

# CHAPTER 3: ECONOMIC DEVELOPMENT

## *Chapter Goal*

### OVERVIEW

Currently, Granby has limited existing economic development. Commercial activities are primarily located along Route 202, with the highest concentration at Five Corners, the gateway into Granby from the west. Commercial activities are mostly small, service-related businesses such as restaurants, farm stands, hair stylists, home-based building contractors, landscape suppliers, and automotive repair shops. The town has an opportunity to expand commercial activity, primarily in the Five Corners area, and incorporate mixed use design, which integrates residential and business uses, essentially creating a local market for businesses. Light industrial activity could also be expanded and encouraged in the New Ludlow Road area, where a proposed sewer line anticipated be built in the future. Increasing commercial and industrial activities could benefit the community by offsetting the tax burden on the residential properties, and could potentially allow the community to increase public services for residents.

As Granby moves forward, it could also benefit from various alternative economic development opportunities. One such opportunity is for the community to meet its vision as stated through this master plan process to “invest in renewable energy.” Allowing locations for clean energy generation, renewable energy research and development or manufacturing would help Granby meet its goal of being more “sustainable” as well as allow the community to benefit from the state and federal funding that is now available for “green” technologies.

Investment from the community, for new / upgraded infrastructure as well as through the zoning bylaws, will be necessary for the community to meet its economic development goals. In addition to sewer infrastructure, broadband and fiber optic technology will be essential to attracting new businesses in the community, as well as spurring more home-based business opportunities for Granby residents. Granby is part of the Broadband 123. The town should also continue to support the one industry that reflects the town’s history and community character – farming.

As heard in the community engagement portion of the master plan, town residents would like to see more commercial and industrial uses, while maintaining the rural character of the community. There are many opportunities for the community to encourage more economic development in appropriate locations, such as Five Corners and New Ludlow Road, while preserving and protecting Granby’s character.

### EXISTING CONDITIONS

#### *Predominant Industry Sectors and Leading Employers*

According to Massachusetts Executive Office of Labor and Workforce Development, the services sector is Granby's largest industry sector, with over 600 employees in close to 100 establishments. This sector includes trade establishments, professional and business services, and leisure and hospitality.

**Granby Industry Sector, 2008**

Description	No. of Establishments	Total Wages	Average Monthly Employment	Average Weekly Wages
<b>Total, all industries</b>	136	\$24,453,435	770	\$611
<b>Goods-Producing Domain</b>	41	\$5,783,146	158	\$704
<b>Natural Resources and Mining</b>	4	\$283,619	19	\$287
<b>Construction</b>	35	\$4,511,177	113	\$768
<b>Service-Providing Domain</b>	95	\$18,670,289	612	\$587
<b>Trade, Transportation and Utilities</b>	22	\$4,537,215	138	\$632
<b>Financial Activities</b>	4	\$552,234	21	\$506
<b>Professional and Business Services</b>	22	\$1,817,663	71	\$492
<b>Leisure and Hospitality</b>	11	\$696,304	56	\$239
<b>Other Services</b>	25	\$1,183,983	55	\$414

Source: : Massachusetts Executive Office of Labor and Workforce Development, ES-202

Granby's largest employer is the public school system, which employs 128 staff. The two leading employers in Granby closed in 2008. Rugg Lumber ceased operations at its Granby facility during the spring of 2008 and Holyoke Catholic High School moved to the city of Chicopee. The loss of these businesses has resulted in two parcels located along Route 202 prime for reuse or redevelopment. A private, international school now occupies the previous site of the Holyoke Catholic High School.

Leading Granby Employers, 2009	# of Employees
Granby Public Schools	128
Holyoke Catholic (closed)	36
Rugg Lumber (closed)	35
Granby Fire Department*	35
Granby Police*	25
Dunkin Donuts*	22
AllPower	20
*indicates part-time staff	

Source: Economic Development Data & Information Regional Online Database, 2010

### *Business Establishments and Wages*

According to the Massachusetts Executive Office of Labor and Workforce Development, in the first three quarters of the calendar year 2009, Granby had an average of 750 jobs available in 140 business establishments, with an average weekly wage of \$585. The number of business establishments in Granby increased from 122 to 136 (11.5 percent) between the years 2001 and 2008. Despite the increase in the number of businesses, the number of employees decreased by 9.5 percent. From 2001 to 2008, the average weekly wage paid to employees working in Granby increased 19 percent from \$513 to \$611.

**Granby Town Profile**

Employers – 2001	122
Employers – 2008	136
Percent Change	11.5%
Employees – 2001	849
Employees – 2008	770
Percent Change	-9.3%
Average Weekly Wage -2001	\$513
Average Weekly Wage - 2008	\$611
Percent Change	19.10%

*Source: Massachusetts Executive Office of Labor and Workforce Development, ES-202*

### *Place of Work & Commute to Work*

Most of Granby's 3,256 working residents do not work in town. The chart below shows the top municipalities to which Granby residents travel for employment—the largest number travel to Springfield. A total of 427 residents (or 13 percent) work within town. About 20 percent of households in Granby reported self-employment income in 2003.

In 1990, the mean travel time to work was 21.1 minutes and by 2000 the travel time to work decreased to 20.6 minutes, slightly lower than the average of 22 minutes for the region. Granby's location along Route 202—which facilitates easy access to Belchertown, Palmer, Holyoke, Chicopee, and Springfield—will continue to make Granby attractive to new residents.

### Where Granby Residents Work

Municipality	# of Workers
Springfield	499
Holyoke	432
Granby	427
Chicopee	394
South Hadley	279
Northampton	172
Belchertown	143
Amherst	138
Hadley	108
West Springfield	98
Westfield	77
Easthampton	54
East Longmeadow	45
Palmer	44
Agawam	34
Other PV Municipalities	167
Outside PV Municipalities	145
<b>Total</b>	<b>3,256</b>

Source: U.S. Census Bureau, Census Transportation Planning Package 2000

#### *Taxes, Zoning, and Land Use: Encouraging New Business Opportunities*

Granby has a uniform tax rate for residential, commercial, industrial, and private property. According to the Massachusetts Department of Revenue, estimates for FY10 show around 93 percent of taxes will be levied from residential uses, 4.2 percent from commercial, and 0.6 percent from industrial. The remaining will be levied from personal property tax. Total tax revenue for FY10 is estimated to be around \$8.5 million for the fiscal year.

Between 2000 and 2012 the tax rate in Granby decreased by about 4 percent, from 16.53 to 15.87. Part of the decrease during this period was a result of the revenue collected from the landfill, plus a number of new buildings that were built in the community. The approved tax rate for FY13 is 16.34, is an increase from 2012 and brings the tax rate close to its level in year 2000. In comparison to other communities in the Pioneer Valley, Granby's tax rate is about average.

Granby contains six base zoning districts and four overlay zoning districts. Of these six base districts, three are dedicated for commercial and industrial uses: General Business District I, General Business District II, and Industrial. Collectively, these three districts account for less than 5 percent of the Town’s total land mass. In other words, 96 percent of Granby is zoned for residential uses.

The amount of land actually in industrial and commercial use accounts for less than 3 percent of the total land in Granby. Community survey respondents strongly believe that the town should encourage new business and industrial development in order to expand Granby’s tax base. In particular, residents would like to see more of the following types of businesses in Granby: small, in-town shops; family restaurants/deli; organic farms, farm stands, and farmer’s markets; and light industry, defined as non-polluting eco-friendly businesses. Close to 80 percent of survey respondents believe the town should provide more support/incentives for business opportunities.

**Commercial & Industrial Land Uses**

Parcel Type	Number of Parcels			
	1991 Parcels	2001 Parcels	2008 Parcels	% change (1991-2008)
<b>Residential</b>	1,822	2,013	2,218	21.73%
<b>Commercial</b>	50	48	63	26.00%
<b>Industrial</b>	12	13	13	8.33%

*Source: MA Department of Revenue, Municipal Data Bank and Granby Assessors Office (March 2008)*

Around 60 percent of survey respondents indicated that they would support rezoning more land for commercial and industrial uses. At the same time, protecting Granby’s rural, agricultural heritage remains important to residents. Adopting and applying mixed-use overlay districts at Five Corners, and the former St. Hyacinth’s Seminary site (along the Route 202 corridor) and rezoning land along the western end of New Ludlow Road has been identified as very feasible for creating additional business development opportunities while preserving Granby’s rural character. In addition, there is interest in looking into a mixed use overlay district for the West Street School if the proposed new school complex is built. Mixed use overlay districts and a light industrial park or development where there is sewer are two strategies that would concentrate new development at locations that already contain critical infrastructure or where infrastructure could be realistically extended. This plan recommends that the Planning Board work in conjunction with the town to overhaul its zoning ordinance to encourage commercial / industrial development while protecting the rural character of Granby. As

the town faces growth pressures in the near future, a major overhaul will help to circumvent legal issues stemming from archaic language, inconsistencies, and hard to locate information.

*Economic Development Self-Assessment Tool, Center for Urban and Regional Policy*

In September 2008, as part of this master planning process, the town of Granby participated in the Economic Development Self-Assessment Tool, developed and administered by the Dukakis Center for Urban and Regional Policy at Northeastern University. This assessment compares Granby to other Massachusetts communities that have completed the assessment to date. The analysis shows where Granby is particularly strong and where there might be some areas of improvement in attracting new commercial and industrial businesses in the community.

The assessment showed that Granby had several strengths, such as:

- A physically attractive community
- Average square foot cost of manufacturing is well below the average
- Many of all available parcels are suitable for large-scale (over five acres) development
- Access to high quality, educated, technically skilled labor force
- Affordable housing market
- Well-performing public school system
- Lower-than-average tax rate in comparison to participating communities
- Few tax delinquent properties

The assessment also showed that there were some areas of concern:

- Limited access to a major highway around development sites
- Limited public transit
- Large portion of commercial and industrial space is vacant in Granby compared to surrounding communities
- No active local chamber of commerce or volunteer economic development committee
- Limited marketing available for Granby at the state or regional level
- Slower permit review process than participating communities
- Inadequate capacity to meet current needs for water supply, public sewer, telecommunications for cell service, fiber optic cable, or cable/DSL
- Rental prices for existing retail slightly more expensive than average
- No "Class A" rental space available; a larger inventory of less desirable "Class B" and "Class C"
- The community does not currently market any sites for development
- No active relationship with real estate company

*Town Center*

Granby contains a historic village center, which includes a common lined with two churches, several historic homes, the town library and town hall. The master planning process has identified the need to increase the visibility of the village center as a center for community activity and as a community focal point. During the master plan charrette, town staff and volunteers met with representatives from the MassHighway District 2 office to discuss incorporating sidewalks into the planned Route 202 re-surfacing project. Having sidewalks and paved cross-walks around the Town Common would help to define and bring attention to the Village Center as a special place. In addition, community residents have indicated that they would like to see more activity occur on the common—publicly or privately sponsored—such as a farmer’s markets, concerts, and other social/cultural events. Such activities can positively affect economic development by highlighting Granby as a culturally vibrant community and attracting visitors from surrounding communities.

#### *Marketing*

The town does not have a Chamber of Commerce, but serves as part of a joint chamber with South Hadley. Nor does it have an economic development committee or spokesman. The Northeastern University Center for Urban and Regional Policy’s Economic Development Self-assessment Survey lists these factors as critical for attracting new businesses and retaining existing businesses. Focusing town resources on economic development (through either staff or a volunteer board or committee) would increase Granby’s economic development potential.

#### *Technological Infrastructure*

The current expression used among economic development planners is, “be wired or be gone”. The future economic success of Granby will depend on access to broadband and fiber optic technology. In comparison to all communities in Massachusetts, according to the Massachusetts Broadband Institute, Granby has the same ease of access to broadband providers as most of the communities in eastern and central Massachusetts, with the exception of the greater Boston area, which has access to three providers. However, of the survey respondents, 70 percent believe it is very important or important to improve the town’s technological infrastructure to ensure the future economic success of Granby. The Town’s current phone service was identified as deficient by participants in stakeholder interviews and at public forums held as part of the master planning process.

#### *Public Water / Sewer Infrastructure*

The town of Granby does not have its own public water supply system, with 90 percent of the population served by on-site wells (water supply in SH). The rest of the community is served by a private community water system and a private water company. These water systems provide water to the southeastern section of the town along New Ludlow Road and East Street, and on Route 202 and West Street, Route 116 along the western town line.

The town also does not have its own public sewer system. The existing sewer system that connects to the South Hadley sewer system is located in the Five Corners commercial area on the west side of Town. In addition to the sewer system to South Hadley, there are also two community systems in Town which serve Smith Avenue and Leo Drive as well as Oak Drive areas. This expansion will enable homeowners in this area to connect to a community system and avoid some of the Title V and environmental issues. Sewer installation in this area will also provide the community with an opportunity to encourage new commercial / industrial / mixed use development in this portion of the community. A proposed New Ludlow Road sewer extension project failed to move forward.

#### *Clean Technologies*

There is a commitment at both the state and federal level for investment in clean energy technologies, research and development, and manufacturing. Communities across Massachusetts are looking for ways that they take advantage of this opportunity to encourage renewable energy within the community, and Granby is no different. Residents that participated within this master planning process support the town adopting strategies that encourage energy conservation and local generation. There are opportunities for small scale hydropower at local dams, and large scale solar on fallow farm fields. If the New Ludlow Road area is targeted for light manufacturing, Granby could potentially host companies that either manufacture or research clean energy technologies. The town should review its existing zoning to ensure these types of uses are permitted and encouraged. Future marketing efforts could also reach out to these types of companies. It is up to the town to take advantage of the latest efforts and opportunities by state and federal government.

### OPPORTUNITIES AND CHALLENGES

With a limited amount of land in a commercial or industrial use, it is no surprise that Granby relies heavily on its residential tax base to support the public services needed. Commercial uses are primarily found along Route 202, and are mostly “service industry” businesses that cater to residents and commuters along this main access road. In some manner, this limited commercial and industrial activity has allowed Granby to maintain its overall rural character; however, limiting commercial development along one corridor has the potential to create a “strip” style of development, and create a visual impact that would be a detriment to the town.

Granby residents would like to see the community encourage more commercial and industrial uses to offset the burden on residential tax payers, and there is opportunity to focus economic development in appropriate locations, such as Five Corners or New Ludlow Road. Permitting mixed-use development in these locations would combine commercial and residential uses within the same zone and potentially within the same

building. Mixed-use development in appropriate locations would help the community grow in a more sustainable manner.

However, in order to allow this style of development to occur, the town will need to make some investments in public infrastructure, specifically sewer and broadband / fiber optic. The challenge will be to educate the public on the long term benefits of these investments, despite the short term costs.

In addition to investing in infrastructure, the town should also evaluate its permitting practices for commercial and industrial uses and ensure the community is responding to prospective business owners in a prompt and predictable manner. Before investing in the community, business owners want to understand the local process and procedure for obtaining the appropriate permits. Designating a municipal contact, providing permitting information on the town website, and developing a permitting guidebook are excellent ways to inform applicants on the permitting procedure, saving both the municipal boards and the applicant time and money. It is a very simple way to show that Granby is business friendly.

Granby can also market itself as business-friendly by establishing a local economic development board or position to provide guidance to prospective and existing business owners and applicants. This board could establish a business outreach and retention program whose primary function is to assure regular and ongoing contact and communication between local businesses and town government to identify and resolve problems.

Granby should also take advantage of the revived interest at the state and federal level for clean energy and technologies. The town could follow the guidelines as developed under the state's Green Community Act to help the community identify appropriate locations for clean energy generation, research and development, and manufacturing.

Granby has a lot of potential to increase the amount of commercial and industrial lands without spoiling its rural community character. Designating appropriate locations within the community for concentrated mixed use development will ensure the rest of the community remains rural in character. However, this potential can only be reached if the community commits to investing in infrastructure, both on the ground and in town government.

## GOALS AND STRATEGIES

**Goal 1: Update the town's zoning bylaws to protect the community's character and encourage suitable commercial and industrial business development in identified areas in the community.**

Strategy 1: Hire a town planner to provide guidance to business owners and applicants.

The town planner, under the direction of the Planning Board, would initiate and propose new land use controls and policies; and perform administrative, analytical, and technical functions in the development, implementation, and monitoring of land use policies. Also, this role would be responsible for facilitating the development and analysis of municipal planning programs and the evaluation of their potential and actual impact upon the physical, economic, and sociological conditions in the Town.

*Action Steps*

Responsible Party: Selectboard, Finance Committee

Resources Needed: Town funding for salary / stipend

Target Date for Completion: 2014

Strategy 2: Conduct a comprehensive review of the existing zoning bylaws to ensure consistency with Massachusetts General Law and with the strategies identified in the Master Plan.

*Action Steps*

Responsible Party: Planning Board

Resources Needed: Volunteer time, consultant

Target Date for Completion: Ongoing

Strategy 3: Review and amend the Table of Uses in the zoning bylaws to encourage the types of commercial and industrial uses appropriate to Granby.

*Action Steps*

Responsible Party: Planning Board

Resources Needed: Volunteer time, consultant

Target Date for Completion: Ongoing

Strategy 4: Adopt a mixed-use commercial / residential zoning overlay district for the Five Corners area and possibly the former St. Hyacinths Seminary, the New Ludlow Road area.

The Five Corners Overlay District should be based on Design Guidelines for architectural elements and signage, as well as expand the allowable building footprint through small setback requirements and greater lot depth.

*Action Steps*

Responsible Party: Planning Board

Resources Needed: Volunteer time, consultants

Target Date for Completion: 2015

Strategy 5: Rezone New Ludlow Road for business and light industrial development to expand the commercial and industrial land inventory and the commercial / industrial tax base.

*Action Steps*

Responsible Party: Planning Board

Resources Needed: Volunteer time, consultants

Target Date for Completion: 2014

Strategy 6: Provide funding and encourage town boards and officials to attend informational workshops, such as the Citizen Planner Training Collaborative annual conference, to learn about different zoning / policy techniques to encourage economic development.

*Action Steps*

Responsible Party: Selectboard, Finance Committee

Resources Needed: Town appropriation, volunteer / staff time

Target Date for Completion: Ongoing

**Goal 2: Establish a streamlined and transparent permitting process in order to improve communication with permit applicants.**

Strategy 1: Appoint a single point of contact to work with applicants and be responsible for coordinating the applicant's efforts to apply for the necessary permits in town.

*Action Steps*

Responsible Party: Town Administrator

Resources Needed: Staff, volunteer time  
Target Date for Completion: Ongoing

Strategy 2: Create a “Permitting Guidebook” for the town as a “quick reference” guide to which applicants may refer as they navigate through the permitting process.

The Guidebook will also help new municipal staff, board, and commission members to understand how permitting works and what their responsibilities are in the overall process. The Guidebook should contain practical information such as contact information for relevant boards, a step-by-step process for each permit, fee schedules, and anticipated timeframes for each permit.

*Action Steps*

Responsible Party: Town Administrator, Planning Board, Conservation Commission, Zoning Board, Board of Health, Building Inspector

Resources Needed: Volunteer / staff time, consultant

Target Date for Completion: 2013

Strategy 3: Develop permitting flowcharts and checklists to guide applicants through the permitting process.

A flow chart illustrates the steps of the permit process and should begin with the submittal of a plan or application, proceed through review by all necessary boards and agencies, outline public participation requirements, and describe the decision process. The lengths of time provided for each step of the process should also be shown.

A checklist describes the mandatory steps and can be an integral part of the permit process itself, giving clear guidance to both the applicant and the permitting agency.

*Action Steps*

Responsible Party: Planning Board

Resources Needed: Volunteer time, consultant

Target Date for Completion: 2012

Strategy 4: Create and adopt clear submittal requirements in the zoning bylaw and subdivision regulations for permit granting boards and commissions to help to encourage uniformity in the review process.

Such requirements let project proponents know exactly what they must submit, when, and to whom, and make it easier for the permit granting authority to evaluate the completeness and correctness of the application. They also give local boards solid ground to stand on when they claim that adequate materials or information have not been submitted.

*Action Steps*

Responsible Party: Planning Board, Board of Appeals, Conservation Commission

Resources Needed: Volunteer time, consultant

Target Date for Completion: 2015

Strategy 5: Encourage “Pre-Application” meetings to promote better communication between the municipal boards and the applicant without determining any substantive issue to be determined by the regulatory board.

The pre-application meetings are an opportunity to explain the permit process, requirements, timetables (the sequence of board approvals) and to discuss additional information, reports, and/or studies that may be required for project review.

*Action Steps*

Responsible Party: Town Administrator, Planning Board, Board of Appeals, Conservation Commission, Board of Health, Building Inspector

Resources Needed: Volunteer time

Target Date for Completion: Ongoing

Strategy 6: Encourage the use of third-party consultants to review development projects and provide needed expertise to the community, identify significant impacts, and create a more efficient process.

Under Section 53G of Chapter 44 of the Massachusetts General Laws, under specific conditions, boards or commissions may assess “reasonable fees” to applicants in order to fund consultant studies to review projects. Communities utilizing consultants pursuant to section 53G are able to undertake appropriate reviews more efficiently, ultimately leading to a shorter project approval process.

*Action Steps*

Responsible Party: Town Administrator, Planning Board, Conservation Commission

Resources Needed: List of approved consultants

Target Date for Completion: Ongoing

Strategy 7: Maximize the Town's website to create a "one stop shop" for permitting documents and forms from many departments, which can be downloaded at no cost to the applicant.

*Action Steps*

Responsible Party: Town web designer, town economic development board

Resources Needed: Volunteer time

Target Date for Completion: 2012

**Goal 3: Increase financial and technical support to promote and attract commercial and light industrial businesses to Granby.**

Strategy 1: Establish a volunteer Economic Development Committee to market Granby and be responsible for business recruitment.

This committee would establish a business outreach and retention program whose primary function is to assure regular and ongoing contact and communication between local businesses and town government to identify and resolve problems. Depending on budgetary constraints, the position may be initiated as part-time and upgraded to full-time in the future

The objective of a business recruitment program is to attract targeted retail, service, or industrial businesses that complement existing businesses, as well as adds to the variety and diversity of business in the community.

*Action Steps*

Responsible Party: Selectboard, Town Administrator

Resources Needed: Volunteer time, funds for administration

Target Date for Completion: 2012

Strategy 2: Create and maintain a comprehensive inventory of all occupied, vacant, and underutilized properties within the commercial and industrial zones, and make the inventory available on the town's website.

The inventory could provide information such as parcel size and location, water and sewer infrastructure, environmental constraints, building size and condition, adjacent land uses, and access to both car and PVTAs.

*Action Steps*

Responsible Party: Economic Development Board, Planning Board, Town Administrator, Assessor

Resources Needed: Volunteer / staff time

Target Date for Completion: 2012

Strategy 3: Establish a relationship with commercial real estate brokers / businesses as well as other members in the development community to assist in the marketing of available commercial and industrial properties in town.

*Action Steps*

Responsible Party: Economic Development Board

Resources Needed: Volunteer time

Target Date for Completion: 2013

Strategy 4: Attract investment to identified economic areas, such as Five Corners, by utilizing innovative marketing to emphasize the town's resources.

*Action Steps*

Responsible Party: Economic Development Board

Resources Needed: Volunteer time, website, funding for marketing materials

Target Date for Completion: Ongoing

**Goal 4: Encourage the development of clean / renewable technologies and recruit green / sustainable manufacturing businesses.**

Sustainable manufacturing is defined as the “creation of manufactured products that use processes that are non-polluting, conserve energy and natural resources, are economically sound, and safe for employees, communities and consumers”. Products and services include production of solar / wind components, sustainable materials / packaging, energy saving machinery, recycling services / equipment, water treatment, and consulting services.

Strategy 1: Investigate the possibility of harnessing small-scale hydro electric power from the dam at Aldrich Lake and Forge Pond.

*Action Steps*

Responsible Party: Board of Selectmen, Town Administrator

Resources Needed: Volunteer / staff time

Target Date for Completion: 2016

Strategy 2: Work with property owners and investigate the possibility of a solar farm on several large, flat parcels of fallow farmland located within the industrial zone, and has access to existing transmission lines.

*Action Steps*

Responsible Party: Board of Selectmen, Town Administrator

Resources Needed: Volunteer / staff time,

Target Date for Completion: 2016

Strategy 3: Develop a marketing campaign designed to retain and attract clean energy businesses and increase visibility of Granby in regional markets.

*Action Steps*

Responsible Party: Economic Development Board

Resources Needed: Volunteer time, funding for administrative items

Target Date for Completion: 2012

Strategy 4: Research the possibility of creating an eco-industrial park.

An eco-industrial park (EIP) is an industrial park in which businesses cooperate with each other and with the local community in an attempt to reduce waste and pollution, efficiently share resources (such as information, materials, water, energy, infrastructure, and natural resources), and help achieve sustainable development, with the intention of increasing economic gains and improving environmental quality.

An EIP may also be planned, designed, and built in such a way that it makes it easier for businesses to co-operate, and that results in a more financially sound, environmentally friendly project for the developer. EIPs can be developed as greenfield land projects, where the eco-industrial intent is present throughout the planning, design and site construction phases, or developed through retrofits and new strategies in existing industrial developments.

*Action Steps*

Responsible Party: Economic Development Board, Board of Selectmen, Town Administrator

Resources Needed: Volunteer / staff time

Target Date for Completion: 2020

**Goal 5: Invest in infrastructure and provide adequate capacity to meet the current and future needs for water, sewer, telecommunications, fiber optic, and cable / DSL service.**

Strategy 1: Encourage infrastructure development and physical improvements in identified economic areas, such as Five Corners.

*Action Steps*

Responsible Party: Highway Department, Board of Selectmen, Town Administrator

Resources Needed: Volunteer / staff time, federal / state grants

Target Date for Completion: 2015

Strategy 2: Encourage infrastructure improvements, such as sidewalk and traffic improvements, through the special permit process for commercial and industrial projects, particularly in the Five Corners area.

*Action Steps*

Responsible Party: Planning Board

Resources Needed: Volunteer time

Target Date for Completion: Ongoing

Strategy 3: Create a public water system in the business zone, from the South Hadley town line to Phins Hill.

*Action Steps*

Responsible Party: Highway Department, Selectboard, Town Administrator

Resources Needed: Volunteer / staff time, federal / state funds

Target Date for Completion: 2020

Strategy 4: Extend cable internet service (Comcast) which runs from the South Hadley town line to include the central business district.

*Action Steps*

Responsible Party: Selectboard, Town Administrator, Economic Development Board

Resources Needed: Volunteer / staff time, funds for infrastructure

Target Date for Completion: 2015

**Goal 6: Identify and promote the existing businesses in Granby.**

Strategy 1: Conduct an inventory of existing businesses and market businesses in a brochure and on the town's website

*Action Steps*

Responsible Party: Economic Development Board

Resources Needed: Volunteer time, funding for marketing materials

Target Date for Completion: 2015

Strategy 2: Promote the farmer's market on the Town Common and a "Buy Local" policy for the local farms and farm businesses.

*Action Steps*

Responsible Party: Economic Development Board

Resources Needed: Volunteer time, funding for marketing materials

Target Date for Completion: 2015

Strategy 3: Assess reasons for closure of past businesses along Route 202 from the South Hadley town line to Five Corners, and determine if the town can prevent existing businesses from a similar outcome.

*Action Steps*

Responsible Party: Economic Development Board

Resources Needed: Volunteer time

Target Date for Completion: 2013