

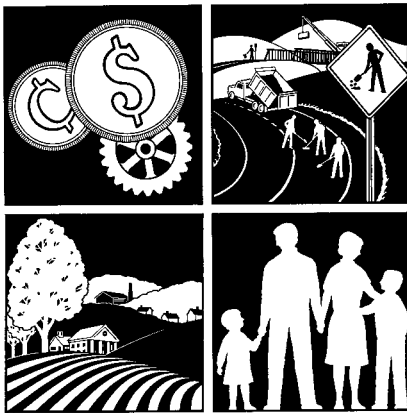
Greater Franklin County 2011 Comprehensive Economic Development Strategy (CEDS) Annual Report

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Franklin Regional Council of Governments
June 2011

Greater Franklin County 2011 Comprehensive Economic Development Strategy (CEDS) Annual Report

Comprehensive Economic Development Strategy Region Communities:

<i>Amherst</i>	<i>Erving</i>	<i>Northfield</i>
<i>Ashfield</i>	<i>Gill</i>	<i>Orange</i>
<i>Athol</i>	<i>Greenfield</i>	<i>Phillipston</i>
<i>Bernardston</i>	<i>Hawley</i>	<i>Rowe</i>
<i>Buckland</i>	<i>Heath</i>	<i>Shelburne</i>
<i>Charlemont</i>	<i>Leverett</i>	<i>Shutesbury</i>
<i>Colrain</i>	<i>Leyden</i>	<i>Sunderland</i>
<i>Conway</i>	<i>Monroe</i>	<i>Warwick</i>
<i>Deerfield</i>	<i>Montague</i>	<i>Wendell</i>
	<i>New Salem</i>	<i>Whately</i>

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TABLE OF CONTENTS

I. INTRODUCTION & CEDS PROGRAM OVERVIEW	1
PURPOSE OF ECONOMIC DEVELOPMENT PLANNING	1
THE EDA AND THE GREATER FRANKLIN COUNTY CEDS PROGRAM	1
<i>CEDS Region</i>	2
<i>CEDS Committee & EDD Governing Board</i>	2
VISION STATEMENT	4
II. CEDS REGIONAL PROFILE	6
REGIONAL LANDSCAPE	6
POPULATION DEMOGRAPHIC CHARACTERISTICS	7
<i>Population and Demographics</i>	8
<i>Age Distribution</i>	9
<i>Race and Ethnicity</i>	10
<i>Migration</i>	13
<i>Income and Wealth</i>	13
<i>Educational Attainment Profile</i>	17
<i>Labor Force and Employment</i>	18
III. INDUSTRIES & EMPLOYERS.....	23
INDUSTRY SECTORS	23
<i>Employers</i>	26
<i>Manufacturing Sector</i>	30
<i>Services Sector</i>	31
<i>Agriculture, Forestry and Fisheries</i>	34
<i>Non-Profit Sector</i>	37
<i>Self-Employment & At-Home Workers</i>	37
<i>Creative Economy</i>	38
<i>Green Economy</i>	39
<i>Innovation Economy</i>	40
IV. BUSINESS ENVIRONMENT & RESOURCES	42
INFRASTRUCTURE	42
<i>Roads & Bridges</i>	42
<i>Freight & Passenger Rail</i>	44
<i>Airports</i>	45
<i>Transit</i>	45
<i>Commuting</i>	46
<i>Sewer and Water Infrastructure</i>	46
<i>Energy Infrastructure</i>	47
<i>Natural Gas Infrastructure</i>	47
<i>Telecommunications Infrastructure</i>	48
REGULATORY ENVIRONMENT AND GOVERNMENT	51
<i>Political Landscape</i>	51
<i>Zoning Regulations & Land Use Planning</i>	52
<i>Environmental Regulations & Natural Resource Preservation</i>	54

<i>Property Tax Rates</i>	56
BUSINESS DEVELOPMENT FACTORS	58
<i>Financial</i>	58
<i>Economic Development Incentive Program</i>	59
<i>Contract Programs</i>	61
REAL ESTATE AND PROPERTY DEVELOPMENT	62
<i>Real Estate</i>	62
<i>Property Development Financing Programs</i>	65
<i>Community Development Programs</i>	67
<i>Infrastructure Development Programs</i>	68
<i>Downtown Revitalization & Industrial Development Programs</i>	68
<i>Education, Workforce Training & Entrepreneurship</i>	70
REGIONAL CHARACTERISTICS.....	74
<i>Households and Housing</i>	74
<i>Schools</i>	75
<i>Health and Social Services</i>	78
<i>Recreational and Cultural Tourism Services</i>	78
V. KEY INDUSTRIES AND CLUSTERS.....	81
KEY INDUSTRIES	81
REGIONAL INNOVATION CLUSTERS	83
VI. REGIONAL GOALS	86
GOAL A: IMPLEMENT A COMPREHENSIVE AND INCLUSIVE REGIONAL ECONOMIC DEVELOPMENT PLANNING PROGRAM FOR THE GREATER FRANKLIN COUNTY REGION.	86
<i>Objective 1: Build local economic development capacity.</i>	86
<i>Objective 2: Foster regional economic development collaboration.</i>	87
GOAL B: ENHANCE THE BUILT ENVIRONMENT FOR ECONOMIC DEVELOPMENT THROUGH REDEVELOPMENT AND REVITALIZATION, AND APPROPRIATE INFRASTRUCTURE DEPLOYMENT. .	87
<i>Objective 1: Execute a regional Brownfields Program to foster the assessment, remediation and redevelopment of properties for economic use.</i>	88
<i>Objective 2: Support the revitalization of downtowns and village centers to generate new economic activity.</i>	89
<i>Objective 3: Advance the use of existing industrial properties and the siting of new industrial development, as appropriate to meet the needs and vision of the region.</i>	92
<i>Objective 4: Encourage improvement to the regional transportation system to facilitate the safe and efficient movement of people and goods.</i>	93
<i>Objective 5: Foster the deployment of telecommunications infrastructure to enhance access to global networks and advanced broadband services.</i>	95
GOAL C: ADVANCE INITIATIVES THAT STRENGTHEN AND SUPPORT THE GROWTH AND SUSTAINABILITY OF KEY INDUSTRIES AND REGIONAL INNOVATION CLUSTERS.	96
<i>Objective 1: Support entrepreneurship and business development through access to technical assistance, capital, and networking.</i>	96
<i>Objective 2: Enhance the workforce through education and skills training, and improving access to job opportunities.</i>	98
<i>Objective 3: Encourage access to and the expansion of markets through marketing and promotion, and cluster development.</i>	99

VII. 2010 CEDS LISTING	102
VIII. CEDS PROGRAM IMPLEMENTATION.....	109
ACTION PLAN	109
SCOPE OF WORK	111
PERFORMANCE MEASURES	111
IX. APPENDICES.....	114
APPENDIX I: SELECT DATA TABLES.....	115
APPENDIX III: 2011 SUPPLEMENTAL CEDS PROJECT LISTING	129
APPENDIX IV: CEDS COMMITTEE & EDD GOVERNING BOARD PROCEDURAL RULES.....	134
APPENDIX V: POLICY FOR EMERGENCY ECONOMIC DEVELOPMENT PROJECTS	140
APPENDIX VI: LEGAL NOTICE FOR PUBLIC COMMENT	142
APPENDIX VII: MEETING MINUTES	143

TABLES

Table 1: CEDS Committee Membership 2010-2011	3
Table 2: EDD Governing Board Membership 2010-2011	4
Table 3: Decennial Census Population	8
Table 4: Decennial Census Population Change	8
Table 5: Census 2000 Population by Race and Hispanic Ethnicity Summary	12
Table 6: Census 2010 Population by Race and Hispanic Ethnicity Summary	12
Table 7: 2005-2009 ACS Migration Estimate	13
Table 8: 2005-2009 ACS Income and Poverty Statistics*	14
Table 9: Annual Personal Per Capita Income	15
Table 10: Average Wage Per Job.....	16
Table 11: 2005-2009 ACS Poverty Estimates	16
Table 12: Annual Poverty Rate Estimates	17
Table 13: First Quarter Unemployment Rates, 2008-2011	19
Table 14: Labor Force & Unemployment.....	20
Table 15: 2008 Franklin County Industry (Private Sector Only)	24
Table 16: 2008 Employment* by Private Sector Industry	25
Table 17: Major Employers in Franklin County.....	26
Table 18: Franklin County Top Location Quotient Industries.....	29
Table 19: Selected Large Employer Closures and Layoffs, 2000 – May 2011	30
Table 20: 2008 Employment by Service Industries	32
Table 21: Selected Agricultural Data.....	35
Table 22: Selected 2007 Census of Agriculture Economic Data.....	36
Table 23: Non-employer Establishments, 2000-2008	38
Table 24: Franklin County TIP Advertised Projects, 2010.....	44
Table 25: Means of Transportation, 2005-2009 ACS.....	46
Table 26: Commonwealth Legislative Delegation for CEDS Region	51
Table 27: Priority Development Sites in Franklin County	53
Table 28: Selected Local Property Tax Information for Fiscal Year 2011.....	58
Table 29: FCCDC Loan Program Summary, Fiscal Year 2000 – 2011*	59
Table 30: ETA Certified Projects by Business Sector, 1994 – 2010	61
Table 31: Town Center Vacancy Rates, 2007-2011	63
Table 32: Status of Industrial Park Parcels	64
Table 33: Housing Units, 2000-2010.....	74
Table 34: Single Family Housing Sales, 2006-2010	75
Table 35: Public High School Data	77
Table 36: Designated Scenic Byways.....	80
Table 37: CEDS Region Key Industries	82
Table 38: CEDS Region Regional Innovation Clusters.....	84
Table 39: 2010 CEDS Listing - Construction/Development Projects	105
Table 40: 2010 CEDS Listing – Feasibility Study/Planning Projects	107
Table 41: 2010 CEDS Listing – Cluster-Development Projects	108
Table 42: Census Total Population Counts.....	116
Table 43: Census 2010 Population by Race and Hispanic Ethnicity Summary	117
Table 44: 2005-2009 ACS Income and Poverty Statistics*.....	118
Table 45: Annual Personal Per Capita Personal Income by County	119

Table 46: Annual Average Wage per Job by County	119
Table 47: Unemployment Rates.....	120
Table 48: Total Labor Force	121
Table 49: Annual Average Total Employment.....	122
Table 50: 2008 Massachusetts Private Sector Industries.....	123
Table 51: 2008 United States Private-Sector Industries	124
Table 52: Manufacturing Industry County Comparison.....	125
Table 53: 2008 Private Sector Firms by Business Size	125
Table 54: ETA Program Certified Projects, 1994 - 2010	126

FIGURES

Figure 1: CEDS Region Land Use, 2005.....	7
Figure 2: 2000 Population Age Groups	9
Figure 3: 2010 Population Age Groups	10
Figure 4: 2005-2009 ACS Highest Educational Attainment	18
Figure 5: Unemployment Rates from 2000-2010	19
Figure 6: Labor Force and Employed for Franklin County	21
Figure 7: Labor Force and Employed for the CEDS Region.....	21
Figure 8: Labor Force and Employed for Massachusetts	22
Figure 9: Labor Force and Employed for United States.....	22
Figure 10: Agricultural Land by Use in Franklin County.....	36

I. INTRODUCTION & CEDS PROGRAM OVERVIEW

PURPOSE OF ECONOMIC DEVELOPMENT PLANNING

The purpose of economic development planning is to forward policies, programs, and projects that encourage economic opportunity for all. This often encompasses activities to encourage job creation, public and private sector investment in a community, and an overall enhancement of quality of life. Many facets of life are impacted by economic development activities, from the jobs where people work to the commercial and industrial tax revenues that help pay for schools, public safety, and roads. The intention of the Greater Franklin County Comprehensive Economic Development Strategy (CEDS) Program is to create an economic roadmap to diversify and strengthen the regional economy in a way that benefits its constituents and is in keeping with their values and goals.

THE EDA AND THE GREATER FRANKLIN COUNTY CEDS PROGRAM

The mission of the federal Economic Development Administration (EDA) is “to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy”¹. The EDA further explains that to fulfill its mission, they will foster entrepreneurship, innovation and productivity through targeted EDA investments in infrastructure development, capacity building and business development, in order to attract private capital investments and higher-skill, higher-wage jobs to regions experiencing substantial and persistent economic distress.

The EDA was first authorized in the *Public Works and Economic Development Act of 1965*. Through subsequent reauthorizations, the regulations that govern EDA’s operations and investments have been updated. The most recent regulations established that governs the EDA were published on January 27, 2010².

In order for a region to participate in funding opportunities offered by the EDA, a Comprehensive Economic Development Strategy (CEDS) Program must be implemented. The Franklin Regional Council of Governments (FRCOG) is the agency responsible for supporting the CEDS Program in the greater Franklin County region. The EDA regulations require that a CEDS Program create a written plan that analyzes the regional economy and serve as a guide for establishing and implementing regional goals and objectives, and identifying investment priorities to meet these goals and objectives. In 2006, the Greater Franklin County CEDS Region was designated as an Economic Development District (EDD) by the EDA. The 2010-2011 CEDS Program year was the fifth year that the FRCOG has been funded by an EDA Planning Partnership grant to support implementation of the CEDS Program. The CEDS Program operates in five-year cycles. Last year’s 2010 CEDS Plan represents the first year of the current cycle, with this document being the first of four Annual Reports.

¹ 13 Code of Federal Regulations (CFR) Chapter III Part 300.1

² Federal Register Volume 75, Issue 17 (75 FR 4259)

CEDS Region

The Greater Franklin County CEDS Region encompasses the twenty-six towns of Franklin County, plus the Town of Amherst in Hampshire County, and the Towns of Athol and Phillipston in Worcester County. All communities in the Greater Franklin County CEDS Region are within the Franklin/Hampshire Workforce Investment Area. Within the CEDS Region are three micropolitan statistical labor areas: Amherst Center, Athol and Greenfield. All towns in Franklin County and Amherst are located with the Springfield, MA Metropolitan Statistical Area, with the towns of Athol and Phillipston located in the Worcester, MA Metropolitan Statistical Area.

CEDS Committee & EDD Governing Board

The CEDS program encourages a coordinated regional planning process that allows individual towns as well as regional organizations and private sector businesses to work together to guide the economic future of a region in a manner that is appropriate to the character and resources of that region. The Greater Franklin County CEDS Committee was formed to accomplish this task. The Committee is responsible for implementing the CEDS program, including developing the vision and goals that guide this process, generating the CEDS Plan and subsequent Annual Reports, and creating and prioritizing the CEDS Listing of projects. This requires input and collaboration from many key players. The Franklin Regional Council of Governments (FRCOG) provides staff support to implement the CEDS Program.

Per federal EDA guidelines, the FRCOG will request appointments that represent the economic interests of the region. Appointed members may include public officials, municipal employees, community and business leaders, private individuals, and representatives from workforce development boards, educational institutions, and minority and labor groups. To better reflect EDA guidelines and to ensure strong participation in the CEDS Program, the CEDS Committee revised their Procedural Rules in 2010. Included in the Appendix are the CEDS Committee's Procedural Rules and meeting minutes for the past program year.

The CEDS Committee is composed of members appointed from municipalities and regional agencies. Each town's Board of Selectmen or Mayor is requested to appoint one representative. It is important to note, that the appointed representative may or may not be an elected official. The municipal appointment allows for information to be shared between the town and the region at large. If the town chooses not to make an appointment, the town's Board of Selectmen Chair or Mayor will receive the CEDS Committee mailings and invitations.

Regional organizations are also requested to appoint members to the CEDS Committee. The organizations that may appoint members include the FRCOG Executive Committee (five members), the Franklin Regional Planning Board (five members), Franklin County Community Development Corporation (four members), Franklin County Chamber of Commerce (two members), North Quabbin Chamber of Commerce (one member), Shelburne Falls Area Business Association (one member), Franklin County Regional Housing & Redevelopment Authority (one member), Franklin/Hampshire Regional Employment Board (one member), and Franklin County Selectmen's Association (one member). Appointing entities may be requested to make appointments in accordance with EDA regulations, which require a majority of the CEDS Committee members to be from the private sector.

Table 1: CEDS Committee Membership 2010-2011

Appointment	Committee Member	Affiliation or Area of Expertise	Sector
Town of Athol	Phil Delorey	Athol Planning Department	Public
Town of Bernardston	Stanley Garland	Business Development	Private
Town of Buckland	Michael McCusker	Bridge of Flowers Business Center	Private
Town of Conway	Pamela O'Brien	O'Brien Design	Private
Town of Deerfield	Carolyn Shores Ness	Agriculture & Natural Resources	Private
Town of Greenfield	Bob Pyers	Greenfield Mayor's Office	Public
Town of Heath	Arthur Schwenger	Workforce Development	Private
Town of Leyden	Lance Fritz	Energy	Private
Town of Montague	Walter Ramsey	Montague Planning Office	Public
Town of New Salem	John Ryan	Breezeway Farm Consulting	Private
Town of Northfield	Jerry Wagener	Agriculture & Natural Resources	Private
Town of Orange	Richard Kwiatkowski	Orange Town Administrator	Public
Town of Sunderland	Margaret Nartowicz	Sunderland Town Administrator	Public
Town of Wendell	Nancy Riebschlaeger **	Information Technology	Private
Town of Whately	Harold R. Swift, Jr.	Agriculture & Natural Resources	Private
FRCOG Exec. Committee	Ann Banash (alternate Linda Dunlavy)	FRCOG Executive Committee	Public
FRCOG Exec. Committee	Eric Marsh	Greenfield Co-operative Bank	Private
FRCOG Exec. Committee	Nathan L'Etoile	MA Dept. of Agriculture Resources/ Four Stars Farm	Public
Franklin Reg. Planning Bd	Tom Herrick	Sunderland ZBA	Private
Franklin Reg. Planning Bd.	Tom Hutcheson	Town of Northfield	Public
Franklin Reg. Planning Bd.	Andrea Donlon	Conn. River Watershed Council	Private
Franklin Reg. Planning Bd.	Jim Ayres	Center for New Americans	Public
Franklin Reg. Planning Bd.	Winniphred Stone	Real Estate	Private
F.C. Community Dev. Corp.	Gary Dillensneider *	Small Corp	Private
F.C. Community Dev. Corp.	Alan Singer	Business Development	Private
F.C. Chamber of Commerce	Ann Hamilton	Tourism and Marketing	Private
F.C. Chamber of Commerce	Chuck Gijanto	Franklin Baystate Medical Center	Private
Shelburne Falls Area Business Association	Mary Vilbon	Tourism and Marketing	Private
North Quabbin Chamber of Commerce	Jeanie Miller	Creative Economy	Private
F. C. Reg. Housing & Redevelopment Authority	Robin Sherman	Community Development	Public
Franklin-Hampshire Reg. Employment Board	Patricia Crosby	Workforce Development	Public
F.C. Selectmen Association	William Shores	Agriculture & Natural Resources	Private

* Chair ** Vice Chair

Source: Franklin Regional Council of Governments, June 2011

In addition to the CEDS Committee, the Economic Development District (EDD) Governing Board was established in 2004 to oversee the Greater Franklin County EDD. Designated in 2006, the EDD is responsible for reviewing and approving CEDS Plans and Annual Reports, monitoring of the EDD organization and budget, and the coordination of special presentations and industry cluster events. Members of the Governing Board may, but are not obligated to be, members of the CEDS Committee, and vice versa.

Membership to the EDD Governing Board has up to fifteen seats, with nine municipal appointments and six at-large appointments by the CEDS Committee. Membership may include

representation from the private sector, chambers of commerce, workforce development, higher education, municipal elected officials or staff, and minority populations. In 2010, the EDD Governing Board Procedural Bylaws were amended to better reflect the EDA guidelines issued that year and to improve the committee membership appointment process.

Table 2: EDD Governing Board Membership 2010-2011

Representative Seat	Committee Member	Category of Representation
Municipal – Deerfield	Carolyn Shores-Ness	Elected Official
Municipal – Gill	Ann Banash	Elected Official/FRCOG Exec. Com.
Municipal - Greenfield	Bob Pyers	Municipal Employee
Municipal – Leyden	Lance Fritz	Elected Official
Municipal – Montague	Walter Ramsey	Municipal Employee
Municipal – Northfield	Jerry Wagoner	Elected Official
Municipal – Orange	Richard Kwiatkowski	Municipal Employee
CEDS Committee	Patricia Crosby	Workforce Investment Board
CEDS Committee	Gary Dillensneider ***	CEDS Committee
CEDS Committee	Tom Hutcheson	Municipal Employee
CEDS Committee	Michael McCusker	CEDS Committee
CEDS Committee	Nancy Riebschlaeger *	CEDS Committee
CEDS Committee	John Ryan	CEDS Committee
CEDS Committee	Arthur Schwenger **	CEDS Committee
CEDS Committee	Alan Singer	CEDS Committee

* Chair ** Vice Chair *** Clerk

Source: Franklin Regional Council of Governments, May 2011

Many times the individuals and organizations represented are partners in other economic development efforts on the local, regional and statewide level, and as such, there is overlap on varying committees and boards, such as the Greenfield Community College Foundation Board and Pioneer Valley Planning Commission’s Plan for Progress. The Greater Franklin County CEDS process strives to be inclusive and comprehensive by encouraging Committee and Board members to share information among these regional economic development initiatives.

VISION STATEMENT

The vision for the CEDS Region reflects an appreciation of its agricultural and industrial heritage, and a respect for its natural resources. This vision also reflects the region’s interest in diversifying its economy by embracing new opportunities and emerging industries. The projects and programs in the CEDS Program reflect these attitudes, for example the desire to redevelop brownfield sites to provide industrial land without sacrificing natural resources, and the need for access to broadband infrastructure to allow rural communities to be globally competitive. The regional economic development plan incorporates a variety of initiatives, from industrial and commercial development to natural resource based enterprises, such as agriculture and recreational tourism. With this vision and the support of the EDA, the greater Franklin County region will have the ability to sustain itself in the changing economic landscape and strive for greater employment opportunities for the unemployed and underemployed.

The vision statement established to guide the CEDS program is as follows:

- Balance growth and development with the preservation of the region's natural resources and cultural landscape in order to maintain the region's economic, environmental and social health as well as its rural character and heritage;
- Sustain and diversify the area's economy,
 - by promoting a climate for locally controlled businesses to succeed,
 - by promoting a climate to attract new businesses to the region, and
 - by supporting businesses in the creation and maintenance of stable jobs, particularly those that pay a living wage;
- Support the vitality of downtown areas or village centers and the reuse and redevelopment of underutilized or vacant commercial or industrial buildings and sites;
- Improve the quality of life for residents of the region and preserve community character; and
- Foster the principles and practices of strategic, comprehensive planning and collaboration-building within and among the communities and organizations serving the region.

II. CEDS REGIONAL PROFILE

REGIONAL LANDSCAPE

The geographic center of the region is the Connecticut River valley, which has a broad flat expanse offering unparalleled agricultural soils and beautiful scenic vistas. The Connecticut River bisects the region with the Berkshire foothills to the west, and the Pelham hills and the Quabbin reservoir to the east. Flowing into the Connecticut River are the Deerfield River to the west and the Millers River to the east. These rivers and the Quabbin Reservoir are the principal water features in the landscape.

The topography of a region often dictates the use of the land. In the hilltowns, steep slopes can pose limitations for siting large-scale developments and in some areas can present constraints with respect to transportation access. Not surprisingly, the plains of the Connecticut River valley contain most of the existing large-scale development and most of the land zoned for these purposes. However, the valley also contains much of the prime farmland in the region, and such development may impact this important resource to the agricultural economy.

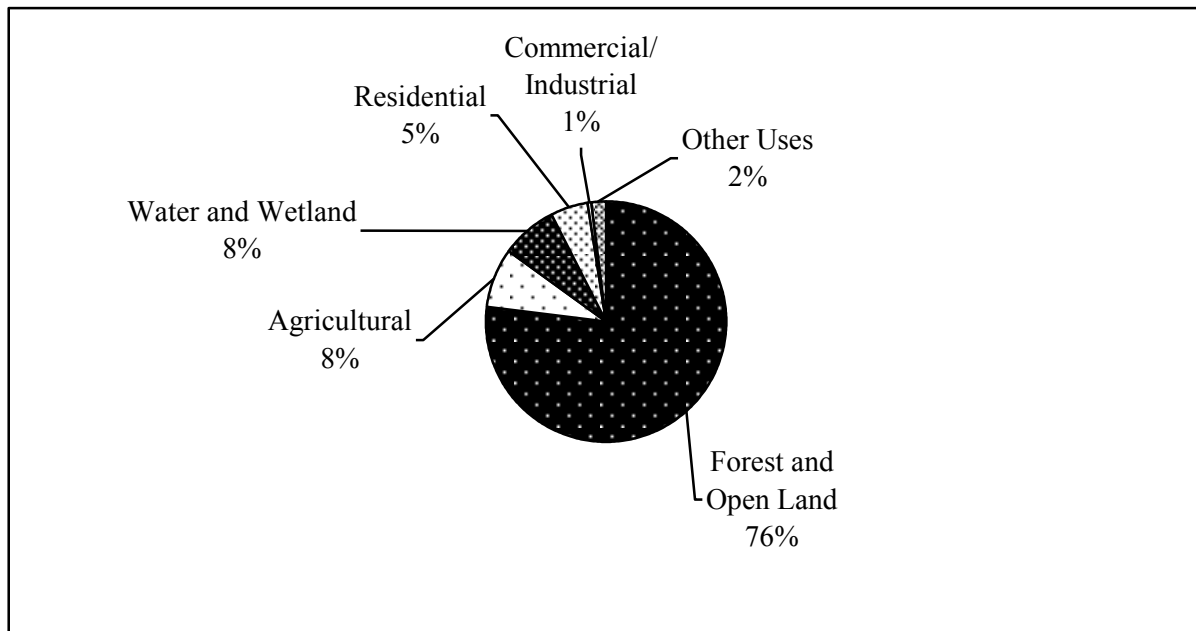
The Greater Franklin County CEDS Region is the most rural area in Massachusetts. Within its 810 square miles, there are nearly 122,500 people. This results in a population density of 151 people per square mile, which is significantly less than the statewide average of 835 people per square mile. Over a quarter of the CEDS Region population lives in small, rural communities with less than 5,000 people. The remaining population lives in the larger communities (starting with the largest population center) of Amherst, Greenfield, Athol, Montague, Orange and Deerfield. It is important to note that while these communities have urbanized downtowns and neighborhoods with high population density, they also retain rural community qualities, such as active farms, woodlands, and rural residential areas. Due to the rural nature of CEDS Region, regional coordination is acknowledged as being essential. However, the importance of maintaining local control is also recognized.

To balance the need for suitable places for economic expansion and the desire to retain community character, different efforts are undertaken. One task is the careful planning for appropriate areas for new development. Also actively pursued is the redevelopment of commercial or industrial property that is either underutilized or vacant. There are properties that are ideal for redevelopment and reuse found in both the urbanized centers and in the most rural of communities. Other initiatives, such as the improvement in telecommunications transcend geographic restrictions. Advances in technology have changed where and how businesses and institutions conduct their work.

A summary of how land is used in the CEDS Region and throughout the Commonwealth is available through data from the Massachusetts Office of Geographic and Environmental Information (referred to as MassGIS). MassGIS periodically updates their land use data-layer based on aerial imagery. The most recent land use data set is from April 2005. This latest data set used a new land use classification system, which is not comparable to data from previous years. The estimated acreage for select land uses in 2005 for the CEDS Region was: 76% forest and open land, 8% agricultural, 8% water and wetland, 5% residential, less than 1%

commercial/industrial, and 2% other uses (including cemeteries, golf courses, transportation, institutional, waste disposal, etc.). This MassGIS land use data set was created by using digital, aerial images that are then interpreted using semi-automated methods to classify areas according to specific land uses. This data set does not determine classification of ownership or zoning. For example, areas identified as forest may include state parks and forest land located on residential parcels.

Figure 1: CEDS Region Land Use, 2005



Source: MassGIS, 2005 Land Use Data Set

POPULATION DEMOGRAPHIC CHARACTERISTICS

Given that the CEDS Region consists of the 26 towns of Franklin County plus three additional towns outside of the Franklin County, an aggregation of municipal-level data is most appropriate. Traditionally, the most comprehensive data source has been the federal decennial census produced by the U.S. Census Bureau, which included a short-form survey to all households and a long-form survey distributed to a sampling of households. Beginning with the 2010 Census, the long-form sample survey ceased to be conducted. The American Community Survey (ACS) has taken its place and is designed to be comparable to data collected from past decennial censuses.

The ACS conducts a sample survey across the country on an annual basis, and releases data in one-year, three-year or five-year estimates, depending on the size of the geography. For areas with greater than 65,000 people, the ACS publishes one-year estimate data and three-year average data sets. For areas with less than 65,000 people, the ACS only publishes five-year average data sets. In December 2010, the first five-year average data sets were produced for individual CEDS Region municipalities. The data set published an average five-year estimate figure for specific characteristics (such as educational attainment, income, occupation, etc.) for the period

of 2005 through 2009. In late 2011, the next five-year average data set for the period of 2006 through 2010 will be released, and so on.

Included in this Annual Report are data from the U.S. Census Bureau's decennial 2000 Census and 2010 Census Redistricting Data Summary File³, and the 2005-2009 ACS Five-Year Estimate, as well as other available state, federal, and other sources.

Population and Demographics

From 1980 to 2010, the CEDS Region experienced moderate population growth similar to the state and the northeast region in general. In comparison, the nation experienced an accelerated growth rate of over 36%. Within this time period, the CEDS Region had greater population growth in the 1980s (8.4%), then a significantly reduced growth rate in the 1990s (0.9%), and a moderate population growth rate in the 2000s (2.6%).

Table 3: Decennial Census Population

Geography	1980 Population	1990 Population	2000 Population	2010 Population
Franklin County	64,317	70,092	71,535	71,372
CEDS Region	109,133	118,256	119,329	122,457
Massachusetts	5,737,037	6,016,425	6,349,097	6,547,629
United States	226,546,805	248,709,873	281,421,906	308,745,538

Source: U.S. Census Bureau: Census 1970, 1980, 1990, 2000, and 2010 Census Redistricting Data Summary File

Table 4: Decennial Census Population Change

Geography	1980 - 1990 Change	1990 - 2000 Change	2000 - 2010 Change	1980 - 2010 Change
Franklin County	9.0%	2.1%	-0.2%	11.0%
CEDS Region	8.4%	0.9%	2.6%	12.2%
Massachusetts	4.9%	5.5%	3.1%	14.1%
United States	8.9%	13.2%	9.7%	36.3%

Source: U.S. Census Bureau: Census 1970, 1980, 1990, 2000, and 2010 Census Redistricting Data Summary File

The rate of growth within the region varied significantly from town to town between 2000 and 2010. During this period, six CEDS Region towns had population growth rates greater than both the state and national average. The towns that experienced the greatest population growth rates were: Monroe (30.1%), Erving (22.7%), Rowe (12.0%), Leverett (11.3%), Gill (10.1%) and Amherst (8.4%). The communities that had the greatest total increase in the number of residents were Amherst (2,945), Deerfield (375), and the North Quabbin towns of Erving (333), Orange (321), Athol (285), and Phillipston (166). Housing development in the North Quabbin area has increased in recent years, given its relative affordability and location within commuting distance to employment centers in the eastern part of the state.

Also during the period from 2000 to 2010, fourteen communities experienced a decline in population according to Census counts. Cumulatively, these communities were reported to have

³ As of the draft of this Annual Report, the only 2010 Census data available is from the release of the 2010 Redistricting Data Summary File (PL 94-171).

a population loss of over 1,800 people. The communities identified as having the most significant population losses were: Greenfield (-712), Shelburne (-165), Colrain (-142), Wendell (-138), Heath (-99), Sunderland (-93), Charlemont (-92), and Buckland (-89).

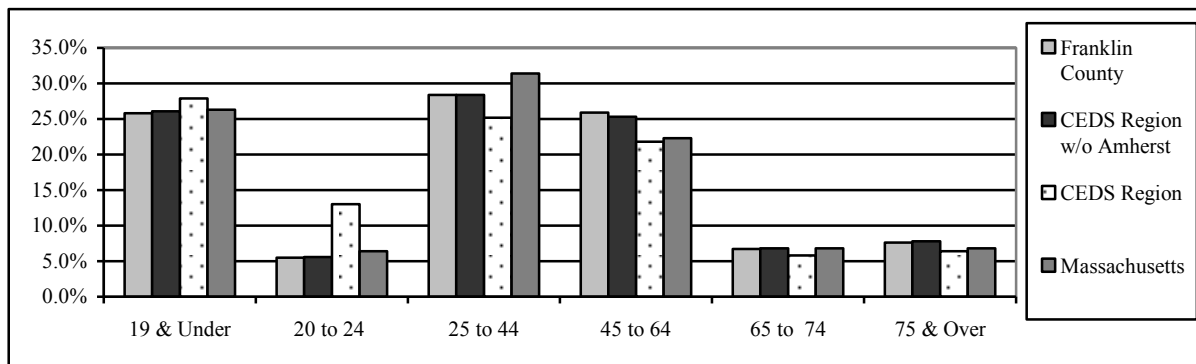
Age Distribution

The most comprehensive data available on age distribution is from decennial censuses. The following figures display age groupings for the region for the year 2000 and 2010. There are three age distribution trends of note in this region that impact economic development planning. First is the presence of colleges in Amherst, particularly the University of Massachusetts with over 21,000 undergraduate students. The presence of a population under 25 years of age represents a large, targeted consumer pool as well as a source for temporary part-time and full-time employment. As this large number of young college students graduate, this creates a significant work force pool for potential employers who are seeking college educated, entry-level employees. By creating appropriate employment opportunities and continuing to offer an appealing quality of life, the region will be able to retain a greater number of these college students.

A second important trend is the significant increase in the older workforce cohort of individuals age 45 to 64. This is a reflection of the “Baby Boom” generation (born from 1946 to 1966) getting older. The circumstance of having an increasingly older work force presents the CEDS Region with opportunities and challenges. The large older work force in the region has the work experience employers are seeking. However, as technological advances impact many industries, particularly the manufacturing businesses in the CEDS Region, these older workers will need to be flexible and have access to resources for increasing their educational attainment and diversifying their skills.

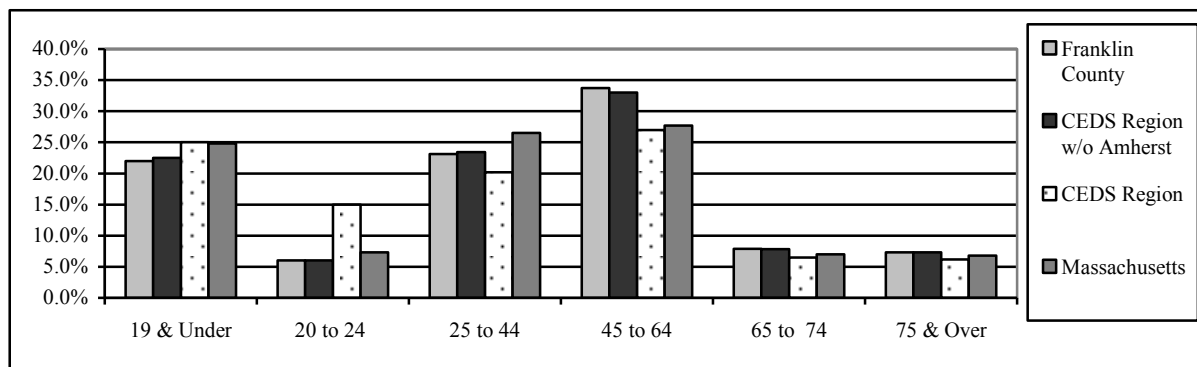
The size of the 25 to 44 years of age cohort for the CEDS Region shrank by 17%, from 30,048 in 2000 to 24,797 in 2010. While the size of the 45 to 64 years of age cohort for the CEDS Region grew by 27%, from 26,033 in 2000 to 33,073 in 2010.

Figure 2: 2000 Population Age Groups



Source: U.S. Census Bureau: Census 2000

Figure 3: 2010 Population Age Groups



Source: U.S. Census Bureau: 2010 Census Redistricting Data Summary File

The third trend is that many individuals approaching the 65 to 74 year age group and the 75 years and over age group may have a greater role in the work force than in previous decades. While these age groups represent a relatively small portion of the total population, the actual number of individuals in these age groups is continuing to rise in comparison to previous years. As the Baby Boom generation reaches retirement age, job vacancies will occur. However, postponement of retirement for financial, career or other personal reasons is increasing. Some may opt to postpone retirement by reducing their hours or starting in a new career direction, such as consulting, or shift into a new occupation entirely. Often members of this age group can be a valuable resource of experienced, part-time workers. From a business perspective, the development of new senior-oriented business ventures to serve this demographic group may also be increasingly successful.

Race and Ethnicity

The most recent data available for race and ethnicity information at the municipal-level is the 2010 Census Redistricting Data Summary File. The CEDS Region has traditionally been less diverse than the state and significantly less diverse than the nation. Both the 2000 and 2010 Census surveys allowed respondents to select more than one race. Therefore Census data from 1990 and earlier, cannot be compared Census race and ethnicity data after 1990.

The CEDS Region population is significantly less diverse than the state and nation. In 2010, 11% of the CEDS Region population was people of color, compared to the 19.6% for the state and 27.6% for the nation. The CEDS Region population of Hispanic origin was 4.5%, compared to the 9.6% for the state and 16.3% for the nation. However, a comparison of the data between 2000 and 2010 demonstrates that the region is becoming more diverse. During this period, the population of people of color in the CEDS Region nearly doubled (90%) and the population of people of Hispanic origin grew by 53%.

According to the 2010 Census, the Town of Amherst is the most racially diverse community in the CEDS Region, with 23.1% of its population being people of color. In part, this is attributed to the presence of large higher education institutions that attract students, staff and faculty to the region from around the country and the world. The second most diverse community is the Town of Sunderland, with 12.9% of its population being people of color. Located within close proximity to the University of Massachusetts, the town offers significant rental housing and

public transit services, which is appealing to many students and staff. Also according to the 2010 Census, the communities with the greatest percentage of persons of Hispanic origin are Amherst (7.3% of the population), Montague (5.2%), Sunderland (4.9%) and Greenfield (4.9%). See appendix for town-level race and Hispanic origin data.

Table 5: Census 2000 Population by Race and Hispanic Ethnicity Summary

Geography	Total Population	Persons of One Race						Persons of Two or More Races	Persons of Hispanic Origin (of any Race)
		White	Black or African American	Native American & Alaskan	Asian	Hawaiian & Pacific Islander	Other Race		
Franklin County	71,535	67,840	512	147	638	11	164	996	1,227
% of Total	100.0%	94.8%	0.7%	0.2%	0.9%	0.0%	0.2%	1.4%	1.7%
CEDS Region	119,329	108,671	2,371	304	3,655	45	1,567	2,715	3,574
% of Total	100.0%	91.1%	2.0%	0.3%	3.1%	0.0%	1.3%	2.3%	3.0%
Massachusetts	6,349,097	5,197,124	314,472	11,981	237,006	1,328	41,925	117,921	427,340
% of Total	100.0%	81.9%	5.0%	0.2%	3.7%	0.0%	0.7%	1.9%	6.7%
United States	281,421,906	194,514,140	33,707,230	2,091,206	10,067,813	342,743	447,552	5,012,741	35,238,481
% of Total	100.0%	69.1%	12.0%	0.7%	3.6%	0.1%	0.2%	1.8%	12.5%

Source: U.S. Census Bureau, 2000 Census Summary File 3

Table 6: Census 2010 Population by Race and Hispanic Ethnicity Summary

Geography	Total Population	Persons of One Race						Persons of Two or More Races	Persons of Hispanic Origin (of any Race)
		White	Black or African American	Native American & Alaskan	Asian	Hawaiian & Pacific Islander	Other Race		
Franklin County	71,372	67,239	796	214	895	13	693	1,522	2,250
% of Total	100.0%	94.2%	1.1%	0.3%	1.3%	0.0%	1.0%	2.1%	3.2%
CEDS Region	122,457	108,979	2,973	335	5,128	26	1,710	3,306	5,458
% of Total	100.0%	89.0%	2.4%	0.3%	4.2%	0.0%	1.4%	2.7%	4.5%
Massachusetts	6,547,629	5,265,236	434,398	18,850	349,768	2,223	305,151	172,003	627,654
% of Total	100.0%	80.4%	6.6%	0.3%	5.3%	0.0%	4.7%	2.6%	9.6%
United States	308,745,538	223,553,265	38,929,319	2,932,248	14,674,252	540,013	19,107,368	9,009,073	50,477,594
% of Total	100.0%	72.4%	12.6%	0.9%	4.8%	0.2%	6.2%	2.9%	16.3%

Source: U.S. Census Bureau, 2010 Census Redistricting Data Summary File

Migration

Another component to consider when assessing a region's population characteristics is its migration trends. Migration includes residents who have moved to or from an area from another part of the county, state, nation or internationally. According to the 2005-2009 ACS Estimate, the CEDS Region had 3.8% of its population move to the region from out of state and 1.1% move to the region from abroad within the past year. Most of this net migration was to the Town of Amherst, likely due to the presence of its colleges and universities. For Franklin County, 2.5% of its population moved to the area from out of state and 0.3% move from abroad within the past year. These figures are similar to the state (2.2% and 0.9% respectively) and the nation (2.5% and 0.6% respectively). Anecdotal information in recent years has indicated several emerging ethnic populations have increased in the greater Franklin County region, such as Eastern European, Hispanic and Asian populations.

Table 7: 2005-2009 ACS Migration Estimate

Geography	Total	Same house 1 year ago	Moved within same county	Moved from different county within same state	Moved from different state	Moved from abroad
Franklin County	71,182	61,120	5,273	2,769	1,812	208
CEDS Region w/o Amherst	84,770	73,212	6,167	3,150	2,001	240
CEDS Region	120,607	97,056	9,595	8,086	4,544	1,326
Massachusetts	6,436,497	5,546,582	508,827	182,287	143,237	55,564
United States	297,355,080	249,272,748	28,526,109	10,168,624	7,526,761	1,860,838

Note: The universe for this data is the population that has been in the United States for one year or more. Residents not in the United States for greater than one year are not included in this data universe.

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

Socio-Economic Characteristics

Income and Wealth

In general, the average income level of CEDS Region residents is much lower than the state average and slightly less than the national average. In the 2010 CEDS Plan, three statistics are used to measure how well residents are faring in the economy. They are per capita income, median household income, and poverty rate. The data demonstrates that the CEDS Region overall experiences much lower income levels than compared to the state and slightly lower income levels compared to the nation. The poverty rate is generally higher than the state rate and lower than national rates. The per capita income statistic is particularly important for determining eligibility for specific federal Economic Development Administration programs. However, it is also important to note that the per capita income statistic is primarily used for comparison purposes, and is not a reflection of the actual per household or per worker income.

The most recent data set available for town-level income and poverty statistics is the 2005-2009 ACS Estimate⁴. For reference, a table of town-level statistics is included in the Appendix.

Per capita income is determined by dividing the total amount of income earned in an area by the number of residents, including a portion of the population that might not be generating income such as children and the elderly. According to the 2005-2009 ACS Estimate, the per capita income for twenty-five of the twenty-nine towns within the CEDS Region was lower than state's per capita income estimate of \$33,460, with nine of those towns lower than the national per capita estimate of \$27,041. Municipalities or Census Tracts with a per capita income of 80% or less than the national per capita income meet one of the eligibility thresholds for EDA grant programs. According to the 2005-2009 ACS, the per capita income estimates for the municipalities of Amherst, Monroe and Orange were less than 80% of the national per capita income. On the Census Tract level, there were six tracts that had per capita incomes that were 80% or less than the national per capita income. These tracts are located in areas of Amherst, Greenfield, Orange and Montague.

Table 8: 2005-2009 ACS Income and Poverty Statistics*

Geography	Per Capita Income Estimate	Median Household Income Estimate
Franklin County	\$27,305	\$52,185
CEDS Region	NA	NA
Massachusetts	\$33,460	\$64,496
United States	\$27,041	\$51,425

* Five-year estimate of income for the past 12 months and reported in 2009 dollars.

NA: Data not available

Source: U.S. Census Bureau: 2010 Census Redistricting Data Summary File

The median household income is determined by calculating the income of each person ages 15 years and over in a household, and then finding the midpoint of all household incomes (i.e. half of the household incomes are above this figure, and half are below this figure). This statistic includes all occupied households, including families and individuals living alone. According to the 2005-2009 ACS, the median household income estimates indicate a similar trend as the per capita income, with Franklin County having a slightly higher income than the nation, but significantly lower than the state. There were twelve towns with median household incomes greater than the state. The five highest towns being: Conway (\$78,095), Hawley (\$76,406), Shutesbury (\$76,250), Leyden (\$73,523), and Whately (\$72,868). The five towns with the lowest median household incomes were: Monroe (\$31,071), Orange (\$41,000), Montague (\$41,865), Amherst (\$44,011), and Greenfield (\$45,188).

Since the 2005-2009 ACS is the first release for this new data source, another set of data is provided to depict trends over time. Per capita income data is also available from the U.S. Bureau of Economic Analysis (BEA), which produces data annually on the county level with an approximate two year delay (for example, 2009 data was released in 2011). While both the Bureau of Economic Analysis and the Census Bureau are within the U.S. Department of

⁴ ACS data is based on surveying a sample of households in a given geography over a five year period of time. The Census Bureau produces a margin of error for each estimate to reflect the sampling variability.

Commerce, they use different methodologies for determining their per capita income figures, and as such, are not comparable sources for data. Given that the ACS Five-Year Estimate data is new and without comparable years at the town-level, the BEA data set is used to demonstrate income level trends over time.

According to the BEA, the Franklin County per capita income remains much lower than the state figure and slightly lower than the national figure. Franklin County has consistently had one of the lowest per capita incomes of the fourteen counties in Massachusetts. The only counties with lower per capita income were Hampden and Hampshire Counties, which are part of the Pioneer Valley region with Franklin County, and occasionally Bristol County in southeastern Massachusetts. However, the rate that the Franklin County annual personal per capita income increased from 2000 to 2009 was greater than the rate of increase for the state and nation demonstrating some improvement in wage rates. The low per capita income is an important statistic to discuss in relation to the employment situation. Overall, the quality of jobs provided in terms of wages is still in need of improvement.

Table 9: Annual Personal Per Capita Income

Year	Franklin County	Massachusetts	United States
2000	\$28,659	\$38,210	\$30,318
2001	\$30,114	\$39,460	\$31,145
2002	\$30,894	\$39,451	\$31,461
2003	\$31,775	\$40,083	\$32,271
2004	\$33,808	\$42,021	\$33,881
2005	\$35,059	\$43,757	\$35,424
2006	\$36,675	\$47,144	\$37,698
2007	\$39,042	\$49,627	\$39,461
2008	\$40,720	\$51,014	\$40,674
2009	\$40,486	\$49,653	\$39,635
2000-2009 Difference	\$11,827	\$11,443	\$9,317
2000-2009 % Change	41%	30%	31%

Source: U.S. Department of Commerce: Bureau of Economic Analysis, April 2011

Also released annually from the Bureau of Economic Analysis is average wage per job data. While per capita personal income is calculated by the total amount of income of residents divided by the number of all residents, average wage per job is the amount of wages and salaries paid out divided by the number of jobs that pay wages and salaries. In short, this data describes information on a per job basis, and not on a per resident basis. Similar to the annual personal per capita income information, the average wage per job in Franklin County is consistently less than the state and national average. In fact, Franklin County has consistently had the lowest average wage per job of all fourteen counties in Massachusetts since 2000. At the same time, the rate of increase for these wages has been comparable to the rate experience by the state and nation.

Table 10: Average Wage Per Job

Year	Franklin County	Massachusetts	United States
2000	\$27,190	\$43,277	\$35,054
2001	\$28,132	\$43,916	\$36,035
2002	\$28,480	\$43,946	\$36,642
2003	\$29,434	\$45,233	\$37,730
2004	\$31,074	\$47,821	\$39,389
2005	\$31,672	\$49,090	\$40,807
2006	\$32,757	\$51,444	\$42,703
2007	\$35,092	\$54,234	\$44,692
2008	\$35,322	\$55,760	\$45,807
2009	\$35,481	\$55,282	\$45,831
2000-2009 Difference	\$8,291	\$12,005	\$10,777
2000-2009 % Change	30.5%	27.7%	30.7%

Source: U.S. Department of Commerce: Bureau of Economic Analysis, April 2011

Using the indicators available, the CEDS Region offers lower wages and experiences lower income levels compared to the state and nation. However, poverty data for the region has not been as high as may have been expected. The Census Bureau employs federal guidelines to determine income thresholds for different family sizes and then applies this information to determine if an individual is living below the poverty level. Poverty status is not determined for the entire population, select groups such as college students living in dorms and nursing home residents are not include in poverty status determination.

According to the 2005-2009 ACS, the poverty rate for the CEDS Region was estimated to be 15.0%, which was higher than both the state (10.1%) and the nation (13.5%). In total, there were seven towns determined to have higher poverty rates than the nation, and eight that were higher than the state. The five towns with the highest poverty rates were: Amherst (29.3%), Sunderland (21.4%), Leverett (20.5%), Greenfield (16.4%), and Montague (15.1%). It should be noted that the towns of Amherst and Sunderland have large populations of college students living in apartments (i.e. not in dorms) that may contribute to this determination. The five towns with the lowest poverty rates were: Leyden (2.6%), Northfield (3.5%), Whately (3.5%), New Salem (4.1%) and Phillipston (4.3%). For reference, a table of town-level statistics is included in the Appendix.

Table 11: 2005-2009 ACS Poverty Estimates

Geography	Population for Whom Poverty Status was Determined	Population Living Below Poverty Level	Poverty Rate
Franklin County	70,506	8,564	12.1%
CEDS Region	104,976	15,775	15.0%
Massachusetts	6,283,288	633,667	10.1%
United States	293,507,923	39,537,240	13.5%

Note: ACS data is based on surveying a sample of households in a given geography over a five year period of time. The Census Bureau produces a margin of error for each estimate to reflect the sampling variability.

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

The Small Area Income and Poverty Estimates (SAIPE) program of the U.S. Census Bureau produces annual poverty statistics on the county level, utilizing a 90% confidence interval (which is not included here). Years previous to 2005, the SAIPE program used models that combined federal Current Population Survey data with population estimates and administrative records. Using this method, Franklin County generally had an estimated poverty rate close to the state level and much lower than the nation. Starting in 2005, the SAIPE program initiated a new methodology for estimating poverty rates based on the American Community Survey which is conducted differently than the previous Current Population Survey. Due to this change in methodologies, the data from previous years cannot be compared to the more recent data. Given that the ACS Five-Year Estimate data is new and without comparable years, the SAIPE data set is helpful to demonstrate income level trends over time.

Table 12: Annual Poverty Rate Estimates

Year	Franklin County Estimate		Massachusetts Estimate		United States Estimate	
	Population in Poverty	Poverty Rate	Population in Poverty	Poverty Rate	Population in Poverty	Poverty Rate
2005	7,889	11.2%	632,745	10.3%	38,231,474	13.3%
2006	7,090	10.0%	623,775	10.0%	38,757,253	13.3%
2007	7,386	10.5%	621,561	10.0%	38,052,247	13.0%
2008	8,493	12.1%	632,158	10.1%	39,108,422	13.2%
2009	9,008	12.8%	658,497	10.3%	42,868,163	14.3%

Source: U.S. Census Bureau: Small Area Income and Poverty Estimates, December 2010

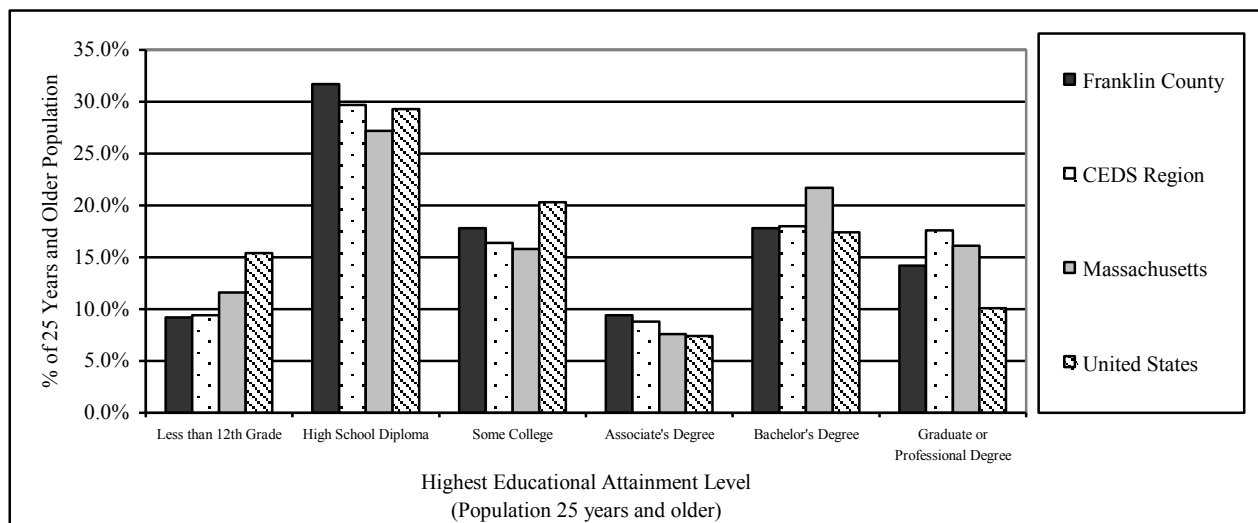
According to SAIPE data, Franklin County has generally experienced a more variable rate of poverty from 2005 to 2009 compared to the state and nation. These rates were generally slightly higher than the state, and consistently lower than the nation. Anecdotal evidence from area food pantries have reported an increase in need in recent years, which may relate to the increasing numbers of individuals and families living in poverty. Future statistics may reflect this increase in need, particularly given recent increases in energy and food prices, and job losses experienced in the region.

Educational Attainment Profile

The CEDS Region has a highly educated work force with many of the communities exceeding state and national averages for resident college graduates and a greater overall population with graduate or professional degrees than both the state and nation. The 2005-2009 ACS five-year estimate demonstrated this high level of educational attainment. The estimated percentage of the population with a highest educational attainment level of less than 12th grade and no high school diploma was lower in Franklin County (9.2%) and the CEDS Region (9.4%) than compared to the state (11.6%) and nation (15.4%).

The CEDS Region had 36% of its population (of people 25 years and older) with a Bachelor's Degree or higher level of educational attainment (such as Master's or Professional Degree), compared to 38% for the state, and 28% for the nation. The population of Franklin County was closer to the national figure, with an educational attainment level of 32%. Due to the presence of several higher educational institutions, the Town of Amherst had an exceptionally high proportion of its population with a Bachelor's or advanced degree.

Figure 4: 2005-2009 ACS Highest Educational Attainment



Source: U.S. Census Bureau: 2005-2009 ACS Five-year Estimate

Franklin County and the CEDS Region were estimated to have higher percentages of its population with Associate’s Degree as the highest level of educational attainment, with 9.4% and 8.8% respectively, compared to the state (7.6%) and nation (7.4%). This may be due to the high quality educational opportunities available at Greenfield Community College and neighboring community colleges in Holyoke, Springfield and Pittsfield.

It may be assumed that the presence of a well-educated workforce is related to the 19 public and private higher education institutions located in Western Massachusetts, with additional educational opportunities located in neighboring Vermont and New Hampshire. Six institutions of higher education are located within the CEDS Region. They are Greenfield Community College in Greenfield, Conway School of Landscape Design in Conway, Hallmark Institute of Photography in Montague, and Amherst College, Hampshire College and University of Massachusetts in Amherst. A seventh institution, the C.S. Lewis College is scheduled to open in 2012 at the former Northfield campus of the Northfield Mount Hermon School.

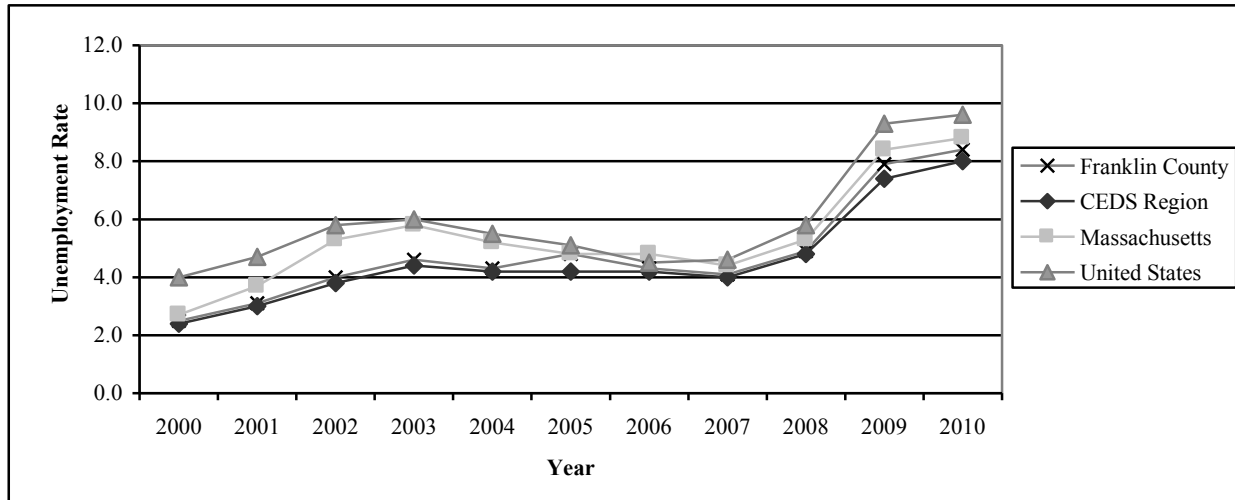
Labor Force and Employment

The labor force is defined as the pool of individuals who are 16 years of age and over, and are either employed or who are actively seeking employment. Persons not actively seeking employment, such as some enrolled students, retirees, or stay-at-home parents, are excluded from the labor force. The unemployment rate describes the percentage of people in the labor force who are presently not employed, but are actively seeking employment in a given time period. This statistic is often used as a gauge of economic prosperity or distress. Rates of unemployment may be influenced by an overabundance, or a drastic decline, in the number of employment opportunities in an area. It is important to note that the unemployment rate does not reflect the issue of “underemployment,” workers with low paying jobs or without benefits, or workers who have multiple jobs.

This section features employment information released by the Massachusetts Executive Office of Labor and Workforce Development that is derived from statistical sources, such as federal

annual surveys and the unemployment insurance program. While the CEDS Region experiences a similar pattern of unemployment highs and lows as the state and nation; traditionally the CEDS Region has lagged behind the state and nation in times of both recovery and recession. The unemployment rate for the CEDS Region in 2010 was 8.0%. This rate is the highest in the CEDS Region in over two decades.

Figure 5: Unemployment Rates from 2000-2010



Sources: Massachusetts Department of Workforce Development: Local Area Unemployment Statistics program; and U.S. Bureau of Labor Statistics, April 2011

Since the end of 2008, there has been considerable concern about increasing unemployment levels. A comparison of the first quarter of 2008 through 2011 demonstrates the startling increase in unemployment rate in 2010. In some cases, such as in Franklin County, the unemployment rate doubled during this time period. The first quarter of 2011 demonstrates the beginning of a decline in unemployment rates.

Table 13: First Quarter Unemployment Rates, 2008-2011

Geography	First Quarter 2008	First Quarter 2009	First Quarter 2010	First Quarter 2011
Franklin County	4.8%	7.5%	9.6%	8.0%
CEDS Region	4.5%	6.7%	8.5%	7.3%
Massachusetts	4.5%	7.4%	9.9%	8.2%
United States	5.0%	8.2%	9.7%	8.9%

Note: First Quarter includes the months of January, February and March.

Sources: Massachusetts Department of Workforce Development - Local Area Unemployment Statistics program; and U.S. Bureau of Labor Statistics, April 2011

Within the CEDS Region, the distribution of employment and unemployment is uneven. In terms of employment, some communities have continued to fare relatively well in the recent economic downturn. In 2010, eight of the twenty-nine CEDS Region towns had unemployment rates equal to or higher than national rate, and twelve towns had rates higher than the state rate. These include four of the five largest population centers in the CEDS Region: Athol, Greenfield, Montague, and Orange. Communities that had higher unemployment rates include the small

towns of Erving, Phillipston and Warwick in the North Quabbin area, and the western hilltowns of Colrain, Monroe, Rowe, and Shelburne. Most of the communities with the lowest 2010 unemployment rates are located within easy commuting distance to employment centers in Hampshire County.

Table 14: Labor Force & Unemployment

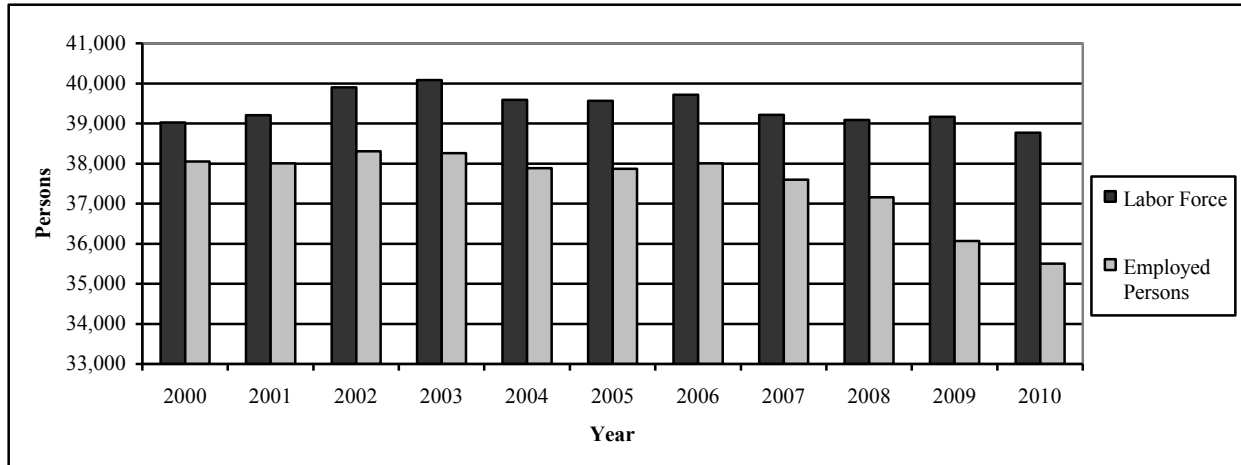
Geography	2010 Annual			
	Labor Force	Employed	Unemployed	Unemploy. Rate
Amherst	19,349	18,246	1,102	5.7%
Ashfield	1,093	1,021	72	6.6%
Athol	5,353	4,689	663	12.4%
Bernardston	1,227	1,117	109	8.9%
Buckland	1,097	1,047	50	4.5%
Charlemont	773	713	60	7.8%
Colrain	999	907	92	9.2%
Conway	1,135	1,068	67	5.9%
Deerfield	2,733	2,526	207	7.6%
Erving	841	762	80	9.5%
Gill	798	729	68	8.5%
Greenfield	9,001	8,190	812	9.0%
Hawley	167	154	12	7.3%
Heath	457	424	34	7.3%
Leverett	1,032	976	57	5.5%
Leyden	470	442	28	6.0%
Monroe	28	23	5	17.7%
Montague	4,292	3,865	427	9.9%
New Salem	551	509	42	7.6%
Northfield	1,729	1,601	128	7.4%
Orange	3,764	3,326	438	11.6%
Phillipston	964	865	99	10.2%
Rowe	184	167	18	9.6%
Shelburne	1,107	974	133	12.0%
Shutesbury	1,132	1,065	68	6.0%
Sunderland	2,289	2,155	135	5.9%
Warwick	354	318	36	10.2%
Wendell	579	533	46	7.9%
Whately	936	892	44	4.7%
Franklin County	38,767	35,502	3,265	8.4%
CEDS Region	64,434	59,304	5,132	8.0%
Massachusetts	3,484,842	3,177,608	307,233	8.8%
United States	153,889,000	139,064,000	14,825,000	9.6%

Sources: MA Department of Workforce Development and U.S. Bureau of Labor Statistics, April 2011

There have been fluctuations between the size of the labor force and the number of employed (the unemployment rate) in recent years. In Franklin County and the CEDS Region, the fluctuations occurred from 2001 to 2004, and then from 2009 to 2010, a decline in the labor force size. Often increases in the labor force are attributed to recent population growth or changes in labor force characteristics, such as people re-entering the workforce due to economic

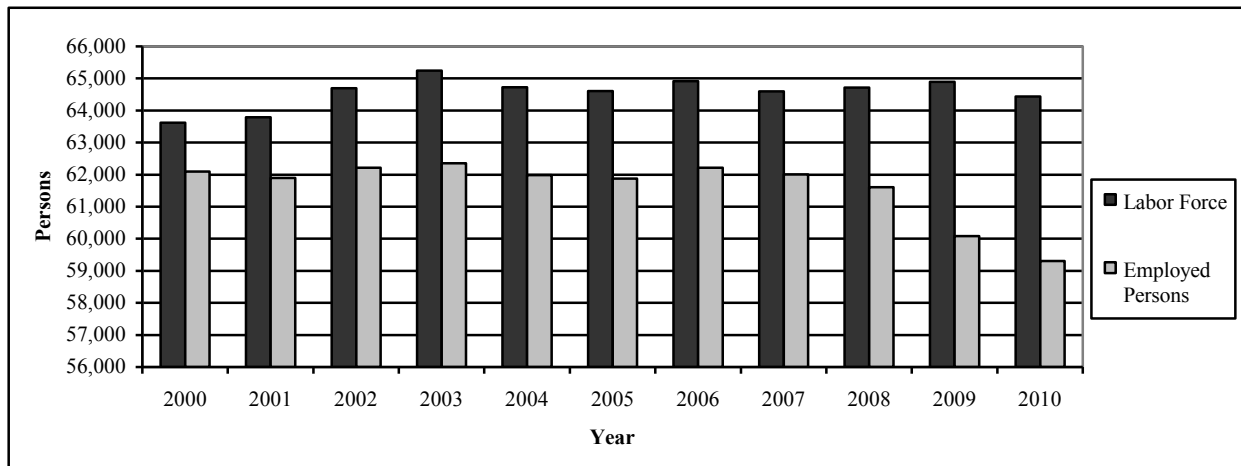
need. Often decreases in the labor force are attributed to the population decline or individuals ceasing to be counted in the active workforce due to being discouraged from pursuing active employment or due to pursuing educational opportunities instead.

Figure 6: Labor Force and Employed for Franklin County



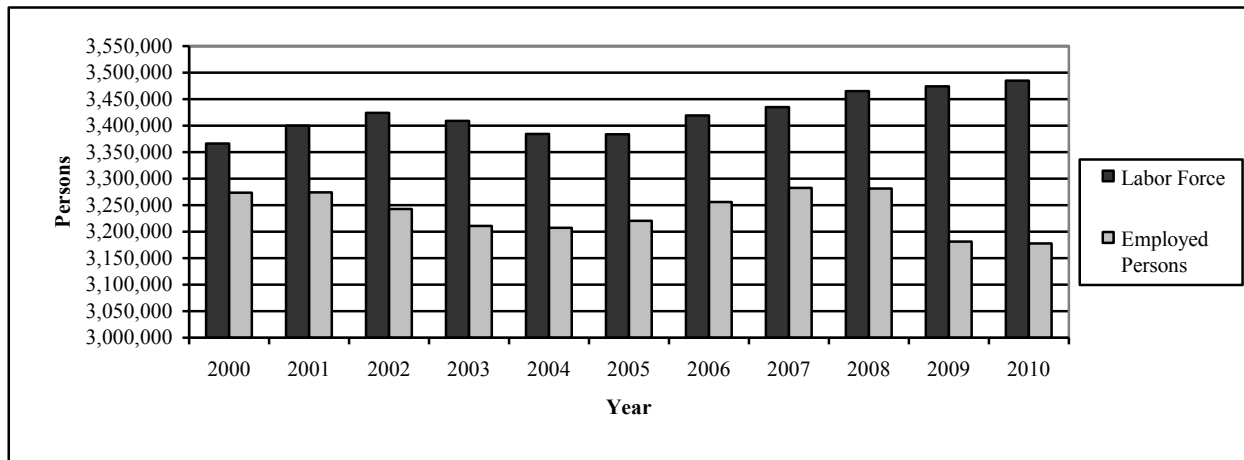
Source: Massachusetts Department of Workforce Development, April 2011

Figure 7: Labor Force and Employed for the CEDS Region



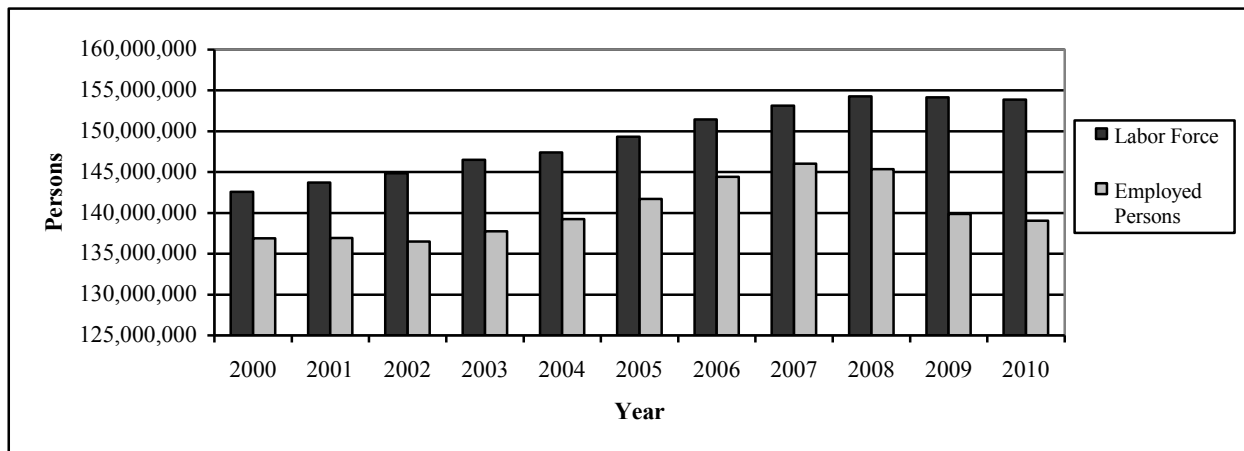
Source: Massachusetts Department of Workforce Development, April 2011

Figure 8: Labor Force and Employed for Massachusetts



Source: Massachusetts Department of Workforce Development, April 2011

Figure 9: Labor Force and Employed for United States



Source: U.S. Department of Labor: Bureau of Labor Statistics, April 2011

III. INDUSTRIES & EMPLOYERS

INDUSTRY SECTORS

County Business Pattern data is the best available source for determining employment opportunities located within the region, as opposed to the employment of the region's residents. County Business Pattern data is produced by the U.S. Census Bureau utilizing survey information from businesses and is released annually. As the name indicates, the data is only available on the county-level. Information about Franklin County excludes the towns of Amherst, Athol and Phillipston, which are outside of the county but part of the greater Franklin County CEDS Region. It is important to note that the data reflects private sector employers only, and as such, does not include the self-employed or government entities. Additional sections about the self-employed and the government sector are included later in this text. County Business Pattern data is released annually with a two-year delay, so the most recent information available was released in 2010 and is for the year of 2008. It is anticipated that 2009 data will be released in summer 2011, after this document has been completed.

The largest private sector employment industries for Franklin County are Manufacturing, Health Care & Social Assistance Services, Retail Trade, Accommodations & Food Services, and Education Services. As mentioned previously, this data does not include local, state and federal government employment or self-employed individuals, who are often in the agricultural and construction trades.

Table 15: 2008 Franklin County Industry (Private Sector Only)

Code	Industry Description	Total Establishments		Number of Employees*		Annual Payroll (in \$1,000s)		Average Payroll Per Employee
		Number	% of Total	Number	% of Total	Number	% of Total	
11	Forestry, fishing, hunting, and agriculture support	8	0.5%	33	0.1%	\$550	0.1%	\$16,667
21	Mining	4	0.2%	32	0.1%	\$2,353	0.3%	\$73,531
22	Utilities	4	0.2%	61	0.3%	\$6,080	0.8%	\$99,672
23	Construction	174	10.5%	762	3.5%	\$32,505	4.2%	\$42,657
31	Manufacturing	112	6.8%	4,521	20.5%	\$208,011	27.1%	\$46,010
42	Wholesale trade	68	4.1%	1,089	4.9%	\$44,549	5.8%	\$40,908
44	Retail trade	290	17.5%	3,214	14.6%	\$78,445	10.2%	\$24,407
48	Transportation & warehousing	35	2.1%	528	2.4%	\$13,894	1.8%	\$26,314
51	Information	37	2.2%	556	2.5%	\$26,538	3.5%	\$47,730
52	Finance & insurance	60	3.6%	650	2.9%	\$26,779	3.5%	\$41,198
53	Real estate, rental & leasing	41	2.5%	134	0.6%	\$2,784	0.4%	\$20,776
54	Professional, scientific & technical services	127	7.7%	469	2.1%	\$17,312	2.3%	\$36,913
55	Management of companies & enterprises	10	0.6%	498	2.3%	\$59,685	7.8%	\$119,849
56	Administrative, support, waste management, remediation services	73	4.4%	843	3.8%	\$16,987	2.2%	\$20,151
61	Educational services	40	2.4%	1,713	7.8%	\$67,477	8.8%	\$39,391
62	Health care and social assistance	191	11.5%	3,582	16.2%	\$114,925	15.0%	\$32,084
71	Arts, entertainment & recreation	45	2.7%	595	2.7%	\$9,316	1.2%	\$15,657
72	Accommodation & food services	151	9.1%	2,041	9.2%	\$24,603	3.2%	\$12,054
81	Other services (except public administration)	178	10.8%	746	3.4%	\$15,500	2.0%	\$20,777
99	Unclassified establishments	6	0.4%	2	0.0%	\$124	0.0%	\$62,000
	Total	1,654	100.0%	22,069	100.0%	\$768,417	100.0%	\$34,819

Note: County Business Pattern data does not include workers employed by the public sector or workers who are self-employed. Employees in industries, such as agriculture and the arts, are often self-employed and are not reflected in this data. More information is in the industry-specific sections of this text.

* Number of employees for week including March 12, 2008

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

Table 16: 2008 Employment* by Private Sector Industry

Industry Description	% of Total Franklin County Employment	% of Total Massachusetts Employment	% of Total United States Employment
Forestry, fishing, hunting, and agriculture support	0.1%	0.0%	0.1%
Mining	0.1%	0.0%	0.5%
Utilities	0.3%	0.4%	0.5%
Construction	3.5%	4.3%	5.8%
Manufacturing	20.5%	8.6%	10.8%
Wholesale trade	4.9%	4.6%	5.1%
Retail trade	14.6%	11.7%	12.9%
Transportation & warehousing	2.4%	2.6%	3.7%
Information	2.5%	3.4%	2.8%
Finance & insurance	2.9%	7.2%	5.4%
Real estate, rental & leasing	0.6%	1.5%	1.8%
Professional, scientific & technical services	2.1%	8.4%	6.6%
Management of companies & enterprises	2.3%	2.8%	2.4%
Administrative, support, waste management, remediation services	3.8%	6.6%	8.5%
Educational services	7.8%	6.0%	2.6%
Health care and social assistance	16.2%	17.4%	14.2%
Arts, entertainment & recreation	2.7%	1.7%	1.7%
Accommodation & food services	9.2%	8.6%	9.9%
Other services (except public administration)	3.4%	3.9%	4.5%
Unclassified establishments	0.0%	0.0%	0.0%
Total	100.0%	100.0%	100.0%

Note: County Business Pattern data does not include workers employed by the public sector or workers who are self-employed. Employees in industries, such as agriculture and the arts, are often self-employed and are not reflected in this data. More information is in the industry-specific sections of this text.

* Number of employees for week including March 12, 2008

Source: U.S. Census Bureau – County Business Patterns, July 2010

Employers

In addition to data about employment sectors, federal County Business Pattern data provides information about the size of private sector employers. As of 2008, 95% of all Franklin County private sector establishments had fewer than 50 employees⁵, which is consistent with state and national trends. Establishments identified as major employers are often more recognizable in a community as they grow or confront difficult times. However, the impact of small business in the greater economy cannot be overstated. Access to technical assistance, financing, workforce training and other resources is important to sustain and encourage growth.

Major Employers

Using information collected from the Franklin Regional Council of Governments, the Franklin County Chamber of Commerce and the MA Department of Labor and Workforce Development, the following list of employers with over 100 employees was created. This listing includes both public and private sector employers. Please note that the table below includes full-time, part-time and per diem employees within its estimated range of employees. The CEDS Region's largest employer is the University of Massachusetts in Amherst. In fall 2010, the total number of employees at the University was over 5,400, which served a student body of over 27,500 undergraduate and graduate students.

Table 17: Major Employers in Franklin County

Employer Name	Primary Location	Estimated Range of Employees *	Industry Sector
University of Massachusetts	Amherst	5,000 – 9,999	Education
Yankee Candle Company, Inc.	Deerfield, Whately	1,000 – 4,999	Manufacturing; Retail Trade
Amherst College	Amherst	500 – 999	Education
Baystate Franklin Medical Center	Greenfield	500 – 999	Health Care & Social Assist.
L. S. Starrett Company	Athol	500 – 999	Manufacturing
Pelican Products Inc.	Deerfield	500 – 999	Manufacturing
Town of Amherst **	Amherst	500 – 999	Public Admin.; Education
Athol Memorial Hospital	Athol	250 – 499	Health Care & Social Assist.
Big Y Super Market	Amherst, Greenfield	250 – 499	Retail Trade
Deerfield Academy	Deerfield	250 – 499	Education
Farren Care Center, Inc.	Montague	250 – 499	Health Care & Social Assist.
Greenfield Community College	Greenfield	250 – 499	Education
Hampshire College	Amherst	250 – 499	Education
Northfield Mt. Hermon School	Gill	250 – 499	Education
Town of Greenfield **	Greenfield	250 – 499	Public Admin.; Education
All States Asphalt Inc	Sunderland	100 - 249	Construction
Amherst-Pelham Reg. School Dist.	Amherst	100 - 249	Educational
Athol-Royalston School District	Athol	100 - 249	Education
Atkins Farms & Country Market	Amherst	100 - 249	Agricultural; Retail Trade
Berkshire East Ski Area	Charlemont	100 - 249	Arts, Entertain & Recreation

Table continued next page.

⁵County Business Pattern data does not include workers employed by the public sector or workers who are self-employed.

Table continued.

Employer Name	Primary Location	Estimated Range of Employees *	Industry Sector
Bete Fog Nozzle, Inc.	Greenfield	100 - 249	Manufacturing
Berry Plastics	Deerfield	100 - 249	Manufacturing
Buckley Healthcare Center	Greenfield	100 - 249	Health Care & Social Assist.
Center for Extended Care	Amherst	100 - 249	Health Care & Social Assist.
Channing Bete Company, Inc.	Deerfield	100 - 249	Information
Charlene Manor Extended Care	Greenfield	100 - 249	Health Care & Social Assist.
Coca Cola Bottling Company	Greenfield	100 - 249	Manufacturing
FM Kuzmeskus, Inc.	Gill	100 - 249	Transportation & Warehouse
Franklin County Tech. School	Montague	100 - 249	Educational Services
Frontier Regional School District	Deerfield	100 - 249	Educational Services
Gill-Montague Reg. School District	Montague	100 - 249	Education Services
Greenfield Savings Bank	Greenfield	100 - 249	Finance and Insurance
Hannaford Supermarket	Athol	100 - 249	Retail Trade
Heat-Fab, Inc.	Montague	100 - 249	Retail Trade
Historic Deerfield, Inc.	Deerfield	100 - 249	Arts, Entertain & Recreation
Home Depot	Greenfield	100 - 249	Retail Trade
Judd Wire, Inc.	Montague	100 - 249	Wholesale Trade
Kennametal, Inc.	Greenfield	100 - 249	Manufacturing
Lane Construction Corp.	Northfield	100 - 249	Construction
Lightlife Foods, Inc.	Montague	100 - 249	Wholesale Trade
MBW, Inc.	Orange	100 - 249	Manufacturing
Mohawk Trail Reg. School District	Shelburne	100 - 249	Educational
Pioneer Valley Reg. School District	Northfield	100 - 249	Education
Quabbin Valley Health Care	Athol	100 - 249	Health Care & Social Assist.
Quabbin, Inc.	Orange	100 - 249	Manufacturing
Renovators Old Mill Marketing	Montague	100 - 249	Advertising
Rodney Hunt Company	Orange	100 - 249	Manufacturing
Sandri Company	Greenfield	100 - 249	Wholesale Trade
Stavros Ctr. for Independent Living	Amherst	100 - 249	Health Care & Social Assist.
Stop N Shop Supermarket	Greenfield	100 - 249	Retail Trade
The Recorder	Greenfield	100 - 249	Information
Town of Orange **	Orange	100 - 249	Public Admin.; Education
Wal-Mart	Orange	100 - 249	Retail Trade
Zoar Outdoor ***	Charlemont	100 - 249	Arts, Entertain & Recreation

* Includes full-time, part-time and per diem employees.

** Estimated employment includes municipal department and school employees

*** Business employment level changes according to season.

Source: MA Department of Workforce Development: Largest Employers by Area, 2011; FRCOG

Business Layoffs and Closures

The closure or downsizing of major employers in the region has a variety of impacts on the regional economy and on residents. These events have a negative impact on employment levels and incomes, and at times, have contributed to the out-migration of the traditional working age populations. If the business closure was a manufacturer, the property may also present its own challenges and opportunities. The vacancy may allow another facility to expand in its place, or may result in abandonment due to concerns about potential contamination. Properties may be termed a “Brownfield,” because it is or is perceived to be contaminated by hazardous substances. The CEDS Program is committed to encouraging the reuse and redevelopment of previously developed sites, through the FRCOG Brownfields Program.

The loss of manufacturing jobs in the region is difficult, because often these jobs required specific skill sets, which resulted in employees receiving higher wages and benefits. Over the years, some manufacturers have closed their doors. For example, the 2007 closure of the plastics extrusion and injection molding facility, Thomas & Betts, resulted in the loss of 150 manufacturing jobs in the North Quabbin area. In 2009, the Pliant Corporation, a manufacturer of plastic products in South Deerfield, also ceased operations which resulted in nearly 100 jobs lost. After being in the region for over 100 years, Lunt Silversmith of Greenfield ceased manufacturing operations in 2009. During the recent economic recession, several manufacturers in the region took steps to address the economic slowdown while trying to maintain operations by implementing temporary layoffs, reduced worker hours or suspended operations temporarily.

Franklin County has also experienced job losses resulting from the impacts of international trade. Since January 1, 2007, there have been six “certifications” of this circumstance in Franklin County, which is a determination made by the U.S. Department of Labor’s Trade Adjustment Assistance for Workers Program. They include job losses in fabricated metal products manufacturing, metalworking machinery and equipment manufacturing, fabricated metal products manufacturing, and packaging paper and plastics film product manufacturing. Each of these certifications was located in the major employment centers of Greenfield, Turners Falls, and South Deerfield.

Based on the EDA’s review of job loss information associated with these certifications, an affirmative determination was made that Franklin County had suffered a significant impact due to trade and was eligible for their Community Trade Adjustment Assistance program in 2010. The effects of trade impacts in these industries are especially troubling for Franklin County given their importance to the region. Utilizing the U.S. Bureau of Labor Statistics’ Location Quotient Calculator, it was determined that Franklin County had a significantly higher proportion of employment in these manufacturing sectors than compared to the state and nation. The following table shows these location quotients which compares the concentration of employment in a specific industry in Franklin County to the nation⁶.

⁶ The location quotient is a ratio of an industry’s employment in Franklin County to the total employment in Franklin County, as divided by the ratio of the industry’s employment in the nation to the total employment in the nation.

Table 18: Franklin County Top Location Quotient Industries

Top Industries (compared to United States)	2008 Location Quotient	2009 Location Quotient
NAICS 326: Plastics and rubber products manufacturing	7.77	7.59
NAICS 339: Miscellaneous manufacturing	5.37	6.39
NAICS 814: Private households	4.45	4.47
NAICS 322: Paper manufacturing	3.76	3.75
NAICS 485: Transit and ground passenger transportation	3.24	3.37
NAICS 611: Educational services	3.07	3.39
NAICS 111: Crop production	2.79	2.80
NAICS 454: Non-store retailers	2.54	2.33
NAICS 332: Fabricated metal product manufacturing	2.39	2.23
NAICS 511: Publishing industries, except Internet	2.23	2.14
NAICS 453: Miscellaneous store retailers	2.07	1.92
NAICS 333: Machinery manufacturing	2.05	2.10

NAICS = North American Industry Classification System

Source: U.S. Bureau of Labor Statistics, Location Quotient Calculator, July 2010

Two select sub-sectors of manufacturing industries have been identified as having exceptionally high location quotients in 2009. They were: cutlery & hand-tool manufacturing (NAICS 3322) with a location quotient of 29.5; and plastics packaging materials, film and sheet (NAICS 32611) with a location quotient of 21.16. It should be noted that both of these industries have experienced recent significant layoffs, with the closure of Lunt Silversmith's manufacturing operations and the Pliant Corporation, that may not have been reflect at the time of this data determination.

Not only has manufacturing experienced closures and layoffs in recent years, but so have other industries. For example in the education sector, there has been the closure of the Maple Valley School in Wendell resulting in a loss of 120 jobs and the consolidation of campuses for the Northfield Mount Hermon School reducing employment by 117 jobs.

The next table lists selected, major employer closures and layoffs experienced since 2000. Not disclosed in the table below are the ripple effects of jobs lost in related fields or jobs lost in smaller operations linked to specific industry clusters, or reductions in weekly work hours. While the closure of smaller scale operations is not included in this table, it should be stated that such closures have an equal adverse impact on individuals and the overall economy. For example, there were job losses due to the closure of Hallmark Imaging, Inc. in Montague (21 jobs) in 2009, the closure of Western Mass. Regional Library System in Whately (7 jobs) in 2011, and layoffs at Community Action! (23), Lightlife Foods (20), and Disson (13) in 2011.

Not included in this data is the number of employees hired or rehired at a later date by the same companies or new companies created by laid off employees who turned their skills into new entrepreneurial enterprises. The availability of workforce training programs, through the Franklin-Hampshire Regional Employment Board, is a vital resource in helping displaced workers pursue new employment opportunities.

Table 19: Selected Large Employer Closures and Layoffs, 2000 – May 2011

Industry Sector	Company	Location	Approx. Jobs Lost	Year
Manufacturing	Millers Falls Paper Mill	Erving	120	2000
Manufacturing	Yankee Candle Company	Deerfield	275	2001
Research & Development	Telaxis Communications	Deerfield	253	2000-2002
Manufacturing	Kennametal	Greenfield	148	2002-2003, 2009
Health Care Services	FMC Beacon Program, Franklin Baystate Medical System	Greenfield	188	2003-2004, 2009
Transportation	N & B Trucking	Deerfield	70	2005
Information Services	Share Group, Inc.	Amherst	108	2004-2005
Manufacturing	Oxford Foods	Deerfield	85	2006
Manufacturing	Thomas & Betts	Orange	150	2007
Manufacturing	Pliant Corporation	Deerfield	125	2008-2009
Telecommunications	Verizon Call Center	Greenfield	85	2008
Educational/Government	UMASS	Amherst	350	2002-2004, 2008-2010
Educational Services	Northfield Mt. Hermon School	Northfield/Gill	117	2004-2009
Financial Services	Phoenix Home Mutual Life Ins.	Greenfield	111	2000, 2008
Hospitality Services	Lord Jeffery Inn	Amherst	65	2008
Education Services	Maple Valley School	Wendell	120	2009
Manufacturing	Disston Company	Deerfield	67	2009, 2011

Note: Not included in this table are reduced work-hour weeks, temporary furloughs and other actions implemented by employers in 2008-2009 to prevent layoffs. Also not included is data about job growth and re-hires made by these employers over time.

Source: Franklin-Hampshire Regional Employment Board and local newspaper reports (2000 - May 2011)

Manufacturing Sector

Manufacturing is the largest employment sector in the CEDS Region. The proportion of those employed in manufacturing in Franklin County has consistently been much greater than the state's or nation's percentages for those employed in this labor sector. For example, according to 2008 County Business Pattern figures, 20.5% of those employed in the private sector in Franklin County was in manufacturing. This is a much greater percentage than the state (8.6%) and the nation (10.8%) for employment in manufacturing. In fact, Franklin County had the highest proportion of employees in manufacturing of all fourteen counties in the Commonwealth.

From 2003 through 2008, the number of jobs in the manufacturing sector annually has fluctuated with some years reporting increases (including 2005 and 2008) and other years reporting decline (2006 and 2007). Overall, between 2003 and 2008, the total number of manufacturing jobs has declined by 258 jobs or 5%. A general decline in this sector is consistent with state and national trends. For this same period, the state's percentage of manufacturing employed declined nearly 17% or over 55,000 jobs. In the nation, there was a 7% decline with a loss of over 1,035,000 jobs. This decline is anticipated to continue as plant closures and layoffs have been announced since 2008, which will be reflected in future data releases.

This trend may be the result of pressures on manufacturers in the region to reduce costs or relocate. For example, the northeast generally has higher energy costs than in other areas of the country. Another factor that may contribute to the decline is technological innovation in the

sector. Greater use of technology and enhanced production techniques may require fewer employees to operate equipment. These workers will also be required to have a greater skill set, and employers may offer higher wages for these skills. Declines may also be attributed to international trade impacts. In 2010, Franklin County was one of two counties in Massachusetts designated as automatically eligible to apply for funding under the federal Economic Development Administration's Community Trade Adjustment Act (CTAA) Program, due to recent manufacturing employment losses in the cutting and machine tools, hand tools, and packaging paper/plastic film product industries.

As the largest employment sector, manufacturing has the greatest annual payroll, representing 27% of the total annual private sector payroll in Franklin County. Compared to the other large employment sectors, manufacturing provides the highest average payroll per employee wages. In 2008, the average annual payroll per job for all sectors was calculated to be \$46,010, which was less than the average for the state (\$58,399) and the nation (\$47,518). This may be both a disadvantage and an advantage for the region. While CEDS Region manufacturing employees earn less than in other parts of the state, manufacturers may be better able to remain in the area or be attracted to the region due to lower labor costs.

The CEDS Region greatly relies on the sustainability of the manufacturing sector. This is a challenging position to be in due to risks and obstacles, such as expensive capital investment needed to keep the region competitive; rapidly changing technologies, which may render products or processes obsolete; the potential of relocation to another state or nation, or negative international trade impacts. The businesses must be able to invest in new technologies, expand physical facilities, have access to a flexible and skilled labor force, and be able to nimbly transition and innovate in order to remain viable. These are important issues to the CEDS Committee and are being addressed through a variety of efforts.

Services Sector

In the North American Industrial Classification System (NAICS), the services sector is segmented into a range of industries such as healthcare, education, information, professional and technical. Like most of the country over the past few decades, the CEDS Region is transitioning from a "goods producing" based economy to a more diversified economic base with an expanded service sector. According to 2008 County Business Pattern data, three of the top five employment sectors are service industries: Health Care & Social Assistance Services, Education Services, and Food & Accommodations Services. These three service sectors account for approximately 33% of the total employees in Franklin County, and represent 32% and 27% of the number of employees in the state and nation, respectively.

Table 20: 2008 Employment by Service Industries

Selected Service Industries (Private Sector only)	Franklin County		Massachusetts	United States
	Number of Employed*	% of Total Employed	% of Total Employed	% of Total Employed
Information	556	2.5%	3.4%	2.8%
Finance & insurance	650	2.9%	7.2%	5.4%
Real estate, rental & leasing	134	0.6%	1.5%	1.8%
Professional, scientific & technical services	469	2.1%	8.4%	6.6%
Management of companies & enterprises	498	2.3%	2.8%	2.4%
Administrative, support, waste management, and remediation services	843	3.8%	6.6%	8.5%
Educational services	1,713	7.8%	6.0%	2.6%
Health care and social assistance	3,582	16.2%	17.4%	14.2%
Arts, entertainment & recreation	595	2.7%	1.7%	1.7%
Accommodation & food services	2,041	9.2%	8.6%	9.9%
Other Services	746	3.4%	3.9%	4.5%

NA = Data not available

Note: County Business Pattern data does not include workers employed by the public sector or workers who are self-employed. Employees in industries, such the arts, are often self-employed and are not reflected in this data.

* Number of employees for week including March 12, 2008

Source: U.S. Census Bureau – County Business Patterns, July 2010

Health Care and Social Assistance

The large number of persons employed in the health care and social assistance services industry is primarily due to the presence of the Baystate Franklin Medical Center, nursing homes and other smaller health care facilities, as well as individual practitioner's offices, and a number of regional social service agencies, such as Community Action!. According to County Business Pattern data, the fluctuations in the private sector of this industry have been relatively minor, with the exception of 2001. From 2000 to 2001, the health care and social service industry lost over 300 jobs, but by 2003 these were regained. There was a gradual increase in jobs in this sector from 2003 to 2005; a decrease of 126 jobs 2005 to 2007; and then an increase of jobs from 2007-2008 of 82 jobs. These fluctuations resulted in the net total difference of private sector employment from 2000 to 2008, was an increase of 81 jobs. The average annual payroll per employee in 2008 was \$32,084. From 2000 to 2008, there was an increase of from 169 to 191 private sector establishments in the health care and social assistance industry.

The health care and social assistance sector was identified in the Northern Tier Study⁷ as an important cluster for the Route 2 corridor, not only because of the large number employed in the industry, but because of the opportunities available for employment. There are jobs available in a range of skill levels, and according to national trends, the number of jobs will increase. This anticipated increase for qualified employees relates to both the aging of the current workforce and the greater need to serve an older population. At the same time, jobs in this field will continue to evolve as developments in health care practices and technology require employees to continually advance their skills. A recommendation of the Northern Tier Study was to enhance

⁷ The 2004 *Northern Tier Strategic Investment Initiatives Final Report* was prepared by Mt. Auburn Associates under the guidance of a regional task force.

this sector by increasing training opportunities for residents interested in this career path. Greenfield Community College addresses some of these needs through a series of courses and workshops which provide training for workers in the home health care and nursing fields. The University of Massachusetts also offers nursing and public health programs for students.

Education Services

In 2008, 7.8% of all private sector employment in Franklin County was in education services.⁸ Since 2000, the number of private sector firms in this industry has increased from 30 to 40 in 2008. The employment level steadily rose each year until 2004. From 2004 to 2007, there was a reduction of 398 jobs. Many of those jobs may be attributed to the transition of the Northfield Mt. Hermon School from a two-campus to a single campus school, which resulted in layoffs. From 2007 to 2008, there was an increase of 118 jobs. The private sector education industry is led by the fifteen private primary and secondary educational institutions in Franklin County as well as other non-public institutions and organizations, such as the Hallmark Institute of Photography and the Northeast Foundation for Children.

Local government's role in economic development comes in many forms, one of the most prominent is through the public school system. Public schools are often one of the major employers in a community, particularly for many of the CEDS Region's smaller towns. At the state level, the University of Massachusetts and Greenfield Community College are two of the largest employers of CEDS Region residents. Increases or decreases in the level of employment by schools will impact the community's economic activity. Since County Business Pattern only includes private sector information, public sector jobs in education services are not captured in the data.

Other Services

Franklin County's workforce in private sector Information Services was 2.5% in 2008, which was a lower percentage than the state (3.4%) and the nation (2.8%). Given the educated workforce and presence of large educational institutions in the region, there is an expectation that information services would be well suited to this region. An impediment to growth in this sector may be the limited access to affordable broadband services and the lack of a robust telecommunications infrastructure. Significant investment in infrastructure and information technology-intensive facilities is underway to remedy this problem and to grow this sector in Franklin County and through western Massachusetts.

When Franklin County is compared to the state or the nation, it employs a much lower percentage of its workforce in the Professional, Scientific & Technical Services sector and the Financial & Insurance Services sector. This may be a function of its close proximity and association with the neighboring Hampshire and Hampden County population centers, which host many of those services. As noted previously, improvements to the telecommunications infrastructure in the region may support greater growth in these and other service sectors.

For some employees, particularly those in the Arts or "Creative Economy" sectors, it is difficult to capture data. For example, self-employed artists are not reflected in County Business Pattern

⁸ Please note that this data is only for education service employees in the private sector, and as such, does not include those employed by the public sector (i.e. municipal or state government).

data. Also, artists or craftsmen may be classified as operating in the manufacturing industry, depending on the level of their production. The County Business Pattern data for “Arts, entertainment and recreation” underestimates the impact of businesses associated with this industry on the regional economy by only recognizing 595 employees in this industry in 2008. A recent study by the Pioneer Valley Planning Commission and the FRCOG concluded that there was a considerable cluster of workers in creative occupations and establishments in creative industries in the three-county Pioneer Valley region. In particular, it demonstrated that there were a higher proportion of artists in Franklin County, relative to other areas of the state. More information about this study is found in Chapter VI Regional Goals.

Agriculture, Forestry and Fisheries

The Agricultural, Forestry and Fisheries sector in the CEDS Region is important to the region’s current economic base as well as to the rural historic character and quality of life. These natural resources are also the focus of new business opportunities in emerging clusters, such as specialty food production, eco-tourism, value-added wood products, etc. There are many organizations and programs that seek to support the growth of this sector. One important champion for this sector is the non-profit organization Community Involved in Sustaining Agriculture (CISA), which initiated Pioneer Valley Grows. The FRCOG is examining issues related to food security and access to local food through its Regional Plan for Sustainable Development planning process. The FRCOG is also working on a joint project with the Pioneer Valley Planning Commission to create a brief report quantifying access to local food products. More information about CISA’s and FRCOG’s efforts is included in Chapter VI Regional Goals.

General information about this sector is available through County Business Pattern or Non-employer Statistics data. However, more comprehensive and descriptive data are released through the federal Census of Agriculture. Similar to other federal information, the lowest geographic level Census of Agriculture data available is by county. While the following information is in reference to Franklin County only, some of the other CEDS Region towns are active farming communities, such as Amherst. The Census of Agriculture is conducted every five years by the U.S. Department of Agriculture’s (USDA) National Agricultural Statistics Service (NASS). The last Census was completed in 2007, and the data was released in 2009. The next Census of Agriculture survey will be conducted in 2012, with data anticipated to be released in 2014.

The importance of this sector is demonstrated in the amount of land in farming. For Census purposes, the definition of a farm is any place from which \$1,000 or more of agricultural products were produced and sold, or normally would have been sold, during the survey year. It was estimated that in 2007 about 19% of the land area in Franklin County is in farms⁹. To give an overview of the agricultural sector in Franklin County, selected statistics are provided in the table below. These figures indicate how important farming is to the landscape of this region and how changes in this industry may impact the overall economy and quality of life. For example, in the five year period from 1997 to 2002, the number of farms in Franklin County decreased by 93 farms, but rebounded with 155 new farms from 2002 to 2007. During this same

⁹ This estimate was determined by dividing the total number acres of land in farms according to the 2007 Census of Agriculture (79,465 acres), into the total number of acres (not including water) in Franklin County (425,671 acres).

ten year period, there was a similar fluctuation in the number of acres, but with an overall 2% reduction in total acres.

According to Census of Agriculture data, the total market value of agricultural products sold increased 8% from 2002, in comparative 2007 dollars. However, given the increase in the total number of farms, the market value of agricultural products sold on a per farm basis was lower. In comparison to the state, the market value of agricultural products sold on a per farm basis in Franklin County was significantly higher.

Table 21: Selected Agricultural Data

Selected Agricultural Information	Franklin County			Massachusetts
	1997 Census	2002 Census	2007 Census	2007 Census
Number & Size of Farming Operations:				
Number of farms	679	591	741	7,691
Land in farms (acres)	81,121	74,271	79,465	517,879
Average size of farm (acres)	119	127	107	67
Median size of farm (acres)	NA	88	48	24
Farms by size: 1 to 9 acres	82	80	128	2,199
Farms by size: 10 to 49 acres	189	134	250	2,885
Farms by size: 50 to 179 acres	274	245	241	1,903
Farms by size: 180 to 499 acres	110	102	97	586
Farms by size: 500 to 999 acres	22	24	22	90
Farms by size: 1,000 or more	2	1	3	28
Estimated market value of land & buildings:				
Average per acre	\$2,473	\$3,989	\$7,761	\$12,313
<i>In 2007 dollars</i>	\$3,194	\$4,597	\$7,761	\$12,313
Market value of agricultural products sold:				
Total in \$1,000s	\$40,737	\$42,895	\$56,844	\$483,529
<i>In 2007 dollars</i>	\$52,616	\$49,428	\$56,844	\$483,529
Per farm	\$59,996	\$73,200	\$76,712	\$66,173
<i>In 2007 dollars</i>	\$77,491	\$84,348	\$76,712	\$66,173
Type of Land in Farms in Acres:				
Cropland	33,750	25,998	24,429	187,406
Woodland	38,552	38,778	43,075	212,539
Pastureland and Rangeland	3,772	4,461	6,425	48,120
Land in house lots, ponds, roads, etc.	5,047	5,044	5,536	69,814
Total Land in Farms	81,121	74,281	79,465	517,879

NA – Data not available in Census of Agriculture 1997

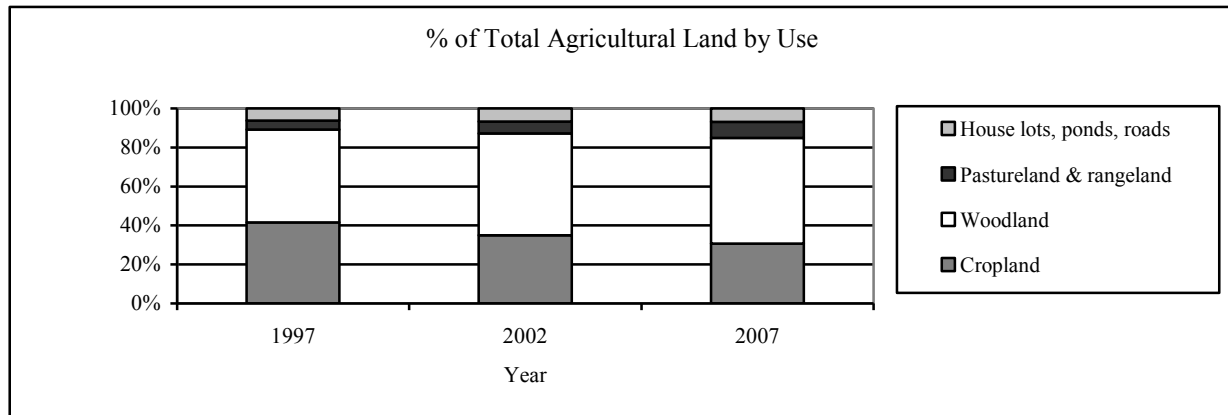
Source: USDA – National Agricultural Statistics Service: Census of Agriculture 2007; February 2009

The 2007 Census of Agriculture also included data about aquaculture operations. According to this data, there were five fish farm operations that sold trout and two farm operations that sold other types of fish for food in Franklin County. In comparison, there were 18 total operations that sold trout and seven total operations that sold other fish in the Commonwealth.

The table and chart below also depict different categories of land used by farms. Cropland was the category of land that lost the greatest number of acres from 2002 to 2007, over 9,300 acres. At the same time, the number of woodland and other pastureland/rangeland increased by over 4,500 acres. Even if some of the cropland was converted to other farm uses, the vast majority of the cropland was lost to other uses than farming. The Census of Agriculture does not collect

information about what happened to these acres once they were no longer in farming use, however, anecdotal evidence indicates that many acres were probably developed as housing.

Figure 10: Agricultural Land by Use in Franklin County



Source: USDA – National Agricultural Statistics Service: Census of Agriculture 2007; February 2009

Farm land has been impacted greatly by increased development pressures related. In the last decade, the estimated market value of land and buildings in farming operations in Franklin County has increased dramatically. The increase in value of the land and buildings is most likely related to the overall increases in value of real estate during this period and the increasing pressure for new housing development in select areas.

Table 22: Selected 2007 Census of Agriculture Economic Data

Selected Economic Data	Franklin County		Massachusetts
	2002 Census (in 2007 dollars)	2007 Census	2007 Census
Total number of farms	591	741	7,691
Farm production expenses in \$1,000s	\$45,627 (\$52,576)	\$51,557	\$461,483
Per farm	\$77,202 (\$88,960)	\$69,578	\$60,003
Net cash farm income in \$1,000s	\$13,998 (\$16,130)	\$9,060	\$96,266
Per farm	\$23,685 (\$27,292)	\$12,227	\$12,517

Source: USDA – National Agricultural Statistics Service: Census of Agriculture 2007; February 2009

The 2002 Census of Agriculture determined for the first time, farm production expenses and net cash farm income. Farm production expenses for Franklin County decreased slightly from 2002 to 2007 (using comparative 2007 dollars). Given the greater number of farms in 2007, the average per farm expenses declined significantly. The net cash farm income of an operation was determined by subtracting an operation’s total expenses paid by the operator from their total revenue. For Franklin County farms, the net cash farm income was \$12,227 per farm in 2007, which was slightly lower the state (\$12,517), and was a significant decrease from 2002, in comparative dollars. Given the increase in the number of small farms and the decrease in the number of large farms, the economic statistics on a per farm basis are slightly skewed. However, these figures do demonstrate the challenges of remaining viable in the agricultural industry. Several actions are recommended to continue to support this important sector including: promoting the sale of local farm products, funding for the protection of farmland and the

reduction of farming operation expenses, and providing technical assistance to farmers for marketing and business plan development.

Non-Profit Sector

A March 2005 report completed by the Massachusetts Institute for a New Commonwealth (MassINC) brought attention to the important role that the Non-Profit sector plays in the economy of Massachusetts. Non-profits are tax exempt organizations (such as 501(c)(3) organizations) that include public charities and non-profit private foundations. Employment information about the non-profit sector is captured in the County Business Pattern data, since it includes both for-profit and not-for-profit entities in the private sector. Since these non-profit organizations span a variety of fields, including health care, human services, environment, education, recreation, religion, and the arts, the impact of the non-profit sector as a whole is not as quantifiable.

The National Center for Charitable Statistics (NCCS) describes itself as a repository of data on the Non-Profit sector in the United States and is part of the Urban Land Institute. The NCCS provides information about these non-profit organizations using data from the Internal Revenue Service. According to the NCCS, the number of registered non-profit organizations in Franklin County increased from 467 in May 2000 to a ten-year high of 569 in April 2010. In general, this increase was relatively steady throughout this period. In 2005, there were no new organizations registered, and in 2008, there was a slight decline in the number of registered organizations. This pattern was also experienced by the state and nation. It is important to note that this data does not include data on all the non-profit organizations operating in the CEDS Region, but it does give an indication of the size of the sector.

Information from the NCCS as well as other sources was collected and analyzed by MassINC for their March 2005 report titled, “The Massachusetts Nonprofit Sector: An Economic Profile.” The report estimated that over 13% of the Massachusetts work force was employed in the non-profit sector. The work force is characterized as highly educated and professional. The report also indicated that the number of organizations and the level of employment in this sector are anticipated to continue to grow in the coming years.

Self-Employment & At-Home Workers

County Business Pattern data provides information about private sector, employer entities. Not included are the private sector non-employer or self-employed. There is an increasing trend in the CEDS Region for residents to be self-employed or employed by an entity and working at-home. Some information about these groups is available through employment location data from the decennial census and American Community Survey. For example, from 1990 to 2000, there was a 16% increase in the number of “at-home workers” in the CEDS Region. In 2000, at-home workers made up almost 5% of the total work force. For the same year, at-home workers made up 3.3% and 3.1% of the total work force for the state and nation, respectively. According to the 2005-2009 ACS Estimate, percentage of at-home workers in the CEDS Region was 5.6%, which was higher than Franklin County (5%), the state (3.9%) and the nation (4%). The number of at-home workers is expected to continue to rise as access to broadband services in the region is further deployed.

Another source of information available about self-employed workers is from the U.S. Census Bureau’s non-employer statistics. This data is released on an annual basis with an approximate two-year lag time. A non-employer business has no paid employees (other than the self-employed individual) and pays federal income taxes (thus excluding non-profit organizations). The Census Bureau explains that most non-employers are self-employed individuals operating very small unincorporated businesses, which may or may not be the owner’s principal source of income and may or may not be full-time. It may be assumed that many family-farm operated agricultural enterprises would be considered a non-employer business. Other examples of non-employer businesses are independent construction trade workers, independent professional service consultants, and artists.

From 2000 through 2008, the number of non-employer establishments in Franklin County increased by 18% or 950 establishments. The year with the greatest number of establishments during this period was 2007 with 6,212. The number of non-employer establishments grew by 11% in the state, with a peak number of establishments in 2005. The number of non-employer establishments across the country steadily increased from 2000 through 2007, with a slight decline in 2008. However, for the entire period, the number of these establishments grew 29%, which was a significantly greater rate than the county or state.

Table 23: Non-employer Establishments, 2000-2008

Year	Franklin County	Massachusetts	United States
2000	5,241	410,481	16,529,955
2001	5,389	412,941	16,979,498
2002	5,664	424,172	17,646,062
2003	5,846	442,002	18,649,114
2004	6,064	457,981	19,523,741
2005	6,129	471,257	20,392,068
2006	6,022	453,998	20,768,555
2007	6,212	465,019	21,708,021
2008	6,191	455,641	21,351,320
2000-2008 Difference	950	45,160	4,821,365
2000-2008 Change	18.1%	11.0%	29.2%

Sources: U.S. Census Bureau – Non-employer Statistics, August 2010

Creative Economy

Information about the presence of the “Creative Economy” sector is not easily captured in resources, such as County Business Patterns. There has been anecdotal evidence that the region is home to many workers who are employed in occupations and at establishments in the creative economy. These workers include independent writers and artists, as well those employed in firms that produce crafts or media content. The region’s rural landscape and the quality of life, as well as its affordable cost of living, has allowed many artisans to pursue their careers professionally or to start-up businesses.

The support and promotion of arts and artisans in the region accomplishes two goals: (1) artists and craftspeople often remain within the area and expand their businesses locally, thus providing employment and mentoring opportunities, and (2) the revenues earned circulate within the community longer than if the business had ownership from out of the area. In addition, this

industry is generally environmentally friendly and contributes to the overall character of the community without significantly using town resources. Galleries, studio space, public art and events, all add to a downtown's vitality and are a visible contribution to a community. While the cluster of artisans in the region has been acknowledged for a long time, a recent effort was able to better quantify its presence.

In 2009, the FRCOG and Pioneer Valley Planning Commission published a statistical assessment of this cluster and produced a profile titled "The Creative Economy of the Pioneer Valley." Through a John and Abigail Adams Grant, the two agencies worked in collaboration with a group of stakeholders including individual artists and arts organizations. Using a methodology developed by the New England Foundation for the Arts, an inventory of the creative economy sector in the three-county, Pioneer Valley region was conducted. It demonstrated that parts of the Pioneer Valley have increasingly higher concentrations of creative workers than the state and the nation, and that the types of cultural enterprises vary widely within the region. The report created a baseline for understanding the dimensions of the Pioneer Valley's creative economy. This data is being used to inform stakeholders when exploring policies and programs, and was created to be used for comparative purposes.

More information about the organizations and initiatives that are supporting the creative economy and its growth in the CEDS Region is included in Goal C of Chapter VI Regional Goals.

Green Economy

The "green economy" encompasses a variety of businesses and perspectives. Businesses that advance new technologies to promote clean energy generation or reduce greenhouse gas emissions are part of the green economy. But so are businesses that seek to retrofit homes and businesses to be more energy efficient. Businesses may choose to participate in the green economy for the opportunity to address environmental concerns, to enter into new markets, to pursue cost savings, or for a combination of reasons. Recognizing these opportunities, the Commonwealth of Massachusetts and the greater Franklin County region seek to support the development of the green economy.

In 2008, the FRCOG and the Pioneer Valley Planning Commission created the Pioneer Valley Clean Energy Plan, in collaboration with members of the Pioneer Valley Renewable Energy Collaborative and with strong public input. The Plan's four primary goals were: to reduce energy use; to replace fossil fuels; to reduce greenhouse gas emissions causing global climate change; and to create local jobs in the clean energy sector. The Plan proposed a variety of clean energy generation activities for the region include solar photovoltaic and other projects. This Plan has been followed by the Clean Energy and Climate Plan for 2020, produced by the Massachusetts Executive Office of Energy and Environmental Affairs in 2011.

As part of the Green Jobs Act of 2008, the Massachusetts Clean Energy Center (MassCEC) was created for the purpose of accelerating job growth and economic development in the state's clean energy industry. The MassCEC manages the Renewable Energy Trust, which provides funding for the installation of renewable energy generation projects (such as solar and hydropower). It also operates the Wind Technology Testing Center in Charlestown, makes capital investments in

companies involved in clean energy, and supports workforce development programs such as the MassGREEN Energy Efficiency Skills Initiative.

The Commonwealth's Green Communities Act of 2008 created the Green Communities Division to assist municipalities to enhance energy efficiency in public buildings and encourage the development of clean energy generation facilities. As part of this Division, the Green Communities Grant Program was established to provide funding for designated municipalities to pursue energy efficiency and renewable energy initiatives. The FRCOG has worked with 18 towns to develop Action Plans that outlines steps for these communities to pursue formal Green Community designation by the state, which will make them eligible for state grant funds. As of May 2011, the towns of Athol, Greenfield, Montague and New Salem have each received Green Community designation. To be designated, municipalities must meet the following five criteria:

- Adopt local zoning bylaw or ordinance that allows "as-of-right siting" for renewable and/or alternative energy research & development facilities, manufacturing facilities or generation units;
- Adopt an expedited permitting process related to the as-of-right facilities;
- Establish a municipal energy use baseline and a program to reduce use by 20% within five years;
- Purchase only fuel-efficient vehicles for municipal use, whenever such vehicles are commercially available and practicable; and
- Require all new residential construction over 3,000 square feet and all new commercial and industrial real estate construction to reduce lifecycle energy costs, which can be accomplished by the adoption of an energy-saving building "stretch code".

In addition to these efforts, there are several other public sector and private sector initiatives to encourage the growth of the green economy. For example, the Franklin/Hampshire Regional Employment Board is a leader in green economy workforce development through their green career coaching network and Northern Tier Energy Sector Partnership. Another example is the Western Mass Green Consortium, which seeks to support sustainable living in the region through collaboration and education. Founded by individuals and businesses operating in the green economy, the Consortium meets regularly to discuss sustainable business practices, green policies, and their "Project Retrofit" effort to encourage greater green practices in construction. More information about the green economy is included in Chapter VI Regional Goals.

Innovation Economy

The Massachusetts Technology Collaborative (MTC) describes the "Innovation Economy" as the "the process by which scientific, technological, end-user, and market knowledge is continuously translated into new products, processes, and services that create, improve, or expand business opportunities."¹⁰ This definition allows for different industries, including manufacturing, information technology, health care and more, to be part of this sector. The MTC is a quasi-state economic development agency that specifically supports technology and innovation. The MTC houses the Massachusetts Broadband Institute (MBI), the Massachusetts e-Health Institute and the John Adams Innovation Institute. Through these institutes, the MTC has targeted efforts in

¹⁰ Source: <http://www.masstech.org/institute2009/economy.html>

western Massachusetts to support broadband access and telecommunications infrastructure deployment, and the creation of facilities to support information technology-intensive operations.

When it comes to telecommunications and information technology, Western Massachusetts has tremendous assets as well as significant challenges. Within the region is an important intersection on the global telecom network, the Point of Presence located in downtown Springfield. The region is also home to nationally recognized educational and research institutions, which produce a highly-educated workforce and a strong tradition of innovation and entrepreneurship. However, Western Massachusetts also has significant areas in the urban core and rural communities where basic broadband service has not been available due to the lack of infrastructure.

Coordinated efforts in recent years by local and regional leaders and state officials have resulted in an unprecedented level of current investment in the region in innovation economy infrastructure and facilities. The MBI is investing over \$70 million in a fiber network in western and north-central Massachusetts. The construction of the Commonwealth's State Data Center in Springfield and the Green High Performance Computing Center in Holyoke represent major commitments of public and private capital to build state-of-the-art information technology facilities. A feasibility study is presently underway for a proposed Franklin County Interconnection Facility in Greenfield that would leverage the new fiber network and create an asset to be used by information technology intensive businesses and institutions. These projects are discussed further in the Telecommunication Services section of Chapter IV and in Goal B of Chapter VI.

IV. BUSINESS ENVIRONMENT & RESOURCES

INFRASTRUCTURE

This section provides an overview of the transportation, utility and public infrastructure of the region. The Franklin Regional Council of Governments' (FRCOG) 2012 Regional Transportation Plan (RTP) update provides more detailed information about the transportation system of Franklin County, including roads, transit, rail and airports. The 2012 RTP identifies regional goals, recommendations and strategies to maintain a safe, secure and efficient regional transportation system. The RTP is developed with input from the public and the Franklin County Transportation Planning Organization.

Roads & Bridges

The transportation infrastructure supporting the region's employment centers include road, rail, transit and air transport options.¹¹ Interstate 91 provides excellent north-south transportation access to goods and markets in the lower Pioneer Valley and Connecticut, as well as Vermont and points north. Route 2 provides east-west access to the Boston metropolitan area to the east, and to Berkshire County and New York State to the west. Route 2 has a single lane in each direction through most of the Greater Franklin County CEDS Region. While there may be spots of congestion between Orange and Greenfield, reports indicate that most of Route 2 is under capacity in terms of traffic volumes. Average annual traffic count data collected by the FRCOG for 2009 showed an average weekday traffic volume of 6,100 cars on Route 2 in Orange (between Routes 122 and 202) and 8,000 cars on Route 2 in Erving (on the French King Highway portion).¹²

Ongoing efforts led by the FRCOG and the Route 2 Safety Task Force and in cooperation with Massachusetts Department of Transportation (MassDOT) have been successful in addressing safety improvements along the route. Past projects have included the realignment of Route 2 around the Erving Paper Mill in 2006, which allowed traffic to safely pass while also creating space for the mill to expand operations in the future. Presently, \$19 million of safety improvements on Route 2 are underway in Orange, including a new climbing lane, intersection improvement and bridge reconstruction over Route 122. Additional safety improvements are programmed for future years in Erving Center and the Farley section of Erving, which will enhance road and pedestrian facilities and create a new transit stop.

All road, bridge and other transportation infrastructure projects that receive federal transportation funding are required to be on the Transportation Improvement Program (TIP). The TIP is a prioritized, multi-year listing of projects to be funded for construction and is administered by the FRCOG. The amount of available funds to construct road and bridge improvements in the region is based upon projections provided annually by MassDOT. The TIP lists transportation projects to be advertised for construction within the federal fiscal year, from October 1st to

¹¹ An excellent resource for more in-depth information about the transportation network is the Franklin County Regional Transportation Plan produced by the FRCOG, to be released in June 2011.

¹² The FRCOG conducts a traffic count program that measures traffic volumes at select sites throughout Franklin County each year. This data is published in a report annually by the FRCOG.

September 30th. Each year the Franklin County Transportation Planning Organization creates the five-year plan of fiscally constrained TIP projects, which is voted upon by Franklin Regional Planning Board.

A consistent challenge to CEDS Region towns and other communities is funding for road and bridge projects. Delayed construction projects may greatly impact industrial growth and other business development. For example, village centers and industrial areas that are accessed by bridges that may be in need of repairs or upgrades in order to manage increased truck loads. One such bridge that requires significant improvement is the Gill-Montague Bridge, the primary access to the village of Turners Falls in Montague. Begun in 2010, its rehabilitation is estimated to cost \$40 million and take three years to complete. The construction process is greatly impacting how traffic flows in to and out of the village. However, the completion of this project will greatly improve the bridge's safety and efficiency as well enhance its historic character and the visual appearance of entering the village from Route 2.

The cooperation and leadership of the Route 2 Task Force, MassDOT and the FRCOG has led to the successful implementation of many important safety improvement projects in this vital transportation corridor. Average annual traffic count data collected by the FRCOG for 2009 showed an average weekday traffic volume of 6,100 cars on Route 2 in Orange (between Routes 122 and 202) and 8,000 cars on Route 2 in Erving (on the French King Highway portion). Past improvements have included the re-alignment of Route 2 around the Erving Paper Mill. Presently, \$19 million of safety improvements on Route 2 are underway in Orange, including a new climbing lane, intersection improvement and bridge reconstruction over Route 122.

With the passage of the 2009 American Reinvestment and Recovery Act (ARRA), additional federal funds became available for transportation and other infrastructure projects in the region. As a result, the number of TIP projects advertised in calendar year 2009 was greater than usual. In the calendar year 2009, nine projects at a cost of over \$39 million were advertised, including ARRA funding for construction of the Franklin Regional Transit Center, construction of streetscape improvements along Main Street in Northfield, and Routes 5/10 road resurfacing.

In calendar year 2010, there were six projects advertised for construction totaling over \$38 million. Access to the ARRA funding continued into 2010 for projects, such as \$19 million for safety improvements along Route 2 in Orange. These safety improvements include a new climbing lane, intersection improvements and bridge reconstruction over Route 122.

Table 24: Franklin County TIP Advertised Projects, 2010

Town(s)	Location	Project Description	Advertised Amount
Orange	Route 2	Safety improvements, including bridge O-03-22	\$19,868,037
Buckland-Shelburne	Route 2 over Route 112 and Deerfield River	Bridge betterment (B-28-032 = S-11-014)	\$9,148,360
Colrain	Route 112	Bridge preservation (C-18-005) over North River	\$3,576,020
Buckland	State Street	Reconstruction from Clement Street to Route 2	\$3,204,390
Colrain	Route 112	Bridge replacement (C-18-23) on Route 2 over Griswoldville Canal	\$1,016,022
Greenfield	Various Locations	Highway lighting upgrades at various locations	\$1,213,490
TOTAL			\$38,026,319

Note: Projects advertised for bid during the 2010 calendar year.

Source: Franklin Regional Council of Governments, Planning Department, April 2011

Freight & Passenger Rail

With respect to other modes of transportation, the greater Franklin County region has an extensive east-west and north-south rail network. These rail lines support freight transport with daily trips through the CEDS Region carrying materials used by various manufacturers. In general, the rail infrastructure has been underutilized since the development of the interstate highway system. Mechanisms to increase the competitiveness of rail are being explored at the national, state and local level.

In terms of passenger rail, the only passenger rail service stop in the CEDS Region for the past few decades has been in Amherst, which is served by Amtrak's *Vermont* that connects northern Vermont to Washington DC. In 2009, *The Knowledge Corridor Passenger Rail Feasibility Study* was created, as led by Pioneer Valley Planning Commission with support by a task force including the FRCOG. The study explored how passenger rail service to could be reinstated along Connecticut River Line between Springfield and Greenfield.

This study formed the basis of a regional application for ARRA funding through the federal High-Speed and Intercity Passenger Rail Program. In January 2010, a \$70 million federal award was announced, which with \$5.6 million of matching funds, will rehabilitate the existing Connecticut River Rail Line to support passenger rail service. With these improvements and the re-routing of the Amtrak's *Vermont* service, passengers will be able to board at new stops in Holyoke, Northampton and Greenfield. The stop in Franklin County will be at the site of the new Regional Transit Center in downtown Greenfield. With the re-routing of the train route, the stop in Amherst will no longer be in service. Access to this improved passenger rail service is anticipated by 2014.

Presently, there is no access to east-west passenger rail service in the CEDS Region. Currently, the closest access is in Palmer, West Springfield or Fitchburg. There have been efforts over the last few years to expand passenger service further westward towards Greenfield. In the 2012 RTP, the FRCOG recommends working with the neighboring Montachusett Regional Planning Commission to evaluate the feasibility and costs of extending passenger service west from Fitchburg to Franklin County.

Airports

There are two municipal airports in the CEDS Region, the Orange Municipal Airport in Orange, and the Turners Falls Airport in Montague. The Orange Municipal Airport, located near Route 2, is classified as a limited commercial airport which can accommodate jet traffic. With two paved runways at 5,000 feet long, this airport is one of the larger public use airports in Western Massachusetts. According to the 2010 Massachusetts State Airport System Plan, the Orange Municipal Airport had 46 single and multi-engine based aircraft in 2009 and 50,014 operations in 2008. The Turners Falls Airport is adjacent to the Airport Industrial Park and the Franklin County Vocational Technical School in Montague. This airport primarily serves general aviation small planes and has a single 3,200 foot paved runway. According to the 2010 Massachusetts State Airport System Plan, the Turners Falls Airport had 33 single and multi-engine based aircraft in 2009 and 17,600 operations in 2008.

Both airports have created Master Plans and Capital Improvement Plans to support improvements to expand their level of service. From state fiscal year 2005 through 2009, the Turners Falls Airport received \$4.5 million in state funding and the Orange Municipal Airport had received \$300,000 of state funding for improvements. The Orange Municipal Airport was also awarded \$300,000 of federal 2009 ARRA funds to repair cracks on the runway.

The airports serve visitors, residents and businesses. Both airports are located near existing industrial parks, which may offer new business opportunities as well as new transport options for goods and services. The airports each have plans to attract new users in the coming years. The Massachusetts Aeronautics Commission's 2010 Massachusetts State Airport System Plan projected increases in the number of aircraft based at these airports and the number of operations. It was estimated that by 2020, the Orange Municipal Airport would have 51 based aircraft and an increase of operations by 10% to be 54,815 operations in a year. The Turners Falls Airport is projected to have a much more modest increase of 34 based aircraft and a 1% increase in operations to 17,739 in a year.

The CEDS Region also has easy access to major airports with regularly scheduled national and international flights. Bradley International Airport in Windsor Locks, CT is less than 60 miles from downtown Greenfield. Logan International Airport in Boston, MA, and Albany International Airport in Albany, NY, are both within 100 miles of downtown Greenfield.

Transit

Currently, there are three public transit service agencies that serve CEDS Region towns: the Franklin Regional Transit Authority (FRTA), the Pioneer Valley Transit Authority (PVTA), and the Montachusett Regional Transit Authority (MART). In 2006, the FRTA assumed the responsibility of providing transportation services for the towns of Greenfield and Montague, previously operated by the Greenfield Montague Transportation Area. The FRTA serves 40 towns in the three-county Pioneer Valley area, of which 23 of these towns are in the CEDS Region. The PVTA serves the CEDS Region towns of Sunderland, Leverett, and Amherst within its service territory. The MART serves the CEDS Region towns of Athol and Phillipston.

As gas prices have increased in recent years, the need for alternative transportation options to the single occupancy vehicle has become more important. Transit services are particularly important

to disadvantaged populations to expand employment opportunities and to provide access to services. They are also valued by companies in employment centers by providing dependable transportation services for employees. From a transportation planning perspective, they provide an alternative to the single occupancy vehicle and thereby reduce traffic congestion and air pollution. A very important project underway in the region to support the transit system is the construction of the Franklin Regional Transit Center. The creation of Franklin County's first transit center is presently underway in downtown Greenfield. Utilizing resources made available from ARRA, the \$12.8 million project is scheduled to be complete in late 2011. This facility will significantly improve access to the existing transit system and will also be the future passenger rail service stop for the region.

Commuting

Data about the commuting patterns of CEDS Region residents and workers provides insight about where the major employment centers are that serve this region. Detailed journey to work data had traditionally been published through the federal decennial census, but is now reported in through the American Community Survey (ACS).

According to the 2005-2009 ACS Estimate, 72% of CEDS Region workers drove alone to their place of employment while statewide 73% of workers drove alone and across the nation the estimate was 76%. Given Franklin County's rural dispersion of population the estimate was much higher, 80% of works drove alone. The percentage of at-home workers in Franklin County and the CEDS Region is greater than the state and nation. As more areas are able to access broadband services, this percentage of at-home workers is anticipated to increase.

Table 25: Means of Transportation, 2005-2009 ACS

Means of Transportation (for workers 16 years and older)	Franklin County		CEDS Region		Massachusetts	United States
	Estimate	% of Total	Estimate	% of Total	% of Total	% of Total
Car, truck, or van - drove alone	29,213	79.5%	42,261	71.9%	72.7%	75.9%
Car, truck, or van - carpoled	3,384	9.2%	5,052	8.6%	8.4%	10.5%
Public transportation	439	1.2%	1,567	2.7%	9.0%	5.0%
Walked or bicycle	1,577	4.3%	6,286	10.7%	5.2%	3.4%
Taxicab, motorcycle or other	351	0.8%	351	0.6%	0.9%	1.2%
Worked at home	3,271	5.0%	3,271	5.6%	3.9%	4.0%
Total	36,741	100.0%	58,788	100.0%	100.0%	100.0%

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

Sewer and Water Infrastructure

Fifteen of the twenty-nine towns in the region provide centralized wastewater disposal for town center areas within their community. This leaves many residents and businesses relying on on-site wastewater disposal. Similarly, only seventeen of the twenty-nine towns provide municipal water in selected areas. Public water suppliers as well as private homes throughout the region rely on the availability of clean ground water or surface water for drinking. The United States Geological Survey made an assessment of aquifer potential in the region and found a limited

number of aquifers capable of producing moderate to very large quantities of water in many of the communities.

It is important to note that the age of these existing sewer and water systems vary greatly. Newer systems have considered future capacity needs in their design. For example, the Randall Pond Industrial Park's pump station was designed and built with capacity to serve not just the Park, but additional industrial uses to be developed on adjacent airport land. A sewer extension to the airport land is required to make use of developing the site for future industrial uses. At the same time, older sewer and water systems may be prone to inefficiency and in need of significant improvements to meet current and future needs.

Energy Infrastructure

In 1998, Massachusetts restructured the energy industry to deregulate power generating facilities. The Commonwealth continues to regulate the transmission and distribution systems provided by the local utility companies. There are two primary transmission and distribution power utilities that serve the CEDS Region: Western Massachusetts Electric Company (a division of Northeast Utilities) and National Grid. In the CEDS Region, sixteen municipalities are served by Western Massachusetts Electric Company and twelve are served by National Grid. Portions of the Town of Erving are served by both companies.

Another trend of note is the region's long history with hydropower generation, which continues to this day. According to the Pioneer Valley Clean Energy Plan, as of 2002 there were 35 hydropower facilities operating in three counties of the Pioneer Valley. These facilities include generators that were originally built to serve factory buildings along the canals, as well as large scale power generators, such as the Northfield Mountain pumped storage hydroelectric facility owned by FirstLight Power Resources.

Overall, the electricity costs in the northeast region of the country are generally higher than in other parts of the nation. This is a disadvantage for the CEDS Region. However, innovation in renewable energy sources and energy conservation measures are actively being explored at the local and state level. More information about the CEDS Region's participation in the "green economy" is discussed in Chapter VI Regional Goals.

Natural Gas Infrastructure

Infrastructure to distribute natural gas is available in six CEDS Region towns: Amherst, Deerfield, Greenfield, Montague, Sunderland, and Whately. The system is owned and operated by Berkshire Gas Company, headquartered in Pittsfield, Massachusetts. The parent company of Berkshire Gas is UIL Holdings Corporation of New Haven, CT. The natural gas distributed by Berkshire Gas Company is provided through the Tennessee Gas Pipeline Company, which has a system extending from Texas to New England. Investments being made in this national infrastructure are expected to increase future capacity in western Massachusetts.

Presently, access to natural gas distribution system is available at two of the industrial parks in Franklin County: the Airport Industrial Park in Turners Falls and the Deerfield Industrial Park in South Deerfield. For customers that do not have access to this infrastructure, there are other fuel distribution companies that deliver to on-site storage containers for natural gas and propane.

Telecommunications Infrastructure

Telecommunications infrastructure includes systems that provide telephone, television and broadband internet services. In areas of the CEDS Region, the quality or access to services through the current telecommunications systems are inadequate for present day business needs. Issues of reliability, affordability and access have been obstacles for individuals, businesses, and institutions in this region for many years. Fortunately, efforts are underway to address this situation and bring access equity throughout western Massachusetts.

There are different types of technologies that may provide broadband service to a home or business, such as Digital Subscriber Lines (DSL) transmitted over copper telephone lines, cable modem broadband transmitted over a cable television system, wireless broadband service transmitted by fixed or multi-point wireless facilities, and broadband services transmitted over a fiber-optic system. Some residents and businesses may use a satellite broadband connection; however, this technology has limitations.

Broadband services through the cable television system are available for both residential and business purposes in sixteen CEDS Region towns. For CEDS Region towns with cable system franchises, fourteen municipalities are served by Comcast and two are served by Time Warner. However, this leaves thirteen of the twenty-nine CEDS Region towns without cable systems.

Presently in the CEDS Region, there are four towns with no access to DSL or cable modem broadband, and another nine towns that only have DSL available within a finite area and no cable television broadband. There are three communities that have wireless internet services and more communities are exploring this opportunity with service providers. However even in communities that have multiple broadband service systems established, there remain gaps in access to broadband services.

The issues of quality telephone service, access to broadband services, and advanced infrastructure deployment has been a top priority for the CEDS Program for many years. In the late 1990s, efforts on this issue began in Franklin County through a working group of the OEDP Policy Committee (precursor to the CEDS Committee). From there, the initiative became Franklin Connect in 1999, and then grew to become Pioneer Valley Connect in 2003. Throughout this process, the Connect partnered with Berkshire Connect, Inc. and state entities, including the Massachusetts Technology Collaborative (MTC), a quasi-state agency dedicated to fostering the innovation economy. In 2009, Pioneer Valley Connect formally joined Berkshire Connect, Inc. to form WesternMA Connect, Inc., an independent, non-profit organization dedicated to creating a more competitive and robust telecommunications landscape with access to advanced, affordable and redundant broadband services in western Massachusetts.

As the technological, regulatory, and economic conditions have evolved, Connect initiatives have explored different models to alleviate the broadband access inequity in the region. Through a 2006 joint award from the MTC's John Adams Innovation Institute, Connect was able to build upon previous work conducted to complete the first broadband availability database, conduct the first regional survey of broadband access, implement a test of wireless technologies, and develop

a public-private sector model to deploy infrastructure and broadband services into unserved areas.

Connect demonstrated that it was not economically feasible to invest infrastructure and deploy broadband services in areas of low population density that are far from the global telecommunications network. In a deregulated environment, the private sector did not have a sufficient return on their investment. Without significant resources, the public sector also could not fund a sustainable solution. One of the greatest barriers to making a solution work was the lack of “middle mile”¹³ infrastructure that connected unserved areas to the greater global telecommunications network. Based on these findings, Connect developed a hybrid network model employing a sub-regional deployment framework. An evaluation was completed of costs to implement the model, utilizing a public-private partnership to ensure affordability and scalability to adapt to evolving technologies.

This model formed a foundation for legislation to create the Massachusetts Broadband Institute (MBI) and \$40 million Incentive Fund, established by Governor Deval Patrick and the state legislature in 2008. The MBI is a division of MTC and has the mission to extend affordable high-speed internet access to all homes, businesses, schools, libraries, medical facilities, government offices and other public places across the Commonwealth. The MBI is guided by a Board of Directors that includes the FRCOG Executive Director Linda Dunlavy. More detailed information about the MBI is available on their website at www.massbroadband.org.

In July 2010, the MBI was awarded a federal ARRA grant through the Broadband Technology Opportunity Program (BTOP) to build a publicly owned, open access, middle mile network throughout western and central Massachusetts. The \$45 million federal award was combined with over \$26 million in state funding to establish the *MassBroadband 123 Network*, a robust middle mile network that will deploy 1,338 miles of fiber-optic cable and connect over 1,300 community anchor institutions (such as town halls, police departments, schools, and medical centers). Since federal ARRA funds are being used to create this new middle mile network, it is required to be publicly owned and “open access,” which means that more than one service provider will be allowed use of the network.

The *MassBroadband 123 Network* will allow last mile technologies (such as fiber optic, copper telephone wires, coaxial cable, and wireless technologies) to connect to this new middle mile network. This new infrastructure will change the current business model for providers seeking to deploy broadband services into unserved areas. This middle mile is a necessary element in bridging the “digital divide” for unserved individual homes and businesses.

The first segment of the *MassBroadband 123 Network* was completed in 2010 along the I-91 corridor. The I-91 segment was part of an effort championed by the FRCOG and completed in coordination with the Massachusetts Executive Office of Transportation. This project was cited as a model of government collaboration to deploy infrastructure in the National Broadband Plan. Within less than a year of the award, the MBI has received federal approval to proceed with the

¹³ “Middle mile” refers to the backhaul or backbone portion of the telecommunications network, which connects the greater global network to a local access point from which “last mile” internet access is then distributed to the individual home or business.

project, has initiated the required field data collection for over 35,000 utility poles, hired Axia NetMedia Corporation to be the network operator, and will have selected a design-build contractor to expedite construction of the network.

At the same time the *MassBroadband 123 Network* is being developed, efforts are underway to support the deployment of last mile broadband services and to encourage greater adoption of broadband services. WesternMA Connect, Inc. is contracted with the MBI to conduct broadband planning services that will support effective and efficient infrastructure deployment and service adoption. WesternMA Connect has subcontracted with the FRCOG and the other regional planning agencies in the region to support this work, which has included collecting town-level information for use by the MBI. In spring 2011, the MBI launched a competitive grant program to advance last-mile broadband solutions at the local level.

Several local broadband groups in the region have been actively exploring different technologies and business models for deploying last mile broadband services in their communities. For example, in 2004, the Shutesbury-Leverett Broadband Committee developed a proposal to create a fiber-to-the-home community network. In 2009, the Warwick Broadband Committee launched a wireless broadband service for residents. Groups outside of the CEDS Region also formed, such as the Southern Berkshire Technology Committee which brought together 11 towns for the goal of expediting broadband infrastructure expansion in their region.

In 2009, representatives from many of these local broadband committees began to work collaboratively to develop a vision for a ubiquitous, affordable, open access last mile broadband network. Based on these efforts, a new organization called Wired West Communications was formed in 2010 with representatives from over 40 municipalities in western Massachusetts. Through this effort, delegates appointed by local Boards of Selectmen are exploring the development of a fiber-to-the-home network using a cooperative Municipal Light Plant governance structure. With resources provided by the MBI, Wired West Communications is working with a municipal broadband consultant to develop a feasibility analysis and business plan. More information about Wired West Communications is available at www.wired-west.net.

In terms of telephony in the region, the state Department of Telecommunications and Cable (DTC) launched an investigation in 2009 into the incumbent provider's telephone service quality in western Massachusetts. In February 2011, this investigation concluded with a joint motion for approval of settlement between the DTC and Verizon. The settlement agreement established activities that will improve telecommunications infrastructure and services, and requires additional reporting by Verizon regarding telephone service quality performance in the region to the DTC. It is important to note that broadband service is not a regulated industry, like telephone service, and as such, the DTC has no regulatory authority over service providers. However, given that broadband service may be transmitted through the telephone network (such as T1 and DSL service), improvements to this infrastructure may positively impact broadband service quality and access.

More information about efforts related to expansion of telecommunications infrastructure and broadband access is included in Chapter VI Regional Goals.

REGULATORY ENVIRONMENT AND GOVERNMENT

Political Landscape

There are twenty-nine municipalities in the CEDS Region. Twenty-five of these towns have three-member Board of Selectmen and open town meetings. The Town of Montague has a three-member Board of Selectmen and a representative town meeting. The towns of Amherst and Athol, also have representative town meetings, and have five-member Boards of Selectmen. In 2003, the Town of Greenfield replaced their Board of Selectmen and 29-member town council with a new mayoral form of government and 12-member town council.

In addition to the elected leadership of the community, eight towns have Town Administrators and two towns have a Town Manager to support day-to-day functions and decision-making. The remaining towns vary greatly in the title and duties of their administrative staff. Only the four most populated municipalities (Amherst, Athol, Greenfield and Montague) in the CEDS Region have professional planning staff as a part of their municipal government. As a result, voluntary regional coordination for economic development continues to be important in the region. At the same time, local municipal control and adherence to local bylaws, many of which are initiated or mandated by state regulations, are also important to each community in the CEDS Region.

At the state level, the CEDS Region is served by a legislative delegation of six state representatives and three state senators. The 2010 election resulted in three new representatives for the Second Franklin, First Berkshire and Second Berkshire Districts. In addition, Governor Deval Patrick and Lt. Governor Tim Murray were elected to a second term to lead the Commonwealth.

At the federal level, the region is served by two Senators and one Congressional Representative. Congressman John W. Olver has represented the First Congressional District since 1991. Senator John Kerry is the senior Senator representing the Commonwealth since 1984. A special election held in 2009, elected Scott Brown to represent Massachusetts in the Senate.

Table 26: Commonwealth Legislative Delegation for CEDS Region

	Legislator	District	CEDS Towns Represented in District
House of Representatives	Rep. Denise Andrews	Second Franklin	Athol, Erving, Gill, Greenfield, Orange, Warwick
	Rep. Gailanne M. Cariddi	First Berkshire	Charlemont, Hawley, Heath, Monroe, Rowe
	Rep. Anne M. Gobi	Fifth Worcester	Phillipston
	Rep. Stephen Kulik	First Franklin	Conway, Deerfield, Leverett, Montague, New Salem, Shutesbury, Sunderland, Wendell, Whately
	Rep. Paul W. Mark	Second Berkshire	Ashfield, Bernardston, Buckland, Colrain, Leyden, Northfield, Shelburne
	Rep. Ellen Story	Third Hampshire	Amherst
Senate	Sen. Stephen M. Brewer	Worcester, Hampden, Hampshire, Franklin	Athol, Orange, Phillipston, Warwick
	Sen. Benjamin B. Downing	Berkshire, Hampshire, Franklin	Ashfield, Charlemont, Conway, Hawley, Heath, Monroe, Rowe
	Sen. Stanley C. Rosenberg	Hampshire, Franklin	Amherst, Bernardston, Buckland, Colrain, Deerfield, Erving, Gill, Greenfield, Leverett, Leyden, Montague, New Salem, Northfield, Shelburne, Shutesbury, Sunderland, Wendell, Whately

Source: The 187th General Court of the Commonwealth of Massachusetts website, November 2010

Zoning Regulations & Land Use Planning

Within the CEDS Region, each municipality has its own zoning bylaws, individual town ordinances and subdivision regulations. Many of the CEDS Region municipalities have completed Master Plans, Community Development Plans, and Open Space & Recreation Plans to help guide and shape their communities over time. In its function as the Regional Planning Agency for Franklin County, the FRCOG provides technical assistance to municipalities in completing such plans and to revise zoning bylaws and regulations. The FRCOG may be contracted for services directly by the municipality or may be funded through grants.

In the past few years, the FRCOG has received District Local Technical Assistance funds from the Massachusetts Department of Housing & Community Development to assist communities with these types of efforts. Projects are selected from a competitive solicitation issued by the FRCOG to member communities. Tasks that have been undertaken using these resources include assisting communities with zoning revisions, creating a select chapter of a Master Plan and applying to the state's Chapter 43D: Local Expedited Permitting Program.

The M.G.L. Chapter 43D was enacted by the state legislation in 2006 to support an expedited and streamlined local permit process for targeted economic development sites. An established, predictable local permitting process is considered advantageous by potential developers. For towns that choose to adopt Expedited Local Permitting this program gives them the ability to promote commercial/industrial development on pre-approved parcels by offering an expedited local permit process that guarantees a decision within 180 days. This requires the coordination of municipal staff and town boards, including the Planning Board, Zoning Board of Appeals, Conservation Commission, Fire Chief, Historic Commission, and Board of Health.

A town may choose to designate one or more "Priority Development Sites" (PDS), which must have property owner approval and meet specific criteria (such as being in a commercial, industrial or mixed use zone, and can accommodate the development or re-development of a building(s) of at least 50,000 square feet), and then apply to the state for the formal approval. In past years, towns with a designated PDS were eligible to apply for a one-time technical assistance grant. As of FY 2010, these grant funds were no longer funded in the state budget. However, communities may still apply to have PDS locations designated and adopt the provisions of Chapter 43D. Towns that have PDS designations may have priority consideration for select state grant programs (e.g. Brownfields, CDAG, and PWED) for PDS related applications and will also have their PDS included in state marketing efforts.

The FRCOG has assisted several communities in exploring Chapter 43D. To date, ten Priority Development Sites have been designated in six towns. These designated sites total nearly 100 acres with the potential of developing or re-developing over 1.8 million square feet of space.

Table 27: Priority Development Sites in Franklin County

Town	Priority Development Site	Description
Bernardston	PDS #1	Located on the south side of Route 10 and west of I-91, PDS #1 is the former Mohawk Plastics site on Industrial Drive. The PDS includes four parcels, totaling 14 acres in size. The privately owned site has one 200,000 sq. ft. industrial building and is zoned for industrial uses.
	PDS #2	Located on the south side of Route 10 and east of I-91, PDS #2 consists of nine undeveloped parcels totaling 29 acres in size. The property is zoned commercial and is in private ownership.
Deerfield	Oxford Redevelopment Project	Located in South Deerfield center, the former Oxford Foods site has been cleared of structures and consists of 7 parcels, totaling 17 acres. The property is owned by the Town of Deerfield and is suitable for a 150,000 sq. ft. industrial or mixed-use development. The Town is working with the Economic Development Council of Western Massachusetts to market the property for redevelopment.
Gill	Mariamante Property	The property is located at the corner of Main and West Gill Roads, less than a ½ mile from Route 2. The 9.5 acre property is undeveloped and owned by the Town of Gill.
Greenfield	Bank Row Area	The Town identified the redevelopment of this downtown block as a top priority and made it an Urban Renewal Zone. Fourteen parcels were designated as a PDS, include publicly and privately owned properties covering 4 acres. The area is part of the Central Commercial Zoning District.
	Bendix Site	The former Bendix site includes one 95,000 sq. ft. industrial building on a 17 acre parcel. The site is zoned General Industrial and is located near the I-91 corridor. The Town acquired the property in 2009 and is presently having the site cleared of debris.
Montague	Former Strathmore Mill	Zoned Historic Industrial, the property is located between the Connecticut River and a power canal in Turners Falls. The 2.92 acre property has 9 contiguous buildings with a total floor area of over 220,000 sq. ft. The property is presently owned by Town of Montague, who seeking to have it redeveloped.
Orange	Putnam Hall Block	The Town acquired Putnam Hall in 2002, and purchased the adjacent vacant lot to provide additional downtown parking. Including Putnam Hall, the PDS includes 8 publicly and privately owned parcels totaling 1.2 acres in the Commercial Area Revitalization District.
	South Main Street Block	The South Main Street Block features historic industrial buildings as well as downtown commercial buildings. In total, the one acre PDS includes five privately owned buildings in the Commercial Area Revitalization District.
	West River Street Block	The West River Street Block features large historic brick buildings that are adjacent to the scenic Millers River in the downtown. The PDS includes five privately owned parcels and covers 3.5 acres in the Commercial Area Revitalization District.

Source: Franklin Regional Council of Governments, May 2011

In addition to the ten Priority Development Sites in Franklin County designated by the state, two sites were also identified for consideration. Two applications were approved by Town Meeting voters in the Town of Erving and prepared for state consideration in 2009. However, their applications were not submitted once it was determined that pre-development grant funds were no longer available from the state. The two proposed PDS locations were: the Erving PDS on the site of the former Miller Falls International Paper manufacturing plant on Papermill Road, and the Renovator's Supply PDS in Millers Falls.

In 2007, the FRCOG worked with the Massachusetts Association of Regional Planning Agencies to conduct a local permitting process survey and to develop the "*Best Practices Model for Streamlined Local Permitting*." This guide offers sample tools designed to make permitting more predictable, equitable, cost effective, and efficient while reinforcing local jurisdiction, encouraging community-supported projects, preserving local resources, and maintaining the standard of review. The guide is available online through the Massachusetts Permitting Regulatory Office and printed copies are available through the FRCOG.

Environmental Regulations & Natural Resource Preservation

Since the 1970s, the Commonwealth of Massachusetts has enacted laws and regulations to require the study of environmental impacts due to select development activities located near wetlands, rivers and similar bodies of water as well as other sensitive areas. These regulations include the Massachusetts Environmental Policy Act (MEPA), the Wetlands Protection Act, and the Rivers Protection Act. These Acts help define review processes and establish standards to guide local Conservation Commissions and the Commonwealth's responsibilities. These Acts may have a direct impact on the redevelopment of vacant or underutilized manufacturing sites, many of which are located adjacent to rivers. It is important to understand the complexities of these Acts when embarking on any redevelopment project located within their jurisdiction. Past activities of the CEDS Committee have included bringing state officials and experienced project advocates to present their knowledge on this subject to the public.

Massachusetts also has regulations to protect the state's biodiversity. The Natural Heritage & Endangered Species Program (NHESP) implements these regulations and is responsible for the conservation and protection of 176 specific species of vertebrate and invertebrate animals and 259 species of native plants in the Commonwealth. The NHESP regulations guide the review process for development projects that could impact areas identified as priority habitat for species officially listed as "endangered," "threatened" or "of special concern."

In October 2008, NHESP published its 13th edition of the Natural Heritage Atlas. The Atlas depicts "Priority Habitat" and "Estimated Habitat" area boundaries for species classified as endangered, threatened or of special concern. The NHESP states that Priority Habitat is based on the known geographical extent of habitat for all state-listed rare species, both plants and animals, and that Estimated Habitats are a sub-set of the Priority Habitats, and are based on the geographical extent of habitat of state-listed rare wetlands wildlife. In 2007, a NHESP representative presented to a joint session of the EDD Governing Board, CEDS Committee and the Franklin Regional Planning Board about how these determinations were made in support of the latest edition of the Atlas. The Atlas is re-evaluated every two years to accommodate

changes made to the list of species identified as endangered, threatened or of special concern. Species may be added or removed from the list as situations change and as new scientific knowledge about the species is gained. It is important to note that it is the responsibility of the land owner or project proponent to determine if their project falls within Priority Habitat or Estimated Habitat. Through the state website, NHESP outlines the regulatory process and provides a tool to view these habitat areas on Natural Heritage Atlas map.

Regulations are needed to protect the Commonwealth's endangered species. At the same time, flexibility may be required to facilitate appropriate development in the CEDS Region communities impacted by these regulations.

Brownfields Redevelopment

A successful strategy to balance natural resource protection with economic development is the clean-up and reuse of brownfield sites. "Brownfields" are properties that are or are perceived to be contaminated with hazardous substances. Often vacant or underutilized industrial or commercial properties are considered Brownfields. To redevelop these sites, an environmental assessment is conducted to determine whether there are hazardous substances present, and if so, how they can be mitigated.

Both the state and the region, working with the federal government, have programs to protect the public health and the environment, as well as to encourage the redevelopment of Brownfields into economic use. The Commonwealth established the Massachusetts Brownfields Act which offers incentives, such as tax benefits, financing and insurance opportunities, to developers that reuse abandoned or underutilized sites that have been cleaned up to appropriate environmental standards. The FRCOG has an active Brownfields Program which has successfully been awarded \$2.5 million of U.S. Environmental Protection Agency funds. Specifically, the FRCOG administers a \$1.5 million Brownfields Clean-up Revolving Loan/Sub-grant Fund, which offers financial assistance to eligible entities to clean-up specific sites through low interest loans or sub-grants. The FRCOG has been awarded five \$200,000 Environmental Site Assessment grants, which fund an environment engineering firm to complete Phase I and II environmental assessments reports, including soil and groundwater testing, and if needed, the preparation of Remediation Plans, at no cost to the municipality or eligible property owner. Oversight of the FRCOG Brownfields Program is conducted by a Steering Committee with members from local municipal governments, regional organizations, and private business.

Sustainability

The U.S. Environmental Protection Agency describes sustainability as development that meets the needs of the present without compromising the ability of future generations to meet their own needs¹⁴. The preservation of natural resources in the CEDS Region is important for the economic well-being of the area as well as for the quality of life enjoyed by residents and visitors. Wise implementation of land use practices and the active preservation of open space and agricultural land support economic development. Sustainable development principles encourage the most efficient use of infrastructure and municipal resources, while also retaining assets for use in the agricultural and tourism industries.

¹⁴ Source: http://www.epa.gov/ncer/rfa/forms/sustainability_primer_v7.pdf

In partnership with Community Action!, Franklin County Community Development Corporation, Franklin County Regional Housing & Redevelopment Authority, North Quabbin Community Coalition, and the towns of Deerfield, Greenfield, Montague and Orange, the FRCOG was awarded a \$425,000 grant in 2010 from the U.S. Department of Housing to lead the creation of a Regional Plan for Sustainable Development. The development of the Plan will take two years and requires significant community input. The Plan will incorporate housing, transportation, economic development, energy, land use, infrastructure, and natural and cultural resources planning into a single vision to support the region's long-term sustainability.

Launched in 2004 by neighboring Pioneer Valley Planning Commission (PVPC), the Pioneer Valley Sustainability Network brings together individuals and organizations from all three counties of the Pioneer Valley to discuss sustainability. The network members have met monthly since 2007.

The economic vitality of the CEDS Region is closely tied to the quality of its environment, whether to support manufacturing (such as for high quality paper or gauze production), recreational tourism, or simply the quality of life for its residents. Tourism related to the abundant natural and cultural amenities is an emerging growth sector in the CEDS Region. The region features activities such as white-water rafting, fishing, and hiking as well as visits related to fall foliage, spring maple syrup production, natural and historic sites or to visit students at boarding at the local private schools. Increased emphasis is being placed on developing the region's strengths with respect to cottage industries, agriculture and forestry, recreation based businesses, heritage and agricultural tourism, and emerging technologies that have low or no process wastes.

Property Tax Rates

The services a municipality provides are funded through a combination of state aid programs, and revenue generated from local receipts (fees) and tax levy (property taxes), as well as other funds (free cash or reserves). Of these revenue sources, the largest amount of funds is generated by the payment of taxes by property owners. Property is re-assessed periodically to determine its value for the purpose of levying taxes. A tax rate is applied to that assessment, determined by the overall tax payment due.

The following table illustrates select property tax information for communities in the CEDS Region for Fiscal Year 2011. Most communities have the same tax rate for all types of land use, unless otherwise noted. One property rate is shown for residential, commercial and industrial uses when the same rate is applied; more than one rate is shown for towns whose residential property rate is different than their commercial and industrial rates. Due to the presence of a very large commercial/industrial or other exceptionally large property owner, some smaller towns use separate tax rates, which have resulted in a very low average single family tax bill.

Schools are a significant portion of public expenditures. The amount municipalities pay either for their own school district or as part of a regional district may dramatically impact their total municipal budget and, therefore, tax rates. Another important consideration related to local property taxes is the fees or other costs associated with municipal services which are not

included in the municipal budget. Separate fees for public water districts and fire department districts are examples of these costs.

Using average single family tax bill data allows for a better comparison of the residential property tax environment in CEDS Region communities. It is important to note that these figures are provided for single-family residential uses, and do not reflect the average property tax obligation of commercial or industrial uses. Towns with consistently lower average single-family tax bills are often those that have a higher proportion of industrial use property owners, such as in Erving and Rowe. There has been increased pressure on towns to generate property tax revenue due to rising education costs as well as statewide fiscal constraints that limit local aid. This pressure may be increasing and is more difficult to mitigate during periods of economic downturns. Efforts to expand and diversify the tax base through economic development are a priority for many towns in the region.

Table 28: Selected Local Property Tax Information for Fiscal Year 2011

Town	Total Number of Parcels	Total Assessed Value (for all classes of property)	% Assessed Value that is Residential & Open Space	Average Single Family Residence Tax Bill	Tax Rates by Property Classification Residential & Open Space / Commercial, Industrial, & Personal
Amherst	6,811	\$2,117,159,900	90.3%	\$6,089	\$18.20
Ashfield	1,243	\$222,278,461	92.6%	\$3,350	\$13.94
Athol	5,269	\$702,008,332	88.1%	\$2,101	\$14.14
Bernardston	1,274	\$214,389,598	89.6%	\$3,419	\$15.83
Buckland	1,062	\$216,958,810	80.6%	\$3,077	\$14.11
Charlemont	912	\$131,017,894	87.2%	\$3,139	\$16.00
Colrain	1,411	\$169,390,827	90.3%	\$2,790	\$14.90
Conway	1,051	\$263,180,978	90.9%	\$3,901	\$12.98
Deerfield	2,919	\$677,445,357	75.4%	\$3,432	\$12.32
Erving	880	\$626,076,819	19.5%	\$1,348	\$7.24 / \$12.53
Gill	847	\$152,225,205	80.6%	\$2,928	\$13.90
Greenfield	6,540	\$1,347,317,108	76.3%	\$3,361	\$18.14
Hawley	283	\$47,531,462	92.0%	\$3,127	\$14.65
Heath	928	\$88,453,764	95.1%	\$3,530	\$18.83
Leverett	1,152	\$262,869,325	97.2%	\$5,207	\$16.20
Leyden	631	\$85,294,441	94.9%	\$3,659	\$16.43
Monroe	169	\$21,417,203	41.4%	\$1,112	\$12.80 / \$27.63
Montague	4,228	\$739,686,403	75.3%	\$2,922	\$15.28 / \$23.05
New Salem	702	\$116,794,003	95.0%	\$3,054	\$13.20 / \$15.30
Northfield	2,247	\$425,078,438	68.7%	\$2,994	\$13.72
Orange	3,443	\$510,465,881	85.3%	\$2,625	\$16.58
Phillipston	1,287	\$198,546,486	93.7%	\$2,842	\$13.67
Rowe	579	\$286,231,262	17.9%	\$1,108	\$5.33 / \$11.56
Shelburne	1,031	\$226,129,949	80.0%	\$3,048	\$12.66
Shutesbury	1,144	\$212,879,100	97.2%	\$4,741	\$19.37
Sunderland	1,384	\$342,451,380	88.9%	\$3,520	\$12.80
Warwick	695	\$81,642,651	95.3%	\$3,021	\$16.70
Wendell	726	\$90,046,400	86.2%	\$3,048	\$17.99
Whately	1,093	\$219,248,754	80.0%	\$4,072	\$15.47

Note: Not included are separate assessments, such as district fees for sewer, water, or fire. Also, school funding is a significant portion of the municipal budget. Variances may reflect the amount of school funding within the municipal budget and, therefore, tax rates

Source: Massachusetts Department of Revenue: Division of Local Services, May 2011

BUSINESS DEVELOPMENT FACTORS

Financial

There are over a dozen financial institutions with locations in the CEDS Region. These institutions range in size and scope: from the large, multi-state banks such as Bank of America and TD Bank, to regional banks such as the People's United Bank, to smaller, locally controlled banks headquartered in the CEDS Region, such as Greenfield Savings Bank, Greenfield Cooperative Bank, and local credit unions. Most financial institutions are located in the

commercial centers of Amherst, Athol, Greenfield, and Orange, with area branches or automatic teller machines in other towns. In recent years, some of the local Greenfield-based banking institutions have expanded their service territory to include branches in the southern tier of the CEDS Region to better serve their clients that commute to the University of Massachusetts and other employers in Amherst. In addition to these financial institutions, the Franklin County Community Development Corporation (FCCDC) and the Western Massachusetts Enterprise Fund fill an important role in providing loans to startup and existing businesses.

The FCCDC was established in 1979 to help revitalize a regional economy hard hit by plant closings in the cutting tool industry. The availability of their revolving loan funds and other "gap" financing programs has been critical in growing businesses in the CEDS Region. Area businesses are offered loans primarily through one of the following programs. Two federally funded loan program are the EDA's Revolving Loan Fund Program (formerly known as the Sudden and Severe Economic Dislocation Program), and the USDA's Farmers Home Administration Federal Program, which serves 30 towns and 23 towns, respectively. Three loan funds have been created through the Community Development Block Grant (CDBG) Program. These funds are the "10-Town" fund with the Town of Erving as the lead community, the "4-Town" fund with the Town of Greenfield as the lead community, and the most recent "North Quabbin" fund with the Town of Athol as the lead community. The North Quabbin fund was created in 2008 and was initially managed by the FCCDC and is currently administered by the Town of Athol. Since 2000, the FCCDC have made 119 loans to existing and start-up businesses throughout the greater Franklin County area. The amount of funds loaned totals nearly \$4.8 million, and has leveraged millions more of private investment from individuals and local banks. Results of the FCCDC's business loan program by industry sector are highlighted in the following table.

Table 29: FCCDC Loan Program Summary, Fiscal Year 2000 – 2011*

Business Sector	Number of Loans	% of Total Loans	Total Amount of Funds Loaned	% of Total Funds Loaned
Agriculture	3	2.5%	\$80,000	1.7%
Construction	7	5.9%	\$163,079	3.4%
Financial, Insurance, & Real Estate	9	7.6%	\$500,900	10.5%
Manufacturing	33	27.7%	\$1,386,645	28.9%
Retail Trade	33	27.7%	\$1,037,043	21.6%
Services	27	22.7%	\$693,946	14.5%
Transportation, Communications, etc.	5	4.2%	\$877,710	18.3%
Wholesale Trade	2	1.7%	\$53,000	1.1%
TOTAL	119	100.0%	\$4,792,323	100.0%

* As of May 15, 2011

Source: Franklin County Community Development Corporation, May 2011

Economic Development Incentive Program

The Franklin Regional Council of Governments administers the Greater Franklin County Economic Target Area (ETA) Program in cooperation with the Massachusetts Office of Business Development's Economic Development Incentive Program (EDIP). The ETA Region designation in 1994 encompassed twenty-three Franklin County towns and the towns of Amherst, Athol, and Phillipston. Since that time, the ETA Region has been expanded to include

Hatfield and Northampton in 2002, and Hawley and Warwick in 2008. The Town of Shutesbury is the only CEDS Region town that is not part of the ETA Region.

The purpose of the EDIP is to stimulate business development, particularly in areas of economic distress, and to increase the overall economic development readiness of individual communities and the region. This is achieved by offering incentives that promote job creation and retention, attract new business investment, and encourage existing businesses to expand. The EDIP allows both a municipality and the Commonwealth to negotiate a tax incentive agreement with a private business that is expanding, renovating, relocating, or building new facilities and creating jobs within an Economic Opportunity Area (a targeted area designated for economic development within an established ETA).

Under guidelines that went into effect in 2010, a business must demonstrate that the project will generate substantial sales outside of Massachusetts to receive the state's EDIP Investment Tax Credit. For a business to take advantage of the initiatives offered, their project must fit into one of the categories described below and be approved by the local municipal governing body (i.e. Town Meeting or Town Council) and the state's Economic Assistance Coordinating Council (EACC). The three categories identified under the new guidelines are:

- Certified Expansion Project: a project with full-time job creation and investment within an ETA, and will have a local tax exemption approved by the municipality;
- Enhanced Expansion Project: a project with exceptional employment growth of at least 100 new full-time jobs anywhere in Massachusetts; and
- Manufacturing Retention Project: a project located within a state designated "Gateway Municipality" that retains or creates at least 100 full-time manufacturing jobs and is approved by the municipality.

There are no communities within the Greater Franklin County ETA Region that have been designated a Gateway Municipality. As a result, the only categories of projects that may be applicable to the region are Certified Expansion Projects and Enhanced Expansion Projects.

Municipalities can offer an approved Certified Expansion Project a local real estate tax incentive, either a Special Tax Assessment (STA) or a Tax Increment Financing (TIF). The terms of the tax incentive are negotiated between the municipality and the business. A Special Tax Assessment (STA) is a five- to twenty-year program that applies to the entire assessed value of a parcel involved in the business. In the example of a five-year program, in year one, the tax is 0% of the existing and new assessed value of the real estate. In year two, up to 25% of the assessed value is taxed. In year three, up to 50% of the assessed value is taxed. In year four, up to 75% of the assessed value is taxed. And in year five and subsequent years, up to 100% of the assessed value is taxed. Tax Increment Financing (TIF) is a tax exemption plan based on a percentage of the value added through new construction or renovation for an agreed upon number of years (from five to twenty years). The real estate taxes generated by the increased assessed value from new construction are allocated to general revenue or to payment off a betterment fee in lieu of real estate taxes to finance related infrastructure.

The EACC may offer to the Certified Expansion Project an Investment Tax Credit of up to 10% of eligible capital investment. For projects that do not meet the new guideline's standard for

substantial sales outside of Massachusetts, the municipality may choose to negotiate a local tax incentive; however, the project will not be able to access the state's Investment Tax Credit. The EACC may also offer an Abandoned Building Renovation Deduction to a project, separate or in addition to a project receiving an Investment Tax Credit. The Deduction allows a corporate excise deduction or a personal income tax deduction equal to 10% of the cost of renovating an abandoned building.

The ETA program is guided by six regional goals that are consistent with the goals and objectives of the CEDS Program. Between 1994 and 2010, sixteen municipalities have participated in the Greater Franklin County ETA Program, which has created 107 Certified Projects. With two exceptions, these projects have used tax increment financing for improvements. It is estimated that the Certified Projects have created 1,544 new jobs, retained 3,085 jobs and leveraged over \$402 million in private investment.

Since the ETA Program began, nearly half of the Certified Projects have been for manufacturing related businesses. This has translated into nearly 3,900 new and retained jobs, and over \$293 million of private investment leveraged in the manufacturing sector.

In recent years, there has been an increase in the number of non-manufacturing businesses participating. Certified Projects in the retail trade sector have included locally owned grocery stores, and construction material suppliers in the wholesale trade sector. Businesses offering services related to the financial and information industries have been more common in the past few years.

In the calendar year 2010, there were two new Certified Projects and one existing Certified Project amended. These Certified Projects included Atkins Fruit Bowl in Amherst, Summit Ice, Inc. in Greenfield and Coca Cola Company Northampton. A list of all the approved projects in the Greater Franklin County ETA Program is included in the Appendix.

Table 30: ETA Certified Projects by Business Sector, 1994 – 2010

Business Sector	Number of Certified Projects	% of Certified Projects	Number of Estimated New & Retained Jobs	% of Total Jobs	Estimated Amount of Private Investment Leveraged	% of Total Amount Leveraged
Agriculture	5	4.7%	142	2.5%	\$5,780,000	1.4%
Manufacturing	53	49.5%	3,914	69.5%	\$293,482,200	73.0%
Services	33	30.8%	851	15.1%	\$59,976,700	14.9%
Retail & Wholesale Trade	13	12.1%	689	12.2%	\$41,169,024	10.2%
Other & Unidentified Sectors	3	2.8%	33	0.6%	\$1,676,000	0.4%
TOTAL	107	100.0%	5,629	100.0%	\$402,083,924	100.0%

Source: Massachusetts Office of Business Development; January 2011

Contract Programs

The federal Small Business Association (SBA) administers the Historically Underutilized Business Zone (HUBZone) Program. The purpose of this program is to stimulate economic

development in select areas by providing federal contracting assistance to small businesses. These small businesses must obtain HUBZone certification from the SBA. These businesses must be located in certain Census Tracts identified by the SBA as qualified for this status. The census tracts that are presently qualified in the CEDS Region are located in the downtown Greenfield (Census Tract 0413) and in parts of North Amherst and downtown Amherst (Census Tracts 8203, 8204, 8205, and 8206).

The Massachusetts Operational Services Division (OSD) is responsible for administering the state's public process to procure goods and services for state government entities. To facilitate this process and make it as accessible as possible, the online Commonwealth Procurement Access & Solicitation System (Comm-PASS) was created. Comm-PASS lists all bid documents, of a minimum value, issued by state agencies. In addition, public entities, such as municipal governments, public hospitals, public schools, and others, may also post select project bids using this system.

The state's OSD also administers a variety of other programs to assist eligible Massachusetts businesses in connecting to public contract opportunities. These programs include the Supplier Diversity Program administered by the Supplier Diversity Office (formerly known as the State Office of Minority and Women Business Assistance or SOMWBA) and the Small Business Purchasing Program. Other OSD initiatives seek to connect state agencies to sellers of "green" products through the Environmentally Preferable Products Procurement Program.

REAL ESTATE AND PROPERTY DEVELOPMENT

Real Estate

Commercial Property

The availability of commercial property is an important element in determining the economic potential in a downtown area or village center. Too few available commercial spaces limit opportunities for businesses to locate or expand, while too much vacant commercial space indicates a lack of investment and vitality.

Vacancy is defined as the excess supply of property at a given rental structure. The real estate appraisal firm of K. Levitch Associates in Greenfield conducts surveys several times a year to determine the average vacancy rate for a given area. The standards for evaluation are from guidelines published by the Building Owners and Managers Association International. The guidelines include standards to determine "off-market space" that is excluded from the survey, such as space in existing buildings that cannot be occupied currently due to physical or legal reasons, or because of owner intent. Often vacant upper floor areas, basement areas, and abandoned buildings fit into this category. This is an important factor in surveys of small towns since one or two buildings could have a dramatic effect on the vacancy rate.

There are different kinds of vacancies. Structural vacancy is excess building space when there is insufficient market demand. An example of structural vacancy is vacant upper story space that needs to be rehabilitated or renovated to be of interest to the market. This structural vacancy is not included in the vacancy study conducted each year by K. Levitch Associates. Also not counted are vacant spaces that are not available for lease due to circumstances such as existing

arrangements (currently leased but not utilized) or legal obligations that prevent a new tenant from leasing (such as an ownership dispute or building code violations).

Frictional vacancy is the normal vacancy as a result of lease rollover and expirations, which usually is under 5% or 6%. Several town centers studied by K. Levitch Associates are consistently in this category, including Amherst, Bernardston, Gill, and Sunderland. The town centers of Greenfield, Orange and Turners Falls in recent years have had consistently high rates that are twice the usual frictional vacancy rate. While these rates remain high, it is important to note that overall the vacancy rates have decreased over the most recent five year period. Successful downtown revitalization efforts are reflected in the addition of market space that is being leased, despite the national economic downturn. Conversely, there are two town centers that have high vacancy rates which have increased in recent years. They are Athol and Charlemont. Presently, the Town of Charlemont has formed a committee of residents, businesses and public officials to explore strategies to encourage economic development and business growth in the town center. The Town of Athol is also pursuing downtown revitalization activities, including issuing an RFP for purchase of Maroni Building in the downtown for the purpose of redevelopment.

Table 31: Town Center Vacancy Rates, 2007-2011

Town Center	2007	2008	2009	2010	2011 (Jan.-Jun.)
Amherst	4%	4%	5%	5%	5%
Athol	8%	10%	14%	12%	12%
Bernardston	5%	6%	4%	4%	4%
Charlemont	10%	10%	10%	28%	44%
Deerfield	4%	5%	7%	6%	6%
Gill	4%	4%	4%	4%	4%
Greenfield	15%	10-15%	11-16%	12%	14%
Northfield	5%	8%	8%	8%	10%
Orange	15%	15%	15%	13%	13%
Shelburne Falls	3%	5%	7%	5%	7%
Sunderland	5%	5%	5%	6%	5%
Turners Falls	12%	12%	12%	10%	9%

Note: Vacancy rate is determined for space that is available for lease, but not rented. Not included is vacant space not available for lease, such as due to present condition, construction, or other circumstances).

Source: K. Levitch Associates, Real Estate Appraisers, June 2011

Industrial and Office Parks

Franklin County has six planned industrial parks and additional campus-style office building complexes and industrial areas. In Athol, efforts are underway to establish the North Quabbin Business Park in the area of where Route 2, 2A and 32 meet. Over 300 acres owned by the town and private property owners have been rezoned for industrial and commercial use to create the park. This area has been designated a Chapter 43D Priority Development Site, and planning and engineering work has been done to support its development. The project is being led by the Athol EDIC.

The Town of Amherst has identified the need to develop industrial research parks and to collaborate with the University of Massachusetts (UMASS). Such industrial research buildings have been developed in the University Drive and Route 9 area near the university campus. Similar development is proposed in the North Amherst area in the future. Additional industrial

and business park development related to higher educational institutions are located south of the CEDS Region, such as the University Business Park in Hadley; the Village Hill development in Northampton; and the UMASS initiated Springfield Incubator at the Springfield Technical Community College Tech Park.

The six industrial parks in Franklin County are the Interstate 91 Industrial Park in Greenfield, the Orange Industrial Park in Orange, the Randall Pond Industrial Park in Orange, the Deerfield Industrial Park in South Deerfield, the Airport Industrial Park in Turners Falls, and the Whately Industrial Park in Whately. In 2010, the FRCOG completed its most recent update to the 2003 “Inventory and Analysis of Industrial Park Properties in Franklin County.” Using municipal assessor record data and field research, development trends and the amount of remaining available land was estimated.

The study identified 111 parcels covering nearly 695 acres of planned industrial park land in the six industrial parks. Within these industrial parks, there were 75 buildings with nearly 2.5 million square feet of finished area. The properties (including land, buildings and yard items) were assessed at a value of over \$99 million in 2010. The majority of industrial park parcels were built upon and presently occupied by businesses. These parcels range in size from a one-acre lot with a 4,500 square foot warehouse to a thirty-acre parcel with a 250,000 square foot manufacturing facility.

Based on its present status, each parcel was assigned as developed, not for development or undeveloped. Developed parcels are properties that have a built structure, such as warehouse, office, industrial facility or yard items (for example, a storage shed). For the purposes of the study, a parcel with a structure is no longer considered available for development. The study did not address acreage remaining on a developed parcel that may be available for expansion.

Parcels identified as not for development are located in the planned industrial park but are not intended for development. Some of these parcels were planned as retention ponds or for drainage purposes, or were retained by the industrial park owners to protect wetlands or other sensitive areas. In some cases these parcels are less than the minimum lot size or have constraints that render the parcel undevelopable for traditional industrial park purposes.

Table 32: Status of Industrial Park Parcels

Status of Parcel	Number of Parcels		Parcel Acreage		Parcels Assessed Value	
Developed	72	65%	420.6	61%	\$95,602,233	96%
Undeveloped	22	20%	223.0	32%	\$2,518,217	3%
<i>Ready for Development</i>	4	4%	34.5	5%	\$112,117	0%
<i>Site Improvements Needed</i>	13	12%	96.	14%	\$1,417,400	2%
<i>Significant Constraints</i>	5	5%	91.7	13%	\$988,700	1%
Not for Development	17	15%	50.1	7%	\$993,300	1%
TOTAL	111	100%	693.7	100%	\$99,113,750	100%

Source: Franklin Regional Council of Governments, and Assessor’s Records from Deerfield, Greenfield, Montague, Orange and Whately for FY 2010 and 2011.

The parcels identified as undeveloped vary in their readiness for development, and are further subdivided into three categories: ready for development, additional site improvements required,

or significant constraints. There are very few parcels remaining that are ready for development by traditional standards, such as cleared of trees. Most of the undeveloped parcels require some minor preparation, such clearing the site of trees, minor leveling, curb cuts or other basic pre-development work. The third sub-category of parcels have been identified as having significant constraints that are more challenging to overcome to facilitate development on the parcel, such as physical conditions on the site or limited access to the site. In some cases the parcels with significant constraints may only be accessed through or expanded on to by an abutting property.

The study calculated an average rate of development and compared it to the undeveloped and available parcels. As a result, it was estimated that the supply of existing, developable industrial park land will be exhausted in Franklin County within 6 to 10 years. There is limited opportunity to expand the existing industrial parks to accommodate the need for additional industrial land. As a result, it is important for the Franklin County region to establish a new planned industrial park to meet future demand for manufacturing, light industry, research & development, and distribution space. Given the time horizon for developing an industrial or business park, work must continue to address this need in Franklin County, and in particular in the central region of the county.

Planned industrial park land plays an important role in the economy of Franklin County. The Economic Development Council of Western Massachusetts has determined that approximately 70% of demand for industrial space is generated from existing businesses in the region. Without such land available, locally grown businesses or firms seeking to locate or expand in the region may have difficulty finding a suitable place to build their facilities and may be forced to move to another region. In addition, by managing the location of this growth, municipal officials may make the most efficient use of tax dollars for public infrastructure and will be able to help preserve the character of Franklin County. Further information about current industrial park planning efforts is included in Chapter VI Regional Goals.

Property Development Financing Programs

There are state and federal programs available to assist with the financing of property development or redevelopment for business purposes. These programs utilize a tool called “tax credits,” which allows a developer to lower the amount of taxes owed. In some cases, this tax benefit can be sold to an investor or other entity for their use, which allows the developer to raise capital for the initial development project. There are a few varieties of tax credits that are applicable individually or in combination for select projects. Tax credits are awarded through a competitive application process. These programs offer effective tools to support development and redevelopment. However, they are also very complex. It is highly recommended that appropriate professional staff be consulted when attempting to utilize these programs. (Please note that information about Tax Increment Financing and Special Tax Assessments are described in the previous Economic Development Incentive Program section.)

Tax credit programs are recognized as key components for supporting redevelopment, particularly in real estate markets that may not be very competitive. A successful project in downtown Greenfield to encourage upper floor redevelopment brought together municipal officials, the Greenfield Redevelopment Authority, the Franklin County Regional Housing & Redevelopment Authority, local banks and property owners to explore tax credit opportunities.

Through this effort, several property owners applied and were awarded state and federal tax credits to help fund redevelopment of key downtown structures. By 2010, over \$6 million in tax credits had been leveraged to support redevelopment in the downtown. Based on this success, the state Department of Housing & Community Development published a case study in January 2011 about the Town of Greenfield's revitalization and green efforts. Other cities and towns from inside and outside Franklin County may benefit from exploring this model to catalyze downtown revitalization in their community.

Historic Rehabilitation Tax Credits

Certain tax credit programs target the rehabilitation of properties recognized as historically significant. The revitalization of historic properties for economic use can be more expensive than other projects. The challenge is to make the property workable for today's businesses, while also maintaining the historic character and quality of the structure. In some cases, these credits can make the difference between a costly building rehabilitation project being economically feasible or not. As a result, these tax credits help to save endangered properties and preserve character of a community. They also use existing infrastructure and can help to preserve open space by reducing the need to develop "greenfields."

Both the federal government and the Commonwealth maintain historic rehabilitation tax credit programs. The Federal Historic Preservation Tax Incentives Program is administered by the U.S. Department of the Interior's National Park Service and the U.S. Department of the Treasury. The tax incentives may be applied to costs incurred for renovation, restoration, and reconstruction of eligible buildings. Generally, the percentage of these costs that can be taken as a credit is 10% for buildings placed in service before 1936, and 20% for certified historic structures.

The Massachusetts Historic Rehabilitation Tax Credit Program is managed by the Massachusetts Historic Commission (MHC) under the Secretary of the Commonwealth. Under this program a certified rehabilitation project on an income-producing property is eligible to receive up to 20% of the cost of certified rehabilitation expenditures in state tax credits. There is an annual limit on the amount of tax credits available through the Commonwealth's program, so selection criteria is employed to ensure that funds are distributed to the projects that provide the most public benefit.

New Market Tax Credits

The U.S. Department of the Treasury operates a variety of programs to support access to capital for economic growth in targeted low-income areas. One such program is the New Market Tax Credit Program operated through their Community Development Financial Institutions (CDFI) Fund. The CDFI Fund makes monetary awards and allocates federal tax credits to certified organizations, called Community Development Entities that can then issue New Market Tax Credits to developers for specified projects. To use these tax credits certain criteria must be met and the project must be located in an eligible, economically distressed census tract. The tax credit provided to the investor can total up to 39% of the original investment amount, and is to be claimed over a seven year period. According to the CDFI Fund website, there are nine CEDS Region towns¹⁵ identified with qualifying census tracts in a non-metropolitan county. Local

¹⁵ Qualifying Census Tracts in non-metropolitan counties are located in: Charlemont, Colrain, Hawley, Heath, Greenfield, Monroe, Montague, Orange, and Rowe.

Community Development Entities that have been allocated tax credit awards and have participated in projects in Western Massachusetts include: the Massachusetts Housing Investment Corporation (MHIC), MassDevelopment and the Western Massachusetts Enterprise Fund.

Brownfields Tax Credits

Both the federal and state government offer tax incentive to encourage “Brownfields” redevelopment. The U.S. Environmental Protection Agency administered the Brownfields Tax Incentive Program, established in 1997 and extended to cover eligible expenses through December 31, 2011. The program allows costs for environmental cleanups on properties located in certain targeted areas to be claimed as fully deductible business expenses in the year in which the costs are incurred or paid.

The Massachusetts Department of Environmental Protection administers the state’s Brownfields Tax Credit Program. This program allows a tax credit for eligible clean-up costs. Specifically, the program allows a state tax credit of up to 50% after clean-up is completed, and 25% for a clean-up that uses an Activity and Use Limitation on the property. The program also allows for the tax credit to be transferred, sold or assigned to another eligible person or to a non-profit organization. It is important to note that the developer cannot be responsible for the contamination on site. The project must also be located within an economically distressed area, such as a state certified Economic Target Area. All CEDS Region towns, with the exception of Shutesbury, are located within an Economic Target Area. The deadline for eligible clean-up costs has been extended to January 1, 2012.

Other Tax Credit or Tax Incentive Programs

The federal government also offers a tax credit program for residential development, which can be used for the housing portion of a mixed-use development that also has commercial activity. The Low Income Housing Tax Credit Program is administered through the U.S. Department of Housing and Urban and Development, in conjunction with the Department of the Treasury and the Department of Justice.

Through the Massachusetts Economic Development Improvement Program, the Commonwealth and local municipalities may negotiate a tax increment financing agreement in partnership with a business that is developing property, depending if certain job creation and private investment criteria are met. More information about the Massachusetts Economic Development Improvement Program was included previously in this chapter.

Community Development Programs

The state Department of Housing & Community Development (DHCD) administers several community development programs, which may be used for projects that lead to economic development. One of the key programs is summarized below.

Community Development Block Grant (CDBG) Program

The CDBG Program provides assistance for “housing, community, and economic development projects that assist low and moderate-income residents, or by revitalizing areas of slum or blight” according to DHCD. Municipalities with a population of 50,000 and over receive CDBG funds

directly from the U.S. Department of Housing and Urban Development. Municipalities with smaller populations must apply to the competitive state program for funds. The types of projects that have been funded in the past include: housing rehabilitation or development, micro-enterprise or other business assistance, infrastructure, community/public facilities, public social services, planning, removal of architectural barriers to allow access by persons with disabilities, and downtown revitalization. Within the CDBG Program is the Economic Development Fund. The purpose of this Fund is to provide financing for projects that create and/or retain jobs, improve the tax base, or otherwise enhance the quality of life in the community.

Infrastructure Development Programs

In September 2010, the state government announced a new program that consolidated the administration of six existing state investment infrastructure programs. The new program is called the MassWorks Infrastructure Program and is managed by the Executive Office of Housing and Economic Development in conjunction with the Department of Transportation and the Executive Office of Administration and Finance.

MassWorks Infrastructure Program

The MassWorks Infrastructure Program has coordinated the administration of the following six infrastructure programs: Public Works Economic Development (PWED), Community Development Action Grant (CDAG), Growth District Initiative (GDI) Grants, Massachusetts Opportunity Relocation and Expansion (MORE) Grants, Small Town Rural Assistance Program (STRAP), and Transit Oriented Development (TOD) Grants. These programs fund a range of publicly owned infrastructure projects. The purpose of the consolidated program is to create a more streamlined and efficient process for municipalities to access these resources and to work in partnership with the state. The 2011-2012 Program Guidelines were issued on May 1, 2011. The consolidated application for the program is still in development.

The CDAG Program provides funding to local governments for projects that “build local economies, eliminate blight, create jobs and produce workforce and affordable housing that would not occur by private enterprise alone.” Any municipality is eligible to apply for CDAG Program funds for a specific project. Examples of projects that have been funded include: water and sewer system upgrades, sidewalk, roadway and streetscape improvements, and site preparation and improvements to publicly-owned buildings. The Program requires that projects do not benefit any single individual or business, and that the project must be publicly owned/managed for a minimum of 30 years.

In recent years, funding priority for the applications to this program have been given to projects located in designated Gateway Plus Communities, Growth District Initiative Communities, and Chapter 40R Smart Growth Districts. Presently, there are no CEDS Region communities with these state designations.

Downtown Revitalization & Industrial Development Programs

The Massachusetts Department of Housing and Community Development (DHCD) offers a range of services and technical assistance to communities seeking help on how to revitalize their downtowns. These state programs offer services that range from free technical assistance for

public officials to more intensive programs that require downtown property owners to pay an assessment in exchange for services.

Massachusetts Downtown Initiative

The Initiative offers the Technical Assistance Site Visit Program to municipalities. As the title indicates, professional consultant services valued up to \$10,000 are provided to the community for specific issues related to a downtown revitalization effort. Led by the Shelburne Falls Area Business Association, the Town of Shelburne in collaboration with the Town of Buckland and with the assistance by the FRCOG, submitted a successful application to the 2011 MDI round. Through the MDI, DHCD will fund consultant services to conduct a market study to support the pilot Shelburne Falls Composting Collaborative project. The study and corresponding workshop will be completed in summer 2011.

In 2008, three CEDS Region towns were provided services through MDI. The Town of Amherst explored the feasibility of creating a Business Improvement District. The Town of Montague had a market analysis conducted to explore the development of artist live/work space in Turners Falls. The Town of Orange had design guidelines drafted for the town center that included recommendations for a future sign and façade program. Other types of services that have been provided include: downtown master plan, zoning bylaw update, parking management study, way-finding signage system, exploring Business Improvement District implementation, and a feasibility study for a downtown theater space.

Business Improvement Districts

According to the DHCD, a Business Improvement District (BID) is a special assessment district in which property owners vote to initiate, manage and finance supplemental services or enhancements in addition to the baseline of services already provided by the local government. These assessments are spent within the BID on activities, which may include: marketing and promotion (e.g. special events, print materials, websites, holiday decorations), landscaping, capital improvements (e.g. signs, lighting, public art, benches), maintenance, public safety enhancements, and business development, planning and management. Establish a BID requires strong support from property owners and approval by the municipality. A guide to establishing a BID is available from DHCD that details the process. There are no BIDs in the CEDS Region presently; however, the Town of Amherst has explored the option.

Urban Renewal Program and Urban Renewal Agencies

The Urban Renewal Program allows municipalities, through an approved redevelopment authority or urban renewal agency, to revitalize substandard, decadent or blighted areas for a variety of uses, including residential, commercial, industrial, and governmental purposes. Redevelopment and improvement activities and the defined area of the urban renewal zone are outlined in an urban renewal plan, which must be approved by DHCD. The Town of Greenfield and the Greenfield Redevelopment Authority developed an urban renewal plan for the Bank Row area of downtown Greenfield which was approved by DHCD in 2007. Since that time, the activities undertaken, as outlined in the plan, have resulted in significant private and public sector investment in this area. The approved Urban Renewal Plan gave the Greenfield Redevelopment Authority the power of eminent domain, which allowed them to acquire vacant properties at fair market value and resell them to qualified developers.

Economic Development Industrial Corporations

Municipalities may establish an Economic Development Industrial Corporation (EDIC) to implement projects that are in accordance with locally approved economic development plans. Projects must relate to industrial or manufacturing uses, as opposed to downtown commercial redevelopment (in which case a Redevelopment Authority or similar entity would be involved). Projects should be designed to decrease the unemployment rate and eliminate substandard, decadent and blighted open areas existing in the municipality. An EDIC may acquire and own land (including through eminent domain), and has the ability to borrow money and issues bonds. Towns within the CEDS Region that have had or currently have EDICs include: Deerfield, Greenfield, Montague, and Orange. These EDICs have been the lead entity in industrial park development in their communities.

Education, Workforce Training & Entrepreneurship

The CEDS Region is known for its educated workforce and a tradition of entrepreneurship. The educational and workforce development services available in the CEDS Region provide tremendous opportunities for residents and the business community. The organizations and institutions in this domain are leaders in developing curriculums that are responsive to needs and also future focused.

The greater Franklin County region has many examples of very successful, locally grown businesses. Many of these businesses started in entrepreneurs' homes and barns and grew with community support. Some of these ventures grew to become major employers, while others are part of the region's many small and micro sized businesses that sustain the regional economy. Access to business technical assistance and financing options are essential for entrepreneurial success. Fortunately, the CEDS Region has organizations in the community to provide these services.

Colleges and Universities

The Greenfield Community College has a main campus and satellite downtown center located in Greenfield. With a student enrollment of over 2,500 students in fall 2010, the college offers sixteen Associate Degree programs and sixteen certificate programs. The Liberal Arts program has 25 different concentrations. As of the Class of 2010, there were 249 associate degrees and 92 certificates awarded. In addition, the College's Office of Community Education develops workshops and continuing education programs to respond to the needs of the community which may range from basic to more advanced skills training. The college is a leader in the community and works in collaboration with the regional workforce investment board, other area educational institutions, and in local economic development efforts.

In the CEDS Region town of Amherst are Amherst College, Hampshire College, and the University of Massachusetts. These three colleges are part of the "Five College" network that includes Smith College in Northampton and Mt. Holyoke College in South Hadley. The Five Colleges are among the best schools in the nation, and are a major educational resource and employer of CEDS Region residents.

In its capacity as a research institution, the University of Massachusetts (UMass) may be a source of spin-off entrepreneurial ventures. Leadership at the University encourages efforts to increase research and development activities. As research and development are conducted, future workers are trained and entrepreneurs created that may someday have their own businesses in the field. Pursuing opportunities between these university-led endeavors and increasing spin-off businesses in Franklin County should be continued.

Two other higher educational institutions in the region include the Hallmark Institute of Photography and the Conway School of Landscape Design. The Hallmark Institute is a 10-month intensive professional photography school in Turners Falls. Its complex of educational buildings is located in the Airport Industrial Park, and feature state of the art facilities using the latest technology. The Institute also operates The Gallery at Hallmark in the Colle Opera House in Turners Falls (a top 2000 CEDS Project and an Economic Development Administration funding recipient). The presence of Hallmark's instructors and students contribute to the region's growing creative economy cluster. In addition, the Gallery and the studios and exhibits of this growing cluster contribute to the area's tourism industry by attracting visitors to the region.

The Conway School of Landscape Design offers a 10-month intensive graduate program in sustainable landscape planning and design. The graduates of this program also contribute to the region's creative workforce. The school has an impact on the region through its program to offer services to non-profit organizations and communities. Students may work on design or planning projects under the guidance of instructors for a negotiated fee. Many CEDS Region communities have utilized this resource.

Workforce Development & Assistance

The Franklin-Hampshire Regional Employment Board (FHREB) is one of sixteen workforce investment boards across the Commonwealth. The FHREB is the policy-making authority for developing workforce skills for the Hampshire and Franklin County region. The FHREB provides services to support local employers, job seekers and workers seeking new skills in the CEDS Region, and is a leader in regional economic development activities. As part of their function, the FHREB coordinates a variety of initiatives that provide workforce training, placement programs, and other services. These initiatives utilize both state and federal funding opportunities. The FHREB has identified key industries for specific attention including: targeting education, health care and manufacturing sectors; supporting leisure/hospitality and retail sale sectors; and promoting agriculture and green industries.

A primary function of the FHREB is the Franklin-Hampshire One-Stop Career Center, which operates from locations in Greenfield and Northampton and a satellite office in Orange. The Career Center offers services to job seekers, such as job search assistance, career counseling, workshops, access to computers and other resources, as well as unemployment insurance services. The services available to employers include applicant pre-screening, job posting, targeted mailings, and recruitment activities. Employers are also offered information and assistance about various state and federal government programs, such as training grant programs and tax credit opportunities.

Some of the FHREB initiatives target specific populations or industries. Programs targeted to support specific populations include services for youth, veterans, and older workers. For example, youth programs may offer assistance to prepare young adults for the transition to full-time employment or may provide help to a student to find a summer job. Programs targeted to key industries or employment fields have included specific training programs for manufacturing, extended care and nursing fields, and the green economy. The FHREB and Greenfield Community College have been pioneers in nurturing the green economy cluster in the region by connecting job seekers, educational resources, and employers. The FHREB demonstrated this commitment by launching a green career coaching network for western Massachusetts and leading the initiatives such as the Northern Tier Energy Sector Partnership.

The Massachusetts Department of Transitional Assistance (DTA) oversees the Employment Services Program that provides individuals and families with job assistance services. Through DTA's Transitional Aid to Families with Dependent Children (TAFDC), the programs offered include skills training, job matching, and access to transportation services and child care. Satellite offices of the DTA are located at the North Quabbin Patch in Athol and at the Franklin-Hampshire Career Center's Northampton office.

Entrepreneurship Resources

The CEDS Region is fortunate to have access to entrepreneurship training and support services through community and statewide providers, such as the Franklin County Community Development Corporation (FCCDC), the Young Entrepreneurs Society, Inc. (YES), and the Massachusetts Small Business Development Center Network. While these organizations vary in scope and type of services, they all provide important information to new and existing entrepreneurial ventures.

The FCCDC has been the starting point for many successful businesses in the area for over thirty years. The FCCDC offers a suite of services for entrepreneurs and business owners, including lending and business technical assistance. Business technical assistance takes the form of workshops and trainings, as well as direct counseling. All of these services are either free or offered for a nominal cost. Workshops may address general interest in how to start a business to specific topics, such as marketing, financing, or government regulations. One of their most successful programs is their 12-week, 36-hour business planning class. This course offers an opportunity for entrepreneurs to complete a business plan for either a new venture or for an established business. At times, the FCCDC has tailored its programs to focus the curriculum to a targeted group, such as artists or farmers. Since 1998, there have been 371 participants in business planning activities at the FCCDC that have resulted in numerous new businesses created. In the past CEDS Program year, there were 21 participants that explored launching a variety of businesses from retail operations to professional services.

The FCCDC also offers office or light industrial space at their Venture Center business incubator located in Greenfield. The facility has flexible spaces to accommodate phased growth and creates a community atmosphere to foster business growth. Also at their Greenfield location, the FCCDC operates the Western Massachusetts Food Processing Center (FPC), a top ranked CEDS 2000 project. Completed in 2001, the FPC provides both physical facilities and professional technical support to assist food products entrepreneurs. The facility includes a commercial

kitchen, storage space with a loading dock, and co-packing functions. Since opening, over 80 businesses have utilized the facility.

Many of these businesses create specialty food products that use local agricultural ingredients and have formed relationships with farmers in the region. The region has a successful history in creating large scale food producers that have gone on to become major manufacturing employers in the region, such as Lightlife Foods in Montague. The FCCDC plays a supportive role to allow new businesses to achieve this level of growth. In addition to business planning assistance, the FCCDC offers services for a fee to assist in recipe development and nutritional analysis, which is necessary to move a product into the marketplace. As these businesses grow, they graduate from using the FPC and to developing their own facilities and increasing employment opportunities. A great example of a successful graduate is Real Pickles. Started as a home-based business in 1999, the business owners began using the FPC to produce their line of naturally fermented products. As their business grew, they became a full-time tenant of the Venture Center and increased their usage of the FPC. By 2010, they utilized the FCCDC lending program to secure financing to purchase and redevelop a property of their own to be their office and production headquarters. The FPC is a unique asset in the region that also draws users from the Boston metropolitan area and neighboring states.

The mission of YES is to empower young people (ages 13-22) in Franklin County and the North Quabbin region to be active and economically productive community members through entrepreneurship, job readiness and financial life skills education. The organization operates out of the YES BizLoft, a property in downtown Orange that houses their offices and educational spaces, and a full service copy shop. YES proposes to renovate the building's upper floor to create office space to incubate small businesses and provide much needed professional offices for lease in the downtown. This proposal is listed on the 2010 CEDS Listing, as YES is seeking support to complete these renovations.

The Massachusetts Small Business Development Center Network (MSBDCN) offers counseling, workshops and training programs to entrepreneurs, business owners and their employees. Topics covered include: financing and loan assistance, marketing, and operational analysis. The Network has a regional office at the Scibelli Enterprise Center in Springfield, and also offers outreach services in Greenfield at the Franklin County Chamber of Commerce. Similar to MSBDCN, there are other quasi-state agencies that offer entrepreneurship and business development services in the region.

Business Community and Cluster Networks

The CEDS Region business owners and community leaders are fortunate to have access to a variety of networking opportunities from Chambers of Commerce to specific cluster network organizations. Geographically based regional business organizations that serve this area include the Franklin County Chamber of Commerce and the North Quabbin Chamber of Commerce. Active local groups are the Shelburne Falls Area Business Partnership, the Downtown Greenfield Business Association, and the Amherst Chamber of Commerce. There are also smaller volunteer driven organizations such as the Orange Business Association, Montague Business Association, and Hilltown Business Club serving Shutesbury, Wendell and New Salem. All of these organizations provide important opportunities to share information with fellow

members as well as comment on public policies and programs that are of interest to the business community.

The Regional Technology Corporation coordinates specific business cluster networks in affiliation with the Economic Development Council of Western Massachusetts. The purpose of forming cluster networks is to facilitate collaboration among businesses, educational institutions, non-profit organizations and government agencies with similar interests for their mutual benefit. At the same time, these clusters create capacity to help existing businesses grow, to assist in the formation of new businesses, and to attract new businesses to the region.

The first network implemented through these cluster building initiatives was the Technology Enterprise Council (TEC) in 2001. This membership-based organization has successfully joined information technology related businesses and institutions together to form a cohesive network. The second cluster network formed was the Materials and Manufacturing Technology Network, which includes a variety of businesses in the advanced materials and advanced manufacturing fields. This cluster includes companies that use coatings, adhesives and other polymer substances, as found in the paper and plastics industries, as well as those involved in aerospace, metal fabrication and industrial manufacturing. The third cluster initiated is the Bio-Economic Technology Alliance (BETA), which focuses on the growth and development of companies that utilize bioscience and bioengineering technologies. This sector is seen as an important emerging industry statewide and nationally.

Since 2001, the group Hidden-Tech formed to create a network focused on home-based technology companies. Hidden Tech has provided a framework for professionals in this sector to collaborate, market services, engage professional development, and participate in networking events.

REGIONAL CHARACTERISTICS

Households and Housing

According to the 2010 Census Redistricting Data Summary File, there were over 49,000 housing units in the 29-town CEDS Region. Compared to 2000 Census data information, this was a 5.5% increase in the number of total housing units. The state had a slightly greater rate of expansion in housing units for this time period, with a 7.1% increase.

Table 33: Housing Units, 2000-2010

Geography	2000 Housing Units	2010 Housing Units	2000-2010 Difference	2000-2010 Change
Franklin County	31,939	33,758	1,819	5.7%
CEDS Region	46,929	49,502	2,573	5.5%
Massachusetts	2,621,989	2,808,254	186,265	7.1%

Note: National data is not available from the 2010 Census Redistricting Data Summary File

Source: U.S. Census Bureau: 2000 Census SF1 and 2010 Census Redistricting Data Summary File

In the eastern portion of the Commonwealth, the availability and affordability of housing has been a primary concern. In comparison, the CEDS Region has not experienced as much pressure for growth overall; however, town level housing sales price and building permit information

have indicated that there are areas of significant development and rising residential property costs.

According to data available from Realtor Association of the Pioneer Valley, Inc. and the Massachusetts Association of Realtors, the number of single family housing sales has declined from 2006 and 2010 in Franklin County and across the state. The year of 2008 marked the lowest number of sales for both areas. Similarly, data regarding single family median sales prices for this same time period reflect an overall decline. The lowest single family median sales price was in 2010 for Franklin County and in 2009 for the state.

Table 34: Single Family Housing Sales, 2006-2010

Area	Area	2006 Sales	2007 Sales	2008 Sales	2009 Sales	2010 Sales
Franklin County	Number of Sales	580	520	411	478	459
	Median Sales Price	\$205,000	\$200,000	\$182,500	\$185,000	\$180,000
Massachusetts	Number of Sales	43,024	41,583	36,138	37,707	37,236
	Median Sales Price	\$350,000	\$345,500	\$311,000	\$290,000	\$302,500

Source: Realtor Association of Pioneer Valley, Inc., Massachusetts Association of Realtor

Schools

Local schools provide the education and skill foundation for future employees and business leaders in the CEDS Region. Schools are also a significant consideration to business leaders when they are deciding where to locate their companies, and to skilled workers who are considering relocation. Funding for public and higher educational institutions has been strained in recent years due to local and statewide budget constraints. The CEDS Committee recognizes the importance of public educational institutions as a critical element of local and national economic development, and advocates for their support.

Within the CEDS Region, there are fourteen public high schools that serve the residents of the 29 CEDS Region towns. The Greenfield Public School District is the only single-community school system; the remaining communities are members of regional school districts. Vocational education is offered at three regional technical high schools serving the region's communities. There is also one public charter school, which opened in 2003.

Some basic statistics are available from the Massachusetts Department of Education, including graduation rate data. The Department of Education uses the Student Management Information System to track an individual class from 9th grade through to graduation. Of the fourteen public high schools that serve CEDS Region students, ten of them had equal to or higher graduation rates than the 82.1% statewide graduation rate for 2010. These high schools include the three vocational schools of Charles McCann, Montachusett, and Franklin County Technical; as well as Amherst Regional High, Frontier High, Four Rivers Charter, Greenfield High, Pioneer Valley Regional High, Mohawk Trail Regional High and Narragansett Regional High.

The Department of Education also has estimates for the intended plans of high school seniors as a percent of all seniors surveyed. Three high schools had a percentage of seniors above the state average with intentions to attend a four-year college. They are Amherst Regional High, Four Rivers Charter, and Mohawk Regional High. Interestingly, twelve of the fourteen high schools

had greater percentages of seniors intending to attend a two-year college than the state average. This may be attributed to the excellent community colleges located in the area, including Greenfield Community College. Community colleges offer quality, affordable educational opportunities, which is very important to some of the more economically distressed populations within the CEDS Region. In addition, the local community colleges work closely with nearby four-year institutions to assist interested students with continuing their education.

Ten of the fourteen high schools in the region had a percentage of seniors intending to enter the workforce that was equal to or greater than the state average. As expected, the vocational schools had the highest rates of seniors entering the workforce upon graduation since these students are more likely to enter a trade using skills and on the job training (apprenticeship) they receive at school.

The CEDS Region also has 15 private and special education schools, with a diverse offering of educational focuses. The following six schools offer educational opportunities for boarding students as well as commuting students: Bement School (Deerfield), Deerfield Academy (Deerfield), Eaglebrook School (Deerfield), Linden Hill School (Northfield), Northfield Mount Hermon School (Gill), and Stoneleigh-Burnham School (Greenfield). These boarding institutions attract over 1,400 students annually to the region, many of whom come from across the country and the world. A new private high school is being proposed at the former Lake Grove School campus in Wendell that will be open to Chinese and American students. A private owner announced these intentions in June 2011.

Table 35: Public High School Data

High School (Location)	CEDS Region Towns in School District (Total number of towns in School District, including CEDS Region towns)	2010-2011 High School Enrollment*	4-Year Graduation Rate in 2010**	2009-2010 Plans of Graduates				
				4-yr College	2-yr College	Work	Other Plans	Un- known
Amherst Regional High School (Amherst)	Amherst, Leverett, Shutesbury (4 towns in district)	1,103	94.3%	69%	17%	8%	5%	1%
Athol High School (Athol)	Athol (2 towns)	451	67.7%	37%	34%	20%	7%	0%
Charles McCann Vocational Tech. School (North Adams)	Monroe (7 towns)	474	98.1%	34%	30%	20%	15%	2%
Drury High School (North Adams)	Monroe (4 towns)	578	76.6%	51%	29%	10%	10%	0%
Four Rivers Charter School (Greenfield)	All Franklin County towns and residents of others town, as spaces are available.	205	88.2%	82%	6%	13%	0%	0%
Franklin County Technical School (Turners Falls)	Bernardston, Buckland, Colrain, Conway, Deerfield, Erving, Gill, Greenfield, Heath, Leyden, Montague, New Salem, Northfield, Orange, Rowe, Shelburne, Sunderland, Warwick, Wendell, Whately (20 towns)	502	92.0%	10%	37%	31%	9%	14%
Frontier Regional High School (South Deerfield)	Conway, Deerfield, Sunderland, Whately (4 towns)	692	94.0%	54%	39%	3%	4%	0%
Greenfield High School (Greenfield)	Greenfield (1 town)	483	82.1%	36%	53%	5%	5%	1%
Mohawk Trail Regional High School (Buckland)	Ashfield, Buckland, Charlemont, Colrain, Hawley, Heath, Rowe, Shelburne (9 towns)	566	85.5%	62%	22%	8%	8%	1%
Montachusett Vocational Technical School (Fitchburg)	Athol, Phillipston (18 towns)	1,400	92.1%	35%	26%	22%	10%	5%
Narrangansett Regional High School (Baldwinville)	Phillipston (2 towns)	455	96.1%	40%	42%	2%	4%	12%
Pioneer Valley Regional High School (Northfield)	Bernardston, Leyden, Northfield, Warwick (4 towns)	536	87.0%	48%	41%	8%	2%	0%
Ralph C. Mahar Regional High School (Orange)	New Salem, Orange, Wendell (4 towns)	802	79.8%	35%	40%	7%	8%	11%
Turners Falls High School (Turners Falls)	Erving, Gill, Montague (3 towns)	294	76.7%	32%	57%	6%	4%	2%
Massachusetts	-	-	82.1%	60%	22%	7%	6%	6%

* High school enrollment may include students from grades 7-8, in addition to grades 9-12.

** 4 Year Adjusted Cohort Graduation Rate

Source: Massachusetts Department of Education – School District Profiles, May 2011

Health and Social Services

The region has two major health facilities, the Baystate Franklin Medical Center in Greenfield, and Athol Memorial Hospital in Athol. In addition there are smaller medical centers to serve sub-regions, such as the University of Massachusetts' Health Services in Amherst, and sites associated with the Community Health Center of Franklin County (CHCFC). The CHCFC has facilities in Turners Falls and in Orange that provide comprehensive preventive and primary care services to residents of Franklin County and the North Quabbin area. In addition, the CHCFC has an active satellite location at the Pioneer Valley Regional High School in Northfield. Services at the satellite location in the Mohawk Trail Regional High School in Buckland are not available at this time.

There are nine nursing and similar facilities in the region to care for the elderly or others in need of regular medical assistance. These entities represent major employers in the region. One of the smaller facilities, Pioneer Valley Manor Rest Home in Greenfield, closed in 2006. In 2007, Franklin County had its first assisted living facility constructed on a previous brownfields site in downtown Greenfield.

The community service network in the greater Franklin County CEDS Region includes a large number of agencies that collaborate to provide a wide range of social services to residents. This network is in place to address the culturally and economically diverse needs of the population of the CEDS Region. Agencies such as Community Action! and Franklin County Home Care Corporation, exist to serve the needs of youth, elders, people with disabilities, and women in transition. Many human service agencies dependent on government funding are confronting program constraints due to reduced funding from the Commonwealth. The Franklin Regional Council of Governments also offers programs through their Community Coalition for Teens program.

Recreational and Cultural Tourism Services

The natural and cultural resources in the region provide many benefits to residents and visitors to the region. Local business people and economic development practitioners are focusing efforts on particular niches of the tourism industry, such as agri-tourism, eco-tourism, heritage tourism, and cultural tourism related to the arts. These efforts may take the form of developing specific assets and facilities, creating targeted marketing campaigns, or coordinating individual events. These activities attract visitors that spend dollars in the community and generate economic activity for the activity sponsors, restaurants, accommodation providers, and other retailers. As a result, outdoor recreation and cultural tourism are growing clusters in the tourism and hospitality sector. It should be noted that as these efforts rely on natural and historical resources, they are also serving to preserve these assets and the region's rural character.

Agri-tourism offerings include farm stands, maple sugar houses serving pancakes, corn field mazes, and other forms of interactive experiences. By offering value-added products for sale and visitor activities, many farms have increased the number of customers and their profit margins while diversifying their revenues. The Community Involved in Sustaining Agriculture (CISA) and the Franklin County Community Development Corporation has created programs to support agricultural businesses in tapping into this market.

Eco-tourism activities include public outdoor recreation resources, such as state parks and bikeways, well as private businesses that provide services or have established attractions, such as river rafting outfitters, ziplines and skiing. It has been estimated that the Charlemont-based businesses of Berkshire East, Crab Apple Whitewater and Zoar Outdoor collectively attract between 120,000 to 145,000 visits annually for their downhill skiing, snow tubing, ziplines, white water rafting, kayaking and canoeing instruction, plus their own retail store and lodgings. The two new zipline attractions have extended the season of visitors interested in active outdoor recreation to begin earlier in the spring. There are efforts underway in the North Quabbin region to also further encourage this type of outdoor recreation based tourism. The FRCOG is preparing a brief summary highlighting strategies implemented in other regions to support the growth of outdoor recreation tourism, which will be completed in summer 2011.

The greater Franklin County region has a wealth of heritage and cultural tourism assets as well. These resources include established attractions, such as Historic Deerfield or Shelburne Falls Bridge of Flowers, as well as particular events, such as Cider Days, Green River Music Festival and the Garlic and Arts Festival. There are several active organizations that continue to successfully develop and coordinate events and programs that appeal to residents and attract visitors, such as the Franklin County Chamber of Commerce, Turners Falls RiverCulture, and Shelburne Falls Area Business Association.

The 2010 CEDS Listing includes projects proposed to further support the tourism industry. For example, there are two projects in the village center of Shelburne Falls that seek to enhance the tourism infrastructure. They include: a proposed elevated walkway and observation deck to enhance the Salmon Falls Observation Area in Shelburne Falls, and the construction of a car barn and track extension for the Shelburne Falls Trolley Museum. The Town of Montague proposes the redevelopment of a vacant downtown structure to create the Great Falls Cultural Center that will serve visitors and supporters of the region's creative economy.

The FRCOG assists communities with developing the assets to support these types of initiatives, as funding programs allow. For example, the FRCOG was instrumental in the construction of the Riverside Greenway Bikepath in Greenfield in 2006, the Canalside Bikepath in Turners Falls in 2008, and the signing of the Franklin County Bikeway shared roadways in 2009.

The FRCOG has also coordinated several scenic byway projects in the region that encourage tourism as well as preservation of these corridors. Presently, there are five designated scenic byways in the CEDS Region. Each scenic byway has had an oversight committee formed and a corridor management plan created that inventoried assets, developed strategies to enhance and preserve its special qualities, and identified important projects. Through formal state or federal designation as a scenic byway, the FRCOG has been able to pursue funding to implement these identified projects. Funded projects over the years have included: the creation of Sunderland Scenic Turnout Area on Route 47, informational kiosks on Route 2, and Upper Pioneer Valley Visitors Center improvements. An important accomplishment of the FRCOG has been the execution of a memorandum of understanding with three state agencies and the Franklin Land Trust which established a streamlined process for implementing land protection projects in the region. So far, the FRCOG has been awarded over \$1.6 million in grant funds which has protected over 250 acres.

Table 36: Designated Scenic Byways

Byway Name	Byway Designation	CEDS Regions Towns on the Byway
Mohawk Trail Scenic Byway (Route 2)	State designation (1953)	Athol, Buckland, Charlemont, Erving, Gill, Greenfield, Shelburne, Orange
Connecticut River Scenic Farm Byway (Routes 63/47)	State designation (2003), National Scenic Byway (2009)	Northfield, Erving, Montague, Sunderland
Route 112 Scenic Byway	State designation (2004)	Ashfield, Buckland, Colrain, Shelburne
Route 122 Scenic Byway	State designation (2005)	New Salem, Orange
Route 116 Scenic Byway	State designation (2008)	Ashfield, Conway, Deerfield

Source: FRCOG, Regional Transportation Plan

Through the scenic byway program, the FRCOG continues to pursue projects, such as the creation of a Mohawk Trail waypoint information center in downtown Orange, and Erving side streetscape improvements on Route 63. In addition, the FRCOG is working with neighboring regional planning agencies to develop a cohesive promotional campaign, which will include a website, logo and signage to market the multiple scenic byways designated throughout western Massachusetts. More information about the Scenic Byway Program is included in the Franklin County Regional Transportation Plan.

V. KEY INDUSTRIES AND CLUSTERS

In recent years, economic development strategies have highlighted the importance of cluster development through leveraging the unique competitive advantages of an individual region for the purpose of generating economic activity that crosses state and country borders. The growth and success of the cluster generates economic growth at the regional level where it is implemented, while also contributing to a stronger, more diversified national economy. The federal EDA encourages the implementation of this cluster-based economic development strategy.

The EDA has also identified *National Strategic Priorities*, which are clusters or sectors anticipated to stimulate job creation, business expansion, and meet federal objectives for economic growth. The areas identified as Priorities include: clean energy; green technologies; sustainable manufacturing; information technology infrastructure (e.g., broadband, smart grid); communities severely impacted by automotive industry restructuring; natural disaster mitigation and resiliency; access to capital for small and medium sized and ethnically diverse enterprises; and, innovations in science, health care and alternative fuel technologies.”¹⁶

Through the Comprehensive Economic Development Strategy (CEDS) planning process, a strategic analysis is undertaken to determine the region’s strengths, weaknesses, opportunities, and threats. Through this process, key industries and important regional clusters are identified.

KEY INDUSTRIES

The CEDS 2010 Plan identified both key industries and regional innovation clusters that contribute to the regional economy of the greater Franklin County CEDS Region. Activities that lead to business development and job growth in these industries and clusters will help sustain and grow the regional economy.

Key industries are select economic sectors that are the primary components of the CEDS Region economy. The gains and losses experienced in these industries have a significant impact on the overall economic health of the region. These key industries are known in particular to contribute to economic activity at the local level, and may have the potential to generate economic activity from outside the region. The key industries identified have been selected because they reflect a major employment sector, a prominent land use, or are emerging at a scale that is greater than the CEDS Region and becoming an economic driver in Western Massachusetts as well as Franklin County.

¹⁶ Source: <http://www.eda.gov/InvestmentsGrants/InvestmentPriorities.xml>

Table 37: CEDS Region Key Industries

Key Industry	Description
Agriculture, Forestry, and Natural Resource Based Products *	The region has a rich heritage in agriculture and forestry that continues today. The influence of new techniques and technologies has allowed many agricultural businesses to make their operations more efficient and adaptable to market needs. Direct to the retail market sales, organic farming, agri-tourism, and the creation of value-added products is a continuation of this evolution.
Creative Economy	The region is home to many workers who are employed in occupations and at establishments in the “creative” economy. These workers include independent writers and artists, as well those employed in firms that produce crafts or media content. The region’s rural landscape and the quality of life, as well as its affordable cost of living, has allowed many artisans to pursue their careers professionally or start up businesses.
Education *	Much of the region’s workforce is employed in public and private sector educational institutions and organizations located within and surrounding the CEDS Region. Within an hour’s drive are approximately 20 colleges and universities as well as a cluster of secondary private schools and professional institutions. In addition, organizations dedicated to curriculum development or related educational services are also in the greater area. These institutions attract revenue from across the country and from many foreign countries, and generate significant employment opportunities.
Green Economy *	The region has recognized the importance of sustainability and clean energy generation, for both environmental and economic benefits. From non-profit organizations, to public institutions and private businesses, the green economy has grown in the region. Workforce training initiatives in particular have contributed significantly in cultivating and growing the cluster.
Health Care & Social Assistance *	The health care and social assistance industry is one of the largest employment sectors in the region. Firms include the hospital and doctors’ offices, non-profit service organizations, and elder care facilities that offer a range of employment opportunities. Trends indicate that this field will continue to grow as the population ages, requiring greater medical services.
Information & Innovation Technology	Significant investment in infrastructure and facilities to enhance the information and innovation technology industry are presently underway in western Massachusetts. These investments include creating a middle-mile fiber network, which will enhance broadband access into unserved areas as well as allow for the creation of technology intensive facilities to operate.

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Key Industry	Description
Manufacturing*	The region has traditionally had a strong manufacturing sector, beginning with several large factory complexes located along its rivers. Over time, the sector has evolved to include fewer large scale facilities, and more small efficient firms serving niche markets. Often these firms are able to develop creative solutions to meet the needs of large manufacturers located inside and outside of the region. Key sub-sectors of the manufacturing industry include: Plastics, Polymers and Film Products Manufacturing; Precision Machining and Fabricated Metal Products; as well as Miscellaneous, including candle-making. With the presence of the Yankee Candle Company, the region has a significantly higher proportion of candle production, relative to the state and nation.
Tourism & Visitors*	The natural, cultural, and historic assets of the region provide a variety of attractions and activities to encourage tourism. By promoting a planned, coordinated tourism effort, a rural region may use its unique assets to bring dollars from visitors into its economy, while at the same time preserving what is important to the community.

Note: Key industries identified with an (*) have also been identified by the Franklin/Hampshire Regional Employment Board as a key industry in their workforce investment area.

REGIONAL INNOVATION CLUSTERS

Regional clusters are specific economic groupings of businesses and institutions with some similarity in industry, operation, or technology, and which are generally located within a defined geographic area. They may also operate in one or more of the CEDS Region identified key industries. The federal Economic Development Administration (EDA) encourages a regional economic development strategy based on fostering regional *innovation* clusters. These are clusters that have an opportunity to grow or advance, in such a way as to become a competitor on a larger scale than at the local or regional level. The purpose of this strategy is to generate economic activity within regions, as well as grow the overall national economy.

The clustering of ventures can be mutually beneficial in a number of ways, such as developing a labor force with a common skill set, establishing cluster specific support services, and fostering the creation of trade organizations or research institutions that serve to enhance a cluster. A concentration of entities within a cluster may lead firms to collaborate in ways they may not have considered before, or intensify competition which may pressure firms to increase their productivity, efficiency or creativity.

The regional innovation clusters identified in the 2010 CEDS Plan each have a particular asset or strength that is unique to either the greater Pioneer Valley region or exclusively to the greater Franklin County region, and presents a competitive advantage for the potential growth of this cluster in the CEDS Region, relative to neighboring areas or the global economy.

Table 38: CEDS Region Regional Innovation Clusters

Cluster	Description
Plastics, Polymers and Film Products Manufacturing	One of the prominent manufacturing sub-sectors is plastic, polymer and film production. From maple syrup containers to industrial cases for the defense industry, this sector's businesses serve a variety of industries. The region also has a research institute specific to this sector at the University of Massachusetts in Amherst, which contributes innovation and a skilled workforce to this industry.
Precision Machining and Fabricated Metal Products	The Pioneer Valley area has been a center for precision machining and fabricated metal products for decades. The precision machining sector includes the manufacture of tools, dies, and levers. Fabricated metal products include items made from stamping, welding, or bending metals to create end products, such as wires or containers. The different types of metal product manufacturing all require similar skill sets for workers and raw materials.
Specialty Food Product Manufacturing	Businesses in the specialty food product manufacturing cluster include larger scale operations, such as Lightlife Foods, to the small start-up operations using the Western Massachusetts Food Processing Center, operated by the Franklin County Community Development Corporation. In addition to these businesses, the cluster is also supported by local farming operations that provide the raw materials and a workforce that is certified in food production.
Renewable Energy Technology and Generation	The CEDS Region has produced several organizations related to the development of environmental technology, renewable energy, and sustainability. The catalyst for these groups is not only the earth-friendly benefits for implementing such technologies and programs, but the growth potential of this business sector.
Green Construction	As the green economy has gained momentum in the region, a specific cluster within this industry has emerged in the CEDS Region. In particular, there is a focus on promoting and implementing on-site sustainable energy generation, energy efficiency, and related green construction. New workforce development programs are targeting green construction training programs and job placement.
Technology Infrastructure Services	As telecommunications infrastructure is deployed in the region, a unique junction of middle mile networks will be located in Franklin County. This fiber system will become a significant asset that could be leveraged to create facilities to support technology infrastructure services, such as a data center, a co-location facility, or an innovation-oriented business incubator space.
Independent Education	Within the CEDS Region are a concentration of independent, private schools and colleges that attract students from across the country and the world. The relationships these schools have with the greater community are important to both the institutions and the towns and businesses in the area. A significant portion of the jobs in Franklin County are in the education field. In addition, relatives visiting students contribute to the tourism base and there is the potential for students to return or remain in the area upon graduation. All these elements contribute to the economic strength of the area.

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Natural and Cultural Landscape - Based Tourism	The CEDS Region's natural and cultural landscape has created a cluster of attractions, services and marketing activities that highlight the region's rural and scenic amenities. Outdoor recreation activities, agri-tourism, and scenic byway designation, have capitalized on these assets which attract visitors from surrounding areas as well as contribute to the region's quality of life.
Creative Economy Artisans	A recent analysis of creative economy data demonstrated a higher proportion of artists in Franklin County, relative to other areas of the state. Concentrations of photographers, potters, glassblowers and woodworkers have been identified in the region. Assets specific in the region that support this cluster, including entities that provide training in the arts, such as the Hallmark Institute of Photography, and conduct activities and services to help grow the market, such as RiverCulture and North Quabbin Woods.

VI. REGIONAL GOALS

The CEDS Program has established regional goals and objectives to guide actions and priorities for the purpose of creating a robust and sustainable economy for the greater Franklin County CEDS Region. They were established in accordance with its vision statement and reflect current strategies to encourage job creation and economic growth. These strategies incorporate the unique capabilities and assets of the CEDS Region and the greater western Massachusetts area to support key industries and regional innovation clusters that have the capacity to become economic drivers. At the same time, the CEDS Program recognizes the importance of generating local economic activity within the region, in particular in areas of economic distress that will benefit from redeveloped properties and revitalized town centers.

Economic development in the CEDS Region incorporates strategies to:

- improve the built environment through infrastructure deployment and real estate development;
- enhance the workforce through skills training and access to jobs;
- support the creation of businesses through technical assistance and access to capital; and
- encourage the expansion of markets through marketing and business networking.

The CEDS Program incorporates each of these facets, which is supported by the collaboration of regional organizations that have expertise and undertake activities in these areas.

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

The CEDS Program was established in 1995 to facilitate collaboration among local and regional stakeholders for the purpose of identifying regional economic development projects that will create or retain jobs and encourage business development in the greater Franklin County region. Important functions of the CEDS Program include: building local and regional capacity, monitoring economic indicators, leveraging the region's assets and recognizing its weaknesses, and identifying emerging opportunities and threats. Through the CEDS Program process specific projects and programs are identified and prioritized.

The CEDS Plan and corresponding Annual Reports document the work of the CEDS Program. These reports are created pursuant to federal EDA guidelines and maintain the region's eligibility for certain federal funding programs. In addition, these reports are used by regional and state entities to understand the region's economy and identify important economic development projects and programs in the region.

Objective 1: Build local economic development capacity.

Overview

The CEDS Program is conducted to build capacity within the region to implement economic development priorities and projects. Only five of the twenty-nine CEDS Region towns have planning or community development staff available to help move such efforts forward. It is a challenge for municipal staff and volunteer officials to complete their everyday work and advance economic development projects without additional resources. It is the function of the CEDS

Program and FRCOG staff to incorporate both local support and regional leadership in its economic development planning work.

Activities

Participating CEDS Region municipalities and community development organizations use the CEDS Program to learn from each other and from special guests about relevant programs and resources, and develop ways to collaborate together. The special presentations and discussions of this CEDS Program Year included presentations on two innovative projects initiated in the region and that may be replicated in other places, the Franklin County Interconnection Facility and Innovation District project and the Shelburne Falls Village Composting Collaborative. Presentations were also held on state initiated projects that will impact the region, such as the MassBroadband 123 Network.

Objective 2: Foster regional economic development collaboration.

Overview

In its capacity as a regional planning organization and under the direction of the CEDS Program, the FRCOG will either act as a facilitator for or take a leadership role in a variety of economic development efforts that impact the Franklin County communities, the CEDS Region or the greater western Massachusetts area. These actions are undertaken to ensure inclusion of CEDS Region priorities in state and regional initiatives as well as to leverage economies of scale for project implementation.

Activities

Regional economic development leaders and FRCOG staff participate in western Massachusetts-based groups and state initiatives to contribute the Franklin County perspective. Western Massachusetts groups include the Pioneer Valley Planning Commission's Plan for Progress Trustees, the Economic Development Council of Western Massachusetts' Economic Development Partners, the Regional Technology Corporation, and more. At the state level, the FRCOG participates on the Massachusetts Broadband Institute's Board of Directors.

In the past CEDS Program, FRCOG staff was invited to participate in a meeting for the creation of the Southern Vermont Economic Development Strategy, as coordinated by the Brattleboro Economic Development Corporation (BEDC). As a result, BEDC and FRCOG were able to identify shared priorities and opportunities for further engagement.

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

An important element in fostering economic development is having suitable commercial and industrial spaces available for businesses to locate and grow. The creation of these spaces should also maintain the character of the community and the vision of the CEDS Program. Redevelopment and revitalization of vacant or underutilized industrial areas and downtowns is an effective way to meet both of these conditions. Another mechanism to provide business development space is the efficient deployment of transportation and utilities infrastructure to support appropriate real estate development and access to services in unserved areas.

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

Overview

The FRCOG administers a regional Brownfields Program to support the assessment, remediation and redevelopment of properties for the purpose of encouraging economic opportunity and protecting the health and well-being of residents and the environment. The term “Brownfields” refers to properties where their reuse or redevelopment, is complicated by the presence or *perceived* presence of hazardous substances or contamination. The clean-up and reuse of these sites is recognized as a successful strategy to balance economic development and natural resource protection. Redeveloping these sites removes blight, protects the public health, and reduces the need to develop forest or farmland. To redevelop these sites, an environmental assessment is necessary to determine whether there are hazardous substances present, and if so, how they may be mitigated.

The state and federal government have programs to encourage the redevelopment of these sites to protect the community’s public health and also put these properties back into economic use. The FRCOG has partnered with the U.S. Environmental Protection Agency (EPA) to address the concerns of public officials, residents and business leaders through the implementation of a Regional Brownfields Program. Guided by the Brownfields Steering Committee, the FRCOG administers Environmental Site Assessment grants and a Brownfields Clean-up Revolving Loan and Sub-grant Fund, funded by the EPA.

Activities

Since 2002, the FRCOG has been awarded five EPA Environmental Site Assessment grants totaling \$1 million. The latest \$200,000 award was announced in spring of 2011. Of the grants awarded, four have been specific to assessing properties potentially impacted by hazardous substances, and one grant targeted the assessment of properties potentially impacted by petroleum products. The grants allow the FRCOG to hire an environmental engineering firm to conduct assessments of selected properties, as guided by the FRCOG Brownfields Steering Committee. These assessments are completed at no cost to the municipality or the property owner. Recently, the consulting firm of Tighe & Bond of Westfield, MA was contracted to conduct assessments under the petroleum products grant, which concluded in March 2011. The firm of Weston & Sampson of Peabody, MA is contracted to conduct assessments under the hazardous substances grant, which is expected to conclude in summer 2011. A public procurement process is anticipated to begin in fall 2011 to hire a consulting firm to conduct assessment work under this latest grant award.

Environmental site assessments consist of separate phases. A Phase I assessment is a report on the property using public information, such as municipal assessor’s records, county deed information, MA Department of Environmental Protection files, and historic Sanborn Fire Insurance maps. If the owner has signed a site access agreement, the consultant may also perform an on-site visual inspection of the property. If no site access agreement was signed, the consultant does not go on the property, but may perform a visual inspection of the property as viewed from the public roadway. A Phase II assessment requires a signed site access agreement to conduct soil and/or groundwater sampling and testing, and a visual on-site inspection of the property. A Phase III assessment takes the information from the previous phases and evaluates the site’s contamination, and then prepares a Remediation Plan to mitigate any contamination.

Since 2002, 43 properties in 15 Franklin County towns have been assessed using the FRCOG's EPA Environmental Site Assessment grants. For a property to be added to the list of potential sites to be assessed, the municipality must submit a written request to the FRCOG that is reviewed and voted upon by the Brownfields Steering Committee. The Committee evaluates sites according to specific criteria, such as whether sites are located near low and moderate income populations, are a blight to the community or a risk to public health and safety, and the potential for redevelopment and job creation. The budget and timing within the grant period are considered as well. Once a site is added to the Brownfields Program Property List, requests are submitted for consideration to the EPA and the DEP, as appropriate. Upon approval, the property is added to the scope of work for the environmental engineering consultant. In calendar year 2010, over \$148,000 of consultant services were provided to conduct environmental site assessments on 14 properties in five Franklin County towns.

In 1999, the EPA awarded the FRCOG \$1 million for the establishment of a Brownfields Clean-up Revolving Loan Fund. The Fund allows the FRCOG and its Brownfields Steering Committee to issue low interest loans to eligible property owners for the purpose of cleaning up hazardous substances. In 2009, the EPA awarded the FRCOG an additional \$500,000 for the fund. The EPA allowed the FRCOG to transition its revolving loan fund to also allow sub-grants to municipalities and non-profit organizations. To date, three sites have successfully used a Brownfields Clean-up Revolving Loan and Sub-grant Fund to support clean-up. In 2003, the Town of Colrain received a loan to assist with the demolition of asbestos contaminated structures and clean-up at the Upper Mille site. In 2004, the Franklin County Community Development Corporation had a loan to assist with the clean-up of the First National Bank Building in Greenfield. In 2009, the Town of Orange received a sub-grant with a grant from MassDevelopment to conduct clean-up of asbestos in Putnam Hall. In 2010, the Town of Erving applied for a loan and subgrant to clean-up the Usher Mill site. The FRCOG Brownfields Committee approved the application for up to a \$100,000 loan and \$50,000 subgrant. The final documentation to proceed with the loan and subgrant are presently in process.

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

Overview

Many of the village centers and downtowns of the CEDS Region reflect the area's historic industrial heritage. In some cases, former factories and older commercial buildings have remained vacant, due to factors such as functional obsolescence, structural or environmental problems, or insufficient market demand. Due to relatively low lease rates for retail and office space in the region, it can be economically challenging to fund redevelopment to meet current accessibility standards and building codes. As vacancies remain, a pattern of disinvestment may emerge which can lead to further physical deterioration. The creative reuse and redevelopment of these properties are a key component to the revitalization of downtowns and village centers.

The rehabilitation of these underutilized properties allows for the maximum use of existing infrastructure and can contribute positively to the local tax base. Sewer, water, and transportation systems are expensive to expand into undeveloped areas. Communities across the CEDS Region have very limited opportunities to expand municipally-based infrastructure in these difficult

economic times. At the same time, reusing previously developed land allows for more of the natural landscape to be preserved, including farmland and forestland.

There are two examples of initiatives in the past decade that have spurred successful downtown revitalization. One example is the successful rehabilitation of a single underutilized structure that became a catalyst for additional redevelopment. The Colle Opera House was a vacant downtown building in Turners Falls that had fallen into disrepair. The Town of Montague took the initiative to acquire the building and redevelop it. The project was top ranked in the 2000 CEDS Project Listing, and was awarded EDA and state grants to fund rehabilitation. The result is a 10,500 square foot building with professional office and retail space. The structure is home to several tenants, including the Northeast Foundation for Children, Inc. and the Gallery at Hallmark which attract clients and visitors to the community. With additional visitors coming to the community, restaurants and attractions have emerged. It has been estimated that over \$12 million of public and private investment was made in neighboring properties in the downtown.

Another example of a successful revitalization initiative is the Bank Row block in downtown Greenfield. This initiative had government, non-profit and private sector stakeholders working collaboratively to make the redevelopment attractive and feasible. Residents, and community and business leaders, have long recognized the importance of the Bank Row block. Located across the street from the Town Hall and Town Common, and at the very heart of Franklin County, the poor condition of the area had been a great concern. The 2002 Downtown Master Plan identified the redevelopment of this area as a priority. Through cooperation and a common focus, this area of downtown Greenfield is being transformed through efforts, such as: the establishment of the Bank Row Urban Renewal District by the Greenfield Redevelopment Authority (GRA), saving of the First National Bank Building by the Franklin County Community Development Corporation (FCCDC), Priority Development Site state designation, implementation of the Upper Floor Redevelopment Project by a collaboration of public and private partners, and the construction of the Franklin County Regional Transit Center. As a result of these combined efforts, millions of dollars in public and private investment has been made, with more to follow pending the expansion of the Franklin County Courthouse and the redevelopment of the Garden Theater. Through the Upper Floor Redevelopment Project alone, municipal government, non-profit organizations, local banks, and property owners worked with a team of consultants to secure over \$3 million in state and federal tax credits to help fund building rehabilitation. The Bank Row Block and surrounding area is being revitalized to generate economic activity and enhance the downtown experience for businesses, residents and visitors.

Activities

The 2010 CEDS Project Listing identified several property specific redevelopment projects located in downtowns. Projects included the Putnam Hall and YES BizLoft in Orange; First National Bank Building and Olive Street Parking Structure in Greenfield; the Great Falls Cultural Center in Montague; and properties to be identified in the Shelburne Falls area. Redevelopment of any one of these particular projects may act as the catalyst for additional investment in neighboring underutilized properties, and support further economic activity in the downtown. Efforts will also be explored to coordinate resources to implement a strategic redevelopment program, as appropriate.

The Putnam Hall project has been identified as the potential linchpin of Orange's downtown revitalization efforts and is considered a priority for the Town and region. At street level, the 22,000 square foot building has two retail storefronts and an entrance to the three upper floors. The Town acquired the building in 2002, and purchased the adjacent vacant lot to provide downtown parking to support the reuse of Putnam Hall and other businesses. Using resources from the FRCOG Brownfields Program and a grant from MassDevelopment, the municipality remediated the property of hazardous substances. The property is part of the designated Putnam Hall Block Priority Development Site, and has had conceptual designs, an architectural evaluation, and a feasibility study conducted to support redevelopment. With assistance by the FRCOG, the Town of Orange is issuing a Request For Proposal in 2011 to solicit interest in the building by developers.

Presently proposals are being explored to redevelop the First National Bank Building and Greenfield Garden Cinemas. The historic Bank Building was built in 1929 and had been vacant since the 1970s. After falling into disrepair, the structure was listed by Preservation Massachusetts as one of the ten most endangered historic resources in the state in 2002. Later that year, the Franklin County Community Development Corporation (FCCDC) acquired the building. Since taking ownership the FCCDC has worked with a variety of partners to obtain \$950,000 for stabilizing, securing and removing hazardous materials from the building. During the summer of 2009, the center window and front entrance were restored. In collaboration with the Upper Floor Redevelopment Project, the FCCDC has secured \$3 million of state and federal tax credits and a \$800,000 state bond to support the redevelopment of the building. The FCCDC continues to explore potential uses and partners for the redevelopment of the building.

In 2009, a project emerged that would transform both the Bank Building and the neighboring Garden Cinema, while also providing Greenfield Community College with a downtown performing arts center. The proposal was to renovate and connect the Bank Building and the historic Garden Theater in such a way as to create multiple cinema theaters and a 1,000 seat performance space. Presently, this proposal is still in development.

In May 2010, the FRCOG and MassDevelopment, a quasi-state agency that helps finance and support development projects across the state, co-sponsored a tour of three Franklin County downtowns for private sector developers and downtown revitalization advocates from the Boston area. Local and regional leaders led participants on a brief walking tour through downtown Orange, Turners Falls, and Greenfield. The walking tours were followed by a lunch, in which four leaders in the field of real estate development and downtown revitalization shared their thoughts on the locations visited and the region overall. The event allowed local leaders to connect to a larger development community in the Commonwealth. Since the event, an interested developer returned to tour properties in downtown Orange and the Urban Land Institute held a Technical Assistance Panel for the Strathmore Mill complex in Turners Falls. The Technical Assistance Panel included a series of interviews with stakeholders and a public meeting, and resulted in a published report. The report identified key challenges and made three recommendations to improve access to the site. The University of Massachusetts' Center for Economic Development created a website¹⁷ to market this redevelopment project, which featured information from this report

¹⁷ www.strathmoremill.com

A 2010 CEDS Listing project submitted by the Town of Montague seeks to target infrastructure investments to redevelop this Turners Falls Historic-Industrial Canal District. These improvements include removing barriers that presently restrict vehicle and pedestrian access and enhancing off-site parking facilities as described in the Urban Land Institute report. These improvements would support an existing manufacturer on the site and facilitate the redevelopment of the vacant, town-owned former Strathmore Mill complex and the adjacent Indeck site. The complex consists of several connected buildings with 250,000 square feet that could be redeveloped for a mix of art institutional, educational and residential uses. These improvements are anticipated to attract \$31 million of private investment in redeveloping the site. The estimated cost of infrastructure improvements is approximately \$5 million. The Town of Montague is seeking EDA funds that would be matched by state, regional, municipal, and private resources.

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

Overview

While there are considerable efforts underway to redevelop and utilize previously developed industrial areas, sites available for new industrial development are also needed. Manufacturing remains a prominent economic driver in the region. New facilities may be required as existing businesses expand to accommodate additional employees or implement new technologies, or as new businesses locate in the region.

Activities

Findings from the most recent update to the FRCOG's "Inventory and Analysis of Industrial Park Properties in Franklin County indicate that there is an insufficient amount of undeveloped land presently available for development. There is a particular need for larger size parcels. The amount of land presently available is predicted to be exhausted within six to ten years. The update also found that there is very limited opportunity to expand the existing industrial parks to accommodate this need for more developable land. As a result, it is very important for the Franklin County region to establish a new planned industrial park to meet future demand, particularly in the central region of the Franklin County.

Given the time horizon for developing an industrial park, work must continue to address this need. Planned industrial park land plays an important role in the economy of Franklin County by providing local businesses and firms from outside the region suitable places to build their facilities. In addition, by managing the location of this growth, municipal officials may make the most efficient use of tax dollars for public infrastructure and will be able to help preserve the character of Franklin County. The FRCOG will continue to work with municipalities and regional economic development organizations to support the creation of a planned industrial park or other appropriate areas for industrial development in the region.

One community actively pursuing the expansion of planned industrial park land is the Town of Montague. Montague is proposing to develop an Eco-Industry Park on a 163-acre site that includes a capped landfill, an uncapped „burn dump’, and a municipal gravel pit. The site is proposed to be redeveloped to have at least 20 acres of new industrial development and up to 25 acres of ground-mounted photovoltaic solar arrays. The site is located adjacent to an existing manufacturer of wiring for solar panels, who employs approximately 150 people. The manufacturer will require

additional land to accommodate future growth and to possibly develop a demonstration or testing facility related to solar energy generation. A study is required to fund a master plan update, feasibility study, and engineering and permitting for road, water and sewer line extensions. The study is estimated to cost \$208,000 of which \$104,000 has been commitment by Town Meeting for the purpose of industrial land development. The construction phase is estimated to cost \$1.5 million, and is anticipated to attract \$3 million in private investment. The estimate includes costs to construction road, water and sewer extension of about ¼ mile plus site preparation.

The Town of Greenfield is exploring re-use options at the former Bendix property, and submitted a 2010 CEDS Listing project to conduct a redevelopment study for the site. The 17 acre site is a former tool manufacturing facility which ceased operations in 1990. In the late 1990s to 2006, the site was used for pallet and other debris storage. On the site is a 94,000 sq. ft., one-story industrial building built in 1961. In 2007, fire damaged parts of the building and it remains in very poor condition. The municipality acquired ownership of the site through tax title proceedings in 2009. The pallets and debris remained on the site as the Town took ownership, and were a serious concern for public health and safety. Through the FRCOG Brownfields Program, the environmental consulting firm of Weston & Sampson completed an inventory of the debris, including unknown substances in chemical containers stored on the site and in the building. Based on this work, the U.S. Environmental Protection Agency New England Region is presently cleaning up the site of hazardous substances. Since the site is zoned industrial, the municipality is exploring compatible industrial uses for the property's redevelopment, such as an eco-industrial park or green technology park that could serve industries related to the manufacture of agricultural products, solar energy production, or information technology.

The Town of Northfield and the Town of Bernardston are also exploring opportunities to develop industrial park land in their communities. The Town of Bernardston has had two properties designated as Priority Development Sites for the purpose of encouraging industrial use on these sites. The Town of Northfield submitted a 2010 CEDS Listing project seeking to conduct a market and feasibility study to determine light industrial land uses, such as materials testing, scientific research or assembly work facility that may be appropriate for the proposed site.

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

Overview

A region's transportation infrastructure is a critical component of any economic development strategy, as it is the network that transports people and goods. Sensible investment in constructing and maintaining infrastructure is necessary to encourage growth and efficiency that is appropriate to individual areas. In terms of the transportation network, municipalities, the FRCOG, the Franklin Regional Planning Board, and the Franklin County Transportation Planning Organization work diligently and cooperatively to make the best use of the limited funds available. Through these efforts, they ensure that the region's roads, bridges, transit services, and other transportation facilities, such as pedestrian and bicycle amenities, are safe and efficient. A complete review of the transportation system and priority projects in Franklin County is documented in the FRCOG's Long Range Regional Transportation Plan, which is updated every four years.

Activities

There are several prominent transportation projects that will significantly impact the regional economy that are highlighted in this report. These are the construction of the Regional Transit Center, the introduction of passenger rail service, the Gill-Montague Bridge rehabilitation project, and Route 2 safety improvements. However, all transportation investments in the region contribute to the region's economic development opportunities.

The construction of the Franklin Regional Transit Center is underway in downtown Greenfield. The Center will serve as the region's hub for public and private transit services, and be the region's new stop for the passenger rail service. The effort to construct this facility was led by the Franklin Regional Transit Authority (FRTA), in coordination with the FRCOG, the Town of Greenfield, Congressman John Olver, and other stakeholders. The facility will provide services for transit riders, as well as office space for the FRTA and FRCOG. The 25,000 square foot facility will be a "net-zero energy" building, which means that the building's energy consumption will be minimized as much as possible and will be off-set by on-site energy generation. The Center will be the first public net-zero energy building in Massachusetts and one of the first such centers in the nation. The project was the first "shovel ready" project in Massachusetts to receive federal American Reinvestment and Recovery Act (ARRA) funding, totaling \$12.8 million. Construction began in 2010 and is anticipated to be completed in 2011.

With a \$75 million ARRA award announced in 2010, the effort to re-establish passenger rail service along the Connecticut River rail line was confirmed. Access to passenger rail service in Holyoke, Northampton and Greenfield was discontinued in the 1980s due to the degradation of the rail tracks. Since that time, passenger rail service that connects Springfield, MA and Vermont could only be accessed in Amherst, MA and Brattleboro, VT. The ARRA award was based on a 2009 passenger rail study managed by the Pioneer Valley Planning Commission, in coordination with the FRCOG and other stakeholders. The study assessed the infrastructure conditions and needs, developed potential service options, and evaluated construction and operating costs. The study also forecast economic impacts and opportunities, and developed near- and long-term objectives. The study recommended a site in downtown Greenfield, which will be at the Regional Transit Center. Access to this passenger rail service is anticipated in 2014.

The Gill-Montague Bridge connects Route 2 in Gill to the village of Turners Falls. This bridge is the primary access point for the main thoroughfare, residential neighborhoods, and industrial park of Turners Falls. The \$40.7 million bridge rehabilitation project started in 2010 and is expected to take approximately three years to complete. While this construction project is greatly impacting the traffic flow in to and out of the village, its completion will significantly improve the bridge's safety, efficiency, and its historic character and appearance.

The cooperation and leadership of the Route 2 Task Force, MassDOT and the FRCOG has led to the successful implementation of many important safety improvement projects in this vital transportation corridor. Past improvements have included the re-alignment of Route 2 around the Erving Paper Mill. Presently, \$19 million of safety improvements on Route 2 are underway in Orange, including a new climbing lane, intersection improvement and bridge reconstruction over Route 122. Additional safety improvements in Erving's town center and Farley section are programmed for future construction years.

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

Overview

As described previously, issues of quality telephone service, access to broadband services, and infrastructure investment have been a top priority for the CEDS Program for many years. The FRCOG and WesternMA Connect have worked cooperatively to champion broadband access equity in the region and to encourage infrastructure investment in the region. A detailed description of the efforts is included in the Telecommunications Infrastructure section of Chapter IV.

Activities

The FRCOG and WesternMA Connect are continuing this work by partnering with the Massachusetts Broadband Institute (MBI) to support the deployment of their MassBroadband 123 Network in the region, while also exploring how this infrastructure may be further leveraged for economic development purposes.

The FRCOG is working with WesternMA Connect, who has been subcontracted by the MBI, to conduct mapping and planning work in support of infrastructure deployment. Tasks include researching barriers and assets, developing resource materials, and conducting public outreach to communities and anchor institutions. Additional tasks to support infrastructure deployment in the region may be conducted, as appropriate. For example, the FRCOG is working with partnering Regional Planning Agencies to develop model zoning bylaws for fixed wireless broadband facilities that municipalities may choose to apply to their own communities.

In addition, the FRCOG has continued to work with WesternMA Connect to explore other opportunities to improve telecom infrastructure and expand broadband adoption. As described previously, WesternMA Connect submitted testimony and advocated for public input in the Massachusetts Department of Telecommunications & Cable (DTC) investigation into incumbent telephone service quality in Western Massachusetts. In 2010, the FRCOG provided resources to the Berkshire Regional Planning Commission to complete an assessment of potential governance structures that may be employed by Wired West, in support of their efforts to construct a public fiber to the premise in select communities.

Through WesternMA Connect, FRCOG staff worked with 16 regional partners to submit two federal broadband grant applications in 2009. These applications proposed to fund a variety of coordinated public computer center and sustainable broadband adoption projects in western Massachusetts. While these applications were not successful, several projects and potential collaborations emerged and were pursued through other avenues. One such project was a proposal by community development corporations to conduct workshops for businesses to learn more about employing broadband applications and technology in their operations. The MBI was awarded a grant to execute this proposal and is presently working with the Massachusetts Association of Community Development Corporation on implementation.

In addition to the MBI's significant infrastructure investment in the region, there are other initiatives focused on deploying additional infrastructure, and developing new centers of technology and innovation in western Massachusetts. The Commonwealth is constructing a new state data center in downtown Springfield to serve as a hub of state government connectivity. In downtown

Holyoke, work is underway to construct a \$100 million Green High Performance Computing Center. The Center will host advanced computing services to be used by a consortium of colleges and universities, private business and state partners. The FRCOG Executive Director serves on the Task Force overseeing the development of the Center. As part of this effort, the state is assessing the economic impact and opportunity of this project for the greater region.

In Franklin County, a project was proposed to leverage this regional momentum. Once the MassBroadband 123 Network is constructed, the upper I-91 corridor will be uniquely situated at a nexus of public and private fiber backhaul routes. A facility is proposed that would house the co-location of commercial-grade wholesale fiber networks and corresponding peer service providers. This interconnection facility could provide services to enterprise-level accounts, such as internet service providers, large businesses, hospitals, educational institutions, and state government networks. The presence of such a facility could also create an advantageous environment for the development of businesses that provide or use these services, while also adding value to the statewide infrastructure being built by the MBI and its partners.

In 2010, the FRCOG was awarded a \$78,000 EDA's Community Trade Adjustment Assistance Program grant to create the Franklin County Interconnection Facility and Innovation District Strategic Plan. Matching resources for the grant were provided by the MBI and by the volunteer time of Innovation Committee members. The Strategic Plan is presently in development and is scheduled to be completed in September 2011.

The Strategic Plan will have two parts. The first part is a feasibility study of the proposed Interconnection Facility, which includes an infrastructure inventory, market assessment, financial model, and an evaluation of potential sites. This study is being conducted by a team of expert consultants led by the Communications Media Advisors. The second part is an action plan to establish an Innovation District that will encourage the growth of technology-intensive businesses in an area related to the proposed facility. The FRCOG staff will lead the creation of the action plan.

An estimated \$450 million of federal and state investment is being made over the next three years in middle mile infrastructure in New England and upstate New York. If successfully implemented, the Interconnection Facility will enhance access to and usage of not only the MassBroadband 123 Network but the greater telecom network being constructed in the northeast. This project could serve as a model and be replicated in other areas, thus broadening and enhancing the state's reputation as a premier location for innovation economy ventures.

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.

Overview

A key organization in the region that provides technical assistance, capital and networking is the Franklin County Community Development Corporation (FCCDC). The FCCDC offers a variety of resources to clients of all income ranges. Their services include individualized support as well as

workshops and curriculum-based entrepreneurial training courses, a lending program, and a business incubator and food processing center. These services support new entrepreneurs and existing businesses from business plan development to more sophisticated, industry-specific needs.

Another organization is the Young Entrepreneurs Society, Inc. (YES), which focuses on youth-oriented entrepreneurial training in Franklin County and the North Quabbin region. Their YES BizCenter is located in downtown Orange and houses their offices, training facilities, and a full service copy shop operation.

Activities – Access to Alternative Business Financing

The FCCDC operates a successful lending program that provides gap financing to entrepreneurs and businesses, often in coordination with local banks. Each FCCDC loan must meet pre-established job creation criteria and demonstrate a benefit to the community. As resources allow, the FCCDC provides additional technical assistance to potential borrowers to create a stronger business plan and ensure a greater likelihood of success. Since 2000, the FCCDC has issued 119 loans worth nearly \$4.8 million for business development. Over the years, many of these borrowers have grown to become successful businesses that employ residents and contribute to the tax base of their community.

YES has launched an innovative program called the BizVenture Series, which seeks to encourage residents from 13 to 22 years old to explore entrepreneurship. The program provides education, offers resources, and conducts a business idea and business plan competition that awards cash prizes and scholarships to the winners. The YES programs are successful in fostering the creation of new businesses as well as developing a workforce for the future that is skilled in business and entrepreneurship.

In challenging economic times, a diversity of capital sources and technical assistance is essential to grow businesses. The increasing number of FCCDC loans made in recent years has reduced the amount of funds available for lending. The FCCDC needs to either re-capitalize its existing loan funds or added another loan fund to its program. Federal programs offer opportunities to re-capitalize such lending programs. However, non-federal resources are required to match any federal investment. As a result, state government support that could provide financial assistance is incredibly important to allow organizations such as the FCCDC and YES to meet the increasing demand for lending program and technical assistance services for start-up and expanding businesses.

The FCCDC submitted a cluster-development project to the 2011 Supplemental CEDS Listing to expand its current lending program by adding an additional \$1 million of loan funds to its portfolio. The FCCDC is seeking \$500,000 of EDA loan capitalization funds to be matched by local banks that holding Massachusetts State Treasurer deposits targeted for small business development. The FCCDC proposes targeting these lending resources to the food and agricultural industry and to support the expansion and resiliency of the manufacturing in the region. It is estimated that over the course of this expanded lending program over 200 jobs will be created or retained.

CISA launched a new loan fund to support agricultural businesses through their Pioneer Valley Grows (PV Grows) initiative. As described by CISA, PV Grows is a collaborative network of entities dedicated to enhancing the sustainability and vitality of the regional food system. A \$1

million loan fund was established by PV Grows in partnership with the FCCDC, the Western Massachusetts Enterprise Fund and others, to assist agriculture-related entrepreneurship.

Activities – Specialty Food Product Manufacturing

While food product manufacturing has been present in the region for many years, the greatest growth in this cluster has been due to the presence of the FCCDC's Western Massachusetts Food Processing Center. Opened in 2001, the Greenfield-based Center provides both commercial kitchen facilities and professional technical support to assist in recipe development, nutritional analysis, and business planning to move food products into the marketplace. The facility includes a commercial kitchen, storage space with loading dock, and co-packing functions. Since opening ten years ago, over 200 food entrepreneurs and businesses have used the facility. Many of these businesses create specialty food products that use local agricultural ingredients and have formed relationships with farmers in the region. As these businesses grow, they graduate from using the Center to develop their own facilities and hire more workers. The Center is a unique asset in the region that draws users from the Boston area and neighboring states. To allow the Center to better sustain its operation, extend its range of services, and expand capacity, the FCCDC is researching resources to support the acquisition of new equipment and an expansion of the facility.

One expansion effort underway is to increase their capacity to freeze and package vegetables grown by local farmers for sale to local schools and institutions. The Center conducted a pilot project in 2010 to test the freezing project concept. The pilot project successfully connected five local farms to process and freeze over 2,000 pounds of broccoli for students at the Holyoke Public Schools. In 2011, the FCCDC received a \$35,000 award from the US Department of Agriculture to purchase a commercial freezer for the produce. The FCCDC submitted the Center's freezing project to the 2011 Supplemental CEDS Listing as a cluster-development project. If successfully implemented, the project anticipates creating 25 jobs, while also supporting the region's agricultural economy. The total cost of the project is estimated at \$400,000 to fund equipment and upgrade work space.

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

Overview

The Franklin/Hampshire Regional Employment Board (FHREB) and Greenfield Community College are leaders in workforce development in the greater Franklin County area. The FHREB provides job training and support services for dislocated workers, and youths and adult workers of low income. The FHREB coordinates a variety of initiatives that provide workforce training, placement programs, and other services and has identified key industries for specific attention including: targeting education, health care and manufacturing; supporting leisure/hospitality and retail sales; and promoting agriculture and green industries. Greenfield Community College has a main campus and satellite downtown center located in Greenfield and over 2,500 students enrolled. The college is a leader in the community and works in collaboration with the regional workforce investment board, other area educational institutions, and with local economic development efforts.

Activities – Green Economy Industry and Green Construction Cluster

With the recent federal American Recovery and Reinvestment Act (ARRA) funds, additional resources have been made available to support workforce development programs and projects to stimulate the economy. For example, Governor Patrick's Administration in May 2009 announced

that more than \$1.7 million in federal funds were awarded to the FHREB to support the One Stop Career Centers that serve Franklin and Hampshire Counties. The FHREB has also championed a new initiative called “The Northern Tier Energy Sector Training Partnership,” which includes community colleges, workforce investment boards, regional organizations and private businesses. The purpose of the partnership is to provide a framework for partners to work collaboratively in providing education, training, and job placement in the green economy within the Route 2 corridor region. Specifically, the partnership is focused on renewable energy and energy efficiency.

To further promote the green economy in the region, Greenfield Community College has created the Renewable Energy and Energy Efficiency Program. This program educates individuals about sustainable living and technologies in an effort to develop a skilled workforce in the field. Courses began in the summer 2007 to cover topics related to photovoltaic solar electric technologies and equipment installation for homes and businesses. These courses targeted interested individuals, building-owners and workers in the construction trades. With the success of these courses, a broader program was developed which now offers an Associate’s Degree and a certificate. This program has come at the right time to take advantage of increasing opportunities that require workers with these skills.

At the municipal level, CEDS Region communities have been active in pursuing green initiatives offered by the state. As of May 2011, four CEDS Region towns have been officially designated by the state as Green Communities. They are: Athol, Greenfield, Montague and New Salem. These towns have been awarded over \$660,000 in grants to buy down the costs of an energy services company (ESCO) contract used on municipal buildings, and in one town, to install a solar photovoltaic (PV) system. Through 2009 American Recovery and Reinvestment Act (ARRA) funds, fourteen CEDS Region towns have received federal grants totaling over \$1.8 million to fund similar buy downs of performance contracts, solar PV installations and thermal efficiency improvements for public buildings.

The Commonwealth of Massachusetts has established incentives that encourage investment in solar photovoltaic (PV) energy generation projects. As a result, several communities have explored municipally owned sites that would be appropriate for such development. In 2009, the Franklin County Solid Waste Management District conducted a feasibility study for locating solar PV panels on closed municipal landfills. The study assessed seven potential project locations in Franklin County. In 2010, the Town of Greenfield announced an agreement with Axio Greenfield LLC to construction a solar farm on a capped landfill. In 2011, the Town of Orange issued a Request for Proposals to select a solar facility developer for their capped landfill.

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

Overview and Activities - Creative Economy Industry and Artisans Cluster

The region is home to many workers who are employed in occupations and at establishments in the “creative economy.” A recent analysis of creative economy data demonstrated a higher proportion of artists in Franklin County, relative to other areas of the state. Concentrations of photographers, potters, glassblowers and woodworkers have been identified in the region. Assets specific to the region that support this cluster include entities that provide training in the arts and conduct activities and services to help grow the market.

In Franklin County, the presence of mentors and schools in the area has assisted in the development of specific niches, such as glass blowing and photography. Located in the industrial park in Turners Falls, the Hallmark Institute of Photography offers a 10-month intensive professional photography program that educates over 200 students annually from around the world. In 2009, the Institute opened a downtown gallery in the Colle Opera House that has attracted visitors to the region and helped generate downtown economic activity. Due to the presence of the Institute, Turners Falls and the region have fostered a cluster of professional photographers, graphic designers and artists.

In the CEDS Region, local and regional artist cooperatives and organizations have become increasingly more connected to one another and the greater community. The Fostering the Arts & Culture in Franklin County project and the Turners Falls' RiverCulture program are two great examples. Fostering the Arts was created through a collaboration of Greenfield Community College, Franklin County Chamber of Commerce, Franklin County Community Development Corporation, Greenfield Business Association, RiverCulture, and Shelburne Falls Area Business Association. Launched with \$40,000 grant from the Massachusetts Cultural Council in 2006, the project continues today to foster the creative economy and provide business development resources for artists. In spring 2011, they held the Creative Economy Summit 2 which engaged over 200 participants in two-days of workshops held in Shelburne Falls.

Turners Falls RiverCulture is a partnership between the arts, cultural and business communities in the Montague area. RiverCulture works to support and strengthen cultural and creative industries by hosting and promoting events and marketing the area and its attractions. Initiated in 2006, the project has continued through the support of local partners and two grant awards from the Massachusetts Cultural Council. RiverCulture coordinate events, produces marketing materials, and builds capacity among local artists and businesses to encourage Turners Falls as a destination for the arts. In 2011, RiverCulture won the Massachusetts Cultural Council's Commonwealth Award, which honors exceptional achievements in arts and culture. One of the goals of RiverCulture is to create a facility dedicated to expanding the arts in the village. The Town of Montague submitted this project, titled the "Great Falls Center for the Arts," for regional consideration in the 2010 CEDS Listing.

Overview and Activities - Natural and Cultural Landscape Based Tourism Cluster

Maintaining the rural and historic character of CEDS Region communities while directing development to areas identified for growth is necessary to sustain the quality of life currently enjoyed by residents and visitors. Fostering economic development initiatives based upon the abundant natural and cultural resources in the region may provide the best means of conserving these assets over the long term. From agriculture and forestry to arts and crafts, these types of businesses contribute to the economy, often without negatively impacting the community's character. Examples of initiatives that support enhancing these resources in the region include scenic byway efforts, the development of outdoor recreation facilities, and activities sponsored by local Chamber of Commerce and business association groups.

The tourism industry acts as a driver of economic activity in two ways. The most apparent economic benefit is visitors' spending money on activities and services in the region. The development of stores, restaurants, lodging, and recreational service providers creates job opportunities and increases the amount of dollars spent locally. A secondary impact of a vibrant

tourism economy is that the same assets that attract visitors may also attract new residents and employers seeking a high quality of life for their workers.

The FRCOG has participated in the development of five state designated scenic byways, one of which is also designated National Scenic Byway. Each scenic byway had an oversight committee formed and a corridor management plan created that inventoried assets, developed goals and objectives, and identified important projects. The FRCOG has been successful in securing funding to implement several projects identified in the corridor management plans. An effort underway to foster greater economic activity on the scenic byways is presently being undertaken by the FRCOG with other regional planning agencies and MassDOT. It is the creation of a cohesive promotional campaign, with website, logo and signage that will market the multiple scenic byways designated throughout western Massachusetts. A more detailed description of scenic byway program activities is included in the *Recreational and Cultural Tourism Services* section of Chapter IV.

The North Quabbin Woods effort ties together tourism and natural-resource related business development. Launched by the New England Forestry Foundation, North Quabbin Woods provided education to landowners on sustainable forest management, and promoted programs to encourage the market local wood products, train forest guides, and raise community awareness of the potential benefits that result from sustainable use of local forest resources. The North Quabbin Community Coalition is presently managing the North Quabbin Woods project.

Many tourists to the region are people visiting friends and family, or people who grew up or attended school in the region. A major contributor to the tourism industry is the presence of private schools that attracts international visitors who come to visit their relatives attending these world-renowned institutions. In addition, the region hosts many visitors from metropolitan areas within a short car ride away, such as Boston, Springfield or Hartford. They visit the region because of ties to the area, or because of the beautiful natural landscape and historic New England character. Special attractions in the region range from natural assets, such as the Quabbin Reservoir, to cultural institutions, such as the museums of Historic Deerfield, or individual events like the Green River Music Festival. However, the greatest visitor attraction is the Yankee Candle Company flagship store in Deerfield.

VII. 2010 CEDS LISTING

The 2010 CEDS Listing is an inventory of regionally significant economic development projects submitted for consideration by municipalities and non-profit organizations located in the greater Franklin County CEDS Region. The top ranked, eligible projects are forwarded to the EDA for consideration. For projects that are either not EDA eligible or not ranked highly at the time of submittal, it is still important to have them included in this listing. As other funding sources become available or economic development efforts are initiated, this listing is often referenced to identify appropriate projects. In some cases, the ranking of a project on this listing will be referenced in grant applications to demonstrate its importance to the region.

2010 CEDS Listing Process

In October 2009, the Greater Franklin County Comprehensive Economic Development Strategy (CEDS) Committee contacted over 100 municipal officials and non-profit organizations to solicit regionally significant economic development projects for consideration on the 2010 CEDS Listing. The FRCOG held an information session about the CEDS Listing process on October 29, 2009 at the FRCOG offices in Greenfield. Project proponents were required to submit a Project Profile Form for each project to be considered for the listing. In response, twenty-six Project Profile Forms were submitted for construction/development projects and feasibility study/planning projects located in eight towns. Projects were submitted by municipalities as well as community and regional organizations.

In advanced of the solicitation, minimum and evaluative criteria were established for projects to be considered for evaluation on the 2010 CEDS Listing. The minimum criteria required: (a) project is clearly defined; (b) project will create or retain jobs upon completion; (c) project has received open public discussion and approval; (d) project has support of municipal officials; (e) project is consistent with CEDS vision and goals; (f) project does not benefit only one company or individual; and (g) project requires some form of public funding.

The evaluative criteria were used to determine how the projects were prioritized. The criteria incorporated the vision and goals of the CEDS Program, and the EDA investment policy guidelines available at that time. The EDA's Investment Policy Guidelines were first instituted in the 2005 CEDS Plan. The guidelines encourage the selection of projects that are market-based; proactive in nature and scope; have a long-term view; maximize private investment; have a high probability of success; result in higher-skilled and higher wage jobs; and maximize the return on taxpayer investment. A "Review Subcommittee" consisting of CEDS Committee members was formed to conduct an evaluation of the projects submitted. The Review Subcommittee met in late January and again in early February to thoroughly review and evaluate the projects using pre-established criteria. Subcommittee members were not allowed to evaluate projects submitted by the municipality or appointing entity they represent on the CEDS Committee. In the case of a tie score, an adjusted score was given based on the ranking of priority assigned to it by the municipality in which the project is located, or if no location is available, by the entity that submitted it.

Government funding programs at the state and federal level are generally differentiated into construction or planning categories. Based on the information provided in the Project Profile Forms submitted by the project proponent, the projects submitted were grouped into two categories:

construction/development projects or feasibility study/planning projects. In the past, projects were also strictly categorized by their potential eligibility for Economic Development Administration (EDA) funding. Upon evaluation of the Review Subcommittee, prioritized projects were conditionally categorized into EDA eligible or not eligible categories, and were presented at the February 4, 2010 CEDS Committee meeting.

In March 2010, FRCOG staff attended the EDA Regional Training Conference in Philadelphia. At this event, the EDA reviewed its revised Investment Policy Guidelines criteria, which were instituted on January 22, 2010. The revised policy further defined the established guidelines and introduced new priorities. As a result, the conditional determination of EDA eligibility for 2010 CEDS Listing presented at the February 4, 2010 meeting had to be reconsidered.

2011 Supplemental CEDS Listing

As a result of the revised guidelines, the CEDS Committee decided to conduct a supplemental solicitation process to identify projects that focused on the development of Regional Innovation Clusters. In March 2011, a revised Project Profile Form was sent to municipalities and economic development related organizations to solicit cluster development projects to be added as a new category to the 2010 CEDS Project Listing.

The Form included specific guidance on the types of projects being sought and the parameters of EDA funding programs. It explained that projects must seek to support and enhance a Regional Innovation Cluster identified in the 2010 CEDS Plan, and, once implemented, result in job retention or creation, and leveraged private investment. It stated that the types of grant programs offered by the EDA, include the funding of public infrastructure and facility construction projects, planning and feasibility studies, and revolving loan fund capitalization. The EDA will generally fund up to 50% of the total project cost; which requires that at least 50% of the project funding must come from non-federal sources. Entities eligible to apply for EDA funds are: municipal governments, higher educational institutions, non-profit organizations, and the FRCOG. In addition, to be eligible and competitive for EDA funding, a project must demonstrate how it meets the EDA's top priorities for making investments, including the National Strategic Priorities.

Four new projects were submitted in response to the 2011 Supplemental CEDS Listing solicitation. These projects include the Turnpike Road Eco-Industry Park and Redevelopment of the Turners Falls Historic Industrial Canal District proposed by the Town of Montague, and the Western Massachusetts Food Processing Center Freezing Project and the Small Business Lending Project proposed by the Franklin County Community Development Corporation.

EDA Investment Requirements and Guidelines

There are several considerations to determine whether a project is eligible for and sufficiently competitive to be awarded EDA funding. The EDA requires any funded project to meet minimum criteria, such as: located within a designated Economic Development District and/or a community that meets specific economic distress criteria, direct job creation, leverages private investment, does not benefit any single individual or business, and if related to a physical improvement it must be in either government or non-profit ownership, and demonstrate a readiness to proceed. As mentioned previously, revised EDA Investment Policy Guidelines were instituted in January 2010 to further define the guidelines and introduce new priorities.

Revised EDA Investment Policy Guidelines:

1. Collaborative Regional Innovation. Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban and rural (including Tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and, support the growth of existing and emerging industries.
2. Public/Private Partnerships. Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or non-profits.
3. National Strategic Priorities. Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; natural disaster mitigation and resiliency; access to capital for small and medium sized and ethnically diverse enterprises; and, innovations in science, health care and alternative fuel technologies.
4. Global Competitiveness. Investments that support high growth businesses and innovation based entrepreneurs to expand and compete in global markets.
5. Environmentally-Sustainable Development. Investments that encompass best practices in environmentally sustainable development, broadly defined, to include projects that enhance environmental quality and develop and implement green products, processes, and buildings as part of the green economy.
6. Economically Distressed and Underserved Communities. Investments that strengthen diverse communities that have suffered disproportionate economic and job losses or are rebuilding to become more competitive in the global economy.

The CEDS Project Listing has traditionally emphasized projects oriented to site specific development, such as building rehabilitation or industrial park development. The 2010 CEDS Project Listing predominantly includes construction and planning projects that are related site specific development. Given the recent emphasis by the EDA for cluster-based development projects, an additional category has been added to the CEDS Listing to reflect these projects. It is important to note that these projects may include a site specific real estate development aspect, but must predominantly reflect cluster development initiatives. This additional category allows projects that have not traditionally been on the CEDS Listing to be included, such as workforce development, business technical assistance, and marketing initiatives.

For a project to move forward towards implementation, inclusion on the active CEDS Listing is just one component. Funding for an EDA award is a very competitive process. It is recommended that there be consultation with EDA regional office staff to confirm if a project meets the necessary eligible standards and investment guidelines. Funded projects require a matching share from non-federal resources of the total project cost. There are factors that impact the percent an EDA award may contribute to the total project cost, such as the economic distress of the community and the particular EDA program that funding is being sought. However, in general, it may be estimated that maximum amount of an EDA investment will be 50% of the total project cost. The remaining 50% must come from non-federal resources, such as private sector investment, a state grant award, a local government contribution, or a combination of these sources.

Table 39: 2010 CEDS Listing - Construction/Development Projects

Rank	Project Title - Description	Project Proponent	Site of Project	Current Site Owner	Estimated Jobs *	Criteria Score **
<i>Projects with a preliminary estimation of EDA eligibility:</i>						
1	Franklin County Telecom Interconnection and Innovation Project - Construct fiber network interconnection facility and business incubator.	Franklin Regional Council of Governments & WesternMA Connect	Greenfield	Public/Non-Profit	200	30
2	Greater Franklin County Fiber Network - Install fiber optic telecommunications infrastructure to complement Massachusetts Broadband Institute network.	Franklin Regional Council of Governments & WesternMA Connect	Regional	Public/Non-Profit	400	24
<i>Projects that may be potentially EDA eligible (if project can meet EDA minimum criteria and investment policy guidelines):</i>						
1	YES BizLoft - Building renovation to accommodate second floor office incubator space.	Young Entrepreneurs Society, Inc. (YES)	Orange	Public/Non-Profit	9	62
2	Putnam Hall - Redevelop building for retail and professional office uses.	Town of Orange	Orange	Public/Non-Profit	15-25	60
3	Randall Pond Industrial Park/Airport Sewer Extension - Extend sewer line to support additional industrial development.	Orange Econ. Development & Industrial Corp. and Airport Commission	Orange	Public/Non-Profit	No estimate provided	44
4	Bernardston Clean Energy Park - Construct infrastructure to support and attract development to new clean energy oriented park.	Town of Bernardston & Private Sector Partners	Bernardston	Private	200	39
<i>Projects not eligible for EDA:</i>						
1	First National Bank Building - Renovate building to accommodate new theaters for Garden Theater Performance Center.	Franklin County Community Development Corp.	Greenfield	Public/Non-Profit	26	70
2	Garden Theatre/Greenfield Community College Performing Arts Center - Redevelop theater to create a performance space that will be leased by the college and movie theaters.	Town of Greenfield & Private Sector Partners	Greenfield	Private	22	60

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Rank	Project Title - Description	Project Proponent	Site of Project	Current Site Owner	Estimated Jobs *	Criteria Score **
3	Salmon Falls Observation Area Final Stage - Construct an elevated walkway and observation deck.	Town of Shelburne and Shelburne Falls Area Business Association	Shelburne	Public/ Non-Profit	5	52
4	Shelburne Falls Trolley Museum Car Barn and Track Extension - Design and build a car barn for storing the trolley and for future restoration projects.	Shelburne Falls Trolley Museum	Buckland	Public/ Non-Profit	0	50.5
5	Olive Street Parking Structure - Construct a multi-level parking structure to serve downtown.	Town of Greenfield	Greenfield	Public/ Non-Profit	80	48
6	Historic Sweetheart Dining Room Restoration - Restore and renovate structure for restaurant and visitor services use.	Buckland Center Partners II LLC	Shelburne	Private	8-28	42
7	Railroad Salvage Redevelopment - Demolish and redevelop property for mixed residential and commercial use.	Town of Montague	Montague	Private	110	40
8	Route 47 Storm Drain, Road & Sidewalk - Replace sewer/storm drain system and reconstruct sidewalk.	Town of Sunderland	Sunderland	Public/ Non-Profit	15	38
9	Greater Franklin County Health and Human Services Center - Construct a facility to accommodate regional social service agencies' offices.	Rural Development Inc.	Regional	Public/ Non-Profit	445	24

* Project proponent's estimated total number of existing jobs to be retained and new jobs to be created, as a direct or indirect result of the project.

** The Criteria Score is based on information submitted by the project proponent, and evaluated by the Review Subcommittee. In the case of a tie, the ranking given by the town or regional organization is applied.

Note: Per the request of the Town of Montague, the Montague Plains Industrial Park Project has been removed from the 2010 CEDS Listing, due to the discontinuation of this project by the Town and the property owner.

Table 40: 2010 CEDS Listing – Feasibility Study/Planning Projects

Rank	Project Title - Description	Project Proponent	Site of Project	Current Site Owner	Estimated Jobs *	Criteria Score **
<i>Projects with a preliminary estimation of EDA eligibility:</i>						
1	Franklin County Telecom Interconnection and Innovation Study - Feasibility study for interconnection facility and additional related opportunities for business development.	Franklin Regional Council of Governments & WesternMA Connect	Greenfield	Public/ Non-Profit	200	26
<i>Projects that may be potentially EDA eligible (if project can meet EDA minimum criteria and investment policy guidelines):</i>						
1	Bendix Site Redevelopment Study - Feasibility study to determine redevelopment potential of site.	Town of Greenfield	Greenfield	Public/ Non-Profit	No estimate provided	41
2	Northfield Commercial Site Feasibility Study - Engineering, feasibility and market analysis study to determine large commercial land use, such as office park or retail.	Town of Northfield	Northfield	Private	40	39 (+5)
3	Randall Pond Industrial Park/Airport Sewer Extension - Engineering study to extend sewer line to support additional industrial development.	Orange Economic Development & Industrial Corp. and Airport Commission	Orange	Public/ Non-Profit	No estimate provided	39 (+4)
4	Northfield Light Industrial Site Feasibility Study - Engineering, feasibility and market analysis study to determine light industrial land uses, such as materials testing, scientific research, or assembly work facility.	Town of Northfield	Northfield	Private	50	38 (+4)
<i>Projects not eligible for EDA:</i>						
1	Olive Street Parking Structure Design - Complete design for parking structure.	Town of Greenfield	Greenfield	Public/ Non-Profit	80	47
2	Great Falls Cultural Center - Study to redevelop vacant building into a cultural tourism center.	Town of Montague	Montague	Public/ Non-Profit	20	43
3	Community Transformation through Economic Development - Redevelopment study for sites in western Franklin County, including business and financing plan completion for two sites.	Franklin County Community Development Corporation	Regional	Public/ Non-Profit and Private	12	22

* Project proponent's estimated total number of existing jobs to be retained and new jobs to be created, as a direct or indirect result of the project.

** The Criteria Score is based on information submitted by the project proponent, and evaluated by the Review Subcommittee. In the case of a tie, the ranking given by the town or regional organization is applied.

Note: Per the request of the Town of Montague, the Montague Plains Industrial Park Feasibility Study project has been removed from the 2010 CEDS Listing, due to the discontinuation of this project by the Town and the property owner.

Table 41: 2010 CEDS Listing – Cluster-Development Projects

Rank	Project Title - Description	Project Proponent	Site of Project	Current Site Owner	Estimated Jobs *	Criteria Score **
<i>Projects that may be potentially EDA eligible (if project can meet EDA minimum criteria and investment policy guidelines):</i>						
NA	Western Mass. Food Processing Center’s Freezing Project - Expand capacity to freeze and package vegetables grown by local farmers for sale to local institutions.	Franklin County Community Development Corporation	Greenfield	Public/ Non-Profit	25	NA
NA	Small Business Lending Expansion – Expand the amount of capital available to lend to small businesses and provide related technical assistance.	Franklin County Community Development Corporation	Regional	Public/ Non-Profit	200	NA
NA	Turnpike Road Eco-Industry Park – Study and construct industrial land for use by green energy sector businesses.	Town of Montague	Montague	Public/ Non-Profit	350	NA
NA	Turners Falls Historic-Industrial Canal District Improvements – Infrastructure improvements to remove barriers for redevelopment of this area.	Town of Montague	Montague	Public/ Non-Profit & Private	220	NA

Note: Projects were identified through the 2011 Supplemental Project solicitation process.

VIII. CEDS PROGRAM IMPLEMENTATION

The Economic Development Administration (EDA) has outlined three required elements to guide and monitor the successful implementation of the CEDS Program. They are: the Action Plan, the Scope of Work, and Performance Measures. The Action Plan is a set of activities to be undertaken to move forward regional economic development goals and objectives of the CEDS Program. The Scope of Work is the set of tasks to be completed by the FRCOG, if awarded EDA Planning Partnership grant funds. Performance Measures are how the EDA evaluates the progress of the CEDS Program's implementation.

ACTION PLAN

The Action Plan describes the activities to be undertaken to achieve the regional economic development goals and objectives of CEDS Program. These activities include items that can be implemented as part of the FRCOG's scope of work funded by the EDA's Planning Partnership grant, if awarded. They may also include activities that are conducted through funding awarded to the FRCOG under other programs, or activities led by other organizations or governmental entities. In addition, the timeframe to accomplish these activities may be in the short-term or may be implemented over a period of years.

Activity 1: Facilitate CEDS Program meetings and events that build local economic development capacity and foster regional collaboration.

FRCOG staff will coordinate CEDS Committee and EDD Governing Board meetings to support regional collaboration on important economic development initiatives. These meetings may also include special presentations to inform participants about projects, programs, or initiatives that may influence regional economic development planning. In addition, FRCOG staff and community and business leaders will participate in economic development planning efforts that encompass an area larger than the greater Franklin County region, such as Pioneer Valley, Western Massachusetts or Southern New England based initiatives. Through participation, the goals and vision of the CEDS Program is shared and coordinated with broader planning efforts.

Activity 2: Administer and maintain the FRCOG Brownfields Program.

In spring 2011, the U.S. Environmental Protection Agency announced the award of a fifth environmental site assessment grant to the FRCOG. The FRCOG will execute this contract award, once received and will continue to maintain its active and productive regional Brownfields program.

Activity 3: Provide technical assistance to local communities to support downtown revitalization and redevelopment efforts, and industrial park planning and development.

As available, the FRCOG will provide technical assistance to public officials, non-profit organizations, and other project advocates to forward regionally significant economic development projects to the next stage of implementation. Types of assistance may include: grant writing, committee facilitation, project management services, and developing applications for state and federal programs. Access to these services is contingent upon FRCOG staff availability and budget resources.

Activity 4: Promote commercial and industrial properties available for redevelopment.

The FRCOG will continue to update the inventory of existing developable industrial park properties and identify redevelopment opportunities for properties suitable for industrial, commercial or mixed uses. Preparation of informational materials, outreach activities, and project collaboration to support and market these opportunities will be conducted, as appropriate and as resources allow. For example, the FRCOG proposes to coordinate an event to connect the local real estate community to regional and statewide resources that promote development and redevelopment.

Activity 5: Conduct regional planning activities to forward projects that enhance the transportation system of the greater Franklin County region.

The FRCOG will continue to serve as the designated Transportation Planning Organization for Franklin County and advocate for investment in transportation infrastructure projects in the region.

Activity 6: Support deployment of broadband infrastructure and innovation development facilities that benefit the greater Franklin County region.

The FRCOG will continue to support telecommunications infrastructure deployment and broadband access efforts in the greater Franklin County region, as contracted by WesternMA Connect, Inc. and the Massachusetts Broadband Institute. The FRCOG will continue to support projects and initiatives that engage communities, businesses and institutions in fostering innovation and adopting broadband technology. For example, the FRCOG will support efforts to establish an Interconnection Facility in Franklin County to support telecommunications infrastructure deployment and broadband intensive business development.

Activity 7: Support efforts to secure technical assistance and capital to support entrepreneurship and business growth.

The FRCOG will support the FCCDC's efforts to pursue resources to expand their technical assistance services and increase the amount of loan program funding available to regional and local entrepreneurs and ventures. As funding and resources allow, the FRCOG will work with the FCCDC and other partner business development organizations to conduct technical assistance workshops focused on small business development.

Activity 8: Provide technical assistance and participate in efforts to support the growth and development of key industries and regional innovation clusters.

The FRCOG will provide technical assistance and participate in efforts related to regional innovation clusters, as staff availability and budget resources allow. This activity includes completion of the Franklin County Interconnection Facility and Innovation District Strategy Plan (as funded by the EDA) and the implementation of recommendations as identified in the Plan. Another task proposed is an inventory of programs and organizations that promote or participate in the "green economy" in the greater Franklin County region. The publishing of such an inventory may facilitate collaboration to help nurture Regional Innovation Clusters within the green economy.

Activity 9: Lead the development of the Regional Plan for Sustainable Development.

The FRCOG will coordinate Consortium partners and provide contract oversight for the creation of the Regional Plan for Sustainable Development, as funded by the U.S. Department of Housing

& Urban Development. The Plan will gather input from the community to create goals and recommendations to address the region's future needs for housing, transportation and economic development. To support these efforts, the FRCOG will initiate short-term activities that will provide useful information to the region and individual communities seeking to apply sustainable development principles. For example, as funding allows, the FRCOG will research the location and condition of sewer and water infrastructure and will develop a "data digest" with the Pioneer Valley Planning Commission to identify local food access.

SCOPE OF WORK

The Scope of Work describes the tasks to be undertaken by the FRCOG using federal EDA Planning Partnership grant funds, if awarded. A narrative reporting on the status of these activities will be submitted to the EDA on a biannual basis, or as requested. The following work elements were recommended by the EDA, per their invitation to the FRCOG to apply for a FY2010 Partnership Planning grant.

FY2010 – FY2012 Scope of Work Tasks:

1. Development of the CEDS Annual Report for the Region.
2. Implement the Plan of Action of the 2010 CEDS Plan.
3. Coordination of federal, state, and local funds to optimize the implementation of the Plan of Action, and progress toward attainment of regional goals, objectives, and vision.
4. Provide reports, data and regional information as requested by the EDA.
5. Ensure that the Economic Development District complies with EDA regulations.

PERFORMANCE MEASURES

As a designated Economic Development District (EDD), the Greater Franklin County CEDS Program has to report on specific performance measures to the EDA on an annual basis. These measures are used to evaluate the successful development and implementation of the CEDS Program in the region. These measures reflect the EDA's mission to create and retain jobs and to stimulate industrial and commercial growth, particularly in areas of economic distress. The EDA explains that its purpose is "to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy."

The performance measures applicable to the CEDS Program are specified in the EDA's Planning Partnership award to the FRCOG. As a result, the measures stated below may be amended, as appropriate to the contract between the EDA and the FRCOG. These draft measures were identified in the EDA regulations (13 CFR Chapter III, Part 303.7 (b)(9)), effective as of January 27, 2010. Following each measurement is a possible approach to quantify and/or monitor progress. How to complete these measurements may be adjusted, per EDA guidance.

It is challenging to have an accurate annual account of the number of jobs and amount of private investment leveraged in the region due to CEDS Program initiatives. Many of the projects pursued are multi-year in nature. For example, the creation of an industrial park, the installation

of infrastructure or the redevelopment of a building, may take years from the initial planning stage to completion. Upon completion, private investment and jobs may be easily accounted over time as businesses lease or purchase property or utilize the infrastructure. In the case of infrastructure projects, such as an improved telecommunications system, sometimes it is not possible to account for all the jobs and investment made as a result of broadband access and an improved network. However, studies¹⁸ have indicated that these projects produce a positive economic outcome.

Measure #1 - Number of jobs created after implementation of specific projects identified within the CEDS

As CEDS Program projects and initiatives are implemented, the number of jobs created will be reported in the year they were completed. At present, no 2010/2011 CEDS Listing projects have been completed to provide job creation data. Job creation has been achieved by other initiatives identified in the CEDS, such as the FRCOG Brownfields Program and the Upper Floor Redevelopment Project in downtown Greenfield. Through the FRCOG Brownfields Program, the Streeter Property in Bernardston had environmental site assessment work conducted using a grant from the U.S. Environmental Protection Agency. As a result, two jobs were retained and three jobs were created. Through the Upper Floor Redevelopment Project, three vacant or underutilized commercial buildings were rehabilitated due to a collaborative public-private sector planning effort. As a result, businesses established in these buildings have created an estimated 35 new jobs.

To supplement these figures, additional federal data is provided. Since no data source has been identified to quantify the total number of jobs in the greater Franklin County region in 2010 and 2011, the most recent data from the U.S. Census Bureau's County Business Pattern Program is used. Please note that this data only reports on private-sector, employer-based employment located in Franklin County, and as a result, excludes government employees, the self-employed and jobs located in three towns of the CEDS Region located outside of Franklin County. As of 2007, there were 21,662 paid employees working in Franklin County-based establishments operating in private sector industries. Data from 2008 reported that were 22,069 paid employees, which represents a 1.9% rise in the number of employees.

Measure #2 - Number and types of investments undertaken in the region

As CEDS Program projects and initiatives and related efforts are implemented, the number and types of investments undertaken in the region will be monitored and reported in the CEDS Annual Reports. The following are investments made in calendar year 2010:

- There were six Transportation Improvement Program (TIP) project advertised in calendar year 2010, totaling \$38 million of public investment. These projects included one road project, three bridge projects, one highway lighting improvement project, and an extensive safety improvement project.

¹⁸ In 2006, a report titled "Measuring Broadband's Economic Impact" was prepared for the EDA by the Massachusetts Institute of Technology and the Carnegie Mellon University. The report states that "the results support the view that broadband access does enhance economic growth and performance, and that the assumed economic impacts of broadband are real and measurable." This preliminary data produced on a national scale determined that broadband added about 1-1.4% to the job growth rate from 1998-2002, and added about 0.5-1.2% to the growth rate of business establishments for the same time period.

- The FRCOG Brownfields Program provided over \$148,000 of consultant services to conduct environmental site assessments on public and private properties in Franklin County.
- In part due to the advocacy of the FRCOG, the Massachusetts Broadband Institute completed installation of the I-91 portion of its fiber-optic network. The amount of investment in Franklin County is not available.
- In the 2010-2011 CEDS Program year, the Franklin Community Development Corporation's Loan Program made loans that provided \$148,000 of capital to local businesses.

Measure #3 - Number of jobs retained in the region

As CEDS Program projects and initiatives are implemented, the number of jobs retained will be reported in the year they were completed. As reported in Measure #1, federal data reports that from 2007 to 2008, there was a 1.9% increase in the number of additional paid employees working in Franklin County-based establishments operating in private sector industries.

Measure #4 - Amount of private sector investment in the region after implementation of the specific projects identified within the CEDS

As CEDS Program projects and initiatives are implemented, the amount of private sector investment will be monitored. At present, no 2010/2011 CEDS Listing projects have been completed to provide private investment data. However, private investment has been leveraged by other initiatives identified in the CEDS, such as the FRCOG Brownfields Program and the Upper Floor Redevelopment Project in downtown Greenfield. The FRCOG Brownfields Program spent \$46,000 of grant funds to assess the Streeter property in Bernardston, which led to \$200,000 of private investment to rehabilitate the commercial building and bring back to productive use. The Upper Floor Redevelopment Project in Greenfield was able to secure \$655,000 of state historic and federal New Market Tax Credits and approximately \$545,000 of private investment to support the redevelopment of three commercial buildings.

Measure #5 - Changes in the economic environment of the region

The CEDS Annual Reports to be produced from 2011 to 2014 will include a description of the economic environment of the region and how it has changed over time. The 2011 CEDS Annual Report states that the population change for the CEDS Region is relatively stagnant overall. The region continues to have significantly lower incomes and wages offered than compared to the state, and that recent data indicates higher rates of poverty. The region continues to have a workforce with strong middle-skills (for example, associate's degree) and advanced educations (master's degree). For Franklin County, small business continues to drive the region's economy and the manufacturing sector continues as its most prominent industry. The trend continues for the growth of self-employed workers, and there is increased economic activity in clusters related to creative, green, and innovation economies.

IX. APPENDICES

Appendix I: Select Data Tables

Appendix II: 2011 Supplemental CEDS Listing Form

Appendix III: CEDS Committee & EDD Governing Board Procedural Rules

Appendix IV: Policy for Emergency Economic Development Projects

Appendix V: Legal Notice for Public Comment

Appendix VI: Meeting Minutes

APPENDIX I: SELECT DATA TABLES

Table 42: Census Total Population Counts

Area	1980 Census Population	1990 Census Population	2000 Census Population	2010 Census* Population	1980-2010 Percent Change
Amherst	33,229	35,228	34,874	37,819	13.8%
Ashfield	1,458	1,715	1,800	1,737	19.1%
Athol	10,634	11,451	11,299	11,584	8.9%
Bernardston	1,750	2,048	2,155	2,129	21.7%
Buckland	1,864	1,928	1,991	1,902	2.0%
Charlemont	1,149	1,249	1,358	1,266	10.2%
Colrain	1,552	1,757	1,813	1,671	7.7%
Conway	1,213	1,529	1,809	1,897	56.4%
Deerfield	4,517	5,018	4,750	5,125	13.5%
Erving	1,326	1,372	1,467	1,800	35.7%
Gill	1,259	1,583	1,363	1,500	19.1%
Greenfield	18,436	18,666	18,168	17,456	-5.3%
Hawley	280	317	336	337	20.4%
Heath	482	716	805	706	46.5%
Leverett	1,471	1,785	1,663	1,851	25.8%
Leyden	498	662	772	711	42.8%
Monroe	179	115	93	121	-32.4%
Montague	8,011	8,316	8,489	8,437	5.3%
New Salem	688	802	929	990	43.9%
Northfield	2,386	2,838	2,951	3,032	27.1%
Orange	6,844	7,312	7,518	7,839	14.5%
Phillipston	953	1,485	1,621	1,682	76.5%
Rowe	336	378	351	393	17.0%
Shelburne	2,002	2,012	2,058	1,893	-5.4%
Shutesbury	1,049	1,561	1,810	1,771	68.8%
Sunderland	2,929	3,399	3,777	3,684	25.8%
Warwick	603	740	750	780	29.4%
Wendell	694	899	986	848	22.2%
Whately	1,341	1,375	1,573	1,496	11.6%
Franklin County	64,317	70,092	71,535	71,372	11.0%
CEDS Region	109,133	118,256	119,329	122,457	12.2%
Massachusetts	5,737,037	6,016,425	6,349,097	6,547,629	14.1%
United States	226,546,805	248,709,873	281,421,906	308,745,538	36.3%

Source: U.S. Census Bureau: 1980, 1990, and 2000 Census, and 2010 Census Redistricting Data Summary File

Table 43: Census 2010 Population by Race and Hispanic Ethnicity Summary

Geography	Total Population	Persons of One Race						Persons of Two or More Races	Persons of Hispanic Origin (of any Race)
		White	Black or African American	Native American & Alaskan	Asian	Hawaiian & Pacific Islander	Other Race		
Amherst	37,819	29,076	2,044	92	4,140	13	898	1,556	2,757
Ashfield	1,737	1,675	7	9	9	0	1	36	31
Athol	11,584	11,040	113	29	84	0	114	204	413
Bernardston	2,129	2,077	4	3	10	0	6	29	17
Buckland	1,902	1,847	5	4	13	0	4	29	25
Charlemont	1,266	1,215	2	6	11	0	5	27	12
Colrain	1,671	1,613	8	1	13	0	5	31	13
Conway	1,897	1,832	3	7	11	2	3	39	28
Deerfield	5,125	4,867	41	3	98	1	25	90	132
Erving	1,800	1,750	5	5	4	0	7	29	32
Gill	1,500	1,449	13	3	19	0	2	14	12
Greenfield	17,456	16,123	297	61	239	5	284	447	853
Hawley	337	328	1	2	4	0	0	2	5
Heath	706	687	3	1	0	0	1	14	10
Leverett	1,851	1,722	22	3	30	0	9	65	39
Leyden	711	699	0	1	8	0	1	2	8
Monroe	121	115	3	0	3	0	0	0	3
Montague	8,437	7,823	101	25	67	2	177	242	438
New Salem	990	950	2	2	21	0	5	10	10
Northfield	3,032	2,944	13	6	9	0	18	42	56
Orange	7,839	7,461	81	31	74	1	56	135	222
Phillipston	1,682	1,624	20	0	9	0	5	24	38
Rowe	393	382	4	2	0	0	0	5	4
Shelburne	1,893	1,812	10	3	24	0	2	42	10
Shutesbury	1,771	1,634	37	10	19	0	8	63	55
Sunderland	3,684	3,208	106	15	190	1	64	100	181
Warwick	780	762	0	4	7	0	0	7	8
Wendell	848	807	16	7	6	0	4	8	20
Whately	1,496	1,457	12	0	6	1	6	14	26

Source: U.S. Census Bureau: 2010 Census Redistricting Data Summary File

Table 44: 2005-2009 ACS Income and Poverty Statistics*

Geography	Per Capita Income Estimate	Median Household Income Estimate	Number of Persons for Whom Poverty Status was Determined	Number of Persons Living Below Poverty	Poverty Rate
Amherst	\$21,495	\$44,011	21,016	6,150	29.3%
Ashfield	\$32,195	\$60,375	1,664	115	6.9%
Athol	\$23,357	\$47,221	11,590	980	8.5%
Bernardston	\$27,605	\$59,438	2,336	131	5.6%
Buckland	\$27,097	\$50,350	2,113	171	8.1%
Charlemont	\$29,510	\$49,792	1,130	116	10.3%
Colrain	\$26,262	\$60,028	1,815	115	6.3%
Conway	\$32,072	\$78,095	1,911	159	8.3%
Deerfield	\$34,168	\$66,703	4,688	393	8.4%
Erving	\$22,494	\$49,076	1,847	181	9.8%
Gill	\$27,201	\$56,066	1,499	69	4.6%
Greenfield	\$24,892	\$45,188	17,019	2,783	16.4%
Hawley	\$34,639	\$76,406	384	19	4.9%
Heath	\$29,972	\$64,531	499	71	14.2%
Leverett	\$33,312	\$66,630	1,914	392	20.5%
Leyden	\$28,817	\$73,523	741	19	2.6%
Monroe	\$18,524	\$31,071	144	12	8.3%
Montague	\$25,422	\$41,865	8,135	1,228	15.1%
New Salem	\$33,266	\$59,267	857	35	4.1%
Northfield	\$29,263	\$70,064	3,001	104	3.5%
Orange	\$21,253	\$41,000	7,659	1,140	14.9%
Phillipston	\$26,350	\$72,014	1,864	81	4.3%
Rowe	\$27,546	\$51,125	418	38	9.1%
Shelburne	\$29,331	\$55,197	1,973	175	8.9%
Shutesbury	\$35,769	\$76,250	1,932	156	8.1%
Sunderland	\$27,811	\$49,985	3,644	781	21.4%
Warwick	\$28,059	\$66,250	644	33	5.1%
Wendell	\$30,422	\$65,104	951	72	7.6%
Whately	\$34,336	\$72,868	1,588	56	3.5%
Franklin County	\$27,305	\$52,185	70,506	8,564	12.1%
CEDS Region	NA	NA	104,976	15,775	15.0%
Massachusetts	\$33,460	\$64,496	6,283,288	633,667	10.1%
United States	\$27,041	\$51,425	293,507,923	39,537,240	13.5%

* Five-year estimate of income for the past 12 months and reported in 2009 dollars.

NA: Data not available

Source: U.S. Census Bureau: 2010 Census Redistricting Data Summary File

Table 45: Annual Personal Per Capita Personal Income by County

Geography	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Barnstable	36,772	39,344	39,394	40,177	43,155	43,797	46,991	49,821	51,283	50,128
Berkshire	30,771	32,576	33,572	33,791	36,048	37,266	39,563	41,826	43,284	42,826
Bristol	28,809	30,565	31,226	32,069	33,225	34,602	36,911	38,758	40,080	39,747
Dukes	38,139	41,796	43,788	46,253	49,994	51,019	55,721	56,948	59,568	57,696
Essex	38,106	39,318	39,321	40,046	41,553	43,288	46,991	49,640	50,528	49,286
Franklin	28,659	30,114	30,894	31,775	33,808	35,059	36,675	39,042	40,720	40,486
Hampden	27,767	29,051	29,741	30,286	31,146	32,551	34,173	35,926	37,411	37,511
Hampshire	27,795	28,799	29,527	30,362	31,575	32,909	34,920	37,089	38,318	37,832
Middlesex	46,758	47,364	47,250	47,600	49,709	51,679	56,028	58,995	61,168	58,744
Nantucket	49,682	54,528	54,007	56,555	59,057	60,181	65,240	64,574	65,474	62,102
Norfolk	47,427	48,804	48,468	49,222	52,207	54,956	59,862	62,643	63,913	61,595
Plymouth	35,158	36,779	37,294	37,911	39,832	41,306	44,383	46,691	47,909	46,892
Suffolk	38,460	40,051	39,426	40,455	43,110	45,351	48,963	51,287	51,758	50,050
Worcester	33,009	33,957	33,506	34,110	35,612	36,858	39,290	41,572	42,777	42,021
Massachusetts	38,210	39,460	39,451	40,083	42,021	43,757	47,144	49,627	51,014	49,653
United States	30,318	31,145	31,461	32,271	33,881	35,424	37,698	39,461	40,674	39,635

Source: U.S. Department of Commerce: Bureau of Economic Analysis, April 2011

Table 46: Annual Average Wage per Job by County

Geography	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Barnstable	29,636	30,970	32,078	33,181	34,779	35,429	36,758	38,169	39,218	39,306
Berkshire	30,897	31,192	32,499	32,584	34,470	35,503	36,432	37,887	38,691	38,328
Bristol	30,518	31,782	32,790	33,877	35,316	36,151	37,736	39,255	40,955	40,946
Dukes	28,209	30,171	31,977	32,995	34,534	36,417	38,586	40,715	42,419	42,202
Essex	38,692	38,823	39,080	40,754	41,719	43,218	45,065	46,889	47,765	47,812
Franklin	27,190	28,132	28,480	29,434	31,074	31,672	32,757	35,092	35,322	35,481
Hampden	31,832	32,987	34,131	35,494	36,772	37,866	39,332	40,788	42,434	42,699
Hampshire	27,415	28,380	29,833	30,813	31,922	33,434	34,316	35,684	37,314	37,883
Middlesex	50,857	50,444	49,977	51,361	54,320	56,120	58,510	62,400	63,886	63,782
Nantucket	34,617	36,443	37,164	37,654	40,877	42,046	43,972	46,093	46,968	46,678
Norfolk	42,883	43,721	44,345	46,110	47,495	48,588	52,171	53,231	54,668	53,884
Plymouth	33,704	34,862	35,870	37,264	38,542	39,245	40,556	42,018	43,268	43,341
Suffolk	55,468	57,497	56,863	58,343	64,428	65,576	68,996	73,461	75,270	73,114
Worcester	36,598	36,526	36,833	38,156	39,813	40,641	42,320	44,176	45,600	45,360
Massachusetts	43,277	43,916	43,946	45,233	47,821	49,090	51,444	54,234	55,760	55,282
United States	35,054	36,035	36,642	37,730	39,389	40,807	42,703	44,692	45,807	45,831

Source: U.S. Department of Commerce: Bureau of Economic Analysis, April 2011

Table 47: Unemployment Rates

Geography	2000 Rate	2001 Rate	2002 Rate	2003 Rate	2004 Rate	2005 Rate	2006 Rate	2007 Rate	2008 Rate	2009 Rate	2010 Rate
Amherst	1.9	2.2	2.7	3.3	3.3	3.4	3.3	3	3.8	5.1	5.7
Ashfield	2	2.4	3.3	3.9	3.6	3.1	3.7	3.6	3.7	5.8	6.6
Athol	3.1	4.6	6	7.1	6.6	6.1	6.1	6.5	7.1	11.5	12.4
Bernardston	2.7	3.5	4.2	4.6	4.6	4.4	4.3	3.6	4.3	7.7	8.9
Buckland	1.3	1.6	1.7	2.2	2.5	2.4	2.5	3	2.8	4.1	4.5
Charlemont	2.7	3	4.3	5	4.7	3.9	3.8	4.7	4.7	7.4	7.8
Colrain	2.6	3.1	3.8	4.9	5.4	4.5	4.8	3.9	5	7.9	9.2
Conway	1.9	2.5	2.6	3.4	3.1	3.2	3.2	2.7	3.4	5	5.9
Deerfield	2.4	2.8	3.8	4.8	3.7	3.7	4	3.9	4.3	7.6	7.6
Erving	2.5	3.5	5.5	4.5	3.8	5.1	4.3	4.6	5.3	9.6	9.5
Gill	1.9	2.2	2.5	3.5	3.6	3.7	3.7	3.3	5.1	8.2	8.5
Greenfield	2.7	3.5	4.5	5	4.6	4.9	4.7	4.7	5.5	8.7	9.0
Hawley	2.4	2.9	5.1	6	4	4	4	4.1	4.7	6.5	7.3
Heath	1.7	2.1	2.9	3.5	3.4	3	3.8	3.6	4.9	6.1	7.3
Leverett	1.9	1.8	2.2	3	3.2	3.4	3.5	3	3.5	5.3	5.5
Leyden	2.5	2.9	3.3	4	4.2	3	4.4	4.1	5.1	6.3	6.0
Monroe	12	11.5	11.5	14.8	11.5	7.7	7.7	11.1	7.7	14.8	17.7
Montague	2.9	3.5	4.6	4.9	4.7	5	5	4.9	5.6	9.2	9.9
New Salem	2.3	2.7	3.4	4.2	3	5.1	4.2	3.9	4.9	7.9	7.6
Northfield	2.1	2.5	3.3	4.2	3.7	3.7	3.5	3.3	4.2	6.8	7.4
Orange	2.9	4	5.1	6	5.8	5.4	5	5.1	6.7	11	11.6
Phillipston	3.2	4.2	6.5	5.5	6.2	6.5	5.4	4.7	6.1	10.2	10.2
Rowe	4.2	3.2	4.7	6.7	5.3	5.8	5.2	5.9	4.4	9.1	9.6
Shelburne	4.1	4.7	6.1	6	5.9	5.5	6.4	5	6.8	10.8	12.0
Shutesbury	2	2.1	2.8	3.5	3.3	3	3.2	2.9	3.9	5.2	6.0
Sunderland	1.8	2.1	2.9	3.5	3.1	3.3	3.3	3.3	3.5	5.3	5.9
Warwick	3.7	3.3	4.8	6.9	6.5	6.8	7.1	4.3	4.5	8.7	10.2
Wendell	2	3.3	3.4	3.6	4.4	3	4.2	3.4	4.6	7.1	7.9
Whately	1.6	2	2.6	2.9	3.3	3	2.9	2.6	3.6	4.9	4.7
Franklin County	2.5	3.1	4	4.6	4.3	4.8	4.3	4.1	4.9	7.9	8.4
CEDS Region	2.4	3	3.8	4.4	4.2	4.2	4.2	4	4.8	7.4	8
Massachusetts	2.7	3.7	5.3	5.8	5.2	4.8	4.8	4.4	5.3	8.4	8.8
United States	4	4.7	5.8	6	5.5	5.1	4.5	4.6	5.8	9.3	9.6

Sources: MA Department of Workforce Development and Labor and U.S. Bureau of Labor Statistics, April 2011

Table 48: Total Labor Force

Geography	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Amherst	18,280	18,272	18,382	18,708	18,771	18,726	18,930	19,129	19,297	19,316	19,349
Ashfield	1,102	1,106	1,116	1,113	1,112	1,114	1,127	1,125	1,121	1,108	1,093
Athol	5,409	5,398	5,496	5,516	5,421	5,348	5,310	5,285	5,360	5,439	5,353
Bernardston	1,196	1,205	1,234	1,248	1,237	1,246	1,250	1,229	1,222	1,227	1,227
Buckland	1,143	1,138	1,151	1,161	1,141	1,142	1,155	1,147	1,127	1,106	1,097
Charlemont	779	791	811	817	806	793	790	789	783	781	773
Colrain	969	976	1,004	1,024	1,011	999	1,004	983	1,000	999	999
Conway	1,116	1,140	1,149	1,153	1,154	1,169	1,175	1,164	1,169	1,150	1,135
Deerfield	2,804	2,828	2,844	2,836	2,816	2,821	2,833	2,824	2,788	2,796	2,733
Erving	797	807	837	842	832	848	856	842	842	854	841
Gill	787	787	799	810	808	808	806	797	805	806	798
Greenfield	9,223	9,226	9,402	9,422	9,187	9,148	9,118	9,074	9,072	9,098	9,001
Hawley	170	172	177	182	176	175	175	171	170	168	167
Heath	467	467	477	480	472	468	474	466	466	458	457
Leverett	954	982	990	1,019	1,037	1,046	1,063	1,044	1,028	1,035	1,032
Leyden	471	475	490	497	495	493	500	491	487	478	470
Monroe	25	26	26	27	26	26	26	27	26	27	28
Montague	4,361	4,363	4,467	4,471	4,383	4,367	4,372	4,332	4,284	4,319	4,292
New Salem	559	555	567	570	560	567	554	557	568	567	551
Northfield	1,723	1,747	1,813	1,864	1,856	1,885	1,922	1,738	1,750	1,742	1,729
Orange	3,822	3,774	3,822	3,792	3,718	3,713	3,715	3,733	3,785	3,835	3,764
Phillipston	906	904	918	922	943	951	961	963	965	977	964
Rowe	190	186	191	195	188	189	191	188	182	186	184
Shelburne	1,107	1,113	1,144	1,141	1,117	1,106	1,119	1,092	1,095	1,108	1,107
Shutesbury	1,064	1,095	1,105	1,126	1,138	1,136	1,154	1,148	1,127	1,128	1,132
Sunderland	2,238	2,300	2,313	2,346	2,359	2,365	2,377	2,356	2,271	2,285	2,289
Warwick	377	368	375	376	369	368	368	349	354	358	354
Wendell	613	612	619	614	614	604	612	582	593	589	579
Whately	967	974	980	968	980	980	980	969	977	959	936
Franklin County	39,024	39,211	39,900	40,087	39,590	39,568	39,714	39,217	39,091	39,167	38,767
CEDS Region	63,619	63,787	64,699	65,240	64,727	64,601	64,917	64,594	64,714	64,899	64,434
Massachusetts	3,365,975	3,399,900	3,423,917	3,408,942	3,384,275	3,383,625	3,419,033	3,435,175	3,465,083	3,473,942	3,484,842
United States (in 1,000s)	142,583	143,734	144,863	146,510	147,401	149,320	151,428	153,124	154,287	154,142	153,889

Sources: MA Department of Workforce Development and Labor and U.S. Bureau of Labor Statistics, April 2011

Table 49: Annual Average Total Employment

Geography	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Amherst	17,926	17,871	17,884	18,094	18,153	18,087	18,314	18,546	18,562	18,322	18,246
Ashfield	1,080	1,080	1,079	1,070	1,072	1,079	1,085	1,085	1,079	1,044	1,021
Athol	5,239	5,150	5,165	5,125	5,061	5,022	4,984	4,940	4,979	4,815	4,689
Bernardston	1,164	1,163	1,182	1,190	1,180	1,191	1,196	1,185	1,169	1,133	1,117
Buckland	1,128	1,120	1,132	1,136	1,112	1,115	1,126	1,113	1,095	1,061	1,047
Charlemont	758	767	776	776	768	762	760	752	746	723	713
Colrain	944	946	966	974	956	954	956	945	950	920	907
Conway	1,095	1,112	1,119	1,114	1,118	1,132	1,137	1,132	1,129	1,092	1,068
Deerfield	2,738	2,748	2,735	2,700	2,713	2,716	2,719	2,715	2,669	2,583	2,526
Erving	777	779	791	804	800	805	819	803	797	772	762
Gill	772	770	779	782	779	778	776	771	764	740	729
Greenfield	8,975	8,905	8,979	8,954	8,762	8,701	8,687	8,651	8,570	8,306	8,190
Hawley	166	167	168	171	169	168	168	164	162	157	154
Heath	459	457	463	463	456	454	456	449	443	430	424
Leverett	936	964	968	988	1,004	1,010	1,026	1,013	992	980	976
Leyden	459	461	474	477	474	478	478	471	462	448	442
Monroe	22	23	23	23	23	24	24	24	24	23	23
Montague	4,235	4,212	4,260	4,254	4,175	4,150	4,155	4,119	4,044	3,920	3,865
New Salem	546	540	548	546	543	538	531	535	540	522	509
Northfield	1,687	1,704	1,754	1,786	1,787	1,816	1,854	1,680	1,676	1,624	1,601
Orange	3,710	3,623	3,627	3,565	3,503	3,513	3,529	3,543	3,532	3,415	3,326
Phillipston	877	866	858	871	885	889	909	918	906	877	865
Rowe	182	180	182	182	178	178	181	177	174	169	167
Shelburne	1,062	1,061	1,074	1,072	1,051	1,045	1,047	1,037	1,020	988	974
Shutesbury	1,043	1,072	1,074	1,087	1,100	1,102	1,117	1,115	1,083	1,069	1,065
Sunderland	2,197	2,252	2,245	2,265	2,285	2,288	2,298	2,279	2,192	2,164	2,155
Warwick	363	356	357	350	345	343	342	334	338	327	318
Wendell	601	592	598	592	587	586	586	562	566	547	533
Whately	952	955	955	940	948	951	952	944	942	912	892
Franklin County	38,052	38,006	38,304	40,087	37,888	37,872	38,002	37,598	37,156	36,067	35,502
CEDS Region	62,093	61,896	62,215	62,351	61,987	61,875	62,212	62,002	61,605	60,083	59,304
Massachusetts	3,273,608	3,274,200	3,242,792	3,210,883	3,207,400	3,220,200	3,256,250	3,282,817	3,281,575	3,181,617	3,177,608
United States (in 1,000s)	136,891	136,933	136,485	137,736	139,252	141,730	144,427	146,047	145,362	139,877	139,064

Sources: MA Department of Workforce Development and Labor and U.S. Bureau of Labor Statistics, April 2011

Table 50: 2008 Massachusetts Private Sector Industries

Code	Industry Description	Total Establishments		Number of Employees*		Annual Payroll (in \$1,000s)		Average Payroll Per Employee
		Number	% of Total	Number	% of Total	Number	% of Total	
11	Forestry, fishing, hunting, and agriculture support	384	0.2%	1,121	0.0%	\$32,353	0.0%	\$28,861
21	Mining	96	0.1%	1,253	0.0%	\$95,799	0.1%	\$76,456
22	Utilities	261	0.1%	12,744	0.4%	\$1,248,606	0.8%	\$97,976
23	Construction	18,665	10.7%	130,933	4.3%	\$7,889,974	4.9%	\$60,260
31	Manufacturing	7,560	4.3%	263,538	8.6%	\$15,390,421	9.5%	\$58,399
42	Wholesale trade	8,647	5.0%	142,838	4.6%	\$10,288,969	6.4%	\$72,032
44	Retail trade	25,121	14.4%	360,885	11.7%	\$9,175,727	5.7%	\$25,426
48	Transportation & warehousing	3,651	2.1%	79,730	2.6%	\$3,101,081	1.9%	\$38,895
51	Information	3,831	2.2%	104,825	3.4%	\$8,729,183	5.4%	\$83,274
52	Finance & insurance	10,018	5.7%	221,263	7.2%	\$22,641,479	14.0%	\$102,328
53	Real estate, rental & leasing	6,740	3.9%	46,020	1.5%	\$2,337,408	1.4%	\$50,791
54	Professional, scientific & technical services	21,721	12.5%	258,607	8.4%	\$22,830,443	14.1%	\$88,282
55	Management of companies & enterprises	1,212	0.7%	87,452	2.8%	\$8,927,380	5.5%	\$102,083
56	Administrative, support, waste management, and remediation services	9,845	5.6%	203,889	6.6%	\$7,666,516	4.7%	\$37,601
61	Educational services	2,581	1.5%	185,030	6.0%	\$7,100,280	4.4%	\$38,374
62	Health care and social assistance	17,811	10.2%	536,378	17.4%	\$24,519,589	15.2%	\$45,713
71	Arts, entertainment & recreation	3,124	1.8%	52,268	1.7%	\$1,680,249	1.0%	\$32,147
72	Accommodation & food services	16,062	9.2%	264,045	8.6%	\$4,663,902	2.9%	\$17,663
81	Other services (except public administration)	16,550	9.5%	121,059	3.9%	\$3,484,270	2.2%	\$28,782
99	Auxiliaries	NA	NA	NA	NA	NA	NA	NA
-	Unclassified establishments	410	0.2%	691	0.0%	\$17,610	0.0%	\$25,485
	Total	174,290	100.0%	3,074,659	100.0%	\$161,821,239	100.0%	\$52,631

NA = Data not available.

Note: County Business Pattern data does not include workers employed by the public sector or workers who are self-employed. Employees in industries, such as agriculture and the arts, are often self-employed and are not reflected in this data. More information is in the industry-specific sections of this text.

* Number of employees for week including March 12, 2008

Source: U.S. Census Bureau – County Business Patterns, August 2010

Table 51: 2008 United States Private-Sector Industries

Code	Industry Description	Total Establishments		Number of Employees*		Annual Payroll (in \$1,000s)		Average Payroll Per Employee
		Number	% of Total	Number	% of Total	Number	% of Total	
11	Forestry, fishing, hunting, and agriculture support	22,651	0.3%	167,039	0.1%	\$5,605,244	0.1%	\$33,556
21	Mining	27,440	0.4%	629,271	0.5%	\$47,535,524	0.9%	\$75,541
22	Utilities	16,960	0.2%	639,403	0.5%	\$54,945,884	1.1%	\$85,933
23	Construction	773,614	10.2%	7,043,631	5.8%	\$333,082,268	6.5%	\$47,288
31	Manufacturing	326,216	4.3%	13,096,159	10.8%	\$622,306,547	12.1%	\$47,518
42	Wholesale trade	429,463	5.6%	6,165,204	5.1%	\$353,060,824	6.9%	\$57,267
44	Retail trade	1,100,943	14.5%	15,614,757	12.9%	\$369,288,530	7.2%	\$23,650
48	Transportation & warehousing	217,083	2.9%	4,438,903	3.7%	\$176,164,586	3.4%	\$39,687
51	Information	141,554	1.9%	3,434,234	2.8%	\$233,640,758	4.6%	\$68,033
52	Finance & insurance	501,907	6.6%	6,511,616	5.4%	\$522,298,111	10.2%	\$80,210
53	Real estate, rental & leasing	365,662	4.8%	2,196,314	1.8%	\$88,831,124	1.7%	\$40,446
54	Professional, scientific & technical services	848,309	11.2%	8,032,847	6.6%	\$539,067,273	10.5%	\$67,108
55	Management of companies & enterprises	51,761	0.7%	2,887,407	2.4%	\$273,266,582	5.3%	\$94,641
56	Administrative, support, waste management, and remediation services	393,538	5.2%	10,224,557	8.5%	\$313,932,870	6.1%	\$30,704
61	Educational services	88,578	1.2%	3,141,297	2.6%	\$101,766,546	2.0%	\$32,396
62	Health care and social assistance	791,007	10.4%	17,217,256	14.2%	\$706,727,463	13.8%	\$41,048
71	Arts, entertainment & recreation	124,279	1.6%	2,069,346	1.7%	\$62,343,271	1.2%	\$30,127
72	Accommodation & food services	636,586	8.4%	11,926,329	9.9%	\$183,228,488	3.6%	\$15,363
81	Other services (except public administration)	730,694	9.6%	5,452,603	4.5%	\$143,131,471	2.8%	\$26,250
99	Auxiliaries	NA	NA	NA	NA	NA	NA	NA
-	Unclassified establishments	12,924	0.2%	15,378	0.0%	\$285,814	0.0%	\$18,586
	Total	7,601,169	100.0%	120,903,551	100.0%	\$5,130,509,178	100.0%	\$42,435

NA = Data not available.

Note: County Business Pattern data does not include workers employed by the public sector or workers who are self-employed. Employees in industries, such as agriculture and the arts, are often self-employed and are not reflected in this data. More information is in the industry-specific sections of this text.

* Number of employees for week including March 12, 2008

Source: U.S. Census Bureau – County Business Patterns, August 2010

Table 52: Manufacturing Industry County Comparison

Geography <i>(in order of highest percentage)</i>	2008 Private Sector Employer Data		
	Total Employment	Manufacturing Employment	% of Employment in Manufacturing
Franklin County	22,069	4,521	6.8%
Hampden County	169,954	23,591	6.5%
Worcester County	286,024	36,217	5.9%
Bristol County	206,108	33,049	5.8%
Essex County	274,872	43,994	5.3%
Hampshire County	52,798	3,678	4.4%
Plymouth County	160,676	11,869	4.3%
Middlesex County	827,386	64,151	4.2%
Berkshire County	58,075	5,821	3.8%
Norfolk County	319,655	23,085	3.6%
Barnstable County	73,970	2,191	2.4%
Suffolk County	585,268	11,171	1.9%
Dukes County	5,172	166	1.8%
Nantucket County	4,472	20-99	1.4%
Massachusetts	3,074,569	263,538	4.3%
United States	120,903,551	13,096,159	4.3%

Note: County Business Pattern data does not include data for the public sector or workers who are self-employed.

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

Table 53: 2008 Private Sector Firms by Business Size

Geography	Total Firms	Micro Employer (1-4)	Small Employer (5-19)	Mid-size Employer (20-49)	Large Employer (50-99)	Major Employer (100-499)	Mega-size Employer (500+)
Franklin County	1,654	887	553	128	43	41	2
<i>% of Total</i>	<i>100.0%</i>	<i>53.6%</i>	<i>33.4%</i>	<i>7.7%</i>	<i>2.6%</i>	<i>2.5%</i>	<i>0.1%</i>
Massachusetts	174,290	92,121	56,489	15,444	5,372	4,378	486
<i>% of Total</i>	<i>100.0%</i>	<i>52.9%</i>	<i>32.4%</i>	<i>8.9%</i>	<i>3.1%</i>	<i>2.5%</i>	<i>0.3%</i>
United States	7,601,169	4,107,971	2,420,455	664,233	225,589	163,747	19,174
<i>% of Total</i>	<i>100.0%</i>	<i>54.0%</i>	<i>31.8%</i>	<i>8.7%</i>	<i>3.0%</i>	<i>2.2%</i>	<i>0.3%</i>

Note: County Business Pattern data does not include data for the public sector or workers who are self-employed.

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

Table 54: ETA Program Certified Projects, 1994 - 2010

Municipality	Certified Project	Business Sector	New Jobs	Jobs Retained	Est. Private Investment	Start Date
Amherst	Atkins Fruit Bowl, Inc	Agriculture	10	75	\$680,000	Nov-03
Amherst	Cushman Market and Café	Trade - Retail	3	0	\$454,500	May-06
Athol	Jobel Realty Trust	Services	1	3	\$700,000	Dec-97
Athol	Whipps, Inc.	Manufacturing	9	22	\$800,000	Apr-00
Athol	Duall Plastics	Manufacturing	28	119	\$9,300,000	Jun-00
Athol	Adams Farm Slaughterhouse	Agriculture	4	6	\$2,500,000	May-07
Bernardston	Country Oil, Inc.	Trade - Wholesale	8	22	\$400,000	Dec-02
Buckland	Lamson & Goodnow	Manufacturing	25	61	\$6,850,000	Jun-96
Charlemont	Jon-Car, Inc./Valley View Farms	Services	22	2	\$1,500,000	Dec-96
Colrain	Hager Bros. Maple Grove Farm	Agriculture	3	8	\$275,000	Jun-03
Colrain	Veratec, Division of I.P.	Manufacturing	4	70	\$4,000,000	Mar-97
Colrain	Morrell Metalsmiths	Manufacturing	6	0	\$225,000	Dec-02
Colrain	Pine Hill Orchards/ Shearer	Agriculture	3	3	\$325,000	Dec-02
Deerfield	Channing L. Bete Co., Inc.	Manufacturing	125	300	\$5,500,000	Jun-95
Deerfield	Pro Pel Plastech, Inc.	Manufacturing	6	15	\$1,450,000	May-97
Deerfield	Berkshire Brewing Co., Inc.	Manufacturing	3	7	\$478,000	May-99
Deerfield	Magic Wings, Inc	Services	15	3	\$1,300,000	Nov-99
Deerfield	Hardigg Industries	Manufacturing	30	267	\$7,500,000	May-00
Deerfield	Pekarski's Sausage	Manufacturing	2	5	\$150,000	Dec-01
Deerfield	Richardson's Candy Kitchen/ Chocolate Dream Ltd	Manufacturing	4	34	\$215,000	Apr-04
Erving	Ronzo's Bistro	Services	3	0	\$478,500	Dec-00
Greenfield	Argotec, Inc.	Manufacturing	10	6	\$1,000,000	Feb-95
Greenfield	Andy's of Greenfield, Inc.	Manufacturing	2	3	\$90,000	Oct-96
Greenfield	Main Street Millwork, Inc.	Manufacturing	5	8	\$537,000	Jun-97
Greenfield	Wood & Wood/Small Corp.	Manufacturing	9	24	\$1,280,000	Oct-97
Greenfield	Applied Dynamics Corporation	Services	5	25	\$1,430,000	Oct-97
Greenfield	Greenfield Paper Box Company	Manufacturing	16	30	\$1,440,000	Dec-97
Greenfield	Harmon Personnel Services	Services	3	3	\$346,000	Dec-97
Greenfield	Gettens Electric Supply Co.	Trade - Wholesale	4	5	\$550,000	Jun-98
Greenfield	Argotec, Inc. II	Manufacturing	12	31	\$2,200,000	Sep-98
Greenfield	GBI Marketing Inc.	Services	8	18	\$750,000	May-99
Greenfield	Indoor Action Sports Development Center, Inc.	Services	4	4	\$800,000	Dec-99
Greenfield	Art's Tire, Inc.	Services	4	7	\$400,000	Dec-00
Greenfield	Crocker Communications, Inc.	Services	31	25	\$438,200	Dec-00
Greenfield	Greenfield Corporate Center, LLC	Services	3	2	\$4,000,000	Dec-00
Greenfield	Franklin County Fabricators, Inc.	Manufacturing	4	10	\$407,500	Dec-00
Greenfield	Baystate Health Services Ambulance, Inc.	Services	4	60	\$250,000	Jun-01
Greenfield	New England Natural Bakers	Manufacturing	15	19	\$790,000	Nov-01
Greenfield	Big Y Foods, Inc.	Trade - Retail	15	134	\$10,000,000	Jun-02
Greenfield	Valley Steel Stamp, Inc.	Manufacturing	5	25	\$910,000	Jun-02
Greenfield	Franklin County Brewing Co./The People's Pint	Manufacturing	2	17	\$182,000	Sep-02

Table continued next page.

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Municipality	Certified Project	Business Sector	New Jobs	Jobs Retained	Est. Private Investment	Start Date
Greenfield	GBI Marketing Inc.	Services	6	56	\$1,400,000	Nov-02
Greenfield	Melanson Heath & Company	Services	2	17	\$75,000	Nov-02
Greenfield	Greenfield Savings Bank	Services	40	0	\$1,500,000	Dec-02
Greenfield	New England Dairy Processing, LLC	Manufacturing	10	24	\$6,250,000	Jun-04
Greenfield	A. Ruggeri & Sons, Inc.	Services	1	8	\$165,000	Nov-04
Greenfield	Adams Direct Mail Service, LLC	Services	3	3	\$410,000	Nov-04
Greenfield	Argotec, Inc.	Manufacturing	20	35	\$1,215,000	Nov-04
Greenfield	New England Classic Kitchen, Inc.	Unknown	2	7	\$615,000	Nov-04
Greenfield	Arbors at Greenfield/ Greenfield Assisted LLP	Services	16	0	\$10,500,000	Sep-06
Greenfield	FW Webb Company	Distribution	5	0	\$3,000,000	Jun-08
Greenfield	Valley Steel Stamp	Manufacturing	7	0	\$2,800,000	Oct-08
Greenfield	Argotec, Inc.	Manufacturing	50	0	\$11,974,000	Dec-08
Greenfield	Greenfield Corporate Center, LLC (Amendment)	Services	NA	NA	\$3,000,000	Mar-09
Greenfield	PV Squared	Construction	4	7	61,000	Dec-10
Greenfield	Real Pickles	Manufacturing	2	1	617,000	Dec-10
Greenfield	Summit Ice	Manufacturing	4	4	1,909,700	Nov-11
Montague	New England Extrusion, Inc.	Manufacturing	33	40	\$5,000,000	Dec-94
Montague	Ewing Power Systems	Manufacturing	12	13	\$10,160,000	Nov-96
Montague	Mayhew Steel Products, Inc.	Manufacturing	2	14	\$1,520,000	Sep-01
Montague	Australis Aquaculture	Agriculture	8	22	\$2,000,000	Jun-06
Montague	Geka Brush Corporation	Manufacturing	100	0	\$3,700,000	Jun-95
Montague	Heat-Fab, Inc.	Manufacturing	50	49	\$4,700,000	Sep-97
Montague	Judd Wire, Inc.	Manufacturing	82	192	\$36,250,000	Dec-97
Montague	Lightlife Foods, Inc.	Manufacturing	40	82	\$8,800,000	Dec-97
Montague	Hillside Plastics, Inc.	Manufacturing	42	75	\$2,240,000	Sep-98
Montague	New England Extrusion, Inc.	Manufacturing	47	78	\$21,100,000	Nov-99
Northampton	Robert Properties, LLC	Manufacturing	20	75	\$100,000	Nov-02
Northampton	Shafiis' Inc./Tiger Press	Services	24	9	\$2,400,000	Nov-02
Northampton	Northampton Airport	Transportation	3	10	\$1,000,000	Dec-05
Northampton	Big Y Foods, Inc.	Trade - Retail	30	271	\$17,000,000	Jun-06
Northampton	Daily Hampshire Gazette/ H.S. Gere & Sons, Inc	Services	2	142	\$12,700,000	Apr-08
Northampton	Wright Architectural Millwork	Manufacturing	4	0	\$1,825,000	Nov-08
Northampton	VCA, Inc.	Manufacturing	3	0	\$2,250,000	Dec-08
Northampton	State Street Fruit (Cooper's Dairyland)	Retail Trade	3	9	\$1,016,262	Mar-09
Northampton	State Street Fruit/ Cooper's	Retail	3	9	1,016,262	Mar-09
Northampton	Kollmorgan Corporation (Amendment 12-22-09)	Manufacturing	30	350	18,000,000	Sep-09
Northampton	Coca Cola Company	Manufacturing	40	176	\$39,425	Mar-10
Northfield	Systems Software Support Inc.	Services	21	11	\$2,100,000	Mar-97

Table continued next page.

Table continued ...

Municipality	Certified Project	Business Sector	New Jobs	Jobs Retained	Est. Private Investment	Start Date
Northfield	Sisson Engineering Corp.	Manufacturing	2	24	\$4,060,000	Jun-98
Northfield	Michael Humphries Woodworking, Inc. I	Manufacturing	2	16	\$450,000	Oct-00
Northfield	Michael Humphries Woodworking, Inc. II	Manufacturing	4	0	\$430,000	May-01
Orange	Pete's Tire Barn, Inc. (East Main Street)	Services	12	41	\$1,000,000	Jul-95
Orange	Pete's Tire Barn, Inc. (West Main Street)	Services	4	0	\$1,000,000	Jul-95
Orange	Production, Tool & Grinding, Inc.	Manufacturing	12	12	\$1,200,000	Feb-96
Orange	F.L. Castines, Inc.	Services	5	25	\$840,000	Dec-96
Orange	RH Acquisition Corp/Rodney Hunt	Manufacturing	6	202	\$7,300,000	Dec-96
Orange	Thomas & Betts Corporation	Manufacturing	69	175	\$37,800,000	Dec-97
Orange	Innovative Cereal Products	Manufacturing	20	0	\$1,400,000	Aug-99
Orange	Dean's Beans Organic Coffee Co.	Manufacturing	5	4	\$316,000	Dec-00
Orange	ECHO Industries Inc.	Manufacturing	5	25	\$1,000,000	Dec-00
Orange	Tire Warehouse Inc.	Services	6	0	\$1,000,000	Dec-00
Orange	RC Precision Sheet Metal Inc.	Manufacturing	5	6	\$386,000	Dec-00
Orange	Newcomb Motors	Trade - Retail	3	53	\$1,700,000	Nov-01
Orange	Express Test Services, Inc.	Services	5	8	\$772,000	Dec-01
Orange	Quabbin, Inc	Manufacturing	6	7	\$1,000,000	Dec-02
Orange	North Quabbin Antique Coop/ Piro	Trade - Retail	3	3	\$207,000	Dec-02
Orange	PHA Industries, Inc.	Services	10	1	\$1,000,000	Oct-04
Orange	Pete's Tire Barn Inc.	Services	15	54	\$4,000,000	Dec-05
Shelburne	The Inn Place/ Sweetheart Construction	Services	12	0	\$950,000	Jun-05
Shelburne	Ashfield Stone	Wholesale	7	2	1,360,000	Jun-09
Shelburne	Greenfield Co-operative Bank	Financial Services	3	0	472,000	Jun-09
Sunderland	American Leasing Insurance Company	Services	10	15	\$1,300,000	Dec-04
Sunderland	Blue Heron Café and Restaurant LLC	Services	9	0	\$1,000,000	Dec-04
Sunderland	The Button Box/Richard Morse	Trade - Retail	3	7	\$451,000	Dec-04
Whately	Deerfield Urethane Inc.	Manufacturing	50	56	\$13,000,000	Nov-95

Source: Massachusetts Office of Business Development; May 2011.

APPENDIX III: 2011 SUPPLEMENTAL CEDS PROJECT LISTING

FRANKLIN REGIONAL COUNCIL OF GOVERNMENTS Comprehensive Economic Development Strategy (CEDS) Program *2011 Supplemental Project Listing*

The Greater Franklin County CEDS Program is a regional economic development planning initiative, whose purpose is to forward policies, programs, and projects that encourage economic opportunity for all. The CEDS Program is funded by the federal Economic Development Administration (EDA) and the FRCOG, and is guided by the volunteer members of the CEDS Committee in accordance with the rules and regulations of the EDA.

Last year, the FRCOG completed the 2010 CEDS Plan, which included the 2010 CEDS Listing of regionally-significant economic development projects. These included construction and planning projects from around the region that will result in job creation and require some form of public financing. To be considered for EDA grant funds, a project must be placed on this listing and be highly ranked. When opportunities arise, the CEDS Listing is also referenced to match projects to other, non-EDA funding programs.

In 2009-2010, a process was undertaken to identify and rank planning study and construction projects for the 2010 CEDS Listing. After the conclusion of this process in January 2010, the EDA issued new guidance on the types of projects that they consider eligible and competitive for EDA funding.

As a result, the CEDS Committee is undertaking a supplemental project solicitation process to add a new category to the existing 2010 CEDS Listing. Please note that projects on the existing 2010 CEDS Listing will remain, so it is not necessary to re-submit these projects. For reference, projects included on the 2010 CEDS Listing are listed in the Appendix A of this form. However, for a project to be considered for this new category, the project must meet the criteria described here and have a new Project Profile Form submitted.

Guidance:

- Only projects that may be considered eligible and competitive for EDA funding should be submitted for consideration for the *2011 Supplemental Project Listing*. These projects must seek to support and enhance a Regional Innovation Cluster identified in the 2010 CEDS Plan, and, once implemented, result in job retention/creation and leveraged private investment. Note: Projects that focus only on the development of real estate or property, without identifying how this project will advance a Regional Innovation Cluster, is not sufficient. Examples of recent EDA Region 1 investments are listed in the Appendix C.
- The type of grant programs offered by the EDA including funding public infrastructure and facility construction projects, planning and feasibility studies, and revolving loan fund capitalization. The EDA generally will only fund up to 50% of the total project cost; as a result, at least 50% of the project funding must come from non-federal sources. Entities eligible to apply for EDA funds are: municipal governments, higher educational institutions, non-profit organizations, and the FRCOG.

- To be eligible and competitive for EDA funding, a project must demonstrate how it meets the EDA's top priorities for making investments. The criteria are explained in the Project Profile Form. Additional information about the EDA application process and investment policies are available at www.eda.gov/InvestmentsGrants/Grant%20Process.xml
- Please complete a brief Project Profile Form for each project to be considered. A Microsoft Word version is available for download from www.frcog.org/services/economic/econ_ceds.php. If the project is determined to be eligible and competitive for EDA funds and appropriate for the *2011 Supplemental Project Listing*, the FRCOG will contact the project proponent to gather additional information, so that the projects may be further evaluated and prioritized.
- All project proposals are to be received by **Thursday, April 14, 2011 by no later than 3:00 pm.**

By mail (postmark no later than April 13th):

Jessica Atwood
FRCOG
425 Main Street, Suite 20
Greenfield, MA 01301

Drop off no later than 3 pm on April 14th:

FRCOG Planning Office on the 4th Floor at 278 Main Street in downtown Greenfield. (Building entrance is located under the green and white awning next to the GCC Downtown Center.)

By email no later than 3 pm on April 14th:

A completed Project Profile Form may be emailed to jatwood@frcog.org. However, a voicemail message must also be left at 413-774-1194 x101 to notify us that an email has been sent.

- For more information session about this project solicitation, EDA eligibility or the CEDS Program, please contact Jessica Atwood at jatwood@frcog.org or 413-774-1194 x101.

PROJECT DESCRIPTION

1. **Project Name:** _____

2. **Project Proponent/Advocate:** _____

3. **Primary Contact Person:** _____

Organization/Town: _____

Title: _____

Telephone: _____

Email: _____

4. **Project Location (if applicable):** _____

5. **Brief Project Description:** _____

6. **Project Discussion and Support.** Has this project been discussed publicly and/or identified in a local or regional plan or similar report or document? Has this project received support from local public officials? Please describe.

PRIORITIES AND CLUSTERS

For a project to be eligible and be competitive for federal EDA funding programs, it meet several key investment priorities identified by the EDA, including relating to a “National Strategy Priority” and a “Regional Innovation Cluster.”

7. National Strategic Priorities. The EDA seeks to fund applications that encourage job growth and business expansion, as well as promoting one or more of the National Strategic Priorities initiatives. Please select below which National Strategic Priority(ies) best fit this project:

- Technology-led economic development
- Support to small- and medium-sized businesses
- Global competitiveness and innovation
- Responses to economic dislocation because of auto industry restructuring or natural disasters
- Commercialization of research
- Environmentally sustainable development
- No National Strategic Priority applicable
-

8. Regional Innovation Clusters. A cluster is a grouping of businesses and institutions with some similarity in industry, operation or technology, and is located within a defined geographic area. The EDA specifically encourages the fostering of Regional Innovation Clusters (RICs), which strive to leverage a region’s unique assets and strategic advantages to be more competitive in the global economy.

Through the creation of the 2010 CEDS Plan, several RICs were identified for the greater Franklin County region. These RICs were identified due to the presence of a particular asset or unique strength that presents a competitive advantage for the region. More information about the RICs is included in the Appendix B of this form.

Please select below which RIC best relates to this project.

- Plastic, Polymer, & Film Product Manufacturing
 - Precision Machining & Fabricated Metal Product Manufacturing
 - Specialty Food Product Manufacturing
 - Renewable Energy Technology & Generation
 - Green Construction
 - Technology Infrastructure Services
 - Independent Education
 - Natural & Cultural Landscape -Based Tourism
 - Creative Economy Artisans
 - No RIC applicable
- If an additional RIC should be considered for the CEDS Region, please explain what it is and how this region has a unique, competitive advantage to support this cluster as an economic driver.

ESTIMATED PROJECT COSTS

9. Total Project Cost. Generally, an EDA investment in a project may not exceed 50% of the total project cost. The other 50% of the total project cost must come from non-federal sources.

What is the *estimated* total cost for this project once completed? _____

10. Federal Request. What is the total amount of funding that would be requested from the EDA?
Note: EDA grant programs will generally only fund up to 50% of the total project cost.

11. Match Amount. What other funding sources (i.e. state, municipal, non-profit foundation, private sector partners, etc.) will be used to finance this project? What is the amount being requested from these sources and the status of these funds?

ANTICIPATED PROJECT OUTCOMES

12. Distressed Communities. Briefly explain how this project will strengthen a community that has suffered from significant job losses or long-term economic distress, and/or will help a community rebuild to become more competitive in the global economy? (*Examples: by the types of jobs created/retained, by improving job skills, offering higher wages and advancement opportunities, etc.*)

13. Return on EDA Investment/Job Creation. How many jobs are anticipated to be created and/or retained from the successful completion of this project?

PROJECT STATUS

14. Project Stage. Briefly describe the current status of the project. For example: in concept stage, planning/feasibility study completed, site of project secured, etc.

15. Additional Comments. Please describe any unique benefits that the project will achieve, or any potential issues that may impact the successful implementation of this project.

APPENDIX IV: CEDS COMMITTEE & EDD GOVERNING BOARD PROCEDURAL RULES

Comprehensive Economic Development Strategy (CEDS) Committee Procedural Rules

Adopted by the CEDS Committee on April 13, 2003; Amended as of June 24, 2010.

ARTICLE I – PURPOSE

The purpose of the Greater Franklin County Comprehensive Economic Development Strategy (CEDS) Committee is to create and implement an economic development planning program to diversify and strengthen the regional economy, in a way that benefits its constituents, is keeping with the CEDS vision and goals, and is in accordance with the federal Economic Development Administration's (EDA) guidelines. The "CEDS Region" is defined as the twenty-six municipalities of Franklin County and the towns of Amherst, Athol and Phillipston.

The CEDS Committee is coordinated and supported by the Franklin Regional Council of Governments (FRCOG) to implement a regional CEDS Program. Through the CEDS Program, regional economic development activities are advanced, a CEDS Plan and supplemental annual reports are prepared, and the region's eligibility for select EDA funding programs is maintained.

ARTICLE II – ORGANIZATION

Organization of the CEDS Committee membership shall be in compliance with federal EDA regulations¹⁹. The FRCOG will request appointments to the CEDS Committee from the following designated entities. Per EDA guidelines, the FRCOG will request that these appointments represent the economic interests of the region. Appointed members may include public officials, municipal employees, community and business leaders, representatives from workforce development boards, educational institutions, minority and labor groups, and private individuals. Representatives with expertise in a specific industry or field that is important to the CEDS Region are encouraged, such as manufacturing, agriculture, natural resource protection, "green" economy, education, housing, and human services. Appointing entities may be requested to make appointments in accordance to current EDA regulations, which require a majority of the CEDS Committee members to be private sector representatives.

CEDS Committee membership composition and appointing entities:

- One member as appointed by the Board of Selectmen or Mayor of each municipality within the CEDS Region. This member may be a member of the Board of Selectmen or the Mayor, or may be their designee. This designee may be an employee or elected official of the municipality, or may be a private sector representative, such as a business owner or employee;
- Five members appointed by the FRCOG Executive Committee;
- Five members appointed by the Franklin Regional Planning Board;

¹⁹13 C.F.R. Chapter III, Part 303.6(a), as of January 27, 2010

- Four members appointed by the Franklin County Community Development Corporation;
- Two members appointed by the Franklin County Chamber of Commerce;
- One member appointed by the North Quabbin Chamber of Commerce;
- One member appointed by the Shelburne Falls Area Business Association;
- One member appointed by the Franklin County Housing & Redevelopment Authority;
- One member appointed by the Franklin/Hampshire Regional Employment Board; and
- One member appointed by the Franklin County Selectmen's Association.

Changes in an appointment due to a vacancy should be submitted by the appointing entity to the FRCOG in writing. A request that an alternate be allowed to represent an absent Committee member may be made by the appointing entity to the FRCOG in writing.

ARTICLE III - POWERS AND DUTIES

The CEDS Committee shall have the following powers and duties:

- To convene and conduct meetings on topics important to economic development in the CEDS Region. Meetings will be open and accessible to the public. Public notice of these meeting will be posted at least 48 hours in advance of the meeting.
- To make recommendations regarding economic development policies, projects, and initiatives impacting the CEDS Region to the Franklin Regional Planning Board and the FRCOG.
- To support the preparation of the regional Comprehensive Economic Development Strategy Plan every five years and an Annual Report in the intervening years, and its submittal to Franklin Regional Planning Board and regional EDA offices for review and approval.
- To periodically solicit, evaluate and prioritize regionally significant economic development projects in the CEDS Region in a fair and objective manner, and to advocate for federal and/or state funding for the top priority, eligible projects.
- To cooperate and collaborate with CEDS Region municipalities and non-profit economic development organizations to support of planning and implementation activities that benefit the community and the greater CEDS Region, as appropriate and as resources allow.
- To share information and act as a liaison between their appointing entity and the CEDS Committee.
- To ensure that notices, minutes, research reports and other such materials prepared for the CEDS Committee are available to the public, as may be reasonably requested.
- To implement the CEDS Program in compliance with applicable civil rights requirements²⁰.

ARTICLE IV - OFFICERS, COMMITTEES, MEETINGS, RULES OF PROCEDURES, AND TERMS OF OFFICE

²⁰ 13 C.F.R. Chapter III, Part 302.20(b), as of January 27, 2010

(1) OFFICERS

The CEDS Committee shall elect for a two-year term from among its members a Chair and a Vice Chair, and other officers, if it so desires. Each officer shall hold his/her office until his/her successor is elected and qualified. The annual election will be during the June meeting, unless otherwise determined. The date of officer elections will be announced at the meeting prior to election to identify potential nominees. A slate of nominations for officers will be mailed to CEDS Committee members at least 14 calendar days in advance of the election. An officer-elect will take possession of his/her office immediately upon the election becoming final. Upon a vacancy in the office of Chair, the Vice Chair shall assume the office of the Chair and shall serve in said capacity until the next annual election. The Chair shall review the minutes of the CEDS Committee meetings for accuracy and shall recommend such minutes for adoption by the CEDS Committee with amendments as required.

(2) COMMITTEES

The CEDS Committee may establish such advisory committees as may be needed to perform its function and duties.

(3) MEETINGS

The CEDS Committee shall meet at a minimum quarterly and up to five times total in a CEDS Program Year (July 1st through June 30th). In addition, the CEDS Committee shall meet at such other times as the Chair or Vice Chair shall determine, or upon the written petition of eight (8) members.

(4) RULES OF PROCEDURES

The CEDS Committee shall utilize the procedures contained herein for its activities and shall keep a record of its meetings, transactions, resolutions, findings and determinations, all of which shall be a public record. If no other procedures are specified herein, the CEDS Committee shall follow the most recent edition of Robert's Rules of Order.

(A) QUORUM

The minimum number of members required to be present for business to be transacted shall be nine (9) members of the CEDS Committee.

(B) AMENDMENT OF PROCEDURAL RULES

These procedural rules may be amended at any meeting of the CEDS Committee by a two-thirds (2/3) majority, where at least a quorum of members are present and voting, and provided that a copy of the proposed amendment has been sent to all members at least 14 calendar days in advance of said meeting.

(C) VOTING

Each member of the CEDS Committee shall have one vote which may be an "aye" vote or a "no" vote, unless the member abstains from voting.

(D) TERMS OF OFFICE

Each CEDS Committee member shall serve a term of three years. In the event of a vacancy, the FRCOG will contact the appointing entity to recommend a new Committee member appointment.

Greater Franklin County Economic Development District (EDD) Governing Board
Procedural Rules

*As adopted by the CEDS Committee on April 29, 2004;
Amended on January 11, 2007, and June 24, 2010.*

ARTICLE I – PURPOSE

The purpose of the Greater Franklin County Economic Development District (EDD) Governing Board is to guide the Franklin Regional Council of Governments (FRCOG) in its function as the District Organization designated by the federal Economic Development Administration (EDA) in 2006 to serve the greater Franklin County region.

The EDD Governing Board is coordinated and supported by the FRCOG to provide guidance to the FRCOG, complement the planning work of the Comprehensive Economic Development Strategy (CEDS) Program and CEDS Committee, and sponsor activities to build local capacity and foster collaboration to implement economic development policies, projects and initiatives. The EDD Governing Board activities serve the “CEDS Region,” defined as the twenty-six municipalities of Franklin County and the towns of Amherst, Athol and Phillipston.

ARTICLE II – ORGANIZATION

As the FRCOG is funded by the EDA to implement District Organization activities for the greater Franklin County region, the EDD Governing Board membership shall be in compliance with the current EDA regulations²¹. The FRCOG will encourage appointments to represent the principal economic interests of the region. Per current EDA regulations, a simple majority of the EDD Governing Board must be elected officials and/or employees of a general purpose unit of local or state government. Also per current EDA regulations, a minimum of 35% of the EDD Governing Board membership must be comprised of representation from: the private sector, Executive Directors of Chambers of Commerce, representatives of institutions of post-secondary education, and workforce development groups or labor groups.

EDD Governing Board membership composition and appointing entities:

- One elected government official or government employee from seven different municipalities within the CEDS Region, as appointed by the CEDS Committee;
- Four current members of the CEDS Committee, as appointed by the CEDS Committee;
- One member shall be a member or designee of the FRCOG Executive Committee; as appointed by FRCOG Executive Committee;
- One member shall be a representative of a private-sector business or corporation, as appointed by the CEDS Committee;

²¹13 C.F.R. Chapter III, Part 304.2(c)(2), as of January 27, 2010

- One member shall be an Executive Director or a designee of a Community Development Corporation, Chamber of Commerce, or other non-profit business organization located within the CEDS Region, as appointed by the CEDS Committee; and
- One member shall be an Executive Director or a designee of a workforce investment board or post-secondary educational institution, as appointed by the CEDS Committee.

Changes in an appointment by an entity, other than the CEDS Committee, are to be submitted to the FRCOG in writing.

ARTICLE III - POWERS AND DUTIES

The EDD Governing Board shall have the following powers and duties:

- To convene and conduct meetings at least twice a year. Meetings may be convened on topics important to the EDD Governing Board and implementation of the CEDS Program. Meetings will be open and accessible to the public, and allow an opportunity for the public to comment on CEDS Program activities. Public notice of these meetings will be posted at least 48 hours in advance of the meeting.
- To give guidance to the FRCOG on economic development planning, research, and CEDS Program implementation activities, and make recommendations for policies, projects, and initiatives to the CEDS Committee and Franklin Regional Planning Board.
- To make available to the public, as may be reasonably requested, notices, minutes, financial reports, and other such materials prepared for the EDD Governing Board.
- To implement the CEDS Program and activities of the EDD Governing Board and FRCOG, in compliance with applicable civil rights requirements²².

ARTICLE IV - OFFICERS, COMMITTEES, MEETINGS, RULES OF PROCEDURES, AND TERMS OF OFFICE

(1) OFFICERS

The EDD Governing Board shall elect for a two-year term from among its members a Chair, a Vice Chair and a Clerk, and other officers if it so desires, each of whom shall hold his/her office until his/her successor is elected and qualified. The annual election will be during the June meeting, unless otherwise determined. The date of officer elections will be announced at the meeting prior to election to identify potential nominees. A slate of nominations for officers will be mailed to CEDS Committee members at least 14 calendar days in advance of the election. An officer-elect will take possession of his/her office immediately upon the election becoming final. Upon a vacancy in the office of Chair, the Vice Chair shall assume the office of the Chair and shall serve in said capacity until the next annual election. The Clerk shall review the minutes of the EDD Governing Board meetings for accuracy and shall recommend such minutes for adoption by the EDD Governing Board with amendments as required.

²² 13 C.F.R. Chapter III, Part 302.20(b), as of January 27, 2010

(2) COMMITTEES

The EDD Governing Board may establish such advisory committees as may be needed to perform its function and duties.

(3) MEETINGS

The EDD Governing Board shall meet at least twice and up to five times a year in a CEDS Program Year (July 1st through June 30th). In addition, the EDD Governing Board shall meet at such other times as the Chair or Vice Chair shall determine or upon the written petition of five (5) members.

(4) RULES OF PROCEDURES

The EDD Governing Board shall utilize the procedures contained herein for its activities and shall keep a record of its meetings, transactions, resolutions, findings and determinations, all of which shall be a public record. If no other procedures are specified herein, the EDD Governing Board shall follow the most recent edition of Robert's Rules of Order.

(C) QUORUM

The minimum number of members required to be present for business to be transacted shall be five (5) members of the EDD Governing Board.

(D) AMENDMENT OF PROCEDURAL RULES

These procedural rules may be amended at any meeting of the EDD Governing Board by a two-thirds (2/3) majority, where at least a quorum of members are present and voting, and provided that a copy of the proposed amendment has been sent to all members at least 14 calendar days in advance of said meeting.

(C) VOTING

Each member of the EDD Governing Board shall have one vote which may be an "aye" vote or a "no" vote, unless the member abstains from voting.

(E) TERMS OF OFFICE

Each EDD Governing Board member shall serve a term of three years. In the event of a vacancy, the appointing entity will be contacted to determine their EDD Governing Board member appointment.

APPENDIX V: POLICY FOR EMERGENCY ECONOMIC DEVELOPMENT PROJECTS

*Greater Franklin County CEDS Program Criteria and Policy for
Emergency Economic Development Projects*
As revised and adopted by the CEDS Committee on June 12, 2008.

PURPOSE

The Greater Franklin County Comprehensive Economic Development Strategy (CEDS) Committee typically evaluates and establishes regional priorities for all economic development projects once every five years with the development of a full Comprehensive Economic Development Strategy (CEDS) Plan. This task requires an enormous time commitment from members of the CEDS Committee and FRCOG staff to establish priorities and to solicit, review and prioritize all projects submitted by communities in the CEDS Region. Following the regional prioritization process, a significant time frame is needed to move projects forward to the point of construction. In recognition, that this time frame is a constraint to considering emergency projects stemming from sudden and severe economic dislocation, the CEDS Committee has developed goals and criteria for determining “Emergency Project Status,” so that communities may be assisted in seeking state and federal funding.

GOALS

The goals of the policy are:

- To ensure that projects and communities proceeding with applications to the federal Economic Development Administration (EDA) do not have their funding jeopardized;
- To retain flexibility to address emergency projects arising between the creation of the full CEDS Plan conducted every five years and establishment of regional priorities;
- To enable the region and communities participating in the CEDS Program process to convey priorities consistently to the EDA and other funding sources; and
- To support the overall good of the Greater Franklin County CEDS Region.

CRITERIA

The criteria listed below are intended to meet the above goals. The project must meet the following criteria to be considered for “Emergency Project Status.”

- Sudden loss of employment equivalent to the lesser of 100 jobs, or 2% of the town’s population or a sudden loss of 5% or greater of the most recent fiscal year’s total municipal tax revenue collected.
- Proposed emergency project is consistent with the Goals and Objectives of the Greater Franklin County CEDS Program.

- Proposed emergency project does not request priority for regular rounds of EDA funding over already established priority projects, as listed in the latest CEDS Plan, which have pre-applications or full-applications pending or in process with the EDA.
- If state funding is sought by the proposed emergency project from the CDAG, PWED or other similar programs for the cash match required by the EDA, the proposed emergency project does not request priority for funding from the CEDS Committee over already established projects with pre-applications or full applications pending or in process with the EDA that are applying to the same state programs for the match needed to meet EDA criteria.
- Proposed emergency project has been approved by the Board of Selectmen or Mayor of the town where the project is located and that the applicant has solicited letters of support from regionally affected communities.
- The applicant has submitted a completed Project Profile Form to the CEDS Committee and the project has been evaluated by a subcommittee of the CEDS Committee comprised of CEDS Committee members using established criteria.
- The proposed emergency project is approved by a 2/3 vote of the CEDS Committee in favor of placing the project on the “List of Emergency Economic Development Projects.” Such vote shall take into consideration the evaluation and recommendations of the subcommittee reviewing the Project Profile.

POLICY

If all of the criteria are satisfied, the project shall be given “Emergency Project Status” and identified on the “List of Emergency Economic Development Projects,” and given the support of the CEDS Committee for funding requests to the federal and state programs with project priorities clearly stated. For example, if state funding is sought from CDAG, PWED or other similar programs, the CEDS Committee will provide support which clearly states the priorities established by the CEDS Program and this policy in the event of competing funding requests. Project proponents do not need the formal support of the CEDS Committee to apply for non-EDA funding, although regional recognition and the support of the CEDS Committee will undoubtedly strengthen funding requests to state agencies.

Approved emergency projects will stay on the List of Emergency Economic Development Projects for a period of not more than two years, at which time the project’s emergency status must be renewed by a 2/3 vote of the CEDS Committee at the request of the project proponent or the project is incorporated into the prioritized list of regional economic development projects identified in the next CEDS Plan. If neither action is taken the project will be removed from the List of Emergency Economic Development Projects.

APPENDIX VI: LEGAL NOTICE FOR PUBLIC COMMENT

Legal notice was published in The Recorder on May 23, 2011. Copy of notice is available upon request.

D4 The Recorder Monday, May 23, 2011

Legals 900
Notice of Public Comment
The Franklin Regional Council of Governments has opened a 30-day public comment period for the Greater Franklin County Comprehensive Economic Development Strategy 2011 Annual Report. The report will be posted at www.frcog.org or for a copy call 413-774-1194 x101. The public comment period closes on June 23, 2010. 3177172

APPENDIX VII: MEETING MINUTES

The following meeting minutes are available upon request:

Greater Franklin County Comprehensive Economic Development Strategy (CEDS) Committee

- June 24, 2010
- November 18, 2010
- February 17, 2011
- May 26, 2011
- June 23, 2011*

Economic Development District (EDD) Governing Board

- June 24, 2010
- November 18, 2010
- February 17, 2011
- May 26, 2011
- June 23, 2011*

Franklin Regional Planning Board

- June 24, 2010
- June 23, 2011*

* Due to the timing of publication, minutes from the June 23, 2011 meetings are not included in the printing of the 2011 CEDS Annual Report and, as a result, will be included in the 2012 CEDS Annual Report. The June 23, 2011 meeting minutes are available upon request. Please note that the CEDS Committee, EDD Governing Board and Franklin Regional Planning Board each voted to approve the 2011 CEDS Annual Report at their June 23, 2011 meetings.