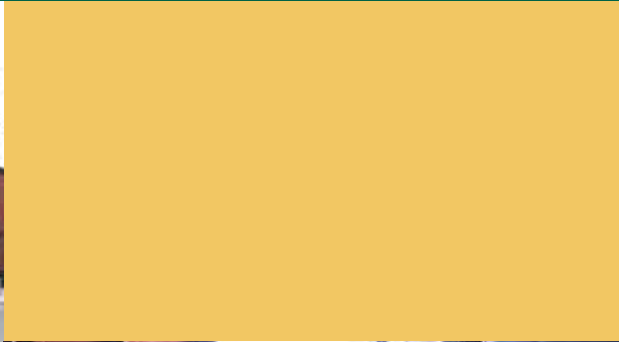


Signs of Sustainability



2011 Annual CEDS Report



The Pioneer Valley Plan for Progress

The Region's Comprehensive Economic Development Strategy (CEDS)



 Prepared by
The Pioneer Valley
Planning
Commission



Pioneer Valley Planning Commission
and Economic Development District

The Pioneer Valley Plan for Progress

The Region's Comprehensive Economic Development Strategy (CEDS)

2011 Annual Report

Prepared by

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Economic Development Administration

DEDICATION

JOHN (JACK) DOYLE

November 22, 1930 – May 14, 2011

This report is dedicated to the memory and longtime service of our friend and colleague John (Jack) Doyle who passed away on May 14, 2011. In 1994 Jack became a founding Trustee and supporter of the *Pioneer Valley Plan for Progress* and for 17 years thereafter generously and faithfully worked toward improving the economic strength and vitality of his own beloved home community of Holyoke as well as the 69 cities and towns and nearly 700,000 residents of the Pioneer Valley. Jack's passion and dedication will be sorely missed but not forgotten.

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EXECUTIVE SUMMARY



Hadley Farmland and Holyoke Range
Photo by Pennington Geis

PVPC is the designated regional planning agency for the Pioneer Valley region, which includes 43 cities and towns comprising 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 that this same spirit of successful collaboration is flourishing south across the Massachusetts-Connecticut border. 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.

The 2004 Plan for Progress, a 10-year update of the original plan, features a description of our region in the past decade, 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 (updated to fourteen in 2009) 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 in the 2009 CEDS Annual Report and Five-Year Update. The most significant of these included a 14th strategy to "Develop a Green Regional Economy;" a new Accountability System; and a new set of indicators for the Urban Core cross-cutting theme. 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.

This 2011 CEDS Annual Report will give the region's leadership a current picture of the status of the region's economy and the Plan for Progress economic strategies. From the recently conducted 2010 U.S. Census, a limited amount of new decennial census data has become available, including municipal-level population figures. Overall, the region's population has increased by just 2.2% since 2000. If it were not for foreign immigration, the Pioneer Valley region would have experienced a net loss of population between 1990 and 2000, due to substantial outmigration. The region's Hispanic population, in particular, grew by 39% during that period.

The economic data for the region reflects the recession of the last several years. Unemployment grew rapidly from 2007-2010, from 5.1% to 9.7%. The poverty rate has also increased, from 14 percent in 2000 to 15.8 percent in 2009. The economy continues to transition from a large manufacturing sector to a smaller, more specialized manufacturing cluster and an expanding service industry. Although growth has slowed more recently, the fastest growing sectors over the past five years have been educational services; health care and social assistance; and a wide-ranging service sector that includes personal, household, automobile and social services.

Despite the extended recession, which has also contributed to numerous home foreclosures in the region, the Pioneer Valley region has many competitive advantages which support growth and innovation in the economy. These include:

- 1) An exceptional quality of life, with the area's natural beauty, cultural amenities, and recreational opportunities.
- 2) A strategic and highly accessible location, at the crossroads of New England.
- 3) A history and ongoing practice of innovation and pioneering technologies.

- 4) A center of education excellence, with one of the most skilled and highly educated workforces in the world.
- 5) A responsive job training and retention infrastructure, with two outstanding Regional Employment Boards and two strong community colleges.
- 6) A telecommunications hub for New England, with federal funding to expand broadband access into underserved and un-served areas.
- 7) An entrepreneurial focus, with many small businesses that provide support functions for larger, established businesses.
- 8) An evolving Hartford-Springfield economic partnership that has spawned the Knowledge Corridor, InternHere.com program, and Sustainable Communities Initiative.
- 9) Housing affordability, especially as compared to the Greater Boston area.
- 10) Superior medical facilities, personnel, services, training, and research.

These combined assets have allowed the region to move forward with a number of critical and inspiring initiatives that bode well for future years. Some highlights of this year's accomplishments include:

Village Hill at Northampton

The recipients of 2008 EDA Public Works funds, the City of Northampton and MassDevelopment, have made significant progress in the implementation of the Village Hill Business Park. The city's biggest employer, Kollmorgen Electro-Optical, Inc., is expanding and moving to the new site, retaining the existing 330 jobs at Kollmorgen's existing Northampton facility and gaining 30 high-skill, high-paying jobs in engineering and assembly. Construction of the new Kollmorgen facility is complete, and construction of off-site roadway, sidewalk, and infrastructure improvements to support commercial development at Village Hill using EDA funds is completed. VCA, Inc. has also constructed a 20,000 square-foot manufacturing facility on the south campus retaining 15 jobs and creating two new jobs. On the residential side, in addition to 73 units of affordable housing rental units that have been completed, another 23 market rate units are under construction and 24 workforce housing units are in the planning stages.

The Massachusetts Green High Performance Computing Center (MGHPCC) and the Holyoke Innovation District

Significant progress had been made on the development of the High Performance Computing Center in Holyoke. A final site was chosen along the canal in downtown Holyoke; a groundbreaking ceremony was held in October of 2010; and demolition and other site work has begun. An Interim Executive Director was hired to oversee development and construction of the site as well as partner collaboration and outreach. The Holyoke Innovation District Design and Development Task Force has continued to work with the MGHPCC partners, the City of Holyoke, and a consultant to develop a strategy to catalyze broader innovation-based economic opportunities in the city and region.

\$4.2 Million Regional Sustainable Communities Grant from U.S. Department of Housing and Urban Development

The Knowledge Corridor region, through the Capitol Region Council of Governments of Hartford and the Pioneer Valley Planning Commission, has been awarded a \$4.2 million Regional Sustainable Communities Grant from the U.S. Department of Housing and Urban Development. This unique, cross-border grant award was one of only 45 selected for funding from hundreds of applications across the U.S. The award will go toward developing, implementing, and measuring the results of a bi-state Knowledge Corridor Regional Plan for Sustainable Development. The project will include several elements that will specifically implement Plan for Progress strategies: a Regional Workforce Development Plan, support for Leadership Pioneer Valley, a Regional Housing Plan, and several components that will promote a Green Regional Economy. The Franklin Regional Council of Governments was also awarded a Regional Sustainable Communities Grant of \$425,000.

New Intermodal Transportation and Adult Education Center in Holyoke

The new Holyoke Transportation Center opened its doors in the fall of 2010, with Holyoke Community College (HCC) facilities, including adult education classrooms supported by on-site child care. The building, originally constructed in 1911 as Holyoke's central fire station, has been renovated to house a bus station with seven bus ports and numerous classrooms and offices. Established by HCC and its partners in the Juntos Collaborative, the facility's Picknelly Adult and Family Education Center offers GED preparation and testing, Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) classes, tutoring and mentoring, career counseling, workforce development classes, transition to college programs, and credit college classes taught by HCC instructors.

Leadership Pioneer Valley Program Ready to Launch

The Leadership Pioneer Valley Steering Committee has developed a 21st-century Leadership Pioneer Valley (LPV) program that will serve the 69 communities and nearly 700,000 residents which comprise Hampden, Hampshire and Franklin counties in western Massachusetts. The program, to be launched in the fall of 2011, is based on similar regional and national programs and has received start-up and first-year funding from local businesses, agencies and foundations, as well as from the federal Department of Housing and Urban Development. A Program Director was hired in April and has been engaged in marketing, enrollment and curriculum planning efforts with the Steering Committee.

Early Education Initiative

The Davis Foundation and the Springfield Housing Authority (SHA) launched the early literacy initiative **Talk/Read/Succeed!** with the help of a \$390,000 W. K. Kellogg Foundation grant targeting 200 families in Springfield Housing Authority communities. The program is closely aligned with the Davis Foundation's **Read! Reading Success by 4th Grade** initiative and will work with families to help children gain the early literacy skills needed to improve their ability to thrive in the public school system. Other partners in the initiative include Pioneer Valley United Way, Hampden County Regional Employment Board, the Springfield Education Association, two Springfield Public Schools principals, and the Hasbro Summer Learning Initiative.

MassBroadband 123 Middle Mile Infrastructure

The Massachusetts Broadband Institute (MBI) was awarded \$45.4 million in federal economic stimulus funds for MassBroadband 123, under round two of the U.S. Department of Commerce's Broadband Technology Opportunities Program. Combined with \$26.2 million in matching funds from the Commonwealth, the total project investment is \$71.6 million. MassBroadband 123 will involve the construction of a "middle mile" broadband infrastructure network, or fiber-optic ring, throughout the four counties of western Massachusetts. This network will serve over 120 communities, including the 33 municipalities that the federal government has deemed as un-served or underserved communities. Meanwhile, the MA DOT and MA Broadband Institute have completed installation of the 55-mile Route I-91 conduit of fiber optic communications cable from the Connecticut border to the Vermont border, providing 34 interconnection points for the "middle mile" project.

These successes are a sampling of the progress that has been made in the region over the past year despite economic odds. The Pioneer Valley region has also dealt with a severe blow in the form of an EF-3 tornado that devastated communities in Hampden County, beginning in Westfield, Agawam and West Springfield, striking the heart of downtown Springfield, through Springfield's neighborhoods, and east to Wilbraham, Monson and Brimfield. The towns of Sturbridge, Southbridge, Oxford and Charlton in Worcester County were also affected. President Obama declared a major disaster status for the area on June 15, 2011, due to \$23.9 million in estimated uninsured damages, nearly three times the \$8.3 million threshold for federal disaster aid. Although the crisis has brought the region together through government, community and volunteer efforts to assist victims, it has meant displacement for thousands of homeowners and renters, destruction of entire neighborhoods, and a severe setback to many small businesses. Assistance and support of many kinds over a prolonged period will be necessary to help residents and businesses rebuild and recover.

This CEDS Annual Report has been developed to serve as 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



Baystate Hospital of the Future, Springfield
Photo by Raphael Centeno

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 the 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 621,570 people and the urbanized areas of Springfield, Chicopee, and Holyoke.

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

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

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

The State of the Pioneer Valley Region

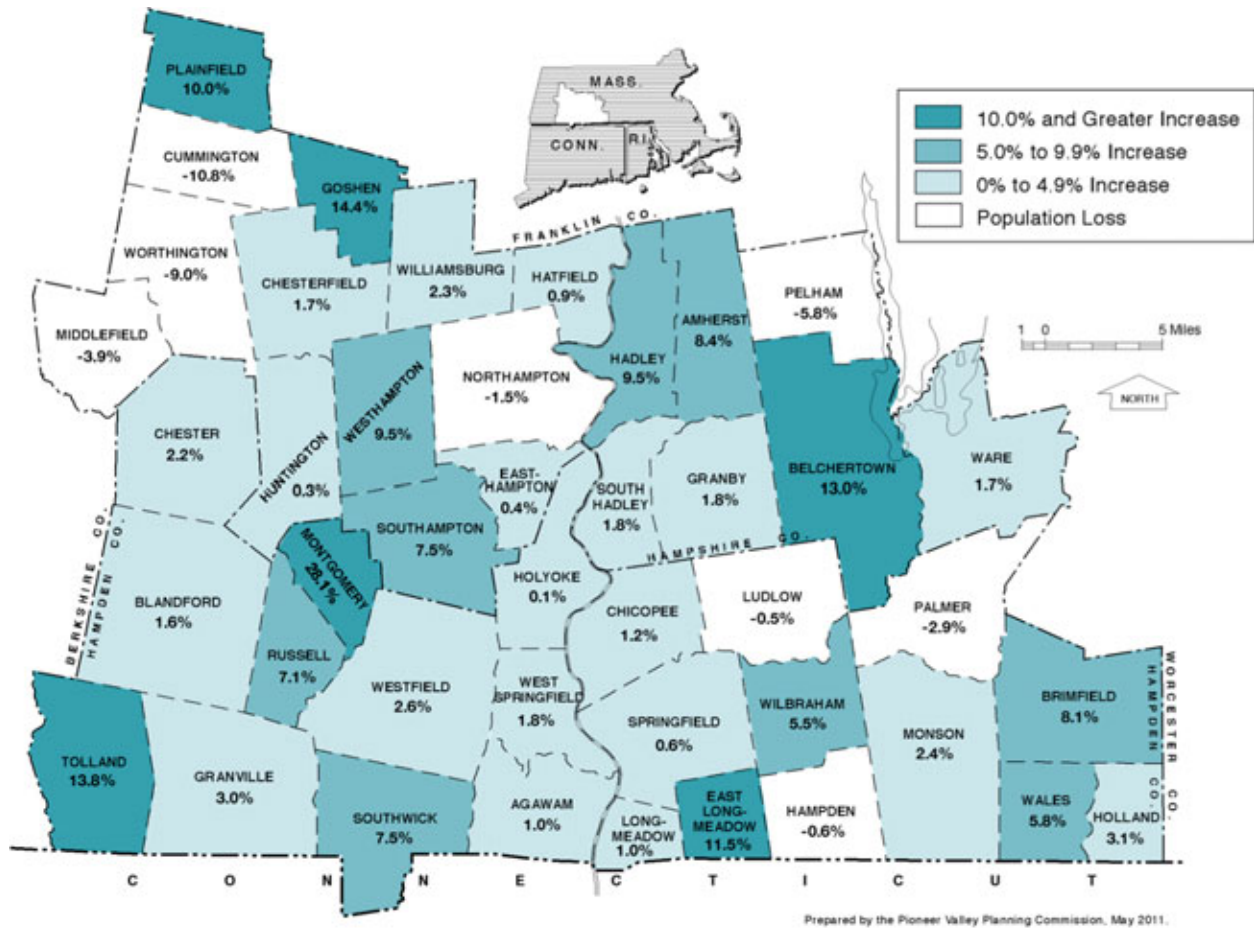
The People

Changes in Population

During the 1990s and early 2000s, the population of the Pioneer Valley region grew modestly. Unlike widely publicized cases of urban renewal in cities such as Chicago, the region's most urbanized areas either remained stable or lost population, while numbers rose mainly in the outlying rural communities.

According to the recent census, the region's population increased by just 2.2% between 2000 and 2010. Of that limited growth, very little occurred in the urban areas: Collectively, the population of Agawam, Chicopee, Holyoke, Springfield, and West Springfield grew by less than 1 percent. This departs only slightly from the trend during the 1990s when the region's three largest cities — Springfield, Chicopee, and Holyoke — all experienced population declines. There was some shift in this trend between 2000 and 2010, when all three of the cities experienced either stable population or slight growth.

Figure 1: Percent Change in Population (2000-2010)



Source: U. S. Decennial Census 1990-2010

Table 1: Changes in Total Population of the Pioneer Valley Region (1990 - 2010)

	1990	2000	2010	Avg. Annual Change 1990-2000	Avg. Annual Change 2000-2010
United States	248,709,873	281,421,906	308,745,538	1.3%	1.0%
Massachusetts	6,016,425	6,349,097	6,547,629	0.6%	0.3%
Pioneer Valley Region	602,878	608,479	621,570	0.1%	0.2%
Hampden County	456,310	456,228	463,490	0.0%	0.2%
Hampshire County	146,568	152,251	158,080	0.4%	0.4%
Agawam	27,323	28,144	28,438	0.3%	0.1%
Amherst	35,228	34,874	37,819	-0.1%	0.8%
Belchertown	10,579	12,968	14,649	2.3%	1.3%
Blandford	1,187	1,214	1,233	0.2%	0.2%
Brimfield	3,001	3,339	3,609	1.1%	0.8%
Chester	1,280	1,308	1,337	0.2%	0.2%
Chesterfield	1,048	1,201	1,222	1.5%	0.2%
Chicopee	56,632	54,653	55,298	-0.3%	0.1%
Cummington	785	978	872	2.5%	-1.1%
East Longmeadow	13,367	14,100	15,720	0.5%	1.1%
Easthampton	15,537	15,994	16,053	0.3%	0.0%
Goshen	830	921	1,054	1.1%	1.4%
Granby	5,565	6,132	6,240	1.0%	0.2%
Granville	1,403	1,521	1,566	0.8%	0.3%
Hadley	4,231	4,793	5,250	1.3%	1.0%
Hampden	4,709	5,171	5,139	1.0%	-0.1%
Hatfield	3,184	3,249	3,279	0.2%	0.1%
Holland	2,185	2,407	2,481	1.0%	0.3%
Holyoke	43,704	39,838	39,880	-0.9%	0.0%
Huntington	1,987	2,174	2,180	0.9%	0.0%
Longmeadow	15,467	15,633	15,784	0.1%	0.1%
Ludlow	18,820	21,209	21,103	1.3%	0.0%
Middlefield	392	542	521	3.8%	-0.4%
Monson	7,776	8,359	8,560	0.7%	0.2%
Montgomery	759	654	838	-1.4%	2.8%
Northampton	29,289	28,978	28,549	-0.1%	-0.1%
Palmer	12,054	12,497	12,140	0.4%	-0.3%
Pelham	1,373	1,403	1,321	0.2%	-0.6%
Plainfield	571	589	648	0.3%	1.0%
Russell	1,594	1,657	1,775	0.4%	0.7%
South Hadley	16,685	17,196	17,514	0.3%	0.2%
Southampton	4,478	5,387	5,792	2.0%	0.8%
Southwick	7,667	8,835	9,502	1.5%	0.8%
Springfield	156,983	152,082	153,060	-0.3%	0.1%
Tolland	289	426	485	4.7%	1.4%
Wales	1,566	1,737	1,838	1.1%	0.6%
Ware	9,808	9,707	9,872	-0.1%	0.2%
West Springfield	27,537	27,899	28,391	0.1%	0.2%
Westfield	38,372	40,072	41,094	0.4%	0.3%
Westhampton	1,327	1,468	1,607	1.1%	0.9%
Wilbraham	12,635	13,473	14,219	0.7%	0.6%
Williamsburg	2,515	2,427	2,482	-0.3%	0.2%
Worthington	1,156	1,270	1,156	1.0%	-0.9%

Source: U. S. Decennial Census, 1990-2010

Table 2: Hispanic or Latino Population in the Pioneer Valley Region 2000-2010

	Hispanic or Latino Persons			% of Total Population		
	2000	2010	% Change	2000	2010	% Change
Pioneer Valley Region	75,129	104,231	38.7%	12.3%	16.8%	4.5%
Hampden County	69,917	96,776	38.4%	15.3%	20.9%	5.6%
Hampshire County	5,212	7,455	43.0%	3.4%	4.7%	1.3%
Massachusetts	428,729	627,654	46.4%	6.8%	9.6%	2.8%
United States	35,305,818	50,477,594	43.0%	12.5%	16.3%	3.8%

Sources: U. S. Census Bureau, 2000 & 2010 Decennial Census

Table 3: Population by Race 2010

	White	African American	Native American	Asian	Pacific Islander	Other Races
Pioneer Valley Region	82.0%	8.0%	0.4%	2.7%	2.7%	7.5%
Hampden County	79.0%	9.0%	0.4%	2.0%	2.0%	9.5%
Hampshire County	91.0%	3.0%	0.2%	4.6%	4.6%	1.6%
Massachusetts	82.5%	6.8%	0.3%	5.5%	5.5%	4.8%
United States	74.6%	13.0%	1.0%	4.8%	4.8%	6.4%

Source: U. S. Census Bureau , 2010 Decennial Census

Percentages add up to more than 100% because of ability to report more than one racial category. Because the U.S. Census Bureau considers Hispanic/Latino an ethnic category rather than a race category, all race categories include some people who are Hispanic or Latino and some who are not.

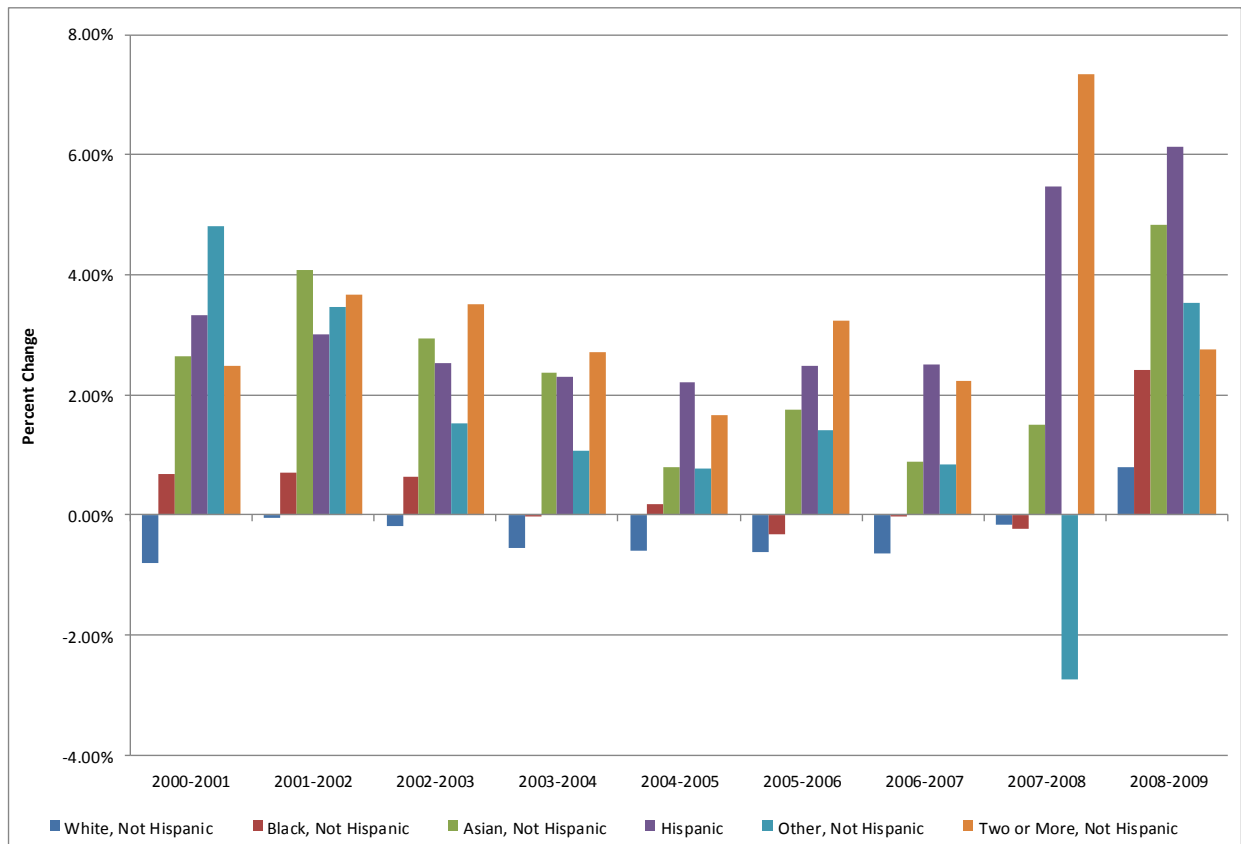
While the population in the urban core remained stable, the suburban and rural communities experienced growth. Figure 1 depicts the pattern of population growth and decline. The areas of greatest proportions of growth are generally outside the most urbanized, and even suburban, parts of the region. Rural communities, such as Montgomery, Goshen, Tolland, Belchertown, and Plainfield experienced significant population growth between 2000 and 2010.

During the 1990s, the northern urban areas of Northampton and Amherst experienced a population decline, while the more rural communities around them grew. Although between 2000 and 2010 Amherst's population climbed back to its 1990 level, the general pattern continued with Belchertown growing by 13% and the biggest proportional increases happening in the smaller towns

Continuing an established trend, the region's Hispanic and Latino population grew by 38.7 percent between 2000 and 2010, a rate of growth that was significant, though slightly lower than that of both the state and nation (see Table 2). While the rate of growth in the Hispanic and Latino population has been slightly slower than, at approximately 16% of, the region's population, the Hispanic and Latino population is actually slightly higher than that of the nation. In this sense, the Pioneer Valley looks less like the rest of the state as a whole and more like the nation. Conversely, the proportion of the Pioneer Valley population identifying exclusively as White (82%) is closer to that of the state (82.5%) than to the nation (74.6 percent). (See Table 3.)

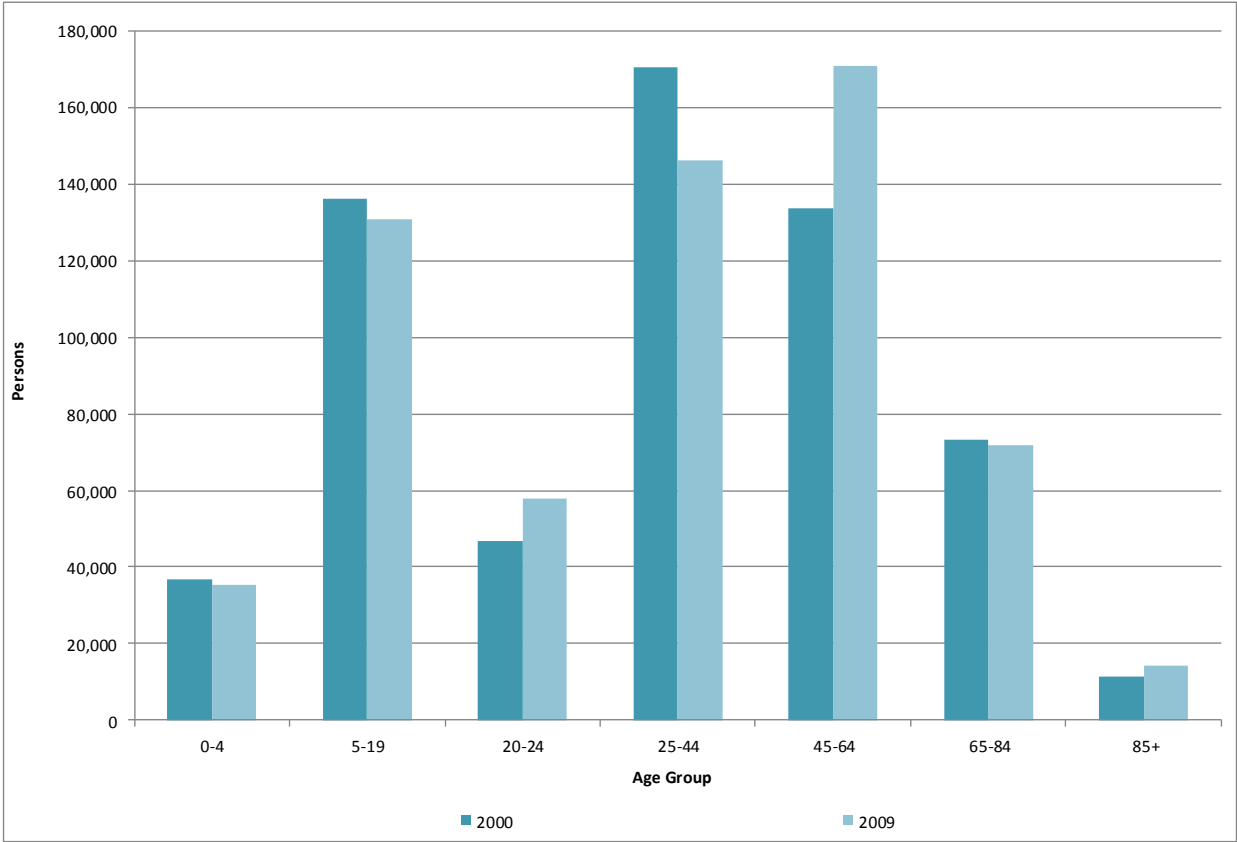
While the proportion of people who are White in the Pioneer Valley is now almost the same as that of Massachusetts as a whole, the breakdown of people who identified as races other than White were slightly different. The Pioneer Valley region was 1.2% higher in the proportion of people who were African Americans and 2.7% higher in the proportion of people who identified as a race other than main five identified by the U.S. Census Bureau. Conversely, in 2010, Asians accounted for 5.5% of the state's population, but they made up only 2.7% of the population of the Pioneer Valley.

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



Source: U.S. Census Bureau, 2009

Figure 3: Population by Age in the Pioneer Valley Region

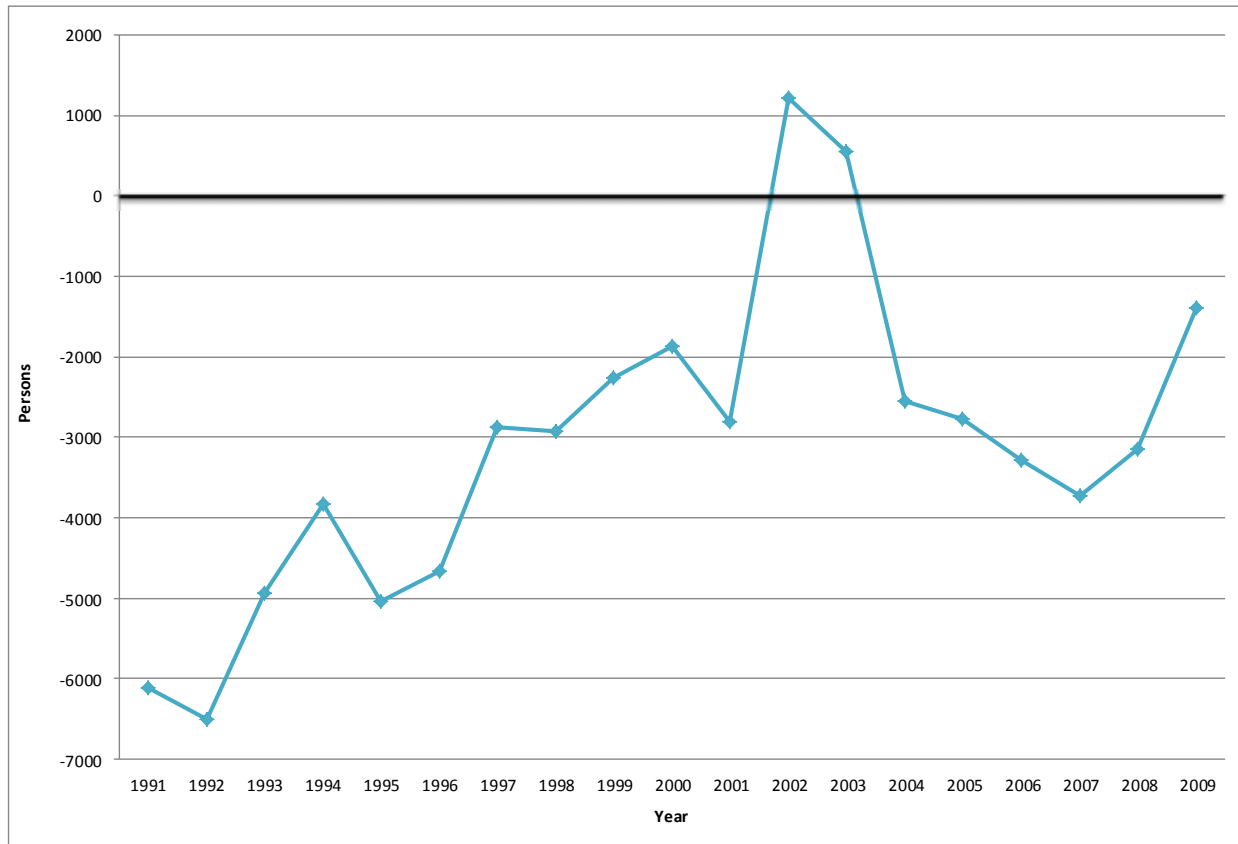


Source: U.S. Census Bureau Decennial Census 2000 and 2009 County Population Estimates.

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 out-migration from 2004-2009 averaged 2,815 people annually.

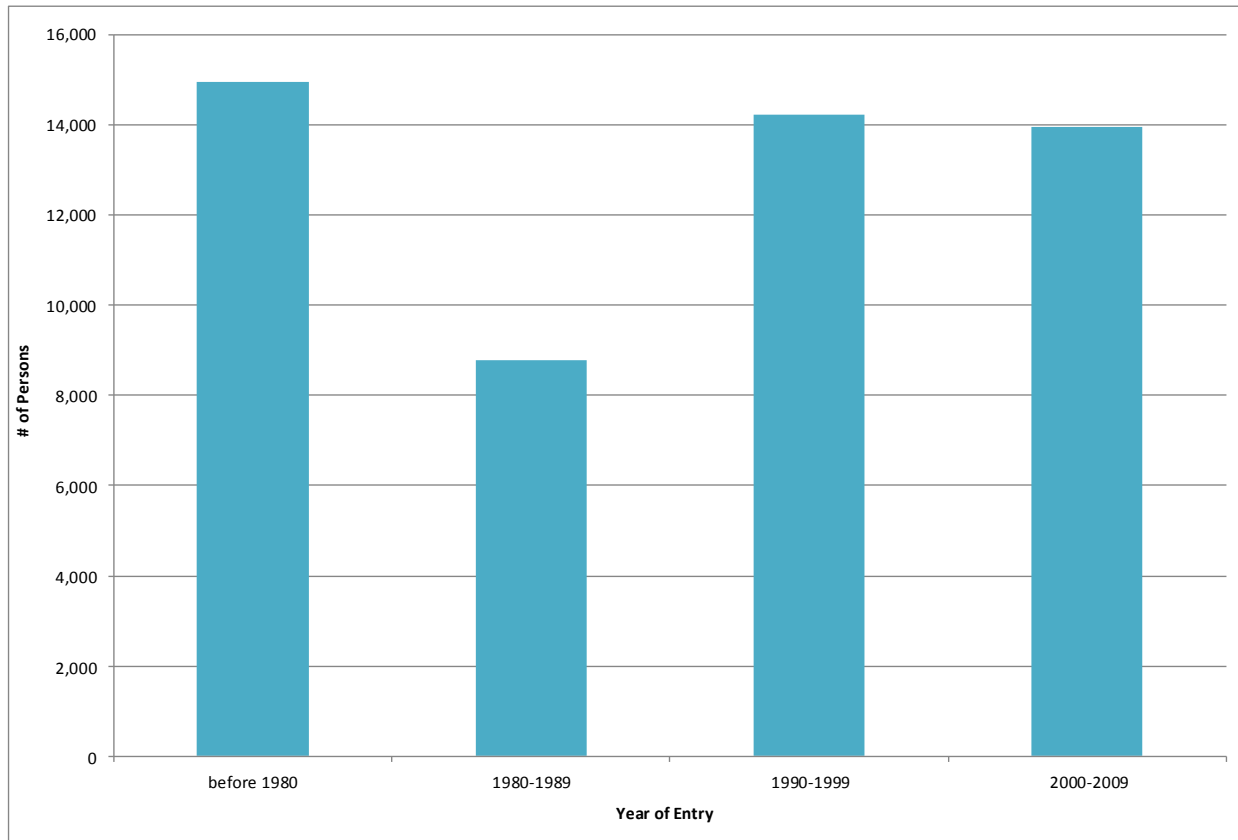
Figure 4: Net Domestic Migration in the Pioneer Valley Region



Source: U. S. Census Bureau Population Division, 2010

The Pioneer Valley has always been a destination for foreign immigrants and this continues to be the case. From 1990 to 1999 inclusive, a total of 14,218 new immigrants settled in the Pioneer Valley region. In fact, if it were not for foreign born 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 2000-2009 inclusive, an additional 13,945 people immigrated to the region from another country representing 4.5% of the 2009 U.S. Census population estimate.

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

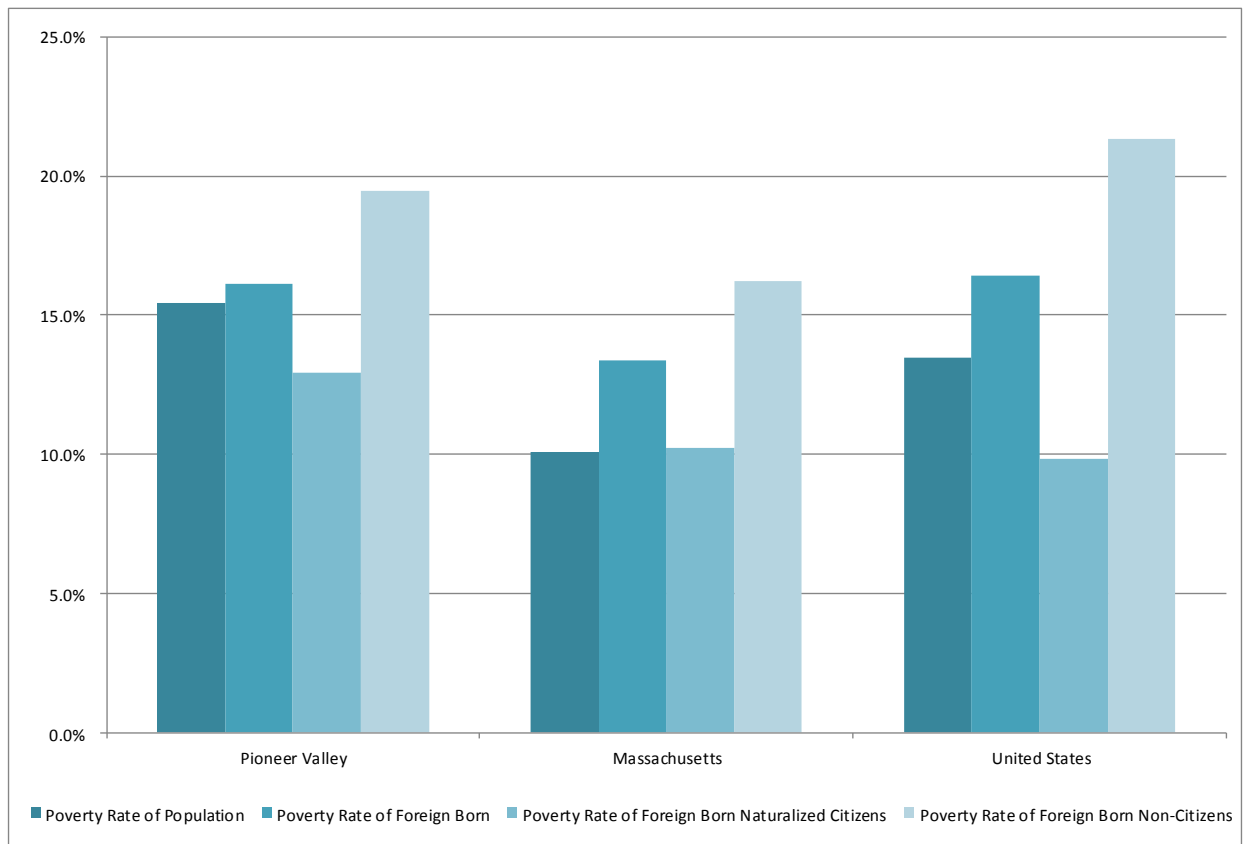


Source: U.S. Census Bureau American Community Survey, 2005-2009 Five-Year Estimates

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 2009 the difference between the poverty rate of the foreign born and the total population in the Pioneer Valley was only 0.7 percent, whereas the difference was 3.3 percent Massachusetts and 2.9 percent in United States (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 2.4 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: 2005-2009 Poverty Rates for all Persons and Foreign Born Persons By Citizenship Status



Source: U.S. Census Bureau, 2005-09 American Community Survey 5-Year Estimates

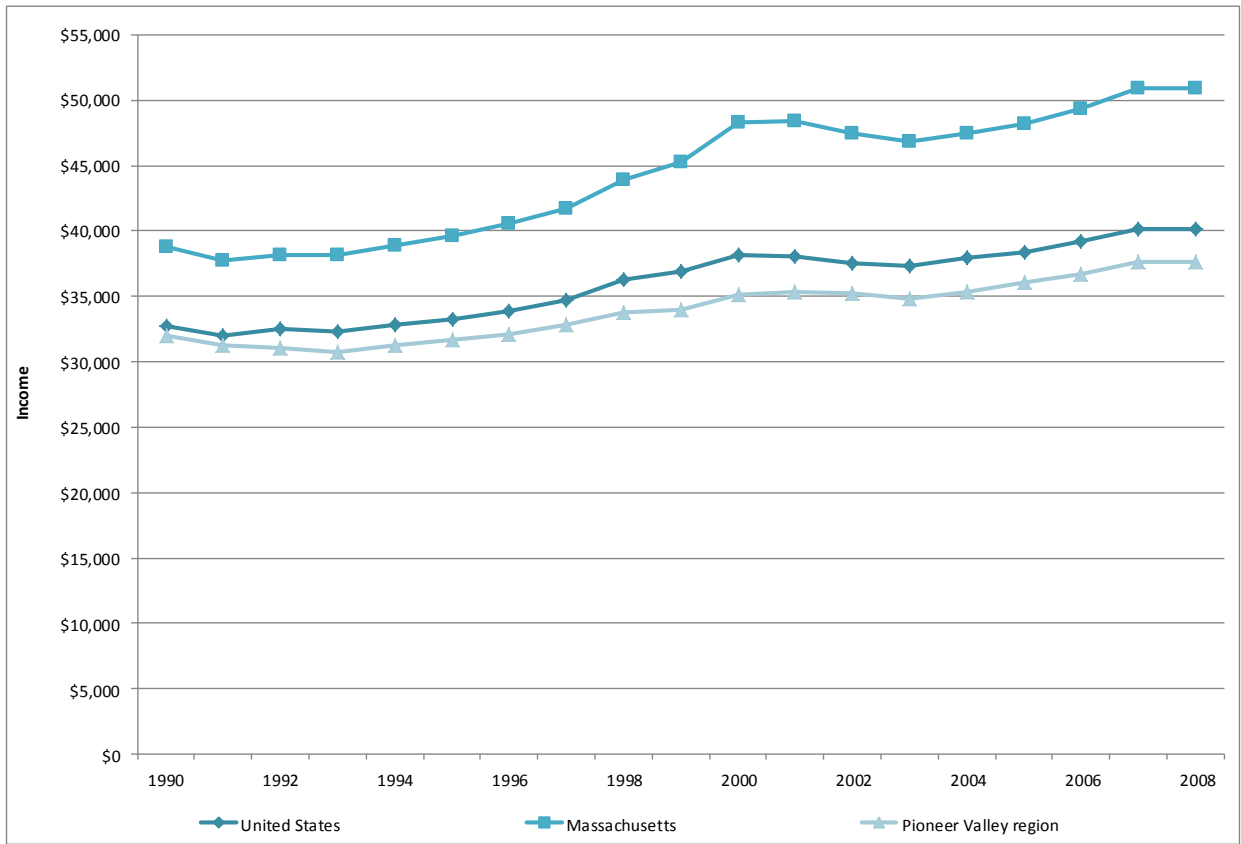
Income and Poverty

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 2008 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, adjusting for inflation, was \$3,255 but in 2008 it was \$13,209. This difference exists despite significant regional growth, as evidenced by the 15.2 percent growth of per capita income between 1990 and 2008. However, in a comparable time period, Massachusetts incomes grew by almost twice as much (23.8 percent). Since 2000, this trend has shifted and growth rates in the Pioneer Valley have surpassed those of the state: The region's per capita income gains have equaled 6.8 percent while gains have been 5.2 percent statewide.

According to 2005-2009 5-year estimates from the U.S. Census Bureau, "real" per capita income rose between 1999 to 2009 in eighteen Pioneer Valley communities (see Table 4). Specifically, the communities of Chesterfield and Montgomery both experienced inflation-adjusted increases in per capita income that exceeded 20 percent. In contrast, the communities of Cummington, Chicopee, Hadley, Longmeadow, Springfield, and Tolland all experienced double-digit decreases in per capita income.

Figure 7: Per Capita Income (Adjusted to 2008 \$)



Source: U.S. Bureau of Economic Analysis, Regional Economic Information System, 1980-2008

Note: In the case of Per capita income and with all other data that was available with a median or rate by county, weighted averages were calculated to determine the value appropriate for the Pioneer Valley region overall.

Table 4: Changes in Per Capita Income

	Per Capita Income (2009\$)		
	1999 Count	2005-2009 Estimate	% Change
Massachusetts	\$34,305	\$33,460	-2.46
Pioneer Valley Region	\$26,511	\$25,333	-1.61
Hampden County	\$25,830	\$24,556	-4.93
Hampshire County	\$28,665	\$27,612	-3.67
Agawam	\$29,824	\$30,728	3.03
Amherst	\$23,036	\$21,495	-6.69
Belchertown	\$28,999	\$32,340	11.52
Blandford	\$32,101	\$33,941	5.73
Brimfield	\$31,343	\$29,561	-5.68
Chester	\$23,923	\$27,308	14.15
Chesterfield	\$25,406	\$32,138	26.50
Chicopee	\$24,647	\$22,011	-10.70
Cummington	\$28,490	\$22,655	-20.48
East Longmeadow	\$36,561	\$37,331	2.11
Easthampton	\$28,978	\$27,566	-4.87
Goshen	\$29,373	\$31,717	7.98
Granby	\$30,679	\$29,146	-5.00
Granville	\$29,497	\$30,567	3.63
Hadley	\$32,974	\$28,514	-13.53
Hampden	\$35,280	\$36,530	3.54
Hatfield	\$32,799	\$31,845	-2.91
Holland	\$28,777	\$29,450	2.34
Holyoke	\$21,035	\$19,673	-6.47
Huntington	\$25,624	\$30,144	17.64
Longmeadow	\$51,485	\$46,272	-10.13
Ludlow	\$26,576	\$26,336	-0.90
Middlefield	\$31,906	\$30,082	-5.72
Monson	\$29,767	\$29,864	0.33
Montgomery	\$34,292	\$41,224	20.22
Northampton	\$31,754	\$29,137	-8.24
Palmer	\$24,671	\$27,115	9.91
Pelham	\$39,419	\$41,878	6.24
Plainfield	\$27,475	\$27,362	-0.41
Russell	\$28,179	\$26,092	-7.41
South Hadley	\$30,049	\$28,209	-6.12
Southampton	\$34,639	\$35,472	2.40
Southwick	\$28,758	\$31,914	10.97
Springfield	\$20,135	\$18,105	-10.08
Tolland	\$39,822	\$33,784	-15.16
Wales	\$28,112	\$29,440	4.72
Ware	\$24,994	\$24,849	-0.58
West Springfield	\$27,735	\$26,812	-3.33
Westfield	\$27,230	\$25,436	-6.59
Westhampton	\$33,524	\$30,659	-8.55
Wilbraham	\$39,463	\$36,727	-6.93
Williamsburg	\$34,121	\$34,248	0.37
Worthington	\$31,976	\$30,160	-5.68

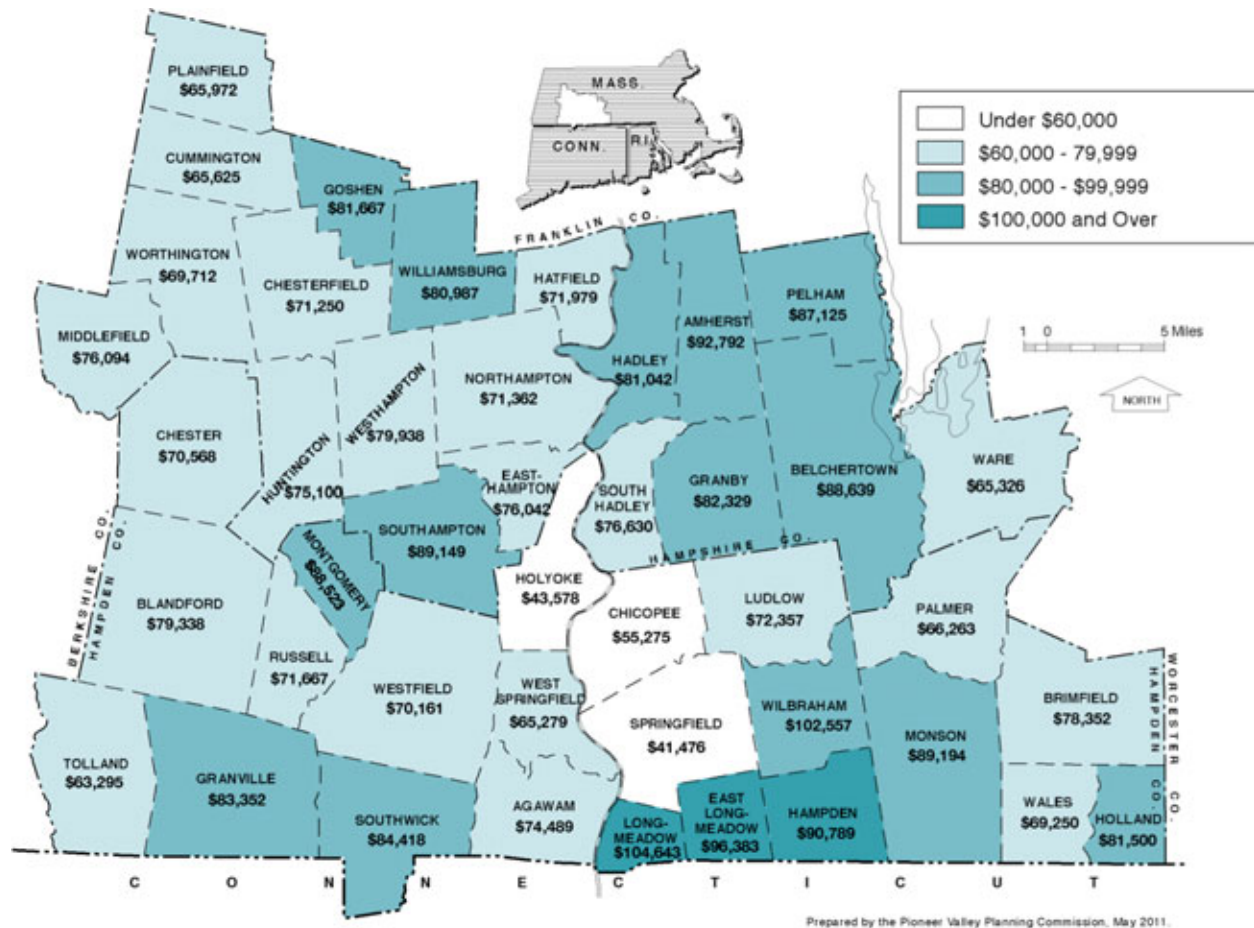
Source: U.S. Census Bureau 2000 Decennial Census and 2005-09 American Community

Table 5: Changes in Median Family Income in the Pioneer Valley Region - 1999 to 2009

	Median Family Income (2009\$)		
	1999 Count	2005-2009 Estimate	% Change
Massachusetts	\$81,511	\$80,822	(0.8%)
Pioneer Valley Region	\$67,720	\$65,389	(3.4%)
Hampden County	\$65,111	\$61,344	(5.8%)
Hampshire County	\$75,981	\$78,881	3.8%
Agawam	\$78,106	\$74,489	(4.6%)
Amherst	\$80,947	\$92,792	14.6%
Belchertown	\$80,409	\$88,639	10.2%
Blandford	\$78,486	\$79,338	1.1%
Brimfield	\$79,236	\$78,352	(1.1%)
Chester	\$68,647	\$70,568	2.8%
Chesterfield	\$75,823	\$71,250	(6.0%)
Chicopee	\$58,342	\$55,275	(5.3%)
Cummington	\$64,441	\$65,625	1.8%
East Longmeadow	\$93,285	\$96,383	3.3%
Easthampton	\$71,793	\$76,042	5.9%
Goshen	\$77,659	\$81,667	5.2%
Granby	\$76,182	\$82,329	8.1%
Granville	\$78,279	\$83,352	6.5%
Hadley	\$81,819	\$81,042	(0.9%)
Hampden	\$99,678	\$90,789	(8.9%)
Hatfield	\$81,436	\$71,979	(11.6%)
Holland	\$75,378	\$81,500	8.1%
Holyoke	\$47,759	\$43,578	(8.8%)
Huntington	\$69,144	\$75,100	8.6%
Longmeadow	\$115,983	\$104,643	(9.8%)
Ludlow	\$73,650	\$72,357	(1.8%)
Middlefield	\$71,234	\$76,094	6.8%
Monson	\$77,470	\$89,194	15.1%
Montgomery	\$87,573	\$88,523	1.1%
Northampton	\$75,140	\$71,362	(5.0%)
Palmer	\$65,244	\$66,263	1.6%
Pelham	\$94,734	\$87,125	(8.0%)
Plainfield	\$60,861	\$65,972	8.4%
Russell	\$64,297	\$71,667	11.5%
South Hadley	\$77,584	\$76,630	(1.2%)
Southampton	\$85,868	\$89,149	3.8%
Southwick	\$85,202	\$84,418	(0.9%)
Springfield	\$47,964	\$41,476	(13.5%)
Tolland	\$86,472	\$63,295	(26.8%)
Wales	\$68,246	\$69,250	1.5%
Ware	\$60,151	\$65,326	8.6%
West Springfield	\$66,466	\$65,279	(1.8%)
Westfield	\$73,135	\$70,161	(4.1%)
Westhampton	\$88,069	\$79,938	(9.2%)
Wilbraham	\$97,586	\$102,557	5.1%
Williamsburg	\$73,804	\$80,987	9.7%
Worthington	\$79,486	\$69,712	(12.3%)

Source: U.S. Census Bureau 2000 Decennial census and 2005-09 U. S. Census American Community Survey

Figure 8: Median Family Income (2009)



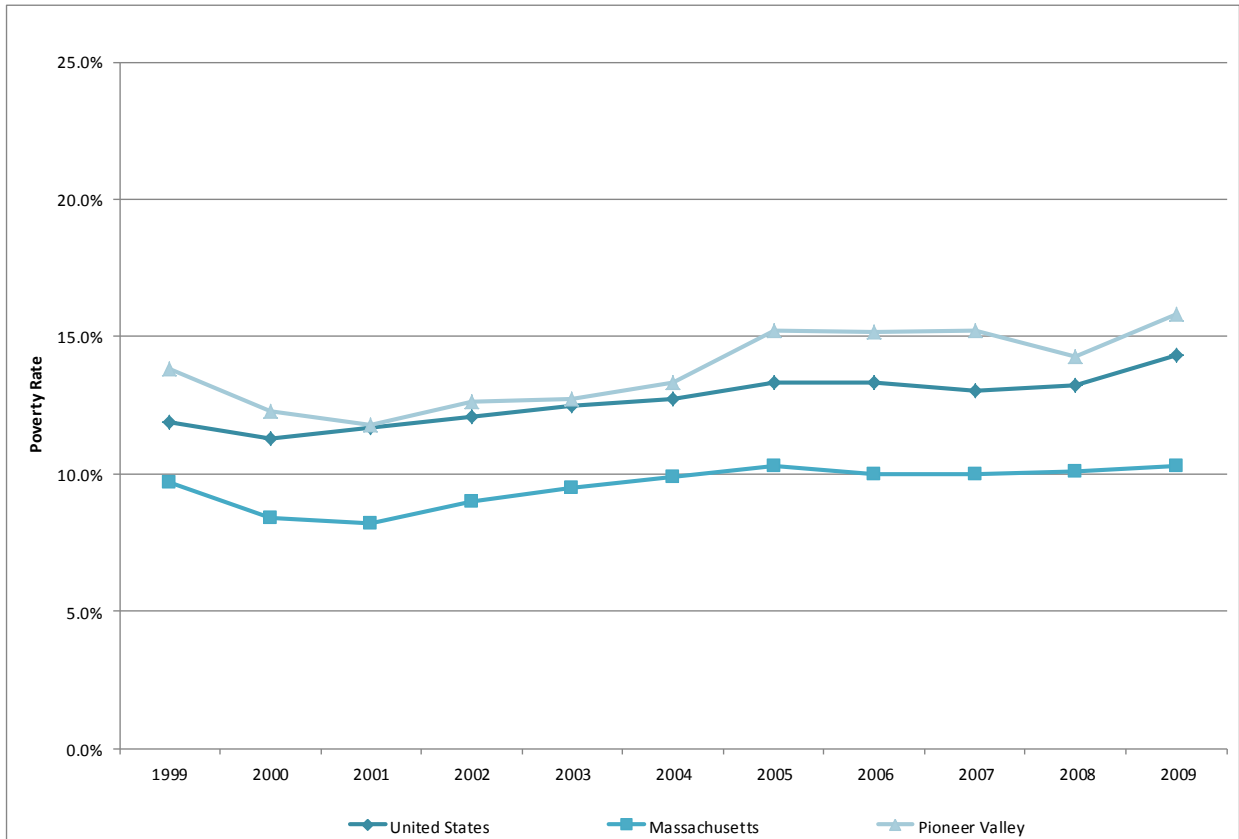
Source: United States Census Bureau American Community Survey 5-year Estimates, 2005-09

According to the U.S. Census Bureau’s five-year estimates median family incomes in the Pioneer Valley fell by 3.4% between 1999 and the five year period between 2005-2009 (see Table 5). And within the region there are significant income disparities (see Figure 8). For example, while Longmeadow and Wilbraham have median family incomes of more than \$100,000, in Springfield and Holyoke incomes are closer to \$40,000

Incomes in Springfield and Holyoke declined by 13.5% and 8.8% respectively. Showing that the fall in incomes is not exclusively a big-city phenomenon, the region’s smallest town, Tolland, experienced its biggest drop (26.8 percent). Worthington, Hatfield, Longmeadow, Westhampton, and Hampden also experienced significant proportional declines.

However, in several communities the numbers paint a more positive picture. With a median family income of \$89,194, Monson enjoyed the largest gain in the region (15.1%), bringing it close to neighboring Hampden’s figure of \$90,789. This is a marked change from 1999, when Monson lagged behind Hampden by approximately \$16,000. On the other hand, part of the reason for the closing gap between the two communities is the fact that incomes in Hampden fell by 8.9 percent.

Figure 9: Poverty Rate in the Pioneer Valley Region, 1999-2009



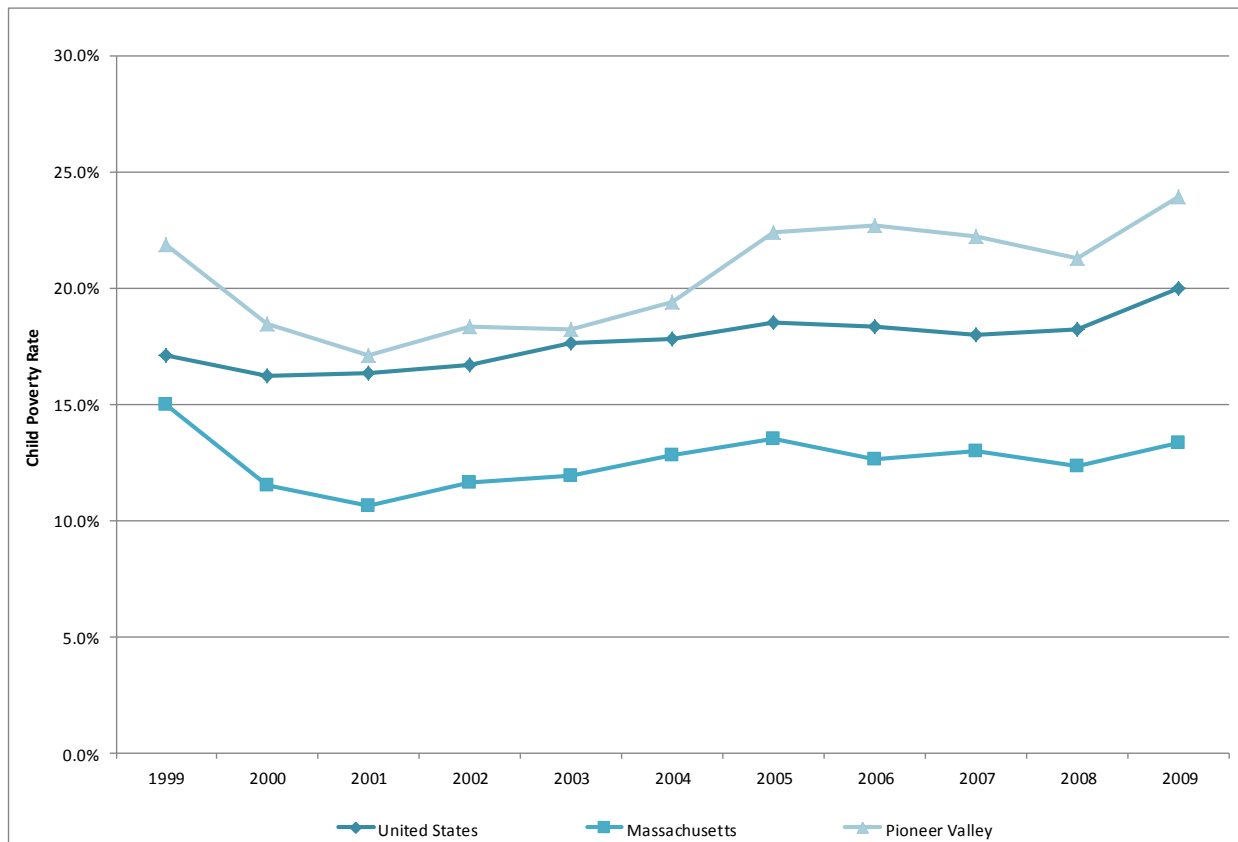
Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2009
 Note: Poverty rates displayed in this figure may differ slightly from Table 6 and Figure 11 as different data sources were required.

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 to 15.8 percent in 2009 (as seen in Figure 9). After remaining stable between 2005 and 2008, figures rose again in 2009 to a rate higher than it's been for over a decade. This rate continues to follow a decade-long pattern of exceeding Massachusetts' overall rate by several percentage points. In 2009 this difference was 5.5 percent. 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 and the middle portion of the 2000s.

In the ten year period from 1999 to 2009 child poverty rates in the region have been consistently higher than those for Massachusetts overall as seen in Figure 10. Child poverty rates in the Pioneer Valley region rose from 21.9% in 1999 to 23.9% in 2009 but had fallen below the 20 percent threshold from 2000 through 2004. Since 2005 child poverty rates in the Pioneer Valley region as a whole have exceeded 20% annually. This means that more than one in five children in the Pioneer Valley region has grown up in households with incomes below the poverty line.

According to the U. S. Census Bureau American Community Survey 2005-2009 5-Year Estimates, 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 by far the highest family poverty rates in the region, well above 20 percent in most categories (as seen in Table 6). The town of Amherst has seen a significant increase (more than 29%) in number of individuals living in poverty, surpassing Holyoke and Springfield to become the community with the highest individual poverty rate in the region. The large student population in Amherst is likely a major contributor to the high poverty rate in town, though this doesn't explain why there was such a large increase in the poverty rate in recent years. Cummington, Springfield, Ware, Chicopee and Tolland all experienced significantly increasing percentages of children in poverty. Among those communities close to the urban centers, Westfield has also managed to keep relatively stable family and individual poverty rates while seeing a small increase in child poverty. Chicopee has seen increases across all poverty rates, and West Springfield has experienced slight decreases in family and individual poverty rates while simultaneously seeing a slight increase in child poverty rates.

Figure 10: Child Poverty Rate in the Pioneer Valley Region, 1999-2009



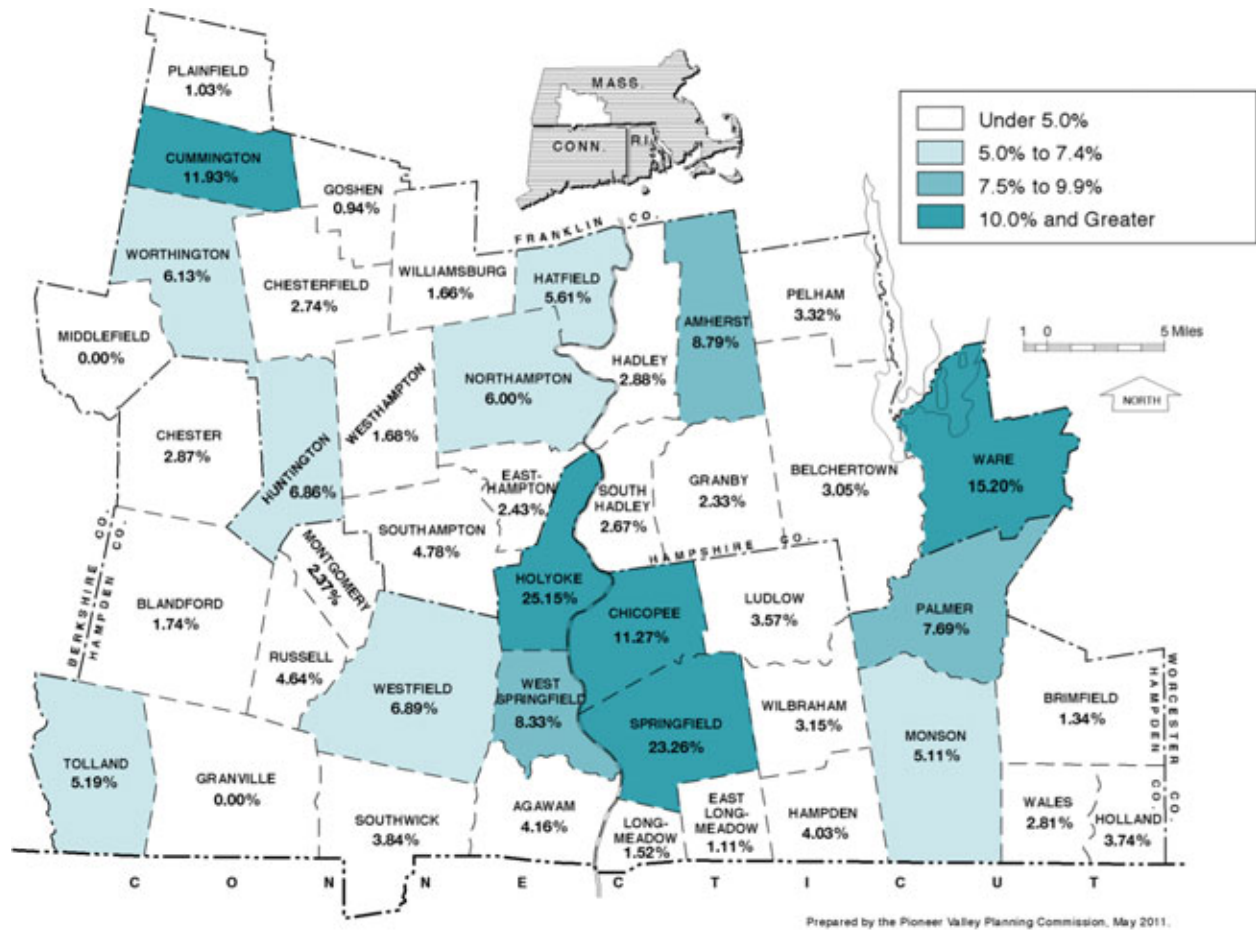
Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2009
 Note: Poverty rates displayed in this figure may differ slightly from Table 6 and Figure 11 as different data sources were required.

Table 6: Changes in Community Poverty Rates 1999 to 2009

	Families in Poverty		Children in Poverty		Individuals in Poverty	
	1999	2009	1999	2009	1999	2009
Massachusetts	6.70%	7.03%	11.6%	12.77%	9.30%	10.08%
Pioneer Valley Region	10.01%	11.08%	15.95%	22.60%	13.41%	15.43%
Hampden County	11.45%	12.81%	18.70%	25.48%	14.74%	16.60%
Hampshire County	5.05%	5.28%	7.71%	10.50%	9.40%	11.46%
Agawam	4.26%	4.16%	5.73%	6.60%	5.63%	6.07%
Amherst	7.23%	8.79%	10.35%	16.26%	20.21%	29.26%
Belchertown	5.11%	3.05%	8.27%	5.42%	5.90%	4.97%
Blandford	1.72%	1.74%	1.88%	6.67%	3.39%	5.14%
Brimfield	2.15%	1.34%	3.25%	4.47%	4.38%	4.02%
Chester	2.87%	2.87%	3.52%	2.56%	5.85%	5.68%
Chesterfield	3.38%	2.74%	6.79%	4.31%	5.69%	3.63%
Chicopee	9.59%	11.27%	15.98%	25.68%	12.25%	15.38%
Cummington	4.18%	11.93%	8.08%	25.16%	6.64%	14.71%
East Longmeadow	2.09%	1.11%	2.18%	2.60%	3.44%	2.17%
Easthampton	5.89%	2.43%	10.18%	4.34%	8.88%	6.78%
Goshen	4.27%	0.94%	7.45%	0.00%	7.87%	1.23%
Granby	0.95%	2.33%	1.95%	5.84%	2.21%	4.26%
Granville	1.77%	0.00%	1.42%	0.00%	3.38%	1.08%
Hadley	4.76%	2.88%	8.28%	7.11%	6.89%	7.10%
Hampden	1.36%	4.03%	1.88%	1.38%	2.21%	2.99%
Hatfield	1.37%	5.61%	1.78%	0.00%	2.77%	5.47%
Holland	6.51%	3.74%	8.94%	12.20%	7.29%	7.02%
Holyoke	22.56%	25.15%	33.86%	40.77%	26.38%	28.44%
Huntington	4.37%	6.86%	5.45%	13.69%	5.78%	8.98%
Longmeadow	0.97%	1.52%	0.33%	0.70%	2.05%	1.77%
Ludlow	5.27%	3.57%	8.37%	5.42%	6.35%	5.11%
Middlefield	7.32%	0.00%	13.43%	0.00%	8.62%	0.78%
Monson	5.25%	5.11%	5.92%	9.34%	5.58%	7.39%
Montgomery	1.01%	2.37%	0.00%	0.00%	2.94%	4.46%
Northampton	5.72%	6.00%	7.37%	15.72%	9.82%	12.73%
Palmer	5.76%	7.69%	9.76%	15.38%	7.88%	10.11%
Pelham	2.65%	3.32%	3.24%	9.66%	4.87%	4.70%
Plainfield	4.85%	1.03%	4.00%	3.26%	7.99%	7.59%
Russell	7.10%	4.64%	11.66%	8.76%	9.05%	7.22%
South Hadley	4.12%	2.67%	4.77%	7.83%	5.88%	6.67%
Southampton	1.82%	4.78%	2.71%	1.31%	2.36%	4.68%
Southwick	3.80%	3.84%	5.83%	8.85%	6.10%	5.71%
Springfield	19.32%	23.26%	29.37%	40.96%	23.08%	27.44%
Tolland	2.31%	5.19%	0.00%	9.21%	4.23%	4.74%
Wales	1.85%	2.81%	3.78%	4.15%	3.49%	4.49%
Ware	8.43%	15.20%	14.89%	25.73%	11.22%	14.28%
West Springfield	8.66%	8.33%	15.82%	16.40%	11.94%	11.49%
Westfield	6.85%	6.89%	12.11%	16.16%	11.28%	11.96%
Westhampton	1.94%	1.68%	2.55%	1.47%	3.54%	3.64%
Wilbraham	3.15%	3.15%	5.20%	5.56%	5.13%	3.92%
Williamsburg	1.22%	1.66%	2.44%	2.17%	5.48%	4.52%
Worthington	1.50%	6.13%	3.21%	12.17%	3.46%	8.05%

Source: U.S. Bureau of the Census 2000, American Community Survey 2005-09 5-Year Estimates

Figure 11: Families in Poverty (2009)



Source: American Community Survey 2005-09 5-Year Estimates

Education

The 43 communities in the Pioneer Valley region are served by 39 school districts, 9 of which serve only students from kindergarten through sixth grade. The 4 largest school districts are Springfield, Chicopee, Westfield and Holyoke, which together account for approximately one-quarter of all the pupils in the region (see Table 7). Here and across the region, school enrollments continued to fall.

Thirty-one of the region's 39 districts saw enrollments decline between 2010 and 2011, most notably in the Gateway district (covering Blandford, Chester, Huntington, Middlefield, Montgomery, Russell, and Worthington) where enrollment fell 8.2 percent; in Granville's Pre-K through 8th grade schools where it dropped 8.6 percent; and in Chesterfield-Goshen's Pre-K through 6th grade schools where enrollment declined 9.6 percent. It is worth noting that these rural communities with declining enrollments are places where the population numbers as a whole remain fairly stable (see Table 1). For example, the population growth in Belchertown, Granby, Monson and Ware was 0.2 percent, but enrollment declined 3.8 percent. In Goshen, Chesterfield, Southamptton, Westhampton, and Ware, the population grew by approximately 1% while enrollments declined by 0.5 percent. Granville, Southwick, and Tolland grew by 0.3%, 0.8% and 1.4% respectively while enrollments in that district declined by 3.7 percent.

Only 12 of the 39 districts have average per-pupil expenditures greater than or equal to the state's 2009 average per-pupil expenditure of \$13,248.00. The Pathfinder Regional Vocational Technical district had the highest per-pupil expenditure (\$20,239) out of all the region's districts serving students kindergarten through 12th grade. On the other end of the spectrum, Hadley had the lowest average per-pupil expenditure at \$9,720.

In today's economy, a high school education is the minimum requirement to participate effectively in the job market. Unfortunately, the region's average high school dropout rate remains persistently at least 1% higher than the state's (see Table 8). However, in the two communities with the highest dropout rates (Holyoke and Springfield) both per-pupil spending and teacher salaries are above the statewide average, a factor that may help pull the dropout rates down over time.

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 2009	Average Teacher Salary 2009
		'09 – '10	'10 – '11	% Change		
Pioneer Valley Region		96,517	95,437	-1.1%	N/A	N/A
Agawam	Agawam	4,273	4,230	-1.0%	\$12,378	\$57,904
Amherst (PK-6)	Amherst	1,321	1,242	-6.0%	\$15,831	\$61,196
Amherst-Pelham (7-12)*	Amherst, Pelham	1,661	1,574	-5.2%	\$16,908	\$63,297
Belchertown	Belchertown	2,610	2,607	-0.1%	\$10,422	\$58,603
Brimfield (K-6)	Brimfield	344	349	1.5%	\$12,141	\$60,657
Central Berkshire *	Cummington-only	1,987	1,933	-2.7%	\$11,662	\$60,672
Chesterfield-Goshen (PK-6)	Chesterfield, Goshen	187	169	-9.6%	\$10,763	\$47,636
Chicopee	Chicopee	7,845	7,875	0.4%	\$11,649	\$60,040
East Longmeadow	East Longmeadow	2,850	2,846	-0.1%	\$10,938	\$62,857
Easthampton	Easthampton	1,575	1,567	-0.5%	\$11,412	\$56,288
Gateway	Blandford, Chester, Huntington, Middlefield, Montgomery, Russell, Worthington	1,202	1,103	-8.2%	\$13,611	\$50,107
Granby	Granby	1,125	1,131	0.5%	\$9,991	\$56,143
Granville (PK-8)	Granville	163	149	-8.6%	\$14,541	\$51,044
Hadley	Hadley	714	710	-0.6%	\$9,720	\$50,763
Hampden-Wilbraham	Hampden, Wilbraham	3,600	3,596	-0.1%	\$11,257	\$58,919
Hampshire	Chesterfield, Goshen, Southampton, Westhampton, Williamsburg	814	810	-0.5%	\$12,812	\$58,703
Hatfield	Hatfield	456	469	2.9%	\$11,095	\$53,167
Holland (PK-6)	Holland	251	245	-2.4%	\$11,172	\$53,858
Holyoke	Holyoke	5,901	5,896	-0.1%	\$15,513	\$68,784
Longmeadow	Longmeadow	3,102	3,011	-2.9%	\$12,173	\$64,104
Ludlow	Ludlow	3,050	2,987	-2.1%	\$11,484	\$56,957
Mohawk Trail *	Plainfield-only	1,130	1,076	-4.8%	\$14,852	\$54,199
Monson	Monson	1,419	1,383	-2.5%	\$10,614	\$54,802
Northampton	Northampton	2,692	2,681	-0.4%	\$11,660	\$53,768
Northampton-Smith Vocational & Agricultural	Hampshire County	464	444	-4.3%	\$17,594	\$54,013
Palmer	Palmer	1,748	1,619	-7.4%	\$11,498	\$59,790

(Continued Next Page)

**Table 7: Pioneer Valley Region School Districts Profile
(Continued)**

Public School District Name	Cities & Towns in the Pioneer Valley Region	Student Enrollment			Average Per Pupil Expenditures 2009	Average Teacher Salary 2009
		'09 – '10	'10 – '11	% Change		
Pathfinder Regional Vocational Technical **	Belchertown, Granby, Monson, Palmer, Ware	660	635	-3.8%	\$20,239	\$59,678
Pelham (K-6)	Pelham	125	120	-4.0%	\$14,506	\$58,894
South Hadley	South Hadley	2,132	2,075	-2.7%	\$11,418	\$60,710
Southampton (PK-6)	Southampton	559	557	-0.4%	\$9,938	\$65,394
Southwick-Tolland	Granville, Southwick, Tolland	1,797	1,731	-3.7%	\$10,500	\$56,015
Springfield	Springfield	25,141	25,213	0.3%	\$14,345	\$79,566
Tantasqua (7-13) *	Brimfield, Holland, Wales	1,782	1,782	0.0%	\$13,588	\$70,410
Wales (PK-6)	Wales	169	169	0.0%	\$13,723	\$55,153
Ware	Ware	1,309	1,277	-2.4%	\$11,481	\$55,219
West Springfield	West Springfield	3,954	3,932	-0.6%	\$11,755	\$57,546
Westfield	Westfield	6,100	5,938	-2.7%	\$12,530	\$56,332
Westhampton (PK-6)	Westhampton	140	138	-1.4%	\$11,856	\$51,102
Williamsburg (PK-6)	Williamsburg	165	168	1.8%	\$12,030	\$59,737

Source: Massachusetts Department of Education, School District Profiles, 2010

*Enrollment data for regional school district includes all students who attend schools within the Pioneer Valley Region. This includes some students who reside outside the Pioneer Valley Region.

**Enrollment data for vocational school district includes students who attend vocational schools within the Pioneer Valley Region. This includes some students who reside outside the Pioneer Valley Region.

Table 8: Annual High School Dropout Rate in the Pioneer Valley region - 2001 - 2010

School District	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Massachusetts	3.1%	3.3%	3.7%	3.8%	3.8%	3.3%	3.8%	3.4%	2.9%	2.9%
Pioneer Valley Region	4.5%	5.0%	5.2%	5.6%	5.8%	4.4%	5.4%	5.1%	4.0%	4.6%
Agawam	0.0%	4.5%	5.2%	3.1%	3.4%	2.1%	4.4%	1.4%	2.2%	1.1%
Amherst-Pelham	2.6%	2.4%	2.5%	3.3%	2.2%	1.5%	2.5%	2.1%	0.8%	1.5%
Belchertown	3.6%	3.0%	2.5%	1.8%	0.5%	1.6%	1.6%	1.0%	1.4%	1.7%
Central Berkshire	5.4%	2.8%	3.8%	3.3%	2.9%	2.3%	1.6%	1.5%	1.4%	2.2%
Chicopee	5.9%	4.9%	7.9%	6.9%	7.3%	6.0%	6.0%	6.2%	5.7%	5.5%
East Longmeadow	1.2%	1.3%	0.8%	0.7%	0.6%	0.5%	1.5%	0.9%	0.6%	0.7%
Easthampton	3.1%	2.9%	0.0%	5.6%	4.5%	1.7%	2.1%	2.7%	2.0%	2.9%
Gateway	4.9%	3.9%	2.5%	6.0%	6.0%	4.3%	4.3%	5.1%	2.4%	2.9%
Granby	1.6%	1.6%	3.2%	3.0%	1.3%	0.0%	0.9%	1.1%	2.0%	1.1%
Hadley	1.2%	0.6%	1.2%	1.2%	1.9%	1.3%	0.6%	0.6%	1.0%	1.0%
Hampden-Wilbraham	1.1%	0.6%	1.7%	0.9%	2.0%	0.7%	1.2%	1.2%	0.7%	0.8%
Hampshire	3.6%	0.8%	2.1%	4.4%	1.5%	2.9%	2.9%	1.5%	1.9%	2.4%
Hatfield	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	2.5%	4.5%
Holyoke	8.6%	7.6%	10.2%	11.1%	9.7%	11.7%	11.3%	11.6%	9.8%	9.5%
Longmeadow	0.3%	0.5%	0.1%	0.6%	0.5%	0.5%	0.1%	0.0%	0.5%	0.7%
Ludlow	3.1%	4.4%	1.3%	4.7%	1.5%	1.6%	1.7%	1.9%	0.9%	1.5%
Mohawk Trail	3.3%	2.7%	3.2%	5.9%	4.4%	2.4%	6.2%	5.0%	4.6%	3.6%
Monson	2.7%	0.0%	2.8%	4.4%	4.0%	1.2%	4.2%	0.5%	3.3%	2.7%
Northampton	2.1%	1.8%	2.6%	3.0%	3.8%	2.1%	1.9%	2.1%	1.2%	1.6%
Northampton-Smith	3.2%	4.3%	2.5%	5.2%	1.6%	3.3%	4.1%	1.8%	2.4%	1.3%
Palmer	3.6%	4.9%	3.5%	1.5%	1.0%	0.4%	4.1%	6.6%	3.6%	4.9%
Pathfinder Voc Tech	2.2%	2.6%	2.9%	2.8%	4.0%	3.0%	1.5%	3.1%	2.8%	2.6%
Pioneer Valley Perf Arts	4.6%	3.1%	2.8%	6.2%	8.8%	2.5%	4.5%	4.0%	1.3%	5.1%
Sabis International	3.1%	0.0%	0.4%	0.0%	1.3%	0.3%	1.5%	1.2%	0.2%	0.2%
South Hadley	1.4%	15.0%	4.7%	1.9%	1.4%	1.9%	3.3%	2.9%	2.0%	2.8%
Southwick-Tolland	2.2%	2.8%	1.9%	3.2%	0.5%	1.9%	2.6%	1.8%	4.5%	0.7%
Springfield	8.1%	7.0%	8.5%	8.1%	12.4%	8.3%	10.9%	9.7%	9.6%	10.5%
Tantasqua	2.6%	2.4%	3.2%	3.5%	3.1%	1.7%	1.2%	0.7%	1.9%	1.2%
Ware	7.0%	4.4%	7.7%	10.1%	5.0%	6.3%	7.3%	10.2%	3.6%	4.2%
West Springfield	6.6%	5.4%	6.7%	6.8%	5.5%	4.4%	6.3%	6.0%	5.4%	3.4%
Westfield	3.5%	3.7%	4.6%	4.7%	2.9%	4.6%	5.3%	3.2%	2.4%	3.3%

Source: Massachusetts Department of Education, Statistical Reports, 2011

In 20 out of 31 districts, dropout rates declined between 2001 and 2010. But there were four districts where the dropout rate was still above the 5% mark.

At no point during the last decade did rates in Holyoke and Springfield fall below even 7 percent, and in Chicopee the lowest rate, in 2002, was 4.9 percent. In Springfield the 2010 rate (10.5%) was lower than in 2005 (12.4%) but higher than it was in 2001 (8.1%). Similarly, the 2010 rate in Holyoke (9.5%) was down from a high of 11.7% in 2006, but up from the 2001 rate of 8.6 percent.

In 2010, 29.1% of Pioneer Valley residents aged 25 and older had a bachelor's degree or higher (see Table 9). According to the 2005-2009 American Community Survey 5-year estimates, college graduates made up more than 37.8% of the population – the statewide average – in ten out of the Valley's 43 communities (See Figure 12). In three communities (Amherst, Longmeadow, and Pelham) more than 60% of the residents had a bachelor's degree or higher. In contrast, there were fourteen communities (including Chicopee, Holyoke, and Springfield) where the proportion was below 25 percent.

Given the region's rich endowment of higher education institutions, some of these rates are lower than expected. Some trends are positive though. Since 2000, there has been a 23.7 percent increase in the population 25 and over who have attained a bachelor's degree or higher (see Table 9). Additionally, the number of people 25 and over who are high school graduates increased by 11.2 percent.

Table 9: Educational Attainment in the Pioneer Valley Region - 2000 and 2010

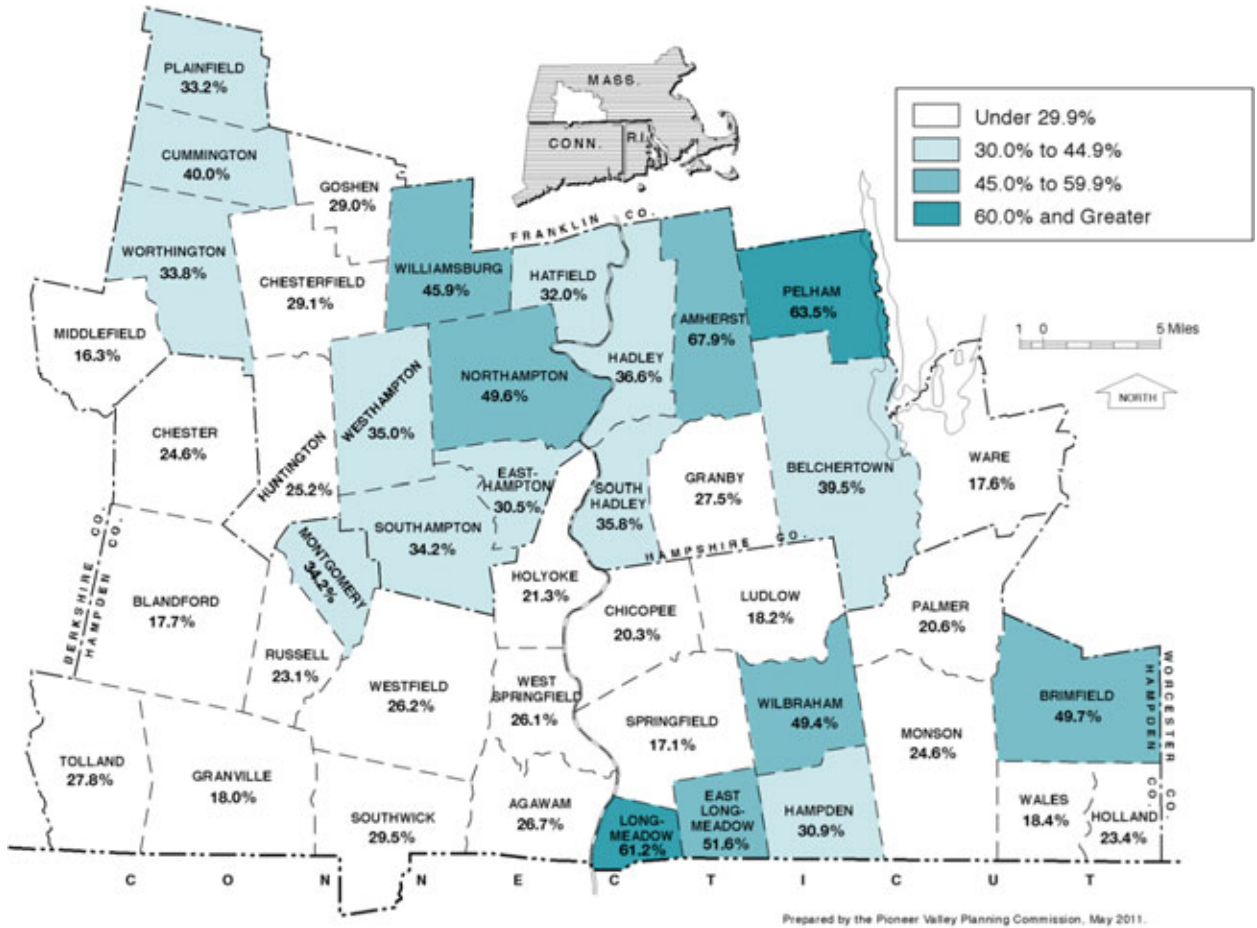
	2000 Population	% of Population	2010 Population	% of Population	Ten Year % Change
Population 25 Years and Over					
Hampden County	295,837	100.0%	304,655	100.0%	3.0%
Hampshire County	93,193	100.0%	103,724	100.0%	11.3%
Pioneer Valley Region	389,030	100.0%	408,379	100.0%	5.0%
Less Than 9th Grade					
Hampden County	22,138	7.5%	17,464	5.7%	-21.1%
Hampshire County	3,104	3.3%	2,072	2.0%	-33.2%
Pioneer Valley Region	25,242	6.5%	19,536	4.8%	-22.6%
9th to 12th Grade, No Diploma					
Hampden County	39,325	13.3%	29,647	9.7%	-24.6%
Hampshire County	6,815	7.3%	5,897	5.7%	-13.5%
Pioneer Valley Region	46,140	11.9%	35,544	8.7%	-23.0%
*High School Graduate					
Hampden County	96,474	32.6%	104,313	34.2%	8.1%
Hampshire County	24,029	25.8%	25,004	24.1%	4.1%
Pioneer Valley Region	120,503	31.0%	129,317	31.7%	7.3%
Some College, No Degree					
Hampden County	53,670	18.1%	52,427	17.2%	-2.3%
Hampshire County	16,336	17.5%	15,779	15.2%	-3.4%
Pioneer Valley Region	70,006	18.0%	68,206	16.7%	-2.6%
Associate's Degree					
Hampden County	23,676	8.0%	26,856	8.8%	13.4%
Hampshire County	7,544	8.1%	10,251	9.9%	35.9%
Pioneer Valley Region	31,220	8.0%	37,107	9.1%	18.9%
Bachelor's Degree					
Hampden County	37,752	12.8%	47,113	15.5%	24.8%
Hampshire County	17,995	19.3%	22,900	22.1%	27.3%
Pioneer Valley Region	55,747	14.3%	70,013	17.1%	25.6%
Graduate or Professional Degree					
Hampden County	22,802	7.7%	26,835	8.8%	17.7%
Hampshire County	17,370	18.6%	21,821	21.0%	25.6%
Pioneer Valley Region	40,172	10.3%	48,656	11.9%	21.1%
High School Graduate or Higher					
Hampden County	234,374	79.2%	257,544	84.5%	9.9%
Hampshire County	83,274	89.4%	95,755	92.3%	15.0%
Pioneer Valley Region	317,648	81.7%	353,299	86.5%	11.2%
Bachelor's Degree or Higher					
Hampden County	60,554	20.5%	73,948	24.3%	22.1%
Hampshire County	35,365	37.9%	44,721	43.1%	26.5%
Pioneer Valley Region	95,919	24.7%	118,669	29.1%	23.7%

Source: U.S. Bureau of the Census, 2000 and Alteryx/Applied Geographic Solutions, 2010

Note: 2010 values are estimates

*Includes Equivalency

Figure 12: College and University Graduates



Source: US Census Bureau, American Community Survey 5-year estimates 2005-09.

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

College or University	Location	Graduates				
		2005	2006	2007	2008	2009
American International College	Springfield	382	390	453	479	794
Amherst College	Amherst	409	430	409	445	419
Bay Path College	Longmeadow	381	423	449	386	469
College of Our Lady of the Elms	Chicopee	235	270	243	289	239
Hampshire College	Amherst	310	261	314	289	300
Holyoke Community College	Holyoke	987	881	901	961	1022
Mount Holyoke College	South Hadley	555	608	553	570	569
Smith College	Northampton	928	897	850	901	840
Springfield College	Springfield	1663	1702	1610	1631	1577
Springfield Technical Community College	Springfield	908	867	815	831	922
University of Massachusetts	Amherst	5766	5550	5,797	6050	6220
Western New England College	Springfield	1230	1032	882	904	883
Westfield State College	Westfield	974	992	1,095	1082	1232
Total Graduates		14,728	14,303	14,371	14,818	15,486

Source: Integrated Postsecondary Education Data System (IPEDS), 2010

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.

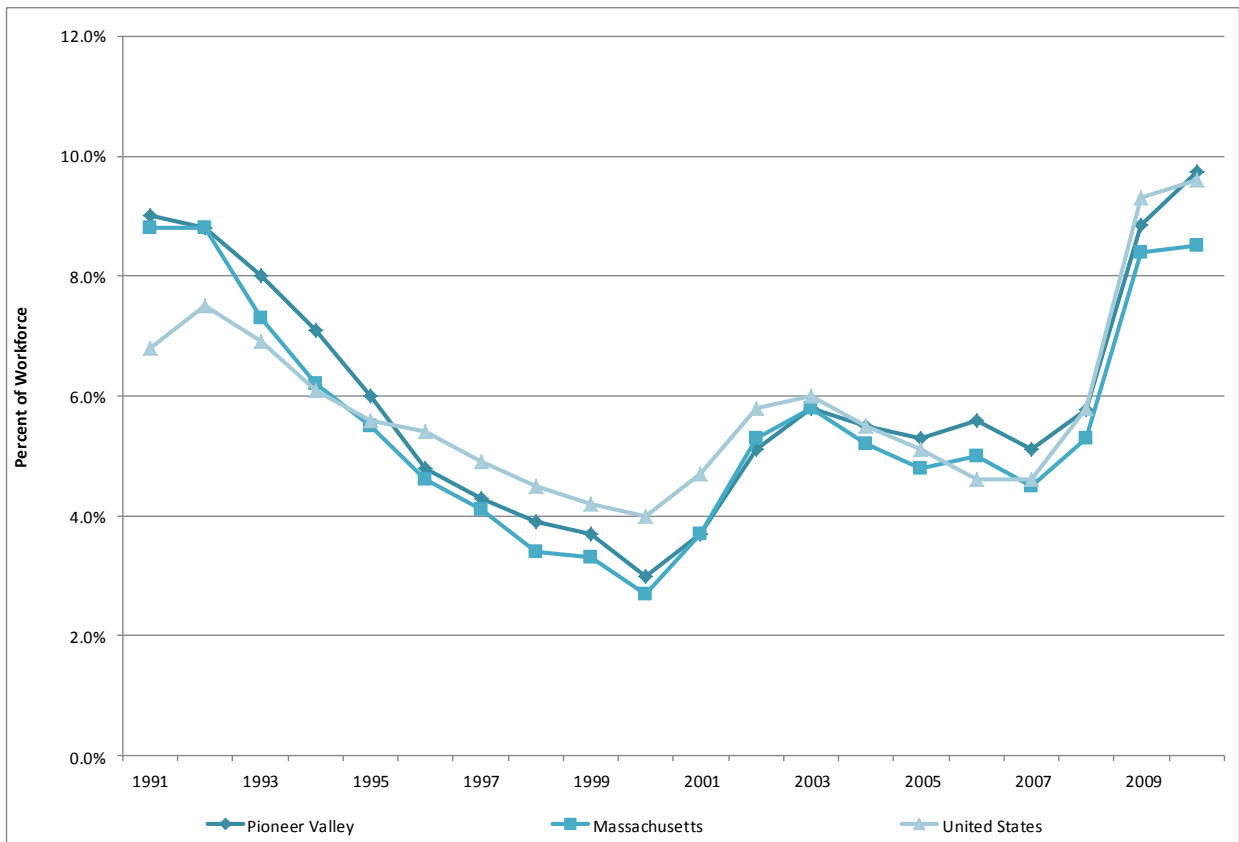
The Economy

The Workforce and Employment

Overall, the recession’s impact on the Pioneer Valley was deeper in 2010 than it was in 2009. Unemployment rose by 0.9 percent, and the number of people with jobs fell by 5,968.

Nevertheless, unemployment in the Pioneer Valley was higher in 2010 than it was the year before and nearly twice as high as it was in 2007 before the onset of the recession. Nationally, unemployment rose dramatically between 2007 and 2010. Between 2007 and 2010 the national unemployment rate more than doubled, increasing from 4.6% to 9.6 percent. During the same period the Pioneer Valley’s rate rose from 5.1% to 9.7% (see Figure 13). As a result, in 2010 the regional unemployment rate was closer to the national rate than it was to the state’s, which stood at 8.5 percent.

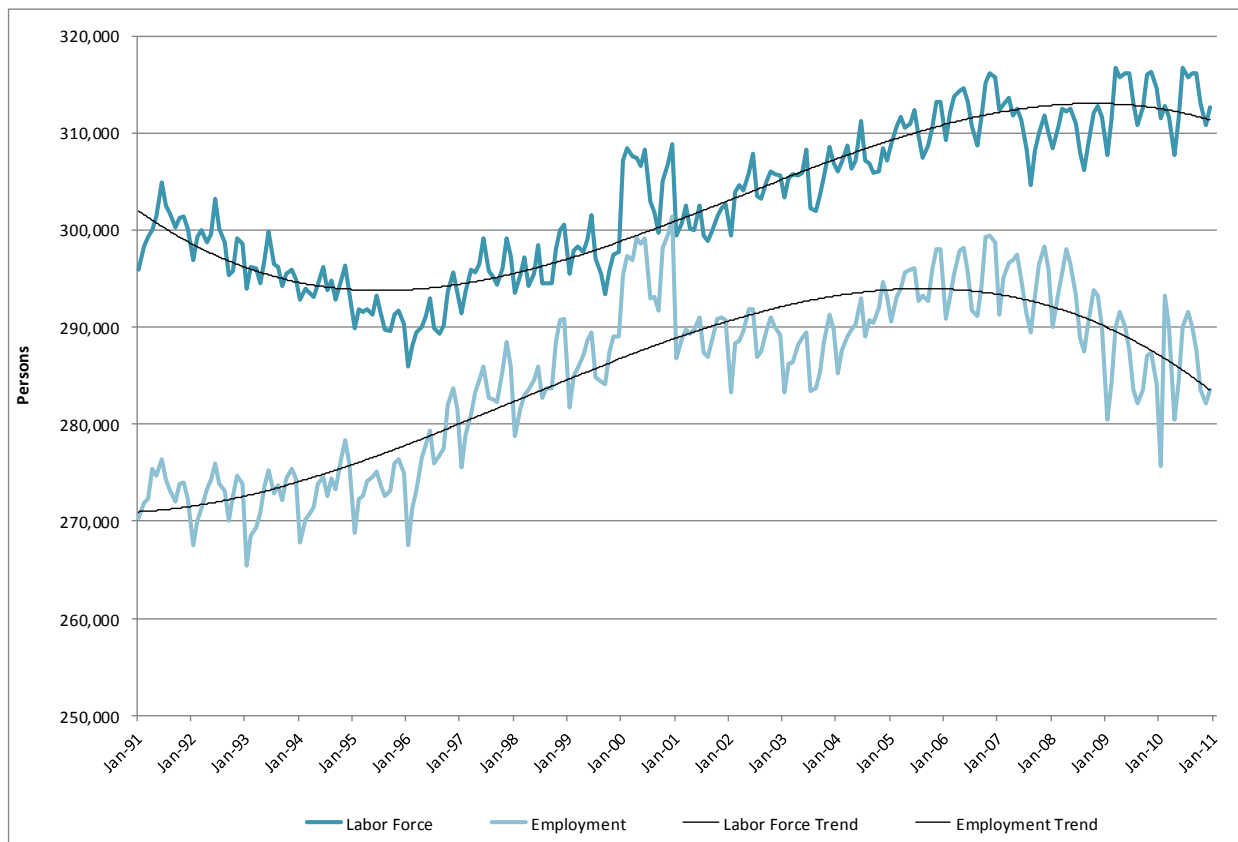
Figure 13: Unemployment Rates



Source: U.S. Bureau of Labor Statistics, MA Office of Labor and Workforce Development, 2010

Although the Pioneer Valley labor force grew between 2007 and 2009, in 2010 it shrunk back by 3,510 to a total of 311,288. This continued an established pattern. A similar drop had occurred between 2004 and 2005, followed by an uptick in 2006, a slight fall-off in 2007, and then another increase in 2009. These sporadic expansions and contractions of the labor force take place within a general upward trend (see Figure 14). Between 1990 and 2000 the number of people who work in the Pioneer Valley rose from 284,115 to 296,605 (a gain of 12,490 jobs). But then between 2000 and 2010, the number of people employed fell from 296,605 to 280,942 (a loss of 15,663 jobs). While the labor force grew from 303,082 in 1990 to 311,288 in 2010 (an increase of 8,206) the number of people unemployed climbed from 18,968 to 30,346 (an increase of 11,378) (see Figure 13). At the end of 2010, the unemployment rate was slightly higher than it was twenty years before, i.e. 9.7 versus 9.0 percent.

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

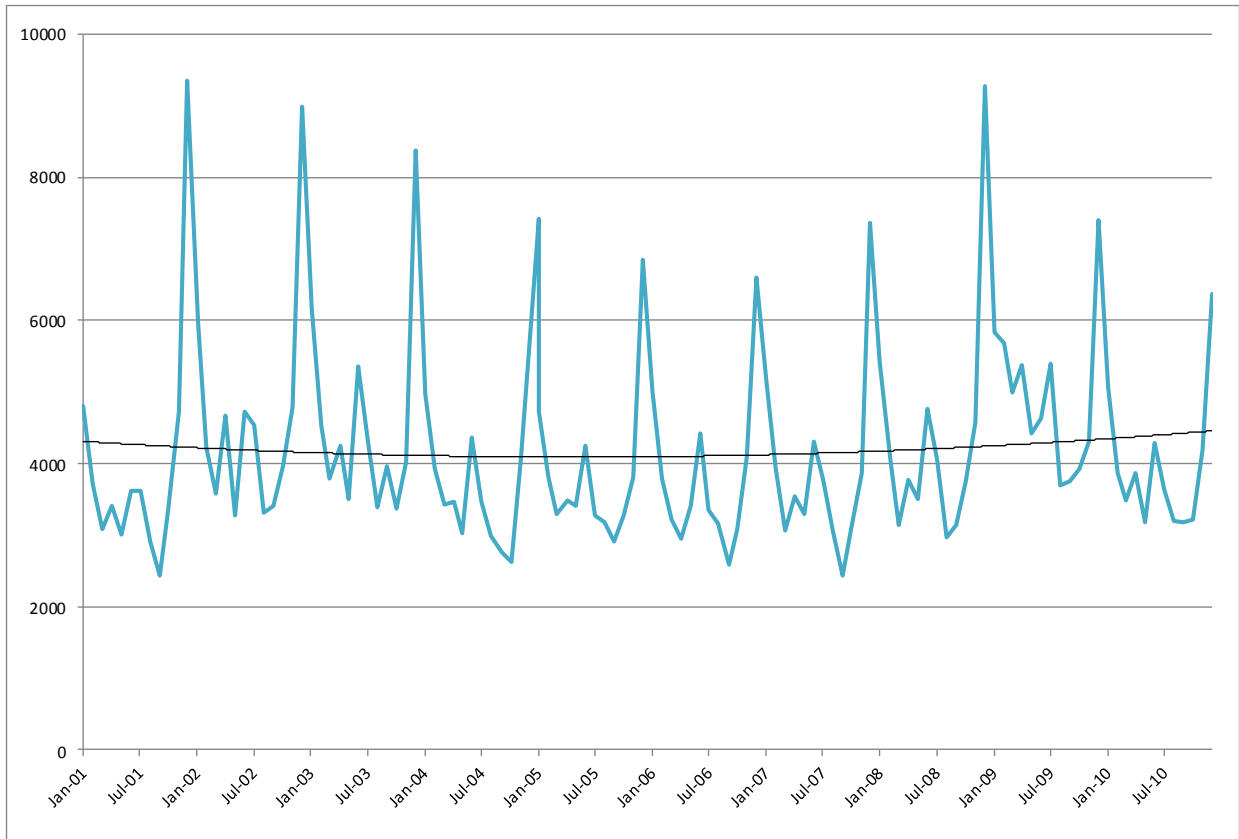


Source: MA Office of Labor and Workforce Development, 1990-2010

Still, one encouraging sign in 2010 was the decline in the number of new unemployment claims. (It should be noted that the new-claims figure (15), which the Workforce Investment Boards compile, include Franklin County as well as Hampden and Hampshire Counties).

The number of individuals filing new claims for unemployment insurance tends to fluctuate markedly by month, but December traditionally sees the highest number of new claims as employers let go of workers they had hired for the holiday season. So comparing new claims from December to December provides a helpful measure of economic health. In December 2008 the number of new claims in Franklin, Hampshire, and Hampden Counties was 9,268, the highest since 2001. In 2009 the December new-claims figure dropped to 7,391 and in 2010 it was down to 6,361, the lowest since 2006 (see Figure 15).

Figure 15: New Unemployment Insurance Claims, 2001 to 2010



Source: MA Office of Labor and Workforce Development, *Unemployment Insurance Claims, 2001-2010*
 Note: This data is only available by Workforce Investment Board, so it includes Franklin County

Employment Distribution

The region’s economy is in transition. Manufacturing was once the mainstay of the region’s economy, employing more than 29 percent of the workforce in 1980. Like most of the nation, the Pioneer Valley region is experiencing an increasing shift from manufacturing to service sector jobs in industries like health care and education. From 1990 to 2000, the service sector’s share of total private sector jobs grew from 36.0 to 40.9 percent. Manufacturing’s share of jobs declined from 14.4 % in 2000 to 9 % in 2009.

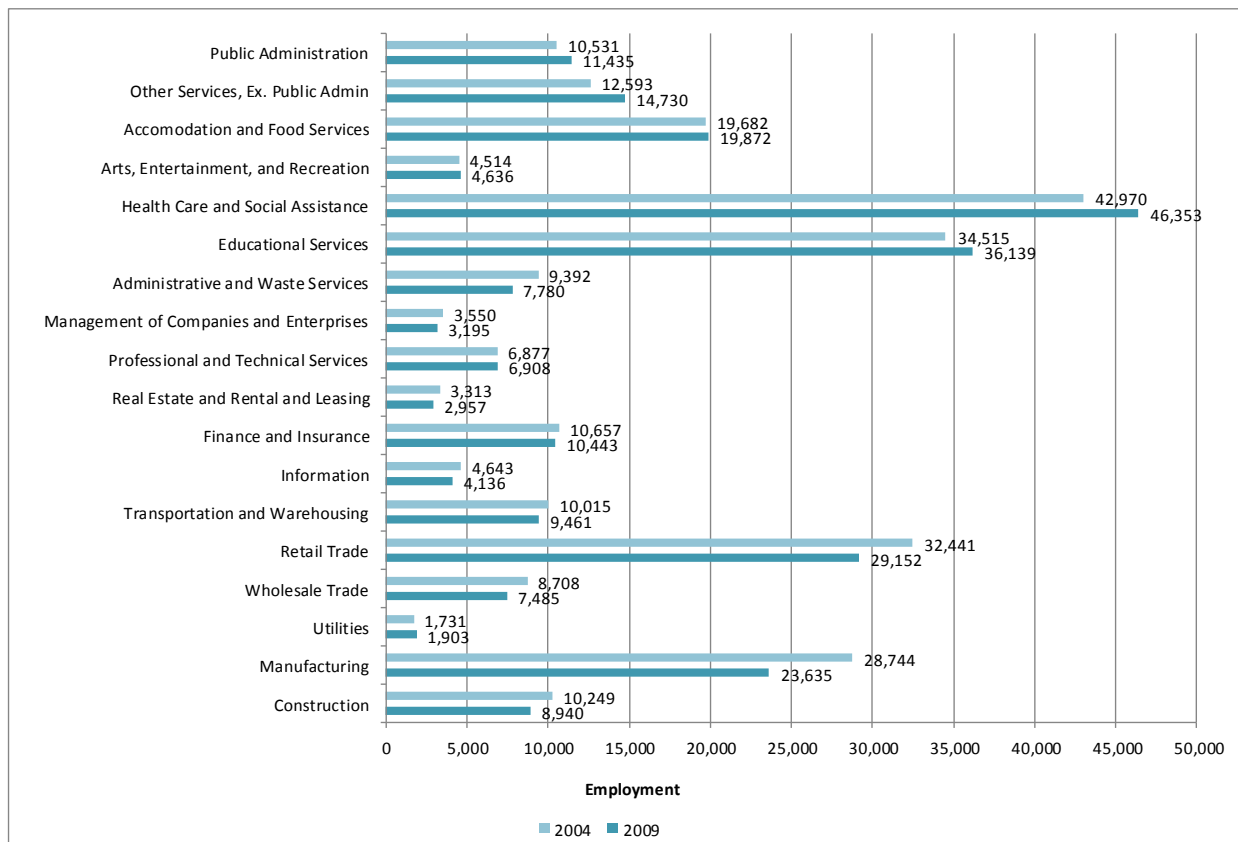
Between 2004 and 2009, the fastest growing industries in the Pioneer Valley region were other services; utilities; educational services; and healthcare and social assistance. In 2009, the four largest industries in the Pioneer Valley region, by total employment, were healthcare and social assistance; 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 ten Pioneer Valley region industries with large employment losses between 2004 and 2009 were the information sector and management of companies and enterprises (see Figure 17). 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 \$1,300 (see Figure 18).

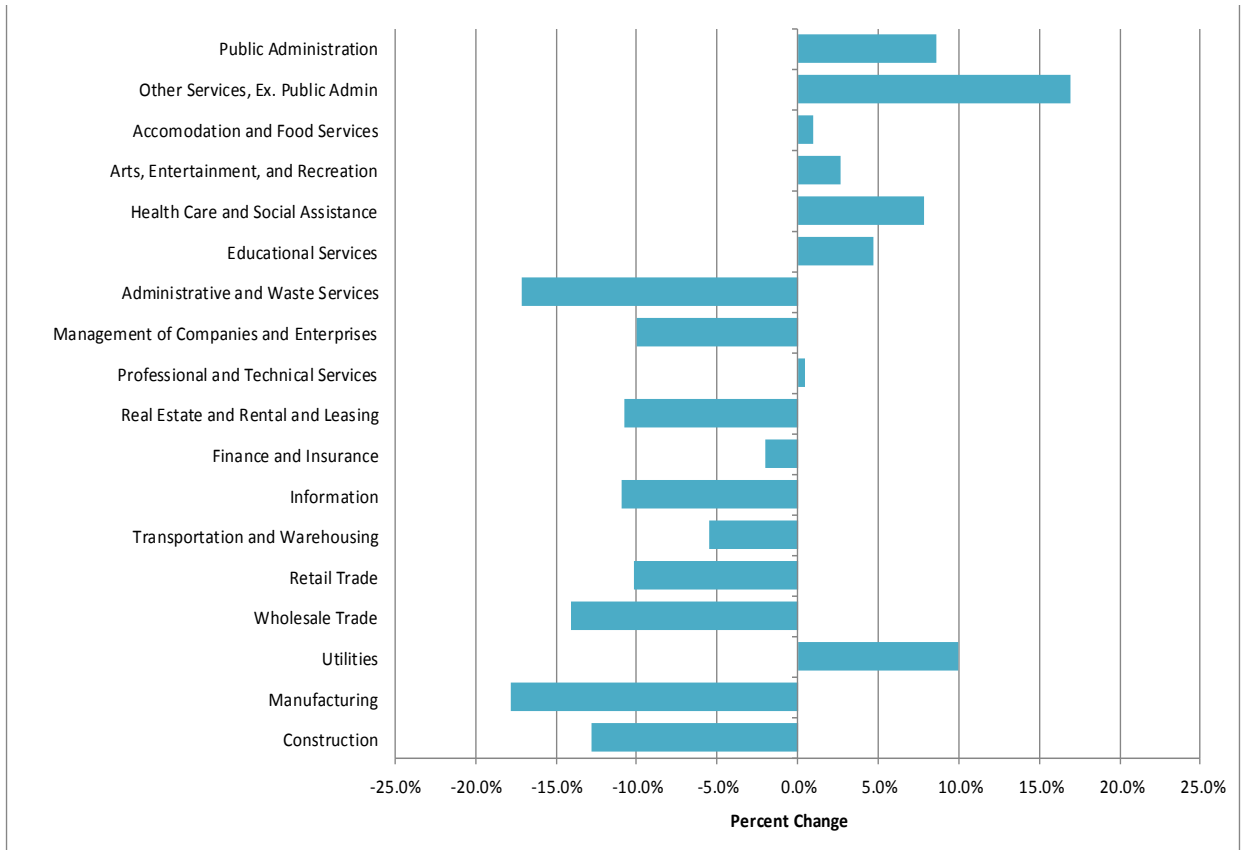
Manufacturing, educational services, and healthcare, three of the region’s largest industries by employment, have average weekly wages between \$873 and \$982. Unfortunately, several of the region’s fastest growing industries-arts and entertainment as well as other services-are among the lowest paying with average weekly wages of \$336 and \$411 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.

Figure 16: Employment in the Pioneer Valley Region by Major Industry, 2004 and 2009



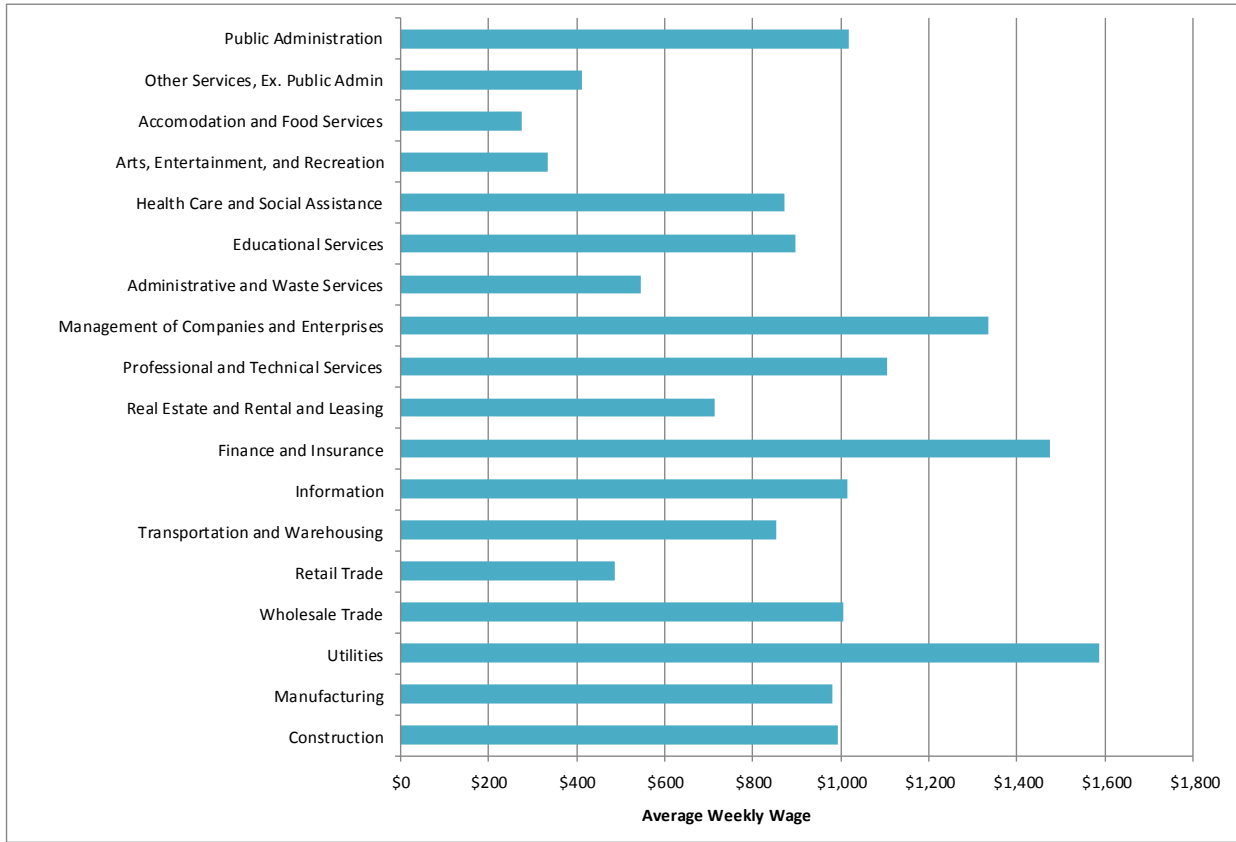
Source: Massachusetts Department of Workforce Development, ES-202 Program, 2009

Figure 17: Change in Pioneer Valley Region Employment by Major Industry, 2004 to 2009



Source: Massachusetts Department of Workforce Development, ES-202 Program, 2009

Figure 18: Average Weekly Wages by Industry in the Pioneer Valley Region, 2009



Source: Massachusetts Department of Workforce Development, ES-202 Program, 2009

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 114,000. The northern urban areas, Northampton and Amherst, employ more than 32,500 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 29.7 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 2009 was slightly more 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 14,606, the average weekly wage was \$877; in contrast, total employment in Northampton was 17,980 but the average weekly wage was \$835, a difference of \$42 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 (11,562) than in East Longmeadow (7,855) or Ludlow (6,372). However, the average wage in Agawam was lower at \$727 whereas the average wage in East Longmeadow was \$791 and \$786 in Ludlow.

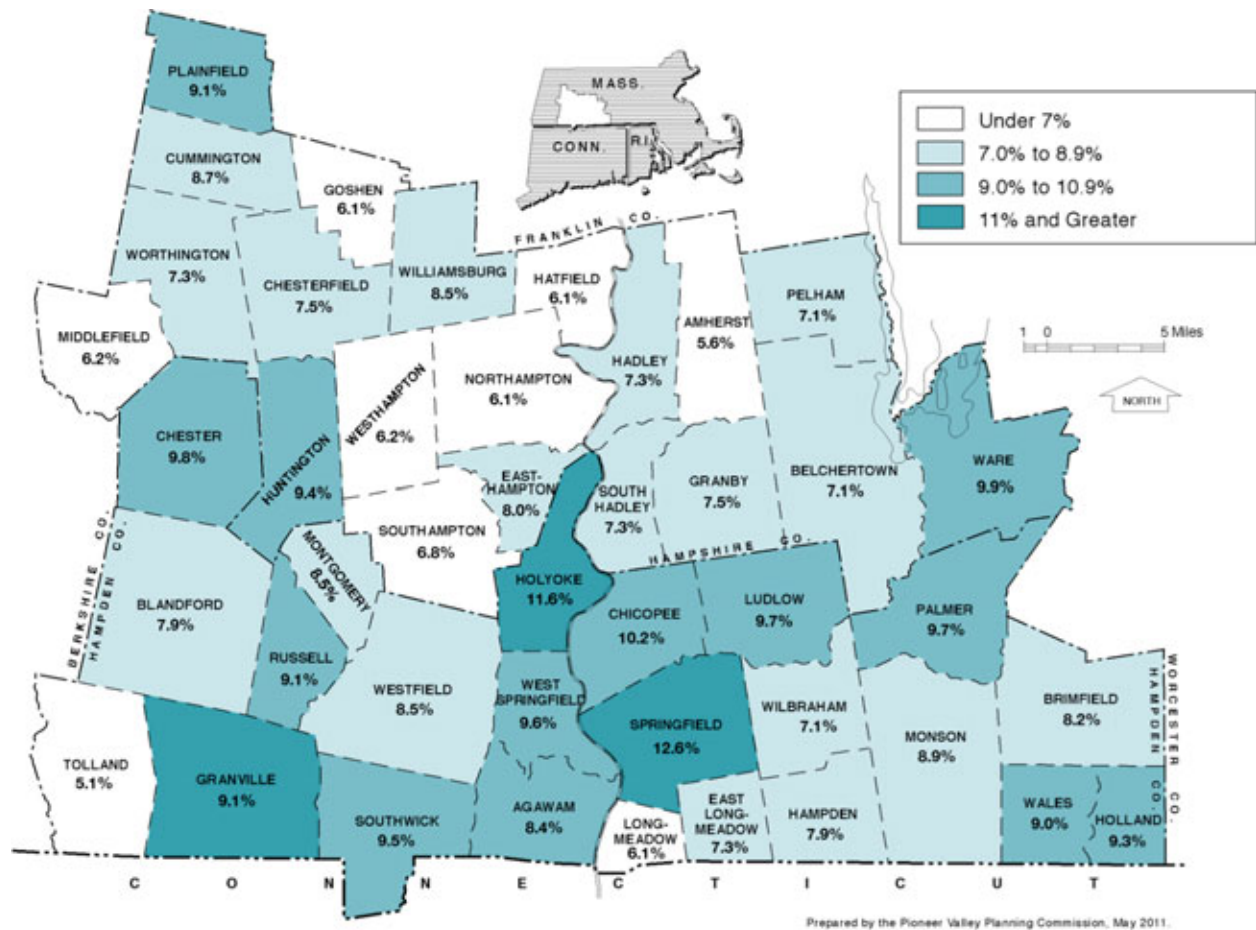
Table 11: Pioneer Valley Region's Top 10 Employment Centers for 2009

Community	Total Employment	Percent of Region's Employment	Average Weekly Wage	Total Wages
Springfield	74,279	29.7%	\$930	\$3,593,325,102
Holyoke	20949	8.4%	\$713	\$777,137,645
Chicopee	18803	7.5%	\$757	\$739,990,710
Northampton	17,980	7.2%	\$835	\$781,077,591
West Springfield	16,777	6.7%	\$743	\$648,034,721
Westfield	16,599	6.6%	\$793	\$684,171,147
Amherst	14,606	5.8%	\$877	\$665,959,589
Agawam	11,562	4.6%	\$727	\$436,884,798
East Longmeadow	7,855	3.1%	\$791	\$322,887,723
Ludlow	6,372	2.6%	\$786	\$260,305,273

Source: Massachusetts Department of Workforce Development, 2009

The regional map showing unemployment rates by workers' place of residence in 2010 (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 (as seen in Table 11), had the highest unemployment rate among residents at 12.6 percent. Holyoke ranked second for total employment and for the unemployment rate (11.6%) of residents in 2010. Chicopee had the third largest total employment and unemployment rate for residents, at 10.2 percent.

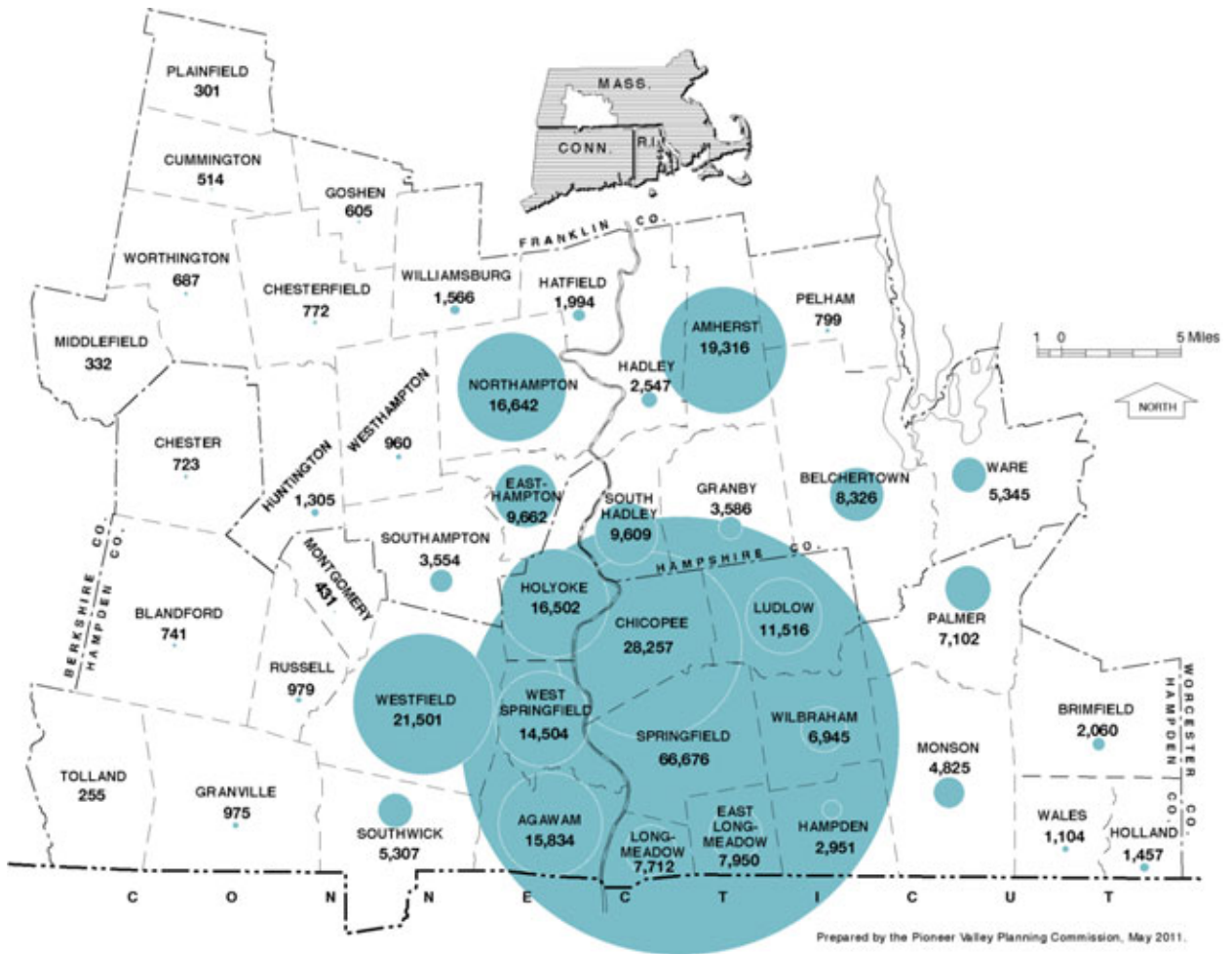
Figure 19: Unemployment Rates by Worker's Place of Residence, 2010



Source: MA Office of Labor and Workforce Development, 2010

A comparison of the total employment in the top employment centers in 2009 (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 2009 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, 2009

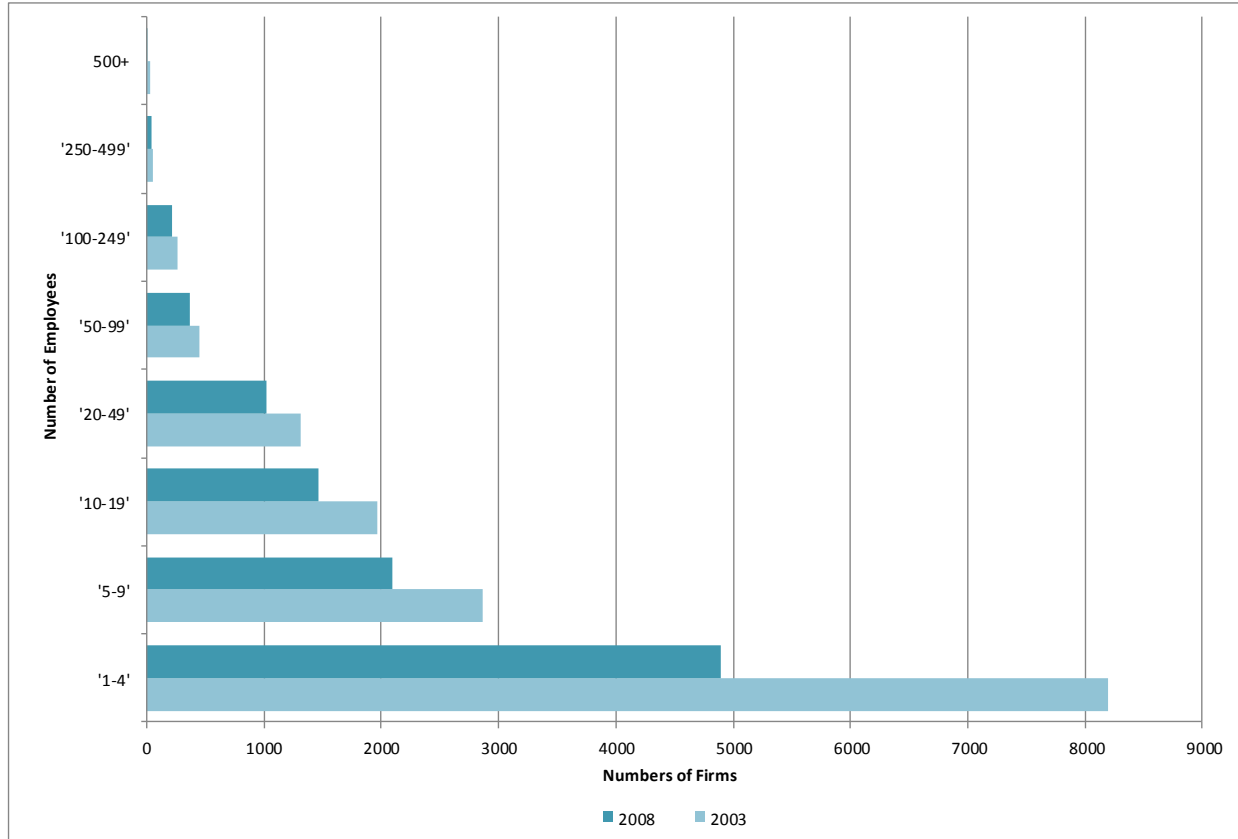


Source: U.S. Bureau of Labor Statistics Local Area Unemployment Statistics, 2009

Regional Employers

The Pioneer Valley region’s economy is rooted in small businesses. About 94% of businesses in 200 and 2008 were firms of fewer than fifty people (Figure 21), and more than 70% were firms with fewer than 10 employees (surpassing 73% in 2008).

Figure 21: Numbers of Employers by Size in the Pioneer Valley Region, 2003 and 2008



Source: U.S. Census Bureau, County Business Patterns, 2003 and 2008

The number of firms employing between 100 and 499 people was 533 in 2008; 37 firms had more than 500 employees in 2008 (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 2010 (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
University Of Massachusetts	Amherst	Educational Services
1,000 to 4,999 Local Employees		
MassMutual Financial Group	Springfield	Securities, Commodity Contracts, and Other Financial Investments and Related Activities
Big Y Foods Inc.	Springfield	Food and Beverage Stores
U.S. Post Office	Springfield	Postal Service
Sisters of Providence Health System	Springfield	Hospitals
Cooley Dickinson Hospital	Northampton	Hospitals
Holyoke Hospital	Holyoke	Hospitals
Wal-Mart	Chicopee	General Merchandise Stores
City of Springfield	Springfield	Executive Offices
Smith College	Northampton	Educational Services
Department of Mental Retardation	Monson	Administration of Human Resource Programs
Westover Air Reserve Base (civilians only)	Chicopee	National Security and International Affairs
Hasbro Games	East Longmeadow	Plastics and Rubber Manufacturing
C & S Wholesale Grocers Inc.	Hatfield	Merchant Wholesalers, Nondurable Goods
Mount Holyoke College	South Hadley	Educational Services
Yankee Candle Co. Inc	South Derrfield	Retail Trade
500 to 999 Local Employees		
Center for Human Development	Springfield	Ambulatory Health Care Services
Holyoke Community College	Holyoke	Educational Services
Peter Pan Bus Lines Inc.	Springfield	Transit and Ground Passenger Transportation
Amherst College	Amherst	Educational Services
City of Chicopee	Chicopee	Executive Offices
Wing Memorial Hospital	Palmer	Hospitals
Noble Hospital	Westfield	Hospitals
Calloway Golf Company	Chicopee	Miscellaneous Manufacturing
City of Holyoke	Holyoke	Executive Offices
Springfield College	Springfield	Educational Services
Town of Agawam	Agawam	Executive Offices
U.S. Veterans Medical Center	Northampton	Hospitals
Western New England College	Springfield	Educational Services
Smith & Wesson	Springfield	Fabricated Metal Product Manufacturing
RiverBend Medical Group	Chicopee	Ambulatory Health Care Services
Lenox Tools	East Longmeadow	Fabricated Metal Product Manufacturing
Westfield State College	Westfield	Educational Services
Berry Plastics	Easthampton	Plastics and Rubber Manufacturing
Solutia Inc.	Springfield	Chemical Manufacturing
YMCA	Springfield	Amusement, Gambling, and Recreation Activities
City of Westfield	Westfield	Executive Offices
Sunday Republican	Springfield	Publishing Industries (except Internet)
Titeflex Corp.	Springfield	Plastics and Rubber Manufacturing
Wal-Mart	Chicopee	General Merchandise Stores

Source: MA Department of Labor & Workforce Development

The Infrastructure

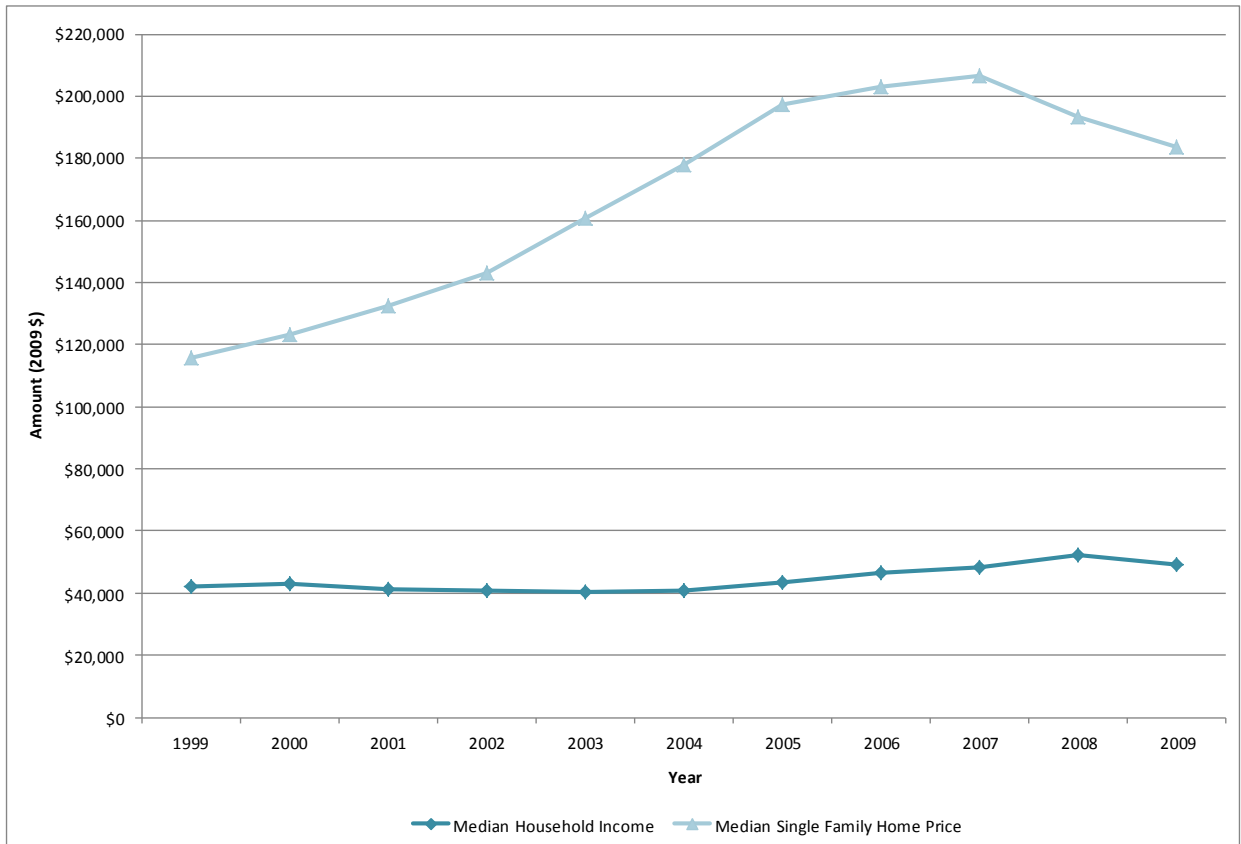
Real Estate

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 22 indicates after 2000 and particularly between 2003 and 2007 prices soared in the region as well as nationwide. Data through 2009 shows how the effects of the recent national economic downturn and housing market crash are impacting the region, with a decrease in median single-family home prices of 11.2% between 2007 and 2009.

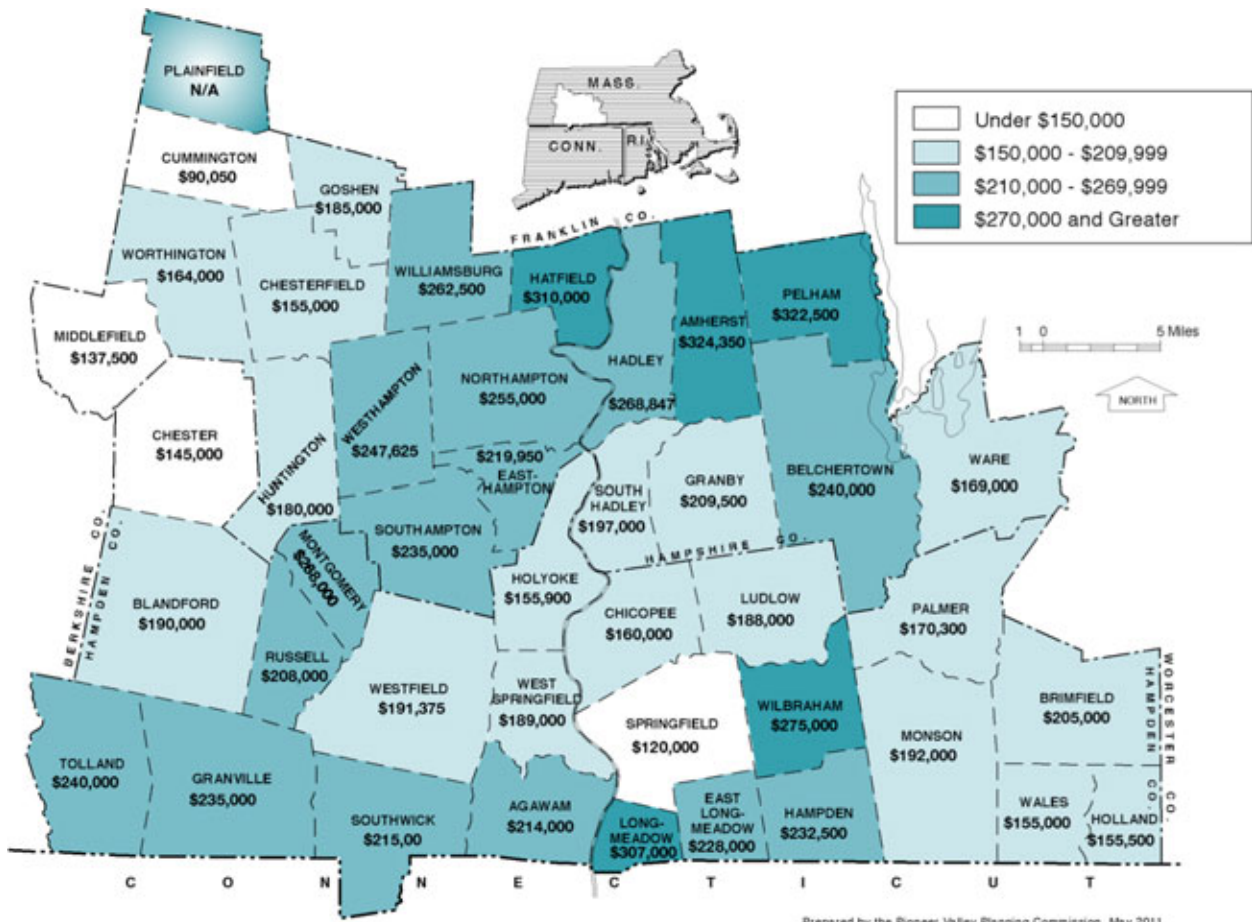
There is a wide range of prices across the 43 cities and towns (Figure 23). As of 2010, the median price of a single-family home in Amherst was \$324,350 (the highest in the region). While there were 5 municipalities in 2007 that had median prices above \$300,000, only four towns were in that range in 2010. At the other end of the spectrum were communities with prices under \$150,000 such as Chester, Cummington, Middlefield, and Springfield. There were a number of housing markets with median sales under \$200,000 as well, including Blandford, Chesterfield, Chicopee, Goshen, Holland, Holyoke, Huntington, Ludlow, Monson, Palmer, South Hadley, Wales, Ware, West Springfield, Westfield, and Worthington.

Figure 22: Median Household Income and Single-Family Home Prices in the Pioneer Valley Region, 1999 – 2009



Source: The Warren Group; American Community Survey 2009 1Year Estimate

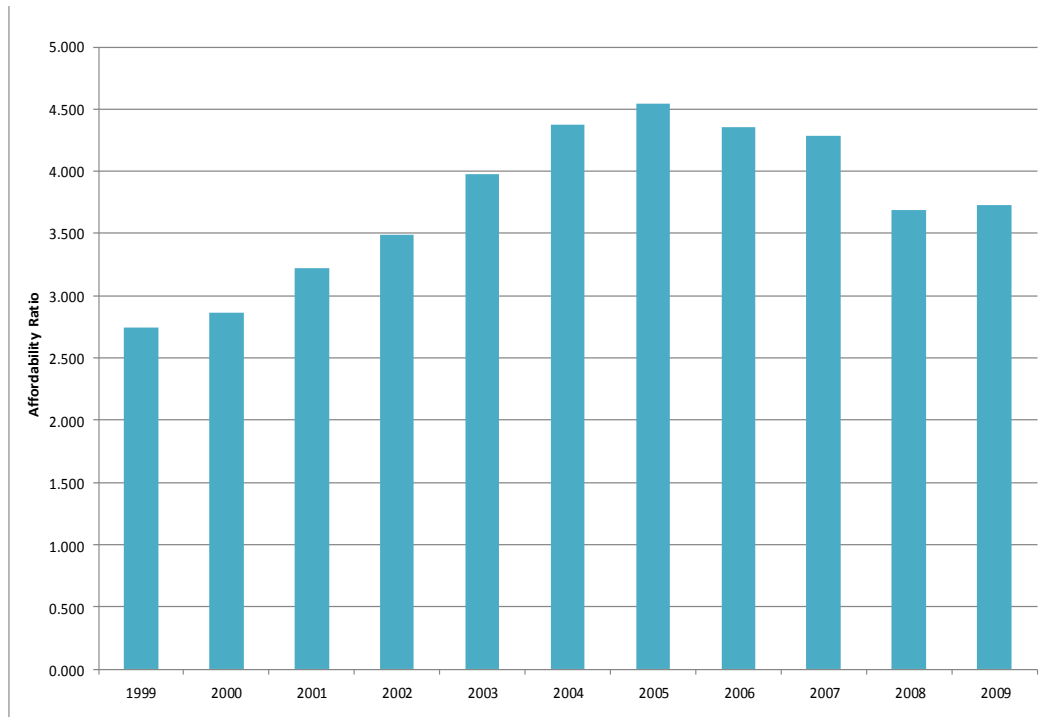
Figure 23: Median Sale Price of Single-Family Homes in the Pioneer Valley Region (2010)



Prepared by the Pioneer Valley Planning Commission, May 2011.

Source: The Warren Group 2010

**Figure 24: Pioneer Valley Region Housing Affordability Ratio
(Median Price/Median Income), 1999 – 2009**



Source: U.S. Census Bureau; Small Area Income and Poverty Estimates (SAIPE); The Warren Group, 1999-2009

In Hampshire County, sales of single-family homes remained similar to the year before, falling by just 0.51% in 2010, while prices rose by just 1 percent. In Hampden County prices did not rise at all, while sales dropped by almost 8 percent. 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 the household yearly income. With median incomes of \$49,244 in 2009 that translates into \$147,733. Only four communities in the region had median housing prices equal to or less than that amount in 2009.

Another way to examine the problem is through the use of a housing affordability ratio (See Figure 24). 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 2009). 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 13: 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 14: 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 1993 and 2007 the estimated number of daily vehicle miles traveled (DVMT) in the Pioneer Valley region rose about two million miles per day, from about 13.06 million to about 15.05 million. The magnitude of increase is shared in the region's rural areas. Table 15 presents the commute times for each of the Pioneer Valley communities in 2000 and 09. The 1.2% 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 15: Pioneer Valley Region Average Commute Times to Work

	Mean Driving Time to Work (minutes)		
	2000	2005-2009	% Change
Massachusetts	27	27.1	0.4
Pioneer Valley Region	21.8	22.1	1.2
Hampden County	21.8	21.9	0.5
Hampshire County	21.9	22.5	2.7
Agawam	20.5	20.4	-0.5
Amherst	18	18	0.0
Belchertown	28.1	26.8	-4.6
Blandford	37.5	34	-9.3
Brimfield	30.1	36.4	20.9
Chester	38.9	36.8	-5.4
Chesterfield	29.4	32.5	10.5
Chicopee	19.3	19.4	0.5
Cummington	38.3	34.8	-9.1
East Longmeadow	21.9	22	0.5
Easthampton	21.1	22	4.3
Goshen	31	27	-12.9
Granby	20.6	21.8	5.8
Granville	29.5	31.8	7.8
Hadley	21.9	19.4	-11.4
Hampden	26.4	24.2	-8.3
Hatfield	20.9	21.8	4.3
Holland	34.2	33.3	-2.6
Holyoke	18.6	18.9	1.6
Huntington	34.4	33.6	-2.3
Longmeadow	20.3	21.1	3.9
Ludlow	21.3	21.9	2.8
Middlefield	41.6	34.8	-16.3
Monson	29.5	28.1	-4.7
Montgomery	29.7	30.1	1.3
Northampton	20	19.6	-2.0
Palmer	22.9	25.5	11.4
Pelham	22.3	23.3	4.5
Plainfield	33.5	30.6	-8.7
Russell	28.1	32	13.9
South Hadley	19.4	21.3	9.8
Southampton	24.8	23.7	-4.4
Southwick	26.4	27.2	3.0
Springfield	21.5	21	-2.3
Tolland	39.4	38.5	-2.3
Wales	36.7	33.3	-9.3
Ware	25.8	30.8	19.4
West Springfield	20.9	19.7	-5.7
Westfield	22.6	23.2	2.7
Westhampton	25.2	30.5	21.0
Wilbraham	24.3	25.3	4.1
Williamsburg	23.3	26.6	14.2
Worthington	40.5	37.1	-8.4

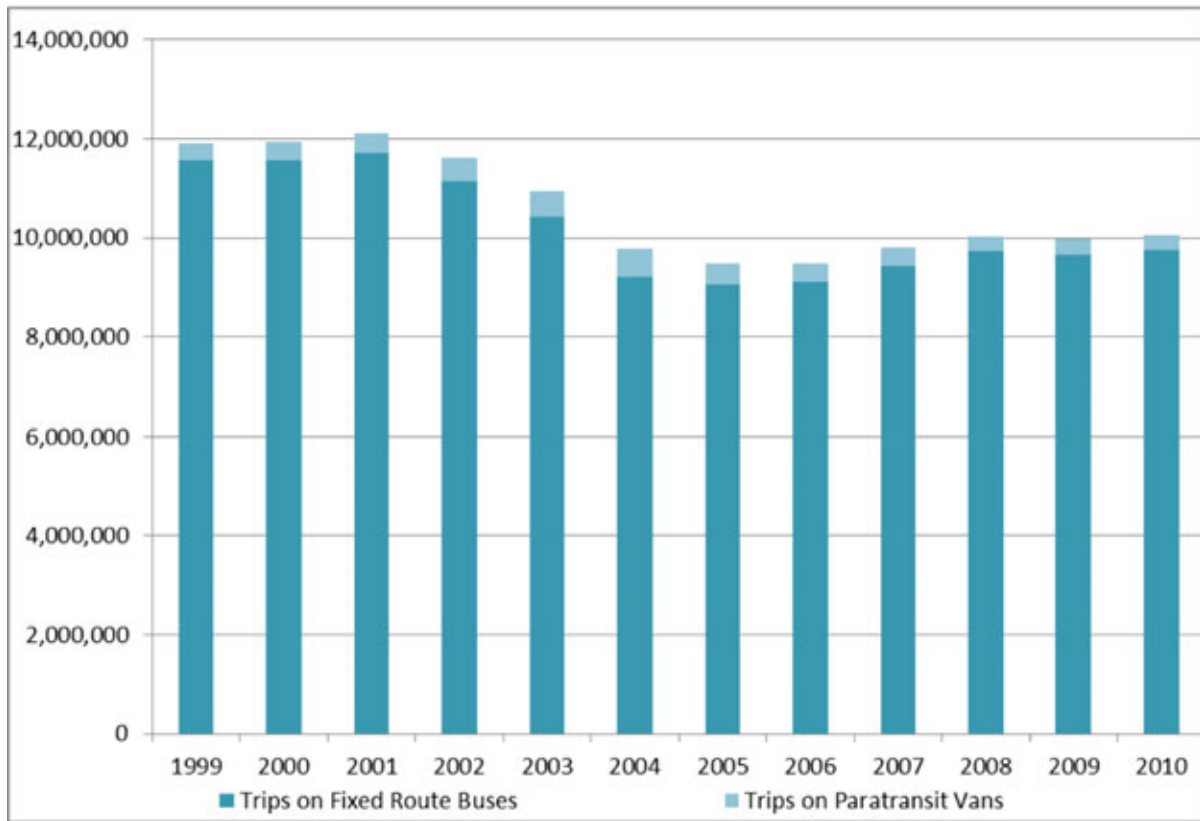
Source: U.S. Census Bureau, 2000 Decennial Census and 2005-09 American Community Survey 5-Year Estimates

Transit Routes

The Pioneer Valley is home to an extensive transit system that offers many different methods of public transportation. Intra-county and intercity buses, para-transit, 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 158 buses and 152 vans. PVTA oversees a network of 44 fixed routes and community shuttles in urban centers and outlying suburban areas. PVTA offers vital access and mobility to its 24 member communities.

Figure 25: Pioneer Valley Transit Authority System Wide Annual Bus and Van Trips, 1999 – 2010



Source: PVTA Annual Reports

In addition to PVTA, intercity bus service in the region is provided by Peter Pan Bus Lines, Greyhound Lines and Megabus. These companies operate a mix of routes to destinations within the region, as well as connections throughout New England and the country. Other private bus carriers provide charters and package tours.

The Springfield Bus Terminal is the major bus station in western Massachusetts, serving as the hub for PVTA Springfield-area routes and regional intercity carriers (except Megabus). The Holyoke Transportation Center is the hub for PVTA service in northern Hampden County, as well as limited service by Peter Pan and Megabus. The Northampton Bus Terminal is served by Peter Pan and Greyhound, with connections to PVTA routes at the nearby Academy of Music stop. In Amherst, PVTA and Peter Pan service is available at the UMass Haigis Mall and Amherst Town Common stops. Peter Pan also has limited service to Mt. Holyoke College in South Hadley. Megabus “Amherst” service is available at the Hampshire Mall in Hadley.

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 (Lake Shore Limited) and north-south (Vermont) routes through the region. The Pioneer Valley has an additional station located in Amherst that is served by two trains per day, one north and one south. The Massachusetts Department of Transportation is now in the process of realigning Amtrak Vermont service north of Springfield to restore passenger rail service to the Connecticut River line through Holyoke, Northampton and Greenfield. Service to Amherst will be offered by a PVTA bus connection. This project is part of a \$72 million federal stimulus grant received in 2010.

Non-Motorized Transportation

In the Pioneer Valley, 0.5% of all residents commute to work by bicycle and 4.4% walk to work (according to the U.S. Census Bureau). 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 also referred to as linear parks.

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

In 2010 the Pioneer Valley Transit Authority expanded its “Rack and Roll” bikes-on-buses program to the entire region. Now all 158 buses in the PVTA fleet are equipped with frequently used racks, allowing cyclists to transport their bikes on public service transit lines throughout Hampden and Hampshire Counties.

Through the Pioneer Valley “Share the Road,” program the PVPC has worked jointly with the Franklin Regional Council of Governments and the Massachusetts Department of Transportation (MassDOT) on the installation 380 bike related signs including “Share the Road” signs, “Bike Route” signs, “Connecticut River Walk” signs, as well as 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/>

The region has an ever expanding network of off-road facilities ranging from traditional bike paths to multi-use trails or linear parks. The PVPC assisted local municipalities on the installation of more than 300 bicycle parking racks throughout the region’s urban cores with the capacity to secure more than 900 bicycles. The PVPC also produced a series of instructional bike-rack installation videos to assist communities and nonprofit organizations which are available at the PVPC’s video hosting site: <http://www.youtube.com/user/PVPCgroup>. Currently sixteen communities provide 80 miles of bicycle lanes, multi-use paths or “rail trails” in the region, while several communities have similar projects in the design phase.

One successful example is the Norwottuck Rail Trail, the region’s largest bikeway project, which opened in 1993. The ten-mile Norwottuck Trail links together the communities of Northampton, Hadley, Amherst, and Belchertown, and facilitates travel to and from educational institutions, downtown commercial areas, major employment centers and residential neighborhoods. Weekend traffic counts show an average of 1,200 people per day utilize the Trail during the peak season which includes when local colleges and the University of Massachusetts, Amherst are in session. A trail survey conducted in 2002 showed 25% of weekday trail use was for commuting to work, school, or shopping—those approximate 400 trips would otherwise be made with motor vehicles.

Pedestrian access and circulation are typically better in town or city centers due to the nature of their physical infrastructure. Shops, office buildings, restaurants and other physical amenities are generally clustered together and connected by a pedestrian network of sidewalks and paths, which is often more accessible and efficient than the sometimes serpentine vehicle network of roadways some of which are former cow-paths or native American trails. The central business districts of Amherst, Chicopee, Northampton, and Springfield offer good examples of downtown areas that are sensitive to pedestrian circulation and access. The availability of safety features on sidewalks and walkways is extensive and growing; some crosswalks are signalized with citizen-activated traffic lights while others are enhanced with nub-out curb cuts and/or elevated pavement and traffic islands with signage. In addition access points for persons with disabilities are incorporated and in a few cases audio devices are included in traffic signals to aid the visually impaired.

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 method 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 (FTL) 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 urban communities have at least one trucking firm or independent operator. Springfield-based trucking firms also provide nationwide connections to points in New Hampshire, New York State, Vermont, other parts of the Northeast and Canada.

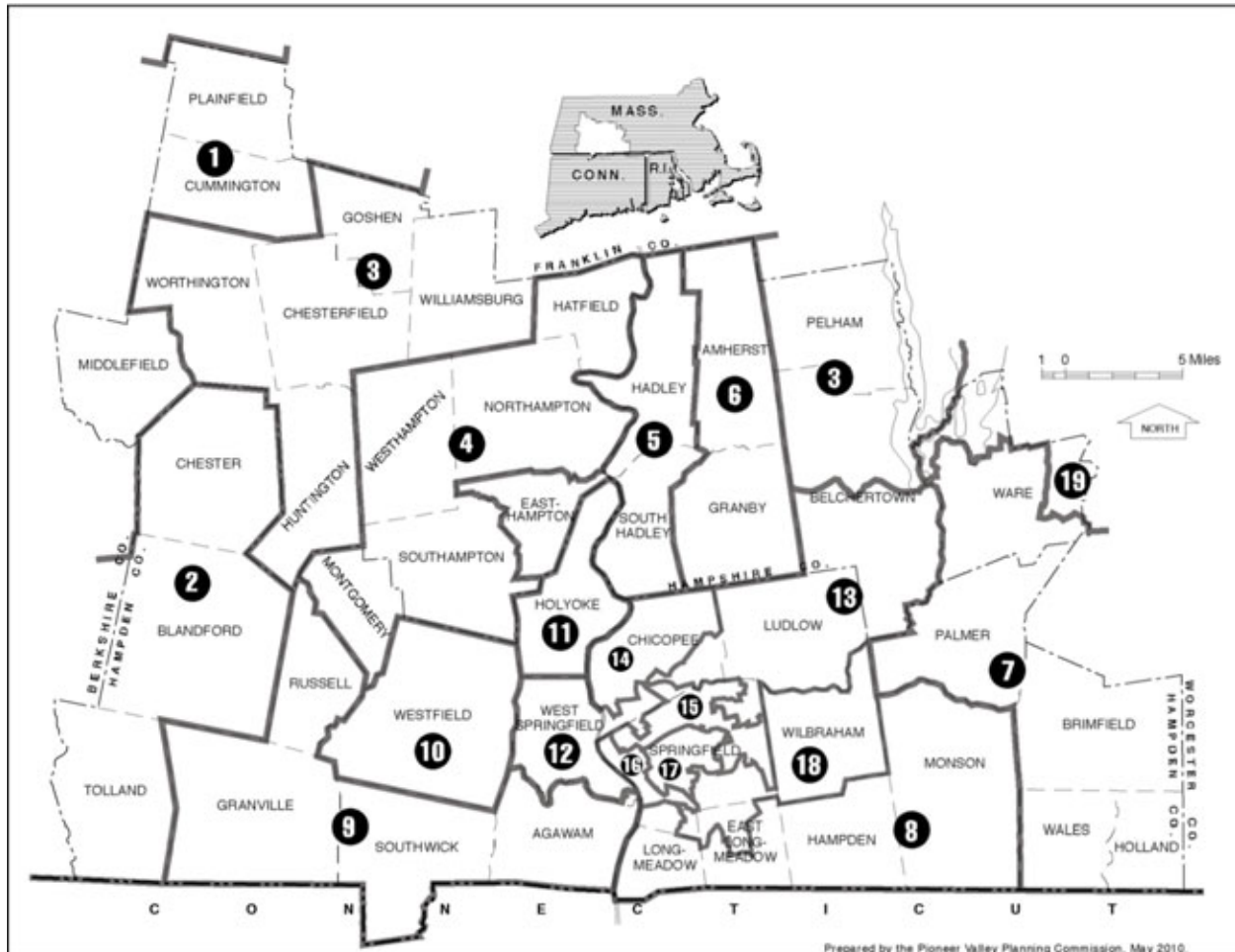
Five rail carriers provide freight service in the Pioneer Valley Region: CSX Transportation, Pan AM Southern, New England Central, Pioneer Valley Railroad, and MassCentral Railroad. The region's largest freight and intermodal yard, operated by CSX, is located in West Springfield. Another major freight and switching yard important to the region is B&M's North Deerfield Yard, located in neighboring Franklin County to the north. 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 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 other 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.

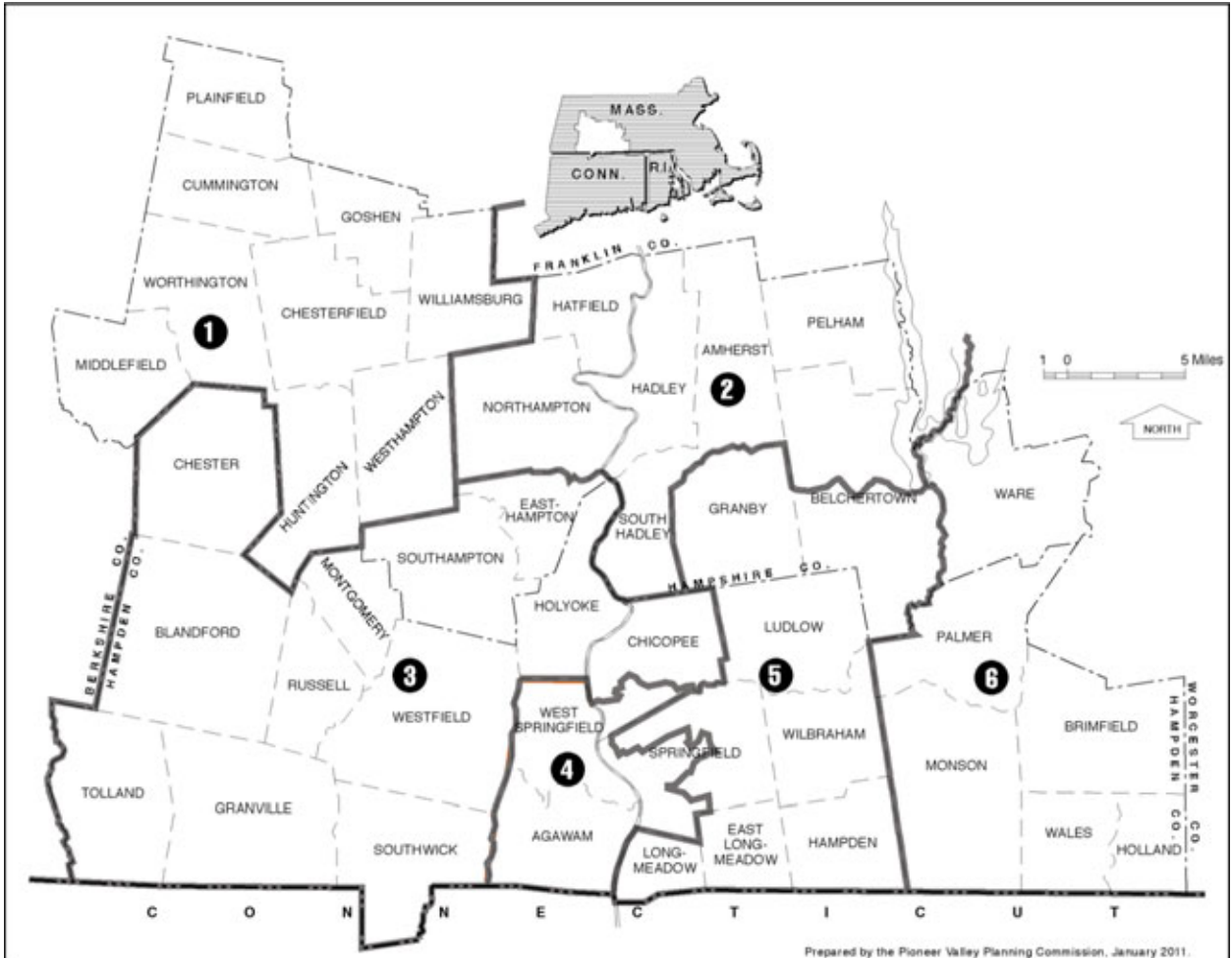
Figure 26: Pioneer Valley Region State Representatives and Districts



Prepared by the Pioneer Valley Planning Commission, May 2010.

- | | | | | |
|---|--|--|---|------------------|
| <p>1 Paul W. Mark (D)
 2nd Berkshire District
 State House, Room B2
 (617) 722-2425
 P.O. Box 114
 Dalton, MA 01227
 (413) 496-9666
 paul.mark@mahouse.gov</p> | <p>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
 john.scibak@mahouse.gov</p> | <p>9 Nicholas A. Boldyga (D)
 3rd Hampden District
 State House, Room B1
 (617) 722-2425
 nicholas.boldyga@mahouse.gov</p> | <p>13 Thomas M. Petrolati (D)
 7th Hampden District
 State House, Room 234
 (617) 722-2255
 116 Sewall St.
 Ludlow, MA 01056
 (413) 569-7303
 thomas.petrolati@mahouse.gov</p> | <p>17</p> |
| <p>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.smbtyl@mahouse.gov</p> | <p>6 Ellen Story (D)
 3rd Hampshire District
 State House, Room 277
 (617) 722-2012
 ellen.story@mahouse.gov</p> | <p>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
 donald.humason@mahouse.gov</p> | <p>14 Joseph F. Wagner (D)
 8th Hampden District
 State House, Room 134
 (617) 722-2400
 333 Front St., Suite 3
 Chicopee, MA 01013
 (413) 592-7857
 joseph.wagner@mahouse.gov</p> | <p>18</p> |
| <p>3 Stephen Kulik (D)
 1st Franklin District
 State House, Room 238
 (617) 722-2380
 1 Sugarloaf St.
 South Deerfield, MA 01373
 (413) 665-7200
 stephen.kulik@mahouse.gov</p> | <p>7 Todd M. Smola (R)
 1st Hampden District
 State House, Room 156
 (617) 722-2240
 todd.smola@mahouse.gov</p> | <p>11 Michael F. Kane (D)
 5th Hampden District
 State House, Room 473B
 (617) 722-2263
 250 Westfield Rd.
 Holyoke, MA 01040
 (413) 540-9842
 michael.kane@mahouse.gov</p> | <p>15 Sean Curran (D)
 9th Hampden District
 State House, Room 473B
 (617) 722-2263
 430 Springfield St.
 Springfield, MA 01107
 (413) 746-2728
 sean.curran@mahouse.gov</p> | <p>19</p> |
| <p>4 Peter V. Kocot (D)
 1st Hampshire District
 State House, Room 163
 (617) 722-2040
 peter.kocot@mahouse.gov</p> | <p>8 Brian M. Ashe (D)
 2nd Hampden District
 State House, Room 540
 (617) 722-2090
 brian.ashe@mahouse.gov</p> | <p>12 Michael J. Finn (D)
 6th Hampden District
 State House, Room B1
 (617) 722-2425
 michael.finn@mahouse.gov</p> | <p>16 Cheryl A. Coakley-Rivera (D)
 10th Hampden District
 State House, Room 39
 (617) 722-2014
 15 Wilcox St.
 Springfield, MA 01105
 (413) 739-1503
 cheryl.coakleyrivera@mahouse.gov</p> | <p>10</p> |

Figure 27: Pioneer Valley Region State Senators and Districts



Prepared by the Pioneer Valley Planning Commission, January 2011.

**1 Benjamin B. Downing (D)
Berkshire, Hampshire and
Franklin District**
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Boston, MA 02133
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7 North Street, Suite 307
Pittsfield, MA 01201
(413) 442-4008
benjamin.downing@masenate.gov

**2 Stanley C. Rosenberg (D)
Franklin and Hampshire
District**
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(617) 722-1532
FAX: (617) 722-1062
1 Prince St.
Northampton, MA 01060
(413) 584-1649
stan.rosenberg@masenate.gov

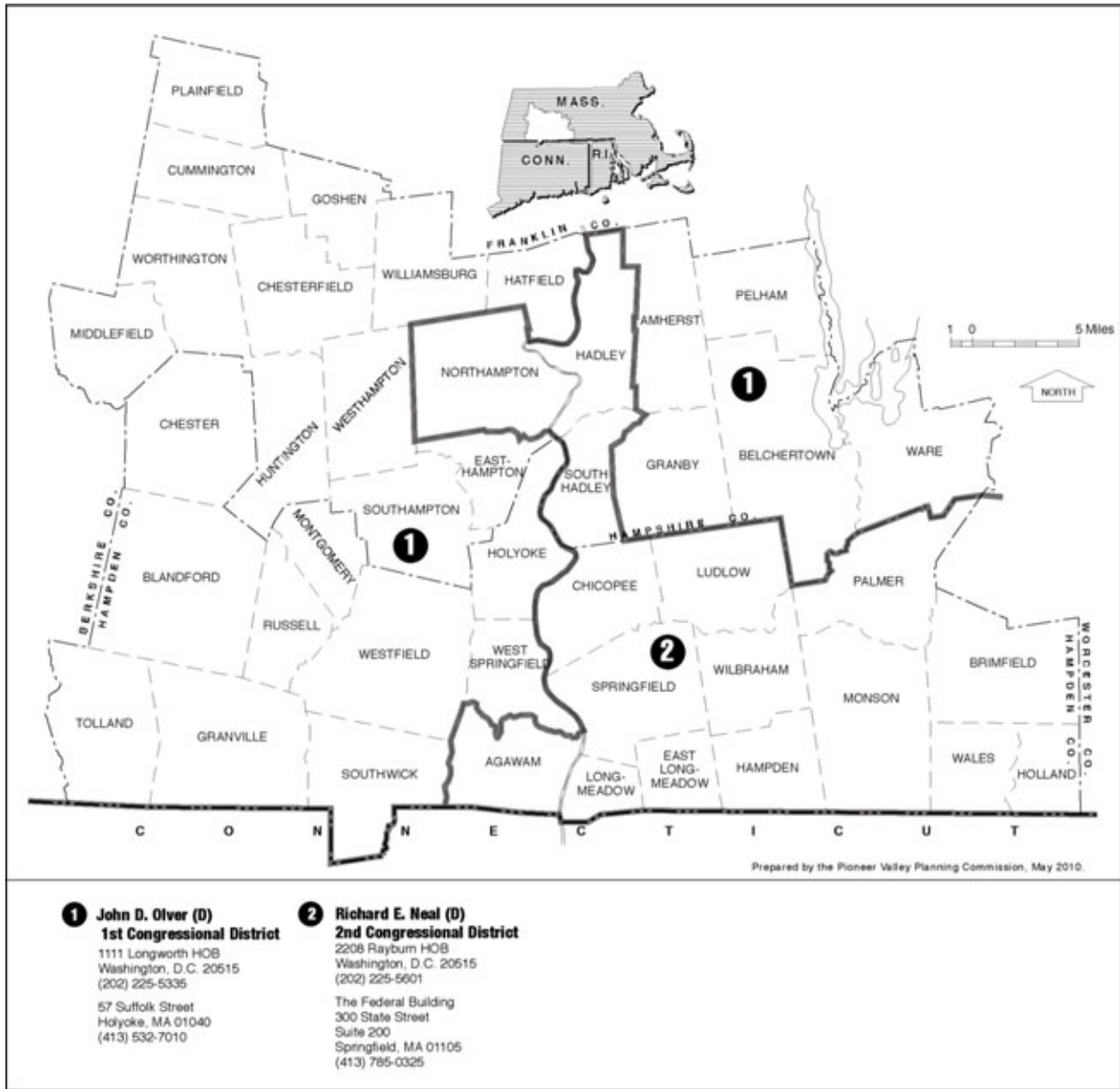
**3 Michael R. Knapik (R)
2nd Hampden and
Hampshire District**
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(617) 722-1415
57 North Elm St.
Westfield, MA 01085
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**4 James T. Welch (D)
Hampden District**
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West Springfield, MA 01089
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**5 Gale D. Candaras (D)
1st Hampden and
Hampshire District**
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**6 Stephen M. Brewer (D)
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Hampshire and Franklin
District**
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stephen.brewer@masenate.gov

Figure 28: Pioneer Valley Region Congressional Districts & Senate Contacts



U.S. Senate

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 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

Assessment of Economic Development Conditions

Weaknesses & External Threats

We have 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
- Very modest population growth, especially in the Pioneer Valley's urban core cities of Springfield, Holyoke, and Chicopee
- Limited inventory of industrial land with essential infrastructure services readily available across the region
- 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
- Gaps still to be filled in the availability and affordability of high-speed broadband Internet and telecommunication infrastructure
- 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
- Continuing home foreclosures as part of the nationwide mortgage crisis, particularly in Springfield
- 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

The Pioneer Valley region has also dealt with a severe blow in the form of a deadly EF-3 tornado that left a path of destruction in the communities of Westfield, Agawam, West Springfield, Springfield, Wilbraham, Monson and Brimfield in Hampden County, as well as Sturbridge, Southbridge, Oxford and Charlton in Worcester County. President Obama declared a major disaster status for the area on June 15, 2011, due to \$23.9 million in estimated damages to uninsured buildings, roads and infrastructure, plus the cost of essential overtime and materials. A total of 319 homes were destroyed by the tornado, and another 600 had major damage. Many others had partial damage; insurers have already reported over 5,000 homeowners' claims totaling more than \$90 million.

The Federal Emergency Management Agency (FEMA) will set up disaster recovery centers in each of the affected communities, and federal assistance will now be available for a variety of costs, including certain costs borne by homeowners and businesses after their individual insurance settlements are reached. The aid will pay for at least 75% of the eligible costs of repairing or replacing public roads, bridges, utilities and buildings in the affected communities, as well as debris removal and overtime for municipal employees. The Massachusetts House of Representatives has also approved \$15 million to pay for costs of state agencies responding to the disaster.

Many of the weaknesses and external threats affecting the region are being addressed by the implementers of the Plan for Progress goals and strategies. Long-term solutions will require long-term commitment and collaboration, as well as leveraging of the region's numerous strengths.

Competitive Advantages

Despite the threats described above, the Pioneer Valley region possesses numerous competitive advantages, which must be 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 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 giving the region a major advantage in moving both people and freight and being a freight distribution hub for New England and the Northeast.

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; and introduction of the first commercial radio and UHF television stations.

A Center 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 serving as the primary telecommunication access hub for eight states.

An Entrepreneurial Focus and Resource Centers

In the last two decades, the Pioneer Valley region has undergone a profound shift as the number of very large employers has diminished and the importance of small businesses has grown. This trend is partly a result of the departure of some of the larger manufacturing businesses as well as changes in business practices that have led many businesses to outsource particular functions – creating small businesses that provide numerous support functions for downsized larger businesses.

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. Several other business incubators are located throughout the region. 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 are linked with the area's universities and colleges in a number of ventures, including a precision machining initiative and the development of clean energy resources, 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.

Other Strengths & Opportunities

We have identified 11 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, InternHere.com program, and Sustainable Communities Initiative.
- 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
- 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
- Emerging signs of economic turnaround and improvement of the City of Springfield's financial status
- Federal funding to expand broadband access in underserved and unserved areas

Analysis of the Region's Economic Clusters

Economic clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field. The Pioneer Valley is home to several well-developed clusters, and is also connected to world-leading industry clusters centered in the Boston area. Cluster development initiatives are an important new direction in economic policy and include efforts such as supply-chain development, market intelligence, incubator services, attraction of foreign direct investment, management training, workforce training, joint R&D projects, marketing of the region, and setting technical standards.

The following information on the region's most significant clusters has been provided by the Economic Development Council of Western Massachusetts (EDC), which has been working closely with these businesses to identify opportunities as well as issues of concern. In addition, the Holyoke Innovation District Design and Development Task Force has been working with consultant HDR to identify key clusters in the region, and a draft report will be available in the summer of 2011. In early June 2011, America 2050 and the Regional Plan Association prepared a report assessing the impact of passenger rail improvements in the Knowledge Corridor. This report included an analysis by the Regional Plan Association of the "location quotient" (LQ), or relative concentration, of various knowledge industries in the region, based on employment. An LQ of "1" indicates that an industry has a similar proportion of employment in that industry compared to most other regions, while an LQ higher than "1" indicates a higher concentration of that industry. Based on these sources, important clusters in the region include advanced manufacturing, digital technologies, health and biomedical, energy and clean technology, and the creative economy. In services, the region is strong in financial services, logistics and distribution, and tourism sectors.

Health and Biomedical

The Pioneer Valley boasts a growing cluster specializing in health and biomedical products and services, capitalizing on research and clinical R&D assets and on its legacy as home for innovative, quality product manufacturing. The Knowledge Corridor is known for the quality of its medical device manufacturing industry, applying expertise in precision metalworking to the exacting requirements of FDA-regulated products. Today, more than 50 companies employ 3,000 workers in all aspects of the medical device industry, including component manufacturing, contract manufacturing, labeling, and testing. Pioneer Valley products and services include:

- Consumable medical supplies and disposable devices for patients
- Consumable lab-ware, brushes, wipes and clean room supplies
- Engineering and design of medical devices, instruments and systems
- Precision GMP manufacturing of regulated medical devices and products
- IT, Web solutions, and consulting services for the biomedical/pharmaceutical industry

Baystate Health System—the region’s clinical hub, a teaching hospital and the second largest hospital system in Massachusetts—supports basic, clinical and biomedical research across a broad spectrum of medical and surgical specialties, with many nationally-recognized programs. Baystate hosts clinical trials and houses an extensive tissue bank for research purposes.

More than 200 faculty at the University of Massachusetts Amherst specialize in health and biomedical research, in addition to scientists at nearby Smith College and Mount Holyoke College. NIH awards to UMass researchers were nearly \$30 million in 2009-10, and the university is constructing new lab and teaching buildings to support its growing role as a translational biomedical research institution. UMass Amherst and Baystate Health System are partners in the Pioneer Valley Life Sciences Institute. Key research focus areas include neurological, health outcomes, developmental and reproductive biology, structural biology, kinesiology, microbiology, cancer and bioengineering.

The LQ for health care in the Knowledge Corridor is 1.34, with the Springfield metropolitan area at 1.56. For medical device manufacturing, the Knowledge Corridor has an LQ of 1.46 and Springfield is 1.27.

Educational Services

In the Pioneer Valley region (the 43 cities and towns within the Hampshire and Hampden County areas, there are 13 public and private colleges and universities, several of which are nationally recognized institutions. Together, these educational institutions employ 12,304 people in two distinct geographic clusters. In the northern half of the region, the well-known Five College area is home to the University of Massachusetts/Amherst, Smith College, Mount Holyoke College, Hampshire College, and Amherst College. These five institutions together graduated more than 6,000 students in 2010 and employed approximately 8,500 people. The University of Massachusetts employs approximately 4,800 people, making it the largest educational institution in the region and the third largest single employer within the Pioneer Valley region.

In the southern half of the region, the Cooperating Colleges of Greater Springfield encompass the remaining eight colleges within the Pioneer Valley region. These eight colleges - 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 employed nearly 4,000 people and graduated more than 6,000 students in 2010.

Together, the 13 colleges and universities afford residents of the Pioneer Valley region a multitude of educational opportunities and provide employers with an annual pool of skilled talent. Many specialized training programs and area trade schools also exist to support and enhance the region’s major industry clusters by offering advanced programs in the fields of manufacturing, precision machining, health care, information technology, life sciences, medical devices, financial services, biotechnology and renewable energy. Organizations dedicated to curriculum development or related educational services are also part of this cluster. This sector provides the region with a strong employment base and a superior foundation from which to launch many of the region’s economic development initiatives. The LQ for educational services is 2.08 for the Knowledge Corridor and 2.66 for the Springfield metropolitan area.

Advanced Manufacturing

Western Massachusetts has long been known for a large and diverse manufacturing industry employing nearly 40,000 workers. In Hampden County alone, manufacturing represents over 12 percent of the region's total employment and almost 10 percent in Hampshire and Franklin Counties. This industry is focused in developing parts and products within the Fabricated Metal, Paper, Computer, Electronics and Transportation Equipment industries, used to supply major commercial manufacturers in the United States and abroad. Firearms manufacturing is quite highly concentrated in the Springfield area, with an LQ of 27.57, primarily due to the presence of Smith and Wesson. For the Knowledge Corridor as a whole, it is 9.04. Plastics manufacturing is another strong industry in the Springfield area, with an LQ of 2.48, while its presence in the full corridor is average (1.03).

The current focus of area manufacturers lies within three main initiatives: technology development, attracting additional manufacturing companies to the area and meeting present and future staffing demands. Insuring a supply of skilled employees is a region-wide goal being addressed by a partnership of manufacturing companies, local colleges, grant programs and regional employment boards.

This cluster works extensively with regional industry organizations, such as the Western Massachusetts Chapter of the National Tooling and Machining Association, to develop and implement new, innovative technologies, to share intellectual capital and resources, and to develop partnerships with companies that demand precision manufacturing conducted in a time-sensitive, cost-effective manner.

Precision Machining

Western Massachusetts is home to 300 precision machining companies with more than 7,700 employees. These companies perform high-mix, low-volume, highly-engineered precision machining of components and assemblies for major commercial manufacturers, aircraft engine builders and military equipment contractors across the globe.

This cluster's presence in the Hartford-Springfield Knowledge Corridor has resulted in new orders flowing down the supply chain from large aviation companies such as Pratt & Whitney, Hamilton Sundstrand and Sikorsky. The region's precision machining companies have adopted new technologies to increase productivity and competitiveness as suppliers. These businesses also have the available infrastructure, equipment, and employee skills sets needed to commercialize projects now being designed and developed for markets such as alternative energy, bio-technology, clean technology and medical devices. Precision machining in the Knowledge Corridor has an LQ of 3.41, and for the Springfield metropolitan area it is 2.71.

The Western Massachusetts Chapter of the National Tooling and Machining Association and its more than 60 member companies are committed to developing new technology, providing applications engineering support, implementing sustainable workforce development strategies, enhancing employee skills and developing business partnerships. A dense concentration of companies, industry networks and academic support programs enhance the precision machining environment in the Pioneer Valley in which manufacturers are united in working for innovation, new technologies and partnerships. A Massachusetts Center for Advanced Precision Manufacturing Technology was launched in 2010 to develop and implement new, innovative technologies, share intellectual capital and resources, and forge partnerships among companies.

Financial Services

The Financial Services industry of the Pioneer Valley and the Knowledge Corridor is a powerful force in both national and international markets. Multi-national banks, the Springfield-based operations of the MassMutual Financial Group and Liberty Mutual, as well as the Knowledge Corridor's dense concentration of insurance giants, all contribute to the region's strong financial services cluster. The Regional Plan Association calculated the LQ for the Knowledge Corridor as 1.51, with Springfield at 0.93.

Springfield is the headquarters of the MassMutual Financial Group, an industry staple since 1851 that sits among the Fortune 100 and was recently named one of the magazine's "Most Admired" companies. This mutually owned financial protection, accumulation and income management company is among the region's largest employers and plays an active role in the area's development. MassMutual subsidiary Babson Capital Management LLC is an entrepreneurial investment firm also located in Springfield. A more recent addition to the region's financial services landscape is the Liberty Mutual Insurance Group, the sixth largest personal and car insurance company in the United States. Liberty Mutual's growing home, auto and life insurance operations moved into the Springfield Technology Park at Springfield Technical Community College as the result of a 2008 expansion.

"The Insurance Capital of the World," Hartford, Connecticut, is less than 30 minutes from downtown Springfield. Internationally-known companies based along the Knowledge Corridor include Travelers, Aetna, The Hartford, ING and The Phoenix Companies, Inc.

Banking also plays a major role in the Pioneer Valley. Bank of America, Sovereign Bank, Citizens Bank and TD BankNorth are the largest of these institutions. Alternative financing also maintains a presence through the region's venture capital and angel investors.

Digital Technologies

Information and communications technology is a driver of economic growth in the Pioneer Valley. Industrial-scale computer operations, regional IT and telecom companies, and hundreds of small-scale tech enterprises all leverage the region's rich digital infrastructure, skilled workforce, research resources, cluster ecosystem and geographic advantages to serve national markets from a low-cost New England setting.

The Pioneer Valley is host to a key northeast U.S. fiber optic backbone junction point with telecommunication points of presence for AT&T, MCI WorldCom, Verizon, Sprint and Frontier. The Springfield Technical Community College Technology Park is outfitted with state-of-the-art fiber optic telecommunications infrastructure for voice lines, high-speed data and Internet access. One of the least expensive locations for a business to send and receive high-speed data transmissions in New England, the park is connected to fiber-optic cables laid alongside the region's interstate highways as well as several local fiber loops, including a direct fiber connect to the University of Massachusetts and the Five College System. Also a major switch hub of the Northeast, the park is home to switching centers for several major long distance telephone carriers. In addition to the park's tenant companies' investments in equipment and technology, the Western Massachusetts Electric Company provides two separate 13,800 volt feeders derived from separate sub-stations. The fiber-optic backbones provides high-speed service throughout most of the urban and suburban landscape, and a "middle mile" project is under way to extend service to the underserved rural areas. Broadband, Internet and computational infrastructure links corporations, state data systems, and local colleges and universities.

The Knowledge Corridor's 29 colleges provide a consistent flow of two-year, four-year, and advanced degree graduates, equipped with the industry-specific skills to meet and exceed the region's high-tech workforce demands. In the Pioneer Valley alone, 13 colleges graduate nearly 500 students each year in computer science and other digital technology majors at all levels. Many area colleges are noted for information technology excellence and work closely with the local IT industry, providing interns, academic research assistance and custom training courses for companies. Specifically, the University of Massachusetts' Computer Science Program has been the recipient of a number of prestigious industry designations, including being ranked among the top 20 computer science Ph.D. programs in the U.S. according to a National Research Council study.

A large and diverse creative economy, much of it based in technology-driven fields, thrives in the region as well. The immense workforce of the region's high-tech industry is exemplified through organizations such as Hidden Tech, a rapidly growing group of 1900-plus small and home-based companies. This peer-networking group provides forums for business development, alliance-building and advocacy for issues of economic planning and technology services. A majority of the businesses represented by Hidden Tech operate from the Northampton-Amherst area while providing their services to clients around the globe.

Energy and Clean Technology

The Massachusetts Technology Collaborative (MTC) 2007 Clean Energy Census reported that over 14,400 people were employed in this new and emerging sector, including technology developers, entrepreneurs, investors, inventors, venture capitalists and service specialists, among many others. The Massachusetts Clean Energy Center (MA CEC) reports that there has been a 65% increase in clean energy companies in the state from 2007-2010. The MA CEC will complete a fully updated census of clean energy sector jobs and companies in the fall of 2011. The LQ for renewable energy industry in the Knowledge Corridor is 4.46, partly due to a high concentration in the Hartford area (8.31), while in the Springfield metro area it is 0.88. The Pioneer Valley can be a particularly efficient place to locate a renewable energy business because wage rates and real estate costs are lower than other major Northeast metro areas.

In 2008, Massachusetts Governor Deval Patrick signed the Green Communities Act of 2007 into law. This landmark energy legislation is a comprehensive, multi-faceted energy reform bill that encourages energy and building efficiency, promotes renewable energy, creates green communities, implements elements of the Regional Greenhouse Gas Initiative (RGGI), and provides market incentives and funding for various types of energy generation.

Tourism

The travel, tourism and hospitality industry plays an important role in the Pioneer Valley. The visitor industry ranks second in the United States and third in the Commonwealth, making it critical to our economy. Tourist dollars are spent in a variety of ways that directly affect the bottom line of area businesses from transportation and fuel to food, lodging and entertainment. The LQ for Tourism is 0.95 in the Springfield metro area and 0.8 for the Knowledge Corridor as a whole.

The Pioneer Valley tourism industry cluster is boosted by the region's famed attractions, including Six Flags New England, Yankee Candle Village, the Dr. Seuss National Memorial Sculpture Garden, the Naismith Memorial Basketball Hall of Fame and the Eric Carle Museum of Picture Book Art. The Valley is also known for its unique festivals and fairs including the Eastern States Exposition (the "Big E"), Bright Nights at Forest Park, the Paradise City Arts Festival and Holyoke's St. Patrick's Day Parade, ranked in the nation's top three.

Howdy University is an affordable customer service training program for front-line tourism industry workers. This program features training by nationally-known customer service experts, mini-grants for members to identify market niches, marketing programs and the annual Howdy awards for customer service excellence.

Creative Economy

The Pioneer Valley is recognized as having an active and prominent cultural community and is home to many artists and creative businesses. These activities and enterprises are a significant source of employment and income for the region. In addition to its colleges and universities, the region boasts many cultural institutions and other businesses that are leaders in a variety of creative industries. Furthermore, its proximity to the major metropolitan areas of Boston, Hartford, and New York City, as well as to Bradley International Airport, provides a rich exchange of culture, innovation, and talent. The creative economy includes occupations and industries that focus on the production and distribution of cultural goods, services, and intellectual property, such as publishing, entertainment, design, journalism and writing, photography, performing arts and individual artists. Parts of the Pioneer Valley have significantly higher concentrations of creative workers than the state of Massachusetts or the nation as a whole, and these workers are found in a broad diversity of cultural occupations.

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 29) 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 29: Pioneer Valley Plan for Progress Implementers

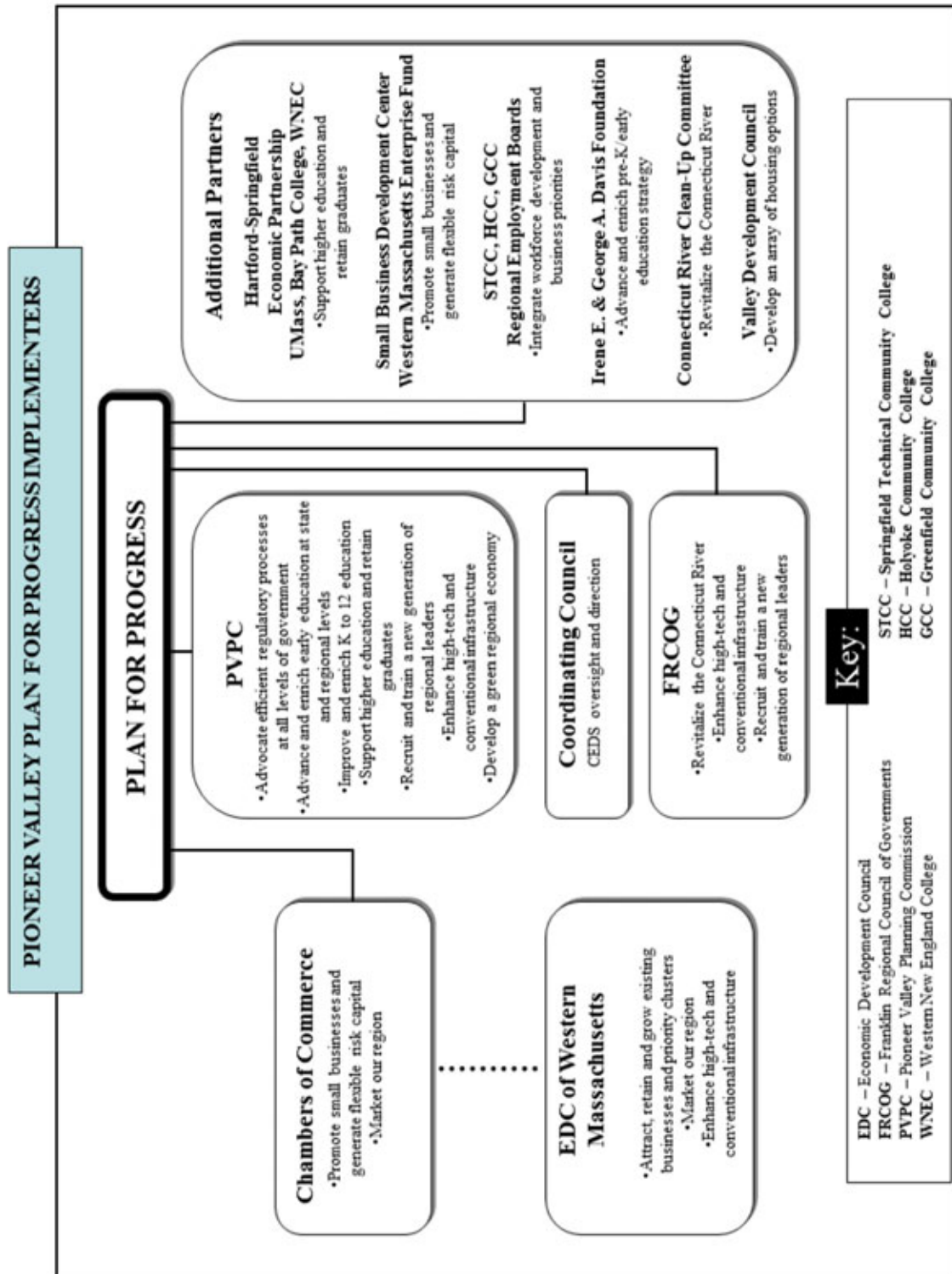
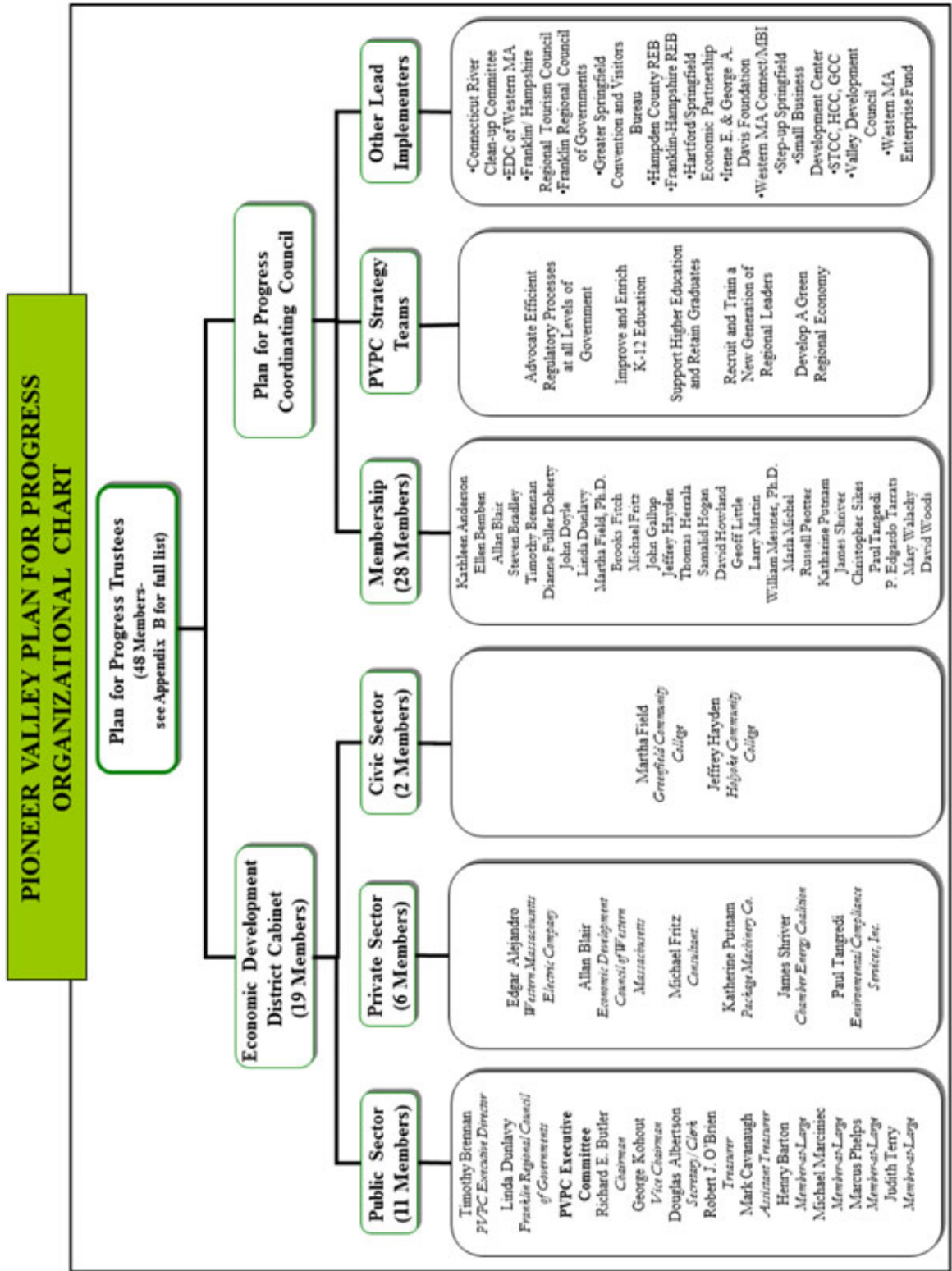


Figure 30: Pioneer Valley Plan for Progress Organizational Chart



A VISION FOR THE PIONEER VALLEY REGION

Regional Goals and Objectives



Springfield Historic District and Downtown

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 2004 Plan for Progress, and current challenges.

The original 1994 Plan for Progress was created as a blueprint for growth and development of the regional economy, but the current Plan, completely revised in 2004 and 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 for Progress 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.

The 2004 Plan for Progress presents 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:

- 1) 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.
- 2) 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.
- 3) 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 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: 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; and the first year's results in a new Accountability System (which debuted in the 2008 CEDS Annual Report). 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.

The cross-cutting themes and strategies of the Plan for Progress are described in the following sections.

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 (clean energy, 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 in October 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; and
- 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 were held in early 2010 in the North Central, Pioneer Valley and Northeastern regions of Massachusetts. 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 discussed 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.

Knowledge Corridor and Franklin Regional Plans for Sustainable Development

The Knowledge Corridor Regional Plan for Sustainable Development is an effort of the Hartford-Springfield Economic Partnership and a Knowledge Corridor Consortium that includes three planning regions (the Pioneer Valley Planning Commission, the Capital Region Council of Governments in Connecticut, and the Central Connecticut Regional Planning Agency) and many cooperating organizations. Awarded \$4.2 million by the U.S. Department of Housing and Urban Development (HUD) in the fall of 2011, the three regional organizations will work together to create new opportunities for sustainability in the environment, land use, housing, transportation, employment, and leadership development. The consortium will update and integrate existing regional plans and add new plan elements to form the Knowledge Corridor Regional Plan. The Franklin Regional Council of Governments has also received a Sustainable Communities Regional Planning Grant of \$425,000 from HUD.

The overarching Knowledge Corridor Regional Plan will include several innovative new elements, several of which will help to implement Plan for Progress strategies: a green infrastructure plan for clean water, a regional climate action plan, a workforce development plan, an affordable and equitable housing element, a sustainable environment plan, and a food security plan. The plan will: (1) build off of major federal investments in the region, including the new Springfield-New Haven high speed rail line; (2) seek to create energy-efficient, affordable housing opportunities near transit and job centers in well-designed, mixed-use settings; (3) enhance opportunities for MA/CT cross-border communication and decision-making; and (4) establish imaginative new efforts such as a regional leadership training program for new generation of regional leaders and a web-based Virtual Sustainability Concourse to share information on successful land use strategies and progress toward a more sustainable Knowledge Corridor. The leadership program will include Franklin County.

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 continue to 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 has built upon (see below).

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, particularly among Latinas. 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 (CEDS)

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 2011 Draft CEDS 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.

Regional Employment Boards

Two regional employment boards serve our region. The Regional Employment Board (REB) of Hampden County has developed a new Strategic Plan for 2011 – 2013, using the following methods:

- Researching existing and new workforce development programs, like cluster strategies, and funding models to identify unmet needs,
- Identifying successful initiatives, e.g., family literacy, that must be expanded,
- Conducting a REB Board retreat along with follow-up focus groups to revise the existing Plan goals and objectives,
- Defining methods to create structured career pathways along the workforce development continuum of life-long learning,
- Identifying current job vacancy rates and projected hiring needs and gathering other initial labor market data, and
- Incorporating the findings of an assessment of the REB's external and internal strengths and challenges as conducted by Western New England College professors. Twenty business, education, and community organization leaders, as well as all REB staff, were interviewed for this assessment.

Based on the REB's dedication to promote lifelong learning, included in the new Plan is a commitment to develop a continuum of strategies that address all segments of the workforce:

- The *Emerging* workforce of in-school and out-of-school, particularly Pre-K and at-risk youth aged 14-21, who are or will be the newest entrants into the workplace, and who need education, career guidance, job readiness skills, and support services.
- The *Transitional* workforce of unemployed or underemployed workers who need retraining and job search assistance to move into new jobs, including ex-offenders, and disconnected older youth.

- The *Incumbent* workforce of employed workers who need additional education and training to retain or advance in their jobs.

The Franklin Hampshire Regional Employment Board (FHREB) has prepared a new Five-Year Strategic Plan for 2008-2013. The Plan assesses the region's challenges, unique workforce development strengths, policy implications, and additional strategic issues related to priority industry areas. Goals and objectives for 2008-2013 include:

- 1) Establish Comprehensive Workforce Strategies for Key Industry Sectors (Education, Healthcare, and Manufacturing, as well as Leisure/Hospitality and Retail/Sales).
- 2) Promote Awareness of and Attention to Significant Industry Trends Tied to Our Regional Identity (Agriculture and Green Industry).
- 3) Continuously Improve Effective Programs and Approaches for Key Workforce Populations.
- 4) Strengthen Board Leadership and Involvement.
- 5) Become An Increasingly Known And Valued Presence in the Business Community.
- 6) Serve as a Hub for Youth Career Readiness and Employment Connections.

The FHREB has also prepared a plan for FY11 Workforce Investment Act (WIA) funds. The program will continue workforce initiatives for adults, dislocated workers, and youth and will continue to deliver services to both job seekers and employers. The WIA Plan also includes Reemployment Services and Reemployment Assistance for unemployment insurance claimants. The Franklin Hampshire Workforce Investment Area will focus on integrating workforce development initiatives with community partnerships that support business recovery; growth and enhancement of worker skills; alignment with adult literacy programs to create career directed employment opportunities for learners; and summer youth work experience.

Other Plans

Numerous other plans for the region and its communities exist. Several have been generated by the Pioneer Valley Planning Commission: 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 chambers of commerce and regional non-profit organizations. Many 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, such as in-depth transportation planning or clean energy strategies.

PLAN FOR PROGRESS ACCOMPLISHMENTS 2010-2011 and ACTION PLAN 2011-2012



New Springfield Federal Courthouse and State Street Improvements
Photo by Raphael Centeno

Strategy Updates

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.

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.

Major Strategy Accomplishments for 2010-2011

- Significant progress has been made on the development of the Massachusetts Green High Performance Computing Center (MGHPCC). A final site was chosen along the canal in downtown Holyoke, on the site of a former Mastex plant, and a groundbreaking ceremony was held on October 5, 2010. An Interim Executive Director was hired to oversee development and construction of the site as well as partner collaborations and public outreach.
- Working with the Holyoke Innovation District Task Force, the John Adams Innovation Institute of the Massachusetts Technology Collaborative released an RFP and hired a consultant to develop an action-oriented agenda to leverage the resources, assets, and processes that have already been mobilized to bring the GHPCC to Holyoke, in order to catalyze broader innovation-based economic opportunities in the city and region. The consultant has worked with the Task Force over the course of the year to outline a strategy for a regional innovation-based economic development strategy for the Knowledge Corridor that crosses state boundaries and follows the economic development opportunities along the north-south axis running next to the Connecticut River Valley, with Holyoke as one of the corridor's key hubs.
- Cisco Systems, Inc., one of the partners in the proposed Green High Performance Computing Center, continued its 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. On October 14, 2010, Cisco announced and launched their initial pilot programs in the areas of safety and security and distance learning resources and community education.

- The EDC has continued its new Homefield Advantage cluster initiative, working intensively with existing major industry clusters in the region to determine barriers and opportunities for growth and expansion. The work has involved following up with and continuing to meet with each of the major business clusters (Banking, Precision Machining, Information Technology, Medical Devices, Health Care, Photonics, 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. To assist with this and other efforts, the EDC hired a Manager of Cluster Development who identified the region's largest and most significant clusters: Advanced Manufacturing, Digital Technologies, Health and Biomedical, and Energy and Clean Technology.
- The EDC developed a renewed focus on logistics in 2011. The region lies at the "Crossroads of New England," which has historically positioned western Massachusetts to be competitive for regional distribution centers. The EDC has been tracking issues of global importance such as the expansion of the Panama Canal and the rising cost of oil as well as local issues such as the improvements to the CSX rail yard in West Springfield and adding double stack rail capacity from Boston to Albany and beyond. The EDC and AIM (Associated Industries of Massachusetts) held a Logistics Conference on March 29, 2011 to address how regional logistics capacity connects to and supports the global supply chain.
- The University of Massachusetts continues implementation of "Innovation in Precision Manufacturing: New Technology to New Business," 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 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 City of Springfield held a Springfield Developers' Conference on October 27, 2010 at the Naismith Memorial Basketball Hall of Fame. The event featured presentations on key initiatives in the city with a particular focus on clean energy businesses and innovation in the region.
- The EDC has been working with the Associated Industries of Massachusetts (AIM) on a new program for Buy Mass that will connect small and medium-sized local firms with large OEMs (Original Equipment Manufacturers) in the state. The EDC is tasked with identifying and inviting firms from western Massachusetts to apply for inclusion in the program. The first OEM to participate was Raytheon, which sent a team of purchasing executives to Springfield in the spring of 2011.
- The Hartford-Springfield Economic Partnership continued the Knowledge Corridor campaign and organized the 10th annual cross-border State of the Region Conference, held in December 2010. The event highlighted transportation issues, addressing "Ports, Hubs and Logistics," as well as tourism and innovative small businesses.

- The recipients of 2008 EDA Public Works funds, the City of Northampton and MassDevelopment, have made considerable 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 330 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 complete with an investment of \$21.8 million in the site development. Construction of off-site roadway, sidewalk, and infrastructure improvements to support commercial development at Village Hill using EDA funds is completed. VCA, Inc. has also constructed a 20,000 square-foot manufacturing facility on the south campus retaining 15 jobs and creating two new jobs with a \$2.2 million investment. Another 150,000 square feet of commercial and industrial space (including a proposed assisted living complex) is still available for development. On the residential side, in addition to The Community Builders, Inc. 73 units of affordable housing rental units that have been completed, another 23 market rate homeownership units are under construction and 24 workforce housing units are in the planning stages.
- The construction of Baystate Medical Center's new "Hospital of the Future" is well under way and is scheduled to be completed in 2012. The 640,000 square-foot project will cost \$259 million and create 450 construction jobs. This facility will replace some of the hospital's older buildings, such as the East Wing which is part of the oldest building on the Baystate campus.
- Westmass Area Development Corporation is continuing to pursue redevelopment of the 140-year-old Ludlow Manufacturing Associates complex. The project was awarded \$13 million in funding for site acquisition and initial development. 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.
- The 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 2011 CEDS.
- In partnership with the Massachusetts Life Science Center in Waltham and a number of the Pioneer Valley region's higher education and industry leaders, Smith College hosted an invitation-only, half-day summit on developing a life sciences cluster in western Massachusetts. Held in March of 2011 at Smith's new Ford Hall Science and Engineering Building, "Life Sciences in Western Massachusetts: Advancing the Next Generation" addressed current and potential collaborations in life sciences initiatives through presentations and panel discussions.

Strategy Goals for 2011-2012

- MassDevelopment and the City of Northampton will continue to market the commercial and industrial properties at Village Hill. Design and permitting will be completed for the workforce housing units.

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- Baystate Medical Center's new Hospital of the Future will be completed in 2012. The 600,000 square foot "green" facility will provide a new Heart and Vascular Center and new private patient rooms.
- The Holyoke Innovation District Design and Development Task Force will continue to work with consultant HDR, Inc. to define a comprehensive strategy for the Innovation District and region.
- The EDC of Western Massachusetts will work with the Associated Industries of Massachusetts and the state to expand the BuyMass initiative.

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 Business Incubator at 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 2010-11

- The Western Massachusetts Enterprise Fund, Inc. (WMEF) has begun administration of its new state and federally-funded Western Massachusetts Revolving Loan Fund. The first loan has been made for \$75,000.

- WMEF closed 32 loans with an average loan size of \$40,956 in FY10. WMEF has now exceeded \$9.6 million in total loans made since its founding in 1990. The 32 loans disbursed in FY10 totaled \$1,310,584 and benefited businesses throughout Franklin, Hampshire, Hampden and Berkshire counties.
- In FY10, the Western Regional Office of the Massachusetts Small Business Development Center Network met with 589 clients to provide close to 2,500 hours of business advisory services and offered 24 management training programs, attended by 379 trainees, throughout the Pioneer Valley. They also assisted in securing \$5,192,500 in financing to businesses based in the Valley. This allowed for the creation of 93 new jobs and the retention of another 162 jobs.
- The Business Incubator at the Scibelli Enterprise Center (SEC) in Springfield has held a series of five open houses this year, focusing on “Growing Successful Small Businesses.” Attendees learned about how the Enterprise Center provides services and workshops for the new entrepreneur, training for the new economy, mentoring by experienced business professionals at the Incubator, access to the MSBDC, SCORE and NEBA BCC, great meeting space, and connections to other regional resources. Three new tenants have joined the Incubator this year, including PSI 91, a Spalding spin-off.
- The SEC has also created “online cubicles” in addition to its private suites. This option provides clients with mentoring services from the Business Incubator as well as high-speed Internet access. The offering expands the options for young businesses to take advantage of SEC services.
- The SEC Business Incubator has joined ACTION (Association of Cleantech Incubators of New England), giving it access to a multi-state network of resources, as well as connecting our region with the innovation ecosystem in the Greater Boston area. ACTION provides a common set of best practices and materials to support operations and creates a network of collaborators and advisers around industry sub-sectors to accelerate commercialization and growth.
- The Scibelli Enterprise Center hosted a presentation by the Federal Reserve Bank of Boston, “Toward a More Prosperous Springfield: The Role of Latino Small Businesses,” with detailed research by Ana Patricia Muñoz, policy analyst at the community development unit in the Bank.
- The Massachusetts Latino Chamber of Commerce hosted a number of ongoing and special events in Springfield to provide networking and professional development opportunities to their members. These included a “Networking with the Stars” event, the Jumpstart to College Workshop for youth as part of the Leaders of Tomorrow program, the second annual Latino Community Picnic (an event to recognize employees of local small businesses and non-profits), and the fourth annual Latino Community Expo.

- The Small Business Strategy Team of the Plan for Progress has developed a project proposal for a comprehensive Small Business Technical and Entrepreneurial Support System, aimed at assisting growth-stage businesses in the region. The project will establish a comprehensive web portal, a system of CEO peer learning forums facilitated by trained technical advisors, a summit for small business assistance organizations, and a business plan competition. A particular focus of the project will be developing awareness of and access to a range of financing options.
- The Pioneer Valley Planning Commission, with support from the Western Massachusetts Electric Company, has completed an inventory of small business incubators in the region. The listing has been distributed to regional organizations that work with small businesses and is now featured on the EDC website.

Strategy Goals for 2011-12

- The Western Massachusetts Enterprise Fund anticipates lending \$2.25 million in FY11-12, filling a critical gap in small business financing throughout the Pioneer Valley region and particularly in the distressed cities of Springfield and Holyoke.
- The Small Business Strategy Team will seek funding for and implement the small business technical assistance program.

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 2010-11

- Under the state's 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.

Strategy Goals for 2011-12

- 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 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.

Strategy #4: Integrate Workforce Development and Business Priorities

Lead Implementer

- Plan for Progress Workforce Development Strategy Team

Background and Synopsis

The Pioneer Valley has a diversified regional economy with a strong base of businesses in health care, 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 competitive advantages. Concurrently, there are high levels of unemployment and many individuals who need basic education, language skills and work readiness support.

Major Strategy Accomplishments for 2010-2011

- In August 2010, the Knowledge Corridor Region received a \$4.2 million Sustainable Communities grant from the U.S. Department of Housing and Urban Development (HUD) that includes funding for development of a Regional Workforce Development Plan as part of a bi-state Knowledge Corridor Regional Plan for Sustainable Development. An Advisory Board, comprising members of the Pioneer Valley and Greater Hartford (CT) regions, has been assembled to oversee development of the Workforce Plan and strategies.
- For the past year, the Pioneer Valley Science, Technology, Engineering and Mathematics Network (PV STEMNET) has been working with the Massachusetts Department of Higher Education, the Hampshire, Franklin and Hampden County Regional Employment Boards and representatives from Holyoke Community College to give the Network a new image. Originally designed to equitably distribute grant funds to public schools and higher education institutions, the new Network will begin working more closely with area businesses to develop STEM-related programs that provide students with a variety of STEM experiences and STEM educational opportunities.

Strategy Goals for 2011-12

- The Workforce Strategy Team and Advisory Board will seek and retain a consultant to assist in developing the Regional Workforce Plan for the Knowledge Corridor.
- PV STEMNET will work more closely with area businesses to develop STEM-related programs.

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 2010-2011

- The Davis Foundation has implemented a number of projects through its Cherish Every Child program, **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.
- The Davis Foundation and the Springfield Housing Authority (SHA) launched the early literacy initiative Talk/Read/Succeed! with the help of a \$390,000 W. K. Kellogg Foundation grant targeting 200 families in Springfield Housing Authority communities. The program is closely aligned with the Davis Foundation's **Read! Reading Success by 4th Grade** initiative. The grant will allow the initiative to work with families of very young children in two Springfield public housing complexes, connecting them with intensive resources to develop the early literacy skills needed to improve children's readiness for learning in the public school system. The goal is to improve literacy development from the time of birth through 4th grade by seamlessly wrapping support and educational services for participating families. The program will include a component of home visits by Springfield public school teachers, another partner in the Talk/Read/Succeed! program. Other partners in the initiative introduced at the launch include Pioneer Valley United Way, Hampden County Regional Employment Board, the Springfield Education Association, two Springfield Public Schools principals, and Hasbro Summer Learning Initiative.
- The Department of Early Education and Care and the Springfield Public Schools developed a Memorandum of Understanding (MOU), the first in the state, to outline a collaborative partnership which will align the work of the early childhood education community and the public schools to improve educational outcomes for children. The Professional Learning Community project is the first phase of the implementation of that MOU, and has begun with private early childhood centers collaborating with three Springfield public schools to learn about each other's culture and share best practices and professional development. These schools are leading their Pre-K to third grade staff members in the collaboration with early childhood centers Head Start, YMCA and Square One. The teachers are observing each others' classrooms and holding combined professional development workshops.

- A program designed to make free books available to young children and their families as part of the **Read!** initiative was officially launched on September 28, 2010 at the Pride Gas Station and Convenience Store on West Street in the North End of Springfield. Square One is managing the program using a grant from the Davis Foundation and is teaming up with Pride owner Robert Bolduc, Health New England, and the Reader to Reader and Links to Libraries programs. “Book It” makes gently used children’s books available at no cost to children through easily accessible bookshelves in public locations. Other locations include the YWCA, Square One centers, Hampden County Family and Probate Court and HAP Housing on Main Street. There will be 20 locations in the initial year and 50 locations as the program expands in Year Two.
- An early language and literacy course designed and facilitated by the Family Child Care Project is being offered together with the Preschool Enrichment Team and the Springfield City Library. Forty home-based childcare professionals are participating in the two six-week sessions, one in Spanish and one in English. The goal is to learn about effective language and literacy development strategies to share with their children and families. Child care providers will also be receiving 25 high quality children’s books
- The Regional Employment Board of Hampden County is implementing a \$500,000 grant 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 or degrees to 185 educators, including incumbent (140) and new hired (45) in the early childhood industry. Thus far, the DECE partnership has provided 192 scholarship opportunities in the categories of credentialing and higher education.

Strategy Goals for 2011-2012

- Continue to develop the public engagement campaign for the goal of the Reading Success by Fourth Grade: Blueprint for Springfield. By 2016, 80 percent of Springfield’s children will read proficiently as measured by the third grade English Language Arts MCAS.
- 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.
- 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 2010-2011

- The Springfield Collaboration for Change, a partnership between the Springfield Education Association, Springfield Public Schools, and community organizations including United Way of Pioneer Valley, Davis Foundation, and Pioneer Valley Project, began implementation of its Closing the Achievement Gaps Initiative, which was awarded \$1.25 million from the NEA Foundation in 2010. In the first year, the partnership focused on professional development, parent engagement, and collaboration in six Springfield public schools, selected competitively based on need and readiness to undertake improvement measures. The program is raising academic achievement for all students while reducing achievement gaps among Latino/Hispanic, African American and low income students.
- The Pioneer Valley Science, Technology, Engineering and Mathematics Network (PV STEMNET) has submitted three models to the state STEM Advisory Board for consideration for funding to scale up regionally or statewide, including “Engineering is Elementary” in Holyoke, Emerging Scientist summer camps, and STEMWAYS grade 4-8 after-school science clubs.

- In March 2011, eight (8) schools in Springfield were awarded federal funding to implement school redesign plans over the next three years aimed at dramatically improving student performance and closing achievement gaps. The competitive grant awards were the second round of support from the federal School Redesign Grant Program through the Massachusetts Department of Elementary and Secondary Education (DESE) designated to spur strong improvement efforts in the Commonwealth's most struggling schools. To apply, districts had to develop proposals detailing how they would use the funds to adopt and implement one of four federally funded redesign models to improve student learning: (1) the Transformation model, which requires increased learning time and new evaluation systems for principals and teachers; (2) the Turnaround model, which requires that at least 50 percent of the staff be new to the school; (3) the Restart model, in which an educational management or charter organization will assume primary responsibility for turning around the school; or (4) School closure. The programs will commence in July 2011. The schools include:
 - Alfred G. Zanetti, Transformation: \$1,483,285
 - Brightwood, Turnaround: \$1,483,285
 - Chestnut Street Middle, Transformation: \$1,733,285
 - Elias Brookings, Turnaround: \$1,483,285
 - Gerena, Transformation: \$1,800,000
 - Homer Street, Transformation: \$1,483,285
 - John F. Kennedy Middle, Turnaround: \$1,575,000
 - White Street, Turnaround: \$1,483,285
- The Pioneer Valley Planning Commission worked with the Southwick-Tolland Regional School District and Town of Granville School District to examine the costs and benefits of expanding the Regional School District to include Granville. Each school district designated a Regional School District Planning Committee and then joined to create a Regional School District Planning Board, as mandated by the Massachusetts Department of Education. With assistance from educational planning consultants, the committees assessed the financial, programmatic, and facility needs and opportunities of such an expansion and held several public meetings and discussions. The PVPC produced a final report analyzing the costs and benefits of various options and provided a number of recommendations.

Strategy Goals for 2011-2012

- The Suburban/Rural component of the K-12 Strategy remains 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 require some form of education beyond high school. 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 continued strengthening of our region’s higher education institutions, fostering of greater connections between these public and private institutions and the private sector, and retaining the graduates of those institutions within the region’s workforce.

Major Strategy Accomplishments for 2010-2011

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. Companies can list internship opportunities in a broad range of fields from marketing and finance to engineering and the arts. To date, over 13,600 students, representing nearly 400 different colleges and universities, have submitted profiles, and more than 1,300 employers have registered. The Western MA EDC is represented on the Internhere.com Board of Directors and has continued to help increase participation by western Massachusetts companies.
- Holyoke Community College (HCC) opened facilities at the new Intermodal Center in downtown Holyoke, including adult education classrooms supported by on-site child care. The building, originally constructed in 1911 as Holyoke’s central fire station, has been renovated to house a bus station with seven bus ports, child care facilities, classrooms and offices of the Juntos Collaborative, SABES West, and many other adult and family education partners. Established by HCC and its partners in the Juntos Collaborative, the facility’s Picknelly Adult and Family Education Center offers GED preparation and testing, Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) classes, tutoring and mentoring, career counseling, workforce development classes, transition to college programs, and credit college classes taught by HCC instructors.

- UMass Amherst received funding last year 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. Since CAITE began its work four 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, and Springfield Technical Community College.
- 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.
- The UMass Design Center in downtown Springfield, a product of a successful collaboration between the UMass Department of Landscape Architecture and Regional Planning and the City of Springfield's Office of Planning and Economic Development, opened and began conducting design studios in the fall of 2010. The Senior Urban Design Studio worked in the Upper Lyman Warehouse District and developed visions and ideas for the revitalization of this unique area that is in close proximity to Union Station. All the concepts were based on a community envisioning workshop that took place in early September to discover needs and potentials. The Spring 2011 Studio took some of the proposals and, with further community guidance, developed a number of implementation ideas.

Strategy Goals for 2011-2012

- 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.
- UMass and Five Colleges, Inc. will continue to 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 2010-2011

- The strategy team, now known as the Leadership Pioneer Valley Steering Committee, has developed a 21st-century Leadership Pioneer Valley (LPV) program that will serve the 69 communities and nearly 700,000 residents which comprise Hampden, Hampshire and Franklin counties in western Massachusetts. The program, to be launched in the fall of 2011, will be based on similar regional and national programs, including Leadership Greater Hartford. The Steering Committee was expanded significantly this year to include more representatives from the area's African-American and Latino communities, including small businesses, hospitals, churches, banks, and community colleges, with a total of 25 members.
- Using \$10,000 of initial funding, the Steering Committee retained and worked with the director of Leadership Greater Hartford, a successful 30-year program, to develop a business plan and strategy to create the new LPV program. The business plan included a mission statement, goals, program details, and a marketing plan to obtain private sector sponsorships for the program.
- The LPV Steering Committee applied for and received start-up and first-year funding from local businesses, agencies and foundations, as well as from the federal Department of Housing and Urban Development. Individual donors have also made contributions, and the Pioneer Valley Planning Commission is providing an in-kind contribution of office facilities.
- A Program Director was hired in April and has been working on marketing, enrollment and curriculum planning efforts in conjunction with the Steering Committee.
- Marketing and graphic design consultants were engaged to develop a logo, tagline, and branding and to develop a website, social networking and marketing efforts in order to provide interactive platforms to market the program, assist with fundraising, and serve applicants, participants and alumni.

Strategy Goals for 2011-2012

- The program will begin operation in the fall of 2011, under the direction of the new Program Director and the Steering Committee. The program will enroll and graduate 30 to 40 participants the first year with a broad-ranging, regionally based curriculum.
- The LPV program will begin to develop an alumni and mentoring program to work with future leaders in the region and future LPV participants.

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 and western Massachusetts draws 13 percent of the state's tourism (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 2010-2011

- September 2010 marked the tenth anniversary of the formation of the Hartford-Springfield Economic Partnership (HSEP) and the EDC's "New England's Knowledge Corridor" business development campaign. Two members of the HSEP Steering Committee, one each from Connecticut and Massachusetts, have been making presentations to the Boards of Directors of our collaborating partners to mark the occasion, highlight the accomplishments of the first decade and talk about priorities for the second decade.

- The HSEP celebrated its decade-long existence with the 10th annual cross-border State of the Region conference in December 2010 in East Windsor, Connecticut, featuring keynotes on transportation logistics and cultural attractions in the region, as well as presentations by local small businesses and InternHere.com awards.
- The HSEP launched an updated version of its website <http://www.hartfordspringfield.com> in the fall of 2010. Following in the footsteps of the EDC's successful news archive and daily news brief, the HSEP has been using the same technology to compile relevant business news for the Knowledge Corridor and to issue a weekly newsletter.
- The EDC co-hosted an International Business Symposium with Associated Industries of Massachusetts-International Business Council (AIM-IBC) at the Sheraton in Springfield, sponsored by MassMutual. Almost 100 people attended the symposium, including consular and trade and investment officials from nine countries. The EDC also hosted an economic development delegation from Basel, Switzerland, who spent the day in western Massachusetts.
- The EDC represented the region at numerous trade shows, including EASTEC 2011, Medical Design and Manufacturing/Aerocon, Photonics West, Medica (the world's premier medical device trade show, held in Europe), and more.
- The EDC conducted outreach in Europe, including Amsterdam, Holland and Lyon, France to meet with companies and site selectors, as well as to develop contacts for future business opportunities for the region and our companies. EDC staff met with over 20 senior executives (typically C-level) from European companies with varying degrees of interest in the U.S. market, several site selectors and global location consultants, and numerous economic development, cluster, and trade and investment officials from European countries and regions. A British medical device firm and a Dutch precision manufacturer with profiles similar to many western Massachusetts manufacturers made plans to visit the western Massachusetts region. Both have immediate interest in establishing a physical presence in the U.S. Other firms are exploring mid-term (6 to 18 month) options, some are interested in partnerships or merger and acquisition opportunities, and some are early stage firms looking to generate sales and distribution channels as a first step in entering the market.
- The Greater Springfield Convention & Visitors Bureau (GSCVB) Board of Directors met with Governor Deval Patrick, the Speaker of the House, the President of the Senate and the co-chairs of the Joint Committee on Tourism, Arts and Cultural Development regarding tourism industry funding to advocate for increasing the tourism promotion budget. The Governor stated this year that the tourism industry is a high priority; it is the state's third largest industry and ranks sixth in the nation for attracting international tourists.
- The GSCVB, working with the Sheraton Springfield and Peter Pan Bus Lines, hosted the American Bus Association's Top 100 Judging Event. The events nominated for 2011 by the GSCVB, Bright Nights and Tanglewood on Parade, were selected to be included in the Top 100. The Big E also now has IKE (Internationally Known Event) status, ensuring it a permanent place on the list.

Strategy Goals for 2011-2012

- The Greater Springfield Visitors and Convention Bureau will continue to conduct outreach and marketing efforts as well as pursue recognition for the area's unique attractions and streamline visitor and convention services.
- 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, Connecticut.

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 2010-2011

- The PVPC continued work on the \$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 10 major projects, from real-time water quality monitoring to stormwater management to Smart Growth tools for water protection. Work this year has included:
 - Continuing a regular volunteer water quality sampling program for bacteria pollution in the river and establishing a website to report results
 - Working with Westfield to adopt plans for a stormwater utility
 - Working with property owners in South Hadley and Holyoke to disconnect roof downspouts and sump pumps from sewer systems

- Working with Easthampton on Smart Growth tools for public water supply protection
- Coordination of roof leader and sump pump disconnection projects in South Hadley
- 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 10 years for Connecticut River CSO clean-up efforts now exceeds \$20 million in Massachusetts, including federal and local shares.
- The PVPC initiated work on a NOAA federal grant funded project to develop a blueprint for creating a Lower Connecticut River Joint Commission for Massachusetts and Connecticut, to create a small grants program and to establish a Web-based riverfront recreation access mapping system.
- Continued Think Blue public education campaign about stormwater pollution in the 11 towns and cities participating in the Connecticut River Stormwater Committee, with outreach focused on the new industrial sector target group anticipated to be in the new NPDES MS4 permit, including the food industry, the automobile industry, and general business owners. Continued to promote organic land care in the region through the Greenscapes program.
- Continued a third year of *E. coli* bacteria monitoring along the main stem of the Connecticut River at recreational access locations under a DEP 604b ARRA grant. Also performed bacteria monitoring and source tracking on 10 major tributaries to the Connecticut River.

Strategy Goals for 2011-2012

- 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.

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 a 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 Economic Development Council of Western Massachusetts uses 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 2010-2011

- The Massachusetts Broadband Institute (MBI) was awarded \$45.4 million in federal economic stimulus funds for *MassBroadband 123*, under round two of the U.S. Department of Commerce's Broadband Technology Opportunities Program. Combined with \$26.2 million in matching funds from the Commonwealth, the total project investment is \$71.6 million. *MassBroadband 123* will involve the construction of a "middle mile" broadband infrastructure network, known as a fiber-optic ring, throughout the four counties of western Massachusetts. The middle mile network will be open access to allow any broadband provider to connect and offer their services, which will increase competition and affordability of options available to end users. This network will serve over 120 communities, including the 33 municipalities that the federal government has deemed as unserved or underserved communities.
- The MA DOT and MA Broadband Institute have completed installation of the Route I-91 Intelligent Transportation System (ITS) and a 55-mile conduit of state-of-the-art fiber optic communications cable from the Connecticut border to the Vermont border. The project has provided 34 interconnection points for the "middle mile" project, *MassBroadband 123*.
- Western MA Connect and the three western Massachusetts regional planning agencies, including PVPC, completed the first year of work with MBI on the \$2 million 2009 State Broadband Data Collection Program, essential steps that laid the groundwork for construction of the "middle mile" infrastructure for presently unserved and underserved communities in western Massachusetts. This work has included coordinating the collection of information to support the MBI's federal environmental permitting process and the dissemination of broadband maps for local review and comment. PVPC assisted WesternMA Connect in preparing a database of wireline facilities and wireless facilities in all communities in the region.
- WesternMA Connect has created on-going database and interactive map of locations where access to cable modem broadband and DSL services are not available. This information will further the Connects' efforts to better define the unserved geography of our region and may be used in future mapping exercises.
- WesternMA Connect and the Massachusetts Broadband Institute (MBI) hosted a Broadband Technology Summit in Northampton, Massachusetts. This event, attended by approximately 140 people, brought together community leaders, last-mile service providers, and the newly named network operator of the *MassBroadband 123* network. The summit featured expert panels on municipal broadband deployments and explanations of the different types of technologies that may be used for last-mile solutions in the region.

- The MBI established an agreement with the City of Springfield to advance the *MassBroadband 123* network and provide broadband infrastructure connections for approximately 150 schools, libraries, hospitals and public safety entities in Springfield. In addition, the MBI will utilize the city's existing infrastructure to connect the *MassBroadband 123* fiber-optic network to the major Internet connection point in Springfield. This is one of the critical components necessary to link the entire 1,338-mile network to the Internet and expand broadband services to communities in western and north central Massachusetts. The *MassBroadband 123* network includes 55 miles of recently installed fiber-optic cable along I-91 from the Vermont to Connecticut borders, a critical north-south axis for the network. The agreement permits the MBI to connect the I-91 portion of the *MassBroadband 123* network to the Internet Point of Presence located at One Federal Street in Springfield, which serves as a major access point to the Internet.
- The MBI has received the necessary federal environmental approval to advance the *MassBroadband 123* network project. The National Telecommunications and Information Administration (NTIA) has formally approved the MBI's environmental assessment, a critical requirement to commencing the 1,338-mile Internet backbone network build that will expand broadband access in western and north central Massachusetts communities. The NTIA found that the *MassBroadband 123* project will have no significant impact on biological and cultural resources in the service area. The environmental assessment, which assured compliance with state and federal environmental protection laws, thoroughly analyzed the potential impact of fiber-optic cable deployment on water and air quality, geology and soil, land use and other resources in the project's service area.
- The Massachusetts Broadband Institute (MBI) entered into a milestone agreement with Axia NGNetworks USA to serve as the network operator for the *MassBroadband 123* fiber-optic network. Under the agreement, Axia will manage and maintain the 1,338-mile, \$71.6 million Internet backbone network that the MBI is developing to expand broadband services in communities throughout western and north central Massachusetts.
- Contract agreements have been developed for the federal ARRA funds of \$70 million for the realignment and rebuilding of the Amtrak Vermonter line in the Pioneer Valley under the High-Speed and Intercity Passenger Rail Program. The project, dubbed the "Knowledge Corridor – Restore Vermonter" project, will include upgrading the entire line from Connecticut to New Hampshire and opening station service in Holyoke, Northampton and Greenfield.
- Massachusetts received an additional \$2.8 million in ARRA funds, originally awarded to Wisconsin and Ohio but unspent by those states, for the Knowledge Corridor – Restore Vermonter project. This will be added to the initial award of \$70 million for the realignment and rebuilding of the Amtrak Vermonter line. MassDOT's Rail and Transit Division will oversee the project construction, which will be done by Pan Am Southern Railroad and is expected to take approximately two years.

- The PVPC continued to work with Connecticut Department of Transportation officials to advance commuter rail service between New Haven and Springfield. In the fall of 2010, Connecticut received an additional \$120 million in federal stimulus funding to construct double tracking from Newington to New Britain. The commuter trains would link New Haven, Hartford and Springfield with more than a half-dozen communities in between. Coupled with \$266 million in state bonding and a previous \$40 million federal grant, the \$121 million will be enough to get the commuter rail system running by late 2015. The state completed an environmental assessment of the project in spring of 2011.
- The PVPC worked with a consultant team led by HDR to complete a site assessment study for a proposed new Holyoke railroad station. The station will be served by Amtrak's intercity passenger train service once the Vermonter is relocated to its former route on the Pan Am Southern Railroad.

Strategy Goals for 2011-2012

- WesternMass Connect and the MBI will work with the regional planning agencies and municipal partners to conduct the second year of data collection and mapping for the State Broadband Data Collection Program awarded in 2009.
- The MBI will attach fiberoptic cable to over 30,000 existing utility poles in western and north central Massachusetts. The MBI will begin full-scale aerial fiber deployment in the summer of 2011 and has been surveying the utility poles to determine what work will be required by the pole owners to make room on the poles for the MBI's cable. This effort is already underway and will be used by the pole owners to estimate and execute the necessary "make-ready" work that will begin on time in the late spring.
- An RFP for a design-build contractor will be issued to build the network and to work with pole owners to make room on the utility poles to attach *MassBroadband123* fiber-optic cable.
- The PVPC will work with MA DOT, Amtrak, and Pan Am Southern Railroad to implement the Amtrak realignment. The work will include new rail, railroad ties, crossings, and signals along the 55-mile stretch. These improvements will facilitate the relocation of the Amtrak Vermonter by improving safety, increasing operating speeds for existing freight train traffic and the Vermonter, and enhancing capacity on the rail line to accommodate future increased levels of train traffic. The improvements and rehabilitation work will be done within the existing railroad right of way.

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 2010-2011

- The PVPC, in conjunction with the Connecticut Regional Council of Governments (CRCOG), was awarded funding under a \$4.2 million federal grant to conduct a Regional Housing Plan. Activities in development of the plan will include three annual regional housing forums that bring together housing professionals, key stakeholders, and the public; outreach and education materials to enhance the level of understanding of housing affordability and housing choice; zoning regulations that facilitate greater housing choice and affordability; and enhanced technical assistance to support policy writing and implementation efforts.

Strategy Goals for 2011-2012

- The PVPC will begin development of the Regional Housing Plan, beginning with establishing a Regional Housing Plan Advisory Committee to oversee the process. A regional housing forum will be held to identify critical housing issues, opportunities and challenges. The PVPC will also collect quantitative data; review existing municipal, regional, and state plans; and interview key stakeholders in the region.

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 2010-2011

- The PVPC led an effort by three western Massachusetts regional planning agencies—PVPC, Berkshire Regional Planning Commission, and Franklin Regional Council of Governments—to work with the Western Region Homeland Security Advisory Council to develop and conduct a public information and education campaign to educate citizens to prepare for disasters.
- The PVPC prepared emergency response maps of the Holyoke Mountain Range for public safety officials in the communities along the range and for the state Department of Conservation and Recreation, which oversees Skinner State Park in the area. The maps show highly detailed and updated trails, markers and road and park entrances, whereas previously each community had different maps of the area and none were complete or fully accurate. The information is shown on laminated maps and is available in digital form to firefighters, police, and others fighting brush fires or conducting search and rescue missions for people lost or injured along the Holyoke Range.

Strategy Goals for 2011-2012

- The PVPC will continue to work on planning efforts with the Western Region Homeland Security Advisory Council and will also conduct emergency response mapping as needed by the region's police and fire departments.

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 2010-2011

- The PVPC and the Plan for Progress sponsored and hosted a presentation by the Boston Federal Reserve Bank's New England Public Policy Center on the distribution of unrestricted municipal aid among Massachusetts cities and towns, with a special focus on the ten largest cities in the state including Springfield. Based on a comprehensive set of study findings, the study team, led by Bo Zhao, explored alternative methods for distributing municipal aid and laid out a recommended gap-based alternative which could be implemented on a phased multi-year basis, realizing many long term beneficial effects.

Strategy Goals for 2011-2012

- The PVPC, the Plan for Progress, and the Franklin Regional Council of Governments will continue to support the Federal Reserve's efforts to publicize the new study and generate dialogue.

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 percent 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 percent. 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 2010-2011

- The Pioneer Valley Planning Commission, in partnership with the Capitol Region Council of Governments of Hartford, has been awarded a \$4.2 million Regional Sustainable Communities Grant from the U.S. Department of Housing and Urban Development. This unique, cross-border grant award was one of only 45 selected for

- funding from hundreds of applications filed across the U.S. This award will go toward developing and implementing a bi-state Knowledge Corridor Regional Plan for Sustainable Development in the Springfield and Hartford regions. The Regional Plan will include several innovative new elements that will promote a green regional economy: a green infrastructure plan for clean water, a regional climate action plan, a workforce development plan, a sustainable environment plan, and a food security plan. It will also include a number of other elements that will implement other strategies of the Plan for Progress, identified elsewhere in this document.
- UMass Amherst held the third annual Clean Energy Connections Conference on October 20, 2010, with sponsorship from many of the lead implementers of the Plan for Progress, including WGBY-Public Television, Western Massachusetts Electric Company, the EDC of Western Massachusetts, Affiliated Chambers of Greater Springfield, Environmental Compliance Services, the Business Incubator at the Scibelli Enterprise Center, and many others. The conference, held in downtown Springfield, addressed business trends in energy efficiency, financing for clean energy businesses, and lessons learned from laboratory to market. The event included an opportunity fair and featured keynote presentations by Peter Rothstein, President of the New England Clean Energy Council, and Stephen Herbert, Associate Dean and Director of the Center for Agriculture at UMass Amherst. The event was attended by more than 400 people.
 - Springfield Technical Community College (STCC) continued implementation of a three-year \$1.87 million contract from the Massachusetts Clean Energy Center to coordinate energy efficiency workforce training programs under MassGREEN, the Center's energy efficiency and building science skills initiative. STCC is 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.
 - With funding from the Western Massachusetts Electric Company, the PVPC conducted 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 in Massachusetts. Informational handouts were developed for the three major consumers of these programs and products (residential, commercial and municipal) and are available at <http://www.pvpc.org/resources/landuse/going-green-pdfs>.

Strategy Goals for 2010-2011

- The PVPC and its Plan for Progress partners will co-sponsor and assist in planning the University of Massachusetts' fourth annual Clean Energy Connections Conference, a highly successful networking, business planning and informational event, to be held in Springfield again in the fall of 2011.

2011 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. The region has been successful in prior years in receiving substantial EDA funding awards for projects that create jobs and stimulate private investment in distressed communities of the Pioneer Valley region. Among these awards and accomplishments are:

- 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, Chicopee, and Ludlow – for inclusion in the 2011 CEDS. After a review of the projects by the Plan for Progress Coordinating Council, 10 proposed projects have been included on the 2011 CEDS listing. Several of the projects are located in communities that meet EDA Distress Criteria, and several may meet EDA eligibility criteria due to their potential for providing jobs to residents of distressed communities. All 10 projects are included in Appendix A. Projects included in this list may be applying for EDA Public Works funding during the upcoming year. The top regional priorities in 2011, based on their readiness to proceed, are:

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

City of Springfield – Union Station Regional Intermodal Transportation Center



This project involves the redevelopment of the historic Union Station in downtown Springfield as a regional transportation facility including office and commercial space. It will create centralized transportation services for local and inter-city bus and rail travel, thus stimulating private investment in the region. An Owner's Project Manager and design/engineering services have been retained. The first phase of the work will involve the updating of the 2008 Master Plan and securing permitting for the project prior to development of schematic and construction documents. Thus far, \$11.8 million in matching funds have been secured.

City of Springfield – Caring Health Center



The Caring Health Center will rehabilitate three vacant conjoined buildings on one parcel from retail use to a community health center with medical and dental service delivery. The project is located in the South End of Springfield in an Enterprise Zone, one of the lowest-income areas of the city and the southern gateway to the downtown. The project will preserve the historical integrity of these buildings, will benefit small businesses on Main Street, and will serve 26,000 patients and create 125 new jobs.

City of Holyoke – Technology-Led Utility Capacity Upgrade



The Holyoke Gas & Electric Department (HG&E) proposes to upgrade its electric transmission and distribution infrastructure to provide greater reliability and additional capacity to support an economic development plan for Holyoke's center city involving research computing and advanced internet-based telecommunications. The utility capacity upgrade directly supports the development of the Holyoke Innovation District that will be anchored by the Massachusetts Green High Performance Computing Center (MGHPCC). MGHPCC is the result of a regional and statewide partnership consisting of the University of Massachusetts, the Massachusetts Institute of Technology (MIT), Boston University, Harvard University, Northeastern 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. Private-sector partners Cisco and EMC have committed \$2.5M each toward the development of MGHPCC. The world-class center, to be located in a blighted section of downtown Holyoke along the canal system, will conduct research in biofuels, life sciences, human genome, climate control, clean energy and other research which relies heavily on computation.

The MGHPCC concept calls for an environmentally sustainable development that will 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. The investment of this project directly affects the scope and viability of the Innovation District in Holyoke by providing the green electrical capacity needs of technology-based companies that are expected to create much needed jobs and income in the region.

2) Regional High Priority Projects Intended to Serve Areas Meeting EDA Economic Distress 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 662 jobs, \$19.5 million in new direct spending in the regional economy, increase annual events from 28 to 68, 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.

City of Chicopee – Uniroyal/Facemate Site Redevelopment



This project involves the redevelopment of the former Uniroyal/Facemate properties in Chicopee into a mixed-use neighborhood district including new public open spaces. It will address 60 acres of brownfields in an economically distressed neighborhood, with redevelopment plans envisioning a mixed-use community re-connected to the Chicopee River. New businesses, a senior center, and active and passive recreation are included, based on market conditions and community input. Demolition of buildings 1-6 was completed in the summer of 2010; redevelopment visions were completed in December 2010; and environmental assessments and planning for other demolition are ongoing.

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 16: Summary of Project Proposals Submitted for Inclusion in the 2011 CEDS Annual Update

PVPC Community	Proposed Project Title	Project Type	Local Priority Ranking	Regional Priority Rankings	2010 Project Re-Submittal?	EDA Funding Needed in 2011-2012?	Total Estimated Project Cost	Local \$ Match in Place?	# Jobs Created and/or Retained
PROJECTS MEETING EDA ECONOMIC DISTRESS CRITERIA:									
Springfield Proposed Projects									
Springfield	Union Station Regional Intermodal Transportation Center	Redevelopment as regional transportation facility w/office and commercial space	#1	High	Yes	Yes	\$72.7 million	No	To be determined
Springfield	Court Square	Redevelopment for mixed use	#2	Moderate	Yes	No	\$25 million	No	To be determined
Springfield	Caring Health Center	Rehabilitation	#3	High	No	Yes	\$16 million	Yes	125
Holyoke Proposed Projects									
Holyoke	Technology-Led Utility Capacity Upgrade	Infrastructure	#1	High	Yes	Yes	\$7.4 million	Yes	820
Holyoke	HCC Foundation Business and Technology Roadway and Park	Industrial park with educational and workforce training model	(Re-filed)	Moderate	Yes	Yes	\$2.7 million	Yes	325
PROJECTS INTENDED TO SERVE AREAS MEETING EDA ECONOMIC DISTRESS CRITERIA:									
Northampton Proposed Projects									
Northampton	Three County Fairground Redevelopment	Redevelopment of exhibition facility	#1	High	Yes	To be determined	\$38 million	Partially	662
Northampton	Village Hill Technology Incubator	Redevelopment - Business Incubator	#2	Moderate	Yes	To be determined	\$8 million	No	25
Northampton	Roundhouse Mixed-Use Redevelopment	Redevelopment	#3	Moderate	Yes	To be determined	To be determined	No	60
Ludlow Proposed Project									
Ludlow	Ludlow Mills Redevelopment	Redevelopment as mixed use	#1	High	Yes	Yes	\$2 million	Yes	2,300
Chicopee Proposed Project									
Chicopee	Uniroyal/Facemate Site Redevelopment	Redevelopment to mixed-use neighborhood	#1	High	Yes	Yes	\$25 million	No	500

AN EVALUATION OF OUR PERFORMANCE



New Kollmorgen Electro-Optical Facility – Village Hill, Northampton
Photo by Teri Anderson

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

Lead Implementer

Economic Development Partners of the Western MA EDC

Western Massachusetts Economic Development Council

<i>Enhance High-Tech and Conventional Infrastructure</i>	EDC Infrastructure Committee
<i>Improve and Enrich Pre-K /Early Education</i>	Cherish Every Child Initiative of the Irene E. and George A. Davis Foundation
<i>Revitalize the Connecticut River</i>	Connecticut River Clean-Up Committee
<i>Develop an Array of Housing Options</i>	Valley Development Council
<i>Recruit and Train a New Generation of Regional Leaders</i>	Leadership Pioneer Valley Steering Committee (MOU pending)

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 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:

- 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.
- Trustees meetings will now be held once or twice per year, focusing on a topic or topics of region-wide importance.
- 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 were addressed in depth in 2010-11, including: #2-Promote Small Business and Generate Flexible Risk Capital, #4-Integrate Workforce Development and Business Priorities, and #7-Recruit and Train a New Generation of Regional Leaders (see Accomplishments section for details).

Strategies still in need of reinvigoration include #5b-Improve and Enrich K-12 Education and #6-Support Higher Education and Retain Graduates.

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.stateofthepioneervalley.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 17: Plan for Progress Performance Indicators

Indicator	Current Data	Year	Prior Data	Year	Change	Rating
Strengthen and Expand the Region's Economic Base						1.7
The Annual Unemployment Rate	8.7%	2009	5.7%	2008	3.0%	1.0
The Total Number of Jobs (Monthly average)	275,502	2009	284,466	2008	-3.2%	1.0
The Average Weekly Wage	\$793	2009	\$788	2008	0.6%	2.0
Growth of the Private Sector Payroll	\$8,889,332,883	2009	\$9,220,469,502	2008	-3.6%	1.0
Total Number and Net Annual Change in the Number of Business Establishments	21,443	2009	21,031	2008	2.0%	3.0
Manufacturing as a Percent of All Employment by Number of Establishments	4.2%	2009	4.4%	2008	-0.2%	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	2010	12	2009	0.0%	2.0
Number of Shovel Ready Sites or Buildings Within the Region that are ready for Development	3	2010	2	2009	50.0%	3.0
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	\$111,025,791	2009	\$141,234,444	2008	-21.4%	1.0
% 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						1.8
Percent of Students Scoring Proficient or Above on MCAS Reading Test (3 rd Grade)	56.1%	2010	52.4%	2009	3.7%	3.0
Percent of Students Passing MCAS Math Test (Grade 10)	87.9%	2010	87.4%	2009	0.5%	2.0
Percent of Students Passing MCAS English Test (Grade 10)	94.0%	2010	93.5%	2009	0.5%	2.0
The Dropout Rate of High School Students (Grades 9 through 12)	3.9%	2009	4.9%	2008	-1.0%	3.0
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates	85.7%	2009	86.7%	2008	-1.0%	1.0
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates	27.4%	2009	28.5%	2008	-1.1%	1.0
The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	52.5%	2009	55.6%	2008	-3.1%	1.0
The Median Age of The Region's Workforce Encompassing Ages 16 to 64	41	2009	39.4	2008	4.1%	1.0

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

* sites listed at Westmass Development Corporation only

(Continued Next Page)

Table 17: 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	52	2010	59	2009	-11.9%	3.0
The Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$172	2010	\$243	2009	-29.2%	1.0
The Rate of Property and Violent Crimes Reported per 100 Persons	3.5	2009	3.5	2008	0.0%	2.0
The Percentage of Housing Units that are Owner-Occupied	64.0%	2009	66.0%	2008	-2.0%	1.0
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	37.5%	2009	38.1%	2008	-0.6%	2.0
Percent of Renters paying more than 30% of their income on rent	52.7%	2009	53.8%	2008	-1.1%	3.0
The Median Sale Price of a Single Family Home	\$183,640	2010	\$183,342	2009	0.2%	2.0
Building Permits Issued for New Residential Construction	629	2009	496	2008	26.8%	3.0

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 2008 and 2009, the unemployment rate for the Pioneer Valley rose significantly, with an increase from 5.7% to 8.7 percent. This trend remained consistent for each of the three counties of the Pioneer Valley. Hampden County saw the largest increase in unemployment from 6.4% to 9.7% while Hampshire (4.3% to 6.6%) and Franklin (4.9% to 7.9%) counties experienced slightly smaller but still significant 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 decreased from 2008 to 2009, from 284,466 to 275,502 (more than a 3.0% change). This trend remained consistent for each of the three counties of the Pioneer Valley. Franklin County experienced the largest decrease (a decrease of 4.4%), while Hampden County decreased by 3.2%, and Hampshire County had a decrease of 2.3 percent.

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

Average Wage Earned by Workers

The average wage earned by workers includes employees in all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The average weekly wage earned by workers in the Pioneer Valley increased slightly by 0.6% from \$788 in 2008 to \$793 in 2009. For each of the three counties, the average weekly wage also increased slightly. Hampshire County had the highest percent increase of 1.6%, while Hampden County increased by 0.5% and Franklin County increased by 0.1 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 fell from \$9,220,469,502 in 2008 to \$8,889,332,883 in 2009, a decrease of 3.6 percent. Franklin, Hampshire, and Hampden counties also experienced negative trends. Franklin County had the largest decrease (5.3%) and Hampden and Hampshire counties saw decreases of 3.7 and 2.2%, respectively.

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 2.0% from 21,031 in 2008 to 21,443 in 2009. This trend remained consistent for each of the three counties in the Pioneer Valley. While the largest increase in the number of establishments was in Franklin County (by 3.1%), both Hampden and Hampshire counties saw an increase in their number of businesses as well (1.6% and 2.7% respectively).

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

Manufacturing as a Percent of All Employment by Number of Establishments

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 4.4% in 2008 to 4.2% in 2009.

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 % for both), Franklin County saw the largest decrease (0.6 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 no change in the number of sites that were pre-permitted and a 50.0% increase in the number of shovel ready projects in the Pioneer Valley between 2009 and 2010. Of the three counties in the Pioneer Valley, only one had a change in the number of shovel-ready sites; Hampden County experienced a 50.0% increase which represented an actual increase 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 2009 and 2010, the total value of transportation improvement projects advertised for the Pioneer Valley decreased from \$141,234,444 to \$111,025,791, representing a -214.4% change. Trends were varied across the region. Franklin County saw an decrease of 3.9%, Hampden County a 7.3%decrease, while Hampshire County saw a 59.6% increase.

The values for 2010 continue to include some significant additional funds that originate from 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

Due to the changing nature of data availability regarding access to high speed internet and broadband, there are periodically changes in how this indicator is measured. New data collection methods are currently in progress, but in the meantime, there is not currently a new update of this data available. Following is the trend measurement from the 2010 CEDS report:

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 2009 and 2010 the Pioneer Valley saw a 3.7% increase (from 52.4% to 56.1%) in the number of students who scored proficient or above on the MCAS third grade English language test. Of the three counties, Hampshire County experienced the largest increase (7.2%), while Hampden County and Franklin County increased by 2.8% and 2.9%, respectively.

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 2009 and 2010, the Pioneer Valley saw a 0.5% increase (from 87.4% to 87.9%) in the number of students who passed the MCAS math test. Hampden and Franklin counties both also experienced slight increases (0.7% and 0.3% respectively), while Hampshire 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 2009 and 2010, the Pioneer Valley saw a slight increase of 0.5% (from 93.5% to 94.0%) in the number of students who passed the MCAS English test. Hampden and Hampshire counties both saw slight increases (0.5% and 0.6% respectively), while Franklin County's proportion of students passing the MCAS math test decreased by 1.0 percent.

Data Source: Massachusetts Department of Education

Dropout Rate of High school Students

Dropout rates are the percentage of all 9th through 12th grade students who drop out of high school in a single year (the annual dropout rate). The Pioneer Valley saw a decreased dropout rate between 2008 and 2009; from 4.9 to 3.9 percent.

All three counties had decreases in dropout rate. Hampden County decreased by 1.1%, Hampshire County decreased 0.9%, and Franklin County decreased 0.1 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 2008 and 2009, the percentage of the Pioneer Valley workforce who were high school graduates decreased from 86.7% to 85.7% for a 1.0% change, though both measures were greater than the rate in 2000 (82.7 percent). Hampden County had a decrease of 1.2%, Hampshire County had a decrease of 1.1%, and Franklin County had an increase of 1.4 percent.

Data Source: United States Census Bureau 2008 and 2009 American Community Survey, 1 Year Estimates

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 2008 and 2009, the percentage of the Pioneer Valley workforce who were college graduates decreased from 28.5% to 27.4% representing a 1.1% change, though both measures were greater than the rate in 2000 (25.5 percent). This decreased educational attainment was a trend that held true for Hampden County and Hampshire County, which had decreases of 1.1% and 4.2% respectively. However, Franklin County saw an increase of 4.2 percent.

Data Source: United States Census Bureau 2008 and 2009 American Community Survey, 1 Year Estimates

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 2008 and 2009, the percent of older workers who remain engaged in the workforce in the Pioneer Valley decreased from 55.6 to 52.5 percent. Franklin County experienced an increase of 3.4%, while Hampden County and Hampshire County experienced decreases of 3.7% and 4.9 % respectively.

Data Source: United States Census Bureau 2008 and 2009 American Community Survey, 1 Year Estimates

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 4.1% between 2008 and 2009, from 39.4 to 41 years old. Trends followed consistent patterns in the three counties. Each county's median worker age increased. Hampden County had a 2.5 % increase in median worker age, while Hampshire and Franklin Counties saw 8.2% and 5.4% increases respectively.

Data Source: United States Census Bureau 2008 and 2009 American Community Survey, 1 Year Estimates

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 59 to 52 between 2009 and 2010, representing an 11.9% reduction. Between 2006 and 2007, Hampshire County eliminated its remaining CSOs. Between 2008 and 2009, Franklin County eliminated its remaining three CSOs, and since 2008, Hampden County has eliminated thirteen 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: Unrestricted General Government Aid,, 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 decreased dramatically between 2009 and 2010. Hampden County saw the largest decrease (30.6%), while Franklin County had the smallest decrease (25.2 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 of 3.5 crimes reported per 100 people did not change between 2008 and 2009. Trends varied across the region. Hampshire and Franklin counties both experienced decreases (4.3% and 8.7% respectively), while Hampden County increased by 2.4 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 2008 and 2009, the percentage of housing units in the Pioneer Valley that were owner-occupied decreased by 2.0% (from 66.0 to 64.0 percent). This decreasing trend of ownership was true across all three counties with Franklin County experiencing the largest decrease (3.1 percent).

Data Source: United States Census Bureau 2008 and 2009 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 2008 and 2009, the percentage of home owners in the Pioneer Valley who were housing cost burdened decreased from 38.1% to 37.5% (representing a 0.6% change). This slight decrease in the percentage of home owners who were housing cost burdened was consistent in Hampden County which experienced a 1.3% decrease, while Hampshire County and Franklin County saw increases of 1.0% and 1.4% respectively.

Data Source: United States Census Bureau 2008 and 2009 American Community Survey, 1 Year Estimates

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 2008 and 2009, the percentage of renters in the Pioneer Valley who were housing cost burdened decreased from 53.8% to 52.7% (representing a 1.1% change). This trend of decreasing housing cost burden was true in Hampden County and Franklin County which had 1.7% and 2.2% decreases, respectively. However, Hampshire County experienced an increase in the percent of renters who were housing cost burdened with a change of 1.3 percent.

Data Source: United States Census Bureau 2008 and 2009 American Community Survey, 1 Year Estimates

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 2009 and 2010, the median sale price of a single family home in the Pioneer Valley increased from \$183,342 to \$183,640. This neutral trend was found in Hampden County, while Hampshire County experienced a slight increase in home prices (1.1%) and Franklin County experienced a decrease of 4.9 percent. This stabilizing trend in home sale prices across the Pioneer Valley suggests that, at least in some areas, the housing market crash of the past couple of years is starting to turn around in the region.

Data Source: The Warren Group

Building Permits Issued for New Residential Construction

Between 2008 and 2009, the number of building permits issued for new residential construction in the Pioneer Valley increased 26.8% from 496 to 629 permits. This increasing trend was found in both Hampshire and Franklin counties. Hampshire County experienced a significant increase of 259.3 percent, representing an increase of 54 to 194 permits Franklin County experienced an increase of 57.5 percent. Hampden County was the only area in the region that experienced a decrease in number of building permits issued for new residential construction, with a drop of 7.5 percent.

Data Source: U.S. Department of Housing and Urban Development

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 18: 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						1.7	
The Annual Unemployment Rate	11.7%	2009	7.9%	2008	3.8%	1.0	No
The Total Number of Jobs (Monthly average)	95,229	2009	97,491	2008	-2.3%	1.0	No
The Average Weekly Wage	\$882	2009	\$877	2008	0.6%	2.0	No
Growth of the Private Sector Payroll	\$3,597,685,318	2009	\$3,680,801,158	2008	-2.3%	1.0	No
Total Number and Net Annual Change in the Number of Business Establishments	7,397	2009	7,240	2008	2.2%	3.0	No
Manufacturing as a Percent of All Employment by Number of Establishments	2.6%	2009	2.7%	2008	-0.1%	2.0	No
Foster Means of Regional Competitiveness						2.3	
Number of Pre-Permitted Sites or Buildings Within the Region that are ready for Development*	6	2010	0	2009	NA	3.0	No
Number of Shovel Ready Sites or Buildings Within the Region that are ready for Development*	3	2010	1	2009	200.0%	3.0	No
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	\$22,844,570	2009	\$46,649,934	2008	-51.0%	1.0	Yes
% increased a category		2009		2008	0.0%	2.0	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

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Table 18: 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)	37.5%	2010	33.7%	2009	3.8%	3.0	Yes
Percent of Students Passing MCAS Math Test (10th grade)	72.3%	2010	72.7%	2009	-0.4%	2.0	No
Percent of Students Passing MCAS English Test (10th grade)	86.8%	2010	85.9%	2009	0.9%	2.0	No
The Dropout Rate of High School Students (Grades 9 through 12)	8.1%	2009	10.0%	2008	-1.9%	3.0	No
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates	75.5%	2009	76.6%	2008	-1.1%	1.0	Yes
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates	16.8%	2009	17.6%	2008	-0.8%	2.0	Yes
The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	50.4%	2009	44.1%	2008	6.3%	3.0	No
The Median Age of The Region's Workforce Encompassing Ages 16 to 64	37.6	2009	36.7	2008	2.5%	1.0	Yes
Economic Enhancements Fostering The Region's Business Climate and Prospects for Sustainable Economic Growth						2.0	
The Total Number of Combined Sewer Over Flow (CSO) Sites on the Lower Connecticut River and Tributaries	52	2010	52	2009	0.0%	2.0	Yes
The Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$229	2010	\$334	2009	-31.4%	1.0	No
The Rate of Property and Violent Crimes Reported per 100 Persons	5.8	2009	6.4	2008	-9.4%	3.0	No
The Percentage of Housing Units that are Owner-Occupied	49.9%	2009	49.4%	2008	0.5%	2.0	Yes
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	37.7%	2009	37.2%	2008	0.5%	2.0	Yes
Percent of Renters paying more than 30% of their income on rent	56.3%	2009	55.8%	2008	0.5%	2.0	Yes
The Median Sale Price of a Single Family Home	\$125,119	2010	\$131,528	2009	-4.9%	1.0	No
Building Permits Issued for New Residential Construction	130	2009	89	2008	46.1%	3.0	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

Springfield - Union Station Regional Intermodal Transportation Center

FY 2011 Comprehensive Economic Development Strategy (CEDS) Update 2011 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 11, 2011 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	City of Springfield Massachusetts
Project Title:	Union Station Regional Intermodal Transportation Center
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description (one sentence):	Redevelopment of the historic Union Station as a regional transportation facility including office and commercial space.
Project Location (Street Address):	Frank B. Murray Street
Census Tract:	8010
Contact Person:	John D. Judge, SRA Administrator
Address:	70 Tapley Street
City/Town:	Springfield
Zip Code:	01104
Phone Number:	413-787-7661
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 2011-2012
What is the current status of engineering and design for this project? Please explain in brief:	The SRA has contracted with Skanska Building USA as the OPM and is in final negotiations with HDR Architecture, Inc for design and engineering services. The first phase of work will involve the updating of the 2008 Master Plan and securing permitting for the project prior to development of schematic and construction documents.

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 2011 or 2012? (use drop-down menu):	Yes - 2012
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:	\$ 72,670,000
Required Local 50%* Match:	\$36,000,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No. \$11,785,102 matching funds secured to date.
Anticipated Source(s) of Local 50% Match:	MassDOT, Off-Street Parking grant, and State Transportation Bonds.
Estimated Private Sector Dollar Investment in Project:	\$4,500,000 for the buildout of private retail/office uses.
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:	

<p>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 travel thus stimulating private investment. EDA finding will assist the region in redeveloping the site for these services and be a catalyst for the re-investment in the Downtown area, consistent with the urban investment in the Plan for Progress.</p>	
<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.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 11, 2011 by 5 p.m.</p>	
Name of Person Submitting This Form:	John D. Judge
Title:	SRA Administrator
Date of Submission:	11-Mar-11

Springfield – Court Square

FY 2011 Comprehensive Economic Development Strategy (CEDS) Update 2011 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 11, 2011 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	City of Springfield
Project Title:	Court Square
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description (one sentence):	Redevelopment of historic building for mixed use
Project Location (Street Address):	13-31 Elm Street
Census Tract:	
Contact Person:	John Judge, Chief Development Officer
Address:	36 Court Street, Room 101
City/Town:	Springfield, MA
Zip Code:	01103
Phone Number:	413-787-6565
Email:	jjudge@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2011-2012
What is the current status of engineering and design for this project? Please explain in brief:	Initial concept 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 2011 or 2012? (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:	\$25,000,000
Required Local 50%* Match:	\$
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	Not Yet Determined
Anticipated Source(s) of Local 50% Match:	Not Yet Determined - combination of potential bond funding and tax credits
Estimated Private Sector Dollar Investment in Project:	\$12,500,000
Estimated Number of Permanent Jobs to be Created:	100
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:	TBA
From City of Springfield:	TBA
From City of Northampton:	TBA
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	TBA
From City of Springfield:	TBA
From City of Northampton:	TBA
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:	
Project is expected to be a transformative historic preservation redevelopment on Springfields Court Square, near Springfield City Hall, MassMutual Center, and the State court properties. Project will locate new working and living opportunities in this 110,000 square foot historic building.	
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.	

<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 11, 2011 by 5 p.m.</p>	
Name of Person Submitting This Form:	John Judge
Title:	Chief Development Officer
Date of Submission:	3/4/2011

Springfield – Caring Health Center

FY 2011 Comprehensive Economic Development Strategy (CEDS) Update 2011 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 11, 2011 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Springfield-South End neighborhood
Project Title:	Caring Health Center
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description (one sentence):	Rehabilitation of three conjoined buildings on one parcel from retail use to community health center medical and dental service delivery.
Project Location (Street Address):	1049 Main Street, Springfield, MA 01103
Census Tract:	
Contact Person:	Tania Barber, Vice President of Operations
Address:	1145 Main Street, Suite 205,
City/Town:	Springfield, MA
Zip Code:	01103
Phone Number:	413-693-1007
Email:	tbarber@caringhealth.org
Fax:	413-731-9919
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2011-2012
What is the current status of engineering and design for this project? Please explain in brief:	Engineering studies are complete, Final architectural drawings are under licensure review at the Massachusetts Department of Public Health, approval expected in April, 2011.
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 2011 or 2012? (use drop-down menu):	Yes - 2011
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:	16,000,000.
Required Local 50%* Match:	8,000,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	Yes - 2011
Anticipated Source(s) of Local 50% Match:	Caring Health Center,\$1,000,000; local fundraising, \$500,000; local bank debt, \$7,000,000.
Estimated Private Sector Dollar Investment in Project:	\$
Estimated Number of Permanent Jobs to be Created:	125
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:	6,000
From City of Springfield:	53,000
From City of Northampton:	1,000
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	30
From City of Springfield:	100
From City of Northampton:	30
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>Construction phase: This project will provide 75 construction-related jobs. We are working with the local carpenters and building trades unions who are offering financial incentives to hire their members. This project will expand our staffing and services: 125 additional full time permanent jobs with benefits will be added over the 18 months following the opening of the facility. We will increase patients served at this site to 26,000. The South End neighborhood is one of the poorest in the City and is the southern gateway to downtown. The historical preservation of these important buildings and the increased activity in this section of Main Street will generate other development in surrounding blocks. The project has regional impact with the Caring Health Center drawing patients from surrounding towns, most of whom come in via local transit authority buses. The increased activity from the site will benefit small business up and down Main street in the South End.</p>	
<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.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 11, 2011 by 5 p.m.</p>	
Name of Person Submitting This Form:	Anne S. Awad
Title:	President/CEO
Date of Submission:	2/23/2011

Holyoke – Technology-Led Utility Capacity Upgrade

FY 2011 Comprehensive Economic Development Strategy (CEDS) Update 2011 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 11, 2011 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Holyoke
Project Title:	Holyoke Technology-led Utility Capacity Upgrade
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description (one sentence):	Infrastructure - The Holyoke Gas & Electric Department (HG&E) proposes to utilize EDA funds to upgrade its electric transmission and distribution infrastructure to provide greater reliability and additional capacity.
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 2011-2012

What is the current status of engineering and design for this project? Please explain in brief:	Engineering and Project design are underway. Project Schedule: Permitting 9/1/2010 – 6/1/2011 Design Engineering 5/3/2010 – 10/28/2011 Equipment Procurement 2/1/2011 – 6/1/2012 Construction Contract 10/31/2011 – 10/12/2012 Commissioning 10/31/2012
Was this Project submitted last year (i.e. 2010) for inclusion in the region's 2010 CEDS Annual Update? Please indicate YES or NO:	YES (submitted to CEDS 2010 as the Green High Performance Computing Center (GHPCC))
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2011 or 2012? (use drop-down menu):	Yes - 2011
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:	\$7,367,745
Required Local 50%* Match:	\$5,400,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	YES
Anticipated Source(s) of Local 50% Match:	Holyoke Gas & Electric Department
Estimated Private Sector Dollar Investment in Project:	\$5,000,000 committed to date by private sector corporations in the Massachusetts Green High Performance Computing Center (MGHPCC). Additional investment is anticipated.
Estimated Number of Permanent Jobs to be Created:	20 committed by the MGHPCC. 800+ jobs estimated for the Innovation District (see Funding Justification for additional detail)
Estimated Number of Permanent Jobs to be Retained:	To be determined
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	800
From City of Holyoke:	400
From City of Springfield:	300
From City of Northampton:	100
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	400
From City of Holyoke:	200

From City of Springfield:	150
From City of Northampton:	50
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:	
Please refer to attachment	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	
*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.	
**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 11, 2011 by 5 p.m.	
Name of Person Submitting This Form:	Kathleen Anderson
Title:	Director
Date of Submission:	March 7, 2011

FY 2011 Comprehensive Economic Development Strategy (CEDS) Update
2011 CEDS Project Proposal Form

Project Title: Holyoke Technology-led Utility Capacity Upgrade

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 Holyoke Technology-led Utility Capacity Upgrade Project is located in the City of Holyoke, MA. Holyoke is an economically distressed community in the heart of the urbanized core of the Pioneer Valley region and Economic Development District (EDD). The scope of this project supports the scope of a much larger economic development plan for Holyoke's center city involving research computing and advanced internet-based telecommunications. The plan's target area consisting of US Census Tracts 8114, 8115, 8116, and 8117, is in a state of severe economic distress. Holyoke was the first planned industrial community in the nation featuring an elaborate complex of paper mills, workers' housing, a dam and sophisticated canal system to provide hydro-power and water for paper manufacturing. Many of the mills and industry have gone leaving a landscape of disinvestment marked by vacant and underutilized properties; but the dam and canals remain and are the central components to a technology-led economic development plan for the city and region. The utility capacity upgrade directly supports the development of the Holyoke Innovation District that will be anchored by the Massachusetts Green High Performance Computing Center (MGHPCC). MGHPCC is the result of a regional and statewide partnership consisting of the University of Massachusetts, the Massachusetts Institute of Technology (MIT), Boston University, Harvard University, Northeastern 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. Private-sector partners Cisco and EMC have committed \$2.5M each toward the development of MGHPCC. The world-class center, to be located in a blighted section of downtown Holyoke along the canal system, will conduct research in biofuels, life sciences, human genome, climate control, clean energy and other research which relies heavily on computation. The MGHPCC concept calls for an environmentally sustainable development that will 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.

The urbanized areas of the region have been hit hard by a loss of industry and job losses stemming from the most recent national economic downturn. The 24-month unemployment rate for Holyoke from December 2008 – December 2010 was 11.8% compared to a 9.5% national rate over the same period. Its median household income from The US Census 2005-2009 American Community Survey estimates is a mere 67.1% of the national average and its per capita income rates at 72.75% of the national average for 2009. US Census tracts 8114,

8115, 8116, and 8117 have significantly more unemployment and substantially less median income.

The investment of this project directly affects the scope and viability of the Innovation District in Holyoke by providing the green electrical capacity needs of technology-based companies that are expected to create much needed jobs and income in the region. The development of the district is a major regional strategic goal to re-establish industry in accordance with the Pioneer Valley Plan for Progress. To fully leverage the development of the MGHPCC in downtown Holyoke, the City of Holyoke, HG&E, PVPC, and regional partners have established a Task Force to design and develop the Innovation District that will be anchored by the MGHPCC and will serve as a catalyst for economic growth in Holyoke and the region.

Funding Justification continued:

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, HG&E, and PVPC to fund and support the development of regional and cluster-based strategies to achieve this goal.

The scope of this investment project directly affects the scope of the development of the Innovation District in Holyoke. The Innovation District, located in an economically distressed community, is a regional public / private partnership that intends to create the conditions for an agglomeration economy of small firms seeking to benefit from access to the MGHPCC research facility and the high level of education present in the region and state. The MGHPCC will serve as the world-class research anchor conducting research in life sciences, the human genome, climate control and clean energy led by project partners MIT, Harvard, UMass, Boston University, and Northeastern. The facility will be a showcase for clean energy use and green facilities design. It will 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. Power to the Innovation district will be provided by renewable, low cost hydroelectric energy that is relatively carbon free. A built out district will require the development of additional carbon-free electric generation facilities such as wind and solar within the City. Private-sector partners in the MGHPCC Consortium are Cisco Systems, Inc., and EMC Corp and each has committed \$2.5M to the development of the project. Cisco has already begun collaborating 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 of Holyoke. The Cisco and EMC financial commitment to the project indicate its viability to leverage private-sector investment. Several other private-sector developers who are showing major interest in the development potential this project offers for the City of Holyoke.

Analysis of similar research-based innovation and technology cluster models that have emerged in the last decade, such as Fort Collins, Colorado, show extremely positive

economic growth potential based on jobs, average income, number of startup firms, and patent awards. The Fort Collins clean energy cluster alone consists of 31 firms and experienced employment growth of 31% between 2006 and 2009 totaling just under 3,000 jobs. The average income in the Fort Collins clean energy sector is estimated at \$75,334 and the cluster produced 18 patents in 2009 according to Colorado State University. The 5 largest companies account for 78.6% of employment. Holyoke's commitment to the development of clean energy, its commitment to being a green community, its commitment to the Innovation District, and the presence of the world class research capability of MGHPCC will foster similar benefits for Holyoke as it seeks to become a model for clean energy independence and capitalize on the economic growth potential of the clean energy sector. The City's near term employment projections indicate Holyoke may capture 10 – 20 firms with 800-1,100 new jobs by 2016 with the potential to double those figures such that 1,600 – 2,200 jobs are created or captured over six to 10 years. Potential 10-year building demand is estimated at 750,000 square feet, greatly reducing Holyoke's vacant and or under utilized mill buildings totaling 1.2 million square feet in or around the Innovation District. The additional 84 acres of developable commercial / industrial land can further accommodate the modest projected growth over the next decade. Projected firms and job numbers also factor industry clusters from life-sciences, human genome research, and climate control, as well as clean energy.

Holyoke – HCC Foundation Business and Technology Roadway and Park

FY 2011 Comprehensive Economic Development Strategy (CEDS) Update 2011 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 11, 2011 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.) with <u>brief</u> project description (one sentence):	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 2011 or 2012? (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:	\$2.7 million
Required Local 50%* Match:	\$1. million
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) - MassWorks; 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:	

<p>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.</p>	
<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.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 11, 2011 by 5 p.m.</p>	
Name of Person Submitting This Form:	Kathleen Anderson
Title:	Director, Office of Planning & Development
Date of Submission:	March 12, 2010

Northampton – Three County Fairground Redevelopment

FY 2011 Comprehensive Economic Development Strategy (CEDS) Update 2011 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 11, 2011 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Northampton, MA
Project Title:	Three County Fairground Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description (one sentence):	Redevelopment - Exhibition Facility
Project Location (Street Address):	54 Fair Street, Northampton, MA 01060
Census Tract:	
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:	413-587-1249
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:	Phase 1 barn replacement is under construction. Master plan is complete. Permitting is partially complete. Fundraising to complete final engineering for Phase 2 Exhibition building and off-site infrastructure improvements.
Was this Project submitted last year (i.e. 2010) for inclusion in the region's 2010 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 2011 or 2012? (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:	\$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:	MDAR, MassWorks, USDA, foundation grants, private investment
Estimated Private Sector Dollar Investment in Project:	\$30 million
Estimated Number of Permanent Jobs to be Created:	662 in Pioneer Valley Region
Estimated Number of Permanent Jobs to be Retained:	462 in Pioneer Valley Region
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	20
From City of Springfield:	19
From City of Northampton:	265
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 662 new jobs regionally and retain 462 jobs regionally, \$19.5 million in new direct spending in the regional economy, increase annual events from 28 to 68, 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. Event vendors and trade contractors are drawn from throughout the Pioneer Valley. In addition, Northampton does not have sufficient hotel room capacity to accommodate existing or 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 Friday, March 11, 2011 by 5 p.m.**

Name of Person Submitting This Form:	Teri Anderson
Title:	Community & Economic Development Director
Date of Submission:	7-Mar-11

Three County Fairgrounds, Northampton, MA – 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

Northampton – Village Hill Technology Incubator

FY 2011 Comprehensive Economic Development Strategy (CEDS) Update 2011 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 11, 2011 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.) with <u>brief</u> project description (one sentence):	Redevelopment - Business Incubator
Project Location (Street Address):	Village Hill Road, Northampton, MA 01060
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:	01060
Phone Number:	413-587-1253
Email:	tanderson@northamptonma.gov
Fax:	413-587-1249
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:	MassDevelopment is currently updating building renovation cost estimates. Conversations with potential development partners underway.
Was this Project submitted last year (i.e. 2010) for inclusion in the region's 2010 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 2011 or 2012? (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 investment
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:	

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 medical device, life sciences, and software development.

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

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

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 11, 2011 by 5 p.m.**

Name of Person Submitting This Form:	Teri Anderson
Title:	Community & Economic Development Director
Date of Submission:	7-Mar-11

Village Hill Technology Incubator, Northampton, MA – 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 lead 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 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 bike paths. 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

Northampton – Roundhouse Mixed-Use Redevelopment

FY 2010 Comprehensive Economic Development Strategy (CEDS) Update 2011 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Monday, March 11, 2011 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Northampton, MA
Project Title:	Roundhouse Mixed-Use Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.):	Redevelopment - Mixed Use
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):	Long Term
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. 2010) 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:	Undetermined
Required Local 50%* Match:	Undetermined
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	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.
Estimated Private Sector Dollar Investment in Project:	Undetermined
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:	

<p>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 2010 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.</p>	
<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.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**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 11, 2010 by 5:00 p.m.</p>	
<p>Name of Person Submitting This Form:</p>	<p>Teri Anderson</p>
<p>Title:</p>	<p>Community & Economic Development Director</p>
<p>Date of Submission:</p>	<p>7-Mar-10</p>

Three County Fairgrounds, Northampton, MA – 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

Ludlow Mills Redevelopment

FY 2011 Comprehensive Economic Development Strategy (CEDS) Update 2011 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 11, 2011 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Town of Ludlow, Massachusetts
Project Title:	Ludlow Mills Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description (one sentence):	Redevelopment of a 150 acre, brownfields impacted, historic mill property as a mixed use development project.
Project Location (Street Address):	100 State Street, Ludlow, MA
Census Tract:	8104.03 (changed for 2010 census)
Contact Person:	Ellie Villano, Town Administrator
Address:	488 Chapin Street
City/Town:	Ludlow, MA
Zip Code:	01056
Phone Number:	(413) 583-5600 x 201
Email:	evillano@ludlow.ma.us
Fax:	413 583 5603
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2011-2012
What is the current status of engineering and design for this project? Please explain in brief:	Town will contract with designer for State Street improvements on May 1, 2011. Developer will submit designs for subdivision October 1, 2011.
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 2011 or 2012? (use drop-down menu):	Yes - 2012
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 Development Corporation
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. The conversion to a modern mixed use business center will resolve 45 known Reportable Environmental Conditions (REC's) identified by the U.S. EPA, will eliminate the combustion of 200,000 gallons of #6 oil annually, will convert 800,000 SF of deteriorating historic mill structures to code compliant, LEEDs certified building standards, will resolve public safety concerns, and will employ several green technologies for energy generation and management of storm water runoff. The project will once again become a regional employment center that benefits abutting low income neighborhoods in Ludlow and Springfield.	

<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.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 11, 2011 by 5 p.m.</p>	
Name of Person Submitting This Form:	Ellie Villano
Title:	Town Administrator
Date of Submission:	3/3/2011

Chicopee – Uniroyal/Facemate Site Redevelopment

FY 2011 Comprehensive Economic Development Strategy (CEDS) Update 2011 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 11, 2011 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	City of Chicopee; Chicopee Falls Neighborhood
Project Title:	Uniroyal/Facemate Site Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description (one sentence):	Redevelopment of the former Uniroyal/Facemate properties into a mixed-use neighborhood district including new public open spaces.
Project Location (Street Address):	154 Grove Street & 5 West Main Street Chicopee, MA 01020
Census Tract:	Tract # 8108
Contact Person:	Thomas Haberlin, Director of Economic Development
Address:	38 Center Street
City/Town:	Chicopee, MA
Zip Code:	01013
Phone Number:	413-594-1490
Email:	thaberlin@chicopeema.gov
Fax:	413-594-1495
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:	Redevelopment Visions completed December 2010; demolition of Buildings 1-6 completed Summer 2010; Plans for Facemate Demolition on-going; on-going Environmental Assessments
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 2011 or 2012? (use drop-down menu):	Yes - 2011
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:	\$ 25 million
Required Local 50%* Match:	\$ 12.5 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	Federal/State Direct Aid
Estimated Private Sector Dollar Investment in Project:	\$ 144 million
Estimated Number of Permanent Jobs to be Created:	Estimated 250 Construction Related; 250 Permanent
Estimated Number of Permanent Jobs to be Retained:	Estimated 250
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:	
Project addresses 60 acres of brownfields in an economically distressed neighborhood. Redevelopment plans envision a mixed-use community re-connected to the Chicopee River. New businesses, a senior center, active and passive recreation are included, based on market conditions and community input.	
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.	

<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 11, 2011 by 5 p.m.</p>	
Name of Person Submitting This Form:	Lee M. Pouliot
Title:	Community Development Planner/Administrator
Date of Submission:	1-Mar-11

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



**Plan for Progress
Coordinating Council Membership
June 2011**

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*

Patricia Crosby, *Executive Director, Franklin/Hampshire REB*

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

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

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

Brooks Fitch, *Director, W.E.B. DuBois Center at University of Massachusetts/Amherst*

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, *Senior Consultant, Clements Group*

Larry Martin, *Business Services and Projects Manager, Regional Employment Board of Hampden County*

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

Marla Michel, *Executive Director, Economic Development Strategies & Regional Partnerships,
UMass/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*

Plan for Progress Trustees Membership - June 2011

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 Massachusetts*

Douglas Bowen, *Executive Vice President, PeoplesBank*

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

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, Ph.D., *Superintendent, Holyoke Public Schools*

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

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, *Director, W.E.B. DuBois Center at University of Massachusetts/Amherst*

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 2011 (Cont'd)

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

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

Geoff Little, *Senior Consultant, Clements Group*

Larry Martin, *Business Services and Projects Manager, Regional Employment Board of Hampden County*

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

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

Marla Michel, *Executive Director, Economic Development Strategies & Regional Partnerships, 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.*

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 2011

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
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, Colleen

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:

Ancrum, Ron
 Beck, Suzanne
 Blair, Allan
 Bloomgarden, Alan
 Bradley, Steve
 Brennan, Tim
 Carlson, Beth
 Dunlavy, Linda
 Fialky, Jeff
 Griggs, Alfred
 Ronn Johnson
 Judge, John
 Lugo-DeJesus, Waleska
 Michel, Marla
 Morgan, Rev. J.P.
 Ortiz, Julia
 Phelan, Karen
 Robinson, Dora
 Swan II, Rev. Talbert
 Tanner, Lori
 Toledo, Hector
 Walker, Sharienne
 Wondolowski, Lora
 Woods, David*

Lead Implementers:

Leadership Pioneer Valley Steering Committee

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*
 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.