

Greenfield Sustainable Master Plan
Economic Development Implementation Table

Element	Goal	Strategy	Description of Strategy	Implementation Actions	STATUS Done? In process?	Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Estimated Cost (\$, \$\$\$, \$\$\$\$)	Existing Implementation Funding Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)	Lead Department or Stakeholder (moved here from original location and updated)
3. Economic Development	Goal #1: Greenfield is the cultural, shopping, and services center of Franklin County.	1. Market Greenfield as a cultural, tourism, and recreation destination through a town-funded marketing plan.	Greenfield has a number of unique natural, recreational and cultural resources that make it a great place to live and visit. In order to raise its profile as a Pioneer Valley destination, the Town will initiate a coordinated marketing plan that highlights and capitalizes on these assets. Growing in prominence as a center for tourism will help generate and capture associated economic activity and support community vitality.	See below	need grant? reassessw h o lead	Plan	Main Street Program - National Main Street Center, Inc.	Natural, Cultural, Historic Resources	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	Mayor's Office/Economic Development/FCCC/GBA
3. Economic Dev	Goal #1: Greenfield is the	1. Market Greenfield as a cult	Greenfield has a number of unique natural, recreational and c	• Hire a marketing professional to develop and oversee implementation of a marketing plan utilizing a small paid staff and, when necessary, a group of volunteer or pro-bono marketing and support staff.	need grant? reassessw h o lead	Plan	Main Street Program - National Main Street Center, Inc.	Natural, Cultural, Historic Resources	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	Mayor's Office/Economic Development/FCCC/GBA
3. Economic Dev	Goal #1: Greenfield is the	1. Market Greenfield as a cult	Greenfield has a number of unique natural, recreational and c	• Conduct a needs assessment/study to determine why people leave town or come to town for cultural events, shopping and services, then track demographics of the responders.	need grant? reassessw h o lead	Plan	Main Street Program - National Main Street Center, Inc.	Natural, Cultural, Historic Resources	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	Mayor's Office/Economic Development/FCCC/GBA
3. Economic Dev	Goal #1: Greenfield is the	1. Market Greenfield as a cult	Greenfield has a number of unique natural, recreational and c	• Market Greenfield as The gateway to ecotourism (kayaking, fly fishing, rafting, ziplining, camping, skiing, rock climbing, hiking, etc.):	need grant? reassessw h o lead	Plan	Main Street Program - National Main Street Center, Inc.	Natural, Cultural, Historic Resources	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	Mayor's Office/Economic Development/FCCC/GBA
3. Economic Dev	Goal #1: Greenfield is the	1. Market Greenfield as a cult	Greenfield has a number of unique natural, recreational and c	• Market Greenfield as: A center of northeast contra dancing and biking;	need grant? reassessw h o lead	Plan	Main Street Program - National Main Street Center, Inc.	Natural, Cultural, Historic Resources	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	Mayor's Office/Economic Development/FCCC/GBA
3. Economic Dev	Goal #1: Greenfield is the	1. Market Greenfield as a cult	Greenfield has a number of unique natural, recreational and c	• Market Greenfield as: As a venue for music, museums, historical sites, and performance arts;	need grant? reassessw h o lead	Plan	Main Street Program - National Main Street Center, Inc.	Natural, Cultural, Historic Resources	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	Mayor's Office/Economic Development/FCCC/GBA
3. Economic Dev	Goal #1: Greenfield is the	1. Market Greenfield as a cult	Greenfield has a number of unique natural, recreational and c	•Market Greenfield as: As a local food hub through its farm-to-table initiatives, food processing and distribution, and related ancillary industries.	need grant? reassessw h o lead	Plan	Main Street Program - National Main Street Center, Inc.	Natural, Cultural, Historic Resources	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	Mayor's Office/Economic Development/FCCC/GBA
3. Economic Dev	Goal #1: Greenfield is the	1. Market Greenfield as a cult	Greenfield has a number of unique natural, recreational and c	• Develop a comprehensive communication plan to get the word out, using a website, social media, print media, blogs, and viral communication.	need grant? reassessw h o lead	Plan	Main Street Program - National Main Street Center, Inc.	Natural, Cultural, Historic Resources	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	Mayor's Office/Economic Development/FCCC/GBA
3. Economic Dev	Goal #1: Greenfield is the	1. Market Greenfield as a cult	Greenfield has a number of unique natural, recreational and c	• Enable Greenfield businesses to access the city marketing resources (funding, talent, social media, databases, organizational assistance, etc.) to develop networking events to reach their targeted markets.	need grant? reassessw h o lead	Plan	Main Street Program - National Main Street Center, Inc.	Natural, Cultural, Historic Resources	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	Mayor's Office/Economic Development/FCCC/GBA
3. Economic Development	Goal #1: Greenfield is the cultural, shopping, and services center of Franklin County.	2. Support local events, markets, and fairs that draw consumers to Greenfield and promote additional shopping in town, and ensure state and federal service offices remain located in Greenfield.	Special events programming can serve as a draw to attract visitors to Greenfield. Attracting additional visitation to Town can, in turn, promote additional patronage of local businesses both during the event, and afterwards as visitors are exposed or reintroduced to the town, have a good experience, and become repeat patrons. Civic and government institutions and services are key community anchors. As the County seat, a Greenfield location is appropriate for these types of uses. In addition, these functions serve as an additional draw to bring visitors to the downtown, provide employment opportunities, and support an expanded customer pool of office workers. Visitors and employees of these facilities are likely to patronize local business and contribute to a sense of activity necessary to energize the downtown environment.	See below	Who?	Policy	National Main Street Center, Inc.; Small Business Saturday	Natural, Cultural, Historic; Public Facilities, Services, and Energy	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	FCCC/GBA/Recreation/Licensing Commission
3. Economic Dev	Goal #1: Greenfield is the	2. Support local events, mark	Special events programming can serve as a draw to attract vis	• Create a manageable permitting & licensing process for special events, including twice-monthly licensing commission meetings.	Who?	Policy	National Main Street Center, Inc.; Small Business Saturday	Natural, Cultural, Historic; Public Facilities, Services, and Energy	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	FCCC/GBA/Recreation/Licensing Commission
3. Economic Dev	Goal #1: Greenfield is the	2. Support local events, mark	Special events programming can serve as a draw to attract vis	• Create "entrepreneur" loan fund that provides revolving funds to businesses to host events that draw people to Greenfield to spend money.	Who?	Policy	National Main Street Center, Inc.; Small Business Saturday	Natural, Cultural, Historic; Public Facilities, Services, and Energy	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	FCCC/GBA/Recreation/Licensing Commission
3. Economic Dev	Goal #1: Greenfield is the	2. Support local events, mark	Special events programming can serve as a draw to attract vis	• Encourage and expand the availability of music events on weekends by developing relationships with local and regional musicians and booking agents.	Who?	Policy	National Main Street Center, Inc.; Small Business Saturday	Natural, Cultural, Historic; Public Facilities, Services, and Energy	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	FCCC/GBA/Recreation/Licensing Commission
3. Economic Dev	Goal #1: Greenfield is the	2. Support local events, mark	Special events programming can serve as a draw to attract vis	• Create a unified action strategy implemented by Town Government (Executive Office, Town Council), and Department of Planning & Development) to respond to external threats to our State and Federal services.	Who?	Policy	National Main Street Center, Inc.; Small Business Saturday	Natural, Cultural, Historic; Public Facilities, Services, and Energy	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	FCCC/GBA/Recreation/Licensing Commission
3. Economic Dev	Goal #1: Greenfield is the	2. Support local events, mark	Special events programming can serve as a draw to attract vis	• Regain the Social Security Office;	Who?	Policy	National Main Street Center, Inc.; Small Business Saturday	Natural, Cultural, Historic; Public Facilities, Services, and Energy	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	FCCC/GBA/Recreation/Licensing Commission
3. Economic Dev	Goal #1: Greenfield is the	2. Support local events, mark	Special events programming can serve as a draw to attract vis	• Retain the US Post Office, the Registry of Motor Vehicles, and the Court House.	Who?	Policy	National Main Street Center, Inc.; Small Business Saturday	Natural, Cultural, Historic; Public Facilities, Services, and Energy	Short (within a year)	\$5 (\$20,000 - \$100,000)	N	New Strategy	FCCC/GBA/Recreation/Licensing Commission
3. Economic Development	Goal #2: Greenfield provides living-wage jobs and a resilient, sustainable local economy to support and expand traditional and innovative business development.	3. Nurture existing and new business owners, including creative economy entrepreneurs, to grow their businesses locally and sustainably.	Incubating new ventures, supporting established businesses, and retaining them in Town as they grow, will be vital in providing new employment opportunities, tax rebates, and reinforcing existing and developing industry clusters. New creative ventures that rely on knowledge workers generated by local educational institutions or that are attracted to Greenfield's lifestyle amenities provide another opportunity to help broaden and diversify the Town's economic base.	see below	WHO? RE: live/wk ordinance	Policy	Shelburne Falls - Center above McCusker's Market; Worcester, MA - development and marketing of live/work space for creative economy workers: http://www.worcestermass.org/city-initiatives/the-creative-city-the-worcester-way/creative-live-work-space	Land Use	Mid (2-5 years)	\$555 (>\$250,000)	N	Planning for Economic Development in Greenfield (2008)	Planning/Economic Development/Mayor's Office/FCCC

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3. Economic Dev	Goal #2: Greenfield prov	3. Nurture existing and new b	Incubating new ventures, supporting established businesses.	<ul style="list-style-type: none"> Encourage the creation of a downtown business development center for professional entrepreneurs (e.g., knowledge workers like above McCusker's Market in Shelburne Falls). (2015-GBA, Dir of Ec. Development, and CDC working on this...forever) 	WHO? RE: live/wk ordinance	Policy	Shelburne Falls - Center above McCusker's Market; Worcester, MA - development and marketing of live/work space for creative economy workers: http://www.worcestermass.org/city-initiatives/the-creative-city-the-worcester-way/creative-live-work-sell-space	Land Use	Mid (2-5 years)	\$555 (\$250,000)	N	Planning for Economic Development in Greenfield (2008)	Planning/Economic Development/Mayor's Office/FCCC
3. Economic Dev	Goal #2: Greenfield prov	3. Nurture existing and new b	Incubating new ventures, supporting established businesses.	<ul style="list-style-type: none"> Create a Local Economic Development Investment revolving loan fund from a 1% tax on residential and commercial property tax or from an overall budget allocation (approximately \$400,000). The purpose of the fund is to give valid Greenfield businesses access to money to add new jobs, make capital investments in equipment or infrastructure, and train existing employees for new skills. 	WHO? RE: live/wk ordinance	Policy	Shelburne Falls - Center above McCusker's Market; Worcester, MA - development and marketing of live/work space for creative economy workers: http://www.worcestermass.org/city-initiatives/the-creative-city-the-worcester-way/creative-live-work-sell-space	Land Use	Mid (2-5 years)	\$555 (\$250,000)	N	Planning for Economic Development in Greenfield (2008)	Planning/Economic Development/Mayor's Office/FCCC
3. Economic Dev	Goal #2: Greenfield prov	3. Nurture existing and new b	Incubating new ventures, supporting established businesses.	<ul style="list-style-type: none"> Develop a Live/Work ordinance for the zoning ordinance to enable developers and artisans to create living accommodations and studio space in one place. (Planning Board sees this as doable in 2015-16, study existing ordinance etc.) 	WHO? RE: live/wk ordinance	Policy	Shelburne Falls - Center above McCusker's Market; Worcester, MA - development and marketing of live/work space for creative economy workers: http://www.worcestermass.org/city-initiatives/the-creative-city-the-worcester-way/creative-live-work-sell-space	Land Use	Mid (2-5 years)	\$555 (\$250,000)	N	Planning for Economic Development in Greenfield (2008)	Planning/Economic Development/Mayor's Office/FCCC
3. Economic Development	Goal #2: Greenfield provides living-wage jobs and a resilient, sustainable local economy to support and expand traditional and innovative business development.	4. Continue further development or redevelopment of commercial sites with sufficient supporting infrastructure for businesses compatible with local and regional industry clusters.	Greenfield contains several underutilized or vacant commercial sites and buildings that are served by existing infrastructure and would be attractive for adaptive reuse. Facilitating the return of these resources to productive use can reduce the pressure for conversion of open land, promote efficient land development patterns, reduce the need for costly infrastructure extensions, and provide unique space to support new and expanded business ventures.	<ul style="list-style-type: none"> see below 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning
3. Economic Dev	Goal #2: Greenfield prov	4. Continue further development	Greenfield contains several underutilized or vacant commercial	<ul style="list-style-type: none"> Utilize the Greenfield Economic Development office, working with a well-funded business development marketing plan, to target businesses compatible with local and regional industry clusters (small manufacturing, food production and distribution, green technologies, creative/arts-oriented businesses, healthcare, professional services, skill trades and education). 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning
3. Economic Dev	Goal #2: Greenfield prov	4. Continue further development	Greenfield contains several underutilized or vacant commercial	<ul style="list-style-type: none"> Utilize Greenfield Food Study, August 2013, and other food industry resources/organizations to target and implement food industry development strategies. 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning
3. Economic Dev	Goal #2: Greenfield prov	4. Continue further development	Greenfield contains several underutilized or vacant commercial	<ul style="list-style-type: none"> Support development of state-of-the-art telecommunications infrastructure to increase broadband access to Greenfield, with special emphasis on our Central Commercial and General Commercial Zones. 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning
3. Economic Dev	Goal #2: Greenfield prov	4. Continue further development	Greenfield contains several underutilized or vacant commercial	<ul style="list-style-type: none"> Create a Sustainability Resource Center (a staffed organization or a website) to provided businesses with all of the resources and information on funding opportunities to become more sustainable in their business practices and energy use. 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning
3. Economic Dev	Goal #2: Greenfield prov	4. Continue further development	Greenfield contains several underutilized or vacant commercial	<ul style="list-style-type: none"> Support economic development partners including the CDC, Common Capital, and the Franklin Regional Career Center to provide training and low-interest loans. 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning
3. Economic Dev	Goal #2: Greenfield prov	4. Continue further development	Greenfield contains several underutilized or vacant commercial	<ul style="list-style-type: none"> Foster locally-made products by working with retailers to help them identify local products relevant to their businesses for sale or use as part of the infrastructure of their stores. 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning
3. Economic Dev	Goal #2: Greenfield prov	4. Continue further development	Greenfield contains several underutilized or vacant commercial	<ul style="list-style-type: none"> Encourage cooperative ownership to ensure that businesses will stay in our community and that profits remain local. (Greening Greenfield's 2014 Forum + pv Sustainability Network and other NGOs) 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning

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3. Economic Dev	Goal #2: Greenfield prov	4. Continue further developm	Greenfield contains several underutilized or vacant commerc	<ul style="list-style-type: none"> Implement PILOT (Payment in Lieu of Taxes) or Pay-for-Service agreements between the Town, major institutions, and non-profit organizations. 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning
3. Economic Dev	Goal #2: Greenfield prov	4. Continue further developm	Greenfield contains several underutilized or vacant commerc	<ul style="list-style-type: none"> Create a customer service point of contact within the Department of Planning and Development and annually update all written guides to land development processes. 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning
3. Economic Dev	Goal #2: Greenfield prov	4. Continue further developm	Greenfield contains several underutilized or vacant commerc	<ul style="list-style-type: none"> Support development of state-of-the-art telecommunications infrastructure to increase broadband access in Greenfield with special emphasis on our Central Commercial and General Commercial zones. 	In process- (implementation list not well matched to strategy)	Policy	Cook County, IL - reduction in real estate taxes for construction, rehabilitation or reoccupancy of industrial buildings that have been vacant for two years.	Land Use	Mid (2-5 years)	\$5 (\$20,000 - \$100,000)	N	Planning for Economic Development in Greenfield (2008); Sustainable Franklin County; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning
3. Economic Development	Goal #3: Greenfield has a vibrant, walkable downtown.	5. Strengthen downtown as a welcoming, attractive, and vibrant mixed-use urban space, with the First National Bank building as a cultural center with flexible performance and event space.	Greenfield's downtown currently lacks the degree of vibrancy desired by its residents and business owners. However, it is blessed with an attractive, traditional downtown development pattern with a range of handsome buildings directly abutting the sidewalk and supporting a variety of restaurants, retailers, offices, and service providers. By building off these physical assets and taking additional actions to make the downtown more attractive, welcoming and active, downtown can be strengthened as the "place to be."	see below	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationnation.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (5+ years)	\$\$\$\$ (\$250,000+)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Build civic pride. 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationnation.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (5+ years)	\$\$\$\$ (\$250,000+)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Support existing downtown festivals, farmers' market, and events -- theatre, video, poetry, etc. -- through the Greenfield Business Association, Chamber of Commerce, Recreation Department, and public/private partnerships. 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationnation.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (5+ years)	\$\$\$\$ (\$250,000+)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Expand/improve existing library facilities. 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationnation.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (5+ years)	\$\$\$\$ (\$250,000+)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Attract businesses that offer shopping options that meet people's needs. 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationnation.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (5+ years)	\$\$\$\$ (\$250,000+)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Encourage reuse of all downtown space through revising the zoning ordinance to support an Adaptive Reuse Overlay District for downtown. 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationnation.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (5+ years)	\$\$\$\$ (\$250,000+)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Encourage stores and eateries to spill out onto sidewalks with outdoor eating where sidewalk space allows, and ensure Greenfield licensing policies support such activity. 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationnation.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (5+ years)	\$\$\$\$ (\$250,000+)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Foster expanding store shopping hours into the evening (e.g., offer "free" parking for one night a month like Turners Falls' Third Thursdays). First Fridays now being held! (NH added) 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationnation.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (5+ years)	\$\$\$\$ (\$250,000+)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Cultivate downtown market-rate housing. 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationnation.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (5+ years)	\$\$\$\$ (\$250,000+)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation

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3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Encourage market-rate downtown housing options by helping building owners utilize upper stories for apartments (will need \$ for elevators -1% tax fund investment idea in Goal 3 to fund this); 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Update zoning to enable denser housing within one mile of downtown (See Housing chapter for strategies). 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Continue downtown beautification efforts. 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Town departments and elected officials work with business associations and other citizen groups and schools (such as the Greenfield Rejuvenators, Greenfield Tree Committee, and Greening Greenfield) to create a safer and more welcoming environment that would include but not be limited to: 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> reduced litter 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> planting and supporting healthy trees and flowers 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> benches & bike racks (NH some already installed) 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> flags (Light pole flags will be installed in Spring 2015) 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> art work (engage arts community and businesses in a partnership which creates murals, sculptures, fagades, benches, bike racks, etc. that become a permanent part of the businesses' identities and are paid through grants, revolving loan funds, etc.) 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> promote building facade upgrades 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> ensure Low Impact Development techniques used whenever possible to reduce storm water runoff and make our infrastructure greener (Planning Dep't & DPW wking w/ht FROCG) 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation
3. Economic Dev	Goal #3: Greenfield has	5. Strengthen downtown as a	Greenfield's downtown currently lacks the degree of vibrancy	<ul style="list-style-type: none"> Encourage market rate housing in the upper floors of downtown buildings through development and installation of elevators. 	In process- forever- some DONE see notes	Policy	Los Angeles Adaptive Reuse Ordinance - http://www.preservationatlon.org/information-center/sustainable-communities/greenlab/partnership-building-reuse/Learning-from-LA_draft_for-print_100813_FINAL.pdf	Land Use and Housing	Long (>5 years)	\$\$\$\$ (\$250,000)	N	Planning for Economic Development in Greenfield (2008); Franklin County 2035 Regional Plan; Greenfield 2001 Master Plan	Mayor's Office/Economic Development/Planning/FCCC/Recreation

Greenfield Sustainable Master Plan
Economic Development Implementation Table

Element	Goal	Strategy	Description of Strategy	Implementation Actions	STATUS Done? In process?	Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Estimated Cost (\$, \$\$\$, \$\$\$\$)	Existing Implementation Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)	Lead Department or Stakeholder (moved here from original location and updated)
3. Economic Development	Goal #3: Greenfield has a vibrant, walkable downtown.	6. Ensure downtown is safe, easy to get to, accessible, and pedestrian/bicycle friendly.	Ensuring that the downtown feels safe and comfortable for all segments of the population (e.g., the elderly, children, residents, visitors, bicyclists) is important in attracting a diversity of users and generating a critical mass of activity across different time periods. This includes maintaining both a comfortable personal security experience, as well as promoting safety and convenience features for non-motorized transportation alternatives.	see below	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Redesign key downtown streets to be bike/pedestrian/auto friendly.	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Build an atmosphere of safety by creating a permanent downtown police presence. (2015 Mayor talking with Police about MORE downtown police presence)	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Locate Public Safety Complex in downtown area (existing fire station, Davis Street School property?); (Mayor seeking feasibility study \$)	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Institute "neighborhood policing" with downtown walking police patrols where the officers build direct relationships with the businesses and where the police are visible but not intrusive;	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Possibly have a police kiosk on the Town Common where officers would periodically rest and where people would know that they could find an officer at specific posted times;	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Site our local social service support services offices off of Main Street.	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Manage parking supply to encourage walking and biking. (2015-FRCOG has some \$\$ for bike racks)	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Ensure adequate parking. (Planning Board notes...also in Land use)	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Support biking.	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Require new and existing parking areas to provide bicycle parking (2015-FRCOG has some \$\$ for bike racks)	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Add a downtown bike lane;	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Change parking configuration to ensure adequate space for bike lane.	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Implement a Bike-Share program.	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe,	Ensuring that the downtown feels safe and comfortable for all	• Explore revising zoning ordinance to utilize parking maximums as well as parking minimums. (this is on Planning Board's agenda)	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$\$\$\$ (>\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/SGIC

Greenfield Sustainable Master Plan
Economic Development Implementation Table

Element	Goal	Strategy	Description of Strategy	Implementation Actions	STATUS Done? In process?	Policy, Program, Plan or Infrastructure Action	Best Practices and Resources	Additional Element(s) this Strategy Addresses	Time to Implement (Short, Mid, Long Term)	Estimated Cost (\$, \$K, \$M, \$MM)	Existing Implementation Available? (Y/N and Description)	New Strategy or Part of Another Plan? (List Plan)	Lead Department or Stakeholder (moved here from original location and updated)
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe	Ensuring that the downtown feels safe and comfortable for all	<ul style="list-style-type: none"> Revamp parking policy to complement the community's vision of a pedestrian friendly and environmentally friendly community (Planning Board notes...also in Land Use) 	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$555 (\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/GSIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe	Ensuring that the downtown feels safe and comfortable for all	<ul style="list-style-type: none"> Improve public transit. Work with FRTA & GCC to expand the frequency of the downtown bus loop #21. 	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$555 (\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/GSIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe	Ensuring that the downtown feels safe and comfortable for all	<ul style="list-style-type: none"> Build bus stop shelters. They could be "sponsored"/underwritten by local banks and larger employers. 	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$555 (\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/GSIC
3. Economic Dev	Goal #3: Greenfield has	6. Ensure downtown is safe	Ensuring that the downtown feels safe and comfortable for all	<ul style="list-style-type: none"> Ensure good snow and ice removal. (SGIC--ordinance in process...but then there is implementation) 	Need grant? plan	Infrastructure	See Transportation Section.	Transportation; Public Facilities, Services, and Energy; Land Use	Long (>5 years)	\$555 (\$250,000)	N		Planning/DPW/FRTA/Mayor's Office/GSIC
3. Economic Development	Goal #4: Greenfield is a magnet for 10-15% growth in new residents who support the local economy.	7. Create multiple marketing strategies to attract a diverse population and promote the attributes that make Greenfield a great place to live, including affordable starter homes; outstanding scenic, natural, and recreation opportunities; transportation accessibility; and a culture of sustainability.	Greenfield has a number of enviable attributes including affordable starter homes, outstanding scenic, natural and recreation opportunities, transportation accessibility, and a culture of sustainability, but these advantages may not yet be fully recognized by households in the region. Effectively marketing these features will help Greenfield capture residential growth that can further support local economic activity and fiscal health.	see below	Need grant? Program	Program	Global Cleveland marketing efforts. http://www.globalcleveland.org/WhyLiveInCleveland.aspx	Housing	Short (within a year)	\$5 (\$20,000) - \$100,000	N	New Strategy	Mayor's Office/Economic Development
3. Economic Dev	Goal #4: Greenfield is a	7. Create multiple marketing	Greenfield has a number of enviable attributes including affordable starter homes, outstanding scenic, natural and recreation opportunities, transportation accessibility, and a culture of sustainability, but these advantages may not yet be fully recognized by households in the region. Effectively marketing these features will help Greenfield capture residential growth that can further support local economic activity and fiscal health.	<ul style="list-style-type: none"> Foster the growth of Greenfield's creative and techcommuting population through marketing residential real estate and live/work spaces to writers, artists, independent business people, etc. who are able to work out of their homes while gaining the quality of life that Greenfield has to offer. (the town can improve internet connection...and then market) 	Need grant? Program	Program	Global Cleveland marketing efforts. http://www.globalcleveland.org/WhyLiveInCleveland.aspx	Housing	Short (within a year)	\$5 (\$20,000) - \$100,000	N	New Strategy	Mayor's Office/Economic Development
3. Economic Dev	Goal #4: Greenfield is a	7. Create multiple marketing	Greenfield has a number of enviable attributes including affordable starter homes, outstanding scenic, natural and recreation opportunities, transportation accessibility, and a culture of sustainability, but these advantages may not yet be fully recognized by households in the region. Effectively marketing these features will help Greenfield capture residential growth that can further support local economic activity and fiscal health.	<ul style="list-style-type: none"> Encourage recent college graduates to remain in or relocate to Greenfield by providing this population with attractive job opportunities, housing options, and cultural amenities. 	Need grant? Program	Program	Global Cleveland marketing efforts. http://www.globalcleveland.org/WhyLiveInCleveland.aspx	Housing	Short (within a year)	\$5 (\$20,000) - \$100,000	N	New Strategy	Mayor's Office/Economic Development
3. Economic Development	Goal #5: Greenfield provides educational and financial resources for sustainable economic development from both private and public entities.	8. Promote partnerships with the Franklin/Hampshire Employment Training Center, Franklin/Hampshire Career Center, local colleges, and social service providers to align education, certification, and training offerings with the labor force needs of local businesses.	There are a wealth of training resources within the area, including the Franklin/Hampshire Employment Training Center, local colleges, and various social service providers. Local manufacturers and businesses have identified a gap in ability to find appropriately skilled labor. Partnerships with these institutions should be deepened to help tailor training programs to match identified local needs.	See below	Plan - in process? Policy	Policy	Federal Trade Adjustment Assistance Community College and Career Training program (e.g., Schenectady Community College, UAlbany, and GLOBALFOUNDRIES developing a nanotechnology training program.)	Education	Mid (2-5 years)	\$ (under \$20,000)	N	Sustainable Franklin County	GPS Administration/Economic Development/Franklin Hampshire Regional Employment Board
3. Economic Dev	Goal #5: Greenfield provides	8. Promote partnerships with	There are a wealth of training resources within the area, including the Franklin/Hampshire Employment Training Center, local colleges, and various social service providers. Local manufacturers and businesses have identified a gap in ability to find appropriately skilled labor. Partnerships with these institutions should be deepened to help tailor training programs to match identified local needs.	<ul style="list-style-type: none"> Support economic development partners including the Franklin County Community Development Corporation, Common Capital, and the Franklin Regional Career Center to provide training and low-interest loans. 	Plan - in process? Policy	Policy	Federal Trade Adjustment Assistance Community College and Career Training program (e.g., Schenectady Community College, UAlbany, and GLOBALFOUNDRIES developing a nanotechnology training program.)	Education	Mid (2-5 years)	\$ (under \$20,000)	N	Sustainable Franklin County	GPS Administration/Economic Development/Franklin Hampshire Regional Employment Board
3. Economic Dev	Goal #5: Greenfield provides	8. Promote partnerships with	There are a wealth of training resources within the area, including the Franklin/Hampshire Employment Training Center, local colleges, and various social service providers. Local manufacturers and businesses have identified a gap in ability to find appropriately skilled labor. Partnerships with these institutions should be deepened to help tailor training programs to match identified local needs.	<ul style="list-style-type: none"> Connect business owners with local training organizations in order to help develop training programs that can satisfy their local labor needs. 	Plan - in process? Policy	Policy	Federal Trade Adjustment Assistance Community College and Career Training program (e.g., Schenectady Community College, UAlbany, and GLOBALFOUNDRIES developing a nanotechnology training program.)	Education	Mid (2-5 years)	\$ (under \$20,000)	N	Sustainable Franklin County	GPS Administration/Economic Development/Franklin Hampshire Regional Employment Board
3. Economic Development	Goal #6: Greenfield reduces the amount of financial resources leaving our community.	9. Encourage retail options that appeal to all socio-economic groups in Greenfield and surrounding areas and promote buy-local efforts through procurement and sale of local products.	The creation of expanded retail diversity is in some ways a "chicken or the egg" question. In order to have a healthy mix of stores and extended business hours that would encourage customers to spend locally, business owners typically have to see evidence of consumer support to justify these investments. The promotion of a buy-local ethos for both retail customers and larger institutional or governmental entities can help to provide a stable revenue stream for local businesses that will encourage further investment.	See below	who? Program	Program	BerkShares (local currency); Selective Purchasing Policy Guide - Evangelical Lutheran Church in America; Local Purchasing Preferences - various municipalities (e.g., Cedar Rapids, Miami).	Land Use	Short (within a year)	\$ (under \$20,000)	N	Sustainable Franklin County	Economic Development/GBA
3. Economic Dev	Goal #6: Greenfield reduces	9. Encourage retail options that	The creation of expanded retail diversity is in some ways a "chicken or the egg" question. In order to have a healthy mix of stores and extended business hours that would encourage customers to spend locally, business owners typically have to see evidence of consumer support to justify these investments. The promotion of a buy-local ethos for both retail customers and larger institutional or governmental entities can help to provide a stable revenue stream for local businesses that will encourage further investment.	<ul style="list-style-type: none"> Build additional anchor department store. (This is not a town function- but I suppose the town would actively seek one) 	who? Program	Program	BerkShares (local currency); Selective Purchasing Policy Guide - Evangelical Lutheran Church in America; Local Purchasing Preferences - various municipalities (e.g., Cedar Rapids, Miami).	Land Use	Short (within a year)	\$ (under \$20,000)	N	Sustainable Franklin County	Economic Development/GBA
3. Economic Dev	Goal #6: Greenfield reduces	9. Encourage retail options that	The creation of expanded retail diversity is in some ways a "chicken or the egg" question. In order to have a healthy mix of stores and extended business hours that would encourage customers to spend locally, business owners typically have to see evidence of consumer support to justify these investments. The promotion of a buy-local ethos for both retail customers and larger institutional or governmental entities can help to provide a stable revenue stream for local businesses that will encourage further investment.	<ul style="list-style-type: none"> Research/create incentive programs that give local suppliers and businesses preference in private and municipal purchasing programs. 	who? Program	Program	BerkShares (local currency); Selective Purchasing Policy Guide - Evangelical Lutheran Church in America; Local Purchasing Preferences - various municipalities (e.g., Cedar Rapids, Miami).	Land Use	Short (within a year)	\$ (under \$20,000)	N	Sustainable Franklin County	Economic Development/GBA

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3. Economic Dev	Goal #6: Greenfield red	9. Encourage retail options th	The creation of expanded retail diversity is in some ways a "c		who?	Program	BerkShares (local currency); Selective Purchasing Policy Guide - Evangelical Lutheran Church in America; Local Purchasing Preferences - various municipalities (e.g., Cedar Rapids, Miami).	Land Use	Short (within a year)	\$ (under \$20,000)	N	Sustainable Franklin County	Economic Development/GBA
3. Economic Development	Goal #6: Greenfield red	10. Conserve energy and build renewable energy capacity to reduce funds leaving our community.	Energy bills can represent a significant, recurring expense for households and businesses. Enhancing energy efficiency creates long-term costs savings for households, expanding the amount of discretionary income that is potentially available to support local merchants and suppliers. On the commercial side, reducing energy usage can reduce operating expenses, allowing for additional investment in business development. In addition, payments to utilities currently represent money leaving the region. Building renewable energy capacity locally will allow these payments to remain and recirculate within the local economy.	See below	DONE green elec+ GfId Solar Challenge & In process & need more	Program	CleanPowerSF (community energy choice); Brookhaven, NY property tax abatement for construction meeting green building certification standards.	Public Facilities, Services, and Energy	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	Greening Greenfield	Energy&Sus/Planning/FRTA/SGIC
3. Economic Dev	Goal #6: Greenfield red	10. Conserve energy and build	Energy bills can represent a significant, recurring expense for		• Create a plan on how to achieve Greenfield's 2050 goal noted above.	Program	CleanPowerSF (community energy choice); Brookhaven, NY property tax abatement for construction meeting green building certification standards.	Public Facilities, Services, and Energy	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	Greening Greenfield	Energy&Sus/Planning/FRTA/SGIC
3. Economic Dev	Goal #6: Greenfield red	10. Conserve energy and build	Energy bills can represent a significant, recurring expense for		• Continue to actively participate in Green Communities and reduce municipal energy use, and meet energy needs with zero carbon energy sources such as PV.	Program	CleanPowerSF (community energy choice); Brookhaven, NY property tax abatement for construction meeting green building certification standards.	Public Facilities, Services, and Energy	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	Greening Greenfield	Energy&Sus/Planning/FRTA/SGIC
3. Economic Dev	Goal #6: Greenfield red	10. Conserve energy and build	Energy bills can represent a significant, recurring expense for		• Continue Energy Smart Business and Energy Smart Homes programs that help businesses and residents find funds to do energy upgrades to their homes and buildings.	Program	CleanPowerSF (community energy choice); Brookhaven, NY property tax abatement for construction meeting green building certification standards.	Public Facilities, Services, and Energy	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	Greening Greenfield	Energy&Sus/Planning/FRTA/SGIC
3. Economic Dev	Goal #6: Greenfield red	10. Conserve energy and build	Energy bills can represent a significant, recurring expense for		• Partner with NGOs, FRTA, and for-profit businesses to promote walking, biking, telecommuting, and public transit and using the most fuel efficient vehicle possible.	Program	CleanPowerSF (community energy choice); Brookhaven, NY property tax abatement for construction meeting green building certification standards.	Public Facilities, Services, and Energy	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	Greening Greenfield	Energy&Sus/Planning/FRTA/SGIC
3. Economic Dev	Goal #6: Greenfield red	10. Conserve energy and build	Energy bills can represent a significant, recurring expense for		• Support local solar installers and partner with NGOs and for-profit corps to increase residential, business, and municipal investment in solar, and other strategies to produce and use renewable energy.	Program	CleanPowerSF (community energy choice); Brookhaven, NY property tax abatement for construction meeting green building certification standards.	Public Facilities, Services, and Energy	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	Greening Greenfield	Energy&Sus/Planning/FRTA/SGIC
3. Economic Dev	Goal #6: Greenfield red	10. Conserve energy and build	Energy bills can represent a significant, recurring expense for		• Offer locally-produced green electricity options through electrical aggregation program.	Program	CleanPowerSF (community energy choice); Brookhaven, NY property tax abatement for construction meeting green building certification standards.	Public Facilities, Services, and Energy	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	Greening Greenfield	Energy&Sus/Planning/FRTA/SGIC
3. Economic Dev	Goal #6: Greenfield red	10. Conserve energy and build	Energy bills can represent a significant, recurring expense for		• Track progress toward Greenfield's 2050 goal.	Program	CleanPowerSF (community energy choice); Brookhaven, NY property tax abatement for construction meeting green building certification standards.	Public Facilities, Services, and Energy	Long (>5 years)	\$\$\$\$ (>\$250,000)	N	Greening Greenfield	Energy&Sus/Planning/FRTA/SGIC