

**MEMORANDUM OF AGREEMENT FOR THE
MASSACHUSETTS-CONNECTICUT
SUSTAINABLE KNOWLEDGE CORRIDOR CONSORTIUM**

This agreement is entered into by and between the following Knowledge Corridor Consortium Partners:

- **Regional Planning Organizations:** Capitol Region Council of Governments; Pioneer Valley Regional Planning Commission; and Central Connecticut Regional Planning Agency.
- **Municipalities:** City of Chicopee, MA; City of Hartford, CT; City of Holyoke, MA; City of New Britain, CT; City of Springfield, MA; Town of Enfield, CT; Town of Manchester, CT; and Town of Windsor, CT.
- **Educational Institutions:** Central Connecticut State University; Goodwin College; University of Connecticut Center for Land Use Education and Research; University of Hartford; and University of Massachusetts-Amherst
- **Other Community Partners:** Capital Workforce Partners; Community Involved in Sustaining Agriculture; Connecticut Economic Resource Center; Connecticut Fair Housing Center; Connecticut Housing Coalition; Greater Hartford Transit District; Journey Home; MetroHartford Alliance; Northeast Utilities/Hartford Springfield Economic Partnership (HSEP); Partnership for Strong Communities; Pioneer Valley Joint Transportation Committee; Pioneer Valley Metropolitan Planning Organization (MPO); Pioneer Valley Sustainability Network; Pioneer Valley Transit Authority; Plan for Progress Coordinating Council; Regional Employment Board of Hampden County; Franklin Hampshire Regional Employment Board; United Way of Central and Northeastern Connecticut; United Way, Hampshire County; United Way—Pioneer Valley; Valley Development Council; and 1000 Friends of Connecticut.

In addition, the following state agencies issued letters of support for this project, and will be invited to serve in an advisory capacity: the Connecticut Department of Economic and Community Development, the Connecticut Housing Finance Authority, the Connecticut Department of Transportation, the Connecticut Department of Environmental Protection, the Massachusetts Executive Office of Housing and Economic Development, the Massachusetts Department of Transportation, and the Massachusetts Executive Office of Energy and Environmental Affairs.

WITNESSETH:

This memorandum is agreed to by and among the municipalities and organizations listed above, and other municipalities or organizations which may approve this agreement for the purpose of working cooperatively to promote more sustainable communities in the Hartford-Springfield Knowledge Corridor of Connecticut and Massachusetts.

WHEREAS, the Hartford-Springfield Knowledge Corridor of Massachusetts and Connecticut includes three MPO planning regions: the Pioneer Valley Planning Commission (PVPC) of Springfield, MA; the Capitol Region Council of Governments (CRCOG) of Hartford, CT, and the Central Connecticut Regional Planning Agency (CCRPA) of Bristol, CT, and also includes the region's three central cities: Springfield, Hartford, and New Britain; and

WHEREAS, the region will be the beneficiary of over \$1.5 billion in new transit investment over the next 10 years related to the construction of the New Britain to Hartford Bus Rapid Transit System, and the Springfield, MA to New Haven, CT Commuter and High Speed Rail with service north to Vermont, and this investment will present opportunities to create more sustainable communities in the region; and

WHEREAS, the region's sustainability, quality of life and environment are threatened by a continued sprawling pattern of urban growth, inequitable location of affordable housing, high unemployment, areas of concentrated poverty, low educational attainment, a shortage of skilled workers, increasing numbers of home foreclosures, high energy costs, and areas of food insecurity; and

WHEREAS, an innovative, regional and intergovernmental approach to planning and creating more sustainable and livable communities in the Knowledge Corridor is desirable and will benefit communities and the region through enhanced economic development opportunities, smarter equitable growth and development patterns, a higher quality of life, more affordable housing, protection of environmental quality, more efficient and sustainable transportation infrastructure, revitalized urban centers, improved access to food, reduced energy consumption and greenhouse gas emissions; and

WHEREAS, the Capitol Region Council of Governments, on behalf of the Knowledge Corridor Consortium, applied for and received a grant of \$4.2 million under the U.S. Department of Housing and Urban Development's (HUD's) FY 2010 Sustainable Communities Regional Planning Grant Program to support such a planning effort; and

WHEREAS, the purpose of the HUD Sustainable Communities Regional Planning Grant Program is to support metropolitan and multi-jurisdictional planning efforts that integrate housing, land use, economic and work force development, transportation and infrastructure investments.

NOW, THEREFORE IT IS RESOLVED that the signatories of this agreement hereby agree to cooperate in developing regional goals, plans, strategies and implementation projects to promote the creation of more sustainable and livable communities in the Knowledge Corridor as follows:

Section 1. Creation of the Sustainable Knowledge Corridor Consortium

The participants shall form an organization to be known as the Sustainable Knowledge Corridor Consortium consisting of one representative from each member municipality and organization. A \$4.2 million HUD Sustainable Communities Regional Planning Grant has been awarded to the Capitol Region Council of Governments as lead applicant, on behalf of the Sustainable Knowledge Corridor Consortium, and the signatories of this agreement previously committed to drafting and executing this detailed consortium agreement, including member responsibilities and a timeline for carrying out these responsibilities, no later than 120 days after the grant start date.

The purpose of the Consortium shall be to develop and implement a *Detailed Execution Plan for a Sustainable Knowledge Corridor*, and carry out other activities included in the Sustainable Knowledge Corridor HUD-approved Work Plan.

Section 2. Goals for the Sustainable Knowledge Corridor Consortium

The goals for the Sustainable Knowledge Corridor Consortium are as follows:

1. To conduct planning and implementation activities at the regional, municipal, and neighborhood level in order to preserve, create and maintain a sustainable, equitable and economically competitive Knowledge Corridor Region.
2. To develop a collaborative bi-state vision and action plan for the Knowledge Corridor Region that promotes sustainable and equitable economic and workforce development, smart growth land use patterns, protection of environmental assets, reduced greenhouse gas emissions, improved affordable housing choices, enhanced green infrastructure, development of clean energy, expanded transportation choices and improved food security.

3. To achieve this bi-state vision through a combination of “planning, doing and measuring” to ensure that plans developed under this agreement are strategically implemented, and that the resulting actions are measured to ensure that bi-state goals are incrementally achieved over time.
4. To actively engage all partners in the Sustainable Knowledge Corridor Consortium in the planning and implementation of a vision for sustainable development in the region, including substantive input from populations too often left out of the planning process.

Section 3. Goals for the Detailed Execution Plan for a Sustainable Knowledge Corridor

It is the intention of the Sustainable Knowledge Corridor Consortium to utilize the *Detailed Execution Plan for a Sustainable Knowledge Corridor* as the driving planning document for the bi-state region going forward.

The initial goals for the *Detailed Execution Plan for a Sustainable Knowledge Corridor* are to develop a guide document through which a broad range of stakeholders commit to:

1. Better linking new and existing affordable housing to jobs, transportation systems and educational opportunities to reduce transportation costs to households, vehicle miles traveled, and air pollution, and to mitigate the long-term effects of climate change;
2. Reduce energy consumption and greenhouse gas emissions associated with transportation, the heating and cooling of existing residential-commercial-industrial uses, and the design of new and rehabilitated buildings;
3. Reclaim brownfield sites for new development;
4. Protect significant farmlands, wetlands and other key environmental resources from development;
5. Revitalize the region’s urban centers and other urbanized areas within the regions;
6. Achieve smart growth and more equitable forms of development, which include compact, mixed-use and mixed-income development located in and around existing city and town centers that will foster integration, while protecting open space;
7. Create walkable/bikeable communities where residents have true alternative choices to driving when carrying out their everyday activities;
8. Support the cultural, arts and recreational resources that add to our quality of life and the marketability of the region to new or expanded businesses, and the young workers that are needed to replace our aging workforce;
9. Reduce stormwater runoff and water pollution from developed areas, through the use of green infrastructure, including green roofs, permeable pavement, green streets, and low impact development practices;
10. Improve food security for residents; and
11. Enhancing the knowledge and skills of the Knowledge Corridor’s interstate workforce, and to connect and align workforce systems and resources to better serve the region’s employers, job seekers and workers.

Section 4. Milestones for the Sustainable Knowledge Corridor Planning Process

The following are important milestones in the planning process. Greater detail on these tasks, including work products/outcomes, is found in Appendix A.

Task I.A: Update and Integrate Existing Regional Plans for a More Sustainable Knowledge

Corridor Region. CRCOG, CCRPA and PVPC, in consultation with consortium partners, will update, integrate and supplement existing regional plans to support creation of a Sustainable Knowledge Corridor. Work will include review and analysis of existing plans and conducting additional analyses and studies to address gaps in and the integration of work already done by the three MPO regions. The goal of this task is to develop and reach consensus on clearly stated regional goals, policies, and strategies that will

enhance regional sustainability and equity, that are supported by a wide range of regional stakeholders and consortium partners, and that provide a framework for future coordinated planning and investment within and across the three planning regions that comprise the Massachusetts/Connecticut Knowledge Corridor.

Timeline: February 15, 2011 through November 31, 2012.

Task I.B: Prepare Knowledge Corridor Detailed Execution Plan for a Sustainable Region. Under this task, the Knowledge Corridor Consortium will develop and adopt a *Knowledge Corridor Detailed Execution Plan for a Sustainable Region*, which will provide a blueprint for future implementation actions and investment decisions within the Knowledge Corridor. As with Task I.A, the goal is to develop and reach consensus on clearly stated Knowledge Corridor goals, policies, and detailed execution strategies that will enhance regional sustainability and equity, that are supported by a wide range of regional stakeholders and consortium partners, and that provide a framework for future coordinated planning and investment within and across the three planning regions that comprise the Massachusetts/Connecticut Knowledge Corridor.

Timeline: November 1, 2012 through February 14, 2014

Task I.C: Civic Engagement. This task calls for implementation of an inclusive Civic Engagement Process, which ensures that all Knowledge Corridor Consortium partners and constituencies, and a broad range of stakeholders and citizens of the region—including low-income and minority individuals who may not normally participate in regional planning processes—are actively engaged in creating the updated sub-state regional plans and the *Detailed Execution Plan for a Sustainable Knowledge Corridor*.

Timeline: March 1, 2011 through February 14, 2014

Tasks II.A-II.F: Capacity Building and Special Planning Studies. These tasks will build capacity for ongoing planning and implementation activities in support of a more sustainable Knowledge Corridor through: leadership training; planning and market analysis to support transit oriented development; planning to enhance existing on-street transit systems to better link people to jobs, entertainment and natural resources, and the region's new rapid transit investments; development of municipal land use codes that incorporate sustainable design and development principles—so that these principles may be implemented on an ongoing basis; development of municipal land use codes that support the development of affordable housing and mixed use development to expand housing choice in the region; and development of an affordable housing regulation training program to educate municipal officials on how to expand affordable and equitable housing opportunities in the region.

Timeline: March 1, 2011 through February 14, 2014

Timeline for Individual Projects:

- A. Leadership Pioneer Valley (LPV)—March 1, 2011—June 30, 2011
- B. Market Analysis of Bus Rapid Transit and Rail Corridors for TOD: April 1, 2011—June 30, 2013.
- C. Transit Enhancement Bus Study: April 1, 2011—December 31, 2012
- D. Sustainable Land Use Code Development: April 1, 2011—September 30, 2012
- E. Affordable Housing Code Development: May 1, 2011—July 31, 2013
- F. Affordable Housing Training Module: May 1, 2011—June 30, 2012

Tasks III.A-F: Place Based Activities to Build a Sustainable Knowledge Corridor. Six municipalities—Springfield, Chicopee, Holyoke, Hartford, New Britain, and Enfield—will conduct

planning projects that provide models of how place based activities can work to enhance the livability of urban centers and villages.

Timeline: February 15, 2011 through December 31, 2013

Products and Timeline for Individual Projects:

- A. Court Square Project, Springfield, MA—April 1, 2011—March 31, 2013
- B. Connecticut Riverwalk and Bikeway Project, Chicopee, MA—April 1, 2011—November 31, 2013
- C. Depot Square Redevelopment and Revitalization Project, Holyoke, MA—April 1, 2011—December 31, 2013
- D. Hartford North Park Design District, Hartford, CT—July 1, 2011—April 30, 2012
- E. Creating a Walkable New Britain—February 15, 2011—June 30, 2013
- F. Linking Transit Investment and Neighborhood Revitalization in Enfield, CT—April 1, 2011—July 31, 2013

Task IV.A: Development of Metrics. This task will establish metrics that can be used to measure the success of efforts to build a more livable, sustainable, and equitable Knowledge Corridor. The work will expand upon current data capabilities by developing an expanded database that will house sustainability indicators for easy tracking and sharing of data. This database will house data for the entire Knowledge Corridor region, and will provide the back end of the Sustainability Dashboard website (described in Task IV.B below). The goal of this task is to provide an efficient and transparent way to track and share trends in sustainability data with the public, partner organizations, and other stakeholders.

Timeline: March 1, 2011 through February 14, 2014

Task IV.B: Knowledge Corridor Sustainability Dashboard. The Knowledge Corridor Sustainability Dashboard will be a website designed, created, and maintained to be the public face of the Consortium's sustainability work. It will be a face of outreach and civic engagement efforts such as Metroquest, a site of transparency to keep the public updated on the work that is being done and how progress measures against established benchmarks, and home to the Sustainability Indicators developed under Task IV.A above. The goal of this task is to provide a public, easily accessible online location for information about the Knowledge Corridor sustainability activities, data related to these activities, and data that can assist others in sustainable development work for the purposes of transparency and public engagement.

Timeline: March 1, 2011 through February 14, 2014

Task V.A: Consortium Governance and Management. This task will provide staff support and oversight to the work of the Knowledge Corridor Consortium. The Knowledge Corridor Consortium builds on the decade-old bi-state Hartford Springfield Economic Partnership (HSEP), to form an even broader based bi-state Consortium to carry out the grant activities. The Consortium includes three MPO's, municipal governments, housing and community development organizations, economic development interests, private industry, educational institutions, and smart growth and sustainable community advocates. This broad Consortium will work collaboratively to help build a more sustainable, economically competitive, and equitable Knowledge Corridor. The 37 original Consortium members were selected based on their expertise in the spectrum of issues related to regional sustainability, and their ability to bring other stakeholders to the table as the planning processes and projects proceed. The Work Plan Narrative, Summary and Appendix A of this Consortium Agreement details how various Consortium partners will be integrated into the work program.

Timeline: February 15, 2011 through February 14, 2014

Task V. B: HUD Assistance Agreement Oversight. This task will provide staff support to carry out the contractual obligations of HUD Assistance Agreement CTRIP007-10. Obligations will be fulfilled in a manner that meets the requirements of the HUD Assistance Agreement, fulfills project objectives, and delivers work products within the February 15, 2011 through February 14, 2014 contract period.

Timeline: February 15, 2011 through February 14, 2014.

Section 5. Role of the All Consortium Partners

The municipalities, agencies and organizations signatory to this agreement shall have the following responsibilities:

1. To designate a voting representative and alternate representative to participate in the Massachusetts-Connecticut Sustainable Knowledge Corridor Consortium.
2. To participate in meetings and deliberations of the Consortium to represent the interests of their constituencies.
3. To participate in and encourage broad public involvement in the development of updated sub-state regional plans, and the *Detailed Execution Plan for a Sustainable Knowledge Corridor*, including the involvement of traditionally under-represented populations.
4. To identify and work to implement projects and actions that will carry out the goals and recommendations of the *Detailed Execution Plan for a Sustainable Knowledge Corridor*.

The roles of all consortium partners are further defined below, and in Appendix B to this agreement.

Section 5.a. Role of Consortium Lead Partners

Section 5.a.1. Role of Capitol Region Council of Governments

In addition to the roles noted in Section 5 above, the Capitol Region Council of Governments shall have the following responsibilities:

1. To work with HUD staff to prepare and execute HUD Assistance Agreement CTRIP007-10 on behalf of the Knowledge Corridor Consortium.
2. To ensure that the contractual obligations of the HUD Assistance Agreement are fulfilled within the February 15, 2011 through February 14, 2014 contract period.
3. To coordinate the overall administration of the HUD Sustainable Communities Regional Planning grant, including oversight of sub-grantees and subcontractors, and financial management.
4. To coordinate planning, implementation and monitoring activities, and to ensure timely completion of high quality deliverable products for all tasks specified in the HUD Sustainable Communities Regional Planning grant, within the Connecticut portion of the bi-state Knowledge Corridor.
5. To coordinate, with PVPC, the meetings and work of the Massachusetts-Connecticut Sustainable Knowledge Corridor Consortium.
6. To provide leveraged funds and in-kind services as committed to in the HUD Sustainable Communities Regional Planning grant assistance agreement.

Section 5.a.2. Role of Pioneer Valley Planning Commission

In addition to the roles noted in Section 5 above, the Pioneer Valley Planning Commission shall have the following responsibilities:

1. To assist CROCG in the administration of the HUD Sustainable Communities Regional Planning grant, including oversight of sub-grantees and subcontractors in Massachusetts.
2. To coordinate planning, implementation and monitoring activities, and to ensure timely completion of high quality deliverable products for all tasks specified in the HUD Sustainable

- Communities Regional Planning grant, within the Massachusetts portion of the bi-state Knowledge Corridor.
3. To coordinate, with CRCOG, the meetings and work of the Massachusetts-Connecticut Sustainable Knowledge Corridor Consortium.
 4. To provide leveraged funds and in-kind services as committed to in the HUD Sustainable Communities Regional Planning grant assistance agreement.

Section 5b. Role of Consortium Contributing Partners

Consortium Contributing Organizations are those organizations that are receiving grant funds to carry out specific activities, and/or are have committed to contributing in-kind services, matching funds, or leveraged funds to assist in the HUD Sustainable Communities Regional Planning grant activities, and they include:

Massachusetts Contributing Partners

University of Massachusetts, United Way of Pioneer Valley, United Way of Hampshire County, Regional Employment Board of Hampden County, Franklin/Hampshire Regional Employment Board; City of Holyoke, City of Springfield, City of Chicopee; and Communities Involved in Sustaining Agriculture (CISA).

Connecticut Contributing Partners:

Central Connecticut Regional Planning Agency, Partnership for Strong Communities, Connecticut Housing Coalition, Connecticut Fair Housing Center, City of Hartford, City of New Britain, Town of Enfield, Town of Manchester, Town of Windsor, Connecticut Economic Resource Center, University of Connecticut Center for Land Use Education and Research (CLEAR), Goodwin College, and Greater Hartford Transit District.

In addition to the roles noted in Section 5 above, Consortium Contributing Partners shall have the following responsibilities:

1. To complete high quality deliverable products for all contracted elements of the HUD Sustainable Communities Regional Planning grant, and/or;
2. To provide matching or leveraged funds, or in-kind services, as committed to in the HUD Sustainable Communities Regional Planning grant assistance agreement.

Sub-grantee agreements will be executed for all Consortium Contributing Partners. For sub-grantees receiving HUD grant funds to conduct specific activities, these agreements will include scopes of work, budgets, timelines, deliverables, and leverage, match, and in-kind commitments. For partners not receiving HUD grant funds, the agreements will specify how the partner will assist in carrying out grant activities, and will include a description of leverage, match, and in-kind commitments.

These agreements are necessary to document partner contributions to the project, and to document match and leverage commitments required under the HUD assistance agreement.

Section 5c. Role of Consortium Cooperating Partners

Consortium Cooperating Organizations are those organizations that have made a commitment to actively participate in the planning process, but have not yet committed to provide matching or leveraged funds or maintain a record of in-kind contributions that can be recorded as match for this project. The Knowledge Corridor Cooperating Partner Organizations are as follows:

Massachusetts Cooperating Partners:

Pioneer Valley Joint Transportation Committee, Valley Development Council, Plan for Progress Coordinating Council, Pioneer Valley Sustainability Network, Valley Development Council, Pioneer Valley Transit Authority, and Pioneer Valley Metropolitan Planning Organization.

Connecticut Cooperating Partners:

MetroHartford Alliance, Journey Home, Central Connecticut State University, University of Hartford, Capital Workforce Partners, United Way of Central and Northeastern Connecticut, 1000 Friends of Connecticut, and HSEP/Northeast Utilities.

If these organizations commit to contributing match or leveraged funds to this project, or maintaining a record of in-kind contributions that can be recorded as match or leverage for this project, their status will be changed from “Cooperating Partners” to “Contributing Partners.”

Section 6. Engagement of Communities

Throughout the planning and implementation process, the Consortium will make every effort to engage communities. CRCOG, PVPC and CCRPC comprise elected and appointed representatives from each of their member communities, and will represent the interests of their member communities throughout the planning process, and will use their respective board meetings to inform and involve member communities. The key urban core cities of Springfield, Chicopee and Holyoke, MA, and Hartford and New Britain, CT are Consortium Partner communities, and will host catalytic projects to help implement the *Detailed Execution Plan for a Sustainable Knowledge Corridor*, and will thus be actively engaged in the project. All regional communities are invited to designate representatives to participate in advisory sub-committees formed to guide the creation of element plans and other grant deliverables.

Special efforts will be made to ensure that community voices and equity perspectives are represented in the planning process, including the work of advisory sub-committees. The following consortium partners will be asked to appoint or recommend representative(s) to serve on planning sub-committees, and to share opportunities for public involvement with their constituencies in order to help achieve this objective:

1. Municipal partners and neighborhood/community organizations within their municipalities;
2. The Connecticut Fair Housing Center;
3. The Connecticut Housing Coalition;
4. Journey Home;
5. United Way of Central and Northeastern Connecticut;
6. United Way, Hampshire County; and
7. United Way—Pioneer Valley.

Other consortium partners will also be encouraged to recommend individuals and agencies that should be included on advisory sub-committees, or contacted through the civic engagement process, to ensure that a broad range of perspectives are included in the planning activities.

There is a detailed Civic Engagement process included in the project intended to engage all members of the public, including community officials. This process will include public meetings, focus groups, and online surveys to inform and guide development of the *Detailed Execution Plan for a Sustainable Knowledge Corridor*. It will include use of the MetroQuest visioning tool to help communities rank their sustainability priorities, which are then graphically illustrated in maps showing impacts on regional growth and development. The process will also include public meetings, focus groups, and the use of social networking tools such as Facebook and Twitter to engage the public. Consortium partners will assist in encouraging their constituencies to participate in the civic engagement process.

Section 7. Accountability Mechanisms

The CRCOG and the PVPC will track performance of all work tasks on the project, including the work and matching commitments of subcontractors, Contributing and Cooperating Partners. CRCOG and PVPC will prepare detailed quarterly progress reports on work tasks and deliverables, financial reports, and match and leveraging reports. This information will be reported to HUD on a biannual basis. A standardized quarterly reporting format shall be developed and used for each of these reports. All subcontractors will be required to file quarterly reports in the required format, and their performance will be reviewed and monitored by CRCOG and PVPC.

If any Consortium sub-grantee fails to deliver on their commitments, they will be subject to the corrective action provisions included in the sub-grantee agreement. The final step in the corrective action provisions is termination of the agreement.

Section 8. Governance Structure and Public Involvement

At a minimum, the Consortium partners will meet **quarterly** to provide guidance on, and receive a formal status report on the progress of project activities. Other meetings may be convened as needed to carry out the objectives of the HUD Sustainable Communities Regional Planning Grant.

The Consortium will operate as follows:

1. The Executive Director of the Capitol Region Council of Governments and the Executive Director of the Pioneer Valley Planning Commission (lead partners) will convene and lead the meetings of the Sustainable Knowledge Corridor Consortium.
2. All Consortium partners will designate a representative and alternate to serve as their voice at the Consortium meetings.
3. Advisory sub-committees will be created by the Regional Planning Organizations to assist in the update of regional plans, development of the *Detailed Execution Plan for a Sustainable Knowledge Corridor*, and other specific purposes as needed. Consortium Partners will be invited to participate in these advisory sub-committees. In addition to Consortium Partners, advisory sub-committees will include members drawn from outside of the Consortium membership to represent specific topical or geographic areas or interested stakeholder groups. Special efforts will be made to ensure that community voices and equity perspectives are included in the work of advisory sub-committees. See Section 6 for the list of consortium partners that will assist in achieving this objective.
4. Consortium partners will also be directly involved in specific projects to be carried out under this grant, as specified in the grant work plan.
5. The Consortium will follow decision-making protocols outlined in Section 9 below.

It is a goal of the Consortium to ensure that all residents and stakeholders of the Sustainable Knowledge Corridor region are represented—through a broad cross-section of member organizations, and participation in civic engagement strategies—in all Consortium decision-making and work. This includes outreach to populations that are traditionally under-represented in regional planning processes. The Civic Engagement strategy is explained in Task I.C. of the project work plan.

Section 9. Decision Making Protocols

All actions taken and decisions made by the Consortium will be by consensus of a quorum of the partner representatives, present and participating in any meeting. Consensus decision making is a group decision making process that seeks not only the agreement of most participants but also the resolution or

mitigation of minority objections. Lead, Contributing and Cooperating Partners will have an equal voice in decision making.

1. A quorum will consist of a majority of the Consortium partners.
2. Consensus will be defined as unanimity of affected parties.
3. While most decisions will be made by consensus, it may be necessary to take a formal vote in some situations. Partners may send more than one representative to Consortium meetings, but only one representative may vote on behalf of a partner organization.
4. In cases where a consensus on a prospective policy, action or decision cannot be reached, the Consortium will appoint a subcommittee of three members to meet with the dissenting partners to work towards an agreement and achieve consensus.
5. If no consensus can be reached, the dissenting partner(s) will be offered the option of including a minority opinion in the record of Consortium action. This option will be offered in cases where a majority of Consortium partners favor a particular policy, action or decision.
6. Revisions to any provision or section of this Agreement, including changes to the membership of the Consortium either at the suggestion of Consortium partners or upon request from the prospective partners, will be made through the consensus decision of all of the Consortium partners.

Section 10. New Members

As the work proceeds, Consortium Partners will continue to consider which additional organizations should be invited to join the Consortium to forward the goal of preserving, creating and maintaining a sustainable, equitable, and economically competitive Knowledge Corridor Region. The Consortium may invite any other agency or organization to participate in the Consortium, and new members may be accepted into the Consortium by a majority vote of the Consortium at a Consortium meeting. Agencies or organizations may also petition to join the Sustainable Knowledge Corridor Consortium through a written request to the Executive Director of the Capitol Region Council of Governments or the Executive Director of the Pioneer Valley Planning Commission. Such new members may be accepted into the Consortium by a majority vote of the Consortium at a Consortium meeting.

New members will be integrated into the work of the Consortium and will be invited to participate in advisory sub-committees.

Section 11. Amendments

This Memorandum of Agreement may be amended at any time by a two-thirds affirmative vote of the Consortium membership, at a Consortium meeting.

Section 12. Effective Date/Authorization

This Memorandum will become effective for signatories when it is signed by two or more participating parties.

**Signatories to Sustainable Knowledge Corridor Consortium
Memorandum of Agreement**

Consortium Lead Partners:

Lyle D. Wray, Executive Director Capitol Region Council of Governments Signed June 6, 2011	Timothy W. Brennan, Executive Director Pioneer Valley Planning Commission Signed June 14, 2011
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Consortium Contributing Partners:

John Mullin, Dean of Graduate School University of Massachusetts Signed June 14, 2011	Betsy Crum, Executive Director Connecticut Housing Coalition Signed June 2, 2011
Dora Robinson, President and CEO United Way of Pioneer Valley Signed June 14, 2011	Erin Kemple, Executive Director Connecticut Fair Housing Center Signed June 14, 2011
John Ebbets, CEO United Way of Hampshire County Signed June 14, 2011	Pedro Segarra, Mayor City of Hartford Signed June 13, 2011
J. William Ward, President and CEO Regional Employment Board of Hampden County Signed June 14, 2011	Timothy T. Stewart, Mayor City of New Britain Signed June 13, 2011
Patricia H. Crosby, Executive Director Franklin Hampshire Regional Employment Board Signed June 15, 2011	Scott Kaupin, Mayor Town of Enfield Signed June 6, 2011
Elaine A. Pluta, Mayor City of Holyoke Signed June 14, 2011	Scott Shanley, General Manager Town of Manchester Signed May 25, 2011
Dominic J. Sarno, Mayor City of Springfield Signed June 15, 2011	Peter P. Souza, Town Manager Town of Windsor Signed June 9, 2011
Michael D. Bissonette, Mayor City of Chicopee Signed July 26, 2011	Chester L. Arnold, University of Connecticut Center for Land Use Education and Research Signed June 6, 2011
Philip Korman, Executive Director Community Involved in Sustaining Agriculture Signed June 13, 2011	Robert W. Santy, President and CEO Connecticut Economic Resource Center Signed June 6, 2011
Carl Stephani, Executive Director Central Connecticut Regional Planning Agency Signed June 2, 2011	Todd Andrews, Vice President for College Relations and Achievement, Goodwin College Signed June 2, 2011
Howard G. Rifkin, Executive Director Partnership for Strong Communities Signed June 10, 2011	Vicki L. Shotland, Executive Director Greater Hartford Transit District Signed May 31, 2011

Consortium Cooperating Partners:

<p>James Czach, Chair Pioneer Valley Joint Transportation Committee Signed June 8, 2011</p>	<p>Matthew Morgan, Executive Director Journey Home Signed June 9, 2011</p>
<p>David J. Mohler, Acting Chair Pioneer Valley Metropolitan Planning Organization Signed June 8, 2011</p>	<p>John W. Miller, President Central Connecticut State University Signed June 6, 2011</p>
<p>Karen Mendrala, Chair Valley Development Council Signed May 24, 2011</p>	<p>John J. Carson University of Hartford Vice President of University Relations Signed June 13, 2011</p>
<p>Paul Tangredi, Chair, Plan for Progress Coordinating Committee Signed June 15, 2011</p>	<p>Thomas L. Phillips, President and CEO Capital Workforce Partners Signed June 14, 2011</p>
<p>Eric Weiss, Chair Pioneer Valley Sustainability Network Signed May 24, 2011</p>	<p>Susan B. Dunn, President and CEO United Way of Central and Northeastern Connecticut Signed June 14, 2011</p>
<p>Mary L. MacInnes, Administrator Pioneer Valley Transit Authority Signed June 9, 2011</p>	<p>Susan D. Merrow, Chair 1000 Friends of Connecticut Signed June 11, 2011</p>
<p>R. Nelson “Oz” Griebel MetroHartford Alliance Signed June 9, 2011</p>	<p>Douglas G. Fisher, Manager, Economic Development and Community Relations Northeast Utilities/HSEP Signed June 2, 2011</p>

Appendix A

Sustainable Knowledge Corridor Work Plan Summary

Task I.A: Update and Integrate Existing Regional Plans for a More Sustainable Knowledge Corridor Region.

CRCOG, CCRPA and PVPC will update, integrate and supplement existing regional plans to support creation of a Sustainable Knowledge Corridor. Work will include review and analysis of existing plans and conduct of additional analyses and studies to address gaps in and integrate the work already done by the three MPO regions. The goal of this task is to develop and reach consensus on clearly stated regional goals, policies, and strategies that will enhance regional sustainability, that are supported by a wide range of regional stakeholders and consortium partners, and that provide a framework for future coordinated planning and investment within and across the three planning regions that comprise the Massachusetts/Connecticut Knowledge Corridor.

Timeline: February 15, 2011 through November 31, 2012.

Products/Outcomes: The major products/outcomes of this task will be updated regional plans that incorporate and integrate the key tenets of sustainability and livability, and three summary documents that clearly articulate key findings, strategies and priorities identified in the updated regional plans. The summary documents will be used to guide the next phase of the planning process—development of a *Detailed Execution Plan for a Sustainable Knowledge Corridor*. Major products and outcomes include:

- 1) **Development and adoption of updated Plans of Conservation and Development** in the three sub-state planning regions that include and integrate the key elements of sustainable and livable communities. While the regions will focus on updating and filling gaps in existing regional plans, new or substantially changed elements of the regional plans will include the following:
 - a. Regional Housing Plan, including regional impediments to fair housing analysis (all regions)
 - b. 2011 updates of MPO Long-Range Transportation Plans (all regions)
 - c. Regional Workforce Development Plan (all regions—a new plan for the whole Knowledge Corridor will be developed)
 - d. Regional Food Security Plan (PVPC)
 - e. Regional Climate Change Element (all regions)
 - f. Environment Element (PVPC)
 - g. Sustainable Green Infrastructure/Clean Water Element (PVPC)
- 2) Summary reports (three reports--one each for CRCOG, CCRPA, and PVPC regions) entitled Key Findings, Strategies and Priorities for Sustainable Capitol, Pioneer Valley, and Central Connecticut Regions
- 3) **Knowledge Corridor Overview Narrative and Maps** that capture key elements of the summary reports described in 2) above, and combine them into an overview document for the Knowledge Corridor Region.

Task I.B: Prepare Knowledge Corridor Detailed Execution Plan for a Sustainable Region. Under this task, the Knowledge Corridor Consortium will develop and adopt a *Knowledge Corridor Detailed Execution Plan for a Sustainable Region*, which will provide a blueprint for future implementation actions and investment decisions within the Knowledge Corridor. As with Task I.A, the goal is to develop and reach consensus on clearly stated Knowledge Corridor goals, policies, and detailed execution strategies that will enhance regional sustainability, supported by a wide range of regional stakeholders and consortium partners, and that provide a framework for future coordinated planning and investment within and across the three planning regions that comprise the Massachusetts/Connecticut Knowledge Corridor.

Timeline: November 1, 2012 through February 14, 2014

Product: *Detailed Execution Plan for a Sustainable Knowledge Corridor*

Task I.C: Civic Engagement. This task calls for implementation of an inclusive *Civic Engagement Process*, which ensures that all Knowledge Corridor Consortium partners and constituencies, and a broad range of stakeholders and citizens of the region—including low-income and minority individuals who may not normally participate in regional planning processes—are actively and substantively engaged in creating the updated sub-state regional plans and the *Detailed Execution Plan for a Sustainable Knowledge Corridor*.

Timeline: March 1, 2011 through February 14, 2014

Products/Outcomes:

- 1) An engaged public, especially populations too often left out of traditional planning processes
- 2) Summary of stakeholder interviews
- 3) Regional definition of sustainability
- 4) Vision for sustainability in the region
- 5) Metroquest survey responses and summary reports,
- 6) Summaries of outreach meetings and a list of key assets/barriers to sustainability in the region.
- 7) Prioritized action items for the element plans
- 8) Public comments on draft elements of the Detailed Execution Plan
- 9) Prioritized action items for the Detailed Execution Plan
- 10) Draft and final versions of the Detailed Execution Plan

Tasks II.A-II.F: Capacity Building and Special Planning Studies. This task will work to build capacity for ongoing planning and implementation activities in support of a more sustainable Knowledge Corridor through: leadership training; planning and market analysis to support transit oriented development; planning to enhance existing on-street transit systems to better link people to jobs, entertainment and natural resources, and the region's new rapid transit investments; development of municipal land use codes that incorporate sustainable design and development principles—so that these principles may be implemented on an ongoing basis; development of municipal land use codes that support the development of affordable housing and mixed use development to expand housing choice in the region; and development of an affordable housing regulation training program to educate municipal officials on how to expand affordable and equitable housing opportunities in the region.

Timeline: March 1, 2011 through February 14, 2014

Products/Outcomes and Timeline for Individual Projects:

A. Leadership Pioneer Valley (LPV)—March 1, 2011—June 30, 2011

Products/Outcomes:

- 1) LPV logo, branding, and website.
- 2) LPV Curriculum.
- 3) Enrollment and graduation of three years of classes with 30-40+ participants each year.
- 4) Increased participation and collaboration of a greater diversity of leaders in the region.
- 5) Operation of an effective alumni program.

B. Market Analysis of Bus Rapid Transit and Rail Corridors for TOD: April 1, 2011—June 30, 2013.

Products/Outcomes:

- 1) Regional/Corridor Analysis Report: a summary of the findings regarding types of development best suited for the region, the impact of the transit investments upon corridor competitiveness, and the complementary strategies that can enhance the competitiveness of the transit corridors.
- 2) Station Market Analysis: A report that summarizes, by station, current market strengths and opportunities for transit oriented development.
- 3) Station TOD strategies: A report that summarizes by station, the recommended strategies to encourage transit oriented development, given the market realities.
- 4) Affordable Housing Value Capture: a report that summarizes the findings on expected property value increase and strategies to capture this value to maintain and build supplies of affordable housing at stations.

C. Transit Enhancement Bus Study: April 1, 2011—December 31, 2012

Products/Outcomes:

- 1) Enfield Transit Needs and Current Services
- 2) Enfield Transit Improvement Plan
- 3) Manchester Transit Needs and Existing Services
- 4) Manchester Transit Improvement Plan
- 5) Windsor: White Paper on Transportation Management Associations
- 6) Windsor: Recommendation for Implementing a TMA to Improve Transit Service in Windsor

D. Sustainable Land Use Code Development: April 1, 2011—September 30, 2012

Products/Outcomes:

Develop regulations, ordinances and policies which promote denser, more compact, mixed use development and other community design and sustainable development practices in up to ten municipalities. While the sustainable development regulations and policies will address specific needs and characteristics of the individual participating communities, they will also be mindful of the role that each municipality plays in larger regional systems and will be able to serve as models for other communities throughout the Knowledge Corridor Region.

- 1) **Assessment report of barriers to implementing sustainable land use codes** for individual municipalities and an assessment of regional implications. This will come in the form of a written report for each municipality partnering on this project.
- 2) **Community vision for implementing sustainable land use codes through charrette process.** One or more 2-day, multi-municipality charrettes will take place to do visioning illustrating the impact of implementing new policies and codes which enable more sustainable development practices. These public charrettes will be viewed as a key component to future successful implementation of the models developed through this process.
- 3) **Model code and policy language for implementation by partnering municipalities.** A range of model codes and policies will be developed addressing the comprehensive set of issues represented by the ten communities. Specific recommendations for municipalities will be presented which will be generated directly from comments received at the charrettes. Municipalities will then seek to implement these models into their own codes and policies.

E. Affordable Housing Code Development: May 1, 2011—July 31, 2013

Products/Outcomes:

- 1) Provide a detailed report on barriers to sustainable, fair and affordable housing development practices in municipal regulations and policies, and opportunities to incent affordable housing to guide the preparation of recommended regulatory changes tailored to individual municipalities.
- 2) Provide specific written guidance for local governments to use to make regulatory reforms that will help implement affordable housing development practices.
- 3) Develop recommended regulatory changes for individual partnering municipalities (developed with consultant assistance).

F. Affordable Housing Training Module: May 1, 2011—June 30, 2012

Products/Outcomes:

- 1) A **training workshop** to include a **course syllabus and written training materials** to be used at **three day-long training workshops**. Content of these materials can be used at future workshops and will also serve as models for use in other regions.
- 2) A **complementary website** which will provide in-depth information not covered in the workshops and be available to a wide audience.

Tasks III.A-F: Place Based Activities to Build a Sustainable Knowledge Corridor. Six municipalities—Springfield, Chicopee, Holyoke, Hartford, New Britain, and Enfield--will conduct planning projects that provide models of how place-based activities can work to enhance the livability of urban centers and villages.

Timeline: March 1, 2011 through February 14, 2014

Products and Timeline for Individual Projects:

A) Court Square Project, Springfield, MA—April 1, 2011—March 31, 2013

Description and Products: This project will provide funding for engineering design and architectural drawings leading to renovation and substantial rehabilitation of the 120,000 square foot historic Court Square building in the heart of downtown Springfield's Court Square for mixed use. The Court Square Project will reinvigorate the city's most historic square, taking advantage of recent public investments. The project will be a true mixed-use redevelopment including a significant housing component on the State Street wing of the property, proposed University of Massachusetts office/educational space, and active ground-floor retail and restaurant space right on the recently restored Court Square Park.

B) Connecticut Riverwalk and Bikeway Project, Chicopee, MA—April 1, 2011—November 31, 2013

Description and Products: This project will add a 3-mile link to a regional bike and pedestrian path along the Connecticut Riverfront, connecting the region's three urban core communities (Chicopee, Springfield, and Holyoke) and other suburbs. The overall Riverwalk will run over 20 miles ; 5.4 miles have already been constructed. The HUD grant will fund engineering and design work to move this project forward.

C) Depot Square Redevelopment and Revitalization Project, Holyoke, MA—April 1, 2011—December 31, 2013

Description and Products: This project will foster the redevelopment and revitalization of the Depot Square area in Holyoke. The project area is adjacent to many new and important

developments, and is within the innovation district. This project will complete groundwork upon which efforts to create a livable community with housing, civic spaces, open space, commercial services, and jobs can be built. It will also connect two major downtown projects: the new multi-modal transportation center and future passenger rail station. Major products to be produced under the grant include: an engineering and structural analysis report for the Silvio Conte Building, redevelopment scenarios and conceptual drawings for the H. H. Richardson train station and Silvio Conte Building, Depot Square development scenarios and master plan, and Depot Square market analysis report.

D) Hartford North Park Design District, Hartford, CT—July 1, 2011—April 30, 2013

Description and Products: This project will create a master planned Design District with form-based land use regulations and building design guidelines employed in a streamlined permitting process. Redevelopment of this area will improve linkages between Downtown Hartford, the North Hartford neighborhoods, and the Union Station transit hub. Key products will include creation of a Master Plan for the North Park area, Design Standards to accompany the master plan to guide the development process, SmartCode land use regulations which will bolster the vision set forth by the community to develop this district as a vibrant, mixed use, mixed income community and a healthy, safe and walkable urban neighborhood, and development and issuance of a Request for Proposals for the redevelopment of this District within the framework of the master plan, design standards and SmartCode regulations

E) Creating a Walkable New Britain—February 15, 2011—June 30, 2013

Description and Products: This project is part of an overall Downtown Development Plan which will support investment and job growth in the Downtown area as a mixed-use urban environment. In addition, the implementation of the initial projects will significantly enhance and support the pedestrian link between downtown New Britain and the New Britain-Hartford busway station. The initial phases of the project which will be funded in part by this project include the downtown area bounded by Columbus Boulevard, Main Street, and Chestnut Street. Major work products include: a comprehensive and illustrated Streetscape Master Plan for downtown New Britain, Design Standards for Streetscape and Pedestrian Improvements, and detailed engineering and design documents to guide implementation of the initial streetscape/pedestrian improvements— a pedestrian corridor between downtown and the busway station which will allow efficient commuter access for downtown and surrounding area residents.

F) Linking Transit Investment and Neighborhood Revitalization in Enfield, CT—April 1, 2011—July 31, 2013

Description and Products: 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. Under this grant, Enfield will be taking part in three activities that illustrate how integrated planning can spur redevelopment and enhance the livability of an existing neighborhood without displacing current residents. These activities, which were discussed previously are: participation in Task II.B, Market Analysis of the Knowledge Corridor's Bus Rapid Transit and Rail Corridors for Transit Oriented Development; Task II.C. Transit Enhancement Bus Study that will help determine how to better link existing residents, many of whom are transit-dependent, to area jobs and the new commuter rail line; and Task II.E, Affordable Housing Code Development, to help create new zoning regulations for Thompsonville Village, which will allow for mixed-use, mixed-income, compact development that includes affordable, workforce housing.

Task IV.A: Development of Metrics. This task will *establish metrics that can be used to measure the success of efforts to build a more livable and sustainable Knowledge Corridor.* The work will expand upon current data capabilities by developing an expanded database that will house sustainability indicators for easy tracking and sharing of data. This database will house data for the entire Knowledge Corridor region, and will provide the back end of the Sustainability Dashboard website (described in Task IV below). The goal of this task is to provide an efficient and transparent way to track and share trends in sustainability data with the public, partner organizations, and other stakeholders.

Timeline: March 1, 2011 through February 14, 2014

Products/Outcomes:

- 1) Robust database system that contains Sustainability Indicators and other regional data that can be shared easily with multiple parties through a variety of methods including the Knowledge Corridor Consortium Sustainability Dashboard.
- 2) Ongoing, publically available information about progress in all Sustainable Communities project tasks published on easy to navigate website.

Task IV.B: Knowledge Corridor Sustainability Dashboard. The Knowledge Corridor Sustainability Dashboard will be a website designed, created, and maintained to be the public face of the Consortium's sustainability work. It will be a port for outreach and civic engagement efforts such as Metroquest, a transparent site to keep the public updated on the work that is being done and how progress measures against established benchmarks, and home to the Sustainability Indicators developed under Task IV.A above. The goal of this task is to provide a public, easily accessible online location for information about the Knowledge Corridor sustainability activities, data related to these activities, and data that can assist others in sustainable development work for the purposes of transparency and public engagement.

Timeline: March 1, 2011 through February 14, 2014

Product: The major product will be a user-friendly website displaying Sustainability Indicators data, updates and evaluation of progress for Sustainable Communities projects, and other civic engagement tools.

Task V.A: Consortium Governance and Management. This task will provide staff support and oversight to the work of the Knowledge Corridor Consortium. The Knowledge Corridor Consortium builds on the decade-old bi-state Hartford Springfield Economic Partnership, to form an even broader based bi-state Consortium to carry out the grant activities. The Consortium includes three MPO's, municipal governments, housing and community development organizations, economic development interests, private industry, educational institutions, and smart growth and sustainable community advocates. This broad Consortium will work collaboratively to help build a more sustainable, economically competitive, and equitable Knowledge Corridor. The 35 original Consortium members were selected based on their expertise in the spectrum of issues related to regional sustainability, and their ability to bring other stakeholders to the table as the planning processes and projects proceed. The Work Plan and Appendix B of this Consortium Agreement details how various Consortium partners will be integrated into the work program.

Timeline: February 15, 2011 through February 14, 2014

Products: Successful governance and management of the Sustainable Knowledge Consortium will result in the following major products: 1) a fully-executed Sustainable Knowledge Corridor Consortium Agreement; 2) summaries of work conducted and decisions reached at Knowledge Corridor Consortium and working committee meetings; 3) Knowledge Corridor Consortium endorsement of component plans of three MPO regions, to ensure inclusion of and integration of key sustainability/livability elements (see Task I.A); 4) Knowledge Corridor Consortium endorsement of Detailed Execution Plan for a Sustainable

Sustainable Knowledge Corridor Consortium Agreement

Region (see Task II.B); and 5) Post grant—Knowledge Corridor Consortium partners participate in implementing plan recommendations.

Task V. B: HUD Assistance Agreement Oversight. This task will provide staff support to carry out the contractual obligations of HUD Assistance Agreement CTRIP007-10. Obligations will be fulfilled in a manner that meets the requirements of the HUD Assistance Agreement, fulfills project objectives, and delivers work products within the February 15, 2011 through February 14, 2014 contract period.

Timeline: February 15, 2011 through February 14, 2014.

Products: All reports, activities and products required under the HUD assistance agreement.

Appendix B

Summary of Roles and Responsibilities of Sustainable Knowledge Corridor Consortium Partners

Please Note:

Roles and responsibilities are further defined in the
Project Work Plan and individual Sub-Grantee Agreements

Partner	Roles and Responsibilities—All Partners			
	Designate voting representative and alternate to participate in Consortium meetings	Participate in meetings and deliberations of the Sustainable Knowledge Corridor Consortium	Participate in and help encourage broad public involvement in planning process	Identify and work to implement projects and actions that will forward goals & rec's of the <i>Detailed Execution Plan</i>
All Consortium Partners	x	x	x	x

Partner	Roles and Responsibilities—All Partners (continued)			
	Provide matching or leveraged funds , as committed to in HUD Assistance Agreement and Sub-Grantee Agreement	Provide in-kind services , as committed to in HUD Assistance Agreement and Sub-Grantee Agreement		

RPO's				
CRCOG	x	x		
PVPC	x	x		
CCRPA	x	x		

Municipalities				
Chicopee, MA	x	x		
Hartford, CT	x			
Holyoke, MA	x			
New Britain, CT	x			
Springfield, MA	x			
Enfield, CT	x	x		
Manchester, CT		x		
Windsor, CT		x		

Educational Institutions				
CCSU				
UConn-CLEAR		x		
Univ. of Hartford				
UMass- Amherst		x		
Goodwin College		x		

Other Community Partners				
CWP				
CISA		x		
CERC		x		
CFHC		x		
CHC		x		
GHTD		x		
Journey Home				
MHA				
HSEP/NU				
PSC				
PVJTC				
PVSN				
Plan for Progress CC				
REB of Hamp. Ct.				
United Way of CT		x		
UW-Hampshire Ct.				
UW-Pioneer Valley		x		
Valley Dev. Council		x		
1000 Friends of CT				

Roles and Responsibilities—Lead Partners				
Partner	Ensure that the contractual obligations of the HUD Assistance Agreement are fulfilled within the February 15, 2011 through February 14, 2014 contract period	As lead contracting agency, coordinate overall admin. of the grant, including oversight of sub-grantees and subcontractors, and financial management	Coordinate all activities to ensure timely completion of high quality deliverable products for all tasks within the CT portion of the bi-state Knowledge Corridor	Assist CRCOG in the administration of grant activities, including execution & oversight of sub-grantee and subcontractor agreements in the MA portion of the bi-state Knowledge Corridor
CRCOG	x	x	x	
PVPC	x			x

Roles and Responsibilities—Lead Partners (continued)				
Partner	Coordinate the meetings and work of the MA-CT Sustainable Knowledge Corridor Consortium.	Execute Grantee & Sub-Grantee Agreements & complete high quality deliverable products for all contracted elements.		
CRCOG	x	x		
PVPC	x	x		

Partner	Partner Involvement by Task—CRCOG & Sub-Grantees			
	Task I.A.-Update and Integration of Existing Regional Plans for a More Sustainable Knowledge Corridor	Task I.B-Develop Knowledge Corridor <i>Detailed Execution Plan for a Sustainable Region</i>	Task I.C.-Civic Engagement	Task II. A- Leadership Pioneer Valley
RPO's				
CRCOG	Lead planning process in CRCOG region	Lead planning process in KC region	Coordinate Civic Engagement in CRCOG region	
PVPC	Lead planning process in PVPC region	Lead planning process in KC region	Coordinate Civic Engagement Process for project & in PVPC region	Lead Leadership Pioneer Valley activities
CCRPA	Lead planning process in CCRPA region	Participate in planning process in KC region	Coordinate Civic Engagement in CCRPA region	
Municipalities				
Chicopee, MA	Participate in planning process	Participate in planning process	Participate in civic engagement process	
Hartford, CT	Participate in planning process	Participate in planning process	Participate in civic engagement process	
Holyoke, MA	Participate in planning process	Participate in planning process	Participate in civic engagement process	
New Britain, CT	Participate in planning process	Participate in planning process	Participate in civic engagement process	
Springfield, MA	Participate in planning process	Participate in planning process	Participate in civic engagement process	
Enfield, CT	Participate in planning process	Participate in planning process	Participate in civic engagement process	
Manchester, CT	Participate in planning process	Participate in planning process	Participate in civic engagement process	
Windsor, CT	Participate in planning process	Participate in planning process	Participate in civic engagement process	
Educational Institutions				
UConn-CLEAR	Participate in planning process	Participate in planning process	Participate in civic engagement process	
UMass- Amherst	Participate in planning process	Participate in planning process	Lead civic engagement process in cooperation w/ PVPC	
Goodwin College	Participate in planning process	Participate in planning process	Participate in civic engagement process	

Partner Involvement by Task—CRCOG & Sub-Grantees (continued)				
Partners	Task I.A.-Update and Integration of Existing Regional Plans	Task I.B-Develop Knowledge Corridor <i>Detailed Execution Plan for a Sustainable Region</i>	Task I.C.-Civic Engagement	Task II. A- Leadership Pioneer Valley
Other Community Partners				
CISA	Participate in planning process	Participate in planning process	Participate in civic engagement process	
CERC	Participate in planning process. Assist in providing data and analysis for planning process.	Participate in planning process. Assist in providing data and analysis for planning process.	Participate in civic engagement process	
CFHC	Participate in planning process, with focus on regional analysis of impediments to fair housing	Participate in planning process, with focus on regional analysis of impediments to fair housing	Participate in civic engagement process	
CHC	Participate in planning process	Participate in planning process	Participate in civic engagement process	
GHTD	Participate in planning process	Participate in planning process	Participate in civic engagement process	
MHA	Participate in planning process	Participate in planning process	Participate in civic engagement process	
HSEP/NU	Participate in planning process	Participate in planning process	Participate in civic engagement process	
PSC	Participate in planning process	Participate in planning process	Participate in civic engagement process	
REB of Hamp. Ct.	Participate in planning process	Participate in planning process	Participate in civic engagement process	
Franklin/Hampshire REB	Participate in planning process	Participate in planning process	Participate in civic engagement process	
UW-Hampshire Ct.	Participate in planning process	Participate in planning process	Participate in civic engagement process	
UW-Pioneer Valley	Participate in planning process	Participate in planning process	Participate in civic engagement process	

Partner	Partner Involvement by Task— CRCOG & Sub-Grantees (continued)			
	Task II.B.-Market Analysis of Knowledge Corridor's BRT and Rail Corridors	Task II.C-Transit Enhancement Bus Study	Task II.D-Develop Sustainable Land Use Codes (municipal partners TBD)	Task II.E-Develop Model Affordable Housing Codes (municipal partners TBD)
RPO's				
CRCOG	Lead RPO-will issue RFP, select consultant and oversee planning process	Lead RPO-will issue RFP, select consultant and oversee planning process	Lead RPO-will select municipal participants, issue RFP, select consultant and oversee planning process	Lead RPO—will select municipal participants; municipalities will select consultant(s) to assist in code development
PVPC	Supporting RPO-will provide input on scope development and consultant selection, and provide liaison with PVPC communities			
Municipalities				
Chicopee, MA				
Hartford, CT	Participate in planning process			
Holyoke, MA	Participate in planning process			
New Britain, CT	Participate in planning process			
Springfield, MA	Participate in planning process			
Enfield, CT	Participate in planning process	Participate in planning process		Utilize grant for dev. of mixed-use, mixed inc. zoning in Thompsonville. Select consultant.
Manchester, CT	Participate in planning process	Participate in planning process		
Windsor, CT	Participate in planning process	Participate in planning process		
Other Community Partners				
PSC	As part of task, evaluate impact of transit investment on prop. values/hsg. costs. & dev. rec's for value capture to retain hsg. affordability.			Assist in developing application process, & recruiting towns to participate in project.
CHC				Assist in recruiting towns to participate in project, & bldg. community support

Partner Involvement by Task— CRCOG & Sub-Grantees (continued)				
Partner	Task II.F-Develop and Implement an Affordable Housing Training Module	Task III.A-Court Square Project, Springfield, MA	Task III.B-CT Riverwalk and Bikeway Project, Chicopee, MA	Task III.C-Depot Square Redevel. & Revitalization Project, Holyoke, MA
RPO's				
CRCOG	Lead RPO-will oversee sub-grantee agreements			
PVPC		Lead RPO-will oversee sub-grantee agreement	Lead RPO-will oversee sub-grantee agreement	Lead RPO-will oversee sub-grantee agreement
Municipalities				
Chicopee, MA			Lead municipality-will select consultant(s) and oversee planning process	
Holyoke, MA				Lead municipality-will select consultant(s) and oversee planning process
Springfield, MA		Lead municipality-will select consultant(s) and oversee planning process		
Educational Institutions				
UConn-CLEAR	Co-lead agency with PSC in program development & implementation			
Other Community Partners				
PSC	Co-lead with UConn-CLEAR in program development & implementation			

Partner Involvement by Task— CRCOG & Sub-Grantees (continued)				
Partner	Task III.D-New Land Use Code for Hartford North Park Design District, Hartford, CT	Task III.E-Creating a Walkable New Britain, New Britain, CT	Task III. F-Linking Transit Investment & Neighborhood Revitalization in Enfield, CT	Task IV.A- Development of Metrics Task IV. B-Sust. Dashboard
RPO's				
CRCOG	Lead RPO-will oversee sub-grantee agreement	Lead RPO-will oversee sub-grantee agreement	Lead RPO-will oversee sub-grantee agreement	Supporting RPO for activities
PVPC				Lead RPO for activities
Municipalities				
Hartford, CT	Lead municipality-will select consultant(s) and oversee planning process			
New Britain, CT		Lead municipality-will select consultant(s) and oversee planning process		
Enfield, CT			Lead municipality-will select consultant to create new mixed use/mixed income Thomsonville Village zoning code. Town will also participate in TOD market analysis and bus enhancement study tasks—both of which are related to this activity.	

Appendix C

Definition of Key Terms and Concepts

Several key terms and concepts are used throughout the Memorandum of Agreement:

- livable, livable communities, and livability principles;
- sustainable, sustainable communities, sustainable development, and sustainability;
- equity, equitable location, and equitable development; and
- economic development and economic competitiveness.

The following narrative provides base definitions and a starting point for a common understanding of these terms. The meaning of these terms for the Knowledge Corridor region will continue to be expanded upon throughout the course of this project. In addition, all work activities to be carried out under this grant must support one or more of the Federal Interagency Partnership for Sustainable Communities Livability Principles.

LIVABILITY

HUD-DOT-EPA Partnership for Sustainable Communities Guiding Livability Principles

- **Provide more transportation choices.** Develop safe, reliable and economical transportation choices to decrease household transportation costs, reduce our nation's dependence on foreign oil, improve air quality, reduce greenhouse gas emissions, and promote public health.
- **Promote equitable, affordable housing.** Expand location- and energy-efficient housing choices for people of all ages, incomes, races, and ethnicities to increase mobility and lower the combined cost of housing and transportation.
- **Enhance economic competitiveness.** Improve economic competitiveness through reliable and timely access to employment centers, educational opportunities, services and other basic needs by workers, as well as expanded business access to markets.
- **Support existing communities.** Target federal funding toward existing communities—through strategies like transit-oriented, mixed use development and land recycling—to increase community revitalization and the efficiency of public works investments and safeguard rural landscapes.
- **Coordinate and leverage federal policies and investment.** Align federal policies and funding to remove barriers to collaboration, leverage funding, and increase the accountability and effectiveness of all levels of government to plan for future growth, including making smart energy choices such as locally generated renewable energy.
- **Value communities and neighborhoods.** Enhance the unique characteristics of all communities by investing in healthy, safe, and walkable neighborhoods—rural, urban, or suburban.

Additional information on the Livability Principles can be found at:

<http://www.epa.gov/smartgrowth/partnership/#livabilityprinciples> and

http://portal.hud.gov/hudportal/HUD?src=/program_offices/sustainable_housing_communities/Six_Livability_Principles

SUSTAINABILITY

Excerpt from *Sustainable Communities Task Force Report*, The President's Council on Sustainable Development, Fall 1997

Executive Summary, Pages v –viii

Flourishing communities are the foundation of a healthy society. One important measure of America's potential for long-term vitality will be the emergence of communities that are attractive, clean, safe, and rich in educational and employment opportunities. But before engaging in any discussion about sustainable communities, an understanding of the shared concepts and definitions of sustainable development must exist.

WHAT IS SUSTAINABLE DEVELOPMENT?

The term "sustainable development" and its definitions originated in an international context. The term was popularized by the World Commission on Environment and Development, which is also known as the Brundtland Commission, named after its chair Gro Harlem Brundtland. Established by the United Nations (U.N.) General Assembly in 1984, the commission was asked to learn about the connections between the issues of environment and development. It held meetings on every continent with people from all walks of life and presented its final report, *Our Common Future*, to the U.N. General Assembly in 1987.

In *Our Common Future*, the Brundtland Commission defined sustainable development as development that allows people "...to meet the needs of the present without compromising the ability of future generations to meet their own needs." This definition was adopted by the President's Council on Sustainable Development in 1993 as it initiated its work. Although the Brundtland Commission's definition addresses the intergenerational and long-term aspects of sustainable development, alone it is not a comprehensive definition of the term and its affiliated concepts.

Sustainable development has been described as the integration of the three e's — environment, economy, and equity. In addition, a variety of themes have become closely associated with the concept of sustainable development. For development to be sustainable, it must satisfy five criteria. Decisions must consider and account for:

- **Long-term impacts and consequences** — Sustainable development requires the use of a long-term horizon for decision making in which society pursues long-term aspirations rather than simply making short-term, reactive responses to problems. By keeping an eye out for the long-term, sustainable development ensures that options for future generations are maintained if not improved.
- **Interdependence** — Sustainable development recognizes the interdependence of economic, environmental, and social well-being. It promotes actions that expand economic opportunity, improve environmental quality, and increase social well-being all at the same time, never sacrificing one for another.
- **Participation and transparency** — Sustainable development depends on decision making that is inclusive, participatory, and transparent. It recognizes the importance of process and decision making that includes the input of the stakeholders who will be affected by decisions.

- **Equity** — Sustainable development promotes equity between generations and among different groups in society. It recognizes the necessity of equality and fairness, and it reduces disparities in risks and access to benefits.
- **Proactive prevention** — Sustainable development is anticipatory. It promotes efforts to prevent problems as the first course of action.

Sustainable development is one of those rare ideas that could dramatically change the way we look at "what is" and "what could be." It is about doing things in ways that work for the long run because they are better from every point of view — better economically, environmentally, and socially. It provides a new framework for working together to expand economic opportunities, rebuild communities, revitalize democracy, develop a new generation of environmentally superior technologies, link entrepreneurship to environmental stewardship, and bring our increasingly urban way of life into balance with nature. Sustainable development challenges us to envision a society superior to today's society, and to make it a reality for our children and grandchildren.

WHAT ARE SUSTAINABLE COMMUNITIES?

Sustainable communities are cities and towns that prosper because people work together to produce a high quality of life that they want to sustain and constantly improve. They are communities that flourish because they build a mutually supportive, dynamic balance between social well-being, economic opportunity, and environmental quality. While it is not possible today to point to a list and say, "These communities are sustainable," the emerging ideal of sustainable communities is a goal many are striving to achieve. And while there is no single template for a sustainable community, cities and towns pursuing sustainable development often have characteristics in common. Generally speaking, they integrate the five concepts outlined above and demonstrate their application locally. Some communities have adopted sustainable community principles through legislation, executive order, or other actions.

The concept of sustainable communities should be viewed as an ideal for communities to pursue — an ideal whose possibilities are enormously exciting.

In sustainable communities, people are engaged in building a community together. They are well-informed and actively involved in making the decisions that affect their lives. In making decisions, they consider the long-term benefits to future generations as well as themselves. They understand that successful long-term solutions require partnerships and a process that allows for representatives of a community's diverse sectors to be involved in discussions, planning, and decisions that respond directly to unique local needs. They also recognize that some problems cannot be solved within the confines of their community, and that working in partnership with others in the region is necessary to deal with them effectively.

In sustainable communities, people use this participatory approach to make conscious decisions about design. The concepts of efficiency and livability permeate decisions about physical structure. Development patterns promote accessibility, decrease sprawl, reduce energy costs, and foster a human-scale built environment.

In sustainable communities, all people have access to educational opportunities that prepare them for jobs to support themselves and their families in a local economy that is dynamic and prepared to cope with changes in the national and global economy. In sustainable communities, partnerships involving business, government, labor, and employees' promote economic development and jobs. They cooperatively plan and carry out development strategies that create diversified local economies built on unique local

advantages and environmentally superior technologies. These efforts can strengthen the local economy, buffering the effects of national and international economic trends that sometimes result in job losses in a community. Such partnerships also invest in the education and training necessary to make community members more productive, raise their earning power, and help strengthen and attract business. Use of environmentally superior technologies for transportation, industry, buildings, and agriculture boosts productivity and lowers business costs while dramatically reducing pollution, and solid and hazardous wastes.

Businesses, households, and governments in sustainable communities make efficient use of land, energy, and other resources, allowing the area to achieve a high quality of life with minimal waste and environmental damage. These communities are healthy and secure and they provide people with clean air, clean water, and safe food.

WHY ARE COMMUNITIES KEY TO SUSTAINABLE DEVELOPMENT?

Whether the United States and other nations will achieve a sustainable future largely depends on how well the concepts and principles of sustainable development are integrated into decision making at the community level. If efforts to build a sustainable future are to take hold, they must do so in the day-to-day lives of people in their workplaces, stores, neighborhood associations, community organizations, local government, labor unions, schools, and religious institutions.

It is in communities where people work, play, and feel most connected to society. Problems like congestion, pollution, and crime often seem abstract when they appear as national statistics, but they become personal and real at the community level. In the same way, sustainable development may remain a remote theoretical concept for many people until it is described in the context of community. Then it becomes more clear that sustainable development is directly related to aspects of people's daily lives and their fundamental needs, such as educational and job opportunities, health care, affordable housing, clean air and water, and convenient transportation. It is within communities that children the basic education and skills that will allow them to thrive in the changing marketplace.

It is within communities that people can most easily bring diverse interests together, identify and agree on goals for positive change, and organize for responsive action. While the challenges facing the nation are difficult to resolve at any level of government, local communities offer people the greatest opportunity to meet face-to-face to fashion a shared commitment to a sustainable future. Nothing could do more to foster sustainable development than a nationwide effort to apply this idea at the community level.

Much of what is needed to create more sustainable communities is within reach if people and their community institutions join forces. Many communities are beginning to use sustainable development as a framework for thinking about their future. By building upon their leadership and innovation, marshaling and reorienting government resources, and creating new standards for process and participation, strengthened communities can provide the foundation for a stronger, revitalized America.

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Institute for Sustainable Communities

ECOLOGICAL INTEGRITY

1. Satisfaction of basic human needs for clean air and water and nutritious, uncontaminated food.
2. Protection and enhancement of local and regional ecosystems and biological diversity.
3. Conservation of water, land, energy, and nonrenewable resources, including maximum feasible reduction recovery, and reuse and recycling waste.
4. Utilization of prevention strategies and appropriate technology to minimize pollution emissions.
5. Use of renewable resources no further than their rate of renewal.

ECONOMIC SECURITY

1. A diverse and financially viable economic base.
2. Reinvestment of resources in local economy.
3. Maximization of local ownership of businesses.
4. Meaningful employment opportunities for all citizens.
5. Provision of job training and education to help the workforce adjust to future needs.

EMPOWERMENT AND RESPONSIBILITY

1. Equal opportunity for all individuals to participate in and influence decisions that affect each of their lives.
2. Adequate access to public information.
3. A viable, nongovernmental sector.
4. An atmosphere of respect and tolerance for diverse viewpoints, beliefs, and values.
5. Encourages individuals of all ages, gender, ethnicity, religions, and physical ability to take responsibility based upon a shared vision.
6. Political stability.
7. Does not compromise the sustainability of other communities.

SOCIAL WELL-BEING

1. A reliable food supply that optimizes local production.
2. Adequate health services, safe and healthy housing, and high quality education for all members of the community.
3. Maintains a place that is safe from crime and aggression.
4. Fosters a community spirit that creates a sense of belonging—a sense of place, and a sense of self-worth.
5. Stimulation of creative expression through the arts.
6. Protection and enhancement of public spaces and historic resources.
7. Provision for a healthy work environment.
8. Adaptability to changing circumstances and conditions.

This listing was developed by the board of the Institute for Sustainable Communities (ISC). For more information, contact ISC, 56 College Street, Montpelier, VT 05602-3115, 802 229 2900, fax 802 229 2919, email isc@iscvt.org

EQUITY

The following definitions of “equity” and “equitable regionalism” come from the Ohio State University Kirwan Institute for the Study of Race and Ethnicity. The Kirwan Institute partners with people, communities and institutions worldwide to think about, talk about, and engage in issues of race and ethnicity in ways that create and expand opportunity for all.

1. **From pending report, *Health Equity and Prosperity: Building Healthy Communities & Opportunities for Michigan’s Future***

What do we mean by equity or equity in the domain of health? The term equity has been defined by scholars, researchers and activists as fair access to critical opportunity structures, such as education, employment and healthcare, across class, race and ethnic populations; connecting people to opportunity creates positive, transformative change in communitiesⁱ. Furthermore, communities that advocate fair investment for all people improve the quality of life for the general public and improve the overall wellbeing of regions and States.

Choice and opportunity are fundamental principles of American society. Equity provides a framework for assuring all Americans—regardless of their economic conditions, race, ethnicity, disability or what communities they live in—have the ability to make informed and productive choices.

Equity implies more than just equal treatment, but acknowledges the systematic challenges facing some communities, and seeks to connect these marginalized communities to opportunities vital to living a healthy life and pursuing the American dream. In short, equity provides the building blocks to success in our society, a foundation to support healthy choices, healthy communities and a healthy society

2. **From the report, *Regionalism: Growing Together to Expand Opportunity for All***

Equitable regionalism must create access to opportunity, leadership and responsibility, with a particular focus on low-income communities of color. There are multiple strategies for connecting these communities to opportunity, including a focus on people, places and the linkages among them. The people-focused or mobility approach seeks to remedy segregation and concentrated poverty by creating ways for low-income people of color to move to more economically mixed neighborhoods. An “in-place” strategy seeks to bring investment and other resources into distressed communities. The “linkages” approach emphasizes connecting low-income neighborhoods and residents to opportunity through strategies like improved transportation and social or business networking.

There are benefits and limits to each of these approaches, and equitable regionalism must integrate the most promising elements of each. We advocate for a comprehensive strategy that focuses on people, places *and* linkages—creating new opportunities as well as expanding access existing ones. This approach focuses not on redistributing resources—as is sometimes the fear of more prosperous communities—but instead on *expanding* the resource base. Investing in people, neighborhoods and communities promises returns not just to a select few individuals or neighborhoods, but to the entire region.

ⁱ Reece, Jason and Christy Rogers. *Opportunity for All. Inequality, linked fate and social justice in Detroit and Michigan*. Kirwan Institute for the Study of Race and Ethnicity . July 2008