



Greenfield, Massachusetts

MASSACHUSETTS DOWNTOWN INITIATIVE



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Commonwealth of Massachusetts
Executive Office of Economic
Development

Project Overview

The City of Greenfield has received a grant through the Massachusetts Downtown Initiative to develop a collaborative organizational model for economic and cultural development in Greenfield. The proposed model will enable the City and existing Greenfield organizations to communicate, leverage resources, and collaborate on economic development and cultural initiatives in Greenfield. A Greenfield task force has been formed to lead this effort. The Greenfield task force, comprised of the City of Greenfield Community and Economic Development and Recreation departments, the Greenfield Business Association (GBA), Crossroads Cultural District, and the Franklin County Chamber of Commerce (Chamber) worked to identify shared priorities, roles and responsibilities, and a proposed agreement for collaboration. The outcome of this project is the Greenfield Compact, a working partnership for economic development collaboration in Greenfield, Massachusetts.



Study Objective and Methodology

The objective of this project is to codify a working partnership that will strengthen lines of communication, and identify shared goals and opportunities to better capitalize on existing resources, identify metrics to measure success, and tailor future economic development efforts.

The following methodology was used to develop the Greenfield Compact organizational model:

- 1. Identify Leadership Team- Greenfield Task Force** The City of Greenfield Community and Economic Development and Recreation departments, the Crossroads Cultural District, the Franklin County Chamber of Commerce, and the Greenfield Business Association comprised the task force charged with developing the recommended organizational model. The task force has met throughout the course of this project to identify shared goals, priorities, roles and responsibilities, and has recommended organizational approaches and strategies for sustainability. Their commitment, experience, and insight helped shape the Greenfield Compact agreement.
- 2. Establish Project Goal** The goal of this project is to leverage resources and expand cultural and economic opportunities in Greenfield through a collaborative organizational framework for the City of Greenfield and existing organizations to make Greenfield a preferred place to invest, live, work, and visit.
- 3. Identify Shared Priorities** The task force evaluated the shared priorities of the City and their respective organizations. These priorities included: downtown vitality, business and economic development, arts and cultural development, marketing, and advocacy to identify areas of collaboration and cooperation.
- 4. Assess Current Roles and Responsibilities** Each organization and represented city departments analyzed their respective roles and responsibilities in addressing components of their shared priorities for downtown Greenfield and the City as a whole. The task force analyzed their respective goals, strategies, and areas of overlap and evaluated strengths and weaknesses that could be addressed through a new framework for collaboration. The task force evaluated what was working well, what could use improvement or presented untapped opportunities.
- 5. Recommend Organizational Model – The Greenfield Compact** The task force developed an organizational chart and written Greenfield Compact agreement to outline a framework for communication, collaboration, and cooperation.

Shared Priorities

The City of Greenfield and Greenfield organizations identified the following shared priorities and various strategies to achieve success. They also began to identify areas of overlap, gaps in services, and functionality that is currently siloed, and noted opportunities for further collaboration. These identified priorities include:

- Downtown Vitality
- Business Support and Economic Development
- Arts and Culture

Downtown Vitality

The economic and social vitality of downtown Greenfield is a priority for the City of Greenfield, the Franklin County Chamber of Commerce, the Crossroads Cultural District, and the Greenfield Business Association. The task force categorized a series of topics that must be managed to create a socially and economically vibrant downtown. The City and Greenfield partnering organizations share responsibility for each of these areas of interest. These include, but are not limited to:

- Enhancing the physical appearance, or “curb appeal” of the downtown
- Business support, economic development, and business attraction
- Arts and culture
- Marketing
- Advocacy for downtown priorities.





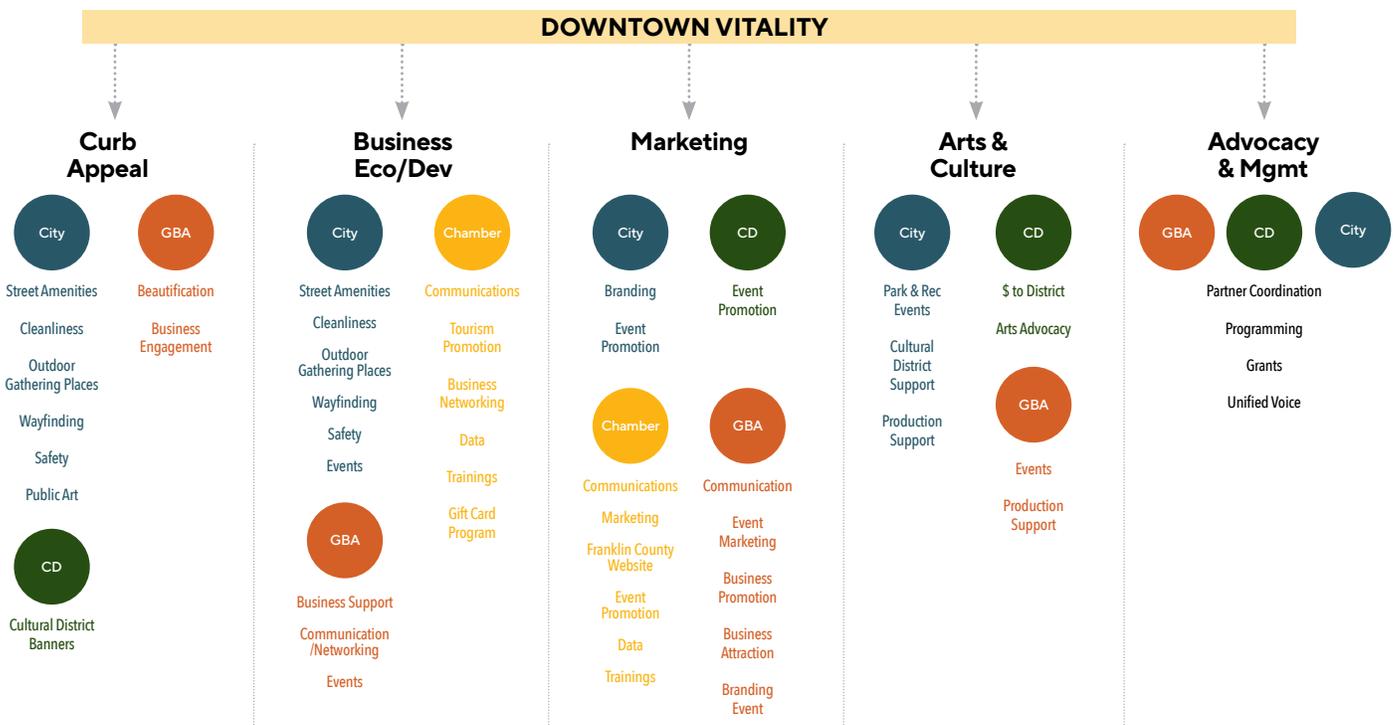
Because no one entity owns the responsibility to champion downtown Greenfield, the City of Greenfield and Greenfield organizations work together to define and support a coordinated effort. Currently, the City of Greenfield and the Greenfield Business Association (GBA) take the lead on strategies relating to downtown. The City of Greenfield Parks and Recreation Department, Crossroads Cultural District and the GBA spearhead much of the arts and cultural programming for the downtown. The City, the Franklin County Chamber of Commerce, and the GBA support existing businesses and lead efforts to attract new businesses – driving economic development to downtown Greenfield.

Challenges: The City of Greenfield and Greenfield organizations have limited funding and human bandwidth to support a dedicated downtown effort, particularly one that would create an entirely new entity. A collaborative approach to achieve downtown vitality will require strong lines of communication, annual selection of targeted partnership goals, and identified metrics against which to measure success. True effectiveness of this collaborative effort further requires an affirmative commitment that will insure continued partnership, regardless of changes in leadership within the City and/or partner organizations.

Opportunity: Downtown Greenfield is a cohesive City center with a healthy mix of retail, entertainment, arts and culture, and dining. There are several significant development projects underway that will have a positive impact on the downtown. Additionally, downtown Greenfield’s Crossroads Cultural District has the potential to be an economic driver, if leveraged in new ways.

The organizational graphic below illustrates how each partner and the City support the health and vitality of downtown Greenfield.

Organization by Function



Business Support and Economic Development

The City identifies its role as the lead entity for economic development for Greenfield with support from the GBA and Chamber. The Franklin County Chamber of Commerce and the Greenfield Business Association focus on efforts to support and promote existing businesses and attract new businesses. As an economic development priority, the City and Greenfield organizations address business support, housing development, and economic development for Greenfield. The Chamber is also the Regional Tourism Council, and in that role promotes tourism and related tourism and attraction-based businesses.

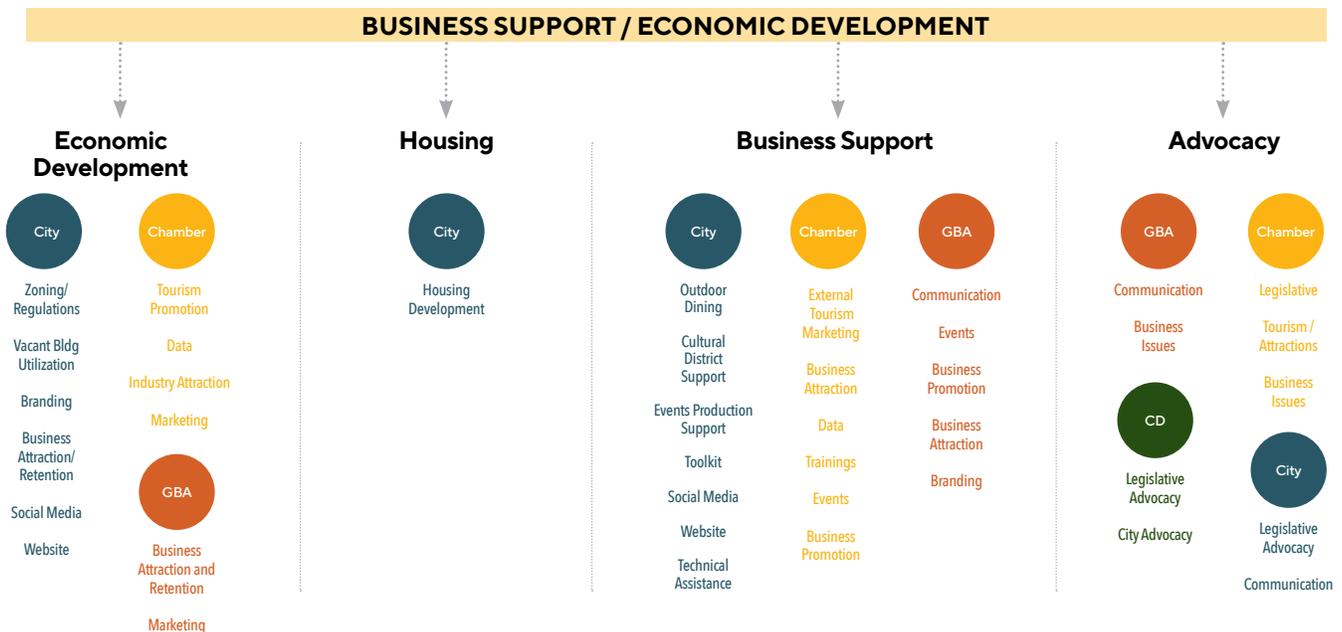
Challenges: The primary challenge is a lack of reliable resources, making it difficult to engage in consistent, substantive support of Greenfield businesses. Partner organizations recognize that business support and other economic development initiatives are a high priority, but are challenged to fully provide business support initiatives such as strategic marketing campaigns or more long-term business development efforts.

Opportunities: New leadership in public and private organizations has generated renewed efforts within the Chamber, the GBA, and the City to support the business community through both short- and long-term business development efforts. The GBA has new leadership, an active and engaged board of directors, a growing membership, and has opened an office on Main Street. The Chamber has taken a leadership role in advocating with State and Federal legislators for increased funding that directly addresses the specific needs of Franklin County in areas of workforce development, housing and transportation. The City's Community and Economic Development office is pursuing State and Federal funding to support both housing and small business development needs, partnering with Community Action and the Franklin County Community Development Corporation, among others, to maximize the effectiveness of these funds. Proactive, purposeful collaboration in this area in particular could focus existing energy, efforts and funding toward shared partnership goals.



The organizational graphic below illustrates how each organization and the City support business and economic development in Greenfield.

Organization by Function





Arts and Culture

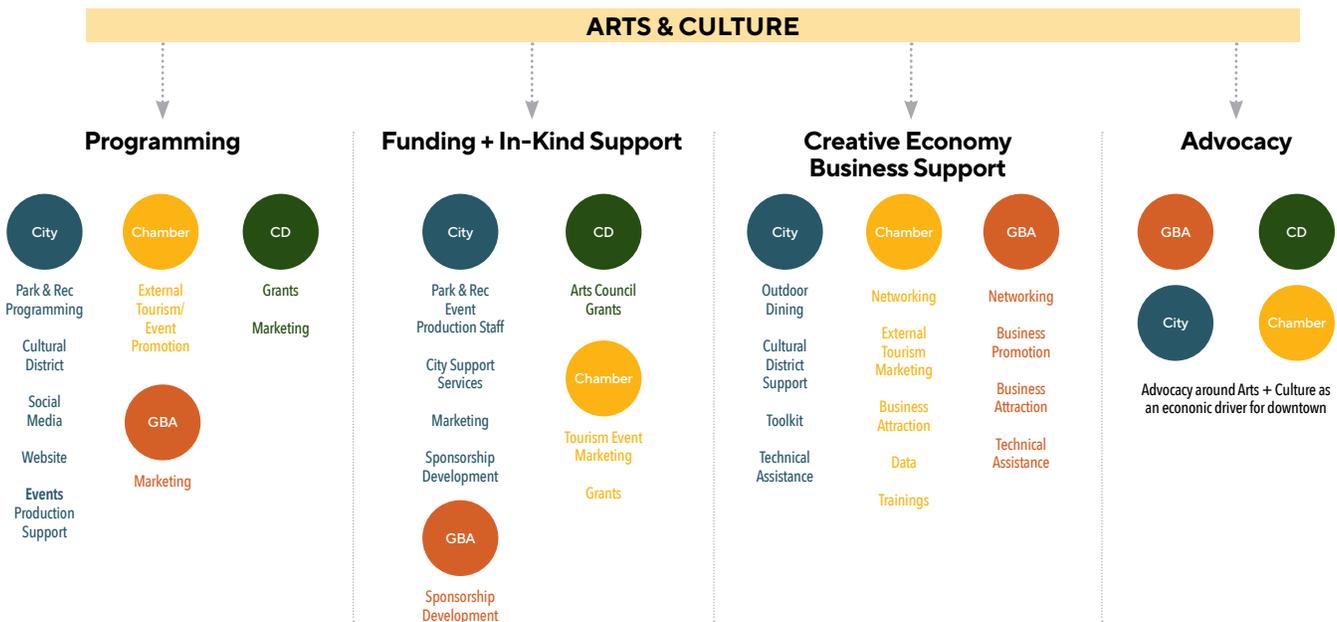
The City and Greenfield organizations see Arts and Culture as a major economic development driver for the City of Greenfield. The City actively produces and supports an impressive calendar of events through the Greenfield Parks and Recreation department. The City also works closely with the Crossroads Cultural District to incorporate arts and cultural programming into the events. It is the goal of the task force to enhance arts and culture as a key strategy for the downtown and City. Activities include arts and cultural programming, development of resources for programming, creative businesses, marketing, and advocacy for arts and culture in Greenfield.

Challenges: As noted in other areas of shared priorities, the primary challenges facing the Compact partner organizations are reliable, consistent funding and limited staffing. For success, the City and partnering organizations will focus on maximizing the reach of existing resources, as well as identifying new potential sources of funding to support shared Compact goals, all in an effort to continue to develop arts and culture as an important driver for Greenfield.

Opportunity: There is enthusiasm within not only the task force but the community at large to enhance the arts and cultural landscape in the city. Greenfield and the surrounding towns that make up Franklin County are home to an incredible number of artists of all types, all of whom contribute to making arts and culture a critical economic driver for Greenfield. The Greenfield Cultural District plays a key role in this creative economy as well, allowing Greenfield - home to one of 54 cultural districts state-wide - to access state funds to support arts and culture programming within the district. Bringing the City and other Compact partners together around a set of shared, identified goals could support a focused effort to truly engage with Greenfield artists and arts and culture-related businesses and organizations in a way that recognizes their power and potential as true economic development partners in driving Greenfield's future success.

The organizational graphic below illustrates how each organization and the City support arts and culture in Greenfield.

Organization by Function



The Greenfield Compact: What is it?



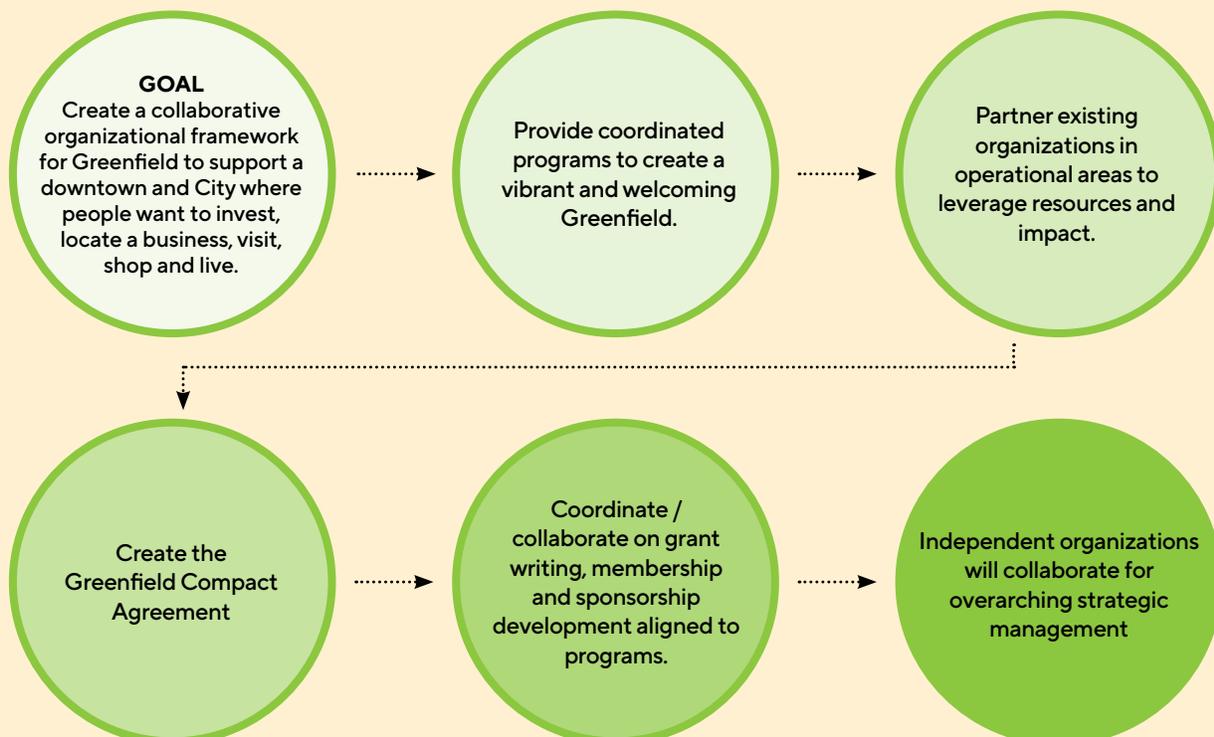
Recommended Organizational Model – The Greenfield Compact

The Greenfield Compact is a written agreement entered into by the City of Greenfield, Franklin County Chamber of Commerce, Greenfield Business Association, and Crossroads Cultural District that outlines an overarching strategy for economic development, along with shared vision, values, and responsibilities for each organization. The written agreement creates a baseline understanding of the working partnership between the City and organizations to support the economic and cultural health of the downtown and City of Greenfield. It assumes a shared commitment to collaborate, communicate, and work to achieve a level of sustainability for their respective programming.

At the outset of the project some basic assumptions were established that help determine the framework and initial Greenfield Compact launch. These assumptions included:

- No new organization would be created to support the Greenfield Compact.
- City and task force organizations will commit staff and available resources to support the work outlined as part of the Greenfield Compact.
- The City and task force would develop strategies to expand the sustainability and leverage the resources available.
- Partners agree to launch the Greenfield Compact with an achievable pilot and expand activities based on documented success.

The Greenfield Compact: How It Works



Goal The goal of the Greenfield Compact is to create a strategic framework for collaboration between the City and partner organizations to establish Greenfield and its downtown as a destination where people want to invest, locate a business, visit, shop, and live. This shared goal will enable the Greenfield Compact partners to align their activities for success, memorialized by a commitment on behalf of each organization or municipal department, regardless of changes in leadership..

Coordination The City of Greenfield and partner organizations provide a variety of programs and services to support businesses and create a vibrant and active downtown. The Greenfield Compact creates the opportunity for the partners to develop a coordinated approach to programming to create programming that is not siloed or competitive.

Leveraging Resources The City and partnering organizations are all facing budget constraints and challenges in fundraising and membership development. The Greenfield Compact provides the opportunity to leverage available resources to achieve the greatest impact possible with the resources available, and also provides the opportunity to identify gaps in funding that may require a coordinated solution.

Greenfield Compact Agreement The Greenfield Compact agreement clearly spells out the vision, guiding principles and approach to be undertaken through the agreement. The Greenfield Compact will serve as a baseline agreement between the partnering organization and the City of Greenfield. The agreement may prove important as leadership and staffing changes occur with the City and partnering organizations. Currently, the leadership in the City and partnering organizations have formed a strong working relationship in developing the Greenfield Compact framework. This agreement will help with continuity of the concept should participating organizational leadership change over time.

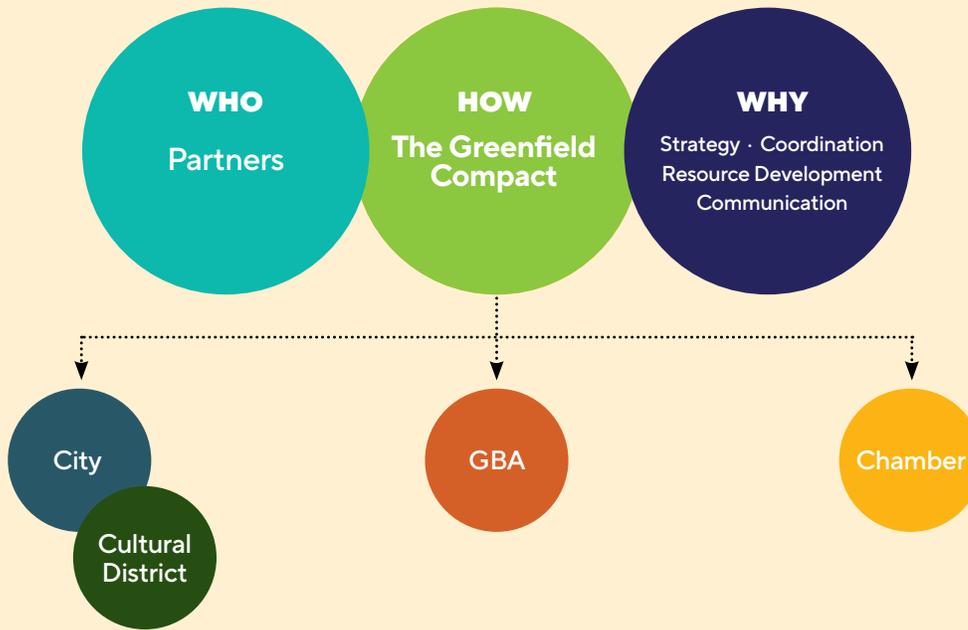
Resource Development Each organization in the Greenfield Compact is responsible for the fiscal health of their respective organizations. The Greenfield Compact is intended to create the opportunity for participants to coordinate and collaborate with each other to seek resources for program and operational activities. Developing a strategic approach to identifying collaborative grant opportunities and sponsorship development could yield positive results and more resources for priorities identified by the Greenfield Compact partners.

Strategic Management The City and partners in the Greenfield Compact continue as independent entities with an overarching strategic management Steering Committee. The Greenfield Compact strategic management will be provided by the City through its Economic Development and Recreation departments and the leadership of the Franklin County Chamber of Commerce, the Crossroads Cultural District, and the Greenfield Business Association. The Greenfield Compact partners will meet regularly and coordinate activities. Initially, the Greenfield Compact will work with existing staff and resources from partner organizations but may grow over time to have its own dedicated staff resources to coordinate the Greenfield Compact activities.

The Greenfield Compact is a partnership comprised of the City of Greenfield, the Franklin County Chamber of Commerce, and the Greenfield Business Association.

The organization chart of the Greenfield Compact reflects the relationship between the City and the partnering organizations. The Crossroads Cultural District is technically a part of the City and therefore represented by the City in the Greenfield Compact. The Greenfield Business Association is a membership-based organization focused on Greenfield. The Franklin County Chamber of Commerce is a regional organization with Greenfield as the largest municipality in the region. The Greenfield Compact will be led by a strategic management steering committee comprised of the leadership of each organization and existing staff. The steering committee collectively will work together on coordination, collaboration, resource development, and communication. This will require the commitment of each respective partner to contribute time and or resources to achieve success.

Greenfield Compact Organizational Chart



Sustainability

Sustainability is built into the structure of the Greenfield Compact by requiring partner organizations to affirmatively commit to identifying shared goals and priorities, regular meetings and continued collaboration. The focus of the Compact is not to create a new entity that will require additional resources to function, but instead to create a partnership model aimed at working together to maximize existing resources in service of a set of shared goals. Each organization or department will continue to work to strengthen their own entity, while purposefully collaborating in the areas identified through this report and in subsequent partner meetings. If future circumstances suggest that a new organization should be formed to address a gap in services or to enable acquisition of additional resources, the Compact partners will be able to use this collaborative model to avoid duplication of efforts and to design an entity that best meets the needs of the community.

Public

Certain Greenfield Compact partner programming and physical improvements may be funded through State or Local grant programs, annual budget allocations, or piloting new public funding sources earmarked for Greenfield Compact partnership goals. These may include:

- **Commonwealth One Stop** MassWorks and other funding may be available for program priorities through the Commonwealth One Stop. This may include technical assistance, real estate development, brownfields, streetscape, wayfinding, parking analysis, and other programs. Applications cover a range of program activities and are due in the spring. The Greenfield Compact participants are encouraged to review One Stop programs and align proposals that show collaborative support.
- **Mass Cultural Council / Cultural District programming** The Crossroads Cultural District designation is an important first step in developing a robust arts and cultural strategy for the community. The Massachusetts Cultural Council program is under review and anticipated changes and proposed funding may be an opportunity that could be pursued. Additionally, the Mass Cultural Council provides grants for events, cultural facilities, and other cultural programming.
- **MOTT – Massachusetts Office of Travel and Tourism** is a source for cultural programming and support for tourism related activities.
- **Parking Benefit District pilot** The City of Greenfield could pilot a parking benefit district with a percentage of the revenue earmarked for Greenfield Compact shared goals or partner activities. This tool could be used for cultural programming, events, parking improvements, amenities, and other initiatives to add vitality to the community. If the pilot proves successful, a formal parking benefit district could be established providing a sustainable revenue source for Greenfield Compact priorities.
- **City Budget Allocation** The City could consider funding a part-time arts coordinator position to support the development of arts and cultural programming and bolster the in-kind event production support currently provided.



Compact Funding Strategies – Public

- Parking Benefit District – pilot
- One Stop / Mass Works grants
- Cultural District / programming grants
- Part-time City Arts Coordinator position
- In-kind event production support
- RTC /Tourism funding

Private

The Greenfield Compact partner organizations will need to continue to seek support from private sector members, sponsors, grants, institutional stakeholders, in-kind and other contributed resources. Additionally, the Greenfield Compact partners may encourage the exploration of developing a district management organization to formalize participation from property owners and tenants in the downtown, or eventually form a 501c3 if desired. Strategies may include:

- **“Friends of” The Greenfield Compact Support / Franklin County Community Development Corporations (FCCDC)** Develop a special opportunity to donate to the shared Greenfield Compact priorities through a group established through the FCCDC. The FCCDC may act as the fiscal agent and donors may be eligible for tax considerations for their donation. This new “Friend of” group is a way for individuals and other organizations to show their support for programming in Greenfield. It is also a way to recruit interested residents as volunteers and leadership roles in the Greenfield Compact effort.
- **Foundation Grants** State, regional, and local foundations could be a source of funding for specific Greenfield Compact partner activity, particularly around small business and arts and culture. Banks, community foundations, and the Barr and Beveridge foundations are examples of the types of foundations that could be tapped for support. The Greenfield Compact partners will research foundations that align with program offerings.
- **Business Improvement Districts (BID) or other District Management Organizations (DMO)** Downtown stakeholders may consider forming a BID or DMO to support supplemental programs and services in downtown Greenfield. This approach would ensure a dedicated revenue stream for downtown priority programs that would be supported, in part, by property owners and other stakeholders in downtown Greenfield.
- **Institutional Stakeholders** Larger stakeholder businesses and educational institutions may provide resources or in-kind services to support programming provided by Greenfield Compact partner activities.
- **Sponsorship Book** The Greenfield Compact could develop a collective sponsorship book that would list all the opportunities for businesses, product sponsors, media, and other stakeholders to support programming offered through the Greenfield Compact partners. This collaborative and strategic approach may generate broader opportunities for support and budgetary planning and will help leverage resources currently available.
- **Dedicated 501c3** The Greenfield Compact may decide to form a 501c3 as it matures and expands its scope.



The Greenfield Compact Funding Strategies – Private

- “Friends of” Corporate and Individual Membership Organization
- FCCDC as fiscal sponsor?
- Grants
- District Management Organization/BID
- Foundations - Banks Beveridge, Community, Barr
- Institutional Stakeholders
- 501c3
- In kind staff and programmatic support from organizations

Next Steps

The Greenfield Compact will require buy-in from the City of Greenfield and each partnering organizations. The task force leadership has developed a framework that they believe will lead to success and has the opportunity to be built upon over time. The next steps will be foundational for the success of the Greenfield Compact and a collaborative and coordinated organizational approach to economic and cultural development in Greenfield.

Execute the Greenfield Compact The City, the Crossroads Cultural District, the Greenfield Business Association, and the Greater Franklin County Chamber of Commerce sign the Greenfield Compact agreement. Greenfield Compact participants will share the Greenfield Compact with their memberships to continue to build support for the organizational model. *See Attachment 1 – The Greenfield Compact Agreement.*

Year 1

Pilot the Model - Start Small The Greenfield Compact partners will meet regularly to ensure coordination and collaboration, analyze yearly cultural calendars, review programming, coordinate fundraising, and sponsorship development, determine metrics and measure results, and make recommendations for improvements to the collaborative model if needed. Over the next year, the Greenfield Compact partners will educate and build support for the model, and consider approaches toward more sustainability.

Future Growth Once the model has been piloted, The Greenfield Compact will expand into other areas to be addressed by the Greenfield Compact organizational agreement including the following:

- Business development and recruitment
- Analysis of vacancies and lease opportunities for economic development
- Improvements to the physical appearance of downtown and City
- Marketing and branding

Summary

The Greenfield Compact is a practical approach to establishing a collaborative organizational model for the City of Greenfield that can address immediate local priorities and grow over time as the organizational model is incorporated into the standard working relationships between the City and partnering organizations. The Greenfield Compact can be influential in seeking funding and advocating for Compact priorities with City government and private sector leadership.

Attachment(s)

- 1. The Greenfield Compact**

Greenfield Compact

SHARED VISION

Whereas the City of Greenfield, including the Crossroads Cultural District committee, the Greenfield Business Association and the Franklin County Chamber of Commerce recognize the importance of a healthy downtown and thriving business community to make Greenfield a better place for people to invest, live, work, play and visit; and

Whereas the city and stakeholder organizations must work together to harness the power of Greenfield to:

- Drive growth and opportunity through a thriving downtown and broader Greenfield economy;
- Build relationships across organizations and community lines;
- Leverage limited staff and funding availability;
- Cultivate residents and businesses who are committed to their community and downtown to help build sustainability; and
- Build on the citizen and business commitment to place present in Greenfield and throughout Franklin County.

Now therefore, the City of Greenfield, the Greenfield Business Association, and the Franklin County Chamber of Commerce (collectively, the “Partners”) enter into this Greenfield Compact.

SHARED VALUES

To promote the shared vision of the Greenfield Compact, each partner organization commits to the following partnership principles:

Leadership: The Partners commit to shared leadership, trusting in each entity’s ability to lead effectively and designating lead participants who are recognized and empowered by their own organizations to make decisions, build consensus, and resolve conflicts.

Communication: The Partners will make clear and open communication an ongoing priority, will establish a common understanding of each other’s organizational framework and approach, and will decide together how and when to communicate and what information will be shared between partners and with the community.

Transparency: The Partners will develop a shared and transparent decision-making process, execute decisions as agreed, and share information, agendas, and actions that inform decision-making with each other in an open and timely fashion.

Accountability: The Partners will establish and document each partner’s roles and responsibilities, respect deadlines, time commitments, and processes and identify a process for resolving conflict and reaching consensus.

Engagement: The Partners have equal influence and power within the partnership and will foster an atmosphere of collaboration and cooperation.

COMPACT PARTNERSHIP COMMITMENTS

The Greenfield Compact will be run by a steering committee consisting of a designated lead participant from each of the Partners. The Steering Committee will be responsible for developing shared priorities, identifying and pursuing Greenfield Compact goals, and updating those priorities and goals on an annual basis. The Partners may add additional Partners and/or Compact members as they determine appropriate. The Partners recognize that some of their shared goals and priorities may require the approval of the administration and/or specific municipal departments or entities, and will work together to secure those approvals as needed.

CITY	GBA	CHAMBER/RTC
The City's lead participants shall be the Directors of the Recreation Department and the Community and Economic Development Department, and the Chair or designee of the Crossroads Cultural District Committee.	The GBA's lead participant shall be the Executive Director of the GBA.	The Franklin County Chamber of Commerce / Regional Tourism Council's lead participant shall be the Executive Director of the Chamber.
Regular Steering Committee meeting participation	Regular Steering Committee meeting participation	Regular Steering Committee meeting participation
Commit staff support	Commit staff support	Commit staff support
Develop shared compact priorities and goals	Develop shared compact priorities and goals	Develop shared compact priorities and goals
Co-host bi-annual (2x/year) convening of Greenfield cultural community	Co-host bi-annual (2x/year) convening of Greenfield cultural community	Co-host bi-annual (2x/year) convening of Greenfield cultural community

Additional Commitments

In addition to the core components of the Greenfield Compact, the Partners will work together to support Greenfield businesses, arts community and downtown by:

- Gathering input from community stakeholders on a regular basis to help the Partner organizations to adjust their collaborative efforts to reflect the changing needs, interests and goals of Greenfield.
- Collaborating to identify and secure sustainable funding for Partner organizations and other Greenfield cultural efforts through grants, contracts, sponsorships and other funding opportunities that may arise;
- Promoting Greenfield as an arts, cultural, and tourism destination for businesses and tourists, both through individual Partner channels and through shared promotion of VisitGreenfieldMA.com and shared social media postings when appropriate; and
- Advocating for additional resources to increase sustainable economic development opportunities throughout Greenfield, both within Partner organizations and community-wide.

Together the Partners sign this Greenfield Compact in the spirit of partnership and public service, understanding that the City of Greenfield deserves the richest and most diverse life possible.

Signed this day of _____

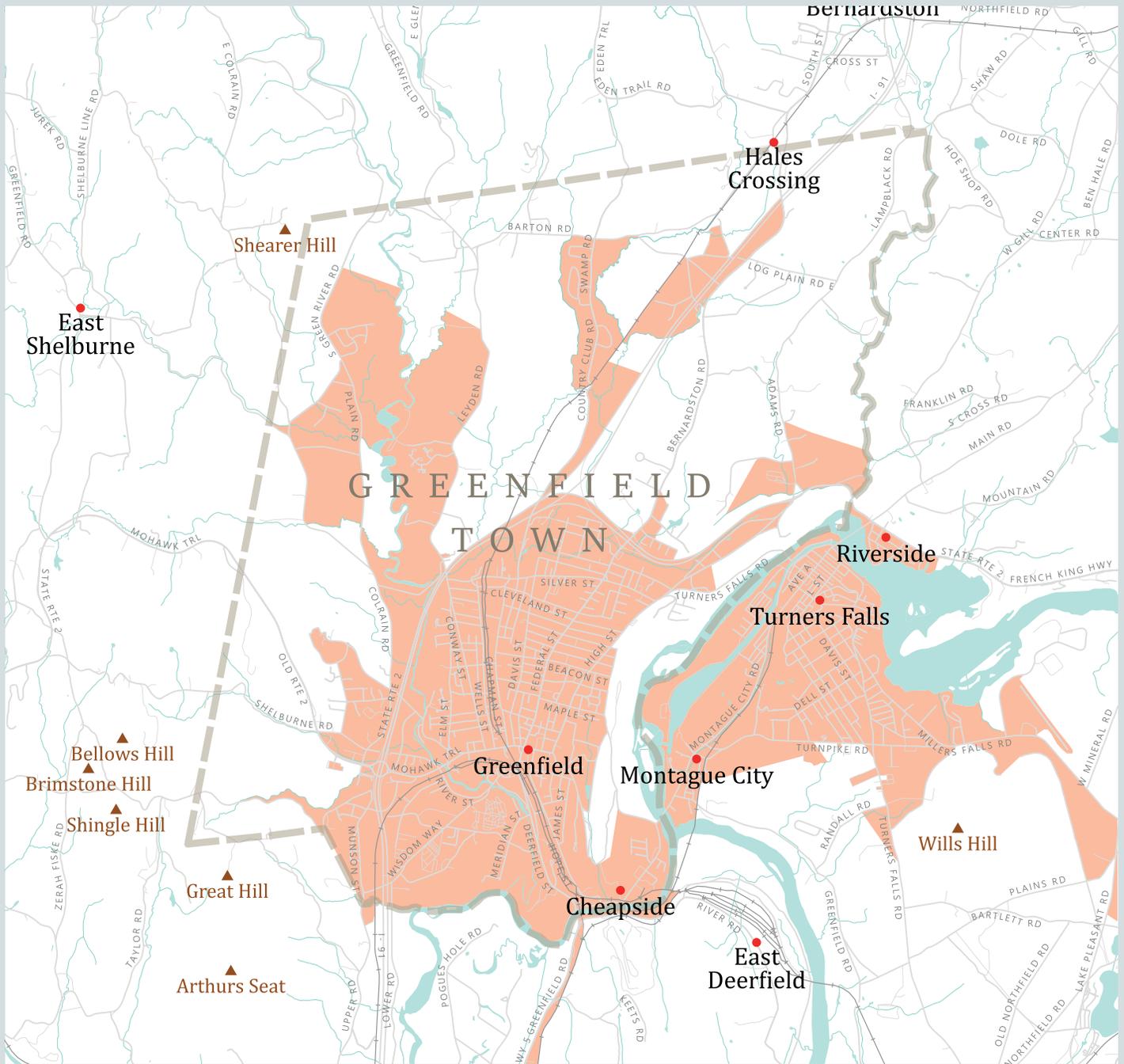
 Amy Cahillane
 City of Greenfield
 Community and Economic Development Department

 Jessye Deane
 Franklin County Chamber of Commerce

 Christy Moore
 City of Greenfield
 Recreation Department

 Hannah Rechtschaffen
 Greenfield Business Association

 Caitlin von Schmidt
 Crossroads Cultural District



CONTACT:

City of Greenfield
Community & Economic Development Department
14 Court Square
Greenfield, MA 01301
cedd@greenfieldma.gov
(413) 772-1548