whether here in the Pioneer Valley or elsewhere across the United States, are significant and undeniable.

It has been consistently demonstrated here in the Pioneer Valley region and elsewhere across the U.S. that a very high degree of private investment can be leveraged from the modest EDA dollars that are brought to bear to make planning and a limited number of specific economic development projects possible. Moreover, by attempting to coordinate and unify the Pioneer Valley's economic development goals, objectives, and policies as part of a Comprehensive Economic Development Strategy, economic partnerships, collaborations, and joint ventures are made possible and accessible, equating to a maximum return on investment of public taxpayer funds, particularly those emanating from the EDA.

2006 CEDS PROJECTS

THE PROJECT PROPOSAL PROCESS

On an annual basis, the Plan for Progress solicits proposals from the region for projects that may seek funding under the EDA's Public Works for Economic Development Program and other potential sources. The region has been successful in prior years in receiving substantial EDA funding awards for projects that create jobs and stimulate private investment in the distressed communities of the Pioneer Valley region. Among these awards and accomplishments:

- STCC's Springfield Enterprise Center received close to \$1 million in 1999.
- The Latino Professional Office Center in Holyoke was awarded \$700,000
- STCC received the EDA's National Award for Excellence in Urban Economic Development in 2001.
- Holyoke Health Center and Medical Mall was awarded a \$1 million grant by EDA in August 2002 to complete Phase II. The EDA grant was for Phase II. In addition, Phase III, a \$14 million effort, has recently been completed. The Holyoke Health Center Medical Mall Project is a \$20 million investment and it is anticipated that it will bring over 250 employees to Downtown.
- In January 2005, EDA awarded \$1 million to Holyoke Community College and the City of Holyoke for the construction of a roadway from the campus to Route 202. The intent of the project is to create a 3 to 4 site Business Park along the roadway. It is anticipated that approximately 100,000 SF of new office and laboratory space will be created at the Business Park.

SUMMARY OF PROJECT PROPOSALS

This year, proposals were submitted from three Pioneer Valley communities—Springfield, Holyoke, and Northampton—for inclusion in the 2006 CEDS project listing. After a review of the projects by the Plan for Progress Coordinating Council, 14 projects are included on the 2006 CEDS project listing. The top local priorities for these communities in 2006 are:

City of Springfield Project Priorities:

1. Memorial Industrial Park II – Creation of an in-city industrial park adjacent to Route 291 and the Smith & Wesson facility with 85 acres to become available for industrial development.*
2. Springfield Technical Community College Technology Park – Rehabilitation of existing building #103B to create additional incubator and commercial/office space at the STCC Technology Park.

City of Holyoke Project Priorities:

No priority was assigned.

City of Northampton Project Priorities:

Village at Hospital Hill Business Park – Redevelopment of Northampton State Hospital: Redevelopment of the hospital into a mixed-use village with a business park encompassing 476,000 square feet of commercial office, light industrial, research and development, information/ multimedia technology, studio space, and residential housing units. The South and North campuses include 324,000 square feet and 152,000 square feet of commercial and industrial infrastructure, respectively.

Project proposals submitted by individual communities are presented in this CEDS Annual Update Report as Appendix A.

* Final application for this project has been submitted to EDA and is pending formal approval.

**Table 17: SUMMARY OF PROJECT PROPOSALS SUBMITTED FOR POTENTIAL
INCLUSION IN THE 2006 CEDS ANNUAL UPDATE
Pioneer Valley Economic Development District (EDD) – March 2006**

PVPC Community	Proposed Project Title and Status	Project Type	Local Priority Rank	Regional Priority Rankings
NORTHAMPTON PROPOSED PROJECT				
1. Northampton	Village at Hospital Hill - The Redevelopment of Northampton State Hospital <i>Ready for Construction in 2005-06</i>	Redevelopment of NSH as a Mixed Use Village With Business Park Encompassing 476,000 Square Feet of Commercial, Office, Light Indus- trial, Research and Development, and Multi-Media	Sole Project Submission of Northampton	High
SPRINGFIELD PROPOSED PROJECTS				
1. Springfield	Memorial Industrial Park II (Smith & Wesson) <i>Ready for Construction in 2006-07*</i>	Creation of In-City Industrial Park Adjacent to Route-291 and Smith & Wesson Facility With 85 Acres	# 1	High
2. Springfield	STCC Technology Park - Building # 103B <i>Ready for Construction in 2005-06</i>	Rehabilitation of Existing Building 103B to Create Additional Incubator and Commercial/Office Space at STCC Technology Park	# 1	High
3. Springfield	Indian Orchard Industrial Site Redevelopment	Redevelopment of Indian Orchard Industrial Site for light industrial use and small size businesses	# 2	none
4. Springfield	York Street Jail <i>Planning Stage Project</i>	Redevelopment of Former York Street Jail to Compliment Current Redevel- opment of Springfield's Riverfront.	# 3	none
5. Springfield	Union Station Intermodal Transportation Center <i>Ready for Construction in 2005-06</i>	Renovation of Union Station as a Rail/Bus Passenger Terminal Accompanied by Office/Retail Space	# 4	none

2005 Project Resubmittal?	EDA Funding Needed in 2006-2007	Total Estimated Project Cost	Local \$ Match in Place?	# Jobs Created and/or Retained
Yes	Yes	\$28.8 Million	Yes – In Part	400-800
Yes	Yes	\$55 Million	Yes	800-1,200
Yes	Yes	\$2.5 Million	No	125-130
No	No	\$3 Million	No	100
Yes	No	\$20 Million	No	250
Yes	Yes	\$115 Million	No	1,400

Table 17: SUMMARY OF PROJECT PROPOSALS (*continued*)

PVPC Community	Proposed Project Title and Status	Project Type	Local Priority Rank	Regional Priority Rankings
HOLYOKE PROPOSED PROJECTS				
1. Holyoke	Parson Paper Block Redevelopment Long Term Planning Stage Project	Industrial/Commercial Redevelopment to include demolition and new construction	# 1	none
2. Holyoke	Holyoke Hallmark Van Lines Industrial Brown-field Site <i>Planning Stage Project/Ready for Demolition and Environmental Clean-up</i>	Clean up, Demolition, and Disposition	# 2	none
3. Holyoke	Holyoke G & E Industrial Land Project <i>Planning Stage Project</i>	Predevelopment Planning Project for the development and re-use of 2 parcels of prime industrial land	# 3	none
4. Holyoke	Holyoke Multimodal Center - A Business and Transportation Center <i>Planning Stage Project</i>	Economic Development Project Focusing on Mixed Use Redevelopment of the Former Maple Street Fire Station	# 4	none
5. Holyoke	Victory Theater Project <i>Long Term Planning Stage Project</i>	Renovate and Redevelop a City-Owned Historic Building for Reuse as a Commercial/Cultural Center	# 5	none
6. Holyoke	El Mercado (An Urban Mall) <i>Ready for Construction in 2006-07</i>	Redevelopment of a Commercial Building into a Latino-Themed Business Incubator	# 6	none
7. Holyoke	Holyoke Health Plaza Project <i>Ready for Construction in 2006-07 (Construction nearing completion)</i>	Additional renovations to Holyoke Health Center located in Downtown Holyoke.	# 7	none
8. Holyoke	Professional Business Park at Holyoke Community College <i>Phase I completed</i>	Construction of a 4-Site Business Park on Holyoke Community College Foundatory Land Immediately Adjacent to Main Campus	# 8	none
9. Holyoke	<i>Lineweave Complex Redevelopment Project. Preliminary analysis underway</i>	Industrial Redevelopment to include environmental remediation, demolition, and new construction.	# 9	none

2005 Project Resubmittal?	EDA Funding Needed in 2006-2007	Total Estimated Project Cost	Local \$ Match in Place?	# Jobs Created and/or Retained
No	Not Yet Determined	\$4 Million	No	Not Yet Determined
No	Not Yet Determined	\$750,000	No	Not Yet Determined
Yes	Not Yet Determined	Not Yet Determined	Yes	Not Yet Determined
Yes	Not Yet Determined	\$7.5 Million	Yes	30 - 50
Yes	Not Yet Determined	\$10 - 15 Million	No	Not Yet Determined
Yes	Not Yet Determined	Not Yet Determined	No	Not Yet Determined
Yes	No	\$1 Million+	Yes	750
Yes	Not Yet Determined Supplemental	\$2 Million+	Yes	160
No	Not Yet Determined	Not Yet Determined	No	Not Yet Determined

AN EVALUATION OF OUR PROCESS AND PERFORMANCE



The vision statement of the 2004 Plan for Progress imagines a Pioneer Valley that, “attracts national recognition.” The Plan for Progress Trustees did not include this phrase as a flourish, but insisted that the vision statement espouse a lofty and measurable long-term objective. Consistent with that priority, the members of the Plan for Progress Trustees and Coordinating Council have asked that a rigorous process be employed each year to measure the effectiveness of our process and our performance towards the achievement of the Plan’s goals.

Within the 2004 Plan for Progress is a detailed outline for both process and performance evaluations and both are to be included in the

Comprehensive Economic Development Strategy (CEDS) Annual Report. This year represents the first year in which the new evaluation design is fully implemented, because the 2005 CEDS included only baseline data for future performance evaluations.

In evaluating the Economic Development District’s planning process, PVPC relies on nine indicators that measure outreach, external engagement, participation, and diversity. Targets for FY2006 were outlined in the 2005 CEDS report and data in this report is scored based on whether those targets were missed, met, or exceeded.

In the 2005-2006 year, our planning process was evaluated as, on average, having met targets (overall score 2.04). This was a very slight improvement over the 2004-2005 year. Outreach and participation efforts were above average. While the outreach performance was similar to that of last year, the participation was a marked improvement, driven by Coordinating Council average attendance exceeding its target. Unfortunately, external engagement and diversity efforts hovered between average and below average performance.

The performance evaluation design outlined in the 2004 Plan for Progress relies on triangulating three different sets of data to provide an evaluation of performance for each of the Plan’s seven cross-cutting themes and for each of the Plan’s strategies which now number fourteen. First, the members of the Coordinating Council are asked, at the end of each year, to assign a rating to each of the Plan’s cross-cutting themes to reflect their perspective on how effectively the work of the prior year has advanced those themes. Second, data is collected for quantitative benchmarks associated with each theme and PVPC staff determine, based on percentage change, whether the trend with respect to that indicator is positive, neutral, or negative. Finally, PVPC staff review the action plans of each strategy team and determine which action steps have not started, are in process, or are completed. Each of these tools provides a quantitative score that can be triangulated across cross-cutting themes and strategies to produce a performance report card.

This is the first CEDS annual report to include the new performance report card. Among cross-cutting themes, our evaluation suggests that the most progress has been made in advancing the goals of education and cross-border collaboration, while diversity and sustainability have made the least progress. With respect to strategies, capitalizing on higher education and improving pre-kindergarten education have made substantial progress. Several strategies – addressing crime regionally, championing fiscal equity, and advocating regulatory reform – have not been launched as strategy teams yet, so it is unsurprising that they have among the lowest scores.

Together the process and performance evaluation designs outlined in the Plan for Progress provide a solid base upon which year-to-year comparisons of our progress can be made.

PROCESS EVALUATION

METHOD

For evaluation of our Economic Development District planning process, we rely on collecting data on a series of indicators identified in the new Plan for Progress, and used in two prior editions of the CEDS Annual Report, that measure important aspects of our process including outreach, external engagement, participation, and diversity. The new Plan for Progress also allows for the creation of new measures or indicators as necessary. Since the release of the new Plan for Progress, we have added one new indicator, the diversity of Plan for Progress Trustees attending meetings by the county where they work. Given the diversity of our region across the three counties, this is an important measure of our success in being truly regional in focus. The indicators are as follows.

1. The number of publications related to economic development produced by PVPC.
2. The number of presentations related to economic development made by members of the PVPC economic development team at meetings not sponsored by the Plan for Progress or PVPC.
3. The number of teams or committees working on economic development around the region that include members of the PVPC economic development team.
4. The number of organizations and companies, other than PVPC, actively engaged in implementing one or more strategies of the Plan for Progress.
5. The number of presentations made to the Plan for Progress Board of Trustees by non-Board members.
6. The percentage of Plan for Progress Coordinating Council members in attendance at regularly scheduled meetings.
7. The percentage of Plan for Progress Trustees in attendance at regularly scheduled meetings.
8. The largest percentage of Trustees attending meetings from a single sector (nonprofit, private, or municipal).
9. The largest percentage of Trustees attending meetings from a workplace in a single county (Hampden, Hampshire, or Franklin).

For each indicator, targets are set each year for the following year, and the process evaluation is an assessment of whether targets were exceeded, met, or missed. These categories each respond to a numeric rating as follows.

<u>Rating</u>	<u>Category</u>
3	Target exceeded
2	Target met
1	Target missed

In an attempt to eliminate subjectivity in the rating process, and because each of the nine indicators are quantitative, a target is considered missed if the actual data point is more than 15 percent below the target, and a target is considered exceeded if the actual data point is more than 15 percent above the target. Ratings of each indicator are averaged by category and overall to produce metrics of our process by category and across categories. Averaged ratings are given qualitative labels as follows.

2.50 to 3.00	Above average performance
1.51 to 2.49	Average performance
0.00 to 1.50	Below average performance

Beyond simply meeting targets, an additional goal each year will be to boost average category and overall ratings as our true objective is exceptional performance every year in every category.

This report also includes indicator targets for next year. In some cases these are unchanged, while in others they have been increased or decreased. Increases in the targets are not all explained as they simply reflect a desire to “do better,” while decreases in targets are discussed as the reasons for such a change are important.

RESULTS

Overall the process of implementing the Pioneer Valley Plan for Progress in the 2005-2006 year was average. However, the work that took place during the 2005-2006 year focused primarily on operationalizing strategy teams for each of the Plan’s strategies and the many meetings and activities of these strategy teams are not reflected in the nine process indicators presented here. To better reflect the important work of the Plan’s strategy teams, we are adding two new indicators and targets for the 2006-2007 year, one to external engagement and one to participation. One will be the total number of non-Trustees attending at least two of a strategy team’s meetings during the year (external engagement). The other will be the average number of strategy team meetings held during the year (participation). These indicators are reflected in Table 18 below, but only with targets for next year.

Outreach efforts continued strong this year, rated as above average, as 7 publications related to economic development were distributed, and PVPC made 24 presentations to outside groups and staff sat on 19 different committees or Boards with work involving economic development.

With a big increase in Coordinating Council attendance this year, participation efforts are also rated as above average. While average attendance at Coordinating Council meetings last year was 58.4 percent, it rose to 69.1 percent in 2005-2006 with a larger membership. This reflects the very active engagement of the Coordinating Council with the Plan’s implementation. Trustee attendance was rated as average, though with 44.9 percent attendance, we were below our target. With a Trustee membership in excess of 100, even this low average attendance reflects an average of nearly 50 people attending each meeting.

Unfortunately, external engagement efforts were below average this year, with approximately the same number of organizations serving as lead implementers for particular strategies of the Plan and a reduced number of outside presentations to the Plan for Progress Trustees. The decline in outside presenters, however, in part reflects the Trustees desire to closely focus on implementation and strategy team progress.

Finally, the diversity of our planning process was below average this year. More than 44 percent of those attending Trustee meetings came from the private sector; however, this does reflect a shift toward private sector engagement, given that the nonprofit sector made up nearly 50 percent of attendees last year. With respect to regional diversity, nearly 80 percent of Trustee attendance in 2005-2006 was made up of people

Table 18: **Plan for Progress Overall Performance Rating**

Indicator	FY06 Target	FY06 Actual	Difference	Rating	FY07 Target
<i>Outreach</i>				<i>2.67</i>	
1. Publications	6	7	16.7%	3	7
2. Presentations to outside groups	18	24	33.3%	3	24
3. Membership on outside committees	20	19	-5.0%	2	20
<i>External engagement</i>				<i>1.50</i>	
4. Number of Plan implementing organizations	24	24	0.0%	2	26
5. Presentations to Trustees from non-Trustees	6	4	-33.3%	1	6
NEW: Non-Trustees attending strategy team meetings*					30
<i>Participation</i>				<i>2.50</i>	
6. Coordinating Council attendance	60.0%	69.1%	15.2%	3	65.0%
7. Trustees' attendance	50.0%	44.9%	-10.2%	2	50.0%
NEW: Average number of meetings per strategy team*					4
<i>Diversity</i>				<i>1.50</i>	
8. Diversity by sector	Largest sector is no more than 44%	44.7% (Private)	1.6%	2	Largest no more than 45%
9. Diversity by county	Largest county is no more than 60%	78.2% (Hampden County)	30.3%	1	Largest no more than 65%

Rating: 1 = target missed, 2 = target met, 3 = target exceeded

A variation between the target and actual of 15% or more is the criteria for rating a target missed or exceeded, otherwise it is met.

* These are new indicators that will first be evaluated in the 2006-2007 year.

who work in the Hampden county area. In particular, Hampshire county area was very poorly represented in the attendance at Trustee meetings. In the next year it will be important to retain a balance of sectors represented and increase attendance among Hampshire county area Trustees.

For the 2006-2007 year, the target for the largest county represented in attendance at Trustee meetings has been increased to 65 percent. Given that the Hampden county area's population is more than double the combined populations of the Franklin and Hampshire county areas, it may be unrealistic to expect fewer than 65 percent of Trustees to come from the Hampden county area.

PERFORMANCE EVALUATION

METHOD

As outlined in the 2004 Plan for Progress, an annual performance evaluation of each cross-cutting theme and strategy will be conducted by triangulating three different data sets. These three data sets are developed as follows.

- 1) Overall Theme Grades: Near the end of each fiscal year (June 30), staff of the Pioneer Valley Planning Commission will identify and organize, by cross-cutting theme, the major accomplishments of the Plan for Progress for the previous year. These will then be sent with a questionnaire to each

member of the Plan for Progress Coordinating Council, who will assign a letter grade (A to E) to each theme. The letter grade is meant to reflect their overall impression of how much progress was made with respect to that theme during the year. Every effort will be made to ensure that a majority of Council members respond. Responses will be aggregated so that an overall grade can be assigned to each cross-cutting theme (theme grades will have a point value between 0 and 4).

- 2) **Benchmarks:** Because there is an element of subjectivity in Coordinating Council members' evaluation of progress, quantitative benchmarks will also be used. A number of possible quantitative benchmarks were outlined in the 2004 Plan for Progress. Those included in this report reflect those benchmarks for which reliable data was readily accessible. In some cases even for these indicators no new data is available since last year and, therefore, an evaluation of progress is not possible. Once benchmark data was collected for the most recent year available, PVPC staff calculated percentage changes from one year prior. An improvement of at least one percent is considered a positive trend while a decline of at least one percent is considered a negative trend. Between a one percent improvement and a one percent decline is considered a neutral trend. Each indicator was assigned a rating from 1 to 3 with a 1 assigned for a negative trend, 2 for a neutral trend, and 3 for a positive trend.
- 3) **Action Steps:** Finally, PVPC rated each short-term action step contained in the action plans of the various strategy teams as completed (3), in progress (2), or not started (1). These determinations were made based on information received about major accomplishments from implementing organizations. Action step ratings are aggregated for each strategy to determine an overall strategy rating.

Once all three components of the annual performance evaluation are complete, results are aggregated into an annual evaluation report card. The report card relates strategies and cross-cutting themes as they were related in the Plan for Progress and aggregates coordinating council ratings, benchmark ratings, and action step ratings into a single value for each strategy and cross-cutting theme. The value can range from 2 to 10 where a 2 would be the worst possible performance and a 10 would be the best possible performance. Each aggregated rating derives 40 percent of its value for coordinating council theme ratings, 30 percent of its value from benchmark ratings, and 30 percent of its value from action step ratings.

Finally, a percentage is calculated for each strategy and cross-cutting theme that reflects the percentage of possible points that theme or strategy received in the evaluation. This allows for a simpler comparison between themes and strategies.

RESULTS

Below is the performance report card for the Plan for Progress in the 2005-2006 year. At the top and to the left of the table are the three types of ratings for each theme (top) and strategy (left). The body of the table is the sum of the three ratings at each intersection between a strategy and a cross-cutting theme. Shaded spaces reflect strategies and cross-cutting themes that do not intersect as determined in the 2004 Plan for Progress. To the right and at the bottom of the table are the average ratings for each theme (bottom) and strategy (right) as well as the percentage of the possible total rating that was achieved. Bearing in mind that the overall ratings range from 2 to 10, a value of 2 would equal 0 percent of the possible rating and a value of 10 would equal 100 percent of the possible rating.

While no theme or strategy achieved more than 65 percent of the possible points, this indicates that the evaluation strategy allows for improvement over time. As can be seen Figure 32, the education and cross-border themes made the most progress during the 2005-2006 year. In both cases, these themes received the

Table 19: Plan for Progress Report Card

	Average Action Step Ratings	Cross-Border	Diversity	Education	Industry Clusters	Sustainability	Technology	Urban Investment	Overall Strategy Ratings	Percentage of Possible
<i>Average Council Theme Ratings</i>		2.83	2.33	2.83	2.67	2.50	2.42	2.75	2.62	
<i>Average Benchmark Rating</i>		2.25	1.71	2.50	2.10	1.38	2.00	1.83	1.97	
Enhance infrastructure	2.00	7.08		6.76	5.88	6.42	6.58		6.54	56.8%
Grow small businesses & entrepreneurship	1.50		5.55	6.83	6.26		5.92	6.08	6.13	51.6%
Attract and retain businesses	1.50	6.58	5.55	6.83	6.26		5.92		6.23	52.8%
Promote region	1.00	6.08	5.05	6.33	5.76	4.88		5.58	5.61	45.2%
Capitalize on higher education	2.50	7.58	6.55	7.83	7.26		6.92	7.08	7.20	65.0%
Improve pre-K education	2.17		6.22	7.50			6.59	6.75	6.76	59.5%
Improve K-12 education	1.42		5.47	6.75			5.84	6.00	6.01	50.2%
Integrate business & workforce priorities	1.80	6.88	5.85	7.13	6.56		6.22	6.38	6.50	56.3%
Advocate regulatory reform	1.00				5.76	4.88	5.42	5.58	5.41	42.6%
Address crime regionally	1.00		5.05	6.33				5.58	5.65	45.7%
Develop housing options	1.50		5.55			5.38		6.08	5.67	45.9%
Revitalize Connecticut River	2.00	7.08				5.88		6.58	6.51	56.4%
Champion equity	1.00		5.05	6.33		4.88		5.58	5.46	43.2%
Develop leadership	2.00	7.08	6.05	7.33	6.76	5.88		6.58	6.61	57.7%
Overall Theme Ratings	1.60	6.91	5.63	6.92	6.42	5.38	6.15	6.19		
<i>Theme Percentage of Possible</i>		61.4%	45.4%	61.5%	55.3%	42.3%	51.9%	52.3%		

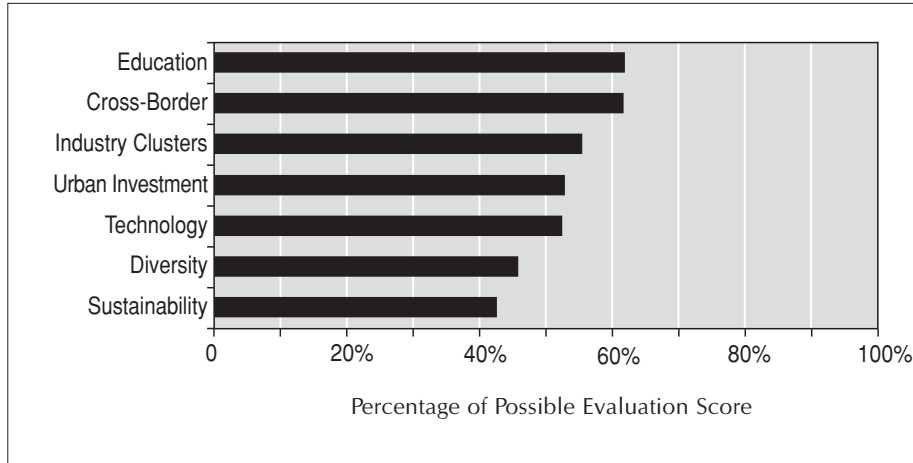
highest average ratings from Coordinating Council members and the highest benchmark ratings. Coupled with the success of the pre-kindergarten strategy, the capitalize on higher education strategy, and the Connecticut River strategy, it is unsurprising that these two themes emerge as the most successful.

The diversity and sustainability themes received the lowest overall ratings among themes and both had less than 50 percent of their possible points. In this case, very low benchmark ratings contributed to the low overall ratings. In the case of diversity, growing racial gaps in high school dropout rates brought the diversity benchmark rating to 1.71. For example, the high school dropout rate among Hispanic students in the region is more than 7 percentage points higher than that of white students in the region. The sustainability theme had the lowest benchmark rating among the themes and it was caused by rising rates of asthma hospitalizations, increasing per capita vehicle miles traveled per day, and declining transit ridership.

Among the strategies (Figure 33), the capitalize on higher education, improve pre-kindergarten education, and develop leadership strategies each achieved more than 55 percent of the possible points. In the case of the Capitalize on Higher Education strategy this was largely driven by a rating of 2.5 out of 3 for action step implementation. This strategy’s high rating is also reflective of the high benchmark and Coordinating Council ratings given to the cross-border and education themes. The high rating for develop leadership reflected similar dynamics, while the strong rating for improve pre-kindergarten education reflects a strong action step rating as well as a high benchmark rating for the education theme and a high Coordinating Council rating for urban investment.

Advocate regulatory reform, champion fiscal equity, promote the region, and address crime regionally are four strategies that have not been yet been launched as distinct strategy teams, so it is unsurprising to find

Figure 32:
Evaluation of Cross-Cutting Themes



them at the bottom of the list of strategies. The develop housing options strategy also received less than 50 percent of the possible ratings, but this is largely because of the poor performance of the diversity and sustainability cross-cutting themes as already discussed.

Table 19 shows the benchmarks for each cross-cutting theme as well as prior period data, current year data, the year of the most recent data, the percent change, and the assigned rating. A change of one percent is rated as either a positive or negative trend depending on the direction of the change. Bear in mind that some indicators, like the unemployment rate, are trending negatively if they increase, so a positive percent change should not be interpreted as a positive trend for every indicator. Finally, while this CEDS annual report is responsible for the Economic Development District comprising the Hampden and Hampshire county areas, benchmark data in Table 19 includes the Franklin county area because it is a part of the Plan for Progress.

Figure 33:
Evaluation of Strategies

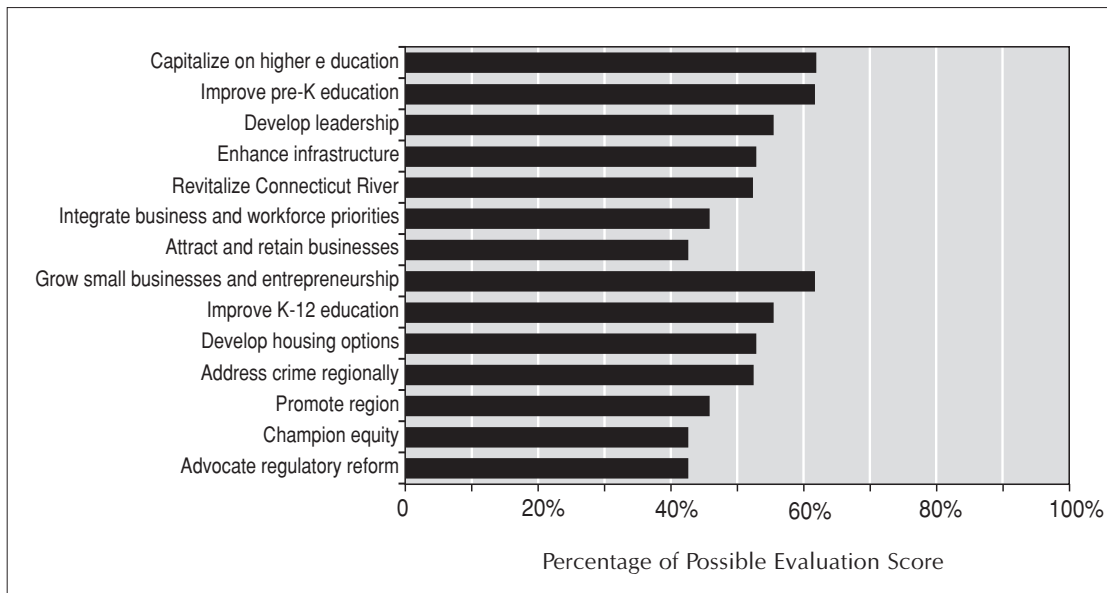


Table 20: Pioneer Valley Region Overall Performance Rating

Indicator	Prior Period Data	Current Data	Year of Current Data	Change	Rating
Cross-border collaboration					2.2500
Number of collaborative economic development projects between partners	6	4	2006	-33.3%	1.0
Number of companies listing internships on InternHere.com	978	1,520	2006	55.4%	3.0
Number of students listing their resumes on InternHere.com	678	1,723	2006	154.1%	3.0
Number of CSOs on the Connecticut River in MA and CT					
Number of events co-hosted by organizations in MA and CT	4	4	2006	0.0%	2.0
Number of knowledge corridor residents who commute across the state line	28,902		(2000)		
Diversity					1.7143
White population	543,417	540,252	2004	-0.6%	2.0
Black population	40,042	39,442	2004	-1.5%	1.0
Hispanic population	83,496	85,934	2004	2.9%	3.0
Asian population	12,668	13,325	2004	5.2%	3.0
Black median household income as percent of white median hshld. income					
Hispanic median household income as a percent of white non-Hispanic median household income					
Labor force participation rate of white males minus that of black males	6.3%		(2000)		
Labor force participation rate of white, non-Hispanic males minus that of Hispanic males	21.1%		(2000)		
Percent difference between African American & white high school dropout rates	1.53	2.57	2003	68.0%	1.0
Percent difference between Hispanic and white high school dropout rates	7.16	7.25	2003	1.3%	1.0
Number of new foreign immigrants	1,810	1,700	2005	-6.1%	1.0
Education					2.5000
Percent proficient on 10 th grade English MCAS	55.6%	58.0%	2005	4.4%	3.0
Percent proficient on 10 th grade Math MCAS	50.2%	54.5%	2005	8.6%	3.0
Percent proficient on 3 rd grade reading MCAS	55.3%	56.0%	2005	1.2%	3.0
High school dropout rate	5.1%	5.5%	2004	7.1%	1.0
Percent of high school seniors intending to pursue further education	77.0%	81.5%	2005	5.9%	3.0
Percent of high school seniors unsure of post-graduation plans	7.4%	7.4%	2005	-0.4%	2.0
Children under 5 per licensed early education and care slot	1.62	1.60	2004	-1.1%	3.0
Per pupil Chapter 70 state aid to schools in the Pioneer Valley	\$4,475	\$4,392	2006	-1.9%	1.0
State funding to the University of Massachusetts system	\$302,761,663	\$361,719,476	2006	19.5%	3.0
State funding to the region's three community colleges	\$36,713,573	\$39,599,456	2006	7.9%	3.0
Industry clusters					2.0952
Employment in educational services	17,440	17,680	2003	1.4%	3.0
Employment in plastics manufacturing	3,505	4,347	2003	24.0%	3.0
Employment in hospitality and tourism	24,462	25,431	2003	4.0%	3.0
Employment in life sciences and medical devices	2,400	2,587	2003	7.8%	3.0
Employment in health services	45,219	45,439	2003	0.5%	2.0
Employment in paper, printing, and publishing	8,992	8,903	2003	-1.0%	2.0
Employment in fabricated metals manufacturing	8,017	7,494	2003	-6.5%	1.0
Employment in financial and insurance services	13,352	13,165	2003	-1.4%	1.0

Indicator	Prior Period Data	Current Data	Year of Current Data	Change	Rating
Industry clusters (continued)					
Number of establishments in educational services	264	277	2003	4.9%	3.0
Number of establishments in plastics manufacturing	57	55	2003	-3.5%	1.0
Number of establishments in hospitality and tourism	1,709	1,728	2003	1.1%	3.0
Number of establishments in life sciences and medical devices	61	65	2003	6.6%	3.0
Number of establishments in health services	1,758	1,745	2003	-0.7%	2.0
Share of national employment in educational services	0.646%	0.637%	2003	-1.4%	1.0
Share of national employment in plastics manufacturing	0.471%	0.294%	2003	-37.6%	1.0
Share of national employment in hospitality and tourism	0.206%	0.204%	2003	-1.3%	1.0
Share of national employment in life sciences and medical devices	0.274%	0.207%	2003	-24.5%	1.0
Share of national employment in health services	0.303%	0.583%	2003	92.0%	3.0
Share of national employment in paper, printing, and publishing	0.471%	0.494%	2003	4.9%	3.0
Share of national employment in fabricated metals manufacturing	0.507%	0.399%	2003	-21.3%	1.0
Share of national employment in financial and insurance services	0.208%	0.228%	2003	9.6%	3.0
Sustainability					1.3750
Number of combined sewer overflows (CSOs) in the Pioneer Valley	72	72	2006	0.0%	2.0
Asthma related hospitalizations per 1,000 residents	9.99	11.12	2003	11.3%	1.0
Asthma related hospitalizations per 1,000 white residents	7.60	8.52	2003	12.1%	1.0
Asthma related hospitalizations per 1,000 black residents	15.76	16.86	2003	6.9%	1.0
Asthma related hospitalizations per 1,000 Hispanic residents	24.35	26.56	2003	9.1%	1.0
Average community Commonwealth Capital Fund score	61.0	65.3	2006	7.0%	3.0
Per capita vehicle miles traveled per day	18.0	18.3	2004	1.7%	1.0
Public transit ridership	9,850,513	9,628,739	2004	-2.3%	1.0
Technology					2.0000
Number of members of the Regional Technology Corporation	876	893	2006	1.9%	3.0
Number of events on the public calendar of Regional Technology Corporation	75	52	2006	-30.7%	1.0
Percentage of K-12 classrooms with internet access	87.0%	92.4%	2005	6.2%	3.0
Percent of public libraries with more than one computer connected to internet	67.1%	63.9%	2005	-4.8%	1.0
Urban investment					1.8333
Urban core unemployment rate minus non-urban core unemployment rate	3.2%	1.9%	2005	-40.3%	3.0
Urban core's percentage of the region's labor force	32.0%	31.2%	2005	-2.5%	1.0
Percentage points difference in students testing as proficient on the 10th grade MCAS English exam in the urban core compared to the rest of the region	30.8	32.3	2005	5.0%	1.0
Percentage points difference in students testing as proficient on 10th grade MCAS Math exam in the urban core compared to the rest of the region	33.8	36.7	2005	8.6%	1.0
Urban core's share of total population	35.9%	35.9%	2004	0.0%	2.0
Urban core's share of those below the poverty line	0.599		(1999)		
Share of all business establishments located in the urban core	39.7%	40.3%	2004	1.6%	3.0
Owner-occupancy rate of housing in urban core communities	50.8%		(2000)		

Rating: **1** = negative trend, **2** = neutral trend, **3** = positive trend

(2000) indicates that the date is for the prior year data and no newer data is available.

Aggregated cross-cutting theme ratings are an average of those indicators for which there is data.

APPENDIX A

PROJECT PROPOSALS BY INDIVIDUAL COMMUNITIES



York Street Jail
Springfield, MA



Village Hill at Northampton State Hospital,
Northampton, MA



Holyoke Community College - Kittredge Center,
Holyoke, MA



SPRINGFIELD PROJECTS

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2005 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
CEDs PROJECT PROPOSAL LISTING FORM ****

Instructions: Please complete and return this form (via mail or fax) by no later than 4:00 p.m. on Tuesday, March 1, 2005
To the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089
Attn: Ms. Samalid Maldonado Tel: (413) 781-6045/FAX: (413) 732-2593

*** New contact person – Katie Stebbins – (413) 787-6020
Final application has been submitted to EDA and is pending formal approval.**

Community	<u>City of Springfield</u>	Contact Person(s)	<u>* Thomas J. McColgan</u>
Address	<u>Office of Economic Development – 36 Court Street, Rm. 313</u>		
City/Town	<u>Springfield, MA</u>	Zip Code	<u>01103</u>
Phone Number	<u>(413) 747-5193</u>	FAX Number	<u>(413) 787-6027</u>
		E-mail	<u>tmccolgan@springfieldcityhall.com</u>
Project Title	<u>Memorial Industrial Park II</u>		
Project Location (Street Address)	<u>WS Roosevelt Avenue/NS Bay Street</u>	Census Tract	<u>8002.01</u>
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)	<u>Creation of an urban industrial park on 85 acres of industrially zoned vacant land within a state approved economic opportunity area.</u>		

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the Region’s strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)
PLEASE REFER TO THE NEW EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED.

The project is a cooperative effort between the Springfield Redevelopment Authority and the City of Springfield. This proposed industrial park is consistent with the regional Plan for Progress’s Urban Investment Strategy of developing industrial land that has excellent highway access, rail access and all utilities to the site. It is a Brownfield’s site and once developed and fully occupied, could result in 1,000 jobs. The City, utilizing BEDI and Section 108 loan funds in the amount of \$1,000,000 and \$2,000,000 respectively, acquired has remediated the site. EDA funds would be utilized for design and construction of the necessary infrastructure to develop the park.

Current Project Status:

<u>XX</u>	Ready for Construction in 2005-2006
<u> </u>	Planning Stage
<u> </u>	Long Term

Was this project submitted last year (i.e. 2004) for inclusion in the region’s CEDs Update?
Yes XX No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for Funding consideration in calendar year 2005 and 2006?
Yes XX No Not Yet Determined

What is the current status of engineering and designed for this Project? Please explain in brief:

The Springfield Redevelopment Authority has purchased the land. Wetland delineation, environmental site assessment and geotechnical work has been completed. City has been awarded a \$1,000,000 BEDI grant from HUD and has approved a \$2,000,000 108 loan grant which will cover acquisition and remediation of the site. Remediation work commenced in the spring of 2004 and will be completed in the spring of 2005.

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2006 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
CEDs PROJECT PROPOSAL LISTING FORM ****

Instructions: Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Tuesday, March 16, 2006**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Samalid Hogan Tel: (413) 781-6045/FAX: (413) 732-2593, shogan@pvpc.org

Community Springfield Contact Person(s) Katie Stebbins
 Address 70 Tapley Street
 City/Town Springfield, MA Zip Code 01104
 Phone Number 413-787-6525 FAX Number 413-787-6524
 E-mail kstebbins@springfieldcityhall.com
 Project Title STCC Technology Park Incubator
 Project Location (Street Address) 1 Federal Street Census Tract 8013

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)

Technology Park/ Incubator

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED!

See attached

Current Project Status: Ready for Construction in 2006-2007
 X Planning Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?

Yes X No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year No Not Yet Determined X

What is the current status of engineering and design for this project? Please explain in brief:

Basic engineering analysis and conceptual design have been completed.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: \$ 4,000,000 Required Local 50%* Match: \$ 2,000,000

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: Local business partners

Estimated Private Sector Dollar Investment in Project: \$22,000,000

Estimated Number of Permanent Jobs to be Created/Retained: 150 35
 # Jobs Created # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: 20

From City of Springfield: 125

From Elsewhere in the Region: 40

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: 3

From City of Springfield: 10

From Elsewhere in the Region: 2

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

See attached

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

*** Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.**

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.**

Name and Title of Person Submitting This Form: Katie Stebbins
 Name

Deputy Director of Economic Development
 Title

Signature of Person Submitting This Form: _____

Date of Submission: 3/16/06

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2006 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
CEDs PROJECT PROPOSAL LISTING FORM ****

Instructions: Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Tuesday, March 16, 2006**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Samalid Hogan Tel: (413) 781-6045/FAX: (413) 732-2593, shogan@pvpc.org

Community Springfield Contact Person(s) Katie Stebbins
 Address 70 Tapley Street
 City/Town Springfield, MA Zip Code 01104
 Phone Number 413-787-6525 FAX Number 413-787-6524
 E-mail kstebbins@springfieldcityhall.com
 Project Title Indian Orchard Industrial Site Redevelopment
 Project Location (Street Address) 225 Goodwin Street Census Tract 8001
 Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)
Infrastructure

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED!

The Indian Orchard industrial site is the second largest piece of industrial land left in the city for redevelopment. The site once housed the majority of employment for this industrial Springfield neighborhood. The City, which owns the site, would like to see it redeveloped for light industrial use for small size businesses which make up the heart of Springfield's economy. The existing infrastructure of roads and water and sewer lines through and around this site need to be modernized in order for a project to move forward. This property has been vacant for over ten years and as a major community blight, it drains investment and value away from the surrounding streets. Once redeveloped, the site will provide new jobs and revenue for the City.

Current Project Status: Ready for Construction in 2006-2007
 X Planning Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?

Yes No X

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year No X Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief:

All environmental assessment for this site has been completed through cleanup design. Master plan for
redevelopment of the site as a small business light industrial park is complete.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: \$ 3,000,000 Required Local 50%* Match: \$ 1,500,000

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: State PWED, Water and Sewer Commission

Estimated Private Sector Dollar Investment in Project: \$4,000,000

Estimated Number of Permanent Jobs to be Created/Retained: 100 # Jobs Created 100 # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: TBD

From City of Springfield: TBD

From Elsewhere in the Region: TBD

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: TBD

From City of Springfield: TBD

From Elsewhere in the Region: TBD

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

The project will complement the larger project of revitalization of the Indian Orchard neighborhood as a “21st Century Mill Town” which includes riverfront and Main Street investments. This project as well as the success of the overall area revitalization will increase the number of locations where small businesses can locate and flourish and will build on the revitalization of nearby Ludlow. This concentration of infrastructure investment for growth of small businesses is consistent with the 2005 Plan for Progress.

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

*** Note:** *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*

****Note:** *Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Katie Stebbins
Name

Deputy Director of Economic Development
Title

Signature of Person Submitting This Form: _____

Date of Submission: 3/16/06

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2006 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
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Community Springfield Contact Person(s) Katie Stebbins
 Address 70 Tapley Street
 City/Town Springfield, MA Zip Code 01104
 Phone Number 413-787-6525 FAX Number 413-787-6524
 E-mail kstebbins@springfieldcityhall.com
 Project Title York Street Jail
 Project Location (Street Address) WS West York Street Census Tract 8020

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)

Infrastructure project for the creation of a mixed use arts and tourism district located at the former york street jail site.

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED

The redevelopment of Springfield's Riverfront is well underway. The new Basketball Hall of Fame is complete, as well as the Hilton Garden Inn, Pizzeria Uno, and the Tourist Information Center. Developers for the former Basketball Hall of Fame have been secured, making the jail site on the of the last pieces to be developed. The former jail sits on 3.3 acres of riverfront property and is currently vacant. The future development of this site will provide the city with a new source of jobs and tax revenues.

Current Project Status: Ready for Construction in 2006-2007
 X Planning Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?

Yes X No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year No X Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief:

All environmental assessment for this site has been completed, UST removed, site closed out with MA DEP.
Structural, mechanical and historical assessments have also been completed.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: \$ 20,000,000 Required Local 50%* Match: \$ 500,000

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: CDBG/ Bond Funds

Estimated Private Sector Dollar Investment in Project: \$16,000,000

Estimated Number of Permanent Jobs to be Created/Retained: 250 TBD
 # Jobs Created # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: TBD

From City of Springfield: TBD

From Elsewhere in the Region: TBD

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: TBD

From City of Springfield: TBD

From Elsewhere in the Region: TBD

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

The project will complement the destination already completed on the riverfront and will provide a tourism pull for the region as well an increased source of jobs. This is a regionally significant project and is consistent with the Connecticut River Strategy 2020, a component of the Plan for Progress.

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

*** *Note:* The local match requirements may be reduced in special instances under EDA guidelines/regulations.**

*****Note:* Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.**

Name and Title of Person Submitting This Form: Katie Stebbins
 Name

Deputy Director of Economic Development
 Title

Signature of Person Submitting This Form: _____

Date of Submission: 3/16/06

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2006 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
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Community Springfield Contact Person(s) Katie Stebbins
 Address 70 Tapley Street
 City/Town Springfield, MA Zip Code 01104
 Phone Number 413-787-6525 FAX Number 413-787-6524
 E-mail kstebbins@springfieldcityhall.com
 Project Title Union Station Intermodal Transportation Facility
 Project Location (Street Address) Frank B. Murray Street Census Tract 8010

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)
Redevelopment of a multi-modal transportation facility that will serve the region. Project will be
infrastructure specific.

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED

The redevelopment of Springfield's Riverfront is well underway. The new Basketball Hall of Fame is complete, as well as the Hilton Garden Inn, Pizzeria Uno, and the Tourist Information Center. Developers for the former Basketball Hall of Fame have been secured, making the jail site on the of the last pieces to be developed. The former jail sits on 3.3 acres of riverfront property and is currently vacant. The future development of this site will provide the city with a new source of jobs and tax revenues.

Current Project Status: Ready for Construction in 2006-2007
 X Planning Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?
 Yes X No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?
 Yes Year No X Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief:
Given a transition in project management at this site, the project is in the planning stages once again.
Haz mat removal in the building has been completed.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: \$ 115,000,000 Required Local 50%* Match: \$ 26,000,000

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: State transportation bond funds

Estimated Private Sector Dollar Investment in Project: \$30,000,000

Estimated Number of Permanent Jobs to be Created/Retained: 1,000 400
 # Jobs Created # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: 50

From City of Springfield: 100

From Elsewhere in the Region: 100

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: 20

From City of Springfield: 50

From Elsewhere in the Region: 20

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

This project has been identified as regionally significant in the region's Transportation Plan. The benefits of having a renovated Union Station include the creation of centralized transportation services for local, intercity bus and rail passengers and stimulating private investment. There has also been discussion about being a terminus for commuter rail service from New Haven, CT. EDA funding will assist the region in redeveloping the site for those improved services and aid in the revitalization of Downtown, consistent with the cross cutting theme for urban investment in the Plan for Progress.

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

*** Note:** *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*

****Note:** *Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Katie Stebbins
 Name

Deputy Director of Economic Development
 Title

Signature of Person Submitting This Form: _____

Date of Submission: 3/16/06



HOLYOKE PROJECTS

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
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Community Holyoke Contact Person(s) Jeffrey P. Hayden

Address One Court Plaza

City/Town Holyoke, MA Zip Code 01040-5016

Phone Number (413) 322-5655 FAX Number (413) 534-2299

E-mail oeid@ci.holyoke.ma.us

Project Title PARSON PAPER BLOCK REDEVELOPMENT

Project Location (Street Address) 84 Sargeant Street Census Tract 8116

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)
Industrial/commercial redevelopment to include demolition, and new construction.

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED

The Parsons Paper Block consists of 4.61-acres of land that is bounded by the Holyoke canal system's First and Second Level Canals. Specific reuse and economic benefits will be detailed in an Economic Development Plan to be created in the Spring of 2006.

Current Project Status: Ready for Construction in 2006-2007
 Planning Stage
 X Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?

Yes No X

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year No Not Yet Determined X

What is the current status of engineering and design for this project? Please explain in brief:

Preliminary analysis is underway.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: To be determined Required Local 50%* Match: To be determined

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: To be determined

Estimated Private Sector Dollar Investment in Project: To be determined

Estimated Number of Permanent Jobs to be Created/Retained: TBD TBD
 # Jobs Created # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

To be determined

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

*** Note:** *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*

****Note:** *Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Jeffrey P. Hayden
 Name

Director, Office of Economic and Industrial Development
 Title

Signature of Person Submitting This Form: _____

Date of Submission: March 15, 2006

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2006 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
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Community	<u>Holyoke</u>	Contact Person(s)	<u>Jeffrey P. Hayden</u>
Address	<u>One Court Plaza</u>		
City/Town	<u>Holyoke, MA</u>	Zip Code	<u>01040-5016</u>
Phone Number	<u>(413) 322-5655</u>	FAX Number	<u>(413) 534-2299</u>
E-mail	<u>oeid@ci.holyoke.ma.us</u>		
Project Title	<u>HALLMARK VAN LINES INDUSTRIAL BROWNFIELD SITE</u>		
Project Location (Street Address)	<u>160 Middle Water Street</u>	Census Tract	<u>8115</u>
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)			
<u>Industrial Brownfield Site</u>			

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

The site, formerly owned by Hallmark Van Lines, is located at 160 Middle Water Street in an industrial/commercial area in the southeastern portion of the City of Holyoke, Massachusetts. Following a fire in June 1996 that damaged the abandoned facility, the City began efforts to obtain ownership of the site property through the tax foreclosure process, and ultimately gained ownership in April 1999. A large portion of the 1.4-acre site is occupied by a severely damaged and vacant two-story 45,000 square foot building. Portions of the building's walls and roof are no longer intact, and much of the building area is unsafe to enter due to structural concerns caused by the fire. There also exists a significant environmental problem at the site. To address the environmental condition, the City has had site assessment work done. As a result a Phase II Comprehensive Assessment and Phase III Identification, Evaluation, & Selection of Comprehensive Remedial Action Alternatives reports were submitted to Massachusetts DEP in September 2003. The next steps for the project include site clean up, demolition, and disposition of the parcel. The total estimated cost to complete the site cleanup and demolition is \$672,000. In October 2005, Holyoke was awarded a \$200,000 environmental cleanup grant from the Environmental Protection Agency. Currently additional funding to complete the project is being sought.

A neighboring business of the Hallmark site has formally expressed an interest in purchasing the site from the City in order to expand their current business. This expansion will yield substantial private investment, increase employment opportunities, and provide tax revenue where there has not been any. The minimum estimated cost for a proposed future redevelopment at the site by a private entity is estimated at \$1 million. It is estimated that 65 jobs will be retained and 10 created as part of this brownfield/manufacturing redevelopment. Without additional assistance the property will remain blighted and have a negative impact on the City and the industrial neighborhood. The rehabilitation of this industrial Brownfield site is consistent with the City's Master Plan as well as the Pioneer Valley Region's Plan for Progress. The City of Holyoke has less than 100 acres available for industrial development; therefore, it is imperative that the City continue to redevelop formerly productive industrial properties.

Current Project Status: X Planning Stage (Ready for demolition and environmental clean-up.)

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?

Yes X No _____

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes _____ Year _____ No _____ Not Yet Determined X

What is the current status of engineering and design for this project? Please explain in brief:

Not Applicable. See Project Description above regarding environmental clean-up.

Total Estimated Project Cost: \$1,800,000 Required Local 50%* Match: \$1,000,000

Has Required Local Funding Match Been Secured? Private Sector

Anticipated Source(s) of Local 50% Match: Not yet determined (To date the City has invested over \$250,000 in the Project, in the form of unpaid real estate property taxes, planning, maintenance, engineering, environmental and professional services.)

Estimated Private Sector Dollar Investment in Project: \$1,000,000

Estimated Number of Permanent Jobs to be Created/Retained: 10 65
 # Jobs Created # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?
55 (In addition this project will have a significant impact on the aesthetics of the neighborhood and area.)

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?
To be determined

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

South Holyoke, the neighborhood in which the project is taking place, is located within the urban industrial core. The center of the neighborhood is primarily dense, multiple-story apartment buildings with rental units totaling 95% of the housing units, while the perimeter consists of industrial buildings. Census data indicates that in this neighborhood has a large concentration of young Hispanic residents, 89% Hispanic, compared to 41% for the City and 7% for the State. Within the neighborhood, 41% of the 2,178 residents were under 14 years old having a median age of 19, as opposed to the City's median age of 34. More than 50% of the South Holyoke residents fall below the poverty line, compared to 26% for the City and 9% for the State. The median household income of South Holyoke according to the 2000 Census was \$15,019 as compared to City's median household income of \$30,441 and a median household income for the State of \$50,502. According to the September 2004 statistics from the Massachusetts Department of Employment and Training (DET), the unemployment rate for Holyoke was 6.8%, above the state rate of 4.6% for that same period. According to the DET Training, the City has been above the statewide unemployment average for the last seventeen years.

This project will make possible the reuse of the property that has been a blight and an imminent hazard to the neighborhood for many years. It will also supply much needed tax dollars, the necessary area for the expansion of an existing company, an increase in jobs into the City. The current structure is situated across the canal from several multi-family residential buildings. The residents have had to look out their front windows at the dilapidated Hallmark Van Lines building for several years. The property, although secured the best as possible, continues to attract loiterers, drug dealing, and possibly homeless. As with any vacant building, fire may result causing damage to the adjacent properties. The cleanup of this property will provide a healthier and safer environment for the community as will as enhance employment opportunities for local residents.

Questions? *If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.*

*** Note:** *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*

****Note:** *Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Jeffrey P. Hayden
 Name

Director, Office of Economic and Industrial Development

Signature of Person Submitting This Form: _____

Date of Submission: March 15, 2006

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2006 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
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Community Holyoke Contact Person(s) Jeffrey P. Hayden

Address One Court Plaza

City/Town Holyoke, MA Zip Code 01040-5016

Phone Number (413) 322-5655 FAX Number (413) 534-2299

E-mail oeid@ci.holyoke.ma.us

Project Title HOLYOKE G&E INDUSTRIAL LAND PROJECT

Project Location (Street Address) Whitng Farms Road Census Tract 8121.02

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)
Predevelopment Planning; Construction of Roadways for two industrial parcels (29.7 acres total); and the establishment of water and sewer service.

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

The project involves pre-development planning and the construction of roadways on two parcels of prime Industrial land acquired by the Holyoke Economic Development and Industrial Corporation following the purchase of the Hadley Falls Hydro-electric dam by the Holyoke Gas and Electric Department. Project parcels include:

- 18.7 acres of land on the eastern side of Whiting Farms Road
- 11 acres of land on the western side of Whiting Farms Road.

The project will include the creation of a road to subdivide the 18 acre parcel, the creation of a subdivision road into the 11 acre parcel, and the establishment of water and sewer service to the 11 acre parcel. Subdivision of the parcel was completed in 2005.

Completion of the project will facilitate the development and re-use of the parcels - two of the best industrial parcels available for development in the City of Holyoke - and leverage significant benefits to the City of Holyoke and the Pioneer Valley. Development of these parcels and four other parcels acquired through the acquisition of the Dam will create an estimated 585 new full-time jobs, an estimated private investment of over \$34 million, and \$600,000+ annual post development tax gain for the City of Holyoke.

Current Project Status: Ready for Construction in 2006-2007
 X Planning Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?

Yes X No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year No Not Yet Determined X

What is the current status of engineering and design for this project? Please explain in brief:

Not yet determined.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: To be determined Required Local 50%* Match: To be determined

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: To be determined

Estimated Private Sector Dollar Investment in Project: To be determined

Estimated Number of Permanent Jobs to be Created/Retained: TBD TBD
 # Jobs Created # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

As stated in the Project Description, Completion of the project will facilitate the development and re-use of the parcels - two of the best industrial parcels available for development in the City of Holyoke - and leverage significant benefits to the City of Holyoke and the Pioneer Valley. Development of these parcels and four other parcels acquired through the acquisition of the Holyoke Dam will create an estimated 585 new full-time jobs, an estimated private investment of over \$34 million, and an estimated \$600,000+ annual post development tax gain for the City of Holyoke.

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

*** Note:** *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*

****Note:** *Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Jeffrey P. Hayden
 Name

Director, Office of Economic and Industrial Development
 Title

Signature of Person Submitting This Form: _____

Date of Submission: March 15, 2006

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2006 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
CEDs PROJECT PROPOSAL LISTING FORM ****

Instructions: Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Tuesday, March 16, 2006**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Samalid Hogan Tel: (413) 781-6045/FAX: (413) 732-2593, shogan@pvpc.org

Community Holyoke Contact Person(s) Jeffrey P. Hayden

Address One Court Plaza

City/Town Holyoke, MA Zip Code 01040-5016

Phone Number (413) 322-5655 FAX Number (413) 534-2299

E-mail oeid@ci.holyoke.ma.us

Project Title HOLYOKE MULTIMODAL TRANSPORTATION CENTER

Project Location (Street Address) 206 Maple Street Census Tract 8117

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)
Development of a transportation center with additional commercial and office uses.

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED

The City of Holyoke is seeking to renovate the former 32,000 SF Fire Station Headquarters into a mixed use Multimodal Transportation Center which will be home to the Pioneer Valley Transit Authority (PVTA) Regional Hub, the Holyoke Peter Pan Bus Lines Office, the Holyoke Community College Adult Learning and Literacy Center, HCS Head Start, and retail and restaurant businesses. In addition, a parking deck is proposed for the adjacent City-owned land.

The City will be the project lead. The developer is the Picknelly Development Group of Springfield (Peter Pan). The City will execute a Joint Development Agreement with the PVTA and the developer. Numerous side agreements will be developed by the City for sale of the building, construction, operations, real estate property taxes, revenue sharing, etc.

The project is estimated to be approximately \$7.5 million. The funds are from the Federal Transportation Administration, the Massachusetts Executive Office of Transportation, the Picknelly Group, Historic Tax Credits, and the building. The project is scheduled to begin this summer with a construction schedule of approximately 18 months.

Current Project Status: Ready for Construction in 2006-2007
 Planning and Contract Negotiation Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?

Yes No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year No Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief:

Design is complete and a preferred developer has been selected. Construction is expected to commence in 2006.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: \$7,500,000 Required Local 50%* Match: \$7,500,000

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: Picknelly Development Group, City of Holyoke, Federal Transit Administration, Commonwealth of Massachusetts Not yet determined

Estimated Private Sector Dollar Investment in Project: \$1,000,000

Estimated Number of Permanent Jobs to be Created/Retained: 30 # Jobs Created 50 # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

Citizens of Holyoke and the region, especially low/moderate income persons will benefit from this project. Twenty to thirty people will benefit from direct employment. Additionally it is estimated that over 10,000 persons will be served weekly at the Literacy Center, Day Care, and with transportation services. Downtown Holyoke will benefit from increased transportation opportunities, commercial activities, and property improvements.

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

Regional transportation hub will be established. Literacy and the lack of Adult Basic Education is a severe problem in the Springfield MSA; this project will increase capacity in Holyoke by over 200%.

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

*** Note:** *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*

****Note:** *Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Jeffrey P. Hayden
Name

Director, Office of Economic and Industrial Development
Title

Signature of Person Submitting This Form: _____

Date of Submission: March 15, 2006

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2006 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
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Community	<u>Holyoke</u>	Contact Person(s)	<u>Jeffrey P. Hayden</u>
Address	<u>One Court Plaza</u>		
City/Town	<u>Holyoke, MA</u>	Zip Code	<u>01040-5016</u>
Phone Number	<u>(413) 322-5655</u>	FAX Number	<u>(413) 534-2299</u>
E-mail	<u>oeid@ci.holyoke.ma.us</u>		
Project Title	<u>VICTORY THEATER</u>		
Project Location (Street Address)	<u>81-89 Suffolk Street</u>	Census Tract	<u>8117</u>
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)			
<u>Redevelop a historic theater in downtown Holyoke for cultural and commercial use.</u>			

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED

Initial feasibility study is complete regarding the future of the Victory Theater, a historic theater in Downtown Holyoke. Closed for over two decades, the future of this location may need to be privatized in order to rehabilitate the property to be commercially successful. The property has significant potential to assist with the economic and cultural revitalization of downtown Holyoke.

Private fund raising efforts have been on-going to assist in saving the building. In 2004 the City of Holyoke issued a request for proposals for the property. Save the Victory, Inc., a non-profit organization then reached a lease agreement with the City to begin redevelopment. A market assessment study is currently underway.

Current Project Status: Ready for Construction in 2006-2007
 Planning Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?

Yes No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year No Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief:

Not started. Some planning complete.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: \$10,000,000 to \$15,000,000 Required Local 50%* Match: To be determined

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: To be determined

Estimated Private Sector Dollar Investment in Project: To be determined

Estimated Number of Permanent Jobs to be Created/Retained: TBD TBD
 # Jobs Created # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

To be determined

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

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Name and Title of Person Submitting This Form: Jeffrey P. Hayden
 Name

Director, Office of Economic and Industrial Development
 Title

Signature of Person Submitting This Form: _____

Date of Submission: March 15, 2006

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Community Holyoke Contact Person(s) Jeffrey P. Hayden

Address One Court Plaza

City/Town Holyoke, MA Zip Code 01040-5016

Phone Number (413) 322-5655 FAX Number (413) 534-2299

E-mail oeid@ci.holyoke.ma.us

Project Title EL MERCADO (AN URBAN MALL)

Project Location (Street Address) 409-413 Main Street Census Tract 8115

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)

Business incubator within an urban setting

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

Redevelopment of a commercial building into Latin-themed indoor Mercado. The Mercado will allow low-income residents or resident groups to rent out a small retail space within the facility. As such, the redevelopment effort will be closely linked with our efforts at micro-enterprise training courses, a working capital program, and our resident self-sufficiency efforts. The retail space we intend to rent will be of two types; one type of retail space will take the form of "pushcarts". The other form of space will be more permanent "anchor" stores for new and existing enterprises that either needs to relocate from existing blighted structures or who will provide some badly needed goods and services. In return, they will receive technical assistance, occasional store coverage, group marketing, security, and the like.

The structure is a brick building originally built as a five-story building at the turn of the century and was lowered into a two and a half story building approximately 23 years ago by the previous owner. While the first floor has continually served as active commercial space, the second floor has been vacant for approximately 15 years. The last commercial tenants (Lincoln Hardware, who were the building's owner) retired in December 1997 and donated the building to Nueva Esperanza. While no major investments have been made to the property in quite some time, the diligence of the previous owners and their background in hardware has held the building in above-average condition. The major hard costs include installation of bathrooms, installation of HVAC, installation of a new roof, and installation of new electricity and lighting, and repairs to floors, walls and ceilings. The remaining work generally consists of decorating which is significant since the building is for all intents and purposes and empty shell of a space.

Current Project Status: Ready for Construction in 2006-2007
 Planning Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?

Yes No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year _____ No Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief:

Partially complete

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: To be determined Required Local 50%* Match: To be determined

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: To be determined (To date the City has invested over \$250,000 in the Project, in the form of unpaid real estate property taxes, planning, maintenance, engineering, environmental and professional services.)

Estimated Private Sector Dollar Investment in Project: To be determined

Estimated Number of Permanent Jobs to be Created/Retained: TBD TBD
 # Jobs Created # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

To be determined

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

*** Note:** *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*

****Note:** *Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Jeffrey P. Hayden
 Name

Director, Office of Economic and Industrial Development
 Title

Signature of Person Submitting This Form: _____

Date of Submission: March 15, 2006

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YEAR 2006 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
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Community	<u>Holyoke</u>	Contact Person(s)	<u>Jay Breines, Executive Director, Holyoke Health Center</u>
Address	<u>P.O. Box 6260</u>		
City/Town	<u>Holyoke, MA</u>	Zip Code	<u>01041-6260</u>
Phone Number	<u>(413) 420-2110</u>	FAX Number	<u>(413) 534-5416</u>
E-mail	<u></u>		
Project Title	<u>HOLYOKE HEALTH PLAZA PROJECT</u>		
Project Location (Street Address)	<u>570 Dwight Street</u>	Census Tract	<u>8117</u>
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)	<u>Non-profit Urban Health Center Development</u>		

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region’s strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

A multi-phase project involving the acquisition, renovation, and development of four buildings consisting of approximately 100,000 square feet (of useable space) in the property known as the Epstein Furniture complex, with a main address at 570 Dwight Street, Holyoke (across from Holyoke City Hall). Phase I which involved the acquisition and renovation of 30,000 square feet of the property and a consolidation of the Holyoke Health Center’s medical operations under one roof are complete. Phases II and III which involve additional renovations to further integrate the buildings and complete the transformation of the property into a Medical Mall serving residents of Holyoke’s downtown neighborhoods are underway. It is anticipated that approximately over 100 jobs will be retained and that 120 new jobs will be created by this project.

The Holyoke Health Center targets the City’s and the region’s growing Latino population, which is under served, under insured, and requiring significant medical services. The Holyoke Health Plaza concept is to create a “medical mall” in which a variety of health organizations will co-locate providing a number of medical services and a variety of human service programs targeting the needs of low-income patients in the area where they live.

Prospective tenants include private businesses that will bring additional capital, financing opportunities, and services. Some spin-off development has already occurred such as the purchase and renovation of a vacant bank building across the street from the Holyoke Health Plaza and smaller retail storefronts.

Job creation efforts will target low-income residents with the goal of serving vulnerable populations, and it is anticipated that Holyoke’s low-income residents will fill at least 30% of the new positions. The majority of Holyoke Health Plaza jobs will provide employees the opportunity to climb career ladders. This will enable employees to continually reach for and attain higher levels of employment.

The Project is consistent with the core goals of the Plan for Progress in that it maximizes job expansion and retention, stimulates urban growth, development and revitalization, and fosters a positive business environment.

Current Project Status: X Ready for Construction in 2006-2007 (Construction nearing completion)
 Planning Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region’s 2005 CEDs Annual Update?

Yes X No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year No X Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief: Complete

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: _____ Required Local 50%* Match: _____

Has Required Local Funding Match Been Secured? _____ Yes _____ No

Anticipated Source(s) of Local 50% Match: _____

Estimated Private Sector Dollar Investment in Project: _____

Estimated Number of Permanent Jobs to be Created/Retained: 750

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?
Holyoke health Center serves approximately 10,000 patients annually and 80% of its clients live below 200% of the federal poverty level.

From City of Holyoke: 8,000

From City of Springfield: 600

From Elsewhere in the Region: 1,400

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: 600

From City of Springfield: 45

From Elsewhere in the Region: 105

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

The Project will provide a myriad of benefits to the region and to the City of Holyoke. These benefits include: the provision of services via the medical mall concept to the Health Center's patients, who reside in Holyoke and the region, the re-tenancing of the complex with job creation estimated at 120 persons (including medical specialists and professionals), retention of over 100 jobs, and private investment exceeding \$2 million, economic opportunity for employees via career ladders, and the return of a significant portion of the three-building complex, prominently located downtown across from Holyoke City Hall, to the tax rolls generating new real estate property tax revenue for the City of Holyoke.

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

* **Note:** *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*

****Note:** *Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Jeffrey P. Hayden
Name

Director, Office of Economic and Industrial Development

Signature of Person Submitting This Form: _____

Date of Submission: March 15, 2006

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
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Community	<u>Holyoke</u>	Contact Person(s)	<u>Jeffrey P. Hayden</u>
Address	<u>One Court Plaza</u>		
City/Town	<u>Holyoke, MA</u>	Zip Code	<u>01040-5016</u>
Phone Number	<u>(413) 322-5655</u>	FAX Number	<u>(413) 534-2299</u>
E-mail	<u>oeid@ci.holyoke.ma.us</u>		
Project Title	<u>PROFESIONAL BUSINESS PARK AT HOLYOKE COMMUNITY COLLEGE</u>		
Project Location (Street Address)	<u>303 Homestead Avenue</u>	Census Tract	<u>8210</u>
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)			
<u>Construction of an access road and a four-site business park</u>			

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

The Holyoke Community College Foundation (HCCF) and its partners will construct a 4 site Business Park on HCC Foundation land immediately adjacent to the main campus. In developing the Park, which will house service industry and light manufacturing occupations, the College will use its successful development of its Kids' Place Child Care Center as a model. Like the Kids' Place, which meshes the needs of the childcare employer with the skills of students trained on campus, the Business Park will be a unique regional workforce development tool providing employment opportunities and collaborative training to employers and job seekers alike. Community Colleges have distinct advantage in providing technical-training, which responds to the current needs of local businesses. With a thriving Business Park adjacent to the campus, provision of these services will be enhanced. Training will be designed to the individual, a specific job, and to a company seeking workers. For example, a financial services company seeking to start a back-office operation can provide a unique classroom for the student and/or job seeker. Therefore training becomes progressive or proactive as opposed to reactive. Residents of the Park and HCC students will also benefit from the complementary soon to be open 55,000 SF Center for Business and Technology, called the Kittredge Business Center as well. This project pools the resources of the Commonwealth, the College, the HCC Foundation, and the workforce development programs of the City and region as well as numerous private businesses and institutes. This investment will yield many high-paying opportunities for individuals as well as put a mechanism in place which will replicate this process for many years. (Please see attached Description).

The Project meets EDA Investment Priority Guidelines: It is market-based (meeting the needs of area businesses, students, and job seekers), proactive (providing an innovative approach to melding business and education), will stimulate the local economy through job creation and investment, create higher paying jobs, provide a good return on taxpayer investment, and has a high probability of success (given HCCF's successful track record and a high level of private sector investment, political capital, and human resources expertise). EDA funding assistance will be sought for the construction of an access roadway into the Business Park.

Current Project Status: X Ready for Construction in 2006-2007
 Planning Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?
 Yes X (project funded) No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?
 Yes Year No Not Yet Determined X

What is the current status of engineering and design for this project? Please explain in brief:
Design for the access road for the Business and Technology Park has been awarded. It is anticipated that design for this roadway will be completed in the summer of 2005. Design of the development sites will follow.

***Center for Business and Technology and Business Park
At Holyoke Community College***

General Description:

The Holyoke Community College Foundation (HCCF), Holyoke Community College, and the City of Holyoke have initiated a development project designed to provide new opportunities for business growth, job creation, and workforce development through the creation of a Professional Business Park on HCCF land at Holyoke Community College and the complementary development of a Center for Business and Technology. The project will stimulate new private investment, as well as create new jobs for Holyoke and the region, and increase real estate property revenue for the City.

Business and Technology Park:

A 4 site Business and Technology Park will be created providing opportunities for office uses, service companies, and light manufacturing operations. Private investment of over \$13 million is anticipated and 140 new jobs are expected through the creation of the Park. It is estimated that the Park will yield approximately \$2 million in real estate property taxes over the first 10 years of the project.

It is the intent of the project that the Businesses to be located at the Park will be directly linked to the educational, skills training and workforce development programs of the College. “Collaborative Internships” will offer employers a workforce pool, which has been trained for specific tasks. At the same time, job seekers will receive skill(s) enhancement that will be directly related to a job.

Kittredge Business Center

The Kittredge Business Center, an \$18 million, 55,000 SF building, will house Holyoke Community College’s Business Division, The Center for Business & Professional Development, and Cooperative Education and Career Services. Design for the Project is complete, construction began in February 2004, and the facility is scheduled to open in may 2006. It is anticipated that the Center will create 20 new full-time positions.

Sixteen (16) million dollars of the \$18 million dollar cost of the facility has already been secured. (Of the secured funds, \$9 million has been awarded by the Commonwealth of Massachusetts and \$6 million has been secured with private financing, with an additional \$1 million provided by a single, private donor.) The Holyoke Community College Foundation will receive \$1 million in federally earmarked funds and will raise an additional \$1 million through private donations for the project.

Proposed Use of EDA Funds:

The requested EDA funds will be used to construct an access roadway, with an estimated total project cost of \$2,085,000. The required local 50% match has been secured.

Benefits Summary:

The entire project will yield over \$21 million in private investment, approximately 160 new jobs and significant real estate property tax revenue to the City. The unique connection of this project to the workforce development programs of the College and the region will produce an added benefit for job seekers and employers throughout the Pioneer Valley.

The Park and Kittredge Business Center will provide numerous services that will promote the retention and growth of Holyoke businesses and at the same time be a part of what will attract new companies to the City. These benefits include educational and training programs designed to:

- Enhance the work-place skills of students;
- Provide training designed to meet the needs of businesses;
- Initiate “shop floor implementation”;
- Stimulate opportunities for businesses to implement new technologies; and,
- Facilitate the hands on interaction of business with various academic departments and educational programs.

The Park and Kittredge Business Center will also be significant contributors to the economic development of Western Massachusetts, be a regional resource for professional development and employee training, and serve an increasing number of students - locally, regionally, nationally, and internationally - through technology-enhanced workforce development services and support.

This project will provide the College’s 6,500 students, approximately 65% of whom are from low or moderate incomes, with opportunities to improve their skill sets, their marketability in the workplace, and their access to employment.

The Project, which has a high probability of success is consistent with the core goals of the Plan for Progress. It will extract the resources of our higher education system and integrate them into the regional economy for direct economic benefit, thereby:

- Maximizing job expansion and retention;
- Stimulating urban growth, development and revitalization; and,
- Fostering a positive business environment.

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Community Holyoke Contact Person(s) Jeffrey P. Hayden

Address One Court Plaza

City/Town Holyoke, MA Zip Code 01040-5016

Phone Number (413) 322-5655 FAX Number (413) 534-2299

E-mail oeid@ci.holyoke.ma.us

Project Title LINEWEAVE COMPLEX REDEVELOPMENT PROJECT

Project Location (Street Address) 20 Water Street Census Tract 8114

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)
Industrial redevelopment to include environmental remediation, demolition, and new construction.

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED

The City of Holyoke, through its Economic Development Corporation, is in the negotiation stage of this large scale redevelopment project. The 6 + acre site is currently comprised of an industrial mill complex originally built in 1890. The site is situated between the Connecticut River and a city canal. Specific reuse and economic benefits will be detailed in an Economic Development Plan.

Current Project Status: Ready for Construction in 2006-2007
 Planning Stage
 X Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region's 2005 CEDs Annual Update?

Yes No X

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year No Not Yet Determined X

What is the current status of engineering and design for this project? Please explain in brief:

Preliminary analysis is underway.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: To be determined Required Local 50%* Match: To be determined

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: To be determined

Estimated Private Sector Dollar Investment in Project: To be determined

Estimated Number of Permanent Jobs to be Created/Retained: TBD TBD
 # Jobs Created # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

To be determined

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

*** Note:** *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*

****Note:** *Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Jeffrey P. Hayden
 Name

Director, Office of Economic and Industrial Development
 Title

Signature of Person Submitting This Form: _____

Date of Submission: March 15, 2006



NORTHAMPTON PROJECTS

**PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2006 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE
CEDs PROJECT PROPOSAL LISTING FORM ****

Instructions: Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Tuesday, March 16, 2006**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Samalid Hogan Tel: (413) 781-6045/FAX: (413) 732-2593, shogan@pvpc.org

Community Northampton Contact Person(s) Teri Anderson, Economic Dev. Coordinator
 Address City Hall, Room 12, 210 Main Street
 City/Town Northampton, MA Zip Code 01060
 Phone Number 413-587-1249 FAX Number 413-587-1275
 E-mail tanderson@northamptonma.gov
 Project Title VILLAGE AT HOSPITAL HILL BUSINESS PARK – Redevelopment of Northampton State Hospital
 Project Location (Street Address) Prince Street (Rt. 66) Census Tract 8219.02

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)

The project is a mixed-use village with a business park component consisting of 476,000sf of commercial, office, light industrial, research & development, information/new media, technology, and live/work studio space. South Campus includes 324,000sf of commercial/industrial space North Campus includes 152,000sf. EDA funds will be used for infrastructure improvements and building demolition/rehabilitation.

Provide a Brief Project Description (indicate how this project will create/retain jobs, how the project is consistent with the region’s strategic economic plan, how the project will address economic distress at the local and/or regional levels, etc.)

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED

The Hospital Hill Business Park will retain businesses by creating space for existing businesses in Northampton and the region to expand and will attract new businesses by increasing the region’s available industrial inventory. It will have a special focus on the information/new media, technology, and manufacturing sectors and is projected to create or retain up to 853 jobs. The project will redevelop vacant historic buildings and create permanent open space. The project is expected to create entrepreneurial and small business development opportunities for the low/moderate income community. The project has a high level of commitment by local, regional and state officials. A significant public investment will be required to ensure a viable development plan including environmental remediation, public infrastructure, and demolition. Please see attached sheet for consistency with policy guidelines.

Current Project Status: Ready for Construction in 2006-2007
 Planning Stage
 Long Term

Was this project submitted last year (i.e. 2005) for inclusion in the region’s 2005 CEDs Annual Update?

Yes No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2006 or 2007?

Yes Year 2006 No Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief:

Definitive subdivision level engineering plans are complete, approved, and ready to bid. MEPA and local zoning permitting is complete. Roadway improvements are in final construction detail design phase.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2007 OR 2008 (i.e. 10/1/06 thru 9/30/07)

Total Estimated Project Cost: \$28 million Required Local 50%* Match: \$14 million

Has Required Local Funding Match Been Secured? Yes No X Partly
(DCAM, MDFA, PWED, and City CDBG funds are secured.)

Anticipated Source(s) of Local 50% Match: MDFA, CDAG, PWED, DCAM, City of Northampton/CDBG

Estimated Private Sector Dollar Investment in Project: \$46 million in commercial investment (land and construction)

Estimated Number of Permanent Jobs to be Created/Retained: 653 200
Jobs Created # Jobs Retained

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: 40 permanent jobs/39 construction jobs**(over 10 years/12annually)

From City of Springfield: 40 permanent jobs/120 construction jobs**(over 10 years/36annually)

From City of Northampton: 200 permanent jobs/20 construction jobs**(over 10 years/6 annually)

*Based on the U.S. 2000 Census - workers by place of residence comprising the Northampton workforce rounded up to account for regional workforce growth trends. ** Assumes 179 construction jobs created over 10 years calculated using RS Means Construction Data and job multipliers supplied by demolition contractors. Total construction jobs were distributed proportionately to % of construction jobs in the three communities and assuming union labor primarily in Hampden County.

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?

From City of Holyoke: 44

From City of Springfield: 187

From City of Northampton: 320

*Based on DETMA Jan. 2004 unemployed people in each community x % residents in each community working in Northampton.

Funding Justification (describe why this project is regionally significant and other pertinent information regarding project benefits and the rationale for seeking EDA funding assistance):

See Attached Sheet

Questions? If you should have questions about this form or related issues, please contact Samalid Hogan or Tim Brennan at the PVPC at 413/781-6045.

*** Note:** *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*

****Note:** *Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Tuesday, March 16, 2006 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Teri Anderson
Name

Economic Development Coordinator
Title

Signature of Person Submitting This Form: _____

Date of Submission: March 16, 2006

Funding Justification

Special Need: The closing of the Northampton State Hospital has created a long-term economic change in Northampton. The State Hospital provided 800 jobs before its gradual process of deinstitutionalization and ultimate closing in 1993. Since that time, the 880,000 square foot facility has been vacant with minimal maintenance resulting in significant deterioration of the buildings most of which are no longer salvageable. Environmental remediation, building demolition, and replacement of obsolete infrastructure throughout the 126 acre campus is a significant barrier to redevelopment of the property. Significant public investment is required to achieve a viable project. The City of Northampton has experienced 20+ years of job dislocation, blighted conditions, and property tax loss from underutilization of the property resulting from the severe redevelopment limitations at the State Hospital as well as a lengthy disposition process by the Commonwealth of Massachusetts. In addition, the City lost \$2.5 million in State aid in fiscal year 2004 and the governor is projecting level funding in FY05. With rising municipal costs and stagnant State aid, the City will experience additional losses in services and personnel. At full build out, the Hospital complex is projected to generate almost \$600,000 in new commercial/industrial tax revenue for the City and up to 853 new and retained jobs. The City has a severe deficit of land suitable for commercial/industrial uses and has lost several manufacturers over the last several years due to lack of available space to accommodate expansion. The Northampton State Hospital property is critical in providing suitable land to allow for retention of existing businesses as well as new business growth in the City and the region.

Regional Significance: Redevelopment of the Northampton State Hospital has regional significance because it will create 476,000sf of new commercial/industrial space. It will be a regional draw as a technology business center for expansion of existing firms as well as new businesses seeking to locate in the region. Job creation and retention potential is approximately 853 new jobs in the region. Information gathered during business visits in the City over the last two years indicates that Northampton businesses draw employees from throughout the region including Holyoke, Easthampton, Westfield, the Hilltowns, and Franklin County. The 2000 Census shows that 491 Holyoke residents and 441 Springfield residents work in Northampton. Anecdotal evidence from business interviews indicates that since the PVTa instituted bus service between Holyoke and Northampton in 1999, workers from Holyoke has increased especially in the hospitality and restaurant sectors. The Business Park at Hospital Hill will create a range of job categories and wage scales available to the regional workforce. The updated Market Study prepared by Crowley Associates indicates that the project is expected to draw more from the Hampshire and Hampden County workforce where most of the region's employment growth is expected to occur in the service and technology sectors. In addition, with a relatively low unemployment rate in Hampshire County, a project of this scale is likely to draw workers from the larger population centers in the region where there is a larger workforce and higher unemployment rates.

Compliance with EDA Investment Policy Guidelines

Market Based Investment: Market feasibility studies for the Business Park at Hospital Hill verify the potential market demand for office and manufacturing space in the region. In addition, several manufacturers in the City are currently seeking sites for facility expansion. The planned business park at Hospital Hill will make a range of job categories and wage scales available to the regional workforce. Indeed, it is estimated that as many as 853 jobs will be created or retained by the project. A Market Study prepared by Crowley Associates, Real Estate Appraisers & Consultants indicates that a project of this scale is likely to draw workers not only from the larger population centers in Hampshire County but also from the larger available workforces in Franklin and Hampden counties. The study examined historical data and employment trends and projected that up to 476,000 square feet of mixed commercial/light industrial space could be absorbed in 10 years. The project's master plan was developed to anticipate that change would be essential to serving diverse markets over the long term. Both the master plan and the currently approved site plan afford this level of flexibility within the office/light industrial mix. The following career paths and salary ranges are projected based on job categories in the target clusters and salaries reported by similar local businesses during interviews conducted under the joint City/Chamber Northampton Business Visitation Program (2001-2004).

Strong Organizational Leadership and High Probability of Success: Mass Development (quasi-public state agency) and Community Builders, Inc. have the human resources, experience, and technical ability to successfully implement this project. Both agencies have significant experience in large-scale development projects (i.e. Fort Devens Redevelopment where EDA has invested more than \$4.9 million for infrastructure improvements and building rehabilitation). In addition, the City has committed the planning and marketing resources of its Planning and Economic Development staff.

The Village at Hospital Hill

Commercial Development Program - Career Path and Salary Range Estimates

Career Path	Salary Range
Science/R&D/Engineering	\$50,000-\$100,000
Tech Manufacturing/Assembly/Testing/Machinist	\$20,000-\$40,000
Computer Programming/Software Design/Tech Support	\$25,000-\$100,000
Administrative Support/Sales/Marketing	\$25,000-\$50,000
Publishing/Graphic & Artistic Design	\$20,000-\$40,000

Advance Productivity, Innovation, and Entrepreneurship: Manufacturing, technology, and corporate office users are expected to offer high skill, high wage jobs for the regional workforce.

Priority industry clusters for the region (as defined by the Regional Competitiveness Council) include: education and knowledge creation, health care, life sciences, medical devices and pharmaceuticals, plastics, agriculture, hospitality/tourism, metal manufacturing and production technology, and printing/publishing. Target clusters for the City of Northampton and the Village at Hospital Hill include: education, health care, medical devices and instrumentation, technology manufacturing, printing/publishing, and software development. Target clusters for Northampton and the Village at Hospital Hill are based on local business needs, local assets, workforce and growth potential and critical mass in existing businesses in the City. The City of Northampton joined the Pioneer Valley Technology Innovation Development Exchange Roundtable to link University research and commercialization with potential sites at the Village at Hospital Hill Business Park.

Long Range Economic Horizon, Anticipate Economic Changes, Diversify the Local/Regional Economy: The type of commercial/industrial space available on the property will support the development of industry clusters identified in the Governor’s Competitiveness Council Cluster Analysis for the Pioneer Valley region, particularly with regard to such industries as printing/publishing, life sciences/medical devices, and information technology. The site can provide space for both incubator and mature businesses. The Business Park at Hospital Hill has a projected build out of 10 years. The developers and the City are actively monitoring market need/demand and adjusting the plans to respond to that need. The commercial/industrial opportunities at the Hospital Hill Business Park will add to the diversification of the region’s economic base by targeting traditional and technology based businesses.

High Degree of Commitment: Redevelopment of the Northampton State Hospital has the full support of local, state, and federal elected officials. The Village at Hospital Hill is a project of regional significance, is consistent with local and regional economic development, land-use and housing goals; and has broad public support from housing, land-preservation, and economic development organizations in the region. It is listed as a high-priority project in Northampton Vision 2020, the Pioneer Valley Comprehensive Economic Development Plan (CEDS), and the Pioneer Valley Competitiveness Council Cluster Analysis. The Village at Hospital Hill project has received funding from a number of state sources. These include: \$5.7 million from DCAM to partially fund the cost of plans, studies, permitting, demolition, asbestos and hazardous-waste removal and site preparation; a conditional reservation of \$362,700 in Low Income Housing Tax Credits and \$750,000 of in HOME funds for affordable-housing development; \$1 million from the Affordable Housing Trust for affordable-housing development; a \$1,813,758 Public Works Economic Development (PWED) grant for the construction of off-site infrastructure, on-site infrastructure at the project’s North Campus, and traffic signalization; a \$2million Community Development Action Grant (CDAG) to support roadway and infrastructure improvements on the South Campus Business Park. MassDevelopment provided an equal match for the PWED and CDAG grants. To date, the state has committed more than \$14million to facilitate the redevelopment of this significant regional resource. In addition, the City of Northampton has committed \$219,900 in Community Development Block Grant funds towards demolition, design, infrastructure and housing development costs. The project is expected to leverage approximately \$46 million in commercial investment and another \$52 million in residential investment.

APPENDIX B

PLAN FOR PROGRESS COORDINATING COUNCIL, TRUSTEES, AND URBAN INVESTMENT STRATEGY TEAM MEMBERSHIPS



**PLAN FOR PROGRESS
COORDINATING COUNCIL MEMBERSHIP
JUNE 2006**

Hector Bauza, *President, Bauza & Associates*
Ellen Bembem, *President, Regional Technology Corporation*
Allan Blair, *President/CEO, Economic Development Council of Western Mass*
Steven Bradley, *Vice President - Government Relations, Baystate Health Systems*
Timothy Brennan, *Executive Director, Pioneer Valley Planning Commission*
Patricia Crutchfield, *Director, Cambridge College - Graduate Program for Working Adults*
Russell Denver Esq., *President, Greater Springfield Affiliated Chambers of Commerce*
Dianne Fuller Doherty, *Regional Director, WMass. Small Business Development Center Regional Office - SBDC*
Paul Douglas, *Executive Director, Franklin Regional Housing Authority*
John Doyle, *CPA - Consultant, Strategic & Financial Consulting*
Linda Dunlavy, *Executive Director, Franklin Regional Council of Governments*
Martha Field, Ph.D., *Interim Dean of Institutional Support & Advancement, Greenfield Community College*
Michael Fritz, *President, Rugg Lumber Co. Inc.*
John Gallup, *Board of Directors, Economic Development Council of Western Mass*
Jeffrey Hayden, *Director - Office of Economic & Industrial Development, City of Holyoke*
Thomas Herrala, *Civic Leader/Consultant*
Mary Jenewin-Caplin, *Program Officer, Community Foundation of Western Massachusetts*
Stanley Kowalski Jr PhD., *Dean, School of Business, Western New England College*
William Messner, Ph. D., *President, Holyoke Community College*
James Morton, Esq., *Executive Director, Massachusetts Career Development Institute*
Christopher Myhrum Esq., *Chair - Environmental Dept, Bulkley, Richardson & Gelinas, LLP*
Russell Peotter, *General Manager, WGBY - 57*
Katie Stebbins, *Deputy Director of Economic Development, Springfield Planning Department*
Paul Tangredi, *Director of Business Development, Environmental Compliance Services, Inc.*
Mary Walachy, *Executive Director, Irene E. & George A. Davis Foundation*

PLAN FOR PROGRESS TRUSTEES MEMBERSHIP JUNE 2006

Kelly Aiken, *Outreach Director for Workforce Development, University of Massachusetts*
H. Edgar Alejandro, *Manager - Economic & Commercial Development, Western Mass Electric Co*
Kathy Anderson, *M.A.P. Director, Mayor's Office*
Teri Anderson, *Economic Development Coordinator, Designee, City of Northampton*
William Andrews, *Strategic Projects Market Manager, Battelle Memorial Institute*
Jaye Ashe, *Superintendent, Hampden County House of Correction*
Robert Bacon, *President, Elm Electrical, Inc.*
Hector Bauza, *President, Bauza and Associates*
Ellen Bemben, *President, RTC*
Kay Berenson, *Publisher, The Recorder*
Allan Blair, *President/CEO, EDC of Western Mass*
Sue Boniface, *Business Development Officer, First Pioneer Credit Union*
John Bonini, Esq., *Doherty Wallace & Pillsbury*
Paul Boudo, *Councilor-At-Large, Town of West Springfield*
Douglas Bowen, *Executive Vice President, Peoples Bank*
Steven Bradley, *Vice President - Government Relations, Baystate Health System*
Timothy Brennan, *Executive Director, Pioneer Valley Planning Commission*
James Broderick, *Vice President Commercial Real Estate, Banknorth*
Kate Brown, *Planning Director, City of Chicopee*
Maren Brown, *Director - Education Access, UMass Amherst*
Joseph Burke, PhD., *Superintendent, Springfield Public Schools*
Eduardo Carballo, PhD., *Superintendent, Holyoke Public Schools*
Kendall Clawson, *Vice President, Planning & Community Services, United Way of Pioneer Valley*
Valerie Conti, *Assistant State Director, MSBDC*
Ronald Copes, *Vice President of Community Relations, Mass Mutual Insurance Company*
John Coull, *Executive Director, Amherst Chamber of Commerce*
Patricia Crosby, *Executive Director, Franklin/Hampshire REB*
Patricia Crutchfield, *Director, Cambridge College*
Jeffrey Daley, *Vice President, Westfield Chamber of Commerce*
Russell Denver Esq., *President, Chamber of Commerce*
Dianne Fuller Doherty, *Regional Director, WMass. Regional Office - SBDC*
Paul Douglas, *Executive Director, Franklin Regional Housing Authority*
John Doyle, *CPA - Consultant, Strategic & Financial Consulting*
Linda Dunlavy, *Executive Director, Franklin Regional Council of Governments*
Richard Feldman, *Executive Director, Hampshire Community Action*
Martha Field, Ph.D., *Dean of Inst. Supt. & Adv., Greenfield Community College*
Kevin Flynn, *Director Planning Department - Designee, Town of Greenfield*
The Honorable Christine Forgey, *Mayor of Greenfield, City of Greenfield*
Michael Fritz, *President, Rugg Lumber Co Inc*
Sharon L. Fross Ph.D., *Vice Provost Outreach & Cont. Ed., UMass Amherst*
Frederic Fuller III, *Consultant*
Paul Gagliarducci, Ph.D., *Superintendent of Schools, Hampden-Wilbraham Regional School District*
John Gallup, *Board of Directors, EDC of Western Mass*
The Honorable Edward Gibson, *Mayor, City of West Springfield*
Carlos Gonzalez, *Executive Director, MA Latino Chamber of Commerce*
Ann Hamilton, *President, Franklin Chamber of Commerce*

Charles Hatch, *General Manager, Packaging Corporation of America*
 Jeffrey Hayden, *Director - Office of Economic & Industrial Development, City of Holyoke*
 Thomas Hazen, *Chairman of Board, Hazen Paper Company*
 Thomas Herrala, *Civic Leader/Consultant*
 The Honorable Mary Clare Higgins, *Mayor, City of Northampton*
 David Howland, *Regional Engineer, Massachusetts Department of Environmental Protection*
 Mary Jenewin-Caplin, *Program Officer, Community Foundation of Western Massachusetts*
 Stanley Kowalski Jr PhD., *Dean - School of Business, Western New England College*
 Jesse Lanier, *Systems CEO, Springfield Food Systems*
 John Levine, *President, Pinsky Railroad Company, Inc.*
 Geoff Little, *Telecommunications Consultant*
 Cornelius Mahoney, *President & CEO, Woronoco Savings Bank*
 Robert Marmor, *Executive Director, Jewish Family Services*
 Ann McFarland-Burke, *Vice President, Springfield Business Development Corporation*
 William Messner, Ph.D., *President, Holyoke Community College*
 Marla Michel, *Director - ILED, UMass Amherst*
 Al Miles, *VP - Commercial Lending, Westfield Bank*
 James Morton, Esq., *Executive Director, Massachusetts Career Development Institute*
 Aimee Griffin Munnings, *Executive Director, Black Chamber of Commerce*
 Christopher Myhrum Esq., *Chair - Environmental Department, Bulkley, Richardson & Gelinas, LLP*
 Bob Nelson, *Branch Manager, U.S. Small Business*
 Sarah Page, *Special Projects Manager, HAP, The Region's Housing Partnership*
 James Palma, *Research Manager, UMass - Donahue Institute*
 David Panagore, *Economic Development Officer, Springfield Finance Control Board*
 Russell Peotter, *General Manager, WGBY - 57*
 Robert Pura PhD., *President, Greenfield Community College*
 Katherine Putnam, *President, Package Machinery Co. Inc.*
 Doris Ransford, *President, Greater Holyoke Chamber of Commerce*
 Marilyn Richards, *Director of External Affairs, Cooley Dickinson Hospital*
 Frank Robinson PhD., *Executive Director, Partners for a Healthier Community*
 William Rogalski, *Manager, Holyoke Mall at Ingleside*
 John Rogers, Ph.D., *Dean, School of Business Administration, AIC*
 Ira Rubenzahl Ph.D., *President, STCC*
 Joseph Ruscio III, *Superintendent, Greenfield Public Schools*
 Arthur Schwenger, *Executive Director, Shelburne Falls Area Business Assoc.*
 Gail Sherman, *President, Chicopee Chamber of Commerce*
 James Shriver, *Chairman, Chamber Energy Coalition, Inc.*
 Christopher Sikes, *Executive Director, Western Mass. Enterprise Fund, Inc.*
 Katie Stebbins, *Deputy Director of Economic Development, Springfield Planning Department*
 Jeff Sullivan, *Executive Vice President, United Bank*
 The Honorable Michael Sullivan, *Mayor, City of Holyoke*
 Patricia Sweitzer, *Administrator, Massachusetts Partners for Public Education*
 Paul Tangredi, *Director of Business Development, Western Mass. Electric Company*
 The Honorable Michael Tautznik, *Mayor, City of Easthampton*
 Michael Tucker, *President & CEO, Greenfield Cooperative Bank*
 Michael Vann, *The Vann Group, LLC*
 Carlos Vega, *Executive Director, Nueva Esperanza*
 John Waite, *Executive Director, Franklin County Community Development Corporation*
 Mary Walachy, *Executive Director, Irene E. & George A. Davis Foundation*
 J. William Ward, *Executive Director, Hampden County Regional Employment Board*
 Mary Kay Wydra, *President, Greater Springfield Convention & Visitors Center*

PLAN FOR PROGRESS STRATEGY BOARD AND TEAMS MEMBERSHIP JUNE 2006

STRATEGY #1

Attract, retain and grow existing businesses and priority clusters

Strategy Board Members:

Aiken, Kelly (S. Fross Representative)
Anderson, Teri
Bacon, Robert
Blair Allan
Brennan, Tim
Flynn, Kevin (Mayor Forgey Designee)
Forgey, Hon. Christine
Fross, Sharon
Gallup, John*
Hayden, Jeff*
Levine, John P.
McFarland-Burke, Ann
Michel, Marla
Palma, Jim
Vann, Michael

Lead Implementers:

Economic Development Council (EDC) of Western Massachusetts

STRATEGY #2

Promote small business and generate flexible risk capital

Strategy Board Members:

Bauza, Hector
Bonini, Esq., John
Bryck, Ira
Conti, Valerie
Coull, John
Denver, Russ
Fashudin, Humera
Fuller Doherty, Dianne*
Fuller III, Eric
Glaze, Jeff
Goldsmith, Susan
Gonzalez, Carlos
Grenier, Larry
Griffin Munnings, Aimee
Kowalski Jr., Ph.D., Stan*
Kulkarni, Ravi
Lewis, James
Nelson, Robert
Schwenger, Art
Sherman, Gail
Sikes, Chris
Singer, Alan
Sullivan, Jeff
Taylor, Tony
Urbschat, Nancy
Waite, John
Weiss, John

Lead Implementers:

Small Business Development Center
Western Massachusetts Enterprise
Fund and Chambers of Commerce

STRATEGY #3

Advocate efficient regulatory processes at all levels of government

Strategy Board Members:

Boudo, Paul
Doyle, Jack*
Feldman, Rick
Hatch, Charles
Howland, David
Myhrum, Esq., Chris
Tucker, Michael

Lead Implementers:

PVPC to Organize and Convene Strategy Board with Department of Environmental Protection (DEP) and Other Partners

STRATEGY #4

Integrate workforce development and business priorities

Strategy Board Members:

Aiken, Kelly (S. Fross Representative)
Alejandro, Edgar
Berenson, Kay
Crosby, Patricia
Fuller, Sally
Jenewin-Caplin, Mary*
Jez, Jeannette
Little, Geoff
Marmor, Robert
Messner, William*
Morton, Esq., James
Pura, Ph.D., Robert
Ransford, Doris
Raverta, Paul
Robinson, Frank
Rogers, Ph.D., John
Rubenzahl, Ph.D., Ira
Schiemann, Brenda
Ward, Bill
Yayda, Diane

Lead Implementers:

Presidents on Behalf of the Region's 3 Community Colleges (STCC, HCC, GCC)

STRATEGY #5 PreK

Early Childhood Education

Strategy Board Members:

Alspach, Charlene
Baker, Jon
Bisson, Dave
Black, Barbara
Blood, Margaret
Budine, Gillian
Calkins, Linda
Campbell, Carol
Candaras, Hon. Gale
Chin, Stephanie
Craft, Erin
DeFillipo, Gloria
deProsse, Nancy
Flanders, Jillayne
Kagan, Joan
Kohrman, Hanne
Larivee, Elizabeth
Leonas, Mark
Lyons, Carolyn
Malone, Dana
Medina-Lichtenstein, Betty
Mis-Palley, Cindy
Peotter, Rus
Quintin, Lynne
Rege, Jr., Richard
Reiche, Nancy
Reid, Janet
Rogalski, William
Sherman, Gail
Treglia, Kathy
Walachy, Mary*
Ward, James
Wilson, P. Gail
Wise, Pat

Lead Implementers:

Organize Convene Strategy Team

STRATEGY #5 K to 12

Improve and enrich K to 12 education

Strategy Board Members:

Broderick, Jr., James W.
Burke, Joseph
Carballo, Eduardo
Copes, Ronald
Czajkowski, Mary
Fritz, Mike*
Gagliarducci, Paul
Kagan, Joan
Kane, Theresa
Little, Geoff
Peotter, Rus
Ripa, Barbara
Robinson, Frank
Rodriguez-Babcock, Isabelina
Ruscio, Joseph
Sweitzer, Patricia
Treglia, Kathy
Walachy, Mary

Lead Implementers:

Step Up Springfield/School Superintendents/Blue Ribbon Task Force

STRATEGY #6

Support higher education and retain graduates

Strategy Board Members:

Acker, Christine
Bradley, Steven F.*
Butler, Lucinda
Crutchfield, Patricia
Field, Martha*
Langford, Sylvia
Lynch, James
Pace, Deborah
Ranaldi, Diane
Ross, Jill
Wagner, Richard

Lead Implementers:

University of Massachusetts
Amherst, Bay Path College,
Western New England College and
the Hartford/Springfield Economic
Partnership (i.e. InternHere.com)

STRATEGY #7

Recruit and train a new generation of regional leaders

Strategy Board Members:

Beck, Suzanne
Brennan, Tim
Feldman, Rick
Green, Beth
Herrala, Thomas*
Richards, Marilyn
Suzor, Mike
Tautznik, Hon. Michael
Vega, Carlos

Lead Implementers:

Davis Foundation, Northampton
Leadership Initiative (Northampton
Chamber, Hampshire United Way
& Smith College) and Springfield
and Holyoke Chambers' Leadership
Programs

***Note:** Bold type depicts the recommended Coordinating Council Strategy "managers/reporters" who are assigned to each of the Plan's 13 strategies.

STRATEGY #8

Market our region

Strategy Board Members:**Bauza, Hector***

Berenson, Kay
Bowen, Douglas
Brown, Maren
Devine, Carol
Hamilton, Ann
Peotter, Rus*
Richards, Marilyn
Wydra, Mary Kay

Lead Implementers:

Economic Development Council
of Western Massachusetts, EDC
Affiliates and Northampton and
Franklin Chambers

STRATEGY #9

Revitalize the Connecticut River

Strategy Board Members:

Bowen, Douglas
Brennan, Tim*
Broderick, Jr., James W.
Brown, Kate
Gwyther, Chelsea
Hazen, Thomas
Howland, David
Kulig, Stan
Lavelle, James
Myhrum, Esq., Chris*
Sloan, Peggy

Lead Implementers:

Pioneer Valley Planning
Commission, Franklin Regional
Council of Governments,
Connecticut River Clean-up
Committee

STRATEGY #10Enhance high-tech and
conventional infrastructureStrategy Board Members:

Andrews, William
Dunlavy, Linda*
Howland, David
Rubenzahl, Ph.D., Ira
Tangredi, Paul*
Wallace, Michael

Lead Implementers:

Pioneer Valley Planning
Commission, Franklin Regional
Council of Governments, EDC
Infrastructure Committee and
Pioneer Valley Connect Initiative

STRATEGY #11Develop an array of housing
optionsStrategy Team Members:

Acuna, Maria
Albertson, Doug
Brennan, Tim*
Burkart, Marie
Campbell, Brad
Campbell, Joanne
Cantell, Lynn
Douglas, Paul*
Eugin, Christine
Feldman, Richard
Fritz, Mike
Kohl, Doug
Megliola, Christine
Page, Sarah
Sheehan, Sandra
Stebbins, Katie
Woolridge, Victor

Lead Implementers:

Not Applicable

STRATEGY #12Endorse a regional approach to
public safetyStrategy Team Members:

Ashe, Jaye
Brennan, Tim*
Denver, Russ*
Dunlavy, Linda
Fuller, III, Eric

Lead Implementers:

Not Applicable

STRATEGY #13

Champion statewide fiscal equity

Strategy Team Members:

Blair, Allan*
Brown, Kate
Douglas, Paul
Griffin Munnings, Aimee
Hazen, Thomas
Morton, James*
Tautznik, Hon. Michael

Lead Implementers:

Not Applicable

***Note:** Bold type depicts the
recommended Coordinating Council
Strategy “managers/reporters” who
are assigned to each of the Plan’s 13
strategies.

