



THE IMPLEMENTATION BLUEPRINT

**An Economic Development Strategy for the Main Street/Convention District
in Downtown Springfield**

PHASE ONE IMPLEMENTATION STRATEGY

December 2020

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PHASE ONE PRIORITY INITIATIVES



Key Topics

- I. IMPLEMENTATION BLUEPRINT OVERVIEW AND UPDATE
- II. MASTER DEVELOPMENT PLAN FRAMEWORK
- III. MAIN STREET & CONVENTION OVERLAY DISTRICT
- IV. DEVELOPMENT TOOLS / INCENTIVES / GRANTS
- V. QUESTIONS / ANSWERS

I. OVERVIEW & ASSESSMENT



IMPLEMENTATION BLUEPRINT



*An Economic Development Strategy for
The Renaissance of a Great American Downtown:
Springfield, MA*

June 28, 2018

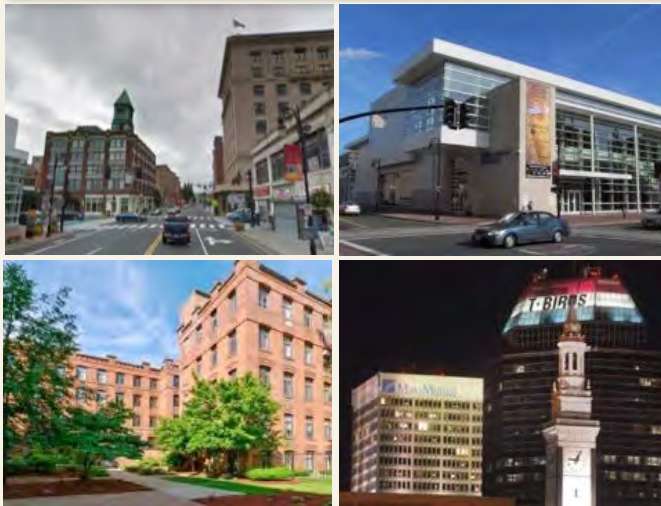
Prepared in consultation with The City of Springfield, MA & MGM Resorts
by The Chicago Consultants Studio, Inc.

The Implementation Blueprint

The “Implementation Blueprint” was established in 2018 through a collaborative effort of the City of Springfield and MGM Springfield to provide a roadmap and strategies to guide that near term potential while continuing to evolve and advance in response to the City’s and Region’s needs and opportunities.

The Implementation Blueprint established four priority areas to be actively pursued during the first five-year time period:

- 1. Key Strategic Collateral Development Opportunities***
- 2. Solidifying Springfield as the Center of the Region’s Convention, Meeting & Entertainment Business***
- 3. Enhancing and Expanding the Downtown Residential Offerings***
- 4. Attracting New Downtown Employers & Businesses***



I. OVERVIEW & ASSESSMENT



MGM Springfield Impact

Beyond the immense physical improvements to downtown, MGM Springfield has also brought economic returns through new direct and indirect revenue to the State and City, while attracting new markets and increased tourism to the City and region.

- **\$950M investment**, transforming over six city blocks in the heart of downtown and South End
- **+10,000 new visitors/day** to casino and downtown area *
- **+\$22M/month** in new gaming tax revenue *
- **20% increase** in rooms & hotel tax *
- Growing **regional tourism economic impact up 40%** (from 2013-2019) * * pre pandemic

MGM has delivered on their promise, providing a transformative project and economic engine that has not yet to date been effectively leveraged by the real estate market for a number of reasons.

I. OVERVIEW & ASSESSMENT



Stymied Catalytic Effect

Despite MGM's success in creating a vibrant, attractive district, the much anticipated spin-off economic investment and redevelopment activity in the areas adjacent to the casino district have not materialized. Worse, one year after opening, key properties thought to be ideal development opportunities, went to the auction block and ultimately foreclosure due in large part to number of impediments arising in the market:

- Initial MGM property purchase caused **inflation in property assessments**, averaging upwards of 240%
- Resulting area **rents do not reflect realistic market value** which has turned away strong potential tenants
- **Area wide speculation** of MGM expansion has led to inactivity and a “wait and see” attitude
- This has fostered property **disinvestment, code violations and growing blight** in prime areas
- Left to the market to respond, the area will continue to languish and falling further into decline, disinvestment and growing blight.

These impediments to development are currently at such a scale which the private market alone cannot resolve independent of the City.

I. OVERVIEW & ASSESSMENT



Proactive City Approach and Focus

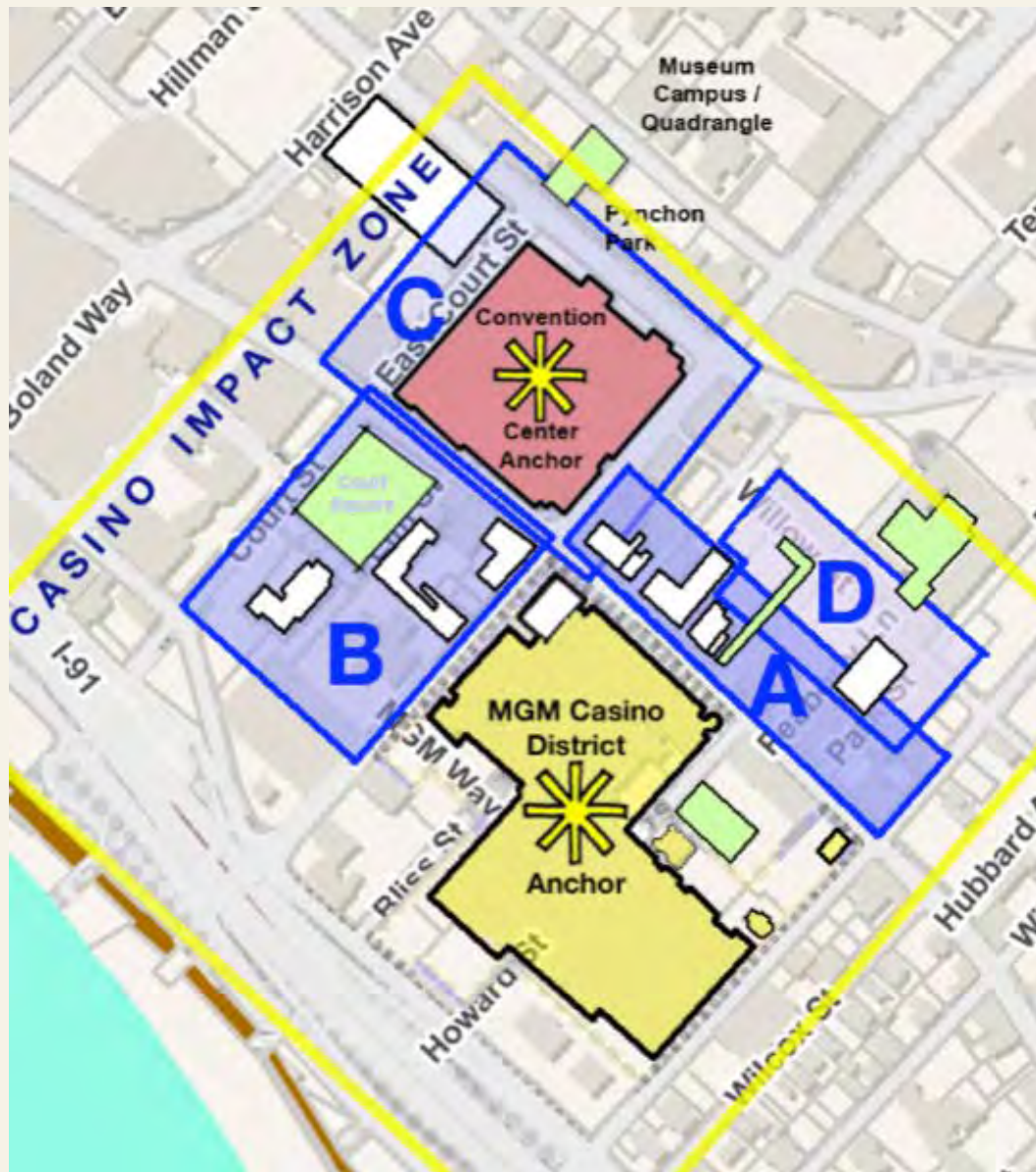
Building from the Implementation Blueprint initiatives, the City is focusing its current efforts on the areas of critical need, namely the languishing properties surrounding the convention and casino district and ripe with potential.

Development needs direction and assistance. To stimulate, guide and promote critical investment, the City is crafting a multi-faceted

“Master Development Strategy Package”:

- **Main St / Convention District Development Framework Plan**
to articulate a City vision, goals and promote opportunities and enhancements for the area
- **Modified Zoning & Controls**
to ensure compatible, complementary development is facilitated and a priority
- **Development Incentives & Assistance**
to “close the gap” through range of economic aid and related assistance

II. MASTER DEVELOPMENT PLAN FRAMEWORK



Phase One Implementation Initiatives

A. Main Street Corridor

- Primary focus on Main Street properties not contributing to the ancillary development in and around the casino

B. Court Square Redevelopment

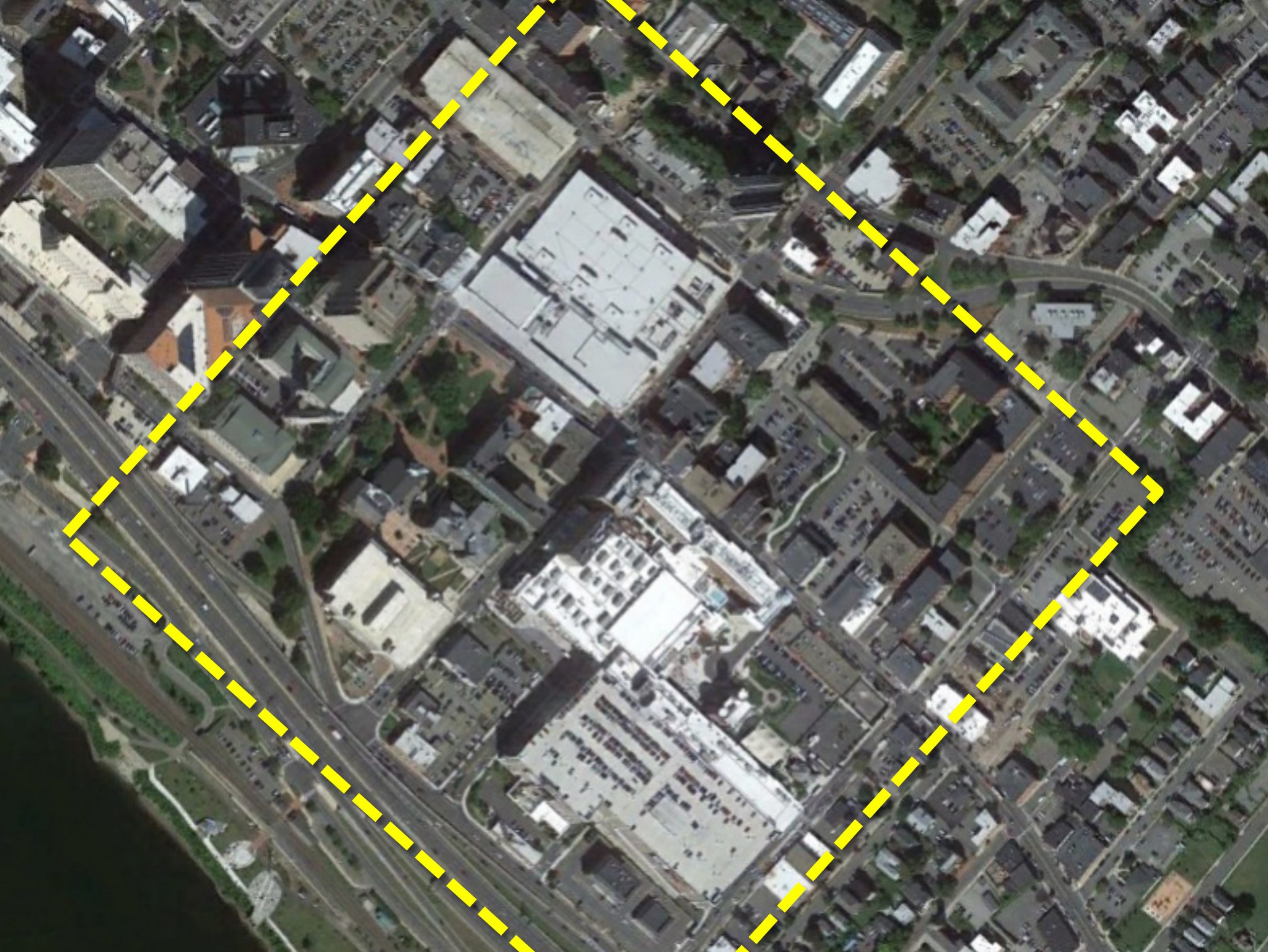
- Reactivation of the central arrival space to downtown through anticipated development, public realm enhancements and potential reuse of City assets

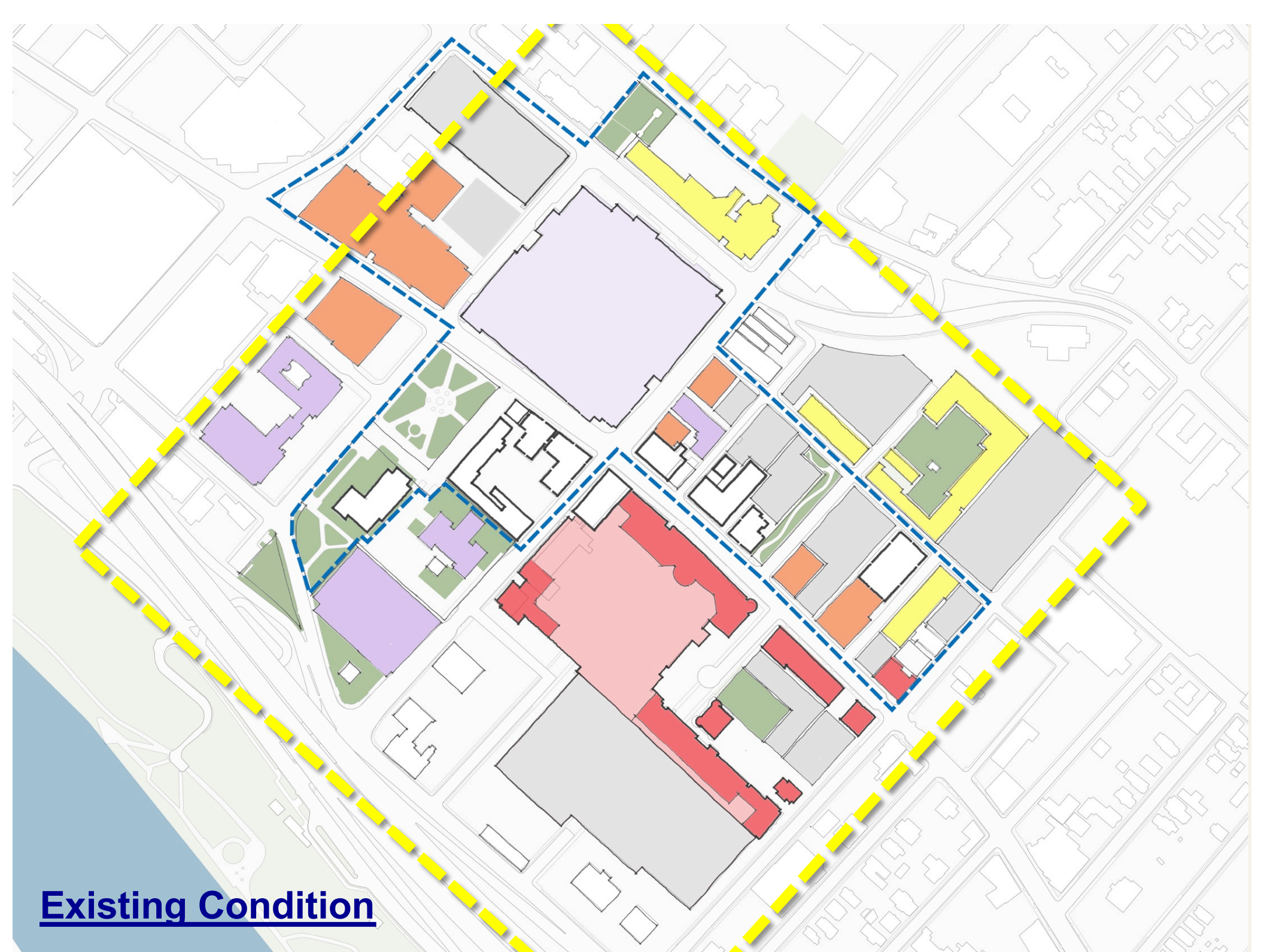
C. Mass Mutual Convention Complex

- Repositioning and potential enhancement of MassMutual Center complex to address deficiencies through expanded facilities and competitive programming

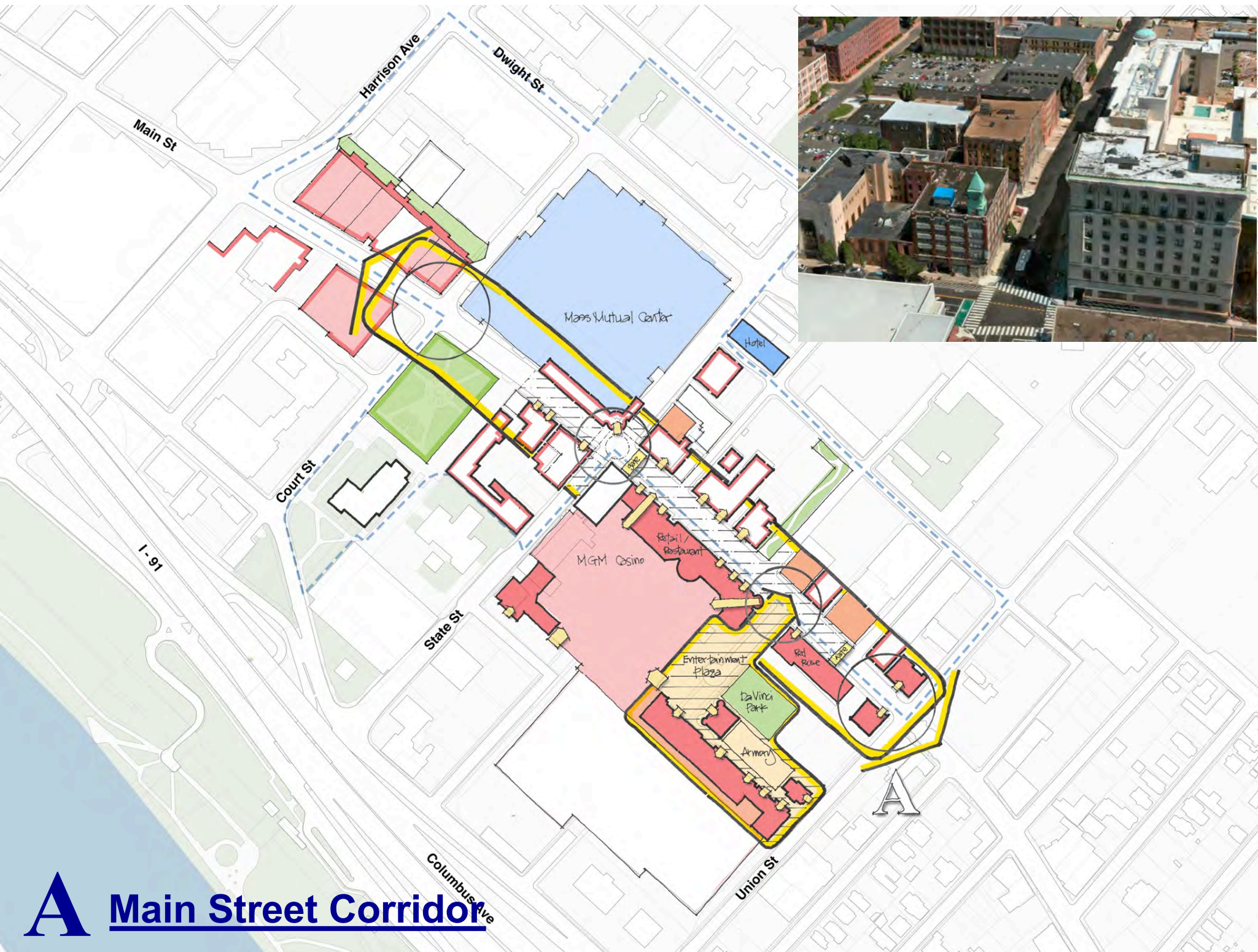
D. Willow Street Area Redevelopment

- Reconnecting to Main Street and longer term potentials

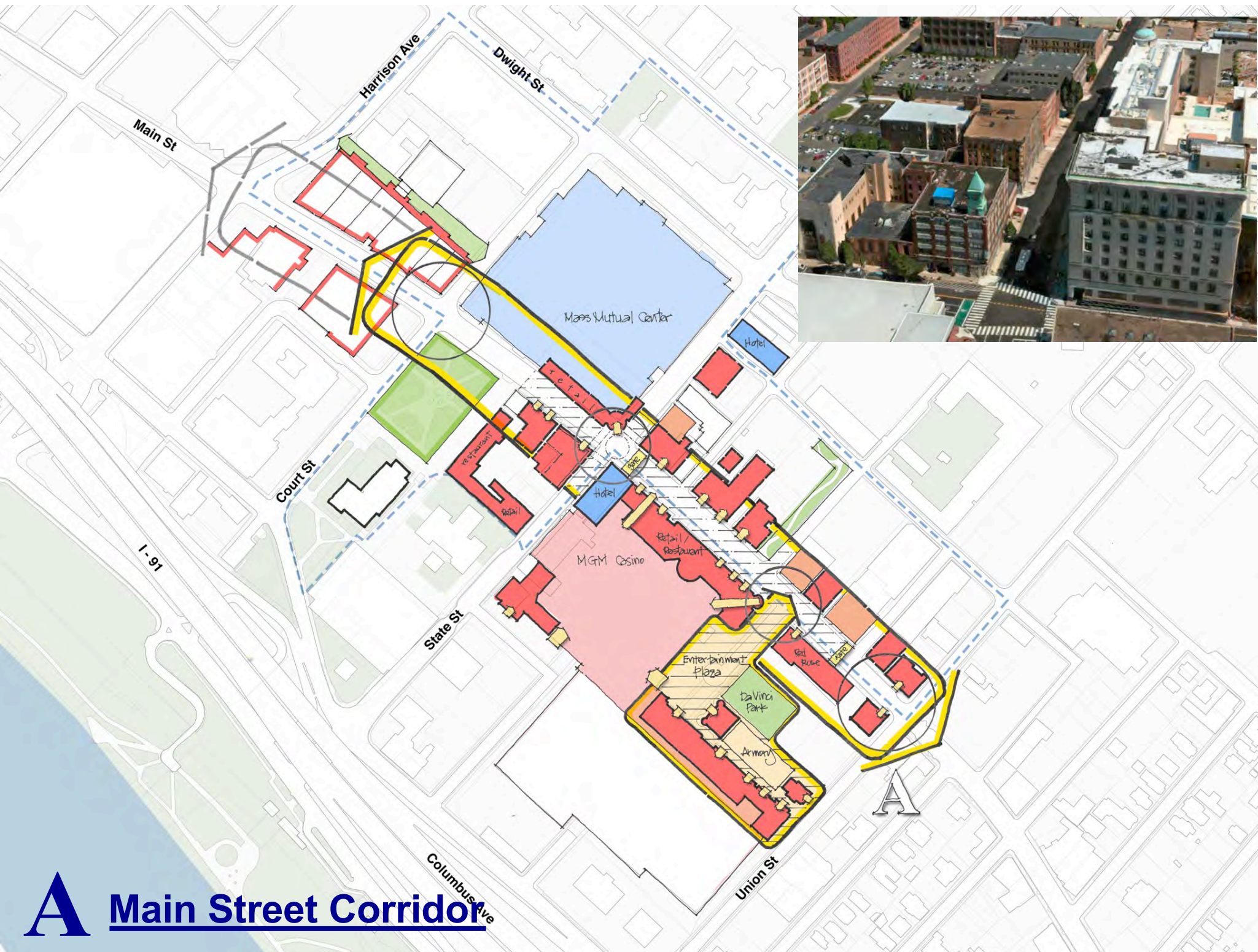




Existing Condition



A Main Street Corridor



A Main Street Corridor



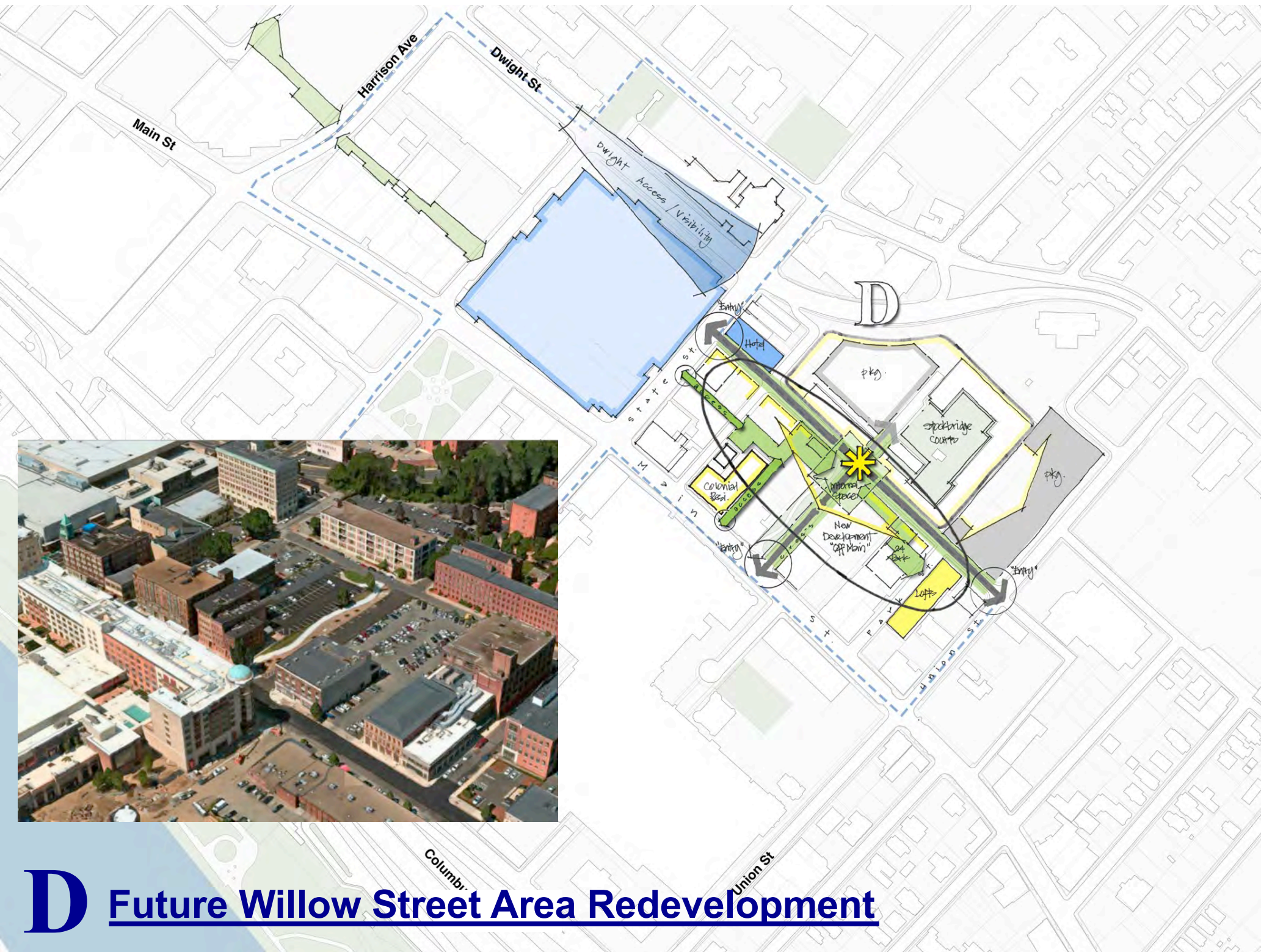
B Court Square Redevelopment



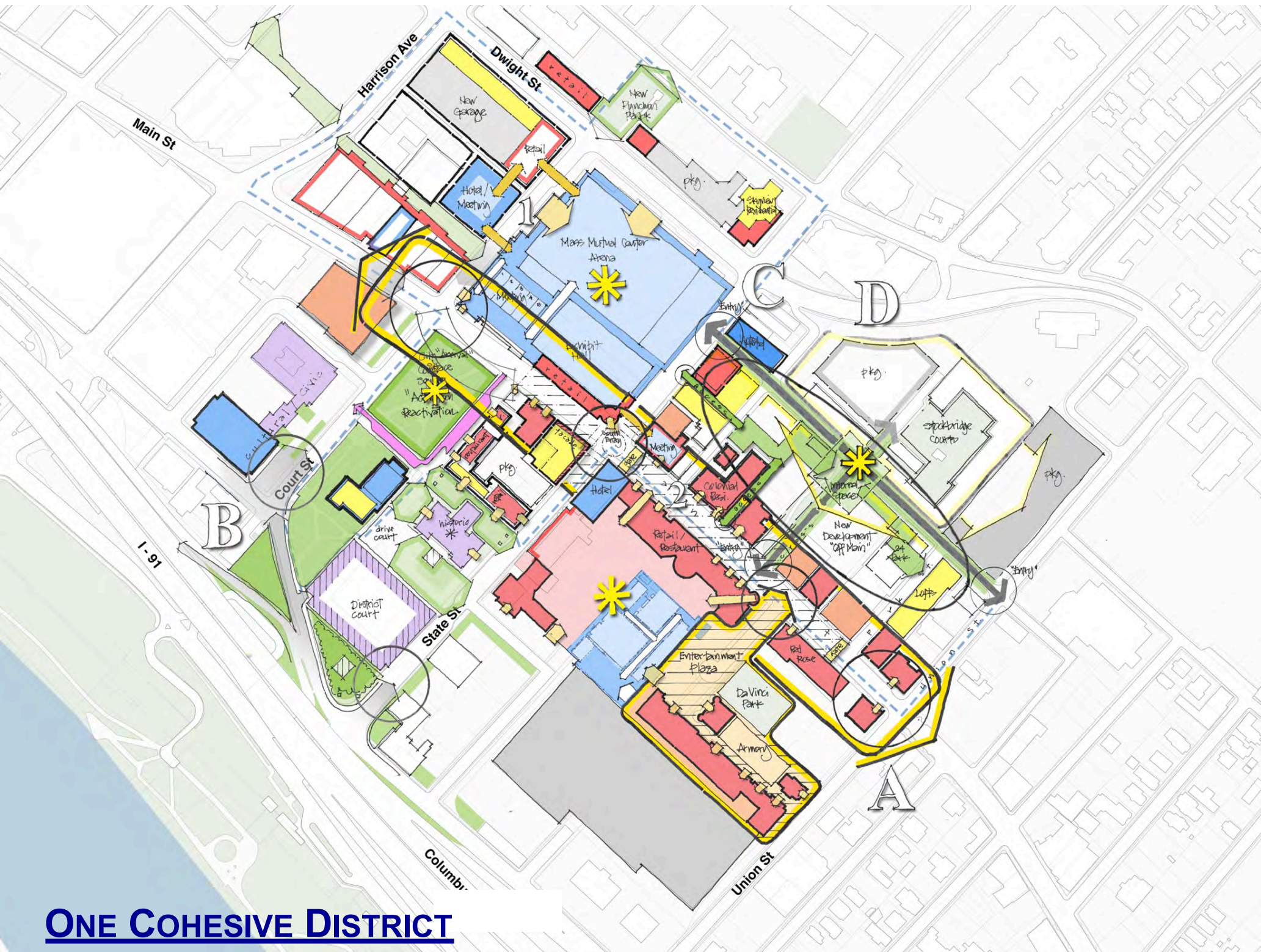
B Court Square Redevelopment



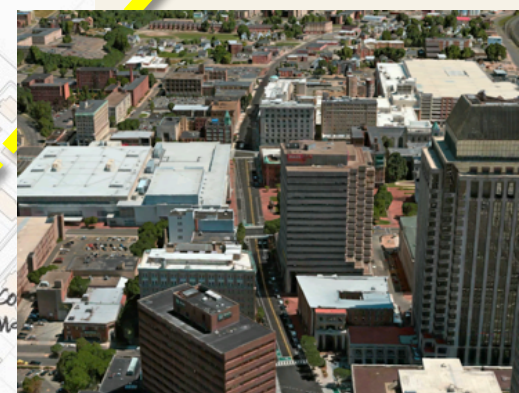
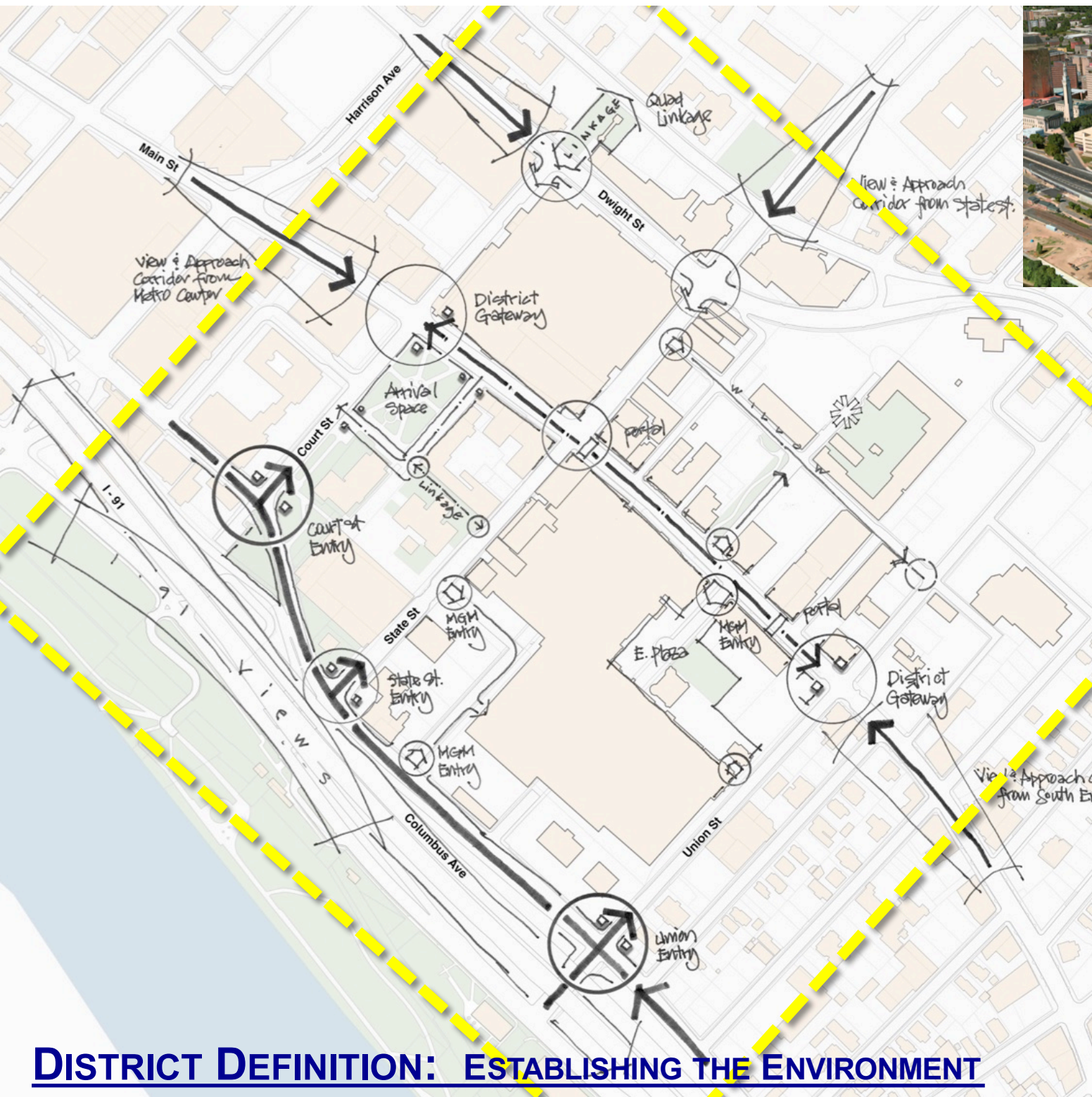
C Convention Center Complex



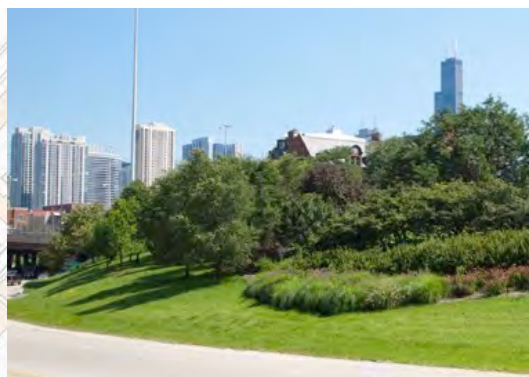
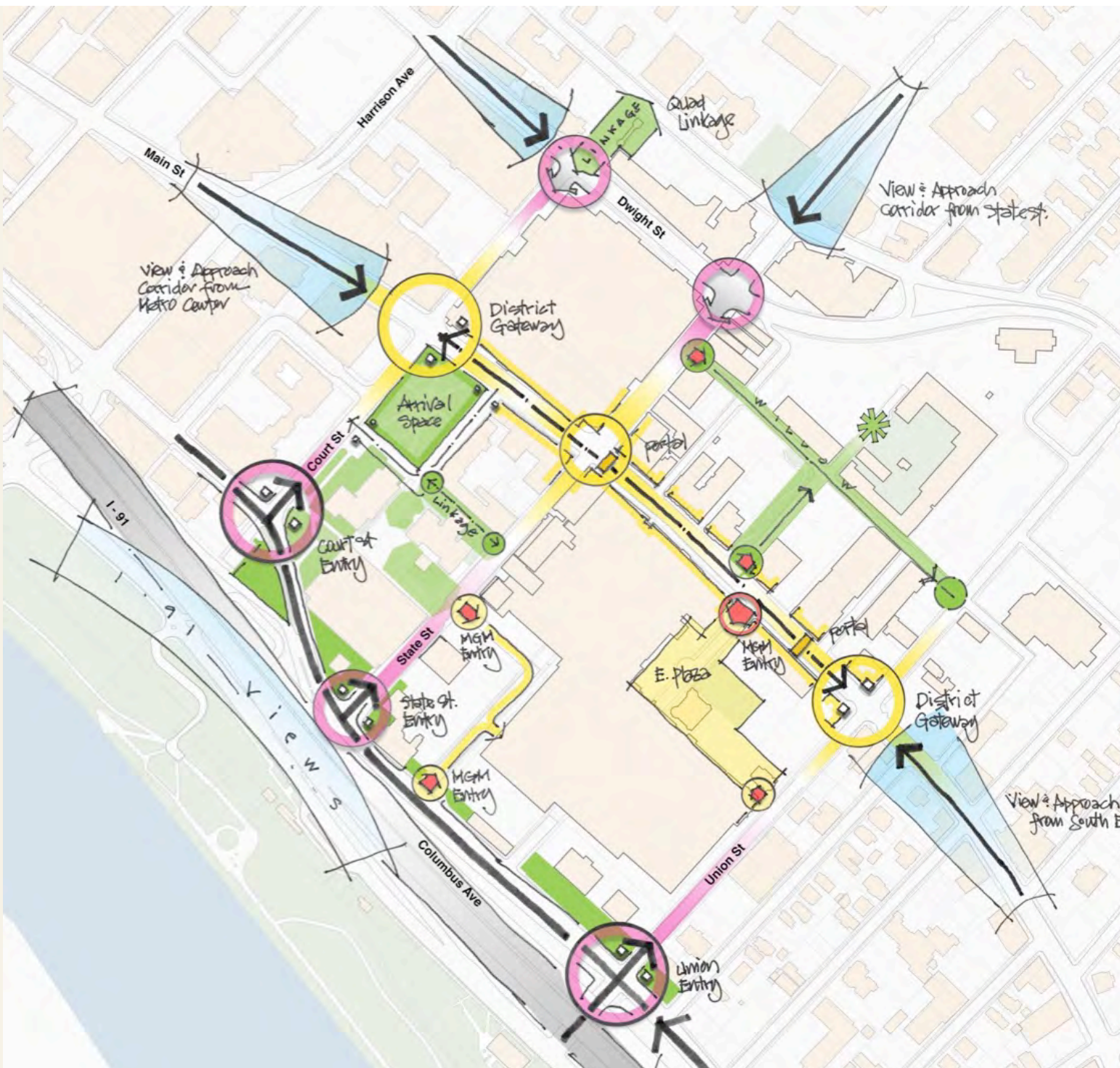
D Future Willow Street Area Redevelopment



ONE COHESIVE DISTRICT

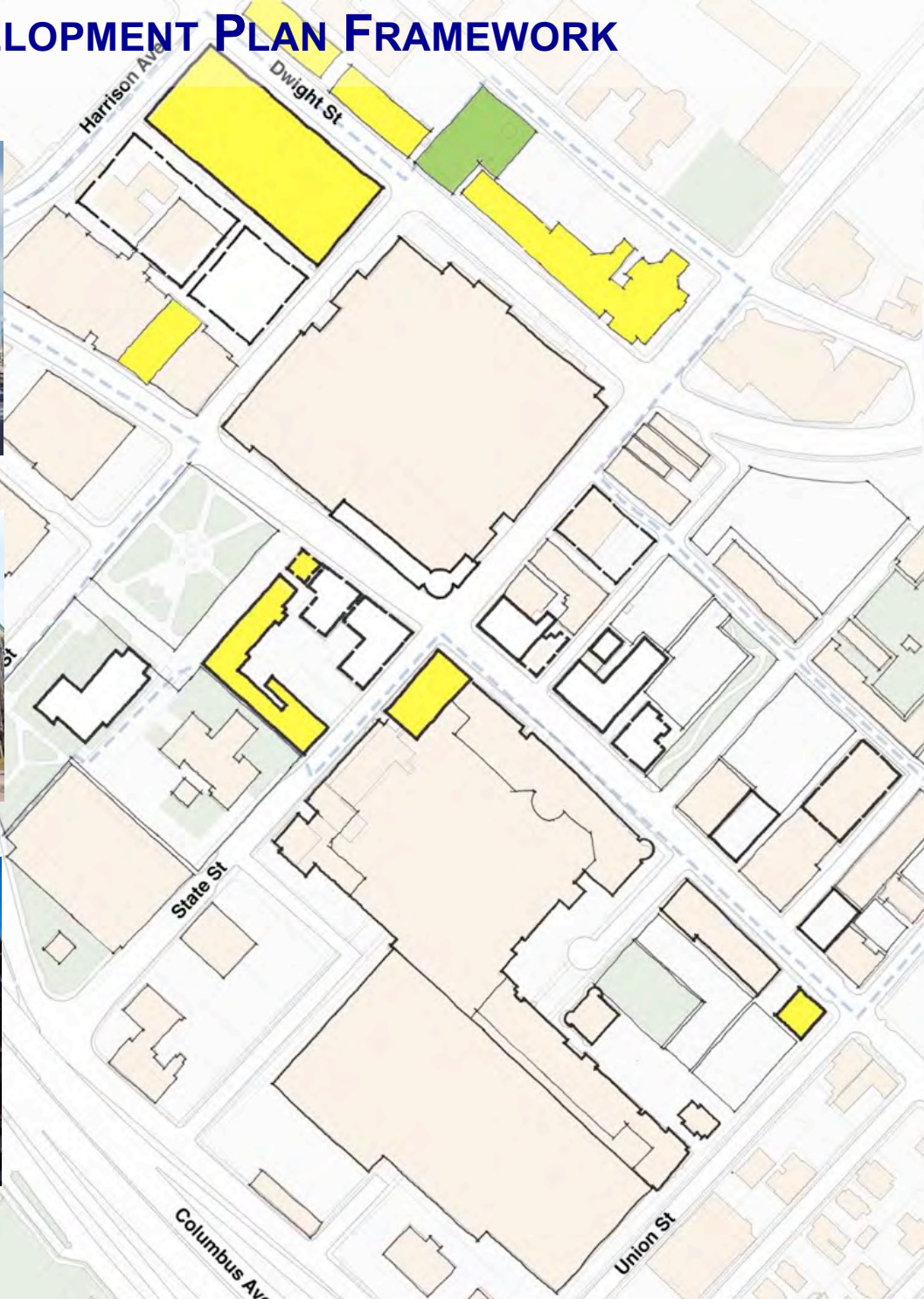


DISTRICT DEFINITION: ESTABLISHING THE ENVIRONMENT



DISTRICT DEFINITION: Enhancements - Gateway, Edges, Entries, Portals, Linkages

II. MASTER DEVELOPMENT PLAN FRAMEWORK



Civic Center Garage Site



Pynchon Park Renovation



13-31 Elm Street



Chestnut Tower Improvements



101 State Street



Wahlburgers

SEQUENCE: Current Potentials under Consideration, Assessment or Advancement

II. MASTER DEVELOPMENT PLAN FRAMEWORK

Step 1a

- Foreclosure Blocks Acquisition & Developer Solicitation(s)
- Other Main St Property Assessment
- Old First Church Reuse Study

Step 1b

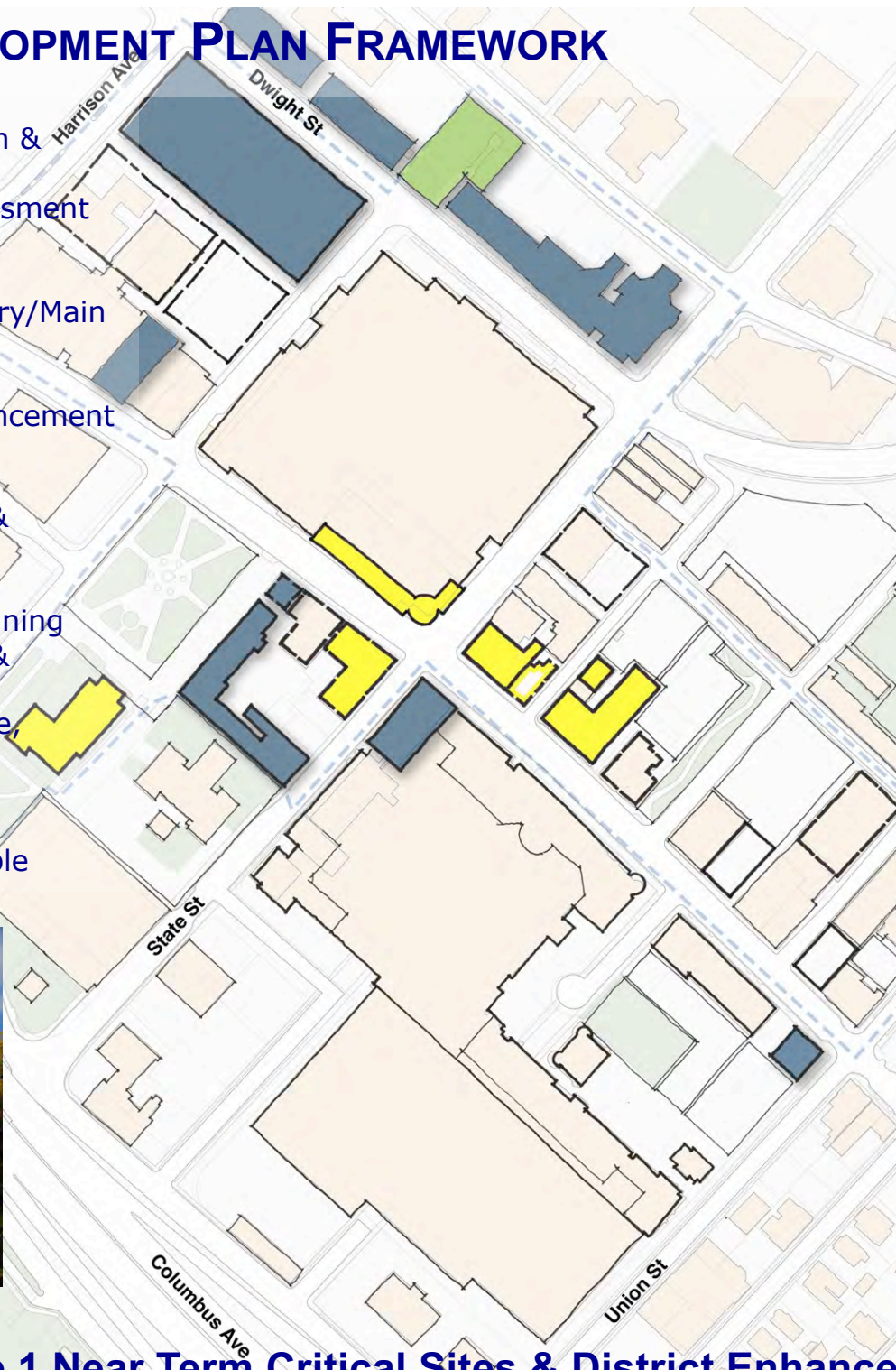
- Convention Center South Entry/Main Street Activation
- Old First Church Solicitation
- Other Main St Property Advancement

Concurrent District Efforts & Enhancements

- Convention Center Planning & Repositioning
- Court Square & District-wide Streetscape / Landscape Planning
- District Parking Assessment & Planning
- Initial Streetscape, Landscape, Linkages Implementation

Other Efforts

- Additional Critical Site Control/Acquisition as available



113 State "Clock Tower Bldg"



1155 Main "the Colonial Building"



Other Main Street Opportunities



Old First Church

SEQUENCE: Step 1 Near Term Critical Sites & District Enhancements (Years 1 – 3)

II. MASTER DEVELOPMENT PLAN FRAMEWORK

Step 2a

- Potential Additional Main Street Redevelopment (1242 Main, Patel, Other Infill)

Step 2b

- Potential Convention Hotel & Meeting Expansion

District Enhancements

- Additional Streetscape, Landscape, Linkages

Other Efforts

- Additional Site Control/Acquisition As Available



1242 Main Street



1111-1127 Main Street



24 Park Street



MCCA Main Street Edge and Access

SEQUENCE: Step 2 Main Street Continued & Convention Enhancements (Years 3 – 8)

II. MASTER DEVELOPMENT PLAN FRAMEWORK

Potential Future Phases

- Successful Implementation of Steps 1 & 2 Enhances Value & Opportunities for Adjacent Underutilized Land
- Potential Consolidation of Parking Could Allow Higher Utilization of Land Aligned with Objectives of the District
- Future Infill Residential / Mixed Use Development
- Potential District Parking Structure in Central Location to Serve Development

District Enhancements

- Additional Internal Streetscape Enhancements, Open Space Linkages & Amenities

Other Efforts

- Potential for Civic / Business Participation in Residential Initiative

SEQUENCE: Future Steps / Phases (Years 8 – 15)

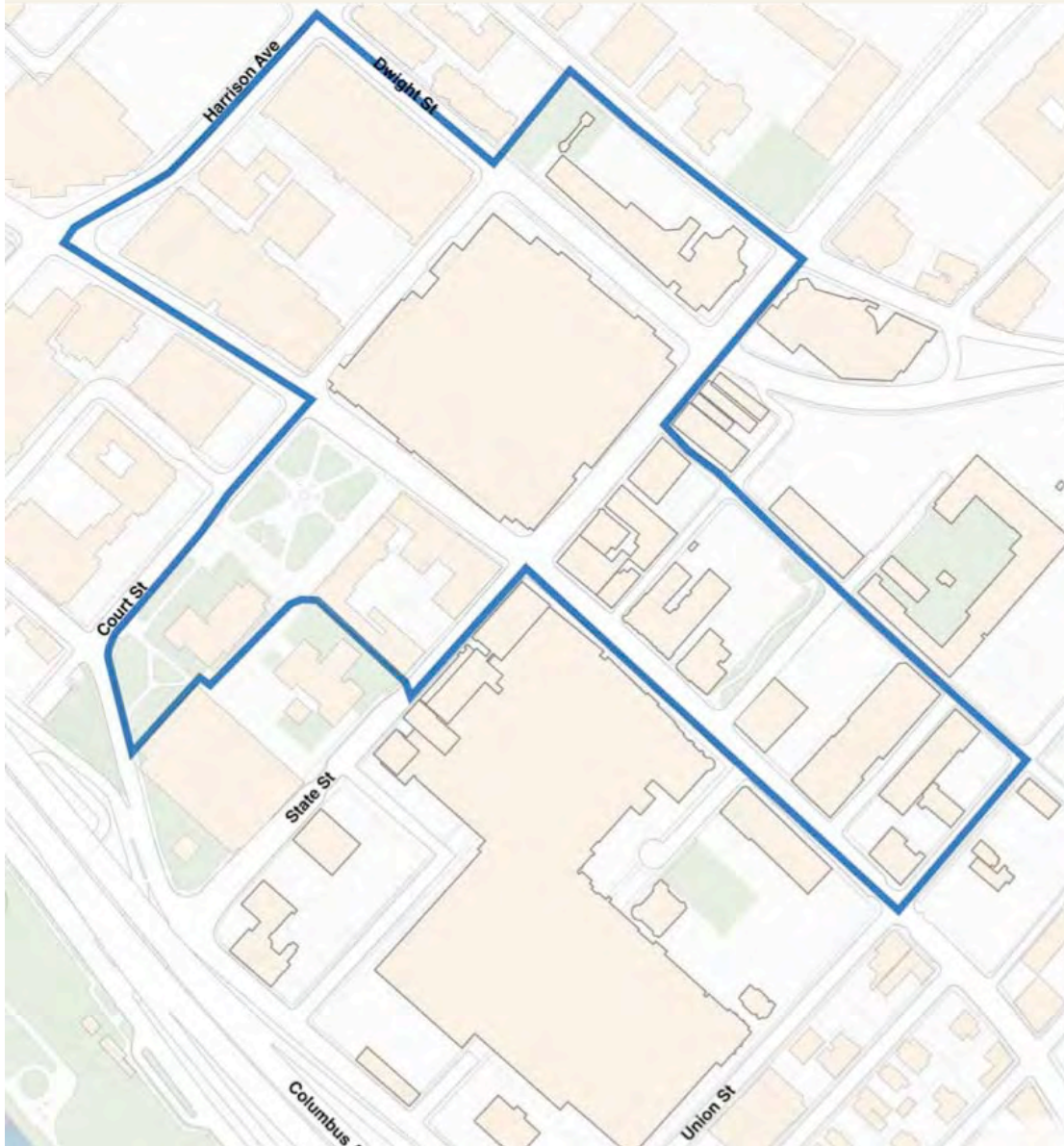
III. THE MAIN STREET & CONVENTION OVERLAY ZONING



Intent

The proposed Overlay District Zoning is intended to:

- Encourage and facilitate near-term redevelopment of priority sites that surround the casino and the Casino Overlay District
- Further enhance this special destination area with housing, hotel, office, retail, restaurants and entertainment
- Establish regulatory controls that guide and encourage complementary and compatible uses consistent with the adjacent casino entertainment district and the surrounding downtown
- Promote both adaptive reuse options where feasible and contextually responsive infill redevelopment, streetscape, and district environment
- Establish a process to facilitate “encouraged uses” and City oversight/control for non-compliant uses
- Provide certainty to the development community for compatible projects

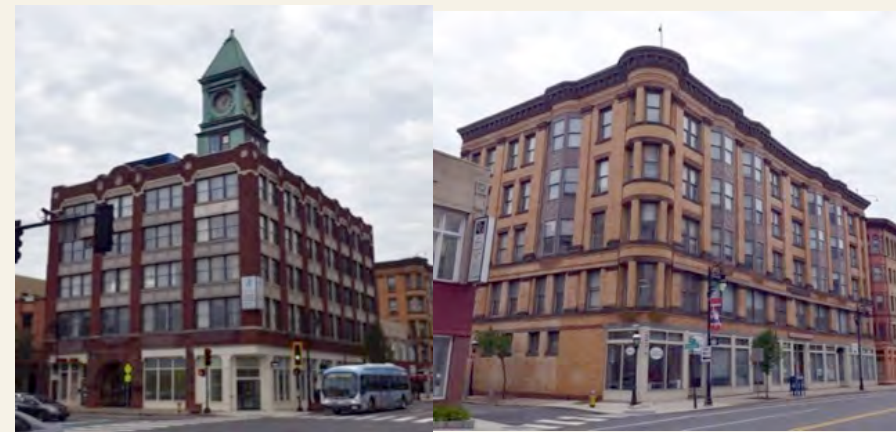
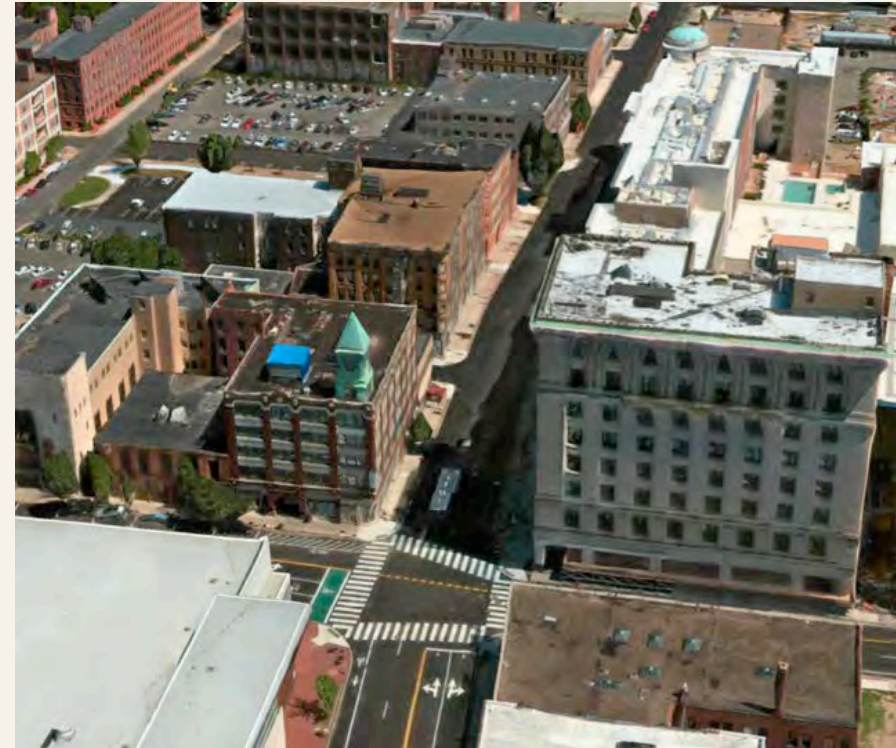


IV. DEVELOPMENT TOOLS / INCENTIVES / GRANTS



Needs / Assistance

- City assessment of current development opportunities suggests inviabilty without significant economic assistance
- Exploring a range of economic tools including Federal, State and Local grants, loans and other incentives programs to bring to the district
- Considering options across entire development process from:
 - the continuing strategic planning, control and implementation efforts;
 - to infrastructure/public realm enhancements that improve overall value and attract development/investment;
 - to owner/developer/investor assistance to augment and leverage private investment (“vertical development“)
 - to tenant / end user programs and aid



THE IMPLEMENTATION BLUEPRINT

An aerial photograph of a city, likely Philadelphia, showing a dense urban landscape with various buildings, streets, and green spaces. A semi-transparent white rectangular box is centered over the image, containing the text 'Questions / Answers' in a blue, sans-serif font. The background image is slightly faded to make the text stand out.

Questions / Answers