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Pioneer Valley

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Comprehensive Economic  
Development Strategy

CEEDS



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Annual Report



COVER PHOTOS:

Springfield Enterprise Center–Entrepreneurial Institute

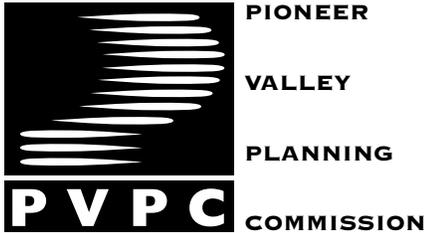
*Left-to-right: Henry Barton, Chairman, Pioneer Valley Planning Commission;  
Darrell Cooke, Executive Director, Mountainland Economic Development District, Orem, Utah;  
Cassandra Lighty, Community Planner, U.S. Economic Development Administration;  
Gilberto Amador, Director of Special Programs, Springfield Entrepreneurial Institute;  
Timothy W. Brennan, Executive Director, Pioneer Valley Planning Commission*

Holyoke Latino Professional Business Center

*Installation of canopy*

Holyoke Health Center

*Left-to-right: Jay Breiner, Executive Director, Holyoke Health Center, Inc.  
Benjamin Cartagena, President, Holyoke Health Center, Inc.*



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July 1, 2003

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

Attention: Cassandra Lighty

Reference: Submittal of Final, Year 2003 Comprehensive Economic Development Strategy (CEDS)  
Annual Update Report for the Pioneer Valley Region of Massachusetts

Dear Mr. Raetsch:

I have enclosed, for EDA's review and approval, the final version of our region's Year 2003 CEDS Annual Update Report, which was recommended to the Planning Commission for adoption by the Plan for Progress Coordinating Council and the Pioneer Valley Economic Development District Planning Cabinet. This new CEDS Annual Report was, in turn, reviewed and formally adopted by a vote of the Pioneer Valley Planning Commission (PVPC) Executive Committee at a regular meeting held on June 26, 2003.

The enclosed 2003 CEDS Annual Report presents an overall update on the current economic conditions of the Pioneer Valley region, summarizes the current status of the action strategies that constitute the core of the Plan for Progress (our region's original OEDP document completed and released in September 1994), presents an updated and priority-ranked listing of potential projects from our region that are most likely to seek EDA financial assistance in Federal Fiscal Year (FFY) 2004; and, provides a series of attachments that are designed to highlight the most significant EDA-supported planning activities and projects that have been completed or initiated over the past year. I trust you will find that we've continued our efforts to improve the format, organization, and content of this very important planning document.

With respect to the Year 2003 CEDS Projects Listing, which is a key component of our 2003 CEDS document, I need to underscore that four proposed EDA projects—three located in the City of Springfield and one located in the City of Northampton—have been assigned our region's highest priority rankings as part of the process leading up to the June 26<sup>th</sup> adoption of this 2003 CEDS document. An additional priority project in the City of Holyoke is being reformatted and therefore will be addressed as a CEDS amendment at the next Coordinating Council meeting to be held on August 20, 2003. After carefully evaluating all the submissions we received from PVPC member communities, these five projects were all deemed regionally significant as well as the projects that are most likely to advance and seek EDA funding during FFY 2004. The subject CEDS document also clearly identifies and annotates a second tier of priority EDA projects that could be brought forward if needs and circumstances dictated. All these project proposals, along with their local and regional priority rankings, can be found annotated in our region's new 2003 CEDS document.

For the record, please take note that the enclosed 2003 CEDS Annual Update Report is the fifth we have prepared and submitted to EDA since our region was designated by the EDA as an official Economic Development District (EDD) in the Fall of 1999. Accordingly, we have done our best to respond to the needs of this region's EDD and hope this report helps to substantiate that we are continuing to make progress and are using our EDA-funded planning process to the advantage of the region and its local cities and towns. Similarly, we are especially proud of the progress that has been made over the past year on several Plan for Progress strategy initiatives including the creation of the Regional Technology Corporation, the interstate Hartford-Springfield Economic Partnership, and the marketing and business retention programs coordinated by the Economic Development Council of Western Massachusetts, among others. Moreover, we are convinced that our EDD designation continues to strengthen our region's overall economic development planning capabilities, and we look forward to continuing a strong record of performance, progress, and achievement over the upcoming 2003-2004 timeframe.

I trust you will find the enclosed 2003 CEDS Annual Update Report complete and satisfactory. If, however, you should have questions or need additional information, please do not hesitate to contact Senior Planner/Economic Development Manager Linda Silva Thompson or Executive Director Tim Brennan at the Planning Commission's telephone number which is listed above.

On behalf of the Plan for Progress and the Pioneer Valley Planning Commission, as well as all those who have benefited from the assistance, guidance, and support provided by the EDA, I want to extend our sincere thanks for continuing EDA's interest and support of our efforts here in the Pioneer Valley. We believe it has let to another year of solid progress here in the Pioneer Valley and look forward to EDA's review and approval of the enclosed 2003 CEDS Annual Update Report.

Sincerely,



Henry Barton, Chairman

cc: C. Lighty, EDA - Philadelphia  
R. Potter, EDA - New England  
P. Tangredi, Co-Chair – Plan for Progress  
J. Hayden, City of Holyoke  
T. McColgan, City of Springfield  
T. Anderson, City of Northampton  
Coordinating Council – Plan for Progress  
EDD Cabinet – Plan for Progress

Pioneer Valley Planning Commission  
and Economic Development District

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

June 2003

Prepared by

Pioneer Valley Planning Commission  
26 Central Street  
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## EXECUTIVE SUMMARY

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

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

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

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

In addition, PVPC is pleased to report that this same spirit of successful collaboration has begun flourishing southerly across the Massachusetts-Connecticut border. This exploration has already proved fruitful in the form of an emerging Plan for Progress strategy centered around the promising Hartford-Springfield Economic Partnership, which has dubbed the north-south regional venture the New England Knowledge Corridor. This cooperative cross-border initiative builds on the regional framework created by the Plan for Progress and will reap substantial economic and other benefits for the Pioneer Valley.

The regional visions and goals described in this CEDS annual report are directly connected to the strategic goals of the Plan for Progress.

### THE PIONEER VALLEY PLAN FOR PROGRESS: STRATEGIC GOALS

1. Develop a regional identity which celebrates our growing diversity, connects the communities of the Pioneer Valley, and fosters economic growth through regional collaboration
2. Extract the resources of our higher education system and integrate them into the regional economy for direct economic benefit
3. Maximize job expansion and retention by targeting the region's identified export industries for development and growth

4. Recognizing the special importance of our core cities to the overall economic health of the region, develop strategies to stimulate urban growth, development, and revitalization.
5. Foster a positive business environment by resolving business growth issues specific to the region with an emphasis on three areas: capital availability, existence of a skilled labor force, and permitting and regulations

Furthermore, the regional vision and goals are captured in greater detail in the Plan's recommended action strategies, which are categorized here in terms of their status during the reporting period.

## **THE PLAN FOR PROGRESS: STRATEGIES**

### **STRATEGIES MAKING SUBSTANTIAL PROGRESS**

- Regional Technology Alliance and Support Regional Business Incubators
- Expand the Role of Business Retention Teams
- Connecticut River 2020 Strategy
- Pursue Regional Marketing Campaign

### **STRATEGIES ON COURSE**

- Urban Investment
- Expand Regional Tourism Efforts
- Regional Education and Business Alliance
- Leverage Massachusetts-Connecticut Cross-Border Partnership
- Workforce Development
- Promote Regional Identity

### **STRATEGIES IN NEED OF FOCUSED ATTENTION**

- Sustain Support for Small Business and Entrepreneurial Efforts
- Strengthen the Agricultural Sector in the Pioneer Valley

### **STRATEGIES EVOLVING/TRANSITIONING**

- Increase Capital Availability
- Explore Opportunities to Support Sustainable Development Initiatives
- Capitalize on our Telecommunications Capacity

### **INACTIVE STRATEGIES**

- Moving Into the Global Economy

Internally, the Plan's decision-making process has been driven by the Plan for Progress Trustees, the Plan for Progress Coordinating Council, and several strategy work teams focusing on urban investment, sustainable development, agriculture, and other key areas. In addition, the external driving force includes an extensive array of individuals from both the private and public sectors, and a broad cross-section of newly created and established businesses and organizations assigned to oversee individual strategies. These are listed in the 2002-2003 Report Card contained in this CEDS annual report, highlighting the accomplishments and goals of the relevant strategy teams.

Though it has been nearly nine years since the original Plan for Progress was adopted and released, this CEDS annual report will show that the Plan's successes continue to be remarkable and that the support

demonstrated by the private, public, and civic sectors has been unwavering over the years. In order to keep support strong and progress ongoing, PVPC launched a major review and update of the Plan for Progress in July 2002, with completion expected by the first quarter of 2004. The updated Plan will recognize the rapid progress and success of the existing strategies by setting forth a leaner list of strategies, thereby allowing the region to be more intensely focused on the high priority for continued economic development.

At the present time, this 2003 CEDS Annual Report will give the region's leadership a current picture of the status of the Plan for Progress economic strategies. To best present this information, the region's vision and goals have been evaluated both in terms of their strengths and weaknesses and *vis-à-vis* emerging opportunities and threats. The programs and projects recommended, therefore, fit directly into both the Pioneer Valley region's vision and goals and the CEDS guidelines.

Above all, this CEDS annual report is written as a working document for both the private and public sectors, to stir curiosity about the region's economy and to motivate participation in the planning and implementation process. As we progress into the 21st century, economic growth and health for the Pioneer Valley region will increasingly depend on building and expanding the private-public partnerships that started this process nearly a decade ago. PVPC invites you to be an active player in this promising future.



## AN ANALYSIS OF REGIONAL ECONOMIC CONDITIONS

### A SNAPSHOT OF THE PIONEER VALLEY REGION

Located in the midwestern section of Massachusetts and covering 1,179 square miles, the Pioneer Valley region and Economic Development District (EDD) encompasses the fourth largest metropolitan area in New England. The region is bisected by the Connecticut River and is bounded to the north by Franklin County, to the south by the state of Connecticut, to the east by Quabbin Reservoir and Worcester County, and to the west by Berkshire County. The Pioneer Valley region, which constitutes the 43 cities and towns within the Hampshire and Hampden county areas, is home to about 608,479 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, Springfield Civic Center, Quadrangle Museums, the Basketball Hall of Fame, and the new Dr. Seuss National Memorial Sculpture Garden.

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

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

## THE STATE OF THE PIONEER VALLEY REGION

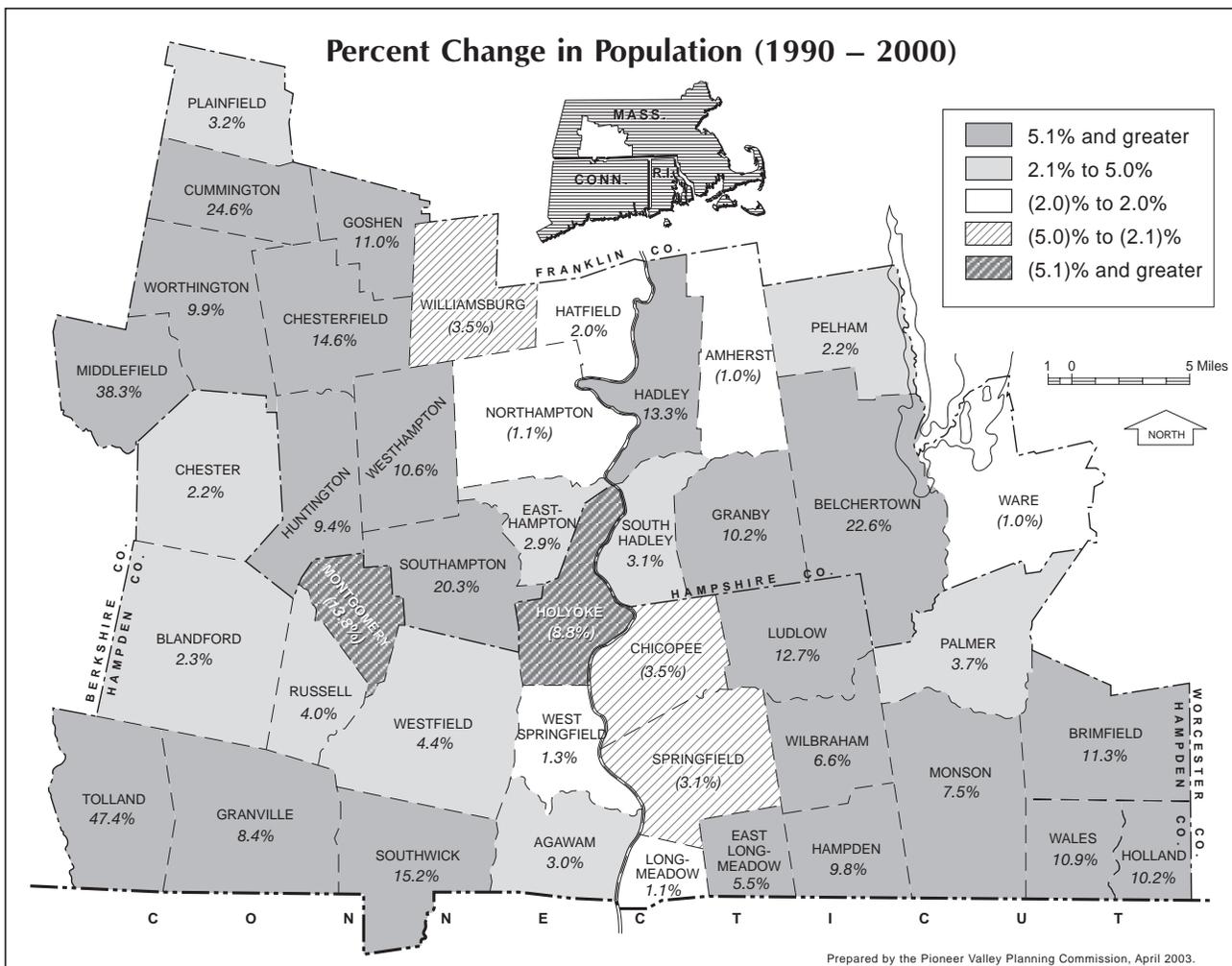
### THE PEOPLE

#### Changes in Population

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

The map below depicts this pattern of population growth and decline. Note that the areas of growth are generally outside the most urbanized parts of the region.

Figure 1



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

Table 1: Total Population of the Pioneer Valley Region —1990 to 2000

	1990	2000	Change	% Change
<b>United States</b>	248,709,873	281,421,906	32,712,033	13.2%
<b>Massachusetts</b>	6,016,425	6,349,097	332,672	5.5%
<b>Pioneer Valley Region</b>	602,878	608,479	5,601	0.9%
<b>Hampden County</b>	456,310	456,228	-82	0.0%
<b>Hampshire County</b>	146,568	152,251	5,683	3.9%
<b>Agawam</b>	27,323	28,144	821	3.0%
<b>Amherst</b>	35,228	34,874	-354	-1.0%
<b>Belchertown</b>	10,579	12,968	2,389	22.6%
<b>Blandford</b>	1,187	1,214	27	2.3%
<b>Brimfield</b>	3,001	3,339	338	11.3%
<b>Chester</b>	1,280	1,308	28	2.2%
<b>Chesterfield</b>	1,048	1,201	153	14.6%
<b>Chicopee</b>	56,632	54,653	-1,979	-3.5%
<b>Cummington</b>	785	978	193	24.6%
<b>East Longmeadow</b>	13,367	14,100	733	5.5%
<b>Easthampton</b>	15,537	15,994	457	2.9%
<b>Goshen</b>	830	921	91	11.0%
<b>Granby</b>	5,565	6,132	567	10.2%
<b>Granville</b>	1,403	1,521	118	8.4%
<b>Hadley</b>	4,231	4,793	562	13.3%
<b>Hampden</b>	4,709	5,171	462	9.8%
<b>Hatfield</b>	3,184	3,249	65	2.0%
<b>Holland</b>	2,185	2,407	222	10.2%
<b>Holyoke</b>	43,704	39,838	-3,866	-8.8%
<b>Huntington</b>	1,987	2,174	187	9.4%
<b>Longmeadow</b>	15,467	15,633	166	1.1%
<b>Ludlow</b>	18,820	21,209	2,389	12.7%
<b>Middlefield</b>	392	542	150	38.3%
<b>Monson</b>	7,776	8,359	583	7.5%
<b>Montgomery</b>	759	654	-105	-13.8%
<b>Northampton</b>	29,289	28,978	-311	-1.1%
<b>Palmer</b>	12,054	12,497	443	3.7%
<b>Pelham</b>	1,373	1,403	30	2.2%
<b>Plainfield</b>	571	589	18	3.2%
<b>Russell</b>	1,594	1,657	63	4.0%
<b>South Hadley</b>	16,685	17,196	511	3.1%
<b>Southampton</b>	4,478	5,387	909	20.3%
<b>Southwick</b>	7,667	8,835	1,168	15.2%
<b>Springfield</b>	156,983	152,082	-4,901	-3.1%
<b>Tolland</b>	289	426	137	47.4%
<b>Wales</b>	1,566	1,737	171	10.9%
<b>Ware</b>	9,808	9,707	-101	-1.0%
<b>West Springfield</b>	27,537	27,899	362	1.3%
<b>Westfield</b>	38,372	40,072	1,700	4.4%
<b>Westhampton</b>	1,327	1,468	141	10.6%
<b>Wilbraham</b>	12,635	13,473	838	6.6%
<b>Williamsburg</b>	2,515	2,427	-88	-3.5%
<b>Worthington</b>	1,156	1,270	114	9.9%

Sources: 1990 U.S. Census of Population and Housing Summary Tape File 1A and  
2000 U.S. Census of Population and Housing Summary File 1

The region's three largest cities—Springfield, Chicopee, and Holyoke—each experienced population declines according to Census 2000 statistics. In aggregate, their population declined by 10,746, or 4.2 percent. In sharp contrast is the experience of Belchertown, which grew by 2,389 residents, or 22.6 percent. Southwick, another suburban community, grew by 1,168 residents, or 15.2 percent. Also of note, during the last ten years, the northern urban areas of Northampton and Amherst experienced a population decline, while the more rural communities around them grew.

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

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

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

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

Unfortunately, it is not possible to report recent population changes by specific racial categories because Census 2000 was the first census allowing respondents to identify with more than one race. During previous censuses, respondents were restricted to selecting only one race. We cannot accurately determine the reasons for changes in race, which could be the result of a change in population or a difference in longtime residents selecting multiple racial categories. However, the census data does show a significant difference in the proportion of each race as compared with the state and national percentages.

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

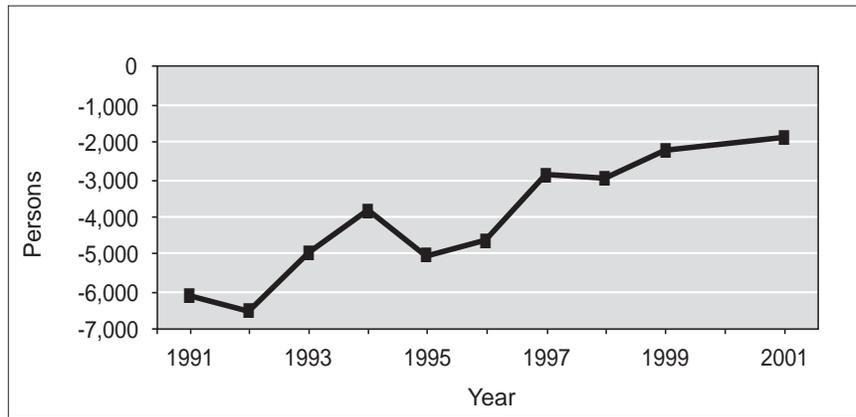
	White	African American	Native American	Asian	Pacific Islander	Other Races
<b>Pioneer Valley Region</b>	83.8%	7.4%	0.7%	2.2%	0.2%	8.1%
<b>Hampden County</b>	80.8%	9.0%	0.7%	1.6%	0.2%	10.2%
<b>Hampshire County</b>	92.6%	2.6%	0.7%	3.9%	0.1%	2.0%
<b>Massachusetts</b>	86.2%	6.3%	0.6%	4.2%	0.1%	5.1%
<b>United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

Sources: 1990 and 2000 U.S. Bureau of the Census  
Percentages add up to more than 100% because of ability to report more than one racial category.

## Migration

Retaining its population base has troubled our region in the past. Throughout the 1990s, the Pioneer Valley experienced a total net domestic out-migration of 39,166 people. While it is troubling that more people are moving out of our region than are moving in, this trend is slowing. In 1992 the annual net out-migration peaked at 6,507, but by 2001 it had decreased by 71.2 percent, to 1,877.

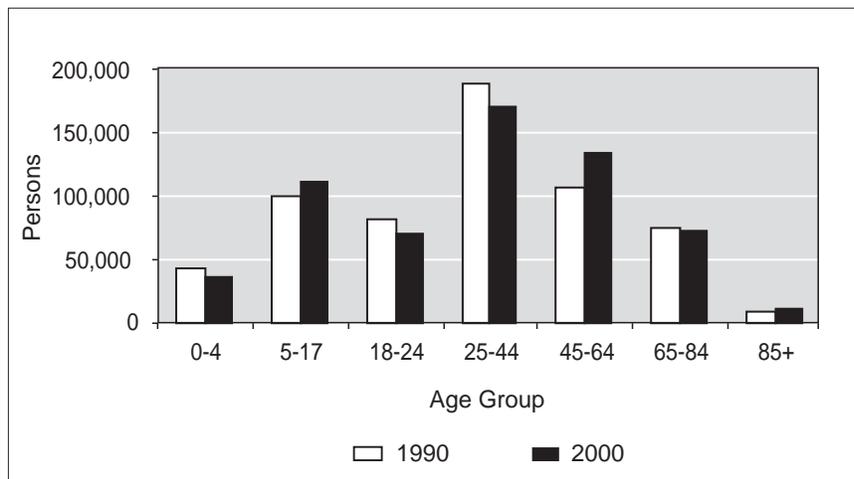
Figure 2: **Net Domestic Out-Migration in the Pioneer Valley Region**



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

More alarming is the trend that, on average, two-thirds of the domestic out-migration can be attributed to people younger than 45 years old. The future of our region depends on the economic and social contributions of this population because it constitutes both the present and future workforce, as well as those who will raise children and sustain our population base. The sizable population of adults age 45 to 64, in 2000, results from the baby boom of the 1950s and resembles national population trends.

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

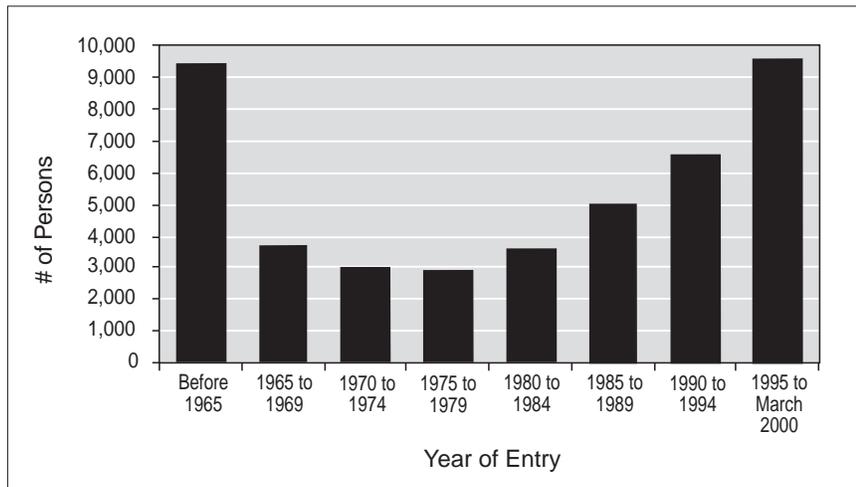


Source: 2000 U.S. Census of Population and Housing

Counteracting net domestic out-migration, the Pioneer Valley has always been a destination for foreign immigrants and this continues to be the case. Between 1990 and 2000, 16,025 new immigrants settled in the Pioneer Valley. These individuals make up a substantial 2.7 percent of the region's population. In fact, apart from foreign immigration, the Pioneer Valley region would have experienced a net loss of population between 1990 and 2000.

The number of new immigrants settling in the Pioneer Valley region has increased every five-years since 1975 (see Figure 4). This indicates that future population growth in the region will largely come from overseas.

Figure 4:  
**Foreign Born Persons by Year of Entry in the Pioneer Valley Region**

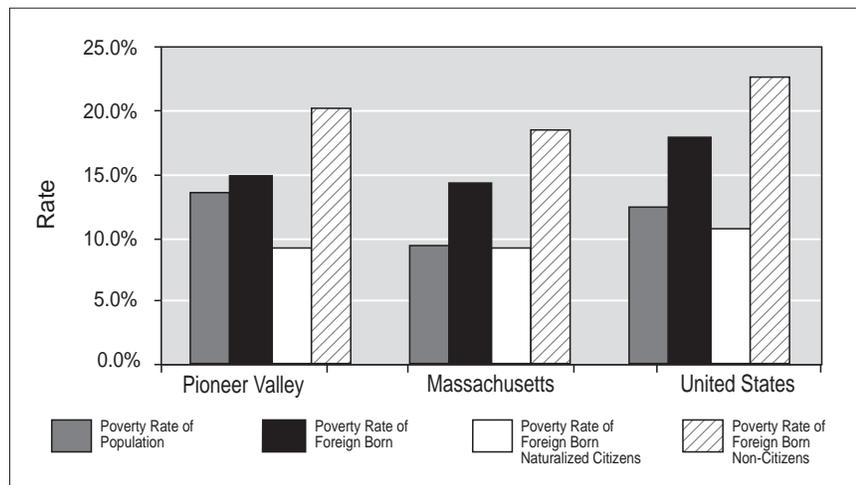


Source: U.S. Bureau of the Census, County Business Patterns

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

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

Figure 5:  
**Poverty Rates for All Persons and Foreign Born Persons by Citizenship Status**

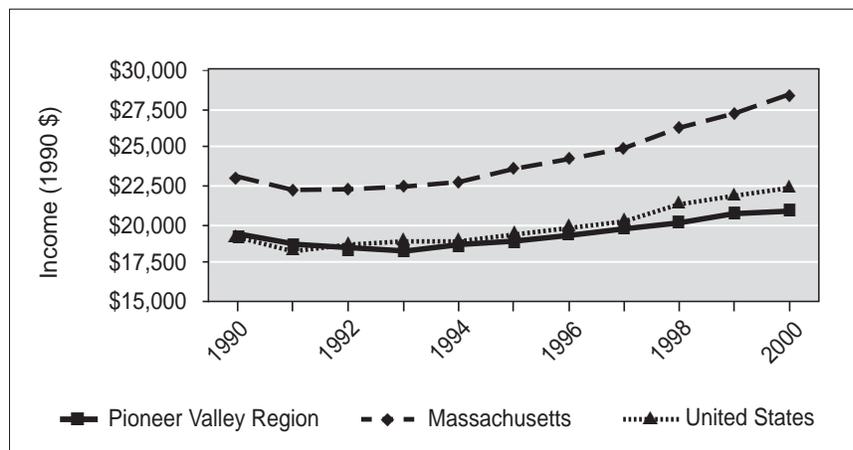


Source: U.S. Bureau of the Census

## Income and Poverty

Consistent with national trends, the Pioneer Valley region experienced economic improvement during the late 1990s. However, the region's per capita income is significantly less than the per capita income for the Commonwealth and slightly below that of the nation. We examined the per capita income because it controls for population change by measuring total income as it relates to population size. Inflation is controlled by converting the annual values to 1990 dollars using the Consumer Price Index. Between 1990 and 2000, "real" per capita income grew by 9.2 percent, an annual average of 0.8 percent. Over the last several years, the region's per capita income gains have remained constant.

Figure 6: **Per Capita Income in the Pioneer Valley Region**



Source: Regional Economic Information System (REIS) estimates

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

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

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

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

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

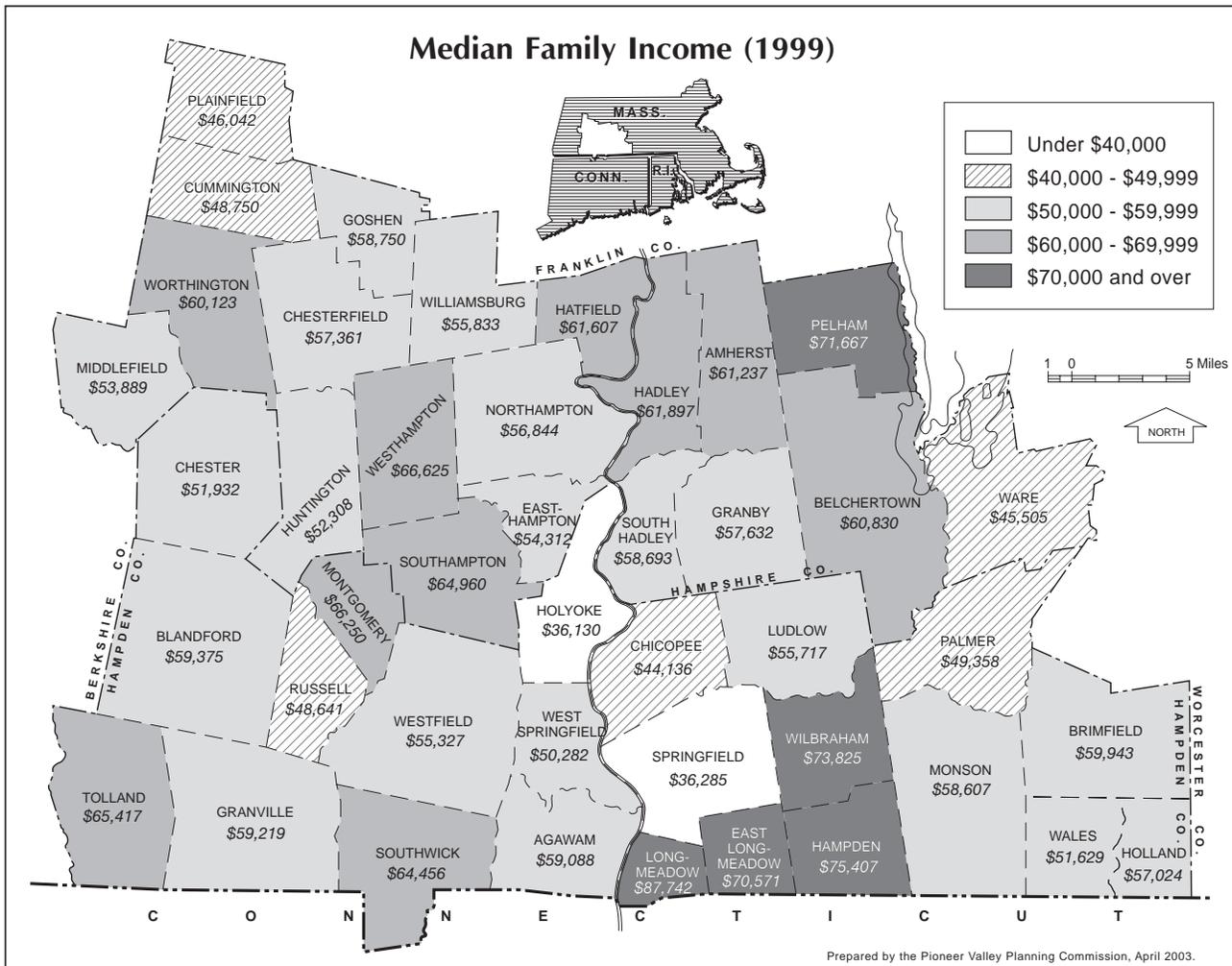
Sources: 1990 and 2000 U.S. Bureau of the Census

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

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

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

Figure 7

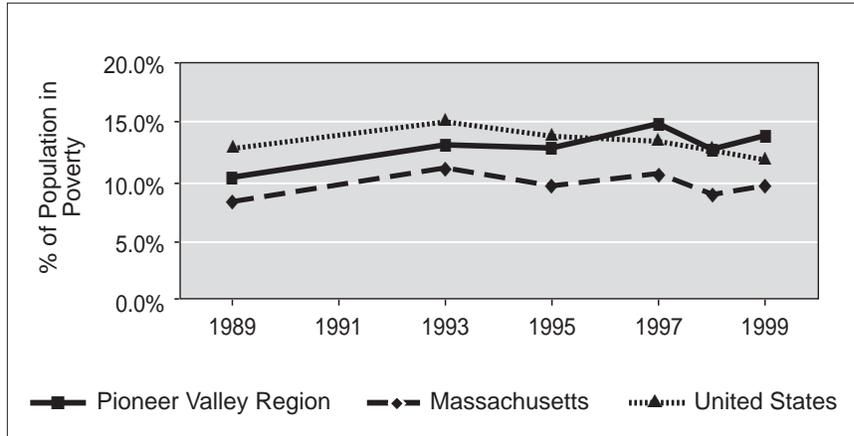


Source: U.S. Census Bureau, 2000 Census, DP-3

The poverty rate, another measure of the quality of life in the Pioneer Valley region, has climbed significantly from a 1989 low of 10.4 percent. In 1997 the region's poverty rate of 14.9 percent exceeded the national and state poverty rates of 13.3 and 10.7 percent, respectively. Though declining from the 1997 peak to 12.7 percent in 1998, the poverty rate estimate increased in 1999 to 13.8 percent. This increase is troubling given that 1999 predates the present economic recession.

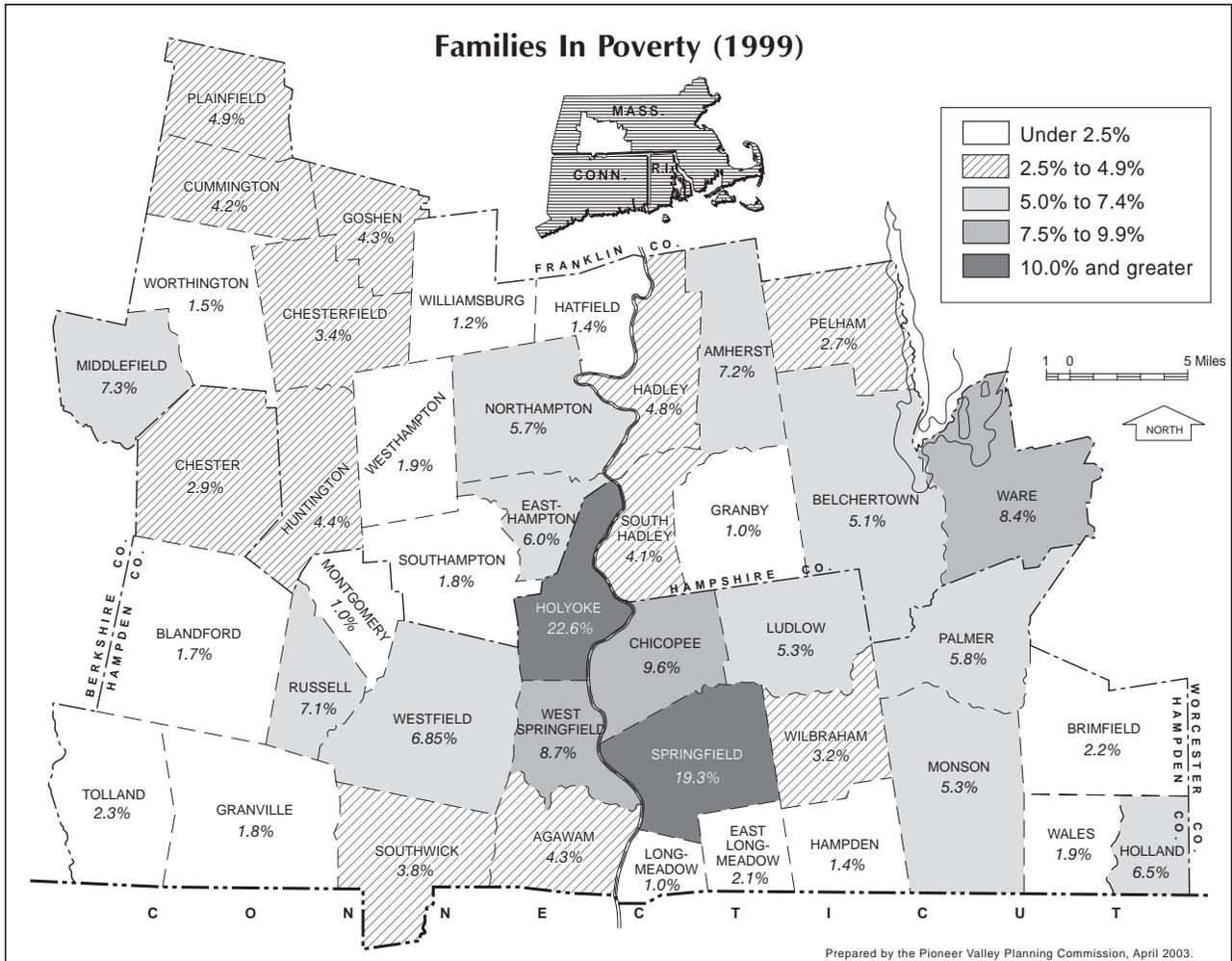
Disparities in the distribution of poverty within the region are substantial. According to census data, the major urban centers of Springfield and Holyoke continue to have the highest poverty rates in the region, well above 20 percent in most categories. Communities close to urban centers, such as Westfield,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

Figure 8: Poverty Rate in the Pioneer Valley Region



Source: U.S. Bureau of the Census, Small Area Income and Poverty

Figure 9



Prepared by the Pioneer Valley Planning Commission, April 2003.

Source: U.S. Census Bureau, 2000 Census, DP-2

Table 6:

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

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

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

## Education

The 43 communities in the Pioneer Valley region are served by 38 school districts, 10 of which serve only students from kindergarten through sixth grade. The three largest school districts are Springfield, Chicopee, and Holyoke. Only 11 of the 38 districts (28.9 percent) have average per-pupil expenditures greater than or equal to the state's average per-pupil expenditure of \$7,561 (fiscal year 2001). At \$9,751, the Holyoke School District has the highest per-pupil expenditure out of all the region's districts serving students kindergarten through 12th grade. Twenty of the districts have SAT participation rates of less than 75 percent; however, the Hadley and Longmeadow school districts both had SAT participation rates greater than 95 percent. Table 7 presents the total enrollment, average per-pupil expenditure, SAT participation rate, and dropout rate for each of the 38 school districts.

In today's economy, a high school education is the minimum requirement to participate effectively in the economy. Given high school's importance, it is encouraging to note that in 2000, the region's average high school dropout rate of 3.3 is below the state average of 3.5. In 2000, only 11 of the Pioneer Valley's 28 high school districts had dropout rates higher than the Massachusetts average. Fortunately, only 13 of the 28 districts showed trends of increasing dropout rates over the years 1996 to 2001. Most notably, the Agawam school district showed a substantial and consistent decrease in its high school dropout rate, from 3.2 percent in 1996 to 0.0 percent in 2001. Of concern, the dropout rate in the Springfield school district went from 3.0 in 1996 to 8.0 in 2001.

Table 7:  
Annual High School Dropout Rates in the Pioneer Valley Region – 1996 to 2001

School District	1996	1997	1998	1999	2000	2001
Agawam	3.2%	2.4%	1.9%	1.9%	1.7%	0.0%
Amherst-Pelham	3.5%	4.5%	2.4%	2.8%	2.1%	2.6%
Belchertown	2.4%	2.4%	3.4%	3.4%	2.7%	3.6%
Chicopee	12.0%	6.4%	5.8%	3.8%	10.1%	5.9%
Central Berkshire	1.1%	3.2%	3.6%	1.9%	5.9%	5.4%
East Longmeadow	0.5%	0.4%	0.5%	0.6%	0.9%	1.2%
Easthampton	4.2%	5.3%	4.6%	5.5%	5.9%	3.1%
Gateway	2.4%	3.3%	4.6%	4.8%	6.3%	4.9%
Granby	3.0%	1.5%	2.1%	2.4%	3.0%	1.6%
Hadley	2.1%	1.4%	0.0%	0.6%	2.8%	1.2%
Hampden-Wilbraham	1.6%	1.1%	1.0%	1.2%	1.4%	1.1%
Hampshire	1.5%	2.3%	1.0%	2.6%	3.0%	3.6%
Hatfield	2.2%	1.4%	0.7%	1.5%	0.8%	0.8%
Holyoke	5.5%	9.8%	6.0%	7.5%	9.1%	8.6%
Longmeadow	0.5%	0.1%	0.4%	0.0%	0.4%	0.3%
Ludlow	3.2%	2.4%	2.0%	2.0%	1.8%	3.1%
Mohawk Trail	4.6%	5.3%	3.0%	2.5%	3.4%	3.3%
Monson	2.5%	2.4%	3.6%	4.4%	3.3%	2.7%
Northampton	2.7%	5.0%	3.6%	2.8%	1.6%	2.1%
Palmer	1.3%	1.5%	2.5%	1.5%	4.2%	3.6%
Pathfinder Voc/Tech	3.3%	3.1%	2.6%	1.5%	2.3%	2.2%
South Hadley	0.5%	1.3%	1.5%	1.9%	1.7%	1.4%
Southwick-Tolland	2.3%	1.4%	3.3%	2.5%	2.8%	2.2%
Springfield	3.0%	5.0%	4.9%	7.2%	6.9%	8.0%
Tantasqua	2.0%	3.0%	1.7%	2.5%	3.5%	2.6%
Ware	4.5%	5.7%	3.9%	3.6%	6.0%	7.0%
West Springfield	3.5%	3.7%	5.1%	5.0%	7.0%	6.6%
Westfield	5.4%	2.9%	3.7%	3.5%	3.8%	3.5%

Source: Massachusetts Department of Education, Statistical Reports

Table 8: Pioneer Valley Region School Districts – FY 2001

Public School District Name	Cities & Towns in the Pioneer Valley Region	Total Student Enrollment	Average Per Pupil Expenditure	SAT Participation Rate 2000*	Drop Out Rate
<b>Agawam</b>	Agawam	4,367	\$6,584	67%	0.0%
<b>Amherst (PK-6)</b>	Amherst	1,594	\$9,552	n/a	n/a
<b>Amherst-Pelham (7-12)</b>	Amherst, Pelham	2,053	\$9,062	82%	3.0%
<b>Belchertown</b>	Belchertown	2,347	\$6,614	82%	4.1%
<b>Brimfield (K-6)</b>	Brimfield	352	\$7,728	n/a	n/a
<b>Chesterfield-Goshen (PK-6)</b>	Chesterfield, Goshen	147	\$9,207	n/a	n/a
<b>Chicopee</b>	Chicopee	7,849	\$7,090	54%	6.0%
<b>Central Berkshire</b>	Cummington	2,374	\$7,632	65%	5.4%
<b>East Longmeadow</b>	East Longmeadow	2,606	\$6,402	87%	1%
<b>Easthampton</b>	Easthampton	1,777	\$7,312	68%	3.1%
<b>Gateway</b>	Blandford, Chester, Huntington, Middlefield, Montgomery, Russell, Worthington	1,512	\$7,660	58%	4.9%
<b>Granby</b>	Granby	1,071	\$5,917	n/a	4.2%
<b>Granville (PK-8)</b>	Granville	257	\$6,454	n/a	n/a
<b>Hadley</b>	Hadley	657	\$6,280	105%	5.6%
<b>Hampden-Wilbraham</b>	Hampden, Wilbraham	3,890	\$6,312	84%	1.5%
<b>Hampshire (7-12)</b>	Chesterfield, Goshen, Southampton, Westhampton, Williamsburg	846	\$8,040	70%	5.5%
<b>Hatfield</b>	Hatfield	472	\$7,480	74%	6.7%
<b>Holland (PK-6)</b>	Holland	297	\$6,079	n/a	n/a
<b>Holyoke</b>	Holyoke	7,284	\$9,751	35%	8.6%
<b>Longmeadow</b>	Longmeadow	3,199	\$6,836	95%	1.3%
<b>Ludlow</b>	Ludlow	2,986	\$6,570	72%	3.1%
<b>Mohawk Trail</b>	Plainfield	1,676	\$7,591	58%	3.3%
<b>Monson</b>	Monson	1,426	\$6,349	57%	3.4%
<b>Northampton</b>	Northampton	2,877	\$7,217	86%	2.4%
<b>Palmer</b>	Palmer	2,251	\$5,918	71%	3.6%
<b>Pathfinder Voc/Tech</b>	Belchertown, Granby, Monson, Palmer, Ware	645	\$12,147	14%	2.4%
<b>Pelham (K-6)</b>	Pelham	127	\$7,969	n/a	n/a
<b>South Hadley</b>	South Hadley	2,343	\$6,518	72%	2.8%
<b>Southampton (PK-6)</b>	Southampton	580	\$5,480	n/a	n/a
<b>Southwick-Tolland</b>	Granville, Southwick, Tolland	1,891	\$6,792	58%	2.2%
<b>Springfield</b>	Springfield	26,526	\$7,494	51%	8.1%
<b>Tantasqua (7-13)</b>	Brimfield, Holland, Wales	1,648	\$7,539	71%	3.0%
<b>Wales (PK-6)</b>	Wales	197	\$6,834	n/a	n/a
<b>Ware</b>	Ware	1,383	\$7,306	56%	7.0%
<b>West Springfield</b>	West Springfield	4,087	\$6,959	58%	6.6%
<b>Westfield</b>	Westfield	6,686	\$6,778	48%	3.8%
<b>Westhampton (PK-6)</b>	Westhampton	154	\$7,530	n/a	n/a
<b>Williamsburg (PK-6)</b>	Williamsburg	237	\$7,415	n/a	n/a

Source: Massachusetts Department of Education, School District Profiles 2001 as reported by each district

\* SAT participation rates are calculated by dividing the total number of students who take the SAT by the total number of enrolled high school students.

n/a: SAT participation rates do not apply to districts without high schools.



is a collaboration of eight area schools (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) that provides students with career services and helps to link area employers with area students. Altogether, these 13 colleges and universities afford the residents and employers of the Pioneer Valley a multitude of opportunities and advantages that are unique to the region. These assets will undoubtedly continue to aid in the region's economic development initiatives.

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

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

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

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

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

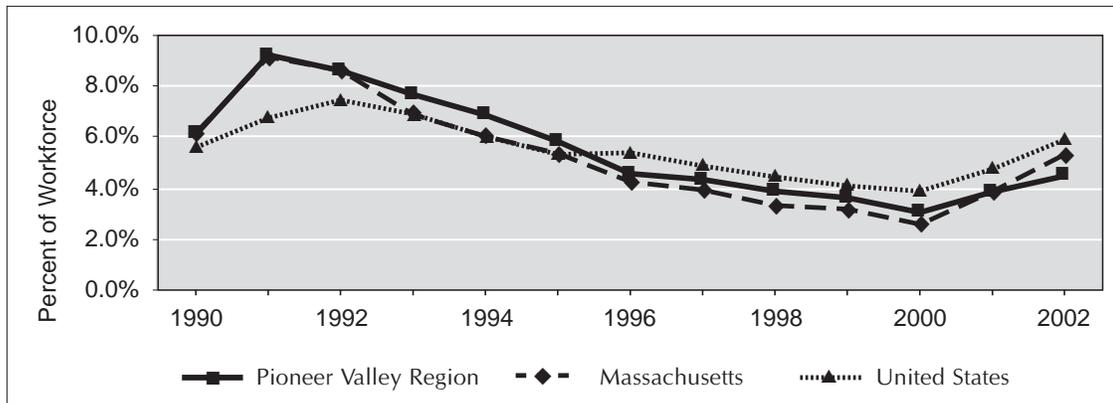
Sources: Integrated Postsecondary Education Data System (IPEDS) and the Massachusetts Board of Higher Education

## THE ECONOMY

### The Workforce and Employment

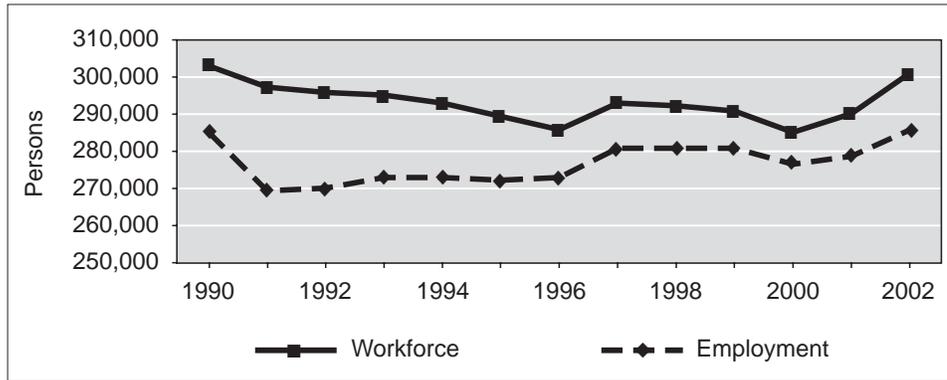
After a decade-long national trend of decreasing unemployment rates, the percentage of the total labor force that is unemployed has now begun an upward climb (see Figure 11). The Pioneer Valley region's unprecedented low of 3.1 percent unemployment in 2000 increased to 3.8 percent in 2001 and 4.7 percent in 2002. Although the 2002 annual rate of 4.7 percent was higher than 2001, it remained below the statewide annual rate of 5.3 percent and the national average of 5.8 percent. This is undeniably good news.

Figure 11: Unemployment Rates



Source: Massachusetts Division of Employment and Training, State Labor Force Statistics

Figure 12: **Pioneer Valley Region Workforce and Employment**



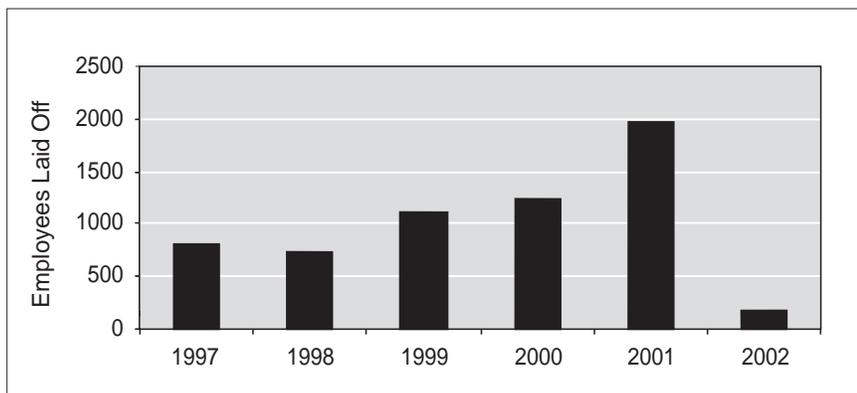
Source: Massachusetts Division of Employment and Training, Local Area Unemployment Statistics

The recent increase in unemployment rates has happened despite job growth (see Figure 12). The region’s workforce grew by 5.4 percent from 2000 to 2002. Average annual employment in 2002, at 286,547, surpassed the 1990s high of 285,097, recorded in 1990. Data indicates we have recovered from the structural shock of a workforce that shrunk substantially in the early 1990s and we have had sustained job growth from 1995 through 2002. The small 2000 dip in the number of jobs was reversed by 2001 growth. The data from 2002 suggests continued job and workforce growth. Unemployment rates are rising because the labor force is growing more quickly than employment. However, the growing workforce provides great incentive for employers to invest in the region.

The rise in the number of employee layoffs within the region has also affected the region’s unemployment rate. According to the Massachusetts Department of Employment and Training, from 1998 to 2000 the Pioneer Valley region experienced a growth of almost 150 percent in the number of employees losing their jobs due to layoff incidents. However, these raw numbers cannot begin to show the serious effect worker layoffs have on the communities in which these businesses are located.

Another measure of layoffs and volatility in the labor market, and of downturns in the economy, is the number of individuals filing new claims for unemployment insurance. Since January of 2000, despite monthly

Figure 13: **Employee Layoffs in the Pioneer Valley Region**



Source: Massachusetts Division of Employment and Training, Rapid Response Reports  
 1997 and 2002 are incomplete years due to reporting time frames

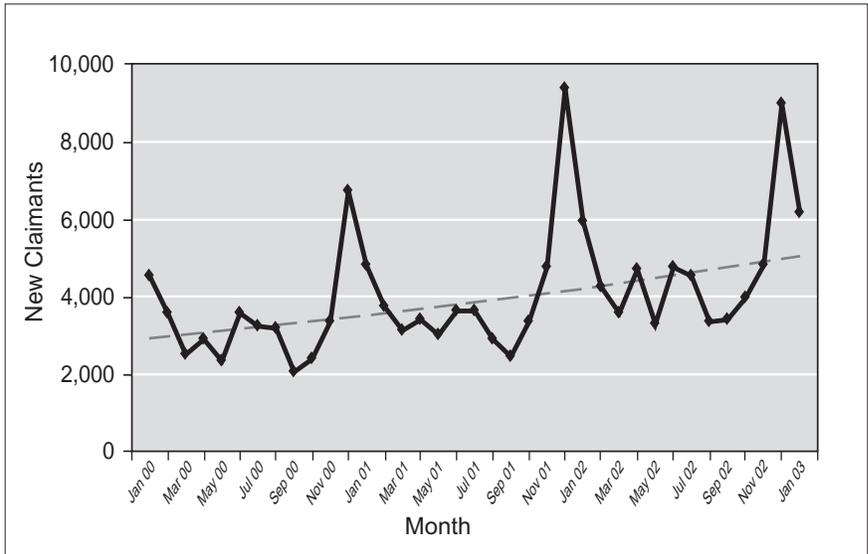
ebbs and flows, there has been a steady increase in the number of new unemployment insurance claims on a monthly basis (as illustrated by the exponential trend line in Figure 14). While the trend in early 2000 was for approximately 3,000 new claimants in a month, by the end of 2002 the trend reflected about 4,000 new claimants in a month. This increase reflects the impact of the current economic recession on the Pioneer Valley region labor market.

### 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. From 1990 to 2000 the service sector's share of total private sector jobs grew from 36.0 to 40.9 percent. The share of manufacturing jobs declined from 18.6 percent of total jobs to 14.4 percent. Curiously, employment in finance, insurance, and real estate dropped from 8.9 percent to 8.1 percent, while employment in other sectors, as a percentage of total employment, has remained relatively stable.

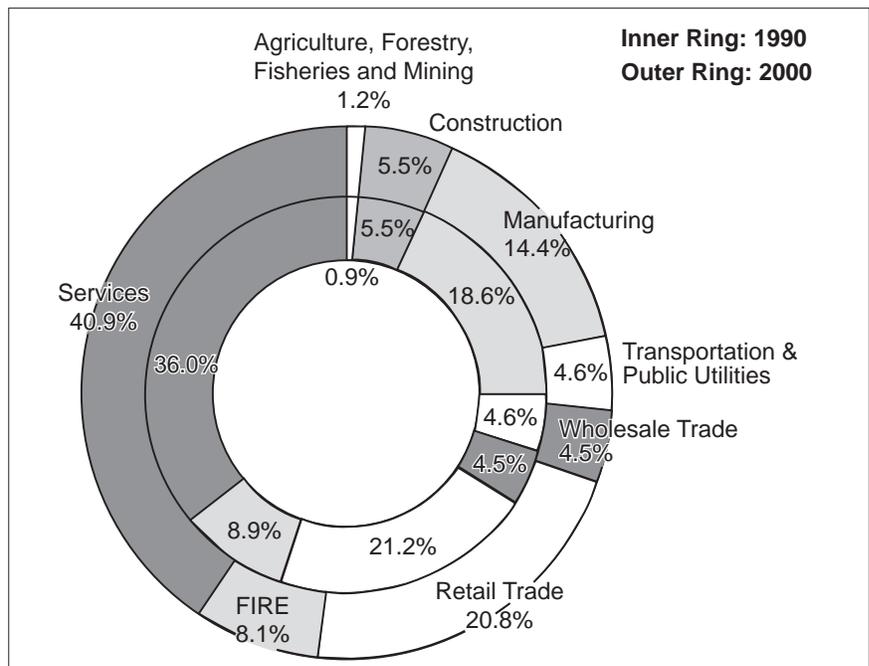
The division of employment between the service and manufacturing sectors tells us a great deal about our economy. In 1990, there were 1.9 service sector jobs for every manufacturing job and in 2000 there were 2.8.

Figure 14:  
New Unemployment Insurance Claims, Jan. 2000 to Jan. 2003



Source: Bureau of Labor Statistics

Figure 15: Estimated Distribution of Private Employment in the Pioneer Valley Region



Source: U.S. Bureau of Economic Analysis, Regional Economic Information Systems (REIS)

## 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 approximately 125,000. The northern urban areas, Northampton and Amherst, employ approximately 30,000 people combined. Other communities with high employment totals are the suburbs directly around the region's central urban core, such as Agawam, East Longmeadow, Ludlow, Westfield, and West Springfield.

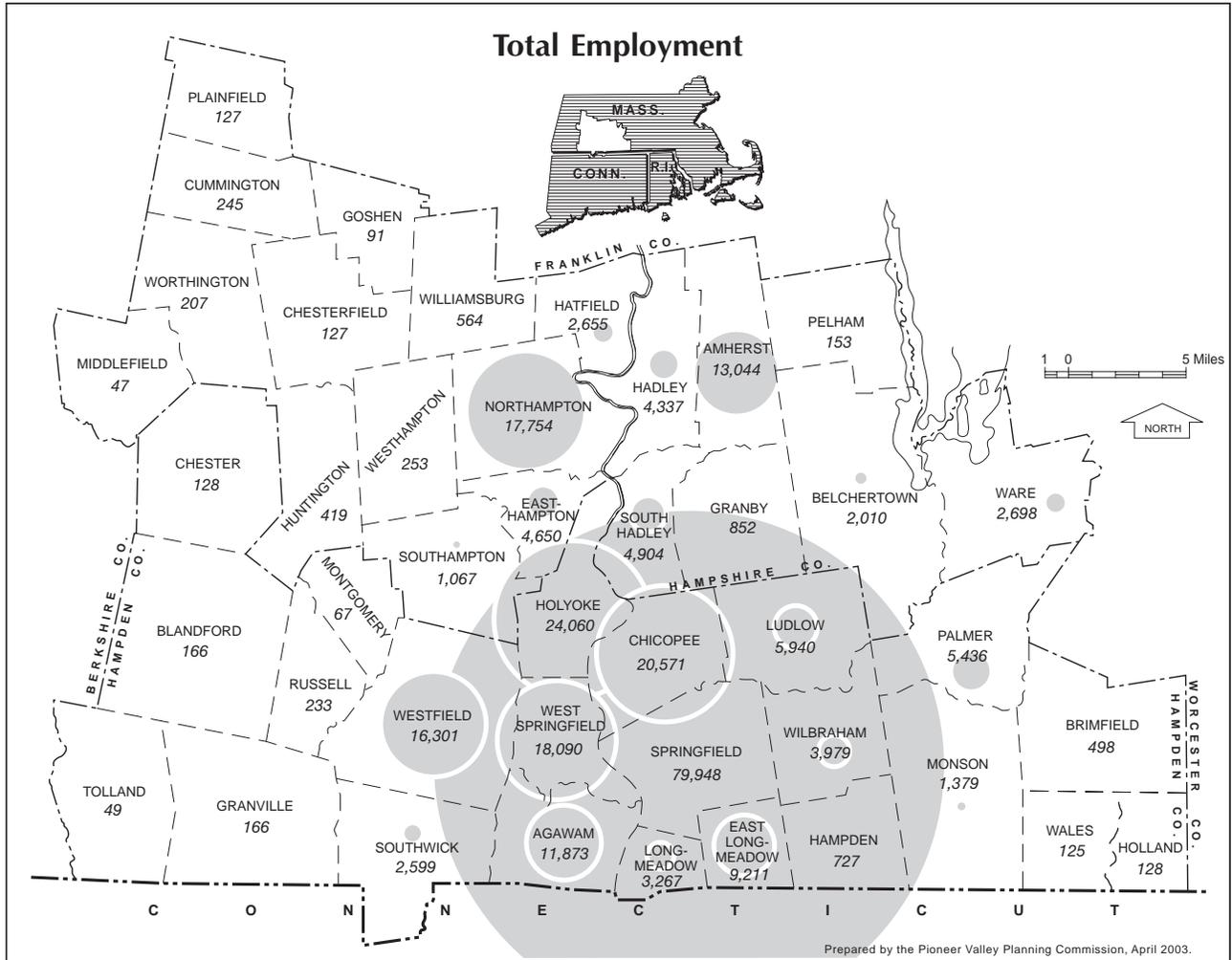
Table 11:  
**Pioneer Valley Region's Top 10 Communities by Total Employment for 1999**

<b>Community</b>	<b>Total Employment</b>	<b>Average Wage</b>	<b>Total Wages</b>
<b>Springfield</b>	79,948	\$37,104	\$2,966,429,395
<b>Holyoke</b>	24,060	\$29,069	\$699,391,722
<b>Chicopee</b>	20,571	\$32,397	\$666,432,725
<b>West Springfield</b>	18,090	\$31,033	\$561,380,639
<b>Northampton</b>	17,754	\$30,241	\$536,891,256
<b>Westfield</b>	16,301	\$32,093	\$523,141,244
<b>Amherst</b>	13,044	\$36,335	\$473,959,968
<b>Agawam</b>	11,873	\$29,454	\$349,703,676
<b>East Longmeadow</b>	9,211	\$33,922	\$312,452,019
<b>Ludlow</b>	5,940	\$32,984	\$195,925,648

Source: Massachusetts Division of Employment and Training, ES202 Data

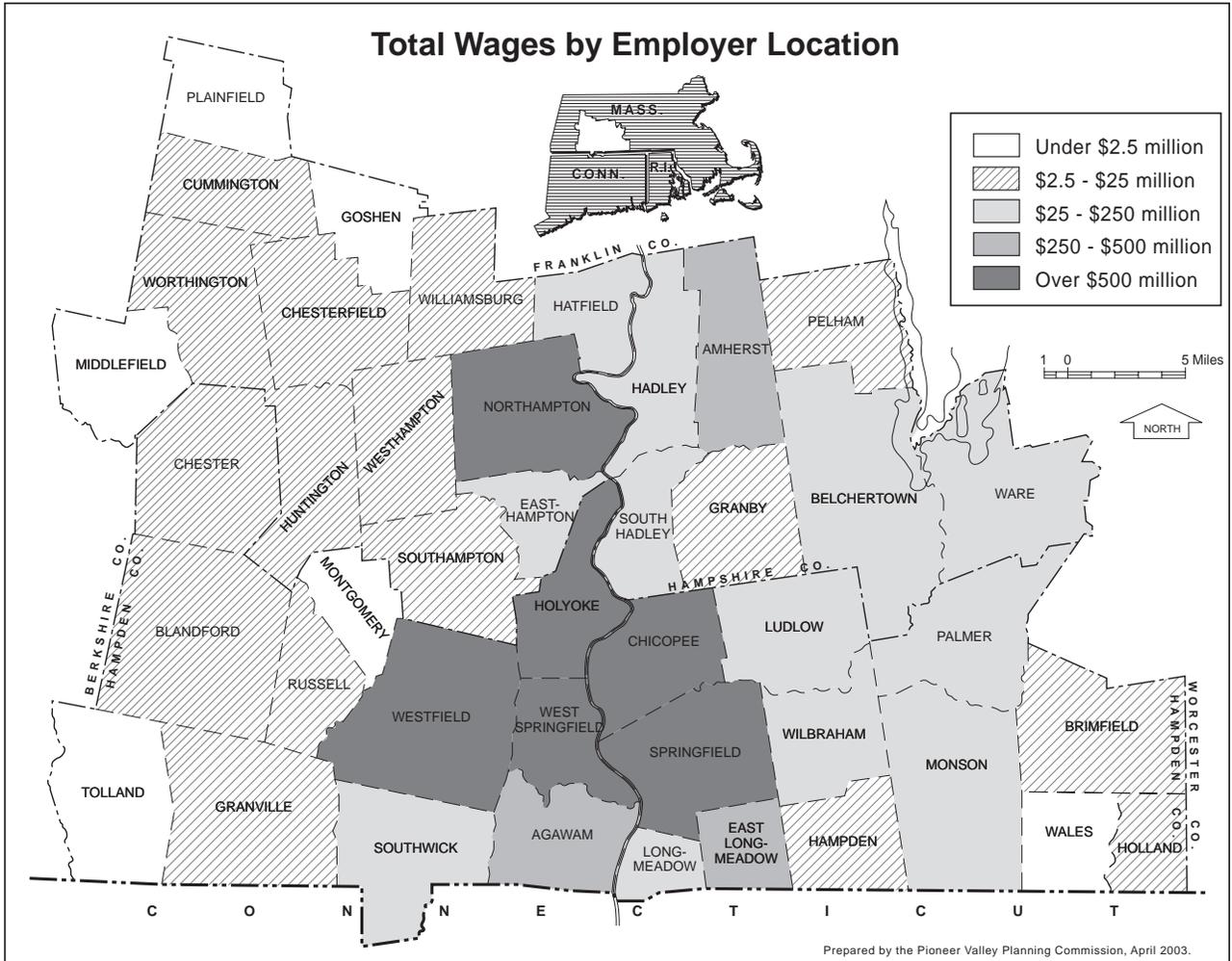
When the various characteristics and types of employment are compared across the entire Pioneer Valley region, some interesting trends appear. The regional map of total employment (Figure 16) further demonstrates the ongoing urban expansion. A comparison of the maps of total wages (Figure 17) and average wages (Figure 18) reveals several discrepancies between the total wages paid by firms and the average wages received by workers. For example, Russell has relatively low total wages but the highest average wages, while Hadley has moderate total wages and low average wages. Maps of the principal employment sectors reflect that the majority of the region's employment is centered in Springfield, Holyoke, and Chicopee and spreads in a radial pattern from these core cities. There is also substantial service sector employment in Northampton and Amherst. It is important to note that the data for the employment maps is based on the location of firms, not the residences of employees. In other words, the information for each of the communities is based on the employers or firms in those communities, not on the residents.

Figure 16



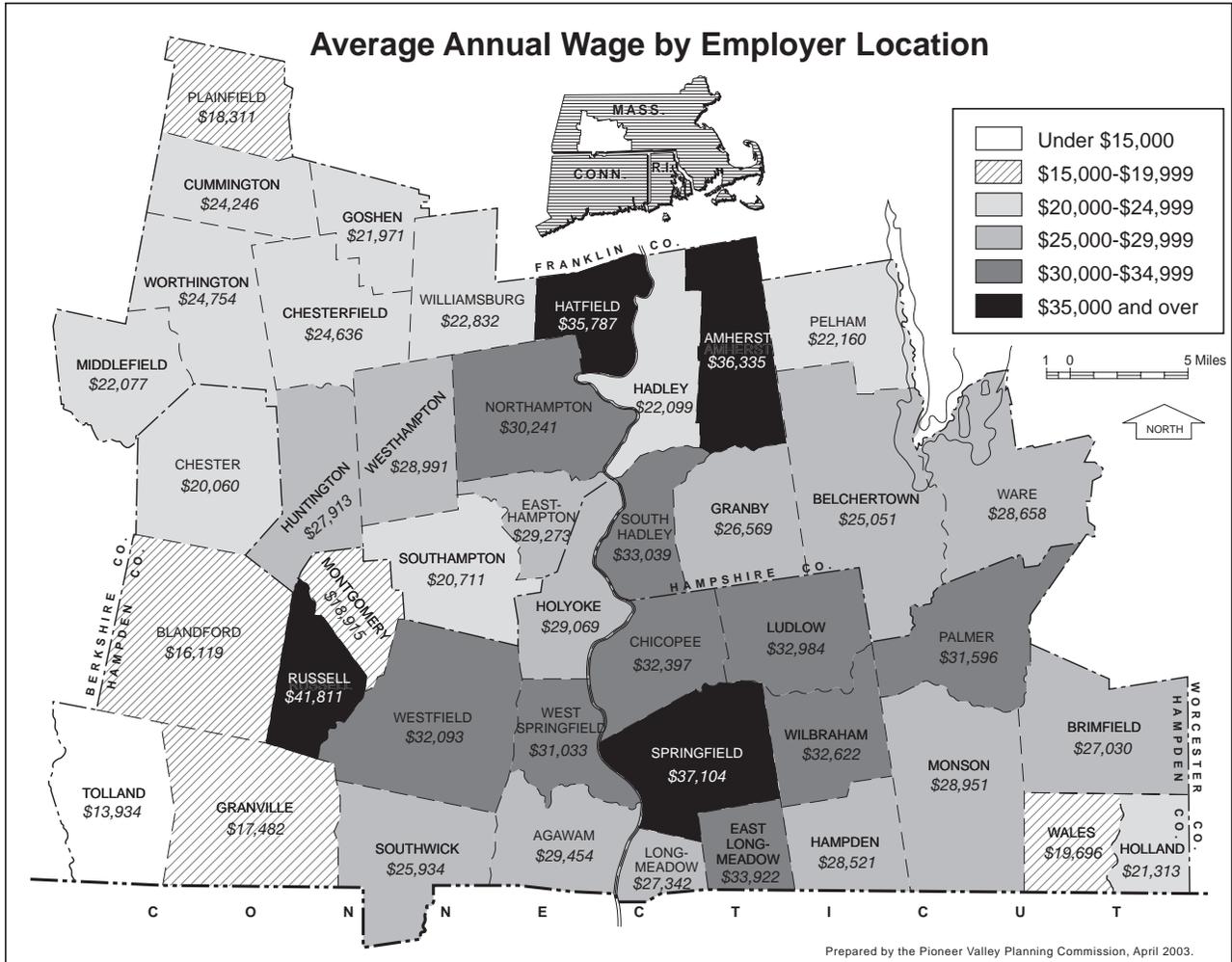
Source: Mass. Department of Employment and Training, 2001

Figure 17



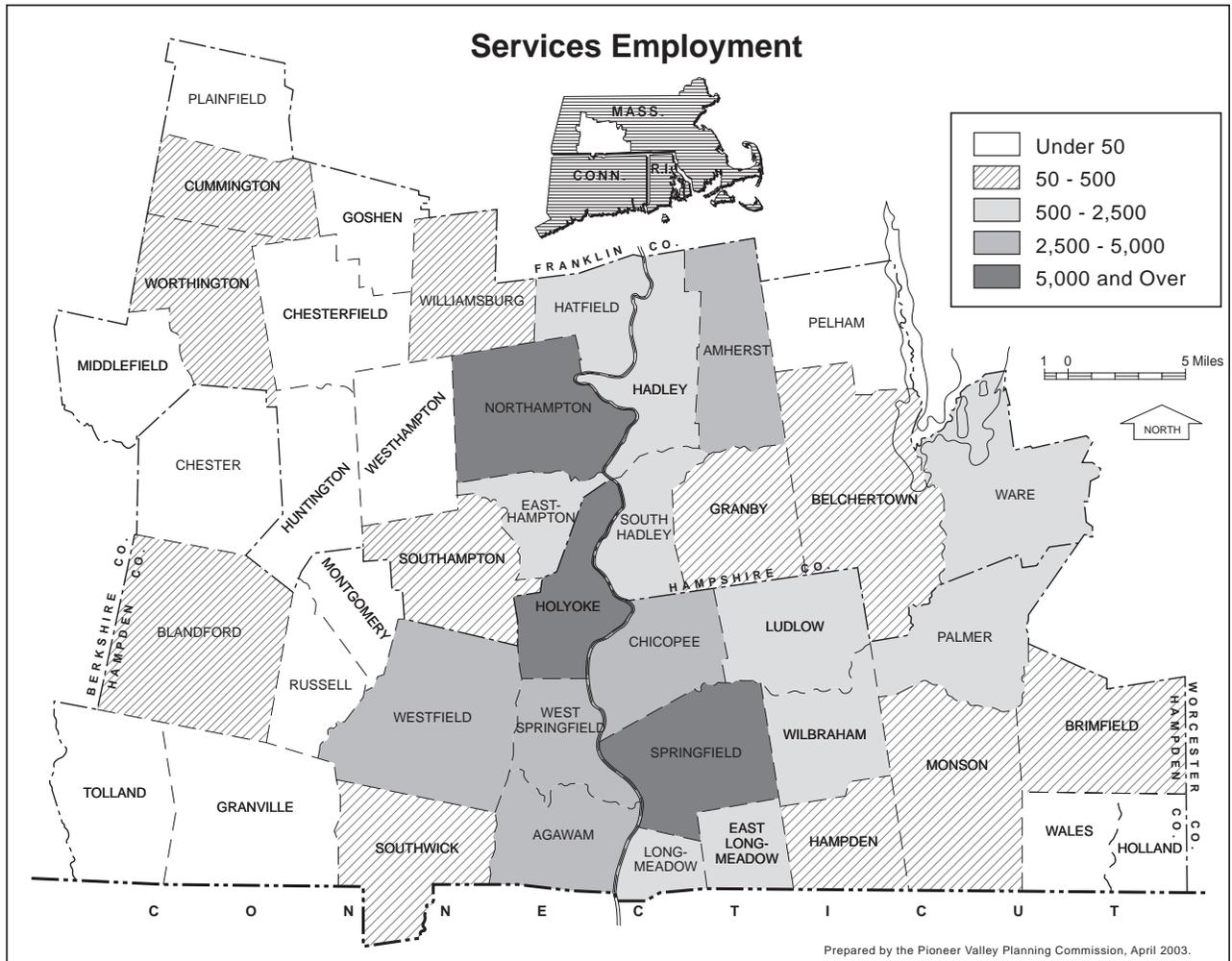
Source: Mass. Department of Employment and Training, 2001

Figure 18



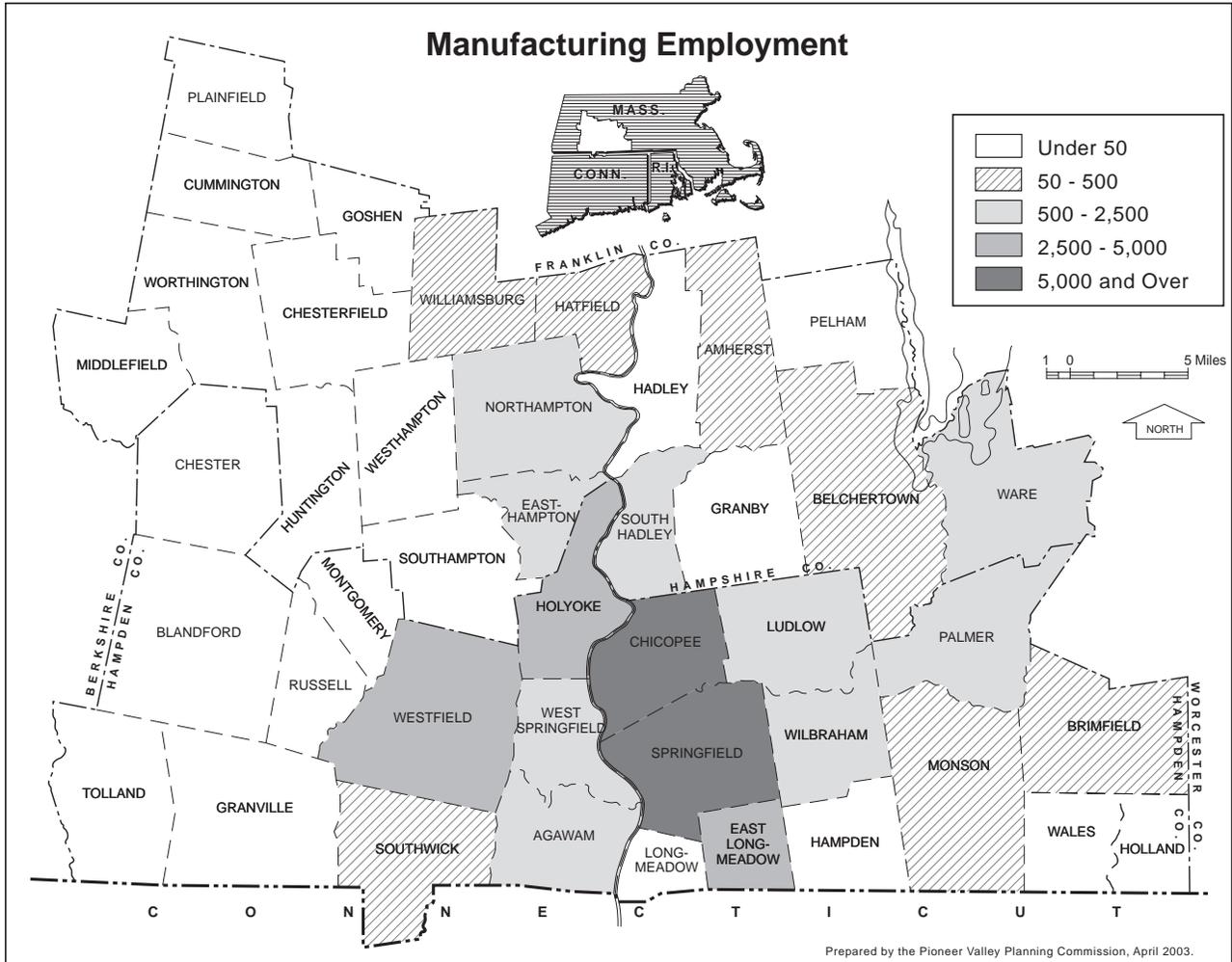
Source: Mass. Department of Employment and Training, 2001

Figure 19



Source: Mass. Department of Employment and Training, 2001

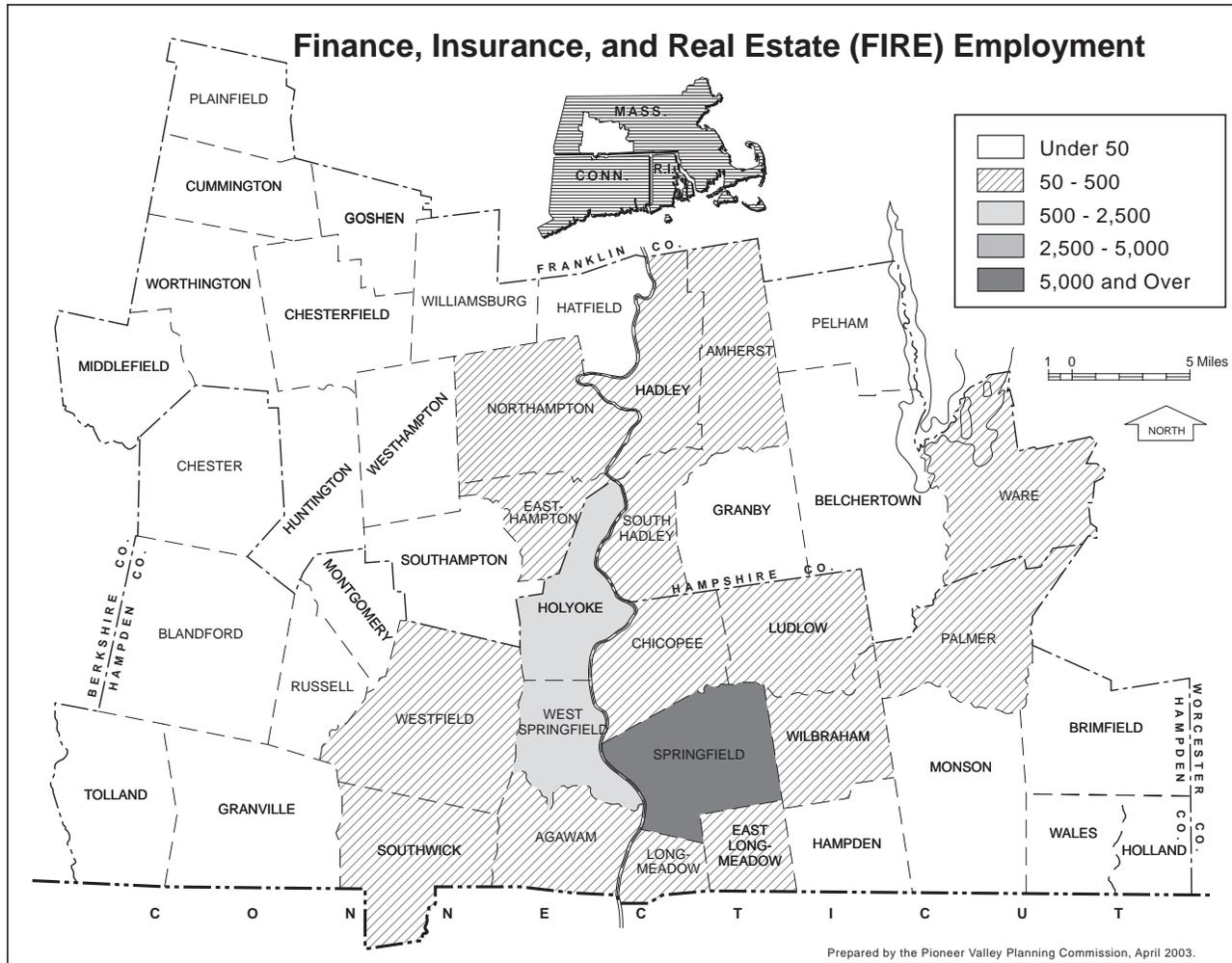
Figure 20



Source: Mass. Department of Employment and Training, 2001



Figure 22



Source: Mass. Department of Employment and Training, 2001

A closer examination of the manufacturing sector reveals that the largest industry, fabricated metal products manufacturing, employs a total of 7,637 people in only 240 firms, while the manufacturing of paper employs 4,705 people in 58 firms. The key manufacturing industries suggest that the majority of area manufacturing employees continue to work in large factories. Almost 35,000 of the area's service sector employees work in the health services industry, which has a total of 1,169 firms. The region's 230 educational firms employ more than 14,000 people.

Table 12: Key Industries Within the Pioneer Valley Region’s Manufacturing Sector

Industry Group	Total Number of Employees	Total Payroll	Average Annual Wage	Total Number of Firms	NAICS Code
Fabricated metal products manufacturing	7,637	\$317,321,000	\$41,550	240	332
Paper manufacturing	4,705	\$176,261,000	\$37,462	58	322
Machinery manufacturing	4,153	\$192,252,000	\$46,292	121	333
Plastics & rubber products manufacturing	3,546	\$138,027,000	\$38,925	52	326
Printing and related support activities	3,489	\$134,353,000	\$38,508	105	323

Source: U.S. Census Bureau, County Business Patterns, 2000; NAICS, North American Industry Classification System

Table 13: Key Industries Within the Pioneer Valley Region’s Service Sector

Industry Group	Total Number of Employees	Total Payroll	Average Annual Wage	Total Number of Firms	NAICS Code
Health services	34,403	\$1,027,634,000	\$29,870	1,169	621-623
Food services and drinking places	16,980	\$182,402,000	\$10,742	1,137	722
Educational services	14,219	\$315,960,000	\$22,221	230	611
Administrative and support services	10,633	\$223,852,000	\$21,053	658	561
Professional, scientific, and technical services	8,015	\$326,693,000	\$40,760	1,140	541

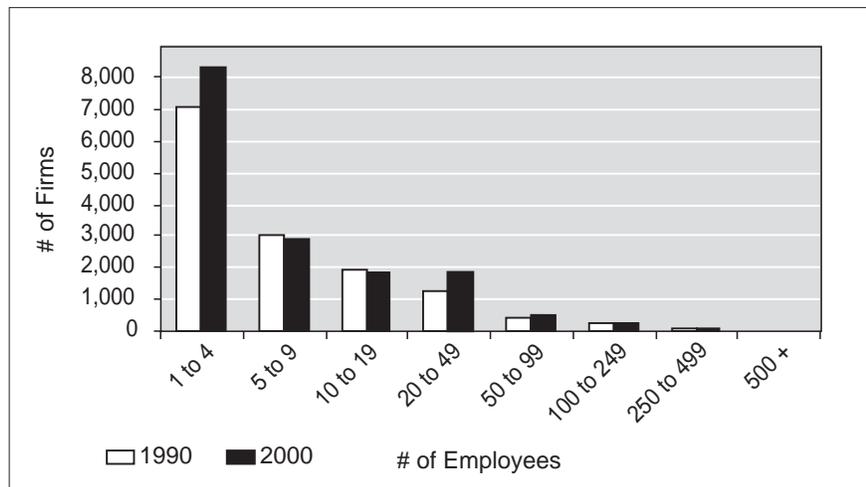
Source: U.S. Census Bureau, County Business Patterns, 2000; NAICS, North American Industry Classification System

### Regional Employers

The Pioneer Valley region’s economy is rooted in small businesses. Nearly three quarters of all firms in the region have fewer than 10 employees and 94.5 percent of firms have less than 50 employees.

Despite the importance of small businesses, in 2000 there were still more than 100 firms in the region with better than 250 employees. Among the region’s largest employers are three hospitals. The two largest, Baystate Medical Center and Mercy Hospital, are located in the region’s urban core, while the third, Cooley Dickinson Hospital, is located in Northampton. Seven of the region’s colleges and universities are also among the major employers. Other significant employers who have national name recognition include Massachusetts Mutual Life Insurance Co., Milton Bradley Company, Spalding and Evenflo Companies, and Solutia.

Figure 23:  
Number of Employers by Size in the Pioneer Valley Region



Source: U.S. Bureau of the Census, County Business Patterns

Table 14: **Major Employers in the Pioneer Valley Region in 2002**  
(Ranked According to Full-Time Employees)

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

Source: InfoUSA, Inc.

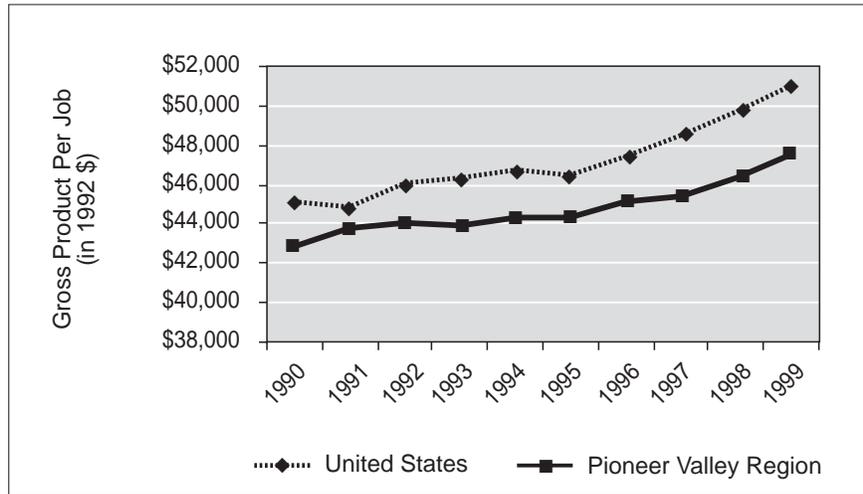
Note: PVPC acquired this information from a third-party vendor and does not certify its accuracy.

## Productivity

We hear constantly about the new economy and the gains in productivity this economy brings. This discussion spurred us to further examine productivity. Our region is experiencing greater productivity—that is, since 1990, the per-job amount of gross regional product has climbed 10.7 percent, or 1.2 percent annually (in 1992 dollars). Even though the overall regional economy has grown more efficient, relative to the national economy its productivity declined. In 1990, the gross domestic product per job in the United States was 5.2 percent greater than for the Pioneer Valley region. By 1999, national productivity was 7.4 percent greater.

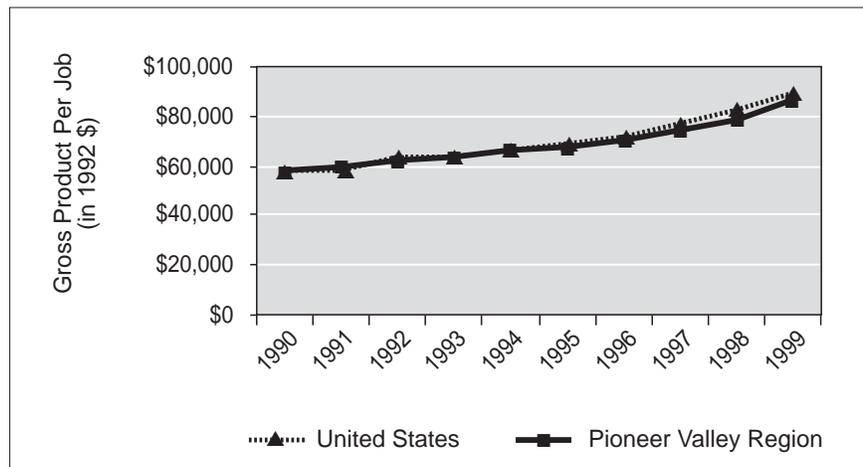
In the manufacturing sector, productivity gains have been even greater. During the same period, manufacturing productivity increased by 46.6 percent, or 5.2 percent annually. Manufacturing productivity contributes to the region’s viability and creates incentives for business investment. Manufacturing jobs offer higher pay and job security than service sector jobs. Also, the manufacturing sector has a multiplier effect on overall private sector employment; specifically, changes in the number of manufacturing jobs affect jobs in other sectors because new manufacturing workers and greater manufacturing activity lead to additional demand for goods and services that are provided by other industries.

Figure 24:  
**Productivity of all Economic Sectors in the Pioneer Valley Region**



Source: REMI Policy Insight

Figure 25: **Productivity of the Manufacturing Sector in the Pioneer Valley Region**



Source: REMI Policy Insight

## Economic Opportunity Area Activities

In 1993, the Commonwealth of Massachusetts instituted the Economic Development Incentive Program, designed to stimulate job growth and improve overall economic development in designated economic target areas (ETAs). In the Pioneer Valley region, the ETAs include Holyoke Regional, Monson, South Central, Springfield, and the Ware River Valley. Within these ETAs, there exist several economic opportunity areas in the municipalities of Chicopee, Holland, Holyoke, Monson, Palmer, Springfield, Ware, and Westfield. The Commonwealth designated the community of Southwick as an exceptional opportunity area for increased economic development. In addition to state-level incentives, the municipal governments of each economic opportunity area offer one of two types of real estate tax incentives—a Special Tax Incentive (STA) or Tax Increment Financing (TIF)—to encourage economic development and investment. With the STA, the real estate tax amount is based on an increasing percentage of the real estate's assessed value. TIF is a tax exemption plan that encourages firms to reinvest the real estate tax amount back into the real estate.

From 1995 to 2001, the Economic Opportunity Area Activities created 2,244 new jobs and retained 11,146 existing jobs. The economic development incentives offered by the Commonwealth and the municipalities have also encouraged approximately \$230 million dollars in private investment over this same time period.

Table 15:  
Economic Opportunity Area Activities in the Pioneer Valley Region – 1995 to 2002

Community	Project	Business Type	New Jobs	Jobs Retained	Municipal Incentive	Term (years)	Private Investment	Date
Chicopee	Dunsirn Industries, Inc.	Manufacturing	70	70	TIF	10	\$3,100,000	5/97
Chicopee	Leonische of America, Inc.	Manufacturing	30	63	TIF	5	\$5,500,000	6/97
Chicopee	Mercer Paper Tube Corp.	Manufacturing	15	34	TIF	5	\$3,600,000	6/97
Chicopee	Spalding & Evenflo Co.	Manufacturing	151	865	TIF	10	\$26,000,000	9/97
Chicopee	Engineered Polymer Industries	Manufacturing	10	31	TIF	5	\$2,800,000	12/97
Chicopee	Alan Ritchey, Inc.	Services	187	n/a	TIF	15	\$8,500,000	8/98
Chicopee	Benedek Broadcasting Corp.	Services	5	99	TIF	20	\$3,500,000	9/98
Chicopee	Vision Graphics, Inc.	Manufacturing	8	25	TIF	5	\$1,400,000	3/99
Chicopee	Manage, Inc. and Willow, LLC	Manufacturing	38	63	TIF	6	\$2,800,000	6/99
Holland	Holland Tire and Auto Center, Inc.	Services	1	3	TIF	5	\$90,000	12/97
Holyoke	Monico, Inc.	Services	10	4	STA	5	\$175,000	9/97
Holyoke	Holyoke Plaza Assoc., LLC	Services	1	30	STA	5	\$1,250,000	1/98
Holyoke	G&H Landscaping, Inc.	Services	23	30	STA	5	\$238,000	5/98
Holyoke	Sealed Air Corporation	Manufacturing	32	56	TIF	5	\$735,000	9/98
Holyoke	United States Distribution Centers	n/a	24	15	TIF	5	\$1,900,000	10/99
Holyoke	City Machine Corporation	Manufacturing	3	16	TIF	5	\$650,000	3/01
Holyoke	Diamond Waters System	Manufacturing	5	15	TIF	5	\$550,000	3/01
Holyoke	Service Machine	Manufacturing	11	4	TIF	5	\$315,000	3/01
Holyoke	Tara Plant Construction	Construction	7	13	TIF	5	\$500,000	5/01
Holyoke	R. R. LeDuc	Manufacturing	5	45	TIF	5	\$1,000,000	5/01
Holyoke	William F. Sullivan & Co./ Sullivan Steel	Manufacturing	6	31	TIF	5	\$1,250,000	6/01
Holyoke	International Laser Systems	Manufacturing	5	4	TIF	5	\$100,000	4/02
Holyoke	The Greniers, Inc.	Services	5	90	TIF	5	\$1,800,000	4/02

Table 15 (continued)

Community	Project	Business Type	New Jobs	Jobs Retained	Municipal Incentive	Term (years)	Private Investment	Date
Monson	Zero East Division	n/a	50	130	TIF	15	\$5,100,000	
Palmer	Sherman & Woods	n/a	1	8	STA	5	\$425,000	8/99
Palmer	Profiles, Inc.	Manufacturing	9	63	TIF	15	\$1,900,000	12/99
Palmer	Palmer Foundry	Manufacturing	150	85	TIF	10	\$7,000,000	5/01
Southwick	B & E Tool Co., Inc.	Manufacturing	27	54	TIF	10	\$1,200,000	7/96
Southwick	Whalley Computer	Manufacturing	29	56	TIF	10	\$2,490,000	6/98
Southwick	Westfield Gage Co.	n/a	40	136	TIF	11	\$6,000,000	12/99
Springfield	Danaher Tool Group	Manufacturing	54	50	STA		\$6,100,000	6/95
Springfield	Big Y Foods, Inc.	Services	640	5,400	TIF	20	\$23,100,000	6/95
Springfield	Smith & Wesson	Manufacturing	13	1,125	TIF	5	\$30,000,000	6/95
Springfield	Ivey Industries, Inc.	Wholesale Trade	5	19	TIF	5	\$200,000	12/95
Springfield	Hodge Mfg. Co.	Manufacturing	12	52	TIF	5	\$250,000	12/95
Springfield	Springfield Wire, Inc.	Manufacturing	30	385	TIF	5	\$2,200,000	12/95
Springfield	Lynn Ladder and Scaffolding Co., Inc.	Manufacturing	18	18	TIF	5	\$900,000	12/95
Springfield	Trident Alloys, Inc.	Manufacturing	26	23	TIF	8	\$425,000	6/96
Springfield	Valley Plating, Inc.	Manufacturing	30	70	TIF	5	\$1,300,000	12/96
Springfield	Holyoke Card & Paper Co.	Manufacturing	49	76	TIF	5	\$3,000,000	10/97
Springfield	Nu Visions Manufacturing	Manufacturing	103	96	TIF	5	\$5,000,000	11/97
Springfield	Sullivan Paper Co.	Manufacturing	24	211	TIF	5	\$5,260,000	12/97
Springfield	Hatfield, Inc.	Manufacturing	55	n/a	TIF	5	\$3,000,000	4/99
Springfield	Structural Welding & Engineering, Inc.	Manufacturing	16	18	TIF	5	\$2,030,000	8/99
Springfield	Hampden Zimmerman, Inc.	Wholesale Trade	10	60	TIF	5	\$2,335,000	6/00
Springfield	Curtis Universal Joint Co.	Manufacturing	8	41	TIF	5	\$571,740	9/00
Springfield	Northstar Pulp & Paper	Manufacturing	10	13	TIF	5	\$2,036,959	6/01
Ware	Rolla Motor Parts	Services	2	8	TIF	10	\$450,000	12/99
Ware	Cluett's Hardware, Inc.	n/a	6	5	TIF	10	\$20,000	6/00
Westfield	Old Colony Envelope, Inc.	Manufacturing	18	400	TIF	10	\$6,000,000	12/96
Westfield	Angy's Food Products, Inc.	Manufacturing	8	32	TIF	5	\$2,600,000	12/96
Westfield	Advance Mfg. Co., Inc.	Manufacturing	10	176	TIF	5	\$2,600,000	3/97
Westfield	Jen-Coat, Inc.	Manufacturing	35	202	TIF	10	\$4,500,000	12/97
Westfield	Toys "R" Us Mass., Inc.	Services	28	172	TIF	12	\$30,000,000	12/97
Westfield	The Caldor Corporation	Services	30	290	TIF	10	\$212,000	1/98
Westfield	Lawry Freight System, Inc.	Services	13	18	TIF	5	\$1,000,000	8/98
Westfield	Finishing Solutions	Services	20	3	TIF	10	\$400,000	6/99
Westfield	Westek Architectural Woodworking Co.	Manufacturing	5	10	TIF	10	\$920,000	6/99
Westfield	Millrite Machine	Manufacturing	8	35	STA	5	\$2,240,000	11/01
<b>Totals</b>	<b>59 Certified Projects</b>		<b>2,244</b>	<b>11,146</b>			<b>\$230,518,699</b>	

n/a: Information not available at time of publication

TIF: Tax Increment Financing

STA: Special Tax Assessment

Source: Massachusetts Office of Business and Development, May 2002

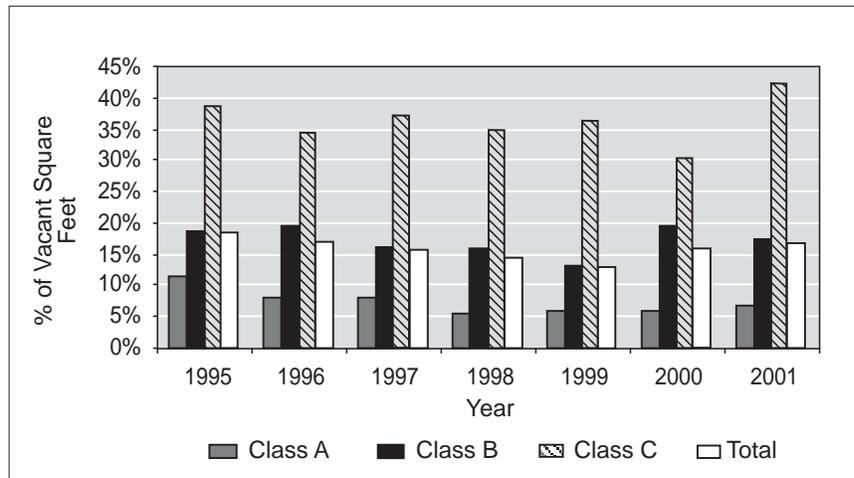
## THE INFRASTRUCTURE

### Real Estate

#### Office Space

In this analysis, we examine three building classifications. Class A real estate refers to office buildings constructed after 1965 and maintained by professional management, while Class B and C real estate refers to buildings constructed before 1965. Class B office buildings have been rehabilitated and maintained by professional management, while Class C buildings have not been rehabilitated and are maintained by moderate quality management. The vacancy rate for Class C real estate, which tends to be high, increased from 30 percent in 2000 to almost 42 percent in 2001. In 2000, Class B real estate vacancy rates peaked at almost 20 percent following a four-year trend of decreasing rates. Since 1996, the vacancy rates of Class A real estate have remained between five and eight percent, normal vacancy rates for a dynamic real estate market. Unfortunately, the five-year trend of decreasing total vacancy rates for the greater Springfield area has reversed.

Figure 26: Office Vacancy Rates – Greater Springfield Area



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

Within the greater Springfield area, the total office space inventory has increased by approximately 300,000 square feet from 1995 to 2001. The vacancy rate, or the percentage of available office space that is vacant, showed a decrease from 1996 to 1999, but from 1999 to 2001 the percentage of vacant office space has increased by four percent, or approximately 200,000 square feet. This increase suggests that there is still active demand for office space, an encouraging sign for the region’s economy.

Table 16: **Greater Springfield Area Office Space**

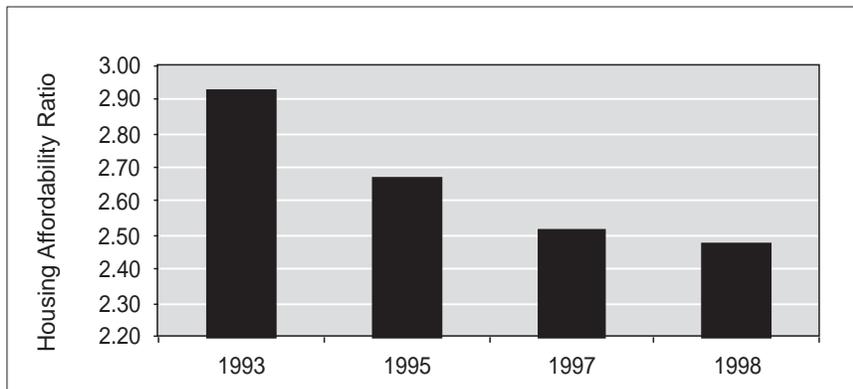
	1995	1996	1997	1998	1999	2000	2001
<b>Inventory</b> (square feet)	4,704,580	4,783,180	5,028,880	5,050,726	>5,000,000	n/a	5,052,707
<b>Vacant</b> (square feet)	867,429	910,275	746,763	737,016	n/a	n/a	846,104
<b>% Vacant</b>	18.4%	19.0%	14.9%	14.6%	12.7%	15.8%	16.8%
<b>Price Range</b> (per square foot)	\$ 6.75-16.50	\$ 8.00-18.00	\$ 7.94-17.50	\$ 5.50-18.00	n/a	n/a	\$ 5.00-22.00
<b>Buildings</b>	148	147	152	153	n/a	n/a	159
<b>Absorption</b> (square feet)	148,828	32,150	289,359	56,192	>100,000	799,089	-47,015

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

## 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. On average, housing in the Pioneer Valley region is becoming more affordable. In 1993, the median price of a home was 2.9 times greater than the median household income, but by 1998 the ratio was less than 2.5, a 14 percent decrease in the relative cost of a home.

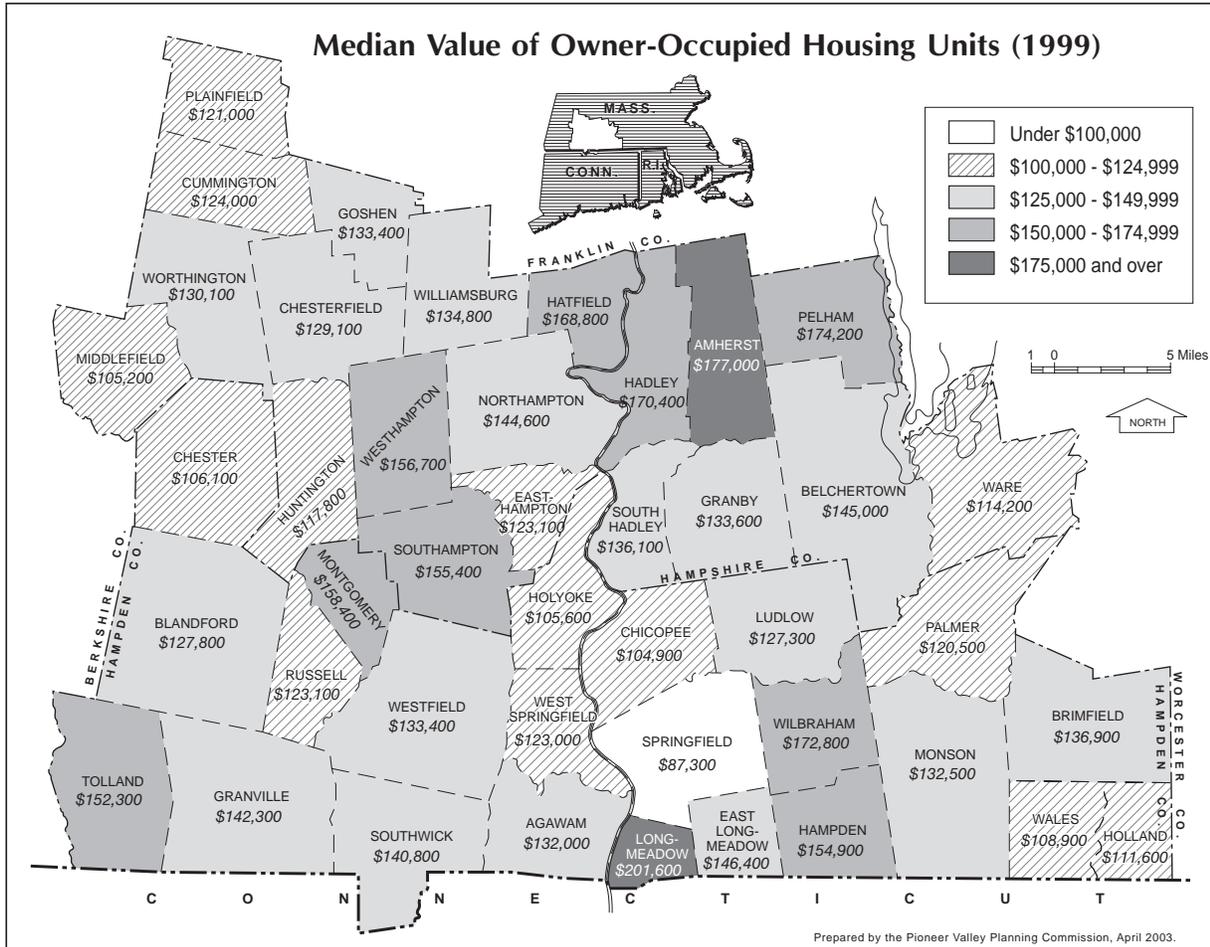
Despite the improvement in housing affordability, the results from the 2000 census show that the median value of housing in the Pioneer Valley region has increased by an insignificant percentage, so the market appears relatively stable. However, when the median values of owner-occupied housing are examined across the region, it is evident that there are substantial differences. For example, Longmeadow has a median housing value of just over \$200,000, while housing in Springfield is valued at an average of \$87,300. This difference in housing values provides affordable housing and a wealth of home ownership opportunities for the citizens of Springfield, as well as the entire region.

Figure 27: **Housing Affordability in the Pioneer Valley Region**

Note: The housing affordability ratio is calculated by dividing the median cost of housing by the median household income.

Source: U.S. Bureau of the Census, Small Area Income and Poverty Estimates;  
The Warren Group; PVPC

Figure 28



Source: U.S. Census Bureau, 2000 Census, DP-4

## Transportation

### Vehicle Roadways

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

Table 17:  
**Driving Distances and Times from Springfield to Select Urban Centers**

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

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

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 for regional transportation concerns, as many streets and highways converge into a limited number of crossings over the Connecticut, Westfield, and Chicopee rivers.

In general, traffic on the region's roadways has been increasing. Between 1980 and 1998 the estimated number of daily vehicle miles traveled (DVMT) in the Springfield-Chicopee-Holyoke urbanized area rose from 7.4 million to 10.7 million. The magnitude of increase is shared in the region's rural areas. Table 19 presents the commute times for each of the Pioneer Valley communities as reported in the 1990 and 2000 censuses. The increase in commuter times can be attributed to several major trends including a rise in vehicle ownership and the onset of several major roadway improvement projects, such as the Coolidge Bridge project on Route 9 in Northampton and Hadley.

Table 18: **Major Interstate Highways Serving the Pioneer Valley Region**

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

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

Table 19: Pioneer Valley Region Average Commute Times to Work

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

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

### Transit Routes

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

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

Table 20: **Pioneer Valley Transit Authority (PVTA) Fixed Route Bus Ridership**

<b>Fiscal Year</b>	<b>UMass Transit Ridership</b>	<b>% Change</b>	<b>Transit Express Ridership</b>	<b>% Change</b>	<b>PVTA Regional Total</b>	<b>% Change</b>
1990	3,995,946	6.4	7,335,418	0.1	11,331,364	2.3
1991	3,883,591	-2.8	7,113,317	-3.0	10,996,908	-3.0
1992	3,817,737	-1.7	7,332,991	3.1	11,150,728	1.4
1993	3,822,305	0.1	7,098,567	-3.2	10,920,872	-2.1
1994	3,870,565	1.3	7,188,191	1.3	11,058,756	1.3
1995	3,871,178	0.0	7,189,330	0.0	11,060,508	0.0
1996	3,943,442	1.9	7,323,534	1.9	11,266,976	1.9
1997	4,047,422	2.6	7,516,640	2.6	11,564,062	2.6
1998	4,120,106	1.8	7,651,623	1.8	11,771,729	1.8
1999	4,049,420	-1.7	7,520,352	-1.7	11,569,772	-1.7
2000	n/a	n/a	n/a	n/a	11,575,486	0.05
2001	n/a	n/a	n/a	n/a	11,705,973	1.1

Source: PVTA Annual Reports  
n/a: Data not available at time of publication

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

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

Passenger rail service is available to Pioneer Valley residents through Amtrak, the National Railroad Passenger Corporation. Amtrak uses the tracks of the former Union Station, the region's main train station, which is located near the northern edge of downtown Springfield. The Springfield station has daily service from 14 trains that provide extensive service within the northeastern United States and nationwide connections.

Passenger rail service is provided on both east-west and north-south routes through the region. The Pioneer Valley has an additional station located in Amherst that is served by two trains per day.

### *Non-Motorized Transportation*

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

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

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

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

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

### *Transportation of Goods*

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

Trucking is currently the primary choice for moving goods throughout the Pioneer Valley. Overnight trucking service is available from the region to metropolitan centers throughout the northeastern United States

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

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

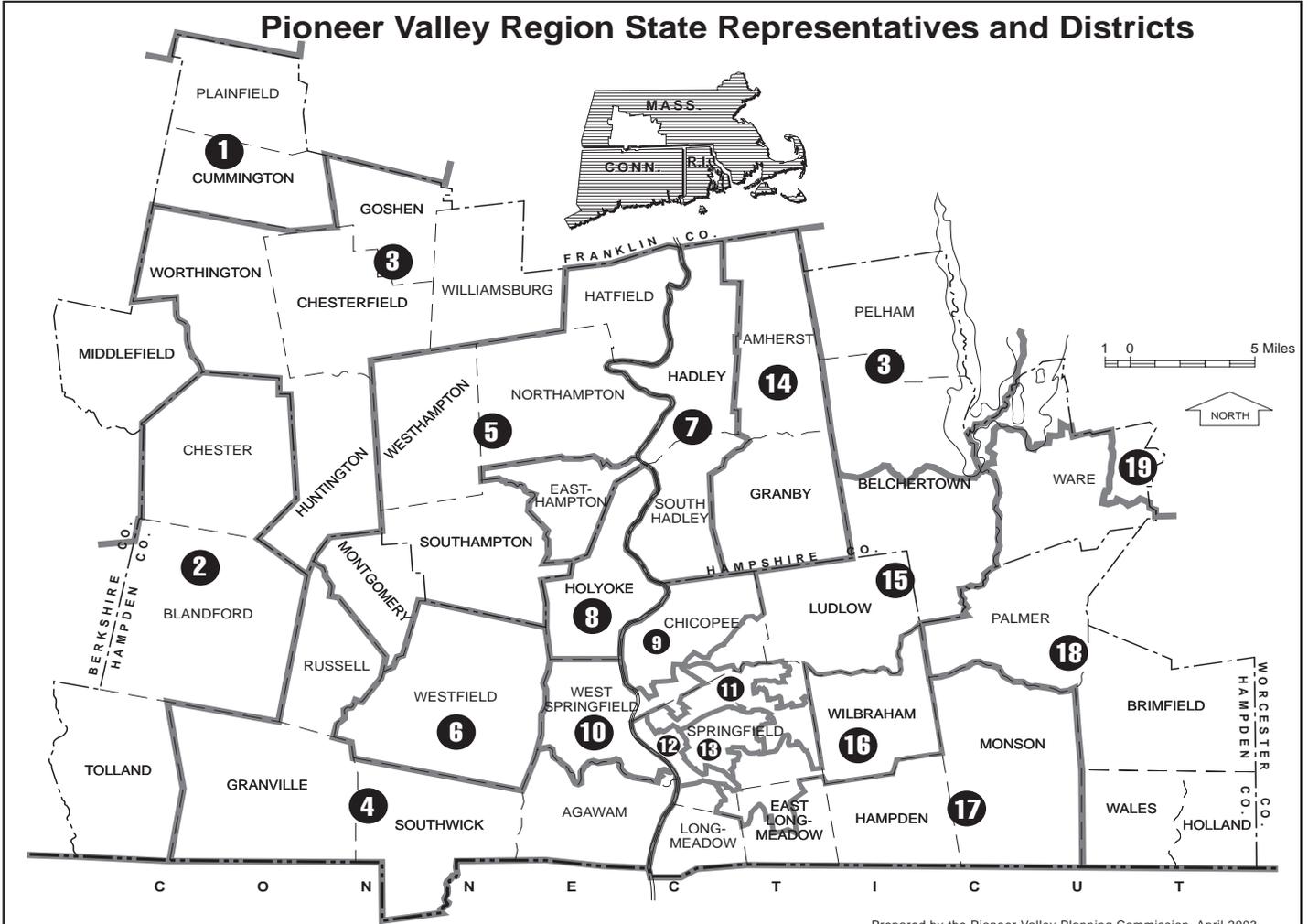
In addition, air freight and package express services are readily available in the Pioneer Valley region. Predominantly, air freight is moved through either Bradley International Airport in Windsor Locks, Connecticut; Logan Airport in Boston; or New York City's metropolitan airports. None of the airports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

### Political Infrastructure

The area's elected state and federal officials also support the economic development efforts of the Pioneer Valley region. It is important to note that, due to the Census 2000 population figures, the state districts will change for the upcoming 2002 elections.

Figure 29

### Pioneer Valley Region State Representatives and Districts

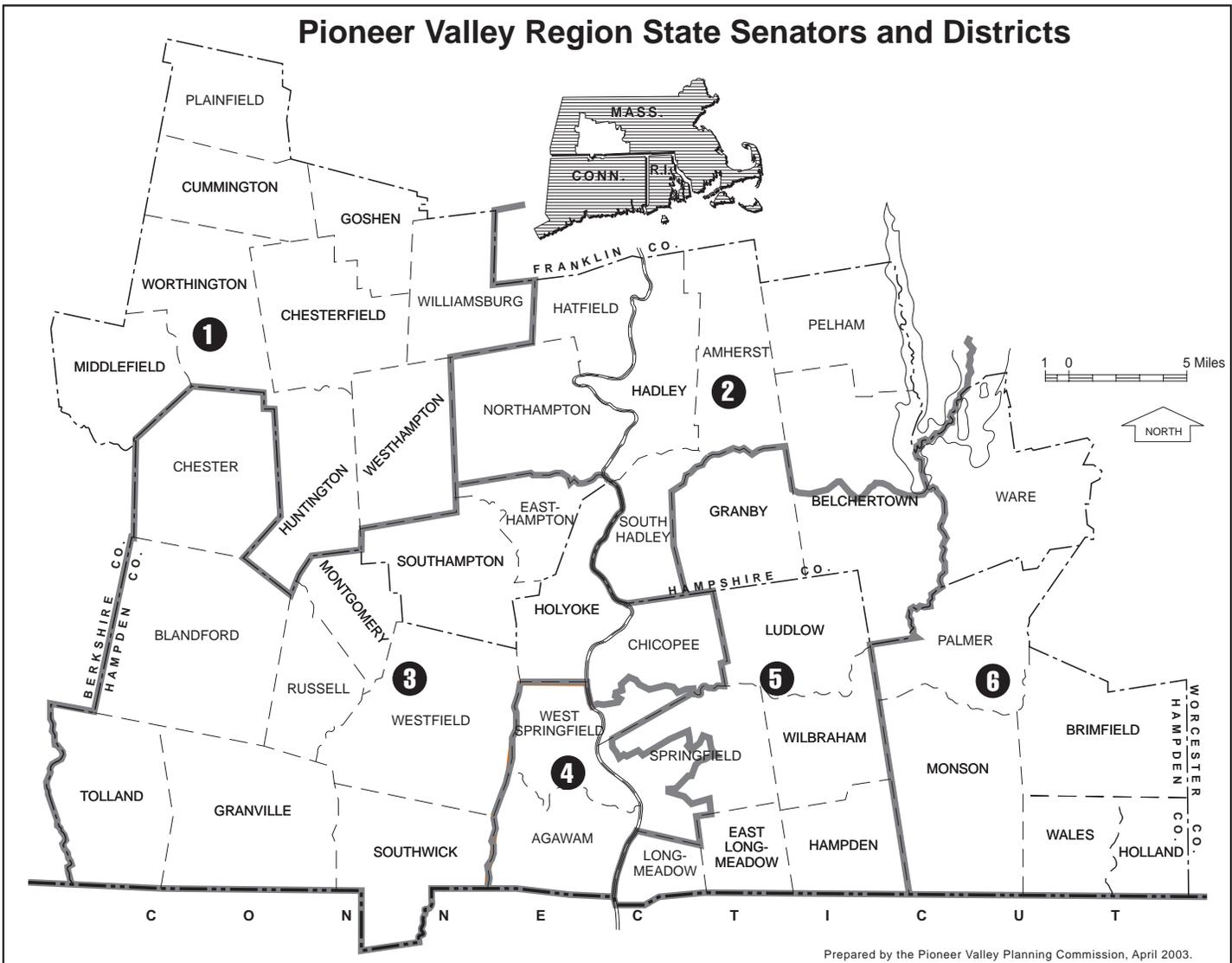


Prepared by the Pioneer Valley Planning Commission, April 2003.

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|---|--|---|---|---|---|--|---|---|---|--|---|---|--|--|--|---|---|--|
| <p><b>1 Shaun P. Kelly (R)</b><br/> <b>2nd Berkshire District</b><br/>                 State House, Room 473B<br/>                 (617) 722-2263<br/>                 399 Main Street, Suite 2E<br/>                 Dalton, MA 01226<br/>                 (413) 684-5133<br/> <i>rep.shaunkelly@hou.state.ma.us</i></p> | <p><b>2 William Pignatelli (D)</b><br/> <b>4th Berkshire District</b><br/>                 State House, Room 448<br/>                 (617) 722-2582<br/>                 45 Railroad St.<br/>                 Lee, MA 01238<br/>                 (413) 243-5534<br/> <i>rep.smittyignatelli@hou.state.ma.us</i></p> | <p><b>3 Stephen Kulik (D)</b><br/> <b>1st Franklin District</b><br/>                 State House, Room 279<br/>                 (617) 722-2210<br/>                 330 Montague City Rd.<br/>                 Turners Falls, MA 01376<br/>                 (413) 772-2727<br/> <i>rep.stephenkulik@hou.state.ma.us</i></p> | <p><b>4 Daniel F. Keenan (D)</b><br/> <b>3rd Hampden District</b><br/>                 State House, Room 33<br/>                 (617) 722-2060<br/>                 375 Walnut St. Extension<br/>                 Agawam, MA 01001<br/>                 (413) 786-4545<br/> <i>rep.keenan@cs.com</i></p> | <p><b>5 Peter V. Kocot (D)</b><br/> <b>1st Hampshire District</b><br/>                 State House, Room 146<br/>                 (617) 722-2575<br/>                 221 Pine Street-Suite 2G4<br/>                 Florence, MA 01062-1266<br/>                 (413) 582-6111<br/> <i>rep.peterkocot@hou.state.ma.us</i></p> | <p><b>6 Donald F. Humason, Jr. (R)</b><br/> <b>4th Hampden District</b><br/>                 State House, Room 254<br/>                 (617) 722-2460<br/>                 71 Elm St.<br/>                 Westfield, MA 01085<br/>                 (413) 568-1366<br/> <i>rep.donaldhumason@hou.state.ma.us</i></p> | <p><b>7 John W. Scibak (D)</b><br/> <b>2nd Hampshire District</b><br/>                 State House, Room 33<br/>                 (617) 722-2060<br/>                 P.O. Box 136<br/>                 South Hadley, MA 01075<br/>                 (413) 539-6566<br/> <i>rep.johnscibak@hou.state.ma.us</i></p> | <p><b>8 Michael F. Kane (D)</b><br/> <b>5th Hampden District</b><br/>                 State House, Room 167<br/>                 (617) 722-2692<br/>                 110 Cherry St.<br/>                 Holyoke, MA 01040<br/>                 (413) 540-9842<br/> <i>rep.michaekane@hou.state.ma.us</i></p> | <p><b>9 Joseph F. Wagner (D)</b><br/> <b>8th Hampden District</b><br/>                 State House, Room 443<br/>                 (617) 722-2460<br/>                 10 Center St., Rm. 209<br/>                 Chicopee, MA 01013<br/>                 (413) 592-7857<br/> <i>rep.josephwagner@hou.state.ma.us</i></p> | <p><b>10 Stephen J. Buoniconti (D)</b><br/> <b>6th Hampden District</b><br/>                 State House, Room 254<br/>                 (617) 722-2220<br/>                 62 Westfield Street<br/>                 W. Springfield, MA 01089<br/>                 (413) 737-9071<br/> <i>rep.stephenbuoniconti@hou.state.ma.us</i></p> | <p><b>11 Christopher P. Asselin (D)</b><br/> <b>9th Hampden District</b><br/>                 State House, Room 540<br/>                 (617) 722-2090<br/>                 604 Page Boulevard<br/>                 Springfield, MA 01104<br/>                 (413) 737-6646<br/> <i>rep.christopherasselini@hou.state.ma.us</i></p> | <p><b>12 Cheryl A. Rivera (D)</b><br/> <b>10th Hampden District</b><br/>                 State House, Room 26<br/>                 (617) 722-2080<br/>                 181 State St.<br/>                 Springfield, MA 01103<br/>                 (413) 739-1503<br/> <i>rep.cherylriviera@hou.state.ma.us</i></p> | <p><b>13 Benjamin Swan (D)</b><br/> <b>11th Hampden District</b><br/>                 State House Room 167<br/>                 (617) 722-2692<br/>                 815 State Street<br/>                 Springfield, MA 01109-0708<br/>                 (413) 739-8547<br/> <i>rep.benjaminswan@hou.state.ma.us</i></p> | <p><b>14 Ellen Story (D)</b><br/> <b>3rd Hampshire District</b><br/>                 State House, Room 167<br/>                 (617) 722-2692<br/>                 185 Pelham Rd.<br/>                 Amherst, MA 01002<br/>                 (413) 253-3690<br/> <i>rep.ellenstory@hou.state.ma.us</i></p> | <p><b>15 Thomas M. 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|---|--|---|---|---|---|--|---|---|---|--|---|---|--|--|--|---|---|--|

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

Figure 30



Prepared by the Pioneer Valley Planning Commission, April 2003.

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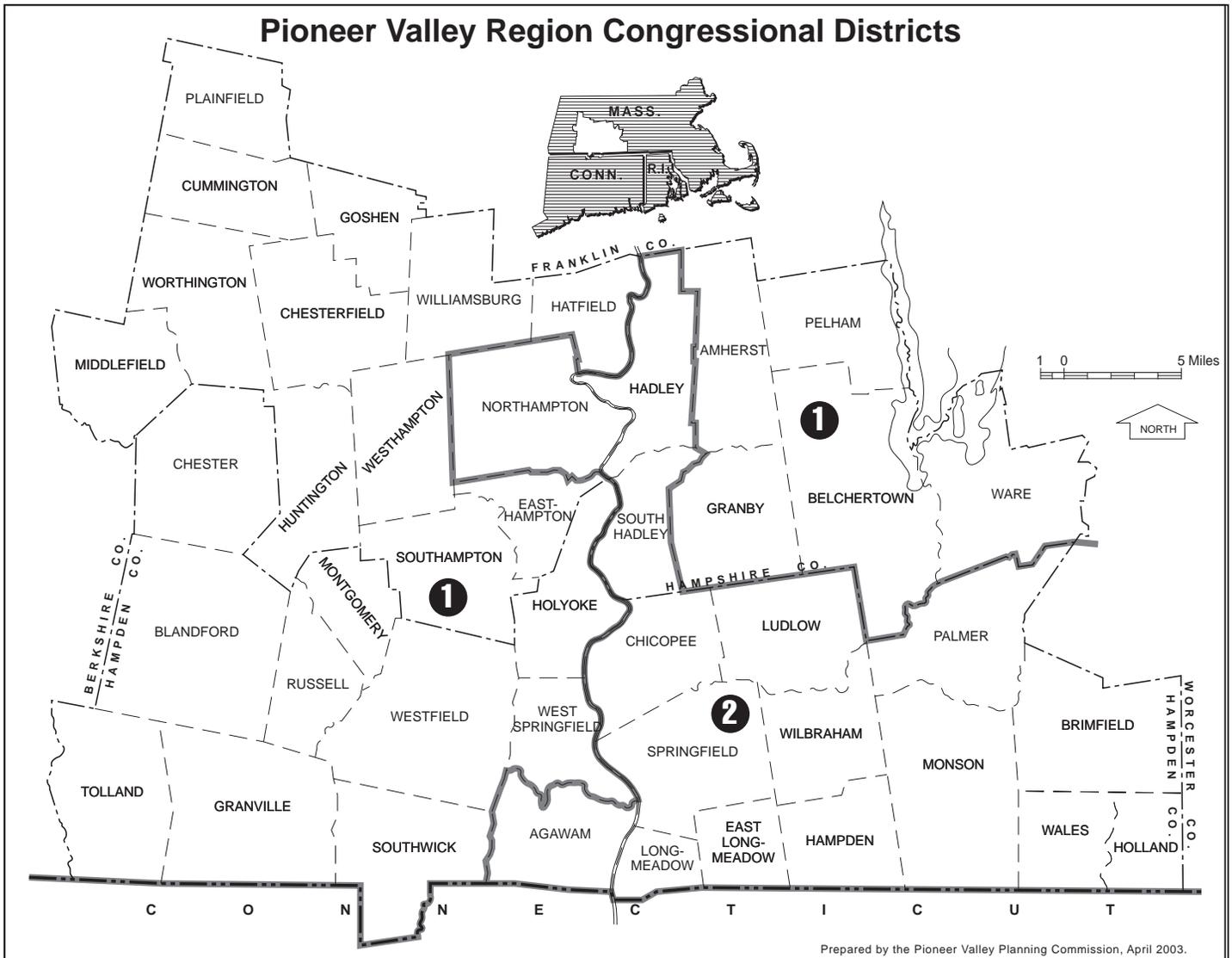
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Figure 31



Prepared by the Pioneer Valley Planning Commission, April 2003.

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## OPPORTUNITIES AND THREATS POSED BY EXTERNAL TRENDS AND FORCES

### OPPORTUNITIES

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

- A proactive and collaborative planning process capable of producing positive and measurable results
- The concentration of 14 higher education institutions within the region
- An evolving Hartford-Springfield economic partnership that has spawned the Knowledge Corridor
- An expanding and diverse workforce fueled by immigration, life-style options, and growing efforts to retain college graduates
- A high level of worker productivity, especially in the manufacturing sector
- Connecticut River corridor developments, including the new Basketball Hall of Fame, Route I-91 Tourist Information Center, Springfield and Agawam segments of the Connecticut River Walk and Bikeway Project, and the Springfield Civic and Convention Center, among others
- Housing affordability, especially as compared to the greater Boston area
- A Regional Technology Corporation (RTC) to bolster and grow the technology-based components of the regional economy
- A long and growing list of recreational and cultural assets that underpin tourism and the travel industry
- Superior medical facilities, personnel, services, training, and research
- An exceptional region in which to live, learn, work, and play
- A superior location at the crossroads of southern New England bolstered by excellent multimodal transportation services

### THREATS

We have identified 12 significant areas that threaten the Pioneer Valley region's economy, quality of life, and prosperity which, therefore, must be addressed and resolved:

- Job losses stemming from the most recent national economic downturn and employee layoffs
- Extensive gaps in the availability and affordability of high-speed broadband Internet and telecommunication infrastructure across the region
- Continuing population decline, especially in the Pioneer Valley's urban core cities of Springfield, Holyoke, and Chicopee
- Limited inventory of industrial land readily available across the region with essential infrastructure services
- Lagging exports in an increasingly global economy
- State budget crisis coupled with severely limited capital funds for continued infrastructure improvements, including highway, bridge, transit, and rail projects, and for costly environmental cleanup projects such as Connecticut River CSOs
- Uneven K-12 public schools and performance
- Land use that expands low-density development
- Poverty rate increases in the Pioneer Valley region and relatively high poverty rates in the urban core cities of Springfield, Holyoke, and Chicopee
- Gaps in the region's ability to encourage, nurture, and provide technical and financial support to new start-up firms across the Pioneer Valley

- A state budget implosion that has generated a structural deficit estimated at more than \$3 billion, with economic recovery not anticipated for another one to three years
- Extremely limited public infrastructure dollars needed to maintain a contemporary state of the practice, which will delay or eliminate important repairs and improvements that help underpin the region's economy

## **AVAILABILITY OF PARTNERS AND RESOURCES FOR ECONOMIC DEVELOPMENT**

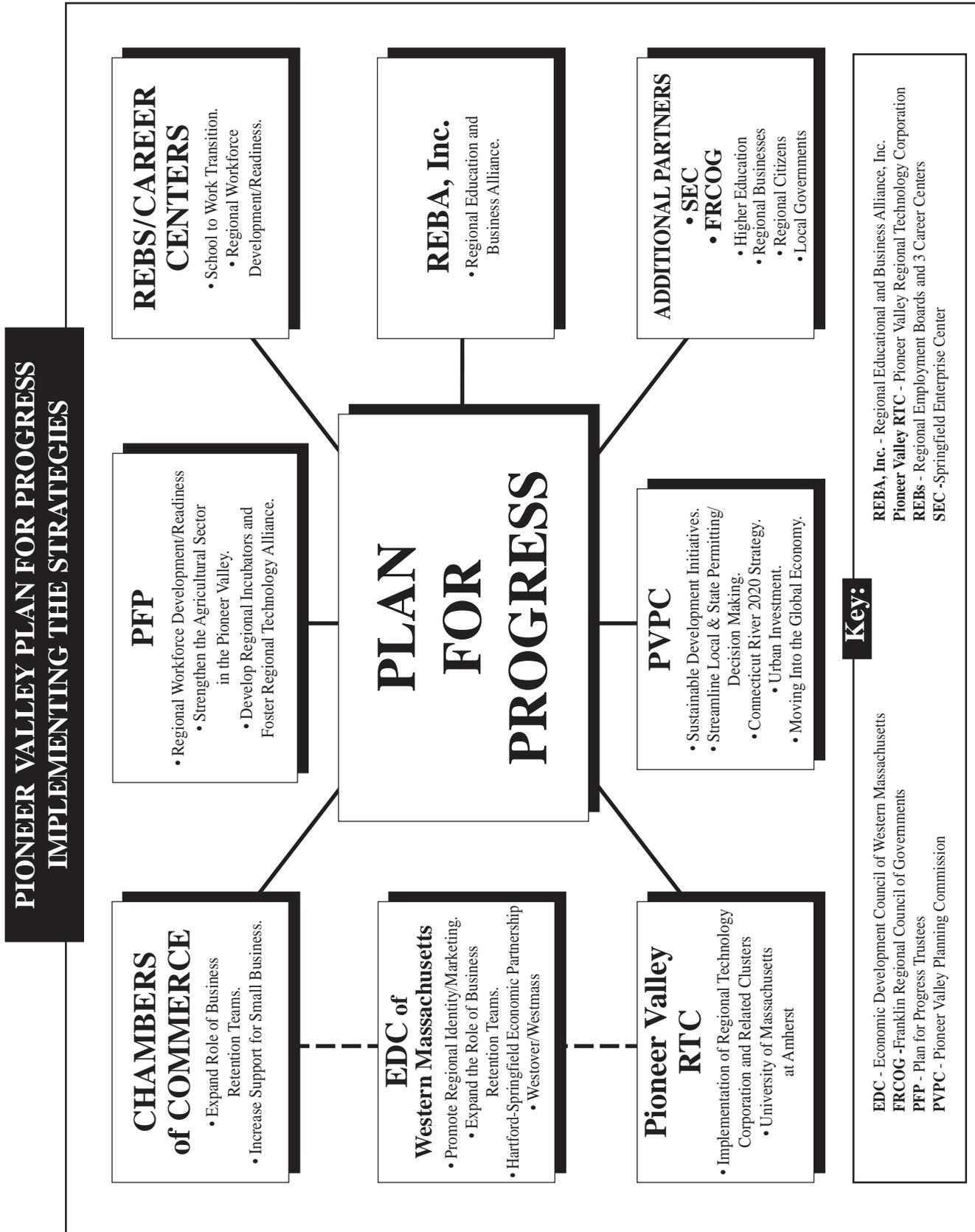
The long-term success of the Plan for Progress—as well as the region's ability to achieve its strategic economic goals as outlined in the CEDS document—depend on a diverse and interconnected network of active economic partners. This ongoing and ever-expanding resource directly contributes to the effectiveness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

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

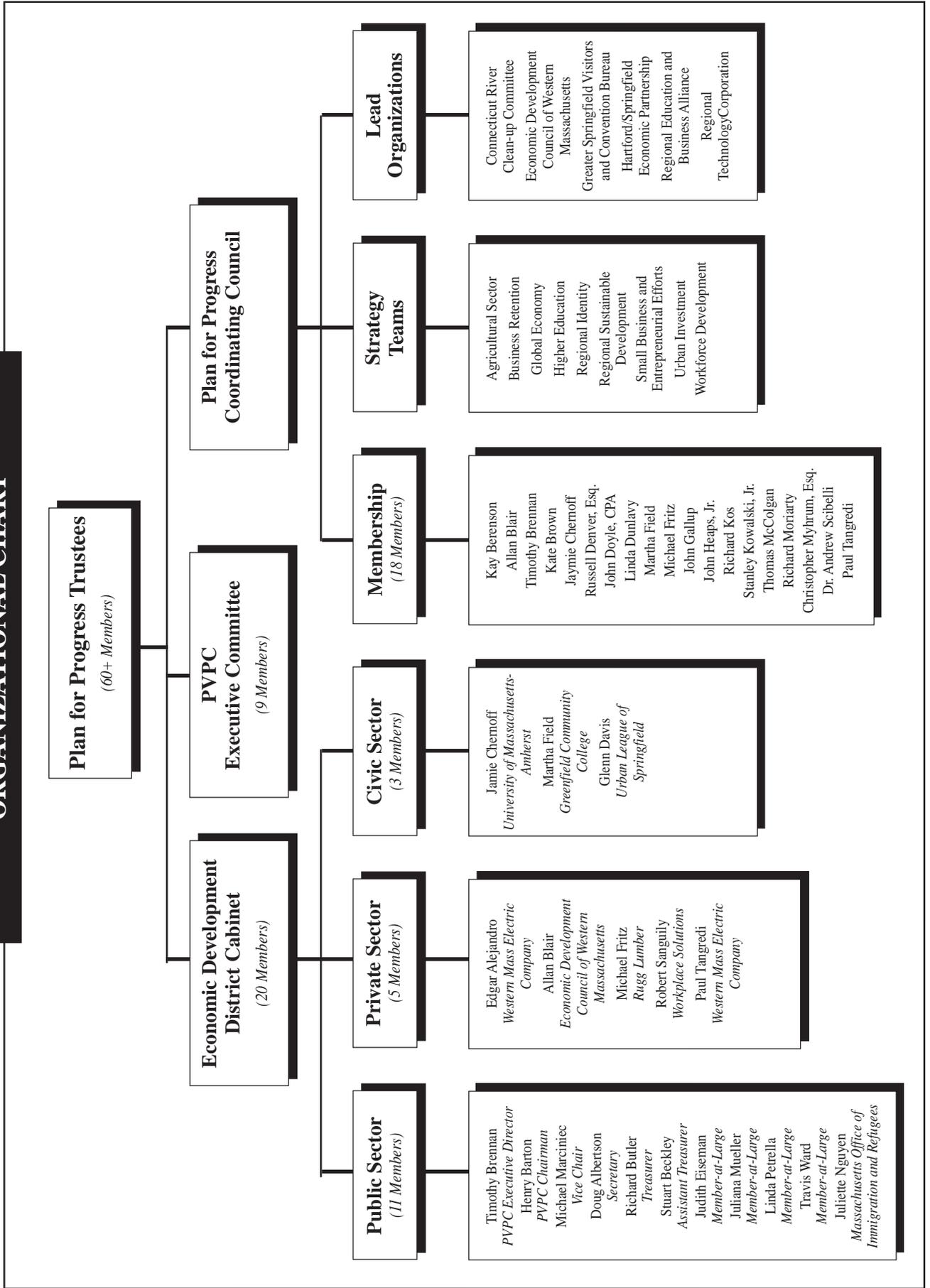
The network of Plan for Progress partners (Figure 33) is a careful mix of representatives recruited from the Pioneer Valley's public (government), private (business), and civic (nonprofit) sectors, and then unified and networked by the CEDS planning process in order to realize a collaborative planning and implementation team. This complex web of partners is best illustrated and explained in a visual format, which appears on the next page.

Further details about this open, broad-based, and highly participatory planning process are provided in the Evaluation section of this CEDS report as part of the subsection “Performance Measures,” which demonstrates and underscores the strength and commitment of our economic development partners.

Figure 32



# PIONEER VALLEY PLAN FOR PROGRESS ORGANIZATIONAL CHART





## A VISION FOR THE PIONEER VALLEY REGION

### REGIONAL GOALS AND OBJECTIVES

#### THE LAUNCHING OF THE PLAN FOR PROGRESS MAJOR REVIEW AND OVERHAUL

In 1994, a diverse group of the Pioneer Valley region's leaders came together to create a regional economic development plan titled "The Pioneer Valley Plan For Progress." Since the completion of this plan, a team of Trustees has continually met to achieve our shared regional vision, "to bring together the vital economic interests of our region to build a competitive regional community with a world class environment which stimulates development and growth."

In order to continue our region's economic success and become more intensely focused on the highest priorities, the Plan for Progress has launched a major review and overhaul of our existing economic development plan, which is targeted for completion this year.

The first step of this review and overhaul process centered around the creation of a new Plan for Progress Vision Statement. During February of 2003, the Plan for Progress Trustees endorsed the following new Vision Statement:

"The Pioneer Valley's Vision: A strong, vibrant regional economy that fosters sustainability, prosperity, and collaboration, and attracts national recognition."

This new vision statement was unveiled and used as a springboard to stimulate the development of new goals and strategies for the Plan for Progress. In order to accomplish this goal, the Plan for Progress Trustees also invited a diverse group of more than 140 of our region's leaders to come together on February 27, 2003, for an initial work session devoted to developing new regional economic development goals and strategies, titled "Beyond Words: Solving the Economic Development Puzzle for the Pioneer Valley Region."

### WHAT DO OTHERS SAY ABOUT THE PLAN FOR PROGRESS?

#### MAJOR PLANNING ACCOMPLISHMENTS – ECONOMIC DEVELOPMENT

##### The Pioneer Valley Plan for Progress – Completed and Released September 1994

The Pioneer Valley Plan for Progress has become the Pioneer Valley region's premier strategic economic plan since it was prepared and launched by PVPC in the mid-1990s with financial support provided by the Economic Development Administration (EDA). Since its inception, the Plan for Progress has maintained a strategic, focus meaning that it not only recommends specific action strategies, but likewise strives to implement these strategies to achieve a positive economic future for the Pioneer Valley and all its residents. Development of the Plan for Progress has been and remains a highly collaborative endeavor which has consistently involved the region's public, private and civic sectors. Leaders of these sectors initially came together to respond to the serious and negative efforts of the 1990-91 economic recession as well as to support and complement the Commonwealth of Massachusetts plan for economic recovery titled *Choosing to Compete* which, for the first time, recognized discrete economic regions across Massachusetts including the

Pioneer Valley of Western Massachusetts. Over the past decade, the Plan for Progress has become the galvanizing force for positive economic change through planning efforts that are collaborative, proactive, and regional in scope. It has made a difference, and this difference has undeniably been positive.

*Outside Commentaries:*

“It seems clear from the Plan for Progress and the ongoing projects that implement the plan that the Pioneer Valley Planning Commission (PVPC) has assumed a leadership role in the region. Among officials state-wide, the PVPC enjoys a reputation as the most effective regional planning commission in Massachusetts, and it has a growing reputation among regional planning agencies nationwide.”

SOURCE: Worcester Regional Research Bureau Report titled: “The Role of Regional Planning Agencies in Facilitating Economic Development” (Report No. 02-06) published December 18, 2002.

“Overall we found that the PVPC has effectively performed on an outstanding level as an Economic Development District (EDD). The PVPC is to be commended on the development and implementation of successful regional efforts, collaborations and partnerships that have made a positive economic impact on its region.”

SOURCE: EDA/Peer Reviewer District Performance Evaluation and Recommendations Report for the Appraisal of the Pioneer Valley Planning Commission (PVPC) conducted on September 18-19, 2002. Subject EDA evaluation report is dated November 14, 2002.

### The Economic Development Council of Western Massachusetts – Founded in 1996

As a direct outgrowth of the Plan for Progress, the Economic Development Council (EDC) of Western Massachusetts was founded in 1996 by the Pioneer Valley’s 80 largest private sector employers (among them Mass Mutual Insurance Company, Western Massachusetts Electric Company, Baystate Health Systems, and Spaulding Sports Worldwide) in order to bring together the region’s private business sector leaders to work with the Pioneer Valley’s public and civic sectors to realize a competitive and proactive economic region. In addition, the EDC works to create a positive environment for business expansion and job growth by relying on the Plan for Progress as the region’s unifying economic planning and action strategy document. Centralized coordination, effective collaboration, and comprehensive professional services are the EDC’s foundations allowing this unique economic development institution to position the Pioneer Valley of Western Massachusetts for sustained growth and prosperity.

*Outside Commentary:*

“Your region, namely the Pioneer Valley, is clearly in a different place which is out in front of most regions throughout our Commonwealth . . . We look to you here in Western Massachusetts to be a model for thoughtful, proactive, and effective economic planning and decision making that brings together the public and private sectors to advance a shared vision for the region’s future.”

SOURCE: Remarks delivered by Governor Mitt Romney to the inaugural meeting of the Pioneer Valley Regional Competitiveness Council on March 21, 2003 at MassMutual Learning and Conference Center in Chicopee, Massachusetts.

### The Regional Technology Alliance – Launched in 2001

In 2000, the flagship University of Massachusetts Amherst, acting in concert with several private sector (e.g. EDC of Western Massachusetts, Western Massachusetts Electric Company, Millitech, LLC, etc.) and public sector (e.g. PVPC, Springfield Technical Community College, etc.) partners, undertook an initiative targeted at the creation of technology-based industry clusters that could conceivably be organized into a series of networked industry clusters. Accordingly, Battelle Labs was hired to analyze the feasibility of this

initiative and, if deemed feasible, to outline specific recommendations aimed at its formation. Batelle's assessment ultimately proved to be positive and the Pioneer Valley's Regional Technology Alliance (RTA) was officially launched in 2000, leading soon thereafter to a two year \$600,000 grant awarded in 2001 by the National Science Foundation to implement the RTA's initial business plan encompassing the Pioneer Valley, as well as the more expansive Knowledge Corridor area which includes Greater Hartford and Northern Connecticut. The RTA, now just over two and a half years old, has become a new and vital tool in the Pioneer Valley's ongoing efforts to foster economic growth and jobs creation. Indeed, three RTA networks are now organized and operational, 1) the Materials and Manufacturing Technology Network, which brings together businesses using coating, adhesives and other polymer substances; (2) the Technology Enterprise Council, which aims to advance the growth and success of companies driven by information and communication technologies; and (3) the Bio-Economic Technology Alliance, which is focused on creating regional business opportunity in the bioscience, medical device, and biotechnology industries through business development and attraction. Given the RTA's importance and accomplishments to date, it is seen as an essential means to support ongoing development of new technologies, innovations, and entrepreneurship that leads to the creation of new companies and new businesses within existing regional companies throughout the Pioneer Valley and the larger cross-border Knowledge Corridor area.

#### *Outside Commentaries:*

"We believe that every region needs an organization like the Regional Technology Alliance to solidify relationships and foster collaboration between like organizations. Thanks, RTA, for bringing us together!"

SOURCE: Remarks of Keith Parent, Chief Executive Officer, Court Square Data Group, Incorporated, Springfield, MA

"We have connected with start-ups – and the majors – all RTA events. This group means business! I would recommend it to anyone serious about growing their business."

SOURCE: Rick Baxendell, President and CEO, Deerfield Urethane, Incorporated, Division of Bayer, South Deerfield, MA

## MAJOR EDA PUBLIC WORKS ACCOMPLISHMENT – ECONOMIC DEVELOPMENT

The Springfield Enterprise Center (SEC) as a Core Component of the Springfield Technical Community College (STCC) Technology Park – Opened in 2000

The EDA awarded nearly \$1 million in 1998 to leverage over \$3.5 million to create the Springfield Enterprise Center as a core component of the comprehensive efforts of the Springfield Technical Community College (STCC) Assistance Corporation to successfully convert a former Digital Equipment Corporation site into the STCC Technology Park, which today encompasses 860 employees, 18 tenant companies, and an incubator facility that houses an additional 21 small businesses and approximately 110 employees. The Springfield Enterprise Center (SEC) received EDA's 2001 Excellence in Urban Economic Development Award, as well as the International Economic Development Council's 2002 Excellence in Economic Development Award. The SEC is an outgrowth of the 1994 Plan for Progress action strategy "Develop Regional Incubators and Foster Technology Transfers" and is likewise a stellar example of the Plan for Progress push for urban investment, especially in the Pioneer Valley's economically distressed urban core cities. The SEC and STCC's Technology Park act as a key economic engine for the entire Pioneer Valley, as well as a bold example of creative use of public dollars to leverage substantial private investment. Recent studies indicate that over 200 jobs can be attributed either directly or indirectly to the STCC Technology Park, plus more than \$300 million in equipment and technology investments on the part of tenant companies.

*Outside Commentary:*

“The STCC Technology Park is a place where calculated risk is welcomed, where there is a low cost of entry, where innovation is an asset and where academic assistance is literally next door . . . the Park contributes to the maintenance of Springfield’s legacy as a center of innovative manufacturing, is assisting in the city’s effort to create a telecommunications cluster, is helping to stabilize an economically fragile part of the city and, through its mentoring/internship relationship with STCC, is helping to strengthen the college’s already strong reputation. We believe the Park has been a success and that it will continue to prosper in years to come.”

SOURCE: Report titled: “Economic Impact of the Springfield Technical Community College Technology Park, Springfield, Massachusetts: An Analysis of Expenditures, Jobs and Fiscal Impact” prepared by Mullin Associates, Incorporated and the Center for Economic Development at the University of Massachusetts Amherst – February 2003

## THE PLAN FOR PROGRESS:

### ESTABLISHED GOALS AND OBJECTIVE

The current goals and objectives of the Pioneer Valley region are captured in the strategic goals that are clearly set out in the Plan for Progress.

#### The Plan for Progress: Strategic Goals

1. Develop a regional identity which celebrates our growing diversity, connects the communities of the Pioneer Valley, and fosters economic growth through regional collaboration
2. Extract the resources of our higher education system and integrate them into the regional economy for direct economic benefit
3. Maximize job expansion and retention by targeting the region's identified export industries for development and growth
4. Recognizing the special importance of our core cities to the overall economic health of the region, develop strategies to stimulate urban growth, development, and revitalization
5. Foster a positive business environment by resolving business growth issues specific to the region with an emphasis on three areas: capital availability, existence of a skilled labor force, and permitting and regulations

These five goals are woven through the Plan's 16 action strategies, which are identified and summarized in the following 2003 CEDS report card. These strategies can be categorized into four distinct groupings:

### STRATEGIES MAKING SUBSTANTIAL PROGRESS

- Regional Technology Alliance and Support Regional Business Incubators
- Expand the Role of Business Retention Teams
- Connecticut River 2020 Strategy
- Pursue Regional Marketing Campaign

### STRATEGIES ON COURSE

- Urban Investment
- Expand Regional Tourism Efforts
- Regional Education and Business Alliance
- Leverage Massachusetts-Connecticut Cross-Border Partnership
- Workforce Development
- Promote Regional Identity

### STRATEGIES IN NEED OF FOCUSED ATTENTION

- Sustain Support for Small Business and Entrepreneurial Efforts
- Strengthen the Agricultural Sector in the Pioneer Valley

## STRATEGIES EVOLVING/TRANSITIONING

- Increase Capital Availability
- Explore Opportunities to Support Sustainable Development Initiatives
- Capitalize on our Telecommunications Capacity

## INACTIVE STRATEGIES

- Moving Into the Global Economy

## **CEDS REPORT CARD (2003–2004 UPDATE)**

### **Strategy: Regional Technology Alliance and Support for Regional Business Incubators**

#### **Lead Implementers**

- Springfield Enterprise Center (SEC)
- MassVentures, Inc.
- Regional Technology Alliance (RTA)–University of Massachusetts, Amherst
- Regional Technology Corporation (RTC)–EDC of Western Massachusetts

#### **Background and Synopsis**

Local institutions of higher education are laboratories for new product innovation and technological advances that hold promise for commercial applications. Connecting these innovations with the marketplace offers great potential for generating new business activity in the Pioneer Valley. MassVentures and the Hadley-based Venture Center Building sprang from the notion that there must be a better way to lead these advances from the lab to the market in a way that significantly benefits the regional economy.

Similarly, Springfield Technical Community College (STCC) has continued to aggressively pursue a vision of connecting their teaching mission more directly with the goal of improving economic prosperity, not only in Springfield but also throughout the Pioneer Valley. Digital Corporation's departure from a large manufacturing facility located adjacent to the STCC campus created major new challenges for the City of Springfield and the Pioneer Valley region to address and overcome, yet it also left in its wake a facility that had been recently retooled with a state-of-the-art technology infrastructure. STCC took the helm in converting this vacant facility into a new technology park and positioned itself for a leadership position in offering an array of technology courses and degree programs to serve area industries and business firms. In so doing, STCC created a powerful catalyst for economic growth and cemented a strong working relationship with the region's business community.

#### **2002-2003 Major Accomplishments at the Springfield Enterprise Center (SEC) at Springfield Technical Community College**

- The Deliso Videoconferencing Center (DVC) continues to grow in bookings, as companies here and around the country discover the many uses for this regional business resource. The DVC is most often used for business meetings, employment interviews, and legal depositions.
- STCC, by virtue of its achievements in the SEC and the STCC Technology Park, was the recipient of the 2002 Excellence in Economic Development Award, in the category of a Revitalization Program, from the International Economic Development Council.
- STCC has launched the National Association for Community College Entrepreneurship (NACCE), which will hold its inaugural conference from October 12-15, 2003 in Springfield. This S. Prestley Blake "Make it Work" conference is being made possible through a \$50,000 grant from the Ewing Marion Kauffman Foundation. STCC's varied programs in entrepreneurship education, from K-8 to high school to college, as well as its success in business incubation, have met with great interest from other colleges. STCC is now committed to promoting entrepreneurship in communities throughout the United States.
- Through SEC's Entrepreneurial Institute, hundreds of area youngsters have visited the SEC this year or participated in SEC-initiated programs at their schools.
- The Young Entrepreneurial Scholars (YES!) program now encompasses 20 high schools throughout Western Massachusetts. More than 1,000 students each year take classes in their high school business departments using the National Foundation for Teaching Entrepreneurship curriculum, while their teachers are trained through a STCC partnership with Babson College.

- K-8 program - More than 1,200 fifth graders from 19 area elementary schools will be bused to the SEC this year to participate in the Entrepreneur for a Day program. This program affords children the opportunity to learn about the challenges of making money through the use of “Play Doh” Economics.
- Graduating businesses will be leaving both the SEC’s “adult” incubator/accelerator and the incubator for student-owned businesses, which includes the Community Foundation of Western Mass Student Business Incubator, currently housing ten start-up companies, and the next-level S. Prestley Blake Student Venture Center. “Graduating businesses” examples include M-Teks, a website design and development company that has moved upstairs from the student to the adult incubator, and Kay Pest Management, which now leases a storefront in the Forest Park section of Springfield.
- STCC recently released an economic impact report for the STCC Technology Park, which includes the SEC. The report was prepared by Mullin Associates Incorporated, in conjunction with the Center for Economic Development at the University of Massachusetts Amherst. According to the report, 860 jobs have been directly created by the Technology Park, with an additional 1,223 jobs created in the regional economy based on the multiplier effect. Additionally, the Technology Park management company’s policy of favoring local contractors and service providers infuses another \$2.5 million per year into the local economy. Technology Park employees have the purchasing power to spend \$17 million for goods and services; the multiplier effect increases this purchasing power by another \$24 million that may be spent through indirect job generation within the regional economy.

#### **2002-2003 Major Accomplishments of the Regional Technology Alliance (RTA)**

- The University of Massachusetts recently completed work related to a \$600,000, two-year Partnership for Innovation (PFI) grant awarded by the National Science Foundation to implement the Pioneer Valley’s innovative RTA initiative in concert with an RTA Council and the nonprofit MassVentures organization, among others. This grant provided the initial stimulus to implement the RTA’s business plan for the Pioneer Valley as well as the more expansive Knowledge Corridor area which includes Hartford and the Capitol region in northern Connecticut.
- The RTA has become a vital tool in the Pioneer Valley’s ongoing efforts to foster economic growth and jobs creation. Indeed, three RTA networks are now organized and operational (1) the Materials and Manufacturing Technology Network, which brings together businesses using coating, adhesives, and other polymer substances; (2) the Technology Enterprise Council, which aims to advance the growth and success of companies driven by information and communication technologies; and (3) the Bio-Economic Technology Alliance, which is focused on creating regional business opportunity in the bioscience, medical device, and biotechnology industries through business development and attraction. Given the RTA’s importance and impressive accomplishments to date, it is now seen as a powerful means to support ongoing development of new technologies, innovations, and the commercialization of new products and services. Moreover, the RTA fosters entrepreneurship that leads to the creation of new companies and new businesses within existing regional companies throughout the Pioneer Valley and the larger cross-border Knowledge Corridor area.

RTA innovation outcomes to date stemming from network affiliations or teams include:

- A \$70,000 Phase 1 Small Business Innovation Research (SBIR) award for “Detection of Rocket Plumes at Launch” developed through the Millimeter Wave team. This team also reached the final selection stage for a \$3 million Department of Defense solicitation related to their “Portable High Fidelity Through-Wall Imager” technology.
- Deerfield Urethane (Bayer Polymers) and Intelicoat (formerly Rexam) were able to develop a commercially successful custom laminate for a Deerfield Urethane product directly attributable to

connections made through the Materials and Manufacturing Technology network.

- RTA published a brochure titled “Opportunity in the Knowledge Corridor” and expanded and enhanced its website at rtacentral.com.
- The RTA gained a commitment of financial sponsorship by the Economic Development Council (EDC) of Western Massachusetts and began functioning as an affiliate organization of the EDC for technology-led economic development. This sponsorship by the EDC affords the RTA a secure financial footing to continue its work while also providing an ideal mechanism through which the University of Massachusetts Amherst and its faculty can interact with the private business sector of the Pioneer Valley region by championing technological innovation opportunities that can be applied in the marketplace.

### **Strategy Goals and Milestones for 2003-2004**

- Under the auspices of the EDC of Western Massachusetts, complete the consolidation and transition of the RTA and MassVentures into one new nonprofit entity, the Regional Technology Corporation (RTC).
- Launch and expand the event and program offerings of the newly created Regional Technology Corporation (RTC) to support the region’s three established technology-based clusters as well as those that may evolve over the next several years.
- The RTC and the University of Massachusetts Amherst will advance the infrastructure required for long-term innovation capacity in the Pioneer Valley region by initiating a new “Regional Innovation Affiliates” program. This will enable better matching of company needs to University expertise on research and development efforts that foster innovation and outcomes that can lead to new products and services. This method capitalizes on the existence of functioning innovation networks, introducing the use of specialists at both the company and the University end and cultivating company-specific technology transfer and innovation outcomes. The Affiliates program will be composed of company members from the RTA in any of its established technology clusters, with operations encompassing the Massachusetts/Connecticut Knowledge Corridor region. The University will track success in terms of Innovation Affiliate Network membership and academic-industry innovation projects either undertaken or in the pipeline, and will catalogue innovation outcomes benefiting these companies. To help support the innovation projects and to extend the impact of the program to under-represented groups, the University will facilitate the hiring of six minority and women engineering or technology students per year as summer interns by Innovation Affiliate Network members.
- The RTC will continue to sponsor an annual academic-industry collaboration showcase event in the Pioneer Valley region bringing many colleges and universities together with the region’s business and industry representatives to learn about collaboration opportunities that can lead to innovation outcomes.
- Expansion of the Springfield Enterprise Center (SEC) Advisory Board to include mentoring and pro bono services to the Student Business Incubator and the Student Venture Center. Additionally, the continued recruitment of new tenants to the Small Business Incubator will include a focus on biotechnology related start-ups to complement the STCC’s academic programs in this area. Last, the SEC will focus on providing support to the graduating companies to secure space in the STCC Technology Park.
- Develop a new workable business plan and organizational model for the original RTA initiative that allows it to achieve long-term sustainability under the auspices of the new RTC organization.

### **Current Status as of July 1, 2003: MAKING SUBSTANTIAL PROGRESS**

## **Strategy: Expand the Role of Business Retention Teams**

### **Lead Implementers**

- Economic Development Council (EDC) of Western Massachusetts
- Affiliated Chambers of Commerce of Greater Springfield (ACCGS)
- Springfield Area Council for Excellence (SPACE)

### **Background and Synopsis**

Retention of the Pioneer Valley's existing business firms must be the cornerstone of an effective regional economic development program, especially given that it requires far less effort and resources to be effective in retaining high-quality jobs than it is to attract new ones from outside the region. 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 and profitable. Consequently, as the Pioneer Valley expands and enhances our region's business retention program, it will be better able to hold onto businesses and jobs, contributing positively to the region's overall prosperity.

### **Major Strategy Accomplishments for 2002-2003**

- The Economic Development Administration (EDA) and its key partners conducted and completed approximately 50 on-site visits of major Pioneer Valley employers to ensure that business retention efforts on the part of the EDC and others can be maximized. Special attention has and will continue to be placed on out-of-region owned and managed business operations that are deemed to be especially vulnerable to closure or to relocation out of the Pioneer Valley region.
- The joint ACCGS/EDC Business Opinion Tracking Survey was completed generating over 300 responses. In addition, the ACCGS participated in the Graduate Retention Survey project being pursued through the Hartford/Springfield Economic Partnership.
- Continued to provide information, technical assistance, and other support services to businesses located in the Pioneer Valley with the aim of maintaining retention and potential job growth over a long-term time horizon.
- The Springfield Area Council for Excellence (SPACE) sponsored seven Best Practices forums for area businesses on topics such as Employer Involvement, Using Data Base Decision, Leadership, and Employee Improvement in Companies.
- Awarded the SPACE Pioneer Valley Business Excellence Award in October 2002 to the Mayberry Material Handling Company and the Medical Battalion stationed at Westover Air Reserve Base in Chicopee, Massachusetts.
- Reported significant findings and recommendations of the Pioneer Valley's business retention programs to important in-region economic development entities, including the Plan for Progress Trustees, the EDC membership, and the affected local governments, among others.
- The Affiliated Chamber of Commerce of Greater Springfield (ACCGS) assumed management of the Greater Springfield Entrepreneurial Fund (GSEF) from the City of Springfield. Under this program, the Small Business Administration provides fund to GSEF, which then the Small Business Administration loans out monies up to \$35,000 to Springfield-based small businesses based upon terms and conditions as required by SBA. Sylvia Nadeau-Poole has been named Fund Administrator and the Chamber is assisting in the overall management of the program. (The GSEF had been shut down by the FBI, SBA, and EDA in April 2002. The Chamber formally took over management of the fund in late January 2003, and completed work required to determine the status of each and every loan and geared up to loan new dollars on July 1, 2003.)

- In 2003, the ACCGS completed its fourth year as administrator of the Technical Assistance Program (TIP), working on behalf of the Community Development Department of the City of Springfield. Grants of up to \$2,500 were initiated in July 2002 to provide Springfield's small businesses with funds for legal, accounting, marketing, business planning, architectural services. The receiving companies are required to provide documentation to the Chamber that they are in good standing for federal, state, and local taxes, and that the funds will be used to help retain or add employees or physical space. ACCGS has been successful in providing funds for small businesses to create business plans and thereby allow them to access capital via two alternative loan funds, the Western Massachusetts Enterprise Fund and the Community Focus Loan Program. ACCGS determined that approximately \$8-10 million dollars of new financing through those two funds and other conventional lenders have been received as a result of the approximately \$500,000 given out through these business grants. The grant recipients are not the companies who receive the services provided for them but rather vendors in the community. This way the money is circulated within the City of Springfield and assists both the recipient of services and the vendor.
- The ACCGS established its Technology Technical Assistance Program (TTAP), actually an outgrowth of the Chamber's Virtual Valley Program, which recognizes that the small business community in Springfield routinely under-utilizes technology and, therefore, seeks to increase the numbers of Springfield-based small businesses' on-line exposure. The Chamber raised approximately \$250,000 from Community Development dollars, Springfield Media Telecommunications Group (SMTG), and local banking institutions, and provided funding for following geographic-related business districts in Springfield which then aggregated their local businesses on-line. A special project was completed focusing on women-owned businesses in the city, which assisted approximately 40 local artisans who either live in the city or have their work areas there through the woman-owned company Minds Island. As a result of these efforts by the ACCGS, more than 150 businesses were connected to the WorldWide Web and entered the realm of e-commerce.
- Business Retention Program - The Chamber and the EDC have an ongoing business retention program whereby representatives visit over 50 companies per year focusing on different segments of the region's business community. During the first several years the focus was on foreign-owned companies with 50 or more employees; later, this focus shifted to locally owned companies with 50 or more employees. As a result, trends impacting business across the board (such as utility and workers compensation costs) became evident, and Chamber and EDC resources can be mobilized to address these concerns. To date approximately 250 to 300 companies have been visited as a result of this program.

#### Strategy Goals and Milestones for 2003-2004

- Continue to maintain and update the regional database based upon business retention visits and interviews conducted by representatives of the EDC, Affiliated Chambers of Commerce, SPACE, and others as appropriate.
- EDC/ACC will continue to increase contacts with regional businesses to assist with creation or retention of high quality jobs. These expanded, personal, on-site visits will include at least 50 companies employing 50 or more employees, 10 business advisors for a regional perspective on trends, and 50 micro-businesses.
- The ACCGS will extend "Virtual Valley" program and "Business Improvement District" concept priorities to the City of Westfield and other parts of the region.
- The ACCGS will continue to use the Regional Technology Corporation's (RTC) participant employers to solicit information about key business retention issues from the unique perspective of the region's technology-based firms.

- Continue to investigate ways by which the region's existing business retention efforts could be further strengthened or improved, such as expanding the site visit list to incorporate non-manufacturing firms, smaller sized firms with fewer than 50 employees, and employer advocacy groups such as the Western Massachusetts Employers Association, among others.
- Continue to sponsor monthly Best Practice Forum and a Six-Sigma Forum targeted for the summer of 2003 for area employers.
- Continue to support Western Massachusetts Electric Company's "Prime Program," which projects to include more than 16 Kaizens, a global manufacturing training consorting & support tools system focusing on process improvement strategies.
- Continue the expansion of the ACCGS's related initiatives, including the Greater Springfield Entrepreneurial Fund and the Business Retention Program, and complete the process required to secure a \$60,000 grant award through Springfield Media Telecommunications Group (SMTG) to help businesses get on-line using the Chamber's Technical Assistance Program (TAP).

**Current Status as of July, 1, 2003: MAKING SUBSTANTIAL PROGRESS**

## **Strategy: Connecticut River 2020 Strategy**

### **Lead Implementers**

- Pioneer Valley Planning Commission
- Connecticut River Clean-up Committee

### **Background and Synopsis**

The Connecticut River 2020 Strategy is, in essence, the region's master plan to achieve a revitalized Connecticut River through four categories of recommended action: water quality cleanup, recreation and public access, land use/environmental quality, and economic development. This strategy emphasizes that successful efforts to revitalize the Connecticut River will significantly benefit the region from the direct and positive economic impacts derived from desirable riverfront areas, new amenities such as the Connecticut River Walk and Bikeway, and tourism. In addition, this strategy recognizes that the region's quality of life—especially in its most populous urban core area—will be boosted by long-term efforts to meet federally mandated Class B water standards (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 made significant progress during 2002-03. In addition, strategy progress continues to be bolstered by President Clinton's 1998 decision to select the Connecticut River to be designated as one of only 14 American Heritage Rivers in the nation. This special honor is one that both the region and this strategy are attempting to leverage to full advantage. Ideally, implementation of the Connecticut River 2020 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 2002-2003**

- Worked with local sponsors and the U.S. Environmental Protection Agency (EPA) to advance combined sewer overflow (CSO) correction projects in Springfield, Chicopee, Holyoke, and Ludlow with a \$1.1 million Congressional earmark approved as part of the FFY 2002 federal budget.
- Worked with the Connecticut River Clean-up Committee, the Interstate Coalition for Connecticut River Clean-up, and the Congressional delegation from Massachusetts and Connecticut to secure an \$810,000 FFY 2003 appropriation for CSO correction in Massachusetts and Connecticut. This is the fifth consecutive year PVPC has received a federal earmark, and the total federal funding received has now reached \$4.8 million, resulting in \$8.7 million in total project spending when required local matching funds are included in the total.
- Completed selection of the FFY 2003 CSO correction projects using \$470,600 FFY 2003 federal earmark.
- Initiated CSO correction projects being implemented with a FFY 2001 Congressional earmark of approximately \$850,000, which includes CSO correction projects in Springfield and Holyoke as well as a regional water quality assessment modeling process involving the region's three urban core cities (Springfield, Holyoke, and Chicopee).
- Continued work with the City of Springfield, the Massachusetts Highway Department, and the construction company hired to build the \$3.4 million Springfield segment of the Connecticut River Walk and Bikeway project, which complements Springfield's new Basketball Hall of Fame facility. Work on this Springfield section of the Riverwalk is scheduled for completion in spring of 2003, with a public opening targeted for summer of 2003.

- Continued to offer assistance to the City of Agawam and the Massachusetts Highway Department on the construction of the Agawam segment of the Connecticut River Walk and Bikeway. The award of this bikeway construction contract, valued at nearly \$900,000, saw construction work begin in fall of 2002, with a target completion date anticipated for late 2003 or spring of 2004.
- In concert with the region's Congressional delegation, completed work required to secure a \$624,480 Congressional budget earmark for FFY 2003, continuing the region's ongoing efforts to address and correct identified CSOs concentrated in its urban core area.

#### **Strategy Goals and Milestones for 2003-2004**

- Work in concert with the City of Springfield, the Massachusetts Highway Department, and the project contractor to complete final construction of the Springfield segment of the \$3.4 million Connecticut River Walk and Bikeway project and open the project to the public by the end of 2003.
- Continue to provide technical assistance related to construction management services to the Massachusetts Highway Department on the Agawam segment of the Connecticut River Walk and Bikeway project, which is targeted for completion by the end of 2003 or spring of 2004.
- In concert with members of the Connecticut River Clean-Up Committee from Springfield, Chicopee, and Holyoke, continue efforts to schedule an in-region meeting with EPA New England Administrator Robert Varney to explain the region's Connecticut River 2020 Strategy, the progress and accomplishments achieved to date, and anticipated next steps over the short- and longer-range future. Seek assistance and support from the EPA to maintain progress on the strategy, which is aimed at achieving Class B (fishable/swimmable) water quality standards over a multiyear time frame.
- Continue to work in concert with a bi-state Congressional delegation, including applicable members of Congress from both Massachusetts and Connecticut, to secure a FFY 2004 budget earmark for the Connecticut River 2020 Strategy that would ideally yield a \$5 million federal share for ongoing CSO correction projects. Simultaneously, support new federal legislative initiatives being advanced in Washington, D.C. designed to increase the amount of federal financial support available for water quality and water infrastructure improvements.
- Continue to work with members of the Connecticut River Watershed Team toward the implementation of the Connecticut River Strategic Plan. Despite the recent cancellation of the state's Watershed Initiative by the Executive Office of Environmental Affairs, the Connecticut River Team will continue to meet and pursue opportunities for regional collaboration and funding from federal and other sources that can contribute to the goal of achieving Class B water quality standards.

#### **Current Status as of July 1, 2003: MAKING SUBSTANTIAL PROGRESS**

## **Strategy: Pursue Regional Marketing Campaign**

### **Lead Implementers**

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

### **Background and Synopsis**

In addition to marketing the region to areas outside Massachusetts, there is an equally important need to conduct an internal marketing campaign. This was a tenet of the original Plan for Progress and it remains a cornerstone of the collaborative efforts that have led to the emergence of the cross-border Knowledge Corridor, which is being used as a branding for out-of-region marketing programs. Simultaneously, the EDC of Western Massachusetts is pursuing different components of an internal marketing campaign that complements the cooperative interstate marketing efforts sponsored by the Hartford-Springfield Economic Partnership (HSEP) for the cross-border Knowledge Corridor.

### **Major Strategy Accomplishments for 2002-2003**

- PVPC completed and released two new reports titled “Labor Force and Employment in the Pioneer Valley Region: A 20-Year Retrospective” and “A Statistical Profile of New England’s Knowledge Corridor, 2002.”
- Organized a new Greater Springfield Convention and Visitors Bureau (GSCVB) Convention Sales and Marketing Committee that will aggressively pursue the meetings and conventions market and prepare for a new \$35 million Civic and Convention Center to be built in downtown Springfield.
- Extended tourism marketing efforts including the debut of the “Winter Magic” promotion and an ad campaign featuring the region’s newest attractions, which include the Dr. Seuss National Memorial Sculpture Garden, an all-new Naismith Memorial Basketball Hall of Fame, the Eric Carle Museum of Picture Book Art, and Six Flags New England’s latest thrill coaster, “Batman, The Dark Knight.”
- The HSEP produced a second, updated edition of a special brochure and map featuring significant cultural assets within the cross-border Knowledge Corridor area.
- The EDC, working with the HSEP, successfully hosted five nationally respected commercial real estate site selectors in fall of 2002, immersing them in the Knowledge Corridor over an intensive two day series of meetings, which included tours and participation in the newly completed Basketball Hall of Fame’s public opening and enshrinement festivities.
- Continued refinements and enhancements to the Knowledge Corridor’s website, [www.HartfordSpringfield.com](http://www.HartfordSpringfield.com), and organized and conducted a second economic forum tied to the Knowledge Corridor, which was held at the Naismith Memorial Basketball Hall of Fame in October 2002.
- The EDC contracted with LoopNet, the nation’s leading commercial real estate listing service, to provide a unique three-county Western Massachusetts real estate inventory capability, which is now hosted on the EDC’s website [westernmassedc.com](http://westernmassedc.com).

### **Strategy Goals and Milestones for 2003-2004**

- Continue efforts to enhance and expand the EDC’s in-region marketing campaign as a way to boost the Pioneer Valley’s self-image and to enhance business retention efforts, generating synergy from the various groups promoting all or parts of the region and developing a unified internal marketing strategy.

- Undertake pre-development activity for at least one significant new Pioneer Valley attraction or major addition to an existing regional attraction as a way to further boost capital investment in the Pioneer Valley.
- Refine regional attendance and economic impact data collected from the region's hotel properties, attractions, and events for analysis and presentation purposes.
- Continue to work through the HSEP to maintain joint economic development and trade show presence at select national events scheduled in 2003 and 2004, principally via participation in Corenet Global Summit conferences.
- Continue and refine the EDC's marketing and outreach programs targeted at areas beyond the Pioneer Valley, which position Western Massachusetts within New England's Knowledge Corridor. Market the region using advertising in industry publications, press releases, monthly newsletters, participation in industry trade shows, direct contact with industry real estate specialists, and familiarization tours for hospitality and tourism writers and specialists.
- Continue the EDC's outreach plans beyond the Pioneer Valley and focus on the following specific industries for expansion:
  - Paper, Printing and Publishing
  - Educational Services
  - Fabricated Metal Products
  - Plastics and Rubber Products
  - Insurance Carriers and Related Financial Service Activities
  - Healthcare and Life Sciences
  - Software and Information Technology
- Continue to compile information from other interstate regions throughout the United States that are working jointly on economic development problems and opportunities, such as the Charlotte, North Carolina region, the Greater Cincinnati/Kentucky region, and the Research Triangle (North Carolina) region.

**Current Status as of July 1, 2003: MAKING SUBSTANTIAL PROGRESS**

## Strategy: Urban Investment

### Lead Implementer

- Plan for Progress Urban Investment Strategy Team

### Background and Synopsis

The role of the urban core central cities in the Pioneer Valley's economy is evolving as economic and technological changes reconfigure the region's traditional locational patterns of commerce and industry. These changes also influence who lives where, contributing to a cycle that eventually reinforces those locational changes in business and industry. This cycle has, over time, caused a dispersal of the population to a much wider geographic area, with new investments often following the population as it moves out of the urban core, leading to undesirable patterns of development and disinvestment. Although this de-concentration is certainly not unique to the Pioneer Valley, it is a disturbing trend that the region, through the Plan for Progress and other means, seeks to address and reverse over time. Reinvesting in urban areas will slow the development sprawl that would otherwise continue to consume open space and, more important, will improve economic opportunities and the overall quality of life for those who live in the urban centers of the Pioneer Valley. Consequently, although the Urban Investment Strategy has proven difficult to advance at the local and regional levels, it is undeniably a strategy that will continue to require priority attention given its importance to the Pioneer Valley's economic future.

### Major Strategy Accomplishments for 2002-2003

- Organized and convened, in concert with Northeast Utilities, a public forum, which was part of PVPC's 40th Anniversary Speaker Series "In Futuro: What Lies Ahead for the Place We call Home." The forum focusing on urban investment was held December 11, 2002, and was titled "Wall Street vs. Main Street: Understanding Economic Growth in the 21st Century," and featured Professor Barry Bluestone of Northeastern University.
- Monitored work on two University of Massachusetts Public Service Endowment Grants (PSEGs) that are directly linked and targeted at urban core issues and opportunities including the Lower Longhill neighborhood planning and urban design study project in Springfield and the Urban Agriculture Initiative in Holyoke.
- Continued work with local government officials in the urban core cities of Holyoke and Springfield to finalize each community's project proposals to seek federal financial assistance through an EDA Public Works Assistance Grant. In the case of Holyoke, a preliminary grant application was approved by EDA for an applicant seeking federal assistance to implement the second and third phases of the Holyoke Health Center project in downtown Holyoke. Similarly, in Springfield, a preliminary grant application was overhauled and resubmitted to EDA officials for the proposed Pioneer Valley Life Science Initiative, a collaborative project involving Baystate Medical Center, the University of Massachusetts Amherst, and the City of Springfield. The Pioneer Valley Life Science facility will be built in Springfield's economically needy North End where the bulk of the City's Latino population currently resides.
- Worked in concert with City of Holyoke officials and the nonprofit New England Farm Workers Council to secure EDA approval of the extensively revised and re-worked Holyoke Latino Professional Business Center in the heart of Holyoke's downtown area.
- Coordinated monthly Urban Investment Strategy Team Meetings that focused on urban core investment activities appropriate to the Pioneer Valley region and especially the urban core cities of Springfield, Holyoke, and Chicopee. Expanded the membership of this team by 100 percent, and continued ongoing monthly monitoring of relevant EDA-funded projects.

- PVPC staff conducted extensive outreach to the Community Development Corporations (CDCs) and other economic development entities operating in the Pioneer Valley region. The results of this outreach were the creation of a regional database of more than 40 Pioneer Valley CDCs and increased participation of more than 10 CDCs on the Urban Investment Strategy Team of the Plan for Progress.
- PVPC staff developed a pilot project titled “Strengthening Our Community Development Corporations - Strengthening Our Region,” a summary of which was presented and endorsed by the Urban Investment Strategy Team and the Coordinating Council of the Plan for Progress. This pilot project proposal was submitted to the EDA’s Economic Development Representative for New England, who found that the project did not rank competitively for EDA funds available through the Philadelphia Regional Office because it did not emphasize technology and cluster development. Subsequently, this capacity building proposal was submitted to the Irene E. and George A. Davis Foundation, and was awarded matching jump-start funding for Phase One of the project in the amount of \$15,000. In addition, PVPC agreed to commit \$5,000 of its local funds to this endeavor plus substantial in-kind services.

#### **Strategy Goals and Milestones for 2003-2004**

- Continue to pursue additional University of Massachusetts Public Service Endowment Grants (PSEGs), which will underwrite priority and high-quality projects that truly benefit the Pioneer Valley’s urban core area and the advancement of this all-important Plan for Progress economic strategy.
- Continue to work in concert with the Pioneer Valley Transit Authority (PVTA) to maintain public transit services that benefit the region’s most economically needy, elderly, and disabled persons, many of whom must rely solely on the PVTA’s public transportation service to access employment, medical services, and essential shopping, including services and employment often offered only in the evening or on weekends.
- Continue public education and outreach efforts designed to focus attention on the Pioneer Valley’s most pressing urban core problems and needs, including convening at least one regional public forum on a topic of special relevance to urban core cities or inner-city neighborhoods.
- Continue to track progress of the EDA-funded Holyoke Latino Professional Business Center project situated in Holyoke’s downtown area, as well as the Holyoke Health Center project and the pending Pioneer Valley Life Science Initiative project in Springfield.
- Pursue the implementation of Phase One of the pilot project “Strengthening Our Community Development Corporations - Strengthening Our Region,” which is being funded by the Irene E. and George A. Davis Foundation with matching funding from PVPC.

**Current Status as of July 1, 2003: ON COURSE**

## **Strategy: Expand Regional Tourism Efforts**

### **Lead Implementers**

- Greater Springfield Convention and Visitors Bureau
- Franklin/Hampshire Regional Tourism Council

### **Background and Synopsis**

Tourism is one of the Pioneer Valley's emerging export industries that bring 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 visitors to the region to enjoy its numerous cultural, historical, and recreational assets. Examples include the Basketball and Volleyball Halls of Fame, the Connecticut River (one of only 14 American Heritage Rivers), the Six Flags New England amusement park, and the region's cluster of 14 higher education institutions. Whether the tourist chooses an urban setting or a beautiful rural landscape, the Pioneer Valley is an extraordinary place where tourism, recreational, and cultural opportunities abound.

A key challenge is to build the tourism sector of the regional economy and to market its opportunities in new ways, such as collaborations among the Pioneer Valley's destinations and those that exist on a cross-border basis along the evolving interstate Knowledge Corridor launched in 2000. There is good evidence that the region's tourism potential has not yet been fully realized, but can be through aggressive and sustained efforts led by its tourism organizations.

### **Major Strategy Accomplishments for 2002-2003**

- Secured final agreement and financial commitment from the Commonwealth that allows for renovation of the existing Civic Center and construction of an adjoining Convention Center in downtown Springfield. Project completion is currently scheduled for 2005-2006.
- Secured final approvals from the Massachusetts Highway Department to begin construction of two multimillion dollar ramp reversal projects on Interstate 91 in Springfield that will serve the new Naismith Memorial Basketball Hall of Fame facility, which celebrated its grand opening to the public in September 2002.
- Distribution of the second edition of a cross-border map and guide of the cultural assets and attractions found within the interstate Knowledge Corridor area, which encompasses the Pioneer Valley of Western Massachusetts and the Capitol Region of Connecticut. In addition, "The Connecticut River Valley Cultural Attractions-Yours to Explore" brochure was unveiled at a special kickoff event held at the New England Air Museum in Windsor Locks, Connecticut.
- Continued to utilize the Hartford-Springfield Economic Partnership (HSEP) to foster greater levels of cooperation and cross-border tourism collaboration and promotions involving the Greater Springfield Convention and Visitors Bureau (GSCVB), the Greater Hartford Convention and Visitors Bureau (GHCVB), and the Greater Hartford Tourism District (GHTD), among others.
- Under the auspices of the HSEP, continued to provide suggestions and recommendations to the Connecticut Department of Transportation and its consultant for their work on an interim marketing and promotion theme for the new Bradley Airport concourse and terminal, which opened to the public in spring of 2003.
- Completed work related to the grand opening of the new Basketball Hall of Fame complex, held in late September 2002, which featured related promotional and marketing endeavors including a series of events targeted at major site selection firms serving New England and the rest of the United States.

**Strategy Goals and Milestones for 2003-2004**

- Make corrections and refinements to the cross-border cultural assets map and brochure “The Connecticut River Valley Cultural Corridor—Yours to Explore” and seek to have this product in student orientation packages provided to the higher education institutions found within the interstate region encompassing the Pioneer Valley and the Capitol Region of Connecticut.
- Through the Greater Springfield Convention and Visitors Bureau (GSCVB), monitor the traffic and overall performance of the William C. Sullivan Visitor Information Center which was completed and made operative in summer of 2001. Seek ways to use the Center to promote the region, its major attractions, and its tourism infrastructure of meeting facilities, accommodations, and dining venues.
- Continue to work with the Massachusetts Highway Department to advance short-term repairs to the South End Bridge connecting Springfield and Agawam, and to address serious traffic congestion and safety concerns located on both the east and west access routes to the South End Bridge.
- Continue to work with the Massachusetts Highway Department to address the needed connection between the newly completed Springfield and Agawam segments of the Connecticut River Walk and Bikeway.
- Continue to pursue opportunities for tourist cross-promotions across the Massachusetts-Connecticut border, especially in the travel guides and promotional activities to be pursued by the Greater Springfield and Greater Hartford Convention and Visitors bureaus.
- Work with the Massachusetts Highway Department, the EDC of Western Massachusetts, and local officials to advance long-range plans for a major reconstruction or replacement of the South End Bridge and its approach, a major capital improvement estimated at more than \$75 million dollars.

**Current Status as of July 1, 2003: ON COURSE**

## **Strategy: Regional Education and Business Alliance**

### **Lead Implementer**

- Regional Education and Business Alliance (REBA)

### **Background and Synopsis**

The quality of K-12 education is the critical underpinning of the Pioneer Valley's future workforce and the region's prospects for a strong and competitive economy. The Regional Education and Business Alliance (REBA) provides support and training to achieve measurable improvements and fundamental change in participating public school districts. REBA's board of directors represents key individuals and groups holding a large stake in fostering the success of schools; including business leaders, school superintendents and principals, teachers, union leaders, school committee members, local elected officials, students, and parents. Consequently, high-quality K-12 public schools are viewed as crucial to the region's future economic success as well as the overall prosperity of its residents.

### **Major Strategy Accomplishments for 2002-2003**

- Continued to review the performance of public school systems demonstrating higher Massachusetts Comprehensive Assessment System (MCAS) test score results among the region's 17 REBA-member school districts. Eighty-five percent of REBA districts are showing a positive trend line in improved student achievement.
- Conducted the annual REBA gathering to acknowledge the outstanding performance of individual school teams organized in concert with the Alliance. Schools that have evidence of improved classroom instruction and higher student test scores were recognized.
- A new REBA board chairman, Dean Ascoti, was installed in order to make stronger connections between the REBA board and the Greater Springfield Chamber of Commerce.
- High-quality K-12 public schools and educational programs were again identified as a top priority concern of the Pioneer Valley and were recommended for inclusion in a new statewide economic plan that was developed for Massachusetts and which was completed and released in final form in fall of 2002.
- REBA and its member districts made a strategic shift from "awareness" to "implementation," resulting in customized on-site consultation and the provision of relevant technical assistance to member schools and school districts. This shift has proven successful and will be continued in 2003-2004.

### **Strategy Goals and Milestones for 2003-2004**

- REBA will continue to strengthen connections between state government and public education efforts that help meet the needs of the region's employers as well as its workforce. REBA staff will continue to make stronger connections between the Massachusetts Board of Higher Education, the Chairman of the Board of Education, and the Massachusetts Business Alliance for Education, among others.
- REBA will refine and enhance a core program that helps local schools to strengthen their capacity for goal-setting, effective data utilization, and ongoing collaboration.
- REBA will provide specialized training for school leadership instituting the first "School Leaders Series" for superintendents, which includes a 360-degree feedback process and Baldrige in Education Criteria for Performance Excellence.
- REBA will continue to partner with other organizations to provide resources for standards-based reform. REBA will form an alliance with a national web-based software company in order to provide member districts with no-cost curriculum development software that allows for sharing and down-

loading across districts. This is the first time teachers have been able to access other teachers' lesson plans and advice on how to incorporate state standards into their "old economy" paper-based units of instruction.

- REBA will continue to seek financial support from the region's business community.
- REBA will continue to explore the role of vocational schools in workforce development initiatives.
- REBA will create and distribute homegrown tools and templates in the areas of data gathering and analysis, standards-based teaching and learning, and the creation of effective school improvement plans.
- PVPC's Executive Director will participate in and contribute to the Blue Ribbon Commission on the future of Putnam Vocational School in Springfield in order to address capital issues in terms of the needs of Putnam's physical plant, curriculum, and outreach to the region's business community.

**Current Status as of July 1, 2003: ON COURSE**

## **Strategy: Leverage Massachusetts-Connecticut Cross-Border Partnership**

### **Lead Implementers (from Massachusetts)**

- Hartford-Springfield Economic Partnership (HSEP)
- Economic Development Council (EDC) of Western Massachusetts
- Northeast Utilities/Western Massachusetts Electric Company
- Affiliated Chambers of Commerce of Greater Springfield
- Pioneer Valley Planning Commission (PVPC)
- University of Massachusetts
- Springfield Technical Community College
- Greater Springfield Convention and Visitors Bureau
- Hampden Regional Employment Board

### **Background and Synopsis**

A short 26 miles of interstate highway separates the two metropolitan centers of Hartford and Springfield, which share an interstate economy that spans greater Hartford northward to southern Vermont near Brattleboro. This interstate region is served by a major airport, Bradley International, which is conveniently situated halfway between these two urban centers in Windsor Locks, Connecticut. The Hartford-Springfield Economic Partnership was created to take full advantage of an active connection of these two metropolitan economies to realize an alliance and an economic region labeled New England's Knowledge Corridor.

### **Major Strategy Accomplishments for 2002-2003**

- With financial support provided by Northeast Utilities and the Hartford-Springfield Economic Partnership, HSEP organized its second cross-border State of the Region forum, which was held in October 2002.
- The University of Connecticut and the University of Massachusetts jointly completed an economic analysis of the cross-border Knowledge Corridor, the highlights of which were released in conjunction with a 2002 State of the Region forum held in Springfield at the new Basketball Hall of Fame complex.
- A \$624,480 Congressional budget earmark was secured as part of the federal government's FFY 2003 budget to address Connecticut River combined sewer overflow pollution problem in both the Pioneer Valley and greater Hartford regions.
- Completed negotiations allowing for a cooperative cross-border purchase of an upgraded 53-sector version of the REMI economic forecasting model which, once consummated, will allow for a more detailed and reliable analysis of interstate economic trends, problems, and opportunities. Implementation of this initiative is anticipated by mid-2003.
- Completed modifications and enhancements to the Hartford-Springfield Economic Partnership website, which is overseen and maintained by Northeast Utilities and is used to provide information as well as to promote the Knowledge Corridor.
- Participated in and contributed to an EDA-funded economic analysis study in Connecticut focusing on the interstate economic connection between Connecticut and Massachusetts along the Interstate 91 north-south corridor. This study is scheduled for completion in June 2003.
- Employed the Hartford-Springfield Economic Partnership to positively influence the marketing plan for the interior space of a new Bradley International Airport passenger terminal, which opened to the public in spring of 2003. Joined and participated in the Bradley Advisory Council, which began to address economic issues tied to this airport facility on both a local and interstate basis.

- PVPC worked with Congressman John Olver to successfully secure a nearly \$400,000 Congressional funding earmark to undertake the Merrick/CSX Neighborhood Redevelopment Plan in West Springfield that seeks to boost rail freight traffic in both Massachusetts and Connecticut. PVPC worked with the host community of West Springfield to prepare a Request for Proposals that can be circulated to qualified consultant firms early in 2003.

#### **Strategy Goals and Milestones for 2003-2004**

- Pursue an additional Congressional budget earmark in the federal government's 2004 fiscal year budget that would secure an additional \$1 million to \$5 million to continue efforts to correct Connecticut River combined sewer overflow problems in the greater Springfield and greater Hartford areas.
- Organize and convene the third State of the Region public forum focusing on the cross-border Knowledge Corridor and a special initiative which is targeted at retaining more college graduates from the Knowledge Corridor's 30+ higher education institutions.
- In concert with the Hartford-Springfield Economic Partnership's Higher Education Team, conduct the second on-line web-based survey of a cross-section of graduating seniors from higher education institutions in both Connecticut and Massachusetts. Use these survey results to craft a college student retention program to boost the number of college graduates choosing to stay in the Knowledge Corridor area to begin their careers. Results are targeted for release in fall of 2003.
- The Connecticut Department of Transportation launched a major study to determine the feasibility of inaugurating commuter rail passenger service that would interconnect the cities of New Haven, Hartford, and Springfield. PVPC will participate in this study along with public officials and business lenders from the Pioneer Valley.

#### **Current Status as of July 1, 2003: ON COURSE**

## Strategy: Workforce Development

### Lead Implementers

- Plan for Progress Workforce Development Strategy Team
- Hampden Regional Employment Board and Career Centers
- Franklin-Hampshire Regional Employment Board and Career Center

### Background and Synopsis

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

1. A relatively tight labor market that was heavily stressed during the late 1990s due to sustained economic prosperity and job growth.
2. A fast- and constantly changing workplace that forces employers to confront two challenges: finding and recruiting competent entry-level workers who possess the basic skills required for a given business or industry, and helping employed workers upgrade their skills in order to stay competitive, productive, and employed.
3. The necessity for workers to be able to write, reason, solve problems, and think in both logical and abstract terms, in addition to possessing specific job skills and knowledge.
4. The size, readiness, work habits, and work ethic of the latest generation of entry-level workers, which is complicated and often problematic, especially to employers in need of entry-level workers.

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

### Major Strategy Accomplishments for 2002-2003

- Initiated additional phases of an interstate partnership that addresses critical workforce issues with the benefit of a \$200,000 grant award from the U.S. Department of Labor. This project joined the Pioneer Valley and Franklin regions of Massachusetts with the Capitol Region of Connecticut in a unique interstate collaboration to analyze data sets used to report on relevant economic and job trends of significance to the Pioneer Valley as well as the larger Knowledge Corridor area. This included the facilitation of three focus group sessions to explore the impact of technology and other relevant factors on the external and internal labor markets of manufacturing companies within the Knowledge Corridor.
- The Hampden Regional Employment implemented a new \$3M federal grant that was again a collaboration with the Franklin and Hampshire region of Massachusetts and the Capital Region of Connecticut to raise the skills of more than 1000 information technology workers in the Knowledge Corridor area. This was the second year of what will be a three year grant period.
- Continued to advocate for the Pioneer Valley and Knowledge Corridor region to pursue an intern match system to connect in-region employers with prospective interns enrolled in the region's higher education institutions.
- Added the Greater Springfield and Greater Hartford Regional Employment Boards to the membership of the Hartford Springfield Economic Partnership to ensure workforce issues are a focal point of efforts to promote and energize the economic development initiative tied to the Knowledge Corridor.

- Linked the college and university presidents of the Knowledge Corridor's 32 higher education institutions with the aim of engaging these institutions in the economic development and progress of the interstate region, an area which boasts a total workforce in excess of 990,000 and more than 116,000 college students.
- Continued to support the Higher Education Task Force as part of the Hartford-Springfield Economic Partnership to pursue projects and activities with the potential to substantially benefit the Pioneer Valley and greater Hartford region's economic and jobs base. The major initiative completed in 2002 was an initial test survey of college graduates using an online web-based survey instrument and technique. Results were compiled and reported at the 2002 State of the Region Forum held in Springfield.

#### **Strategy Goals and Milestones for 2003-2004**

- Build a cross-border (Massachusetts/Connecticut) regional higher education network designed to communicate and increase internship opportunities between enrolled college and graduate school students and area employers.
- Strengthen and expand the existing cross-border workforce initiative by pursuing funding, training collaborations, data sharing, and other mutually beneficial endeavors linked to the workforce.
- Identify and publicize employment opportunities, highlighting advancement and career paths within industries and occupations critical to the region's future prosperity.
- Continue to participate in the Hampden Regional Employment Board-sponsored data collection and analysis unit and data sets used to report on relevant economic and job trends of significance to the Pioneer Valley as well as the Knowledge Corridor area.
- Continued strategic alliances among the Knowledge Corridor workforce boards to support high-skilled training of the region's information technology workers.
- Complete a training needs survey of advanced/precision manufacturing companies and seek federal funding to train manufacturing workers in high end skills through a grant that will be a collaboration of the workforce boards of Hampden, Franklin, and Hampshire regions of Massachusetts and the Capital Region of Connecticut.

#### **Current Status as of July 1, 2003: ON COURSE**

## **Strategy: Promote Regional Identity**

### **Lead Implementers**

- Plan for Progress Coordinating Council
- EDC of Western Massachusetts
- Hartford-Springfield Economic Partnership (HSEP)

### **Background and Synopsis**

In addition to marketing the region to outside markets, there is an equally important need to conduct an internal marketing campaign. This was a tenet of the original Plan for Progress and it remains a cornerstone of the collaborative efforts that have led to the emergence of the cross-border Knowledge Corridor, which is being used as the region's branding for out-of-region marketing programs. Simultaneously, the EDC of Western Massachusetts is pursuing an internal marketing campaign that complements the cooperative interstate marketing efforts of the Hartford-Springfield Economic Partnership.

### **Major Strategy Accomplishments for 2002-2003**

- Formed the new Convention Sales and marketing Committee to aggressively pursue the “meetings and conventions” market and prepare for the new Convention Center, which will be located in Springfield.
- Extended tourism marketing efforts including debut of Winter Magic, the Dr. Seuss National Memorial, the new Basketball Hall of Fame, Six Flags New England's Batman Roller Coaster, and the Eric Carle Museum of Picture Book Art.
- Under the auspices of the Hartford-Springfield Economic Partnership, completed development of the second edition of a cross-border (Connecticut-Massachusetts) brochure and map of significant cultural assets within the Knowledge Corridor.
- Launched, under the auspices of the HSEP, an interstate marketing effort targeted at site selection firms and economic development professionals serving business firms and manufacturers seeking to relocate.
- Completed development and publication of a new marketing brochure to be used by the EDC of Western Massachusetts for an initial campaign focused on the greater Boston metropolitan area.
- Worked in concert with the Massachusetts Department of Economic Development to elevate the region's image and profile in its new statewide economic plan.

### **Strategy Goals and Milestones for 2003-2004**

- Undertake predevelopment activity for at least one significant new attraction, or a major addition to an existing attraction, intended to increase capital investment in the region.
- Refine regional attendance and economic impact data collection for the region's attractions and events for both analysis and presentation purposes.
- Continue to work with the EDC of Western Massachusetts and the Growth Council of Greater Hartford to conduct joint exhibit efforts at major economic trade show events to be held in 2003 and 2004.
- Enhance the Knowledge Corridor bond by jointly promoting the cross-border region for tourism and its cultural assets.
- Use the positive results of the Regional Technology Alliance (RTA) initiative as a means to internally market early-stage RTA successes and to reinforce the Pioneer Valley region's image as a center of technology and innovation.

- Organize and convene the third State of the Interstate Region forum under the auspices of the Hartford-Springfield Economic Partnership. This event is targeted for September or October of 2003.
- Improve communication and cooperation with Bradley International Airport representatives with a particular emphasis on re-branding the airport as a major “Gateway to New England”.

**Current Status as of July 1, 2003: ON COURSE**

## **Strategy: Sustain Support for Small Business and Entrepreneurial Efforts**

### **Lead Implementers**

- Springfield Enterprise Center at Springfield Technical Community College (STCC)
- Western Massachusetts Small Business Development Center (SBDC)
- Pioneer Valley Chambers of Commerce
- MassVentures, Inc.

### **Background and Synopsis**

As the Pioneer Valley's regional economy evolves toward more technology- and knowledge-based firms, smaller businesses will continue to play a major role in the structure of our economy and will be a principal source of jobs and future job growth. Moreover, small business encompasses new start-up businesses, which are a source of innovation and critical entrepreneurial skills.

### **Major Strategy Accomplishments for 2002-2003**

- Springfield Technical Community College (STCC's) Entrepreneurial Institute continued to provide an array of entrepreneurial courses and training programs as well as a Young Entrepreneurial Scholars (YES) program targeted at high school students in the greater Springfield area.
- MassVentures continued to support the Regional Technology Alliance (RTA) initiative as a way to boost small firms involved in technology innovations and commercialization OF products or product lines linked to the region's technology base.
- The Western Massachusetts Small Business Development Center (SBDC) was cited as the best Small Business Development Center in the country by the National Association Board of Directors of the ASBDC.
- The Western Massachusetts SBDC provided over 7,000 hours of counseling services to 2,000 small businesses and held approximately 25 seminars with 500 or more attendees throughout Western Massachusetts.
- The Western Massachusetts SBDC has continued to secure and distribute financing totaling in excess of \$50 million over the past 10 years.
- The Western Massachusetts SBDC continues to be the only statewide organization in Western Massachusetts with a strong commitment to small business as an essential backbone of the regional economy.
- Continued to work in conjunction with the Western Massachusetts Enterprise Fund to implement its strategic plan focusing on the financial needs of the Pioneer Valley's small business firms as well as new small business start-ups.
- Continued to participate in and contribute to forums convened by the Springfield Enterprise Center at STCC on making support services targeted at small business firms more accessible and user-friendly, with an emphasis on increasing presence in the greater Northampton area of the Pioneer Valley.
- Completed a review of the mission, objective and performance of MassVentures. Looking to the future, explore how the MassVenture organization will be folded into the new Regional Technology Corporation in 2003.
- The EDC of Western Massachusetts completed an overhaul of its current website to make it more relevant and useful to employers of all sizes and types.

### **Strategy Goals and Milestones for 2003-2004**

- Under the auspices of the EDC of Western Massachusetts and its new affiliate, the Regional Technology Corporation, undertake and complete an assessment of the region's ability to assist and support new start-up firms and to promote innovation and entrepreneurship throughout the Pioneer Valley's economy.
- Work with the staff of the Mass.Gov initiative to advocate for inventorying all business establishments located within the Commonwealth and classifying these establishments in terms of size and location. This would, in turn, afford the ability to develop a more complete and reliable inventory of the Pioneer Valley small business component of the region's overall economy.
- Continue to use the Franklin-Hampshire Connect Initiative being led and coordinated by the Franklin Region Council of Governments to address serious high-speed broadband Internet access problems that are prevalent in the upper reaches of the Pioneer Valley and that are adversely affecting small businesses operating in this part of the region.

**Current Status as of July 1, 2003: IN NEED OF FOCUSED ATTENTION**

## **Strategy: Strengthen the Agricultural Sector in the Pioneer Valley**

### **Lead Implementer**

- Agriculture Strategy Team of the Plan for Progress

### **Background and Synopsis**

Agricultural activity remains a significant part of the Pioneer Valley's economy as it provides employment and income to Pioneer Valley residents; produces high-quality agricultural goods for local, state, and national markets; consumes supplies and services in the regional marketplace; and positively contributes to regional tourism efforts. Moreover, agriculture plays a pivotal role in retaining open space, enhancing the region's New England character, and fostering the Pioneer Valley's overall livability.

### **Major Strategy Accomplishments for 2002-2003**

- Continued efforts to advocate for state funding of the Commonwealth's Agricultural Preservation Restriction (APR) program, which is one of the primary tools the Pioneer Valley employs to retain prime agricultural land.
- Completed work on a PVPC final report outlining key findings and recommendations on how to retain farms and farmland and to boost the revenue from agricultural products through a value-added approach and a "buy-local" campaign celebrating local farms and farmers of the Pioneer Valley.
- Continued work on a PVPC project that attempts to document the loss of farmland to land use sprawl over a 10- to 15-year time period. Compiled data for use in a "Smart Growth" information kit that PVPC completed and widely distributed in 2002 to its 43 member cities and towns.

### **Strategy Goals and Milestones for 2003-2004**

- Continue efforts to expand and strengthen urban-rural agricultural linkages using tools such as urban agriculture, expanded local markets, and innovative land use regulations.
- Continue to implement a pilot project for increased institutional purchasing of local products.
- Continue to assist in the publication of a user-friendly guide to programs that can support agricultural businesses.
- Continue work with existing economic development programs to increase their understanding of and ability to provide technical assistance to agricultural business operations.

**Current Status as of July 1, 2003: IN NEED OF FOCUSED ATTENTION**

## **Strategy: Increase Capital Availability**

### **Lead Implementers**

- MassVentures, Inc.
- Western Massachusetts Enterprise Fund
- Life Initiative

### **Background and Synopsis**

Access to venture capital is always a key issue for new business start-ups as well as established firms looking to achieve the next stage of growth and expansion. With traditional bank loan decision-making increasingly occurring outside the region, ensuring an ample flow of venture capital to Pioneer Valley firms and new start-ups is crucial to maintaining support for business activity. MassVentures is the primary implementation agency the Plan for Progress looks to for advancing this strategy to assist new start-up firms in the region. In addition, the non-profit Western Massachusetts Enterprise Fund provides capital and technical assistance to many of the region's community development corporations, as well as small business firms seeking relatively small loans that are often difficult for banks to make.

### **Major Strategy Accomplishments for 2002-2003**

- MassVentures completed work with the University of Massachusetts to lead and administer a \$600,000 two-year National Science Foundation grant award to implement the RTA initiative, which ended June 30, 2003.
- MassVentures continued to connect venture capital and individual investors with companies needing start-up or expansion financing.
- MassVentures completed work to address the technology commercialization component of the RTA initiative by creating a commercialization team of the like-kind networks connected to the three established industry clusters.
- MassVentures completed work with the University of Massachusetts to sponsor a number of "flight schools" to encourage young entrepreneurs to develop business plans for their new product or business venture ideas.
- MassVentures completed an internal evaluation of its activities, reflecting both its positive accomplishments and areas for improvement.
- The MassVentures board was officially disbanded, and the Regional Technology Corporation Board was officially created in April 2003 as an affiliate of the EDC of Western Massachusetts.
- Western Massachusetts Enterprise Fund (WMEF) increased the total capital of the fund to \$2.8 million, the result of a \$500,000 grant from the U.S. Department of Treasury's CDFI Program and a \$150,000 grant from the U.S. Department of Housing and Urban Development's EDI Program.
- WMEF issued 28 new loans to small and micro businesses and non-profits totaling \$683,000.
- WMEF expanded its lending criteria to include non-profit facilities, rental housing loans, and affordable construction housing loans.

### **Strategy Goals and Milestones for 2003-2004**

- Develop the Regional Technology Corporation (RTC) as an affiliate of the EDC of Western Massachusetts to be the catalyst for growth and development of technology-based industries in Western Massachusetts.

- RTC will assume a lead role in the technology commercialization component of the former RTA and MassVentures, and will assist the University of Massachusetts staff team with the RTA's three industry clusters.
- RTC will coordinate and manage the regional technology economy development strategy for the Pioneer Valley region.
- Work with WMEF to continue to grow its capital base by \$1 million during the coming year and double its asset size over the next three years.

**Current Status as of July 1, 2003: EVOLVING/TRANSITIONING**

**Strategy: Explore Opportunities to Support Sustainable Development Initiatives**

The Plan for Progress Trustees decided that this should not be a stand-alone strategy but rather should be integrated with all applicable strategies of the Plan for Progress.

**Current Status as of July 1, 2003: EVOLVING/TRANSITIONING**

## **Strategy: Capitalize on our Telecommunications Capacity**

### **Lead Implementers**

- Regional Technology Corporation (formerly Telitcom Corporation)
- Franklin-Hampshire Connect Initiative/Franklin Regional Council of Governments
- Massachusetts Highway Department
- Economic Development Council (EDC) of Western Massachusetts

### **Background and Synopsis**

Sections of Springfield boast an extraordinary telecommunications infrastructure, which the region has used and will continue to use to market western Massachusetts as an advanced telecommunications and information technology hub. Until 2002, Telitcom used this asset to retain and recruit technology-intensive and transaction-oriented businesses and institutions and to help further their competitiveness through the strategic application of telecommunications resources. These resources are well suited to businesses and institutions that rely heavily on back office or toll-free telephone marketing operations, such as banks, brokerage firms, insurance companies, mail-order companies, and related software and hardware firms.

### **Major Strategy Accomplishments for 2002-2003**

- The Telitcom board of directors voted to reorganize and to integrate its former Telitcom organization into the new Regional Technology Corporation (RTC). A key aim of the RTC will be to reassess the region's telecommunications assets along with its priority needs and opportunities.
- Continued efforts to increase the number and skill level of the Pioneer Valley's telecommunications workers through the EDC of Western Massachusetts, regional employment boards, the RTA, and the Massachusetts Technology Collaborative, among others.
- Continued to work with the EDC, Telitcom, the Massachusetts Highway Department, and others to foster initiatives designed to provide affordable high-speed broadband access to the Internet by businesses across the region.
- Continued to work with the Massachusetts Highway Department to use state highway and bridge improvement projects to help create a regional fiberoptic backbone, ideally connecting the University of Massachusetts Amherst campus with the City of Springfield, approximately 25 miles south.

### **Strategy Goals and Milestones for 2003-2004**

- Continue to work with the Franklin-Hampshire Connect Initiative to bring to market affordable high-speed Internet services to address serious service gaps in the upper and outlying reaches of the Pioneer Valley that continue to adversely affect area businesses and employers.
- Work in concert with the Massachusetts Highway Department, the EDC of Western Massachusetts, the Regional Technology Corporation, and other partners to seek ways to expand fiberoptic linkages, especially a main line along the north-south Interstate 91 corridor of the Pioneer Valley.
- Continue to convene informational forums through the Regional Technology Corporation and other appropriate entities to allow private sector partners to share information about their telecommunications needs, assets, and services as they relate to the Pioneer Valley and subareas thereof.
- Continue efforts to integrate the Pioneer Valley's telecommunications assets and needs into an updated version of the regional statewide economic plan, The Plan for Progress, which is targeted for completion and release in 2004.

### **Current Status as of July 1, 2003: EVOLVING/TRANSITIONING**

**Strategy: Moving Into the Global Economy****Lead Implementer**

- Pioneer Valley International Trade Council (PVITC)

**Background and Synopsis**

The strength and prosperity of the Pioneer Valley region's economy will increasingly be linked to exports and direct involvement in the international marketplace. Moreover, if the region is to remain competitive, Pioneer Valley business firms must understand the international implications of their supply and distribution chains so that they can become or remain effective players in the 21st century global economy.

This strategy did not emerge as an initial part of the Plan for Progress, but rather was added to the Plan in 1996 in the form of an amendment that the Trustees voted to adopt. Subsequently, the PVITC was formed to act as the implementer of this Plan for Progress action strategy.

**Major Strategy Accomplishments for 2002-2003**

- Organized and held the third regional conference focusing on "Succeeding in the Global Economy."
- Suspended activity on this strategy in spring of 2001 and terminated preliminary plans for incorporating the PVITC as a private non-profit corporation.

**Strategy Goals and Milestones for 2003-2004**

- Revisit intent, focus, and approach to Moving Into the Global Economy as part of the major overhaul and updating of the Plan for Progress scheduled for 2003.

**Current Status as of July 1, 2003: INACTIVE**

## APPRAISAL OF THE REGION'S COMPETITIVE ADVANTAGE

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

### **A Technology Pioneering History**

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

### **A Cluster of Education Excellence**

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

### **A Responsive Job Training and Retention Infrastructure**

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

### **A Telecommunications Hub for New England**

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

### **An Entrepreneurial Focus and Resource Center**

Springfield Technical Community College (STCC) continues to aggressively pursue its vision, which is to establish a nationally prominent Entrepreneurial Institute built upon the physical facilities and the educational resources it has created to foster technological incubation for starting up and growing area businesses. This asset will be significantly enhanced in October 2003 when STCC convenes and hosts for the first time ever the National Association for Community College Entrepreneurship (NACCE) for its inaugural conference, "Community Economic Vitality Through Entrepreneurship and Incubation Education at the Community College Level."

### **A Proactive and Evolving Regional Technology Networking Structure**

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

### **A Strategic and Highly Accessible Location**

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

## STRATEGIC DIRECTION OF THE PLAN

The overall strategic direction of the Plan for Progress is captured within the strategy goals and milestones for 2003-2004, coupled with the bedrock Plan for Progress Strategic Goals that have been annotated and explained earlier in this section of the 2003 CEDS annual update.

The *Workforce Development Strategy* has been and remains a priority focus of the Plan for Progress. This emphasis acknowledges that, looking to the future, the Pioneer Valley region's chief economic asset is its human capital. As the information-based economy continues to evolve and emerge, the skills, creativity, and entrepreneurship of its workforce will undeniably shape the region's economic prospects. Happily, over the past year, there is evidence that this focus is yielding significant progress. For example, according to area unemployment statistics, from 2000 to 2002 the region's total labor force increased by more than 15,000, persons or 5.4 percent. During this same time period, however, unemployment increased by 1.6 percent, but it appears that this rise was largely due to an expanding in-region labor force rather than to major job losses. Although this trend can be seen as a signal of progress, workforce development must continue to be a pivotal focus as the Pioneer Valley continues to transition to a vastly new and different 21st century post-industrial economic base.

In addition to maintaining a focus on workforce development, the Plan will continue to give priority support to its *Urban Core Investment Strategy* with special attention to and advocacy for the cities of Holyoke and Springfield, which struggle from the adverse effects of economic and social distress. This is undeniably an extremely difficult strategy to pursue and one for which progress has been modest to date. Moreover, there is reason for concern about several troubling trends, including a continuing loss of population, increases in poverty, and uneven K-12 school performance.

There are several other initiatives of the Plan for Progress that are providing direction and an impressive list of activities and accomplishments. Especially noteworthy are:

- *The Regional Technology Alliance (RTA) Strategy* created three technology-based economic clusters and has served as a catalyst for area companies to explore joint ventures around new technology products and services. The RTA initiative has proven a successful and worthwhile venture that will soon become institutionalized within the region when its functions are transferred to a new regional non-profit, the Regional Technology Corporation, which will begin its work in earnest in fall of 2003.
- *The Connecticut River 2020 Strategy* has seen construction of the first \$3.4 million segment of the Connecticut River Walk and Bikeway completed, with construction of the \$1.4 million Agawam segment now underway after being a project which was advertised and awarded by the Massachusetts Highway Department in 2002. Also, additional combined sewer overflow (CSO) projects were initiated to correct pollution that adversely affects the water quality of the Connecticut River and thus hampers the river's ability to be a catalyst for economic development and job growth.
- *The Massachusetts-Connecticut Cross-Border Partnership Strategy* continued to gain momentum in advancing the Knowledge Corridor through the activities of the Hartford-Springfield Economic Partnership, which completed a joint University of Connecticut-University of Massachusetts cross-border economic assessment, revised and updated a cross-border map and brochure of the region's most significant cultural assets, revised and updated a Knowledge Corridor marketing brochure, carried out several collaborative interstate presentations at major U.S. trade shows and marketing events, conducted a web-based survey of college graduates from Knowledge Corridor institutions, and supported two rail initiatives that have strong potential to produce significant benefits in both Massachusetts and Connecticut.

- *Expand the Role of Business Retention Teams Strategy* annually targets 75 to 100 in-region companies for visits and interviews focusing on those firms that are most vulnerable to being closed or moved out of the Pioneer Valley region. This strategy is being overseen by the Economic Development Council of Western Massachusetts, which is working in concert with local chambers of commerce, the Springfield Area Council for Excellence, chief elected officials, local economic development practitioners, and the Springfield Business Development Corporation, among others.

Looking ahead to 2003-2004, a dominant activity will continue to be the major overhaul and updating of the original 1994 Plan for Progress document. Preparatory efforts were begun in the first half of 2002, especially as detailed 2000 census data was released in the spring. This major updating effort was launched in earnest during fall of 2002 to coincide with the completion of a new statewide economic plan for Massachusetts, titled "Toward a New Prosperity: Building Regional Competitiveness Across the Commonwealth," which was presented at the November 20, 2002 meeting of the Plan for Progress Trustees. Since that time there have been a series of additional and significant steps accomplished including development of new base data for the new plan, development and adoption of new vision and mission statements, acquisition of an extensive data base on the region's employers with attribute data, and a major public work session which was attended by more than 140 individuals, held on February 27, 2003 in Chicopee.



## AN ACTION PLAN FOR THE REGIONAL ECONOMY

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

The planning programs run by the Pioneer Valley Planning Commission are all undeniably solid investments in realizing a promising economic future for the Pioneer Valley region. These PVPC planning programs and activities are of special importance and significance given that the region encompasses nearly 1,200 square miles of land area (roughly equivalent in size to the State of Rhode Island), incorporates 43 cities and towns (a total number of communities second only to the greater Boston region, which takes in 101 local jurisdictions), and a region with a population total now exceeding 608,000 people, according to the results of Census 2000 (making the Pioneer Valley region the fourth largest metropolitan area in New England behind the Boston, Hartford, and Providence metropolitan areas).

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

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

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

PVPC's planning efforts contribute to the economic well-being of the Pioneer Valley region while simultaneously responding to EDA's seven fundamental investment criteria:

#### MARKET-BASED INVESTMENT

PVPC's economic development planning program, principally funded with EDA grant funds, recognizes that the private business sector is the foundation of a robust, dynamic, and expanding regional economy that affords area residents jobs and income. Therefore, this planning program is conscientiously and effectively used to encourage and promote thoughtful and productive private

sector investments that continually build and fortify the Pioneer Valley region's economic base, enabling the region's key export industries to bring substantial revenues into the area from the sale of goods and services produced within the region. The private sector can then invest in regional- and local-serving businesses and industries, further expanding the regional economy as well as the number of jobs needed to support it.

PVPC's economic development planning grant facilitates this process in a variety of useful ways, including but not limited to:

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

## PROACTIVE INVESTMENT

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

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

Conversely, by probing this problem, the Pioneer Valley region has come to realize through its CEDS economic data collection and analysis that the region also has a unique and powerful economic strengths and assets that few other metropolitan areas can claim: a cluster of 14 public and private higher education institutions, all located within the Pioneer Valley. These institutions could provide a key solution to the region's need for more young workers as their students graduate and are potentially persuaded to stay in the Pioneer Valley to join area firms and to begin their respective careers in western Massachusetts or the larger interstate Knowledge Corridor.

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

## FUTURE-FOCUSED AND DIVERSIFIED INVESTMENT

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

For example, one of the specific mid-term strategies recommended in the Plan for Progress calls for the region to "Develop Regional Incubators and Foster Technology Transfer" as a way to foster creative ideas and entrepreneurship as necessary for the Pioneer Valley's future economic growth. As one means to implement this economic development strategy, Springfield Technical Community College (STCC) aggressively pursued the development of the STCC Springfield Enterprise Center with the aid of a nearly \$1 million EDA grand award. STCC's Springfield Enterprise Center not only provides the Pioneer Valley region with a first-class incubator facility located within one of Springfield's more economically distressed urban neighborhoods, it is also attracting and creating new high technology firms that will, over time, dramatically change and diversify the region's current economic base in a way that will boost high-skill, high-wage jobs while remaining an asset to the Pioneer Valley's existing and ever-expanding list of technology-based firms. As previously noted, the role of STCC and its Springfield Enterprise Center will take a major step forward in October 2003 when it convenes and hosts the inaugural meeting of the National Association for Community College Entrepreneurship.

More recently, another of the region's higher education institutions, the University of Massachusetts Amherst, has taken a lead role in initiating the so-called Regional Technology Alliance as a way to foster and accelerate technically-based economic development and expansion keying on the Pioneer Valley's most promising industry clusters. This RTA initiative, now entering its third year, is yet another example of how the region's economic planning programs are providing a catalyst for investments that are farsighted, innovative, and designed to help the Pioneer Valley shape a new and diversified regional economy for the 21st century. This is further confirmed by the fact that the RTA initiative will be the region's economic development when its functions are transferred later this year to a new non-profit, the Regional Technology Corporation, which will act as an affiliate of the Economic Development Council (EDC) of Western Massachusetts.

## MAXIMIZING PRIVATE SECTOR INVESTMENT

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

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

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

Nevertheless, the Pioneer Valley's primary aim is to maximize the private and civic sector investments that would not come about absent the strategic incentive afforded by EDA funds or comparable financial

resources. Again, the STCC Springfield Enterprise Center is an instructive example as it made possible a project, with the benefit of a \$1,980,000 EDA Public Works Grant Award, to leverage a total project now valued in excess of \$3.5 million. Consequently, the Springfield Enterprise Center has not only been a success story in terms of the local economy of Springfield and the surrounding Pioneer Valley region, it was also clearly a financial success in that it produced in excess of a three-to-one leverage along with a project of profound importance to the Pioneer Valley's economic future.

## HIGH PROBABILITY OF SUCCESS INVESTMENT

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

Perhaps the most important to date has been the completion and release of the Plan for Progress, the region's first regional strategic economic plan and a document first completed and released in September 1994. PVPC's early-stage economic planning work, encompassing the period 1993 through 1999, was made possible through three successive EDA Section 302A planning grants that eventually led to the Pioneer Valley region being designated an official EDA-approved Economic Development District in September 1999.

Over this time span, PVPC has realized many significant achievements that are either directly or indirectly linked to the Plan for Progress and which have proved to be important and beneficial to the Pioneer Valley and its 608,000-plus residents. An illustrative list of key planning accomplishments to date includes:

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

the aid of Web portals and Internet-based business-to-business services. Over the coming year, Telitcom will be consolidated into a new non-profit, the Regional Technology Corporation (RTC).

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

## HIGH SKILL AND HIGH WAGE JOB INVESTMENT

The Pioneer Valley region's strategic economic plan, the Plan for Progress, coupled with the annual updates that are prepared for the region's Comprehensive Economic Development Strategy, seek to maximize the number of high-skill, high-wage jobs that are created within the Pioneer Valley primarily through private sector actions and investments, such as the expansion of an existing manufacturing plant or the creation of a new industrial park to make room for new or expanding firms attracted to locate in the region. This is also a high priority goal for the Pioneer Valley region's private sector Economic Development Council, which has established economic benchmarks for the region to aspire to achieve and from which progress can be measured over a five- to 10-year time horizon.

In addition, the Pioneer Valley's Plan for Progress has put a high emphasis and premium on a series of action strategies linked to K-12 schools as well as higher education. In essence, the Plan for Progress recognizes that job opportunities in the 21st century will become increasingly more technical, specialized, and intellectual, thus requiring not only a superior K-12 educational experience but also a high-quality post-secondary education (college or technical training) if the region's workforce is to be able to fill these higher-skill jobs that also command much higher pay scales than will be available to individuals who, at best, have received only their high school diplomas.

This helps to explain why the Plan for Progress incorporates an inordinately high number of educationally-based action strategies such as the Regional Education and Business Alliance (REBA) Strategy, which is tied to both the quality and capabilities of the region's K-12 public schools; the Higher Education Strategy, which seeks to capitalize economically on an existing cluster of 14 public and private institutions of higher education all concentrated within the Pioneer Valley region; and the Workforce Development Strategy, which fosters job training and lifelong learning as critical underpinnings of the 21st century economy.

These strategies have, in recent years, been further bolstered by a massive school reform program enacted by the Massachusetts Legislature along with a high-skill, high-stakes battery of tests (the Massachusetts Comprehensive Assessment System, or MCAS) that must be passed by 10th grade public school students in order for them to receive a high school diploma. Although many of these educational strategies and reforms have proven to be contentious, there is broad recognition that education is vital to the future prospects of the Pioneer Valley's economy and that education is also pivotal to sustaining the kind of skilled workforce that possesses the educational credentials that can make the high-skill, high-wage jobs of the future broadly accessible.

In effect, the Pioneer Valley region's Plan for Progress concludes that superb K-12 schools coupled with extensive higher educational resources are not only regional assets but likewise essential tools required to make high-skill, high-wage jobs a reality for the Pioneer Valley and its future workforce. Conversely, if a region is not capable of filling the high-skill, high-wage jobs of the future in large numbers,

the necessary private sector investments will likely not happen here and the regional economy could falter if not fail outright. This is not an acceptable outcome and, therefore, the strategies outlined in the Plan for Progress are centered on the quality of the region's current and future workforce providing the foundation for its economic future and the best insurance policy for its long term success.

## MAXIMIZING RETURN ON TAXPAYER INVESTMENT

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

Thus, for an investment of less than 10 cents per capita, a region the size of Rhode Island and the fourth most populous metropolitan area among the six New England states is able to shape a future economy that can avoid or minimize key threats while also taking advantage of assets and opportunities that can make and keep the region economically strong and highly competitive in a 21st century global marketplace. Although the level of EDA funding assistance available for planning is modest, the payoffs that emanate from high-quality planning efforts, whether here in the Pioneer Valley or elsewhere across the United States, are significant and undeniable.

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

## 2003 CEDS PROJECTS

### THE PROJECT PROPOSAL PROCESS

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

- STCC's Springfield Enterprise Center received close to \$1 million dollars in 1999.
- The Latino Professional Office Center in Holyoke was awarded \$700,000
- STCC received the EDA's National Award for Excellence in Urban Economic Development in 2001.
- Holyoke Health Center and Medical Mall was awarded a \$1 million grant by EDA in August 2002 to complete Phase II and Phase III of this project. Phase I of this project was completed in 2001 for approximately \$5 million.
- The Pioneer Valley Life Sciences Initiative project of Springfield filed a preliminary application with EDA in March 2003.

## SUMMARY OF PROJECT PROPOSALS

This year, proposals were submitted from three Pioneer Valley communities—Springfield, Holyoke, and Northampton—for inclusion in the 2003 CEDS project listing. After a review of the projects by the Plan for Progress Coordinating Council, 15 projects are included on the 2003 CEDS project listing. The top local priorities for these communities in 2003 are:

### City of Springfield Project Priorities:

1. Baystate Medical Center Biomedical Research Facility: A collaboration of Baystate Medical Center, University of Massachusetts, and the City of Springfield to create a biomedical research facility and biotech incubator in the North End of Springfield.
2. Memorial Industrial Park II: Creation of an in-city industrial park adjacent to Route 291 and the Smith & Wesson facility with 85 acres to become available for industrial development.
3. STCC Technology Park, Building #103B: Rehabilitation of existing building 103B to create additional incubator and commercial/office space at STCC Technology Park.

### City of Holyoke Project Priorities:

1. Center for Business and Technology at Holyoke Community College: Construction of a Center for Business and Technology and Technology Park at Holyoke Community College.
2. Holyoke's Park Plaza: A demonstration project focusing on mixed-use redevelopment of the former Maple Street Fire Station in Holyoke's downtown.
3. Mountain Park Area: Public infrastructure improvement project in the Mt. Tom area to support development of a conference center/resort facility.

### City of Northampton Project Priorities:

1. Village at Hospital Hill—Redevelopment of Northampton State Hospital: Redevelopment of the hospital into a mixed-use village with a business park encompassing 476,000 square feet of commercial office, light industrial, research and development, and multimedia/studio space, plus 207 residential housing units.

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

**Table 21: SUMMARY OF PROJECT PROPOSALS SUBMITTED FOR POTENTIAL  
INCLUSION IN THE 2003 CEDS ANNUAL UPDATE  
Pioneer Valley Economic Development District (EDD) – April 2003**

<b>PVPC Community</b>	<b>Proposed Project Title and Status</b>	<b>Project Type</b>	<b>Local Priority Rank</b>	<b>Regional Priority Rankings as Approved on 6/18/03</b>
<b>SPRINGFIELD PROPOSED PROJECTS</b>				
1. Springfield	Baystate Medical Center Biomedical Research Facility <i>Ready for Construction in 2003-04</i>	Biomedical Research Facility and Biotech Incubator Linked to Baystate Hospital and University of Massachusetts Amherst	# 1	High
2. Springfield	Memorial Industrial Park II (Smith & Wesson) <i>Ready for Construction in 2003-04</i>	Creation of In-City Industrial Park Adjacent to Route-291 and Smith & Wesson Facility With 85 Acres	# 2	High
3. Springfield	STCC Technology Park - Building #103B <i>Planning Stage Project</i>	Rehabilitation of Existing Building 103B to Create Additional Incubator and Commercial/Office Space at STCC Technology Park	# 3	High
4. Springfield	Union Station Intermodal Transportation Center <i>Ready for Construction in 2003-04</i>	Renovation of Union Station as a Rail/Bus Passenger Terminal Accompanied by Office/Retail Space	# 4	Low
5. Springfield	Springfield Public Market <i>Planning Stage Project Ready for Construction in 2003-04</i>	Redevelopment Project to Create a Year Round Indoor Market in Riverfront/Downtown Area of Springfield	# 5	Low
6. Springfield	Technical High School Redevelopment <i>Ready for Construction in 2003-04</i>	Redevelopment of Former Technical High School to Create 80,000 Square Feet of Office/Technology Use Space Adjacent to STCC Technology Park	# 6	Low

2002 Project Resubmittal?	EDA Funding Needed in 2003-2004?	Total Estimated Project Cost	Local \$ Match in Place?	# Jobs Created and/or Retained
Yes	Yes	\$3 Million	Yes	150
Yes	Yes	\$4 Million	Yes	800-1,400
Yes	Yes	\$4 Million	No	110-165
Yes	Yes	\$115 Million	Yes	1,400
Yes	Yes	\$5.7 Million	No	118
Yes	Yes	\$8 Million	Yes	200

Table 21: SUMMARY OF PROJECT PROPOSALS (*continued*)

PVPC Community	Proposed Project Title and Status	Project Type	Local Priority Rank	Regional Priority Rankings as Approved on 6/18/03
<b>HOLYOKE PROPOSED PROJECTS</b>				
1. Holyoke	Center for Business & Technology and Professional Business Park at Holyoke Community College <i>Ready for Construction in 2003-04</i>	Construction of a Center for Business and Technology and Technology Park	#1	Priority Project Pending CEDS Amendment to be Acted on at August 20, 2003 Coordinating Council Meeting
2. Holyoke	Holyoke's Park Plaza - A Business and Transportation Center <i>Planning Stage Project</i>	Economic Development Demonstration Project Focusing on Mixed Use Redevelopment of the Former Maple Street Fire Station	#2	None
3. Holyoke	Mount Tom Area Resort/Conference Center Project <i>Long Term Project</i>	Public Infrastructure Improvements in the Mt. Tom Area of Holyoke to Support Development of a Conference Center/Resort Facility	#3	None
4. Holyoke	Holyoke G & E Industrial Land Project <i>Planning Stage Project</i>	Predevelopment Planning Project for the development and re-use of 6 parcels of prime industrial land	#4	None
5. Holyoke	Holyoke Hallmark Van Lines Industrial Brownfield Site <i>Planning Stage Project/Ready for Demolition and Environmental Clean-up</i>	Clean up, Demolition, and Disposition	#5	None
6. Holyoke	Victory Theater Project <i>Long Term Planning Stage Project</i>	Renovate and Redevelop a City-Owned Historic Building for Reuse as a Commercial/Cultural Center	#6	None
8. Holyoke	Downtown Redevelopment Project - Holyoke Geriatric Authority <i>Long Term Planning Stage Project</i>	Relocation of Holyoke Geriatric Authority and Re-use of Its Current Location	#7	None
<b>NORTHAMPTON PROPOSED PROJECT</b>				
1. Northampton	Village at Hospital Hill - The Redevelopment of Northampton State Hospital <i>Ready for Construction in 2003-04</i>	Redevelopment of NSH as a Mixed Use Village With Business Park Encompassing 476,000 Square Feet of Commercial, Office, Light Industrial, Research and Development, and Multi-Media	Sole Project Submission of Northampton	High

\*Note: City of Northampton

2002 Project Resubmittal?	EDA Funding Needed in 2003-2004?	Total Estimated Project Cost	Local \$ Match in Place?	# Jobs Created and/or Retained
No	Yes	\$24 Million	Yes	140+
Yes	Not Yet Determined	\$5 Million	Yes – In Part	Not Yet Determined
Yes	Not Yet Determined	Not Yet Determined	No	Not Yet Determined
No	Not Yet Determined	To Be Determined	Yes	585
Yes	Not Yet Determined	Not Yet Determined	Yes – In Part	Not Yet Determined
Yes	Not Yet Determined	\$10 Million	No	Not Yet Determined
No	Not Yet Determined	Not Yet Determined	No	Not Yet Determined
<i>does not currently meet EDA's economic distress criteria but is located within the Pioneer Valley Economic Development District</i>				
Yes	Yes	\$24.5 Million	Yes – In Part	1,000+



## AN EVALUATION OF THE PLANNING PROCESS

### CRITERIA

The Pioneer Valley Plan for Progress is guided by strategies and led by a partnership crossing multiple sectors and communities. Evaluating our process and progress is therefore central to the continued success of this planning effort. This section of our 2003 CEDS report updates quantitative information meant to measure the success of Plan for Progress efforts during this past year. This assessment is not intended to be exhaustive or conclusive. Rather, this annual report, in its entirety, is intended to be a comprehensive evaluation of the CEDS planning process in the Pioneer Valley region, while this specific section of the report is the quantitative component of that evaluation.

### PERFORMANCE MEASURES

#### PROCESS EVALUATION

Overall, the Pioneer Valley region's CEDS planning process during this past year has continued to be effective and successful. Attendance at Plan for Progress meetings has not only been consistent, but has increased, especially within the private sector. PVPC has also disseminated a substantial quantity of information to support economic development efforts around the region. Furthermore, the launch of efforts to redevelop the region's economic development "road map" has generated new interest and participation.

#### Participation

Tied to the success of the Pioneer Valley region's economic development planning process is its open and broad-based style of participation. Private business sector participation is particularly important for economic development activities so as to maximize private sector investment. The Plan for Progress, already a product of extensive partnership, has seen an increase in quantity and diversity of participation. As Table 22 shows between 2001 and 2002 there has been a 0.6 percent increase in total attendance at Plan for Progress leadership meetings, which includes the Coordinating Council and the Plan Trustees (see Appendix B for a current listing).

Private sector participation increased, between 2001 and 2002, by 3.4 percent, while academic sector participation increased by 7.1 percent. Although the region's academic representation accounts for only 16.8 percent of overall attendance, the academic sector makes up about 25 percent of attendance at Coordinating Council meetings.

The numbers in Table 22 reflect 67 different people representing 57 organizations including six local governments, more than a dozen private corporations, four area colleges, and two dozen nonprofit and government organizations. This degree of cross-sector partnership has been and will continue to be a hallmark of the Pioneer Valley region's CEDS process.

Table 22: **Plan for Progress Attendance**

	2001			2002			2003 (through March)			Change 2001 to 2002	
	Attendance	Average Attendance*	Percent of Average Attendance by Sector	Attendance	Average Attendance*	Percent of Average Attendance by Sector	Attendance	Average Attendance*	Percent of Average Attendance by Sector	Percent Change in Average Attendance	Change in Percent of Average Attendance by Sector
<b>Coordinating Council</b>	<b>40</b>	<b>8.0</b>		<b>55</b>	<b>9.2</b>		<b>9</b>	<b>9.0</b>		<b>14.6%</b>	
Academic Sector	13	2.6	32.5%	14	2.3	25.5%	1	1.0	11.1%	(10.3%)	(7.0%)
Civic Sector	7	1.4	17.5%	11	1.8	20.0%	4	4.0	44.4%	31.0%	2.5%
Private Sector	20	4.0	50.0%	30	5.0	54.5%	4	4.0	44.4%	25.0%	4.5%
<b>PFP Trustees</b>	<b>138</b>	<b>27.6</b>		<b>142</b>	<b>28.4</b>		<b>26</b>	<b>26.0</b>		<b>2.9%</b>	
Academic Sector	15	3.0	10.9%	19	3.8	13.4%	4	4.0	15.4%	26.7%	2.5%
Civic Sector	63	12.6	45.7%	62	12.4	43.7%	12	12.0	46.2%	(1.6%)	(2.0%)
Private Sector	60	12.0	43.5%	61	12.2	43.0%	10	10.0	38.5%	1.7%	(0.5%)
<b>Total</b>	<b>178</b>	<b>17.8</b>		<b>197</b>	<b>17.9</b>		<b>35</b>	<b>17.5</b>		<b>0.6%</b>	
Academic Sector	28	2.8	15.7%	33	3.0	16.8%	5	2.5	14.3%	7.1%	1.0%
Civic Sector	70	7.0	39.3%	73	6.6	37.1%	16	8.0	45.7%	(5.2%)	(2.3%)
Private Sector	80	8.0	44.9%	91	8.3	46.2%	14	7.0	40.0%	3.4%	1.2%

Source: Plan for Progress Coordinating Committee and Trustees meeting minutes attendance

\*The Coordinating Council had five meetings in 2001, six meetings in 2002, and thus far have had one meeting in 2003.

The Trustees had five meetings in 2001 and 2002, and thus far have had one meeting in 2003.

*Academic Sector:* area institutions of higher education

*Civic Sector:* local governments, government agencies, and nonprofit (non-higher ed.) institutions

*Private Sector:* private businesses and associations of private businesses (Chambers of Commerce, etc.)

## Participation Case Studies

### Urban Investment Strategy Team

The urban investment strategy team of the Plan for Progress, though experiencing low attendance early in 2002, has become more active and engaged as the rewrite of the region’s economic development plan gets underway. A major initiative to provide capacity-building support to the region’s community development corporations has emerged as a major effort of the strategy team. This initiative has generated significant interest and has increased participation on the team. While average meeting attendance in 2001 was at 8.5 persons, and dropped to 6.0 persons in 2002, it is up in 2003 to 10.0 persons per meeting. Of particular note, average participation among civic sector participants went up 71.1 percent from 2001 to 2003. One area of concern for the urban investment team is continually diminishing private sector participation (down from 3.6 persons per meeting in 2001 to 1.5 persons per meeting in 2003).

Table 23: **Plan for Progress (Urban Investment Team) Attendance**

	2001			2002			2003 (through March)			Change 2001 to 2002	
	Attendance	Average Attendance	Percent of Average Attendance by Sector	Attendance	Average Attendance	Percent of Average Attendance by Sector	Attendance	Average Attendance	Percent of Average Attendance by Sector	Percent Change in Average Attendance	Change in Percent of Average Attendance by Sector
<b>Urban Investment Team</b>	<b>94</b>	<b>8.5</b>		<b>54</b>	<b>6.0</b>		<b>20</b>	<b>10.0</b>		<b>17.0%</b>	
Academic Sector	9	0.8	9.6%	3	0.3	5.6%	3	1.5	15.0%	83.3%	5.4%
Civic Sector	45	4.1	47.9%	24	2.7	44.4%	14	7.0	70.0%	71.1%	22.1%
Private Sector	40	3.6	42.6%	27	3.0	50.0%	3	1.5	15.0%	(58.8%)	(27.6%)

Source: Pioneer Valley Planning Commission

*Plan for Progress Special Work Session*

On February 27th, 2003, the redevelopment of the region’s economic development plan was launched with a special work session. Leaders from across the region and across sectors were invited to share their insights regarding opportunities, threats, and goals for the Pioneer Valley region’s economic future. Participation at this event was exceptional and provided a very sound foundation for the region’s new economic development plan. Of the 125 people in attendance at the work session, 16.8 percent were from academia, 44.8 percent were from the civic sector (government and nonprofit), and 38.4 percent were from the private sector. Attendees were evenly divided between those who have worked with the Plan for Progress previously and those who are new to the planning process.

**Data Development and Dissemination**

The Pioneer Valley Planning Commission, in support of the Plan for Progress, has been compiling, analyzing, and disseminating large quantities of information to support the planning efforts of organizations across the Pioneer Valley region in the public and private sectors. Dissemination of information has happened through three means: personal data requests, publications, and PVPC’s website.

Personal data requests are regularly fielded from around the region and from every sector of the economy. Table 24 shows the results of a review of data requests received by PVPC from May of 2002 through March of 2003. Of 90 requests received, over a dozen resulted in PVPC providing a custom-built spreadsheet with requested data. The broad scope of those receiving information from PVPC indicates the success of the Plan for Progress in engaging nearly every sector in its economic development planning efforts. Moreover, more than 40 percent of data requests have come from the private sector. These requests are from companies within and outside the region looking for information to support their work or improve their planning. Less than 15 percent of requests come from public sector entities.

**Table 24: A Sample of Recent Requests for Data from the Pioneer Valley Planning Commission**

	<b>Percent</b>
<b>Non-profit organizations</b>	28.9%
<b>Private sector</b>	41.1%
<b>PVR Cities and Towns</b>	8.9%
<b>Public Sector (not PVR)</b>	4.4%
<b>Private citizens</b>	16.7%
<b>Total requests</b>	<b>90</b>

Source: PVPC Regional Information Center

**Table 25: Publications Released between July 2002 and March 2003 with Distribution Estimates**

<b>Title</b>	<b>Estimate of Distribution</b>	<b>Notes</b>
<b>State of the Region 2002</b>	600	
<b>Data Digest - Labor Force and Employment in the Pioneer Valley Region: A 20-Year Retrospective</b>	250	
<b>Data Digest - A Statistical Profile of New England’s Knowledge Corridor, 2002</b>	600	
<b>Comprehensive Economic Development Strategy, 2002</b>	150	
<b>Municipal Factbook 2002</b>	Distributed on pvpc.org	
<b>Current Economic Indicators</b>	Distributed on pvpc.org	Updated monthly
<b>Community Profiles</b>		Updated in January 2003

Source: PVPC Regional Information Center

Data is also distributed through printed publications and via PVPC's website. Table 25 outlines distribution of publications released by PVPC this year. PVPC's website ([www.pvpc.org](http://www.pvpc.org)) is regularly updated with new information as it becomes available.

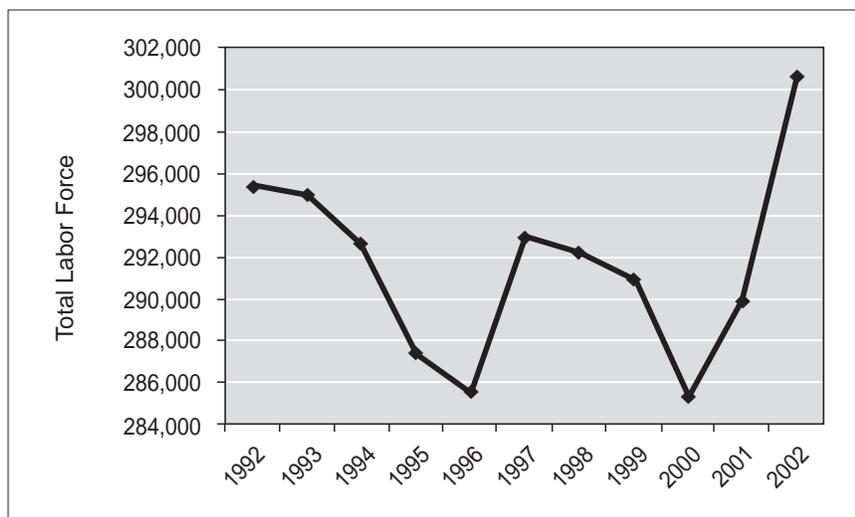
## ECONOMIC DEVELOPMENT ACTIVITY EVALUATION

A significant indicator of Plan for Progress effectiveness is the advancement of economic development across the region. The status of employment and the labor force in the region, the degree of private investment, and the status of specific economic development projects all provide tangible evidence of progress in implementing the Plan for Progress. Overall, the economic development activity within the Pioneer Valley region appears to be effective and expanding, indicating ongoing progress in implementing the Plan for Progress. While the recent recession has to some extent generated increased unemployment, both the region's labor force and total employment continue to grow.

### Labor Force and Employment

As Figure 32 illustrates, after dropping significantly from 1997 to 2000, the total available labor force in the Pioneer Valley region increased by more than 15,000 people between 2000 and 2002 (an increase of 5.4 percent). With the total labor force larger than 300,000 workers for the first time in a decade, this growth is good news and gives new firms an incentive to locate in our area.

Figure 34: **Pioneer Valley Region Labor Force**

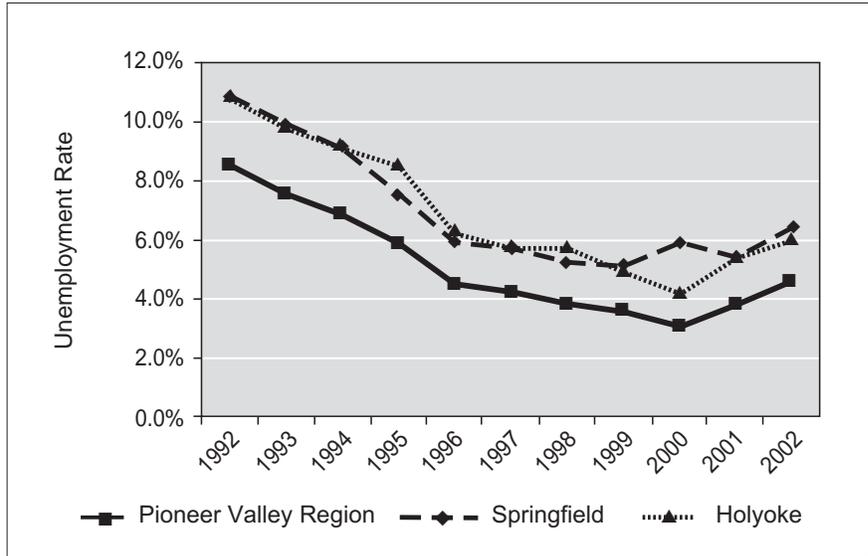


Source: Bureau of Labor Statistics

Furthermore, despite the economic recession that emerged in 2001, Pioneer Valley unemployment rates remain much lower than was true early in the 1990s. The Pioneer Valley region's unemployment rate in 2002 was 4.7 percent, which is only 1.6 percent higher than the decade low of 3.1 percent recorded in 2000. While unemployment rates have risen with the latest economic recession, employment levels appear to be remaining stable across the region. This is true despite significant employee layoffs that occurred in 2001 (see Figure 12 in the "State of the Pioneer Valley Region" section).

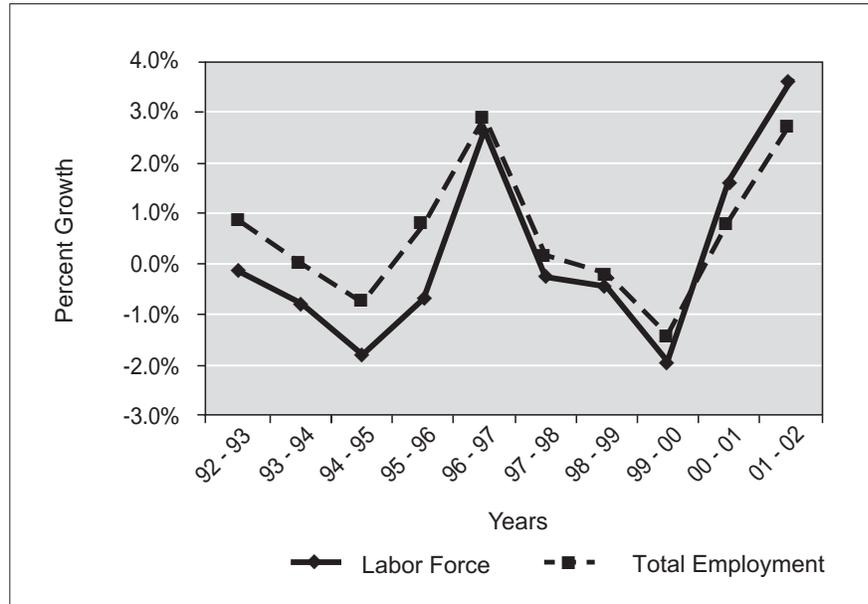
In Holyoke and Springfield, the two distressed communities in the Economic Development District, unemployment remains significantly higher than in the region as a whole. In 2002, Springfield and Holyoke had unemployment rates of 6.7 percent and 6.2 percent respectively. Despite these higher figures, unemployment in both cities remains lower than early in the 1990s (see Figure 33). Springfield's unemployment rate actually declined by half a percent between 2000 and 2001, during the start of the recession. Also, the size of Holyoke's increase from 2001 to 2002 (0.8%) is smaller than the increase from 2000 to 2001 (1.2%).

Figure 35: Unemployment Rates in the Pioneer Valley Region



Source: Bureau of Labor Statistics

Figure 36: Annual Percent Growth in Total Labor Force and Total Employment for the Pioneer Valley Region



Source: Bureau of Labor Statistics

More significant than unemployment rates is a recent increase in total employment in the Pioneer Valley region. From 2001 to September 2002, the region saw a jump of 2.8 percent in total employment.

More positive news for new economic development in the region is that, in the last three years, the labor force has grown at a higher rate than total employment (see Figure 34). While this will yield a higher unemployment rate in the short term, it confirms that the region has the labor force capacity to grow economically.

Overall, the employment and labor force outlook in the region, and in the communities of Holyoke and Springfield, is encouraging. Despite slightly rising unemployment rates, regional economic development efforts appear to be succeeding in developing new jobs through market-based investments.

## Economic Opportunity Area Activities

With the enactment of Chapter 19 of the Acts of 1993, the Commonwealth of Massachusetts instituted the Economic Development Incentive Program (EDIP). Under EDIP, economic development is stimulated by tax incentives offered to companies who will invest in order to create or retain jobs in economic opportunity areas. For evaluation of more current economic development success in the region, Table 24 provides a summary and analysis of private investment and job creation and retention in the last three years. For a complete list of EEOA activities in the region from 1995 to 2002, see Table 15 on page 38 of this report.

Table 26:  
Summary of Pioneer Valley Region Economic Area Activities – 1999 to 2002

	1999	2000	2001	2002	Total	Annual Average, 1999-2001
<b>Number of Projects</b>	11	3	9	2	25	8
<b>New Jobs Created</b>	218	24	205	10	457	149
<b>Jobs Retained</b>	349	106	257	94	806	237
<b>Job Impact per Project</b>	52	43	51	52	51	49
<b>Private Investment</b>	\$21,225,000	\$2,926,740	\$15,541,959	\$1,900,000	\$41,593,699	\$13,231,233
<b>Private Investment per Project</b>	\$1,929,545	\$975,580	\$1,726,884	\$950,000	\$1,663,748	\$1,544,003
<b>Private Investment per Job Impacted</b>	\$37,434	\$22,513	\$33,641	\$18,269	\$32,932	\$31,196

Source: Massachusetts Office of Business and Development, May 2002

From 1999 through 2001, the Pioneer Valley region averaged the creation of nearly 150 jobs and the retention of another 237 per year through EDIP. The average number of jobs affected per economic development activity in the same period is 49. As the Commonwealth and the municipalities offer tax incentives, companies taking advantage of EDIP are also investing. The average per-project private investment from 1999 through 2001 was more than \$1.6 million. Since 1999, under EDIP, the Pioneer Valley region has seen \$41.6 million in private investments resulting in the creation of 457 jobs and the retention of 806 more.

## Comprehensive Economic Development Strategy Initiatives

Economic development initiatives, from the Comprehensive Economic Development Strategy (CEDS) process, in the Pioneer Valley region are estimated to have created or retained 395 jobs while leveraging \$2.2 million in private investment and \$6.1 million in public investment. Following are two of our region's success stories.

### *Profile of Success: Holyoke Health Center*

Already operating and serving patients in central Holyoke at three locations, the Holyoke Health Center launched an \$8 million renovation to turn an empty downtown furniture building into a state-of-the-art medical facility. The new Holyoke Health Center, now open, will serve about 15,000 patients annually and employ close to 150 people. Additionally, a privately owned Louis and Clark Pharmacy will be added to the facility.

### *Profile of Success: STCC Technology Park*

Founded in 1996, the Springfield Technical Community College Technology Park provides lease space for technology-based and light manufacturing companies. The Technology Park has eight buildings with 465,000 square feet of space on a 15.3 acre campus. Located on the edge of the historic Mason Square neighborhood of Springfield, the Park is in a census tract that, in 2000, had 21.7 percent unemployment and 40.6 percent of the population living below the poverty line.

Today, the STCC Technology Park is home to 14 companies employing about 950 people. Of those, more than one hundred come from the neighborhoods of Springfield immediately surrounding the Park, and minorities account for 33 percent of all employees.

In addition to the Technology Park, STCC launched the Springfield Enterprise Center (SEC) in 1999. The SEC, an incubator to support start-up businesses, is home to 11 start-up businesses employing 75 people.

## STRATEGY EVALUATION

To further our evaluation, we have developed simple quantitative measures of progress for each of the strategies outlined in our region's strategic economic plan, the Plan for Progress. The indicators in Table 26 do not measure every aspect of our efforts on these strategies. Instead, they are a complement to the more detailed qualitative reporting found throughout this report.

Table 27: **Strategy Indicators**

Strategy	Measure(s)	Indicator
<b>Regional Technology Alliance and Support for Regional Business Incubators</b>	<i>Number of organizations on the Board of the RTA's Technology Enterprise Council, by sector</i>	
	Colleges and Universities:	4
	Private sector:	14
	Public sector:	1
<b>Expand the Role of Business Retention Teams</b>	Number of jobs created in EDC affiliated industrial parks in 2000:	1,073
	Number of companies, primarily owned outside the region, that were visited in 2000:	Almost 100
<b>Connecticut River 2020 Strategy</b>	<i>Number of Combined Sewer Overflows (CSOs)</i>	
	in 1988:	134
	in 2001:	78
	Percent change from 1988 to 2001:	-58%
<b>Pursue a Regional Marketing Campaign</b>	<i>Attendance at February 12, 2002 Speaker Series presentation on the Connecticut River:</i>	25
	Distribution of Hartford-Springfield Economic Partnership brochures at trade conferences	300 to 500
	Distribution of Hartford-Springfield Economic Partnership brochures by EDC of Western MA	500
<b>Urban Investment</b>	<i>Community Development Corporations interviewed by PVPC during 2002:</i>	25
	Percent of all region's CDCs interviewed:	100%
	<i>Attendance at Urban Investment strategy team meetings, by sector</i>	<u>2001</u> <u>2002</u> <u>2003</u>
	Total:	94 54 20
	Academic sector:	9 3 3
	Civic (nonprofit, government) sector:	45 24 14
	Private sector:	40 27 3
	<i>Percent of attendance, by sector</i>	
	Academic sector:	10% 6% 15%
	Civic (nonprofit, government) sector:	48% 44% 70%
	Private sector:	43% 50% 15%
<b>Strengthen the Agricultural Sector in the Pioneer Valley</b>	Percent change in number of farms from 1974 to 1997:	+29.5%
	Percent change in acres of farmland from 1974 to 1997:	-23.1%
	Total agricultural sales in 1997:	\$64.6 million
<b>Capitalize on Our Telecommunications Capacity and Expand Regional Tourism Efforts</b>	Number of tourists in 2002 to area's 20 most popular attractions and events:	8,688,811
	Increase in tourists at area's 20 most popular attractions and events from 2000 to 2002:	195,871
	Percent increase in tourism from 2000 to 2002:	+2.3%
<b>Regional Education and Business Alliance</b>	Number of high school students annually participating in the Young Entrepreneurial Scholars (YES) program:	800
	Percent of YES program participants from Springfield high schools:	25%
	Number of corporate executives on the board of the Economic Development Council:	88

Table 27: **Strategy Indicators** (continued)

Strategy	Measure(s)	Indicator
<b>Leverage Massachusetts-Connecticut Cross-Border Partnership (Knowledge Corridor)</b>	<i>Membership in the Hartford-Springfield Economic Partnership (HSEP) steering committee</i>	
	Colleges and Universities:	6
	Private sector:	8
	Public sector:	6
	<i>Attendance at the HSEP State of the Region event on October 9, 2002, by sector</i>	
	Total:	338
	Academic sector:	43
	Civic (nonprofit, government) sector:	100
	Private sector:	195
	<i>Percent of attendance by sector</i>	
Academic sector:	12.7%	
Civic (nonprofit, government) sector:	29.6%	
Private sector:	57.7%	
<b>Workforce Development</b>	Increase in total employment in the region from 2001 to 2002:	7,704
	Percent increase in total employment in the region from 2001 to 2002:	+2.5%
	Persons served by one-stop career centers	
	in 2001:	15,176
	in 2002:	18,967
	Percent increase:	+25.0%
	Persons served who were placed in jobs	
in 2001:	2,632	
in 2002:	2,836	
Percent increase:	+7.8%	
<b>Promote Regional Identity</b>	Number of Hartford-Springfield Economic Partnership brochures printed (two editions):	5,000
	Number of Knowledge Corridor Regional Data Profiles distributed by PVPC:	600
<b>Sustain Support for Small Business and Entrepreneurial Efforts</b>	Number of start-up businesses at the Springfield Enterprise Center (SEC) incubator:	11
	Number of employees at start-up businesses in the SEC:	75
	Number of credit/noncredit courses in entrepreneurship offered at STCC:	9/14
	Attendance at December 2002 forum on economic growth in the 21st Century:	50
<b>Increase Capital Availability</b>	Capital secured by start-ups supported by Mass Ventures Corp. (since 1996):	\$70 million
<b>Explore Opportunities to Support Sustainable Development Initiatives</b>	<i>Attendees at Speakers Forums focused on sustainability in 2002 and 2003</i>	
	Attendance at January 2003 forum on clean transportation and gridlock:	36
	Attendance at March 2003 forum on building communities without sprawl:	35
<b>Moving Into the Global Economy</b>	<i>Export data is not collected for geographic areas smaller than states</i>	



## **APPENDIX A**

# **PROJECT PROPOSALS BY INDIVIDUAL COMMUNITIES**





CITY OF SPRINGFIELD  
Office of Economic Development  
1441 Main Street  
Springfield, Massachusetts 01103  
(413) 747-5190 • Fax (413) 787-7835

March 7, 2003

Mrs. Linda Silva-Thompson  
Economic Development Manager  
Pioneer Valley Planning Commission  
26 Central Street  
West Springfield, MA 01089  
Attn: Ms. Elizabeth Krzeminski

Dear Mrs. Silva-Thompson:

On behalf of the City of Springfield, I am pleased to submit the attached CEDS Project Proposal Forms for the following projects: Biomedical Research Facility and Biotechnology Incubator, Memorial Industrial Park II, STCC Technology Park Incubator, Union Station, Springfield Public Market, and Technical High School Redevelopment.

Should you or any member of your staff have any questions or require any additional information, please do not hesitate to contact me at your earliest convenience.

Respectfully,

Thomas J. McColgan  
Director

Attachments

CC: Mayor Michael J. Albano - w/o enclosures  
Linda Petrella - w/enclosures

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM \*\***

*Instructions:* Please complete and return this form (via mail or fax) by no later than 4:00 p.m. on Friday, March 7, 2003 to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089  
Attn: Elizabeth Krzeminski Tel: (413) 781-6045/FAX: (413) 732-2593

Community	<u>City of Springfield</u>	Contact Person(s)	<u>Thomas J. McColgan</u>
Address	<u>1441 Main Street</u>		
City/Town	<u>Springfield, MA</u>	Zip Code	<u>01103</u>
Phone Number	<u>(413) 747-5193</u>	FAX Number	<u>(413) 787-7835</u>
		E-mail	<u>tmccolgan@springfieldcityhall.com</u>
Project Title	<b><u>Baystate Medical Center Biomedical Research Facility</u></b>		
Project Location (Street Address)	<u>3601 Main Street, Springfield, MA</u>	Census Tract	<u>8006</u>
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)	<u>Biomedical Research Facility and Biotechnology Incubator in Springfield</u>		

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

The Baystate Medical Center Biomedical Research Facility (BRF) at 3601 Main Street is located in Springfield's Enterprise Community. The BRF will be renovated, expanded, fully-equipped and promoted for biomedical and biotechnical research and teaching activities. Baystate Medical Center (BMC) has recently completed construction of a 3<sup>rd</sup> floor shell addition to this facility. This expansion will create an additional 25,000 square feet of research laboratory incubator space in the BRF. THIS APPLICATION APPLIES ONLY TO THE 15,000 SQUARE FEET OF SHELL SPACE ON THE 3<sup>RD</sup> FLOOR OF THE BRF. BMC has entered into research partnerships with the University of Massachusetts Amherst (the Pioneer Valley Life Sciences Initiative) and most recently with Biomedical Research Models, Inc. a growing biomedical research company that will occupy 10,000 square feet of laboratory space on the BRF's 3<sup>rd</sup> floor. The goals of BMC in aggressively developing these these strategic partnerships include: creating hundreds of jobs in the fields of biomedicine and biotechnology and support and support jobs to achieve this research; generating new business spin-offs and strengthening the industry-mix in both the City of Springfield and the region; and, retaining the well educated and highly skilled workforce in the region and training and re-training the unemployed in the City's urban core.

*Current Project Status:*

<input checked="" type="checkbox"/>	Ready for Construction in 2003-2004
<input type="checkbox"/>	Planning Stage
<input type="checkbox"/>	Long Term

*Was this project submitted last year (i.e. 2002) for inclusion in the region's CEDs Update?*

Yes  No

*Will this project be formally submitted by your community to the Economic Development Administration (EDA) for Funding consideration in calendar year 2003 and 2004?*

Yes  No  Not Yet Determined

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

Baystate Medical Center (BMC) in FY 2002 completed the construction of a 3<sup>rd</sup> floor shell in the Biomedical Research Facility (BRF). This added another 25,000 square feet of available research laboratory incubator space which BMC plans to lease to private, start-up companies, whose research activities are complementary to the research activities taking place on the 2<sup>nd</sup> floor of the BRF with BMC's academic research partner, the University of Massachusetts Amherst.

If EDA funding is available in 2003, fit-up could commence immediately for the 15,000 square feet of laboratory space on the 3<sup>rd</sup> floor. The laboratory facilities could be operational in 6 months. The final design for the available 15,000 square feet will be developed in accordance with standard biomedical research laboratory specifications.



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Community	<u>City of Springfield</u>	Contact Person(s)	<u>Thomas J. McColgan</u>
Address	<u>Office of Economic Development – 1441 Main Street</u>		
City/Town	<u>Springfield, MA</u>	Zip Code	<u>01103</u>
Phone Number	<u>(413) 747-5193</u>	FAX Number	<u>(413) 787-7835</u>
	E-mail	<u>tmccolgan@springfieldcityhall.com</u>	
Project Title	<b><u>Memorial Industrial Park II</u></b>		
Project Location (Street Address)	<u>WS Roosevelt Avenue/NS Bay Street</u>	Census Tract	<u>8002.01</u>
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)	<u>Creation of an urban industrial park on 85 acres of industrially zoned vacant land within a state approved economic opportunity area.</u>		

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

The project is a cooperative effort between Smith and Wesson and the City of Springfield. This proposed industrial park is consistent with the regional Plan for Progress’s Urban Investment Strategy of developing industrial land that has excellent highway access, rail access and all utilities to the site. It is a Brownfield’s site and once developed and fully occupied, could result in 1,400 jobs. The City, utilizing BEDI and Section 108 loan funds in the amount of \$1,000,000 and \$2,000,000 respectively, to acquire and remediate the site. EDA funds would be utilized for construction of the necessary infrastructure to develop the park.

**Current Project Status:**  Ready for Construction in 2003-2004  
 Planning Stage  
 Long Term

**Was this project submitted last year (i.e. 2002) for inclusion in the region’s CEDs Update?**  
 Yes  No

**Will this project be formally submitted by your community to the Economic Development Administration (EDA) for Funding consideration in calendar year 2003 and 2004?**  
 Yes  No  Not Yet Determined

**What is the current status of engineering and designed for this Project? Please explain in brief:**  
 City of Springfield has purchased the land. Wetland delineation, environmental site assessment and geotechnical work has been completed. City has been awarded a \$1,000,000 BEDI grant from HUD and has approved a \$2,000,000 108 loan which will cover acquisition and remediation of the site.



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Community Springfield, MA Contact Person(s) Gail E. Carberry, Ed.D.  
 Address One Armory Square  
 City/Town Springfield, MA Zip Code 01105  
 Phone Number: (413) 755-4515 FAX Number: (413) 746-0094 E-mail: gcarberry@stcc.edu  
 Project Title **Tech Park – STCC 103B**  
 Project Location (Street Address) 1 Federal Street Census Tract \_\_\_\_\_  
 Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)  
Technology Park/Incubator

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

(See Attachment)

*Current Project Status:*  Ready for Construction in 2003-2004  
 Planning Stage  
 Long Term

*Was this project submitted last year (i.e. 2002) for inclusion in the region’s CEDs Annual Update?*  
 Yes  No

*Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004?*  
 Yes  Year \_\_\_\_\_ No  Not Yet Determined \_\_\_\_\_

*What is the current status of engineering and design for this project? Please explain in brief:*  
 A basic engineering analysis has been completed. A conceptual design for the project has also been completed.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2003 OR 2004 (i.e. 10/1/02 thru 9/30/04)**

*Total Estimated Project Cost:* \$4,000,000 *Required Local 50%\* Match:* \$2,000,000 – \$3,000,000

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

*Anticipated Source(s) of Local 50% Match:* Local Business Partners and pending Capital Campaign

*Estimated Number of Permanent Jobs to be Created/Retained:* Up to 250 20 to 30  
 # Jobs Created # Jobs Retained

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

From City of Holyoke: 20  
 From City of Springfield: 75 to 125  
 From Elsewhere in the Region: 75

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

From City of Holyoke: 10  
 From City of Springfield: 60 to 75  
 From Elsewhere in the Region: 25

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

(See Attachment)

***Questions?*** If you should have questions about this form or related issues, please contact Tim Brennan or Linda Silva Thompson 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.*

Name and Title of Person Submitting This Form: Thomas J. McColgan  
 Name

Director of Economic Development  
 Title

Signature of Person Submitting This Form: 

Date of Submission: 7/22/03

## ATTACHMENT

### **STCC Technology Park Rationale for Renovation of Building 103B**

Located in the Springfield Enterprise Zone, an area of highly concentrated unemployment, Building 103B at the Springfield Technical Community College (STCC) Technology Park is the only remaining building in the 4,500,000 square foot facility that remains vacant and unusable.

The STCC Technology Park opened at the historic Springfield Armory in 1996 and, after just six-and-a-half years of operation, has had impressive results. Over 850 direct jobs, \$300 million plus in private sector investments and \$250,000 of annual local taxes are attributable to the Park's operations. In 1997, a \$990,000 EDA grant enabled the Park's managers to rehabilitate a vacant 39,000 square foot building (103A) in the facility to serve as an enterprise center/incubator, resulting in development of more than 25 new companies, nine of which have since successfully relocated beyond the facility's gates. Building 103B, adjacent to the Springfield Enterprise Center, is the focus of this current economic development effort.

The interior of the 19,000 square foot 103B building is in deplorable condition. It is, for all practical purposes, a shell. It has no functioning systems (heat, air conditioning, plumbing, etc.) and cannot be occupied. The building is drastically sub-code and contains no Americans with Disabilities Act (ADA) features required by law. It contains no restroom facilities, elevator, stairway access or any other amenity.

The exterior of the building is an eyesore. The brick exterior is in serious need of repainting and in some areas basic reconstruction. All of the windows need to be replaced and an entranceway must be constructed for access to the building. Unfortunately, the building draws a lot of attention because of its deteriorating exterior when compared to the condition of the remainder of the Technology Park complex.

There are many demands for additional space at the Technology Park. Data from a recent Economic Impact Study of the STCC Technology Park (see attached executive summary) indicates strong capacity for economic growth via further development of the Park. The Springfield Enterprise Center, a small business incubator, is just about full with no other space available for start-up businesses to locate. In addition, the other Technology Park space is about 96% occupied, primarily with technology companies that have synergy with STCC's academic programs.

In addition, the Tech Park receives at least two (2) inquiries a month from other technology companies seeking space to lease at the Technology Park. The various business entities at the Technology Park presently employ 860 people. The additional space would definitely push that number beyond 1,000 people employed in the Park itself.

One of the cluster industries that is currently expressing keen interest in locating at the Park is biopharm *manufacturing*. These companies are primarily small (up to 25 employees) operations with strong potential for growth. The Mass Biotech Council has directed several prospective tenants to the STCC Technology Park within the last year. They are lured to the facility by: 1) the STCC Biotechnology Associate Degree Program that develops high-skilled workers; 2) the complementary Biotechnology R&D operations of the Baystate Health System/UMass Life Sciences Operations; 3) availability of communications redundancy available at the Park to support global operations; and 4) the affordability of business and living costs in Western Massachusetts.

Demand projections and engineering studies indicate that expansion of the 103B building from its existing 19,000 square foot plan to 45,000 square feet is both feasible and desirable to support *both* start-up ventures beyond the existing incubator space and biotechnology manufacturing space. The project anticipates development of a minimum of 150 new, direct jobs within the expanded 103B complex, with spill-over potential for up to 50 more cluster-related jobs within the remaining Technology Park complex to a total of 200 new positions. In addition, as evidenced through the Technology Park's impact study, an employment multiplier effect of 1.42 is anticipated locally, resulting in generation of an additional 80 to 85 new jobs in the community. Thus, this economic development initiative is expected to produce up to 285 new local jobs, at least 200 of which are directly in the Enterprise Zone at the Park.

The immediate 103B renovation/expansion constitutes a \$4 million effort: one million dollars is requested from EDA, with \$3 million generated as private sector donations and investment from the local business community. An ongoing fiscal feasibility study that parallels the silent portion of a capital campaign for the project indicates that the required dollar-for-dollar match is secure and that the balance of the \$3 million non-EDA portion of funding is achievable. In addition, based upon feedback with prospective tenants, from \$4 million to \$25 million of corporate build-out investment is anticipated from those businesses that locate in the facility.

Historic and other impact negotiations are ongoing and progressing favorably. Accordingly, the project could prepare for groundbreaking in Fall 2004 and anticipates occupancy by early 2005.

The STCC Assistance Corporation, which owns and operates the STCC Technology Park, has an impeccable track record in property development and management. The Assistance Corporation has developed the Technology Park into an attractive urban site, employing close to 1,000 individuals—of which approximately 20% are men and women of color and 50% are residents of the City of Springfield. The Technology Park is a strong contributor to the economic well-being of the State Street corridor and the surrounding Mason Square/ Hill McKnight neighborhoods. The improvements to the buildings in terms of general upkeep, lighting, security and landscape are a noticeable feature of the area. The Assistance Corporation will bring the same level of professionalism and standards to the 103B initiative.

The Assistance Corporation has excellent financial standing in the community. In addition to its substantial real estate holdings, the Corporation has access to substantial liquid assets and a line of credit with a local lending institution. Credit references are available upon request.

This last Tech Park economic development project would finish the “comeback” of a once dormant and historic facility and assure the continued growth of what is now a dynamic convergence of education, private industry and small business development in the Springfield Enterprise Zone.

EDA funds requested: \$1,000,000

Additional funds required to restore this building: \$3,000,000

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM \*\***

*Instructions:* Please complete and return this form (via mail or fax) by no later than 4:00 p.m. on Friday, March 7, 2003, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attn: Elizabeth Krzeminski Tel: (413) 781-6045/FAX: (413) 732-2593

Community	<u>Springfield</u>	Contact Person(s)	<u>Thomas McColgan</u>
Address	<u>Office of Economic Development, 1441 Main Street</u>		
City/Town	<u>Springfield</u>	Zip Code	<u>01103</u>
Phone Number	<u>(413) 747-5190</u>	FAX Number	<u>(413) 787-7835</u>
Project Title	<u><b>Union Station Intermodal Transportation Facility</b></u>		
Project Location (Street Address)	<u>Frank B. Murray Street</u>	Census Tract	<u>8010</u>
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)	<u>Redevelopment of a multi-modal transportation facility that will serve the region.</u>		

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

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

The redevelopment of Union Station results in the historic restoration of approximately 212,868 square feet of space that has been unused for over 10 years. This site is a key development for downtown Springfield and will serve as the main transportation center for the region. The project is identified in the Pioneer Valley Transportation Plan and is consistent with the region's urban reinvestment strategies set forth in the Plan for Progress.

*Current Project Status:*  Ready for Construction in 2003-2004  
 Planning Stage  
 Long Term

*Was this project submitted last year (i.e. 2002) for inclusion in the region's CEDs Annual Update?*  
 Yes  No

*Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004?*  
 Yes  Year  No  Not Yet Determined

What is the current status of engineering and design for this project? Please explain in brief:  
 The Pioneer Valley Transit Authority is the designated project coordinator. Engineering and design work is at 50%. A private development partner, Telesis/Jones Lang LaSalle has been selected as the private development partner. The first step in implementation is the acquisition of properties as designated in the Court Square Urban Renewal Plan. This activity will begin in July and phase one of development, the core transportation elements will commence in July 2003.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2003 OR 2004 (i.e. 10/1/02 thru 9/30/04)**

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

*Has Required Local Funding Match Been Secured?*  Yes (Urban Renewal Funds) No

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



**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM \*\***

*Instructions:* Please complete and return this form (via mail or fax) by no later than 4:00 p.m. on Friday, March 7, 2003, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attn: Elizabeth Krzeminski Tel: (413) 781-6045/FAX: (413) 732-2593

Community Springfield Contact Person(s) Thomas McColgan/Ann Burke  
Address Office Economic Development/or Springfield Business Development Corp.  
1441 Main Street, Suite 111,  
City/Town Springfield Zip Code 01103  
Phone Number (413) 747-5193 FAX Number (413) 787-7835 E-mail tmccolgan@springfieldcityhall.com  
(413) 781-1591 (413) 781-1595 aburke@ecdev-wma.com

Project Title Springfield Public Market

Project Location (Street Address) Riverfront/Downtown Census Tract \_\_\_\_\_

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.) Redevelopment of a new or existing building to create a year round indoor public market offering small business opportunities for 20-25 vendors of high quality food and specialty products from Western New England; culinary classes of educational programming and seasonal agricultural vending opportunities.

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

**PLEASE REFER TO THE NEW EDA INVESTMENT PRIORITY GUIDELINES WHICH ARE ATTACHED!**  
The Springfield Public Market will develop/reuse an existing building to create a year round retail opportunity for 20-25 small businesses. The Market will provide new market opportunities for Western Massachusetts food and agricultural producers, strengthen sustainability of Western Massachusetts agricultural and food producers, ethnic and specialty products of Western Massachusetts.

Current Project Status: X Ready for Construction in 2003-2004  
X Planning Stage  
\_\_\_\_ Long Term

Was this project submitted last year (i.e. 2002) for inclusion in the region's CEDs Annual Update?

Yes X No \_\_\_\_\_

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004?

Yes X Year 2004 No \_\_\_\_\_ Not Yet Determined \_\_\_\_\_

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

Predevelopment activities including environmental, geotechnical & habitat assessment, development of management and business plan, preliminary marketing, architectural design and completion of a preliminary development budget.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2003 OR 2004 (i.e. 10/1/02 thru 9/30/04)**



**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM \*\***

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Community City of Springfield Contact Person(s) Tom McColgan, Director  
 Address Office of Economic Development, 36 Court Street  
 City/Town Springfield, MA Zip Code 01103  
 Phone Number (413) 747-5190 FAX Number (413) 787-7835 E-mail: tmccolgan@springfieldcityhall.com  
 Project Title **Technical High School Redevelopment**  
 Project Location (Street Address) 53 Elliot Street Census Tract 8012

Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)  
Redevelopment of the former Technical High School ("Tech") to create 80,000 square feet of space in Springfield's Technology Corridor for office and technology uses adjacent to a new Federal Courthouse and Springfield Technical Community College's (STCC) Technical Assistance and Entrepreneurial Center.

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

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

Vacant since 1986, the former Technical High School presents an opportunity for fusing economic development with the reuse of a local historic asset. Located in downtown Springfield, Tech is immediately adjacent to the site of a new Federal Courthouse (to be complete in early 2005) and is within two blocks of the EDA award-winning project at STCC's Technical Assistance and Entrepreneurial Center. Building on its history as the county's first technical high school, Tech will offer 80,000 sq. ft. for private sector development of technology-related and professional office space. Redevelopment of Tech has the support of the surrounding neighborhood organizations and elected officials, and will strengthen connections in a primarily low- to moderate-income area.

*Current Project Status:*  Ready for Construction in 2003-2004  
 Planning Stage  
 Long Term

*Was this project submitted last year (i.e. 2002) for inclusion in the region's CEDs Annual Update?*  
 Yes  No

*Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004?*  
 Yes  Year  No  Not Yet Determined

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

Demolition of the Spring Street Addition (1924 addition) and the center wing (1934 addition) of Tech will be completed by the end of Summer 2003. In addition, the remaining portion of Technical High School will undergo interior abatement and removal of all present HVAC systems. Preliminary rehabilitation and redevelopment plans are currently in development.

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2003 OR 2004 (i.e. 10/1/02 thru 9/30/04)**

*Total Estimated Project Cost::* \$ 8,000,000 *Required Local 50%\* Match:* \$ 2,000,000







OFFICE OF ECONOMIC AND  
INDUSTRIAL DEVELOPMENT

CITY OF HOLYOKE

Michael J. Sullivan  
Mayor

March 7, 2003

Mr. Timothy W. Brennan, Executive Director  
Pioneer Valley Planning Commission  
26 Central Street  
West Springfield, MA 01089-2787

Dear Mr. Brennan:

I have enclosed our updates for the year 2003 Comprehensive Economic Development Strategy (CEDS) Project Proposal Listing.

Section One includes information describing two on-going projects. Both projects are moving toward successful completion.

1. The Holyoke Latino Professional Business Center
2. Holyoke Health Plaza

In Section Two, please find a description of the following projects, listed in priority:

- Center for Business & Technology and Business Park at Holyoke Community College
- Holyoke's Park Plaza – A Business and Transportation Center
- Mt. Tom Area Resort /Conference Center Project at Mountain Park
- Holyoke G&E Industrial Land Project
- Hallmark Van Lines Brownfield Industrial Site
- Victory Theater Rehabilitation
- Downtown Redevelopment Project - Holyoke Geriatric Authority

If you have any questions or require any additional information, please contact me at 322-5655.

Sincerely,

Jeffrey P. Hayden, Director  
Office of Economic and Industrial Development

cc: Mayor Michael J. Sullivan

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS) UPDATE  
CEDS PROJECT PROPOSAL LISTING FORM \*\***

*Instructions:* Please complete and return this form (via mail or fax) by no later than 4:00 p.m. on Friday, March 7, 2003, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attn: Elizabeth Krzeminski Tel: (413) 781-6045/FAX: (413) 732-2593

Community: Holyoke Contact Person(s): Jeffrey P. Hayden  
 Address: One Court Plaza  
 City/Town: Holyoke Zip Code: 01040-5016  
 Phone Number: (413) 322-5655 FAX Number (413) 534-2299 E-mail: haydenj@ci.holyoke.ma.us  
 Project Title: **Center for Business & Technology and Business Park at Holyoke Community College**  
 Project Location: (Street Address): 303 Homestead Avenue Census Tract: 8210  
 Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.)

Construction of a Center for Business and Technology  
Infrastructure to create two to three Development Sites at a new Business Park  
Construction of Development Sites

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

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

Through the creation of a unique regional workforce development tool, the Holyoke Community College and its partners will construct a 54,000 SF Center for Business and Technology as well as a 2 or 3 site Business Park, which will provide employment opportunities and "shop-floor" training to employers and job seekers alike. Community Colleges have distinct advantage in providing technical-training, which responds to the **current** needs of local businesses. By enhancing these services, training will be designed to the individual, a specific job, and to a company seeking workers. For example, a financial services company seeking to start a back-office operation can provide a unique classroom for the student and/or job seeker. Therefore training becomes progressive or proactive as opposed to reactive. This project pools the resources of the Commonwealth, the College, the HCC Foundation, and the workforce development programs of the City and region as well as numerous private businesses and institutes. This investment will yield many high-paying opportunities for individuals as well as put a mechanism in place, which will replicate this process for many years. (Please see attached Description)

**Current Project Status:**  X  Ready for Construction in 2003-2004  
  Planning Stage  
  Long Term

Construction will begin in the Fall of 2003 with expected completion in the Fall of 2005. It is anticipated that the funding requested from EDA will be used in Federal Fiscal Year 2005 at the completion of the project.

**Was this project submitted last year (i.e. 2002) for inclusion in the region's CEDS Annual Update?**  
 Yes   No  X

**Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004?**  
 Yes  X  Year  2004  No   Not Yet Determined

**What is the current status of engineering and design for this project? Please explain in brief:**  
 Design for The Center for Business and Technology is complete. (Funding for the access road for the Business and Technology Park has been awarded. It is anticipated that design for this roadway will be put out to bid in the Summer of 2003. Design of the development sites will take place in the Fall of 2003 and the Spring of 2004.)



## **Center for Business and Technology and Business Park**

### *At Holyoke Community College*

#### ***General Description:***

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

#### ***Center for Business and Technology:***

The Center for Business and Technology an \$18 million, 55,000 SF building will house Holyoke Community College's Business Division, The Center for Business & Professional Development, and Cooperative Education and Career Services. Design for the Project is complete, construction is expected to begin in September 2003, and the facility is scheduled to open in late 2005. It is anticipated that the Center will create 40 to 50 new full-time positions.

Fifteen (15) million dollars of the \$18 million dollar cost of the facility has already been secured. (Of the secured funds, \$9 million has been awarded by the Commonwealth of Massachusetts and \$6 million has been secured with private financing.) The Holyoke Community College Foundation will raise an additional \$2 million of private donations for the project. And lastly, Holyoke Community College is seeking a \$1 million grant from the Economic Development Administration (EDA) Public Works program.

#### ***Business and Technology Park:***

The Center for Business and Technology will be used to leverage the creation of a 2 or 3 site Business and Technology Park that will provide opportunities for office uses, service companies and light manufacturing operations. Private investment of \$6 million is anticipated and 100 new jobs are expected through the creation of the Park. It is estimated that the Park will yield approximately \$2 million in real estate property taxes over the first 10 years of the project.

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

#### ***Proposed Use of EDA Funds:***

The requested EDA funds will be used to support the build-out and technology costs associated with the following programs or rooms within the Business and Technology Center:

- ***ACT Testing Center*** – A self-sustaining workforce development testing program
- ***Center for Business and Professional Development*** – A self-sustaining Department of the College with a mission of serving the needs of businesses in the region. The new facility would enable the entire program to be located in one facility, thereby improving the coordination of services to businesses and their employees. Included in the 16 self-sustaining programs/institutes to be located in the Center are the American Management Association Extension Institute, Small Business Institute, The Institute for Workforce Effectiveness (The ACT Work Keys System), etc.
- ***Shared rooms:***
  - a) Multi-purpose Computer Lab, b) Two workforce development rooms.

Small businesses employ 85% of the workforce in western Massachusetts and do not have the critical mass to contract cost-effective training for their employees. In effect the Center would be the hub of employee training for entrepreneurs and at the same time provide the needed facilities and tools for the incubation of new business. Training programs will focus on skills enhancement and the career ladder process.

EDA funds would be used for the build-out and technology related to the following rooms of the facility:

- ACT Testing Center - 1,500 SF
- Center for Business & Professional Development - 9,200 SF
- Multi-purpose Computer Lab - 940 SF
- Workforce Development - 670 SF
- Workforce Development - 670 SF

***Benefits Summary:***

Therefore the entire project will yield over \$24 million in private investment, approximately 140 new jobs and significant real estate property tax revenue to the City. The unique connection of this project to the workforce development programs of the College and the region will produce an added benefit for job seekers and employers throughout the Pioneer Valley.

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

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

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

This project will provide the College’s 6,117 students, approximately 65% of whom are from low or moderate incomes, with opportunities to improve their skill sets, their marketability in the workplace, and their access to employment.

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

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

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM**

**Community:**           Holyoke                                **Contact Person:**           Jeffrey P. Hayden          

**Address:**           One Court Plaza          

**City/Town:**           Holyoke                                **Zip Code:**           01040-5016          

**Phone Number:**           (413) 322-5655          

**FAX Number:**           (413) 534-2299                                **E-mail:**           oeid@ci.holyoke.ma.us          

**Project Title:**           Holyoke’s Park Plaza – A Business and Transportation Center          

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

**Type of Project:**           Redevelop Maple St. Fire Station          

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

The City of Holyoke Fire Department Headquarters closed and relocated in August 2001 to a newly constructed facility. Currently the Pioneer Valley Transit Authority is studying the feasibility of locating a transportation center in a portion of the building. The City will explore an economic development demonstration project by encouraging mixed uses (retail, office & residential) at the site.

**Project Status:**   X   Planning Stage

Was this project submitted last year (i.e. 2002) for inclusion in the region’s CEDs Update.  
Yes   X                        No       

Will this project will be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004?

Yes                             Year                             No                             Not Yet Determined   X  

**Engineering Status:**   A design/engineering team has been selected.





CEDS Update  
Mt. Park Area Resort Conference Center Project  
Page 2

**Engineering Status:** To be determined.

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

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

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

**Estimated Permanent Job Creation/Jobs Retained:**      To be determined.

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

From City of Holyoke:      To be determined.  
From City of Springfield:      To be determined.  
From Elsewhere in Region:      To be determined.

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

From City of Holyoke:      To be determined.  
From City of Springfield:      To be determined.  
From Elsewhere in Region:      To be determined.

**Funding Justification:**      To be determined.

**Submitted By:**      Jeffrey P. Hayden, Director  
   Holyoke Office of Economic and Industrial Development

      3/7/03  
Signature      Date

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM**

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**Community:** Holyoke                      **Contact Person:** Jeffrey P. Hayden

**Address:** One Court Plaza

**City/Town:** Holyoke                      **Zip Code:** 01040-5016

**Phone Number:** (413) 322-5655

**FAX Number:** (413) 534-2299                      **E-mail:** oeid@ci.holyoke.ma.us

**Project Title:** Holyoke G&E Industrial Land Project

**Project Location (Street Address):** Berkshire Street, Canal Street, Meadow Street, Water Street, Whiting Farms Road

**Census Tract:** 8114, 8121.02

**Type of Project:** Predevelopment Planning for Industrial Land

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

The project involves pre-development planning on 6 parcels of prime Industrial land acquired by the Holyoke Economic Development and Industrial Corporation subsequent to the purchase of the Hadley Falls Hydro-electric dam by the Holyoke Gas and Electric Department. Project parcels include:

- 2.47 acres of land on Berkshire Street
- 0.161 acre of land with a 6,486 square foot building on Canal Street
- 4.03 acres of land on Coolidge Street
- 2.79 acres of land on Water Street
- 18.7 acres of land on the eastern side of Whiting Farms Road, and
- 11.0 acres of land on the western side of Whiting Farms Road.

The project will facilitate the development and re-use of the parcels and leverage significant benefits to the City of Holyoke and the Pioneer Valley. These include the creation of an estimated 585 new full-time jobs, estimated private investment of over \$34 million, and an estimated \$600,000+ annual post development tax gain for the City of Holyoke.

The Project is consistent with the core goals of the Plan for Progress in that it maximizes job expansion and retention, stimulates urban growth, development and revitalization, and fosters a positive business environment. It will provide the opportunity to create industrial development and manufacturing sites at prime locations (the junction of Interstate Routes 91 and 90 (Mass Pike), through the Whiting Farms sites, and within 1/2 mile of Interstate Route 391 though the Berkshire and Meadow Street sites). It will generate good-paying jobs for people from Holyoke and throughout the region and ameliorate the lack of industrial land within the City and Region.

CEDs Update  
 Holyoke G&E Industrial Land Project  
 Page 2

**Project Status:**  Planning Stage

Was this Project submitted last year (i.e. 2002) for inclusion in the region's CEDs Annual Update?  
 Yes \_\_\_ No

Will this project will be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004? Yes \_\_\_ Year \_\_\_ No \_\_\_ Not Yet Determined

**Engineering Status:** To be determined.

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

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

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

**Estimated Permanent Job**

**Creation/Jobs Retained:** 585 jobs created

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

From City of Holyoke: To be determined.  
 From City of Springfield: To be determined.  
 From Elsewhere in Region: To be determined.

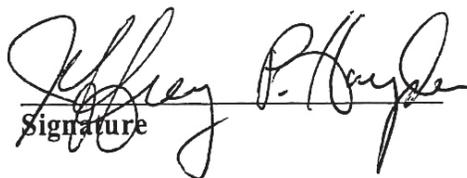
**Estimated Number of Unemployed Persons Who Will Likely Benefit From This Proposed EDA Project?**

From City of Holyoke: To be determined.  
 From City of Springfield: To be determined.  
 From Elsewhere in Region: To be determined.

**Funding**

**Justification:** Please see Project benefits described above under Project Description.

**Submitted By:** Jeffrey P. Hayden, Director  
Holyoke Office of Economic and Industrial Development

  
 Signature

3/7/03  
 Date

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDDS) UPDATE  
CEDDS PROJECT PROPOSAL LISTING FORM**

**Community:** Holyoke **Contact Person:** Jeffrey P. Hayden

**Address:** One Court Plaza

**City/Town:** Holyoke, Massachusetts **Zip Code:** 01040

**Phone Number:** (413) 322-5655 **Fax Number** (413) 534-2299 **e-mail:** oeid@ci.holyoke.ma.us

**Project Title:** Hallmark Van Lines Industrial Brownfield Site

**Project Location:** 160 Middle Water Street **Census Tract:** 8115

**Type of Project:** Industrial Brownfield Site

**Project Description:** The former Hallmark Van Lines was abandoned in 1995 and was destroyed by fire in 1997. The City of Holyoke foreclosed on the property and took ownership in 1998. In the same year, the City requested development proposals; no responses were received. In 1999, the City of Holyoke bonded to demolish abandoned and blighted properties. In the RFP process, demolition contractors requested that the property be excluded from the bid process due to concerns regarding the environmental condition of the site. In 2000, the City was awarded a Targeted Site Assessment Grant from the Environmental Protection Agency. A final site assessment report is expected in April 2003. The parcel is in between two active industrial businesses, both of which have plans to expand. The next steps for the project include site clean up, demolition, and disposition of the parcel. Industrial redevelopment of the site would yield substantial private investment and job creation. Without additional assistance the property will remain blighted and have a negative impact on the City and the industrial neighborhood. The rehabilitation of this industrial Brownfield site is consistent with the City’s Master Plan as well as the Pioneer Valley Region’s Plan for Progress. The City of Holyoke has less than 100 acres available for industrial development; therefore, it is imperative that the City continues to redevelop formerly productive industrial properties.

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

Was this project submitted last year (i.e. 2002) for inclusion in the region’s CEDDS Update.  
Yes  X  No

Will this project will be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004?  
Yes   Year   No   Not Yet Determined  X

**Engineering Status:** Not Applicable



**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM**

**Community:** Holyoke **Contact Person:** Jeffrey P. Hayden

**Address:** One Court Plaza

**City/Town:** Holyoke **Zip Code:** 01040-5016

**Phone Number:** (413) 322-5655

**FAX Number:** (413) 534-2299 **E-mail:** oeid@ci.holyoke.ma.us

**Project Title:** Victory Theater

**Project Location (Street Address):** Suffolk Street **Census Tract:** 8117

**Type of Project:** Redevelop / Renovate a historic City-owned property for Commercial / Cultural use

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

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

**Project Status:**  X  Long Term

Was this Project submitted last year (i.e. 2002) for inclusion in the region's CEDs Annual Update?. Yes  X  No

Will this project will be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004?

Yes   Year   No   Not Yet Determined  X

**Engineering Status:** To be determined.

CEDS Update  
Victory Theater  
Page 2

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

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

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

**Estimated Permanent Job Creation/Jobs Retained:**      To be determined.

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

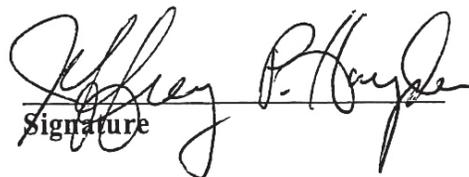
From City of Holyoke:      To be determined.  
From City of Springfield:      To be determined.  
From Elsewhere in Region:      To be determined.

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

From City of Holyoke:      To be determined.  
From City of Springfield:      To be determined.  
From Elsewhere in Region:      To be determined.

**Funding Justification:**      To be determined.

**Submitted By:**      Jeffrey P. Hayden, Director  
   Holyoke Office of Economic and Industrial Development

      3/7/03  
Signature      Date

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM**

**Community:** Holyoke **Contact Person:** Jeffrey P. Hayden

**Address:** One Court Plaza

**City/Town:** Holyoke **Zip Code:** 01040-5016

**Phone Number:** (413) 322-5655

**FAX Number:** (413) 534-2299 **E-mail:** oeid@ci.holyoke.ma.us

**Project Title:** Downtown Redevelopment Project - Holyoke Geriatric Authority

**Project Location (Street Address):** 45 Lower Westfield Road **Census Tract:** 8121.02

**Type of Project:** Relocation Project  
Downtown Redevelopment  
Commercial Development

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

The Project involves the relocation of the Geriatric Authority of Holyoke to a downtown location and the re-use of its current location for commercial development. Benefits of the project include enhanced services for the Geriatric Authority’s 120 residents including assisted living services and access to additional goods and services in Downtown Holyoke, the re-use of underutilized Downtown properties, the prospect of high-end commercial development at a prime location (the junction of Interstate Routes 91 and 90 (Massachusetts Turnpike) in the Ingleside section of the City), job creation, private investment, and increased property tax revenue.

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

**Project Status:**  X  Long Term

Was this Project submitted last year (i.e. 2002) for inclusion in the region’s CEDs Annual Update?. Yes   No  X

Will this project will be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004?

Yes   Year   No   Not Yet Determined  X

CEDS Update  
Downtown Redevelopment Project - Holyoke Geriatric Authority  
Page 2

**Engineering Status:** To be determined.

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

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

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

**Estimated Permanent Job Creation/Jobs Retained:**      To be determined.

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

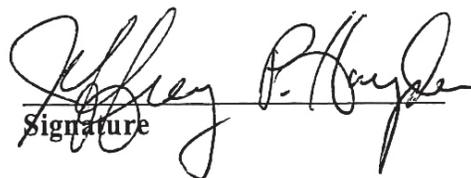
From City of Holyoke:      To be determined.  
From City of Springfield:      To be determined.  
From Elsewhere in Region:      To be determined.

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

From City of Holyoke:      To be determined.  
From City of Springfield:      To be determined.  
From Elsewhere in Region:      To be determined.

**Funding Justification:**      To be determined.

**Submitted By:**      Jeffrey P. Hayden, Director  
   Holyoke Office of Economic and Industrial Development

      3/7/03  
Signature      Date





## CITY OF NORTHAMPTON

**Teri Anderson**  
**Economic Development Coordinator**

**City Hall**  
**210 Main Street Room 12**  
**Northampton MA 01060-3199**  
**(413) 587-1249**  
**FAX: (413) 587-1275**  
**tanderso@city.northampton.ma.us**

March 7, 2003

Timothy Brennan, Executive Director  
Pioneer Valley Planning Commission  
16 Central Street  
West Springfield, MA 01089-2787

Dear Tim:

Northampton is once again submitting a CEDS application for redevelopment of the Northampton State Hospital. EDA funding remains crucial to complete the full build-out of the business park at Hospital Hill Village. MassDevelopment has been corresponding with Rita Potter regarding eligibility. Ms. Potter has recommended seeking "Special Need" status. We have included preliminary documentation for long-term economic changes resulting from the closing of the Northampton State Hospital and its employment and fiscal impact to the City. We will continue to work with Ms. Potter to prepare final documentation and present a formal request to the Philadelphia EDA Office.

Upon completion of the MEPA permitting for full build-out, we will continue our conversations with the Springfield Enterprise Center about satellite incubator space and prepare EDA funding applications.

Let me know if you need additional information. Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Teri Anderson".

Teri Anderson,  
Economic Development Coordinator

C: Linda Burke, MassDevelopment

**PIONEER VALLEY PLANNING COMMISSION (PVPC)  
YEAR 2003 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) UPDATE  
CEDs PROJECT PROPOSAL LISTING FORM \*\***

*Instructions:* Please complete and return this form (via mail or fax) by no later than 4:00 p.m. on Friday, March 7, 2003, to the Pioneer Valley Planning Commission, 26 Central Street, Suite 34, West Springfield, MA 01089, Attn: Elizabeth Krzeminski Tel: (413) 781-6045/FAX: (413) 732-2593

Community Northampton Contact Person(s) Teri Anderson, Economic Development Coordinator  
Address City Hall, Room 12, 210 Main Street  
City/Town Northampton Zip Code 01060  
Phone Number 413-587-1249 FAX Number 413-587-1275 E-mail tanderso@city.northampton.ma.us  
Project Title Village at Hospital Hill – Redevelopment of Northampton State Hospital

Project Location (Street Address) Prince Street (Rt. 66) Census Tract 8219.02  
Type of Project (i.e.: industrial park, infrastructure, business incubator, etc.) The project is a mixed-use village with a business park component consisting of 476,000sf of commercial, office, light industrial, research & development, information/new media, technology, and live/work studio space. Phase I includes 152,000sf of commercial/industrial space. EDA funds will be used for infrastructure improvements and building rehabilitation.

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

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

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

Project Status:  Ready for Construction in 2003-2004  
 Planning Stage  
 Long Term

Was this project submitted last year (i.e. 2002) for inclusion in the region’s CEDs Update?

Yes  No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2003 or 2004?

Yes  Year 2003 No  Not Yet Determined

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

Conceptual design plans and preliminary engineering plans complete. Phase I MEPA and local zoning permitting is complete. MEPA and local permits for full build are expected June 2003.

Pioneer Valley Planning Commission  
 CEDS Project Proposal Listing Form 2003  
 Page 2

**PLEASE BE SURE TO RESPOND TO ALL OF THE FOLLOWING QUESTIONS, ESPECIALLY IF EDA FINANCIAL AID IS BEING SOUGHT DURING FFY2003 OR 2004 (I.E. 10/1/02 THRU 9/30/04)**

Total Estimated Project Cost: \$ \$24.5 million Required Local 50%\* Match: \$ \$12.5 million

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

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

Estimated Number of Permanent Jobs to be Created/Retained: 400-800 230+  
 # Jobs Created # Jobs Retained

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

From City of Holyoke: 40 permanent jobs/120 construction jobs\*\* (over 10 years/12 annually)  
 From City of Springfield: 50 permanent jobs/360 construction jobs\*\* (over 10 years/36 annually)  
 From Elsewhere in the Region: 200 permanent jobs/60 construction jobs\*\* (over 10 years/6 annually) (Northampton)

\*Based on 1990 % of residents in each community comprising the Northampton workforce extrapolated to projected jobs rounded up to account for a projected increase in 2000. \*\* Assumes 546 construction jobs created over 10 years calculated from total construction costs for labor ÷ avg. construction wage distributed proportionately to % of construction jobs in the three communities and assuming union labor primarily in Hampden County.

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

From City of Holyoke: 20  
 From City of Springfield: 70  
 From Elsewhere in the Region: 220 (Northampton)

\*Based on unemployment rate in each community and ratio of % residents in each community working in Northampton extrapolated to projected jobs and rounded up to account for a projected increase in 2000.

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

See Attached Sheet

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

\* Note: *The local match requirements may be reduced in special instances under EDA guidelines/regulations.*  
 \*\* Note: *Please complete one form per project if your community is contemplating submitting more than one proposed EDA project.*

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

Economic Development Coordinator  
 Title

Signature of Person Submitting This Form: Teri Anderson

Date of Submission: March 7, 2003

Pioneer Valley Planning Commission  
CEDS Project Proposal Listing Form 2003  
Page 3

### **Funding Justification**

**Special Need:** The closing of the Northampton State Hospital has created a long-term economic change in Northampton. The State Hospital provided 800 jobs before its gradual process of deinstitutionalization and ultimate closing in 1993. Since that time, the 880,000 square foot facility has been vacant with minimal maintenance resulting in significant deterioration of the buildings most of which are no longer salvageable. Environmental remediation, building demolition, and replacement of obsolete infrastructure throughout the 124 acre campus is a significant barrier to redevelopment of the property. Significant public investment is required to achieve a viable project. The City of Northampton has experienced 20+ years of job dislocation, blighted conditions, and property tax loss from underutilization of the property resulting from the severe redevelopment limitations at the State Hospital as well as a lengthy disposition process by the Commonwealth of Massachusetts. In addition, the City is facing a \$3.7 million loss in State aid in fiscal year 2004. At full build out, the Hospital complex is projected to generate \$1.5 million in tax revenue for the City and up to 800 new jobs. The City has a severe deficit of land suitable for commercial/industrial uses and has lost several manufacturers over the last several years due to lack of available space to accommodate expansion. The Northampton State Hospital property is critical in providing suitable land to allow for retention of existing businesses as well as new business growth in the City. The Village at Hospital Hill is expected to retain a minimum of 230 jobs within the City. Kollmorgen Corp. has indicated its desire to relocate to an expanded facility on the Hospital Hill Campus. Kollmorgen has been located in Northampton for over 50 years and provides 234 high skill, high wage manufacturing jobs.

**Regional Significance:** Redevelopment of the Northampton State Hospital has regional significance because it will create approximately 500,000sf of new commercial/industrial space. It will be a regional draw as a technology business center for expansion of existing firms as well as new businesses seeking to locate in the region. It has potential to serve as a northern campus for incubator businesses that have outgrown the Springfield Enterprise Center and could benefit from closer proximity to the University of Massachusetts. Job creation potential is estimated to be up to 800 new jobs in the region. Information gathered during business visits in the City over the last two years indicates that Northampton businesses draw employees from throughout the region including Holyoke, Easthampton, Westfield, the Hilltowns, and Franklin County. The 1990 Census shows that 353 Holyoke residents and 349 Springfield residents work in Northampton. Anecdotal evidence from business interviews indicates that since the PVTA instituted bus service between Holyoke and Northampton in 1999, workers from Holyoke have likely increased especially in the hospitality and restaurant sectors. These figures will be updated upon the release this summer of the 2000 Census workflow data. The Business Park at Hospital Hill will create a range of job categories and wage scales available to the regional workforce. The updated Market Study prepared by Crowley Associates indicates that the project is expected to draw more from the Hampshire and Hampden County workforce where most of the region's employment growth is expected to occur in the service and technology sectors. In addition, with a relatively low unemployment rate in Hampshire County, a project of this scale is likely to draw workers from the larger population centers in the region where there is a larger workforce and higher unemployment rates.

### **Compliance with EDA Policy Guidelines**

**Market Based Investment:** Market feasibility studies for the Business Park at Hospital Hill verify the potential market demand for office and manufacturing space in the region. In addition, several manufacturers in the City are currently seeking sites for facility expansion.

**Proactive Investment:** The developers and the City are actively engaged in the permitting and engineering design work for redevelopment of the Hospital Campus as well as actively marketing the property in and outside the region.

**Long Term Economic Planning and Diversification of the Economy:** The Business Park at Hospital Hill is projected to be built out over a 10 year horizon. The developers and the City are actively monitoring market need/demand and adjusting the plans to respond to that need. The commercial/industrial opportunities at the Hospital Hill will add to the diversification of the region's economic base by targeting traditional and technology based manufacturers, new media, medical instrumentation, as well as corporate offices.

**Maximize Private Sector Investment:** As previously stated, the economic feasibility of redevelopment at the Northampton State Hospital necessitates public investment to clear the site for development and to provide basic infrastructure capacity. Private investment would not otherwise take place here due to the extraordinary up front investment required. EDA investment in infrastructure and building rehabilitation will allow the project to provide building sites in-line with regional market prices. Kollmorgen's interest in constructing a \$5 million facility on the property is one example of the significant private investment anticipated for the project that will be leveraged by EDA investment. Upon completion of the infrastructure improvements, MassDevelopment estimates approximately \$15 million in commercial/industrial private investment in land purchase, equipment, and construction at the Village at Hospital Hill.

**High Probability of Success:** \$5.7 million in State funding has been committed towards the \$13million+ cost of remediation and building demolition. Redevelopment of the Northampton State Hospital has the full support of local, state, and federal elected officials. Mass Development (quasi-public state agency) and Community Builders, Inc. have the human resources, experience, and technical ability to successfully implement this project. Both agencies have significant experience in large-scale development projects (i.e. Fort Devens Redevelopment where EDA has invested more than \$4.9 million for infrastructure improvements and building rehabilitation). In addition, the City has committed the planning and marketing resources of its Planning and Economic Development staff.

**Job Creation and Return on Taxpayer Investment:** The project is expected to generate 800 new jobs. Manufacturing, technology, and corporate office users are expected to offer high skill, high wage jobs for the regional workforce. For example, Kollmorgen provides 234 machinist/assembly, engineering, testing, and administrative positions and it expects to add another 50 positions as a result of its expansion.



## **APPENDIX B**

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



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**PLAN FOR PROGRESS  
COORDINATING COUNCIL MEMBERSHIP  
JUNE 2003**

Kay Berenson, *Publisher, The Recorder*

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

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

Kate Brown, *Designee', Mayor Richard Kos, City of Chicopee*

Jaymie Chernoff, *Assistant Vice Chancellor, Industry Liaison and Economic Development (ILED),*

*University of Massachusetts Amherst*

Russell, Denver, Esq., *President, Affiliated Chambers of Commerce*

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

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

Martha Field, *Interim and Associate Dean for Resource and Workforce Development, Greenfield Community College*

Michael Fritz, *President, Rugg Lumber Company, Incorporated*

John Gallup, *Economic Development Council of Western Massachusetts*

John F. Heaps, Jr., *President, Florence Savings Bank*

Richard Kos, *Mayor of Chicopee*

Stanley Kowalski, Jr. PhD, *Dean, School of Business, Western New England College*

Thomas McColgan, *Designee – Mayor Michael Albano, Economic Development Director, City of Springfield*

Richard Moriarty, *President, Moriarty and Primack, P.C.*

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

Dr. Andrew Scibelli, *President, Springfield Technical Community College*

Paul P. Tangredi, *Director of Business Development, Western Massachusetts Electric Company*

## PLAN FOR PROGRESS TRUSTEES MEMBERSHIP JUNE 2003

The Honorable Michael Albano, *Mayor City of Springfield*  
H. Edgar Alejandro, *Manager, Economic & Community Development, Western Massachusetts Electric Company*  
Kathy Anderson, *Designee, Mayor Michael Sullivan, City of Holyoke*  
Teri Anderson, *Economic Development Coordinator – Designee, Mayor Mary Clare Higgins, City of Northampton*  
Suzanne Beck, *Executive Director, Greater Northampton Chamber*  
Kay Berenson, *Publisher, The Recorder*  
Allan W. Blair, *President/CEO, Economic Development Council of Western Massachusetts*  
Paul H. Boudo, *Councilman, City of West Springfield*  
Timothy W. Brennan, *Executive Director, Pioneer Valley Planning Commission*  
Kate Brown, *Designee Mayor Richard Kos, City of Chicopee*  
Jaymie Chernoff, *Assistant Vice Chancellor, Industry Liaison & Economic Development (ILED),  
University of Massachusetts Amherst*  
Valerie Conti, *Assistant State Director, Massachusetts Small Business Development Center*  
John Coull, *Executive Director, Amherst Chamber of Commerce*  
Patricia Crosby, *Executive Director, Franklin/Hampshire Regional Employment Board*  
Glenn Davis, *Senior Vice President, Urban League of Springfield*  
Russell Denver, *Esq., President, Affiliated Chambers of Commerce*  
John Doyle, *CPA-Consultant, Strategic & Financial Consulting*  
Linda Dunlavy, *Executive Director, Franklin Regional Council of Governments*  
William Ennen, *Project Manager – Designee, J. Lynn Griesemer, Donahue Institute, University of Massachusetts at Amherst*  
Richard Feldman, *CEO/President, Corporation for Public Technology*  
Martha Field, *Interim and Associate Dean for Resource and Workforce Development, Greenfield Community College*  
Michael Fritz, *President, Rugg Lumber Company, Incorporated*  
Dianne Fuller-Doherty, *Regional Director, Western Mass Regional Office-Small Business Development Center*  
John Gallup, *Economic Development Council of Western Massachusetts*  
J. Lynn Griesemer, *Ed.D, Associate Vice President for Economic Development and Executive Director,  
Donahue Institute- University of Massachusetts*  
Ann Hamilton, *President, Franklin Chamber of Commerce*  
John F. Heaps, Jr., *President, Florence Savings Bank*  
Thomas Herrala, *Springfield Area Council for Excellence*  
The Honorable Mary Clare Higgins, *Mayor, City of Northampton*  
John Hoops, *Executive Director, Western Massachusetts Chapter National Tooling & Machining Association*  
David Howland, *Regional Engineer, Massachusetts Department of Environmental Protection*  
Mary Jenewin-Caplin  
The Honorable Richard Kos, *Mayor Chicopee*  
Dr. Stanley Kowalski, Jr., *Dean, School of Business, Western New England College*  
Kim Levitch, *President, Levitch Associates*  
Geoff Little, *Telecommunications Consultant*  
Thomas McColgan, *Designee – Mayor Michael Albano, Economic Development Director, City of Springfield*  
Ann McFarland-Burke, *Vice President, Springfield Business Development Corporation*

Richard Moriarty, *President, Moriarty and Primack, P.C.*  
John R. Mullin, *Ph.D., Vice Chancellor, Office of University Outreach, University of Massachusetts – Ex Officio Member*  
Christopher B. Myhrum, *Esq., Chair, Environmental Department, Bulkley, Richardson, & Gelinis, LLP*  
Juliette Hanh Nguyen, *Executive Director, Office for Refugees and Immigration*  
Dr. Robert Pura, *President, Greenfield Community College*  
Doris Ransford, *President, Greater Holyoke Chamber of Commerce*  
Frank Robinson, *Ph.D., Executive Director, Partners for a Healthier Community/Baystate Health System*  
Barbara Roche, *Executive Director, Regional Education & Business Alliance*  
Sue Root, *Executive Director, World Affairs Council of Western Massachusetts*  
Robert Sanguilly, *Owner, WorkPlace Solutions*  
Ron Schetzel, *Sales Manager, Hotel Northampton and Member Greater Springfield Visitors and Convention Bureau*  
Dr. Andrew Scibelli, *President, Springfield Technical Community College*  
James Shriver, *Chairman, Chamber Energy Coalition, Inc.*  
Christopher B. Sikes, *Executive Director, Western Massachusetts Enterprise Fund, Inc.*  
Joseph Steig, *Interim President, Mass Ventures*  
The Honorable Michael J. Sullivan, *Mayor of Holyoke*  
Paul P. Tangredi, *Director of Business Development, Western Massachusetts Electric Company*  
The Honorable Michael A. Tautznik, *Mayor of Easthampton*  
Michael Vann, *The Vann Group, LLC*  
Carlos Vega, *Executive Director, Nueva Esperanza*  
John Waite, *Executive Director, Franklin County Community Development Corporation*  
J. William Ward, *Executive Director, Hampden County Regional Employment Board*  
Faith Lally Williams, *Cooperative Manager, Our Family Farms Milk*  
Mary Kay Wydra, *President, Greater Springfield Convention and Visitors Bureau*

**PLAN FOR PROGRESS  
URBAN INVESTMENT STRATEGY TEAM MEMBERSHIP  
JUNE 2003**

H. Edgar Alejandro, *Manager, Economic & Community Development, Western Massachusetts Electric Company*  
Gilberto Amador, *Director of Special Programs, STCC Entrepreneurial Institute*  
Timothy W. Brennan, *Executive Director, Pioneer Valley Planning Commission*  
Michael Broderick, *Development Specialist, Holyoke Office of Economic and Industrial Development*  
Steve Budd, *Assistant Vice President for Development, Springfield Technical Community College*  
Frank Buntin, *President, NAACP – Springfield Branch*  
Arthur Schilles Casimir, *Assistant Professor, Western New England College*  
Glenn Davis, *Senior Vice President, Urban League of Springfield*  
John Dyjach, *Assistant Director, Holyoke Office of Economic and Industrial Development*  
Scott R. Hanson, *Executive Director, 'X' Main Street Corporation*  
Jeff Hayden, *Director, Holyoke Office of Economic and Industrial Development*  
Jeanne Kidwell, *Community Development Director, City of Chicopee*  
Michael Levin, *Chief Policy Specialist, Economic and Community Development, Northeast Utilities*  
Paul Lischetti, *Executive Director, Westfield Community Development Corporation*  
Jane Malone, *Vice President of Administration, Partners for Community, Inc.*  
Thomas McColgan, *Economic Development Director, City of Springfield*  
Ann McFarland-Burke, *Vice President, Springfield Business Development Corporation*  
Catherine Miller, *Senior Planner-Section Manager, Pioneer Valley Planning Commission*  
Andrew Morehouse, *Director, Solutions Community Development Corporation*  
James Morrissey, *President, Greater Holyoke, Inc.*  
Leon Moultri, *Chair, Labor and Industry Committee, NAACP – Springfield Branch*  
Christopher B. Myhrum, Esq., *Chair-Environmental Department, Bulkley, Richardson and Gelinis, LLP*  
Robert Pyers, *Westmass, Westover Development Corporation*  
Miguel Rivas, *Springfield Office of Economic Development*  
Frank Robinson, *PhD, Executive Director, Partners for a Healthier Community*  
Charles Rucks, *Executive Director, Springfield Neighborhood Housing Service*  
Linda Silva-Thompson, *Senior Planner – Economic Development Manager, Pioneer Valley Planning Commission*  
Paul P. Tangredi, *Director of Business Development, Western Massachusetts Electric Company*  
Carlos Vega, *Executive Director, Nueva Esperanza*