

The Pioneer Valley Plan for Progress

# The Region's Comprehensive Economic Development Strategy

## 2009 Annual CEDS Report and Five-Year Update



June 9, 2009

### Harvard, MIT, Cisco Systems, EMC to be part of computer research center in Holyoke, Mayor Michael Sullivan says.

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December 12, 2009

### Baystate Medical Center makes Way for "Hospital of the Future" with Demolition.

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March 13, 2009



### Ludlow Mills Redevelopment Project to Move Forward - Could bring in 2,500 jobs to Ludlow.

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 Prepared by  
The Pioneer Valley  
Planning Commission

June 2009

Pioneer Valley Planning Commission  
and Economic Development District

The Pioneer Valley Plan for Progress  
The Region's Comprehensive  
Economic Development Strategy (CEDS)

Annual CEDS Report  
and  
Five-Year Update

June 2009

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## 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 partners from the region's 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 now has its own Economic Development District and is not officially considered a part of the Pioneer Valley 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 Plan for Progress. The Hartford-Springfield Economic Partnership, which has created the north-south regional venture the New England Knowledge Corridor, continues to build 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 2004 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, featured a description of our region today, including demographics, geography, regional assets, employment, and education data. It followed the same successful model of its predecessor, centering on strategies that were developed through focus groups, research, and business community participation. The 2004 Plan identified thirteen strategic goals as critical for growing the people, companies, and communities in the region. In addition, the Plan included 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.

In 2008-2009, the Plan for Progress Trustees and Coordinating Council reviewed and re-evaluated the existing Plan for Progress in order to conduct a five-year update, as required by the Economic Development Administration. Out of this process came several additional plan components, including:

- A section discussing the integration of the Plan with state economic development plans and other regional and local plans;
- A new Accountability System (which debuted in the 2008 CEDS Annual Report);
- A new set of indicators for the Urban Core cross-cutting theme;
- A new strategy to Develop a Green Regional Economy;
- A new emphasis on the Creative Economy in the Industry Clusters cross-cutting theme; and
- A new Disaster Resilience component.



Almost no plan components were eliminated, as over the past five years, the 2004 Plan has remained relevant, timely, and future-focused. The only section to be replaced in its entirety was the original process-based evaluation of progress, which has been superseded by a new results-based evaluation system. In this system, the strategic goals, aggregated into four groupings, are measured and evaluated by a set of performance indicators that provide a “dashboard” reading of the region’s progress.

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 2009 CEDS Annual Report and Five-Year Update 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-à-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 and Five-Year Update 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 through 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 fifteen years 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 611,055 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 lifestyle 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

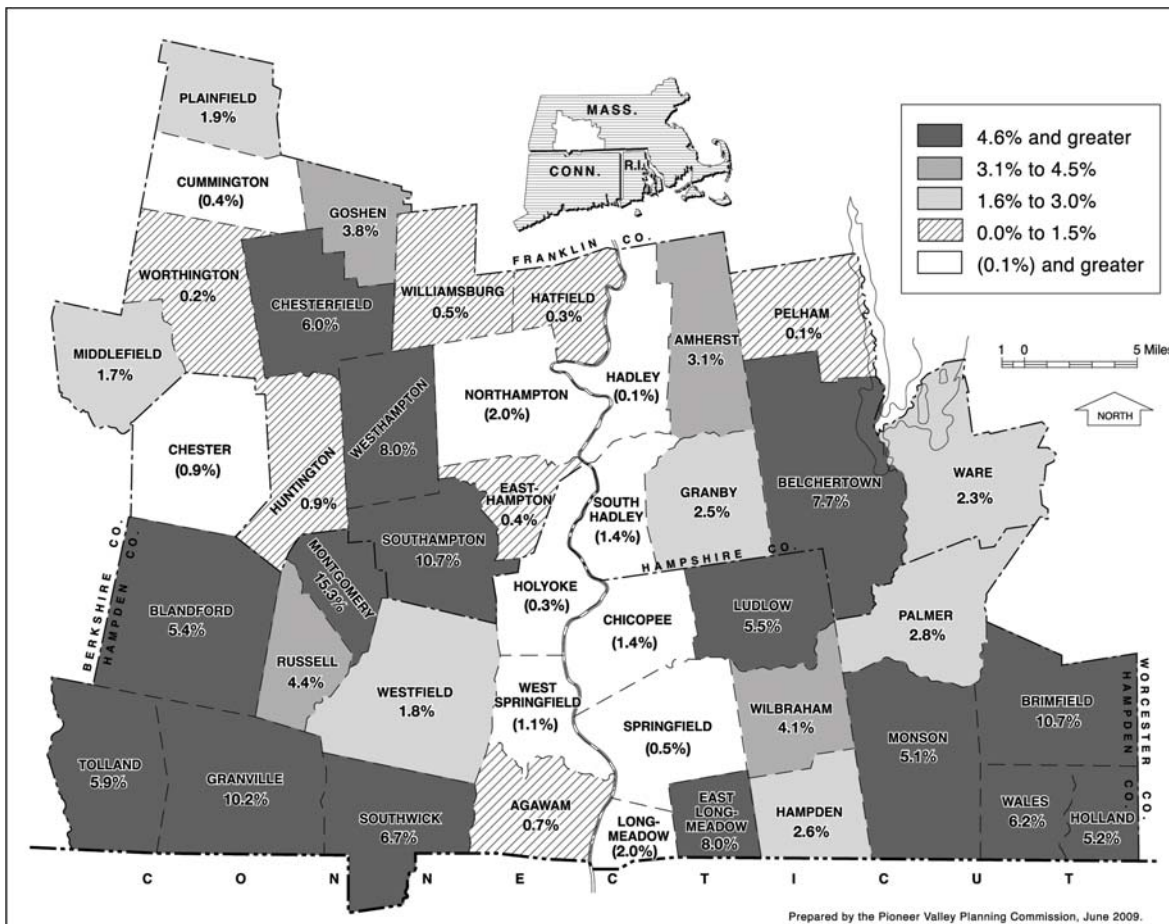
## The People

### 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 2007. 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, Southamptton, Granville, Westhampton and Southwick experienced significant population growth between 2000 and 2007.

**Figure 1: Percent Change in Population (2000 – 2007)**



Source: U.S. Census Bureau, 2000 Census, 2007 Population Estimates.

Table 1: Changes in Total Population of the Pioneer Valley Region - (1990 - 2007)

	1990	2000	2007	Avg. Annual Change 1990-2000	Avg. Annual Change 2000-2007
<b>United States</b>	248,709,873	281,421,906	301,290,332	1.3%	1.2%
<b>Massachusetts</b>	6,016,425	6,349,097	6,467,915	0.6%	0.3%
<b>Pioneer Valley Region</b>	602,878	608,479	611,055	0.1%	0.1%
<b>Hampden County</b>	456,310	456,228	457,908	0.0%	0.1%
<b>Hampshire County</b>	146,568	152,251	153,147	0.4%	0.1%
<b>Agawam</b>	27,323	28,144	28,333	0.3%	0.1%
<b>Amherst</b>	35,228	34,874	35,962	-0.1%	0.5%
<b>Belchertown</b>	10,579	12,968	13,971	2.3%	1.3%
<b>Blandford</b>	1,187	1,214	1,279	0.2%	0.9%
<b>Brimfield</b>	3,001	3,339	3,695	1.1%	1.8%
<b>Chester</b>	1,280	1,308	1,296	0.2%	-0.2%
<b>Chesterfield</b>	1,048	1,201	1,273	1.5%	1.0%
<b>Chicopee</b>	56,632	54,653	53,876	-0.3%	-0.2%
<b>Cummington</b>	785	978	974	2.5%	-0.1%
<b>East Longmeadow</b>	13,367	14,100	15,222	0.5%	1.3%
<b>Easthampton</b>	15,537	15,994	16,064	0.3%	0.1%
<b>Goshen</b>	830	921	956	1.1%	0.6%
<b>Granby</b>	5,565	6,132	6,285	1.0%	0.4%
<b>Granville</b>	1,403	1,521	1,676	0.8%	1.7%
<b>Hadley</b>	4,231	4,793	4,787	1.3%	0.0%
<b>Hampden</b>	4,709	5,171	5,305	1.0%	0.4%
<b>Hatfield</b>	3,184	3,249	3,258	0.2%	0.0%
<b>Holland</b>	2,185	2,407	2,532	1.0%	0.9%
<b>Holyoke</b>	43,704	39,838	39,737	-0.9%	0.0%
<b>Huntington</b>	1,987	2,174	2,193	0.9%	0.1%
<b>Longmeadow</b>	15,467	15,633	15,315	0.1%	-0.3%
<b>Ludlow</b>	18,820	21,209	22,382	1.3%	0.9%
<b>Middlefield</b>	392	542	551	3.8%	0.3%
<b>Monson</b>	7,776	8,359	8,788	0.7%	0.9%
<b>Montgomery</b>	759	654	754	-1.4%	2.5%
<b>Northampton</b>	29,289	28,978	28,411	-0.1%	-0.3%
<b>Palmer</b>	12,054	12,497	12,849	0.4%	0.5%
<b>Pelham</b>	1,373	1,403	1,404	0.2%	0.0%
<b>Plainfield</b>	571	589	600	0.3%	0.3%
<b>Russell</b>	1,594	1,657	1,730	0.4%	0.7%
<b>South Hadley</b>	16,685	17,196	16,952	0.3%	-0.2%
<b>Southampton</b>	4,478	5,387	5,962	2.0%	1.8%
<b>Southwick</b>	7,667	8,835	9,431	1.5%	1.1%
<b>Springfield</b>	156,983	152,082	151,342	-0.3%	-0.1%
<b>Tolland</b>	289	426	451	4.7%	1.0%
<b>Wales</b>	1,566	1,737	1,844	1.1%	1.0%
<b>Ware</b>	9,808	9,707	9,933	-0.1%	0.4%
<b>West Springfield</b>	27,537	27,899	27,603	0.1%	-0.2%
<b>Westfield</b>	38,372	40,072	40,774	0.4%	0.3%
<b>Westhampton</b>	1,327	1,468	1,586	1.1%	1.3%
<b>Wilbraham</b>	12,635	13,473	14,032	0.7%	0.7%
<b>Williamsburg</b>	2,515	2,427	2,440	-0.3%	0.1%
<b>Worthington</b>	1,156	1,270	1,272	1.0%	0.0%

Data Source: US Decennial Census-1990-2000, American Community Survey 2007, MA Dept of Revenue At A Glance Reports

**Table 2: Latino Population in the Pioneer Valley Region 1990-2000**

	Latino Persons			% of Total Population		
	1990	2000	% Change	1990	2000	Change
<b>Pioneer Valley Region</b>	49,672	75,129	51.3%	8.20%	12.30%	4.10%
<b>Hampden County</b>	45,785	69,917	52.7%	10.0%	15.3%	5.3%
<b>Hampshire County</b>	3,887	5,212	34.1%	2.7%	3.4%	0.7%
<b>Massachusetts</b>	287,549	428,729	49.1%	4.8%	6.8%	2.0%
<b>United States</b>	22,571,000	35,305,818	56.4%	9.0%	12.5%	3.5%

Sources: 1990 and 2000 US Bureau of the Census

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

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

Sources: 2000 US Bureau of the Census

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

\* The white racial category includes both Latino and non-Hispanic

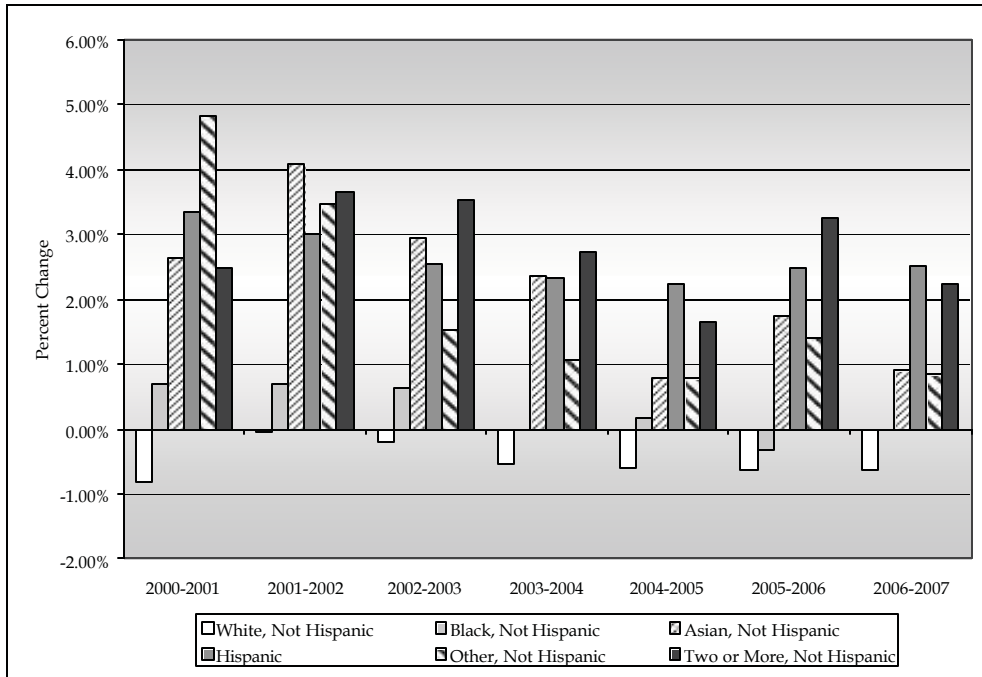
In the 1990s, the region's three largest cities—Springfield, Chicopee, and Holyoke—each experienced population declines according to Census 2000 statistics. In aggregate, their population declined by 10,746, or 4.2 percent. In sharp contrast is the experience of Belchertown, which grew by 2,389 residents, 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 2007, with average annual population increases above 1.5 percent in Brimfield, Granville, Montgomery, and Southampton. However, two major urban core communities, Chicopee and Springfield, declined between 2000 and 2007.

As expected, the region's Latino population grew substantially, by 51.3 percent between 1990 and 2000—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.

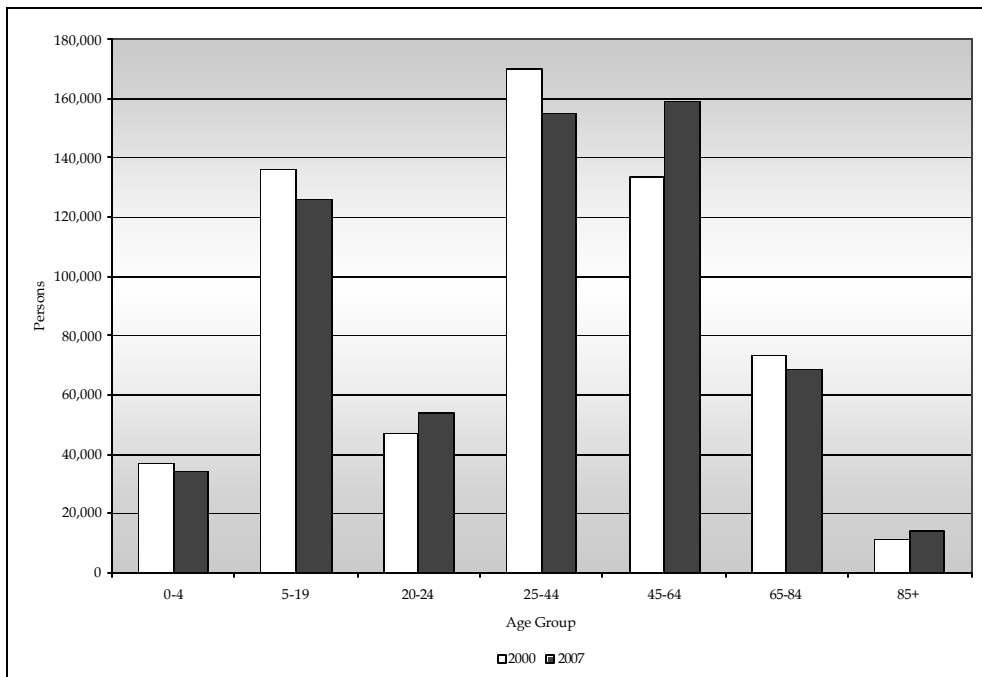
Because Census 2000 was the first census allowing respondents to identify with more than one race, it is not possible to compare the racial composition of the Pioneer Valley region's population in 2000 with that of 1990. However, Table 3 presents the region's racial composition in 2000 compared to that 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 2007, the non-Hispanic white population of the Pioneer Valley region declined by 3.5 percent. At the same time, the Asian and Hispanic populations of the region increased by 14.1 percent and 16.6 percent respectively.

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



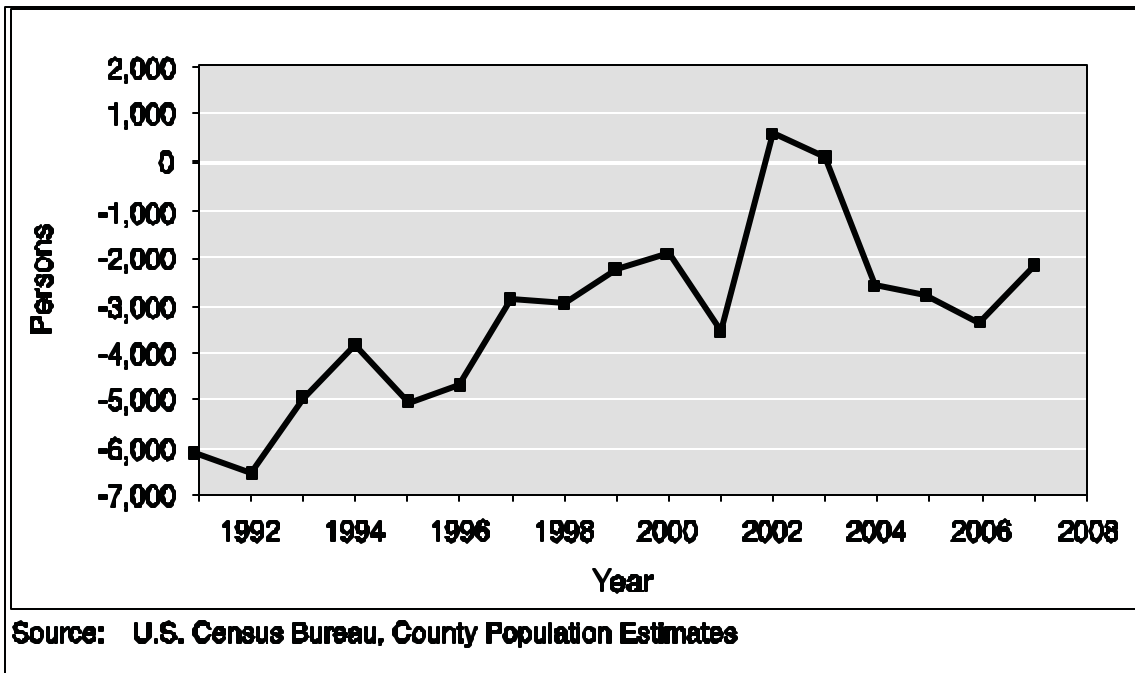
**Figure 3: Population Age Groups in the Pioneer Valley Region**



### Demographics and Migration

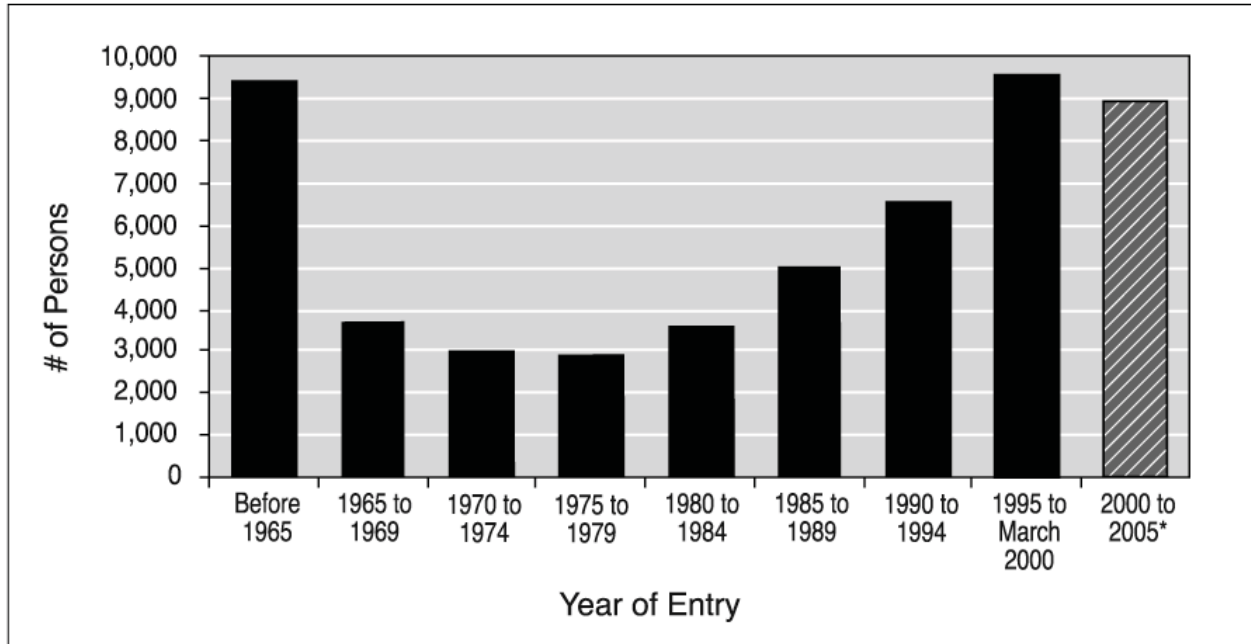
Retaining its population base has troubled our region in the past. Throughout the 1990s, the Pioneer Valley experienced a net domestic out-migration of 39,166 people. The peak year for migration out of the Valley was 1992. This was also the period during the recession of the 1990s when unemployment peaked in the region. It is not yet apparent whether current economic trends will cause similar migration trends in the coming period for the region. The effect of economic conditions on migration trends may be difficult to discern unless it is drastic, as there has been a shift towards increasing out-migration from 2004-2007 (increasing from 2,550 to 3,735 persons per year respectively).

Figure 4: Net Domestic Migration in the Pioneer Valley Region



The Pioneer Valley has always been a destination for foreign immigrants and this continues to be the case. From 1990 to 2000, 16,025 new immigrants settled in the Pioneer Valley. These individuals made up a substantial 2.7 percent of the region’s 2000 population. In fact, apart from foreign immigration, the Pioneer Valley region would have experienced a net loss of population between 1990 and 2000. Since 2000, this trend of foreign immigration has continued. During the period 2001-2007, an additional 11,123 immigrants came to the region (representing 1.8 percent of the 2007 population).

**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.

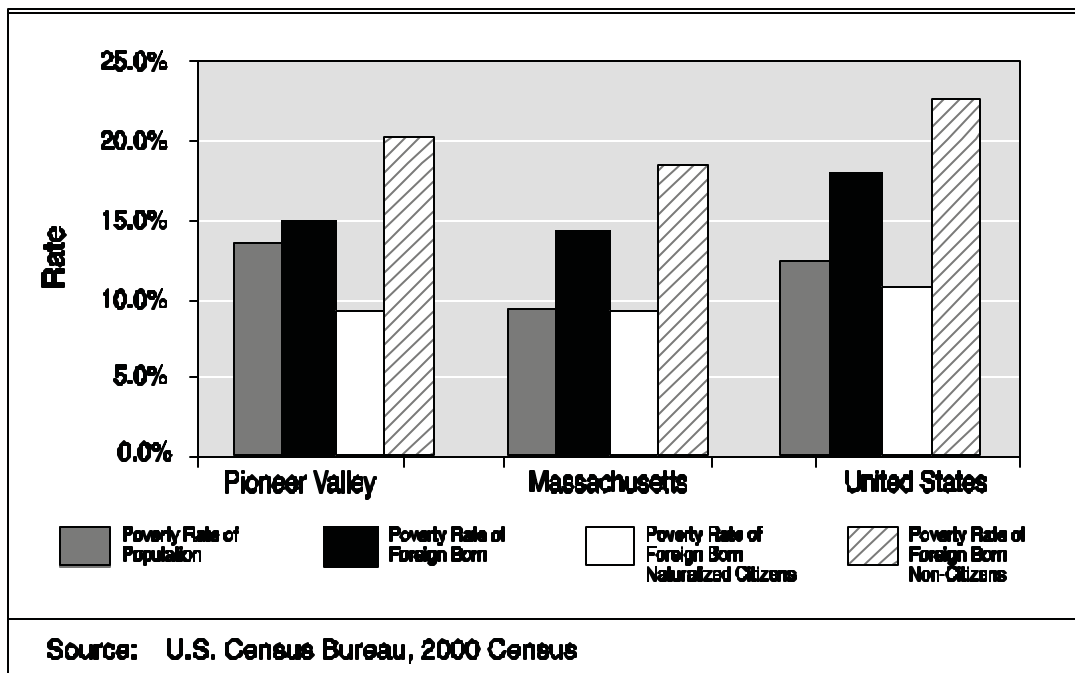
\* Data for 2000 to 2005 is comparable, but not from the same source.



A frequent concern about the region’s high level of international immigration is that there are not adequate services for new arrivals who often enter the country with few resources. However the valley, with its history of immigration dating back to the industrial mills of the nineteenth century, has demonstrated the capacity to readily absorb new immigrants into the economy. For instance, in 2000 the difference between the poverty rate of the foreign born and the total population in the Pioneer Valley was only 1.3 percent, whereas the difference was 5.1 percent and 5.5 percent in Massachusetts and the United States respectively (see Figure 6).

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 (see Figure 6). Immigration has been, and will continue to be important to the growth of the region’s population and economy.

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



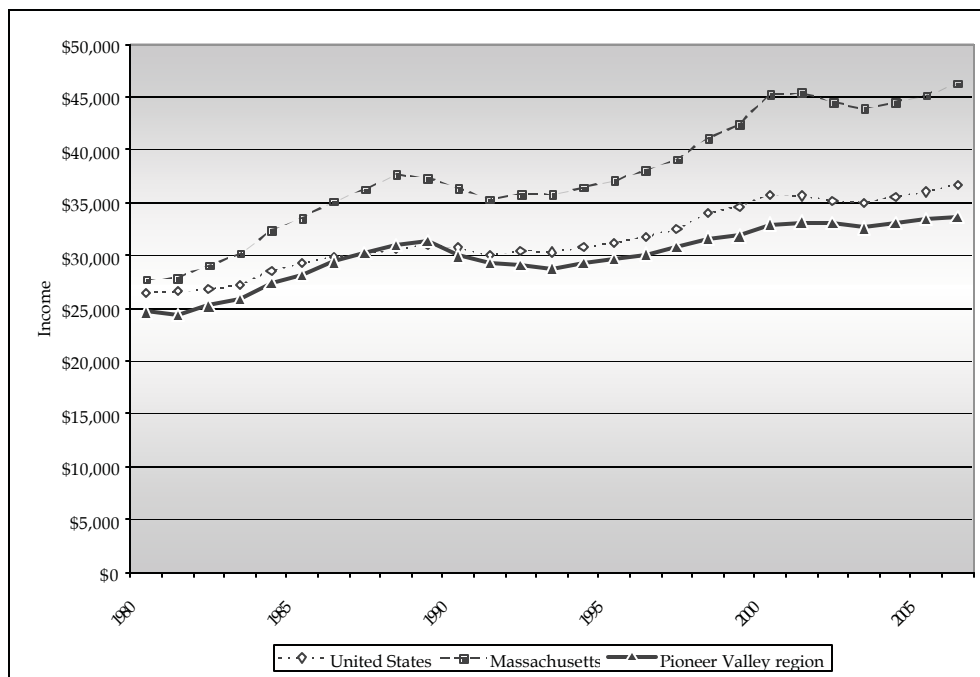
### Income and Poverty

To measure economic growth we examine several indicators including per capita income, median family income, and poverty rates. According to these measures the Pioneer Valley region experienced economic improvement consistent with national rates during the 1990s, but growth has been slower than the nation since 2000.

Per capita income is a useful measure of economic growth 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 2006 dollars using the Consumer Price Index for the Northeast. As can be seen in Figure 7, the region’s per capita income is significantly less than the per capita income for the Commonwealth and slightly below that of the nation. Much of the economic growth is the result of economic changes in the 1990s. In 1980, the difference between incomes in the Valley and state was \$3,052 but in 2006 it was \$12,666. This difference exists despite significant regional growth, as evidenced by the 10.9 percent growth of per capita income between 1990 and 2006. However, in a comparable time period, Massachusetts incomes grew by almost twice as much (21.5 percent). Since 2000, growth rates have become more consistent—the region’s per capita income gains have equaled 2.0 percent, and gains have been 2.3 percent statewide.

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 7: Per Capita Income in the Pioneer Valley Region**



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

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

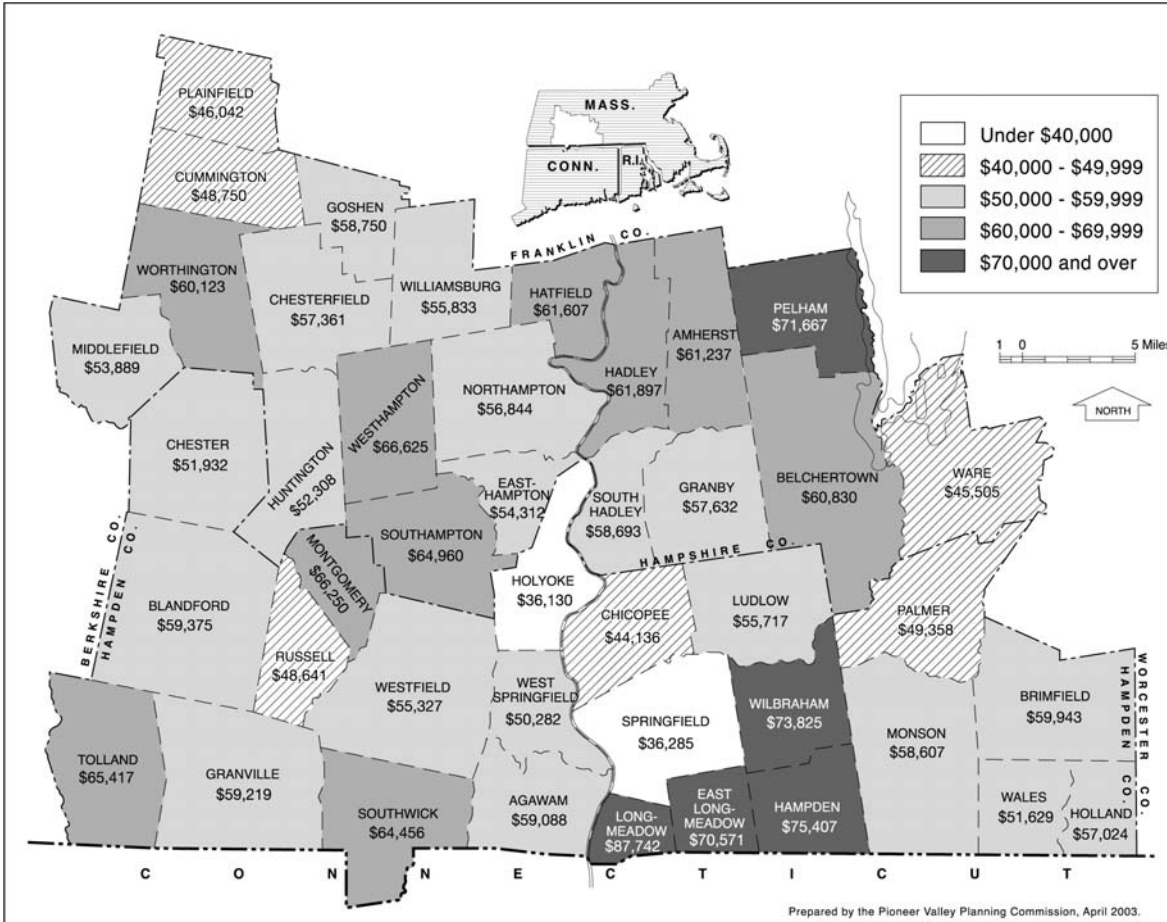
Source: U.S. Bureau of the Census: 1990 and 2000

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

	Median Family Income (1999\$)		
	1989	1999	% Change
<b>Massachusetts</b>	\$59,452	\$61,664	3.7%
<b>Pioneer Valley Region</b>	\$51,421	\$51,231	(0.4%)
<b>Hampden County</b>	\$50,078	\$49,257	(1.6%)
<b>Hampshire County</b>	\$55,673	\$57,480	3.2%
<b>Agawam</b>	\$58,988	\$59,088	0.2%
<b>Amherst</b>	\$53,918	\$61,237	13.6%
<b>Belchertown</b>	\$59,122	\$60,830	2.9%
<b>Blandford</b>	\$56,074	\$59,375	5.9%
<b>Brimfield</b>	\$56,037	\$59,943	7.0%
<b>Chester</b>	\$50,551	\$51,932	2.7%
<b>Chesterfield</b>	\$50,512	\$57,361	13.6%
<b>Chicopee</b>	\$47,777	\$44,136	(7.6%)
<b>Cummington</b>	\$46,304	\$48,750	5.3%
<b>East Longmeadow</b>	\$63,745	\$70,571	10.7%
<b>Easthampton</b>	\$53,508	\$54,312	1.5%
<b>Goshen</b>	\$55,317	\$58,750	6.2%
<b>Granby</b>	\$62,886	\$57,632	(8.4%)
<b>Granville</b>	\$59,929	\$59,219	(1.2%)
<b>Hadley</b>	\$60,214	\$61,897	2.8%
<b>Hampden</b>	\$68,228	\$75,407	10.5%
<b>Hatfield</b>	\$62,898	\$61,607	(2.1%)
<b>Holland</b>	\$54,238	\$57,024	5.1%
<b>Holyoke</b>	\$39,455	\$36,130	(8.4%)
<b>Huntington</b>	\$49,026	\$52,308	6.7%
<b>Longmeadow</b>	\$94,222	\$87,742	(6.9%)
<b>Ludlow</b>	\$54,970	\$55,717	1.4%
<b>Middlefield</b>	\$49,936	\$53,889	7.9%
<b>Monson</b>	\$53,209	\$58,607	10.1%
<b>Montgomery</b>	\$64,658	\$66,250	2.5%
<b>Northampton</b>	\$53,618	\$56,844	6.0%
<b>Palmer</b>	\$48,798	\$49,358	1.1%
<b>Pelham</b>	\$71,387	\$71,667	0.4%
<b>Plainfield</b>	\$43,785	\$46,042	5.2%
<b>Russell</b>	\$54,582	\$48,641	(10.9%)
<b>South Hadley</b>	\$61,745	\$58,693	(4.9%)
<b>Southampton</b>	\$64,821	\$64,960	0.2%
<b>Southwick</b>	\$60,417	\$64,456	6.7%
<b>Springfield</b>	\$41,414	\$36,285	(12.4%)
<b>Tolland</b>	\$56,682	\$65,417	15.4%
<b>Wales</b>	\$49,593	\$51,629	4.1%
<b>Ware</b>	\$47,529	\$45,505	(4.3%)
<b>West Springfield</b>	\$53,618	\$50,282	(6.2%)
<b>Westfield</b>	\$53,935	\$55,327	2.6%
<b>Westhampton</b>	\$63,876	\$66,625	4.3%
<b>Wilbraham</b>	\$74,877	\$73,825	(1.4%)
<b>Williamsburg</b>	\$57,058	\$55,833	(2.1%)
<b>Worthington</b>	\$55,982	\$60,132	7.4%

Source: U.S. Bureau of the Census; "Table DP-2 Profile of Selected Social Characteristics: 2000;" Dollars adjusted using the CPI-U National Annual Average

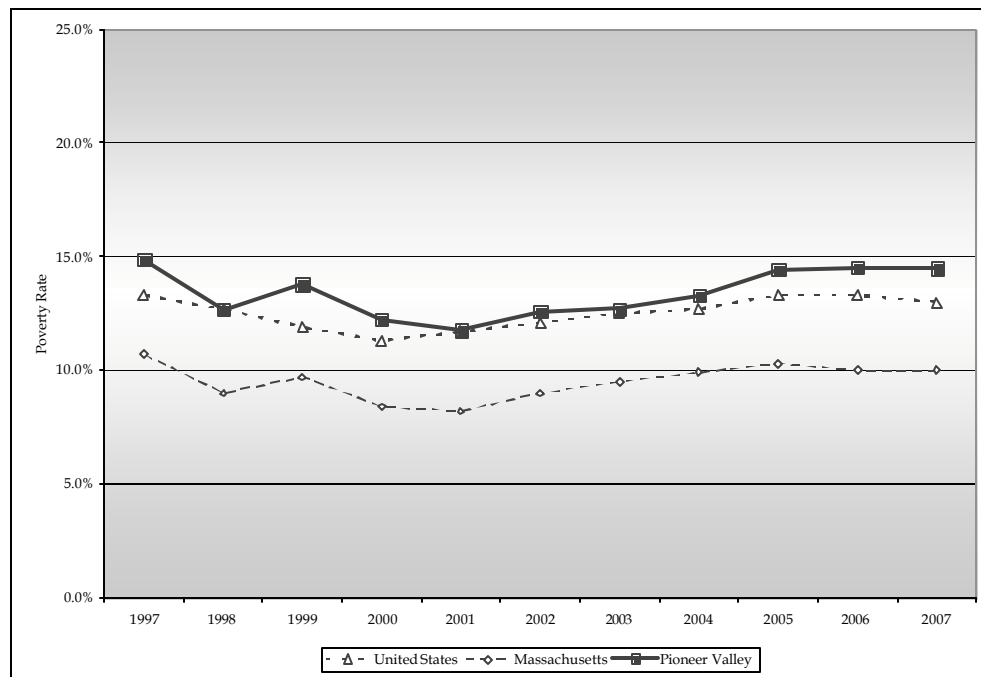
Figure 8: Median Family Income (1999)



Source: U.S. Census Bureau, 2000 Census

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.

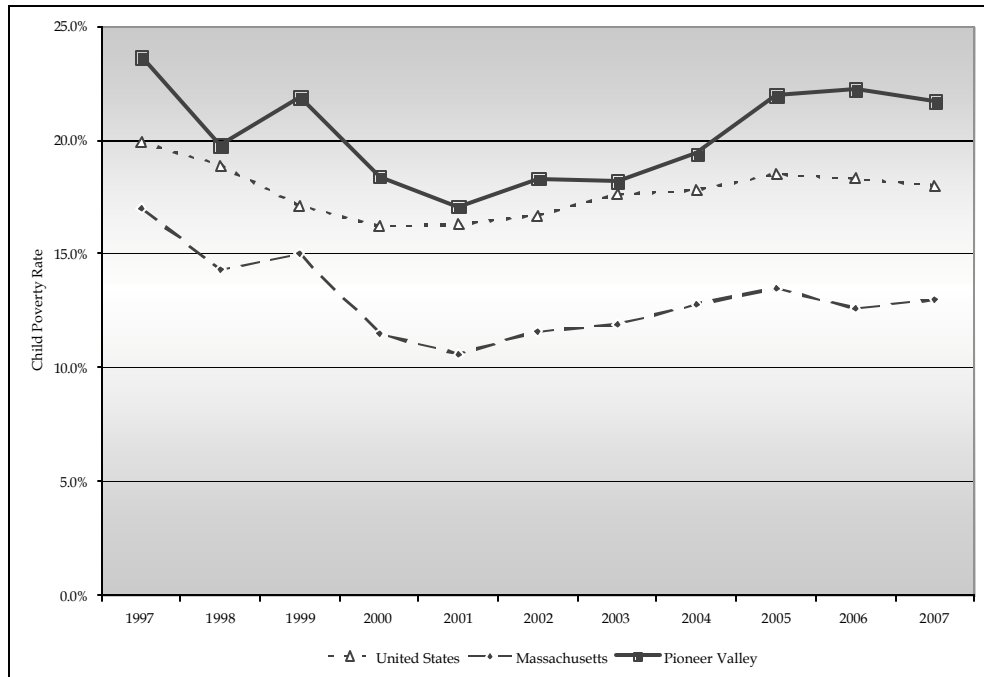
**Figure 9: Poverty Rate in the Pioneer Valley Region, 1997 - 2007**

The poverty rate is another measure of quality of life and economic well-being. In the Pioneer Valley region, poverty rates amongst the general population have climbed from a low of 11.8 percent in 2001 (as seen in Figure 9) to 14.5 percent in 2007. While this rate remains slightly below the high of 14.9 percent in 1997, the upward trend is of concern - especially considering current economic realities. In addition, the poverty rate in the Pioneer Valley has followed a decade-long pattern where poverty rates in the region are several percentage points higher than that of Massachusetts as a whole. The poverty rate trends, and the per capita income growth patterns previously mentioned, suggest that the region did not share equally in the state's economic growth at the end of the 1990s.

Over the ten year period from 1997 to 2007, child poverty rates in the region have been consistently higher than those for Massachusetts and the nation as a whole (as seen in Figure 10). Alarming, Child poverty rates in the Pioneer Valley region have continued to rise to more than 20 percent in 2005, 2006, and 2007 resulting more than one in every five children in the Pioneer Valley region growing up in households with incomes below the poverty line.

According to 2000 Census data, disparities in the distribution of poverty amongst the municipalities of the region are substantial. 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 (as seen in Table 6). Communities close to urban centers (such as Westfield, West Springfield, Ludlow, and Chicopee) are experiencing increasing percentages of families, children, and individuals in poverty. Other Pioneer Valley communities continue to experience higher levels of poverty, such as Ware (8.43%), Middlefield (7.32%), Amherst (7.23%), Russell (7.10%), Holland (6.51%), Palmer (5.76%), Easthampton (5.89%), Northampton (5.72%), Monson (5.25%), and Belchertown (5.11%).

**Figure 10: Child Poverty Rate in the Pioneer Valley Region, 1997-2007**



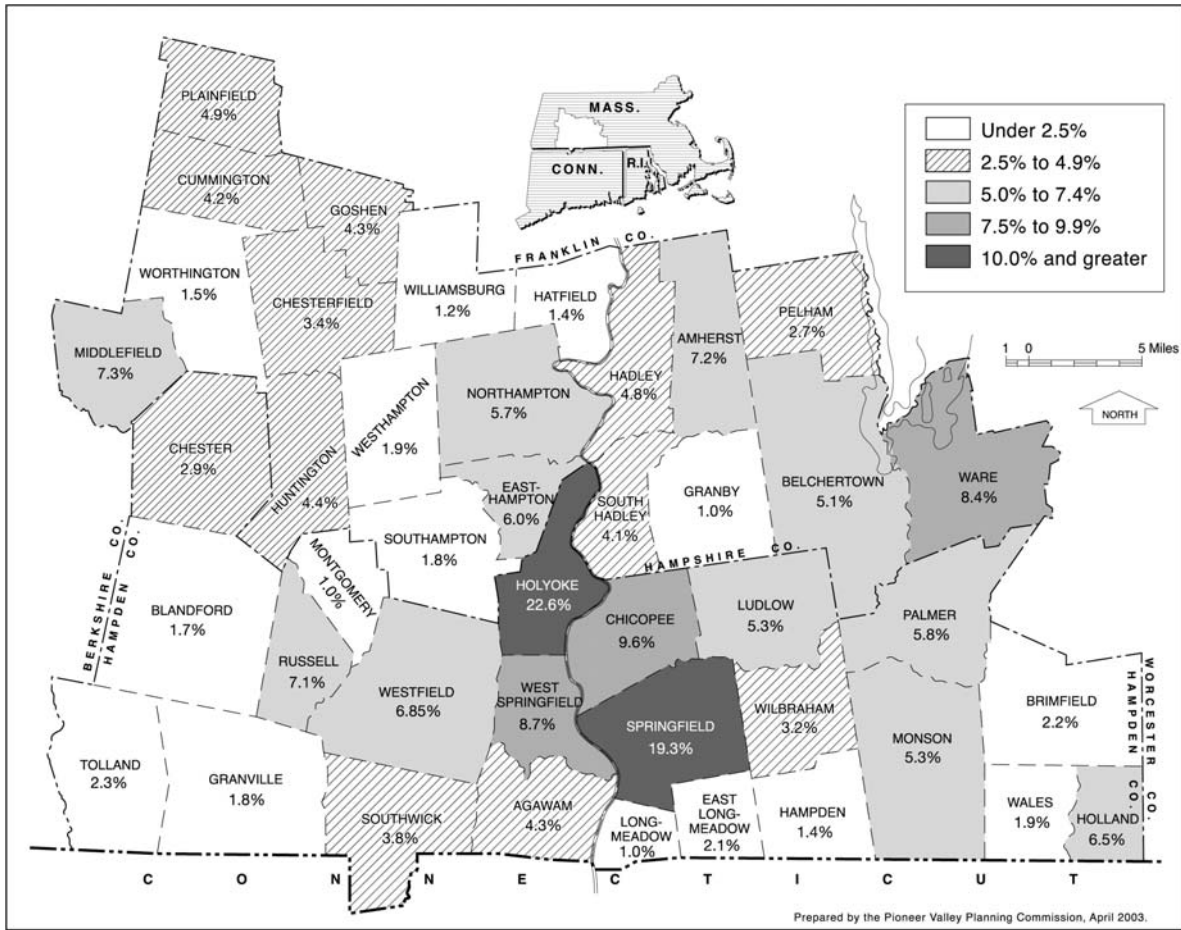
**Table 6: Changes in Community Poverty Rates in the Pioneer Valley Region - 1989 to 1999**

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

Source: U.S. Bureau of the Census 1990 and 2000



Figure 11: Families in Poverty (1999)



Source: U.S. Census Bureau, 2000 Census

## Education

The 43 communities in the Pioneer Valley region are served by 38 school districts, 10 of which serve only students from kindergarten through sixth grade. As can be seen in Table 7, the 3 largest school districts are Springfield, Chicopee, and Westfield. Twenty-six of the region's 38 districts saw enrollments decline between 2007 and 2008. Ware's enrollment increased the most (by 3.4 percent) among kindergarten through 12<sup>th</sup> grade districts during this period. Only 8 of the 38 districts have average per-pupil expenditures greater than or equal to the state's 2007 average per-pupil expenditure of \$11,865. The Mohawk Trail Public Schools have the highest per-pupil expenditure (\$13,816) out of all the region's districts serving students kindergarten through 12<sup>th</sup> grade. Average teacher salaries in the region's K-12 districts range from \$40,306 in Hadley to \$58,320 in Central Berkshire.

In today's environment, a high school education is the minimum requirement to participate effectively in the economy. Table 8 shows the high school dropout rates for each of the 31 high school districts in the region from 1999 to 2006. Given the importance of a high school education, it is problematic that the region's average high school dropout rate has consistently stayed higher than the state's since 1999.

**Table 7: Pioneer Valley Region School Districts Profile**

Public School District Name	Cities & Towns in the Pioneer Valley Region	Student Enrollment			Total Per Pupil Expenditures 2007	Average Teacher Salary 2007
		'07- '08	'08 - '09	% Change		
<b>Pioneer Valley Region</b>		97,880	97,192	-0.7%	N/A	N/A
<b>Agawam</b>	Agawam	4,355	4,347	-0.2%	\$10,359	\$52,147
<b>Amherst (PK-6)</b>	Amherst	1,399	1,382	-1.2%	\$14,410	\$57,930
<b>Amherst-Pelham (7-12)</b>	Amherst, Pelham	1,786	1,731	-3.2%	\$15,154	\$56,386
<b>Belchertown</b>	Belchertown	2,681	2,655	-1.0%	\$9,095	\$52,504
<b>Brimfield (K-6)</b>	Brimfield	350	348	-0.6%	\$11,195	\$50,222
<b>Central Berkshire</b>	Cummington	2,104	2,039	-3.2%	\$10,884	\$58,320
<b>Chesterfield-Goshen (PK-6)</b>	Chesterfield, Goshen	176	180	2.2%	\$9,929	\$59,713
<b>Chicopee</b>	Chicopee	7,754	7,774	0.3%	\$11,099	\$44,784
<b>East Longmeadow</b>	East Longmeadow	2,863	2,857	-0.2%	\$9,692	\$57,896
<b>Easthampton</b>	Easthampton	1,702	1,651	-3.1%	\$10,061	\$50,818
<b>Gateway</b>	Blandford, Chester, Huntington, Middlefield, Montgomery, Russell, Worthington	1,286	1,220	-5.4%	\$12,076	\$49,005
<b>Granby</b>	Granby	1,137	1,110	-2.4%	\$8,732	\$53,129
<b>Granville (PK-8)</b>	Granville	192	166	-15.7%	\$11,407	\$49,813
<b>Hadley</b>	Hadley	654	672	2.7%	\$9,725	\$40,306
<b>Hampden-Wilbraham</b>	Hampden, Wilbraham	3,687	3,627	-1.7%	\$10,300	\$52,666
<b>Hampshire</b>	Chesterfield, Goshen, Southamptn, Westhampton, Williamsburg	841	849	0.9%	\$11,749	\$47,526
<b>Hatfield</b>	Hatfield	419	418	-0.2%	\$10,193	\$48,354
<b>Holland (PK-6)</b>	Holland	267	285	6.3%	\$9,755	\$56,654
<b>Holyoke</b>	Holyoke	6,121	6,025	-1.6%	\$13,645	\$55,521
<b>Longmeadow</b>	Longmeadow	3,157	3,133	-0.8%	\$10,140	\$54,340
<b>Ludlow</b>	Ludlow	3,111	3,103	-0.3%	\$10,088	\$50,319
<b>Mohawk Trail</b>	Plainfield	1,153	1,157	0.3%	\$13,816	\$48,213
<b>Monson</b>	Monson	1,525	1,477	-3.2%	\$9,075	\$49,315
<b>Northampton</b>	Northampton	2,793	2,758	-1.3%	\$10,980	\$50,785
<b>Palmer</b>	Palmer	1,883	1,840	-2.3%	\$10,833	\$43,363
<b>Pathfinder Voc/Tech</b>	Belchertown, Granby, Monson, Palmer, Ware	664	622	-6.8%	\$17,528	\$60,417
<b>Pelham (K-6)</b>	Pelham	120	117	-2.6%	\$12,637	\$58,728
<b>South Hadley</b>	South Hadley	2,285	2,188	-4.4%	\$10,316	\$53,236
<b>Southampton (PK-6)</b>	Southampton	553	557	0.7%	\$9,754	\$48,636
<b>Southwick-Tolland</b>	Granville, Southwick, Tolland	1,888	1,829	-3.2%	\$9,283	\$49,988
<b>Springfield</b>	Springfield	25,233	25,360	0.5%	\$12,443	\$53,452
<b>Tantasqua (7-13)</b>	Brimfield, Holland, Wales	1,854	1,799	-3.1%	\$10,386	\$62,289
<b>Wales (PK-6)</b>	Wales	165	174	5.2%	\$10,930	\$57,591
<b>Ware</b>	Ware	1,201	1,243	3.4%	\$11,393	\$50,222
<b>West Springfield</b>	West Springfield	3,951	3,983	0.8%	\$11,040	\$50,693
<b>Westfield</b>	Westfield	6,265	6,204	-1.0%	\$11,331	\$44,030
<b>Westhampton (PK-6)</b>	Westhampton	140	136	-2.9%	\$10,013	\$47,714
<b>Williamsburg (PK-6)</b>	Williamsburg	165	176	6.3%	\$11,194	\$55,630

Source: Massachusetts Department of Education, School District Profiles

**Table 8: Annual High School Dropout Rates in the Pioneer Valley Region - 2001 to 2006**

School District	1999	2000	2001	2002	2003	2004	2005	2006
Massachusetts	3.5%	3.5%	3.1%	3.3%	3.7%	3.8%	3.3%	3.8%
Pioneer Valley Region	4.2%	4.5%	n/a	5.0%	5.2%	5.6%	4.4%	5.4%
Agawam	1.9%	0.8%	0.0%	4.5%	5.2%	3.1%	2.1%	4.4%
Amherst-Pelham	2.8%	1.7%	2.6%	2.4%	2.5%	3.3%	1.5%	2.5%
Belchertown	3.4%	2.4%	3.6%	3.0%	2.5%	1.8%	1.6%	1.6%
Central Berkshire	1.9%	5.6%	5.4%	2.8%	3.8%	3.3%	2.3%	1.6%
Chicopee	3.8%	9.6%	5.9%	4.9%	7.9%	6.9%	6.0%	6.0%
East Longmeadow	0.6%	0.8%	1.2%	1.3%	0.8%	0.7%	0.5%	1.5%
Easthampton	5.5%	5.7%	3.1%	2.9%	0.0%	5.6%	1.7%	2.1%
Gateway	4.8%	6.3%	4.9%	3.9%	2.5%	6.0%	4.3%	4.3%
Granby	2.4%	2.0%	1.6%	1.6%	3.2%	3.0%	0.0%	0.9%
Hadley	0.6%	0.6%	1.2%	0.6%	1.2%	1.2%	1.3%	0.6%
Hampden-Wilbraham	1.2%	1.3%	1.1%	0.6%	1.7%	0.9%	0.7%	1.2%
Hampshire	2.6%	3.0%	3.6%	0.8%	2.1%	4.4%	2.9%	2.9%
Hatfield	1.5%	0.8%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Holyoke	7.5%	7.4%	8.6%	7.6%	10.2%	11.1%	11.7%	11.3%
Longmeadow	0.0%	0.4%	0.3%	0.5%	0.1%	0.6%	0.5%	0.1%
Ludlow	2.0%	1.5%	3.1%	4.4%	1.3%	4.7%	1.6%	1.7%
Mohawk Trail	2.5%	3.4%	3.3%	2.7%	3.2%	5.9%	2.4%	6.2%
Monson	4.4%	2.4%	2.7%	0.0%	2.8%	4.4%	1.2%	4.2%
Northampton	2.8%	1.3%	2.1%	1.8%	2.6%	3.0%	2.1%	1.9%
Northampton-Smith	3.1%	2.0%	3.2%	4.3%	2.5%	5.2%	3.3%	4.1%
Palmer	1.5%	3.3%	3.6%	4.9%	3.5%	1.5%	0.4%	4.1%
Pathfinder Voc Tech	1.5%	1.8%	2.2%	2.6%	2.9%	2.8%	3.0%	1.5%
Pioneer Valley Perf Arts	1.5%	4.9%	4.6%	3.1%	2.8%	6.2%	2.5%	4.5%
Sabis International	0.0%	0.6%	3.1%	0.0%	0.4%	0.0%	0.3%	1.5%
South Hadley	1.9%	1.7%	1.4%	15.0%	4.7%	1.9%	1.9%	3.3%
Southwick-Tolland	2.5%	2.2%	2.2%	2.8%	1.9%	3.2%	1.9%	2.6%
Springfield	7.2%	6.0%	8.1%	7.0%	8.5%	8.1%	8.3%	10.9%
Tantasqua	2.6%	1.2%	2.6%	2.4%	3.2%	3.5%	1.7%	1.2%
Ware	3.6%	4.9%	7.0%	4.4%	7.7%	10.1%	6.3%	7.3%
West Springfield	5.0%	6.2%	6.6%	5.4%	6.7%	6.8%	4.4%	6.3%
Westfield	3.5%	3.5%	3.5%	3.7%	4.6%	4.7%	4.6%	5.3%

Source: Massachusetts Department of Education,  
Statistical Reports

Though data from 1999-2001 was encouraging, with consistently declining dropout rates, the most recent data reveals that nine high school districts have had consistently rising dropout rates between 2001 and 2006. Of greatest concern are seven Pioneer Valley region districts that have high school dropout rates in excess of five percent: Chicopee, Holyoke, Mohawk, Springfield, Ware, West Springfield, and Westfield.

While 86.2 percent of the Pioneer Valley's population (25 years and older) were high school graduates in 2008, only 29.6 percent were college graduates. Given the region's rich endowment of higher education institutions, these rates are lower than expected. Trends are positive though. Since 2000, there has been a 4.9 percent increase in the percent of the population 25 and over who have attained a bachelor's degree or higher. Additionally, the percent of people 25 and over who are high school graduates increased by 4.59 percent. 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.

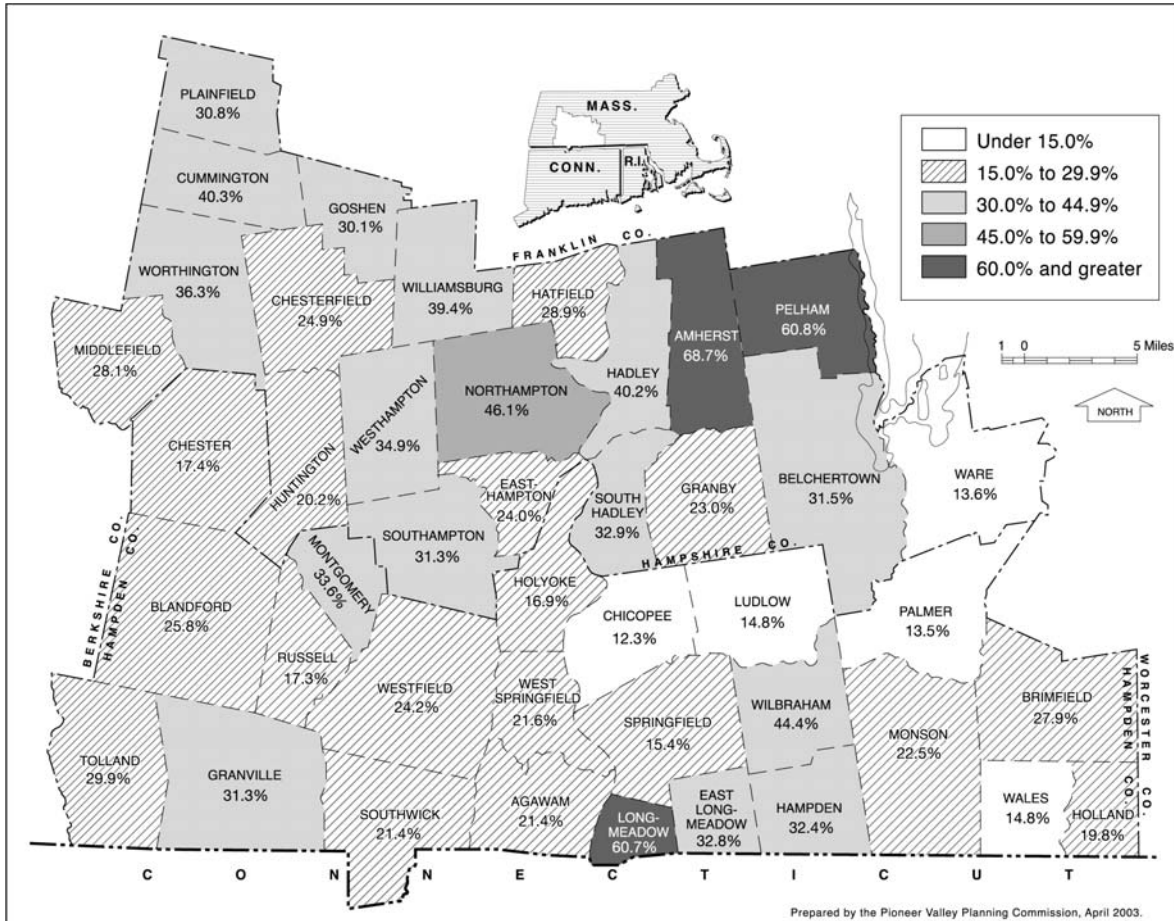
**Table 9: Educational Attainment in the Pioneer Valley Region - 2000 and 2008**

	2000	2008*	% Change
<b>Population 25 Years and Over</b>			
Hampden County	295,837	303,081	2.45%
Hampshire County	93,193	100,925	8.30%
Pioneer Valley Region	389,030	404,006	3.85%
<b>Less Than 9th Grade</b>			
Hampden County	22,138	17,589	-20.55%
Hampshire County	3,104	1,416	-54.38%
Pioneer Valley Region	25,242	19,005	-24.71%
<b>9th to 12th Grade, No Diploma</b>			
Hampden County	39,325	29,555	-24.84%
Hampshire County	6,815	7,021	3.02%
Pioneer Valley Region	46,140	36,576	-20.73%
<b>High School Graduate (Includes Equivalency)</b>			
Hampden County	96,474	102,472	6.22%
Hampshire County	24,029	25,998	8.19%
Pioneer Valley Region	120,503	128,470	6.61%
<b>Some College, No Degree</b>			
Hampden County	53,670	49,100	-8.51%
Hampshire County	16,336	15,149	-7.27%
Pioneer Valley Region	70,006	64,249	-8.22%
<b>Associate's Degree</b>			
Hampden County	23,676	26,751	12.99%
Hampshire County	7,544	9,535	26.39%
Pioneer Valley Region	31,220	36,286	16.23%
<b>Bachelor's Degree</b>			
Hampden County	37,752	51,300	35.89%
Hampshire County	17,995	20,410	13.42%
Pioneer Valley Region	55,747	71,710	28.63%
<b>Graduate or Professional Degree</b>			
Hampden County	22,802	26,314	15.40%
Hampshire County	17,370	21,396	23.18%
Pioneer Valley Region	40,172	47,710	18.76%
<b>% High School Graduate or Higher</b>			
Hampden County	79.2%	84.4%	5.25%
Hampshire County	89.4%	91.6%	2.24%
Pioneer Valley Region	81.7%	86.2%	4.59%
<b>% Bachelor's Degree or Higher</b>			
Hampden County	20.5%	25.6%	5.11%
Hampshire County	37.9%	41.4%	3.52%
Pioneer Valley Region	24.7%	29.6%	4.90%

Source: U.S. Bureau of the Census, 2000 and Demographicsnow.com, 2008\*

\*Note: 2008 values are estimates.

**Figure 12: College and University Graduates**



Source: U.S. Census Bureau, 2000 Census

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

College or University	Location	Graduates					
		2002	2003	2004	2005	2006	2007
<b>American International College</b>	Springfield	441	414	420	382	390	453
<b>Amherst College</b>	Amherst	431	415	428	409	430	409
<b>Bay Path College</b>	Longmeadow	194	302	354	381	423	449
<b>College of Our Lady of the Elms</b>	Chicopee	170	222	149	235	270	243
<b>Hampshire College</b>	Amherst	245	273	271	310	261	314
<b>Holyoke Community College</b>	Holyoke	746	863	918	987	881	901
<b>Mount Holyoke College</b>	South Hadley	513	572	553	555	608	553
<b>Smith College</b>	Northampton	923	895	854	928	897	850
<b>Springfield College</b>	Springfield	1,540	1,711	1694	1663	1702	1610
<b>Springfield Technical Community College</b>	Springfield	803	866	867	908	867	815
<b>University of Massachusetts</b>	Amherst	5,211	5,250	5322	5766	5550	5,797
<b>Western New England College</b>	Springfield	1,387	1,293	1388	1230	1032	882
<b>Westfield State College</b>	Westfield	952	4,060	989	974	992	1,095
<b>Total Graduates</b>		<b>13,125</b>	<b>14,136</b>	<b>14,207</b>	<b>14,728</b>	<b>14,303</b>	<b>14,371</b>

Sources: Integrated Postsecondary Education Data System (IPEDS)

Our region’s relatively low educational attainment rates, despite the existence of 13 area colleges and universities (see Table 9), 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 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.

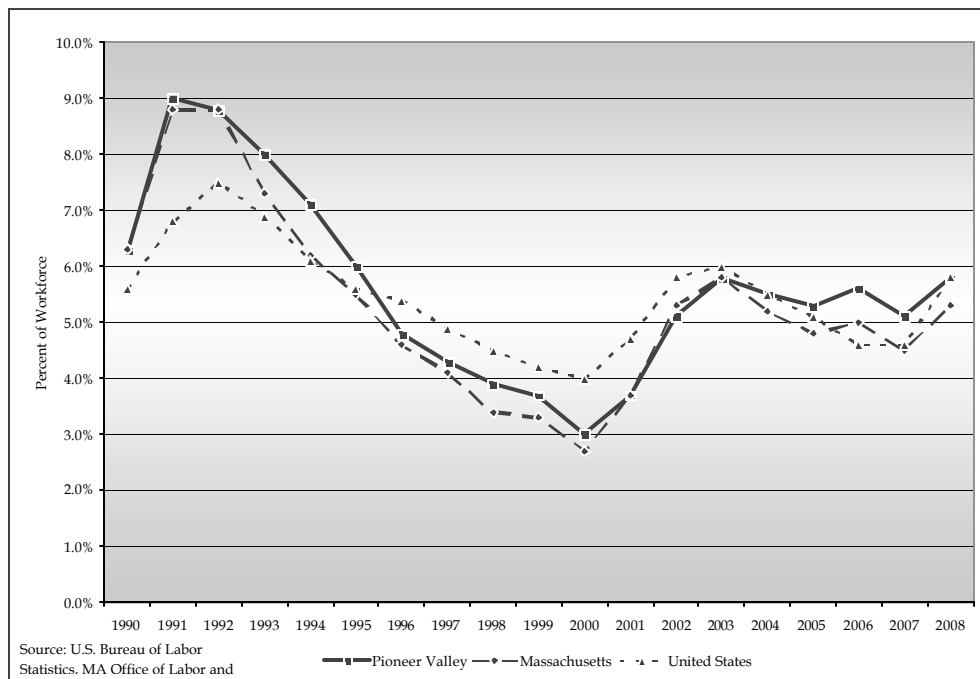
## The Economy

### The Workforce and Employment

The recent economic downturn might incline the reader to think that employment statistics for 2008 are uniformly dire. However, the reality is that while most indicators for the year have been negative—the significance of recent trends at this point is difficult to discern within the context of the past decade.

Annual data for 2008 shows an increase to a level of unemployment not seen in the region since 2003. However, unemployment figures have not conformed to a prevailing pattern since 2000—while the 1990s were characterized by a decade-long national trend of decreasing unemployment rates (see Figure 13). After the Pioneer Valley region’s unemployment rate reached an eight-year high of 5.9 percent in 2003, the unemployment rate fell steadily from 2003 to 2007 when it reached 5.1 percent. The 2007 unemployment rates for Massachusetts and the nation were lower by comparison, at 4.5 percent and 4.6 percent respectively. When comparing the region with state and national figures the Pioneer Valley had consistently lower rates of unemployment when compared with national data until 2005 and rates were lower than Massachusetts as well until 2004. Figures for 2008 indicate unemployment that is still higher than statewide rates, but is consistent with average unemployment in the nation. Due to the current economic downturn, it is likely that unemployment rates will continue to increase at all geographic levels before they begin to move in a more positive direction again.

**Figure 13: Unemployment Rates**

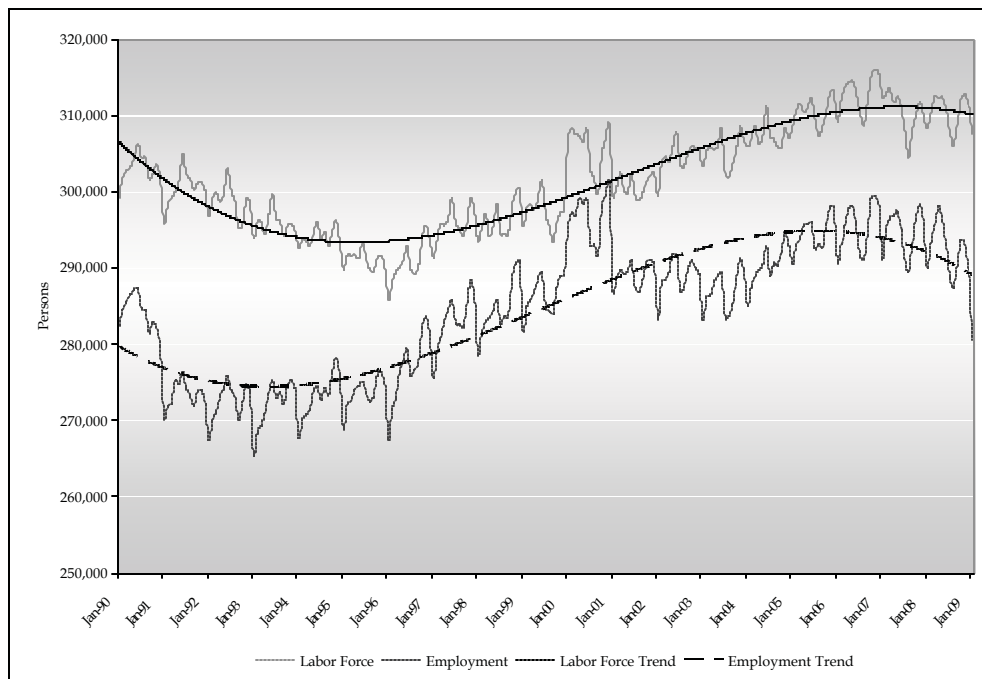


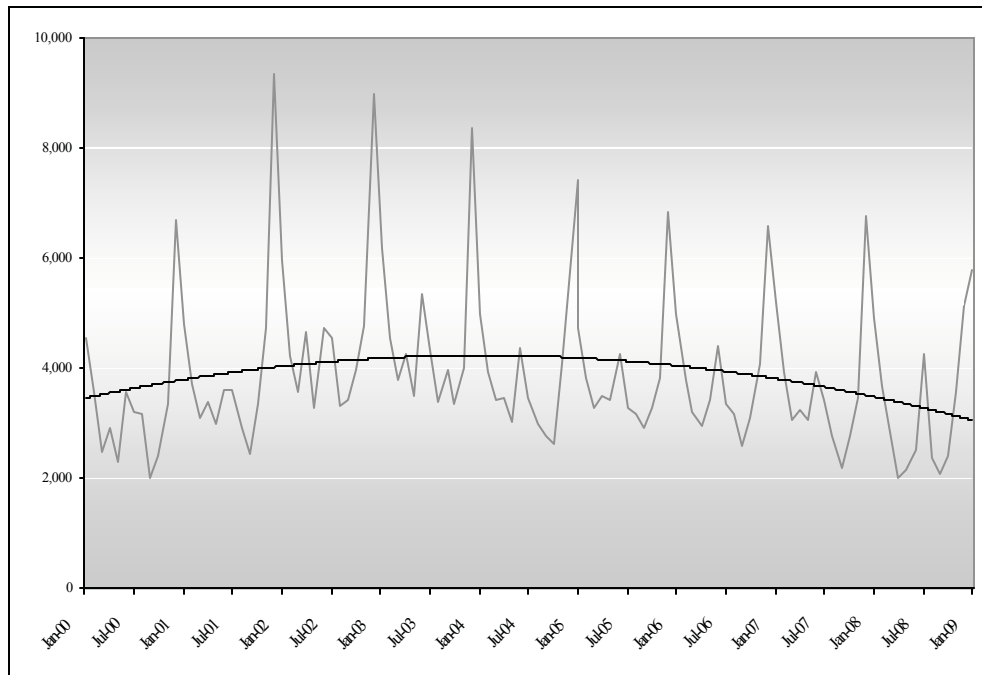


Interestingly, the rise in unemployment rates between 2000 and 2003 occurred while the size of the labor force and total employment was growing (see Figure 14). Since the growth in the labor force's size outpaced growth in employment, the unemployment rate rose. In June of 2002, the size of the region's labor force, with 307,849 people working or looking for work, surpassed the largest size of the labor force in the entire decade of the 1990s (306,326). The region's labor force reached its largest size to date in December 2006 (315,679), while employment numbers were largest in December 2000. By January of 2008, the size of the labor force was 307,681 people with the number of those employed at 280,492.

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). It should be noted that this data is collected by Workforce Investment Board, so it includes Franklin County. 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. While the peak of new claims only reached 5,795 in January 2009, compared to 9,351 (during the economic downturn of 2001) its important to note that these only represent new unemployment and the annual unemployment rate of 2008 showed a more distressing picture. The unemployment rate in 2008 was 5.8%, compared to 3.7% in 2001.

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



**Figure 15: New Unemployment Insurance Claims, 2000 to 2009**

\* This data is only available by Workforce Investment Board, so it includes Franklin County

### Employment Distribution

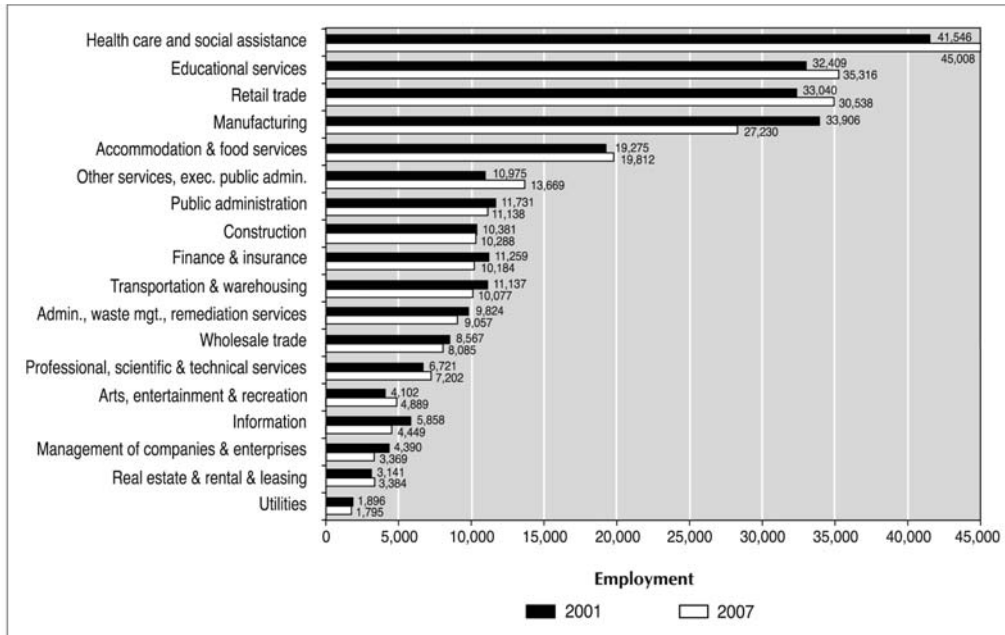
The region's economy is in transition. Manufacturing was once the mainstay of the region's economy, employing more than 29 percent of the workforce in 1980. Like most of the nation, the Pioneer Valley region is experiencing an increasing shift from manufacturing to service sector jobs in industries like 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 2007, the fastest growing industries in the Pioneer Valley region are other services; arts, entertainment, and recreation; educational services; and healthcare and social assistance. In 2007, the four largest industries in the Pioneer Valley region, by total employment, were healthcare and social assistance; educational services; retail trade; and manufacturing. Indeed those 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 2007 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.

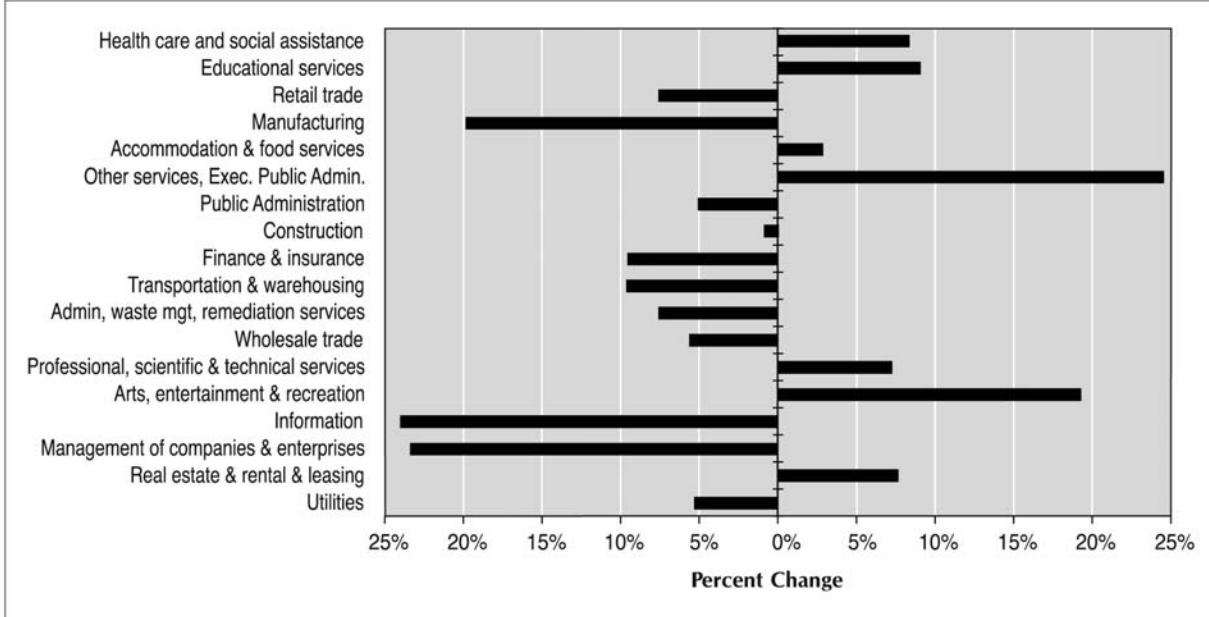
Work in utilities, finance, or management of companies yields the highest wages in the Pioneer Valley region, with each industry having an average annual wage in excess of \$54,000 (see Figure 18).

**Figure 16: Employment in the Pioneer Valley Region by Major Industry, 2001 and 2007**

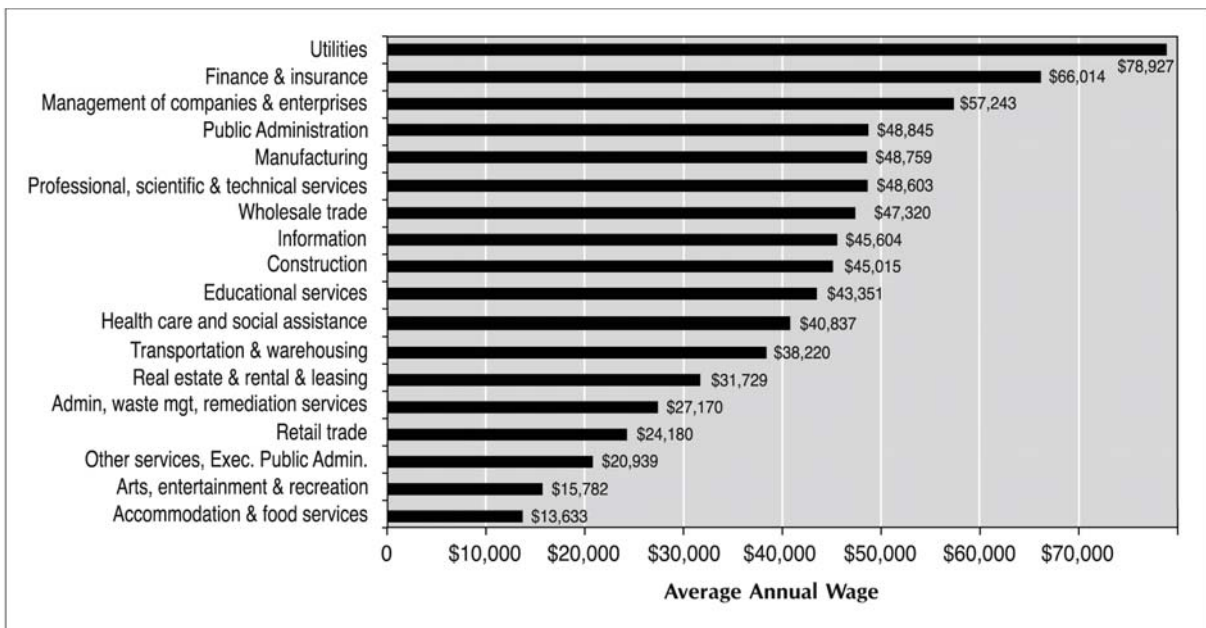


Source: Massachusetts Department of Workforce Development, ES-202 Program.

**Figure 17: Change in the Pioneer Valley Region Employment by Major Industry, 2001 to 2007**



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

**Figure 18: Average Annual Wages by Industry in the Pioneer Valley Region, 2007**

Source: Massachusetts Department of Workforce Development.

Manufacturing, educational services, and healthcare, three of the region's largest industries by employment, have average annual wages between \$40,837 and \$48,759. 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 \$15,782 and \$20,939 respectively. The average annual salary is lowest for employment in accommodation and food services, but this may be affected 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 117,000. The northern urban areas, Northampton and Amherst, employ approximately 33,000 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 29.5 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 2007 was slightly less than 3.5 times the total employment of Holyoke, but the total wages paid was more than 4.5 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 14,465, the average wage exceeded that of Springfield at \$42,016; in contrast, total employment in Northampton was 18,269 but the average wage was \$39,069, a difference of nearly \$3,000. 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 (12,168) than in East Longmeadow (8,278) or Ludlow (6,428). However, the average wage in Agawam was lower at \$36,019 whereas the average wage in East Longmeadow was \$39,815 and \$36,504 in Ludlow.

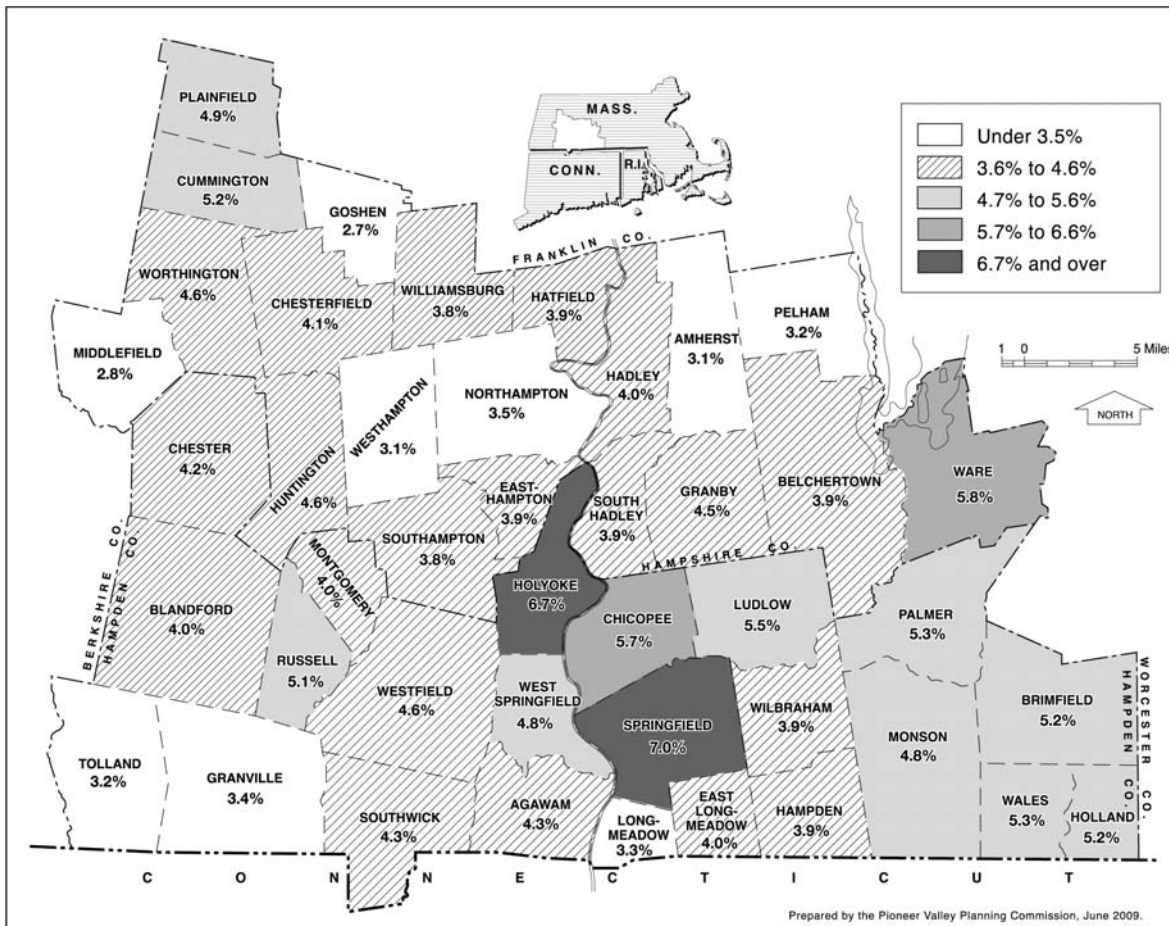
**Table 11: Pioneer Valley Region's Top 10 Employment Centers for 2007**

<b>Community</b>	<b>Total Employment</b>	<b>Percent of Region's Employment</b>	<b>Average Wage</b>	<b>Total Wages</b>
<b>Springfield</b>	75,896	29.5%	\$46,124	\$3,501,566,768
<b>Holyoke</b>	21,972	8.5%	\$35,308	\$776,095,415
<b>Chicopee</b>	20,002	7.8%	\$37,960	\$759,666,240
<b>Northampton</b>	18,374	7.1%	\$39,988	\$734,749,553
<b>West Springfield</b>	17,805	6.9%	\$37,024	\$659,024,838
<b>Westfield</b>	16,789	6.5%	\$38,896	\$653,131,336
<b>Amherst</b>	14,617	5.7%	\$43,004	\$628,568,962
<b>Agawam</b>	12,020	4.7%	\$37,076	\$445,779,786
<b>East Longmeadow</b>	8,339	3.2%	\$40,248	\$335,641,082
<b>Ludlow</b>	6,467	2.5%	\$38,688	\$250,181,934

Source: Massachusetts Department of Workforce Development

The regional map showing unemployment rates by workers’ place of residence in 2007 (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 2008 (as seen in Table 11), had the highest unemployment rate among residents at 7 percent in 2007. Holyoke ranked second for total employment and for the unemployment rate of residents in 2007. Although Chicopee had the third largest total employment, its unemployment rate for residents, at 5.7 percent, placed it fourth in the region.

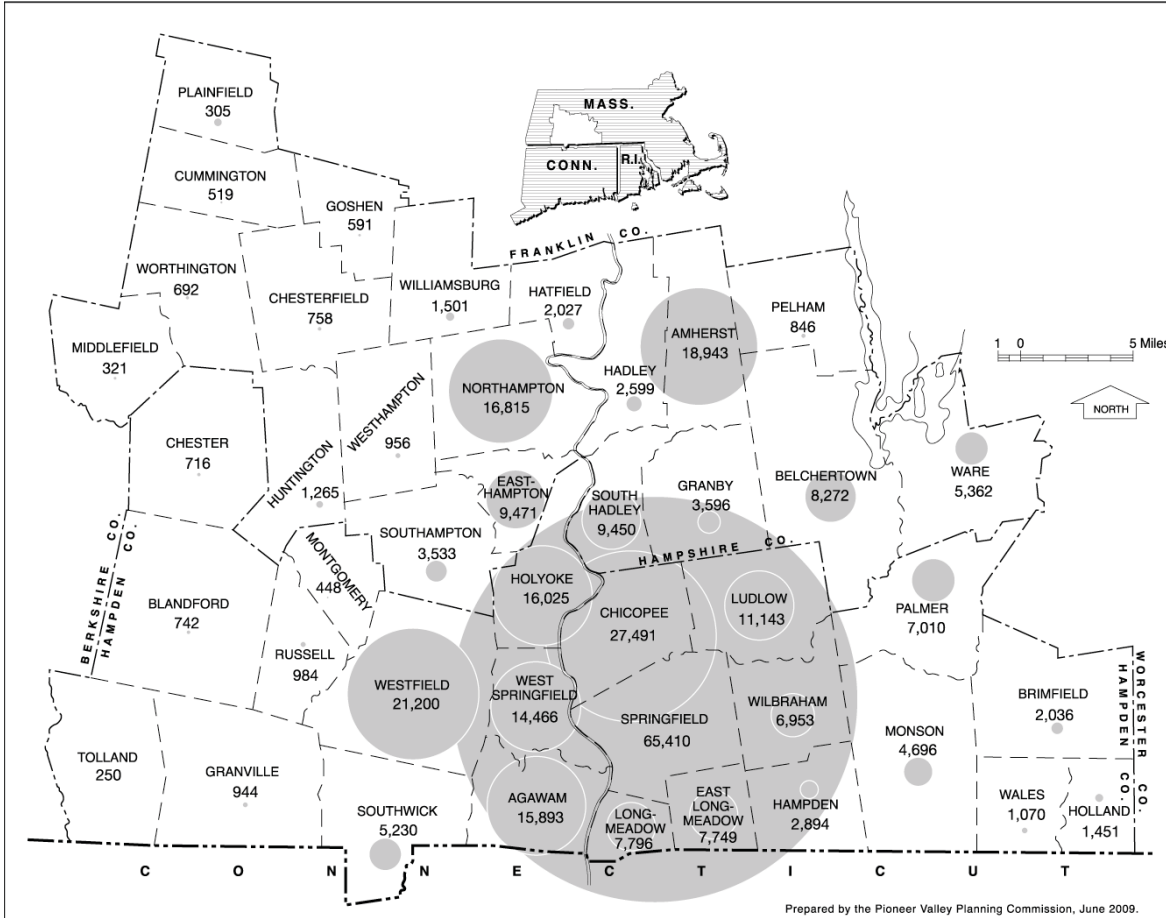
**Figure 19: Unemployment Rates by Worker's Place of Residence, 2007**



Source: U.S. Bureau of Labor Statistics, 2007.

A comparison of the total employment in the top employment centers in 2007 (Table 11) and the labor force (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 2007 exceeded the number of workers living in those cities in the same year, 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 there were larger than the number of jobs-indicating that these communities export workers to other communities.

**Figure 20: Labor Force by Place of Residence, 2007**

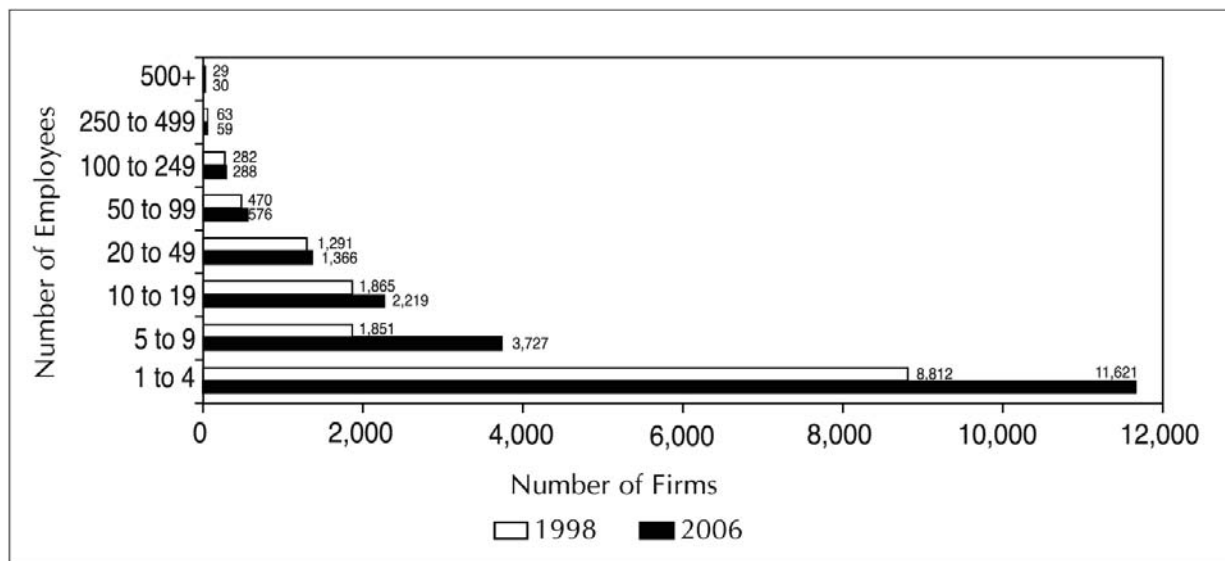


Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics

## Regional Employers

The Pioneer Valley region's economy is rooted in small businesses. About 94% of businesses in 1998 and 2006 were firms of fewer than fifty people (Figure 21), and more than 70% were firms with less than 10 employees. Small businesses are not only important because of the number of firms, but because those businesses accounted for about 46% of all jobs in the Pioneer Valley region in 2006. Mid-size businesses, those with 50 to 250 employees, are also a significant presence in the region and they accounted for about 35% of all jobs in 2006.

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



Source: U.S. Census Bureau, County Business Patterns, 1998 and 2006

Mid-size businesses, those with 50 to 250 employees, are also a significant presence in the region and they accounted for about 35% of all jobs in 2006.

The number of firms employing more than 250 people increased to 377 in 2007, 49 firms had more than 500 employees in 2008 (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., Hasbro Games, Friendly's Ice Cream Corp., Solutia, Inc., and Calloway Golf.



**Table 12: Major Employers in the Pioneer Valley Region in 2008 (Ranked According to Full-Time Employees in a Single Location)**

Company	Location	Primary Industry Code
<b>5,000 to 10,000 Local Employees</b>		
Baystate Health System	Springfield	General Medical and Surgical Hospitals
<b>1,000 to 4,999 Local Employees</b>		
Big Y Foods Inc.	Springfield	Food and Beverage Stores
C & S Wholesale Grocers Inc.	Hatfield	Merchant Wholesalers, Nondurable Goods
City of Springfield	Springfield	Executive Offices
Cooley Dickinson Hospital	Northampton	Hospitals
Department of Mental Retardation	Monson	Administration of Human Resource Programs
Hasbro Games	East Longmeadow	Plastics and Rubber Manufacturing
Holyoke Hospital	Holyoke	Hospitals
MassMutual Financial Group	Springfield	Securities, Commodity Contracts, and Other Financial Investments and Related Activities
Mount Holyoke College	South Hadley	Educational Services
Sisters of Providence Health System	Springfield	Hospitals
Smith College	Northampton	Educational Services
U.S. Post Office	Springfield	Postal Service
University Of Massachusetts	Amherst	Educational Services
Wal-Mart	Chicopee	General Merchandise Stores
Westover Air Reserve Base (civilians only)	Chicopee	National Security and International Affairs
<b>500 to 999 Local Employees</b>		
Amherst College	Amherst	Educational Services
Berry Plastics	Easthampton	Plastics and Rubber Manufacturing
Calloway Golf Company	Chicopee	Miscellaneous Manufacturing
Center for Human Development	Springfield	Ambulatory Health Care Services
City of Chicopee	Chicopee	Executive Offices
City of Holyoke	Holyoke	Executive Offices
City of Westfield	Westfield	Executive Offices
Holyoke Community College	Holyoke	Educational Services
Lenox Tools	East Longmeadow	Fabricated Metal Product Manufacturing
Noble Hospital	Westfield	Hospitals
Peter Pan Bus Lines Inc.	Springfield	Transit and Ground Passenger Transportation
Preffered People Staffing	Springfield	Administrative and Support Services
RiverBend Medical Group	Chicopee	Ambulatory Health Care Services
Smith & Wesson	Springfield	Fabricated Metal Product Manufacturing
Solutia Inc.	Springfield	Chemical Manufacturing
Springfield College	Springfield	Educational Services
Sunday Republican	Springfield	Publishing Industries (except Internet)
Titeflex Corp.	Springfield	Plastics and Rubber Manufacturing
Town of Agawam	Agawam	Executive Offices
U.S. Veterans Medical Center	Northampton	Hospitals
Wal-Mart	Chicopee	General Merchandise Stores
Western New England College	Springfield	Educational Services
Westfield State College	Westfield	Educational Services
Wing Memorial Hospital	Palmer	Hospitals
YMCA	Springfield	Amusement, Gambling, and Recreation Activities

Source: PVPC 2009 Major Employers

## The Infrastructure

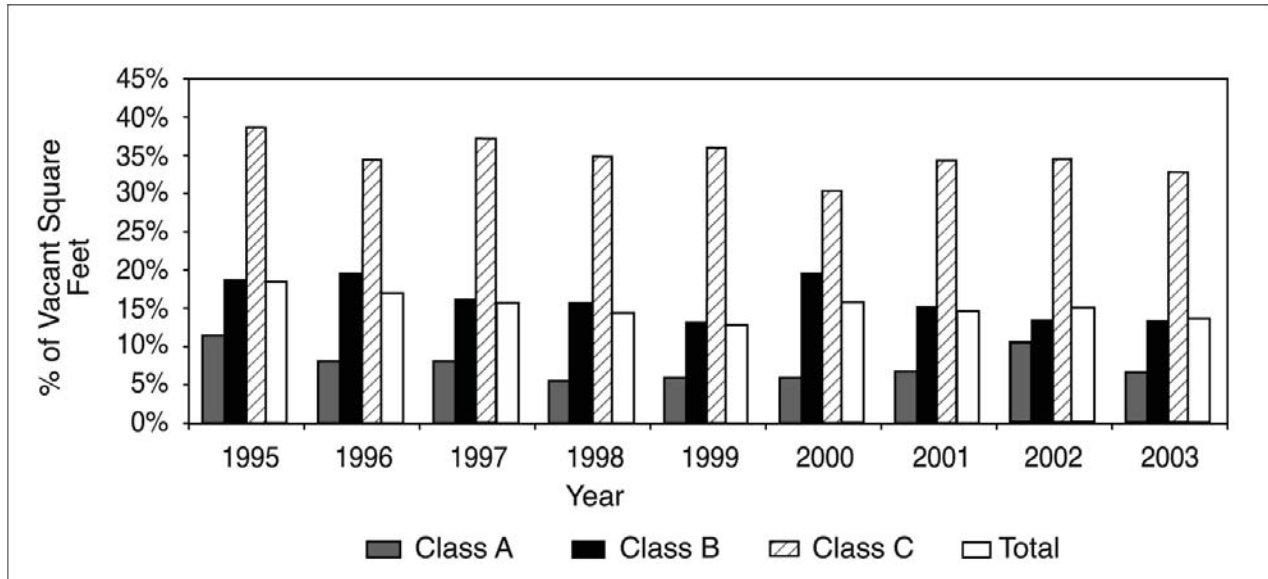
### Real Estate

#### 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 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.

**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
<b>Inventory</b> (square feet)	4,704,580	4,783,180	5,028,880	5,050,726	>5,000,000	*	5,052,707	5,106,076	5,504,446
<b>Vacant</b> (square feet)	867,429	910,275	746,763	737,016	*	*	846,104	750,698	730,712
<b>% Vacant</b>	18.4%	19.0%	14.9%	14.6%	12.7%	15.8%	16.8%	14.7%	13.3%
<b>Price Range</b> (per square foot)	\$ 6.75-16.50	\$ 8.00-18.00	\$ 7.94-17.50	\$ 5.50-18.00	*	*	\$ 5.00-22.00	\$5.00-\$20.00	\$6.00-\$21.00
<b>Buildings</b>	148	147	152	153	*	*	159	147	153
<b>Absorption</b> (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

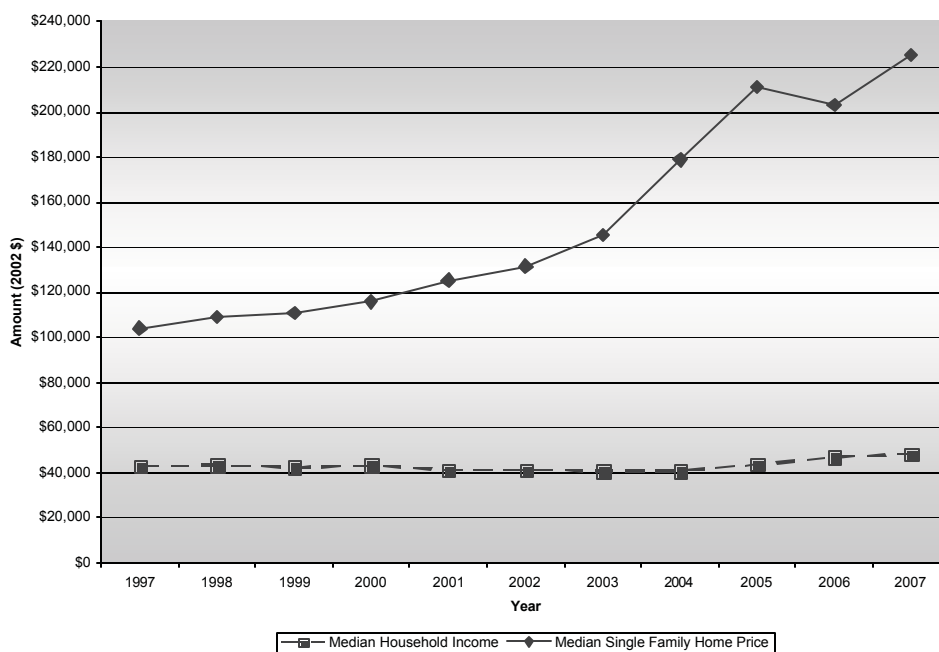
\* Data not Available

### **Housing**

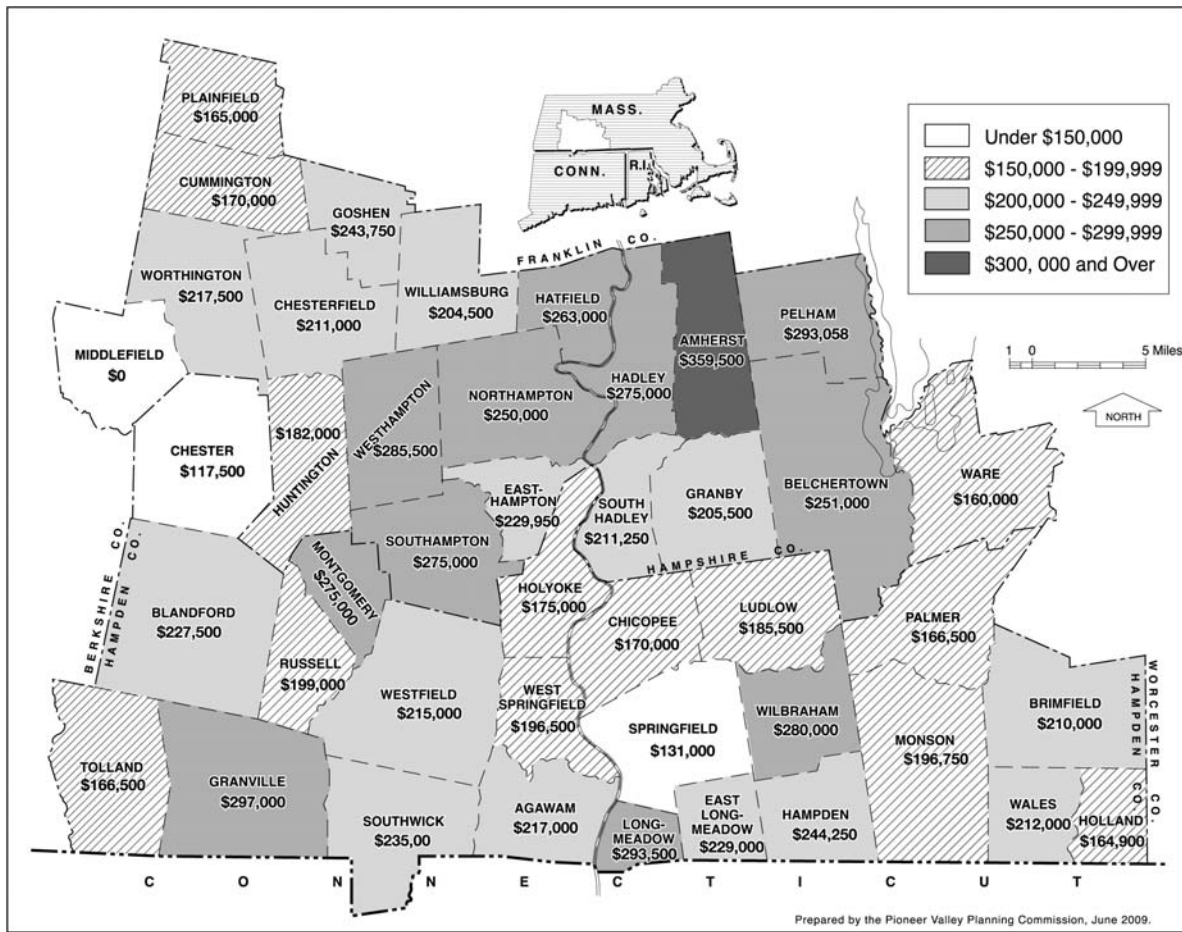
The extent to which housing is affordable matters greatly to any community. Housing is a basic human need and one of the most significant expenditures that people face. Studies have shown that people who purchase homes are more financially and emotionally committed to their communities. As Figure 23 indicates, during the 1990s there was little housing appreciation, but after 2000 prices soared in the region and nationwide. Prices grew gradually prior to 2000, began to increase in the two years afterward, and soared between 2003 and 2007. Data from 2008 shows the effects of the recent national economic downturn and housing market crash are also impacting the region, with a decrease in median home prices of more than 8 percent.

There is a wide range of prices across the 43 cities and towns (Figure 24). As of 2008, the median price of a single-family home in Amherst was \$359,500 (the highest in the region). While there were 5 municipalities in 2007 that had median prices above \$300,000—Amherst was the only town in that range in 2008. However, there were several places in the upper quarter of the \$200,000 range including Granville, Hadley, Longmeadow, Montgomery, Pelham, Southampton, Westhampton, and Wilbraham. At the other end of the spectrum were communities with prices under \$150,000 such as Chester, Middlefield, and Springfield. There were a number of housing markets with median sales under \$200,000 as well, including Chicopee, Cummington, Holyoke, Huntington, Ludlow, Monson, Russell, and West Springfield.

**Figure 23: Median Household Income and Single Family Home Price in the Pioneer Valley Region, 1997 - 2007**

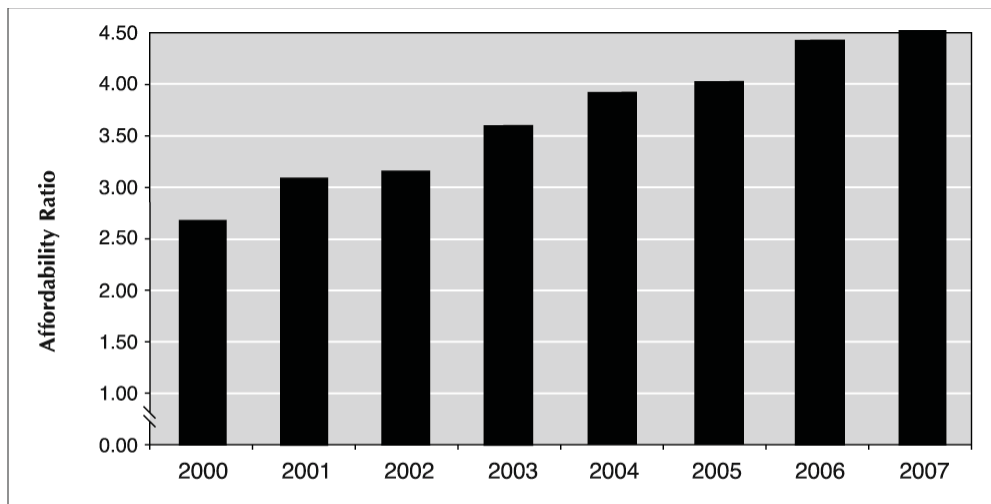


**Figure 24: Median Sale Price of Single-Family Homes in the Pioneer Valley Region (2007)**



Source: The Warren Group. (Does not include Sales Under \$1,000 or Foreclosures.)

**Figure 25: Pioneer Valley Region Housing Affordability Ratio (Median Price/Median Income), 2000 - 2007**



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

The drop in housing prices has not solved the issue of housing affordability, as incomes have decreased when inflation is factored in. It is generally accepted that a household can afford a home up to a price that is equal to three times their yearly income. With median incomes of \$50,762 in 2008 that translates into \$152,286. Only four communities in the region had median housing prices equal to or less than that amount. Another way to examine the problem is through the use of a housing affordability ratio. The Pioneer Valley's housing affordability ratio can be calculated by dividing the median price of a single family home by the median household 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. The affordability ratio steadily climbed starting in 1997, and passed the 3.0 threshold in 2001. However, the most recent data shows a decrease in the affordability ratio (from 4.6 in 2007 to 4.3 in 2008), this is an indication that the drop in housing prices has been significant enough to compensate for some of the concurrent decrease in incomes, however a housing affordability ratio of 4.3 is still of great concern. In the long term the issue of housing affordability will continue to be an issue if incomes continue to decrease.

## 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.

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 arteries, 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.

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

Destination	Distance in Miles	Estimated Driving Time
<b>Albany</b>	85	1.5 hours
<b>Boston</b>	91	1.5 hours
<b>Montreal</b>	301	5.5 hours
<b>New York City</b>	140	3.0 hours
<b>Philadelphia</b>	260	5.0 hours
<b>Washington, DC</b>	400	8.0 hours

Source: PVPC, Regional Transportation Plan for the Pioneer Valley - 2007 Update

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

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

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

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.

**Table 16: Pioneer Valley Region Average Commute Times to Work**

	Mean Driving Time to Work (minutes)		
	1990	2000	% Change
<b>Massachusetts</b>	22.2	27.0	21.6%
<b>Pioneer Valley Region</b>	18.9	21.8	15.2%
<b>Hampden County</b>	19.1	21.8	14.2%
<b>Hampshire County</b>	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%)
Granville	29.3	29.5	0.6%
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. Bureau of the Census; "Table DP-2 Profile of Selected Social Characteristics: 2000"



**Transit Routes**

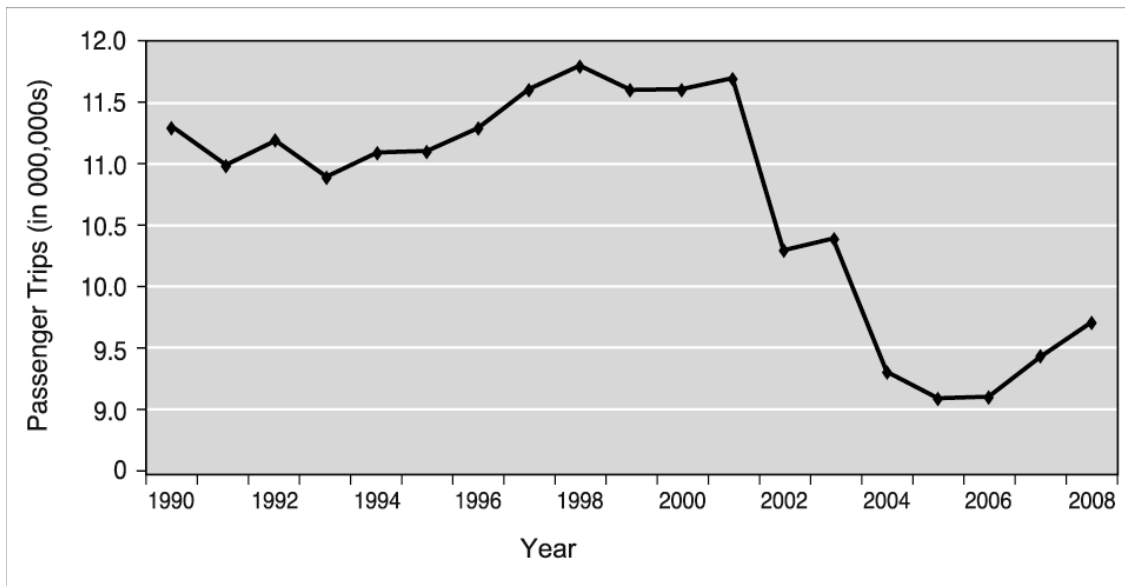
The Pioneer Valley is home to an extensive transit system that offers many different modes of public transportation. Intra-county and intercity buses, paratransit, ridesharing, rail, and park-and-ride services are all vital for the mobility of the region’s residents.

The Pioneer Valley Transit Authority (PVTA), created in 1974 to rebuild and expand the region’s transit fleet and services. It operates a fleet of 195 buses, all of which are wheelchair-equipped. PVTA oversees a network of 40 fixed routes and four community shuttles in the region’s major urban centers and outlying suburban areas. PVTA offers critical mobility to its 24 member communities, of which 22 are located in the Pioneer Valley region and two in Franklin County.

In addition to PVTA, extensive intercity transportation network serves the Pioneer Valley region with services provided by three privately owned companies: Greyhound Lines of Dallas, Texas; Peter Pan Bus Lines of Springfield, Massachusetts; and Vermont Transit Lines of Burlington, Vermont. These companies provide a mix of local routes among points within and outside the region and nationwide connecting service. Several other carriers provide a variety of services, including bus charters and package tours.

The Springfield Bus Terminal Associates, composed of Peter Pan, Vermont Transit 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 and served by Vermont Transit and Greyhound Bus Lines. Major Peter Pan stops are also located at the University of Massachusetts, Amherst Center, South Hadley, and Palmer.

**Figure 26: Pioneer Valley Transit Authority Fixed Route Bus Ridership**



Source: PVTA Annual Reports

Passenger rail service is available to Pioneer Valley residents on Amtrak, the National Railroad Passenger Corporation. Amtrak's most frequent service is at Springfield Union Station, the region's main train station, on Lyman Street in downtown Springfield. Amtrak runs 11 trains per day that provide extensive service within the northeastern United States, as well as to the north, west and east. 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, 0.4 percent of all residents commute to work by bicycle and 5.0 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.

The Pioneer Valley Transit Authority pioneered 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, PVRTA installed bicycle racks to the front of all buses in the Hampshire County service area. Through various grant programs, new bicycle parking racks have been installed for 900 bicycles.

The area has an expanded network of off-road facilities range from traditional bike paths to multiuse trails. Twelve communities currently provide multiuse paths or "rail trails" totaling 25 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 average 1,200 users per day during the peak season. A trail survey in 2002 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 Chicopee, 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. The region is also well positioned to support new ventures in international trade, especially in Canadian and European markets. An efficient multi-modal transportation network is available, including truck, rail, air and pipeline.

Trucking is currently the most widely used mode 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 are locally based, but a large number of interstate motor carriers also 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, where intermodal connections to rail are available. 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.

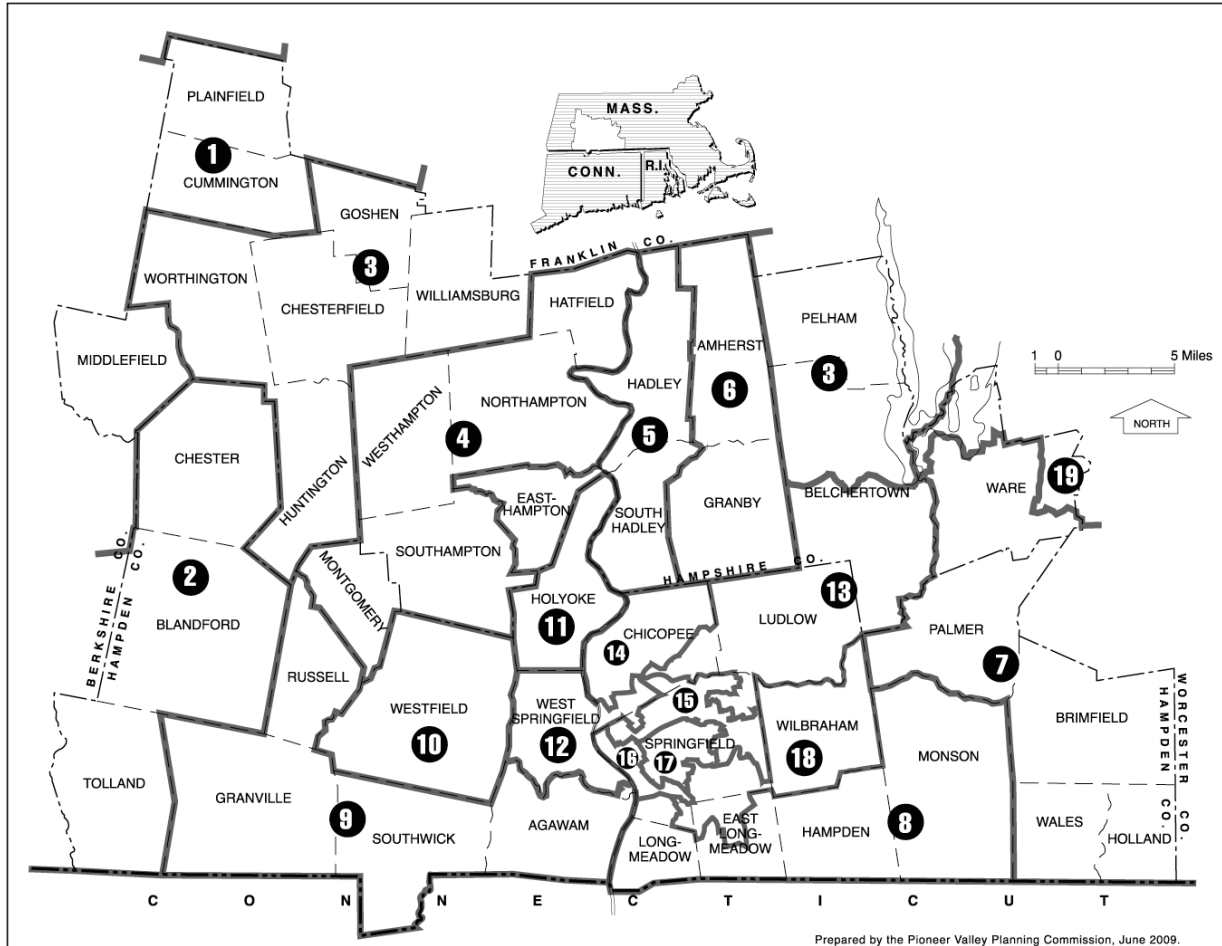
Five rail carriers provide freight service in the Pioneer Valley Region: CSX Transportation, Pan AM Railways, New England Central, Pioneer Valley Railroad, and MassCentral Railroad. The region's largest freight and intermodal yard, operated by CSX, is located in West Springfield. Another major freight 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, Palmer, and Westfield. 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. Air freight is also handled at Westover Airport in Chicopee. 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: Pioneer Valley Region State Representatives and Districts



Prepared by the Pioneer Valley Planning Commission, June 2009.

**1 Denis E. Guyer (D)**  
**2nd Berkshire District**  
 State House, Room 473F  
 (617) 722-2210  
 P.O. Box 163  
 Dalton, MA 01226  
 (413) 358-3354  
 rep.denisguyer@hou.state.ma.us

**2 William Pignatelli (D)**  
**4th Berkshire District**  
 State House, Room 448  
 (617) 722-2582  
 P.O. Box 2228  
 Lenox, MA 01240  
 (413) 637-0631  
 rep.smitty@hou.state.ma.us

**3 Stephen Kulik (D)**  
**1st Franklin District**  
 State House, Room 238  
 (617) 722-2380  
 1 Sugarloaf St.  
 South Deerfield, MA 01373  
 (413) 665-7200  
 rep.stephenkulik@hou.state.ma.us

**4 Peter V. Kocot (D)**  
**1st Hampshire District**  
 State House, Room 163  
 (617) 722-2040  
 rep.peterkocot@hou.state.ma.us

**5 John W. Scibak (D)**  
**2nd Hampshire District**  
 State House, Room 42  
 (617) 722-2370  
 P.O. Box 136  
 South Hadley, MA 01075  
 (413) 539-6566  
 rep.johnscibak@hou.state.ma.us

**6 Ellen Story (D)**  
**3rd Hampshire District**  
 State House, Room 277  
 (617) 722-2012  
 rep.ellenstory@hou.state.ma.us

**7 Todd M. Smola (R)**  
**1st Hampden District**  
 State House, Room 156  
 (617) 722-2240  
 rep.toddsmla@hou.state.ma.us

**8 Brian M. Ashe (D)**  
**2nd Hampden District**  
 State House, Room 540  
 (617) 722-2090  
 rep.brianashe@hou.state.ma.us

**9 Rosemary Sandlin (D)**  
**3rd Hampden District**  
 State House, Room 134  
 (617) 722-2400  
 29 Southwick St.  
 Feeding Hills, MA 01030  
 (413) 786-7600  
 rep.rosemarysandlin@hou.state.ma.us

**10 Donald F. Humason, Jr. (R)**  
**4th Hampden District**  
 State House, Room 542  
 (617) 722-2803  
 64 Noble St.  
 Westfield, MA 01085  
 (413) 568-1366  
 rep.donaldhumason@hou.state.ma.us

**11 Michael F. Kane (D)**  
**5th Hampden District**  
 State House, Room 473B  
 (617) 722-2263  
 250 Westfield Rd.  
 Holyoke, MA 01040  
 (413) 540-9842  
 rep.michaelfkane@hou.state.ma.us

**12 James T. Welch (D)**  
**6th Hampden District**  
 State House, Room 136  
 (617) 722-2396  
 772 Union Street  
 W. Springfield, MA 01089  
 (413) 737-7756  
 rep.jameswelch@hou.state.ma.us

**13 Thomas M. Petrolati (D)**  
**7th Hampden District**  
 State House, Room 234  
 (617) 722-2255  
 116 Sewall St.  
 Ludlow, MA 01056  
 (413) 589-7303  
 rep.thomaspetrolati@hou.state.ma.us

**14 Joseph F. Wagner (D)**  
**8th Hampden District**  
 State House, Room 134  
 (617) 722-2400  
 10 Center St., Rm. 209  
 Chicopee, MA 01013  
 (413) 592-7857  
 rep.josephwagner@hou.state.ma.us

**15 Sean Curran (D)**  
**9th Hampden District**  
 State House, Room 473B  
 (617) 722-2263  
 430 Springfield St.  
 Springfield, MA 01107  
 (413) 746-2728  
 rep.SeanCurran@hou.state.ma.us

**16 Cheryl A. Coakley-Rivera (D)**  
**10th Hampden District**  
 State House, Room 39  
 (617) 722-2014  
 15 Wilcox St.  
 Springfield, MA 01105  
 (413) 739-1503  
 rep.cherycoakley-rivera@hou.state.ma.us

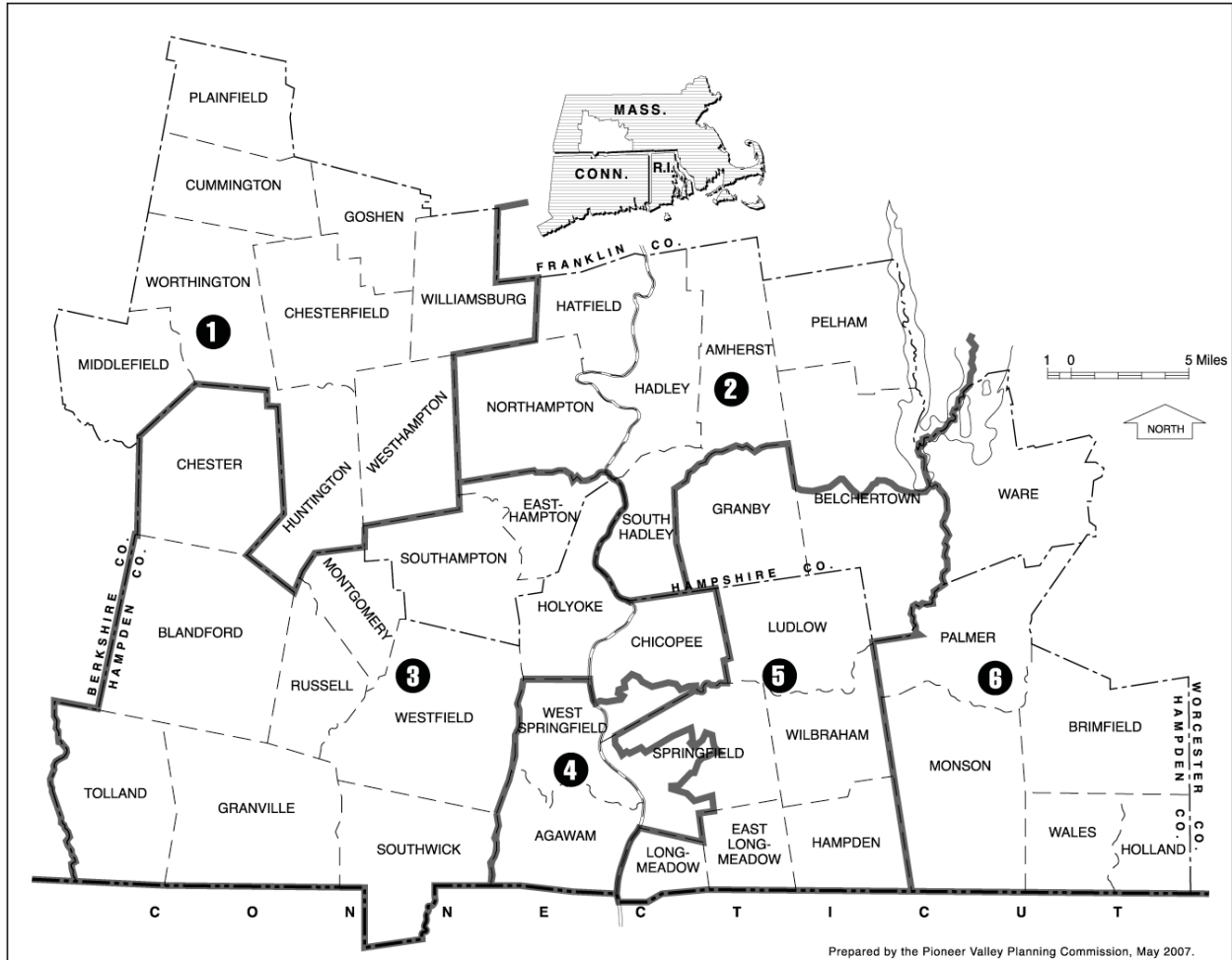
**17 Benjamin Swan (D)**  
**11th Hampden District**  
 State House Room 127  
 (617) 722-2680  
 815 State Street  
 Springfield, MA 01109  
 (413) 739-8547  
 rep.benjaminswan@hou.state.ma.us

**18 Angelo J. Puppola, Jr. (D)**  
**12th Hampden District**  
 State House, Room 146  
 (617) 722-2011  
 2341 Boston Rd., Suite 204  
 Wilbraham, MA 01095  
 (413) 596-4333  
 rep.AngeloPuppola@hou.state.ma.us

**19 Anne M. Gobi (D)**  
**5th Worcester District**  
 State House, Room 26  
 (617) 722-2080  
 rep.AnneGobi@hou.state.ma.us

State House zip code to all State Representatives is:  
 Boston, MA 02133-1054

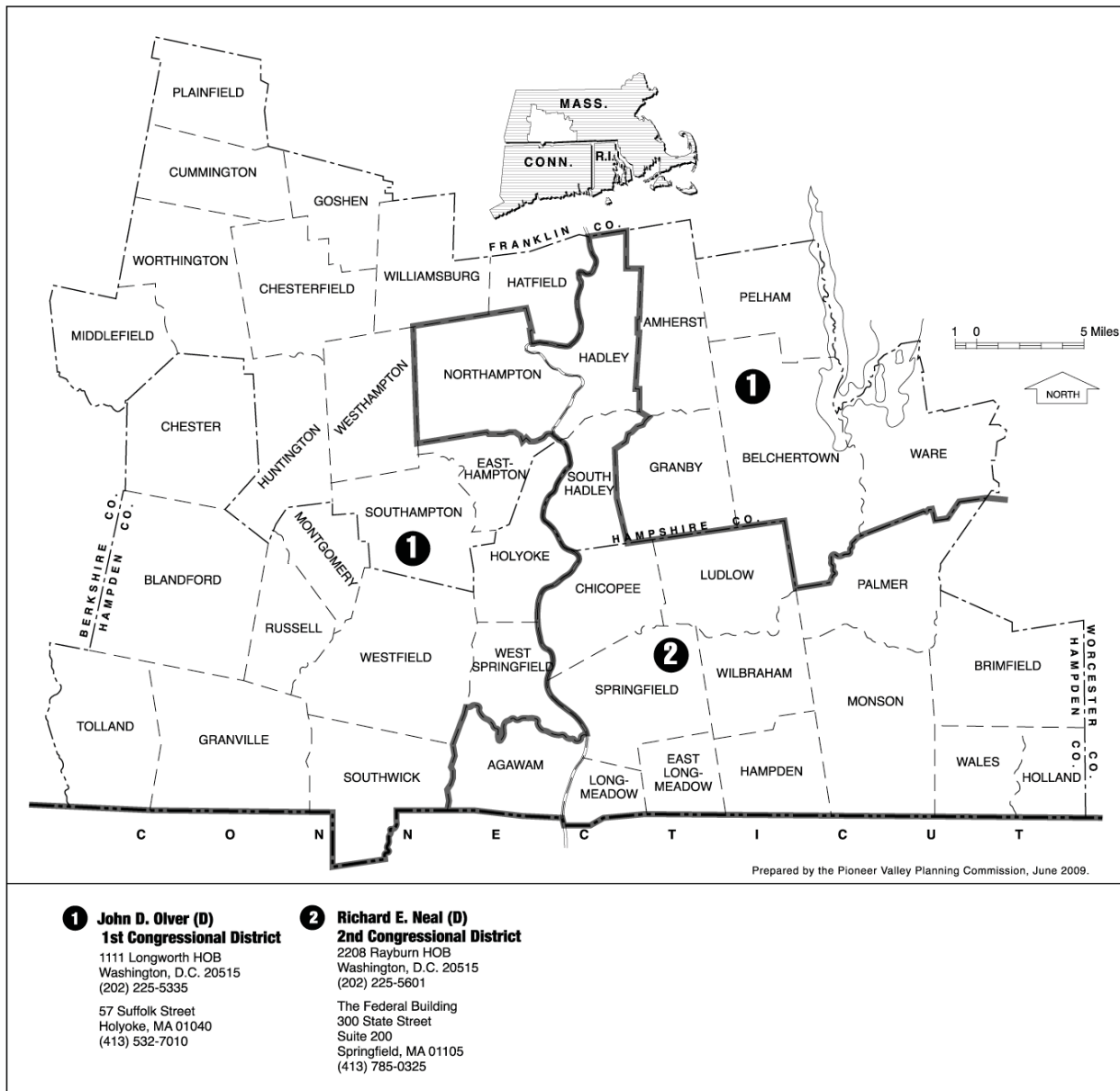
Figure 28: Pioneer Valley Region State Senators and Districts



Prepared by the Pioneer Valley Planning Commission, May 2007.

- 1 Benjamin B. Downing (D)**  
**Berkshire, Hampshire and Franklin District**  
 State House, Room 413F  
 Boston, MA 02133  
 (617) 722-1625  
 20 Bank Row, Room 202  
 Pittsfield, MA 01201  
 (413) 442-4008  
 benjamin.downing@state.ma.us
- 2 Stanley C. Rosenberg (D)**  
**Franklin and Hampshire District**  
 State House, Room 320  
 Boston, MA 02133  
 (617) 722-1532  
 FAX: (617) 722-1062  
 1 Prince St.  
 Northampton, MA 01060  
 (413) 584-1649  
 stan.rosenberg@senate.state.ma.us
- 3 Michael R. Knapik (R)**  
**2nd Hampden and Hampshire District**  
 State House, Room 419  
 Boston, MA 02133  
 (617) 722-1415  
 57 North Elm St.  
 Westfield, MA 01085  
 (413) 562-6454  
 michael.knapik@state.ma.us
- 4 Stephen J. Buoniconti (D)**  
**Hampden District**  
 State House, Room 309  
 Boston, MA 02133  
 (617) 722-1660  
 150-B Bridge Street  
 Springfield, MA 01103  
 (413) 733-9991  
 stephen.buoniconti@state.ma.us
- 5 Gale D. Candaras (D)**  
**1st Hampden and Hampshire District**  
 State House, Room 213B  
 Boston, MA 02133  
 (617) 722-1291  
 17 Main St.  
 Wilbraham, MA 01095  
 (413) 599-4785  
 gale.candaras@state.ma.us
- 6 Stephen M. Brewer (D)**  
**Worcester, Hampden, Hampshire and Franklin District**  
 State House, Room 109B  
 Boston, MA 02133  
 (617) 722-1540  
 stephen.brewer@state.ma.us

**Figure 29: Pioneer Valley Region Congressional Districts & Senate Contacts**



## U.S. Senate

**Edward M. Kennedy (D)**  
 317 Russell Building  
 Washington, D.C. 20510  
 (202) 224-4543  
  
 2400 JFK Building  
 Boston, MA 02203  
 (617) 565-3170

**John F. Kerry (D)**  
 218 Russell Building  
 Washington, D.C. 20510  
 (202) 224-2742  
  
 Springfield Federal Building  
 1550 Main St. Suite 304  
 Springfield, MA 01101  
 (413) 785-4610

## Summary of Strengths and Weaknesses

### Strengths & Opportunities

We have identified 14 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 restaurants and fitness center next to the 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
- Intensified effort on workforce development; numerous programs underway to prepare the next generation of workers.
- Emerging signs of economic turnaround and improvement of the City of Springfield's financial status.

### **Weaknesses & External Threats**

We have identified 13 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
- 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
- Cities and towns struggling with funding local needs and services due to state budget deficits and modest local aid increases
- Potential shortage of workers forthcoming according to a 2010-2011 workforce analysis
- 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
- Increasing numbers of home foreclosures as part of the nationwide mortgage crisis
- Out-migration of local college and university graduates to other regions



## **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 annual report—depend on a diverse and interconnected network of active economic partners. This network 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 13 higher education institutions and building a cross-border economic alliance with the greater Hartford area.

The network of Plan for Progress partners (Figure 30) 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: Pioneer Valley Plan for Progress Implementers

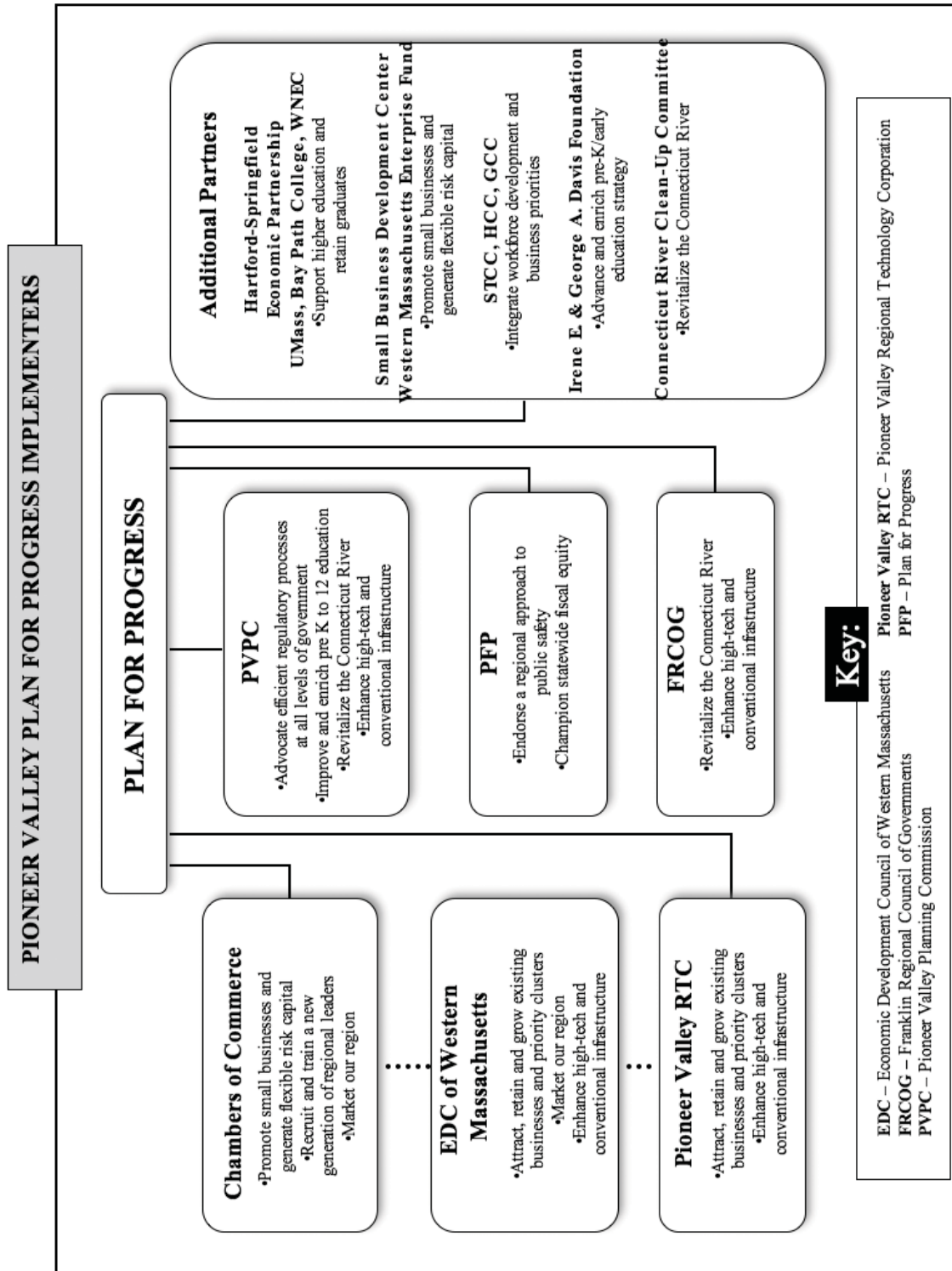
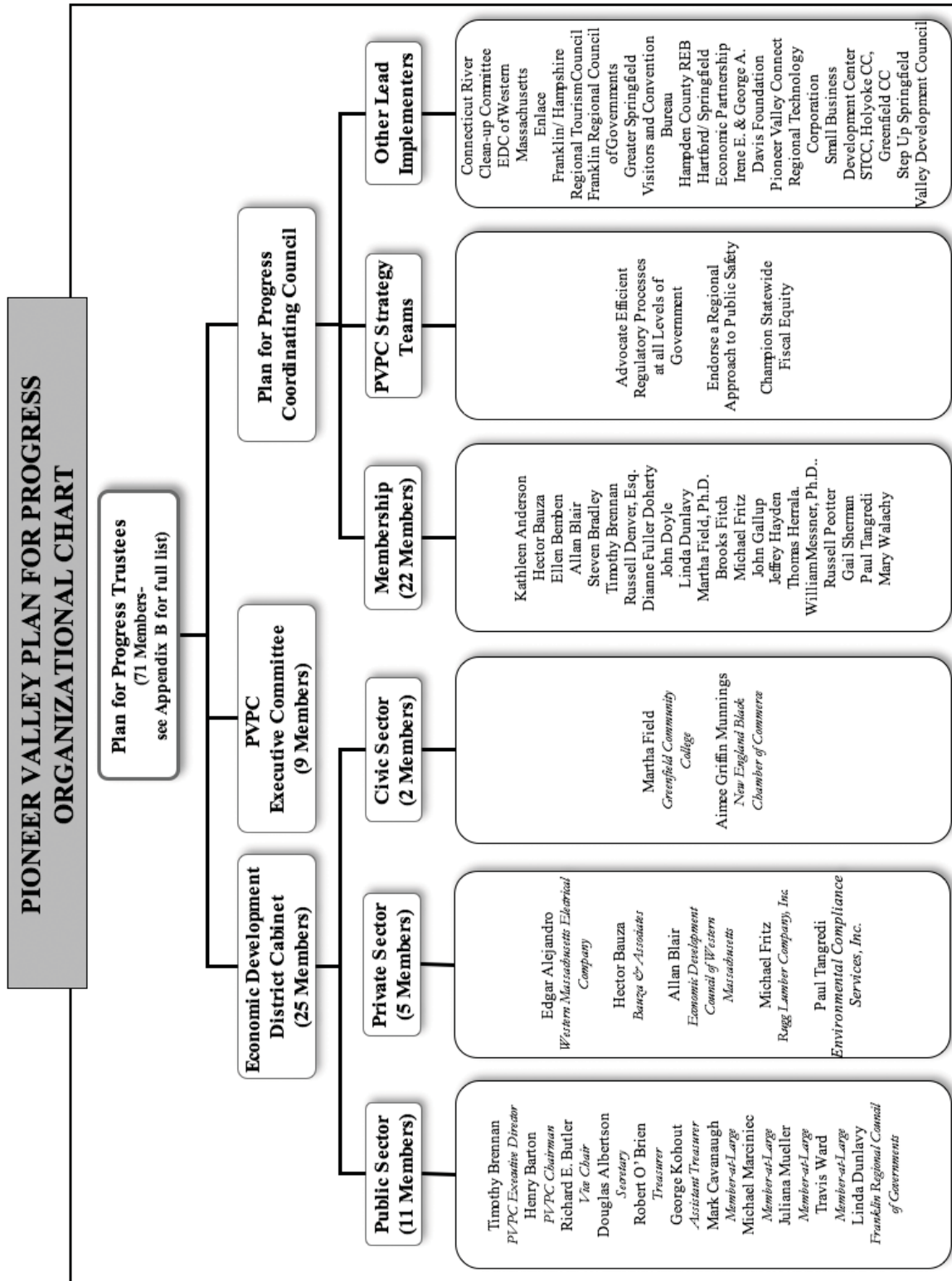


Figure 31: Pioneer Valley Plan for Progress Organizational Chart



## A VISION FOR THE PIONEER VALLEY REGION

### Updated 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, completely revised in 2004 and newly updated in 2009, 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.

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.

In early 2003, Plan for Progress stakeholders determined that it was time to overhaul the original 1994 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, a set of strategic goals, in four groupings, guide the implementation of these principles and present tangible action steps for realizing the vision.

Developing the 2004 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, featured a description of our region today, including demographics, geography, regional assets, employment, and education data. It followed the same successful model of its predecessor, centering on strategies that were developed through focus groups, research, and business community participation. The 2004 Plan identified thirteen strategic goals as critical for growing the people, companies, and communities in the region. In addition, the Plan included 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.

In 2008-2009, the Plan for Progress Trustees and Coordinating Council reviewed and re-evaluated the existing Plan for Progress in order to conduct a five-year update, as required by the Economic Development Administration. Out of this process came several additional plan components, including:

- A section discussing the integration of the Plan with state economic development plans and other regional and local plans;
- A new Accountability System (which debuted in the 2008 CEDS Annual Report);
- A new set of indicators for the Urban Core cross-cutting theme;
- A new strategy to Develop a Green Regional Economy;
- A new emphasis on the Creative Economy in the Industry Clusters cross-cutting theme; and
- A new Disaster Resilience component.

Almost no plan components were eliminated, as over the past five years, the 2004 Plan has remained relevant, timely, and future-focused. The only section to be replaced in its entirety was the original process-based evaluation of progress, which has been superseded by a new results-based evaluation system. In this system, the strategic goals, aggregated into four groupings, are measured and evaluated by a set of performance indicators that provide a “dashboard” reading of the region’s progress.

## The 2009 Plan for Progress: Cross-Cutting Themes

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). ***This Five-Year Update of the Plan for Progress identifies another existing industry cluster to be included with those that show great promise for growth and expansion: the Creative Economy. This industry is complementary to the hospitality and tourism cluster but also includes creative businesses and workers in a wider range of fields.***
- **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. ***This Five-Year Update includes a new set of performance indicators to measure progress that the region is making in these areas.***

## **The 2009 Plan for Progress: Strategic Goals**

While cross-cutting themes constitute the principles of what the Plan for Progress can achieve, it is the strategic goals and their corresponding action steps that will realize that vision. A new strategic goal has been identified for this Five-Year Update, a strategy to Develop a Green Regional Economy, resulting in a total of fourteen strategic goals. The original thirteen strategies are summarized in the 2009 Plan for Progress Accomplishments section of the CEDS; the new fourteenth strategy is outlined in detail later in this section; and all fourteen are listed below under their strategy groupings:

### **Strengthen and expand the region's economic base**

- Attract, retain, and grow existing businesses and priority clusters
- Promote small business and generate flexible risk capital
- ***Develop a green regional economy***
- Market our region

### **Foster means of regional competitiveness**

- Advocate efficient regulatory processes at all levels of government
- Recruit and train a new generation of regional leaders
- Enhance high-tech and conventional infrastructure

### **Supply the region with an educated, skilled, and adequately sized pool of workers**

- Integrate workforce development and business priorities
- Improve and enrich Pre-K to 12 education
- Support higher education and retain graduates

### **Foster the region's business climate and prospects for sustainable economic growth**

- Revitalize the Connecticut River
- Develop an array of housing options
- Endorse a regional approach to public safety
- Champion statewide fiscal equity



## A FIVE-YEAR UPDATE



Over the past year, the Pioneer Valley Plan for Progress Trustees have reviewed and re-evaluated the 2004 Plan for Progress in order to assess its continued relevance, usefulness, and comprehensiveness. This five-year update of the Pioneer Valley Economic Development District's Comprehensive Economic Development Strategy addresses the issues that arose during this process and proposes new approaches for the future.

### **I. Integration With Other Regional, State and Local Economic Development Plans**

One of the issues addressed by the Trustees, and particularly by a number of private sector Trustees who participated in a series of Business Focus Group sessions in 2008, was the wide array of plans that have been done for the region by many different parties, not always acting in concert with

one another. The Plan for Progress Trustees have formal agreements with some entities and work closely with state and other regional or local organizations, yet there is a need for greater coordination with the strategic plans of all of these entities. The following plans are of particular importance, and the Plan for Progress Trustees will review them regularly and meet frequently with their proponents to find opportunities to coordinate efforts.

### **A Framework for Action: The State Regional Economic Development Strategy**

The state of Massachusetts began a new regional economic development planning process in 2008, based on the premise that people live, work and play across town and even state borders. The plan notes that "regions are the scale in which housing, labor and job markets intersect." It also acknowledges that the economic health of regions is tied to the economic health of their urban centers. The regional framework developed by the state examines each region in depth and presents conclusions and recommendations tailored to that region. The Pioneer Valley and the Berkshire Regions are both identified as separate entities in western Massachusetts.

The state's regional economic development plan identifies a number of assets in the Pioneer Valley, including its central Northeast location for businesses (while having lower operating costs than similar areas), nationally known tourist destinations, vast natural resources, and world-class healthcare. The state's highest economic development priority for western Massachusetts is the new Broadband Initiative, intended to bring high-speed Internet access to all communities in the Commonwealth. Western Massachusetts is the least served area for broadband, particularly in the hilltowns. Several other issues specifically pertinent to the Pioneer Valley (rather than all of western Massachusetts) are outlined. First, Pioneer Valley officials and planners have noted that state programs seem designed for the Boston metro region and are difficult for smaller communities in this region to take advantage of because of the stringent administrative requirements. Secondly, Hampshire and Franklin County still have large rural areas with significant agricultural resources, yet the development pressures are strong. The region has a high percentage of its job base in traditional manufacturing industries and is experiencing growth in healthcare employment; however, there is a critical need to provide education and training to the existing workforce, so that they may qualify for these jobs. Educational attainment in general is relatively low in the region's cities, while at the same time, more highly educated youth are leaving the region for opportunities elsewhere.

The state plan recognizes the need to integrate UMass and the area's colleges into the regional economy, and acknowledges the importance of the Knowledge Corridor that extends into Connecticut. The plan recommends strengthening both of these connections.

State representatives visited with Pioneer Valley officials and other leaders in 2008 in developing the plan, and they presented their findings to the Pioneer Valley Plan for Progress Trustees, among other groups, in February of 2009. The Trustees will continue to work with the state to coordinate efforts and align policy and funding initiatives to achieve the stated goals.

### **Strategic Planning Initiative of the Economic Development Council (EDC) of Western Massachusetts**

The EDC conducted a series of focus groups in 2007 to discuss the role of the EDC in fostering economic development in the region. Participants included leaders of large and small businesses, entrepreneurs, developers, academics, and EDC affiliated representatives. This process was a preliminary step in developing a strategic plan for the EDC, to be used over a three to five-year period. The plan outlines six focused strategies, and several key features of each strategy are described below:

1. **Growing and Attracting Business.** The EDC intends to provide customized business services, including their Home Field Advantage program and their website as a widely utilized portal. They will also target resources to existing and emerging businesses with a demonstrated capacity for growth. The EDC will develop outreach efforts that target East-West (Massachusetts) and Knowledge Corridor initiatives, and will maximize the benefits of the Bradley International Airport's new Amsterdam flights. The EDC supports the commercialization of intellectual property from the region's universities, as well.

2. **Real Estate Resources and Infrastructure Development.** The EDC intends to continue to work with municipalities to identify land for possible development and urge streamlined local permitting to increase the number of pre-permitted, shovel-ready sites. The EDC will coordinate with the Pioneer Valley Plan for Progress as well as with municipal level community economic development organizations. It will provide the economic development perspective on infrastructure funding decisions/initiatives. It will also coordinate with other parties in promoting the region's land and building resources, with a special emphasis on downtown Springfield.
3. **Tourism.** The EDC intends to continue and expand current marketing efforts, support the development of new tourism venues and events, such as the Three County Fairgrounds in Northampton and the Springfield History Museum at the Quadrangle, as well as assess feasibility for new venues.
4. **Public/Private Partnership.** The EDC will continue to develop and communicate positions on issues of importance to the business community to all appropriate levels of government. It will assist in the formation of Business Improvement Districts and provide project management services to municipalities lacking the capability.
5. **Technology Sector.** The EDC intends to conduct particular outreach to biotech, nanotech, software, and East Meets West initiatives. Leveraging UMass Amherst's knowledge and resources is critical, as well, and the EDC will capitalize on and promote the Pioneer Valley Life Sciences Institute.
6. **The EDC's Role in Springfield.** The EDC intends to identify ways to bring more public/private resources to the city and to re-educate the region about Springfield's unique importance and value. The EDC will work with the city to implement the Urban Land Institute's report, which MassINC is now building upon (see below). The EDC also wishes to assist the city with a successful transition to self-sufficiency from the Financial Control Board.

## MassINC Springfield Economic Growth Initiative

MassINC recently completed a preliminary findings of a project aimed at gathering key economic data for the City of Springfield. The analysis describes Springfield's social and economic conditions in the context of older industrial cities throughout the Northeast and Midwest. The project builds on the previous work of the Urban Land Institute by providing key demographic and economic data for further and more in-depth analysis. The draft report was presented to residents and other stakeholders throughout the community during the spring of 2009.

Key findings of the study include:

- Although Springfield has struggled for decades against adverse social, economic and political trends, it has maintained its presence as a population center and a regional economic hub.
- While the city has a relatively strong economic base that continues to provide good jobs, the city's residents are having difficulty gaining the skills necessary to obtain wages sufficient to support their families.

- Springfield's competitive strengths are in mature and declining sectors (metal manufacturing, plastics, and publishing/printing). These legacy industries have spawned some emerging clusters (medical devices and analytical instruments), but these are not developing quickly enough.

The report presents findings related to both residents and businesses. It states that the high number of teen and single parents exposes Springfield's youth to economic insecurity, and that the city's youngest residents are not gaining the skills they need in school. Residents therefore have difficulty competing for the city's high-paying jobs, and young adults struggle to gain experience and earn a living wage. On the business side, while greater Springfield is doing very well in the fields of health care, finance, and higher education, the region's manufacturers are currently very vulnerable. Also, despite the presence of many new, small firms, these companies are not experiencing rapid growth, and local markets are relatively undeveloped.

However, the report points out that recent trends in demographics, economics, and public policy are becoming more favorable for regions like greater Springfield. Americans are increasingly living in more diverse neighborhoods; aging Baby Boomers are returning to cities; information technology makes it possible to decentralize functions; and the "innovation economy" thrives in a diverse region with many unmet needs. The state's new Gateway Cities policy agenda and the Governor's new regional economic development strategy are also likely to be of benefit to Springfield. The five competitive strengths that the city and region should build on, according to MassINC, are:

- Precision Manufacturing Cluster
- Higher Education and Health Care Institutions
- Telecommunications Infrastructure
- Strategic Location (relative to Boston, Hartford, New York City)
- Cultural Diversity and International Opportunities
- Green Technology Jobs (especially those that relate to the region's existing industries)

The MassINC team presented their findings to the Plan for Progress Trustees at a Trustees meeting in March of 2009. Other issues that were emphasized and discussed at that meeting and that bear consideration for future Plan for Progress involvement include:

- Latino and African-American youth in the City of Springfield encounter significant obstacles to employment, including a high drop-out rate and a very high rate of single, teenage mothers. The city and region must pursue all options to assist these residents to obtain a high-quality education, secure good jobs, and have as many choices about their futures as possible.
- The University of Massachusetts is a key resource and is critical to Springfield's and the region's future. The university needs to make substantial efforts to pursue initiatives and programs in the city and greater Springfield area.
- Although the Knowledge Corridor is a viable, important region for marketing, employment, transportation, and other issues, MassINC cautioned the Trustees not to ignore east-west connections.

The MassINC study is Part One of a two-part program. The second phase will include implementation, but must secure funding.

### **Greater Franklin County Comprehensive Economic Development Strategy**

The Franklin Regional Council of Governments (FRCOG) administers the Greater Franklin County Economic Development District and produces an annual CEDS report for the region. The 2009 Draft CEDS contains the required elements of the EDA-funded program and outlines a set of seven regional goals:

1. Enhance Comprehensive Economic Development Strategy planning in the greater Franklin County Region.
2. Strengthen industry sectors that provide significant employment and economic opportunity.
3. Foster the development of emerging industry sectors to diversify economic opportunity.
4. Efficiently enhance the region's transportation, utility and telecommunications infrastructure to meet the needs of the current and future business community.
5. Support redevelopment of vacant or underutilized commercial and industrial areas and the vitality of downtowns and village centers.
6. Support economic initiatives that utilize and enhance the natural, recreational, civic, and cultural resources of the region.
7. Enhance local and regional public services to residents and businesses.

The FRCOG works closely with the Pioneer Valley Plan for Progress and is represented among the Trustees of the Plan. Certain initiatives, such as broadband expansion, north-south commuter/passenger rail service, tourism, and others, are addressed jointly by the two organizations and efforts are coordinated to achieve the greatest results. This partnership will continue in future years.

### **Massachusetts Department of Workforce Development Strategies**

The Massachusetts Department of Workforce Development developed a two-year state plan for FY08 and FY09, based on diverse input from major workforce development partners. Among some of its highest priorities are a revitalization plan for the City of Springfield, to be overseen by a state Development Cabinet, establishment of a state permitting ombudsman, continuation of the state's Business Resource Team activities, expansion of broadband access statewide, and increased assistance to small businesses. The plan also recognized the difficulties for workers caused by the high cost of housing in the state. This plan, as well as the strategic plans of the Regional Employment Boards, will help guide the Plan for Progress as it moves forward.

## **Other Plans**

Numerous other plans for the region and its communities exist. Several have been generated by the Pioneer Valley Planning Commission itself: The Pioneer Valley Clean Energy Plan, The Regional Transportation Plan, and Valley Vision II, a regional land use plan. Individual communities also have their own master plans, which to the greatest extent possible are coordinated with Valley Vision II. Other plans include strategic plans of the region's employment boards, regional chambers of commerce, and regional non-profit organizations.

## II. Plan for Progress Accountability

The Plan for Progress has implemented a new accountability system, now in its second year. The system uses a series of benchmarks to measure progress toward goals of each of the strategies. This system is discussed in detail in the “Evaluation” section of the CEDS. In addition to tracking objective measures of change in the region, the Plan for Progress has implemented a series of formal Memoranda of Understanding with each of the lead implementers of each of the strategies. The MOU states that the Plan for Progress Trustees and Coordinating Council will maintain and keep current the Plan for Progress as the Pioneer Valley’s comprehensive strategic economic development plan, provide suggested short- and long-term strategy milestones, provide meetings and other forums, and measure and periodically report on the programs and progress of the lead implementers. It states, as well, that the lead implementers will acknowledge and accept their designation and role as lead implementers of the Plan for Progress, provide their most recent strategic plan or organizational work program to assist in coordination, work to achieve the suggested milestones, and provide modifications or additions to these milestones as deemed necessary. The following strategy team lead implementers have signed formal MOUs to date:

<u>Strategy</u>	<u>Lead Implementer</u>
Improve and Enrich Pre-K /Early Education	The Cherish Every Child Initiative of the Irene E. and George A. Davis Foundation
Revitalize the Connecticut River	Connecticut River Clean-Up Committee
Develop an Array of Housing Options	Valley Development Council

The Plan for Progress also implemented a series of focus groups to engage private sector Trustees who had not been regularly attending meetings, in order to find out what would be needed to merit their participation. The results of those meetings have resulted in another set of recommendations for Plan for Progress goals, objectives, and implementation process. The findings include:

- There needs to be greater collaboration among the region’s economic development team, and greater sharing of each other’s missions, plans and strategies.
- The region must overcome negativity and cynicism about the region’s economic future and particularly the city of Springfield’s business and cultural climate.
- The Plan for Progress needs to focus on fewer, highly achievable goals. Our private sector partners prefer to undertake short-term, clearly defined projects that they can accomplish within a year or less.
- The Plan for Progress needs to look for ways to connect with a broader array of organizations interested in regional prosperity, such as the Young Presidents Organization, Young Professionals Organizations, Black Leadership Alliance, and Latino Chamber of Commerce.

- Private sector partners would like to see Plan for Progress Trustees meetings be more interactive, including increased time for discussion and decision-making. Presentations from regional organizations, businesses and other entities are informative and useful, but not enough to draw certain members of the Trustees to attend meetings.

### **III. Urban Core Cross-Cutting Theme**

The Plan for Progress highlights seven cross-cutting themes of regional significance that should be a focus of all of the Plan's strategies and measures of success. Urban investment is a primary one of these cross-cutting themes. It is absolutely clear that a truly vibrant and healthy Pioneer Valley requires vibrant and healthy urban core cities. The term “urban core” in the context of this cross-cutting theme refers primarily to Springfield and Holyoke, and, to some extent, the adjacent city of Chicopee. The Plan for Progress endorses strategies and actions that directly or indirectly invest in the development and improvement of the region’s urban core cities and generate benefits for their residents as well as the region as a whole.

To help measure the progress that the region is making in developing a more healthy and strong urban core, indicator data and trends are now being gathered specifically for the urban core cities of Springfield, Holyoke, and the sections of Chicopee that have higher concentrations of poverty (census tracts 8111.01, 8111.02, and 8109.02). (Not all data was available at the census tract level, and thus not all indicators include Chicopee in the urban core. The data sheet below outlines which indicators do or do not include Chicopee urban core area census tracts.) These indicators are included below and will also be available for current and past years on the Plan for Progress Region Wide Indicators website ([www.stateofthepioneervalley.org](http://www.stateofthepioneervalley.org)).

This urban core edition of the accountability system includes a chart of all performance indicators (Table 17) with the current and previous year data for the urban core as well as the percent change in data and the trend rating that this change warranted. Following this chart are narrative descriptions outlining the trends of the urban core, as well as comparisons between the region as a whole and the urban core, using specific, measurable data.

Each urban core performance 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. Once benchmark data was collected for the most recent year available, percentage changes were calculated from one year prior (or the most recent previous year possible if prior year data is not available). 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 one percent improvement and a one percent decline is considered a neutral trend.



**Table 17: Pioneer Valley Plan for Progress Performance Indicators – Urban Core**

Indicator	Current Data	Year	Prior Data	Year	Change	Rating	Includes Chicopee?
<b>Strengthen and Expand the Region's Economic Base</b>						<b>2.5</b>	
The Annual Unemployment Rate	6.9%	2007	7.4%	2006	-0.5%	2	No
The Total Number of Jobs (Monthly average)	95,211	2007	95,554	2006	-0.4%	2	No
The Average Weekly Wage	\$840	2007	\$806	2006	4.2%	3	No
Growth of the Private Sector Payroll	\$3,520,768,059	2007	\$3,362,084,976	2006	4.7%	3	No
Total Number and Net Annual Change in the Number of Business Establishments	7008	2007	6,881	2006	1.8%	3	No
Manufacturing as a Percent of All Employment by Number of Establishments	3.0%	2007	3.1%	2006	-0.2%	2	No
<b>Foster Means of Regional Competitiveness</b>						<b>2.5</b>	No
Number of Pre-Permitted Sites or Buildings Within the Region that are ready for Development*	1	2008	0	2007	100.0%	3	No
Number of Shovel Ready Sites or Buildings Within the Region that are ready for Development*	1	2008	1	2007	0.0%	2	No
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	\$26,509,011	2008	\$11,663,732	2007	127.3%	3	Yes
% increased a category		2008		2007	0.0%	2	Yes
0% of Households Have Broadband Access	0	2008	0	2007			
50% or Less of Households Have Broadband Access	0	2008	0	2007			
Greater than 50% Households Have Broadband Access	3	2008	3	2007			
<b>Supply the Region with an Educated, Skilled and Adequately Sized Pool of Workers</b>						<b>1.9</b>	
Percent of Students Scoring Proficient or Above on MCAS Reading Test (3rd grade)	31.5%	2008	38.6%	2007	-7.1%	1	Yes
Percent of Students Passing MCAS Math Test (10th grade)	72.4%	2008	69.6%	2007	2.7%	3	No
Percent of Students Passing MCAS English Test (10th grade)	86.5%	2008	80.4%	2007	6.0%	3	No
The Dropout Rate of High School Students (Grades 9 through 12)	11.0%	2007	9.1%	2006	1.9%	1	No
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates	72.3%	2000	68.6%	1990	3.7%	3	Yes
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates	22.3%	2000	21.4%	1990	0.8%	2	Yes
The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	26.6%	2000	27.9%	1990	-1.3%	1	No
The Median Age of The Region's Workforce Encompassing Ages 16 to 64	37	2000	32	1990	15.6%	1	Yes

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

\* sites listed at Westmass Development Corporation only

(Continued Next Page)

**Table 17: Pioneer Valley Plan for Progress Performance Indicators (Ctd.)**

<b>Economic Enhancements Fostering The Region's Business Climate and Prospects for Sustainable Economic Growth</b>						<b>2.6</b>	
The Total Number of Combined Sewer Over Flow (CSO) Sites on the Lower Connecticut River and Tributaries	55	2007	55	2006	0.0%	2	Yes
The Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$336	2008	\$331	2007	1.4%	3	No
The Rate of Property and Violent Crimes Reported per 100 Persons	6.7	2007	7.3	2006	-8.2%	3	No
The Percentage of Housing Units that are Owner-Occupied	35.5%	2000	34.3%	1990	1.2%	3	Yes
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	17.9%	2000	23.7%	1990	-5.8%	3	Yes
Percent of Renters paying more than 30% of their income on rent	41.7%	2000	45.0%	1990	-3.2%	3	Yes
The Median Sale Price of a Single Family Home	\$136,766	2008	\$154,686	2007	-11.6%	3	No
Building Permits Issued for New Residential Construction	154	2007	252	2006	-38.9%	1	No

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

**\* sites listed at Westmass Development Corporation only**

Data sources: U.S. Census Bureau, Bureau of Labor Statistics; MA Department of Labor and Workforce Development; MA Department of Education; Department of Revenue; Pioneer Valley Connect; The Warren Group; PVPC

## Strengthen & Expand the Region's Economic Base

### Annual Unemployment Rate

Pioneer Valley Indicator Trend

Percent Change	Rating
-0.4%	2

Urban Core Indicator Trend

Percent Change	Rating
-0.5%	2

Description:

The annual unemployment rate is calculated as the percent of all people in the labor force who are not currently employed. Between 2006 and 2007, the unemployment rate for the Pioneer Valley remained relatively stable, with a slight decrease from 5.4% to 5.0 percent.

Unemployment was significantly more prevalent in the urban core areas, with an almost 2% higher rate than the Pioneer Valley as a whole. Trends were relatively similar to the Pioneer Valley, with a 0.5% decrease. Unemployment rates followed similar trends in both urban areas, with a decrease of 0.4% in Springfield and 0.5% in Holyoke.

Data Source: Massachusetts Executive Office of Labor and Workforce Development's Labor Force and Unemployment Data (Chicopee not included in Urban Core for this measure.)

### Total Number of Jobs

Pioneer Valley Indicator Trend

Percent Change	Rating
-0.1%	2

Urban Core Indicator Trend

Percent Change	Rating
-0.4%	2

Description:

The total number of jobs includes all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The number of jobs in the Pioneer Valley stayed very consistent from 2006 to 2007, decreasing very slightly from 284,740 to 284,544 (a change of -0.1 percent).

Trends were similar in the urban core, with a small percent change between 2006 and 2007. Of the two urban areas surveyed, Holyoke had a larger change than Springfield (-1.0% compared to -0.2 percent).

Data Source: Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data (Chicopee not included in Urban Core for this measure.)

**Average Wage Earned by Workers**

Pioneer Valley Indicator Trend

Percent Change	Rating
4.0%	3

Urban Core Indicator Trend

Percent Change	Rating
4.2%	3

## Description:

The average wage earned by workers includes employees in all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The average wage earned by workers in the Pioneer Valley increased from \$741 in 2006 to \$768 in 2007, an increase of 3.7 percent.

Wages increased in the urban core at a similar rate. As a whole, the urban core experienced an average wage increase of 4.2 percent. The largest increase in wages was in Holyoke, with an increase of 4.2 percent. Interestingly, average wages in the urban core were higher than both the Pioneer Valley and the Pioneer Valley Region, showing that the urban core areas are still a major center of high paying jobs in the region.

Data Source: Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data (Chicopee not included in Urban Core for this measure.)

**Growth of the Private Sector Payroll**

Pioneer Valley Indicator Trend

Percent Change	Rating
2.6%	3

Urban Core Indicator Trend

Percent Change	Rating
4.7%	3

## Description:

The private sector payroll includes the total of all wages paid from companies with private ownership for all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The private sector payroll for the Pioneer Valley grew from \$8,876,417,218 in 2006 to \$8,558,054,091 in 2007, a change of 2.6 percent.

Growth was faster in the urban core, with an average change of 4.7% between 2006 and 2007. Change was greatest in Springfield, which increased by 5.1%, compared to 2.8% in Holyoke.

Data Source: Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data (Chicopee not included in Urban Core for this measure.)

**Total Number of Business Establishments**

Pioneer Valley Indicator Trend

Percent Change	Rating
-0.1%	2

Urban Core Indicator Trend

Percent Change	Rating
1.8%	3

Description:

The total number of business establishments includes businesses with all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. In the Pioneer Valley, the total number of business establishments decreased 0.1% from 20,503 in 2006 to 20,478 in 2007.

In contrast, businesses increased in the urban core by 1.8 percent. Though both urban areas had similar increases, Springfield was the urban area with the greatest increase (2 percent).

Data Source: Massachusetts Executive Office of Labor and Workforce Development’s Employment and Wage (ES-202) data (Chicopee not included in Urban Core for this measure.)

**Manufacturing as a Percent of All Employment**

Pioneer Valley Indicator Trend

Percent Change	Rating
-0.1%	2

Urban Core Indicator Trend

Percent Change	Rating
-0.2%	2

Description:

This measure was calculated by dividing the total number of establishments in the manufacturing sector by the number of industries. These numbers include companies with all types of ownership, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. Overall, manufacturing remained fairly stable as a percentage of all establishments in the Pioneer Valley, decreasing from 4.6% in 2006 to 4.5% in 2007.

Manufacturing made up a smaller part of the economy in the urban core (3.0% in 2007), but remained relatively stable during the 2006-2007 period. The proportion changed by less than a percentage point. Trends were similar in both urban localities, with a 0.2% decrease in Springfield, and no change in Holyoke.

Data Source: Massachusetts Executive Office of Labor and Workforce Development’s Employment and Wage (ES-202) data (Chicopee not included in Urban Core for this measure.)

## Foster Means of Regional Competitiveness

### Number of Pre-Permitted & Shovel-Ready Sites or Buildings within the Region that are ready for Development

Pioneer Valley Indicator Trend

Percent Change	Rating
8.3%	3

Urban Core Indicator Trend

Percent Change	Rating
100.0%	3

#### Description:

Pre-permitting and shovel-ready designations are made to increase the expediency of development on properties by reducing the amount of work necessary between the purchase of land and the start of building. Sites with pre-permitting need only the final site plan review and permitting related to environmental preservation (if applicable). This process can take up to 90 days to complete. Sites are designated shovel-ready after all permits have been acquired and a complete build out analysis has been completed. The only steps still necessary are acquiring a building permit and making minor amendments to prior permits if necessary. This process takes up to 30 days. There was an 8.3% increase in the number of sites that were pre-permitted or shovel ready in the Pioneer Valley between 2007 and 2008.

There was one pre-permitted site in the urban core both years. In 2008 there was 1 shovel-ready site in the urban core, which is a 100% increase from the previous year. Both of the sites are located in Springfield.

Data Source: WestMass Development Corporation (Chicopee not included in Urban Core for this measure.)

**Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources**

Pioneer Valley Indicator Trend

Percent Change	Rating
8.3%	3

Urban Core Indicator Trend

Percent Change	Rating
127.3%	3

Description:

Transportation Improvement Projects included in this value are highway improvement projects identified through the Transportation Improvement Program report by the Pioneer Valley Planning Commission and Franklin Regional Council of Governments and advertised by Mass Highway. Between 2007 and 2008, the total value of transportation improvement projects advertised for the Pioneer Valley increased from \$38,356,132 to \$41,530,689 representing an 8.3% change.

In the urban core trends were overwhelmingly positive for transportation improvement projects, with an overall increase of more than 100 percent. This increase was not shared universally throughout the urban core. Springfield actually experienced a decrease of more than 40 percent, while Holyoke and the Chicopee urban core areas increased by 100% due to large new projects starting in each in 2008 (including the Holyoke Canal Walk and improvements to Front Street and the I-91 bridge in Chicopee).

Data Source: Pioneer Valley Planning Commission and Franklin Regional Council of Governments

**Percentage of Municipalities with Some Access to High Speed Internet Service for Business & Residents**

Pioneer Valley Indicator Trend

Percent Change	Rating
26.1%	3

Urban Core Indicator Trend

Percent Change	Rating
0.0%	2

Description:

The percentage of municipalities with access to high speed internet service for business and residents includes all cities and towns and measures what portion of each municipality's residents and businesses have some level of access to high speed internet service. Municipalities are broken down into three categories of available service which are those where 0% of households have broadband access, towns and cities where 50% or less of households have broadband access, and those places where greater than 50% of households have broadband access. The region experienced a significant number of municipalities that moved up a category of access from 2007 to 2008 (26.1 percent).

The urban core did not experience an increase in broadband access, as all of the municipalities already have more than 50% of households with access.

Data Source: Pioneer Valley Connect (now WesternMA Connect Inc.)



## Supply the Region with an Educated, Skilled, and Adequately Sized Pool of Workers

### Percent of Students Scoring Proficient or Above on MCAS Third Grade English Language (Reading) Test

Pioneer Valley Indicator Trend

Percent Change	Rating
-2.6%	1

Urban Core Indicator Trend

Percent Change	Rating
-7.1%	1

**Description:**

The Percent of students scoring proficient or above on the Massachusetts Comprehensive Assessment System (MCAS) English Language test includes all students scoring “Proficient” or “Above Proficient,” and was calculated by dividing the percent of students who received these scores on the test by the total number of students in the region who took the test. Overall, between 2007 and 2008, the Pioneer Valley saw a 2.6% decrease (from 52.2% to 49.6%) in the number of students who scored proficient or above on the MCAS English language test.

Proficient scores were not as prevalent in the urban core, and the trends were negative-decreasing by almost twice as much as the region, from 38.6% to 31.5 percent. Trends in the urban areas were all towards decreasing rates of students scoring proficient or above, with Holyoke showing the least change (-5.0%), while Springfield and Chicopee’s urban core areas had larger rates of change (-7.0% for both localities).

Data Source: Massachusetts Department of Education

**Percent of Students Passing the MCAS Tenth Grade Math Test**

## Pioneer Valley Indicator Trend

Percent Change	Rating
0.7%	2

## Urban Core Indicator Trend

Percent Change	Rating
2.7%	3

## Description:

The Percent of students passing the Massachusetts Comprehensive Assessment System (MCAS) math test was calculated by dividing the percent of students who passed the test by the total number of students in the region who took the test. Overall, between 2007 and 2008, the Pioneer Valley saw a 0.8% increase (from 85.9% to 86.6%) in the number of students who passed the MCAS math test.

The proportion of students passing the math test in the urban core was almost 15% lower at 72.4% in 2008. Trends were positive though, with an increase of almost 3% between 2007 and 2008. Trends varied drastically in the urban areas surveyed, Holyoke had a minimal percent change (0.2%), while Springfield experienced a 17.5% increase in passing rates.

Data Source: Massachusetts Department of Education (Chicopee not included in Urban Core for this measure.)

**Percent of Students Passing the MCAS Tenth Grade English Test**

Pioneer Valley Indicator Trend

Percent Change	Rating
2.1%	3

Urban Core Indicator Trend

Percent Change	Rating
6.0%	3

Description:

The Percent of students passing the Massachusetts Comprehensive Assessment System (MCAS) English test was calculated by dividing the percent of students who passed the test by the total number of students in the region who took the test. Overall, between 2007 and 2008, the Pioneer Valley saw a 2.1% increase (from 91.5% to 93.6%) in the number of students who passed the MCAS English test.

Passing rates were noticeably lower in the urban core. In 2008, students passed in a proportion that was more than 7% lower than the Pioneer Valley. The trend rate differed significantly from the region, with an increase of 6.0% from 2007 to 2008. Of the urban areas included, Holyoke experienced a slight increase in scores, while Springfield trended negatively (its rate of passing decreased by 6.0 percent).

Data Source: Massachusetts Department of Education (Chicopee not included in Urban Core for this measure.)

**Dropout Rate of High school Students**

Pioneer Valley Indicator Trend

Percent Change	Rating
1.0%	1

Urban Core Indicator Trend

Percent Change	Rating
1.9%	1

## Description:

Drop out rates are the percentage of all 9th through 12th grade students who drop out of high school in a single year (the annual drop out rate). The Pioneer Valley saw an increased drop out rate between 2006 and 2007; from 4.6% to 5.6 percent.

In the urban core, dropout rates were higher than the Pioneer Valley in significantly larger proportions. Schools in the urban core in 2007 had a dropout rate of 11.0%, almost double the rate of the Pioneer Valley as a whole. Trends were negative, with an increase of 1.9 percent from 2006 to 2007. Trends in the two urban localities were varied, with a slight decrease (-0.3%) in dropout rates in Holyoke, and a trend towards increased dropouts in Springfield (with a percent change of 2.6 percent).

Data Source: Massachusetts Department of Education (Chicopee not included in Urban Core for this measure.)

**Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates**

Pioneer Valley Indicator Trend

Percent Change	Rating
6.2%	3

Urban Core Indicator Trend

Percent Change	Rating
3.7%	3

Description:

Educational attainment is calculated by determining the percentage of high school graduates above the age of 25 who have a high school diploma, including those who have attained more advanced degrees (Associate’s, Bachelor’s, Graduate, or Professional). Between 1990 and 2000, the percentage of the Pioneer Valley workforce who were high school graduates increased from 76.5% to 82.7% respectively, for a 6.2% change.

In 1990 the urban core had a proportion of high school graduates that was more than 7% lower than the Pioneer Valley. Although the proportion of high school graduates increased by 4.0% between 1990 and 2000, the gap in attainment between the urban core and the region had increased to more than 10%. Trends were varied in the three urban areas. Holyoke’s high school attainment rates increased by 2%, Springfield had an increase of 3.8%, and Chicopee urban core areas had the largest increase (7.7 percent).

Data Source: United States Census Bureau 1990 and 2000 Decennial Census

**Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates**

Pioneer Valley Indicator Trend

Percent Change	Rating
7.0%	3

Urban Core Indicator Trend

Percent Change	Rating
0.8%	2

Description:

Educational attainment is calculated by determining the percentage of the population above the age of 25 who have at least an Associate’s degree, including those who have attained more advanced degrees (Bachelor’s, Graduate or Professional). Between 1990 and 2000, the percentage of the Pioneer Valley workforce who were college graduates increased from 18.5% to 25.5% representing a 7% change.

In the urban core, the percentage of college graduates increased by a less than 1% between 1990 and 2000. Trends varied within the three urban areas. Springfield increased its proportion of college graduates by only 0.4%, while Holyoke’s proportion increased by more than 2 percent. The Chicopee urban core area followed slightly different trend patterns, with a slight decrease (-0.9%) in college graduates as a proportion of the population.

Data Source: United States Census Bureau 1990 and 2000 Decennial Census

**The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce**

Pioneer Valley Indicator Trend

Percent Change	Rating
1.4%	3

Urban Core Indicator Trend

Percent Change	Rating
-1.3%	1

Description:

The percent of older workers who remain engaged in the workforce is calculated by dividing the number of people between the ages 55 to 75 years old who are in the labor force by the total number of people between the ages of 55 to 75 years old. Between 1990 and 2000, the U.S. Census Bureau estimates that the percent of older workers who remain engaged in the workforce in the Pioneer Valley increased from 30.6% to 32.0 percent.

Trends differed slightly in the urban core from the region, with a 1.3% decrease in the number of older workers in the labor force. Another difference was that the proportion of older workers was also less in the urban core when compared with the region (27.9% in 1990 and 26.6% in 2000). Trends varied in the two urban areas, Holyoke experienced a slight increase (0.9%) and Springfield experienced a decrease of 2.0% in older workers in the labor force.

Data Source: United States Census Bureau 1990 and 2000 Decennial Census (Chicopee not included in Urban Core for this measure.)

**The Median Age of the Region's Workforce Encompassing Ages 16 to 64**

Pioneer Valley Indicator Trend

Percent Change	Rating
9.3%	1

Urban Core Indicator Trend

Percent Change	Rating
15.6%	1

Description:

The median age of the region's workforce is the middle age of all people engaged in the labor force between the ages of 16-64 years old. In the Pioneer Valley, the Median Age of the workforce increased by 9.3% between 1990 and 2000.

The median age in the urban core areas increased more than that of the region. From 1990-2000, there was an increase of 15.6 percent. All three urban core areas had the same median worker age (32 in 1990, and 37 in 2000), and thus they all had the same trend-an increase of 15.6 percent).

Data Source: United States Census Bureau 1990 and 2000 Decennial Census



## Foster the Region's Business Climate and Prospects for Sustainable Growth

### Total Number of Combined Sewer Overflow (CSO) Sites on the Lower Connecticut River and Tributaries

Pioneer Valley Indicator Trend

Percent Change	Rating
-9.3%	3

Urban Core Indicator Trend

Percent Change	Rating
0.0%	2

#### Description:

As quoted from the Massachusetts Department of Environmental Protection, “Combined sewer overflows, or CSOs, were built as part of sewer collection systems that were designed to carry both sewage and storm water in the same pipe. When there is not a lot of storm water, this mix is transported to a wastewater treatment plant where it is processed. However, after heavy rainfall or snowmelt, storm water and sewage overload the system. Without CSOs, this mix would back up into homes, businesses, and public streets. Combined sewer systems have regulator structures that allow overloaded systems to discharge into rivers, lakes and coastal areas subjecting them to higher pollutant loads. This can compromise a water body's uses and lead to water quality violations in the receiving waters.”

Throughout the Pioneer Valley, the total number of CSO sites on the Connecticut River has decreased from 75 to 68 between 2006 and 2007, representing a 9.3% reduction.

The urban core is the site of a majority of the CSOs in the Pioneer Valley (55 out of the 72 total in 2007). There was no decrease in the number of CSOs from 2006 to 2007.

Data Source: Massachusetts Department of Environmental Protection

**Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns**

Pioneer Valley Indicator Trend

Percent Change	Rating
2.3%	3

Urban Core Indicator Trend

Percent Change	Rating
1.4%	3

Description:

The amount of non-school local aid includes all aid that a town receives for purposes other than education. This includes the following sources: Lottery, Additional Assistance, Local Share of Racing Taxes, Regional Public Libraries, Police Career Incentive, Urban Revitalization, Veteran's Benefits, Exemptions for Veterans, Blind and Surviving Spouses, Exemptions for the Elderly, State Owned Land, and Public Libraries.

In the Pioneer Valley, the per-capita non-local school aid increased by 2.3% between 2007 and 2008.

Urban core communities received significantly more aid per capita than the Pioneer Valley as a whole (almost an additional \$93 per capita in 2008). While the trends in the urban core were similar to those of the region, the Pioneer Valley saw a slightly higher percent increase in local aid per capita than urban core areas where a 1.4% increase was experienced.

Data Source: Massachusetts Department of Revenue, Cherry Sheets (Chicopee not included in Urban Core for this measure.)

**Rate of Property and Violent Crimes Reported**

Pioneer Valley Indicator Trend

Percent Change	Rating
-5.3%	3

Urban Core Indicator Trend

Percent Change	Rating
-8.2%	3

Description:

Property and violent crimes consist of the following crimes: Murder and Non-negligent Manslaughter, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft and Arson. The rate of property and violent crimes reported in the Pioneer Valley decreased between 2006 and 2007 from 3.8 to 3.6 crimes reported per 100 people representing a -5.3% change.

Crime rates decreased at an even greater rate in the urban core (-8.2%) than they did in the valley, but still were significantly higher. Urban core crime rates remained about twice (7.3 and 6.7 per 100 people in 2006 and 2007) those in the region as a whole. Trends were similar for the two urban areas, with a change of about 8.2% from 2006 to 2007 for Springfield and Holyoke.

Data Source: Federal Bureau of Investigation (Chicopee not included in Urban Core for this measure.)

**Percentage of Housing Units that are Owner-Occupied**

Pioneer Valley Indicator Trend

Percent Change	Rating
16.6%	3

Urban Core Indicator Trend

Percent Change	Rating
1.2%	3

Description:

Percentage of Housing Units that are Owner-Occupied includes all types of housing units and is calculated by dividing the number of owner-occupied housing units by the total number of housing units in the region. Between 1990 and 2000, the percentage of housing units in the Pioneer Valley that were owner-occupied increased by 16.6% (from 45.1% to 61.7 percent).

Owner-occupied units were rarer in the urban core (35.5% of units in 2000). The urban core also experienced a much slower rate of increase than the Pioneer Valley as a whole, with a 1.2% change from 1990 to 2000. Of the urban core areas, Holyoke had the lowest percentage of owner-occupied units, with 27.7% in 1990 and 29.7% in 2000 while Springfield had the highest rates of owner occupation, with 36.4% in 1990 and 37.6% in 2000.

Data Source: United States Census Bureau 1990 and 2000 Decennial Census

**Percentage of Owners with Mortgages Paying more than 30% of Their Income on Selected Monthly Owner Costs**

Pioneer Valley Indicator Trend

Percent Change	Rating
1.4%	1

Urban Core Indicator Trend

Percent Change	Rating
-5.8%	3

Description:

According to many government agencies, people who pay more than 30% of their income on housing costs are considered to be housing cost burdened. The U.S. Census Bureau provides estimates on this statistic based on a survey of a sample of the population with the American Community Survey. Data for this indicator includes all home owners who have mortgages. Monthly owner costs include payment for mortgages, real estate taxes, various insurances, utilities, fuels, mobile home costs, and condominium fees. Between 1990 and 2000, the percentage of home owners in the Pioneer Valley who were housing cost burdened increased from 19.9% to 21.3% (representing a 1.4% change).

In the urban core 23.7% of owners paid more than 30% of their income towards the cost of their property in 1990 and 17.9% in 2000. This was a 5.8% decrease. Trends varied amongst the three urban core areas, ranging from a 7.8% decrease in Holyoke to a 6.3% increase in the urban core areas of Chicopee.

Data Source: United States Census Bureau 1990 and 2000 Decennial Census

**Percentage of Renters Paying more than 30% of Their Income on Rent**

Pioneer Valley Indicator Trend

Percent Change	Rating
-2.9%	3

Urban Core Indicator Trend

Percent Change	Rating
-3.2%	3

Description:

According to many government agencies, people who pay more than 30% of their income on housing costs are considered to be housing cost burdened. The U.S. Census Bureau provides estimates on this statistic based on a survey of a sample of the population with the American Community Survey. Between 1990 and 2000, the percentage of renters in the Pioneer Valley who were housing cost burdened decreased from 40.9% to 38.0% (representing a -2.9% change).

In the urban core, 45.0% of owners paid more than 30% of their income towards their mortgages in 1990 and 41.7% in 2000. This was a 3.2% decrease. Trends varied in the three urban core areas, Springfield and Holyoke both experienced decreases (-4.6% and -2.4%) while Chicopee's urban core experienced an increase

Data Source: United States Census Bureau 1990 and 2000 Decennial Census

### Median Sale Price of a Single Family Home

Pioneer Valley Indicator Trend

Percent Change	Rating
-6.9%	3

Urban Core Indicator Trend

Percent Change	Rating
-11.6%	3

**Description:**

Single family homes include all transfers over \$1,000 classified by the Massachusetts Department of Revenue with a 101 use code. Between 2007 and 2008, the median sale price of a single family home in the Pioneer Valley decreased 6.9% from \$206,595 to \$192,301.

In the urban core changes in real estate sale prices even more drastic, with an overall increase of 11.6 percent. Within the two urban core areas, trends ranged from a 4.9% decrease in Holyoke to an extreme of 12.7% decrease in median sales prices in Springfield.

It would be remiss not to note that while the decrease in the cost of home sales is a positive trend long term in the context of an economic development desire for more affordable housing in the region, the marked decrease in home sale prices in 2008 is indicative of the negative occurrence of a major crisis in the housing market nationally. In the short term, of course, this might be more likely to be interpreted as a negative trend. At the same time, when renter and home owner affordability is examined for the region between 2007 and 2008, this extreme drop in home prices has corresponded with a smaller percentage of residents in the region being housing cost burdened. (Unfortunately, 2007 and 2008 data is not available for housing affordability data at the urban core geography level.)

Data Source: The Warren Group (Chicopee not included in Urban Core for this measure.)

## **IV. Industry Clusters Cross-Cutting Theme: The Creative Economy**

### **Introduction**

The Pioneer Valley of western Massachusetts is recognized as having an active and prominent cultural community and is home to many artists and creative businesses. These activities and enterprises are a significant source of employment and income for the region. The Pioneer Valley Planning Commission therefore undertook a study of the definition, size and character of this “creative economy” and compared it to the same indicators in the state and nation as a whole. The research utilized an established framework to measure the creative economy in the Pioneer Valley and conduct this comparison. For the purposes of this study, the Franklin County sub-region was included as part of the region.

The Pioneer Valley is a diverse area, encompassing college towns, former industrial cities, a wide range of suburban environments, and many small, rural communities. Its regional identity has formed over its historical development as a corridor, linked by both the Connecticut River and a parallel road network including U.S. Route 5 and Interstate 91. In addition to its 14 colleges and universities, the region boasts many cultural institutions and other businesses that are leaders in a variety of industries. Furthermore, its proximity to the major metropolitan areas of Boston, Hartford, and New York City, as well as to Bradley International Airport, provides a rich exchange of culture, innovation, and talent.

### **The Research Framework**

The definitions and overall research framework used for this analysis are taken from the New England Foundation for the Arts’ (NEFA) 2007 report, “The Creative Economy: A New Definition.” The purpose of this NEFA report was to analyze the creative economy in New England and to develop a standard methodology that could be used in any locality in the country and would allow comparisons across all geographies. The creative economy measured by the study includes occupations and industries that “focus on the production and distribution of cultural goods, services, and intellectual property.” Detailed findings of the report, including tables and charts illustrating the findings, can be found on the PVPC’s website at [www.pvpc.org](http://www.pvpc.org) under “Projects and Plans.”

### **Creative Enterprises**

NEFA refers to creative enterprises as “cultural enterprises,” defined as businesses or non-profit organizations whose primary products are cultural goods, services, and/or intellectual property. Most of these enterprises employ creative workers, but they may also employ other types of staff such as sales representatives, accountants, administrators, and technicians. Non-creative workers in a cultural enterprise are counted because they contribute to this sector of the economy in terms of regional employment, sales and receipts, and other economic indicators. An assessment of cultural enterprise employment is useful as an overall indicator of the proportion of the total economy in the region that is made up of the creative sector.



## The Creative Workforce

The creative workforce is another concept taken from the 2007 NEFA report’s research framework and is referred to as the “cultural workforce.” Unlike cultural enterprises, the cultural workforce focuses on the creative occupations of the individuals rather than the industries in which these individuals work. For example, a graphic designer may work for a financial institution or manufacturer but is still considered part of the cultural workforce.

In 2000, the most recent year for which data is available, the percentage of all workers who were part of the cultural workforce for the Pioneer Valley was lower than the percentage in Massachusetts or the nation as a whole (see Table 18). However, within the Pioneer Valley, both Franklin and Hampshire counties had a higher percentage of their workforce engaged in cultural occupations than did the state or nation.

**Table 18: Cultural Workforce - Numbers in Workforce**

WORKFORCE CATEGORY	COUNTY	Hampden County	Hampshire County	Franklin County	Pioneer Valley	MA	U.S.
Cultural Workforce	Number	4,975	3,588	1,533	10,096	127,375	4,695,205
	% of Labor Force	2.27%	4.10%	3.89%	2.92%	3.84%	3.69%
Labor Force	Number	218,853	87,452	39,413	345,718	3,317,479	127,156,415

**Source: 2000 Decennial Census, Equal Employment Opportunity Data Tool**

Further investigation is required to better explain the prominence of these two sub-regions in the creative economy as defined in this way; however, there are two notable sources of influence that can be cited. First, there is the concentration of large higher educational institutions located in Hampshire County. These educational institutions routinely employ many workers in cultural occupations (such as scholars and teachers in the fine arts and humanities, archivists and curators for school museums and galleries, and librarians), and they also educate the future workers of this industry, some of whom will stay and work in the region after they graduate. Secondly, Franklin County and many of the more rural areas of Hampshire County have a relatively low cost of living, including affordable studio space, making it more attractive for individual artists to live and work here.

The research investigated the top ten cultural workforce occupations in the Pioneer Valley, Massachusetts, and the U.S., as ranked by employment. There is considerable overlap in the top cultural occupations found in the three Pioneer Valley counties; for example, designers and librarians are predominant in all three counties, with designers ranked either first or second. Franklin County is notable for having artists and related workers as its highest ranked occupation. Hampshire County is the only sub-region with news analysts, reporters, and correspondents listed in the top ten, while Hampden County is the only sub-region to have photographers in its top ten creative occupations.

In the Pioneer Valley as a whole, the top five cultural occupations in the region (designers, librarians, writers/authors, artists, and drafters) all make up significantly higher concentrations of the cultural workforce than they do in the state or nation. Moreover, the creative occupations in the Pioneer Valley tend to be more diverse, with less concentration in one or two occupations than is found elsewhere. For instance, about a quarter of the cultural workers in Massachusetts and the U.S. are marketing and sales managers, with designers a close second at 15-20 percent of the cultural workforce. Together, these two occupations make up approximately 40 percent of all creative workers in Massachusetts and the U.S., while there is far more diversity evident in the Pioneer Valley's cultural workforce. When 2010 Census data becomes available, it will be possible to conduct a comparison over time.

### **Opportunities for Exploration as a Cross-Cutting Theme**

The research described above provides an initial measurement and assessment of arts and culture-related industries and workers, or the "creative economy," in the Pioneer Valley of western Massachusetts. Overall, parts of the Pioneer Valley have significantly higher concentrations of creative workers than the state of Massachusetts or the nation as a whole, and these sub-regions tend to be in Hampshire and Franklin counties. However, the proportion of total employment made up by cultural enterprise employment appears to have decreased between 2000 and 2005, which may be related to recent socioeconomic trends affecting the Pioneer Valley, including increased levels of out-migration and unemployment.

Although the type of cultural enterprises that are predominant in the region appear to vary widely from one part of the Pioneer Valley to another, largely due to the wide range of urban to rural settings, the occupations of cultural workers remain consistent across the three counties comprising the Pioneer Valley. Only a few cultural occupations are highly concentrated in a given area, such as photographers in Hampden County and individual artists in Franklin County. However, no one industry stands out as unique to the entire region, as is sometimes the case in other parts of the country. In fact, what may be most notable about the Pioneer Valley is its broad diversity of cultural occupations as compared to the state and the U.S. It is also important to acknowledge the role of small businesses and the self-employed in the creative economy, and any further research into this sector of the economy should be sure to include these groups. Standard U.S. Census data cannot account for many of the small businesses that are most critical to the creative sector, so it is necessary to utilize other reliable data sources to capture this activity, as it is an essential component of the Pioneer Valley's creative economy.

A strong and growing creative economy is a good fit for the Pioneer Valley, given its highly educated workforce, relatively low cost of living, complementary industry sectors (e.g., tourism), rich history, scenic beauty, and numerous educational institutions. Nevertheless, it will be important, on a continuing basis, to identify the key factors that could either help or hinder the growth and vitality of the Pioneer Valley's creative economy. Furthermore, it is important to assess and measure how the creative economy supports and reinforces other components of the Pioneer Valley economy, especially tourism, recreation, and the related leisure services sector. Looking to the future, there is ample reason to believe that cultural activity and jobs will become an increasingly important part of the Pioneer Valley's economic base as well as its identity and character.

This information provides a baseline for understanding the dimensions of the Pioneer Valley's creative economy and recommendations about areas requiring additional in-depth explanation and analysis. Correspondingly, the region needs to work in a collaborative manner to pursue programs and projects that will foster the growth and expansion of the region's creative economy sector. This will be an ongoing focus of the Plan for Progress in the coming five years.

## **V. New Plan for Progress Strategy: Develop a Green Regional Economy**

### **Introduction**

Massachusetts is at the forefront of new developments in renewable energy and clean technology, and the Pioneer Valley, in particular, is home to one of several concentrations of clean energy and energy efficiency companies in the Commonwealth. This provides our region with a significant business growth opportunity, in light of the increasing costs of electricity and fossil fuels, the recent policy shifts toward clean energy and greenhouse gas reduction, and the continuing loss of traditional manufacturing in the state. Because Massachusetts, like most of the U.S., is dependent on fossil fuels for energy, and because the state has no oil, coal or natural gas supplies of its own, businesses and residents must pay premium prices for fuel and electricity. Furthermore, the combustion of fossil fuels for electric power generation, transportation, heating and other uses is releasing “greenhouse” gases at a rapidly increasing rate. These factors support a significant investment in the growth of the clean energy sector, which includes renewable energy research and development, renewable energy facilities, energy efficiency, and demand response.

Massachusetts has created a number of policy programs that have stimulated tremendous activities and opportunities for renewable energy and energy efficiency in the region. First, the state passed a Renewable Energy Portfolio Standard (RPS) in 1997 which requires a small, but increasing, amount of electricity sold to Massachusetts customers to come from new qualified renewable energy sources. The Renewable Energy Trust Fund was then established in 1998 as a public benefit fund for renewable, energy-efficiency programs and low-income assistance programs. This program includes Commonwealth Solar and other renewable energy initiatives, including a Commonwealth Wind program currently under development. In 2007 Governor Patrick brought Massachusetts into the Regional Greenhouse Gas Initiative, a 10-state cap-and-trade program to reduce carbon dioxide emissions from large electric power plants. More recently, the Commonwealth passed several new laws in 2008 addressing clean and renewable energy, energy efficiency, and climate change: the Green Jobs Act, Green Communities Act, Clean Energy Biofuels Act, Global Warming Solutions Act, and Oceans Act. This legislation, together with new home energy efficiency tax credits, renewable energy source credits, and current and proposed federal legislation, will further support the development of this business sector and the move toward reduction of greenhouse gases.

The Massachusetts Technology Collaborative’s (MTC) 2007 Clean Energy Census reported that over 14,400 people were employed in this new and emerging sector, including technology developers, entrepreneurs, investors, inventors, venture capitalists and service specialists, among many others. The clean energy cluster is now poised to be the 10<sup>th</sup> largest economic cluster in the state. MTC further documented a 15% annual growth rate in new company formations since 1995, constituting a “boom” in this sector and leading companies to forecast that they will need to hire more skilled workers at an average annual rate of 20%. This is clearly a rate at which the Pioneer Valley could incubate and grow an industry sector of its own over the next decade.

## **Background**

To expand the clean energy and energy efficiency cluster and address the issue of increased greenhouse gases, the Pioneer Valley needs to develop and adopt more efficient and sustainable technologies. The conservation and development of sustainable energy sources is a component of the Pioneer Valley's existing economy and one that can be "grown" to its economic benefit. Thus, the Plan for Progress is being updated with a comprehensive, unifying, regional strategy to develop a Green Regional Economy. This strategy will guide our region's communities and policymakers as well as position the Pioneer Valley to become one of the Commonwealth's leaders in making the green movement an integral part of its regional economic plan.

### **The Commonwealth's Lead "Green Region"**

The key objective of this strategy is to enable the Pioneer Valley to pursue, create and support a regional community that is sustainable, competitive, vibrant and fully engaged in cooperating with the realities of an ever-changing 21<sup>st</sup> century global marketplace. We envision the Pioneer Valley becoming one of the Commonwealth's first pioneering "Green Regions," once again demonstrating it possesses the collective will, brain power, tools and commitment that is required to shape and realize a post-industrial sustainable economy and jobs base. This issue has been addressed previously in the Plan for Progress, as the 1994 Plan was updated to include a Sustainability strategy, and the 2004 Plan includes Sustainability as a "cross-cutting theme." This 2009 update to the Plan for Progress establishes the Green Regional Economy as a new, stand-alone strategy.

### **The Pioneer Valley Clean Energy Plan**

Given the complexities of climate change, coupled with more recent problems of limited supplies and rapidly fluctuating prices for energy, these challenges will remain a focal point for public policy debates and increasingly will become a matter of economic survival. The regions which move most quickly and proactively to take on the new challenges will leverage the environmental and economic benefits accruing from becoming a "Green Region." The Pioneer Valley has already taken a crucial first step by developing and releasing the Commonwealth's first regional clean energy plan which outlines a regional sustainability strategy that can boost our region's environmental quality, as well as support a sustainable economy that can provide jobs, wealth and a decent standard of living for all Pioneer Valley residents. The plan calls for a strong and continuous commitment to energy efficiency and conservation as well as replacing fossil fuel use with renewable energy sources such as wind, solar, geothermal, low impact hydropower, biomass and biofuels. New clean energy-based local businesses would work together with improvements in transportation, home construction, energy efficiency and conservation, and energy production to build the region's economy and sustain communities in the Pioneer Valley. This plan has informed the goals of the Green Regional Economy Strategy and will help to guide implementation of the short- and long-term action steps.

Given this imperative, we see a pressing need for the development and adoption of a comprehensive, unifying, regional strategy that can guide our region as well as position the Pioneer Valley to become one of the Commonwealth's leaders in making the green movement an integral part of the region's strategic economic plan and the blueprint to realize a 21<sup>st</sup> century sustainable region. The key objective of this strategy is to enable the Pioneer Valley to pursue, create and support a regional community that is simultaneously sustainable, competitive, vibrant and fully engaged in cooperating with the realities of a radically different and ever-changing 21<sup>st</sup> century global marketplace. This new proposed strategy addition to the *Plan for Progress* will afford the Pioneer Valley an early response mechanism coupled with the proactive means to reinvent its economic future. We envision the Pioneer Valley becoming one of the Commonwealth's first pioneering "Green Regions," once again demonstrating it possesses the collective will, brain power, tools and commitment that's required to seize a unique opportunity to shape and realize a post industrial, 21<sup>st</sup> century, sustainable economy and jobs base here in the Pioneer Valley and ultimately all of western Massachusetts (i.e. Pioneer Valley in concert with the Berkshire region).

Over the 2008-2009 period, a task force was convened to formulate a strategy to "Develop a Green Regional Economy." Members included 30 representatives from a wide range of private sector, public sector and non-profit organizations, including a solar energy company, environmental services company, biofuels developer, green business incubator developer, the Western Massachusetts Electric Company, a construction company, local venture capitalist, UMass research liaison, WGBY public television station, state DEP official, regional planners, regional employment boards, community colleges, the Center for Ecological Technology, and the city of Holyoke Gas and Electric Department, among others. They met eight times over a period of 6 months. The following draft strategy statement, goals, and action steps are the results of this working group's efforts.

### **Strategy Statement**

Establish a regional economy where sustainable living and business practices combined with clean technology opportunities are core to our economic, environmental and cultural vitality.

The strategy will be accomplished via goals and action steps in six key areas: business development; agriculture; education and workforce development; management and redevelopment of natural and built resources; transportation; and communication.

## Goals

The Green Regional Economy Strategy seeks to accomplish a number of changes in the Pioneer Valley's culture and way of doing business. These changes can be summarized under six areas: business development, agriculture, education and workforce development, redeveloping natural and built resources, transportation, and communication. In the next ten years, it is intended that Pioneer Valley residents witness the following effects of this strategy:

1) Our **business development** efforts have borne fruit as dozens of small- and medium-sized local businesses have been established in response to local, regional and international demand for clean energy, sustainable products, energy efficiency, and clean technology.

- The demand for “green” building, manufacturing, engineering, design, architecture, and related support services continues to create thousands of good-paying jobs at all skill levels throughout the region. Job types range from home weatherization technicians and advanced building science professionals to IT engineers who develop energy usage monitoring systems and smart grid technologies.
- Renewable technology manufacturing companies have been locating their plants in our region because of the educated workforce, “green” ethic, and lower operating costs compared to other places in New England.
- Community-based (i.e. hands-on, experiential, jobsite, real time) training partnerships have been forged between community organizations, regional businesses and regional colleges. Community forums provide opportunities for entrepreneurs to obtain technical, financial and moral support.
- Cooperatives (member-owned, democratically-operated businesses) have grown in numbers, strengthening our local economy by keeping revenues and their “multiplier effects” in the region.
- UMass Amherst has continued to increase its support for technology transfer to entrepreneurial and locally based startups, and with the participation of entrepreneurs, investors, and business leaders, a string of successful clean energy startup companies have emerged from the university and planted local roots.

2) **Agricultural and forestry enterprises** in the Pioneer Valley are thriving, as existing agricultural land and forest is being retained for economically viable operations, and a valley-wide sustainable food system model has evolved. Local farmers are more successful; small-scale food enterprises flourish; and high quality locally-produced food is available to more residents.

- More new farmers have begun agricultural enterprises.
- More land owners are maximizing the use of their woodlands to maintain the land in open space while realizing an income.
- The local farming and food production system is producing a large number of living wage jobs for rural and urban residents, in both on-farm and enterprise scale production.

- Farmers receive a fair trade price for their food and farm products, and they have increased opportunities for direct marketing.
- The local food system produces economically efficient, nutritious foods for local consumption at both the individual and institutional level, utilizing the improved distribution, manufacturing and transportation hubs to capture local scale efficiencies.
- The improved local system produces a greater variety of the food that local residents can consume affordably for more of the year.
- The improved local system has boosted opportunity for small and mid-sized farms of all types.
- The local agriculture system is connected to on-farm energy efficiency opportunities.

3) Our Pre-K through post-secondary **education and workforce development** system has incorporated sustainability and clean energy curricula and fosters stronger collaborations between educational institutions, businesses and the community. Students at all levels learn environmental awareness and are exposed to sustainable career paths.

- The region's school systems have adopted or adapted existing models for students to experience renewable energy and sustainable practices in their communities and throughout the Valley.
- Local "green" project participants conduct outreach to the schools to provide examples of sustainability applications and future career paths.
- Along with other viable careers, clean energy, clean technology, energy efficiency and other sustainability-related careers are presented to students and trainees at each stage of the educational and career development process.
- Training and certification centers have been established to support the thriving sectors of energy efficiency audits/improvements and renewable energy installation, e.g. photovoltaics, solar hot water, small-scale wind turbines, and other alternative sources.

4) We are appropriately **managing and redeveloping the Pioneer Valley's natural and built resources** by harnessing our local renewable energy sources and implementing smart growth policies (including land conservation, re-use of existing buildings, and brownfield remediation).

- Our municipal, commercial, industrial and residential buildings have been significantly improved with energy efficiency measures administered by local contractors. Deep energy efficiency retrofits, including net zero energy consumption, of homes and other buildings have become general practice.
- Zoning and permitting procedures for alternative energy facilities, agricultural uses, building re-use, brownfields remediation, and energy efficient buildings have been highly streamlined.
- Renewable energy facilities have been sited successfully in many communities, providing new jobs and expanding access to affordable renewable energy sources.



- Large investments have been made in district heating companies/projects and similar regional, self-sustaining projects.
- Guidelines for green business practices codified by local companies, non-profits, municipal leaders, and the community are widely adopted throughout the region.
- Abandoned and under-utilized urban spaces and brownfields are being re-developed for new enterprises, community gardens, and energy efficient buildings.
- We have decreased our “carbon footprint” and increased air, water and soil quality through these and other measures.

5) We have an integrated, multi-modal regional **transportation** system that links our rural, suburban and urban communities and provides greatly expanded and affordable transportation choices for residents and workers.

- The region’s transportation system provides intermodal facilities and other infrastructure for alternative vehicles and buses (electric, biofuel, hybrid, others), rail transportation, ride sharing, vehicle sharing, bike paths/lanes, and pedestrian linkages.
- All of the available modes of transport are easily accessible, and scheduled public transit operates more frequently – enough to make it a reliable and convenient form of transportation for Valley residents.
- The high speed rail connecting Springfield to Hartford, New Haven, NYC, Boston and Brattleboro is attracting new residents and companies to the area.
- The rise in freight rail has resulted in fewer trucks on the highways, preserving our roads, creating less pollution, and creating a safer environment.

6) A **communication** plan has engendered an ethic of sustainability in the Pioneer Valley economy and community and has established an international reputation for the Pioneer Valley as a model “green” region.

- Local residents are aware of the benefits of clean energy and energy efficiency, and they have created a strong demand for efficiency-related products, alternative energy sources, and sustainable practices in the region.
- Environmentally sustainable practices and energy sources are now economically viable for local businesses, so that they are able to evaluate their economic strategies through the lenses of energy efficiency and clean technology.
- The Pioneer Valley has a strong identity as the location for the state’s agricultural/forestry economy and the place to grow natural resource-based businesses.
- The Pioneer Valley has established a national reputation for its environmental consciousness and ideal cluster of natural, financial, and social capital and is attracting progressive entrepreneurs to the region, as well as retaining local college and university graduates.
- Eco-tourism is thriving, and visitors from all parts of the country and the world come here to see model buildings, facilities, transportation infrastructure, and community projects.

- Our thriving local businesses are the inspiration for many dozens of new startups due to their best practices being featured in regional media and grass-roots marketing efforts.
- Communities in the Pioneer Valley have adopted their own unique sustainability plans.
- We have established clear “green region” benchmarks, measuring our progress.

## **Action Steps**

The following action steps provide a means to accomplish the goals set out for a Regional Green Economy in the Pioneer Valley.

### **Business Development**

- Establish, expand, and pursue sources of additional capital resources/financing to support “green” business growth. Research funding sources and conduits for connecting capital supply to demand, and communicate to potential users. The following resources may be included:
  - Seed and early stage capital for high growth potential, "green-tech" businesses
  - Growth capital for locally owned, family businesses with "green-tech" potential
  - “Patient” capital for agriculture and related businesses that contribute to a locally-based and sustainable economy
  - Federal stimulus funds through American Recovery and Reinvestment Act
  - State, federal and foundation grant opportunities
  - Local carbon-offset program
  - RGGI funds through utilities or Green Communities Act
  - Revolving loan funds and loan partnerships
  - Cooperative loans
  - Loan guarantees
- Establish a regulatory infrastructure that is consistent with supporting the development and growth of green business. For example:
  - Support building inspectors and community officials to stay current with and support green technologies through training and education
  - Develop and promote model zoning bylaws for clean technology and renewable energy facilities
  - Clarify utility programs and policies for businesses
  - Streamline net metering process
  - Advocate for updated and streamlined permitting and community response procedures for alternative energy facilities, agricultural uses, building re-use, brownfields remediation, and energy efficient buildings
  - Establish consistent permitting maps and guidelines
  - Develop model “community benefits agreements” for energy facilities
- Encourage and support research and innovation in educational institutions, private research entities, and business ventures. For example:
  - Create and maintain ties with emerging clean energy clusters in Boston, Worcester, and other parts of the state
  - Expand entrepreneurship
  - Enhance support systems for start-up companies
  - Provide incubator/accelerator facilities, physical or virtual

- Expand the workforce development resources targeting the development of green businesses and new jobs. Ensure that new job opportunities are made available to low-income residents of our communities. For example:
  - Community colleges
  - Regional Employment Board
  - Expand apprenticeship opportunities (for example, with unions, community organizations, local businesses)
  - Improve coordination among training programs
  - Leverage and access the research at area colleges and universities
- Encourage and support local companies in providing on-the-job training, in cooperation with other entities such as community colleges, certification centers, and regional employment boards. For example, such training could be provided for:
  - Renewable energy installation
  - Energy efficiency installation
  - Energy auditing
  - Green roof installation
- Create and enhance physical facilities available to new and growing “green” companies. For example:
  - Adaptive re-use of existing infrastructure, such as mill redevelopment
  - Industrial parks
  - Business incubators
- Encourage certification for green businesses.

### **Agricultural and Forestry Enterprises**

- Improve the business climate for farmers and foresters so that existing enterprises remain and new farmers and foresters are attracted to the region. For example:
  - Develop sustainable local and regional markets for agricultural and forest products to strengthen the natural resource based economy
  - Build on existing Pioneer Valley brand and marketing strategy to provide farmers and farm enterprises fair value for their products, while simplifying marketing and distribution challenges for growers, manufacturers, and buyers
  - Develop and promote model zoning bylaws for sustainable agriculture and forestry
  - Invest in intermodal transportation infrastructure that will make it easier to get products to market
  - Utilize newfound capital to invest in appropriate-scale processing facilities for meat, dairy, poultry and year-round food production. Also invest in appropriate-scale equipment solutions, providing efficient access to farmers and food manufacturers
- Explore and expand local markets for locally-produced food, including food-to-school programs and ways to provide higher quality local food to urban residents, taking particular advantage of provisions in the current farm bill.
- Connect Pioneer Valley agricultural resources to the national “local food system” movement. For example:
  - Continue to foster a Massachusetts local food system movement

- Work closely with communities and projects in neighboring states, such as Vermont, Connecticut, and Rhode Island
- Work closely with national alliances
- Increase collaboration among the many agriculture and forestry support resources in the Pioneer Valley. For example:
  - Create opportunities for collaboration between farmers, foresters, private businesses, and the academic community for research and development that supports/drives entrepreneurship.
  - Continue to develop opportunities for training and certification
  - Foster connections between different agricultural and food system ventures in order to build skills, share information and resources, and create new opportunities.
- Increase funding opportunities for farmers and food enterprises. For example:
  - Work with local community development financial institutions (CDFIs) to create a sustainable agriculture enterprise fund
  - Work with local investment professionals to create a “patient” capital venture capital fund drawn from local residents
  - Market the strengths of the Pioneer Valley to foundations, seeking patient capital in the form of Program Related Investments to seed such a fund
  - Pursue opportunities with the Slow Money Alliance
- Continue to provide technical assistance to farmers, foresters, and food enterprise managers, for example:
  - Improve their capacity to take on capital and operate their businesses profitably and sustainably
  - Installation of alternative energy sources on-site
  - On-farm environmental improvements that may increase productivity such as soil and nutrient testing and assessment and compost management.
  - Provide information about land protection options to keep land in active forestry and agriculture.
- Strengthen and support efforts to link the agricultural and forestry sectors to opportunities in energy and energy efficiency, such as:
  - Generating revenue streams from carbon sequestration
  - Generating revenue or offsetting energy costs from on-farm biodiesel production, wind energy, or solar energy
  - Connect farmers to revenue stream opportunities associated with locating wind, large-scale solar or waste-to-energy facilities on site
  - Opportunities to generate revenue through various forms of biomass
- Redevelop existing facilities for food production, for example:
  - Mill buildings
  - Barns
  - Work with area community groups to expand indoor, urban and rooftop garden programs

## **Education and Workforce Development**

- Advocate for state Department of Education frameworks to include renewable energy, energy efficiency, and sustainability in the appropriate curricula from Pre-K through 12.

- Expand the educational and workforce development resources targeting the development of green businesses and new jobs. For example:
  - Encourage the region’s higher educational institutions to develop or expand associate degree and certificate programs in clean energy, energy efficiency, and sustainable agriculture/forestry
  - Collaborate with regional employment boards
  - Establish, enhance and promote training and certification centers
  - Improve coordination among training and certification programs
  - Expand apprenticeship opportunities
  - Access and leverage the research at colleges and universities
- Build on existing models for students to learn about renewable energy and sustainable practices. For example:
  - Expand on DEP “green team” model
  - Foster adoption of community sustainability plans such as the Northampton model
  - Other models
- Create accessible green career and educational pathways with multiple entry points and ongoing opportunities for advancement. For example:
  - Explore collaborations between schools, community groups, regional employment boards, and businesses to foster career choices in renewable energy and environmental sustainability
  - Provide examples of career pathways in these fields to students at all levels
  - Provide links to vocational programs, internships and community programs in these fields of work
  - Establish business-to-schools outreach programs
  - Ensure integration with Plan for Progress education strategies, including Early Education/Pre-K, K-12, and Higher Education

### **Management and Redevelopment of Natural and Built Resources**

- Support and coordinate with the land use planning efforts of *Valley Vision II*, the Pioneer Valley’s regional land use plan.
- Develop model zoning bylaws and other municipal tools that support clean energy, ever-increasing energy efficiency, agricultural and forest sustainability practices, brownfields redevelopment, and other sustainable practices.
- Support re-development of existing vacant mill buildings.
- Support building inspectors and community officials to stay current with and support green technologies through training and education.
- Support educational opportunities for those who oversee or facilitate the exchange of property from developer to occupants, e.g. brokers, appraisers, property search specialists, so that they possess the data, tools, and knowledge necessary to convey the value of green features to buyers and tenants.
- Prioritize/design/adopt “all-efficiency first” energy principles for residential and commercial businesses. For example:
  - “All-efficiency first” or “Least-cost planning”: energy efficiency as highest priority

- Collaborate with the Massachusetts Net Zero Energy Building Task Force
- Improve the energy performance of existing homes
- Develop a “whole house” approach which applies packages of improvements (rather than individual measures), using existing, proven energy efficiency and microgeneration technology
- Combined heat and power
- Participate in policy development regarding utility incentives and state and federal tax credits for energy efficiency improvements. Implement and take advantage of these programs.
- Pursue the implementation of more efficient supporting infrastructure, policies and programs, for example:
  - Energy efficiency tax districts, whereby benefits remain with property, not owner, e.g. property tax exemption for energy efficiency or renewable energy improvements
  - District heating systems
  - Energy audit programs
  - Tax incentive programs
  - Program to address outdated electrical systems
  - Other innovative policies

## **Transportation**

- Develop an integrated public transportation plan that includes intermodal facilities and other provisions for alternative vehicles and buses, rail transportation, efficient ride sharing, bike paths, bike lanes, and pedestrian linkages, thus providing better access to work, training and educational sites as well as recreational opportunities for all residents.
- Promote the development and support the implementation of green transportation infrastructure, including:
  - Mass transit
  - Alternative fuels
  - Alternative fuel infrastructure: charging stations, bio fuel stations, etc.
  - Complete streets: user-friendly for all modes of transportation
  - Bicycle infrastructure: on-road, off-road, parking, fleets
  - Rail infrastructure: commuter, freight, high-speed
  - Mass transit innovations, e.g. “Smart Jitney,” Ridebuzz, others
  - Improvements to business models such as just-in-time (JIT) delivery
  - Other new technologies and modes/systems of transportation
- Continually increase the frequency and extent of public transit schedules and routes until convenient public transit is available to all residents.
- Collaborate with transit providers and businesses/universities for improved access.
- Support the use and development of more efficient vehicles using new and existing technologies, including hybrids, biodiesel, electric, fuel cell, hydrogen gas, etc. Vehicles to be included are: automobiles, buses, vans, trucks, rail, light rail, all other motorized vehicles, as well as non-motorized vehicles as alternative options.

## Communication

- Establish and implement a communications plan/campaign that educates residents, businesses, workers and visitors in the Pioneer Valley about the opportunities that exist through the growth of green business and practices. Identify target audiences, messages, and specific modes of reaching each audience. For example:

### **Communicate key sustainability messages:**

- Opportunities of and methods for reducing energy consumption and waste
- Advantages of supporting local businesses including local agriculture and alternative energy facilities
- Existence of established and emerging green innovations in the Valley (to build regional pride and attract new green business to the region)
- Importance of alternative means of transportation and other approaches to sustainable living; promote importance of reducing vehicle idling
- Locations and descriptions of green job training programs and other resources for green business development
- Utility incentive programs
- State and federal tax credits

### **Establish key modes of communication delivery:**

- Establish a regional green portal for sharing valued information across the Valley that will convene and maximize our social capital and available technology. For example: disseminating information about utility programs and interconnection issues
  - Public forums for developing/exchanging ideas on new technologies and best practices
  - Interconnect the many sustainable living and working networks throughout the Valley
  - Establish a media Green Team involving regional media, web, and grass-roots communication leaders; Feature columns in the *Republican* and *Gazette*
  - Opportunities for businesses to advertise their services to consumers and other businesses seeking green services
- Provide general context for “green” guidelines and measurements, using established standards such as LEED and EnergyStar. Promote adoption of these standards by communities, companies, and the general public.
  - Incorporate the Pioneer Valley’s green attributes and assets into our external marketing efforts. For example:
    - The Pioneer Valley is attractively positioned within the thriving “green” markets of Massachusetts and New England
    - Create marketing materials that showcase our assets to attract new green technology companies and visitors to the region
    - Highlight the advantages of our location in “the heart of New England”
    - Develop and promote eco-tourism destinations in this region
  - Establish a “scorecard” by which to measure progress towards sustainability and a green regional identity.

## **Implementers**

In order to be successful, a broad and inclusive cross section of our region's public, private and civic sector leaders must ultimately be recruited to take on this new task:

- Manufacturing firms
- Small businesses
- Real estate brokers and/or developers
- Financial institutions
- Investment and venture capital funds
- K-14 and higher educational institutions, both public and private
- Government institutions at all levels — federal, state, regional and local
- Non-profit organizations
- Volunteer citizen committees
- Public and private electric utilities
- Energy service companies
- Research institutions and labs
- Technology integrators
- Business and civic associations, including chambers of commerce
- Regional planning agencies



## **VI. Disaster Resilience Component**

A new Disaster Resilience component is being incorporated into the Pioneer Valley Plan for Progress. Over the course of FY10, the Plan for Progress Trustees and Coordinating Council will determine what role it should play in the overall plan, that is, whether it should serve as a stand-alone strategy, a cross-cutting theme, or other element. The 2010 Pioneer Valley CEDS will incorporate the new element and will include a set of recommendations for implementation projects.

This component of the Plan for Progress will evaluate existing regional infrastructure including communication, transportation and transit, energy, water supplies, dams, ecosystem natural defense, and the distribution of critical supplies and services. It will assess the results of the regional and local natural hazard mitigation plans to determine which projects have been implemented and which remain to be addressed. Future disaster resilience efforts will formulate economic recovery strategies and prioritize projects that will diversify the economic base and lead to a stronger, more competitive and disaster-resilient regional economy. It will identify projects that will increase business establishment, retention and expansion and help create jobs.

Two potential projects have already been identified as critical needs in the Pioneer Valley Economic Development District: 1) Dam Inspection and Site Assessment and 2) Small Business Disaster Assistance. The projects are derived from several existing long-range, comprehensive planning documents. First, the Pioneer Valley Natural Hazard Mitigation Plan is currently in draft form, and draft or final Hazard Mitigation Plans have been prepared for each community in the District. They include vulnerability assessments for all natural disasters that are likely to occur in our region of New England. The region is most susceptible to floods, hurricanes, snow or ice storms, and inundation due to dam failure. Hurricanes are an infrequent threat but can have significant impact. The physical elements and systems most at risk are dam structures, culverts, electrical distribution, transportation, and communications. Municipalities, residents and businesses are all vulnerable to breakdowns in these systems; implementation projects will focus on improvements that will encourage business growth and increased business establishment, retention and expansion, and create jobs.

Another source for planning is the *Regional Disaster Resilience: A Guide for Developing an Action Plan*, published in 2006 by The Infrastructure Security Partnership (TISP) for use by government, private sector and other organizations as a model plan to improve multihazard preparedness. The TISP was established following the events of September 11, 2001, as a national forum for public and private-sector organizations to collaborate on issues regarding the resilience of the nation's critical infrastructure against the adverse impacts of natural and man-made disasters. The task force included nearly 100 members of the TISP representing various disciplines, sectors and geographic regions.

Major focus areas of the Regional Disaster Resilience Guide that relate to the needs of our region are sections addressing “Business Continuity and Continuity of Operations” and “Logistics and Supply Chain Management.” Needs identified for business continuity in preparation for and coping with natural disasters include: vulnerability assessments, model continuity of operations and business continuity plans for small and medium-sized organizations, exercises and drills, understanding of supply chain vulnerabilities, and cost-effective backup and redundant systems and remote data storage. Needs for logistics and supply chain management include: methods to ensure supply chains and just-in-time deliveries and model contingency plans for supply chain disruptions, including identification of critical suppliers, products and materials.

Potential Pioneer Valley Economic Development District disaster resilience project details, as formulated thus far, are outlined below:

1. Dam Inspection and Site Assessment

This project would address a significantly overlooked natural hazard: the failure of aged municipal and private dams due to extreme rainstorm events, especially those associated with hurricanes. New Massachusetts regulations put into effect November 2005 significantly increase the responsibilities of dam owners to register, inspect, and maintain dams in good operating condition. In particular, these regulations transfer the responsibility of dam safety inspections from the Massachusetts Office of Dam Safety to dam owners. Of the estimated 350 dams in the Pioneer Valley, 93 are known to be owned by municipalities. Municipalities are struggling to take on these new responsibilities and face fines of up to \$500 per day with failure to comply with the inspection schedule and other safety violations laid out by the Office of Dam Safety. Five of the municipally owned dams in the Pioneer Valley have received letters of non-compliance from the Office of Dam Safety in the past two years. Private dams are subject to the same regulations.

Though safety inspections pose a significant difficulty, they are only part of a more serious problem. Most of the dams in the region were built during the industrial age, more than 100 years ago. Unless a dam is providing a municipality or private entity with specific beneficial functions, such as water supply or power generation, owners face financial difficulties with the costs of ongoing inspections, repairs, maintenance, and liability. Few owners understand that dam removal is a viable option, and that removing a dilapidated dam can save money, protect public safety, and restore precious water resources. Site reconnaissance studies will help owners understand what options they may have in considering the dam’s future and possibly avoid a disastrous breach of the dam during storm and flood conditions, as well as a long-term financial burden.

This potential project would build upon work currently being conducted by the Pioneer Valley Planning Commission to survey all municipal dams in the region and prioritize needs. The project would map the locations of these dams and would develop and begin implementation of a services program to provide Phase 1 dam safety inspections, as well as site reconnaissance studies.

2. Small Business Disaster Assistance Program

Recent Homeland Security funding provided for Continuity of Operations Plans (COOPs) to be completed for municipalities in the Pioneer Valley but not for local businesses. The funding did provide for development of a brochure on emergency preparedness to be mailed to all members of local chambers of commerce, but no technical assistance was provided. The region's small and medium-sized businesses are in need of a model Continuity of Operations Plan and education on how to implement it. The plan would include guidance on how to assess supply chains and storage for food, fuel and other necessities. Three types of businesses could be targeted:

- Businesses that perform critical functions, such as utilities, telecommunications, etc. and will continue to function on a skeleton crew.
- Business that provide critical supplies and resources in a disaster, such as gas stations, convenience stores, grocery stores, hardware stores, equipment suppliers etc., and will attempt to remain open if possible.
- Businesses that do not perform critical functions and may be forced to close down or may suffer from drastically reduced employee attendance or customer patronage during a natural disaster.

Ideally, a template would identify critical suppliers, products and materials and address contingency plans for supply chain disruptions. The project would also establish emergency communications contingency plans for non-profit and private-sector organizations that include backup systems to deal with outages of phone, cell phone and Internet service. It would identify alternative methods of communication including mobile capabilities and information technology systems that use high-speed Internet voice transmission and data, customer contact, hotline numbers, satellite phones, and text messaging. Finally, it would address the integration of business COOP plans with workers' home emergency preparedness plans.

This new Disaster Resilience component of the Plan for Progress is expected to contribute an important piece to the region's existing long-term, regionally-based, collaborative economic development strategy.

## **Five Year Update Conclusion**

These six initiatives constitute the update and revision of the Plan for Progress in 2009 and will assist in guiding the plan over the next five years. Almost no plan components were eliminated, as over the past five years, the 2004 Plan has remained relevant, timely, and future-focused. The only section to be replaced in its entirety was the original process-based evaluation of progress, which has been superseded by the new results-based evaluation system outlined in the CEDS "Evaluation" section.

## **PLAN FOR PROGRESS ACCOMPLISHMENTS 2008 - 2009**

### **Strategy #1:**

### **Attract, Retain, and Grow Existing Businesses and Priority Clusters**

#### **Lead Implementer**

- Economic Development Partners with Private Sector Chair

#### **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 affiliate, the Regional Technology Corporation, has brought businesses together in cluster networks to collaborate, advocate for, and grow their industries. Four such networks are now thriving in the region: the Materials and Manufacturing Technology Network (MMTN), the Technology Enterprise Council (TEC), the BioEconomic Technology Alliance (BETA), and CleanTech.

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 continues to 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.

#### **Significant Strategy Accomplishments for 2008-2009**

- The Economic Development Council (EDC) of Western Massachusetts has developed a new program called "Ask the EDC," a one-stop center for business advice, referrals and resources. A telephone Helpline and online question link have been implemented. The primary mission of the program is to raise awareness of the many ways the EDC can be of assistance, especially to small-business owners, through myriad free services offered by a host of organizations affiliated with the EDC.

- The Hartford-Springfield Economic Partnership (HSEP) conducted a 2009 Hartford-Springfield Regional Business Survey, conducted by the Connecticut Business and Industry Association. The survey received responses from 672 businesses in Massachusetts and Connecticut and addressed profitability, economic outlook, challenges, and workforce needs, among other issues.
- The Hartford-Springfield Economic Partnership continued the Knowledge Corridor campaign and organized the 8th annual cross-border State of the Region Conference, which was held May 29, 2009 in East Windsor, Connecticut. The keynote address was given by Stephen Moore, Senior Economics Writer at the Wall Street Journal. UConn Provost Peter Nicholls and UMass Amherst Chancellor Robert Holub spoke about their universities' visions for economic development in New England's Knowledge Corridor and their intent to collaborate in these endeavors. The results of the Region's second interstate Business Survey were reviewed as were regional accomplishments and the current challenges confronting the region's business leaders. The event also highlighted InternHere.com awards.
- PVPC partnered with Western Massachusetts Electric Company to plan and present the first in a 2009 series of capacity-building seminars targeted at economic development practitioners and local elected officials. The series will address "Clean Energy, Sustainable Technology, and Green Initiatives in the Pioneer Valley," and the first seminar addressed "The New Energy Landscape: An Overview for Economic Development Professionals" on June 9, 2009.
- The recipients of 2008 EDA Public Works funds, the City of Northampton and MassDevelopment, have made progress in the implementation of the Village at Hospital Hill Business Park. The city's biggest employer, Kollmorgen Electro-Optical, Inc., is expanding and moving to the new site, retaining the existing 380 jobs at Kollmorgen's existing Northampton facility and gaining 30 high-skill, high-paying jobs in engineering and assembly. Kollmorgen will construct a 140,000 square foot facility and invest \$18 million in the site development. Construction of off-site roadway and infrastructure improvements to support commercial development at Village Hill using EDA funds is currently underway and will be completed in summer 2009. Another 150,000 square feet of commercial and industrial space is still available for development, and the Kollmorgen relocation will be an important catalyst for continued commercial development at Village Hill. On the residential side, The Community Builders, Inc. has recently completed construction on another 40 units of affordable housing rental units, adding to the 33 units completed and occupied in 2007.
- Westover Development Corp. has purchased 57 acres of land from the city of Chicopee for a \$1.45 million expansion of its AirPark West industrial area. This transaction will create a 110-acre business park, and may eventually bring more than 1,000 jobs and \$1 million in annual tax revenues to the city. Westover is using FAA noise mitigation funds to purchase the land. The 110-acre size with frontage on the Turnpike is attractive for larger projects and enhances the region's inventory of "best-in-class" sites.

- Through a partnership of the University of Massachusetts, the Massachusetts Institute of Technology (MIT), Cisco Systems, Inc. of San Jose, California, and EMC of Hopkinton, Massachusetts, a \$100 million, “green,” high-performance computer research center is intended to be located in downtown Holyoke. Cisco Systems is a major networking and communications technology services company, and EMC is an international data storage company. The city of Holyoke has been chosen for the project due to its low electric utility costs and the large number of highly educated people produced by the region’s colleges. The research center will also include a large facility to house computer data storage equipment. The project was announced publicly on June 9, 2009, and further details, such as exact location, will be resolved over the coming weeks. The center will conduct research in biofuels, life sciences, clean energy and other research which relies heavily on computation. It will ultimately provide hundreds and perhaps thousands of jobs.
- Regional Technology Corporation board member Biomedical Research Models won a \$2.5 Million NIH Grant. A portion of this project’s research and development will be performed at their Springfield Laboratory, co-located with the Pioneer Valley Life Sciences Institute.
- The EDC has worked with a steering committee of property owners through a planning, signature campaign and legislative process to form the Northampton Business Improvement District (BID). The Northampton BID was overwhelmingly approved by the Northampton city council on March 19, 2009. Northampton’s new Business Improvement District will provide a comprehensive package of programs and services that will allow Northampton to retain and enhance its reputation as an approachable, culturally stimulating and cutting edge place for entertainment and community life. BID services will include enhanced maintenance and beautification programs, expanded marketing and events, parking and transportation initiatives and improved social services and public safety.
- Westmass Area Development Corporation has proposed a major redevelopment of the 140-year-old Ludlow Manufacturing Associates Complex. The 170-acre mill property once employed nearly half of Ludlow’s residents. Westmass’ master plan for the mills, and the undeveloped acres abutting it, includes primarily offices and industrial space, with some limited residential and boutique-level retail space, all incorporated into a landscaped campus with a 51-acre river walk. To date, the project has received an overwhelmingly positive response from the community. The enormous potential for visual urban renewal, the addition of more than 2,000 jobs and the creation of recreational river access are among the most anticipated outcomes of this complex task, estimated to take nearly 20 years to complete and occupy at full capacity.

- Baystate Medical Center has undertaken a major expansion. The hospital has developed a new Master Plan which calls for the construction of a new multi-story building connected to existing facilities that will include the replacement and expansion of medical/surgical and intensive care beds and inpatient heart and vascular procure areas. The projected 599,100 square feet of new construction will make use of existing land adjacent to Springfield Street and Medical Center Drive. This \$259 million endeavor will replace some of the hospital's older facilities, such as the East Wing which is part of the oldest building on the Baystate campus. Critical care beds currently located in the hospital's East Wing will be relocated, and the East Wing will be converted into administrative and non-clinical support services space. Baystate Health will likely fund the \$259 million project mainly with debt financing, as well as through equity and some fundraising activity. The completion of the Master Plan will expand the hospital's current 653 licensed beds to 775. Financing and construction began in Fiscal Year 2009 and will be continuing through Fiscal Years 2010-2011, with the first year of facility occupancy slated for sometime in Fiscal Year 2012. Baystate's construction project is generating approximately 300 construction jobs for area workers and will ultimately create another 550 permanent clinical and physician positions at Baystate Medical Center. More than 2½ years were spent in developing the final Baystate Master Plan and more than 400 people participated in the planning process.
- On October 24, the Affiliated Chambers of Commerce of Greater Springfield celebrated the success of 60 of the region's businesses. At this 19th installment of the Super 60 program, the ACCGS recognized 30 of the largest, privately-held, and 30 of the fastest-growing companies in Western Massachusetts. This year's 60 included businesses from mainstream industries that are leading our region's growth such as health care, private higher education, and financial services. A large number of local manufacturing companies, who have been the backbone of our region for many years, and new, knowledge-based companies were also among award winners.
- For the first time, members of the RTC Networks, (BETA, MMTN, TEC, and Clean Tech) came together at the RTC Convergent Meeting in Holyoke in November 2009. Keynote speaker Scott Kirsner talked about innovation and entrepreneurship in the New England economy and in comparison to other regions. Mr. Kirsner speaks to national audiences and authors the weekly Innovation Economy column for The Boston Globe.
- A \$60 million redevelopment plan for Union Station in Springfield has been completed. The existing station and a new addition will become a state-of-the-art intermodal transportation center. Resulting from a cooperative partnership between the Pioneer Valley Transit Authority, the Springfield Redevelopment Authority, and the Springfield Business Development Corporation, the completed plan calls for maximizing the transportation elements of the Union Station property which will serve the entire region as a transit hub, provide community resources including day care and meeting space and serve as a catalyst for revitalization of the surrounding neighborhood and downtown. The publicly sponsored and owned Union Station Intermodal Transportation Center will include PVT, Amtrak, commuter rail and intercity ticketing and operating facilities; a bus terminal with 23 bays; a 400-space, two-level parking garage to accommodate transit and public parking needs; 59,000 square feet of transit-related retail and office space; and 35,000 square feet of commercial "opportunity" space which includes 5,000-square-foot of Main Street retail space for future economic development.



- PVPC conducted a Business Outreach Initiative intended to gauge the needs and interests of business leaders serving as Trustees for the Plan for Progress and to re-engage leaders who had not attended meetings in some time. As a follow-up to a May 2008 business focus group, 43 business and civic leaders were interviewed by a Plan for Progress Trustee, and the results were summarized and analyzed. The results were subsequently discussed with the leadership of the Economic Development Council (EDC) of Western Massachusetts. On December 3, 2008, PVPC convened the interviewees at a second, larger Business Focus Group session to provide feedback on the results, strategies to address identified issues, and to allow for additional feedback. Most recently, the results of this process were presented and discussed by the PVPC at a Western MA EDC executive committee meeting in May 2009.
- The PVPC was awarded funding from the Massachusetts Cultural Council to conduct an inventory and analysis of the creative economy in the Pioneer Valley (defined as occupations and industries that focus on the production and distribution of cultural goods, services, and intellectual property). PVPC collaborated with staff from the Franklin Regional Council of Governments to gather census data and convene a roundtable meeting with creative economy partner organizations in the fall of 2008. A final report has been produced and distributed that provides a baseline for understanding the dimensions of the Pioneer Valley's creative economy and a series of recommendations about areas requiring additional explanation and analysis.
- In November 2008, the Greater Springfield-UMass Partnership Team held a public announcement and signing in Springfield of the new UMass Amherst / City of Springfield Partnership Agreement. The first two areas being pursued by the Partnership Team are the Green Economy and the Creative Economy. As part of this effort, UMass Amherst developed the first annual Clean Energy Connections Conference held in downtown Springfield on November 22, 2008. The conference addressed clean energy career trends, business success strategies, and recently passed Massachusetts clean energy and green communities legislation. The event was also sponsored by the PVPC and many local and regional businesses and organizations and featured a keynote presentation by Bracken Hendricks, a nationally known author. It was attended by over 600 people.
- MassINC and the University of Massachusetts-Dartmouth Urban Institute are leading a two-phase process to develop a long-term economic growth strategy for the City of Springfield. During the first phase of the project, the research team conducted meetings with community groups and stakeholders, including residents and business leaders, along with surveys and forums. Statistics were collected for Springfield as well as 16 selected "peer cities" in the Northeast and Midwest for comparison purposes. The final report was released in May of 2009.
- The Regional Technology Corporation (RTC) held several seminars and workshops designed to assist local manufacturers and technology companies. The Technology Enterprise Network held a series of seminars focused on digital marketing, including: Web Analytics, Viral Marketing, Social Networks as Marketing Tools, Business Blogging, Using Video to Enhance Marketing, and Web Trends. Other seminars held by RTC included Financing Fast Growth, Riding Out the Perfect Financial Storm: Weathering Today's Economy, and Beyond Compact Fluorescents (see description below).

- On November 14<sup>th</sup>, the Regional Technology Corporation held an event, “Beyond Compact Fluorescents – Energy Saving Methods for Manufacturers.” The event was attended by representatives from over 70 manufacturers in the region and provided examples of specific methods to reduce energy usage and save costs. It also featured a keynote talk from the state Commissioner of the Department of Energy Resources.
- PVPC completed a 2008 Major Employers Inventory for the Pioneer Valley Region. In addition to an inventory of all employers in the region with 50 or more employees and other key tables about current major employers, this report includes a background analytical summary of economic, labor force, and industry trends for the region.
- PVPC signed a cooperative agreement with the U.S. EPA for \$1,621,244 to clean up brownfield sites through the Pioneer Valley Regional Brownfields Cleanup Revolving Loan Fund.
- PVPC provided assistance to the cities of Holyoke, Springfield, Ludlow and Northampton, as well as the Western Massachusetts Enterprise Fund (WMEF), in support of their highest priority projects submitted for inclusion in the 2009 CEDS.

## **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
- University of Massachusetts Family Business Center

### **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. By 2008, this figure had increased to 88%. 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 more than 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 HIDDEN-TECH network brings together a growing group of individuals using technology to run small businesses out of their homes and private offices. As these businesses not captured in traditional economic data are networked and supported, some will emerge as significant employers.

### **Major Strategy Accomplishments for 2008-2009**

- Western Massachusetts Enterprise Fund, Inc. (WMEF) closed 25 loans with an average loan size of \$52,445 in FY08. That is the fund's highest number of closed loans per year in its history. Furthermore, WMEF has exceeded \$6.5 million in total loans made since its founding in 1990. The twenty-five loans disbursed in FY08 totaled \$1,311,129 and benefited businesses throughout Franklin, Hampshire, Hampden and Berkshire counties.

- In FY08, the Western Regional Office of the Massachusetts Small Business Development Center Network met with 597 clients to provide business advisory services and offered 17 management training programs, attended by 265 trainees, throughout the Pioneer Valley. They also assisted in securing \$10,553,161 in financing to businesses based in the Valley. This allowed for the creation of 75 new jobs and the retention of another 73 jobs.
- On October 2, 2008, Springfield Technical Community College (STCC) held Western Massachusetts Entrepreneurship Hall of Fame's Ninth Annual Induction for STCC's youth entrepreneurship programs, the Community Foundation of Western Mass. Student Business Incubator, and other local entrepreneurs. 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. These programs currently serve about 2,000 students per year, for a total of over 18,000 students served to date.
- All of the western Massachusetts chambers of commerce continued to provide technical assistance aimed at small employers. The Affiliated Chambers of Commerce of Greater Springfield (ACCGS) has been very successful in providing funds for small businesses to prepare business plans necessary to access capital via two alternative loan funds, the Western Mass Enterprise Fund and the Community Focus Loan Program.
- The Affiliated Chambers of Commerce of Greater Springfield held the 2009 Business Market Show at the MassMutual Center in Springfield. Over 200 local businesses were represented at the market show, which was attended by nearly 2,000 potential vendors, clients and customers.
- The Massachusetts Latino Chamber of Commerce, based in Springfield, was named 2009 Massachusetts Minority Small Business Champion by the U.S. Small Business Administration. The award was presented to the Massachusetts Latino Chamber of Commerce during the SBA 2009 Small Business Awards Reception held at the New England XPO for Business in Boston, MA. This distinction was in honor of the MLCC's special efforts to provide excellent business education opportunities for minority-owned businesses and entrepreneurs. Also honored by the SBA as the Massachusetts Young Entrepreneur was Ray Hernandez of JuJu's Transportation Corp, a MLCC member.
- The Massachusetts Latino Chamber received national recognition from the United States Hispanic Chamber of Commerce for their Business, Banking Website, Robotics and Solar Power Seminar for Youth. Twenty young business leaders received certificates of completion for their final project as they unveiled their website, business, e-commerce, solar or robotic project after participating in the week long business seminar. The youth were introduced to basic skills in these areas of work as well as making good leadership decisions.
- The Massachusetts Latino Chamber of Commerce celebrated the grand opening of its new Holyoke office. The Holyoke office will better serve members of the growing Latino small business community by providing much needed services such as technical assistance, business planning, legal services, youth business seminars, referrals and much more.

- The Latino Business Center has established a computer lab to address the “digital divide” and to help demonstrate how technology can provide numerous opportunities for Latinos. The Computer Lab is sponsored and due to the support of Western MA Electric. Trainings include basic computer skills, youth business seminars, web presence and using technology to improve your business.
- Franklin County Chamber of Commerce (FCCC) continues to improve methods to reach individuals and small businesses in the “creative economy.” They continued work on two projects funded by the Massachusetts Cultural Council: “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.

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

#### **Lead Implementers**

- Pioneer Valley Planning Commission
- Westmass Area Development Corporation (EDC Affiliate)

#### **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.

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 2008-2009**

- Under the state's new expedited permitting law, MGL Chapter 43D, PVPC continued to operate a regional service center to provide communities with local technical assistance on streamlined local permitting tools. Assisted Springfield, Holyoke, Northampton, and several other communities with designation of priority development sites and/or by preparing local permitting guidebooks tailored to each community.
- PVPC assisted 10 Pioneer Valley communities with implementing smart growth initiatives, zoning bylaw improvements, subdivision regulation improvements, water conservation planning, and other sustainable development activities.
- PVPC received the 2008 Medium Metro Achievement Award from the National Association of Regional Councils for *Valley Vision 2*, the new regional land use plan for the Pioneer Valley, completed under a grant from the Cox Foundation. The plan was prepared in cooperation with the Valley Development Council, comprising planners, builders, architects, bankers, and others. The plan features a new text with updates, Smart Growth tools and bylaws, the first attempt in Massachusetts to map Chapter 40R Smart Growth districts, and a Smart Growth toolbox. Created in a web-based format, this toolbox provides fact sheets, case studies, model bylaws, and visualizations for over 30 Smart Growth initiatives. Met with planning boards and chief elected officials in all 43 Pioneer Valley communities to present the plan and seek community endorsement, and secured endorsement of 40 communities.

- PVPC continued participation in the Massachusetts zoning reform process, as the proposed comprehensive zoning updates and revisions, known as the Land Use Partnership Act (LUPA) are being put forth for legislation. The PVPC has participated in the Zoning Reform Task Force and testified at public hearings during the 2008-9 period.
- PVPC also participated in the public hearing process for the state Department of Environmental Protection's proposed new stormwater regulations, which will require permits for previously unregulated sources. The public comment period was extended through March 11, 2009.
- PVPC developed model green building codes for use by Pioneer Valley communities.

## **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
- REBs – Regional Employment Board of Hampden County, Franklin/Hampshire Regional Employment Board

### **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.

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

- 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.
- 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.
- 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.
- Rising unemployment due to the recent economic downturn.

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 2008-2009**

- The Regional Employment Board (REB) of Hampden County was awarded funding from the Massachusetts Department of Labor and Workforce Development for two initiatives: \$300,000 to assist the City of Springfield in implementing the City's comprehensive workforce development plan and \$500,000 to help promote early childhood education training and certification. The REB of Hampden County had created the City of Springfield's workforce development plan in conjunction with the city and the state. Matching funds from Big Y Supermarkets, MassMutual Financial Group, and the Western Massachusetts Electric Company jointly contributed \$150,000 to the project to provide paid internships, year-round career education, and mentoring to 50 disadvantaged students. The City of Springfield is also contributing \$100,000 in CDBG funds for adult basic education.
- The REB of Hampden County was awarded a competitive grant from the Massachusetts Executive Office of Energy and Environmental Affairs (EEA) for the Pathways Out of Poverty program. Authorized by the Green Jobs Act signed into law by Governor Patrick in August 2008, EEA's Pathways Out of Poverty grants are designed to jumpstart training in clean energy careers for low- and moderate-income residents. In December 2008, EEA solicited proposals for programs to serve workers with incomes at or below 300 percent of the federal poverty level in the Commonwealth's "Gateway Cities" – former mill cities that continue to provide first homes and first jobs for new immigrants. Awards of \$200,000 each were given to five agencies, including the REB of Hampden County, which will use the funds to conduct the Springfield-Holyoke Gateway to Green Jobs project, providing career ladder opportunities in the clean energy field for targeted local populations, including women, youth, minorities, and non-English-speaking and low-income individuals. Driven by employer needs, the initiative will provide training in occupations such as solar boiler installation, energy auditing, weatherization, and manufacturing of a new proprietary window sealing product.
- The Hampden County REB worked with Big Y Supermarkets to expand their youth employment initiative and is seeking additional employers to participate.
- The Hampden County REB was designated a "High Performing Workforce Board" and awarded a \$100,000 planning grant by the Massachusetts Department of Labor and Workforce Development. Of the eight boards in the state that applied for grants, only two were awarded, including the Hampden REB.
- Over the past year, the workforce development system of the Pioneer Valley – the Regional Employment Boards (REBs), the One-Stop and the local Career Centers – have worked in a collaborative fashion with each other as well as educational providers, vocational high schools, colleges and the university and dozens of Community Based Organizations. These efforts have been laser focused on health care, education, manufacturing and green jobs. For example:

### **Healthcare:**

- Pioneer Valley Healthcare Coordinating Council - The REBs have taken the lead in bringing educational programs and employers together to develop capacity in a variety of health care careers.
- HCC has taken the lead in bringing educational programs and employers together to develop capacity in nursing tracks.

- Health Careers Opportunity Program (HCOP) – This program is developing interest in health careers among middle schoolers. It is supported by the Donahue Institute, healthcare providers, school districts, and educational entities.
- Workforce Competitiveness Trust Fund for Baystate Medical and Mercy Medical - Developing Patient Care Technicians, led by the REBs and educational entities.
- Community Based Job Training - increasing job opportunities at local providers (STCC working with W. Mass educational entities and area providers).

**Education:**

- Workforce Competitiveness Trust Fund – the REBs are working with local daycare providers and educational entities (HCC is training lead teachers, among other things).
- Pioneer Valley Youth Summit – This is a collaboration between the Hampden REB, educational entities, workforce providers, and the state.

**Green Jobs**

- Pathways out of Poverty Grant – described earlier.
- Clean Energy Center (STCC and all MA community colleges)

## **Strategy #5a: Advance and Enrich Early Education at State and Regional Levels**

### **Lead Implementer**

- Cherish Every Child, a program of the Irene E. and George A. Davis Foundation

### **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 public investment in early childhood education can produce significant economic returns. 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.

### **PreK Major Strategy Accomplishments for 2008-2009**

- On July 31, 2008, the Pre-K/Early Education Strategy Team's foremost short-term objective was achieved when the Governor signed An Act Relative to Early Education and Care into law. The new law formally establishes a Universal Pre-K Program, supports strategies to encourage education and health care providers to further their education, and provides a comprehensive overhaul of regulations setting health, safety, and quality standards for all licensed programs.
- On September 26, 2008, the PreK/Early Education Strategy Team hosted a "Breakfast for Champions" co-sponsored by the PVPC, the Irene E. and George A. Davis Foundation's Cherish Every Child Initiative, Square One (early education and care services) and the YMCA of Greater Springfield. The event, attended by more than 85 people (including nine of the legislators being honored), celebrated the passage of *An Act Relative to Early Education and Care*, legislation that will make voluntary universal, high-quality preschool education available to all of Massachusetts' youngest citizens. Supporters of the legislation were honored and thanked, and speakers discussed the important next steps to be taken to make sure the initiative is fully funded and implemented. Attendees included the legislators being honored, representatives from the newly created Department of Early Education and Care, Plan for Progress Trustees, early childhood education advocates and providers, and local media.
- On December 10, 2008, the Pre-K/Early Education Strategy Team hosted a live broadcast of the Pre-K Now National Teleconference called "Breaking Down Barriers to Quality Pre-K: A National Strategy Session." The broadcast was co-sponsored by WGBY Public Television and Cherish Every Child. The live, interactive teleconference featured success stories from communities across the country, and breakout activities were held to encourage local participation in the discussion.

- The Davis Foundation, in conjunction with the Massachusetts Business Alliance for Education, the Regional Employment Board of Hampden County, and the Rennie Center for Education Research and Policy, held a forum, “Education for the 21<sup>st</sup> Century: What Skills Do Students Need?” in Springfield on April 16, 2009. The forum addressed questions being raised at both the national and state levels about what 21<sup>st</sup> century skills will be needed and how to integrate them into classroom teaching. Public sector and private industry panelists provided perspective on recent debates on this topic and identified realistic actions that could be taken in the Springfield area as part of “Building a Better Workforce.”

## **Strategy #5b: Improve and Enrich K to 12 Education**

### **Lead Implementers**

- Urban: Urban Core Schools, Step-up Springfield, and ENLACE School Partnership in Holyoke
- Suburban/Rural: K-12 Strategy Team of Plan for Progress

### **K-12 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 kindergarten to 12th-grade education is perhaps our most important and farsighted economic development strategy.

### **K-12 Major Strategy Accomplishments for 2008-2009**

- The Holyoke-based ENLACE (Engaging Latino Communities for Education) is a partnership that brings together Holyoke Community College, Holyoke Public Schools, community organizations, private foundations, and other institutions of higher learning to strengthen educational pathways for Latino students, including early childhood education. At HCC, these efforts have helped increase Latino student enrollment from 12% in 2002 to the current 16%. During FY2008, ENLACE received funding from ten public and private funding partners.
- The Early College High School (ECHS) program is an innovative dual enrollment program established and operated by the Springfield Public School system to help high school juniors and seniors complete their graduation requirements while taking college courses for credit. Located at HCC, the program served 81 students during FY2008 (28 juniors and 53 seniors) with a staff that included a vice principal, five teachers, two guidance counselors and one administrative assistant. Of these students, 39% were Hispanic and 38% were African-American. A total of 31 seniors graduated; 20 graduates (or 65%) were accepted and intended to enroll in college; four students entered the military. Eighty-five percent of the graduates planned to attend HCC. ECHS graduates received over \$20,000 in scholarships. The program is funded by the Springfield Public School system with additional assistance from the Commonwealth Corporation. HCC provides space, student support services, Plato training and technical assistance.
- For the second year in a row, Step-Up Springfield honored high-achieving Springfield students at a Kids of Character event. Awards were presented to 125 students who were selected by 50 schools and 18 community organizations across the city of Springfield.

- Springfield Technical Community College provides collaborative services to the community as a Bio-Teach Regional Training Center, serving Western Massachusetts and the Berkshires as a biotechnology training resource for secondary school educators. Bio-Teach is an educational program sponsored by the Mass Biotech council, and has the mission of providing training and equipment to develop the capacity to include biotechnology in every public school curriculum. As the designated Regional Training Center, STCC provides professional development for biology teachers and assisting them to access and use engaging biotech curricula. STCC has hosted multiple professional development workshops for high school educators, and provides ongoing support and refresher training opportunities for participating teachers.
- The Westfield Professional Development School Network (WPDS) works with five local elementary schools to develop a student-based project working collaboratively with teachers and administrators. These projects are often connected to School Improvement Plans and range from broad ranging initiatives such as homework clubs to projects that target specific groups of students such as English Language Learners (ELL). In one school the focus was a literacy collaboration that involved 69 WSC teacher candidates. This group worked with a total of 104 elementary students ranging from grades one to four in an effort to improve written communication skills or to provide one-on-one support for first graders assessed as being "at risk" for literacy success. There were two pilot projects where the focus was mathematics or science learning, respectively. At one school, 12 WSC teacher candidates developed mathematics games as interactive learning tools for 24 elementary students. At a different school, 48 WSC teacher candidates developed 16 interactive hands-on science lessons conducted for 48 fifth graders over the course of the term.

## **Strategy #6: Support Higher Education and Retain Graduates**

### **Lead Implementers**

- Higher Education Strategy Team of Plan for Progress
- InternHere.Com Organization

### **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. Over 14,000 students graduate each year from the area’s colleges and universities. 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 2008-2009**

- As part of the graduate retention program, the Hartford-Springfield Economic Partnership in collaboration with the PVPC successfully launched InternHere.com in 2005. InternHere.com is a web-based intern match system that connects employers with prospective interns enrolled in the region’s higher education institutions. The website was re-engineered and redesigned in 2007 to be easier to use, with a number of new features. Since completion of the website redesign, there has been a 67% increase in new college students signing on, along with a 22% increase in new employers and a 36% increase in new internship opportunity offerings. To date, nearly 8,000 students have submitted profiles, representing 372 different colleges and universities, and more than 850 employers have participated.
- The University of Massachusetts Amherst is leading a Commonwealth Alliance for Information Technology Education (CAITE) to design and carry out comprehensive programs that address under-representation in information technology (IT) education and the workforce. The project includes work with high school teachers, staff, and counselors. The Western Mass CAITE partners, consisting of HCC, Springfield Technical Community College and UMass Amherst, met throughout the past year to develop pathways into postsecondary degree programs in computing disciplines for women, persons with disabilities and minorities. Two pathways have been developed to date. In the first, five Holyoke High School students were recruited to participate in a four-week summer internship program to work in the college’s IT department and learn about IT careers. The second initiative was the development of a one-credit introduction to the Web course titled: “It’s All About Me” offered in Spring 2009.

- Greenfield Community College (GCC) continues to lead efforts to meet the high workforce demand for the Sustainable Practices in Construction (SPC) project funded by the Massachusetts Workforce Competitiveness Trust Fund. Collaborating with the Regional Employment Board and over 30 local agencies and businesses, GCC is a leader in Renewable Energy Workforce Education by offering regional business employees comprehensive sustainable energy courses, a Renewable Energy/Energy Efficiency Certificate program started in fall 2008 and, for fall 2009, a Liberal Arts Degree option in Renewable Energy. Statewide recognition over the past year continued to fuel waiting lists while a summer Green Curriculum Development effort for teachers helped address this demand and its associated challenges. A Green Careers Coach increased outreach for adult literacy organizations, other GED or transitions programs, and for unique venues, such as the local house of correction.
- GCC is an active partner in the Northampton Community Education Consortium, convened by the Mayor of Northampton and comprising 23 collaborating partner agencies including the Northampton public school system, Smith Vocational Technical High School, institutions of higher education, the Regional Employment Board, ABE/ESOL providers and the business community. This collaboration strives to overcome the barriers and gaps in services for families and residents to ensure successful education and employment in Hampshire County. Funded by a Pathways to Success by 21 Grant, GCC taught a free four-week college transitions credit course using Smith College facilities in Northampton for 23 at-risk youth and adult learners, several of whom continued on to regional higher education institutions. Due to on-going demand, GCC is re-offering this course and plans to expand educational programming in Hampshire County as the needs and funding sources to support the work continue to be identified.
- As partners in the Northern Tier Health Care Training and Education Project, GCC, Berkshire Community College, Mount Wachusett Community College and their affiliated partner local hospitals (Baystate Franklin Medical Center, Berkshire Health Systems and Heywood Hospital) collaborate to revitalize the clinical component of nursing training and education throughout western Massachusetts. The partnership establishes a process for resource sharing of nursing simulation laboratories. This cooperation will help address the current and projected shortage of Registered Nurses (RN) within the region and will generate a highly replicable model of rural education and industry cooperation.
- Springfield Technical Community College has developed a partnership with MassMutual Financial Group, administered through the College's Division of Economic and Business Development via the Center for Business and Technology. The training program has been designed to increase both the size of the talent pool and the success rate of those individuals selected to take part in MassMutual's Call Center Representative Training Program. STCC provides pre-training in the following area for up to 12 individuals: Investment Basics, Work Readiness Skills, Problem Solving, Customer Service Excellence, Computer Application Skills and Test-Taking Strategies/Mentoring. This collaborative initiative serves as a pilot project with funding from MassMutual totaling \$25,000. The results of this pre-training program will serve as a benchmark for further credit-free workforce development initiatives between STCC and MassMutual.



**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, in 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 2008-2009**

- As a member of the Leadership Strategy Team, the Northampton Chamber of Commerce developed a proposal for a region wide leadership program based on an earlier pilot program, "Leadership Hampshire County," which was extremely successful. Representatives from the Northampton Chamber, the Economic Development Council of Western Massachusetts, and PVPC met with members of the MassMutual Financial Group and UMass, both of whom agreed to potentially fund development of a business plan for the project.
- On June 12, 2009, PVPC and several Leadership Strategy representatives met with the staff of Leadership Hartford in Connecticut. The meeting focused on obtaining feedback from the Leadership Hartford staff on the Pioneer Valley program model as well as lessons learned from the Hartford program.
- On June 23, 2009, the Leadership Strategy Team reconvened to discuss the expansion of the team and the feedback gained from the Leadership Hartford program staff. Next steps were discussed, including obtaining funding commitments for the business plan.

## **Strategy #8: Market our Region**

### **Lead Implementers**

- Economic Development Council (EDC) of Western Massachusetts
- 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 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 one year 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 vacation 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 2008-2009**

- The Greater Springfield Convention & Visitors Bureau (GSCVB), the Massachusetts Convention Center Authority (MCCA) and Global Spectrum have launched a multi-faceted marketing and media program designed to bring meetings and conventions to Springfield. "Springfield First" targets meeting and event planners nationwide through trade publication advertisements, direct mail, web-based marketing, e-newsletters and a dedicated website: [www.Springfield-first.com](http://www.Springfield-first.com).

- The Greater Springfield Convention and Visitors Bureau (GSCVB) has announced the results of a recent survey designed to estimate the conversion of Pioneer Valley tourism inquiries into actual tourist visits. Surveys were issued to nearly 5,000 people who contacted the GSCVB requesting visitor information. There were 487 completed surveys, which represented a 9.4% response rate. Among the findings are: the Pioneer Valley has a Gross Conversion Rate (percent of inquiries that resulted in a subsequent visit) of 56% and a Net Conversion Rate (percent who were undecided until the information was received) of 19%. The majority of Pioneer Valley visitors (71%) stayed overnight, while 29% enjoyed day visits. The average length of stay among overnight visitors is 4.9 nights. Satisfaction with visits to the Pioneer Valley is extremely high, with a total of 93% being either somewhat or very satisfied. The top 5 origin markets for all visitors to the Pioneer Valley are Boston/Manchester, Springfield/Holyoke, New York, Hartford/New Haven and Washington DC. The results are part of an ongoing research project the GSCVB is conducting to determine visitor trends.
- Two months after Northwest Airlines discontinued the service because of high fuel costs, the direct flights from Bradley International Airport to Amsterdam will begin again in June 2009. Northwest, now a subsidiary of Delta Air Lines, will be offering the direct flights on a 160-seat Boeing 757-200 aircraft. Connecticut Gov. M. Jodi Rell joined Bradley and Delta officials in making the announcement. Rell said that the Western Massachusetts EDC was instrumental in bringing the flights back as quickly as possible after Northwest stopped them in October. The EDC is marketing this opportunity to European companies as an added incentive for doing business in our region.
- This November, the EDC revived its international business development campaign by joining a contingent from Massachusetts at Medica, the world's largest medical device industry show, in Düsseldorf, Germany, to promote the state as a viable destination for the industry. Staff of the EDC joined that of Northeast Utilities and the Massachusetts Office of International Trade and Investment to visit several companies in the Netherlands prior to Medica, following up on the initiative begun last year because of the direct flights between Bradley International Airport and Amsterdam. In all, the EDC participated in meetings with senior executives of approximately 20 companies that are considering expansion options in the United States and Massachusetts.
- The Knowledge Corridor marketing team represented Western Massachusetts at numerous major trade shows and conferences around the country, including New York, San Francisco, Tucson, Orlando, Boston, Hartford, Washington, D.C., and here in West 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.
- The EDC has also created a new "Green Region" program, highlighting the Pioneer Valley's green assets. New sections on the EDC website showcase "green facts" about the region, green region news articles, green companies in the area, and green resources and research.

- As part of the ongoing effort to market the Knowledge Corridor, the PVPC partnered with the Connecticut Economic Resource Center and the Western Massachusetts EDC, City of Springfield, Western Massachusetts Electric Company and Northeast Utilities to update the Economic Development Data and Information (EDDI) online database of economic and demographic information for Connecticut and western Massachusetts and their metro areas, counties and towns. EDDI's data is compliant with International Economic Development Council guidelines and features downloadable, locality-specific data provided directly by towns, regions, and state-level organizations, as well as maps, links and printable flyers.

## **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 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 2008 – 2009**

- The PVPC initiated work on a \$1.34 million EPA Targeted Watersheds grant for the tri-state Connecticut River Watershed Initiative. The grant, one of only 13 nationwide and the only one given in New England, includes ten major projects, from real-time water quality monitoring to stormwater management to Smart Growth tools for water protection. PVPC is managing this project with major partners including the Franklin Regional Council of Governments, Connecticut River Joint Commissions, Massachusetts Water Watch Partnership, and U.S. Geological Survey. Work has included:
  - Initiating a volunteer water quality sampling program for bacteria pollution in the river and establishing a website to report results
  - Working with Holyoke and Westfield to develop plans for stormwater utilities in each community

- Identifying Smart Growth tools for public water supply protection
- Beginning work with several Hadley farms on agricultural Best Management Practices.
- The Connecticut River Clean-Up Committee and PVPC worked with the region's congressional delegation to secure approval of a fiscal year 2008 federal budget earmark of \$1.4 million in the new Interior bill for clean-up of combined sewer overflows (CSOs) on the Connecticut River in Massachusetts. Total funding provided over ten years for Connecticut River CSO clean-up efforts now exceeds \$13 million in Massachusetts, including federal and local shares. Developed contracts with Chicopee and Holyoke for new CSO control projects. Began efforts to seek a fiscal year 2009 federal budget earmark.
- The Connecticut River Clean-up Committee and PVPC worked with the state legislative delegation to secure approval of state Environmental Bond funding as a new source of state funding for CSO clean-up. Secured support of Greater Springfield Area Legislative Caucus for this initiative.
- Continued a program to remove stormwater from Holyoke's combined sewer system to reduce the number of CSO activations on the Connecticut River by seeking residential roof leader and sump pump disconnections.
- Initiated a Greenscapes organic land care program in Easthampton, Ludlow, and Agawam.

## **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 2008-2009**

- On August 4<sup>th</sup>, 2008, the Governor signed An Act to Establish and Fund the Massachusetts Broadband Institute, at an event in Goshen, MA (Hampshire County) which was also attended by PVPC staff. This legislation was largely proposed and advocated for by Pioneer Valley Connect, a key implementer of the Plan for Progress strategy to “Enhance High-Tech and Conventional Infrastructure,” together with Berkshire Connect, a similar organization in Berkshire County. The Act designates \$40 million for investment in broadband infrastructure to provide access to underserved areas (most of which are in western Massachusetts) and to establish the Massachusetts Broadband Institute.

- Pioneer Valley Connect, in conjunction with Berkshire Connect, completed a regional broadband survey to better define unserved areas of western Massachusetts and to demonstrate the region's demand for broadband while the state broadband legislation was being discussed in the summer of 2008. Approximately 5,000 surveys were returned, representing 86 communities, and a summary of the results was issued in December 2008. These results will help inform future efforts to extend broadband services.
- In October 2009, Pioneer Valley Connect and Berkshire Connect presented at the 11th Annual Rural Telecommunications Congress Board Conference held at Smugglers Notch in Vermont. The conference theme showcased pioneering approaches to building local broadband capacity to improve the quality of life for people in rural communities. Berkshire Connect Inc., Pioneer Valley Connect and the Massachusetts Technology Collaborative were invited to speak on a panel titled "Closing Rural Broadband Gaps: Public Policy Experience in Massachusetts." Massachusetts was also featured on the Roundtable Discussion Panel that reviewed the challenges, success, policies and programs of eight other states also addressing rural broadband needs.
- On November 6th, 2008, MassHighway held a ceremony at the MassHighway District 2 Offices in Northampton to celebrate the start of construction for the I-91 Intelligent Transportation System (ITS) & Fiber Conduit Project. This project will create a state-of-the-art fiber optic communications and ITS surveillance system to serve the I-91 corridor that will be operated by MassHighway District 2. In addition, this project will include the installation of additional conduit that will be available for lease to private providers. This conduit is a critical part in creating a more robust telecommunications infrastructure in the region, and will complement statewide efforts to deploy broadband in unserved areas. Pioneer Valley Connect and Berkshire Connect have strongly advocated for this project. As the project begins construction, the two Connects will continue to support and monitor its progress.
- Pioneer Valley Connect and Berkshire Connect submitted a response to the Massachusetts Broadband Institute (MBI) "Call for Solutions for Western Mass." The Connects are prepared to move from a role of primarily advocacy to a role in supporting the swift and efficient implementation of the broadband services in the region. The Connects' response highlights their advantageous position to work in partnership with the MBI, other state partners, local partners and providers, to expedite implementation and achieve success.
- Pioneer Valley Connect and Berkshire Connect have completed a report on the Connects Beta Test Program. The primary goal of the program was to conduct a one-year test of different wireless broadband technologies in rural New England settings that are typically hostile to this type of equipment. Beta Test Networks were launched in finite areas of Florida in Berkshire County, New Salem in Franklin County, and Worthington in Hampshire County.



- On April 30, 2009, Pioneer Valley Connect and Berkshire Connect participated in a panel discussion at the Massachusetts Opportunity Online Summit. The panel, entitled “Economic Development & Broadband Equity in Massachusetts” addressed the questions “What is the impact of the lack of broadband access on economic development in Massachusetts?” and “How do we keep Massachusetts competitive in the global economy?” This Summit, hosted by the Massachusetts Board of Library Commissioners, was designed to bring together libraries, local leaders, and state leaders to discuss the state of library connectivity in Massachusetts and direct a plan for improved sustained connectivity.
- The Connects have begun an on-going database of locations where access to cable modem broadband and DSL services are not available. If a residence and/or business location is only served by dial-up or satellite service, they are requested to provide their address. This information will further the Connects’ efforts to better define the un-served geography of our region and may be used in future mapping exercises.
- On May 28, 2009, Berkshire Connect, Inc. and Pioneer Valley Connect (“the Connects”) announced their formal merger to create WesternMA Connect, Inc. The new entity will continue their mission to create an advanced telecommunications landscape that will provide affordable, reliable, and redundant high capacity broadband services throughout Western Massachusetts. Over the past decade, each of the Connect organizations has led efforts to encourage the deployment of infrastructure and access to broadband services for businesses, governments, and residents in un-served areas. One of these efforts led to key findings that were reflected in the state broadband legislation that enacted the Massachusetts Broadband Institute (MBI) and \$40 million Incentive Fund in August 2008.
- PVPC continued to work with Connecticut Department of Transportation officials to advance commuter rail service between New Haven and Springfield. PVPC completed an analysis of the “labor shed” and employers along the proposed rail line and the potential employment impact that this rail line might have on the region.
- PVPC advanced the I-91/Knowledge Corridor Passenger Rail Study, which will expand upon the work done already for the Springfield–Hartford–New Haven Commuter Rail project by looking at the feasibility of service north of Springfield to White River Junction, Vermont. Work on the project was done in conjunction with a consulting team from HDR Engineering, Executive Office of Transportation officials, and Vermont Agency of Transportation officials. A feasibility study is nearly completed. PVPC has developed a web page and newsletter to educate and update stakeholders, agencies, and the public about the study.
- PVPC compiled summary information on non-profit car-sharing programs around the nation that can be implemented in western Massachusetts by grassroots organizations as a venue for sustainable mobility in our region. Developed estimates of the regional annual personal miles traveled data.
- PVPC produced a major revision to the regional bike map, highlighting popular cycling routes and providing both recreational riders and commuting cyclists with a valuable tool for travel. The new maps were distributed through 20 local bike shops

## **Strategy #11: Develop an Array of Housing Options**

### **Lead Implementer**

- Valley Development Council (VDC)

### **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 2008-2009**

- Fundraising goals for the Valley Development Council’s “Smart Growth and Re-Use Design Ideas Competition” have been reached. A total of \$19,000 has been raised from a variety of sources, including a successful grant application to the American Planning Association. Co-sponsored by the VDC and the Western Massachusetts AIA, this event will provide ideas for sustainable development and smart growth in Western Massachusetts through an international design ideas competition. The competition will encourage design professionals to submit ideas for the redevelopment of a downtown or village center sites in the region. Sites identified thus far are the Thorndike Mill complex in Palmer and Larrabee School in Southamton.
- VDC members and PVPC Commissioners have identified a Regional Housing Plan as the greatest need to be addressed as the next short-term goal of this Plan For Progress Strategy Team. PVPC staff, with the assistance of the VDC members, will develop a proposed scope of work and budget for this plan, as well as identify potential funding sources. The goal is to develop the plan in 2011, once the new census data is released.
- The Pioneer Valley Regional Ventures Center (PVRVC), the 501(c)3 subsidiary of the PVPC, through funding from the Massachusetts Department of Housing and Community Development (DHCD), on behalf of the Western Massachusetts Network to End Homelessness, is conducting an 18-month pilot initiative, “Regional Network Innovations to End Homelessness.” This \$1.1 million 18-month grant will fund a number of project elements, including the implementation of homeless initiatives and oversight of the delivery and quality of homelessness prevention and stabilization programs, products and services.
- The Citizens Housing and Planning Association has awarded PVPC funding to conduct outreach to its 43 member municipalities on affordable housing-related issues. PVPC will work with five communities to move forward an affordable housing initiative of the community’s choice by attending public hearings to answer technical questions and developing outreach materials.

- The PVPC administered and implemented over \$1 million in Department of Housing and Community Development Community Development Fund housing rehabilitation and septic system improvements in the towns of Ware, Warren, Hardwick, Brookfield, Russell, Middlefield, Huntington, Chester, Easthampton, Brimfield, Holland, and Wales.
- The PVPC continued to serve as the Region 1 service provider under the Commonwealth's Home Modifications Loan Program for those with disabilities. This involves administration and technical oversight of nearly \$500,000 in loan funds to remove private property architectural barriers in nearly 100 western Massachusetts communities.
- The PVPC continued work on a three-city Priority Development Fund grant from the Department of Housing and Community Development to undertake a subregional Chapter 40R Smart Growth district and affordable housing project in Holyoke, Easthampton, and Westfield. Worked with advisory committees in each city to develop and submit Smart Growth zoning districts, bylaws, and 40R proposals. New 40R Smart Growth Districts have now been approved by cities and DHCD for Westfield and Holyoke and approval is pending in Easthampton.
- The PVPC initiated a housing needs assessment and action plan program funded through communities' Community Preservation Act funding. Belchertown will be the first community to take advantage of this program. The towns of Longmeadow and Southampton are currently reviewing proposals for 2009 assessments.

## **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 2008-2009**

- This strategy is currently inactive.

## **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 2008-2009**

- This strategy is currently inactive.

## **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:

### **An Exceptional Quality of Life**

The Pioneer Valley has an extraordinarily high quality of life, with its communities located along the Connecticut River – a designated American Heritage River – and its diverse landscape of historic urban centers, college towns, and scenic rural areas. The region has a wide variety of cultural amenities and attractions as well as countless outdoor recreational opportunities. It is a highly desirable place for individuals and families to live – and therefore for businesses to locate.

### **A History of Innovation and Pioneering Technologies**

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 (located throughout all three Pioneer Valley counties) are home to approximately 65,000 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 Centers**

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. The Western Regional Office of the Massachusetts Small Business Development Center also provides significant resources to hundreds of businesses each year.

### **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 614,181 people, according to U.S. Census Bureau estimates (2005). 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 13 public and private higher education institutions, all located within Hampden and Hampshire Counties. 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 2004 edition of the Plan for Progress and the 2009 update.

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 21<sup>st</sup> 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 614,000- 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 (HSEP) 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 \$70,000 per year, which requires a minimum local funding match of at least 30 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.

## **2009 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 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 in 1999.
- 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 of the project.
- 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.
- In 2006, EDA awarded the City of Springfield \$1 million for the Memorial Industrial Park II project adjacent to the Smith and Wesson facilities.
- In 2008, EDA awarded the City of Northampton and MassDevelopment \$750,000 for the Village at Hospital Hill Business Park, a redevelopment of a former state hospital site.

### **Summary of Project Proposals**

This year, proposals were submitted from five Pioneer Valley communities – Springfield, Holyoke, Northampton, Ludlow and Chicopee – as well as the Western Massachusetts Enterprise Fund, based in Holyoke, and the Baystate Medical Center in Springfield for inclusion in the 2009 CEDS. After a review of the projects by the Plan for Progress Coordinating Council, 16 projects have been included on the 2009 CEDS project listing. Several of the projects are located in communities that clearly meet EDA Distress Criteria or will serve those communities exclusively. Several projects may meet the EDA Special Needs Criteria, due to their location, potential for providing jobs to Springfield or Holyoke residents, or other factors. All 16 projects are included in Appendix A. The top regional priorities in 2009 are:



## 1) Projects Meeting EDA Distress Criteria:

### Western Massachusetts Enterprise Fund

**Business Revolving Loan Fund for Springfield and Holyoke.** The proposed Revolving Loan Fund is focused solely on the cities of Holyoke and Springfield, the region's hardest hit communities in the current economic slowdown. Even before the current recession, both cities had the lowest median family income of the 43 communities. The economic upheaval has resulted in increased business closings and layoffs. The project will assist local entrepreneurs in starting new businesses as well as helping established businesses expand or adapt to the changing economic environment. In conjunction with the Pioneer Valley Planning Commission, WMEF will identify industry clusters with the capacity to increase employment, including technological innovations that spin-off from the University of Massachusetts.

### City of Holyoke Project Priorities

**Ingleside Infrastructure Improvements.** The project involves pre-development planning and construction or re-configuration of roadways in the Ingleside area of Holyoke. Exit 15 of Interstate 91 is located in the center of this area and the Massachusetts Turnpike (Exit 4) is within one mile. The area is the location of the Holyoke Mall at Ingleside as well as many other retail, office, and industrial businesses. In addition to expansion possibilities at existing businesses, there are over 60 acres of developable land acres on the western side of Whiting Farms Road, including a designated Priority Development Site.

### Holyoke Community College Foundation Business and Technology Roadway and Park.

A unique training and workforce model will be created by locating regional companies at Holyoke Community College (HCC) while providing career path training onsite to students, job-seekers and workers. The site will provide close access to the interstate highway infrastructure as well as the workforce and educational resources of HCC. The build-out of the technology park will yield over \$11 million in private investment, create and save hundreds of jobs, and generate new real estate property tax revenue for the City of Holyoke, while creating a unique model of education and workforce training that brings the business to the source of education while enabling individuals to access both the training and the job. This is a previously submitted project and is being resubmitted this year.

### City of Springfield Project Priority

**1550 Main/ Asylum Building.** Redevelopment of 1550 Main Street and the Asylum Building for offices, public parking, and a police substation. The project's goal is to prevent 1550 Main Street from becoming untenanted and to make good public use of the currently vacant Asylum building. By enlivening the public plaza and making public access through the building not only possible but encouraged, the building's own retail spaces (currently occupied by office uses), the City Stage Theatre, the Columbus Parking Garage and the currently empty retail and restaurant space behind 1550 Main Street will experience increased business and cultural activity.

## **2) Projects That May Meet EDA Special Needs Criteria:**

### **City of Northampton Project Priorities**

**Roundhouse Transit-Oriented Development.** The project is a mixed-use transit-oriented development located in the heart of the city. It includes a new hotel, the rehabilitation of a tax-credit housing project, opportunities for rehabilitation of a significant but vacant office building, the development of a currently undeveloped parcel for mixed uses, and a parking facility to serve all of these needs. The specific funding requested is for the parking facility. Public money for housing rehabilitation and for some of the private utility relocations is in place and the first private sector partners are ready to proceed on their portion of the project.

**Three-County Fairground Redevelopment.** Conversion of an existing deteriorated, underutilized, and seasonal exhibition facility into a year-round, state-of-the-art, multi-use exhibition facility. Redevelopment plans include renovation of existing exhibition buildings, construction of an 80,000 square foot exhibition facility, and upgrading of show rings, horse barns, and utilities. EDA funding would be used specifically for public infrastructure improvements. This project will enable year-round events, increase attendance, and provide fairground facility jobs and jobs for local vendors/contractors and event producers.

### **Town of Ludlow Project Priority:**

**Ludlow Mills Redevelopment.** Redevelopment of 1.5 million square foot historic mill building as a mixed-use development including small business incubator space and a business park component. The project is also EPA brownfields qualified and is on the National Historic register. The project abuts the City of Springfield's Indian Orchard neighborhood and is located within one mile of the Massachusetts Turnpike.

### **City of Chicopee Project Priority:**

**Uniroyal/Facemate Redevelopment Project.** Mixed use development project including industrial, commercial and residential on an urban brownfields site to include demolition, remediation and site preparation activities. The redevelopment of the Uniroyal/Facemate property is an opportunity to reclaim 67 acres situated at the heart of Chicopee. A carefully designed mixed-use project at this location will eliminate the worst blight in the City of Chicopee and will have a profound positive impact on the vitality of the community as a whole. There is also the potential for a public-access bikeway/walkway along the bank of the Chicopee River.

Detailed project proposals submitted by individual communities are presented in Appendix A of this CEDS Annual Update Report.

**Table 19: Summary of Project Proposals Submitted for Potential Inclusion in the 2009 CEDS Annual Update**

PVPC Community	Proposed Project Title	Project Type	Local Priority Ranking	Regional Priority Rankings	2008 Project Re-Submittal?	EDA Funding Needed in 2009-2010	Total Estimated Project Cost	Local \$ Match in Place?	# Jobs Created and/or Retained
<b>PROJECTS MEETING EDA DISTRESS CRITERIA:</b>									
Western Massachusetts Enterprise Fund	Business Revolving Loan Fund	Revolving Loan Fund for Springfield and Holyoke	#1	High	No	Yes	\$2 million	No	600
<b>Holyoke Proposed Projects</b>									
Holyoke	Ingleside Infrastructure	Design and construction of road, water and sewer service for commercial and industrial developments	#1	High	Yes	To be determined	To be determined	No	6,500
Holyoke	HCC Foundation Business and Technology Roadway and Park*	Industrial park with educational and workforce training incubator model	#2	High	Yes	Yes	\$2 million	Yes	525
Holyoke	Downtown Transit Corridor	Downtown infrastructure improvements	#3	Not yet assigned	No	To be determined	To be determined	No	To be determined
Holyoke	Victory Theater	Renovate and Redevelop Historic Building as Commercial/Cultural Center	#4	Not yet assigned	No	No	\$25-30 million	No	50
Holyoke	Water Street Area Redevelopment Project	Mixed-use redevelopment	#5	Not yet assigned	Yes	To be determined	\$45 million	No	100
<b>Springfield Proposed Projects</b>									
Springfield	1550 Main/Asylum Building	Office buildings, police substation and public parking	#1	High	No	Yes	\$10.3 million	Yes	575
Springfield	Court Square Redevelopment	Redevelopment/preservation of historic and significant downtown buildings	#2	Not yet assigned	No	To be determined	To be determined	No	To be determined
Springfield	Indian Orchard Business Park	Infrastructure redevelopment	#3	Not yet assigned	Yes	Yes	\$13 million	Yes	200
Springfield	South End Revitalization Project	Infrastructure improvements	#4	Not yet assigned	Yes	To be determined	To be determined	No	To be determined
Springfield	Union Station Intermodal Transportation Facility	Renovation of Union Station as Rail/Bus Passenger Terminal and Office/Retail Space	#5	Not yet assigned	Yes	To be determined	\$60 million	Yes	1,400

\*Note: This project was previously submitted and is being resubmitted due to EDA requirements.

**Table 19: Summary of Project Proposals Submitted for Potential Inclusion in the 2009 CEDS Annual Update (Ctd.)**

PVPC Community	Proposed Project Title	Project Type	Local Priority Ranking	Regional Priority Rankings	2008 Project Re-Submittal?	EDA Funding Needed in 2009-2010	Total Estimated Project Cost	Local \$ Match in Place?	# Jobs Created and/or Retained
<b>PROJECTS THAT MAY MEET EDA SPECIAL NEEDS CRITERIA AND ARE OF REGIONAL MERIT:</b>									
<b>Northampton Proposed Projects</b>									
Northampton	Roundhouse Transit Oriented Development	Mixed-use transit-oriented development, including parking garage	#1	High	No	Yes	\$7 million	Yes	120
Northampton	Three County Fairground Redevelopment	Conversion of seasonal facility into year-round multi-use exhibition facility	#2	High	No	Yes	\$38 million	Partially	700
<b>Ludlow Proposed Project</b>									
Ludlow	Ludlow Mills	Mixed-use redevelopment of historic mill including small business incubator and business park	#1	High	No	Yes	\$275 million	Yes	2,500
<b>Chicopee Proposed Project</b>									
Chicopee	Uniroyal	Mixed-use redevelopment of urban brownfields site	#1	High	No	To be determined	\$21.7 million	No	600-800
<b>Other Proposed Project</b>									
Baystate Medical Center (Springfield)	Baystate Medical Center - Hospital of the Future	Acute healthcare inpatient/outpatient 600,000 square foot replacement/expansion facility	TBD	TBD	No	Yes	\$246 million	Yes	3,550

## AN EVALUATION OF OUR PERFORMANCE



**Potential Site: Holyoke High Performance Computing Center**

The vision statement of the 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 performance towards the achievement of the Plan’s goals. A new system of quantitative benchmarks has been created that will track progress from one year to the next using objective measures of success.

### Performance Evaluation - The Accountability System

#### Summary

The PVPC, in conjunction with the Plan for Progress Trustees, has completed the second annual update of a new accountability system. This system, the Plan for Progress Performance Indicators, is public and online at [www.stateofthepioneervalley.org](http://www.stateofthepioneervalley.org). This system was developed to provide a more quantitative understanding of how the region is progressing in the strategic goals laid out by the Plan. It does not attempt to evaluate current year statistics in isolation (judging whether a specific unemployment rate is good or bad), but rather looks at changes over time and the general trend of whether a situation is improving or not (observing whether the unemployment rate is increasing or decreasing). The Plan for Progress Performance Indicators are a set of four groups of quantitative benchmarks that will assist in identifying economic trends and measure progress towards the Pioneer Valley Plan For Progress Strategic Goals and Action Steps.

## **Rating Scale**

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. Once benchmark data was collected for the most recent year available, Pioneer Valley Planning Commission (PVPC) staff calculated percentage changes from one year prior (or the most recent previous year possible if prior year data is not available). 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 one percent improvement and a one percent decline is considered a neutral trend.

## **Regional Geography**

Because the Plan for Progress was completed in conjunction with our neighbors to the north in Franklin County, ratings for each indicator represent the current trend in the given indicator for the greater Pioneer Valley which includes Hampden, Hampshire, and Franklin counties.

This evaluation section includes a chart of all performance indicators with the current and previous year data as well as the percent change in data and the trend rating that this change warranted. Following this chart is a list of all the performance indicators organized by strategy grouping with a summary of the data and data source for each indicator.

**Table 20: Plan for Progress Performance Indicators**

Indicator	Current Data	Year	Prior Data	Year	Change	Rating
<b>Strengthen and Expand the Region's Economic Base</b>						<b>2.3</b>
The Annual Unemployment Rate	5.0%	2007	5.4%	2006	-0.4%	2.0
The Total Number of Jobs (Monthly average)	284,544	2007	284,740	2006	-0.1%	2.0
The Average Weekly Wage	\$759	2007	\$730	2006	4.0%	3.0
Growth of the Private Sector Payroll	\$11,067,143,207	2007	\$10,786,212,714	2006	2.6%	3.0
Total Number and Net Annual Change in the Number of Business Establishments	20,478	2007	20,503	2006	-0.1%	2.0
Manufacturing as a Percent of All Employment by Number of Establishments	4.5%	2007	4.6%	2006	-0.1%	2.0
<b>Foster Means of Regional Competitiveness</b>						<b>2.8</b>
Number of Pre-Permitted Sites or Buildings Within the Region that are ready for Development	13	2008	12	2007	8.3%	3.0
Number of Shovel Ready Sites or Buildings Within the Region that are ready for Development	2	2008	2	2007	0.0%	2.0
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	\$41,530,689	2008	\$38,356,132	2007	8.3%	3.0
% of Communities that Increased at Least One Category in Broadband Access		2008		2007	26.1%	3.0
0% of Households Have Broadband Access	4	2008	18	2007		
50% or Less of Households Have Broadband Access	0	2008	4	2007		
Greater than 50% Households Have Broadband Access	65	2008	47	2007		
<b>Supply the Region with an Educated, Skilled and Adequately Sized Pool of Workers</b>						<b>2.1</b>
Percent of Students Scoring Proficient or Above on MCAS Reading Test	49.6%	2008	52.2%	2007	-2.6%	1.0
Percent of Students Passing MCAS Math Test (Grade 10)	86.6%	2008	85.9%	2007	0.7%	2.0
Percent of Students Passing MCAS English Test (Grade 10)	93.6%	2008	91.5%	2007	2.1%	3.0
The Dropout Rate of High School Students (Grades 9 through 12)	5.6%	2007	4.6%	2006	1.0%	1.0
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates	82.7%	2000	76.5%	1990	6.2%	3.0
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates	25.5%	2000	18.5%	1990	7.0%	3.0
The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	52.2%	2007	51.0%	2006	1.2%	3.0
The Median Age of The Region's Workforce Encompassing Ages 16 to 64	37.5	2000	34.3	1990	9.3%	1.0

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

\* sites listed at Westmass Development Corporation only

(Continued Next Page)

**Table 20: Plan for Progress Performance Indicators (ctd.)**

Indicator	Current Data	Year	Prior Data	Year	Change	Rating
<b>Economic Enhancements Fostering The Region's Business Climate and Prospects for Sustainable Economic Growth</b>						<b>2.4</b>
The Total Number of Combined Sewer Over Flow (CSO) Sites on the Lower Connecticut River and Tributaries	68	2007	75	2006	-9.3%	3.0
The Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$243	2008	\$238	2007	2.3%	3.0
The Rate of Property and Violent Crimes Reported per 100 Persons	3.6	2007	3.8	2006	-5.3%	3.0%
The Percentage of Housing Units that are Owner-Occupied	64.4%	2007	61.4%	2006	3.0%	3.0
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	24.7%	2007	36.0%	2006	-11.3%	3.0
Percent of Renters paying more than 30% of their income on rent	50.9%	2007	52.7%	2006	-1.8%	3.0
The Median Sale Price of a Single Family Home	\$192,301	2008	\$206,595	2007	-6.9%	3.0
Building Permits Issued for New Residential Construction	710	2007	1,024	2006	-30.7%	1.0
<b>Rating: 1 = negative trend, 2 = neutral trend, 3 = positive trend</b>						<b>* sites listed at Westmass Development Corporation only</b>

Data sources: U.S. Census Bureau, Bureau of Labor Statistics; MA Department of Labor and Workforce Development; MA Department of Education; Department of Revenue; Pioneer Valley Connect; The Warren Group; PVPC, FRCOG



## Summary of Plan for Progress Performance Indicators by Strategy Grouping

Following are summaries of each performance indicator currently being measured through this accountability system. Performance indicators are organized by strategy groupings and each summary includes a brief description of what is being measured, a description of what the data is showing for the most recent year(s), as well as the data source for that indicator.

### Strategy Grouping I: Strengthen & Expand the Region's Economic Base

Includes the following strategies:

- Attract, Retain and Grow Existing Businesses and Priority Clusters
- Promote Small Business and Generate Flexible Risk Capital
- Market Our Region

### Annual Unemployment Rate

The annual unemployment rate is calculated as the percent of all people in the labor force who are not currently employed. Between 2006 and 2007, the unemployment rate for the Pioneer Valley remained relatively stable, with a slight decrease from 5.4% to 5.0 percent. This trend remained consistent for each of the three counties of the Pioneer Valley. The unemployment rate for this slight decrease was experienced across all three county areas with Hampden County seeing the largest decrease from 6.1% to 5.6%, while Hampshire (4.2% to 3.8%) and Franklin (4.4% to 4.2%) counties experienced slightly smaller decreases.

*Data Source:* Massachusetts Executive Office of Labor and Workforce Development's Labor Force and Unemployment Data

### Total Number of Jobs

The total number of jobs includes all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The number of jobs in the Pioneer Valley stayed very consistent from 2006 to 2007, decreasing very slightly from 284,740 to 284,544 (a change of -0.1 percent). Trends varied in each of the counties. Hampden County experienced virtually no change at all, while Hampshire County increased by 1.2%, and Franklin County had a decrease of 0.7 percent.

*Data Source:* Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data

### **Average Wage Earned by Workers**

The average wage earned by workers includes employees in all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The average wage earned by workers in the Pioneer Valley increased from \$730 in 2006 to \$759 in 2007. For each of the three counties, the average wage increased. Franklin County had the highest percent increase of 6.5%, while both Hampden and Hampshire counties had increases between 3 and 4 percent.

*Data Source:* Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data

### **Growth of the Private Sector Payroll**

The private sector payroll includes the total of all wages paid from companies with private ownership for all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The private sector payroll for the Pioneer Valley grew from \$10,786,212,714 in 2006 to \$11,067,143,207 in 2007, a change of 2.6 percent. Trends varied in the three counties. Hampshire and Hampden Counties experienced increases in private sector payroll (5.5% and 3.6% respectively), while Franklin County saw a decrease of 12.7 percent.

*Data Source:* Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data

### **Total Number of Business Establishments**

The total number of business establishments includes businesses with all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. In the Pioneer Valley, the total number of business establishments decreased 0.1% from 20,503 in 2006 to 20,478 in 2007. While the number of establishments in Franklin County decreased by 1.2%, both Hampden and Hampshire counties saw an increase in their number of businesses (1.1% and 0.7% respectively).

*Data Source:* Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data

### **Manufacturing as a Percent of All Employment**

This measure was calculated by dividing the total number of people employed in the manufacturing center by the number of people employed in all industries. These numbers include employment in companies with all types of ownership, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. Overall, manufacturing remained fairly stable as a percentage of all employment in the Pioneer Valley, decreasing from 4.6% in 2006 to 4.5% in 2007. The trend varied some throughout the region, though manufacturing remained relatively stable throughout all three county areas. While Hampden County saw no change, Hampshire County had a slight decrease (-0.2%), and Franklin County saw a slight increase (0.1 percent).

*Data Source:* Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data

## Strategy Grouping II: Foster Means of Regional Competitiveness

Includes the following strategies:

- Advocate Efficient Regulatory Processes at All Levels of Government
- Recruit and Train a New Generation of Regional Leaders
- Enhance High-Tech and Conventional Infrastructure

### **Number of Pre-Permitted & Shovel-Ready Sites or Buildings within the Region that are ready for Development**

Pre-permitting and shovel-ready designations are made to increase the expediency of development on properties by reducing the amount of work necessary between the purchase of land and the start of construction. Sites with pre-permitting need only the final site plan review and permitting related to environmental preservation (if applicable). This process can take up to 90 days to complete. Sites are designated shovel-ready after all permits have been acquired and a complete build out analysis has been completed. The only steps still necessary are acquiring a building permit and making minor amendments to prior permits if necessary. This process takes up to 30 days. There was an 8.3% increase in the number of sites that were pre-permitted or shovel ready in the Pioneer Valley between 2007 and 2008. Of the three counties in the Pioneer Valley, only one had a change in the number of pre-permitted sites, Hampden County experienced a 10.0% increase.

*Data Source:* WestMass Development Corporation

### **Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources**

Transportation Improvement Projects included in this value are highway improvement projects identified through the Transportation Improvement Program report by the Pioneer Valley Planning Commission and Franklin Regional Council of Governments, and advertised by Mass Highway. Between 2007 and 2008, the total value of transportation improvement projects advertised for the Pioneer Valley increased from \$38,356,132 to \$41,530,689 representing an 8.3% change. While Franklin County saw a significant increase of 34.3% and Hampden County experienced an increase of 8.8%, Hampshire County had a decrease of 33.1 percent.

*Data Source:* Pioneer Valley Planning Commission and Franklin Regional Council of Governments

### **Estimated Percentage of Municipalities with Some Access to High Speed Internet Service for Business and Residents**

The percentage of municipalities with access to high speed internet service for business and residents includes all cities and towns and measures what portion of each municipality's residents and businesses have some level of access to high speed internet service. Municipalities are broken down into three categories of available service which are those where 0% of households have broadband access, towns and cities where 50% or less of households have broadband access, and those places where greater than 50% of households have broadband access. The Pioneer Valley experienced a significant number of municipalities that moved up a category of access from 2007 to 2008 (26.1 percent). Of the three counties Franklin County had the most municipalities increase at least one category in broadband access (34.6%), while Hampden County has the least amount of increase (13.0 percent).

*Data Source:* Pioneer Valley Connect (now WesternMA Connect Inc.)

### **Strategy Grouping III: Supply the Region with an Educated, Skilled, and Adequately Sized Pool of Workers**

Includes the following strategies:

- Integrate Workforce Development and Business Priorities
- Advance Early Education Strategy at State and Regional Levels
- Improve and Enrich K to 12 Education
- Support Higher Education and Retain Graduates

### **Percent of Students Scoring Proficient or Above on MCAS Third Grade English Language (Reading) Test**

The Percent of students scoring proficient or above on the Massachusetts Comprehensive Assessment System (MCAS) English Language test includes all students scoring "Proficient" or "Above Proficient," and was calculated by dividing the percent of students who received these scores on the test by the total number of students in the region who took the test. Overall, between 2007 and 2008, the Pioneer Valley saw a 4.2% decrease (from 51.2% to 47.1%) in the number of students who scored proficient or above on the MCAS English language test. While both Hampden and Hampshire counties experienced decreases in the percent of students scoring proficient or above (with changes of -4.6% and -3.0% respectively), Franklin County experienced an increase of 2.6 percent.

*Data Source:* Massachusetts Department of Education

### **Percent of Students Passing the MCAS Tenth Grade Math Test**

The Percent of students passing the Massachusetts Comprehensive Assessment System (MCAS) math test was calculated by dividing the percent of students who passed the test by the total number of students in the region who took the test. Overall, between 2007 and 2008, the Pioneer Valley saw a 0.8% increase (from 85.9% to 86.6%) in the number of students who passed the MCAS math test. Hampden County experienced an increase of 1.3%, while Hampshire County had a decrease of 0.4%, and Franklin County had a decrease of 0.5% students passing the MCAS math test.

*Data Source:* Massachusetts Department of Education

### **Percent of Students Passing the MCAS Tenth Grade English Test**

The Percent of students passing the Massachusetts Comprehensive Assessment System (MCAS) English test was calculated by dividing the percent of students who passed the test by the total number of students in the region who took the test. Overall, between 2007 and 2008, the Pioneer Valley saw a 2.1% increase (from 91.5% to 93.6%) in the number of students who passed the MCAS English test. Hampden County saw a decrease of 3.1% while Hampshire County had a decrease of 0.1%, and Franklin County's proportion of students passing the MCAS math test stayed the same.

*Data Source:* Massachusetts Department of Education

### **Dropout Rate of High school Students**

Drop out rates are the percentage of all 9th through 12th grade students who drop out of high school. This rate does not measure cohort dropouts, which examines what happens to a single group, or cohort, of students over a period of time. Instead it is a more basic measure of total annual dropouts as a proportion of annual enrollment. The Pioneer Valley saw an increased drop out rate between 2006 and 2007; from 4.6% to 5.6 percent. Hampden and Hampshire counties both had increases in the high school dropout rate (1.4% and 0.5% respectively), while Franklin County had a 0.5% decrease.

*Data Source:* Massachusetts Department of Education

### **Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates**

Educational attainment is calculated by determining the percentage of high school graduates above the age of 25 who have a high school diploma, including those who have attained more advanced degrees (Associate's, Bachelor's, Graduate, or Professional). Between 1990 and 2000, the percentage of the Pioneer Valley workforce who were high school graduates increased from 76.5% to 82.7% for a 6.2% change. Hampden County had an increase of 5.6%, Hampshire County had an increase of 6.3%, and Franklin County had an increase of 5.5 percent.

*Data Source:* United States Census Bureau 1990 and 2000 Decennial Census

**Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates**

Educational attainment is calculated by determining the percentage of the population above the age of 25 who have at least an Associate's degree, including those who have attained more advanced degrees (Bachelor's, Graduate or Professional). Between 1990 and 2000, the percentage of the Pioneer Valley workforce who were college graduates increased from 18.5% to 25.5% representing a 7% increase. This increased educational attainment was a trend that held true for all three counties individually as Hampshire County had an increase of 6%, Hampden County had an increase of 2.8%, and Franklin County had an increase of 4.8 percent.

*Data Source:* United States Census Bureau 1990 and 2000 Decennial Census

**The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce**

The percent of older workers who remain engaged in the workforce is calculated by dividing the number of people between the ages 55 to 75 years old who are in the labor force by the total number of people between the ages of 55 to 75 years old. Between 2006 and 2007, the U.S. Census Bureau estimates that the percent of older workers who remain engaged in the workforce in the Pioneer Valley increased from 51% to 52.2 percent. While Hamden County remained the same and Franklin County had small increase (0.7%), Hampshire County experienced a large increase of 8.4 percent.

*Data Source:* United States Census Bureau 2006 and 2007 American Community Survey

**The Median Age of the Region's Workforce Encompassing Ages 16 to 64**

The median age of the regions workforce is the middle age of all people engaged in the labor force between the ages of 16-64 years old. In the Pioneer Valley, the Median Age of the workforce increased by 9.3% between 1990 and 2000. Trends followed consistent patterns in the three counties. Each county's median worker age increased. Hampden County had an 8.6 % increase in median worker age, while Hampshire and Franklin Counties both experienced 11.1% increases.

*Data Source:* United States Census Bureau 1990 and 2000 Decennial Census

## **Strategy Grouping IV: Foster the Region's Business Climate and Prospects for Sustainable Growth**

Includes the following strategies:

- Revitalize the Connecticut River
- Develop an Array of Housing Options
- Endorse a Regional Approach to Public Safety
- Champion Statewide Fiscal Equity

### **Total Number of Combined Sewer Overflow (CSO) Sites on the Lower Connecticut River and Tributaries**

As quoted from the Massachusetts Department of Environmental Protection, "Combined sewer overflows, or CSOs, were built as part of sewer collection systems that were designed to carry both sewage and storm water in the same pipe. When there is not a lot of storm water, this mix is transported to a wastewater treatment plant where it is processed. However, after heavy rainfall or snowmelt, storm water and sewage overload the system. Without CSOs, this mix would back up into homes, businesses, and public streets. Combined sewer systems have regulator structures that allow overloaded systems to discharge into rivers, lakes and coastal areas subjecting them to higher pollutant loads. This can compromise a water body's uses and lead to water quality violations in the receiving waters." Throughout the Pioneer Valley, the total number of CSO sites on the Connecticut River has decreased from 75 to 68 between 2006 and 2007, representing a 9.3% reduction. While the number of CSO sites in Franklin County remained the same, Hampden and Hampshire counties eliminated three CSOs each since 2006 (Hampshire's three were the last remaining CSOs in the county).

*Data Source:* Massachusetts Department of Environmental Protection

### **Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns**

The amount of non-school local aid includes all aid that a town receives for purposes other than education. This includes the following sources: Lottery, Additional Assistance, Local Share of Racing Taxes, Regional Public Libraries, Police Career Incentive, Urban Revitalization, Veteran's Benefits, Exemptions for Veterans, Blind and Surviving Spouses, Exemptions for the Elderly, State Owned Land, and Public Libraries. In the Pioneer Valley, the per-capita non-local school aid increased by 2.3% between 2007 and 2008. All three counties had increases between 2-3% with Hampden County receiving the highest rate of aid, followed by Hampshire and then Franklin Counties.

*Data Source:* Massachusetts Department of Revenue, Cherry Sheets

### **Rate of Property and Violent Crimes Reported**

Property and violent crimes consist of the following crimes: Murder and Non-negligent Manslaughter, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft and Arson. The rate of property and violent crimes reported in the Pioneer Valley decreased between 2006 and 2007 from 3.8 to 3.6 crimes reported per 100 people representing a -5.3% change. While Hampshire County had a 4.8% increase, Hampden and Franklin counties both decreased (-6.5% and -9.1% respectively).

*Data Source:* Federal Bureau of Investigation

### **Percentage of Housing Units that are Owner-Occupied**

Percentage of Housing Units that are Owner-Occupied includes all types of housing units and is calculated by dividing the number of owner-occupied housing units by the total number of housing units in the region. Between 2006 and 2007, the percentage of housing units in the Pioneer Valley that was owner-occupied increased by 3% (from 61.4 % to 64.4 percent). This increasing trend of ownership was true across all three counties with Franklin County experiencing the largest increase (6.3 percent).

*Data Source:* United States Census Bureau 2006 and 2007 American Community Survey

### **Percentage of Owners with Mortgages Paying more than 30% of Their Income on Selected Monthly Owner Costs**

According to many government agencies, people who pay more than 30% of their income on housing costs are considered to be housing cost burdened. The U.S. Census Bureau provides estimates on this statistic based on a survey of a sample of the population with the American Community Survey. Data for this indicator includes all home owners who have mortgages. Monthly owner costs include payment for mortgages, real estate taxes, various insurances, utilities, fuels, mobile home costs, and condominium fees. Between 2006 and 2007, the percentage of home owners in the Pioneer Valley who were housing cost burdened decreased from 36.0% to 24.7% (representing a -11.3% change). This decrease in the percentage of home owners who were housing cost burdened was true in all three counties with Hampden County seeing the smallest decrease (9.1%), while Hampshire County and Franklin County saw similar decreases (15.9% and 15.0% respectively).

*Data Source:* United States Census Bureau 2006 and 2007 American Community Survey

### **Percentage of Renters Paying More than 30% of Their Income on Rent**

According to many government agencies, people who pay more than 30% of their income on housing costs are considered to be housing cost burdened. The U.S. Census Bureau provides estimates on this statistic based on a survey of a sample of the population with the American Community Survey. Between 2006 and 2007, the percentage of renters in the Pioneer Valley who were housing cost burdened decreased from 52.7% to 50.9% (representing a -1.8% change). This trend of decreasing housing cost burden was true in Hampden County which had a 4.7% decrease, however both Hampshire and Franklin counties showed an opposite trend; they experienced increases in the percent of renters who were housing cost burdened (3.2% and 9.3% respectively).

*Data Source:* United States Census Bureau 2006 and 2007 American Community Survey



### **Median Sale Price of a Single Family Home**

Single family homes include all transfers over \$1,000 classified by the Massachusetts Department of Revenue with a 101 use code. Between 2007 and 2008, the median sale price of a single family home in the Pioneer Valley decreased 6.9% from \$206,595 to \$192,301. This decreasing trend was found throughout the region with all three counties experiencing decreases. Hampshire and Franklin counties experienced the most significant decreases (8.0% and 7.9% respectively) while Hampden County's decrease in median sale price was slightly smaller representing a drop of 6.1 percent.

It would be remiss not to note that while the decrease in the cost of home sales is a positive trend long term in the context of an economic development desire for more affordable housing in the region, the marked decrease in home sale prices in 2008 is indicative of the negative occurrence of a major crisis in the housing market nationally. In the short term, of course, this might be more likely to be interpreted as a negative trend. At the same time, examining the previous two indicators referring to renter and home owner affordability, this extreme drop in home prices has corresponded with a smaller percentage of residents in the region being housing cost burdened.

*Data Source:* The Warren Group



## APPENDIX A: PROJECT PROPOSALS BY INDIVIDUAL COMMUNITIES



Court Square  
Redevelopment  
- Springfield, MA



Baystate Medical Center:  
Hospital of the Future -  
Springfield, MA





**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM 2009**

*Instructions:* Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Monday, March 16, 2009**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Louise Sullivan Tel: (413) 781-6045; FAX: (413) 732-2593, lsullivan@pvpc.org

Community      W. Mass. Enterprise Fund      Contact Person(s) Michael Abbate  
Address          4 Open Square Way, Suite 407  
City/Town        Holyoke, MA                              Zip Code 01040  
Phone Number   413 420 0183    FAX Number 413 420 0543    E-mail mabbate@wmef.org  
Project Title     Business Revolving Loan Fund for Springfield and Holyoke  
Project Location (Street Address) \_\_\_\_\_      Census Tract    N/A  
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc):

Initial capitalization of a Revolving Loan Fund for the purpose of making business loans within the cities of Holyoke and Springfield, Massachusetts.

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/regional level, etc.)  
**PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED!**  
The proposed RLF is focused solely on the cities of Holyoke and Springfield, our region's hardest hit communities in the current economic slowdown. Even before the current recession, both cities have the lowest median family income of the 43 communities researched in the latest Pioneer Valley CEDs. The economic upheaval has resulted in increased business closings and layoffs, particularly of low-skilled labor positions. The City of Springfield had been in receivership in recent years and was dependant on loans from the Commonwealth of Massachusetts in order to keep its budget balanced. Both Holyoke and Springfield have experienced decreases in their overall population between 2000 and 2006 but that has been partially offset by an influx of minority populations.

Current Project Status:                      \_\_\_ Ready for Construction in 2009-2010  
     X  Planning Stage  
    \_\_\_ Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes  X  Year  2009       No \_\_\_      Not Yet Determined

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

N/A  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$2,000,000 Required Local 50%\* Match: \$1,000,000

Has Required Local Funding Match Been Secured Yes X No \_\_\_\_\_

Anticipated Source(s) of Local 50% Match: State of Massachusetts Bond Bill or internally generated funds

Estimated Private Sector Dollar Investment in Project: \$0.00

Estimated Number of Permanent Jobs to be Created/Retained: 300+ \_\_\_\_\_ 300+ \_\_\_\_\_  
# Jobs Created # Jobs Retained

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

From City of Holyoke: 200+ \_\_\_\_\_

From City of Springfield: 200+ \_\_\_\_\_

From City of Northampton: \_\_\_\_\_

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

From City of Holyoke: 20+ \_\_\_\_\_

From City of Springfield: 20+ \_\_\_\_\_

From City of 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):

The creation of a revolving loan fund that would focus on the cities on Holyoke and Springfield is aimed at creating the greatest impact with both the Federal and matching dollars that will be used to capitalize the fund. This will be accomplished by assisting local entrepreneurs start new businesses as well as helping established businesses expand or adapt to the changing economic environment. WMEF's long history of managing loan funds as well as its successful track record of investments will help galvanize local leaders and our partners. In conjunction with the Pioneer Valley Planning Commission, WMEF will identify industry clusters with the capacity to increase employment. This includes technological innovations that spin-off from the University of Massachusetts. In addition, because the nature of EDA's investment will be in the form of a revolving loan fund, we can continue to contribute to the region's business financing needs for a long-term stabilization.

Questions? If you should have questions about this form or related issues, please contact Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Michael Abbate \_\_\_\_\_  
Name  
Director of Finance & Administration \_\_\_\_\_  
Title

Signature of Person Submitting This Form: \_\_\_\_\_

Date of Submission: May 28, 2009  
f-solicitform2009/ 2009 CEDS/Economic Development

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM 2009**

*Instructions:* Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Monday, March 16, 2009**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Louise Sullivan Tel: (413) 781-6045; FAX: (413) 732-2593, lsullivan@pvpc.org

Community      Holyoke      Contact Person(s) Kathleen Anderson  
Address      One Court Plaza  
City/Town      Holyoke      Zip Code 01040-5016  
Phone Number      (413) 322-5655      FAX Number (413) 534-2299      E-mail andersok@ci.holyoke.ma.us  
Project Title      INGLESIDE INFRASTRUCTURE (formerly submitted as HOLYOKE G&E INDUSTRIAL LAND PROJECT)

Project Location (Street Address) Ingleside Area, Holyoke      Census Tract 8121.02

Type of Project Predevelopment Planning; Construction of Roadways for commercial and industrial developments; 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.)

**Project Description:** The project involves pre-development planning and possible construction or re-configuration of roadways in the Ingleside area of Holyoke. Exit 15 of Interstate 91 is located in the center of this area and the Massachusetts Turnpike (Exit 4) is within one mile. The area is known as the location of the Holyoke Mall at Ingleside as well as many other retail, office, and industrial businesses. In addition to expansion possibilities at existing businesses, there are over 60 acres of developable land acres of land on the western side of Whiting Farms Road.

This project will facilitate the development in the area and leverage significant benefits to Holyoke and the Pioneer Valley. Development will create a significant number of new full-time jobs, significant private investment, and substantial annual post development tax gain for Holyoke.

Current Project Status:  X  Planning Stage

Was this project submitted last year (i.e. 2007) for inclusion in the region's 2007 CEDs Annual Update?

Yes  X  (formerly submitted as Holyoke G&E Industrial Land Project – Whiting Farms) No \_\_\_\_\_

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2008 or 2009?

Yes \_\_\_\_\_ Year \_\_\_\_\_ No \_\_\_\_\_ Not Yet Determined  X

Engineering and Design for this project? Not yet determined



**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY 2009 (I.E. 10/1/08 thru 9/30/09)**

Total Estimated Project Cost: \$ Not yet determined

Required Local 50%\* Match: \$ Not yet determined

Has Required Local Funding Match Been Secured? No

Anticipated Source(s) of Local 50% Match: Not yet determined

Estimated Private Sector Dollar Investment in Project: Not yet determined

Estimated Number of Permanent Jobs to be Created/Retained: Not yet determined

Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project? Not yet determined

Estimated Persons Who Will Likely Benefit From This Proposed EDA Project? Not yet 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): It is anticipated that infrastructure improvements in the Ingleside area the project will facilitate the development and re-use of the parcels – some of the best developable areas within the City of Holyoke – and leverage significant benefits to Holyoke and the Pioneer Valley.

Questions? If you should have questions about this form or related issues, please contact 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 Thursday, March 14, 2008 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Kathleen Anderson, Director  
Office of Planning and Development

Signature: \_\_\_\_\_ Date: March 19, 2007

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM 2009**

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Community Holyoke Contact Person(s) Kathleen Anderson  
Address One Court Plaza  
City/Town Holyoke Zip Code 01040-5016  
Phone Number (413) 322-5655 FAX Number (413) 534-2299 E-mail andersok@ci.holyoke.ma.us

Project Title HCC Fdn Business and Technology Roadway and Park

Project Location (Street Address) Holyoke Community College Fdn. Census Tract  
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.) Industrial Park with Educational and Workforce Training incubator model

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/regional level, etc.)

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

By locating regional companies at the Community College, a unique training and workforce model will be created. This is consistent with the region's goal to have community colleges be more engaged with job training and development, while being a direct resource to local businesses. This will encourage private investment, job creation, local real estate property tax revenue and new points of access for jobseekers needing training and career opportunities.

Current Project Status:                       Ready for Construction in 2009-2010                      (Fed FY 2010)  
     Planning Stage  
     Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 CEDs Annual Update?  
Yes  No                      **Project was a previously awarded project and so an update was part of last year's CEDs, the project will be proposed for inclusion in the 2009 CEDs.**

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2009 or 2010?  
Yes       Year 2009      (FY 2010) No                      Not Yet Determined                      Census Track: 8121.01

What is the current status of engineering and design for this project? Please explain in brief:  
Construction engineering and design is 95% complete. Upon completion of permitting, construction documents will be finalized. (No later than April 2010)

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$ 2,000,000 Required Local 50%\* Match \$1,000,000

Has Required Local Funding Match Been Secured? x Yes \_\_\_\_\_ No

Anticipated Source(s) of Local 50% Match: Commonwealth of MA PWED; HCC Fdn contribution

Estimated Private Sector Dollar Investment in Project: \$ 11,000,000. (120,000 SF of buildout)

Estimated Number of Permanent Jobs to be Created/Retained: 200 325

	# Jobs Created	# Jobs Retained
Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?		
From City of Holyoke:	125	
From City of Springfield:	75	
From City of Northampton:	10	

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?	
From City of Holyoke:	50
From City of Springfield:	50
From City of Northampton:	5

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 request for Public Works and Economic Development Funding from EDA will serve the needs of local businesses (healthcare, manufacturing, education, and service sector) by providing close access to the interstate highway infrastructure, the workforce and the educational resources of HCC. This is a unique educational/workforce model which provides career path training, and immediate access to education and training, The Commonwealth, City of Holyoke and the region support this effort to help local companies grow while also providing unique training opportunities for unemployed and underserved populations. Creating career pathways at the community college will enable the urban community the opportunity to access education and jobs at a convenient and accessible location. The build-out of the technology park will yield over \$`11 mil in private investment, create and save hundreds of jobs, generate new real estate property tax revenue for the City while creating a unique model of education and workforce training that brings the business to the source of education while enabling individuals to access both the training and the job. These jobs will be spread out on a career lattice enabling individuals to grow in their positions and obtain more opportunity and higher wages.

Questions? If you should have questions about this form or related issues, please contact Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.

Name and Title of Person Submitting This Form:

Name

Title

Signature of Person Submitting This Form:

Date of Submission:

*f-solicitform2009/ 2009 CEDS/Economic Development*

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) UPDATE  
CEDS PROJECT PROPOSAL LISTING FORM 2009**

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Community Holyoke Contact Person(s) Kathleen Anderson  
Address One Court Plaza  
City/Town Holyoke Zip Code 01040-5016  
Phone Number (413) 322-5655 FAX Number (413) 534-2299 E-mail andersok@ci.holyoke.ma.us  
Project Title DOWNTOWN HOLYOKE TRANSIT CORRIDOR  
Project Location (Street Address) Dwight Street Corridor from Beech (Rt. 202) to Main Streets Census Tract 8117

Type of Project: Downtown 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/regional level, etc.)  
**PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED!**

This project is for the construction of downtown infrastructure improvements which were partially designed under the State's Transit Oriented Design (TOD) Bond Bill. The project will connect and compliment the City's Canalwalk project and the Intermodal Transportation Center as well as a potentially connect access to the Knowledge Corridor Passenger Rail that is under consideration. Construction of the First Phase of the Canalwalk will be complete by late 2009 and Phase II construction is going out for bids in April 2009. Construction at the Intermodal Transportation Center will be complete by early 2010 and this center will be home to the Pioneer Valley Transit Authority (PVTA) Holyoke Hub, the Holyoke Peter Pan Bus Lines Office, the Holyoke Community College Adult Learning and Literacy Center, Holyoke-Chicopee-Springfield Head Start, small retail and restaurant businesses. In addition, a parking deck connected to the Intermodal Transportation Center is proposed. Connection between the Canalwalk and the Intermodal Transportation Center will be significant for the successful revitalization of downtown. Infrastructure improvements will include the separation of sewers and repaving along two streets. Passenger rail is now also seen as part of this downtown infrastructure and for which EDA investment may be sought.

Holyoke is one of the regions employment centers. The Intermodal Center will create new jobs and compliment other downtown developments including the EDA funded Holyoke Health Center and the Latino Professional Business Center.

Current Project Status:  Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes \_\_\_\_\_ Year \_\_\_\_\_ No \_\_\_\_\_ Not Yet Determined

Engineering and Design for this project? Design is complete and a preferred developer has been selected. Construction is expected to commence in 2007 or 2008.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY 2008 (i.e. 10/1/07 thru 9/30/08) or 2008**

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

Has Required Local Funding Match Been Secured? No

Anticipated Source(s) of Local 50% Match: Not yet determined

Estimated Private Sector Dollar Investment in Project: \$ To be determined

Estimated Number of Permanent Jobs to be Created/Retained: To be determined

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

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):

Downtown Holyoke is hub to many business and social services for the region. It is estimated that the PVTA provides daily service in downtown Holyoke to over 1,200 persons, making it the second largest transit hub in the region. Improved public transportation accommodations, literacy programs and child care will especially help low/moderate income persons of the region. Downtown Holyoke will substantially benefit from increased commercial activity and property improvements.

Questions? If you should have questions about this form or related issues, please contact Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Kathleen Anderson, Director  
Office of Planning and Development

Signature: \_\_\_\_\_ Date: March 13, 2009

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
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Community Holyoke Contact Person(s) Kathleen Anderson  
Address One Court Plaza  
City/Town Holyoke Zip Code 01040-5016  
Phone Number (413) 322-5655 FAX Number (413) 534-2299 E-mail andersok@ci.holyoke.ma.us  
Project Title VICTORY THEATER  
Project Location (Street Address) 81-89 Suffolk Street Census Tract 8117

Type of Project Redevelop a historic theater in downtown Holyoke for cultural and commercial use.

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!**

Project Description: Initial feasibility study is complete regarding the future of the Victory Theater, a historic theater in Downtown Holyoke. Closed for over two decades and after many years of revitalization efforts, privatization of the property is underway as the City has issued a Request for Proposal (RFP) to sell the property. 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. The 1600-seat Victory Theatre, built in 1919, is in need of extensive renovations. One developer has proposed plans to attract quality theatre companies that will establish residency at the theatre; develop an international arts program; create education programs in partnership with area/regional colleges and universities; link to broader economic development and planning efforts in the city; and serve as an anchor for the Holyoke Arts & Theatre District.

Current Project Status: X Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes \_\_\_\_\_ Year \_\_\_\_\_ No \_\_\_\_\_ Not Yet Determined No X

Engineering and Design for this project? 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 FFY 2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$25,000,000 to \$30,000,000

Required Local 50%\* Match: \$ To be determined

Has Required Local Funding Match Been Secured? 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: 50 permanent jobs and 150 temporary jobs to be created.

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

From City of Holyoke: \_\_\_\_\_

From City of Springfield: \_\_\_\_\_

From City of Northampton: \_\_\_\_\_

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

From City of Holyoke: \_\_\_\_\_

From City of Springfield: \_\_\_\_\_

From City of 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):

The project aims to renovate the historic theatre as a focal point for the arts in the Pioneer Valley and a force of consequence for economic development in Holyoke. In the short term, a project of this size with its attendant construction jobs represents a significant investment in Holyoke. In the long run, the project anticipates the creation and retention of a substantial number of quality jobs in the performing arts and in retail/commercial businesses that complement and support the performing arts.

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 Monday, March 26, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Kathleen Anderson, Director  
Office of Planning and Development

Signature: \_\_\_\_\_ Date: March 13, 2009

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM 2009**

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Community Holyoke Contact Person(s) Kathleen Anderson  
 Address One Court Plaza  
 City/Town Holyoke Zip Code 01040-5016  
 Phone Number (413) 322-5655 FAX Number (413) 534-2299 E-mail andersok@ci.holyoke.ma.us  
 Project Title Water Street Area Redevelopment Project (formerly known as the Lineweave Area)  
 Project Location (Street Address) Water Street Census Tract 8114  
 Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.) Mixed-use redevelopment project 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.)

The City of Holyoke is seeking proposals for this large scale redevelopment project. The site is partially comprised of an industrial mill complex originally built in 1890. The properties are located in Holyoke's "Flats" neighborhood, one of the poorest in the city. The site is more than 6 acres of land located between the 2<sup>nd</sup> Level Canal and the Connecticut River. It is the location of former paper mills in the historic canal district. The properties have been vacant for several years and are in danger of falling victim to fire and severe decay. Without investment, this important historic area of the city is in great risk of being lost. Currently a portion of the site is under consideration by a private developer. This portion involves two of the mills built in the late 19<sup>th</sup> century and known as the Albion and Crocker Mills. This project will include the creation of a mixed-use development that will contain market-rate condominiums, retail, office, and other commercial spaces. Additional redevelopment is under consideration by private developers.

Current Project Status:  Ready for Construction in 2009-2010  
 Planning Stage  
 Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes \_\_\_\_\_ Year \_\_\_\_\_ No \_\_\_\_\_ Not Yet Determined

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

Demolition and environmental remediation being done by private property owners.



**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY 2009 (I.E. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$45,000,000 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: 100

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

From City of Holyoke: \_\_\_\_\_

From City of Springfield: \_\_\_\_\_

From City of Northampton: \_\_\_\_\_

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

From City of Holyoke: \_\_\_\_\_

From City of Springfield: \_\_\_\_\_

From City of 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):

Holyoke is primarily a built-out community and is faced with the struggle of providing economic development opportunities. A potential area for economic development is the adaptive reuse of existing structures in the downtown of the City, however the extensive rehab costs has hindered such redevelopment. The City has been proactive in allowing non-traditional uses in former mills through the establishment of an Arts and Industry Overlay District. The Water Street Area Redevelopment can be a catalyst by reducing blight, re-using a brownfield, and potentially making use of hydro-electric facilities. Jobs related to data center operations as well as mixed-use developments are envisioned.

Questions?      If you should have questions about this form or related issues, please contact 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 Monday, March 16, 2009 by 4:00 p.m.***

Name and Title of Person Submitting This Form: Kathleen Anderson, Director  
Office of Planning and Development

Signature: \_\_\_\_\_ Date: March 13, 2009

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM 2009**

*Instructions:* Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Monday, March 16, 2009**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Louise Sullivan Tel: (413) 781-6045; FAX: (413) 732-2593, lsullivan@pvpc.org

Community Springfield Contact Person(s) Brian Connors

Address 70 Tapley Street

City/Town Springfield, MA Zip Code 01104

Phone Number 413-787-6020 FAX Number 413-787-6524 E-mail bconnors@springfieldcityhall.com

Project Title 1550 Main Street/Asylum Building

Project Location (Street Address) 1550 Main St & 60 Worthington St Census Tract 8011.01

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

Office buildings, police substation and public parking

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/regional level, etc.)  
**PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED!**

Overall the project's goal is to prevent 1550 Main Street from becoming untenanted and to make good public use of the currently vacant Asylum building: the aim is to prevent and reverse a "dead zone" that adversely affects the already-struggling adjacent buildings and businesses, as well as removing jobs from the area. The vacancy of 1550 Main Street would increase the perception of crime in this area, severely impacting local businesses. This project will not only prevent that but increase the public's sense of safety and comfort. This public perception will greatly benefit the local residents and businesses. By enlivening the public plaza and making public access through the building not only possible but encouraged, the building's own retail spaces (currently occupied by office uses), the City Stage Theatre, the Columbus Parking Garage and the currently empty retail and restaurant space behind 1550 Main Street will experience increased business and cultural activity. The project also intends to turn the unused Asylum building next door into public surface parking, a Police substation and public office space, while maintaining its Main Street façade.

Current Project Status:  Ready for Construction in 2009-2010  
 Planning Stage  
 Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes  Year \_\_\_\_\_ No \_\_\_\_\_ Not Yet Determined \_\_\_\_\_

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

The conceptual design of the 1550 Main Street portion is 95% complete, and the conceptual design of the Asylum portion is 25% complete.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$ 10.3 Million Required Local 50%\* Match: \$ 1.9 Million

Has Required Local Funding Match Been Secured?  Yes  No

Anticipated Source(s) of Local 50% Match: State- Growth District Fund

Estimated Private Sector Dollar Investment in Project: \$ 7 Million

Estimated Number of Permanent Jobs to be Created/Retained: TBD 575  
# 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 City of Northampton: 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 City of Northampton: 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 funding would be used for the repurposing of the vacant Asylum building, which represents \$3.3 million of the overall \$10.1 million project budget. Because of the two buildings' strategic location on the edge of the downtown office core, their futures impact the development potential of much of the North Main Street corridor in the Growth District. Such projects as the Union Station restoration and refurbishment of the Hippodrome Theater will be positively impacted by this project—and would be negatively impacted if this project did not move forward.

Questions? If you should have questions about this form or related issues, please contact Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Samalid Hogan  
Name

Project Manager  
Title

Signature of Person Submitting This Form: \_\_\_\_\_

Date of Submission: 3/16/09  
f-solicitform2009/ 2009 CEDS/Economic Development

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM 2009**

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Community Springfield Contact Person(s) Brian Connors

Address 70 Tapley Street

City/Town Springfield, MA Zip Code 01104

Phone Number 413-787-6020 FAX Number 413-787-6524 E-mail bconnors@springfieldcityhall.com

Project Title Court Square Redevelopment

Project Location (Street Address) Elm Street Census Tract 8011.01

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

The redevelopment and preservation of historic and significant buildings at the heart of Springfield's urban center, also referred to as Court Square.

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/regional level, etc.)  
**PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED!**

The main building in this site was built in two phases. The 13-31 Elm Street building (facing Court square) was designed by Frederick Newman and built in 1892. In 1900, a sixth floor was added to that building and at the same time the entire building was connected to a new structure, the Court Square Hotel Building (92-96 State Street ) which faces State Street. The property and 3-7 Elm Street are a contributing part of the Court Square District, which is listed on the National Register of Historic Places. Redevelopment plans call for creation of upper story market rate residential or hotel units to provide more activity and vitality to the area, and to further provide additional housing opportunities in the central city. Upper story office space is also a potential use. The ground floor may be used for retail, restaurants, and art gallery space.

Current Project Status:  Ready for Construction in 2009-2010  
 Planning Stage  
 Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes \_\_\_\_\_ Year \_\_\_\_\_ No \_\_\_\_\_ Not Yet Determined X

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

This project is still in the planning stage.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$ TBD Required Local 50%\* Match: \$ TBD

Has Required Local Funding Match Been Secured? \_\_\_\_ Yes X No

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

Estimated Private Sector Dollar Investment in Project: \$ TBD

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: 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):

Court Square Redevelopment is a rare opportunity to have a significant and lasting impact on one of the most historic and significant civic spaces in Western Massachusetts. The redevelopment of Court Square is key to the revitalization of downtown Springfield and will set the stage for further redevelopment of historic buildings and new construction.

Questions? If you should have questions about this form or related issues, please contact Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Samalid Hogan  
Name

Project Manager  
Title

Signature of Person Submitting This Form: \_\_\_\_\_

Date of Submission: 3/16/09  
f-solicitform2009/ 2009 CEDS/Economic Development

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
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Community Springfield Contact Person(s) Brian Connors

Address 70 Tapley Street

City/Town Springfield, MA Zip Code 01104

Phone Number 413-787-6020 FAX Number 413-787-6524 E-mail bconnors@springfieldcityhall.com

Project Title Indian Orchard Business Park

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 Business Park is the second largest piece of industrial land (53 acres) left in the city for redevelopment. Out of the 53 acres, the City currently owns 17. The site once housed the majority of employment for this industrial Springfield neighborhood. The City's would like to see this site redeveloped for light industrial use for small size businesses which make up the heart of Springfield's economy. This will be accomplished through an urban renewal process. 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 2009-2010  
 Planning Stage  
 Long Term

Was this project submitted last year for inclusion in the region's 2007 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 2009 or 2010?

Yes  Year 2010 No  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 on the City-owned parcels. A revised master plan for redevelopment of the site as a small business light industrial park is scheduled for completion in late 2009.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$ 13,000,000 Required Local 50%\* Match: \$ 1,500,000

Has Required Local Funding Match Been Secured?  Yes  No

Anticipated Source(s) of Local 50% Match: City Bond

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

Estimated Number of Permanent Jobs to be Created/Retained: 100 100  
# 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 larger project of revitalization of the Indian Orchard neighborhood as a "21<sup>st</sup> 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. 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 Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Samalid Hogan  
Name

Project Manager  
Title

Signature of Person Submitting This Form: \_\_\_\_\_

Date of Submission: 3/16/09  
f-solicitform2009/ 2009 CEDS/Economic Development

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Community Springfield Contact Person(s) Samalid Hogan

Address 70 Tapley Street

City/Town Springfield, MA Zip Code 01104

Phone Number 413-787-6020 FAX Number 413-787-6524 E-mail shogan@springfieldcityhall.com

Project Title South End Revitalization Project

Project Location (Street Address) Main Street Census Tract 8020

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 City of Springfield along with GLC Development Resources, and South End stakeholders, has developed an implementation plan for the South End Revitalization Project, that follows closely the recommendations outlined in the South End ULI TAP Report released in October of 2007. The implementation plan has been divided in three phases: Phase I – Public Realm Improvements, Phase II – Housing Development and Improvements, Phase III – Retail Development.

At present, the design for South Main Street (part of Phase I) is 50% underway by Vanasse Hangen Brustlin, Inc. The construction work is on target to begin during the summer of 2009. The next part of Phase I (Public Realm) will comprise substantial improvements to Dwight Street Extension (2-lane public street with one parking lane). This road is the backbone of the Hollywood district in the South End. The design for Dwight Street Extension will also be created by VHB and the target season for construction is spring 2010.

Furthermore, several street connections throughout the neighborhood are part of the Public Realm Improvement Plan. These new roads are necessary to improve circulation through the street grid in the Hollywood area and will serve to improve access and clarity for residents, visitors, and public safety officials. These connections will also create new corners, improve visibility and transparency, create order in street patterns, and provide connections within the area and to the rest of the South End, thereby reconnecting both Emerson Wight Park and the Hollywood area to Main Street.

Current Project Status:  Ready for Construction in 2009-2010 (South Main Street only)  
 Planning Stage  
 Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes  Year  No  Not Yet Determined

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



One part of the public realm improvements plan for the South End, Main Street Improvements, is 50% designed. Another part of the project, Dwight Street Extension Improvements, is just at the beginning stages of design.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$ TBD Required Local 50%\* Match: \$ TBD

Has Required Local Funding Match Been Secured? Yes        No

Anticipated Source(s) of Local 50% Match: City Bond, CDBG

Estimated Private Sector Dollar Investment in Project: \$ TBD

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: TBD

From City of Springfield: TBD

From City of Northampton: 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 City of Northampton: 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):

This project will address many public safety issues and concerns, improve the quality of new affordable and market rate housing opportunities, and create new opportunities for retail development as new residents are attracted to the neighborhood. Improving public safety, increasing the array of housing options, and creating opportunities for new businesses are all economic strategies outline in our regional economic development plan, the 2004 Plan for Progress and the Annual CEDS report.

Questions? If you should have questions about this form or related issues, please contact Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Samalid Hogan  
Name

Project Manager  
Title

Signature of Person Submitting This Form: \_\_\_\_\_

Date of Submission: 3/16/09  
f-solicitform2009/ 2009 CEDS/Economic Development

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
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Community Springfield Contact Person(s) Brian Connors

Address 70 Tapley Street

City/Town Springfield, MA Zip Code 01104

Phone Number 413-787-6020 FAX Number 413-787-6524 E-mail bconnors@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 Union Station results in the historic restoration of approximately 212,000 square feet of space that has been unused for over 15 years. This is a key development for downtown Springfield and will serve as the main transportation center for the region. The project is identified on the Regional Transportation Plan and is consistent with the region's economic development plan, Plan for Progress.

Current Project Status:  Ready for Construction in 2009-2010  
 Planning Stage  
 Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes  Year  No  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. Hazardous materials 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 FFY2010 (i.e. 10/1/09 thru 9/30/10)**

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 # Jobs Created 400 # 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):

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 Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Samalid Hogan  
Name

Project Manager  
Title

Signature of Person Submitting This Form: \_\_\_\_\_

Date of Submission: 3/16/09

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) UPDATE  
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Community Northampton Contact Person(s) Wayne Feiden

Address 210 Main Street, Room 11

City/Town Northampton Zip Code 01060

Phone Number 413-587-1265 FAX Number 413-587-1264 E-mail WFeiden@NorthamptonMA.gov

Project Title Roundhouse Transit Oriented Development

Project Location (Street Address) 260 Main Street Census Tract 821902-4

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.) The project is a mixed-use transit-oriented-development located in the heart of the city. It includes a new hotel, the rehabilitation of a tax-credit housing project, opportunities for rehab of a significant but vacant office building, the development of a currently undeveloped parcel for mixed uses, and a parking facility to serve all of these needs. The specific funding requested is for the parking facility. Public money for housing rehabilitation and for some of the private utility relocations is in place and the first private sector partners are ready to proceed and their portion of the project.

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/regional level, etc.)

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

The project will create new businesses by directly leveraging a hotel and other private investment. The hotel and other private investment will directly provide jobs and provide significant economic benefits and jobs to downtown Northampton that starts at the hotel's front door. The project is expected to provide a significant catalyst to provide jobs and economic opportunities that bypass our region because of a lack of hotel beds in an attractive downtown urban area.

**SPECIAL NEED:** This investment is taking place on contaminated Brownfields site, that has significantly added to the cost of redevelopment. The contamination has delayed the redevelopment of this site by many years. A recent \$6,300,000 investment (\$6,000,000 in private funds and \$300,000 in public funds) has partially cleaned up the site. The final cleanup and addressing the additional costs of the institutional controls on the site will occur with the site redevelopment. This site is adjacent to an EDA eligible census tract (Census Tract 8220), and most of the economic spin-off will be in this tract, which is downtown Northampton.

**REGIONAL SIGNIFICANCE:** This investment is taking part in the heart of downtown Northampton, the county seat and the most vibrant urban center in Hampshire County and one of the largest employment centers for low and moderate income individuals. The investment in this site will provide significant spinoff to this regional economic engine.

Current Project Status:  Ready for Construction in 2009-2010  
 Planning Stage  
 Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes  Year 2009 No \_\_\_\_\_ Not Yet Determined \_\_\_\_\_

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

**100% complete and shovel ready. All permits have been completed.**

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$ 7 million Required Local 50%\* Match: \$ 3.5 million  
(entire project 2009 construction phase is \$20 million. Numbers above only include parking portion and public infrastructure relocations)

Has Required Local Funding Match Been Secured? XX Yes        No

Anticipated Source(s) of Local 50% Match: Private investment committed, public utility investment committed, final gap bond financing to be completed when project proceeds

Estimated Private Sector Dollar Investment in Project: \$ 16 million

Estimated Number of Permanent Jobs to be Created/Retained: 60 60  
# Jobs Created # Jobs Retained

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

From City of Holyoke: 25 permanent jobs (direct)/25 permanent jobs (indirect)/20 construction jobs

From City of Springfield: 20 construction jobs

From City of Northampton: 25 permanent jobs (direct)/25 permanent jobs (indirect)/20 construction jobs

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

From City of Holyoke: 70

From City of Springfield: 20

From City of Northampton: 70

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

Compliance with EDA Investment Policy Guidelines

**MARKET BASED INVESTMENT:** Market studies have identified market need for additional hotel rooms, and especially downtown hotel rooms, in Northampton. The public investment in a parking facility is what is required to leverage the available and willing private investment in a hotel. Other private investment will follow from the hotel investment.

**STRONG ORGANIZATIONAL LEADERSHIP AND HIGH PROBABILITY OF SUCCESS:** All of the partners in this project are part of vibrant organizations and are very committed to this project. Bay State Gas has already invested \$6 million dollars in the project and is legally committed to completing their work when the project proceeds. The City has already invested \$300,000 in the site and is legally and politically committed to providing the land at no cost when the project proceeds. The hotel developer has already invested \$700,000 in the site and has 100% plans and permits and is shovel ready when the project proceeds. The City has committed the resources of its Planning and Development and Economic Development staffs to make this happen.

**ADVANCE PRODUCTIVITY, INNOVATION, AND ENTREPRENEURSHIP:** Building a sustainable urban core with all of the services needed to sustain it has been a core city goal for many years. This project is designed to address the most glaring gaps in that synergy of services. Our private sector partners are committed to this vision and bring years of investment and creativity to making this happen.

**LONG RANGE ECONOMIC HORIZON, ANTICIPATE ECONOMIC CHANGES, DIVERSIFY THE**

**LOCAL/REGIONAL ECONOMY:** Downtown Northampton is one of the economic engines of our regional economy, and one of the most sustainable engines. In the current economic downtown, downtown has suffered and vacancies are up, and yet buildings are selling for record amounts and new residents are moving into downtown as a vote in its future. Revitalizing downtown by investing in building the critical mass of new economic investment is the single best way to improve and diversify downtown, and in doing so the regional economy. The current recession has demonstrated, once again, a flight to quality of capital, jobs, and housing. Adding to downtown's vibrancy will build the economy in the way no suburban or green field investment can.

**HIGH DEGREE OF COMMITMENT:** Redeveloping this site has been a top economic priority for a decade and has the full commitment from political leaders. The project has been a decade long because of the very complex hazardous waste and liability issues, but with those nearly done (and legally committed to be done when this proposed investment moves forward) the project will fulfill the vision signed onto by political leadership. To date the City has committed \$300,000 to this site, addressed very complex ownership, hazardous waste, and abutter issues and is ready to move forward.

Questions? If you should have questions about this form or related issues, please contact Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Wayne Feiden, FAICP

Name

Director of Planning and Development

Title

Signature of Person Submitting This Form:

Wayne Feiden (electronically submitted)

Date of Submission:

March 15, 2009

f-solicitform2009/ 2009 CEDS/Economic Development

**Project Benefits:**

- 101 new hotel rooms in Northampton/Hampshire County
- New conference room facilities in Northampton/Hampshire County
- 288 space parking garage (18 month construction period). Spaces dedicated as follows:
  - Roundhouse Building 22 spaces
  - South Street Apartments (low income rental units) 18 spaces
  - City 120 public spaces
  - Hotel 128 private spaces
- Expands Pulaski Park by 10,000sf
- 10,000 gallon cistern for Pulaski Park irrigation
- Creates 54 new jobs in first year
- \$9,00,000 new growth tax value
- \$100,000+ annual real estate tax revenue to City
- \$80,000 annual hotel tax revenue to City/State

**Job Creation:** The hotel development will generate hospitality and conference facility jobs. Spinoff economic benefit is projected in the local economy from direct spending associated with hotel guests and conference attendees including spending at local restaurants, entertainment, and retail establishments benefiting the Northampton Downtown Arts, Entertainment, and Shopping District. Downtown Northampton is a regional workplace and residence for an s immigrant population working in the hotel and restaurant industries. Most of these workers are low-income and have language and job skill barriers. The hotel will provide a range of entry level and management positions. Entry level positions will provide work opportunities for hard to place workers. Pioneer Valley Hotel Group provides job training and has a policy of promoting from within creating career advancement pathways for workers with barriers to workplace success. The following career paths and salary ranges are projected.

<b>Hotel, Conference, Parking Complex</b>	
<i>Career Path and Salary Range Projections</i>	
<b>Career Path</b>	<b>Salary Range</b>
Hotel/Conference Management (4)	\$27,000-\$60,000
Professional Sales/Marketing/Front Desk (3)	\$33,000-\$40,000
Technical (engineering/facility maintenance) (1)	\$33,000-40,000
Skilled Hospitality Administration (3)	\$18,000-\$35,000
Unskilled (part-time) Hospitality (43)	\$6,000-\$21,000

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM 2009**

*Instructions:* Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Monday, March 16, 2009**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Louise Sullivan Tel: (413) 781-6045; FAX: (413) 732-2593, lsullivan@pvpc.org

*Instructions:* Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Monday, March 16, 2009**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Louise Sullivan, Tel: (413) 781-6045; FAX: (413) 732-2593, lsullivan@pvpc.org

Community Northampton Contact Person(s) Teri Anderson

Address Economic Development, City Hall, 210 Main Street

City/Town Northampton Zip Code 01060

Phone Number 413-587-1253 FAX Number 413-587-1275 E-mail

tanderson@northamptonma.gov

Project Title Three County Fairground Redevelopment

Project Location (Street Address) 54 Fair Street, Northampton, MA Census Tract 8222\*\*

\*\*Within 1 mile of census tract 8220 with \$7,584 per capita income.

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.) Conversion of an existing deteriorated, underutilized, and seasonal exhibition facility into a year-round state of the art multi-use exhibition facility.

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/regional level, etc.)  
PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED!

Redevelopment plans include: Renovation of existing exhibition buildings, construction of an 80,000sf exhibition building, upgrade show rings, construct flexible horse stall barns, upgrade substandard utility/sound/HVAC systems, private and public drainage and roadway improvements. Redevelopment of the Fairground will expand and improve the existing facilities to enable year-round events, increase the number of events, increase the attendance, and provide significant economic benefit to Northampton and the region including 700 full-time equivalent jobs at the Fairground facility, local vendors/contractors, and event producers as well as secondary job creation in the hospitality industry indirectly benefiting from increased attendance and exhibitors. The project is estimated to generate \$35 million in spending in the local/regional economy on event production/setup, hospitality, entertainment, and other support industries. Redevelopment of the Fairground has strong local and regional support and is consistent with the 2008 Sustainable Northampton Comprehensive Plan, the Pioneer Valley Plan for Progress Economic Strategic Plan, and the Western MA Economic Development Council Strategic Plan. Public investment is required for public infrastructure improvements to ensure a viable redevelopment. Please see attached sheet for consistency with policy guidelines.

Current Project Status:  Ready for Construction in 2009-2010 (Phase 1 renovations ready for September 09 construction)  Planning Stage  Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes  Year 2009 No  Not Yet Determined

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

The Master Plan conceptual design is complete. Engineering and site plans are in the design process with submittal to local boards in May 2009. Off-site public drainage improvements are in design jointly between City of Northampton and Fairground engineering consultants. Traffic analysis is in process.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$ 38 million Required Local 50%\* Match: \$ 19 million

Total Public Infrastructure Cost: \$ 1.8 million Required Local 50% Match: \$ 900,000



Has Required Local Funding Match Been Secured?    Yes                       No     Partially

Anticipated Source(s) of Local 50% Match: PWED, CDAG, Fairground Revenues, State Bond Appropriation, private debt with USDA loan guarantees

Estimated Private Sector Dollar Investment in Project: \$ 35 million

Estimated Number of Permanent Jobs to be Created/Retained: 350

350 # Jobs Created                      # Jobs Retained

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

From City of Holyoke:    13

From City of Springfield:    12

From City of Northampton:    165

Note: Based on the U.S. 2000 Census – Projected jobs x % of workers by place of residence comprising the Northampton workforce rounded up to account for regional workforce growth trends x % low/mod residents.

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

From City of Holyoke:                      55

From City of Springfield:                      206

From City of Northampton:                      459

Note: Based on Feb. 09 unemployed people (MADOL&WD) 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):

Redevelopment of the Three County Fairground is regionally significant because it will transform 55 acres of underutilized and deteriorated exhibition space into a state of the art exhibition facility targeting niche shows that will complement Northampton's identity as a cultural and tourism destination and attract new shows to the region. The project will generate 700 jobs, \$35million in direct spending in the regional economy, increase annual events from 28 to 72, increase annual event attendance from 129,000 to 276,000 and generate spinoff economic benefits in the tourism and hospitality industries in the region. Job creation and retention will take place in several industry sectors including event production, trades, wholesale trade and distribution, cultural and entertainment, restaurant, hospitality, and retail. Event producers currently are drawn from around the region and from outside the region. Event vendors and trade contractors are drawn from throughout the Pioneer Valley. In addition, Northampton does not have sufficient hotel room capacity to accommodate existing or projected events. Event attendees and exhibitors frequently use hotels in Hampshire and Hampden Counties for Three County Fairground events. Hotel occupancy outside of Northampton is expected to increase as a result of the expansion/redevelopment. A market analysis projected that increased visitation could result in repeat visits to the region, spinoff business development, and trade show events would draw executives from a broad cross-section of industries which could benefit long-term business development and recruitment in the region.

Questions?            If you should have questions about this form or related issues, please contact Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form:    Teri Anderson

Name  
Economic Development Director

Title

Signature of Person Submitting This Form: \_\_\_\_\_

Date of Submission: April 14, 2009

**YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM 2009**

*Instructions:* Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Monday, March 16, 2009**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Louise Sullivan Tel: (413) 781-6045; FAX: (413) 732-2593, lsullivan@pvpc.org

Community	<u>Ludlow</u>	Contact Person(s)	<u>Ellie Villano</u>
Address	<u>488 Chapin Street</u>		
City/Town	<u>Ludlow, MA</u>	Zip Code	<u>01056</u>
Phone Number	<u>413-583-5624x295</u>	FAX Number	<u></u>
	E-mail <a href="mailto:evillano@ludlow.ma.us">evillano@ludlow.ma.us</a>		
Project Title	<u>Ludlow Mills</u>		

Project Location (Street Address) 200 State Street Census Tract 8104.03  
 Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.) Redevelopment of 1,450,000  
Square foot mill project as a mixed use development including small business incubator space and a business park component. The project is also EPA brownfields qualified and is on the National Historic register.

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/regional level, etc.)  
**PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED!**  
 The project is projected to create 2,500 jobs and up to \$300 million in new private investment. It is compatible with smart growth objectives in that it is located in an urbanized setting with much of the infrastructure in place. The project abuts the city of Springfield's Indian Orchard neighborhood and is located within 1 mile of the Mass Turnpike. The project is expected to draw heavily from the city of Springfield for its labor force (see continuation sheet)

Current Project Status:  Ready for Construction in 2009-2010  
 Planning Stage  
 Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?  
 Yes  Year 2010 No Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief. ~~The existing~~  
 infrastructure has been evaluated and the necessary infrastructure work has been identified and budgets developed. A scope for engineering design is being written.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$ 1 million \_\_\_\_\_ Required Local 50%\* Match: \$ 1 million \_\_\_\_\_  
Has Required Local Funding Match Been Secured?    x    Yes \_\_\_\_\_ No \_\_\_\_\_

Anticipated Source(s) of Local 50% Match: Westmass, Private Investment \_\_\_\_\_

Estimated Private Sector Dollar Investment in Project: \$275 Million \_\_\_\_\_

Estimated Number of Permanent Jobs to be Created/Retained: 2,500 \_\_\_\_\_  
# Jobs Created

# Jobs Retained  
Estimated Number of Low/Moderate Income Persons Who Will Likely Benefit From This Proposed EDA Project?  
From City of Holyoke: 25 \_\_\_\_\_  
From City of Springfield: 1,250 \_\_\_\_\_  
From City of Northampton: 0 \_\_\_\_\_

Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?  
From City of Holyoke: 10 \_\_\_\_\_  
From City of Springfield: 300 \_\_\_\_\_  
From City of Northampton: 0 \_\_\_\_\_

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 is one of the largest mill development projects in New England. The project is burdened with substantial costs for brownfields remediation, building demolition, building renovation, site preparation and infrastructure and carrying costs. Without EDA funding assistance as part of the financial structure, the project is not viable.

Questions?    If you should have questions about this form or related issues, please contact Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Antonio Dos Santos \_\_\_\_\_  
Name

Chair, Board of Selectmen \_\_\_\_\_  
Title

**YEAR 2009 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM 2009**

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Community: City of Chicopee Contact Person: Thom as Haberlin, Economic Development Director  
Address: 38 Market Street  
City/Town: Chicopee Zip Code: 01013  
Phone Number: (413) 594-1587 FAX Number (413) 594-1524 E-mail: thaberlin@chicopeema.gov  
Project Title: Uniroyal Facemate Redevelopment Project  
Project Location (Street Address): 5 West Main Street and 154 Grove Street Census Tract: 8108  
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)

Mixed use development project including industrial, commercial and residential on an urban Brownfields site to include demolition, remediation and site preparation activities.

---

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/regional level, etc.)  
**PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED!**

The redevelopment of the Uniroyal/Facemate property is an opportunity to reclaim 67 acres situated at the very heart of Chicopee. A carefully designed mixed-use project at this location will eliminate the worst blight in the City of Chicopee and will have a profound positive impact on the vitality of the community as a whole. There is also the potential for a public-access bikeway/walkway along the bank of the Chicopee River.

In the probable mixed-use redevelopment scenario, the site could accommodate approximately 300,000-plus square feet of new industrial space, 400 residential units and 40,000 square feet of commercial space. Total private development costs are projected to exceed \$130 million; new tax revenues could approach \$2 million per year with 600 to 800 new jobs created. During construction, an additional 200 jobs are projected to be created.

Current Project Status:  Ready for Construction in 2009-2010  
 Planning Stage  
 Long Term

Was this project submitted last year (i.e. 2008) for inclusion in the region's 2008 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 2009 or 2010?

Yes \_\_\_\_\_ Year \_\_\_\_\_ No \_\_\_\_\_ Not Yet Determined X

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

A redevelopment strategy for the Uniroyal/Facemate property was prepared in January, 2008. This strategy was based on an evaluation of potential uses, including housing, commercial, institutional and entertainment. A program recommended a mixed-use redevelopment program based on likely uses that would be attracted to the location, the configuration of the land, site constraints and other assets as well as prevailing market conditions. Although some environmental assessment and cleanup work has been performed periodically over the years by former owners and operators, a comprehensive site assessment will be performed by City to determine the scope and cost of any remaining environmental and remediation work.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2010 (i.e. 10/1/09 thru 9/30/10)**

Total Estimated Project Cost: \$ 21.7 million Required Local 50%\* Match: \$ 11 million

Has Required Local Funding Match Been Secured? Yes X     No

Anticipated Source(s) of Local 50% Match: CDBG, CDAG, PWED, EPA

Estimated Private Sector Dollar Investment in Project: \$ 134.9 million

Estimated Number of Permanent Jobs to be Created/Retained: 600 - 800 Jobs  
# 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 City of Northampton: 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 City of Northampton: 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 redevelopment of the Uniroyal/Facemate property is an opportunity to reclaim 67 acres situated in the heart of Chicopee and is the top economic development priority for the City. The combined site includes two very large abandoned mill complexes with close to 2 million square feet of vacant and badly deteriorated space. In its heyday, the Uniroyal tire plant, originally known The Fisk Rubber Company, employed more than 4,000 persons, while the adjacent Facemate site, formerly home to a Johnson & Johnson manufacturing facility, once employed more than 2,000 persons. A carefully designed mixed-use project at this location will eliminate the worst blight in the City of Chicopee and will have a profound positive impact on the vitality of the community and the region as a whole. The site could accommodate approximately 300,000-plus square feet of new industrial space, 400 residential units and 40,000 square feet of commercial space. Total private development costs are projected to exceed \$130 million; new tax revenues could approach \$2 million per year with 600 to 800 new jobs created. During construction, an additional 200 jobs are projected to be created. The cleanup and redevelopment of the property would represent one of the most challenging and complex redevelopment efforts ever undertaken in the history of the City. A project of this scale will have a significant impact on the regions economy, holding the potential for hundreds of new jobs and substantial industrial, commercial and residential opportunities.

Questions? If you should have questions about this form or related issues, please contact Lori Tanner 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 Monday, March 16, 2009 by 4:00 p.m.*

Name and Title of Person Submitting This Form: Thomas J. Haberlin  
Economic Development Director

Signature of Person Submitting This Form: \_\_\_\_\_

Date of Submission: March 10, 2009



**APPENDIX B:  
PLAN FOR PROGRESS  
COORDINATING COUNCIL, TRUSTEES, AND STRATEGY  
TEAM MEMBERSHIPS**



**Plan for Progress  
Coordinating Council Membership  
June 2009**

Kathy Anderson, *Director, Holyoke Office of Planning & Economic Development*

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*

Timothy Brennan, *Executive Director, Pioneer Valley Planning Commission*

Russell Denver Esq., *Executive Director, Affiliated Chambers of Commerce of Greater Springfield*

Dianne Fuller Doherty, *Regional Director, WMass. Small Business Development Center Regional Office -*

John Doyle, *CPA - Consultant, Strategic & Financial Consulting*

Linda Dunlavy, *Executive Director, Franklin Regional Council of Governments*

Martha Field, Ph.D., *Dean of Institutional Support & Advancement, Greenfield Community College*

Brooks Fitch, *Consultant and Plan for Progress Trustee*

Michael Fritz, *President, Rugg Lumber Co. Inc.*

John Gallup, *Board of Directors, Economic Development Council of Western Mass*

Jeffrey Hayden, *Vice President, Business and Community Services, Holyoke Community College*

Thomas Herrala, *Civic Leader/Consultant*

William Messner, Ph. D., *President, Holyoke Community College*

Russell Peotter, *General Manager, WGBY – 57*

Gail Sherman, *President, Chicopee Chamber of Commerce*

Paul Tangredi, *Director/Principal, Environmental Compliance Services, Inc.*

Mary Walachy, *Executive Director, Irene E. & George A. Davis Foundation*



## **Plan for Progress Trustees Membership - June 2009**

H. Edgar Alejandro, Manager - Economic & Commercial Development, Western Mass Electric Co  
Kathy Anderson, Director, Office of Planning and Development, City of Holyoke  
Teri Anderson, Economic Development Coordinator, City of Northampton  
Robert Bacon, President, Elm Electrical, Inc.  
Hector Bauza, President, Bauza and Associates  
Ellen Bembem, President, RTC  
Allan Blair, President/CEO, EDC of Western Mass  
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  
Ann Burke, Vice President, Western Mass EDC  
Eduardo Carballo, PhD., Superintendent, Holyoke Public Schools  
Patricia Crosby, Executive Director, Franklin/Hampshire REB  
Russell Denver Esq., Executive Director, Affiliated Chambers of Commerce of Greater Springfield  
Dianne Fuller Doherty, Regional Director, WMass. Regional Office - SBDC  
John Doyle, CPA - Consultant, Strategic & Financial Consulting  
Linda Dunlavy, Executive Director, Franklin Regional Council of Governments  
Richard Feldman, President, Greater Northampton Chamber of Commerce  
Martha Field, Ph.D., Dean of Inst. Supt. & Adv., Greenfield Community College  
Brooks Fitch, Consultant and Plan for Progress Trustee  
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  
Nicholas Fyntrilakis, Director of Community Relations, Mass Mutual  
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, Vice President, Business and Community Services, Holyoke Community College  
Thomas Hazen, Chairman of Board, Hazen Paper Company  
Thomas Herrala, Civic Leader/Consultant

## **Plan for Progress Trustees Membership - June 2009 (Ctd.)**

The Honorable Mary Clare Higgins, Mayor, City of Northampton  
David Howland, Regional Engineer, Massachusetts Department of Environmental Protection  
Theresa Kane, Ph.D., Superintendent, Ludlow Public Schools  
Jesse Lanier, Systems CEO, Springfield Food Systems  
John Levine, President, Pinsky Railroad Company, Inc.  
Geoff Little, Telecommunications Consultant  
William Messner, Ph.D., President, Holyoke Community College  
Marla Michel, Director - RL & Development, UMass Amherst  
Aimee Griffin Munnings, Executive Director, Black Chamber of Commerce  
Sarah Page, Special Projects Manager, HAP, The Region's Housing Partnership  
Russell Peotter, General Manager, WGBY - 57  
Katherine Putnam, President, Package Machinery Co. Inc.  
Doris Ransford, President, Greater Holyoke Chamber of Commerce  
Carl Rathmann, Ph.D., Dean of Engineering, Western New England College  
Karen Ribeiro, Director, ener-G-save - Harold Grinspoon Charitable Foundation  
Frank Robinson, Ph.D., Executive Director, Partners for a Healthier Community  
John Rogers, Ph.D., Dean, School of Business Administration, AIC  
Ira Rubenzahl, Ph.D., President, STCC  
Gail Sherman, President, Chicopee Chamber of Commerce  
James Shriver, Chairman, Chamber Energy Coalition, Inc.  
Christopher Sikes, Executive Director, Western Massachusetts Enterprise Fund, Inc.  
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, Environmental Compliance Services, Inc.  
P. Edgardo Tarrats, Chief, J.S. Small Business Administration  
The Honorable Michael Tautznik, Mayor, City of Easthampton  
Michael Tucker, President & CEO, Greenfield Cooperative Bank  
Michael Vann, The Vann Group, LLC  
Michael Vedovelli, Regional Director, Massachusetts Office of Business Development  
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 2009

### STRATEGY #1

*Attract, retain and grow existing businesses and priority clusters*

Strategy Board Members:

Anderson, Teri  
Bacon, Robert  
Bemben, Ellen  
Blair, Allan  
Brennan, Tim  
Burke, Ann  
Flynn, Kevin (*Mayor Forgey Designee*)  
Forgey, Hon. Christine  
Fross, Ph.D., Sharon  
**Gallup, John\***  
**Hayden, Jeff\***  
Levine, John P.  
Michel, Marla  
Schliemann, Bernie  
Taylor, Tony  
Vann, Michael

Lead Implementers:

Economic Development Council (EDC) of  
Western Massachusetts and Affiliates

### STRATEGY #2

*Promote small business and generate flexible risk capital*

Strategy Board Members:

Andrews, Fred  
Bauza, Hector  
Bryck, Ira  
Denver, Russ  
**Doherty, Dianne\***  
Fashudin, Humera  
Fuller III, Eric  
Glaze, Jeff  
Goldsmith, Susan  
Gonzalez, Carlos  
Grenier, Larry  
Griffin Munnings, Aimee  
Kulkarni, Ravi  
Lewis, James  
Nelson, Robert  
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\***  
Hatch, Charles  
Howland, David  
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:

Alejandro, Edgar  
Crosby, Patricia  
Fross, Ph.D., Sharon  
Little, Geoff  
**Messner, William\***  
Ransford, Doris  
Robinson, Ph.D., Frank  
Rogers, Ph.D., John  
Rubenzahl, Ph.D., Ira  
Schliemann, Brenda  
Ward, Bill

Lead Implementers:

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

### STRATEGY #5A PreK

*Early Childhood Education*

Strategy Board Members:

Black, Barbara  
Calkins, Linda  
Campbell, Carol  
Candaras, Hon. Gale  
Craft, Erin  
Flanders, Jillayne  
Fuller, Sally  
Geary, Maura  
Goodwin, Judy  
Hernandez, Rosemary  
Isaza, Orlando  
Jackson-Watts, Molly  
Kagan, Joan  
Kohrman, Hanne  
Larivee, Elizabeth  
Leonas, Mark  
Lyons, Carolyn  
Malone, Dana  
Medina-Lichtenstein, Betty  
Milner, Cindy  
Peotter, Rus  
Perrier, Paula  
Quintin, Lynne  
Rege, Jr., Richard  
Reid, Janet  
Ryan, Irene  
Sherman, Gail  
Snizek, Michele  
Treglia, Kathy  
**Walachy, Mary\***  
Van Zee, Vickie  
Ward, James

Lead Implementers:

Pre-K Strategy Team

### STRATEGY #5B K to 12

*Improve and enrich K to 12 Education*

Strategy Board Members:

Broderick, Jr., James W.  
Collins, Jessica  
Czajkowski, Mary  
**Fritz, Mike\***  
Fuller, Sally  
Ingram, Alan  
Jackson-Watts, Molly  
Kagan, Joan  
Kane, Ph.D., Theresa  
Little, Geoff  
O'Connor, Mary Ellen for  
Dr. Eduardo Carballo  
Ortega-Bustamante, Isolda  
Peotter, Rus  
Ripa, Barbara  
Robinson, Ph.D., Frank  
Rodriguez-Babcock, Isabelina  
Scanlon, Donna  
Sweitzer, Patricia  
Treglia, Kathy  
Walachy, Mary  
Walsh, Coleen

Lead Implementers:

Enlace  
Step Up Springfield  
School Superintendents

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

**STRATEGY #6**

*Support higher education and retain graduates*

Strategy Board Members:

**Bradley, Steven F.\***  
Butler, Lucinda  
**Field, Martha\***  
Langford, Sylvia  
Lynch, James  
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  
Denver, Russ  
Feldman, Rick  
Green, Beth  
**Herrala, Thomas\***  
Suzor, Mike  
Tangredi, Paul  
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

**STRATEGY #8**

*Market our region*

Strategy Board Members:

**Bauza, Hector\***  
Bowen, Douglas  
Brown, Maren  
Hamilton, Ann  
**Peotter, Rus\***  
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  
Sloan, Peggy

Lead Implementers:

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

**STRATEGY #10**

*Enhance high-tech and conventional infrastructure*

Strategy Board Members:

Andrews, William  
Baribeau, Carol  
Chiecko, Greg  
**Dunlavy, Linda\***  
Evans, Raymond  
Griggs, Al  
Howland, David  
Laflamme, Marie  
Lagowski, Thomas  
Roberts, Steven  
Rubenzahl, Ph.D., Ira  
**Tangredi, Paul\***  
Wagner, William  
Wallace, Michael

Lead Implementers:

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

**STRATEGY #11**

*Develop an array of housing options*

Strategy Team Members:

Albertson, Doug  
Aubin, John  
Barton, Hank  
Beckley, Stuart  
**Brennan, Tim\***  
Brown, Kate  
Burkott, Jeff  
Contreas, Marilyn  
Deitz, Kerry  
DiPasquale, Michael  
Douglas, Paul  
Eugin, Christine  
Feiden, Wayne  
Fitzgerald, John  
Fritz, Mike  
Gaertner, Kurt  
Gees, Erica  
**Gove, Mike\***  
Hall, Toni  
Hills, Paul  
Kohout, George  
Lacey, Jeff  
Levesque, Rob  
Lilly, John  
Lischetti, Paul  
Marcus, Patricia  
Mendrala, Karen  
Mueller, Juliana  
Phelps, Marcus  
Prather, Sabine  
Saez, Bryson  
Smith, Larry  
Tucker, Jonathan  
Werbiskis, Rick

Lead Implementer:

Valley Development Council

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

**STRATEGY #12**

*Endorse a regional approach to public safety*

Strategy 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:

**Mayor Higgins, Mary Clare\***  
Tim Brennan

Lead Implementers:

Statewide Local Aid Partnership and the  
Western Massachusetts Mayors Association

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