

TOWN OF GREENFIELD COMMUNITY DEVELOPMENT STRATEGY

This community development strategy was prepared by the Town of Greenfield, Department of Planning and Development, in partial fulfillment of the requirements for submitting its annual Mini-Entitlement CDBG application.

A community development strategy is not a plan in itself, but rather a summary of existing planning documents and initiatives, that serves to identify common issues, themes and action strategies, and provide a unifying vision.

Greenfield in Regional Context

Greenfield is a town of approximately 17,450 people and is the largest community in Franklin County, the most rural county in Massachusetts. It is situated in the Pioneer Valley of Western Massachusetts. Settled in 1686 and incorporated as a town in 1753, Greenfield's strategic location at the junction of the Connecticut and Green Rivers and at the head of navigation of the Connecticut River made it a natural crossroads. With the Multi-Modal Transit Center all bus services; local, regional and national; are available from one central location. Four rail lines run north-south and east-west out of Greenfield and a general aviation facility is only 7 miles away in neighboring Montague. High speed communications access is available in town.

Greenfield has always been the economic and employment center of Franklin County, as well as the seat of county government (celebrating 200 years as County Seat in 2011). Early access to water power and transportation influenced the development of the machine tool and cutlery industries for which the town is famous. Today, the medical and knowledge sectors are the prime economic activities in the town. At the same time, it retains thousands of acres of prime agricultural land still in active use and is the gateway to vacation areas in the Berkshires and to Vermont and New Hampshire to the north. Greenfield is the lead community in numerous county wide initiatives that promote housing choice, economic expansion and natural resource protection. Its high quality of life and low real estate values, together with a skilled labor force, make it attractive to new residents and businesses seeking to expand.

Planning in Greenfield

In 2002 the Town of Greenfield adopted a new charter establishing a city form of government with an elected mayor and council of 13 members.¹ The charter established the Department of Planning and Development as the city's chief planning agency, responsible for assessing community needs, preparing and implementing planning actions. The Department also provides staff support to the planning, zoning and conservation regulatory boards.

The purpose of planning is to assess alternative courses of action, gather relevant information, and identify options and their implications, in order to guide municipal actions. Following is a brief summary of key planning documents.

Key Planning Documents

The Town of Greenfield is committed to an ongoing comprehensive public planning process that assesses community needs and guides community development. Six major planning documents form the basis for the town's development. They are: the Downtown Master Plan (2003); the Community Development Plan (2004); the Bank Row Urban Renewal Plan (2006, updated 2008); the Open Space

¹ Although Greenfield uses a city form of government, the voters prefer to call their community a town. Hence, Greenfield is officially known as "The City known as the Town of Greenfield."

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and Recreation Plan (2012); the Town of Greenfield Local Multi-Hazard Mitigation Plan (2014); and Sustainable Greenfield, Greenfield's Comprehensive Sustainable Master Plan (2014).

Bank Row Urban Renewal Plan (2006, updated 2008). The Greenfield Redevelopment Authority contracted with Hayes Associates to prepare this urban renewal plan under MGL 121B for the purpose of developing a strategic action plan for the re-use of abandoned and distressed properties along Bank Row in the center of downtown. The plan evaluated the re-use of an auto dealership for a regional transit center, proposed the acquisition and renovation of 6 buildings and the construction of a new parking facility on municipal property. The total cost for these tasks is projected to be in excess of \$14.2 million, with the transit center costing an additional \$12.8 million. Under this plan, three of the buildings along Bank Row have been purchased and renovated by a private developer. These buildings now hold small businesses on the street level and market-rate apartments on the upper floors. The regional transit center completed construction in May 2012. The Town is recently received funding to advance the construction of a new Parking Facility directly across the street from the Transit Center. The Greenfield Redevelopment Authority has been working with the Town to address the one remaining distressed and vacant property in the Bank Row Urban Renewal Plan and anticipates assuming site control in the near term and advancing the redevelopment of the building.

Open Space and Recreation Plan (2012). This plan guides the town's decisions about how we use and invest in our parks, playgrounds, recreation and conservation areas. Equally as important, a current plan is required to apply for grant funds to maintain, upgrade and enhance our facilities. Without the plan, the town cannot apply for the grant funds. The most important part of the OSRP is the survey of the public. It is here that the residents and users tell the town what is important to them, what they value about Greenfield's recreation facilities, where the town needs to invest funds, and how the town can make the public's recreation experiences better.

Town of Greenfield Local Multi-Hazard Mitigation Plan (2014). The Federal Emergency Management Agency (FEMA) and the Massachusetts Emergency Management Agency (MEMA) define Hazard Mitigation as any sustained action taken to reduce or eliminate long-term risk to people and property from natural hazards such as flooding, storms, high winds, hurricanes, wildfires, earthquakes, and other disasters. Mitigation efforts undertaken by communities will help to minimize damages to buildings and infrastructure, such as water supplies, sewers, and utility transmission lines, as well as natural, cultural and historic resources. Planning efforts, like the one undertaken by the Town of Greenfield and the Franklin Regional Council of Governments, make mitigation a proactive process. Pre-disaster planning emphasizes actions that can be taken before a natural disaster occurs. Future property damage and loss of life can be reduced or prevented by a mitigation program that addresses the unique geography, demography, economy, and land use of a community within the context of each of the specific potential natural hazards that may threaten a community. Preparing a Local Multi-Hazard Mitigation Plan before a disaster occurs can save the community money and will facilitate post-disaster funding. Costly repairs or replacement of buildings and infrastructure, as well as the high cost of providing emergency services and rescue/recovery operations, can be avoided or significantly lessened if a community implements the mitigation measures detailed in the Plan. Many disaster assistance agencies and programs, including FEMA, require that a community have adopted a pre-disaster mitigation plan as a condition for both mitigation funding and for disaster relief funding. For example, the Hazard Mitigation Grant Program (HMGP), the Flood Mitigation Assistance Program (FMA) and the Community Rating System (CRS), are programs with this requirement.

Sustainable Greenfield, Greenfield's Comprehensive Sustainable Master Plan (2014). In 2012, Greenfield embarked on a journey that many communities undertake: development of a Comprehensive

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Master Plan. Having already made a commitment to principles and practices of sustainability, Greenfield wanted more than a traditional Master Plan. The Town wanted to create a Plan that established a path towards a more Sustainable Greenfield. Over 12 months, a passionate, committed group of residents, Town staff and other community stakeholders worked to craft a pathway for the future sustainability of Greenfield. The driving forces behind this Comprehensive Sustainable Master Plan are rooted in a commitment to preserving the small-town heritage of Greenfield while embracing changes that will allow sustainable renewal of the Town as the economic and cultural hub of the region. Greenfield's commitment is to preserve the richness of small town life by restoring some of the lost economic vitality to its downtown, by supporting its farming and food production and distribution economic sectors, protecting its natural environment, providing housing and educational opportunities for diverse groups of people, and by seeking to attract jobs and industry sectors compatible with both small town life and the economic realities of the 21st Century. The Comprehensive Sustainable Master Plan is the means for creating a sustainable town. The strategy for moving the Town of Greenfield toward sustainability focuses first on changes the Town has control over within its internal operations.. In addition, the Town has jurisdiction over changes to the built environment (land use, infrastructure, and building permits) within its boundaries. The Comprehensive Sustainable Master Plan is the means for creating a sustainable Town. Sustainable Greenfield will be a tool to guide future operational, programmatic, and policy decisions. A Sustainable Greenfield Implementation Committee (SGIC) has been established and is taking the lead in encouraging and assisting the community to prioritize and advance work on the plan elements. A major initiative within SGIC is how to maintain forward momentum in the implementation of the Plan.

The Town has also completed two “targeted neighborhood” planning initiatives.

The Deerfield Street Corridor Neighborhood Planning Initiative (1995-2007 and 2014-current). The first neighborhood planning effort was targeted to the Deerfield Street Corridor, a largely residential area south of downtown that includes Deerfield, Washington, Meridian and Mill Streets, Carpenter Lane, Power Court and Power Square. A series of public meetings led to the development of an action plan for improvements and investment. In subsequent years, the town targeted CDBG funds, municipal revenues, highway improvements funds, EPA Brownfield clean up grants and loans to the neighborhood. Perhaps the most prominent project was the demolition and environmental clean-up of the former Greenfield Tap & Die (GTD) factory site. Late in 2005, the town entered into an agreement with a developer to construct a 75-bed assisted living facility on the site; the project (The Arbors) was completed in June 2007. Also, in 2005, the Town received an EPA Clean-up grant to deal with environmental issues at a site (former Food & Fuel) located on Deerfield Street. The site has been cleaned, monitored and is now a “green” space within this densely populated area. The Town's FY 2013 CDBG grant went back to this Target area to begin replacing old worn sidewalks and to introduce a Housing Rehabilitation Program. Included in the Town's FY 2013 CDBG grant and the FY 2015 grant was funding to purchase condemned properties, located in this area, with the plan to building low income Veterans housing in the future.

The Hillside Neighborhood Revitalization Plan (2007–2014). In October 2007, using CDBG funds, Dodson Associates was selected to complete a “Neighborhood Revitalization Strategy” for the Hillside Neighborhood. This neighborhood is approximately 64 city blocks located adjacent to “Downtown” Greenfield and is home to approximately 6,155 residents living in late nineteenth and early twentieth century single and multifamily homes. This area also has some of the oldest water, sewer and drainage infrastructure within the Town. Over the past 7 years, this area has been the recipient of additional funding through the Town's Community Development Block Grant Mini-Entitlement Program. With the use of CDBG funding, the Town refurbished the Hillside Park, located within this neighborhood,

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giving the park a new basketball court, updated playground equipment, renovated soft-ball field, additional trees, picnic tables and benches. With additional funding from an “Our Common Backyard” grant, the Town has added a “Splash Pad” to this park. Along with Town funds, the CDBG FY 2011 grant was used to replace one of the oldest sanitary sewer systems located within this area. The FY 2012 CDBG grant was used to replace decaying sidewalks on many streets in this area. Housing Rehabilitation has been a major activity within this area since 2007 and will continue in future years.

The town also actively contributes to and participates in regional planning efforts. Chief among these is the *Greater Franklin County Comprehensive Economic Development Strategy (CEDS) 2015*. The CEDS Program is a fundamental component of the greater Franklin County region’s economic development planning efforts. The CEDS Program examines the current economic situation and identifies important economic development goals and projects in the region. The CEDS Region encompasses the twenty-six towns of Franklin County, plus Amherst in Hampshire County, and Athol and Phillipston in Worcester County. The process is guided by the CEDS Committee and the Economic Development District (EDD) Governing Board. Seven goals have been identified to guide the work of the CEDS Program. These goals reflect the themes outlined in the CEDS Program vision statement and the promise of the existing and emerging clusters operating in the region. These goals address many important issues as they relate to the CEDS Program and to creating greater economic opportunity for the region. Infrastructure improvements, Brownfield redevelopment, economic initiatives to promote natural resources and enhancing public services are some of the topics addressed. To guide the activities and evaluation of the CEDS Program, an Action Plan has been created. Individual action items are evaluated on an annual basis. The entity responsible for completing the action item and the evaluation criteria are specifically identified for each action item. It is important to note that many of the tasks are multi-year in nature. The Ecovation Hub is a recent initiative driven by the shut down of the Vermont Yankee Nuclear Power Plant that is projected to have a negative impact on the regional economy that includes Upper Pioneer Valley (MA), the Monadnock Region (NH) and Southern . The Ecovation Hub is looking to capitalize on the projected growth of the Green Economy with a focus on green building and green energy as economic clusters with particular strengths in this three state region.

Common Themes

With such diverse planning documents, it is important to identify common themes and elements that run through and provide a unifying framework for an overall plan of action. Some common themes we have identified are:

- *Quality of life* is a key to both the heritage and the future of Greenfield. Affordable housing opportunities, economic competitiveness for businesses (both locally-owned and nationally-based), strong educational opportunities, a well trained and healthy workforce, caring for citizens in need, transportation improvements and cultural and recreational attractions are the strengths upon which Greenfield’s future quality of life will depend.
- *Concentrate development in the established neighborhoods and the business core to make better use of existing infrastructure and preserve undeveloped open space, farmlands and historic assets for future generations.* Concentrating development capitalizes on the town’s prior investment in its roads, sidewalks, and utility lines and controls costs for expansion and maintenance of new facilities. It conserves land, integrates uses and helps foster a sense of Greenfield as a “special” place.
- *Maintain and enhance Greenfield’s traditional position as the economic, employment and transportation center of Franklin County.* Greenfield has a traditional and historic town center that provides local employment, educational, cultural, religious and recreational opportunities and has continued to have immense potential to be a vibrant hub of economic and cultural activity for Franklin County and beyond. Local businesses and in-town shopping areas must be

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supported. New growth in appropriate areas must be promoted. Preservation of the pedestrian-friendly urban fabric and the many diverse residential neighborhoods is important as is the ongoing maintenance and upkeep of existing roadways and infrastructure systems.

- Enhance Greenfield's position in Franklin County as the leader for sustainable design/clean and renewable energy. As the economic center and largest town of Franklin County, Greenfield has taken a prominent role in promoting sustainable design and renewable energy throughout the region that includes promoting "green buildings." Greenfield actively pursued and was awarded the designation as a "Green Community." Greenfield entered into a purchase power agreement with AXIO Greenfield, LLC for development of a solar array on the Town's capped landfill. This project was completed in June 2012.
- Plan and implement in a regional context. Greenfield is part of a larger county-wide community. Greenfield is home to the County Jail, County Court House and several Federal, State and County offices. As the largest town and the economic engine of Franklin County, Greenfield should take a prominent role in devising regional solutions to common problems.

Guiding principles

Greenfield has identified principles to guide its community development strategy based on these planning studies and within the framework of these common themes. They are:

- Practice infill development. Preserve valuable agricultural lands, forests and recreation areas, and historic assets by supporting development in targeted areas of town where the existing transportation and utility infrastructure can serve development, rather than develop in un-serviced areas.
- Reuse and invest in existing facilities and buildings for new purposes.
- Incorporate environmentally-friendly techniques and materials wherever possible to lessen energy costs and dependency and preserve natural resources
- Use municipal funds, tax incentives and regulatory efforts to leverage grant funds and private investment.
- Support investment that enhances the tax base and hence tax revenues and retains or creates jobs especially in the medical and knowledge sectors as well as the "green" building and renewable energy sectors.
- Target municipal community development efforts to the neediest neighborhoods to achieve greater lasting impact and the most noticeable physical change.
- Support transportation alternatives such as biking, walking, rail, vans and busses.
- Promote "green" buildings, sustainable design and clean/renewable energy throughout town and throughout Franklin County.
- Develop Public-Private Partnerships.

The "Neighborhood First" Initiative

Beginning in 2005, the Town launched a new initiative called "Neighborhoods First," by which the town targets its public investment to strengthen its established neighborhoods. The town does this by investing in the existing infrastructure (roads, sidewalks, water, sewer and drainage utilities); neighborhood facilities (parks and playgrounds); and by using public funds, regulatory relief and incentives to leverage private investment in residential and commercial property (housing rehab, commercial façade improvements and upper story conversions). This initiative is Greenfield's effort to encourage development and investment in existing neighborhoods, and complements the Sustainable Development Principles "Redevelop First," and "Concentrate Development."

Prior Accomplishments

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In the past several years Greenfield has undertaken the following tasks or projects:

- Identified the location and preliminary design work for a new Senior Center
- Implementing Municipal Broadband Internet Access Services
- Reconstructed sidewalks on Washington Street
- Acquired several blighted residential properties on Deerfield Street, demolished to prepare a new site for affordable homeownership.
- Completed a Slum/Blight Study of Downtown Greenfield and achieved certification of the District.
- Obtained funding through CDBG for 5 additional Façade Improvement Projects in the Downtown Area.
- Secured funding via the Town's Mini-Entitlement Grants for 12 loans/grants for the "First-time Homebuyer Acquisition Program"
- Received funding from CDBG to assist in the rehabilitation of approximately 60 private housing units.
- Continue to assist in the funding of Social Service Activities including (but not limited to):
 - Various Literacy Programs through The Literacy Project
 - Emergency Food Program through Community Action of the Franklin, Hampshire and Quabbin Regions
 - Nutrition Support and Outreach to Elders through the Greenfield Council on Aging
 - Dual Enrollment Program with Greenfield Community College and Greenfield High School for students having difficulty with traditional high school environments.
 - Emergency Housing Program through ServiceNet, Inc. Greenfield Family Inn which assists homeless families to secure and maintain permanent housing and employment.
 - Working with the Center for New Americans by providing education and support services for immigrants, refugees and migrants.
 - Through the Recovery Project, the Town helps to assist returning and current veterans and others with "lived experience".
 - The Community Action Youth Program to help individual youth find a job, or to develop employment skills such as resume writing, punctuality, and acceptable workplace behavior.
- Obtained DOER Technical Assistant Grant to facilitate Green Communities Act designation.
- Secured funding from the Massachusetts School Building Authority for renovations at the High School.
- Funded capital investment in other local school buildings.
- Hired a consultant to prepare a feasibility study for a new Municipal Office Complex.
- Secured funding for a the construction of a Parking Garage located within the Bank Row Urban Renewal District.
- Implemented Municipal Electric Load Aggregation.
- Used Town Capital funding to replace guardrails on Parkway, Barton Road, South Shelburne Road, James Street, Colrain Street and Country Club Road.
- Using Chapter 90 funding, the Town paved Abbott St., Brookside St., Carol Lane, Eliza St., Garfield St., Greenfield Rd., Holland Ave., Linden Ave., Water St. and sections of Federal St., Forgey Way, Log Plain Rd., Main St., Mill St., Shelburne Rd. and Thayer St.
- Chapter 90 funding and State Highway funds also allowed the Town to design and complete improvements to 8 signalized intersections. These funds have also been used to complete the "roundabout" at Colrain Road and College Drive.
- With Town Appropriations and Chapter 90 funds, the Town has begun the design work for the reconstruction of Wisdom Way.

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- With funds from a DOER Energy Grant, the Town installed heat pumps in the Green River Pumping Station and the Oak Hill Filter Plant. This work will allow these buildings to be heated almost completely by extracting heat from the water in the system.
- Also using funds from the DOER Energy Grant, the Town has made modifications to the piping and plumbing at the Transfer Station and the Town Year. These modifications will allow us to minimally heat the Transfer Station.
- New boilers, hot water tank, controls and zone valves have been installed at the Water Pollution Control Plant as part of the work funded through the DOER Energy Grant.
- The Town completed the work need to stabilize a section of the Green River bank near the Green River Pump Station to prevent damage to the clearwell for the pump station.
- With the assistance of the Vietnam Veterans of Massachusetts, Inc. the Town has created a Veterans Resource and Referral Center
- Using CDBG funding, the Town hired the firm of Tighe & Bond to design the replacement of sewer lines along Columbus Avenue and Elm Street in the Hillside Neighborhood portion of Town. The construction portion of this project was funded partially by the Town and partial by our FY 2011 Mini-Entitlement Grant.
- The Town's sewer line on Adams Road has been extended to a vacant lot in the Industrial Park which will enable the Greenfield Redevelopment Authority to market this lot.
- Using funds from the Town's "Water Enterprise Fund", the Town re-sanded the filter beds at the Water Filter Plant
- With the help of CDBG funds, the Town hired Pennoni Associates, Inc. to provide Bid Ready Design Plans, Specifications and Cost Estimate for Replacement Sidewalks located with the Hillside Neighborhood. The Town's FY 2012 Mini-Entitlement Grant will partially fund the construction of these sidewalks, while to Town's Capital Fund will pay for the remained of the project.
- The Town's FY 2012 Mini-Entitlement Grant funded a new Sustainable Master Plan for the Town. Funds from the Franklin Regional Council of Governments will pay for the balance of this project.
- With the use of the Town's Program Income Funds and private donations, the Town was able to complete renovations to the Beacon Field playground, upgrade playground equipment at Newton School, fund a feasibility study for a Downtown Greenfield Human Services Center, support the ongoing operation of some high priority CDBG supported social services, and upgrading handicap accessibility of Community Action's Youth Program building.

A list of anticipated projects and potential funding sources is shown in the following tables.
This document along with the attachments will be presented to the public at a hearing on November 22, 2016.

Category
Priority

Project Description Anticipated Funding Sources Timeline

Infrastructure

INF	1	Broadband Infrastructure	Network construction with service and subscribers in 2017	USDA/Town Funds	2017
INF	1	Maple Brook Culvert & Sewer Rehabilitation	Separation of the sewer line from the Maple Brook Culvert, which runs inside portions of the culvert, to eliminate inflow into the sewer system and continuation into the stormwater system.	Town Funds, CDBG	2016-2019
INF	1	Bridge Repair	Nash's Mills Bridget	Chap 90	2016-2019
INF	2	Sidewalk Replacement	Replace sidewalks in various locations throughout Town	Town Funds/CDBG	Ongoing
INF	3	Green River Ecosystem Restoration - Phase #1 & #2	Repair of Wiley-Russell and Mill Street Dams and Installation of Fish Ladder at Mill Street and Greenf River Dam and Water Supply Dam	Various Federal and State Agencies/Town Funds/Grants/Capital	2017-2020
INF	3	Wisdom Way	Reconstruction of Wisdom Way	Chap 90	2017-2020
INF	4	Water Meter Replacement/Upgrade Project	Replacement of existing water meters and installation of a radio read fixed network system.	Town Funds	2019-2020
INF	4	Waste Water Treatment Plant	Upgrades and compliance	Grants/Town Funds	ongoing

Category Priority Project Economic Development Description Anticipated Funding Sources Timeline

Category	Priority	Project	Economic Development	Description	Anticipated Funding Sources	Timeline
ED	1	Greenfield Eco-Industrial Park		Develop former + 18 acre Bendix site as light industrial. Site is under contract to a new manufacturer with 67 new jobs.	Town Funds, MOBD, Mass Development, MassWorks	2016-2017
ED	1	Parking Garage		Town has secured an Owner Project Manager using the firm Skanska. State bonding approval has been secured. Governor Baker announced \$7.5 Mil from the MassWorks Infrastructure Program in Oct 2016.	MassWorks (7.5 Mil)/Bonding (2.5 Mil)	2017-2019
ED	1	Medical Campus (formerly Lunt Site)		Phase 1 complete, 2 & 3 in process, 70 jobs created, brownfield cleaned up.;Phase 2 & 3 in process with private funds; sale to tax paying entity expected in 2017	Town Funds, Private Funds, Brownfield funds, MassDevelopment Grant	Ongoing
ED	1	Downtown Vacant & Underutilized Buildings		Numerous vacant commercial spaces exist in the downtown Commercial Business District (CBD). The Town will research the sites and owners to gather information to upgrade and market the spaces. Town working with GRA to address vacant building in URD.	Urban Agenda Program/CDBG Commerical Façade funds	2017-2018
ED	2	Town Owned Properties		Provide funding to clean up, market, and/or develop existing commercial, residential and industrial properties that are under-utilized	Town Funds, Proceeds from sales	Ongoing
ED	2	I-91 Industrial Park		The Town is marketing the final sites in the park. Demand for industrial land is very high and the Town seeks to expand the current park location.	MassWorks, Mass Development, USDA	Ongoing
ED	2	Downtown Market Initiative		The Town seeks to identify challenges that the CBD is facing. Assist off Main Street businesses to improve customer base and visibility.	Downtown Market Initiative	2016-2017
ED	2	Marketing Land/Buildings		The Town is securing information on available land/buildings for sale/lease and will provide this inventory listing as part of it's new interactive web page. Also networking with local realtors	Town Funds	Ongoing

Category

Priority

Project

Energy and Sustainability

Anticipated Funding Sources

Timeline

Description

Category	Priority	Project	Description	Anticipated Funding Sources	Timeline
Ene	1	Solar Storage	Solar Panels with battery storage will be installed at the new High School.	DOER resiliency grant; Contract with BlueSkies	2017
Ene	1	Community Solar Project	1.4 MW solar farm on Mill Brook wellfield. 50% of the electricity generated will offset municipal consumption and 50% will be offered at a discount to residents and businesses.	Power Purchase Agreement - no upfront cost to the Town	2017
Ene	2	Municipal Electric Aggregation	Town initiated aggregation and purchase	Greenfield Light & Power	ongoing
Ene	2	Municipal Energy Efficiency Program	Continue work on Town building upgrades	Eversource and Town Funds	ongoing
Ene	3	Anaerobic Digester	Construct an Anaerobic Digester Plant, for a green solution to the disposal of the Town's Waste Water Treatment Sludge, and locally generated organic wastes, which will also reduce Greenfield costs.	State Grants/Developer Owned	2017-2018

Category
Priority

Project
Parks and Recreation

Description

Anticipated Funding Sources

Timeline

Rec	1	Post Seat	Upgrades to stairs and benches, painting, painting, welding, paving and a structural overhaul	Town Capital Funds & Historic Preservation Grant	2017
Rec	2	Park Bleachers	Upgrade park bleachers for ADA compliance	Town/CDBG	2017-2019
Rec	3	Main Street Banner	Install Main Street Banner Pole & Cable System to promote Townwide events.	Town Capital Funds	2017
Rec	4	Veteran's Field Improvements	Upgrade bleachers, press boxes, sound systems, sod, bathrooms, etc.	Town Capital Funds & Private Donations	2018-2019
Rec	5	ADA upgrades to parks	ADA Bathrooms	Town/CDBG	ongoing
Rec	6	Park Signage & Bike Racks	Installation of park signs and bike racks at various park entrances.	Town Funds & FRCOG	2016-2017
Rec	7	Green River School Playground	Replace outdated equipment with modern user friendly and accessible structures.	Town Capital Funds	2018-2019
Rec	8	Highland Pond	Remediation of the pond, culverts, and pathways.	Town Capital Funds, PARC Grant, & LWCF Grant	2021-2022
Rec	9	Veteran's Field Light Replacement	Upgrade lights to energy efficient field lights	Town Capital Funds	2017-2019
Rec	10	Four Corner School Playground	Upgrade play structure	Town Capital Funds & Grant	2019-2020
Rec	11	Highland Park Trail Map Development	Design and create updated trail maps and kiosks	Town Capital Funds or MA Trail Grant	2017-2018
Rec	12	Hillside Park Pavilion	Install a pavilion with picnic tables	Town Capital Funds	unknown
Rec	13	Greenfield Middle School Playground	Upgrades to play structures	Town Capital Funds & Grant	unknown
Rec	14	Bike Path	Create a bike path along the Green River Park river's edge as well as along Meade Street.	Town Capital Funds, PARC Grant & MA Trail Grant	2021-2022
Rec	15	Skate Park	Find site	Town Capital Funds, PARC Grant, Private Grants & Donations'	2017-2018

Category	Priority	Project		Description	Anticipated Funding Sources	Timeline
		Town Wide				
TW	1	Senior Center		Site selection has been completed. Site Plan approval has been granted by the PB. Construction of new center is anticipated to begin in the spring of 2017	Town Funds	2017-2018
TW	2	ADA Study Update		Update the Town's Self-Assessment & Transition Plans for ADA Phase #2 of this project has been completed. The Town is now waiting for site analysis and construction costs estimates, other commitments & acceptable financial projection within debt capacity.	Town funds	2017
TW	3	Public Safety Complex			Town Funds/USDA/State Grants	2019
TW	4	Housing Rehabilitation/Weatherization & Energy Efficiency		Assist with the correction of code violations and increasing handicap accessibility in existing housing by providing resources to low and moderate income residents	CDBG/Community Action/Rural Development (USDA), CEDAC HLMF, LIHEAP, private funds	Ongoing
TW	5	Library		Secure a site , complete schematic design and apply for a Construction Grant.	Massachusetts Board of Library Commissioners/New Market Tax Credits or Historic Tax Credits/Town Funds	2015-2022
TW	6	Condemned Buildings		Provide funding for the demolition of Town owned buildings that have been condemned by the Board of Health	CDBG/Private Funds, AGO Demolition Initiative	Ongoing
TW	7	Passenger Rail Service		Work to establish commuter rail	Transportation Bond Bill	ongoing
TW	8	Education, Food Security, Wellness & Health Social Services		Increase mobile access and affordability of critical social services to Greenfield residents	Private/CDBG/Town Funds	2017-2018