

A Plan to Connect and Compete...



2010 Annual CEDS Report

The Pioneer Valley Plan for Progress

July 2010

The Region's Comprehensive Economic Development Strategy (CEDS)



Prepared by
The Pioneer Valley
Planning
Commission

Pioneer Valley Planning Commission
and Economic Development District

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Prepared by

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EXECUTIVE SUMMARY



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

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

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

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

In addition, the 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 collaboration 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 an extended process of gathering data, conducting focus groups, rewriting and updating strategies, and reaching out to involve new players in the Plan's future. 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 were developed through research and business community participation. The 2004 Plan identifies thirteen strategic goals (since updated to fourteen) as critical for growing the people, companies, and communities in the region (please see page 61 for a complete list of the strategies). In addition, the Plan includes seven cross-cutting themes that strategy teams must consider in their action plans in order to meet the region's goals: cross-border collaboration (with the greater Hartford region), diversity, education, industry clusters, sustainability, technology, and urban investment.

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

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

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

The most recent update to the Plan for Progress goals and strategies occurred in the spring of 2010. Strategy #4, Integrate Workforce Development and Business Priorities," was fully revised and updated to reflect the complex relationships between the many entities working on this issue. The revised strategy is outlined under the "Accomplishments" section of this report.

Internally, the Plan's decision-making process has been driven by the Plan for Progress Trustees, the Plan for Progress Coordinating Council, and the strategy work teams focusing on each of the fourteen major goals. During 2009-10, the Plan for Progress Coordinating Council undertook several reorganization efforts in order to continue to seek the most effective methods to achieve the goals of the Plan and to respond to private sector feedback. Beginning in 2010, Trustees meetings will be held once or twice a year, focusing on topics of regionwide importance, and Coordinating Council meetings will be held monthly instead of every other month. Since January 2010, the Coordinating Council has also been taking a more active role in overseeing each of the strategies, by contributing ideas and feedback to lead implementers and monitoring results.

This 2010 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-à-vis* emerging opportunities and threats. The programs and projects recommended, therefore, fit directly into both the Pioneer Valley region's vision and goals and the CEDS guidelines. The performance evaluation presents a series of quantitative benchmarks that are the baseline for the new yardstick we are using 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 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 through the 21st century, economic growth and health for the Pioneer Valley region will increasingly depend on building and expanding the private-public partnerships that started this process over fifteen years ago.

AN ANALYSIS OF REGIONAL ECONOMIC CONDITIONS



A Snapshot of the Pioneer Valley Region

Located in the midwestern section of Massachusetts and covering 1,179 square miles, the Pioneer Valley region and Economic Development District (EDD) encompasses the fourth largest metropolitan area in New England. The region is bisected by the Connecticut River and is bounded to the north by Franklin County, to

the south by the state of Connecticut, to the east by Quabbin Reservoir and Worcester County, and to the west by Berkshire County. The Pioneer Valley region, which constitutes the 43 cities and towns within the Hampshire and Hampden county areas, is home to about 615,823 people and the urbanized areas of Springfield, Chicopee, and Holyoke.

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

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

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

The State of the Pioneer Valley Region

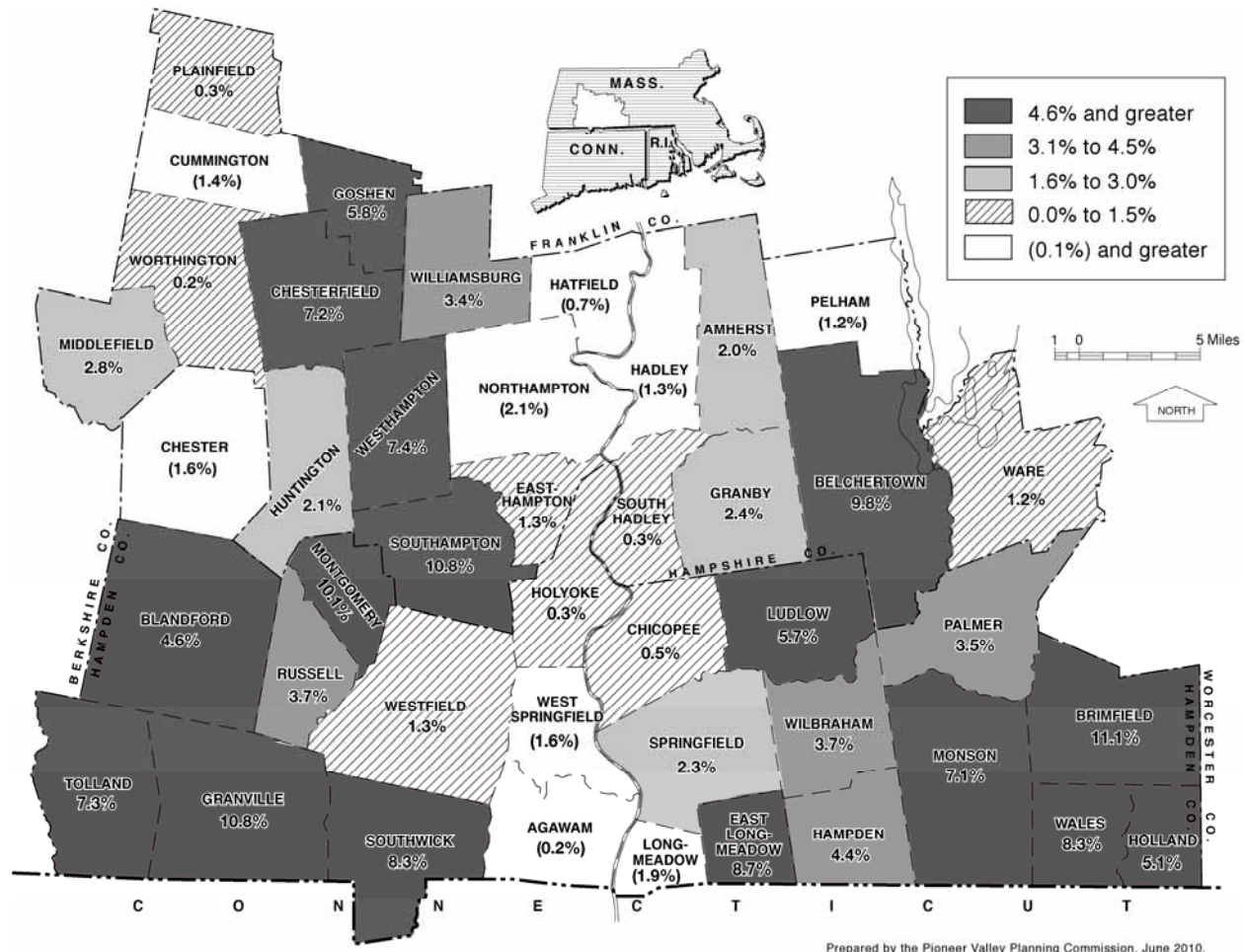
The People

Changes in Population

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

The map below depicts the pattern of population growth and decline between 2000 and 2008. Note that the areas of greatest growth are generally outside the most urbanized, and even suburban, parts of the region. Rural communities, such as Montgomery, Brimfield, Southamptton, Granville, Belchertown and Westhampton experienced significant population growth between 2000 and 2008.

Figure 1: Percent Change in Population (2000 – 2008)



Source: U.S. Decennial Census 1990-2000, American Community Survey 2008, MA Dept of Revenue At A Glance Reports

Table 1: Changes in Total Population of the Pioneer Valley Region - (1990 - 2008)

	1990	2000	2008	Avg. Annual Change 1990-2000	Avg. Annual Change 2000-2008
United States	248,709,873	281,421,906	304,059,724	1.3%	1.0%
Massachusetts	6,016,425	6,349,097	6,497,967	0.6%	0.3%
Pioneer Valley Region	602,878	608,479	615,823	0.1%	0.2%
Hampden County	456,310	456,228	460,840	0.0%	0.1%
Hampshire County	146,568	152,251	154,983	0.4%	0.2%
Agawam	27,323	28,144	28,091	0.3%	0.0%
Amherst	35,228	34,874	35,565	-0.1%	0.2%
Belchertown	10,579	12,968	14,233	2.3%	1.2%
Blandford	1,187	1,214	1,270	0.2%	0.6%
Brimfield	3,001	3,339	3,708	1.1%	1.4%
Chester	1,280	1,308	1,287	0.2%	-0.2%
Chesterfield	1,048	1,201	1,288	1.5%	0.9%
Chicopee	56,632	54,653	54,941	-0.3%	0.1%
Cummington	785	978	964	2.5%	-0.2%
East Longmeadow	13,367	14,100	15,332	0.5%	1.1%
Easthampton	15,537	15,994	16,195	0.3%	0.2%
Goshen	830	921	974	1.1%	0.7%
Granby	5,565	6,132	6,281	1.0%	0.3%
Granville	1,403	1,521	1,686	0.8%	1.4%
Hadley	4,231	4,793	4,732	1.3%	-0.2%
Hampden	4,709	5,171	5,400	1.0%	0.6%
Hatfield	3,184	3,249	3,227	0.2%	-0.1%
Holland	2,185	2,407	2,529	1.0%	0.6%
Holyoke	43,704	39,838	39,947	-0.9%	0.0%
Huntington	1,987	2,174	2,219	0.9%	0.3%
Longmeadow	15,467	15,633	15,329	0.1%	-0.2%
Ludlow	18,820	21,209	22,410	1.3%	0.7%
Middlefield	392	542	557	3.8%	0.3%
Monson	7,776	8,359	8,952	0.7%	0.9%
Montgomery	759	654	720	-1.4%	1.3%
Northampton	29,289	28,978	28,379	-0.1%	-0.3%
Palmer	12,054	12,497	12,933	0.4%	0.4%
Pelham	1,373	1,403	1,386	0.2%	-0.2%
Plainfield	571	589	591	0.3%	0.0%
Russell	1,594	1,657	1,719	0.4%	0.5%
South Hadley	16,685	17,196	17,241	0.3%	0.0%
Southampton	4,478	5,387	5,970	2.0%	1.4%
Southwick	7,667	8,835	9,571	1.5%	1.0%
Springfield	156,983	152,082	155,521	-0.3%	0.3%
Tolland	289	426	457	4.7%	0.9%
Wales	1,566	1,737	1,881	1.1%	1.0%
Ware	9,808	9,707	9,824	-0.1%	0.2%
West Springfield	27,537	27,899	27,459	0.1%	-0.2%
Westfield	38,372	40,072	42,125	0.4%	0.6%
Westhampton	1,327	1,468	1,576	1.1%	0.9%
Wilbraham	12,635	13,473	13,970	0.7%	0.5%
Williamsburg	2,515	2,427	2,509	-0.3%	0.4%
Worthington	1,156	1,270	1,272	1.0%	0.0%

Source: US Decennial Census-1990-2000, American Community Survey 2008, MA Dept of Revenue At A Glance Reports

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

	Latino Persons			% of Total Population		
	1990	2000	% Change	1990	2000	Change
Pioneer Valley Region	49,672	75,129	51.3%	8.20%	12.30%	4.10%
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, 1990 and 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%

Source: U.S. Census Bureau, 2000 Census

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

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

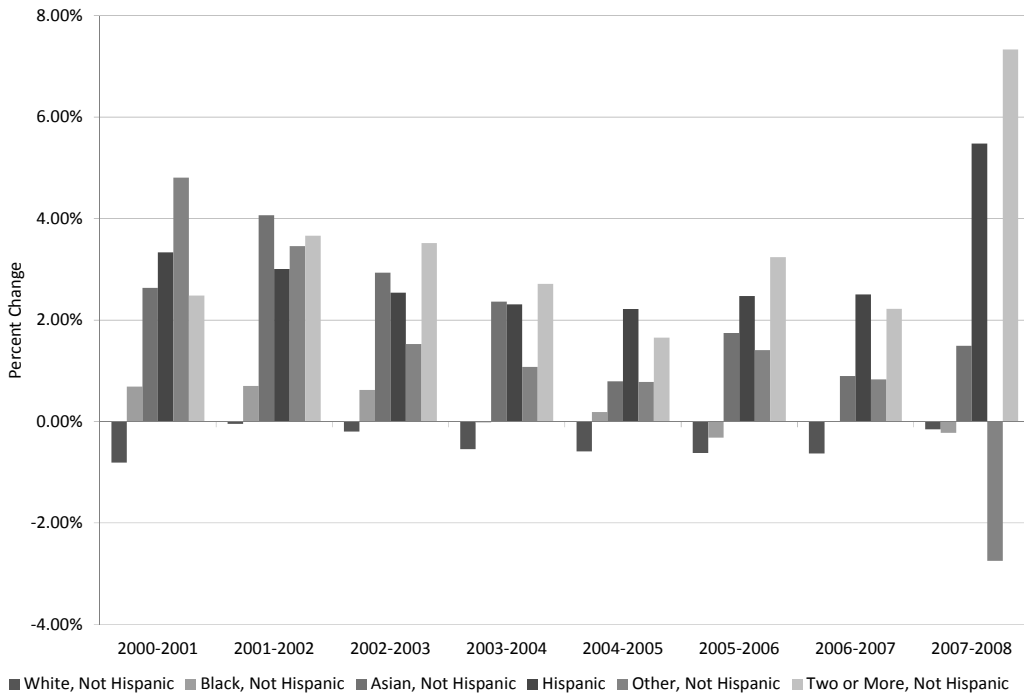
In the 1990s, the region's three largest cities—Springfield, Chicopee, and Holyoke—each experienced population declines according to Census 2000 statistics. In aggregate, their population declined by 10,746, or 4.2 percent. In sharp contrast is the experience of Belchertown, which grew by 2,389 residents, or 22.6 percent. Southwick, another suburban community, grew by 1,168 residents, or 15.2 percent. Also of note, during the 1990s, the northern urban areas of Northampton and Amherst experienced a population decline, while the more rural communities around them grew. The general pattern continued between 2000 and 2008, with average annual population increases above 1.2 percent in Brimfield, Granville, Montgomery, and Southampton. However, two major urban core communities, Chicopee and Holyoke, increased only slightly between 2000 and 2008. Conversely, Springfield the third and largest major urban core city in the region, experienced an increase of 2.3 percent during this same time period.

As expected, the region's Latino population grew substantially, by 51.3 percent between 1990 and 2000—greater even than the statewide rate of 49.1 percent. While the bulk of this growth occurred within the region's urban core (20,467 of the 25,457 new Latino residents), significant increases occurred in many places throughout the Pioneer Valley region. Agawam, Amherst, Ludlow, Northampton, Westfield, and West Springfield are among the communities with the greatest increases in Latino population.

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

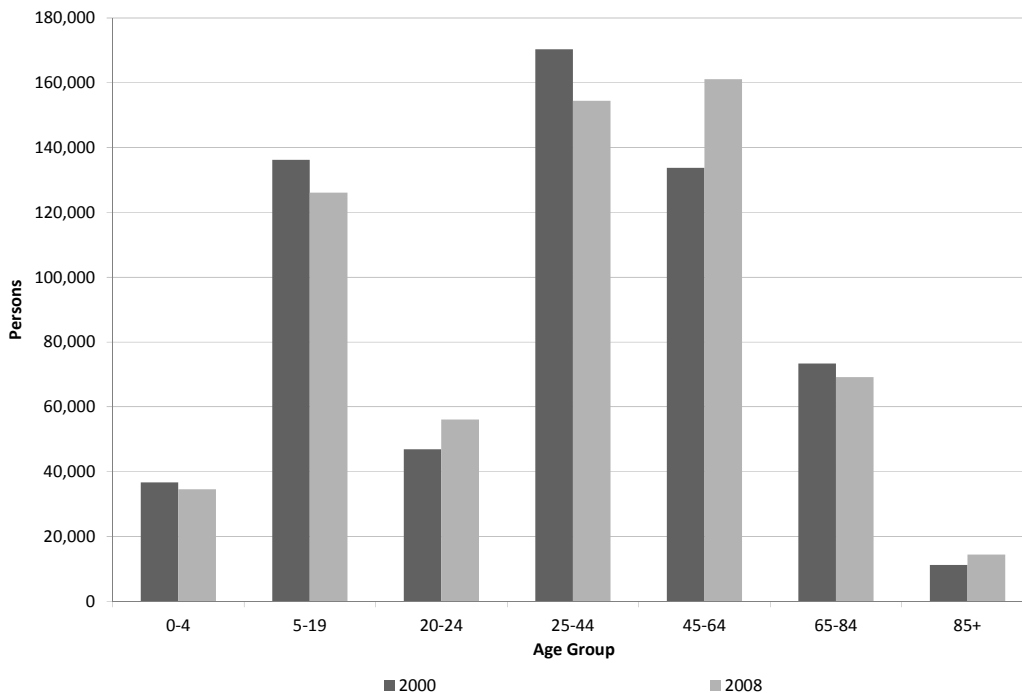
Since 2000, the diversity of the region’s population has increased further (see Figure 2). Between 2000 and 2008, the non-Hispanic white population of the Pioneer Valley region declined by 3.5 percent. At the same time, the Asian and Hispanic populations of the region increased by 18.2 percent and 26.5 percent respectively.

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



Source: U.S. Census Bureau, 2008 County Population Estimates.

Figure 3: Population by Age in the Pioneer Valley Region



Source: U.S. Census Bureau Decennial Census 2000 and 2008 County Population Estimates.

Demographics and Migration

Retaining its population base has troubled our region in the past. Throughout the 1990s, the Pioneer Valley experienced a net domestic out-migration of 39,166 people. The peak year for migration out of the Valley was 1992. This was also the period during the recession of the 1990s when unemployment peaked in the region. It is not yet apparent whether current economic trends will cause similar migration trends in the coming period for the region. The effect of economic conditions on migration trends may be difficult to discern unless it is drastic, as there has been a shift towards increasing out-migration from 2004-2008 (increasing from 2,550 to 3,143 persons per year respectively).

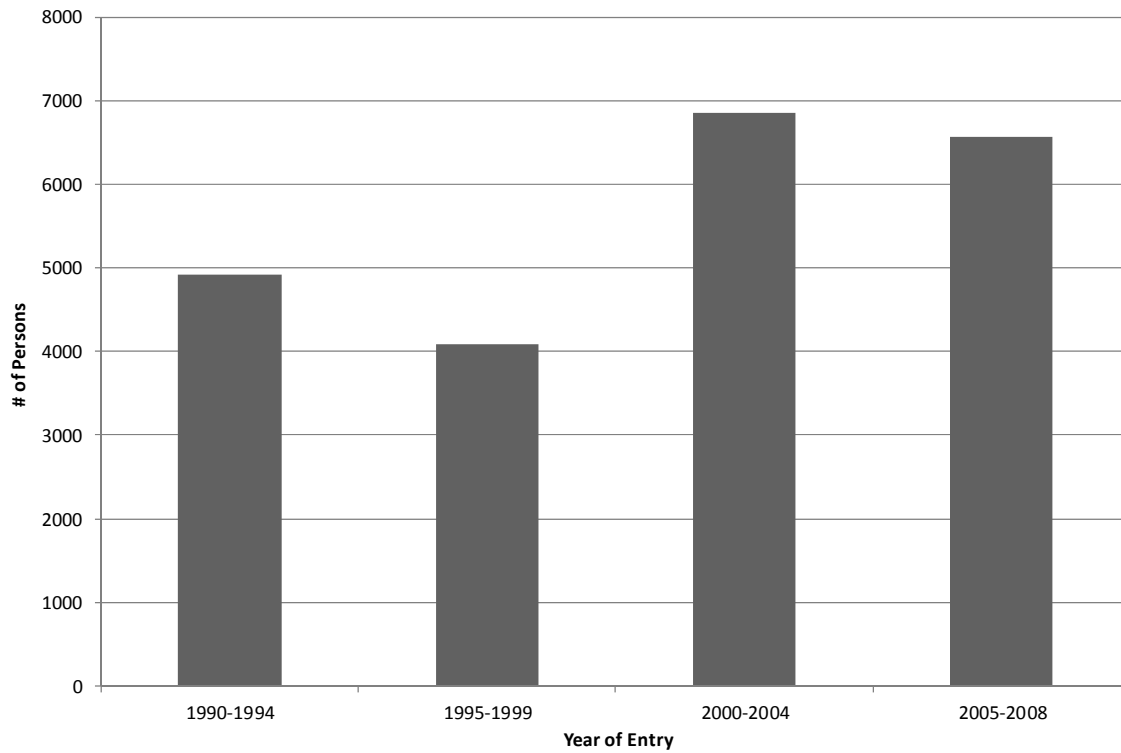
Figure 4: Net Domestic Migration in the Pioneer Valley Region



Source: Census Population Archives, 2008

The Pioneer Valley has always been a destination for foreign immigrants and this continues to be the case. From 1990 to 2000, over 9,000 new immigrants settled in the Pioneer Valley. These individuals made up a substantial 1.5 percent of the region's 2000 population. In fact, apart from foreign immigration, the Pioneer Valley region would have experienced a net loss of population between 1990 and 2000. Since 2000, this trend of foreign immigration has continued. During the period 2001-2008, an additional 13,421 immigrants came to the region (representing 2.2 percent of the 2008 population).

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

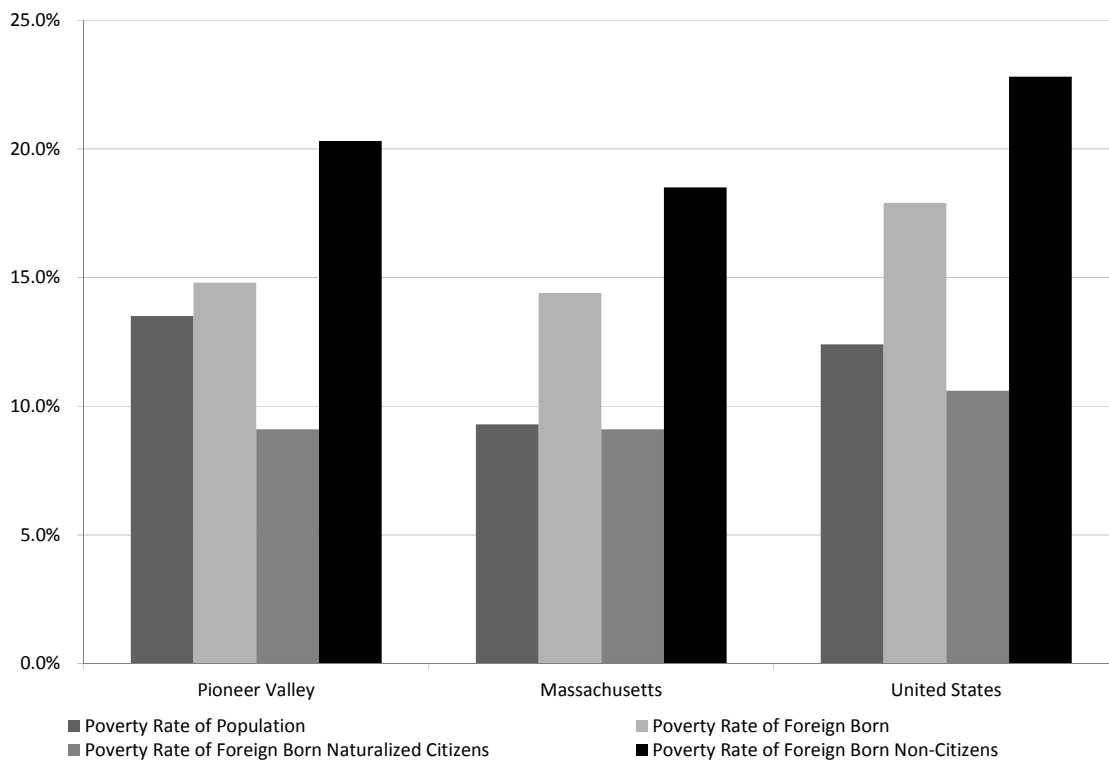


Source: U.S. Census Bureau Population Archives, 2008

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

Perhaps even more significant, once immigrants have been in the country for some time (as indicated by naturalized citizenship), they have a poverty rate in the Pioneer Valley that is 4.4 percent below that of the population as a whole (see Figure 6). Immigration has been, and will continue to be important to the growth of the region’s population and economy.

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



Source: U.S. Census Bureau, 2000 Census

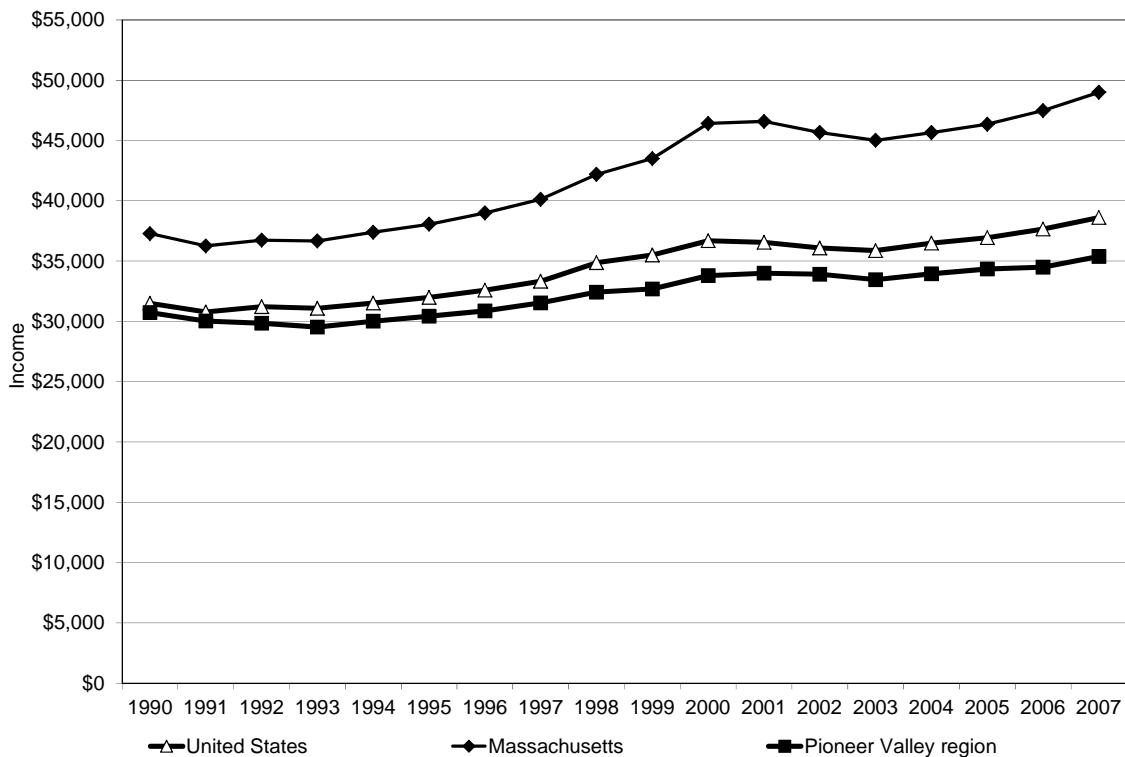
Income and Poverty

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

Per capita income is a useful measure of economic growth because it controls for population change by measuring total income as it relates to population size. Inflation is controlled by converting the annual values to 2007 dollars using the Consumer Price Index for the Northeast. As can be seen in Figure 7, the region’s per capita income is significantly less than the per capita income for the Commonwealth and slightly below that of the nation. Much of the economic growth is the result of economic changes in the 1990s. In 1980, the difference between incomes in the Valley and state was \$3,052 but in 2007 it was \$13,602. This difference exists despite significant regional growth, as evidenced by the 13.2 percent growth of per capita income between 1990 and 2007. However, in a comparable time period, Massachusetts incomes grew by almost twice as much (23.9 percent). Since 2000, growth rates have become more consistent-the region’s per capita income gains have equaled 4.5 percent, and gains have been 5.3 percent statewide.

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

Figure 7: Per Capita Income in the Pioneer Valley Region



Source: U.S. Bureau of Economic Analysis, Regional Economic Information System, 1980-2007

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%

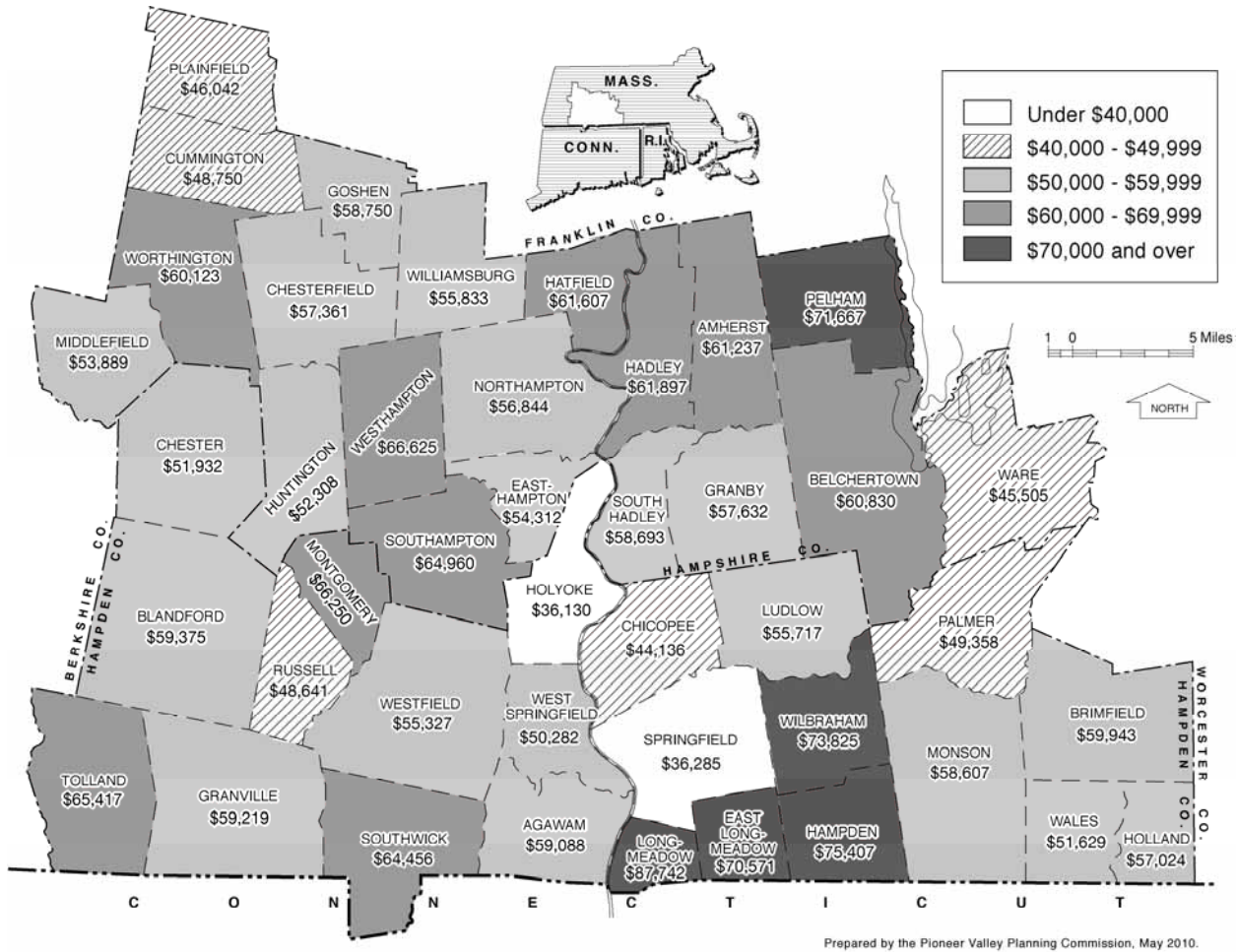
Source: U.S. Census Bureau 1990 and 2000 Decennial Census

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

	Median Family Income (1999\$)		
	1989	1999	% Change
Massachusetts	\$59,452	\$61,664	3.7%
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%
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. Bureau of the Census; "Table DP-2 Profile of Selected Social Characteristics: 2000;" Dollars adjusted using the CPI-U National Annual Average

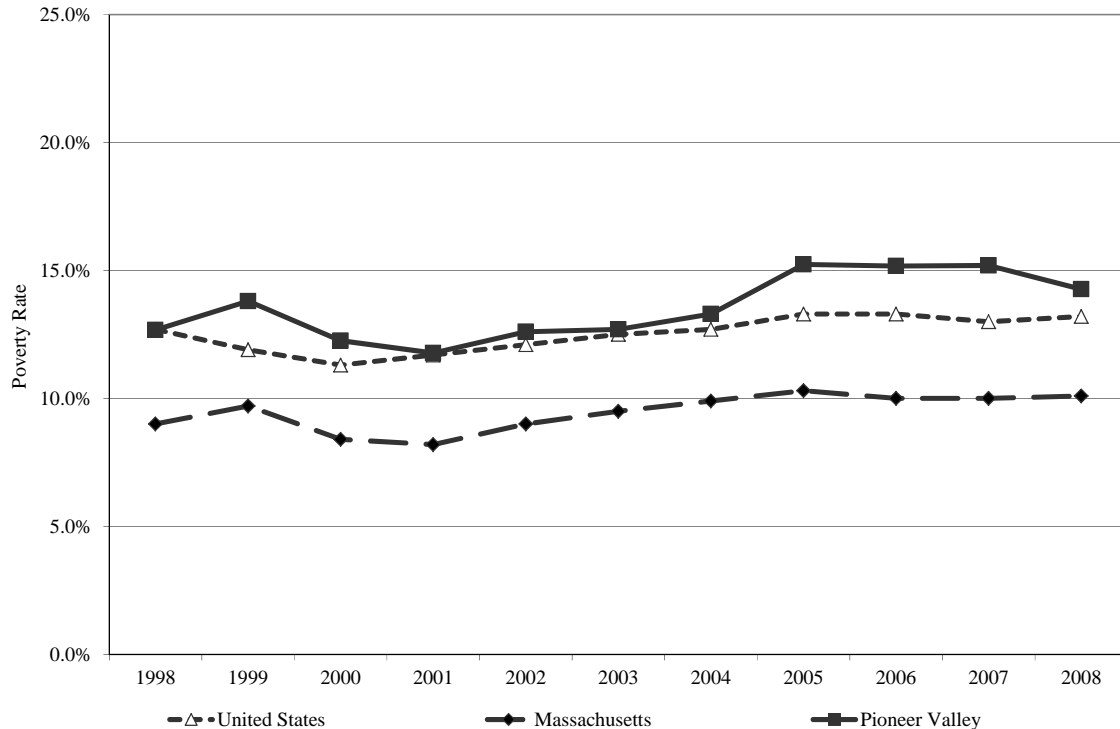
Figure 8: Median Family Income (1999)



Source: U.S. Census Bureau, Decennial Census 2000

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 were experiencing decreases in family income. For example, the communities of Chicopee, Granby, Holyoke, Longmeadow, Russell, Springfield, and West Springfield had median family incomes that fell by more than six percent from 1989 to 1999. In stark contrast, the median family incomes in Amherst and Chesterfield increased by 13.6 percent over the same time period.

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

Figure 9: Poverty Rate in the Pioneer Valley Region, 1998 – 2008

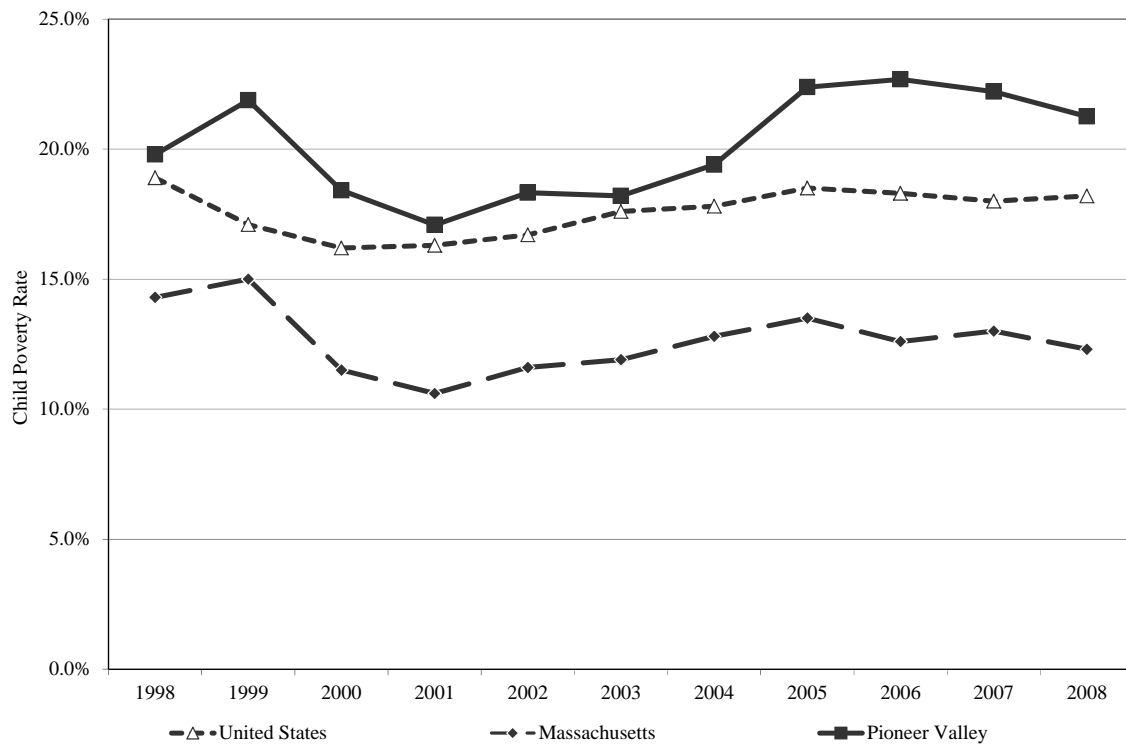
Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2008

The poverty rate is another measure of quality of life and economic well-being. In the Pioneer Valley region, poverty rates amongst the general population have climbed from a low of 11.8 percent in 2001 (as seen in Figure 9) to 14.3 percent in 2008. After an upward trend in the poverty rate since 2001, this is first annual decline since 2001 and the lowest rate since 2004. While this rate remains high, it is a decrease of almost 1 percent from the previous two years. The poverty rate in the Pioneer Valley continues to follow a decade-long pattern of poverty rates that is several percentage points higher than that of Massachusetts as a whole. The poverty rate trends, and the per capita income growth patterns previously mentioned, suggest that the region did not share equally in the state's economic growth at the end of the 1990s.

Over the ten year period from 1998 to 2008, child poverty rates in the region have been consistently significantly higher than those for Massachusetts (as seen in Figure 10). Alarmingly, Child poverty rates in the Pioneer Valley region have continued to rise to more than 20 percent in 2005 and have remained above this level through 2008 resulting in more than one in every five children in the Pioneer Valley region growing up in households with incomes below the poverty line.

According to 2000 Census data, disparities in the distribution of poverty amongst the municipalities of the region are substantial. The major urban centers of Springfield and Holyoke continue to have the highest poverty rates in the region, well above 20 percent in most categories (as seen in Table 6). Communities close to urban centers (such as Westfield, West Springfield, Ludlow, and Chicopee) are experiencing increasing percentages of families, children, and individuals in poverty. Other Pioneer Valley communities continue to experience higher levels of poverty, such as Ware (8.43%), Middlefield (7.32%), Amherst (7.23%), Russell (7.10%), Holland (6.51%), Palmer (5.76%), Easthampton (5.89%), Northampton (5.72%), Monson (5.25%), and Belchertown (5.11%).

Figure 10: Child Poverty Rate in the Pioneer Valley Region, 1998-2008



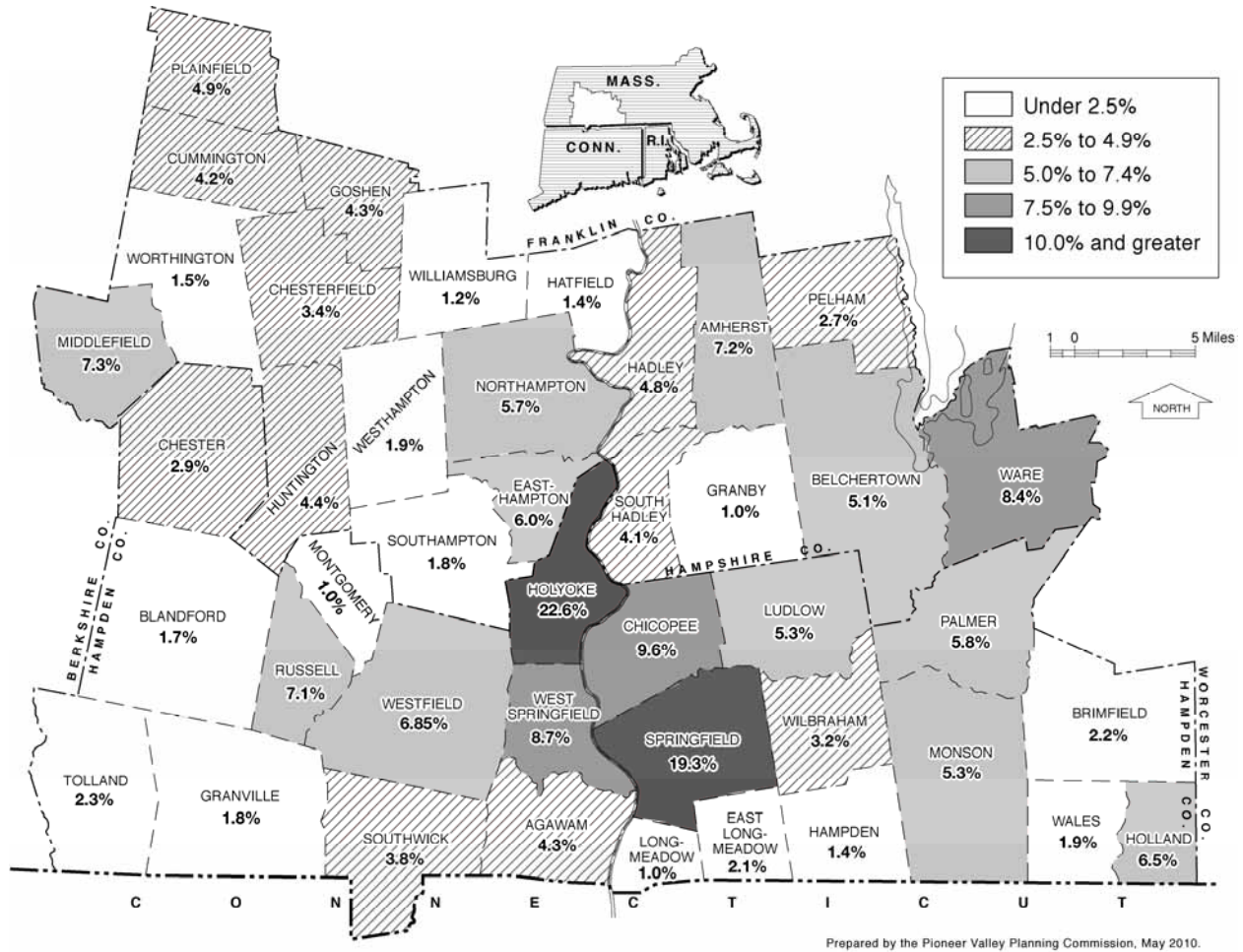
Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2008

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

	Families in Poverty		Children in Poverty		Individuals in Poverty	
	1989	1999	1989	1999	1989	1999
Massachusetts	6.7%	6.7%	12.9%	11.6%	8.9%	9.3%
Pioneer Valley Region	9.77%	10.01%	19.74%	15.95%	12.47%	13.41%
Hampden County	10.88%	11.45%	21.97%	18.70%	12.97%	14.74%
Hampshire County	5.70%	5.05%	10.79%	7.71%	10.74%	9.40%
Agawam	4.31%	4.26%	7.21%	5.73%	5.26%	5.63%
Amherst	11.56%	7.23%	19.16%	10.35%	26.49%	20.21%
Belchertown	6.13%	5.11%	8.57%	8.27%	9.32%	5.90%
Blandford	1.48%	1.72%	0.00%	1.88%	1.52%	3.39%
Brimfield	2.71%	2.15%	0.00%	3.25%	4.17%	4.38%
Chester	4.41%	2.87%	11.30%	3.52%	5.89%	5.85%
Chesterfield	1.07%	3.38%	0.67%	6.79%	2.67%	5.69%
Chicopee	8.14%	9.59%	15.73%	15.98%	9.79%	12.25%
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%

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

Figure 11: Families in Poverty (1999)



Prepared by the Pioneer Valley Planning Commission, May 2010.

Source: U.S. Census Bureau, 2000 Decennial Census

Education

The 43 communities in the Pioneer Valley region are served by 38 school districts, 9 of which serve only students from kindergarten through sixth grade. As can be seen in Table 7, the 3 largest school districts are Springfield, Chicopee, and Westfield. Twenty-eight of the region's 38 districts saw enrollments decline between 2008 and 2009. Hatfield's enrollment increased the most (by 8.3 percent) among kindergarten through 12th grade districts during this period. Only 12 of the 38 districts have average per-pupil expenditures greater than or equal to the state's 2008 average per-pupil expenditure of \$12,453. The Pathfinder Regional Vocational Technical district had the highest per-pupil expenditure (\$18,075) out of all the region's districts serving students kindergarten through 12th grade. Average teacher salaries in the region's K-12 districts range from \$48,311 in Chesterfield-Goshen to \$64,647 in Tantasqua.

In today's environment, a high school education is the minimum requirement to participate effectively in the economy. Table 8 shows the high school dropout rates for each of the 31 high school districts in the region from 1999 to 2007. Given the importance of a high school education, it is problematic that the region's average high school dropout rate has consistently stayed at least 1% higher than the state's since 2000.

Table 7: Pioneer Valley Region School Districts Profile

Public School District Name	Cities & Towns in the Pioneer Valley Region	Student Enrollment			Average Per Pupil Expenditures 2008	Average Teacher Salary 2008
		'08- '09	'09 – '10	% Change		
Pioneer Valley Region		97,192	96,053	-1.2%	N/A	N/A
Agawam	Agawam	4,347	4,273	-1.7%	\$11,159	\$59,323
Amherst (PK-6)	Amherst	1,382	1,321	-4.6%	\$15,169	\$59,736
Amherst-Pelham (7-12)	Amherst, Pelham	1,731	1,661	-4.2%	\$16,131	\$62,552
Belchertown	Belchertown	2,655	2,610	-1.7%	\$9,748	\$56,708
Brimfield (K-6)	Brimfield	348	344	-1.2%	\$12,472	\$55,809
Central Berkshire	Cummington	2,039	1,987	-2.6%	\$11,385	\$61,711
Chesterfield-Goshen (PK-6)	Chesterfield, Goshen	180	187	3.7%	\$10,315	\$48,311
Chicopee	Chicopee	7,774	7,845	0.9%	\$11,567	\$58,932
East Longmeadow	East Longmeadow	2,857	2,850	-0.2%	\$10,156	\$61,676
Easthampton	Easthampton	1,651	1,575	-4.8%	\$10,587	\$56,937
Gateway	Blandford, Chester, Huntington, Middlefield, Montgomery, Russell, Worthington	1,220	1,202	-1.5%	\$13,454	\$50,875
Granby	Granby	1,110	1,125	1.3%	\$9,433	\$53,749
Granville (PK-8)	Granville	166	163	-1.8%	\$13,128	\$50,544
Hadley	Hadley	672	714	5.9%	\$9,698	\$51,423
Hampden-Wilbraham	Hampden, Wilbraham	3,627	3,600	-0.8%	\$10,938	\$57,118
Hampshire	Chesterfield, Goshen, Southampton, Westhampton, Williamsburg	849	814	-4.3%	\$12,224	\$56,839
Hatfield	Hatfield	418	456	8.3%	\$11,144	\$51,208
Holland (PK-6)	Holland	285	251	-13.5%	\$10,500	\$50,622
Holyoke	Holyoke	6,025	5,901	-2.1%	\$15,108	\$62,051
Longmeadow	Longmeadow	3,133	3,102	-1.0%	\$11,614	\$64,206
Ludlow	Ludlow	3,103	3,050	-1.7%	\$10,730	\$55,481
Mohawk Trail	Plainfield	1,157	1,130	-2.4%	\$15,722	\$53,614
Monson	Monson	1,477	1,419	-4.1%	\$9,901	\$51,256
Northampton	Northampton	2,758	2,692	-2.5%	\$11,614	\$54,002
Palmer	Palmer	1,840	1,748	-5.3%	\$11,064	\$54,736
Pathfinder Regional Vocational Technical	Belchertown, Granby, Monson, Palmer, Ware	622	660	5.8%	\$18,075	\$57,327
Pelham (K-6)	Pelham	117	125	6.4%	\$14,037	\$59,722
South Hadley	South Hadley	2,188	2,132	-2.6%	\$10,631	\$58,071
Southampton (PK-6)	Southampton	557	559	0.4%	\$9,555	\$57,871
Southwick-Tolland	Granville, Southwick, Tolland	1,829	1,797	-1.8%	\$10,301	\$55,042
Springfield	Springfield	25,360	25,141	-0.9%	\$12,911	\$55,505
Tantasqua (7-13)	Brimfield, Holland, Wales	1,799	1,782	-1.0%	\$10,989	\$64,647
Wales (PK-6)	Wales	174	169	-3.0%	\$13,663	\$49,668
Ware	Ware	1,243	1,309	5.0%	\$11,950	\$55,328
West Springfield	West Springfield	3,983	3,954	-0.7%	\$11,661	\$55,990
Westfield	Westfield	6,204	6,100	-1.7%	\$10,888	\$54,058
Westhampton (PK-6)	Westhampton	136	140	2.9%	\$10,648	\$52,172
Williamsburg (PK-6)	Williamsburg	176	165	-6.7%	\$13,006	\$57,815

Source: Massachusetts Department of Education, School District Profiles, 2009

Table 8: Annual High School Dropout Rates in the Pioneer Valley Region - 1999 to 2007

School District	1999	2000	2001	2002	2003	2004	2005	2006	2007
Massachusetts	3.5%	3.5%	3.1%	3.3%	3.7%	3.8%	3.3%	3.8%	3.4%
Pioneer Valley Region	4.2%	4.5%	4.5%	5.0%	5.2%	5.6%	4.4%	5.4%	5.1%
Agawam	1.9%	0.8%	0.0%	4.5%	5.2%	3.1%	2.1%	4.4%	1.4%
Amherst-Pelham	2.8%	1.7%	2.6%	2.4%	2.5%	3.3%	1.5%	2.5%	2.1%
Belchertown	3.4%	2.4%	3.6%	3.0%	2.5%	1.8%	1.6%	1.6%	1.0%
Central Berkshire	1.9%	5.6%	5.4%	2.8%	3.8%	3.3%	2.3%	1.6%	1.5%
Chicopee	3.8%	9.6%	5.9%	4.9%	7.9%	6.9%	6.0%	6.0%	6.2%
East Longmeadow	0.6%	0.8%	1.2%	1.3%	0.8%	0.7%	0.5%	1.5%	0.9%
Easthampton	5.5%	5.7%	3.1%	2.9%	0.0%	5.6%	1.7%	2.1%	2.7%
Gateway	4.8%	6.3%	4.9%	3.9%	2.5%	6.0%	4.3%	4.3%	5.1%
Granby	2.4%	2.0%	1.6%	1.6%	3.2%	3.0%	0.0%	0.9%	1.1%
Hadley	0.6%	0.6%	1.2%	0.6%	1.2%	1.2%	1.3%	0.6%	0.6%
Hampden-Wilbraham	1.2%	1.3%	1.1%	0.6%	1.7%	0.9%	0.7%	1.2%	1.2%
Hampshire	2.6%	3.0%	3.6%	0.8%	2.1%	4.4%	2.9%	2.9%	1.5%
Hatfield	1.5%	0.8%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%
Holyoke	7.5%	7.4%	8.6%	7.6%	10.2%	11.1%	11.7%	11.3%	11.6%
Longmeadow	0.0%	0.4%	0.3%	0.5%	0.1%	0.6%	0.5%	0.1%	0.0%
Ludlow	2.0%	1.5%	3.1%	4.4%	1.3%	4.7%	1.6%	1.7%	1.9%
Mohawk Trail	2.5%	3.4%	3.3%	2.7%	3.2%	5.9%	2.4%	6.2%	5.0%
Monson	4.4%	2.4%	2.7%	0.0%	2.8%	4.4%	1.2%	4.2%	0.5%
Northampton	2.8%	1.3%	2.1%	1.8%	2.6%	3.0%	2.1%	1.9%	2.1%
Northampton-Smith	3.1%	2.0%	3.2%	4.3%	2.5%	5.2%	3.3%	4.1%	1.8%
Palmer	1.5%	3.3%	3.6%	4.9%	3.5%	1.5%	0.4%	4.1%	6.6%
Pathfinder Voc Tech	1.5%	1.8%	2.2%	2.6%	2.9%	2.8%	3.0%	1.5%	3.1%
Pioneer Valley Perf Arts	1.5%	4.9%	4.6%	3.1%	2.8%	6.2%	2.5%	4.5%	4.0%
Sabis International	0.0%	0.6%	3.1%	0.0%	0.4%	0.0%	0.3%	1.5%	1.2%
South Hadley	1.9%	1.7%	1.4%	15.0%	4.7%	1.9%	1.9%	3.3%	2.9%
Southwick-Tolland	2.5%	2.2%	2.2%	2.8%	1.9%	3.2%	1.9%	2.6%	1.8%
Springfield	7.2%	6.0%	8.1%	7.0%	8.5%	8.1%	8.3%	10.9%	9.7%
Tantasqua	2.6%	1.2%	2.6%	2.4%	3.2%	3.5%	1.7%	1.2%	0.7%
Ware	3.6%	4.9%	7.0%	4.4%	7.7%	10.1%	6.3%	7.3%	10.2%
West Springfield	5.0%	6.2%	6.6%	5.4%	6.7%	6.8%	4.4%	6.3%	6.0%
Westfield	3.5%	3.5%	3.5%	3.7%	4.6%	4.7%	4.6%	5.3%	3.2%

Source: Massachusetts Department of Education, Statistical Reports, 2007

Though data from 1999-2001 was encouraging, with consistently declining dropout rates, the most recent data reveals that between 2002 and 2007, nine high school districts had increased dropout rates of more than one percent. Of greatest concern are eight Pioneer Valley region districts that have high school dropout rates in excess of five percent: Chicopee, Gateway, Holyoke, Mohawk Trail, Palmer, Springfield, Ware, and West Springfield.

While 86.1 percent of the Pioneer Valley's population (25 years and older) were high school graduates in 2009, only 29.5 percent were college graduates. Given the region's rich endowment of higher education institutions, these rates are lower than expected. Trends are positive though. Since 2000, there has been a 4.83 percent increase in the percent of the population 25 and over who have attained a bachelor's degree or higher. Additionally, the percent of people 25 and over who are high school graduates increased by 4.47 percent. The distribution of college graduates within the 43 communities shows that the communities of Amherst, Longmeadow, and Pelham have the highest percentages of people with bachelor's degrees or higher. The relatively high percentages within these communities and the communities around them can be attributed to the location of colleges and universities within the Pioneer Valley.

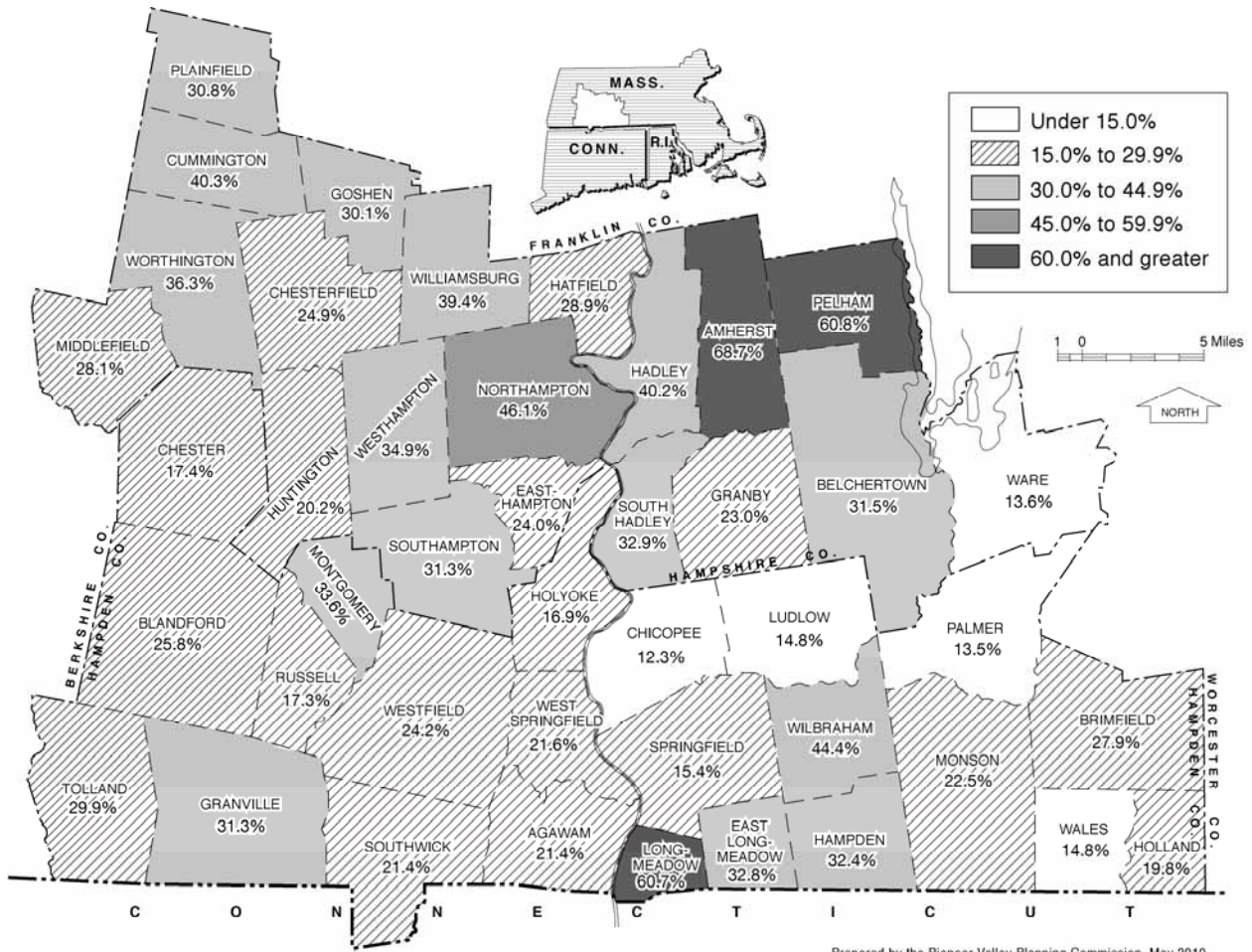
Table 9: Educational Attainment in the Pioneer Valley Region - 2000 and 2009

		2000	2009*	% Change
Population 25 Years and Over	Hampden County	295,837	299,392	1.20%
	Hampshire County	93,193	102,323	9.80%
	Pioneer Valley Region	389,030	401,715	3.26%
Less Than 9th Grade	Hampden County	22,138	17,969	-18.83%
	Hampshire County	3,104	2,981	-3.96%
	Pioneer Valley Region	25,242	20,950	-17.00%
9th to 12th Grade, No Diploma	Hampden County	39,325	29,975	-23.78%
	Hampshire County	6,815	4,814	-29.36%
	Pioneer Valley Region	46,140	34,789	-24.60%
High School Graduate (Includes Equivalency)	Hampden County	96,474	104,805	8.64%
	Hampshire County	24,029	25,702	6.96%
	Pioneer Valley Region	120,503	130,507	8.30%
Some College, No Degree	Hampden County	53,670	50,767	-5.41%
	Hampshire County	16,336	16,018	-1.95%
	Pioneer Valley Region	70,006	66,785	-4.60%
Associate's Degree	Hampden County	23,676	22,581	-4.62%
	Hampshire County	7,544	7,662	1.56%
	Pioneer Valley Region	31,220	31,191	-0.09%
Bachelor's Degree	Hampden County	37,752	45,729	21.13%
	Hampshire County	17,995	21,870	21.53%
	Pioneer Valley Region	55,747	55,696	-0.09%
Graduate or Professional Degree	Hampden County	22,802	27,566	20.89%
	Hampshire County	17,370	23,276	34.00%
	Pioneer Valley Region	40,172	40,135	-0.09%
% High School Graduate or Higher	Hampden County	79.2%	84.0%	4.79%
	Hampshire County	89.4%	92.4%	2.98%
	Pioneer Valley Region	81.7%	86.1%	4.47%
% Bachelor's Degree or Higher	Hampden County	20.5%	24.5%	3.98%
	Hampshire County	37.9%	44.1%	6.22%
	Pioneer Valley Region	24.7%	29.5%	4.83%

Source: U.S. Bureau of the Census, 2000 and Demographicsnow.com, 2009

*Note: 2009 values are estimates

Figure 12: College and University Graduates



Prepared by the Pioneer Valley Planning Commission, May 2010.

Source: U.S. Census Bureau, 2000 Census

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

College or University	Location	Graduates				
		2004	2005	2006	2007	2008
American International College	Springfield	420	382	390	453	479
Amherst College	Amherst	428	409	430	409	445
Bay Path College	Longmeadow	354	381	423	449	386
College of Our Lady of the Elms	Chicopee	149	235	270	243	289
Hampshire College	Amherst	271	310	261	314	289
Holyoke Community College	Holyoke	918	987	881	901	961
Mount Holyoke College	South Hadley	553	555	608	553	570
Smith College	Northampton	854	928	897	850	901
Springfield College	Springfield	1694	1663	1702	1610	1631
Springfield Technical Community College	Springfield	867	908	867	815	831
University of Massachusetts	Amherst	5322	5766	5550	5,797	6050
Western New England College	Springfield	1388	1230	1032	882	904
Westfield State College	Westfield	989	974	992	1,095	1082
Total Graduates		14,207	14,728	14,303	14,371	14,818

Source: Integrated Postsecondary Education Data System (IPEDS)

Our region’s relatively low educational attainment rates, despite the existence of 13 area colleges and universities (see Table 9), demonstrates the Pioneer Valley’s continuing struggle to retain those locally college-educated persons who possess the skills and knowledge critical for the health of the region’s economy. The University of Massachusetts at Amherst, a leading national research university, anchors the Five College area of the Pioneer Valley. The other members of the Five College group are the prestigious Smith, Mount Holyoke, Amherst, and Hampshire colleges. Complementing the Five College consortium is a collaboration of eight area schools centered in and around Springfield. These include: American International College, Bay Path College, Elms College, Holyoke Community College, Springfield College, Springfield Technical Community College, Western New England College, and Westfield State College. Together, these 13 colleges and universities afford the residents and employers of the Pioneer Valley a multitude of opportunities and advantages that are unique to the region. These assets will undoubtedly continue to aid in the region’s economic development initiatives.

The Economy

The Workforce and Employment

The extreme effects of the recent economic recession have become quite visible in the employment statistics from 2009. Indeed, annual data for 2009 shows an increase to 8.9 percent, a level of unemployment not seen in the region since the height of the recession in the early 1990s which peaked at nine percent in 1991. However, unemployment figures have not conformed to a prevailing pattern since 2000-while the 1990s were characterized by a decade-long national trend of decreasing unemployment rates (see Figure 13). After the Pioneer Valley region's unemployment rate reached an eight-year high of 5.9 percent in 2003, the unemployment rate fell steadily from 2003 to 2007 when it reached 5.1 percent. The 2007 unemployment rates for Massachusetts and the nation were lower by comparison, at 4.5 percent and 4.6 percent respectively. When comparing the region with state and national figures the Pioneer Valley had consistently lower rates of unemployment when compared with national data until 2005 and rates were lower than Massachusetts as well until 2004. Figures for 2009 indicate unemployment that is still higher than statewide rates, but is consistent with average unemployment in the nation. Due to the current economic downturn, it is likely that unemployment rates will continue to stay elevated for another year or so at all geographic levels before they begin to move in a more positive direction again.

Figure 13: Unemployment Rates

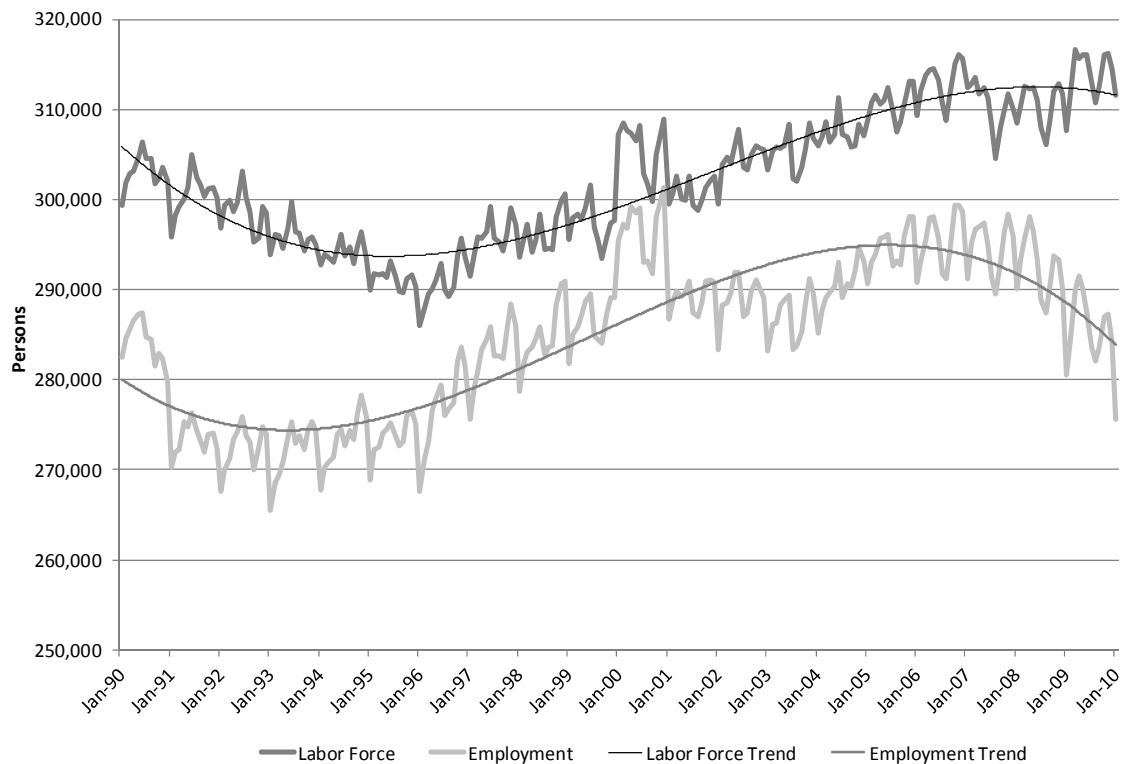


Source: U.S. Bureau of Labor Statistics, MA Office of Labor and Workforce Development, 2009

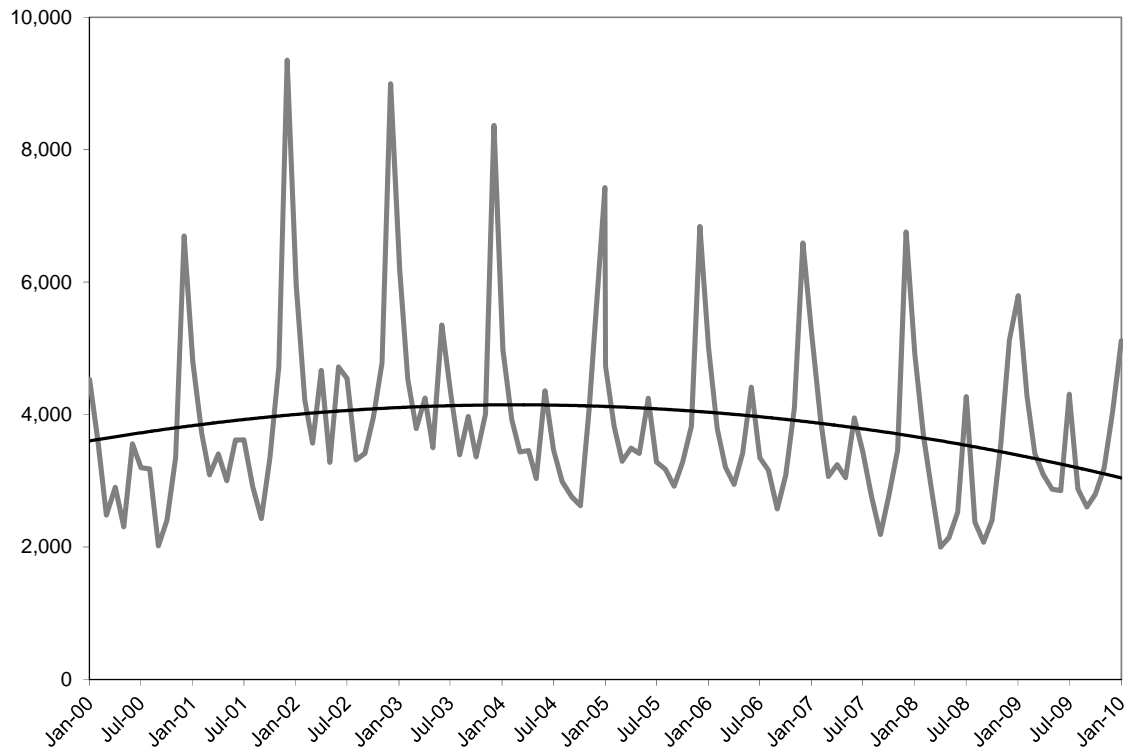
Interestingly, the rise in unemployment rates between 2000 and 2003 occurred while the size of the labor force and total employment was growing (see Figure 14). Since the growth in the labor force's size outpaced growth in employment, the unemployment rate rose. In June of 2002, the size of the region's labor force, with 307,849 people working or looking for work, surpassed the largest size of the labor force in the entire decade of the 1990s (306,326). The region's labor force reached its largest size to date in March 2009 (316,655), while employment numbers were largest in December 2000. By January of 2010, the size of the labor force was 311,515 people with the number of those employed at 275,668.

Another measure of volatility in the labor market, and of downturns in the economy, is the number of individuals filing new claims for unemployment insurance (see Figure 15). It should be noted that this data is collected by Workforce Investment Boards, so it includes Franklin County. Data on new claims are highly seasonal with the annual peak in new claims occurring in December or January as workers hired for the holiday season are let go. While the peak of new claims only reached 5,113 in January 2010, compared to 9,351 (during the economic downturn of 2001) it is important to note that these only represent new unemployment and the annual unemployment rate of 2009 showed a more distressing picture. The annual unemployment rate in 2009 was 8.9%, compared to 3.7% in 2001.

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



Source: MA Office of Labor and Workforce Development, 1990-2010

Figure 15: New Unemployment Insurance Claims, 2000 to 2010

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

Source: MA Office of Labor and Workforce Development, Unemployment Insurance Claims, 2000-2010

Employment Distribution

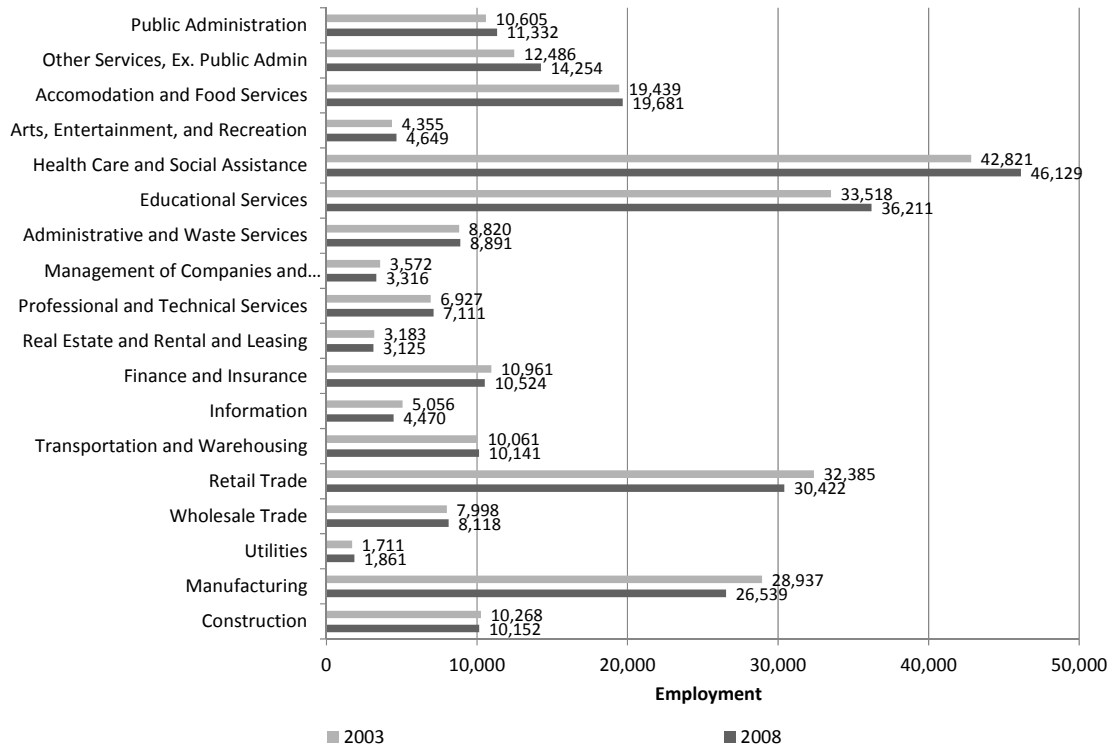
The region's economy is in transition. Manufacturing was once the mainstay of the region's economy, employing more than 29 percent of the workforce in 1980. Like most of the nation, the Pioneer Valley region is experiencing an increasing shift from manufacturing to service sector jobs in industries like 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 2003 and 2008, the fastest growing industries in the Pioneer Valley region are other services; utilities; educational services; and healthcare and social assistance. In 2008, 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 two of the Pioneer Valley region industries with the largest employment losses between 2003 and 2008 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.

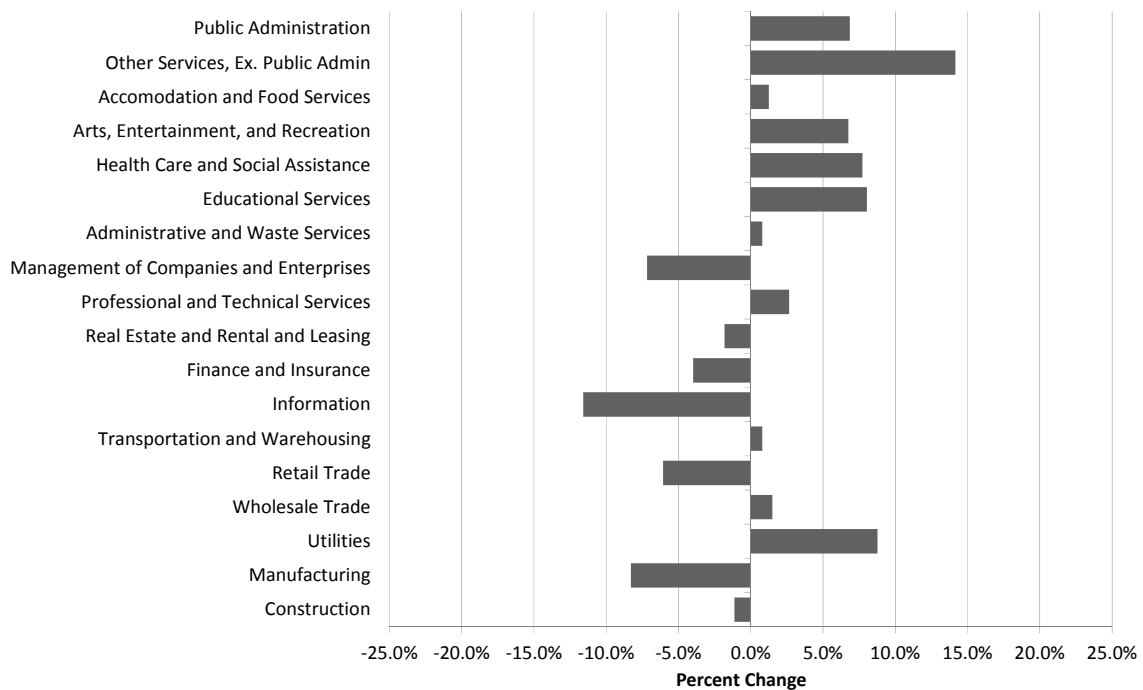
Work in utilities, finance and insurance, or management of companies yields the highest wages in the Pioneer Valley region, with each industry having an average weekly wage in excess of \$1,150 (see Figure 18).

Figure 16: Employment in the Pioneer Valley Region by Major Industry, 2003 and 2008



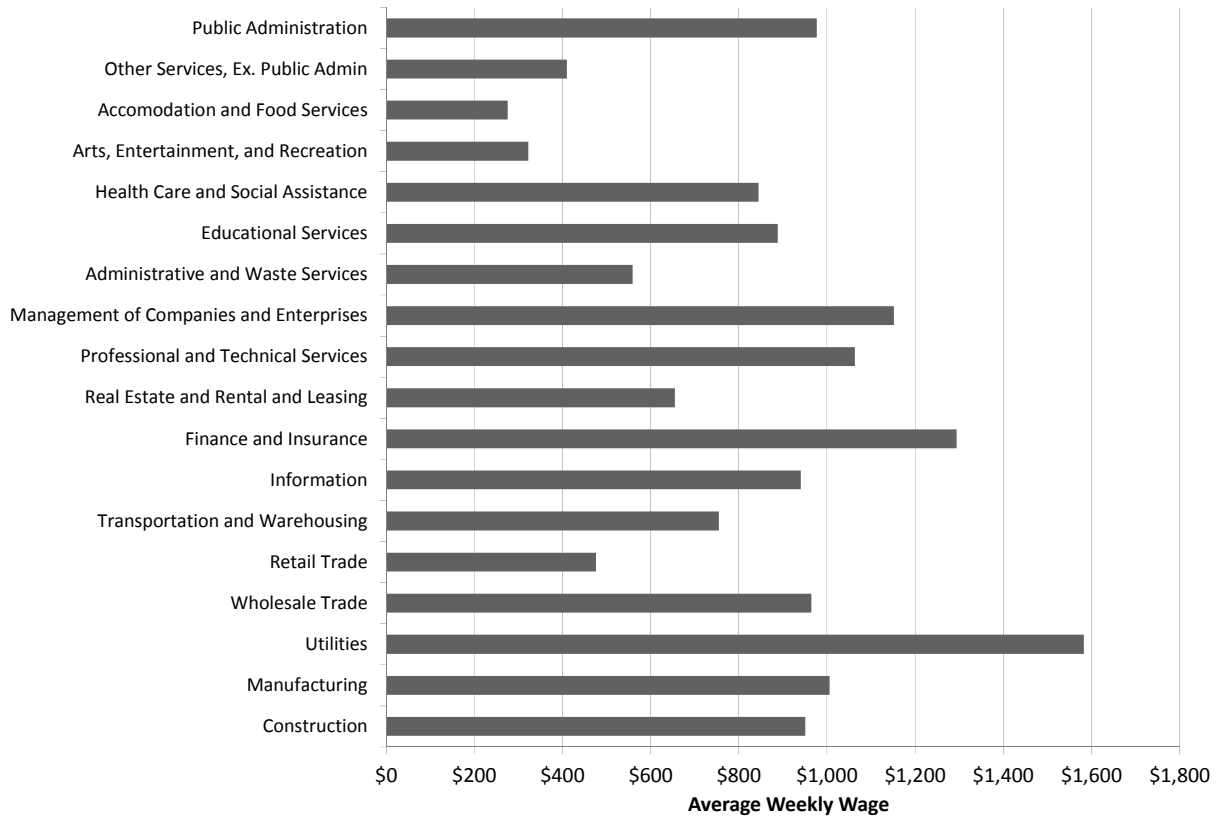
Source: Massachusetts Department of Workforce Development, ES-202 Program, 2008

Figure 17: Change in the Pioneer Valley Region Employment by Major Industry, 2003 to 2008



Source: Massachusetts Department of Workforce Development, ES-202 Program, 2008

Figure 18: Average Weekly Wages by Industry in the Pioneer Valley Region, 2008



Source: Massachusetts Department of Workforce Development, ES-202 Program, 2008

Manufacturing, educational services, and healthcare, three of the region’s largest industries by employment, have average weekly wages between \$845 and \$1,006. Unfortunately, several of our region’s fastest growing industries – arts and entertainment as well as other services – are among the lowest paying with average weekly wages of \$322 and \$410 respectively. The average weekly 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 more than 117,000. The northern urban areas, Northampton and Amherst, employ more than 33,000 people combined. Other communities with high employment totals are the suburbs directly around the region's urban core, such as Agawam, East Longmeadow, Ludlow, Westfield, and West Springfield. The city of Springfield alone is home to 29.4 percent of the region's jobs.

A comparison of average weekly wages and total wages for the region's employment centers reveals some discrepancies. The total employment in Springfield in 2008 was slightly less than 3.5 times the total employment of Holyoke, but the total wages paid was more than 4.6 times the amount paid in Holyoke, indicative of the much higher average wages in Springfield. Although workers in Chicopee were paid a higher average weekly 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 14,651, the average weekly wage was \$858; in contrast, total employment in Northampton was 18,539 but the average weekly wage was \$820, a difference of \$38 per week. 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 (12,091) than in East Longmeadow (8,409) or Ludlow (6,561). However, the average wage in Agawam was lower at \$729 whereas the average wage in East Longmeadow was \$799 and \$780 in Ludlow.

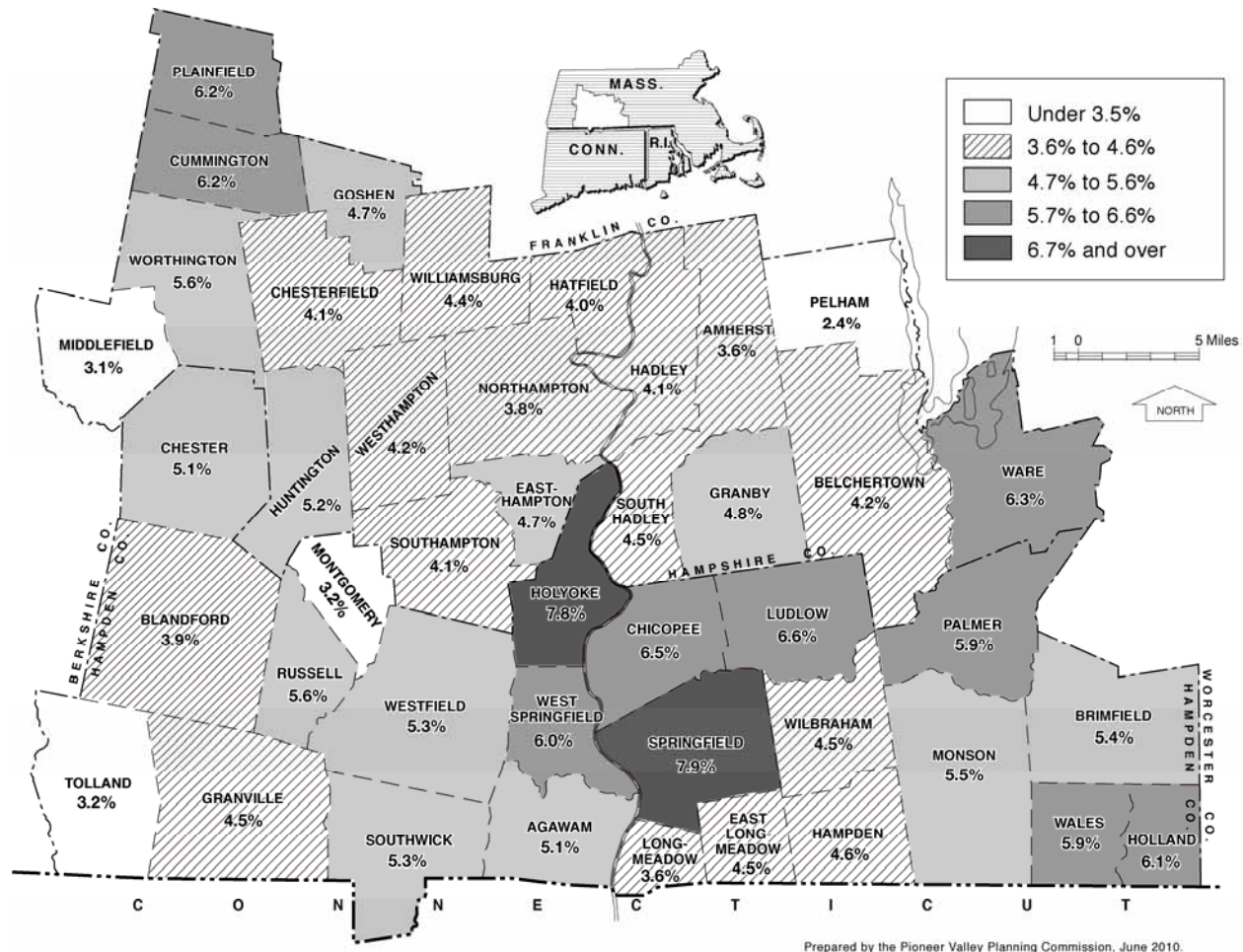
Table 11: Pioneer Valley Region's Top 10 Employment Centers for 2008

Community	Total Employment	Percent of Region's Employment	Average Weekly Wage	Total Wages
Springfield	75,819	29.4%	\$929	\$3,662,467,894
Holyoke	21,672	8.4%	\$696	\$784,507,399
Chicopee	19,727	7.7%	\$761	\$780,396,942
Northampton	18,539	7.2%	\$820	\$790,844,775
West Springfield	17,896	6.9%	\$746	\$694,098,270
Westfield	17,100	6.6%	\$771	\$685,750,685
Amherst	14,651	5.7%	\$858	\$653,396,530
Agawam	12,091	4.7%	\$729	\$458,526,302
East Longmeadow	8,409	3.3%	\$799	\$349,455,511
Ludlow	6,561	2.5%	\$780	\$266,196,175

Source: Massachusetts Department of Workforce Development, 2008

The regional map showing unemployment rates by workers' place of residence in 2008 (Figure 19) indicates that some of the region's largest employment centers also have high unemployment rates among their residents, suggesting that residents of some urban communities are not benefiting from their proximity to the region's leading employers. Springfield, which had the highest total employment in the region in 2008 (as seen in Table 11), had the highest unemployment rate among residents at 7.9 percent in 2008. Holyoke ranked second for total employment and for the unemployment rate of residents in 2008. Although Chicopee had the third largest total employment, its unemployment rate for residents, at 6.5 percent, placed it fourth in the region.

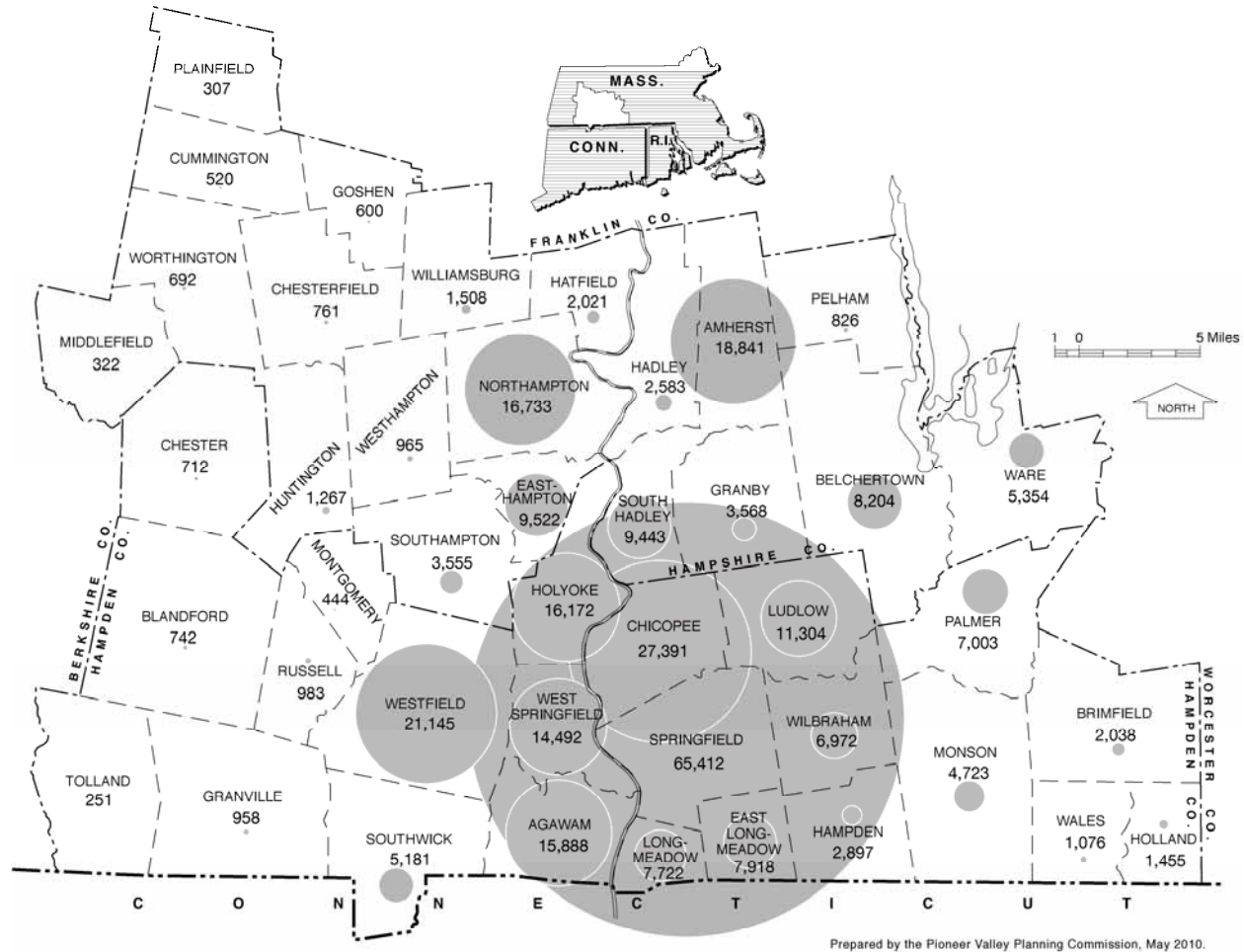
Figure 19: Unemployment Rates by Worker's Place of Residence, 2008



Source: Massachusetts Department of Workforce Development, 2008

A comparison of the total employment in the top employment centers in 2008 (Table 11) and the labor force (Figure 20) indicates that not all of the region's employment centers are importing workers from other communities. The total employment in Springfield, Holyoke, and West Springfield in 2008 exceeded the number of workers living in those cities in the same year, therefore, those regional employment centers are attracting workers from other cities and towns in the region. However, in communities such as Agawam, Amherst, Chicopee, Ludlow, and Westfield, the number of workers living there were larger than the number of jobs-indicating that these communities export workers to other communities.

Figure 20: Labor Force by Place of Residence, 2008

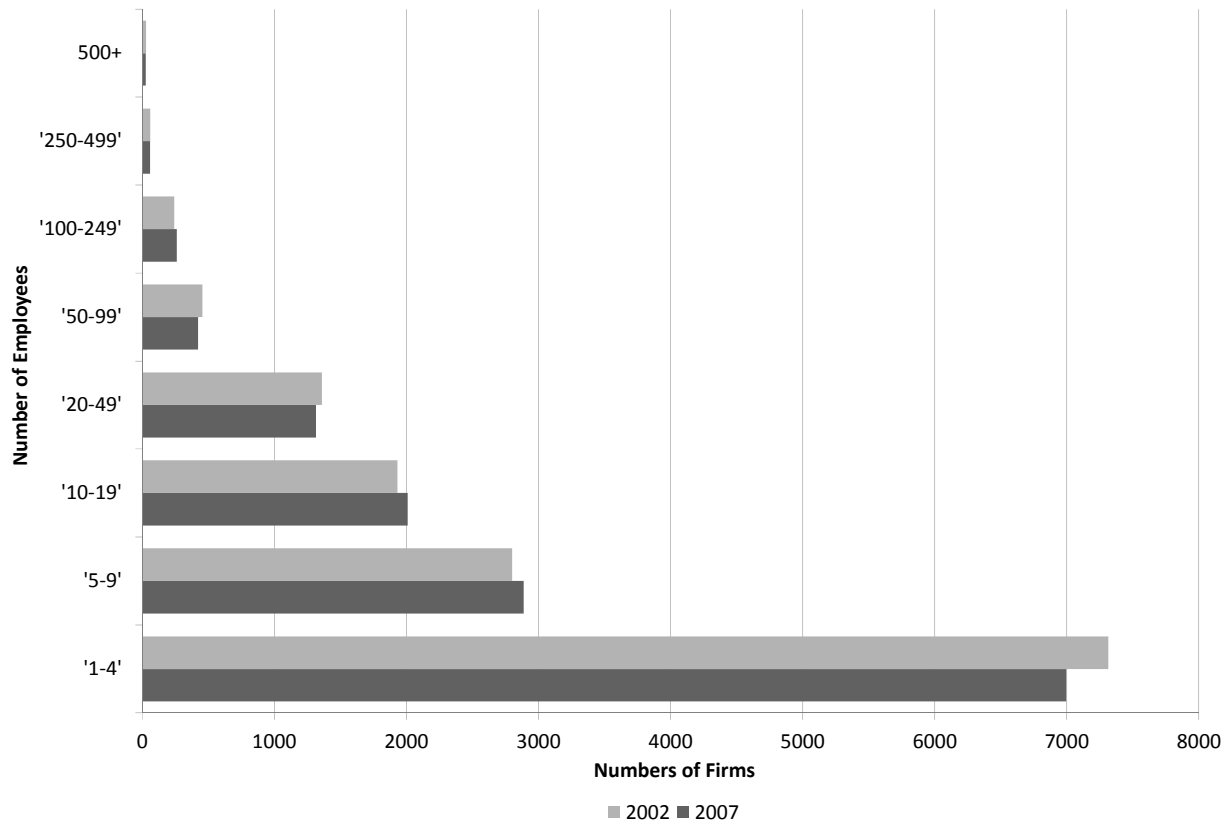


Source: U.S. Bureau of Labor Statistics Local Area Unemployment Statistics, 2008

Regional Employers

The Pioneer Valley region’s economy is rooted in small businesses. About 94% of businesses in 2002 and 2007 were firms of fewer than fifty people (Figure 21), and more than 71% were firms with fewer than 10 employees. Small businesses are not only important because of the number of firms, but because those businesses accounted for about 48% of all jobs in the Pioneer Valley region in 2007. Mid-size businesses, those with 50 to 250 employees, are also a significant presence in the region and they accounted for about 33% of all jobs in 2007.

Figure 21: Number of Employers by Size in the Pioneer Valley Region, 2002 and 2007



Source: U.S. Census Bureau, County Business Patterns, 2002 and 2007

The number of firms employing more than 100 people was 342 in 2007; 24 firms had more than 500 employees in 2007 (Table 12). Among the region’s largest employers are Baystate Medical Center, Holyoke Medical Center, Mercy Medical Center, and Cooley Dickinson Hospital. These large health service sector employers are located in three of the region’s top employment centers (Table 11), Springfield, Holyoke, and Northampton. In addition, six of the region’s colleges and universities are also major employers and many of the largest employers in the region are firms with national name recognition, such as Massachusetts Mutual Life Insurance Co., Hasbro Games, Friendly’s Ice Cream Corp., Solutia, Inc., and Calloway Golf.

Table 12: Major Employers in the Pioneer Valley Region in 2009 (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
1,000 to 4,999 Local Employees		
Big Y Foods Inc.	Springfield	Food and Beverage Stores
C & S Wholesale Grocers Inc.	Hatfield	Merchant Wholesalers, Nondurable Goods
City of Springfield	Springfield	Executive Offices
Cooley Dickinson Hospital	Northampton	Hospitals
Department of Mental Retardation	Monson	Administration of Human Resource Programs
Hasbro Games	East Longmeadow	Plastics and Rubber Manufacturing
Holyoke Hospital	Holyoke	Hospitals
MassMutual Financial Group	Springfield	Securities, Commodity Contracts, and Other Financial Investments and Related Activities
Mount Holyoke College	South Hadley	Educational Services
Sisters of Providence Health System	Springfield	Hospitals
Smith College	Northampton	Educational Services
U.S. Post Office	Springfield	Postal Service
University Of Massachusetts	Amherst	Educational Services
Wal-Mart	Chicopee	General Merchandise Stores
Westover Air Reserve Base (civilians only)	Chicopee	National Security and International Affairs
500 to 999 Local Employees		
Amherst College	Amherst	Educational Services
Berry Plastics	Easthampton	Plastics and Rubber Manufacturing
Calloway Golf Company	Chicopee	Miscellaneous Manufacturing
Center for Human Development	Springfield	Ambulatory Health Care Services
City of Chicopee	Chicopee	Executive Offices
City of Holyoke	Holyoke	Executive Offices
City of Westfield	Westfield	Executive Offices
Holyoke Community College	Holyoke	Educational Services
Lenox Tools	East Longmeadow	Fabricated Metal Product Manufacturing
Noble Hospital	Westfield	Hospitals
Peter Pan Bus Lines Inc.	Springfield	Transit and Ground Passenger Transportation
Preferred People Staffing	Springfield	Administrative and Support Services
RiverBend Medical Group	Chicopee	Ambulatory Health Care Services
Smith & Wesson	Springfield	Fabricated Metal Product Manufacturing
Solutia Inc.	Springfield	Chemical Manufacturing
Springfield College	Springfield	Educational Services
Sunday Republican	Springfield	Publishing Industries (except Internet)
Titeflex Corp.	Springfield	Plastics and Rubber Manufacturing
Town of Agawam	Agawam	Executive Offices
U.S. Veterans Medical Center	Northampton	Hospitals
Western New England College	Springfield	Educational Services
Westfield State College	Westfield	Educational Services
Wing Memorial Hospital	Palmer	Hospitals
YMCA	Springfield	Amusement, Gambling, and Recreation Activities

Source: PVPC 2009

The Infrastructure

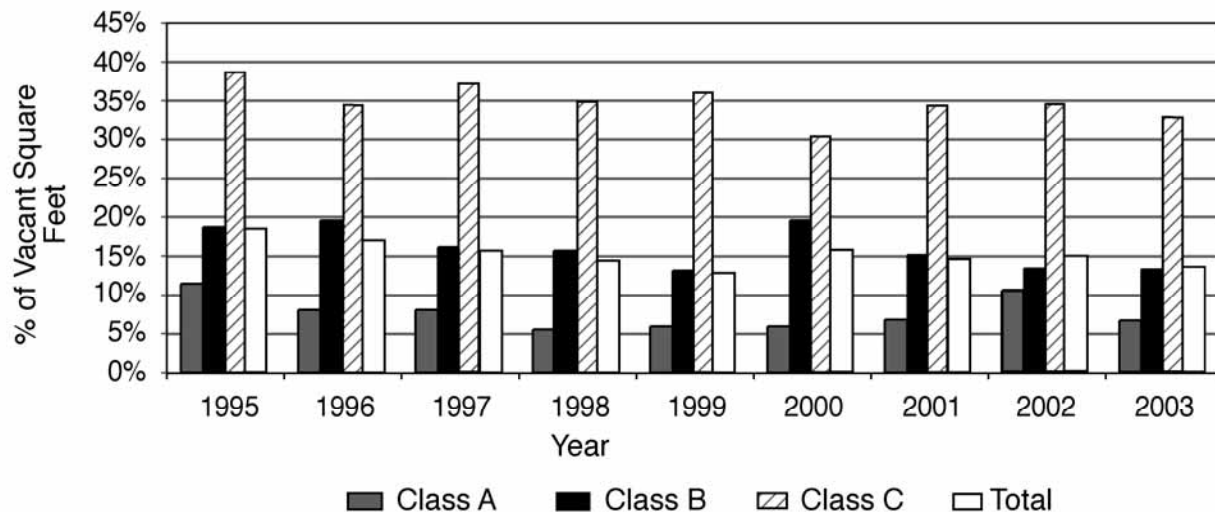
Real Estate

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	*	5,052,707	5,106,076	5,504,446
Vacant (square feet)	867,429	910,275	746,763	737,016	*	*	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 (per square foot)	\$ 6.75-16.50	\$ 8.00-18.00	\$ 7.94-17.50	\$ 5.50-18.00	*	*	\$ 5.00-22.00	\$5.00-\$20.00	\$6.00-\$21.00
Buildings	148	147	152	153	*	*	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: The Colebrook Group, Real Estate Analysis Reports and Surveys

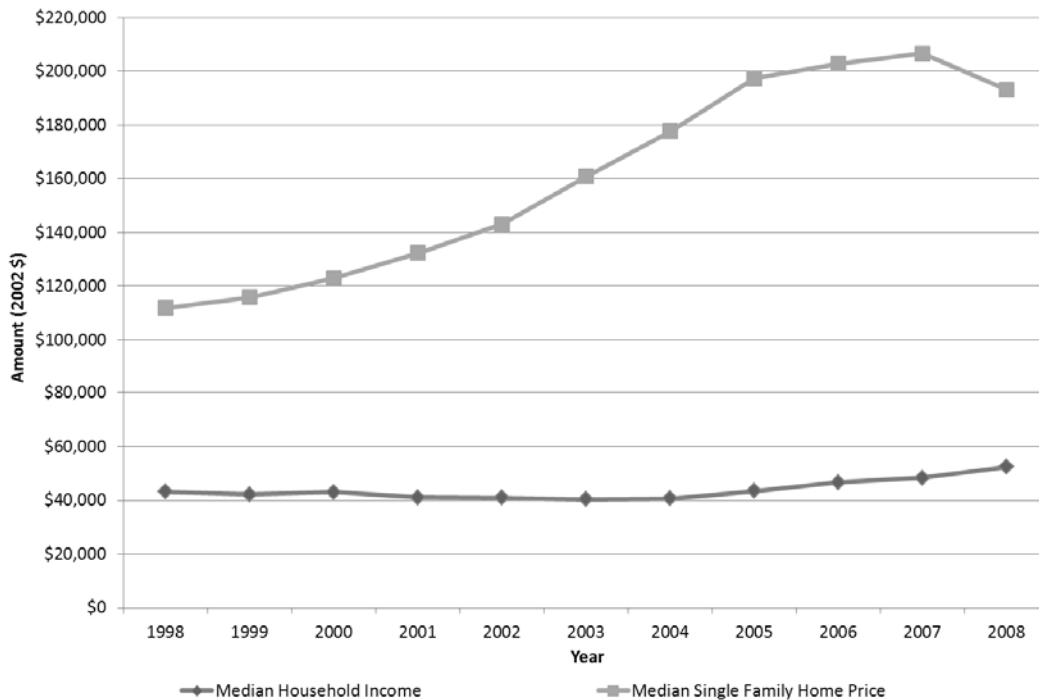
*Data not available

Housing

The extent to which housing is affordable matters greatly to any community. Housing is a basic human need and one of the most significant expenditures that people face. Studies have shown that people who purchase homes are more financially and emotionally committed to their communities. As Figure 23 indicates, during the 1990s there was little housing appreciation, but after 2000 and particularly between 2003 and 2007 prices soared in the region as well as nationwide. Data from 2009 shows the effects of the recent national economic downturn and housing market crash are also impacting the region, with a decrease in median single-family home prices of more than 11 percent between 2007 and 2009.

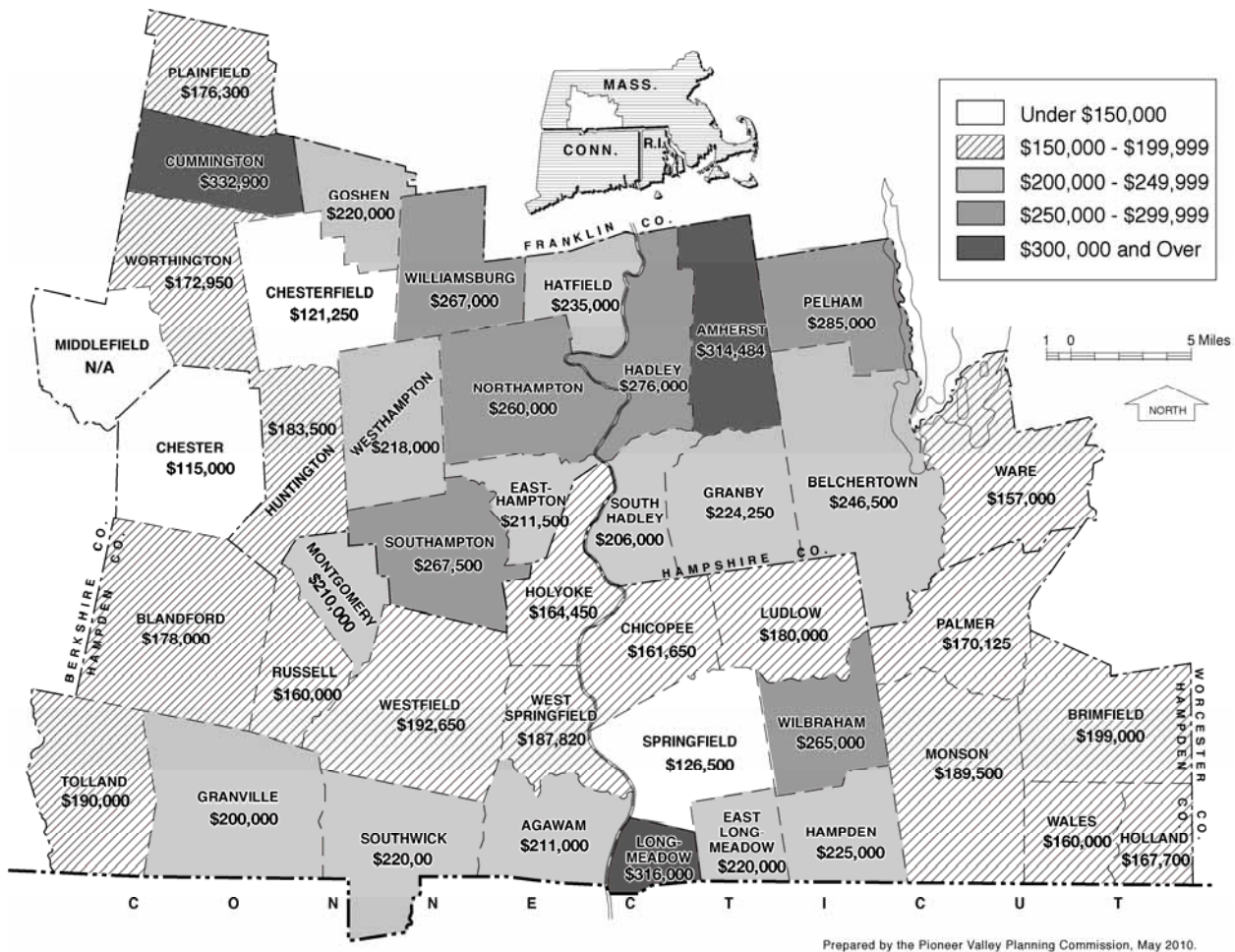
There is a wide range of prices across the 43 cities and towns (Figure 24). As of 2009, the median price of a single-family home in Cummington was \$332,900 (the highest in the region). While there were 5 municipalities in 2007 that had median prices above \$300,000, only three towns were in that range in 2009. However, there were two places in the upper quarter of the \$200,000 range, including Hadley and Pelham. At the other end of the spectrum were communities with prices under \$150,000 such as Chester, Chesterfield, and Springfield. There were a number of housing markets with median sales under \$200,000 as well, including Chicopee, Holyoke, Huntington, Ludlow, Monson, Russell, Westfield, and West Springfield.

Figure 23: Median Household Income and Single-Family Home Prices in the Pioneer Valley Region, 1998 – 2008



Source: The Warren Group; American Community Survey 2008

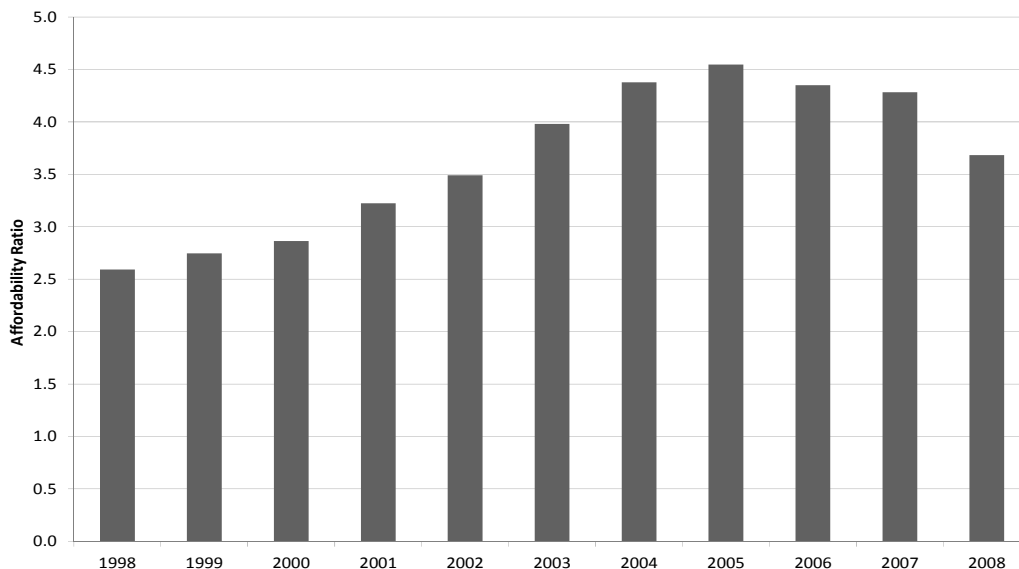
Figure 24: Median Sale Price of Single-Family Homes in the Pioneer Valley Region (2009)



Prepared by the Pioneer Valley Planning Commission, May 2010.

Source: The Warren Group 2009

Figure 25: Pioneer Valley Region Housing Affordability Ratio (Median Price/Median Income), 2000 – 2008



Source: U.S. Census Bureau; Small Area Income and Poverty Estimates (SAIPE); The Warren Group, 2000-2008

The drop in housing prices has not solved the issue of housing affordability, as incomes have decreased when inflation is factored in. It is generally accepted that a household can afford a home up to a price that is equal to three times their yearly income. With median incomes of \$52,424 in 2008 that translates into \$157,272. Only two communities in the region had median housing prices equal to or less than that amount in 2008. Another way to examine the problem is through the use of a housing affordability ratio. The Pioneer Valley's housing affordability ratio can be calculated by dividing the median price of a single family home by the median household income. Therefore an affordability ratio above 3.0 is of concern because it means that, statistically, a household with the median income in the region cannot afford a single family home at the median price. The affordability ratio steadily climbed starting in 1997, and passed the 3.0 threshold in 2001. However, the most recent data shows a decrease in the affordability ratio (from 4.3 in 2007 to 3.7 in 2008). This is an indication that the drop in housing prices has been significant enough to compensate for some of the concurrent decrease in incomes; however a housing affordability ratio of 3.7 is still of great concern. In the long term the issue of housing affordability will continue to be very important, especially if incomes continue to decrease or if housing prices return to higher levels once the economy recovers.

Transportation

Vehicle Roadways

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

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

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

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

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

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

Table 15: Major Interstate Highways Serving the Pioneer Valley Region

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

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

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

Table 16: Pioneer Valley Region Average Commute Times to Work

	Mean Driving Time to Work (minutes)		
	1990	2000	% Change
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%)
Granville	29.3	29.5	0.6%
Hadley	15.6	21.9	40.1%
Hampden	23.6	26.4	12.0%
Hatfield	20.0	20.9	4.8%
Holland	30.7	34.2	11.3%
Holyoke	16.6	18.6	11.8%
Huntington	28.7	34.4	19.8%
Longmeadow	18.0	20.3	12.6%
Ludlow	19.4	21.3	9.6%
Middlefield	34.8	41.6	19.6%
Monson	22.3	29.5	32.2%
Montgomery	25.7	29.7	15.8%
Northampton	16.6	20.0	20.1%
Palmer	19.5	22.9	17.3%
Pelham	21.8	22.3	2.4%
Plainfield	32.3	33.5	3.7%
Russell	24.9	28.1	13.0%
South Hadley	16.9	19.4	14.7%
Southampton	20.6	24.8	20.5%
Southwick	21.6	26.4	22.1%
Springfield	18.5	21.5	15.9%
Tolland	34.2	39.4	15.3%
Wales	31.8	36.7	15.2%
Ware	23.4	25.8	10.2%
West Springfield	18.1	20.9	15.8%
Westfield	19.7	22.6	14.7%
Westhampton	22.4	25.2	12.7%
Wilbraham	22.6	24.3	7.3%
Williamsburg	22.6	23.3	3.2%
Worthington	32.2	40.5	25.8%

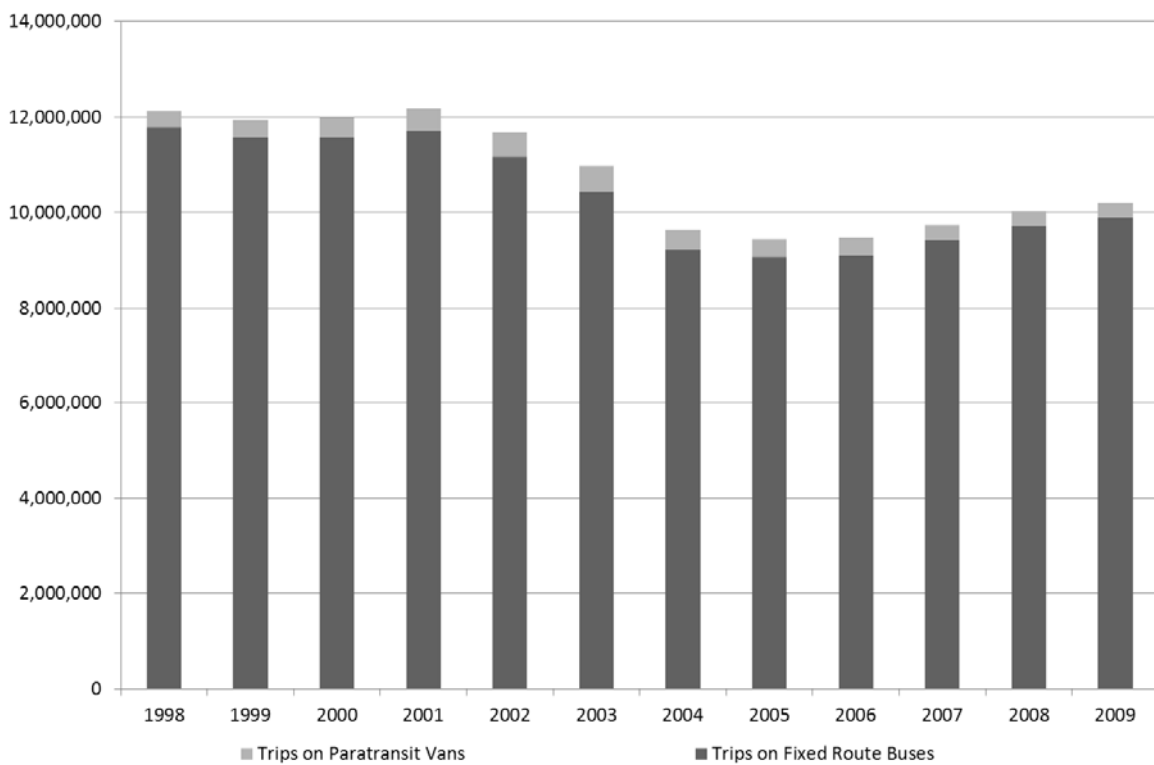
Source: U.S. Bureau of the Census; "Table DP-2 profile of Selected Social Characteristics: 2000"

Transit Routes

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

The Pioneer Valley Transit Authority (PVTA) was created in 1974 to rebuild and expand the region’s transit fleet and services. It operates a fleet of 161 buses and 149 vans, all of which are wheelchair-equipped. PVTA oversees a network of 40 fixed routes and four community shuttles in the region’s major urban centers and outlying suburban areas. PVTA offers critical mobility to its 24 member communities, of which 22 are located in the Pioneer Valley region and two in Franklin County.

Figure 26: Pioneer Valley Transit Authority System Wide Annual Bus and Van Trips, 1998 – 2009



Source: PVTA Annual Reports, 1998-2009

In addition to PVTA, an extensive intercity transportation network is available in the Pioneer Valley region with services provided by three privately owned companies: Greyhound Lines; Peter Pan Bus Lines; and Vermont Transit Lines. These companies provide a mix of routes within and outside the region, as well as nationwide connecting service. Several other carriers provide a variety of services, including bus charters and package tours.

The Springfield Bus Terminal is the major bus station in western Massachusetts and an interchange point for all intercity bus lines. The Northampton Bus Terminal, opened in 1984, is also served by Peter Pan, Vermont Transit, and Greyhound Bus Lines. Peter Pan also serves the University of Massachusetts, Amherst Center, South Hadley, and Palmer.

Passenger rail service is available to Pioneer Valley residents on Amtrak, the National Railroad Passenger Corporation. Amtrak's most frequent service is at Springfield Station, the region's main train station, on Lyman Street in downtown Springfield. Amtrak runs 11 trains per day to and from Springfield that provide extensive service within the Northeast. 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. The Massachusetts Department of Transportation is now in the process of realigning Amtrak Vermonter service north of Springfield to restore passenger rail service to Holyoke, Northampton and Greenfield. Service to Amherst will be offered by a PVTA bus connection. This project is part of a \$70 million federal stimulus grant received in 2010.

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; and throughout the valley bicyclists enjoy an expanding network of bike lanes and multiuse paths.

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

The Pioneer Valley Transit Authority recently expanded the regional bikes on bus program. Funded with assistance from the Massachusetts Department of Transportation (MassDOT) the "Rack and Roll" program improves access for bicyclists to transit with over 188 PVTA rack equipped busses in the Hampden and Hampshire County service area.

Through the Pioneer Valley "Share the Road" program PVPC has worked jointly with the Franklin Regional Council of Governments and MassDOT on the installation 380 bike related signs including "Share the Road" signs, "Bike Route" signs, "Connecticut Riverwalk Signs, and other directional signs. The Pioneer Valley Share the Road Program also produced an educational video and public service announcement that was distributed through local cable access channels and can be viewed at <http://www.enjoytheridebybike.com/>

PVPC assisted local municipalities on the installation of bicycle parking racks throughout the region's urban core. Over 300 bicycle parking racks have been installed with a capacity of 900 bicycles. PVPC produced a series of instructional bike rack installation videos to assist communities with the installation of the bike racks. The video series is available at PVPC's new video hosting site: <http://www.youtube.com/user/PVPCgroup>. The area has an ever expanding network of off-road facilities ranging from traditional bike paths to multiuse trails. Thirteen communities currently provide multiuse paths or "rail trails" totaling 35 miles in the region, while 10 other communities have similar projects under design. One successful example is the Norwottuck Rail Trail, the region's largest bikeway project, which opened in 1993. The ten-mile Norwottuck connects the communities of Northampton, Hadley, Amherst, and Belchertown, and facilitates travel between the communities, educational facilities, downtown commercial areas, and major employment centers. Weekend counts on the bike path range average 1,200 users per day during the peak season. A trail survey in 2002 showed 25 percent of weekday trail use was for commuting to work, school, or shopping—trips that would otherwise be made with a motor vehicle.

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

Transportation of Goods

The Pioneer Valley region is strategically located at a geographic crossroads in which more than one-third of the total population of the United States can be reached by overnight delivery. The region is also well positioned to support new ventures in international trade, especially in Canadian and European markets. An efficient multi-modal transportation network includes truck, rail, air and pipeline.

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

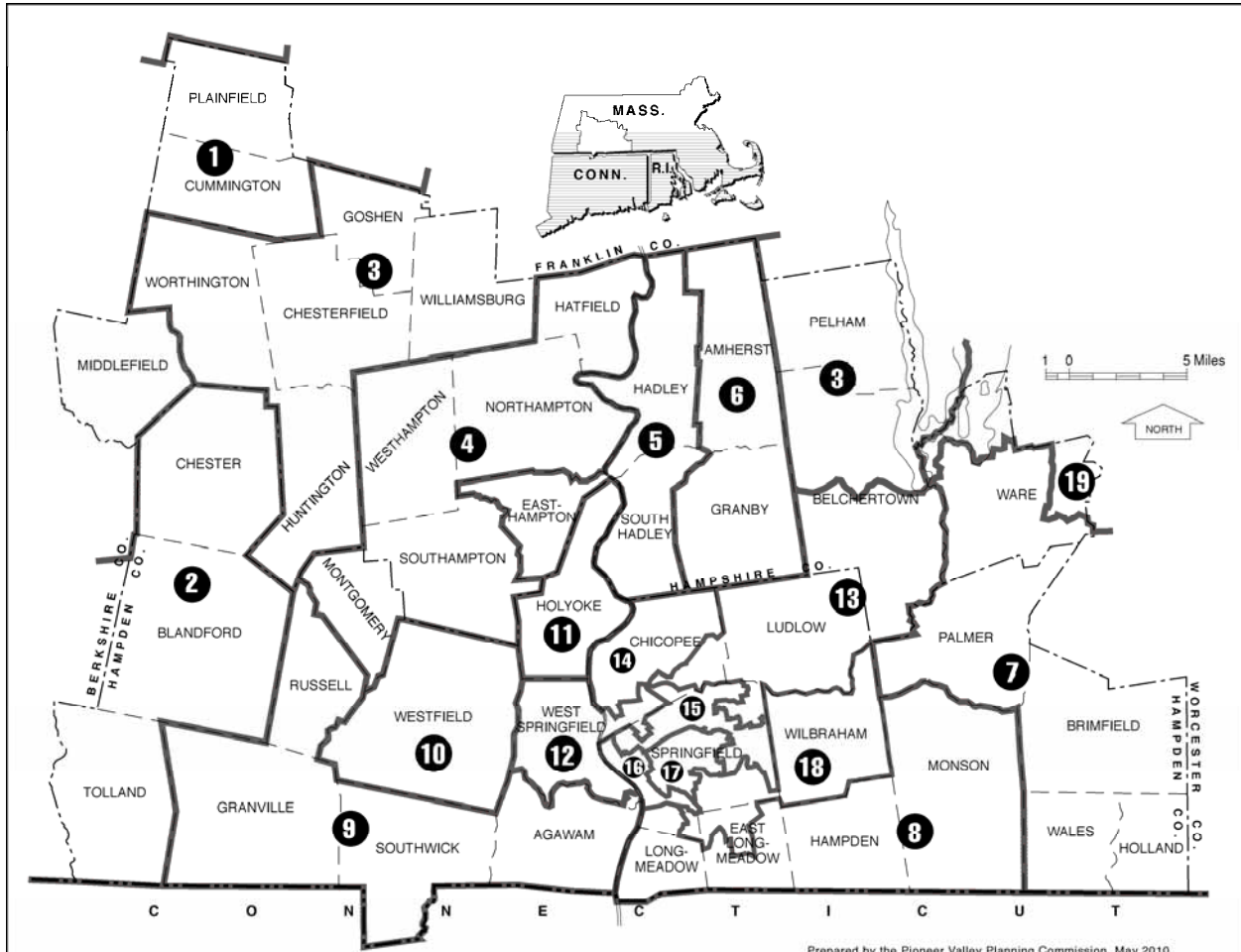
Five rail carriers provide freight service in the Pioneer Valley Region: CSX Transportation, Pan Am/Norfolk Southern, New England Central, Pioneer Valley Railroad, and MassCentral Railroad. The region's largest freight and intermodal yard, operated by CSX, is located in West Springfield. Another major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

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

Political Infrastructure

The area's elected state and federal officials also support the economic development efforts of the Pioneer Valley region. The following maps illustrate the current political landscape.

Figure 27: Pioneer Valley Region State Representatives and Districts



Prepared by the Pioneer Valley Planning Commission, May 2010.

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

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

3 Stephen Kulik (D)
1st Franklin District
 State House, Room 238
 (617) 722-2380
 1 Sugarloaf St.
 South Deerfield, MA 01373
 (413) 665-7200
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4 Peter V. Kocot (D)
1st Hampshire District
 State House, Room 163
 (617) 722-2040
 rep.peterkocot@hou.state.ma.us

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

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

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

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

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

10 Donald F. Humason, Jr. (R)
4th Hampden District
 State House, Room 542
 (617) 722-2803
 64 Noble St.
 Westfield, MA 01085
 (413) 568-1366
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11 Michael F. Kane (D)
5th Hampden District
 State House, Room 473B
 (617) 722-2263
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 (413) 540-9842
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12 James T. Welch (D)
6th Hampden District
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 772 Union Street
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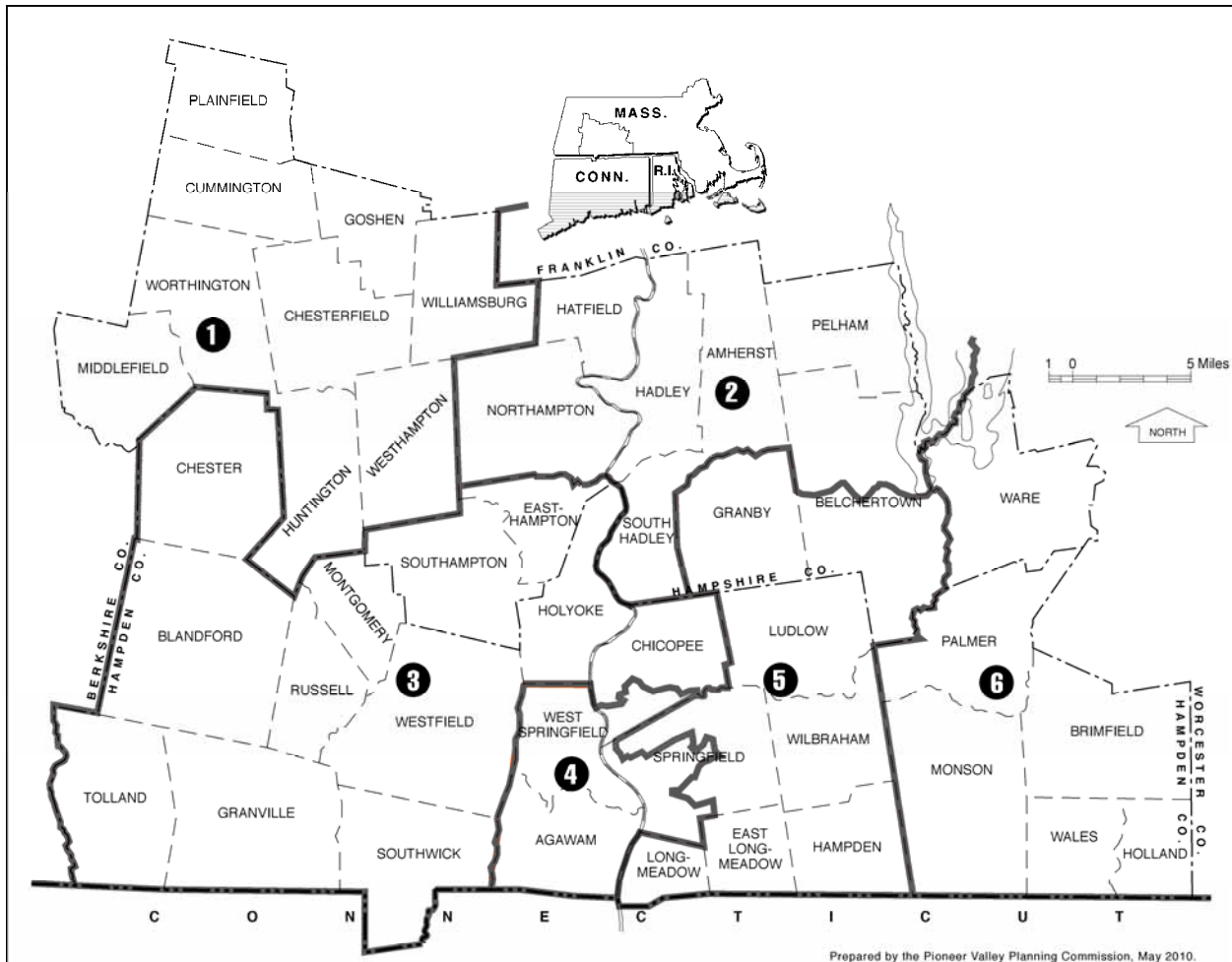
13 Thomas M. Petrolati (D)
7th Hampden District
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 116 Sewall St.
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14 Joseph F. Wagner (D)
8th Hampden District
 State House, Room 134
 (617) 722-2400
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15 Sean Curran (D)
9th Hampden District
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16 Cheryl A. Coakley-Rivera (D)
10th Hampden District
 State House, Room 39
 (617) 722-2014
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 (413) 739-1503
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Figure 28: Pioneer Valley Region State Senators and Districts



Prepared by the Pioneer Valley Planning Commission, May 2010.

**1 Benjamin B. Downing (D)
Berkshire, Hampshire and
Franklin District**

State House, Room 413F
Boston, MA 02133
(617) 722-1625
20 Bank Row, Room 202
Pittsfield, MA 01201
(413) 442-4008
benjamin.downing@state.ma.us

**3 Michael R. Knapik (R)
2nd Hampden and
Hampshire District**

State House, Room 419
Boston, MA 02133
(617) 722-1415
57 North Elm St.
Westfield, MA 01085
(413) 562-6454
michael.knapik@state.ma.us

**5 Gale D. Candaras (D)
1st Hampden and
Hampshire District**

State House, Room 213B
Boston, MA 02133
(617) 722-1291
17 Main St.
Wilbraham, MA 01095
(413) 599-4785
gale.candaras@state.ma.us

**2 Stanley C. Rosenberg (D)
Franklin and Hampshire
District**

State House, Room 320
Boston, MA 02133
(617) 722-1532
FAX: (617) 722-1062
1 Prince St.
Northampton, MA 01060
(413) 584-1649
stan.rosenberg@senate.state.ma.us

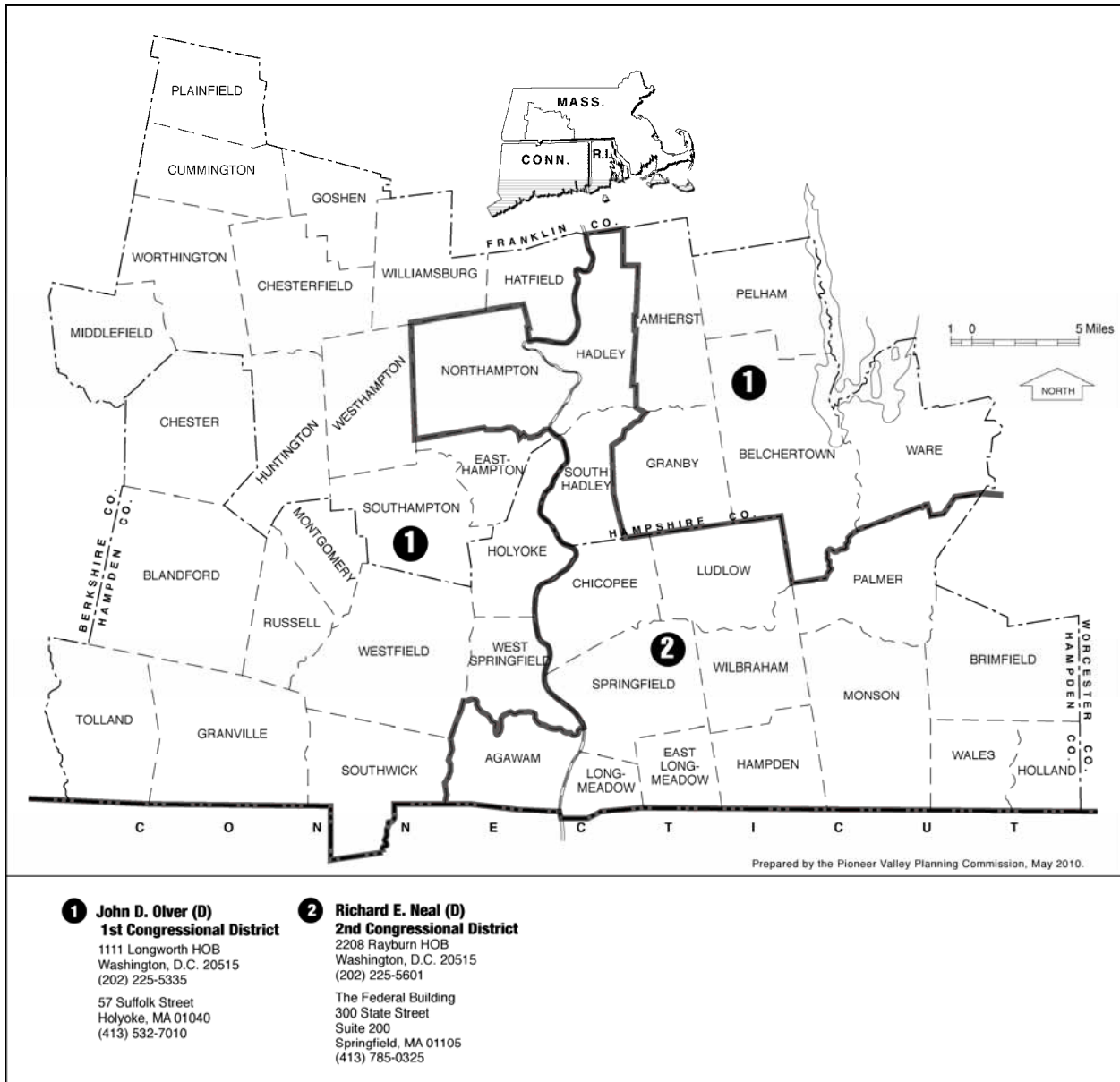
**4 Stephen J. Buoniconti (D)
Hampden District**

State House, Room 309
Boston, MA 02133
(617) 722-1660
150-B Bridge Street
Springfield, MA 01103
(413) 733-9991
stephen.buoniconti@state.ma.us

**6 Stephen M. Brewer (D)
Worcester, Hampden,
Hampshire and Franklin
District**

State House, Room 109B
Boston, MA 02133
(617) 722-1540
stephen.brewer@state.ma.us

Figure 29: Pioneer Valley Region Congressional Districts & Senate Contacts



U.S. Senate

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

 Springfield Federal Building
 1550 Main St. Suite 304
 Springfield, MA 01101
 (413) 785-4610

Scott P. Brown (R)
 317 Russell Building
 Washington, D.C. 20515
 (202) 224-4543

 State House, Room 410
 Boston, MA 02203
 (617) 722-1555

Appraisal of the Region's Competitive Advantages

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

An Exceptional Quality of Life

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

A History of Innovation and Pioneering Technologies

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

A Cluster of Education Excellence

The Pioneer Valley region has one of the most skilled and highly educated workforces in the world, recently coined "The New England Knowledge Corridor." The region's 14 prestigious colleges and universities (located throughout all three Pioneer Valley counties) are home to approximately 65,000 undergraduate and 12,000 graduate students each year.

A Responsive Job Training and Retention Infrastructure

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

A Telecommunications Hub for New England

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

An Entrepreneurial Focus and Resource Centers

Springfield Technical Community College (STCC) continues to aggressively pursue its vision, which is to establish a nationally prominent Entrepreneurial Institute built upon the physical facilities and the educational resources it has created to foster technological incubation for starting and growing area businesses. The Western Regional Office of the Massachusetts Small Business Development Center also provides significant resources to hundreds of businesses each year.

A Proactive and Evolving Regional Technology Networking Structure

Technology companies have been linked with the area's universities and colleges to form an assertive Regional Technology Corporation (RTC), 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.

Other Strengths & Opportunities

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

- A proactive and collaborative planning process – and implementation mindset – capable of producing positive and measurable results
- An evolving Hartford-Springfield economic partnership that has spawned the Knowledge Corridor and the InternHere.com program
- 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 new restaurants and fitness center next to the Basketball Hall of Fame, Route I-91 Tourist Information Center, Springfield and Agawam segments of the Connecticut River Walk and Bikeway, and the MassMutual Convention Center, among others
- Housing affordability, especially as compared to the Greater Boston area
- A long and growing list of recreational and cultural assets that underpin tourism and the travel industry

52 ❖ Pioneer Valley Planning Commission and Economic Development District

- 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
- Emerging signs of economic turnaround and improvement of the City of Springfield's financial status
- Availability of federal stimulus funds (ARRA) for infrastructure improvements, renewable energy, and energy efficiency projects

Weaknesses & External Threats

We have also identified 14 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
- Extensive gaps in the availability and affordability of high-speed broadband Internet and telecommunication infrastructure across the region
- Very 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 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 practices that foster low-density development and create sprawl
- Poverty rate increases in the Pioneer Valley region and relatively high poverty rates in the urban core cities of Springfield, Holyoke, and Chicopee
- Increasing numbers of home foreclosures as part of the nationwide mortgage crisis
- Out-migration of local college and university graduates to other regions
- Relatively high energy costs and the perception of hurdles to achieve energy efficiency savings

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—depends on a diverse and interconnected network of active economic partners. This network directly contributes to the effectiveness of the Pioneer Valley region’s economic development planning process by ensuring that the recommended strategies are implemented.

The Plan for Progress partnership is essentially acting as a “server” of the Plan’s recommended action strategies that must be implemented in order to avoid or minimize serious economic problems, such as high unemployment levels and weak business retention, as well as to take advantage of compelling economic opportunities that promote sensible economic growth and prosperity—for example, leveraging a cluster of 13 higher education institutions and building a cross-border economic alliance with the greater Hartford area.

The network of Plan for Progress partners (Figure 30) is a careful mix of organizations recruited from the Pioneer Valley’s public (government), private (business), and civic (nonprofit) sectors, and then unified and networked by the CEDS planning process in order to realize a collaborative planning and implementation team.

Figure 30: Pioneer Valley Plan for Progress Implementers

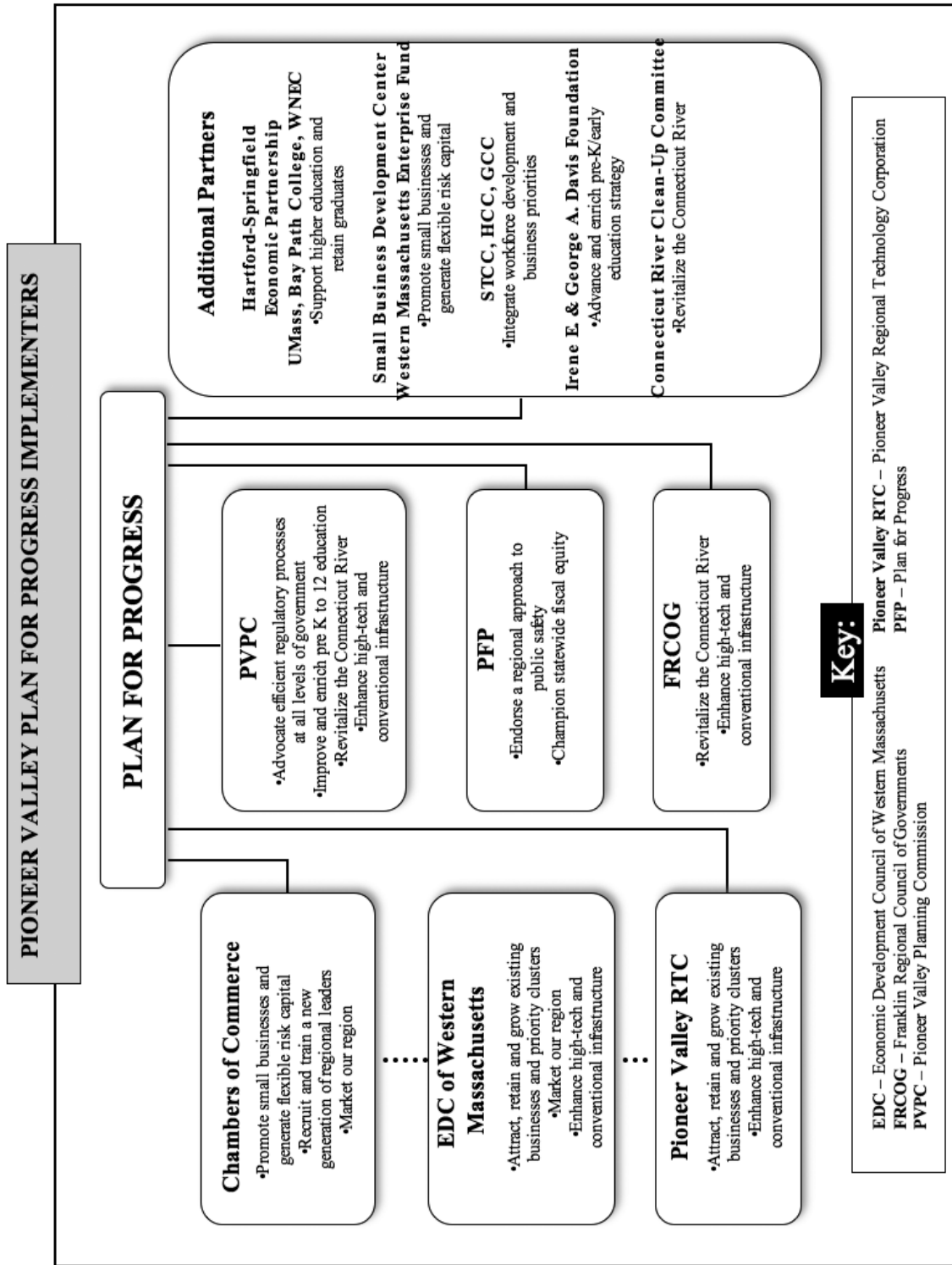
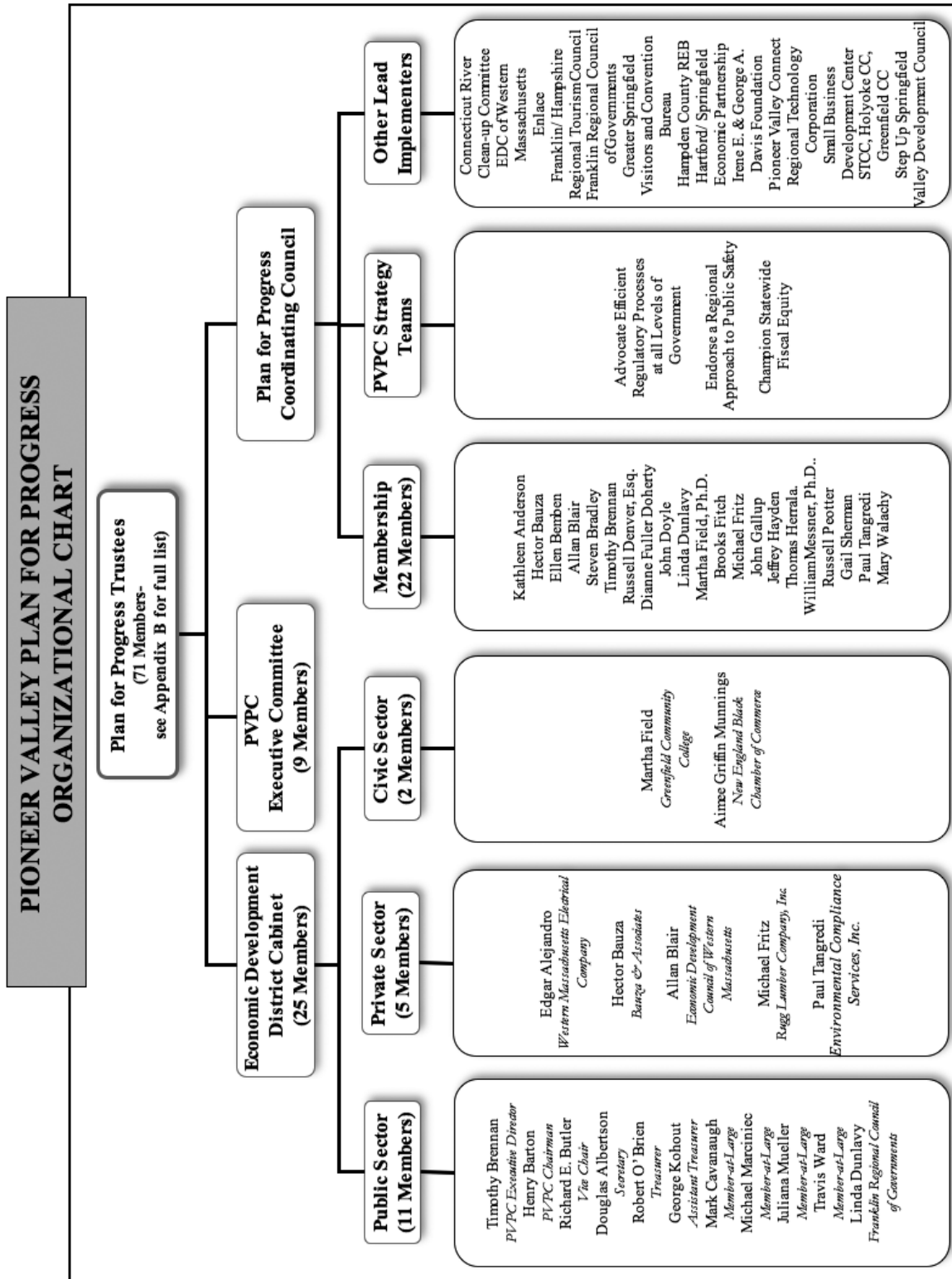


Figure 31: Pioneer Valley Plan for Progress Organizational Chart



A VISION FOR THE PIONEER VALLEY REGION

Regional Goals and Objectives



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

The 1994 version of the Plan was created as a blueprint for growth and development of the regional economy, but the current Plan for Progress, completely revised in 2004 and newly updated in 2009, reflects a broader concept of regional development – one that capitalizes on the opinions, ideas, and perspectives of countless people within the Pioneer Valley region, in the belief that those who live, work, and play here are knowledgeable about existing conditions, and aware of subtle changes at local levels that can affect the region's realization of its potential for growth and economic prosperity. The 2004 Plan and 2009 Five-Year Update are available, as

two separate documents, from the PVPC or online at www.pvpc.org.

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

In early 2003, Plan for Progress stakeholders determined that it was time to overhaul the original 1994 Plan and began a major process of gathering data, conducting focus groups, rewriting and updating strategies, and reaching out to involve new players in the Plan's future.

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

Developing the 2004 Plan for Progress was a cumulative process that built upon the 1994 Plan and an assessment of its impact with three key tools:

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

The result of this undertaking, the 2004 Plan for Progress, 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 were developed through focus groups, research, and business community participation. The 2004 Plan identifies thirteen strategic goals (since increased to fourteen) as critical for growing the people, companies, and communities in the region. In addition, the Plan includes seven cross-cutting themes that strategy teams must consider in their action plans in order to meet the region's goals: cross-border collaboration (with the greater Hartford region), diversity, education, industry clusters, sustainability, technology, and urban investment.

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

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

In addition, in 2008, the fifth strategy, "Improve and Enrich Pre-K to 12 Education," was divided into two strategies, "Advance and Enrich Early Education at State and Regional Levels" and "Improve and Enrich K to 12 Education."

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

The most recent update to the Plan for Progress goals and strategies occurred in the spring of 2010. Strategy #4, “Integrate Workforce Development and Business Priorities,” was fully revised and updated to reflect the complex relationships between the many entities working on this issue. The goal remains the same, but the number of key implementers has increased, and the short- and long-term action steps have been changed. The revised strategy is outlined under the “Accomplishments” section of this annual update.

The new Disaster Resilience component of the Plan has been incorporated into the Sustainability cross-cutting theme, as it pertains to planning with environmental viability and constraints in mind. The region must prepare for the long-term sustainability of critical infrastructure that is vulnerable to natural and human-caused disasters.

The Plan for Progress: Cross-Cutting Themes

The overall strategic direction of the Plan for Progress is captured within seven cross-cutting themes that 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 the expansion of those industries that show great promise (education and knowledge creation, health care, creative businesses, hospitality and tourism, life sciences, medical devices and pharmaceuticals, and plastics), and sustaining those that have a long history in the region (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, while preventing the worst impacts of natural disasters by planning for crisis management and protecting vulnerable infrastructure.
- **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 strategic goals and their corresponding action steps that will realize that vision. A new goal was identified in the 2009 Five-Year Update, a strategy to “Develop a Green Regional Economy,” resulting in a total of fourteen strategic goals. In 2008, the fifth goal (“Improve and Enrich Pre-K to 12 Education”) was separated into two subgoals (“a” and “b”), one for pre-kindergarten and one for grades K-12. These goals are summarized in the “Accomplishments” section of the CEDS 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
- Develop a green regional economy (*new in 2009*)
- 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 (*revised in 2010*)
- Advance and enrich early education at state and regional levels
- Improve and enrich 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

Integration With Other Economic Development Plans

One of the issues addressed by the Trustees, and particularly by a number of private sector Trustees who participated in a series of Business Focus Groups in 2008, was the wide array of plans created for the region by many different parties, not always acting in concert with one another.

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

A Framework for Action: The State Regional Economic Development Strategy

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

The state’s regional economic development plan identifies a number of assets in the Pioneer Valley, including its central Northeast location for businesses (while having lower operating costs than similar areas), nationally known tourist destinations, vast natural resources, and world-class healthcare. The state’s highest economic development priorities for western Massachusetts are the new Broadband Initiative, intended to bring high-speed Internet access to all communities in the Commonwealth, and the Holyoke Green High Performance Computing Center.

Several other issues specifically pertinent to the Pioneer Valley (rather than all of western Massachusetts) are outlined in the state’s regional framework. First, Pioneer Valley officials and planners have noted that state programs seem designed for the Boston metro region and are difficult for smaller communities in this region to take advantage of because of the stringent administrative requirements. Secondly, Hampshire and Franklin County still have large rural areas with significant agricultural resources, yet the development pressures are strong. The region has a high percentage of its job base in traditional manufacturing industries and is experiencing growth in healthcare employment; however, there is a critical need to provide education and training to the existing workforce, so that they may qualify for these jobs. Educational attainment in general is relatively low in the region’s cities, while at the same time, more highly educated youth are leaving the region for opportunities elsewhere.

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

A Statewide Economic Summit

A statewide Economic Summit was held on October 27, 2009, at the Federal Reserve Bank in Boston, convening nearly 150 corporate, education, and non-profit leaders along with state officials. The Summit focused on how Massachusetts could best define its recovery and collaborate on solutions to the state's economic challenges. The Governor highlighted a four-pronged growth strategy based on innovation, education, infrastructure, and regional clusters.

By the end of the day-long event, consensus was reached on three collaborative efforts:

- Improve access to capital and advice for small businesses.
- Clear the way for business expansion.
- Compete for federal funding with a focus on areas in which local public and private efforts are already well-aligned with current federal priorities.

Regional Economic Summits

In addition, the administration decided to work in collaboration with partners across the state to hold a series of follow-up regional economic summits to ensure that the administration's efforts are inclusive and encourage regional development in all parts of the Commonwealth. Three regional economic summits have been held thus far:

- 1) January 29, 2010 - Greater North Central Massachusetts, held in Leominster
- 2) March 19, 2010 - Pioneer Valley, held at the University of Massachusetts/Amherst
- 3) April 28, 2010 – Northeastern Massachusetts, held in Danvers

Each event included discussions on the current state of the United States' and Massachusetts' statewide and regional economies and the Administration's multi-pronged strategy for growth through regional economic development; investments in education, infrastructure, and innovation that will create conditions for maximum job growth; and public-private collaborations that can move the local economy forward. Participant working groups also strategized around finding long-term solutions to creating access to capital and advice for small businesses, clearing the way for business expansion, and a third, regionally-specific topic. In the Pioneer Valley, the additional topic focused on "Creating an Innovation Agenda within the Pioneer Valley."

The Plan for Progress Coordinating Council and Trustees provided representation at the Pioneer Valley Regional Economic Summit and will continue to work with the state to coordinate efforts and ensure that the region follows through on key initiatives.

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

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

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

MassINC and UMass Dartmouth Urban Initiative: Springfield Economic Growth Initiative

In 2009, MassINC and the UMass Dartmouth Urban Initiative completed a study of Springfield, *Building for the Future: Foundations for a Springfield Comprehensive Growth Strategy*. The analysis describes Springfield's social and economic conditions in the context of older industrial cities throughout the Northeast and Midwest. The project builds on the previous work of the Urban Land Institute by providing key demographic and economic data for further and more in-depth analysis. The draft report was presented to residents and other stakeholders throughout the community during the spring of 2009 and the final report was published in June 2009.

Key findings of the study include:

- Although Springfield has struggled for decades against adverse social, economic and political trends, it has maintained its presence as a population center and a regional economic hub.
- While the city has a relatively strong economic base that continues to provide good jobs, the city's residents are having difficulty gaining the skills necessary to obtain wages sufficient to support their families.
- Springfield's competitive strengths are in mature and declining sectors (metal manufacturing, plastics, and publishing/printing). These legacy industries have spawned some emerging clusters (medical devices and analytical instruments), but these are not developing quickly enough.

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

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

- Precision Manufacturing Cluster
- Higher Education and Health Care Institutions
- Telecommunications Infrastructure
- Strategic Location (relative to Boston, Hartford, New York City)

- Cultural Diversity and International Opportunities
- Green Technology Jobs (especially those that relate to the region's existing industries)

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

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

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

Greater Franklin County Comprehensive Economic Development Strategy

The Franklin Regional Council of Governments (FRCOG) administers the Greater Franklin County Economic Development District and produces an annual CEDS report for the region. The 2010 Draft CEDS (the region's five-year update) contains the required elements of the EDA-funded program and outlines a set of regional goals and objectives:

GOAL A: IMPLEMENT A COMPREHENSIVE AND INCLUSIVE REGIONAL ECONOMIC DEVELOPMENT PLANNING PROGRAM FOR THE GREATER FRANKLIN COUNTY REGION

Objective 1: Build local economic development capacity.

Objective 2: Foster regional economic development collaboration.

GOAL B: ENHANCE THE BUILT ENVIRONMENT FOR ECONOMIC DEVELOPMENT THROUGH REDEVELOPMENT AND REVITALIZATION, AND APPROPRIATE INFRASTRUCTURE DEPLOYMENT

Objective 1: Execute a regional Brownfields Program to foster the assessment, remediation and redevelopment of properties for economic use.

Objective 2: Support revitalization of downtowns and village centers to generate new economic activity.

Objective 3: Advance the use of existing industrial properties and the siting of new industrial development, as appropriate to the needs and vision of the region.

Objective 4: Encourage improvement to the regional transportation system to facilitate the safe and efficient movement of people and goods.

Objective 5: Foster the deployment of telecommunications infrastructure to enhance access to global networks and advanced broadband services.

GOAL C: ADVANCE INITIATIVES THAT STRENGTHEN AND SUPPORT THE GROWTH AND SUSTAINABILITY OF KEY INDUSTRIES AND REGIONAL INNOVATION CLUSTERS

Objective 1: Support entrepreneurship and business development through access to technical assistance, capital, and networking.

Objective 2: Enhance the workforce through education and skills training, and improving access to job opportunities.

Objective 3: Encourage access to and the expansion of markets through marketing and promotion, and cluster development.

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

Massachusetts Department of Workforce Development

The Massachusetts Department of Workforce Development developed a two-year state plan for FY08 and FY09, as well as a FY10 update, based on diverse input from major workforce development partners. Among some of its highest priorities are a revitalization plan for the City of Springfield, to be overseen by a state Development Cabinet, establishment of a state permitting ombudsman, continuation of the state's Business Resource Team activities, expansion of broadband access statewide, and increased assistance to small businesses. The plan also recognized the difficulties for workers caused by the high cost of housing in the state. This plan, as well as the strategic plans of the Regional Employment Boards (REBs), will help guide the Plan for Progress as it moves forward. The Hampden Regional Employment Board is in the process of updating their strategic plan, and the Franklin-Hampshire REB has an ARRA plan that is available at www.fhcc-onestop.com/reb.html.

Other Plans

Numerous other plans for the region and its communities exist. Several have been generated by the Pioneer Valley Planning Commission itself: The Pioneer Valley Clean Energy Plan, The Regional Transportation Plan, and Valley Vision II, a regional land use plan. Individual communities also have their own master plans, which to the greatest extent possible are coordinated with Valley Vision II. Other plans include strategic plans of the region's employment boards, regional chambers of commerce, and regional non-profit organizations. Most of these planning efforts have been significantly influenced by the goals and principles of the Plan for Progress and elaborate on key elements of the Plan for Progress that cannot be fully addressed in one regional economic development planning document.

PLAN FOR PROGRESS ACCOMPLISHMENTS 2009-2010 and ACTION PLAN 2010-2011



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

Lead Implementer

- Economic Development Partners of the Western Massachusetts Economic Development Council

Background and Synopsis

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

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

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

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

Significant Strategy Accomplishments for 2009-2010

- Through a partnership of the University of Massachusetts, the Massachusetts Institute of Technology (MIT), Boston University, Northeastern University, Cisco Systems, Inc. of San Jose, California, EMC of Hopkinton, Massachusetts, and the state of Massachusetts, a \$100 million, "green," high-performance computer research center is intended to be located in downtown Holyoke. Cisco Systems is a major networking and communications technology services company, and EMC is an international data storage company. The city of Holyoke has been chosen for the project primarily due to its low electric utility costs. The research center will also include a large facility to house computer data storage equipment. The project was announced by Governor Deval Patrick on June 9, 2009, and the final location has been narrowed to two sites along the Holyoke Canal. The center will conduct research in biofuels, life sciences, clean energy and other research which relies heavily on computation.
- The EDC of Western Massachusetts has assisted the proponents (the "Consortium") of the High Performance Computing Center in selecting an appropriate site in downtown Holyoke along the canal. Through site research and due diligence, the EDC assisted the Consortium in narrowing the options from 80 potential sites to a dozen or so, and finally to two potential building locations.

- To fully leverage the development of the Green High Performance Computing Center (GHPCC) to be located in downtown Holyoke, the City of Holyoke and its local and regional partners have established a Task Force to design and develop an Innovation District that will be anchored by the GHPCC and will serve as a catalyst for economic growth in Holyoke and the region. The Innovation District is intended to create the conditions for the emergence of a digital technology industry and innovation cluster in Holyoke with connections throughout the region. The John Adams Innovation Institute of the Massachusetts Technology Collaborative is working with the City and the Pioneer Valley Planning Commission to fund and support the development of regional and cluster-based strategies to achieve this goal. An RFP for consulting services has been released. PVPC is also managing a website under this contract, www.InnovateHolyoke.com, developed to provide information and opportunities for public engagement on the computing center and the innovation district.
- Cisco Systems, Inc., one of the partners in the proposed Green High Performance Computing Center, has announced a collaboration with the city of Holyoke to implement its Smart+Connected Communities model, the first in the United States, which will provide an Internet-based communication system that will improve education, public safety, business growth, transportation, and health care in the city.
- The Economic Development Council of Western Massachusetts is working with the Precision Manufacturing Regional Alliance Project (PMRAP) to assist in promotional and marketing initiatives to further the development of the region's manufacturing industry. The EDC is working directly with this group to market the Pioneer Valley Region as a "precision machining hot spot" via the EDC's Homefield Advantage Program. The EDC has committed to promote and advance this industry by leveraging the business development resources of agencies across the state and region, pursuing opportunities, identifying and addressing factors that would impede success, and providing assistance with business-to-business networking in aiding precision machining companies with their penetration into the emerging markets of medical devices and renewable energy.
- The University of Massachusetts was awarded a two-year, \$600,000 grant from the National Science Foundation to support the transfer of university technology to the precision machining cluster in Western Massachusetts. The NSF grant, "Innovation in Precision Manufacturing: New Technology to New Business," was awarded by the NSF's Partnership for Innovation program to the Center for UMass-Industry Research in Polymers. The Regional Employment Board of Hampden County and the Western Massachusetts Chapter of the National Tooling and Machining Association will work with UMass to use technology coming out of the university to help the industry to grow and to develop stronger links with the community colleges to help prepare the future workforce. The two-year grant from the National Science Foundation (NSF) follows an earlier state investment of \$650,000 in industry competitiveness through the MTC's John Adams Innovation Institute, and will be enhanced by a newly formed partnership between academic, workforce development and industry leaders in the region.
- US-based biofuel manufacturer Qteros has announced plans to build a \$3.2 million cellulosic ethanol plant in Chicopee, MA. The 20,000 sf facility is the latest tenant in the 72,000 sf multi-tenant industrial complex developed by Development Associates of Agawam. The facility, which will demonstrate the company's patented process for converting plant matter to ethanol, is expected to be in small-scale production early next year. If it is successful, a full-scale manufacturing plant could be built at the site.

- The EDC is undertaking a Homefield Advantage initiative to meet with corporate executives from the region's significant industry clusters. The intent is to learn how these clusters have weathered the recession and to gauge future opportunities for sales and employment growth. The EDC is working with the cluster representatives to develop action steps that the EDC can implement to facilitate growth in each cluster. Forums have been held with the Banking, Precision Machining, Information Technology, Medical Device, Health Care, Equity Finance, and Paper and Plastic Manufacturing Clusters.
- The EDC launched a micro-site dedicated to the region's daily business news, news archives, and profiles of the people and companies that drive the local economy. The new web-crawling technology creates profile pages based on frequent keywords in the news. Nearly 200 profiles have been pre-loaded into this library. The new Western Mass EDC News Portal is now the source for daily local business news summaries and an evolving archive of these stories.
- The City of Springfield held a Springfield Developers' Conference on October 30, 2009 at the MassMutual Center, with the EDC as its major co-sponsor. Looking ahead towards future development, 150 developers and other investors toured the city's economic development opportunities and available sites, including 11 key sites that were specifically highlighted and showcased.
- The Regional Technology Corporation ("RTC"), the EDC's affiliated partner, held an RTC Leadership series this year. Presentations included: "Creative Ways that Businesses are Growing...Taking Proactive Steps Today," held in Springfield. Presenters included Craig Powell, President and Chief Executive Officer, ConnectEDU; Pamela Campagna, BLUE SAGE Consulting; and Barry Clapp, Clapp, Ltd. The event was moderated by Steve Snyder, Partner & Entrepreneur-in-Residence – Gesmer Updegrave, the sponsor of the event. Startup and early stage companies, and those interested in entrepreneurship, were encouraged to attend.
- The Affiliated Chambers of Commerce of Greater Springfield, Inc. (ACCGS) celebrated the success of the 60 fastest-growing privately-owned businesses in the region at its 2009 Super 60 Luncheon and Recognition Program on Friday, October 23, 2009 in Agawam. Now in its twentieth year, the program celebrates the success of the fastest-growing, privately-owned businesses in the region which continues to make substantial contributions to the strength of the regional economy.
- The Hartford-Springfield Economic Partnership continued the Knowledge Corridor campaign and organized the 10th annual cross-border State of the Region Conference, held in May. The results of the Region's second interstate Business Survey were reviewed as were regional accomplishments and the current challenges confronting the region's business leaders. The event also highlighted InternHere.com awards.
- The Western Massachusetts Electric Company sponsored a second set of economic development capacity-building seminars, organized by the PVPC. The series addressed "Clean Energy, Sustainable Technology, and Green Initiatives in the Pioneer Valley," with the first seminar on "The New Energy Landscape: An Overview for Economic Development Professionals" in June and the second addressing "The Evolving Energy Marketplace: What's Next for Pioneer Valley Businesses" in October 2009.

- The recipients of 2008 EDA Public Works funds, the City of Northampton and MassDevelopment, have made progress in the implementation of the Village at Hospital Hill Business Park. The city's biggest employer, Kollmorgen Electro-Optical, Inc., is expanding and moving to the new site, retaining the existing 380 jobs at Kollmorgen's existing Northampton facility and gaining 30 high-skill, high-paying jobs in engineering and assembly. Construction of the new 140,000 square foot Kollmorgen facility is underway with completion expected in the fall of 2010 with an investment of \$18 million in the site development. Construction of off-site roadway and infrastructure improvements to support commercial development at Village Hill using EDA funds is largely completed. Additional sidewalk construction is planned for the summer of 2010. Another 150,000 square feet of commercial and industrial space is still available for development, and the Kollmorgen relocation will be an important catalyst for continued commercial development at Village Hill. On the residential side, The Community Builders, Inc. has recently completed construction on another 40 units of affordable housing rental units, adding to the 33 units completed and occupied in 2007.
- Baystate Medical Center's new "Hospital of the Future" is nearly completed. The hospital has developed a new Master Plan which calls for the construction of a new multi-story building connected to existing facilities that will include the replacement and expansion of medical/surgical and intensive care beds and inpatient heart and vascular procure areas. This \$259 million endeavor will replace some of the hospital's older facilities, such as the East Wing which is part of the oldest building on the Baystate campus. The completion of the Master Plan will expand the hospital's current 653 licensed beds to 775. Financing and construction began in Fiscal Year 2009 and will be continuing through Fiscal Years 2010-2011, with the first year of facility occupancy slated for sometime in Fiscal Year 2012. Baystate's construction project is generating approximately 300 construction jobs for area workers and will ultimately create another 550 permanent clinical and physician positions at Baystate Medical Center.
- Westmass Area Development Corporation is continuing to pursue redevelopment of the 140-year-old Ludlow Manufacturing Associates Complex. Westmass' master plan for the 170-acre mill property includes primarily offices and industrial space, with some limited residential and boutique-level retail space, all incorporated into a landscaped campus with a 51-acre river walk. To date, the project has received an overwhelmingly positive response from the community. The enormous potential for visual urban renewal, the addition of more than 2,000 jobs and the creation of recreational river access are among the most anticipated outcomes of this complex task, estimated to take nearly 20 years to complete and occupy at full capacity.
- PVPC provided assistance to the cities of Holyoke, Springfield, Chicopee, Northampton and Ludlow in support of their highest priority projects submitted for inclusion in the 2010 CEDS.

Strategy Goals and Milestones for 2010-2011

- The Western Massachusetts EDC will continue their new cluster initiative, working intensively with existing major industry clusters in the region to determine barriers and opportunities for growth and expansion. The work will involve following up with and continuing to meet with each of the major business clusters (Banking, Precision Machining, Information Technology, Medical Devices, Health Care, Equity Finance, and Paper and Plastic Manufacturing), to discuss strategies to create networks within clusters, bolster supply chains and improve business conditions in the region.
- With the assistance of the Massachusetts Technology Institute, the EDC, City of Holyoke, PVPC, and other partners will work with a consultant to assist in the development of an Innovation District in downtown Holyoke, anchored by the proposed High Performance Computing Center. The Innovation District will be coordinated with Cisco's Smart+Connected Communities project.
- The EDC will continue to work with the City of Holyoke and the Consortium developing the High Performance Computing Center to finalize site selection, streamline the permitting process, and assist with infrastructure and other essential project components.
- The EDC will also continue to work with other municipalities in the region to identify land for possible development and urge streamlined local permitting to increase the number of pre-permitted, shovel-ready sites.
- Westmass will continue work on the \$300 million Ludlow Mills project, undertaking brownfields remediation, demolition, site preparation, and infrastructure (for which Westmass is seeking EDA Public Works Economic Development funding).

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)
- University of Massachusetts Family Business Center
- Chambers of Commerce from Hampshire and Franklin Counties

Background and Synopsis

While preparing a study of the Pioneer Valley's major employers in 2003, the Pioneer Valley Planning Commission uncovered the startling fact that 85 percent of all employers in the region have 20 or fewer employees. By 2008, this figure had increased to 88 percent. 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 Springfield Business Incubator of the Scibelli Enterprise Center at Springfield Technical Community College (STCC) and STCC's youth entrepreneurship program.

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 2009-2010

- In June 2010, the Western Massachusetts Enterprise Fund, Inc. (WMEF) was awarded \$500,000 from the U.S. Department of Commerce Economic Development Administration for the capitalization of a Western Massachusetts Revolving Loan Fund. With state matching funds of \$500,000, the total project cost is \$1 million.

- WMEF closed 48 loans with an average loan size of \$40,452 in FY09, the fund's highest number of closed loans per year in its history. Furthermore, WMEF has exceeded \$8.3 million in total loans made since its founding in 1990. The 48 loans disbursed in FY09 totaled \$1,860,769 and benefited businesses throughout Franklin, Hampshire, Hampden and Berkshire counties.
- In FY09, the Western Regional Office of the Massachusetts Small Business Development Center Network met with 605 clients to provide business advisory services and offered 16 management training programs, attended by 289 trainees, throughout the Pioneer Valley. They also assisted in securing \$4,287,200 in financing to businesses based in the Valley. This allowed for the creation of 114 new jobs and the retainment of another 52 jobs.
- On May 27, 2010, UMass Amherst and STCC announced a partnership to reinvigorate the Springfield Incubator at the Scibelli Enterprise Center at STCC. The Executive Director of Strategic Communications and Outreach at UMass Amherst, who is also a member of the Plan for Progress Trustees and Coordinating Council, will extend her responsibilities to become director of the Springfield Incubator, a position vacant since last fall. The Incubator will become an outlet for university spinoffs, including a new tenant, Texifter, LLC, an information technology company that uses advanced algorithms to provide solutions for searching, sifting, sorting and analyzing large numbers of documents. Additionally, two current tenants of the incubator are graduating and moving to new locations in downtown Springfield.
- On October 8, 2009, Springfield Technical Community College (STCC) held Western Massachusetts Entrepreneurship Hall of Fame's Tenth Annual Induction for STCC's youth entrepreneurship programs, the Community Foundation of Western Massachusetts Student Business Incubator, and other local entrepreneurs. Springfield Technical Community College (STCC)'s Entrepreneurial Institute provided an array of entrepreneurial courses and training programs as well as a Young Entrepreneurial Scholars (YES) program targeted at high school students in the greater Springfield area. These programs currently serve about 2,000 students per year, for a total of over 20,000 students served to date.
- The Affiliated Chambers of Commerce of Greater Springfield (ACCGS) and MassLive.com, the largest local site for news and information in Western Massachusetts, have formed a strategic partnership aimed at helping local business development. The goal of this program is to help emerging growth companies to develop their business through efficient online advertising tools as well as improved Search Engine Optimization and online marketing. During the past few years, MassLive.com's content has gained tremendous amount of credibility with search engines like Google, Yahoo, and recently MSN's Bing. As a result, Business Listings frequently appear on the first page of search engine results and are integrated throughout MassLive.com's content.

- The Affiliated Chambers of Commerce sponsored the Small Business Executive Series of professional development programs featuring the world-renowned *Disney Institute*. The first program in the Series, "Leadership Excellence and People Management," was held in January at *Walt Disney World* in Florida. The series is produced by NorthPoint Services of Boston, MA. This particular series was specifically produced for small business owners, principals, executives, key staff and family business members. Topics include Leadership Excellence, People Management, Brand Loyalty, Quality Service, and Inspiring Creativity - and were presented by *Disney Institute's* professional facilitators.
- The Affiliated Chamber of Commerce of Greater Springfield, Inc. established a partnership with a new virtual membership organization dedicated to connecting business professionals and to stimulating environmental business development and economic growth in Western Massachusetts. Called GreenSpringfield, the new organization brings professionals from small businesses, green initiatives, and green business together online to share their knowledge about a wide range of topics, including new developments in green technologies, best practices in business, and business-building information. ACCGS members will be able to take advantage of reduced membership fees, and as GreenSpringfield members they will receive a business Web profile on the social network that increases their exposure on the Internet, access to a blog where they can both read information provided by local business owners and post their own information, an events calendar highlighting area seminars and workshops, and a monthly eNewsletter keeping members up to date with new business and green information.
- The Affiliated Chambers of Commerce of Greater Springfield held the 2010 Business Market Show at the MassMutual Center in Springfield this May. Over 100 local businesses were represented at the market show, which was attended by nearly 2,000 potential vendors, clients and customers.
- The Massachusetts Latino Chamber of Commerce hosted a number of special events in Springfield to provide networking and professional development opportunities to their members. These included a "Business and Professional Networking for Success" event, the Hispanic Heritage Fair in partnership with MassMutual Financial Group (highlighting services available to the Latino community), the first annual Latino Community Picnic (an event to recognize employees of local small businesses and non-profits), and the third annual Latino Community Expo.
- The Massachusetts Latino Chamber of Commerce held a three-week seminar to help Hispanic entrepreneurs, called "How to Start Your Business." The seminar focused on the legal implications and ramifications of incorporating, signing a commercial lease, and hiring employees. The seminar was attended by two dozen prospective business owners.
- The Massachusetts Latino Chamber of Commerce participated in a business panel highlighting Hispanic Heritage month at UMass-Amherst. The event, hosted by the Latin American Cultural Center, included several local business owners. The panelists shared with students their personal experiences about being self-employed.

- The Northampton Chamber of Commerce partnered with the City of Northampton and the Three-County Fairgrounds on a \$40 million redevelopment master plan for the Fairgrounds and raised \$400,000 to complete the permitting and pre-construction feasibility and planning.
- The Northampton Chamber of Commerce completed the establishment of a Business Improvement District (BID) for downtown Northampton. The BID is in operation, offering expanded services to downtown businesses and property owners.
- The Franklin County Chamber of Commerce (FCCC) held their 29th Annual Franklin County Home Show and Green Fair on April 17-18, 2010. The theme of this year's fair was "Encouraging Innovation Today for a Greener and More Prosperous Tomorrow," with over 70 exhibitors and nearly 5,000 guests attending.

Strategy Goals and Milestones for 2010-2011

- The Western Massachusetts Enterprise Fund will launch its new \$1 million dollar Western Massachusetts Revolving Loan Fund, assisting local entrepreneurs to start new businesses as well as help established businesses expand or adapt to the changing economic environment. Over 300 jobs are expected to be created or retained.
- A committee of Plan for Progress members (including lead implementers indicated above) has been revitalizing this strategy, with the first step to recruit and reconvene a new Small Business Strategy Team. A number of candidates have been identified and are being invited to join.
- The new Small Business Strategy Team will establish several new short-term objectives for the next 2-3 years, examining issues such as the results of the EDC cluster initiative, technical assistance to start-up businesses that is currently unavailable due to funding constraints, and unique loan tools for small business that address current needs.
- The Pioneer Valley Planning Commission, with support from the Western Massachusetts Electric Company, will compile an inventory of small business incubators in the region.

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

Lead Implementers

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

Background and Synopsis

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

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

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

Major Strategy Accomplishments for 2009-2010

- Under the state's new expedited permitting law, MGL Chapter 43D, the Pioneer Valley Planning Commission (PVPC) continued to operate a regional service center to provide communities with local technical assistance on streamlined local permitting tools. The PVPC assisted Agawam and Springfield with designation of priority development sites and/or by preparing local permitting guidebooks tailored to each community. In Springfield, the development of a permitting guidebook was followed by the implementation of an online streamlined permitting system, allowing applicants to view the process and access various materials online.
- The Massachusetts Economic Development Council (MEDC) and the Western MA EDC's Economic Development Partners co-sponsored a new "Introduction to Economic Development" seminar presented by the MEDC as part of UMass Extension's Citizen Planner Training Collaborative series. The seminar, given at three locations throughout the state, including the PVPC in Springfield, was intended to help resolve the sometimes conflicting approaches of planners and economic development staff towards new development and permitting processes. The sessions were attended by land use planners and zoning board of appeals members from a wide range of communities. The seminar was quite successful and will be presented again next year. The program covered topics such as understanding the local and regional economy, business location considerations, business retention strategies, economic impacts and multipliers, streamlined permitting, and the role of incentives.

Strategy Goals and Milestones for 2010-2011

- The PVPC will continue to work with local communities under the state's expedited permitting provisions, MGL Chapter 43D, to assist with identification of priority development sites and streamlined permitting procedures.
- The PVPC and its Connecticut partners will update the Economic Development Data and Information (EDDI) database to provide comprehensive information for site selectors researching the region.
- The PVPC will continue to utilize the Best Practices Permitting Guide, developed in 2007, to assist communities in developing their own municipal permitting guides. The PVPC will address this issue when completing comprehensive plans for communities, conducting an assessment of permitting efficiency and providing recommendations to the community. This was most recently accomplished for the new Ludlow Master Plan, completed in 2010.

Strategy #4: Integrate Workforce Development and Business Priorities

This strategy was originally drafted as part of the 2004 Plan for Progress and was designed and implemented by Greenfield Community College, Holyoke Community College, Springfield Technical Community College, Franklin-Hampshire Regional Employment Board and the Regional Employment Board of Hampden County. The strategy was revised in early 2010 by a Coordinating Council strategy team. The following lead implementers, background and synopsis, and short and long-term action steps were developed from this collaboration.

Lead Implementer

- Plan for Progress Workforce Development Strategy Team

Key Implementers

- Regional Employment Board of Hampden County
- Franklin-Hampshire Regional Employment Board
- Community Colleges and Training Vendors
- Public and Private Four Year Colleges and the University of Massachusetts (Academic, ABE and Outreach departments)
- School districts and vocational high schools
- Community Foundation of Western Massachusetts
- Businesses and business associations
- Mayors and elected officials and civic leaders
- Workforce associations and labor unions
- State and Federal legislative delegations and Executive Office of Labor and WD
- Regional Education and Business Alliance

Background and Synopsis

The Pioneer Valley has a diversified regional economy with a strong base of businesses in healthcare, education, tourism and retail, and manufacturing. Several industries are considered growth sectors such as medical devices, precision machining and communications and information technology. In addition, over the years, several emerging industry sectors have been identified as sources of potential growth, including but not limited to life sciences and green industry. In order to maintain and grow the businesses in this base as well as those in the emerging industries it is imperative that the workforce development system and the higher education system, especially the area community colleges, work as a unit to target the workforce needs of those sectors while providing the most effective education, training and workplace readiness programs that will help individuals not only secure employment in these industry sectors but to also have a clearly defined career path in their chosen occupation.

However, the workforce situation in the region presents a paradox. Local businesses, in dominant sectors and key emerging growth areas, are seeking qualified entry level workers while at the same time seeking advanced training for incumbent workers in areas which can create new niche market opportunities and/or competitive advantages. Concurrently, there are high levels of unemployment and many individuals who need basic education, language skills and work readiness support. These issues manifest in a number of ways:

- 1) Even in difficult economic times the demand for quality skilled workers is high. Since the 1970s the Valley's industry sector base has diversified and no longer relies solely on manufacturing to provide the majority of career opportunities. Indeed, the number of entry-level jobs in manufacturing for low-skill jobseekers has significantly declined. Labor market needs in the professional services sectors such as Information Technology (IT) and finance have expanded. Other industry sectors such as health care, social services and education have advanced alongside manufacturing as the leading workforce employment sectors in the region. The bar has been significantly raised for those seeking entry level employment; companies within these growth sectors are looking for employees who have technical skills as well as communication and teamwork skills. The economy is transitioning from production-based to service-based, fueled by a "knowledge-based" workforce.
- 2) The unemployment rate in the Pioneer Valley, and specifically in the urban core and some rural communities, remains well above national and statewide levels. There would seem to be an ample job-seeking pool for the demand noted above. However there is a significant skills gap between those in that job-seeking pool and many of the available positions. There has been slight population growth in the region, and much of this growth has been a result of immigration; many of these individuals new to the region have language or basic education needs which are a barrier to employment or advancement. Various economic and educational attainment indicators show that individuals in the region, especially those in the region's urban core and some rural communities, have high levels of poverty and limited educational attainment. Also the high levels of unemployment in the rural regions of the Pioneer Valley combined with smaller concentrations of medium and large business and transportation barriers creates a significant concern.

- 3) Even with significant educational and workforce resources there is still an unmet need both with area businesses and jobseekers and employees. Positions go unfilled, and individuals who take advantage of the area's four-year or graduate educational resources are often not from the Valley and therefore do not stay in the Valley when they seek employment. At the same time the demand for Adult Basic Education and language education continues to grow, school districts are challenged by increasing dropout rates while graduation rates have declined and most importantly resources to confront all of these issues continue to shrink. Collaboration between the educational and workforce resource sectors, which include a number of large institutions, has been at a very high level. Generally speaking the educational and workforce infrastructure is in place and positioned to address the workforce development needs of the region. Continued and enhanced collaboration will benefit the region and area businesses and workers.

The region has a number of institutional educational and workforce resources which have taken the lead on identifying the workforce needs of regional businesses, specifically in terms of available jobs and training requirements, while providing the education and training that individuals need to obtain those jobs. Indeed, the region has marketed itself with the Hartford, Connecticut market as the "Knowledge Corridor". Local public school districts, vocational high schools, private training vendors, community colleges, four year colleges and the University of Massachusetts comprise a powerful educational engine.

At the same time the Workforce Investment Boards, the Regional Employment Board of Hampden County, the Franklin Hampshire Regional Employment Board and the One-Stop Career Centers (OSCC) lead the region's workforce development efforts to serve businesses, job seekers and incumbent workers. These organizations provide resources that include:

- Labor market information
- Regional employment dynamics
- Connections to state and federal training funds
- Access to a network of training vendors
- Youth and adult training programs
- Industry sector training Initiatives
- Workplace readiness programs
- Oversight of federal and state Workforce Investment Act (WIA) funding

2010 Revised Strategy

This network of workforce and educational institutions is wide and varied in the size and expertise of the individual organizations and at the same time there is a high level of cooperation and collaboration among the partners. It appears that there are three key areas in which the Plan for Progress Trustees and Coordinating Council could be of assistance:

- 1. *Create and promulgate a Regional Workforce Development Plan as well as the annual evaluation of that plan's success. (This plan for the entire region will be informed by, and aligned with, the required regional workforce development plans created by the two Regional Employment Boards.)***

2. ***Engage and encourage the business community, civic leaders and various industry sectors to be involved in the plan development, implementation, evaluation and adaptation and***
3. ***Identify funding for regional workforce and educational planning.***

Short-Term Action Steps (1-2 years)

- Form a Workforce Development Strategy Team (WDST) as a subcommittee of the Pioneer Valley Plan for Progress which will oversee the progress of this strategy by working with various workforce and educational institutions and agencies and key lead implementers. ***(Plan for Progress Coordinating Council and/or the Plan for Progress Trustees will name the members of the subcommittee and its chair.)***
- The WDST will work with the Franklin Hampshire Regional Employment Board and the Regional Employment Board of the Hampden County to initiate the development of a Regional Workforce Development Plan for the Pioneer Valley based on best practice models of workforce development plans. The Plan for Progress Coordinating Council and the Pioneer Valley Planning Commission will work to identify resources to fund the creation of this plan. The plan will be developed by the WDST in collaboration with the Regional Employment Boards as well as area public and private workforce and educational resources. ***(Plan for Progress Coordinating Council and PVPC staff will identify resources for the creation of the Regional Workforce Development Plan. The WDST will ensure that the funds are in place and that the plan creation will be completed by the end of Year 2.)***
- The creation of the plan will require data collection and the analysis of that data, this will include: 1) Broadly sharing research on job availability, growth sectors, training requirements, and business needs with businesses, educational entities and workforce development resources; 2) Identifying job skill requirements and sharing this information with school districts and educational resources; and, 3) Evaluating and adapting educational and training programs from vendors at all levels, public and private.
- As the Regional Workforce Development Plan is created the WDST will help identify measurable outcomes of the plan. ***(WDST)***
- Convene a workforce summit in 2010-11 designed to discuss the creation of a regional workforce development plan, its components and implementation ***(The Regional Employment Boards and the Community Colleges; the primary participants would be business and civic leaders.)***
- Convene a follow-up summit with educational and workforce leaders to address the needs and concerns generated from the Business Summit. This information will be used to inform the Regional Workforce Development plan.

Long-term Action Steps (2 or more years)

- In collaboration with plan partners and implementers, the WDST will help disseminate the plan, support the implementation efforts and review the progress of the plan. Serve as a liaison to the Plan for Progress Trustees and Coordinating Council while also helping to distribute this information to area businesses, civic leaders and the media. ***(WDST – Year two and beyond)***

- The WDST will annually report to the Plan for Progress Trustees and the Coordinating Council on the Regional Workforce Development Plan outcomes and this report will include recommendations for revising or enhancing the plan. (**WDST - annually**)
- With the workforce and educational partners the WDST will market the workforce development successes and collaborations, e.g. sector initiatives like precision machining or green jobs to area businesses and the general public. (**WDST**)
- Propose connections and correlations between the on-going development of the Plan for Progress and the Regional Workforce Development Plan. (**WDST and Coordinating Council**)

Major Strategy Accomplishments for 2009-2010

- Representatives from Holyoke Community College, Springfield Technical Community College, Greenfield Community College, and the area's two Regional Employment Boards collaborated on the comprehensive overhaul of this strategy in early 2010. The new strategy was approved by the Plan for Progress Coordinating Council in May 2010.
- The Hampden County REB and the Franklin-Hampshire REB were both designated "High Performing Workforce Investment Boards" by the state Executive Office of Labor and Workforce Development. Each REB was awarded \$100,000 in honor of this designation, achieved by meeting certain benchmarks and other criteria, that only seven of the 16 Massachusetts workforce investment boards received.
- The region's health care workforce training efforts were expanded this year with a partnership of 26 educators, health-care providers, and workforce development entities that joined forces to form the Health Care Workforce Partnership of Western Massachusetts. Its goal is to develop a pipeline of nurses, patient care technicians and nursing assistants to prevent an anticipated shortage of skilled health care providers. ARRA funding is being sought by the two Regional Employment Boards for programs to train future health care workers.

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

Lead Implementer

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

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.

Major Strategy Accomplishments for 2009-2010

- The Davis Foundation formulated and launched a new initiative through its Cherish Every Child program, called “**Read! Reading Success by 4th Grade.**” The project engages families, schools and communities in creating a culture of literacy by making reading, talking, storytelling and singing to children a part of every family’s day.
- Cherish Every Child, along with the City of Springfield and a number of other community organizations co-sponsored the 2nd annual Step Up For Kids Week, October 5-9, 2009 and Kick-Off Event to help raise public awareness of the needs of children and families in the Greater Springfield area.
- Greenfield Community College’s Early Childhood Education Associates Degree Program has received national recognition for the quality of its teacher education program by being accredited by NAEYC, the National Association for the Education of Young Children. GCC is the ninth two-year college in Massachusetts and the 61st in the nation to achieve NAEYC Associates Degree accreditation.
- Western Massachusetts Leadership Network in Action (WLNA) group began to meet to develop a collaborative voice for all of Western Massachusetts. Early childhood leaders from the four western counties held two forums to begin the dialogue that would result in forming a policy and advocacy group by building leadership from the grass roots early childhood community.
- The Early Childhood Policy Coalition Project, initiated by Hampshire Education Collaborative in partnership with the CAYL Institute and Wheelock College, and funded by the Schott Foundation for Public Education and the Nellie Mae Education Foundation will support the work of WLNA through a grassroots organizing approach and work to:
 - 1) Organize Massachusetts communities on behalf of children (birth through school-age) and their families;
 - 2) Equip communities with the skills and resources necessary to lead and advocate for successful change; and
 - 3) Provide communities with sufficient support to ensure sustainability of change efforts.

- The Regional Employment Board of Hampden County received \$500,000 from the Commonwealth Corporation (Department of Labor and Workforce) for the Developing Early Childhood Educators (DECE) program. The purpose of this two-year project is to help partnerships address the workforce development needs of their business and to increase staff professionalism by growing the number of teachers with associates and bachelors degrees, resulting in higher quality instruction in partner programs and ultimately better education for young children. The program intends to provide credentials/degrees to 185 educators, including incumbent (140) and new hired (45) in the early childhood industry.

Strategy Goals and Milestones for 2010-2011

- Build community-wide support for the goal of the Reading Success by Fourth Grade: Blueprint for Springfield. By 2016, 80% of Springfield's children will read proficiently as measured by the third grade English Language Arts MCAS.
- Continue to develop the public engagement campaign for Western Massachusetts that helps families and caregivers understand that they are their children's first and best teacher, and that:
 - 1) Reading to children for 20 minutes each day should be an adopted practice in every household; and
 - 2) Families should talk to, sing, tell stories and share books with their children from birth, as brain development is almost completed by the time the child is five years old.
- Continue to advocate for maintaining (and even increasing) legislative funding for high quality early childhood education and broader access for children to that high quality educational experience so that they reach kindergarten ready to learn.
- Support the development of the memorandum of understanding between the Department of Early Education and Care and the Springfield Public Schools that will align resources, curriculum and services from within the mixed-provider system (early education in the public school, Head Start, private center-based program and home-based programs). By making this MOU a reality, it can serve as a model for other communities in the region and state.
- Advocate for continued support of the DECE program by the Commonwealth Corporation.

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

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.

Major Strategy Accomplishments for 2009-2010

- The Springfield Collaboration for Change, a partnership between the Springfield Education Association, Springfield Public Schools, and a growing number of community organizations including United Way of Pioneer Valley, Davis Foundation, and Pioneer Valley Project, was awarded \$1.25 million from the NEA Foundation in February 2010 for its Closing the Achievement Gaps Initiative. The program will raise academic achievement for all students while eliminating achievement gaps among Latino/Hispanic, African American and low income students. In the first year, the partnership will focus on six Springfield public schools, to be selected competitively based on need and readiness to undertake improvement measures. The initiative's strategies will focus on professional development, parent engagement, and collaboration.
- The Holyoke-based ENLACE (Engaging Latino Communities for Education) is a partnership that brings together Holyoke Community College, Holyoke Public Schools, community organizations, private foundations, and other institutions of higher learning to strengthen educational pathways for Latino students, including early childhood education. At HCC, these efforts have helped increase Latino student enrollment from 12% in 2002 to the current 16%.

Strategy Goals and Milestones for 2010-2011

- The Springfield Collaboration for Change partnership will select six schools to begin the Closing the Achievement Gaps Initiative and will conduct the first phase of the project.
- The Pioneer Valley Planning Commission will conduct a feasibility study for the Southwick-Tolland Regional School District and Town of Granville Schools to examine the costs and benefits of expanding the regional school district to include Granville. A final report will assess programmatic, facility, and financial needs and opportunities with such an expansion.

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- The K-12 Strategy is ready for a comprehensive overhaul and reinvigoration. This will begin with updating the strategy team membership and developing a new set of short and long-term goals.

Strategy #6: Support Higher Education and Retain Graduates

Lead Implementers

- Pioneer Valley Planning Commission
- InternHere.Com Organization

Background and Synopsis

According to some estimates, 85 percent of all jobs in the United States will require some form of education beyond high school by the year 2005. This is the reality of the “knowledge economy.” If innovation and creativity are the engine of this economy, higher education is the vehicle. Happily, our region already has significant assets with which to prepare our workforce. Over 14,000 students graduate each year from the area’s colleges and universities. The Plan for Progress calls for the continued strengthening of our region’s higher education institutions, the fostering of greater connections between these public and private institutions, and the private sector, and the retention of the graduates of those institutions within the region’s workforce.

Major Strategy Accomplishments for 2009-2010

The 13 higher education institutions of the Pioneer Valley are continually engaged in strengthening their programs, fostering improved interconnections, and assisting students in finding local internships and career opportunities. The following are several of the most significant initiatives over the past year.

- As part of the graduate retention program, the Hartford-Springfield Economic Partnership has continued to operate InternHere.com, a web-based system that connects employers with prospective interns enrolled in the region’s higher education institutions. It is a free resource for businesses to find talented young interns to work on projects within their companies and organizations. Companies can list internship opportunities in a broad range of fields from marketing to finance, and engineering to the arts. To date, nearly 10,000 students have submitted profiles, representing 372 different colleges and universities, and more than 950 employers have participated. The Western MA EDC is represented on the Internhere.com Board of Directors and has helped grow participation by western Massachusetts companies by 10% over the last year.

- UMass Amherst has received funding to expand and extend the Commonwealth Alliance for Information Technology Education (CAITE) project to bring more women and underrepresented minorities into information technology (IT) and computing education and careers throughout Massachusetts. The National Science Foundation (NSF) recently awarded a \$1.9 million grant to extend the program for an additional two years and to add six additional institutions to the existing alliance of nine colleges and universities. Since CAITE began its work three years ago, more than 5,000 students and educators have participated in dozens of activities—from career days and college fairs for high school students, to workshops for teachers and guidance counselors. Pioneer Valley area participants include Greenfield Community College, Holyoke Community College, Springfield Technical Community College, and the most recent initiative has been to organize feedback to the higher education consortium planning construction of a High Performance Computing Center in Holyoke.
- Greenfield Community College (GCC) continues to lead efforts to meet the high workforce demand for the Sustainable Practices in Construction (SPC) project funded by the Massachusetts Workforce Competitiveness Trust Fund. Collaborating with the Regional Employment Board and over 30 local agencies and businesses, GCC is a leader in Renewable Energy Workforce Education by offering regional business employees comprehensive sustainable energy courses, a Renewable Energy/Energy Efficiency Certificate program and a Liberal Arts Degree option in Renewable Energy.
- In April 2010, Springfield Technical Community College hosted CloudCamp Western Massachusetts at its National Science Foundation funded National Center for Information and Communications Technologies (ICT Center). The event was organized by CloudCamp co-founder Dave Nielsen, the ICT Center, and TNR Global - an advanced web and search solutions technology provider based in Western Massachusetts. Cloud computing is a new generation of technology that utilizes a shared pool of remote configurable computing resources. A worldwide series, with more than 70 events held to date in excess of 20 countries, CloudCamp is an ‘unconference’ focused on the introduction and adoption of cloud computing, providing a chance to meet, discuss, share ideas, and advance knowledge and understanding of cloud computing. Developers, decision makers, end users, and vendors from Massachusetts, Connecticut, Vermont, and surrounding states, attended, presented and sponsored the event. CloudCamp Western Massachusetts will provide a central point for bringing together local academia and businesses. The ICT Center will stream live video of the event to other technology community colleges around the nation.
- The University of Massachusetts Amherst Computer Science Department has developed a new core curriculum and major overhaul of undergraduate degree requirements for the Bachelor of Science (B.S.) degree effective in Spring 2010. Students majoring in computer science can now pursue a new B.S. degree with a more flexible set of requirements that offers a greater breadth of courses. Students can choose from 10 tracks in areas such as robotics, vision and graphics, security and privacy, and artificial intelligence, or they can retain maximum career flexibility by declaring a general track. UMass Amherst computer science faculty have also changed requirements for a minor in the field, requiring only five courses rather than ten. The University has also proposed a new Bachelor of Arts (B.A.) degree in computer science, which recognizes the value of a traditional, broad liberal arts education and allows students to combine an interest in computer science with interest in a second discipline.

- The University of Massachusetts and the City of Springfield have continued their partnership with the renovation and design of a new UMass Design Center in downtown Springfield.
- The Hartford-Springfield Partnership convened several area Young Professionals Society groups for a joint meeting and planning session in April 2010 to discuss efforts to retain local graduates and match them with local employers.

Strategy Goals and Milestones for 2010-2011

- The new UMass Design Center in downtown Springfield will open and will provide space for offices and a design studio.
- The higher education institutions in the Pioneer Valley will continue their recent collaboration on the educational opportunities afforded by the High Performance Computing Center to be built in Holyoke. As a member of the university consortium that is building the project, UMass Amherst will continue to take the lead in convening educators at both high school and college levels to discuss partnerships and future projects.
- The community colleges, GCC, STCC, and HCC will collaborate with the Regional Employment Boards to develop a regional workforce strategy.
- Westfield State University will continue to develop its downtown presence in the City of Westfield, including student housing, enhanced transit options, and other activities.
- Holyoke Community College will open facilities at the new Intermodal Center in downtown Holyoke, including adult education classrooms supported by on-site child care.
- UMass and Five Colleges, Inc. will pursue improved transit services between Springfield and Holyoke and the area colleges to support student activities in both cities.
- The Hartford-Springfield Partnership will continue to improve and expand InternHere.com, the website program linking employers to potential interns who are area students.

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

Lead Implementers

- Plan for Progress Leadership Strategy Team

Background and Synopsis

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

Major Strategy Accomplishments for 2009-2010

- The strategy members, including the Community Foundation of Western Massachusetts, EDC of Western Massachusetts, PVPC, FRCOG, Greenfield Community College, City of Springfield, and UMass-Amherst, are developing a 21st Century “Leadership Pioneer Valley” program that will serve Hampden, Hampshire and Franklin Counties in western Massachusetts. The program will be based on similar regional and national programs, including Leadership Greater Hartford and the national program that served as a model for the former Hampshire County leadership program developed by the Northampton Chamber of Commerce. The lead implementers have raised \$10,000, including a \$5,000 grant from the Beveridge Family Foundation to fund the development of a business plan and strategy to create the program.

Strategy Goals and Milestones for 2010-2011

- The Leadership Strategy lead implementers will retain the director of Leadership Greater Hartford, a successful 30-year program, as a consultant to assist in the development of a business plan and strategy to create a new Leadership Pioneer Valley program. The business plan will include a mission statement, goals, program details, and a marketing plan to obtain private sector sponsorships for the program.

Strategy #8: Market our Region

Lead Implementers

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

Background and Synopsis

Our marketing efforts are targeted at potential tourists as well as businesses outside and within our region that are considering moving to or remaining in the Pioneer Valley. 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. The Pioneer Valley draws 13 percent of the state's tourism to our region (including Berkshire and Franklin counties) and ranks third, just behind Boston and Cape Cod, as a tourist destination. The economic impact of tourism and regional promotion is felt throughout the state and in the Pioneer Valley through support to local businesses and attractions, sales tax, and property taxes on vacation homes.

Other marketing efforts are aimed at businesses seeking new or additional sites in the Northeast or comparing various sites across the country. These include many international companies, as well. We are engaged in ongoing outreach at trade shows, conferences, and other venues to talk to businesses about the advantages of locating in the Pioneer Valley.

We also need to enhance and expand the internal and external image of the region and its urban core communities of Springfield, Holyoke and Chicopee by conducting ongoing regional identity-building efforts, including publicizing local success stories and releasing relevant research on business and demographic trends that portray an accurate picture of our cities' quality of life, public services, and economic health.

Major Strategy Accomplishments for 2009-2010

- The third year of the EDC's International Business Development Initiative is well under way, using the EDC's connections with American Chambers of Commerce Abroad (AmChams), trade and Investment agencies, consular officials and corporate intermediaries to introduce western Massachusetts companies to trade show, trade mission and networking opportunities. Examples include western Mass. companies' participation in a Canadian Aerospace and Defense Industry Cross Border Partnerships and Innovation Forum, connections to firms from a French IT cluster visiting Boston, invitations to participate in the Connecticut Center for Advanced Technologies pavilion at the Farnborough (UK) Air Show and connecting a second French IT cluster focusing on high performance computing to the partners in the Green High Performance Computer Center project in Holyoke. The EDC is preliminarily involved in initiatives with a Dutch medical device industry trade mission, a German Energy Efficiency industry trade mission and a U.S. Market Entry Training Camp for European executives interested in the U.S. market.

- The EDC has presented the Pioneer Valley and Knowledge Corridor to prospects at over 14 trade shows and industry conferences in the past year, including Power Gen Renewables, BIOMEDEVICE 2010, BIO 2009, MD & M East, Medica 2009, a Canadian-American Aerospace and Defense Industry conference, two IAMC conferences, the IEDC annual conference, and the CoreNet Summit. Two of the EDC's area of focus have been renewable energy and medical devices, which are growing industries in Western Massachusetts. In November 2009, EDC conducted a business development mission to the Netherlands to meet with Dutch C-level executives of firms in the IT, manufacturing, life science and food processing industries, immediately followed by attendance at MEDICA in Dusseldorf, the world's biggest fair for medical technology. EDC staff and partners met with executives from 30 international companies in all.
- The EDC represented the region in Dallas, Texas at the Renewable Energy Forum, which featured prominent site selectors who represent American and global renewable energy companies. The trip included meetings with a dozen Dallas-based site selectors and national real estate brokers. The EDC also sponsored the second annual Boston Cleantech Venture Day. EDC staff and EDC Director Peter Clark, President of the Western Mass Electric Company met with European Cleantech companies about their interest in the U.S. market.
- The Greater Springfield Convention & Visitors Bureau, in conjunction with Peter Pan Bus Lines and the Sheraton Springfield, submitted the winning bid to host the American Bus Association's (ABA) top 100 Site Selection Committee June 6 – 9, 2010 in Springfield. The Committee will select the Top 100 Events in North America for 2011 from top fairs, festivals, parades, exhibits, theater and other shows that offer broad appeal, especially to the group tour market. While here, the Committee will tour several of the Pioneer Valley's top attractions, including Six Flags New England, Historic Deerfield, Magic Wings Butterfly Conservatory and Gardens, Yankee Candle Flagship, Bright Nights at Forest Park, the Naismith Memorial Basketball Hall of Fame, the Springfield Museums and the Springfield Armory National Historic Site, among others. This year the ABA debuted its Internationally Known Events (IKE) list, which is culled from Top 100 favorites, and the Eastern States Exposition in West Springfield has been included.
- The Greater Springfield Convention & Visitors Bureau announced the addition of Advanced Reservation Systems, Inc (ARES), an online provider of travel planning services and internet based reservations and ticketing technology to their website, valleyvisitor.com. Visitors to the Pioneer Valley (and locals as well) can use this system to book area hotels and airfare at the same discounted prices found on popular online sites like expedia.com and Travelocity.com. Soon ARES will be offering the option to buy ticketed events as well.
- The PVPC updated the Economic Development Data and Information (EDDI) database 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 create the online database of economic and demographic information for Connecticut and western Massachusetts and their metro areas, counties and towns. EDDI's data is compliant with International Economic Development Council guidelines and features downloadable, locality-specific data provided directly by towns, regions, and state-level organizations, as well as maps, links and printable flyers.

Strategy Goals and Milestones for 2010-2011

- The EDC will continue its wide-ranging efforts to reach out to a extensive range of prospects within the Knowledge Corridor, through East-West (Massachusetts) initiatives, and across the United States and internationally.
- The Greater Springfield Visitors and Convention Bureau will continue to conduct outreach and marketing efforts as well as pursuing recognition for the area's unique attractions and streamlining visitor and convention services.
- The PVPC and its Connecticut Partners will continue to update the EDDI database in order to provide detailed data and information to site selectors considering the region.
- The Hartford-Springfield Partnership (HSEP) will update their website with a new and revised website and features.
- The HSEP will celebrate its 10-year anniversary in the fall of 2010 with a major event held at the CT/MA border.
- The HSEP, EDC, GSCVB and Chambers will continue their ongoing efforts to revive the Northwest Airlines direct flight to Amsterdam from Bradley International Airport in Windsor Locks, CT.

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

This 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. The 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 2009-2010

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

- Working with Palmer and Ware on Smart Growth tools for public water supply protection
- Beginning work with several Hadley farms on agricultural Best Management Practices
- The Connecticut River Clean-Up Committee and PVPC worked with the region's congressional delegation to secure approval of a fiscal year 2010 federal budget earmark of \$845,000 (or \$1,536,363 inclusive of local match) in the new Interior bill for clean-up of combined sewer overflows (CSOs) on the Connecticut River in Massachusetts. Total funding provided over ten years for Connecticut River CSO clean-up efforts now exceeds \$15 million in Massachusetts, including federal and local shares. The PVPC developed contracts with Chicopee, Springfield and Holyoke for new FY10 CSO control projects. PVPC also initiated efforts to seek a fiscal year 2011 federal budget earmark. PVPC continued a program to remove stormwater from Holyoke's combined sewer system to reduce the number of CSO activations on the Connecticut River by seeking residential roof leader and sump pump disconnections.
- PVPC secured a federal funding appropriation to initiate work on a project to develop a blueprint for creating a Lower Connecticut River Joint Commission for Massachusetts and Connecticut.
- In September 2009, the new Jones Ferry CSO facilities in Chicopee began operation.
- The PVPC has obtained National Scenic Byway funding of \$900,000 to purchase property and obtain deed restrictions to protect open space along the Connecticut River Scenic Farm Byway.

Strategy Goals and Milestones for 2010-2011

- The Connecticut River Clean-up Committee and PVPC will seek a fiscal year 2011 federal budget earmark.
- The PVPC will continue work on the EPA Targeted Watersheds grant for the tri-state Connecticut River Watershed Initiative, with upcoming projects including: presentation of project findings on project website and at New England Interstate Water Pollution Control conference, development of "mobile story tours" to inform the public of project outcomes.
- PVPC will initiate work on a new DEP-funded project on Bacteria Source Tracking on the Connecticut River and its tributaries, to identify probable sources of high bacteria levels detected in the river during volunteer monitoring efforts.

Strategy #10: Enhance High-Tech and Conventional Infrastructure

Lead Implementers

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

Background and Synopsis

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.

The Plan for Progress has placed a strong emphasis on improving rail infrastructure in the Pioneer Valley, with connections both north-south and east-west. Improved access along the north-south Knowledge Corridor is the first priority for the region, and efforts will be focused to work with Connecticut toward upgraded Amtrak rail service and potentially future commuter rail service from New Haven to Springfield and ultimately to the Vermont line.

High-technology infrastructure has become an increasingly critical component 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. 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 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 2009-2010

- Federal ARRA funds of \$70 million were awarded for the realignment and rebuilding of the Amtrak Vermonter line in the Pioneer Valley, a project that will include upgrading the entire line from CT to NH and opening station service in Holyoke, Northampton and Greenfield. Another \$40 million is designated for a new segment of second track for the Springfield-New Haven, Conn., line. Amtrak north-south service in Western Massachusetts is currently provided by the Vermonter, which runs between Washington, D.C., and St. Albans, Vt., and travels through Springfield. In Massachusetts, the only stops are in Springfield and Amherst. Rerouting the Vermonter to the Connecticut River line will cut about 45 minutes off the trip to Vermont, though the Amherst stop would be eliminated.
- The PVPC continued to work with Connecticut Department of Transportation officials to advance commuter rail service between New Haven and Springfield. In January 2010, Connecticut received \$40 million in federal stimulus funding to begin the construction of double tracking from Newington to New Britain, and Connecticut has designated \$26 million as its share. Plans for the line call for bidirectional service between New Haven and Springfield running Monday-through-Friday on a 30-minute peak period schedule. The current proposal would also add several new stations and enhance the Windsor Locks station with a bus connection to Bradley International Airport. In April 2010, Connecticut Governor Jodi Rell and Connecticut and Springfield officials and lawmakers met with U.S. Secretary of Transportation Raymond H. LaHood to discuss a second application for federal stimulus money for commuter rail service between New Haven and Springfield.
- The Knowledge Corridor Passenger Rail Feasibility Study, prepared by HDR Engineering, Inc. of Boston, was completed in December 2009. The research and ongoing assessments conducted by HDR and PVPC during the course of the study provided the basis for the application for federal stimulus funding for the \$70 million Amtrak rail project in the Massachusetts portion of the Knowledge Corridor.
- In May 2009, Berkshire Connect, Inc. and Pioneer Valley Connect (“the Connects”) formally merged to create WesternMA Connect, Inc. The new entity has continued the mission to create an advanced telecommunications landscape that will provide affordable, reliable, and redundant high capacity broadband services throughout Western Massachusetts. Each of the Connect organizations has led efforts to encourage the deployment of infrastructure and access to broadband services in un-served areas. One of these efforts led to key findings that were reflected in the state broadband legislation that enacted the Massachusetts Broadband Institute (MBI) and \$40 million Incentive Fund in 2008, steps which were essential to the further accomplishments outlined below.

- Construction is under way for the I-91 Intelligent Transportation System (ITS) & Fiber Conduit Project. The MA DOT and Massachusetts Broadband Institute are simultaneously installing an ITS surveillance system and a 55-mile conduit of state-of-the-art fiber optic communications cable and to serve the I-91 corridor. The project includes the installation of additional conduit that will be available for lease to private providers in the future. The MBI portion of the project is a critical part in creating a more robust telecommunications infrastructure in the region, and will complement statewide efforts to deploy broadband in unserved areas. Western MA Connect has strongly advocated for this project, and continues to support and monitor its progress.
- WesternMA Connect, the PVPC, the Franklin Regional Council of Governments (FRCOG), and the Berkshire Regional Planning Commission (BRPC) are partners in a Massachusetts Broadband Institute (MBI) project that was awarded a \$2 million grant from the State Broadband Data Collection Program, one of four federal broadband grant programs established in 2009. This grant will allow the MBI to conduct data collection and mapping that will be part of a national broadband mapping effort and will support the MBI's work to better assess the broadband access problem, develop solutions, and monitor success. In addition, the grant will include planning activities that will be conducted in coordination with WesternMA Connect, Inc., the three regional planning agencies, and local broadband groups.
- The Massachusetts Broadband Institute (MBI) submitted a second application for \$45.4 million in federal economic stimulus funds under round two of the U.S. Department of Commerce's Broadband Technology Opportunities Program (the first proposal was not funded). The second proposal will once again seek to construct a broadband infrastructure network, known as a fiber-optic ring, throughout the four counties of Western Massachusetts. This network will serve the 33 municipalities in the area that the federal government has deemed as unserved or underserved communities. MBI is also seeking matching funds from the Commonwealth totaling \$26.2 million, bringing the total investment to \$71.6 million.
- In February 2010, a municipal broadband forum was held in Northampton, MA at the Northampton High School. This event was coordinated by the Massachusetts Broadband Institute (MBI), WesternMA Connect, the Berkshire Regional Planning Commission, the Franklin Regional Council of Governments, the Pioneer Valley Planning Commission and the Executive Office of Housing & Economic Development. The purpose was to establish a framework of collaboration with municipal decision-makers and local broadband advocates to facilitate broadband deployment in the western Massachusetts region. The MBI Director gave an overview of past accomplishments and current activities; outlined the principles of the MBI infrastructure network strategy; introduced the recently awarded federal broadband mapping and planning grant; explained how municipalities can support efforts to improve broadband access in their community and the region; reviewed 2010 strategies using state bond funds; and announced the creation of a "Community Advisory Task Force." A panel "Question & Answer" session gave the audience an opportunity to voice their concerns and ask questions.

- WesternMA Connect has continued an on-going database of locations where access to cable modem broadband and DSL services are not available. If a residence and/or business location is only served by dial-up or satellite service, they are requested to provide their address. This information will further the Connects' efforts to better define the un-served geography of our region and may be used in future mapping exercises.
- The PVPC assisted in obtaining federal ARRA funding of \$40 million for highway and transit projects, including \$11.9 million for improvements to downtown Westfield. Transit funding was used primarily for the purchase of additional PVTA buses.

Strategy Goals and Milestones for 2010-2011

- The MA DOT and MA Broadband Institute will complete installation of the I-91 Intelligent Transportation System and broadband infrastructure from the Connecticut border to the Vermont border. There will be 34 interconnection points at which fiber optic networks can connect with broadband and from which will extend the proposed "middle mile" project.
- The MBI will work with the regional planning agencies and municipal partners to conduct the first year of data collection and mapping for the State Broadband Data Collection Program awarded in 2009.
- The PVPC will work with MA DOT and Amtrak to implement the Amtrak realignment. The work will include new rail, railroad ties, crossings, and signals along the 55-mile stretch. The work will begin in fall 2010 and continue for two years.
- The PVPC will work with the City of Holyoke to obtain additional funding to plan the future rail station that will allow access to the new Connecticut river Amtrak route (and future commuter rail line). Two potential sites have been identified, and feasibility study is needed to determine a final site.
- The PVPC will continue to work with Connecticut to develop commuter rail service from New Haven to Springfield and potentially north to Vermont. In the coming year, the upgrades to the Amtrak line through the Springfield area will further this effort.
- Western MA Connect and the three western Massachusetts regional planning commissions will work with the Massachusetts Broadband Institute to complete planning work on the State Broadband Data Collection Program. If the stimulus funding is awarded for construction of a fiber-optic ring, this planning work will have laid the groundwork for collaboration with local municipalities and other entities for construction of the "middle mile" infrastructure for presently unserved and underserved communities in western Massachusetts.
- The PVPC will work with CSX Railroad and the Town of West Springfield to design road and bridge improvements in the vicinity of the CSX freight yard to accommodate additional CSX activity in the region.

Strategy #11: Develop an Array of Housing Options

Lead Implementer

- Valley Development Council (VDC)

Background and Synopsis

Housing is one of the most significant expenditures families and individuals face. Despite the relative availability and affordability of housing in the Pioneer Valley as compared to other areas of the state, a disparity still exists between the number of “affordable” housing units (according to existing guidelines) and the number and location of residents in need of such housing. In order to prevent 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 2009-2010

- The Valley Development Council launched its “Smart Growth and Re-Use Design Ideas Competition,” and winners were announced in April 2010. Cash prizes were awarded in design competitions for three different downtown or village center sites in the region. Co-sponsored by the VDC and the Western Massachusetts AIA, the event provided ideas for sustainable development and smart growth in Western Massachusetts.
- The Western Massachusetts Network to End Homelessness, through funding from the Massachusetts Department of Housing and Community Development (DHCD), is nearing completion of an 18-month pilot initiative, “Regional Network Innovations to End Homelessness.” This \$1.1 million 18-month grant has implemented various homelessness initiatives and conducted oversight of the delivery and quality of homelessness prevention and stabilization programs, products and services. The project held a “Progress Report” event at Holyoke Community College in April 2010, hosting a gathering of nearly 200 homeless advocates, politicians and business leaders who have supported the effort to end homelessness. Since the summer of 2009, the network’s Housing First model prevented 932 families from becoming homeless and relocated 150 families from shelter to permanent housing. The number of families living in motels across western Massachusetts has also seen about a 20% drop in the last two months. The Network has also found that permanent housing, as opposed to sheltering, also saves the state money: Massachusetts pays \$2,550 per family per month in a shelter, while the average apartment only costs \$874.
- The PVPC administered and implemented nearly \$1.5 million in Department of Housing and Community Development Fund housing rehabilitation and septic system improvements in the towns of Ware, Warren, Hardwick, Brookfield, Russell, Middlefield, Huntington, Chester, Southwick, Granville and Spencer.
- The PVPC continued to serve as the Region 1 service provider under the Commonwealth’s Home Modifications Loan Program for those with disabilities. This involves administration and technical oversight over \$500,000 in loan funds to remove private property architectural barriers in nearly 100 western Massachusetts communities.

- The PVPC continued a housing needs assessment and action plan program funded through communities' Community Preservation Act funding. Belchertown was the first community to take advantage of this program, and the towns of Longmeadow and Southampton participated this past year.

Strategy Goals and Milestones for 2010-2011

- VDC members and PVPC Commissioners have identified a Regional Housing Plan as the greatest need to be addressed as the next short-term goal of this strategy. PVPC staff, with the assistance of the VDC members, will develop a proposed scope of work and budget for this plan, as well as identify potential funding sources. The goal is to develop the plan in 2011, once the new census data is released. The PVPC has designated \$5,000 in matching funds and has applied for state funding for initial planning work on the project.

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 2009-2010

- This strategy is currently inactive.

Strategy Goals and Milestones for 2010-2011

- This strategy is not expected to be reactivated in the next program year.

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 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 2009-2010

- This strategy is not active at this time.

Strategy Goals and Milestones for 2010-2011

- This strategy is not expected to be reactivated this year.

Strategy #14: Develop A Green Regional Economy

Lead Implementers

- Plan for Progress Green Communication Strategy Team

Background and Synopsis

Massachusetts is at the forefront of new developments in renewable energy and clean technology, and the Pioneer Valley, in particular, is home to one of several concentrations of clean energy and energy efficiency companies in the Commonwealth. This provides our region with a significant business growth opportunity, in light of the increasing costs of electricity and fossil fuels, the recent policy shifts toward clean energy and greenhouse gas reduction, and the continuing loss of traditional manufacturing in the state. Furthermore, the combustion of fossil fuels for electric power generation, transportation, heating and other uses is releasing “greenhouse” gases at a rapidly increasing rate. These factors support a significant investment in the growth of the clean energy sector, which includes renewable energy research and development, renewable energy facilities, energy efficiency, and demand response.

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

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

The strategy to Develop a Green Regional Economy has six key components: business development, agriculture, education and workforce development, redeveloping natural and built resources, transportation, and communication.

Major Strategy Accomplishments for 2009-2010

- A new strategy team began developing a Green Communication Strategy for the Pioneer Valley, intended to stimulate consumer demand for local green products and services. A draft marketing message was prepared, and in April 2010, an Earth Day Green Communication Summit was held with 20 organizations that are focused on sustainability or have made sustainability issues a high priority. The Summit was intended to gather feedback on the draft marketing message, discuss initial target groups, and begin the outreach process.

- The City of Holyoke has been chosen as the site for a new, \$100 million, green high performance computing center by a consortium of universities in partnership with Cisco and EMC (see Strategy #1 Accomplishments for more details). The choice was largely made due to the availability of low-cost hydroelectric power in Holyoke.
- PVPC held an economic development capacity-building seminar on October 29th, 2009, the second in a series sponsored by the Western Massachusetts Electric Company addressing the theme of “Clean Energy, Sustainable Technology, and Green Initiatives in the Pioneer Valley.” This seminar, “The Evolving Energy Marketplace: What’s Next For Pioneer Valley Businesses?” was held at the Springfield Technical Community College.
- PVPC co-sponsored the second annual Clean Energy Connections Conference held by UMass Amherst on November 10, 2009. The conference, held in downtown Springfield, addressed clean energy career trends, business success strategies, and Massachusetts clean energy and green communities legislation. The event was also sponsored by many other local and regional businesses and organizations and featured a keynote presentation by Andrew Shapiro, founder and president of GreenOrder, a leader in sustainability and business strategy.
- The PVPC received a 2009 Innovation Award from NADO for the *Pioneer Valley Clean Energy Plan*. The award program recognizes regional development organizations and partnering organizations for improving the economic competitiveness of our nation’s regions and communities.

Strategy Goals and Milestones for 2010-2011

- The Green Communications Strategy Team will finalize the communication strategy and begin implementation. Ongoing focus groups will be held with the initial 20 organizations, and larger groups will be convened as buy-in increases. Over the next year, businesses and organizations in the Pioneer Valley will begin to market their products and services under the umbrella of the Green Regional Economy communication plan, allowing them to be linked to a consistent and highly recognizable message and logo, similar to the “Be a Local Hero” campaign conducted by Communities Involved in Sustaining Agriculture, which has been adopted in locations nationwide.
- The PVPC will co-sponsor and assist in planning the University of Massachusetts’ third annual Clean Energy Connections Conference, a highly successful networking, business planning and informational event, to be held in Springfield in October of 2010.
- With the sponsorship of the Western Massachusetts Electric Company, the PVPC will address another aspect of the strategy to Develop a Green Regional Economy: to develop supporting infrastructure, policies and programs. The PVPC will conduct research on innovative energy infrastructure, policies and programs such as energy efficiency tax districts, district heating systems, tax incentive programs, and other new and innovative techniques being developed or adopted throughout the United States and in Europe.

- In July 2009, the MA Clean Energy Center awarded Springfield Technical Community College (STCC) a three-year \$1.87 million contract to coordinate energy efficiency workforce training programs under MassGREEN, the Center's energy efficiency and building science skills initiative. STCC is now the statewide clearinghouse for energy efficiency training activities, materials and services, and coordinates job training at regional centers based at STCC as well as Roxbury, Berkshire, Bristol, North Shore, Greenfield, and Quinsigamond Community Colleges. The MassGREEN Initiative targets building contractors and unemployed construction trade workers looking to gain new green building skills, as well as unskilled or under-skilled workers who perform work for contractors. The program is funded with a portion of carbon allowance permit revenues under the Regional Greenhouse Gas Initiative (RGGI) and other monies.

2010 CEDS Projects

The Project Proposal Process

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

- In 2010, the Western Massachusetts Enterprise Fund was awarded \$500,000 from the EDA towards a Western Massachusetts Revolving Loan Fund.
- In 2008, EDA awarded the City of Northampton and MassDevelopment \$750,000 for the Village at Hospital Hill Business Park, a redevelopment of a former state hospital site.
- In 2006, EDA awarded the City of Springfield \$1 million for the Memorial Industrial Park II project adjacent to the Smith and Wesson facilities.
- In 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 (project pending).
- Holyoke Health Center and Medical Mall was awarded a \$1 million grant by EDA in August 2002 to complete Phase II of the project.
- STCC received the EDA's National Award for Excellence in Urban Economic Development in 2001.
- The Latino Professional Office Center in Holyoke was awarded \$700,000 in 1999.
- STCC's Springfield Enterprise Center received close to \$1 million in 1999.

Summary of Project Proposals

This year, proposals were submitted from five Pioneer Valley communities – Springfield, Holyoke, Northampton, Ludlow and Chicopee – for inclusion in the 2010 CEDS. After a review of the projects by the Plan for Progress Coordinating Council, 13 proposed projects have been included on the 2010 CEDS listing. Several of the projects are located in communities that meet EDA Distress Criteria. Several projects may meet the EDA Special Needs Criteria, due to their location, potential for providing jobs to residents of distressed communities, and other factors. All 13 projects are included in Appendix A. Projects included in this list may be applying for EDA Public Works funding, Greenhouse Gas funding, or other EDA, federal and state funding during the upcoming year. The top regional priorities in 2010, based on their readiness to proceed, are:

1) Regional High Priority Projects in Locations Meeting EDA Distress Criteria:

City of Springfield - 1592 Main Street Redevelopment Project.



The City has targeted 1592 Main Street, a former nightclub building known as “The Asylum” in the heart of downtown Springfield, for the creation of a public market. The building is immediately adjacent to the former Federal Building, which has been purchased by MassDevelopment and is in the process of being redeveloped as the new home for the Springfield School Department headquarters, as well as a new downtown presence for Baystate Health. The redevelopment of the 1592 Main Street property as a public market is key to the success of the MassDevelopment/City partnership next door, and to help enhance the city’s center as an attractive place to live, work and shop. This property has been the scene of many negative and blighting influences over the years, and has been dormant and vacant for the past five years. The development of a public market will help reverse some of the negative imagery in the city, and offer healthy and fresh food to downtown employees and city residents.

City of Holyoke - Green High Performance Computing Center
(Photo depicts two potential site locations.)



This project is the result of a partnership of the University of Massachusetts, the Massachusetts Institute of Technology (MIT), Boston University, Harvard University, Cisco Systems, Inc. of San Jose, California, and EMC of Hopkinton, Massachusetts, all of whom chose the city of Holyoke because of its renewable and low cost hydroelectric energy, affordable land, and high quality Internet access. The center, to be located in downtown Holyoke along the canal, will conduct research in biofuels, life sciences, clean energy and other research which relies heavily on computation. The GHPCC will also serve as a showcase of green energy use and green facilities design, be scalable to meet the needs of additional partners and computational demands, and serve as a catalyst for economic, educational, and workforce development in the City of Holyoke and the Pioneer Valley region.

City of Holyoke - Ingleside Infrastructure Improvements



The project involves pre-development planning and construction or re-configuration of roadways in the Ingleside area of Holyoke. Exit 15 of Interstate 91 is located in the center of this area, and the Massachusetts Turnpike (Exit 4) is within one mile. The area is the location of the Holyoke Mall at Ingleside as well as many other retail, office, and industrial businesses. In addition to expansion possibilities at existing businesses, there are over 60 acres of developable land acres on the western side of Whiting Farms Road, including a designated Priority Development Site. It is anticipated that infrastructure improvements in the Ingleside area will facilitate the development and re-use of several large parcels, some of the best developable areas within the City of Holyoke and leverage significant benefits to Holyoke and the Pioneer Valley.

2) Regional High Priority Projects in Locations That May Meet EDA Special Needs Criteria:

City of Northampton - Three County Fairgrounds Redevelopment.



Redevelopment of the Three County Fairground will transform 55 acres of underutilized and deteriorated exhibition space into a state of the art exhibition facility targeting niche shows that will complement the region's identity as a cultural and tourism destination, attract new shows to the area, and allow existing shows to expand. The project will generate 700 jobs, \$35 million in direct spending in the regional economy, increase annual events from 28 to 72, increase annual event attendance from 129,000 to 276,000 and generate spinoff economic benefits in the tourism, hospitality, and event production industries in the region. Job creation and retention will take place in several industry sectors including event production, trades, wholesale trade and distribution, cultural and entertainment, restaurant, hospitality, and retail. Event producers are currently drawn from around the region and from outside the region.

Town of Ludlow - Ludlow Mills Redevelopment



This project involves redevelopment of a 1.5 million square foot historic mill building as a mixed-use development including small business incubator space and a business park component. The project is also EPA brownfields qualified and is on the National Historic register. The project abuts the City of Springfield's Indian Orchard neighborhood and is located within one mile of the Massachusetts Turnpike. Its conversion to a modern mixed use business center will resolve 45 known Reportable Environmental Conditions (REC's), will eliminate the combustion of 200,000 gallons of #6 oil annually, will convert 800,000 SF of deteriorating historic mill structures to LEEDs certified building standards, will promote investment in a project that is a public safety concern, and will employ several green technologies for energy generation and management of storm water runoff.

Detailed project proposals submitted by individual communities, including projects of moderate and yet to be determined priority, are presented in Appendix A of this CEDS Annual Report.

Table 17: Summary of Project Proposals Submitted for Inclusion in the 2010 CEDS Annual Update

PVPC Community	Proposed Project Title	Project Type	Local Priority Ranking	Regional Priority Rankings	2009 Project Re-Submittal?	EDA Funding Needed in 2010-2011	Total Estimated Project Cost	Local \$ Match in Place?	# Jobs Created and/or Retained
PROJECTS IN LOCATIONS MEETING EDA DISTRESS CRITERIA:									
Springfield Proposed Projects									
Springfield	Union Station Intermodal Transportation Facility	Redevelopment as Rail/Bus Passenger Terminal and Office/Retail Space	#1	Moderate	Yes	Yes	\$65 million	Yes	900
Springfield	1592 Main Street Redevelopment Project	Redevelopment	#2	High	Yes	Yes	\$1.8 million	Yes	To be determined
Springfield	Indian Orchard Business Park	Infrastructure	#3	Moderate	Yes	Yes	\$11 million	Yes	200
Holyoke Proposed Projects									
Holyoke	Green High Performance Computing Center	Infrastructure	#1	High	No	Yes	\$100 million	No	To be determined
Holyoke	Ingleside Infrastructure	Infrastructure	#2	High	Yes	To be determined	To be determined	No	6,500
Holyoke	Downtown Holyoke Transit Corridor	Infrastructure	#3	Moderate	Yes	To be determined	To be determined	No	To be determined
Holyoke	Victory Theater	Redevelopment	#4	Moderate	Yes	To be determined	\$27 million	No	To be determined
Holyoke	HCC Foundation Business and Technology Roadway and Park	Industrial park with educational and workforce training model	(Re-filed)	Continued support	Yes	Yes	\$2 million	Yes	525
PROJECTS IN LOCATIONS THAT MAY MEET EDA SPECIAL NEEDS CRITERIA:									
Northampton Proposed Projects									
Northampton	Three County Fairground Redevelopment	Redevelopment	#1	High	Yes	Yes	\$38 million	Partially	700
Northampton	Village Hill Technology Incubator	Redevelopment/ Business Incubator	#2	Moderate	No	To be determined	\$8 million	No	60
Northampton	Roundhouse Mixed-Use Redevelopment	Redevelopment	#3	Not yet determined	Yes	To be determined	\$7 million	No	60
Ludlow Proposed Project									
Ludlow	Ludlow Mills Redevelopment	Redevelopment/ Infrastructure	#1	High	Yes	Yes	\$300 million	Yes	2,500
Chicopee Proposed Project									
Chicopee	Uniroyal Facemate Redevelopment	Brownfield Redevelopment	#1	Moderate	Yes	Yes	\$20 million	No	700-1000

AN EVALUATION OF OUR 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 performance towards the achievement of the Plan’s goals. This process includes an assessment of strategy team accomplishments,

evaluation of the planning and implementation process, and objective performance indicators.



MOUs with Strategy Team Lead Implementers

The Plan for Progress has established a series of formal Memoranda of Understanding (MOU) with the lead implementers of each of the 12 active strategies. Each MOU states that the Plan for Progress Trustees and Coordinating Council will maintain and keep current the Plan for Progress as the Pioneer Valley’s comprehensive strategic economic development plan, provide suggested short- and long-term strategy milestones, provide meetings and other forums, and measure and periodically report on the programs and progress of the lead implementers. It states, as well, that the lead implementers will acknowledge and accept their designation and role as lead implementers of the Plan for Progress, provide their most recent strategic plan or organizational work program to assist in coordination, work to achieve the suggested milestones, and provide modifications or additions to these milestones as deemed necessary. The following strategy team lead implementers have signed formal MOUs to date:

Strategy

Attract, Retain, and Grow Existing Businesses and Priority Clusters

Market Our Region

Enhance High-Tech and Conventional Infrastructure

Improve and Enrich Pre-K /Early Education

Revitalize the Connecticut River

Develop an Array of Housing Options

Lead Implementer

Economic Development Partners of the Western MA EDC

Western Massachusetts Economic Development Council

EDC Infrastructure Committee

Cherish Every Child Initiative of the Irene E. and George A. Davis Foundation

Connecticut River Clean-Up Committee

Valley Development Council

Strategy Accomplishments

One of the most important ways that effectiveness is measured is through accomplishment of specific goals and action steps set out for each strategy and implemented by each of the strategy teams. Details of these accomplishments are described beginning on page 69, under Plan for Progress Strategy Accomplishments, along with targeted goals for the upcoming program year.

2010 Reorganization, Membership Update, and Strategy Revitalization

The Plan for Progress Coordinating Council is continually looking for ways to maximize efficiency and effectiveness in the oversight of the Plan and its working partnerships. In mid-2009, the Coordinating Council undertook several reorganization efforts in order to seek the most effective methods to achieve the goals of the Plan and to respond to private sector feedback about meeting structures and content. During 2008, a subcommittee of the Council had conducted a series of business outreach activities with private sector members of the Plan for Progress Trustees, including a focus group, a series of one-on-one interviews with 40 individuals (including some who were not Trustees), and a summit which reconvened focus group members and others to discuss the results of the outreach. This process led to the following set of conclusions:

- There needs to be greater collaboration among the region's economic development team, and greater sharing of each other's missions, plans and strategies.
- The region must overcome negativity and cynicism about the region's economic future and particularly the city of Springfield's business and cultural climate.
- The Plan for Progress needs to focus on fewer, highly achievable goals. Our private sector partners prefer to undertake short-term, clearly defined projects that they can accomplish within a year or less.
- The Plan for Progress needs to look for ways to connect with a broader array of organizations interested in regional prosperity, such as the Young Presidents Organization, Young Professionals Organizations, Black Leadership Alliance, and Latino Chamber of Commerce.
- Private sector partners would like to see Plan for Progress Trustees meetings be more interactive, including increased time for discussion and decision-making. Presentations from regional organizations, businesses and other entities are informative and useful, but not enough to draw certain members of the Trustees to attend meetings.

The Coordinating Council discussed several reorganization steps to address these concerns throughout the second half of 2009, both with Council members and the full set of Plan for Progress Trustees, and implemented them in January 2010:

- Trustees meetings will now be held once or twice per year, focusing on a topic or topics of region-wide importance.
- Coordinating Council meetings are now held monthly instead of every other month, with the Council taking on a more active role in overseeing each of the strategies. A key item on every meeting agenda is a lead implementer report from one or two strategy teams.

- The membership of both the Trustees and Coordinating Council has been revamped, with only regular attendees continuing on both groups, and new members being invited according to current needs. Eight new Coordinating Council members (some former Trustees, some strategy team members, and some new to the Plan for Progress) were recruited in early 2010, from a variety of areas, including: U.S. Small Business Administration, municipal planning department, financial sector, private consulting, state DEP, manufacturing, and UMass Amherst.
- Several strategies in need of re-evaluation and/or reinvigoration are being addressed in depth over the spring and summer of 2010, including: #2-Promote Small Business and Generate Flexible Risk Capital, #4-Integrate Workforce Development and Business Priorities, #5b-Improve and Enrich K-12 Education, #6-Support Higher Education and Retain Graduates, and #7-Recruit and Train a New Generation of Regional Leaders.

Performance Indicators

Summary

In order to provide a highly objective, measurable method of accountability, the Plan for Progress has implemented a new quantitative system to complement the qualitative assessments discussed above. The system, now in its third year, uses a series of data-based benchmarks to measure progress toward goals of each of the strategies. Called the “Plan for Progress Performance Indicators,” the system is public and online at www.stateofthepioneer valley.org. It does not attempt to evaluate current year statistics in isolation (e.g. judging whether a specific unemployment rate is “good” or “bad”), but rather looks at changes over time and the general trend, indicating whether a situation is improving or not (e.g. 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 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 18: Plan for Progress Performance Indicators

Indicator	Current Data	Year	Prior Data	Year	Change	Rating
Strengthen and Expand the Region's Economic Base						2.5
The Annual Unemployment Rate	5.7%	2008	5.0%	2007	0.7%	2.0
The Total Number of Jobs (Monthly average)	284,466	2008	284,544	2007	0.0%	2.0
The Average Weekly Wage	\$788	2008	\$759	2007	3.8%	3.0
Growth of the Private Sector Payroll	\$9,220,469,502	2008	\$8,876,417,218	2007	3.9%	3.0
Total Number and Net Annual Change in the Number of Business Establishments	21,031	2008	20,478	2007	2.7%	3.0
Manufacturing as a Percent of All Employment by Number of Establishments	4.4%	2008	4.5%	2007	-0.1%	2.0
Foster Means of Regional Competitiveness						2.0
Number of Pre-Permitted Sites or Buildings Within the Region that are ready for Development	12	2009	13	2008	-7.7%	1.0
Number of Shovel Ready Sites or Buildings Within the Region that are ready for Development	2	2009	2	2008	0.0%	2.0
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	\$141,234,444	2009	\$41,530,689	2008	240.1%	3.0
% of Communities that Increased at Least One Category in Broadband Access		2009		2008	0.0%	2.0
0% of Households Have Broadband Access	4	2009	4	2008		
50% or Less of Households Have Broadband Access	22	2009	22	2008		
Greater than 50% Households Have Broadband Access	43	2009	43	2008		
Supply the Region with an Educated, Skilled and Adequately Sized Pool of Workers						2.4
Percent of Students Scoring Proficient or Above on MCAS Reading Test (3 rd Grade)	52.4%	2009	49.6%	2008	2.8%	3.0
Percent of Students Passing MCAS Math Test (Grade 10)	87.4%	2009	86.6%	2008	0.8%	2.0
Percent of Students Passing MCAS English Test (Grade 10)	93.5%	2009	93.6%	2008	-0.1%	2.0
The Dropout Rate of High School Students (Grades 9 through 12)	4.9%	2008	5.6%	2007	-0.7%	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
The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	55.6%	2008	52.2%	2007	3.4%	3.0
The Median Age of The Region's Workforce Encompassing Ages 16 to 64	37.5	2000	34.3	1990	9.3%	1.0

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

* sites listed at Westmass Development Corporation only

(Continued Next Page)

Table 18: Plan for Progress Performance Indicators (ctd.)

Indicator	Current Data	Year	Prior Data	Year	Change	Rating
Economic Enhancements Fostering The Region's Business Climate and Prospects for Sustainable Economic Growth						2.1
The Total Number of Combined Sewer Over Flow (CSO) Sites on the Lower Connecticut River and Tributaries	59	2008	68	2007	-13.2%	3.0
The Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$243	2009	\$243	2008	0.0%	2.0
The Rate of Property and Violent Crimes Reported per 100 Persons	3.5	2008	3.6	2007	-2.8%	3.0
The Percentage of Housing Units that are Owner-Occupied	66.0%	2008	64.4%	2007	1.6%	3.0
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	38.1%	2008	24.7%	2007	13.4%	1.0
Percent of Renters paying more than 30% of their income on rent	53.8%	2008	50.9%	2007	2.9%	1.0
The Median Sale Price of a Single Family Home	\$183,342	2009	\$192,301	2008	-4.7%	3.0
Building Permits Issued for New Residential Construction	481	2008	710	2007	-32.3%	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; WesternMA Connect Inc., Massachusetts Broadband Institute; The Warren Group; PVPC, FRCOG

Summary of Plan for Progress Performance Indicators by Strategy Grouping

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

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

Includes the following strategies:

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

Annual Unemployment Rate

The annual unemployment rate is calculated as the percent of all people in the labor force who are not currently employed. Between 2007 and 2008, the unemployment rate for the Pioneer Valley remained relatively stable, with a slight increase from 5.0% to 5.7 percent. This trend remained consistent for each of the three counties of the Pioneer Valley. Hampden County saw the largest increase in unemployment from 5.6% to 6.4% while Hampshire (3.8% to 4.3%) and Franklin (4.2% to 4.9%) counties experienced slightly smaller increases.

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 2007 to 2008, decreasing very slightly from 284,544 to 284,466 (less than a 0.1% change). Trends varied slightly in each of the counties. Hampden County experienced virtually no change at all (a decrease of 0.1%), while Hampshire County increased by 0.3%, and Franklin County had a decrease of 0.2 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 weekly wage earned by workers in the Pioneer Valley increased by 3.8% from \$759 in 2007 to \$788 in 2008. For each of the three counties, the average weekly wage also increased. Hampshire County had the highest percent increase of 4.5%, while Hampden County increased by 4.0% and Franklin County increased by 1.0 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 \$8,876,417,218 in 2007 to \$9,220,469,502 in 2008, a change of 3.9 percent. Hampshire and Hampden counties also experienced positive trends. Hampshire County had the largest increase (4.8%) and Hampden County saw an increase of 4.1%, while Franklin County remained stable with an increase of 0.2 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 increased 2.7% from 20,478 in 2007 to 21,031 in 2008. While the number of establishments in Franklin County decreased by 1.1%, both Hampden and Hampshire counties saw an increase in their number of businesses (2.2% and 6.4% respectively).

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

Manufacturing as a Percent of All Employment

This measure was calculated by dividing the total number of establishments in the manufacturing sector by the total number of establishments. These numbers include companies with all types of ownership, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. Overall, manufacturing remained fairly stable as a percentage of all establishments in the Pioneer Valley, decreasing from 4.5% in 2007 to 4.4% in 2008.

The trend varied some throughout the region, though manufacturing remained relatively stable throughout all three county areas. While Hampden and Hampshire counties saw slight decreases (0.2% and 0.1 % respectively), Franklin County had a slight increase (0.3 percent).

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

Strategy Grouping II: Foster Means of Regional Competitiveness

Includes the following strategies:

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

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

Pre-permitting and shovel-ready designations are made to increase the expediency of development on properties by reducing the amount of work necessary between the purchase of land and the start of construction. Sites with pre-permitting need only the final site plan review and permitting related to environmental preservation (if applicable). This process can take up to 90 days to complete. Sites are designated shovel-ready after all permits have been acquired and a complete build out analysis has been completed. The only steps still necessary are acquiring a building permit and making minor amendments to prior permits if necessary. This process takes up to 30 days. There was a 7.7% decrease in the number of sites that were pre-permitted or shovel ready in the Pioneer Valley between 2008 and 2009. Of the three counties in the Pioneer Valley, only one had a change in the number of pre-permitted sites; Hampden County experienced a 9.1% decrease which represented an actual decrease of one pre-permitted site.

Data Source: WestMass Development Corporation

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

Transportation Improvement Projects included in this value are highway improvement projects identified through the Transportation Improvement Program report by the Pioneer Valley Planning Commission and Franklin Regional Council of Governments, and advertised by Mass Highway. Between 2008 and 2009, the total value of transportation improvement projects advertised for the Pioneer Valley increased from \$41,530,689 to \$141,234,444, representing a 240.1% change. All three counties experienced significant increases. Franklin County saw an increase of 92.3%, Hampshire a 520.5% increase, and Hampden a 323.8% increase.

The significant increase in the total value of transportation improvement projects in the Pioneer Valley region is a result of federal funds directed through the American Reinvestment and Recovery Act money.

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

To measure high speed internet access, municipalities are broken down into three levels of available service which are those where 10% or less of households have broadband access, towns and cities where 11%-50% of households have broadband access, and those places where greater than 50% of households have broadband access. Progress is measured by the number of municipalities that increased their access enough to be categorized at least one level higher. Measurements for the previous years of 2007 and 2008 were based on estimates made by WesternMA Connect with the data available at that time. As of 2009, the accuracy of broadband access data has improved through survey and service modeling work conducted by the Massachusetts Broadband Institute (MBI). The MBI will continue to monitor the status of broadband access over the next five years. Level of access did not change in the Pioneer Valley between 2008 and 2009.

Data Source: WesternMA Connect Inc. and Massachusetts Broadband Institute

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. Between 2008 and 2009 the Pioneer Valley saw a 2.8% increase (from 49.6% to 52.4%) in the number of students who scored proficient or above on the MCAS third grade English language test. Of the three counties, Hampden County was the only county to experience an increase (4.0%), while Hampshire County decreased by 0.1% and Franklin County experienced no significant change.

Data Source: Massachusetts Department of Education

Percent of Students Passing the MCAS Tenth Grade Math Test

The Percent of students passing the Massachusetts Comprehensive Assessment System (MCAS) math test was calculated by dividing the percent of students who passed the test by the total number of students in the region who took the test. Overall, between 2008 and 2009, the Pioneer Valley saw a 0.8% increase (from 86.6% to 87.4%) in the number of students who passed the MCAS math test. Hampden and Hampshire counties both experienced increases (0.8% and 1.7% respectively), and Franklin County had a decrease of 0.2% students passing the MCAS tenth grade 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) tenth grade English test was calculated by dividing the percent of students who passed the test by the total number of students in the region who took the test. Overall, between 2008 and 2009, the Pioneer Valley saw a slight decrease of 0.1% (from 93.6% to 93.5%) in the number of students who passed the MCAS English test. Hampden and Hampshire counties both saw a slight decrease of 0.1%, while Franklin County's proportion of students passing the MCAS math test increased by 0.8%.

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 in a single year (the annual drop out rate). The Pioneer Valley saw a decreased drop out rate between 2007 and 2008; from 5.6 to 4.9 percent.

All three counties had decreases in dropout rate. Hampden County decreased by 0.9%, Hampshire County decreased 0.2%, and Franklin County decreased 1.1 percent.

Data Source: Massachusetts Department of Education

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

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

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

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

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

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

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

The percent of older workers who remain engaged in the workforce is calculated by dividing the number of people between the ages 55 to 75 years old who are in the labor force by the total number of people between the ages of 55 to 75 years old. Between 2007 and 2008, the percent of older workers who remain engaged in the workforce in the Pioneer Valley increased from 52.2 to 55.6 percent. Hampden County experienced a large increase of 4.3%, while Hampshire County and Franklin County experienced smaller increases of 2.6% and 2.2 % respectively.

Data Source: United States Census Bureau 2007 and 2008 American Community Survey

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

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

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

Strategy Grouping IV: Foster the Region’s Business Climate and Prospects for Sustainable Growth

Includes the following strategies:

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

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

As quoted from the Massachusetts Department of Environmental Protection, “Combined sewer overflows, or CSOs, were built as part of sewer collection systems that were designed to carry both sewage and storm water in the same pipe. When there is not a lot of storm water, this mix is transported to a wastewater treatment plant where it is processed. However, after heavy rainfall or snowmelt, storm water and sewage overload the system. Without CSOs, this mix would back up into homes, businesses, and public streets. Combined sewer systems have regulator structures that allow overloaded systems to discharge into rivers, lakes and coastal areas subjecting them to higher pollutant loads. This can compromise a water body’s uses and lead to water quality violations in the receiving waters.” Throughout the Pioneer Valley, the total number of CSO sites on the Connecticut River has decreased from 68 to 59 between 2007 and 2008, representing a 13.2% reduction. Between 2006 and 2007, Hampshire County eliminated its remaining CSOs. Between 2007 and 2008, Franklin County eliminated its remaining three CSOs and Hampden eliminated six CSOs.

Data Source: Massachusetts Department of Environmental Protection

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

The amount of non-school local aid includes all aid that a town receives for purposes other than education. This includes the following sources: Lottery, Additional Assistance, Local Share of Racing Taxes, Regional Public Libraries, Police Career Incentive, Urban Revitalization, Veteran’s Benefits, Exemptions for Veterans, Blind and Surviving Spouses, Exemptions for the Elderly, State Owned Land, and Public Libraries. In the Pioneer Valley, the per-capita non-local school aid remained the same between 2008 and 2009. Hampden County saw no change, while Franklin County had an increase of 1.2% and Hampshire County experienced a slight decrease of 0.9 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 between 2007 and 2008 from 3.6 to 3.5 crimes reported per 100 people representing a -2.8% change. This improvement was not found universally across the region. While Hampshire and Franklin counties actually both experienced significant increases (4.5% and 15.0% respectively), Hampden County decreased by 4.7 percent.

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 2007 and 2008, the percentage of housing units in the Pioneer Valley that were owner-occupied increased by 1.6% (from 64.4 to 66.0 percent). This increasing trend of ownership was true across all three counties with Franklin County experiencing the largest increase (2.2 percent).

Data Source: United States Census Bureau 2007 and 2008 American Community Survey

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

According to many government agencies, people who pay more than 30% of their income on housing costs are considered to be housing cost burdened. The U.S. Census Bureau provides estimates on this statistic based on a survey of a sample of the population with the American Community Survey. Data for this indicator includes all home owners who have mortgages. Monthly owner costs include payment for mortgages, real estate taxes, various insurances, utilities, fuels, mobile home costs, and condominium fees. Between 2007 and 2008, the percentage of home owners in the Pioneer Valley who were housing cost burdened increased from 24.7% to 38.1% (representing a 13.4% change). This significant increase in the percentage of home owners who were housing cost burdened was consistent in all three counties with Hampden County seeing the smallest increase (12.6%), while Hampshire County and Franklin County saw more significant increases of 14.7% and 15.4% respectively.

Data Source: United States Census Bureau 2007 and 2008 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 2007 and 2008, the percentage of renters in the Pioneer Valley who were housing cost burdened increased from 50.9% to 53.8% (representing a 2.9% change). This trend of increasing housing cost burden was true in Hampden County which had a 5.8% increase. However, both Hampshire and Franklin counties showed an opposite trend; they experienced decreases in the percent of renters who were housing cost burdened with changes of -3.5% and -3.6% respectively.

Data Source: United States Census Bureau 2007 and 2008 American Community Survey

Median Sale Price of a Single Family Home

Single family home sales include all transfers over \$1,000 classified by the Massachusetts Department of Revenue with a 101 use code. Between 2008 and 2009, the median sale price of a single family home in the Pioneer Valley decreased 4.7% from \$192,301 to \$183,342. This decreasing trend was found throughout the region with all three counties experiencing decreases. Hampden and Franklin counties experienced the most significant decreases (5.3% and 4.4% respectively) while Hampshire County's decrease in median sale price was slightly smaller representing a drop of 3.1 percent.

It would be remiss not to note that while the decrease in the cost of home sales is a positive trend long term in the context of an economic development desire for more affordable housing in the region, the marked decrease in home sale prices in 2009 is indicative of the negative occurrence of a major crisis in the housing market nationally. In the short term, of course, this might be more likely to be interpreted as a negative trend. Indeed, this year, when examining the previous two indicators referring to renter and home owner affordability, this extreme drop in home prices has corresponded with a larger percentage of residents in the region being housing cost burdened. As one might expect, after two years of extreme declines in home sale prices, this increase in housing cost burden is especially true with home owners.

Data Source: The Warren Group

Urban Core Data

The 2004 Plan for Progress highlighted seven cross-cutting themes of regional significance that should be a focus of all of the Plan's strategies and measures of success. Urban investment is a primary one of these cross-cutting themes. It is absolutely clear that a truly vibrant and healthy Pioneer Valley requires vibrant and healthy urban core cities. The term "urban core" in the context of this cross-cutting theme refers primarily to Springfield and Holyoke, and, to some extent, the adjacent city of Chicopee. The Plan for Progress endorses strategies and actions that directly or indirectly invest in the development and improvement of the region's urban core cities and generate benefits for their residents as well as the region as a whole.

To help measure the progress that the region is making in developing a more healthy and strong urban core, indicator data and trends are also gathered specifically for the urban core cities of Springfield, Holyoke, and the sections of Chicopee that have higher concentrations of poverty (census tracts 8111.01, 8111.02, and 8109.02). Following is a summary table of the Plan for Progress indicator trends specifically for the urban core communities.

Table 19: Pioneer Valley Plan for Progress Performance Indicators – Urban Core

Indicator	Current Data	Year	Prior Data	Year	Change	Rating	Includes Chicopee?
Strengthen and Expand the Region's Economic Base						2.7	
The Annual Unemployment Rate	7.9%	2008	6.9%	2007	1.0%	2	No
The Total Number of Jobs (Monthly average)	97,491	2008	95,211	2007	2.4%	3	No
The Average Weekly Wage	\$877	2008	\$840	2007	4.4%	3	No
Growth of the Private Sector Payroll	\$3,680,801,158	2008	\$3,520,768,059	2007	4.5%	3	No
Total Number and Net Annual Change in the Number of Business Establishments	7240	2008	7008	2007	3.3%	3	No
Manufacturing as a Percent of All Employment by Number of Establishments	2.7%	2008	3.0%	2007	-0.2%	2	No
Foster Means of Regional Competitiveness						2.0	
Number of Pre-Permitted Sites or Buildings Within the Region that are ready for Development*	0	2009	1	2008	-100.0%	1	No
Number of Shovel Ready Sites or Buildings Within the Region that are ready for Development*	1	2009	1	2008	0.0%	2	No
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	\$46,649,934	2009	\$26,509,011	2008	76.0%	3	Yes
% increased a category		2009		2008	0.0%	2	Yes
0% of Households Have Broadband Access	0	2009	0	2008			
50% or Less of Households Have Broadband Access	0	2009	0	2008			
Greater than 50% Households Have Broadband Access	3	2009	3	2008			

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

* sites listed at Westmass Development Corporation only

(Continued Next Page)

Table 19: Pioneer Valley Plan for Progress Performance Indicators – Urban Core (Ctd.)

Indicator	Current Data	Year	Prior Data	Year	Change	Rating	Includes Chicopee?
Supply the Region with an Educated, Skilled and Adequately Sized Pool of Workers						2.1	
Percent of Students Scoring Proficient or Above on MCAS Reading Test (3rd grade)	33.7%	2009	30.0%	2008	3.7%	3	Yes
Percent of Students Passing MCAS Math Test (10th grade)	72.7%	2009	72.4%	2008	0.3%	2	No
Percent of Students Passing MCAS English Test (10th grade)	85.9%	2009	86.5%	2008	-0.6%	2	No
The Dropout Rate of High School Students (Grades 9 through 12)	10.0%	2008	11.0%	2007	-1.0%	3	No
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates	72.3%	2000	68.6%	1990	3.7%	3	Yes
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates	22.3%	2000	21.4%	1990	0.8%	2	Yes
The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	26.6%	2000	27.9%	1990	-1.3%	1	No
The Median Age of The Region's Workforce Encompassing Ages 16 to 64	37	2000	32	1990	15.6%	1	Yes
Economic Enhancements Fostering The Region's Business Climate and Prospects for Sustainable Economic Growth						2.6	
The Total Number of Combined Sewer Over Flow (CSO) Sites on the Lower Connecticut River and Tributaries	52	2008	55	2007	-5.5%	3	Yes
The Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$334	2009	\$336	2008	-0.4%	2	No
The Rate of Property and Violent Crimes Reported per 100 Persons		2008	6.7	2007	-100.0%		No
The Percentage of Housing Units that are Owner-Occupied	35.5%	2000	34.3%	1990	1.2%	3	Yes
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	17.9%	2000	23.7%	1990	-5.8%	3	Yes
Percent of Renters paying more than 30% of their income on rent	41.7%	2000	45.0%	1990	-3.2%	3	Yes
The Median Sale Price of a Single Family Home	\$131,528	2009	\$136,766	2008	-3.8%	3	No
Building Permits Issued for New Residential Construction	89	2008	154	2007	-42.2%	1	No

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

* sites listed at Westmass Development Corporation only

Data sources: U.S. Census Bureau, Bureau of Labor Statistics; MA Department of Labor and Workforce Development; MA Department of Education; Department of Revenue; WesternMA Connect Inc., Massachusetts Broadband Institute; The Warren Group; PVPC

**APPENDIX A:
PROJECT PROPOSALS BY INDIVIDUAL COMMUNITIES**

City of Springfield - Union Station Intermodal Transportation Facility

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	City of Springfield
Project Title:	Union Station Intermodal Transportation Facility
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Redevelopment
Project Location (Street Address):	Frank B. Murray Street
Census Tract:	8010
Contact Person:	John D. Judge, Chief Development Officer
Address:	70 Tapley Street
City/Town:	Springfield
Zip Code:	01104
Phone Number:	413-787-6565
Email:	cmoskal@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	There has been a partial removal of hazardous materials from the building. Further environmental site assessments will be underway in April 2010. Given a transition in project organization, the project is in the planning stages once again.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:	YES

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Yes - 2010
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$65,000,000
Required Local 50%* Match:	\$32,000,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	YES
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:	500
Estimated Number of Permanent Jobs to be Retained:	400
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton:	TBD
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton:	TBD
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
This project has been identified as regionally significant in the region's Transportation Plan. The benefits of having a renovated Union Station include the creation of centralized transportation services for local, intercity bus and rail passengers and stimulating private investment. There has also been discussion about being a terminus for commuter rail service from New Haven, CT. EDA funding will assist the region in redeveloping the site for those improved services and aid in the revitalization of Downtown, consistent with the cross cutting theme for urban investment in the Plan for Progress.	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	

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

****Note:** Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.

Name of Person Submitting This Form:	Samalid Hogan
Title:	Project Manager
Date of Submission:	3/12/10

City of Springfield - 1592 Main Street Redevelopment Project

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	City of Springfield
Project Title:	1592 Main Street Redevelopment Project
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Redevelopment
Project Location (Street Address):	1592 Main Street
Census Tract:	8011.01
Contact Person:	Brian Connors, Deputy Director of Economic Development
Address:	70 Tapley Street
City/Town:	Springfield
Zip Code:	01104
Phone Number:	413-787-6020
Email:	bconnors@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2010-2011
What is the current status of engineering and design for this project? Please explain in brief:	Conceptual design is complete.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:	YES

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Yes - 2010
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$1,800,000
Required Local 50%* Match:	\$1,330,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	YES
Anticipated Source(s) of Local 50% Match:	City and State funds.
Estimated Private Sector Dollar Investment in Project:	\$0
Estimated Number of Permanent Jobs to be Created:	TBD
Estimated Number of Permanent Jobs to be Retained:	TBD
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton:	TBD
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton:	TBD
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

The City has targeted 1592 Main Street, a former nightclub building known as “The Asylum” in the heart of downtown Springfield, for the creation of a public market. The building is immediately adjacent to the former Federal Building, which has been purchased by MassDevelopment and is in the process of being redeveloped as the new home for the Springfield School Department headquarters, as well as a new downtown presence for Baystate Health. The redevelopment of the 1592 Main Street property as a public market is key to the success of the MassDevelopment/City partnership next door, and to help enhance the city’s center as an attractive place to live, work and shop. This property has been the scene of many negative and blighting influences over the years, and more recently has been dormant and vacant for the past five years. The development of a public market will help reverse some of the negative imagery in the city, and offer healthy and fresh food offerings to downtown employees and city residents.

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

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

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.**

Name of Person Submitting This Form:	Samalid Hogan
Title:	Project Manager
Date of Submission:	3/12/10

**City of Springfield -
Indian Orchard Business Park**

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	City of Springfield
Project Title:	Indian Orchard Business Park
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Infrastructure
Project Location (Street Address):	225 Goodwin Street
Census Tract:	8001
Contact Person:	Chris Moskal, Senior Project Manager
Address:	70 Tapley Street
City/Town:	Springfield
Zip Code:	01104
Phone Number:	413-787-6020
Email:	cmoskal@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2010-2011
What is the current status of engineering and design for this project? Please explain in brief:	All the environmental assessment for this site has been completed through clean up design. The next steps are to look at a master plan for the proposed site.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:	YES

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Yes - 2010
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$11,000,000
Required Local 50%* Match:	\$5,500,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	YES
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:	100
Estimated Number of Permanent Jobs to be Retained:	100
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton:	TBD
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton:	TBD
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
This project will compliment 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 location s where small businesses can locate and flourish and will build on the revitalization of nearby Ludlow. This concentration of infrastructure investement for growth of small businesses is consitent with the Pioneer Valley Region Economic Development Plan, The Plan for Progress.	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	

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

****Note:** Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.

Name of Person Submitting This Form:	Samalid Hogan
Title:	Project Manager
Date of Submission:	3/12/10

City of Holyoke - Green High Performance Computing Center (GHPCC)

FY 2010 Comprehensive Economic Development Strategy (CEDs) Update 2010 CEDs Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Holyoke
Project Title:	Green High Performance Computing Center (GHPCC)
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Infrastructure
Project Location (Street Address):	Holyoke Canal District
Census Tract:	8114, 8115, 8116 & 8117
Contact Person:	Kathleen Anderson
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	(413) 322-5655
Email:	andersok@ci.holyoke.ma.us
Fax:	(413) 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2010-2011
What is the current status of engineering and design for this project? Please explain in brief:	Site assessments underway to determine suitability for construction of the GHPCC. Activities include legal, civil, environmental, geo-technical, structural analysis and building design.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDs Annual Update? Please indicate YES or NO:	YES

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$100,000,000
Required Local 50%* Match:	Not Yet Determined
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	Not Yet Determined
Estimated Private Sector Dollar Investment in Project:	\$50,000,000
Estimated Number of Permanent Jobs to be Created:	Not Yet Determined
Estimated Number of Permanent Jobs to be Retained:	Not Yet Determined
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	Not Yet Determined
From City of Holyoke:	
From City of Springfield:	
From City of Northampton:	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	Not Yet Determined
From City of Holyoke:	
From City of Springfield:	
From City of Northampton:	
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

This collaborative effort to create the Green High Performance Computing Center (GHPCC) and an Innovation District in the heart of Holyoke will have significant benefit for the region, from new businesses to existing businesses, from community colleges to universities, from entry level job seekers to those with significant experience. The GHPCC and the Innovation District are seen as the catalyst for economic, educational and workforce development for the City of Holyoke and Western Massachusetts

The GHPCC is essential in attracting the follow-on development and enabling the creation of the Innovation District. The public benefits that will result from the proposed project include:

- Removal of abandoned and blighted properties
- Re-use of industrial and brownfield properties
- Revitalization of the downtown area through the development of the Innovation District
- New jobs
- New tax revenue

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

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

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.**

Name of Person Submitting This Form:	Kathleen Anderson
Title:	Director, Office of Planning & Development
Date of Submission:	March 12, 2010

**City of Holyoke -
Ingleside Infrastructure**

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	Holyoke
Project Title:	Ingleside Infrastructure
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Infrastructure
Project Location (Street Address):	Ingleside area of Holyoke
Census Tract:	8121.02
Contact Person:	Kathleen Anderson
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	(413) 322-5655
Email:	andersok@ci.holyoke.ma.us
Fax:	(413) 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2010-2011

<p>What is the current status of engineering and design for this project? Please explain in brief:</p>	<p>The traffic engineering study will be complete by the Spring of 2009. Implementation recommendations and cost estimates, as well as design drawings for just one of the intersections are due to be completed by June 30, 2009. The project will consist of the design and construction of the needed improvements at the Interstate 91, Exit 15 interchange with Lower Westfield Road in order to mitigate one of the most significant congestion areas in the neighborhood because of its design. Additional work is planned for Whiting Farms Road from Lower Westfield Road to the Northampton Street (Route 5) intersection. The status of the four primary sections of work are listed below:</p> <ul style="list-style-type: none"> • Homestead Ave. / Lower Westfield Rd: Study complete. Design funds received. Funding for construction needed. • Whiting Farms Rd. / Lower Westfield Rd.: Study near completion. Funding for complete design and construction needed. • Whiting Farms Rd. / Northampton St. (Rt. 5): Partial study near completion. Funding for complete design and construction needed. • Interstate 91 Interchange: Process begun with Mass Highway Dept. and study underway. Funding for complete design and construction needed.
<p>Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:</p>	<p>YES</p>
<p>Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):</p>	<p>Not Yet Determined</p>
<p>Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.</p>	
<p>Total Estimated Project Cost:</p>	<p>Not Yet Determined</p>
<p>Required Local 50%* Match:</p>	<p>Not Yet Determined</p>
<p>Has Required Local Funding Match Been Secured? Please indicate YES or NO:</p>	<p>No</p>
<p>Anticipated Source(s) of Local 50% Match:</p>	<p>Not Yet Determined</p>
<p>Estimated Private Sector Dollar Investment in Project:</p>	<p>Not Yet Determined</p>

Estimated Number of Permanent Jobs to be Created:	1,500
Estimated Number of Permanent Jobs to be Retained:	5,000
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	Not Yet Determined
From City of Holyoke:	
From City of Springfield:	
From City of Northampton:	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	Not Yet Determined
From City of Holyoke:	
From City of Springfield:	
From City of Northampton:	
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
It is anticipated that infrastructure improvements in the Ingleside area will facilitate the development and re-use of several large development parcels, some of the best developable areas within the City of Holyoke and leverage significant benefits to Holyoke and the Pioneer Valley. Currently there are more than 5,000 jobs in the neighborhood, with the potential of approximately 1,500 additional permanent jobs being created from entry-level to executive positions. It is estimated that 200 construction jobs will be created.	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	
*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.	
**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.	
Name of Person Submitting This Form:	Kathleen Anderson
Title:	Director, Office of Planning & Development
Date of Submission:	March 12, 2010

City of Holyoke - Downtown Holyoke Transit Corridor

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Holyoke
Project Title:	Downtown Holyoke Transit Corridor
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Infrastructure
Project Location (Street Address):	Dwight Street Corridor from Beech Street (US Rt.202) to Main Street
Census Tract:	8117
Contact Person:	Kathleen Anderson
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	(413) 322-5655
Email:	andersok@ci.holyoke.ma.us
Fax:	(413) 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Long Term
What is the current status of engineering and design for this project? Please explain in brief:	25% designed funded through the State's Transit Oriented Design (TOD) Bond Bill. Local funding in place for additional design.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:	Yes

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	Not Yet Determined
Required Local 50%* Match:	Not Yet Determined
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	Not Yet Determined
Estimated Private Sector Dollar Investment in Project:	Not Yet Determined
Estimated Number of Permanent Jobs to be Created:	Not Yet Determined
Estimated Number of Permanent Jobs to be Retained:	Not Yet Determined
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	Not Yet Determined
From City of Holyoke:	
From City of Springfield:	
From City of Northampton:	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	Not Yet Determined
From City of Holyoke:	
From City of Springfield:	
From City of Northampton:	
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

The project will connect and compliment the City's Canalwalk project and the Intermodal Transportation Center as well as a potentially connect access to the recently funded Knowledge Corridor Passenger Rail. Connection between the Canalwalk and the Intermodal Transportation Center will be significant for the successful revitalization of downtown. Infrastructure improvements will include the separation of sewers and repaving along two streets. Downtown Holyoke is hub to many business and social services for the region including the EDA funded Holyoke Health Center and the Latino Professional Business Center. It is estimated that the PVTA provides daily service in downtown Holyoke to over 1,200 persons, making it the second largest transit hub in the region. Improved public transportation accommodations, literacy education programs, and child care will especially help low/moderate income persons of the region.

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

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

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.**

Name of Person Submitting This Form:	Kathleen Anderson
Title:	Director, Office of Planning & Development
Date of Submission:	March 12, 2010

**City of Holyoke -
Victory Theater**

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	Holyoke
Project Title:	Victory Theater
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Redevelopment of a historic theater in downtown Holyoke for cultural and commercial uses
Project Location (Street Address):	81-89 Suffolk Street
Census Tract:	8117
Contact Person:	Kathleen Anderson
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	(413) 322-5655
Email:	andersok@ci.holyoke.ma.us
Fax:	(413) 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	Property sold in 2009 from the City to the Massachusetts International Festival of the Arts (MIFA). MIFA has started some renovations and engineering and design are in process.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:	YES

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$27,000,000
Required Local 50%* Match:	Not Yet Determined
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	Not Yet Determined
Estimated Private Sector Dollar Investment in Project:	Not Yet Determined
Estimated Number of Permanent Jobs to be Created:	50 (plus 150 temporary)
Estimated Number of Permanent Jobs to be Retained:	Not Yet Determined
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	Not Yet Determined
From City of Holyoke:	
From City of Springfield:	
From City of Northampton:	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	Not Yet Determined
From City of Holyoke:	
From City of Springfield:	
From City of Northampton:	
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
<p>The project aims to renovate the historic theatre as a focal point for the arts in the Pioneer Valley and have a significant impact for economic development in Holyoke. In the short term, the construction jobs represent a significant investment. In the long term, the project anticipates the creation and retention of a substantial number of quality jobs in the performing arts and in retail/commercial businesses that complement and support the performing arts. Additionally the theater plans to establish a residency and international arts programs, to create educational programs in partnership with area/regional schools, colleges and universities, and serve as an anchor for the Holyoke Arts & Theatre District.</p>	

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

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

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.**

Name of Person Submitting This Form:	Kathleen Anderson
Title:	Director, Office of Planning & Development
Date of Submission:	March 12, 2010

City of Holyoke - HCC Foundation Business and Technology Roadway and Park

FY 2010 Comprehensive Economic Development Strategy (CEDs) Update 2010 CEDs Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Holyoke
Project Title:	HCC Foundation Business and Technology Roadway and Park
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Industrial Park with Educational and Workforce Training Incubator Model
Project Location (Street Address):	Westfield Road / Homestead Avenue Holyoke Community College Foundation property
Census Tract:	8121.01
Contact Person:	Kathleen Anderson
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	(413) 322-5655
Email:	andersok@ci.holyoke.ma.us
Fax:	(413) 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2010-2011
What is the current status of engineering and design for this project? Please explain in brief:	Construction engineering and design are 95% complete. Upon completion of permitting permitting documents will be finalized.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDs Annual Update? Please indicate YES or NO:	YES

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Yes - 2010
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$2,000,000
Required Local 50%* Match:	\$1,000,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	Yes
Anticipated Source(s) of Local 50% Match:	Commonwealth of Massachusetts Public Works Economic Development (PWED); Holyoke Community College Foundation contribution
Estimated Private Sector Dollar Investment in Project:	\$11,000,000
Estimated Number of Permanent Jobs to be Created:	200
Estimated Number of Permanent Jobs to be Retained:	325
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	210
From City of Holyoke:	125
From City of Springfield:	75
From City of Northampton:	10
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	105
From City of Holyoke:	50
From City of Springfield:	50
From City of Northampton:	5
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

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

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

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

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.**

Name of Person Submitting This Form:	Kathleen Anderson
Title:	Director, Office of Planning & Development
Date of Submission:	March 12, 2010

**City of Northampton -
Three County Fairground Redevelopment**

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	Northampton, MA
Project Title:	Three County Fairground Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Redevelopment
Project Location (Street Address):	54 Fair Street, Northampton, MA
Census Tract:	8222 (within 1 mile of 8220/\$7,584 per capita income)
Contact Person:	Teri Anderson
Address:	210 Main Street
City/Town:	Northampton, MA
Zip Code:	01060
Phone Number:	413-587-1253
Email:	tanderson@northamptonma.gov
Fax:	413-587-1275
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2010-2011
What is the current status of engineering and design for this project? Please explain in brief:	Phase 1A renovations design complete and ready for construction. For remaining phases site engineering is complete but needs architectural design. Off site preliminary engineering is complete for future phases and needs final roadway/drainage engineering . Traffic analysis is complete.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:	Yes

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Yes - 2010
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$ 38 million
Required Local 50%* Match:	\$ 19 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	Partially
Anticipated Source(s) of Local 50% Match:	PWED, CDAG, Fairground revenues, State Bond Authorization, USDA, private debt
Estimated Private Sector Dollar Investment in Project:	\$30 million
Estimated Number of Permanent Jobs to be Created:	350
Estimated Number of Permanent Jobs to be Retained:	350
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	13
From City of Springfield:	12
From City of Northampton:	165
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	55
From City of Springfield:	206
From City of Northampton:	459
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

Redevelopment of the Three County Fairground is regionally significant because it will transform 55 acres of underutilized and deteriorated exhibition space into a state of the art exhibition facility targeting niche shows that will complement Northampton's identity as a cultural and tourism destination, attract new shows to the region, and allow existing shows to expand. The project will generate 700 jobs, \$35million in direct spending in the regional economy, increase annual events from 28 to 72, increase annual event attendance from 129,000 to 276,000 and generate spinoff economic benefits in the tourism, hospitality, and event production industries in the region. Job creation and retention will take place in several industry sectors including event production, trades, wholesale trade and distribution, cultural and entertainment, restaurant, hospitality, and retail. Event producers are currently drawn from around the region and from outside the region. Even vendors and trade contractors are drawn from throughout the Pioneer Valley. In addition, Northampton does not have sufficient hotel room capacity to accommodate existing or proposed events.

Event attendees and exhibitors frequently use hotels in Hampshire and Hampden Counties for Three County Fairground events. Hotel occupancy outside of Northampton is expected to increase as a result of the expansion/redevelopment. A market analysis projected that increased visitation could result in repeat visits to the region, spinoff business development, and trade show events would draw executives from a broad cross-section of industries which could benefit long-term business development and recruitment in the region. Please see attached documentation on compliance with EDA investment guidelines and criteria.

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

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

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.**

Name of Person Submitting This Form:	Teri Anderson
Title:	Community & Economic Development Director
Date of Submission:	5-Mar-10

Three County Fairgrounds, Northampton, MA – 2010 CEDS Form Addendum

Compliance with EDA Investment Policy Guidelines and Criteria

Collaborative Regional Innovation: Redevelopment of the Three County Fairground has the full support of local, state, and federal elected officials. The Fairground redevelopment project has been determined to be of regional significance by the Western MA Economic Development Council, is consistent with local and regional economic development plans, and has broad public support from economic development organizations in the region as well as neighborhood groups. It is listed as a high-priority project in Sustainable Northampton Comprehensive Plan, the Western MA Economic Development Council Strategic Plan, and is consistent with the Plan for Progress goals. The Plan for Progress has targeted tourism, hospitality, agriculture, and creative clusters as priorities for the region. The Fairground Exhibition Facility will promote the creative economy, foster entrepreneurship related to event production and exhibition services, serve as a catalyst for business growth and development in the secondary markets of hospitality, retail, entertainment, and trades. The new Fairground facility will be a state of the art exhibition facility encouraging the creation of innovative and creative trade, consumer, cultural, and agricultural shows.

Public/Private Partnerships: The redevelopment effort is lead by a public/private collaboration between the Hampshire, Franklin, Hampden Agricultural Society; the City of Northampton; and the Greater Northampton Chamber of Commerce with technical assistance provided by the Western MA Economic Development Council. The Fairground facility serves both non-profit and for-profit entities producing regional shows that will benefit from the redevelopment. It is fully expected that both public and private financial and technical resources will be leveraged by this project on the local, regional, state, and federal level.

National Strategic Priorities: The Fairground redevelopment does not directly address the national strategic business clusters. However, the economic benefits of the Fairground facility include and extend beyond the tourism benefits of an expanded exhibition facility. Significant impact is projected in the local and regional economy from direct spending associated with event production and event attendance including spending to local and regional hotels, restaurants, entertainment, retail, and other industries as well as indirect re-spending of the initial expenditures. An expanded facility will generate increased employment at the Fairground facility and at local businesses that benefit from the Fairground operations and visitors (local vendors, event producers, retailers, and hospitality establishments). Further, increased exposure to decision-makers and executives from a broad cross-section of industries that may attend or be associated with events at the facility could benefit the region from a long-term business development perspective in targeted innovative clusters. In addition, one goal of redevelopment is to strengthen the long term sustainability of the facility through the use of energy efficiency, clean energy and sustainable operational methods.

Global Competitiveness: The Fairground Exhibition Facility could be host to trade shows that support and promote high growth businesses and innovation based entrepreneurs. It will also foster expansion of creative economy shows that allow our region to compete on a national level.

Environmentally Sustainable Development: The Fairgrounds redevelopment plans to use best practices in the redevelopment and in the operations of the facility. For instance, the on-site drainage system utilizes low impact vegetative drainage systems to store and treat storm water runoff from the site. Green building design features will be considered in the architectural design of new structures.

Economically Distressed and Underserved Communities: Northampton is a culturally and economically diverse community. It is the county seat and the urban and economic center for primarily rural Hampshire County providing much of the social services and affordable housing in the County. Northampton is challenged with underemployment and lower wages but has also suffered from the loss of manufacturing jobs in traditional manufacturing industries. Fifty-one percent of the households in Northampton fall at or below 80 percent of the State median income, the threshold at which households are considered economically distressed. The median household income in Northampton is significantly lower than in Hampshire County and in Massachusetts. The average annual wage in Northampton is 59% of the State annual wage. Northampton is a Community Development Block Grant entitlement community in part due to its low-income population and level of poverty. The project neighborhood is a mixed-use commercial and residential neighborhood located along a primary gateway to the City and to the downtown. The project neighborhood is within walking distance to CDBG economically distressed target areas and the project is expected to benefit skilled and unskilled residents and small businesses in those districts as well as provide jobs for disadvantaged residents in the region. Creation of a year-round state of the art exhibition facility will create a range of job types and salary ranges. The following career paths and salary ranges are projected.

Three County Fairground Exhibition Facility	
<i>Career Path and Salary Range Projections</i>	
Career Path	Salary Range
Facility Management/Administrative Support/Sales/Marketing	\$30,000-\$75,000
Publishing/Graphic & Artistic Design	\$20,000-\$40,000
Event Production & Management/Coordination	\$40,000-\$60,000
Trades Contractors (Electricians, Exhibitor Services, catering, fire safety)	\$25,000-\$50,000
Hospitality (unskilled, technical, management)	\$15,000-\$60,000

City of Northampton - Village Hill - Technology Incubator

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Northampton, MA
Project Title:	Village Hill - Technology Incubator
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Redevelopment/business incubator
Project Location (Street Address):	Village Hill Road, Northampton, MA
Census Tract:	8219 (within 1/2 mile of 8220 with \$7,584 per capita income)
Contact Person:	Teri Anderson
Address:	210 Main Street
City/Town:	Northampton, MA
Zip Code:	zip: 01060
Phone Number:	413-587-1253
Email:	tanderson@northamptonma.gov
Fax:	413-587-1275
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	Conceptual design and preliminary building renovation costs completed. Final design and bidding would be fast tracked leading to construction start within six months of funding.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:	No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$ 8 million
Required Local 50%* Match:	\$ 4 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	CDAG, private debt
Estimated Private Sector Dollar Investment in Project:	\$30 million
Estimated Number of Permanent Jobs to be Created:	25
Estimated Number of Permanent Jobs to be Retained:	25
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	9
From City of Springfield:	8
From City of Northampton:	13
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	8
From City of Springfield:	5
From City of Northampton:	13
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
<p>The technology incubator to be located in the 21,000sf male dormitory at the former Northampton State Hospital (now Village Hill mixed use complex) is the next phase of business redevelopment in the Village Hill project which previously received EDA funds for infrastructure. There has been strong market interest in the building from software development and other technology related firms. The project would provide a range of spaces that are green and have support infrastructure particularly video-conferencing to support emerging and growing technology businesses in the Northampton and the region. The project is a priority development site and smart growth development. See addendum for discussion of investment priorities. Targeted local and regional priority cluster industries are publishing, medical device, life sciences, and software development.</p>	

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

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

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.**

Name of Person Submitting This Form:	Teri Anderson
Title:	Community & Economic Development Director
Date of Submission:	5-Mar-10

Village Hill Technology Incubator, Northampton, MA – 2010 CEDS Form Addendum

Compliance with EDA Investment Policy Guidelines and Criteria

Collaborative Regional Innovation: Redevelopment of the former Northampton State Hospital has had the full support of local, state, and federal elected officials. The closing of the Northampton State Hospital 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. 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. With previous support from EDA, most of the blighted buildings have been demolished and public infrastructure is provided to the complex. It is listed as a high-priority project in Sustainable Northampton Comprehensive Plan and is consistent with the Plan for Progress goals supporting local and regional innovative clusters of printing and publishing, medical device, life sciences, and software development.

Public/Private Partnerships: The redevelopment effort is led by a public/private collaboration between MassDevelopment as the lead developer, The Community Builders as the non-profit developer, and the City of Northampton. To date, site development at Village Hill has leveraged local, state, federal, and private investment. The technology incubator is expected to continue this trend.

National Strategic Priorities: Village Hill and the technology incubator is a suitable location for growth of green businesses, information technology, science, health care, and other innovative technologies.

Global Competitiveness: The Village Hill incubator is a suitable location to support and promote high growth businesses and innovation based entrepreneurs to compete in global markets.

Environmentally Sustainable Development: The Village Hill project is a smart growth project with residential and commercial green building features, access to public transportation, walkable to downtown and connected to regional bikepaths. The project seeks to support green businesses and green business practices.

Economically Distressed and Underserved Communities: Northampton is a culturally and economically diverse community. It is the county seat and the urban and economic center for primarily rural Hampshire County providing much of the social services and affordable housing in the County. Northampton is challenged with underemployment and lower wages but has also suffered from the loss of manufacturing jobs in traditional manufacturing industries. Fifty-one percent of the households in Northampton fall at or below 80 percent of the State median income, the threshold at which households are considered economically distressed. The median household income in Northampton is significantly lower than in Hampshire County and in Massachusetts. The average annual wage in Northampton is 59% of the State annual wage. Northampton is a Community Development Block Grant entitlement community in part due to its low-income population and level of poverty. The project neighborhood is a mixed-use commercial and residential neighborhood located close to downtown. The project neighborhood is within walking distance to CDBG economically distressed target areas and the project is

expected to benefit skilled and unskilled residents in those districts as well as provide jobs for disadvantaged residents in the region. 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. 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).

The Village at Hospital Hill	
<i>Commercial Development Program - Career Path and Salary Range Estimates</i>	
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

**City of Northampton -
Roundhouse Mixed-Use Redevelopment**

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	Northampton, MA
Project Title:	Roundhouse Mixed-Use Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Redevelopment
Project Location (Street Address):	Roundhouse Parking Lot, Main St., Northampton, MA
Census Tract:	8219 (within 1/2 mile of 8220 with \$7,584 per capita income)
Contact Person:	Teri Anderson
Address:	210 Main Street
City/Town:	Northampton, MA
Zip Code:	zip: 01060
Phone Number:	413-587-1253
Email:	tanderson@northamptonma.gov
Fax:	413-587-1275
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	Public utilities for a hotel redevelopment have been designed. The hotel project has been put on hold and the city will be going out to bid for another redevelopment project which could be another hotel or could be a mixed-use commercial project.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:	Yes

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$ 7 million
Required Local 50%* Match:	\$ 3.5 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	CDAG, private debt
Estimated Private Sector Dollar Investment in Project:	\$12 million
Estimated Number of Permanent Jobs to be Created:	60 if another hotel project
Estimated Number of Permanent Jobs to be Retained:	0 - all new jobs
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	25
From City of Springfield:	0
From City of Northampton:	25
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	70
From City of Springfield:	20
From City of Northampton:	70
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
The City owned Roundhouse Parking lot is a brownfields redevelopment site suitable for various central business district commercial uses. Since the original hotel proposal fell through, the City has had inquiries from other hotel developers regarding the site. We also have had inquiries regarding mixed-use arts and commercial uses for the site. The City will be undertaking a planning process in the next 6 months to determine the preferred uses for the property and the redevelopment goals for the city. The property will then be put out to bid for redevelopment proposals with a project selected in 2010. See attached responses to EDA investment priority guidelines.	

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

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

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.**

Name of Person Submitting This Form:	Teri Anderson
Title:	Community & Economic Development Director
Date of Submission:	3/9/2010

**Roundhouse Lot Brownfields Redevelopment, Northampton, MA
2010 CEDS Form Addendum**

Compliance with EDA Investment Policy Guidelines and Criteria

Collaborative Regional Innovation: Redevelopment of the Roundhouse Parking lot, a brownfields site on a former coal gasification plant is located in the heart of downtown Northampton with prime redevelopment potential. However, due to its status as an EPA Brownfields site, its redevelopment will be a collaborative effort between public and private agencies. The City owns the property and has worked with EPA and Bay State Gas for a number of years on the cleanup of the site to allow for redevelopment. A development partner will continue with this collaboration. The property is located in the central business district and arts district accessible by public transportation. The site is appropriate for a mixture of uses including hotel, offices, arts/cultural, retail, other commercial uses, and residential. Redevelopment would support existing or emerging industry clusters.

Public/Private Partnerships: Redevelopment of this site will be a public/private partnership on many levels including investment. The City has already invested in infrastructure changes as well as dedicated staff time to the brownfields cleanup and has received EPA grant funds to evaluate the site. It is anticipated that additional infrastructure work will need to be done to support the project in terms of utilities and blending with adjacent Pulaski Park.

National Strategic Priorities: It is anticipated that this redevelopment will incorporate smart growth as well as green design principles. Targeted clusters will be evaluated as part of the redevelopment planning process.

Global Competitiveness: This will be determined when the end user is identified.

Environmentally Sustainable Development: It is anticipated that this redevelopment will incorporate smart growth as well as green design principles. In addition, the City and MassHighway recently completed a bikepath extension that runs adjacent to the redevelopment site connecting the property to local and regional bikeways.

Economically Distressed and Underserved Communities: Northampton is a culturally and economically diverse community. It is the county seat and the urban and economic center for primarily rural Hampshire County providing much of the social services and affordable housing in the County. Northampton is challenged with underemployment and lower wages but has also suffered from the loss of manufacturing jobs in traditional manufacturing industries. Fifty-one percent of the households in Northampton fall at or below 80 percent of the State median income, the threshold at which households are considered economically distressed. The median household income in Northampton is significantly lower than in Hampshire County and in Massachusetts. The average annual wage in Northampton is 59% of the State annual wage. Northampton is a Community Development Block Grant entitlement community in part due to its low-income population and level of poverty. The project neighborhood is the central business district in Downtown Northampton with a mix of commercial and residential uses. The project neighborhood is located within a CDBG economically distressed target areas and the project is expected to benefit residents in those districts.

Town of Ludlow - Ludlow Mills Redevelopment

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	Town of Ludlow, Massachusetts
Project Title:	Ludlow Mills Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Redevelopment/Infrastructure
Project Location (Street Address):	State Street, Ludlow, Massachusetts
Census Tract:	8104.03 (changed for 2010 census)
Contact Person:	Ellie Villano, Town Administrator
Address:	488 Chapin Street
City/Town:	Ludlow, Massachusetts
Zip Code:	01056
Phone Number:	(413) 583-5624 x 295
Email:	evillano@ludlow.ma.us
Fax:	
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2010-2011
What is the current status of engineering and design for this project? Please explain in brief:	Phase II environmental engineering (EPA Brownfields) in progress. \$ 3.7 million applied for State Street and First Avenue construction. Survey work complete.
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:	Yes

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Yes - 2010
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$2,000,000
Required Local 50%* Match:	\$1,000,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	Yes
Anticipated Source(s) of Local 50% Match:	Private Investment, Westmass Area Dev. Corp.
Estimated Private Sector Dollar Investment in Project:	\$300,000,000
Estimated Number of Permanent Jobs to be Created:	2,300
Estimated Number of Permanent Jobs to be Retained:	200
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	25
From City of Springfield:	1,250
From City of Northampton:	0
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	20
From City of Springfield:	350
From City of Northampton:	0
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
This project is an impending environmental and public safety disaster. Its conversion to a modern mixed use business center will resolve 45 known Reportable Environmental Conditions (REC's), will eliminate the combustion of 200,000 gallons of #6 oil annually, will convert 800,000 SF of deteriorating historic mill structures to LEEDs certified building standards, will promote investment in a project that is a public safety concern, and will employ several green technologies for energy generation and management of storm water runoff.	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	

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

****Note:** Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.

Name of Person Submitting This Form:	Ellie Villano
Title:	Town Administrator
Date of Submission:	3/12/10

City of Chicopee - Uniroyal Facemate Redevelopment

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2010 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 4:00 p.m. on Monday, March 15, 2010 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	City of Chicopee Ma
Project Title:	Uniroyal Facemate Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Brownfield Redevelopment
Project Location (Street Address):	154 Grove St and 5 West Main St.
Census Tract:	8108
Contact Person:	Tom Haberlin
Address:	38 Center St. Ofc of Community Development
City/Town:	Chicopee Ma
Zip Code:	01103
Phone Number:	413-594-1986
Email:	thaberlin@chicopeema.gov
Fax:	413-594-1486
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	Ongoing. Master Planning team in place. Plan ready by 6/30/10
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2009 CEDS Annual Update? Please indicate YES or NO:	

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2010 or 2011? (use drop-down menu):	Yes - 2010
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$20,000,000
Required Local 50%* Match:	\$10,000,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	State and Federal direct aid. Other TBD
Estimated Private Sector Dollar Investment in Project:	\$140,000,000
Estimated Number of Permanent Jobs to be Created:	700-1000
Estimated Number of Permanent Jobs to be Retained:	0
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	Unknown
From City of Springfield:	Unknown
From City of Northampton:	Unknown
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	Unknown
From City of Springfield:	Unknown
From City of Northampton:	Unknown
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
Elimination of exteme blighting conditions. Potential creation of mixed use development on 65 acre site. Potential 300 plus housing units, 500,000-600,000 square ft of light manufacturing, research and development, convenience commercial, new senior center and bike trail and open spaceamong initial options	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	

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

****Note:** Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Monday, March 15, 2010 by 4:00 p.m.

Name of Person Submitting This Form:	Tom Haberlin
Title:	Economic Development Director
Date of Submission:	2/25/10

**APPENDIX B:
PLAN FOR PROGRESS
COORDINATING COUNCIL, TRUSTEES, AND STRATEGY
TEAM MEMBERSHIPS**



**Plan for Progress
Coordinating Council Membership
June 2010**

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

Ellen Bembem, *President, T2 Foundation*

Allan Blair, *President/CEO, Economic Development Council of Western Massachusetts*

Steven Bradley, *Vice President - Government Relations, Baystate Health*

Timothy Brennan, *Executive Director, Pioneer Valley Planning Commission*

Dianne Fuller Doherty, *Regional Director, Massachusetts Small Business Development Center*

John Doyle, CPA, *Consultant, Strategic & Financial Consulting*

Linda Dunlavy, *Executive Director, Franklin Regional Council of Governments*

Martha Field, Ph.D., *Dean of Institutional Support & Advancement, Greenfield Community College*

Brooks Fitch, *Consultant*

Michael Fritz, *Consultant*

John Gallup

Jeffrey Hayden, *Vice President, Business and Community Services, Holyoke Community College*

Thomas Herrala, *Civic Leader/Consultant*

Samalid Hogan, *Project Manager, Office of Planning & Economic Development, City of Springfield*

David Howland, *Regional Engineer, Massachusetts Department of Environmental Protection*

Geoff Little, *Technology Consultant*

Larry Martin, *Planning & Employer Services Manager, Hampden Regional Employment Board*

William Messner, Ph.D., *President, Holyoke Community College*

Marla Michel, *Director, Research Liaison & Development, University of Massachusetts/Amherst*

Russell Peotter, *General Manager, WGBY-57*

Katherine Putnam, *President, Package Machinery Company, Inc.*

James Shriver, *Chairman, Chamber Energy Coalition, Inc.*

Christopher Sikes, *Executive Director, Western Massachusetts Enterprise Fund, Inc.*

Paul Tangredi, *Director/Principal, Environmental Compliance Services, Inc.*

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

David Woods, *Principal, Woods Financial Group*

P. Edgardo Tarrats, *Springfield Branch Manager, U. S. Small Business Administration*

Plan for Progress Trustees Membership - June 2010

H. Edgar Alejandro, *Manager, Economic & Commercial Development, Western Mass Electric Company*

Kathleen Anderson, *Director, Office of Planning and Development, City of Holyoke*

Teri Anderson, *Economic Development Coordinator, City of Northampton*

Ellen Bemben, *President, T2 Foundation*

Allan Blair, *President/CEO, Economic Development Council of Western Mass*

Douglas Bowen, *Executive Vice President, PeoplesBank*

Steven Bradley, *Vice President - Government Relations, Baystate Health System*

Timothy Brennan, *Executive Director, Pioneer Valley Planning Commission*

Kate Brown, *Planning Director, City of Chicopee*

Maren Brown, *Director, Arts Extension Service, UMass Amherst*

Ann Burke, *Vice President, Economic Development Council of Western Massachusetts*

Eduardo Carballo, PhD., *Superintendent, Holyoke Public Schools*

Dianne Fuller Doherty, *Regional Director, WMass. Regional Office - SBDC*

John Doyle, CPA, *Consultant, Strategic & Financial Consulting*

Linda Dunlavy, *Executive Director, Franklin Regional Council of Governments*

Richard Feldman, *President, Greater Northampton Chamber of Commerce*

Martha Field, Ph.D., *Dean of Institutional Support. & Advancement, Greenfield Community College*

Brooks Fitch, *Consultant*

Michael Fritz, *Consultant*

Eric W. Fuller III, *Business Executive*

Nicholas Fyntrilakis, *Director of Community Relations, Mass Mutual*

John Gallup

The Honorable Edward Gibson, *Mayor, City of West Springfield*

Carlos Gonzalez, *Executive Director, Massachusetts Latino Chamber of Commerce*

Ann Hamilton, *President, Franklin Chamber of Commerce*

Charles Hatch, *General Manager, Packaging Corporation of America*

Jeffrey Hayden, *Vice President, Business and Community Services, Holyoke Community College*

Thomas Hazen, *Chairman of Board, Hazen Paper Company*

Thomas Herrala, *Civic Leader/Consultant*

Plan for Progress Trustees Membership - June 2010 (Cont'd)

The Honorable Mary Clare Higgins, *Mayor, City of Northampton*

David Howland, *Regional Engineer, Massachusetts Department of Environmental Protection*

Geoff Little, *Telecommunications Consultant*

Larry Martin, *Planning & Employer Services Manager, Hampden Regional Employment Board*

The Honorable William F. Martin, *Mayor, City of Greenfield*

William Messner, Ph.D., *President, Holyoke Community College*

Marla Michel, *Director, Research Liaison & Development, UMass Amherst*

Sarah Page, *Special Projects Manager, HAP, The Region's Housing Partnership*

Russell Peotter, *General Manager, WGBY - 57*

Katherine Putnam, *President, Package Machinery Co. Inc.*

Carl Rathmann, Ph.D., *Dean of Engineering, Western New England College*

James Shriver, *Chairman, Chamber Energy Coalition, Inc.*

Christopher Sikes, *Executive Director, Western Massachusetts Enterprise Fund, Inc.*

Patricia Sweitzer, *Administrator, Massachusetts Partners for Public Education*

Paul Tangredi, *Director/Principal, Environmental Compliance Services, Inc.*

P. Edgardo Tarrats, *Springfield Branch Manager, U.S. Small Business Administration*

The Honorable Michael Tautznik, *Mayor, City of Easthampton*

Michael Vedovelli, *Regional Director, Massachusetts Office of Business Development*

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

Plan for Progress Strategy Team Membership June 2010

STRATEGY #1

Attract, retain and grow existing businesses and priority clusters

Strategy Team Members:

Anderson, Teri
Bemben, Ellen
Blair, Allan*
Brennan, Tim
Burke, Ann*
Gallup, John
Hayden, Jeff
Levine, John P.
Michel, Marla
Schliemann, Bernie
Taylor, Tony
Vann, Michael

Lead Implementers:

Economic Development Partners of the EDC of Western Massachusetts

STRATEGY #2

Promote small business and generate flexible risk capital

Strategy Team Members:

Bryck, Ira
Denver, Russ
Doherty, Dianne*
Gonzalez, Carlos
Kulkarni, Ravi
Putnam, Kate*
Sherman, Gail
Sikes, Chris*
Sullivan, Jeff
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 Team Members:

Blair, Allan
Brennan, Tim*
Delude, Kenn
Doyle, Jack
Hatch, Charles
Howland, David

Lead Implementers:

EDC of Western Massachusetts, Westmass, PVPC

STRATEGY #4

Integrate workforce development and business priorities

Strategy Team Members:

Alejandro, Edgar
Crosby, Patricia*
Jeffrey Hayden*
Little, Geoff
Larry Martin*
Messner, William
Pura, Bob
Rubenzahl, Ph.D., Ira
Ward, Bill

Lead Implementers:

The region's three Community Colleges (STCC, HCC, GCC) and two Regional Employment Boards (REBs)

STRATEGY #5A PreK

Advance and enrich early childhood education

Strategy Team Members:

Black, Barbara
Calkins, Linda
Campbell, Carol
Candaras, Hon. Gale
Craft, Erin
Flanders, Jillayne
Fuller, Sally
Geary, Maura
Goodwin, Judy
Hernandez, Rosemary
Isaza, Orlando
Jackson-Watts, Molly
Kagan, Joan
Larivee, Elizabeth
Leonas, Mark
Lyons, Carolyn
Malone, Dana
Milner, Cindy
Peotter, Rus
Perrier, Paula
Reid, Janet
Ryan, Irene
Sherman, Gail
Snizek, Michele
Treglia, Kathy
Walachy, Mary*
Van Zee, Vickie
Ward, James

Lead Implementers:

Pre-K Strategy Team

STRATEGY #5B K to 12

Improve and enrich K to 12 education

Strategy Team Members:

Allen, Tim
Collins, Jessica
Czajkowski, Mary
Fritz, Mike*
Fuller, Sally
Ingram, Alan
Jackson-Watts, Molly
Kagan, Joan
Kane, Ph.D., Theresa
Little, Geoff
Ortega-Bustamante, Isolda*
Peotter, Rus
Ripa, Barbara
Robinson, Ph.D., Frank
Rodriguez-Babcock, Isabelina
Scanlon, Donna
Sweitzer, Patricia
Treglia, Kathy
Walachy, Mary
Walsh, Coleen

Lead Implementers:

Enlace, Step Up Springfield, and School Superintendents

STRATEGY #6

Support higher education and retain graduates

Strategy Team Members:

Abraham, Neal*
Bradley, Steven F.
Butler, Lucinda
Field, Martha
Langford, Sylvia
Lynch, James
Ranaldi, Diane
Scirocco, Nancy*
Wagner, Richard

Lead Implementers:

Area colleges and universities and the Hartford/Springfield Economic Partnership (i.e. InternHere.com)

***Note:** Bold type depicts the recommended Coordinating Council Strategy "managers/reporters" who are assigned to each of the 14 Plan for Progress strategies.

STRATEGY #7

Recruit and train a new generation of regional leaders

Strategy Team Members:

Ancram, Ron
Blair, Allan
Beck, Suzanne*
Brennan, Tim
Dunlavy, Linda
Gay, Wendy
Griggs, Alfred
Judge, John
Mullin, John
Pura, Bob
Suzor, Mike
Woods, David*

Lead Implementers:

Leadership Strategy Team

STRATEGY #8

Market our region

Strategy Team Members:

Bauza, Hector
Blair, Allan*
Bowen, Douglas
Hamilton, Ann
Peotter, Rus
Wydra, Mary Kay

Lead Implementers:

Economic Development Council of Western Massachusetts and Greater Springfield Convention and Visitors Bureau

STRATEGY #9

Revitalize the Connecticut River

Strategy Team Members:

Bowen, Douglas
Brennan, Tim*
Brown, Kate
Dunlavy, Linda
Gwyther, Chelsea
Hazen, Thomas
Howland, David
Kulig, Stan
Lavelle, James
Sloan, Peggy

Lead Implementers:

Connecticut River Clean-up Committee, PVPC, FRCOG

STRATEGY #10

Enhance high-tech and conventional infrastructure

Strategy Team Members:

Andrews, William
Baribeau, Carol
Brennan, Tim
Ciecko, Greg
Delude, Kenn*
Dunlavy, Linda*
Evans, Raymond
Griggs, Al
Howland, David
Laflamme, Marie
Lagowski, Thomas
Roberts, Steven
Rubenzahl, Ph.D., Ira
Wagner, William
Wallace, Michael

Lead Implementers:

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

STRATEGY #11

Develop an array of housing options

Strategy Team Members:

Albertson, Doug
Aubin, John
Barton, Hank
Beckley, Stuart
Brennan, Tim*
Brown, Kate
Burkott, Jeff
Contreas, Marilyn
Deitz, Kerry
DiPasquale, Michael
Eugin, Christine
Feiden, Wayne
Fitzgerald, John
Fritz, Mike
Gaertner, Kurt
Gees, Erica
Gove, Mike*
Hall, Toni
Hills, Paul
Kohout, George
Lacey, Jeff
Levesque, Rob
Lilly, John
Lischetti, Paul
Marcus, Patricia
Mendrala, Karen
Phelps, Marcus
Prather, Sabine
Saez, Bryson
Smith, Larry
Tucker, Jonathan
Werbiskis, Rick

Lead Implementer:

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*
Brennan, Tim

Lead Implementers:

Statewide Local Aid Partnership and the Western Massachusetts Mayors Association

STRATEGY #14

Develop a green regional economy

Green Communication Strategy Team Members:

Bonanza, Kirsten
Laux, John*
Little, Geoff
Peotter, Rus
Ratte, Catherine
Rheannon, Francesca
Ribeiro, Karen
Roth, Rich
Tangredi, Paul*
Tanner, Lori
Waechter, Marie

Lead Implementers:

Green Communication Strategy Team

***Note:** Bold type depicts the recommended Coordinating Council Strategy "managers/reporters" who are assigned to each of the 14 Plan for Progress strategies.



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