Acknowledgements

- City of Springfield
- Mass Development
- Springfield Finance Control Board
- Economic Development Council
- Chamber of Commerce
- Interviewees
Our Panel

- Lew Bolan, Principal
  Bolan Smart, Assoc. Washington, DC

- Elizabeth Davison, Director,
  Montgomery Cty. Dept. of Housing and Community Development, MD

- Barry Elbasani, FAIA, President
  ELS Architecture and Urban Design, Berkeley, CA

- Patrick Fox, President
  Saint Consulting, Hingham, MA

- Jeff Kaplan, Associate
  Wulfe Urban, Houston, TX

- Ray Kuniansky, Jr., COO
  Atlanta Neighborhood Development Partnership, Atlanta, GA

- Ellen McLean, Partner
  M², Pittsburgh, PA

- Alvin McNeal, Senior Vice-President
  Fraser Forbes Company, LLC, McLean, VA
Our Assignment

- Assess Market Potential
  - Assets and Opportunities
  - Role and Brand of the City
- Analyze Proposed Projects
- Look at Physical Linkages
  - To the River
  - From neighborhoods to downtown
- Consider the Economic Development Approach
- Review City Structure and Development Process
- Suggest Implementation
Our Process

- Read extensive briefing materials
- Tour most of the City
- Receive on-site briefing
- Interview approximately 130 people
  - Residents
  - Employers and employees
  - Investors/lenders
What Did We Hear?

- Frustration, annoyance, embarrassment re: current situation and Control Board
- Applause for the work to date
- Continue discipline and progress
- Strong love of the City
- Both downtown AND neighborhoods must thrive.
- Government the answer?
Overarching Principles
Strong Leadership = Springfield’s Success

Leaders at the highest levels, across all sectors—public and private--must commit and engage positively

Private Sector:
- Business leaders
- Nonprofit organizations

Public Sector:
- Finance Control Board
- Mass Development
- Elected Representatives
- City Staff

Community:
- Citizens
- Neighborhood associations
Strong Governance = Long Term Health

- The City with the Financial Control Board has made enormous strides

- The job is only partially done

Therefore, the Board must remain for another term
Springfield Guiding Principles

- Commitment to excellence
- Adhering to the highest ethical standards
- Ensuring high value for tax dollars
- Insisting on customer satisfaction
- Being open, accessible and responsive
- Appreciating diversity
- Striving for continuous improvement
- Being accountable
Diversity and Inclusiveness

- Accept diversity as here to stay
- Continue outreach and education of minorities
- Make sure staff looks like the community
- Celebrate a City of many cultures
- Promote a climate of tolerance
- Develop a grassroots leadership program
Market Potential:  

*Bringing the City Back*
The City’s Housing Stock…

- Is both a Blessing…
- and a Curse
The City’s centrality has not been capitalized on.
Downtown has POTENTIAL

- Adaptive re-use
- Possibly higher education
- Main Street revitalization
Need for more aggressive marketing

- To businesses, in area and out
- To residents, existing and prospective
  - To young people
  - And empty nesters
- To visitors and tourists
Are you your own worst enemy?

- Talk the City up
- Not DOWN
Springfield Reinventing Itself

- Culture
- Economy
- Government
Strengthening the Present, Planning the Future
Springfield

- 35 parks, ponds, water in virtually all neighborhoods
- Beautiful homes, trees, churches, buildings
- Major institutions, businesses, cultural, educational
- Compact: 17 neighborhoods within 15 minutes of downtown
Neighborhood Strategies

- Conservation areas
  - High homeownership
  - Good services
  - Example: 16 Acres, Forest Park
  - Strategy: Enhance with capital improvements, beautification
Neighborhood Strategies

- Transition areas
  - Moving...up or down

- Example: Hungry Hill, McKnight

- Strategy:
  - Key projects to act as stabilizers
  - Key capital improvements
  - Focus on crime prevention
  - Support retail and services
Neighborhood Strategies

- Intervention Areas
  - Low homeownership
  - High crime
  - Low property values

- Example: South End/Hollywood/Gemini

- Strategy:
  - Major, catalytic projects
  - Law enforcement
Downtown

- Crucial to City (and metro) success
- Lots to applaud:
  - Employers
  - Civic center
  - Museums
  - Residential
- Compact
- Walkable
- Sense of history
- Lots of parking
- Accessible
What is a Downtown?
Downtown Districts
Walkability
Linkages
Threshold Projects
Future Projects of Interest
Development Strategies
Think Like a Master Developer

- Identify strengths and leverage them
- Inventory and classify vacant structures
- Secure strategic partners
Goals:

- Reduce crime: in process
- Increase home ownership:
  - Bundle nearby vacant lots and sell to qualified builders
  - Sell City owned homes to qualified residents
Be business friendly

- Partner with major employers
- Enforce regulations fairly and ethically
Springfield must set clear goals and establish accountability
8 criteria for use of scarce resources (both land and $$)

- Does it strengthen downtown?
- Does it provide skilled labor jobs or pay livable wages?
- Does it leverage private investment, generally $3-4 private/$1 public
- Does it improve the quality of life in Springfield?
- Does it increase home ownership?
- Does it positively impact real estate values
- Is it a catalyst for future, good development?
- Does it increase local tax revenues
Implementation, Making it Reality
Communicate Results

- Develop ongoing communications plan
- Publicize what has been achieved to date
- Develop active participation by community
- Develop feedback mechanisms such as call in shows and virtual town meetings
- Use the web site actively
Tools and techniques for neighborhood improvements

- Develop enhanced neighborhood conservation strategy
  - Code enforcement strategy
  - Engagement with civic and neighborhood associations
  - Creative partnerships with other agencies
  - Repair condemned and tax delinquent property where possible
  - Bulk sales of vacant lots to small builders for infill housing
  - New Homesteading program: $1 houses for owners
- Educate and regulate landlords thru licensing
Planning and Zoning

- Processes need to be more predictable
- Master plans must be developed and adopted
- Full, qualified staff needs to be hired
- Special permit process needs to be revised and done by Planning Board
- Neighborhood plans must be updated and adopted
Short Term Projects

- Old Federal Building
- Gemini & Hollywood sites
- Court Square
- Raze the York Street jail
Mid-Term Projects

- Main & State St. corridors as well as Court St. improvements, including State Street connection to the riverfront
- Expansion of Springfield Carriage Co. residential district
- Introduction of additional retailing along Main Street at the Urban Core.
- Resolution of the Civic Center parking deck
State Support must be Equitable

Together the leadership must work at the state level to resolve inequities in the way Additional Assistance appropriations are allocated to cities and towns in the Pioneer Valley
Additional Assistance per Capita

- Boston: $278.66
- Cambridge: $176.37
- Worcester: $67.50
- Springfield: $12.04

Millions
Use of Funds

- Develop new sources of revenues
  - Rental property licensing fees
  - Sale of vacant land
  - More State Additional Assistance Funds
- Use HOME money for larger projects
- Focus some CDBG $ on housing rehabilitation in neighborhoods
Summary

- You are a Stakeholder
- Springfield IS the urban center of the Pioneer Valley
- ALL must get in the game and thrive
- Neighborhood strategies
- Key projects