

**Sustainable Knowledge Corridor
HUD Sustainable Communities Regional Planning Grant
Workplan Narratives CTRIP007-10**

June 2011

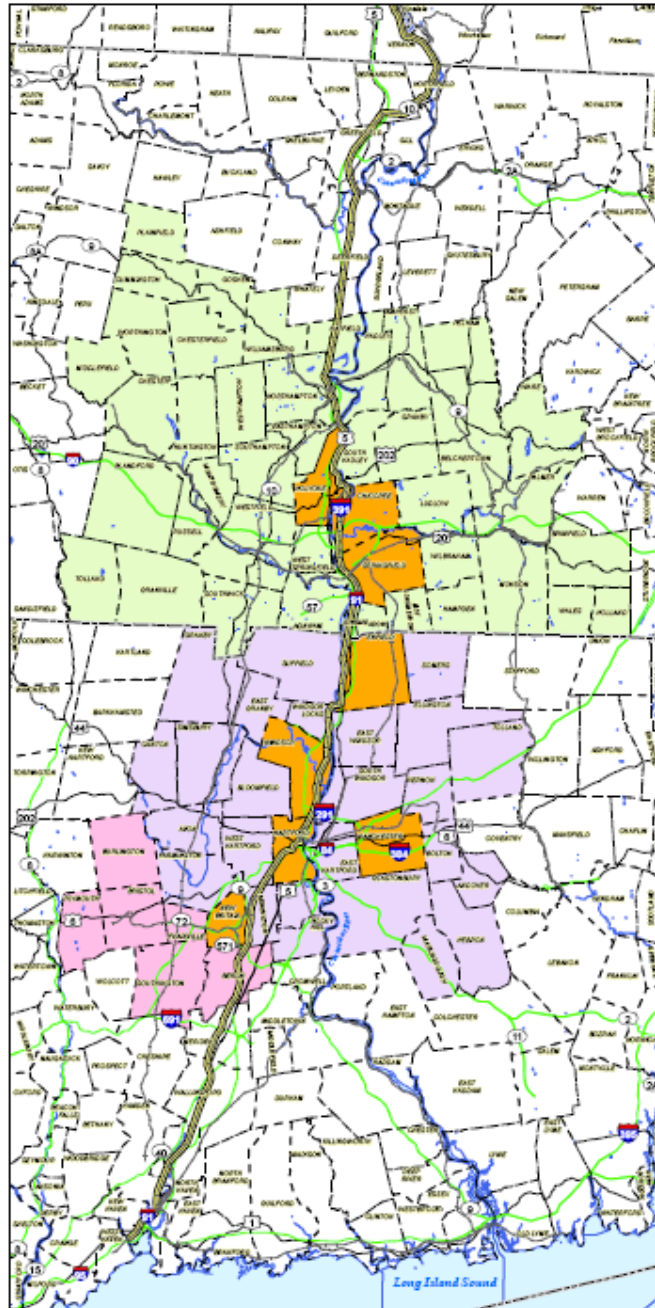


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Sustainable Knowledge Corridor Project Overview

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

Description of Project:

The Knowledge Corridor Consortium was awarded a \$4,200,000 grant from HUD's FY 2010 Sustainable Communities Regional Planning Grant program. The Consortium will use these funds to carry out activities which will build on the work of the three metropolitan planning areas of the Hartford-Springfield Knowledge Corridor to advance opportunity, sustainability and livability in our combined regions. The Knowledge Corridor, a concept that has evolved over the last 10 years through the work of the MPO's and the partner agencies of the Hartford Springfield Economic Partnership (HSEP), has identified the interrelatedness of these three regions as a single economic unit tied together by a wide range of regional assets including: excellent highway and air access, and soon to be excellent bus rapid transit and rail access; a concentration of population and employment; a well-educated workforce and a shared labor market; intellectual and research resources of the region's 32 universities and colleges; businesses in historically stable sectors (finance and insurance) and growth sectors (alternative energy and health care); and exceptional natural resources that enhance the region's quality of life, including the ecological, recreational, cultural, and agricultural resources of the Connecticut River Valley.

The Knowledge Corridor is home to 1.6 million residents. It will be the beneficiary of \$1.53 billion dollars in new transit investment over the next 10 years for the construction of the New Britain to Hartford Bus Rapid Transit System (operational in 2014), and the Springfield, MA to New Haven, CT Commuter and High Speed Rail (operational in 2016). The challenge facing Knowledge Corridor communities is how to use these new investments and other regional assets to expand opportunity to all residents of the region. The work to be carried out under this Sustainable Communities Regional Planning Grant will help us meet this challenge.

The lead applicant is the Capitol Region Council of Governments, the MPO serving the City of Hartford, CT and 29 surrounding suburban and rural communities. The other MPO partners in this application are the Pioneer Valley Regional Planning Commission which serves Springfield, MA and 42 other communities, and the Central Connecticut Regional Planning Agency of Bristol, CT which serves the City of New Britain, CT and six additional municipalities. In all, 80 communities will benefit from the activities we will undertake. We have formed a Consortium Partnership of more than twenty diverse organizations—municipal governments, housing and community development organizations, economic development interests, educational institutions, and smart growth and sustainable communities advocates, so that we may better focus our work on the goal of building a sustainable, economically competitive, and equitable Knowledge Corridor. Consortium partners will supplement the grant with cash match and leveraged contributions.

The Knowledge Corridor Consortium will use this grant to create a foundation of opportunity—in housing, education, transportation, employment, nutrition, and community resources—for all the residents the region.

Goal: To conduct planning activities at the regional, municipal, and neighborhood level in order to preserve, create, and maintain a sustainable, economically competitive, and equitable CT/MA Knowledge Corridor, now and in the future.

Objectives:

- To *update and integrate existing regional plans* of sub-state regions to provide a guide for *building and maintaining a more sustainable Knowledge Corridor*.
- To use the updated regional plans of the sub-state regions as a springboard for creating a *Detailed Execution Plan for a Sustainable Knowledge Corridor*.
- To implement an inclusive *Civic Engagement Process*, that 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.
- 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 in order 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.
- To *provide models of how place-based activities* in four Knowledge Corridor cities *are working to enhance the livability of urban communities*.
- To *establish metrics that can be used to measure the success of our efforts to build a more livable and sustainable Knowledge Corridor*.
- To establish a *Sustainability Dashboard on which we can post the metrics tracking our progress and share information* on the grant activities, work products, and models being created to build a more livable and sustainable Knowledge Corridor.

Major Activities:

Task 1A: 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 January 31, 2013.

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 June 30, 2014

Products/Outcomes and Timeline for Individual Projects:

A. Leadership Pioneer Valley (LPV)—March 1, 2011—June 30, 2014

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—March 31, 2013

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—June 30, 2013

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—June 30, 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—June 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 30, 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—June 1, 2011—March 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, 2012

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—June 30, 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.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 and ongoing.

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 and ongoing.

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 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 March 15, 2014.

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

Task I – Regional Planning for a Sustainable Knowledge Corridor

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

I.A.1. Task Overview

Timeline: February 15, 2011 through January 31, 2013

Task Description: 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 conducting additional analyses and studies to address gaps in and integrate the work already done by the three MPO regions.

Goal: 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.

Objectives:

- Update component plans of three MPO regions to ensure inclusion and integration of key elements of sustainable/livable communities.
- Actively involve key stakeholders and consortium partners in the plan update process, in order to incorporate diverse perspectives and achieve broad-based community support for the updated plans.
- Utilize the summary reports on *Key Findings, Strategies and Priorities for Sustainable CRCOG, CCRPA and PVPC Regions* to identify overarching issues affecting the bi-state Knowledge Corridor Region that will benefit from the next stage of planning, the development of a *Detailed Execution Plan for a Sustainable Knowledge Corridor*.

Major Activities (with responsible party in bold and parentheses):

- 1) Select consultants, and execute contracts with consultants and consortium partners who will assist in the planning process (**CRCOG, CCRPA and PVPC**)
- 2) Update component plans of 3 MPO regions to ensure inclusion and integration of key elements of sustainable/livable communities. (**CRCOG, CCRPA, PVPC, Consultants, Consortium Partners**)
- 3) Create new plan elements, or execute substantial update of existing plan elements, in support of regional sustainability, including the development and execution of shared methodologies and approaches in the three MPO regions. (**CRCOG, CCRPA, PVPC, Consultants, Consortium Partners**)
- 4) Apply Civic Engagement strategy throughout the planning process (see Task I.C). (**CRCOG, CCRPA, PVPC, UMass, Consortium Partners**)
- 5) Amend existing regional plans to incorporate updated and new plan elements, goals, policy recommendations and implementation strategies. (**CRCOG, CCRPA, PVPC, Consortium Partners**)
- 6) Prepare summary reports (one for each region): *Key Findings, Strategies and Priorities for a Sustainable Region* to guide development of the *Detailed Execution Plan for a Sustainable Knowledge Corridor*. (**CRCOG, CCRPA and PVPC**)

- 7) Create descriptive ***Knowledge Corridor Overview Maps*** that graphically depict information contained in the Key Findings, Strategies and Priorities reports and other plans prepared by the MPO regions. These maps will summarize the development and conservation vision for the Knowledge Corridor. **(CRCOG, CCRPA and PVPC)**

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.

I.A.2. Pioneer Valley Planning Commission (PVPC) Planning Detail

Task I.A.2.a: Regional Housing Plan

Timeline: March 1, 2011 through June 30, 2014.

Task Description: The public and key stakeholders throughout the region will engage in conversations to identify critical housing, land use, economic development and transportation issues affecting housing affordability and housing choice in the region. The PVPC will assist this effort by collecting quantitative and qualitative information that will illuminate these issues. The PVPC will then present these findings in the form of a Regional Housing Assessment and then conduct outreach to stakeholders to identify strategies and actions to address issues identified in the Assessment. PVPC will develop a Strategic Plan to address solutions to problems and combine with the Assessment to form the final Regional Housing Plan. PVPC will then conduct extensive education and outreach to local municipalities on priority recommendations of Regional Housing Plan. In addition, the PVPC will work with local boards on zoning regulations that facilitate greater housing choice and affordability as well as work with the public and key stakeholders on identified policy and advocacy issues.

Goal: To address impediments to fair housing choice and to ensure housing affordability and choice for all ranges of incomes and abilities.

Objectives:

- Determine key regional issues, opportunities, and challenges related to housing choice and housing affordability.
- Identify strategies and actions that respond to key regional issues, opportunities, and challenges.
- Increase the level of understanding of how housing choice and housing affordability are both local and regional concerns.
- Increase the level of understanding of how housing choice and housing affordability affect and are affected by land use, jobs, and transportation infrastructure.
- Improved local and regional policies and regulations to facilitate housing choice and housing affordability.

Major Activities (with responsible party in bold and parentheses):

- 1) Establishment of and coordination with a Regional Housing Plan Advisory Committee that will meet monthly for the first year, bi-monthly for the second year, and quarterly for the last year. **(PVPC)**
- 2) Develop **Regional Housing Assessment** for Regional Housing Plan by: by holding a **regional housing forum** to identify critical housing issues, opportunities and challenges; collecting quantitative data; reviewing existing municipal, regional, and state plans; and interviewing key stakeholders in the region. **(PVPC)**
- 3) Develop **Regional Strategic Plan** for Regional Housing Plan by: holding a **regional housing forum** to identify strategies and actions to address issues identified in Regional Housing Assessment; conducting **outreach to stakeholders** on implementation of strategies and actions; and by educating and conducting outreach to **civic/government/business officials and organizations**. **(PVPC)**
- 4) Complete **Regional Housing Plan by integrating the Regional Housing Assessment** with the **Regional Housing Strategic Plan**. **(PVPC)**

- 5) Implementation of Housing Plan by: **educating and conducting outreach** to local municipalities on priority recommendations of Regional Housing Plan; working with local boards on **zoning regulations** that facilitate greater housing choice and affordability; working with the public and key stakeholders on identified **policy and advocacy issues**; working with the public to **increase the level of understanding** of housing choice and housing affordability; and holding a **regional housing forum** to discuss progress made on implementation and review of priorities for subsequent years. (PVPC)

Products/Outcomes:

- 1) Advisory Committee that will guide the planning and implementation process.
- 2) Regional Housing Plan comprised of a Regional Housing Assessment and Regional Housing Strategic Plan.
- 3) Three annual regional housing forums that bring together housing professionals, key stakeholders, and the public.
- 4) Outreach and education materials to enhance the level of understanding of housing affordability and housing choice.
- 5) Zoning regulations that facilitate greater housing choice and affordability.
- 6) Enhanced technical assistance to support policy writing and implementation efforts.

Task I.A.2.b: Sustainable Transportation Element

Timeline: March 1, 2011 through June 30, 2014.

Task Description: The development of the Regional Transportation Plan (RTP) is the core of transportation planning activities in the Pioneer Valley region. The RTP identifies transportation needs, strategies and projects to create and maintain a safe, dependable, environmentally sound and equitable regional transportation system. This task will identify specific transportation strategies that can be advanced to promote sustainable transportation projects for the Knowledge Corridor. The current RTP update was completed in 2007, and an update will be completed in the summer of 2011. The present update further integrates sustainability principles activities, particularly those related to climate change, green house gas emissions and energy efficiency. This task will also focus on the advancement of Transit Oriented Development to promote the use of alternate forms of transportation through the implementation of sustainable transportation projects in the Pioneer Valley region.

Goals:

- To identify sustainable transportation strategies and projects for the Knowledge Corridor.
- To advance Transit Oriented Development (TOD) that enhances transit services in the Pioneer Valley, stabilizes neighborhoods, and reduces the economic burden of transportation on residents.

Objectives:

- Identify strategies and projects that can be advanced to support sustainable transportation.
- Identify locations in the Pioneer Valley that can support and advance TOD.
- Decrease single occupant vehicle trips and increase transit ridership.
- Advance transportation infrastructure projects which incorporate sustainability principles, land use plans, and smart growth goals.
- Monitor the effectiveness of implemented strategies and projects to assist in future planning efforts.
- Identify funding to purchase a greenhouse gas monitor to assist in future monitoring efforts.
- Strengthening the relationship between transportation and land use planning.

Major Activities (with responsible party in bold and parentheses):

- 1) Integrate appropriate strategies and projects from the major planning documents of PVPC and CRCOG to create a coordinated vision for sustainable transportation for the Knowledge Corridor. **(PVPC)**
 - a. Utilize the most current version of the PVPC and CRCOG Regional Transportation Plan (RTP) to identify transportation strategies and projects that support and advance sustainable transportation. This will include the most up to date information on Cross Border Initiatives such as the Springfield – Hartford – New Haven commuter rail project and the Northampton, MA to New Haven, CT bikeway project. This project will identify and prioritize the major transportation improvement needs and projects that impact the Knowledge corridor. The integrated plan will also address transportation access requirements for the Knowledge Corridor including the Bradley International Airport.
 - b. Utilize the regional Congestion Management Process (CMP) to identify key transportation performance measures for use in monitoring the implementation of the THUD grant. PVPC currently uses a regional Congestion Severity formula to assist in identifying areas of recurring and non-recurring congestion. This formula is intended to

- be a dynamic metric that can be modified to incorporate a variety of performance measures as data becomes available
- c. Advance appropriate strategies and projects to support the Northampton to New Haven bikeway and integrate bicycle use with other modes of transportation. Utilize the existing joint plan developed for this facility to identify key recommendations to enhance connections from the facility to transit and rail.
 - d. Model overlay zoning district for TOD inclusive of affordable housing provisions.
- 2) Perform an analysis of the level and type of development rail and transit can support and identify key areas to begin Transit Oriented Development (TOD) demonstration projects. **(PVPC)**
- a. Working in coordination with the Land Use and Environmental, Data, and Economic Development sections at the PVPC, develop a process that builds upon existing regional plans such as Valley Vision 2 and the Plan for Progress to identify a series of potential sites for TOD in the Pioneer Valley Region. Coordinate the review of potential TOD sites with Consortium partners to obtain input on local plans, market trends, and other factors that could influence the development of a successful TOD site. Utilize existing plans such as the anticipated Draft Depot Square Master Plan for the City of Holyoke to assist in the identification of potential TOD sites.
 - b. Conduct an “Alternatives Analysis” of each of the selected TOD sites to identify the transportation merits of each location. Potential areas of study to be considered as part of the “Alternatives Analysis” include:
 - i. Existing transit service data such as route alignment, headways, ridership and on-time performance data.
 - ii. Demographic data such as the percentage of population that lives within 1/2 mile of the proposed site, vehicle ownership, and journey to work data.
 - iii. The location and condition of existing transportation amenities such as sidewalks, bicycle lanes, bicycle racks, bus stops, bus shelters, and parking supply.
 - iv. The identification of known transportation needs in the vicinity of the site as identified in the CMP and Top 100 High Crash Intersections report.
 - v. Work with local communities and Consortium partners as appropriate to identify proposed transportation improvements and other projects that would have an influence on proposed TOD sites.
 - vi. Development of a Build Out for each site that includes detailed information on the anticipated trip generating characteristics of the proposed development, potential parking requirements, and an estimate of the increase in transit ridership and decrease in single occupant vehicle travel that could be expected as a result of the new development.
 - vii. An analysis of the anticipated Greenhouse Gas and Air Quality impacts of each site.
 - viii. Development and implementation of a Public Participation Process in conjunction with the project Consortium to evaluate each TOD alternative.
 - c. Utilize the results of the “Alternatives Analysis” and Public Participation Process to select a preferred site alternative for further study. This study would include more detailed analysis that could be used to assist in the identification of a series of short and long range transportation improvement projects that could assist in the implementation of the preferred TOD build out.
 - i. Transportation staff would develop a unique ridership and market survey for all PVTA routes that are anticipated to be impacted by the proposed TOD. A series of recommendations would be made to the PVTA on how to best alter the existing transit routes and schedules to best accommodate all passengers.

- ii. Conduct an assessment of the location and condition of existing sidewalks in the vicinity of the proposed site. Utilizing the CarteGraph software, PVPC staff will collect data on existing sidewalk defects and other barriers to pedestrian traffic. The condition of each sidewalk will be calculated and the overall condition of the pedestrian system will be evaluated over the long term to identify key maintenance projects to maintain a safe walking environment for all users.
 - iii. Develop a series of short and long term recommendations that would improve transportation conditions and assist in fostering development in the proposed area. Work with local communities and Consortium partners to develop projects that address congestion and pedestrian needs in the vicinity of key transit and rail stations. Focus on the development of duplicative projects such as a Community Bicycle Sharing Program and ITS applications that can assist in the monitoring their effectiveness.
- 3) Develop and monitor performance measures to compare existing levels of congestion, VMT, and greenhouse gas emissions to levels after the implementation of key sustainability projects such as high speed rail and transit service. **(PVPC)**
 - a. Identify potential sites for a Greenhouse Gas Monitor for the Pioneer Valley. This extent of this task will be based upon the purchase of a stationary versus a mobile monitoring unit.
 - b. Utilize ITS data available from MassDOT, PVTA, and the Regional Traveler Information Center (RTIC) to track performance measures developed as part of the project.
 - c. Perform daily and peak hour traffic counts for key locations in the study area.
 - d. Collect parking data to determine the impact of TOD on parking supply.

Products/Outcomes:

- 1) Public Participation Process that will inform the planning and implementation process.
- 2) Summary of PVPC and CROCOG Regional Transportation Plan (RTP) transportation strategies and projects that support and advance sustainable transportation.
- 3) Identification of potential sites for TOD in the Pioneer Valley Region.
- 4) “Alternatives Matrix” summarizing the advantages and disadvantages of each TOD site.
- 5) Selection of a preferred site alternative for further study.
- 6) Site specific transit route surveys, sidewalk inventories and implementation recommendations.
- 7) Development of location and non-rider market specific performance measures. Data collection process to track performance measures.

Task I.A.2.c: Create a Knowledge Corridor Regional Workforce Development Plan

Timeline: May 15, 2011 through March 31, 2013

Task Description: Working in close partnership with the two applicable Regional Employment Boards (REBs) encompassing the Pioneer Valley of Massachusetts and the equivalent Capital Workforce Partners organization which serves the 37 cities and towns comprising the North Central Region of Connecticut develop an Interstate Knowledge Corridor Regional Workforce Development Plan that includes cross-boundary action strategies that better integrate, coordinate and enhance the worker talent pipeline required to support the emerging Knowledge Corridor regional economy and which simultaneously contribute positively to this region's current and future workforce needs of area employers as well as its current and future job seekers. The primary intention is to realize a unique and powerful economic development tool that can strengthen and expand the skills and capabilities of the Knowledge Corridor and thereby, foster job creation, worker retention and employer satisfaction insuring that the Knowledge Corridor remains an attractive, dynamic and competitive player in an increasingly interconnected global economy.

Goal: To create on a cross border basis, an integrated, collaborative workforce development system that is a crucial foundation to the human workforce infrastructure that the Knowledge Corridor must retain in order to proactively and effectively respond to major workforce-related challenges, emerging trends, assets and opportunities on a sustained basis.

Objectives: Key objectives for this task include the following:

- On a Knowledge Corridor basis, connect and align the workforce systems and resources so as to better serve the needs of the economic region's employers, job seekers and incumbent workers.
- Identify and document relevant and timely information focusing on the workforce-related needs of area employer especially with respect to worker skill gaps and/or worker readiness issues that are priority concerns that can best be addressed on a cross border basis.
- Increase the capabilities of the Knowledge Corridor's rich educational assets, as well as workforce system managers and service providers, to leverage in-region education and training resources and programs to maximum advantage and thereby integrate workforce readiness training with classroom learning experiences with a special focus on low-income and minority job seekers and workers.
- Identify and develop action strategic designed to respond to gaps that exist among the Knowledge Corridor – based employer and the supply of qualified workers to fill such gaps over both the short and long term future.
- Promote the implementation of innovative policies and best practices in the workforce development/education sphere that demonstrated potential to realize an integrated workforce system and supply chain that captures an exemplary asset to support the Knowledge Corridor's economic competitiveness and sustainability.
- Utilize collaborative workforce development delivery systems as a means to exploit the high workforce productivity performance record of the Knowledge Corridor as well as to market this attribute to site selectors and other targeted audiences.

Major Activities (with responsible party in bold and parentheses):

- 1) Recruit and establish a core, collaborative task team with the three applicable REB organizations as well as select community college representatives as the core participants and use this collection of individuals to shape and agree on a final scope of work to successfully accomplish this important work task. **(PVPC)**

- 2) Establish and execute any required sub-agreements with the three involved REB organizations and secure any required approvals by HUD or other parties. **(PVPC)**
- 3) Solicit and secure using a competitive procurement process, a qualified consultant or consultant team that may be needed in order to carry out and complete specified work activities, tasks and products, over the duration of this timeline cited above. **(PVPC)**
- 4) Develop, on a cross border basis, an integrated, collaborative workforce development and response system capable of consolidating the Knowledge Corridor's workforce and educational assets to address the needs of interstate economic region as well as the opportunities that could only logically be addressed and achieved with a unified approach and collaborative effort. **(PVPC)**
- 5) Develop draft and final versions of a Knowledge Corridor Workforce Development Plan that incorporates recommended action strategic which can achieve an integrated coordinated interstate workforce system on a phased basis in cooperation with multiple partners. **(PVPC)**

Products/Outcomes:

- 1) Final refined scope of work for task and engagement of its lead partners
- 2) Development of draft and final version of Recommended Knowledge Corridor Workforce Development Plan
- 3) Ongoing integrated interstate workforce development system to support the Knowledge Corridor's economy, employers and workforce on a sustained basis
- 4) Enhanced economic development assets that significantly improve the Knowledge Corridor's economic competitiveness

Task I.A.2.d: Land Use Element

Timeline: March 1, 2011 through June 30, 2014.

Task Description: In 2007, the Pioneer Valley Planning Commission (PVPC) completed and adopted a national award-winning regional land use and smart growth plan, Valley Vision. This plan lays out a detailed strategy to promote compact, mixed use growth in and around urban, town, and village centers, while promoting protection of open space and natural resources outside developed centers. Adopted by 40 out of 43 communities in the Pioneer Valley region through an intergovernmental compact, PVPC has been working with municipalities over the past several years in the region to meet the requirements of the compact and make local plans and zoning regulations consistent with the recommendations of the plan.

Currently, PVPC is updating the Valley Vision plan with funding received by the Commonwealth's Executive Office of Housing and Economic Development. This update will ensure regional consistency with the Commonwealth's Sustainability Principles, as well as with proposed zoning reform legislation currently under consideration by the state legislature. One of the Commonwealth's Sustainability Principles is to advance equity and promote the equitable sharing of benefits and burdens of development. Past Valley Vision planning efforts have failed to incorporate low income / traditionally marginalized communities into the overall planning process. This funding will be used to further update the plan and provide specific tools or actions to address these issues and empower local governments to deal with environmental justice more effectively through land use planning and zoning.

With the plan for expanded transit along the Knowledge Corridor, there are opportunities to identify and implement innovative smart growth strategies and actions that will encourage higher density, transit-oriented development in identified locations. These strategies will also consider ways to maintain these dense neighborhoods as mixed-income, as successful transit-oriented developments often escalate rental housing prices making it difficult for existing low income residents to stay in the neighborhood. This project will also develop a process to better integrate the Regional Land Use plan and the Regional Transportation Plan and focus future actions on high density, transit-oriented development.

Goal: To develop and implement new innovative land use strategies for the Knowledge Corridor to encourage higher density, transit-oriented development, advance equity, and address environmental justice issues previously not identified in the regional land use planning process.

Objectives:

- Achieve a coordinated bi-state land use vision and smart growth plan for the Knowledge Corridor and determine strategies for multi-jurisdictional land use planning efforts, particularly with a focus on higher density, transit-oriented development.
- Provide better coordination between the Regional Land Use Plan and the Regional Transportation Plan, with a particular focus on actions to encourage transit-oriented development.
- Work to advance equity and address environmental justice in the implementation of the Regional Land Use plan and locally through land use and zoning strategies.
- Ensure consistency between the regional land use plan, local plans and zoning regulations through implementation of smart growth strategies at the municipal level.

Major Activities (with responsible party in bold and parentheses):

- 1) Work with the Capital Region Council of Governments to **review land use recommendations** between the two regional land use plans, **identify potential land use conflicts** for communities

that share a boundary between the two states and **develop recommendations** for implementation. **(PVPC)**

- 2) Identify areas of intersection between the Regional Land Use Plan and the Regional Transportation Plan and **develop processes to better integrate land use and transportation priorities** to encourage high density, transit-oriented development. **(PVPC)**
- 3) Identify **specific actions that will advance equity and address environmental justice** through the Civic Engagement process (Task I.C) and **meetings with targeted existing environmental justice groups** in the region. **(PVPC)**
- 4) Develop **innovative smart growth strategies to promote higher density, transit-oriented development** along identified locations along the Knowledge Corridor. **(PVPC)**
- 5) Using the web-based, interactive Valley Vision Toolbox as an outreach and education tool, **develop new fact sheets, model bylaws, and identify case studies** on identified innovative smart growth strategies that encourage higher density, transit-oriented development and advance equity and environmental justice. **(PVPC)**
- 6) Provide **local technical assistance** to communities to assist in the adoption and implementation of zoning bylaws to promote higher density, transit-oriented development and advance equity and environmental justice; **(PVPC)**
- 7) Increase membership of the **Valley Development Council**, the implementation committee of the Valley Vision plan, to include **representatives from groups that represent low income / traditionally marginalized populations**. **(PVPC)**

Products/Outcomes:

- 1) Recommendations to resolve land use conflicts across the state boundary between PVPC and CRCOG;
- 2) Develop and implement process to better integrate land use and transportation priorities to encourage higher density, transit-oriented development in identified locations;
- 3) Three to five meetings with existing environmental justice organizations to better understand and develop land use solutions to advance equity and environmental justice in neighborhoods with identified environmental justice population groups, specifically in the urban core;
- 4) New innovative smart growth strategies plus accompanying fact sheets, case studies, and model bylaws for the web-based Valley Vision Toolbox to encourage higher density, transit-oriented development and advance equity and environmental justice;
- 5) Adopted zoning regulations in 3-5 communities in the Pioneer Valley region that promote higher density, transit-oriented development and advance equity and environmental justice;
- 6) Increased membership of the Valley Development Council to include representatives from groups that represent low income / traditionally marginalized populations.

Task I.A.2.e: Regional Food Security Plan

Timeline: March 1, 2011 through March 1, 2014.

Task Description: The public and key stakeholders throughout the region will engage in research, work groups and conversations (in person and on-line) to identify critical Food Security, land use, economic development and transportation issues affecting Food Security in the region. The PVPC will assist this effort by collecting quantitative and qualitative information that will illuminate these issues. Communities Involved Sustaining Agriculture (CISA) will collaborate with PVPC on this task as a sub-consultant and project partner. The PVPC will then present these findings in the form of a Regional Food Security Assessment and then conduct outreach to stakeholders to identify strategies and actions to address issues identified in the Assessment. PVPC will develop a Strategic Plan to address solutions to problems and combine with the Assessment to form the final Regional Food Security Plan. PVPC will then conduct extensive education and outreach to local municipalities and other key food-related organizations on priority recommendations of the Regional Food Security Plan. In addition, the PVPC will work with local boards and organizations on zoning regulations that facilitate greater Food Security as well as work with the public and key stakeholders on identified policy and advocacy issues.

Goal: To address impediments to Food Security and to ensure Food Security for all ranges of incomes and abilities.

Objectives:

- Determine key regional issues, opportunities, and challenges related to Food Security.
- Identify strategies and actions that respond to key regional issues, opportunities, and challenges.
- Increase the level of understanding of how Food Security is both a local and regional concern.
- Increase the level of understanding of how Food Security affects and is affected by land use, jobs, and transportation infrastructure.
- Improved local and regional policies and regulations to facilitate Food Security choice and Food Security affordability.

Major Activities (with responsible party in bold and parentheses):

- 1) Establishment of and coordination with a Regional Food Security Plan Advisory Committee that will meet monthly for the first year, bi-monthly for the second year, and quarterly for the last year. **(PVPC)**
- 2) Develop **Regional Food Security Assessment** for Regional Food Security Plan by: by holding a **regional Food Security forum** to identify critical Food Security issues, opportunities and challenges; collecting quantitative data; reviewing existing municipal, regional, and state plans; and interviewing key stakeholders in the region. **(PVPC with assistance from CISA)**
- 3) Develop **Regional Strategic Plan** for Regional Food Security Plan by: holding a **regional Food Security forum** to identify strategies and actions to address issues identified in Regional Food Security Assessment; conducting **outreach to stakeholders** on implementation of strategies and actions; and by educating and conducting outreach to **civic/government/business officials and organizations**. **(PVPC)**
- 4) Complete Regional Food Security Plan by integrating the Regional Food Security Assessment with the Regional Food Security Strategic Plan.
- 5) Implementation of Food Security Plan by: **educating and conducting outreach** to local municipalities on priority recommendations of Regional Food Security Plan; working with local boards on **zoning regulations** that facilitate greater Food Security; working with the public and key stakeholders on identified **policy and advocacy issues**; working with the public to **increase**

the level of understanding of Food Security; and holding a **regional Food Security forum** to discuss progress made on implementation and review of priorities for subsequent years. **(PVPC)**

Products/Outcomes:

- 1) Advisory Committee that will guide the planning and implementation process.
- 2) Regional Food Security Plan comprised of a Regional Food Security Assessment and Regional Food Security Strategic Plan.
- 3) Three annual regional Food Security forums that bring together Food Security professionals, key stakeholders, and the public.
- 4) Outreach and education materials to enhance the level of understanding of Food Security.
- 5) Zoning regulations that facilitate greater Food Security.
- 6) Enhanced technical assistance to support policy writing and implementation efforts.

Task I.A.2.f: Regional Planning- PVPC Climate Change Element

Timeline: March 1, 2011 through September 30, 2012.

Task Description: A regional Climate Action Plan will be developed for the Pioneer Valley region, including a detailed Climate Action Toolbox, to assist communities and regional groups to address both the sources of greenhouse gas emissions and adaptation strategies for climate change impacts.

Goal: To better understand regional sources of greenhouse gas emissions and potential climate change impacts in the Pioneer Valley, and to promote local and regional actions to mitigate these issues.

Objectives:

- Determine amounts and sources of greenhouse gas emissions (GHGs) in the Pioneer Valley region.
- Evaluate the predicted impacts of climate change on the region.
- Identify local and regional strategies that can be effective in reducing GHG emissions, and adapting to climate change impacts.
- Assist communities and regional groups in implementing strategies to address climate action.

Major Activities (with responsible party in bold and parentheses):

Form a regional Climate Action Planning Committee including representatives from state, regional and local government, advocacy/not for profit sector, and the business community to work together.

Stakeholders include groups working on zero waste, water conservation, land protection, environmental planning, energy efficiency, clean energy, economic development and transportation alternatives.

- 1) Utilize existing climate calculators to estimate GHG emission inventories of facilities or operations in order to determine the amount of greenhouse gases produced per year.
- 2) Document sources of GHG emissions in the region and prioritize strategies for reducing GHG emissions.
- 3) Evaluate a range of likely climate change impacts, including impacts on water supplies and agriculture. Develop climate change adaptation strategies to mitigate impacts.
- 4) Develop a detailed and measurable strategy for reduction of GHG emissions in the region, integrating land use, transportation, energy conservation and energy alternatives, and other issues.
- 5) Develop a detailed Climate Action Toolbox of fact sheets and model bylaws/policies for each of the recommended GHG reduction strategies, such as:
 - zoning to promote use of solar and wind power, green roofs, tree preservation;
 - carbon impact fees for large development;
 - green development performance standards;
 - municipal and home energy retrofit programs.
- 6) Assign roles and responsibilities for GHG reductions in the plan.
- 7) Implement, monitor, and evaluate plan strategies to achieve GHG reduction goals.
- 8) Provide a program of community technical assistance to assist communities and other regional groups in adopting and implementing GHG reduction strategies in the Climate Action Toolbox.

Products/Outcomes:

- 1) Climate Action Plan for the Pioneer Valley region, including inventory and analysis of GHG sources
- 2) Climate Action Toolbox of strategies to reduce GHG emissions

Task I.A.2.g: Regional Planning- PVPC Environment Element

Timeline: April 1, 2011 through December 31, 2013.

Task Description: Develop a regional open space plan by coordinating local, regional and state organizations involved in documenting environmental problems and implementation of strategies for the resolving these problems and the protection of open space. The plan will identify gaps or needs relative to the coordinated activities of these organizations and seek to fill the gap.

Goal: To understand the region's needs relative to open space protection and greenway development and identify strategies and implementable actions to meets these needs.

Objectives:

- Environmental problems in the region are identified.
- Connectivity of Open Space / Greenways – Land is used in accordance with Smart Growth principles, making sure that community zoning bylaws are consistent with community and regional master plans.
- Strategies for environmental protection are identified and implemented.

Major Activities (responsible party is PVPC for all activities):

- 1) Form a regional Environmental Planning Committee including representatives from state, regional and local government, land trusts, watershed associations, non-profit environmental groups, and environmental justice communities.
- 2) Document environmental problems in the region, including loss of farmland, open space and wildlife habitat, water quality problems, and environmental justice concerns.
- 3) Use GIS overlap mapping analysis of multiple environmental attributes to develop a detailed regional map illustrating prioritized target areas for open space and farmland preservation, wildlife habitat conservation, regional greenways, water quality restoration target areas.
- 4) Develop detailed and measurable strategies for environmental protection and improvement in the region, including:
 - a. Strategies for wildlife habitat preservation and restoration;
 - b. Strategies for farmland and open space preservation;
 - c. Strategies to link and protect regional greenways;
 - d. Strategies to redress persistent environmental justice concerns and equalize access to environmental amenities, particularly in economically disadvantaged communities.
- 5) Develop a framework for creating a regional coalition of land conservation organizations to cooperate and pool resources for environmental land protection and implement strategies for environmental protection.
- 6) Finalize, print and distribute Sustainable Environment Element plans and maps.

Products/Outcomes:

- 1) Sustainable Environment Element plan and maps.
- 2) Implemented framework of regional coordination for environmental land protection and establishment of regional greenways.

Task I.A.2.h: Sustainable Green Infrastructure/Clean Water Element

Timeline: March 1, 2011 through March 1, 2013

Task Description: PVPC will work with stakeholders in the region to identify best strategies for shifting from reliance on costly conventional gray infrastructure approaches (steel and concrete for conveyance, storage, and treatment) to less costly green infrastructure approaches, such as green roofs and green street and alleys (absorptive green spaces that capitalize on natural processes). Development of the Green Infrastructure/Clean Water Plan will entail working with stakeholders at many levels to understand and explore the cost and social benefits of green infrastructure, identifying existing conditions and opportunities for introducing green infrastructure, and promoting implementation of the plan. While project work will benefit the entire region, the project's primary focus will be on the largest municipalities (Springfield, Holyoke, and Chicopee) which are struggling with mounting and monumental capital costs for updating aging and failing infrastructure and for meeting multiple regulatory requirements to improve water quality, including abatement of CSO overflow discharges. The secondary focus will be on the mid size municipalities working to update aging infrastructure, while also meeting new water quality requirements under the National Pollutant Discharge Elimination System (NPDES) program for municipal separate storm sewer systems (MS4s). The approach will integrate stormwater and sanitary sewer and to some extent drinking water considerations, with special emphasis on reducing stormwater inputs to sanitary sewer systems where possible. Development of the Green Infrastructure/Clean Water Plan will draw on the experience of such planning already done in New York City, Philadelphia, and Portland, Oregon.

Goal: To move the region from grey to green infrastructure, reducing the cost and improving the effectiveness of aging/failing wastewater, stormwater, and drinking water conveyance and treatment infrastructure as well as reducing the social and economic disparities that have resulted from a lack of investment in this infrastructure. Over the long term, the green infrastructure/ Clean Water Plan aims to result in 95% reduction of combined sewer overflow, significant reductions in the volume of urban stormwater runoff, adaptive reuse of one-third of impervious surfaces in the region's cities into absorptive green spaces, and stormwater utilities in all urban and suburban communities throughout the region.

Objectives:

- Establish a solid framework for political support and civic engagement, promoting social and economic equality in infrastructure investments (and reducing disparities that have resulted from a lack of investment in this infrastructure)
- Identify specific strategies for reducing the cost and improving the effectiveness of aging/failing wastewater, stormwater, and drinking water conveyance and treatment infrastructure
- Increase water supplies by virtue of reusing wastewater, stormwater, and preventing excess runoff, turning urban impervious asphalt surfaces into absorptive green spaces using rain gardens, green roofs, pervious pavements, and trees to recycle and reuse rainwater
- Promote implementation of the Green Infrastructure/Clean Water Plan

Major Activities:

- 1) Conduct extensive public outreach, with a special focus on low-income and traditionally underserved communities, using the civic engagement model. Establish a **Green Infrastructure Advisory Committee**, bringing together stormwater, wastewater, and drinking water stakeholders to provide a better understanding of projected water and sewer needs and innovative green solutions, and to understand political support required for the green infrastructure approach.
- 2) **Inventory** water infrastructure system, including: current regulations, decision making processes for addressing aged systems, and plans and tools currently in use to help make infrastructure

investment decisions; projected needs and costs, including wastewater, stormwater, and drinking water conveyance and treatment infrastructure; current capacity of CSO system and cost of all upgrades to separate stormwater to meet water quality requirements; rate structures and recent rate increases and projections for increases in coming years to address infrastructure; extent of each CSO sewer shed and watershed; current water use and trends for the future with consideration of projected climate change impacts; impervious cover in priority sewer sheds and stormwater volume currently delivered and projected to be delivered to CSO system.

- 3) **Research** innovative approaches, including: adaptive management strategies and processes that could produce better decisions about investments and overall resources allocation to achieve sustainability/water quality objectives; model regulations and incentives; water reuse strategies (wastewater and stormwater); and suitable locations for implementation of such projects in the region.
- 4) Conduct **analysis**, including: accounting for projected climate change impacts on water infrastructure; defining strategies to address projected water supply needs, including expanded water conservation and efficiency practices, water use audits, and emergency interconnection agreements; setting targets for reduction of gray infrastructure and introduction of green infrastructure; identify ways to supplement meeting target by optimizing existing wastewater system and/or cost effective gray infrastructure investments.
- 5) Develop **recommendations**, including: effective regulatory and policy changes to reduce social and economic disparities, including pricing policies and making the case for stormwater utilities where they do not currently exist; effective regulatory and policy changes for green infrastructure including development of LID incentives and bylaws; opportunities for reduction of gray infrastructure and introduction of green infrastructure, including general soil conditions, physical locations (right of ways, vacant lots, public parks, schools, etc. where grey infrastructure can be replaced with green infrastructure); menu of green infrastructure features that can be constructed, including estimated per unit costs and treatment volumes.
- 6) Promote **plan implementation** by conducting outreach to local municipalities on priority recommendations of the Green Infrastructure Plan, working with municipal agencies on model regulations that will facilitate green infrastructure development, working with the public and key stakeholders to increase the level of understanding about and benefits of green infrastructure, and developing detailed strategies for implementing green infrastructure in the region.

Products/Outcomes:

- 1) The establishment of the Green Infrastructure Advisory Committee that will help guide plan development and implementation
- 2) An outreach and education program that builds understanding and support for a Green Infrastructure program
- 3) A working paper that describes the inventory and analysis stage of the plan, including: the decision making processes and tools used for addressing aged systems; an inventory of infrastructure; data on impervious cover in priority sewer sheds and stormwater volume; current water use and trends for the future; projection of infrastructure needs and costs.
- 4) A working paper that describes recommendations for strategic and sustainable investment in the region's water infrastructure, including: recommendations for regulatory and policy changes where appropriate; strategies for addressing projected water supply needs; targets for reducing stormwater inputs to CSO system and opportunities identified for introducing green infrastructure; menu of green infrastructure features, including estimated per unit costs and treatment volumes
- 5) A Green Infrastructure/Clean Water Plan that includes both water infrastructure assessment and a plan for strategic and sustainable investment in the region's water infrastructure
- 6) Assistance to support policy efforts and to develop green infrastructure strategies for specific locations that will help advance implementation

I.A.3. Capitol Region Council of Governments (CRCOG) Planning Detail

Timeline: February 15, 2011 through January 31, 2013

Task Description: CRCOG will update, integrate and supplement existing Capitol Region 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 integrate the work already completed by CRCOG and other regional partners.

Goal: 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.

Objectives:

- Update component plans of the Capitol Region to ensure inclusion and integration of key elements of sustainable/livable communities.
- Actively involve key stakeholders and consortium partners in the plan update process, in order to incorporate diverse perspectives and achieve broad-based community support for the updated plans.
- Create a summary report on *Key Findings, Strategies and Priorities for a Sustainable Capitol Region*. This report will be combined with summary reports prepared by the CCRPA and PVPC regions to identify overarching issues affecting the bi-state Knowledge Corridor Region that will benefit from the next stage of planning, the development of a *Detailed Execution Plan for a Sustainable Knowledge Corridor*.

Major Activities (with responsible party in bold and parentheses)

- 1) Select consultants, and execute contracts with consultants and consortium partners who will assist in the planning process (**CRCOG**)
 - a. Execute a sub-grantee agreement with the Connecticut Fair Housing Center, who will provide guidance in developing a regional analysis of impediments to fair housing choice and strategies to affirmatively further fair housing.
 - b. Execute sub-grantee agreement with Connecticut Economic Resource Center (CERC) to assist with data provision and analysis related to update of regional plans.
 - c. Select and execute contract with an economic development consultant, who will assist in the update of the MetroHartford Comprehensive Economic Development Strategy (CEDS).
 - d. Execute sub-grantee agreements with PVPC and CCRPA, who will conduct regional planning activities in their individual planning regions.
- 2) Establish regional advisory committees to provide guidance in the planning process, both in regard to specific issue areas, and also cross-disciplinary concerns related to enhancing the region's sustainability and livability. In addition to involving newly-formed advisory committees, the planning process will also seek input from the CRCOG Regional Planning Commission (representatives of municipal planning and zoning commissions) and Policy Board (chief elected officials), since these two boards are charged under the Connecticut General Statutes with developing and adopting the Regional Plan of Conservation and Development (**CRCOG, consortium partners**)
- 3) Apply Civic Engagement strategy throughout the planning process (see Task I.C). (**CRCOG, consortium partners**)

- 4) Update and fill gaps in the Capitol Region’s component plans to ensure inclusion and integration of key elements of sustainable/livable communities. **(CRCOG, consultants, consortium partners)**. Key Capitol Region plans that will be reviewed, updated and integrated are:
 - a. *Achieving the Balance: A Plan of Conservation and Development for the Capitol Region* (2009)
 - b. *CRCOG Regional Transportation Plan* (2007; 2011 update underway)
 - c. *MetroHartford Comprehensive Economic Development Strategy* (2009)
 - d. *Together We Can Grow Better: Smart Growth for a Sustainable Connecticut Capitol Region* (2009)
 - e. *Smart Growth Guidelines for Sustainable Design and Development* (2009)
 - f. *Growing Economy, Shrinking Emissions: A Transit Oriented Future for Connecticut’s Capitol Region* (2009)
 - g. *Capitol Region Pre-Disaster Natural Hazard Mitigation Plan* (2008—CRCOG has applied for a FEMA grant to update the plan, beginning in FFY 2011-2012)
 - h. Other regional plans as appropriate, including findings of 2008/2009 Regional Roundtables on Responsible Growth.
- 5) Create new plan elements, or execute substantial update of existing plan elements, in support of regional sustainability, including the development and execution of shared methodologies and approaches for the following three subject areas: **Housing, Workforce Development, and Climate Change**. PVPC has taken the lead in developing element scopes for these topics (see Tasks I.A.2.a; I.A.2.c; and I.A.2.f). CRCOG and CCRPA will use these scopes as a foundation for work in the Connecticut regions, making adjustments as necessary to reflect local conditions and concerns. Regional Transportation Plan updates are underway in all three regions in accordance with federal FHWA guidelines, and additional work will be done to coordinate the findings and recommendations of these transportation plans. **(CRCOG, consortium partners)**
- 6) Amend existing regional plans to incorporate updated and new plan elements, goals, policy recommendations and implementation strategies. **(CRCOG, consortium partners)**
- 7) Prepare summary reports: *Key Findings, Strategies and Priorities for a Sustainable Capitol Region* to guide development of the *Detailed Execution Plan for a Sustainable Knowledge Corridor*. **(CRCOG, consortium partners)**

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 a summary document that clearly articulates 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 Capitol Region Plan of Conservation and Development, Capitol Region Long-Range Transportation Plan, and MetroHartford Comprehensive Economic Development Strategy** that include and integrate the key elements of sustainable and livable communities. The Capitol Region will focus on updating and filling gaps in existing regional plans. In addition, new or substantially changed regional plans or plan elements will include the following:
 - a. Regional Housing Plan, including regional impediments to fair housing analysis—to be incorporated into the Regional Plan of Conservation and Development
 - b. 2011 update of Capitol Region Long-Range Transportation Plan
 - c. Regional Workforce Development Plan (all regions—a new plan for the whole Knowledge Corridor will be developed)
 - d. Regional Climate Change Element—to be incorporated into the Regional Plan of Conservation and Development
 - e. Updated MetroHartford Comprehensive Economic Development Strategy (CEDS)

- 2) Summary report entitled ***Key Findings, Strategies and Priorities for a Sustainable Capitol Region.***
- 3) Updates of other regional plans and policies that may be identified through the planning process.

I.A.4. Central Connecticut Regional Planning Agency (CCRPA) Planning Detail

Timeline: February 15, 2011 through January 31, 2013

Task Description: CCRPA will update, integrate and supplement existing Central Connecticut Region 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 integrate the work already completed by CCRPA and other regional partners.

Goal: 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.

Objectives:

- Update component plans of the Central Connecticut Region to ensure inclusion and integration of key elements of sustainable/livable communities.
- Actively involve key stakeholders and consortium partners in the plan update process, in order to incorporate diverse perspectives and achieve broad-based community support for the updated plans.
- Create a summary report on *Key Findings, Strategies and Priorities for a Sustainable Central Connecticut Region*. This report will be combined with summary reports prepared by the CRCOG and PVPC regions to identify overarching issues affecting the bi-state Knowledge Corridor Region that will benefit from the next stage of planning, the development of a *Detailed Execution Plan for a Sustainable Knowledge Corridor*.

Major Activities (with responsible party in bold and parentheses)

- 1) Establish regional advisory committees to provide guidance in the planning process, both in regard to specific issue areas, and also cross-disciplinary concerns related to enhancing the region's sustainability and livability. In addition to involving newly-formed advisory committees, the planning process will also seek input from the CCRPA governing board, since this board is charged under the Connecticut General Statutes with developing and adopting the Regional Plan of Conservation and Development (**CCRPA, consortium partners**)
- 2) Apply Civic Engagement strategy throughout the planning process (see Task I.C). (**CCRPA, consortium partners**)
- 3) Update and fill gaps in the Central Connecticut Region's component plans to ensure inclusion and integration of key elements of sustainable/livable communities. (**CCRPA, consortium partners**). Key Central Connecticut Region plans that will be reviewed, updated and integrated are:
 - a. *Plan of Conservation and Development for the Central Connecticut Region* (2007)
 - b. *Long-Range Transportation Plan for Central Connecticut* (2007; 2011 update underway)
 - c. *Comprehensive Economic Development Strategy* (2004; 2011 update underway)
 - d. *Central Connecticut Plan for Alternative Transportation and Health* (2005)
 - e. *Central Connecticut Region Pre-Disaster Natural Hazard Mitigation Plan* (2010)
 - f. Other regional plans as appropriate.
- 4) Create new plan elements, or execute substantial update of existing plan elements, in support of regional sustainability, including the development and execution of shared methodologies and approaches for the following three subject areas: **Housing, Workforce Development, and Climate Change**. PVPC has taken the lead in developing element scopes for these topics (see

Tasks I.A.2.a; I.A.2.c; and I.A.2.f). CCRPA and CRCOG will use these scopes as a foundation for work in the Connecticut regions, making adjustments as necessary to reflect local conditions and concerns. Regional Transportation Plan updates are underway in all three regions in accordance with federal FHWA guidelines, and additional work will be done to coordinate the findings and recommendations of these transportation plans. **(CCRPA, consortium partners)**

- 5) Amend existing regional plans to incorporate updated and new plan elements, goals, policy recommendations and implementation strategies. **(CCRPA, consortium partners)**
- 6) Prepare summary reports: ***Key Findings, Strategies and Priorities for a Sustainable Central Connecticut Region*** to guide development of the ***Detailed Execution Plan for a Sustainable Knowledge Corridor***. **(CCRPA, consortium partners)**

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 a summary document that clearly articulates 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 Central Connecticut Regional Plan of Conservation and Development, the Long-Range Transportation Plan for Central Connecticut, and the Central Connecticut Comprehensive Economic Development Strategy** that include and integrate the key elements of sustainable and livable communities. The Central Connecticut Region will focus on updating and filling gaps in existing regional plans. In addition, new or substantially changed regional plans or plan elements will include the following:
 - a. Regional Housing Plan, including regional impediments to fair housing analysis—to be incorporated into the Regional Plan of Conservation and Development
 - b. 2011 update of Central Connecticut Region Long-Range Transportation Plan
 - c. Regional Workforce Development Plan (all regions—a new plan for the whole Knowledge Corridor will be developed)
 - d. Regional Climate Change Element—to be incorporated into the Regional Plan of Conservation and Development
 - e. Updated Central Connecticut Comprehensive Economic Development Strategy (CEDS)
- 2) Summary report entitled ***Key Findings, Strategies and Priorities for a Sustainable Central Connecticut Region***.
- 3) Updates of other regional plans and policies that may be identified through the planning process.

I.B. Prepare Knowledge Corridor Detailed Execution Plan for a Sustainable Region

Timeline: February 15, 2011 through February 14, 2014

Task Description: 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.

Goal: To develop and reach consensus on clearly stated Knowledge Corridor goals, policies, and detailed execution 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.

Objectives:

- Create *Knowledge Corridor Detailed Execution Plan for a Sustainable Region*. This plan will serve as a blueprint for future collaborative action and investment by Knowledge Corridor Consortium partners, and other stakeholders, in support of building and maintaining vibrant, healthy communities, protected natural resources and open spaces, equitable access to opportunities and an economically competitive Knowledge Corridor. The planning activities conducted under Task I.A, Update and Integrate Existing Regional Plans for a More Sustainable Knowledge Corridor Region, will provide the foundation for development of the *Detailed Execution Plan*.
- Actively involve key stakeholders and consortium partners in the development of the *Detailed Execution Plan*, in order to incorporate diverse perspectives and achieve broad-based community support for the plan.
- Create a Knowledge Corridor Consortium that is fully engaged in the planning process, and committed to working during and after the grant period to implement the *Detailed Execution Plan* in cooperation with other stakeholders.

Major Activities (with responsible party in bold and parentheses):

- 1) Establish the Knowledge Corridor Consortium and the Consortium Agreement—see Task V.A for more detail (**CRCOG, PVPC, CCRPA, Consortium Partners**).
- 2) Convene full consortium quarterly, with individual partners and working committees engaged more frequently to support planning work. The Hartford Springfield Economic Partnership (HSEP), which has guided the Knowledge Corridor collaboration for 10 years, meets monthly and will serve in an advisory capacity throughout the project. HSEP members are also Consortium Partners. (**CRCOG, CCRPA, PVPC, Consortium Partners**)
- 3) Utilize summary reports (one for each region): *Key Findings, Strategies and Priorities for a Sustainable Region* to guide development of the *Detailed Execution Plan for a Sustainable Knowledge Corridor*. (**CRCOG, PVPC, CCRPA, Consortium Partners**)
- 4) Apply Civic Engagement strategy throughout the planning process—see Task I.C. (**CRCOG, CCRPA, PVPC, UMass, Consortium Partners**)
- 5) Request that Knowledge Corridor Consortium Partners endorse *Detailed Execution Plan for a Sustainable Knowledge Corridor*. (**CRCOG, CCRPA, PVPC, Consortium Partners**)
- 6) Knowledge Corridor consortium adopts the *Detailed Execution Plan for a Sustainable Knowledge Corridor*.

Products/Outcomes:

The major product/outcome of this task will be a *Knowledge Corridor Detailed Execution Plan for a Sustainable Region*. Through creation of the *Knowledge Corridor Consortium*, we will also be creating an ongoing partnership to advance the tenets of livable and sustainable communities in the bi-state region. The desired long-term outcome of this project is that Knowledge Corridor Consortium and like-minded agencies and individuals will continue to work together after the grant period—developing and supporting integrated, regional approaches to planning, projects and investments that will promote vibrant, healthy communities, protected natural resources and open spaces, equitable access to opportunities and an economically competitive Knowledge Corridor to serve all our citizens today, and in the future.

- 1) Final Consortium Partnership Agreement developed and signed by partner agencies.
- 2) Draft *Knowledge Corridor Detailed Execution Plan for a Sustainable Region* completed.
- 3) *Knowledge Corridor Detailed Execution Plan for a Sustainable Region* endorsed by Consortium Partner Agencies.
- 4) *Knowledge Corridor Detailed Execution Plan for a Sustainable Region* adopted by Knowledge Corridor Consortium.

I.C. Civic Engagement

Timeline: March 1, 2011 through February 14, 2014.

Task Description: A key component of the success of this regional plan for sustainable development is authentic community and civic engagement. The public we serve must be involved in this regional planning process from start to finish—defining what sustainability means in our region, articulating a vision of what sustainability is, identifying barriers to sustainability, and collaborating with experts to identify and define ways to overcome identified barriers and achieve our region’s vision of sustainability. Therefore, we embrace a broad civic engagement/public outreach process designed to assure diverse participation in the development of our regional plan for sustainability focusing especially on populations sometimes left out of traditional planning processes, specifically economically disadvantaged people, racial minorities, limited English speakers, persons with disabilities and the elderly. We will utilize a combination of civic leadership labs, stakeholder interviews, on-line tools such as Metroquest, Twitter, Facebook, and SurveyMonkey, focus groups, meetings, shared meals, workshops, traditional media outreach, and visioning sessions, to reach out to a broad cross-section of the regions’ residents, to gather input and create mechanisms for participation in all elements of this regional plan development process: visioning, development of element plans, and ultimately development of our Regional Execution Plan for Sustainability.

Goal: To assure substantive and meaningful involvement of populations too often left out of traditional planning processes in the development of our missing element plans and in the implementation of our regional execution plan for enhanced sustainability in the Knowledge Corridor region of northern Connecticut and western Massachusetts.

Objectives:

- 2011, year one: innovative civic engagement assuring participation of populations too often left out of traditional planning processes focusing on eight new and updated element plans in Massachusetts: transportation, workforce, housing, climate action/energy, food security, environment, water infrastructure, and land use, and four in Connecticut: transportation, workforce, housing, climate action/energy, and on launching of catalytic projects and other consultants/sub-contract projects and activities.
- 2012, year two: innovative civic engagement assuring participation of populations too often left out of traditional planning processes focusing on regional execution plan for sustainable development—whole Knowledge Corridor—Hartford to Hatfield and civic engagement → transitioning from planning to doing.
- 2013, year three: innovative civic engagement assuring participation of populations too often left out of traditional planning processes in ongoing implementation of element actions and concurrent planning and implementation of detailed execution plan for region—assure public involvement in prioritization of bi-state regional recommendations.

Major Activities (with responsible party in bold and parentheses):

- 1) Establish civic engagement team—sub-contracts with PVPC, UMASS, United Ways in Massachusetts. **(CROG and PVPC)**
- 2) Launch Metroquest as civic engagement “Face” of Knowledge Corridor Sustainability Initiative with an invitation to the public to rank sustainability priorities. Will have subsequent invitations for broad public participation via Metroquest throughout the course of the project. **(PVPC with assistance from UMASS and United Ways and CROG)**

- 3) Research on innovative engagement strategies for getting the public involved in identifying and choosing strategies for element plans and then a year later, on topic of regional execution plan **(UMASS with oversight from PVPC and assistance from United Ways and CRCOG)**
- 4) Civic engagement targeting building support for and accurately defining solutions in element plans, and also defining (agreeing on a definition of) sustainability. Will facilitate a variety of very exciting civic engagement activities in collaboration with element plan staff and plan advisory/oversight committees, focusing on building support for recommended priority actions in element plans in year one and in year two will do the same focusing on regional execution plan. **(UMASS with oversight from PVPC and assistance from United Ways and CRCOG)**
- 5) Civic engagement focusing on selecting priority Knowledge Corridor actions for implementation. **(PVPC with assistance from UMASS and United Ways and CRCOG)**

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 for a Sustainable Knowledge Corridor Region.
- 9) Prioritized action items for the Detailed Execution Plan.
- 10) Draft and final versions of the Detailed Execution Plan.

Task II – Capacity Building and Special Planning Studies

Task II.A. Leadership Pioneer Valley

Timeline: March 1, 2011 through June 30, 2014.

Task Description: Business, community and municipal leaders have come together to support the development of Leadership Pioneer Valley, a new regional leadership initiative for Hampden, Hampshire and Franklin counties in western Massachusetts. The program will recruit, develop and support succeeding generations of the region's leaders and will stimulate their collaborative efforts to maximize the health and vibrancy of the Pioneer Valley. This will be accomplished through an educational and membership (alumni) program that promotes dialogue, cooperation and involvement.

Goal: To prepare and support public, private and non-profit sector leaders who through collaborative efforts will maximize the health, vibrancy and sustainability of the Pioneer Valley.

Objectives:

- Increased participation on municipal and non-profit boards, with fewer empty seats.
- Increased numbers of community volunteers and mentors in a wider variety of programs.
- Increased civic involvement of community members from diverse cultural backgrounds, economic situations, racial backgrounds, geographic locations, and life stages.
- Improved collaboration on regional issues, especially between area businesses, communities and non-profits.
- Improved professional skills and applied knowledge of participants.

Major Activities (with responsible party in bold and parentheses):

- 1) Recruit and hire a **full-time Program Director** to assist in fundraising, curriculum development, marketing and enrollment as well as operate the 10-month leadership program. **(PVPC)**
- 2) Develop **curriculum**. The format will be a 10-month program from September to June, with one full day of study and participation per month. The curriculum will include three basic elements: 1) A diagnostic model for understanding and assessing one's leadership; 2) Skills training using the region/communities as a lab; and 3) Opportunities to connect with other leaders, to mentor others and to be mentored **(PVPC)**
- 3) Conduct **marketing plan** to advertise the program, raise funds, and recruit participants. The Program Director will work with a consultant to develop a logo and branding, a website, social networking activities, press releases, and a kick-off event. **(PVPC)**
- 4) **Enroll 30-40+ emerging and existing leaders** in the Leadership Pioneer Valley program each year for three years, with the intent of continuing the program for years to come. The program is designed for emerging and established leaders from non-profit, for-profit and municipal sectors, who will represent a broad range of the region's social, cultural, economic, racial, and geographic diversity. **(PVPC)**
- 5) Develop **alumni/mentoring program** with and for graduates of LPV. **(PVPC)**

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.

Task II.B. Market Analysis of Knowledge Corridor's Bus Rapid Transit and Rail Corridors for Transit Oriented Development (TOD)

Timeline: April 1, 2011 through June 30, 2013

Task Description: This task will define the realistic expectation of what level and type of development the New Haven-Springfield Commuter/High Speed Rail and New Britain-Hartford Bus Rapid Transit corridors can support. The focus will be on the regional marketplace, and how individual TOD opportunities fit into the regional picture. This study will also suggest what mix of uses would be appropriate at individual station locations. This task will also address how to harvest land values likely to increase near the new transit lines, and how to plow that value back into affordable housing creation and transit infrastructure in order to avoid displacement of low income residents and small businesses as a result of the transit and housing development.

Goal: To position the towns with proposed transit stations to capitalize upon fixed guideway transit investments to create more livable and sustainable communities.

Objectives:

- Establish expectations for regionwide growth potential and identify types of development that the region is best suited to capture.
- Identify the expected corridor wide impacts of the transit investments upon market potential.
- Identify strategies that can enhance the competitive position of the rail and busway corridors and the individual station locations.
- Identify transit oriented development opportunities and challenges at individual station locations.
- Identify techniques to harvest land values at station sites to provide for affordable housing.

Major Activities (with responsible party in bold and parentheses):

- 1) Select Consultant through a competitive process. **(CRCOG and PVPC)**
- 2) Create a working group subset of the consortium to oversee the task. Develop public engagement approach. **(CRCOG, PVPC and Towns)**
- 3) Coordinate work with the ongoing New Britain Hartford Busway Transit-Oriented Development Implementation Project. **(CRCOG and Consultants)**
- 4) Coordinate work with the Sustainable Codes Development Project. **(CRCOG, PVPC and Consultants)**
- 5) Conduct a public engagement process to insure the work is guided by the community vision for station area development. **(CRCOG, PVPC and Towns)**
- 6) Evaluate population and demographic trends, employment, workforce skills, income levels, and existing businesses and trends. This task will expand upon regional economic analyses that have identified the medical devices industry and biotech manufacturing as targets for growth in the Knowledge corridor and in New England generally. **(Consultant)**
- 7) Conduct Corridor Wide Market Analysis
 - a. Analyze the development potential of the transit corridors specifically, with an emphasis upon the effect of the transit investment upon corridor competitiveness. What markets will it strengthen? How much of the projected population and commercial growth can be attracted to the transit corridors and stations? How much latent demand is there for housing accessible to transit? This corridor wide evaluation will largely be based upon a literature review of experience in other communities and an evaluation of the strength of the real estate market in the transit corridors. This analysis will consider the unique strengths of the various parts of the corridor. **(Consultant)**

- b. Identify complementary strategies that can enhance the competitive position of the rail and busway corridors for the industries identified. These might include job training programs, site assembly, and incentives for development. In addition, estimates will be made of expected population growth and commercial growth for the entire region. **(Consultant)**
- 8) Given the corridor wide market analysis, evaluate the existing market strength and opportunities for transit oriented development at each station location. Market strength will be dependent upon current conditions, while opportunities for transit oriented development are based upon possible reuse of property. Identify strategies that will take advantage of the property opportunities while acknowledging the current market. Identify how the station area market might transition over time. It is important to target efforts rather than chasing down every type of development at each station. **(Consultant)**
- 9) Evaluate impact of transit investment upon property values and impact upon housing costs. Develop recommendations for capturing this value to insure the station areas are able to offer affordable housing after the transit facilities begin operation. **(Partnership for Strong Communities)**

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.

Task II.C. Transit Enhancement Bus Study

Timeline: April 1, 2011 through March 31, 2013.

Task Description: Development of recommendations for changes to on-street bus systems and coordination with providers of bus service, to improve linkages to job centers and new transit investments that increase economic opportunity and mobility for all citizens especially the residents of economically disadvantaged neighborhoods.

Goal: To expand our ability to implement transit improvements in traditionally underserved and difficult to serve areas.

Objectives:

- Develop replicable models for bus service improvements in three distinct community types: old mill center, suburban office development, and suburban shopping center.
- Develop replicable model for the establishment of Transportation Management Associations to provide employer shuttles in suburban locations.

Major Activities (with responsible party in bold and parentheses):

- 1) Select Consultant through a competitive process. **(CRCOG)**
- 2) Create a working group subset of the consortium to oversee the task. Develop public engagement approach. **(CRCOG and Towns)**
- 3) Conduct a public engagement process to insure the work is guided by community needs and vision. **(CRCOG and Towns)**
- 4) Develop a plan for bus service to the new Enfield train station, to be located in the village of Thompsonville, adjacent to the former Bigelow Carpet mills. This planning task will identify the latent demand for transit for these categories of travelers: residents of Enfield, employees of Enfield businesses, users of services located in Enfield, and commuter rail patrons. This task will develop recommendations for new service including an assessment of the suitability of flexible transit service and will also address options for operation of the service. **(Consultant)**
- 5) Develop a plan for improved bus service in Manchester CT. Planning for transit service in this area will focus upon the feasibility of developing a transit hub in the vicinity of Buckland Mall. The study will consider linkages to Manchester Community College, Manchester Center, other retail locations, Goodwin College, downtown Hartford, including the commuter rail line and the busway, job centers, retail outlets, and residential locations. The study will evaluate the possibility of orienting more service to Manchester center, improving the service while making the system more understandable for transit users. This study will also evaluate how the transit center can enable improved transit connections to Vernon and East Hartford, both communities with concentrations of low income and disabled residents. Recommendations regarding operator, type of service, routing, and service frequency will be made. **(Consultant)**
- 6) Develop a plan for improving transit service to the corporate office area on Day Hill Road, including links to the Windsor commuter rail station and new express routes to Windsor. This task will build upon recommendations made in the Northwest Corridor Transit Study and will move these recommendations forward by developing recommendations for how to create and fund a Transportation Management Association (TMA) in the Day Hill Road area to operate employer shuttles. This will include an investigation of successful TMAs elsewhere and the applicability of that experience to the Day Hill area. **(Consultant)**

Products/Outcomes:

Task II.C will have 2 products for each element of the study for a total of 6 reports:

- 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.

Task II.D. Sustainable Land Use Code Development

Timeline: April 1, 2011 through June 30, 2013.

Task Description: Assist a group of Capitol Region communities with the analysis of existing regulatory frameworks and the creation of model sustainable land use codes, regulations, municipal policies and/or ordinances which integrate and incorporate the CRCOG/EPA Smart Growth Guidelines for Sustainable Design and Development (2009) and that address not only the needs and characteristics of each community, but also the role that each community plays in a larger regional context and within regional systems (i.e. transit corridors, auto corridors, rail corridors, active transportation trails, village centers and development nodes). In keeping with the broad, national applicability of the CRCOG/EPA Sustainable Development Guidelines, model codes should also be able to serve as solid examples for other communities throughout the Knowledge Corridor region and beyond.

Goal: To establish model sustainable land use codes for a range of community types throughout the Capitol Region, the Knowledge Corridor and beyond and to lay the groundwork for successful implementation.

Objectives:

- Identify gaps and barriers to sustainable development in existing municipal codes
- Establish model land use codes, regulations, municipal policies and/or ordinances
- Conduct public education and outreach to define communities' vision for implementing sustainable & livable community techniques thereby minimizing barriers to implementation

Major Activities (with responsible party in bold and parentheses):

- 1) **Coordinate with communities to finalize list of partnering municipalities** – CRCOG will coordinate with its municipalities to determine participation. Communities will be selected that have an interest on working in the following areas: auto corridors or active trails, potential commuter rail, potential busway, village center. **(CRCOG)**
- 2) **Select consultants through competitive solicitation, and execute contracts with consultants and municipal partners** - CRCOG will issue an RFP for services and coordinate a selection process with municipal partners. Contracts between consultants and municipal partners will also be set in place. **(CRCOG)**
- 3) **Collect, review, analyze and assess existing municipal zoning and subdivision codes and regulations and land use related ordinances and policies in partnering municipalities.** A review of existing municipal codes and policies will determine strengths and weaknesses of current policy structure. This analysis will help set the framework for developing model codes and policy language. **(CRCOG, Consultant)**
- 4) **Prepare for and conduct 2-day regional sustainability charrettes** - A combination of charrettes should address the range of issues faced by rural, urban and suburban communities and should address regulatory models dealing with, but not limited to the following:
 - a. Auto-oriented commercial corridors & active greenway trails
 - b. Transit infrastructure such as busway & commuter rail lines
 - c. Village centers and nodes of development**(CRCOG, Consultant)**
- 5) **Write model zoning and subdivision language and other regulatory models in a final report for municipal use** – the consultant will produce a final report of model codes and policies that will be posted for public comment before becoming final. **(CRCOG, Consultant)**

- 6) **Coordinate work with Market Analysis of the Knowledge Corridor’s BRT and Rail Corridors** - CRCOG has issued an RFP for a Market Analysis of the Knowledge Corridor’s BRT and Rail Corridors coincident with the RFP. The consultant selected for the Knowledge Corridor Regional TOD Market Evaluation project will assist CRCOG and the Pioneer Valley Planning Commission (PVPC) in furthering plans for transit oriented development in two corridors, the New Britain Hartford Busway and the New Haven Hartford Springfield transit corridors. The work performed under this Sustainable Land Use Code project should not duplicate the Market Analysis TOD effort in any way, but is expected that it may inform that effort. **(CRCOG, Consultant)**
- 7) **Present recommendations to municipalities on specific regulatory changes utilizing innovative visualization techniques** – A presentation of final recommendations will be held at as the culminating activity of the project. Being able to visualize the complex concept of sustainable communities will likely be the key to successful implementation of sustainable land use codes. The visualization component should provide a compelling vision specific to the Knowledge Corridor Region to help the region’s citizens understand the day to day impact of implementing these codes. The visualization is also an area where the work of sustainable land use code project may be connected back to the implications for development in the Sustainable Knowledge Corridor as a whole and may link the work specific to this project to its regional context. **(CRCOG, Consultant)**

Products/Outcomes:

Develop regulations, ordinances and policies which promote denser, more compact, mixed use development and other community design and sustainable development practices in a range of Capitol Region 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 can serve as models for other communities throughout.

- 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.
- 2) **Regional Community vision for implementing sustainable land use codes through charrette process.** 2-day 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 partner communities. Specific recommendations for municipalities will be presented and will be a direct result of input received during the charrettes and that municipalities will seek to implement these models into their own codes and policies.
- 4) **Final Presentation with Innovative Visualization.** A final presentation highlighting model codes and an innovative visualization to demonstrate a compelling regional sustainable community vision after implementation of codes.

Task II.E. Affordable Housing Code Development

Timeline: May 1, 2011 through June 30, 2013.

Task Description: The project involves providing three to five municipalities in the Capitol Region with technical assistance in preparing code revisions to support development of affordable housing. The municipalities will be chosen through a selection process and will be able to individually contract with consultants for expert assistance. Assistance to be provided includes the analysis of local land use regulations and codes to identify issues hindering and opportunities for providing incentives to the development of affordable housing and preparation of regulation amendments to be presented to local land use commissions for adoption. These new regulations will then be made available to communities throughout the Knowledge Corridor as model affordable housing zone regulations.

Goal: Ensure that local development practices which advance the provision of affordable housing in a sustainable manner become the norm.

Objectives:

- Understand the current housing policy framework in each community including identifying barriers to sustainable, fair and affordable housing development practices in local regulations and policies.
- Support implementation of Affordable Housing Incentive Zones and identify alternative strategies to provide incentives for affordable housing development in three to five Capitol Region Municipalities

Major Activities (with responsible party in bold and parentheses):

- 1) Select municipalities which will be awarded technical assistance (**CRCOG, Partnership for Strong Communities**)
- 2) Analyze local regulations for issues related to fair housing and for opportunities to incent affordable housing. (**Consultants retained by municipalities, CRCOG, Partnership for Strong Communities, Connecticut Housing Coalition, Connecticut Fair Housing Center**)
- 3) Prepare municipal affordable housing incentive zone regulations. (**Consultants retained by municipalities, municipal planners**)
- 4) Municipal adoption of recommended regulatory changes. (**Consultants retained by municipalities, municipal planners**)
- 5) Share new regulations with other Knowledge Corridor communities (**CRCOG, Partnership for Strong Communities**)

Products/Outcomes:

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

Task II.F. Affordable Housing Training Module

Timeline: May 1, 2011 through June 30, 2012.

Task Description: The project involves the development of a day-long training program for municipal staff and land use commissioners covering (but not limited to): a) impediments to affordable housing, b) conducting a housing needs study, c) addressing housing needs in local plans of conservation and development, d) implementation techniques including transit oriented development, transfer of development rights, etc, e) low impact development and energy conservation, and f) collaborative processes and techniques. Once developed the training program will be conducted on three separate dates and can serve as model for affordable housing training programs in other regions. The project will also include the development, launching and support of a complementary website which can be used not only by participants but by a much wider audience.

Goal: Empowered, educated local officials who can advocate for and implement changes in local land use decisions which will increase opportunities for affordable housing in the region.

Objectives: Educate municipal staff and land use commissioners on how to identify, assess, address and remedy local affordable housing needs. Provide local officials with tools to improve the affordability of housing in their communities and throughout the region.

Major Activities (with responsible party in bold and parentheses):

- 1) Development of educational materials on increasing affordable housing opportunities (including a training workshop syllabus and take-away printed materials) which can be adapted for use in other regions or states. **(CLEAR, LULA, Partnership for Strong Communities)**
- 2) Three one-day log training workshops held for local officials. **(CLEAR, LULA, Partnership for Strong Communities)**
- 3) Development of a website which will be an ongoing resource for local officials to consult for advice on providing affordable housing opportunities **(CLEAR, LULA, Partnership for Strong Communities)**

Products/Outcomes:

This capacity building activity will have two major products:

- 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.

Task III – Place Based Activities to Build a Sustainable Knowledge Corridor

Task III.A. Court Square Project, Springfield, MA

Timeline: June 1, 2011 through March 31, 2013.

Task Description: The 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. This property, built in 1892 and designed by Frederick Newman, boasts Romanesque stonework and verdigris bay windows on the outside, and an abundance of period oak woodwork on the inside. The property, located at 13-31 Elm Street, is in a National Register Historic District.

The property is adjacent to Springfield City Hall, Springfield Symphony Hall, historic Old First Church, and the MassMutual Convention Center, and just a block from Interstate 91, which boasts over 100,000 vehicles per day. The site is near many Springfield attractions including the Basketball Hall of Fame, Springfield Museums, Dr. Seuss sculpture garden, and the Armory National Park.

The project budget is estimated to be \$20-\$30 million with a significant development gap existing. In order to appease the gap it is likely the project will take advantage of New Markets Tax Credits as well as Historic Tax Credits and local and state property tax incentives. This funding would be dedicated to the important front end soft costs in order to make the project construction-ready.

The project developer, National Development Council, is the oldest national non-profit community development organization providing development advisory services and financial products in the United States. NDC's core mission is to increase the flow of capital to underserved urban and rural areas. NDC has developed and owns approximately \$3 billion worth of public real estate including biomedical facilities, hospitals, student dormitories, and infrastructure on behalf of municipalities and institutions. NDC is currently working with the City of Springfield and Springfield Redevelopment Authority (SRA) to fully examine a private development proposal for the property and development structure for the project. Once the structure is identified and confirmed and preferred developer formally named by the SRA, this project scope would move forward as indicated.

The Court Square Project will reinvigorate the city's most historic square, taking advantage of recent nearby public investments in Court Square Park, Main Street, State Street, MassMutual Center, and U.S. Federal Building. 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 spilling out to the recently restored Court Square Park.

Goal: To promote the revitalization of downtown Springfield, through the redevelopment, historic preservation and adaptive re-use for mixed use of a keystone historic building.

Objectives:

- The creation of mixed use, office, educational, and residential on upper stories and active ground floor commercial uses units to provide more activity and 24 hour/7 days a week vitality to the area

- Take advantage of and enhance pedestrian and transportation connections as the property is in the heart of downtown and adjacent to the public Court Square Park, the area serves as a major link to employment opportunities and is at the confluence of the city’s two major thoroughfares – State Street and Main Street
- In keeping with Springfield’s reputation as a “Green City”, incorporate planning for energy efficiency and sustainability in the redevelopment of the site, including, when feasible the use of such items as renewable energy sources, rooftop gardens/outdoor space, and district heating and cooling systems.
- Seek to reduce reliance on the automobile by creating a development where opportunities to live within walking or cycling distance to employment or educational opportunities exist as the property is located in the heart of the region’s largest employment center and walking distance to educational opportunities such as Springfield Technical Community College.
- Reestablish Court Square Park as a vital community space, making public spaces, walkways, and brick public areas more interesting and inviting with items such as outdoor dining, outdoor café space, public art, and outdoor Wi-Fi hotspots.

Major Activities (with responsible party in bold and parentheses):

- 1) Complete civil engineering surveys and drawings. **(consultant to City of Springfield)**
- 2) Complete architectural drawings. **(consultant to City of Springfield)**
- 3) Complete environmental assessments. **(consultant to City of Springfield)**
- 4) Undertake analysis of historical rehabilitation needs. **(consultant to City of Springfield)**
- 5) Undertake geotechnical evaluation. **(consultant to City of Springfield)**
- 6) Complete cost verification. **(consultant to City of Springfield)**

Products/Outcomes:

- 1) Completed engineering and architectural drawings for Court Square project
- 2) Completed environmental testing and geotechnical evaluation reports
- 3) Completed historical rehabilitation needs report
- 4) Completed cost verification report

Task III.B. Connecticut Riverwalk and Bikeway Project, Chicopee, MA

Timeline: April 1, 2011 through November 30, 2013.

Task Description: The Connecticut Riverwalk project in Chicopee 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: downtown Chicopee, Springfield and Holyoke and other suburbs. The overall Connecticut Riverwalk will run over 20 miles, and 5.4 miles of the Riverwalk have already been constructed.

Goal: To create a riverfront walking and bicycle path along the Connecticut River in Chicopee, which will provide residents with an alternative transportation option to commute to downtown Chicopee, and a venue for recreation and exercise.

Objectives:

- provide opportunities recreation and exercise for urban residents, particularly in under-served low-income riverfront neighborhoods;
- reducing auto traffic and emissions by offering opportunities to walk and bike to work;
- stimulating riverfront revitalization and attracting restaurants, shops, housing and recreational enterprises;
- serving as the foundation for a Connecticut River greenbelt linking new riverfront parks and recreational facilities and natural areas.

Major Activities (with responsible party in bold and parentheses):

- 1) Prepare Request for Proposals for project engineering consultant. **(PVPC, City of Chicopee)**
- 2) Review project proposals and select project engineering consultant. **(PVPC, City of Chicopee)**
- 3) Prepare and submit for review 25% engineering and design plans. **(consultant to City of Chicopee)**
- 4) Hold a design public hearing. **(consultant to City of Chicopee)**
- 5) Complete environmental analysis and permitting. **(consultant to City of Chicopee)**
- 6) Complete right of way plans. **(consultant to City of Chicopee)**
- 7) Complete bridge design plans. **(consultant to City of Chicopee)**
- 8) Prepare and submit 75% and 100% engineering and design plans. **(consultant to City of Chicopee)**
- 9) Prepare and submit for review a final PS&E (Plans, Specs & Estimate) submittal. **(consultant to City of Chicopee)**

Products/Outcomes:

Completed engineering and design plans for Connecticut Riverwalk in Chicopee

Task III.C. Depot Square Redevelopment and Revitalization Project, Holyoke, MA

Timeline: June 1, 2011 through March 31, 2013.

Task Description: The ‘Depot Square’ Redevelopment project area consists of Depot Square bordered by Appleton Street to Lyman and Race Street, to Main and Bowers Street. Within the project area there are 14 parcels of vacant land and 8 vacant buildings. The project area is adjacent to many new and important developments, and is within the innovation district. It is adjacent to the \$9 million Canalwalk project of which \$5 million has been secured through a federal earmark. It is adjacent to the new Massachusetts Green High Performance Computing Center, where MIT, Boston University, Harvard, UMASS, Northeastern University, Cisco and EMC have partnered to build a world-class research facility. Each of the colleges are investing \$10 million, the State will be investing \$25 million, and the total project cost is estimated at \$168 million. Although the ‘Depot Square’ holds a superior location in the downtown it is fraught with abandonment and blight which has resulted in a lack of development interest from the private sector. The Silvio Conte building is the anchor of this ‘Depot Square’ and it is a blighted, bank-owned vacant building.

Goal: To foster the redevelopment and revitalization of the Depot Square area in Holyoke.

Objectives:

- To complete groundwork upon which efforts to create a livable community with housing, civic spaces, open space, commercial services, and jobs located within close walking proximity;
- To connect two major downtown Holyoke projects—the new multi-modal transportation center and the future passenger rail station—through the infusion of private investment into the long Depot Square separating these two areas.

Major Activities (with responsible party in bold and parentheses):

- 1) Development of Requests for Proposals and selection of project consultants. **(consultant to City of Holyoke)**
- 2) Engineering and structural analysis of the Silvio Conte Building to bring it up to code. **(consultant to City of Holyoke)**
- 3) Redevelopment scenarios and conceptual drawings of H.H. Richardson train station and Silvio Conte Building by UMASS Architectural and Design students. **(consultant to City of Holyoke)**
- 4) Depot Square development scenarios by UMASS Center for Design & Civic Engagement. **(consultant to City of Holyoke)**
- 5) Depot Square master plan by consultant. **(consultant to City of Holyoke)**
- 6) Depot Square market analysis by consultant. **(consultant to City of Holyoke)**

Products/Outcomes:

- 1) Engineering and structural analysis report for the Silvio Conte Building
- 2) Redevelopment scenarios and conceptual drawings of H.H. Richardson train station and Silvio Conte Building
- 3) Depot Square development scenarios
- 4) Depot Square master plan report
- 5) Depot Square market analysis report

Task III.D. Hartford North Park Design District, Hartford, CT

Timeline: July 1, 2011 through April 30, 2012.

Task Description: Create a master planned Design District with form-based land use regulations and building design guidelines employed in a streamlined permitting process and prepare a Request for Proposals for development of the district.

Goal: To create a detailed master planned Design District with land use regulations and building design guidelines to ensure that the sustainable development of the North Park Design District and complete the necessary steps for the city to issue Request For Proposals for the redevelopment of the area.

Objectives:

Ensure that future development:

- Promotes equitable, affordable housing
- Helps improve access to employment centers and educational opportunities
- Contributes to a vibrant mixed use, mixed income community
- Encourages smart energy choices
- Utilizes new connections to transportation choices
- Constitutes an investment in a healthy, safe and walkable urban neighborhood

Major Activities:

- 1) **Select design team/consultants** through competitive solicitation, and execute contracts.
- 2) **Form and convene steering committee** of local design and planning professionals. The Steering committee will guide the process of creating the detailed master plan, developing design standards and creating SmartCode land use regulations.
- 3) **Update existing conditions information and integrate existing plans.** Several projects are ongoing in the area already as there has been recent investment in properties such as a Public Safety Complex and a Main Street office building. Existing plans must be integrated and existing conditions reassessed.
- 4) **Create master plan that** will bring the planning for the North Park Design District to the next level by setting forth a detailed vision for the area and constitute the final phase of the planning process prior to issuing requests for proposals.
- 5) **Develop design standards to** accompany the master plan to guide the development process.
- 6) **Create SmartCode land development 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.
- 7) **Solicit public input** through public comment period.
- 8) **Prepare regulation and plan revisions** – the consultant team will incorporate ideas generated through public comment into the regulations and plan for final approval by boards and commissions.
- 9) The boards and commissions of the city will meet to **adopt master plan and regulations.**
- 10) At the completion of this project, the city would like to be able to **prepare and issue a request for proposals** for the redevelopment of the North Park Design District.

Products/Outcomes:

Redevelopment of this 123 acre district in a manner that promotes equitable, affordable housing, helps improve access to employment centers and educational opportunities, contributes to a vibrant mixed use and mixed income community, encourages smart energy choices, utilizes new connections to

transportation choices, and constitutes an investment in a healthy, safe and walkable urban neighborhood with the result of a vibrant mixed use community exemplifying the rich natural and cultural heritage of the City of Hartford and providing an effective bridge between downtown and neighborhoods to the north and west.

- 1) The creation of a **Master Plan** will bring the planning for the North Park Design District to the next level by setting forth a detailed vision for the area and constitute the final phase of the planning process prior to issuing requests for proposals.
- 2) A **set of Design Standards** will accompany the master plan to guide the development process.
- 3) A set of **SmartCode land use regulations** 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.
- 4) The project will work toward the ultimate goal of issuing a **Request for Proposals** for the redevelopment of this District within the framework of the master plan, design standards and SmartCode regulations.

Task III.E. Creating a Walkable New Britain

Timeline: February 15, 2011 through June 30, 2013.

Task Description: The project involves the development of a comprehensive Streetscape Master Plan for the City of New Britain, the development of the associated Design Standards for Streetscape and Pedestrian Improvements, and the engineering design of Streetscape/Pedestrian Improvements for the initial phases of implementation. 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 include the downtown area bounded by Columbus Boulevard, Main Street, and Chestnut Street. This project will complement and support ongoing transit and development projects in the downtown area.

Goal: To improve the quality of life downtown by helping 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.

Objectives:

- Prepare a master plan and streetscape standards to guide the design and implementation of improvements to downtown which will enhance pedestrian access while of preserving downtown's historic character, revitalizing significant old buildings, beautifying streets and crosswalks in the area, updating public utilities, providing adequate parking, ensuring public safety, and improving the quality of life downtown.
- Prepare design documents which can be used for an initial phases of improvements including the construction of a pedestrian corridor which will allow efficient commuter access for downtown and nearby residents, and provide easy access to parking and downtown for people using the Busway.

Major Activities (with responsible party in bold and parentheses):

- 1) Develop a streetscape master plan as one component of the Downtown Development Plan which identifies a series of public and private investments that will serve to revitalize downtown New Britain. The planning process will include public outreach at the start of the project and at critical decision-making points during the development of the plan. Local businesses, institutional facilities, and area residents will be contacted to provide input and comments. It is anticipated the initial public outreach will be in July 2011. **(Consultant retained by City of New Britain, Public Works/Engineering Department)**
- 2) Develop specific design standards for the streetscape and pedestrian improvements identified in the master plan. **(Consultant retained by City of New Britain, Public Works/Engineering Department)**
- 3) Provide detailed engineering design documents to guide the implementation of a pedestrian corridor between downtown and the busway station which will allow efficient commuter access for downtown and surrounding area residents and provide easy access to parking and downtown for those using the busway. Initial projects may also include improved signage to allow for improved access and circulation for pedestrians and vehicles in and around the downtown area. **(Consultant retained by City of New Britain, Public Works/Engineering Department)**

Products/Outcomes:

- 1) A comprehensive and illustrated **Streetscape Master Plan** for downtown New Britain which will clearly communicate the agreed upon vision for creating an engaging pedestrian experience while improving access in downtown and preserving downtown's historic character.
- 2) A **Design Standards for Streetscape and Pedestrian Improvements** document which provides model architectural and engineering details describing and illustrating the nature of specific public and private infrastructure improvements which could be made to the downtown area.
- 3) **Detailed design documents including engineering specifications and design details** to guide the construction and implementation of the initial downtown streetscape/pedestrian improvement: a pedestrian corridor between downtown and the busway station which will allow efficient commuter access for downtown and surrounding area residents and provide easy access to parking and downtown for those using the busway.

Task III.F. Linking Transit Investment and Neighborhood Revitalization in Enfield, CT

Timeline: April 1, 2011 through June 30, 2013

Task Description: 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 are discussed previously in this grant application, are:

- 1) **Task II.B. Market Analysis of Knowledge Corridor's Bus Rapid Transit and Rail Corridors for Transit Oriented Development (TOD).** This market analysis will better define the realistic expectation of what level and type of development the New Britain/Hartford bus rapid transit and Hartford/Springfield rail investments can support, and to study how to implement land value recapture to protect affordability in existing neighborhoods.
- 2) **Task II.C. Transit Enhancement Bus Study.** This study will include a Thompsonville neighborhood bus enhancement 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.
- 3) **Task II.E. Affordable Housing Code Development.** Enfield is one of the communities that will be utilizing HUD grant funds to create new zoning regulations for Thompsonville Village, which will allow for mixed-use, mixed-income, compact development that includes affordable, workforce housing.

Goal: Enfield's goal is enhance Thompsonville as a place where people can live, work and play, and to promote individual and community mobility without dependence on the automobile. The over \$3.2 million in FTA funds awarded to develop the multi-modal transportation center, combined with these proposed planning efforts to create an environment where people can live affordably in close proximity to transit and jobs, will help meet regional goals to reduce vehicle miles traveled and their associated greenhouse gas emissions.

Objectives, Major Activities, Products, and Outcomes: Please see the narrative summaries for Task II.B, Task II.C, and Task II.E for more information on the three activities to be conducted in Enfield's Thompsonville Neighborhood. The time schedule for conducting these individual activities is as follows:

- 1) Task II.B. Market Analysis of Knowledge Corridor's Bus Rapid Transit and Rail Corridors for Transit Oriented Development (TOD)—April 1, 2011-June 30, 2013
- 2) Task II.C. Transit Enhancement Bus Study—April 1, 2011-March 31, 2013
- 3) Task II.E. Affordable Housing Code Development—May 1, 2011-June 30, 2013

Concurrent with this work, the Town of Enfield will be completing planning and design to prepare for construction of the multi-modal transportation center. This center, with its associated bus and rail service, will be the cornerstone of Enfield's transit oriented development planning efforts in the Thompsonville neighborhood.

Task IV – Metrics and Information Sharing

Task IV. A. Development of Metrics

Timeline: March 1, 2011 through March 1, 2014 and ongoing.

Task Description: Expand upon current data capabilities by developing an expanded database that will house sustainability indicators (including HUD rating factor metrics) 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 (see Task IV.: Knowledge Corridor Sustainability Dashboard). Sustainability indicators and all other data will be updated annually and shared with the public in ways that are easy to understand and use for planning and evaluation.

Goal: To provide an efficient and transparent way to track and share trends in sustainability data with the public, partner organizations, and planners.

Objectives:

- Create robust database with ability to share data transparently through multiple websites.
- Refine list of data to be collected and housed within the database and create queries that focus on specific indicator sets including the Sustainability Indicators.
- Collect relevant data annually, share through online Knowledge Corridor Sustainability Dashboard and other websites.
- Track information about progress in all Sustainable Communities task areas and provide updates through Knowledge Corridor Sustainable Communities website.

Major Activities (with responsible party in bold and parentheses):

- 1) Determine needs for database development as well as online sustainability dashboard, and engage consultant to create both of these integrated systems. **(PVPC with CRCOG assistance)**
- 2) Work with consultant to develop database and website structure and needs. **(PVPC, CRCOG, Consultant)**
- 3) Collect data for Knowledge Corridor region and add to database. **(PVPC, CRCOG)**
- 4) Determine innovated ways to display and share data so that it will be useful and meaningful to the public. **(PVPC, CRCOG)**
- 5) Collect information from lead staff on all Sustainable Communities project tasks about progress of task work to be shared with the public. **(PVPC, CRCOG)**
- 6) Update data annually and project task updates ongoing and publish online in a similar time frame. **(PVPC, CRCOG)**

Products/Outcomes:

- 3) Robust database system that contains Sustainability Indicators and other regional data that can be shared easily with multiple relevant parties through a variety of methods including the Knowledge Corridor Consortium Sustainability Dashboard.
- 4) 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

Timeline: March 1, 2011 through March 1, 2014 and ongoing.

Task Description: The Knowledge Corridor Sustainability Dashboard will be a website designed, created, and maintained to be the public face of the Knowledge Corridor Consortium’s sustainability work. It will be a face of the 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 our Rating Factor 5 determined benchmarks, and home to the **Sustainability Indicators**. The Sustainability Indicators will provide an organizing framework for this website and are described in detail in task “IV.A: Development of Metrics.”

Goal: To provide a public, easily accessible online location for information about the Knowledge Corridor Sustainable Community activities, data related to these activities, and data that can assist others in sustainable development work for the purposes of transparency and public engagement.

Objectives:

- Create robust and easy to navigate website to display Sustainability Indicators and other indicators of progress in all Sustainable Communities project tasks as well as civic engagement related information and tools.
- Populate website with current data and information as it is developed. Work with civic engagement team to ensure that the website serves as a central location for all online components of the Sustainable Communities grant and that it is well publicized.

Major Activities (with responsible party in bold and parentheses):

- 1) Determine needs for website development in conjunction with the development of the database which will be tied to the back end of the website (see task “IV.A: Development of Metrics.”) **(PVPC with CRCOG assistance)**
- 2) Work with consultant to design and build website structure and needs and appearance. **(PVPC, CRCOG, Consultant)**
- 3) Populate dashboard with data from database. Populate website with progress updates on project tasks (collected in task IV.A. **(PVPC, CRCOG)**)
- 4) Keep website content fresh as new data and information becomes available. Work with Civic Engagement Team to ensure use of website in public process. **(PVPC, CRCOG, Civic Engagement Team)**

Products/Outcomes:

User-friendly website displaying Sustainability Indicators data, updates and evaluation of progress for Sustainable Communities projects, and other civic engagement tools.

Task V – Governance, Management and HUD Assistance Agreement Oversight

Task V.A. Consortium Governance and Management

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

Task Description: 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 34 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 previous work plan details how various Consortium partners will be integrated into the work program.

In August 2010, the core Consortium members signed a Memorandum of Agreement that outlines key responsibilities, and committed members to draft and execute a more detailed Consortium Agreement within 120 days of the grant start date (June 15, 2011). The inclusion of several partners directly address a need to connect to diverse and traditionally underrepresented populations. These partners are: the Connecticut Housing Coalition (public housing, low income, and non-profit housing developer constituencies), the Connecticut Fair Housing Center (connections to groups and individuals that have suffered housing discrimination), the Partnership for Strong Communities (an organization that engages civic and political support to fight homelessness, create affordable housing and develop strong, vibrant communities), Journey Home (serves populations who are homeless or at risk of homelessness), United Way organizations serving the Knowledge Corridor (United Ways of Pioneer Valley, Hampshire County and Connecticut—agencies that identify and work to address the needs of low income populations throughout the Knowledge Corridor), and the Regional Employment Board of Hampden County MA and Capital Workforce Partners of Hartford (workforce development agencies that will provide links to unemployed or underemployed populations).

It is anticipated that the final agreement will include a decision-making process that will be consensus-based. All Consortium partners will have a seat at the table, and an equal right to participate in discussions, debates, and consensus-based decision-making on behalf of the Knowledge Corridor region. The Civic Engagement Process described in this work plan will further ensure that a broad range of stakeholders have the opportunity to participate in the regional and local planning activities contained in this grant.

Goal: To establish a broad-based, deeply-engaged consortium of agency and municipal leaders from throughout the bi-state knowledge corridor region to inform and guide the HUD sustainable communities regional planning process, and work with other stakeholders toward implementation of the *Knowledge Corridor Detailed Execution Plan for a Sustainable Region*.

Objectives:

- Expand communication, cooperation and collaboration between and among leaders of Knowledge Corridor municipalities, agencies and organizations in support of building and maintaining a sustainable Knowledge Corridor.
- Achieve broad acceptance of the Knowledge Corridor Detailed Execution for a Sustainable Region, and the sustainability/livability goals, strategies and recommendations contained in the regional plans of conservation and development of constituent regions (CRCOG, CCRPA, and PVPC).
- Achieve broad-based support for projects, financial investment, and activities, which will advance the region's sustainability and economic health, and will provide equitable access to opportunities for the residents of the Knowledge Corridor region.

Major Activities (with responsible party in bold and parentheses):

- 1) Convene Knowledge Corridor Consortium Partners in months 1-4 to reaffirm partnership, goals of project and work plan, and to execute final detailed Knowledge Corridor Consortium Agreement. The first Consortium meeting is planned for May 24, 2011. **(CRCOG, PVPC)**
- 2) Conduct quarterly Knowledge Corridor Consortium meetings quarterly to guide the project, which will include receiving and processing public input obtained through the Civic Engagement activities (see Task I.C). **(PVPC, CRCOG)**
- 3) Seek Consortium Partner participation on working committees set up by MPO's to support planning activities. **(PVPC, CRCOG, Knowledge Corridor Consortium Partners)**
- 4) Report monthly to and seek input from the Hartford Springfield Economic Partnership (HSEP). HSEP has guided the Knowledge Corridor collaboration for 10 years, and many of its members are Knowledge Corridor Consortium partners. **(PVPC, CRCOG, Knowledge Corridor Consortium Partners)**

Products/Outcomes:

- 1) Final Knowledge Corridor Consortium Agreement, adopted and signed by partner agencies. This agreement will specify partner roles and responsibilities, mechanisms for decision-making and expanding the partnership, and strategies for ensuring broad and diverse participation.
- 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 Knowledge Corridor Detailed Execution Plan for a Sustainable Region (see Task I.B).
- 5) Post grant—Knowledge Corridor Consortium partners participate in implementing plan recommendations.

Task V.B. HUD Assistance Agreement Oversight

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

Task Description: Carry out contractual obligations of HUD Assistance Agreement CTRIP007-10.

Goal: To fulfill contractual obligations in a manner that meets requirements of HUD Assistance Agreement, fulfills project objectives, and delivers work products within the February 15, 2011 through February 14, 2014 contract period.

Objectives:

- Complete all work products in accordance with approved work plan, and in accordance with all terms and conditions of HUD Assistance Agreement CTRIP007-10.

Major Activities and Products (with responsible party in bold and parentheses):

- 1) Prepare deliverables due 60 days after effective date of award (April 15, 2011) (**CRCOG, PVPC**):
 - a. Work Plan;
 - b. Outreach to Public Housing Authorities;
- 2) Prepare, obtain GTR approval of, and achieve partner approval of Consortium Agreement due 120 days after effective date of award (June 15, 2011) (**CRCOG, PVPC, Knowledge Corridor Consortium Partners**)
- 3) Prepare Logic Model due 60 days after issuance of HUD guidance. (**CRCOG, PVPC**)
- 4) Verify documentation for indirect cost rate, beginning no later than April 15, 2011. File additional documentation if necessary.
- 5) Draft, obtain HUD approval of, and execute Sub-Grantee Agreements—see individual work task descriptions (April 1-June 30, 2011) (**CRCOG, PVPC**)
 - a. Flow Down Provisions. If the Grantee subcontracts or subawards funds under this agreement with a person or entity to perform work under this award, the Grantee shall include in the contract or subaward agreement such provisions as may be necessary to ensure that all contractors and subgrantees comply with the requirements of the grant and reporting provisions as set forth in these terms and conditions or as established by HUD and the Office of Management and Budget (OMB). The Terms and Conditions of this agreement flow down to all tiers of subgrantees. All subgrantees are required to obtain a DUNS number and register with the Central Contractor Registration no later than June 14, 2011.
- 6) Draft, obtain HUD approval of, and issue RFP's or RFQ's for consultant services, and contracts for consultant services—see individual task descriptions (**CRCOG, PVPC, Knowledge Corridor Consortium Partners**)
 - a. Limitation on Consultant Payments. Consultant payments are limited to a rate not more than the equivalent of General Schedule 15, Step 10 base pay rate. See the Office of Policy and Management Website, www.opm.gov, and its Salaries and Wages link for the current base rate.
- 7) Complete Knowledge Corridor Detailed Execution Plan for a Sustainable Region (February 15, 2013-February 14, 2014) (**CRCOG, PVPC, Knowledge Corridor Consortium Partners**)
- 8) Participate in performance measurement and evaluation conducted by third party (**CRCOG, PVPC**)
- 9) Complete activities pertaining to Regional Analysis of Impediments—see Regional Housing Plan tasks (**CRCOG, PVPC**)
- 10) As may be required, submit projects to HUD for environmental review under 24 CFR Part 50. (**CRCOG, PVPC**)

- 11) Fulfill Reporting Requirements (**CRCOG with input from Sub-Grantees**):
- a. Prepare **Biannual Progress Reports**, including Logic Model Reports. First report due July 15, 2011.
 - b. Economic Opportunities for Low- and Very Low-Income Persons (Section 3). HUD **Form 6002 , Economic Opportunities for Low- and Very-Low Income Persons (Section 3)** must be submitted by **January 10th and yearly thereafter**.
 - c. **Federal Financial Report (Standard Form 425)**. This form, detailing leveraged funds or in-kind contributions shall be submitted on a **quarterly** basis.
 - d. Recipients and their first-tier sub-recipients must maintain current registrations in the **Central Contractor Registration** (www.ccr.gov) at all times during which they have active federal awards.
 - e. The Grantee must notify the GTR of any changes of the status or information on the certifications and assurances submitted in the Grantee's application.
 - f. In accordance with 24 CFR 85.30 or 84.25, as applicable, Grantees or sub-grantees must obtain prior approval of HUD whenever any programmatic changes are anticipated, including but not limited to the following:
 - i. Any revision of the scope or objectives of the project (regardless of whether there is an associated budget revision requiring prior approval)
 - ii. Budget revisions that are 10% or more of the cumulative transfers among direct cost categories, or, if applicable, among separately budgeted programs, projects, functions, or activities which exceed or are expected to exceed 10% of the current total approved budget, whenever the HUD share exceeds \$100,000;
 - iii. Changes in key persons in cases where specified in an application or grant award.
 - iv. Under non-construction projects, contracting out, subgranting, or otherwise obtaining the services of a third party to perform activities, which are central to the purposes of the award.
 - g. **Final Report**. The final report shall summarize the applicant's plans, execution of plans, achievements noted, and lessons learned.
- 12) Fulfill **Closeout Requirements**. **CRCOG** shall provide the Grant Officer with closeout documentation 30 days prior to the end of the performance period (January 14, 2014) consisting of the following five elements:
- a. Narrative Final Report summarizing activities conducted under the award, including significant outcomes resulting from the activities and problems encountered during the performance period.
 - b. Federal Financial Report (SF-425) of the total Federal Funds expended.
 - c. Completed Property Statement.
 - d. Completed Inventions, Patents, and Copyright Statement;
 - e. Completed Closeout Certification; and
 - f. Final Logic Model Report.

