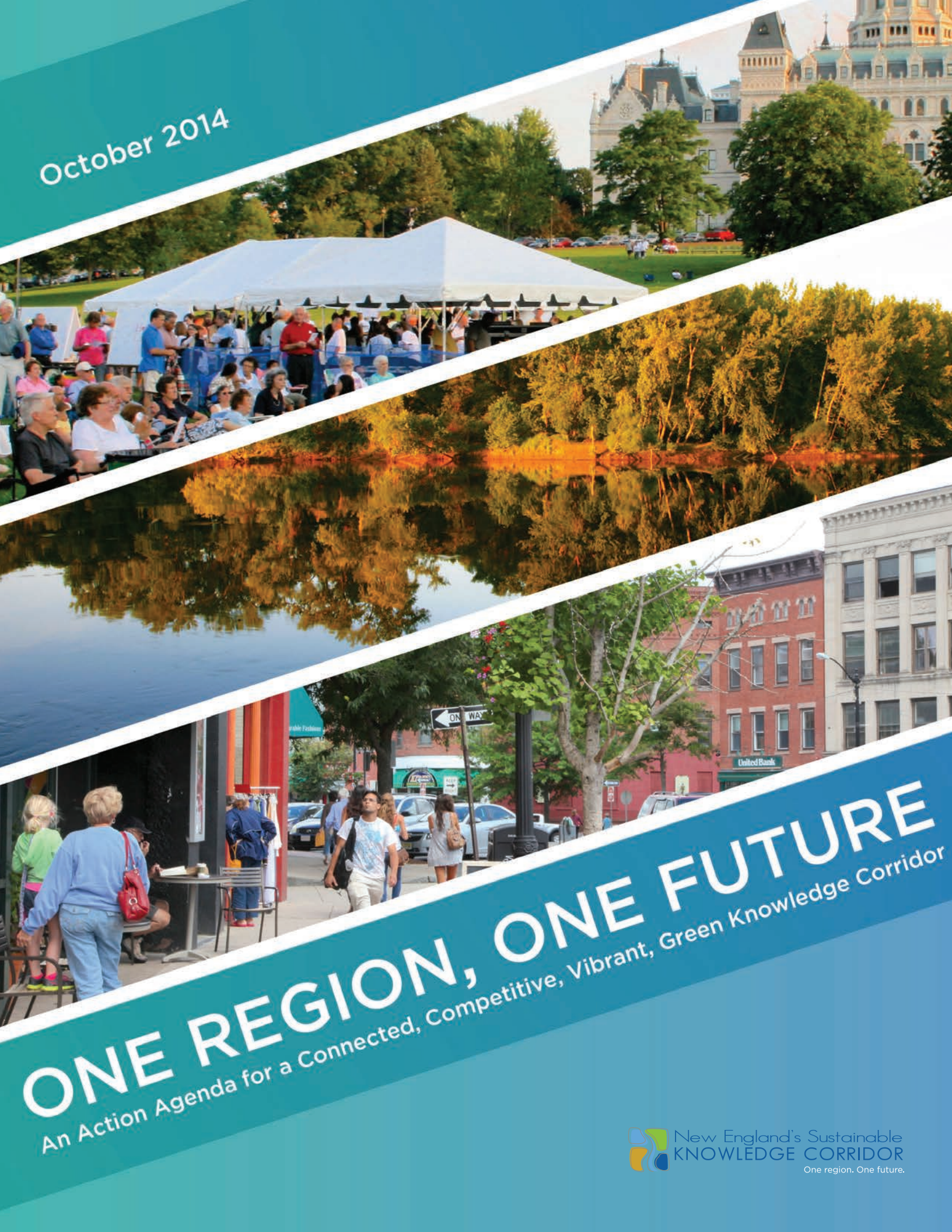


October 2014



ONE REGION, ONE FUTURE

An Action Agenda for a Connected, Competitive, Vibrant, Green Knowledge Corridor

This action agenda was prepared by the Sustainable Knowledge Corridor Consortium, a partnership made up of representatives from the following Connecticut and Massachusetts municipalities and organizations. The Consortium was formed to oversee a bi-state planning project which is laying the foundation for preserving, creating and maintaining a sustainable, economically competitive and equitable Knowledge Corridor Region. All these agencies have a role to play in implementing the *One Region, One Future* vision for a connected, competitive, vibrant and green Knowledge Corridor.

Regional Planning Organizations

Capitol Region Council of Governments
Pioneer Valley Regional Planning Commission
Central Connecticut Regional Planning Agency

Municipalities

City of Chicopee, MA
Town of Enfield, CT
City of Hartford, CT
City of Holyoke, MA
Town of Manchester, CT
City of New Britain, CT
City of Springfield, MA
Town of Windsor, CT
City of Northampton, MA

Educational Institutions

Central Connecticut State University
Goodwin College
University of Connecticut/CLEAR
University of Hartford
University of Massachusetts-Amherst

Advisory State Agencies

Connecticut Dept. of Economic & Community
Development
Connecticut Dept. of Transportation
Connecticut Dept. of Energy & Environmental
Protection
Connecticut Housing Finance Authority
Massachusetts Executive Office of Housing
& Economic Development
Massachusetts Dept. of Transportation
Massachusetts Exec. Office of Energy
& Environmental Affairs

Community Partners

Capital Workforce Partners
Community Involved in Sustaining Agriculture (CISA)
Connecticut Economic Resource Center
Connecticut Fair Housing Center
Connecticut Housing Coalition
Franklin/Hampshire Regional Employment Board
Greater Hartford Transit District
HAP Housing
Hartford Springfield Economic Partnership
Holyoke Food and Fitness Policy Council
Journey Home
MetroHartford Alliance
Partners for a Healthier Community
Partnership for Strong Communities
Pioneer Valley Asthma Coalition
Pioneer Valley Joint Transportation Committee
Pioneer Valley Sustainability Network
Pioneer Valley Transit Authority (PVRTA)
Pioneering Strategies
Plan for Progress Coordinating Committee
Regional Employment Board of Hampden County
Tighe & Bond, Inc.
United Way of Hampshire County
United Way of Central & Northeastern Connecticut
United Way of Pioneer Valley
Valley Development Council
1,000 Friends of Connecticut

Federal Agencies

U.S. Department of Housing and Urban Development
U.S. Environmental Protection Agency
U.S. Department of Transportation

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ONE REGION, ONE FUTURE

**An Action Agenda for a Connected, Competitive,
Vibrant, Green Knowledge Corridor**

October 2014

Prepared for the
Sustainable Knowledge Corridor Consortium

by the
Capitol Region Council of Governments and
Pioneer Valley Planning Commission

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A **VISION** and **ACTION AGENDA** for A Connected, Competitive, Vibrant, and Green Knowledge Corridor

This report presents a bi-state action agenda that will help the Knowledge Corridor achieve a connected, competitive, vibrant and green future. One in which the region:

Is **connected** to Boston and New York City, to worldwide markets, and to knowledge-sector industries;

Connected



Is **competitive** in the New England, United States, and global economy;

Competitive



Is made up of **vibrant** communities that house diverse populations, and attract and retain Millennial workers, retiring Baby Boomers, and growing businesses; and

Vibrant



Is **green**, with energy efficient homes, businesses and forms of transportation, and cleaner air and water.

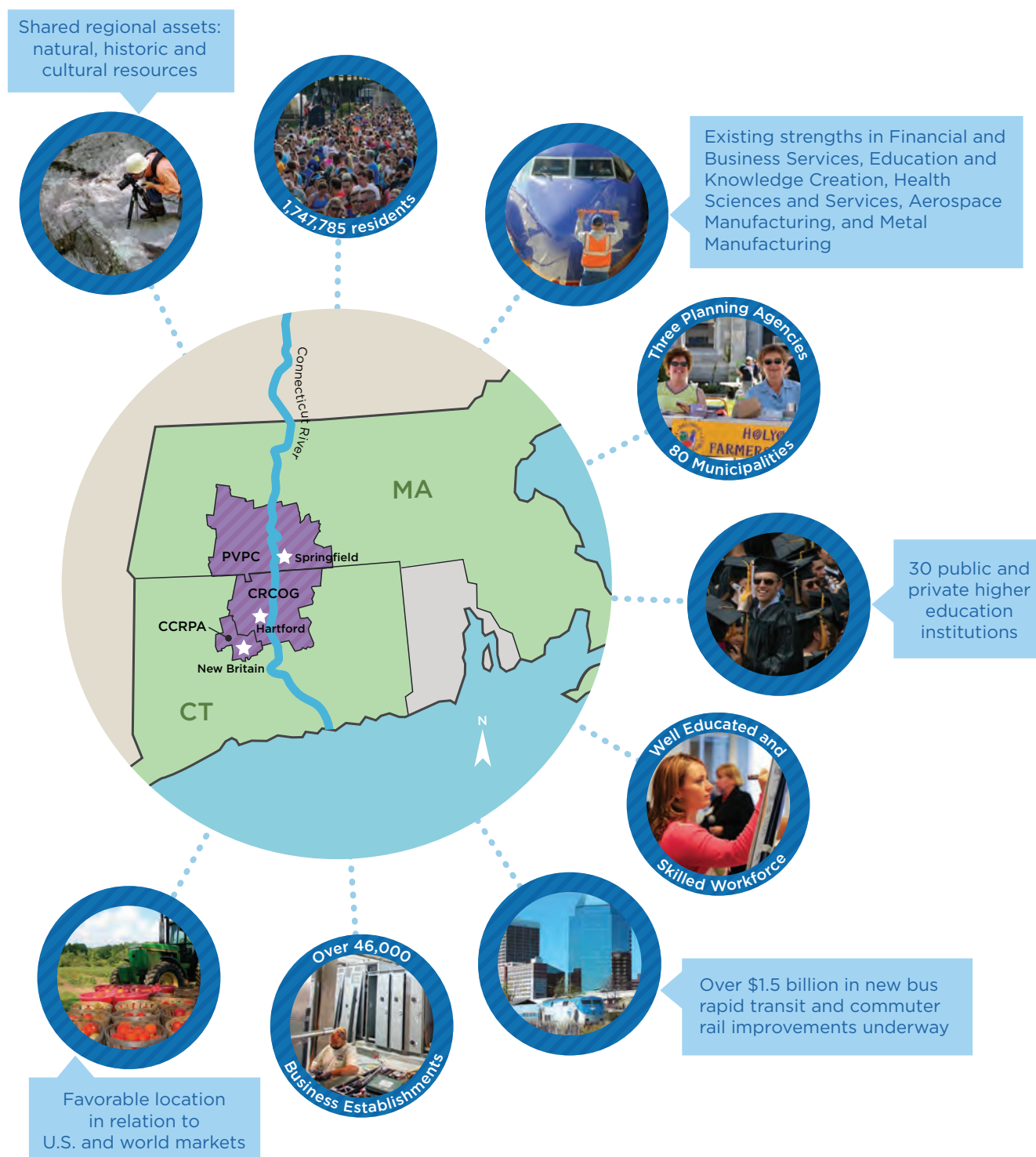
Green





The following sections further explain this vision, and the steps we can take to bring it to life.

Figure 1. Map of the Sustainable Knowledge Corridor.



Source for Population and Jobs Data: Knowledge Corridor Talent and Workforce Strategy, UMass Donahue Institute, June 2014, Table 1, page 33. Source for Sector Strengths: Sustainable Knowledge Corridor Industry Research and Geographic Synergy Analysis, CERC, December 2013, page 6.

INTRODUCTION

One Region, One Future

In 2000, the Hartford-Springfield Economic Partnership identified their shared cross-border region as one of the leading economic engines in all of New England—and launched the Knowledge Corridor as a concept on which bi-state actions for economic development and infrastructure improvements could be focused. The Knowledge Corridor is tied together by a shared economy, history and culture, and by economic and natural assets including Bradley International Airport, rail lines, Interstate 91, many colleges and universities, and the Connecticut River. The region has many strengths, including:

- **A Well-Educated and Skilled Workforce.** The level of educational attainment here has always been a key to the region's high ranking in per capita income and economic productivity, when compared to other metropolitan areas across the country. The region has the second highest concentration of colleges and universities in the nation.

Figure 2. Educational Attainment for the Knowledge Corridor, Ages 25 and Over, 2012.

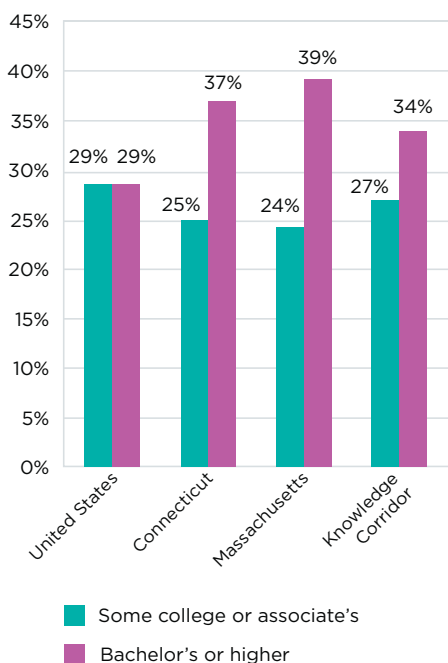


Table 1. Post-Secondary Institutions by Enrollment in the Knowledge Corridor, 2013.

Institution	City	State	Fall 2013 Enrollment
University of Massachusetts - Amherst	Amherst	MA	28,518
University of Connecticut-Storrs and Greater Hartford	Storrs	CT	27,320
Central Connecticut State University	New Britain	CT	11,865
Manchester Community College	Manchester	CT	7,571
University of Hartford	West Hartford	CT	6,820
Springfield Technical Community College	Springfield	MA	6,792
Holyoke Community College	Holyoke	MA	6,740
Westfield State College	Westfield	MA	6,371
Tunxis Community College	Farmington	CT	4,547
Capital Community College	Hartford	CT	4,168
Western New England University	Springfield	MA	3,800
American International College	Springfield	MA	3,657
Goodwin College	East Hartford	CT	3,388
Springfield College	Springfield	MA	3,255
Smith College	Northampton	MA	3,033
University of Saint Joseph	West Hartford	CT	2,640
Trinity College	Hartford	CT	2,390
Bay Path College	Longmeadow	MA	2,357
Mount Holyoke College	South Hadley	MA	2,251
Greenfield Community College	Greenfield	MA	2,240
Amherst College	Amherst	MA	1,785
Springfield College School of Human Services	Springfield	MA	1,763
Asnuntuck Community College	Enfield	CT	1,715
Elms College (Our Lady of the Elms)	Chicopee	MA	1,678
Charter Oak State College	New Britain	CT	1,580
Hampshire College	Amherst	MA	1,492
Rensselaer Hartford Graduate Center	Hartford	CT	281
Hartford Seminary	Hartford	CT	123
Lincoln College of New England	Hartford	CT	N/A
St. Thomas Seminary	Bloomfield	CT	N/A

Source: National Center for Education Statistics, College Navigator (<http://nces.ed.gov/collegenavigator/>) September 2014.

Note: University of Connecticut enrollment includes Storrs campus plus all graduate and professional programs as well as 1,409 undergraduates at the West Hartford campus.

Sources: U.S. Census, ACS 1yr 2012; UMDI Calculations

- **A Favorable Location in Relation to U.S. and World Markets.** The region's location is another of its competitive advantages. The Knowledge Corridor lies roughly halfway between the two economic centers of New York City and Boston, and at the crossroads of two interstate highways that provide access to the rest of New England and the New York metropolitan area. This geographic location is ideal for participation in inter-regional, interstate, and international commerce. Companies choosing to locate here often cite favorable costs relative to New York and Boston, excellent access to talent and market, and good physical infrastructure as reasons why New England's Knowledge Corridor is a good place to do business.
- **Natural, Historic and Cultural Resources that Enhance Quality of Life.** The region's natural resources include beautiful rivers, landforms unique to New England, some of the most fertile soil in the world and a robust small farm economy, and abundant wildlife. The nationally-recognized Connecticut, Farmington and Westfield Rivers combine with smaller rivers, lakes, ponds and reservoirs to provide varied scenic vistas and opportunities for water-based recreation. Museums and historic sites can be found throughout the region, catering to the varied tastes of residents and visitors alike. Music, theater, and dance are readily available through established arts organizations in the region's cities and towns—and also through outdoor festivals held at venues throughout the Knowledge Corridor. Opportunities for outdoor recreation, from hiking to biking to skiing, are exceptional in our region.



While the Knowledge Corridor has a history of bi-state collaboration through the Hartford-Springfield Economic Partnership, many challenges still exist that must be addressed together. Now is the perfect time to forge new plans and partnerships, as strong existing ties will be further strengthened by over \$1.5 billion in new bus rapid transit, and commuter and high-speed rail investment in the region over the next ten years. This investment will better link the region to Washington, DC and New York City by 2016, with the longer-term rail vision extending linkages to Montreal and Boston. As our connections to other national and international markets improve, so will our potential for economic growth.



Purpose and Development of One Region, One Future



The purpose of this document is to lay out a bi-state strategy for preserving, creating and maintaining a sustainable, economically competitive, and equitable Knowledge Corridor Region. This action agenda was prepared by the **Sustainable Knowledge Corridor Consortium**—a partnership of 44 public and private agencies including regional planning organizations, municipalities, educational organizations, and other community partners. The Consortium was formed to oversee the bi-state planning project, which was funded by a U.S. Department of Housing and Urban Development Sustainable Communities Regional Planning Grant. The geographic area covered by this plan includes the Hartford, Connecticut, New Britain, Connecticut and Springfield, Massachusetts metropolitan areas—the central portion of the New England Knowledge Corridor.

There are many different definitions of “sustainable” and “sustainable communities.” For the purpose of this project, we define sustainable communities as urban, suburban or rural communities that have more housing and transportation choices, provide for housing close to jobs, shops or schools, are more energy independent, and help protect clean air, water and land resources, thereby improving the quality of life in the region. These are the types of communities we are working to preserve and create as we carry out the activities of the Sustainable Knowledge Corridor Project.

One Region, One Future is drawn from the many regional plans, policies and studies prepared by the Sustainable Knowledge Corridor Consortium partners, and other agencies working to achieve a connected, competitive, vibrant and green region. A primary goal of this action agenda is to highlight, integrate and build upon the good work that is already underway, in order to create a springboard for continued, bi-state action. In addition, the HUD grant funded a series of special studies that increased understanding of key topics relevant to sustainability in the Knowledge Corridor. The Implementation Guide Appendix contains a partial listing of the plans and studies that provided the foundation for the regional vision and actions.

The Sustainable Knowledge Corridor Consortium held thirteen meetings over the last three years, which have supported the development of this action agenda. The Consortium meetings were supplemented by dozens of advisory committee meetings, convened by partner agencies, to develop the individual projects and plans on which this document is based.

Creating an Equitable Region

The need for greater social equity is a major theme that is woven into the proposed actions of this agenda. Today, the Knowledge Corridor remains a region geographically segregated by race, ethnicity and income. In addition, far too many people are unable to meet their basic needs: decent housing, a healthy diet, medical care and more. Predominantly poor neighborhoods and communities of color are homes to much more than their fair share of industrial land uses and environmental pollution. Further, underperforming schools, especially in major cities, mean that many of our children are not ready for knowledge-sector jobs. These inequities are the outcomes of long-entrenched racial and economic segregation that, while not unique, is among the most pervasive in the U.S.



This action agenda embraces the fact that access to resources is one important key to improving equity for all. The actions proposed in this agenda are, either directly or indirectly, geared to make it easier for people of all races and income levels to access education, housing, employment, healthy food, transportation and healthcare. Access is the key to creating a positive, transformative change in communities that so desperately need it today. Top actions recommended by the Consortium to help create a more equitable Knowledge Corridor are:

- On a routine basis, assess the impact of proposed actions on creating an equitable Knowledge Corridor.
- Identify and advance catalytic projects that focus on improving conditions for communities of color and low-income residents.
- Use the gains in public outreach achieved by the Sustainable Knowledge Corridor project to cultivate leadership and civic participation for underrepresented communities, and those often left out of the neighborhood planning process.
- Focus initial efforts on specific targets of inequity.
- Address the racial discrimination still embedded in municipal zoning, public housing and loan programs.
- Improve access to resources geared toward improving the health of the region's residents. This includes improving access to healthy food options and working to reduce hunger, especially among children. It also includes addressing access to health care and related services to help ensure that all residents are fit and able to contribute to the regional economy, and are healthy enough to enjoy the benefits realized within the region.

The Knowledge Corridor Consortium has prepared a companion document, a *Fair Housing and Equity Assessment (FHEA)*, which paints a full picture of regional equity and access to opportunity through analysis of the following issues: 1) Segregated Areas and Areas of Increasing Diversity and/or Racial/Ethnic Integration; 2) Racially/Ethnically Concentrated Areas of Poverty; 3) Access to Existing Areas of High Opportunity;

4) Major Public Investments; and 5) Fair Housing Issues, Services, and Activities. The FHEA findings were taken into account in developing many of the action strategies contained in this plan. The FHEA provides a framework for assessing the equity implications of future implementation actions.





THE VISION AND
ACTION AGENDA



A CONNECTED KNOWLEDGE CORRIDOR

The Knowledge Corridor's identity as a viable, interconnected region hinges on the quality of its transportation system. Though the major interstate highways that crisscross the region are perhaps the most recognizable and most used portion of this system, automobile travel on interstate roads is merely one of many important components. The region's transportation system must effectively move both people and goods, using a variety of modes: street and highway, public transportation, rail, air, and active transportation (travel on foot or by bike). The improvement, integration, and accessibility of these components to all residents of the Knowledge Corridor are essential not only to regional quality of life, but also to the region's competitiveness in a global market.

More than \$1.5 billion in construction is underway in three new transit and transportation investments in the Knowledge Corridor.

- **CTfastrak.** A new bus rapid transit (BRT) system that will provide frequent, fast and reliable connections between important destinations in Central Connecticut. *CTfastrak* will have 11 landscaped stations and will serve major employment destinations on a dedicated corridor between Hartford and New Britain, with feeder routes serving a much broader geographic area.
- **New Haven-Hartford-Springfield (NHHS) Rail.** Rail service that will provide up to 25 daily train trips in north and south directions to connect to major destinations in the Knowledge Corridor, from downtown Springfield to downtown Hartford to New Haven. Much faster connections will be provided to the New York region and to the Northeast Corridor from Washington to Boston. A frequent bus shuttle will link the rail service with Bradley International Airport from the Windsor Locks, CT rail station. Additional funding is needed to complete the NHHS Rail Project north of Hartford.
- **Vermont Rail.** An Amtrak passenger rail service connecting Washington, DC and St. Albans, Vermont with one train per day in each direction. Service will be restored to its original alignment along the Connecticut River with stations in Northampton, Holyoke and Greenfield.

A CONNECTED
KNOWLEDGE CORRIDOR HAS...

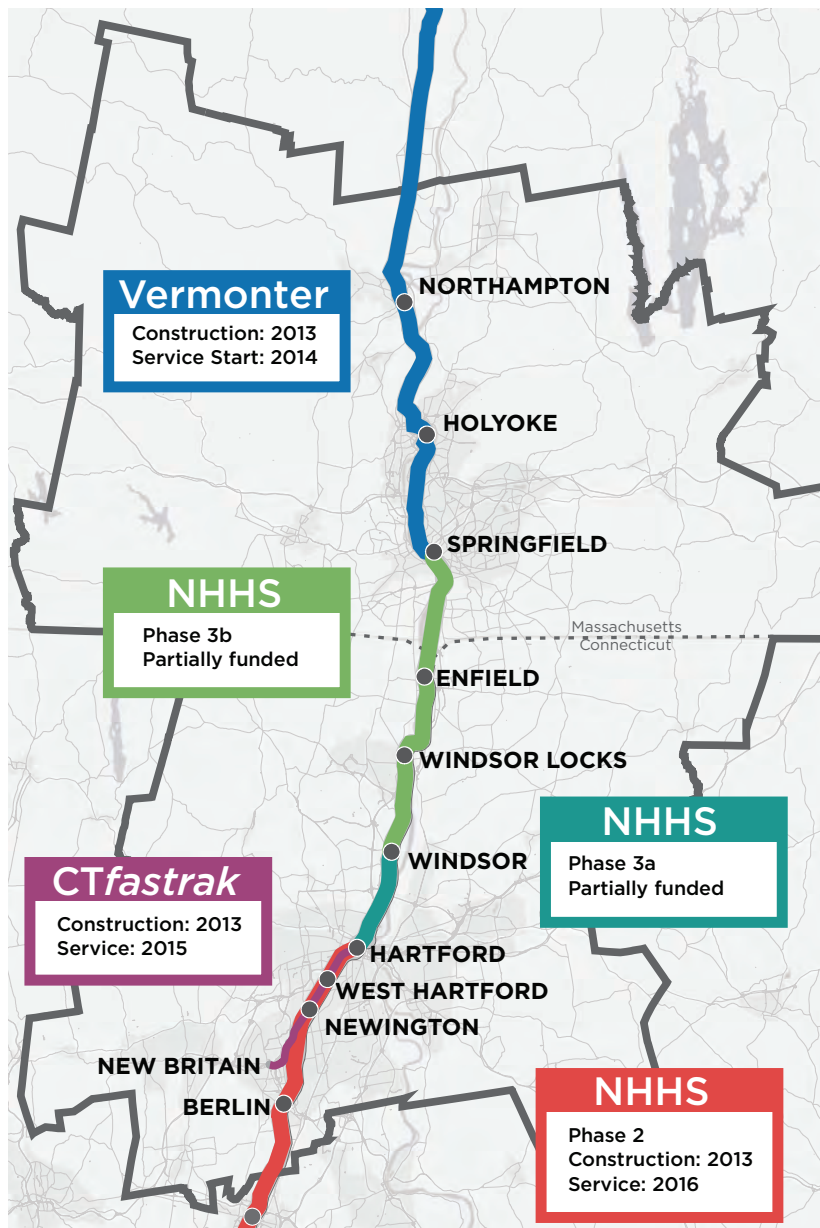
...increased transportation and communication choices including:

- » Access to passenger rail and bus rapid transit services.
- » A network of bicycle and pedestrian paths, bike lanes, sidewalks, bike share programs and related bike infrastructure.
- » Complete streets that provide safe and convenient access for pedestrians and bicyclists, as well as vehicles.
- » Reduced dependency on auto trips and resulting savings in energy use and less air pollution.
- » High speed internet access for all.

Over
\$1.5 Billion
worth of transit and rail
construction is underway
in the Knowledge
Corridor



Figure 3. Status of Knowledge Corridor BRT and Rail Improvements.



Success in growing ridership on these systems will depend on the quality of the service, and changes in land use to create dense clusters of development that transit can serve. Communities with station stops along the rail and BRT lines are actively planning for transit-oriented development, and the regional planning agencies, states and other Consortium partners are committed to supporting and enabling it. Communities outside of these corridors are also planning for more compact, mixed-use development in town centers and other transit-supportive locations.



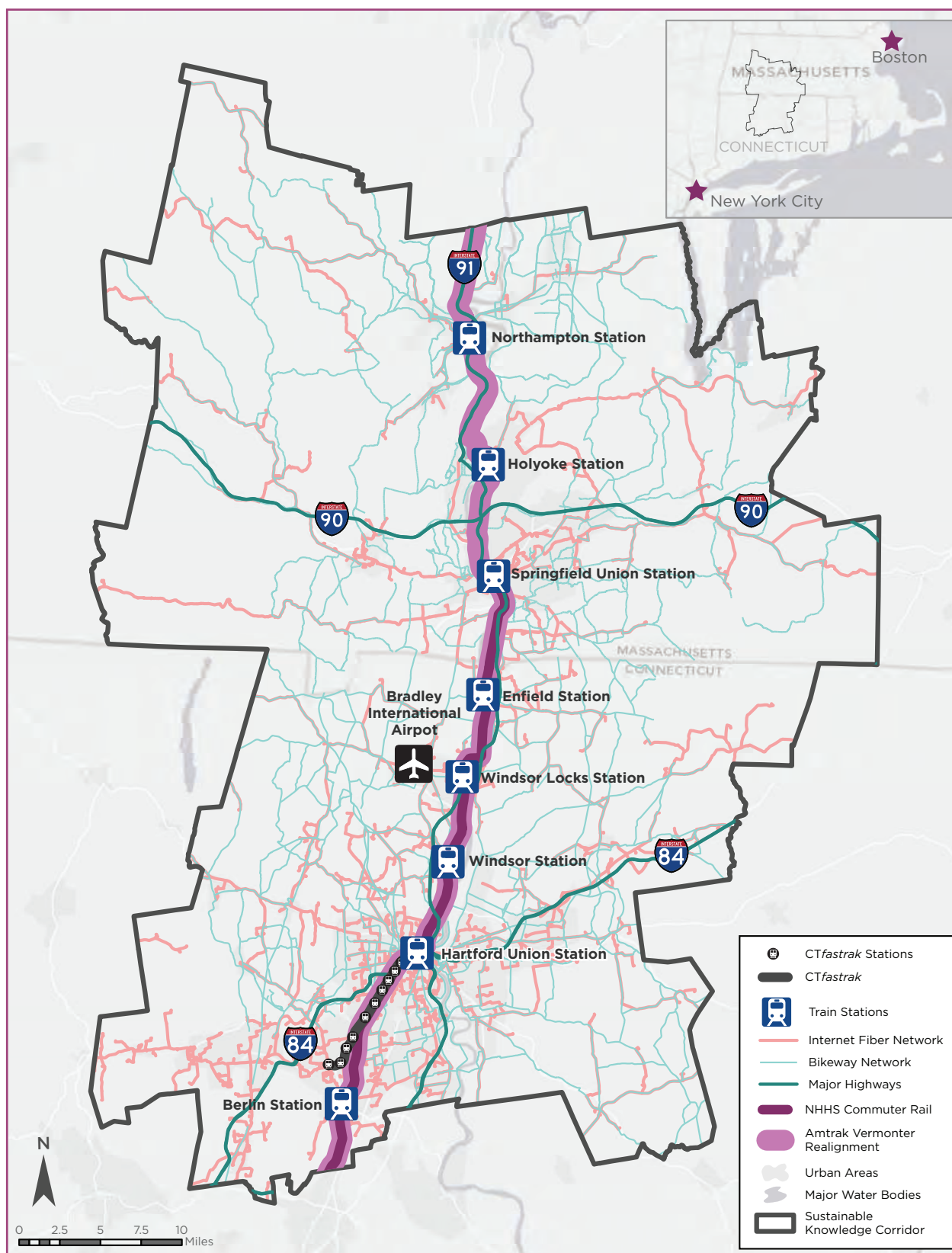
In addition, the region is working to improve regular bus service that will tie into the larger rail and bus rapid transit investments. The regional transit system serves a diverse range of communities and provides connections to academic institutions, major places of employment, shopping centers, recreational areas, and intermodal connections for more travel choices. Increasing accessibility through transit systems that support the day-to-day travel needs of people without reliable access to a car, developing clean-running transit systems, and assuring transit affordability are all critical to an equitable and sustainable region, and improving mobility for all residents.

Improving pedestrian and bicycle mobility can also provide residents with more transportation choices. Our region is comprised of New England cities and towns which started as village centers with safe, convenient, and comfortable places to walk. The region also possesses a network of bike lanes, bike trails, and sidewalks that connect people to neighborhoods, shopping, recreational areas, major places of employment, and schools. We must expand the complete streets ethic, adopted by some of our communities, in which transportation projects are viewed as an opportunity to improve bicycle and pedestrian access and safety on a continual basis. As new transportation projects are planned and implemented, it will be important to assess their impact on the health and well being of all the region's residents, and also on the environment and the economy.





Map 1. A Connected Knowledge Corridor



THE ACTION AGENDA

A connected future requires that the region expand access to the Knowledge Corridor, and also expand options for travel within the corridor. Priority actions recommended in this agenda are:

- » **Improve Rail Connections.** Establish a bi-state funding strategy to complete the New Haven-Hartford-Springfield (NHHS) Rail Project and Vermonter rail projects, which are now underway. Longer term, establish hourly rail service between New Haven, Hartford, Springfield and Boston. This will complement service to and from New York currently being developed, and will complete the linkage between the Knowledge Corridor and the financial and business centers in New York City and Boston.
- » **Create Integrated Bus Systems.** Build on Bus Rapid Transit (BRT) begun with the *CTfastrak* system to better link people with business and education centers, providing residents with multiple options for intra-corridor travel. This includes creating better connections between rapid transit and local and express bus systems, complete streets build-out to support walking and biking, and establishment of a regional bike share network.
- » **Adopt a Complete Streets Ethic.** Use transportation projects as an opportunity to improve bicycle and pedestrian access and safety, and bus operations, on a continual basis. It is no longer appropriate to consider the street and highway system the province of motorized vehicles alone. Bicyclists and pedestrians need safe and convenient access to many of the same destinations to which motor vehicle operators travel. Some individuals choose to bike or walk for health, for convenience, and/or for the savings in fuel and vehicle operation costs. The riders of buses also need safe access to bus stops.
- » **Build A Linked Network of Bicycle and Pedestrian Routes and Amenities.** Create a linked network of off-road and on-road bicycle and pedestrian paths and amenities, allowing access to urban centers, employment and other key destinations. Supplement this network with regionwide on-road bicycle lanes, sidewalks, safe routes to schools, bicycle sharing programs and bike infrastructure.
- » **Assure Access to High Speed Internet** for all businesses, schools, residences and local governments throughout the region.







A COMPETITIVE KNOWLEDGE CORRIDOR

The presence of a strong and growing economy is one of the cornerstones of a sustainable region. As discussed in the previous section, New England's Knowledge Corridor is strategically located at the center of the vibrant Boston to New York corridor, and the larger Boston to Washington, DC megaregion. The region has a highly educated, highly skilled workforce and several core industries which provide a solid foundation for economic growth.

A key opportunity for the Knowledge Corridor is the economic activity likely to be generated by the investment in new passenger rail (commuter and inter-city) and bus rapid transit service over the next 10 years. The report *Making it Happen: Opportunities and Strategies for Transit-Oriented Development (TOD) in the Knowledge Corridor* (September 2013) presents the following findings:

- **Demographics are Promising for Transit-Oriented Development (TOD).** A rising tide of aging Baby Boomers and Millennials are promising for TOD. The report estimates that during the next 30 years, the region will have sufficient demand for 9,000 to 12,000 more housing units near transit to meet the growing demand of those attracted to a walkable urban lifestyle.
- **TOD-Supportive Industries are Present and Growing.** The region has existing strengths in TOD-supportive industries, including knowledge-based, health care services, educational services, and public administration, and a significant share of jobs in these sectors are already located in the transit corridors. Furthermore, these sectors are growing. Assuming modest job growth in the region, it is estimated that there will be demand to accommodate approximately 50,000 new TOD-supportive jobs in the corridor during the next 25-year period.

Within 30 years, the
region expects demand for
9,000–12,000
more housing units
near transit



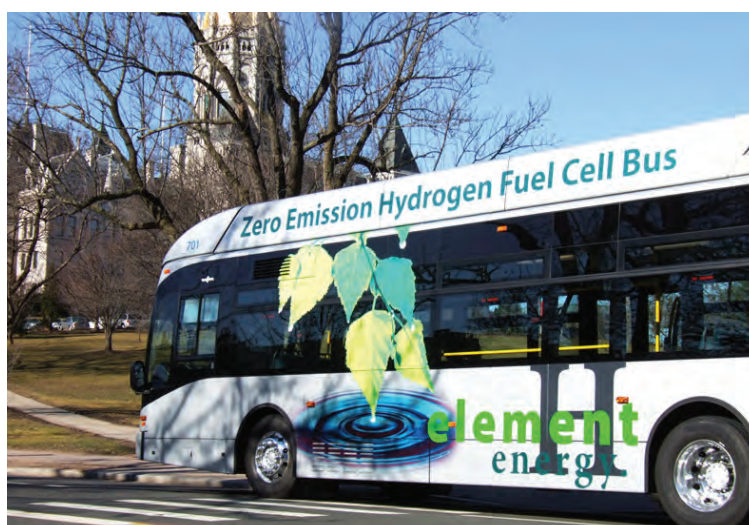
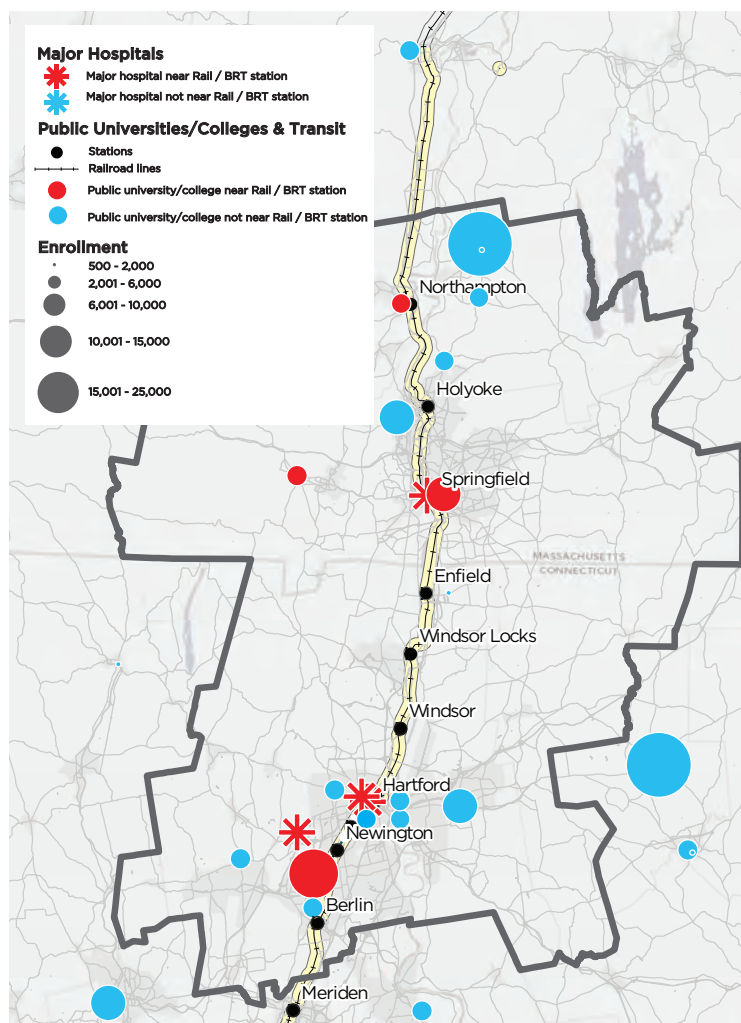
A COMPETITIVE KNOWLEDGE CORRIDOR HAS...

- » Improved job training and talent development programs to create a skilled workforce that is well matched to the region's future employment opportunities.
- » Increased educational attainment and job and economic opportunities for low income and minority urban residents.
- » More great neighborhoods in and around our urban core, with access to transit, walking and biking features, to attract and retain college graduates and other young workers.
- » New Transit-Oriented Development attracting a mix of housing types and employers, and supported by anchor institutions.

- **Anchor Institutions are Leading TOD-Supportive Growth.** The growth in TOD-supportive industries is occurring within and related to the region's anchor institutions, which include its universities, colleges and hospitals. It is expected that future expansion of commercial real estate will be connected to the growth of these institutions.
- **Active Leadership is Crucial for Success.** Connecticut and Massachusetts state governments can facilitate TOD in the Knowledge Corridor by directing state economic development dollars to the station areas as priority investment locations, and by helping fund station area planning and development. Anchor Institutions can do the same, by targeting future expansions to transit-oriented locations.

Expanded passenger and freight service through Bradley International Airport (BDL) can also be an important part of our economically competitive future. BDL's location provides significant advantages both in terms of transportation options (a network of accessible low-traffic interstate highways and the potential for regional rail connections), and weather (a consistent record of remaining open when other major Northeastern airports do not). In addition, there is the potential to provide a "concierge" level of service with valet parking and other amenities absent from larger competitors. This yields the opportunity to expand with more non-stop flights including regular scheduled transatlantic service from Bradley to create a viable alternative to Boston and New York, and added non-stop service to the western United States and Canada.

Figure 4. Major Knowledge Corridor Anchor Institutions



However, to achieve sustainable economic growth, the Knowledge Corridor must overcome several key challenges. They include:

- **Mismatch Between Talent Development and Jobs.** There is a need to ramp up efforts to train workers to fill the jobs that are currently available, as well as those that will become vacant upon the retirement of Baby Boomers over the next 20 years.
- **Educational Attainment Gap.** There is a need to reduce the educational attainment gap in low income and minority communities to improve their access to job vacancies and new jobs. It is estimated that by 2020, nearly half of Connecticut and Massachusetts' 25-29 year-old population will be comprised of people of color.
- **Unequal Access to Economic Opportunity.** The region's largest cities of Hartford, Springfield, Holyoke and New Britain continue to experience deep poverty and high unemployment, coupled with low workforce participation rates. Also, the core cities have lost jobs over the last decade, while new jobs have increasingly located in suburban locations, which are often not easily accessible to city residents. Lack of affordable housing in the suburbs, and lack of a fully-developed transit system further limits the opportunity of low-income workers to move closer to jobs or access them easily through transit. There is a need to improve access to economic opportunity by providing affordable housing and by improving transit access to the region's suburban areas.
- **Retention of Young Workers.** There is a need to attract and retain the highly educated and mobile recent college graduates to fill future jobs, by creating places where these individuals want to live.



Table 2. Social and Economic Characteristics of Selected Cities of the Knowledge Corridor, 2012.

Place	Population	Employment	Labor Force Participation Rate	Unemployment Rate	Average Annual Wages	Poverty Rate
Knowledge Corridor	1,747,785	814,089	66.2%	7.9%	\$52,256	13.3%
Hartford	125,017	110,964	61.6%	15.4%	\$79,474	35.1%
Springfield	153,703	75,045	58.3%	10.4%	\$50,135	29.5%
New Britain	72,939	25,321	67.8%	11.5%	\$52,004	24.2%
Holyoke	40,249	22,039	58.1%	10.2%	\$40,343	33.9%

Sources: U.S. Census, Annual Estimates of the Resident Population; CT Department of Labor; QCEW; MA Executive Office of Labor and Workforce Development, ES-202; BLS, LAUS; BLS, QCEW; U.S. Census, ACS, 3 year 2010-2012; UMDI calculations; note on vintage of data: Population, Labor force participation rate, Unemployment rate – 2013; Employment, Wages – 2012; Poverty rate 2010–2012

THE ACTION AGENDA

The Knowledge Corridor must build a trained workforce ready to fill the jobs of the future, and capitalize on new opportunities for economic growth, if it is to remain economically competitive. Priority actions recommended in this agenda are:

» **Match Talent Development to Jobs.** Implement a bi-state talent development/retention strategy that focuses on improving the workforce of today while educating, training and creating the workforce pipeline of tomorrow. This strategy should build off of existing efforts and partners should include: workforce development organizations; United Way organizations; primary and secondary schools; colleges and universities; municipal, state, and federal governments; and business and industry associations. The focus should be on break-through, game-changer strategies and new approaches. Two promising strategies worthy of consideration include:

1. **Rapidly Increase Skilled Worker Replacement and Future Workforce.** Create an integrated, large-scale middle skill high school and college program to replace retiring manufacturing workers and prepare a future workforce for high technology manufacturing. There are over 100,000 manufacturing employees in the Knowledge Corridor, the majority of whom are 45 years of age or older.

Table 3. Knowledge Corridor Talent and Workforce Strategies by Timeframe for Implementation.

Short-Term (1-2 Years)	Mid-Term (3-5 years)	Long-Term (6-10 years)
Promote Business Community Engagement in Workforce and Talent Initiatives Increase the Regional Investment in Talent, Workforce and Education Create Wide-Reaching Essential (“Soft”) Skills Programming		
• Develop Training Academy and Coaching for Administrators and Teacher Leaders in K-12 Schools Serving Disadvantaged Populations • Strengthen Vocational and High School Links/Pathways to Employers and Education • Support and Expand Adult Basic Education • Expand Industry Engagement in Target Sectors • Increase Access and Opportunities to State-funded Workforce Training Grants	• Implement Universal Early Education Intake Pilot Programs in Distressed Cities • Create Targeted Urban Teacher Education Curriculum at Area Colleges • Widen Middle and High School Career Awareness for the Region’s Target Industries • Improve Vocational School and Community College Recruiting for Instructors • Expand Innovative Middle Skills Transition Initiatives • Promote Entrepreneurship Opportunities and Education • Implement Pilot Employer-Driven Customized Training Programs with Employer Funding Matches	• Advocate and Fundraise for Universal Birth Through Five Programs • Reform Funding for Community Colleges • Attract and Retain Younger, Talented Workers

Source: Knowledge Corridor Talent and Workforce Strategy, UMass Donahue Institute Economic and Public Policy Research (2014)

2. Increase Credential Attainment by Latino and African American Young Adults. This strategy strives to increase the percentage of the growing Latino resident population that earns post-secondary credentials by age 22 by pursuing a two-pronged educational approach:

- Replicating, on a large scale, national models of middle skill early college that integrate high school and technical college to produce a seamless path to career skills in occupations that offer family living wages, while reducing or eliminating tuition for higher education. These programs typically start with 9th graders.
- Introducing entrepreneurial skills in the college curriculum, and providing “incubators” where ideas can be explored, and can stimulate the translation of creativity into business development in technology, new media, and related fields.

The *Knowledge Corridor Talent and Workforce Strategy*, prepared by the UMass Donahue Institute, June 2014, contains more information on these ideas and other strategies spanning early education to career and business support, which can help guide this effort.

» **Aggressively Expand Development Near Transit or at Rapid Transit and Rail Stations.**

Encourage the states, major anchor institutions, and the private sector to invest in business and residential development in and near transit corridors. Complement this with infrastructure investments to create more walkable and bikeable communities which are linked by transit to regional facilities. This strategy will help attract and retain a younger population, and will be discussed further under the “Vibrant” part of the regional vision.

» **Ramp-Up Bradley International Airport (BDL) as Western New England’s Airport of Choice.**

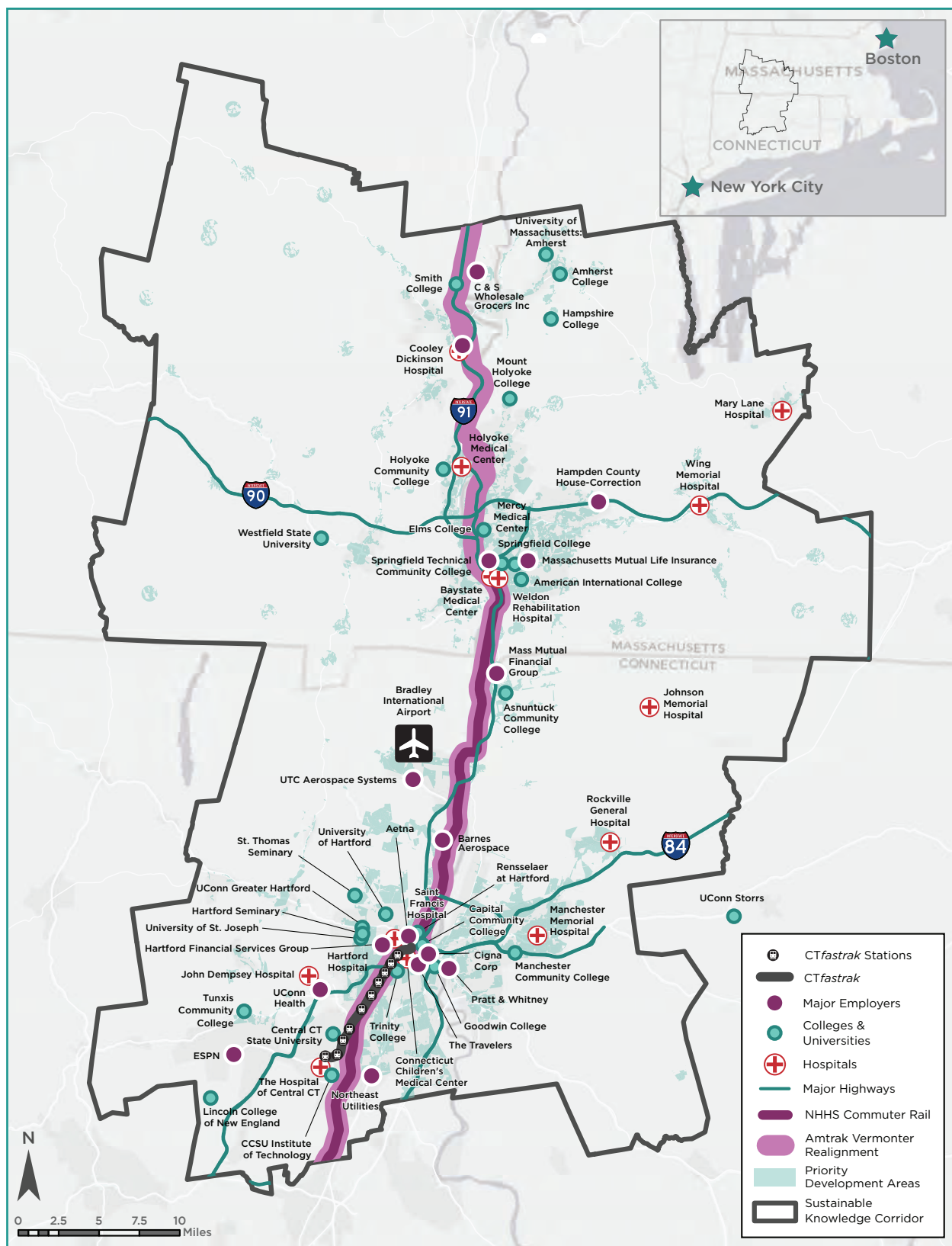
Support interstate efforts to expand BDL’s array of services to include more non-stop flights to the western United States and Canada, regular scheduled transatlantic service, and concierge-level on-ground services in order to create a viable alternative to Boston and New York airports.

Assure effective rail and transit links to Bradley.





Map 2. A Competitive Knowledge Corridor





A VIBRANT KNOWLEDGE CORRIDOR

Six key elements work together to create vibrant communities:

More Transportation Choices. Availability of a range of safe, reliable and economical transportation choices decrease household transportation costs, reduce dependence on foreign oil, improve air quality, reduce greenhouse gas emissions and promote public health. Vibrant communities offer opportunities to travel by car, bus, train, bicycle and walking to meet a household's daily needs.

Equitable, Safe and Affordable Housing. A vibrant region provides multiple housing choices for people of all ages, incomes, races and ethnicities to increase mobility and lower the combined cost of housing and transportation. It also provides housing free from health hazards such as lead, mold, radon and physical deterioration. These varied choices are available throughout the region, and support economic growth.

Economic Competitiveness. Economic competitiveness is a key part of vibrant communities. Economic competitiveness is improved through access to employment centers, educational opportunities, services and other basic needs by workers as well as expanded business access to markets. Investing in existing buildings, neighborhoods, and critical infrastructure—such as roads, bridges, sewer and water systems, electricity and natural gas lines—can increase economic competitiveness for communities and regions.

Support for Existing Communities. We can support existing communities through many types of investment, including transit-oriented development, mixed-use development and land-reuse strategies that support community revitalization, improve the efficiency of public works investments such as sidewalks and streetscape improvements, and safeguard rural landscapes.



Unique Communities and Neighborhoods. The Knowledge Corridor is made up of urban, suburban and rural places—all distinct yet part of a single rich and colorful regional tapestry. We value and enhance the unique characteristics of all communities by respecting individual differences while acknowledging how communities are linked together by transportation networks, housing and labor markets, and natural systems to create one region. Diversity of urban form, history, culture, and racial and ethnic make-up all work together to create interesting, vibrant places. Creating healthy and safe environments is a goal shared by all types of communities and neighborhoods. Building capacity for underrepresented communities to participate in decisions about their built environment is an important way to reach that goal.



Places to Have Fun. Vibrant regions are places where people can go out to dinner, see a play, visit a museum, see a sporting event, or enjoy a quiet evening with family and friends. They are places where the natural environment complements the built-up areas of cities and towns, and where people have access to both active and passive recreation. Knowledge Corridor residents are never more than a half-hour drive from an opportunity to hike, canoe, or relax on a pleasure boat, pick apples or strawberries in season, or simply enjoy the countryside or a historic city park or museum. In addition, an expanding network of bike, hiking and walking trails, as well as sidewalks and bike lanes, make it even easier for residents to explore the region's great natural beauty, downtowns and town centers.

Diversity

of urban form, history, culture, and racial and ethnic make-up all work together to create interesting, vibrant places.



THE ACTION AGENDA

Multiple elements of communities must work together to create a vibrant Knowledge Corridor in which people want to live, work and recreate, and in which individuals and households thrive. Priority actions recommended in this agenda are:

- » **Adopt Zoning Incentives to Promote Compact, Mixed-Use, Mixed-Income Village Centers and Downtowns, and Zoning Disincentives to Develop Outlying Areas.** Demographic trends and household preferences are shifting to favor compact, mixed-use, well-designed neighborhoods. Focusing growth in existing centers diminishes pressure to develop rural lands. Municipal and zoning strategies to control sprawl include cluster zoning, transfer of development rights, commercial development standards and limits on infrastructure expansion in outlying areas.
- » **Encourage Placemaking and the Programming of Public Spaces to Support Neighborhood Vitality.** Desirable neighborhoods that offer a good quality of life and maintain lasting value for residents include well-designed buildings, public spaces, streets, and infrastructure. The goal of placemaking is not just to create pretty places, but rather to create walkable neighborhoods, pedestrian-friendly streets, and thriving, diverse, healthy communities. Placemaking can be accomplished through a variety of entities, such as municipal governments, private developers, business and arts organizations, local Main Street programs, and community groups. Programmed activities can be as varied as the communities' imagination, and can include events such as farmers' markets, concerts, street fairs, ethnic festivals, and holiday celebrations.
- » **Adopt TOD Zoning Districts Around Commuter Rail and Transit Stations or Stops.** TOD Districts should provide incentives for compact, mixed-use, mixed-income, walkable development in transit station or stop areas. Also, seek to establish Transit-Oriented Development Investment Fund(s) to promote and support TOD planning, site acquisition and clearance, and project development costs. Living and working closer to transit can save residents money and improve the overall quality of life by limiting the need for multiple vehicles per household, reducing greenhouse gas emissions, decreasing highway congestion and providing health benefits from more walking and cycling.
- » **Encourage Municipalities to Change Zoning to Expand Housing Choice and Support Economic Growth.** Housing diversity expands choice for young people looking for a place to rent as they transition from school to work, working people looking for a home near their job, first-time home buyers just entering the market, and aging Baby Boomers looking to downsize from their large-lot single family homes. Furthermore, the region's sustained economic growth is tied to having a diverse housing stock available to meet the needs of current and future workers. This strategy can be accomplished through zoning for mixed-use neighborhoods, inclusionary zoning, small-lot/cluster single-family zoning, multifamily zoning, and policies that are supportive of special needs housing.





» **Support Strategic Collaborative Investments (public, private and non-profit) to Strengthen Neighborhoods.** Such investments can include housing rehabilitation, community economic development projects, public safety initiatives, community facilities, programs and services, and improvements to public spaces such as parks and sidewalks.

» **Revitalize Urban Centers by Attracting Jobs, Market Rate Housing, and Mixed-Use Development.** This includes funding for livability programs that support pedestrian, streetscape, mixed-use infill, transit-oriented development and transit improvement projects. Many regions have combined federal transportation funding with money from other public and/or private sources to achieve these objectives.



- » **Develop, Adopt and Implement Complete Streets Plans and Policies That Create Walkable/Bikeable Neighborhoods in Existing and New Developments.** As was discussed previously, bicyclists and pedestrians need safe and convenient access to many of the same destinations to which motor vehicle operators travel. Some individuals choose to bike or walk for health, for convenience, and/or for the savings in fuel and vehicle operation costs. The riders of buses also need safe access to bus stops. In addition, a good bike and pedestrian network can improve the market for transit-oriented development and support increased ridership on transit systems.
- » **Improve Access to Resources That Will Improve the Health of the Region's Residents.** This includes promoting food security for all residents and reducing hunger, addressing access to health care and health disparities among minority and low-income populations, and fostering healthy behaviors.

Figure 5. Food Insecurity in the Knowledge Corridor.

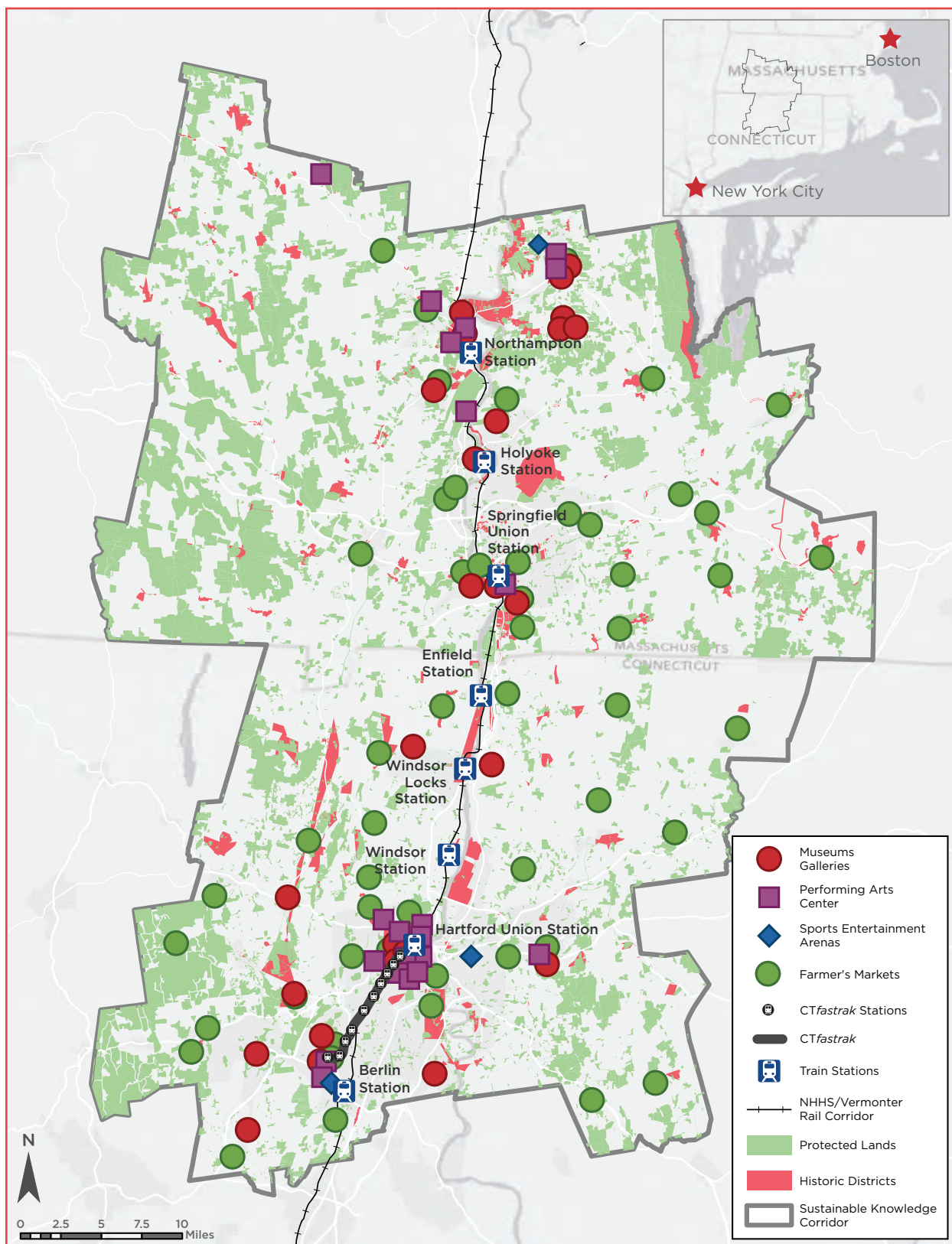


Source: www.feedingamerica.org/mapthegap; data from the 2001-2012 Current Population Survey; 2012 American Community Survey; and 2012 Bureau of Labor Statistics

Note: Food insecurity refers to USDA's measure of lack of access, at times, to enough food for an active, healthy life for all household members, and limited or uncertain availability of nutritionally adequate foods. Food insecure children are those children living in households experiencing food insecurity.



Map 3. A Vibrant Knowledge Corridor





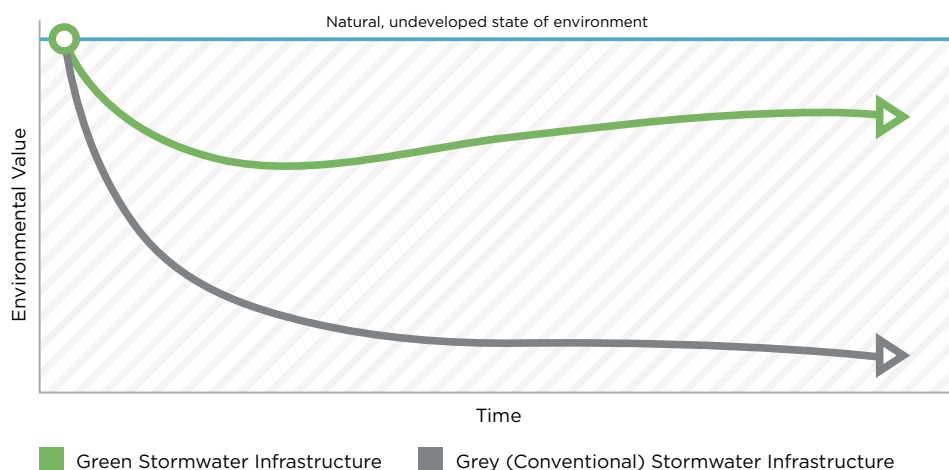
A GREEN KNOWLEDGE CORRIDOR

The conservation of our natural resources and protection of environmental quality are important to the overall quality of life of the region's residents. The natural resources of the Knowledge Corridor include beautiful and historic rivers and river valleys, clean air and water, extensive and diverse forests, unique landforms, extremely fertile soil and functioning farms, and abundant wildlife. Many of these resources are threatened due to urban sprawl, stormwater pollution, climate change and air pollution from increased vehicle trips. The consideration and protection of these valuable resources while the region continues to develop will be crucial to preserving the region's character and quality of life.

The Connecticut River and its associated watershed is the Knowledge Corridor's most notable natural feature, and is also a federally designated American Heritage River and a National Blueway. A clean Connecticut River supports a healthy ecosystem and a vibrant riverfront for recreation. However, the Connecticut River still has some of the highest bacteria levels of any river in southern New England. The biggest threats to the water quality of the Connecticut River are combined sewer overflows and polluted stormwater runoff from urban, suburban, rural residential and agricultural operations. Non-point source pollution also threatens the water quality of other rivers and lakes throughout the region.



Figure 6. Conceptual Graph Comparing the Environmental Value of Green Infrastructure to Grey (Conventional) Infrastructure.



Over time, green stormwater infrastructure will regain and maintain environmental value due to its tendency to uphold natural processes, while conventional infrastructure will lose environmental value, as it tends to degrade the natural environment.

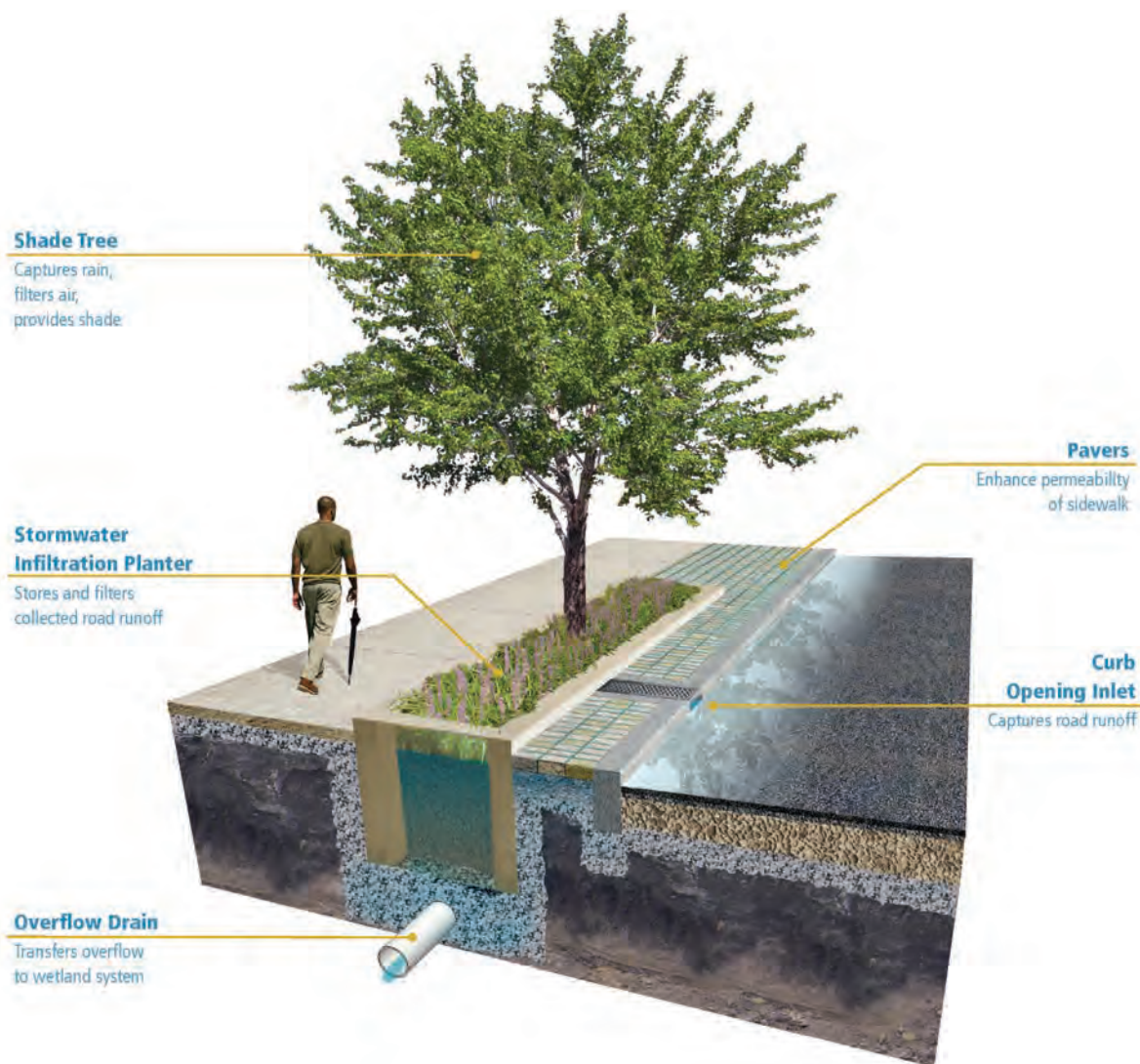
Source: From Grey to Green: Sustainable Practices for Redeveloping a Vacant Shopping Center. January 2010. A project of the US Environmental Protection Agency, City of Manchester, CT, and Capitol Region Council of Governments, January 2010, p.7



Increasingly, communities and developers are implementing stormwater management strategies such as low impact development techniques, and green infrastructure in order to minimize the negative impacts of development on the environment. In addition, creating a multi-modal transportation system where individuals can choose to walk, bike or take the bus or train to jobs and other daily activities can reduce greenhouse gas emissions, thus improving the region's air quality.

Sustainable development and design techniques such as planning for new development in smart growth locations, promoting well-designed compact, mixed-use, walkable and bike-friendly neighborhoods with good access to transit and healthy food, and applying green building techniques and the use of clean energy sources for heating and cooling can all contribute toward a more efficient use of land and energy resources, cleaner air and a slowing of climate change.

Figure 7. Low Impact Development, Stormwater Retention Techniques.



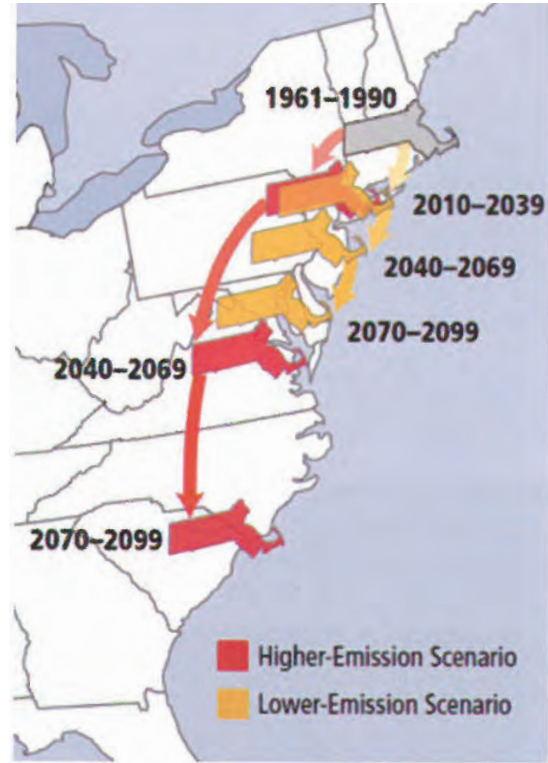
Source: U.S. EPA and Wallace Roberts & Todd

Brownfields present another challenge to the region. Brownfields are sites where expansion, redevelopment, or reuse may be complicated due to known or perceived contamination from a hazardous substance or pollutant. Many of the formerly industrialized neighborhoods in the Knowledge Corridor region, once booming centers of economic growth, contain multiple brownfields. As a result, brownfields continue to depress the local economy and impair neighborhood revitalization. Many brownfields are also associated with environmental justice issues, as they disproportionately impact disadvantaged neighborhoods. Tackling environmental inequalities and ensuring that all people have access to a good quality environment, as well as quality housing and good jobs, is critical to creating a sustainable Knowledge Corridor.

Climate change is already occurring on a global scale, and the Knowledge Corridor must play its part in reducing its fair share of greenhouse gas (GHG) emissions, and must be prepared to take steps to adapt to climate change. Climate change mitigation actions are steps to reduce greenhouse gas emissions and can include actions to promote energy conservation and use of renewable energy sources, promote compact development and reduce vehicle trips, and reduce carbon through tree planting and other actions. Massachusetts has pledged to reduce greenhouse gas emissions 25% from 1990 levels by 2020, and 80% below 1990 levels by 2050. The Connecticut targets are to reduce greenhouse gas emissions to 10% below 1990 levels by 2020, and to 75%-85% below 2001 levels by 2050.

Smart growth and green building are critical to reducing our impact on global climate change. Combined, buildings and transportation currently make up about 71 percent of the country's greenhouse gas emissions. By investing in our communities and region with homes that are closer to jobs, retail, civic centers, and neighborhood services, and by creating walkable neighborhoods, we will help to reduce the amount of driving and the greenhouse gas emissions that result.

Figure 8. How Climate Will Change in the Knowledge Corridor.



Source: Northeast Climate Impact Assessment, 2006

At current rates of greenhouse gas accumulation and temperature increases, the climate of Massachusetts will become similar to those of present-day New Jersey or Virginia by 2040-2069, depending on future GHG emissions. By the end of the century, Massachusetts' climate will feel like Virginia or South Carolina.



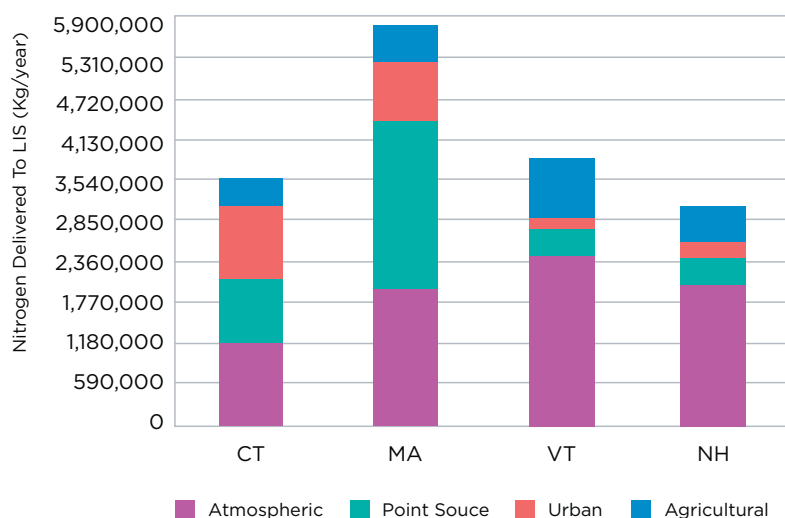
THE ACTION AGENDA

A green Knowledge Corridor will be a region that pursues multiple strategies to preserve and conserve key natural resources, and undo contamination caused by past practices. Priority actions recommended in this agenda are:

» **Institutionalize the Application of Green Infrastructure and Sustainable Design and Development Techniques in Transportation Projects and Development Throughout the Knowledge Corridor.** Adopt policies and standards to help state and federal agencies, municipalities, and private and non-profit developers make these practices standard operating procedures in controlling or carrying out development. Action steps may include working with key partners on policy change, sharing of best practices, and working with municipal land use commissions to adopt regulatory changes. Green streets capture and infiltrate stormwater runoff on-site through use of vegetated facilities, such as landscaped streetside planters and swales. Green infrastructure elements—which include green roofs, rain gardens, parks and plazas—handle rainfall from impervious areas and alleviate flooding and the negative impacts to watershed health. Green infrastructure can be employed to reduce peak flows and runoff volume, and improve water quality and aesthetics while reducing the need for costly and single-purpose “grey” infrastructure. Strategies include: adopting municipal green streets and green infrastructure policies; creating zoning incentives for green infrastructure in private development; advancing state green infrastructure funding programs; funding green streets pilot projects; rewriting state highway and drainage manuals to incorporate green infrastructure techniques; and including green infrastructure in highway and road projects.

» **Clean Up the Connecticut River and Its Tributaries Through Cutting Pollution from CSOs and Stormwater, and Promoting Green Streets and Developments.** This includes addressing the water quality problems of combined sewer overflows, nitrogen loading to Long Island Sound, urban stormwater runoff, streambank erosion, agricultural runoff, and non-point source pollution in a cooperative and coordinated manner. Develop a new bi-state Connecticut River strategy and coalition to seek additional federal and state funding for these purposes. Assist municipalities to adopt stormwater utilities and stormwater regulations.

Figure 9. Predicted Nitrogen Load Delivered to Long Island Sound from Connecticut River Watershed States.



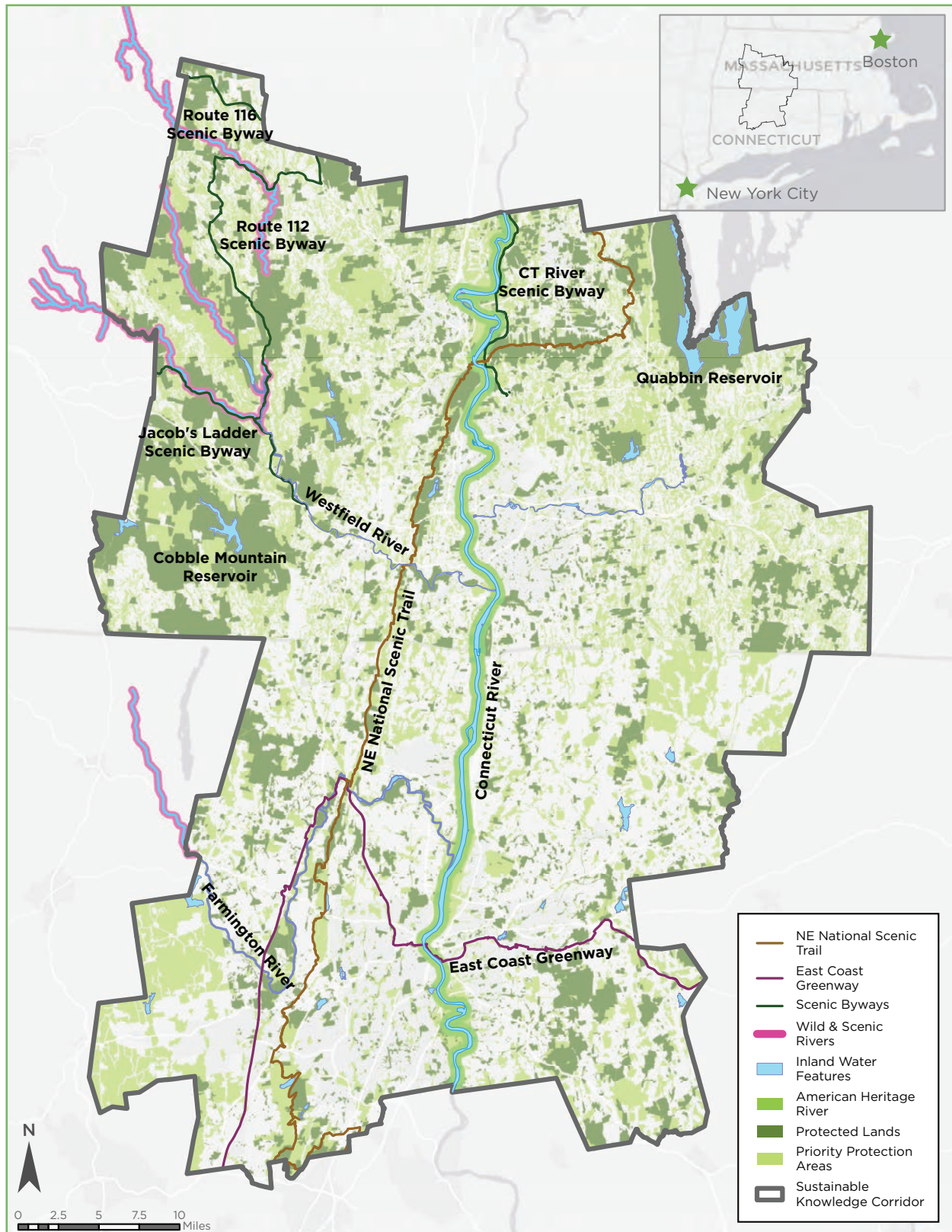
Source: SPARROW Nitrogen Model, USGS and Nature Conservancy

- » **Revitalize Urban Areas through Remediating and Reusing Brownfields, Maximizing Access to Parks and Recreational Areas, and Maximizing Access to Local Food Sources.** Provide regional coordination and grant programs for Brownfields site assessments, clean-up efforts, and on-going site monitoring.
- » **Adopt Municipal Zoning Strategies and Other Policies That Will Reduce Our Impact on the Environment and Help Reduce Greenhouse Gases.** Strategies include promoting more compact development, requiring more energy efficient buildings and development, reducing auto trips, promoting recycling and encouraging sustainable materials management, reducing landfill emissions and recovering methane, and planting and protecting trees.
- » **Cooperate in Promoting Clean Energy Strategies to Reduce Greenhouse Gases** by promoting energy conservation and use of renewable energy alternatives, and to reduce auto emissions by reducing vehicle miles traveled. Strategies include adopting zoning to streamline permitting for solar and wind energy, creating municipal “solarize” programs to assist homeowners to purchase photovoltaic systems, clean energy financing districts, and municipal purchase of LED traffic lights and fuel efficient vehicles. Also, encourage homeowners, businesses, and municipalities to conduct energy audits to identify energy waste and inefficiencies, meet their energy needs with renewable or cleaner energy sources, and adopt energy conservation measures.
- » **Adopt Coordinated Climate Adaptation Strategies** to protect critical infrastructure, promote resilience to climate change and extreme weather events, mitigate the consequences of flooding and improve emergency preparedness. Strategies include stormproofing key wastewater, water and road infrastructure, upgrading flood mapping and zoning, pro-actively replacing under-sized culverts and stream crossings, inspecting and removing unsafe dams, and assuring that all communities have up to date hazard mitigation plans.
- » **Coordinate Regional Efforts for Land and Water Conservation, and Protection of Key Natural Resources.** Key actions include mapping priority greenways and agricultural lands, providing technical assistance and training to municipalities and land trusts, creative grantsmanship, adopting environmental protection zoning, aiding in developing trails and river access areas, managing conservation restrictions, improving access to parks and recreation in urban areas, and establishing local conservation funds and regional conservation compacts.





Map 4. A Green Knowledge Corridor







IMPLEMENTATION: HOW DO WE GET THERE?

In the process of developing *One Region, One Future*, hundreds of different actions to create a connected, competitive, vibrant and green Knowledge Corridor were considered. The ideas came from multiple planning efforts underway through the HUD Sustainable Communities Regional Planning Grant, and the work of the Sustainable Knowledge Corridor Consortium partner agencies. This section summarizes key strategies and implementation projects that will help the Knowledge Corridor achieve its goals.

Recommended Actions

The following table lists the twenty-three Priority Actions, which were identified in the previous section as “The Action Agenda”. While each has been discussed under a specific goal category (connected, competitive, vibrant or green), most actions support multiple goals. The fact that the actions are “cross-cutting”—complementary and supportive of multiple goals—will improve our chances of achieving the regional vision in a coordinated and integrated way. All of the Sustainable Knowledge Corridor Consortium Partners—as well as other municipal, state, federal, non-profit, and private entities—have a role to play in implementing the *One Region, One Future* vision.

This document also contains an **Implementation Guide Appendix** which presents a more detailed road map of how plan goals will be achieved. The Appendix has two components:

1. **An Implementation Action Matrix.** The Implementation Action Matrix lists the twenty-three priority actions discussed previously, as well as additional supportive actions, which are important to achieving our goals. This matrix identifies lead and supporting partners for the recommended actions, and time frames for implementation. The Implementation Action Matrix should be considered a tool that can be used to monitor progress in achieving plan goals, and also a flexible, working document that can be updated and revised as new projects and collaborations evolve.
2. **A Matrix of Plans, Strategies and Projects that Support Implementation of *One Region, One Future*.** This is a partial listing of the plans and projects that are guiding the actions of Consortium Partners in support of the *One Region, One Future* goals. Plans, strategies and projects funded in whole or in part through the HUD Sustainable Communities Planning Grant are included. Similar to the Implementation Action Matrix, this summary should be considered a guide that can be expanded and updated over time as new supportive plans and projects are identified or initiated. This matrix reinforces the fact that multiple partners are already working to implement the *One Region, One Future* vision, and their continued participation will be needed to carry this vision forward.



Table 4. Knowledge Corridor Action Agenda

KEY ACTIONS		 A CONNECTED KNOWLEDGE CORRIDOR	 A COMPETITIVE KNOWLEDGE CORRIDOR	 A VIBRANT KNOWLEDGE CORRIDOR	 A GREEN KNOWLEDGE CORRIDOR
	Improve Rail Connections	•	•	•	•
	Create Integrated Bus Systems	•	•	•	•
	Adopt a Complete Streets Ethic	•		•	•
	Build a Linked Network of Bicycle and Pedestrian Routes and Amenities	•		•	•
	Assure Access to High Speed Internet for All Businesses, Schools, Residences, and Local Governments	•	•		•
	Match Talent Development to Jobs, Through Implementing a Bi-State Talent Development/Retention Strategy	•	•	•	•
	Aggressively Expand Development Near Transit or at Rapid Transit and Rail Stations	•	•	•	•
	Ramp-up Bradley International Airport (BDL) as Western New England's Airport of Choice	•	•		
	Zone to Promote Compact, Mixed-Use, Mixed-Income Village Centers and Downtowns	•		•	•
	Encourage Placemaking and the Programming of Public Spaces to Support Neighborhood Vitality		•	•	
	Adopt TOD Zoning Districts Around Commuter Rail and Transit Stations or Stops	•	•	•	•
	Zone to Expand Housing Choice and Support Economic Growth	•	•	•	•
	Support Strategic Collaborative Investments to Strengthen Neighborhoods		•	•	
	Revitalize Urban Centers by Attracting Jobs, Market Rate Housing, and Mixed-Use Development		•	•	•
	Develop, Adopt and Implement Complete Streets Plans and Policies	•	•	•	•
	Improve Access to Resources that Improve the Health of the Region's Residents, including Promoting Food Security for All and Reducing Hunger		•	•	•
	Institutionalize the Application of Green Infrastructure and Sustainable Design and Development Techniques	•	•	•	•
	Clean Up the Connecticut River and its Tributaries Through Cutting Pollution from Combined Sewer Overflows and Stormwater, and Promoting Green Streets and Developments		•	•	•
	Revitalize Urban Areas Through Remediating and Reusing Brownfields, Maximizing Access to Parks and Recreational Areas, and Maximizing Access to Local Food Sources		•	•	•
	Adopt Municipal Zoning Strategies and Other Policies That Will Reduce Our Impact on the Environment and Help Reduce Greenhouse Gases		•	•	•
	Cooperate in Promoting Clean Energy Strategies to Reduce Greenhouse Gases	•	•	•	•
	Adopt Coordinated Climate Adaptation Strategies		•	•	•
	Coordinate Regional Efforts for Land and Water Conservation, and Protection of Key Natural Resource Areas			•	•



Sustainable Communities Regional Planning Grant Activities

One Region, One Future is only one of many activities completed under the HUD Sustainable Communities Regional Planning Grant. The following is a selection of other activities that are helping the region to implement the goals put forth in this report. For a full list of projects, please see the *Implementation Guide Appendix* or visit the Sustainable Knowledge Corridor website at www.SustainableKnowledgeCorridor.org.

Regional Plans, Strategies and Analysis

Our Next Future: An Action Plan for Building a Smart, Sustainable and Resilient Pioneer Valley

The Pioneer Valley Planning Commission (PVPC) created *Our Next Future* as a regional action plan to chart a course for a more vibrant, competitive, sustainable and equitable region. The plan is designed to achieve success through promoting collaboration of communities on a regional basis, and to build a sustainable prosperity in the Pioneer Valley. This involves creating more livable communities, with opportunities for rewarding work and business growth, affordable and available housing, a clean environment, safe and walkable neighborhoods, options for healthy exercise and play, and viable transportation alternatives.

The plan includes executive summaries of PVPC's detailed element plans on: Sustainable Transportation, Green Infrastructure, Climate Action and Clean Energy, Land Use, Environment, Food Security, Housing, and Brownfields. The plan contains place-based strategies to enhance and support our region's vibrant sense of place, and a description of catalytic projects undertaken to jump start implementation of the plan. *Our Next Future* was formally adopted by the PVPC in October, 2013.

PVPC Element Plans

PVPC developed eight individual regional action plans or "element plans" on the following topics:

- Sustainable Transportation Plan
- Green Infrastructure Plan
- Climate Action and Clean Energy Plan
- Valley Vision: Regional Land Use Plan
- Environment Plan
- Food Security Plan
- Housing Plan
- Brownfields Plan

Each plan contains a detailed inventory and assessment of problems and needs, analysis of effective solutions, recommended strategies and implementation projects. The plans were each developed with an extensive advisory committee of experts in the topic areas.



Plan of Conservation and Development for the Central Connecticut Region, 2013–2023

This plan presents a vision for the sustainable use of land in the Central Connecticut Region. This is the regional land use plan for central Connecticut. It is not a plan of transportation, economic development, or hazard mitigation; separate plans (developed by the same agency and using the same physical boundaries) cover those topics. This plan is designed to complement those existing documents, not to duplicate their content. Therefore, this plan should be read in concert with those plans (namely the Regional Long Range Transportation Plan, Comprehensive Economic Development Strategy, and related subject area plans). The *Plan of Conservation and Development for the Central Connecticut Region* shares many of the same principles of sustainability, such as prioritizing maintenance of existing facilities over new development, that those companion plans embrace, but applies them to land use. This plan was adopted by the Central Connecticut Regional Planning Agency (CCRPA) in October, 2013.

Capitol Region Plan of Conservation and Development, 2014–2024

The *Capitol Region Plan of Conservation and Development* is not a detailed land use plan, but rather a general guide for the future conservation and development of the Capitol Region. Its individual chapters provide an overview of the many factors that influence our regional development pattern and the choices available to us as we move into the future. Topics addressed in the plan include: demographic trends, natural resource conservation, watersheds and water quality, open space and farmland preservation, climate change, food systems and food security, sustainable land use and zoning, public sewer and water service, transportation, housing, and economic development. The concept of regional sustainability is woven throughout the report. This plan was adopted by the Capitol Region Council of Governments (CRCOG) Policy Board in May, 2014.



Knowledge Corridor Talent and Workforce Strategy, June 2014

This report was prepared for the Sustainable Knowledge Corridor Project by the UMass Donahue Institute for Economic and Public Policy Research. The objective of the *Knowledge Corridor Talent and Workforce Strategy* is to present detailed, action-oriented strategies for talent and workforce development in the Knowledge Corridor, in order to support employers and enhance economic opportunities. The study presents analysis, issues and actionable strategies related to talent and workforce. It builds on recent reports, existing knowledge and already identified issues, and potential workforce/talent strategies. The study presents eighteen strategies spanning early education to career and business support that can be carried out in short-term (1-2 years), mid-term (3-5 years) and long-term (6-10 years) time frames. They include three cross-cutting strategies (promote business community engagement in workforce and talent initiatives, increase the regional investment in talent, workforce and education, and create wide-reaching essential (“soft”) skills programming), and fifteen strategies that address the specific areas of early childhood education, K-12/Vocational Schools, Community and 4-Year Colleges, and Career/Workforce Training.

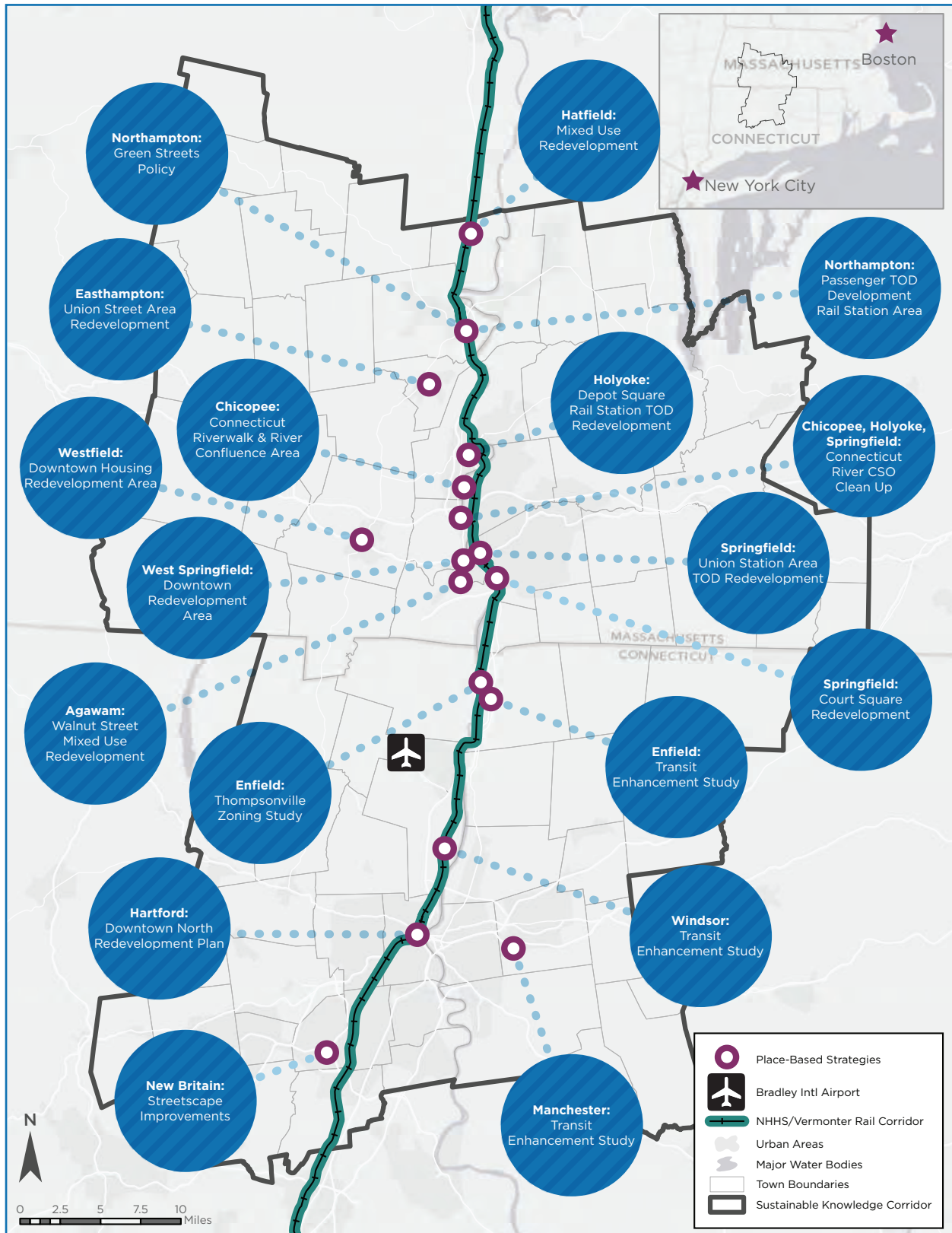
Sustainable Knowledge Corridor Industry Research and Geographic Synergy Analysis, December 2013

This analysis was prepared for the Sustainable Knowledge Corridor Project by the Connecticut Economic Resource Center, Inc. to assist in building understanding of the Knowledge Corridor as one economic region, and to support future bi-state economic strategy development. The analysis found that there are many similar industry strengths between the Hartford and Springfield Metropolitan Statistical Areas (MSAs) that make up the Knowledge Corridor. For example, three industrial clusters—Financial Services, Education and Knowledge Creation, and Business Services—rank in the top five in terms of employment for each of the MSAs. The industries in the Knowledge Corridor also share similar demands in terms of the employment requirements of its workforce. Most clusters that were identified as strengths require some type of postsecondary education beyond high school. The report provides information on key industry clusters, emerging industry clusters, regional synergies that exist and could be built upon in the future, areas where State investment could be particularly useful in supporting future economic growth, and industries that are losing their competitive edge.





Map 5. Place-Based Strategies for a Sustainable Knowledge Corridor



Note: This map depicts examples of place-based strategies in the Knowledge Corridor.

Catalytic Projects

Holyoke Depot Square

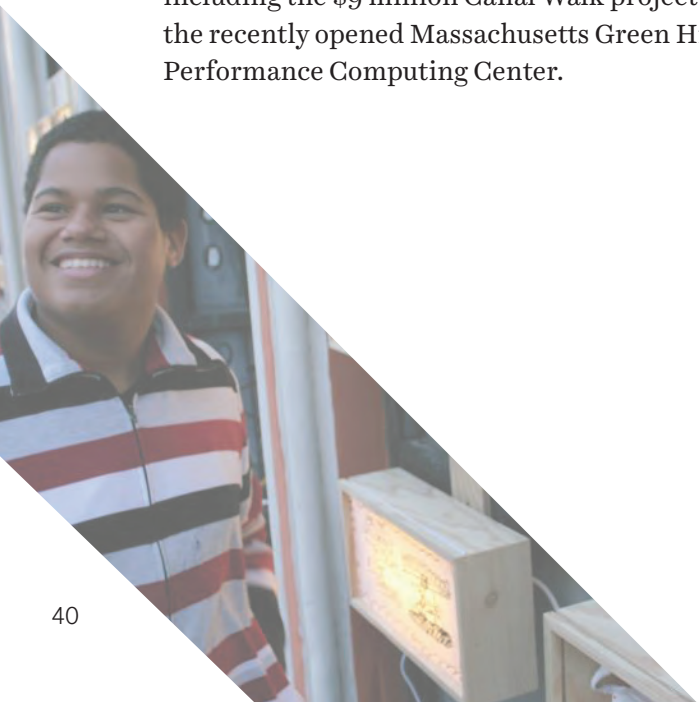


The Depot Square project has produced a design for a new rail station platform in Holyoke for access to the region's new passenger rail corridor. This station will be a focal point for Transit-Oriented Development and the revitalization of the blighted Depot Square area.

Within the project area, there are 14 parcels of vacant land and eight vacant buildings. This area is adjacent to many new and important developments, including the \$9 million Canal Walk project, and the recently opened Massachusetts Green High Performance Computing Center.

Project goals include:

- Foster redevelopment and revitalization in downtown Holyoke.
- Lay groundwork for efforts to create a livable community with housing, civic spaces, open space, commercial services, and jobs within walking proximity.
- Connect Holyoke's new multi-modal Transportation Center on Maple Street with passenger rail services.
- Infuse private investment along the corridor between the Transportation Center and Depot Square.





Chicopee Connecticut Riverwalk



The Connecticut Riverwalk project in Chicopee will complete plans to add a 3-mile link to a regional riverfront bike and pedestrian path along the Connecticut Riverfront. This link will help to complete the planned 20-mile Connecticut Riverwalk through five communities. To date, 5.4 miles of the Riverwalk in Springfield and Agawam have already been constructed.

The Riverwalk will provide opportunities for residents to get healthy exercise, including biking, walking, and roller blading. It will also create new commuting opportunities and help promote more shopping without a car. In addition, it will allow residents of Chicopee to enjoy a beautiful section of the Connecticut River which is currently inaccessible. The Riverwalk will include a paved biking path and an unpaved walking path, all to be located on city-owned flood control land.

Project goals include:

- Provide residents with alternative transportation options.
- Provide new recreation and exercise opportunities to urban residents, particularly in under-served low-income riverfront neighborhoods.
- Reduce auto traffic and emissions with an attractive alternative to car travel.
- Stimulate riverfront revitalization by attracting restaurants, shops, housing and recreational enterprises.
- Serve as the foundation for a Connecticut River greenbelt that links new riverfront parks, recreational facilities and natural areas.

Springfield Court Square



The Court Square Center project will provide engineering and architectural plans for the renovation and substantial rehabilitation of the roughly 120,000 square foot historic Court Square building as a mixed-use center. The Court Square project in Springfield, MA is a rare opportunity to have a significant and lasting impact on Court Square, one of the most historic and significant civic spaces in Western Massachusetts. The impact of the successful redevelopment of Court Square will be felt throughout downtown Springfield and the region, and will set the stage for further redevelopment of historic buildings and new construction.

The Springfield Redevelopment Authority currently owns the project property and is working with city development partners National Development Council on finalizing a project program. The property has been vacant for 20 years and is on Springfield's main green in the heart of downtown. It is just blocks from Springfield Union Station and is in the Court Square District, which is listed on the National Register of Historic Places.

This redevelopment will achieve the following goals:

- Restore and preserve historic and significant buildings in Springfield's urban center.
- Create mixed-use, office, educational, and residential on upper stories and active ground floor commercial use units.
- Enhance pedestrian and transportation connections in downtown.
- Incorporate energy efficiency and sustainability in downtown redevelopment, including, renewable energy, rooftop gardens/outdoor spaces, and district heating and cooling systems where feasible.
- Create a development with new opportunities to walk or cycle to work, school, and intercity rail and bus services.



Linking Transit Investment and Neighborhood Revitalization in Enfield, CT



Thompsonville, a low to middle income neighborhood in Enfield, will be home to a new multi-modal transportation center that will link bus service to the region's new commuter rail service. Enfield's goal is to enhance Thompsonville as a place where people can live, work and play, and to promote individual and community mobility without dependence on the automobile. Under this grant, Enfield took part in three activities that illustrate how integrated planning can spur redevelopment and enhance the livability of an existing neighborhood without displacing current residents. The completed projects are:

- A Transit-Oriented Development (TOD) market analysis entitled *Making It Happen: Opportunities and Strategies for Transit-Oriented Development in the Knowledge Corridor*. This study is described in detail on page 45.
- An *Enfield Transit Study*, to determine how to better link existing residents, many of whom are lower income and transit-dependent, to area jobs and the new commuter rail line. Feasibility analysis and service planning was conducted for a new circulator bus route to serve this neighborhood, and utilizing recommendations of this study, the new Magic Carpet bus service was launched in January, 2013. In less than a year of operation, the service has logged over 10,000 riders.
- A *Thompsonville Zoning Study*, which developed a neighborhood vision and recommendations for zoning regulation changes, which will allow for mixed-use, mixed-income, compact development that includes affordable, workforce housing. Staff are working with the Enfield Planning and Zoning Commission to implement these regulations.

Downtown North/Downtown West, A Plan for the City of Hartford, CT



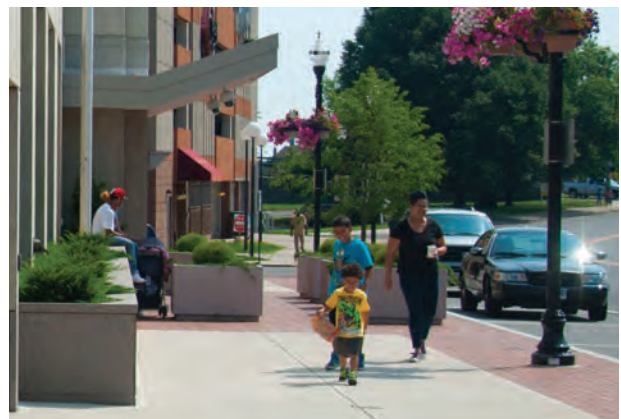
This plan creates a framework based on implementable projects, and builds a vision for long-term development of the Downtown North/Downtown West (DN/DW) area. The vision of the plan is to harness the full potential of Downtown North and Downtown West by creating a seamless environment. Redevelopment of the DN/DW area will improve linkages between downtown Hartford, the North Hartford neighborhoods, and the Union Station transit hub, and will lead to the development of this district as a vibrant mixed-use community, exemplifying the rich natural and cultural heritage of the City. The plan includes an existing conditions analysis, an analysis of housing and retail markets to inform development potential for the area, an urban design framework, recommendations for implementation including final designs and development scenarios, and design guidelines and zoning.

Creating a Walkable New Britain, CT

Under this project, the City of New Britain developed guidance documents for streetscape improvements in the downtown area. The project's goal was to improve the quality of life downtown by helping to preserve the historic character of New Britain's downtown, improving signage to areas of interest, beautifying streets and crosswalks, and enhancing and complementing other downtown development efforts including revitalizing significant older buildings, updating public utilities, providing adequate parking, and ensuring public safety. This project is part of an overall Downtown Development Plan which will support investment and job growth in the downtown area to create a mixed-use urban environment. In addition, the implementation of the initial projects will significantly enhance and support the pedestrian link between downtown and a new CTfastrak station. The project has provided:

- A comprehensive and illustrated *Complete Streets Master Plan for Downtown New Britain*;
- Design standards for streetscape and pedestrian improvements; and
- Detailed design documents including engineering specifications and design details to guide the construction and implementation of the initial downtown streetscape/pedestrian improvements.

Already, these work products are guiding over \$20 million in complete streets investment in the downtown area.





Capacity-Building Projects

Transit-Oriented Development Market Analysis

CRCOG and PVPC, on behalf of the Sustainable Knowledge Corridor Consortium, completed in September 2013 a major study on economic opportunities likely to be spurred by the over \$1.5 billion in bus rapid transit and rail investments underway in the Knowledge Corridor. The report entitled, *Making It Happen: Opportunities and Strategies for Transit-Oriented Development in the Knowledge Corridor*, was prepared by the consulting firms of Jonathan Rose Companies and the Center for Transit-Oriented Development.

The six key findings of the report are:

- Demographics are promising for transit-oriented development in the corridor.
- Corridor-centered growth is needed.
- Transit-oriented development supportive businesses and industries are growing.
- Transit-oriented development needs more than transit. Transit alone does not make a market for new development.
- Realizing the potential for transit-oriented development in the region will require proactive efforts.
- Active leadership is crucial for success.

The report also found that the market potential for TOD varies depending on the role of the station area within the corridors and the greater region. It analyzes 18 station areas along the CTfastrak, New Haven-Hartford-Springfield Rail and Vermonter rail lines, laying out a range of opportunities for new development, and strategies to help make that development happen. New development in these areas will help build system ridership, and make the new bus rapid transit and rail services more successful.

Transit Enhancement Studies

In addition to the TOD Market Analysis, the HUD Sustainable Communities Grant funded three **Transit Enhancement Bus Studies**. The combined projects seek to build on past efforts to strengthen the region's public transportation services along the Knowledge Corridor. All were guided by local advisory committees, and incorporated public engagement as a part of the planning process. The projects were:

- **Enfield Transit Study.** This project examined the demand for transit in Enfield, CT and developed different models for how transit service could best be provided efficiently and effectively. It built on the town's previous Thompsonville Transit Center Feasibility Study. The final product was a proposed service plan, which was implemented through Enfield's new Magic Carpet circulator bus that began operating in January of 2013.
- **Manchester Transit Study.** This study, which was also built on past work, examined the opportunities to improve the transit service in the Town of Manchester, CT given other new and planned transit services in the area. Within this objective, the study specifically considered the feasibility of restructuring the Manchester transit routes, potentially including a transit hub in the vicinity of The Shoppes at Buckland Hills.
- **Windsor TMA Study.** The purpose of the Windsor, CT Transportation Management Association (TMA) study was to assess the feasibility of creating a TMA within the Windsor Corporate Area, particularly along Day Hill/Griffin Road and International Drive, to improve transit service to the corporate office area, including links to the Windsor commuter rail station and new express bus routes to Windsor.

Sustainable Land Use Regulations Project



The Sustainable Knowledge Corridor Region will have a better chance of growing sustainably into the future if the proper land use regulations are in place. To this end, the Sustainable Land Use Regulations project produced an assessment of local land use regulations in the Connecticut Capitol Region and created ten model regulations on topics relating to Energy Efficiency and Alternative Energy, Local Food Systems and Food Security, Compact Mixed-Use Development, Transit-Oriented Development and Affordable Housing.

The model regulations are accompanied by a set of visualizations created to illustrate the look of the built environment once the regulations have been implemented. The specific model regulations include: Solar, Geothermal and Small Wind Energy, Solar Access Protection, Energy-Efficient Lighting, Green Roofs, Community Gardens, Accessory Dwelling Units, Live-Work Units, Inclusionary Affordable Housing, Infill Development and Off-Street Parking, and Mixed-Use Transit-Oriented Development Districts.





TRACKING OUR PROGRESS

Three organizations will take the lead in monitoring progress on implementing the *One Region, One Future* strategies: the Capitol Region Council of Governments, the Pioneer Valley Planning Commission, and the New England's Knowledge Corridor Partnership Steering Committee (formerly the Hartford Springfield Economic Partnership). These organizations have made a commitment to evaluate progress annually starting in 2015, and to convene the Sustainable Knowledge Corridor Consortium partners at least twice a year to share accomplishments and discuss next steps to move priority strategies forward. In addition, individual Consortium partners are part of numerous existing partnerships, which are working on specific strategies and projects that are helping to implement this plan. The Consortium partners will continue working to move these strategies and projects forward in the coming years.

Effective action requires an understanding of our progress. What is working? What is not? One of the ways that progress will be measured is maintenance of the “How are We Doing” dashboard on the Sustainable Knowledge Corridor website. The Sustainable Knowledge Corridor has established a series of measurements to track general progress and evaluate success. These measures will help us refine our actions as we go forward. The sustainability indicators below are used to track how well the Knowledge Corridor Region is doing in achieving sustainability goals established through the HUD Sustainable Communities Initiative. Addressing sustainability through the lens of economic, environmental, and social goals, these indicators provide a snapshot of the success of the Knowledge Corridor from the broad regional level down to a town by town analysis. The indicators associated with each goal can be accessed in greater depth on our website under “How are We Doing.” Indicators will be fully updated on an annual basis and smaller updates will be made as data becomes available.





Sustainability Indicators



Connected

- Average Commute Time
- Transit Riders
- Vehicle Miles Traveled Per Capita
- Miles of Bike/Pedestrian Infrastructure Existing
- Population Affected by Food Deserts

Vibrant

- Total Number of Jobs
- Total Number of Business Establishments
- Land Protected
- Brownfield Sites Cleaned for Redevelopment
- Unemployment Rate
- Poverty Rate
- Foreclosure Rate
- Housing Cost Burden
- Concentrations of Poverty & Minority Segregation
- Neighborhood Diversity

Competitive

- Median Age of the Workforce
- Total Private Sector Payroll
- Average Weekly Wage Earned by Workers
- Average Household Income
- Workforce Training Completed
- Workforce Training Resulting in Jobs
- Educational Attainment
- Third Grade Reading Proficiency
- Early Education Enrollment
- Labor Force Participation Rate

Green

- Environmentally Friendly Commuters
- Land Protected
- Land Consumption
- Combined Sewer Overflows on Rivers
- Recycling Rate
- Healthy Air Quality Days
- Carbon Dioxide Emissions



CONCLUSION AND CALL TO ACTION

Thank you for your interest in *One Region, One Future*. Please remember:

1. **People Made This Action Agenda.** The ideas on these pages came from people speaking their minds at public meetings, devoting energy to working together, and drawing on their experiences to solve problems. It's not a perfect plan; there is no such thing. But we hope you will become excited and engaged about the actions in this plan that are meaningful to you, your community or organization—and pursue them.
2. **Share It!** This Action Agenda will succeed only if you talk about it with others: co-workers, neighbors, community groups, family. What information surprises you? What actions do you agree with? What should we do first? Above all—do not let this plan sit on a shelf!
3. **This Action Agenda is Strategic.** It focuses on the actions with the greatest potential benefits to our region—and how to make them happen in the next five to ten years. Because of this relatively short time frame with an action-oriented focus, *One Region, One Future* is different from other planning documents you may have seen. It's not a wish list. It's about *doing*.
4. **There is More Information if You Want It.** To keep this Action Agenda short and readable, we have condensed and summarized many other plans, which are listed starting on page 36 and in the Implementation Guide Appendix. More information is also available at www.SustainableKnowledgeCorridor.org.

Together—we can build a more connected, competitive, vibrant, and green Knowledge Corridor Region.





PHOTOGRAPHY CREDITS

Many thanks to the photographers who beautifully captured the diverse people and places of the Sustainable Knowledge Corridor! Photography credits are listed by page.

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Front cover (middle and bottom), vi (women at farmer's market, Springfield train and skyline), 2, 3, 6 (top left), 7 (left), 9, 13 (top, middle left), 14, 18, 23, 30, 32 (right), 35 (top, lower right), 38, 40 (lower left), 41, 42, 47 (right), 48, 49, 50 (top, lower right), 51 (left), back cover (middle)

CTTransit

13 (lower left), 15

Capitol Region Council of Governments

44

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vi (graduates)

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46

The Republican

10

Riverfront Recapture

iv, v (left), vi (road racers), 4, 5, 6 (bottom), 7 (right), 21 (top right), 33, 36, 37, back cover (bottom)

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v (right), vi (nature photographer, local farm) 12, 16, 28, 47 (left), 50 (lower left), 51 (right)

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6 (top right), 21 (lower left)

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From Grey to Green: Sustainable Practices for Redeveloping a Vacant Shopping Center. A project of the US Environmental Protection Agency, City of Manchester, CT, and Capitol Region Council of Governments, January 2010, p. 15

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Our Next Future: An Action Plan for Building a Smart, Sustainable and Resilient Pioneer Valley. Pioneer Valley Planning Commission, January 2014, pg. 28

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Our Next Future: An Action Plan for Building a Smart, Sustainable and Resilient Pioneer Valley. Pioneer Valley Planning Commission, January 2014, pg. 97



IMPLEMENTATION GUIDE **APPENDIX**

IMPLEMENTATION ACTION MATRIX

Notes:

- Short-Term=1-2 years; Medium-Term=3-5 years; Long-Term=6 or more years. Most actions are noted as Short to Long-Term, as work is already underway now, with accomplishment requiring ongoing effort over the Long-Term. Scheduling of interim steps will evolve as progress is made.
- Priority actions are noted in bold type; supportive actions that are also important to achieving plan goals are listed in plain type.



Actions for a Connected Knowledge Corridor

Key Issues: It's hard to live without a car in the Knowledge Corridor. Choices about where to buy or rent a home, and how to get around, can be limited. In some areas, buses and trains don't run often enough—or at all. But new investments in public transportation are now offering a chance to create vibrant Transit-Oriented Development (TOD) neighborhoods near rail and transit stations where many people say they want to live.

#	Time Frame (short, medium, long-term)	Action	Lead	Supporting Partners
1-A	Short to Long-Term	Improve Rail Connections. Establish a bi-state funding strategy to complete the New England Passenger Rail Vision. Short-term, this includes the New Haven-Hartford-Springfield (NHHS) Rail Project and Vermonter rail projects, which are now underway. Longer term, establish hourly rail service between New Haven, Hartford, Springfield and Boston. This will complement service to and from New York currently being developed, and will complete the linkage between the Knowledge Corridor and the financial and business centers in New York City and Boston, and Montreal to the north.	State DOTs, MPOs	Transit agencies, station facility owners, business organizations, chief elected officials, public works departments
1-A-1	Short to Long-Term	Complete or update transit and rail infrastructure for the region, including PVTA bus storage and maintenance facility in Springfield to replace 100-year old outdated facility, and rail stations and platforms on NHHS line.	FTA, PVTA	MPO, State DOTs
1-B	Short to Long-Term	Create Integrated Bus Systems. Build on CTfastrak to better link people with business and education centers, providing residents with multiple options for intra-corridor travel. This includes creating better connections between rapid transit and local and express bus systems, complete streets build-out to support walking and biking, and establishment of a regional bike share network.	CTTransit, MPOs, municipalities, major businesses and business associations	NGOs



1-C	Short to Long-Term	<u>Adopt and Implement a Complete Streets Ethic.</u> Use transportation projects as an opportunity to improve bicycle and pedestrian access and safety, and bus operations, on a continual basis.	State DOTs, MPOs, municipalities	Public health departments
1-C-1	Short to Long-Term	Adopt and apply improved sustainability review criteria for federally-funded projects on the Transportation Improvement Plans (TIPs) of each region. This should include encouragement of a greener transportation system regionwide, including building complete and green streets, replacing culverts and stream crossing for improved fish and wildlife passage, and reducing stormwater discharges from the highway system.	MPOs, state DOTs	Joint transportation committees
1-C-2	Short to Long-Term	Incorporate equity in providing transportation services and access throughout the region, including broad-based public participation in transportation planning studies.	RPOs, transit authorities,	MPOs, joint transportation committees
1-C-3	Short to Long-Term	Complete and properly maintain the regional transportation network.	MPOs, state and federal agencies	Municipalities, joint transportation committees
1-D	Short to Long-Term	<u>Build a Linked Network of Bicycle and Pedestrian Routes and Amenities.</u> Create a linked network of off-road and on-road bicycle and pedestrian paths and amenities, allowing access to urban centers, employment, and other key destinations.	Municipalities RPOs, MPOs, DOTs	Businesses, anchor institutions
1-D-1	Short to Long-Term	Plan, develop and construct key cross-border links in the regional bicycle and pedestrian network.	Municipalities	NGOs, NPOs, CBOs
1-D-2	Short to Long-Term	Build a bi-state system of recreation resources, including greenways, trails, parks, paddler's trails, and biking routes, building on such bi-state resources as the New England National Scenic Trail and Connecticut River Paddler's Trail.	Municipalities, RPOs, National Park Service, state departments of conservation and recreation	NGOs, NPOs, CBOs
1-E	Short to Medium-Term	Assure access to high speed internet for all businesses, schools, residences and local governments throughout the region.	State agencies	RPOs, municipalities, communication companies
1-E-1	Short to Medium-Term	Support the Massachusetts Broadband Initiative and Connecticut Nutmeg Network Initiative to facilitate completion of proposed broadband development.	State agencies	RPOs, municipalities
1-E-2	Short to Medium-Term	Establish the Knowledge Corridor as an advanced technology hub. Leverage tech opportunities such as the Massachusetts Green High Performance Computing Center in Holyoke and the Springfield major fiber optic internet hub for eight states.	Business associations	States



Actions for a Competitive Knowledge Corridor

Key Issue: The Knowledge Corridor needs to strengthen its economy and workforce by addressing the main issues that are inhibiting business development and full employment.

#	Time Frame (short, medium, long-term)	Action	Lead	Supporting Partners
2-A	Short to Long-Term	<u>Match Talent Development to Jobs.</u> Implement a bi-state talent development/retention strategy that focuses on improving the workforce of today while educating, training and creating the workforce pipeline of tomorrow. This strategy should build off of existing efforts and partners should include: workforce development organizations; United Way organizations; primary and secondary schools; colleges and universities; municipal, state, and federal governments; and business and industry associations. The focus should be on break-through, game-changer strategies and new approaches. Two promising strategies worthy of consideration include: 1. Rapidly Increase Skilled Worker Replacement and Future Workforce. Create an integrated, large-scale middle skill high school and college program to replace retiring manufacturing workers and prepare a future workforce for high technology manufacturing. There are over 100,000 manufacturing employees in the Knowledge Corridor, the majority of whom are 45 years of age or older. 2. Increase Credential Attainment by Latino and African American Young Adults. This strategy strives to increase the percentage of the growing Latino resident population that earns post-secondary credentials by age 22 by pursuing a two-pronged educational approach. The <i>Knowledge Corridor Talent and Workforce Strategy</i>, prepared by the UMass Donahue Institute, June 2014, contains more information on these ideas and other strategies spanning early education to career and business support, which can help guide this effort.	Regional Workforce Employment Boards, United Way organizations	Schools, colleges and universities; government agencies; business associations; community based organizations



2-A-1	Short to Long-Term	Foster existing industry clusters with cross-regional growth strategies. Focus on leading clusters, including: Health Sciences and Services, Advanced Manufacturing (including Aerospace Engines), and Financial Services.	States, Business associations	
2-A-2	Short to Long-Term	Promote equity and fuller employment, by providing workforce training targeted to high-risk and lower-income populations, to prepare them from emerging regional employment opportunities.	Regional Workforce Employment Boards	Schools, colleges and universities; government agencies; business associations
2-B	Short to Long-Term	<u>Aggressively Expand Jobs and Housing Near Transit or at Rapid Transit and Rail Stations.</u> Encourage the states, major anchor institutions, and the private sector to invest in business and residential development in and near transit corridors. Complement this with infrastructure investments to create more walkable and bikeable communities which are linked by transit to regional facilities. This strategy will help attract and retain a younger population, and will be discussed further under the “Vibrant” part of the regional vision.	MPOs, states, municipalities, business associations, developers	Transit agencies
2-B-1	Short to Long-Term	Adopt TOD zoning near bus rapid transit and passenger rail stations that creates incentives for mixed-use commercial development and multi-family housing, including attractive workforce housing in walkable neighborhoods to support job recruitment and growth.	Municipalities, planning and zoning boards	RPOs, transit agencies, developers
2-B-2	Short to Long-Term	Continue in-depth economic analysis of real estate market for TOD investments and benefits, to guide development and justify requests for future funding.	RPOs, states	Research institutions, anchor institutions
2-B-3	Short to Long-Term	Engage anchor institutions, major employers, and businesses with large numbers of commuters in development of TOD-supportive activities such as development of bikeshare programs, relocating to TOD locations, and contribution to TOD investment funds.	States, MPOs, business associations, municipalities	
2-B-4	Short to Long-Term	Create regional TOD investment fund(s)/program(s) to help leverage public resources from CT and MA to catalyze mixed-use and housing development in TOD target areas. Eligible activities could include planning, site acquisition and clearance, and project development costs.	States, LISC, RPOs	Private investors, public/private partnerships
2-C	Short to Long-Term	<u>Ramp-Up Bradley International Airport (BDL) as Western New England’s Airport of Choice.</u> Support interstate efforts to expand BDL’s array of services to include more non-stop flights to the western United States and Canada, regular scheduled transatlantic service, and concierge-level on-ground services in order to create a viable alternative to Boston and New York airports. Assure effective rail and transit links to Bradley.	States of CT and MA, Bradley Airport Authority	RPOs, municipalities, business organizations



Actions for a Vibrant Knowledge Corridor

Key Issues: The types of homes and neighborhoods in the region do not match the needs or demand of people in the housing market. Land is not being used efficiently or equitably in the Knowledge Corridor. For at least 20 years, the region has experienced suburban sprawl without significant population growth. Revitalizing cities and their neighborhoods to create more attractive urban living options will allow land in the region to be used to “grow smarter,” by developing where infrastructure already exists, and protecting undeveloped land with high farming and environmental values. A vibrant region will also include improved access for all to parks, recreation and open space, fair housing opportunities for all, and the protection of the historic and scenic character of our communities.

#	Time Frame (short, medium, long-term)	Action	Lead	Supporting Partners
3-A	Short to Medium-Term	<u>Adopt Zoning Incentives to Promote Compact, Mixed-Use/Mixed Income Village Centers and Downtowns, and Zoning Disincentives to Develop Outlying Areas.</u> Focusing growth in existing centers diminishes pressure to develop rural lands. Municipal and zoning strategies to control sprawl include cluster zoning, transfer of development rights, commercial development standards and limits on infrastructure expansion in outlying areas.	Municipalities, planning and zoning boards	RPOs, NGOs, NPOs
3-A-1	Short to Medium-Term	Develop a cross-border strategy for preserving large contiguous blocks of farmland in the bi-state Connecticut River Valley region with farmland zoning districts.	RPOs, municipalities, state departments of food and agriculture	Land trusts, CRWC and other NGOs
3-A-2	Short to Medium-Term	Create zoning and other incentives to promote smarter growth, such as zoning for mixed-use infill development in municipal centers, and cluster development in suburban and rural areas.	Municipalities, planning and zoning boards, town/city planners	RPOs, NGOs
3-B	Short to Long-Term	<u>Encourage Placemaking and the Programming of Public Spaces to Support Neighborhood Vitality.</u> Desirable neighborhoods that offer a good quality of life and maintain lasting value for residents include well-designed buildings, public spaces, streets, and infrastructure. The goal of placemaking is not just to create pretty places, but rather to create walkable neighborhoods, pedestrian-friendly streets, and thriving, diverse, healthy communities. Placemaking can be accomplished through a variety of entities, such as municipal governments, private developers, business and arts organizations, local Main Street programs, and community groups. Programmed activities can be as varied as the communities’ imagination, and can include events such as farmers’ markets, concerts, street fairs, ethnic festivals, and holiday celebrations.	Municipal governments, private developers	Business and arts organizations, local and state Main Street programs, NGOs, NPOs, and community groups

3-C	Short-Term	<u>Adopt TOD Zoning Districts Around Commuter Rail and Transit Stations or Stops.</u> TOD Districts should provide incentives for compact, mixed-use, walkable development in transit station or stop areas. See 2-B for actions supportive of TOD.	Municipalities, planning and zoning boards	RPOs, NGOs CTDOT, MassDOT, anchor institutions, business associations
3-D	Short to Medium-Term	<u>Encourage Municipalities to Change Zoning to Expand Housing Choice and Support Economic Growth.</u> Housing diversity expands choice for young people looking for a place to rent as they transition from school to work, working people looking for a home near their job, first-time home buyers just entering the market, and aging baby boomers looking to downsize from their large-lot single family homes. Furthermore, the region's sustained economic growth is tied to having a diverse housing stock available to meet the needs of current and future workers. This strategy can be accomplished through zoning for mixed-use neighborhoods, inclusionary zoning, small-lot/cluster single-family zoning, multifamily zoning, and policies that are supportive of special needs housing.	Municipalities, RPOs, states, NGOs, NPOs, planning and zoning boards, town/city planners	
3-D-1	Short to Medium-Term	Promote fair housing practices, including advocacy, monitoring, reporting and enforcement of fair housing laws. Enhance education of tenants, landlords and financial institutions on fair housing laws.	Non-profit housing groups, state and federal agencies	Municipalities, RPOs
3-E	Short to Long-Term	<u>Support Strategic Collaborative Investments (public, private and non-profit) to Strengthen Neighborhoods.</u> Such investments can include housing rehabilitation, community economic development projects, public safety initiatives, community facilities, programs and services, initiatives that improve access to healthy foods, and improvements to public spaces such as parks and sidewalks.	Municipalities, states, federal agencies	Public, private and non-profit agencies
3-E-1	Short to Long-Term	Modify criteria for review of Small Cities CDBG grant applications to add sustainability criteria and give greater weight to applications from multiple municipalities or regions.	State and federal agencies	
3-E-2	Short to Long-Term	Work to end homelessness by investing in homelessness programming, including prevention, rapid re-housing, supportive and very-low income housing, supportive employment, and improving access to income support benefits.	Non-profit housing groups, state and federal agencies	Municipalities, MPOs, NGOs
3-F	Short to Long-Term	<u>Revitalize Urban Centers by Attracting Jobs, Market Rate Housing, and Mixed-Use Development.</u> This includes funding for livability programs that support pedestrian, streetscape, mixed-use infill, transit-oriented development and transit improvement projects. Many regions have combined federal transportation funding with money from other public and/or private sources to achieve these objectives.	Municipalities, states, federal agencies, developers	RPOs, transit agencies

3-F-1	Short to Long-Term	Attract market rate housing to our core cities, by creating zoning and tax incentives to attract a more diverse population, increase home ownership, and stimulate investment.	Municipalities, legislators	RPOs, NPOs, CBOs
3-F-2	Short to Long-Term	Improve access to parks and recreation opportunities in Environmental Justice areas, by seeking grants for restoring and upgrading neglected parks and creating new parks in urban or restored Brownfields locations.	Municipalities, NPOs, CBOs	States, RPOs
3-G	Short to Long-Term	<u>Develop, Adopt and Implement Complete Streets Plans and Policies that create walkable/bikeable neighborhoods in existing and new developments.</u> See 1-C and 1-D for actions supportive of complete streets.	Municipalities	RPOs, NPOs, developers
3-H	Short to Long-Term	<u>Improve Access to Resources That Will Improve the Health of the Region's Residents.</u> This includes promoting food security for all residents and reducing hunger, addressing access to health care and health disparities among minority and low-income populations, and fostering healthy behaviors. Promoting food security and reducing hunger will require a comprehensive and integrated approach at protecting farmland and assisting local farmers to assure a healthy agricultural economy while also assuring access to and use of supplemental nutrition assistance program funds and assisting hunger relief agencies.	Federal agencies, states, municipalities, NGOs, NPOs, CBOs,	RPOs
3-H-1	Short to Long-Term	Seek to reduce hunger by expanding emergency food programs, providing consumer information healthy food, promoting collaboration of hunger relief organizations, and developing community gardens, farmers markets and new healthy food outlets in our cities.	Hunger relief organizations, NPOs, CBOs, municipalities, states	RPOs
3-H-2	Short to Long-Term	Promote regional food security by seeking to locally produce 50% of the food consumed in the region. Collaborate with and connect local farmers, distributors, retailers, and large institutions to create a linked food network, and work to expand year-round food production facilities.	Food producers and distributors, non-profits, food policy councils	State agencies, RPOs
3-H-3	Medium to Long-Term	Improve access to healthy food options by facilitating development of additional food hubs as necessary.	Farmers, existing food distributors, RPOs, state department of food and agriculture, CISA	Food Banks
3-H-4	Short to Long-Term	Educate tenants and low-income homeowners on potential hazards, tenants' rights, and programs available to assist with addressing lead paint, radon, asbestos, pesticides, mold, other indoor air contaminants or physical hazards that may be present in the home and indoor environments.	Federal, state, and municipal housing agencies	State and local boards of health



Actions for a Green Knowledge Corridor

Key Issues: Our region is making progress on cleaning up our water and air, but several key environmental issues demand attention to make our region greener:

- Both the Hartford and Springfield metro areas are conducting programs to address federal mandates for cleaning up combined sewer overflows (CSOs) and stormwater pollution to the Connecticut River watershed, and reducing nitrogen pollution to the Long Island Sound.
- Climate change is already affecting our region. Connecticut and Massachusetts laws require an 80% reduction in greenhouse gas (GHG) emissions by 2050. Achieving our regional share of these GHG reductions demands a dramatic transformation in the ways we use and produce energy for our buildings, transportation system and industries. At the same time, retrofits and adaptation of our infrastructure is essential to minimize the damage and costs already occurring from heavy storms, increased rainfall and extreme weather.
- Urban sprawl continues to consume farmland, open space and contribute to the loss of wildlife habitat.

#	Time Frame (short, medium, long-term)	Action	Lead	Supporting Partners
4-A	Short to Medium-Term	<u>Institutionalize the Application of Green Infrastructure and Sustainable Design and Development Techniques in Transportation Projects and Development Throughout the Knowledge Corridor.</u> Adopt policies and standards to help state and federal agencies, municipalities, and private and non-profit developers make these practices standard operating procedures in controlling or carrying out development. Action steps may include working with key partners on policy change, sharing of best practices, and working with municipal land use commissions to adopt regulatory changes. Green streets capture and infiltrate stormwater runoff on-site through use of vegetated facilities, such as landscaped streetside planters and swales. Green infrastructure elements—which include green roofs, rain gardens, parks and plazas—handle rainfall from impervious areas and alleviate flooding and the negative impacts to watershed health. Green infrastructure can be employed to reduce peak flows and runoff volume, and improve water quality and aesthetics while reducing the need for costly and single-purpose “grey” infrastructure. Strategies include: adopting municipal green streets and green infrastructure policies; creating zoning incentives for green infrastructure in private development; advancing state green infrastructure funding programs; funding green streets pilot projects; rewriting State highway and drainage manuals to incorporate green infrastructure techniques; and including green infrastructure in highway and road projects.	State DOTs, USDOT, EPA, municipalities	MPOs, RPOs

4-A-1	Short to Medium-Term	Promote and support modes of transportation and transportation policies that reduce greenhouse gas emissions and/or which are fueled by renewable sources of energy. This would include electric trains, CNG-powered buses, electric vehicle charging stations, HOV commuter lanes, carpools/vanpools, and purchase of greener municipal on-road and off-road vehicles.	State DOTs, municipalities	MPOs, RPOs
4-B	Short to Long-Term	<u>Clean Up the Connecticut River and Its Tributaries through Cutting Pollution from CSOs and Stormwater, and Promoting Green Streets and Developments.</u> This includes addressing the water quality problems of combined sewer overflows, nitrogen loading to Long Island Sound, urban stormwater runoff, streambank erosion, and non-point source pollution in a cooperative and coordinated manner. Develop a new bi-state Connecticut River strategy and coalition to seek additional federal and state funding for these purposes. Assist municipalities to adopt Stormwater Utilities and stormwater regulations.	EPA, state DEPs	RPOs, municipal DPWs, CRWC and other NGOs
4-B-1	Short to Long-Term	Establish stormwater utilities to accept and disperse funds for needed stormwater and CSO infrastructure improvements.	Municipalities	RPOs, EPA, state DEPs
4-B-2	Short to Long-Term	Control stormwater by reducing impervious surfaces, adopting stormwater and erosion control regulations, and low impact development regulations.	Municipalities	RPOs, EPA, state DEPs
4-C	Short to Long-Term	<u>Revitalize Urban Areas through Remediating and Reusing Brownfields, Maximizing Access to Parks and Recreational Areas, and Maximizing Access to Local Food Sources.</u> Provide regional coordination and grant programs for Brownfields site assessments, clean-up efforts, and on-going site monitoring.	Municipalities, developers, NPOs, CBOs	RPOs, EPA, state agencies
4-D	Short to Long-Term	<u>Adopt Municipal Zoning Strategies and Other Policies That Will Reduce Our Impact on the Environment and Help Reduce Greenhouse Gases.</u> Strategies include promoting more compact development, requiring more energy efficient buildings and development, reducing auto trips, promoting recycling and encouraging sustainable materials management, reducing landfill emissions and recovering methane, and planting and protecting trees.	Municipalities	RPOs, NGOs
4-D-1	Short to Long-Term	Assist municipalities in adopting their own climate action plans and tracking progress on greenhouse gas reduction.	States, RPOs, municipalities	NPOs



4-E	Short to Medium-Term	<u>Cooperate in Promoting Clean Energy Strategies to Reduce Greenhouse Gases</u> by promoting energy conservation and use of renewable energy alternatives, and to reduce auto emissions by reducing vehicle miles traveled. Strategies include adopting zoning to streamline permitting for solar and wind energy, creating municipal “solarize” programs to assist homeowners to purchase photovoltaic systems, clean energy financing districts, and municipal purchase of LED traffic lights and fuel efficient vehicles. Also, encourage homeowners, businesses, and municipalities to conduct energy audits, to meet their energy needs with renewable or cleaner energy sources, and to adopt energy conservation measures.	State energy agencies	RPOs, utilities
4-E-1	Short to Medium-Term	Incentivize production of clean or green power, including support for state/federal financing incentives and adopting zoning incentives for large-scale ground-mount solar photovoltaic facilities, small wind energy installations, ground-source heat pump geothermal, and district heating and cooling. Adopt zoning to promote solar orientation of new buildings.	States, federal agencies, municipalities	RPOs, NGOs
4-E-2	Short to Medium-Term	Rapidly expand use of solar power, including assisting municipalities and property owners with solar PV group purchase discount arrangements (ie. Connecticut Energy Efficiency Fund, Solarize Mass) and supporting legislation to establish PACE –Property Assessed Clean Energy—programs.	States, federal agencies	RPOs, NGOs
4-E-3	Short to Medium-Term	Promote greater energy efficiency by assisting municipalities and property owners in accessing funds or programs for energy audits and energy efficiency retrofits for homes, businesses and municipal buildings.	States, utilities	RPOs, NGOs
4-F	Short to Medium-Term	<u>Adopt Coordinated Climate Adaptation Strategies to Protect Critical Infrastructure, Promote Resilience to Climate Change and Extreme Weather Events, Prevent Flooding and Improve Emergency Preparedness.</u> Strategies include storm-proofing key wastewater, water and road infrastructure, upgrading flood mapping and zoning, pro-actively replacing under-sized culverts and stream crossings, and inspecting and removing unsafe dams.	RPOs, state DOTs, FEMA, state emergency management agencies	Emergency responders
4-F-1	Short to Medium-Term	Perform road/stream crossing assessments and upgrade under-sized culverts and bridge crossings to accommodate increased storm flows, reduce damage from wash-outs, and protect water quality.	State DOTs, MPOs, municipalities	RPOs, state DEPs
4-F-2	Short to Medium-Term	Prepare for severe storm events by working with FEMA to update flood maps. Adopt better flood protection zoning to prevent development in floodprone areas, and increase resilience of buildings. Flood-proof vulnerable utilities and infrastructure.	FEMA, state GIS and emergency management agencies	Municipalities, RPOs

4-F-3	Short to Medium-Term	Develop and/or update emergency action plans for high hazard dams, and identify funding for their repair or removal.	State DEPs	FEMA, state emergency management agencies
4-F-4	Short to Medium-Term	Protect vulnerable populations from severe weather events by providing extreme weather warnings and cooling shelters.	States, municipalities	
4-F-5	Short to Medium-Term	Prepare the region for addressing weather related emergencies by encouraging the development of Regional Emergency Preparedness Plans and facilitating mock emergency exercises that would involve key parties such as DOT, HUD, USACE, environmental agencies, local boards of health, utilities, fire and police.	Federal and state agencies, regional emergency preparedness organizations, RPOs	
4-G	Short to Long-Term	<u>Coordinate Regional Efforts for Land and Water Conservation, and Protection of Key Natural Resources.</u> Key actions include mapping priority greenways and agricultural lands, providing technical assistance and training to municipalities and land trusts, creative grantsmanship, adopting environmental protection zoning, aiding in developing trails and river access areas, managing conservation restrictions, improving access to parks and recreation in urban areas, and establishing local conservation funds and regional conservation compacts.	RPOs, land trusts, municipalities	State agencies
4-G-1	Short to Long-Term	Establish a cross-border collaboration to focus on zoning to protect regional public drinking water reservoirs in the Farmington and Westfield River basins, which serve the Hartford and Springfield metropolitan areas.	RPOs, state DEPs, municipalities	
4-G-2	Short to Long-Term	Prepare for droughts or water emergencies by assessing the ability of water supplies to meet future needs, addressing projected shortfalls, and creating intermunicipal or inter-state emergency water interconnection agreements.	Water utilities, municipalities, states	
4-G-3	Short to Long-Term	Protect key natural resource areas with zoning through techniques, such as River Protection Districts and Scenic Upland Districts.	Municipalities, states	

Acronym	Definition
CBO	Community-Based Organization
CISA	Community Involved in Sustaining Agriculture
CRWC	Connecticut River Watershed Council
CT	Connecticut
DEP	Department of Environmental Protection
DPW	Department of Public Works
DOT	Department of Transportation
EPA	US Environmental Protection Agency
FEMA	US Federal Emergency Management Agency
FTA	US Federal Transit Administration

Acronym	Definition
GIS	Geographic Information System
LISC	Local Initiatives Support Corporation
MA	Massachusetts
MPO	Metropolitan Planning Organization
NGO	Non-Governmental Organization
NPO	Non-Profit Organization
PVTA	Pioneer Valley Transit Authority
RPO	Regional Planning Organization
USACE	US Army Corps of Engineers
USDOT	US Department of Transportation

Plans, Strategies, and Projects That Support Implementation of One Region, One Future

Asterisk (*) indicates plans/projects funded in whole or in part by the HUD Sustainable Knowledge Corridor Regional Planning Grant.

Plan, Strategy or Project	Lead Partner(s)	Our Region, Our Future Goals Supported			
		Connected	Competitive	Vibrant	Green



COMPREHENSIVE PLANNING—MULTIPLE TOPICS

Capitol Region Plan of Conservation and Development (2014)*	Capitol Region Council of Governments				
Our Next Future: An Action Plan for Building a Smart, Sustainable and Resilient Pioneer Valley (2013)*. This is an Executive Summary of the detailed element plans listed individually in this matrix.	Pioneer Valley Planning Commission				
Our Next Future: Valley Vision Regional Land Use Plan (2013)*	Pioneer Valley Planning Commission				
Plan of Conservation and Development for the Central Connecticut Region, 2013-2023 (2013)*	Central Connecticut Regional Planning Commission				
Sustainable Land Use Regulations: Assessment of Local Land Use Regulations (2013) and Sustainable Land Use Regulation Visualizations (2013)*	Capitol Region Council of Governments and 12 partner municipalities				
Pioneer Valley Sustainability Toolkit (2014)*	Pioneer Valley Planning Commission				

ECONOMIC AND WORKFORCE DEVELOPMENT

Knowledge Corridor Talent and Workforce Strategy (2014)*	Pioneer Valley Planning Commission, UMass Donahue Institute for Economic and Public Policy Research				
Sustainable Knowledge Corridor Industry Research and Geographic Synergy Analysis (2013)*	Connecticut Economic Resource Center				

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Plan, Strategy or Project	Lead Partner(s)	Our Region, Our Future Goals Supported			
		Connected	Competitive	Vibrant	Green
The MetroHartford Region: Moving Forward, A Comprehensive Economic Development Strategy (2012)*	MetroHartford Alliance				
Pioneer Valley Comprehensive Economic Development Strategy	Pioneer Valley Planning Commission				
Plan for Progress (2004)	Pioneer Valley Planning Commission, Plan for Progress Coordinating Committee				
Central Connecticut Comprehensive Economic Development Strategy, A Plan for Sustainable Economic Development (2012)	Central Connecticut Regional Planning Agency				
Capital Workforce Partners, 2014-15 Strategic Business Plan and Priorities (2014)	Capital Workforce Partners				
North Central Connecticut—A New Generation of Opportunity, Addressing the Region's Demographic Workforce Trends (2013)	Capital Workforce Partners				
Regional Employment Board (REB) of Hampden County 2014-2016 Strategic Plan—Pathways to Prosperity	Regional Employment Board (REB) of Hampden County				
Workforce Solutions Collaborative of Metro Hartford Initiative	United Way of Central and Northeastern Connecticut				
ENERGY AND CLIMATE ACTION					
Our Next Future: Climate Action and Clean Energy Plan (2013)*	Pioneer Valley Planning Commission				
Model Bylaws for Large Ground-Mount Solar*	Pioneer Valley Planning Commission				
Model Sustainable Land Use Regulations—Energy Efficiency and Alternative Energy (2013).* Includes models for Alternative Energy, Green Roof Incentives, Outdoor Lighting, Solar Access Protection.	Capitol Region Council of Governments and 12 partner municipalities				

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Plan, Strategy or Project	Lead Partner(s)	Our Region, Our Future Goals Supported			
		Connected	Competitive	Vibrant	Green
ENVIRONMENT					
Our Next Future: Environment Plan (2013)*	Pioneer Valley Planning Commission				
Our Next Future: Brownfields Plan (2013)*	Pioneer Valley Planning Commission				
Our Next Future: Green Infrastructure Plan (2013)*	Pioneer Valley Planning Commission				
Pioneer Valley Compact for Conservation*	Pioneer Valley Planning Commission, Southampton, Winding River Land Trust				
FOOD SYSTEMS AND FOOD SECURITY					
Our Next Future: Food Security Plan (2013)*	Pioneer Valley Planning Commission				
Setting the Table, A Plan for Improving Access to Healthy Food in Central Connecticut (2014)*	Central Connecticut Regional Planning Agency				
Scaling Up Local Food: Investing in Farm and Food Systems Infrastructure in the Pioneer Valley	Community Involved in Sustaining Agriculture (CISA)				
Model Sustainable Land Use Regulations—Local Food Systems and Food Security (2013).* Includes model for Community Gardens.	Capitol Region Council of Governments and 12 partner municipalities				
Local Food, Local Jobs: Job Growth and Creation in the Pioneer Valley Food System (2013)	Massachusetts Workforce Alliance				

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Plan, Strategy or Project	Lead Partner(s)	Our Region, Our Future Goals Supported			
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HOUSING

Knowledge Corridor Fair Housing and Equity Assessment (2014)*	Capitol Region Council of Governments , Pioneer Valley Planning Commission, Connecticut Fair Housing Center, and SKC Consortium Partners				
Our Next Future: Housing Plan (2013)*	Pioneer Valley Planning Commission				
Model Inclusionary Zoning*	Pioneer Valley Planning Commission				
Housing Report, Central Connecticut Regional Planning Agency (2014)*	Central Connecticut Regional Planning Agency				
Opening Doors Greater Hartford: A Community Plan to End Homelessness (2012)	Journey Home, Inc.				
Housing Data Profiles for Central Connecticut Communities (2013)*	Partnership for Strong Communities				
How to Calculate Affordable Sales Prices and Rents—Fact Sheets for Central Connecticut Communities (2014)*	Connecticut Housing Coalition				
Model Sustainable Land Use Regulations—Housing Diversity and Affordability (2013).* Includes models for Accessory Dwelling Units, Live-Work Units, and Affordable Housing Inclusionary Requirements.	Capitol Region Council of Governments and 12 partner municipalities				

PUBLIC HEALTH

Live Well Springfield Recommendations (2009)	Partners for a Healthier Community				
Pioneer Valley Asthma Coalition Work Plan (2005)	Partners for a Healthier Community				

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Plan, Strategy or Project	Lead Partner(s)	Our Region, Our Future Goals Supported			
		Connected	Competitive	Vibrant	Green

Healthy Environment/Healthy Springfield EPA Care Grant Report (2013)	Partners for a Healthier Community				
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PUBLIC SAFETY AND NATURAL HAZARD MITIGATION

Capitol Region Emergency Planning Committee (CREPC) Regional Emergency Support Plan (2012)	Capitol Region Council of Governments				
Capitol Region Natural Hazard Mitigation Plan (2014)	Capitol Region Council of Governments				
Natural Hazard Mitigation Plan for the Central Connecticut Region (2011)	Central Connecticut Regional Planning Agency				
Pioneer Valley Regional Natural Hazard Mitigation Plan and Local Annex Plans (2008–2014)	Pioneer Valley Planning Commission				
City of Northampton Hazard Mitigation Plan and Resiliency Strategy	City of Northampton				
Emergency Water Supply Interconnection Agreements*	Pioneer Valley Planning Commission, Northampton, Hatfield, Southampton, Williamsburg, Easthampton				
Stormproof Wastewater Infrastructure Systems*	Pioneer Valley Planning Commission, Chicopee, South Hadley, Springfield				

TRANSIT-ORIENTED DEVELOPMENT

Making It Happen: Opportunities and Strategies for Transit-Oriented Development in the Knowledge Corridor (2013)*	Capitol Region Council of Governments, Pioneer Valley Planning Commission				
Transit-Oriented Development Best Practices Library (2013)*	Capitol Region Council of Governments, Pioneer Valley Planning Commission				

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Plan, Strategy or Project	Lead Partner(s)	Our Region, Our Future Goals Supported			
		Connected	Competitive	Vibrant	Green
Capturing the Value of Transit, Harnessing Connecticut's Future for Healthy Transit Neighborhoods (2013)*	Partnership for Strong Communities				
Model Sustainable Land Use Regulations— Mixed-Use Compact Development to Support TOD (2013)*. Includes models for Tailored Standards for Infill Development and Mixed-use Transit-Oriented Development Districts.	Capitol Region Council of Governments and 12 partner municipalities				
Holyoke TOD Zoning*	Holyoke, Pioneer Valley Planning Commission				
Depot Square Redevelopment and Revitalization Project, City of Holyoke*	City of Holyoke				
Windsor Locks: Once and Future, Transit-Oriented Development Study (2013)	Town of Windsor Locks				
Windsor Center Transit-Oriented Development Master Plan and Redevelopment Strategy (2014)	Town of Windsor				
Thompsonville Zoning Study (2013)*	Town of Enfield				

TRANSPORTATION—COMPREHENSIVE PLAN

Capitol Region Transportation Plan, A Guide for Transportation Investments Through 2040 (2011)	Capitol Region Council of Governments				
Our Next Future: Sustainable Transportation Plan (2013)*	Pioneer Valley Planning Commission				
Pioneer Valley Regional Transportation Plan (2012)	Pioneer Valley Planning Commission, Pioneer Valley Joint Transportation Committee				

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Plan, Strategy or Project	Lead Partner(s)	Our Region, Our Future Goals Supported			
		Connected	Competitive	Vibrant	Green

Long-Range Transportation Plan for Central Connecticut, 2011-2040 (2011)

Central Connecticut Regional Planning Agency



TRANSPORTATION—BICYCLE, PEDESTRIAN, AND COMPLETE STREETS

Regional Pedestrian and Bicycle Plan, The CRCOG Commitment to a Walkable Bikeable Region (2008)	Capitol Region Council of Governments				
Metro Hartford Region Bike Share Plan (2014)	Capitol Region Council of Governments, Greater Hartford Transit District				
Regional Bike Share Feasibility Study—Pioneer Valley (2014)	Pioneer Valley Planning Commission				
City of Springfield Complete Streets Master Plan	City of Springfield				
Complete Streets Master Plan for Downtown New Britain (2013)*	City of New Britain				
Connecticut Riverwalk and Bikeway Project, City of Chicopee*	City of Chicopee				

TRANSPORTATION—TRANSIT ENHANCEMENT

Enfield Transit Study (2012)*	Capitol Region Council of Governments, Town of Enfield				
Windsor Transportation Management Association(TMA) Study (2012)*	Capitol Region Council of Governments, Town of Windsor				

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Plan, Strategy or Project	Lead Partner(s)	Our Region, Our Future Goals Supported			
		Connected	Competitive	Vibrant	Green

Manchester Transit Study (2013)*	Capitol Region Council of Governments, Town of Manchester				
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URBAN RENEWAL AND REDEVELOPMENT

Downtown North/Downtown West, A Plan for the City of Hartford (2013)*	City of Hartford				
Court Square Project, City of Springfield*	City of Springfield				
City of Springfield Rebuild Springfield Post-Tornado Recovery Plan	City of Springfield				
City of Holyoke Urban Renewal Plan	City of Holyoke				

