



TOWN OF SHEFFIELD ECONOMIC DEVELOPMENT PLAN

**Presented to the Town of Sheffield Board of Selectmen
by The Economic Development Task Force
September 15, 2008**

This Economic Development Plan was funded by District Local Technical Assistance Funds, provided through Section 6 of Chapter 205 of the Acts of 2006, as administered by the Massachusetts Department of Housing and Community Development.

**Adopted by the Board of Selectmen
October 20, 2008**

A Note about the Economic Development Plan

The Economic Development Plan is meant to be a strategic working document that will be further enhanced as projects and opportunities are identified and strategies are refined with additional action steps. Likewise, it is anticipated that endnotes and appendices will continue to be further developed and updated as the plan is implemented.

This document is available electronically on the Town of Sheffield's web site (www.sheffieldma.gov) and in hard copy in the Town Clerk's office.

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Executive Summary

The overall goal for economic development contained in Sheffield's Master Plan (2005) is to "Identify economic growth opportunities in keeping with community character and quality of life in Sheffield."

This Economic Development Plan is meant to be a strategic guide for the Board of Selectmen, Town boards and the community to use in considering and developing policies, actions and initiatives for economic development in the Town of Sheffield. It complements the Master Plan and provides an action-oriented guide for furthering economic stability while fostering smart growth principles.

In February of 2008 the Board of Selectmen appointed an Economic Development Task Force of community volunteers and charged the group to update the Town's economic development strategies with respect to its Master Plan. As meetings progressed others interested in Sheffield's economic future joined this effort.

Meetings of the Economic Development Task Force took place during the first half of 2008. Through grant assistance from the Berkshire Regional Planning Commission, Richard Vinette was engaged as a consultant to help facilitate the drafting of the plan. The Task Force developed a one-page business survey, which was mailed to over 300 Sheffield businesses (Appendix B). The responses to the survey combined with other data, assisted the Task Force in identifying the Town's Strengths, Weaknesses, Opportunities and Threats (Appendix C). In addition, the consultant and the Task Force reviewed the 1994 *Sheffield Ecotourism and Economic Development Strategy*, the Town's Zoning By-Laws and Master Plan.

The results of the business survey, completed by over 110 local businesses, were particularly helpful in assessing the present business climate in Sheffield and in shaping the recommendations for the economic development strategies contained within this plan. The survey results illustrate that Sheffield, still strong in agriculture, is a community of increasingly diverse businesses and opportunities, whose owners' rate quality of life as a significant factor in choosing their present location.

As a result of the survey, review of data and discussions, the Task Force recommends that Sheffield utilize a combination of infrastructure and marketing based approaches to further economic development within the Town.

Infrastructure approaches concentrate on promoting and/or developing business ready sites, utilities, communications, buildings, building lots, re-zoning, etc. Marketing based approaches recognize that Sheffield is unique. As such, it should develop a campaign to define that uniqueness as a "brand" within the larger Berkshire brand. The Sheffield brand should be marketed through a comprehensive campaign that highlights Sheffield's quality of life, support of business and business opportunities. These two approaches provide the basis for the four economic development strategies and action steps in this plan.

The Economic Development Plan is, in sum, a call to community action and a plan to take specific steps toward many of the goals stated in the Master Plan. With implementation of these measures, Sheffield will do much to strengthen its economy and provide increased economic opportunity for businesses and individuals. This effort will require the engagement of the entire community.

The Task Force strongly recommends that the Board of Selectmen take immediate steps to implement this Economic Development Plan, beginning with the appointment of an Economic Development leadership group by November 17, 2008.

SUMMARY OF STRATEGIES

STRATEGY I: *PREPARE FOR ACTION ...BE READY TO MAKE USE OF ALL AVAILABLE ECONOMIC DEVELOPMENT RESOURCES.*

- Establish leadership to implement the economic development plan.
- Cultivate essential linkages to accomplish strategies.

STRATEGY II: *REACH OUT...SET THE AGENDA FOR MARKETING SHEFFIELD ...ATTRACT INTEREST, IDEAS, INVESTMENT AND PEOPLE.*

- Define the “Sheffield” brand.
- Develop internal (Sheffield) marketing campaign.
- Develop external marketing campaign.
- Attract interest, ideas, investment and people.

STRATEGY III: *BE SITE READY...BE BUSINESS FRIENDLY.*

- Identify/promote specific business ready sites.
- Evaluate and implement business friendly zoning.
- Identify and develop essential business infrastructure.
- Identify and evaluate incentive programs for job retention and growth.

STRATEGY IV: *IDENTIFY, DEVELOP & PROMOTE BUSINESS CLUSTERS.*

- Identify existing and emerging business clusters.
- Develop and promote identified business clusters.

STRATEGY I. Prepare for action ...Be ready to make use of all available economic development resources.

Action Steps:

A. Establish leadership to implement the economic development plan.

(Time to complete: 1 - 1½ months)

- Consider forming a Town committee or commission, or promoting or joining a quasi-public non-profit organization.¹
- Determine the sustainability of this committee, commission or other group and its capacity to help guide/ undertake strategic plan initiatives within the determined time frame outlined in this plan.
- Adopt a formal, clear mission statement.
- Ensure wide representation on this committee or board, including business leaders from identified sectors, entrepreneurs and retired volunteers.
- Determine availability of funding and other resources to help carry out plan initiatives.
- Identify and secure non-local funding for paid staff.

B. Cultivate essential linkages to accomplish strategies.

(Time to complete: 4 months)

- Develop a comprehensive outreach plan for existing and new businesses.
- Establish linkages with key organizations, agencies and elected officials.²
- Establish supplementary linkages.³

STRATEGY II. Reach out... Set the agenda for marketing Sheffield...Attract interest, ideas, investment and people.

Action Steps:

**A. Define the “Sheffield” brand.
(Time to complete: 6 months)**

- Identify and develop Sheffield’s unique “Brand”.
- Seek funding or assistance for branding efforts.

**B. Develop internal (Sheffield) marketing campaign.
(Time to complete: 4 - 6 months)**

- Develop a campaign to promote existing businesses in Sheffield.
- Promote the Economic Development Plan locally.
- Develop, promote and distribute a “Guide to Doing Business in Sheffield”.

**C. Develop external marketing campaign.
(Time to complete: 12 months)**

- Seek funding sources and partnerships for external marketing.
- Develop and launch marketing campaign.

**D. Attract interest, ideas, investment and people.
(Time to complete: 7 months)**

- Identify and encourage nearby regional business organizations to invest in Sheffield.
- Coordinate events across business sectors and clusters to create synergy and interest.
- Promote the Town as a place for businesses to invest in people and ideas by developing and supporting collaborative projects and initiatives among business, education and municipal partners.
- Develop and promote programs to secure the human resources needed to implement this Plan, including programs to encourage the retention/return of Sheffield residents.⁴

STRATEGY III. Be site ready...Be business friendly.

Action Steps:

A. Identify/promote specific business ready sites.

(Time to complete: 1 - 4 months)

- Identify and catalog existing business ready sites.
- Evaluate need for additional business park and develop accordingly.
- Determine feasibility of developing/ promoting multi-tenant incubator spaces.
- Evaluate creation of one or more Chapter 43D Priority Development Sites.⁵

B. Evaluate and implement business friendly zoning.

(Time to complete: 1 - 10 months)

- Review principal and accessory uses and modify as appropriate.⁶
- Consider geographical expansion of Village Center District as a growth area.
- Consider Form-Based zoning.⁷

C. Identify and develop essential business infrastructure.⁸

(Time to complete: 4- 6 months)

- Analyze public infrastructure impacts on local business development generally.
- Determine impact of the lack of public sewer and water on business growth and development in Sheffield.
- Evaluate the availability of workforce housing locally and regionally.⁹
- Investigate and promote broadband and wireless initiatives.¹⁰
- Determine impacts and areas of opportunity with Housatonic Railroad.¹¹

D. Identify and evaluate incentive programs for job retention and growth.

(Time to complete: 4- 6 months)

- Evaluate and consider Tax Increment Financing and Special Tax Assessments¹²
- Share opportunities with targeted businesses.

STRATEGY IV. Identify, develop and promote business clusters.

Action Steps:

A. Identify existing and emerging business clusters.

(Time to complete: 2 - 4 months)

- Review the regional assessment of Berkshire County and its implications for Sheffield via the Berkshire Strategy Project and the Berkshire Blueprint, with BEDC assistance.¹³

B. Develop and promote identified business clusters.

(Time to complete: 4 - 6 months)

- Understand how business clusters can be developed.
- Consider and analyze each business cluster with respect to local, regional and global dynamics.
- Develop a business calling program or strategy in order to better understand local business requirements for each business within identified clusters.
- Develop a plan to assist in the promotion and development of each identified cluster.
- Consider each cluster's supply chain and services requirements.
- Identify local or regional linkages that may be able to fulfill those requirements.

Economic Development Plan Implementation

Following receipt of the Economic Development Plan, the Town's Board of Selectmen will be asked to endorse the plan and began its implementation.

Whether implemented by a committee, Community Development Commission or other leadership organization format, the successful implementation of this Economic Development Plan rests squarely on the Town's collective shoulders. Only Sheffield's residents, second-home owners and businesspeople, working together with Town boards and other agencies, will make this plan a reality and deliver its potential benefits.

Each person in the Sheffield/Ashley Falls community has a role to play in shaping our Town's economic future. Consider what role you will play and give generously of your talent, energy and imagination, as this plan becomes reality. Watch the Town's website (www.sheffieldma.gov) for postings and updates. Join the effort! It will be well worth your time.

SUMMARY OF KEY ACTION STEPS

(Implementation to start upon approval by Sheffield Board of Selectmen)

Month

											10	11	12	13	14	15	16	17	18
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Strategy I Action Steps:

A. Form leadership to implement the economic development plan.



B. Cultivate essential linkages to accomplish strategies.



Strategy II Action Steps:

A. Define the "Sheffield" brand.



B. Develop internal (Sheffield) marketing campaign.



C. Develop external marketing campaign.



D. Attract interest, ideas, investment and people.



Strategy III Action Steps:

A. Identify/promote specific business ready sites.



B. Evaluate and implement business friendly zoning.



C. Identify and develop essential business infrastructure.



D. Identify and evaluate incentive programs for job retention and growth.



Strategy IV Action Steps:

A. Identify existing and emerging business clusters.



B. Develop and promote identified business clusters.



Acknowledgements

Members of the Town of Sheffield's Economic Development Task Force:

Julie M. Hannum, Chairman, Board of Selectmen
Joseph A. Kellogg, Town Administrator
Brian J. Killeen, Executive Director, Southern Berkshire Chamber of Commerce
Jason A. Ostrander, Economic Development Specialist, Office of Congressman John W. Olver
Catherine B. Miller, Retired educator and businesswoman, volunteer
Kevin E. Schmitz, Co-owner, The Marketplace and Berkshire Bark
Rene C. Wood, Retired businesswoman, volunteer
Richard H. Vinette, Jr., Economic Development Consultant provided by Berkshire
Regional Planning Commission

The Task Force extends its sincere appreciation to the more than 110 members of our business community, who participated in this economic development effort by returning completed business surveys and to those who meet in person with the Task Force.

Special thanks to Paul Tepper of Dedotec U.S.A., whose comments to the Planning Board on the need for more business ready zoning were the impetus for the Planning Board to propose the formation of an Economic Development Task Force to the Board of Selectmen, and to Berkshire Regional Planning Commission, without whom this plan may not have become a reality.

The Task Force also wishes to thank those who attended its meetings / presentation to the Board of Selectmen. We are grateful to the following individuals who provided comments on the draft plan, as summarized below:

- Laura Grunfeld: Good job by the Task Force; would like to see the plan include allocation of resources to address energy concerns cited in responses to the Town's Business Survey.
- James Larkin: Having an Economic Development Plan will be good for Sheffield.
- Jim & Melissa Noe, who described themselves as young residents who would like to be able to someday have a family here: 1. Recommend implementation of a two tier tax rate system with one affordable tax rate for residential properties and one tax rate for commercial/business properties; 2. Lack of cable service on Hulett Hill Road despite commitment of universal access per the cable contract with Sheffield and a five-figure rate quoted by cable company for an individual to privately pay for cable service where it does not exist; and 3. Critical need for high-speed internet to all residents, schools and businesses.
- John Wightman, President, Sheffield Land Trust: 1. Commendation to the Task Force and support for the overall plan; 2. Request for affirmation of the economic benefits of Sheffield's farms to the Town's future and "brand", as well as recognition of the needs of our farmers; and 3. Importance of the Agricultural Preservation Restriction program and the economic leverage it has brought to farmers and the Town.
- James Collingwood, Jr.: Include strategies in the Plan to encourage young people to either stay in the area or return to the area after college.
- Board of Selectmen: 1. Integrate the Industrial Development Commission into the follow-on organization charged with implementing the Economic Development Plan and 2. Critical need to identify individuals to serve on a follow-on organization to ensure implementation success.

Appendix A: End Notes and References

1. Leadership Organizations.

Considerable emphasis should be placed on preparation and capacity building for the implementation of actions that will help position Sheffield to be able to take advantage of programs, networks, business cluster development and the establishment of local and regional partnerships that have much to offer.

One such leadership organization to consider is the Community Development Corporation (CDC), a quasi-public nonprofit corporation. A CDC is organized under the Mass General Laws to carry out certain public purposes, with by-laws, providing:

(1) it is organized to operate within a specified geographic area coincident with existing political boundaries;

(2) membership in the corporation shall be open to all residents of said area who are eighteen years or older;

(3) at least a majority of its board of directors shall be elected by the full membership with each member having an equal vote;

(4) the by-laws of the Community Development Corporation shall provide that any other directors be either appointees of elected state or local government officials or appointees of other nonprofit organizations having as a purpose the promotion of development in the designated geographic area;

(5) said elections shall be held annually for at least one-third of the members of the board of directors so that each elected director shall serve for a term of at least three years;

(6) the designated geographic area shall be consistent with some existing, or combination of existing, political district, provided that the aggregate population of such geographic area shall not exceed one hundred and fifteen thousand people based on the most recent federal census. (See MGL Ch. 40F.)

MA Community Development Corporations are organized around a number of diverse economic and social issues and initiatives including affordable housing, small business development and finance, neighborhood programs, economic development and job creation.

Many CDC's are members of the Massachusetts Alliance of CDC's (MACDC) (www.MACDC.org). This organization is helpful in assisting in the start up of a CDC.

Massachusetts Department of Housing and Community Development provides some assistance to CDC's. The Community Enterprise Economic Development Program (CEED) allows the agency to support Community Development Corporations (CDCs) in carrying out housing and economic development activities, which can revitalize their neighborhoods. Technical assistance is given to CDCs to help them achieve maximum leverage of other public and private sector resources, to develop community projects, which generate the maximum number of jobs, and to provide for improvement in the physical condition of neighborhoods.

For more information contact:

Division of Community Services

Department of Housing and Community Development

100 Cambridge Street, Suite 300

Boston, MA 02114

(617) 573-1400; Fax: (617) 573-1460

www.mass.gov/dhcd/

In selecting the leadership organization to implement the Town of Sheffield Economic Development Plan, it is recommended that the Town's Industrial Development Committee be formally dissolved, as it has successfully completed its mission, and its charter integrated into this new leadership organization.

As implementation of this Economic Development Plan requires immediate attention and staffing, the Board of Selectmen may wish to implement a two-step strategy for its leadership organization, with the selection of an interim leadership organization while carefully evaluating all the available options for the Town's permanent economic development leadership organization.

2. Key Organizations For Sheffield to Establish Immediate Linkages With.

Berkshire Economic Development Corp. (BEDC)

David Rooney, President
75 North Street
Pittsfield, MA 01201
(413) 499-4000
www.berkshiredc.com

Berkshire Economic Development Corp (BEDC) is the lead regional economic development organization for the Berkshires. Its mission and purpose includes assisting all towns and public and private groups engaged in economic development activities. It is a valuable and available asset for Sheffield. *The Berkshire Blueprint*, an action plan developed by BEDC, encourages and motivates cooperative regional initiatives and outlines a clear, well-articulated focus on priority business issue areas. The Berkshire Blueprint contains a matrix for the measurement of progress in key areas of the economy.

BEDC will be an important link and partner in identifying and developing business clusters in Sheffield and across the regional economy. In addition, BEDC and other names organizations are able to help the Town of Sheffield address specific tactical issues identified by Sheffield businesses in their business survey responses, particularly question 7 – “What might the town do to help your business?” As of this date, several region wide initiatives are underway which address a number of these identified needs. Sheffield's businesses will be able to benefit from, as well as influence, such initiatives if the Town establishes the linkages and becomes a part and partner in regional problem identification and solution development.

Massachusetts Office of Business Development (MOBD)

Pam Malumphy, Regional Director
Massachusetts Office of Business Development
75 North Street, Suite 360
Pittsfield, MA 01581
(413) 499-0037; Fax: (413) 499-0059
Pam.Malumphy@state.ma.us

This office will be another partner with Sheffield in many different contexts, including the point of contact for many specific economic development programs such as the Economic Development Incentives Program (EDIP). EDIP encompasses Tax Increment Financing (TIF) and Special Tax Assessment (STA) agreements, which can be of tremendous value in attracting and retaining businesses.

Massachusetts Small Business Development Center Network

Keith Girouard, Senior Management Counselor
75 North Street, Suite 360
Pittsfield, MA 01201
(413) 499-0933
kgirouard@msbdc.umass.edu

Berkshire County Regional Employment Board, Inc. (BCREB)

Heather Boulger, Executive Director
One Fenn Street, Suite 201

Pittsfield, MA 01201
(413) 442-7177; Fax: (413) 448-2801
heather@berkshirereb.org

The mission of Berkshire County Regional Employment Board, Inc. (BCREB) is to provide leadership for workforce development in Berkshire County by facilitating the development of, and access to, education, training and employment opportunities designed to meet the needs of the region's employers and diverse workforce.

The Board develops policies, allocates resources, oversees programs, and serves as a broker between business and education and training providers. The Board's membership is representative of the make-up of the Berkshire economy, including mostly small and medium sized businesses and a variety of employment sectors.

The organization's *FY 2008-2009 Berkshire County Regional Employment Board, Inc. Strategic Plan* is available on its website.

Berkshire Regional Planning Commission (BRPC)

Nathaniel Karns Executive Director
Tom Matuszko Assistant Director
1 Fenn Street, Suite 201
Pittsfield, MA 01201-6629
(413) 442-1521; Fax: (413) 442-1523
nkarns@berkshireplanning.org
tmatuszko@berkshireplanning.org
www.berkshireplanning.org

The Berkshire Regional Planning Commission, established under Chapter 40B of the Massachusetts General Laws, is the official area-wide planning agency in Berkshire County with comprehensive planning responsibilities which include land use, transportation, economic development, and environmental management. The Commission, composed of one Delegate and one Alternate Delegate from each member community, as well as a commission staff, is required to study the problems, needs, and resources of the region and to make recommendations for physical, social, governmental, and economic improvements in the Berkshires. BRPC is responsible for regional review procedures required by numerous federal and state programs. In addition, BRPC has been designated a regional depository for the U.S. Census. BRPC also has major transportation planning responsibilities mandated by federal law.

BRPC's website contains categories of useful information including a listing of their current project descriptions, as of December 2007, a current project map and their 2007 Annual Report.

Berkshire County Legislators:

State Representative William "Smitty" Pignatelli

State House, Room 448
Boston, MA 02133
(617) 722-2582; Fax: (617) 722-2879
District Office:
PO Box 2228 Lenox, MA 01240
(413) 637-0631
Rep.Smitty@Hou.State.MA.US

State Senator Benjamin B. Downing

Room 413F

State House

Boston, MA 02133

(617) 722-1625, State House Fax: (617) 722-1523

District Office:

20 Bank Row, Room 202 Pittsfield, MA 01201

(413) 442-4008; Fax: (413) 442-4077

Benjamin.Downing@state.ma.us

U.S. Congressman John W. Olver

Washington, DC Office:

1111 Longworth HOB

Washington, D.C. 20515

(202) 225-5335; Fax: (202) 226-1224

Berkshire County Office:

78 Center Street

Pittsfield, MA 01202

(413) 442-0946; Fax: (413) 443-2792

<http://www.house.gov/olver/index.shtml>

U.S. Senator Edward M. Kennedy

Washington, DC Office:

317 Russell Senate Building

Washington D.C. 20510

(202) 224-4543; Fax: (202) 224-2417

MA Office:

2400 JFK Building

Boston, MA 02203

(617) 565-3170 or (877) 472-9014; Fax: (617) 565-3183

www.kennedy.senate.gov/

U.S. Senator John F. Kerry

Washington, DC Office:

Russell Bldg., Third Floor

Washington D.C. 20510

(202) 224-2742

MA office:

One Bowdoin Square

Tenth Floor

Boston, MA 02114

(617) 565-8519

Springfield Office:

Springfield Federal Building

1550 Main Street; Suite 304

Springfield, MA 01101

(413) 785-4610

<http://kerry.senate.gov/>

3. Supplemental Links.

Supplemental links to established as soon as practicable include:

Mass Development

Western Massachusetts Office
1441 Main Street,
Springfield, MA 01103
(413) 731-8848
www.massdevelopment.com

Mass Development partners with cities and towns to bring complex real estate development projects to fruition. Mass Development provides assistance in advancing projects that support job creation and community development.

Services offered to clients include: Consensus Building; Market Feasibility; Project Management; Financial Analysis; Contract Negotiation; Marketing Services; Site Planning & Oversight; Site Assemblage & Management; Environmental Assessment & Oversight; Public / Private Partnerships Funding; Identification / Applications / Administration; Permitting / Approvals Process Management; Consultant Management; and Brownfields' Redevelopment.

Southern Berkshire Chamber of Commerce

Brian Killeen, Executive Director
Nancy O'Connor, President
PO Box 810
Great Barrington, MA 01230
(413) 528-4284; Fax:(413) 528-2200
www.greatbarrington.org
info@southernberkshirechamber.com

Berkshire Chamber of Commerce

Michael Supranowicz, Executive Director
75 North Street, Suite 360
Pittsfield, MA 01201
(413) 499-4000; Fax: (413) 447-9641
msupranowicz@berkshirechamber.com

4. Attracting and retaining people.

In addition to attracting new people to Sheffield, Sheffield must work to retain its Sheffield-born people – valuable human resources needed to help ensure its successful future as a Town. Sheffield must be particularly mindful of the importance of retaining the younger generation and preparing each successive younger generation for entry into a workforce and regional economy, which will provide a living, sustainable wages, the chance for advancement and the prospect of prosperity. Sheffield can benefit by investigating and participating in recent regional initiatives to help shape local policies and actions addressing important areas of workforce development.

A key regional challenge identified in the *Berkshire Strategy Project* deals directly with this issue of human resources. Demographic data indicates a declining younger population and an exodus of many of the best and brightest young people, whom report moving away for high wages, different lifestyles and more secure careers (e.g. not interested in manufacturing, which has a negative connotation in the region). Workforce availability is a constant primary concern of business owners across a broad range of industries and types of firms.

The Berkshire Blueprint has addressed these issues on a regional level and the Berkshire Economic Development Corporation continues to seek the participation of local communities, business clusters and institutional organizations in understanding the dynamics and consequences of current population and projected demographic changes in Berkshire County.

A significant number of regional initiatives to this challenge are now underway and Sheffield could and should participate in some capacity. Among them are:

- Aligning the region’s educational and training programs with employer’s needs. The Berkshire Compact for Higher Education is making great strides in this area. Please see Berkshire Economic Development’s website for links to this initiative.
- Initiatives to understand the population dynamics in the region and ensure accurate census information. Please see *Berkshire Blueprint* and *Berkshire Strategy Project*.
- Integration of “quality of life” marketing efforts to attract those who have “outmigrated” from the Berkshires in early parts of their careers, but for whom the Berkshires now may be an attractive, even preferable, choice as a place to raise a family or start a second or alternative career. Please contact Berkshire Economic Development Corporation for further information.
- Offering alternative technology-based career paths in niche manufacturing, especially within the region’s unique plastics industry. Please see Berkshire Economic Development’s website for information on the Berkshire Plastics Network.
- Awareness of the importance of developing and identifying future business and community leaders in the Berkshire region, which are being addressed by several local programs, such as Berkshire Young Professionals and the Berkshire Leadership Program. Please see Berkshire Economic Development Corporation’s website and Berkshire Chamber of Commerce’s website for more information.
- Initiatives led by the Berkshire County Regional Employment Board for workforce development.
- Support of entrepreneurship and innovation through initiatives and cluster development activities of the Berkshire Economic Development Corporation.

5. MGL Ch. 43D, Expedited Permitting.

The 43D Expedited Permitting statute and associated grant are important programs, which help municipalities develop a significant economic development tool. The program includes:

Grants up to \$100,000 are available to provide assistance with professional staffing, local government reorganization and consulting services. Priority consideration is given for Public Works Economic Development Grants (PWED), Community Development Action Grants (CDAG), Brownfields Remediation Assistance, Massachusetts Opportunity Relocation and Expansion (MORE) Jobs Capital Program; and other financing through quasi-public organizations.

The Town should expand on the previous work it has done under a grant from BRPC to explore 43D opportunities, including compiling information regarding MGL Ch. 43D permitting and update the Board of Selectmen and the Town’s permit granting authorities on the potential benefits of the program. The Town

should consider applying for assistance from Mass Permit Regulatory Office to put priority sites in place and streamline the permitting process for site development.

Massachusetts Permit Regulatory Office (MPRO)

One Ashburton Place, Room 2101
Boston, MA 02108
(617) 788-3610; Fax: (617) 788-3605
www.mass.gov/mpro

Contact for MGL Ch. 43D Program:

Pamela McCarthy, Assistant Project Manager
Massachusetts Permit Regulatory Office
One Ashburton Place, Room 2101
Boston, MA 02108
(617) 788-3651; Fax: (617) 788-3605
Pamela.McCarthy@state.ma.us

Local organizations which may assist with Ch. 43D efforts:

Berkshire Regional Planning Commission (BRPC)

Nathaniel Karns Executive Director
Tom Matuszko Assistant Director
1 Fenn Street, Suite 201
Pittsfield, MA 01201-6629
(413) 442-1521; Fax: (413) 442-1523
nkarns@berkshireplanning.org
tmatuszko@berkshireplanning.org
www.berkshireplanning.org

Southern Berkshire Chamber of Commerce

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PO Box 810
Great Barrington, MA 01230
(413) 528-4284; Fax:(413) 528-2200
www.greatbarrington.org
info@southernberkshirechamber.com

6. Uses to Consider under Economic Development.

- Eco-tourism enterprise in appropriate zones or as an overlay zone.
- Farm-based tourism enterprise, which may include farm markets, homegrown, or farm to table restaurants, participatory farms and Agritourism.
- Artist live-work space in the Commercial or Village Center District, i.e., infill.
- Food production, preparation and distribution and commercial kitchen uses.
- Health / Wellness establishments.

All of these potential uses would require development of appropriate use criteria and evaluation of possible overlay districts.

7. Form-Based Zoning.

Form-based zoning codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another and the scale and types of streets and blocks. The regulations and standards in form-based codes, presented in both diagrams and words, are keyed to a regulating plan that designates the appropriate form and scale (and therefore, character) of development rather than only distinctions in land-use types. This is in contrast to conventional zoning's focus on the segregation of land uses and the control of development intensity through parameters, such as floor area ratios, dwelling units per acre, setbacks, parking ratios, etc., rather than an integrated built form. Not to be confused with design guidelines or general statements of policy, form-based codes are regulatory, not advisory.

Form-based codes are drafted to achieve a community vision based on time-tested forms of urbanism. Ultimately, a form-based code is a tool; the quality of development outcomes is dependent on the quality and objectives of the community plan that a form-based code implements.

For an introduction to the concept of form based codes, see Wikipedia, *Form-based code*, http://en.wikipedia.org/wiki/Form-based_code (as of Jul. 8, 2008, 00:00 GMT). Other references are <http://www.formbasedcodes.org> and Berkshire Regional Planning Commission, listed under Endnote 2.

8. Essential Business Infrastructure.

Infrastructure essential for business development includes, but is not limited to, public and private utilities, broadband and wireless services, transportation, energy, water and sewers, workforce housing and an available and educated workforce.

There are a number of grant programs available that assist municipalities on infrastructure requirements and economic development. One such example is Massachusetts Opportunity Relocation and Expansion (MORE). Another, Jobs Capital Program, provides grant funding for public infrastructure improvements needed to support business expansion in the Commonwealth of Massachusetts. The program stimulates job creation and economic growth across the state by providing the public infrastructure development companies need. MORE was established in an economic stimulus bill and signed into law on June 24, 2006.

Eligible applicants are municipalities and for-profit entities throughout the Commonwealth of Massachusetts that are partnering with each other for the purposes of applying to the MORE Jobs program. Grants must be used for publicly owned infrastructure including, but not limited to, sewers, utility extensions, streets, roads, curb-cuts, parking facilities, and water treatment systems.

In order to be eligible for a grant, the eligible economic development project must result in the creation of a net increase of at least 100 new permanent full-time jobs in Massachusetts within 24 months upon receipt of grant, maintain the newly created jobs for at least 5 years and generate substantial sales from outside the Commonwealth. The eligible economic development project must provide an exceptional economic benefit to the public.

Individual grant amounts will vary with each awarded project. At this time, future rounds are dependent upon legislative approval of additional funding.

Contact Information

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Transportation Infrastructure:

For up to date regional analysis of transportation issues, the Berkshire Regional Planning Commission provides services and information. See BRPC website at www.Berkshireplanning.org and click on “Transportation Planning”.

Berkshire Regional Transit Authority (BRTA)

1 Columbus Avenue
Pittsfield, MA 01201
(800) 292-BRTA or (413) 499-2782
Mr. Gary Shepard, Administrator
www.berkshirerta.com

At the present time, Berkshire Regional Transit Authority (BRTA) does not have regular fixed route bus service in Sheffield and this issue should be addressed within the scope of the economic development plan. This should be a priority item as BRTA is currently undergoing a major route analysis. New routes and services are being contemplated for the first time in nearly 20 years. Contact BRTA to obtain ridership survey forms and make direct contact with BRTA Administrator Gary Shepard.

9. Workforce Housing.

The Town’s Master Plan recognized the importance of workforce housing in several of its housing recommendations. Given its importance, one of the first two Master Plan implementation subcommittees established focused on housing. As a result of its recommendations, the Board of Selectmen placed an article on the May 2008 Town Warrant to establish a permanent Housing Commission, which the voters overwhelming endorsed. Specifically, the Housing Commission is to support and encourage the creation of sufficient workforce housing in Sheffield and has responsibility to develop a work plan to carry out the following primary tasks:

Review existing bylaws and provide recommendations that promote workforce housing in Sheffield;
Identify and prioritize appropriate areas for new housing to complement the recommendations of the Open Space Five Year Action Plan;
Utilize a regional approach to meeting housing needs in Sheffield in order to access resources and funding not readily available to small towns.

The Commission will consist of five members and two alternates, all residents, appointed by the Board of Selectmen. Members should represent a variety of different interests including beneficiaries of the Commission’s efforts, community members with relevant expertise, civil engineer, landscape designer, land use planner, Board of Selectmen, Planning Board, Conservation Commission, or real estate agent. The Board of Selectmen is in the process of forming the Housing Commission.

10. Broadband and Wireless Initiatives.

Governor Deval Patrick signed legislation in August 2008 to make high-speed Internet available to areas of Western Massachusetts currently underserved. Within the next three years, the law calls for the expansion of broadband into 32 communities throughout the state. The law, providing \$40 million in bonds, establishes the Massachusetts Broadband Institute, within the Massachusetts Technology Collaborative, which will procure federal and private support to expand access and create a broadband infrastructure for the underserved areas, predominately in western Massachusetts. The Institute will also assess existing Internet service conditions throughout the Commonwealth, especially the 63 towns that have only partial service, which includes Sheffield.

For latest initiatives and news concerning regional broadband issues see: <http://www.bconnect.org>

Recently, Sheffield and other towns in southern Berkshire County have supported a Southern Berkshire Technology Committee to ensure that the member towns, (Great Barrington, Alford, Egremont, Monterey, Mt. Washington, New Marlborough, Otis, Sandisfield, Sheffield, and Tyringham, to date), are well represented when it comes to the Broadband Institute's prospective work. For Information about this initiative contact Brian Killeen at the Southern Berkshire Chamber of Commerce.

For information concerning another approach to wireless zone development, see the Unwired Village Website: www.unwiredvillage.com

The model presented by Unwired Village is that of community-based wireless Internet access currently installed throughout the downtown area of Orleans, MA on Cape Cod. The pilot project, known as The Unwired Village, is a partnership between the local Orleans Chamber of Commerce and the Cape Cod Technology Council. The aim is to create a sustainable structure that can be franchised and deployed across the region. Local 'hot spots' can then be interconnected to create a region-wide grid.

The wireless network up and running in Orleans provides free Internet access throughout the downtown area. Since its launch in August 2006, the wireless network has activated more than 1,500 registered users. Data about these users documents this WiFi portal being used by local citizens, visitors and residents on the Cape for business reasons. The business model is based upon local businesses using this WiFi gateway as a portal for advertising. The ultimate goal is to prove to visitors that the Cape is connected and a good spot to start or relocate a technology-based business.

As part of their effort, the project has developed a Village Kit, basically a how-to cookbook describing the workings of its business model, to enable other municipalities to adopt a similar strategy. Two additional nearby communities on the Cape have begun work on developing their own open-access wireless network. This pioneering work has been a progenitor of the development of a regional initiative, Open Cape, to create a regional, non-profit, carrier-neutral infrastructure for broadband service.

11. Housatonic Railroad (HRR).

It is recommended that opportunities for development of railroad access in identified business sites be evaluated. The Sheffield railroad corridor and areas in which it is feasible to construct sidings or other access should be identified and mapped. (Note: Massachusetts has an access evaluation underway at the state level.) Minimum actions should include, but not be limited to, determining present and future capacity of HRR and estimating present and projected rail input and output of major businesses.

Information on the Housatonic Railroad system is available at:
<http://www.housatonicrailroad.com/system.htm>

12. Tax Incentives Programs

There are a number of programs available under the Massachusetts Economic Development Incentives Program (EDIP), which should be fully understood by the economic development leadership in Sheffield. These programs, taken together, are tools with which cities and towns may attract investment and promote job creation.

The EDIP program generally is administered by the Mass Office of Business Development (MOBD) and the Western Mass Regional Office of MOBD (see endnote 2, above) may be consulted to provide an up to date presentation of available programs, which include:

- Workforce Training Funds
- Hiring Incentive Training, including grants for hiring new employees
- Jobs creation incentive payments to employers
- Small Business Development Center services
- Abandoned Building Tax Incentives
- Tax Increment Financing Agreements
- Special Tax Assessments

Considering available programs and approaches, the approach that may provide the most return to Sheffield as it considers and implements tax incentives programs is the creation of Economic Opportunity Areas under the Economic Development Incentives Program.

Sheffield is already part of the Berkshire Economic Target Area (ETA) under this program, which makes the Commonwealth sponsored Economic Development Incentives Program (EDIP) available to Sheffield as an economic development tool. This program promotes the possibility of a three-way partnership among the municipality, the state, and business entities looking to expand, invest and create jobs through either a Special Tax Assessment (STA) or a Tax Increment Financing (TIF) agreement. Under these programs the interested business agrees to create new employment and make an investment in real estate or new equipment and, in exchange, the local government agrees to defer payment of real estate taxes in a written contract with the company, which specifies graduated percentages of real estate tax payments over a given time period. In turn, the Commonwealth agrees to provide a valuable 5% state investment tax credit for the company. The program is designed to encourage expansion and development in situations where the company is just not able to finance the entire cost of the project. To date, the program has not been used in Sheffield and no Economic Opportunity Areas (EOA's) have been created.

The economic development leadership organization should engage in discussions with existing businesses that have identified needs for expansion. With the assistance of the Mass Office of Business Development, (see #2 above), it could prepare groundwork for Tax Increment Financing and/or Special Tax Assessment agreements to retain and create jobs and encourage local investment. Recommended initial steps include meeting with the Mass Office of Business Development; developing a calling program to ascertain opportunities for local business expansion, investment and/or job creation and compilation of a list of possible EOA "targets".

13. Cluster Identification and Development.

Businesses tend to cluster and locate near other similar or complementary companies to achieve external economies of scale. To be competitive in today's economy, a firm needs quick access to the store of informal knowledge and experience that are most apt to be found among suppliers, customers, competitors, educational institutions, research labs and in the labor force.

“A cluster, ...consists of groups of companies and/or services and all of the public and private entities on which they depend, including suppliers, consultants, bankers, lawyers, education and training providers, business and professional associations, and government agencies.” (Just Clusters, RTS, 2002).

Business clusters in the U.S. are often associated with population centers. Metropolitan clusters, such as semiconductors in Silicon Valley, finance on Wall Street and autos in Detroit, are easily identified by the sheer number of firms in close proximity and media attention that is attracted to such cities.

In rural areas, however, clusters can be just as effective in promoting the economic health of an area but never appear on such radar screens, as they often are too small to be identified by conventional data. Some straddle political boundaries and others may be dominated by micro-enterprises. In rural areas where roads are relatively free of traffic and people are more accustomed to driving longer distances, clusters may extend across a region with up to a hundred mile radius. Still others may be based on unique interdependencies not associated with product. (Reprinted from:

http://www.hhh.umn.edu/centers/slp/pdf/reports_papers/snapshots_rural_innovation.pdf)

The *Berkshire Strategy Project* undertaken in 2006 provides a regional strategy for the Berkshires and a model for identification and development of business clusters. The Economic Development Task Force identified three key clusters in Sheffield meriting further attention and development: agriculture, plastics and ecotourism.

Other sources for information on business clusters include:

http://www.isc.hbs.edu/pdf/EDA_Annual_Conference_2003.04.09_CK.pdf; <http://www.isc.hbs.edu/econ-clusters.htm>; and <http://www.isc.hbs.edu/econ-clusters.htm> (Prof. Michael Porter, Harvard Business School)

- Food production, preparation and distribution and commercial kitchen uses.
- Health / Wellness establishments.

All of these potential uses would require development of appropriate use criteria and evaluation of possible overlay districts.

Appendix B. Town of Sheffield Business Survey Summary of Responses

1. Please check all categories that apply to the nature of your business.

17 Agriculture, Forestry or Fishing	0 Electric/Gas or Sanitary Services	7 Non Profit or Not for Profit
2 Animal Services	4 Excavation	1 Package Store
12 Arts, Theater, Music	6 Financial, Insurance or Real Estate	6 Personal Svs. (hair, nails, etc.)
10 Automotive Services	3 Food Store	5 Recreation
0 Caterer	2 Fuel Oil or Propane	3 Religious
2 Child or Elder Care	25 Home-based Business	1 Restaurant/Bar
10 Construction	8 Landscaping	12 Trades
8 Consultant	4 Lodging	3 Transportation, Communications
2 Ecotourism	5 Manufacturing	21 Wholesale or Retail Trade
10 Education	2 Medical, dental or counseling	15 Other: (see written in comments)

Written in comments:

- Equipment Repairs, Agricultural and Lawn & Gardens
- Video
- Plowing, Mowing, Tree Work, Hauling
- Swimming Pool Repair
- Tree care/pest management
- Personal Shopper
- Natural Health Products – Reflexology
- Arborculture
- Organic Retail Herb
- Antiques
- Massage Therapy
- Metal Recycling
- Vending
- History Research Center
- Used Clothing Store

2. How long have you been in business in Sheffield?

25 Less than 5 years 84 More than 5 years

Written in comments:

- 33 years
- 20 years
- 48 years

3. What geographic market does your business serve? Please check all that apply.

55 Berkshire County 58 Tri-State Area 17 All of Massachusetts
23 The Northeast 29 National 22 International

Written in comment: “People first see me in my office but I continue to work around the world by phone and e-mail.”

4. Do you plan any changes in the next five years? Please check all that apply.

68 No Changes Planned 16 Expand
4 Change Locations 3 Decrease Business Size, Volume
13 Cosmetic Improvements 7 Other: (see written in comments)

Written in comments:

- Retire
- Expand Business Volume
- Retired dairy farmer
- Sell
- Close Business
- Change location away from Sheffield
- More land use in Sheffield

5. What are the advantages of having a Sheffield based business? Please check all that apply.

- | | |
|-------------------------------|--|
| 5 Access to Business Services | 48 Good Place to Raise Family |
| 37 Access to Customers | 47 Location |
| 7 Access to Employees | 15 Quality of Housing |
| 8 Access to Suppliers | 64 Quality of Life |
| 5 Access to Transportation | 21 Quality of Schools |
| 4 Community Amenities | 20 Recreational Opportunities |
| 9 Cost of Doing Business | 49 Safe Environment |
| 2 Community Amenities | 98 Safety Services (Police, Fire etc.) |
| 17 Cultural Attractions | 9 Town Government |
| 32 Grew Up Here | 10 Other: (see written in comments) |

Written in comments:

- Good land farm and forest
- Quality of Schools – Not
- Quality of Schools - ?
- Home
- Availability of commercial real estate
- Access to transportation to Metro North
- Natural Setting
- Environmentally important area
- There are absolutely none...town does not care about the antique business and taxes are too high

6. What are the biggest obstacles to success? Please check all that apply.

- | | |
|-----------------------------|---|
| 17 Competition | 15 Lack of Public Transportation |
| 26 Employee Benefit Costs | 25 Other Insurance |
| 26 Employee Recruitment | 4 Parking |
| 11 Employee Retention | 45 Property Taxes |
| 49 Energy Costs | 5 Shipping / Transportation / Courier Service |
| 9 Expansion / Space Limited | 8 Technology Issues (broadband, internet) |
| 9 Environmental Issues | 4 Town Government |
| 6 Financing | 5 Water / Sewer Availability |
| 49 Health Insurance | 16 Zoning / Land Use Issues |
| 26 Housing Costs | 15 Other: (see written in comments) |

Written in comments:

- Technology emphasized by several check marks by one responder

-
- Lack of public transportation – to Great Barrington
 - Housing Costs emphasized by several check marks by one responder
 - Cable/telephone expense
 - Overhead, fuel costs
 - Other Insurance – specifically cost of health insurance
 - None
 - Personal Property Taxes
 - Electricity
 - Lack of interest in antiques of young people
 - Personal property tax
 - We need vacationers to consider Sheffield their ultimate vacation spot
 - Generally not an ideal location for such a business
 - Too high taxes
 - None for me. A very nice town to live in.

7. What might the Town do to help your business?

35 High Speed (broadband) Internet Access

11 One-on-One Business Expertise, such as SCORE or SBA programs / Business Seminars

41 Energy Assistance Programs / Energy Audits / Group Energy Purchases

3 Scheduled meeting times with Town officials

5 Business Resource Center

1 Meeting / Conference Rooms

24 Small Business Loans or Grants

2 Façade Improvement Loans or Grants

35 Group Health Care / Group Benefits

3 Customized Labor Training

6 Technology Transfer Assistance

1 Facility Analysis / Site Design

12 Marketing Assistance

7 Group Purchasing-Supplies/Materials/Equipment

2 Feasibility Studies

14 Other: **(see written in comments)**

Written in comments:

- Improve housing
- Fewer permits, forms, taxes, etc.
- Bio diesel
- Town water & sewer availability
- Keep Route 7 and center of town looking beautiful
- Group energy purchases –maybe
- Protect home occupation options
- Nothing
- Encourage tourism and recreation-people seem to pass through Sheffield on the way to somewhere else i.e. Gt. Barrington, Lenox, Brimfield
- Make Sheffield Main Street more attractive bury utility poles downtown Sheffield still ugly after all these years
- Start taxing non-profits to help our tax base; no more land off the tax rolls
- Lower taxes, lower fuel costs
- Tax relief for business with 5 or more full time employees
- Tell Fairview/BMC its okay to keep local people employees
- Would Town wide Wi-Fi make sense

8. If you could change one thing about Sheffield’s zoning and land use regulations related to your business, what would it be?

Written in comments:

- Currently good as is
- Get more traffic to my location
- Better sign for diverting people to the business location
- Reduce the tax rate on farm buildings and farm labor housing
- Keep Sheffield rural for my business and for me
- We’re ok with how things are in that regard
- Zoning has not impacted our business
- More rational planning board and conservation commission policies
- Current status seem business friendly
- Allow pre-existing non-conforming use business to expand and improve (new buildings, etc) without red tape.
- Housing
- It’s your land; you pay the taxes on it you should be able to utilize it to provide for your family regardless of zoning.
- An existing business should be grandfathered with dignity and not disrupted by disgruntled neighbors
- Benefits/incentives for being green, being sensitive to wetlands, etc.
- Nothing, continue controlled growth
- ACEC
- Let new business come into town
- Make us zoned commercial instead of residential
- Re-zone to commercial/industrial since this property has been used as a sawmill/wood yard business since the 50’s and is zoned rural/residential
- Make our organizations road/display sign more visible
- No changing except the use of visible metal structures and storage.
- Size of building lots
- Tax nature conservancy and Sheffield Land Trust properties land conservation is great ...but it should be a money maker for the Town not a tax burden for the rest of the property owners
- Tighten zoning standards for signage, etc. to improve the visual appeal of part of Route 7 particularly Berkshire Fence and some business from Corn Crib north.
- Signs

9. Overall, how would you rate Sheffield as a place to do business?

24 Excellent 72 Good 8 Poor 1 Very Poor

Written in comments:

- Fair
- Ok

10. What other comments/concerns do you have? *(Note: As many of written in comments were restatements of earlier comments and the list was extensive, it has not been included in this document. However, the complete list of responses is available in the Office of Town Administrator for review.)*

Appendix C. Strengths, Weaknesses, Opportunities and Threats

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Proactive attitude	Lack of Town water & sewer services	Land available for development	Land available for development
Housatonic River: - recreational activities - river walk - agricultural economy - bike trail - hydroelectric power	Lack of public transportation services (BRTA or other)		High real estate values
Some land available for development	Inadequate Sheffield Village Center parking	Housatonic River	Lack of widespread broadband services: limits growth
Ecotourism attractions: Appl. Trail, Sheffield Land Trust; Nature Conservancy, Audubon	Few destination restaurants	Opportunity to capture traffic on Routes 7 and 41	Insufficient land available for development.
Land preservation & recreation	Unknown workforce	Diversified economy	Large rural zoning
Operative Housatonic Railroad /tracks through Town	Sheffield – not on State’s radar so doesn’t benefit from programs / grants / initiatives	Attract back room processing operations	Few destination restaurants
Route 7 through Town	% age of land zoned for commercial development & location in flood plain.	Attract financial services	Few destination restaurants
Proximity to major metropolitan areas	No business development /welcome procedures by Town	Workforce / jobs	High & rising energy costs
Going North to rest of Berkshire Co. (versus going south from GB during summer)	Insufficient land & few parcels of adequate size for industrial / commercial development	Operative Housatonic Railroad /tracks through Town	No significant / usable space available for light manufacturing
No summer traffic backups		Create business support network	Cost of employee benefits
Proximity to Metro North trains – Wassaic		Economic Target Area (ETA)/EOA opportunity	Major hospital / medical center is in Pittsfield
Value of Berkshire Brand		Berkshire School	Lack of primary care doctors in area
Scenic / Dirt Roads		Regional efforts to address energy costs	Lack of families – next generation
Plastics Niche		Plastic niche spin offs	Lack of workforce housing

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Sheffield Brand		Upper Housatonic Valley National Heritage Area.	Is Sheffield getting its fair share of available public / private resources / attention?
Historical features of Town		Proximity to Tri-Corner Area	
Organic farming / CSA / Berkshire Grown		Berkshire Creative Connection focus	
Southwestern gateway to the Berkshires (from CT and NY)			
Proximity to ski areas			
Recreational opportunities			
Antique shopping			
The Marketplace			
People love Sheffield & Ashley Falls			
Quality of Life			
Berkshire School			
Local public schools			
Sheffield community			
Fairview Hospital			
Local Economic Development Organizations			
Local volunteer organizations			
Caring community			
Good elected representatives / senator			
Economic Target Area (ETA)/EOA opportunity			
Proximity to Tri-Corner Area			

Appendix D. List of Key Town of Sheffield Documents

As of September 2, 2008 the following Town of Sheffield forms and documents, by category, may be accessed and downloaded from the Town's website at www.sheffieldma.gov

Maps:

Sheffield Street Map
Zoning Map
Ashley Falls Historic District Map

By-Laws & Regulations:

Sheffield Zoning By-Laws
Rules & Regulations governing the Subdivision of Land in Sheffield
Right to Farm By-Law
General Town By-Laws

Applications & Forms:

Property Tax Abatement Application – Instructions and Form
Application for Permit (Non-Specific)
Driveway Opening / Curb Cut Permit
Employment Application
Building Permit Application
Electrical Permit Application
Request for Zoning Determination
Sign Permit Application
Application for Approval Not Required (“Form A”)
Subdivision Regulation Forms
Certificate of Bid Non-Collusion
ZBA Application for Special Permit, Variance or Appeal
Chapter 61-61A-61B Application

Sheffield Master Plan:

Master Plan Cover Page
Introduction
Section 1 – A Vision for Sheffield
Section 2 – Housing. Who We Are & How We Live
Section 3 – Economic Development
Section 4 – Natural Resources, Open Space, Recreational & Agricultural Resources
Section 5 – Cultural & Historical Resources
Section 6- Transportation & Circulation
Section 7 – Community Facilities & Services
Section 9 – Community Action Plan
Section 10 – Revisions made to the Draft Master Plan by the Planning Board During its Acceptance Process
Appendix 1 – glossary of Planning Terms & Resources

Readers are also encouraged to check the *Recent Headlines* button on the home page; items of current interest are listed there.