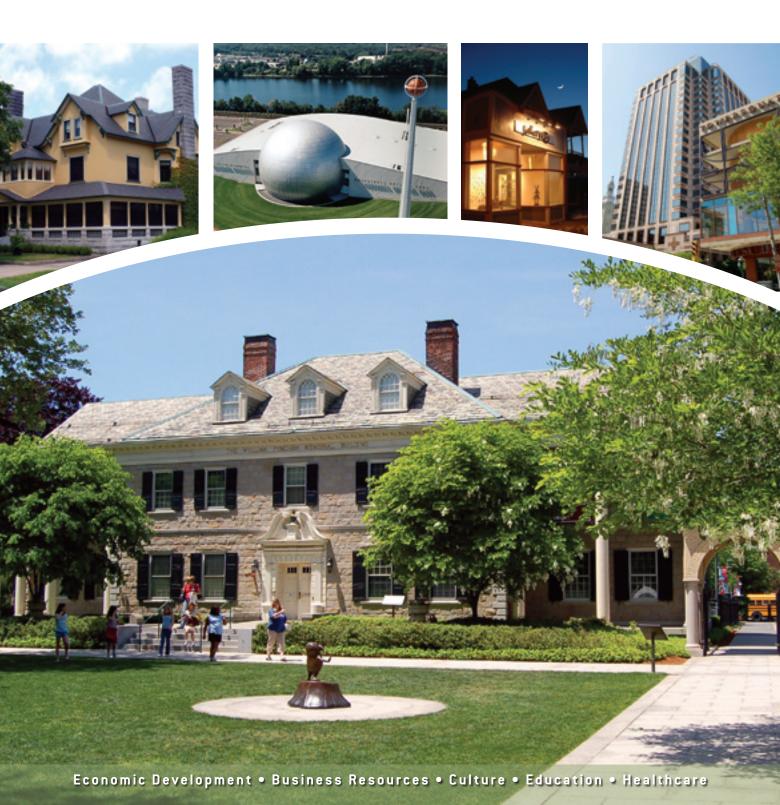
Springfield Massachusetts

founded 1636





NATIONALLY RANKED. LOCALLY BASED.

One of the region's largest employers with over 10,000 employees, Baystate Health, based in Springfield, has three hospitals, over sixty outpatient medical practices, a visiting nurse program, as well as a variety of other services. Baystate Health has been named a Top 100 Integrated Healthcare Network by Verispan, a national research company. Baystate Health's charitable mission is to improve the health of the people in our communities every day, with quality and compassion.

Baystate Medical Center is a 653-bed academic teaching hospital that serves as the Western Campus of Tufts University School of Medicine.

Top 100 Hospitals in the U.S. – Baystate Medical Center is recognized as a top teaching hospital by Solucient.

Premier Award for Quality -

Presented to Baystate Medical Center by Premier, a national healthcare alliance, for the high quality and efficient care of heart attack patients.

Top 100 Cardiovascular

Hospital – Earned for the
second consecutive year by
Baystate Medical Center in a
ranking by Solucient, a leading
health information company that
provides comparative measurements of
cost, quality, and market performance.

Leapfrog Top 50 Hospital – Baystate Medical Center received this national recognition based on results of the Leapfrog Hospital Quality and Safety Survey.

Baystate 📶 Health

Baystate Medical Center
Baystate Franklin Medical Center
Baystate Mary Lane Hospital
Baystate Children's Hospital
Baystate Visiting Nurse

Association & Hospice
Baystate Medical Practices

Magnet™ Hospital – Earned by Baystate Medical Center as a health care organization recognized for providing the very best in nursing care.

Beacon Award for Critical Care Excellence –

Earned by Baystate Medical Center's ICU, BMC is the only hospital in Massachusetts to receive the award and the only hospital in the country to earn it three times in a row.

















(Photo courtesy of Eileen Foley)

Springfield, Massachusetts Welcomes You!

As Mayor, it is my pleasure to welcome you to the City of Springfield, Massachusetts. I believe you will find Springfield to be a city rich with attractions, business and educational opportunities, and great neighborhoods and hope this publication will give you a snapshot of all we have to offer.

Springfield is known as the "City of Homes", a title earned due to its vast collection of Victorian Homes and impressive architecture. These homes and our neighborhoods are some of the best values in all of New England, and are a hidden treasure that many have uncovered in recent years. The city was recently recognized for its superb quality of life by Country Home magazine, which recognized Springfield as the fourth "Greenest City" in the entire country.

The city is known for more than just great neighborhoods. It's also known for being the cultural center of Western Massachusetts. With world-class museums, the Springfield Symphony, City Stage, the Springfield Amory, and one of a kind attractions like the Dr. Suess National Memorial Sculpture Garden, you'll be sure to find something that interests you and your family. In addition, Springfield is the birthplace of basketball, and the brand new Naismith Memorial Basketball Hall of Fame on the Riverfront is a spectacular tribute to the game, featuring all of the legends of the past, present, and future.

Springfield wouldn't be a city without its impressive business community. MassMutual Financial Group is the largest company in Massachusetts, and employs over 27,000 people worldwide. Companies like Smith & Wesson, BigY Foods, Merriam-Webster, Performance Food Group, and Peter Pan Bus Lines all call Springfield home. The largest employer in the city, Baystate Health, recently announced a \$250 million expansion which will further solidify its position as the top health care facility in Western Massachusetts.

The business community has found being located in Springfield, part of the Knowledge Corridor, as a great place to access talented professionals. The Knowledge Corridor has the second highest number of higher education institutions in all of New England, with four of those calling Springfield home. As you can see, Springfield has much to offer, whether you are considering living, doing business, or visiting the City of Homes.

Mayor Charles V. Ryan

The City of Homes is the third largest city in all of Massachusetts with over 150,000 residents in 33 square miles throughout 17 great neighborhoods.

Springfield is the cultural and entertainment hub of the Pioneer Valley. The city's rich ethnic and racial diversity, young population and lively downtown scene create a vibrant atmosphere.



Springfield's government, business and civic groups are enthusiastically working together toward a downtown renaissance. And, with over 35 parks plus riverfront, historical architecture, and a large inventory of affordable housing, Springfield is an attractive place to live and work.

Location/Transportation:

Over 25 million people live within two hours of Springfield. Considered the "cultural center of the Pioneer Valley" Springfield is an important part of the financial, medical and educational corridor in western Massachusetts. Located along the Connecticut River at the intersections of I-91, I-291 and I-90, Springfield is stratigically located offering easy access to Hartford, Boston and New York City.

Rail: Amtrak offers 6 trains daily to New York City and 3 to Boston. Springfield is the site of an intermodal facility and

freight service is available through Conrail and the Springfield Terminal Railway.

Bus: Springfield is home to Peter Pan

Bus Lines headquarters, with service to more than 70 cities. Vermont Transit Line and Bonanza Bus Lines also provide bus transportation to and from the city.

Air: Springfield is a quick 20 minute ride to Bradley International Airport, serving hundreds of destinations throughout the country and new daily service to Amsterdam. Westover Metropolitan Airport provides daily service through Skybus while neighboring Agawam has a heliport and seaplane base.

Ripe for RENEWAL

Home to more than one-fourth of the region's jobs and possessing more than one-fifth of the region's industrial land, the city of Springfield is poised to "realize its potential as the [Pioneer Valley]'s urban and cultural center" (Urban Land Institute Report, 2006).

ven *The New York Times*is spreading the news that
Springfield is ripe for renewal.
In a May 9, 2007 article "Glimmers of a Turnaround in Springfield, Mass.," reporter C.J. Hughes writes: "In the fiscal year that ended in June 2005, for the first time since the early 1990s, the city's budget (\$470 million) was

balanced and even yielded a surplus (\$6.8 million). And now Springfield's tax base is set to expand, led by major commercial development, with most of it financed privately."

In recent years, Springfield has witnessed a renewal in energy, spirit and is on its way to a true renaissance. With a strong mayoral leadership and a great deal of hard work on many fronts, the city has regained fiscal control, reduced crime rates, enhanced city services, and restored confidence in government. Civic, government, and business organizations are working together toward a bright future for the city and for those who work, live and play in the City of Homes.





A glimpse of what Springfield has to offer

- Highly accessible regional access in a central location.
- Vibrant, mixed-use urban center that is highly walkable.
- Museums & cultural assets, entertainment & dining, parks and riverfront.
- Interesting and important architecture, ready to develop.
- 350-year history and strong regional identity.
- Transportation infrastructure and ample downtown parking.
- Lower business costs than much of New England (including wages, utilities and lower housing costs for workers).
- More than 470,000sf of vacant office space available, ideal for entrepreneurs with start-ups.

Currently, Springfield's growth industries include health care, educational services, art, entertainment and recreation and other services. Financial services and metal manufacturing remain strong.

Major Employers

- Massachusetts Mutual Life Ins. Co.
 According to the 2007 Fortune 500 list,
 Springfield's MassMutual is the top company in Massachusetts and just one of three Commonwealth firms that landed in the top 100 in the country.
- Baystate Health serving regional clientele almost 1M, 16th largest employer in state.

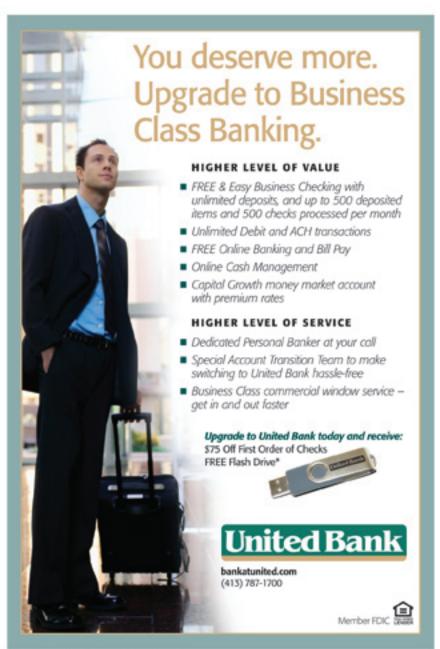
- Mercy Hospital, Inc.
- Smith & Wesson This 154-year old company in the global business of safety, security, protection and sport expects 2007FY revenue to increase 26.6% over 2006FY revenue.
- Big Y Foods, Inc.

Development Projects, Plans & Opportunities:

Development, redevelopment and expansion projects include those detailed to follow plus more on the horizon and numerous opportunities for smart, creative and forward-thinking investors.

Baystate Medical Center Expansion

A \$259 million dollar expansion is in the planning stages to expand the largest medical facility in Western Massachusetts, located in the North End of Springfield. The expansion will replace the aging 1920s Porter-Harris Building on Springfield Street with a new 8-story, 600,000sf building. Conceived to add more bed space and meet both future needs of an aging population and current needs as the region's only trauma center offering advanced procedures such as open-heart surgery, the project should commence in 2008 and be completed in 2012. (Continued on page 6....)



*Flash drive offer available while supplies last.

"Springfield is considered to have the state's number-one small business creation programs..."

Urban Land Institute Report, September 2006

As the city's largest employer, this toprated medical system's expansion will provide 200 construction jobs plus permanent employment for 50 doctors and 500 staff members, including nurses, technicians and physician's assistants. In addition, it will provide improved service to Springfield and the surrounding region's residents.

Performance Food Group

Richmond, Virginia-based Performance Food Group, a producer and distributor of food products, is now located on Taylor Street. It will soon relocate and expand to a new \$30 million 236,000-square-foot building in Springfield Smith & Wesson Industrial Park. Currently employing 300 in the city, the company is committed to adding 240 new jobs by October 2013, when a 175,000-square-foot addition will be added to the new plant. After considering relocation to Worcester,

Initiatives

The city's Office of Planning and Economic Development is working with residents and businesses in developing a Fully Revamped Zoning Ordinance in an effort to maximize the potential of its industrial, commercial and residential areas throughout the City.

Performance Food Group decided to remain in Springfield after the state offered a tax-increment financing to stay and create new jobs; this offer would reduce the company's property tax burden for several years.

The City of Springfield issues monthly reports on all public and private projects underway at www.springfieldplanning.org.

Some current development opportunities include:

- York Street Jail Property: building slated for demolition, making available a highly visible 3.5-acre lot on the Connecticut River near I-91.
- Former Court Square Hotel: 13-31
 Elm Street, adjacent to City Hall and the MassMutual Convention Center; restoration of a historic landmark with possible use as hotel or residential building.

RIVER'S LANDING PROJECT

Developers Michael Spagnoli of Hidden Hills, California, and Peter Pappas of East Longmeadow, Massachusetts, both grew up in Springfield and are investing in their former hometown to create a \$14 million complex on the Connecticut River waterfront. This privately financed complex will rehabilitate and expand the former Basketball Hall of Fame building and will include an L.A. Fitness Center—offering 60K sq.ft. of workout space with views of the river—Hollywood Barn Restaurant—offering fine dining—and Trillium Sports Medicine—offering medical services such as acupuncture, physical therapy, orthopedic and chiropractice care. River's Landing is expected to open in early 2008 and will create about 100 permanent jobs.





Springfield is known as the "City of Homes" for its Victorian mansions as well as the multitude of single-family homes constructed for manufacturing workers in the late 19th and early 20th centuries. Springfield has a large collection of Victorian houses, many restored and many awaiting restoration.

Springfield's very affordable housing market, with a wide range of types and prices, is an attractive community asset. Median prices are mostly under \$150K, with a few very desirable areas in the \$300-400K range. In Springfield a \$200K house would sell for approximately 50% more in Worcester and more than double that in Boston area. Because of its affordable housing market, Springfield has become a bedroom community for those who work in Hartford and other areas of the Pioneer Valley.

Springfield is also known for its strong sense of neighborhood and community. Economically and ethnically diverse populations that range from 4,000 to 25,000 people live in the city's 17 residential neighborhoods. Community councils and civic organizations take pride in and look out for their neighborhoods in variety of ways, including watchdog and advocacy groups. There are also 6 different historic districts, in which properties are given architectural protection by the Historical Commission; these include Forest Park, Lower Maple, McKnight District and Mattoon Street among others. A web presence highlighting the wonderful housing opportunities of the city has been created by a group of Springfield residents at www.choosespringfieldmass.com.

- Union Station: two 1926 buildings on the National Register of Historic Places plus two buildings with 220,000+sf space and adjacent 30,000sf parcel; for possible transportation project that will restore the station and revitalize the surrounding area.
- Springfield Smith & Wesson Industrial
 Park: an 85 acre industrial park site
 in East Springfield with maximum
 build-out of 650,000 square feet of
 industrial, commercial, general office
 space or a combination of these uses.
 Performance Food Group will open a new
 distribution center at the Park in Fall,
 2007.
- State Street Alliance: A public-private partnership has been created to assist in the future planning and identification of development sites for State Street, a major city corridor.

Urban Land Institute Development Initiatives

The Urban Land Institute is an organization of experts in land use and development. The ULI has conducted over 450 similar studies around the world. The city, in conjunction with the business community and the Springfield Chamber of Commerce, helped to bring ULI for an intensive study on the future of Springfield. The results were unveiled in March of 2007 and are now in the process of being implemented. The complete study can be downloaded at www.springfieldplanning. org. Their work involves the assessment of market potential, analyze proposed projects, suggest an approach economic development, review city processes and suggest implementation strategies and tactics.

Economic Development Programs & Incentives:

Tax Increment Financing Policy

Adopted by the city's Finance Control Board in 2006, the Tax Increment Financing (TIF) Policy is a temporary exemption of incremental property taxes offered to stimulate permanent job creation, redevelop brownfield sites, revitalize vacant commercial or industrial sites, and encourage existing businesses to expand or new business to relocate or start-up in the city.



Springfield's Designated Economic Target Area Allows Businesses to Take Advantage of:

5% State Investment Tax Credit for qualifying tangible, depreciable investments

10% Abandoned Building Tax
Deduction for renovation costs

A municipal tax incentive
Special Tax Assessment or Tax
Increment Financing

Growing businesses, communities and a Commonwealth.

At MassDevelopment, our experienced professionals work with businesses, nonprofits, financial institutions, developers, and government officials to create jobs, develop housing and create a strong economy. We do that by providing specialized financial tools and real estate expertise in communities across Massachusetts. Communities like Springfield, where we have worked with others to create a vibrant place to live and work.



1441 Main Street, Springfield, MA 01103 800.445.8030 www.massdevelopment.com



Regional Organizations & Resources

Moving Springfield Forward

MassDevelopment

Created in 1998 by the State Legislature, MassDevelopment is the state's finance and development authority. Both a lender and developer, the agency works with private and public sector clients to stimulate economic growth by eliminating blight, preparing key sites for development, creating jobs and increasing the state's housing supply.

By partnering with MassDevelopment for financing, consulting services or development assistance, clients benefit

Economic Development Council of Western MA

Founded in 1996, the EDC is a regional collaborative and non-governmental initiative that brings together the public and private leadership of the Pioneer Valley's three counties. Centralized coordination, effective collaboration, and comprehensive professional services are this organization's unifying foundation. The diverse, active and influential Board includes mayors, major corporation CEOs and college and university leaders. Affiliates include six economic and business development organizations managed by over 50 economic development professionals. The unified goal is to create a positive environment for responsible economic growth. For companies expanding, relocating or starting up in the region, the EDC offers one-stop access to available resources and $expertise. \ {\bf www.westernmassedc.com}$

From FY2004 through FY2006, MassDevelopment financed or managed 589 projects in 149 communities statewide. These projects represent an investment of more than \$4 billion in the Massachusetts economy.

from cost-saving economic incentives and access to experts in the fields of finance, real estate and business development.

MassDevelopment finance options include tax-exempt and taxable bonds; equipment and real-estate loans; and industry-focused programs. The real estate development group partners with cities and towns to craft development plans and assist with large-scale revitalization projects.

In Springfield, where the agency staffs a full-service office on Main Street, MassDevelopment has invested \$121 million in 49 projects since 2001. The agency currently serves as the City's economic development consultant and manager of the Memorial Industrial Park II project, where Performance Food Group will expand and add 230 new jobs during the next several years. MassDevelopment is also a key contributor to Springfield's partnership with the Urban Land Institute, and is assisting the City in implementing several of the ULI Advisory Panel's top recommendations.



Affiliated Chambers of Commerce of Greater Springfield, Inc.

With over 2,000 members from nine communities in the greater Springfield area plus a Women's Partnership for professional women, the ACCGS "brings a regional and diverse approach to the value of networking, economic development and business development to industry of all sizes and types." www.myonlinechamber.com

Greater Springfield Convention & Visitors Bureau

A member-based organization, the GSCVB promotes Massachusetts' Pioneer Valley as a year-round destination for conventions, group tour and leisure travel. One of the thirteen Regional Tourism Councils throughout the Commonwealth of Massachusetts, the GSCVB is the destination marketing organization for the Pioneer Valley and works to support the numerous tourism-related and convention businesses in the region.

Regional Technology Corporation

The mission of the Regional Technology Corporation (RTC) is to be the market-driven catalyst for growth and development of technology based industries in Western Massachusetts and the Knowledge Corridor. In affiliation with the Western Massachusetts EDC, the RTC serves to coordinate and manage the region's technology economic development strategy as it relates to business development, attraction and creation. www.rtcentral.com

Pioneer Valley Planning Commission

Since 1962, the Pioneer Valley Planning Commission has been the designated regional planning body for the Pioneer Valley region-43 cities and towns in Hampden and Hampshire counties, including Springfield. A consortium of local governments, the PVPC is responsible for increasing communication, cooperation, and coordination among government, business and civic sectors in order to benefit the Pioneer Valley region, address problems and opportunities and improve its residents' quality of life. www.pvpc.org

Springfield Business Development Corporation (SBDC)

The SBDC serves as a catalyst for continued economic growth and revitalization by initiating, promoting and implementing responsible development that will stimulate job creation, business growth and economic opportunity. www.developspringfield.com



Western Massachusetts Regional Small Business Center

The Western Massachusetts Regional SBDC provides free and confidential one-to-one counseling to prospective and existing small businesses including business plan development, preventure feasibility, conventional and non-conventional financing, cash flow analysis, organizational and personnel issues and marketing.

www.msbdc.org/wmass/

ACCGS "brings a regional and diverse approach to the value of networking, economic development and business development."

Massachusetts Latino Chamber of Commerce

The Latino Chamber supports the advancement, of education and economic growth of Latino businesses & community and works closely with profit and non-profit businesses & organizations, local and state Chambers of Commerce, and the U. S. Hispanic Chamber of Commerce. www.masslatinochamber.com

New England Black Chamber of Commerce

The New England Black Chamber of Commerce, Inc., was founded in an effort to enhance the economic infrastructure that supports the development of businesses that impact the black community.

www.neblackchamber.org

Providing Specialized Long-Term Acute Hospital Care

KINDRED HOSPITAL PARK VIEW IS A PROUD CITIZEN OF SPRINGFIELD

Kindred Hospital Park View offers a full range of services for patients whose medically complex conditions require the specialized care and prolonged recovery time that conventional short-term acute care hospitals are not equipped to provide.

Our multidisciplinary team offers quality care for:

- pneumonia
- COPD exacerbation
- CHF exacerbation
- stage III or IV wounds
- cellulitis
- · infections
- · IDDM
- · ventilator management and weaning

We are proud of the quality care we provide and we are proud to be a corporate citizen of Springfield!

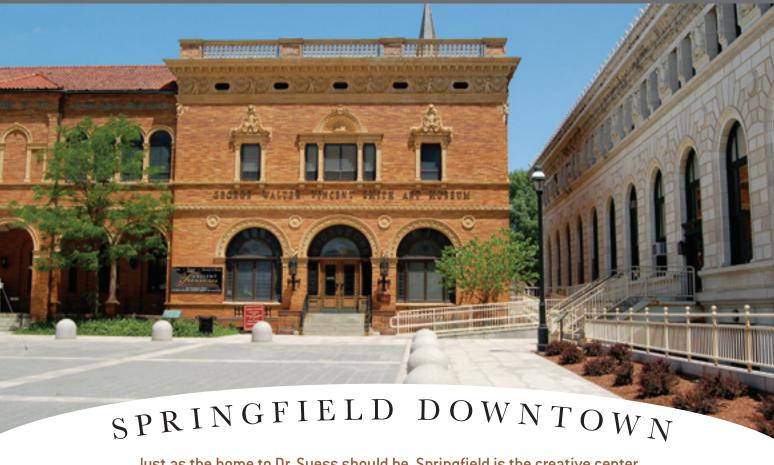


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Just as the home to Dr. Suess should be, Springfield is the creative center of the region. The Springfield Symphony, Springfield Museums, CityStage, and the Springfield Armory are just a few of the world class cultural attractions the city has to offer.



The Quadrangle, considered the cultural center of Springfield, is a city green ringed by important and historic buildings, which include the white marble Springfield City Library and the four Springfield Museums. The Quadrangle is also home to "The Puritan," a bronze statue by artist Augustus Saint-Gaudens, memorializing Deacon Samuel Chapin, one of the city's earliest settlers. Forest Park—one of the largest municipal parks in the country—is another popular city landmark, offering a green oasis for recreation in an urban atmosphere.

One of America's favorite children's book author/ illustrators, Dr. Theodor Seuss Giesel, was born in Springfield in 1904. Regardless of the preferred venue or activity, residents and visitors alike can always find something exciting happening downtown in Springfield.

The Springfield Museums

The Springfield Museums, located on the Quadrangle in the heart of downtown Springfield, is comprised of four worldclass museums: the Museun of Fine Arts, the George Walter Vincent Smith Art Museum the Springfield Science Museum, and the Connecticut Valley Historical Museum. The Museums Association is also home to the Dr. Seuss Sculpture Garden. The Springfield Science Museum is home to the oldest operating planetarium in the United States and Museum of Fine Arts features the largest permanent collection of Currier & Ives prints on view in the world. Visitors can enjoy all of these attractions for one admission price.

www.springfieldmuseums.org or www.quadrangle.org



Dr. Seuss's birthplace is now home to a sculpture garden on the Quadrangle Green in downtown Springfield. This National Memorial features some of his most famous characters cast larger than life in bronze, including the Lorax and Horton the Elephant. "The sculptures not only tell the story of the famous author-illustrator by incorporating both his words and his characters, but also provide a setting for contemporary storytellers."

www.catinthehat.org

Springfield Armory: National Historic Site

What began as a technical reference collection for Armory workers in 1862, the Springfield Armory Museum now offers the story of the United States' first armory and highlights many examples of military shoulder arms plus pistols, machine guns, edged weapons, and production machinery. The museum, historic buildings and grounds—including a military parade ground—are open year-round. Special programs include educational school programs, military encampments and other events. www.nps.gov/spar

Springfield Falcons

Professional hockey is in downtown Springfield as the Springfield Falcons skate in 80 games a year (40 at the MassMutual Center) during the season. The Falcons are the AHL affiliate of the NHL Edmonton Oilers.

www.falconsahl.com

Springfield Symphony Orchestra & Chorus

Since 1944, the SSO has provided musical programs and entertainment for Springfield and the surrounding region. Today it is the largest professional orchestra in Massachusetts outside of Boston and



has earned national recognition for its "innovativeness, appeal, and breadth of scope."

During a typical season, the SSO presents over 150 performances, including classical concerts, lunchtime concerts, pops concerts, a family concert plus summer events such as concerts under the stars at Westfield's Stanley Park. The Springfield Symphony Chorus is a 125-member volunteer choral group that performs with the Orchestra for classical and pops. wwww.springfieldsymphony.org

CityStage & Symphony Hall

Since 1997, Springfield Performing Arts Development Corporation host over 200 events a year at CityStage and Symphony



Hall, bringing almost 200,000 people into downtown Springfield for live entertainment and events.

Built in the early 1900s Symphony Hall, located at 34 Court Street, is home to Broadway-style theatre, children's programming, and numerous concerts, performances and lectures. The 2,611-seat theater and historic building was extensively renovated in 2004.

CityStage offers off-Broadway comedies, dramas and musicals. CityStage productions are held in the intimate, 487-seat Blake Theatre. The 70-seat Winifred Arms Theatre is host to community events, performances and meetings. Function space is also available for rent. www.symphonyhall.com



Eat, Drink & Be Merry

Springfield's "Club Quarter" offers over 60 restaurants and clubs all located within just a few city blocks. Downtown Springfield offers just about any cuisine and atmosphere one could desire. Theme lighting in the shapes of musical instruments and stars purchased by the Springfield Business Improvement District dresses up the Club Quarter at night, and in summertime live

In 1997 a new building complex was conceived and today the Basketball Hall of Fame is a state-of-the-art, interactive sports museum, considered one of the finest in the world. www.hoophall.com

MassMutual Convention Center & Arena

Built in 1972 as the Springfield Civic Center, the MassMutual Convention

Shopping

TOWER SQUARE: The Tower Square building in downtown Springfield houses offices, a Marriott Hotel and retail space, which offers an interesting mix of specialty shops, services, entertainment and dining opportunities. After shopping, browse the photo and art galleries or shoot a game of pool before dining at one of the eateries. www.VisitTowerSquare.com



Downtown Springfield has an active events schedule year-round including the CityBlock Concert Series—free evening summer concerts that attract thousands plus free lunchtime concerts—nationally covered events at the Basketball Hall of Fame and 'Bright Nights' at Forest Park. Merchant and community groups such as the Springfield Business Improvement District and the Springfield, work tirelessly to make Springfield a place where residents and visitors can enjoy a vibrant urban downtown scene.

jazz, blues and rock is offered at many outdoor restaurants and clubs.

The downtown Springfield club scene attracts visitors from Hartford, Worcester, Boston and beyond to experience dozens of clubs and bars conveniently located within walking distance of each other. From sports bars to dance clubs to pubs with billiards or live music and specialty cocktail bars, Springfield's Club Quarter offers safe, accessible variety for those who love the nightlife.

www.springfielddowntown.com

Naismith Memorial Basketball Hall of Fame

Springfield is the birthplace of basketball. The Naismith Memorial Basketball Hall of Fame celebrates the history and players of this American sport from its invention by Dr. James Naismith in 1891 to today's modern game. This sports museum's mission is "to honor and celebrate basketball's greatest moments and people."

Center & Arena is owned and operated by the Massachusetts Convention Center Authority. Having recently undergone a major renovation and enlargement, today's state-of-the-art MassMutual Convention Center contains 60,000 square feet of contiguous exhibit space, 5 meeting rooms plus a 15,000-square-foot ballroom/ banquet hall overlooking the city skyline.

The totally renovated arena offers seating for 6,677, including 222 VIP Club Seats, 6,000 square feet of floor space that can accommodate 1,500 additional seats or is perfect for additional exhibit space. The arena is suitable for ice shows, concerts and other family entertainment. It also features an ice rink that is home to American Hockey League's Springfield Falcons team. www.massmutualcenter.com

EASTFIELD MALL: More than 75 great stores including Macy's, Sears, GAP, Old Navy, an international food court plus two full-service restaurants and a 16-screen cinema complex with stadium seating.

www.eastfieldmall.com





Spirit of Springfield

The Spirit of Springfield is a private, nonprofit organization incorporated in 1989 that produces "quality, family-friendly events that inspire pride and happiness in the community." Organized by local

business leaders, its mission is "to promote community activities

and encourage civic pride." It also has become an economic engine, entertaining over 6.3 million people during its history, raising approximately \$4 million dollars in corporate and in-kind contributions, and paying more than \$10 million dollars to area vendors. www.spiritofspringfield.org

Today, the Spirit of Springfield produces nine annual events, including "Bright Nights at Forest Park," the "World's Largest Pancake Breakfast," (recently named a Local Legacy Event by the United States Library of Congress), "Star Spangled Springfield," "Parade of the Big Balloons" and more.

Springfield City Library

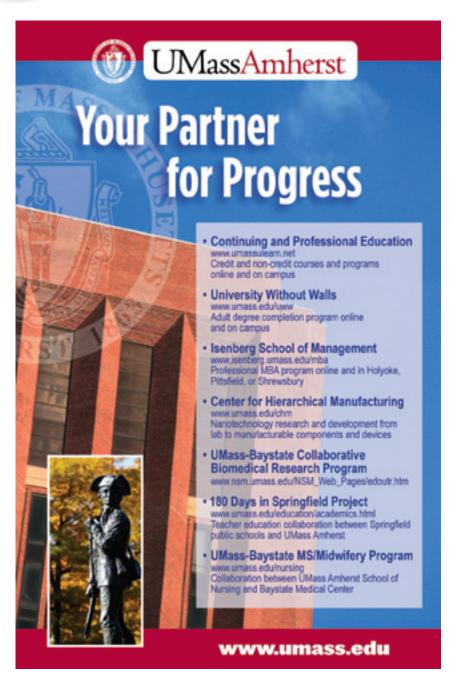
Springfield's public library system is comprised of the main downtown Central Library plus nine neighborhood branches. The library maintains an extensive, up-to-date collection of reference and circulating materials covering all disciplines. The collection is especially strong in the areas of music, fine arts, business, career development, and Holocaust materials and includes most major reference sources in those areas. The library system also offers computer resources and access, educational programs, local history and genealogy resources and a collection of state and federal government and legal documents. www.springfieldlibrary.org

Springfield Business Improvement District (SBID)

Established in 1998, the SBID is coalition of property owners, tenants, City officials and other groups with a common goal to work toward Springfield's success. Governed by a Board of Directors, band together to "enhance City services and take public safety, community responsibility, and carefully planned growth to a new level." The SBID is a downtown revitalization organization that is working to beautify and keep downtown clean, attractive and safe. SBID operates maintenance, beautification, event and marketing activities under the four major headings of Clean It Up, Spruce It Up, Liven It Up and Sell it. www.springfielddowntown.com

Artists at Indian Orchard Mills

In Springfield's Indian Orchard neighborhood you'll find a 300,000 square foot mill complex housing a variety of tenants including dozens of artists from emerging individual artists to established companies. www.indianorchardmills.com



"GREEN" **LIVING**

& Outdoor Recreation

The March 2007 issue of Country Home Magazine ranked Springfield 4th on a list of "Best Green Places to Live in America." In this study, almost 400 metropolitan areas were rated on everything from watershed purity, mass transit and recycling programs, to power use, air quality and farmers' markets.

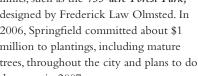
Springfield was additionally noted by Country Home as a top choice for unique, eco-friendly programs for the ReStore Home Improvement Center on Albany Street. The ReStore accepts donations of building and home improvement materials (used, salvaged and overstock) and resells them to the community at a low cost to encourage recycling and reuse.

Springfield's other "green" aspects include an outstanding drinking water system, with exceptionally pure water coming from more than 12,000 acres of protected watershed lands. Springfield is also home to the region's recycling center. Most of Western Massachusetts brings its metal, plastic, glass and paper to the city's Birnie Avenue processing facility, which in turn supplies regional businesses that use recycled materials to create new products.

Finally, Springfield is home to a notable array of green spaces within city

The March 2007 issue of Country Home magazine ranked Springfield 4th on a list of "Best Green Places to Live in America."

limits, such as the 735-acre Forest Park, designed by Frederick Law Olmsted. In 2006, Springfield committed about \$1 million to plantings, including mature trees, throughout the city and plans to do the same in 2007.



Parks & Recreation

The City of Springfield boasts 2,400 acres of parkland distributed among 35 parks, including the vast 735-acre Forest Park. At Forest Park on the banks of the Connecticut River, visitors can enjoy 23 tennis courts (8 clay), paddle boat rides on the 31-acre Porter Lake, bird watching spots, miles of walking trails and one of the finest small zoos in New England.

Nineteen of Springfield's parks offer public facilities such as restrooms, playgrounds, sports fields, picnic grounds and outdoor grilling. The Parks Department provides a variety of recreation programming and even has its own staff of Park Rangers to "protect the tranquility of open space and ... encourage passive recreation to all who visit the City of Springfield's natural splendors, its Public

Recreation Programming includes after school programs for elementary and middle school ages through Springfield's 21st Century Community Learning Centers.



Springfield Knows Health

Springfield and the surrounding region offers convenient, accessible, affordable and—most important—some of the best quality healthcare in the nation. As one of the area's economic engines, Springfield's healthcare industry offers plentiful jobs and business opportunities as well as excellent care for residents.

Baystate Health System

The region's only tertiary care referral medical center and accredited as "one of the highest-rated hospitals in the country" by the Joint Commission on Accreditation of Healthcare Organizations, Baystate Medical Center serves as a regional resource for specialty medical care, while providing comprehensive primary medical services to the community.

Batstate Medical Center Children's Hospital

Baystate Medical Center Children's Hospital provides advanced medical care in an environment that focuses exclusively on the needs of kids of all ages throughout the region. The facility provides complete critical care programs, including the region's only Pediatric Intensive Care and Neonatal Intensive Care Units, as well as pediatric inpatient services, an emergency room just for kids, and outpatient specialty services. www.baystatehealth.com

Kindred Healthcare

Kindred Healthcare has over 80 long-term acute care (LTAC) hospitals located across the country. Kindred Healthcare through its subsidiaries also operates nursing centers, institutional pharmacies and a contract rehabilitation services business across the United States.

Kindred hospitals feature an interdisciplinary environment where physicians, nurses, therapists, nutritionists and social workers combine their expertise to provide quality care. Most of Kindred's patients are referred to by other hospitals because of their ability to treat complex patients by using sophisticated technology and a combination of disciplines.



Kindred Hospital Park View

Kindred Hospital Park View offers a full range of services and are certified by Medicare and Medicaid and accredited by The Joint Commission (formerly JCAHO).

All Kindred nurses and respiratory therapists are experienced, licensed professionals. Each patient is admitted under the care of an attending physician. A variety of board-certified specialty physicians are available for consultation if needed. www.khparkview.com

Mercy Medical Center

Mercy Medical Center is a Sisters of Providence Health System facility providing comprehensive services through a variety of service centers and Mercy Hospital, a 182-bed, state of the art acute care facility founded in 1899. Sisters of Providence Health System is a faith-based, non-profit organization serving all patients regardless of background or ability to pay. They are known for "a tradition of a high-touch, holistic approach to health care combined with state-of-the-art medical technology."

Springfield facilities include Weldon Rehabilitation Hospital, Brightside for Families and Children. Life Laboratories, plus Providence Behavioral Health Hospital in Holyoke and Mercy Senior Care Network and Mercy Home Care serving Springfield and surrounding regions. Mercy Medical Center is also affiliated with some of America's leading medical institutions. www.mercycares.com

Shriners Hospital for Children

Shriners Hospital for Children is a 40-bed pediatric orthopedic licensed hospital that provides treatment for diseases of the bones, muscles, and joints to children up to age 18. Shriners Hospital is one of 22 pediatric hospitals in North America providing specialized care for orthopedic conditions, burns, spinal cord injuries and cleft lip and palate. All services are provided at no charge to patients, families, insurance companies, or governmental agencies. www.shrinersshq.org/Hospitals/Springfield



Elementary through Higher Learning

The Springfield City School System educates over 25,000 students in 43 schools, plus four alternative schools, an adult GED program and helps support three charter schools.

Anumber of Springfield public schools are magnet schools, which specialize in certain subject areas such as math or the arts. Springfield's magnet programs start at the elementary level and include developmental literacy, global studies, dramatic and performing arts, medical science and community service, environmental studies and inquiry science. High school magnet programs include commerce, medical science and technology, law and government and business

and finance and an International Baccalaureate diploma program. Springfield's High School of Commerce is one of 800 schools worldwide to participate in the full IB diploma program, "designed to foster academic excellence and international awareness." www.sps.springfield.ma.us

Higher Education

Numerous institutions collaborate with area business for employment and specialty training opportunities. In 2004, almost 18,000 people were enrolled in full or part-time programs at Springfield's nine postsecondary institutions, which include three four-year colleges, a technical community college, four training institutes and a midwifery certificate program at Baystate Medical Center.

American International College

American International College is a private, co-educational founded in 1885

that offers undergraduate and graduate programs, including doctorate degrees in education and physical therapy. Originally founded to educate new immigrants and prepare them for citizenship and a better life through education, today American International College's mission is still "to provide a quality, transforming education to a diverse body of undergraduate and graduate students for life-long leadership and success in a global environment." www.aic.edu

Branford Hall Career Institute

The Springfield Campus is one of 6 accredited training centers in New England that offer career-focused education for adults, which Branford Hall has been doing for more than 40 years. Springfield Campus offers programs in Culinary Arts, HVAC, Massage Therapy, Medical Assistant and Medical Billing/ Coding. www.brandfordhall.com



U.S. News & World Report ranks both Western New England College and Springfield College in the 2007 edition of 'America's Best Colleges' in the top tier of Master's Universities—North Region.

Springfield Technical Community College

Located on 35 acres of the Springfield Armory National Historic Site and founded in 1967, Springfield Technical Community College is a major resource for the economic vitality of Western Massachusetts. With over 85% of STCC graduates living and working in Western Massachusetts, employers look to STCC to provide the educated workforce that keeps the local economy growing. Whether employed by one of our region's prominent health care facilities or major manufacturers, the message from employers is always the same—STCC graduates deliver! In fact, they deliver the most vital services the Greater Springfield area depends on and cannot live without.



As the only technical community college in Massachusetts, STCC offers a variety of career programs unequalled in the state. STCC also enjoys a national reputation as a leader in business incubation and entrepreneurship and is committed to injecting the community with new energy and economic possibilities. The STCC Technology Park is home to the Andrew M. Scibelli Enterprise Center, the Springfield Business Incubator, the National Association for Community College Entrepreneurship (NACCE) and the Entrepreneurial Institute.

STCC's Center for Business and Technology (CBT) is a leading provider of training programs that meet the everchanging technology and workplace demands of individuals, business, and industry in the region. www.stcc.edu

Springfield College

"Great Ideas Are Born Here" is a major point of pride at Springfield College. Known worldwide as the Birthplace of Basketball®, the institution has long inspired innovation, achievement, and leadership in its students, faculty, and alumni. Guiding all aspects of the Springfield College experience is the distinctive Humanics philosophyeducation of the whole person in spirit, mind, and body for leadership in service to others. The College offers 40 undergraduate and 15 graduate areas of study in the health sciences, human and social services, sports and movement studies, and the arts and sciences. More than 5,000 men and women study at its main campus and at regional campuses.

Academic excellence, great facilities, and a strong commitment to community collaboration make Springfield College the place where great ideas continue to be born. www.spfldcol.edu

Cambridge College

Cambridge College is a regionally accredited, non-profit, private institution that has worked for 35 years to develop an innovative educational model for working adults. The college provides academically excellent, time-efficient, and cost-effective higher education for a diverse population, and has had a presence in the Pioneer Valley for over 20 years.

www.cambridgecollege.edu/springfield

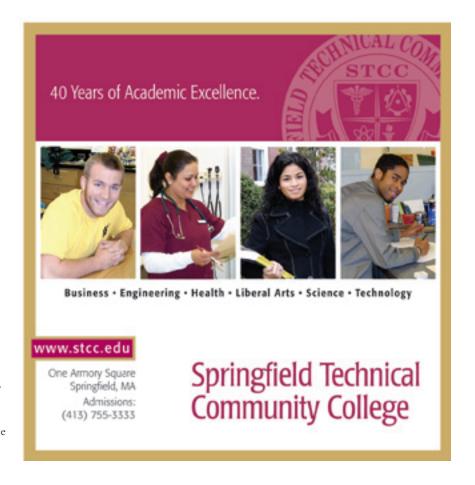


Western New England College

Since 1919, Western New England College (WNEC) has been an active participant in the life and history of the community. The College has collaborated with many organizations and businesses to broaden the educational experience of students and to enrich the greater community.

The College's outreach efforts include programs for children, professional development programs, and programs for social workers, attorneys, and accountants provide valuable opportunities for lifelong learners.

Located on a classical 215-acre suburban campus in Springfield, the college serves approx-imately 3,600 students on its main campus and at six satellite sites throughout the state. A private, independent, coeducational university—WNEC offers the options of a university in a collegial learning environment. Nearly 40 undergraduate programs are available through the Schools of Arts & Sciences, Business, and Engineering. The School of Law offers full and part-time J.D. programs as well as a part-time LL.M. program. www.wnec.edu



Your Leader in Higher Education

Contributing to Springfield:
A Great Place to Live, Work, and Learn



- 40 undergraduate and 15 graduate areas of study, including doctoral programs*
- Faculty expertise on a wide range of subjects
- High visibility events, such as NCAA National Women's Basketball Championships, attract visitors to Springfield
- Numerous artistic, sporting, recreational, and cultural programs open to the public each year
- Named one of 25 "best neighbor" colleges in USA, winner of Springfield's Super 60 Award, and recognized by Springfield City Council for contributions to region's economy and quality of life
- Showcase facilities: renovated state-of-the-art science center, conference center, new student residences, and athletic facilities including a new FieldTurf® complex considered to be one of the finest in the northeast
- \$40 million campaign underway for new and enhanced facilities



SPRINGFIELD COLLEGE

Birthplace of Basketball®

*Ranked by U.S.News & World Report in 2007 edition of "America's Best Colleges" in top tier of Best Universities – Master's, North Region.



Leadership

A VIBRANT ECONOMY DEMANDS STRONG LEADERS

Since 1919, Western New England
College has been the proving ground
for future leaders in business, government, and nonprofits. Today, from the
Lieutenant Governor to the President
of the Urban League, the Presidents of
the Affiliated Chambers of Commerce
and Economic Development Council
of Western Massachusetts to the
CEOs and CFOs of top local banks and
financial groups, our graduates are
revitalizing, reinventing, and rethinking
our economy for the 21st century.

Through academic programs and alliances with the business community such as the MassMutual Academic Achiever's program for high school students to the Leadership Institute for middle managers to the Law and Business Center for Advancing Entrepreneurship, we continue to develop tomorrow's decision-makers.

When the Pioneer Valley looks for leaders, it looks to Western New England College.



wnec.edu

EXCEED YOUR EXPECTATIONS



SPRINGFIELD CITY HALL

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THE OFFICE OF PLANNING & **ECONOMIC DEVELOPMENT**

70 Tapley Street Springfield, MA 01104 Phone: 413.787.6020

www.springfieldcityhall.com www.springfieldplanning.org

The Pioneer Institute named Springfield as the 2007 winner of the Municipal Leadership Award for better government. The award highlighted Springfield as the top city in Massachusetts for its strides in quality and efficiency in government.