

Action Plan – Getting it Done

Envision Our Chicopee 2040

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Implementation of Envision Our Chicopee: 2040

Introduction

This section is designed to keep Envision Our Chicopee:2040 from growing dusty on a shelf. It sets a framework for how different groups and individuals will use the Plan, how the City holds itself accountable for implementing actions, and how new volunteers and elected officials learn about the content of the Plan. It also includes a matrix of the action items from each chapter of the plan (“Getting it Done”) in one place. This section focuses on four major objectives:

1. Developing a framework to ensure implementation.
2. Educating all boards, commissions, City staff, and elected officials on the content of Envision Our Chicopee:2040.
3. Establishing administrative policies that support implementation.
4. Maintaining a comprehensive list of action items that can be tracked over time.

While identification of actions is important, there must be buy-in from everyone and a system for making sure things actually get done. This Action Plan must be maintained and updated on a regular basis by:

- Assessing how implementation is proceeding.
- Adding or deleting actions as the Plan is amended from time to time.
- Refining actions already under way in order to enhance their implementation or improve their effectiveness.
- Archiving actions when they are fully completed.

Implementation Process

This process is intended to cultivate a culture of planning within Chicopee where the overall framework of the Plan is periodically reviewed and the supporting actions are regularly revised to respond to changing conditions. This approach will help the Plan remain effective and relevant until it is time for a full update. Implementation of the Plan will be a gradual and continual process. While some actions should (and will) be carried out right away, others may take a decade or more to fully realize. Further, since some recommendations will involve additional study or a commitment of fiscal or staff resources, their implementation may take place over several years or occur in stages.

For Envision Our Chicopee: 2040 to be successfully realized, it must serve as a guide to all residents, businesses, and individuals interested in a thriving future for Chicopee. Consequently, Chicopee needs a system for multiple people and groups to monitor implementation progress. The

City may consider including all or parts of the ideas below in its Code of Ordinances, making them enforceable. The roles for various entities may include:

Implementation Committee: Experience in other communities has shown that implementation can be much more effective if the Town establishes an Implementation Committee (IC) to oversee implementation. The IC would be established and appointed by the City Council. The IC would be responsible for coordinating and monitoring the implementation of the Plan. The IC would be tasked with assessing the status of specific actions, evaluating priorities, and suggesting new implementation techniques where appropriate. Job responsibilities the IC should be empowered to pursue include the following:

- The IC should meet at least two times per year and be the primary coordinators for gathering the information needed to track progress, with the assistance of City Planning staff.
- IC members should contact all entities identified as “champions” in the Action Plan once a year. Planning staff should prepare a check sheet for each champion, listing the tactical actions they are responsible for. This sheet should provide space for champions to report on the status of the actions for which they are responsible. It should also note any actions that have other “supporters” and “community partners.”
- Once received, the IC should compile all the responses into an Annual Report and work with planning staff and champions if there are any discrepancies. This report should also include a summary of the major successes of the past year, explanations or justifications for any actions that appear to be inconsistent with the goals and strategies of the Plan, implementation plans for the coming year, and recommendations, if any, on future Plan amendments.
- The IC may also serve as an adjudicator of sorts, taking complaints or concerns throughout the year regarding actions that may be inconsistent with the plan and providing advice to the Mayor’s Office and City Council on how to respond.

This document presumes the establishment of an IC. If an IC is not established, then references to the IC should be interpreted as meaning whatever City entity/entities is/are tasked with overseeing Plan implementation.

Champions: These should include City department heads or their designees, the Mayor’s Office, City Council, City boards and commissions, and possibly non-governmental entities such as non-profit organizations and private citizen groups.

- Champions should be asked each year to report on the status of the actions they are responsible for.

- Government-related entities could be required by ordinance to fill out the check sheet provided by the IC.
- Further, each champion will be responsible for getting updates from any “supporters” and “community partners” identified in the Action Plan. In some cases, such supporting implementers could be based outside of Chicopee, such as Commonwealth of Massachusetts agencies or the Pioneer Valley Planning Commission.

Planning Board: As the Board will likely be the lead implementer for a large number of actions, it should set aside for its official meeting agendas at least two hours every four months dedicated to working on these actions. The Board should have the authority, in advance of such items on their agenda, to request updates from any other champions or supporting implementers for the actions being discussed.

Mayor’s Office: The Mayor’s Office should be responsible for holding the IC accountable for its responsibilities and may formally request of the IC further information or explanation if the Mayor concludes that an action has not been thoroughly addressed or has been misrepresented in some way.

Communications and Transparency: The Annual Report should be posted on the City’s website and be advertised through any communication strategies that will reach the greatest number of residents (whether local media, social media, e-mail notifications, etc.). For the sake of transparency, contact information for each champion should be provided. All Chicopee residents should be welcome to reach out with any questions or concerns, or to express an interest in volunteering their time and expertise in implementing any action. Copies of the Annual Report (in hard copy or electronically) should be shared with the administrations of each of the municipalities bordering Chicopee.

Education

Several simple steps may be taken to make sure that City staff, volunteers, and elected officials are aware of the Plan in terms of what it is for and what it includes.

- Every City facility or department should maintain a hard copy of the Plan for staff reference.
- Each new member of any City board or commission, local elected official, and City staff should take a brief tutorial on the Plan given by Planning Staff and the IC.

Getting it Done

- Develop a process for Plan implementation that ensures Envision Our Chicopee: 2040 is referred to in all City decision making and that champions are held accountable for furthering the action(s) for which they are responsible.

- Develop and officially adopt a system for multiple people and groups to monitor implementation progress of the Plan.
- Reserve meeting time each year for the Planning Board to focus on Plan implementation and encourage other champions to do the same.
- Develop a system for ensuring that all City staff, volunteer board and committee members, and elected officials are educated on the content of the Plan and how to use it.
- Develop a public communications strategy to ensure the general public knows where to find information on Plan implementation or to volunteer to help.

Funding

With few exceptions, everything in this Plan requires funding, whether through new revenues or reallocation of existing revenues, whether from public funds or private funds. This Plan does not serve as a budget for the City. The Mayor's Office, City Council, and others will continue to play that role, exploring and analyzing options, and making these very difficult decisions. The City is receiving an unprecedented amount of federal recovery funding, and this will be a once-in-a-generation opportunity to make some important investments. However, it is not sustainable to overly rely on federal funding for ongoing expenses long into the future. It is also not sustainable to overly rely on property taxes. While bonding is a valid and sometimes necessary way for the City to invest in things it could not otherwise, it adds to our debt burden and also cannot be overly relied upon. New solutions are clearly called for.

While this Plan does not present comprehensive solutions to the issue of funding, it does advocate for the exploration of new and more locally driven sources, large and small. Everything should be on the table, from tax reform to public-private partnerships. This plan simply asks that our leaders approach the City's budget with clear goals, data, accountability, innovation, and equity.

Action Matrix

As noted, each chapter of this Comprehensive Plan includes a series of actions (“Getting it Done”) to address the issues identified in the plan. This section compiles all the implementation actions from the chapters above in one place, organized by chapter and by topic. The following matrix presents the suggested Action Plan for Envision Our Chicopee: 2040. The key to the matrix is as follows:

Priority Level	While all actions in the plan are important, some are more urgent than others. This column designates actions of Highest, High, Medium, and Lesser priority.
Champion	The lead agency responsible for implementation of an action.
Supporters	Other agencies that will be critical in assisting with implementation of an action.
Community Partners	Organizations outside of City government who may play a role in assisting with implementation of an action.

Abbreviations

The following global abbreviations are used throughout this document:

Assn/Assns	Association/Associations	Orgs/Orgs	Organization/Organizations
Com	Community	Rec	Recreation
Econ	Economic	Redev	Redevelopment
Dept	Department	Rehab	Rehabilitation
Dev	Development	Preserv	Preservation

The following Champion, Supporter, and Community Partner entities are referred to using their common abbreviations:

COD	Commission on Disabilities	PVPC	Pioneer Valley Planning Commission
COA	Council on Aging	PVTA	Pioneer Valley Transit Authority
DPW	Department of Public Works	VOC	Valley Opportunity Council

1. Coming Together

Improving Our Neighborhood Centers

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Prioritize investments in Chicopee Center that align with this plan and equitably serve neighborhood residents, other City residents, and visitors, and then build on that success by expanding investments to the other neighborhood centers.	Highest	Planning Dept.	Com. Dev.	DPW	Mayor's Office	Chamber of Commerce
Regularly budget for City investments that will make the neighborhood centers more attractive for residents, visitors, and private development, including plantings/landscaping, more public trash and recycling bins, bicycle racks, reconfiguring traffic flow and eliminating one-way streets where possible, and better connecting bike paths and sidewalks to and within neighborhood centers.	High	DPW / Engineering	Mayor's Office	City Council	Planning Dept. / Engineering	Chamber Commerce
Develop better incentives for the revitalization of old mills and other important buildings in our neighborhood centers, like the old library, the Rivoli theater, and the former Uniroyal property.	High	Redev. Authority	Planning Dept.	Econ. Dev.	Mayor's Office	
Explore opportunities for purchasing foreclosed or other distressed or underutilized properties in or near neighborhood centers and converting them into pocket parks, plazas, or other community spaces, or making them available for housing or economic development.	High	Planning Dept.	Com. Dev.	Econ. Dev.	Redev. Authority	
Increase the number of people living and working in each neighborhood center by revising zoning to allow for a more flexible array of uses, including denser residential options, live-work space, maker space, co-working facilities, business incubators, artisan studios, pop-up retail and restaurants and other "revolving" spaces, roof-top uses, urban agriculture, etc.	High	Planning Dept. / Planning Board	Building Dept.	City Council		
Make sure the neighborhood centers are places for all Chicopee residents, which means the people who live and shop there now should not be pushed out as redevelopment occurs. This takes investments in community development, social services, affordable housing, and more.	High	Planning Dept	Com. Dev.	Econ. Dev.	Mayor's Office	
Consider ways to address commercial vacancies, such as increasing property taxes for vacant but habitable commercial spaces or providing tax incentives for renovating or occupying vacant spaces, such as the City's existing Tax Increment Financing program.	Medium	Assessor's Office	Econ. Dev.	Com. Dev.	Planning Dept.	Redev. Authority
Install new signage and wayfinding for parking and shops. Consider banners or signage that clearly identify and celebrate each neighborhood.	Medium	DPW	Planning Dept.			Chamber of Commerce,

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
						Neighborhood Assns.
Continue working on the RiverMills at Chicopee Falls Vision Plan for the former Uniroyal property to serve as a neighborhood center for Chicopee Falls, with a mix of housing, businesses, and recreation that takes advantage of its river location.	Medium	Planning Dept.	Com. Dev.	Econ. Dev.		

Having Fun Together

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Continue to be proactive in budgeting for repairs and capital improvements for to make sure local parks are accessible to all, modernized, and clean. Develop a master plan and maintenance plan for each park, including increased trash and recycling bins and waste collection. Prioritize investments in park facilities based on what neighborhood residents want and need and what is most cost-effective to serve the greatest number of people.	Highest	Parks & Rec	Mayor's Office	City Council	Planning Dept.	
Continue to make the completion and expansion of the Chicopee Canal & RiverWalk and the Connecticut RiverWalk & Bike Path the highest priority for new park and recreation space in the City.	Highest	Planning Dept.	Parks & Rec	DPW	Mayor's Office	
Continue to implement the Goals, Objectives, and Actions of Chicopee's Open Space & Recreation Plan (OSRP).	High	Planning Dept. / Con Com	Parks & Rec	Com. Dev.		
Explore a "Friends of the Park" system – recruit local residents to adopt parks and open spaces and work with Parks & Recreation staff to schedule regular clean-up days.	High	Parks & Rec	Mayor's Office	City Council		Com. Orgs.
Build on the OSRP's goals by making sure new investments in parks are also improving connections with other parks and neighborhoods. For example, prioritize bike and walking paths, on-street bike lanes and sidewalks, and bike racks, and explore opportunities for strategically converting vacant lots or underutilized parking lots into parks to make connections where they are needed.	High	Parks & Rec	Planning Dept.	DPW / Engineering		Com. Orgs.
Regularly survey the public on recreational wants and needs and build an annual schedule of recreational programs accessible for people of all abilities, including children, teens, families, adults, seniors, and people with disabilities.	High	Parks & Rec				

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Seek ways to keep youth sports programs afloat through partnerships with local non-profits like the Boys & Girls Club and neighboring municipalities.	High	Parks & Rec				Com. Orgs.
Have active events and programming (live music, entertainment, festivals, rotating gallery spaces) to keep people coming to Chicopee Center, other neighborhood centers, local parks, and facilities like the Chicopee Public Library and RiverMills Senior Center all year long, either organized by the City or in partnership with other organizations. Focus on activities appropriate for teens and youth.	High	Parks & Rec	COA	Library		Com. Orgs., Chamber of Commerce
Develop a clear and consistent permitting process to allow the use of sidewalks or streets closed to traffic for business displays, outdoor dining, “pop-up” businesses and restaurants, and other active uses.	High	Mayor's Office	License	DPW / Engineering	Police Dept. / Fire Dept.	Chamber of Commerce
Consider hiring a City staff person dedicated to coordinating events and programming.	High	Mayor's Office	City Council	Econ. Dev	Planning Dept.	Chamber of Commerce
Explore increased utilization of public school facilities for public recreational programs during weekday evenings and on weekends - not only for sports and exercise but leisure activities such as music, art, and cooking classes.	High	Parks & Rec	School Dept.	Mayor's Office	City Council	
Set targets for training Parks & Recreation staff or hiring new staff with the skills needed to maintain passive recreation, open space, and green infrastructure.	Medium	Parks & Rec	Human Resources	Mayor's Office		
Explore partnerships with other property owners in the City with land that might be appropriate for new publicly accessible parks or open space, including the Commonwealth of Massachusetts and Elms College.	Medium	Parks & Rec	Planning Dept.	Mayor's Office		
The City should take a more proactive role in organizing youth sports and other activities, to make sure they are equitably distributed and accessible for youth in the neighborhoods where they live.	Medium	Parks & Rec				Com. Orgs.
Beautify underpasses with murals, decorations, and plantings and use these to note the gateways of different neighborhoods and to celebrate different cultures.	Medium	Cultural Council	Planning Dept.	DPW		Neighborhood Assns.
Invest in “pop-up” activities for small public spaces and parks, that can engage children and adults alike. Using temporary materials can provide interest in these areas at a low cost.	Medium	Parks & Rec	Cultural Council	COA	Library	School Dept, Chamber of Commerce
Explore existing City property and other opportunities to develop additional indoor recreational space, including an ice rink, to keep residents of all ages active over the winter.	Lesser	Parks & Rec	Planning Dept.			

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Explore locations for outdoor winter activities such as cross-country skiing, ice skating, and sledding including at the Chicopee Golf Course, along the riverwalks, and at the grounds of the Chicopee Public Library.	Lesser	Parks & Rec	Chicopee Golf Course	Library		

Historic and Cultural Resources

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Explore the benefits of passing the Community Preservation Act (CPA) locally, and the potential for using funds to start a grant or revolving loan program to help owners reinvest in their historic properties. Seek other sources of grants and financing to couple with any local assistance. See <i>other ideas for using the Community Preservation Act in the Making A Home and Thriving Together chapters.</i>	High	Planning Dept./ Historical Commission	Mayor's Office	City Council		Historical Society, Edward Bellamy Memorial Assn.
Reactivate the Historic District Commissions for the City's four historic districts. Ensure that they are fully appointed with five members each, and properly staffed and trained to protect the resources in their districts.	Medium	Planning Dept. / Historical Commission	Mayor's Office			Com. Orgs.
Consider a Demolition Delay ordinance to put a hold on the demolition of historic structures and provide time to identify long-term preservation options.	Medium	Planning Dept./ Historical Commission	Building Dept.	City Council		
Continue to evaluate zoning to ensure that historic properties have viable options for adaptive reuse.	Medium	Planning Dept./ Planning Board	Building Dept.	City Council		
Continue to support public art in public and private outdoor spaces, such as murals, sculptures, and temporary works, as well as in public buildings such as City Hall, the library, the senior center, and schools.	Medium	Cultural Council	Facilities	Parks & Rec		Com. Orgs.
Amplify and educate residents about our City's multitude of cultures, providing and promoting opportunities for people to dialogue and engage with folks outside of their normal social circles.	Medium	Cultural Council	Mayor's Office	City Council		Com. Orgs.
Explore additional funding options to support the Chicopee Cultural Council.	Medium	Cultural Council	Mayor's Office	City Council		
Partner with the Chicopee Historical Society, Edward Bellamy Memorial Association, Chicopee Public Library, Chicopee Cultural Council, and others to raise public awareness of historic and cultural resources in Chicopee through increased signage, marketing, and promotional events.	Lesser	Planning Dept./ Historical Commission	Library			Historical Society, Cultural Council
Support the Edward Bellamy Memorial Association to secure funds to preserve the Edward Bellamy House and expand its programming.	Lesser	Planning Dept./ Historical Commission	Economic Development			Historical Society, Edward

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
						Bellamy Memorial Assn.
Work with federal, state, and other agencies to fund the creation of public art and support for the art community in Chicopee.	Lesser	Mayor's Office	Cultural Council			Com. Orgs.

2. Governing Well

Effective Communication and Coordination

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Formalize coordination between department heads through regular discussions about budgets, staffing, workload, and other topics to help avoid duplication of efforts and find efficiencies.	Highest	Mayor's Office	Human Resources	Information Technology	
Develop a citywide communication plan that identifies target populations within Chicopee, and the best means of communication to reach these populations. Include a section on Limited English Proficiency and Disability Communications, and provide training to staff, at a minimum, on how to work with an interpreter, cultural sensitivity, using "people first" language, etc.	Highest	Planning Dept.	Mayor's Office	Human Resources	
Adopt a policy to expand notification of public hearings and other abutter notifications to all residents and property owners within 300 feet of a subject property, whether owners or renters, as well as to post a notice sign at the property.	Highest	Law Dept.	City Council	Boards / Commissions	
Develop and adopt a set of principles for civil civic engagement. These are standards that elected leaders and City staff will hold themselves to in discourse with the public, and that are expected of the public as well. Conduct training on these principles for all newly elected officials and new City staff.	Highest	Law Dept.	City Council	Boards / Commissions	
Develop a more intentional plan and structure for internal City communications, with the goal that all City employees understand what each department does, who to contact with issues or questions, and protocol for directing calls from the public.	High	Mayor's Office	Human Resources	Information Technology	
Conduct an annual review of the City's website to ensure that all resources available to Chicopee residents and businesses are as clear and easy to find as possible. Utilize analytics data to see which pages are used most frequently and also to see what important information is not being seen. Consider the use of focus groups with website users including residents, business owners, etc. to make sure web design is prioritizing the topics they most care about. Further, set a schedule or protocol for when and how often web pages are updated.	High	Information Technology	Mayor's Office		
Revamp the "Good Neighbor Handbook" (or other similar publication) that lists all the various City resources available to residents. Proactively distribute this to all residential addresses	High	Mayor's Office	City Council	Information Technology	Chamber of Commerce, Chicopee Housing

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
every two years. Consider working with real estate agents, leasing companies, and local landlords to provide copies to new residents of Chicopee.					Authority, VOC, Local Housing Developers
Develop and maintain a clearinghouse of local non-profit organizations based in Chicopee, explaining what they do, what services they provide, and how people can get involved.	High	Planning Dept.	Econ. Dev.		Chamber of Commerce
Conduct an active and ongoing marketing campaign to encourage residents to sign up for the City's "Notify Me" function. Consider setting an annual target for increasing the share of City residents signed up.	Medium	Mayor's Office	Information Technology	Emergency Management	
Establish a clear protocol for management of City social media accounts. This should include, at a minimum, stated goals for how social media is to be used and for what purposes, specific staff assigned to manage the accounts, a clear and efficient chain of review and approval of posts, password protection standards, records retention standards for each account, standards or "terms of use" for behavior and content that will not be tolerated (harassment, threats, obscenities, etc.) and consistent enforcement, and when and how to engage and respond to public comments and when to shut public comments off.	Medium	Information Technology	Mayor's Office		
Ensure that Commonwealth Connect and SeeClickFix are adequately staffed, and that staff have the authority to coordinate responses from various City departments. Explore staff or contract services that can provide responses in non-English languages.	Medium	DPW	Mayor's Office	Human Resources	
Explore ways to make virtual attendance at public meetings a long-term option for members of the public, particularly City Council meetings. Develop a set of rules or protocol for virtual participation.	Medium	Law Dept.	City Council	Boards / Commissions	
Add a "Sign up to Volunteer" link prominently on the City's webpage, where residents can express their interest in volunteering for boards, commissions, committees, or at facilities like the library or senior center. Assign a staff person to coordinate volunteer efforts and connect people with the departments and facilities that need help.	Lesser	Mayor's Office	Information Technology	Human Resources	

Equitable Engagement and Communication

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Consider hosting a series of "Making Change in Chicopee" workshops, virtually and in person. Explain the various staff and volunteer board and committee positions available in the City and what the process is for applying. Also explain how public meetings work, and how people can attend and participate. Widely advertise these workshops throughout Chicopee, but especially focus on neighborhood groups, civic organizations, and entities that can reach underrepresented populations like people of color, women, young people, Environmental Justice communities, and those with disabilities.	High	Mayor's Office	City Council	Planning Dept.	Neighborhood Organizations, VOC, Boys & Girls Club of Chicopee, Chicopee Housing Authority

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
For all programs and investments made by the City, evaluate success not just on fiscal return on investment but social return on investment. Be sure to track data on race, ethnicity, age, gender, and neighborhood of residence (many of which are captured by Environmental Justice communities) and ask, “Who has benefited?” from each program and investment. Continue to invest in programs that demonstrate a positive impact on underrepresented populations and reevaluate programs that do not. Use this data to track overall improvement of quality of life for these populations compared with the City population overall, including unemployment, income, and poverty rate.	High	Mayor's Office	City Council	Planning Dept.	PVPC
Aspire to have the racial, ethnic, and gender composition of City staff, elected and appointed positions, and volunteer boards and commissions be reflective of the City as a whole.	High	Mayor's Office	City Council	Human Resources	
Identify classes of City positions where there exists a need for a particular linguistic background or skill to serve the client population and make it a priority to hire bi- and multi-lingual candidates for these positions.	High	Human Resources	Mayor's Office	Relevant Depts.	
Explore opportunities for expanding communications in languages other than English. Translate key webpage information into the major non-English languages prevalent in Chicopee or consider an automated translation service like Google Translate. Be sure these options are prominently featured on the home page. Also consider translating key documents and outreach materials and explore options for phone services that offer real-time interpretation services.	High	Mayor's Office	Information Technology	Relevant Departments	Higher Education, VOC, Chicopee Housing Authority, Boys & Girls Club of Chicopee
Provide communications accessible to those with disabilities (e.g., those with hearing or vision impairment), such as closed captioning for videos, web pages and PDFs designed to accommodate screen readers for the visually impaired, color schemes accessible to those who are color blind, etc.	High	Mayor's Office	Information Technology	COD	
Create and maintain a list of media outlets and advertisement opportunities with organizations that reach out to a diversity of communities throughout Chicopee, to be shared with hiring managers and communications staff across City government. Use these sources to advertise, among other things, public meetings and other opportunities for public feedback.	High	Mayor's Office	City Council	Human Resources	Chamber of Commerce
Conduct a diversity and cultural competency training program. For future hires, this training may be part of the standardized orientation provided to new employees. Moreover, it should be expanded as a refresher for managers and supervisors.	High	Human Resources	Mayor's Office		
Find formal ways for local high school students to play an active role in civic decision making – consider reserving student positions for certain boards and commissions.	Medium	Mayor's Office	School Dept.	Boards / Commissions	

Best Practices in Regulation and Maintenance

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Conduct a review of the City's Zoning Ordinance against the vision and goals of this Plan, and identify important areas to amend and update, both in terms of policy and format/usability. Budget for a full overhaul and rewrite of the Zoning Ordinance.	Highest	Planning Dept./ Planning Board	City Council	Building Dept.	City Council
Amend the City's Subdivision Regulations and Site Plan Regulations to be consistent with the overhauled Zoning Ordinance.	Highest	Planning Dept./ Planning Board	Building Dept.	DPW	
Within the Zoning Ordinance, Subdivision Regulations, and Site Plan Regulations reviews, revisit roadway design requirements to ensure future roadways are not oversized and meet environmental as well as traffic flow goals.	Medium	Planning Dept./ Planning Board	DPW	City Council	
Adopt a "Green and Complete Streets" policy to increase nature-based infrastructure, take into account equity for all modes of transportation, and reduce the burden on hard infrastructure systems, with a long-term goal of reducing hard infrastructure maintenance costs and improving mobility and safety.	Medium	Planning Dept.	DPW	City Council	
Develop a proactive Pavement Management Plan to more efficiently and effectively manage street and sidewalk maintenance.	Medium	DPW	Planning Dept.		
Develop proactive plans for utility infrastructure maintenance, including the electric grid, the fiber network, and the City's role in managing gas and telecommunications.	Medium	DPW	Chicopee Electric Light	Mayor's Office	
Prioritize review of unaccepted rights of way, complete the acceptance process where deemed appropriate, and ensure maximum allocation of state Chapter 90 resources.	Lesser	DPW	City Council		

The Case for Investment

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Conduct a cybersecurity audit for all municipal functions and develop protocol to respond to cybersecurity threats, prioritizing utilities and public safety. Ensure training in all areas of emergency response for City staff.	Highest	Information Technology	Mayor's Office	Emergency Management	
Continue to expand the data available to be publicly accessed and mapped through the City's online Geographic Information Systems (GIS).	High	GIS	Planning Dept.	DPW	
Consider developing and/or hiring new grant writing and administration staff to support all City departments.	High	Planning Dept.	Mayor's Office	Human Resources	
Hire an Economic Development Director (or similar position), potentially to be housed in the Planning & Development Department.	High	Mayor's Office	Planning Dept.		
Develop a 10-year Facilities Plan for all municipal capital improvements, including but not limited to exploring options for consolidating all or most of the City's fleet and equipment into a single storage and repair facility.	High	Facilities	Mayor's Office		

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Invest in an “e-government” system that serves as a “one-stop-shop” for development review and permitting. Focus first on facilitating economic development and special events, and then expand to all aspects of City government.	Medium	Planning Dept.	Building Dept.	Information Technology	
Conduct a cost-benefit analysis for increasing the City’s engineering capacity (including water system engineers) to be able to conduct more engineering work in house and rely less on consultants.	Medium	DPW	Human Resources	Mayor's Office	
Conduct a salary survey for jobs across City government, to make sure salaries and benefits are competitive enough with neighboring municipalities and private employers to attract and retain quality employees.	Medium	Mayor's Office	Human Resources		
Review current staffing policies, and consider ways to increase work from home opportunities, family leave benefits, training and credentialing support, and social/team building among staff.	Medium	Mayor's Office	Human Resources	City Council	
Invest in a city-wide digital payment platform for bill/fee payment that is ‘free’ to users.	Lesser	Mayor's Office	City Council	Information Technology	
Conduct a data management audit across all departments within City government and explore options for creating a single platform to store and share data.	Lesser	Information Technology	Mayor's Office		
Explore options for consolidating all or most Department of Public Works staff into a single location.	Lesser	Facilities	DPW	Mayor's Office	

3. Getting Around

Walking

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Complete a City-wide Americans with Disabilities Act (ADA) audit to develop an inventory of sidewalk conditions and pedestrian crossing infrastructure	High	Planning Dept.	DPW	COD	
Employ low-cost/quick implementation solutions to redistribute right-of-way to pedestrian infrastructure	High	DPW	Planning Dept.		
Pursue Safe Routes to Schools programming and funding to support pedestrian infrastructure	High	DPW	Planning Dept.	School Dept.	

Biking

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Support expansion of ValleyBike Share: <ul style="list-style-type: none"> Work with PVTA to identify priority bus stops for docking stations Work with PVPC to collect data on bike share usage 	Highest	Planning Dept.	DPW		Valley Bike Consortium, PVTA, PVPC
Complete a Bicycle Level of Traffic Stress (BLTS) analysis to identify warranted bicycle facilities	High	Planning Dept.	DPW		
Pursue funding to complete design of the Chicopee Canal & RiverWalk Phase III and the construction of Phase II.	High	Planning Dept.	DPW	Parks & Rec	
Identify corridors with excess roadway widths and/or wide shoulders to reallocate space for bicycles	Medium	DPW	Planning Dept.		
Identify areas of City-owned land or work with private landowners to identify opportunities to expand the bicycle network	Medium	Planning Dept.	Parks & Rec	DPW	
Install bike racks at all municipal buildings	Lesser	Facilities	School Dept.	DPW	
Develop public materials such as posters, brochures, signage, and online platforms to support awareness and education about bicycling in Chicopee	Lesser	Planning Dept.	Parks & Rec	DPW	Local Bike Orgs.

Neighborhood Corridors

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Revise the zoning code, site plan, and subdivision regulations to require and/or incentivize new/redevelopment to enhance multimodal connectivity and placemaking	Highest	Planning Dept./ Planning Board	DPW	City Council	
Develop street design guidelines	High	Planning Dept.	DPW	Police	Chamber of Commerce

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Pursue Access Management strategy on neighborhood gateway corridors	Medium	DPW	Planning Department		
Support integration of walking and biking facilities through intersection of McKinstry Avenue, Granby Road, and Montgomery Street	Medium	DPW	Planning Dept.		
Study potential uses of highway underpasses, including use of areas for public art and programming or off-street parking	Medium	Planning Dept.	Parks & Recreation	Cultural Council	

Safety

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Work with MassDOT or a consultant to complete Road Safety Audits at identified high crash locations	Highest	DPW			PVPC
Develop a Vision Zero Plan	High	Planning Dept.	City Council	Mayor's Office	
Support technological and sustainable solutions to anticipate impacts of autonomous vehicles, both for private and shared use. This could include expanding electric vehicle charging stations at City facilities and private developments and supporting connected vehicle infrastructure, which would allow vehicles to communicate with signals to improve safety and circulation or enable dynamic curbside management.	Medium	DPW	Planning Dept.		PVPC

Parking

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Review and revise zoning code to ensure parking requirements help achieve goals for economic development and placemaking	High	Planning Dept./ Planning Board	City Council		
Complete a curbside inventory and parking utilization study in each neighborhood center to inform locations where paid public parking could be used to encourage turnover in downtown business areas to support economic development.	Medium	Planning Dept.	DPW	Econ. Dev.	
Identify opportunities for shared parking between public and private owners	Medium	Planning Dept.	Mayor's Office		Chamber of Commerce
Improve wayfinding to/from parking lots in Chicopee Center to support park and walk environment	Medium	Planning Dept.	DPW		PVTA
Identify a department responsible for parking enforcement and develop enforcement guidelines, protocols, and a system to track enforcement	Lesser	City Council	Mayor's Office	DPW	

Public Transportation

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Work with PVTA and major employers and schools to offer subsidized transit fare cards	High	Mayor's Office	Planning Dept.	Chicopee Housing Authority	PVTA, PVPC, Higher Education, Chamber of Commerce, VOC, Boys & Girls Club of Chicopee
Study the potential for implementing a transit mobility hub in Chicopee Center or Chicopee Falls	High	Planning Dept.	DPW		PVTA, PVPC
Work with PVTA and PVPC to advocate for more frequent bus service to local destinations	High	Mayor's Office	Planning Dept.		PVTA, PVPC
Advocate for regional bus stop design guidelines through PVTA	Medium	Mayor's Office	Planning Dept.		PVTA, PVPC, Higher Education Entities
Study the feasibility of implementing transit priority such as exclusive bus lanes, queue jump lanes, and transit signal priority on transit corridors	Medium	DPW	Planning Dept.		PVTA
Study the potential to implement on-demand microtransit	Lesser	Planning Dept.	Econ. Dev.		PVTA, PVPC, Chamber of Commerce
Work with PVTA to improve clarity of route maps	Lesser	Mayor's Office	Planning Dept.		PVTA, PVPC

Multimodal City-wide Connections

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Develop a Complete Streets prioritization plan and seek Massachusetts Complete Streets funding opportunities to implement the plan	Highest	Planning Dept.	DPW	City Council	Mayor's Office
Prioritize acceptance of additional roadways in Chicopee as part of the public right-of-way to increase available Chapter 90 funding through MassDOT	Highest	DPW	City Council		
Pursue additional state and local funding sources to fund Complete Streets or other multimodal improvements	Highest	Planning Dept.	DPW	Mayor's Office	

Regional Access

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Develop a unique branding effort to promote Chicopee as a local and regional destination	Medium	Econ. Dev.	Planning Dept.		Chamber of Commerce
Work with PVTA to evaluate bus service hours and schedules to improve service to regional rail	Medium	Mayor's Office	Planning Dept.		PVTA, PVPC
Work with PVPC and nearby communities to advocate for expanded access to passenger rail	Medium	Mayor's Office	Planning Dept.		PVTA, PVPC

4. Thriving Together

Engines of Economic Activity

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Apply for redevelopment project funding for key properties through MassDevelopment programs, such as the Underutilized Properties Program.	Highest	Planning Department	Economic Development	Community Development	Mayor's Office	Mass Development
Promote development opportunities in Chicopee's designated Federal Opportunity Zone located in Chicopee Falls.	High	Economic Development	Planning Department	Community Development		WesternMass EDC, Redevelopment Authority
Actively solicit developers for specific projects that have been vetted with the public through proactive and transparent community engagement.	High	Economic Development	Planning Department	Mayor's Office	Purchasing	Chamber of Commerce, Redevelopment Authority
Work with commercial property owners to modernize existing commercial spaces through façade programs, revolving loan funds, etc.	High	Economic Development	Community Development	Planning Department		
Continue tax-abatement programs and other financial incentives for rehabilitating commercial and industrial properties, including Brownfield sites. Prioritize key geographic areas for these programs, including Chicopee Falls, Willimansett, and Chicopee Center. Hold developers accountable for following through on development agreements.	High	Economic Development	Planning Department	Assessor	City Council	
Examine and modify zoning to promote flexible development in Chicopee Center, other neighborhood centers, along Memorial Drive, and in the Westover business parks. Also, conduct overall zoning reform with an eye to making the zoning ordinances easier and more consistent to understand and enforce.	High	Planning Department/ Planning Board	Building Department	City Council		
Streamline the permitting and approvals process for development projects.	High	Planning Department/ Planning Board/ Conservation Commission	Building Department	City Council	Information Technology Department	

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Explore the benefits of passing the Community Preservation Act locally (or seeking other options for raising funds, such as requesting permission from the Massachusetts Legislature to establish a real estate transfer fee), and the potential for using funds to start a grant or revolving loan program to help owners reinvest in their properties. <i>See similar recommendations under the Coming Together and Making a Home chapters.</i>	High	Economic Development		City Council	Planning Department	Organizations, Boards, Commissions, Historic Society, Library
Conduct a District Improvement Financing (DIF) feasibility study to project how much DIF revenue could potentially be raised in certain districts over a certain time horizon and how that compares to needed and planned public investment.	High	Economic Development	Planning Department	Mayor's Office	City Council	Chamber of Commerce
Prepare and implement Urban Renewal Plans for blighted sites that are privately owned and would not otherwise be redeveloped without public involvement.	High	Economic Development	Planning Department	Redevelopment Authority		
Identify specific sites for redevelopment and work to facilitate their redevelopment by partnering with property owners, real estate brokers, developers, economic development organizations, and other stakeholders.	Medium	Economic Development	Planning Department	Community Development		WesternMass EDC, MassEcon, WMDC, Westmass, MassDevelopment
List and keep up to date developable space and buildable sites on site selection websites, including Western Mass EDC, Mass Econ, Westover Metropolitan Development Corporation (WMDC), and WestMass Area Development Corporation.	Medium	Economic Development	Planning Department			WesternMass EDC, MassEcon, WMDC, Westmass
Consolidate and regularly update a list of federal, state, and local services and resources as well as local bank services available to help Chicopee property owners maintain and improve their commercial properties or convert them to residential mixed-use, and actively promote these resources to property owners.	Medium	Economic Development	Building Department	Planning Department	Community Development	Chamber of Commerce

Entrepreneurship

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Designate an existing or hire a new City employee dedicated to serving as the main point of contact for existing and new business owners, walking them through permitting processes and connecting them to local, regional, and national resources.	Highest	Economic Development	Mayor's Office	City Council	Human Resources Department	

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Create a landing page on the City's webpage that links entrepreneurs to resources, celebrates successful entrepreneurs in the community, and has contact information for pertinent City staff who can help answer questions about licensing & permitting, zoning, parking, event management, and the like.	High	Economic Development	Planning Department	Mayor's Office	Information Technology Department	Chamber of Commerce
Actively support entrepreneurs and their efforts to create meaningful employment opportunities in the city.	Medium	Economic Development	Community Development			Valley Opportunity Council, Higher Education, Chamber of Commerce, MA Small Business Development Center
Develop a list of entrepreneurial businesses as part of a broader Business Retention & Expansion program and routinely check in with business owners to understand and address their concerns about doing business in Chicopee.	Medium	Economic Development	Mayor's Office			Chamber of Commerce
Ensure the availability of affordable commercial spaces, co-working spaces, and flex spaces for entrepreneurs to launch their businesses.	Lesser	Economic Development				Chamber of Commerce, Local Brokers
Create or partner with an existing entrepreneurial mentorship program that connects successful business owners with new entrepreneurs, such as Valley Venture Mentors.	Lesser	Economic Development				Chamber of Commerce
Work to attract businesses that Chicopee residents currently leave the city to patronize and those that the economy has the potential to support.	Lesser	Economic Development	Planning Department	Mayor's Office		Chamber of Commerce
Understand the services that currently exist for Chicopee's entrepreneurs, which services are used, and the effectiveness of said resources.	Lesser	Economic Development	Community Development			Valley Opportunity Council, Higher Education, Chamber of Commerce, MA Small Business Development Center
Develop a streamlined city permitting process for events.	Lesser	Economic Development	License Commission	Clerk's Office	Building Department	Chamber of Commerce

Workforce Development

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Partner with other communities in the Pioneer Valley to implement the Pioneer Valley Labor Market Blueprint, a regional planning initiative of the Massachusetts Workforce Skills Cabinet and align local workforce and economic development efforts with resources at the regional and state level.	Highest	Economic Development	Community Development	School Department		PVPC, EDP of Western Mass/REB, Valley Opportunity Council, Boys & Girls Club of Chicopee, Chamber of Commerce, Higher Education
Act as a liaison and host forums between local employers, the Chicopee public school system, MassHire Hampden County Workforce Board, trade schools, alternative learning institutions, and others to identify evolving worker training needs and connect workers to employees.	High	Economic Development	Community Development	School Department	Mayor's Office	Valley Opportunity Council, Chamber of Commerce, Boys & Girls Club of Chicopee, Higher Education, Trade schools and other institutions
Identify partners to engage in this effort including trade schools, alternative learning institutions, major employers, the Chicopee Chamber of Commerce, and other service organizations.	High	Economic Development	Community Development	School Department	Mayor's Office	Valley Opportunity Council, Chamber of Commerce, Boys & Girls Club of Chicopee, Higher Education, Trade schools and other institutions
Facilitate a regular convening of those involved in workforce development to identify service gaps, celebrate successes, and create collaborative efforts.	High	Economic Development	Community Development	School Department	Mayor's Office	Valley Opportunity Council, Chamber of Commerce, Boys & Girls Club of Chicopee, Higher Education, Trade schools and other institutions
Develop stronger partnerships with Elms College and other nearby educational institutions, such as American International College, Springfield College, Holyoke Community College, and Western New England University, to provide adult training for in-demand jobs.	High	Economic Development	Community Development	Mayor's Office		Valley Opportunity Council, Chamber of Commerce, Higher Education

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Work with government partners such as the Massachusetts Rehabilitation Commission and nonprofit partners such as Work Without Limits to connect disabled youth and adults with career and job training opportunities.	Medium	Economic Development	Commission on Disability	Mayor's Office		Massachusetts Rehabilitation Commission, Work Without Limits, Valley Opportunity Council, Other Non-Profits connecting the disabled with job opportunities
Review vocational programs offered at Chicopee Comprehensive High School and determine if any additional programs could be offered to meet regional job demands. In particular, analyze jobs within City government for which it has been difficult to recruit and retain younger employees.	Lesser	Economic Development	School Department/ School Commission	Mayor's Office		

Economic Development Organizational Capacity

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Hire an Economic Development Director.	Highest	Mayor's Office	City Council	Human Resources Department		
Reestablish the Chicopee Redevelopment Authority, ensuring there is adequate technical and administrative support from existing or future City staff.	High	Mayor's Office	City Council	Economic Development		
Form an economic development advisory committee comprised of local business leaders, real estate developers, entrepreneurs, workforce development partners, and other stakeholders.	High	Economic Development	Planning Department	Community Development	Mayor's Office	
Create a landing page for this new entity/department on the City's website to host relevant documents, events, resources, and contact information.	Medium	Economic Development	Information Technology	Mayor's Office		
Task this department with implementing the economic development strategies outlined in this plan, including those related to business retention and expansion, industry attraction, site marketing, redevelopment of strategic districts, entrepreneurship, and workforce development	Medium	Mayor's Office	City Council			
Engage in organizational management activities to identify mission, vision, and values and prioritize a workplan.	Lesser	Economic Development	Mayor's Office	Human Resources Department		

5. Making a Home

Making a Home for Everyone

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Explore zoning options that more easily allow for the conversion and adaptive reuse of existing commercial and institutional buildings for multi-family residential and/or mixed commercial/residential uses, in conjunction with performance standards for minimizing impacts on surrounding properties and maximizing the livability of the site. Consider separate standards for the conversion of individual buildings versus the conversion of a larger campus or office park.	Highest	Planning Dept. / Planning Board	Building Dept.	City Council	Econ. Dev.	
Encourage common areas and outdoor amenities in all new multi-unit residential and mixed-use developments be designed to be accessible to the elderly and people with disabilities.	Highest	Planning Dept. / Planning Board	Building Dept.	City Council	COA / COD	
Promote the development of smaller homes and apartments that meet the needs of smaller households. In particular, maintain and attract younger adults by encouraging more studio and one-bedroom rental options at rates affordable for people making under \$50,000 a year.	High	Planning Dept.	Com. Dev.	Econ. Dev.	City Council	Com. Orgs.
Continue to promote the reuse of mill buildings for residential and mixed-use development through the use of the Mill Conversion and Commercial Center Overlay District.	High	Planning Dept.	Com. Dev.	Econ. Dev.		Redev. Authority
Explore zoning options that allow detached or attached accessory dwelling units available for rent in some or all zoning districts, in order provide more naturally affordable housing and income for homeowners.	High	Planning Dept. / Planning Board	Building Dept.	City Council		
Explore a new zoning district that allows residential densities somewhere between what is allowed in Residential B and Residential C today (approximately 3-8 unit buildings), and consider placing the zone at the edges of neighborhood centers in order to provide smoother transitions from neighborhood centers to residential areas of predominantly single- and two-family homes while encouraging more housing diversity.	High	Planning Dept. / Planning Board	Building Dept.	City Council		
Encourage housing above commercial uses in the Commercial A and A-1 districts by allowing it as of right rather than by special permit.	Medium	Planning Dept. / Planning Board	Building Dept.	City Council	City Council	
Actively market the benefits of Chicopee's Smart Growth Overlay District to developers and local property owners to encourage its use.	Medium	Planning Dept.	Com. Dev.	Econ. Dev.		
Explore zoning options that that provide more flexible opportunities for building live/work spaces.	Lesser	Planning Dept. / Planning Board	Building Dept.	City Council		
Encourage "visitable" design in all new and renovated senior housing.	Lesser	Planning Dept. / Planning Board	Building Dept.	COA		COD

Maintaining Today's Homes for the Next Generation

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Explore the benefits of passing the Community Preservation Act locally (or seeking other options for raising funds, such as requesting permission from the Massachusetts Legislature to establish a real estate transfer fee), and the potential for using funds to start a grant or revolving loan program to help owners reinvest in their properties. Consider targeting a portion of funds for specific needs like group residences for seniors and adults with disabilities. Seek other sources of grants and financing to couple with any local assistance. <i>See other ideas for using the Community Preservation Act in the Coming Together and Thriving Together chapters.</i>	High	Econ. Dev.	Mayor's Office	City Council	Planning Dept.	City Council
Continue to invest federal and state funds into rehabilitation grants or loans for rental properties and explore options for creating a program supported by local funds to augment this.	High	Com. Dev.	Mayor's Office	City Council	Planning Dept.	City Council
Consolidate and regularly update a list of federal, state, and local services and resources available to help Chicopee property owners maintain and improve their homes, and actively promote these resources to residents and business owners.	Medium	Com. Dev.	Building Dept.	Planning Dept.		
Continue to invest federal, state, and local funds into grants or loans for energy efficiency improvements, and actively market these resources to private property owners.	Lesser	CEL	Econ. Dev.	Mayor's Office	Planning Dept.	
Support state and national programs that would provide significantly more financing and design assistance for retrofitting existing homes, such as the Weatherization Assistance Program and Low Income Multifamily Energy Retrofit Program, and consider actively advocating for future state or federal legislation or programs that would increase such assistance.	Lesser	Mayor's Office	City Council			Com. Orgs.

Maintaining High Quality Affordable Homes

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Maintain a fiscally healthy Chicopee Housing Authority (CHA) and local control over public housing management, ensuring that all CHA homes are retained and invested in to support future generations of Chicopee residents.	Highest	Housing Authority	Mayor's Office	City Council		
Prioritize funding for the renovation of existing CHA homes with universal design and visitability standards, to ensure accessibility for more people in wheelchairs or with other mobility disabilities	High	Housing Authority	Mayor's Office	City Council		

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Continue to explore City-owned property appropriate for the development of subsidized affordable or mixed-income housing, such as the former Belcher School property.	High	Planning Dept.	Com. Dev.	Mayor's Office	City Council	Redev. Authority
Continue to update the City's and the Holyoke-Chicopee-Westfield HOME Consortium's Consolidated Plans for U.S. Department of Housing and Urban Development (HUD) and implement their affordable housing priorities, including homebuyer assistance.	Medium	Com. Dev.	Mayor's Office	City Council		
Conduct an annual inventory of Chicopee homes on the state's SHI database to ensure the City remains above the current or future 40B thresholds. At least five years prior to the expiration of any deed restriction, develop a plan for renewing the deed restriction.	Medium	Com. Dev.	Planning Dept.			
Explore areas of the City where it may be appropriate to require a certain percentage of new homes be subsidized affordable housing that qualify for the SHI and keep Chicopee above 10%. This is currently done in the Smart Growth Overlay District and could be explored for the Mill Conversion and Commercial Center Overlay Districts or other places where increased residential density could help make up for the costs of subsidized affordable housing.	Medium	Planning Dept. / Planning Board	Com. Dev.	City Council		
Explore establishing a Community Land Trust, perhaps seeded with donations of City-owned property as an opportunity to expand subsidized affordable housing opportunities. Community Land Trusts build or renovate housing which is sold to homeowners, while the trust maintains ownership of the land. Because the cost of land is not included in the sale, the cost of the homes are more affordable. A resale formula is established to make sure homeowners can build equity in their homes while keeping the cost affordable for the next owners.	Lesser	Planning Dept.	Mayor's Office	City Council	Com. Dev.	

Managing and Preventing Homelessness

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Build relationships between City departments, including the Police, and local homeless service providers. Develop protocol for connecting local homeless with services rather than asking the police simply to move them along.	High	Health Dept.	Police Dept.	Fire Dept.	Veteran's Affairs	Com. Orgs.
Keep track of the existing homeless population in Chicopee, and proactively connect them with services of the Springfield-Hampden	Medium	Health Dept.	Police Dept.	Fire Dept.	Veteran's Affairs	Com. Orgs.

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
County Continuum of Care and the Western Massachusetts Network to End Homelessness.						
Monitor data on individuals and households most at risk of homelessness, including those with very low-incomes, mental illness, and drug addiction. Continue to invest in City services and connect to non-City services to help prevent these populations from slipping into homelessness, particularly rental and mortgage assistance, legal assistance, counseling and advocacy, and anti-eviction programs and policies.	Medium	Com. Dev.	Veteran's Affairs	Health Dept.	Planning Dept.	Com. Orgs.
Seek funding, financing, and partners to expand the current stock of transitional and permanent supportive housing in Chicopee.	Medium	Mayor's Office	City Council	Com. Dev.		Com. Orgs.

6. Promoting Health and Wellness

Public Health, Safety, and Social Services

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Continue investing in community policing efforts and building strong partnerships between law enforcement and social workers, to make sure people who need it are connected to services and treatment	Highest	Police	Mayor	City Council		Local Health Care Providers
Ensure that Police and Fire both have adequate staff capacity, particularly as new developments, including apartments and senior housing/assisted living, bring in more residents likely to need services.	Highest	Mayor's Office	Fire Department	Police Department	Human Resources	
Ensure ADA/MAAB accessibility for all City facilities and encourage universal design in the physical built environment and in virtual spaces to meet the needs of those with disabilities.	Highest	Facilities	School Department	Building	Information Technology	Highest
Add additional staff support at the Chicopee Veterans Services Office to expand service and program offerings to Veterans and better connect with senior services in the City. Assess the existing services available to Veterans and identify gaps in terms of the capacity of existing services and the need for additional services. Take advantage of and collaborate with regional programs such as the VA Central Western Massachusetts Healthcare System.	Highest	Veterans Services	Council on Aging	Mayor's Office		
Develop a comprehensive Citywide approach to reducing and preventing opioid abuse.	Highest	Health Department	Police Department	Fire Department	Mayor's Office	Local Health Care Providers; Social Service Providers
Use a combination of modern call-routing technology and public education to make sure calls for emergency services are made appropriately and routed and prioritized accordingly.	High	WESTCOMM	Police Department	Fire Department	Mayor's Office	
Assess the existing services available to those with disabilities at various stages in life – youth, young adult, middle-age, and seniors – and identify gaps in terms of the capacity of existing services and the need for additional services.	High	Commission on Disability/Health Department	School Department	Veterans Services	Council on Aging	Social Service Providers
Expand efforts to educate the community on services that are available through City Departments and non-profit organizations.	High	Health Department	School Department	Veterans Services	Council on Aging	Higher Ed; VOC; Boys & Girls Club; Lorraine's

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
						Kitchen; Local Healthcare Providers
Assess the existing services available to seniors and identify gaps in terms of the capacity of existing services and the need for additional services. In particular, consider the diversity of Chicopee’s aging population and ensure that programs are culturally appropriate.	High	Council on Aging	Veterans' Services	Mayor's Office		VOC
Explore ways to incentivize medical professionals, such as residents and fellows, to locate and stay in Chicopee and the surrounding region. Consider home downpayment assistance, rental assistance, and other best practices from around the country.	Medium	Economic Development	Community Development	Planning Department	Local Health Care Providers; Social Service Providers	Medium
Create opportunities for “intergenerational” collaboration between senior and youth services, both for cost savings and enriching the experiences of young and old alike.	Lesser	Council on Aging	School Department	Mayor's Office		VOC; Headstart

Healthy Food Access

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Incentivize grocery retailers to locate in Chicopee neighborhoods currently experiencing food insecurity or in food deserts based on current food access data. Prepare a market analysis for grocery store sites to demonstrate demand to grocers. Provide incentives for larger scale mixed-use development to include grocery stores as part of their retail mix.	Medium	Planning Department	Community Development	Economic Development		Medium
Work with PVTA to analyze existing bus routes to look for ways to improve connections and increase frequency between food insecure neighborhoods and existing grocery stores.	Medium	Planning Department	Mayor's Office			PVTA; PVPC; VOC
Work with local grocery stores to encourage the expansion of home delivery of groceries. Consider offering incentives to provide free delivery in neighborhoods with limited fresh food access.	Medium	Community Development	Economic Development	Planning Department	Housing Authority; VOC	Medium
Continue to support and expand existing food programs like ChicopeeFRESH, Chicopee Summer Lunch Program, Chicopee WIC, Meals on Wheels, local food pantries, and others. Serve as a	Medium	School Department	Council on Aging	Veterans Services	Parks & Recreation	Housing Authority; Boys & Girls Club;

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
connector between local grocery stores and these food programs, encouraging donations of food that can no longer be sold but is still safe and healthy for consumption.						VOC; Lorraine's Kitchen
Expand the Chicopee Farmers Market and the downtown Farmer's Market to increase days and hours of operation to make it more accessible for working families; work with the VOC to find a location or locations for year-round vending, and encourage more Community Supported Agriculture (CSA) "farm share" pick up locations at these markets and other accessible spots.	Medium	Planning Department	Economic Development	Community Development	VOC; Chamber of Commerce; Lorraine's Kitchen	Medium
Prepare online and hard copy resource documents showing where in the City fresh food and produce can be purchased and where EBT cards are accepted – work with other City departments and local social service providers to distribute this information.	Medium	Economic Development	Community Development	School Department	Mayor's Office	Chamber of Commerce; VOC; Boys & Girls Club; Lorraine's Kitchen
Increase public awareness of the local farmers markets through local community groups and leaders. Emphasize the multiple benefits that SNAP participants can redeem at local markets (as well as additional benefits such as access to free bike share use).	Lesser	Planning Department	Economic Development	Community Development	VOC; Chamber of Commerce; Lorraine's Kitchen	Lesser
Work with Lorraine's Kitchen to coordinate locations and a schedule for their new "mobile market" that can best serve underserved neighborhoods and communities.	Lesser	Community Development	Planning Department			Lorraine's Kitchen; VOC
Look into parcels in other underserved neighborhoods that could accommodate small grocers (10,000SF +/-) and additional community gardens so that residents have access to fresh foods.	Lesser	Parks & Recreation	Planning Department			Chicopee Community Gardens
Work with existing organizations and programs to provide education to local residents on gardening, food storage, meal preparation, etc.	Lesser	Parks & Recreation	School Department	Council on Aging	Health Department	Higher Ed; VOC; Boys & Girls Club; Lorraine's Kitchen

7. Planning for a Sustainable Future

Building Sustainability and Resilience Into Our Environment and Infrastructure

Protecting and Enhancing the Natural Environment

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Require the incorporation of green infrastructure on City properties and streets and in existing or planned infrastructure, as well as for new private development via site plan regulations. Find opportunities to incentivize such infrastructure on existing private properties.	High	Planning Dept. / Planning Board	DPW	City Council	
Create new and needed jobs within the City's workforce to maintain and manage the City's growing green infrastructure network.	High	DPW	Human Resources	Mayor's Office	
Prioritize acquisition and preservation of properties of high conservation value that abut existing open space and recreational properties.	High	Planning Dept. / Con Com	Parks & Rec	Mayor's Office	
Continue to protect and enhance the City's tree canopy through the City's Urban Forestry Program and continued implementation of the Urban Forestry Management Plan. Establish a system for residents to request the planting of trees on public properties.	High	Forestry	Parks & Rec	Parks & Rec	
Provide standards and guidelines, in site plan regulations, the wetland protection ordinance, and other relevant policy documents, for the installation of landscaping that is beneficial to the natural environment and promotes the use of native and drought-tolerant plants.	Medium	Planning Dept. / Planning Board	Planning Dept. / Con Com		

Building More Resilient Water-Related Infrastructure

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Require the use of nature-based solutions in private development and redevelopment projects in areas near significant natural resources and encourage them City-wide wherever possible.	Highest	Planning Dept./ Con Com	Planning Dept./ Planning Board	DPW	PVPC
Explore ways to financially support the City's efforts to meet the requirements of its federal NPDES permit and implement city-wide stormwater best management practices.	Highest	Water Pollution Control	DPW	Mayor's Office	PVPC
Continue to maintain the City's flood control infrastructure to ensure these systems receive certification from the Army Corps of Engineers and are capable of managing future storm events.	Highest	Flood Control	DPW	Mayor's Office	
Review and update parking lot development regulations to shift away from parking minimums to parking maximums to reduce the size of new and redeveloped parking lots. Revise	High	Planning Dept./	DPW	City Council	PVPC

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
regulations to ensure all parking lot reconstruction projects meet stormwater and green infrastructure requirements.		Planning Board			
Develop an Emergency Action Plan specific to flood events, including a clear chain of command with neighboring cities and towns for evacuation, sandbagging, etc.	High	Emergency Management	Flood Control	DPW	
Partner with the City of Springfield to ensure that any vulnerabilities in their flood control system are not putting Chicopee at risk.	High	Flood Control	DPW	Mayor's Office	
Continue to update and implement the Integrated Water Resources Management Plan (IWRMP).	Medium	DPW	Water Dept.	Water Pollution Control	PVPC
Require nature-based solutions wherever practicable to manage stormwater as part of public projects and investments.	Medium	Planning Dept. / Planning Board	Planning Dept./ Con Com	DPW	PVPC
Continue to evaluate standards for stormwater management in local regulations to ensure that best practices are required in proposed development and redevelopment projects.	Medium	Planning Dept. / Planning Board	Water Pollution Control	DPW	
Continue involvement in regional and watershed-based collaborations to help meet common stormwater management and water quality goals and objectives.	Lesser	Water Pollution Control	DPW	Mayor's Office	PVPC

Continued Resiliency Planning

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Continue to implement the actions of the 2017 City of Chicopee Hazard Mitigation Plan (HMP) and update the HMP every five years.	High	Planning Dept.	Emergency Management	DPW	
Update local ordinances, subdivision regulations, and other land development standards and policies to include performance standards related to climate data.	High	Planning Dept.	Planning Board	Con Com	
Maintain and expand the network of stakeholders that participated in the MVP process. Consider periodic update meetings to evaluate progress and revisit priorities as needed.	Medium	Planning Dept.	Emergency Management	DPW	
Continue to monitor climate data and use this data in land development policy decisions as appropriate.	Medium	Planning Dept./ Planning Board	Planning Dept./ Con Com	City Council	
Evaluate the implementation of resilience design standards (required or voluntary) for new non-residential and multi-family buildings. Resilience design standards can include a variety of tools that help projects meet the challenges of climate change.	Medium	Planning Dept.	Planning Board	Building Dept.	

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Develop a program for public education to increase awareness of natural hazards and climate change impacts and identify measures individuals can take to prepare for and lessen climate change (See also the City's Hazard Mitigation Plan).	Lesser	Emergency Management	Planning Dept.	Library	PVPC, VOC, Chamber of Commerce

Trash Collection and Recycling

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Explore new services or expand existing services and programs that improve recycling rates and reduce the costs of waste being landfilled.	Medium	DPW	Mayor's Office		
Study all options for removing organic waste from the local waste stream and increasing opportunities for composting.	Medium	DPW	Mayor's Office		

Promoting Environmental Stewardship

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Use the installation of nature-based solutions for stormwater management and other green infrastructure elements to educate the community about the benefits of these resources, particularly along bike paths and in public spaces. This might include informational kiosks at rain gardens and wetland mitigation projects along the rivers.	Medium	Parks & Rec	Planning Dept.	DPW	PVPC, Higher Education
Develop a public outreach program that educates the public on what sustainability/resiliency means to a community and its residents. Topics might include water conservation, recycling, composting, walking and biking instead of driving, and using reusable bags, cups, and utensils.	Medium	Planning Dept./ Planning Board / Con Com	Parks & Rec	DPW	
Increase the availability of community gardens for City residents.	Medium	Parks & Rec	Planning Dept.		Chicopee Community Gardens
Educate residents, property owners, and businesses about benefits and different ways of managing stormwater on their properties. Promote the use of rain barrels, rain gardens, and permeable pavers for driveways and walkways, as well as the importance of cleaning up pet waste, among other approaches. Consider options for bulk purchase of rain barrels, permeable pavers, and other such items to sell at a reduced rate or provide free of charge to residents.	Medium	Water Pollution Control	DPW	Planning Dept./ Con Com	
Create pollinator gardens and bee houses with informational boards along bike paths, walkways, and public spaces to educate about the importance of pollinators to our food system and overall biodiversity in the region.	Lesser	Parks & Rec	Planning Dept.	DPW	PVPC, Higher Education

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Educate residents about the impacts of fertilizers, lawn chemicals, pesticides, and herbicides on local waterways and promote and encourage the use of alternative environment-friendly options and products. Lead by example and establish a policy to minimize the use of such materials on public lands.	Lesser	Planning Dept./ Con Com	Parks & Rec	DPW	PVPC
Support residents and businesses who want to organize their own projects that have environmental and community benefits. The City can provide a platform either online or at City Hall (something as simple as a bulletin board) to connect residents with similar interests and ideas.	Lesser	Mayor's Office	Planning Dept.		Chamber of Commerce, VOC
Use events at parks and conservation areas to promote the important functions the City's natural resources play in adapting to and mitigating the impacts of climate change, increasing our health and social wellbeing, and other benefits. Partner with regional organizations that can provide resources and support for these types of community events (e.g. Hitchcock Center for the Environment).	Lesser	Parks & Rec	Planning Dept. / Con Com	Health Dept.	PVPC
Commit to working regionally and at the state level to advocate for bigger picture environmental stewardship efforts, such as working with businesses to use and sell more environmentally friendly products, cut down on wasteful packaging and the use of plastics, promote the use of refillable containers, and establish or expand "cradle to grave" recycling and reuse standards for items such as solar panels, mattresses, batteries, etc.	Lesser	Mayor's Office	City Council	Chicopee Electric Light	Chamber of Commerce, PVPC

Energy Reduction and Conservation

City Facilities, Buildings, and Operations

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Continue making energy efficiency upgrades and improvements to City buildings and facilities.	High	Facilities	Mayor's Office		
Identify larger municipal parking lots for the installation of solar canopies.	High	DPW	Planning Dept.	CEL	
Expand vehicle charging stations at City properties, including schools, parks, and recreational facilities that see a lot of car traffic.	High	Facilities	DPW	Planning Dept.	
Budget for the replacement of City fleet vehicles with more fuel efficient models, such as electric or hybrid, as vehicles age out of service.	High	Central Maintenance	Mayor's Office	City Council	
Install bike racks at public buildings and in neighborhood centers.	Medium	Facilities	DPW	Planning Dept.	

Residents and Businesses

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Develop an outreach program for homeowners, particularly those with rental properties in the City, to educate them on simple affordable ways to make their properties more energy-efficient. Consider demonstration projects and giveaways of programmable thermostats or other incentives to encourage participation.	Highest	Building Dept.	CEL	Mayor's Office	Chamber of Commerce, VOC, Chicopee Housing Authority
Develop programs to incentivize private property owners (residential, commercial, mixed-use, etc.) to advance building energy efficiency upgrades for older buildings and infrastructure.	High	Building Dept.	Econ. Dev.	Com. Dev.	
Review Zoning ordinance and identify new language that would require or encourage commercial electric charging stations.	High	Planning Dept./ Planning Board	City Council		
Incentivize public electric vehicle charging stations (Level 3) and individual charging stations (Level 2) as part of commercial development and redevelopment projects.	High	Planning Dept.	Econ. Dev.	Com. Dev.	
Continue to promote CEL's Go Solar Program to Chicopee residents.	Lesser	CEL	Building Dept.	Mayor's Office	
Develop materials, including online resources, that guide businesses and residents to energy efficiency and renewable energy financial incentive programs (rebates, loans, and other savings) available through the Commonwealth.	Lesser	Building Dept.	CEL	Mayor's Office	Chamber of Commerce, VOC
Consider Energy Fairs or other community events as part of a larger community education program on energy efficiency and reduction.	Lesser	CEL	Building Dept.	Mayor's Office	

Environmental Justice and Vulnerable Populations

Including EJ Communities in Decision-Making Processes

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Develop relationships with key stakeholders and organizations within EJ communities to create a network of support and communication.	High	Planning Dept.	Mayor's Office	Emergency Management	VOC, Boys & Girls Club of Chicopee
Develop a process to collaborate with EJ communities in decisions around resiliency and preparing for the impacts of climate change and natural hazards. Determine best practices for meaningful engagement and ways to encourage participation.	High	Planning Dept.	Mayor's Office	Emergency Management	
Develop a "checklist" that can be used by decision-makers to improve equitable outcomes of resiliency projects, programs, and other initiatives.	High	Planning Dept.	DPW	Mayor's Office	
Prioritize EJ communities for installations of green infrastructure and other strategies that reduce and minimize the impacts of climate change and natural hazards.	High	Planning Dept.	DPW	Mayor's Office	

Support Vulnerable Populations in Preparing for and Responding to Natural Hazard Events

Action	Priority Level	Champion	Supporter 1	Supporter 2	Com. Partners
Perform outreach and raise awareness within vulnerable populations to assist and prepare them for natural hazards. This includes working with local community organizations and nonprofits to develop and perform public outreach. Erect signs in locations where homeless and vulnerable populations are known to frequent to provide information and resources about where to go and who to call during an event.	Highest	Emergency Management	Health Dept.	Veterans Services	COA
Ensure that heating and cooling centers, and other community facilities and staff are equipped to help homeless and vulnerable populations.	Highest	Emergency Management	Health Dept.	Veterans Services	COA
Develop a resource center where these populations can access certain amenities, such as showers or kitchens. This resource can also act as a shelter during weather events.	High	Emergency Management	Health Dept.	Veterans Services	
Formalize a procedure for alerting, evacuating, and relocating homeless and other vulnerable populations prior to a severe event.	High	Emergency Management	Mayor's Office		
Add an annex or addendum to the City's Emergency Response Plan and Hazard Mitigation Plan detailing procedures for all the actions noted above.	High	Planning Dept.	Emergency Management		

8. Learning Together

Enhancing Our Public Schools

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Prioritize grants, technical assistance, and other outside sources for Chicopee Public School expenses that are otherwise difficult to fund, such as resources for arts and music, after-school activities, emotional and mental health counseling, career training and counseling, etc.	Highest	School Dept.	School Committee	Mayor's Office	City Council	
Expand high school vocational and career training programs into sectors with high job demand in the region and connect students with local employers and apprenticeship opportunities. Partner with businesses in these sectors to help fund and/or run these programs. Find ways to integrate career training into other curriculum and ensure students have access to transportation to training, jobs, and internships.	Highest	School Dept.	School Committee	Mayor's Office		MassHire, Chamber of Commerce, Hampden County Econ. Dev. Council
Develop a comprehensive School District-wide approach to maintaining the social, emotional, and mental health of students. Support and expand existing counseling for students and incorporate mental wellness into the day to day curriculum. Build relationships and partner with local service providers to connect with students who have particularly acute needs.	High	School Dept.	Health Dept.			Regional Service Providers
Continue to develop outreach materials and programs for parents of students, to help parents better support their children with academic, social, emotional, and mental health issues, as well as substance abuse issues. Create an online clearinghouse of resources and organize both in-person and virtual trainings.	Medium	School Dept.	Health Dept.			Regional Service Providers
Look for opportunities to offer community programming in the City's schools for students and adult learners on evenings and weekends.	Medium	School Dept.	Parks & Rec			Regional Employment / Service Providers, Boys & Girls Club, VOC, MassHire, Higher Education Entities
Develop a 10-year Facilities Maintenance Plan for all public school operations, including but not limited to exploring options for renovating school buildings and facilities to provide an environment that helps set up students for success.	Medium	School Dept.	Mayor's Office	Facilities		

Capitalizing on Our Private Schools and Colleges

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Advocate for increased collaboration between the private schools and colleges in Chicopee and public schools, including developing a program that allows high school students to earn college credits through their high school classes.	High	School Dept.	Mayor's Office			Private Schools, Higher Education Entities
Build a foundational relationship with Elms College, local community colleges, and other public and private colleges and universities, to provide significant links to higher education while ensuring the colleges can train students for jobs available within the City and the Public School system.	High	School Dept.	Econ. Dev.	City Council	Mayor's Office	Higher Education Entities, MassHire
Advocate for increased collaboration between two-year and four-year institutions of higher learning, including encouraging programs that allow easier transfers from one to another.	Medium	School Committee	Mayor's Office			Higher Education Entities
Look into working with local colleges to create scholarships or financial aid packages for Chicopee students who attend an institution of higher learning locally.	Medium	Mayor's Office	School Dept.			Chamber of Commerce, Hampden County Econ. Dev. Council, Fraternal Orgs.

Chicopee Public Library

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Explore ways to expand the Library's mobile services, both in terms of frequency and locations.	Medium	Library	Library Trustees	Mayor's Office		
Take full advantage of the Chicopee Public Library as a hub of information and education for City residents of all ages, and actively promote their programs and services to the public.	Lesser	Library	School Dept.			Regional Employment / Service Providers

Adult Education and Training

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Community Partners
Continue to grow adult education programs and organizations in Chicopee, including distance education from local colleges and universities, and make sure they are meeting the needs of adult learners.	Medium	Mayor's Office	School Dept.	School Committee		Regional Employment / Service Providers,

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Community Partners
Ensure that these programs are well advertised and easily linked to from City and School Department websites.						Higher Education Entities, MassHire, VOC
Create opportunities for cross-collaboration between adult education programs, Chicopee Public Schools, and the Chicopee Public Library and regional educational programs and institutions.	Lesser	Library	School Dept.			Higher Education Entities, Local Service Providers, Higher Education Entities, MassHire, VOC
Better link adult training programs to economic sectors and employers in the region with job demand.	Lesser	Econ. Dev.	Mayor's Office	School Committee	City Council	Chamber of Commerce, Local Service Providers, MassHire, VOC, Higher Education Entities, Hampden County Econ. Dev. Council

Daycare/Early Childhood Education

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
Develop or connect existing monetary assistance programs with lower-income Chicopee families that can be used to reduce the cost of pre-school, day-care, or other early education programs.	High	Com. Dev.	Mayor's Office			Regional Employment / Service Providers, VOC, Higher Education Entities, Housing Authority
Support local organizations and programs in Chicopee that provide low-cost or free early childhood education opportunities for Chicopee	High	Com. Dev.	Library	School Committee		Headstart, VOC, Regional Employment /

Action	Priority Level	Champion	Supporter 1	Supporter 2	Supporter 3	Com. Partners
families, and continue to invest in early childhood programming at the Chicopee Public Library.						Service Providers
Expand flexible daycare and childcare for families to ensure they can work and/or train for new jobs, etc.	High	Com. Dev.				Regional Employment / Service Providers, VOC, Higher Education Entities, MassHire, Hampden County Econ. Dev. Council, **State & Federal Entities
Expand access to early childhood education by reducing or eliminating fees for Szetela Early Childhood School on a sliding scale based on household income and providing bus transportation for students. Make sure investments in facility and staff capacity keep up with student enrollment.	High	School Dept.	School Committee			