

Pioneer Valley Planning Commission
and Economic Development District

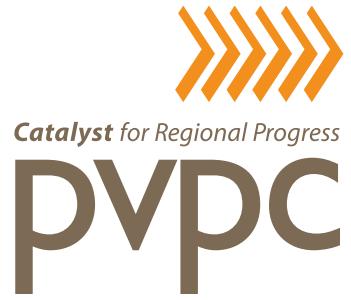
The Pioneer Valley Plan for Progress

**The Region's Comprehensive
Economic Development Strategy**

CEDS



Annual CEDS Report
June 2008



July 15, 2008

Willie C. Taylor, Regional Director
U.S. Department of Commerce
Economic Development Administration (EDA)
The Curtis Center, Suite 140 South
Independence Square West
Philadelphia, PA 19106-3323

Attention: Nia Hope

Reference: Submittal of Final Year 2008 Comprehensive Economic Development Strategy (CEDS) Annual Update Report for the Pioneer Valley Region of Massachusetts

Dear Mr. Taylor:

I have enclosed, for EDA's review and approval, the final version of our region's Year 2008 CEDS Annual Update Report, which was recommended to the Planning Commission for adoption by the Plan for Progress Coordinating Council and the Pioneer Valley Economic Development District Planning Cabinet. This new CEDS Annual Report was, in turn, reviewed and formally adopted by a vote of the Pioneer Valley Planning Commission (PVPC) Executive Committee at a regular meeting held on June 26, 2008.

The enclosed 2008 CEDS Annual Report presents an overall update on the current economic conditions of the Pioneer Valley region, summarizes the current status of the action strategies that constitute the core of the Plan for Progress, presents an updated priority-ranked listing of potential projects from our region that are most likely to seek EDA financial assistance in Federal Fiscal Year (FFY) 2009, and provides a series of attachments that are designed to highlight the most significant EDA-supported planning activities and projects that have been completed or initiated over the past year. One of the most important accomplishments in 2007-2008 is the development and implementation of a data-driven accountability system for the CEDS. The system is based on a set of 24 performance indicators which provide a "dashboard" measure of progress. The indicators are showcased in a user-friendly, stand-alone website and are also laid out within this Annual Report.

With respect to the Year 2008 CEDS Projects Listing, which is a key component of our 2008 CEDS document, I need to underscore that two proposed EDA projects – one located in Springfield and one located in the City of Northampton – have been assigned our region's highest priority rankings as part of the process leading up to the June 26th adoption of this 2008 CEDS document. After carefully evaluating all the submissions we received from PVPC member communities, these two projects were deemed regionally significant. All these project proposals, along with their local and regional priority rankings, can be found annotated in our region's new 2008 CEDS document.

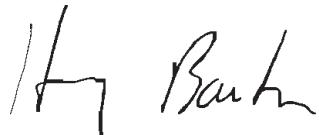
Willie C. Taylor, Regional Director
July 15, 2008
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For the record, please take note that the enclosed 2008 CEDS Annual Update Report is the ninth we have prepared and submitted to EDA since our region was designated by EDA as an official Economic Development District (EDD) in fall of 1999. Accordingly, we have done our best to respond to the needs of this region's EDD and hope this report helps to substantiate that we are continuing to make progress and are using our EDA-funded planning process to the advantage of the region and its local cities and towns. Similarly, we are especially proud of the progress that has been made over the past year on several Plan for Progress strategy initiatives, including the continuing evolution of the interstate Hartford-Springfield Economic Partnership, and new expedited permitting practices, among others. Moreover, we are convinced that our EDD designation continues to strengthen our region's overall economic development planning capabilities, and we look forward to continuing a strong record of performance, progress, and achievement over the upcoming 2008-2009 time frame.

I trust you will find the enclosed 2008 CEDS Annual Update Report complete and satisfactory. If, however, you should have questions or need additional information, please do not hesitate to contact Executive Director Tim Brennan at the Planning Commission's telephone number, which is listed above.

On behalf of the Plan for Progress and the Pioneer Valley Planning Commission, as well as all those who have benefited from the assistance, guidance, and support provided by EDA, I once again I want to extend our sincere thanks for continuing EDA's interest and support of our efforts here in the Pioneer Valley. We believe it has led to another year of solid progress here in the Pioneer Valley and look forward to EDA's review and approval of the enclosed 2008 CEDS Annual Update Report.

Sincerely,

A handwritten signature in black ink, appearing to read "H.A. Barton".

Henry A. Barton, Chairman

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

June 2008

Prepared by

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

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Economic Development Administration

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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 is not officially considered a part of the Pioneer Valley Economic Development District, it is, nonetheless, an active and valued partner in the Plan for Progress as well as a more accurate reflection of the Pioneer Valley's economic geography.

In addition, PVPC is pleased to report that this same spirit of successful collaboration is flourishing southerly across the Massachusetts-Connecticut border. This exploration has resulted in the inclusion of a cross-border cross-cutting theme in the region's 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, features a description of our region today, including demographics, geography, regional assets, employment, and education data. It follows the same successful model of its predecessor, centering on strategies that have been developed through focus groups, research, and business community participation. The 2004 Plan identifies thirteen strategic goals as critical for growing the people, companies, and communities that grow the region. These strategic goals are now aggregated into four groupings, which are each measured and evaluated by a set of performance indicators, providing a "dashboard" reading of the region's progress. In addition, the Plan lists seven cross-cutting themes that strategy teams must consider in their action plans in order to meet the region's goals: cross-border collaboration (with the greater Hartford region), diversity, education, industry clusters, sustainability, technology, and urban investment.

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

This 2008 CEDS Annual Report will give the region's leadership a current picture of the status of the Plan for Progress economic strategies. To best present this information, the region's vision and goals have been evaluated both in terms of their strengths and weaknesses and *vis-a-vis* emerging opportunities and threats. The programs and projects recommended, therefore, fit directly into both the Pioneer Valley region's vision and goals and the CEDS guidelines. The performance evaluation presents a series of quantitative benchmarks that are the baseline for the new yardstick we will use to measure our success. The Coordinating Council will be responsible to ensure that our strategic goals and action plans address the critical issues highlighted by the new Plan's seven cross-cutting themes.

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

AN ANALYSIS OF REGIONAL ECONOMIC CONDITIONS



A SNAPSHOT OF THE PIONEER VALLEY REGION

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

Hampden county areas, is home to about 613,991 people and the urbanized areas of Springfield, Chicopee, and Holyoke.

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

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

Unique within the Commonwealth of Massachusetts, the Pioneer Valley region contains a diverse economic base, internationally known educational institutions, and limitless scenic beauty. Dominant physical characteristics include the broad fertile agricultural valley formed by the Connecticut River, the Holyoke Mountain range that traverses the region from Southwick to Pelham, and the foothills of the Berkshire Mountains. Prime agricultural land, significant wetlands, and scenic rivers are some of the region's premier natural resources. Choices in life-style range from contemporary downtown living to stately historic homes, charac-

teristic 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

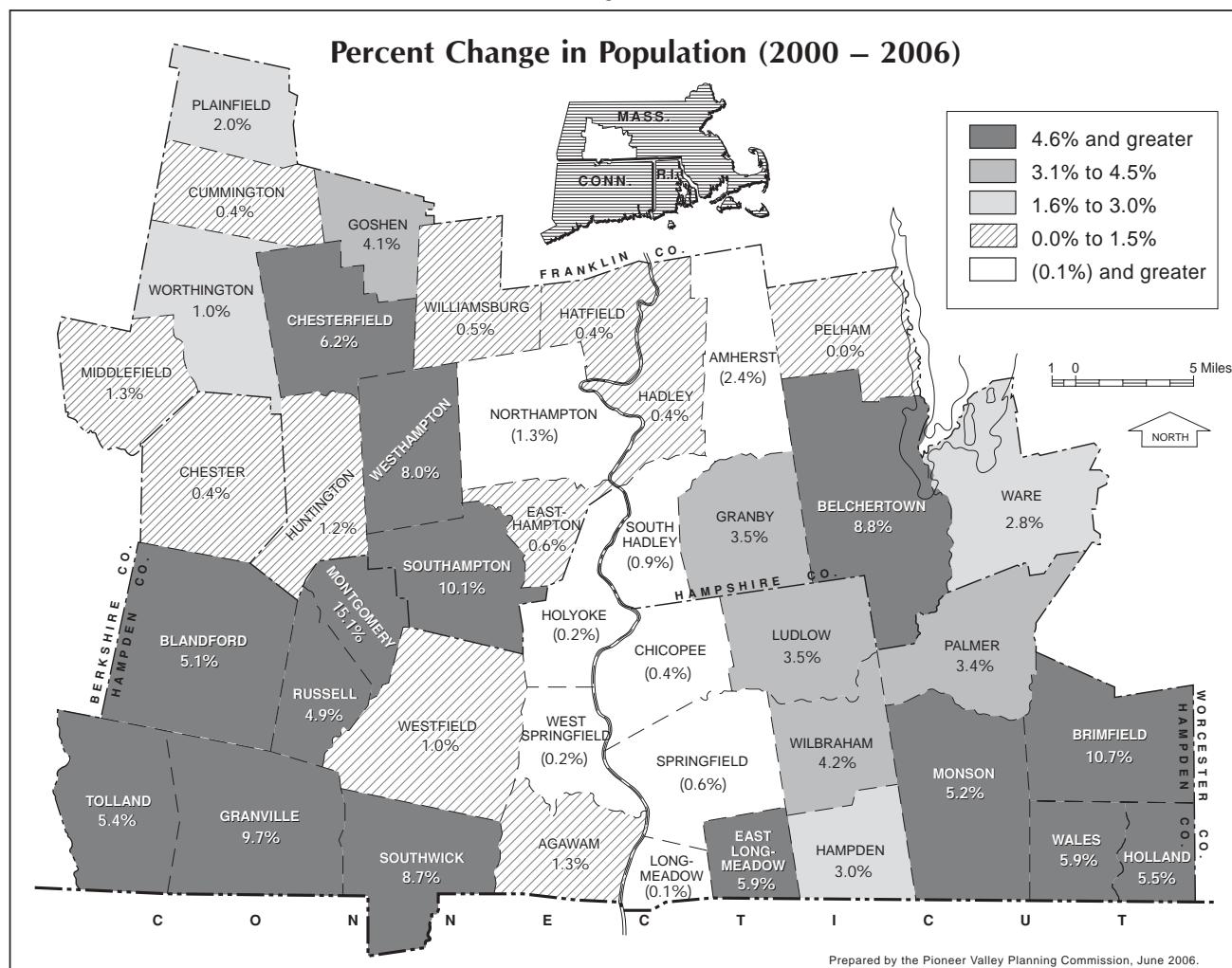
THE PEOPLE

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 2006. 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, Southampton, Granville, and Southwick experienced significant population growth between 2000 and 2006.

Figure 1



Source: U.S. Census Bureau, 2000 Census, 2006 Population Estimates.

Table 1: Changes in Total Population of the Pioneer Valley Region —1990 to 2006

	1990	2000	2006	Avg. Annual Change 1990-2000	Avg. Annual Change 2000-2006
United States	248,709,873	281,421,906	291,332,841	1.3%	0.6%
Massachusetts	6,016,425	6,349,097	6,221,310	0.6%	-0.3%
Pioneer Valley Region	602,878	608,479	613,991	0.1%	0.2%
Hampden County	456,310	456,228	460,520	0.0%	0.2%
Hampshire County	146,568	152,251	153,471	0.4%	0.1%
Agawam	27,323	28,144	28,510	0.3%	0.2%
Amherst	35,228	34,874	34,049	-0.1%	-0.4%
Belchertown	10,579	12,968	14,103	2.3%	1.5%
Blandford	1,187	1,214	1,276	0.2%	0.9%
Brimfield	3,001	3,339	3,695	1.1%	1.8%
Chester	1,280	1,308	1,313	0.2%	0.1%
Chesterfield	1,048	1,201	1,275	1.5%	1.0%
Chicopee	56,632	54,653	54,428	-0.3%	-0.1%
Cummington	785	978	982	2.5%	0.1%
East Longmeadow	13,367	14,100	14,937	0.5%	1.0%
Easthampton	15,537	15,994	16,082	0.3%	0.1%
Goshen	830	921	959	1.1%	0.7%
Granby	5,565	6,132	6,347	1.0%	0.6%
Granville	1,403	1,521	1,668	0.8%	1.6%
Hadley	4,231	4,793	4,812	1.3%	0.1%
Hampden	4,709	5,171	5,328	1.0%	0.5%
Hatfield	3,184	3,249	3,261	0.2%	0.1%
Holland	2,185	2,407	2,539	1.0%	0.9%
Holyoke	43,704	39,838	39,765	-0.9%	0.0%
Huntington	1,987	2,174	2,200	0.9%	0.2%
Longmeadow	15,467	15,633	15,481	0.1%	-0.2%
Ludlow	18,820	21,209	21,951	1.3%	0.6%
Middlefield	392	542	549	3.8%	0.2%
Monson	7,776	8,359	8,792	0.7%	0.9%
Montgomery	759	654	753	-1.4%	2.5%
Northampton	29,289	28,978	28,592	-0.1%	-0.2%
Palmer	12,054	12,497	12,926	0.4%	0.6%
Pelham	1,373	1,403	1,403	0.2%	0.0%
Plainfield	571	589	601	0.3%	0.3%
Russell	1,594	1,657	1,738	0.4%	0.8%
South Hadley	16,685	17,196	17,034	0.3%	-0.2%
Southampton	4,478	5,387	5,933	2.0%	1.7%
Southwick	7,667	8,835	9,603	1.5%	1.4%
Springfield	156,983	152,082	151,176	-0.3%	-0.1%
Tolland	289	426	449	4.7%	0.9%
Wales	1,566	1,737	1,839	1.1%	1.0%
Ware	9,808	9,707	9,982	-0.1%	0.5%
West Springfield	27,537	27,899	27,849	0.1%	0.0%
Westfield	38,372	40,072	40,460	0.4%	0.2%
Westhampton	1,327	1,468	1,585	1.1%	1.3%
Wilbraham	12,635	13,473	14,044	0.7%	0.7%
Williamsburg	2,515	2,427	2,439	-0.3%	0.1%
Worthington	1,156	1,270	1,283	1.0%	0.2%

Sources: U.S. Census Bureau, 1990 Census, 2000 Census, 2005 Population Estimates.

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

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

Sources: U.S. Census Bureau, 2000 Census

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

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

Sources: U.S. Census Bureau, 2000 Census

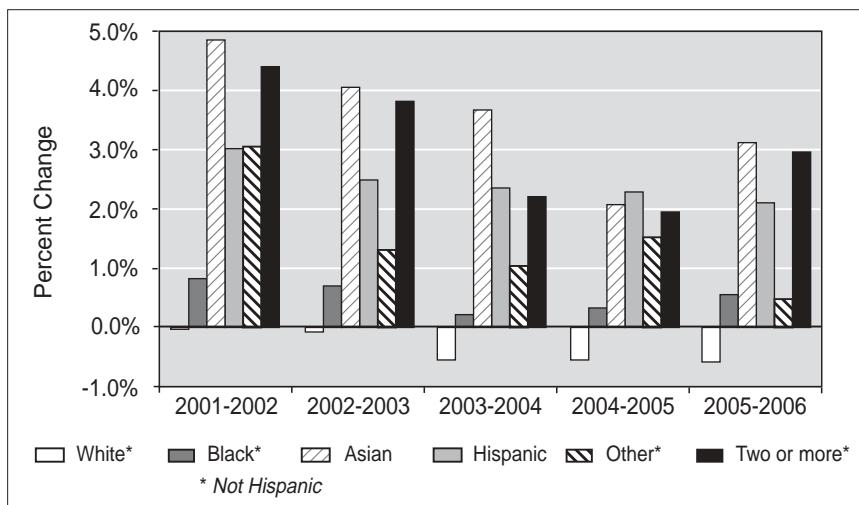
Percentages add up to more than 100% because of ability to report more than one racial category.

In the 1990s, the region's three largest cities—Springfield, Chicopee, and Holyoke—each experienced population declines according to Census 2000 statistics. In aggregate, their population declined by 10,746, or 4.2 percent. In sharp contrast is the experience of Belchertown, which grew by 2,389 residents, or 22.6 percent. Southwick, another suburban community, grew by 1,168 residents, or 15.2 percent. Also of note, during the 1990s, the northern urban areas of Northampton and Amherst experienced a population decline, while the more rural communities around them grew. The general pattern continued between 2000 and 2005, with average annual population increases above 1.5 percent in Brimfield, Granville, Montgomery, and Southampton. However, all three major urban core communities, Chicopee, Holyoke, and Springfield, declined between 2000 and 2006.

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

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

Since 2000, the diversity of the region's population has increased further (see Figure 2). Between 2000 and 2006, the non-Hispanic white population of the Pioneer Valley region declined by 2.6 percent. At the same time, the Asian and Hispanic populations of the region increased by 18.9 percent and 14.1 percent respectively.

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

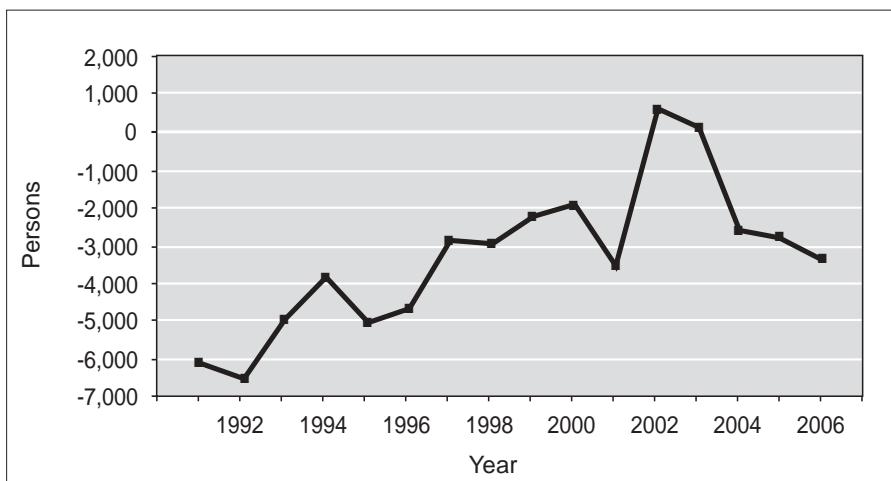
Source: U.S. Census Bureau, 2000 Census. 2005 County Population Estimates

Migration

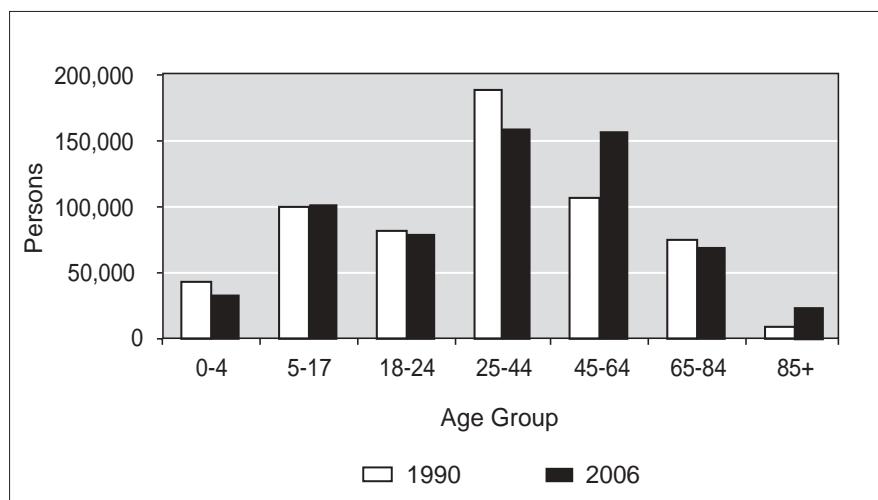
Retaining its population base has troubled our region in the past. Throughout the 1990s, the Pioneer Valley experienced a total net domestic out-migration of 39,166 people. In 1992 the annual net domestic out-migration peaked at 6,507, but by 2000 it had decreased by about 70 percent, to nearly 2,000. By 2002, the trend had shifted to net domestic in-migration of 663 persons. Unfortunately, 2004, 2005, and 2006 reveal a return to net domestic out-migration with a net loss of 2,550 persons in 2004, 2,770 persons in 2005, and 3,295 persons in 2006.

On average, two-thirds of the domestic out-migration from 1990 - 2001 can be attributed to people younger than 45 years old. This is troubling as the future of our region depends on the economic and social contributions of this population because they constitute both the present and future workforce. The sizable population of adults age 45 to 64, in 2004, results from the baby boom of the 1950s and resembles national population trends. Of special concern is the drop in the 18 to 24 year old population between 1990 and 2006.

The Pioneer Valley has always been a destination for foreign immigrants and this continues to be the case.

Figure 3: Net Domestic Migration in the Pioneer Valley Region

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

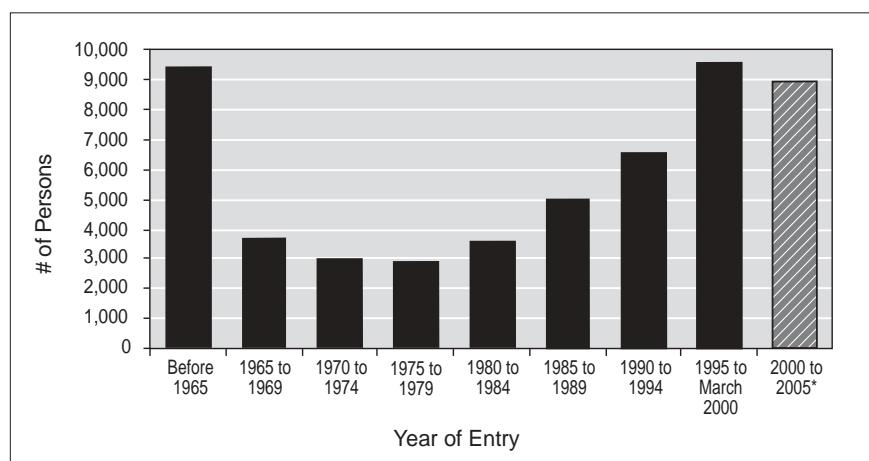
Figure 4: Population Age Groups in the Pioneer Valley Region

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

Between 1990 and 2000, 16,025 new immigrants settled in the Pioneer Valley. These individuals make up a substantial 2.7 percent of the region's population. In fact, apart from foreign immigration, the Pioneer Valley region would have experienced a net loss of population between 1990 and 2000.

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

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

**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.

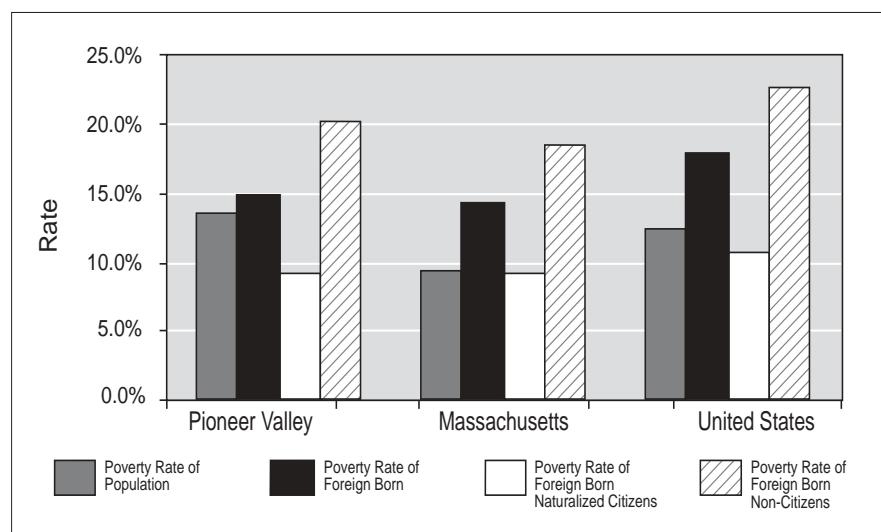
* Data for 2000 to 2005 is comparable, but not from the same source.

Income and Poverty

Consistent with national trends, the Pioneer Valley region experienced economic improvement during the late 1990s. However, the region's per capita income is significantly less than the per capita income for the Commonwealth and slightly below that of the nation (Figure 7). We examine per capita income because it controls for population change by measuring total income as it relates to population size. Inflation is controlled by converting the annual values to 2004 dollars using the Consumer Price Index for the Northeast region. Between 1990 and 2004, "real" per capita income grew by 11.4 percent, an annual average of 0.6 percent. Over the last several years, the region's per capita income gains have remained constant.

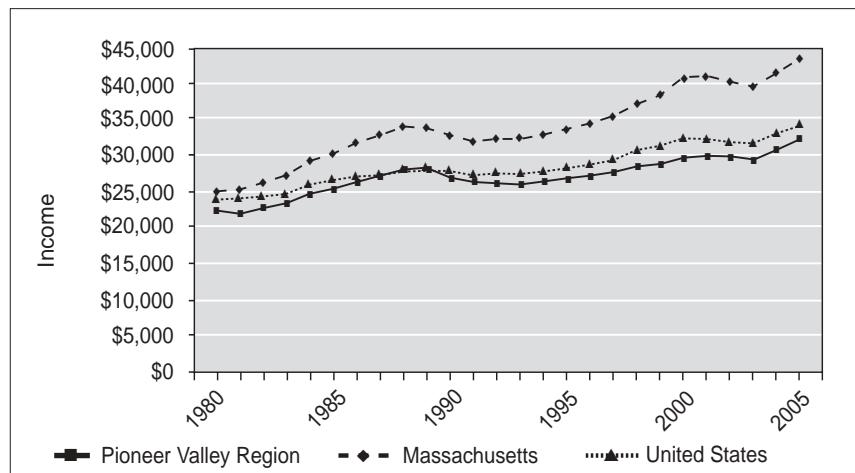
According to 2000 census data, "real" per capita income rose from 1989 to 1999 in the majority of Pioneer Valley communities. Specifically, the communities of Brimfield, East Longmeadow, Middlefield, and Northampton all experienced inflation-adjusted increases in per capita income that exceeded 20 percent.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

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



Source: U.S. Census Bureau, 2000 Census

Figure 7: Per Capita Income in the Pioneer Valley Region



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

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

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

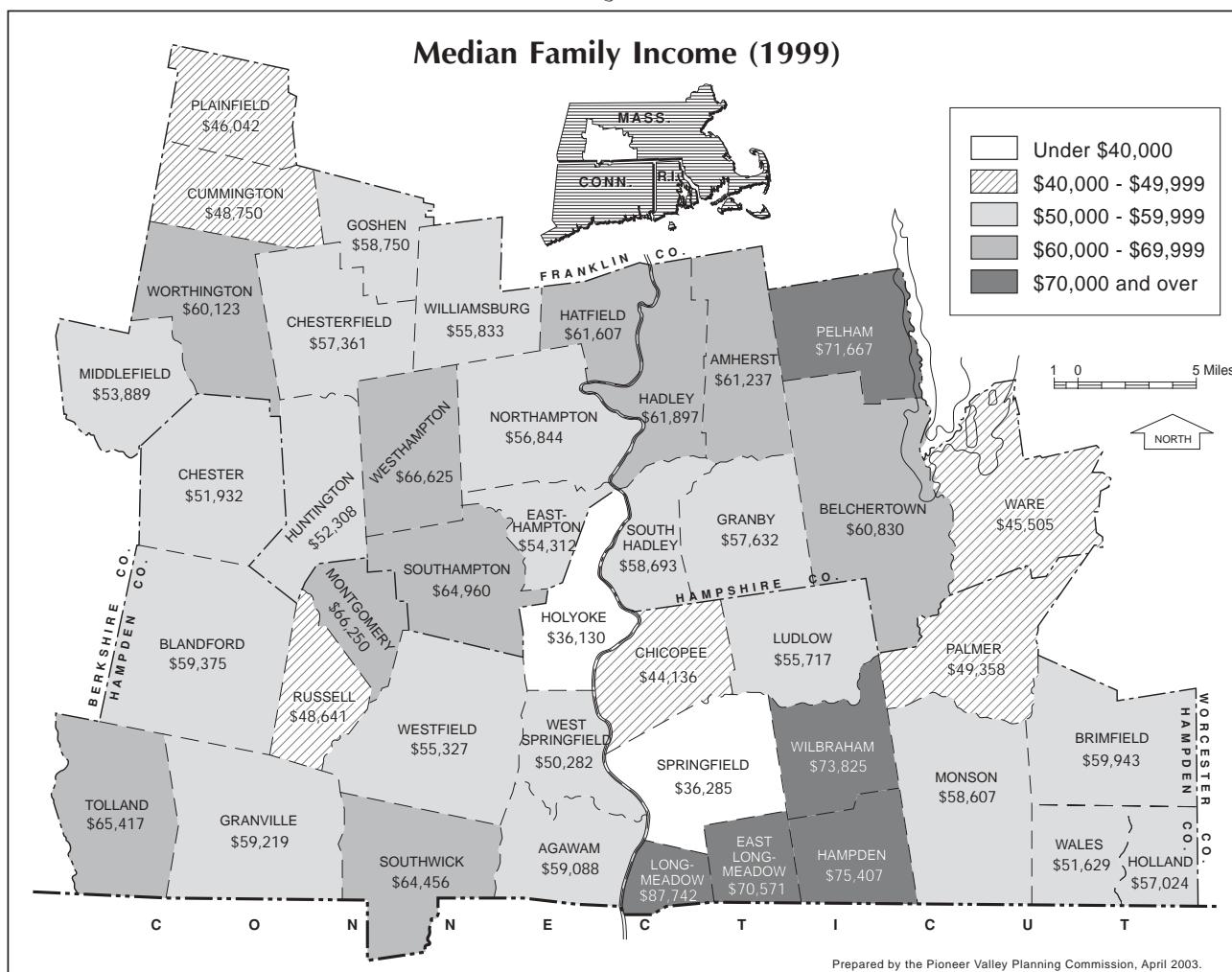
Sources: U.S. Census Bureau, 1990 and 2000 Census

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

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

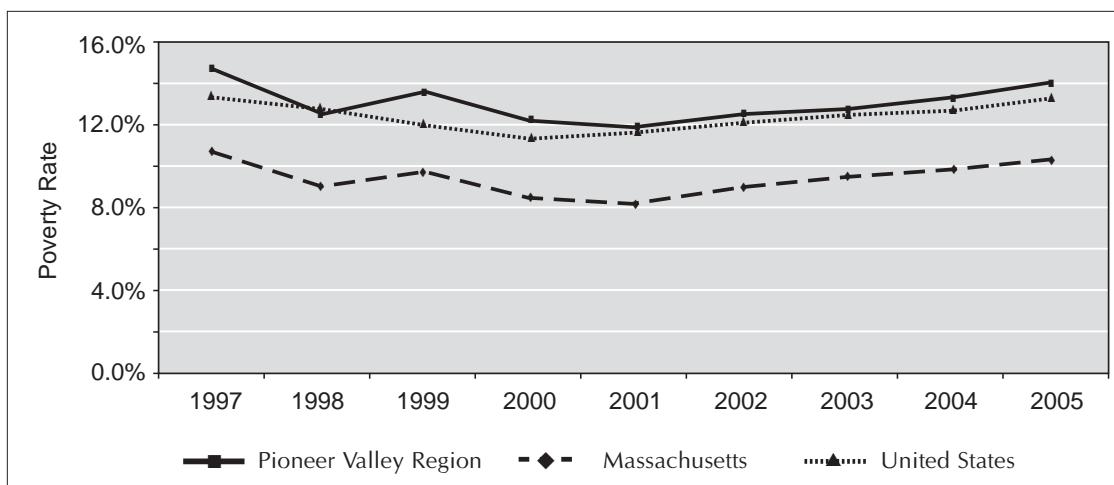
Source: U.S. Census Bureau, 1990 and 2000 Census

Figure 8



Source: U.S. Census Bureau, 2000 Census

Figure 9: Poverty Rate in the Pioneer Valley Region, 1997-2005



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

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

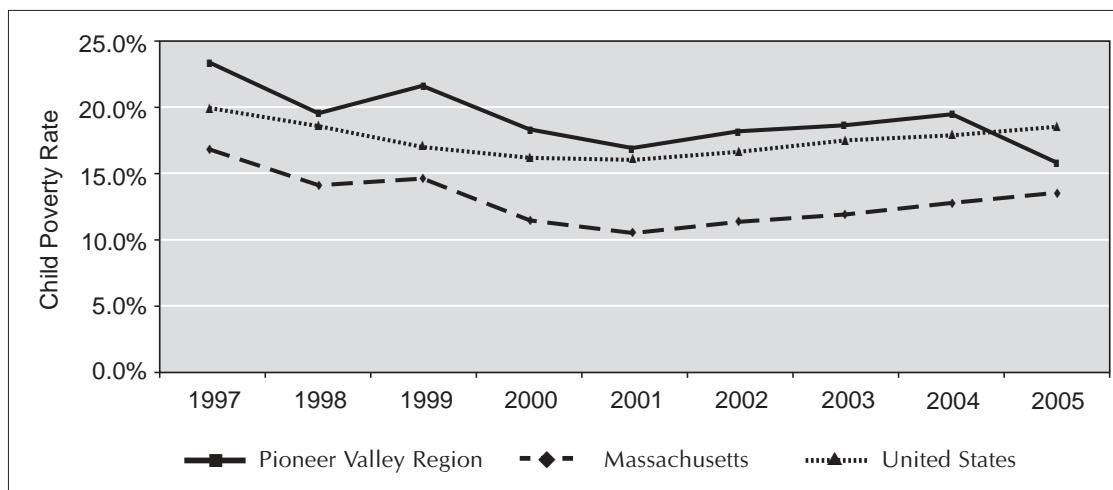
Comparing the median family incomes of the 43 communities in the Pioneer Valley region demonstrates that there are significant disparities within the region. Springfield and Holyoke have the lowest median family incomes of approximately \$36,000, while the communities of Hampden and Longmeadow have median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

The poverty rate, another measure of quality of life and economic well-being in the Pioneer Valley region, has climbed from a low of 11.3 percent in 2000 to 14 percent in 2005. While this rate remains below the recent high of 14.9 percent reached in 1997, the upward trend is of concern. Furthermore, the poverty rate in the Pioneer Valley is consistently, in the years from 1997 through 2005, several percentage points higher than that of Massachusetts as a whole. This suggests that the region did not share equally in the state's economic growth at the end of the 1990s.

Positively, child poverty rates in the Pioneer Valley region marked a six-year low of 15.7 percent in 2005. However, it remains alarming that nearly one in every five children in the Pioneer Valley region are growing up in households with incomes below the poverty line. Between 1999 and 2005, child poverty rates in the Pioneer Valley region were higher than those for the United States or for Massachusetts as a whole.

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

Figure 10: Child Poverty Rate in the Pioneer Valley Region, 1997-2005



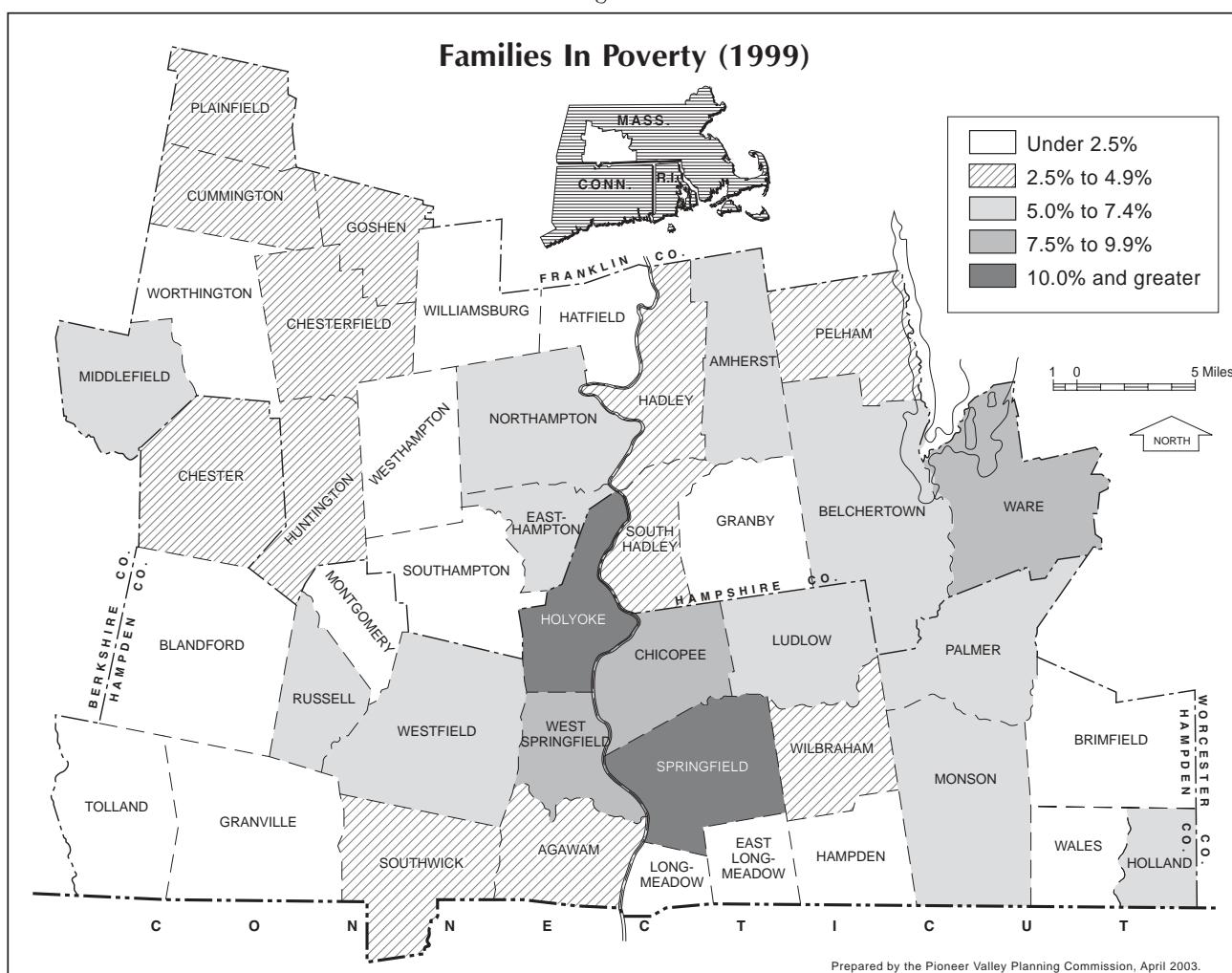
Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE)

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

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

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

Figure 11



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. The three largest school districts are Springfield, Chicopee, and Westfield. Only 8 of the 38 districts have average per-pupil expenditures greater than or equal to the state's average per-pupil expenditure of \$11,196 (2006). At \$14,646, the Holyoke Public Schools have the highest per-pupil expenditure out of all the region's districts serving students kindergarten through 12th grade. Reflecting the overall aging of the Pioneer Valley's population, 27 of the region's 38 districts saw enrollments decline between 2006 and 2007. Among kindergarden through 12th grade districts, Williamsburg's enrollment increased the most, by 3.6 percent, during this period. Average teacher salaries in the region range from \$40,773 in Chicopee to \$57,935 in East Longmeadow (among K-12 districts).

In today's environment, a high school education is the minimum requirement to participate effectively in the economy. Table 7 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 encouraging to note that in 2000 the region's average high school dropout rate of 3.3 percent was below the state average of 3.5 percent. Though data from 1996 to 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 2003. Of greatest concern, seven Pioneer Valley region districts, Chicopee, Holyoke, Mohawk, Springfield, Ware, West Springfield, and Westfield have high school dropout rates in excess of five percent.

While 85.9 percent of the Pioneer Valley region's population (25 years and older) are high school graduates, an increase of 5.2 percent since the 2000 census, only 29.7 percent are college graduates, constituting a 20.5 percent gain since 2000. Given the region's rich endowment of higher education institutions, these rates are lower than expected. The distribution of college graduates within the 43 communities shows that the communities of Amherst, Longmeadow, and Pelham have the highest percentages of people with bachelor's degrees or higher. The relatively high percentages within these communities and the communities around them can be attributed to the location of colleges and universities within the Pioneer Valley and the region's continued rural expansion.

Our region's relatively low educational attainment rates, despite the existence of 13 area colleges and universities (see Table 10), demonstrates the Pioneer Valley's continuing struggle to retain those locally

Table 7:
Annual High School Dropout Rates in the Pioneer Valley Region – 2001 to 2006

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

Source: Massachusetts Department of Education, Statistical Reports

Table 8: Pioneer Valley Region School Districts Profile

Public School District Name	Cities & Towns in the Pioneer Valley Region	Student Enrollment			Total Per Pupil Expenditures 2006 -'07	Average Teacher Salary 2006 -'07
		2006 -'07	2007 -'08	Percent Change		
Pioneer Valley Region		99,337	97,880	-1.5%	N/A	N/A
Agawam	Agawam	4,374	4355	-0.4%	9,902	\$53,493
Amherst (PK-6)	Amherst	1,448	1399	-3.5%	13,776	\$56,669
Amherst-Pelham (7-12)	Amherst, Pelham	1,857	1786	-4.0%	14,292	\$55,681
Belchertown	Belchertown	2,684	2681	-0.1%	8,791	\$52,368
Brimfield (K-6)	Brimfield	369	350	-5.4%	11,313	\$57,776
Central Berkshire	Cummington	2,144	2104	-1.9%	10,167	\$56,634
Chesterfield-Goshen (PK-6)	Chesterfield, Goshen	172	176	2.3%	9,330	\$43,391
Chicopee	Chicopee	7,691	7754	0.8%	10,305	\$40,773
East Longmeadow	East Longmeadow	2,859	2863	0.1%	9,229	\$57,935
Easthampton	Easthampton	1,657	1702	2.6%	9,982	\$44,898
Gateway	Blandford, Chester, Huntington, Middlefield, Montgomery, Russell, Worthington	1,337	1286	-4.0%	10,442	\$50,316
Granby	Granby	1,145	1137	-0.7%	9,301	\$48,011
Granville (PK-8)	Granville	225	192	-17.2%	9,970	\$44,221
Hadley	Hadley	652	654	0.3%	9,856	\$43,361
Hampden-Wilbraham	Hampden, Wilbraham	3,766	3687	-2.1%	9,725	\$50,669
Hampshire	Chesterfield, Goshen	814	841	3.2%	10,524	\$53,488
Hatfield	Hatfield	443	419	-5.7%	9,522	\$51,205
Holland (PK-6)	Holland	270	267	-1.1%	9,107	\$54,861
Holyoke	Holyoke	6,256	6121	-2.2%	14,646	\$51,595
Longmeadow	Longmeadow	3,221	3157	-2.0%	9,968	\$51,233
Ludlow	Ludlow	3,081	3111	1.0%	9,486	\$49,210
Mohawk Trail	Plainfield	1,271	1153	-10.2%	13,330	\$48,599
Monson	Monson	1,553	1525	-1.8%	8,454	\$50,140
Northampton	Northampton	2,849	2793	-2.0%	10,289	\$50,483
Palmer	Palmer	1,933	1883	-2.7%	9,942	\$45,694
Pathfinder Voc/Tech	Belchertown, Granby, Monson, Palmer, Ware	661	664	0.5%	16,629	\$54,727
Pelham (K-6)	Pelham	125	120	-4.2%	12,489	\$63,377
South Hadley	South Hadley	2,270	2285	0.7%	9,537	\$51,844
Southampton (PK-6)	Southampton	538	553	2.7%	9,067	\$47,798
Southwick-Tolland	Granville, Southwick, Tolland	1,904	1888	-0.8%	8,552	\$52,096
Springfield	Springfield	25,791	25233	-2.2%	11,420	\$46,646
Tantasqua (7-13)	Brimfield, Holland	1,880	1854	-1.4%	9,826	\$63,925
Wales	Wales					
Wales (PK-6)	Wales	178	165	-7.9%	10,666	\$59,570
Ware	Ware	1,248	1201	-3.9%	10,710	\$51,457
West Springfield	West Springfield	3,986	3951	-0.9%	10,837	\$50,381
Westfield	Westfield	6,377	6265	-1.8%	10,748	\$44,606
Westhampton (PK-6)	Westhampton	149	140	-6.4%	9,442	\$47,623
Williamsburg (PK-6)	Williamsburg	159	165	3.6%	11,126	\$53,702

Source: Massachusetts Department of Education, School District Profiles

N/A: Data not available.

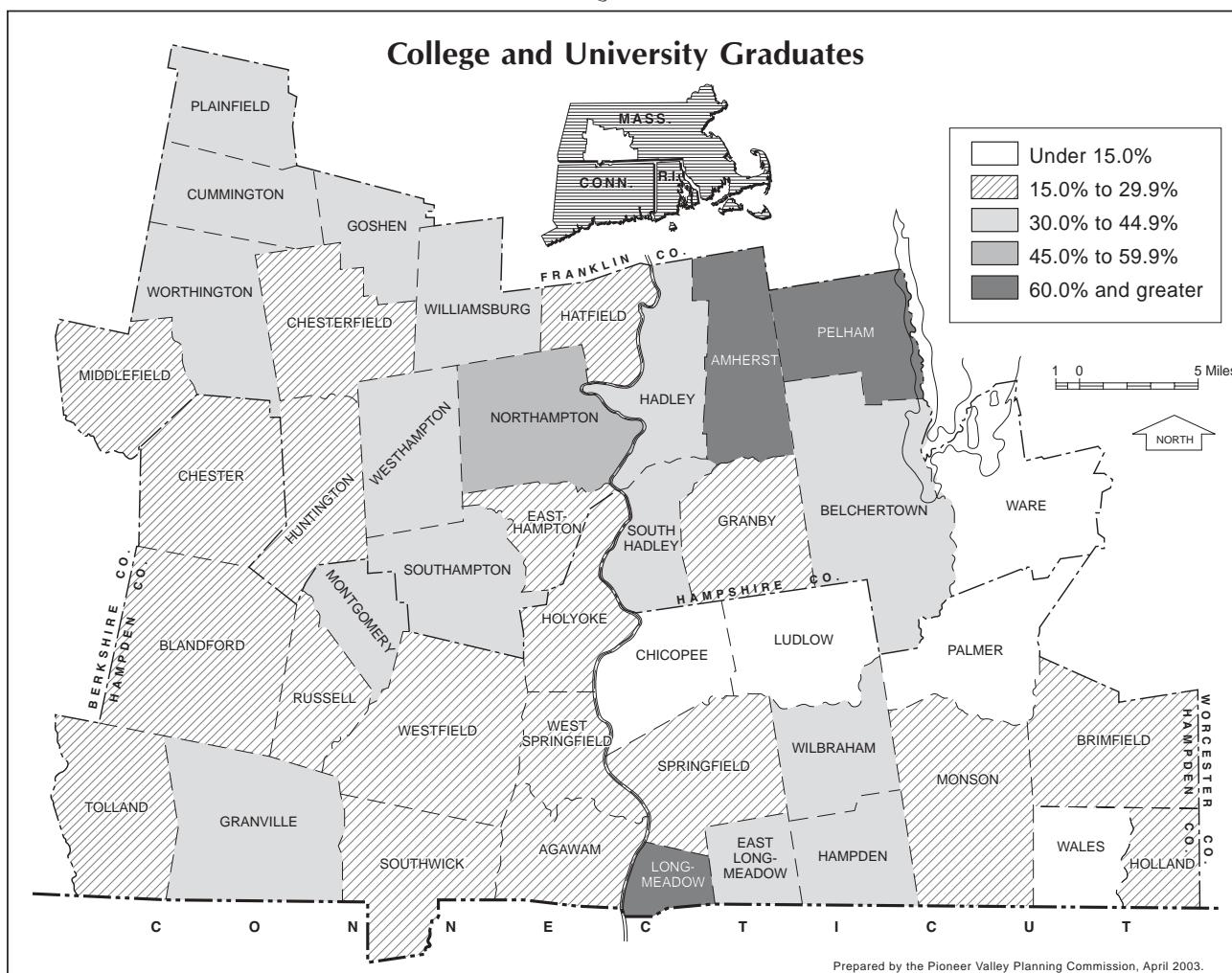
Table 9: **Educational Attainment in the Pioneer Valley Region – 2000 and 2007**

	2000	2007	% Change
Population 25 Years and Over			
Hampden County	295,837	307,549	4.0%
Hampshire County	93,193	101,729	9.2%
Pioneer Valley Region	389,030	409,278	5.2%
Less Than 9th Grade			
Hampden County	22,138	18,260	-17.5%
Hampshire County	3,104	2,450	-21.1%
Pioneer Valley Region	25,242	20,710	-18.0%
9th to 12th Grade, No Diploma			
Hampden County	39,325	32,748	-16.7%
Hampshire County	6,815	4,454	-34.6%
Pioneer Valley Region	46,140	37,202	-19.4%
High School Graduate (Includes Equivalency)			
Hampden County	96474	100,229	3.9%
Hampshire County	24029	24,869	3.5%
Pioneer Valley Region	120503	125,098	3.8%
Some College, No Degree			
Hampden County	53,670	55,280	3.0%
Hampshire County	16,336	17,869	9.4%
Pioneer Valley Region	70,006	73,149	4.5%
Associate's Degree			
Hampden County	23,676	23,462	-0.9%
Hampshire County	7,544	8,199	8.7%
Pioneer Valley Region	31,220	31,661	1.4%
Bachelor's Degree			
Hampden County	37,752	47,143	24.9%
Hampshire County	17,995	20,341	13.0%
Pioneer Valley Region	55,747	67,484	21.1%
Graduate or Professional Degree			
Hampden County	22,802	30,427	33.4%
Hampshire County	17,370	23,547	35.6%
Pioneer Valley Region	40,172	53,974	34.4%
% High School Graduate or Higher			
Hampden County	79.2%	83.4%	5.3%
Hampshire County	89.4%	93.4%	4.5%
Pioneer Valley Region	81.7%	85.9%	5.2%
% Bachelor's Degree or Higher			
Hampden County	20.5%	25.2%	22.9%
Hampshire County	37.9%	43.2%	14.0%
Pioneer Valley Region	24.7%	29.7%	20.5%

Sources: U.S. Bureau of the Census, 2000 and Demographicsnow.com, 2007*

*Note: 2007 values are estimates based on projections

Figure 12



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	2002 Graduates	2003 Graduates	2004 Graduates	2005 Graduates	2006 Graduates
American International College	Springfield	441	414	420	382	390
Amherst College	Amherst	431	415	428	409	430
Bay Path College	Longmeadow	194	302	354	381	423
College of Our Lady of the Elms	Chicopee	170	222	149	235	270
Hampshire College	Amherst	245	273	271	310	261
Holyoke Community College	Holyoke	746	863	918	987	881
Mount Holyoke College	South Hadley	513	572	553	555	608
Smith College	Northampton	923	895	854	928	897
Springfield College	Springfield	1,540	1,711	1,694	1,663	1,702
Springfield Technical Comm. Coll.	Springfield	803	866	867	908	867
University of Massachusetts	Amherst	5,211	5,250	5,322	5,766	5,550
Western New England College	Springfield	1,387	1,293	1,388	1,230	1,032
Westfield State College	Westfield	952	4,060	989	974	992
Total Graduates		13,125	14,136	14,207	14,728	14,303

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

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.

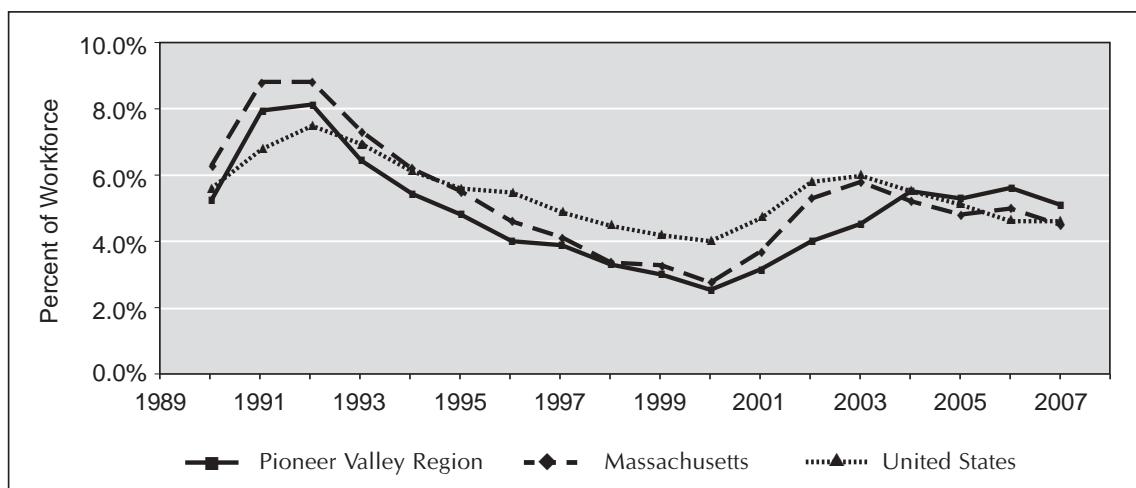
THE ECONOMY

The Workforce and Employment

After a decade-long national trend of decreasing unemployment rates, the percentage of the total labor force that is unemployed began an upward climb after 2000 (see Figure 13). The Pioneer Valley's unemployment in 2000 was at an unprecedented low of 3.0 percent, but began to increase incrementally (excepting a slight decrease in 2004) and reached a high of 5.6 percent in 2006. Data in 2007 shows a decrease to a level of unemployment not seen in the Valley since 2002. The region had consistently lower rates of unemployment when compared with national data until 2005. Rates were lower than Massachusetts as well until 2004, and data for 2007 still indicates unemployment that is higher than the state and the nation.

Interestingly, the rise in unemployment rates between 2000 and 2003 occurred while the size of the labor force and total employment was growing (Figure 14). 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). By January of 2007, the size of the labor force reached 312,365 people with

Figure 13: Unemployment Rates

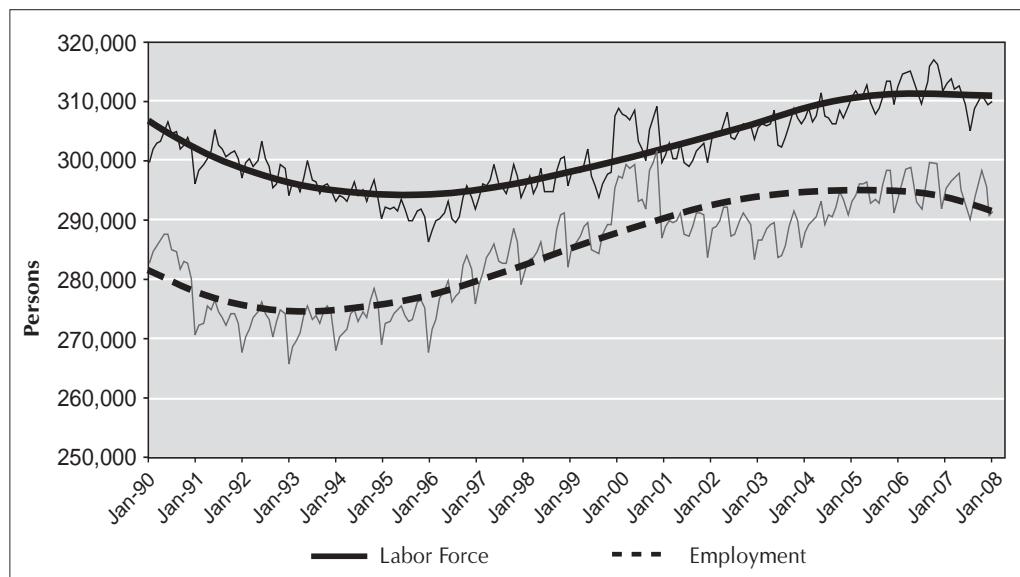


Source: U.S. Bureau of Labor Statistics, Office of Labor and Workforce Development.

the number of those employed at 291,246. The labor force and employment losses of the first half of the 1990s have been more than replaced.

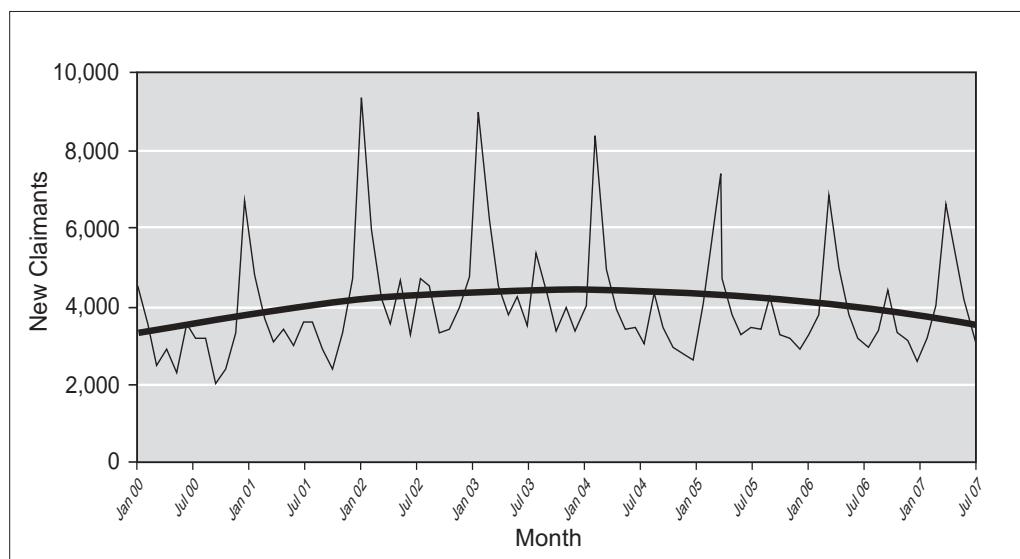
Another measure of volatility in the labor market, and of downturns in the economy, is the number of individuals filing new claims for unemployment insurance (see Figure 15). Data on new claims are highly seasonal with the annual peak in new claims occurring in December or January as workers hired for the Holiday season are let go. The peak of the economic downturn in the Pioneer Valley region appears to have occurred at the end of 2001 when new claims for unemployment insurance hit 9,351. Between 2001 and

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



Source: U.S. Bureau of Labor Statistics, Office of Labor and Workforce Development.

Figure 15: New Unemployment Insurance Claims, 2000 to 2008



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

2006 claims decreased each year, but at the end of 2007 rates increased to the highest they had been since December 2005.

Employment Distribution

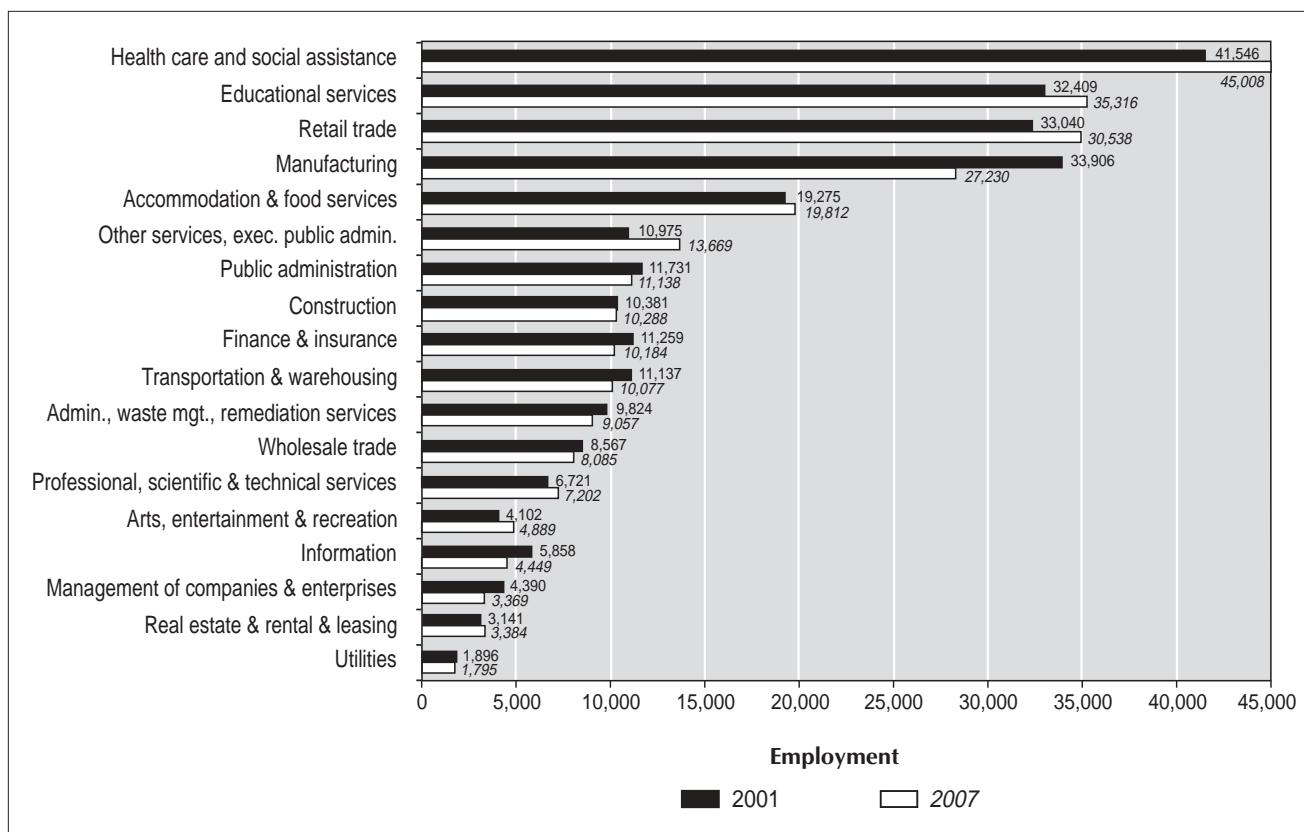
The region's economy is in transition. Manufacturing was once the mainstay of the region's economy, employing more than 29 percent of the workforce in 1980. Like most of the nation, the Pioneer Valley region is experiencing an increasing shift from manufacturing to service sector jobs in industries like 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.

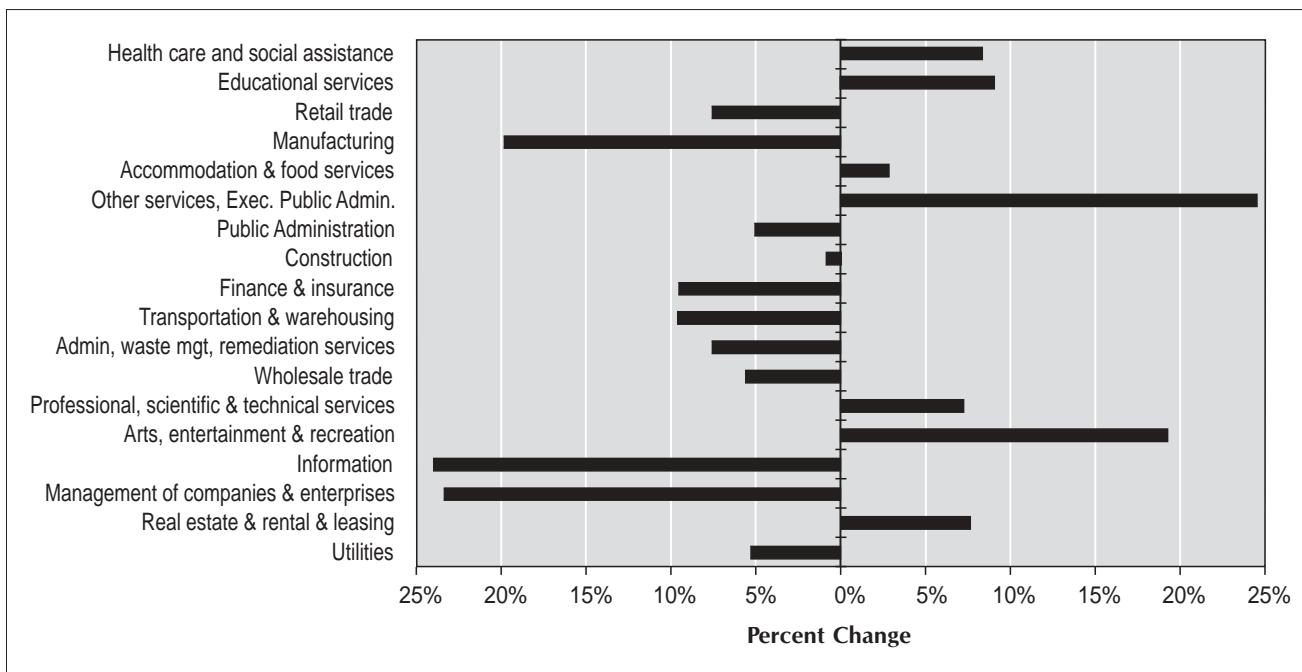
It is somewhat worrisome that the two Pioneer Valley region industries with the largest employment losses between 2001 and 2007 were the information sector and management of companies and enterprises. Both are "new economy" industries that pay good wages and employ sought-after knowledge workers. Further 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).

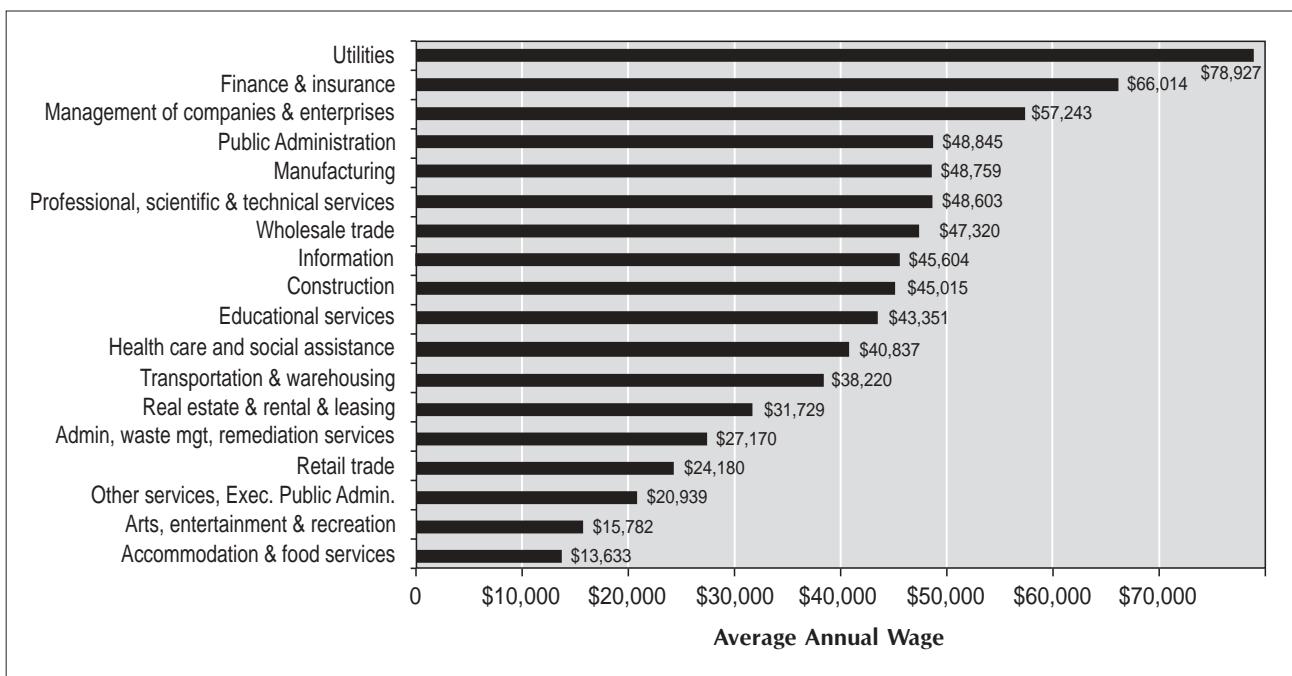
Figure 16: Employment in the Pioneer Valley Region by Major Industry, 2001 and 2007



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

Figure 17: Change in 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 32,000 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 26.7 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.

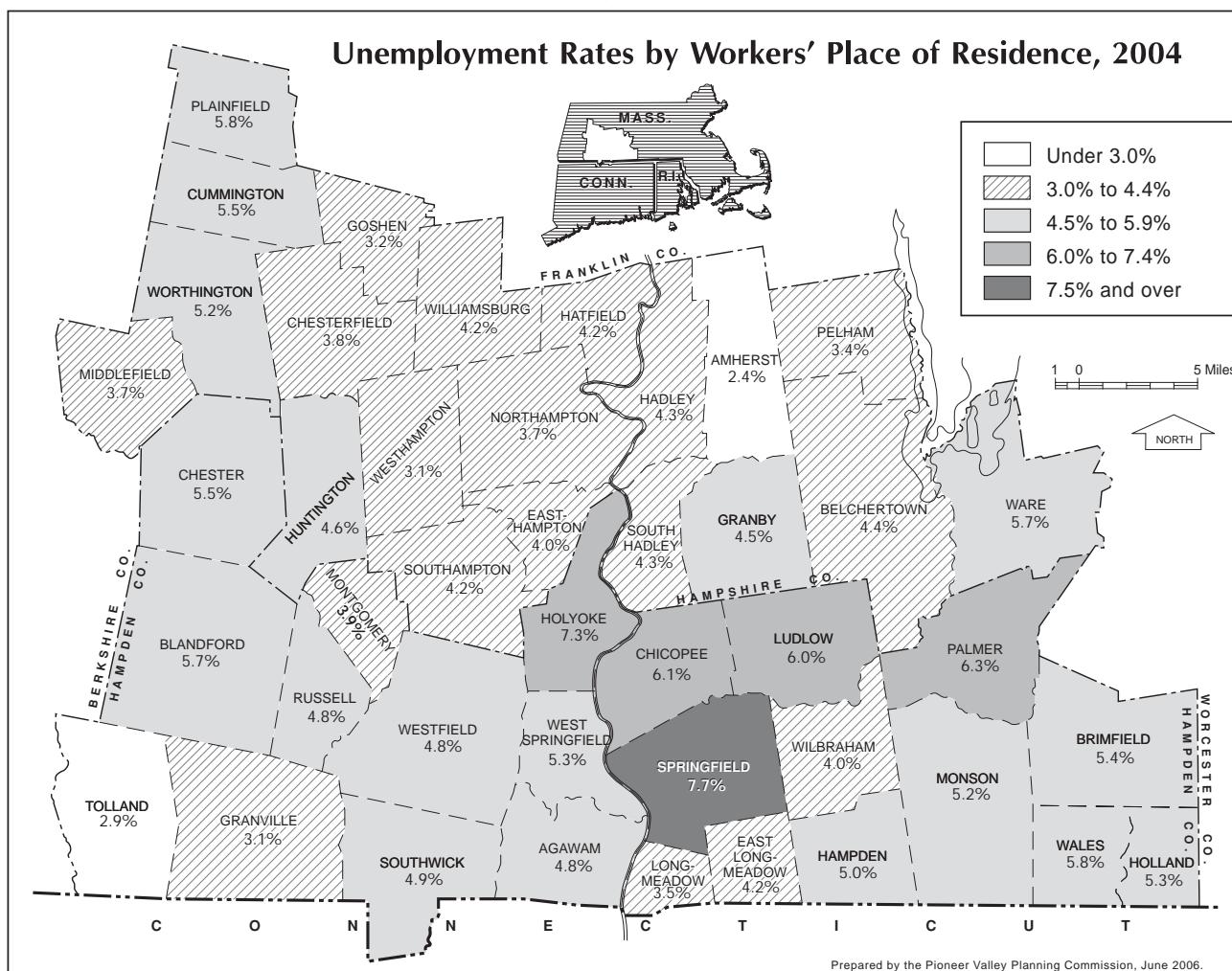
The regional map showing unemployment rates by workers' place of residence in 2006 (Figure 19) indicates that some of the region's largest employment centers also have high unemployment rates among their residents, suggesting that residents of some urban communities are not benefiting from their proximity to the region's leading employers. Springfield, which had the highest total employment in the region in 2007 (Table 11), had the highest unemployment rate among residents at 7.8 percent in 2006. Holyoke ranked

Table 11:
Pioneer Valley Region's Top 10 Employment Centers for 2006

Community	Total Employment	Percent of Region's Employment	Average Wage	Total Wages
Springfield	75,494	26.7%	\$45,725	\$2,587,680,345
Holyoke	21,760	7.7%	\$35,152	\$573,749,222
Chicopee	19,789	7.0%	\$37,232	\$552,600,153
Northampton	18,269	6.5%	\$39,069	\$535,264,098
West Springfield	17,754	6.3%	\$36,192	\$481,728,914
Westfield	16,651	5.9%	\$38,619	\$482,175,387
Amherst	14,465	5.1%	\$42,016	\$456,090,910
Agawam	12,168	4.3%	\$36,019	\$327,668,473
East Longmeadow	8,278	2.9%	\$39,815	\$247,140,229
Ludlow	6,428	2.3%	\$36,504	\$176,180,805

Source: Massachusetts Department of Workforce Development.

Figure 19:



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

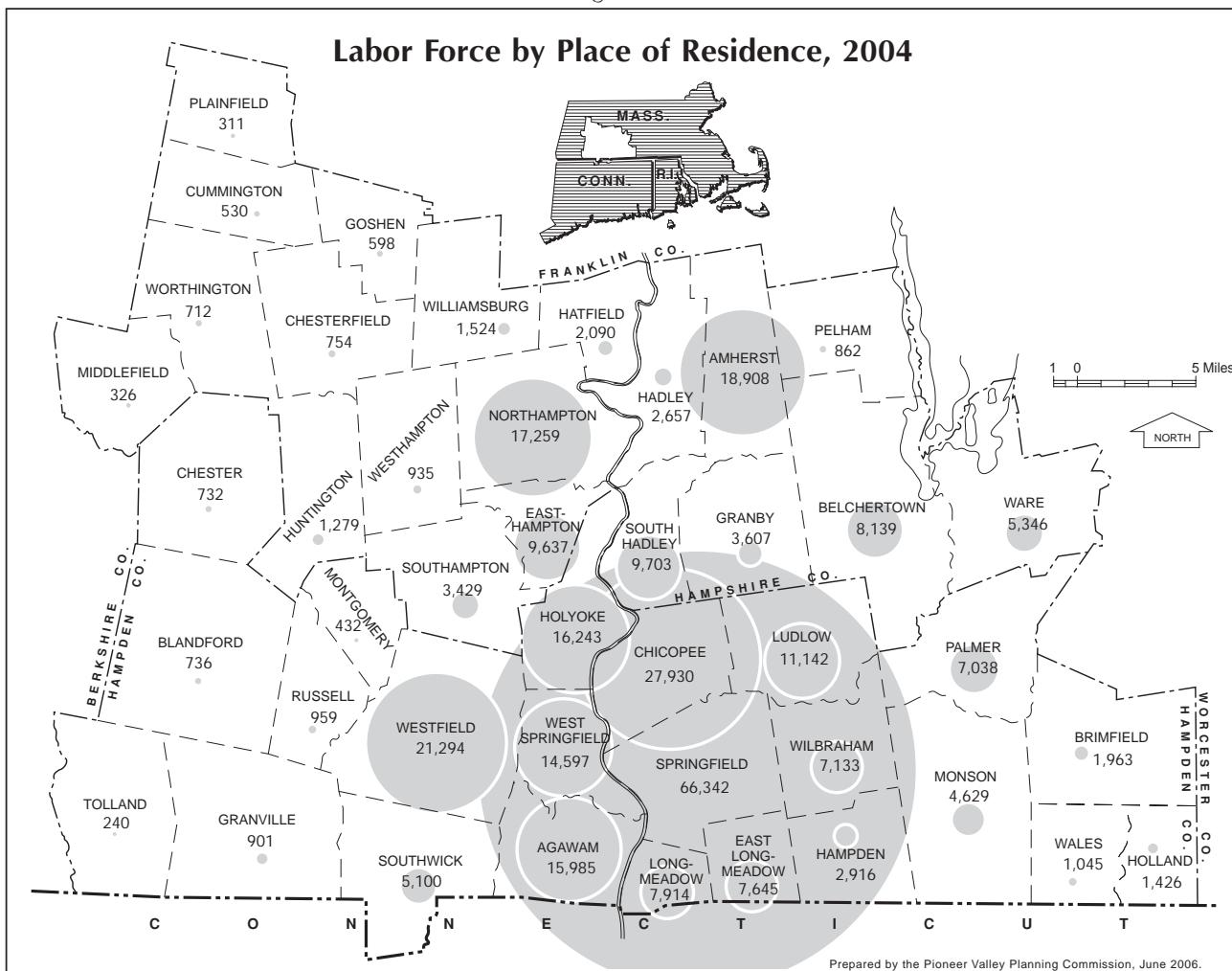
second for total employment and for the unemployment rate of residents in 2006. Although Chicopee had the third largest total employment, its unemployment rate for residents, at 6.2 percent, placed it fourth in the region.

A comparison of the total employment in 2007 (Table 11) and the labor force by place of residence in 2006 (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 2006; therefore, those regional employment centers are attracting workers from other cities and towns in the region. However, in communities such as Agawam, Amherst, Chicopee, Ludlow, and Westfield, the number of workers living in the community was larger than the number of jobs, indicating that these communities export workers to other communities.

Regional Employers

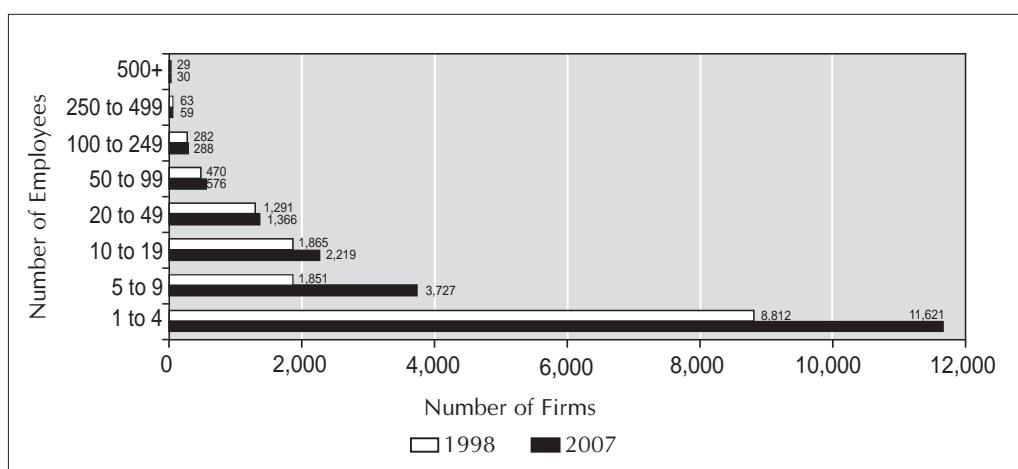
The Pioneer Valley region's economy is rooted in small businesses. The number of small businesses employing fewer than fifty people grew significantly between 1998 and 2007 (Figure 21). Nearly three quarters of all firms in the region have fewer than 10 employees and 95.3 percent of firms have less than 50 employees. Small businesses are not only important because of the number of firms, but because, in 2007, those businesses with fewer than 50 employees accounted for about 46 percent of all jobs in the Pioneer Valley region.

Figure 20



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

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



Source: U.S. Census Bureau, County Business Patterns, 1998 and 2007

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

Mid-size businesses, those with 50 to 250 employees, are also a growing presence in the region and they accounted for another 30 percent of all jobs in 2007.

The number of firms employing more than 250 people increased to 377 in 2007, 89 firms had more than 500 employees in 2007 (Table 12). Among the region's largest employers are Baystate Medical Center, Holyoke Hospital, Mercy Medical Center, and Cooley Dickinson Hospital. These large health service sector employers are located in three of the region's top employment centers (Table 11), Springfield, Holyoke, and Northampton. In addition, six of the region's colleges and universities are also major employers and many of the largest employers in the region are firms with national name recognition, such as Massachusetts Mutual Life Insurance Co., Milton Bradley Co., Friendly's Ice Cream Corp., Solutia, Inc., and Top-Flite Golf.

THE INFRASTRUCTURE

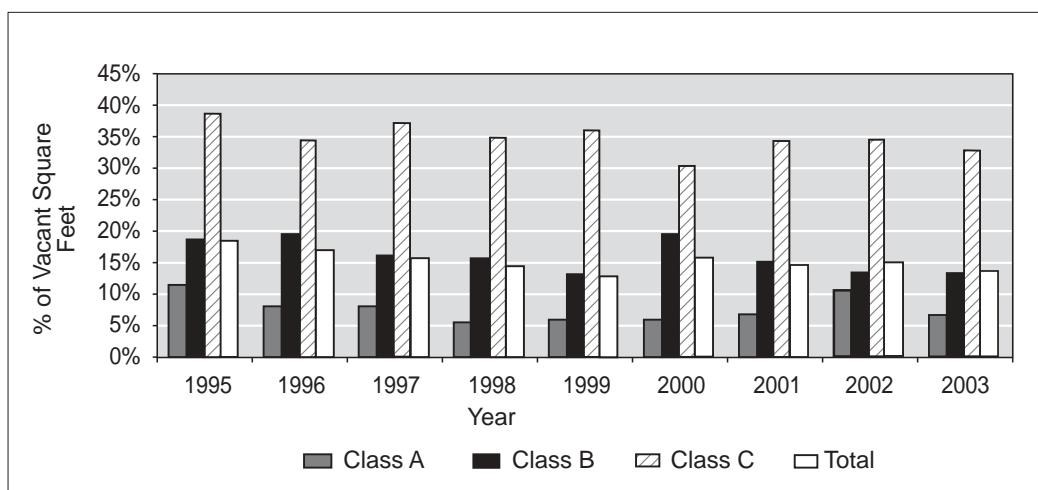
Real Estate

Office Space

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

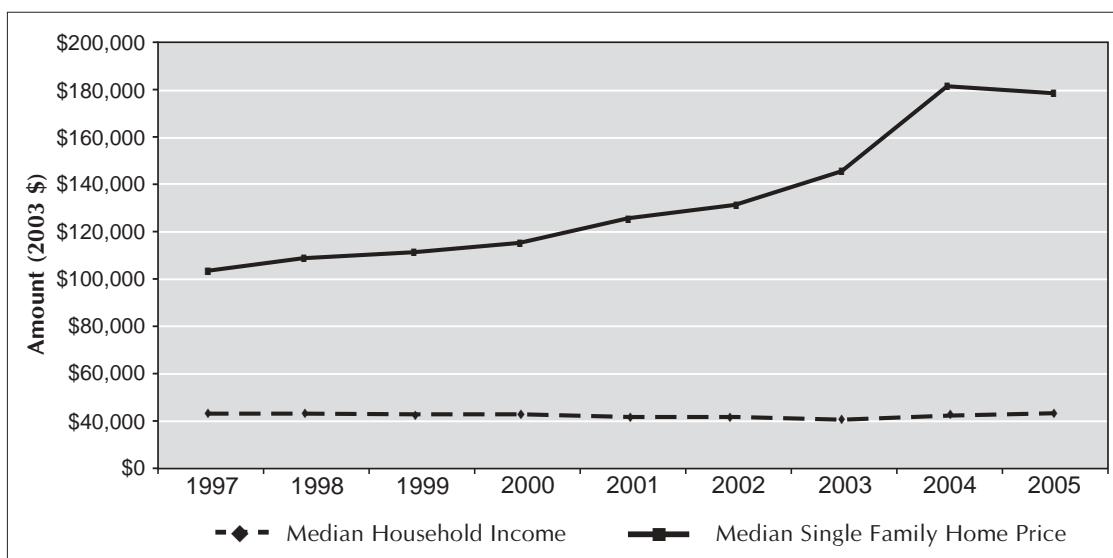
	1995	1996	1997	1998	1999	2000	2001	2002	2003
Inventory (square feet)	4,704,580	4,783,180	5,028,880	5,050,726	>5,000,000	n/a	5,052,707	5,106,076	5,504,446
Vacant (square feet)	867,429	910,275	746,763	737,016	n/a	n/a	846,104	750,698	730,712
% Vacant	18.4%	19.0%	14.9%	14.6%	12.7%	15.8%	16.8%	14.7%	13.3%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

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

Housing

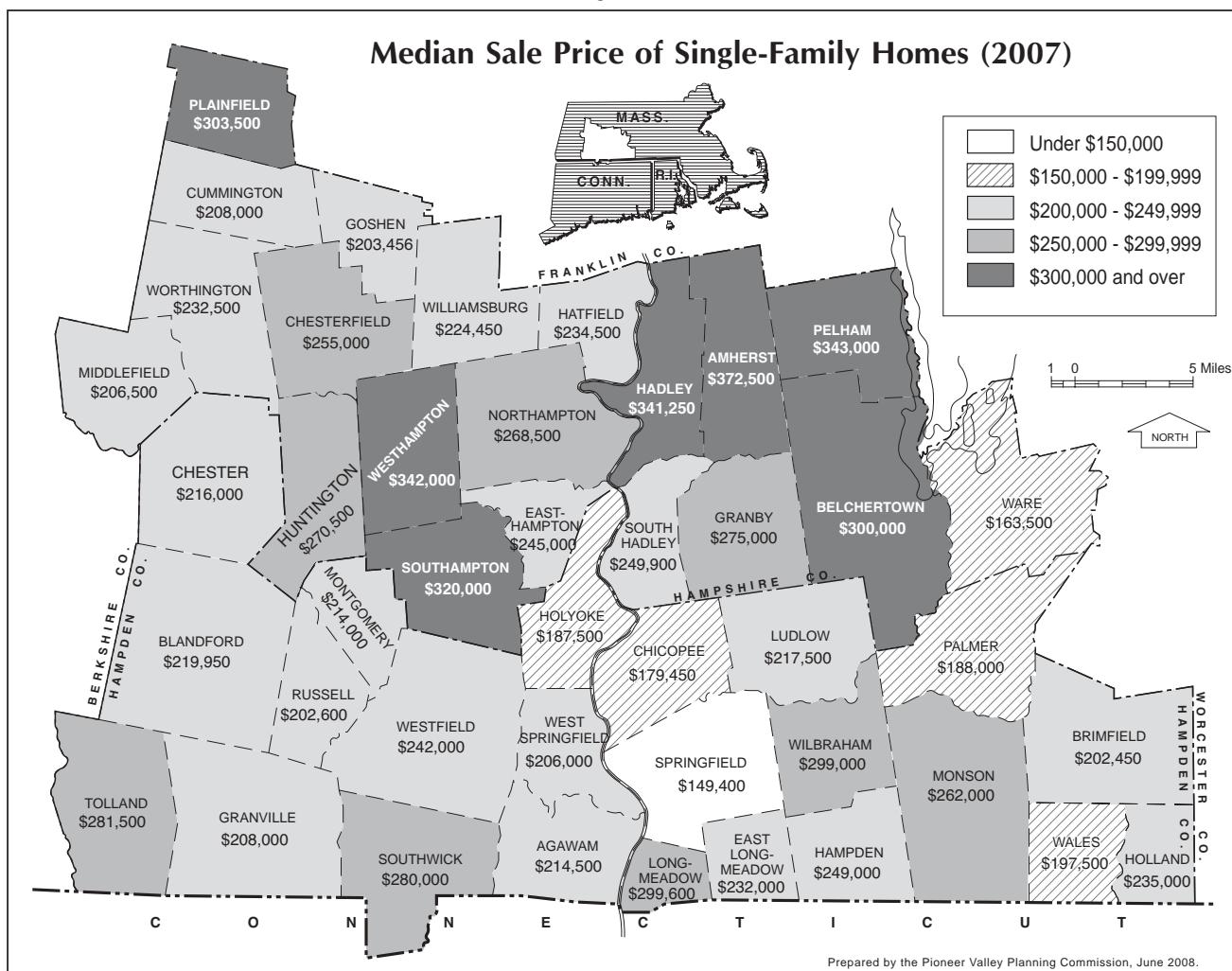
The extent to which housing is affordable matters greatly to any community. Housing is a basic human need and one of the most significant expenditures that people face. Studies have shown that people who purchase homes are more financially and emotionally committed to their communities. After a decade with little housing appreciation, prices in the Pioneer Valley have soared since 2000. As Figure 23 indicates, prices were gradually climbing prior to 2000, but increases grew larger between 2000 and 2002. Indeed, between 2000 and 2002, the median price of a single family home in the Pioneer Valley rose by 13.7 percent, after adjusting for inflation, from \$115,716 to \$131,587. During the prior three-year period, between 1997 and 1999, the median price of a single family home rose by only 6.6 percent. Between 2002 and 2003, the one-year increase in the median price of a single-family home was 10.6 percent (after adjusting for inflation).

Figure 23: Median Household Income and Single Family Home Price, 1997-2005



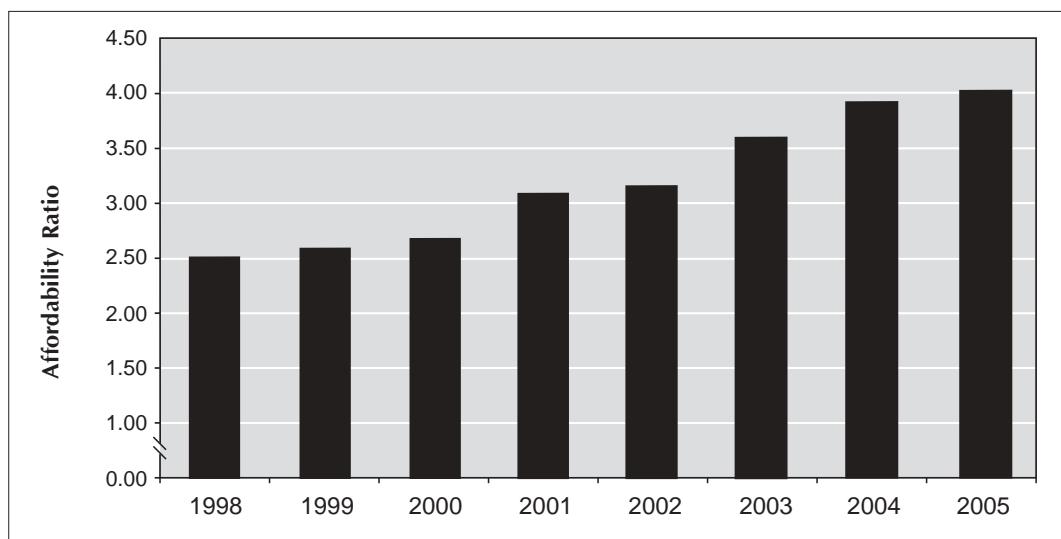
Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE); The Warren Group

Figure 24



Source: The Warren Group

Figure 25: **Housing Affordability Ratio (Median Price/Median Income), 1998-2005**



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

While the median prices of single-family homes have increased across the region, there is a wide range of prices across the 43 cities and towns (see Figure 24). As of 2007, the median price of a single-family home in Amherst was \$372,500, the highest in the region. Hadley, Westhampton, Pelham, Plainfield, and Southampton also had median single-family home prices in excess of \$300,000 in 2007. At the other end of the spectrum, the only median price of single-family homes was below \$150,000 in Springfield. Wales, Palmer, Holyoke, Chicopee, and Ware were under \$200,000. While this variation provides residents of the region with many options, the data does suggest that the high prices in some of the region's communities are beginning to pull up prices in every community.

While rising housing prices are encouraging in their indication of a robust demand for housing, they also create problems of housing affordability, particularly when incomes do not keep pace with prices. Between 1997 and 2004, the median price of a single family home in the Pioneer Valley rose by 60.4 percent, while during this same period the median household income in Pioneer Valley fell by 0.7 percent. A combination of rising housing prices and falling incomes will seriously limit the ability of low and moderate income households to become homeowners.

A housing affordability ratio can be calculated by dividing the median price of a single family home by the median household income (Figure 25). It is generally accepted that a household can afford a home up to a price that is equal to three times their income. Therefore, an affordability ratio above 3.0 is of concern because it means that, statistically, a household with the median income in the region cannot afford a single family home at the median price. Since 1997 the housing affordability ratio has steadily climbed and passed the 3.0 threshold in 2001, reaching to 4.1 percent in 2005. If the many economic and social benefits of widespread homeownership are going to continue to be realized in the Pioneer Valley, the mismatch between declining incomes and rising home prices must be addressed.

Transportation

Vehicle Roadways

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

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.

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

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

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

Table 15: Major Interstate Highways Serving the Pioneer Valley Region

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

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

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

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

Transit Routes

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

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

An extensive intercity transportation network serves the Pioneer Valley region with services provided by four privately owned companies: Bonanza Bus Lines of Providence, Rhode Island, 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 and express routes connecting points within and outside the region with nationwide connecting service. Several other carriers provide a variety of services, including large and small bus charters and packaged tours to a number of destinations within and outside the region.

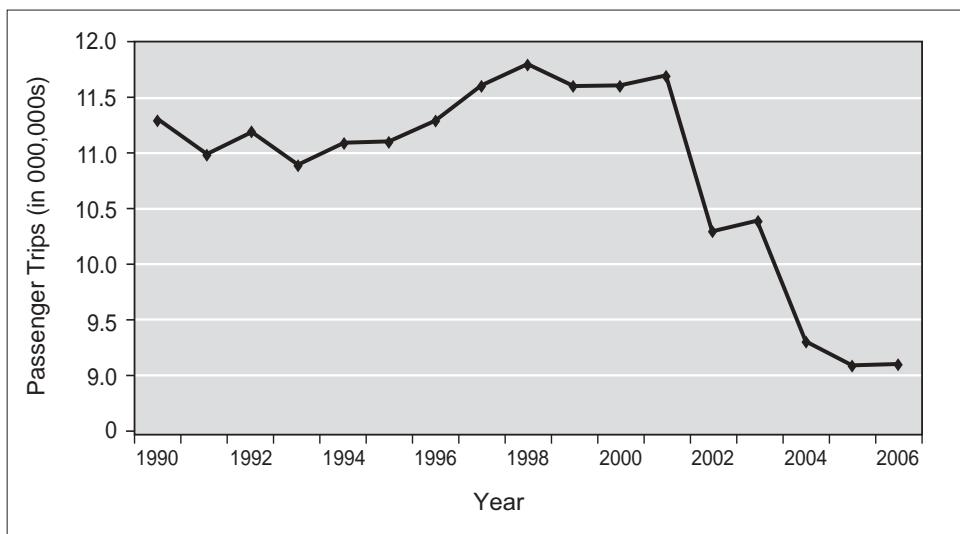
The Springfield Bus Terminal Associates, composed of Peter Pan, Vermont Transit, Bonanza Bus Lines, and Greyhound Bus Lines, functions as the major bus station in western Massachusetts and as an interchange point for all intercity bus lines. The Northampton Bus Terminal, opened in 1984, is operated by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

Table 16: Pioneer Valley Region Average Commute Times to Work

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

Source: U.S. Census Bureau, 2000 Census

Figure 26:
Pioneer Valley Transit Authority Fixed Route Bus Ridership



Source: PVTA Annual Reports

Passenger rail service is available to Pioneer Valley residents through Amtrak, the National Railroad Passenger Corporation. Amtrak uses the tracks of the former Union Station, the region's main train station, which is located near the northern edge of downtown Springfield. The Springfield station has daily service from 11 trains that provide extensive service within the northeastern United States and nationwide connections. Passenger rail service is provided on both east-west and north-south routes through the region. The Pioneer Valley has an additional station located in Amherst that is served by two trains per day.

Non-Motorized Transportation

In the Pioneer Valley, 0.4 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.

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

Off-road facilities range from traditional bike paths to multiuse trails. Four communities currently provide multiuse paths or “rail trails” totaling 17 miles in the region, while 14 other communities have similar projects under design. One successful example is the Norwottuck Rail Trail, the region’s largest bikeway project, which opened in 1993. The ten-mile Norwottuck connects the communities of Northampton,

Hadley, Amherst, and Belchertown, and facilitates travel between the communities, educational facilities, downtown commercial areas, and major employment centers. Weekend counts on the bike path range from 600 to 1,200 users per day during the peak season. A trail survey in 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 Amherst, Northampton, and Springfield offer good examples of downtown areas sensitive to pedestrian circulation and access. Sidewalks and walkways are extensive; crosswalks are signalized and access points for persons with disabilities are incorporated.

Transportation of Goods

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

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

Five rail carriers provide freight service in the Pioneer Valley Region: CSX Transportation, Guilford Transportation Industries, New England Central, Pioneer Valley Railroad, and MassCentral Railroad. The region's major freight and intermodal yard, CSX, is located in West Springfield. Another major freight and switching yard important to the region is B&M's North Deerfield Yard, located in neighboring Franklin County. Within the Pioneer Valley, other smaller freight yards are located in Holyoke, 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. 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:

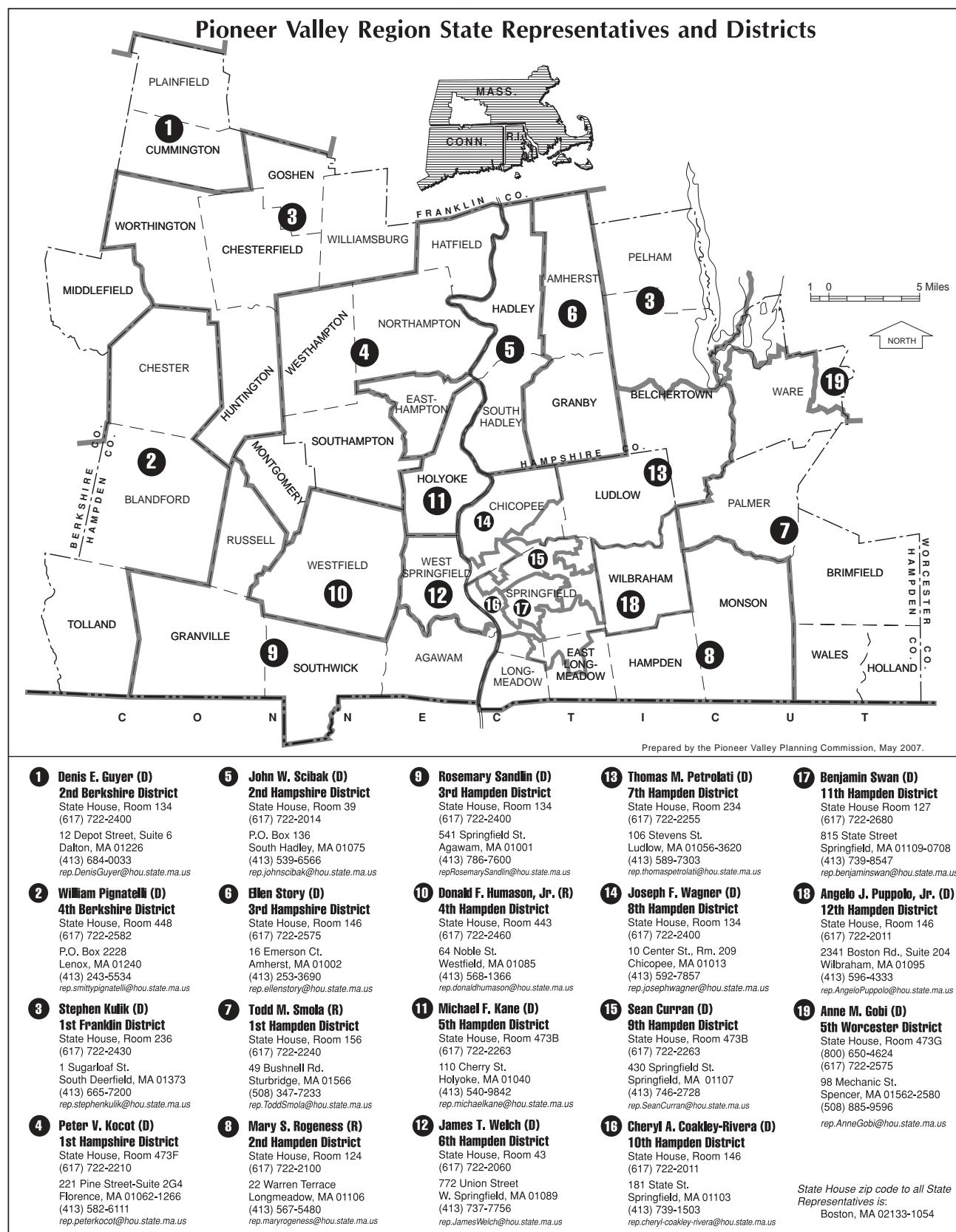


Figure 28:

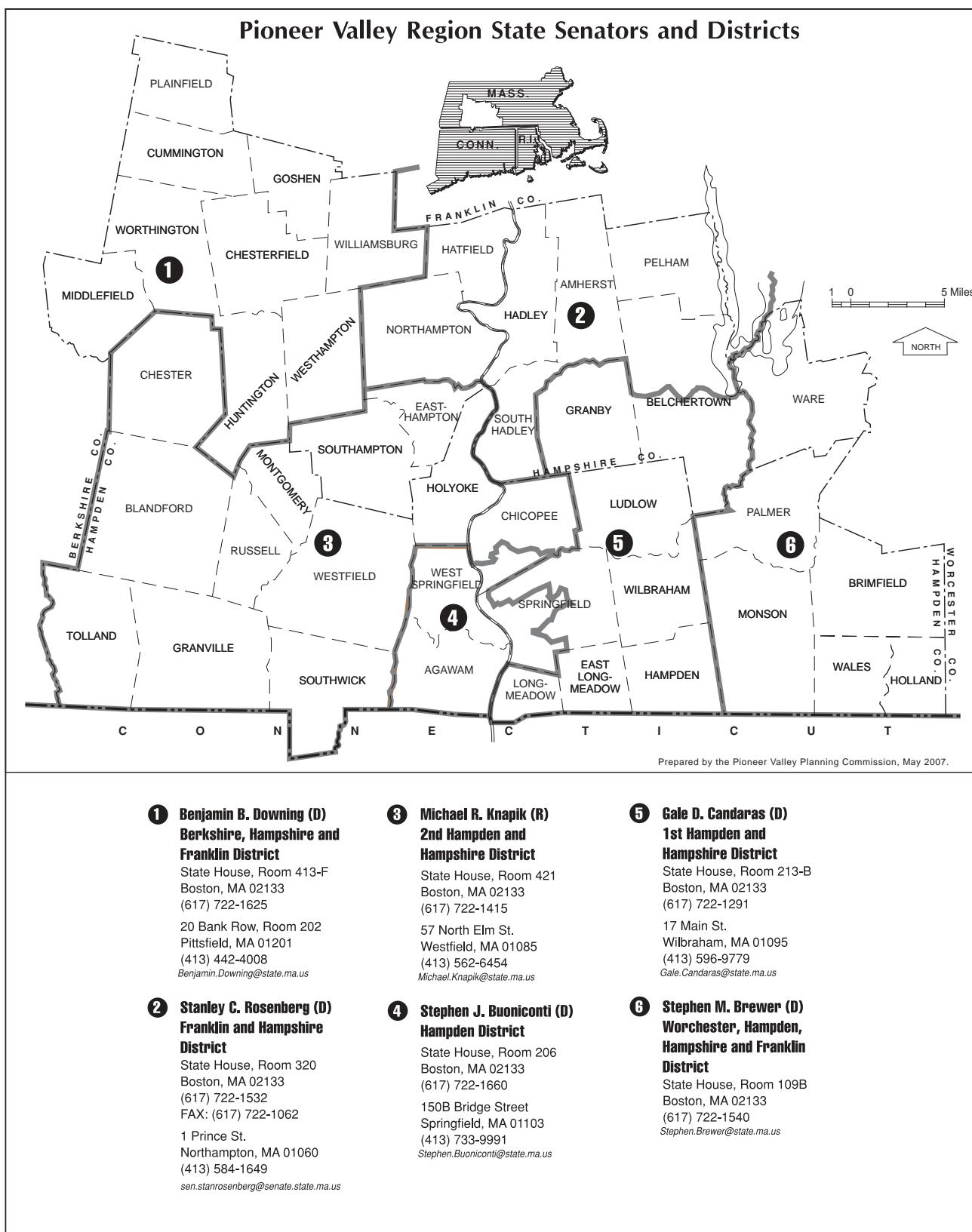
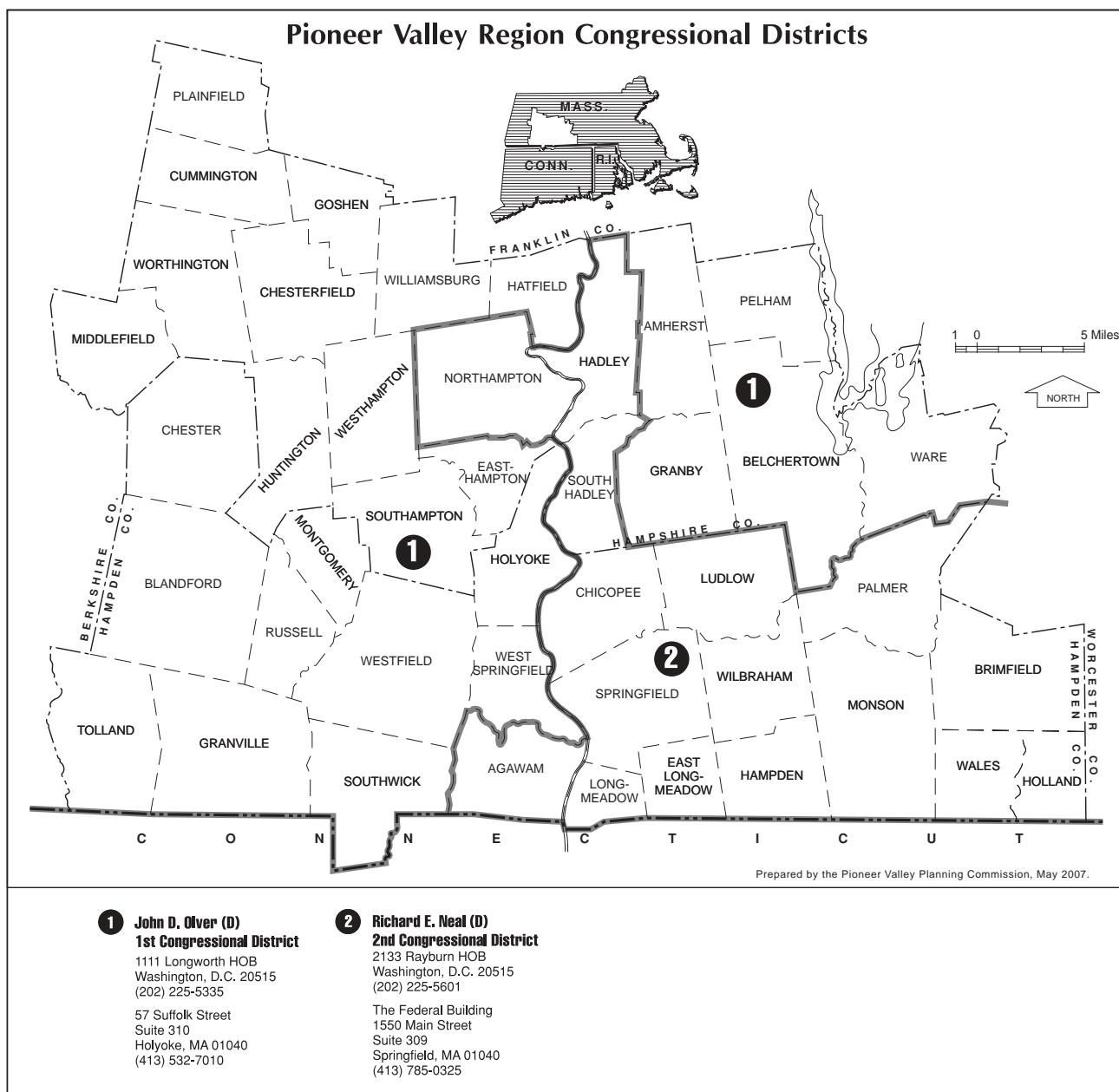


Figure 29:

**U.S. Senate**

Edward M. Kennedy (D)
317 Russell Senate Office Building
Washington, D.C. 20510
(202) 224-4543

JFK Federal Office Building
Suite 2400
Boston, MA 02203
(617) 565-3170
senator@kennedy.senate.gov

John F. Kerry (D)
304 Russell Senate Office Building
Washington, D.C. 20510
(202) 224-2742

Springfield Federal Building
1550 Main St. Suite 304
Springfield, MA 01101
(413) 785-4610
john_kerry@kerry.senate.gov

SUMMARY OF STRENGTHS AND WEAKNESSES

STRENGTHS & OPPORTUNITIES

We have identified 15 significant areas of opportunity for the Pioneer Valley region to leverage:

- A proactive and collaborative planning process capable of producing positive and measurable results
- The concentration of 13 higher education institutions within the region
- An evolving Hartford-Springfield economic partnership that has spawned the Knowledge Corridor
- An expanding and diverse workforce fueled by immigration, life-style options, and growing efforts to retain college graduates
- A high level of worker productivity, especially in the manufacturing sector
- Connecticut River corridor developments, including the new Basketball Hall of Fame, Route I-91 Tourist Information Center, Springfield and Agawam segments of the Connecticut River Walk and Bikeway Project, and the Mass Mutual Convention Center, among others
- Housing affordability, especially as compared to the greater Boston area
- A Regional Technology Corporation (RTC) to bolster and grow the technology-based components of the regional economy
- A long and growing list of recreational and cultural assets that underpin tourism and the travel industry
- Superior medical facilities, personnel, services, training, and research
- The region's ability to encourage, nurture, and provide technical and financial support to new start-up firms across the Pioneer Valley
- A superior location at the crossroads of southern New England bolstered by excellent multimodal transportation services
- Northwest Airlines introduction of international flights to Amsterdam in the summer of 2007.
- 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 12 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.

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 14 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

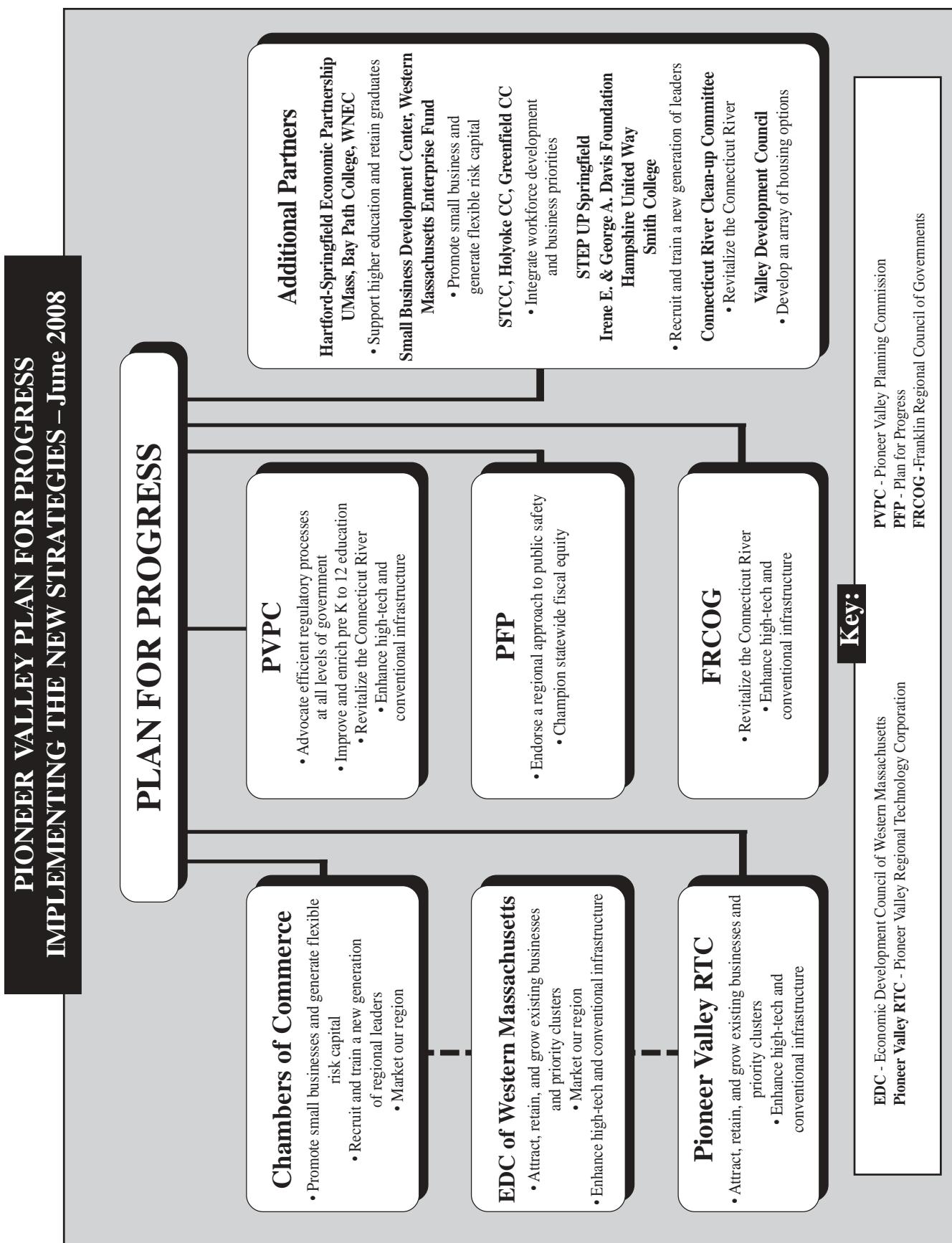
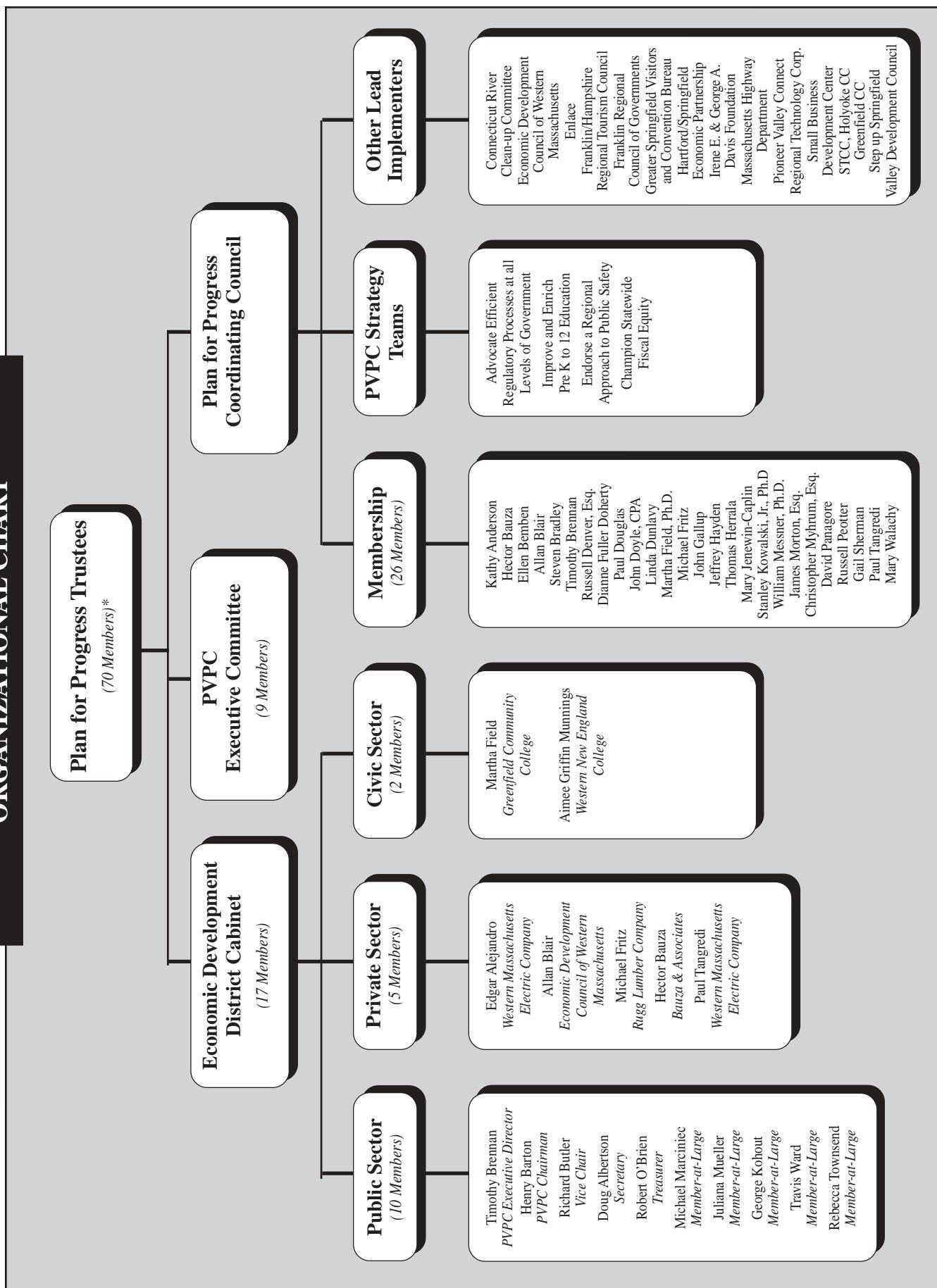


Figure 31

PIONEER VALLEY PLAN FOR PROGRESS ORGANIZATIONAL CHART



A VISION FOR THE PIONEER VALLEY REGION

REGIONAL GOALS AND OBJECTIVES



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

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

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

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 Plan and began a major process of gathering data, conducting focus groups, rewriting and updating strategies, and reaching out to involve new players in the Plan's future.

What emerged from the process was a new vision of a Pioneer Valley with “*A strong, vibrant regional economy that fosters sustainability, prosperity, and collaboration, and attracts national recognition*”. This vision is expressed through seven cross-cutting themes that form the guiding principles of the Plan for Progress. In practice, thirteen strategic goals, 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, features a description of our region today, including demographics, geography, regional assets, employment, and education data. It follows the same successful model of its predecessor, centering on strategies that have been developed through focus groups, research, and business community participation. The 2004 Plan identifies thirteen strategic goals, in four key strategy groupings, as critical for growing the people, companies, and communities in the region. In addition, the Plan lists seven cross-cutting themes that strategy teams must consider in their action plans in order to meet the region's goals: cross-border collaboration (with the greater Hartford region), diversity, education, industry clusters, sustainability, technology, and urban investment.

The real success of the Plan for Progress lies in its network of partnerships—those already established, those evolving, and those yet to be brokered. Understanding this reality, the Plan for Progress Trustees and its various stakeholders have made it their mission to infuse the Plan with new regional talent by embarking on an ambitious outreach program to bring new players onto the Plan for Progress team.

THE PLAN FOR PROGRESS

ESTABLISHED GOALS AND OBJECTIVES

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

- **Cross-border collaboration** – partnering with the greater Hartford region to promote a globally competitive cross-border regional economic identity.
- **Diversity** – appreciating and encouraging diversity throughout our region.
- **Education** – taking advantage of the region's significant higher education assets and creating cross-sector partnerships to improve on weaknesses.
- **Industry clusters** – supporting those industries that show great promise (education and knowledge creation, health care, hospitality and tourism, life sciences, medical devices and pharmaceuticals, and plastics) and sustaining those that already exist (agriculture and organic farming; building fixtures, equipment, and services; financial services; metal manufacturing and production technology; and printing and publishing).

- **Sustainability** – promoting responsible land development patterns that are economically sound and considerate of social and environmental needs.
- **Technology** – leveraging technology to improve socio-economic outcomes across the region and building the business community's technological capacity.
- **Urban investment** – promoting economic growth and prosperity in the region's urban central cities and a high quality of life for their residents.

THE PLAN FOR PROGRESS: STRATEGIC GOALS

While cross-cutting themes constitute the principles of what the Plan for Progress can achieve, it is the thirteen strategic goals and their corresponding action steps that will realize that vision. These thirteen strategies are summarized in the 2007 CEDS annual report card and 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
- 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

PLAN FOR PROGRESS ACCOMPLISHMENTS

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 newest affiliate, the Regional Technology Alliance, and its successor, the Regional Technology Corporation, have brought businesses together in cluster networks to collaborate, advocate for, and grow their industries. Three such networks are already thriving in the region: the Materials and Manufacturing Technology Network (MMTN), the Technology Enterprise Council (TEC), and the BioEconomic Technology Alliance (BETA).

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

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

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

The Regional Technology Corporation (RTC) Technology-Driven Economic Development

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

Establishing an Identity

The RTC is responsible for the region's self image as it relates to technology, as well as the image projected in the global arena. Both members and prospective members must know that they are part of a larger, cohesive, connected, and vibrant technology sector. In addition, strategic national and international sectors, such as biotech and medical devices, must become aware of the region's technology assets. As such, the RTC commissioned the development of a new identity that meets the expectations of the region's technology community and resonates with a national and global technology audience. The RTC and EDC have continued to play visible roles at EASTEC (the largest trade show on the eastern seaboard), BIO2008 (the largest biotechnology trade show in the world), MD&D (medical devices), and other such venues.

RTC Programs

Hundreds of technologists, faculty, and entrepreneurs have benefited from programs and conferences that contribute to the commercialization of new technologies and the growth of the region's technology sector. The RTC sponsored several academic-industry showcase events in the Pioneer Valley region in 2007-2008, bringing colleges and universities together with the region's business and industry representatives to learn about collaboration opportunities that lead to innovation outcomes. These events are designed to also showcase new technologies available for commercialization. The RTC has also worked to promote the BioTeach program, initiated by the Massachusetts Biotechnology Council (MBC) and MassBioEd, the MBC's education foundation, that will ultimately provide the resources for every public high school in Massachusetts to teach biotechnology.

Franklin County Community Development Corporation

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

Significant Strategy Accomplishments for 2007-2008

- The Economic Development Partners were reorganized, with a new private-sector chairman, and are committed to be lead implementer for this strategy.
- The Economic Development Council (EDC) of Western Massachusetts, its affiliates, and municipal partners have developed a team-based approach to the business retention program known as the Homefield Advantage. These agencies and partners continue to work on their business retention effort centered on business executive interviews in key industry clusters in Western Massachusetts. They are currently using state-of-the-art business information management software, Synchronist Business Information System, and common survey instruments for analysis of information collected in the interview process. Special attention will continue to be placed on medium and large-sized businesses in industry clusters that have been identified as important to our regional economy. Data is being aggregated and will be analyzed to ascertain trends affecting businesses across the board (i.e. utility costs, workers compensation costs), so that resources can be made available to address these concerns.
- The RTC has established an alliance with HiddenTech, a non-profit organization with 1,500 members operating home-based or very small high-tech businesses. HiddenTech recently celebrated its fifth anniversary. The RTC has also welcomed many new members to its organization, including Innovative Business Systems, Inc., Miti Investment Group, Airgas East, and Concept Telecom.
- The RTC has developed a Knowledge Corridor Careers website that contains technology news and job postings. The website went live on March 1, 2008.

- The Hartford-Springfield Economic Partnership continued the Knowledge Corridor campaign and organized the 7th annual cross-border State of the Region Conference, which was held May 30, 2008 in Enfield, Connecticut.
- The Hartford-Springfield Economic Partnership organized a Bradley International Airport international trade cargo conference held in February 2008, an effort to maximize the benefits of the new trans-Atlantic service from Bradley Airport in Hartford, Connecticut to Amsterdam, Holland.
- The EDC and RTC continue to pursue an “East Meets West” strategy, particularly with regard to biotechnology, nanotechnology, and software companies. Follow-up of an intrastate summit in Boston in 2006 is being conducted, emphasizing strategic partnership opportunities in research, manufacturing, and supplier networks between western Massachusetts and the Boston area.
- Franklin County Chamber of Commerce continues to host the Service Corps of Retired Executives and the Small Business Development Center meetings with new business owners and others requesting technical assistance. Chamber staff followed up with many of them to provide additional services and information.
- Partnered with Western Massachusetts Electric Company to plan and present a series of capacity-building seminars targeted at economic development practitioners and local elected officials. The series included the topics: “Greening Brownfields,” “Creating Great Downtowns and Neighborhoods,” “The Creative Economy,” and “Using Economic Data to Identify Business Growth Opportunities and Attract Site Selectors.”
- 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 implement 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.
- The ReStore, a non-profit operation that salvages and resells building materials, begun with seed funding from EDA, is now expanding. In August 2007, they requested Plan for Progress assistance in seeking a new site location, and the PVPC gathered many local organizations to assist with this effort. By the spring of 2008, ReStore had raised \$425,000 toward the private support component of their estimated \$1.6M expansion project.† Their efforts to obtain state and federal funding and to secure financing continue to move forward as well. The ReStore is also going to be featured on *This Old House* in the fall, when they will be shown dismantling a 1,900 sq. ft. home in Weston. In addition, many of the materials recovered from the home will be used in the construction of a new Habitat for Humanity home. The remaining materials will be sold at low cost at the ReStore. In May 2008, Springfield Mayor Sarno, ReStore partners and supporters, and the local media were at the ReStore to welcome the *This Old House* cast and crew to Springfield.
- A redevelopment plan for Union Station and the surrounding area in Springfield is nearing completion. In 2007, the state awarded a \$350,000 planning grant to conduct the redevelopment plan as well as a market analysis. The City of Springfield and the Pioneer Valley Transit Authority hired HDR, Inc. to prepare the plan, which is due June 30, 2008.

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. In fact, two of every five employees in the Pioneer Valley now work in businesses with fewer than 50 employees. In a region once renowned for its large mills and factories, the emergence of an economy characterized by small businesses is noteworthy. It means that efforts to retain or recruit large businesses to the region cannot be our only approach if the region is to remain economically strong. Small businesses also need to be recruited, supported, and nurtured so that they grow in total revenues and employment.

The Massachusetts Small Business Development Center Network (MSBDC), part of the University of Massachusetts, has for 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 2007-2008

- In April 2008, PVPC submitted an initial project proposal to the Massachusetts Technology Corporation (MTC) seeking funding under their John Adams Innovations grants program. In conjunction with the Western Massachusetts Small Business Development Center and the UMass Family Business Center, the proposal was developed for the establishment of a small business support website.
- In FY07, the Western Massachusetts Small Business Development Center met with over 4,237 clients to provide business assistance services and offered 136 management training programs, attended by 3,097 trainees, throughout the four counties in Western Massachusetts. MSBDC office also assisted in securing over \$43 million dollars in financing to businesses based in Western Massachusetts. This allowed for the creation of 454 new jobs in the region in FY07.

- 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.
- Franklin County Chamber of Commerce (FCCC) continued to host a series of breakfast programs highlighting successful local companies that are growing and have niche markets throughout the country and the world.
- FCCC continues to improve methods to reach individuals and small businesses in the “creative economy,” recognizing that this is a growth area in this region. They continued work on two projects funded by the John and Abigail Adams Arts Program: “River Culture” in Turners Falls and “Fostering the Arts” a collaboration of FCCC, Greenfield Community College, Franklin County Community Development Corporation, and Shelburne Falls Area Business Association. These projects are both related to electronic arts, fine arts, and the new media.
- Springfield Technical Community College (STCC)’s Entrepreneurial Institute provided an array of entrepreneurial courses and training programs as well as a Young Entrepreneurial Scholars (YES) program targeted at high school students in the greater Springfield area. These programs currently serve about 2,000 students per year, for a total of over 16,000 students served to date.
- Western Massachusetts Enterprise Fund, Inc. (WMEF) closed 11 loans with an average loan size of \$50,545 in FY07. That’s the fund’s highest annual average, a 61 percent increase over the previous year. Furthermore, WMEF has exceeded \$5 million in total loans made since its founding in 1990. The eleven loans disbursed in the fiscal year that ended June 30 totaled \$556,000 and benefited businesses in Agawam, Chicopee, Easthampton, Greenfield, Hadley, Lenox, Orange, Springfield and Westfield.
- In early 2008, the PVPC, in partnership with the Franklin Regional Council of Governments (FRCOG), received a \$4,000 Massachusetts Cultural Council grant to assess the Pioneer Valley’s “creative economy.” The PVPC, FRCOG and other stakeholders will conduct an inventory and analysis of the region’s creative economy, allowing comparisons to be made with other regions and with other economic sectors in the Pioneer Valley. The efficacy of existing business support networks will also be assessed in terms of their usefulness to the creative sector. The study will result in an analysis of the current status of the creative economy cluster, an exploration of potential solutions and strategies to “grow” this cluster, and a set of recommendations for follow-up action.

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.

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

Major Strategy Accomplishments for 2007-2008

- Under the state's new expedited permitting law, MGL Chapter 43D, established a regional service center at PVPC to provide communities with local technical assistance on streamlined local permitting tools. Worked with 28 communities to identify and implement expedited permitting practices and/or apply for state 43D priority development site funding. Succeeded in obtaining \$100,000 each for Palmer and Holyoke. Assisted the Massachusetts Association of Regional Planning Agencies (MARPA) with development of the publication, *A Best Practices Model for Streamlined Local Permitting*. The tools and practices covered in the guide can help make permitting more predictable, consistent, and efficient without compromising local jurisdictions, jeopardizing local resources, or endangering the standard of review.
- Released *Valley Vision 2*, the new regional land use plan for the Pioneer Valley, in September 2007. Prepared the plan under a grant from the Cox Foundation in cooperation with the Valley Development Council, comprising planners, builders, architects, bankers and others. The plan features updated smart growth tools and bylaws, the first attempt in Massachusetts to map Chapter 40R Smart Growth districts, and a Smart Growth toolbox in CD format. Met with planning boards and chief elected officials in all 43 Pioneer Valley communities to present the plan, and secured formal endorsement by 40 communities.
- Assisted seven (7) Pioneer Valley communities in completing their FY08 Commonwealth Capital applications through a local technical assistance grant from the Executive Office of Environmental Affairs.
- Assisted 10 Pioneer Valley communities with implementing smart growth initiatives, zoning bylaw improvements, subdivision regulation improvements, water conservation planning, and other sustainable development activities.

- Continued to promote PVPC's new planning board assistance program, which offers part-time "town planner" services to communities without professional planning staff on a fee-for-service basis. Marketed these services to communities through an informational brochure and entered into a third-year contract with Hadley and a new contract with Longmeadow to provide part-time town planner services under this program.
- Participated in the newly formed Massachusetts Zoning Reform Task Force chaired by Greg Bialecki, the state's Permitting Ombudsman. The proposed comprehensive zoning updates and revisions will be ready by the end of 2008.
- Participated in a task force of the Economic Development Partners addressing the recently updated Massachusetts Endangered Species Regulations. The task force has sponsored public forums and meetings with regulators to address the revisions and anticipate new changes expected in the fall of 2008.

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.

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

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

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

Major Strategy Accomplishments for 2007- 2008

- BayState Health System solicited the Plan for Progress Trustees support in development of a grant proposal under the Health Careers Opportunity Program (HCOP). The program, supported by federal funds from the Health Resources and Services Administration (HRSA), addresses workforce development and is focused on students 6-16 years of age with disadvantaged backgrounds.
- The Regional Employment Board (REB) of Hampden County prepared a customized workforce development plan for the city of Springfield in April 2008.
- The Hampden County REB held a regional event entitled: “Massachusetts In-Demand: Building a Better Workforce, A Regional Conference for Employers.” The conference featured prominent speakers, the presentation of a report on workforce supply and demand specific to western Massachusetts, and a number of conference sessions.

- Hampden and Franklin-Hampshire REBs have continued to meet with Capital Workforce Partners, the REB for the Hartford, Connecticut area, to plan and strategize on workforce education/training projects to benefit the wider region.
- The REB of Hampden County has continued to work on a project (also happening in five other REB regions) placing high school interns in science, technology, engineering and math (STEM), to encourage their pursuit of college study in these areas.
- The Regional Employment Boards continue to support the Pioneer Valley STEM-NET project, which includes business representatives of both REBs as well as representatives of educational institutions across the Valley. This group oversees the teacher training and career awareness activities being developed by that group to increase student interest and success in STEM areas.
- The REB of Hampden County continues to work on their School-to-Career program. More than 1,800 students have participated in the School-to-Career working activities in which they learn about internships, career choices, and more.
- Both the Hampden and Franklin/Hampshire regions successfully collaborated with postsecondary educational and business partners to secure BayStateWorks grants totaling over a half-million dollars for the region. These programs include training in education services, health care and manufacturing.
- The REB of Hampden County continues to work closely with the region's Schools of Nursing and major hospitals, an effort that has resulted in over a 20 percent increase in the number of students enrolled in registered nursing programs over the past four years.
- The Hampden County REB continues to support Literacy Works, an effort to address adult literacy needs of our workforce. Demographics show that immigration was the key factor in population growth in our region; therefore, we need to expand literacy and English language services to make our newly arrived workforce more skilled.
- The three community colleges, Holyoke Community College, Springfield Technical Community College, and Greenfield Community College, have formed a joint workforce advisory board.
- PVPC and the Irene E. and George A. Davis Foundation sponsored a regional summit on "Building a Better Workforce: The Return on Investment in Education and Early Development", with featured speaker Dr. James Heckman, Nobel Prize laureate in Economics, on November 19, 2007.

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

Lead Implementers

- PreK Strategy Team of Plan for Progress

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 2007- 2008

- The strategy team continues to work with the staff of the Early Education for All Campaign (EEA) to make presentations on the campaign and to support the bill entitled *An Act Relative to Early Education and Care*, which is proceeding through the legislative process.
- The Cherish Every Child initiative, a key member of the PreK Committee, a city-wide initiative focused on improving the lives of children from birth through age five in Springfield, Massachusetts, works to bring all members of the community together, including parents, elected and appointed officials, business leaders, the faith community, and organizations serving children and families. The Cherish Every Child Initiative has partnered with many members of the early childhood community in the development of a plan for the implementation of universal high quality preschool for all of Springfield's 3, 4 and 5-year-olds, which is aligned with the ongoing work of the Department of Early Education and Care. The goal of the collaboration is to implement this plan as a "pilot community" in Massachusetts by advocating for funding and the other necessary resources.
- The PreK Strategy Team is working with the PVPC and the Early Education for All Campaign on the development of a PreK Data Digest which will inform the regional community on the availability of early childhood education programs, capacity, enrollment, quality, demographics and other issues related to early childhood education.
- PVPC, the Irene E. and George A. Davis Foundation, and Cherish Every Child sponsored a regional summit on "Building a Better Workforce: The Return on Investment in Education and Early Development", with featured speaker Dr. James Heckman, Nobel Prize laureate in Economics, on November 19, 2007. The conference attracted 200 participants from the region's business, education and public policy communities and addressed the link between educational attainment and a healthy local economy. Dr. Heckman, from the Center of Economic Research at the University of Chicago, spoke to attendees about the importance of investing in early education.
- The Springfield Affiliated Chambers of Commerce presented a "State of Education" conference, addressing PreK through college.
- The Holyoke-based ENLACE (Engaging Latino Communities for Education), a new partner in this strategy, 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. In FY07, 58 faculty and staff from HCC, the Holyoke Public Schools and community-based organizations participated in ENLACE programs that served 220 parents, 228 K-12 students, and 103 college students.

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 2007- 2008

- The K-12 strategy team is investigating the successful program, PE4Life, which fosters regular physical education and physical activity for all students every day. The program is operated by a national nonprofit advocacy organization committed to inspiring active, healthy lifestyles in children through innovative approaches to physical education in schools. Implementation of the program in Kansas City, Missouri, Naperville, Illinois, and Titusville, Pennsylvania has resulted in documented improvements in student fitness levels, academic performance, and disciplinary problems. Springfield College sponsored a talk on April 24, 2008 by Dr. John Ratey, M.D., Clinical Associate Professor of Psychiatry at Harvard Medical School and author of the new book, *Spark: The Revolutionary New Science of Exercise and the Brain*. Members of the K-12 strategy team attended the lecture and will explore the possibility of applying for DOE (Dept. of Education) funding for the PE4Life program in the spring of 2009.
- The Holyoke-based ENLACE (Engaging Latino Communities for Education), a new partner in this strategy, 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. In FY07, 58 faculty and staff from HCC, the Holyoke Public Schools and community-based organizations participated in ENLACE programs that served 220 parents, 228 K-12 students, and 103 college students.
- The Springfield Affiliated Chambers of Commerce presented a “State of Education” conference, addressing PreK through college.

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.

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 2007- 2008

- 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. It now includes a scroll box of all of the employers and will soon provide links to each company’s business profile. The website now has the capacity to allow colleges and universities to run reports on their own students’ usage for tracking purposes, and the site sends automatic messages to students when internships come up in their areas of interest. User testimonials (from both students and employers) are now posted on the site and advertise its benefits. 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. Overall, over 5,200 students have submitted profiles, representing 360 different colleges and universities, and close to 700 employers have participated.
- Continued to engage the University of Massachusetts in discussions relating to establishing a UMass presence in downtown Springfield. The new UMass chancellor, Robert C. Holub, visited with Springfield leaders in May 2008 as a first step in collaborations with the city. He highlighted the existing program at the Pioneer Valley Life Sciences Institute, a joint effort involving Baystate Medical Center and UMass, and indicated a commitment to additional partnerships.
- American International College (AIC) offers scholarships of \$10,000 to students whose families own homes and reside in either the Bay Area or Upper Hill census tracts in Springfield. AIC also offers the dependents of all city employees a \$10,000 scholarship over four years, renewable for another four years. In addition, AIC offers a full scholarship to one local student per year as part of the Student of Character program, which highlights a promising student each week. Finally, local high school seniors can take courses at AIC at a discounted price of \$150 per course (for up to two courses).
- In response to the high demand for registered nurses in the region, Springfield Technical Community College (STCC) has developed nursing articulation agreements with American International College, Elms College, Framingham State College, the University of Massachusetts, and Russell Sage College in New York whereby students accepted into STCC’s associate degree program are also accepted into the bachelor’s degree nursing program of their choice to complete a four-year course of study.

- Springfield College has partnered with HAP, Habitat for Humanity, the Old Hill Neighborhood Council, and Springfield Neighborhood Housing Services on a housing initiative in the Old Hill neighborhood of Springfield. A comprehensive plan for the neighborhood was developed for the area, and the partnership obtained a \$1.5 million loan from TD BankNorth for property acquisition. The group hopes to buy properties to be used for 100 new owner-occupied homes over the next several years. Although housing is a major component of the plan, educational improvements and public safety initiatives have also been undertaken.

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

Lead Implementers

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

Background and Synopsis

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

Major Strategy Accomplishments for 2007- 2008

- The Leadership Hampshire County Advisory Council continued to partner with the Plan for Progress Leadership Strategy Team in exploring leadership program models and potential partnership opportunities to create an organization that meets community leadership needs of the entire Pioneer Valley. Several model leadership programs were identified, including Leadership Hampshire County, Leadership Greater Hartford, National Community Leadership Association, and a leadership program in Pennsylvania. Members of two of the leadership programs gave presentations to the Plan for Progress Trustees on the details and critical success factors of their programs. In January 2007, the Trustees voted to endorse the Leadership Hampshire County model as the program to be emulated throughout the region.
- The Leadership Hampshire County model was developed by the United Way, Northampton Chamber of Commerce and Smith College in 2004, and a pilot program with 25 current leaders was completed. Funding is now being sought for implementation of an ongoing program. The goal of this program is to increase the pool of available leaders, strengthen skills of volunteers and elected leaders, build collaborations and a commitment to collaborate, and develop shared understanding of our community's needs and resources.

Strategy #8: Market our Region

Lead Implementers

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

Background and Synopsis

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

The Pioneer Valley draws 13 percent of the state's tourism to our region (including Berkshire and Franklin counties). We rank third just behind Boston and Cape Cod as a tourist destination (more than three million trips in 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 2007-2008

- The Greater Springfield Convention and Visitors Bureau continued to promote the new tourism logo and positioning line, "Massachusetts' Pioneer Valley – Arrive Curious. Leave Inspired." The Bureau incorporated new design elements based on the EDC Tourism Committee's major study of the consumer perception of the Pioneer Valley brand completed in 2005. Based on this study, a major WOW! multi-media Marketing Campaign was created, targeting Greater Boston (identified as the #1 key feeder market) residents with TV spots, banner ads on the web, a coupon book and a WOW! microsite.
- The Greater Springfield Convention and Visitors Bureau's Convention Sales Office continued to work aggressively to pursue the "meetings and conventions" market.
- Franklin Chamber of Commerce continues to operate a full-service year-round Visitors' Center in Greenfield at the crossroads of I-91 and Route 2. The Center is also a retail outlet for more than 150 local artisans and specialty food producers.
- The EDC continues to partner with LoopNet, the nation's leading commercial real estate listing service, to provide a unique three-county Western Massachusetts real estate inventory capability on the EDC website.

- The EDC continues to assist with the implementation of the state's new marketing campaign, designed to attract new businesses and jobs to Massachusetts and to protect those already here from recruitment attempts by competitive states. The EDC sits on the marketing council that oversees the campaign, ensuring a Western Massachusetts presence in all state promotional materials.
- The lead implementers continued to utilize the Hartford-Springfield Economic Partnership to foster greater levels of cooperation and cross-border promotion between the Greater Springfield Convention and Visitors Bureau and the Greater Hartford Convention and Visitors Bureau.
- The Knowledge Corridor marketing team represented Western Massachusetts at several major conferences around the country, including Philadelphia, Boston, Atlanta, Dallas, Worcester, Hartford, Washington, D.C., and here in Springfield (EASTEC). Collectively over 50,000 corporate real estate executives, CEOs, site selectors, and large commercial Realtors attended these events and were exposed to our message. Many involved face-to-face, one-on-one meetings where the full array of advantages was presented and relationships were developed.

Strategy #9: Revitalize the Connecticut River

Lead Implementers

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

Background and Synopsis

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

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

Major Strategy Accomplishments for 2007-2008

- Successfully applied for and received a federal grant of \$1.34 million from the U.S. Environmental Protection Agency for the Tri-State Connecticut River Watershed Initiative, to be shared by five organizations in three states. As the lead organization for the grant, PVPC is one of only 16 grantees across the United States, and the only grantee in New England. The program will address water quality issues, including industrial pollution, agricultural runoff, combined sewer overflows and storm water.
- Worked with the region's Congressional delegation to secure House approval of a fiscal year 2007 federal budget earmark of \$1.2 million in the new Interior bill for clean-up of combined sewer overflows (CSOs) on the Connecticut River in Massachusetts. Total funding provided over nine years for Connecticut River CSO clean-up efforts now exceeds \$11.8 million in Massachusetts, including federal and local shares. Began efforts to seek a fiscal year 2008 federal budget earmark.
- Worked with the Connecticut River Clean-up Committee to provide funding for the \$119,191 Ludlow Connecticut River Interceptor project to clean up Ludlow's last remaining CSO.
- Worked with the state Legislative delegation and Connecticut River Clean-up Committee to seek a new source of state funding for CSO clean-up, including state Environmental Bond funding. Secured support of Greater Springfield Area Legislative Caucus for this initiative.
- Continued to coordinate regular meetings and activities of the Connecticut River Clean-up Committee to seek various sources of funding and solutions for the clean-up of combined sewer overflows on the Connecticut River.

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 2007-2008

- In 2008, the *Pioneer Valley Clean Energy Plan* was created by the Pioneer Valley Planning Commission and the Franklin Regional Council of Governments (FRCOG), in collaboration with members of the Pioneer Valley Renewable Energy Collaborative and with strong public input. The Plan's four primary goals seek to (1) reduce energy use, (2) replace fossil fuels, (3) reduce global climate change emissions, and (4) create local jobs in the clean energy sector. The Plan also encourages action items for businesses such as performing energy audits and implementing their feasible recommendations as well as incorporating clean energy systems. In addition, the Plan proposes biomass, wind turbine, solar electric and similar projects to provide clean energy to the region and offer employment to residents.
- The issue of broadband deployment into underserved communities has been a top priority for the region. Begun originally as a spin-off of the FRCOG CEDS Committee, Pioneer Valley Connect has grown into an important broadband advocacy organization recognized across the state. Pioneer Valley Connect with its partner, Berkshire Connect, Inc. (known as “the Connects”) are both regional initiatives devoted to creating a more competitive and robust telecommunications landscape in Western Massachusetts. Currently, one-third of the 101 municipalities in Western Massachusetts have no access to basic broadband technology, such as Digital Subscriber Lines (DSL) or cable modem broadband, while many other communities in the region only have broadband access in

finite areas. To the Connects as well as residents, business leaders and public officials, this situation is unacceptable. Access to affordable, reliable broadband telecommunications is vital for economic development, public health and safety, government efficiency, and education today and in the future.

- In 2006, the Connects were awarded a multi-year \$300,000 joint award from the John Adams Innovation Institute of the Massachusetts Technology Collaborative, a quasi-state agency dedicated to fostering the innovation economy. Through this award the Connects are pursuing both a long-term, sustainable solution to the broadband access problem, as well as addressing immediate short-term needs.
- The Connects latest effort to achieve the deployment of advanced, affordable broadband services into unserved areas of Western Massachusetts is focused on sound investment in new infrastructure that will serve the needs of the region today and in the future. Titled “Connecting Western Massachusetts”, this stage is the result of the culmination of important previous projects and the tremendous experience that these organizations have acquired through broadband advocacy over the past 10 years.
- In 2005-2006, the Connect’s “Underserved Communities Pilot Project” verified why the private sector will not invest in ubiquitous service in Western Massachusetts. In a deregulated environment, there is no economic rationale to invest in new infrastructure in areas of low population density and high costs of deployment. At the same time, this study presented a network design consisting of both fiber and wireless elements. This hybrid system would efficiently create a facilities-based, broadband network that is economical and efficient, and possesses assets that will endure over a long time horizon and will adapt to evolving technologies.
- Building on the previous study and with the encouragement of the Western Massachusetts legislative delegation, the Connects began an evaluation of the cost to implement the proposed hybrid network utilizing a sub-regional framework. To accomplish this task, expert consultants completed the network design and financial analysis to deploy this network in the unserved communities in Western Massachusetts. The hybrid network would produce a public-private partnership resulting in ensuring affordable access and setting the region on the path to wide spread availability of broadband to benefit residential, commercial, and government users. Upon completion of this analysis in 2007, the Connects determined that an investment of \$20 million would leverage private investments sufficient to ensure affordable access for all the unserved areas of Western Massachusetts. During the spring and summer of 2007, a presentation titled “Connecting Western Massachusetts” based on this work was created and conducted for the region’s legislative delegation, the Lt. Governor and other state officials, as well as local officials and groups.
- On October 18, 2007, Governor Patrick filed broadband legislation to establish a Massachusetts Broadband Institute and a \$25 million incentive fund. Governor Patrick’s legislation reflects many elements of the “Connecting Western Massachusetts” proposal, which advocated the investment of public monies through a competitive procurement process to build sustainable telecommunications infrastructure. The proposed Institute and incentive fund would support public and private partnerships that would invest in telecommunications infrastructure targeted to bring broadband access to unserved citizens of the Commonwealth.
- In February 2008, a public hearing was held for House No. 4311, An Act Establishing and Funding the Massachusetts Broadband Institute by the Committee on Bonding, Capital Expenditures & State Assets. At the hearing, testimony was presented by Governor Patrick; Rep. Kulik; Rep. Guyer; Sen. Downing; Rep. Pignatelli; Rep. Bosley; Housing and Economic Development Secretary Daniel O’Connell; Telecommunications and Cable Commissioner Sharon Gillett; Administration and Finance Undersecretary Jay Gonzalez; Berkshire Connect President Don Dubendorf; and Pioneer

Valley Connect Co-Chair Linda Dunlavy, as well as many citizens and organization representatives from across the Commonwealth. In April 2008, the legislation was favorably reported out of the Committee and continues through the legislative process. The Connects are optimistic that the Massachusetts Broadband Institute and Incentive Fund will be established and will effectively execute its mission. The deployment of telecommunications infrastructure will help strengthen both the CEDS Region's and the Commonwealth's competitive advantage in the new global economy.

- In addition to the work described above, the Connects also are implementing a test of wireless broadband technologies to evaluate their use in rural conditions, called the Beta Test Program. The unserved areas of this region typically have to contend with relatively low population densities, trees, hilly terrain, great distance to major telecommunications transport facilities, and other elements. Often these characteristics create a challenging environment to deploy wireless broadband services in an efficient and cost effective manner. In October 2007, the Connects deployed three wireless broadband networks. The lessons learned through the year-long Beta Test Program will be used to educate other communities exploring wireless networks as well as to provide 'real world' information for statewide efforts that may incorporate wireless elements. The process of implementing these networks and the evaluation of them will be documented and available online for reference.
- Pioneer Valley Connect seeks to coordinate and collaborate in a variety telecommunications issues and initiatives impacting the region. For example, Pioneer Valley Connect has participated in MassHighway's project to install fiber optic lines and conduit within the Interstate 91 right of way. This project will support Intelligent Transportation Systems, economic development and public safety, as well as advance the deployment of broadband into the upper valley area. More information about the Pioneer Valley Connect's efforts is available on their website at www.pioneervalleyconnect.org.
- PVPC completed a comprehensive update to the Regional Transportation Plan for the Pioneer Valley Metropolitan Planning Organization (RTP). The RTP outlines the direction of transportation planning and improvements for the Pioneer Valley through the year 2030 and provides the basis for all state and federally funded transportation improvement projects and planning studies. This long-range plan concentrates on both existing needs and anticipated future deficiencies in our transportation infrastructure, presents the preferred strategies to alleviate transportation problems, and creates a schedule of regionally significant projects that are financially constrained, in concert with regional goals and objectives and with Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFTEA-LU) legislation.
- PVPC developed the Unified Planning Work Program (UPWP) for federal fiscal year 2008. The UPWP describes the annual technical work program, indicates regional short- and long-range transportation planning objectives, and identifies the funding sources for each work task to be undertaken through September 30, 2009.
- PVPC developed the Pioneer Valley Transportation Improvement Program (TIP) for federal fiscal years 2008 through 2011. This document, updated annually, schedules all transportation improvement projects over the next four years, defines funding sources, and lists regional project priorities.
- PVPC completed a major update to the Regional Bicycle and Pedestrian Plan, including a facility inventory update of existing projects in the region and incorporating new proposed and planned projects from local communities. Strategies and action items from the previous document were revised and streamlined to reflect the priorities of local community plans. The new plan, when complete, will incorporate recommendations from the Massachusetts Statewide Bicycle Plan and will for the first time include inter-regional connections.

- PVPC developed a listing of the top 100 crash locations in the Pioneer Valley region. PVPC staff utilized crash data for 2003–2005 from the Massachusetts Highway Department to identify local intersections with a history of crash problems. This data was prioritized by the severity of each crash and will be used to advance intersection safety studies at problem locations.
- PVPC used the regional transportation model to respond to requests for transportation-related data for the PVPC region. Employment projections for 2010 were developed by county and community for use by the Environmental Protection Agency, an estimate of vehicle miles traveled for each community was developed for use by the International Council for Local Environmental Initiatives (ICLEI) in the I-91 Transportation and Climate Change Project.
- PVPC continued collecting peak hour travel time data on all major roadways in the region. Currently, more than 168 runs have been collected for the 52 locations identified in the Congestion Management Process (CMP) report, with data tabulated and being compared to historical data. The CMP is an ongoing systematic process to improve transportation in the region by providing up-to-date information on the location, severity, and extent of congested corridors and intersections.
- PVPC met regularly with regional organizations and groups that work with the environmental justice community to facilitate and coordinate participation in the regional transportation planning process. Facilitated a series of surveys and other planning activities to assist in the development of appropriate future transportation planning activities that are equitable for all residents of the region.
- PVPC assisted the Massachusetts Highway Department in their involvement with the American Association of State Highway and Transportation Officials (AASHTO) on the Strategic Highway Safety Plan to reduce highway fatalities. Worked as part of the Lead State Initiative Project to examine roadway departure crash data and coordinated a regional workshop to prioritize locations in the Pioneer Valley that require further study. This led to the completion of two studies, one for the Town of Granville along a portion of Route 57 commonly referred to as “Dead Man’s Curve,” and a second at the intersection of Chicopee Street with Carver Street in the town of Granby.
- PVPC developed a regional bridge map providing the current condition status of all bridges maintained by the Massachusetts Highway Department in the Pioneer Valley region. The map highlights all bridges that have been closed due to vehicle traffic and identifies all structurally deficient, functionally obsolete, and weight-restricted bridges.
- PVPC commenced 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.
- PVPC continued to assist the communities and stakeholders of the Route 9 Corridor Transit Working Group. This group, which includes representatives from the towns of Amherst and Hadley, the City of Northampton, Five College Inc., the University of Massachusetts, Smith College, MassHighway, and PVTA, has been meeting since 2004 to address the challenges facing transit service on the Route 9 corridor.
- At the request of the Pioneer Valley Transit Authority (PVTA) Advisory Board, PVPC Executive Director Timothy Brennan served on PVTA’s selection committee to choose a consulting firm to work Springfield’s Union Station redevelopment project.

Strategy #11: Develop an Array of Housing Options

Lead Implementers

- Valley Development Council (VDC)
- Pioneer Valley Planning Commission (PVPC)

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 2007-2008

- The Valley Development Council, an association of public officials, planners, builders, banks, and realtors, has taken on the role of lead implementer for this project. The PVPC and VDC have jointly held two trainings and public information sessions on 40B regulations.
- The PVPC has begun investigation of the foreclosure crisis in the region to gather data and assess the regional impact of this issue.
- Springfield College has partnered with HAP, Habitat for Humanity, the Old Hill Neighborhood Council, and Springfield Neighborhood Housing Services on a housing initiative in the Old Hill neighborhood of Springfield. A comprehensive plan for the neighborhood was developed for the area, and the partnership obtained a \$1.5 million loan from TD BankNorth for property acquisition. The group hopes to buy properties to be used for 100 new owner-occupied homes over the next several years.
- PVPC administered and implemented over \$1.0 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.
- PVPC continued to serve as the Region 1 service provider under the commonwealth’s Home Modifications Loan Program for those with disabilities to administer and implement nearly \$500,000 in loan funds to remove private property architectural barriers in nearly 100 western Massachusetts communities.
- PVPC secured 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. Initiated work on the project, created advisory committees in each city, and completed initial work on Smart Growth zoning districts, bylaws, and 40R proposals.
- PVPC held a successful regional workshop on accessory apartments to provide communities with one method to diversify housing options, help existing homeowners afford to stay in their homes, and create additional rental opportunities in accordance with smart growth principles. Panelists explained how Pioneer Valley communities could develop and adopt an accessory apartment zoning ordinance and have these new housing units count on the community’s 40B Subsidized Housing Inventory.

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 2007-2008

A proposal has been developed to develop a regional lock-up facility that would relieve individual municipal police departments of this function and would free local police officers to patrol their communities rather than processing lock-up admissions. This strategy will be pursued with local and regional law enforcement officials.

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 2007-2008

A proposal has been developed to establish a two-tiered approach to local aid. There would be a base level of aid provided to every city and town in the Commonwealth. A second tier of aid would be awarded based on need, which would be determined by objective data for each community. This proposal must be further elaborated and discussed with the full range of stakeholders.

APPRAISAL OF THE REGION'S COMPETITIVE ADVANTAGE

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

A Technology Pioneering History

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

A Cluster of Education Excellence

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

A Responsive Job Training and Retention Infrastructure

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

A Telecommunications Hub for New England

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

An Entrepreneurial Focus and Resource Center

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

A Proactive and Evolving Regional Technology Networking Structure

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

A Strategic and Highly Accessible Location

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

AN ACTION PLAN FOR THE REGIONAL ECONOMY

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



The planning programs run by the Pioneer Valley Planning Commission are all undeniably solid investments in realizing a promising economic future for the Pioneer Valley region. These PVPC planning programs and activities are of special importance and significance given that the region encompasses nearly 1,200 square miles of land area (roughly equivalent in size to the state of Rhode Island), incorporates 43 cities and towns (a total number of communities second only to the greater Boston region), and has a population of 613,991 people, according to U.S. Census Bureau estimates (2006). The Pioneer Valley region is the fourth largest metropolitan area in New England behind the Boston, Hartford, and Providence metropolitan areas.

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

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

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

MARKET-BASED INVESTMENTS

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

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

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

PROACTIVE INVESTMENT

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

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

On the positive side, the Pioneer Valley region has come to realize through its CEDS economic data collection and analysis that the region also has a unique and powerful economic strength and asset that few other metropolitan areas can claim: a cluster of 14 public and private higher education institutions, all located within the Pioneer Valley. These institutions could become a key solution to the region's need for more young workers by becoming a potential source, as the students of these institutions graduate and could be persuaded to stay in the Pioneer Valley to join area firms and to begin their respective careers in western Massachusetts or the larger, interstate Knowledge Corridor.

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

FUTURE-FOCUSED AND DIVERSIFIED INVESTMENT

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

For example, one of the specific mid-term strategies recommended in the original Plan for Progress called 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, one of the Pioneer Valley's most promising industry clusters. This RTA initiative is yet another example of how the region's economic planning programs are providing a catalyst for investments that are far-sighted, innovative, and designed to help the Pioneer Valley shape a new and diversified regional economy for the 21st century. Confirming the importance of its ongoing work, the functions of the RTA were transformed into a new non-profit, the Regional Technology Corporation (RTC), now an affiliate of the Economic Development Council (EDC) of Western Massachusetts.

MAXIMIZING PRIVATE SECTOR INVESTMENT

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

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

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

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

HIGH PROBABILITY OF SUCCESS INVESTMENT

Since PVPC has become actively engaged in EDA-sponsored economic development planning, it has 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 realized many significant achievements that were 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 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 has since been consolidated with the Regional Technology Corporation (RTC).
- Formation of the Economic Development Council of Western Massachusetts, a private sector economic development organization composed of the region's largest employers, which addresses region-wide needs such as regional marketing and promotion, legislative education and advocacy, and business retention and attraction services.
- Formation of the cross-border (Massachusetts-Connecticut) Hartford-Springfield Economic Partnership as a way to consolidate the economic assets and resources of two adjacent metropolitan regions and regional economies to the maximum extent possible.

- Establishment of the Telitcom Corporation, a non-profit organization created to focus on the region's high-speed broadband Internet services, particularly as they relate to the needs of the Pioneer Valley's large, mid-sized, and small firms as they struggle to compete on a global basis with the aid of Web portals and Internet-based business-to-business services. Telitcom has since been 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, seeks 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 about 11 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.

2008 CEDS PROJECTS

THE PROJECT PROPOSAL PROCESS

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

- STCC's Springfield Enterprise Center received close to \$1 million in 1999.
- The Latino Professional Business Center in Holyoke was awarded \$710,000 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.
- 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.

SUMMARY OF PROJECT PROPOSALS

This year, proposals were submitted from three Pioneer Valley communities—Springfield, Holyoke, and Northampton—for inclusion in the 2008 CEDS project listing. After a review of the projects by the Plan for Progress Coordinating Council, seven projects are included on the 2008 CEDS project listing. The top local priorities for these communities in 2008 are:

City of Springfield Project Priorities:

Indian Orchard Industrial Site Redevelopment – This site is the second largest piece of industrial land left in the city for redevelopment. The site once housed the majority of employment for this industrial Springfield neighborhood. The city, which now owns the site, would like to see it redeveloped for light industrial use for small size businesses which make up the heart of Springfield's economy. The existing infrastructure of roads and water and sewer lines through and around the site need to be modernized in order for the project to move forward.

City of Holyoke Project Priorities:

No priority projects submitted for FY09.

City of Northampton Project Priorities:

* Village at Hospital Hill Business Park --Redevelopment of Northampton State Hospital: Redevelopment of the hospital into a mixed-use village with a business park encompassing 337,000 square feet of commercial, office, light industrial, research and development, information/ multimedia technology, and live/work studio space. The South and North campuses include 300,000 square feet and 37,000 square feet of commercial and industrial space, respectively.

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

* This project has been approved by the EDA and is pending formal award.

Table 17: SUMMARY OF PROJECT PROPOSALS SUBMITTED FOR POTENTIAL INCLUSION IN THE 2008 CEDS ANNUAL UPDATE
Pioneer Valley Economic Development District (EDD) – March 2008

PVPC Community	Proposed Project Title and Status	Project Type	Local Priority Rank	Regional Priority Rankings
NORTHAMPTON PROPOSED PROJECT				
1.Northampton	Village at Hospital Hill Business Park - The Redevelopment of Northampton State Hospital <i>Ready for Construction in 2008-09</i>	Redevelopment of NSH as a Mixed Use Village With Business Park Encompassing 337,000 square feet of Commercial, Office, Light Industrial, Research and Development, Information/New Media, Technology, and Live/Work Studio space	Sole Project Submission of Northampton	High
SPRINGFIELD PROPOSED PROJECTS				
1. Springfield	Indian Orchard Industrial Site Redevelopment <i>Ready for Construction in 2008-09</i>	Redevelopment of Indian Orchard Industrial Site for light industrial use and small size businesses	#1	High
2. Springfield	South End Revitalization <i>Planning Stage Project</i>	Street and parking construction to improve access and public safety in residential neighborhood adjacent to Emerson Wight Park.	#2	Not yet assigned
3. Springfield	Union Station Intermodal Transportation Center <i>Planning Stage Project</i>	Redevelopment of a multimodal transportation facility that will serve the region	#3	Not yet assigned
HOLYOKE PROPOSED PROJECTS				
1. Holyoke	Ingleside Infrastructure <i>Planning Stage Project</i>	Predevelopment Planning Project for reconstruction or reconfiguration of roadways.	#1	Not yet assigned
2. Holyoke	Parson Paper Block Redevelopment <i>Long Term Planning Stage Project</i>	Industrial/Commercial Redevelopment to include demolition and new construction	#2	Not yet assigned
3. Holyoke	Lineweave Area Redevelopment Project <i>Long Term Planning Stage Project</i>	Mixed Use Redevelopment to include environmental remediation, demolition, and new construction.	#3	Not yet assigned

2007 Project Resubmittal?	EDA Funding Needed in 2008-2009	Total Estimated Project Cost	Local \$ Match in Place?	# Jobs Created and/or Retained
Yes	Yes	\$28 Million	Yes	600
Yes	No	\$3 Million	Yes	100
No	No	\$3.8 Million	Yes	Not Yet Determined
Yes	No	\$115 Million	Yes	1,000
Yes (under different name)	Not Yet Determined	Not Yet Determined	No	Not Yet Determined
Yes	Not Yet Determined	Not Yet Determined	No	Not Yet Determined
Yes	Not Yet Determined	Not Yet Determined	No	Not Yet Determined

AN EVALUATION OF OUR PROCESS AND PERFORMANCE



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 process and our performance towards the achievement of the Plan’s goals.

Within the Plan for Progress is a detailed outline for both process and performance evaluations and both are to be included in the Comprehensive Economic Development Strategy (CEDS) Annual Report. Eleven indicators are used to measure outreach, external engagement, participation, and

diversity in the Economic Development District’s planning process. Targets for FY2008 were outlined in the 2007 CEDS report, and the data included here is scored based on whether those targets were missed, met, or exceeded. In the 2007-2008 year, our planning process was evaluated as, on average, having essentially met targets (overall score 1.92, in a scheme where 1.0 represents target missed, 2.0 is target met, and 3.0 is target exceeded). External engagement efforts were above average, as one of the strengths of this Economic Development District is its partnership-building and outreach. Unfortunately, participation levels of long-time Trustees fell below average performance, and this is being addressed by a renewed analysis of Trustees members and active recruitment of new members.

Regarding the performance of the Economic Development District’s strategic efforts, a new system of quantitative benchmarks has been created that will track progress from one year to the next using objective measures of success. Together the process and performance evaluation designs outlined in the Plan for Progress provide a solid base upon which year-to-year comparisons of our progress can be made.

PROCESS EVALUATION

METHOD

For evaluation of our Economic Development District planning process, we rely on collecting data on a series of indicators identified in the 2004 Plan for Progress – and used in four prior editions of the CEDS Annual Report – that measure important aspects of our process, including outreach, external engagement, participa-

tion, and diversity. The 2004 Plan for Progress also allows for the creation of new measures or indicators as necessary. Since the release of the 2004 Plan for Progress, we have added three new indicators: the diversity of Plan for Progress Trustees attending meetings by the county where they work, the number of non-Trustees attending strategy meetings, and the average number of meetings per strategy team. We also now include websites developed by the PVPC in the “number of publications” indicator. The indicators are as follows:

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

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

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

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

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

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

RESULTS

Overall the process of implementing the Pioneer Valley *Plan for Progress* in the 2007-2008 year was average. However, the work that took place during the 2007-2008 year focused primarily on organizing and implementing ideas from the strategy teams to achieve short-term and long-term goals outlined by each strategy team. The accomplishments of these partnerships with lead implementers and external collaborators are not reflected in the eleven indicators presented here but are documented in detail on the “*Plan for Progress Accomplishments*” section of this document.

Table 18: Plan for Progress Process Evaluation

Indicator	FY08 Target	FY08 Actual	Difference	Rating	FY09 Target
<i>Outreach</i>				2.00	
1. Publications & websites	8	9	12.5%	3	8
2. Presentations to outside groups	25	20	-20.0%	1	20
3. Membership on outside committees	20	18	-10.0%	2	20
<i>External engagement</i>				2.33	
4. Number of Plan implementing organizations	26	45	1.7%	2	30
5. Presentations to Trustees from non-Trustees	7	6	-14.3%	2	7
6. Non-Trustees attending strategy team meetings	30	30	0.0%	2	30
<i>Participation</i>				1.33	
7. Coordinating Council attendance	65%	56%	-13.8%	2	65%
8. Trustees' attendance	50%	32%	-36.0%	1	50%
9. Average number of meetings per strategy team*	4	1	-75.0%	1	4
<i>Diversity</i>				2.00	
10. Diversity by sector	Largest sector is no more than 45%	46.0% (Non-profit)	-2.0%	2	Largest no more than 45%
11. Diversity by county	Largest county is no more than 65%	71.0% (Hampden County)	-9.2%	1	Largest no more than 65%

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

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

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

External engagement efforts were strong this year, rated as above average, particularly in the number of organizations and companies involved in strategy teams and active implementation of strategies. Outreach efforts continued strong this year, as 9 publications and websites related to economic development were produced, and PVPC made 20 presentations to outside groups while staff sat on 18 different committees or boards with work involving economic development.

This year, the overall rating of participation efforts was below average. Unfortunately, Trustee attendance was particularly below average at 32 percent. However, with a Trustee membership of 95 at the beginning of the year, this still means that approximately 30 members attend each meeting. Nevertheless, the list of Trustees has recently been revised to include only those members who continue to wish to be actively involved, and efforts have begun to recruit new Trustees, as well. Therefore, we fully expect that next year the participation rate will improve.

Finally, the diversity of our planning process was average this year. More than 46 percent of those attending Trustee meetings came from the non-profit sector, while about 27% came from the private sector and 26% from the municipal sector. With respect to regional diversity, 71 percent of Trustee attendance in 2007-2008 consisted of people who work in Hampden County, with 16% from Hampshire County and 13% from Franklin County. For the 2008-2009 year, the target for the largest county represented in attendance at Trustee meetings will continue to be 65 percent. Given that the Hampden county area's population is more than double the combined populations of the Franklin and Hampshire county areas, it may be unrealistic to expect fewer than 65 percent of Trustees to come from the Hampden county area.

PERFORMANCE EVALUATION - A NEW ACCOUNTABILITY SYSTEM

SUMMARY

The PVPC, in conjunction with the Plan for Progress Trustees, has embarked on a new accountability system this year. This system, the Plan for Progress Performance Indicators, is public and online at 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 19: Pioneer Valley Plan for Progress Performance Indicators

Indicator	Current Data	Year	Prior Data	Year	Change	Rating
Strengthen and Expand the Region's Economic Base						2.2
Annual Unemployment Rate	5.4%	2006	5.5%	2004	0.1%	2.0
Total Number of Jobs (ideally with breakdown by clusters)	284,093	2006	283,125	2004	0.3%	2.0
Average Wage Earned by Workers (ideally with breakdown by clusters)	\$725	2006	\$683	2004	6.1%	3.0
Percentage Growth of the Private Sector Payroll	\$2,852,684,697	2006	\$2,681,564,880	2004	6.4%	3.0
Total Number and Net Annual Change in the Number of Business Establishments	20,321	2006	20,594	2004	-1.3%	1.0
Manufacturing as a Percent of All Employment by Number of Establishments	4.6%	2006	4.9%	2004	0.3%	2.0
Foster Means of Regional Competitiveness						3.0
Number of Pre-Permitted Sites or Buildings within the Region that are ready for Development	12	2006	n/a	n/a	n/a	n/a
Number of Shovel Ready Sites or Buildings within the Region that are ready for Development	2	2006	n/a	n/a	n/a	n/a
Total Number of Leadership Program Graduates Produced by Established Programs Operating			<i>In the process of gathering data for this indicator.</i>			
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	\$58,475,978	2005	\$44,999,282	2004	29.9%	3.0
Estimated Percentage of Municipalities with Some Access to High Speed Internet Service for Business & Residents	73.9%	2007	n/a	n/a	n/a	n/a
Percentage of Households in the Region Equipped with One or More Computers **			<i>In the process of gathering data for this indicator.</i>			
Supply the Region with an Educated, Skilled and Adequately Sized Pool of Workers						1.9
Percent of Students Scoring Proficient or Above on MCAS Reading Test (3rd Grade)	52.2%	2007	50.5%	2006	1.7%	3.0
Percent of Students Passing MCAS Math Test	89.4%	2006	93.3%	2005	-4.2%	1.0
Percent of Students Passing MCAS English Test	92.9%	2006	95.4%	2005	-2.6%	1.0
Dropout Rate of High School Students (Grades 9 through 12)	5.6%	2006	4.7%	2005	0.9%	2.0
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
Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	51.0%	2006	52%	2005	-1%	1.0
Median Age of The Region's Workforce Encompassing Ages 16 to 64	37.5	2000	34.3	1990	9.3%	1.0
Number and Percent of High School Students Enrolled in Advanced Math & Science in the Region			<i>In the process of gathering data for this indicator.</i>			
Economic Enhancements Fostering Business Climate and Prospects for Sustainable Economic Growth						2.0
Total Number of Combined Sewer Over Flow (CSO) Sites on the Lower Connecticut River and Tributaries	75	2006	81	2001	-7.4%	3.0
Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$192	2006	\$164	2005	17.1%	3.0
Rate of Property and Violent Crimes Reported per 100 Persons	3.5	2005	3.8	2004	-7.9%	3.0
Percentage of Housing Units that are Owner-Occupied	61.4%	2006	61.7%	2000	-0.3%	2.0
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	36.0%	2006	30.3%	2005	5.7%	1.0
Percent of Renters paying more than 30% of their income on rent	52.7%	2006	50.6%	2005	3.1%	1.0
Median Sale Price of a Single Family Home	\$189,707	2006	\$166,756	2004	13.8%	1.0

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

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 2004 and 2006, the unemployment rate for the Pioneer Valley remained relatively stable, with a slight decrease from 5.5% to 5.4%. This consistency was true for each of the three counties of the Pioneer Valley, though, while the unemployment rate for Hampden County decreased slightly from 6.2% to 6.1%, the rate increased slightly for both Hampshire (4.1% to 4.2%) and Franklin (4.3% to 4.4%) counties.

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 2004 to 2006, increasing very slightly from 283,125 to 284,093, a change of 0.3 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 \$683 in 2004 to \$725 in 2006. For each of the three counties, the average wage increased. Hampden County had the highest percent increase of 6.4 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 \$2,681,564,880 in 2004 to

\$2,852,684,697 in 2006, a change of 6.4 percent. Each of the three counties also had an increase in private sector payroll with Franklin County increasing by 4.8%, Hampshire County increasing by 6.4%, and Hampden County increasing by 6.6 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 from 20,594 in 2004 to 20,321 in 2006. While Franklin County had an increase in the number of establishments of 1.7%, both Hampden and Hampshire counties had a decrease (-1.9% and 0.9% 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 percentage 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 4.9% in 2004 to 4.6% in 2006. The trend was consistent throughout the region, as all three counties saw a decrease in manufacturing as a percent of all employment, but these decreases were less than 0.5 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 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. The data on this indicator is only available for 2006; therefore, there is not yet an annual trend to be analyzed. The data will continue to be tracked for comparison in future years.

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 advertised by Mass Highway. Between 2004 and 2005, the total value of transportation improvement projects advertised for the Pioneer Valley increased from \$44,999,282 to \$58,475,978 representing a 29.9% change. While Franklin County had a decrease of 20.1%, Hampden County had an increase of 41.6% and Hampshire County had an increase of 80.3 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 some access to high speed internet service for business and residents includes all cities and towns that have some level of access to high speed internet service. This includes municipalities that are considered “served” and “under served,” but not those who have no access to high speed internet and are considered “un-served.” Household or Business-level data is not available to determine a precise number of residents or businesses with access to broadband. The data on this indicator has just started to be tracked in 2006; therefore, there is not yet an annual trend to be analyzed. The data will continue to be tracked for comparison in future years.

Data Source: Pioneer Valley Connect

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 2006 and 2007, the Pioneer Valley saw a 1.7% increase (from 50.5% to 52.2%) in the number of students who scored proficient or above on the MCAS English language test. All three counties in the Pioneer Valley saw an increase, with Franklin County showing the largest increase of 5.8 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 are in tenth grade (when the MCAS math test is taken). Overall, between 2005 and 2006, the Pioneer Valley saw a 4.2% decrease (from 93.3% to 89.4%) in the number of students who passed the MCAS math test. Hampden County saw a decrease of 5% while Hampshire County had a decrease of 1.2%, and

Franklin County had an increase of 1% more 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 are in tenth grade (when the MCAS English test is taken). Overall, between 2005 and 2006, the Pioneer Valley saw a 2.6% decrease (from 95.4% to 92.9%) 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 1.1%, and Franklin County had a very slight increase of 0.2% more students passing the MCAS math test.

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. The Pioneer Valley saw an increased drop out rate from 4.7% to 5.6% between 2005 and 2006. Hampden and Hampshire counties both had increases in the high school dropout rate (0.8% and 1% respectively), while Franklin County had a 1.7 percent decrease.

Data Source: Massachusetts Department of Education

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

Percentage of high school graduates includes all people 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 5.9% 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

Percentage of college graduates includes all people 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 school graduates increased from 18.5% to 25.5% for a 7% change. Hampden County had an increase of 2.8%, Hampshire County had an increase of 6%, and Franklin County had an increase of 4.8%.

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 2005 and 2006, the U.S. Census Bureau estimates that the percent of older workers who remain engaged in the workforce in the Pioneer Valley decreased from 52% to 51 percent. Hampden and Hampshire counties had relatively small changes (0.3% decrease and 0.9% increase respectively) while Franklin County showed a large decrease of 14.4% fewer of older workers who remained engaged in the workforce.

Data Source: United States Census Bureau 2005 and 2006 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. Each of the three counties also had an increase in the Median age of the workforce, with the 8.5% in Hampden County and 11.1% in both Hampshire and Franklin Counties.

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 81 to 75 between 2001 and 2006, representing a 7.4% reduction. While the number of CSO sites in Hampshire and Franklin counties has remained the same, Hampden County has seen a decrease from 75 to 69 sites, representing an 8% reduction.

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, Beano & Charity Games, 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 17.1% between 2005 and 2006. All three counties had increases between 16.4 and 17.5 percent.

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 slightly between 2004 and 2005 from 3.8 to 3.5 crimes reported per 100 people representing a -7.9% change. While Hampden County had a slight decrease in rate from 4.9 to 4.5, Hampshire and Franklin counties both saw a slight increase, with Hampshire County increasing from 1.2 to 1.6 and Franklin County increasing from 2.1 to 2.3 property and violent crimes reported per 100 people.

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 2000 and 2006, the percentage of housing units in the Pioneer Valley that were owner-occupied stayed fairly consistent overall with a slight decrease of 0.3 percent. However, there were more significant changes within each county, with both Hampden and Hampshire counties showing a small decrease (-1.3% and -1.5% respectively), while Franklin County had a larger increase of 7.5 percent.

Data Source: Applied Geographic Solutions

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 2005 and 2006, the percentage of home owners in the Pioneer Valley who were housing cost burdened increased from 30.3% to 36% (representing a 5.7% change). This increase in the percentage of home owners who were housing cost burdened was true in all three counties with Hampshire County seeing the smallest increase (2%) while Hampden County had a 5.9% increase and Franklin County saw an increase of 11 percent.

Data Source: Estimates from the U.S. Census Bureau, 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 2005 and 2006, the percentage of renters in the Pioneer Valley who were housing cost burdened increased from 50.6% to 52.7% (representing a 3.1% change). Both Hampshire and Franklin counties showed an opposite trend, both having a decrease in the percent of renters who were housing cost burdened (-7.6% and -4.7% respectively), while Hampden county saw an increase of 5.8% more renters paying more than 30% of their income on rent.

Data Source: Estimates from the U.S. Census Bureau, 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 2004 and 2006, the median sale price of a single family home in the Pioneer Valley increased 13.8% from \$166,756 to \$189,707. This trend was similar to that of each of the three counties, with Hampden County showing the largest percentage increase (14.9%) from \$152,000 to \$174,700.

Data Source: The Warren Group

APPENDIX A

PROJECT PROPOSALS BY INDIVIDUAL COMMUNITIES



South End Revitalization Project
Springfield, MA



Ingleside Infrastructure Project
Holyoke, MA



Village at Hospital Hill Business Park Development,
Northampton, MA



SPRINGFIELD PROJECTS

PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2008 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) UPDATE
CEDS PROJECT PROPOSAL LISTING FORM **

Instructions: Please complete and return this form (via mail, email or fax) **by no later than 4:00 p.m. on Friday, March 14, 2008**, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attention: Ms. Lori Tanner Tel: (413) 781-6045/FAX: (413) 732-2593, ltanner@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	Indian Orchard Industrial Site Redevelopment		
Project Location (Street Address)	225 Goodwin Street	Census Tract	8001
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)	Infrastructure		
<hr/> <hr/> <hr/>			

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

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

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

Current Project Status: Ready for Construction in 2008-2009
 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 2008 or 2009?

Yes Year 2009 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 through cleanup design. Master plan for redevelopment of the site as a small business light industrial park is complete. Demolition of the building is near completion.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2008 (i.e. 10/1/08 thru 9/30/09) OR 2009

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

Has Required Local Funding Match Been Secured? Yes No

Anticipated Source(s) of Local 50% Match: 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 “21st Century Mill Town” which includes riverfront and Main Street investments. This project as well as the success of the overall area revitalization will increase the number of locations where small businesses can locate and flourish and will build on the revitalization of nearby Ludlow. This concentration of infrastructure investment for growth of small businesses is consistent with the 2004 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 Thursday, March 14, 2008 by 4:00 p.m.**

Name and Title of Person Submitting This Form: Brian Connors
 Name

Deputy Director of Economic Development
 Title

Signature of Person Submitting This Form:

Date of Submission: 3/14/08

PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2008 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) UPDATE
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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 has been developing an implementation plan 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. The proposed plan, which is part of a larger project to revitalize the South End, calls for the construction of a new 2-lane public street with one parking lane, and a new 2-lane public street with a diagonal parking lane. Furthermore, several street connections throughout the neighborhood are being discussed. 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. Furthermore, it will 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 2008-2009
<input checked="" type="checkbox"/>	Planning Stage
<input type="checkbox"/>	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 2008 or 2009?

Yes Year No Not Yet Determined

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

We have a preliminary design plan and cost estimates, but the actual road construction/connection plan is subject to review by the neighborhood.

Pioneer Valley Planning Commission
CEDS Project Proposal Listing Form 2008
Page 2

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2008 (i.e. 10/1/08 thru 9/30/09) OR 2009

Total Estimated Project Cost: \$ 3,815,000 Required Local 50%* Match: \$ 1,907,500

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

Anticipated Source(s) of Local 50% Match: CDBG, PWED, CDAG

Estimated Private Sector Dollar Investment in Project: _____

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):

The project will complement the larger project of revitalization of the South End neighborhood. 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.

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 Thursday, March 14, 2008 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: 3/14/08

PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2007 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) UPDATE
CEDS PROJECT PROPOSAL LISTING FORM **

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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:

<input checked="" type="checkbox"/>	Ready for Construction in 2008-2009
<input type="checkbox"/>	Planning Stage
<input type="checkbox"/>	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 2008 or 2009?

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 FFY2008 (i.e. 10/1/08 thru 9/30/09) OR 2009

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

Has Required Local Funding Match Been Secured? Yes No

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

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

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

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

From City of Holyoke:

From City of Springfield:

From Elsewhere in the Region:

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

From City of Holyoke:

From City of Springfield:

From Elsewhere in the Region:

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 Thursday, March 14, 2008 by 4:00 p.m.**

Name and Title of Person Submitting This Form: Brian Connors

Signature of Person Submitting This Form:

Date of Submission:



HOLYOKE PROJECTS

PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2008 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) UPDATE
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Community	Holyoke	Contact Person(s)	Kathleen Anderson
Address	One Court Plaza		
City/Town	Holyoke, MA	Zip Code	01040-5016
Phone Number	(413) 322-5655	FAX Number	(413) 534-2299
E-mail	andersok@ci.holyoke.ma.us		
Project Title	PARSON PAPER BLOCK REDEVELOPMENT		
Project Location (Street Address)	84 Sargeant Street	Census Tract	8116
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)	Industrial/commercial redevelopment to include demolition, and new construction.		

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

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED

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

Current Project Status: _____ Ready for Construction in 2008-2009

 X Planning Stage

 Long Term

Was this project submitted last year for inclusion in the region's 2007 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 2008-2009?

Yes _____ Year _____ No _____ Not Yet Determined _____ X _____

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

Preliminary analysis is underway. The project area is part of a bankruptcy hearing that has not been resolved.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2008 (i.e. 10/1/08 thru 9/30/09) OR 2009

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

Has Required Local Funding Match Been Secured? Yes No

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

Estimated Private Sector Dollar Investment in Project: To be determined

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

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

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

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

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

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

To be determined

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

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

Director, Office of Planning and Development
Title

Signature of Person Submitting This Form: _____

Date of Submission: March 19, 2008

PIONEER VALLEY PLANNING COMMISSION (PVPC)
YEAR 2008 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) UPDATE
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Community	Holyoke	Contact Person(s)	Kathleen Anderson
Address	One Court Plaza		
City/Town	Holyoke, MA	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 HOLYOKE G&E INDUSTRIAL LAND PROJ.)		
Project Location (Street Address)	Ingleside Area, Holyoke	Census Tract	8121.02
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)	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.)

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 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 full-time jobs, significant private investment, and substantial annual post development tax gain for Holyoke.

Current Project Status:	<input type="checkbox"/> Ready for Construction in 2008-2009
	<input checked="" type="checkbox"/> Planning Stage
	<input type="checkbox"/> Long Term

Was this project submitted last year for inclusion in the region's 2007 CEDS Annual Update?

Yes (formerly submitted as Holyoke G&E Industrial Land Project) No

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

Yes Year No Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief:
 Not yet determined.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2008 (i.e. 10/1/08 thru 9/30/09) OR 2009

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

Has Required Local Funding Match Been Secured? Yes No

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

Estimated Private Sector Dollar Investment in Project: To be determined

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

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

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

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

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

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

It is anticipated that infrastructure improvements in the Ingleside area will facilitate the development and re-use of the parcels - some of the best developable areas in 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 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 Friday, March 14, 2008 by 4:00 p.m.

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

Director, Office of Planning and Development
Title

Signature of Person Submitting This Form: _____

Date of Submission: March 19, 2008

PIONEER VALLEY PLANNING COMMISSION (PVPC)
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Community	Holyoke	Contact Person(s)	Kathleen Anderson
Address	One Court Plaza		
City/Town	Holyoke, MA	Zip Code	01040-5016
Phone Number	(413) 322-5655	FAX Number	(413) 534-2299
E-mail	andersok@ci.holyoke.ma.us		
Project Title	LINEWEAVE AREA REDEVELOPMENT PROJECT		
Project Location (Street Address)	20 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.)

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED

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

Additional redevelopment is under consideration by Architectural Heritage Foundation (AHF), in partnership with Nessen Associates. The AHF/Nessen portion of the project involves a 2-building mill complex built in the late 19th century and known as the Albion and Crocker buildings. The properties are located in Holyoke's "Flats" neighborhood, one of the poorest in the city, between the city-owned canal and the Connecticut River. The Crocker Building contains 178,704 square feet and the Albion building contains 197,595 square feet.

Current Project Status: _____ Ready for Construction in 2008-2009

 X 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 2008-2009?

Yes Year No Not Yet Determined

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

Some demolition and environmental remediation is being done by the current owners. A feasibility study is under way.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2008 (i.e. 10/1/08 thru 9/30/09) OR 2009

Total Estimated Project Cost: \$30,000,000 Required Local 50%* Match: \$15,000,000

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:	<u>TBD</u>	<u>TBD</u>
	# Jobs Created	# Jobs Retained

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

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

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

From City of Holyoke: To be determined

From City of Springfield: To be determined

From Elsewhere in the Region: To be determined

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

To be determined

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

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

Director, Office of Planning and Development
Title

Signature of Person Submitting This Form: _____

Date of Submission: March 19, 2008



NORTHAMPTON PROJECT

PIONEER VALLEY PLANNING COMMISSION (PVPC)
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Community	Northampton	Contact Person(s)	Teri Anderson, Economic Dev. Coordinator
Address	City Hall, Room 12, 210 Main Street		
City/Town	Northampton, MA	Zip Code	01060
Phone Number	413-587-1249	FAX Number	413-587-1275
E-mail	tanderson@northamptonma.gov		
Project Title	VILLAGE AT HOSPITAL HILL BUSINESS PARK – Redevelopment of Northampton State Hospital		
Project Location (Street Address)	Prince Street (Rt. 66)	Census Tract	8219.02 (adjacent to tract 8220 with per capita income of \$7,584)

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

The project is a mixed-use village with a business park component consisting of 337,000sf of commercial, office, light industrial, research & development, information/new media, technology, and live/work studio space. South Campus includes 300,000sf of commercial/industrial space. North Campus includes 37,000sf. EDA funds will be used for infrastructure improvements.

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

PLEASE REFER TO THE EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED

The Hospital Hill Business Park will retain businesses by creating space for existing businesses in Northampton and the region to expand and will attract new businesses by increasing the region's available industrial inventory. It will have a special focus on the information/new media, technology, and manufacturing sectors and is projected to create or retain up to 800 jobs. The project will redevelop vacant historic buildings and create permanent open space. The project is expected to create entrepreneurial and small business development opportunities for the low/moderate income community. The project has a high level of commitment by local, regional and state officials. A significant public investment will be required to ensure a viable development plan including environmental remediation, public infrastructure, and demolition. Please see attached sheet for consistency with policy guidelines.

Current Project Status: Ready for Construction in 2008-2009
 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 2008 or 2009?

Yes _____ Year _____ No (This project was submitted in 2007) Not Yet Determined _____

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

Definitive subdivision level engineering plans are complete, approved, and ready to bid. MEPA and local zoning permitting is complete. Final construction plans are complete and ready to bid. EDA final application has been submitted. A decision on the application is expected soon.

PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2008 (i.e. 10/1/08 thru 9/30/09) OR 2009

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

Has Required Local Funding Match Been Secured? Yes No Partly

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

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

Estimated Number of Permanent Jobs to be Created/Retained:	600	200
	# Jobs Created	# Jobs Retained

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

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

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

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

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

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

From City of Holyoke: 44

From City of Springfield: 187

From City of Northampton: 320

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

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

See Attached Sheet

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

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

Economic Development Coordinator
 Title

Signature of Person Submitting This Form:

Date of Submission: February 21, 2008

Funding Justification

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

Regional Significance: Redevelopment of the Northampton State Hospital has regional significance because it will create 337,000sf of new commercial/industrial space. It will be a regional draw as a technology business center for expansion of existing firms as well as new businesses seeking to locate in the region. Job creation and retention potential is approximately 800 new jobs in the region. Information gathered during business visits in the City over the last two years indicates that Northampton businesses draw employees from throughout the region including Holyoke, Easthampton, Westfield, the Hilltowns, and Franklin County. The 2000 Census shows that 491 Holyoke residents and 441 Springfield residents work in Northampton. Anecdotal evidence from business interviews indicates that since the PVTA instituted bus service between Holyoke and Northampton in 1999, workers from Holyoke has increased especially in the hospitality and restaurant sectors. The Business Park at Hospital Hill will create a range of job categories and wage scales available to the regional workforce. The updated Market Study prepared by Crowley Associates indicates that the project is expected to draw more from the Hampshire and Hampden County workforce where most of the region's employment growth is expected to occur in the service and technology sectors. In addition, with a relatively low unemployment rate in Hampshire County, a project of this scale is likely to draw workers from the larger population centers in the region where there is a larger workforce and higher unemployment rates.

Compliance with EDA Investment Policy Guidelines

Market Based Investment: Market feasibility studies for the Business Park at Hospital Hill verify the potential market demand for office and manufacturing space in the region. In addition, several manufacturers in the City are currently seeking sites for facility expansion. The planned business park at Hospital Hill will make a range of job categories and wage scales available to the regional workforce. Indeed, it is estimated that as many as 853 jobs will be created or retained by the project. A Market Study prepared by Crowley Associates, Real Estate Appraisers & Consultants indicates that a project of this scale is likely to draw workers not only from the larger population centers in Hampshire County but also from the larger available workforces in Franklin and Hampden counties. The study examined historical data and employment trends and projected that up to 476,000 square feet of mixed commercial/light industrial space could be absorbed in 10 years. A recent change in the master plan decreased the commercial area to 337,000sf. The project's master plan was developed to anticipate that change would be essential to serving diverse markets over the long term. Both the master plan and the currently approved site plan afford this level of flexibility within the office/light industrial mix. The following career paths and salary ranges are projected based on job categories in the target clusters and salaries reported by similar local businesses during interviews conducted under the joint City/Chamber Northampton Business Visitation Program (2001-2004).

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

The Village at Hospital Hill*Commercial Development Program - Career Path and Salary Range Estimates*

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

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

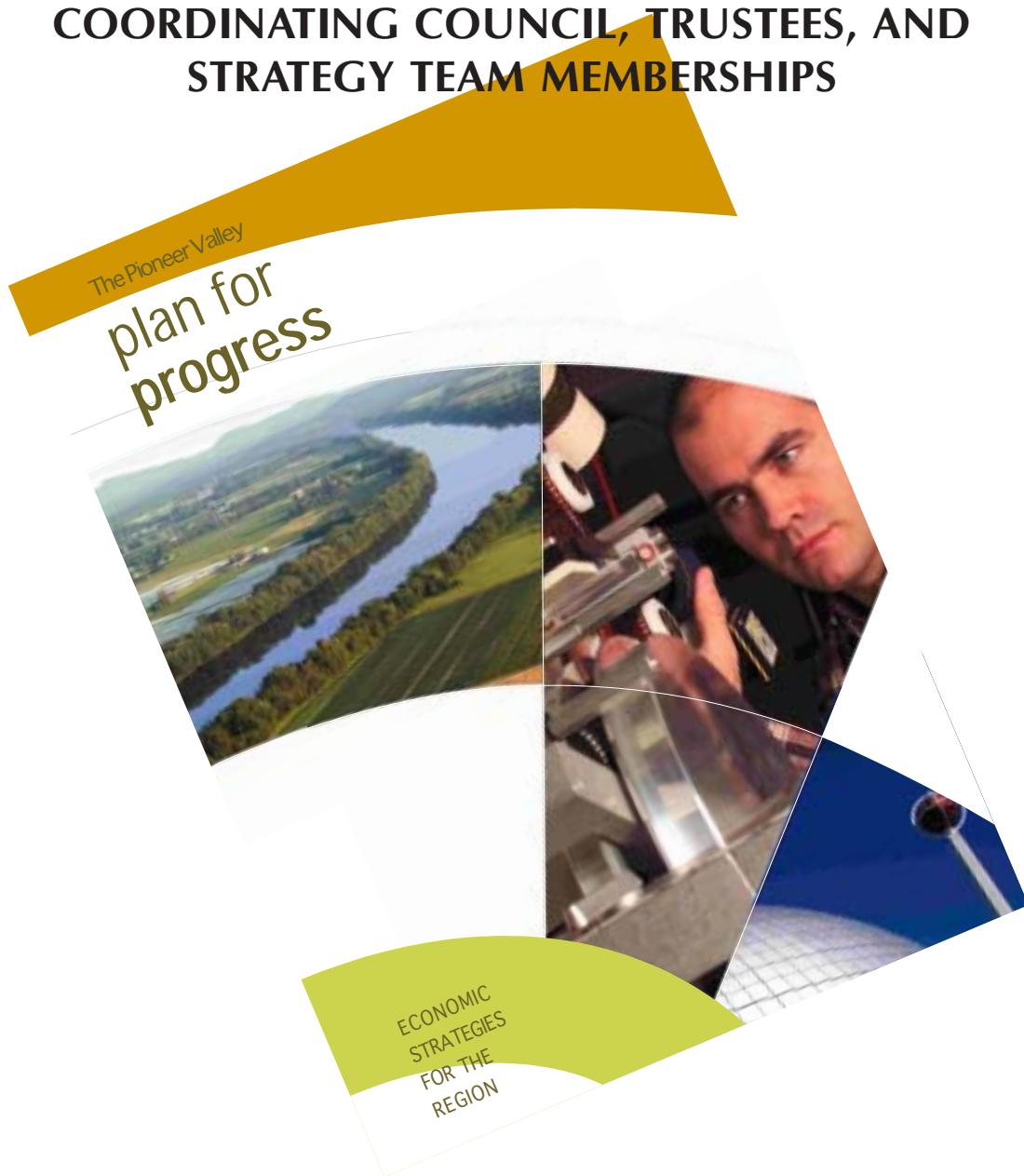
Priority industry clusters for the region (as defined by the Regional Competitiveness Council) include: education and knowledge creation, health care, life sciences, medical devices and pharmaceuticals, plastics, agriculture, hospitality/tourism, metal manufacturing and production technology, and printing/publishing.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

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

High Degree of Commitment: Redevelopment of the Northampton State Hospital has the full support of local, state, and federal elected officials. The Village at Hospital Hill is a project of regional significance, is consistent with local and regional economic development, land-use and housing goals; and has broad public support from housing, land-preservation, and economic development organizations in the region. It is listed as a high-priority project in Northampton Vision 2020, the Pioneer Valley Comprehensive Economic Development Plan (CEDS), and the Pioneer Valley Competitiveness Council Cluster Analysis. The Village at Hospital Hill project has received funding from a number of state sources. These include: \$5.7 million from DCAM to partially fund the cost of plans, studies, permitting, demolition, asbestos and hazardous-waste removal and site preparation; \$7million special appropriation for demolition and site planning; a conditional reservation of \$362,700 in Low Income Housing Tax Credits and \$750,000 of in HOME funds for affordable-housing development; \$1 million from the Affordable Housing Trust for affordable-housing development; a \$1,813,758 Public Works Economic Development (PWED) grant for the construction of off-site infrastructure, on-site infrastructure at the project's North Campus, and traffic signalization; a \$2million Community Development Action Grant (CDAG) to support roadway and infrastructure improvements on the South Campus Business Park. MassDevelopment provided an equal match for the PWED and CDAG grants. To date, the state has committed more than \$21million to facilitate the redevelopment of this significant regional resource. In addition, the City of Northampton has committed \$219,900 in Community Development Block Grant funds towards demolition, design, infrastructure and housing development costs. The project is expected to leverage approximately \$46 million in commercial investment and another \$52 million in residential investment.

APPENDIX B

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



**PLAN FOR PROGRESS
COORDINATING COUNCIL MEMBERSHIP
JUNE 2008**

Kathy Anderson, *Director, Holyoke Office of Planning & Economic Development*

Hector Bauza, *President, Bauza & Associates*

Ellen Bemben, *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 - SBDC*

Paul Douglas, *Executive Director, Franklin County Housing & Redevelopment Authority*

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*

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*

Christopher Myhrum Esq., *Chair - Environmental Department, Bulkley, Richardson & Gelinas, LLP*

Russell Peotter, *General Manager, WGBY - 57*

Gail Sherman, *President, Chicopee Chamber of Commerce*

Paul Tangredi, *Director of Business Development, Environmental Compliance Services, Inc.*

Mary Walachy, *Executive Director, Irene E. & George A. Davis Foundation*

**PLAN FOR PROGRESS
TRUSTEES MEMBERSHIP
JUNE 2008**

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*
Jaye Ashe, *Superintendent, Hampden County House of Correction*
Robert Bacon, *President, Elm Electrical, Inc.*
Hector Bauza, *President, Bauza and Associates*
Ellen Bember, *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*
Paul Douglas, *Executive Director, Franklin County Housing and Redevelopment Authority*
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*
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*
The Honorable Mary Clare Higgins, *Mayor, City of Northampton*

David Howland, *Regional Engineer, Massachusetts Department of Environmental Protection*
Jesse Lanier, *Systems CEO, Springfield Food Systems*
John Levine, *President, Pinsly 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*
Christopher Myhrum, Esq., *Chair - Environmental Department, Bulkley, Richardson & Gelinas, LLP*
Sarah Page, *Special Projects Manager, HAP, The Region's Housing Partnership*
David Panagore, *Chief Development Officer, Springfield Finance Control Board*
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*
Frank Robinson, PhD., *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*
Christopher Sikes, *Executive Director, Western Mass. 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*
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 2008

STRATEGY #1

Attract, retain and grow existing businesses and priority clusters

Strategy Board Members:

Anderson, Teri
Bacon, Robert
Bemben, Ellen
Blair, Allan
Flynn, Kevin (*Mayor Forgey Designee*)
Forgey, Hon. Christine
Fross, Ph.D., Sharon
Gallup, John*
Hayden, Jeff*
Levine, John P.
McFarland-Burke, Ann
Michel, Marla
Panagore, David
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
Conti, Valerie
Coull, John
Denver, Russ
Fashudin, Humera
Fuller Doherty, Dianne*
Fuller III, Eric
Glaze, Jeff
Goldsmith, Susan
Gonzalez, Carlos
Grenier, Larry
Griffin Munnings, Aimee
Kulkarni, Ravi
Lewis, James
Nelson, Robert
Schwenger, Art
Sherman, Gail
Sikes, Chris
Singer, Alan
Sullivan, Jeff
Taylor, Tony
Urbschat, Nancy
Waite, John
Weiss, John

Lead Implementers:

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

STRATEGY #3

Advocate efficient regulatory processes at all levels of government

Strategy Board Members:

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

Lead Implementers:

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

STRATEGY #4

Integrate workforce development and business priorities

Strategy Board Members:

Alejandro, Edgar
Berenson, Kay
Crosby, Patricia
Fross, Ph.D., Sharon
Little, Geoff
Marmor, Robert
Messner, William*
Pura, Ph.D., Robert
Ransford, Doris
Raverta, Paul
Robinson, Ph.D., Frank
Rogers, Ph.D., John
Rubenzahl, Ph.D., Ira
Schielmann, Brenda
Vayda, Diane
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:

Bisson, Dave
Black, Barbara
Budine, Gillian
Calkins, Linda
Campbell, Carol
Candaras, Hon. Gale
Chin, Stephanie
Craft, Erin
DeProssse, Nancy
Flanders, Jillayne
Fuller, Sally
Hunt, Anne
Kagan, Joan
Kohrman, Hanne
Larivee, Elizabeth
Leonas, Mark
Lyons, Carolyn
Malone, Dana
Medina-Lichtenstein, Betty
Peotter, Rus
Quintin, Lynne
Rege, Jr., Richard
Reiche, Nancy
Reid, Janet
Rogalski, William
Ryan, Irene
Sherman, Gail
Treglia, Kathy
Walachy, Mary*
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.
Carballo, Eduardo
Copes, Ronald
Czajkowski, Mary
Fritz, Mike*
Kagan, Joan
Kane, Ph.D., Theresa
Little, Geoff
Peotter, Rus
Ripa, Barbara
Robinson, Ph.D., Frank
Rodriguez-Babcock, Isabelina
Ruscio, Joseph
Switzer, Patricia
Treglia, Kathy
Walachy, Mary
Warren, Christine

Lead Implementers:

Enlace
Step Up Springfield
School Superintendents

STRATEGY #6

Support higher education and retain graduates

Strategy Board Members:

Acker, Christine
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*
Ransford, Doris
Richards, Marilyn
Suzor, Mike
Tangredi, Paul
Tautznik, Hon. Michael
Wydra, Mary Kay

Lead Implementers:

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

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

STRATEGY #8

Market our region

Strategy Board Members:

Bauza, Hector*
 Berenson, Kay
 Bowen, Douglas
 Brown, Maren
 Hamilton, Ann
Peotter, Russ*
 Richards, Marilyn
 Wydra, Mary Kay

Lead Implementers:

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

STRATEGY #9

Revitalize the Connecticut River

Strategy Board Members:

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

Lead Implementers:

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

STRATEGY #10

Enhance high-tech and conventional infrastructure

Strategy Board Members:

Andrews, William
 Baribeau, Carol
 Chiecko, Greg
Dunlavy, Linda*
 Evans, Raymond
 Griggs, Al
 Howland, David
 Kane, Mary
 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:

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

Lead Implementers:

Valley Development Council

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***Lead Implementers:

Statewide Local Aid Partnership

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

