

BERKSHIRE REGIONAL PLANNING COMMISSION
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JAMES MULLEN, Chair
SHEILA IRVIN, Vice-Chair
GALE LABELLE, Clerk
CHARLES P. OGDEN, Treasurer

NATHANIEL W. KARNS, A.I.C.P.
Executive Director

**Berkshire Regional Planning Commission
Comprehensive Economic Development Strategy Committee**

Tuesday, April 12th, 2011, 12:30 PM
2nd Floor Conference Room, BRPC Office, 1 Fenn Street, Pittsfield, MA 01201

Agenda

1. Call to Order
2. Approval of Minutes (Tuesday, March 22nd, 2011)
3. Public Comments (Non-Agenda Items)
4. 2011 CEDS – Implementation ----- **Action Item**
 - Economic Development District
 - Massachusetts Benchmarks
5. CEDS Endorsement of 30-day Public Notice ----- **Action Item**
6. Next Meeting (Tuesday, May 17th, 2011)
7. Other Items?
8. Adjournment

City and Town Clerks: Please post this notice pursuant to M.G.L., Chapter 39, Section 23B

In case of inclement weather, please call (413)442-1521 x15 to learn if your meeting is still scheduled.

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**Berkshire Regional Planning Commission
Comprehensive Economic Development Strategy Committee**

Tuesday, March 22, 2011, 12:30 PM

2nd Floor Conference Room, BRPC Office, 1 Fenn Street, Pittsfield, MA 01201

Committee Members

Kristine Hazzard AB Roger Bolton X Heather Boulger AB Marya LaRoche X Kevin O'Donnell AB
Keith Girouard X Mike Nuvalle X Laury Epstein AB Mike Supranowicz X Lauri Klefos AB
Michael Hoffmann X Christine Ludwizewski X Eleanore Velez X Deanna Ruffer AB
Ann Dobrowolski (Alt) X Helena Fruscio AB Tim Geller X Robert Wilson X Brenda Burdick X
Mark Berman X

BRPC Staff

Nathaniel Karns X Thomas Matuszko X Daniel Sexton X Mark Maloy X

Public

Allison Johnson X Joe Scelsi X

Meeting Minutes

1. Call to Order

At 12:40pm on March 22, 2011 a meeting of the Comprehensive Economic Development Strategy (CEDS) Strategy Committee was convened. Mr. Matuszko explained that he would be the moderator for this meeting and that the meeting was being recorded in accordance with the Open Meeting law. Mr. Matuszko then asked if there was anyone present whom wished to record the meeting as well. Seeing none the meeting began.

2. Approval of Minutes

Mr. Matuszko asked for approval of the meeting minutes from the March 8, 2011 meeting of the CEDS Strategy Committee.

Mr. Girouard made a motion to approve the minutes, which was seconded by Ms. Dobrowolski. Mr. Matuszko then asked for unanimous consent, seeing no objections the motion passed.

3. Public Comments (Non-Agenda Items)

Mr. Matuszko then explained that this was a public meeting being held by Berkshire Regional Planning Commission. Noticing that there were members of the public present; Mr. Matuszko asked if there was anyone whom wished to speak on any non-agenda items? Seeing none, Mr. Matuszko then moved the discussion to the next agenda item.

4. 2011 CEDS – Berkshire CEDS Project Priorities

Mr. Matuszko started by explaining that at the last meeting, staff had presented the CEDS Strategy Committee with a proposed method for listing and prioritizing the project proposals. Per the discussions at that meeting, a number of changes were suggested by the Committee regarding the proposed list. The results of those modifications are represented in the revised Project Priority List before the Committee. Seeing that there were a number of Committee members present that weren't at the last meeting, Mr. Matuszko briefly discussed the changes. He began by discussing the "Projects Representing the Greatest Needs Regionally" list. It was noted that the title of this list was changed to better reflect the Economic Development Administration's requirements. At the request of the Committee, staff re-evaluated the projects in the Regional Transportation Plan to determine if there were any regional projects that needed to be incorporated into the Regional *Highway Access Improvements* project grouping. Per this review, it was identified that there were an additional three projects that should be added to this grouping, including: Route 8/Friends Street Intersection project (Town of Adams), Route 7/20 Corridor Access Management Improvements project, and Route 20 Traffic Improvements. Mr. Matuszko asked the Committee if there were any comments/concerns pertaining to this grouping. Seeing none, he transitioned the discussion to the categorized project lists.

Under the "Projects that Enhance the Region – Physical Development Category" list, Mr. Matuszko explained the following changes:

- **The grouping of the Gravel Bank, North Adams plaza and Old Route 8 Corridor projects into a project grouping entitled Route 8 Corridor Redevelopment.** Staff explained that the decision to group these projects was based on input received from the project proponent and discussion at the last Committee meeting. A Committee member questioned the title of the grouping; it was thought that the title may give readers the impression that this was a roadway project. Mr. Karns explained that while the project was not specifically a roadway improvement project, the projects in this group were all located along the Route 8 corridor. Mr. Matuszko also mentioned that while the Old Route 8 Corridor project did include the redevelopment of a small section of roadway, the overarching intent was to open up adjacent lands from redevelopment. *It was decided, by the Committee, that the name would remain unchanged.*
- **The grouping of the Ashuelot Park Development, Hubbard Avenue Improvements and the Schnopps-Robert projects into a project grouping entitled Hubbard Avenue Development Area.** Mr. Matuszko explained that these projects are interconnected, in that if the Hubbard Avenue was not improved there are capacity issues that could make full build-out the Ashuelot Park, Schnopps-Robert Site, or other parcels difficult. The Committee, at the last meeting, identified the Hubbard Avenue project as a prerequisite to the development of the surrounding area.
- **A Committee member asked for clarification as to whether a project could appear on two different lists.** Mr. Matuszko explained that that couldn't happen. He did clarify though that the "Berkshire Creative Initiative" is present on multiple category lists, but this is possible because the Berkshire Creative Initiative contains projects in different categories. Staff explained that each project would have a project summary in the Project Priority List section of the CEDS report. Committee members were briefly shown the project summary framework.
- **A Committee member was concerned about placing roadway improvements on the "Projects Representing the Greatest Needs Regionally" list when the project seemed to be more locally based.** Mr. Matuszko explained that while a roadway improvement project may seem to only address a local issue, the decision to identify this as a regional project was based on the broader impacts. If this project was combined with other roadway improvements regional, the results would greatly improve region's overall highway access and circulation.

Seeing that much of the comments expressed by Committee members revolved around specific project information, Mr. Matuszko transitioned the discussion to the Project Narratives. Mr. Matuszko explained that for each project a narrative would be developed to explain the project. The narrative would include information such as Project Name, Project Location, Project Summary, Funding Sources and Job Creation. He explained in greater detail that the Economic Development Administration really wanted to see information pertaining to funding and job creation, essentially speaking to the amount of investment each project would generate.

A Committee member asked whether it was possible to add an element speaking to the "Linkages" of each project. It was explained that this linkage information may help identify leveraging and the localized dynamics of each project. Through a further discussion, by the Committee, it was suggested that the additional field be labeled "Related Linkages" or something similar. A Committee member offered that each project should be able to stand alone and cautioned that through the linkages discussion a project does not become tied to another project. Mr.

Matuszko asked whether Committee members supported the proposed change to the narrative structure, no objections were raised.

Mr. Matuszko then transitioned the discussion back to the changes made to the project category lists. Mr. Matuszko asked if there were any further comments regarding the "Projects that Enhance the Region – Physical Development Category" list? The Committee Speaking specifically to a couple projects in the South Sub-Region list, a Committee member noted that a number of those properties were about to change hands. With this in mind, the Committee member asked whether property owners needed to consent to the list of their property. Staff explained that the listing of projects was not legally binding. As a practical matter, staff explained that contact with project proponents will be ongoing and during the annual Status Reports the project narratives will be updated to reflect project changes and support.

A Committee member questioned the placement and location (in the Central Sub-Region) of the Berkshire Mall/Civic Center/hotel project. Seeing that the project proponent was present at the meeting, Mr. Matuszko invited him to speak on the question. Mr. Scelsi explained that there is no civic center currently in Berkshire County. He also explained that the location is not set, but initial thought focused on the availability of the new access road and a surplus of parking. He also mentioned that the project is regional focused and the intent is to expand the customer base of the region by drawing from new client pools. Mr. Matuszko then noted that the merits of each project have not been evaluated. To this point, individuals assessed the merits of each project through their scoring of the project proposals. He then explained that the Committee could initiate that discussion; however, he cautioned that such an evaluation should be done to all projects not just one. To clarify the discussion of the civic center, Mr. Karns noted that there is not a facility of the appropriate size in the region that is capable of handling a large convention (i.e. Boat Show, Tournaments, etc). Following further discussion, the Committee determined to leave the project on the list. Mr. Scelsi also mentioned that there needs to be a regional shift from communities competing for businesses that already reside in Berkshire County to attracting new business. He mentioned further that with each new business comes new jobs and that is a benefit for the whole county.

Mr. Matuszko shifted the discussion back to the project category lists. Mr. Matuszko briefly highlighted the changes that were made to the Project that Enhance the Region – Physical and Technology Infrastructure Category, the Program and Initiative Category, and the Education and Workforce Development Category. Following this explanation, Mr. Matuszko asked for any questions on the category lists? A committee member asked whether a project could be added speaking to agricultural. It was further explained that agriculture has been emphasized throughout this process as an important regional element. Within all the proposed lists there is only one project listed that speaks to agriculture. Not disagreeing with the Committee member, Mr. Matuszko explained that the adding of projects, especially those without proponents, is a larger question. He asked, "If the Committee was to add a project for agriculture, why not for other areas?" Mr. Matuszko suggested that it may be better to incorporate this question into the Implementation section. In many ways, the priority projects are just a small component of a larger document. Committee members concurred, in that through the Implementation Section the Committee could identify and develop solutions for identified gaps in the project solicitations and listings.

A Committee member reinforced the importance of incorporating an action step emphasizing the importance of re-evaluating the project priority lists. This mechanism will provide some amount of reassurance to project proponents that this process is ongoing and that within a year there will be another chance to have a project listed.

To ensure the Committee was in agreement that the project lists should not be re-opened for unsolicited projects; Mr. Matuszko asked the question to the Committee. The Committee concurred.

Mr. Matuszko then transferred the floor to a Committee member that had a question regarding the overall structure of the list. That Committee member's question focused on whether one comprehensive listing of all the projects, with high and medium rankings, should be added in addition to the categorized list. According to the Committee member, it was felt that an overall comprehensive list would better show what types of projects were really regionally significant. Another Committee member asked what the project appendix was going to include and whether this appendix could accommodate a comprehensive list of projects. Staff clarified that the appendix, as proposed, would include the listing of the other projects not included in a prioritized list. Staff also cautioned against the use of multiple lists because it was thought that two lists may be confusing and in certain instances it could be harmful to "low" projects. A Committee member asked why the projects couldn't just be listed alphabetically. Staff explained that at the last meeting the EDA representative had said that listing of projects alphabetically was not acceptable. It was also mentioned, by a Committee member, that pitting one project against another was not a good idea.

Based on the concerns raised during this discuss, Mr. Matuszko tried to explain why and how the current project prioritization structure was developed. The "Projects Representing the Greatest Needs Regionally" listed projects are the truly regionally significant projects. The projects listed in the "Project that Enhance the Region" categories may have regional impacts; however, because they are fundamentally different it wasn't possible to rank them

against one another (i.e. a physical proposal compared to a workforce training proposal). That is why the decision was made to list projects by categories. In the instance of the Physical Development category, specifically, the projects were further clustered because the impacts and benefits were truly sub-regional. Staff reinforced that it was an intentional and conscious decision to move away from the comprehensive list. To ensure the meeting progressed, Mr. Matuszko asked the Committee whether there was a motion to change the listing structure. Seeing that no motion and hearing much discussion on the lists, Mr. Matuszko asked the Committee for a motion to approve the Project Priority List as presented.

Mr. Girouard made a motion to approve the revised Project priority List as presented. The motion was seconded by Mr. Wilson. Mr. Matuszko then asked for unanimous consent, Mr. Geller opposed the motion. Seeing no other objections the motion passed.

Before moving to the next agenda item, Mr. Matuszko thanked the Committee for all their input and noted that the comments regarding the project narratives will be incorporated. He then inquired as to whether there were any additional comments. A Committee member made a cautionary note that highlighted the fact that some projects, during their development, will create unforeseen impacts or consequences. With that in mind, it was suggested that the Committee consider adding some language or a disclaimer. Another Committee member stated that the "project Priority Lists" are the CEDS selling sheet and that it would be inappropriate to incorporate a disclaimer here. Mr. Sexton mentioned that many of these projects are not static. They are in varying stages of development and as they develop there is a high likelihood that they may change.

It was also suggested, by a Committee member, that timeframe information be added to the project narrative. Mr. Matuszko said that was a good recommendation, since staff was examining how they were going to track the status of projects for the Status Reports annually.

The meeting discussion was then shifted to the Implementation agenda item.

5. 2011 CEDS – Implementation

To start the discussion of this agenda item, Mr. Sexton briefly explained to the Committee how the structure of the information presented in this section was developed. He noted that the input from the Committee at previous meetings, specifically the changing of the column titles, had been incorporated. A Committee member asked whether the "Target Completion" column will or could correlate to the timeframe information being incorporated into the Project Priority List section? It was suggested that this information could be helpful for the reader. Staff noted that this suggestion could easily be integrated. Mr. Sexton then explained that the "Regional Based Activities" were generated from strategic information gathered from other organizations (i.e. Massachusetts College of Liberal Arts, Berkshire Community College, Berkshire County Regional Employment Board and others). The activities that have been incorporated, in the proposed Implementation section, were selected by staff on the bases of their correlation or consistent with the CEDS Goals and Objectives.

Mr. Sexton then posed a question to the Committee regarding whether all the priority projects should be listed in the Implementation section? A Committee member mentioned that it may be seen as a red flag if a prioritized project is not included in the Implementation section. Mr. Matuszko clarified that the Committee was supportive of incorporating the prioritized projects as action items? The Committee agreed.

Mr. Sexton asked the Committee how they preferred to review the proposed Implementing actions. Knowing that the discussion may take a while, Mr. Matuszko inquired as to each member's ability to stay longer than the allotted 2-hour timeframe. It was suggested, by a Committee member, that because the Project Based Actions were not integrated and the Project Narrative were not complete that discussion on this section be postponed until those elements are completed.

To ensure staff was on the right track for the proposed Implementation language, Mr. Matuszko asked Committee members for their first impressions of the proposed language. The comments and concerns raised by Committee members included:

- **Clarification was requested regarding listed organizations and their involvement, specifically in the context of their relationships to each, spheres of responsibility and so forth.**
- **It was suggested that the word "entity," in the first Regional Activity under Goal 1, be changed to "unified approach."**
- **A concern was raised regarding the establishment of an Economic Development District.** Seeing there was confusion surrounding the establishment of an Economic Development District (EDD), Mr. Matuszko identified that staff would provide the Committee with information regarding the EDD at the next meeting.
- **It was asked whether one Board or Commission could oversee multiple efforts.**

- **Will or is Berkshire Benchmark linked to Massachusetts Benchmarks?**

To help address these concerns, staff will initiate additional conversations with all the economic development related organization in the county to ensure that there is cooperation, support and understanding for the CEDS report and its implementation strategies. Mr. Karns did encourage Committee members to submit their comments to staff to alleviate lower level concerns and discussion at the next meeting.

Seeing disinterest among the Committee to continue the meeting past the two hour limit, Mr. Matuszko jumped ahead to a discussion of the next meeting. A discussion of scheduling can be found below in the Next Meeting section.

6. 2011 CEDS – Performance Measures

Mr. Sexton began by briefly explaining to the Committee what the Performance Measures were intended to accomplish and how the language was generated. He noted that following the release of the draft language to the Committee a couple changes had been made. Those changes were the result of additional discussions among staff and included the elimination of proposed measures 4 and 5. Mr. Sexton then noted that a number of the proposed measures are required by EDA regulations, specifically measures 1, 2 and 7. The remaining measures were developed, by staff, to track information that the EDA is interested in and to highlight elements raised in other economic planning documents developed specifically for Berkshire County. Those measures included the tracking of business start-ups as they relate to clustering industries and the collaborative and partnership efforts that have been initiated, maintained or expanded. A couple comments raised by the Committee included:

- **A measure should be added speaking to how has data gathering can be improved?**
- **It was suggested that measure 7 be expanded to include specific data characteristics that will be tracked such as demographic, economic, social and the others.**

To clarify that staff was on track with the proposed language, Mr. Matuszko asked Committee members whether they felt the language was acceptable. The Committee agreed, keeping in mind the comments that were just raised.

Mr. Matuszko then asked the Committee for any additional comments or questions. A Committee member inquired as to how the sourcing of data is planned to be handled throughout the report? Mr. Sexton explained that every piece of data incorporated into the report has been sourced. He then mentioned that there was not a requirement from EDA to list all the sources that were used within the report.

7. Next Meeting (Tuesday, April 12th, 2011 at 12:30pm)

Mr. Matuszko explained that the next meeting is scheduled for Tuesday, April 12th. At this meeting staff would be looking for an endorsement from the Committee on the full report and to allow the opening of the 30-day public comment period. Knowing that there may be changes or edits that arise at this meeting, staff allotted a couple days to address revisions to the document and then distribute it for public comment on Friday, April 15th. Mr. Matuszko then mentioned that staff is expecting some comments to be submitted during the comment period. Staff will conduct an initial filtering of these comments. To address much larger concerns and to gain endorsement of the final document, staff is suggesting that another meeting be scheduled for Tuesday, May 17th. Before the document can be submitted to the EDA, staff will be presenting the full report to the BRPC Commission on Thursday, May 19th. Once the report has been approved by the Commission it will be transmitted to the EDA for approval.

To clarify why the approval process has been extended beyond April 30th, Mr. Matuszko explained that BRPC had secured an extension from EDA to complete the report by June 30th.

To ensure there was consensus for the revised schedule, Mr. Matuszko asked Committee members if there were any concerns or comments. The Committee agreed that the revised schedule looked acceptable. With that said the next CEDS Strategy Committee meeting was scheduled for Tuesday, April 12th, 2011 at 12:30pm.

The discussion was then transitioned to the Performance Measures agenda item

8. Other Items?

No items were raised.

9. Adjournment

The meeting was adjourned at 2:30pm.

Documents distributed at the meeting included:

- Meeting Agenda
- Draft Minutes from the March 8th, 2011 CEDS Strategy Committee meeting
- A copy of the revised Project Priority Lists
- A copy of the draft Implementation section
- A copy of the draft Performance Measures section

DRAFT

Implementation of the Berkshire CEDS

The success of the 2011 Berkshire CEDS is rooted in the implementation of the refreshed Vision Statement, Goals and Objectives and Project Priorities Lists which were established by the CEDS Strategy Committee during multiple meetings from January through March 2011. Based on these components, that comprise *The Action Plan for Economic Prosperity*, the CEDS Strategy Committee formulated a list of regional activities and project based actions that will accomplish the goals and objectives of this CEDS report. Through their implementation, these measures will provide the communities, economic development entities and organizations and citizens in the region a 5-year roadmap for the diversification, stabilization and transformation of the region's economy. Their implementation will also create a vehicle through which the region can better respond to priority issues, barriers to economic development, proactively address the region's evolving economy and to maintain the momentum of the CEDS process in the region.

The regional activities (broad implementation strategies that are not project based) and project based actions (implementation strategies that are based on proposals from the CEDS *Project Priority List*), provided in the following pages, are listed by goal together with implementation information. Activity or project sponsors are identified with two asterisks (**) after the organization's title.

GOAL 1: TO IMPLEMENT UNIFIED REGIONAL ECONOMIC DEVELOPMENT INITIATIVES.

Regional Activities

Activity Name	Description	Activity Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Coordinate Economic Development Coalition	Develop a unified coalition of regional economic development focused organizations to facilitate economic planning in Berkshire County.	BRPC, Chambers, Berkshire Creative, Berkshire County Regional Employment Board, Berkshire Visitors Bureau, Communities, Partnership for North Adams, Pittsfield Economic Revitalization Corporation, Pittsfield Economic Development Authority, Southern Berkshire Community Development Corporation, Southern Berkshire Chamber of Commerce, and Others	Underway	Economic Development Administration (<i>potential</i>)	<ul style="list-style-type: none"> - Identify participating organizations - Establish coalition - Pursue funding for operations - Hold quarterly meetings 	December 2011
Coordinated Economic Development Coalition Activities	The Regional Marketing Program will coordinate marketing efforts for and of Berkshire County to consumers within and outside the county.	BRPC, Chambers, Berkshire Creative, Berkshire County Regional Employment Board, Berkshire Visitors Bureau, Communities, Partnership for North Adams, Pittsfield Economic Revitalization Corporation, Pittsfield Economic Development Authority, Southern Berkshire Community Development Corporation, Southern Berkshire Chamber of Commerce, and Others	Active	Organization Funding Support	<ul style="list-style-type: none"> - Develop and enhance a Berkshires Brand - Coordinate Unified Marketing Campaign 	Ongoing
	The Regional Retention/Attraction Program will organize the recruitment and retention of businesses at the regional scale for Berkshire County.		Active	Organization Funding Support	<ul style="list-style-type: none"> - Work with regional partners to oversee this program - Meet with regional businesses to determine future needs - Research and actively recruit new companies 	Ongoing
CEDS Status Reports and 5-year Update	Continue the discussion of economic planning within the region through the completion of Status Reports annually and a 5-year update.	BRPC** and Others	Concept	Economic Development Administration (<i>potential</i>)	<ul style="list-style-type: none"> - Apply for EDA Planning Grant - Maintain CEDS Strategy Committee - Review CEDS report - Work with project proponents 	Ongoing

Project Based Actions

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Regional Economic Development District (EDD)	Establish an Economic Development District, compliant with the Economic Development Administration's requirements, covering all of Berkshire County.	BRPC** , Communities, Regional Economic Development Organizations and Others	Initial Planning Underway	Economic Development Administration (<i>potential</i>) and Organizational match from Berkshire Regional Planning Commission	<ul style="list-style-type: none"> - Apply for EDA Planning grant - Commence establishment of EDD 	2012

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GOAL 2: TO ADVANCE THE REGION'S ECONOMIC PROGRESS THROUGH THE USE OF CURRENT AND PERTINENT DATA.

Regional Activities

Activity Name	Description	Activity Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Berkshire Benchmarks	Berkshire Benchmarks is a regional initiative to improve the quality, access, volume and analysis of regional data through an examination of regional indicators and a data clearinghouse.	BRPC** , Berkshire Community Action Council, Berkshire Taconic Community Foundation, Berkshire United Way and Others	Active	Organization Funds	- Expand Data Mining and Data Sets - Evaluate Industry Cluster Data - Connect and collaborate with Mass Benchmarks efforts - Utilize Data for CEDS Annual Status Report	Ongoing
Annual Workforce Blueprint	Examine the critical and emerging industries through the region and identify the necessary skill sets for those sectors.	Berkshire County Regional Employment Board ** and Others	Active	EOLED Grants and Commonwealth	- Complete bi-annual report (May, 2011) - Distribute results to regional partners	Bi-annual (<i>Ongoing</i>)
Census Data	Fully utilize the 2010 Census and subsequent ACS estimates data.	BRPC**	Active	Organization Funded	- Analyze data - Utilize data for Annual Status reports	Ongoing
GIS Mapping	Use the thematic mapping of information to broaden the understanding of regional economic issues.	BRPC**	Concept	Organization Funded	- Enhance regional mapping of census data	December 2011

GOAL 3: TO INCREASE THE ECONOMIC COMPETITIVENESS OF THE REGION IN THE GLOBAL ECONOMY.

Regional Activities

Activity Name	Description	Activity Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Business Development Assistance	Develop a portfolio of tools for business development and start-up needs.	Lee Community Development Corporation, MassDevelopment, Pittsfield Economic Revitalization Corporation, Pittsfield Economic Development Authority, Small Business Development Center, Southern Berkshire Community Development Corporation, Western Massachusetts Enterprise Fund, Inc. and Others	Active	Organization Funding Support	- Expand awareness and service capacity of assistance programs - Develop virtual clearinghouse for support programs and organizations	2011
Site and Building Locator	The locator is a web-based program that makes information about potential development locations accessible on the internet.	Berkshire Chamber of Commerce**, Communities, Economic Development Organizations and Others	Active	Organization Funding Support	- Expand visibility of Locator - Expand Locator database	2012
Angel Fund Network	The Angel Fund Network is a mechanism to connect investors or fund managers with emerging or expanding business prospects.	Chambers**, Berkshire Taconic Community Foundation, Berkshire Enterprises, Pittsfield Economic Revitalization Corporation and Others	Active	Organization Funding and Private Investment	- Identify investors and prospects - Hold networking events	TBD

Activity Name	Description	Activity Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Facilitate Access to Loan Programs	Through existing loan programs or other funding sources (i.e. EDA Loan Fund program) ensure that small businesses are able to access loans.	Banks, MassDevelopment, Pittsfield Economic Development Corporation, Pittsfield Economic Revitalization Corporation, Western Massachusetts Enterprise Fund, Inc. and Others	Concept	Commonwealth Federal (Economic development Administration) and Others	- Apply for EDA Loan Fund grant.	2013

Project Based Actions

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Berkshire Creative Initiatives	Berkshire Product Initiative looks to expand sales capacity of creative economy businesses, headquartered in the Berkshires, to design, manufacture and distribute original products.	Berkshire Creative**	Initial Planning Underway	Unknown	- Secure program funding - Identify and coordinate conversations between regional artists, industries and stakeholders	TBD
	Seed Fund Network will provide start-up funds for new businesses or established businesses looking to expand into new markets. Ideally this program will have a fund, contributed from various sources to fund \$20,000-\$150,000	Berkshire Creative** , Berkshire Taconic Community Foundation, Banks, Economic Development Organizations and Others	Concept	Unknown	- Open discussion with Berkshire Angle Fund Network participants - Secure funding - Identify investors - Hold investor workshops	TBD

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
	projects.					
	Creative Lives Here Initiative will support the development of the “Creativity Lives Here” marketing package.	Berkshire Creative** , Berkshire Visitors Bureau, Businesses, Communities and Others	Concept	Unknown	- Secure for program funding - Hire firm to develop materials	TBD
	Berkshire Creative Challenge is a mechanism to connect Berkshire County manufacturers and businesses with local designers, engineers and creative workers with the aim of stimulating innovative research and development product lines.	Berkshire Creative** , Businesses and Others	Active	Unknown	- Secure program funding - Expand the number of projects to be commissioned	Ongoing
	Berkshire Festival is envisioned as a county-wide celebration of cultural and lifestyle bounty, uniting arts organizations, businesses and nonprofits to highlight Berkshire County.	Berkshire Creative** Berkshire Visitors Bureau and Others	A Berkshire Creative subcommittee is analyzing the prospect for this event.	Massachusetts Cultural Council, Housatonic Heritage, Canyon Ranch. <i>(Pledged: Massachusetts Office of Travel and Tourism)</i>	- Finalize festival business plan - Implement festival	2011

GOAL 4: TO STABILIZE AND STRENGTHEN THE REGION’S WORKFORCE.

Regional Activities

Activity Name	Description	Activity Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Worker Training Fund (WTF)	This activity promotes regional industries to apply for WTF grants to implement training programs.	Berkshire County Regional Employment Board** , Industries and Others	Active	Workforce Training Fund	- Expand awareness and marketing of WTF - Provide technical assistance to industries - Facilitate and encourage industry applications	Ongoing
Connecting Activities Internship Program	This program provides a mechanism to connect high school students with industry internships and training programs in order to successfully compete in post-secondary education programs.	Berkshire County Regional Employment Board** , Industries, Secondary Educators and Others	Active	Massachusetts Department of Elementary and Secondary Education	- Develop a broader network of educators and industries for internships - Secure grant funds to expand program, specifically recruit private investors	Ongoing
	This program also connects post-secondary students with industry training programs to develop the necessary career-related skills in order to successfully compete in the workplace	Berkshire County Regional Employment Board** , Berkshire Community College, Bard College at Simon’s Rock, Massachusetts College of Liberal Arts, Regional Educators and Others	Active	Industries and Educational Institutions		
Science Technology Engineering and Math (STEM Pipeline Network)	The STEM Pipeline Network is a Berkshire Region and Commonwealth initiative to improve STEM educational programs, while strengthening connections between businesses and education to inspire and lead the next generation of educators.	Massachusetts College of Liberal Arts** , Berkshire Community College, Berkshire County Regional Employment Board, Bard College at Simon’s Rock, Public Schools, Williams College, and	Active	Commonwealth	- Complete construction of the MCLA Center for Science and Innovation - Increase enrollment - Actively recruit qualified STEM teachers - Improve the STEM	2013

Activity Name	Description	Activity Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
		Others			educational offerings available in public and private schools	
Healthcare Pipeline	Through the Healthcare Pipeline an effort is being made to reduce nursing and allied health staffing shortages regionally and outwardly.	Berkshire County Regional Employment Board** , Berkshire Community College, Hospitals, Massachusetts College of Liberal Arts, Regional Healthcare Organizations, and Others	Active	Federal and Commonwealth Grants	<ul style="list-style-type: none"> - Attract, train and retain healthcare employees - Implement CAN, LPN, RN training programs - Research/apply for industry sector grants 	Ongoing
Industry Sector Initiative	This activity promotes the development of strategies to address critical workforce need in the region.	Berkshire County Regional Employment Board** , Berkshire Community College, Bard College at Simon's Rock, Massachusetts College of Liberal Arts, Regional Educators and Others	Active	Commonwealth Grants	<ul style="list-style-type: none"> - Implement Photovoltaic training program - Identify other industry sector priorities 	Ongoing
Berkshire Compact	Utilize the Berkshire Compact and the region's education partnerships to prepare and strengthen the next generation of workers.	Massachusetts College of Liberal Arts** , Berkshire Community College, Berkshire County Regional Employment Board, Bard College at Simon's Rock, Public Schools, Williams College, and Others	Active	Organization Funding Support	<ul style="list-style-type: none"> - Provide financial assistance for students completing milestones of the Berkshire Passport - Organize and work with industry clusters to identify workforce needs - Create linkages between educators and employers to meet regional employment needs 	Ongoing

Project Based Actions

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Berkshire Hills Internship Program	The Berkshire Hills Internship Program (B-HIP) is a unique and important hands-on training program for the youth of Berkshire County that could be expanded.	Massachusetts College of Liberal Arts**, Industry and Others	Active	Massachusetts College of Liberal Arts (MCLA) – Cultural Resource Center	- Initiate conversations with MCLA and industries to expand program - Secure program funding	Ongoing
Berkshire Creative Initiative	Creative Industry Workforce Pathways is a collaborative effort to develop a profile of the jobs and occupations within the county’s creative economy and strategize training and education programs to fill industries needs.	Berkshire Creative**, Berkshire County Regional Employment Board and Others	Initial Research Underway	Unknown	- Complete occupations analysis - Open discussions with regional stakeholders	2013
	Creative Education Initiative will organize regional education partners to develop a study to analyze the creative offerings within the K-12 schools throughout the county and then identify ways to improve and expand these offerings.	Berkshire Creative**, Educational Institutions and Others	Discussions Underway		- Establish leadership team - Build upon the Berkshire Field Trip Initiative	TBD

GOAL 5: TO ADVANCE HIGH-QUALITY INFRASTRUCTURE AND COMMUNITY IMPROVEMENTS TO SUPPORT DEVELOPMENT, REDEVELOPMENT AND REVITALIZATION OF THE BUILT ENVIRONMENT.

Regional Activities

Activity Name	Description	Activity Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Regional Affordable Housing Initiative	Throughout Berkshire County there are multiple organizations working to provide affordable housing. This initiative is meant to promote and support all these efforts to ensure the availability of a broad-base of affordable housing options for all of Berkshire County residents.	Berkshire Taconic Community Foundation, Berkshire County Regional Housing Authority, Berkshire Housing Development Corporation, municipal Public Housing Authorities, Southern Berkshire Community Development Corporation, Municipalities and Others	Active	Federal and State Affordable Housing Programs, Organization Funding Support and Private Donors	- Strengthen communication between employers to ensure the availability and quantity of housing needs are met - Write letters of support for various entities to shore-up funding gaps	Ongoing
Land Use Reform	This regional initiative will promote the proactive updating of municipal bylaws to minimize permitting delays and adverse development impacts.	BRPC** , Communities** , Commonwealth, and Others	Active	District Local Technical Assistance, Community Allocated Funds and BRPC	- Proactively work with the region's communities to revise municipal bylaws (energy facilities, telecommunications, storm water regulations, etc.)	Ongoing
Regional Sustainability Plan	The Regional Sustainability Plan is a collaborative and comprehensive regional planning effort to develop a roadmap for the county's future, focusing on making the region more sustainable, economically, socially, and environmentally	BRPC** , Regional Consortium** and Communities	Underway	HUD	- Commence the development of the plan	February 2014

“Berkshire Light Compact”	Develop an inter-governmental organization, consisting of the cities and towns throughout the region, to deliver energy efficiency programs, effective consumer advocacy, competitive electricity supply and green power options.	BRPC** , Communities, Legislative Delegation and Others	Concept	Commonwealth (Department of Energy Resources and Clean Energy Center), Federal (Department of Energy) and Consumer Energy Conservation Funds	<ul style="list-style-type: none"> - Assess municipal interest - Initiate predevelopment planning and programming - Secure funding 	TBD
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Project Based Actions

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Regional Tele-communications Network	This project looks to advance the region’s telecommunications landscape by installing affordable, reliable and redundant high capacity “Middle-Mile” broadband services.	WesternMA Connect Inc.** , BRPC, Communities and Others	Final Design and Permitting Underway	Federal (National Telecommunications & Information Administration; Rural Utilities Service) grants/loans, Commonwealth (Massachusetts Broadband Institute (MBI) - Massbroadband	<ul style="list-style-type: none"> - Complete design and permitting work - Begin installation of infrastructure 	July 2013
	This project looks to advance the region’s telecommunications landscape by installing affordable, reliable and redundant high capacity “Last-Mile” broadband services.	WiredWest** , BRPC, Communities and Others	Phase I: Planning Underway		<ul style="list-style-type: none"> - Complete Phase I - Begin development of “Pilot Projects” - Continue to secure funding 	Late 2011 (Phase I)

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
				123 Initiative), Communities, and Private investments or loans		
Pittsfield Municipal Airport Safety Improvements	This project is a combination of enhanced runway safety areas and runway extensions which will result in an infrastructure that is better equipped to serve the businesses and private aircraft that use the airport.	City of Pittsfield** , Massachusetts Department of Transportation and Others	Active	FAA Airport Improvement Program, Massachusetts Department of Transportation - Aeronautics Division and the City of Pittsfield	- Complete Phase 1 - Complete designs for Phase 2 and bid	2012
Regional Highway Access Improvements	South Street (Rte. 7/20) Improvements include replacement of poor pavement, relieve corridor congestion relief, enhancements of side street access and improvements of unsafe locations with signal upgrades and slight geometric changes within the City of Pittsfield.	City Pittsfield** and Massachusetts Department of Transportation	These projects are all proposed to be listed in the Regional Transportation Plan, which is being updated. Projects are pending funding and completion of design work.	Federal and Commonwealth Transportation Funds	- Leverage local and state support for infrastructure improvements - Initiate predevelopment planning and design work - Pursue permitting - Construct	2012
	Route 8/Friend Street Intersection Improvements project is comprised of correcting safety deficiencies and enhancing traffic flows in the Town of Adams.	Town of Adams** and Massachusetts Department of Transportation				2013
	Berkshire Medical Center (BMC) Area/North Street Improvements will address several intersections and roadway deficiencies and	City Pittsfield** and Massachusetts Department of Transportation				2015

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
	improve safety conditions on the east side of the BMC's complex in the City of Pittsfield's downtown and improve regional north-south traffic flow along Route 7.					
	Route 7/20 Corridor Access Management Improvements will reduce turning conflicts and improve safety conditions in concert with changes to zoning and development bylaws administered by the City of Pittsfield and the Town of Lenox.	City of Pittsfield** , Town of Lenox** and Massachusetts Department of Transportation				2015
	East Street Reconstruction project will add capacity and replace deficient sections of roadway between downtown Pittsfield and Merrill Road, one of Pittsfield's principal industrial corridors, improving regional traffic flow and facilitating redevelopment of the Williams Stanley Business Park.	City Pittsfield** and Massachusetts Department of Transportation				2020
	First Street Improvements will increase capacity and turning movements on US 7, the main north-south truck route through the City of Pittsfield, while upgrading the Americans with Disabilities Act retrofits, pavement reconstruction, and signal modernization.	City Pittsfield** and Massachusetts Department of Transportation				2020
	Route 20 Traffic	BRPC ** ,				2020

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
	<p>Improvements (Lee/Lenox) Projects or Pursuit of a new I-90 Interchange seek to alleviate heavy truck traffic, improve walkability, promote economic development, and ease congestion in the Town of Lee's downtown and improve regional access to I-90 (the Massachusetts Turnpike).</p>	<p>Massachusetts Department of Transportation, and Town of Lee</p>				
	<p>Westside Connector project establishes a new connector road between West Housatonic Street (US 20) and West Street in Pittsfield to reduce traffic congestion at critical downtown intersections along Routes 7/20.</p>	<p>City of Pittsfield** and Massachusetts Department of Transportation</p>				<p>2030</p>
	<p>Route 8 Alternating Passing Lane (Cheshire/Lanesborough) will add capacity, improve safety, and alleviate congestion to coincide with anticipated increases in north-south travel between the central and northern Berkshires</p>	<p>Massachusetts Department of Transportation **, Towns of Cheshire and Lanesborough</p>				<p>2030</p>
<p>Alternative Energy and Energy Infrastructure Improvements</p>	<p>This project will facilitate and support the installation of alternative energy generation facilities, encourage conservation (through energy audits and upgrades), and examine the regional energy distribution network to identify potential system upgrades.</p>	<p>BRPC**, Communities, National Grid, Western Massachusetts Electric Company, and others</p>	<p>Underway</p>	<p>Federal and Commonwealth (Department of Energy, Department of Energy Resources), and Private Investments</p>	<p>- Work with communities to update zoning bylaws - Develop a toolbox for communities and developers considering the installation of alternative energy infrastructure</p>	<p>Ongoing</p>

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
					- Develop a regional energy plan - Work with regional energy providers to develop energy summit	
Regional Passenger Rail Improvements	This project, the East to West Passenger Rail Improvements project, looks to promote public and private investment and upgrades to the region's east to west rail network to facilitate expanded passenger rail service.	BRPC** , Amtrak, Communities, CSX, Massachusetts Department of Transportation and Others	Update of Regional Transportation Plan Underway	Federal and Commonwealth Transportation Funds, and Private Investments	- Secure funding - Predevelopment and design planning - Permitting	TBD
	This project, the Pittsfield to Connecticut Passenger Rail project, looks to develop a north to south passenger rail service in Berkshire County.	Housatonic Railroad** , BRPC, Communities, Massachusetts Department of Transportation and Others	Market Analysis Complete, Economic Impact Study Underway		- Complete Economic Impact Study - Secure funding - Predevelopment and program planning - Permitting	TBD
Development of the Greylock Glen Outdoor Recreation & Environmental Education Center	The Greylock Glen Outdoor Recreation & Environmental Education Center project is envisioned as a four season recreation and environmental education destination.	Town of Adams** , MassDevelopment, Department of Conservation and Recreation	Pursing Development Funding	Commonwealth, Federal, MassDevelopment, and Private and Public Investments	- Secure funding - Predevelopment and program planning - Permitting	2012 <i>(Construction)</i>
Route 8 Corridor Redevelopment	Gravel Bank Redevelopment , a 13.4 acre site, is slated for redevelopment as a commercial and/or industrial site. This site is "Shovel Ready."	City of North Adams** and Partnership for North Adams	Shovel Ready	Private Investment and Federal Highway Funds	- Work with prospective developers to finalize permits and site planning work leading to commencement of construction	TBD
	North Adams Plaza Redevelopment , a 26.7 acre site, is slated for redevelopment as a commercial and/or		Shovel Ready		- Work with prospective developers to finalize permits and site planning work leading	

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
	industrial site. This site is "Shovel Ready."				to commencement of construction	
	Old Route 8 Corridor Improvements project is a right-of-way improvements project that includes upgrading of paving, the widening of the roadway corridor (to meet modern standards) and other utility improvements.		Concept		- Secure funding for Old Route 8 improvements - Initiate predevelopment planning and design work	
Hubbard Avenue Development Area	Hubbard Avenue Improvements , a roadway improvement project, involves limited straightening, road widening along the entire corridor, turn lane enhancements, a replacement railroad bridge, and potentially a widening the bridge over the Housatonic River and related intersection.	City of Pittsfield**, Town of Dalton	Initial Traffic Analysis Complete	Federal and Commonwealth Funds, and Private Investments	- Work with communities to finalize preferred improvement options - Program project into the Massachusetts Project Development System - Begin predevelopment planning and design work - Secure funding	TBD
	Ashuelot Park Development , a 56.15 acre site, is an identified development area in the Town of Dalton for an industrial park. The site contains an existing 275,000 sf. facility (209,000 sf. of manufacturing space and 66,000 sf. of office space) and the rest is undeveloped.	Town of Dalton** and Others	Preliminary Planning Complete		- Recruit business prospects	
	Schnopps-Roberts Site , a 38.6 acre site, is another identified development area in the Town of	Town of Dalton** and Others	Two Preliminary Planning		- Secure funding for development - Complete planning,	

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
	Dalton. Conceptually, the site is envisioned to be a business/industrial subdivision. Two initial planning studies for the build-out of the site have been completed.		Studies are Complete		design and permitting - Recruit business prospects	
Sports Complex	The Sports Complex project is a development proposal to construct an enclosed sporting complex containing an estimated 450,000 sf. of synthetic surfaced playing fields to accommodate year round sporting activities and events.	Town of Lanesborough** and Others	Concept	Unknown	- Identify private partners - Secure funding - Begin predevelopment planning and programming	TBD
Berkshire Mall/Civic Center/Hotel	The Berkshire Mall/Civic Center/Hotel project proposes to develop a multi-use regional convention and performance center, IMAX theater, hotel, community center and parking deck.	Pyramid Management Group** , Town of Lanesborough and Others	Concept	Unknown	- Secure funding - Begin predevelopment planning and programming - Permitting	TBD
West Street Water Line Upgrade	This project would enhance and enable the growth of existing, proposed and future industries along the West Housatonic Street corridor and to increase the capacity of water flow to the southwest section of the City.	City of Pittsfield**	Designed and Pending Funding	City of Pittsfield Capital Budget and Economic Development Administration	- Resubmit Economic Development Administration grant application - Obtain EDA funds - Bid project - Commence construction	2012
DownStreet Art Project	The DownStreet Art program is a public art initiative designed to revitalize downtown North	MCLA's Berkshire Cultural Resource Center** , Artists,	Active	MCLA's Berkshire Cultural	- Initiate conversations with MCLA and industries to expand	Ongoing

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
	Adams, by harnessing existing arts organizations and events and transforming vacant and open spaces into arts destinations.	Businesses and Others		Resource Center and Donations	program - Secure program funding	
City of Pittsfield Municipal Airport Industrial Park Feasibility Study	This project will commission a master planning process for the development of a 25-30 acre industrial area to the south of the Pittsfield Municipal Airport on Tamarack Road.	City of Pittsfield** and Others	Concept	Unknown	- Secure funding - Commence feasibility study	2013
Regionalization of the City of Pittsfield's Municipal Airport	This project will commission a planning study to examine the possibility of regionalizing the City of Pittsfield's municipal airport.	City of Pittsfield** , Communities and Others	Concept	Unknown	- Secure funding - Commence feasibility study	TBD
Berkshire Farm-to-School Feasibility Study	This study will examine the region's schools, farms and food processing businesses to determine the need and capacity to produce and consume locally grown food products.	BRPC** , Berkshire Grown, Communities and Others	Concept <i>(Keep Farming Project Underway)</i>	Unknown	- Coordinate with Keep Farming project - Secure funding - Commence study	TBD
Housatonic RR Station Planning Feasibility Study	This study will examine and identify potential locations for the development of a railroad station, in Great Barrington, to accommodate the proposed Pittsfield to Connecticut passenger rail project.	Town of Great Barrington** , BRPC** and Housatonic Railroad Company	Concept	Unknown	- Review results of the Housatonic Railroad Economic Impact Study - Secure funding - Commence study	TBD
Downtown Parking Strategy	This project looks to commission a Parking Strategy for downtown Great Barrington that will examine the need and capacity of parking.	Town of Great Barrington**	Concept	Unknown	- Secure funding - Commence study	TBD

GOAL 6: TO FACILITATE THE REGION’S ASSESSMENT, REMEDIATION AND REDEVELOPMENT OF BUILDINGS AND SITES.

Regional Activities

Activity Name	Description	Activity Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Berkshire Brownfields Program	This is a regional program geared towards the investment of capital and resources to identify, assess and remediate sites containing contaminants from past development.	BRPC**, Communities, Southern Berkshire Community Development Corporation, Lee Community Development Corporation, Pittsfield Economic Revitalization Corporation, Pittsfield Economic Development Authority and Others	Active	Federal, Commonwealth and Local Funds	<ul style="list-style-type: none"> - Expand awareness and visibility of program - Facilitate the release of funds from the revolving loan fund to facilitate the utilization of underutilized sites and buildings - Continue to work with communities and property owners to identify, assess and remediate contaminated sites - Secure additional grant funds 	Ongoing

Project Based Actions

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Former Commonwealth Sprague Site	The former Commonwealth Sprague Site, on Brown Street in North Adams, is a site ripe for redevelopment.	City of North Adams** and Partnership for North Adams	Structures Demolished	Private Investments and Business Development Loans	<ul style="list-style-type: none"> - Recruit business prospects - Secure funding for infrastructure improvements - Upgrade Utilities 	TBD
Life Science Center @ William Stanley	This project proposes to construct and create a “Life Science Center” at the William	Pittsfield Economic Development Authority**, City of	Pursuing Development Funds	Federal and Commonwealth Funds,	<ul style="list-style-type: none"> - Secure funding - Initiate predevelopment and 	2012

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
Business Park	Stanley Business Park in Pittsfield for training of technicians in the areas of bio-tech and semi-conductors clean room technology and to house a company or companies in related fields.	Pittsfield, Environmental Protection Agency and Others		Definitive Economic Development Agreement w/General Electric funds and Private Investments	program planning - permitting	
William Stanley Business Park	This project in Pittsfield is the redevelopment of 52-acre of the former General Electric Transformer Plant.	Pittsfield Economic Development Authority** , City of Pittsfield, Environmental Protection Agency and Others	25-Acres Remediated	Definitive Economic Development Agreement w/General Electric and Public and Private Investments	- Recruit business prospects - Secure funding - Complete soil assessment - Design and install infrastructure	Late 2011
Crane Stationary Mill Redevelopment	Following the relocation of the Crane Stationary facility, this project in Dalton proposes to redevelop vacated mill as a mixed use development site.	Town of Dalton** and Crane & Company	Pending Facility Relocation	Federal and Commonwealth Funds, and Public and Private Investments	- Relocation of Crane Stationary facility - Commence predevelopment and program planning - Secure redevelopment funds	2012
New England Log Homes (NELH) Site	This project is a redevelopment proposal of the abandoned and contaminated former NELH brownfield site in downtown Great Barrington. The redevelopment proposal includes the remediation of known contaminants, development of mixed-use commercial and housing space, and the creation of a	Community Development Corporation of South Berkshire** , Town of Great Barrington, Southern Berkshire Chamber of Commerce and Others	Phase 1: Demolition	Federal, Berkshire Brownfields Revolving Loan Fund, Commonwealth and Private Investment	- Complete Phase : Demolition - Initiate Phase II: Remediation and Development	June 2011 <i>(Demolition)</i>

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
	public gathering space along the Housatonic River.					
River School Redevelopment	This project is a redevelopment proposal of the former Searles/Bryant School complex in Downtown Great Barrington. The redevelopment proposal includes 40 housing units (40% are below \$250,000 and 25% are statutorily affordable), 17,000 sf. of commercial space and public space with integrated river walk.	Community Development Corporation of South Berkshire** , Town of Great Barrington, Southern Berkshire Chamber of Commerce and Others	Bryant School Renovation Underway	Recovery Zone Facility Bond, Massachusetts Housing, Massachusetts Department of Housing and Community Development, Market Rate Debt and Private Investment	- Complete redevelopment of Searles/Bryant School complex (Phase 1) - Commence Phase II	2013
Redevelopment of Great Barrington Fairgrounds	This project includes the redevelopment of the 57-acre historic Great Barrington Fairground and racetrack for mixed-use commercial, agricultural incubator, housing and open space/recreation uses.	Community Development Corporation of South Berkshire** , Town of Great Barrington** , Southern Berkshire Chamber of Commerce and Others	Property Acquisition Underway	Market Rate Debt, Private Investment, and Public: agricultural, open space/recreation, and housing development subsidies	- Complete acquisition - Begin predevelopment and program planning - Secure funding - Permitting	2013
Monument Mills Area Reuse Planning	The Monument Mills Area (Great Barrington) Reuse Planning initiative looks to undertake a comprehensive redevelopment/reuse planning process for underutilized mills throughout the community.	Town of Great Barrington** , Community Development Corporation of South Berkshire, Southern Berkshire Chamber of Commerce and Others	Initial Due Diligence Underway	Unknown	- Secure funding - Commence study	Ongoing
Redevelopment of Historic Great Barrington Firehouse	This project is the adaptive reuse and historic renovation of the former Great Barrington Fire House into a vocational	Town of Great Barrington** , Community Development	Initial Planning Complete	Federal and State Historic Tax Credits, Market Rate	- Commence project September 2011	2013

Project Name	Description	Project Sponsor (**) and Partners	Status	Funding Sources	Next Steps	Target Completion
	education and job-training center.	Corporation of South Berkshire** , Southern Berkshire Chamber of Commerce and Others		Debt and Private Investment		
Housatonic School Redevelopment	The Housatonic School Redevelopment project (or Housatonic Commons Project) is the adaptive re-use of the former Housatonic Elementary School in Great Barrington into a mix-use complex with 11 affordable housing units and 6,000 sf. of commercial/non-profit space for organizations.	Town of Great Barrington** , Community Development Corporation of South Berkshire** , Southern Berkshire Chamber of Commerce and Others	Preliminary Engineering and Feasibility Study Complete	Massachusetts Housing, Massachusetts Department of Housing and Community Development (DHCD), the Federal Home Loan Bank and Market Rate Debt	<ul style="list-style-type: none"> - Complete project visioning - Secure funding - Predevelopment planning, programming and permitting 	Summer 2011 <i>(Begin Development)</i>
Adaptive Reuse of Mills	The Adaptive Reuse of Mills initiative is a regional proposal to address the vacant and underutilized mills throughout the county.	BRPC** , Communities and Others	Concept	Unknown	<ul style="list-style-type: none"> - Survey interest of communities - Inventory mill in interested communities - Secure funding - Commence study 	Ongoing

Berkshire Project Priority List

The Berkshire CEDS *Project Priority List* is an inventory of the regionally significant economic development proposals submitted for consideration by citizens, communities and organizations located throughout the region, including proposals submitted by CEDS Strategy Committee members. These proposals represent economic development initiatives, programs and projects, if implemented, that would help diversify, stabilize and strengthen the region's economy.

Methodology

Solicitation Process

In October 2010, the CEDS Strategy Committee directed BRPC staff to begin a solicitation of citizens, communities and organizations located throughout the region for potential economic development proposals. Early in the solicitation process, the CEDS Strategy Committee emphasized the importance of gathering a broad representation of economic development proposals from throughout the region. In doing so, the submissions of project proposals were not limited or restricted in any form, specifically in terms of ability or eligibility to pursue EDA funding. Instead, project proposals were accepted with an understanding that any form of development, redevelopment and reuse or investment contained some level of economic benefit. From these benefits, the region's economy could be diversified, stabilized and strengthened.

Potential project proponents received a packet containing: a letter briefly explaining the CEDS process and the solicitation process; a *2011 CEDS Demographic Snapshot* handout that contained information about recent key trends in the region; and a *Project Solicitation* form. Proposal proponents were asked to complete and submit the solicitation form and other ancillary materials for each proposal to be considered. After concerns were raised by the CEDS Strategy Committee and project proponents regarding the structure of the Project Solicitation form, it was determined by the CEDS Strategy Committee that all project applications would be accepted; some project proposals that were received were more detailed than others.

During the solicitation process, 32 communities and 18 organizations were contacted for economic development proposals. A public outreach campaign, consisting of three regional public meetings and articles printed in the region's newspapers, was also used to inform the public of the CEDS process and gather potential project proposals. In total, 82 project proposals were submitted for consideration.

Evaluation Process

To identify regionally significant economic development proposals that address the region's greatest needs or enhance the region's economic competitiveness, the CEDS Strategy Committee established evaluation criteria to prioritize the project proposals. The criteria required the CEDS Strategy Committee to identify and evaluate the local and regional economic impacts of each proposal as well as determine whether a project had the ability to meet the goals and objectives of the CEDS. A breakdown of the criteria has been provided below, a more detailed representation of this information can be found in **Appendix XX**.

Economic Significance for the Region

Criteria

- 1) Potential for Job Creation or Retention
- 2) Job Quality
- 3) Training Capacity
- 4) Business/Entrepreneurial Impact: Assistance or Support Programs

- 5) Redevelopment/Reuse Impact: Community or Regional Benefits
- 6) Local Community Impact
- 7) Regional Impacts

2011 CEDS Goals and Objectives

Criteria

- 1) To Implement Unified Regional Economic Development Initiatives.
- 2) To Advance the Region's Economic Progress Through the Use of Current and Pertinent Data.
- 3) To Increase the Economic Competitiveness of the Region in the Global Economy.
- 4) To Stabilize and Strengthen the Region's Workforce.
- 5) To Advance High-Quality Infrastructure and Community Improvements to Support Development, Redevelopment and Revitalization of the Built Environment.
- 6) To Facilitate the Region's Assessment, Remediation and Redevelopment of Buildings and Sites.

To assist the evaluation of the project proposals, the CEDS Strategy Committee received copies of the submitted *Project Solicitation* forms and a summarized description for each proposal. Additionally, project proposals that were found to be similar were consolidated to expedite the evaluation and eliminate redundancies.

After reviewing the initial evaluation results, the CEDS Strategy Committee questioned the completeness of some of the information gathered from project proponents and questioned whether certain assessment criteria were underscored or under emphasized. As a product of this reflection, by the CEDS Strategy Committee, six fundamental elements to identify regionally significant economic projects were recognized. Those six elements included Readiness to Proceed; Availability and Current Status of Funds; Project Prerequisite; Potential Impacts or Unintended Consequences; Geographical Dispersion; and Capacity to Implementation. To ensure the transparency of the prioritization process the CEDS Strategy Committee decided a comment period should be opened to allow project proponents an opportunity to comment on the initial ranking of their projects.

In response to the comment period, six project proponents responded regarding 15 project proposals.

After considering the proponent comments and the initial evaluation results, the CEDS Strategy Committee developed a project prioritization structure and a list of the most vital projects. This *Project Priority List* is a framework to addressing the region's economic needs and will position the region to diversify, stabilize and strengthen the regional economy.

Project Priority List

To ensure a complete listing of the important regionally significant economic proposals, the prioritized projects have been grouped by projects that representing the greatest needs regionally and then by economic categories of impact (i.e. Physical Development (by sub-region), Physical and Technology Infrastructure, Programs and Initiatives, and Education and Workforce Development). The following tables are a presentation of the 2011 Berkshire CEDS *Project Priority List*:

Projects Representing the Greatest Needs Regionally

Project Name: Regional Telecommunications Network
Project Location: Regional
Project Summary: The Regional Telecommunications Network project, previously the WiredWest Community Fiber Network and Regional Broadband Upgrades project proposals, is focused on the modernization of the telecommunication infrastructure throughout the region. This project looks to upgrade and install up-to-date broadband infrastructure through two initiatives, which include: <ul style="list-style-type: none">• Middle-Mile, a WesternMA Connect, Inc. sponsored initiative, looks to advance the region’s telecommunications landscape by installing affordable, reliable and redundant high capacity broadband services. This initiative focuses on the development of high capacity fiber-optic trunk line network to all the communities of the region.• Last-Mile, a WiredWest sponsored initiative, is a community-driven initiative that plans to build a municipal, last-mile, fiber-optic network in western Massachusetts towns unserved and underserved by broadband, and create long-lived, community-owned and operated telecommunications infrastructure.
Many communities throughout the county have partial or no access to high speed broadband, while access has become a necessity (socially and economically) in today’s digital world. Those with local internet access are using outdated technologies (dial-up and DSL) that are not robust enough to equip our businesses, students and workers to survive and thrive. The Regional Telecommunications Network project will provide vital access to these telecommunications services to spur economic development, improve public health and safety communication, enhance government efficiency, increase quality educational opportunities, and drive long-term economic growth and quality of life in the region.
Funding Source(s): Federal (National Telecommunications & Information Administration; Rural Utilities Service) grants/loans, Commonwealth (Massachusetts Broadband Institute (MBI) - Massbroadband 123 Initiative), Communities, and Private investments or loans.
Projected Job Creation: The exact number of jobs to be created or retained is unknown at this time. <i>(The build-out and operation of regional telecommunications infrastructure may provide new local employment opportunities; however, specifics about the type, number and specific location of jobs are not yet known. Indirectly, these improvements may contribute to the retention and creation of jobs in companies that rely upon digital infrastructure.)</i>
Related Linkages: While this project is in the early stages of development it has already created many developments, financial, planning and other linkages, which include: <ul style="list-style-type: none">• Massachusetts Broadband Institute – WesternMA, Inc. and WiredWest have developed a close relationship with MBI to ensure that federal funding for the development of broadband infrastructure is made available to western Massachusetts.• Communities – As these projects have developed, many communities throughout western Massachusetts have agreed to facilitate and participate in the initiatives• Organizational Partnerships – Regional planning organizations across western Massachusetts and other organizations have agreed to assist and participate in the initiatives
Timeframe: Since this grouping has two initiatives progressing independently of each other, the timeframe for each initiative has been provided below: <ul style="list-style-type: none">• Middle-Mile: Final design and permitting are underway for the 1,338 mile middle-mile fiber optic telecommunications infrastructure providing broadband service to every town and city in western Massachusetts. Funding to construct the network is from the NTIA (\$45.4 million) and \$25.2 million in state bond funds. Construction is to be completed by July 2013.

Project Name: Regional Telecommunications Network

- **Last-Mile:** The WiredWest initiative can be broken into three distinct phases: 1) Planning, 2) Pilot Projects and 3) Large-scale build-out. The project, as of March 2011, is in the planning phase. As part of this phase WiredWest is working on the following fronts simultaneously: overall planning, establishment of a governance structure, financial planning and strategizing, examining the regional network needs and benefits to ensure a cost-effective network is developed, creating a broad marketing and strategic partnership and implementation of a fundraising plan. Once this phase is completed WiredWest will transition its activities to the development of Pilot Projects, which is expected to happen in late 2011.

Most Recent Update: April, 2011

Project Name: Pittsfield Municipal Airport Safety Improvements

Project Location: City of Pittsfield

Project Summary: The Pittsfield Municipal Airport Safety Improvement project is a safety improvement project to comply with current Federal Aviation Administration design requirements for runway safety areas (RSA). The airport is currently deficient in these areas and the project is based on building compliant RSA's. A second component of this project is to extend the main 5,000 foot runway by 790 feet for a total runway length of 5,790 feet. This project component was incorporated to help accommodate all weather operations of the current fleet of corporate jet aircraft using this facility. Not only will this project help accommodate more all weather and safer operations it also improves the facility to help attract and retain regional corporations that require this mode of transportation and improve connectivity to the national air transportation system.

Funding Source(s): FAA Airport Improvement Program, Massachusetts Department of Transportation - Aeronautics Division and the City of Pittsfield

Projected Job Creation: The exact number of jobs to be created or retained is unknown at this time. *(This project is expected to support the retention and potential growth of construction related jobs in the county, specifically in the City of Pittsfield; however, the exact type and number of jobs is not yet known. The build-out and operation of these facility improvements will lay the groundwork for additional improvements at the airport, which may result in additional jobs in the future. An enhanced airport will also contribute to job retention and possible job creation related to companies that need corporate jet service.)*

Related Linkages: This is a project designed to improve infrastructure to accommodate aviation demands and is a component and example of multimodal transportation infrastructure improvements to help the region. Other modes of transportation complement the airport improvements such as the South Street in Pittsfield (Rte 7/20) improvements, downtown streetscape and Park Square traffic redesign. A key weakness for the region is transportation access from the region and the airport projects is intended to address that weakness for one transportation mode which is very important to some businesses. An enhanced airport will be a factor in the successful development of an industrial park proposed adjacent to the airport in the Airport Master Plan Update.

Timeframe: This project is designed for two phases of construction. The first phase started in October 2010 and as of March, 2011 is approximately 40% complete. This phase is anticipated to be completed late summer 2011. The second phase of the project is being designed and should be put out to bid sometime in April 2011. The second phase of construction is proposed to start up in late summer 2011 and take approximately one year to complete.

Most Recent Update: April, 2011

Project Name: Regional Highway Access Improvements

Project Location: Regional

Project Summary: The Regional Highway Access Improvements project, a project grouping of highway improvement proposals from the 2007 Regional Transportation Plan (RTP) and more recent special studies, looks to install a wide array of highway improvements throughout the county. These infrastructure projects will improve traffic flow and safety from the I-90 interchange in Lee to the municipalities in central and north Berkshire County. The project proposals in this grouping include:

- **South Street (Rte. 7/20) Improvements** include replacement of poor pavement, relieve corridor congestion relief, enhancements of side street access and improvements of unsafe locations with signal upgrades and slight geometric changes within the City of Pittsfield;
- **Route 8/Friend Street Intersection Improvements** project is comprised of correcting safety deficiencies and enhancing traffic flows in the Town of Adams;
- **Berkshire Medical Center (BMC) Area/North Street Improvements** will address several intersections and roadway deficiencies and improve safety conditions on the east side of the BMC's complex in the City of Pittsfield's downtown and improve regional north-south traffic flow along Route 7;
- **Route 7/20 Corridor Access Management Improvements** will reduce turning conflicts and improve safety conditions in concert with changes to zoning and development bylaws administered by the City of Pittsfield and the Town of Lenox;
- **East Street Reconstruction** project will add capacity and replace deficient sections of roadway between downtown Pittsfield and Merrill Road, one of Pittsfield principal industrial corridors, improving regional traffic flow and facilitating redevelopment of the Williams Stanley Business Park;
- **First Street Improvements** will increase capacity and turning movements on US 7, the main north-south truck route through the City of Pittsfield, while upgrading the Americans with Disabilities Act retrofits, pavement reconstruction, and signal modernization;
- **Route 20 Traffic Improvements (Lee/Lenox) Projects or Pursuit of a new I-90 Interchange** seek to alleviate heavy truck traffic, improve walkability, promote economic development, and ease congestion in the Town of Lee's downtown and improve regional access to I-90 (the Massachusetts Turnpike);
- **Westside Connector** project establishes a new connector road between West Housatonic Street (US 20) and West Street in Pittsfield to reduce traffic congestion at critical downtown intersections along Routes 7/20;
- **Route 8 Alternating Passing Lane (Cheshire/Lanesborough)** will add capacity, improve safety, and alleviate congestion to coincide with anticipated increases in north-south travel between the central and northern Berkshires.

Weak access to freeways is a significant detraction to economic development for the urbanized areas of the central and northern Berkshire County. The lack of a modern limited access highway creates congestion, negatively impacting redevelopment efforts in Pittsfield and Pittsfield and major town centers and is a significant transportation limitation to the region's economic competitiveness. The construction of north to south highway improvements listed in the RTP, above, would benefit the region's economy through improved access (primarily to freeways) and the facilitated movement of goods, people and services. While construction of a true limited access highway from the Massachusetts Turnpike to central and northern Berkshire County would be more beneficial from regional access and economic development perspectives, due to the high financial cost, environmental impacts, and lack of unified political will at the federal, state and local level, it is not likely to move forward in any reasonable timeframe. Alternatively, the RTP projects listed above, which have been endorsed at the federal, state and local level as part of the adopted regional transportation plan will

Project Name: Regional Highway Access Improvements

serve to materially improve access and can be advanced in a realistic timeframe.

Funding Source(s): Federal and Commonwealth Transportation Funds

Projected Job Creation: The exact number of jobs to be created or retained is unknown at this time. *(The upgrading of highway access improvements across the region, specifically from north to south, may create local employment opportunities in the construction of those improvements and has the potential to support business growth and job creation as a result of improved access. Specifics about the type, number and specific location of jobs are not yet known.)*

Related Linkages: The roadway improvements proposed within this grouping are designed to improve the region’s transportation network, specifically along the north to south corridor, to accommodate vehicle capacity demands and congestion and is vital to the region’s multimodal transportation system. The installation of these improvements will complement and support all of the region’s industries through the facilitation of truck movements and the accommodation of employees and customers to and from places of business. As a result of these upgrades, there is the potential for adjacent commercial properties to be developed or redeveloped. In particular, the Williams Stanley Business Park (Pittsfield) and Greylock Glen (Adams) will be materially advanced with specific enhancement projects (East Street in Pittsfield; Route 8/Friend Street in Adams).

Timeframe: Each of the roadway improvements projects is at a different stage of assessment, design, permitting and development; therefore, the implementation of each project is unique. In most instances, each project is pending the appropriation of funding and progression through the Commonwealth and Federal project cues. For a detailed discussion of each projects timetable, readers should consult the most recent RTP and Transportation Improvement Program.

Most Recent Update: April, 2011

Project Name: Alternative Energy and Energy Infrastructure Improvements

Project Location: Regional

Project Summary: The Alternative Energy and Energy Infrastructure Improvements project is a consolidated project grouping of various energy proposals from throughout the county. It is a multifaceted initiative to:

- Development of a comprehensive Regional Energy Plan and Strategy to create a robust program to maximize energy conservation and generation measures in the County, seeking to conserve where possible and reduce the impact of energy cost fluctuations over time;
- Facilitate and support the development of renewable energy generation facilities; and
- Examine the regional energy distribution network to identify potential system upgrades.

The cost of energy within the region is currently and will continue to be a significant limitation to the region’s economic growth and stability. Through the utilization of energy conservation techniques and equipment, the development of regionally based renewable energy generation facilities and equipment, and the improvement of the region’s energy distribution network, the region will be better situated strategically to compete in today’s global economy.

Funding Source(s): Federal and Commonwealth (Department of Energy, Department of Energy Resources), and Private Investments

Project Name: Alternative Energy and Energy Infrastructure Improvements

Projected Job Creation: The exact number of jobs to be created or retained is unknown at this time. *(The build-out and use of fundamental energy equipment, improvements and techniques has the potential to generate jobs in a growth industry and may facilitate business growth through reduced operation costs. Specifics about the type, number and specific location of jobs are not yet known.)*

Related Linkages: The implementation of this initiative will link the region’s communities, businesses, educational institutions, the public and organizations. While this initiative is at different levels and stages of implementation it has already created many linkages, such as:

- The creation of an Entry-Level Photovoltaic Training Program at McCann Technical School, administered by the Berkshire County Regional Employment Board
- The installation of public and private alternative energy generation facilities (Berkshire Community College’s solar array and the Berkshire Wind Power, LLC’s wind turbines)
- The strengthening of the Science Technology Engineering and Mathematics (STEM) program at the Massachusetts College of Liberal Arts with the development of the new life science center
- The renewable energy generation program, authorized under the Massachusetts Green Community Act of 2007 and administered through the Massachusetts Department of Energy Resources
- The Massachusetts Department of Energy (DOER) awarded eight Berkshire County communities* a total of \$662,000 in ARRA funded Energy Efficiency Community Block Grants (EECBG). The goal of the EECBG projects is to improve energy efficiency in municipal buildings.
- The Berkshire Sustainability Plan being develop by Berkshire Regional Planning Commission (BRPC)

There are additional opportunities to train skilled workers and entrepreneurs, particularly in fields related to energy conservation (energy auditors, designers, and tradespeople, as well as suppliers).

Timeframe: The implementation of this regional initiative is ongoing. Most recently, in February 2011, the BRPC launched the Sustainable Berkshires plan. This planning effort will evaluate the region’s many facets, including energy, and develop goals, objectives and implementation strategies to guide the region’s future. As a component of the energy aspect, it is anticipated that the three elements mentioned above will be integrated in to the plan. While the regional planning effort is expected to take three years, there are many private and public entities implementing the aspects above.

Most Recent Update: April, 2011

Project Name: Regional Passenger Rail Improvements

Project Location: Regional

Project Summary: The Regional Passenger Rail Improvements project, a project grouping of the East to West and Pittsfield to Connecticut passenger rail projects, will promote public and private investment and upgrades to the region’s rail network to facilitate expanded passenger rail service. The creation of a passenger rail network in the Berkshires, beyond the existing very limited Amtrak service, which connects to other parts of Massachusetts and adjacent economic areas in New York and Connecticut, has great potential to broaden the customer and employee markets for Berkshire County and to overcome the weakness of the region’s highway access. If improvements were made along these routes, existing freight lines, this could facilitate expanded freight capacity and service as well.

Funding Source(s): Federal and Commonwealth Transportation Funds, and Private Investments

Project Name: Regional Passenger Rail Improvements

Projected Job Creation: The exact number of jobs to be created or retained is unknown at this time. *(The upgrading of the region’s passenger rail network, specifically the east to west and north to south corridors, may create local employment opportunities in the construction of those improvements and has the potential to support business growth and job creation as a result of improved access. Specifics about the type, number and specific location of jobs are not yet known.)*

Related Linkages: The passenger rail improvements are designed to improve the multimodal transportation system of Berkshire County. These improvements will link many communities outside and within the region; thus provide a better means of access for customers, employees and tourists. Station locations can be designed as transit-oriented development hubs which creates significant opportunities for spin-off development.

Timeframe: The proposed enhancement of the rail network is a regional priority; however, before improvements can be designed and constructed feasibility studies are necessary to determine the passenger rail service needs in the county. Therefore, the timing of these upgrades is unknown at this time. *(As of February 2011, the Housatonic Railroad had completed a privately financed market analysis that determined it is feasible to run a privately operated rail passenger service between the Berkshires, western Connecticut and New York City. Housatonic Railroad has also commissioned a research study, through the Center for Creative Community Development at Williams College, to estimate the benefits of the proposed service to communities along the line. The HRR estimates that \$200 million will be needed to improve the track, provide modern stations, procure engines and cars, and make other necessary improvements to implement service. Dependent upon the availability of capital funding, with no operating subsidy necessary, service could be in place within five years.*

The Commonwealth is investing heavily in intermodal and rail improvements along the CSX line from Springfield to Boston in order to improve freight and passenger rail service. This investment in the east to west corridor, if continued to Berkshire County, would improve the freight and passenger service to the Berkshires. There are no immediate initiatives to advance this project.)

Most Recent Update: April, 2011

Projects that Enhance the Region: Physical Development Category (by sub-region)

North Sub-Region

Project Name: Development of the Greylock Glen Outdoor Recreation & Environmental Education Center

Project Location: Town of Adams

Project Summary: The Town of Adams is the designated developer for the Greylock Glen Outdoor Recreation & Environmental Education Center. It is envisioned as a four-season outdoor recreation and environmental education destination. This project is expected to include high quality lodging and conference facilities, a campground (tent sites and cabins), a performing arts amphitheater, an environmental education center, Nordic ski center, and a multi-use trail system.

This project represents a significant economic boost for the Town of Adams and Berkshire County as a whole. As a potential element of one of the region’s three identified economic clusters, *Hospitality and Tourism*, the project will support this cluster for Berkshire County and will contribute as a major driver in the ongoing economic recovery. Importantly, the project’s strong outdoor recreational focus aligns completely with the most recent marketing research for the Berkshire Visitor’s Bureau which indicates that the single most important reason the Berkshires have a strong tourism economy is the outdoor recreational opportunities available in the region. Through its educational components and

Project Name: Development of the Greylock Glen Outdoor Recreation & Environmental Education Center

programming the project will also strengthen the region's growing Educational cluster.

Funding Source(s): Commonwealth, Federal, MassDevelopment, and Private and Public Investments

Projected Job Creation: This project is expected to generate an estimated 138 full-time jobs. The labor forces expected from this project include construction, education, retail trade, and leisure and hospitality. *(As this project proposal advances it is anticipated this number may change)*

Related Linkages: Situated at the base of Mount Greylock, this project would enhance visitors' use of the Mount Greylock State Reservation. It would also present another destination in northern Berkshire, strengthening the tourism draw in that portion of the county.

- The amphitheater is intended to provide a new type of venue for performing arts in northern Berkshire County, with MassMOCA proposed as the operator, expanding their ability to hold larger shows in varied settings.
- The Environmental Education Center is expected to be operated as a facility of MCLA and allow an expansion of the fairly new Environmental Program at the College.
- By adding a significant tourist destination in Adams, it is expected that the visitors' shopping and dining needs will be met in the downtown, strengthening reinvestment efforts there.
- The Town of Adams is an identified ETA under the Economic Development Incentive Program (EDIP), which makes certain sites within the community eligible for a number of development incentives and programs.
- Greylock Glen is an identified 43D site, which provides a transparent and efficient process for municipal permitting, guarantees local permitting decisions on priority development sites within 180-days, increases the visibility of the community and targeted development sites, and gives the Town competitive advantages in obtaining various support, including funding, from the Commonwealth.

Timeframe: The Site has been designated a 43D Expedited Permitting Site. MEPA certificate is complete. Infrastructure designer selection is underway with selection complete by end of April. The Town, with support of MassDevelopment, is preparing solicitations for private developers for the hotel and campground. The trail system is designed and can be constructed (state funding committed) when first private developer partner is committed. Needed improvements at Rte. 8/Friend Street intersection will be under design before June with designer selection already complete; design contract waiting for MassDOT contract finalization with Town; funding available in FY 2012 for construction.

Most Recent Update: April, 2011

Project Name: Former Commonwealth Sprague Site

Project Location: City of North Adams

Project Summary: The former Commonwealth Sprague Site, on Brown Street, is a site ripe for

Project Name: Former Commonwealth Sprague Site

redevelopment. All structures on the property have been demolished, however, it is expected that certain infrastructure (utility) upgrades would be necessary to develop the site. The property is zoned for the development of industrial type uses.

Funding Source(s): Federal, Business Development Loans and Private Investments

Projected Job Creation: The exact numbers of jobs to be created or retained are unknown. *(No specific uses have been identified for the redevelopment of this site; therefore, specifics about the type, number and specific location of jobs are not yet known. The site’s redevelopment would make use of an underutilized property within the community and potentially create new local employment opportunities or even spur the reinvestment in adjacent properties.)*

Related Linkages: This project site, depending upon the redeveloped use, has the potential to be linked with the adjacent business and nearby downtown North Adams. This site is also a possible location for the extension of the Ashuwillticook Trail, a multi-use bicycle-pedestrian trail. Since the project property is adjacent to the Hoosic River, the redevelopment of this site will be linked to the Hoosic River Revival initiative.

Timeframe: The timeframe in which this site will be redevelopment is unknown. *(Until a prospective business or developer is identified, with interest in this site, this project’s timeframe for redevelopment will be unknown.)*

Most Recent Update: April, 2011

Project Name: Route 8 Corridor Redevelopment

Project Location: City of North Adams

Project Summary: The Route 8 Corridor Redevelopment project, a project grouping, is a multi-pronged redevelopment proposal to better use underutilized sites adjacent to Route 8. The project proposals in this grouping include:

- **Gravel Bank Redevelopment**, a 13.4 acre site, slated for redevelopment as a commercial and/or industrial site. This site has been identified as a possible location for a new Super Wal-Mart; however, it has not been developed yet.
- **North Adams Plaza Redevelopment**, a 26.7 acre site, slated for redevelopment as a commercial and/or industrial site. This site has been identified as a possible location for a new Lowes; however, it has not been developed to date.
- **Old Route 8 Corridor Improvements** is a right-of-way improvements project. This project includes the upgrading of paving, the widening of the roadway (to meet modern standards) and utility improvements. If completed, this project has the potential to improve access to the Gravel Bank site and will allow development of underutilized properties surrounding the road corridor.

These sites, evaluated as elements of the larger Route 8 Corridor Access Management Plan, coupled with new signalization in various locations along Route 8, have the potential to generate capacity and interest for development and redevelopment.

Funding Source(s): Private Investments and Federal Highway Funds

Projected Job Creation: The exact numbers of jobs to be created or retained are unknown. *(Super Wal-Mart and Lowes have shown interest in the Gravel Bank and North Adams Plaza sites; however, neither business has committed to developments at those sites. Therefore, until a specific use is identified for the redevelopment of these sites the specifics about the type, number and specific location of jobs will not be known. The redevelopment of these sites would make use of an underutilized property within the community. There is the possibility for the creation of new local*

employment opportunities and even reinvestment in adjacent properties.)

Related Linkages: Discussions have been initiated at the community and regional level to secure Federal Transportation monies for the development of the new access road.

Timeframe: The timeframe in which this site will be redevelopment is unknown. *(The Gravel Bank and North Adams Plaza sites continue to be “shovel-ready” development sites. While Wal-Mart and Lowes have shown interest in developing and have gone through the MEPA permit approval process, neither company has committed to breaking ground. Until a prospective business or developer is identified, with interest in these sites, the timeframe for redevelopment will be unknown.*

Prior to construction of the Old Route 8 Corridor improvements, developments will need to be identified for the adjacent properties. Unutilized earmarked Federal Highway funds have been identified as a potential mechanism to finance the upgrades.)

Most Recent Update: April, 2011

Central Sub-Region

Project Name: Life Science Center @ William Stanley Business Park

Project Location: City of Pittsfield

Project Summary: This project proposes to construct and create a “Life Science Center” for training of technicians in the areas of bio-tech and semi-conductors clean room technology and to house a company or companies in related fields. The size of the facility to house this development is unknown at this time.

Funding Source(s): Federal and Commonwealth Funds, Definitive Economic Development Agreement (DEDA) w/General Electric funds and Private Investments

Projected Job Creation: It is estimated that the development of this center would generate 25 full-time positions. *(As this project proposal advances it is anticipated this number may change.)*

Project Name: Life Science Center @ William Stanley Business Park

Related Linkages: Since this project may be developed on a parcel that once was part of the former General Electric Transformer Plant site in Pittsfield, this project has many linkages including:

- The Pittsfield Economic Development Authority, the designated organization to administer the DEDA
- The William Stanley Business Park
- Nuclea Biomarkers LLC, the only Berkshire County biotech related business has a letter-of-intent with William Stanley Business Park indicating it will locate its growing business in the “Life Sciences” building.
- Berkshire Community College wants to locate a training facility in the building for training future employees in the Life Sciences businesses as well as Clean Room technology for the microchip industry.
- With the development of AMD’s Chip-Fab plant in Malta, NY (north of Albany), it is expected that there will be considerable business spin-off and supporting services growth throughout the broad region surrounding the plant, including Berkshire County.
- *Economic Development Area (ETA):* The City of Pittsfield is an identified ETA under the Economic Development Incentive Program (EDIP), which makes certain sites within the community eligible for a number of development incentives and programs.
- *Chapter 43D:* In the City of Pittsfield, the William Stanley Business Park is an identified 43D site, which provides a transparent and efficient process for municipal permitting, guarantees local permitting decisions on priority development sites within 180-days, and increases visibility of the community and targeted development sites and gives the City competitive advantages in obtaining various support, including funding, from the Commonwealth.

Timeframe: Development of the facility is expected in early 2012.

Most Recent Update: April, 2011

Project Name: William Stanley Business Park

Project Location: City of Pittsfield

Project Summary: The William Stanley Business Park project proposes to redevelop 52-acres of the former General Electric Transformer Plant site, in Pittsfield, into a business/industrial park. Twenty six acres of the site have been prepared for redevelopment and are “shovel ready.” The remaining portion of the site is pending funding for the completion of engineering designs and the installation of infrastructure. To direct redevelopment efforts at the site the William Stanley Business Park of the Berkshire Master Plan was developed in 2003.

Funding Source(s): Definitive Economic Development Agreement (DEDA) w/General Electric and Public and Private Investments

Projected Job Creation: The exact numbers of jobs to be created or retained are unknown. *(It is difficult to identify the exact number of jobs to be created until a specific use is identified. There is the potential for jobs to be created or retained; however, specifics about the type, number and specific location of jobs are unknown at this time.)*

Related Linkages: Since this project is being developed on a parcel that once was part of the former General Electric Transformer Plant site in Pittsfield, this project has many linkages including:

- The Pittsfield Economic Development Authority, the designated organization to administer the DEDA
- The proposed Life Science Center
- The East Street Widening Project, one of the elements of the Regional Highway Access

Project Name: William Stanley Business Park

Improvements project above, will support this project through enhanced access and a visually improved gateway. Other regional access improvement projects will also increase the viability of the site for light manufacturing uses.

- *Economic Development Area (ETA):* The City of Pittsfield is an identified ETA under the Economic Development Incentive Program (EDIP), which makes certain sites within the community eligible for a number of development incentives and programs.
- *Chapter 43D:* In the City of Pittsfield, the William Stanley Business Park is an identified 43D site, which provides a transparent and efficient process for municipal permitting, guarantees local permitting decisions on priority development sites within 180-days, and increases visibility of the community and targeted development sites and gives the City competitive advantages in obtaining various support, including funding, from the Commonwealth.

Timeframe: The installation of infrastructure is pending issuance of a request for bids to evaluate soil conditions and determine the amount of remediation required so that the second half (26 acres) of the Park can be made ready for redevelopment by interested businesses, due to be issued in the second half of 2011.

Most Recent Update: April, 2011

Project Name: Crane Stationary Mill Redevelopment

Project Location: Town of Dalton

Project Summary: The Crane Stationary Mill Redevelopment project is an adaptive reuse proposal to utilize a 100,000 sf. multi-story mill being vacated by Crane & Company. There have been a number of developers interested in converting the structure into commercial (incubator) and residential space.

Funding Source(s): Federal and Commonwealth Funds, and Public and Private Investments

Projected Job Creation: The exact numbers of jobs to be created or retained are unknown. *(It is difficult to identify the exact number of jobs to be created until a specific use is identified. There is the potential for jobs to be created or retained; however, specifics about the type, number and specific location of jobs are unknown at this time.)*

Related Linkages: This project, the adaptive reuse of a mill, has the potential to re-link and reuse a structure that would otherwise become vacant or underutilized. This project may be able to be used as a pilot for the redevelopment of other vacant mill structures throughout the county. Depending upon the redeveloped use this project may generate linkages within and outside the community.

Timeframe: The relocation of the Crane Stationary facility, currently in the building, is still pending. Until Crane relocates, the facility will not be available for redevelopment. In the interim, Crane & Company has signed an agreement with a local developer for the adaptive reuse of the structure.

Most Recent Update: April, 2011

Project Name: Hubbard Avenue Development Area

Project Location: City of Pittsfield and Town of Dalton

Project Name: Hubbard Avenue Development Area

Project Summary: The Hubbard Avenue Development Area project, a project grouping, is a development/redevelopment area that contains multiple project proposals that are interlinked. The project proposals in this grouping include:

- **Hubbard Avenue Improvements**, a roadway improvement project, involves limited straightening, road widening along the entire corridor, turn lane enhancements, a replacement railroad bridge, and potentially a widening the bridge over the Housatonic River and related intersection.
- **Ashuelot Park Development**, a 56.15 acre site, is an identified development area in the Town of Dalton for an industrial park. The site contains an existing 275,000 sf. facility (209,000 sf. of manufacturing space and 66,000 sf. of office space) and the rest is undeveloped. A site plan laying out the build-out of the park and a Runoff Water Management Plan has been completed for the site. This property is zoned Industrial. Crane and Company is intended to consolidate several operations, including that currently in the Stationary Mill (above) into a portion of the existing facility.
- **Schnopps-Roberts Site**, a 38.6 acre site, is another identified development area in the Town of Dalton. Conceptually, the site is envisioned to be a business/industrial subdivision. Two initial planning studies for the build-out of the site have been completed.

These projects are interconnected because without a certain level of roadway improvements to Hubbard Avenue, facilitating the anticipated traffic volumes of development, the complete build-out of the Ashuelot Park Development and the Schnopps-Robert Site projects, as well as other undeveloped or underutilized properties along Hubbard Avenue, cannot be achieved.

Funding Source(s): Federal and Commonwealth Funds, and Public and Private Investments

Projected Job Creation: The exact numbers of jobs to be created or retained are unknown. *(It is difficult to identify the exact number of jobs to be created until a specific use is identified. There is the potential for jobs to be created or retained; however, specifics about the type, number and specific location of jobs are unknown at this time.)*

Related Linkages: The following is a listing of the development, financial, planning and other linkages related to this project grouping:

- *Economic Development Area (ETA):* The Town of Dalton is an identified ETA under the Economic Development Incentive Program (EDIP), which makes certain sites within the community eligible for a number of development incentives and programs.
- *Chapter 43D:* In the Town of Dalton, the Ashuelot Park and Schnopps-Robert sites are identified 43D sites, which provides a transparent and efficient process for municipal permitting, guarantees local permitting decisions on priority development sites within 180-days, and increases visibility of the community and targeted development sites and gives the Town competitive advantages in obtaining various support, including funding, from the Commonwealth.
- *BJ's Development:* The BJ's development, under construction along the western side of Hubbard Avenue in Pittsfield, will require a fully functional Hubbard Avenue to achieve full success. It too will affect traffic circulation and strain the existing infrastructure along Hubbard Avenue and the larger development area.
- *Hubbard Avenue Traffic Study:* The Hubbard Avenue Traffic Study examined the development capacity and infrastructure improvements that would be necessary to accommodate three proposed development scenarios. Additional work is necessary to finalize that study. Improvements to Hubbard Avenue are included in the draft 2011 Berkshire Regional Transportation Plan.
- *Biomass Energy Plant:* A biomass company is examining the possibility of developing a

Project Name: Hubbard Avenue Development Area

biomass energy plant in Ashuelot Park.

- Regional access improvement projects will increase the viability of this area for light manufacturing uses.

Timeframe: The timeframe for full build-out of the Ashuelot Park and Schnopp-Roberts development sites are unknown. *(A number of prospective businesses or developers have been interested in the sites. Until certain improvements are made to access roads (Hubbard Avenue) into the sites, the development capacity is limited.)*

The Hubbard Avenue Improvements project is listed in the Regional Transportation Plan. However, it needs some additional planning, design and funding before the upgrades can be made. With the scarcity of state and federal transportation funding, alternative funding mechanisms may need to be considered, such as impact fees, establishment of district improvement fees, or issuance of local bonds.)

Most Recent Update: April, 2011

Project Name: Sports Complex

Project Location: Town of Lanesborough

Project Summary: The Sports Complex project, which is in a conceptual stage of development, is a development proposal looking to construct an enclosed sporting complex containing an estimated 450,000 sf of synthetic surfaced playing fields to accommodate year round sporting activities and events.

Funding Source(s): The funding sources for this project's development are unknown. *(As this proposal develops beyond the conceptual stage, it is anticipated that this project would utilize public and private funds.)*

Projected Job Creation: While this proposal is only in the conceptual stage of development, the project proponent has estimated that 20 full-time positions may be created because of the project's development. *(As this project proposal advances it is anticipated this number may change)*

Related Linkages: Depending upon the final location of this facility there is the potential for many linkages.

Timeframe: The timeframe for this project's development is unknown. *(Until a location and private partners are identified this project has no set timeframe.)*

Most Recent Update: April, 2011

Project Name: Berkshire Mall/Civic Center/Hotel
Project Location: Town of Lanesborough
Project Summary: The Berkshire Mall/Civic Center/Hotel project proposes to develop a multi-use regional convention and performance center, IMAX theater, hotel, community center and parking deck. The total project cost estimated for this project is \$ 34.5 million.
Funding Source(s): The funding sources for this project's development are unknown. <i>(As this proposal develops beyond the conceptual stage, it is anticipated that this project would utilize public and private funds.)</i>
Projected Job Creation: While this proposal is only in the conceptual stage of development, the project proponent has estimated that 300 full-time positions may be created because of the project's development. <i>(As this project proposal advances it is anticipated this number may change)</i>
Related Linkages: Depending upon the final location of this facility there is the potential for many linkages.
Timeframe: The timeframe for this project's development is unknown. <i>(The project is currently a concept; however, the project proponents are actively pursuing the development of site plans, cost estimates and are working to secure funding and permits.)</i>
Most Recent Update: April, 2011

South Sub-Region

Project Name: New England Log Homes (NELH) Site
Project Location: Town of Great Barrington
Project Summary: This project is a redevelopment proposal of the abandoned and contaminated former NELH brownfield site in downtown Great Barrington. The redevelopment proposal includes the remediation of known contaminants, development of mixed-use commercial and housing space, and the creation of a public gathering space along the Housatonic River. The total project site encompasses 8 acres of land and is estimated to cost \$25 million.
Funding Source(s): Depending upon the stage or project component the NELH project has an intricate funding package consisting of: <ul style="list-style-type: none"> • Site contamination assessment: U.S. Environmental Protection Agency; Massachusetts Department of Environmental Protection; • First Stage Redevelopment, Demolition: U.S. Dept. of Housing and Urban Development; U.S. Environmental Protection Agency; Community Economic Development Assistance Corporation and Berkshire Regional Planning Commission/Berkshire Brownfields Revolving Loan Fund • Remediation and Development: MassDevelopment, public and private affordable housing development sources, private commercial development sources <p>As this project develops it is anticipated that additional funding will be necessary to complete the build-out of the site.</p>
Projected Job Creation: While the uses ultimately developed for this project have not been determined, there are a number of uses that have been considered. The project proponent has estimated that 35 jobs may be created because of this project's development. <i>(As this project proposal advances it is anticipated this number may change.)</i>
Related Linkages: Through this project's development there are many linkages that have and will be developed including:

Project Name: New England Log Homes (NELH) Site

- NELH & River School Project will create over \$55 million of investment on Bridge Street
- NELH & River School Project will expand the downtown corridor and create a link between Main Street and the Housatonic River Walk

Timeframe: This project is a multiphase redevelopment proposal. As of April 2011, the project was in Phase I - Demolition. Demolition is expected to begin in June 2011. Phase II, which is Remediation and Development, is anticipated to start in 2012-2014.

Most Recent Update: April, 2011

Project Name: River School Redevelopment

Project Location: Town of Great Barrington

Project Summary: This project is a redevelopment proposal of the former Searles/Bryant School complex in Downtown Great Barrington. The redevelopment proposal includes 40 housing units (40% are below \$250,000 and 25% are statutorily affordable), 17,000 sf. of commercial space and public space with integrated river walk. The total project costs are firmly estimated at \$20 million.

Funding Source(s): Recovery Zone Facility Bond, Massachusetts Housing, Massachusetts Department of Housing and Community Development (DHCD), Market Rate Debt and Private Investment

Projected Job Creation: It is estimated that 125 jobs will be created. Phase I: Bryant School Renovation is currently underway. It will contain Iredale Mineral Cosmetics' new Corporate Headquarters and will add 50 full-time jobs in 2011-2012. The remaining 75 jobs will be created over the next 3-5 years. *(As this project proposal advances it is anticipated this number may change.)*

Related Linkages: This project's development will create linkages with the establishment of a mixed-use, mixed income 24-hour downtown community in the heart of Great Barrington. Through this project there are other linkages that will be created including:

- Iredale Mineral Cosmetics will be able to expand within the community and provide 50 additional living wage jobs
- The retail component will allow locally owned businesses to expand downtown
- The creation of a diversified mix of housing options will allow residents to be within walking distance of downtown and living-wage jobs
- River School Redevelopment and NELH project will create over \$55 million of investment on Bridge Street
- River School Redevelopment and NELH Project will expand the downtown corridor and create a link between Main Street and the Housatonic River Walk

Timeframe: This project is currently in Phase I: Bryant School Renovation. Expected completion date is December 2011.

Most Recent Update: April, 2011

Project Name: Redevelopment of Great Barrington Fairgrounds

Project Location: Town of Great Barrington

Project Summary: This project includes the redevelopment of the 57-acre historic Great Barrington Fairground and racetrack for mixed-use commercial, agricultural incubator, housing and open space/recreation uses.

Funding Source(s): Market Rate Debt, Private Investment and Public: agricultural (Agricultural Preservation Restriction), open space/recreation and housing development subsidies

Projected Job Creation: It is estimated that this project will create 20+ jobs. *(As this project proposal advances it is anticipated this number may change.)*

Related Linkages: This project has significant linkages to local agriculture, local food production and local food consumption, both retail and private. It has the potential to be a flagship CSA, increasing the capacity of local and regional CSA's extending seasons and increasing storage capacity. A large educational component may be developed as well. This project proposal has also generated business, entrepreneurial and technical assistance relationships with the Berkshire Co-op Market, one of the largest employers in Great Barrington. A programmatic and product relationship with Berkshire Hills Regional School District and Southern Berkshire Regional School District, Fairview Hospital, Community Health Program (nutrition) and the Nutrition Center is also envisioned.

Timeframe: The property affected by this project is in the process of being acquired. Following acquisition the predevelopment and program planning will begin in 2011-2012. The project is anticipated to be completed in 2013.

Most Recent Update: April, 2011

Project Name: Monument Mills Area Reuse Planning

Project Location: Town of Great Barrington

Project Summary: The Monument Mills Area Reuse Planning initiative, a Town based effort, looks to work with various mill owners, interested developers and the community to develop a comprehensive redevelopment/reuse plan for underutilized mills throughout the village of Housatonic. Through this planning process, the Town would examine potential uses, infrastructure needs and deficiencies, permitting and financing options to facilitate the redevelopment of approximately 250,000 sf. of underdeveloped space.

Funding Source(s): The funding sources for this planning effort are unknown. *(This planning effort is estimated to cost \$75,000 to \$100,000. As this proposal develops beyond the conceptual and planning stages it is anticipated that this project would utilize public and private funds.)*

Projected Job Creation: This project will study the possibility of redeveloping underutilized mills within the community; therefore, the direct creation or retention of jobs is unknown. *(It is expected that the redevelopment or reuse of vacant mills would create or retain jobs.)*

Related Linkages: Recently the Town used Community Development Block Grant funds to construct infrastructure improvement in Housatonic. Redevelopment of the mills would fully utilize those public investments. In addition, there has been substantial discussion about more fully utilizing Ramsdell Library as a focal point for Housatonic.

Timeframe: Private interests are conducting initial due diligence now. The comprehensive planning effort will not be initiated until a funding source is identified.

Most Recent Update: April, 2011

Project Name: Redevelopment of Historic Great Barrington Firehouse

Project Location: Town of Great Barrington

Project Summary: This project is the adaptive re-use and historic renovation of the former Great Barrington Fire House into a vocational education and job-training center. The new facility will provide young people and members of the community with educational training, jobs and career counseling. It is directed at being a catalyst for employment growth in Berkshire County. Vocational programs will include wood working, construction trades, high-tech and the culinary arts. In addition, the new facility will house a restaurant with an enlarged kitchen to be utilized for culinary classes. The Great Barrington Historical Society and Museum will occupy approximately 2,500 sf. in the renovated building.

Project Name: Redevelopment of Historic Great Barrington Firehouse

Funding Source(s): Federal and State Historic Tax Credits, Market Rate Debt and Private Investment

Projected Job Creation: It is estimated that 13 permanent jobs will be created based on square footage build-out conventions. *(As this project proposal advances, it is anticipated this number may change.)*

Related Linkages: The project will create linkages with local area businesses, educational institutions and non-profit agencies including:

- Southern Berkshire Regional School District
- Berkshire Hills Regional School District
- Lenox School District
- Bard College at Simon’s Rock
- Berkshire Community College
- Railroad Street Youth Project
- Local Businesses
- Local Artisans

Timeframe: This project is expected to begin in September 2011 and be completed in 2013.

Most Recent Update: April, 2011

Project Name: Housatonic School Redevelopment

Project Location: Town of Great Barrington

Project Summary: The Housatonic School Redevelopment project (or Housatonic Commons Project) is the adaptive re-use of the former Housatonic Elementary School into a mix-use complex with 11 affordable housing units and 6,000 sf. of commercial/non-profit space for organizations (i.e. BRIDGE, Town Satellite Offices/Daycare Facility, etc.). The project will provide affordable workforce housing options for residents of southern Berkshire County, which is one of the largest impediments to attracting and retaining employees and overall workforce in southern Berkshire County.

Funding Source(s): Mass Housing, Massachusetts Department of Housing and Community Development (DHCD), the Federal Home Loan Bank and Market Rate Debt

Projected Job Creation: The project will create approximately 15 new jobs in Social Services/Childcare and Cultural Competencies (BRIDGE) in the village of Housatonic. *(As this project proposal advances it is anticipated this number may change.)*

Related Linkages: The rehabilitation/re-use of the former school building will connect and improve the neighborhood character by provide much needed community facilities. This project will be intricately linked to the larger redevelopment of Housatonic Village with the possibility of future passenger rail service.

Timeframe: The preliminary engineering and feasibility study for the project has been completed. The project proponents are working with the Town and local community groups to determine exact mix/ratio of residential, commercial and community space (6 month process), due to be completed in April 2011.

Most Recent Update: April, 2011

Projects that Enhance the Region: Physical and Technology Infrastructure Category

Project Name: West Street Water Line Upgrade

Project Name: West Street Water Line Upgrade
Project Location: City of Pittsfield
Project Summary: The purpose of this project is to enhance and enable the growth of future and proposed industries along the West Housatonic Street corridor and to increase the capacity of water flow to the southwest section of the City of Pittsfield. The City's Master Plan, updated in 2009, identified the West Housatonic corridor as a critical corridor for future industrial growth. The West Street Water Line project will include the replacement of 5,000 ft. of existing 10-inch water main pipe with a 16-inch pipe. The increased pipe size will improve capacity to the corridor and the southwest section of the City through connections along Fort Hill Road.
Funding Source(s): City of Pittsfield Capital Budget and Economic Development Administration (EDA)
Projected Job Creation: The project is expected to create an estimated 39 jobs and retain another 22 positions immediately. The access and availability of adequate water capacity has hampered the operation of a water bottling plant and economic development in the southwest section of the City. <i>(As this project proposal advances and new development prospects emerge it is anticipated the number of jobs created and retained will increase.)</i>
Related Linkages: This project, as designed, will improve water capacity and pressures in the entire southwest section of the City of Pittsfield, including the West Housatonic Street corridor. Related linkages include: <ul style="list-style-type: none"> • Expansion of Ice River Springs Bottling Plant on Route 20 (growth of production and jobs) • Facilitation of the development of vacant industrial land on Route 20, West Housatonic Street • Further expansion of Interprint, Hancock Shaker Village and other businesses • Access \$1,030,000 in City capital budget funds will be used to match Economic Development Administration funding • Private investment by manufacturers, cultural facilities and other businesses in the southwest section of Pittsfield
Timeframe: The project is designed and ready for the bid process to commence, following approval of funding from EDA.
Most Recent Update: April, 2011

Project Name: DownStreet Art Project
Project Location: City of North Adams
Project Summary: The DownStreet Art program is a public art initiative designed to revitalize downtown North Adams, by harnessing existing arts organizations and events and transforming vacant and open spaces into arts destinations. The DownStreet Art program will be used to define the City of North Adams as a cultural haven.
Funding Source(s): This program, of Massachusetts College of Liberal Art's Berkshire Cultural Resource Center, is supported by the City of North Adams, Massachusetts Cultural Council, Massachusetts Museum of Contemporary Art (MassMOCA) and its partners. The program is also made possible through lead sponsorship support provided by Greylock Federal Credit Union and Investment Group and other private organizations and businesses.
Projected Job Creation: The exact numbers of jobs to be created or retained are unknown. <i>(This program supports the artist industry in North Adams and Berkshire County at large. Indirectly, this program may spur the creation or retention of jobs in downtown business as well; however, specifics about the type, number and specific location of jobs are unknown at this time.)</i>
Related Linkages: The project will create linkages with local area businesses, educational institutions and non-profits agencies including:

Project Name: DownStreet Art Project

- The Massachusetts College of Liberal Arts
- MassMOCA
- The City of North Adams
- Businesses
- The Sterling and Francine Clark Art Institute
- The North Adams Public School District
- Berkshire Hills Internship Program

Timeframe: This program is ongoing.

Most Recent Update: April, 2011

Projects that Enhance the Region: Programs and Initiatives Category

Project Name: Adaptive Reuse of Mills

Project Location: Regional

Project Summary: The Adaptive Reuse of Mills initiative is a regional proposal to address the vacant and underutilized mills throughout the county. This initiative would work with various mill owners, interested developers and communities to develop a comprehensive redevelopment/reuse program for the redevelopment of mills in each community. Through this planning process communities would examine potential uses, infrastructure needs and deficiencies, permitting, and financing options to facilitate the redevelopment of mills.

Funding Source(s): The funding sources for this planning effort are unknown. *(As each mill project develops beyond the conceptual and planning stages it is anticipated that public and private funds would be utilized for implementation.)*

Projected Job Creation: This project will study the possibility of redeveloping underutilized mills throughout the county; therefore, the creation or retention of jobs at this stage will be limited and is unknown. *(While it is expected that the redevelopment or reuse of vacant mills would create or retain jobs, until specific uses are identified the type, number and specific location of jobs are unknown at this time.)*

Related Linkages: Through the implementation of this project the needs and interests of communities throughout the county will be connected to the redevelopment plans for underutilized mills. There is also the potential for linkages with local area businesses, educational institutions and non-profit agencies. Inasmuch as many of the mills are in village centers or settled areas and neighborhood, revitalization of these mill buildings will contribute to overall community / neighborhood revitalization. Given the industrial heritage of these sites, the Berkshire Brownfields Program will be integral in assessing potential contamination and developing any necessary clean-up plans. The Berkshire Brownfields Revolving Loan Fund is a potential funding source for actual clean-up of sites.

Timeframe: This planning initiative will not be undertaken until funding and regional partners are identified.

Most Recent Update: April, 2011

Project Name: City of Pittsfield Municipal Airport Industrial Park Feasibility Study

Project Location: City of Pittsfield

Project Summary: This project will commission a master planning process for the development of a 25-30 acre industrial area to the south of the Pittsfield Municipal Airport on Tamarack Road. The project will include site investigation, site plan development and the design of infrastructure comprised of an access road, sewer and water utilities. The Pittsfield Municipal Airport Industrial Park project is identified in the Airport Master Plan Update (AMPU). Under the AMPU, the airport is required to identify future projects; this is a requirement of the Federal Aviation Administration.

Funding Source(s): The funding sources for this planning effort are unknown. *(It is anticipated that this project will require the use of public funds to initiate the study.)*

Projected Job Creation: This project will study the possibility of developing an industrial park; therefore, the creation or retention of jobs is unknown. *(It is difficult to identify the exact number of jobs to be created until specific uses are identified. There is the potential for jobs to be created or retained; however, specifics about the type, number and specific location of jobs are unknown at this time.)*

Related Linkages: Through this project's development there are many linkages that have and will be developed including:

- Connect future aviation demands and business needs with the development plans at the airport
- Complement the runway improvement activities being implemented at the airport
- The development of an industrial park at the airport would also complement other transportation improvements called for in the Regional Highway Access Improvements project, most specifically the Rte. 7/20 Corridor Access Improvements and the Route 20 Traffic Improvements (Lee/Lenox) or Pursuit of new I-90 Interchange

Timeframe: The next AMPU project is anticipated for 2013, after the current airport improvement and expansion project is completed.

Most Recent Update: April, 2011

Project Name: Regionalization of the City of Pittsfield's Municipal Airport

Project Location: City of Pittsfield

Project Summary: The City of Pittsfield wants a planning study to examine the possibility of regionalizing the City's municipal airport. The airport provides the only facility in the Berkshire County region that can accommodate general aviation and Class CII corporate jet aircraft. The project would help identify users of the facility, frequency and origin and destination information. This study will help determine the feasibility of pursuing regionalization of this facility.

Funding Source(s): The funding sources for this study are unknown. *(It is anticipated that this project will require the use of public funds to initiate the study.)*

Projected Job Creation: This project will study the possibility of regionalizing the Pittsfield Municipal Airport; therefore, the creation or retention of jobs will be limited or is unknown. *(Until the study is completed, it is unknown whether jobs at or related to the airport would be affected.)*

Related Linkages: The regionalization of the airport would help the financial challenges associated with accommodating increased use of the facility and provide opportunities for regional communities to shape the direction of the airport to meet regional aviation demands.

Timeframe: No timeline has been established for this project so it is unknown when the study will be commissioned.

Most Recent Update: April, 2011

Project Name: Berkshire Farm-to-School Feasibility Study

Project Location: Regional

Project Name: Berkshire Farm-to-School Feasibility Study

Project Summary: The Berkshire Farm-to-School feasibility study has three primary objectives, which include:

1. Assess Berkshire County’s public schools’ food budgets, food facilities, purchasing process, and most popular foods to analyze potential demand for food producers in the county to provide products.
2. Evaluate Berkshire County’s farmers, farmland, and farm products to analyze the potential for Berkshire County farms to supply food to the region’s schools.
3. Review Berkshire County’s food processing industries and infrastructure to analyze the capacity to receive food “off the truck” from farms and process/package it to specifications of school food service.

This study would also assess the potential market opportunities for farms, jobs to be created or retained, improvements to school food programs, the capacity and need for food processing industries and the potential growth in the Berkshire County agricultural economy.

Funding Source(s): The funding sources for this study are unknown. *(It is anticipated that this project may require the use of public funds to initiate the study.)*

Projected Job Creation: This project will study the farm-to-school needs, demands and capacities for regionally produced food products; therefore, the direct creation or retention of jobs will be limited or is unknown. *(Until the study is completed, it is unknown whether jobs would be affected.)*

Related Linkages: The project will create linkages with local farmers, businesses and educational institutions and non-profits agencies. A number of planning efforts currently underway that are linked to this proposal include:

- The Berkshire Sustainability Plan planning process
- The Keep Farming Initiative

Timeframe: This planning study will not be undertaken until funding and regional partners are identified.

Most Recent Update: April, 2011

Project Name: Regional Economic Development District

Project Location: Regional

Project Summary: This project proposes to establish an Economic Development District, compliant with the Economic Development Administration’s requirements, covering all of Berkshire County.

Funding Source(s): Economic Development Administration and Organizational match from Berkshire Regional Planning Commission

Projected Job Creation: This project will have an indirect effect on job creation or retention. An Economic Development District will enable a greater level of economic development planning than currently exists in the region, thereby providing the potential for substantial job growth or retention.

Related Linkages: Through its implementation the establishment of an Economic Development District will link economic planning activities, organizations, communities and businesses throughout the county, such as:

- Lee Community Development Corporation
- Pittsfield Economic Revitalization Authority
- Pittsfield Economic Development Authority
- The Partnership for North Adams
- Dalton Development and Industrial Commission

Project Name: Regional Economic Development District

- Northern Berkshire Industrial Park & Development Corporation
- 1 Berkshires, Berkshire Chamber, Berkshire Visitors Bureau and Berkshire Creative
- Businesses
- Municipalities

Timeframe: The first step towards the development of a district is the completion of this Comprehensive Economic Development Strategy report. CEDS approval is projected for June 2011. Once the CEDS is complete and approved, the Berkshire Regional Planning Commission will take the necessary steps to explore the creation of an Economic Development District, according to a contract the Berkshire Regional Planning Commission (BRPC) has with the Economic Development Administration.

Most Recent Update: April, 2011

Project Name: Housatonic Railroad Station Planning Feasibility Study

Project Location: Town of Great Barrington

Project Summary: This study would examine and identify potential locations for the development of a railroad station to accommodate the proposed Pittsfield to Connecticut passenger rail project. To evaluate each possible site the study would assess issues and impacts arising from access, parking, and future commercial services and development needs that would support passenger rail service.

Funding Source(s): Berkshire Regional Planning Commission, Commonwealth and Federal Transportation Planning Funds, other Commonwealth, Federal and local funding programs

Projected Job Creation: This project will study the possibility of developing a railroad station to accommodate the proposed Pittsfield to Connecticut Passenger Rail project. *(It is difficult to identify the exact number of jobs to be created or retained for the development of a railroad station until specifics about the passenger rail service are known, although there is a strong potential for jobs to be created or retained.)*

Related Linkages: This project is directly linked with the proposed Pittsfield to Connecticut Passenger Rail project and other downtown Great Barrington capital improvements. Depending on specific station locations to be identified in the study, there is strong potential for linkages to high priority physical development projects identified in the CEDS.

Timeframe: The Housatonic Railroad has commissioned an economic feasibility study to assess the economic impacts of passenger rail service. Following the completion of this study, communities, like Great Barrington, will have a better understanding of the facility needs for a passenger rail station. The Town will also need to identify a funding source to undergo the study.

Most Recent Update: April, 2011

Project Name: Downtown Parking Strategy

Project Location: Town of Great Barrington

Project Summary: This project looks to commission a Parking Strategy for downtown Great Barrington. Components of this study will include the development of conceptual plans, cost estimates, and strategies for increasing the parking supply to meet the needs of downtown businesses, while maximizing parking efficiency. The Town has already identified two key sites of interest adjacent to the Town Hall as possibilities to increase the parking supply.

Funding Source(s): The funding sources for this study are unknown. *(It is anticipated that this project will require the use of public funds to initiate the study.)*

Projected Job Creation: This project will study the demands and capacities of parking in downtown

Project Name: Downtown Parking Strategy

Great Barrington; therefore, the creation or retention of jobs will be limited or is unknown. *(The affects and impacts on job creation and retention are unknown. If the better utilization of properties for parking creates developable space there is the potential for jobs to be created or retained; however, specifics about the type, number and specific location of jobs are unknown at this time.)*

Related Linkages: The demand and capacity of parking is a vital component of business growth and economic development; thus this study will link all the businesses in downtown Great Barrington as well as the proposed development and redevelopment sites including:

- Iredale Mineral Cosmetics expansion
- River School Redevelopment project
- New England Log Homes Redevelopment project
- The expand the downtown corridor linking Main Street and the Housatonic River Walk (a result of the River School Redevelopment and New England Log Homes Redevelopment projects)
- St. James Church Redevelopment project

Timeframe: This study is a concept and without funding. The commissioning of this study is unknown.

Most Recent Update: April, 2011

Project Name: Berkshire Creative Initiative

Project Location: Regional

Project Summary: This Berkshire Creative Initiative proposal is a grouping of multiple initiatives that will enhance and grow the creative economy of Berkshire County. The proposals in this grouping included:

- **Berkshire Product Initiative:** The Berkshire Product Initiative looks to expand sales capacity of creative economy businesses, headquartered in the Berkshires, to design, manufacture and distribute original products. This will be achieved through the development of a unified Berkshire brand and outreach to a broader market.
- **Seed Fund Network:** The Seed Fund Network will provide start-up funds for new businesses or established businesses looking to expand into new markets. This program is proposed to have resources, contributed from various sources to fund \$20,000-\$150,000 projects. This will take a large amount of cultivation of businesses and products and require an education component. Potentially, this could provide start-up funds for more than just creative businesses and could be expanded to help fund any small business or start-up business around the county.
- **Creative Lives Here Initiative:** The Creative Lives Here Initiative will support the development of the “Creativity Lives Here” marketing package, which includes: (1) help other regions to identify, recognize and strengthen their creative economy; (2) promotion of the creative industry within Berkshire County; (3) the development of a brand unique to the Berkshires that highlights its creative and innovative economy; and (4) efforts to attract new creative businesses to the region.
- **Berkshire Creative Challenge:** The Berkshire Creative Challenge is a mechanism to connect Berkshire County manufacturers and businesses with local designers, engineers and creative workers to stimulate innovative research and development for existing and/or new product lines.
- **Berkshire Festival:** The Berkshire Festival is a two-week, open-access, county-wide celebration of cultural and lifestyle, uniting an anticipated 100 arts organizations, businesses

Project Name: Berkshire Creative Initiative
and nonprofits through innovative partnerships and collaboration to highlight the wealth of Berkshire County attractions while infusing the region with a new wave of audiences and patrons.
Funding Source(s): The sources of funding to implement these elements of the Berkshire Creative Initiative are unknown. <i>(It is anticipated that these initiatives may require the use of public and private funds as well as donations to be implemented.)</i>
Projected Job Creation: The exact numbers of jobs to be created or retained are unknown. <i>(These initiatives will support the artist industry throughout Berkshire County; however, specifics about the type, number and specific location of jobs are unknown at this time.)</i>
Related Linkages: Through the implementation of these projects elements discussed in the Creative Economy Report and the Berkshire Blueprint documents will be executed and the budding creative economy will be strengthened. These projects are also link other programs and efforts underway in the region such as: <ul style="list-style-type: none"> • The Berkshire Hills Internship Program • Massachusetts Cultural Council Education Initiative • The Berkshire Angel Fund Network
Timeframe: The different components of the broader Berkshire Creative Initiative are in various stages of development or implementation.
Most Recent Update: April, 2011

Projects that Enhance the Region: Education and Workforce Development Category

Project Name: Berkshire Hills Internship Program
Project Location: Regional
Project Summary: The Berkshire Hills Internship Program (B-HIP) is administered by the Massachusetts College of Liberal Arts (MCLA). This program is a unique and important hands-on training program for the youth of Berkshire County that could be expanded. The program is an intensive arts management internship program that combines hands-on work experience with classes taught by arts administration faculty, “TalkBacks” with the area's leading arts professionals, and the chance to fully participate in cultural events throughout Berkshire County. Through the B-HIP, students are able to experience educational and career advancement opportunities in one segment of the region’s economic clusters industries: Arts, Entertainment, Recreation, Accommodation and Food Service.
Funding Source(s): Massachusetts College of Liberal Arts – Cultural Resource Center
Projected Job Creation: The exact numbers of jobs to be created or retained are unknown. <i>(This project is primarily focused on providing students with educational and career experience opportunities; therefore, the exact number of jobs which might be created is unknown. However, it will better prepare students to be employed in one of the region’s key clusters.)</i>
Related Linkages: With over sixty cultural venues in Berkshire County, B-HIP partners organizations and events including Tanglewood, Jacob's Pillow, the Clark Art Institute, Barrington Stage Company, Ferrin Gallery, and Massachusetts Museum of Contemporary Art. The B-HIP creates educational and economic opportunities for residents throughout Berkshire County. There are also many private artists and businesses that B-HIP is linked with.
Timeframe: B-HIP is already an active program. Expansion of the program can be implemented

Project Name: Berkshire Hills Internship Program
immediately with any additional resources obtained.
Most Recent Update: April, 2011

Project Name: Berkshire Creative Initiative
Project Location: Regional
Project Summary: This Berkshire Creative Initiative project proposal is a grouping of two initiatives that will enhance and grow the creative economy of Berkshire County. The project proposals in this grouping include: <ul style="list-style-type: none"> • Creative Industry Workforce Pathways: The Creative Industry Workforce Pathways is a collaborative effort between Berkshire Creative, the Berkshire County Regional Employment Board and the partners of the Berkshire Compact to develop a profile of the jobs and occupations within the county’s creative economy and strategize training and education programs to fill industries needs. • Creative Education Initiative: The Creative Education Initiative will organize regional education partners, members of the Berkshire Compact and a leadership team from the creative economy to develop a study to analyze the creative offerings within the k-12 schools throughout the county. The group will then identify ways to improve and expand these offerings.
Funding Source(s): The sources of funding to implement these elements of the Berkshire Creative Initiative are unknown. <i>(It is anticipated that these initiatives may require the use of public and private funds to be implemented.)</i>
Projected Job Creation: The exact numbers of jobs to be created or retained are unknown. <i>(These initiatives will support the artist industry throughout Berkshire County; however, specifics about the type, number and specific location of jobs are unknown at this time.)</i>
Related Linkages: Through the implementation of these projects elements discussed in the Creative Economy Report and the Berkshire Blueprint documents will be executed and the budding creative economy will be strengthened. These projects are also link other programs and efforts underway in the region such as: <ul style="list-style-type: none"> • The Berkshire Hills Internship Program • Massachusetts Cultural Council Education Initiative • The programs administered through the Berkshire County Regional Employment Board
Timeframe: The different components of the broader Berkshire Creative Initiative are in various stages of development or implementation.
Most Recent Update: April, 2011

A list of other project proposals that were submitted is summarized in **Appendix XX**. Some project proposals were identified as needing further development. As part of the annual Status Reports process, in the coming years, underdeveloped proposals will be re-evaluated according to updated conditions, information and progress. The CEDS Strategy Committee expressed interest in working with project proponents to refine and further develop their proposals to be more competitive in future project prioritizations.