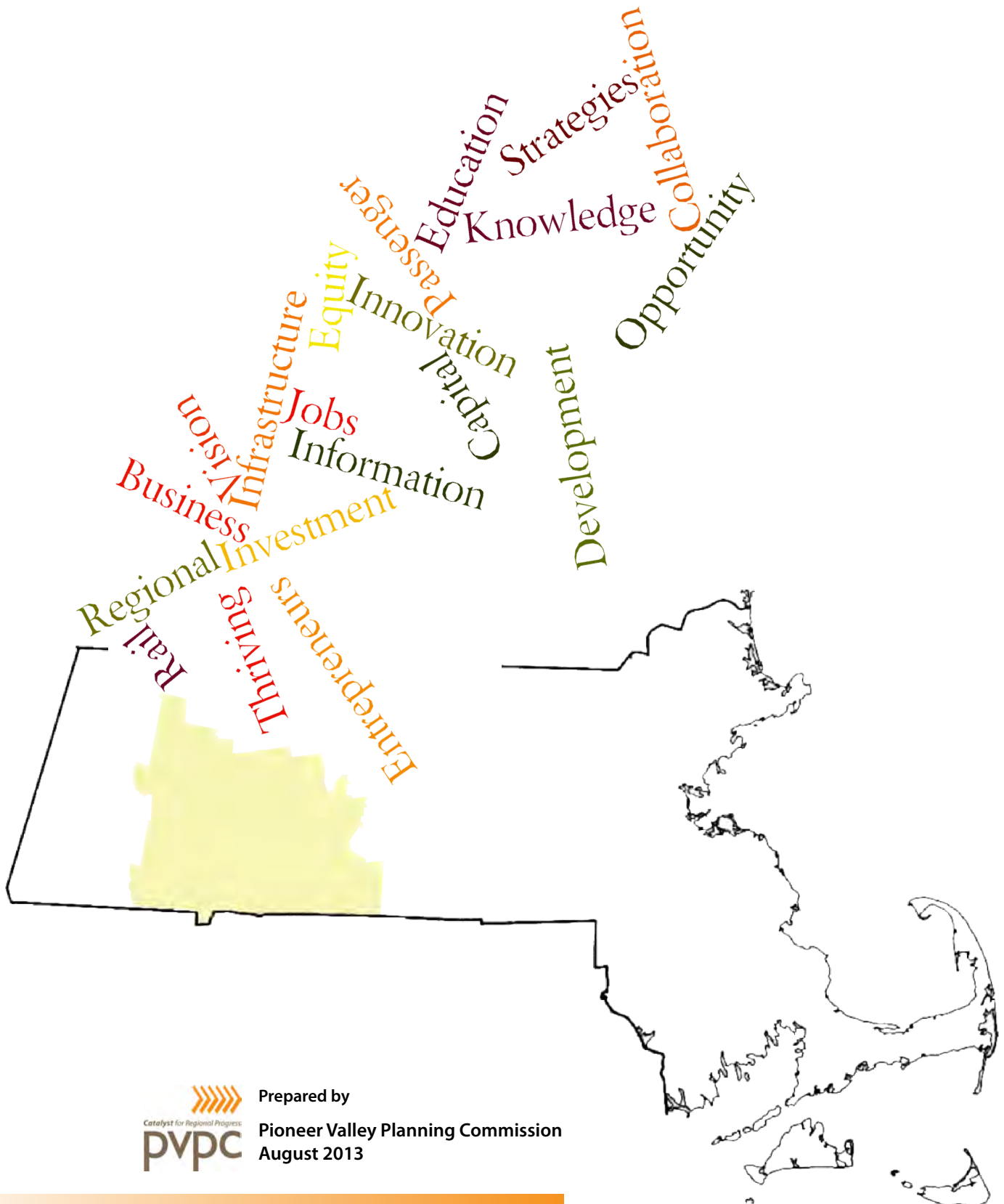


The Pioneer Valley Plan for Progress The Region's Comprehensive Economic Development Strategy (CEDS)



Prepared by
Pioneer Valley Planning Commission
August 2013

Pioneer Valley Planning Commission
and Economic Development District

The Pioneer Valley Plan for Progress

The Region's Comprehensive Economic Development Strategy (CEDS)

2013 Annual Report

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EXECUTIVE SUMMARY



Holyoke Canals, the Connecticut River, and the Pioneer Valley
Photo: J Guy Gaulin, Hitchcock Press, Holyoke.

The Plan for Progress

The Pioneer Valley Planning Commission (PVPC) is the designated regional planning agency for the Pioneer Valley region, which includes 43 cities and towns comprising the Hampshire and Hampden county areas in western Massachusetts. In this capacity, the 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.

The Pioneer Valley Plan for Progress is a blueprint for economic development in the region crafted by the combined efforts of the region's public, private, and civic sectors. It contains a compilation of economic strategies, supported and advanced by a growing network of leaders from across the region, that were developed through research and business community participation. It features a description of our region in the past decade, including demographics, geography, regional assets, employment, and education data. It identifies 15 strategic goals as critical for growing the people, companies, and communities in the region. In addition, the Plan includes seven cross-cutting themes that strategy teams must consider in their action plans in order to meet the region's goals: cross-border collaboration (with the greater Hartford region), diversity, education, industry clusters, sustainability, technology, and urban investment.

The original Plan for Progress was created in 1994, and in 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 supported and enriched the Plan for Progress, identified as the region's Comprehensive Economic Development Strategy (CEDS), providing an institutional framework for regional collaboration to define and advance key economic interests of the region and its people.

The 2013 CEDS Annual Update

The current version of the Plan for Progress was developed in 2004, and a new 10-year update is under way for a 2014 version. This 2013 CEDS Annual Report will give the region's leadership a current picture of the status of the region's economy and the Plan for Progress economic strategies. As will be seen in this report, the economic data for the region reflects the recession of the last several years, with an apparent recovery beginning in 2011. As the recession took hold, unemployment grew rapidly from 2007 to 2010 (from

5.1% to 9.7%) but decreased to 8.5% in 2011 and 7.7% in 2012. However, the poverty rate has climbed from a low of 11.8 percent in 2001 to 16 percent in 2011, a rate higher than has existed for over a decade. This rate continues to follow a recent pattern of exceeding Massachusetts' overall poverty rate by several percentage points. Home foreclosures have abated, but were a significant problem in the region, especially the urban core areas.

The economy continues to transition from a large manufacturing sector to a smaller, more specialized manufacturing cluster and an expanding service industry. Although growth has slowed more recently, the fastest growing sectors over the past five years have been health care and social assistance; public administration; utilities; and a wide-ranging service sector that includes personal, household, automobile and social services. Overall, the region's population has increased by just 1.9% between 2001 and 2011. If it were not for foreign immigration, the Pioneer Valley region would have experienced a net loss of population during this period due to substantial outmigration.

The Pioneer Valley region is also still recovering from a series of severe natural disasters in 2011, including an EF-3 tornado in June, Hurricane Irene in August, and the snowstorm of October 29-30, all of which caused widespread damage and resulted in federal disaster declarations. Particularly in the tornado path, rebuilding efforts are ongoing as state and federal assistance continues to be deployed to these areas. Utilities have repaired and upgraded facilities to cope with similar future storm events. However, despite these events and the extended recession, the Pioneer Valley region has many competitive advantages which support growth and innovation in the economy. These include:

- 1) An exceptional quality of life, with the area's natural beauty, cultural amenities, and recreational opportunities.
- 2) A strategic and highly accessible location at the crossroads of New England.
- 3) A history and ongoing practice of innovation and pioneering technologies.
- 4) A center of education excellence, with one of the most skilled and highly educated workforces in the world.
- 5) A responsive job training and retention infrastructure, with two outstanding regional employment boards and two strong community colleges.
- 6) A telecommunications hub for New England, with federal funding to expand broadband access into underserved and un-served areas.
- 7) An entrepreneurial focus, with many small businesses that provide support functions for larger, established businesses.
- 8) An evolving Hartford-Springfield economic partnership that has spawned the Knowledge Corridor, InternHere.com program, Sustainable Communities Initiative and a new Talent Development Strategy.
- 9) Housing affordability, especially as compared to the Greater Boston area.
- 10) Superior medical facilities, personnel, services, training, and research.

The Knowledge Corridor

There is a continuing effort to work with economic boundaries that reflect economic realities rather than static political boundaries. In the mid-1990s, the Plan for Progress leadership invited our Massachusetts neighbors to the north in the Franklin region to participate in the planning process. While the Franklin region now has its own Economic Development District and is not officially considered a part of the Pioneer Valley District, it is an active and valued partner in the Plan for Progress. This same spirit of successful collaboration is flourishing south across the Massachusetts-Connecticut border, as mentioned above. The Hartford-Springfield Economic Partnership which has created the north-south regional venture, the New England Knowledge Corridor, continues to build an interstate regional framework that will reap substantial economic and other benefits for the Pioneer Valley. The CEDS Report primarily includes data from what is called the “Pioneer Valley region,” the 43 cities and towns within the Hampshire and Hampden county areas. However, the 15 Plan for Progress strategies include the Franklin county area, and incorporate the Knowledge Corridor as a cross-cutting theme.

Accomplishments and Opportunities

These combined assets have allowed the region to move forward with a number of critical and inspiring initiatives that bode well for future years. Some brief highlights (discussed in more detail later in this report) of this year’s accomplishments, opportunities, and ongoing initiatives include:

- **The Massachusetts Green High Performance Computing Center (MGHPCC)** opened in the Holyoke Innovation District in November 2012. The \$165 million facility is a partnership of Harvard, MIT, Boston University, UMass and Northeastern University as well as Cisco, EMC, and the Commonwealth of Massachusetts. It has created eight new permanent jobs, is facilitating high-level scientific research, and is a catalyst for the new Innovation District.
- After many years of planning and fundraising, **Phase I construction is underway for the new Union Station Regional Intermodal Transportation Center**, which will ultimately provide access to high-speed passenger rail, private bus service, and public transit service in a renovated, restored historic building.
- **New high-speed fiber optic lines** are lighting up in previously unserved and underserved areas of western MA. The first segment of Broadband 123 was launched in April 2013 from Sandisfield, in the foothills of the Berkshires, to the telecommunications hub in downtown Springfield.
- **HealthSouth Rehabilitation Hospital of Western Massachusetts** has begun construction of a new facility at the Ludlow Mills site, which met their needs for the location of an improved, state-of-the-art facility to replace the existing hospital.

- **Springfield was chosen by the National Civic League as one of 14 of their 2012 All-America Cities**, out of more than 100 U.S. cities that applied for the designation. Springfield won the honor for its work with *Reading Success by 4th Grade*, an initiative of the Davis Foundation, to have 80% of city students reading at a proficient level by 2016.
- **Leadership Pioneer Valley**, the region's new comprehensive, advanced leadership program, **has now graduated two classes, for a total of 80 alumni**. The program is achieving its mission to identify, develop, and connect diverse leaders to strengthen the Pioneer Valley.
- **Common Capital launched the Community First Fund**, which is a vehicle for individuals to invest in the local economy. The Fund has already raised over \$130,000 toward a \$500,000 goal.
- **Life sciences grants totaling over \$109 million** were awarded to the region by the Massachusetts Life Sciences Center, including major funding for a new UMass life sciences building, a new venture at the Pioneer Valley Life Sciences Institute, a new Center for Life Sciences at Holyoke Community College, and computer equipment at the MGHPC to facilitate biological and biomedical research.
- **Four resort casinos made proposals for Pioneer Valley locations**. The applicants are now down to three since the City of Springfield signed a host community agreement with MGM Resorts International, putting rival applicant, Penn National Gaming, out of the running in this area. MGM must still receive approval from the state Gaming Commission and city voters, and it must still compete for the one western Massachusetts location. Hard Rock International has proposed a casino in West Springfield, and Mohegan Sun is vying for a Palmer site. All three are estimated investments of around \$800 million. The Massachusetts Gaming Commission will review the proposals this spring and summer, and a final award is expected to occur by February 2014.

Meeting the Challenges

These successes are just a small sampling of the progress that has been made in the region over the past year; many more are described in the "Accomplishments" section of this report. This CEDS Annual Update has been developed to serve as a working document used by both the private and public sectors, to continually prompt thought and discussion about the region's economy and to motivate participation in the planning and implementation process. As we progress through the 21st century, economic growth and health for the Pioneer Valley region will increasingly depend on building and expanding the private-public partnerships that started this process over fifteen years ago.

AN ANALYSIS OF REGIONAL ECONOMIC CONDITIONS



Construction of HealthSouth Rehabilitation Hospital at Ludlow Mills,
Town of Ludlow
Photo: Westmass Area Development Corporation

A Snapshot of the Pioneer Valley Region

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

Berkshire County. The Pioneer Valley region, which constitutes the 43 cities and towns within the Hampshire and Hampden county areas, is home to about 621,605 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 Health, Mercy Medical Center, and Solutia, Inc., a subsidiary of Eastman Chemical. Major cultural institutions include the Springfield Symphony, City Stage, the Mass Mutual Convention Center, Quadrangle Museums, the Basketball Hall of Fame, and the Dr. Seuss National Memorial Sculpture Garden.

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

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

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beauty, cultural amenities, and historical character make the Pioneer Valley region an exceptional environment in which to live, work and play.

The State of the Pioneer Valley Region

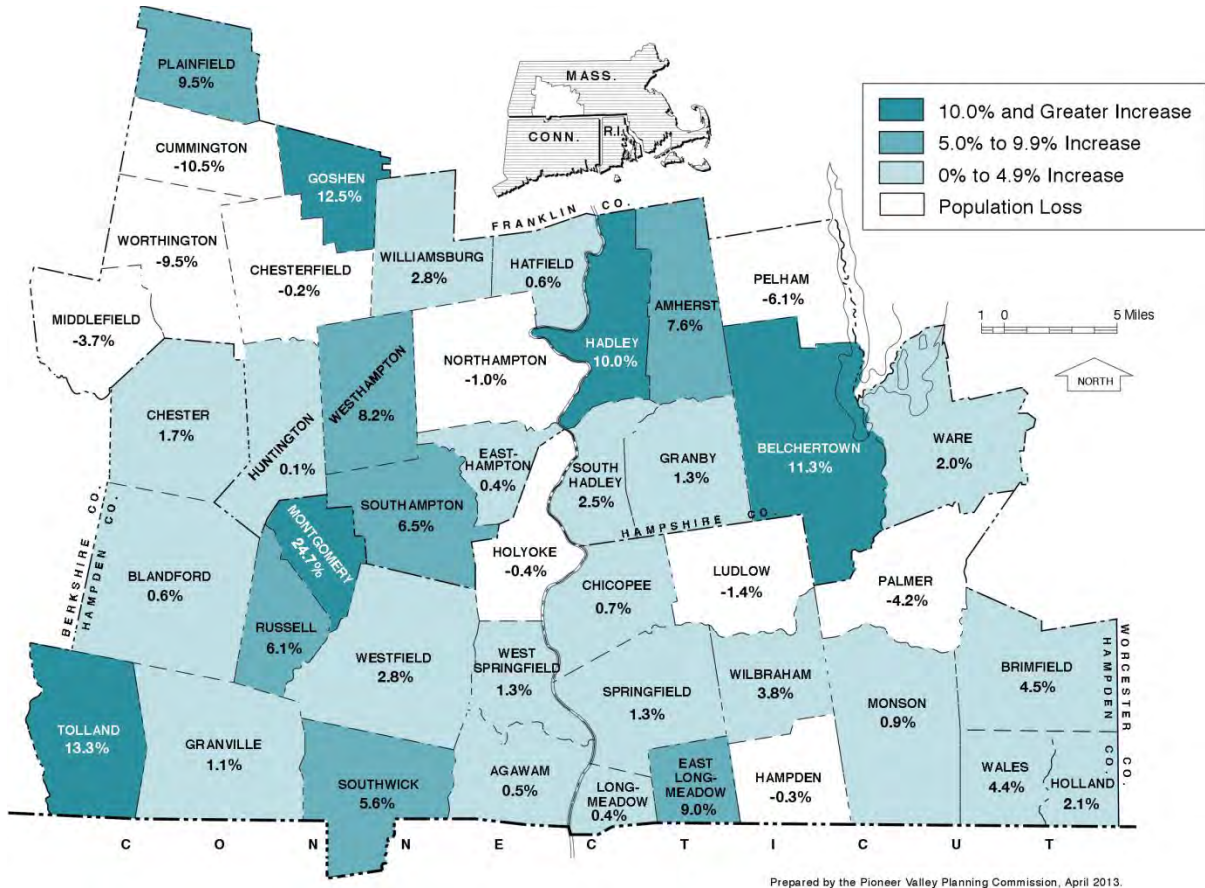
The People

Changes in Population

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

According to recent U.S. Census estimates, the region’s population increased by just 1.9% between 2001 and 2011. Of that limited growth, very little occurred in the urban areas: Collectively, the population of Agawam, Chicopee, Holyoke, Springfield, and West Springfield grew by less than 1 percent between 2001 and 2011. This departs only slightly from the trend during the 1990s when the region’s three largest cities — Springfield, Chicopee, and Holyoke — all experienced population declines. There was some shift in this trend between 2001 and 2011, as all three cities experienced either stable population or slight growth instead of decline.

Figure 1: Percent Change in Population (2001-2011)



Data Source: U. S. Census Bureau Population Estimates Program, 2001-2011

Table 1: Changes in Total Population of the Pioneer Valley Region (1990 - 2011)

	1990	2001	2011	Avg. Annual Change 1990-2001	Avg. Annual Change 2001-2011
United States	248,709,873	285,081,556	311,591,919	1.3%	0.9%
Massachusetts	6,016,425	6,411,730	6,587,536	0.6%	0.3%
Pioneer Valley Region	602,878	610,027	621,605	0.1%	0.2%
Hampden County	456,310	457,723	463,783	0.0%	0.1%
Hampshire County	146,568	152,304	157,822	0.4%	0.4%
Agawam	27,323	28,305	28,455	0.3%	0.1%
Amherst	35,228	35,092	37,776	0.0%	0.8%
Belchertown	10,579	13,140	14,621	2.2%	1.1%
Blandford	1,187	1,227	1,234	0.3%	0.1%
Brimfield	3,001	3,454	3,611	1.4%	0.5%
Chester	1,280	1,315	1,338	0.2%	0.2%
Chesterfield	1,048	1,222	1,219	1.5%	0.0%
Chicopee	56,632	54,970	55,333	-0.3%	0.1%
Cummington	785	972	870	2.2%	-1.0%
East Longmeadow	13,367	14,437	15,731	0.7%	0.9%
Easthampton	15,537	15,955	16,023	0.2%	0.0%
Goshen	830	936	1,053	1.2%	1.3%
Granby	5,565	6,149	6,227	1.0%	0.1%
Granville	1,403	1,550	1,567	1.0%	0.1%
Hadley	4,231	4,766	5,241	1.1%	1.0%
Hampden	4,709	5,157	5,142	0.9%	0.0%
Hatfield	3,184	3,252	3,273	0.2%	0.1%
Holland	2,185	2,432	2,482	1.0%	0.2%
Holyoke	43,704	40,061	39,905	-0.8%	0.0%
Huntington	1,987	2,175	2,177	0.9%	0.0%
Longmeadow	15,467	15,729	15,795	0.2%	0.0%
Ludlow	18,820	21,413	21,116	1.3%	-0.1%
Middlefield	392	541	521	3.5%	-0.4%
Monson	7,776	8,485	8,565	0.8%	0.1%
Montgomery	759	672	838	-1.0%	2.5%
Northampton	29,289	28,792	28,501	-0.2%	-0.1%
Palmer	12,054	12,677	12,149	0.5%	-0.4%
Pelham	1,373	1,402	1,317	0.2%	-0.6%
Plainfield	571	591	647	0.3%	0.9%
Russell	1,594	1,674	1,776	0.5%	0.6%
South Hadley	16,685	17,065	17,486	0.2%	0.2%
Southampton	4,478	5,427	5,781	1.9%	0.7%
Southwick	7,667	9,002	9,509	1.6%	0.6%
Springfield	156,983	151,222	153,155	-0.3%	0.1%
Tolland	289	428	485	4.4%	1.3%
Wales	1,566	1,762	1,839	1.1%	0.4%
Ware	9,808	9,661	9,854	-0.1%	0.2%
West Springfield	27,537	28,043	28,410	0.2%	0.1%
Westfield	38,372	39,995	41,119	0.4%	0.3%
Westhampton	1,327	1,482	1,604	1.1%	0.8%
Wilbraham	12,635	13,713	14,229	0.8%	0.4%
Williamsburg	2,515	2,409	2,477	-0.4%	0.3%
Worthington	1,156	1,275	1,154	0.9%	-0.9%

Source: U. S. Decennial Census, 1990-2011

Table 2: Hispanic or Latino Population in the Pioneer Valley Region 2000-2011

	Hispanic or Latino Persons			% of Total Population		
	2000	2011	% Change	2000	2011	% Change
Pioneer Valley Region	75,129	107,043	42.48%	12.3%	17.22%	4.92%
Hampden County	69,917	99,293	42.02%	15.3%	21.41%	6.11%
Hampshire County	5,212	7,750	48.70%	3.4%	4.91%	1.51%
Massachusetts	428,729	649,272	51.44%	6.8%	9.86%	3.06%
United States	35,305,818	51,939,916	47.11%	12.5%	16.67%	4.17%

Sources: U. S. Census Bureau, 2000 Decennial Census and 2011 ACS 1-Year Estimates

Table 3: Population by Race 2011

	White	African American	Native American	Asian	Pacific Islander	Other Races
Pioneer Valley Region	81.1%	7.0%	0.3%	2.8%	0.0%	8.9%
Hampden County	78.1%	8.7%	0.3%	2.1%	0.0%	10.9%
Hampshire County	89.7%	2.3%	0.2%	4.8%	0.0%	3.0%
Massachusetts	80.5%	6.8%	0.2%	5.6%	0.0%	6.8%
United States	74.1%	12.6%	0.8%	4.8%	0.2%	7.5%

Source: U.S. Census Bureau, 2011 1-Year County Population Estimates.

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

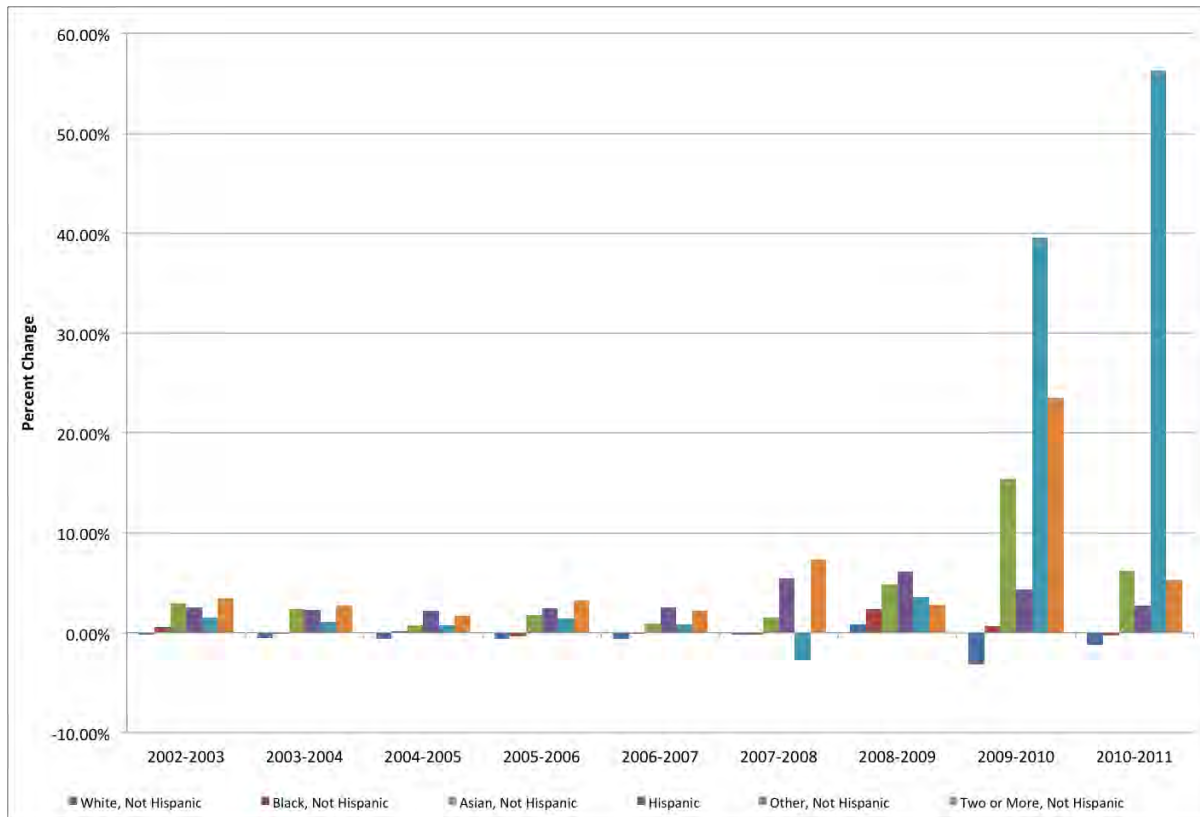
While the population in the urban core remained stable in the past decade, the suburban and rural communities experienced growth. Figure 1 depicts the pattern of population growth and decline between 2001 and 2011. The areas of greatest proportions of growth are generally outside the most urbanized, and even suburban, parts of the region. Rural communities, such as Montgomery, Goshen, Tolland, Belchertown, and Plainfield experienced significant population growth in that time period.

During the 1990s, the northern urban areas of Northampton and Amherst experienced a population decline, while the more rural communities around them grew. While between 2001 and 2011 Amherst’s population climbed back to well beyond its 1990 level, the general pattern of big proportional increases happening in smaller towns continued, with Belchertown growing by 11.3 percent.

Continuing an established trend, the region’s Hispanic and Latino population grew by 42.5 percent between 2000 and 2011, a rate of growth that was significant, though slightly lower than that of both the state and nation (see Table 2). While the rate of growth in the Hispanic and Latino population has been slightly slower than that of the state, at approximately 17% of the total population, the Hispanic and Latino population is actually slightly higher than that of the nation. In this sense, the Pioneer Valley looks less like the rest of the state as a whole and more like nation-wide demographics. Conversely, the proportion of the Pioneer Valley population identifying exclusively as White (81.1%) is closer to that of the state (80.5%) than to the nation (74.1 percent). (See Table 3.)

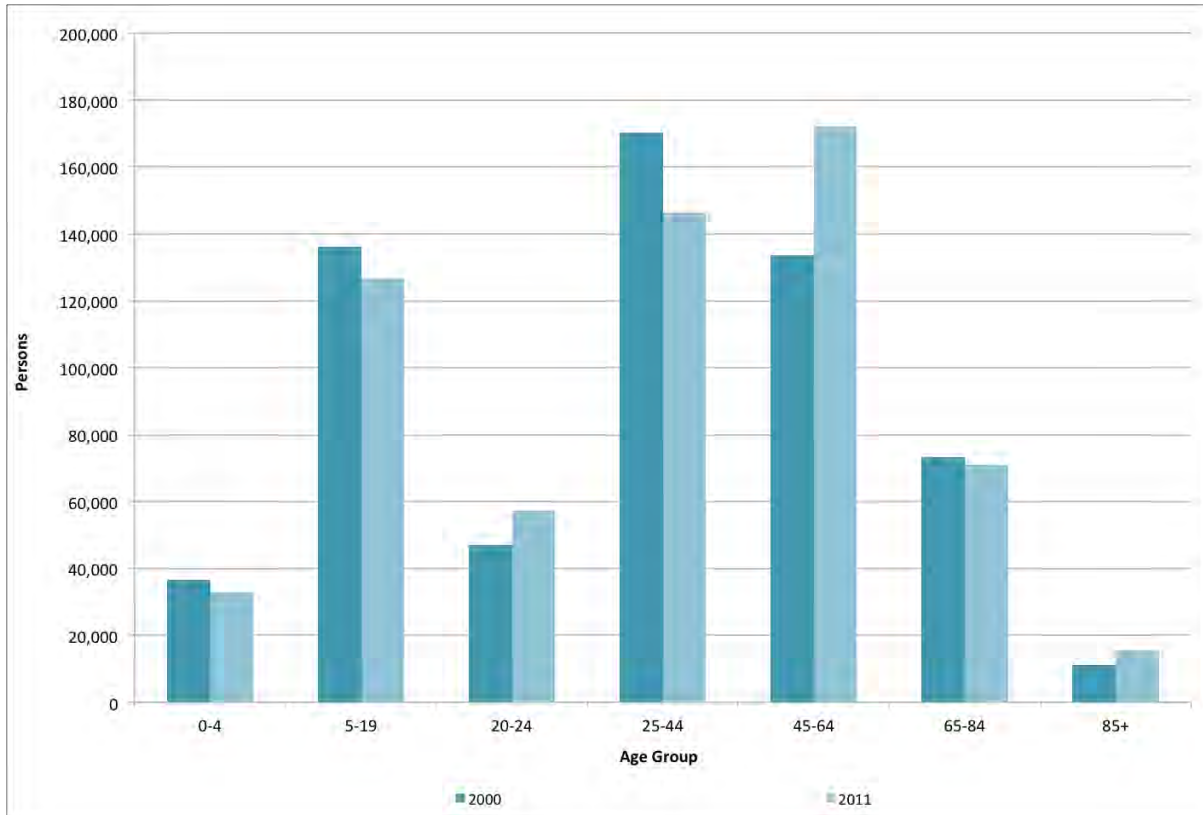
While the proportion of people who identify as White in the Pioneer Valley is now slightly higher than that of Massachusetts as a whole, the breakdown of people who identified as races other than White were slightly different. The Pioneer Valley region was 0.2% higher in the proportion of people who identify as African Americans and 2.1% higher in the proportion of people who consider themselves a race other than the main five classifications recognized by the U.S. Census Bureau. Conversely, in 2011, those who identify as Asian accounted for 5.6% of the state’s population, but they made up only 2.8% of the population of the Pioneer Valley.

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



Source: U.S. Census Bureau, 2011 One-Year County Population Estimates.
 Note: In 2010, an additional Race category of "Some other race, not otherwise specified" was included in the category of "Other, Not Hispanic" which contributed to the significant increase in that category.

Figure 3: Population by Age in the Pioneer Valley Region

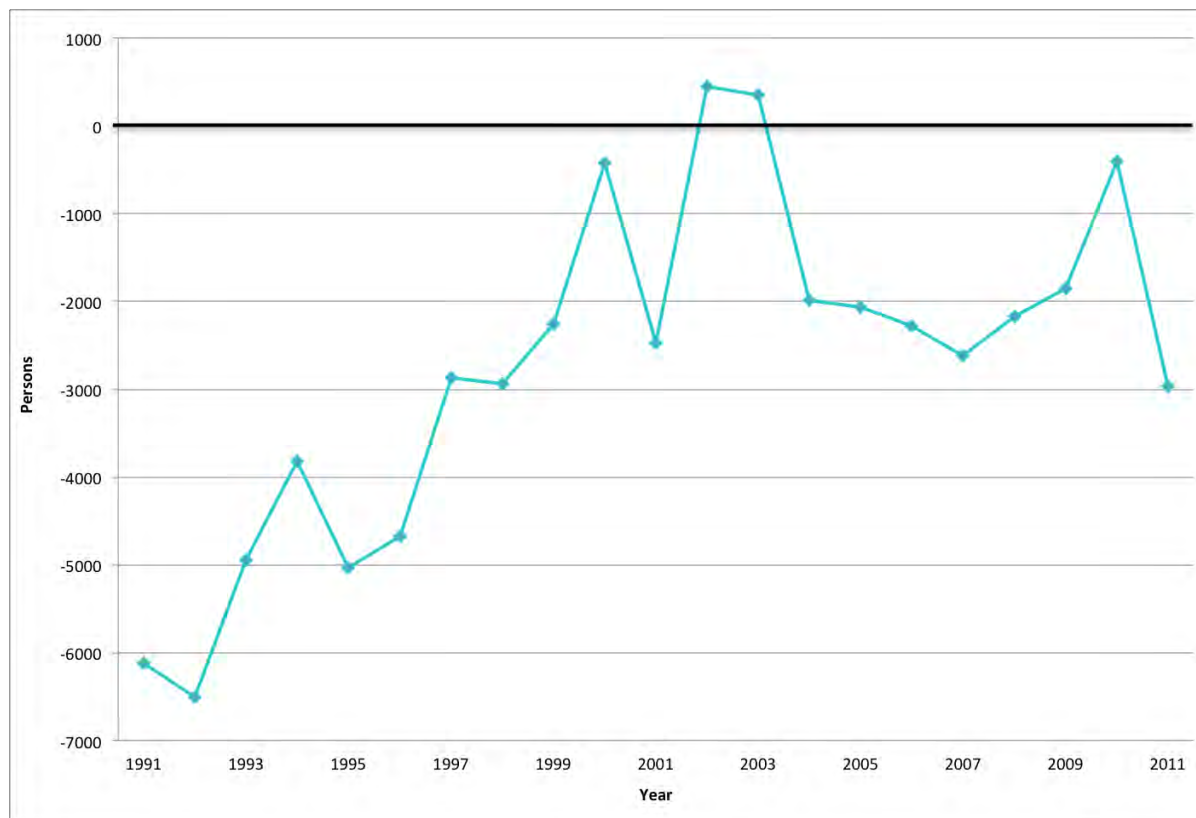


Source: U.S. Census Bureau American Community Survey, 2011 1-Year-Estimates

Demographics and Migration

While retaining its population base has proven to be a challenge for the region, trends of out-migration have been cut in half in recent years. In the 1990s, there was a net domestic out-migration of nearly 40,000 people. While the first decade of the 21st century has still seen net domestic out-migration, the loss has been less than half of the previous decade with net out-migration of about 18,000 people from 2000-2011. Migration out of the Valley peaked in 2007 at 2,621 and decreased significantly in the years following. This was also the period during the recession of the 2000s when the housing market crashed and reflected similar trends to those in previous economic downturns. Of concern, 2011 saw another spike in outmigration and this trend will need to be watched closely to determine if recent improvements will be negated over the coming years.

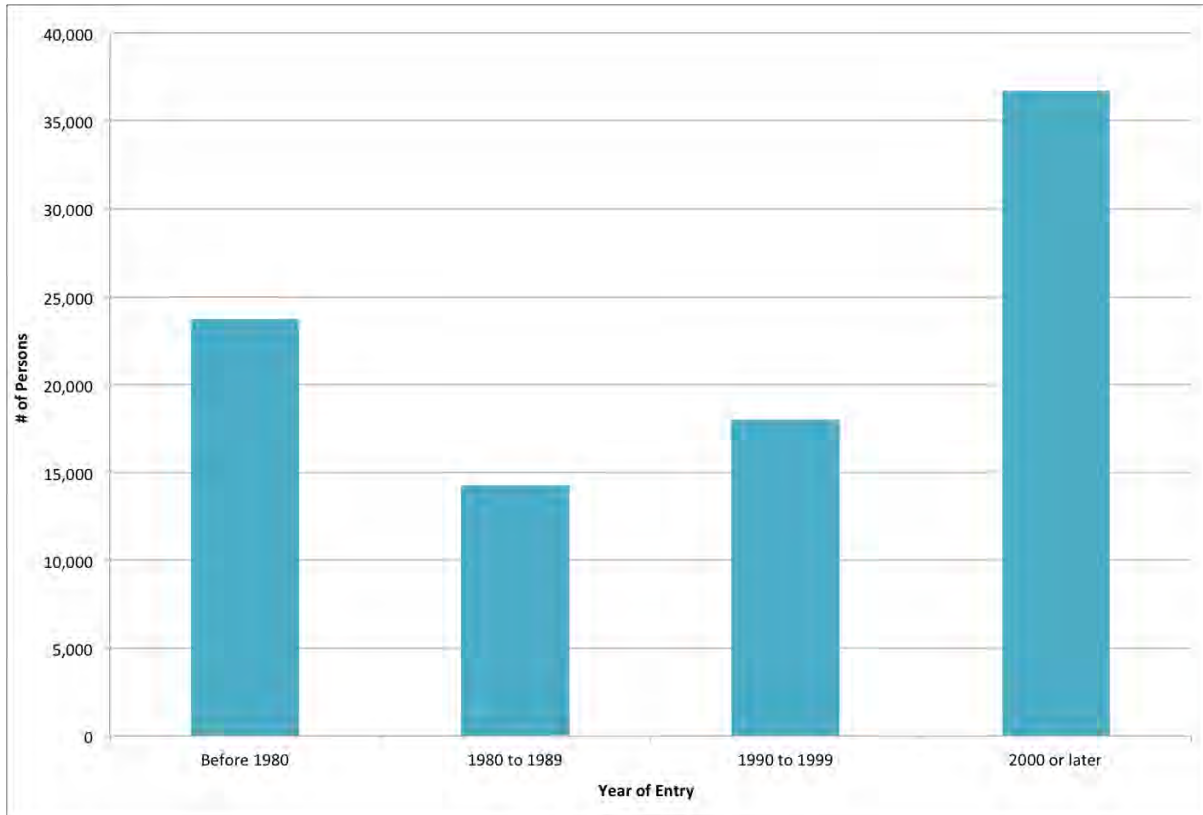
Figure 4: Net Domestic Migration in the Pioneer Valley Region



Source: U. S. Census Bureau Population Division, 2012

The Pioneer Valley has always been a destination for foreign immigrants and this continues to be the case. From 1990 to 1999 inclusive, a total of 11,244 new immigrants settled in the Pioneer Valley region. In fact, if not for foreign born immigration, the Pioneer Valley region would have experienced a net loss of population between 1990 and 2000. Since 2000, this trend of foreign immigration has continued. During the period 2000-2011 inclusive, an additional 19,175 people immigrated to the region from another country representing 3.1% of the 2011 population.

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

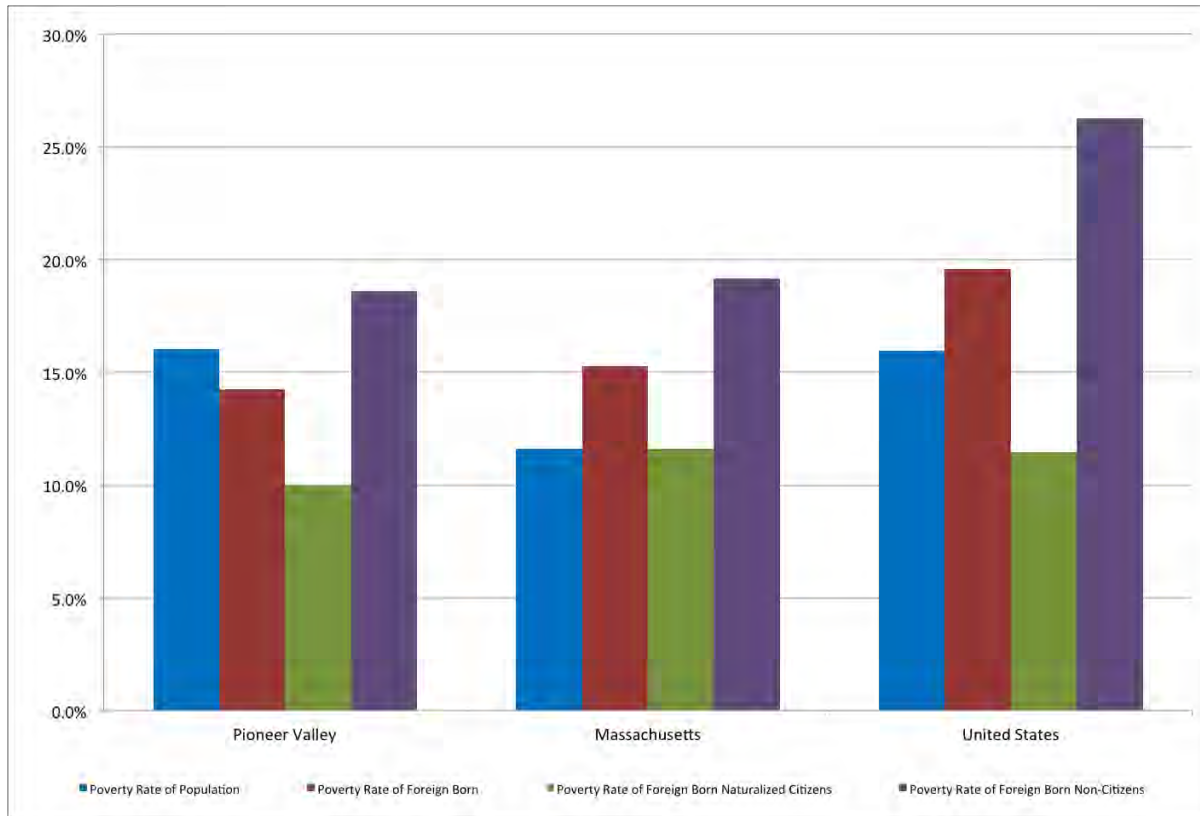


Source: U.S. Census Bureau, American Community Survey, 2011 One -Year Estimates

A frequent concern about the region’s high level of international immigration is whether there are adequate services for new arrivals who often enter the country with few resources. However the Valley, with its history of immigration dating back to the industrial mills of the nineteenth century, has demonstrated the capacity to readily absorb new immigrants into the economy. For instance, in 2011 the poverty rate of the foreign born population was 1.8 percent lower than the total population in the Pioneer Valley. Conversely, statewide and national trends show the foreign born population with a higher poverty rate than the general population (by 3.7 percent in Massachusetts and 3.6 percent nationally).

Perhaps even more significant, once immigrants have become naturalized citizens, they have a poverty rate in the Pioneer Valley that is 6.0 percent below that of the population as a whole (see Figure 6). Immigration has been, and will continue to be important to the growth of the region's population and economy.

Figure 6: 2011 Poverty Rates for all Persons and Foreign Born Persons By Citizenship Status



Source: U.S. Census Bureau, 2011 American Community Survey 1-Year Estimates

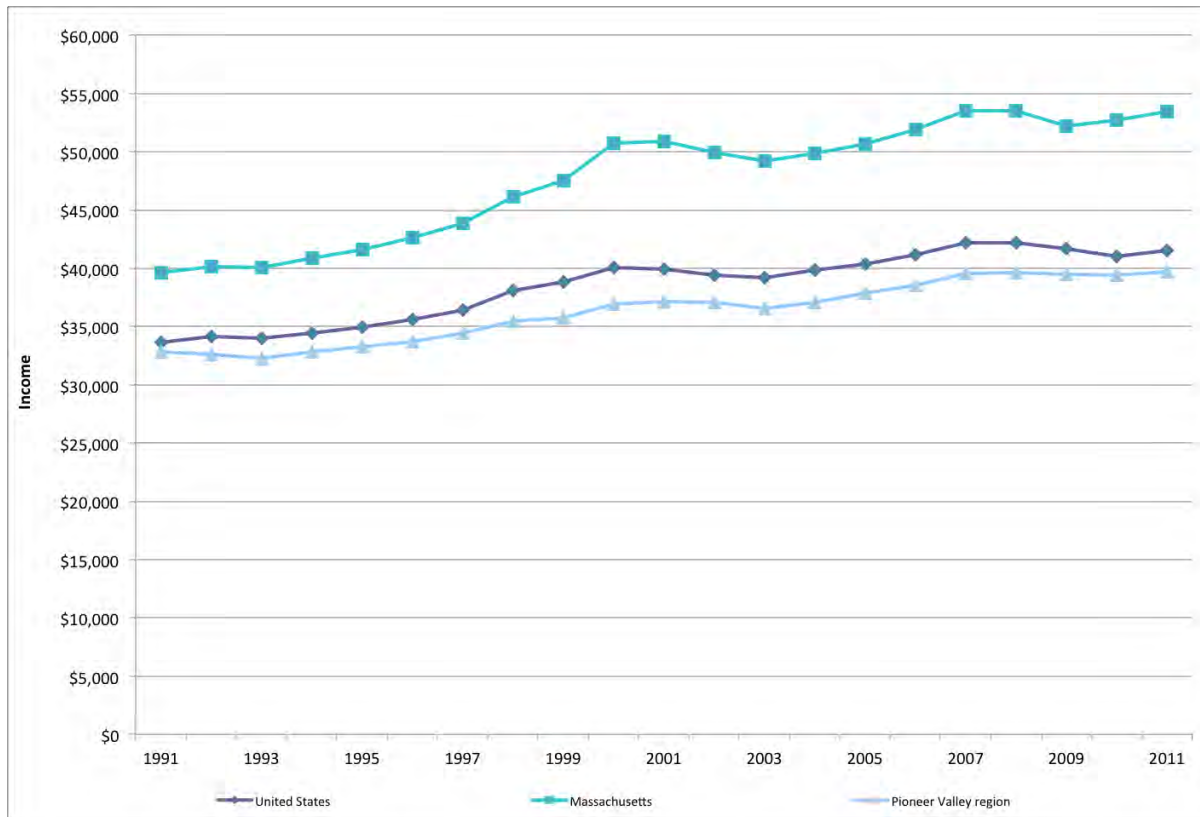
Income and Poverty

To measure economic growth we examine several indicators including per capita income, median family income, and poverty rates. According to these measures, the Pioneer Valley region experienced economic improvement consistent with national rates during the 1990s, and, while growth was slower than the nation for the first part of the 2000s, the region's economy seems to have been effected less negatively than that of the state and nation.

Per capita income is a useful measure of economic growth because it controls for population change by measuring total income as it relates to population size. Inflation is controlled by converting the annual values to current year dollars using the Consumer Price Index for the Northeast. As can be seen in Figure 7, the region's per capita income is significantly less than the per capita income for the Commonwealth and slightly below that of the nation. Much of the economic growth is the result of economic changes in the 1990s. In 1980, the difference between incomes in the Valley and state, adjusting for inflation, was \$3,421 but in 2011 it was \$13,797. This difference exists despite significant regional growth, as evidenced by the 15.3 percent growth of per capita income between 1990 and 2011. However, in a comparable time period, Massachusetts incomes grew more than one third faster (23.8 percent). Since 2000, this trend has shifted and growth rates in the Pioneer Valley have surpassed those of the state and nation: The region's per capita income gains have equaled 6.9 percent while gains have been a more moderate 5.1 percent statewide.

According to 2007-2011 5-year estimates from the U.S. Census Bureau, "real" per capita income rose between 2000 and 2011 in 15 Pioneer Valley communities (see Table 4). Pelham experienced inflation-adjusted increases in per capita income exceeding 17 percent. The communities of Chesterfield and Southwick experienced double-digit increases in per capita income. In contrast, Amherst, East Longmeadow, Russell, Southampton, Springfield, and Tolland experienced double-digit decreases in per capita income.

Figure 7: Per Capita Income (Adjusted to 2011 \$)



Source: U.S. Bureau of Economic Analysis, Regional Economic Information System, 1991-2011

Note: For each new year, you need to change the formula for the adjusted income so the constant number is the same as the CPI for the most current year. This formula should be updated for all previous years as well.

Table 4: Changes in Per Capita Income

	Per Capita Income (2011\$)		
	2000 Count	2007-2011 Estimate	% Change
Massachusetts	\$36,049	\$35,051	-2.77
Pioneer Valley Region	\$27,888	\$26,369	-5.45
Hampden County	\$27,143	\$25,363	-6.56
Hampshire County	\$30,122	\$29,113	-3.35
Agawam	\$31,340	\$29,914	-4.55
Amherst	\$24,207	\$21,049	-13.05
Belchertown	\$30,473	\$32,898	7.96
Blandford	\$33,733	\$36,412	7.94
Brimfield	\$32,936	\$31,671	-3.84
Chester	\$25,139	\$27,630	9.91
Chesterfield	\$26,698	\$31,730	18.85
Chicopee	\$25,900	\$23,703	-8.48
Cummington	\$29,938	\$29,225	-2.38
East Longmeadow	\$38,420	\$34,417	-10.42
Easthampton	\$30,451	\$30,894	1.46
Goshen	\$30,866	\$32,734	6.05
Granby	\$32,238	\$31,409	-2.57
Granville	\$30,997	\$32,050	3.40
Hadley	\$34,650	\$31,727	-8.44
Hampden	\$37,074	\$38,396	3.57
Hatfield	\$34,466	\$33,452	-2.94
Holland	\$30,240	\$29,835	-1.34
Holyoke	\$22,104	\$20,370	-7.84
Huntington	\$26,927	\$29,245	8.61
Longmeadow	\$54,102	\$50,203	-7.21
Ludlow	\$27,927	\$27,644	-1.01
Middlefield	\$33,527	\$31,110	-7.21
Monson	\$31,280	\$31,274	-0.02
Montgomery	\$36,035	\$36,575	1.50
Northampton	\$33,368	\$33,175	-0.58
Palmer	\$25,925	\$27,694	6.82
Pelham	\$41,423	\$50,367	21.59
Plainfield	\$28,871	\$27,758	-3.86
Russell	\$29,612	\$25,600	-13.55
South Hadley	\$31,576	\$29,067	-7.95
Southampton	\$36,400	\$32,548	-10.58
Southwick	\$30,220	\$33,753	11.69
Springfield	\$21,158	\$18,483	-12.64
Tolland	\$41,846	\$36,567	-12.62
Wales	\$29,541	\$32,129	8.76
Ware	\$26,264	\$26,910	2.46
West Springfield	\$29,145	\$27,946	-4.11
Westfield	\$28,614	\$26,605	-7.02
Westhampton	\$35,226	\$34,337	-2.52
Wilbraham	\$41,469	\$39,372	-5.06
Williamsburg	\$35,856	\$35,500	-0.99
Worthington	\$33,601	\$33,360	-0.72

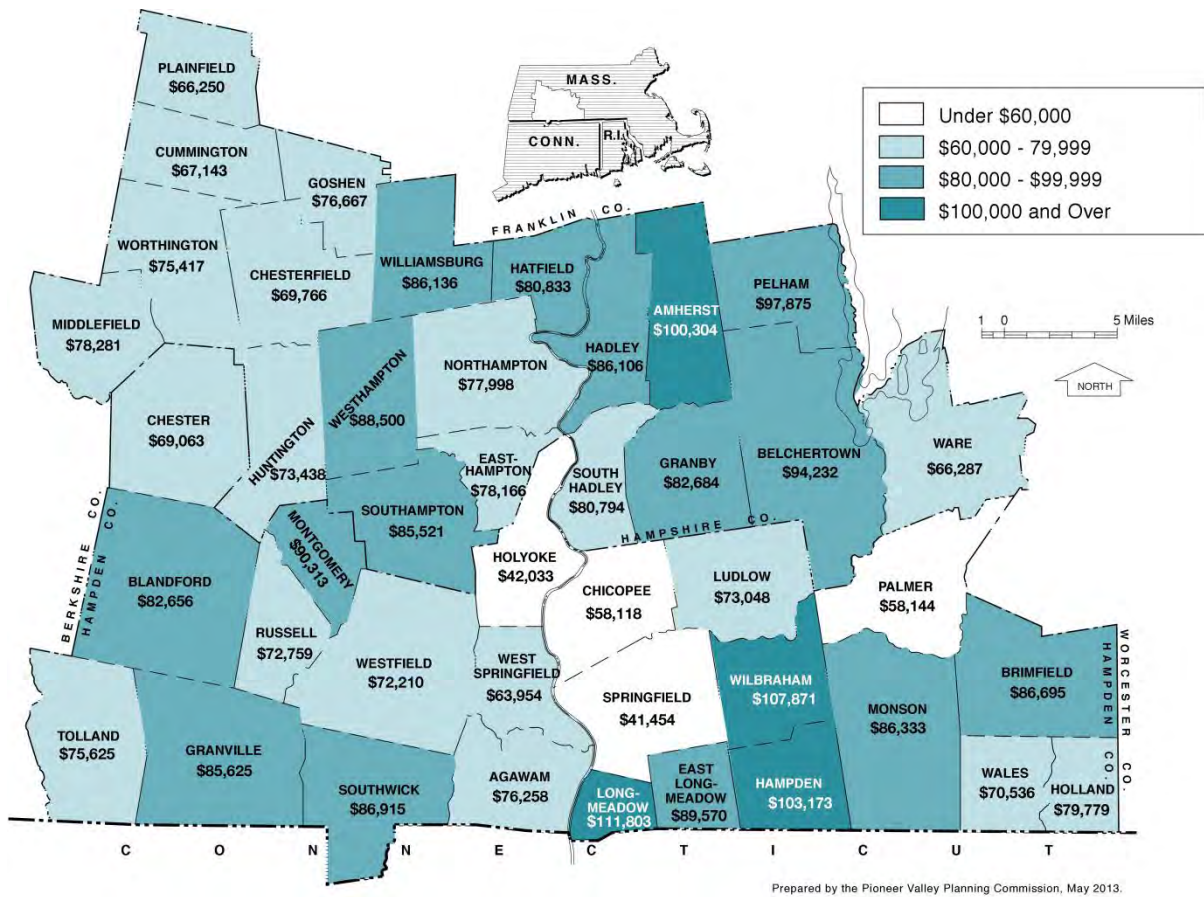
Source: U.S. Census Bureau 2000 Decennial Census and 2007-11 American Community Survey Estimates

Table 5: Changes in Median Family Income in the Pioneer Valley Region - 2000 to 2011

	Median Family Income (2011\$)		
	2000 Count	2007-2011 Estimate	% Change
Massachusetts	\$85,653	\$83,371	-2.66%
Pioneer Valley Region	\$71,161	\$66,682	-6.29%
Hampden County	\$68,420	\$61,800	-9.67%
Hampshire County	\$79,842	\$82,999	3.95%
Agawam	\$82,075	\$76,258	-7.09%
Amherst	\$85,060	\$100,304	17.92%
Belchertown	\$84,495	\$94,232	11.52%
Blandford	\$82,474	\$82,656	0.22%
Brimfield	\$83,263	\$86,695	4.12%
Chester	\$72,135	\$69,063	-4.26%
Chesterfield	\$79,676	\$69,766	-12.44%
Chicopee	\$61,306	\$58,118	-5.20%
Cummington	\$67,715	\$67,143	-0.85%
East Longmeadow	\$98,025	\$89,570	-8.63%
Easthampton	\$75,441	\$78,166	3.61%
Goshen	\$81,606	\$76,667	-6.05%
Granby	\$80,053	\$82,684	3.29%
Granville	\$82,257	\$85,625	4.09%
Hadley	\$85,977	\$86,106	0.15%
Hampden	\$104,743	\$103,173	-1.50%
Hatfield	\$85,574	\$80,833	-5.54%
Holland	\$79,208	\$79,779	0.72%
Holyoke	\$50,186	\$42,033	-16.25%
Huntington	\$72,657	\$73,438	1.07%
Longmeadow	\$121,876	\$111,803	-8.27%
Ludlow	\$77,393	\$73,048	-5.61%
Middlefield	\$74,854	\$78,281	4.58%
Monson	\$81,407	\$86,333	6.05%
Montgomery	\$92,023	\$90,313	-1.86%
Northampton	\$78,958	\$77,998	-1.22%
Palmer	\$68,560	\$58,144	-15.19%
Pelham	\$99,548	\$97,875	-1.68%
Plainfield	\$63,954	\$66,250	3.59%
Russell	\$67,564	\$72,759	7.69%
South Hadley	\$81,526	\$80,794	-0.90%
Southampton	\$90,231	\$85,521	-5.22%
Southwick	\$89,531	\$86,915	-2.92%
Springfield	\$50,401	\$41,454	-17.75%
Tolland	\$90,866	\$75,625	-16.77%
Wales	\$71,714	\$70,536	-1.64%
Ware	\$63,208	\$66,287	4.87%
West Springfield	\$69,843	\$63,954	-8.43%
Westfield	\$76,851	\$72,210	-6.04%
Westhampton	\$92,544	\$88,500	-4.37%
Wilbraham	\$102,545	\$107,871	5.19%
Williamsburg	\$77,554	\$86,136	11.07%
Worthington	\$83,525	\$75,417	-9.71%

Source: U.S. Census Bureau 2000 Decennial census and American Community Survey 2007-2011 5-Year Estimates

Figure 8: Median Family Income (2011)

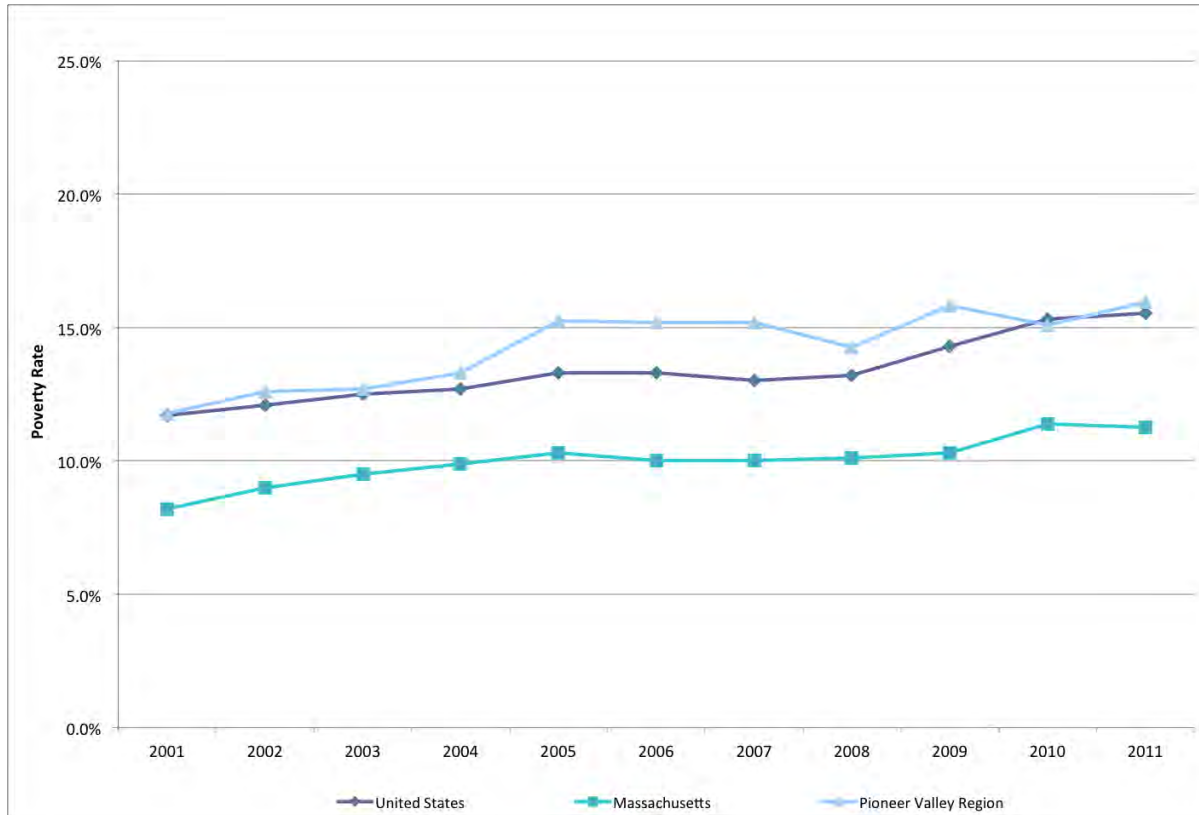


Source: U.S. Census Bureau, American Community Survey 5-year Estimates, 2007-2011

According to the U.S. Census Bureau, median family incomes in the Pioneer Valley increased by nearly 4% between 2000 and the five year period between 2007-2011 (see Table 5). Within the region there are significant income disparities (see Figure 8). For example, while Longmeadow, Wilbraham, Hampden, and Amherst have median family incomes of more than \$100,000, in Springfield and Holyoke incomes are closer to \$40,000.

What’s more, the lowest family incomes have continued to decline, particularly in Springfield and Holyoke (17.8% and 16.3% respectively). Showing that the fall in incomes is not exclusively a big-city phenomenon, the region’s smallest town, Tolland, experienced a 16.8% drop. Palmer, Chesterfield, and Worthington also experienced significant proportional declines.

However, in several communities the numbers paint a more positive picture. Amherst and Belchertown experienced large increases to their median family incomes (by 17.9% and 11.5% respectively). In 1999 median family incomes in both towns were approximately \$85,000. Eleven years later, both median incomes are both well over \$90,000, with Amherst at \$100,304 and Belchertown at \$94,232.

Figure 9: Poverty Rate in the Pioneer Valley Region, 2001-2011

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2011
 Note: Poverty rates displayed in this figure may differ slightly from Table 6 and Figure 11 as different data sources were required

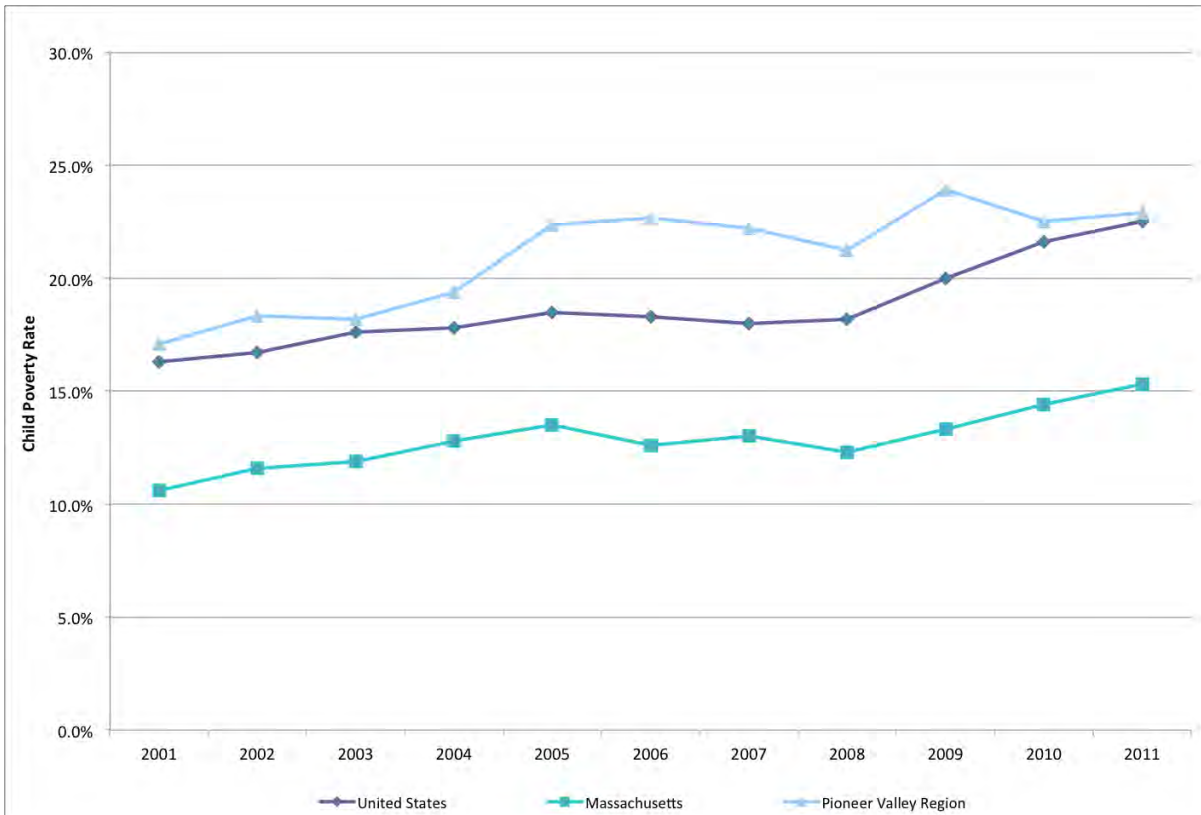
The poverty rate is another measure of quality of life and economic well-being. In the Pioneer Valley region, poverty rates amongst the general population have climbed from a low of 11.8 percent in 2001 to 16 percent in 2011 (as seen in Figure 9). Between 2005 and 2011, poverty rates have hovered consistently around 15 percent, dropping slightly in 2008 but then increasing in 2009 to 15.8 and again in 2011 to 16 percent, a rate higher than has existed for over a decade. This rate continues to follow a decade-long pattern of exceeding Massachusetts' overall rate by several percentage points. In 2011 this difference was 4.8 percent. The poverty rate trends, and the per capita income growth patterns previously mentioned, suggest that the region did not share equally in the state's economic growth at the end of the 1990s and the middle portion of the 2000s. On the other hand, it also appears that the region may not have been hit as hard, or at least as quickly by the recent economic crisis occurring throughout the nation. While in 2010, for the first time in over a decade, the total poverty rate in the Pioneer Valley region was lower than that of the nation as a whole; the current 2011 rate is half a percentage point above the national rate.

In the ten year period from 2001 to 2011 child poverty rates in the region have been consistently higher than those for the United States and drastically so in relation to Massachusetts overall as seen in Figure 10. Child poverty rates in the Pioneer Valley region rose from 17.1% in 2001 to 22.9% in 2011. Since 2005, child poverty rates in the Pioneer Valley region as a whole have exceeded 20% annually. This means that more than one in five children in the Pioneer Valley region has grown up in households with incomes below the poverty line.

According to the U. S. Census Bureau American Community Survey 2007-2011 5-Year Estimates, disparities in the distribution of poverty amongst the municipalities of the region are substantial. The major urban centers of Springfield and Holyoke continue to have by far the highest poverty rates in the region, well above 20 percent in all categories (as seen in Table 6). Most alarmingly, the rate of children living in Poverty is 38.9% in Springfield and 45.5% in Holyoke.

The town of Amherst has seen a significant increase in number of individuals living in poverty, surpassing Springfield to become the community with the second highest individual poverty rate in the region, second only to Holyoke. The large student population in Amherst is likely a major contributor to the high poverty rate in town, a theory supported by the fact that family and child poverty rates remain much lower than the individual rates. Still, this doesn't explain why there was such a large increase in the poverty rate in recent years. Springfield, Holyoke, Cummington, Hatfield, Huntington, Northampton, Ware, and Chicopee all experienced significantly increasing percentages of children in poverty. Among those communities close to the urban centers, Westfield and West Springfield have also managed to keep relatively stable family and individual poverty rates but experienced a significant jump in child poverty (nearly 4% and 9% respectively). Chicopee has seen increases across all poverty rates.

Figure 10: Child Poverty Rate in the Pioneer Valley Region, 2001-2011



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2011

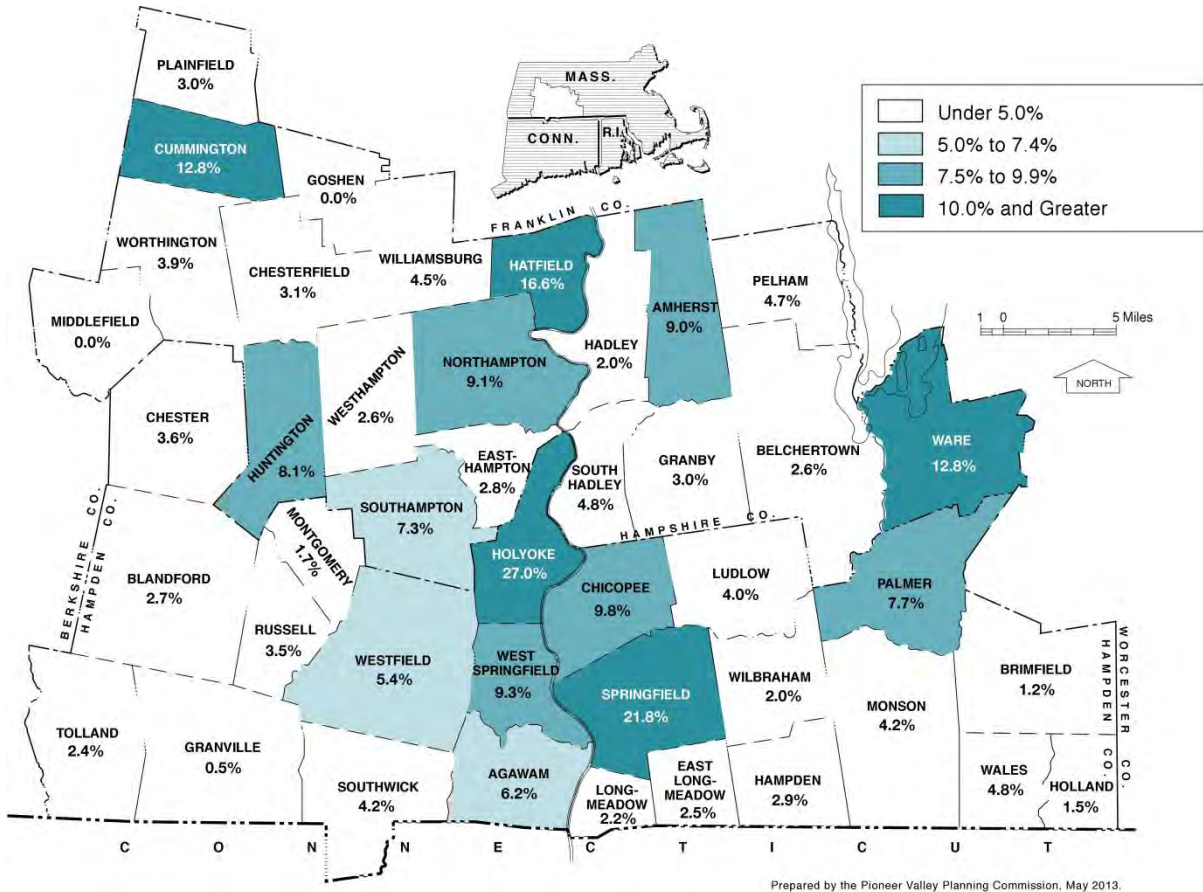
Note: Poverty rates displayed in this figure may differ slightly from Table 6 and Figure 11 as different data sources were required.

Table 6: Changes in Community Poverty Rates 2000 to 2011

	Families in Poverty		Children in Poverty		Individuals in Poverty	
	2000	2011	2000	2011	2000	2011
Massachusetts	6.70%	7.60%	6.70%	13.50%	9.30%	10.70%
Pioneer Valley Region	10.01%	11.15%	10.01%	22.80%	13.41%	15.53%
Hampden County	11.45%	12.60%	11.45%	25.30%	14.74%	16.60%
Hampshire County	5.05%	6.40%	5.05%	12.30%	9.40%	11.80%
Agawam	4.26%	6.20%	4.26%	13.90%	5.63%	7.90%
Amherst	7.23%	9.00%	7.23%	15.60%	20.21%	27.30%
Belchertown	5.11%	2.60%	5.11%	4.80%	5.90%	4.60%
Blandford	1.72%	2.70%	1.72%	6.00%	3.39%	3.70%
Brimfield	2.15%	1.20%	2.15%	4.00%	4.38%	3.70%
Chester	2.87%	3.60%	2.87%	8.60%	5.85%	8.00%
Chesterfield	3.38%	3.10%	3.38%	4.20%	5.69%	6.70%
Chicopee	9.59%	9.80%	9.59%	21.50%	12.25%	13.80%
Cummington	4.18%	12.80%	4.18%	31.80%	6.64%	15.70%
East Longmeadow	2.09%	2.50%	2.09%	7.50%	3.44%	4.50%
Easthampton	5.89%	2.80%	5.89%	4.40%	8.88%	5.70%
Goshen	4.27%	0.00%	4.27%	0.00%	7.87%	2.10%
Granby	0.95%	3.00%	0.95%	7.70%	2.21%	5.40%
Granville	1.77%	0.50%	1.77%	0.70%	3.38%	2.70%
Hadley	4.76%	2.00%	4.76%	2.20%	6.89%	6.20%
Hampden	1.36%	2.90%	1.36%	1.50%	2.21%	2.40%
Hatfield	1.37%	16.60%	1.37%	15.20%	2.77%	14.70%
Holland	6.51%	1.50%	6.51%	4.00%	7.29%	5.80%
Holyoke	22.56%	27.00%	22.56%	45.50%	26.38%	31.30%
Huntington	4.37%	8.10%	4.37%	14.50%	5.78%	8.90%
Longmeadow	0.97%	2.20%	0.97%	3.90%	2.05%	3.40%
Ludlow	5.27%	4.00%	5.27%	7.50%	6.35%	6.60%
Middlefield	7.32%	0.00%	7.32%	0.00%	8.62%	0.50%
Monson	5.25%	4.20%	5.25%	8.80%	5.58%	8.90%
Montgomery	1.01%	1.70%	1.01%	0.00%	2.94%	2.60%
Northampton	5.72%	9.10%	5.72%	18.40%	9.82%	14.10%
Palmer	5.76%	7.70%	5.76%	15.10%	7.88%	11.50%
Pelham	2.65%	4.70%	2.65%	11.40%	4.87%	5.20%
Plainfield	4.85%	3.00%	4.85%	4.80%	7.99%	7.80%
Russell	7.10%	3.50%	7.10%	4.40%	9.05%	4.60%
South Hadley	4.12%	4.80%	4.12%	13.00%	5.88%	7.80%
Southampton	1.82%	7.30%	1.82%	0.90%	2.36%	5.90%
Southwick	3.80%	4.20%	3.80%	10.40%	6.10%	5.60%
Springfield	19.32%	21.80%	19.32%	38.90%	23.08%	27.00%
Tolland	2.31%	2.40%	2.31%	0.00%	4.23%	4.60%
Wales	1.85%	4.80%	1.85%	6.70%	3.49%	6.70%
Ware	8.43%	12.80%	8.43%	32.20%	11.22%	15.50%
West Springfield	8.66%	9.30%	8.66%	18.00%	11.94%	11.30%
Westfield	6.85%	5.40%	6.85%	10.70%	11.28%	9.00%
Westhampton	1.94%	2.60%	1.94%	0.90%	3.54%	4.40%
Wilbraham	3.15%	2.00%	3.15%	2.60%	5.13%	4.10%
Williamsburg	1.22%	4.50%	1.22%	3.20%	5.48%	7.80%
Worthington	1.50%	3.90%	1.50%	4.30%	3.46%	5.80%

Source: U.S. Bureau of the Census 2000, American Community Survey 2007-11 5-Year Estimates

Figure 11: Families in Poverty (2011)



Source: American Community Survey 2007-11 5-Year Estimates

Education

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

Twenty-two of the region's 39 districts saw enrollments decline between the 2012 and 2013 school year, most notably in Granby's schools where enrollment fell 7.76 percent; in the Gateway school district where it dropped 6.92 percent; and in Hatfield's schools where enrollment declined 6.64 percent. It is worth noting that these rural communities with declining enrollments are places where the population numbers as a whole remain fairly stable (see Table 1). For example, the population growth in Blandford and Hatfield was less than 1 percent, but enrollment declined 6.92% and 6.64%, respectively. In Goshen, Chesterfield, Southampton, and Westhampton, the population grew by varying amounts with Goshen increasing the most by 12.7 percent and Chesterfield declining by 0.2 percent while enrollments for the school district declined overall by 2.67 percent.

Only 11 of the 39 districts have average per-pupil expenditures greater than or equal to the state's 2010 average per-pupil expenditure of \$13,361. The Pathfinder Regional Vocational Technical district had the highest per-pupil expenditure (\$20,729) out of all the region's districts serving students kindergarten through 12th grade. On the other end of the spectrum, Hadley had the lowest average per-pupil expenditure, spending less than half that of Pathfinder at \$9,770.

In today's economy, a high school education is the minimum requirement to participate effectively in the job market. Unfortunately, the region's average high school dropout rate remains persistently a full 1.5% higher than the state's (see Table 8). However, in the two communities with the highest dropout rates (Holyoke and Springfield) per-pupil spending is above the statewide average, a factor that may help pull the dropout rates down over time.

Table 7: Pioneer Valley Region School Districts Profile

Public School District Name	Cities & Towns in the Pioneer Valley Region	Student Enrollment			Average Per Pupil Expenditures 2010 – 2011	Average Teacher Salary 2010-2011
		'11 – '12	'12 – '13	% Change		
Pioneer Valley Region		94,294	93,421	-0.93%	N/A	N/A
Agawam	Agawam	4204	4113	-2.16%	\$12,430	\$60,750
Amherst (PK-6)	Amherst	1214	1206	-0.66%	\$17,116	\$66,484
Amherst-Pelham (7-12) *	Amherst, Pelham	1545	1533	-0.78%	\$17,916	\$75,213
Belchertown	Belchertown	2518	2492	-1.03%	\$10,865	\$63,046
Brimfield (K-6)	Brimfield	328	328	0.00%	\$11,913	\$62,653
Central Berkshire *	Cummington-only	1845	1782	-3.41%	\$12,977	\$61,022
Chesterfield-Goshen (PK-6)	Chesterfield, Goshen	169	169	0.00%	\$11,538	\$54,499
Chicopee	Chicopee	7844	7775	-0.88%	\$12,695	\$64,059
East Longmeadow	East Longmeadow	2797	2734	-2.25%	\$11,838	\$66,723
Easthampton	Easthampton	1592	1593	0.06%	\$12,253	\$62,483
Gateway	Blandford, Chester, Huntington, Middlefield, Montgomery, Russell, Worthington	1084	1009	-6.92%	\$13,809	\$59,043
Granby	Granby	1095	1010	-7.76%	\$10,376	\$58,487
Granville (PK-8)***	Granville	146			\$15,248	\$66,924
Hadley	Hadley	700	661	-5.57%	\$9,770	\$56,714
Hampden-Wilbraham	Hampden, Wilbraham	3468	3404	-1.85%	\$11,508	\$63,491
Hampshire	Chesterfield, Goshen, Southampton, Westhampton, Williamsburg	787	766	-2.67%	\$13,821	\$66,491
Hatfield	Hatfield	482	450	-6.64%	\$11,230	\$50,028
Holland (PK-6)	Holland	222	232	4.50%	\$11,460	\$54,590
Holyoke	Holyoke	5877	5782	-1.62%	\$15,422	\$64,686
Longmeadow	Longmeadow	2953	2868	-2.88%	\$12,563	\$64,403
Ludlow	Ludlow	2886	2874	-0.42%	\$12,113	\$57,485
Mohawk Trail *	Plainfield-only	1049	1007	-4.00%	\$15,188	\$55,664
Monson	Monson	1315	1255	-4.56%	\$11,824	\$61,034
Northampton	Northampton	2704	2722	0.67%	\$12,596	\$57,173
Northampton-Smith Vocational & Agricultural	Hampshire County	434	418	-3.69%	\$18,993	\$58,970
Palmer	Palmer	1582	1535	-2.97%	\$12,789	\$58,531

(Continued Next Page)

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

Public School District Name	Cities & Towns in the Pioneer Valley Region	Student Enrollment			Average Per Pupil Expenditures 2010-2011	Average Teacher Salary 2010-2011
		'10 – '11	'11 – '12	% Change		
South Hadley	South Hadley	1999	1959	-2.00%	\$12,790	\$60,050
Southampton (PK-6)	Southampton	544	552	1.47%	\$9,890	\$62,515
Southwick-Tolland-Granville Regional School District	Granville, Southwick, Tolland	1664	1761	5.83%	\$11,388	\$64,819
Springfield	Springfield	25185	25283	0.39%	\$14,635	\$64,206
Tantasqua (7-13) *	Brimfield, Holland, Wales	1782	1803	1.18%	\$12,611	\$57,223
Wales (PK-6)	Wales	157	150	-4.46%	\$11,346	\$58,503
Ware	Ware	1259	1296	2.94%	\$12,017	\$75,762
West Springfield	West Springfield	3868	3882	0.36%	\$12,618	\$64,310
Westfield	Westfield	5922	5922	0.00%	\$12,760	\$56,397
Westhampton (PK-6)	Westhampton	137	142	3.65%	\$12,732	\$62,477
Williamsburg (PK-6)	Williamsburg	156	160	2.56%	\$12,722	\$60,626
South Hadley	South Hadley	1999	1959	-2.00%	\$12,790	\$60,626
Southampton (PK-6)	Southampton	544	552	1.47%	\$9,890	\$60,469

Source: Massachusetts Department of Education, School District Profiles, 2013

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

This includes some students who reside outside the Pioneer Valley Region.

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

This includes some students who reside outside the Pioneer Valley Region.

*** The Granville K-8 school district was merged with the Southwick-Tolland school district in 2012, therefore there is no data for the Granville school district for 2012-2013.

Table 8: Annual High School Dropout Rate in the Pioneer Valley region - 2003 - 2012

School District	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Massachusetts	3.7%	3.8%	3.8%	3.3%	3.8%	3.4%	2.9%	2.9%	2.8%	2.5%
Pioneer Valley Region	5.2%	5.6%	5.8%	4.4%	5.4%	5.1%	4.0%	4.6%	5.0%	4.0%
Agawam	5.2%	3.1%	3.4%	2.1%	4.4%	1.4%	2.2%	1.1%	1.9%	1.3%
Amherst-Pelham	2.5%	3.3%	2.2%	1.5%	2.5%	2.1%	0.8%	1.5%	2.1%	1.6%
Belchertown	2.5%	1.8%	0.5%	1.6%	1.6%	1.0%	1.4%	1.7%	1.1%	0.9%
Central Berkshire	3.8%	3.3%	2.9%	2.3%	1.6%	1.5%	1.4%	2.2%	1.7%	1.7%
Chicopee	7.9%	6.9%	7.3%	6.0%	6.0%	6.2%	5.7%	5.5%	5.4%	4.3%
East Longmeadow	0.8%	0.7%	0.6%	0.5%	1.5%	0.9%	0.6%	0.7%	0.4%	0.6%
Easthampton	0.0%	5.6%	4.5%	1.7%	2.1%	2.7%	2.0%	2.9%	2.9%	1.6%
Gateway	2.5%	6.0%	6.0%	4.3%	4.3%	5.1%	2.4%	2.9%	2.4%	3.9%
Granby	3.2%	3.0%	1.3%	0.0%	0.9%	1.1%	2.0%	1.1%	0.8%	0.0%
Hadley	1.2%	1.2%	1.9%	1.3%	0.6%	0.6%	1.0%	1.0%	1.0%	1.1%
Hampden-Wilbraham	1.7%	0.9%	2.0%	0.7%	1.2%	1.2%	0.7%	0.8%	0.6%	0.8%
Hampshire	2.1%	4.4%	1.5%	2.9%	2.9%	1.5%	1.9%	2.4%	1.0%	2.0%
Hatfield	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	2.5%	4.5%	1.6%	0.0%
Holyoke	10.2%	11.1%	9.7%	11.7%	11.3%	11.6%	9.8%	9.5%	9.8%	7.7%
Longmeadow	0.1%	0.6%	0.5%	0.5%	0.1%	0.0%	0.5%	0.7%	0.5%	0.2%
Ludlow	1.3%	4.7%	1.5%	1.6%	1.7%	1.9%	0.9%	1.5%	0.8%	1.9%
Mohawk Trail	3.2%	5.9%	4.4%	2.4%	6.2%	5.0%	4.6%	3.6%	2.0%	2.4%
Monson	2.8%	4.4%	4.0%	1.2%	4.2%	0.5%	3.3%	2.7%	1.4%	1.2%
Northampton	2.6%	3.0%	3.8%	2.1%	1.9%	2.1%	1.2%	1.6%	0.9%	1.5%
Northampton-Smith	2.5%	5.2%	1.6%	3.3%	4.1%	1.8%	2.4%	1.3%	1.4%	1.4%
Palmer	3.5%	1.5%	1.0%	0.4%	4.1%	6.6%	3.6%	4.9%	7.1%	2.7%
Pathfinder Voc Tech	2.9%	2.8%	4.0%	3.0%	1.5%	3.1%	2.8%	2.6%	1.9%	1.4%
Pioneer Valley Perf Arts	2.8%	6.2%	8.8%	2.5%	4.5%	4.0%	1.3%	5.1%	2.6%	1.5%
Sabis International	0.4%	0.0%	1.3%	0.3%	1.5%	1.2%	0.2%	0.2%	0.6%	0.4%
South Hadley	4.7%	1.9%	1.4%	1.9%	3.3%	2.9%	2.0%	2.8%	2.0%	0.8%
Southwick-Tolland	1.9%	3.2%	0.5%	1.9%	2.6%	1.8%	4.5%	0.7%	1.6%	1.7%
Springfield	8.5%	8.1%	12.4%	8.3%	10.9%	9.7%	9.6%	10.5%	11.7%	10.0%
Tantasqua	3.2%	3.5%	3.1%	1.7%	1.2%	0.7%	1.9%	1.2%	1.5%	1.4%
Ware	7.7%	10.1%	5.0%	6.3%	7.3%	10.2%	3.6%	4.2%	5.4%	3.8%
West Springfield	6.7%	6.8%	5.5%	4.4%	6.3%	6.0%	5.4%	3.4%	5.1%	3.1%
Westfield	4.6%	4.7%	2.9%	4.6%	5.3%	3.2%	2.4%	3.3%	2.3%	2.0%

Source: Massachusetts Department of Education, Statistical Reports, 2013

In 2012, 26 out of 31 districts had dropout rates that were either the same or lower than they were in 2003. While most school districts in the region had dropout rates below the regional 4% mark, two districts had rates of much higher concern. Holyoke had a rate of 7.7% while Springfield saw one out of every ten students (10%) dropout of high school. At no point during the last decade did rates in Holyoke and Springfield fall below even 7 percent though Holyoke has seen some significant improvements in recent years, decreasing from 11.6% in 2008 to 7.7% in 2012. Chicopee, another of the region's urban core cities, has seen even greater improvements and reached its lowest dropout rate in ten years, falling to 4.3% in 2012.

In 2011, 28.7 % of Pioneer Valley residents aged 25 and older had a bachelor's degree or higher (see Table 9). According to the 2007-2011 American Community Survey 5-year estimates, eleven of the Valley's 43 communities had a higher percentage of college graduates than the statewide average (38.7% of the population) (See Figure 12). In four communities (Amherst, Pelham, Longmeadow, and Northampton) more than 50% of the residents had a bachelor's degree or higher. In contrast, there were eleven communities (including Ware, Chester, Chicopee, Holyoke, and Springfield) where the proportion was at or below 25 percent.

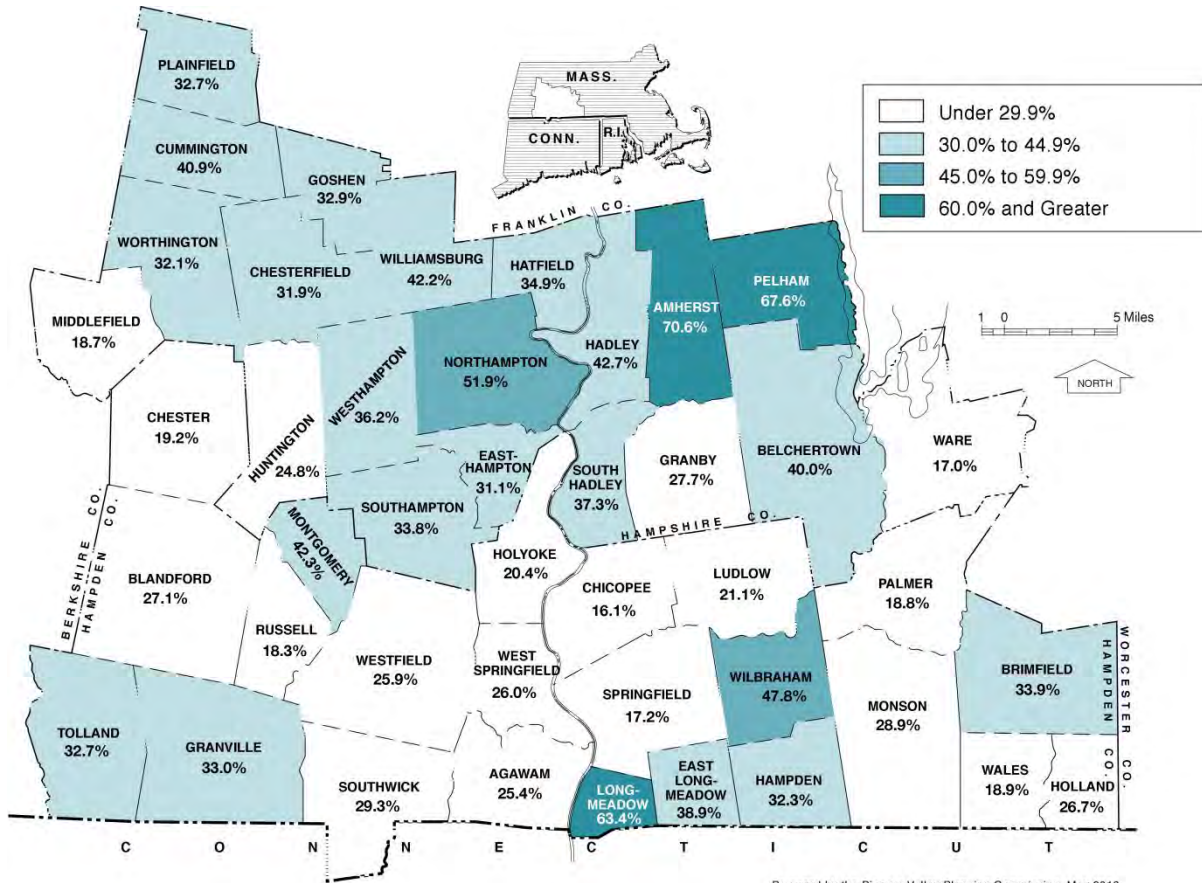
Given the region's rich endowment of higher education institutions, some of these rates are lower than expected. Other indicators, however, point towards the beginning of a positive trend. There has been a 21.3 percent increase in the population 25 and over who have attained a bachelor's degree or higher since 2000 (see Table 9). Additionally, the number of people 25 and over who are high school graduates increased by 9.2 percent.

Table 9: Educational Attainment in the Pioneer Valley Region - 2000 and 2011

	2000 Population	% of Population	2011 Population	% of Population	Eleven Year % Change
Population 25 Years and Over					
Hampden County	295,837	100.0%	304,575	100.0%	3.0%
Hampshire County	93,193	100.0%	101,722	100.0%	9.2%
Pioneer Valley Region	389,030	100.0%	406,297	100.0%	4.4%
Less Than 9th Grade					
Hampden County	22,138	7.5%	18,302	6.0%	-17.3%
Hampshire County	3,104	3.3%	2,476	2.4%	-20.2%
Pioneer Valley Region	25,242	6.5%	20,778	5.1%	-17.7%
9th to 12th Grade, No Diploma					
Hampden County	39,325	13.3%	28,994	9.5%	-26.3%
Hampshire County	6,815	7.3%	5,256	5.2%	-22.9%
Pioneer Valley Region	46,140	11.9%	34,250	8.4%	-25.8%
*High School Graduate					
Hampden County	96,474	32.6%	102,603	33.7%	6.4%
Hampshire County	24,029	25.8%	27,325	26.9%	13.7%
Pioneer Valley Region	120,503	31.0%	129,928	32.0%	7.8%
Some College, No Degree					
Hampden County	53,670	18.1%	53,565	17.6%	-0.2%
Hampshire County	16,336	17.5%	15,409	15.2%	-5.7%
Pioneer Valley Region	70,006	18.0%	68,974	17.0%	-1.5%
Associate's Degree					
Hampden County	23,676	8.0%	26,230	8.6%	10.8%
Hampshire County	7,544	8.1%	9,209	9.1%	22.1%
Pioneer Valley Region	31,220	8.0%	35,439	8.7%	13.5%
Bachelor's Degree					
Hampden County	37,752	12.8%	46,962	15.4%	24.4%
Hampshire County	17,995	19.3%	19,898	19.6%	10.6%
Pioneer Valley Region	55,747	14.3%	66,860	16.5%	19.9%
Graduate or Professional Degree					
Hampden County	22,802	7.7%	27,919	9.2%	22.4%
Hampshire County	17,370	18.6%	22,150	21.8%	27.5%
Pioneer Valley Region	40,172	10.3%	50,069	12.3%	24.6%
High School Graduate or Higher					
Hampden County	234,374	79.2%	257,279	84.5%	9.8%
Hampshire County	83,274	89.4%	93,991	92.4%	12.9%
Pioneer Valley Region	317,648	81.7%	351,270	86.5%	10.6%
Bachelor's Degree or Higher					
Hampden County	60,554	20.5%	74,881	24.6%	23.7%
Hampshire County	35,365	37.9%	42,048	41.3%	18.9%
Pioneer Valley Region	95,919	24.7%	116,929	28.8%	21.9%

Source: U.S. Census Bureau, Decennial Census 2000 and American Community Survey 2011 1-yr estimate
*Includes Equivalency

Figure 12: College and University Graduates



Prepared by the Pioneer Valley Planning Commission, May 2013.

Source: US Census Bureau, American Community Survey 5-year estimates 2007-11.

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

College or University	Location	Graduates				
		2007	2008	2009	2010	2011
American International College	Springfield	453	479	794	946	1065
Amherst College	Amherst	409	445	419	428	483
Bay Path College	Longmeadow	449	386	469	540	654
College of Our Lady of the Elms	Chicopee	243	289	239	346	337
Hampshire College	Amherst	314	289	300	304	308
Holyoke Community College	Holyoke	901	961	1022	1095	1128
Mount Holyoke College	South Hadley	553	570	569	599	572
Smith College	Northampton	850	901	840	929	874
Springfield College	Springfield	1610	1631	1577	1616	930
Springfield Technical Community College	Springfield	815	831	922	984	1023
University of Massachusetts	Amherst	5,797	6050	6220	6517	6890
Western New England University	Springfield	882	904	883	915	899
Westfield State University	Westfield	1,095	1082	1232	1279	1210
Total Graduates		14,371	14,818	15,486	16,498	16,373

Source: Integrated Postsecondary Education Data System (IPEDS), 2013

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

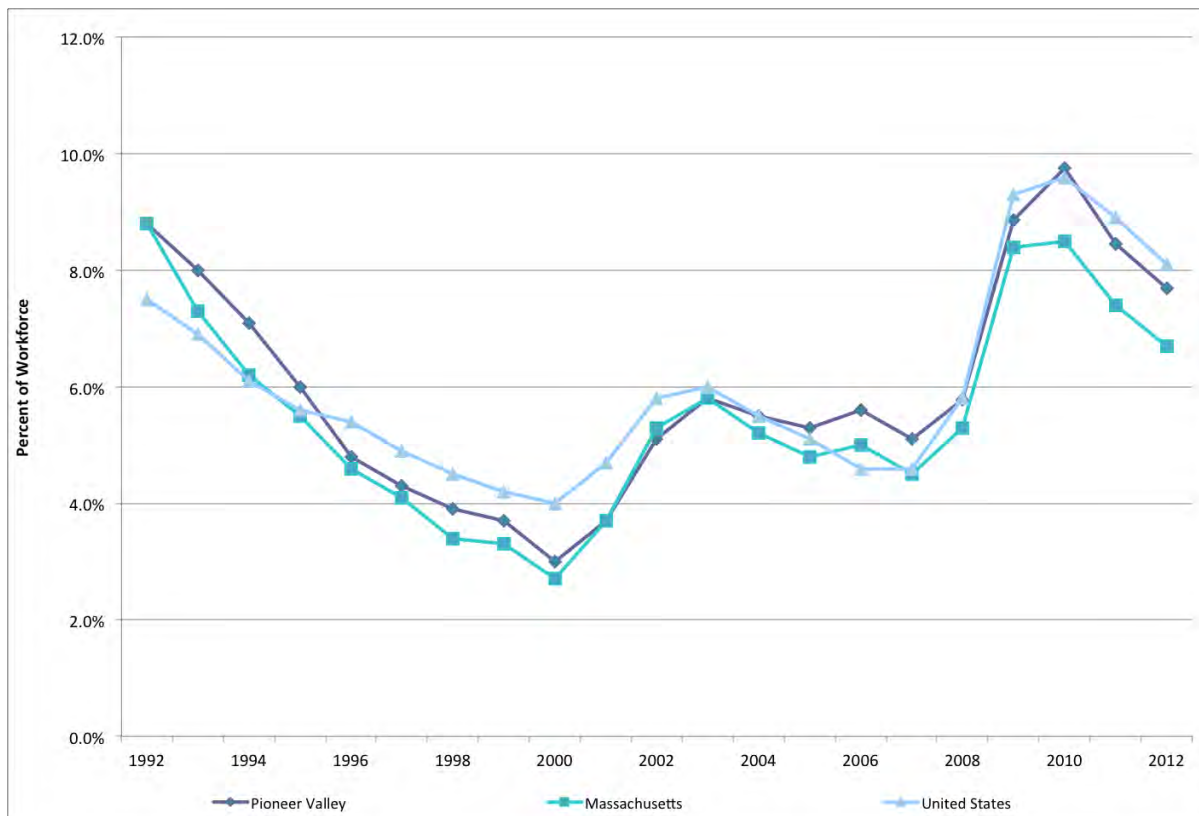
The Economy

The Workforce and Employment

After experiencing the highest unemployment in ten years in 2010, the Pioneer Valley's economy made improvements in 2011 and continued to do so in 2012. Unemployment rates lowered from 8.5% in 2011 to 7.7% in 2012. Important to note however, the number of employed people actually shrank from 287,960 in 2011 to 282,999 in 2012. The declining unemployment rate is more directly attributable to a smaller labor force which decreased from 314,556 to 306,602 between 2011 and 2012. While the unemployment rate has shown improvements in the past few years, the decline in labor force participation may be due to people dropping out of the labor force because of a sluggish economy. Of course this can't be assumed as the only cause of labor force reductions as a declining labor force size could also be due to larger rates of retirement amongst a large population of older workers. As of 2012, the trends in unemployment are positive, but still have a way to go to match what they were in 2007 before the economic downturn, when the unemployment rate was 5.1% and 294,724 people were employed (Figure 13).

On the state and national level, unemployment rates also decreased. Nation-wide, unemployment lowered to 8.1% in 2012 from 8.9% in 2011, and the Massachusetts rate fell from 7.4% to 6.7%. Still, comparing these rates to 2007 figures shows an increase of 3.5% (nation-wide) and 2.2% (state-wide). While progress is beginning to be made, the national, state, and regional economies still face a long road to recovery.

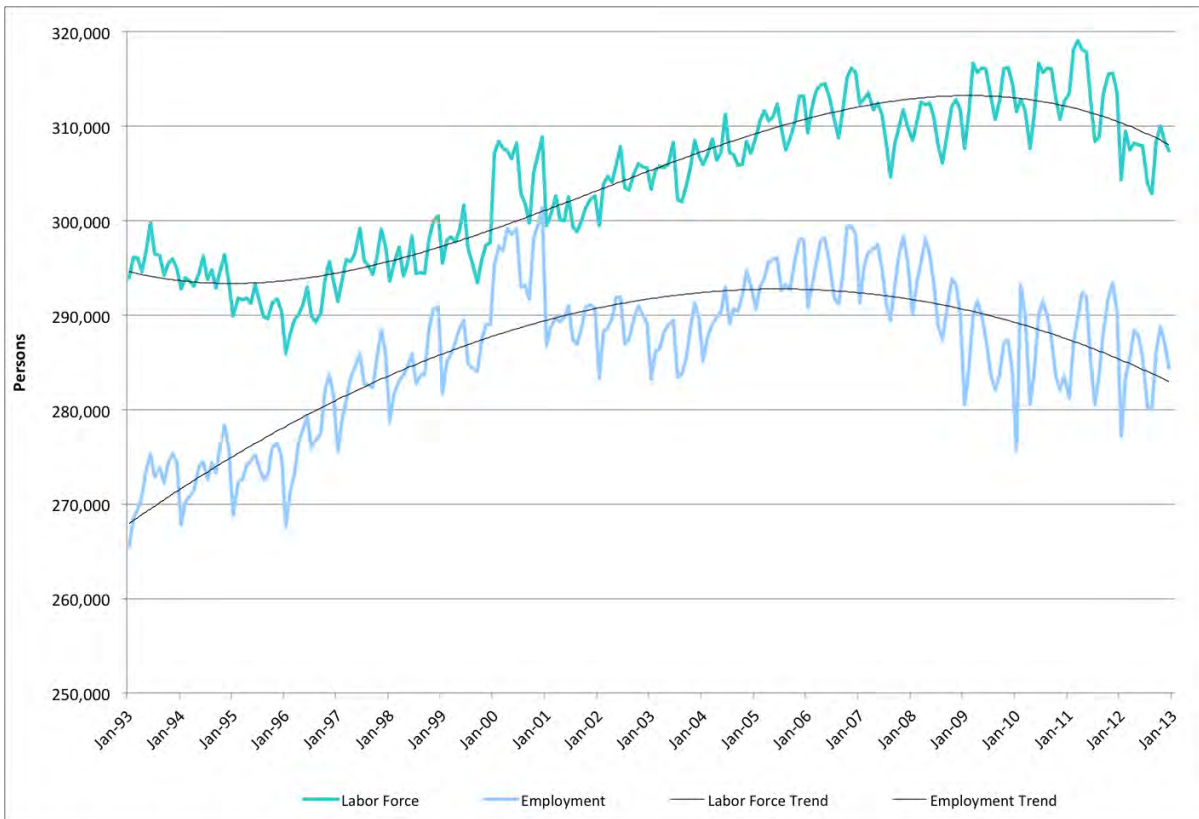
Figure 13: Unemployment Rates



Source: U.S. Bureau of Labor Statistics, MA Office of Labor and Workforce Development, 2012

While the labor force gained strength between 2010 and 2011, rising to the highest levels in twenty years (314,556 participants), this trend was followed by decline in 2012, decreasing by 7,954 participants between 2011 and 2012. Totalling under 307,000 people this was the smallest the labor force of the Pioneer Valley has been since the year 2000 (see Figure 14). Between 1992 and 2002, the number of people who work in the Pioneer Valley rose from 272,529 to 297,339 (a gain of 24,810 jobs). But then between 2002 and 2012, the number of people employed fell from 297,339 to 282,999 (a loss of 14,340 jobs). While the labor force grew from 298,762 in 1992 to 306,602 in 2012 (an increase of 7,840) the number of people unemployed declined from 26,233 to 23,603 (a decrease of 2,630) (see Figure 13).

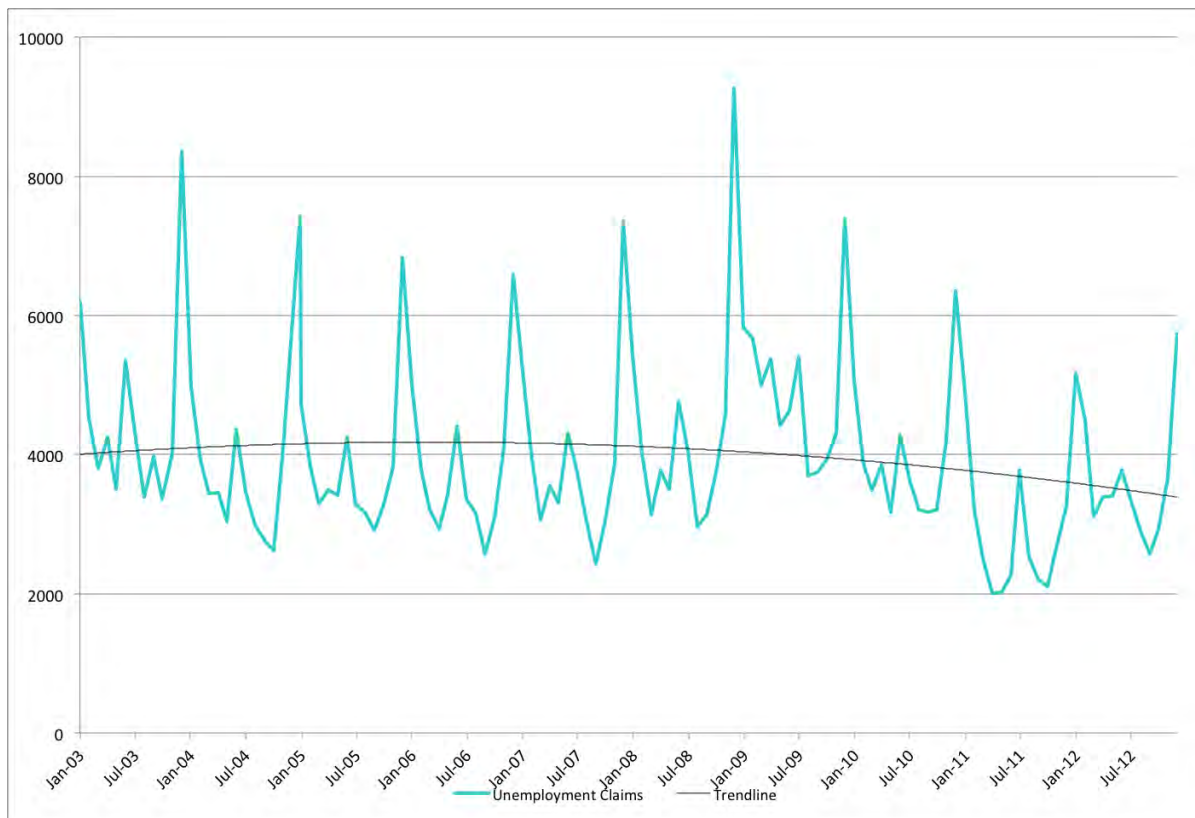
Figure 14: Pioneer Valley Region Labor Force and Employment with Trend Lines



Source: MA Office of Workforce Development, 1992-2012

While 2011 saw a decline in the number of new unemployment claims, 2012 saw a slight uptick showing that the economic recovery is a bumpy road. The number of individuals filing new claims for unemployment insurance tends to fluctuate markedly by month, but December traditionally sees the highest number of new claims as employers let go of workers they had hired for the holiday season. Therefore, comparing new claims from December to December provides a helpful measure of economic health. In December 2008 the number of new claims in Franklin, Hampshire, and Hampden Counties was 9,268, the highest since 2001. In 2010 the December new-claims figure dropped to 6,391 and in 2011 it was down to 3,256. However, it appears that end of year unemployment claim increases were forestalled until January 2012 as the number of applicants increased to 5,165 the following month. In December 2012, the number of claims were lower than December 2010, 5,737 to 6,361 respectively, hinting at a slowly recovering economy. . (Figure 15).

Figure 15: New Unemployment Insurance Claims, 2003 to 2012



Source: MA Office of Labor and Workforce Development, *Unemployment Insurance Claims, 2003-2012*
 Note: This data is only available by Workforce Investment Board, so it includes Franklin County

Employment Distribution

The region's economy is in transition. Manufacturing was once the mainstay of the region's economy, employing more than 29 percent of the workforce in 1980. Like most of the nation, the Pioneer Valley region is experiencing an increasing shift from manufacturing to service sector jobs. Examples of professions in the service sector include healthcare, education, and other industries that focus on customer-provider interactions: automotive/household goods repair, beauty salons and barber shops, funeral homes, political organizations, and pet care. From 1990 to 2000, the service sector's share of total private sector jobs grew from 36.0 to 40.9 percent and as of 2011 the service sector comprised about 54% of the private sector. Manufacturing's share of jobs declined from 14.4 % in 2000 to 9.0 % in 2011.

Between 2006 and 2011, the fastest growing industries in the Pioneer Valley region were other services; healthcare and social assistance; public administration; and utilities. These industries make up a greater human, social, and health services component of the region's economy, which provided 23% of all employment in the Pioneer Valley (including Franklin County) in 2009. (For a detailed analysis of this portion of the regional economy, see the PVPC data digest on [The Economic Impact of Human, Social, and Health Service Organizations in the Pioneer Valley](#) on the [PVPC website](#).) Both educational and food/accommodation services grew by approximately 3%. In 2011, the four largest industries in the Pioneer Valley region, by total employment, were healthcare and social assistance; educational services; retail trade; and manufacturing. Indeed those four sectors alone account for 53.8 percent of all employment in the region.

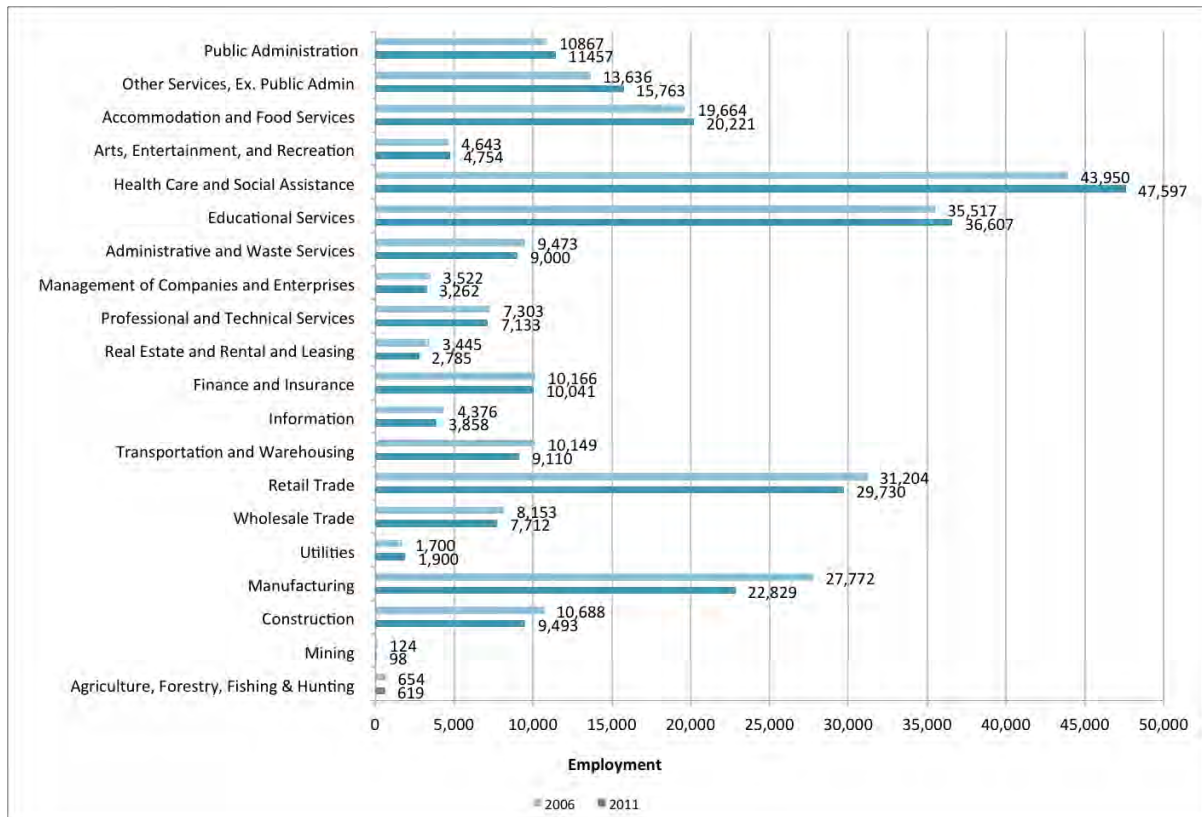
Despite the large number of people employed in manufacturing, employment in the industry fell by 17.8% between 2006 and 2011. This further represents the ongoing transition from a manufacturing based economy to a service and knowledge based economy. Other industries that experienced significant decreases were: information, real estate and rental and leasing, construction, administrative and waste services, and transportation and warehousing.

It is somewhat worrisome that two of the fourteen Pioneer Valley region industries with employment losses between 2006 and 2011 were the information sector and management of companies and enterprises (see Figure 17). Both are "new economy" industries that pay good wages and employ sought-after knowledge workers. Further research should be conducted to understand the employment losses in these industries.

Work in utilities, finance and insurance, and management of companies and enterprises offer the highest weekly wages. Each industry offers a weekly wage equal to or greater than \$1,300 (see Figure 18).

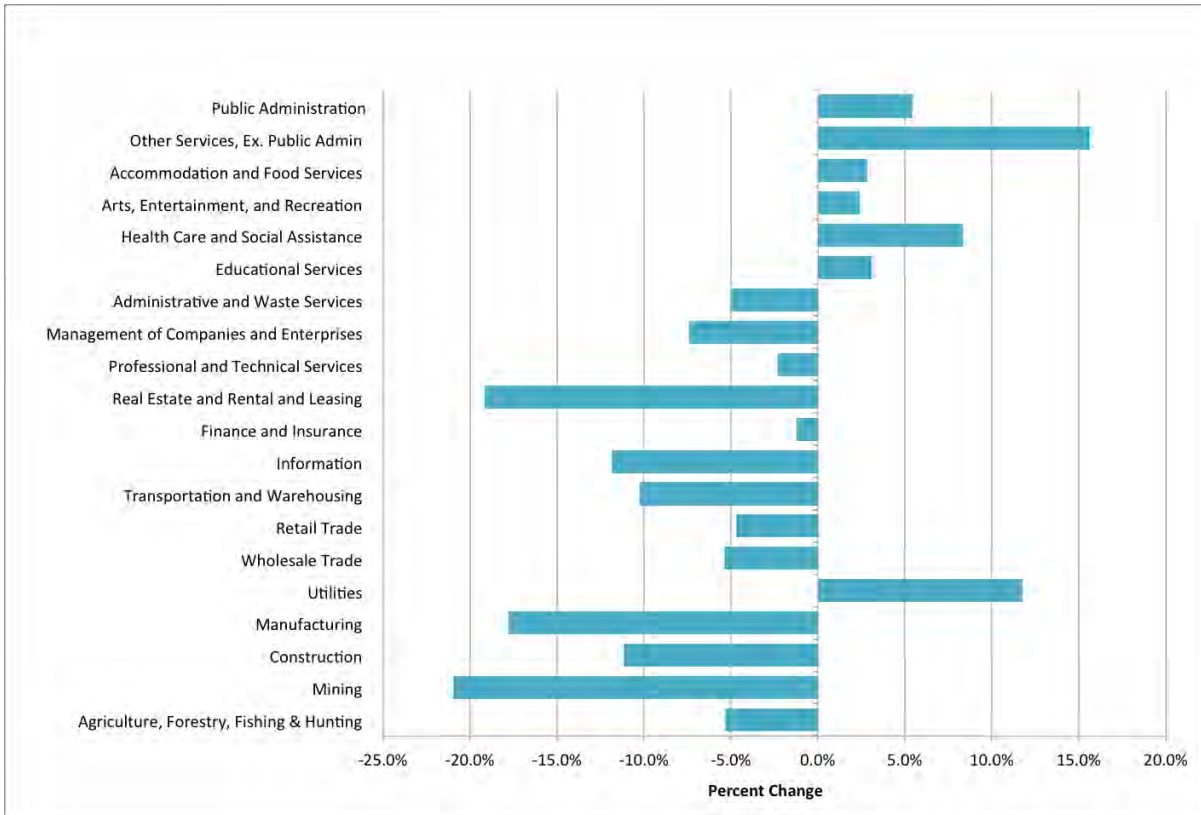
Manufacturing, educational services, and healthcare, three of the region's largest industries by employment, have average weekly wages between \$880 and \$1,042. Unfortunately, several of the region's faster growing industries – accommodation and food services as well as other services – are among the lowest paying with average weekly wages of \$282 and \$401 respectively. Accommodation and food services also had the lowest average weekly salary, but this may be affected by a high rate of part-time work in this industry.

Figure 16: Employment in the Pioneer Valley Region by Major Industry, 2006 and 2011



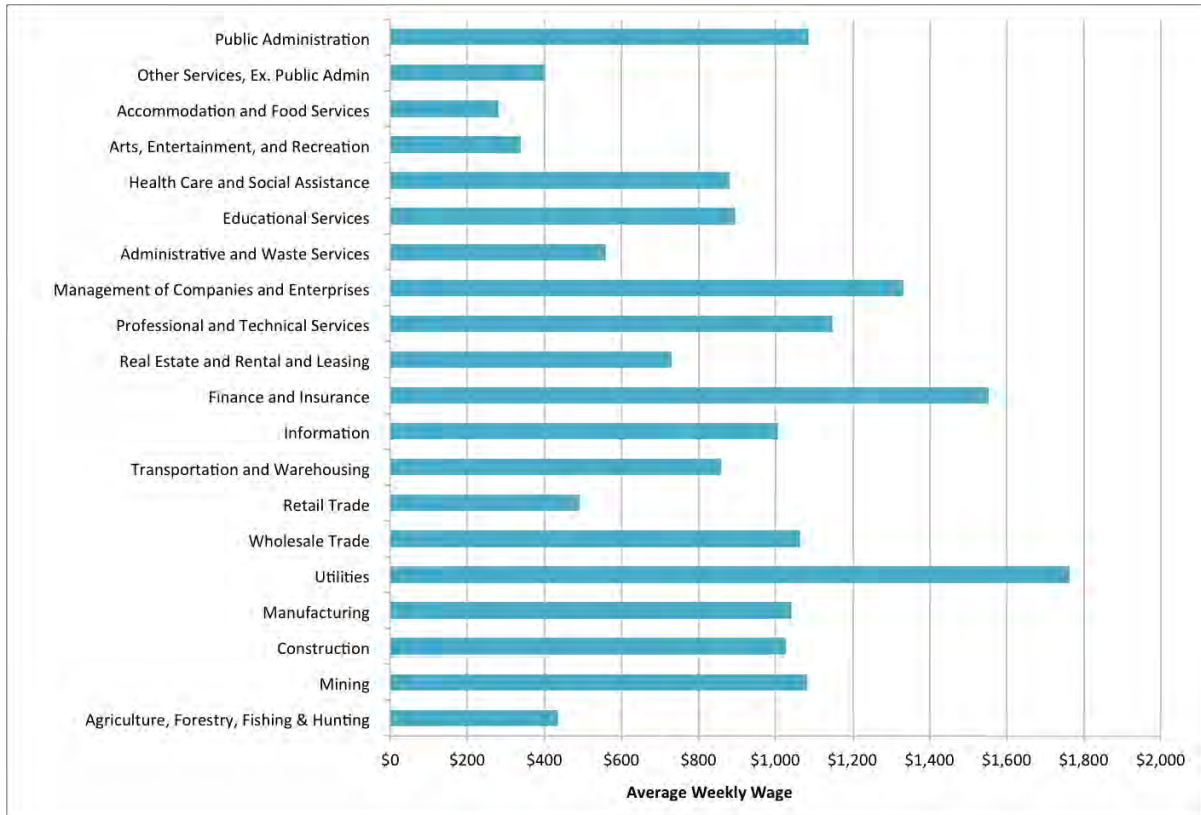
Source: Massachusetts Department of Workforce Development, ES-202 Program, 2011

Figure 17: Change in Pioneer Valley Region Employment by Major Industry, 2006 to 2011



Source: Massachusetts Department of Workforce Development, ES-202 Program, 2011

Figure 18: Average Weekly Wages by Industry in the Pioneer Valley Region, 2011



Source: Massachusetts Department of Workforce Development, ES-202 Program, 2011

Regional Employment

Within the Pioneer Valley region, nearly half of all employment is located in the urbanized communities of Springfield, Holyoke, and Chicopee, reaching a combined total employment of nearly 115,000. The northern urban areas, Northampton and Amherst, employ more than 33,200 people combined. Other communities with high employment totals include the suburbs directly around the region’s urban core, such as Agawam, East Longmeadow, Ludlow, Westfield, and West Springfield. The city of Springfield alone is home to 29.2 percent of the region’s jobs.

A comparison of average weekly wages and total wages for the region’s employment centers reveals some discrepancies. The total employment in Springfield in 2011 was slightly less than 3.4 times the total employment of Holyoke, but the total wages paid was more than 4.3 times the amount paid in Holyoke, indicative of the much higher average wages in Springfield. This is also shown in the \$206 difference in the average weekly wages between Springfield (\$949) and Holyoke (\$743). Although workers in Chicopee were paid a higher average weekly wage (\$774) than those in Holyoke, the total employment was lower resulting in lower total wages. There is a significant gap in total employment and average wages between the northern cities of Northampton and Amherst. Although the total employment in Amherst was only 15,207, the average weekly wage was \$848; in contrast, total employment in Northampton was 18,016 but the average weekly wage was \$811, a difference of \$37 per week. These differences also appear in a comparison of suburban towns located near the urban core cities, like Agawam, East Longmeadow, and Ludlow. Total employment was higher in Agawam (11,823) than in East Longmeadow (7,792) or Ludlow (6,647). However, the average wage in Agawam was lower at \$755 whereas the average wage in East Longmeadow was \$847 and \$778 in Ludlow.

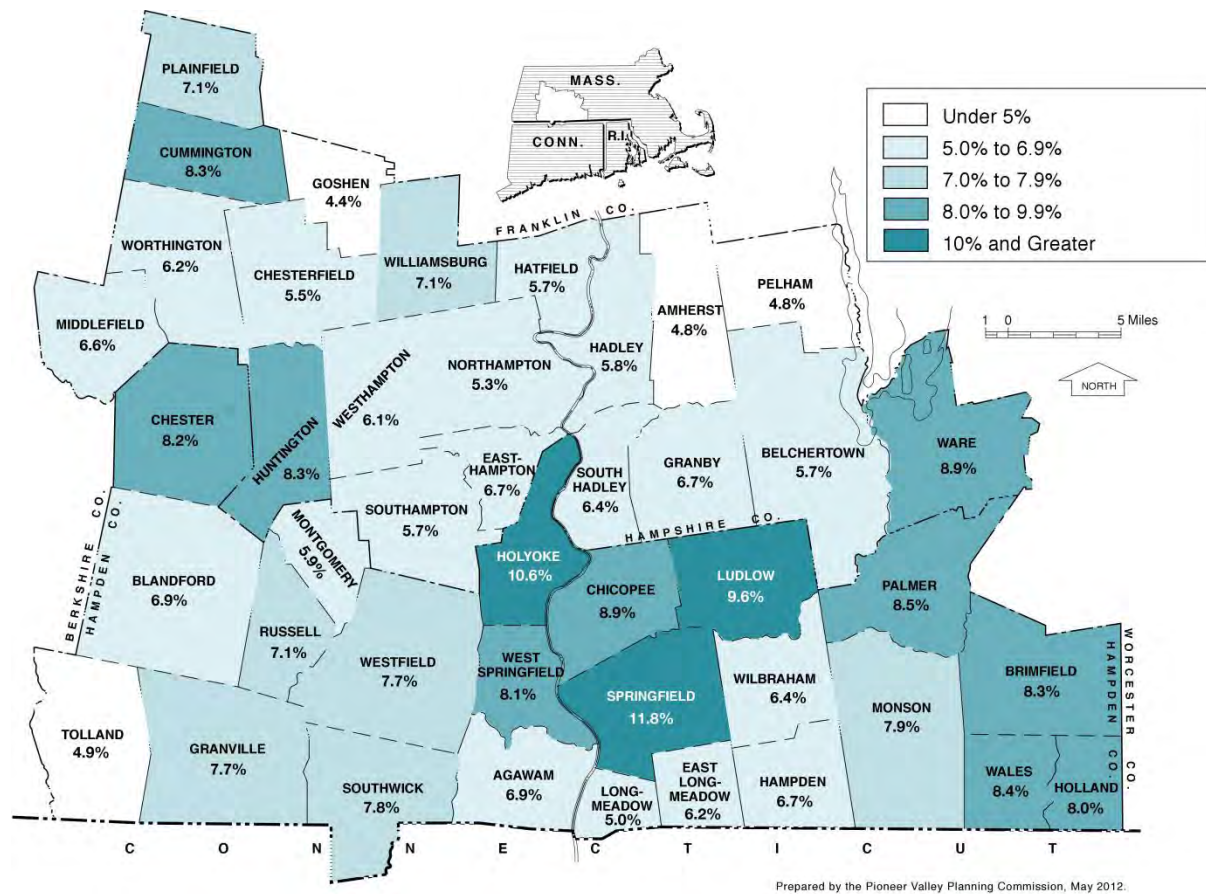
Table 11: Pioneer Valley Region's Top 10 Employment Centers for 2011

Community	Total Employment	Percent of Region's Employment	Average Weekly Wage	Total Wages
Springfield	74,205	29.2%	\$949	\$3,661,368,921
Holyoke	21,920	8.6%	\$743	\$847,236,741
Chicopee	18,861	7.4%	\$774	\$758,789,292
Northampton	18,016	7.1%	\$811	\$759,410,019
West Springfield	17,077	6.7%	\$735	\$652,583,069
Westfield	16,903	6.7%	\$803	\$705,980,349
Amherst	15,207	6.0%	\$848	\$670,959,296
Agawam	11,823	4.7%	\$755	\$463,958,090
East Longmeadow	7,792	3.1%	\$847	\$343,047,866
Ludlow	6,647	2.6%	\$778	\$268,869,025

Source: Massachusetts Department of Workforce Development, 2012

The regional map showing unemployment rates by workers' place of residence in 2012 (Figure 19) indicates that some of the region's largest employment centers also have high unemployment rates among their residents, suggesting that residents of some urban communities are not benefiting from their proximity to the region's leading employers. Springfield, which had the highest total employment in the region (as seen in Table 11), also had the highest unemployment rate among residents at 11.0%. Holyoke ranked second for total employment but their unemployment rate (10.3%) ranks second highest in the region for residents of the community. Chicopee was the third largest employer in 2011, but had an 8.1% unemployment rate for its residents in 2012. Ludlow, with the tenth largest total employment, had the third highest unemployment rate in 2012 at 8.7 percent.

Figure 19: Unemployment Rates by Worker's Place of Residence, 2012

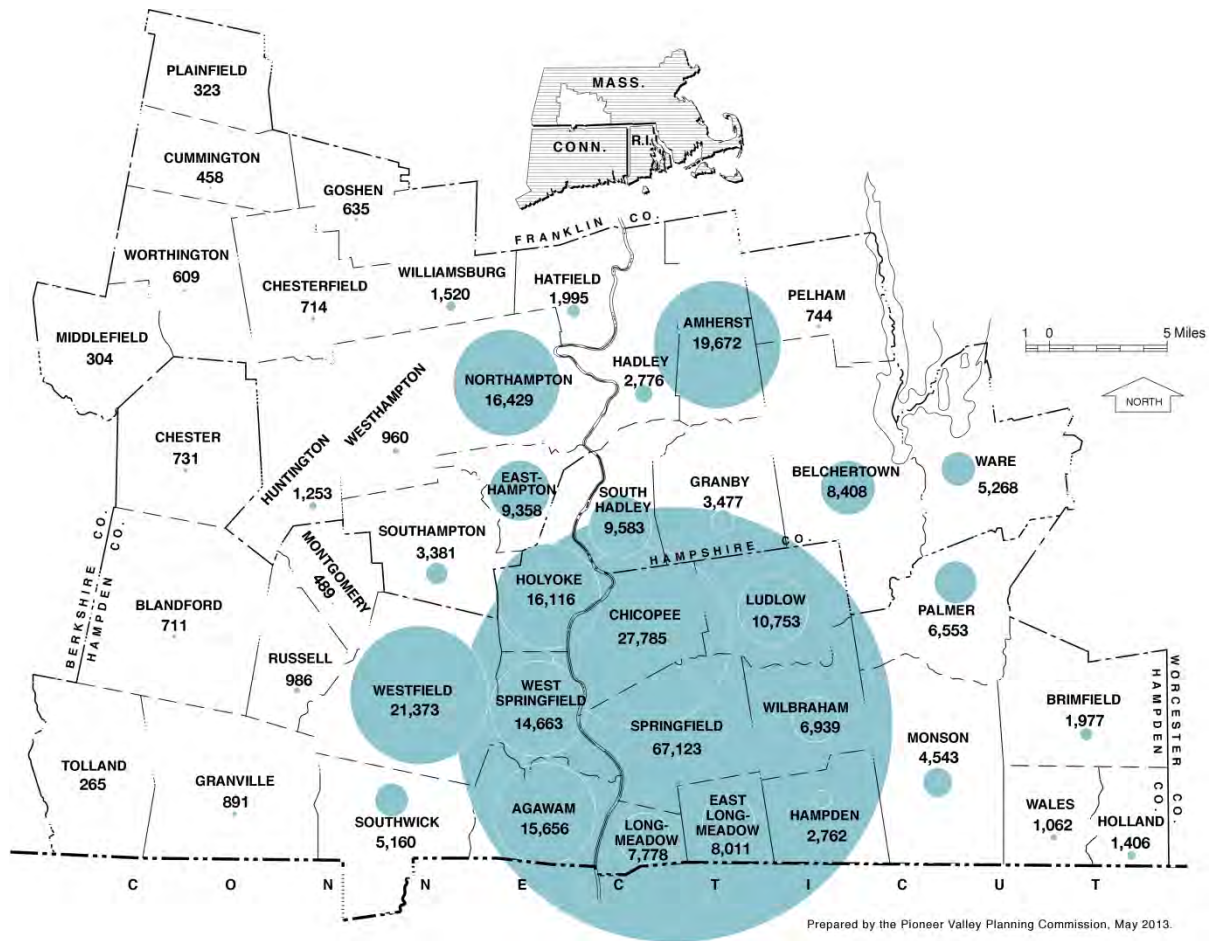


Source: MA Office of Labor and Workforce Development, 2012

A comparison of the total employment in the top employment centers in 2011 (Table 11) and the labor force (Figure 20) indicates that not all of the region’s employment centers are importing workers from other communities. In communities such as Agawam, Amherst, Ludlow, and Westfield, the number of workers living there were larger than the number of jobs – indicating that these communities must export workers to other communities.

However, the total employment in Springfield, Holyoke, Chicopee and West Springfield in 2011 exceeded the number of workers living in those cities in the same year; therefore, those regional employment centers are attracting workers from other cities and towns in the region. The high unemployment rate for residents of these communities suggests that there is a skills mismatch between the residents and the needs of employers in these communities.

Figure 20: Labor Force by Place of Residence, 2011

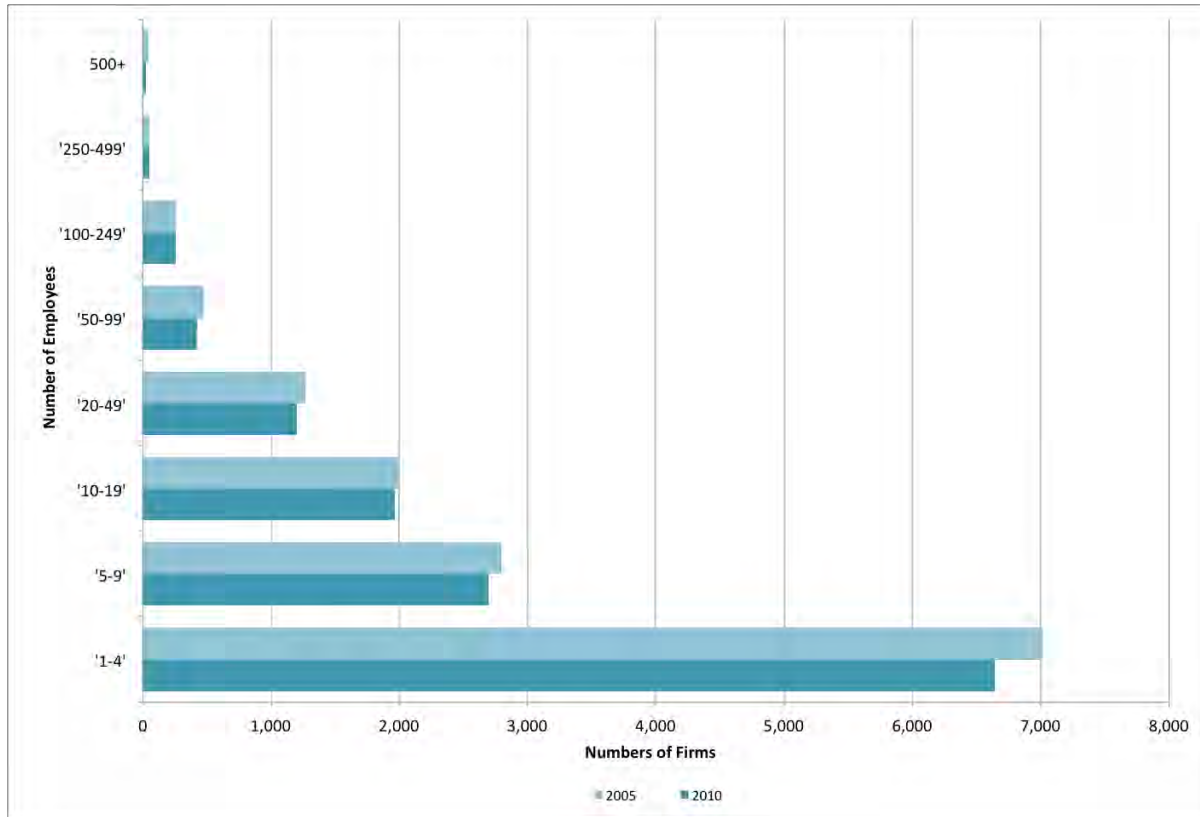


source: US Bureau of Labor Statistics, Local Area Unemployment Statistics, 2011

Regional Employers

The Pioneer Valley region’s economy is rooted in small businesses. About 94% of businesses in 2005 and 2010 were firms of fewer than fifty people (Figure 21), and more than 70% were firms with fewer than 10 employees.

Figure 21: Numbers of Employers by Size in the Pioneer Valley Region, 2005 and 2010



Source: U.S. Census Bureau, County Business Patterns, 2005 and 2010

The number of firms employing between 100 and 499 people was 309 in 2010; 26 firms had more than 500 employees in 2010 (Table 12). Among the region’s largest employers are Baystate Health, Sisters of Providence Health System, Cooley Dickinson Hospital, and Holyoke Medical Center. These large health service sector employers are located in three of the region’s top employment centers (Table 11), Springfield, Holyoke, and Northampton. In addition, seven of the region’s colleges and universities are also major employers, and some of the largest employers in the region are firms with national name recognition, such as Massachusetts Mutual Life Insurance Co., Hasbro Games, and Solutia, Inc., a subsidiary of Eastman Chemical.

For more detailed information and analysis of employment and major employers in the region, please see the [2008 Major Employers for the Pioneer Valley Region](#) report, available on the [PVPC website](#).

For extensive analysis of the businesses that are growing in the region, please see the [Pioneer Valley Growth Business Study](#) completed in 2013. The full study and [executive summary](#) is also available on the PVPC website.

Table 12: Major Employers in the Pioneer Valley Region in 2012

Company	Location	Primary Industry Code
5,000 to 10,000 Local Employees		
Baystate Health	Springfield	General Medical and Surgical Hospitals
University of Massachusetts	Amherst	Colleges, Universities, and Public Schools
1,000 to 4,999 Local Employees		
C & S Wholesale Grocers Inc	Hatfield	Grocery and Related Product Merchant Wholesalers
Cooley Dickinson Hospital	Northampton	General Medical and Surgical Hospitals
Hampden Cnty House-Correction	Ludlow	Executive, Legislative, and Other General Government Support
Holyoke Medical Ctr	Holyoke	General Medical and Surgical Hospitals
Holyoke Senior High School	Holyoke	Elementary and Secondary Schools
Massachusetts Mutual Life Ins	Springfield	Agencies, Brokerages, and Other Insurance Related Activities
Mercy Medical Ctr	Springfield	General Medical and Surgical Hospitals
Monson Developmental Ctr	Palmer	Psychiatric and Substance Abuse Hospitals
OMG Inc	Agawam	Management, Scientific, and Technical Consulting Services
ServiceNet	Northampton	Offices of Misc Health Practitioners
Sisters of Providence Health	Holyoke	General Medical and Surgical Hospitals
Center for Human Development	Springfield	Other Social Advocacy Organizations
Smith College	Northampton	Colleges, Universities, and Public Schools
US Post Office Bulk Mail Ctr	Springfield	Postal Service
Weldon Rehabilitation Hospital	Springfield	Vocational Rehabilitation Services
500 to 999 Local Employees		
Agawam Public Schools	Agawam	Elementary and Secondary Schools
Amherst College	Amherst	Colleges, Universities, and Public Schools
Amica Insurance	Holyoke	Agencies, Brokerages, and Other Insurance Related Activities
Behavioral Health Network	Springfield	Psychiatric & Substance Abuse Hospitals
Berry Plastics	Easthampton	Converted Paper Product Manufacturing
Big Y Foods Inc	Springfield	Grocery Stores
Chicopee City Hall	Chicopee	Executive, Legislative, and Other General Government Support
Clinical and Support Options	Northampton	Other Individual and Family Services
Commonwealth of Massachusetts Trial Courts	Springfield	Management, Scientific, and Technical Consulting Services
Gandara Mental Health Center, Inc	Springfield	Outpatient Mental Health and Substance Abuse Centers
Hasbro Games	East Longmeadow	Other Miscellaneous Manufacturing
Holyoke Community College	Holyoke	Junior Colleges
J Polep Distribution	Chicopee	Grocery and Related Product Merchant Wholesalers
Mt Holyoke College	South Hadley	Colleges, Universities, and Public Schools
Noble Hospital	Westfield	General Medical and Surgical Hospitals
Northeast Utilities	West Springfield	Utility System Construction
Republican	Springfield	Newspaper, Periodical, Book, and Directory Publishers
Six Flags	Agawam	Entertainment
Solutia Inc., a Subsidiary of Eastman Chemical	Springfield	Chemical and Plastics Manufacturing
Springfield College	Springfield	Colleges, Universities, and Public Schools
Springfield Police Dept	Springfield	Justice, Public Order, and Safety Activities
Springfield Wire	Springfield	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing

Table 13: Major Employers in the Pioneer Valley Region in 2012 (Con't.)

Company	Location	Primary Industry Code
500 to 999 Local Employees (continued)		
Turbo Care Inc	Chicopee	Miscellaneous Durable Goods Merchant Wholesalers
US Post Office	Springfield	Postal Service
US Veterans Medical Center	Northampton	General Medical and Surgical Hospitals
Western New England University	Springfield	Colleges, Universities, and Public Schools
Westfield State University	Westfield	Colleges, Universities, and Public Schools
Wing Memorial Hospital	Palmer	General Medical and Surgical Hospitals

Source: MA Department of Labor & Workforce Development

The Infrastructure

Real Estate

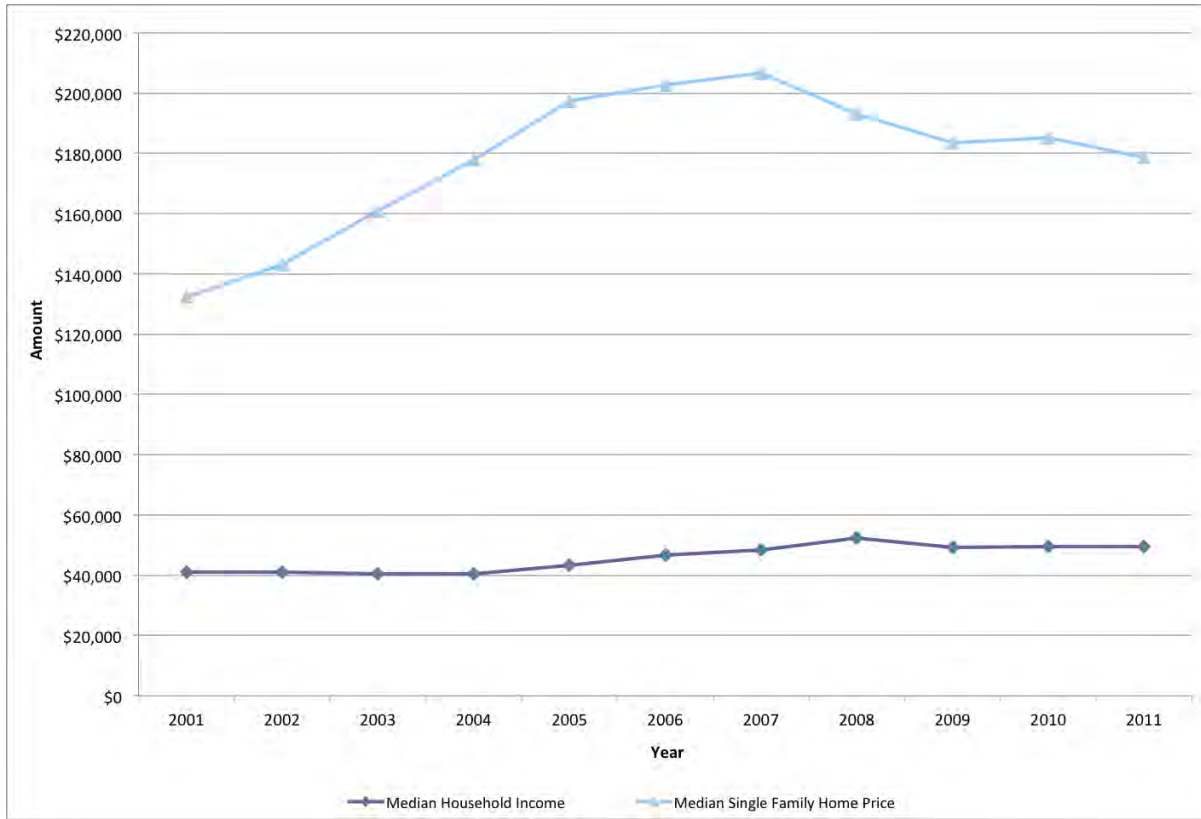
Housing

Housing is a basic human need and one of the most significant expenditures individuals and families face, therefore, the affordability of housing within a community and region can be a significant factor in determining the area's vitality. Studies have shown that people who purchase homes are more financially and emotionally committed to their communities. As Figure 22 indicates, after 2001 and particularly between 2003 and 2007, prices soared in the region as well as nationwide. Data through 2011 shows how the effects of the recent national economic downturn and housing market crash are impacting the region, with a decrease in median single-family home prices of 13.6% between 2007 and 2011. While small gains were made between 2009 and 2010, median single-family home prices fell further between 2010 and 2011 (3.5%).

Figure 23 demonstrates the significant variation of single-family home prices throughout the Pioneer Valley. While a few communities had sale median sale prices close to \$300,000, including, Amherst, Montgomery, and Hadley, more than half of the communities in the region had prices under \$200,000. As of 2012, the highest median sale price in the region belongs to Amherst at \$300,000 (Figure 23). The highest median sale price has dropped significantly between 2011 and 2012 by \$80,000. This remains a mark of the beginning of the housing crises in 2007; before the downturn the Pioneer Valley region contained 5 municipalities with median single family home prices greater than three-hundred thousand, compared to only one in 2012..

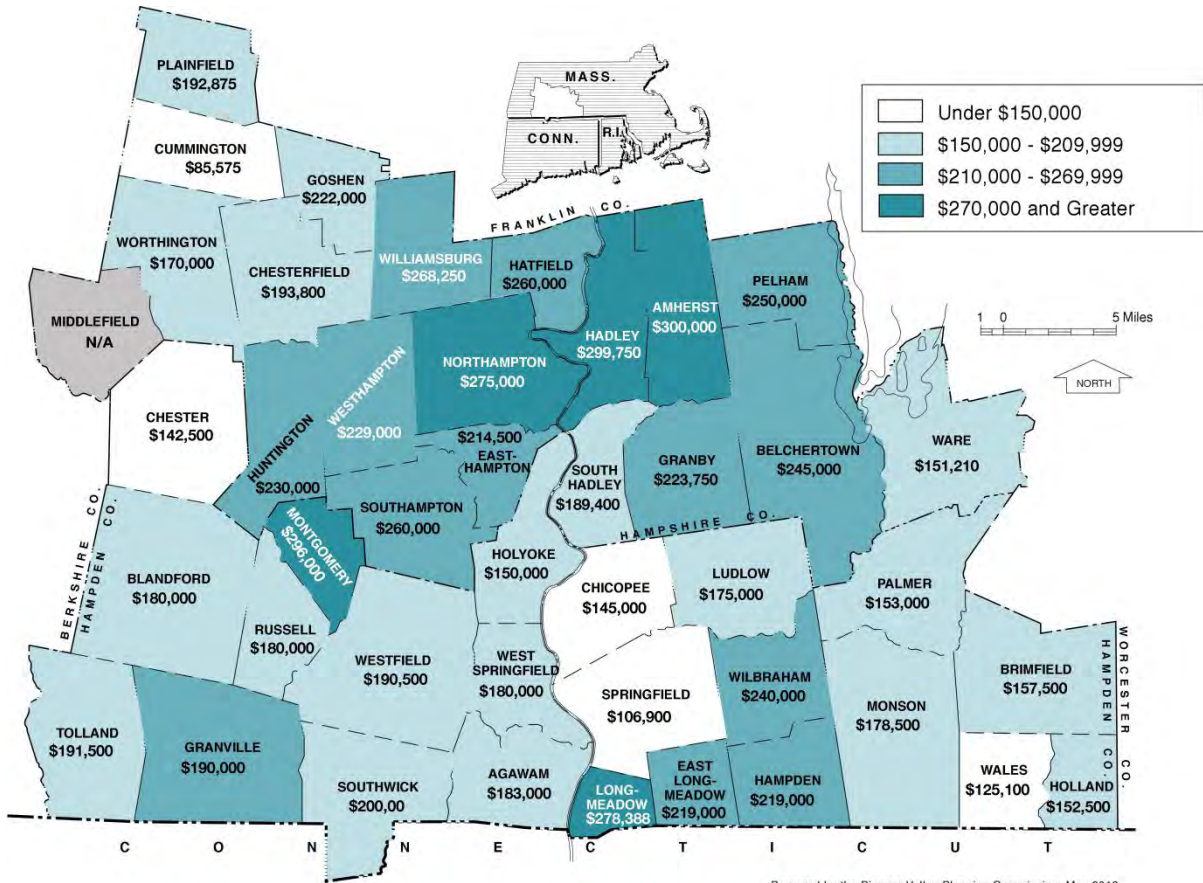
Perhaps another sign of aftershock can be seen in the increase of median single-family home prices under \$150,000. Springfield, and Chester both retained median prices below \$150,000; the two cities have the lowest home prices in the region with Springfield at \$106,900 and Cummington at \$85,575. Chicopee, Chester, and Wales also had median sale prices below \$150,000 levels in 2012 (Figure 23).

Figure 22: Median Household Income and Single-Family Home Prices in the Pioneer Valley Region, 2001-2011



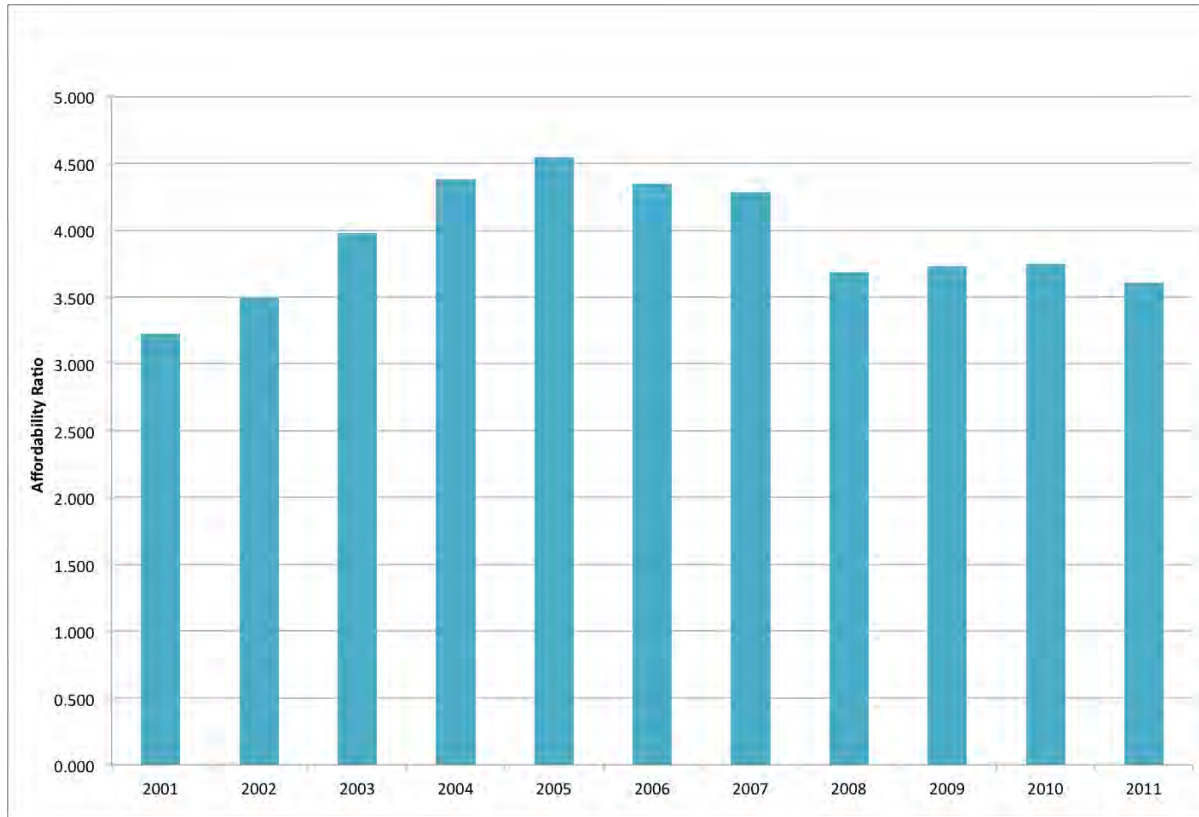
Source: Pioneer Valley Planning Commission, American Community Survey 2011 one year estimate

Figure 23: Median Sale Price of Single-Family Homes in the Pioneer Valley Region (2012)



Prepared by the Pioneer Valley Planning Commission, May 2013.

Source: The Warren Group 2012

Figure 24: Pioneer Valley Region Housing Affordability Ratio (Median Price/Median Income), 2001-2011

Source: U.S. Census Bureau ACS; SAIPE; Pioneer Valley Planning Commission, 2001-2011

The drop in housing prices has not solved the issue of housing affordability, as incomes have decreased when inflation is factored in. It is generally accepted that a household can afford a home up to a price that is equal to three times the household yearly income. With regional median household incomes of \$49,470 in 2011 that translates into \$148,410 as the threshold for home affordability. Only six out of forty-three communities in the region had median housing prices equal to or less than that amount in 2011. This is an increase from the four communities with affordable housing in 2009, which may suggest the beginnings of favorable housing prices in the area.

Another way to examine the problem is through the use of a housing affordability ratio (See Figure 24). The Pioneer Valley's housing affordability ratio can be calculated by dividing the median price of a single family home by the median household income. Therefore an affordability ratio above 3.0 is of concern because it means that, statistically, a household with the median income in the region cannot afford a single family home at the median price. The affordability ratio steadily climbed starting in 1997, and passed the 3.0 threshold in 2001. However, the most recent data shows a decrease in the affordability ratio (from 4.3 in 2007 to 3.61 in 2011). This is an indication that the drop in housing prices has been significant enough to compensate for some of the concurrent decrease in incomes. Despite the steady decrease in the affordability ratio since 2007, a ratio of 3.61 is still of concern. In the long term the issue of housing affordability will continue to be very important, especially if incomes continue to decrease or if housing prices return to higher levels once the economy recovers.

Transportation

Vehicle Roadways

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

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

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

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

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

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

Table 15: Major Interstate Highways Serving the Pioneer Valley Region

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

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

In general, traffic on the region's roadways has been increasing. Between 1999 and 2009 the estimated number of daily vehicle miles traveled (DVMT) in the Pioneer Valley region rose about nearly half of a million miles per day, from about 14.76 million to about 15.23 million. The magnitude of increase is shared in the region's rural areas. Table 15 presents the commute times for each of the Pioneer Valley communities in 2000 and 2011. The 3.7% 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 Great River Bridge in Westfield.

Table 16: Pioneer Valley Region Average Commute Times to Work

	Mean Driving Time to Work (minutes)		
	2000	2007-2011	% Change
Massachusetts	27	27.5	1.9%
Pioneer Valley Region	21.8	22.6	3.7%
Hampden County	21.8	22.5	3.2%
Hampshire County	21.9	22.9	4.6%
Agawam	20.5	21.5	4.9%
Amherst	18	18.6	3.3%
Belchertown	28.1	26.8	-4.6%
Blandford	37.5	33.4	-10.9%
Brimfield	30.1	33	9.6%
Chester	38.9	36.5	-6.2%
Chesterfield	29.4	32.5	10.5%
Chicopee	19.3	20.9	8.3%
Cummington	38.3	34.1	-11.0%
East Longmeadow	21.9	22.6	3.2%
Easthampton	21.1	21.4	1.4%
Goshen	31	31.5	1.6%
Granby	20.6	25.1	21.8%
Granville	29.5	31.5	6.8%
Hadley	21.9	18.4	-16.0%
Hampden	26.4	24.3	-8.0%
Hatfield	20.9	24.3	16.3%
Holland	34.2	33.8	-1.2%
Holyoke	18.6	19.1	2.7%
Huntington	34.4	34.7	0.9%
Longmeadow	20.3	22	8.4%
Ludlow	21.3	22.7	6.6%
Middlefield	41.6	35	-15.9%
Monson	29.5	30	1.7%
Montgomery	29.7	33.1	11.4%
Northampton	20	20.9	4.5%
Palmer	22.9	25.4	10.9%
Pelham	22.3	24.7	10.8%
Plainfield	33.5	36.8	9.9%
Russell	28.1	31.5	12.1%
South Hadley	19.4	20.8	7.2%
Southampton	24.8	24.8	0.0%
Southwick	26.4	26.1	-1.1%
Springfield	21.5	21.3	-0.9%
Tolland	39.4	30.1	-23.6%
Wales	36.7	38.5	4.9%
Ware	25.8	30.2	17.1%
West Springfield	20.9	19.9	-4.8%
Westfield	22.6	24.3	7.5%
Westhampton	25.2	30	19.0%
Wilbraham	24.3	24.9	2.5%
Williamsburg	23.3	25.1	7.7%
Worthington	40.5	38.2	-5.7%

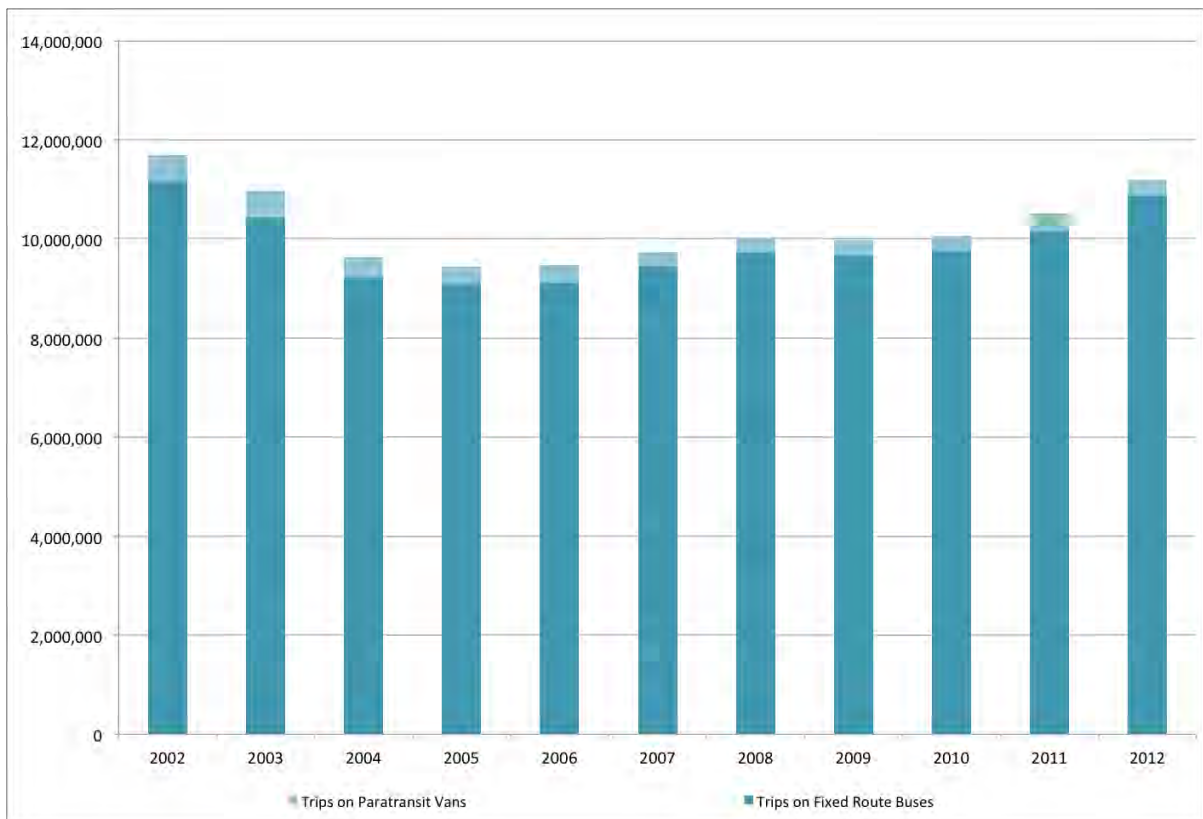
Source: U.S. Census Bureau, 2000 Decennial Census and 2007-11 American Community Survey 5-Year Estimates

Transit Routes

The Pioneer Valley has a well-developed public transit system that includes local bus service, ADA and senior paratransit van service, intercity bus service, and passenger rail. In addition, there are formal and informal park-and-ride lots, as well as ridesharing and car rental services that offer more options for accessing and leveraging transit services. New passenger rail services and facilities are now in the planning and construction processes, which will greatly enhance transit capacity in the region. All of these elements are vital contributors to mobility options for the region’s residents.

The Pioneer Valley Transit Authority (PVTA), established in 1974 is the largest of the Commonwealth’s 14 regional transit authorities. A total of 24 municipalities are members of the PVTA service area. PVTA oversees the operation of 174 buses and 135 vans throughout Hampden and Hampshire Counties, as well as two municipalities in Franklin County. The PVTA system has 43 scheduled bus routes that provide service in urban centers, as well as outlying suburban and rural areas.

Figure 25: Pioneer Valley Transit Authority System Wide Annual Bus and Van Trips 2002-2012



Source: PVTA Annual Reports

Fourteen towns in the PVPC region (which are not members of PVTA) contract with the Franklin Regional Transit Authority (FRTA) based in Greenfield, for senior paratransit service. These towns are: Blandford, Chester, Chesterfield, Cummington, Goshen, Huntington, Middlefield, Montgomery, Plainfield, Russell, Southampton, Southwick, Westhampton, and Worthington.

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

The regional transit system includes the following bus terminals and hubs:

- Springfield Bus Terminal is the major bus station in western Massachusetts, serving as the hub for 22 PVTA Springfield-area routes, Peter Pan regional service, and Greyhound regional routes.
- Holyoke Transportation Center is the hub for 12 PVTA routes, as well as limited service by Peter Pan and Megabus.
- Northampton Bus Terminal is served by Peter Pan and Greyhound, with connections to 8 PVTA and FRTA routes at the nearby Academy of Music stop.
- Amherst, PVTA and Peter Pan service is available at the UMass Haigis Mall and Amherst Town Common. Megabus "Amherst" service stops only at the Hampshire Mall in Hadley.

Passenger rail stations for Amtrak service at the Springfield Depot (Lyman Street) and the Amherst Depot (Railroad Street). Amtrak's most frequent service is at Springfield Station, where 11 trains per day are available to and from Springfield that provide extensive service within the Northeast. Passenger rail service is provided on both east-west (Lake Shore Limited) and north-south (Vermont) routes through the region.

The Massachusetts Department of Transportation is now in the process of realigning Amtrak Vermont service north of Springfield to restore passenger rail service to the Connecticut River line through Holyoke, Northampton and Greenfield. Service to Amherst will be offered by a PVTA bus connection. This project is funded by a \$70 million dollar grant provided in part by the American Recovery and Reinvestment Act (ARRA) High-Speed and Intercity Passenger Rail Program under the Federal Railroad Administration.

In addition, the Connecticut Department of Transportation's New Haven-Hartford-Springfield (NHHS) commuter rail project is underway, which will nearly double north/south passenger rail capacity at the Springfield terminal. The first trains on this service are expected in 2014.

Commercial van shuttles serve an important segment of the region's transit market. Many operators focus on service to and from airports and rail stations in New England. Service to Bradley International is provided hourly from most locations the Pioneer Valley. Service to Boston, Providence, and New York is also provided, though not on a scheduled basis. Non-profit organizations are also operate shuttles, typically for their

clients. Examples include municipal councils on aging, day care providers and social service agencies.

There are more than 20 taxi companies operating in the region. Taxi companies provide a vital link in the transportation system by offering mobility during times and at locations when public transportation is not available.

Non-Motorized Transportation

Bicycling and walking are popular transportation options in the Pioneer Valley. Historic town centers, vibrant central business districts and a variety of destination are within easy walking or bicycling distance from many residential neighborhoods. An expanding network of bikeways, sidewalks, and accommodating roadways provide residents with a variety of transportation alternatives. Many of the region's downtowns including Springfield, Holyoke, Northampton, and Amherst, offer easy accessibility to pedestrians and are supported by a strong transit network..

To support the increasing number of people who walk and bike, the Pioneer Valley Planning Commission has developed a strategic plan of policy-related actions and physical projects in which municipal and regional officials along with citizens and nonprofit organizations can collaborate on to improve conditions for pedestrians and bicyclists in the Pioneer Valley. The plan includes information and recommendations for incorporating bicycle and pedestrian features into the design phase of road reconstruction projects, using zoning and community development tools to foster environments that support bicycling and walking, increasing bicycle and pedestrian safety through design enhancements, and promoting bicycling and pedestrian through "Complete Street" policy initiatives. For more details, please refer to the Pioneer Valley Unified Planning Work Program (UPWP).

Recently the Pioneer Valley Transit Authority expanded its "Rack and Roll" bikes-on-buses program to the entire region. Now all 174 buses in the PVTA fleet are equipped with frequently used racks, allowing cyclists to transport their bikes on public service transit lines throughout Hampden and Hampshire Counties.

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

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

participants in “Baystate Bike Week” with dozens of activities hosted during the third week of May each year (<http://baystatebikeweek.org/>).

One successful example is the Norwottuck Rail Trail, the region’s largest bikeway project, which opened in 1993. The ten-mile Norwottuck Trail links together the communities of Northampton, Hadley, Amherst, and Belchertown, and facilitates travel to and from educational institutions, downtown commercial areas, major employment centers and residential neighborhoods. Weekend traffic counts show an average of 1,200 people per day utilize the Trail during the peak season which includes when local colleges and the University of Massachusetts, Amherst are in session. The Massachusetts Department of Conservation and Recreation (DCR) and Massachusetts Department of Transportation (MassDOT) will begin reconstructing the Norwottuck Rail Trail in 2013. The reconstructed path will be wider in most places, incorporate improved access for the disabled, and re-decked bridges. (More information available at www.mass.gov/dcr/projects/norwottuck/index.htm).

Many communities in the Pioneer Valley have begun to address pedestrian safety and health related issues through the initiation of “Safe Routes to School Programs.” Safe Routes to School (SRTS) promotes healthy alternatives for children and parents in their travel to and from school. The program educates students, parents and community members on the value of walking and bicycling and provides funding for sidewalks, crosswalks, and traffic calming measures. In 2013 ten of the Region’s 43 cities and towns had schools enrolled in the SRTS program including Amherst, Hadley, Holyoke, Longmeadow, Northampton, Palmer, Southampton, South Hadley, Springfield and Westfield.

Transportation of Goods

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

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

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

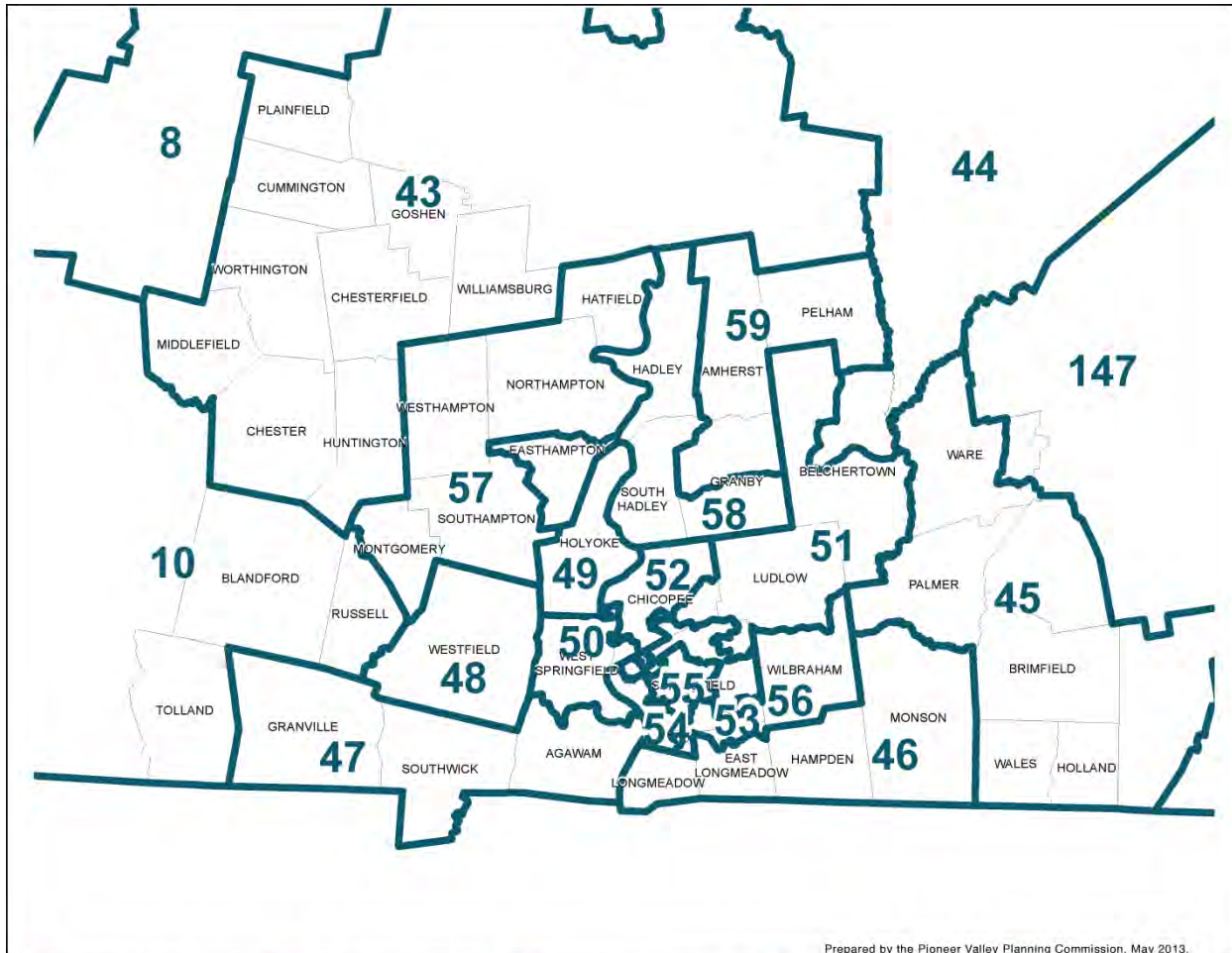
Valley, other smaller freight yards are located in Holyoke, Palmer, and Westfield. The geographic location of the Pioneer Valley at the crossroads of interstate highways 90 and 91 and long-haul rail lines (CSX and B&M) creates a strategic and attractive location for businesses and industries participating in local and international marketplaces.

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

Political Infrastructure

The area's elected state and federal officials also support the economic development efforts of the Pioneer Valley region. The following maps illustrate the current political landscape. Redistricting boundaries adopted in November 2011 took effect in January 2013, and the U.S. congressional districts in Massachusetts were reduced from ten districts to nine, as a result of population shifts documented by the 2010 census.

Figure 26: Pioneer Valley Region State Representatives and Districts



Prepared by the Pioneer Valley Planning Commission, May 2013.

8 Paul W. Mark (D)
2nd Berkshire District
 State House, Room 473F
 (617) 722-2210
 P.O. Box 114
 Dalton, MA 01227
 (413) 464-5635
 paul.mark@mahouse.gov

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

43 Stephen Kulik (D)
1st Franklin District
 State House, Room 238
 (617) 722-2380
 1 Sugarloaf St.
 South Deerfield, MA 01373
 (413) 665-7200
 stephen.kulik@mahouse.gov

57 Peter V. Kocot (D)
1st Hampshire District
 State House, Room 22
 (617) 722-2140
 peter.kocot@mahouse.gov

58 John W. Scibak (D)
2nd Hampshire District
 State House, Room 156
 (617) 722-2240
 P.O. Box 136
 South Hadley, MA 01075
 (413) 539-6566
 john.scibak@mahouse.gov

59 Ellen Story (D)
3rd Hampshire District
 State House, Room 277
 (617) 722-2012
 ellen.story@mahouse.gov

45 Todd M. Smola (R)
1st Hampden District
 State House, Room 156
 (617) 722-2240
 todd.smola@mahouse.gov

46 Brian M. Ashe (D)
2nd Hampden District
 State House, Room 540
 (617) 722-2090
 brian.ashe@mahouse.gov

47 Nicholas A. Boldyga (D)
3rd Hampden District
 State House, Room 167
 (617) 722-2810
 nicholas.boldyga@mahouse.gov

48 Donald F. Humason, Jr. (R)
4th Hampden District
 State House, Room 542
 (617) 722-2803
 64 Noble St.
 Westfield, MA 01085
 (413) 568-1366
 donald.humason@mahouse.gov

49 Aaron Vega (D)
5th Hampden District
 State House, Room 134
 (617) 722-2400
 295 High St.
 Second Floor
 Holyoke, MA 01040
 (413) 650-2727
 aaron.vega@mahouse.gov

50 Michael J. Finn (D)
6th Hampden District
 State House, Room 134
 (617) 722-2400
 71 Park Ave.
 West Springfield, MA 01089
 (413) 363-1965
 michael.finn@mahouse.gov

51 Thomas M. Petrolati (D)
7th Hampden District
 State House, Room 171
 (617) 722-2255
 116 Sewall St.
 Ludlow, MA 01056
 (413) 589-7303
 thomas.petrolati@mahouse.gov

52 Joseph F. Wagner (D)
8th Hampden District
 State House, Room 42
 (617) 722-2370
 333 Front St., Suite 3
 Chicopee, MA 01013
 (413) 592-7857
 joseph.wagner@mahouse.gov

53 Sean Curran (D)
9th Hampden District
 State House, Room 473B
 (617) 722-2263
 430 Springfield St.
 Springfield, MA 01107
 (413) 746-2728
 sean.curran@mahouse.gov

54 Cheryl A. Coakley-Rivera (D)
10th Hampden District
 State House, Room 39
 (617) 722-2014
 15 Wilcox St.
 Springfield, MA 01105
 (413) 739-1503
 cheryl.coakley-rivera@mahouse.gov

55 Benjamin Swan (D)
11th Hampden District
 State House, Room 127
 (617) 722-2680
 815 State Street
 Springfield, MA 01109
 (413) 739-8547
 benjamin.swan@mahouse.gov

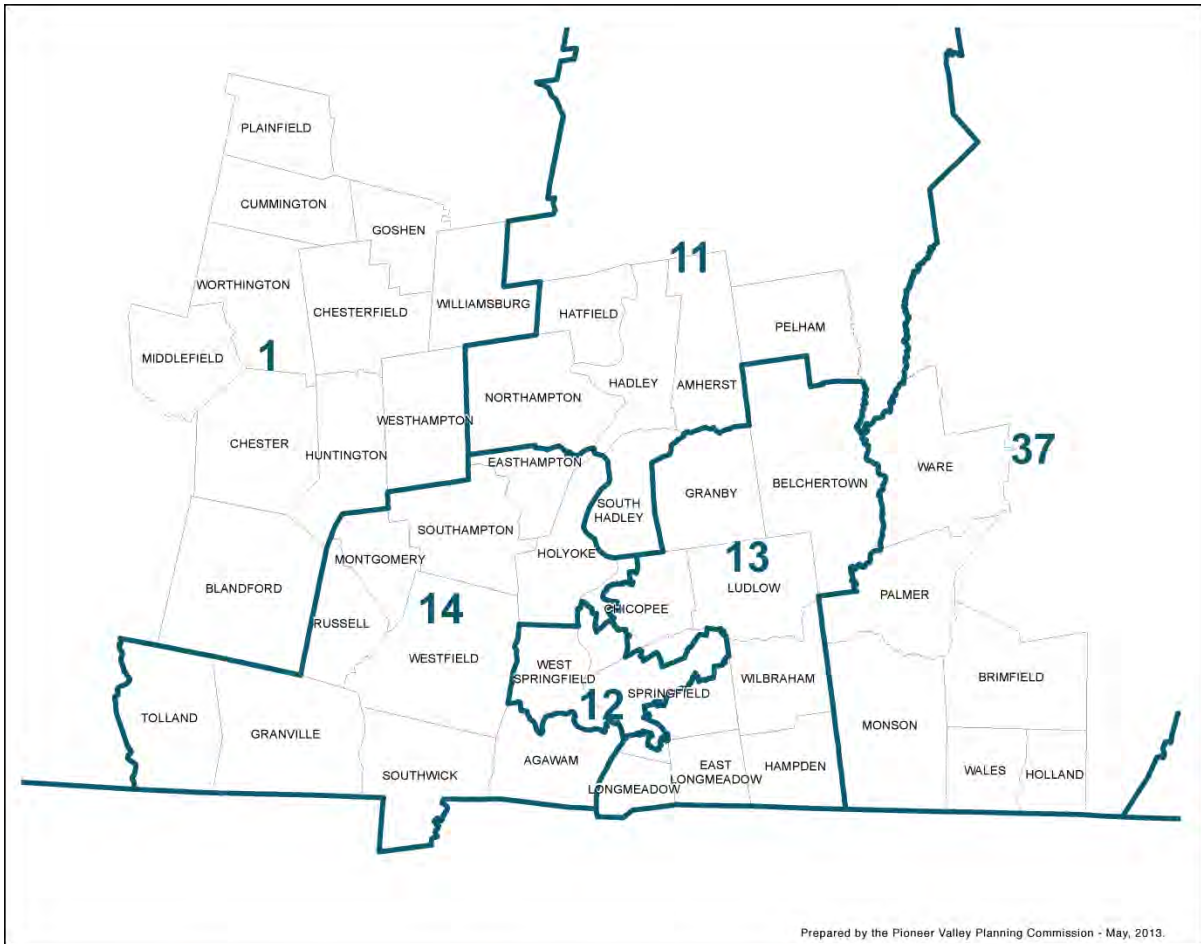
56 Angelo J. Puppolo, Jr. (D)
12th Hampden District
 State House, Room 540
 (617) 722-2090
 2341 Boston Rd., Suite 204
 Wilbraham, MA 01095
 (413) 596-4333
 angelo.puppolo@mahouse.gov

44 Denise Andrews (D)
2nd Franklin District
 State House, Room 443
 (617) 722-2460
 denise.andrews@mahouse.gov

147 Anne M. Gobi (D)
5th Worcester District
 State House, Room 473F
 (617) 722-2210
 anne.gobi@mahouse.gov

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

Figure 27: Pioneer Valley Region State Senators and Districts



Prepared by the Pioneer Valley Planning Commission - May, 2013.

1 Benjamin B. Downing (D)
Berkshire, Hampshire and Franklin District
 State House, Room 413F
 Boston, MA 02133
 (617) 722-1625
 7 North Street, Suite 307
 Pittsfield, MA 01201
 (413) 442-4008
 benjamin.downing@massenate.gov

14 Michael R. Knapik (R)
2nd Hampden and Hampshire District
 State House, Room 419
 Boston, MA 02133
 (617) 722-1415
 57 North Elm St.
 Westfield, MA 01085
 (413) 562-6454
 michael.knapik@massenate.gov

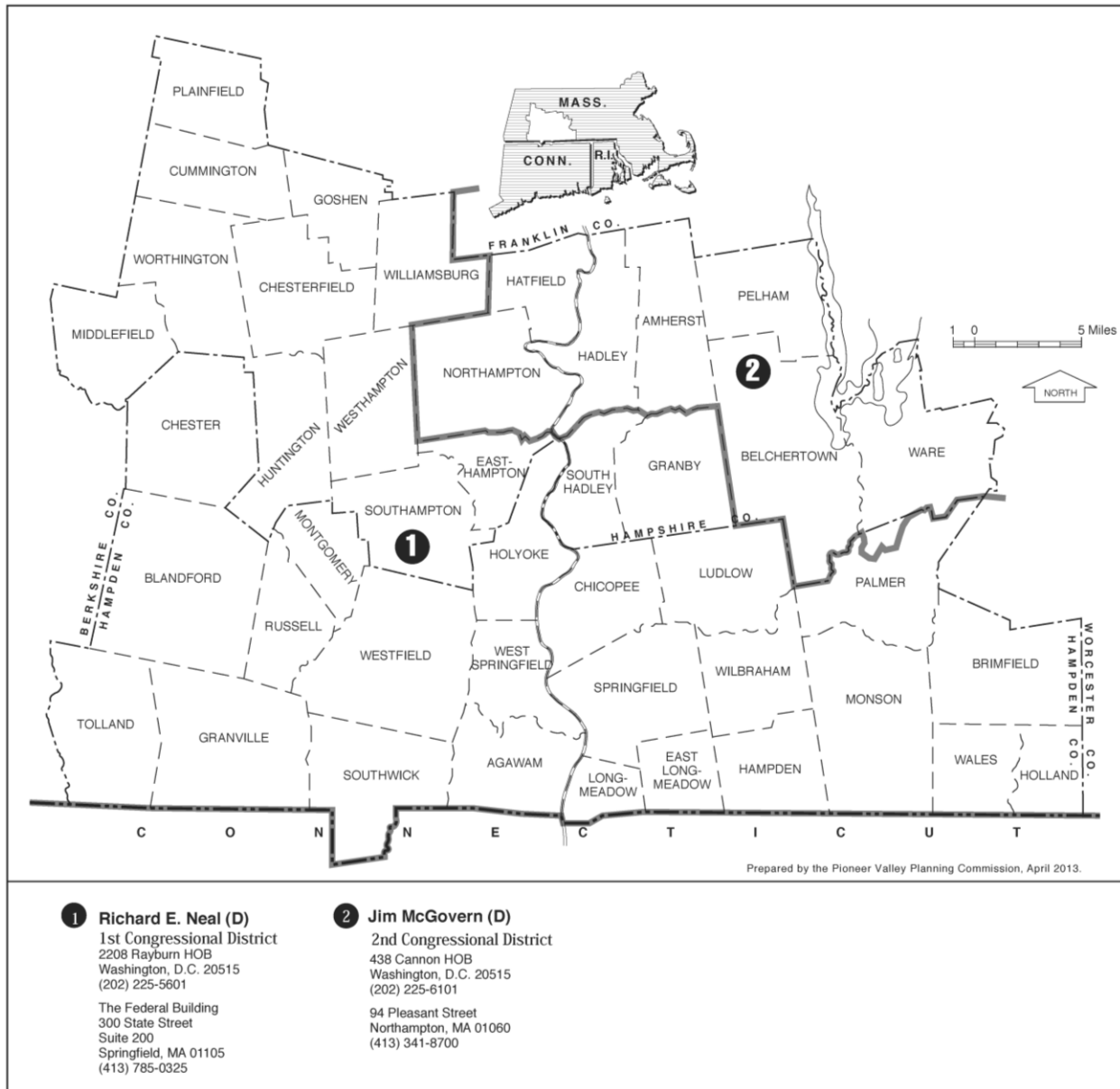
13 Gale D. Candaras (D)
1st Hampden and Hampshire District
 State House, Room 309
 Boston, MA 02133
 (617) 722-1291
 17 Main St.
 Wilbraham, MA 01095
 (413) 599-4785
 gale.candaras@massenate.gov

11 Stanley C. Rosenberg (D)
Franklin and Hampshire District
 State House, Room 333
 Boston, MA 02133
 (617) 722-1532
 FAX: (617) 722-1532
 1 Prince St.
 Northampton, MA 01060
 (413) 584-1649
 stan.rosenberg@massenate.gov

12 James T. Welch (D)
Hampden District
 State House, Room 416A
 Boston, MA 02133
 (617) 722-1660
 32-34 Hampden St.
 Springfield, MA 01103
 (413) 737-7756
 james.welch@massenate.gov

37 Stephen M. Brewer (D)
Worcester, Hampden, Hampshire and Franklin District
 State House, Room 212
 Boston, MA 02133
 (617) 722-1540
 Tatman House
 20 Common St.
 Barre, MA 01005
 (978)355-2444
 stephen.brewer@massenate.gov

Figure 28: Pioneer Valley Region Congressional Districts & Senate Contacts



1 Richard E. Neal (D)
 1st Congressional District
 2208 Rayburn HOB
 Washington, D.C. 20515
 (202) 225-5801

 The Federal Building
 300 State Street
 Suite 200
 Springfield, MA 01105
 (413) 785-0325

2 Jim McGovern (D)
 2nd Congressional District
 438 Cannon HOB
 Washington, D.C. 20515
 (202) 225-6101

 94 Pleasant Street
 Northampton, MA 01060
 (413) 341-8700

U.S. Senate

Elizabeth Warren (D)
 317 Hart Senate Office Building
 Washington, D.C. 20510
 (202) 224-4543

2400 JFK Federal Building
 15 New Sudbury Street
 Boston, MA 02203
 (617) 565-3170

Springfield Federal Building
 1550 Main St.
 Suite 406
 Springfield, MA 01103
 (413) 788-2690

Edward J. Markey (D)
 218 Russell Senate Office Building
 Washington, D.C. 20510
 (202) 224-2742

One Bowdoin Square Tenth Floor
 Boston, MA 02114
 (617) 565-8519

Springfield Federal Building
 1550 Main Street
 Suite 304
 Springfield, MA 01103-1427
 (413) 785-4610

Assessment of Economic Development Conditions

Weaknesses & External Threats

A number of issues threaten the Pioneer Valley region's economy, quality of life, and prosperity and, therefore, must be addressed and resolved. Many of these conditions result from the loss of major industrial-era employers, while others relate to more recent economic trends and other factors. Fourteen significant areas of concern are identified below:

- Job losses and high unemployment stemming from the most recent national economic downturn
- Very modest population growth, especially in the Pioneer Valley's urban core cities of Springfield, Holyoke, and Chicopee
- Limited inventory of industrial land with essential infrastructure services readily available across the region
- Lagging exports in an increasingly global economy
- Severely limited state funding for continued infrastructure improvements, including highway, bridge, transit, and rail projects, and for costly environmental cleanup projects such as Connecticut River CSOs. The I-91 viaduct, or elevated section of highway, through downtown Springfield is currently in need of a \$400 million overhaul.
- Cities and towns struggling with funding local needs and services due to state budget deficits and modest local aid increases
- Gaps still to be filled in the availability and affordability of high-speed broadband Internet and telecommunication infrastructure
- Potential shortage of skilled workers forthcoming according to several recent workforce analyses
- Uneven K-12 public schools and performance
- Land use practices that foster low-density development and create sprawl
- Poverty rate increases in the Pioneer Valley region and extremely high poverty rates in the urban core cities of Springfield, Holyoke, and Chicopee
- Continuing home foreclosures as part of the nationwide mortgage crisis, particularly in Springfield
- Out-migration of local college and university graduates to other regions
- Relatively high energy costs and the perception of hurdles to achieve energy efficiency savings

The Pioneer Valley region also recently faced a series of severe and unusual natural disasters. The first was a deadly EF-3 tornado on June 1, 2011 that left a path of destruction in the communities of Westfield, Agawam, West Springfield, Springfield, Wilbraham, Monson and Brimfield in Hampden County, as well as Sturbridge, Southbridge, Oxford and Charlton in Worcester County. President Obama declared a major disaster status for the area due to \$23.9 million in estimated damages to uninsured buildings, roads and infrastructure. A total of 319 homes were destroyed by the tornado, and another 600 had major structural damage. Many others had partial damage; insurers reported over 5,000 homeowners' claims totaling more than \$90 million. The affected communities are still struggling to recover from these impacts.

In August of 2011, Hurricane Irene swept up the East Coast, becoming a Tropical Storm in the New England states from August 27-29. The storm caused severe flooding with destruction of homes, roads and bridges in western Massachusetts, with the worst damage in the northern part of the Pioneer Valley and the Berkshires. In total, 84 homes were destroyed, 246 had major damage, and 43 had sufficient damage to be uninhabitable. Damage to roads and bridges came to at least \$25 million in replacement costs. In addition, the flooding destroyed acres of agricultural crops about to be harvested.

The region was affected even more widely during the historic storm and snowstorm of October 29-30, 2011. A severe "Nor'easter" developed and tracked over the mid-Atlantic and Northeast, leaving 1-2½ feet of snow in western Massachusetts, where most trees still had foliage. The snow and high winds resulted in widespread tree damage, from broken limbs of all sizes to entire trees felled. Storm debris blocked roads and highways, brought down power lines, and damaged homes and cars throughout the state. About 670,000 residents and businesses lost power, and many of these were without power for several days or more than a week. Five people were killed as a result of the storm.

Many of the weaknesses and external threats affecting the region are being addressed by the implementers of the Plan for Progress goals and strategies. Long-term solutions will require long-term commitment and collaboration, as well as leveraging of the region's numerous strengths. First steps towards recovery from the series of natural disasters included two U.S. Department of Commerce Economic Development Administration (EDA) awards: \$50,000 for Pioneer Valley Tornado Recovery Capacity-Building and \$250,000 for a Springfield Tornado Rebuilding Strategy, both of which were matched by local funds. The Springfield funds were used for the development of ReBuild Springfield, a recovery and redevelopment plan described later in this report. The Pioneer Valley Tornado Recovery funds is providing staff support to implement the ReBuild Springfield plan as well as staff support for redevelopment efforts in other parts of the region affected by the tornado.

Competitive Advantages

Despite the threats described above, the Pioneer Valley region possesses numerous competitive advantages, which must be drawn upon fully so that the economic development goals of the region can be reached. Significant regional advantages of the Pioneer Valley include:

An Exceptional Quality of Life

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

A Strategic and Highly Accessible Location

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

A History of Innovation and Pioneering Technologies

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

A Center of Education Excellence

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

A Responsive Job Training and Retention Infrastructure

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

A Telecommunications Hub for New England

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

An Entrepreneurial Focus and Resource Centers

In the last two decades, the Pioneer Valley region has undergone a profound shift as the number of very large employers has diminished and the importance of small businesses has grown. Springfield Technical Community College (STCC) continues to provide educational and incubation resources for starting and growing area businesses at its Scibelli Enterprise Center. Several other business incubators are located throughout the region, including the Massachusetts Latino Chamber of Commerce in Springfield, the Franklin County Community Development Corporation Ventures Center, and the Western Massachusetts Food Processing Center. The Western Regional Office of the Massachusetts Small Business Development Center also provides significant resources to hundreds of businesses each year.

A Proactive and Evolving Regional Technology Networking Structure

Technology companies are linked with the area's universities and colleges in a number of ventures, including a precision machining initiative and the development of clean energy resources, to increase the pace of innovation and technology commercialization and to build a growth-oriented economy in the Pioneer Valley region and throughout western Massachusetts.

Other Strengths & Opportunities

A significant opportunity for economic development has arisen for the region, while also raising some concerns for communities. When the state of Massachusetts passed the 2011 Expanded Gaming Act, it opened the door for up to three destination resort casinos and one slots parlor to be located in the Commonwealth. The resort casinos must be located in diverse geographical regions, with one in western Massachusetts, and they must be approved by a majority vote in the local municipality. Agreements must be developed and signed with the host as well as surrounding impacted communities. The Massachusetts Gaming Commission, with five members, was established to oversee the application and licensing process. Over the past year, more than a dozen casino developers have vied for partnerships with communities to prepare casino proposals that will be acceptable to the general public as well as meet the strict state criteria and vetting process.

The Gaming Commission is currently reviewing 11 final casino and slots parlor proposals, with a decision on a slots facility expected by late 2013 and awards of up to three casino licenses by February 2014. In western Massachusetts, four proposals have been made, all approximately \$800 million investments. Two applicants proposed sites within the City of Springfield (Penn National Gaming for a site in the North End and MGM Resorts International in the South End), but in early May 2013, the City of Springfield chose to sign an agreement with MGM, pending approval by the Gaming Commission and city voters. In West Springfield, Hard Rock International has submitted an application, and Mohegan Sun is proposing a Palmer facility. Other proposed locations include resort casinos in Everett, Milford and at Suffolk Downs. Because the Mashpee Wampanoag Tribe was negotiating a possible tribal casino in Taunton, commercial bidding was on hold in southeastern Massachusetts through the spring of 2013. However, the state has now opened up that region for applications from two developers that have submitted proposals without specific locations, as well as Penn National Gaming. Slots parlors are proposed for sites in Plainville and Raynham.

The prospect of a resort casino located in the lower Pioneer Valley brings many potential benefits: permanent job creation of up to 2-3,000 positions, 2,000 temporary jobs, increased visitors and tourism, increased tax revenues, and numerous community initiatives and partnerships sponsored by the international casino giants. On the other hand, concerns have arisen about the impact of easy access to gambling, the potential for increased crime, the certainty of increased traffic, and possible loss of business for existing local venues. The process created by the state and being carefully followed and managed by numerous regional and local agencies, including the Pioneer Valley Planning Commission, is intended to identify and minimize those impacts while creating the greatest possible benefits. Regular open meetings are being held in a number of locations by the Gaming Commission, the Planning Commission, and the casino companies – see www.massgaming.com for more details and up-to-date information.

The region has many other assets and strengths that attract outside investment and talent – the following are just 12 of the other significant areas of opportunity for the Pioneer Valley region to leverage:

- A proactive and collaborative planning process – and implementation mindset – capable of producing positive and measurable results
- An evolving Hartford-Springfield economic partnership that has spawned the Knowledge Corridor brand, InternHere.com program, Sustainable Communities Initiative, and a cross-border Growth Business Study, as well as the new 2014 Plan for Progress Talent Development Strategy.
- 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
- Numerous downtown Springfield revitalization efforts, most recently tornado rebuilding, the competition for a possible casino resort, and Union Station redevelopment.
- The opening of the Massachusetts Green High Performing Computing Center in downtown Holyoke, along with a new Holyoke Innovation District and a set of local and regional innovation strategies to leverage these resources.
- Housing affordability, especially as compared to the Greater Boston area
- A long and growing list of recreational and cultural assets that underpin tourism and the travel industry
- Federal funding to upgrade and increase passenger rail service to the region
- Superior medical facilities, personnel, services, training, and research, recently enhanced by the construction of the new Baystate Hospital of the Future in Springfield.

- The region's ability to encourage, nurture, and provide technical and financial support to new start-up firms across the Pioneer Valley
- State and federal funding to expand broadband access in underserved and unserved areas

Analysis of the Region's Economic Clusters

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

The following information on the region's most significant clusters has been provided by the Economic Development Council of Western Massachusetts (EDC), which has been working closely with these businesses to identify opportunities as well as issues of concern. Additional information is available on their website at www.westernmassedc.com. In addition, the Holyoke Innovation District Design and Development Task Force worked with consultant HDR to identify key clusters in the region, and a final report is available at www.innovateholyokey.com.

Supplementing this is information from an analysis prepared by America 2050 and the Regional Plan Association for the Knowledge Corridor, the region encompassing the Pioneer Valley of Massachusetts and the Greater Hartford area in Connecticut. This report calculated a "location quotient" (LQ), or relative concentration, of various knowledge industries in the region, based on employment. An LQ of "1" indicates that an industry has a similar proportion of employment in that industry compared to most other regions in the U.S., while an LQ higher than "1" indicates a higher concentration of that industry. Where available, the location quotient is given for each cluster.

Based on these sources, important clusters in the region include: advanced manufacturing, digital technologies, health and biomedical, energy and clean technology, and the creative economy. In services, the region is strong in financial services, logistics and distribution, and tourism sectors. The following section describes each industry cluster.

Health and Biomedical

More than 50,000 workers, nine hospitals, and 100 clinics or related facilities make healthcare the largest private industry in Western Massachusetts and a leading economic driver for the region. Area hospitals are research-driven centers for cutting-edge medical technology, advanced education, and renowned care. Baystate Health, the parent organization of Baystate Medical Center, is a four-campus, 800-bed teaching and research facility, as well as the western campus of Tufts University School of Medicine. The Pioneer Valley Life Sciences Institute is Baystate's main biotechnology research facility, founded and operated through a partnership with the University of Massachusetts. Key research focus areas include neurological, health outcomes, developmental and reproductive biology, structural biology, kinesiology, microbiology, cancer and bioengineering. Other major health care providers include the Sisters of Providence Health System, Holyoke Hospital and Cooley Dickinson.

These facilities employ the latest technology to deliver an advanced level of medical care. Technological innovations such as the robotic da Vinci Surgical System and the Siemens Company's state-of-the-art intensity-modulated radiotherapy (IMRT) aid western Massachusetts health care providers in obtaining the highest standards of quality of life and patient care. Local colleges and universities support this vibrant industry by offering a spectrum of career training and degree programs to a large regional health care workforce.

A growing number of health and biomedical products and services have been developed from research and clinical R&D in the region, building on its legacy as home for innovative, quality product manufacturing. The Knowledge Corridor is particularly known for the quality of its medical device manufacturing industry, applying expertise in precision metalworking to the exacting requirements of FDA-regulated products. More than 50 companies employ 3,000 workers in all aspects of the medical device industry, including component manufacturing, contract manufacturing, labeling, and testing.

More than 200 faculty members at the University of Massachusetts Amherst specialize in health and biomedical research, in addition to scientists at nearby Smith College and Mount Holyoke College. National Institute of Health awards to UMass researchers averaged \$16 million per year over the past four years, and the university is constructing new lab and teaching buildings to support its growing role as a translational biomedical research institution. The Patrick administration is also investing \$1 billion over ten years in the growth of the state's life sciences cluster, with over \$109 million in grants through Massachusetts Life Sciences Center awarded to western Massachusetts educational and research institutions in early 2013 for capital and planning projects to support research, development and training.

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

Educational Services

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

In the southern half of the region, the Cooperating Colleges of Greater Springfield encompass the remaining eight educational institutions within the Pioneer Valley region. These eight colleges and universities - American International College, Bay Path College, Elms College, Holyoke Community College, Springfield College, Springfield Technical Community College, Western New England University, and Westfield State University employ nearly 4,000 people and graduate more than 6,000 students annually.

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

Advanced Manufacturing

Western Massachusetts has long been known for a large and diverse manufacturing industry which currently employs nearly 40,000 workers. Its primary focus is developing parts and products within the Fabricated Metal, Paper, Computer, Electronics and Transportation Equipment industries, used to supply major commercial manufacturers in the United States and abroad. Firearms manufacturing is quite highly concentrated in the Springfield area, with an LQ of 27.57, primarily due to the presence of Smith and Wesson. For the Knowledge Corridor as a whole, it is 9.04. Plastics manufacturing is another strong industry in the Springfield area, with an LQ of 2.48, while its presence in the full corridor is average (1.03).

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

Precision Machining

Western Massachusetts is home to 230 precision machining companies with more than 7,700 employees. These companies perform high-mix, low-volume, highly-engineered precision machining of components and assemblies for major commercial manufacturers, aircraft engine builders and military equipment contractors across the globe.

The region's precision machining companies have adopted new technologies to increase productivity and competitiveness as suppliers. These businesses also have the available infrastructure, equipment, and employee skill sets needed to commercialize projects now being designed and developed for markets such as alternative energy, bio-technology, clean technology and medical devices. Precision machining in the Knowledge Corridor has an LQ of 3.41, and for the Springfield metropolitan area it is 2.71.

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

Financial Services

Multi-national banks, the Springfield-based operations of the MassMutual Financial Group and Liberty Mutual, as well as the Knowledge Corridor's dense concentration of insurance giants, all contribute to the region's financial services cluster. The Regional Plan Association calculated the LQ for the Knowledge Corridor as 1.51, with Springfield at 0.93.

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

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

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

Digital Technologies

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

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

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

The size of the region's high-tech workforce is exemplified through organizations such as Hidden Tech, a rapidly growing group of 1,900 participants from 800-plus small and home-based companies. Another growing sector in the Pioneer Valley is the video game industry. The Entertainment Software Association has identified Massachusetts as one of the top five centers for game design and development in the U.S. with over 4,000 people directly or indirectly employed in the field in the state. In western Massachusetts, a number of small game development studios are operating and building products for the entertainment and serious games marketplace.

Energy and Clean Technology

The Massachusetts Clean Energy Center (MassCEC) reported in August 2012 that the Massachusetts clean energy economy now employs more than 71,500 people. The 2012 Massachusetts Clean Energy Industry Report identified 4,995 clean energy companies across the state that saw an 11.2 percent increase in jobs between July 2011 to July 2012 and expect continued employment growth. The report included clean energy companies ranging from construction and manufacturing to research and development.

The LQ for renewable energy industry in the Knowledge Corridor is 4.46, due to a high concentration in the Hartford area (8.31), while in the Springfield metro area it is 0.88. The Pioneer Valley can be a particularly efficient place to locate a renewable energy business because wage rates and real estate costs are lower than other major Northeast metro areas.

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

Tourism

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

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

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

Creative Economy

The Pioneer Valley is recognized as having an active and prominent cultural community and is home to many artists and creative businesses. These activities and enterprises are a significant source of employment and income for the region. In addition to its colleges and universities, the region boasts many cultural institutions and other businesses that are

leaders in a variety of creative industries. Furthermore, its proximity to the major metropolitan areas of Boston, Hartford, and New York City, as well as to Bradley International Airport, provides a rich exchange of culture, innovation, and talent. The creative economy includes occupations and industries that focus on the production and distribution of cultural goods, services, and intellectual property, such as publishing, entertainment, design, journalism and writing, photography, performing arts and individual artists. Parts of the Pioneer Valley have significantly higher concentrations of creative workers than the state of Massachusetts or the nation as a whole, and these workers are found in a broad diversity of cultural occupations.

Availability of Partners and Resources for Economic Development

The long-term success of the Plan for Progress—as well as the region’s ability to achieve its strategic economic goals as outlined in the CEDS annual report—depends on a diverse and interconnected network of active economic partners.

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

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

Figure 29: Pioneer Valley Plan for Progress Implementers

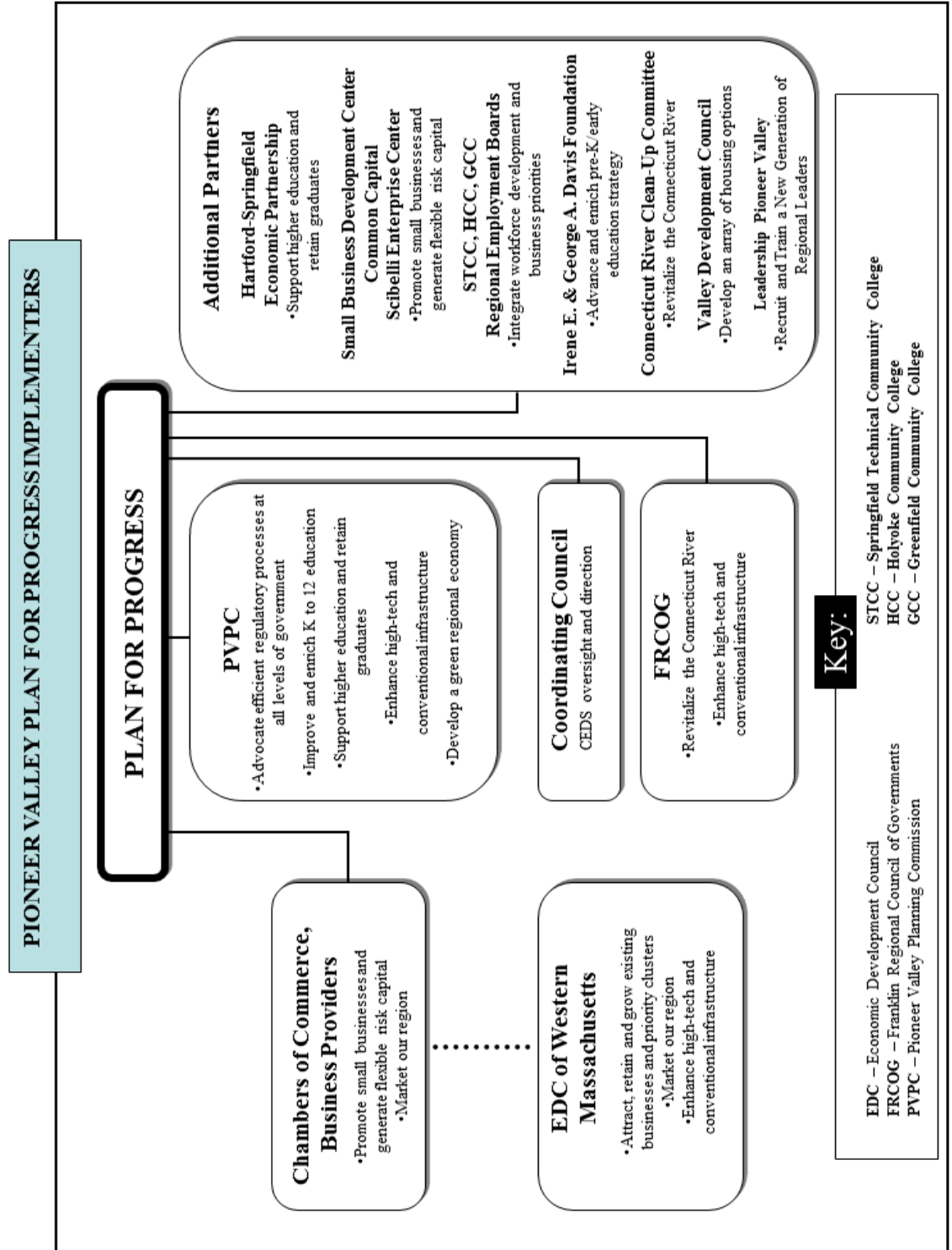
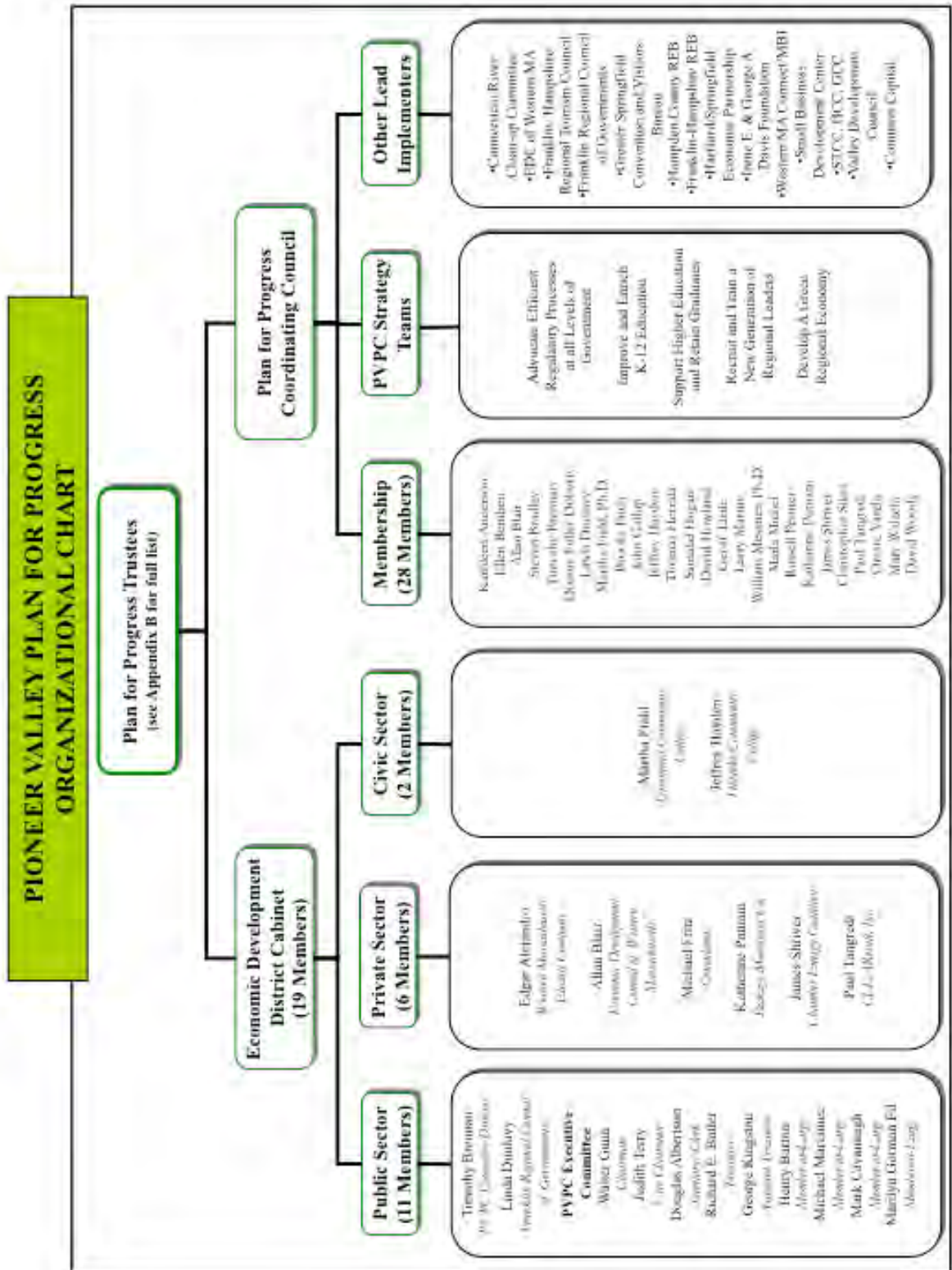


Figure 30: Pioneer Valley Plan for Progress Organizational Chart



A VISION FOR THE PIONEER VALLEY REGION



Cathedral High School Commencement, Springfield
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Regional Goals and Objectives

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

The original 1994 Plan for Progress

was created as a blueprint for growth and development of the regional economy, and the current Plan, completely revised in 2004 and updated annually, reflects an even broader concept of regional development – one that capitalizes on the ideas and perspectives of countless people within the Pioneer Valley and incorporates our partners to the north and south in the Knowledge Corridor. This year, Plan for Progress Trustees are beginning to develop a framework for the next 10-year update of the Plan in 2014. The 2004 Plan for Progress and annual CEDS updates are available from the PVPC or online at www.pvpc.org.

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

The 2004 Plan for Progress presents a vision of a Pioneer Valley with “a strong, vibrant regional economy that fosters sustainability, prosperity, and collaboration, and attracts national recognition.” This vision is expressed through seven cross-cutting themes that form the guiding principles of the Plan for Progress. In practice, a set of strategic goals, in four groupings, guide the implementation of these principles and present tangible action steps for realizing the vision.

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

The Plan for Progress: Cross-Cutting Themes

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

- **Cross-border collaboration** – partnering with the greater Hartford region to promote a globally competitive cross-border regional economic identity.
- **Diversity and Inclusion** – appreciating and cultivating diversity and creatively fostering inclusion throughout our region.
- **Education** – taking advantage of the region's significant higher education assets and creating cross-sector partnerships to improve on weaknesses.
- **Industry clusters** – supporting the expansion of those industries that show great promise (clean energy, health care, creative businesses, hospitality and tourism, life sciences, medical devices and pharmaceuticals, and plastics), and sustaining those that have a long history in the region (agriculture and organic farming; building fixtures, equipment, and services; financial services; metal manufacturing and production technology; and printing and publishing).
- **Sustainability** – promoting responsible land development patterns that are economically sound and considerate of social and environmental needs, while preventing the worst impacts of natural disasters by planning for crisis management and protecting vulnerable infrastructure.
- **Technology** – leveraging technology to improve socio-economic outcomes across the region and building the business community's technological capacity.
- **Urban investment** – promoting economic growth and prosperity in the region's urban central cities and a high quality of life for their residents.

The Plan for Progress: Strategic Goals

While cross-cutting themes constitute the principles of what the Plan for Progress can achieve, it is the strategic goals and their corresponding action steps that will realize that vision. In January 2012, the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region was incorporated into the Plan for Progress as its 15th strategy. All of the goals are summarized in the “Accomplishments” section of the CEDS and are listed below under their strategy groupings:

Strengthen and expand the region’s economic base:

- Attract, retain, and grow existing businesses and priority clusters
- Promote small business and generate flexible risk capital
- Market our region
- Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region (*new in 2012*)

Foster means of regional competitiveness:

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

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

- Integrate workforce development and business priorities (*revised in 2010*)
- Advance and enrich early education at state and regional levels
- Improve and enrich K to 12 education
- Support higher education and retain graduates

Foster the region’s business climate and prospects for sustainable economic growth:

- Develop a green regional economy (*new in 2009*)
- Revitalize the Connecticut River
- Develop an array of housing options
- Endorse a regional approach to public safety
- Champion statewide fiscal equity

Integration With Other Economic Development Plans

One of the concerns addressed by the Plan for Progress Coordinating Council and Trustees, and particularly by a number of private sector Trustees who participated in a series of Business Focus Groups in the last several years, was the wide array of plans created for the region by many different parties, not always acting in concert with one another.

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

Choosing to Compete in the 21st Century: An Economic Development Policy and Strategic Plan for the Commonwealth of Massachusetts

In December 2011, the state of Massachusetts released a new statewide economic development plan. In August 2010, the Massachusetts Legislature passed economic development legislation that calls upon each gubernatorial administration to develop and publish, with the assistance of an economic development planning council, an economic development policy and strategic plan for the Commonwealth. During 2011, an economic development planning council of 34 public and private sector representatives led by Secretary of Housing and Economic Development Greg Bialecki developed this strategy and plan, which builds on the job creation strategy of the Patrick-Murray Administration over the last five years.

This strategy and plan outlines five categories for action for Massachusetts to retain or improve its competitive position in the world's economy. Within each category, accomplishments were recognized and critical priorities were identified for further improvement, together with specific action steps. The "Five Steps Towards a More Competitive Massachusetts Economy" are as follows:

1. Building Talent: Advance Education and Workforce Development for Middle-Skill Jobs Through Coordination of Education, Economic Development, and Workforce Development Programs

- Design and develop a cohesive, coordinated workforce development system with clear leadership
- Improve responsiveness of workforce programs for business and workers that will meet the demands of the marketplace
- Prioritize goals of the State STEM Plan that align with middle-skill jobs

2. Supporting Innovation and Entrepreneurship:

- Strengthen and support our innovation community

- Build and retain talent for the innovation economy
- Expand our culture of innovation
- Support growth to scale

3. Empowering Regions: Support Regional Development Through Infrastructure Investments and Local Empowerment:

- Make public infrastructure investments that support regional growth opportunities
- Create regional and local economic development teams led by municipal officials who are “CEOs for Economic Development”
- Educate regional and local officials, municipal leaders and their staffs
- Empower municipal leaders and their staffs with more local input and control

4. Increasing the Ease of Doing Business:

- Engage in on-going state regulatory review
- Re-align business development efforts
- Market the strengths of doing business in Massachusetts

5. Improving Our Cost Competitiveness:

- Contain the increasing cost of health care while protecting access and quality
- Reduce energy costs while creating a diversified energy portfolio that balances competitive pricing with sustainability
- Manage the impact on business of long-term cost pressures within state and local government
- Make the tax structure more simple, competitive, and predictable by addressing the use of tax-based business incentives

A Framework for Action: The State Regional Economic Development Strategy

Massachusetts conducted a regional economic development planning process in 2008-10, based on the premise that people live, work and play across town and even state borders. The plan notes that “regions are the scale in which housing, labor and job markets intersect.” It also acknowledges that the economic health of regions is tied to the economic health of their urban centers. The regional framework developed by the state examines each region in depth and presents conclusions and recommendations tailored to that region. The Pioneer Valley and the Berkshire Regions are both identified as separate entities in western Massachusetts.

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

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

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

Knowledge Corridor and Franklin Regional Plans for Sustainable Development

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

The overarching Knowledge Corridor Regional Plan, to be completed in 2014, will include several innovative new elements, several of which will help to implement Plan for Progress strategies: a green infrastructure plan for clean water, a regional climate action plan, a workforce talent development strategy, an affordable and equitable housing element, a sustainable environment plan, and a food security plan. The plan will: (1) build off of major federal investments in the region, including the new Springfield-New Haven high speed rail line; (2) seek to create energy-efficient, affordable housing opportunities near transit and job centers in well-designed, mixed-use settings; (3) enhance opportunities for MA/CT cross-border communication and decision-making; and (4) establish imaginative new efforts such as a regional leadership training program and a web-based Virtual Sustainability Concourse. The two latter efforts (under #4) have been accomplished and results can be seen at www.leadershippv.org and www.sustainableknowledgecorridor.com. Milestones from the entire process to date are also described in the “Accomplishments” section of this CEDS report.

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

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

1. ***Growing and Attracting Business.*** The EDC intends to provide customized business services, including their Home Field Advantage program and their website as a widely utilized portal. They will also target resources to existing and emerging businesses with a demonstrated capacity for growth. The EDC will continue to develop outreach efforts that target East-West (Massachusetts) and Knowledge Corridor initiatives, and will support the commercialization of intellectual property from the region’s universities, as well.
2. ***Real Estate Resources and Infrastructure Development.*** The EDC intends to continue to work with municipalities to identify land for possible development and urge streamlined local permitting to increase the number of pre-permitted, shovel-ready sites. The EDC will coordinate with the Pioneer Valley Plan for Progress as well as with municipal level community economic development organizations. It will provide the economic development perspective on infrastructure funding decisions/initiatives. It will also coordinate with other parties in promoting the region’s land and building resources, with a special emphasis on downtown Springfield.
3. ***Tourism.*** The EDC intends to continue to expand current marketing efforts, support the development of new tourism venues and events, such as the Three County Fairgrounds in Northampton and the Springfield History Museum at the Quadrangle, and assess feasibility for new venues.

4. **Public/Private Partnership.** The EDC will continue to develop and communicate positions on issues of importance to the business community to all appropriate levels of government. It will assist in the formation of Business Improvement Districts and provide project management services to municipalities lacking the capability.
5. **Technology Sector.** The EDC intends to conduct particular outreach to biotech, nanotech, software, and East Meets West initiatives. Leveraging UMass Amherst's knowledge and resources is critical, as well, and the EDC will capitalize on and promote the Pioneer Valley Life Sciences Institute.
6. **The EDC's Role in Springfield.** The EDC intends to identify ways to bring more public/private resources to the city and to re-educate the region about Springfield's unique importance and value. The EDC will work with the city to implement the Urban Land Institute's report, which MassINC has built upon (see below).

Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region

This report and strategy document came out of a comprehensive process conducted by a regional/local Holyoke Innovation District Task Force, with the assistance of the Massachusetts Technology Collaborative's John Adams Innovation Institute, over the past two years. The key goals and objectives of this report have been adopted by the Plan for Progress Coordinating Council for inclusion in the Plan for Progress, and can be found in the Accomplishments and Action Plan section.

On June 11, 2009, Governor Deval Patrick, joined by MIT President Susan Hockfield, University of Massachusetts President Jack Wilson, Boston University President Robert Brown, Housing and Economic Development Secretary Greg Bialecki, and representatives of EMC and Cisco, signed a Memorandum of Understanding announcing the desire to locate a state-of-the-art Massachusetts Green High Performance Computing Center (MGHPCC) in Holyoke, Massachusetts. Northeastern University and Harvard University later joined the consortium. Considered the "third leg of science" along with theory and experimentation, high performance computing uses a large number of extremely powerful and fast computers to carry out advanced computing in key areas of research such as life sciences, clean energy, and climate change. For world-class universities, high performance computing has become a necessity to compete with other research institutions in today's world, and it is also a catalyst for innovation in research and the development of new products and services.

The MGHPCC was completed in November 2012 and now anchors a downtown Innovation District that is beginning to catalyze the innovation economy in Holyoke. A regional/local Innovation District Task Force was previously established to guide the creation of the District and developed a strategic plan in 2011. The plan, called the "Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley," has been incorporated into the Plan for Progress and CEDS (see Strategy #15).

The MGHPCC not only provides an invaluable increase in the computing capacity that brings all these benefits to the partnering institutions but also serves as a showcase of green energy use and green facilities design, is scalable to meet the needs of additional

partners and computational demands, and will continue to serve as a catalyst for economic, educational, and workforce development in Holyoke and the region.

Rebuild Springfield Plan

In response to the June 1, 2011 tornado that devastated parts of Springfield and neighboring communities, the City of Springfield undertook a comprehensive redevelopment planning process. A public/private partnership between DevelopSpringfield, a non-profit development corporation, and the Springfield Redevelopment Authority was established to engage local citizens in a systematic planning process. Over a period of six months, using a consultant who also worked with New Orleans after Hurricane Katrina, a total of about 2,000 residents participated in nineteen separate community meetings. These residents are the ultimate authors of this plan, which also builds on previous plans for the city including neighborhood plans, Urban Land Institute (ULI) reports, and others. The intent of the plan is more than just to return the city to pre-tornado conditions, but to establish realistic short and long-term visions for the future and to begin implementation.

The Rebuild Springfield Plan has two levels of focus – the tornado-impacted neighborhoods and the city as a whole. The neighborhoods affected by the tornado were organized into three Planning Districts:

District 1: Metro Center, South End

District 2: Maple-High/Six Corners, Upper Hill, Old Hill and northern Forest Park

District 3: East Forest Park, Sixteen Acres

Very specific implementation strategies have been identified for each of these areas, building on successful models and initiatives such as the C-3 Policing program and the city's Business Improvement District, while creating new initiatives such as reinforcing a cluster of eateries to form a "restaurant row", building trails along the Mill River, expanding the role of local schools to become community centers, and providing sidewalks and bike lanes on key connector streets.

The Citywide (as well as District) recommendations are organized around a "Community Nexus" of physical, cultural, social, organizational, economic, and educational assets, resulting in a holistic plan that takes into account all aspects of the community experience.

MassINC and UMass Dartmouth Urban Initiative: Springfield Economic Growth Initiative

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

Key findings of the study include:

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

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

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

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

Greater Franklin County Comprehensive Economic Development Strategy (CEDS)

The Franklin Regional Council of Governments (FRCOG) administers the Greater Franklin County Economic Development District and produces an annual CEDS report for the region. The 2013 Draft CEDS contains the required elements of the EDA-funded program and outlines a set of regional goals and objectives:

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

Objective 1: Build local economic development capacity.

Objective 2: Foster regional economic development collaboration.

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

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

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

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

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

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

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

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

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

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

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

Regional Employment Boards

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

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

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

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

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

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

Both Regional Employment Boards have prepared plans for FY12 Workforce Investment Act (WIA) funds, available on their websites. The plans incorporate key elements of their longer-term strategies and goals.

Other Plans

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

PLAN FOR PROGRESS ACCOMPLISHMENTS 2012-2013 and ACTION PLAN 2013-2014



Leadership Pioneer Valley (LPV) participants meet with Michael McCusker of McCusker's Market in Shelburne Falls. The LPV program covers the entire Pioneer Valley, including the Franklin County region.
Photo: Leadership Pioneer Valley

Strategy Updates

Strategy #1:

Attract, Retain, and Grow Existing Businesses and Priority Clusters

Lead Implementer

- Economic Development Partners of the Western Massachusetts Economic Development Council

Background and Synopsis

Attracting, retaining, and growing businesses were some of the key accomplishments of the 1994 Plan for Progress. The Economic Development Council of Western Massachusetts (EDC) was created by the region's business sector to play a lead role in implementing the Pioneer Valley's economic development strategies, and in marketing the region with the input and influence of the region's largest employers.

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

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

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

Major Strategy Accomplishments for 2012-2013

- The new Massachusetts Green High Performance Computing Center (MGHPCC) opened in November 2012 on Bigelow Street in Holyoke, with a ribbon-cutting ceremony led by Governor Patrick and attended by over 400 people. The \$165 million facility is a partnership of five universities – Harvard, MIT, Boston University, UMass and Northeastern – as well as Cisco, EMC, and the Commonwealth of Massachusetts. The facility has created eight new permanent jobs, is facilitating high-level scientific research, and is a catalyst for the new Holyoke Innovation District. With capacity for over 20,000 computers, the center benefits from the clean energy and cooling power provided by the Holyoke hydroelectric plant and canals. The universities and private sector entities involved have engaged in local economic development, education and workforce partnerships; more information is available under Strategy #15, Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region.
- The Caring Health Center, a major community health care provider in Springfield, has undertaken redevelopment of three vacant historic buildings, one of which was damaged by the June 2011 tornado, into an expanded and updated health center and pharmacy in the South End. The \$23 million expansion will increase patient capacity from 16,000 per year to over 26,000 and will create 159 permanent jobs in the health care industry. An investment of \$500,000 from the U.S. Economic Development Administration is being used for acquisition of medical and dental equipment. The Caring Health Center is the only community health center in the city of Springfield, and the second largest immigrant health provider in Massachusetts.
- Under the Massachusetts Life Sciences Initiative, \$109.5 million in state grants for life sciences-related projects (encompassing biotechnology, pharmaceuticals, biomedical technologies, and medical devices) were awarded to the region in the spring of 2013. UMass will create three new research centers in its new life sciences building with \$95 million of the funding. The Pioneer Valley Life Sciences Institute received \$5.5 million to create a Center of Innovation for Health Informatics and Technology, and Holyoke Community College will use \$3.8 million for the creation of a Center for Life Sciences, which will support both training and research. Springfield Technical Community College and Bay Path College received planning grants, and smaller grants were awarded to several vocational and high schools for science lab renovation and new equipment. The MGHPCC in Holyoke received \$4.54 million for a computer system that will facilitate research in biological and biomedical science for the participating universities as well as commercial enterprises.

- HealthSouth Rehabilitation Hospital of Western Massachusetts broke ground on their new facility at Ludlow Mills in September of 2012. Working with Westmass Area Development Corporation and the Town of Ludlow, HealthSouth is building the \$27 million new hospital to replace an existing facility nearby. It will accommodate the current 53 beds but will provide patients with improved amenities including private rooms, in-suite showers, and a state-of-the-art therapy gym. The hospital will be built using green-design technology and energy-efficient building systems and is expected to be fully operational in late 2013.
- Construction of the \$110 million state data center at the former Springfield Technical High School site was completed, preserving the historic brick façade of the original building and serving as a model for green technologies. The center provides storage of state data systems and electronic records and provides a backup for the state's primary data center in Chelsea. Construction involved 200 temporary jobs, and the center will have 100 permanent employees. A new municipal liaison for information technology was hired to assist communities in western Massachusetts with IT support and to explore if any municipal applications are compatible for storage onsite.
- Four casino development companies submitted proposals for a single western Massachusetts resort casino permit, as allowed by state law. Two of them (Penn National Gaming and MGM Resorts International) were competing for sites in Springfield; however, the City of Springfield signed a host community agreement with MGM for their proposal in the city's South End, and thus Penn National is no longer a competitor in this region. In West Springfield, Hard Rock International has submitted an application, and Mohegan Sun has proposed a Palmer site. All are estimated investments of around \$800 million. The Massachusetts Gaming Commission is reviewing the proposals during 2013, and a final award is expected to occur by February 2014. Each individual city and town will also hold a referendum for the community to vote whether or not to allow a casino. Potential benefits that have been projected include permanent job creation of up to 2-3,000 positions, 2,000 temporary jobs, increased visitors and tourism, tax revenue for the Commonwealth and host community, shared benefits (to be determined) for the surrounding communities, and community initiatives and partnerships sponsored by the casino company. See "An Analysis of Regional Economic Conditions – Competitive Advantages" in this report for more details, as well as www.massgaming.com.
- Westmass completed the reconstruction of State Street in Ludlow including installation of new water line and a new high-pressure natural gas line to properties within the Ludlow Mills complex. Westmass also received \$400,000 in brownfields cleanup grants for the complex.
- Bulkley Richardson and Gelinas, LLP completed a \$2 million renovation of their offices at Tower Square in downtown Springfield, where the agency's main offices have been located for 40 years. Using local contractors, the firm reconfigured work areas, installed energy efficient lighting and controls, and updated many systems including security and information technology.

- The EDC continued to host a Growth Sector Series, with the support of First Niagara Bank, focusing on opportunities for manufacturing clusters that have growth potential in the region. In July 2012, a session was held on “New Product Opportunities for the Medical Device Industry,” and in September 2012, “Sustainable Manufacturing in the Plastics Industry” was presented.
- Village Hill Northampton is nearing build-out of the 126-acre mixed use site. The recipients of 2008 EDA Public Works funds, the City of Northampton and MassDevelopment have been marketing the remaining properties, and over the past year, two new developments broke ground and two others are under negotiation. An 83-unit assisted living facility is proposed for a 2.5-acre parcel on the site, while a two-story office building is under construction. The office building will include space for an existing Northampton firm looking to expand – Fazzi Associates, a national home care consulting firm. A \$6 million, 44-room boutique hotel is proposed for the former male attendants’ building, using historic tax credits to renovate and restore the building. On the residential side, Pecoy Homes has subdivided 24 lots and has built and sold several single-family homes thus far.
- The EDC partnered with the Associated Industries of Massachusetts (AIM) and the Massachusetts Office of Business Development (MOBD) for a new “BuyMass” event in August 2012, seeking to connect small and medium-sized local firms with large OEMs (Original Equipment Manufacturers). Western Massachusetts companies who can provide specialized production technologies were sought to partner with Pratt & Whitney in East Hartford. Pratt’s Global Supply Chain team interviewed 13 Massachusetts firms (over half from western MA), and the EDC is following up on any possible matches.
- The “opportunity leads” for the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region continued to implement the action-oriented agenda to leverage the resources, assets, and processes that were mobilized in bringing the MGHPCC to Holyoke, in order to catalyze broader innovation-based economic opportunities in the city and region. The plan includes ten key strategies, which have been adopted by the Plan for Progress Coordinating Council as Strategy #15 of the Plan for Progress and are discussed in greater detail in that section.
- Five Pioneer Valley projects were awarded investment tax credits for expansion projects this year as part of the state’s Economic Development Incentive Program (EDIP). MassMutual Life Insurance Company will receive \$3.75 million in investment tax credits for moving back-office jobs from a new acquisition in Connecticut to its facility in Springfield. The expansion will create 250 jobs and retain 3,352 existing jobs, representing an investment by the company of \$59.4 million. U.S. Tsubaki Power Transmission in Holyoke is making a \$6.3 million investment for a 20,000 square foot expansion, creating 15 new full-time jobs, and will receive \$270,000 in investment tax credits. Dirk Auferoth & Associates in Holyoke, Nash Manufacturing & Grinding Services in Springfield, and Latino Food Distributors/90 Meat Outlet in Springfield will all receive investment tax credits for expansion projects. The western branch of the MOBD helped advocate for these projects.

- The MOBD also worked with several other western Massachusetts companies to consolidate their operations from other states to existing facilities in the Commonwealth. Sealed Air in Holyoke (original manufacturer of Bubble Wrap®) is creating 12 new jobs; Smith and Wesson is creating 225 new jobs in Springfield; and Colfax Corporation is bringing subsidiary Portland Valve's operations from Portland, Maine to Warren, with 35 new jobs created.
- Gulfstream Aerospace, a division of General Dynamics, completed construction of a \$23 million maintenance facility at Barnes Municipal Airport for their new ultra long-range G650 corporate jet. The new, \$125,000-square-foot hangar brings 100 new full-time jobs to Westfield.
- Sisters of Providence Health System launched construction of a \$20 million outpatient facility at Mercy Medical Center in Springfield. The 75,000 square foot, three-story building is scheduled to open by December of 2013 and will house outpatient rehabilitation programs, the Mercy Hearing Center, and two Mercy-affiliated physician practices, including Hampden County Physicians' Associates.

Strategy Goals for 2013-2014

- MassDevelopment and the City of Northampton will continue to market the commercial and industrial properties and implement the remainder of the housing plan at Village Hill.
- The "Opportunity Leads" for each of the eight Innovation-Based Economic Development Strategies for Holyoke and the Region will continue to address short and long-term objectives as outlined in the plan.
- The EDC of Western Massachusetts will work with the Associated Industries of Massachusetts and the state to expand the BuyMass initiative.
- Westmass will seek additional funding for the redevelopment of Ludlow Mills, including the reconstruction of Riverside Drive.

Strategy #2: Promote Small Businesses and Generate Flexible Risk Capital

Lead Implementers

- Western Massachusetts Small Business Development Center
- Common Capital
- Scibelli Enterprise Center
- Affiliated Chambers of Commerce of Greater Springfield (ACCGS)
- Chambers of Commerce from Hampshire and Franklin Counties

Background and Synopsis

Nearly 90 percent of all employers in the region have 20 or fewer employees. In a region once renowned for its large mills and factories, the emergence of an economy characterized by small businesses is noteworthy, although similar to trends occurring nationwide. It means that efforts to retain or recruit large businesses to the region cannot be our only approach if the region is to remain economically strong. Small businesses also need to be recruited, supported, and nurtured so that they grow in total revenues and employment.

The Massachusetts Small Business Development Center Network (MSBDC), part of the University of Massachusetts, has for more than 25 years serviced the small business community with counseling, management training, and information and referral. Its professional staff has counseled thousands of clients throughout the four counties of western Massachusetts, often working through and with chambers of commerce that are increasingly recognized as the backbone of our regional economy. Collaboration between MSBDC, the chambers, and municipal economic development offices will continue to nurture the entrepreneurial community, as will programs such as the Business Incubator at the Scibelli Enterprise Center in the Springfield Technology Park.

In addition, the HIDDEN-TECH network brings together a growing group of individuals using technology to run small businesses out of their homes and private offices. As these businesses not captured in traditional economic data are networked and supported, some will emerge as significant employers.

Major Strategy Accomplishments for 2012-13

- Several local partners sponsored a Pioneer Valley Growth Business Study, conducted by the UMass Donahue Institute. The study identifies industry sectors and businesses that are growing, need capital and will have high community impact, particularly through increased employment. It identifies characteristics and challenges of these companies as well as financing and business assistance needs. The partners will use the information to develop new business assistance services in the region targeting growth oriented companies. The next phase of the work will expand the research to the entire Knowledge Corridor. The partners are: Common Capital, the EDC of Western Massachusetts, the Pioneer Valley Planning Commission, the Franklin Regional Council of Governments, Mass Growth Capital, MA Small Business Development Center, and MassMutual.
- Common Capital launched its Community First Fund, allowing individuals in the region to invest locally. The Fund announced its first offering and is raising \$500,000 from individuals in Western Massachusetts to finance local businesses. The minimum investment is \$2,500 for three years, and will be paid a guaranteed interest of 2%. Loans are secured by the \$3 million equity of Common Capital.
- The Scibelli Enterprise Center (SEC) is providing services to businesses as a subcontractor to the Association of Cleantech Incubators of New England (ACTION) as part of its participation in the i6 Challenge grant creating the Cleantech Innovations New England program. Services include hosting roundtables to emerging cleantech companies, service provider office hours to young businesses, and information sessions for business plan competitions. This designation as an ACTION incubator will bring exposure and opportunity to Western Mass cleantech companies.
- A new program at the SEC was established for young companies designated as pre-revenue – those that do not yet have receipts from customers – so that they can now use one of the SEC conference rooms up to four times a year at no cost. A second program opens up the SEC after 4:00 p.m. to groups who wish to offer networking programs or workshops on small business growth.
- The Hartford-Springfield Economic Partnership (HSEP) conducted the Hartford-Springfield Interstate Business Survey in the spring of 2013. This survey is done every two years to gauge economic conditions, outlooks and views of the business community on a range of key issues confronting the interstate Knowledge Corridor region. The survey was administered by the Connecticut Business & Industry Association and sponsored by the MassMutual Financial Group, Berkshire Bank, the Capitol Region Council of Governments and the Pioneer Valley Planning Commission. The responses were officially released to the public and media at the 2013 State of the Region Conference convened annually by the HSEP.

- Common Capital was awarded a \$500,000 grant in 2012 from the U.S. Treasury CDFI (Community Development Financial Institution) Fund to increase its lending power to businesses in the region. With this funding, Common Capital's lending capacity now exceeds \$5 million. In FY12, the agency originated 22 loans with an average loan size of \$50,000 (total of \$1.1 million). Common Capital has now made over \$13 million in total loans since its founding in 1990. The agency also provided over 1,500 hours of business assistance to its clients.
- Common Capital refocused and expanded its business assistance program by expanding partnerships with business advisory consultants to make referrals to clients; researching successful national models for business assistance programs across the country; and collaborating on the regional business growth study.
- In FY12, the Massachusetts Small Business Development Center Network Western Regional Office met with 552 clients to provide close to 2,500 hours of business advisory services and offered 13 management training programs, attended by 216 trainees, throughout the Pioneer Valley. They also assisted in securing \$7,489,300 in financing to businesses based in the Valley. This allowed for the creation of 96 new jobs and the retention of another 87 jobs.
- The Plan for Progress Small Business Strategy Team hosted a Western Massachusetts Business Service Provider "Meetup" co-located at the Western MA Business Expo in October 2012. The two-hour session facilitated networking among service providers so that they could expand their connections and better serve business clients. Attended by 30 providers, the event proved successful; even though many participants knew several people already, 85% of attendees made 1-6 new contacts and 10% made 7-10 new contacts.
- The Scibelli Enterprise Center (SEC) at Springfield Technical Community College achieved an occupancy rate between 93-96% for its 27 office suites. There are between 65-75 people working in the building plus 5-7 student interns. New tenants include Celadon Innovation LLC (for SolaBlock, LLC, and Black Island Wind Turbines, LLC), viz-bang! (video production company), QuSEC Labs, Urban Impact Industries, Stand for Children, Victory Energy, and the New England chapter of the National Association of Minority Contractors. In all, there are twenty-four companies and organizations residing in the SEC. Five of those companies are also clients of the SEC Business Incubator.
- The Wellspring Collaborative, led by the UMass Amherst Center for Public Policy and Administration, the Center for Popular Economics, and Partners for a Healthier Community in Springfield, aims to create entry-level jobs by tapping the purchasing power of the region's largest employers to provide a market for new, worker-owned companies. Wellspring is working with the Hampden County Sheriff's Department and York Street Industries to create a Springfield-based upholstery business that will provide training and employment to ex-offenders after they leave the Hampden County Correctional Center. Potential clients include educational institutions and other large facilities with auditoriums and upholstered seating. This is the first in a network of worker cooperatives planned by Wellspring.

- As a member of ACTION, the SEC hosted an Emerging Growth Seminar Series and a day-long “Perfect Pitch” workshop. Both were open to entrepreneurs and established business owners in any industry.
- The SEC continued to hold its series of monthly open houses this year, focusing on exposing service providers and emerging entrepreneurs to the benefits of the services offered by the SEC, its Business Incubator, and its anchor tenants. The SEC also hosted seven SEC Community Lunches to bring together the tenants for a peer learning experience and organized four SEC Business Incubator CEO Roundtables. The SEC also hosted a CleanTech Open Information Session and a MassChallenge 2013 Information Session. MassChallenge is a start-up accelerator that connects entrepreneurs with resources needed to launch and succeed immediately.

Strategy Goals for 2013-14

- Common Capital will research models for providing business advisory services in Western Massachusetts that address the needs of growth-oriented businesses including continuous innovation, market research, commercialization, management training, and capacity building. Successful programs and services will be researched along with outreach to growth oriented businesses in the region to learn more about their specific needs by industry sector with the goal of creating a program of advisory services in collaboration with economic development partners and technical assistance consultants in the region.
- The Small Business Strategy Team will review and evaluate the results of the Pioneer Valley Growth Business Study and recommend follow-up that should be considered for the 2014 Plan for Progress and small business strategies for the future. The team will also track the progress of the Connecticut portion of the Knowledge Corridor work to take place during 2013.
- The Strategy Team will hold additional events bringing together providers of business services in the region. These events will provide an opportunity for those serving small businesses to learn about one another, expand their referral networks, and learn about current needs and opportunities for small businesses in western Massachusetts.

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

Lead Implementers

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

Background and Synopsis

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

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

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

Major Strategy Accomplishments for 2012-2013

- The Pioneer Valley Planning Commission (PVPC) applied for a Massachusetts Community Innovation Challenge grant for funding to assist communities in transitioning to e-government.
- PVPC worked with the town of Hatfield to assist them in streamlined permitting and made recommendations for similar streamlining to the town of Monson.

Strategy Goals for 2013-14

- The PVPC will continue to work with local communities to assist with identification of priority development sites and streamlined permitting procedures.

Strategy #4: Integrate Workforce Development and Business Priorities

Lead Implementer

- Plan for Progress Workforce Development Strategy Team

Background and Synopsis

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

Local businesses, in dominant sectors and key emerging growth areas, are seeking qualified entry level workers while at the same time seeking advanced training for incumbent workers in areas which can create new niche market opportunities and competitive advantages. Concurrently, there are high levels of unemployment and many individuals who need basic education, language skills and work readiness support. This strategy seeks to address these concerns by helping to develop a diverse and multi-skilled workforce ready to meet the needs of the region's employers.

Major Strategy Accomplishments for 2012-2013

- Members of the Workforce Strategy Team contracted with the UMass Donahue Institute to conduct a Pioneer Valley Growth Business Study (also mentioned under Strategy #2, Promote Small Businesses and Generate Flexible Risk Capital). This study identifies industry sectors and businesses that are growing and will be employment drivers. It is part of the Sustainable Knowledge Corridor project funded by HUD.
- The region's precision manufacturers received a \$750,000 state grant for a pilot program to train 400 workers over the next year and 1,500 over the next five years in high-paying precision manufacturing jobs. The funds will cover community college programs, vocational high school training, and assessment and testing, and will be overseen by the Regional Employment Board (REB) of Hampden County. Thus far, over 70 students have entered the training programs, including 34 military veterans returning to the workforce.

- The REB of Hampden County, in partnership with the Western Massachusetts Chapter of the National Tooling and Machining Association (WMNTMA), STCC, seven vocational/technical high schools, and regional precision manufacturing companies, completed work on the Precision Manufacturing Regional Alliance Project (PMRAP)/2.0 funded by the Massachusetts Technology Collaborative. This second phase of the program, intended to create a sustainable talent pipeline for the precision manufacturing industry, included training programs for incumbent workers that resulted in measurable improvements in employee productivity and efficiency. Overall, the program greatly strengthened the partnership between the precision manufacturing companies and the training/educational institutions, which will continue going forward.
- A summit on the *Skills Gap: Supply and Demand in the Pioneer Valley Economy* was held in November 2012 at Holyoke Community College. The Commonwealth Corporation and New England Public Policy Center of the Federal Reserve Bank of Boston presented their new report, “Labor Market Trends in the Pioneer Valley Region,” at this event, addressing labor supply, labor demand, and the “pipeline” of workers. A follow-up set of recommendations was released in early 2013.
- Baystate Health Systems has partnered with the regional Employment Board of Hampden County on a new, year-long “Nurse Residency” program. The program is focused on providing new graduates with an opportunity to gain the knowledge, skills and attitudes required to move into high demand nursing positions.
- The REB of Hampden County has created a new alliance, the Financial and Business Services Workforce Collaborative, to address the issue of a middle skills workforce gap in entry level customer service, call center operators and bank teller job applicants. A targeted cohort of trainees will receive advanced training in advanced bilingual (Spanish) communications for business and Series 6 Securities certification preparation. Program training will be led by the Training Workforce Options (TWO) partnership between Springfield Technical and Holyoke Community Colleges. Primary middle-skill level positions will be Customer Service and Call Center Operator and Sales, and the program will train 60 unemployed and under-employed adults.
- The REB has created a new Hampden County Career Center Monthly Labor Market report in collaboration with the career centers, FutureWorks and CareerPoint. This report details labor supply and demand activity at the career centers which covers the Springfield metropolitan statistical area (MSA).
- The Healthcare Workforce Partnership of Western MA has launched a new website for job seekers, academic and career advisors, educators and employers. The website offers resources such as career profiles on local priority occupations, highlights of employers within the health care industry, and information on regional education and training programs. For more information visit the site at WesternMassHealthCareers.org.

- Roca, a successful youth intervention and work training program from eastern Massachusetts, operated its second year of a Springfield-based program, in collaboration with the Hampden County Sheriff's Department. The program provides vocational and work-readiness training to young men ages 17-24 who have no history of employment and are involved with the criminal justice system. The program currently has about 136 young men including 87 new participants enrolled in FY12. The men participate in Roca-supervised work crews and have obtained various industry certifications such as First Aid, CPR, OSHA, Green Cleaning and Carpet Care.
- A two-year STEM Clean Energy Professional Development Program was developed by the Hampden REB and the Collaborative for Educational Services and funded by the Massachusetts Clean Energy Center. The program provides STEM teaching and learning, mentoring, and partnership opportunities for educators and companies in the clean energy industry. During 2012, educators partnered with Chelsea Biofuels, Spirit Solar, Holyoke Gas and Electric, Turner Construction, A123 Systems, Berkshire Wind Power Collaborative and UTC Power. Forty middle school, high school and community college teachers participated in field trips and class sessions over a one-week period and developed pilot teaching and learning plans with a focus on STEM subjects and clean energy. The pilot programs were implemented during the 2012-13 school year, along with follow-up working sessions with project leaders.
- The PV STEMNET "wow" project is a local initiative which brings STEM professionals into classrooms. Activities include visits by K-12 students to colleges, businesses, military bases, museums, and other work environments, visits by college student groups to K-12 classrooms, and attendance of school groups to events such as career fairs and the UMass Science Quest.
- The Pioneer Valley Science, Technology, Engineering and Mathematics Network (PV STEMNET) has a new website, www.pvstem.net, featuring a calendar of STEM events, a search option and information about initiatives.

Strategy Goals for 2013-14

- PV STEMNET will complete its online searchable database providing information and links for students, guidance counselors, and employers.
- The Workforce Strategy Team will continue to work with the UMass Donahue Institute to expand the Growth Business Study to the entire Knowledge Corridor. The Strategy Team will use these results to develop targeted workforce development strategies for the region.
- The PVPC will work with the UMass Donahue Institute to develop a Knowledge Corridor Talent and Workforce Strategy as part of the ten-year update to the region's Plan for Progress. The project will outline detailed strategies with owners, leaders and stakeholders to implement change at all stages of the talent and workforce continuum in the bi-state region.

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

Lead Implementer

- Reading Success by 4th Grade, an initiative of the Irene E. & George A. Davis Foundation that builds on the work of Cherish Every Child, an early childhood-focused community effort

Background and Synopsis

Early reading skills are crucial in order for our children to succeed in school and beyond. Children who read proficiently by the time they reach third grade, the critical time when children shift from “learning to read” to “reading to learn,” are more likely to develop the skills needed to succeed in the knowledge-based workforce of the future. They are also more likely to graduate from high school, find jobs with a livable wage and become informed, effective citizens.

A critical component in the acquisition of early literacy skills is access to a high-quality early education, taught by qualified teachers who understand how young children learn. The earliest years of life offer the greatest opportunity to build a strong foundation for our children’s – and our community’s – long-term success. Science tells us that a child’s early experiences have significant effects on brain development and form the basis for life-long learning, behavior and physical and mental health.

Major Strategy Accomplishments for 2012-2013

- Two local education experts are now serving on the Massachusetts Board of Early Education and Care. Mary E. Walachy, Executive Director of the Irene E. and George A. Davis Foundation, was recently appointed to the 11-member board, which Cheryl Stanley, Dean of the Education Department at Westfield State University, joined in 2011. The board oversees policy and spending for pre-school, day care, and early grade school in Massachusetts through the Department of Early Education and Care.
- Reading Success by 4th Grade (RS4G), the community-wide initiative that has evolved from the Cherish Every Child initiative, brought the Springfield community together to determine how to move the needle on third grade reading proficiency. The result of more than a year’s convening of early childhood and early literacy experts, community leaders and service providers was a series of recommendations and best practice strategies in the report, Reading Success by 4th Grade: A Blueprint for Springfield. The community came together in the Blueprint to set a goal: by 2016, 80% of Springfield’s third graders will read at proficient or above on the English Language Arts MCAS. Among the best practices adapted for Springfield as a result of the research for the Blueprint are:

- The “Ready! For Kindergarten” program, developed by The Children’s Reading Foundation of Kennewick WA to move them toward their goal of 90% reading proficiency. The Ready! Program consists of a series of parenting education workshops based on children’s developmental milestones for the first five years of life. Reading to their child for 20 minutes each day is an integral part of the program.
- The Family Child Care Language & Literacy Project (currently in its third year) helps providers build skills to increase children’s foundation for literacy and supplies them with books and activities to promote concrete skill development in the young children in their care. The literacy initiative focuses on language development as well as pre-reading skills. As children participate in a language-rich environment with a nurturing provider, they have the potential to develop the building blocks needed for literacy learning: receptive language, speech production, vocabulary, sentence structure, and conversation.
- “Raising A Reader MA” is an evidence-based early literacy program that seeks to close the academic achievement gap by helping families of young children (newborn to age 5) develop, practice, and maintain habits of reading together at home. Their work, which both increases access to books and offers families tools and resources to strengthen the culture of reading at home, is driven by 25 years of research that shows the single most significant factor influencing a child’s academic success is being regularly read to by their parents and adult caregivers prior to entering kindergarten. Launched in Springfield in September 2012, Raising A Reader MA is currently serving the families of 500 young children in Springfield through partnerships with HCS Head Start, Springfield Housing Authority, the Springfield Pregnant and Parenting Teen Project, and the Springfield Public Schools.
- “Reach Out and Read” prepares young children for school success by partnering with pediatricians to prescribe books and encourage families to read together. At well-child checkups, children between the ages of 6 months and 5 years receive new, developmentally- and culturally-appropriate books from their primary care providers, and parents are given expert early literacy advice. In May 2010, Springfield became a Reach Out and Read Bookend City, with 100% of its eligible pediatric practices implementing the program.
- The Springfield College Student Success Corps (an AmeriCorps program) is replicating the Minnesota Reading Corps’ Pre-K Intervention Model in six classrooms in Springfield. Reading Corps tutors serve more than 100 students at Square One, Margaret C. Ells Elementary School, and HeadStart. They are trained to support the development of preschool children’s early language and literacy skills using research-based intervention techniques primarily targeting the “Big 5” language and literacy skill areas: oral language, conversation, and comprehension; vocabulary and meaning; book and print concepts; phonological memory and awareness; and alphabetic knowledge.

- Following the completion of Reading Success by 4th Grade: Blueprint for Springfield, the W.K. Kellogg Foundation partnered with RS4G by providing funding for an early literacy program that would engage isolated families in their children’s development and prepare them for reading proficiency. That funding enabled the creation of Talk/Read/Succeed!, an early literacy program that unites two Springfield MA Housing authority sites with two city schools. T/R/S has won state, regional and national recognition as an outstanding and innovative offering that targets entire families as it aims to improve the reading proficiency of its children by the end of third grade. National recognition for the program comes from the National Association of Housing and Redevelopment Officials (NAHRO); the New England Chapter of NAHRO has presented SHA with its 2012 Regional Award for Excellence, and the Massachusetts Chapter of NAHRO awarded an Outstanding Agency award. The Talk/Read/Succeed! program is in its third year and has implemented several of the best-practice programs listed above for the 180 targeted families and their children, in addition to the Hasbro Summer Learning Initiative, a four-week experiential learning program with an explicit literacy component.
- Reading Success by 4th Grade has participated in the Campaign for Grade Level Reading, a collaborative effort by foundations, nonprofit partners, states and communities across the nation to ensure that more children in low-income families succeed in school and graduate prepared for college, a career, and active citizenship. The Campaign focuses on the most important predictor of school success and high school graduation—grade-level reading by the end of third grade. In July 2012, Springfield was named an All America City, based on its work in developing and implementing the Reading Success by 4th Grade: Blueprint for Springfield, by the National Civic League, a partner in the Campaign for Grade Level Reading. In addition, Springfield was given recognition by the Campaign for its leadership in the national reading proficiency movement and for its efforts to improve student attendance.

Strategy Goals for 2013-2014

- Reading Success by 4th Grade will continue to implement the public engagement campaign for reading proficiency by the end of third grade to ensure that everyone understands that from the moment of their birth, young children’s brains are developing. Children’s development is nurtured by creating a language-rich home environment where they are talking, singing, reading and telling stories, in English or in a native language spoken in the home. It is also nurtured by an opportunity to access high quality early education and care, whether in a family child care or public or private preschool setting.
- RS4G will continue to align the efforts of families, the schools (preK – 12), and community partners and programs in the community-wide collaborative effort to ensure that by 2016 80% of children will reading proficiently as measured by the 3rd grade English Language Arts MCAS.
- RS4G will continue to advocate for maintaining and even increasing legislative funding for high quality early childhood education and broader access for children to high quality educational experiences so that they reach kindergarten ready to learn.

- Reading is Power: Leer es Poder!, the Holyoke Early Literacy Initiative (HELI) has come together as a convening group of community organizers, city officials, and Holyoke Public Schools to address the pervasive gap in early literacy proficiency for Holyoke public schools students. Under the leadership of Mayor Alex Morse, in partnership with the United Way of Pioneer Valley and the Davis Foundation, the group has convened multiple stakeholders to help address this issue. The group has begun the design of the campaign, and has established an aggressive goal, to have 85% of Holyoke 3rd graders reading proficiently by 2014.
- The PVPC will work with the UMass Donahue Institute to develop a Knowledge Corridor Talent and Workforce Strategy as part of the ten-year update to the region's Plan for Progress. The project will outline detailed strategies with owners, leaders and stakeholders to implement change at all stages of the education, talent and workforce continuum in the bi-state region.

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

Lead Implementers

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

Background and Synopsis

A world-class public school system is the foundation of a competitive, knowledge-based economy. To encourage and aid the Pioneer Valley in its move toward this New Economy – one in which knowledge and technology are the primary wealth-creating assets of our community – improving kindergarten to 12th-grade education is perhaps our most important and farsighted economic development strategy.

Major Strategy Accomplishments for 2012-2013

- The Springfield Collaboration for Change, a partnership between the Springfield Education Association, Springfield Public Schools, and community organizations including United Way of Pioneer Valley, Davis Foundation, and Pioneer Valley Project, continued implementation of its 5-year Closing the Achievement Gaps Initiative, which was awarded \$1.25 million from the NEA Foundation in 2010. The program focused on professional development, parent engagement, and collaboration in six Springfield public schools, including holding more parent-teacher conferences and home visits with all students. The program is raising academic achievement for all students while reducing achievement gaps among Latino/Hispanic, African American and low income students.
- As a community partnership, the Regional Employment Board (REB) of Hampden County, Holyoke Community College, the city of Holyoke and Holyoke Public Schools are working with Holyoke High School through the “Gateway Cities” initiative to create two new National Academy Foundation Career Academies. One academy will be in computer animation; the second will be in business and financial services.
- Stay in School, a major community initiative in Springfield, was launched on March 25, 2013 at the newly-built Roger L. Putnam Vocational Technical Academy. Stay In School is designed to increase student attendance in Springfield schools, as research shows that daily attendance leads to high school graduation and offers a pathway to life success. The campaign seeks to engage the entire community – schools, students, parents, media, business leaders and others – in reaching out to families and adults responsible for children in Springfield Public Schools to play a role in encouraging daily attendance. The campaign "Show up. Every Day. It Matters. Stay In School" that has been developed by the United Way, lead agency in the initiative, and Springfield Public Schools, was unveiled at a press conference. Recently, Springfield Public Schools announced the four-year high school graduation

rate had increased from 52.1% in 2011 to 56.6% in 2012. The goal of the Stay In School initiative is to increase the graduation rate to 77.4% by the year 2015.

- In late June 2012, Springfield's High School of Commerce received \$2.25 million from the federal School Redesign Grant Program through the Massachusetts Department of Elementary and Secondary Education (DESE), designated to spur strong improvement efforts in the Commonwealth's most struggling schools. The school redesign plans are aimed at dramatically improving student performance and closing achievement gaps, and this competitive grant award was part of the third round of support from this program. Previously, in 2011, eight schools in Springfield and two in Holyoke were awarded similar funding and are in the process of implementation.
- The Hampden REB participated in and supported the "Dean Futures" advisory board in the development of a strategic technical education plan for William J. Dean Technical High School in Holyoke.

Strategy Goals for 2013-14

- The Suburban/Rural component of the K-12 Strategy remains ready for a comprehensive overhaul and reinvigoration. This will begin with updating the strategy team membership and developing a new set of short- and long-term goals.
- The PVPC will work with the UMass Donahue Institute to develop a Knowledge Corridor Talent and Workforce Strategy as part of the ten-year update to the region's Plan for Progress. The project will outline detailed strategies with owners, leaders and stakeholders to implement change at all stages of the education, talent and workforce continuum in the bi-state region.

Strategy #6: Support Higher Education and Retain Graduates

Lead Implementers

- Pioneer Valley Planning Commission
- InternHere.Com Organization

Background and Synopsis

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

Major Strategy Accomplishments for 2012-2013

- UMass/Amherst and Georgia Tech were jointly awarded a \$6.24 million National Science Foundation grant to further advance education in the fields of information technology and computer science. The Commonwealth Alliance for Information Technology Education (CAITE) program, launched by UMass in 2007, and Georgia’s Georgia Computes program will collaborate to develop a national initiative.
- InternHere.com continues to be successful in matching students with employers. A project of the Hartford-Springfield Economic Partnership, the program is a web-based system that connects employers with prospective interns at high schools and colleges in the region. Companies can list internship opportunities in a broad range of fields from marketing and finance to engineering and the arts. Since the original launch in 2005, over 19,000 students, representing nearly 400 different colleges and universities, have submitted profiles. Currently over 1,900 employers are currently registered, with 482 positions available. The Western MA EDC is represented on the Internhere.com Board of Directors and has continued to help increase participation by western Massachusetts companies.
- The higher education institutions in the Pioneer Valley have collaborated to discuss and evaluate the educational opportunities afforded by the High Performance Computing Center being constructed in Holyoke. As a member of the university consortium that is building the project, UMass Amherst has taken the lead in convening educators at both high school and college levels to discuss partnerships and future projects. (See Strategy #15, Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region).

Strategy Goals for 2013-2014

- The Western Massachusetts EDC will support the formation of a senior leadership team for talent and education assets, including all institutions of higher education in the Pioneer Valley.
- The community colleges GCC, STCC, and HCC will continue to collaborate with the Regional Employment Boards to develop a regional workforce strategy.
- The PVPC will work with the UMass Donahue Institute to develop a Knowledge Corridor Talent and Workforce Strategy as part of the ten-year update to the region's Plan for Progress. The project will outline detailed strategies with owners, leaders and stakeholders to implement change at all stages of the education, talent and workforce continuum in the bi-state region.

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

Lead Implementers

- Leadership Pioneer Valley Steering Committee

Background and Synopsis

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

The initial Plan for Progress strategy team is now known as the Leadership Pioneer Valley Steering Committee and has developed a 21st-century Leadership Pioneer Valley (LPV) program that will serve the 69 communities and nearly 700,000 residents which comprise Hampden, Hampshire and Franklin counties in western Massachusetts.

Major Strategy Accomplishments for 2012-2013

- The second full year of Leadership Pioneer Valley was completed in June of 2013, with 39 new graduates, for a total of 80 LPV graduates thus far. The program is an advanced regional leadership program that identifies, develops, and connects diverse leaders to strengthen the Pioneer Valley. The nine-month curriculum challenges and engages emerging and existing leaders from all sectors of the community—corporate, government, small business, non-profit, and academic—for the benefit of the Pioneer Valley region. During the program, participants examine critical issues affecting the Valley, learn about the region's numerous and diverse communities, and expand their leadership skills while gaining connections, greater commitment to community stewardship, and cultural competency.
- Inaugural class graduates (Class of 2012) reported significant changes as a result of the program: 63% took a new leadership role at work; 58% joined a Board of Directors, and 33% initiated a community project. Several of these graduates also served on the LPV Steering Committee, and others assisted with marketing, fundraising, curriculum, and enrollment activities.
- Six second-year LPV team projects based on Plan for Progress goals and further developed by participants addressed the following issues: potential impacts of a casino; regional history of the Pioneer Valley; expanding markets for locally-produced food; strengthening higher education partnerships; clean energy strategies; and retaining young people in the region. Prior to the commencement in June 2013, each team presented its project, accomplishments and recommendations.
- The LPV Class of 2012 created an alumni group that held numerous events and activities throughout the year, including community outreach opportunities, educational events, and social occasions. The new Class of 2013 was invited to join these efforts and begin to create a more formal Alumni Association.

- LPV sought participation for the third year of the program. The program conducted targeted outreach and also held a series of open houses at various locations in the region.
- LPV is in the process of becoming a separate non-profit 501(c)(3) organization. The organization is preparing to move to office space in the Scibelli Enterprise Center.

Strategy Goals for 2013-2014

- LPV will begin the third year of the program in September 2013 and it will be completed in June 2014, with an estimated 40-45 graduates.
- Alumni will continue to participate on LPV committees and in program implementation, with new Class of 2013 Alumni joining the Class of 2012.
- The LPV Alumni Association will be active and holding events throughout the year.

Strategy #8: Market our Region

Lead Implementers

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

Background and Synopsis

Our marketing efforts are targeted at potential tourists as well as businesses outside and within our region that are considering moving to or remaining in the Pioneer Valley. Tourism is one of the Pioneer Valley's key export industries, bringing substantial dollars, earned elsewhere, into the region's economy. The Pioneer Valley has an extraordinarily diverse array of tourist attractions, events, and destinations that draw people to visit the region to enjoy its cultural, historical, and recreational assets. The Pioneer Valley and western Massachusetts draws 13 percent of the state's tourism (including Berkshire and Franklin counties) and ranks third, just behind Boston and Cape Cod, as a tourist destination. The economic impact of tourism and regional promotion is felt throughout the state and in the Pioneer Valley through support to local businesses and attractions, sales tax, and property taxes on vacation homes.

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

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

Major Strategy Accomplishments for 2012-2013

- The EDC continued its outreach to European companies interested in western Massachusetts. In November of 2012, EDC representatives attended Medica, in Düsseldorf, Germany, the largest medical device trade show in the world (over 130,000 attendees), and also spent four days in the Netherlands. The EDC met with executives from 22 companies in the medical device, IT, defense, diagnostics, plastics, glass and sports medicine industries, as well as a film producer. Some of these firms have since visited western Massachusetts and met with local companies to discuss potential partnerships.

- EDC also met with European site selectors, lead generators and regional economic development officials in November 2012. These sources generate meetings with business contacts and are instrumental in putting western Mass on itineraries for trade missions.
- The Greater Springfield Convention and Visitors Bureau announced a new Western Massachusetts Sports Commission, intended to attract sports events and sports-related business. The Commission will be funded by the state Convention Center Authority, the state Office of Travel and Tourism and the MassMutual Financial Group. Work began to identify resources in western Massachusetts such as arenas, athletic fields, waterways, golf courses, ball parks, ice rinks, and ski areas. Following this inventory, a list of 50 sports events that could be a fit for the region will be compiled. Previous events held in the region include the NCAA Division II men's basketball Elite Eight, U.S. Women's Open, the Division III women's basketball championship, the Hall of Fame Tip-Off Classic, Morgan Classic Volleyball Tournament, and the Metro Atlantic Athletic Conference basketball championships.
- The EDC, in partnership with AIM (Associated Industries of Massachusetts) hosted an International Business Symposium in October of 2012, "Doing Business in Developed and Emerging Markets," providing an opportunity for executives in western Massachusetts and the Knowledge Corridor to speak to representatives of countries in Eastern and Western Europe, Canada, South America and Asia. Representatives from these countries' embassies and consulates in Washington, New York and Boston came to the region to discuss exporting, importing, investment opportunities, and lead generation.
- The EDC of Western Massachusetts continues to represent the region at industry trade shows. In addition to Medica in Dusseldorf, EDC attended Consultants Forum FDI in St. Louis, BIO International Convention in Chicago, Plastics in Medical Devices in Boston, and Eastec in West Springfield, among others.
- The EDC was also at the Paris Air Show, which is the premier international trade show for the aerospace industry, attended by the full global supply chain. Although U.S. space at the show was officially "sold out" and Massachusetts has not had a presence at the show in many years, the EDC was able to acquire a space for three Massachusetts companies: Hoppe Technologies (Chicopee), Westfield Electroplating, and Aimtek (Auburn).
- The Greater Springfield Convention and Visitors Bureau reported that over the past five years, domestic spending by visitors to the Pioneer Valley region has shown a 12.6 percent increase, indicating an upward trend in visitation to the area. The figure for the state as a whole was 9.5 percent. Some of this spending is by local residents choosing to vacation at home, as observed by the Visitors Bureau and as shown by statewide figures: the number of visitors to Massachusetts sites from in-state grew from 30 percent in 2007 to 36 percent in 2011.

- The EDC organized a roundtable for Boston site selectors and brokers in March 2013 with a focus on the financial services industry and other firms that have core functions in customer service, human resources, information technology and purchasing. The advantages of the region were presented to these companies, including labor and real estate savings of 20-25% over Boston and New York areas and experienced financial sector talent in the Knowledge Corridor, from customer service to management levels.
- The Hartford Springfield Economic Partnership has restructured after losing Northeast Utilities as a key partner and is continuing to work on joint initiatives and to sponsor the “State of the Region” events. The 2013 State of the Region conference was held on June 7, 2013 in Connecticut, with keynote speaker Robert Atkinson, Ph.D., founder and president of The Information Technology and Innovation Foundation, a Washington D.C.-based think tank.

Strategy Goals for 2013-2014

- The City of Northampton will continue to seek funding for Phase II of the Three-County Fairgrounds renovation and expansion project, which includes building an 80,000-square-foot exhibition hall for year-round use.
- The HSEP, EDC, GSCVB and Chambers will continue their ongoing efforts to re-establish a direct flight to Europe from Bradley International Airport in Windsor Locks, Connecticut.
- The EDC will continue working with local growth sectors and will continue to facilitate partnerships between western Massachusetts companies and OEMs as well as European companies seeking entry into U.S. markets.

Strategy #9: Revitalize the Connecticut River

Lead Implementers

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

Background and Synopsis

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

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

Major Strategy Accomplishments for 2012-2013

- The PVPC continued its fourth year of work on the \$1.34 million EPA Targeted Watersheds grant for the tri-state Connecticut River Watershed Initiative. Work this year has included:
 - Coordinating the fourth year of a volunteer water quality sampling program for bacteria pollution in the river.
 - Establishing a new Connecticut River website, which includes water quality monitoring data, river recreational access maps and data, and regional hiking trails information at www.connecticutriver.us
 - Completing installation of storm water Best Management Practices at the South Hadley Post Office.

- Working with communities on adopting zoning tools such as Green Development Performance Standards and Transfer of Development Rights.
- The PVPC completed work on a NOAA federal grant funded project to develop a blueprint for bi-state cooperation on the lower Connecticut River in Massachusetts and Connecticut, including:
 - Developing an intergovernmental compact to establish a new bi-state Lower Connecticut River Partnership
 - Creating and administering a small grants program of more than a dozen grants to improve recreational access and water quality in the Connecticut River
 - Establishing a web-based riverfront recreation access mapping system for Massachusetts and Connecticut.
- PVPC completed a draft Green Infrastructure Plan with an 18-member advisory committee that includes town officials, MassDOT and MassDEP representatives, and design consultants. The plan, part of the larger bi-state Sustainable Knowledge Corridor Project, explores the benefits of and opportunities for capturing rain near where it falls with green infrastructure stormwater management facilities, including bioretention systems/rain gardens, infiltration systems, green roofs, and porous asphalt. The plan also recommends programs and policies to help promote green infrastructure practices.
- The PVPC continued the “Think Blue” public education campaign about stormwater pollution in the 11 towns and cities participating in the Connecticut River Stormwater Committee. Worked with five cities and towns to develop organic land care projects at municipal parks.
- PVPC continued a fourth year of *E. coli* bacteria monitoring along the main stem of the Connecticut River at recreational access locations under a DEP ARRA grant. Bacteria monitoring and source tracking was also performed on 10 major tributaries to the Connecticut River.

Strategy Goals for 2013-14

- The PVPC will begin implementation of the region’s Green Infrastructure Plan for the Sustainable Knowledge Corridor.
- The PVPC will continue to seek funding for watershed and water quality programs.

Strategy #10: Enhance High-Tech and Conventional Infrastructure

Lead Implementers

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

Background and Synopsis

Enhancing all forms of infrastructure – from our roads, buses, sewer lines, and energy services to commercial space, broadband Internet, and cellular technology – will have a far-reaching impact on the quality of life for our residents and on the economic health of our businesses. The Plan for Progress has placed a strong emphasis on improving rail infrastructure in the Pioneer Valley, with connections both north-south and east-west. Improved access along the north-south Knowledge Corridor is the first priority for the region, and efforts will be focused to work with Connecticut toward upgraded Amtrak rail service and potentially future commuter rail service from New Haven to Springfield and ultimately to the Vermont line.

High-technology infrastructure has become an increasingly critical component of a competitive economy and livable region. Like roads and bridges, telecommunications and technology services provide links between the Pioneer Valley and nearby regions, and between our remotest rural communities and our urban centers. Sections of Springfield boast an extraordinary telecommunications infrastructure, which the region has used and continues to use to market western Massachusetts as an advanced telecommunications and information technology hub. The Economic Development Council of Western Massachusetts uses this asset to retain and recruit technology-intensive businesses and institutions and to help further their competitiveness through the strategic application of telecommunications resources. These resources are well suited to businesses and institutions that rely heavily on back office or toll-free telephone marketing operations, such as banks, brokerage firms, insurance companies, mail-order companies, and related software and hardware firms.

However, at the same time, other nearby urban areas as well as many rural communities do not have access to advanced telecommunications services, or have access at an unaffordable cost and with limited network redundancy to ensure reliability. Without access to affordable, advanced telecommunications services, businesses and residents in the region are at a competitive disadvantage in the global marketplace.

Major Strategy Accomplishments for 2012-2013

- The Massachusetts Broadband Institute (MBI) launched the first segment of MassBroadband 123 in April 2013 with a 35-mile, high-speed fiber optic link from Sandisfield to Springfield, including direct service to 51 community institutions such as schools, libraries, and municipal buildings. Additional segments will be “lit” over the course of the spring and summer, and the \$71.6 million federal and state project is expected to be fully completed by July 2013. The network will serve over 120 communities, including 33 municipalities that the federal government has deemed as unserved or underserved communities. This is a “middle mile” network, which is open-access to allow any broadband provider to connect and offer their services to residential and business customers; however, the project will provide direct connections to nearly 1,400 schools, libraries, hospitals and public safety facilities in the region.
- The MBI continues to develop broadband adoption programs for veterans and small businesses. The new website, www.MassVetsAdvisor.org provides links to over 360 benefits and services for Massachusetts military veterans. The MBI is also working with the state’s community development corporations to provide technical assistance for small businesses and non-profits interested in integrating broadband use and computer ownership into their organizations to grow and create new jobs.
- Work has begun on the realignment and rebuilding of the Amtrak Vermonter line using federal ARRA funds of \$73 million under the High-Speed and Intercity Passenger Rail Program. The “Knowledge Corridor – Restore Vermonter” project includes upgrading the entire Massachusetts portion of the line from Connecticut to New Hampshire. Station service will also be opened in Holyoke, Northampton and Greenfield. Pan Am Southern Railroad is conducting the rail line upgrades, which involves complete track replacement, grade crossing upgrades, signal rehabilitation, bridge repairs, and platform construction in Northampton and Greenfield. Initial work began in Northfield in 2012 and will be completed in 2014 and follows a separate \$17 million purchase of the rail line by MassDOT in the summer of 2012.
- The City of Holyoke received \$2 million in MassWorks Infrastructure funds to construct a rail platform to access the future Vermonter passenger rail service. The 400-foot concrete platform with a roofed waiting area will be located downtown at Dwight and Main Streets. Design and engineering was completed using federal funds through the Sustainable Knowledge Corridor project, as the platform was not planned at the time of the ARRA investment.
- Construction is underway on Phase I of the new Union Station Regional Intermodal Transportation Center, beginning with demolition of an unusable baggage warehouse and construction of a 200-space parking garage with 23 lower-level bus berths in its place. The Springfield Redevelopment Authority will also acquire and demolish an unusable parking garage located across Frank B. Murray Street and put in a surface parking lot and four additional bus berths. The exterior and interior of the Great Hall of Union Station will be restored, with new ticketing areas for Amtrak, the Pioneer Valley Transportation Authority (PVTA) city buses and for Peter Pan Bus Lines. The tunnel from the station to Lyman Street will also be restored, and a new

elevator will be installed to access the trackside passenger platforms. The total Phase I project cost is \$45 million.

- The state of Massachusetts completed final negotiations with CSX Corporation for ownership of the rail tracks and control of operations along the Framingham/Worcester commuter rail line. The state immediately increased commuter rail service between Worcester and Boston and will provide 20 round trips per day by October 2013. The purchase furthers the long-term goal of providing commuter and high-speed rail service from Springfield to Boston, and MassDOT is currently conducting a study of the upgrades and improvements needed for a new inland corridor that will allow for such service.
- As part of the agreement mentioned above, the Massachusetts Department of Transportation and CSX Transportation, Inc. completed work necessary to allow double-stack intermodal trains along the Pan Am Southern rail line's Patriot Corridor (Albany NY to eastern MA). Thirty-one (31) bridges from the New York border to Worcester were modified to raise the clearance to the necessary height. This provides faster, more efficient, and more economical freight rail service to and from the region, reducing the number of trucks on highways and facilitating economic development. CSX is also investing in improvements and expansion at the West Springfield rail yard in conjunction with these efforts.

Strategy Goals for 2013-2014

- The PVPC will continue working with MA DOT, Amtrak, and Pan Am Southern Railroad to implement the Amtrak realignment. These improvements will facilitate the relocation of the Amtrak Vermonter by increasing operating speeds for existing freight train traffic and the Vermonter and allowing for increased levels of train traffic in the future.

Strategy #11: Develop an Array of Housing Options

Lead Implementer

- Valley Development Council (VDC)

Background and Synopsis

Housing is one of the most significant expenditures families and individuals face. Despite the relative availability and affordability of housing in the Pioneer Valley as compared to other areas of the state, a disparity still exists between the number of “affordable” housing units (according to existing guidelines) and the number and location of residents in need of such housing. In order to prevent continued isolation of low-income families and individuals, we must continue to pursue even distribution of affordable and workforce housing throughout the Valley’s urban, suburban, and rural communities.

Major Strategy Accomplishments for 2012-2013

- The PVPC completed a draft Regional Housing Plan under the Sustainable Knowledge Corridor project, funded by a HUD Sustainable Communities grant. A Regional Housing Plan Advisory Committee, including VDC members, participated in identifying critical housing issues, opportunities and challenges, as well as reviewing proposed recommendations. As part of the planning process, the PVPC also collected quantitative data; reviewed existing municipal, regional, and state plans; and interviewed key stakeholders in the region.

Strategy Goals for 2013-2014

- The PVPC will begin implementation of the Regional Housing Plan in 2013 with development of a “toolbox” of outreach materials such as fact sheets, illustrations, model bylaws, and policies that can be used to implement the plan’s strategies. PVPC will also conduct public outreach on identified issues and opportunities to increase awareness of the importance of housing choice and housing affordability in the region.

Strategy #12: Endorse a Regional Approach to Public Safety

Lead Implementers

- Pioneer Valley Planning Commission

Background and Synopsis

Our entire region suffers when any neighborhood is at a high risk of crime. Making sure the Pioneer Valley provides safe places to live and work – and equally important, places that feel safe – is achieved through sound laws and policies coupled with adequate funding, training, and collaboration across jurisdictions. Also, it is necessary to ensure that the region addresses the threat to public safety emanating from terrorism and a variety of natural hazards such as floods, forest fires, and hurricanes.

For more than a decade, Pioneer Valley per capita spending on public safety has fallen far short of state levels. Working with the state to increase overall funding and helping communities find ways to better fund public safety services is critical to addressing crime on a regional level.

Overall, the Plan seeks to ensure that the Pioneer Valley has a well-coordinated and effective system in place to address and respond to crime, terrorism, and natural disasters. With the formation of the Western Region Homeland Security Council, regional emergency response and collaboration will be enhanced.

Major Strategy Accomplishments for 2012-2013

- PVPC completed a regional emergency sheltering plan, in partnership with the Massachusetts Emergency Management Agency (MEMA), the other western Massachusetts Regional Planning Agencies, the Office on Disability, the Department of Public Health, the Western Massachusetts Homeland Security Agency, and the American Red Cross. The plan will coordinate activation of emergency shelters and provision of supplies and personnel.
- PVPC worked with MEMA to research and assess communication with the public in the event of and during a local and/or regional emergency incident or disaster. Recommendations regarding public alert systems and emergency responder communications have been made to the Western Region Homeland Security Advisory Council.
- PVPC also worked in cooperation with the Berkshire Regional Planning Agency and the Franklin Regional Council of Governments to develop a Regional Evacuation Plan for Western Massachusetts. The plan identifies the primary, secondary, and tertiary routes to be used in the event of an evacuation as well as a number of resources to be used by local and regional emergency managers.

Strategy Goals for 2013-14

- The PVPC will continue to work on emergency and disaster preparedness efforts with MEMA, the Western Region Homeland Security Advisory Council and the state Office of Public Safety. Work will include planning for communication, mass care and shelter, and/or potential evacuation in the event of an emergency or disaster.

Strategy #13: Champion Statewide Fiscal Equity

Lead Implementers

- Pioneer Valley Planning Commission

Background and Synopsis

There are many examples of fiscal imbalance across the commonwealth of Massachusetts, many of which handicap the Pioneer Valley's economic development efforts. The Plan for Progress advocates a campaign designed to achieve fiscal equity to ensure that Pioneer Valley taxpayers are treated equitably relative to residents living elsewhere in the commonwealth.

Major Strategy Accomplishments for 2012-2013

- The Governor's FY14 budget proposes an increase in general local aid that would be based on a new distribution formula placing greater weight on each city or town's ability to raise its own revenue. The budget proposal allocates level funding for Unrestricted General Government Aid (UGGA), with an additional \$31 million to be distributed through a new "Annual Formula Local Aid" Program. The new formula only applies to that portion of the funding above the FY13 level and is separate from other sources of local aid such as school and transportation funding. Local distribution amounts would be calculated using a combined measure of property values and income to calculate each municipality's relative ability to provide essential local services. The formula would provide a more equitable distribution of local aid without reductions for any communities.
- The PVPC again put forward for discussion the concept of a regional, place-based source of infrastructure funding that could help fund the necessary transportation improvements, including reconstruction of the I-91 viaduct in Springfield, transit improvements, and other bridge and roadway upgrades.

Strategy Goals for 2013-14

- The PVPC will continue to advocate for equity in state resources so that the Pioneer Valley receives local aid, transportation funding, and other investments in proportion to its size and need.

Strategy #14: Develop A Green Regional Economy

Lead Implementers

- Pioneer Valley Planning Commission
- Western Massachusetts Electric Company
- National Grid
- Columbia Gas of Massachusetts
- Holyoke Gas and Electric
- Westfield Gas and Electric
- Chicopee Electric Light Department
- Municipal Planners

Background and Synopsis

The context for this strategy is derived from the nexus of three very important initiatives that have occurred over the past several years. First, Governor Patrick's clean energy agenda, which includes the Green Communities Act of 2008 and other innovative programs and policies to save energy and create jobs, has had a significant impact across the Commonwealth. Massachusetts is at the forefront of new developments in renewable energy, clean technology, and energy efficiency. At the end of 2011, the Commonwealth of Massachusetts was named number one in the American Council for an Energy-Efficient Economy's (ACEEE) annual state-by-state energy efficiency scorecard. This ranking identifies Massachusetts as having the most aggressive energy efficiency programs in the nation.

Second, the Pioneer Valley Planning Commission initiated a Clean Energy Planning process by analyzing barriers to siting clean energy projects in the Pioneer Valley and inventorying emerging clean energy efforts. The planning process was steered by the Pioneer Valley Renewable Energy Collaborative in cooperation with the PVPC and numerous participants to establish a path to a clean energy future for the region. As a result of the planning effort, the following four goals were established:

- 1) Reduce our region's energy consumption to 2000 levels by the end of 2009 and reduce that by 15% between 2010 and 2020.
- 2) Site sufficient new capacity to generate 214 million KWHs of clean energy annually in the Pioneer Valley by the end of 2009 and another 440 million KWHs by the end of 2020.

- 3) Reduce our region's greenhouse gas emissions by 80% below year 2000 levels by 2050.
- 4) Create local jobs in the clean energy sector

Third, the city of Holyoke was selected as the host city for a unique collaboration of world class universities and public and private partners that will provide unparalleled computing power for M.I.T., University of Massachusetts, Boston University, Northeastern University, and Harvard University. The Massachusetts Green High Performance Computing Center will generate a significant infusion of capital in downtown Holyoke. The siting of this project was the genesis of a collaborative effort by the Massachusetts Technology Collaborative, HDR Decision Economics, Fairfield Index Inc, and the Dukakis Center at Northeastern University to develop the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley. Among the specific and measurable economic development strategies is a strategy focused on Clean Energy Innovation and Development. This strategy build's on Holyoke's unique assets and the region's clean energy strengths to position the region as a leader in clean energy production, adoption of energy efficiency and conservation measures, and new products and services. The two objectives of this strategy include:

- 1) Maintain Holyoke's low cost, renewable energy based competitive advantage by expanding Holyoke's portfolio of cost effective renewable energy generating capacity
- 2) Become a global leader in clean energy research and applications, energy efficiency and management through innovative technology based testing and development of products.

In addition to the emergence of these three major initiatives providing a significant catalyst to an already established presence of clean energy and sustainable businesses, the region continues to focus on expanding and creating competitive advantages. Because Massachusetts, like most of the U.S., is dependent on fossil fuels for energy, and because the state has no oil, coal or natural gas supplies of its own, businesses and residents must pay premium prices for fuel and electricity. Furthermore, the combustion of fossil fuels for electric power generation, transportation, heating and other uses is releasing "greenhouse" gases at a rapidly increasing rate. These factors support a significant investment in the growth of the clean energy sector, which includes renewable energy research and development, renewable energy facilities, energy efficiency, and demand response.

Major Strategy Accomplishments for 2012-2013

- The Pioneer Valley Planning Commission (PVPC) has completed regional plans for several key areas affecting the green economy: Green Infrastructure, Climate Action and Clean Energy, and Sustainable Environment, all available at www.sustainableknowledgecorridor.com. The Commission is implementing a \$4.2 million Regional Sustainable Communities Grant from the U.S. Department of Housing and Urban Development in partnership with the Capitol Region Council of Governments of Hartford. The planning agencies are developing a bi-state Knowledge Corridor Regional Plan for Sustainable Development.

- PVPC continued to assist municipalities to become state-designated Green Communities, which now include 15 of the 43 communities in Hampden and Hampshire Counties.
- Springfield Technical Community College (STCC) continued implementation of a Massachusetts Clean Energy Center contract to coordinate energy efficiency workforce training programs under MassGREEN, the Center's energy efficiency and building science skills initiative. The project trains building contractors and unemployed construction trade workers looking to gain new green building skills, as well as unskilled or under-skilled workers who perform work for contractors. The program is funded with a portion of carbon allowance permit revenues under the Regional Greenhouse Gas Initiative (RGGI) and other monies.
- The Cleantech Innovations New England Program, a new initiative to accelerate the pace and scale of new clean energy ventures, will be hosting a Cleantech Thoughtleader Roundtable for western Massachusetts and Connecticut.
- The PVPC produced a 12-page report titled "Clean and Renewable Energy: Fueling the Pioneer Valley Economy." The report documents and analyzes the region's clean and renewable energy projects, initiatives and capacity. It also reiterates and tracks the progress of the four major goals established in the 2008 Pioneer Valley Clean Energy Plan – in brief: reduce the region's energy consumption; site new facilities to increase capacity; reduce greenhouse gas emissions; and create local jobs in the clean energy sector. The report is available in hard copy or at www.pvpc.org under Publications – Regional Information and Policy Center.

Strategy Goals for 2013-2014

- The PVPC will provide technical assistance to the next round of communities seeking Green Communities status.
- The PVPC will facilitate a "ground-truthing" session between utility energy efficiency program experts (IOU and municipal utilities), economic development professionals, and municipal officials to enhance their understanding and value of energy efficiency programs.

Strategy #15: Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region

Background

New in 2012, the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region grew out of a collaborative regional partnership to leverage economic growth from the creation of the new Massachusetts Green High-Performance Computing Center in downtown Holyoke. The project developed an action-oriented economic development strategy for the City of Holyoke and the entire Pioneer Valley region, with a detailed implementation framework.

The key goals from the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region have been adopted by the Plan for Progress Coordinating Council and incorporated into the Plan. The following summary consists of brief excerpts of the work that was funded by the Massachusetts Technology Collaborative and prepared by HDR Decision Economics with subcontractors Fairfield Index, Inc. and the Dukakis Center for Urban and Regional Policy at Northeastern University. The full report, with a detailed section analyzing baseline conditions and opportunities, is available at www.innovateholyoke.com. Two new strategies have been added since the document was published: “Local and Creative Economy” and “Passenger Rail.” Please note that the strategies are numbered here according to their place in the full report (strategies begin at Section 4.3 and end at 4.12)

Introduction and Synopsis

The construction of the Massachusetts Green High-Performance Computing Center (MGHPCC, at www.mghpcc.org) was completed in November 2012. The MGHPCC represents a unique collaboration of world-class universities, and public and private partners that will provide unparalleled computing power for M.I.T., University of Massachusetts, Boston University, Northeastern University, and Harvard University. It is a major investment in downtown Holyoke of \$168 million in buildings and equipment, and attracted \$5 million of investment from Cisco and EMC.

At the request of the Patrick Administration, a collaborative regional partnership to leverage economic growth from the creation of MGHPCC took place over the course of 2009-2011 in the form of the Holyoke Innovation District Task Force (www.innovateholyoke.com). The John Adams Innovation Institute of the Massachusetts Technology Collaborative (MTC) was charged with facilitating the development of an Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley. MTC engaged a consulting team, led by HDR Decision Economics with subcontractors Fairfield Index, Inc. and the Dukakis Center for Urban and Regional Policy at Northeastern University, to lead the research and strategy development.

The ultimate goals of this initiative extend well beyond the MGHPCC facility. In fact, this initiative can be viewed as an example of the state’s Gateway City economic strategy to boost economic opportunities in economically distressed, formerly

industrial cities in the Commonwealth outside of the core Boston metropolitan area. The hypothesis is that this leading-edge facility can become a catalytic economic development project for the City of Holyoke and broader region leading to additional industry opportunities and ultimately job opportunities and economic growth.

Goals & Objectives of the Innovation-Based Economic Development Strategy

This plan presents an innovation-based economic development strategy to enhance job opportunities and long-term economic viability for Holyoke's Innovation District and the entire Pioneer Valley region. The Innovation District is defined as the Center City area of Holyoke (consistent with the Urban Renewal Plan) and the Pioneer Valley consists of Hampden, Hampshire, and Franklin counties in Massachusetts (with labor market and transportation linkages into Connecticut). The strategy emphasizes mechanisms to maximize the potential for the MGHPCC to be a catalyst for economic development.

As developed with the Innovation District Task Force, the innovation-based strategy is focused on achieving three core economic development goals:

1. Increase and improve job opportunities for the residents of Holyoke and the Pioneer Valley
2. Attract increased levels of private investment to Holyoke
3. Successfully connect the MGHPCC and regional economic assets into a compelling and integrated economic development marketing and delivery system

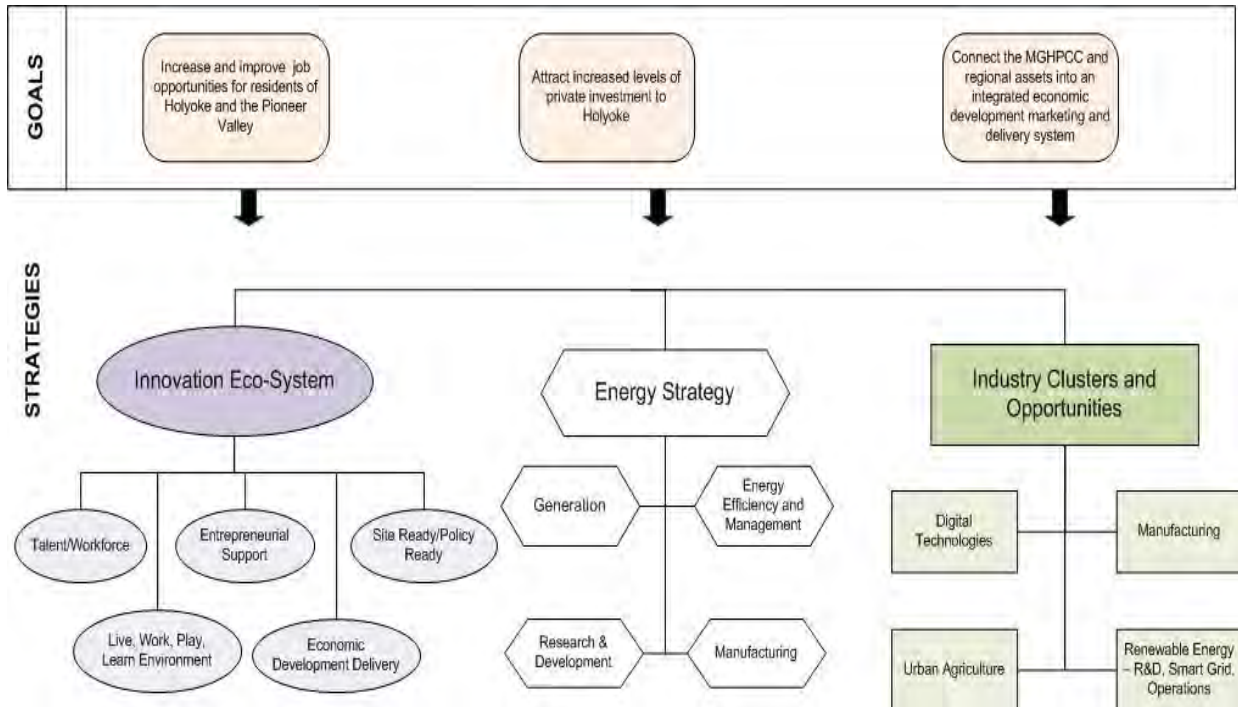
These goals will be achieved by:

1. Identifying and targeting a portfolio of industry clusters for business start-up, expansion, retention, and attraction opportunities.
2. Leveraging the presence of the MGHPCC and the five-university Research Consortium to promote Holyoke and the Pioneer Valley for research & development and market-based opportunities.
3. Maintaining Holyoke's low-cost, renewable energy-based competitive advantage by expanding renewable energy generation and R&D-based innovations.
4. Becoming a global leader in renewable energy production, energy efficiency, and R&D initiatives to enhance the management and operations of energy resources.
5. Providing a desirable walkable urban environment for live, work, play, and learning opportunities that supports economic growth.
6. Leveraging and connecting the region's educational assets to create a world-class, business-focused talent delivery system that connects residents with jobs and with lifelong learning to provide "career ladders" for residents.
7. Marketing regional transportation and fiber optic assets to attract businesses and support economic growth.
8. Developing compelling marketing information and an integrated local/regional/state economic development delivery system.

- Leveraging the diversity of the community to create an exciting and supportive environment in which to start and grow a business.

Figure 31, below, depicts the overall strategy development process with three broad categories of strategy development: a) innovation eco-system; b) energy strategy; and c) industry cluster opportunities.

Figure 31: Framework for Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley



As this strategy is implemented with specific projects and actionable initiatives, additional performance measures of success (not always readily available through traditional data sources) should also be tracked. As indicated for each specific strategy, these metrics will include a range of factors such as:

- Value of new private construction
- Square feet of new development by land use (residential, commercial, industrial) – this metric was estimated to be zero in the previous ten years in downtown Holyoke for commercial and industrial uses
- Number of new businesses established (by industry sector)
- Sites cleared and remediated (“shovel ready”)
- Community college training programs customized for business needs
- Renewable energy production capacity
- Research grants with university/community collaboration

Based on significant local, regional, and state-level stakeholder input, third-party research, the SWOT analysis and best practices in economic development strategic planning, eight detailed strategies were developed and prioritized for implementation. The eight strategies include four economic development eco-system strategies and four industry cluster strategies:

Economic development eco-system strategies: 1) entrepreneurial eco-system and innovation; 2) talent delivery and workforce; 3) site ready/policy ready strategy; and 4) economic development delivery system.

Industry cluster strategies: 1) digital technology and IT companies; 2) clean energy innovation and development; 3) manufacturing industry; and 4) urban agriculture.

4.3 Enhancing the Entrepreneurial Innovation Ecosystem

Mission / Objective

A core element of creating an innovation-based economic development strategy for Holyoke and the Pioneer Valley is to provide an optimum environment for entrepreneurship, start-up businesses, and innovative research, solutions, and product development. Leveraging existing regional assets, we recommend that the Holyoke Innovation District become a new focal point for innovation, entrepreneurship, and the delivery of integrated services. This concept would include holistic business environment and amenity improvements as well as specific entrepreneurial support activities and packaged resources focused on the identified target industry clusters of: a) clean energy innovation; b) digital technologies and IT; c) manufacturing; and d) urban agriculture. The assets in the Innovation District can thus be a demonstration market and high-exposure location to provide access to an integrated set of entrepreneurial resources and providers for the region.

Opportunity Lead

To be determined.

Accomplishments

- A new initiative, the Pioneer Valley Innovation Challenge (PVIC) was developed through collaboration with UMass, Valley Venture Mentors, and EDC of WMA as well as multiple other stakeholders. The PVIC will be a regional business plan competition, and the working group is raising private capital needed to operationalize the program through a marketing campaign.
- The EDC has created a new Innovation and Entrepreneurship Committee and recently brought together leaders from the region's entrepreneurial ecosystem to begin discussions of best practices and opportunities around university- and community-based entrepreneurship.

4.4 Outstanding Talent Delivery and Educational Assets

Mission / Objective

A deep, skilled workforce is the most important factor for economic development and the region should work together to elevate an integrated/seamless workforce delivery system as the top priority for the Pioneer Valley's reputation and competitiveness. This strategy has two key components: a) strengthening ties between industry and the senior leadership team of the workforce delivery system to ensure that existing and prospective companies have access to a quality workforce; and b) longer term, sustained improvement in preK-12 education performance throughout the region. Leverage the region's global higher education brands as a critical part of its talent asset base and regional reputation, including active participation from senior leaders at each organization. Engage all sectors of education and expand into full education, training and talent supply chain over time. Ensure that the Regional Employment Boards (REBs) of Hampden and Hampshire/Franklin counties are powerful, utilized resources to implement a "demand driven" talent agenda to meet the needs of existing and new business.

Opportunity Leads

Holyoke Community College
Regional Employment Board of Hampden County
Western Massachusetts Economic Development Council

Accomplishments

- The Training and Workforce Options (TWO) partnership between Holyoke and Springfield Community Colleges held over 75 discovery sessions with employers to determine complementary training needs.
- Holyoke Community College Foundation was awarded \$200,000 by the Urban Research Park CDE in Maryland to launch a Technology Career Pathways program in partnership with the MGHPCC, Dean Tech High School, and Cisco. The three-year grant will serve at least 150 students, with classes taught at HCC in 2013-2014. Preliminary work began on building the curriculum components needed at HCC to implement the classes.
- A \$200,000 Virtual Interactive Textbook project was completed in Holyoke and Springfield middle schools that allows students to carry out virtual laboratory experiments using numerical simulation codes that require substantial computing resources like that of the MGHPCC.
- The Holyoke Literacy Community Coordinator was hired and began work on behalf of the City of Holyoke. This position was filled by Andrew Melendez who has begun the work of the literacy coordinator. The position was funded through a multi-stakeholder partnership of foundations and non-profits located in Hampden County.
- Holyoke Community College (HCC) hired a professor of Computer Science at HCC to lead the health care data analysis/ IT program.
- HCC hired a site coordinator for the Gill Technology Center located at the Picknelly Adult and Family Education Center. This coordinator position will allow the adult education center to expand its technology based adult education in Downtown Holyoke.

4.5 Site Ready/Policy Ready for Holyoke Innovation District Redevelopment

Mission / Objective

- Create more sites ready and attractive for development and redevelopment in Holyoke's Innovation District through a combination of identifying priority sites, selectively clearing and remediating abandoned sites, and providing the permitting and incentives to facilitate re-use of sites of buildings. The ultimate objective, consistent with the Urban Renewal Plan, is to remove the real and perceived barriers to business expansion and location at sites and buildings with targeted uses focused on the Innovation District areas primed for development.

Opportunity Lead

City of Holyoke (Office of Planning and Development)

Accomplishments

- A second round of Tax Increment Financing (TIF) applications was submitted for Package Machinery and Sealed Air Corporation.
- An assessment was completed of 216 Appleton Street's structural conditions and hazardous materials in partnership with MassDevelopment.
- A Third round TIF application was successfully funded for U.S. Tsubaki in Holyoke. U.S. Tsubaki will be making an investment to expand operations and create additional jobs at their 821 Main Street facility in Holyoke. The investment was approved by the City Council as a Certified Project and will receive Tax Increment Financing (TIF) as part of the Commonwealth's Economic Development Incentive Program (EDIP). The cost of the 20,000 square foot building expansion is estimated at \$1M and the equipment investment is projected to be \$5M-\$6M. The expansion will upgrade the batch and belt heat treat furnaces in the facility. The facility employs 175 full time employees.
- The Urban Renewal plan for downtown Holyoke, which includes the Innovation District, was unanimously approved by the City Council and sent to the state for approval by DHCD.

4.6 Enhanced Economic Development Delivery System

Mission / Objective

Optimize a top-notch customer-focused economic development delivery system for Holyoke and the Pioneer Valley. Collaborate with other participant-owners such as cities in the region to ensure clear pathways for customer service and project management for employers who desire to locate, remain, and grow in the region. Enhance the best existing platform for regional economic development (Western Mass EDC) including marketing, local-regional-state project delivery, communications and data that best represents the assets and aspirations of the Pioneer Valley. Use the Holyoke Innovation District as a demonstration project to

set expectations and build trust for management of: state-to-region-to-local marketing; information and learning for economic development and community-building professionals; and seamless lead, incentive, and project management.

Opportunity Lead

Economic Development Partners (EDP) in the Pioneer Valley
Western Massachusetts Economic Development Council (EDC)

Accomplishments

- An MOU was finalized and signed by members of the Economic Development Partners (EDP) that outlines a regional economic development delivery system.

4.7 Digital Technologies/IT Industry Cluster

Mission / Objective

Building from the existing businesses in the digital technology/IT cluster in the Pioneer Valley, and the emerging technology infrastructure (computing and data centers, fiber optic network) establish a sustainable industry cluster organization and grow a digital technologies/IT industry cluster in the Pioneer Valley region. Economic growth in this cluster is expected primarily from endogenous growth of existing businesses and start-ups with updated and significantly enhanced marketing that reflects the region's emerging assets to also lead to strategic business attraction opportunities. A sustained, private sector-led, industry cluster team should address barriers to growth and to encourage supply chain opportunities between emerging/smaller companies and larger, established IT end-users

Opportunity Lead

Western Massachusetts Economic Development Council to help revitalize and re-imagine an industry cluster organization of IT-related companies, entrepreneurs, major IT users, and colleges/universities this industry-led organization (once formed) should lead this initiative.

Accomplishments

- In collaboration with MassDiGI, a "Digital Games: Playing in the Valley" conference was hosted by Hampshire College and attended by over 200 people including 30 bankers and venture capitalists.
- The "Plug into the Creative Economy" events (see Strategy 4.11, Local and Creative Economy) hosted by Porter House Media have drawn crowds of over 100 in the creative digital arts sector.

4.8 Clean Energy Innovation and Development

Mission / Objective

There are two related objectives for this strategy: 1) maintain Holyoke's low-cost, renewable energy- based competitive advantage by expanding Holyoke's portfolio of cost-effective renewable energy generation capacity; and 2) become a global leader in clean energy research and applications, energy efficiency and

management through innovative technology-based testing and development of products.

A longer-term objective is to convert clean energy research and large scale applications to manufacturing of clean energy products. This strategy builds on Holyoke's unique assets and the region's existing clean energy strengths to achieve a regionally significant, leading edge clean energy portfolio of: renewable energy production, energy efficiency and conservation, research and private sector applications and product development.

Opportunity Leads

Holyoke Gas & Electric (HG&E)

Pioneer Valley Planning Commission (PVPC)

Accomplishments

- Holyoke Gas and Electric (HG&E) and UMass Amherst are creating a clean energy technologies "test-bed" for New England where innovative projects can be demonstrated on a utility-scale grid. Various test bed initiatives were considered and subsequently narrowed to focus on hydrokinetic power, which uses the power of moving water to generate electricity, without new dam construction.
- Constellation Energy, in partnership with HG&E, completed a \$20 million solar construction project and brought on-line the largest solar array in New England, capable of producing 4.5 megawatts of electricity.
- HG&E invested \$22 million in the North Canal Substation, which will help serve the MGHPCC electric load as well as replace HG&E's older Prospect substation, located in Chicopee. In addition, with the assistance of a \$2.1 million EDA grant, HG&E increased the capacity of the substation in order to cost-effectively serve future large loads in the Innovation District.
- HG&E also expanded the electric and fiber distribution systems in the Innovation District. Spare conduits and cables were installed to provide additional distribution capacity and accommodate future growth in a more cost-effective manner.
- An MIT intern began working on a feasibility plan for a Clean Energy Center. A preliminary proposal for the Center was completed and presented to HG&E staff and board.

4.9 Manufacturing Industry Cluster

Mission / Objective

Building from the existing businesses and assets in the manufacturing cluster in the Pioneer Valley and the competitive advantages in downtown Holyoke (low-cost energy and buildings, available workforce, transportation access), retain and grow manufacturing opportunities in Holyoke and the region. Economic growth in this cluster is expected from a balanced mix of endogenous growth of existing businesses and start-ups along with strategic business attraction opportunities. The mission is to enhance and grow the region's existing industry cluster, ensuring that Holyoke can realize its full potential of opportunities, and further enhance the

region's value-added manufacturing activities for a full-range of suppliers as well as sub-assembly, assembly, and final products.

Opportunity Lead

City of Holyoke – Office of Planning and Development
Regional Employment Board of Hampden County
Western Massachusetts Economic Development Council

Accomplishments

- The Precision Manufacturing Regional Alliance Project (PMRAP), a local advanced manufacturing initiative, has been serving as a working laboratory for the Commonwealth's efforts to develop and validate new approaches to workforce development. This year, the initiative set recruitment targets and offered on the job training, vocational courses, and skills transition programs.

4.10 Urban Agriculture Industry Cluster

Mission / Objective

Building from existing entities and initiatives in the region, establish and grow a viable integrated urban agriculture industry in Holyoke. Economic growth in this cluster is expected primarily from endogenous growth of start-up and spin-off businesses as well as from the benefits of coordinated operations, marketing, outreach, and the expansion of related businesses – i.e., bottling, shipping, etc. The objective is to create a sustained industry of critical mass and supply chain connections to provide job opportunities to Holyoke residents, productive re-use of land, and access to healthy food for Holyoke's residents.

Opportunity Lead

To Be Determined – Initially City of Holyoke Office of Planning and Development.

Accomplishments

- The City of Holyoke is working on a five-year Massachusetts Department of Public Health project to foster food security and urban agriculture under a Mass in Motion program. Consideration is being given to new areas that can serve as urban gardens in Holyoke and new networking opportunities with sustainable agricultural organizations in the Pioneer Valley. There is a possibility of creating a food storage and distribution center in Holyoke, using clean energy and energy efficient technologies.

4.11 Local and Creative Economy

Mission / Objective

Creative industries are among the strongest sectors in the region. Performing arts and museums are two areas large enough to appear in state labor and workforce data, but the many small creative enterprises and individual artists in the region are a significant and growing component of the economy. The new Holyoke Innovation District is located within Holyoke's Arts and Innovation District, so named because of the existing artist community, the Victory Theater undergoing revitalization,

Heritage State Park, the Children’s Museum, Volleyball Hall of Fame, and places like Open Square, a revitalized mill building providing space for entrepreneurs and artists. These cultural amenities draw visitors and provide a fertile environment for other creative entrepreneurs.

Opportunity Lead

Holyoke Chamber of Commerce

Accomplishments

- A new initiative, “Plug into the Creative Valley” was launched in October 2012. These creative economy meetup sessions have been held monthly in Holyoke, co-hosted by Steve Porter and Porterhouse Media and the City of Holyoke. They are sponsored by the EDC of Western MA, MassDiGI, and Paper City Brewery.
- The Holyoke Chamber of Commerce approved a new lower dues structure specifically aimed to help small, one person businesses, entrepreneurs just getting started, retired members of the business community, and elected officials.
- The Regional Employment Board of Hampden County took the lead on securing funding for a school/business liaison who will coordinate job opportunities for local youth.
- A map of over 20 creative economy businesses in the Arts and Innovation District was produced by the City of Holyoke.
- Holyoke was invited to be the location for the kick-off event for the state-wide “Creative Next” forums. The event was held on July 24, 2012.
- A new city Creative Economy Coordinator position was created, and Jeff Bianchine was named to the position in August 2012. Jeff has been working closely with the creative industries on downtown Holyoke.
- UGL, the facilities management company for the MGHPCC, will be hiring local subcontractors for facility maintenance jobs. UGL has activated a registration website for interested parties.

4.12 Passenger Rail

Mission / Objective

Passenger rail service is provided on both east-west (Lake Shore Limited) and north-south (Vermont) routes through the region. There are currently two stations, located in Springfield and Amherst. The Massachusetts Department of Transportation is now in the process of realigning the Amtrak Vermont service north of Springfield to restore passenger rail service to the Connecticut River line through Holyoke, Northampton and Greenfield. This will eliminate the detour through Palmer and Amherst, which was necessitated by poor track conditions along the river route (future service to Amherst will be offered by a PVTA bus connection). This project is funded by a \$70 million dollar grant provided in part by the American Recovery and Reinvestment Act (ARRA) High-Speed and Intercity

Passenger Rail Program under the Federal Railroad Administration. In addition, Springfield's Union Station is undergoing a major redevelopment to become a regional intermodal transportation facility for the Pioneer Valley. The project will ultimately accommodate bus, rail, retail and office space, and other uses.

Further improvements are coming with the Connecticut Department of Transportation's New Haven-Hartford-Springfield (NHHS) commuter rail project, which will result in commuter rail service between Springfield and New Haven by 2016.

As part of the Vermonter relocation project, a new train station will be constructed in Holyoke that will provide access to the upgraded long-distance rail service and ultimately to commuter rail service in Springfield. The City is working to revitalize the former train station site which is within walking distance of the MGHPCC and located in the Innovation District.

Opportunity Lead

To Be Determined – Initially City of Holyoke Office of Planning and Development.

Accomplishments

- The location of the new Holyoke passenger rail platform was finalized and design work completed. The City received \$2 million in MassWorks funding for construction of the platform and a pedestrian bridge.

2013 CEDS Projects

The Project Proposal Process

On an annual basis, the Pioneer Valley Economic Development District designated by the U.S. Economic Development Administration solicits proposals from the region for projects that may seek funding under the EDA's Public Works Economic Development Program. The region has been successful in prior years in receiving substantial EDA funding awards for projects that create jobs and stimulate private investment in distressed communities of the Pioneer Valley region. Among these awards and accomplishments are the following:

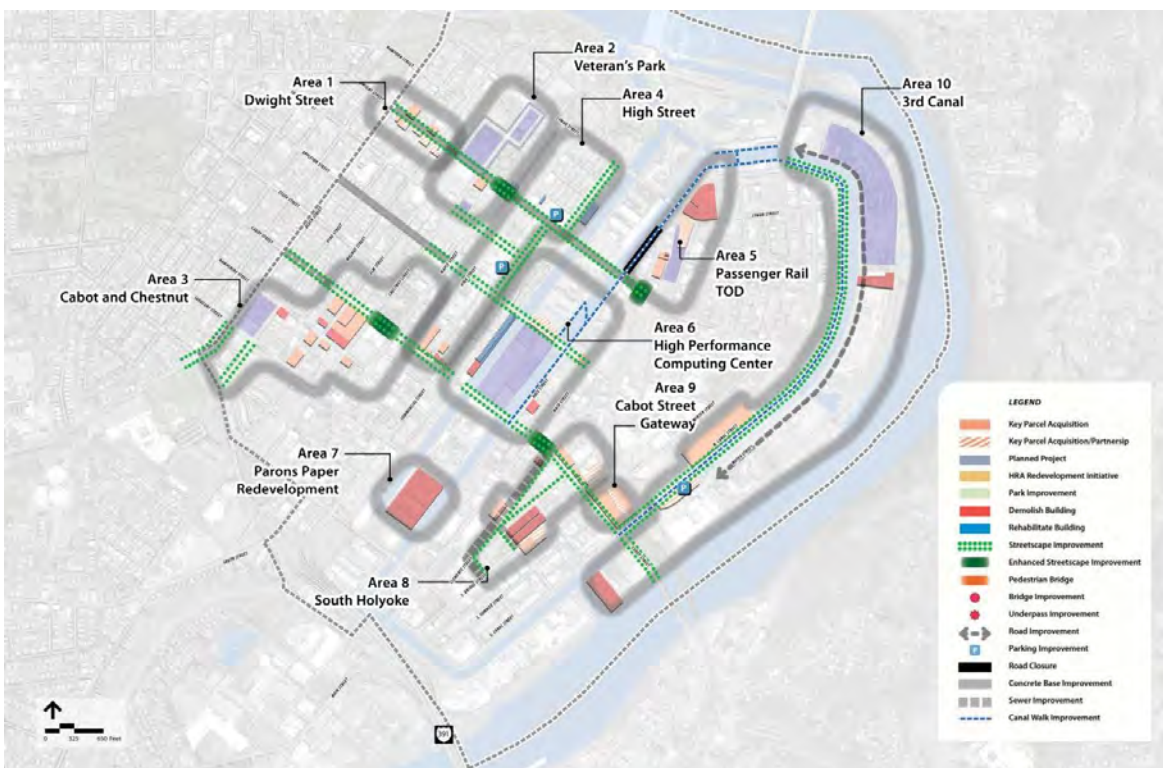
- In 2011, the Holyoke Gas & Electric Company was awarded \$2.1 million for hydroelectric infrastructure improvements that will support the development of the Holyoke Innovation District anchored by the Massachusetts Green High Performance Computing Center.
- In 2011, EDA awarded the Caring Health Center in Springfield \$500,000 for a new community health center in downtown Springfield, in renovated historic buildings.
- In 2010, the Western Massachusetts Enterprise Fund was awarded \$500,000 from the EDA towards a Western Massachusetts Revolving Loan Fund.
- In 2008, EDA awarded the City of Northampton and MassDevelopment \$750,000 for the Village at Hospital Hill Business Park, a redevelopment of a former state hospital site.
- In 2006, EDA awarded the City of Springfield \$1 million for the Memorial Industrial Park II project adjacent to the Smith and Wesson facilities.
- In January 2005, EDA awarded \$1 million to Holyoke Community College and the City of Holyoke for the construction of a roadway from the campus to Route 202 (project pending).
- Holyoke Health Center and Medical Mall was awarded a \$1 million grant by EDA in August 2002 to complete Phase II of the project.
- STCC received the EDA's National Award for Excellence in Urban Economic Development in 2001.
- The Latino Professional Office Center in Holyoke was awarded \$700,000 in 1999.
- STCC's Springfield Enterprise Center received close to \$1 million in 1999.

Summary of Project Proposals

This year, proposals were submitted from five Pioneer Valley communities – Springfield, Holyoke, Northampton, Chicopee, and Ludlow – for inclusion in the 2013 CEDS. After a review of the projects by the Plan for Progress Coordinating Council, 13 proposed projects have been included on the 2013 CEDS listing. Several of the projects are located in communities that meet EDA Distress Criteria, and several may meet EDA eligibility criteria due to their potential for providing jobs to residents of distressed communities. All 13 projects are included in Appendix A. Projects included in this list may be applying for EDA Public Works funding during the upcoming year. The top regional priorities in 2013, based on their readiness to proceed and/or critical importance to the region, are highlighted on the following pages:

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

City of Holyoke – Holyoke Innovation District



Connect. Construct. Create.

A Plan for the Revitalization of Center City Holyoke

Located in the Center City area of Holyoke around the new Massachusetts Green High Performance Computing Center (MGHPCC), the Holyoke Innovation District (HID) is at the core of the Innovation-Based Economic Development Strategy for the Pioneer Valley. The Innovation-Based Strategy has ten core strategies, and the City of Holyoke is the lead on the Site Ready/Policy Ready strategy. The goal of this strategy is to create site ready conditions for attracting new economic development activity in the HID through a combination of prioritizing sites, clearing and remediating selected abandoned sites, and providing the permitting and incentives to facilitate reuse of sites and buildings.

The MGHPCC is seen as a catalytic economic development project for the City of Holyoke and broader region, and this project focuses on the redevelopment of several industrial sites adjacent to the Computing Center. The properties are along Appleton and Sargeant Streets and are known as Area 6 and Area 7 of the Holyoke Redevelopment Authority's (HRA) Urban Renewal Plan – *"Connect. Construct. Create. A plan for the revitalization of Center City Holyoke."* The redevelopment of this area is also in line with the mission of the HRA to eliminate blighted conditions that inhibit neighborhood reinvestment; improve the quality of life in neighborhoods; foster and promote business expansion and job creation, and maintain and attract development that will revitalize Holyoke's economy and cultural growth while making the community more attractive, prosperous, and self-sufficient.

Area 6 focuses on redeveloping properties that abut the MGHPCC for innovative high- tech businesses, market-rate housing for employees of those companies, and for live/work housing to support the nearby concentration of artists. Also capitalizing on the investment of the MGHPCC,

actions in the area include streetscape improvements and the extension of the Canalwalk along Race Street. Additional actions support the redevelopment of 200-218 Race Street, by acquiring and aggregating adjacent vacant parcels for parking and building access.

Area 7 is the 4.5 acre former Parson Paper property. Actions include site acquisition, hazardous material remediation, completing the demolition of the existing building and selling of the site for commercial and/or industrial reuse. Redevelopment plans include incorporating historic and cultural considerations.

The HID is feeding off of other investments that are reshaping Holyoke's Center City including: construction of Canalwalk Phase II, the new passenger rail platform, renovations at Veteran's Park, a newly renovated and expanded Public Library, parking improvements and numerous private investments.

2) Regional High Priority Projects Intended to Serve Areas Meeting EDA Economic Distress Criteria:

Town of Ludlow - Ludlow Mills – Riverside Drive



One of the largest brownfield mill redevelopment projects in New England, Ludlow Mills Preservation and Redevelopment Project is located adjacent to the downtown and residential areas of Ludlow as well as to the Town of Wilbraham and the City of Springfield's Indian Orchard neighborhood. The Ludlow Mills are located in the Ludlow Village Historic District listed on the State and National Register of Historic places and is within one mile of Massachusetts Turnpike's Exit 7. This 170-acre site contains over 50 historic mill buildings with a total of 1.4 million square feet, as well as over 60 acres of developable woodland in the eastern portions of the project.

Westmass, in cooperation with the Town of Ludlow, is undertaking the conversion of this 19th-century mill complex to create a modern mixed-use development that will combine residential, office, retail, commercial, and industrial uses. It will also provide greenspace for the community in the form of a Riverwalk along the Chicopee River and 50 permanently protected acres of open space including riparian areas. The preliminary design for Riverside Drive and its associated infrastructure is under way and matching funds are in place for pending submittal to EDA for an Investment in Public Works grant. This project would open up numerous areas of the project site to current and future redevelopment opportunities.

The redevelopment of this historic complex over a twenty year period is projected to create 2,000 jobs, result in \$200 to \$300 million in private investment, and increase in annual property tax revenues by \$2 million. In addition, up to 250 housing units will be created including senior

independent affordable housing. Recently the Massachusetts Department of Environmental Protection included the Ludlow Mills in its third round of Brownfields Support Initiative projects with the objective of providing further state level interdepartmental technical as well as financial support.

City of Northampton – Three County Fairground Redevelopment



This project involves the design engineering and construction of off-site infrastructure improvements as part of Phase II of the Fairgrounds Redevelopment Master Plan, including construction of a year-round Exhibition Building. Redevelopment of the Three County Fairgrounds will transform 55 acres of underutilized and deteriorated exhibition space into a state of the art exhibition facility targeting niche shows that will complement Northampton's identity as a cultural and tourism destination, attract new shows to the region, and allow existing shows to expand. The multi-phase project has been projected to generate up to 600 new jobs regionally, retain 462 jobs regionally, generate \$19.5 million in new direct spending in the regional economy, increase annual events from 28 to 68, and generate spinoff economic benefits in the tourism, hospitality, and event production industries in the region.

Job creation and retention will take place in several industry sectors including event production, trades, wholesale trade and distribution, cultural and entertainment, restaurant, hospitality, and retail. Event attendees and exhibitors frequently use hotels in Hampshire and Hampden Counties for Three County Fairground events, and hotel occupancy outside of Northampton is expected to increase as a result of the expansion/redevelopment. A market analysis projected that increased visitation could result in repeat visits to the region, spinoff business development, and trade show events would draw executives from a broad cross-section of industries which could benefit long-term business development and recruitment in the region.

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

Table 17: Summary of Project Proposals for the 2013 CEDS Annual Update

PVPC Community	Proposed Project Title	Project Type	Local Priority Ranking	Regional Priority Rankings	2012 Project Re-Submittal?	EDA Funding Needed in 2013-2014?	Total Estimated Project Cost	Local \$ Match in Place?	# Perm. Jobs Created
PROJECTS MEETING EDA ECONOMIC DISTRESS CRITERIA:									
Springfield Proposed Projects									
Springfield	Tapley Street Infrastructure Improvements	Street and intersection improvements	#1	Moderate	No	Yes	TBD	No	To be determined
Springfield	Union Station Regional Intermodal Transportation Center	Redevelopment as regional transportation facility w/office and commercial space	#2	TBD	Yes	Yes	\$83 million	No	To be determined
Springfield	Six Corners Infrastructure Improvements	Roadway infrastructure improvements to two major intersections	#3	TBD	No	Yes	\$6 million	No	200
Springfield	Chestnut and Carew Infrastructure Improvements	Improvements to support redevelopment of vacant school building	#4	TBD	No	No	TBD	No	10-15
Springfield	Court Square	Redevelopment for mixed use	#5	TBD	Yes	Yes	TBD	No	100
Holyoke Proposed Projects									
Holyoke	Holyoke Innovation District	Redevelopment of former industrial sites around MGHPC	#1	High	No	TBD	TBD	No	To be determined
Holyoke	Depot Square Transit-Oriented Development	Infrastructure improvements around passenger rail platform	#2	TBD	No	TBD	TBD	No	To be determined
Holyoke	Victory Theater	Redevelopment of historic theater in downtown	#3	TBD	No	TBD	\$28 million	No	To be determined
Holyoke	Lynch School Redevelopment	Redevelopment of vacant school building	#4	TBD	No	TBD	TBD	No	To be determined
PROJECTS INTENDED TO SERVE AREAS MEETING EDA ECONOMIC DISTRESS CRITERIA:									
Northampton Proposed Projects									
Northampton	Three County Fairground Redevelopment	Redevelopment of exhibition facility	#1	High	Yes	Yes	\$38 million	Partially	662
Ludlow Proposed Project									
Ludlow	Ludlow Mills-Riverside Drive	Redevelopment of historic mill complex as mixed use	#1	High	Yes	Yes	\$3.95 million	Yes	2,300
Chicopee Proposed Projects									
Chicopee	RiverMills at Chicopee Falls	Redevelopment as mixed-use neighborhood	#1	Moderate	Yes	Yes	\$25 million	No	50
Chicopee	West End Canal District	Brownfields redevelopment as mixed-use	#2	TBD	Yes	Yes	\$35 million	No	35-50

AN EVALUATION OF OUR PERFORMANCE

The vision statement of the Plan for Progress imagines a Pioneer Valley that “attracts national recognition.” The Plan for Progress Trustees did not include this phrase as a flourish, but insisted that the vision statement espouse a lofty and measurable long-term objective. Consistent with that priority, the members of the Plan for Progress Trustees and Coordinating Council have asked that a rigorous process be employed each year to measure the

effectiveness of our performance towards the achievement of the Plan’s

goals. This process includes an assessment of strategy team accomplishments, evaluation of the planning and implementation process, and objective performance indicators.



Massachusetts Green High Performance Computing Center, Holyoke
Photo: MGHPCC

MOUs with Strategy Team Lead Implementers

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

<u>Strategy</u>	<u>Lead Implementer</u>
<i>Attract, Retain, and Grow Existing Businesses and Priority Clusters</i>	Economic Development Partners of the Western MA EDC
<i>Market Our Region</i>	Western Massachusetts Economic Development Council
<i>Enhance High-Tech and Conventional Infrastructure</i>	EDC Infrastructure Committee
<i>Improve and Enrich Pre-K /Early Education</i>	Cherish Every Child Initiative of the Irene E. and George A. Davis Foundation
<i>Revitalize the Connecticut River</i>	Connecticut River Clean-Up Committee
<i>Develop an Array of Housing Options</i>	Valley Development Council
<i>Recruit and Train a New Generation of Regional Leaders</i>	Leadership Pioneer Valley Steering Committee

Strategy Accomplishments

One of the most important ways that effectiveness is measured is through the accomplishment of specific goals and action steps set out for each strategy and implemented by each of the strategy teams. Details of these accomplishments along with targeted goals for the upcoming program year are described in the section, “Plan for Progress Accomplishments 2012-2013 and Action Plan 2013-2014,” earlier in this report.

Performance Indicators

Summary

In order to provide a highly objective, measurable method of accountability, the Plan for Progress has implemented a new quantitative system to complement the qualitative assessments discussed above. The system, now in its third year, uses a series of data-based benchmarks to measure progress toward goals of each of the strategies. Called the “Plan for Progress Performance Indicators,” the system is public and online at www.stateofthepioneervalley.org. It does not attempt to evaluate current year statistics in isolation (e.g. judging whether a specific unemployment rate is “good” or “bad”), but rather looks at changes over time and the general trend, indicating whether a situation is improving or not (e.g. observing whether the unemployment rate is increasing or decreasing). The Plan for Progress Performance Indicators are a set of four groups of quantitative benchmarks that will assist in identifying economic trends and measure progress towards the Pioneer Valley Plan for Progress Strategic Goals and Action Steps.

Rating Scale

Each indicator was assigned a rating from 1 to 3, with a 1 assigned for a negative trend, 2 for a neutral trend, and 3 for a positive trend. Once benchmark data was collected for the most recent year available, Pioneer Valley Planning Commission (PVPC) staff calculated percentage changes from one year prior (or the most recent previous year possible if prior year data is not available). An improvement of at least one percent is considered a positive trend, while a decline of at least one percent is considered a negative trend. Between one percent improvement and a one percent decline is considered a neutral trend.

Regional Geography

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

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

Table 18: Plan for Progress Performance Indicators

Indicator	Current Data	Year	Prior Data	Year	Change	Rating
Strengthen and Expand the Region's Economic Base						2.7
The Annual Unemployment Rate	8.1%	2011	9.1%	2010	-1.0%	3.0
The Total Number of Jobs (Monthly average)	279,698	2011	277,878	2010	0.7%	2.0
The Average Weekly Wage	\$806	2011	\$787	2010	2.5%	3.0
Growth of the Private Sector Payroll	\$9,230,767,177	2011	\$9,002,311,121	2010	2.5%	3.0
Total Number and Net Annual Change in the Number of Business Establishments	22,402	2011	22,135	2010	1.2%	3.0
Manufacturing as a Percent of All Employment by Number of Establishments	3.9%	2011	4.0%	2010	-0.1%	2.0
Foster Means of Regional Competitiveness						2.3
Number of Pre-Permitted Sites or Buildings Within the Region that are ready for Development	18	2012	9	2011	100.0%	3.0
Number of Shovel Ready Sites or Buildings Within the Region that are ready for Development	10	2012	4	2011	150.0%	3.0
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	\$94,429,067	2012	\$122,786,770	2011	-23.1%	1.0
% of Communities that Increased at Least One Category in Broadband Access	In Progress	2010		2009	In Progress	TBD
0% of Households Have Broadband Access	In Progress	2010	4	2009		
50% or Less of Households Have Broadband Access	In Progress	2010	22	2009		
Greater than 50% Households Have Broadband Access	In Progress	2010	43	2009		
Supply the Region with an Educated, Skilled and Adequately Sized Pool of Workers						2.1
Percent of Students Scoring Proficient or Above on MCAS Reading Test (3rd grade)	54.6%	2012	53.5%	2011	1.1%	3.0
Percent of Students Passing MCAS Math Test (Grade 10)	89.0%	2012	89.1%	2011	-0.1%	2.0
Percent of Students Passing MCAS English Test (Grade 10)	96.3%	2012	95.2%	2011	1.1%	3.0
The Dropout Rate of High School Students (Grades 9 through 12)	4.8%	2011	4.3%	2010	0.5%	2.0
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates	86.3%	2011	86.4%	2010	-0.1%	2.0
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates	29.1%	2011	29.2%	2010	-0.1%	2.0
The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	43.1%	2011	43.8%	2010	-0.7%	2.0
The Median Age of The Region's Workforce Encompassing Ages 16 to 64	40.8	2011	40.3	2010	1.2%	1.0

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

* sites listed at Westmass Development Corporation only

(Continued Next Page)

Table 17: Plan for Progress Performance Indicators (ctd.)

Indicator	Current Data	Year	Prior Data	Year	Change	Rating
Economic Enhancements Fostering The Region's Business Climate and Prospects for Sustainable Economic Growth						2.1
The Total Number of Combined Sewer Over Flow (CSO) Sites on the Lower Connecticut River and Tributaries	67	2012	69	2011	-2.9%	3.0
The Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$158	2012	\$169	2011	-6.8%	1.0
The Rate of Property and Violent Crimes Reported per 100 Persons	3.5	2011	3.7	2010	-3.6%	3.0
The Percentage of Housing Units that are Owner-Occupied	63.6%	2011	63.0%	2010	0.6%	2.0
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	34.0%	2011	34.9%	2010	-0.9%	2.0
Percent of Renters paying more than 30% of their income on rent	52.8%	2011	54.6%	2010	-1.8%	3.0
The Median Sale Price of a Single Family Home	\$177,095	2012	\$177,817	2011	-0.4%	2.0
Building Permits Issued for New Residential Construction	512	2011	633	2010	-19.1%	1.0

Rating: 1 = negative trend,

2 = neutral trend, 3 = positive trend

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

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

Summary of Plan for Progress Performance Indicators by Strategy Grouping

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

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

Includes the following strategies:

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

Annual Unemployment Rate

The annual unemployment rate is calculated as the percent of all people in the labor force who are not currently employed. Between 2010 and 2011, the unemployment rate for the Pioneer Valley declined one percentage point, from 9.1 to 8.1. This trend remained consistent for each of the three counties of the Pioneer Valley. Hampden and Hampshire Counties saw equal decreases in unemployment from 10.2% to 9.2% and 6.9% to 5.9%, respectively, while Franklin County (8.0% to 6.7%) experienced the largest decrease.

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

Total Number of Jobs

The total number of jobs includes all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The number of jobs in the Pioneer Valley slightly increased from 2010 to 2011, from 277,878 to 279,698 (a 0.7% change). This trend remained consistent for each of the three counties of the Pioneer Valley. Hampshire County experienced the largest increase (an increase of 1%), while Hampden County increased by 0.6%, and Franklin County had a minor increase of 0.1 percent.

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

Average Wage Earned by Workers

The average wage earned by workers includes employees in all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The average weekly wage earned by workers in the Pioneer Valley increased significantly by 2.5 percent, rising from \$787 in 2010 to \$806 in 2011. Hampshire County had the largest percent increase of 12.6%, while Hampden County increased by 4.3% and Franklin County saw the smallest increase, a modest 1.2% from \$682 in 2010 to \$690 in 2011.

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

Growth of the Private Sector Payroll

The private sector payroll includes the total of all wages paid from companies with private ownership for all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The private sector payroll for the Pioneer Valley increased from \$9,002,311,121 in 2010 to \$9,230,767,177, an increase of 2.5 percent. Hampden, Hampshire, and Franklin counties all experienced positive trends, with gains of 2.5%, 3.3%, and 1.3% respectively.

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

Total Number of Business Establishments

The total number of business establishments includes businesses with all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. In the Pioneer Valley, the total number of business establishments increased 1.2% from 22,135 in 2010 to 22,402 in 2011. This trend remained consistent for each of the three counties in the Pioneer Valley. While the largest increase in the number of establishments was in Hampden County (by 1.6%), both Hampshire and Franklin counties saw an increase in their number of businesses as well (0.3% and 0.6% respectively).

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

Manufacturing as a Percent of All Employment by Number of Establishments

This measure was calculated by dividing the total number of establishments in the manufacturing sector by the total number of establishments. These numbers include companies with all types of ownership, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. Overall, manufacturing remained fairly stable as a percentage of all establishments in the Pioneer Valley, decreasing from 4.0% in 2010 to 3.9% in 2011.

The trend was consistent throughout the region, with manufacturing remaining relatively stable throughout all three county areas. Hampden (-0.2%) and Hampshire (-0.1%) counties saw slight decreases while Franklin County experience a small increase (0.2%).

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

Strategy Grouping II: Foster Means of Regional Competitiveness

Includes the following strategies:

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

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

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

There was a 100% increase in the number of sites that were pre-permitted and a simultaneous 150% increase in the number of shovel ready projects in the Pioneer Valley between 2011 and 2012. Of the three counties in the Pioneer Valley, the increase in pre-permitted sites occurred entirely in Hampden County. Additionally, only Hampden County contained shovel ready sites with a total of ten sites ready for development.

Data Source: WestMass Development Corporation

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

Transportation Improvement Projects included in this value are highway improvement projects identified through the Transportation Improvement Program report by the Pioneer Valley Planning Commission and Franklin Regional Council of Governments, and advertised by Mass Highway. Between 2011 and 2012, the total value of transportation improvement projects advertised for the Pioneer Valley decreased from \$122,786,770 to \$94,428,204, representing a -23.1% change. Trends were varied across the region. Franklin County saw a decrease of 41.3%, Hampden County a 19.3% decrease, while Hampshire County saw a 157.8% increase.

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

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

New data was not available at the time of this printing. Updated data will be published at www.stateofthepioneervalley.org.

Data Source: WesternMA Connect Inc. and Massachusetts Broadband Institute

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

Includes the following strategies:

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

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

The percent of students scoring proficient or above on the Massachusetts Comprehensive Assessment System (MCAS) Third Grade English Language test includes all students scoring “Proficient” or “Above Proficient,” and was calculated by dividing the percent of students who received these scores on the test by the total number of students in the region who took the test. Between 2011 and 2012 the Pioneer Valley saw a 1.1% increase (from 53.5% to 54.6%) in the proportion of students who scored proficient or above on the MCAS third grade English language test. While both Hampden and Hampshire counties experienced increases (0.2% and 1.0% respectively), Franklin County saw a more significant increase of 7.4 percent.

Data Source: Massachusetts Department of Elementary & Secondary Education

Percent of Students Passing the MCAS Tenth Grade Math Test

The percent of students passing the Massachusetts Comprehensive Assessment System (MCAS) tenth grade math test was calculated by dividing the percent of students who passed the test by the total number of students in the region who took the test. Overall, between 2011 and 2012, the Pioneer Valley remained relatively stable, with a slight decrease of 0.1% (from 89.1% to 89.0%) in the proportion of students who passed the MCAS tenth grade math test. Hampshire and Franklin counties both experienced decreases (1.4% and 1.7% respectively), while Hampden County had a slight increase, of 0.4% more students passing the MCAS tenth grade math test.

Data Source: Massachusetts Department of Elementary & Secondary Education

Percent of Students Passing the MCAS Tenth Grade English Test

The percent of students passing the Massachusetts Comprehensive Assessment System (MCAS) tenth grade English test was calculated by dividing the percent of students who passed the test by the total number of students in the region who took the test. Overall, between 2011 and 2012, the Pioneer Valley saw a slight increase of 1.1% (from 95.2% to 96.3%) in the proportion of students who passed the MCAS English test. Hampden County experienced the largest increase in students passing the test (1.6%) while Franklin County increased by a modest 0.4% and Hampshire County saw a 0.2% drop in passing rates.

Data Source: Massachusetts Department of Elementary & Secondary Education

Dropout Rate of High school Students

Dropout rates are the percentage of all 9th through 12th grade students who drop out of high school in a single year (the annual dropout rate). The Pioneer Valley saw a modest increase in the dropout rate between 2010 and 2011; from 4.3 percent to 4.8. Across the region, a relatively neutral trend was common. Hampden and Franklin counties both increased slightly, by 0.7 and 0.8 percent respectively, while Hampshire County experienced a decrease of 0.3 percent.

Data Source: Massachusetts Department of Elementary & Secondary Education

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

Educational attainment is calculated by determining the percentage of high school graduates above the age of 25 who have a high school diploma, including those who have attained more advanced degrees (Associate's, Bachelor's, Graduate, or Professional). Between 2010 and 2011, the percentage of the Pioneer Valley workforce who are high school graduates remained stable, decreasing very slightly from 86.4% to 86.3 percent. Only Hampden County had an increase of 0.1%, while Hampshire and Franklin counties had decreases of 0.5 and 1.3%, respectively.

Data Source: United States Census Bureau 2010 and 2011 American Community Survey, 1 Year Estimates

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

Educational attainment is calculated by determining the percentage of the population above the age of 25 who have at least an Associate's degree, including those who have attained more advanced degrees (Bachelor's, Graduate or Professional). Between 2010 and 2011, the percentage of the Pioneer Valley workforce who are college graduates remained stable, decreasing from 29.2% to 29.1% representing a 0.1% reduction. Only Hampden County saw gains of 0.7%, while Hampshire and Franklin counties saw decreases of 2.3% and 0.9% respectively.

Data Source: United States Census Bureau 2010 and 2011 American Community Survey, 1 Year Estimates

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

The percent of older workers who remain engaged in the workforce is calculated by dividing the number of people between the ages 55 to 75 years old who are in the labor force by the total number of people between the ages of 55 to 75 years old. Between 2010 and 2011, the percent of older workers who remain engaged in the workforce in the Pioneer Valley decreased from 43.8 percent to 43.1 percent. Franklin County experienced a modest decrease of 0.5%, while Hampshire County saw a decrease of 2.6%, and Hampden County more significantly saw a drop off of 9.1 percent.

Data Source: United States Census Bureau 2010 and 2011 American Community Survey, 1 Year Estimates

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

The median age of the regions workforce is the middle age of all people engaged in the labor force between the ages of 16-64 years old. In the Pioneer Valley, the median age of the workforce increased by 1.2% between 2010 and 2011, from 40.3 to 40.8 years old. Hampshire County saw no change in median worker age remaining at 37.1 years old, while Hampden and Franklin Counties saw 1.7% and 1.4% increases respectively.

Data Source: *United States Census Bureau 2010 and 2011 American Community Survey, 1 Year Estimates*

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

Includes the following strategies:

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

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

As quoted from the Massachusetts Department of Environmental Protection, "Combined sewer overflows, or CSOs, were built as part of sewer collection systems that were designed to carry both sewage and storm water in the same pipe. When there is not a lot of storm water, this mix is transported to a wastewater treatment plant where it is processed. However, after heavy rainfall or snowmelt, storm water and sewage overload the system. Without CSOs, this mix would back up into homes, businesses, and public streets. Combined sewer systems have regulator structures that allow overloaded systems to discharge into rivers, lakes and coastal areas subjecting them to higher pollutant loads. This can compromise a water body's uses and lead to water quality violations in the receiving waters." Throughout the Pioneer Valley, the total number of CSO sites on the Connecticut River has decreased* from 69 to 67 between 2011 and 2012, representing 2.9% reduction. As of 2012, Hampshire County has eliminated all of its CSOs. Franklin County still contains three CSOs, all in Montague, while Hampden County has decreased from 66 in 2011 to 64 as of 2012.

Data Source: Massachusetts Department of Environmental Protection

*Due to adjustments in how CSOs are counted, figures from prior reports may not be fully consistent with updated data. However, the overall trend is quite clear – there has been a consistent reduction in Pioneer Valley CSOs and reports of these reductions are still accurate.

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

The amount of non-school local aid includes all aid that a town receives for purposes other than education. This includes the following sources: Unrestricted General Government Aid, Local Share of Racing Taxes, Regional Public Libraries, Police Career Incentive, Urban Revitalization, Veteran's Benefits, Exemptions for Veterans, Blind and Surviving Spouses, Exemptions for the Elderly, State Owned Land, and Public Libraries. In the Pioneer Valley, the per-capita non-local school aid decreased 6.8% between 2011 and 2012. Hampshire County saw the largest decrease (6.5%), followed by Hampden County (6.2%) while Franklin experienced a decrease of 5 percent.

Data Source: Massachusetts Department of Revenue, Cherry Sheets

Rate of Property and Violent Crimes Reported

Property and violent crimes consist of the following crimes: Murder and Non-negligent Manslaughter, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft and Arson. The rate of property and violent crimes reported in the Pioneer Valley decreased slightly between 2010 and 2011 from 3.7 to 3.5 crimes per 100 people. Trends declined across all three counties with Franklin County experiencing the largest decrease (17.2%), Hampden County the second largest (6.3%), and Hampshire County the smallest decrease of 4.0%.

Data Source: Federal Bureau of Investigation
Note: The FBI does not have data on some smaller towns

Percentage of Housing Units that are Owner-Occupied

Percentage of Housing Units that are Owner-Occupied includes all types of housing units and is calculated by dividing the number of owner-occupied housing units by the total number of housing units in the region. Between 2010 and 2011, the percentage of housing units in the Pioneer Valley that were owner-occupied increased slightly by 0.6% (from 63.0 to 63.6 percent). Overall, trends were relatively stable across the region, with increases in ownership in Hampden and Franklin counties, of 1.2 and 1.1 percent, while Hampshire County saw a 2.7 percent decrease.

Data Source: United States Census Bureau 2010 and 2011 American Community Survey 1 year estimates

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

According to many government agencies, people who pay more than 30% of their income on housing costs are considered to be housing cost burdened. The U.S. Census Bureau provides estimates on this statistic based on a survey of a sample of the population with the American Community Survey. Data for this indicator includes all home owners who have mortgages. Monthly owner costs include payment for mortgages, real estate taxes, various insurances, utilities, fuels, mobile home costs, and condominium fees. Between 2010 and 2011, the percentage of home owners in the Pioneer Valley who were housing cost burdened decreased from 34.9% to 34.0 percent. This decrease in the housing cost burden of home owners was consistent among Hampden and Franklin counties with Franklin showing the larger decrease of 4.0%, followed by Hampden with a 2.2% decrease. Conversely, Hampshire County experienced an increase of 4.3 percent.

Data Source: United States Census Bureau 2010 and 2011 American Community Survey, 1 Year Estimates

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

According to many government agencies, people who pay more than 30% of their income on housing costs are considered to be housing cost burdened. The U.S. Census Bureau provides estimates on this statistic based on a survey of a sample of the population with the American Community Survey. Between 2010 and 2011, the percentage of renters in the Pioneer Valley who were housing cost burdened decreased 54.6 to 52.8 percent (representing a 1.8% change). This trend of decreased housing cost burden varied among the three counties, with Hampden and Franklin counties experiencing equal decreases of 3.1%, while Hampshire County experienced an increase of 3.1 percent.

Data Source: United States Census Bureau 2010 and 2011 American Community Survey, 1 Year Estimates

Median Sale Price of a Single Family Home

Single family home sales include all transfers over \$1,000 classified by the Massachusetts Department of Revenue with a 101 use code. Between 2011 and 2012, the median sale price of a single family home in the Pioneer Valley decreased slightly from \$177,817 to \$177,095. Hampshire County remained unchanged, while Hampden County experienced a 0.6% decrease in home prices and Franklin County saw a decrease of 0.9%. This stabilizing trend in home sale prices across Hampshire and Franklin counties suggests that, at least in some areas, the housing market crash of the past few of years is continuing to turn around in the region.

Data Source: The Warren Group and Realtor Association of the Pioneer Valley

Building Permits Issued for New Residential Construction

Between 2010 and 2011, the number of building permits issued for new residential construction in the Pioneer Valley saw a significant decrease of 19.1 percent, from 633 permits in 2010 to 512 in 2011. This decreasing trend is mainly due to the decrease in Hampshire County, which saw a 41.9 percent decrease (from 248 to 144). In contrast, Hampden County saw a minor decline of 5.5 percent (from 327 to 309), and Franklin County saw a slight increase of 1.7% (from 58 to 59 permits).

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

Urban Core Data

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

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

Table 19: Plan for Progress Performance Indicators – Urban Core

Indicator	Current Data	Year	Prior Data	Year	Change	Rating	Includes Chicopee?	
Strengthen and Expand the Region's Economic Base						2.3		
The Annual Unemployment Rate	11.6%	2011	12.3%	2010	-0.6%	2.0	No	
The Total Number of Jobs (Monthly average)	96,125	2011	98,194	2010	-2.1%	1.0	No	
The Average Weekly Wage	\$902	2011	\$883	2010	2.1%	3.0	No	
Growth of the Private Sector Payroll	\$3,711,224,070	2011	\$3,637,571,575	2010	2.0%	3.0	No	
Total Number and Net Annual Change in the Number of Business Establishments	7,780	2011	7,690	2010	1.2%	3.0	No	
Manufacturing as a Percent of All Employment by Number of Establishments	2.3%	2011	2.4%	2010	-0.1%	2.0	No	
Foster Means of Regional Competitiveness						1.0		
Number of Pre-Permitted Sites or Buildings Within the Region that are ready for Development*	0	2012	6	2011	-	100.0%	1.0	No
Number of Shovel Ready Sites or Buildings Within the Region that are ready for Development*	0	2012	1	2011	-	100.0%	1.0	No
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	\$13,452,503	2012	\$27,763,257	2011	-	106.4%	1.0	Yes
% increased a category	In Progress			2008	TBD	TBD	Yes	
0% of Households Have Broadband Access	In Progress		0	2008				
50% or Less of Households Have Broadband Access	In Progress		0	2008				
Greater than 50% Households Have Broadband Access	In Progress		3	2008				

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

* sites listed at Westmass Development Corporation only

(Continued Next Page)

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

Indicator	Current Data	Year	Prior Data	Year	Change	Rating	Includes Chicopee?
Supply the Region with an Educated, Skilled and Adequately Sized Pool of Workers						1.9	
Percent of Students Scoring Proficient or Above on MCAS Reading Test (3rd grade)	37.9%	2012	37.0%	2011	0.9%	2.0	Yes
Percent of Students Passing MCAS Math Test (10th grade)	74.8%	2012	74.8%	2011	0.0%	2.0	No
Percent of Students Passing MCAS English Test (10th grade)	91.5%	2012	89.8%	2011	1.7%	3.0	No
The Dropout Rate of High School Students (Grades 9 through 12)	11.3%	2011	10.3%	2010	1.0%	1.0	No
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates	75.4%	2011	75.4%	2010	0.0%	2.0	Yes
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates	17.3%	2011	24.5%	2010	-7.2%	1.0	Yes
The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	34.8%	2011	46.4%	2010	-11.6%	3.0	No
The Median Age of The Region's Workforce Encompassing Ages 16 to 64	38.1	2011	37.7	2010	1.1%	1.0	Yes
Economic Enhancements Fostering The Region's Business Climate and Prospects for Sustainable Economic Growth						2.0	
The Total Number of Combined Sewer Over Flow (CSO) Sites on the Lower Connecticut River and Tributaries	63	2012	66	2011	-4.5%	3.0	Yes
The Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$209	2012	\$216	2011	-3.2%	1.0	No
The Rate of Property and Violent Crimes Reported per 100 Persons	6.1	2011	6.6	2010	-7.6%	1.0	No
The Percentage of Housing Units that are Owner-Occupied	48.1%	2011	43.8%	2010	4.3%	3.0	Yes
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	42.2%	2011	43.8%	2010	-1.6%	3.0	Yes
Percent of Renters paying more than 30% of their income on rent	59.0%	2011	59.0%	2010	0.0%	2.0	Yes
The Median Sale Price of a Single Family Home	\$114,480	2012	\$114,263	2011	0.2%	2.0	No
Building Permits Issued for New Residential Construction	70	2011	72	2010	-2.8%	1.0	No

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

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

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

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

Springfield – Tapley Street Infrastructure Improvements

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<u>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</u>	
Community:	City of Springfield
Project Title:	Tapley Street Infrastructure Improvements
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Roadway Infrastructure Improvements
Project Location (Street Address):	70 Tapley Street & 846 Bay Street
Census Tract:	8014.01
Contact Person:	Brian Connors
Address:	Office of Planning & Economic Development, 70 Tapley Street
City/Town:	Springfield
Zip Code:	01104
Phone Number:	413-787-6664
Email:	bconnors@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2013-14
What is the current status of engineering and design for this project? Please explain in brief:	Project currently under design.
Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	NO

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Yes - 2014
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	TBD
Required Local 50%* Match:	TBD
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	NO
Anticipated Source(s) of Local 50% Match:	City Bond funding
Estimated Private Sector Dollar Investment in Project:	TBD
Estimated Number of Permanent Jobs to be Created:	TBD
Estimated Number of Permanent Jobs to be Retained:	30 - 40
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	City population: 155,000
From City of Holyoke:	TBA
From City of Springfield:	155,000
From City of Northampton or Chicopee (specify):	TBA
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	TBA
From City of Springfield:	TBA
From City of Northampton or Chicopee (specify):	TBA
Funding Justification (indicate how this project will create/retain jobs, how it is consistent with local and regional plans, and how it will address economic distress at the local/regional level). Please answer briefly in space below:	

<p>The proposed infrastructure improvements include the redesign and construction of the Tapley & Bay intersection and Tapley & St. James Avenue. These improvements will support the redevelopment of a 14-acre brownfield site located at 846 Bay Street.</p> <p>The Department of Public Works is currently examining the development of a new indoor storage facility at 846 Bay street. The new facility will significantly increase the longevity of the equipment. In addition, there is the potential for a private company to purchase/lease part of the site for their own private use. The private entity may bring approximately 30-40 new jobs to the area.</p> <p>The improvements to the intersections are a required due to the size of the vehicles used by the Department of Public Works and the private company.</p>	
<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
Name of Person Submitting This Form:	Ms. Samalid Hogan
Title:	Senior Project Manager
Date of Submission:	8-Mar-13

Springfield – Union Station Regional Intermodal Transportation Center

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<u>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</u>	
Community:	City of Springfield
Project Title:	Union Station Regional Intermodal Transportation Center
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Redevelopment of the historic Union Station as a regional transportation facility including office and commercial space.
Project Location (Street Address):	Frank B. Murray Street
Census Tract:	8010
Contact Person:	Chris Moskal, SRA Executive Director
Address:	70 Tapley Street
City/Town:	Springfield
Zip Code:	01104
Phone Number:	413-787-7661
Email:	cmoskal@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2013-14
What is the current status of engineering and design for this project? Please explain in brief:	The SRA has contracted with Skanska Building USA as the OPM and HDR Architecture, Inc for design and engineering services. The first phase of work will involve the updating of the 2008 Master Plan and securing permitting for the project prior to development of schematic and construction documents.

Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	YES
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$ 83,000,000.00
Required Local 50%* Match:	\$TBD
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	NO
Anticipated Source(s) of Local 50% Match:	MassDOT, Off-Street Parking grant, and State Transportation Bonds.
Estimated Private Sector Dollar Investment in Project:	\$4,500,000 for the buildout of private retail/office uses.
Estimated Number of Permanent Jobs to be Created:	TBD
Estimated Number of Permanent Jobs to be Retained:	TBD
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton or Chicopee (specify):	TBD
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton or Chicopee (specify):	TBD
Funding Justification (indicate how this project will create/retain jobs, how it is consistent with local and regional plans, and how it will address economic distress at the local/regional level). Please answer briefly in space below:	

<p>This project has been identified as regionally significant in the region's Transportation Plan. The benefits of having a renovated Union Station include the creation of centralized transportation services for local, intercity bus and rail travel thus stimulating private investment. EDA finding will assist the region in redeveloping the site for these services and be a catalyst for the re-investment in the Downtown area, consistent with the urban investment in the Plan for Progress.</p>	
<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
Name of Person Submitting This Form:	Ms. Samalid M. Hogan
Title:	Senior Project Manager
Date of Submission:	8-Mar-13

Springfield – Six Corners Neighborhood Infrastructure Improvements

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<u>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</u>	
Community:	City of Springfield
Project Title:	Six Corners Neighborhood Infrastructure Improvements
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Roadway infrastructure improvements to two major intersections in the tornado-affected Six Corners neighborhood of Springfield.
Project Location (Street Address):	Walnut & Alden Street; Walnut & Central Street
Census Tract:	8018
Contact Person:	Brian Connors
Address:	Office of Planning & Economic Development, 70 Tapley Street
City/Town:	Springfield
Zip Code:	01104
Phone Number:	413-787-6664
Email:	bconnors@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2013-14
What is the current status of engineering and design for this project? Please explain in brief:	Initial site plans have been developed. Project seeking funding for design, aiming for 2014 construction.
Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	NO

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Yes - 2014
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$6,000,000
Required Local 50%* Match:	TBD
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	NO
Anticipated Source(s) of Local 50% Match:	MassWorks Grant, Chapter 90 funds
Estimated Private Sector Dollar Investment in Project:	\$15,000,000 (new supermarket on State Street)
Estimated Number of Permanent Jobs to be Created:	200
Estimated Number of Permanent Jobs to be Retained:	TBD
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	City population: 155,000
From City of Holyoke:	TBA
From City of Springfield:	155,000
From City of Northampton or Chicopee (specify):	TBA
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	TBA
From City of Holyoke:	TBA
From City of Springfield:	TBA
From City of Northampton or Chicopee (specify):	TBA
Funding Justification (indicate how this project will create/retain jobs, how it is consistent with local and regional plans, and how it will address economic distress at the local/regional level). Please answer briefly in space below:	
One of the recommendations of the 2012 Tornado Rebuilding master plans in District 2 of the plan was targeted infrastructure improvements at key Walnut Street intersections - the intersection of Central and Hickory at Walnut and the "Six Corners" intersection at Alden and Walnut. Improving these intersections with significant structural and design changes to improve traffic flow and access will help assist economic development projects including a Supermarket project at Walnut/Union/Oak/State Street as well as Springfield College and the Watershops Industrial mill complex. The supermarket project is expected to create in excess of 200 jobs.	

<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
Name of Person Submitting This Form:	Ms. Samalid Hogan
Title:	Senior Project Manager
Date of Submission:	8-Mar-13

Springfield – Chestnut and Carew Infrastructure Improvements

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<u>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</u>	
Community:	City of Springfield
Project Title:	Chestnut & Carew Infrastructure Improvements
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	The infrastructure improvements along Chestnut and Carew Streets will support the redevelopment of currently vacant 1901 school building on Chestnut Street in Springfield.
Project Location (Street Address):	495 Chestnut Street
Census Tract:	8009
Contact Person:	Brian Connors
Address:	Office of Planning & Economic Development, 70 Tapley Street
City/Town:	Springfield
Zip Code:	01104
Phone Number:	413-787-6664
Email:	bconnors@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2013-14
What is the current status of engineering and design for this project? Please explain in brief:	Presently under conceptual design.
Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	NO

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	TBD
Required Local 50%* Match:	TBD
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	NO
Anticipated Source(s) of Local 50% Match:	MassWorks and Chapter 90 funds.
Estimated Private Sector Dollar Investment in Project:	15,000,000
Estimated Number of Permanent Jobs to be Created:	10
Estimated Number of Permanent Jobs to be Retained:	TBD
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton or Chicopee (specify):	TBD
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton or Chicopee (specify):	TBD
Funding Justification (indicate how this project will create/retain jobs, how it is consistent with local and regional plans, and how it will address economic distress at the local/regional level). Please answer briefly in space below:	

<p>This project entails infrastructure improvements and enhancements to Chestnut and Carew Streets and surrounding side streets that would improve the pedestrian and vehicle experience. These improvements may include an expanded two-way road in front of the project site (currently a one-way street). Funding is needed for design and ultimately construction. These improvements will support the redevelopment of the historic Chestnut Junior High School building for housing aimed at keeping medical district employees residing within the district. Current research indicates the greater salary an employee makes in the district, the further away from the district they live, this project aims to reverse that trend. The project location is centrally located between Baystate Health, Mercy Hospital, and Shriners Hospital as well as private office development which all together employ well over 10,000 people.</p>	
<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
Name of Person Submitting This Form:	Ms. Samalid Hogan
Title:	Senior Project Manager
Date of Submission:	8-Mar-13

Springfield – Court Square Redevelopment Project

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<u>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</u>	
Community:	City of Springfield
Project Title:	Court Square Redevelopment Project
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Redevelopment of the historic 3-7 Elm Street and 13-31 Elm Street and associated properties
Project Location (Street Address):	13-31 Elm Street
Census Tract:	8011.01
Contact Person:	Brian Connors
Address:	Office of Planning & Economic Development, 70 Tapley Street
City/Town:	Springfield
Zip Code:	01104
Phone Number:	413-787-6664
Email:	bconnors@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Long Term
What is the current status of engineering and design for this project? Please explain in brief:	Initial site plans have been developed. Project financing in development currently. Project requires additional structured parking. Parking garage has been designed; however acquisition and construction costs need to be identified. Garage construction expected to cost \$10 MM.

Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	Yes
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	TBD
Required Local 50%* Match:	TBD
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	NO
Anticipated Source(s) of Local 50% Match:	MassWorks Grant and City Bond
Estimated Private Sector Dollar Investment in Project:	25,000,000
Estimated Number of Permanent Jobs to be Created:	100
Estimated Number of Permanent Jobs to be Retained:	
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	TBA
From City of Springfield:	TBA
From City of Northampton or Chicopee (specify):	TBA
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	TBA
From City of Springfield:	TBA
From City of Northampton or Chicopee (specify):	TBA
Funding Justification (indicate how this project will create/retain jobs, how it is consistent with local and regional plans, and how it will address economic distress at the local/regional level). Please answer briefly in space below:	
The Court Square Redevelopment project consists of the rehabilitation and redevelopment of several historic buildings in the heart of Springfield's downtown. The Court Square area is located just across from City Hall, MassMutual Center, Sovereign Bank office tower and Old First Church with a scenic location that abuts Court Square Park. A private local developer, OPAL Real Estate, has been named developer for the project and continues to work on a financing package.	

<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
Name of Person Submitting This Form:	Ms. Samalid Hogan
Title:	Senior Project Manager
Date of Submission:	8-Mar-13

Holyoke – Holyoke Innovation District

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Holyoke
Project Title:	Holyoke Innovation District
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Redevelopment of a former industrial sites around the Massachusetts Green High Performance Computing Center.
Project Location (Street Address):	216 Appleton Street, 84 Sargeant Street, 191 Appleton, etc. - Areas 6 & 7 of the Holyoke Redevelopment Authority's Urban Renewal Plan
Census Tract:	8115
Contact Person:	Marcos Marrero
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	413 322-5655
Email:	marreroma@ci.holyoke.ma.us
Fax:	413 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	Structural Feasibility study completed, Phase I Environmental Site Assessment completed, Hazardous Materials Building Survey completed, Urban Renewal Plan Completed
Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	Yes

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	
Required Local 50%* Match:	\$
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	Holyoke Redevelopment Authority, HEDIC
Estimated Private Sector Dollar Investment in Project:	\$
Estimated Number of Permanent Jobs to be Created:	
Estimated Number of Permanent Jobs to be Retained:	
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
These former industrial sites were either taken by the City for delinquent taxes or are being considered for redevelopment by private parties. The HRA's Urban Renewal Plan recommends redevelopment of these sites into complimentary uses to support the Massachusetts Green High Performance Computing Center. The sites present the opportunity to create new jobs by taking vacant, blighting influences on the Center City and redevelopment or construction of new buildings for business or residential uses.	

<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
Name of Person Submitting This Form:	Marcos Marrero
Title:	Director
Date of Submission:	March 8, 2013

Holyoke – Depot Square Transit-Oriented Development

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Holyoke
Project Title:	Transportation Connections Corridor/Transit Oriented Development
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Infrastructure improvements around the passenger rail platform to connect to the larger transportation connections corridor and redevelopment of vacant parcels and incompatible uses for transit oriented development
Project Location (Street Address):	Areas 2 & 5 of the HRA's Urban Renewal Plan
Census Tract:	8114
Contact Person:	Marcos Marrero
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	413 322-5655
Email:	marreroma@ci.holyoke.ma.us
Fax:	413 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Long Term
What is the current status of engineering and design for this project? Please explain in brief:	Streetscape improvement design is at 25% completion. Design and Engineering work is almost complete for the passenger rail stop. The Urban Renewal Plan has been approved which specifies and allows parcel acquisitions.
Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 20132 or 2014? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$
Required Local 50%* Match:	\$
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	EPA Regional Sustainability grant, MassWorks, CDBG funding, Holyoke Redevelopment Authority
Estimated Private Sector Dollar Investment in Project:	\$
Estimated Number of Permanent Jobs to be Created:	
Estimated Number of Permanent Jobs to be Retained:	
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

<p>This area spans from the site of the proposed passenger rail stop at the bottom of Dwight Street up to the new Holyoke Transportation Center (bus station) and build off those investments as well as Veteran's Park, and former Holyoke Catholic High School redevelopment project. Actions include the HRA acquisition and redevelopment, as well as support for private redevelopment, of vacant buildings and lots into business, residential, or other complimentary uses to transit. Also additional access, parking, and improved pedestrian connections between the two modes of transportation will improve conditions to spur further private development. The redevelopment of vacant properties will directly create new construction and permanent jobs, and link those jobs to residents of the Holyoke and Pioneer Valley via passenger rail and bus stops in the immediate area. The future passenger rail stop is located in a distressed economic area of Center City Holyoke and will increase private investment and access for the immediate population.</p>	
<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
Name of Person Submitting This Form:	Marcos Marrero
Title:	Director
Date of Submission:	March 8, 2013

Holyoke – Victory Theater

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<u>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</u>	
Community:	Holyoke
Project Title:	Victory Theater
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Redevelopment of a historic theater in downtown Holyoke for cultural and commercial uses
Project Location (Street Address):	81-89 Suffolk Street
Census Tract:	8117
Contact Person:	Marcos Marrero
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	413 322-5655
Email:	MarreroMA@ci.holyoke.ma.us
Fax:	413 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	Property was acquired in 2009 by the Massachusetts International Festival of the Arts (MIFA). MIFA has started renovations and some engineering and design are in process. A market feasibility study has been funded and bids for the contract are currently being sought.

Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	No
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$28,000,000
Required Local 50%* Match:	Not yet determined
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	Not Yet Determined
Estimated Private Sector Dollar Investment in Project:	Not Yet Determined
Estimated Number of Permanent Jobs to be Created:	Not Yet Determined
Estimated Number of Permanent Jobs to be Retained:	
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Funding Justification (indicate how this project will create/retain jobs, how it is consistent with local and regional plans, and how it will address economic distress at the local/regional level). Please answer briefly in space below:	

<p>The project aims to renovate the historic theatre as a focal point for the arts in the Pioneer Valley and have a significant impact for economic development in Holyoke. In the short term, the construction jobs represent a significant investment. In the long term, the project anticipates the creation and retention of a substantial number of quality jobs in the performing arts and in retail/commercial businesses that complement and support the performing arts. Additionally the theater plans to establish a residency and international arts programs, to create educational programs in partnership with area/regional schools, colleges and universities, and serve as a cultural anchor in the Holyoke Innovation District.</p>	
<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
<p>Name of Person Submitting This Form:</p>	<p>Marcos A. Marrero</p>
<p>Title:</p>	<p>Director</p>
<p>Date of Submission:</p>	<p>March 8, 2013</p>

Holyoke – Lynch School Redevelopment

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<u>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</u>	
Community:	Holyoke
Project Title:	Lynch School
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Redevelopment of closed school
Project Location (Street Address):	1575 Northampton Street
Census Tract:	8119
Contact Person:	Marcos Marrero
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	413 322-5655
Email:	MarreroMA@ci.holyoke.ma.us
Fax:	413 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	None
Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$
Required Local 50%* Match:	\$
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	
Anticipated Source(s) of Local 50% Match:	
Estimated Private Sector Dollar Investment in Project:	\$
Estimated Number of Permanent Jobs to be Created:	
Estimated Number of Permanent Jobs to be Retained:	
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Funding Justification (indicate how this project will create/retain jobs, how it is consistent with local and regional plans, and how it will address economic distress at the local/regional level). Please answer briefly in space below:	
The former Lynch was closed in 2008. The property has considerable potential for commercial development as it is located in a business area and abuts Interstate 91 highway access. The City is currently exploring options with adjacent property to enlarge the developable area and is considering issuing a Request For Proposals. Strong potential exists for job creation in what now is a mostly vacant property.	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	

<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
Name of Person Submitting This Form:	Marcos A. Marrero
Title:	Director
Date of Submission:	March 8, 2013

Northampton – Three County Fairgrounds Redevelopment

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Northampton, MA
Project Title:	Three County Fairground Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description	Redevelopment - Exhibition Facility
Project Location (Street Address):	54 Fair Street, Northampton, MA 01060
Census Tract:	8219 (within 1 mile of 8220 with \$7,584 per capita income)
Contact Person:	Mayor's Office
Address:	210 Main Street
City/Town:	Northampton, MA
Zip Code:	01060
Phone Number:	413-587-1253
Email:	tmasterson@northamptonma.gov
Fax:	413-587-1275
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	Phase 1 barn replacement is complete. Master plan is complete. Permitting is partially complete. Fundraising to complete final engineering for Phase 2 Exhibition building and off-site infrastructure improvements.
Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2013 CEDS Annual Update? Please indicate YES or NO:	Yes
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	

Total Estimated Project Cost:	\$38 million
Required Local 50%* Match:	\$19 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	Partially
Anticipated Source(s) of Local 50% Match:	MDAR, MassWorks, USDA, foundation grants, private investment
Estimated Private Sector Dollar Investment in Project:	\$30 million
Estimated Number of Permanent Jobs to be Created:	662 in Pioneer Valley Region
Estimated Number of Permanent Jobs to be Retained:	462 in Pioneer Valley Region
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	20
From City of Springfield:	19
From City of Northampton:	265
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	55
From City of Springfield:	206
From City of Northampton:	459
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.). Please answer below:	

<p>Redevelopment of the Three County Fairground is regionally significant because it will transform 55 acres of underutilized and deteriorated exhibition space into a state of the art exhibition facility targeting niche shows that will complement Northampton's identity as a cultural and tourism destination, attract new shows to the region, and allow existing shows to expand. The project will generate up to 600 new jobs regionally and retain 462 jobs regionally, \$19.5 million in new direct spending in the regional economy, increase annual events from 28 to 68, and generate spinoff economic benefits in the tourism, hospitality, and event production industries in the region. Job creation and retention will take place in several industry sectors including event production, trades, wholesale trade and distribution, cultural and entertainment, restaurant, hospitality, and retail. Event producers are currently drawn from around the region and from outside the region. Event vendors and trade contractors are drawn from throughout the Pioneer Valley. In addition, Northampton does not have sufficient hotel room capacity to accommodate existing or proposed events. Event attendees and exhibitors frequently use hotels in Hampshire and Hampden Counties for Three County Fairground events. Hotel occupancy outside of Northampton is expected to increase as a result of the expansion/redevelopment. A market analysis projected that increased visitation could result in repeat visits to the region, spinoff business development, and trade show events would draw executives from a broad cross-section of industries which could benefit long-term business development and recruitment in the region. Please see attached documentation on compliance with EDA investment guidelines and criteria.</p>	
<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
<p>Name of Person Submitting This Form:</p>	<p>Terry Masterson</p>
<p>Title:</p>	<p>Director, Economic Development</p>
<p>Date of Submission:</p>	<p>15-Mar-13</p>

Chicopee – RiverMills at Chicopee Falls

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<u>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</u>	
Community:	City of Chicopee; Chicopee Falls Neighborhood
Project Title:	RiverMills at Chicopee Falls (former Uniroyal & Facemate Properties)
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Assessment, cleanup and redevelopment of 60 acres of Brownfields into a mixed-use neighborhood district intertwined with new public, open spaces
Project Location (Street Address):	154 Grove Street & 5 West Main Street Chicopee, MA 01020
Census Tract:	Tract # 8108
Contact Person:	Thomas Haberlin, Director of Economic Development
Address:	38 Center Street
City/Town:	Chicopee, MA
Zip Code:	01013
Phone Number:	413-594-1490
Email:	thaberlin@chicopeema.gov
Fax:	413-594-1495
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2013-14
What is the current status of engineering and design for this project? Please explain in brief:	Redevelopment Visions completed December 2010; Demolition, Uniroyal Bldgs 1-6 completed summer 2010; Pre-Demo Surveys on remaining Uniroyal Bldgs completed October 2012; Demolition, Facemate Bldgs to be completed March 2013; RiverMills Center Design completed Fall 2012; RiverMills Center Construction April 2013 - June 2014.

Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	Yes
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Yes - 2013
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$25 million
Required Local 50%* Match:	\$12.5 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	Federal/State Direct Aid; Local funds
Estimated Private Sector Dollar Investment in Project:	\$144 million
Estimated Number of Permanent Jobs to be Created:	Estimated 250 Construction Related; 250 Permanent
Estimated Number of Permanent Jobs to be Retained:	Estimated 250
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	N/A
From City of Springfield:	N/A
From City of Northampton or Chicopee (specify):	Chicopee: Potential minimum of 12,798
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project	
From City of Holyoke:	N/A
From City of Springfield:	N/A
From City of Northampton or Chicopee (specify):	Chicopee: Unknown as this time
Funding Justification (indicate how this project will create/retain jobs, how it is consistent with local and regional plans, and how it will address economic distress at the local/regional level). Please answer briefly in space below:	

<p>Project addresses 60 acres of post-industrial Brownfields in an environmental justice, economically distressed neighborhood. Redevelopment plans envision a mixed-use community reconnected to adjacent neighborhoods and a severely underutilized recreational resource: the Chicopee River. The new Senior Center (RiverMills Center) will be opened in late 2014. Additional parcels will be advertised to the development community with the potential for housing and business development while new businesses and as envisioned through market realistic conditions and community desires for the project.</p>	
<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.</p>	
<p>Name of Person Submitting This Form:</p>	<p>Lee M. Pouliot</p>
<p>Title:</p>	<p>Planner & Administrator; Community Development</p>
<p>Date of Submission:</p>	<p align="right">2/20/2013</p>

Chicopee – West End Canal District

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	City of Chicopee; West End Neighborhood
Project Title:	West End Canal District
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Brownfields assessment, cleanup and redevelopment to create new mixed-use downtown district focused on neighborhood amenities, utility upgrades, housing development and downtown business expansion.
Project Location (Street Address):	Multiple parcels: 101 Front Street, 165 Front Street, City Frontage along Front Street, 60 Depot Street and Lower Depot Street
Census Tract:	Tract # 8109.01
Contact Person:	Lee M. Pouliot, Planner & Administrator
Address:	38 Center Street
City/Town:	Chicopee, MA
Zip Code:	01013
Phone Number:	413-594-1488
Email:	lpouliot@chicopeema.gov
Fax:	413-594-1495
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	The West End Brownfields Area-wide Plan (AWP) was completed in June 2012. Mill redevelopment and the creation of the Canal District was defined as a primary target for immediate investment. Elements include infrastructure upgrades, development of neighborhood amenities, housing development and business expansion.

Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	Yes
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Yes - 2013
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$35 million
Required Local 50%* Match:	\$17.5 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	Federal/State Direct Aid; Local funds
Estimated Private Sector Dollar Investment in Project:	\$91 million
Estimated Number of Permanent Jobs to be Created:	Estimated 150 Construction Related; 50 Permanent
Estimated Number of Permanent Jobs to be Retained:	Estimated 35 - 50
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	N/A
From City of Springfield:	N/A
From City of Northampton or Chicopee (specify):	Chicopee: 1,500 - 2,000
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	N/A
From City of Springfield:	N/A
From City of Northampton or Chicopee (specify):	Chicopee: Unknown as this time
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

<p>The proposed Canal District addresses the revitalization of significant downtown Chicopee mill (Cabotville & Lyman Mills) properties through the development of new downtown housing options, local business expansion and the development of neighborhood amenities to enhance downtown 'mill' living. The Area-wide plan suggests that redevelopment of the mills is the key to unlocking the West End and downtown's full potential and therefore will have a catalytic effect on other neighborhood Brownfields and vacant/underutilized properties. The AWP imagines the mills being redeveloped as mixed-use structures supporting established and incubator businesses as well as new housing. Such redevelopment will not only support neighborhood-scale redevelopment efforts but also infuse downtown Chicopee's existing business community with additional patrons and increased demand for goods and services.</p>	
<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project.</p>	
Name of Person Submitting This Form:	Lee M. Pouliot
Title:	Planner & Administrator; Office of Community Development
Date of Submission:	2/20/2013

Ludlow – Ludlow Mills – Riverside Drive and Riverwalk

FY 2013 Comprehensive Economic Development Strategy (CEDS) Update 2013 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 8, 2013 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Town of Ludlow, Massachusetts
Project Title:	Ludlow Mills Redevelopment - Riverside Drive Roadway Construction and Riverwalk Pedestrian Facility
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with <u>brief</u> project description:	Redevelopment of the Historic Ludlow Mills complex as a mixed use residential, commercial, and industrial center involving the largest EPA Brownfields site in New England.
Project Location (Street Address):	100 State Street, Ludlow, MA
Census Tract:	8104.03
Contact Person:	Ellie Villano, Town Administrator
Address:	488 Chapin Street
City/Town:	Ludlow
Zip Code:	01056
Phone Number:	(413) 583-5600 x 201
Email:	evillano@ludlow.ma.us
Fax:	(413) 583-5603
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2013-14
What is the current status of engineering and design for this project? Please explain in brief:	State St. 90% complete, construction to finish by July 2013. Riverside Drive & River Walk design underway. HealthSouth Rehabilitation Hospital under Construction projected opening late 2013.

Was this Project submitted last year (i.e. 2012) for inclusion in the region's 2012 CEDS Annual Update? Please indicate YES or NO:	YES
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2013 or 2014? (use drop-down menu):	Yes - 2013
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$ 3,950,000
Required Local 50%* Match:	\$ 1,975,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	YES
Anticipated Source(s) of Local 50% Match:	Private Investment Westmass/Health South
Estimated Private Sector Dollar Investment in Project:	\$ 210,000,000
Estimated Number of Permanent Jobs to be Created:	2,300
Estimated Number of Permanent Jobs to be Retained:	200
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	25
From City of Springfield:	1250
From City of Northampton or Chicopee (specify):	0
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	20
From City of Springfield:	350
From City of Northampton or Chicopee (specify):	0
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

One of the largest and most significant Brownfield Mill Redevelopment Projects in New England, Ludlow Mills Preservation and Redevelopment project is located adjacent to the downtown and residential areas of Ludlow as well as to the Town of Wilbraham and the City of Springfield's Indian Orchard neighborhood. The Ludlow Mills are located in the Ludlow Village Historic District listed on the State and National Register of Historic places and is within one mile of Massachusetts Turnpike's Exit 7. This 170 acre site contains over 50 historic mills buildings with a total of 1.4 million square feet, as well as over 60 acres of developable woodland in the eastern portions of the project.

Westmass, in cooperation with the Town of Ludlow is undertaking the conversion of this 19th century mill complex to create a modern mixed-use development that will combine residential, office, retail, commercial, and industrial uses. It will also provide much needed green space for the community in the form of a Riverwalk along the Chicopee River and 50 permanently protected acres of open space including riparian areas.

The preliminary design for Riverside Drive and its associated infrastructure is under way and matching funds are in place for pending submittal to EDA for an Investment in Public Works grant. This project would open up numerous areas of the project site to current and future redevelopment opportunities.

The redevelopment of this historic complex over a twenty year period is projected to create 2000 jobs, result in \$200 to \$300 million in private investment, and increase in annual property tax revenues by \$2 million. In addition, up to 250 housing units will be created including senior independent affordable housing. Recently the Massachusetts Department of Environmental Protection included the Ludlow Mills in its third round of Brownfields Support Initiative projects with the objective of providing further state level interdepartmental technical as well as financial support. This program reinforces the long term commitment to the Town of Ludlow and the project at the highest levels of the Commonwealth.

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

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

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 8, 2013 by 5 p.m.**

Name of Person Submitting This Form:	Ellie Villano
Title:	Town Administrator
Date of Submission:	3/7/2013

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



**Plan for Progress
Coordinating Council Membership
June 2013**

Kathleen Anderson, *President, Greater Holyoke Chamber of Commerce*

Teri Anderson, *Business Development Director, Common Capital*

Ellen Bembem, *Consultant, AMICON*

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

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

Patricia Crosby, *Executive Director, Franklin/Hampshire Regional Employment Board*

Glenn Davis, *Community Responsibility Consultant, MassMutual Financial Group*

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

Kathleen Dowd, *Director, Human Service Forum, Inc.*

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

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

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

Michael Fritz, *Consultant*

John Gallup

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

Thomas Herrala, *Civic Leader/Consultant*

Daniel Hodge, *Director of Economic and Public Policy Research, UMass Donahue Institute*

Samalid Hogan, *Senior Project Manager and Brownfields Coordinator, Office of Planning & Economic Development, City of Springfield*

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

Geoff Little, *Senior Account Representative, Training and Workforce Options (TWO)*

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

Terence Masterson, *Economic Development Director, City of Northampton*

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

Marla Michel, *Executive Director, Economic Development Strategies & Regional Partnerships, UMass/Amherst and Director, Scibelli Enterprise Center*

Russell Peotter, *General Manager, WGBY - 57*

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

Robert Reckman, *Northampton Chamber of Commerce and Fairgrounds Redevelopment Corporation*

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

Christopher Sikes, *Chief Executive Officer, Common Capital*

Michael Suzor, *Assistant to the President, Springfield Technical Community College*

Paul Tangredi, *Program Manager, CLEAResult*

Oreste Varela, *Springfield Branch Manager, U.S. Small Business Administration*

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

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

David Woods, *Principal, Woods Financial Group*

Plan for Progress Trustees Membership - June 2013

Kathleen Anderson, *President, Holyoke Chamber of Commerce*

Teri Anderson, *Business Development Director, Common Capital*

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

Ellen Bemben, *Consultant, AMICON*

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

Douglas Bowen, *Executive Vice President, PeoplesBank*

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

Kate Brown, *Planning Director, City of Chicopee*

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

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

Patricia Crosby, *Executive Director, Franklin/Hampshire Regional Employment Board*

Glenn Davis, *Community Responsibility Consultant, MassMutual Financial Group*

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

Kathleen Dowd, *Director, Human Service Forum, Inc.*

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

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

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

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

Michael Fritz, *Consultant*

Eric W. Fuller III, *Business Executive*

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

John Gallup

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

Ann Hamilton, *President, Franklin Chamber of Commerce*

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

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

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

Thomas Herrala, *Civic Leader/Consultant*

Plan for Progress Trustees Membership - June 2013 (Cont'd)

Daniel Hodge, *Director of Economic and Public Policy Research, UMass Donahue Institute*
Samalid Hogan, *Senior Project Manager and Brownfields Coordinator, City of Springfield*
David Howland, *Regional Engineer, Massachusetts Department of Environmental Protection*
Geoff Little, *Senior Account Representative, Training and Workforce Options (TWO)*
Larry Martin, *Business Services and Projects Manager, Regional Employment Board of Hampden County*
The Honorable William F. Martin, *Mayor, City of Greenfield*
Terence Masterson, *Economic Development Director, City of Northampton*
William Messner, Ph.D., *President, Holyoke Community College*
Marla Michel, *Executive Director, Economic Development Strategies & Regional Partnerships, UMass/Amherst and Director, Scibelli Enterprise Center*
Sarah Page, *Associate Executive Director, HAP, The Region's Housing Partnership*
Russell Peotter, *General Manager, WGBY - 57*
Katherine Putnam, *President, Package Machinery Co. Inc.*
Carl Rathmann, Ph.D., *Dean of Engineering, Western New England College*
Robert Reckman, *Northampton Chamber of Commerce and Fairgrounds Redevelopment Corporation*
James Shriver, *Chairman, Chamber Energy Coalition, Inc.*
Christopher Sikes, *Chief Executive Officer, Common Capital*
Michael Suzor, *Assistant to the President, Springfield Technical Community College*
Patricia Sweitzer, *Administrator, Massachusetts Partners for Public Education*
Paul Tangredi, *Program Manager, CLEAResult*
The Honorable Michael Tautznik, *Mayor, City of Easthampton*
Oreste Varela, *Springfield Branch Manager, U.S. Small Business Administration*
Michael Vedovelli, *Senior Regional Director, Massachusetts Office of Business Development*
Mary Walachy, *Executive Director, Irene E. & George A. Davis Foundation*
David Woods, *Principal, Woods Financial Group*

Plan for Progress Strategy Team Membership June 2013

STRATEGY #1

Attract, retain and grow existing businesses and priority clusters

Strategy Team Members:

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

Lead Implementers:

Economic Development Partners of the EDC of Western Massachusetts

STRATEGY #2

Promote small business and generate flexible risk capital

Strategy Team Members:

Anderson, Kathy
Anderson, Teri
Atwood, Jessica
Aubin, John
Brennan, Tim
Burke, Ann
Carpenter, Cari
Davis, Glenn
Davis, Ron
Doherty, Dianne
Fondon, Janine
Foster, Scott
Garlow, Elizabeth
Gonzalez, Carlos
Gouvin, Eric
Hamilton, Ann
Loper, Tom
Maroulis, Tony
Michel, Marla*
Milano, Ray
Moynihan, Colleen
Parent, Keith
Plotkin, Evan
Putnam, Kate*
Putnam, Lowell
Rucks, Charles
Shapiro, Amy
Sikes, Chris
Truitt, Trish
Waite, John

Lead Implementers:

Scibelli Enterprise Center, Small Business Development Center, and other providers

STRATEGY #3

Advocate efficient regulatory processes at all levels of government

Strategy Team Members:

Blair, Allan
Brennan, Tim*
Delude, Kenn
Howland, David

Lead Implementers:

EDC of Western Massachusetts, Westmass, PVPC

STRATEGY #4

Integrate workforce development and business priorities

Strategy Team Members:

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

Lead Implementers:

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

STRATEGY #5A PreK

Advance and enrich early childhood education

Strategy Team Members:

Black, Barbara
Calkins, Linda
Campbell, Carol
Craff, Erin
Fuller, Sally
Geary, Maura
Goodwin, Judy
Hernandez, Rosemary
Isaza, Orlando
Kagan, Joan
Larivee, Elizabeth
Leonas, Mark
Lyons, Carolyn
Malone, Dana
Milner, Cindy
Peotter, Rus
Reid, Janet
Ryan, Irene
Sherman, Gail
Snizek, Michele
Treglia, Kathy
Walachy, Mary*
Van Zee, Vickie
Ward, James

Lead Implementers:

Davis Foundation

STRATEGY #5B K to 12

Improve and enrich K to 12 education

Strategy Team Members:

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

Lead Implementers:

Enlace, Step Up Springfield, and School Superintendents

STRATEGY #6

Support higher education and retain graduates

Strategy Team Members:

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

Lead Implementers:

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

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

STRATEGY #7

Recruit and train a new generation of regional leaders

Strategy Team Members:

Abbate, Dr. Louis
Beck, Suzanne
Blair, Allan
Bloomgarden, Alan
Brennan, Tim
Dunlavy, Linda
Griggs, Alfred
Johnson, Ronn
Michel, Marla
Morgan, Rev. J.P.
Phelan, Karen
Plante, T.J.
Robinson, Dora
Smith, Kirk
Swan II, Rev. Talbert
Tanner, Lori
Walker, Sharienne
Wondolowski, Lora
Woods, David*

Lead Implementers:

Leadership Pioneer Valley Steering Committee

STRATEGY #8

Market our region

Strategy Team Members:

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

Lead Implementers:

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

STRATEGY #9

Revitalize the Connecticut River

Strategy Team Members:

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

Lead Implementers:

Connecticut River Clean-up Committee, PVPC, FRCOG

STRATEGY #10

Enhance high-tech and conventional infrastructure

Strategy Team Members:

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

Lead Implementers:

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

STRATEGY #11

Develop an array of housing options

Strategy Team Members:

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

Lead Implementer:

Valley Development Council

STRATEGY #12

Endorse a regional approach to public safety

Strategy Team Members:

Ashe, Jaye
Brennan, Tim*
Dunlavy, Linda
Fuller, III, Eric

Lead Implementers:

Pioneer Valley Planning Commission

STRATEGY #13

Champion statewide fiscal equity

Strategy Team Members:

None currently

Lead Implementers:

Statewide Local Aid Partnership and the Western Massachusetts Mayors Association

STRATEGY #14

Develop a green regional economy

Strategy Team Members:

Little, Geoff
Peotter, Rus*
Ratte, Catherine
Roth, Rich
Tangredi, Paul*
Tanner, Lori
Waechter, Marie

Lead Implementers:

Green Regional Economy Strategy Team

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

