



REBUILD Springfield



Citywide Plan



REBUILD Springfield



DEVELOP springfield



Springfield
Redevelopment
Authority

Presented by:
Concordia
Goody Clancy
BNIM
Project for Public Spaces

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Overview & Introduction



Introduction

“The Rebuild Springfield citywide meeting presented an opportunity to hear people thinking mostly futuristically and optimistically about the city. It is good to look forward by thinking about our assets – not just dwelling on problems.”

-- Participant, Citywide Meeting Round 1

The Rebuild Springfield initiative was created in response to the June 1st tornado that struck the City of Springfield. However, the scope of the initiative goes far beyond simple rebuilding. Citizens, city government, private businesses and other stakeholders rallied together to use the June tornado as a catalyst for rethinking Springfield's future.

The Rebuild Springfield initiative integrated community input with planning expertise to develop a realistic action plan for realizing the vision of neighborhoods and the city as a whole.

Rebuild Springfield was commissioned by DevelopSpringfield and the Springfield Redevelopment Authority. These entities, formed in 2008 and 1960, respectively, are tasked with restoring vitality to Springfield.

The Rebuild Springfield process takes place on two parallel levels with a strong emphasis towards action. At the citywide level, residents, business leaders, and stakeholders have crafted a vision and action plan for improving the quality of life in Springfield.

At the same time, residents of the tornado impacted areas (Districts 1, 2, & 3) engaged in addressing the needs and visions of their respective neighborhoods. By gathering together in “Planning District” meetings, residents focused on issues specific to the activities and experiences of their day-to-day lives. They outlined realistic actions for achieving their vision.

Included in the Plan on page 132 is a broad outline of challenges and opportunities for implementing the Plan's recommendations. It is important to note that the scope of Springfield's rebuilding needs exceeds the availability of current funding opportunities. It is likely that a dedicated Federal appropriation will be necessary to closed various financing gaps presented in or as a result of the Plan.

Finally, In planning and implementing Springfield's future, no group or individual can act alone. Businesses, organizations, the government, and individual citizens must work together in a collaborative and cooperative way to build a revitalized Springfield and start taking the first concrete steps toward that vision.

Approach

What is the concept behind the Rebuild Springfield initiative?

The Citywide planning process is organized according to the six Nexus Domains of a healthy and vibrant community. These domains include the physical, cultural, social, organizational, educational, and economic components of a community.

Using the Nexus model as an organizing framework ensures the creation of a systemic and holistic plan for Springfield's future. Assets and needs of the community are analyzed and sometimes mapped according to their respective "domain" or category. While items sometimes fall into more than one category, working in this way ensures that each aspect of Springfield garners equal consideration during the planning and community engagement process.

The Citywide process used the Nexus framework. The Planning District process also used the Nexus framework, but dug more deeply into issues and ideas taking shape in Springfield's tornado-impacted neighborhoods.

Most importantly, public engagement has been key to developing the most appropriate recommendations for Springfield.

Community members; organizational and business leaders; municipal, regional and state agencies; and elected officials must recognize that ownership and participation

in implementation of this plan is the key to realizing the hopes and dreams of the many community members who participated in creating the plan. The public meetings at both the Citywide and District levels addressed three core phases of developing the plan:

Phase 1 | Review and analysis of existing conditions, vision

Phase 2 | Develop and synthesize opportunities, consider financial implications

Phase 3 | Confirm and prioritize recommendations and implementation steps

In addition to this project framework and to the work of Goody Clancy, BNIM, and Project for Public Spaces, obtaining additional expertise was important.

Dan Hodge of HDR provided economic analyses and forecasting, and played a very significant role in the development and shaping of the Citywide recommendations in the Economic Domain. His intimate knowledge of the City of Springfield and the Pioneer Valley was crucial in the eventual development of recommendations that respond well to the climate and stakeholders

of the City and Region and provide for concise and tailored direction.

Pam McKinney of Byrne McKinney & Associates provided real estate consulting services to the entire project team, including significant work tailored to the conditions and needs of the Districts of the Rebuild Springfield Plan. Her work included in-depth real estate market analyses as well as supplemental information related to the types of funding resources necessary for implementing the many and varied recommendations in the plan pertaining to real estate and development.



Process

Schedule, Phases and Community Participation

The Rebuild Springfield planning process began in October of 2011 and was completed in February of 2012.

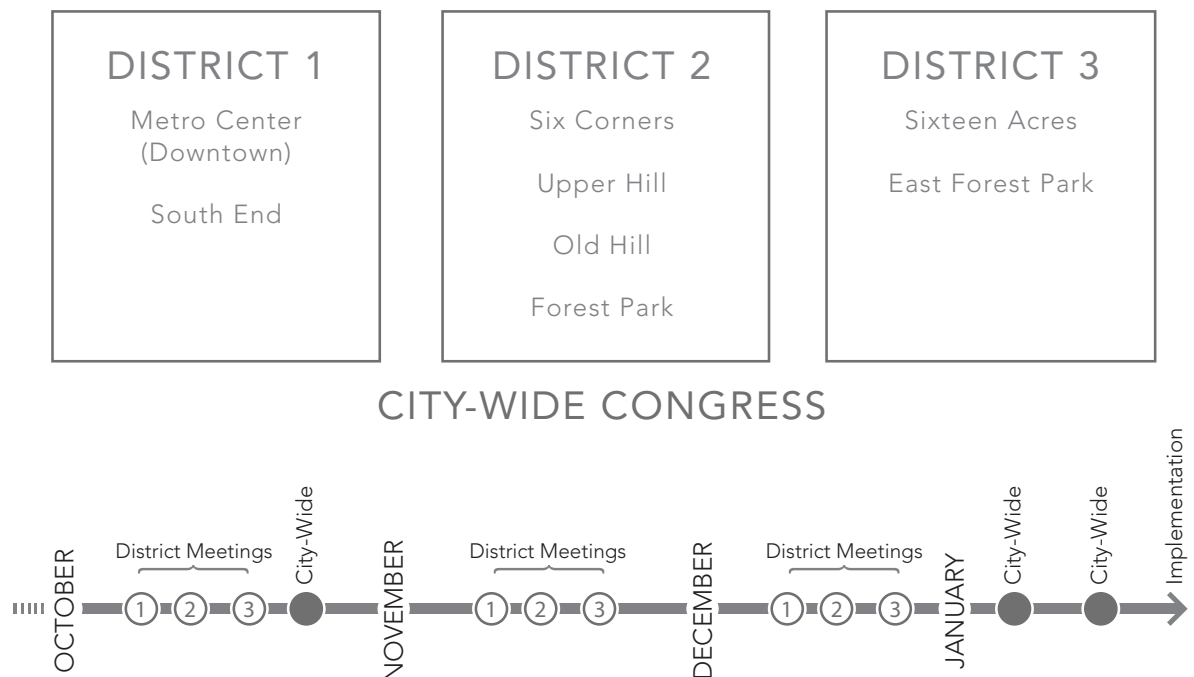
The Citywide and Planning District meetings took place as iterative and parallel processes with issues and solutions developed in the Districts informing the Citywide process. The Rebuild Springfield Plan works to assure that the city and its neighborhoods can function harmoniously.

There were three Citywide Meetings and 9 Planning District Meetings - three meetings in each Planning District.

The first round of meetings focused on Visioning, the second on Opportunities and Recommendations, and the final round on Priorities and Implementation.



Rebuild Springfield Planning Process



Recommendation Structure

How to read a Rebuild Springfield recommendation

In the Rebuild Springfield Plan, recommendations will follow a uniform structure to ensure continuity and clarity. Typical categories include:

Breadcrumbs

- “Breadcrumbs” are intended to show the source of an idea or recommendation. Throughout the community meeting process, ideas were cataloged and analyzed to develop a diverse plan that addressed all of the community’s needs. Breadcrumbs allow readers and community members to understand where recommendations were conceived.

General Description

- The “General Description” offers a perspective on the existing conditions in Springfield that the recommendation will address.
- This section also contains brief explanations of the recommendation’s approach.

Partnerships/Stakeholders

- The “Partnerships/Stakeholders” section is a list of actors that might be well-suited to participate in the implementation of the recommendation.
- Importantly, the partnership lists readers will see are by no means exclusive, and any individual, group, or organization who is interested in participating or being included in moving forward are encouraged to do so.

Resource Needs

- This section provides a brief description of some of the resources needed for successful implementation of the recommendation.
- “Resource Needs” can range from financing and grant funding to leadership, management, and communication.

Potential Resource Opportunities

- The “Potential Resource Opportunities” section lists existing programs, collaborations, projects, and funding sources that might contribute to the successful implementation of the recommendation.
- This list is not exclusive: additional resources should always be explored and included in the Rebuild Springfield implementation process.
- More resource opportunities are expanded upon in sections at the end of this document which were prepared in conjunction with philanthropic, real estate, and economic development consultants.

Precedents/Best Practices

- The precedents and best practices described in this section offer examples of projects or programs that can provide insight into similar ideas that have worked in other places and cities.
- Implementation leaders are encouraged to reach out to their peers involved in those best practices to seek advice on challenges, tactics, and strategies on how to successfully implement the recommendation.

Priority

- The priority of a recommendation is often determined by the level of support it received during the community meeting process.
- Funding opportunities, time, feasibility, and impact were also considered in judging the priority of the recommendation.

Action Steps

- The “Action Steps” section is a simplified checklist that can act as a starting point for implementation.
- These steps are subject to change at the discretion of Implementation Leaders as dictated by on-the-ground reality of implementation once the recommendation is put into action.

Project Location

- The “Project Location” of a recommendation is often “Citywide”, as many of the following recommendations affect the entirety of Springfield.
- When the recommendation affects a more specific location, it is expressed here to focus efforts on that site.

To Our Mother Tornado, *Teatro V!da*

Emmy Cepeda, Jasmine Jimenez, Keila Matos, and Zoe April Martinez
(Facilitated by Magdalena Gomez)

Our Mother came to clean up a disaster:

Isolation.

To join our hands
and create the city we all want:
security, connection, cleanliness, beauty
fresh-feeling parks
where we enjoy freedom.
City of equality.
to let go of egos
and begin at the bottom.

Our Mother came to clean up a disaster:

Ignorance.

"They're just kids"
you say we don't know what we want
but when we talk
we are ignored;
now it's our turn to speak.
You had your chance.
Empty streets scream fear.
People feel insecure
in their own homes.

Our Mother came to clean up a disaster:

Fear.

Our Mother, helping her children
the North and the South make peace,
work together like they should
to help our city be reborn.
She gave us a blank page
so we can draw colorful streets
full of lights,
clean and beautiful.

Our Mother came to clean up a disaster:

Domination.

This is not a game,
no more fighting for trophies on the wall.
We stand for our home, our city;
we see her
She wants change;
productive change.
Now I stand for my home, my city.

Our Mother came to clean up a disaster.

Good people
the city wants our well-being
her family engaged in daily change
from neighborhood to neighborhood

When I hear "impossible"
I say, "I'm Possible"
Everything is possible.
We are possible.

Let us destroy deception and hypocrisy.

Name is of no value here-
We need
Action, Voice, Conviction.
An impossible vision
placed perhaps
above monetary gain
but never above
the People's desire for justice.

Citywide Overview

A Brief on the History and Character of Springfield

Springfield was established in 1636, when William Pynchon laid claim to land on the Connecticut River. Located between the major ports of New York City, Boston, Albany, and Montreal, Springfield grew and prospered, first through industries like printing and manufacturing, and later when insurance and finance took hold and flourished in its economy. Today, Springfield is the largest city in Western Massachusetts.

Since its founding, Springfield has been a center of invention and entrepreneurship. Residents today recognize and respect this history, talking about it with much pride. Inventions and firsts include the first American army, the invention of the game of basketball, and firsts in transportation – including marketable automobiles, motorcycles, and fire engines.

Springfield is home to Smith & Wesson, and local factories manufactured nearly all of the Union Army's weapons during the American Civil War. Springfield's involvement and efforts during the Civil War embody the spirit of the city. Accomplishments like this brought great wealth to the city into the middle of the 20th century. As a result of this boon, Springfield's housing stock became increasingly prominent and ornate among all of its classes.

The dense concentration of Victorian "Painted Lady", Queen Anne, and Tudor style architecture led to the local nickname of "The City of Homes". To this day, Springfield's housing stock consists of many elaborate historic houses.

The appreciation and preservation of the community's historic structures is reflected in the overwhelming attention to preservation activities in the community.

In 1936, at the height of the Great Depression, the City of Springfield suffered one of its most devastating natural disasters prior to the tornado of 2011. The Connecticut River flooded, inundating the South End and North End neighborhoods where some of Springfield's finest mansions stood. Two years later, during the 1938 New England Hurricane, high floodwaters ravaged Springfield once again. Large portions of the North End and South End neighborhoods were devastated because of these two Great Floods.

Other, man-made events have also affected Springfield's urban fabric. During the 1960s, Interstate 91 was constructed on the land that once belonged to the citizens of the South End and North End neighborhoods. The highway divided and dispersed most of Springfield's inhabitants, including sects of English, Irish, Italian, French Canadian, and Polish residents. For generations before, this land provided economic value and recreational access to the Connecticut River.

Presently, the city's demographics are evenly split between Caucasians, African Americans, and Latinos (who are primarily of Puerto Rican descent). Participation by all citizens of Springfield through cultural activities, homeownership, and economic contributions will

set the stage for Springfield's resurgence in the first decade of the 21st century.

The Springfield Finance Control Board (SFCB) was established on June 30, 2004 to restore financial stability in the Springfield city government. Since then, the SFCB has dissolved and local government's fiscal capacities have been restored. With the formation of the SFBC, Springfield's Metro Center saw significant overall improvement, including a dramatic citywide drop in crime and a viable course for the city's continued renaissance.

Springfield has also been designated as a "Gateway City". This designation is given to formerly thriving industrial cities that show promise as the cultural and economic centers of their regions.

Springfield, like its many peer cities, has faced many economic troubles following the worst economic crisis since the Great Depression. Still, optimism of economic renaissance remains. Major employers like MassMutual Financial and BayState Health remain economic engines along with companies like Peter Pan Bus Lines, Big Y, and Merriam-Webster. These major employers and education institutions have played an important role in retaining momentum and innovation in the local economy.

From early trading post, to manufacturing center and invention capital, Springfield's unique history is still in motion.





Recovery Initiatives & Recommendations

Major Moves

The six primary Nexus Domains and their recommendations are listed below. Each recommendation appears in the order in which it was prioritized by meeting participants.



Educational Domain

Page: 15

- 1 | Put schools and libraries at the center of creating a nexus of places, programs, and access to technology to meet community needs
- 2 | Better engage the public in the process and importance of education reform
- 3 | Create a system of connected and integrated partnerships for a continuum of education



Physical Domain

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- 1 | Develop a process for transforming vacant lots and structures into community assets
- 2 | Focus transportation resources to better serve and connect Springfield residents
- 3 | Build on existing physical assets to celebrate Springfield's unique and diverse aesthetic character
- 4 | Plan for and take advantage of lessons learned from recent disasters by creating a comprehensive Disaster Preparedness Plan
- 5 | Design, develop, and operate places and spaces that are efficient and respectful of natural and human resources



Cultural Domain

Page: 51

- 1 | Better connect the community to its cultural amenities and assets through coordinated outreach and diverse events and arts programming
- 2 | Support and Grow the Arts and Culture Sector through a Series of "Lighter, Quicker Cheaper" Cultural Events
- 3 | Celebrate the old and new cultural diversity of Springfield



Social Domain

Page: 65

- 1 | Improve the reality and perception of public safety in Springfield
- 2 | Attract a vibrant and youthful population to be stewards of Springfield
- 3 | Improve land owner and landlord oversight
- 4 | Increase Access to Health and Wellness Services
- 5 | Provide equitable access to a variety of housing options



Economic Domain

Page: 89

- 1 | Develop and harness Springfield's role as the economic heart of the Pioneer Valley
- 2 | Streamline the investment process and provide creative incentives and policies to encourage economic development and entrepreneurship
- 3 | Expand career/workforce development and educational partnerships to provide all residents with an opportunity to meaningfully contribute to Springfield's economy and meet the needs of employers



Organizational Domain

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- 1 | Strengthen DevelopSpringfield as the Organization to Partner with the City and the SRA to take a Leadership Role in Guiding Springfield's Future
- 2 | Establish a body that coalesces community organizations to achieve efficiency and efficacy through collaboration and cooperation



Educational Domain

Description

Educational resources are defined as encompassing all of the community's assets that are allocated to lifelong learning. Included in this category are functional spaces, curricula and instructional programs for all Pre-K to 12, community college and university programs, as well as more informal public and private learning spaces and activities such as civil service training or individual skills development programs.

Recommendations

1. Put schools and libraries at the center of creating a nexus of places, programs, and access to technology to meet community needs
2. Better engage the public in the process and importance of education reform
3. Create a system of connected and integrated partnerships for a continuum of education

Educational #1

Put schools and libraries at the center of creating a nexus of places, programs, and access to technology to meet community needs

Breadcrumbs

- Citywide Meeting Round 1
- BNIM Education Group
- District 3 Meeting Round 1
- District 2 Meeting Round 1
- Education Stakeholders meeting
- Latino Meeting
- Citywide Meeting Round 2

General Description

Greater access to educational services is one of Springfield's greatest public needs. A novel approach must be adopted for current city assets to be fleshed out into far-reaching institutions that do more than provide learning opportunities. Citizens of Springfield should count on schools and libraries for community support in its multitude of iterations. These physical spaces can do more than provide an education; they can stand for the advancement towards a better quality of life and provide the means for achieving it.

In light of the tornado of last June, and in an effort to address long-standing educational and community challenges, community institutions must galvanize social services to cultivate success from the bottom-up. By serving the young people of Springfield and their families, the Springfield Public School (SPS) system, as well as parochial and private schools, can apply educational capacities to serve the community at large. With a change in SPS leadership on the horizon, citizens must contribute to the process of finding a new superintendent who is



committed to extending the system's function beyond just the classroom, school facilities, and school boundaries. These goals can be reached by enabling school facilities to do more than teach children for eight hours a day.

This social support does more than educate, it provides a place for the whole community to solve issues, improve health, build capacities,

and develop partnerships. The wide-reaching SPS, parochial, and private school networks should be arena for these functions. This approach is modeled in the Community Schools Initiative (communityschools.org), and can transform a school from being simply a schoolhouse into a facility that serves people of all backgrounds, ages, and abilities.



The city-wide planning process is organized according to the six domains of a healthy and vibrant community. Domains that are positively impacted by the Initiative described on this page are indicated above.

Key steps include: increasing facility hours, offering services to all ages, providing workforce readiness training, adult literacy classes, technological competency classes, developing community partnerships, and utilizing creative thinking in implementation. Certain Institutions in Springfield already offer some of these services. By fulfilling these capacities, SPS will firmly establish its role in the Springfield community and garner more support from neighborhoods that harbor its facilities. In all cases, increased community participation and cooperative communication in these facilities is paramount in ensuring success for students and families.

The Springfield City Library recently completed a strategic plan that laid out achievable recommendations to improve its service to the city. There have been serious shortcomings in enacting this plan because of budgetary issues. If the city's libraries are to provide the services that would make them one of the pillars of the community, they will have to look for creative mechanisms to achieve their goals, especially in the short term. It is imperative for the community to rally in support of the library system that does far more than just house books. Libraries are the local stewards of knowledge, both analog and digital.

One strategy for catalyzing progress is through the partnership of some public library branches with educational institutions. This approach would enable the consolidation of resources to allow for increased hours of operation,



improved language and literacy services, and more opportunities to access technology and technological education. Obviously, this implementation item has different action steps in the short- and long-term.

Planning for a joint library venture is a difficult process, but SPS and Springfield's library leadership already possess the forethought necessary to accommodate these methods. Not only will library services improve the educational experience of Springfield residents, but these joint facilities will also be able to provide a wide range of social services and act as a community center for health, literacy, community organization, capacity building, and access to technology. It is important to note that partners that share facilities also share expenses in order to provide greater services with the most efficient use of resources.

Partnerships/Stakeholders

- American International College
- Bay Path College
- Board of Library Commissioners
- Community Music School
- Community Schools Initiative
- Davis Foundation
- Elms College
- Futureworks
- Holyoke Chicopee Springfield Head Start
- Homework Center
- Mayor
- O.W.L. Adult Education Center
- Private Business Sector
- Public, Parochial, Private School Leaders
- Puerto Rican Cultural Center
- Residents and Neighborhood Councils
- School Superintendent
- Springfield City Library
- Springfield College
- Springfield Department of Health and Human Services
- Springfield Health and Fitness Stakeholders
- Springfield Office of Information, Technology, and Accountability
- Springfield Parent Advisory Council
- Springfield Parks and Recreation Division
- Springfield Public Forum
- Springfield Public Schools
- Springfield School Committee
- Springfield School Volunteers
- Springfield Technical Community College
- State Delegation
- UMass





- Vietnamese American Civic Association
- Western New England University
- Westfield State University

Resource Needs

1. The next Superintendent of Springfield Public Schools (SPS) system needs to be committed to extending the system's functions, benefits, and presence beyond the classroom.
2. The rebuilding of Brookings and Dryden will be funded by at least in part FEMA. This presents an opportunity to design and construct these schools as full service Community Schools.
3. The new SPS Superintendent, as well as leaders of parochial and private schools, need to explore community outreach techniques that embody a Community School.
4. The Library Master Plan needs to be

implemented with additional consideration being given to co-location of community libraries with community schools.

5. Creative thinking about joint-use facilities in general and their potential for more efficient use of resources, greater impact, and expanded services.
6. Literacy, neighborhood access to technology, and library and school accessibility need to be core principles of future programming and planning across the educational sector.
7. Library services need to engage and support the diverse community of Springfield; helping those who don't speak English, are unemployed, or wish to continue academic enrichment.

Potential Resource Opportunities

1. The Springfield City Library Strategic Plan for 2011-2016 was completed in 2011. This plan offers several suggestions that would improve and modernize the system and prepare City Library facilities for the 21st Century. This plan has won several awards and could provide a step-by-step process for helping the library system in Springfield.
2. FEMA funds for rebuilding Brookings and Dryden
3. Massachusetts School Building Assistance Authority
4. The City of Springfield Parks and Recreation Division is one of the largest providers of after school enrichment in the city. This Division has already collaborated with the Department of Parks, Recreation, and Building Management (DPBRM) and Springfield Public Schools to develop a series of learning and recreation programs. This partnership could be valuable in implementing this recommendation.
5. Gates Foundation (Library funding)

Precedents/Best Practices

Community Schools

William R. Peck Full Service Community School (Holyoke, MA)

The William R. Peck School, just up the road from Springfield, is a Full Service Community School (FSCS) that cultivates thoughtful and strategic partnerships in order to support the academic and non-academic aspirations and needs of the students and families it serves. The school provides: After School, Case Management, CHARLA services, College Awareness, Family Assistance Team, Family Resource Room, Health Center, On Site Registrations, Parents in the Classroom, and Peck Parents United in Action (PPUA). There is a wealth of community partners governed by a Central Coordinating Committee and working in organized workgroups.

The FSCS initiative operates from the following guiding philosophies:

- Commitment to Family-School-Community Partnership – We believe that Peck students will be most successful when family, school and the community are working in collaboration.
- Strengths Based Assumptions – We believe that all Peck families want the best for their children, that there is a role for every family member in FSCS work, and that every parent can contribute meaningfully to their child's education.
- Commitment to Consistent Academic Improvement-Our commitment is to finding strategies that contribute to improved student achievement.
- Parent Leadership – We value parent partnership in all aspects of programming and governance and we will continue to work towards parent leadership in the initiative.
- Accountability through Participatory Evaluation-We are committed to the continuous strengthening of the FSCS



source: <http://www.philasd.org/schools/key/>

initiative through ongoing formative and summative evaluation grounded in the experiences of our partners including students, families, faculty and community partners.

- Family Voice- Programming and partnerships are determined in response to the articulated needs and aspirations of Peck students and families rather than either perceived student/family needs on the part of the school, or stated needs and desires of community partners.
- Multiple Forms of Parent Engagement - We understand that parent participation in their child's education can take many forms, some more visible in the school building than others, and that this participation happens at Peck, in the home and in the community.

(http://www.hps.holyoke.ma.us/peck/community_partners.html).

Francis Scott Key School (Philadelphia, PA)

The Francis Scott Key School has served its South Philadelphia neighborhood for over 100 years. The school works with students and families that have recently entered the country and

focuses on language arts and literacy training curriculum. Using the Success for All program developed at Johns Hopkins University, the Key school has made priorities of having small class sizes and personalized reading instruction. The school provides adult literacy workshops and other adult education programs that promote family learning and healthy development. Health is a key component in the curriculum. A school counselor communicates regularly with families and works with an on-site school-community coordinator to provide family support services, career and educational guidance, and referrals and assistance with obtaining other services. The school's focus on academics and family support has led to improvements in all metrics: better school climate, increased attendance, and improved test scores.

Countee Cullen Community Center (New York, NY)

Located at Public School 194, the Center is open from 9 a.m. to sometimes well past midnight, and operates on weekends and in the summer as well. The community center is a Beacon program operated by the Rheedlen Centers for Children and Families, and it provides positive alternatives for young people who are growing up in one of the poorest neighborhoods in New York City. During school hours, the Center provides on-site social services, such as attendance improvement, child welfare, and dropout prevention interventions. After class, a variety of different activities attract varied local residents. For parents and children there are support groups, parenting workshops, and family recreational activities. For teens, the Center offers homework help as well as a drug awareness programs, late-night basketball, and a movie series. The Center's teens are active in the community, producing public service videos, organizing street cleanups, publishing a newspaper, and operating a nighttime teen lounge. The Center

has also worked hard to gain an identity within the community through activities that include voter registration booths, Center t-shirts, and a neighborhood tree-planting project. In addition to focusing on youth and family development, the Countee Cullen Beacon offers support to underserved families: family preservation services, emergency help, clinical services, home visits, counseling, and practical help in finding housing, jobs, or child care.

Joint-use Libraries

The following two examples have been resounding successes in their communities, despite public/university distrust on the outset. The resulting libraries have been able to offer far more services at the same or less cost than before because of consolidation of resources. These practices are on the larger scale and show the success that a large university (enrolling more than 20,000 students), can partner with a large library clientele (over 750,000 people in the library catchment).

- San Jose State University/San Jose Public Library: After much deliberation and debate, these two institutions combined to form a "super library" that is able to offer far more technological access, language services, and multicultural programming, etc. to the entire San Jose community.
- Nova State University/Broward County Public Library: The library is now open 100 hrs/week rather than 70 hours. 50 new staff members were hired and trained in the year that the library was opened. Expanded programming and language services were offered because of the available funds freed up by the consolidation of costs in the library.

The next four best practices are examples of libraries that partner with smaller institutions for service on the community-scale. In these cases, the catchment area of the library service is less

than 20,000 people. In studies, this scale of service has proven to be extremely successful in starting a joint-use school library.

Emmetsburg Public Library (Emmetsburg, IA)

Smith Wellness Center, run by cooperative partnership between Iowa Lakes CC, the City of Emmetsburg, and the citizens of Palo Alto County

- The library has its own Board of Trustees
- The library also acts as a community center.
- Partnership has allowed for more space, increased handicap accessibility, expanded services, more study and leisure reading space, additional workspace for staff, and more programming opportunities.
- Eliminated duplicative services and work
- Excellent communication has solved logistical issues
- The computer lab available to both the general public and students
- Electronic resources
- Genealogy Room is maintained by Genealogical society and contains archives of the area

<http://www.emmetsburg.com/Community/Libraries.htm>

Franklin Community Library (Elk Grove, CA)

- Partnership between Franklin High School, Toby Johnson Middle School, and the Sacramento Public Library
- Opened in 2002
- Library was able to offer extended hours, free Wi-fi, more services and programming, and computers for public use

<http://www.saclibrary.org/?pagelid=643>

Jeremiah E. Burke High School (Boston, MA)

- Combination high school and public library.
- Developed as a collaborative effort by

Boston Centers for Youth & Families, Boston Public Schools, and the Boston Public Library to promote education and literacy across the city

- Located in one of the toughest neighborhoods in the city
- Transparent design
- There is a community center on ground floor, regulation basketball court on the



Source: http://archrecord.construction.com/schools/09_burke_high.asp

top floor, and the high school and library are sandwiched between. The floor plan is flexible to enable extensive use of the facility after hours.

<http://www.bostonpublicschools.org/school/burke-high-school>
<http://boston.k12.ma.us/burke/Site/Home.html>
http://archrecord.construction.com/schools/09_burke_high.asp

Earl Warren Middle School Library (Solana Beach, CA)

- Funded through a partnership between the City of Solana Beach, the County of San Diego, California's School Facilities Program, the Friends of the Solana Beach Library, and the San Dieguito Union High School District (SDUHSD)
 - The campus of the middle school was reoriented slightly to accommodate the library (relocated entry to campus, improved traffic management and bus pick up)
 - Tripled the size of the previous facilities at the school and community library
 - The SDUHSD owns the facility, the county is the tenant, and the city is an equity partner with diminishing interest over time
- http://www.sdcl.org/locations_SB.html

School-Centered Neighborhood Revitalization

Education, housing and neighborhood revitalization go hand in hand. New education and housing partnerships can stabilize families and boost student achievement.

Over the last decade, school-centered neighborhood revitalization has been an experimental tactic used in several US cities. This approach is carried out through replacing blighted housing with an attractive new school. The school is then used as a means of retaining and drawing-in a revitalization-minded

community.

The scale and complexity of this approach often requires significant public funding. Most school-centered neighborhood revitalization projects have been driven by large federal investments, such as those from the HOPE VI program. Massachusetts' new education reform law is also providing communities with the opportunity to integrate a new school with local neighborhood revitalization plans.

Springfield has already adopted this approach with Veritas Preparatory, which is set to open in 2012. Veritas will be central to the South End's revitalization, but to be successful it will need the community and local businesses to rally in support. According to MASSInc., "Success [of school-centered neighborhood revitalization is] often contingent on a strong partner (e.g., a large employer, university, or foundation) operating outside of the school system with a long-term interest in the well-being of the community."

http://www.massinc.org/~media/Files/Mass%20Inc/Research/Full%20Report%20PDF%20files/growth_brief.ashx



Priority Urgent

Action Steps

1. Select a new SPS Superintendent that is committed to expanding the functions and benefits of the system beyond the classroom.
2. The SPS and its Superintendent, parochial and private schools will seek a partnership with the Community Schools Initiative (<http://www.communityschools.org/>) to assist in transforming local public schools into facilities that serve citizens before, during, and after school hours.
3. SPS will further explore design opportunities for creating 21st Century Community Schools in the rebuilding of Brookings and Dryden schools.
4. The City will explore the potential of enacting the policies described in the Library Master Plan.
5. On a community level, branch libraries and community schools will meet and discuss the opportunity to combine library services with the focus on providing accommodations and neighborhood-specific services to the community at large and at the neighborhood level.
6. Schools and libraries alike will engage the greater Springfield community, expand their hours of operation beyond the school day and maximize the benefit they provide to citizens: enhanced language services, increased access to technology, and improved social service programming will all be included.
7. Space programming decisions will take into account the wishes and needs of neighborhoods, like prioritizing the implementation of after-school programs.
8. With the construction of two new schools in the future, plans will be made to build or renovate two community-scale joint-use libraries.

Project Location

Citywide, although Brookings and Dryden schools could set a precedent for Community Centered Schools throughout the City of Springfield

Educational #2

Better engage the public in the process and importance of education reform

Breadcrumbs

- Education Stakeholders meeting
- Citywide Meeting Round 2

General Description

Enacting education reform is one of the most pressing issues in the improvement of the Springfield Public Schools (SPS) system. If schools are expected to take on a larger role in the community, political, institutional, and policy-related changes must have the support of residents to achieve their desired impact. Presently, the SPS is not receiving sufficient backing from citizens because it does not have the resources to engage them.

It is vital that public opinion becomes an asset for school reform rather than an obstacle. According to independent research, parental and community engagement is the most important factor in enacting ambitious education reform strategies. Shackled with budgetary issues, the SPS is unable to allocate sufficient funds to developing a more robust means of public engagement around reform-related issues. Therefore, a Local Education Fund (LEF) or some equivalent advocacy and funding organization should be established.

LEFs are non-profit organizations that work to enhance local engagement in public education. These entities are commonly funded by foundation or government grants. LEFs are not solely dedicated to school reform; they also serve as conduits between citizens and schools for shaping curriculum and monitoring progress.

In 2009, a feasibility study was commissioned by the Greater Springfield Business Foundation to activate the existing 501 (c)3, Springfield Education Partnership, established over 20 years ago, as an LEF. This effort was led by a steering committee of key business and education leaders from Springfield. While not successfully instituted in 2009, the groundwork for moving forward exists and a renewed effort is recommended.

Partnerships/Stakeholders

- American International College
- Bay Path College
- Business Community
- Davis Foundation
- Dunbar Community Center
- Elms College
- Faith-Based Organizations
- Local Education Fund
- Martin Luther King, Jr. Family Services
- Parent Information Center
- Puerto Rican Cultural Center
- Springfield City Council
- Springfield College
- Springfield Department of Health and Human Services
- Springfield Education Association
- Springfield Family Education Department
- Springfield Office of Information, Technology, and Accountability
- Springfield Parent Academy
- Springfield Public Forum
- Springfield Public Schools
- Springfield School Committee



- Springfield School Volunteers
- Springfield Business Leaders for Education
- Springfield Technical Community College
- Springfield Vietnamese American Civic Association
- Stand for Children
- UMass
- Western New England University

Resource Needs

1. Establishment of a Local Education Fund (LEF) or equivalent organization
2. An organization to assume the role of engaging the public in interacting with the Springfield Public School (SPS) system
3. The public needs to have more transparent access to information and statistics regarding school performance
4. The public needs to be more engaged in advocating for higher quality schools, better access to technology, and improved English as a Second Language (ESL) services.

Potential Resource Opportunities

1. Davis Foundation
2. Public and Community Engagement (PACE)
 - Springfield School Volunteers
 - Parent Information Center



The city-wide planning process is organized according to the six domains of a healthy and vibrant community. Domains that are positively impacted by the Initiative described on this page are indicated above.

- Family Education Department
- 3. Public Education Network
- 4. Support from Local Businesses
- 5. See Greater Springfield Business Foundation Feasibility Study: Springfield Education Partnership, March 10, 2009 (available via the Davis Foundation)

Precedents/Best Practices

The Paterson Education Fund (Paterson, NJ)

The Paterson Education Fund (PEF), is a not-for-profit organization whose mission is to stimulate community action for change so that the Paterson Public Schools ensure that all Paterson children achieve high standards. <http://www.paterson-education.org/>

PEF's Goals are:

- To build our community's civic capacity to support, monitor and advocate education reform.
- To educate and enable community leadership to understand and act on changing education needs.
- To provide a forum for the community to effectively participate in the decision-making processes concerning education.

Founded in 1983, PEF's activities build and nourish a constituency for systematic school reform by educating the community on the importance of high standards and expectations in providing quality education for all children. PEF convenes and

brokers relationships between the Paterson school district and private sector entities interested in public education in Paterson.

Paterson Education Fund is a founding member of the Public Education Network (PEN), a national organization of local education funds (LEFs) and individuals working to improve public schools and build citizen support for quality public education in low-income communities across the nation.

Ysleta Elementary School (El Paso, TX)

Ysleta Elementary School has worked with an Interfaith Education Fund (IEF) since 1992 to develop a discourse with the local community. Together, parents, teachers, administrators, and community leaders form a leadership team that tackles issues such as traffic safety, the design of a new school, and the lack of medical care in the school. When the school was designing a system for assessing the students, parents were trained about the new processes and were invited to comment on changes.

Mobile Area Education Foundation (Mobile, AL)

The Mobile Area Education Foundation is a nonprofit organization dedicated to improving local public schools. Their mission is to build community responsibility for improving public education outcomes in Mobile County. They work with, but are independent of, the Mobile County Public School System. <http://www.maef.net/>

Priority

High

Action Steps

1. The "Educational Domain" working group will establish a set of short- and mid-term goals for the implementation for this recommendation.
2. An organization will obtain grant funding and work to establish a network of citizens, stakeholders, and school administrators throughout Springfield for the expressed purpose of creating a public engagement strategy for education reform. This organization could be part of the Rebuild Springfield implementation process, a Local Education Fund, or an organization with a similar mission.
3. This implementation organization will take on the role of engaging the public in interacting with the Springfield Public School (SPS) system and the wider education spectrum in Springfield.
4. The public will have more transparent access to information and statistics regarding school performance.
5. The public will be more engaged in advocating for higher quality schools, better access to technology, and improved English as a Second Language (ESL) services.
6. The public will be more engaged in advocating for higher quality schools, better access to technology, and improved English as a Second Language (ESL) services.

Project Location

Citywide

Educational #3

Create a system of connected and integrated partnerships for a continuum of education

Breadcrumbs

- Citywide Meeting Round 1
- Business Forum
- City of Springfield Workforce Development Study
- City of Springfield Economic Development Study
- Interview: Education Group
- Interview: Mass Career Development Institute
- Citywide Meeting Round 2
- Education Stakeholder Meeting

General Description

The capacity for Springfield's citizen's to contribute to and more fully participate in the workforce has not been adequately engaged. Starting with early-childhood education, Springfield's children are at a disadvantage to compete in the modern economy. The Davis Foundation and other partners recognize the importance of Early Childhood Education and are increasing their efforts to raise the profile of this critical initiative as the starting point of the continuum. In addition, these groups are enhancing their efforts to support Universal Pre-K across the city is key. From the outset, this continuum impacts Springfield's ability to create local employment and employees, and the education system needs to be equipped with a coordinated capacity to help Springfield and its businesses revitalize.

Although there are programs to assist in job readiness, these offerings need to be supported

and coordinated to make a significant impact.

Starting at the beginning of a young person's education, the schools in Springfield must focus on creating continuity and integration among the various actors in the educational continuum. Literacy, critical thinking, and creativity should be at the center of a coordinated curriculum. Moreover, the pursuit of knowledge and job readiness should not halt once a child leaves the school system; opportunities to acquire vocational skills should be accessible for all residents.

Finding a job as a young person is a daunting process. Attracting and retaining younger residents should be a priority for both educational institutions and local businesses. The educational sector must work strategically to create connections to and relationships with the economic drivers of the city, both large



and small. Job training, internships, and other educational outreach and participation strategies are all options for better connecting the Educational and Economic Domains. Together, these partnerships can ensure a pipeline for Springfield residents to meaningfully contribute to the local, regional, state, and national economy.

Currently, there are organizations doing important work related to workforce development and job training. These include the Regional Employment Board (REB) and Massachusetts Career Development Institute (MCDI). One of the most important elements of implementing this recommendation will be bringing all parties and stakeholders to the table to ensure continuity and cooperation in addressing this issue.

Partnerships/Stakeholders

- ACCESS
- American Career Institute
- American International College
- Bay Path College
- Commonwealth Academy
- Cooperating Colleges of Greater Springfield
- Diocese of Springfield (Parochial Schools)
- Elms College
- Local Daycare Providers
- Mass Latino Chamber of Commerce
- Massachusetts Career Development Institute
- Private schools (Academy Hill, Pioneer Valley Christian, Montessori etc.)
- Regional Employment Board of Hampden



The city-wide planning process is organized according to the six domains of a healthy and vibrant community. Domains that are positively impacted by the Initiative described on this page are indicated above.

- County
- Representatives from all stakeholders along the education continuum from early childhood to workforce development
- Springfield Chamber of Commerce
- Springfield College
- Springfield O.W.L. Adult Education Center
- Springfield Office of Information
- Springfield Parent Academy
- Springfield Public Forum
- Springfield Public Schools
- Springfield School Committee & The Mayor
- Springfield School Volunteer Organization
- Springfield School Volunteers
- Springfield Technical Community College
- Square One
- Stand for Children
- State Delegation
- Technology, and Accountability
- Western New England University

Resource Needs

1. The City needs to hire a SPS superintendent who is committed to creating an integrated system of education that reinvigorates the innovation that once made Springfield prosperous; this process starts in early childhood, ends with prepared students entering college and the workforce, and continues with persistent community educational enrichment.
2. Universal Pre-K: as recommended by nearly every educational stakeholder during the Rebuild Springfield planning process. Universal Pre-K was acknowledged as a

crucial missing link in the educational sphere of Springfield. The earlier that Springfield's students are introduced into the educational pipeline, the better their chance to lead a productive and happy life. This resource is needed because of its wide-ranging trickle-down effects on every aspect of the city's future.

3. The Early Childhood, Pre-K and early elementary programs need to think creatively and employ novel techniques in developing critical thinking and language development.
4. SPS, parochial, and private schools need to investigate project-based learning approaches and construct creatively-charged physical spaces for their students.
5. SPS, parochial, private schools and the Cooperating Colleges of Greater Springfield (CCGS) need to work in a coordinated effort to understand each other's needs, provide mutual support, articulate a consistent curriculum, and strive to solve problems multi-laterally.
6. The CCGS consortium can better coalesce around the coordination of educational services.
7. The CCGS can better focus on preparing students to contribute meaningfully to the workforce.
8. The public, parochial and private secondary-education and Cooperating College of Greater Springfield (CCGS) needs to develop a stronger connection with the local economy by integrating both large and small business interests into the workforce

development curriculum.

9. Legislative buy-in and support for reform.
10. A Child Development Account program

Potential Resource Opportunities

1. All public high schools have specific focuses that will prepare students for whatever path they choose; whether that choice is college or immediate entry into the workforce.
 - Central High School: College preparatory
 - Roger L. Putnam Vocational Technical Academy: Vocational training
 - The High School of Commerce: Finance,



- law, government, and entrepreneurship
- Springfield High School of Science and Technology: Science, technology, engineering, mathematics
- The Springfield Renaissance School (grades 6-12): Arts, culture, and expeditionary learning
- 2. Springfield Parent Academy
- 3. Important work has begun. A group of community leaders met in June of 2011 to launch a new community wide initiative to address Early Childhood Education – Cherish Every Child: A Blueprint for Springfield's Future. As well, the Davis Foundation has made a commitment to the improvement

and enhancement of educational opportunities and achievements for the children and youth of Hampden County through their Education grantmaking.

<http://cherishspringfield.org/page/pdf/45/d.asp4.pdf>

4. The Cooperating Colleges of Greater Springfield (CCGS) is an educational consortium composed of the eight public and private colleges in the Greater Springfield area: American International College, Bay Path College, Elms College, Holyoke Community College, Springfield College, Springfield Technical Community College, Western New England College, and Westfield State College. The CCGS is an established organization, but it could become more active in the local collegiate landscape.

Precedents/Best Practices

High Tech High (San Diego County, CA)

High Tech High is a charter school system consisting of 11 schools, spanning K-12. Its curriculum is centered on project-based learning and innovation. By constructing environments that are safe, transparent, flexible, and creative, students are encouraged to put their work on display and it with their peers. This level of peer interaction is unrivaled in normal school settings, and it develops a superior grasp of critical thinking in students. Students and teachers are in constant conversations about the direction of their courses, and learning is tailored to engage subjects that students are genuinely interested in. With most coursework culminating in a project deliverable, students are conditioned to a setting similar to that of an adult work environment,

which cultivates a sense of ownership and confidence among students. <http://www.hightechhigh.org/>

Strive (Cincinnati, OH)

Strive, a non-profit subsidiary of KnowledgeWorks Foundation, Cincinnati, OH, has brought together local leaders to tackle the student achievement crisis and improve education throughout greater Cincinnati and northern Kentucky. In the four years since the group was launched, Strive partners have improved student success in dozens of key areas across three large public school districts. See Stanford social Innovation Review, Collective Impact, 2011, John Kania & Mark Kramer.

Stand for Children (Massachusetts)

Stand for Children's mission is to ensure that all children, regardless of their background, graduate from high school prepared for, and with the access to, a college education. With members in more than 100 communities across Massachusetts who prioritize child advocacy in school reform efforts, our ultimate goal is to ensure that every child has access to a quality education and an equitable chance to succeed in life. Stand is now working in Springfield and can be an active partner in the education continuum.

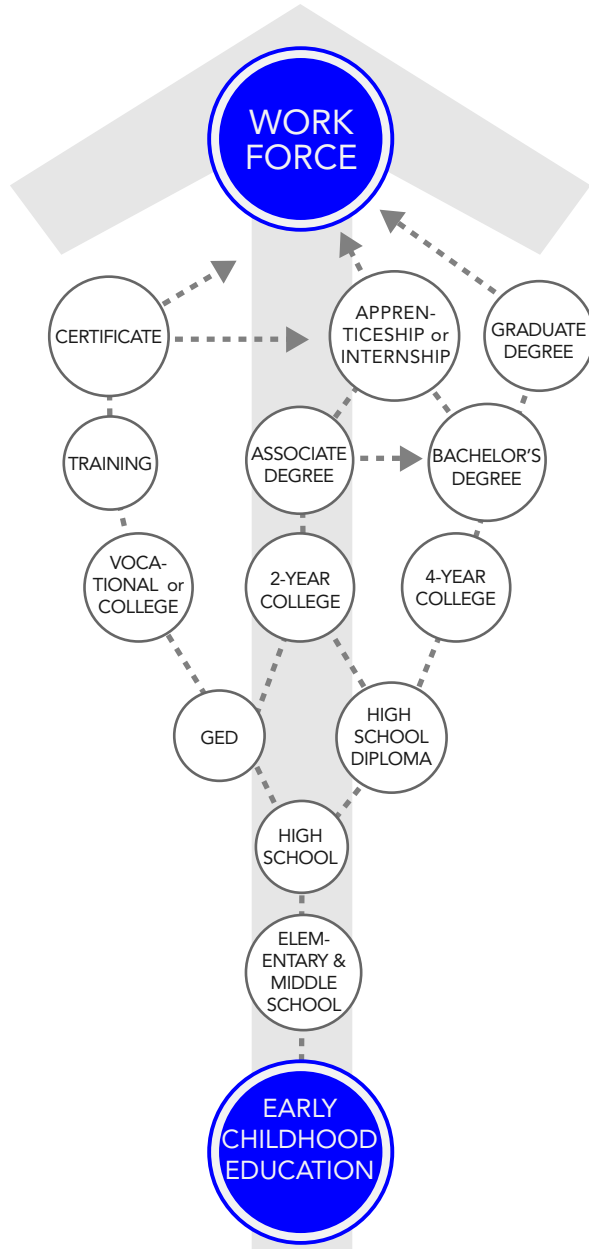
Middle College National Consortium

In addition, education stakeholders expressed interest in the Middle College concept. The Middle College National Consortium believes that authentic school reform grows out of sustained collaboration among master practitioners, structured communication, and support for perpetual growth of leadership skills for all constituents. Centered on six Design Principles, MCNC schools bridge the high school and college experience for underserved youth



Credit: Jim Brady (for Architecture Magazine)

Source: http://www.architectmagazine.com/articles/awards/aia-cote-2011-top-ten-green-projects-high-tech-high-chula-vista.aspx?playlist=playlist____20_734540&plitem=1#



leading to increased access to and success in college. For more information please visit www.mcnc.us.

The Boston Opportunity Agenda (Boston, MA)

The Boston Opportunity Agenda is a citywide program that “sets a national standard for collaboration around a shared set of goals, driven by data, accountable through regular reports to the community—and supported by new resources.” Partners, including Boston Public Schools, the United Way, and several private foundations have formed a public-private partnership and committed “\$27 million to the comprehensive education pipeline that spans early childhood care and education through post-secondary achievement. The partners have pledged to ensure that the initiatives being supported will have the resources they need to succeed and hold themselves accountable for the results.”

<http://www.bostonopportunityagenda.org/About-us.aspx>

Priority Urgent

Action Steps

1. The City will hire a SPS superintendent that is committed to creating an integrated system of education stresses literacy, creativity, critical thinking, and innovation.
2. The new superintendent will work with the rest of the school system to create a coordinated curriculum that starts in early childhood, continues with prepared students entering college, workforce training, and extends to community educational enrichment.
3. SPS, parochial, and private schools will think creatively about novel techniques in teaching critical thinking and literacy.
4. SPS, parochial, and private schools

will investigate project-based learning approaches and constructing creatively-charged physical spaces for its students. There is a chance to set new precedents for 21st Century education environments as schools damaged by the June 1 tornado rebuild.

5. The SPS and the cooperating Colleges of Greater Springfield (CCGS) will create a more robust and consistent dialog to understand each other’s needs, develop curriculum, and work to solve problems multi-laterally.
6. The CCGS will work to share and coordinate their educational services.
7. The CCGS will focus on preparing students to contribute meaningfully to the workforce.
8. The CCGS will work to develop a stronger connection with the local economy by integrating both large and small business interests into the workforce development curriculum.
9. Develop a Child Development Account program and encourage parents to commit small amounts of money to the account every quarter. This contribution could be matched by a donation. These programs are proven to increase levels of college matriculation and diminish the cost of going to college for low-income families.

<http://csd.wustl.edu/Publications/Documents/RPB09-29.pdf>

Project Location Citywide



Physical Domain

Description

This category is defined by the physical resources that encompass the sum of the community's built and natural assets. These resources include buildings, bridges, highways and even telecommunications infrastructure as well as natural resources like parks and other outdoor recreation areas.

Recommendations

1. Develop a process for transforming vacant lots and structures into community assets
2. Focus transportation resources to better serve and connect Springfield residents
3. Build on existing physical assets to celebrate and improve Springfield's aesthetic character and infrastructure
4. Plan for and take advantage of lessons learned from recent disasters by creating and publicizing a comprehensive Disaster Preparedness Plan
5. Design, develop, and operate places and spaces that are efficient and respectful of natural and human resources

Physical #1

Develop a process for transforming vacant lots and structures into community assets

Breadcrumbs

- District 2 Meeting Round 1
- District 1 Meeting Round 2
- District 3 Meeting Round 1
- Citywide Meeting Rounds 1 & 2
- Interviews with Housing Stakeholders
- Springfield Business Improvement District

General Description

Decades of urban sprawl and dis-investment have resulted in pockets of blight in areas of Springfield, and the June 2011 tornado worsened the matter. Through the Rebuild Springfield planning process, residents voiced their concerns about vacant and abandoned properties in the city. Shortening the path to cleaner and more stable neighborhoods would mean that current and future residents could have attractive and healthy communities in which to live.

Blighted structures and parcels also contribute to lowering property values and increased criminal activity. At the same time, residents who have been impacted by the tornado and other disasters need to be given a fair chance to rebuild, and forgiven for short-term blight issues. In short, a clear and effective strategy for addressing these issues needs to be a priority.

Encouraging infill development, expanding green space, building community gardens, merging lots together, selling land with a disposition to abutters, and providing residents and developers with meaningful redevelopment tools are all ways to turn vacant properties into

more viable community assets. Some programs require more public funds, while others just require neighborhood engagement and community groups to make change. At its root, this process must be executed at the grassroots level, as it is the residents of the adjoining properties and nearby blocks that feel most passionate about enacting positive change in their communities.

Organizations such as Keep Springfield Beautiful (KSB), the Springfield Preservation Trust (SPT), and Concerned Citizens for Springfield have partnered together to curb and fight against blight and restore historic structures into suitable housing. Their efforts should be supported and can be strengthened by including new stakeholders into the rebuilding process.

Springfield is not alone. There are numerous cities across the United States that have experienced urban blight and have several vacant lots, many at a significantly higher level than Springfield. Springfield can learn from these cities.

Partnerships / Stakeholders

- City of Springfield
- Commonwealth of Massachusetts
- Concerned Citizens of Springfield
- DevelopSpringfield in Partnership with Office of Planning and Economic Development
- HAP Housing
- Institute for Community Economics
- Keep Springfield Beautiful

- Non-Profit Housing Developers
- Pioneer Valley Planning Commission
- Springfield Neighborhood Councils
- Springfield Neighborhood Housing Services
- Springfield Partners for Community Action
- Springfield Preservation Trust (SPT)
- Springfield Redevelopment Authority (SRA)
- US Department of Housing and Urban Development (HUD)

Resource Needs:

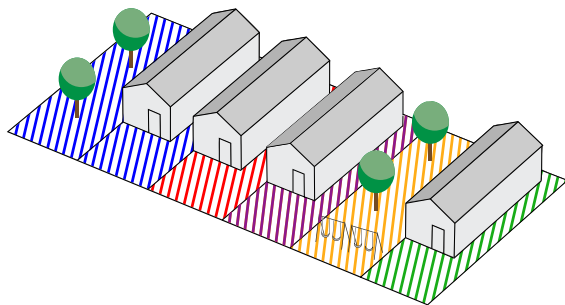
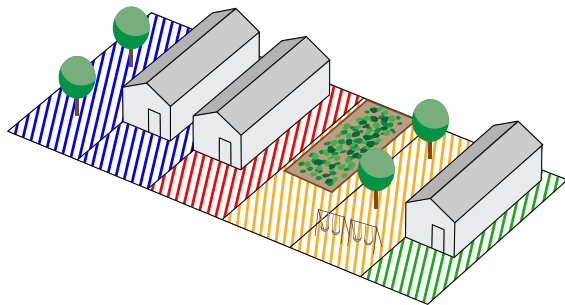
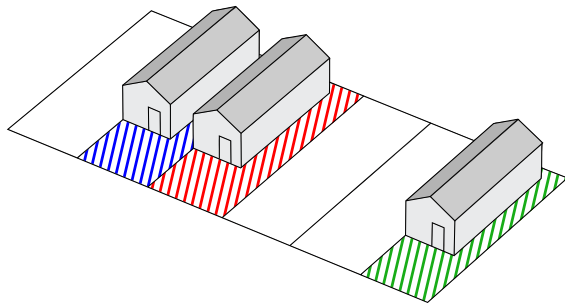
1. Funding
2. Grassroots action
3. Process for monitoring and management
4. Neighborhood Councils Collaboration
5. Concentrated redevelopment efforts

Potential Resource Opportunities

1. HUD Grants
2. FEMA Grants
3. MEMA Grants
4. SRA Funding
5. Private Donations
6. Community Fundraising
7. The organizations Keep Springfield Beautiful (KSB) and Springfield Preservation Trust (SPT) have partnered to fight blight and transform downtown historic structures into suitable housing. The work and programs that KSB and SPT do is discussed further in Physical Recommendation #3, where citywide and neighborhood beautification practices are examined in detail.



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Precedents / Best Practices

The Lot Next Door Program (New Orleans, LA)

The Lot Next Door Program, instituted by the New Orleans Redevelopment Agency (NORA), gives residents abutting the first chance to purchase and redevelop NORA properties. The program was created through a New Orleans City Council Ordinance following Hurricane Katrina. A program like this is already in place in Springfield, however it only allows for the provision that, “properties included in [the] auction cannot be built upon and may be used solely for open space and/or accessory parking to an immediately adjacent property under common ownership.” Expanding the scope of the program in Springfield to allow for more flexibility and incentivize creative uses, paired with marketing and outreach efforts, might encourage residents and neighborhood groups to explore such a unique opportunity.
<http://www.noraworks.org/residents/lot-next-door>

Neighborhoods in Bloom Program (Richmond, VA)

Richmond’s Neighborhoods in Bloom Program (NIB) program was created to allow citizens to actively decide how and where community development funds are allocated. The goal of this program is to restore physical livability and improve neighborhood stability. Neighborhoods are considered with established criteria and “Revitalization potential [is] evaluated



source: <http://www.richmondgov.com/neighborhoods/documents/NeighborhoodImprovement.pdf>

upon the strength of civic associations in the neighborhoods, the existence of redevelopment plans, and market trends.” Once in the NIB program, the City works with neighborhood groups, non-profits, and residents to:

- Buy vacant houses, rehabilitate them, and sell them for home ownership.
- Buy vacant lots, build houses, and sell them for home ownership.
- Provide homebuyer education classes and counsel potential buyers in determining affordability and purchase power.
- Provide down payment assistance.
- Assist owner occupants with house repairs and renovations.

In addition to removing blight and increasing home ownership in the city, the program seeks to instill private sector confidence to invest in rental and for sale assets. The program also provides accessible homeownership education documents to help first-time homebuyers.

<http://www.richmondgov.com/neighborhoods/index.aspx>

Fulton County/City of Atlanta Land Bank Authority (Atlanta, GA)

Fulton County/City of Atlanta Land Bank Authority (LBA) is a non-profit corporation that oversees the process of putting the regions abandoned property back into productive use. The LBA was formed in cooperation between the County and the City, and was given the power to forgive delinquent City and County property taxes. This process makes the sites more marketable to future buyers, for both non-profit and for-profit development entities.
<http://www.fccalandbank.org/>

Regulations and responsibilities for land banks vary from city to city, but all have a common goal: to turn underutilized and abandoned properties into more viable and community uses. The City of Springfield has several organizations—namely the SRA, HAP, SNHS and Habitat for Humanity—that operate as de facto land banks (i.e. holding lots awaiting housing development). However, increasing coordination and attracting more funds would help for make these institutions more effective.

Stalled Spaces Program, (Glasgow, Scotland)

Glasgow, Scotland suffers from some of the worst rates of vacant land and property. The City had more vacant land than the rest of Scotland combined. To reactivate these spaces, the city launched Stalled Spaces in 2008, a program that offers small loans to neighbors of vacant land with the intention that they create temporary landscaping interventions that can serve the greater community. Stalled Spaces gets its name because it uses pots of land in which development is literally ‘stalled’. Some project examples include:

- Creating temporary growing spaces
- Creating city market gardens.
- Interim sustainable urban drainage sites.

- Tree planting as part of carbon offsetting, biodiversity or other initiatives.
- Public art space.
- Non-organic waste recycling schemes.
- Growing short rotation energy crops.
- Installing approved landscape design prior to development.
- Child’s play area.
- Wildflower meadows
- Leveling and turfing over the site with continued maintenance.

http://www.glasgow.gov.uk/en/Business/Environment/Clyde_KelvinGreenspace/Stalled+Spaces++++Temporary+Landscapes.htm



source: <http://www.glasgowsouthandeastwoodextra.co.uk/>

Priority
High

Action Steps

1. Compile an electronic inventory of vacant land and derelict structures and make this information publicly available.
 - While a database is being created, temporarily address ‘stalled’ lands.
 - Allocate a small fund to support a program similar to the Stalled Spaces program in Glasgow; providing community groups with money to

develop ‘stalled’ land. This program would temporarily fill in the ‘missing teeth’ in neighborhoods until adequate development funds can be secured.

- Partner with Neighborhood Councils and Property Maintenance Organizations (such as the Property Maintenance Task Force) to identify priority parcels and problems
 - Inhabit these spaces with Lighter, Quicker, Cheaper cultural amenities (see: Cultural Recommendation #2)
2. Develop a strategy for permanently redeveloping vacant land and derelict structures.
 - Keep community organizations involved in development conversations with private developers early in the process to convey community needs.
 - Research and implement ways to finance the redevelopment of vacant properties, such as Tax Increment Financing (TIFs), other incentive opportunities and bonds.
 - Explore other centralized methods for cataloging and organizing vacant and tax-foreclosed and/or city-owned properties
 - Think creatively about low-cost programs and activities that publicize available assets (see: Economic Recommendation #3)
 - Facilitate frequent communication, transparency, and outreach to real estate developers, non-profit groups, businesses and residents.
 - Support current efforts by Keep Springfield Beautiful and the Springfield Preservation Trust.

Project Location
Citywide

Physical #2

Focus transportation resources to better serve and connect Springfield residents

Breadcrumbs

- Stakeholder Meeting with Pioneer Valley Transit Authority
- Citywide Meeting Round 1
- Citywide Meeting Round 2
- District 3 Meeting Round 1
- Interview: Classical Condo Association
- Springfield Museums

General Description

The health of many cities often depends on healthy and functional transportation systems. Springfield residents overwhelmingly support improvements to local transportation to shift the way the city has been growing. Suggested improvements range from adding or moving bus stops and shelters, building transit centers, commuter rail, and adding bikeways and pedestrian pathways.

Improvements to alternative modes of transit that were suggested during the community meetings and project interviews included improving places for pedestrians to walk, adding bikeways, and investing in rail transit. Although most of these tasks require significant funding, a lot can be done at the grassroots level, and there are funding and grant opportunities that could also be leveraged.

Common concerns from residents included a lack of efficiency and ease-of-use concerns. Adding information kiosks, maps at bus stops, extending hours of service, new bus routes, and creating partnerships were all suggestions from residents.

Considering modification of bus routes, including a system of looping routes, might also result in better service. Simply consulting with residents who depend on transit could better inform how the system could be improved.

Public transportation generally suffers from a negative image; however, it is an all-encompassing transportation provision that can be a practical alternative for many residents in the community. Some cities have taken great strides in reinventing their transit systems to reach out to the general public to improve their service and subsequently repair their image.



Flickr User: trevonhaywood2012

Partnerships / Stakeholders:

- American International College
- Amtrak
- Baystate Health
- Board of Public Works
- City of Springfield
- Commonwealth of Massachusetts
- Greyhound Bus Lines

- New Haven-Hartford-Springfield Rail Program
- Peter Pan Bus Lines
- Pioneer Valley Planning Commission
- Pioneer Valley Transit Authority
- Springfield College
- Springfield Technical Community College
- State Delegation
- Teatro V!da
- UMass Amherst Landscape Architecture and Regional Planning
- United States Government; Office of Congressman Richard E. Neal
- US Department of Transportation
- Western New England University

Resource Needs

1. An organized transportation advocacy group that collaborates with public entities
2. Public-private partnerships
3. Federal grants

Potential Resource Opportunities

1. Area institutions can make an impact by investing in the transit infrastructure used by their patrons. Perhaps in the form of public-private partnerships, institutions such as the Pioneer Valley Transit Authority, Baystate Health, and area universities (such as Springfield College and Western New England University) can provide or augment funding for new bus stops, information kiosks, transit centers, bike lanes.
2. The Federal Highway Administration has several Transportation Enhancement



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(TE) funds available related to surface transportation projects. The PVTa would be eligible for many of these grants. These projects include, but are not limited to, pedestrian and bicycle facilities, rehabilitation and operation of historic transportation buildings, structures, or facilities, and conversion of abandoned railway corridors to trails.

3. Union Station rehabilitation as a regional intermodal transportation center
4. US Department of Transportation grants facilitated through the Sustainable Communities Initiative
5. Project for Public Spaces can provide consultation about creating safe and inviting bus shelters, stations, or waiting areas.

Precedents / Best Practices

Greater St. Louis Transit Alliance (St. Louis, MO)

The Greater St. Louis Transit Alliance is a consortium of governments, non-profit groups, businesses, private institutions, and citizens who have taken on the mission of advocating for improved transit throughout the St. Louis Metropolitan region. Formed by the non-profit Citizens for Modern Transit, the Alliance consists of nearly 50 members, all of whom believe that Missouri has not allocated enough money for transportation. The diverse group of stakeholders achieved victory in November 2011, when Missouri passed Proposition A, which will allocate generous state funds to transportation diversification and improvements.

<http://moremetrolink.com/index.html>

Transit 2020 Plan (Providence, RI)

The City of Providence just unveiled its new Transit 2020 plan, which is intended to expand the scope and efficiency of the city's transportation system. After a rigorous feasibility study by the Rhode Island Public Transit Authority (RIPTA) and the city, a plan



Flickr User: Wampa-One

was devised to extend system reach, maximize available funds, incorporate cultural amenities, and improve user interaction. Specific measures include:

- Using social media to interact with customers
- Developing an interactive map with system updates, tools for mobile devices, and real time bus arrival displays

- Constructing 12 new community designed bus shelters
- Reinventing Kennedy Plaza, the major RIPTA hub
- Increase Park-and-Ride capacities
- Developing new transit hubs
- Initiating rapid bus service
- Strengthening Intermodal service
- Expanded programs for commuters
- Capitalizing on Transit Oriented Development

<http://providencecoreconnector.com/other-transit-2020-projects/>

Priority

High

Action Steps

1. Springfield community groups must collaborate to establish a unified citizen transportation advocacy group that promotes and implements better transportation opportunities such as:
 - Direct bus service to respond to community needs
 - Build new bike paths/pedestrian connectors to amenities
 - Improve sidewalks
 - Attract passengers



Flickr User: mindfrieze

- The main objective of this organization should be to collaborate with public and private transportation stakeholders and search for creative ways to bring diverse transit opportunities to Springfield

In addition to service-oriented transportation issues, this organization can also advocate to local, state, and federal lawmakers for increased implementation and capacity funding for the PVTA. To meet high community expectations for service, expanded PVTA capacity may be necessary in the short- or long-term.

2. The City of Springfield will work with the PVPC in a complementary manner to understand the goals, timelines, and priorities in the Regional Transportation Plan (RTP). The City must work in concert with the PVTA to understand the current picture of transportation resources in Springfield as laid

out by the RTP and to identify and engage stakeholders and partnerships who can prioritize and work towards implementing recommendations in the RTP that affect Springfield.

3. Invest in minor Infrastructure, such as kiosks, maps, extending hours, new bus routes, and creating partnerships to improve the user experience of the transit system were all resident suggestions.
4. The City should work with the PVTA to develop sustainable strategies for adding signage, cleaning bus stops, and working with universities to find inexpensive ways to add bus maps to more locations, bike arrows on streets, etc.
5. Applying for grants or state and federal funds are potential funding options for future projects. Coordination and cooperation with the PVTA can help Springfield prioritize

short-, mid-, and long-term projects such as quickly implementing low cost, high impact investments and deferring larger projects to the long-term. Long-term projects might require more expenditure, such as formal bike lanes, improved sidewalks and crosswalks, more buses, and passenger rail service.

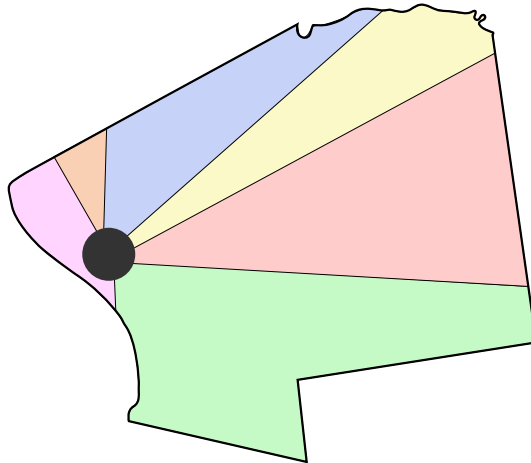
6. Create bikeways/walkways throughout the city that connect to local and regional recreation assets.
7. Reach out to area colleges to research and begin a free fare or reduced fare bus program for current students.
8. Study current bus routes to determine if they can be made more efficient through the introduction of loops in the bus routes.

Project Location
Citywide

PVTA NETWORK CONNECTIVITY

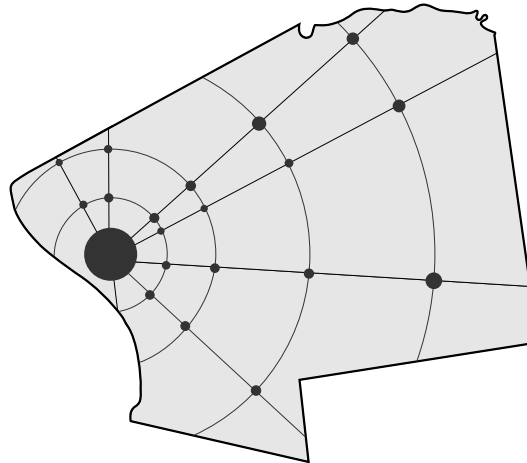
CURRENT:

Compartmentalized isolation based around Downtown hub



PROPOSED:

Neighborhood hubs improve citywide connectivity



Physical #3

Build on existing physical assets to celebrate Springfield's unique and diverse aesthetic character

Breadcrumbs:

- District 3 Meeting Round 1
- District 2 Meeting Round 1
- District 1 Meeting Rounds 1 & 2
- Citywide Meeting Round 1
- Mindmixer
- Community Center Meeting
- Housing Group
- Greater Springfield Convention and Visitors Bureau
- Armory Quadrangle Civic Association
- Springfield Chamber of Commerce
- Classical Condominium Association
- Western Massachusetts Economic Development Council
- Springfield Museums
- South End 8
- Springfield Business Improvement District
- Valley Real Estate

General Description

Springfield is host to many unique and impressive physical assets. Residents and visitors agree that history, architecture, an urban core, extensive tree canopy, and exceptional waterways are major strengths of the city.

Despite having great urban character, current infrastructure doesn't always complement physical appeal. Some of these problems are due to the destruction caused by the tornado; however, Springfield was in need of many of these improvements well before June 1, 2011. Loss of tree canopy, decaying sidewalks and streets, inadequate signage, and disconnected

neighborhoods all contribute to the need for more aesthetic and infrastructure improvements. Such improvements would polish and enhance current strengths and result in improved public spaces, streetscapes, and overall quality-of-life. Adding new signage, crosswalks, flower gardens, planting trees, and new lighting can make the physical environment more inviting and enjoyable for people to live and visit.

Some of these improvements are already being planned. Elements of the City's Capital Improvements Plan must be more accessible at the neighborhood level, and the community needs to play a more active role in setting priorities. Perhaps even letting neighborhood groups vote on prioritization of these efforts might go a long way toward solidifying the relationship between the City and its neighborhoods and beautifying the city.

Historic structures in Springfield are community assets well worth preserving. In addition to the structures themselves, parks, schools, and the urban fabric that tie them all together must be considered when beautifying neighborhoods. The connections and transitions between neighborhoods and other physical assets, such as rivers, parks, cultural amenities and colleges must be enhanced. Creating gateways that welcome everyone bring about a sense of place and identity for those who reside in and visit Springfield.

Related to historic structures, the City might

consider thinking in more depth about a coordinated housing strategy (much like the strategy suggested in the District 2 Plan recommendation entitled "Coordinated Housing Strategy"). While some neighborhoods have greater need for such a strategy than other neighborhoods, a comprehensive citywide perspective might be most beneficial for ensuring challenges and needs related to housing are equitable and successfully met.

Lastly, the City has recently finished a complete modernization of the zoning ordinance. If adopted, it will provide the City with meaningful methods for directing and shaping development and neighborhood character for many years





The city-wide planning process is organized according to the six domains of a healthy and vibrant community. Domains that are positively impacted by the Initiative described on this page are indicated above.

to come. It is important for the City to quickly adopt the proposed new ordinance and to publicize important changes and benefits for both neighborhoods and development professionals.

Partnerships / Stakeholders

- Center for Ecotechnology
- City of Springfield
- City of Springfield Department of Parks and Recreation
- HAP Housing
- Keep Springfield Beautiful (KSB)
- MassDOT
- Office of Housing & Homeless Services
- Office of Planning and Economic Development
- Rebuilding Together Springfield
- Springfield Department of Public Works
- Springfield Housing Authority
- Springfield Neighborhood Housing Services
- Springfield Preservation Trust (SPT)
- UMass Amherst Design Center

Resource Needs

1. Private, State, and Federal Grants
2. Expanded partnerships between community organizations, the City, and real estate developers to work towards building small, meaningful aesthetic and infrastructure improvements.

Potential Resource Opportunities

1. Continue forging partnerships with



Keep Springfield Beautiful (KSB) and the Springfield Preservation Trust (SPT). These organizations already have an active role in the community, and the work being accomplished must be integrated and made stronger for a more comprehensive beautification process.

2. The EPA Urban Waters Program recently issued an RFP for grants that will fund urban water restoration and community revitalization. The current RFP due date will pass by the time this Plan is finished, but this program is ongoing, and Springfield can soon capitalize on available grant money.
<http://www.epa.gov/urbanwaters/funding/index.html>
3. Massachusetts State Grants: Department of Conservation and Recreation and MassWorks
www.mass.gov/dcr/grants.htm
<http://www.massworks.org/>
4. Funds for neighborhood beautification

can also be found through the Federal Highway Administration's Transportation Enhancement Activities. This program provides grants that pay for projects such as surface transportation improvements, streetscape beautification, and landscaping. Other eligible activities include acquiring scenic or historic easements and sites, improving scenic or historic highways, building tourist welcome centers, and conducting historic preservation.

Precedents / Best Practices

Streetscape and Sustainable Design Program (Chicago, IL)

Chicago's Streetscape and Sustainable Design Program is a municipal program—funded by tax-dollars—that is directed by the City's Department of Transportation. The project's goal is to activate Chicago's public spaces into areas that encourage and benefit social interaction. The project focuses on road diets, storm water best management practices, green alleys, rails to trails, and developing river walks.

Troy Architecture Program (Troy, NY)

Troy, New York created a system for selling of tax-foreclosed properties that requires the review of a "purchase proposal". Instead of the property being sold to the highest bidder at the auction, they sell based on the intended use. This ensures that the property is integrated and complimentary to neighborhood needs. The city hired Troy Architecture Program, a nonprofit community design center, which worked with the community to ensure qualified bidders. Properties are placed on a website before review enabling easy access to acquire these properties. In some ways, this process reflects the way Springfield currently evaluates proposals (based on a variety of factors, not simply price).

Continuing to use a publicly open and inclusive process, like the inclusion of neighborhood stakeholders, will result in development better suited to neighborhoods. In addition, by publicly stating priorities for projects (such as the clustering neighborhood commercial establishments), the City can better direct public and private investment.

Priority

Moderate

Action Steps

1. Engage Keep Springfield Beautiful and the Springfield Preservation Trust as leaders in citywide beautification.
2. Push for adoption of the proposed zoning modernization project. In addition to many other zoning and development benefits, this will provide specific design standards, including standards for neighborhood commercial development and other forward-thinking development standards.
3. Tie use of grant funding to established community priorities.
4. Consult with organizations with expertise or resources to advise on wayfinding and signage strategies for Springfield, such as the Pioneer Valley Planning Commission.
5. Identify local resources, both government and private, for advice and expertise in specific topic areas: tree canopy restoration, efficient and impactful street lighting strategies, neighborhood connections, and traffic-calming techniques.
6. Add new signage, crosswalks, flower gardens, planting trees, and new lighting in targeted locations to make the physical environment more inviting and enjoyable for people to live. Some of these improvements may already be planned.
7. Create steps for addressing appropriate landscaping and tree planting. Mass Re-Leaf is a potential source for modest matching



- grants for tree planting and landscaping (application available on www.mass.gov/dcr/stewardship/forestry/urban/index.htm)
8. Publicize planned improvement projects. Gather feedback from neighborhoods about prioritization of improvements.

Project Location

Targeted locations Citywide

Physical #4

Take advantage of lessons learned from recent disasters by emphasizing Disaster Preparedness in Springfield

Breadcrumbs

- Office of Planning and Economic Development
- Springfield Museums
- District 1 Meeting Round 2
- Citywide Meeting Round 1
- Citywide Meeting Round 2
- Office of Emergency Preparedness

General Description

During the community meetings following the June 2011 tornado, many residents voiced a need for better preparation for future disasters. Despite an excellent response to the tornado by city departments and first responders, residents voiced the need for strong post-disaster strategies that enable the city to better respond to disasters and to communicate to residents the processes they can expect during a disaster recovery effort.

Springfield is lucky to have a very effective and active Office of Emergency Preparedness.

However, preparedness of City government is only half of the disaster preparedness equation. Just as important is ensuring that residents and businesses are prepared for disasters at their homes and places of business. This type of preparedness can be broken into two categories: 1) Personal preparedness and 2) Corporate preparedness.

Personal preparedness is of primary importance for the future of Springfield. Residents should be aware of how to “shelter-in-place” and evacuate if necessary to the nearest, designated, safe shelter. (Note: The practice of assigning neighborhood shelters is flawed, because people may arrive at a shelter only to find that it is closed due to it being in the “footprint” of the disaster. Evacuees should monitor the local media and Springfield’s Blackboard call notification system for evacuation instructions. Contact the Springfield office of Emergency Preparedness to be placed on the Instant Notification Link list). Being educated before disaster strikes is vital for

ensuring safety during and immediately following a disaster, such as knowing what residents should plan on bringing to an emergency shelter or the importance of safely operating backup power generators. There are resources available that can help individuals and families properly prepare for a disaster.

Corporate preparedness is often best manifest as a Business Continuity Plan. Businesses can plan and exercise how they can continue to operate, even after a catastrophic event. Rapid recovery for local businesses ensures a continuance of local revenues and helps the local community recover faster to a strong economy.

In addition, residents, business and government need to plan and practice to make Springfield more disaster resistant. Planning for more open space use, intelligent planting and trimming of trees along evacuation routes and critical structures, careful development and maintenance within the floodplain and





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purchasing insurance for structures, contents and flooding are all examples of examples to make Springfield and its infrastructure more disaster resilient.

The good news is that efforts to make Springfield better prepared are already underway. A Local Emergency Planning Committee (LEPC) already meets regularly in Springfield. This group is comprised of government representatives (like fire and police), but also light and heavy industry, area hospitals, faith-based groups, members representing accessibility interests, and public health representatives. The group covers disaster preparedness and response best practices, resource needs, other educational education, and even disaster exercise (such as hospital evacuation procedures). They meet at least six times per year.

Partnerships / Stakeholders

- American Red Cross Pioneer Valley Chapter
- Baystate Health Center
- City of Springfield
- Commonwealth of Massachusetts
- Community Foundation of Western Massachusetts
- Faith-Based Organizations
- Federal Emergency Management Agency (FEMA)
- Fire Department
- Massachusetts Emergency Management Agency (MEMA)
- MassMutual
- Office of Planning and Economic

- Development
- Police Department
- Radio Stations
- Rebuild Western Massachusetts
- Salvation Army
- Serrafix
- Springfield Office of Emergency Preparedness
- United Way of the Pioneer Valley
- US Department of Homeland Security (DHS)
- Western Massachusetts Homeland Security Advisory Council

Resource Needs

1. The Springfield Office of Emergency Preparedness needs to continue to exercise vigilance in coordinating, educating, and implementing the Springfield Disaster Preparedness Plan.
2. Continued commitment to the Disaster Preparedness Plan by city government departments, and willingness for participating organizations to contribute when called upon.
3. Outreach strategies and education of residents about the important of personal and corporate preparedness.



Potential Resource Opportunities

1. FEMA/DHS/Red Cross Grants
2. Outreach campaigns tied to other Rebuild Springfield Plan recommendations. Other outreach efforts can be used to publicize disaster readiness for families and businesses.
3. National Disaster Recovery Framework (FEMA Program)
4. Western Mass READY Project. "Ready" is national public service advertising campaign created in 2003 to help educate and empower citizens. It is also available in Spanish ("Listo"). It asks people to do three things: 1) build an emergency supply kit, 2) make a family emergency plan and 3) be informed about the different types of emergencies that could occur and their appropriate responses. The Western Mass READY project is on local television, radio, and even on the sides of Pioneer Valley Transit Authority buses. Springfield holds three seats on the council, Emergency Management, Transportation and Health Care. The Council represents 101 Massachusetts cities and towns in Western Massachusetts). <http://www.ready.gov/>
5. Seminars and lectures provided by the Office of Emergency Preparedness to community groups and organizations about all-hazards preparedness.
6. A reference website which changes seasonally to adapt to current natural hazards:
http://www.springfieldcityhall.com/COS/index.php?id=dept_emergency

Precedents / Best Practices

The Seattle Disaster Readiness and Responsive Plan (Seattle, WA)

The Seattle Disaster Readiness and Responsive Plan is a collaborative plan put together by all citywide departments in an effort to address

disaster preparedness and recovery prior to the disaster itself. The plan, based on State mandate, is updated every four years to make sure it can be used most effectively. The plan lists the responsibilities of local government and authorities, geography and climate patterns that Seattle experiences, and lists services and programs that ought to be considered by residents in the city.

Priority

High

Action Steps

1. The Springfield Office of Emergency Preparedness should continue to use the Local Emergency Planning Committee (LEPC) as the primary disaster preparedness body in the City. The LEPC should be included as a partner in the Rebuild Springfield process.
2. The Office of Emergency Preparedness should reach out to organizations in Springfield to extend awareness and education of disaster preparedness resources and the importance of personal disaster preparedness.
3. The OEP will continue to coordinate with other city agencies and stakeholder entities to implement the Disaster Preparedness Plan for the city of Springfield.
 - The Tornado Rebuild Guide that the City created after the June tornado should include educational material about disaster preparedness and other pertinent information from the Office of Emergency Preparedness. This information could be sourced from existing resources, such as the United Way.
 - The Disaster Preparedness Plan should include an energy-efficiency rebuilding checklist, perhaps created in conjunction with Serrafix and Rebuild Western MA. The Commonwealth of

Massachusetts also has a recent program to help disaster victims rebuild or restore structures with energy efficient practices.

4. The ODP and to-be-identified partner organizations will work on formulating an outreach strategy that will encourage residents to read the plan and make personal preparations for a disaster. This outreach plan could also include communications plans and procedures coordinated with local media so residents are aware of how to access information during an emergency.
5. Work with Office of Planning and Economic Development to formulate a Recovery Plan specific to the needs of that department.
6. Lastly, the Western Massachusetts and Central Region Homeland Security Advisory Councils is currently creating an After Action Report to follow up on disaster efforts post-disaster. This document will be available in March of 2012, and should be taken seriously by the Office of Emergency Preparedness (which has participated extensively in the report efforts) and the City and community to better understand recovery efforts and prepare for future disasters.
7. Create digital infrastructure for residents to access immediately such as Twitter, Facebook, or smart phone application that can communicate the nature of an emergency and provide instruction to those impacted.

Project Location

Citywide

Physical #5

Design, develop, and operate places and spaces that are efficient and respectful of natural and human resources

Breadcrumbs

- Mindmixer
- Office of Planning and Economic Development
- District 3 Meeting Round 1
- District 2 Meeting Round 1
- District 1 Meeting Round 1
- Citywide Meeting Round 1
- Citywide Meeting Round 2

General Description

Today, cities are investing in infrastructure and technology to become more efficient in their use of funds, energy, and human capital. With available resources and creative thinking, Springfield has the opportunity to reinvest in its urban fabric—from energy efficient buildings to improved public transportation—in a way that will pay dividends for generations.

The City of Springfield completed an Energy Service Company (ESCO) review of all of its properties in 2008. Utility companies and the City worked hand-in-hand and completed over \$15 million in energy upgrades saving over \$1.2 million in annual energy costs in both gas and oil. Upgrades completed reduced oil consumption from 1.4 million gallons to 450,000 gallons. This greatly reduced the city's carbon footprint. The city must take action to implement the second phase of the ESCO project which will reduce an additional \$1.0 million dollars in energy costs on an annual basis.

The City has adopted green building practices

and currently approaches all projects with the goal of LEED Silver certification. The city is celebrating its first LEED project, the White Street Fire station, which has been announced as a recipient of LEED Gold Certification. The City must do more to encourage green building practices with among residents and businesses.

At the heart of this effort, the City must focus on making new and existing buildings more energy efficient and comfortable while leveraging this process as an economic driver. This means providing citizens with opportunities to invest and rebuild in an energy efficient manner. These goals serve to improve the quality of life for all Springfield residents and make the local economy more resilient.

Residents of Springfield agree that now is the time to rethink the way the City influences the design of the built environment. This guidance starts with incentivizing green practices in home and commercial building construction and renovation and must continue to permeate all principles of planning the future of Springfield. Serrafix—an energy strategy consulting firm that advises on smart-growth, energy efficiency, and transportation—is working in a foundation-supported effort with cities around Massachusetts and, in collaboration with the cities, utilities, and local partner organizations, has developed a series of energy efficiency strategies that could be adopted by Springfield and provide realistic steps for transforming Springfield's built fabric. Part of this work



will involve more actively engaging business owners in learning about existing funding and opportunities for energy efficiency investment. This effort will be linked with the newly minted, "Building Stretch Code" that mandates for higher levels of energy efficiency in new construction.

Partnerships / Stakeholders

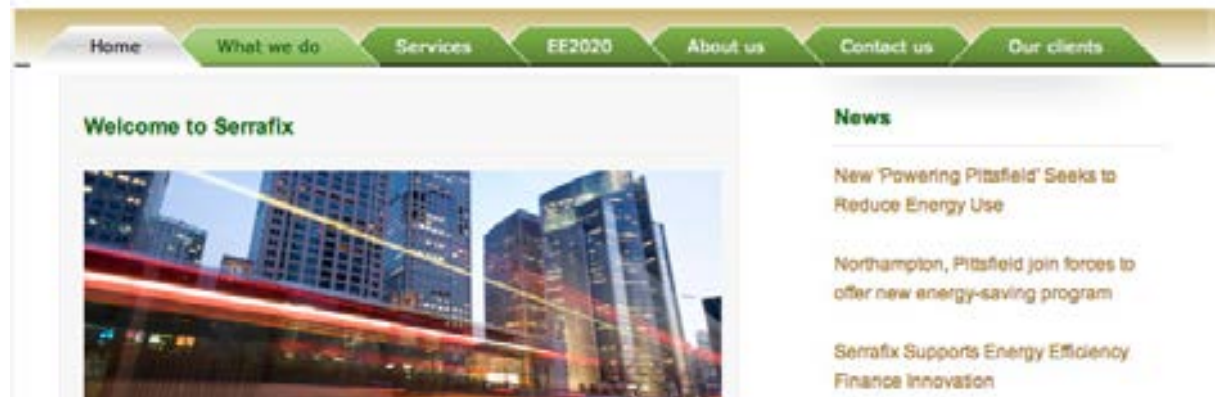
- Barr Foundation
- Center for EcoTechnology
- Columbia Gas of Massachusetts
- Commonwealth of Massachusetts
- HAP Housing
- Office of Planning and Economic Development
- Partnership for Sustainable Communities
- Serrafix
- Springfield Building Code Enforcement Office
- Western Massachusetts Electric Company



and Northeast Utilities Foundation

Resource Needs

1. A leader driving the effort to reduce energy waste.
 2. Energy efficiency needs to be a central principle in reconstruction as well citywide planning.
 3. Marketing to inform business owners and residents about energy efficiency programs and the advantages of energy efficiency.
 4. Facilitation to help businesses and residents use existing incentives; funding or financing support in addressing currently unmet needs.
 5. A partnership between the City, utility companies, and local organizations that is focused on expanding the use of energy efficiency incentives.
 6. Improved accessibility and outreach to existing energy efficiency programs with information available in Spanish, Vietnamese and other languages.
4. The Springfield Stretch Energy Code mandates new and existing structures are built beyond State energy efficiency requirements. When implemented, this resource will enable the City to enforce higher energy efficiency standards.
 5. Massachusetts has the nation's highest level of utility company contributions to energy efficiency funding (Columbia Gas of Massachusetts and Western Massachusetts Electric Company). These resources provide



Potential Resource Opportunities

1. Energy efficiency strategies developed by Serrafix.
2. The Center for EcoTechnology EcoBuilding Bargains store, which sells energy-efficient products and showcases green building practices. The CET building has classroom and office space and could become a center for businesses and residents to access energy efficiency and clean energy services.
3. Serrafix has started to compile a list of opportunities in Springfield that are

for residential and commercial building energy efficiency improvements.

6. Current and future local companies who specialize in renewable energy and energy efficient products.
7. Efficiency rebate program from Rebuild Western Massachusetts: funds are available to enable homeowners, neighbors, and municipalities to do gut renovations, repairs and rebuilds on the condition that the projects use energy efficient practices resulting in a minimum of 5% improvement. The availability of funds is dependent on storm damage. The program ends on the 30th of April 2012.
Mass.gov/energy/rebuildwesternma
8. 'Partnership for Sustainable Communities' Grants: This program is a joint effort by the US Department of Housing and Urban Development, US Department of Transportation, and US Environmental Protection Agency. Grants are awarded to projects that strive to reduce energy consumption in cities and neighborhoods.

Precedents / Best Practices

LA Commercial Building Performance Partnership (Los Angeles, CA)

Los Angeles, a participant in the US Department of Energy “Better Buildings Challenge,” has created the LA Commercial Building Performance Partnership. In coordination with California utilities, the LACBPP assists building owners with every aspect of the energy upgrade process, including benchmarking (scoring baseline energy performance), building assessments, incentives, financing, tenant engagement, and measuring and verifying the impact of energy upgrades. Financing is made available in the form of property-assessed clean energy or “PACE” finance, which uses the traditional betterment or special assessment mechanism and enables building owners to finance their share of project costs on a cashflow-positive basis. Since June 2011, LACBPP has initiated audits of over 25 million square feet of commercial building space, from small

neighborhood retail establishments to downtown skyscrapers. A similar program could be applied across a large spectrum of businesses and residential property owners in Springfield.

Renew Boston (Boston, MA)

Renew Boston is a city-led program—created in partnership with National Grid, DOER, Mass Energy, NSTAR, Next Step Living, and BostonABCD—to localize, enhance, and maximize participation in utility energy efficiency programs. In partnership with gas and electric utilities, the City of Boston has created arrangements to serve businesses of all sizes, landlords and homeowners. For businesses, the Green Ribbon Commission engages the largest energy users; the business organization A Better City provides one-stop service through its Challenge for Sustainability; and the Department of Neighborhood Development works with small businesses. For homeowners, the City’s website provides an accessible portal to energy efficiency services and additional support and incentives are available. The City has a full-time landlord coordinator to work with landlords. Marketing includes use of the mayor’s “bully pulpit” and reliance on trusted business and neighborhood organizations to reach businesses and help them through the energy upgrade process.

Priority

Moderate/High

Action Steps

1. The Office of Planning and Economic Development (OPED) and the Springfield Building Code Enforcement Office should collaborate with Serrafix, Columbia Gas, WMECo and community stakeholders to begin implementing the action steps listed below. This will establish a roadmap for Springfield to become more energy efficient by setting goals and objectives, identifying



Source: <http://www.ecobuildingbargains.org/>

- opportunities, recognizing potential barriers and developing steps for action long-term.
2. Establish energy efficiency goals for Springfield
 - An achievable Energy Reduction Target.
 - Develop a system for reviewing energy use data.
 - Identify stakeholders (institutions, businesses, and residents) in the community who are willing to take exemplary action in reducing their energy use.
3. Develop an energy efficiency marketing/outreach strategy
 - Create a section on the OPED website that serves as an energy efficiency ‘clearinghouse’, which includes fact sheets, reports, best practices, techniques, case studies, and underutilized funding sources.
 - Put together a volunteer “Green Commission” of local business leaders to champion green practices and enhance public leadership.
 - Offer specific consulting for business owners who are not taking advantage of the resources that would make their companies more efficient and save them money.



- Offer or encourage training lectures, clinics, or forums that help residents and business owners improve their homes and businesses. Training experiences should be hosted in neighborhood centers and should be publicized on the OPED website.
 - Find funding and financing sources to address gaps faced by businesses and residents seeking to implement energy efficiency measures.
 - Implement and enforce the Springfield Stretch Energy Code, and amend any other necessary code enforcement and programs into the citywide sustainability roadmap.
 - City should lead by example
 - Work with utilities to identify energy-saving opportunities in the City's building portfolio.
 - Develop implementation plan for City-owned buildings.
 - Showcase work as part of PR program.
4. Through OPED, coordinate and collaborate as needed with the Department of Energy Resources
 5. Develop a strategic implementation plan with roles, coordination and communication arrangements, and solutions to resource needs.
 6. Encourage local commercial building owners and residents to utilize the 'Energy Star' monitoring program. This will system will easily demonstrate the success of implementation by auditing and measuring energy efficiency and renewable energy investments. It is important to make sure that the programs and practices are operating properly and cost-effectively from the perspective of residents and businesses, gas and electric utilities, and other participants.

Project Location

Citywide



Source: <http://www.ecobuildingbargains.org/>



Cultural Domain

Description

This community system encompasses all of Springfield's cultural assets and resources. Included in this category are a broad range of cultural spaces, artifacts, programs, and organizations related to the expression of individual and communal values and aesthetics.

Recommendations

1. Better connect the community to its cultural amenities and assets through coordinated outreach and diverse events and arts programming
2. Support and Grow the Arts and Culture Sector through a Series of "Lighter, Quicker Cheaper" Cultural Events
3. Celebrate the old and new cultural diversity of Springfield

Cultural #1

Better connect the community to its cultural amenities and assets through coordinated outreach and diverse events and arts programming

Breadcrumbs

- Citywide Meeting Round 1
- Interview with Springfield Museums
- Interview with Art for the Soul Gallery
- Interview with Pan African Historical Museum
- Teatro Vida recommendations document
- Interview with City Stage
- Interview with Springfield Symphony
- Interview with Springfield Library
- Pulse Art Space
- The Hill Art Center
- Spirit of Springfield
- Springfield Business Improvement District
- Citywide Meeting Round 2

General Description

Springfield needs to better connect existing and future cultural assets in Springfield with residents and visitors. Even with a rich history and strong current cultural and arts assets, too many residents and potential visitors are not experiencing these assets, in part because of a lack of awareness. Arts and culture plays a significant role in community development, regional attitudes, and local community pride. Social and Economic goals can also be achieved by linking and leveraging the City's cultural assets.

Creating a better connection to the arts falls on residents and the arts community. It takes both groups to make a local arts scene thrive.



Establishing an Arts and Culture Alliance, where local museums and theaters (and other institutions) partner together to engage residents, especially youth and ethnic groups, might help bridge the gap between residents and the arts.

Enhancing this recommendation, we suggest the creation of a centralized online arts and culture-gathering place, where museums, local cultural organizations, and artists would share information with residents. It would also act as a central calendar for community events and

cultural and historic information and a singular marketing vehicle. Whether all of the existing web sites and organizational newsletters are linked to one site, or a one-stop online website is created to consolidate the information and schedules of various organizations, creating a coordinated, actively managed online publication of arts and culture will make it easier for residents to become aware of the offerings in Springfield and will eliminate the need for duplicative sources of information, thereby saving institutional resources and streamlining access to the arts for residents and visitors alike.

Paired with better outreach, new, innovative, and community-focused events would bridge the perception gap between the arts and residents. For example, neighborhood tours of historic homes and sites that highlight the history and culture of Springfield, as well as art walks, history walks and food festivals can help residents and visitors enjoy the city and its unique story. Existing tours led by the Preservation Trust, Springfield Museums, and the Armory Quadrangle Civic Association might be better publicized, particularly to hotel guests and conventioners. Residents can play a role in creating new and unique cultural offerings with support from and in partnership with local arts organizations.



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To lead this comprehensive effort, a Cultural Coordinating Committee comprised of arts leaders could meet regularly with the goal of increasing the profile of the arts in Springfield. This group could include the Spirit of Springfield, the Springfield Business Improvement District, City Stage/Symphony Hall, the Springfield Symphony Orchestra, Springfield Museums, and others. The CCC would take their work a step further and agree to partner together to engage residents, especially youth and ethnic groups, in current programs and create community-specific exhibitions, concerts, and performances.

Partnerships / Stakeholders

- American International College Arts Program
- Bing Arts Center
- Community Music School of Springfield
- Convention Center Bureau
- CreativeSpringfield
- Springfield Business Improvement District
- Dunbar Cultural Center
- Forest Park Zoo
- Greater Springfield Convention and Visitors Bureau
- Greater Springfield Council of Churches
- HOPE (Hispanic Office of Planning and Evaluation, Inc.)
- Indian Orchard Mills
- Latino Chamber of Commerce
- Latino Leadership Council
- Local Gallerists
- Mattoon Street Historic Association

- Multicultural Community Services of the Pioneer Valley
- Naismith Memorial Basketball Hall of Fame
- Naismith Memorial Basketball Hall of Fame
- Nehemiah Springfield
- Neighborhood Councils
- Puerto Rican Cultural Center
- Roland T. Hancock Center for Cultural Enrichment
- Spirit of Springfield
- Springfield Armor Basketball Team
- Springfield Boys and Girls Club, Inc.
- Springfield Falcons Hockey Team
- Springfield Partners for Community Action
- Springfield Performing Arts Development Corporation
- Springfield Preservation Trust
- Springfield Public Forum
- Springfield Pulse
- Springfield School Volunteers
- Springfield Symphony Orchestra
- Drama Club
- YMCA of Greater Springfield
- UMass Amherst
- WGBH Educational Foundation

Resource Needs

1. Time and effort commitments from organizations willing to participate in the implementation of the recommendation.
2. Capitalize on local creativity as being a key engine of defining neighborhood identity.
3. City tours to celebrate and educate people

about Springfield's rich history, culture, and amenities.

4. Increased publicity and acknowledgment of museum and school partnerships.
5. Additional events and festivals in downtown and other neighborhoods through community support, partnering with cultural organizations and communication with City officials.
6. Funding or volunteers to create the messaging vehicle targeting locals and visitors for information on cultural events, places, news, and partnerships. This could be a news bulletin, a local arts and culture publication, or online source for local arts and culture.
7. Support and recognition from City government.
8. Inventory of cultural and arts programs and venues.

Potential Resource Opportunities

1. The Greater Springfield Convention and Visitors Bureau's knowledge and connections leveraged to focus on Springfield as a cultural hub.
2. The Make it Happen website: The Make it Happen campaign is a positive first step for the City of Springfield. In the works for around two years now, the MIH effort is



focused on collecting and actively sharing stories and perspectives about Springfield that publicize the many positive goings-on in the City. Users of the website can submit media, photos, videos and stories directly to the website. MIH could have easy and very impactful tie-ins to arts and culture through marketing efforts in Springfield. <http://www.makeithappencity.com>

3. Local residents, neighborhood councils and civic organizations should partner with the City and larger cultural stakeholders, such as the Springfield Museums and Springfield Cultural Council, to plan events and festivals.
4. With increased volunteerism and partnerships, the Springfield Cultural Coordinating Committee can play a more active role in the local arts community. Applying for grants and funds, and connecting with sponsors can allow the Committee to make the arts and cultural community in Springfield more vibrant.
5. Knowledge of local museums, the Naismith Memorial Basketball Hall of Fame, and other large cultural organizations of community affairs and sponsorship opportunities.
6. National Endowment for the Arts
7. Massachusetts Council on the Arts
8. Private foundations
9. Ensure that donations are tax deductible to encourage corporate sponsorship

Precedents / Best Practices

WOO Card (Worcester, MA)

The Worcester Cultural Coalition's WOO Card is a marketing tool designed to open the door to Worcester County's vibrant creative community. Cardholders receive discounts and special offers for concerts, theater, museums, concerts, street

festivals, and outdoor adventures throughout Worcester County, throughout the year. There are two WOO Cards - a new card for the general public and an ongoing program exclusive for Worcester area college students. The WOO card is accepted at more than fifty area arts and culture destinations, restaurants, hotels, retailers, transportation providers and other hospitality oriented creative businesses. If you – register the card you also can receive discount offers and



email notifications of additional exclusive WOO Card specials. The WOO Card can be used to earn WOO points which makes people eligible to win prizes each month. WOO Cards never expire. The cost is twenty dollars. The Worcester Cultural Coalition is the unified voice of Worcester's cultural community whose members are the leaders of the City's sixty-plus arts and cultural institutions and organizations.

The Cultural Coalition was formed in 1999 in partnership with the City of Worcester, Worcester Cultural Commission, Worcester Regional Chamber of Commerce, Colleges of Worcester Consortium, and Worcester County Convention & Visitors Bureau, to ensure that arts and culture

play a vital role in Worcester's planning and development efforts.

The Cultural Coalition's mission is to "draw on Worcester's rich and diverse cultural assets to foster economic revitalization and create a strong cultural identity for the City of Worcester." The Goals are to:

- Establish culture as a highly visible element of the region's identity.
- Foster live/work/retail space, studios and new arts facilities in available properties throughout Worcester.
- Build a strong, diverse base of support for cultural economic development among community, political, cultural, and educational and leaders.
- Build a strong, vibrant Cultural Coalition that contributes to the success of its member organizations.

<http://www.worcestermass.org/arts-culture-entertainment/woo-card>

The Chicago Cultural Alliance

The Chicago Cultural Alliance was founded in 2006 as a 501(c) 3 nonprofit organization and consortium that links Chicago's ethnic museums, cultural centers, and historical societies in an effort to build social change <http://www.chicagoculturalalliance.org/>

Culture Works (Dayton, OH)

Culture Works in Dayton, Ohio acts as the city and regional organization for arts related news, events, and community support services. They offer a jumpstART program to engage young professionals, offer capacity building workshops, and publish a quarterly magazine that highlights

local arts organizations, art news and a calendar of events. <http://www.cultureworks.org/>

The Creative Capital/WaterFire (Providence, RI)

Downtown Providence had a reputation of being a dangerous place. People would even avoid driving through that part of town at all costs. This perception led to extreme disinvestment from the city and many building vacancies. The City has since rebranded itself as “The Creative Capital” and has used its close connection to art schools and its thriving local arts scene to create an environment that encourages artistic expression. Trash cans, bus stops, bike racks, light posts, and other small infrastructure are designed and built by local artists and arts groups, and housing has been zoned to promote live/work spaces and studios.

The culmination of this effort is the “Waterfire” festival; a weekly event during the summer in which small fires are erected on the Providence River that runs through the middle of the city.



Source: <http://as220.org/~arleyrose/ladyfingers/ladiesinlove/wp-content/uploads/2011/03/waterfire1.jpg>

Initiated by a former student of a local university, this program features work by local artists, food from local restaurants, and music of local theater companies and musicians. This event is attended by thousands of people from around the region and activates the entire downtown area. Through this experience, visitors and locals alike are given an opportunity to see the wonderful amenities downtown Providence has to offer. <http://www.providenceri.com/ArtCultureTourism>

Priority:
High

Action Steps

1. Leading Cultural Organizations should contribute to the creation of the Springfield Cultural Coordinating Committee.
2. Neighborhood Councils should appoint an Arts and Culture volunteer liaison to work with the CCC and ensure that neighborhood desires are heard and acted upon.
3. The Greater Springfield Council, in collaboration with other arts organizations and media groups such as MassLive or the Springfield Republican, need to create a one-stop-shop for cultural and arts information
 - The Springfield Business Improvement District can play a role in communications outreach around the arts by contacting all arts and cultural entities in the city as it develops its new arts calendar to help populate it with content and make it as comprehensive as possible.
4. The Springfield Cultural Coordinating Committee should establish partnerships between local businesses, educational institutions, and art organizations to invest in

art and culture as an economic engine.

5. All Springfield arts organizations, lead by the CCC, should engage community members, schools, and other local groups in embracing Springfield’s cultural assets.
 - The Springfield CCC should work to strengthen relationships between cultural organizations to catalyze engagement with schools and neighborhoods.
6. Residents or organizations with ideas for new events and festivals should collaborate and partner with larger organization for funding and the City of Springfield for location and permit procedures.
7. The Greater Springfield Convention and Visitors Bureau should work with local tourist organizations groups to enhance marketing and funding efforts.
8. Actively pursue how the Museum Quadrangle and other cultural pillars can spread influence and awareness of culture into the community through way finding, community engagement, philanthropy, and events.
9. Local arts organizations should recruit specialized directors, art students, professional artists, and volunteers to work with and expand the capacity of existing missions.

Project Location
Citywide

Cultural #2

Support and Grow the Arts and Culture Sector through a Series of “Lighter, Quicker Cheaper” Cultural Events

Breadcrumbs

- Springfield Business Improvement District Newsletter
- Make it Happen City web site
- Public Space Focus Group Meetings and interviews
- Citywide Meeting Round 2

General Description

One of the most effective methods for attracting new residents, businesses, and employers to a city is by developing, supporting, and showcasing a highly capable and robust arts and cultural sector. In truth, Springfield has an enormously rich collection of cultural assets, on par with other regional centers like Hartford and Worcester. However, the impact of these institutions beyond their front doors, their ability to attract new audiences and to encourage suburban patrons to venture into City neighborhoods, and their ability to leverage each other's assets (facilities, mailing lists, volunteers etc.) is limited.

Part of the problem is the City's limited recognition of the fact that arts and culture can turn a city around. According to the National Endowment for the Arts (NEA), “Arts and culture-related industries, collectively known as “creative industries,” provide direct economic benefits to states and communities by creating jobs, attracting new investments, generating tax revenues and stimulating tourism and

consumer purchases.” Northampton is often cited as an example of what can be achieved by championing policy that values the arts as a vital element of a community development strategy.

Currently, most local cultural organizations are either small and struggling or well established and working hard to sustain themselves. Proactive steps must be taken to foster more cultural exposure to Springfield's visitors and residents. MassINC, a statewide research group, has identified Springfield as a ‘Gateway City’ - the cultural and economic hub of its region. In a Gateway Cities report, MassINC recognizes the strong correlation between a city's creativity and its economic dynamism.

City leaders need to recognize the economic draw of a thriving local creative community. The Chamber and other entities need to respect and enhance the synergy among complimentary commercial and business operations and cultural organizations by recruiting and supporting local businesses that serve art patrons and artists. The Springfield CCC needs to be funded at level that allows it to service existing cultural entities, support new ones, and attract even more.

First and foremost, however, opportunities need to be identified for City arts organizations to showcase their offerings to wide audiences in publicly accessible venues proximate to transit.

Examples of such opportunities will be outlined below.

Partnerships / Stakeholders

- American International College
- Art for the Soul Gallery
- Artists
- Business Leaders
- Cambridge College
- City Stage/Symphony Hall



Source: <http://parkingday.org/>



The city-wide planning process is organized according to the six domains of a healthy and vibrant community. Domains that are positively impacted by the Initiative described on this page are indicated above.

- DevelopSpringfield
- Downtown Arts Organizations
- Springfield Business Improvement District
- Dunbar Culture Center
- Greater Springfield Council of Churches
- HOPE (Hispanic Office of Planning and Evaluation, Inc.)
- Latino Chamber of Commerce
- Latino Leadership Council
- Local Gallerists
- LQC Subcommittee
- Multicultural Community Services of the Pioneer Valley
- Naismith Memorial Basketball Hall of Fame
- Neighborhood Councils
- Pan African Historical Museum
- Partners for Community, Inc.
- Puerto Rican Cultural Center
- Pulse Art Space
- Rebuild Springfield
- Spirit of Springfield
- Springfield Armor Basketball Team
- Springfield Boys and Girls Club, Inc.
- Springfield College
- Springfield Falcons Hockey Team
- Springfield Library
- Springfield Partners for Community Action
- Springfield Public Forum
- Springfield School Volunteers
- Springfield Symphony
- Springfield Technical Community College
- Teatro V!da,
- The Hill Art Center
- The Springfield Museums
- The X Main Street Corporation

- The YMCA of Greater Springfield
- UMass Amherst
- Western New England University
- WGBH Educational Foundation
- YWCA of Western Massachusetts

Resource Needs

1. Dedicated members of the arts and cultural community and expanded volunteer efforts
2. Federal Grants: Americans for the Arts, Community Development Block Grant, National Endowment for the Arts, etc.
3. LQC Revolving Fund: seed with corporate sponsorship; use to collect revenue from LQC events; and finance other LQC events throughout the city
4. Identification of existing sources for infrastructure resources (stages, lighting, sound equipment, seating, tents, etc.)
5. Advertising and marketing of the events through web media (revamped Springfield Business Improvement District cultural calendar)
6. On site volunteers to help out during events

Potential Resource Opportunities

1. Corporate Sponsors
2. In-kind labor and equipment donated by the participating organizations
3. City Council members could serve as cheerleaders for LQC events in their districts
4. Sales from concessions and admissions (where applicable—most events are held outdoors and are free to the public)

Precedents / Best Practices

Lighter, Quicker, Cheaper

“Lighter, Quicker, Cheaper” (LQC) describes a local development strategy that has produced some of the world’s most successful public spaces — a strategy that is low risk and low cost, capitalizing on the creative energy of the community to efficiently generate new uses and revenue for places in transition. It’s a phrase borrowed from Eric Reynolds at Urban Space Management.

LQC can take many forms, requiring varying degrees of time, money, and effort, and the spectrum of interventions should be seen as an iterative means to build lasting change. Often it starts with Amenities and Public Art projects, followed by Event and Intervention Projects, which lead to Light Development strategies for long-term change. By championing use over design and capital-intensive construction, LQC interventions strike a balance between providing comfortable spaces for people to enjoy while generating the revenue necessary for maintenance and management.

Outcomes of Lighter, Quicker Cheaper Projects:

- Transformation of underused spaces into exciting laboratories that citizens can start using immediately and provide evidence of real change.
- An “action planning process” that builds a shared understanding of a place that goes far beyond the short-term changes that are made.
- Local partnerships that have greater involvement by a community and results in more authentic places.
- Encourage an iterative approach and an opportunity to experiment, assess, and evolve a community’s vision before launching into major construction and a long-term process.



- Employ a place-by-place strategy that, over time, can transform an entire city. With community buy-in, the LQC approach can be implemented across multiple scales to transform under-performing spaces throughout an entire city.

Eric Reynolds coined the phrase “Lighter, Quicker, Cheaper” (LQC) over 40 years ago in his work revitalizing urban spaces. A London and New York based organization, Urban Space Management’s projects show how multi-use public destinations can emerge out of a series of small-scale, inexpensive improvements that occur incrementally and encourage entrepreneurial activity and bring out the best of a community’s creativity.

Gabriel’s Wharf (London)

Gabriel’s Wharf is an Urban Space Management intervention. By partnering with a local set design company to create colorful facades for the concrete garages already present on the site, this LQC face-lift created a thriving destination for shopping, dining and gathering in a former parking lot.

Gabriel’s Wharf was just another parking lot until USM embarked on a development strategy that centered on using existing buildings (in this case, concrete garages), employing a set design company to create colorful facades on the garages and then working with local artisans and craftsmen to transform them into studios where they could display and sell their work. Most of what you can buy at this market is made by the person who sells it to you. For many years, Newcastle was just another rusting steel town. After decades of disinvestment, the downtown was riddled with vacancies. Storefronts stood empty, there was no life on the street and people had few reasons to go there. There were many legal and financial structures that provided little incentives for landlords to rent an empty retail space, making it hard for local entrepreneurs to get started.

Renew Newcastle (Newcastle, UK)

One Newcastle resident, Marcus Westbury, sought to change all of that. He began a non-profit called “Renew Newcastle,” which is responsible for catalyzing the transformation of his city’s downtown.” Westbury would be the first to tell you he has no formal planning experience. A self-described troublemaker, producer, geek, and writer, he learned by doing and what he did was light, quick and cheap. He was a festival director and a TV producer, and uses terms like “staging,” and “working behind the scenes” to describe how spaces “behaved,” and what it would take to change that condition, in order to make it easier for creative people, who he calls “initiativists,” to take a risk in a project.

His interventions did not alter infrastructure. Instead, changing the building’s use, not its design, came first. Renew Newcastle, the non-profit Westbury started, worked behind the scenes to create a new legal framework that simplified and reduced risk. In many ways,

Renew Newcastle “hacked the retail real estate industry” by alleviating the liability concerns of landlords. Westbury’s organization got around what Westbury called “badly designed incentives” with “clever but legal contracts and risk management processes.” He got to know the intricacies of the law in his city and found creative ways to alter the incentive structure to encourage people to invest their own time and talents to re-invigorate their city’s downtown. He calls the organization “a permanent structure for temporary things.”

To get Renew Newcastle off the ground, Westbury financed everything with his personal credit card. By avoiding costly alterations to a building’s structure, Westbury’s scheme was able to cheaply and effectively incubate and kick start many local artists and businesses.



Source: <http://parkingday.org/>

Parking Day

PARK(ing) Day is an annual, worldwide event that invites citizens everywhere to transform metered parking spots into temporary parks for the public good.



Source: <http://www.wayfaring.info>

Paris Plage

Paris Plage displays movable and temporary amenities of outstanding quality and ingenious design, ranging from floating pools to movable hammocks. All of these amenities take 5 days to install and 1 day to uninstall. Paris Plage is intensely programmed around an annual theme, which dictates diverse events ranging from large concerts to small dance classes. Collectively these programs draw over 4 million visitors to the site annually. Shipping containers, shade structures, and other flexible components are used to create temporary shelters for commerce and culture.

Cannery Row (San Francisco, CA)

San Francisco's Cannery Row combines flexible, adaptive reuse with in-depth management and programming to become a great public destination. Temporary public art creates a changing identity for a space that compels return

visits.

Bryant Park (New York, NY)

Lastly, the redesign of Bryant Park, one of PPS's first projects, has resulted in one of the most-used urban parks in the world. It is the flexible amenities that allow the space to evolve and draw visitors again and again.

LQC Events and Interventions

Streets and sidewalks compose approximately 80% of a city's public space. Temporary street closures enable communities to envision new possibilities for these often overlooked assets. Reclaimed materials can be used in reclaimed spaces: Shipping pallets create a potluck dinner table under a raised freeway in Brooklyn, N.Y. Creative partnerships can make a big impact. For instance, working with a local landscape store, a temporary park can be created in the middle of the street at no cost.

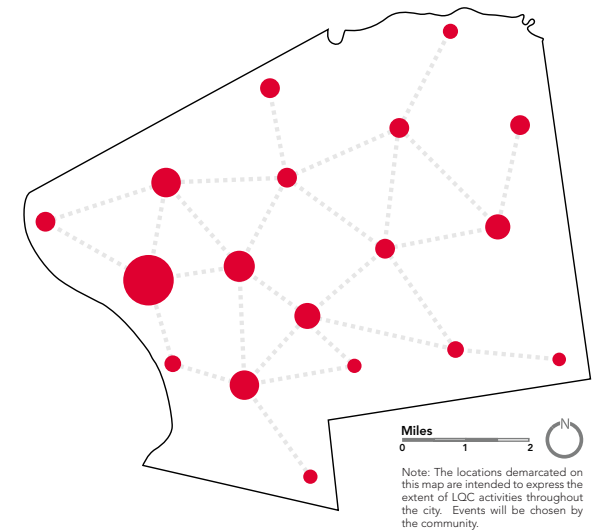
Priority
High

Action Steps

1. Cultural organizations participating in the Public Space Focus groups continue to meet to develop the program for a February 18th Winter Fest in partnership with the Springfield Business Improvement District. Identify sources for additional equipment to support this and other events.
2. A smaller subcommittee of the arts and cultural community focus group needs to commit to meet on a monthly basis to continue to develop Lighter, Quicker Cheaper art programs for the city's public spaces.
3. The draft layout of activities and programs developed in partnership with PPS needs to be reviewed, revised, and shared with potential funders and event producers.

4. The final program of events, activities, performance and food vendors is developed
5. Post evaluation of the event, revision of the layout
6. Introduction of a program of daily ongoing events (wi-fi, vending trucks, exercise classes etc.)
7. Focus on activities for families (indoor and outdoor)
8. Have events on the community scale: neighborhood councils and community

LQC ACTIVITIES IN THE SPRINGFIELD COMMUNITY



groups can bring to the table their ideas for how LQC events can take place in their neighborhoods

9. The LQC subcommittee outlines a 6-month or one-year schedule of meetings and events to ensure ongoing success.

Project Location

Public spaces across the City

Cultural #3

Celebrate the old and new cultural diversity of Springfield

Breadcrumbs

- Latino community
- District 1 Meeting Round 2
- Citywide Meeting Round 1
- Interview with Springfield Museums
- Business Forum
- Teatro Vida
- Citywide Meeting Round 2

General Description

The cultural traditions of the city's varied ethnicities, including African American, Latino/Hispanic, Vietnamese, Irish, Greek, and Italian, combined with their rich cultural and innovative history and connections to Springfield, can both be leveraged to celebrate both the old and new cultural diversity that Springfield has to offer.

Better acknowledging the city's historic cultural assets while celebrating Springfield's newer diversity can play a critical role in injecting

life into the cultural landscape of the region. Beginning with a strong foundation of cultural events and services and incorporating awareness through targeted outreach programs will allow Springfield's cultural institutions and organizations to reach deeper into the daily lives of residents, young, old and from all walks of life.



By making a more conscious effort to publicize existing events and celebrate the city's unique history and creating new cultural offerings that respond to Springfield's new ethnic landscape, residents of the city will become not only more culturally active and aware, but better connected to one another as understanding and engaged neighbors. At its core, this recommendation is focused not only on connecting cultural stakeholders from different walks of life, but helping them to realize that arts and culture in Springfield is not a zero-sum game, that Springfield's history and new culture can be

fused and widely experienced by residents and visitors alike.

Part of implementing this recommendation might include a wider and more thorough public art effort. For example, a City mural program, which could possibly be funded by CDBG monies, could not only change perception of the community, but could celebrate the many cultures that make up the fabric of Springfield while publicizing Springfield's history of innovation and entrepreneurship in others.



Partnerships / Stakeholders

- Baystate Health
- Creative Springfield
- Dream Studio, Inc.
- Dunbar Culture Center
- Forest Park Zoo
- Hoop City Jazz Festival





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Source: <http://www.teatrovida.com/photo-gallery.html>

- HOPE (Hispanic Office of Planning and Evaluation, Inc.)
- Italian Cultural Center
- JELUPA Productions, Inc.
- John Boyle O'Reilly Club
- Latino Chamber of Commerce
- Latino Leadership Council
- Naismith Memorial Basketball Hall of Fame
- Neighborhood Councils
- Puerto Rican Cultural Center
- Spirit of Springfield
- Springfield Council for Cultural and Community Affairs
- Springfield Cultural Coordinating Committee
- Springfield Museums
- Springfield Public Forum
- Springfield Technical Community College Diversity Council
- Stone Soul Festival
- Vietnamese-American Civic Association
- World Affairs Council of Western Massachusetts, Inc.
- YMCA of Greater Springfield
- YWCA of Western Massachusetts



Resource Needs

1. Strong implementation leader or organization to develop new relationships and lines of communications across ethnic boundaries. A percentage of the arts ROI from new events could be used to help fund this work.
2. Creation of an effective outreach program for cultural events and festivals.
3. Monitoring of coordinated efforts to increase multicultural participation and education in the arts.
4. Enable use of public spaces.
5. Free or low cost retail storefronts and space in cooperation with property owners.

Potential Resource Opportunities

1. City Councilors
2. Neighborhood Councils
3. Existing and new cultural leaders
4. Schools and Colleges
5. Business owners
6. Springfield Council for Cultural and Community Affairs

Precedents / Best Practices

Two Islands Festival (Holyoke, MA)

This was an event that used to be held in the past by Holyoke dedicated to bringing together Irish and Puerto Rican food, music, dance, and crafts.

Multi-Cultural Tourism (Worcester, MA)

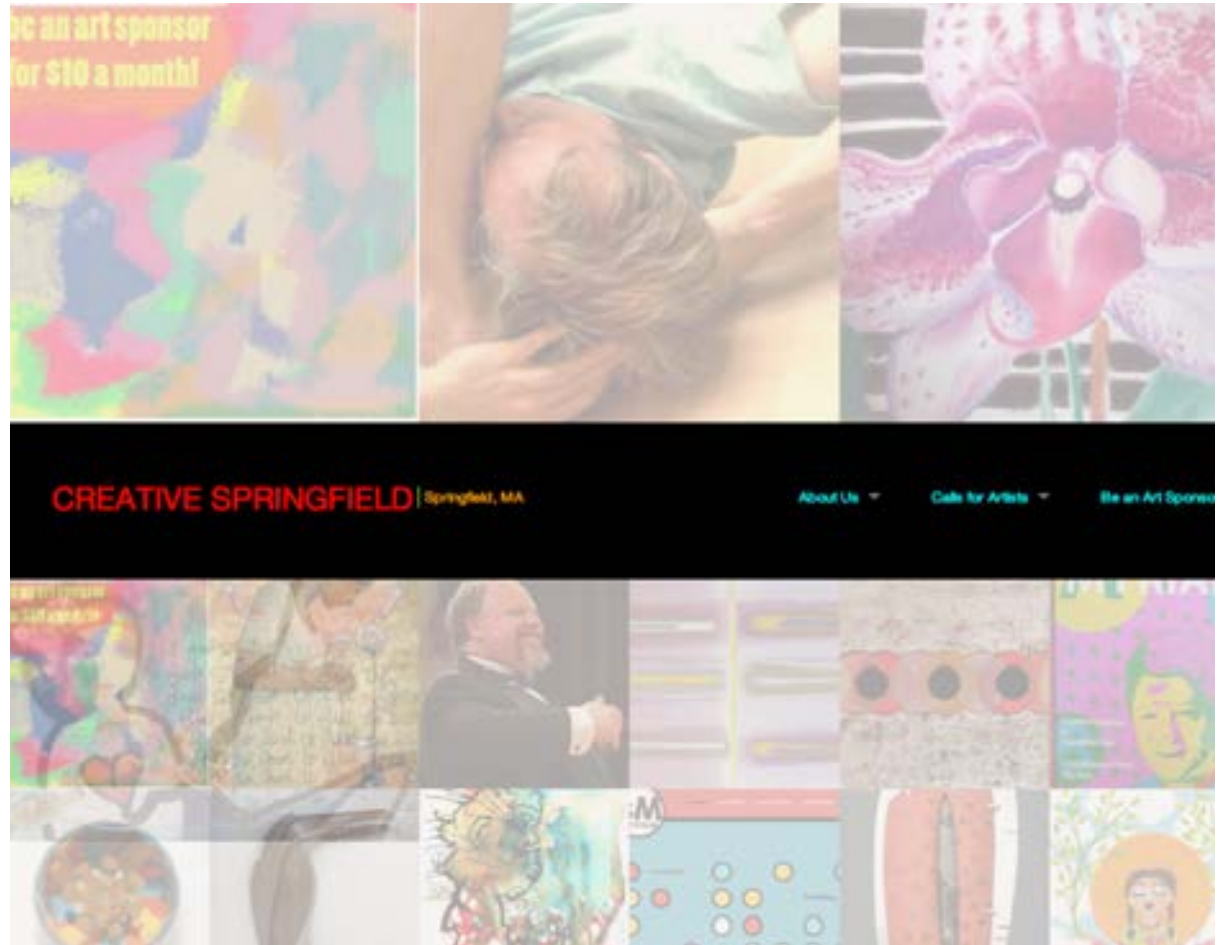
Nearby Worcester plays host to a number of varied arts and cultural events, including First Night Worcester, Worcester County St. Patrick's Day Parade, a Latino Film Festival, an Irish Music Festival, the African American and Juneteenth Festival, the Latin American Festival, the Asian Festival, an Albanian Festival, a Greek Festival, and a Gay Pride Festival.

El Museo del Barrio (New York, NY)

El Museo's annual Cultural Celebrations are colorful expressions of their commitment to celebrating Latino culture. Throughout the year, these unique events offer fun and meaningful Latino cultural experiences for people of all ages.

Jacobs Center for Neighborhood Innovation (San Diego, CA)

Every month, beginning in April and running through September, a different culture is celebrated in The Village with traditions, music, food, and art. In October, all the cultures come together in a culminating extravaganza called The Arts & Culture Fest. This exciting event includes cross-cultural education and sharing, cultural workshops, fine art displays and art workshops, entertainment, and an International Market alongside a children's activity zone and community resource booths. Activities are spread from the Market Creek Plaza Amphitheater to Festival Park with its eight authentic cultural houses and across Chollas Creek to the indoor



and outdoor venues of the new Joe & Vi Jacobs Center. Visit www.ArtsandCultureFest.com to learn more.

LEAF (Asheville, NC)

The program's objective is to build community and enrich lives through the Arts with festivals, community events, and arts education programs.

Priority

Moderate

Action Steps

1. Highlight and promote existing cultural programs, festivals, and/or events in Springfield through multiple channels, including newer digital channels like Facebook and the web, and make special efforts to advertise through all Springfield publications, such as the Advocate, Business West, and the many other Springfield publications.



2. Connect and coordinate cultural groups.
3. Establish/Recognize bilingual services for promotion and marketing of LQC events.
4. Make a special effort to involve and encourage the support and involvement of diverse Springfield residents and stakeholder to creatively brainstorm new cultural events and promotions that respond to the myriad cultures and ethnicities of the city.
5. Find funders and other partners to help spread effectiveness of Lighter, Quicker Cheaper events.
6. Think creatively, beyond festivals, via unique business / educational LQC partnerships.

Project Location

Citywide



Social Domain

Description

This category encompasses the Springfield's social resources, where social spaces and programs developed largely by governmental and not-for-profit entities support the variety of the health and human assets needed to maintain a healthy community infrastructure. Included in this domain are programs involving a wide range of social services, housing, justice, and healthcare.

Recommendations

1. Improve the Reality and Perception of Public Safety in Springfield
2. Attract a vibrant and youthful population to be stewards of Springfield
3. Improve landowner, landlord oversight
4. Provide health and wellness services on a community scale
5. Provide equal access to a variety of housing options

Social #1

Improve the reality and perception of public safety in Springfield

Breadcrumbs

- District 3 Meeting Round 1
- District 2 Meeting Round 1
- District 1 Meeting Round 2
- Citywide Meeting Round 1
- Citywide Meeting Round 2
- Interview with Armory Quadrangle Civic Association
- Interview with Convention and Visitors Bureau
- Interview with American International College

General Description

There is a direct and intrinsic link between the health of the City's cultural, economic and social development and public safety. This relationship is often adversely influenced not only by the reality of crime, but by the perception of crime.

Since 1990, the Springfield Police Department has relied on the tenets of "Community Policing" as an effective public safety model. Community Policing is a philosophy that promotes organizational strategies. Community Policing encourages the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Over the past decade, national studies in law enforcement engagement techniques have

evolved beyond the original tenets of community policing to respond to new law enforcement challenges, ever evolving community expectations, and declining resources.

The Springfield Police Department has met this challenge as evidenced by the development and implementation of the Brightwood C³ community policing model. C³ stands for "Counter Criminal Continuum (C³) Policing, also referred to as the (COIN) policing model. C³ is a collaborative effort between the Springfield Police Department, and the Massachusetts State Police to use the weight and resources of the entire criminal justice system to address elevated incidents of crime and disorder. A significant component of this strategy includes community organization, partnership and ownership in problem identification, program plan strategy and measurement of success.

Law enforcement officials involved in C³ indicate that while there are both similarities and differences between the community-oriented policing, C³ policing is designed to complement the methodologies of community-oriented and intelligence-led policing (ILP). C³ is most effective in addressing gang and criminal activity in specific geographical areas of high crime activity. The C³ strategy is viewed as the "sweet spot" where community policing, intelligence-led policing, and COIN intersect.

Modern-day Community Policing must coordinate and synchronize strategies with the expertise and the resources of other community and government agencies to be effective and resolve neighborhood problems. Fundamental causes and conditions that create community problems are many and complex; therefore, sustainable results are only achieved through effective communication, collaboration at all levels and a unwavering resolve to effect change.

C³ policing is focused on denying, disrupting, and degrading the operational capabilities of gangs and criminal activity associated to or linked with gangs and violent crime. Undermining the capability of gangs to operate freely and openly within the community is a large part of the strategy. The goal of C³ policing is to provide effective governance through local government agencies to the community and a safe and secure environment through the rule of law.

As a result of the initiative's initial success, the Springfield Police Department and Massachusetts State Police will replicate this proven strategy in neighborhoods across the City that demonstrate the most need and are most affected by the presence of violent crime and disorder.



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On-going Effort

The Springfield Police Department has organized and administered Beat Management Neighborhood Meetings since the inception of Community Policing. As resources in support of Community Policing dwindled, Sector Community Policing offices were closed across the city. Officers assigned to those offices were reintroduced into the uniform ranks as the number of funded officer positions decreased from one fiscal year to the next. Eventually, Community Policing as originally instituted as a specialty response gradually became a department-wide philosophy.

The Springfield Police Department has retained one of the principle tenants of Community Policing, Beat Management Neighborhood meetings, despite a sharp decline in funding. Sector Beat Management Team meetings will continue in every city neighborhood throughout the City. Through this important partnership, the Springfield Police Department maintains a critical link to committed, savvy neighborhood groups, who constructively communicate their needs and concerns to the police. The need to build upon these long-standing relationships is critical. The C-3 policing strategy supports this need.

As demonstrated locally and across the country, by linking modern policing practices to economic, social and cultural development, communities have been able to take a holistic approach to neighborhood revitalization, building homes and neighborhood hubs where problematic properties had once been. Success can only be achieved if police/community relations include co-ownership of the issues and a meaningful collaboration to address crime and disorder.

Partnerships/Stakeholders

- City Council
- Community Safety Initiative
- Department of Health and Human Services
- DevelopSpringfield
- Faith-Based Organizations
- Hampden County District Attorney
- Hampden County Sheriff
- Homeowners
- Massachusetts Executive Office of Public Safety and Security
- Mayor
- Media Organizations
- Neighborhood Councils
- Springfield Chamber of Commerce
- Springfield Police Commissioner
- Springfield Police Department
- Springfield Public Schools
- Springfield Youth Commission (Reestablished)

- U.S. Attorney's Office
- US Department of Justice

Resource Needs

1. A "Safe Community Consortium", comprised of law enforcement, community leaders, property owners, developers and other identified stakeholders. This should also include the creation of a steering committee with independent representatives.
2. Increased Resources for crime data collection, analysis, and distribution.
 - Data Mapping
 - Community-based Data distribution
3. Resources for enhanced, directed police distribution.
4. Greater interaction between police and neighborhoods on broader quality of life issues.
5. Increased resources and training for Police – Community relations.

Potential Resource Opportunities

1. United States Department of Justice Community Oriented Policing Strategies (COPS)
2. National Network for Safe Communities (NNSC)

Precedents/Best Practices

Over-the-Rhine Chamber of Commerce: Community Safety Sector Meetings

1. Over-the-Rhine Chamber of Commerce: Community Safety Sector Meetings
 - Over-the-Rhine is divided into Safety Sectors that have been organized to reach out and engage residents and business in the safety and cleanliness of their neighborhood. With monthly sector

meetings that are convened by the OTR Chamber and attended by Cincinnati Police, residents and businesses, all members of the community can stay informed and involved.

2. Several diversified initiatives of the Over-the-Rhine Chamber Clean and Safe Program encourage a Safe and Clean community:

- OTR Community Safe and Clean Sector Meetings (Outreach):
 - Washington Park/Art Academy, Brewery District & Findlay Market, Main, Mulberry & McMicken, Pendleton Sectors
- Safe and Clean Grants in coordination with Keep Cincinnati Beautiful, Anderson Foundation, Private Grants and more.
- Safe and Clean Marketing Initiatives
- Weed and Seed Initiatives
- No Trespass Sign Program
- Hot Spots Program
- Drug and Gun Elimination Program

3. Over-the-Rhine Community Safety Sector Meetings (Outreach)

- Monthly Safety Sector Meetings for each safety sector (four)
- Mini Seminars such as Court Watch Program, Litter Prevention, Terrorist Awareness, Blight Index, Community Police Partnering, and projects within Sectors
- An active partnership with the Cincinnati Police Department (law enforcement)
- Partnership with business, residents, property owners
- Partnership with Keep Cincinnati Beautiful/City Services
- A channel of communications among stakeholders
- Builds trust between community and law

enforcement

- Community working together
- Community Court Watch
- Civic Involvement
- City of Cincinnati Clean and Safe Grant Implementation
- Supports Great American Clean Up
- Support Community Problem-Oriented Policing (CPOP)
- Support Citizens on Patrol (COP)
- Enhances and coordinates clean-up efforts
- Raise the level of citizen and community involvement in crime prevention
- Increase level of citizen and community involvement in intervention activities
- Enhance the level of community security.

Operation Ceasefire (Boston, MA; 1995)

Operation Ceasefire was aimed at preventing and controlling serious youth violence by implementing a focused-deterrence strategy. The Ceasefire Working Group was a collaborative effort between the Boston Police Department (BPD), federal and state prosecutors, academic research partners, social service providers, street outreach workers attached to the Boston Community Centers program, and members of the Ten Point Coalition, a group of activist black clergy.

The program was centered on a direct outreach with gangs; telling members that violence would no longer be tolerated and backing that message with every available legal hindrance to gang members in response to shootings. To reinforce the message, Youth Violence Strike Force (YVSF) officers, probation officers, and street outreach workers told gang members

directly why they had attracted law enforcement attention and what it would take to make it stop.

In the Operation's first trial, their actions reduced the target neighborhood's street drug trade by close to 80 percent. Probationers were closely monitored day and night, and, as a new tactic, probation officers visited the gang-member's parents. Meanwhile, YVSF and probation officers persistently communicated to gang members that it was their violence that had drawn the attention. Within a few months, territory was quiet.

When a gang appeared to be on the brink of trouble or violence occurred, YVSF and probation officers visited key gang representatives and warned them that law enforcement focus was firmly on them. In every instance, the trouble stopped.

With more troublesome gangs, the BPD arrested key members on any charge they could conjure, and this crackdown would followed up with various direct and indirect forms of communication to ensure that other street groups understood exactly what had happened. Once a particular gang feud was calmed, gang members were told that enforcement would be reduced but would return if violence resurged. Eventually, Operation Ceasefire was being implemented throughout Boston.

A U.S. Department of Justice study of the program found that youth violence in Boston fell by two-thirds citywide in the 2 years after the strategy was first implemented. Crime data indicate that Boston maintained this low level for 5 years until the strategy was dismantled with the appointment of a new police chief. Crime

rates climbed once again and the program was reinstituted.

Olneyville (Providence, RI; 2000s)

Olneyville was suffering from the issues that have plagued many Northeastern cities. In the mid-19th Century, Olneyville was a manufacturing powerhouse; the Woonasquatucket river was lined with factories, and neighboring Providence was home to some of the country's richest entrepreneurs. Since World War II, the manufacturing industry in the city steadily declined, and the Olneyville was struck with divestment, unemployment, and blight. Modern, inner-city problems surfaced in the mid-1980s. Olneyville's housing stock was "overcrowded"; there was a language barrier brought on by demographic changes; there was concentrated violent crime and illicit activity. More specifically, three properties stood out as being detrimental to the neighborhood as epicenters of drug use, prostitution, and violence.

Through the Rhode Island Local Initiatives Support Corporation's coordination, community groups, housing corporations, and the police department were able to attack these issues collaboratively.

The Providence Police Department and the Olneyville Housing Corporation (OHC) worked together to pinpoint the areas where urban revitalization would have the greatest benefit to public safety. In this case, the OHC acquired the three "menace" properties, as well as other vacant land in "troubled" areas and replaced these detracting parcels with quality, affordable housing. Simultaneously, the Institute for Study & Practice for nonviolence teamed up with

the PPD to create a "Streetworkers" program. These "Streetworkers", who included former gang members, engaged youth, mediated gang disputes, taught nonviolence, and reconnected youth to their families and schools.

This program resulted in 51 new homes and a 70% reduction in crime in the target area.

Priority

Urgent

Action Steps

1. The Springfield Police Department (SPD) will participate in the creation of a "Safe Neighborhood Consortium" (SNC), which will have contributing members from neighborhood councils, community groups, business and property owners, residents, and developers. All members will be volunteers.
2. The SNC will reach out to law enforcement officials in Boston and Providence to discuss the successful strategies in their cities.
3. The SPD will evaluate the viability of instituting similar programs in Springfield with cooperation from local community groups and developers.
4. The SNC will work to obtain grant funding for data collection and analysis.
5. Approved data will be distributed with a media and marketing campaign demonstrating the city's safety.
6. The SNC will help coordinate ongoing strategies of the Beat and Sector meetings and Neighborhood Watch. The SNC will host outreach events in community to educate concerned citizens as to the existence and worthiness of the Beat Management Neighborhood Meetings. Historically, Beat Management Neighborhood meetings have

been the venue for residents to personally voice their concerns to law enforcement, meet the policemen and officials in charge of their neighborhood, and petition for new strategies and targeted development projects to curb concentrated criminal activity. SNC will assist in evaluating the effectiveness of the Beat Management Neighborhood Meetings to foster effective, efficient and meaningful collaboration between the police department and the community.

7. The SNC will work with community stakeholders to expand evidence based programming rooted in the philosophy of community-policing. SNC will coordinate community support for those neighborhoods selected for the C3 policing initiative. These efforts must have robust links and communication with the SPD, which will offer assistance in training and strategy.
8. The SNC will collaborate with non-profits and service providers who specialize in drug addiction to develop a coordinated effort to combat drug use. Coordination will include participation from the Springfield Police Department in the development of strategy that concentrates on reducing demand for drugs as well as reducing supply.

Participation by the Springfield Police Department is contingent upon the ability to meet core service delivery needs. This includes, but is not limited to, increased call volume, surge events, and availability of financial resources and staffing.

Project Location

Citywide

Social #2

Attract a vibrant and youthful population to be stewards of Springfield

Breadcrumbs:

- District 1 Meeting Round 1
- District 2 Meeting Round 1
- District 3 Meeting Round 1
- Citywide Meeting Rounds 1 & 2
- YPS (Young Professionals Society of Greater Springfield)
- Business Forum

General Description

Springfield needs to work at drawing in new and retaining current young residents and families. These younger professionals infuse the city with vitality and energy. They also possess a sense of ownership in Springfield's future and work to make it a better place to live; they are the City's future homeowners and community leaders. Each young and enthusiastic homeowner who chooses to move to or stay in Springfield is making an investment in the city.

While contributing a revitalizing energy to the city, youthful citizens can also add economic dynamism. As champions of the "Knowledge Economy", young people are using their creativity in social entrepreneurship, e-commerce, and collaborative partnerships. Increasing this population—and bringing into the fold existing younger residents—in Springfield would increase the number of new businesses, cultivate innovation, provide existing businesses with talented workers, and attract interest from

investors who want to tap into the city's energy. The City must also provide reciprocal economic opportunities, encouraging younger residents to move to Springfield or to stay in town after graduating college.

Encouraging young people to move to Springfield is a matter of enhancing and publicizing characteristics that the city already has: affordability, historic and attractive building stock (especially in the downtown area), walkability, abundant cultural amenities, and other magnets for younger residents.





The city-wide planning process is organized according to the six domains of a healthy and vibrant community. Domains that are positively impacted by the Initiative described on this page are indicated above.

Cities across the country have tried to harness the power and vitality of young people through marketing and branding efforts funneled through social media networks. These efforts are often tied to incentives that make moving to or staying in the city financially beneficial. With similar programs, Springfield could be more successful at attracting and retaining a vibrant young community that would act as stewards of the city.

Partnerships / Stakeholders

- Art Galleries
- Community Music School of Springfield
- DevelopSpringfield
- Drama Studio
- Ethnic Restaurants
- JELUPA Productions
- Marketing Partnership
- Mass Mentoring Partnership
- Multicultural Community Services of the Pioneer Valley, Inc.
- Naismith Memorial Basketball Hall of Fame
- Partners for a Healthier Community, Inc.
- Partners for Community, Inc.
- Performance Project, Inc.,
- Public Forums
- Puerto Rican Cultural Center
- Roland T. Hancock Center for Cultural Enrichment
- Springfield Chamber of Commerce
- Springfield Colleges Group
- Springfield Performing Arts Development

- Corp.
- Springfield Symphony Orchestra
 - Springfield Young Professional Society
 - Springfield Youth Commission (Reestablished)
 - Stone Soul, Inc.
 - United Way of Pioneer Valley
 - Visitor and Convention Bureau
 - Young Leaders

Resource Needs

1. Expand awareness and networking onto Springfield's college campuses
2. A dynamic and eye-catching branding effort for the city that will appeal to creative, younger audiences.
3. Youth partnerships with Cultural organizations (hold fundraisers and group meetings on college campuses, etc.)
4. A pipeline between colleges and local business; give recent graduates a reason to stay in town
5. Springfield Youth Commission needs to be reestablished to act as a conduit between City Government and the younger populations of Springfield
6. Housing incentives for young professionals
7. Improved transportation network





Professional Development, Communications, Technology, Recruitment, Public Issues, Diversity, Entertainment, and more, there are countless ways to use your strengths and interests to help YPAL achieve its mission and to help make Louisville a better place for the leaders of tomorrow.

AS220 (Providence, RI)

Art Space 220 (AS220) is the organization emblematic of Providence's push to become "Creative Capital" of the northeast. The organization, which is both grant-funded and generates its own revenue, provides local artists with studios, gallery space, performance venues, and holds several community outreach events that are intended to retain the creative members of the city and center their activities on the city's downtown. With significant support from the city, AS220 has been able to enrich a thriving art scene and provide a focal point for art-related activities in Providence. The city's "Creative Capital" initiative has been led by a robust marketing campaign as well as a series of zoning amendments that have enabled artists to move into the downtown as well as adjoining neighborhoods. AS220 serves as a physical manifestation of this effort.

<http://as220.org/front/>

Priority
High

Action Steps

1. The "Social Domain" working group will establish a set of short- and mid-term goals for the implementation for this recommendation.
2. Leaders of the implementation of this

Potential Resource Opportunities

1. Historic Tax Credit: housing built from rehabilitated historic buildings is very attractive to creative you professionals.
2. Housing Incentives for Young Professionals
3. NEA Grants
4. HUD/EPA/DoT Grants: to build Sustainable Communities, which have characteristics that are attractive to younger people
5. Private Foundation Grants

Precedents / Best Practices

PlayhouseSquare (Cleveland, OH)

Nine young men and women with a desire to support PlayhouseSquare and its historic theaters formed one of the longest-standing young professionals organizations in Northeast Ohio, PlayhouseSquare Partners in 1991. The only young professionals group of its kind in the performing arts industry, Partners members

experience theater events and more – social and fundraising events, networking opportunities and leadership development. Each year, the Partners host one of Cleveland's biggest and best parties, the Jump Back Ball. In addition, Partners make it possible for school children to take field trips to PlayhouseSquare by raising transportation dollars for the Bus Subsidy Fund.

The Young Professionals Association of Louisville (Louisville, KY)

The Young Professionals Association of Louisville (YPAL) has continued to connect, develop, and engage Louisville's growing population of young professionals. From networking events to happy hours to meet and greet sessions with major Louisville decision-makers, YPAL is an ideal place for young professionals to develop themselves professionally, socially, and civically. With committees in Community Outreach,

recommendation should look to the example of Providence, RI to see which policies have been especially effective in attracting and maintaining a young and vibrant population.

3. Springfield should allow for mixed-use and live-work zoning to diversify housing portfolio
 - Publicize the current MA State Historic Rehabilitation Tax Credit in the city, which provides 20% of the historic rehabilitation cost.
 - <http://www.sec.state.ma.us/mhc/mhctax/taxidx.htm>
 - This incentive will encourage developers to take the beautiful historic building stock of Springfield and revitalize it into lofts, live-work spaces, and other developments that attract young, creative-minded people.
 - The Commonwealth of Massachusetts offers several First-Time Homebuyer Assistance programs that help with down payments, interest, and loan procurement.
http://www.massbuyeragents.com/buyer_broker/1st_time_machusetts_home_buyers.htm
4. Hold a competition with local designers to develop a branding effort for the city
 - Create a new logo
 - Redesign the city's website
5. Revive the Springfield Youth Commission and expand its focus to act as an outreach system for fielding the needs of the youth in Springfield and lobby for those needs within the City government.

Project Location

Citywide

Social #3

Improve land owner and landlord oversight

General Description

Springfield's core neighborhoods include an aged housing stock, and a great deal of this stock is subject to deferred maintenance and is used for rental housing. The decline in real estate values in the past few years has exacerbated problems with these properties as the costs of rehabilitation exceed property values. Similarly, rents are unlikely to cover ongoing property management and maintenance costs. A combination of incentives (including funding) and enforcement are needed to spur improved conditions in these properties.

In addition, tenants need to be aware of the fact that there are safeguards in place to make sure that their residence is up to basic standards of habitability. The City must think creatively and collaboratively about interpreting and distributing the established tenant's rights in layman's terms and in other languages, such as Spanish and Vietnamese. In addition, a shorter document more tailored to Springfield might be more helpful.

In conjunction with educational outreach, a comprehensive structure must be established to maintain accountability among landlords and landowners. Landlords might be required to register with a database that is held by the City, and landlords who are not in compliance with standards will face repercussions. The City

Council has attempted several times to enact a program of this type in the past, to no avail. There were not sufficient resources to make it possible. A partnership between the City Government and local volunteers could help mitigate the expenses of such a program.

Many of the current problems in the city, such as blight, abandoned housing, overgrowth, debris, illegal junkyards or illegal use of properties, are amply covered by city ordinances or state-wide codes. However, after inspection, shortfalls in city resources can cause case backlogs. This backlog has not been caused by the tornado, but it was certainly made worse by the tornado and the resulting need to bring hundreds of new cases and the need to spread resources even thinner to interface with the State, FEMA, and other agencies.

Not only can property neglect be detrimental to the lives of tenants, but it also can severely impact the value of surrounding homes and property and the perception of residents and visitors and even become a drain on public resources. Led by or in conjunction with the community, property oversight efforts can empower residents to improve the value of their own home and neighborhood.

From the other perspective, some landlords may be very willing to make upgrades and changes

to their properties for the benefit of renters and neighborhoods, but lack the necessary resources to make improvements. As part of this recommendation, the City should identify and seek out available financing and other creative resources, perhaps by starting with conversations with the Commonwealth of Massachusetts.

Partnerships / Stakeholders

- HAP Housing
- City of Springfield Building Commissioner
- Community Groups
- Hampden County Housing Court
- Major multi-family housing owners
- Massachusetts Department of Housing and Community Development
- Massachusetts Real Estate and Apartment Owners Association
- Office of Procurement
- Rental Housing Association of Greater Springfield
- Springfield Housing Authority
- Springfield Neighborhood Housing Services, Inc.
- Springfield Office of Housing
- Springfield Partners for Community Action

Resource Needs

1. More resources to enforce the blight ordinance, sanitary code, and zoning ordinance either through new income or the reassessment of City allocations.



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2. Translation and dissemination of the Attorney General's Guide to Landlord/Tenant Rights in a format that is clearer and understandable. This task can be taken on through the collaboration of HAP Housing, local law students, local graphic design students, and a Hispanic/Latino community group, as well as any other community group

3. A mandatory Landlord Registration Program that requires all landlords to provide emergency contact, property manager information, insurance, and any other information necessary to enforce tenant's rights.

4. A neighborhood-scale property-owner-reporting program that requires complaints to be filtered at the neighborhood level. This step will concentrate City enforcement efforts on problems of the highest neighborhood priority.
5. Landlords need to have access to a grant program that will assist in the rehabilitation of their properties. At the moment it is financially infeasible and often impossible for landlords to make the necessary improvements to bring their properties up to code.

Potential Resource Opportunities

1. HUD Grants
2. Local law and design schools
3. Multi-cultural neighborhood groups
4. The City currently has a blight ordinance, sanitary code, and zoning ordinance, as well as a new foreclosure ordinance, which is being challenged in court.

Precedents / Best Practices

Landlord Registry (Troy, NY)

Troy City Council of New York passed the Landlord Registry Law that requires absentee landlords - anyone that does not live in the building they own - to submit a landlord registration form. This form contains all data pertinent to both the owner and the property, including the owner's full contact information. The Landlord Registry is the first phase of a multi-phase project to combat negligent absentee landlords and neighborhood blight.



Daniel P. Crawley
Deputy Mayor

Harry J. Tutunjian
Mayor

Office of the Deputy Mayor
1776 Sixth Avenue
Troy, New York 12180
phone 518-270-4644 fax 518-270-4546

Landlord Registration Statement

Property Information

At least one form must be filled out and returned to the above address for each qualifying property within the City of Troy

Address of Property: _____

Is this Property Owner Occupied: _____ Total Number of Units: _____ Total Number of Tenants: _____

Properties are Rented (check all that apply): ☐ yearly lease ☐ month to month ☐ per person ☐ per room

☐ other (explain) _____

Use the space below to indicate the number of units, occupants and bedrooms per unit. If the property exceeds

Source: <http://troyny.gov/landlordregistration.html>

Code Enforcement Program (County of Santa Barbara, CA)

The County of Santa Barbara, CA has a “reactive, complaint-driven program” that empowers the citizens of the city to report code violations. Residents are responsible for providing their name and address along with a complaint. Should a violation be an imminent threat to health or habitat, immediate action is taken, otherwise, a code enforcement officer investigates the complaint and then decides the course of action. This program increases responsiveness to neighborhood needs and improves efficiency in City resource allocation. <http://www.sbcountyplanning.org/enforcement/index.cfm>

Tenant’s Rights Flash Cards (New York)

New Orleans-based design firm Civic Center [civiccenter.cc] worked in collaboration with the New York-based non-profit organization Tenants & Neighbors to develop a series of “Tenant’s Rights Flash Cards” for the State of New York. These flash cards provide tenants with an understandable series of graphics and language that make the State’s Bill of Tenant’s Rights more accessible. Unfortunately, these flash cards are only available for purchase online for \$10. A similar program in Springfield should consider making this information free.

Priority
High

Action Steps

1. Communicate with landlords and building owners to better understand their needs and challenges for property improvement.



Source: <http://candychang.com/tenants-rights-flash-cards/>

2. Research and solicit grants for property improvement.
2. The City Council will draft legislation that establishes mandatory Landlord Registration.
 - Landlords will be required to submit and keep up to date all information needed to enforce tenant’s rights
 - The ordinance will include regulations and penalties for absentee landlords.
3. Simultaneously, neighborhood groups will be enlisted with the task of reporting landowner negligence. This process will be facilitated by HAP Inc., which will appoint volunteer Neighborhood Captains.
 - Neighborhood participants will form a volunteer Property Owner Compliance Board, led by the Neighborhood Captain, to field complaints from their area and communicate priorities to the Springfield Office of Housing.

4. HAP Housing will collaborate with local law students, local graphic design students, and a Hispanic/Latino community group to develop a means of conveying tenant’s rights simply in English as well as in Spanish.
 - The result of this project will then be distributed through community centers throughout the city.

Project Location
Citywide

Social #4

Increase Access to Health and Wellness Services

Breadcrumbs:

- Citywide Meeting Round 1
- District 2 Meeting Round 1
- HDR Report
- Mindmixer
- Interview: Baystate Health
- Interview: Food Bank of Western Mass
- Interview: Education Group
- Interview: Mass Career Development Institute

General Description

Health and Wellness:

Springfield is in a very fortunate situation when it comes to healthcare. Massachusetts provides universal healthcare to all residents, and Springfield is home to Baystate Health, the region's largest healthcare provider, employing 10,000 people in the area, as well as other quality healthcare providers including Mercy Medical Center and Caring Health Center. These organizations are committed to offering all citizens of the city opportunities to receive access to medical treatment. From the perspective of the medical community, Springfield does not suffer from the lack of access to healthcare; the health care community is making strides in providing every citizen access to treatment for medical ailments.

Springfield needs to strive to be "well". Unlike the medical connotation of the word "health",

wellness is not simply the absence of disease. It is the presence of all types of wellbeing. The wellness of Springfield's residents is rooted in social, economic, and cultural determinants of health. There is not a comprehensive public health and wellness strategy to address root causes, one that ensure all communities participate in and benefit from decisions that affect their families, their neighborhoods, and their city. The City must take matters into its own hands and focus on a positive, proactive approach to creating healthy, vibrant, neighborhoods and communities of opportunity.

It is through creating opportunities for developing health (versus correcting health disparities) that the City can effectively address the social determinates of health and build capacity for significant community prevention and community wellness services — general medicine, nutrition, and sexual education . In this regard, the City must turn its focus to developing community based programs and collective actions devised at a grassroots level and directed by local stakeholders to improve access to healthcare, increase health education and increase wellness services. Fortunately, the City can support already existing efforts to solve these issues, as there is a local organization that has taken on this mission - Partners for a Healthier Community (PHC).

Partners for a Healthier Community is a



Source: <http://tulane.edu/som/tuchc/>

Springfield-based non-profit that is focused on uniting stakeholders from various health organizations to build a "measurably healthier Springfield." The organization has already carried out two successful initiatives, one to improve oral health and another, *Live Well Springfield – Eat Smart. Stay Fit* aims to increase awareness about the benefits of healthy eating and exercise. PHC's mission and coalition-based approaches can provide the "backbone support" for most of the health and wellness needs in Springfield. Expanding the capacity and reach of this organization would have considerable benefits for the city.

To activate the PHC mission on a citywide, community-based scale, multi-faceted actions and a broad repertoire of methods are needed



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to generate practical solutions to major public health challenges. Consequently, multiple networked and interconnected Live Well Springfield (LWS) “community wellness spaces” located in or around community centers are needed.

Community wellness spaces are resident-led and resident-designed actions, which occur at neighborhood level and in existing community centers and gathering places (faith-based and civic associations). A deliberate or intentional network of 20-to-30 LWS “community wellness spaces”, at least one per neighborhood, would connect residents and other stakeholders to a host of health and wellness options across the city so that residents would have multiple choices (fitness, nutrition, food access, health access disease self-management, and so on), making it easy to access resources for keeping people well rather than fixing problems once they get sick. This program could also catalyze and support various other public health initiatives that are being carried out in the city at present.

PHC would work through the LWS network to engage residents and other stakeholders at a local or neighborhood or school or faith-based site to provide health-related data and help them conduct “needs assessments” and “map assets”, to offer a more complete picture as to what approaches could be taken to improve

citywide health and wellness. Consequently, LWS “community wellness spaces” and programs they offer are devised at a grassroots level and directed by local stakeholders. When taken together, the whole network has the capacity to provide health messages, health choices, and work together to deliver health and wellness actions at a community-wide scale and need less hard-infrastructure and capital investment than traditional “brick and mortar” programs. The City, local foundations, and philanthropic investments would cover the cost for the “backbone support” for developing and supporting a network of 20 – 30 separate LWS “community wellness spaces”. Federal, State, and foundation grants would provide sufficient funds for direct services and help to make an impact at this scale.

Food Access:

A large component of public health is the provision of healthy food to all residents. This is an important obstacle in attracting young residents to Springfield. This issue has particular significance to inner city low-income people and communities of color, where residents feel as if nutritious food is impossible to find. These perceptions are valid: rates of food insecurity and hunger in Springfield are well above the national average. Nineteen-percent of Springfield households are “food insecure”, and nine-percent of households experience moderate

to severe hunger. The inequity of food access throughout the city is zip code/neighborhood specific in its disparities: some neighborhoods have a cornucopia of healthy eating options while other areas are desolate except for some fast-food providers.

This trend is taking a toll on the youngest members of the community: the rates of childhood obesity and Type-2 diabetes are some of the worst in the country. Nearly sixty-percent of Springfield’s K-12 population is overweight or obese, and the city’s diabetes mortality rate is nearly fifty-percent higher than the MA state average.

The Mason Square Food Justice Group has worked tirelessly to get a grocery store in its neighborhood, and the group’s model for bringing healthy food to its residents seems sustainable.

Measures in education, activity, and access must be taken to improve these troubling statistics. This effort must be carried out on a citywide scale to help the children of Springfield. Individual-level and behavior change efforts are not enough: there is junk food masquerading as lunch; a lack of physical activity in school and in the community due to safety concerns; and a lack of youth development funding for after-school time, weekend, and summer programs. Kids are left to sit in front of the TV or computer. Massachusetts just mandated that schools remove caffeinated drinks and sweets from schools. This is a positive step in the right direction. Children who know how to eat healthfully and have the ability to do so will be able to make an impact on the culture of food in the city as a whole.

Partners for a Healthier Community, Inc.

PARTNERS FOR A HEALTHIER COMMUNITY

BUILDING A MEASURABLY HEALTHIER COMMUNITY

Partners for a Healthier Community, Inc (PHC) was founded by concerned community leaders in Springfield who wanted to have a measurable impact on the health of our city. Over the past twelve years PHC has been a leader in public health policy advocacy, building collaborations and leadership capacity to address various public health issues such as youth development and school health.

The key to our work is prioritizing collaborative relationships, testing innovation and believing that our community can be the solution to its own challenges. Current initiatives include mobilizing around strategic health equity areas such as preschool oral health and access to healthy eating and physical activity. Together with our community partners, we continue to build a measurably healthier community.

[View our New Educational Videos](#)

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Calendar: January 2012

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Partnerships/Stakeholders

- Partners for a Healthier Community (PHC)
- Baystate Health
- Caring Health Center
- Community Centers
- Community Groups
- Food Bank of Western Massachusetts
- Growing Power
- Mason Square Food Justice Group
- Mason Square Health Task Force
- Massachusetts Department of Public Health
- Mercy Medical Center
- Mercy Medical Center
- Neighborhood Councils
- North East Organic Farming Association
- Public Health Council, Springfield Public

Schools

- Springfield Department of Health and Human Services
- Springfield Food Policy Council
- Springfield Health Disparities Project
- Springfield Partners for Community Action
- Springfield Public Schools
- Springfield Public Schools
- Tufts University
- US Department of Health and Human Services

Resource Needs

- The City and its residents need to recognize that making Springfield healthier starts at wellness rather than treatment and support this mission.
- Space to operate PHC "community wellness centers"
- Grant Funding
- More doctors who practice general medicine to provide primary preventative care to residents. This approach will keep residents of Springfield healthier and keep them from spending money on medical care that could have been avoided.
- Cooperation with Tufts Medical School to staff community centers and incorporate medical teaching in the community wellness centers. This will provide community health centers with much-needed staff as well as a crop of eager young doctors who want to help the community.
- Community action behind the call for more grocery stores, as demonstrated by the effort carried out by the Mason Square Health Task Force.

Potential Resource Opportunities

1. Grants
2. Mason Square Health Task Force
3. Partners for a Healthier Community
4. Baystate Health:
 - Scholarships
 - Tufts Medical School (West Campus)
 - Baystate-Springfield Education Partnership (BSEP)
 - Career Exploration Programs: High School and Baystate Lunch Buddies in elementary school
5. Jamie Oliver's Food Revolution Foundation: offers free support to school systems that wish to reform their food service. This organization provides a series of toolkits that create step-by-step directions for changing school food programs and extend healthy eating beyond the schoolhouse. <http://www.jamieoliver.com/us/foundation/jamies-food-revolution/school-food>
6. Springfield has a group called Gardening the Community, which is a "youth-led food justice organization engaged in urban agriculture, sustainable living, and organizing for healthy and equitable communities." <http://gardeningthecommunity.blogspot.com/>
7. The Center for Ecoliteracy provides a vast array of resources in both policy and action initiatives to improve schools lunches <http://www.ecoliteracy.org/downloads/rethinking-school-lunch-guide>

Precedents/Best Practices

Tulane Community Health Centers (New Orleans, LA)

Serve populations within New Orleans that have limited access to primary care. The centers



accept Medicaid, Medicare and most Private Insurance, but also accept all patients regardless of insurance status, and care can be had with a nominal fee, which is based on patient income level and household size.

The catastrophic flooding associated with Hurricane Katrina had decimated the healthcare infrastructure of the New Orleans area. From this devastation, a new model for care delivery was born where the old had been destroyed. In this extreme environment, a group of Tulane physicians came together to deliver care in New Orleans to first responders and the citizens of

the city who remained behind or returned early. They practiced in tents, in shelters, in police precincts and in mobile vans – wherever they were needed.

The new focus was on team-based primary care located conveniently to patients in "medical homes". Previously, many patients had received primary care through hospitals and emergency departments, often located far from their homes. Under the new model, health conditions are managed continually in a neighborhood health facility, preventing acute health episodes and costly hospitalizations.

One of the 6 sites created during the immediate crisis that followed Katrina was at Covenant House. It began simply as a willing doctor, a card table, a box of supplies, and an ice chest to keep the tetanus vaccines cold. Patients served represent a broad demographic of low-income wage earners, chronically ill, disabled and homeless.

The Mobile Medical Unit was purchased in March 2008 to address the health needs of communities where there was not yet a brick and mortar clinic. Tulane Community Health Center New Orleans East was founded in 2008 in order to provide access to healthcare to one of the most medically underserved areas of the city.

The founders of the health center continue their vision of delivering healthcare that focuses on patients' needs outside of the confines that come with typical paradigms of medical care offering comprehensive primary care, including sick and well visits, women's health and chronic disease management in a neighborhood-based medical home. All patient care is coordinated through an Electronic Health Record.

Goals of the Tulane Program:

- Deliver highly accessible health services using the team-based approach of a Medical Home.
- Use Health Information Technology to improve the access, quality and acceptability of care,
- Develop innovative and replicable models of care applicable to the health needs of underserved populations in all areas.
- Collaborate with educational institutions and non-profit partners to provide health professional training opportunities.

The Coalition of Camden Healthcare Providers (Camden, NJ)

Camden, NJ is one of the most dangerous cities in America as well as one of the poorest; however, The Coalition of Camden Healthcare Providers is on the forefront in the development of a productive relationship between the community and healthcare providers. The Coalition analyzed the hospital billing data for the entire city over a five-year period and then used this data to identify healthcare "hotspots". The Coalition discovered that 1% of all patients accounted for 30% of all hospital billings in the city. This information led to the belief that the current form of healthcare in Camden was deficient when it came to treating the chronically ill. To combat systemic issues, the Coalition focused care on this group of patients through personalized one-on-one interactions with nurses who create strategies to reduce costs and improve quality of life. In the last three years, there has been a 40-50% overall reduction in visits and billing for these patients. Though this strategy may not be lucrative for hospitals, it reduces stress on emergency services, provides a much-needed reduction in healthcare costs for patients, and allows insurance companies to lower their prices. This method could provide a disruptive change to the healthcare industry; Baystate Health, being as forward thinking as it is, could play an integral part in the changing role of hospitals.

<http://www.camdenhealth.org/>

Springfield Food Policy Council (Springfield, MA)

Presented with the problem of lack of food access in 2007, The Food Bank of Western Massachusetts (FBWM), Springfield Partners

for Community Action (SPCA), and Partners for a Healthier Community (PHC) established the Springfield Food Policy Council (SFPC) with support from the Office of Mayor Sarno. Unfortunately, the SFPC has not achieved as much as an impact as its developing partners would have hoped, due to the organization's inability to translate novel policy into widespread action.

Growing Power (Milwaukee, WI)

Urban agriculture provides an interesting solution to the healthy food problem. Momentum in recent years has gathered behind this movement, and pioneers in the field are constantly making advancements in growing techniques and community activation. A legend of urban agriculture, Will Allen, developed a program that specializes in establishing year-round community gardens in the harshest environments. These gardens serve as sites for community engagement, education, and economic empowerment. Instituting a Growing Power program in Springfield would greatly improve the health of the city and its residents.

www.growingpower.org

Priority

High

Action Steps

1. Build upon successful work of the PHC, who have developed a model for providing wellness services to the community. PCH includes lots of partners. The program is currently only in a few neighborhoods in the city. <http://www.partnersforahealthiercommunity.org/>
 - PHC should work with community

centers (Educational Recommendation #1) to establish “community wellness centers”, or if space cannot be allocated, then PHC should look for space near community centers, schools, or libraries to provide a nexus of services.

- The PHC should partner with the Gardening the Community Springfield (GTC), the Springfield Food Policy Council (SFPC), the Mason Square Food Justice Group, and The Jamie Oliver Foundation to direct an effort at providing healthy food to all Springfield residents through a proliferation of more grocery stores and a specific focus on Springfield schools.
 - The PHC and GTC should reach out to Growing Power, Inc. to develop a Growing Power affiliated program in Springfield in partnership with Gardening the Community. Growing Power’s toolbox could help expand the capacities of Gardening the Community. This program could transform vacant lots into community gardens and provide citizens with capacity building experiences as well as healthy food.
 - The PHC could work with Baystate Health and Mercy Hospital to understand where “Health Hotspots” are in Springfield. This measure would allow PHC and hospitals to focus health and wellness efforts to the areas and patients with the greatest need, taking stress off the entire healthcare system.
2. Connect local leaders and citizens to efforts the outlined in District Plans centered on walkability, hiking, & biking in specific neighborhoods.
 3. As part of the overall public relations and

communications plan for the Rebuild Springfield Plan, a specific focus should be directed towards the importance of community health and wellness.

4. The City is leading Mass in Motion’s “Community Transformation Plan”. The Springfield Department of Health & Human Services oversees the Springfield Wellness Leadership Council. Their agenda includes: Safe Routes to School, School Nutrition, Healthy Corner Stores, and Increased Spaces for Physical Activity. Both of these efforts need to be incorporated in the Rebuild Springfield implementation process with augmented funding and citywide participation

Project Location

Citywide

Social #5

Provide equitable access to a variety of housing options

Breadcrumbs

- District 2 Meeting Round 1
- Citywide Meeting Round 1
- District 3 Meeting Round 1
- District 1 Meeting Round 2
- BNIM Interview with Housing Group
- Interview with Valley Real Estate
- Interview with New Hope Pentecostal Church
- Interview with Religious Leaders Group
- South End Community Center Meeting
- Springfield Business Improvement District

General Description

Throughout the Rebuild Springfield community meeting process, a priority among residents was to support the healthy residential stock in some neighborhoods and to re-establish the once-vital housing stock that lifted Springfield's status to the "City of Homes". The City's efforts to attract and maintain a vibrant population hinges on the city's ability to house a diverse community. This goal requires an equally diverse housing stock. Property vacancies, affordability, homeownership, and variety of residential housing types are essential to making this vision a reality for all Springfield residents, regardless of age, race or disability

First and foremost, the rehabilitation and rejuvenation of tornado-damaged and vacant property must be addressed in the post-tornado city. Citywide, Springfield has a wealth of quality



Flickr User: roger4336

residential structures that are in desperate need of repair. Progress has been made in restoring houses after the tornado, but there are still many homes that are in a state of disrepair, stemming from before storm. The City can supply residents and developers with incentives to initiate and ease restoration projects as well as new infill development of a variety of different types. By tying this assistance to a demand for affordability, Springfield can supply refreshed housing to all who need it.

Another problem facing Springfield at the moment is lack of diversity in the city's housing portfolio. Currently, the overwhelming majority of residential structures in the city are either single-family homes or subsidized multi-family housing. Nearly half of all residential structures are single-family homes and a quarter of all

residencies having five or more units. (See graphic on p. 90) There are several types of housing that revitalize communities and provide residences for a diverse and vibrant population such as lofts, townhouses, and live-work spaces. Creative incentives must be explored to call for the construction of senior housing, loft apartments, mixed-use infill, historic adaptive reuse, townhouses, multi-generational housing, disabled access housing, and live-work spaces. Best practices will be presented as examples for how these types of developments can be activated.

Improving accessibility to homeownership is already a city priority. The process of attaining a home might be improved to attract more and younger residents; however, the real issue is the capacity of residents to purchase and stay in their home. A Homeownership Training Program at the community scale would provide residents the information they need to work through the steps required for investing in a home. Programs developed by Springfield Neighborhood Housing Services (SNHS) could serve this purpose and be more effective with increased outreach and incentives. MassMutual, for example, requires employees to obtain a SNHS certificate if they are applying for homebuyer incentives. These types of programs would increase the rates in which residents keep their homes, cultivating stronger neighborhoods.



The city-wide planning process is organized according to the six domains of a healthy and vibrant community. Domains that are positively impacted by the Initiative described on this page are indicated above.



Source: <http://necoyote.com/historic.html>

Partnerships / Stakeholders

- Council on Aging
- Faith Based Organization
- Habitat for Humanity
- HAP Housing
- Office of Community Development
- Office of Planning and Economic Development
- Rebuilding Together Springfield, Inc.

- Rental Housing Association of Greater Springfield
- Springfield Department of Elder Affairs
- Springfield Historic Commission
- Springfield Homeowners Association
- Springfield Housing Associates Inc.
- Springfield Neighborhood Housing Services, Inc.
- Springfield Office of Housing
- Springfield Preservation Trust, Inc.

Resource Needs

1. Homeownership Training Program
2. Expand housing options, whether for buying or renting, for all incomes and lifestyles. Often, the population that Springfield most needs to attract – younger residents – are not able to purchase a home or simply don't consider it a need.
3. Creative incentives for developers to expand housing portfolio
4. Housing Enterprise Zones identified in neighborhoods that have low levels of home ownership to encourage people to invest in areas that were hit hardest by economic circumstances or foreclosure.

Potential Resource Opportunities

1. Springfield Neighborhood Housing Services has an educational program to assist homebuyers with the process of buying and keeping a home (Homeownership Training

Program).

2. Market rate home-ownership housing incentives to cover the gap between the costs of construction and market prices
3. Incentives and grants for home upgrades
4. The Rebuilding Guide for Homeowners, available on the city's website and here: http://www.springfield-ma.gov/COS/fileadmin/tornado/Rebuilding_Guide.pdf

Precedents / Best Practices

Backyard Cottage Program (Seattle, WA)

Seattle's Backyard Cottage (BYC) Program was instituted to increase the stock of multigenerational housing units in the city. The ordinance allows for the construction or conversion of an existing shed or garage into a backyard cottage, or a detached accessory dwelling unit (DADU). The units are built for aging parents, college graduates, or simply rented out to strangers. Whatever the case is the result of small housing design standards can have an impact on income and urban density. http://www.seattle.gov/dpd/Planning/Alternative_Housing_Choices/DetachedADUs/default.asp

Homeowner Assistance Program (County of San Bernardino, CA)

The Housing Authority of the County of San Bernardino has established a Homeowner assistance program that helps interested participants buy homes. City Housing Authority staff work with citizens to find an appropriate mortgage lender and assist the resident in the home buying process. Participants can qualify by meeting particular requirements provided by the Housing Authority. Home purchasers must then

complete a minimum of 8 hours of homebuyer's education from a HUD-approved counseling program.

<http://www.hacsb.com/residents/homeownership-assistance-program>

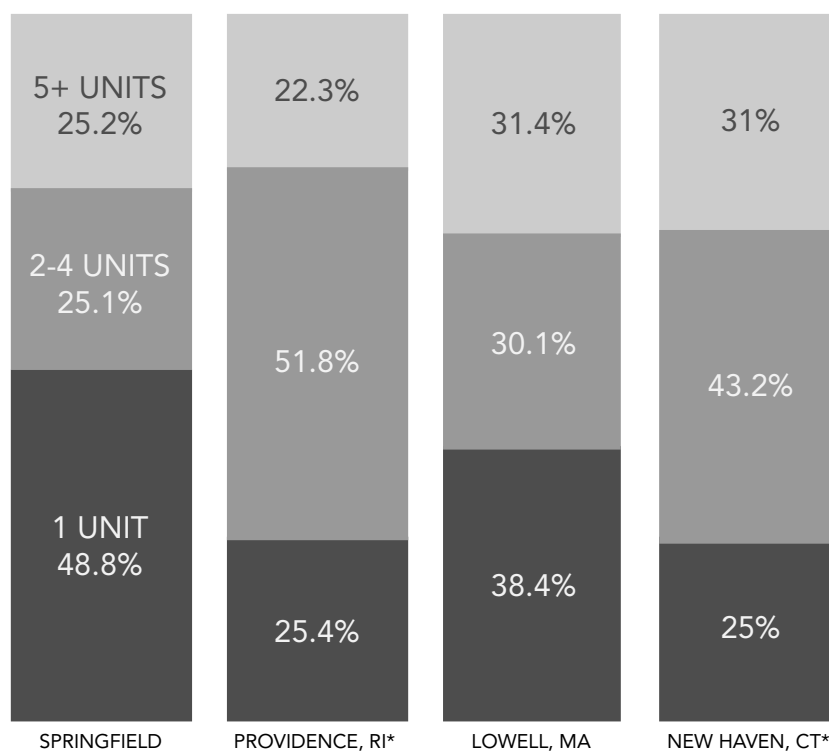
Make it Right NOLA (New Orleans, LA)

The aftermath of Hurricane Katrina led to the creation of Make it Right NOLA. The program has helped with the redevelopment of the Lower Ninth Ward after floods decimated it. Make It Right NOLA helps qualified homeowners apply for a new self-sustainable home. To

qualify for a home, an individual must be able to: contribute to the cost of their home (either through savings or financing), afford to maintain the house, pay property taxes, and hold home insurance. All costs are capped to being no more than one third of the individual's income. Simultaneously, the program offers homeowner education for residents who do not financially qualify. This education effort is intended to build homeownership capacities.

<http://www.makeitrightnola.org/>

BREAKDOWN OF HOUSING BY UNITS PER STRUCTURE



Source: US Census Data

*Identified as "Resurgent Cities" in the Federal Reserve Bank of Boston's 2009 report, *Reinvigorating Springfield's Economy: Lessons from Resurgent Cities*

Rhode Island Historic Homeowner Tax Credit

The Rhode Island Historic Homeowner Tax Credit has been in effect for two decades to glowing results. Since the inception of the program, 1,409 projects have been approved to restore historic housing, totaling in \$24.8 million in private investments. The project recently ran out of funding because of the economic downturn, resulting in its suspension, but it proved to be wildly successful when the resources were available.

<http://www.rihphc.state.ri.us/credits/homeowner.php>

In 2002, Rhode Island also strove to reactivate and repurpose the vast number of historic mills and other large buildings in the state. This led to the creation of the Historic Preservation Investment Tax Credit, which helped developers recuperate 30% of the cost of the rehabilitation effort. Several types of parties were eligible to qualify for this tax credit, such as property owners, developers, and non-profits. This project was so successful in spurring development that its allocated state funds were dispersed well before the intended completion of the program.

<http://www.rihphc.state.ri.us/credits/commstate.php>, <http://www.rihphc.state.ri.us/credits/>

Housing Enterprise Zones Program (Iowa)

A Housing Enterprise Zones program was established in Iowa to encourage the construction of single- and multi-family housing in areas where financial incentives were needed to make projects feasible. To qualify, construction needed to be completed within two years of project initiation, and structures must fulfill HUD and State housing codes. Up to 10% of the cost of construction can be recuperated, and all State sales, service, and use taxes paid during construction will be refunded if a project is eligible.

<http://www.iowaeconomicdevelopment.com/community/housing/ez.aspx>

Priority

High

Action Steps

1. Support Springfield Neighborhood Housing Services' Homeownership Training Program
 - Set up programs on the community level.
 - Publicize these programs to encourage attendance.
 - Monitor participation
2. Establish "Housing Enterprise Zones" throughout Springfield to encourage repairs, construction, and homeownership in areas that are blighted and have low levels of homeownership.
 - A specific set of metrics should be adhered to for an area to qualify as a Housing Enterprise Zone, and the demarcation of these zones should be done methodically with the use of data analysis.
3. Provide creative incentives to generate developer interest in neglected housing

types. Make a database for these incentives so that citizens and developers have equal access. Tie developer assistance to a demand for a range of affordability.

- Infill development
 - Historic rehabilitation
 - Vacant restoration
 - Energy efficiency
 - Multi-generational
 - Senior
4. The Tornado Rebuild Guide that the City created after the June tornado should be better distributed and even updated if necessary to address concerns raised by residents following the response to the June tornado.

Project Location

Citywide



Economic Domain

Description

This category addresses the economic environment. Represented here are economic spaces, programs and activities related to business and commerce assets and opportunities. Included are activities ranging from regional and local economic development programs to innovations and initiatives developed by private interests - from goods to financial capital, from formal trade to exchange and donations.

Recommendations

1. Develop and harness Springfield's role as the economic heart of the Pioneer Valley
2. Streamline the investment process and provide creative incentives and policies to encourage economic development and entrepreneurship
3. Expand career/workforce development and educational partnerships to provide all residents with an opportunity to meaningfully contribute to Springfield's economy and meet the needs of employers

Economic #1

Develop and harness Springfield's role as the economic heart of the Pioneer Valley

Breadcrumbs

- Western Massachusetts Economic Development Council
- Citywide Meeting Round 1
- Mindmixer
- District 1 Meeting Round 2
- Citywide Meeting Round 2
- Interviews with economic development stakeholders

Objective

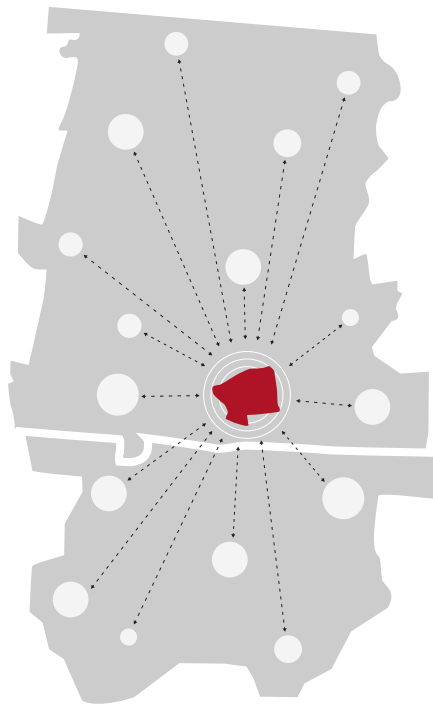
Restore Springfield's role as the economic heart of the Pioneer Valley by: strengthening the city's downtown area to be the region's downtown; completing a series of high priority development projects; improving coordination and collaborative development efforts between Springfield and regional leaders; and improving Springfield's participation as a leader in critical regional initiatives.

General Description

Historically, Springfield has been the center of the Pioneer Valley and Western Massachusetts both economically and symbolically. More recently, Springfield's position as the center of the region has been weakened, as economic players have been more attracted to communities outside of Springfield and the city's economic and fiscal conditions have been under pressure. In addition, collaboration between City and regional leaders is noticeably weak and multiple stakeholders have expressed concern about the relationship between the city and its surrounding region. Economic success for all

is best achieved when the city and region work together to foster economic investment.

As the global economic landscape changes, diverse, dynamic, and entrepreneurial cities with mutually supportive regional relationships have experienced more economic success. To stay competitive, Springfield and its region must strive for a relationship predicated on cooperation, balance, and communication.



Springfield and the region must recognize the importance of mutually beneficial economic initiatives – what helps Springfield, helps the region and vice versa. The City of Springfield is by far the largest city in the focus area of the Economic Development Council of Western Massachusetts (Western Mass EDC) and home to multiple state and regional development offices and chambers of commerce. Understanding that there are important roles for both local and regional organizations will help work toward achieving common goals.

To start, the City of Springfield must work to solidify its role as the “Downtown” of Western Massachusetts. Bolstering a strong physical and economic presence in Springfield's downtown with regular safe and attractive social and cultural events can move the City toward regaining its stature as the symbolic and physical focal point of the region. Simultaneously, DevelopSpringfield and regional entities such as the Western Mass EDC and the Pioneer Valley Planning Commission must work to foster a relationship that is mutually beneficial for both parties through cooperative initiatives, marketing, advocacy and communication of Springfield's success stories.

Partnerships / Stakeholders

- Affiliated Chambers of Commerce of Greater Springfield
- Colleges/Universities
- Common Capital
- DevelopSpringfield



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- Office of Planning and Economic Development
- Pioneer Valley Planning Commission
- Pioneer Valley Transit Authority
- Regional Director of Massachusetts Office of Business Development
- Spirit of Springfield
- Springfield Business Improvement District
- Springfield Redevelopment Authority
- Western Mass EDC

Resource Needs

1. Commercial Loans
2. New Markets Tax Credits
3. Positive publicity about Springfield

Potential Resource Opportunities

1. Common Capital (Western Massachusetts Enterprise Fund)
2. New Market Tax Credits
3. Historic Tax Credits
4. Historic Buildings
5. Fiber network
6. Tax Increment Financing

Precedents / Best Practices

New England Cities

Hartford, Providence, Worcester, Portland, ME, and Burlington, VT are New England cities similar to Springfield that have seen benefits from consistent marketing efforts and positioning as the center of their respective metropolitan areas. For example, the Metro Hartford Alliance is the public-private regional economic development

organization for that region.

Growth Alliance for Greater Evansville (Evansville, IN)

Evansville is a resurgent peer city to Springfield, and in 2007, a public-private partnership was founded, along with an expressed downtown arm, to encourage development and youth retention, as well as recognize industry priorities to support sustainable business growth. The partnership is committed to supporting both regional economic development and the City of Evansville's redevelopment Plan. (Resurgent Cities Packet)

Nashville, TN

Nashville is the leading city of Tennessee and known as the Music City but it also has an impressive portfolio of corporate headquarters and a medical industries cluster. The Greater Nashville Chamber of Commerce is the widely recognized leader in regional economic development and explicitly communicates publicly and in marketing documents about the importance of Nashville for the entire region. During Nashville's flood recovery efforts, the regional Chamber led the business response and identified the impacted businesses. Acting on their recognition of the importance of a vibrant lead city, they played a central role in the formulation of the economic development projects prioritized in the long-term recovery plan for Nashville, working closely with the

Mayor's office and the Nashville Downtown Partnership (among others).

Fort Wayne, IN

Fort Wayne is the second largest city in Indiana whose economy was significantly limited when, in the early 80's, International Harvester Co.'s plant closed. At its peak, International Harvester Co. employed more than 10,000 people. By the end of 1986, the city encouraged large companies to invest in the city and commissioned a study on how to diversify its economy. A local/regional economic development alliance was created to focus on specific economic development sectors.

- Introduction of corporate-style performance and accountability standards: Six-Sigma accountability measurement standard
- Workforce development program based on bridging the digital divide and fostering a culture of learning.

Winston-Salem Alliance (Winston-Salem, NC)

Based on 2010 Census data, residential growth in the downtown has increased nearly 37 percent. Approximately 20 residential developments have been built since 2000 to respond to this increase. Winston-Salem Alliance:

- First proposed in 1999 by a chief executive of Wachovia;
- Created to respond to slow employment growth, decline in average wages, slow growth of minority businesses, and loss of 18-34 year-old population.
- Millennium Fund initiative established by the Alliance – raised \$45 million dollars primarily from corporations, a loan from the City-County Utility Commission, and donations from foundations and individuals – to stimulate economic development in growth by investing in the downtown. Projects to be

funded by these resources: expansion of the Piedmont Triad Research Park, purchasing and developing of downtown land and real estate.

Priority Urgent

Action Steps

1. Achieve short-term development progress by completing a series of high priority development projects. Focus on continuous status updates and political urgency to finish these projects. Work with regional and state leaders and private sector partners to fund and implement these projects. Completion of these projects is essential to build momentum, enhance credibility, and communicate success stories.

Union Station Regional Intermodal Transportation Center and Transit-Oriented Development (TOD) Planning around station

- SRA is leading this regionally significant project that is critical to fully leverage anticipated bus and rail improvements, namely the New Haven-Hartford-Springfield commuter rail service.
- The Hartford region and Pioneer Valley Planning Commission (PVPC) are currently conducting a Knowledge Corridor Market Analysis study that includes a TOD market assessment and station area planning for each rail station, including Springfield – the City must participate fully in this initiative to inform and benefit from this study and best leverage the development opportunities of passenger rail enhancements.

State Street Corridor

- DevelopSpringfield and the City are leading a series of revitalization efforts to strengthen this critical

east-west corridor that connects the downtown area to Springfield Technical Community College and MassMutual. Continued progress (in particular the planned supermarket) and increased communication of completed projects is needed.

31 Elm Street (Court Square)

- The City is working with a local developer to redevelop this prominent, historic building in Court Square as a mixed use building with first floor retail and upper floor office and residential with environmental and design activities underway.

Medical District

- The Medical District located north of downtown, along the Main Street corridor is one of the City's success stories and a current study being completed by UMass is highlighting the economic impact of businesses in



this area with ideas to expand activity (e.g., new mixed use development with residential, retail, hotel) and better connect to the rest of the city.

- The Pioneer Valley Life Sciences Institute (PVLISI) is a partnership between

UMass and Baystate Health and the region's most significant life sciences organization. The City and the Western Massachusetts EDC should make the success of this organization a high priority for Springfield by creating a process to realize private spin-off development projects within the City of Springfield.

Springfield State Data Center

- This facility located near the State Street Corridor and downtown is currently under construction and scheduled to be completed in 2012. This will be a world-class data storage facility, a LEED-certified green building, and employ 75 skilled workers. This facility is part of the region's efforts to enhance a digital technology/IT industry cluster by leveraging the Green High Performance Computing Center in Holyoke and an Interconnection Facility in Greenfield. It is a key opportunity for a success story.

Civic Center Parking Garage

- This rundown parking garage across from the Convention Center is in critical need of replacement and/or reimagining its use. The Springfield Parking Authority, MassDevelopment, and Massachusetts Convention Center Authority are working together on this project. It has potential to be leverage greater downtown redevelopment.

Industrial Park with Titeflex, Smith and Wesson, FW Webb, etc.

- The Interstate-291 corridor remains the City's most promising area for manufacturing and distribution businesses and a few prominent businesses have recently expanded or located in the area. There are still

some key, large sites available and a high priority for the City should be filling these spaces with new/expanding businesses.

Watershops / 1 Allen Street

- This area provides a unique opportunity near Lake Massasoit and Springfield College to build on the current private sector-led informal business incubator activity to explore mid-longer term redevelopment opportunities that might include residential, office and retail uses.

South End Main Street (e.g., market rate housing, possible non-profit owner with first floor retail in vacant space/fill in "missing teeth" on Main Street)

- Implementing a number of long-studied improvements, consistent with the recent Urban Land Institute study – this would include a mix of market rate housing, possible non-profit ownership of vacant buildings with first floor retail in vacant space to fill in "missing teeth" on Main Street (which has already seen various streetscape improvements). This includes development of key parcels such as housing at 195 State Street, a new enhanced community center, and products of the State Street Redevelopment Program.

Alden Street as a gateway to Springfield College

- Consistent with a recent UMass urban planning project, the City should work to complete a number of improvements on Alden Street to make it a welcoming entry to/from Springfield College with opportunity for spillover retail from the college along this corridor.
- To achieve this action step, DevelopSpringfield and the City



need to push to finish these in-the-works projects. Whether from a policy standpoint—by pushing projects to the front of the line—or some other strategies, demonstrating solid progress on the development front will have a powerful impact. Progress and funding needs should be communicated in a transparent fashion to strategically deliver messages to the public and development community in Springfield and beyond.

2. Tell Springfield's success stories. Too often, municipalities do not excel at marketing themselves. This is especially important for cities like Springfield that have experienced years of negative press and perceptions. For example a recent Boston Globe article on Springfield indicated that the city has

the lowest median household income in the state but provided zero information about current initiatives or interviews with the City's leadership. The completion of these and other big-ticket projects might be "Quick Wins" to check off as first steps down the path to implementing the Rebuild Springfield Plan, demonstrating momentum to local residents and regional stakeholders. Completion of some of these crucial developments will give both residents and non-residents reason to believe in the promise that Springfield holds as a city. DevelopSpringfield and the SRA should collaborate with the Western Mass EDC and other economic development entities on this initiative, leveraging combined resources for marketing, distribution lists, web sites, and so forth.

3. Make Downtown a focus of Economic Development efforts

- With its core infrastructure and institutions, Springfield should be reclaimed and promoted as the region's downtown. This should include a focus on:
- Safety – increased and visible policing and emphasis on safety is critical to the success of downtown and must be a priority
- Cultural activities that utilize public spaces such as Court Square and attract people from a wide regional catchment area
- Encouraging a mix of uses including residential development (especially near Union Station) and live/work space for artists
- Reducing the office vacancy rate – the City offers quality office space downtown with strong broadband/fiber optic assets, and a new strategy should focus on attracting a range of small to medium

sized office users for IT, finance, and professional services

- Filling the city's vacant buildings with for-profit businesses is an important goal, while recognizing that non-profits may be willing and able to "fill in the missing teeth" on Main Street as the South End



is truly an extension of the downtown.

- Over time, increase the involvement of colleges and universities in economic development efforts, with emphasis on a more substantial presence from UMass in downtown Springfield.

4. Improve access to and activity at the

riverfront. A key underutilized asset for the City is the riverfront and the Hall of Fame. Existing rail and I-91 corridors do present challenging obstacles to improving the integration of the riverfront with downtown. Ideas to better leverage this asset so that existing Naismith Memorial Basketball Hall of Fame-related restaurants, hotel, and other businesses are less of an isolated island of activity include:

- Improved pedestrian access and visible sight lines to the riverfront via State Street and South End corridors
- Conducting a pilot program to run PVTa's existing traditional trolley-style buses in a circulator/loop with Main Street and the riverfront area (including Hall of Fame, hotels, restaurants)
- Exploring increased boating-related activities on the Connecticut River near downtown, including canoe/kayak rental and events



5. Improve Springfield's participation and leadership in key regional initiatives. Build on regional success stories and strengths.

- As the largest city in the region, Springfield should take greater leadership in initiatives related to key issues like transportation, energy, fiber optic, and workforce that are inherently regional issues. It must be a two-way street; to be the region's economic heart, Springfield must participate, advocate and take leadership on matters of regional importance.
- Growth in the region means the opportunity for more residents and visitors to Springfield.
- Consistent with recommendations from the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley, Springfield should play a central role in the municipal Economic Development Partners to improve collaboration with Western Mass EDC.
- Springfield and Western Mass EDC should consider drawing up parameters for an improved and more productive collaborative relationship with measurable results that defines roles and protocols for economic development.
- Western Mass EDC should commit greater emphasis on the region's largest city, and Springfield should work with Western Mass EDC on marketing its assets and sites, including stronger linkages to the state's leaders for marketing and business development as laid out in the Commonwealth's economic development policy plan.

Project Location

Citywide with emphasis on Downtown (Metro Center/South End)

Economic #2

Streamline the investment process and provide creative incentives and policies to encourage economic development and entrepreneurship

Breadcrumbs

- Business Forum
- Interviews with Economic Development Leaders
- Housing Group
- Interviews with economic development stakeholders
- Business Forum
- Mindmixer
- Citywide Meeting Round 1
- Citywide Meeting Round 2

Objective

Streamline, incentivize, and communicate business and residential development efforts in Springfield. Springfield should leverage its competitive strengths, while candidly recognizing its weaknesses and developing strategies to address them. This initiative is focused on the specific strategies to support business start-up, retention, expansion and attraction while increasing opportunities for a full-range of Springfield residents to successfully participate in the economy.

General Description

According to the Commonwealth's 2011 Economic Development Policy and Strategic Plan: "The foundation of the Massachusetts economy is the innovative and entrepreneurial capability of its residents to transform existing technologies and industries and create new ones." Springfield has a history of this kind of

innovation from Smith & Wesson to Milton-Bradley to the invention of basketball at Springfield College and the creativity of Dr. Seuss. Springfield's economic distress in recent decades, however, has led to lower levels of private investment, negative perceptions, and a challenging business development environment. And, Springfield has a wealth of built assets that remain idle: vacant storefronts, industrial sites, infill parcels, and former commercial buildings.

To address these challenges, Springfield needs to embrace a series of bold, creative and transparent policies to encourage business start-up, retention, expansion, and attraction. In parallel, the City needs to place emphasis on increasing opportunities for all residents and policies that incentivize residential growth taking advantage of its low-cost housing and a voluminous housing stock. Many of the region's designated small business and entrepreneurial support organizations are clustered at the STCC Technology Park in Springfield, including Scibelli, SCORE, and the UMass Small Business Development Center (SBCD). These are resources that can and should be used by Springfield businesses and entrepreneurs. The recent appointment of new Chief Development Officer Kevin Kennedy presents a golden opportunity to enhance the economic environment system concurrently with the focused completion of high priority projects.

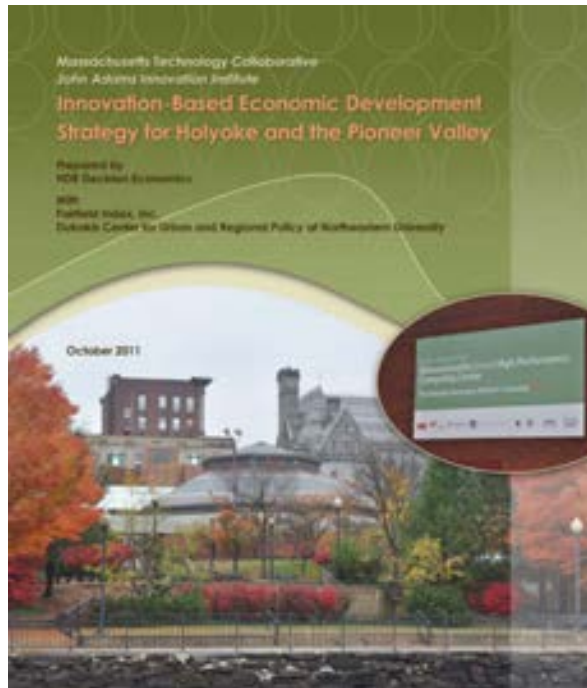
According to the Brookings Institute's Urban Markets Initiative—which explored the opportunities and strategies for investing in urban markets—better access to economic development data can be a catalyst for investment. Relevant data might include the availability of low-cost property, the existence of Springfield's extensive fiber network, and the presence of qualified labor. This perspective helps demonstrate that inner-city urban markets are often untapped for their citizens' buying power and plentiful existing resources.

Economic development information and services have to be accessible on both large and small scales, pertinent for large businesses and outside investors, as well as small, local entrepreneurs. By empowering all residents with information about starting a business: available locations, tax incentives, market potential, and market demand; local entrepreneurs can be more successful in serving the community and providing opportunity for owners and employees. This process must also be linked with community-based business training and consultation outreach, providing local business-people with resources to grow their businesses.

Information alone cannot turn into action; the City must also focus on creating a symbiotic relationship with local businesses by offering creative incentives, decreasing regulatory



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Source: <http://www.innovateholyokey.com/wp-content/uploads/2011/11/Final-Innov-Econ-Dev-Holyoke-and-PV-Report1.pdf>

roadblocks, and improving available sites for eventual occupation. Part of this action necessitates gaining a clear picture of current challenges and roadblocks in the Springfield investment process as they stand today.

Regarding the development process, the City can address concerns about the cost of doing

business within Springfield, such as permits, fees, taxes, licenses, regulatory burdens, etc. to move projects forward in a timely manner. For example, the City uses tax increment financing (TIF) for certain development projects to mitigate high commercial property tax rates but this is applied on case-by-case basis subject to City Council approval and is not typically available to smaller businesses. In terms of site availability and preparation, time to market is increasingly one of the most important factors for business location decisions, so establishing a portfolio of multiple, varied sites for office, commercial and industrial uses that are “pre-permitted” and ready for the market is critical.

As mentioned in the Cultural recommendations, arts and culture can play a role in economic revitalization. From the Mayor of Pittsfield, a sister Gateway City to Springfield: “Our experience here in Pittsfield demonstrates that the creative sector truly can play a key role in revitalizing Gateway Cities, not only making them fun places to live, work, and play, but contributing to the prosperity and quality of life of the entire region,” said James M. Ruberto, Mayor of Pittsfield.

Part of implementing this recommendation will include identifying obstacles to Springfield competing with other municipalities in the region, state and beyond. For example, the

effective property tax burden per square foot in Springfield is higher than the regional average for most business types, based on data collected by the Affiliated Chambers of Commerce of Greater Springfield. They estimate that Springfield’s effective property tax for manufacturing is \$1.37 per square foot compared to a regional average of \$1.05, and \$3.43 per square foot for office complexes versus \$1.91 for the regional average. The disparity between property tax burden varies, however, depending on the community and the type of business being taxed and Springfield is lower than some communities. Better understanding this effective tax burden will be critical when moving from identification of Springfield’s shortfalls to taking action to address any obstacles. A stronger marketing effort, led by DevelopSpringfield and supported by the Western Mass EDC, and a stronger online presence publicizing positive stories about Springfield is also crucial to turn the tide of negative perception and catalyze private investment.

Partnerships / Stakeholders

- Affiliated Chambers of Commerce of Greater Springfield
- Common Capital
- DevelopSpringfield
- Institutions of Higher Education
- Massachusetts Small Business Development Center
- MassDevelopment
- Regional Employment Board
- Regional Office of Massachusetts Office of Business Development
- Scibelli Enterprise Center
- Springfield Business Improvement District
- Springfield Office of Planning and Economic Development
- Springfield Redevelopment Authority
- Springfield Technical Community College
- Western Massachusetts EDC

Resource Needs

1. Collaboration with existing local and regional organizations
2. Sustained commitment to policy enhancements
3. Dedicated staff and time for fostering relationships and compiling and publicizing information to allow regional and local stakeholders to make better informed and more strategic decisions.
4. Incentives to attract residents/homeowners and businesses would likely mean foregoing some near-term tax revenue to achieve growth

Potential Resource Opportunities

1. Idle historic building stock
2. Springfield Redevelopment Authority
3. Federal and State Grants
4. Commonwealth Energy Efficiency Grants

Precedents / Best Practices

KC Source Link (Kansas City, MO)

Resources useful for small businesses and entrepreneurs to grow and succeed. The Kansas City's Business Resource Website (<http://www.kcsourcelink.com/>) is a good example of the type of resource that could benefit businesses in Springfield.

Westfield Business Improvement District (Westfield, MA)

The City Council of Westfield, MA created the Westfield Business Improvement District in June of 2006 after the conclusion of a two-year feasibility study carried out by the City's Chamber of Commerce. One of the program's most successful efforts has been the Best Retail Practices Program. This program provides local small retailers, restaurants, and storefront

businesses with training courses, professional advice, and access to grants that would help with improving storefronts. This program is similar to Springfield's Neighborhood Storefront Improvement Program, as well as DevelopSpringfield's Storefront Improvement Program; however, Springfield's program does not offer the consultant support that the Westfield program provides.

Innovation – Mass Economic Development Policy and Strategic Plan (Massachusetts)

The main focus of the Mass Economic Development Policy and Strategic Plan is to support the Commonwealth's already robust innovation and entrepreneurial sectors. Over \$1 billion has been committed to the Life Sciences Initiative, despite the fact that in 2010 the Kaufmann Foundation already ranked Massachusetts as the number one state for innovation. This program "has led to unprecedented collaboration among industry,



academia and government in the research, development and manufacture of new drugs, medical devices and diagnostic tools.” Simultaneously, the Commonwealth’s dynamic “clean energy and energy efficiency policies have created new and expanded markets for local innovations and dramatically accelerated their adoption.” Massachusetts is also committed to developing new small businesses by focusing on strengthening business incubator programs throughout the state. By pushing an agenda of collaboration and innovation, Massachusetts has developed an economy that is dynamic, conscientious, sustainable, and prosperous. These principles can be both utilized by and translated into Springfield’s economic development efforts.

<http://www.mass.gov/hed/docs/eohed/economicdevpolicystrategy.pdf>

Innovate Holyoke (Holyoke, MA)

The Innovation-based Economic Development Strategy for Holyoke and the Pioneer Valley centered its approach on supporting entrepreneurship, cultivating an environment that is site ready/policy ready for an infusion of new investment, and providing optimal customer relations for economic development delivery. The specific strategies for this plan can be reviewed at length and are extremely applicable to Springfield and the entire Pioneer Valley.

<http://www.innovateholyokey.com/wp-content/uploads/2011/11/Final-Innov-Econ-Dev-Holyoke-and-PV-Report1.pdf>

Nashville, TN

Part of Nashville’s Long-Term Recovery Plan included recommendations for small business

and entrepreneurial support. This included targeted strategies for helping small businesses get loans (like a revolving loan program that would provide gap financing for small businesses), better support for the Nashville Business Incubation Center, and expanded collaboration between higher-learning institutions and the business community.

Tour de Fronts (Cincinnati, OH)

The Over-the-Rhine Chamber of Commerce in Cincinnati was looking for creative ways to catalyze the reanimation of Over-the-Rhine streets during the day, create small businesses, and strengthen the inflow of residents and commerce to the neighborhood. The result was an annual event named the Tour d Fronts. This single afternoon event in 2009 showcased available retail space on Main Street. The two-hour long walking tour was led by local celebrities and traveled through more than a dozen vacant spaces. Readily available information packets highlighted rental prices and square-footage for each space, and landlords offered packages attractive to entrepreneurs of all kinds. In combination with the open-house tours, existing small business owners were able to interact with participants interested in renting spaces or starting businesses. In combination with small capital improvement grants for new business owners, the event successfully connected hopeful entrepreneurs and neighborhood businesspeople.

Priority
Urgent

Action Steps

1. Raise the profile of DevelopSpringfield as the strong, local, public-private leader for economic development.
 - As organized, DevelopSpringfield will work closely with the SRA to focus on implementing high priority projects, but should also help the City provide strong communications and online presence about its initiatives, Springfield’s assets, and a variety of success stories.
 - DevelopSpringfield can act as a liaison with regional leaders and organizations such as Western Mass EDC and the Affiliated Chambers of Commerce of Springfield on external marketing, promotion and ensuring strong private sector support and participation in Springfield’s key initiatives.
2. Measure barriers and roadblocks for investment and development and develop near-term and long-term strategies to mitigate these barriers and create a stronger environment for business retention, expansion and attraction.
 - Identify barriers to investment and development in Springfield.
 - Gather feedback from development professionals and other stakeholders to shed light on possibilities for addressing barriers.
 - Centralize information about brownfield remediation and site readiness as well as underutilized economic assets, such as manufacturing, industry, communications, education, etc.
 - Identify and prioritize at least 4 industrial sites, 4 office sites, and 4 mixed use sites to be “market ready”, listed and promoted by a range of organizations (MassEcon, Western Mass EDC, MassDevelopment, etc.) to regional and national developers and site selectors.

- Explore the possibility of more standard and predictable TIF program. For example, the City of Holyoke is in the process of trying to extend standard TIFs from 5 years to 15-20 years for development projects in the downtown area (further information can be found in the Holyoke/Pioneer Valley Economic Development Strategy). In Springfield, a similar strategy could be explored for development projects in the downtown area and in industrial areas along I-291.
3. Small Business Support
- Evaluate current and implement new small funding programs to assist with facade improvement, small capital expenditures, and other small-but-meaningful strategies. These efforts will both encourage new business and support existing businesses.
 - Create a centralized information center to offer technical assistance to help small businesses through the process of starting and owning a business in Springfield. Work with the small business development services (Scibelli, SCORE, & SBDC) at the STCC Technology Park to inventory, organize and communicate these services available to Springfield's businesses.
 - Proactively seek opportunities to work with Common Capital: Explore financial resources for existing small and mid-sized businesses and non-profits. Common Capital is focused on working with regional businesses to identify funding needs for business retention and expansion. A number of different financing programs are available through Common Capital and they are experts at understanding the relevant funding opportunities for each business situation.
 - Conduct a series of roundtables with

small business owners to understand their needs, network, and introduce them to new and existing resources.

- Increase coordination and outreach to connect local Latino / Hispanic entrepreneurs to these small business resources to achieve business growth while providing needed employment and economic opportunity to underrepresented residents. Those outreach efforts should include bilingual communications and resources.
- Based on the success and positive feedback from the recent Next Street small business capacity program funded by Baystate Health, in partnership with the Western Mass EDC and The Affiliated Chambers of Commerce of Greater Springfield, conduct additional programs for identified Springfield small businesses with the potential to scale up their capacity to become suppliers or vendors to the City's larger businesses (e.g., MassMutual, colleges).
- This program was very well received and similar programs could help a greater number of Springfield businesses become vendors for the larger businesses and educational institutions in Springfield and the region. New funding commitments would be required to run additional iterations of this program.

Focus economic development initiatives on a set of target industries that represent Springfield's existing and emerging industry growth opportunities. For each target industry, Springfield should inventory relevant factors and assets for business location and expansion and develop strategies to ensure that obstacles are addressed. Factors and policies should include sites for development, workforce and

infrastructure needs, and taxes and financial incentives. Springfield's relevant businesses and development officials should participate in the region's existing industry cluster initiatives (precision manufacturing) and new industry cluster initiative for digital technology/IT companies as any regional industry cluster should include vibrant businesses in the region's largest city. A preliminary set of target industries should include:

1. Finance and Insurance – Springfield has long had a cluster of businesses in the financial and insurance industries, represented today by a center for regional banking, MassMutual, and the more recent Liberty Mutual success story with 350 employees at the STCC Technology Park. Potential strategies for this target industry include: a) working with state leaders to pursue other call center and support centers given the success of Liberty Mutual; b) working with the REB to focus on developing a pipeline of skilled, trained workers from Springfield to be prepared for available jobs; and c) exploring innovative opportunities to link the City's various assets such as bilingual residents, to business growth, for example; financial call centers staffed by area residents with proficient English/Spanish language skills supplemented by appropriate financial training.
2. Medical and Life Sciences – Springfield is a regional center for health care services and hospitals including Baystate Health, Mercy Hospital, and a medical district along Main Street near I-91. The medical district also includes the high priority Pioneer Valley Life Sciences Institute, a partnership between Baystate and UMass that represents the region's most prominent institution focused on life sciences research and development.
3. Manufacturing and Distribution – Springfield

has a strong history of manufacturing and is still a regional leader in precision/advance manufacturing. Distribution facilities, such as the FW Webb expansion near I-291, represent a related industry opportunity that can leverage Springfield's remaining large industrial sites that possess strong transportation access with proximity to I-90, I-91, and I-291, and freight rail assets such as the CSX east-west mainline (with double-stacked clearance to Westborough), and the West Springfield intermodal truck-rail facility. Led by the REB, precision manufacturing is one of the state's most successful and engaged industry clusters. Their emphasis has been on retaining/expanding current businesses and addressing workforce needs for the skilled labor required to serve these companies. Relatively high commercial property taxes (even when considering lower property values) is a frequently cited obstacle for expanding this industry in Springfield. Updating and refining the Chamber's tax comparison analysis can provide a grounded estimate of this effect.

4. Colleges and Universities – Many of the largest employers in Springfield are colleges and universities including Springfield Technical Community College, Springfield College, Western New England University, and American International College. Unlike the 5 Colleges, many of the students are originally from the region and have interest in staying if job opportunities are present. While these colleges are engaged in the Springfield community in a number of ways, even more collaboration and participation in economic development could make a substantial impact: a) working with the Regional Employment Board, other workforce agencies and private employers to expand internships and awareness of job opportunities in Springfield; b) active engagement of executive leadership in

business recruitment to demonstrate commitment to talent delivery; c) programs to target alumni business leaders for expansion opportunities in Springfield; and d) working with UMass and other colleges for a commitment to a substantial presence in Springfield's downtown.

5. Digital Technology/IT and Professional Services – Industry employment data shows that Springfield is significantly under-represented in these industries compared to state and US averages, and yet presence of these industries is indicative of higher-wage employees, innovative businesses, and a range of research and development. Regional assets like the new High-Performance Computing Center in Holyoke, improved fiber optic network, and computer science program at UMass combined with Springfield's new Data Center and successful IT firms like Court Square Group demonstrate potential for this industry in Springfield. In partnership with the Western Mass EDC, the City should develop new strategies to promote existing downtown office space that already has strong fiber/broadband, available Class A and B space, and good transportation connections (highway and passenger rail) that caters to emerging sectors like digital technology, graphic design and other professional services.
6. Reach out to other Gateway Cities in the region to better understand possible techniques for leveraging arts and culture as economic drivers.
7. Conduct a market gap analysis of retail / service demand in Springfield compared to the supply of existing businesses. Small, targeted studies that shed light on economic sector needs can be very influential when publicized and placed into the hands of investment decision-makers.
8. Rebuild Western Mass funds are available for

renewable energy rebuilding in residential, municipal, and commercial sectors.

9. Improve user friendliness and knowledgeable staff within relevant City departments.

Project Location

Citywide

Economic #3

Expand career/workforce development and educational partnerships to provide all residents with an opportunity to meaningfully contribute to Springfield's economy and meet the needs of employers

Breadcrumbs

- Massachusetts Career Development Institute
- District 3 Meeting Round 1
- Western Massachusetts Economic Development Council
- Interviews with economic development stakeholders
- District 2 Meeting Round 1
- Citywide Meeting Round 2

Objective

Enhanced workforce development, and talent delivery (linking workforce skills and job readiness to employer needs) must be one of Springfield's top priorities for economic development and the recovery plan. This strategy should result in a visible and strongly supported system to focus on workforce development, from preK-12 education to adult literacy to creating a pipeline of skilled workers linked to Springfield's target industries.

General Description

Economic development and growth are intrinsically linked to an area's educational attainment and the quality of its workforce. Rankings of site selection factors for business location decisions almost always cite workforce as the most important factor and leading economic development research, like Richard

Florida's Creative Class work, highlights the importance of attracting talented, skilled workers as a major asset for successful and competitive urban areas. In addition, preK-12 education and the increasingly available data on education performance directly influence both business and residential location decisions. As Edward Glaeser points out in *Triumph of the Cities*, quality public education (or the lack thereof) is one of the most important public services that cities influence for economic development.

To accomplish meaningful improvement in Springfield requires an holistic approach to workforce development that covers: a) preK-12 education; b) basic job readiness and literacy for a wider range of residents; c) job training that meets the needs and skill requirements of current and new businesses; and d) retaining and attracting highly skilled and educated workers to help attract and retain innovative businesses.

Workforce development needs to start at the moment a child begins his or her education. Math, science, and language proficiencies are critical in today's working environment and ensuring that the education system provides its students with these capabilities must be a priority. Language and technological literacy are of paramount importance when entering the workforce for all jobs, and learning these skills should start in early childhood education and

continue through high school. The improvement of K-12 education is a priority in Springfield for several reasons (discussed in detail in a corresponding education strategy), and it plays a vital role in successful workforce development.

Programs to improve basic job readiness must happen at a scale that is accessible to all residents. Libraries, community centers, and schools are best positioned and equipped to fulfill this capacity. Job training services will build upon technology and language literacy services,





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with added depth to provide more specific skills. This directive will engage residents that have had difficulty participating in the economy in the past, such as minorities, the under-educated, and recent immigrants.

As a city, Springfield needs to work at attracting and retaining younger residents (see Social Recommendation 2). A goal should be to develop a clear pipeline of educated/skilled workers to the existing and emerging business sectors in Springfield. This process can be carried out through collaborative internship programs, school recruiting, and apprenticeships and should directly build on the recent Springfield Technical Community College/Holyoke Community College partnership with the Regional Employment Board (REB) to improve the connection between employers, workforce training and employees. Because Springfield's colleges possess many students originally from the region, improving this connection will help students recognize the concrete benefits of staying in Springfield after school. In addition to assuring students that jobs are available, other strengths should also be emphasized, particularly to students who do not have personal ties to the region. Springfield's affordable cost of living, proximity to larger metropolitan areas, easy access to outdoor recreation, and cultural amenities are a few of the city's attributes that may appeal to a recent

college graduate.

It is extremely important that local employers and education stakeholders communicate regarding their needs. The workforce must be prepared to contribute to target industries (see Economic Recommendation 2) within Springfield that are already established with sustained workforce needs in the region. Education and job readiness programs must focus on cultivating skills for industries like finance/insurance, health care, and manufacturing. By initiating this communication, direct hiring will become more pervasive, leading to more students remaining in Springfield after graduation.

This notion is consistent with the December 2011 Massachusetts Economic Development Policy and Strategic Plan where the first strategic initiative is to "Advance Education and Workforce Development for Middle-Skill Jobs Through Coordination of Education, Economic Development, and Workforce Development Programs." Detailed strategies are focused on: a) designing and developing a cohesive, coordinated workforce development system with clear leadership; b) improving responsiveness of workforce programs to meet the demands of the marketplace (employers); and c) prioritizing goals of the State Science Technology, Engineering & Math (STEM) Plan that align with middle-skill jobs. This clearly laid-out state-level strategy

emphasizes that many of the skilled jobs of today and tomorrow require tailored training and technologically advanced skills but not a bachelor's degree.

An important theme throughout the Rebuild Springfield Plan is the reactivation of "innovation" in Springfield. Linking the vibrant college/university environment to industry and business can affordably foster innovative thinking. By working in partnership, both educational and business actors could work in a mutually beneficent manner. For students and educators, this could mean augmented funding and infusion of entrepreneurial enthusiasm that would create a more enriching learning environment that prepares students for participating in the local economy. For businesses, a relationship with educational institutions can play a part in developing new products, solving organizational deficiencies, and producing a crop of skilled local workers.

Partnerships / Stakeholders

- Affiliated Chambers of Commerce for Greater Springfield
- DevelopSpringfield
- Future Works
- Future Works
- Holyoke Community College
- Massachusetts Career Development Institute
- Office of Planning and Economic Development
- Regional Employment Board
- Springfield colleges and universities
- Springfield Public Schools
- Springfield Technical Community College
- Vocational High Schools (Putnam & Science and Tech)
- Western Mass EDC

Resource Needs

1. Collaboration between educational and business communities
2. Increased hours at libraries and school facilities
3. After school training programs
4. Businesses making a sustained commitment to be part of the Springfield community, and prioritizing/supporting public education improvements

Potential Resource Opportunities

1. STCC/HCC partnership with Regional Employment Board
2. Wellspring Initiative
3. Future Works
4. School organized internships in collaboration with local businesses
5. Apprenticeship programs
6. New England Business Associates (Springfield, MA)

7. US Department of Education Office of Vocational and Adult Education programs, resources, and grant opportunities

Precedents / Best Practices

Future Works (Springfield, MA)

Future Works is a local program that connects job-seekers with employers in Hampden County. This centralized job database allows for users to search for jobs online that are posted by employers on the organization's website. Located in the STCC Technology Park, Future Works maintains a healthy physical presence that is complemented by its website and Twitter. <http://getajob.cc>

ROCA (Massachusetts)

ROCA is a Statewide program with offices in Springfield that focuses on empowering at-risk

youth through job training, informal education, and changing systems that are structured against these less fortunate youths. A majority of ROCA's work is performed through interventions directed at the most "difficult, challenging young people - the young people who are unwilling or unable to attend traditional programming, work, or school."

<http://rocainc.org>

Workforce Florida

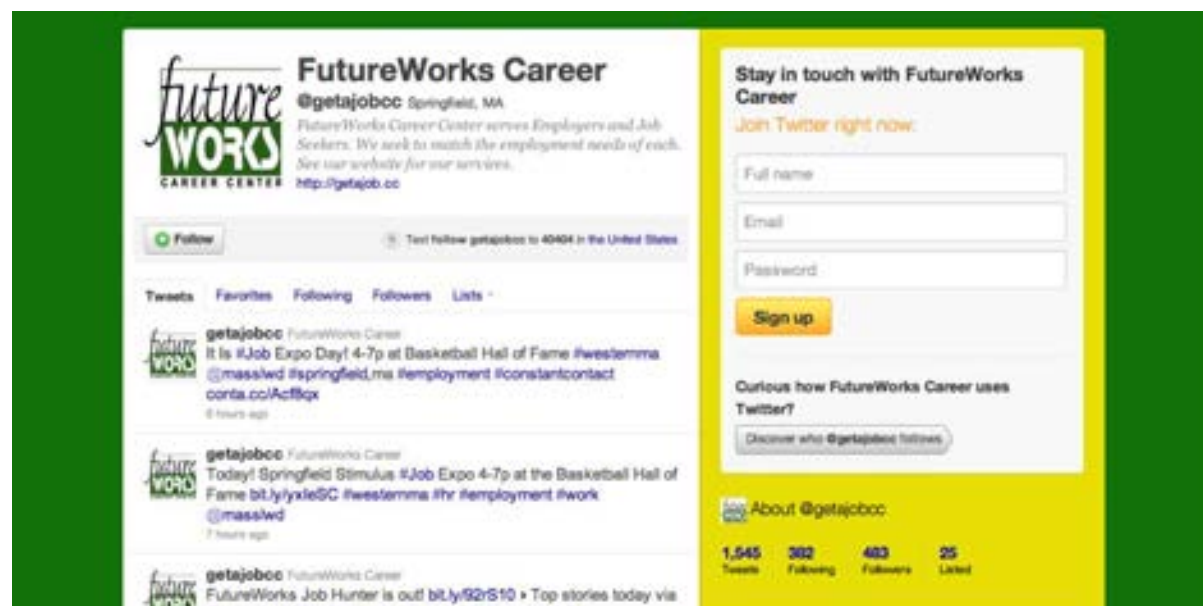
The Florida Workforce Innovation Act called for the creation of the "Workforce Florida" program in 2000. Workforce Florida, along with its workforce system partners, the Florida Department of Economic Opportunity and the State's 24 Regional Workforce Boards is a business-led workforce policy board that has become a catalyst for creating and nurturing a capable and qualified workforce. The programs's key policy initiatives are focused on "restructuring Florida's 'labor' system to increase flexibility and provide for greater local control of workforce programs and services, making the system nimble enough to respond to both local and statewide demands, economic shifts and strategic priorities." Examples include: business incentive programs for training and "world class service to Florida's target industry clusters". <http://www.workforceflorida.com/>

Priority: Urgent

Action Steps

Workforce Development: Education System

1. Address Early Childhood education deficiencies and prepare children to be linguistically and technologically literate
2. Vo/Tech programs at high schools in



Springfield are some of the better programs in the education system and critical to expanding internships and training for middle-skill jobs. Learn from these schools, such as the Roger L. Putnam Vocational Training High School, what works and why.

3. Develop internship/co-op programs for college and high school students linked to successful local companies
4. Create a prize for student innovation to spark creative discussion, product innovation, and entrepreneurial thought in the high school and university systems. By getting young people excited about these types of ventures, the economy for Springfield can be centered on a partnership for problem solving and generating mutual prosperity. The synergy of education and business presents an opportunity to nourish this innovation for the benefit of Springfield and its residents.
5. Consistent with the Education recommendations, develop a partnership of public, private and non-profit leaders to elevate the importance of pre-K to 12 education for all aspects of Springfield's present and future success. Springfield's colleges must be active participants, significantly raising their contributions to the solutions beyond having student teachers in public schools.
6. Similar to programs in Georgia and Michigan, develop a program to provide free or significantly reduced tuition for Springfield public high school graduates to attend Springfield's colleges. This could be a high-profile and effective way to demonstrate Springfield's commitment to transforming education with direct benefits to its current residents with potential to attract new

residents.

Workforce Development: Post-Education

1. Future Works in Springfield as the designated one-stop shop for workforce placement and support in Springfield (located at STCC Technology Park). It is widely subscribed to, but would likely benefit from additional funding/resources, and clear coordination with efforts by the REB and STCC.
2. Offer community-based workforce training classes through community centers, libraries, and school (Educational Recommendation 1)
3. Determine the most pressing adult literacy needs to improve the job readiness of Springfield's under-educated and immigrant adult populations

Talent Delivery: Connect workers with businesses

1. Improve the connection between employers, workforce training and employees –this effort should build on the current STCC/HCC partnership with close coordination with the REB
2. Technical colleges and local businesses must work together to understand needs and form a mutually beneficial relationship. STCC and HCC must follow-through on their current initiative and partnership to develop closer relationships with the business community to better tailor curriculum and training programs to business needs. This will likely require regular reviews of curriculum with the business community to understand what training needs are not being met and ensure a commitment to flexibility that meets the needs of new, emerging businesses.
3. Explicitly link target industries and job opportunities to workforce training for

Springfield residents to have a supply chain (pipeline) of talent for a full-range of jobs at existing and new businesses. One idea to explore is attracting bilingual call centers and training Springfield's bilingual residents with the appropriate technical skills for these jobs.

4. Develop creative incentives to attract businesses and skilled workers: a) Similar to Florida's Quick Response Training Program , work with Western Mass EDC, the Regional Employment Board of Hampden County and other state leaders to offer competitive, tailored training programs to provide skilled workers for new/expanded businesses in target industries that meet certain requirements; and b) offer incentives to live in Springfield – this could apply for teachers, emergency service providers (fire, police) and perhaps other skilled professions.
5. Senior leadership from Springfield's colleges should have quarterly (or similar) meetings with the city's economic development leaders to identify key economic opportunities for the city and the role/ contributions that colleges can play
6. Working with the REB, analyze gaps between supply and demand of qualified workers
7. Identify potential linkages of local/regional workforce to business opportunities (e.g., training bilingual residents for financial call centers)
8. Co-op programs, internships, awareness for graduating seniors

Project Location

Citywide



Organizational Domain

Description

This category encompasses all of Springfield's organizational needs and resources. Included in this category are organizational spaces and programs that address the various components of community governance, including the school committee, city elected officials, various clubs, and myriad other civic organizations. This category also identifies how decisions made on behalf of the community-at-large are developed, deliberated and implemented.

Recommendations

1. Strengthen DevelopSpringfield as the Organization to Partner with the City to take a Leadership Role in Guiding Springfield's Future
2. Establish a body that coalesces community organizations to achieve efficiency and efficacy through collaboration and cooperation

Organizational #1

Strengthen DevelopSpringfield as the Organization to Partner with the City to take a Leadership Role in Guiding Springfield's Future.

Breadcrumbs

- Citywide Meeting Round 2

General Description

The key to successful revitalization for cities, in large part, resides in leadership and collaboration. Such leadership is not one-dimensional but instead multi-faceted. Leadership at a higher level needs to be sustained, involving public and private partnerships. It is also important that another facet of leadership take place at the community/neighborhood level. We further discuss neighborhood-level forms of leadership in Organizational Recommendation 2.

The Rebuild Springfield plan is a systemic approach to revitalization for Springfield that goes well beyond traditional urban plans that focus on development projects, streetscapes and physical urban design. This plan addresses a Nexus of recommendations, each addressing a part of the whole including the Physical, Cultural, Social, Educational, Economic and Organizational Domains of a healthy and thriving city. Given these recommendations are as much programmatic as they are tangible projects, leadership should be comprised of a diverse group that is representative of the Nexus.

DevelopSpringfield, with the support of its diverse Board and the Springfield Redevelopment Authority, has provided leadership in the Rebuild Springfield planning process. Because of its commitment, resources,

diversity and experience, DevelopSpringfield is the best candidate to work with the City of Springfield to create the Rebuild Springfield leadership team that will drive the implementation of the plan. This leadership



organization will play a key role in developing and promoting partnerships, which is equally important to the successful revitalization of the city.

DevelopSpringfield and the Springfield Redevelopment Authority will take the lead in implementing this recommendation. DevelopSpringfield needs to expand its scope to treat each Nexus Domain with equal importance in building the future of Springfield.

Partnerships / Stakeholders

- City businesses and organizations across the Nexus Domains
- DevelopSpringfield
- Municipal departments and agencies

Resource Needs

1. Sustaining funding over at least the next three years
2. Substantial staff capacity
3. Stronger community capacity
4. Media deployment
5. A communications strategy
6. Strong collaboration with Neighborhood Councils
7. Advisory Committee members

Potential Resource Opportunities

1. Grants
2. Private Sector
3. Commonwealth of Massachusetts



Cultural



Physical



Economic



Organizational



Educational



Social

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Precedents / Best Practices

Winston-Salem and Grand Rapids

- Two similar sized city's that are doing just this
- Public/private partnership
- Review how they are organizing their groups through City-to-City relationship with Springfield and learn from people who made site visits.
- Built around the nexus model so that all recommendations are accounted for.

Priority

Urgent

Action Steps

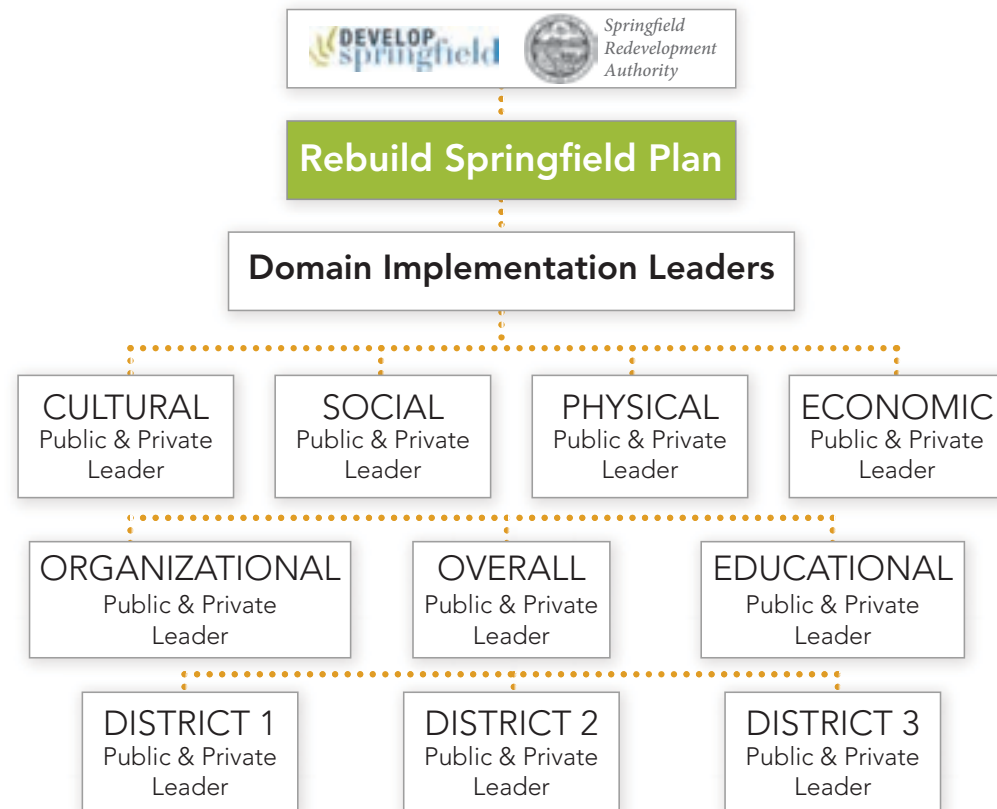
1. Implementation of the Rebuild Springfield Plan.
2. Hire Executive Director for DevelopSpringfield and clearly define staff job descriptions for support of the Nexus Domain committee efforts to implement recommendations.
3. Establish leadership for all nexus Domains and be programmatically, representationally, organizationally diverse.
4. Create 6-month calendar of implementation steps for this organization.
5. Create communications path and plan for connecting with the community.
6. Update Rebuild Springfield website with link to DevelopSpringfield for ongoing robust communication.
7. Develop collaboration between community

leaders and groups to improve organization and to work together toward one common vision for the city.

8. This must be a public/private partnership to guarantee neither public nor private dominance.

Project Location

DevelopSpringfield



Organizational #2

Establish a body that coalesces community organizations to achieve efficiency and efficacy through collaboration and cooperation

Breadcrumbs:

- Citywide Meeting Round 1
- Community Policing
- Food Bank of Western Mass
- District Meeting Round 1
- Latino meeting
- Religious Leaders Group

General Description

Many cities throughout the nation have created formalized citizen organizations that support a more intentional participation in planning and development. In some places this is known as Citizen Participation Project or Program (CPP). A CPP is a tool to establish a continuing dialogue between communities, neighborhoods and city government. In simple terms, this organization, project or program is the grassroots manifestation of implementation leadership whose purpose is to communicate and encourage engagement with citizens across all constituencies.

A strong, organized, knowledgeable organization is crucial for catalyzing neighborhood and collaboration, increasing the community's access to Springfield government affairs, and most of all empowering residents of Springfield in a meaningful and constructive way. Neighborhood organizations, including faith-based organizations, are vital to a strong community. The partnership created through this

recommendation will focus on more intentional efforts for facilitating cooperation between all such organizations in Springfield.

Disasters reveal the importance of community and illustrate how neighbors become their own "first responders" – from rescuing their neighbors to rescuing their neighborhoods. Recognizing this helps us understand the importance of multi-faceted opportunities for participating in the revitalization of a city, neighborhood by neighborhood. It never works to assume that the solutions to problems and development of new opportunities lie with one institution, be that government (national, state or local) or citizens understand this and are aware of a place where they can make a contribution.

This recommendation stems from a need for increased collaboration as well as bolstered capacity – the capacity to foster active citizenship. This means having the structure, the skill, and the community will to create real change inside of and outside City government. In addition to concrete changes stemming from less competitive and territorial neighborhood councils and better-focused organizations, a central structure for community engagement will encourage university and non-profits to collaborate with one another, and encourage better political accountability and transparency.

Citizens have been in the lead in the creation of the Rebuild Springfield Plan, and citizens across the Springfield have an important role to play in its implementation and the future of the City.

Partnerships / Stakeholders

- Community Organizations
- Faith based groups
- Neighborhood Councils
- RSAC with support from DevelopSpringfield
- Youth organizations

Resource Needs

1. DevelopSpringfield should support this organization until they are sufficiently organized.

Potential Resource Opportunities

1. Third Sector New England does nonprofit capacity building.
2. Grants

Precedents / Best Practices

The Neighborhood Partnership Network (New Orleans, LA)

The Neighborhood Partnership Network (NPN) is a non-profit organization created in post-Katrina New Orleans that facilitates neighborhood collaboration, increases access to government and information, and strengthens the voices of individuals and communities in a constructive



Cultural



Physical



Economic



Organizational



Educational



Social

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and organized fashion. Ultimately, NPN's goal is to improve quality of life for residents by engaging them in revitalization and civic processes. www.npn.org

Though it started small, NPN today has grown to 5 staff members, a ten-member Board of Directors, and over 200 member organizations. Those member organizations include neighborhood councils, corporate members, and other community groups of interest.

Especially important to Springfield, NPN grew out of the realization of a need for a citywide framework for assisting communities in maximizing the use of limited resources while providing connections to other neighborhoods with similar obstacles.

Citizen Participation Program (New Orleans, LA)

Currently in its infancy in New Orleans, a Citizen Participation Program allows residents to have a stronger voice in municipal priority- and decision-making. The City of Birmingham, Alabama also has a CPP, instituted as far back as 1975 for the purpose of encouraging better communication between city government and residents.

Neighbors Building Neighborhoods (Norfolk, VA)

Norfolk's new Neighbors Building Neighborhoods Program is a community ownership initiative aimed at creating communities of choice. It is based on Healthy Neighborhoods and Asset-Based Community Development (ABCD) community building principles and strives to create environments where all community members collaborate through strong connections, assume ownership, focus on positive attributes of their neighborhoods, look out for each other as good neighbors, and invest through improvements to their homes and neighborhood blocks.

Healthy New Orleans Neighborhoods & Hartford Info

On a longer-term timeline, Springfield is in need of better access to the kind of information that will empower residents and community organizations to make informed decisions and give accurate feedback to city government. Two models for such info-commons are Healthy New Orleans Neighborhoods (HNON) and HartfordInfo. Both resources are primarily web-based information providers. HNON is perhaps more user-friendly and more polished, while HartfordInfo includes more map-based information in a wider array of categories.

Priority
High

Action Steps

1. DevelopSpringfield convene the Rebuild Springfield Advisory Committee (RSAC) and have them expand membership to include representation from every neighborhood in the city and from other key constituencies (e.g. organized labor, etc.).
2. Members familiarize themselves with details of the Rebuild Springfield plan and focus on how they can support implementation.
3. Consistently focus on building community capacity at the neighborhood level in order for citizens to fully participate in the ongoing development of their neighborhood and the city overall.
4. Work towards creation of a 501c3 not-for-profit organization to formalize a grass roots citizen based organization.
5. Pursue training for organizational board development and funding.

Project Location

Citywide



Overall

Description

This domain addresses overarching citywide recommendations that impact all other recommendations in some way.

Recommendations

1. Make a conscious effort to improve the image and perception of Springfield
2. Implement the Rebuild Springfield Plan. Monitor and champion measurable progress

Overall #1

Make a conscious effort to improve the image and perception of Springfield

Breadcrumbs

- Citywide Meeting Round 1
- District 1 Meeting Round 2
- Springfield Museums
- PBS documentary about Springfield
- New Hope Pentecostal Church
- Food Bank of Western Mass
- Citywide Meeting Round 2

General Descriptions

Of the myriad needs and issues the City of Springfield faces today, perhaps the most elusive and hard-to-address is the image and perception of Springfield in the eyes of residents, visitors, and regional neighbors. The path to actively implementing this recommendation and changing this perception is through comprehensive, incremental, and impactful tactics and solutions.

Like many cities of its size, Springfield suffers from poor publicity in the local and regional press. However, it is local residents who can help to shape and mold Springfield's image by their reactions to daily life in the city. Citizen-generated content through interactive media like Twitter, blogs, Facebook, and other web-based publications provides a candid view of life in Springfield, and this information can be very influential in dictating the direction of established media campaigns. Therefore, this recommendation sets three primary goals:

1. Help the public think more positively about Springfield,
2. Improve the daily life of all citizens, and
3. Engage citizens in both internal and external communication efforts.



Resident participation in the Rebuild Springfield process has highlighted the issue of perception as a challenge in making the city better. The process has engaged a wide variety of citizens who care very much about the city and its image. Communication tools created for fostering engagement such as the Rebuild Springfield website (www.rebuildspringfield.com), the Rebuild Springfield Facebook page, and project database for sending email blasts continue to be available and should be maintained and utilized to the fullest degree for ongoing communication of progress and positive news about the city.

Perception can't be changed simply through conversation; deeper, more widespread resident engagement in community affairs will make residents more mindful of community challenges and simultaneously make them aware of Springfield's triumphs and victories. Engagement can have many forms: participating in neighborhood organizations, coaching little league sports teams, frequenting more local cultural events, or literally getting involved in the Rebuild Springfield effort at the Citywide or District levels. Engagement can also come in the form of enlisting in a campaign to improve Springfield's image.

It is also vital for the business community to be engaged in improving Springfield's image, as the "selling" of Springfield is central to the



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turnaround of the city. By engaging partners such as banks, colleges, major employers, the Springfield Chamber of Commerce, the Springfield Business Improvement District,

the Greater Springfield Convention and Visitors Bureau and the Realtor Association of Pioneer Valley, a comprehensive reformation of the perception of Springfield is feasible.

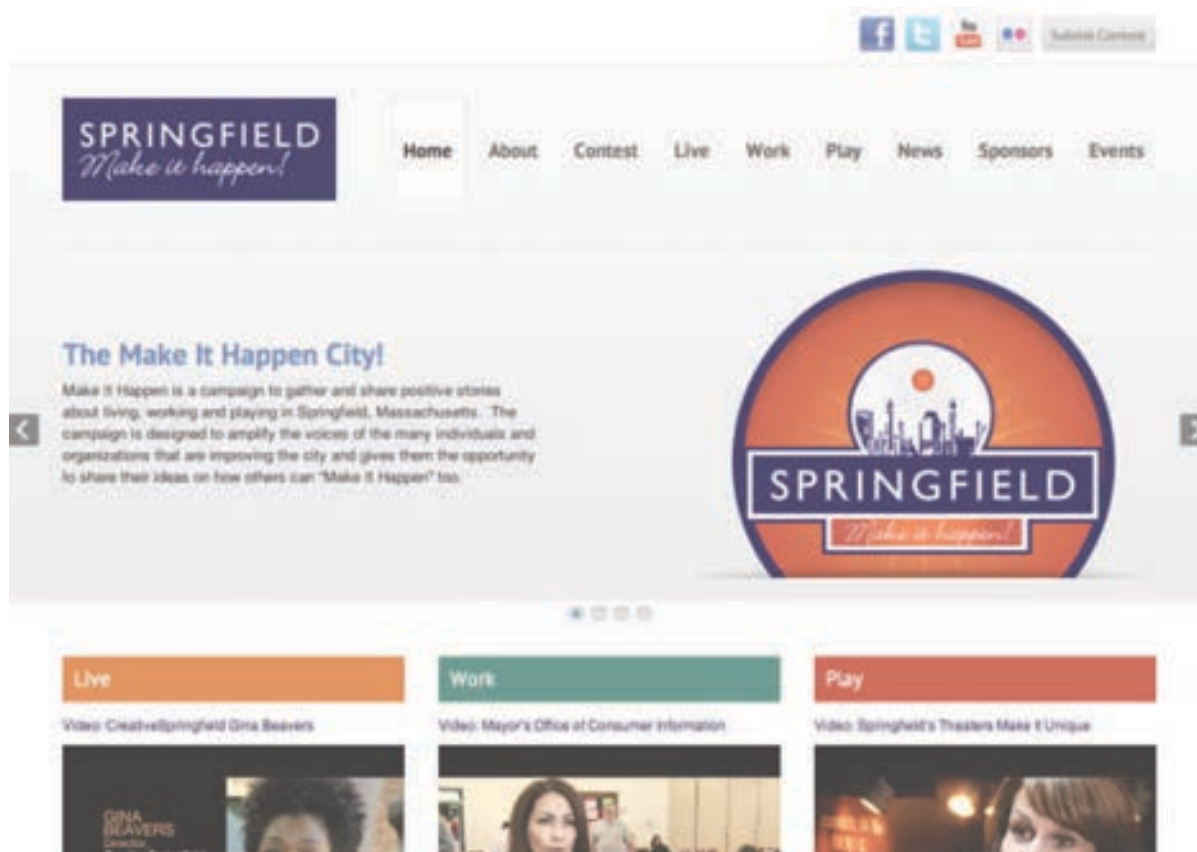
The opinions and recommendations of these influential organizations play a large part in molding Springfield, and a more concerted effort to leverage the assistance of these stakeholders will be elemental in spreading a positive image of the city.

Finally, the City must take on a proactive relationship with the media. Too often, the news that is being published about Springfield reflects the city in a negative light, with stories of crime, dishonesty, and shortcomings occupying the headlines. Efforts must be made to ensure success stories are getting their fair share of coverage as well. Obviously, success stories must exist in order to be told, and that factor hinges on implementing the recommendations from the Rebuild Springfield Plan.

Of course, a successful reformation of Springfield's image is dependent on real progress on a variety of fronts—many of which are represented in the Rebuild Springfield Plan. For instance, embracing and transforming downtown and other neighborhoods into more inviting (and even eventful) places for workers and students who commute into the city can break through negative perception barriers. This is why actively implementing the Rebuild Springfield Plan is so vitally important.

Partnerships / Stakeholders

- Affiliated Chambers of Commerce of Greater Springfield
- Banks
- City of Springfield
- Community Groups
- CreativeSpringfield
- DevelopSpringfield
- Local arts and culture organizations



- Local news outlets
- Major economic institutions
- Make It Happen Springfield
- Neighborhood Councils and Organizations
- Pioneer Valley Realtor Association
- Rebuild Springfield Implementation Leaders
- Residents
- Springfield Business Improvement District
- Springfield Convention and Visitors Bureau
- Springfield high schools, colleges, and universities
- Western Massachusetts Economic Development Council

Resource Needs

1. Leadership in promoting a positive image of Springfield
2. Proactive relationship between DevelopSpringfield, the City of Springfield, and the local media
3. Volunteerism
4. Buy-in of the Rebuild Springfield Plan by the residents, public and private institutions, business owners, the City government, and other stakeholders

Potential Resource Opportunities

1. Make It Happen Springfield “is gathering and sharing the stories of the many individuals who are contributing toward the recovery effort and promoting ideas on how others can help out as well. Together these stories form a new narrative about the city, comprised of hundreds of voices, describing the positives and potential of Springfield, MA.” In the works for around two years now, the MIH effort is focused on actively changing perspectives about Springfield by publicizing many positive goings-on in the City. www.makeithappencity.com



2. Local media outlets
3. CreativeSpringfield, an online directory of artists in the Greater Springfield area, has a goal of unifying the Springfield arts community, fostering collaboration, and creating relationships with businesses and institutions. Arts can play a special role in changing perception and attitudes.
4. Implementation of the Rebuild Springfield Plan

Cities that are using “success stories” to market themselves:

“The live music capital of the world” (Austin, TX)
The whole city’s focus is around the performing arts and entertainment.

“The Creative Capital” (Providence, RI)
Providence champions local artists, new living spaces, universities, and cultural organizations.

504ward (New Orleans, LA)

Precedents / Best Practices



504ward, the collaborative movement of organizations in New Orleans dedicated to retaining young talent in New Orleans. www.504ward.com

Priority
Urgent

Action Steps

1. Implement the Rebuild Springfield Plan. The energy behind the Plan should garner a positive reaction from the media and citizens

2. Support the efforts of an organization or group dedicated to marketing and outreach in the City. Make It Happen Springfield could be a partner in this effort. Develop a collaborative partnership between Develop Springfield and this marketing group to push the agenda of the Rebuild Springfield Plan on social media networks and conventional

media outlets.

3. Develop Springfield and a marketing group (such as Make it Happen Springfield) must work with the local media to insure the success stories of the Rebuild Springfield Plan are told and an objective view on progress is portrayed.
4. The partnership will encourage residents to participate in expressing their views of Springfield. They might consider providing a public arena on which to display these comments. This could end up being a scaling-up of the effort already taking place on makeithappencity.com, where short local testimonial videos are displayed.
5. DevelopSpringfield should create a network of support for the Rebuild Springfield Plan among the large economic stakeholders in the city. A unified marketing effort should be developed so these groups to have a consistent message when selling the city to large-scale economic actors.
6. DevelopSpringfield should make sure that the conventional media outlets in Springfield have complete access to the progress information explained in Citywide Recommendation #2.

Project Location
Citywide

Overall #2

Implement the Rebuild Springfield Plan. Monitor and champion measurable progress

Breadcrumbs

- Springfield Business Improvement District
- Community Foundation of Western Mass

General Description

This is perhaps the most important recommendation in the Rebuild Springfield Plan. The residents of Springfield first proposed nearly every recommendation contained in this plan at both the Citywide and District levels. For successful implementation, this plan needs to be adopted by all stakeholders in the City of Springfield: municipal bodies, private firms, non-profits, and local residents from all walks of life. Though this recommendation seems simple at face value, it is crucial that the plan be implemented in a manner that allows residents and stakeholders to track its progress, measure successes, identify areas for improvement, demand accountability, and find inroads to participate in its execution.

Of crucial importance in implementing this recommendation is steady, meaningful leadership through a partnership of DevelopSpringfield and the Springfield Redevelopment Authority dedicated to strategically acting on the Rebuild Springfield Plan. Additionally, successful implementation of the Plan will only be possible with support from City leadership. Ideally, the City would assign coordination of Plan activities with



DevelopSpringfield and the SRA to a specific person or position within City. According to a report by the Federal Reserve Bank of Boston, *Reinvigorating Springfield's Economy: Lessons from Resurgent Cities*, "industry mix, demographic composition, and geographic location are not key factors distinguishing the resurgent cities from Springfield...The most important lessons from the resurgent cities concern leadership and collaboration."

Efficient and objective monitoring of the Rebuild Springfield effort is a vitally important piece of the implementation process. Transparent

communication is a driving principal of the Plan; it is crucial for keeping residents engaged and for informing local and regional stakeholders of concrete progress that is being made. This can be achieved through the use of various digital media. Lastly, this effort should encourage transparency in monitoring the city, state, and federal funds related to both disaster rebuilding (like the Tornado Relief Fund) and overall Rebuild Springfield efforts.

While we understand that Springfield's CitiStat program has been eliminated for the next fiscal year because of budgetary constraints, there may be other simple methods for tracking and communicating progress of the Rebuild Springfield effort in the short- and medium-term. An important action item for the DevelopSpringfield team will be to work with implementation leaders across the Nexus Domains to develop milestones for tracking and measurement.

The action steps for this recommendation are intended to develop a sustainable method for communication and accountability; essential characteristics of reliable leadership, and healthy collaboration. Part of implementing this recommendation will necessarily involve bolstering the capacity of DevelopSpringfield with communications and outreach. This could happen in-house, through DevelopSpringfield



training, or out-of-house, through collaboration with the Springfield Young Professional Society (YPS) or area colleges.

Partnerships / Stakeholders

- City of Springfield
- City-to-City Group
- DevelopSpringfield
- Domain Leaders
- Pioneer Valley Planning Commission
- Springfield high schools, colleges, and universities
- Springfield Public Library
- Springfield Technical Community College

Resource Needs

1. Buy-in and participation from the City of Springfield and domain leaders
2. Web design and support for the Rebuild Springfield website
3. Graphic design for creation of "report cards"
4. Grant funding for electronic progress and data monitoring

Potential Resource Opportunities

1. Google Applications to meet the needs of Government
<http://www.google.com/apps/intl/en/government/trust.html>
2. Government Accounting Standards Board, Service Efforts and Accomplishments Reporting



http://www.gasb.org/cs/ContentServer?c=GASBContent_C&pagename=GASB%2FGASBContent_C%2FProjectPage&c_id=1176156646053

3. Web hosting and design students from area high schools, colleges, and universities.
4. Hartfordinfo.org (a program of the Hartford Public Library)
5. Springfield Public Library

Precedents / Best Practices

The Central City Renaissance Alliance (New Orleans, LA)

The Central City Renaissance Alliance (CCRA) Plan, a community driven neighborhood plan, resulted in a systemic set of recommendations that empowered this community to launch their post Katrina recovery immediately.

The CCRA Plan and Organization has attracted a consortium of local, regional and national funders who recognize the power of an organized and focused community. Not only is CCRA helping to keep the eye on implementation of the recommendations, but has helped the funders be more strategic about their investment.

CCRA was formed as a result of the year-long planning process and continues to be a lead convener, communicator and project implementation leader in this strategically located neighborhood. www.mycra.org

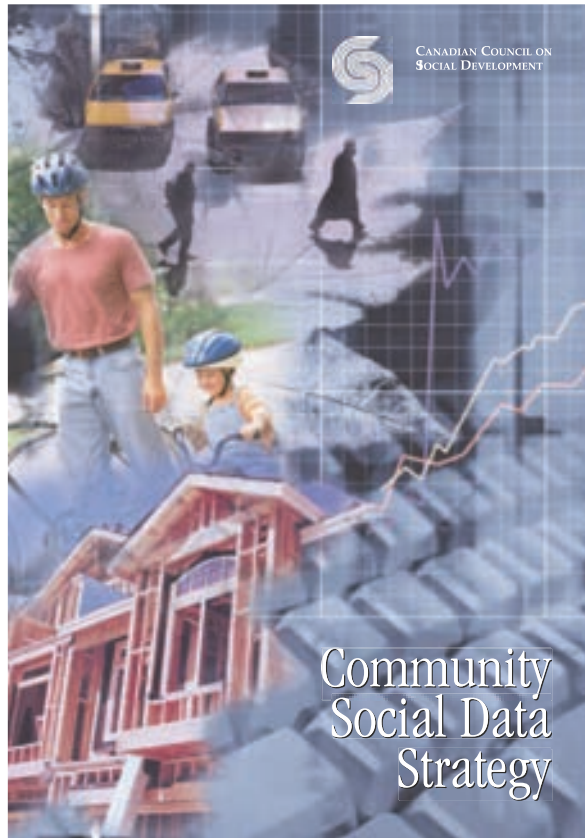
Community Social Data Strategy (Toronto)

This program is intended to provide citizens and community groups with low-cost access to research data that covers the physical, social, and economic health of the city. Toronto recognizes the importance of research data and its ability to help discover social and economic trends. The program started in July 2008. The City of Toronto worked with the Canadian Council on Social Development to provide access to Statistics Canada data at a cost of \$200 per year. Participants have access to neighborhood-level data, as well as that from the other 14 municipalities involved in the initiative and support for analysis of the data and the dissemination of results.

The goal of the Community Social Data Strategy (CSDS) is to raise awareness within the municipal and non-profit sectors about the potential uses of research data to better understand the social and economic trends within their communities. Specific objectives are to:

- Purchase, facilitate, and streamline access to Statistics Canada data
- Train organizations to analyze and process this data
- Communicate and disseminate the results as widely as possible

<http://www.toronto.ca/demographics/csds.htm>



<http://www.toronto.ca/demographics/csds.htm>

Managing for Results (Portland, OR)

The main principal behind the “Managing for Results” program is the idea that “What gets

measured gets done.” The program is grounded in a 4-step cycle: plan, budget, manage, and report. Each revolution of the cycle offers an opportunity to insure that results are being achieved in an efficient and timely manner. Accumulated experience and data allow for improved methods to fulfill goals. In Portland, the official Managing for Results program started in 2002, with the intention of making the city’s government more efficient.

Performance is gauged through workload, efficiency, and effectiveness, metrics that are gleaned from measuring the inputs (staff, budget, equipment, etc.), outputs (amount of services, number of classes taught, products, etc.), and results (quality of service, citizen satisfaction, etc.) of the program.

Priority

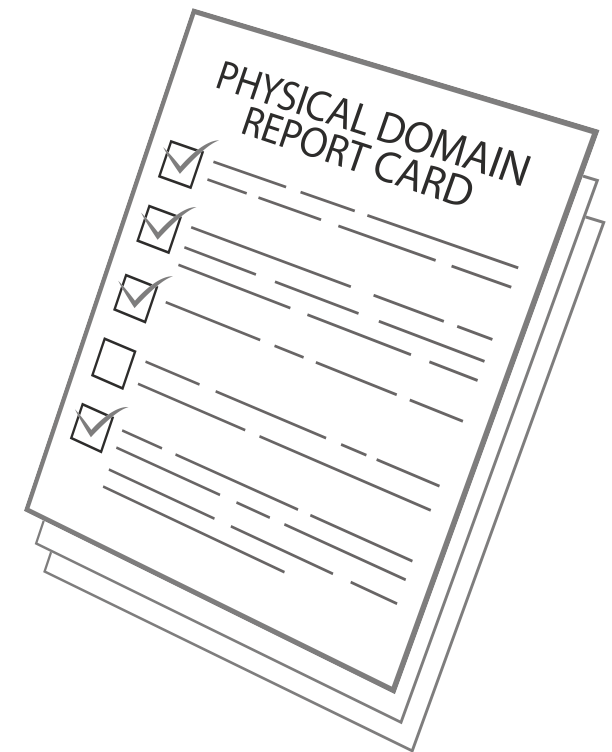
Urgent

Action Steps

This recommendation has a two-tiered strategy to ensure efficacy in the short-term and provide the opportunity for data-driven research and accountability measures in the long-term. To begin, DevelopSpringfield must implement the Rebuilding Springfield plan and enact this recommendation to monitor the plan’s progress.

The first tier of this recommendation will be spearheaded by DevelopSpringfield to set up an inexpensive and feasible process for tracking implementation of the Rebuild Springfield Plan. It will insure a higher level of transparency in the implementation of the plan and would increase time and resource efficiency.

1. DevelopSpringfield first must task each domain’s “Implementation Leader” with developing an “Action Step Checklist” that will establish short and long-term goals for their domain. The timeframe for each domain will vary; however, for the initiation of the Rebuild Springfield Plan, 6-month and 12-month goals should be established in each domain.
2. Each domain will be responsible for reporting their progress on each of the recommendations regularly (DevelopSpringfield will supply a report cards template and domain committees will fill them out appropriately).



3. Report card must be available on the website.
 4. Progress will be championed when complete to garner more support from the community; conversely, underperformance will call for the reevaluation of approach, resources, and personnel.
 5. Domain report cards must continually be updated with results as well as new goals to make sure individual recommendations stay on course.
 6. Identifying and reaching out to capable individuals and groups to assist with graphics, communications, and other digital media is an efficient way to both involve more residents in the process and to bolster the capacity of DevelopSpringfield. For example, DevelopSpringfield might reach out to the Springfield Young Professionals Society to create the report cards or work with a local college class to participate in other ways.
3. This data would be accessible to community groups, residents, business owners, and potential investors through in online format that is well designed and easily accessible.
 4. This tool will play an integral part in measuring the progress of the Rebuild Springfield effort as well as other City benchmarking necessities.
 5. This tool should be used by the City, DevelopSpringfield, domain leaders, and community groups to identify problems, develop solutions, and measure implementation results and progress.

Project Location

Citywide

The second tier of this recommendation is longer-term and more capital intensive. DevelopSpringfield will be charged with developing an electronic system for monitoring the Rebuild Springfield Plan in more depth. This system will also contribute to the benchmarking and measurement of other citywide efforts. This stage would be funded by a grant (like the IBM Smarter Cities program).

1. DevelopSpringfield would seek a grant to develop a method for data-driven analysis to understand the effects of the Rebuild Springfield Plan and track indicators for other city initiatives.
2. The City will participate in collecting and providing raw social, physical, and economic



Philanthropic Opportunities

Philanthropic Opportunities

The Rebuild Springfield consultant team included the expertise of a philanthropic fund development expert, Juliet Page. Her professional observation is that DevelopSpringfield has positive ambitions for the city and for the region that Springfield serves and supports. The organization has clearly emerged to provide leadership for issues far beyond economic development.

DevelopSpringfield's mission, and efforts it will facilitate in support of the plan's implementation, are fundable if presented to the foundation community through appropriate means. DevelopSpringfield should be the first entity to note that an economically thriving Springfield is good for everyone—from the region's wealthiest to the neediest who are often the primary constituents of foundation grant making.

Philanthropic dollars are few compared to public funds. For this reason, foundation officers look for "leverage" opportunities for their grants. This is particularly true in a recovery setting—be it recovery from a catastrophe or from a weak economy—when federal funding can be comparatively large. In order to secure foundation support, it is critical that DevelopSpringfield and Springfield citizens promote and accentuate the programming and activities that influence government policy or direct public dollars.



We have identified a few immediate and near-term opportunities around which the citizens of Springfield, through DevelopSpringfield might launch conversations with local and national foundations and have outlined what such a launch might look like. Also included are some thoughts on launching work with foundations and a short list of easy practices that DevelopSpringfield, might adopt or reinforce in the process of developing new relationships within the philanthropic sector.

Immediate Fundraising Opportunities

Several of Develop Springfield's current projects are consummately fundable. The process of hiring an executive director, including expenses associated with retaining a search firm, could be appealing to local foundations. The position should be marketed as one that will be hugely influential over a \$120 million rebuilding project with unprecedented opportunities for urban revitalization in a storied older industrial city.

Additionally, the retention of a FEMA advocate to ensure that Springfield gets its fair share of disaster dollars may be of interest to a local foundation that has invested in cultural institutions or housing in the area.

As DevelopSpringfield oversees and otherwise participates in the Rebuild Springfield plan implementation, Develop Springfield will gather extensive data. This will provide a terrific opportunity to promote civic pride by "asset mapping" all that Springfield has to offer in terms of resources. Like Milton Glaser's iconic "I Love New York" logo, which was in fact commissioned by New York State's Commerce Department in the interest of attracting tourism despite staggering crime rates, a visual representation of the region's assets could be transformative in the public sphere.



Potential Funding Opportunities for Near-Term Programming

Planning for Stellar Schools. DevelopSpringfield might host a forum to explore 21st Century education design and programming options around replacement facilities at the current sites of the Dryden and Brookings schools. New, first-rate institutions at the sites of schools that did not previously meet Commonwealth of Massachusetts standards could be game changers for the city and the region.

Rebuilding from the June 1 tornado presents a singular opportunity for long-term community and economic development. DevelopSpringfield might easily secure philanthropic funding to explore legal and planning options to create one or two 21st Century schools in the Six Corners/Old Hill and East Forest Park neighborhoods.

Opportunities at Westover

The “Air Reserve Base” just north of Springfield is the largest of its kind in the country and is

slated to absorb other military units over the course of the coming decade. It has a purported annual economic impact of one quarter-billion dollars. DevelopSpringfield could raise money to explore ways in which economic, cultural and social stakeholders in the region might better incorporate military service personnel into their planning. Indeed, there may be funding streams from the military itself.

Smart Growth: Adaptation and Equity

Norman Francis, the director of the Louisiana Recovery Authority and President of Xavier University, the preeminent historically black college in New Orleans, sagely noted that a “disaster is a terrible thing to waste.” Entrenched poverty and institutionalized racism can be addressed in the rebuilding of Springfield. DevelopSpringfield could lead a discussion around ways that rebuilding could promote economic opportunity for all, steady funding streams would follow.



Foundation Fundraising Launch

By participating in and leading post-disaster rebuilding, and being ambitious about the opportunity to “rebuild stronger,” DevelopSpringfield—perhaps unwittingly—has already composed a coherent and compelling pitch to the philanthropic sector, and should now develop an outreach effort to local funders, in particular those that funded the planning process. Doing so will help philanthropic thought leaders understand the broad impact of DevelopSpringfield’s role. This is the arena in which DevelopSpringfield must be overt regarding the fact that a truly healthy economy includes all people in wealth creation.

There may need to be a change in language addressing wealth creation to the lingo of funders, such as “workforce development,” “environment” and “smart growth” even if that is not how DevelopSpringfield has thought of their work internally. An excellent model for outreach to local funders could be casual

briefings. No matter the format, the message would be that DevelopSpringfield has exciting, insider information on activities relevant to their grant making portfolios. DevelopSpringfield can take advantage of their leadership's social and political cachet by asking individual stakeholders to host these events. Foundation trustees and program officers would likely appreciate the success and celebrity of the Rebuild Springfield Plan.

A few preliminary, exploratory conversations with candid program officers would benefit and inform their planning for fund development. Such conversations would help identify "external champions," which we strongly believe is a key



element to any successful foundation campaign. A plan of action might include:

1. Identifying potential funders by looking to what entities fund the major cultural institutions of the region;
2. Developing a two-page document that outlines the project to be funded and the theory as to how this will effect change in the region; (It would be advisable to develop a rough budget and budget narrative.)
3. Submitting permutations of the aforementioned two-pager as e-mails and "Letters of Inquiry" to target foundations;
4. Securing meetings at foundations; (This will certainly require travel for key city leaders, and possibly an engaged board member or elected official such as the Mayor.)
5. Responding quickly to any solicitations for additional materials upon conclusion of any of the above meetings;
6. Hosting site visits if proposals advance.

General Good Practices for Foundation Fundraising

The best tool for foundation fundraising is great programming communicated effectively. And although that statement seems simple, management of foundation grants can destabilize any organization. Indeed, It is often recommended that individual and corporate giving programs are developed instead of engaging in foundation fundraising. Any fundraising efforts must be supported by appropriate staffing.

Some other important strategies include:

1. Maintaining excellence in written and oral communication—and nominate spokespeople within the organization to

manage foundation contacts;

2. Protecting schedules from impromptu interviews and queries;
3. Establishing systems for timely submission of proposals and reports.

Conclusion

Begin looking carefully for instances in which the plan implementation work is bringing about broader social change—and to be immodest in accentuating it to the right people at the right time. DevelopSpringfield is operating in a realm with very real metrics and that unto itself is an attractive conversation starter at any foundation.

Funding Opportunities for Economic Development

While the June tornado in Springfield affected the city's economy, it also offered a unique opportunity to reassess economic development, provided momentum to accelerate projects that are already "in the works", and prioritized new economic development efforts. A number of the recommendations outlined in the plan will require significant financial resources for implementation. Federal, state, regional and local funding is available to government entities, private businesses and individuals to support recovery efforts and overall economic growth in Springfield. These resources include weatherization funding available to low income families for housing improvements, foundation grants for specific community development projects, microloans and Common Capital financing for businesses, and HUD funding for sustainability initiatives. These are just a few of the recommendations offered in the plan and only a sampling of the funding options available.

While significant funding sources exist to support recovery plan initiatives, it is important to note that federal grants often require state or local matching funds. Public and private organizations interested in taking advantage of the funding available through federal agencies must work together to best leverage the resources available. Springfield must galvanize its private, non-profit/institutional, and public organizations to pursue funding resources. Even

for non-federal funding applications, articulating a broad level of support for specific projects will enhance the competitiveness of the funding request. A coordinated effort between public and private organizations is critical to ensure that all funding opportunities are identified, and that the limited funding available to support recovery plan initiatives is most efficiently and effectively utilized.

Housing, Economic Development and Communities

U.S. Department of Energy (DOE)

- Weatherization Assistance Program: Enables low-income families to permanently reduce their energy bills by making their homes more energy efficient. DOE provides funding to states, which manage the day-to-day details of the program. <http://www1.eere.energy.gov/wip/wap.html>
- State Energy Program: Provides financial/technical assistance to states through formula and competitive grants. States use their formula grants to develop state strategies and goals to address their energy priorities. Competitive grant solicitations for the adoption of energy efficiency/renewable energy products and technologies are issued annually based on available funding. States provide a 20% match. <http://www1.eere.energy.gov/wip/sep.html>

- Energy Efficiency and Conservation Block Grant Program: Uses both formula and competitive grants to help U.S. cities, counties, states, territories, and Indian tribes develop, promote, implement, and manage energy efficiency and conservation projects. <http://www1.eere.energy.gov/wip/eeecbg.html>

U.S. Department of Housing and Urban Development (HUD)

- Choice Neighborhoods Initiative Implementation Grants: \$110 million available in FY2012. Communities must have in place a comprehensive neighborhood revitalization strategy, or Transformation Plan. Funds are intended to transform distressed public and assisted housing into energy efficient, mixed-income housing that is physically and financially viable over the long-term. They may also be used for other activities designed to improve neighborhoods. http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/cn

U.S. Economic Development Administration (EDA)

- Provides grants to economically distressed communities to generate new employment, help retain existing jobs and stimulate industrial and commercial growth. <http://www.eda.gov/>

Massachusetts Executive Office of Housing and Economic Development

- Community Development Block Grant - Recovery Act Program (CDBG-R): HUD has allocated \$9.1 million from the American Recovery and Reinvestment Act (ARRA) to Massachusetts for distribution through the Massachusetts Community Development Block Grant (CDBG) Program. The money will be granted to non-entitlement cities and towns. <http://www.mass.gov/hed/community/funding/community-development-block-grant-cdbg.html>
- Community Services Block Grant (CSBG): A federally funded, poverty reduction program that was created to promote and provide an array of services and activities to encourage self-sufficiency and to make permanent improvements in the lives of low-income families and individuals. <http://www.mass.gov/hed/community/funding/community-development-block-grant-cdbg.html>
- Economic Development Fund (EDF): Provides funding for projects that create and/or retain jobs, improve the local and/or regional tax base, or otherwise enhance the quality of life in the community. EDF gives priority to assistance for physical improvements and mixed-use projects supporting downtown and commercial center development. <http://www.mass.gov/hed/community/funding/economic-development-fund-edf.html>
- Gateway Plus Action Grant: Funding to 18 Gateway Cities to support local strategic planning efforts to increase diversity of housing options, increase economic opportunities, foster and strengthen civic engagement, and revitalize neighborhoods. <http://www.mass.gov/hed/community/funding/gatweay.html>
- Individual Development Account (IDA): State

funded pilot program that provides funds for low to moderate income wage earners to reach self sufficiency and ultimately achieve homeownership. <http://www.mass.gov/hed/community/funding/individual-development-account-ida.html>

- Massachusetts Downtown Initiative (MDI): The primary mission of the Massachusetts Downtown Initiative is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth. <http://www.mass.gov/hed/community/funding/massachusetts-downtown-initiative-mdi.html>
- Neighborhood Housing Services (NHS): Neighborhood Housing Services Program assists residents and public/private entities to reinvest in urban neighborhoods (including Springfield) by rehabilitating housing and making it affordable for low and moderate-income families. <http://www.mass.gov/hed/community/funding/neighborhood-housing-services-nhs.html>
- Neighborhood Stabilization Program (NSP): NSP1 is a \$54.8 million grant program awarded by HUD to Massachusetts and four of its cities, including Springfield. Funds are to be used primarily for the acquisition and rehabilitation of abandoned and foreclosed properties. <http://www.mass.gov/hed/community/funding/nsp.html>

Common Capital (Western Massachusetts Enterprise Fund)

- A number of different financing programs are available to businesses through Common Capital, which helps match relevant funding opportunities for each business situation.

New Market Tax Credits

- Provides tax credit incentives to investors for equity investments in certified Community Development Entities, which invest in low-income communities.

The MassWorks Infrastructure Program

- Provides public infrastructure grants that support a number of different types of projects, including housing development at density of at least 4 units to the acre (both market and affordable units) and community revitalization and sustainable development. <http://www.mass.gov/hed/economic/eohed/pro/the-massworks-infrastructure-program.html>

Habitat for Humanity

- Through volunteer labor and donations of money and materials, the organization builds and rehabilitates simple, decent houses alongside homeowner partner families. <http://www.habitat.org/cd/local/affiliate.aspx?place=66>

Massachusetts Housing Partnership Fund

- Statewide public non-profit affordable housing organization that works in concert with the Governor and the state Department of Housing and Community Development to help increase the supply of affordable housing in Massachusetts. <http://www.mhp.net/>

Ford Foundation

- Makes grants for general/core support, projects, planning, competition, matching, recoverable, individual, endowment, foundation-administered projects, program-related investments. <http://www.fordfoundation.org/regions/united-states>

Home Depot Foundation

- Seeks to improve the homes and lives of deserving families through a combination of volunteerism, grants and product donations. <http://homedepotfoundation.org/how-we-help/grants.html>

The Lowe's Charitable and Educational Foundation

- Provides organizational grants from \$5,000 to \$25,000 for community improvement projects and public education (priority given to public K-12 schools). http://www.lowes.com/cd_The+Lowe's+Charitable+and+Educational+Foundation_474741445_

Johnson Controls

- Provides assistance to programs in the areas of justice and law, community and neighborhood improvements, the environment, civic activities and equal opportunity, citizenship and safety. http://www.johnsoncontrols.com/publish/us/en/about/our_community_focus/johnson_controls_foundation.html

Textron

- Giving primarily for community funds, higher education, including scholarship programs, and hospitals and health agencies; support also for youth clubs, urban programs, minorities, and cultural programs. <http://www.textron.com/about/commitment/corp-giving/>

Enterprise Green Communities

- Provides resources and expertise to enable developers to build and rehabilitate affordable homes that are healthier, more energy efficient and better for the environment. Grant are awarded for charrettes, sustainability training, and other projects. <http://www.enterprisecommunity.com/solutions-and-innovation/enterprise-green-communities/resources>

[enterprisecommunity.com/solutions-and-innovation/enterprise-green-communities/resources](http://www.enterprisecommunity.com/solutions-and-innovation/enterprise-green-communities/resources)

Urban Land Institute (ULI)

- Urban Innovation Fund provides venture capital/seed money for innovative community outreach projects led by ULI members and District Councils.

Private Equity/Private Financing

Tax Increment Financing (TIF)

Corporate giving

Private developers

Sustainable Development

U.S. Environmental Protection Agency (EPA) Assessment Grant Program

- These grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites. Grants are for up to \$200,000 to address sites contaminated by hazardous substances, and up to \$200,000 to address sites contaminated by petroleum. Applicants can also apply as an Assessment Coalition (a group of three or more eligible entities) for up to \$1 million. http://www.epa.gov/brownfields/assessment_grants.htm

Cleanup Grant Program

- Provide funding for a recipient to carry out cleanup activities at brownfields sites that it owns. Sites may be contaminated by hazardous substances and/or petroleum. Grants are up to \$200,000 per site and require a 20 percent

cost share. http://www.epa.gov/brownfields/cleanup_grants.htm

U.S. Department of Transportation (DOT)

- Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant Program: Included in the American Recovery and Reinvestment Act to spur a national competition for innovative, multimodal, and multi-jurisdictional transportation projects that promise significant economic and environmental benefits to an entire metropolitan area, a region, or the nation. TIGER IV was announced in February and will award approximately \$500 million toward projects that meet the criteria. <http://www.dot.gov/recovery/>

American Planning Association (APA)

- Offers some grant opportunities for a variety of projects. <http://www.planning.org/divisions/housing/grants/>

Corporate giving

Small Business and Entrepreneur Support

Economic Development Administration (EDA)

- Provides grants to economically distressed communities to generate new employment, help retain existing jobs and stimulate industrial and commercial growth. <http://www.eda.gov/>

Massachusetts Executive Office of Labor and Workforce Development

- Workforce Training Fund: Provides resources to Massachusetts businesses and workers to train current and newly hired employees. <http://www.mass.gov/lwd/employment->

services/business-training-support/wtftp/

- On-the-Job Training: Assists employers with the cost of hiring and training a new employee. <http://www.mass.gov/lwd/employment-services/business-training-support/ojt/>
- Workforce Training Fund Express Program: Provides training grants targeted to small employers with a maximum of 50 employees in Massachusetts and labor organizations. <http://www.mass.gov/lwd/employment-services/business-training-support/trainingpro/workforce-training-fund-express.html>

Affiliated Chambers of Commerce of Greater Springfield

- Members have access to networking and informational programs, marketing and sponsorship opportunities, and other benefits.

Kiva

- Connects people through lending to alleviate poverty. Leveraging the internet and a worldwide network of microfinance institutions, Kiva lets individuals lend as little as \$25 to help create opportunity around the world. <http://www.kiva.org/>

Grameen America

- Provides loans, savings programs, financial education, and credit establishment to low-income entrepreneurs. All loans are for income-generating purposes and help individuals to start or expand a small business. <http://www.grameenamerica.com/>

Private Investors

Local or regional universities and colleges

Workforce Training

US Department of Labor

- The Employment and Training Administration (ETA), U.S. Department of Labor (DOL), has available approximately \$98.5 million in Workforce Innovation Fund grants authorized by the Full-Year Continuing Appropriations Act, 2011 (P.L. 112-10). These funds support innovative approaches to the design and delivery of employment and training services that generate long-term improvements in the performance of the public workforce system, both in terms of outcomes for job seeker and employer customers and cost-effectiveness. http://www.doleta.gov/grants/find_grants.cfm0

U.S. Department of Education Office of Vocational and Adult Education

- Programs, resources, and grant opportunities. <http://www2.ed.gov/programs/gtep/index.html>

Massachusetts Executive Office of Labor and Workforce Development

- Workforce Training Fund: Provides resources to Massachusetts businesses and workers to train current and newly hired employees. <http://www.mass.gov/lwd/employment-services/business-training-support/wtftp/>
- On-the-Job Training: Assists employers with the cost of hiring and training a new employee. <http://www.mass.gov/lwd/employment-services/business-training-support/ojt/>
- Workforce Training Fund Express Program: Provides training grants targeted to small employers with a maximum of 50 employees in Massachusetts and labor organizations. <http://www.mass.gov/lwd/employment-services/business-training-support/trainingpro/workforce-training-fund-express.html>

services/business-training-support/trainingpro/workforce-training-fund-express.html

Kresge Foundation

- Provides operating support grants, project support grants, program-related investments to arts and culture, community development, education, the environment, health and human services, other causes.

FedEx

- Corporate resources include financial contributions, in-kind charitable shipping services and employee volunteer services.

Textron

- School-to-work and welfare-to-work programs, job training for underserved audiences, literacy and ESL (English as a Second Language) programs; enrichment and mentoring programs for youth; college/university Support - including scholarships and internships for women and minorities (with emphasis on technology, manufacturing and engineering). <http://www.textron.com/about/commitment/corp-giving/>

Corporate giving

Local or regional universities and colleges

Implementation of the Citywide and District Plans: Challenges, Opportunities, and Financing in Real Estate

On June 1, 2011, a devastating tornado ripped through Springfield, laying waste in a matter of seconds to everything in its path – homes, businesses, and property gone in an instant. For a city struggling to recover from a deep national recession and long decades of disinvestment – it was unbelievable – heartbreaking. But instead of surrendering to the circumstances, the City of Springfield and DevelopSpringfield have rallied to the cause and set in motion a bold plan to make the best of a very bad situation. Opportunity often comes disguised as a challenge. The City and DevelopSpringfield have a chance to overcome market forces long at work in Springfield by leveraging financial resources that would not be available were it not for the disastrous events of that day. Oddly, like the weather after a tornado, the clouds over Springfield may in fact have a silver lining if the tornado can serve as a catalyst for transformative investments in the City's future. The aspirations must go beyond simply rebuilding what was destroyed that day.

The nature and extent of the Challenges created by the tornado are such that the State and Federal resources typically available to a community like Springfield will be insufficient to finance the implementation of the Rebuild Springfield plan. Basically, Springfield has a sudden urgent need to undertake rebuilding multiple projects in a short period of time; critical projects that are expected to involve substantial financing gaps.

Accordingly, we recommend that the City and DevelopSpringfield aggressively pursue a dedicated Federal appropriation. There is ample precedent for such an appropriation in the aftermath of other natural disasters throughout the United States and Springfield can make a compelling case that its circumstances warrant a similar appropriation. This appropriation should be flexible in nature so that financing gaps of various types can be effectively closed.

The following discussion sets forth a broad outline for Implementation that highlights the Challenges and Opportunities for funding the execution of the Rebuild Springfield plan. This section of the plan will focus primarily, but not exclusively, on the ambitious plans for District 1 (Metro Center and South End) and District 2 (Maple-High, Six Corners). The demographics and economics of District 3 (East Forest Park and Sixteen Acres) are substantially more favorable and the level of public intervention required to rebuild in these neighborhoods will not be as extensive.

Challenges: Market

Springfield is the dominant urban center of the Pioneer Valley – the third point in a triangle of economic activity connected via I-90 to Boston in the east and via I-91 to Hartford, CT in the south. The City enjoys tremendous regional accessibility, strong public and private sector institutions, a concentration of businesses and service amenities, lovely historic building stock

(both commercial and residential), and a loyal and committed citizenry that cares about the City's future.

In spite of these positive attributes, however, the Springfield markets have a long history of underperforming relative to other competitive cities in Massachusetts. Resident incomes remain very modest, population and household counts have been static for a decade, vacancy in both commercial and residential property is consistently high, existing home values are generally below replacement cost and commercial rents are insufficient to support the cost of new construction. In light of these factors, it should come as no surprise that absorption of both residential and commercial product, which was modest even in the most recent boom years (2005-2007), has been slow to negative since the onset of the 2008 recession.

(See Real Estate Appendix A for market reports and data compiled for this study)

- **Home Ownership Units.** By way of example, the average Springfield single-family home sells for approximately \$150,000; and home prices in Districts 1 and 2 generally are well below the average - estimated at \$125,000 for new single family product and up to \$75,000 per unit for two-four family stock. Even at these affordable prices and in the most robust recent market time frames, ownership housing absorption for the City as a whole was less than 40 units per

year – with only a small fraction of this activity in Districts 1 and 2.

- **Rental Apartments.** In part, the lack of ownership activity has been driven by the small size of the ownership market overall. Fully half of housing units citywide and an even higher proportion (nearly 75%) in Districts 1 and 2, are occupied by renters rather than owners. Like pricing in homeownership markets, rents are also relatively affordable both in Springfield and those neighborhoods with a large proportion of existing tenants paying so-called market rents at or near parity with defined affordable, low to moderate income standards.
- **Retail Space.** As for the commercial markets, it is clear that the amount of existing retail space in Districts 1 and 2 far exceeds the level of demand required to support it. This, coupled with changes in the neighborhood demography and shopping habits over the last several decades, has rendered many of the existing spaces a poor fit to tenant requirements in the modern age. As a result, vacancy is high – consistently in the 20% to 30% range in recent years and rents are very low at under \$10 to \$12 per square foot per year for existing, independently owned and managed spaces.
- **Office Space.** Finally, to the office markets where best-in-class downtown office building vacancies have remained stubbornly in the 10% and 15% range for a decade despite a history of affordable rents hovering in the teens to low \$20 per square foot per year. Upper floor office space is reportedly less than 50% occupied; much of it uninhabitable without significant renovation and code compliance work.

These conditions prevailed long before the tornado wreaked havoc in the District 1, 2 and 3 neighborhoods on June 11, 2011. The

question is: How can the tornado recovery effort - including the financial resources that come with it - be deployed to overcome these ambient market forces and create a more vibrant, more sustainable long term future for the City of Springfield?

Challenges: Financing

While insurance proceeds will go a long way to addressing the capital needs for many property owners victimized by the tornado, the implementation of most major renovation or redevelopment projects in the tornado impacted areas will also require some combination of debt and equity investment (several potential sources are described in the discussion of Opportunities that follows).

- **Financing Gap.** As shown by our market investigations and the illustrative project proformas prepared for this study (see Real Estate Appendix B for the detailed proformas analyses), there is a substantial gap between the cost required to build or rehabilitate buildings in Districts 1 and 2 and the investment of debt and equity that can be justified by these activities. This gap between project cost and the economic value to a prospective investor is not directly attributable to the tornado but reflects the market realities in Springfield and constitutes a financing risk that will be difficult for private capital to overcome absent the public incentives and technical assistance made possible by the tornado relief and recovery effort.
- **Capital Availability.** While private capital is generally available today (lenders are anxious to lend and equity investors have money to invest), public capital will be required to entice private

sources to make investments in the Districts 1 and 2. At the same time, public dollars are increasingly scarce and sought after by the many worthy causes that have a need. And the competition for these resources is growing as budgetary constraints reduce available funds at both the State and Federal levels and the stresses of a slow economic recovery drive the need for public supports of all sorts even higher.

- **Cost of Capital.** Capital is available today at historically low rates, but underwriting standards remain stringent as investors and lenders seek to avoid risk in these volatile economic times - and Springfield has been a historically risky market for investment. The overall cost of capital can only be reduced to acceptable levels if low or zero cost public sources and creative, non-profit funders can participate at levels or in ways that drive down the cost and risk of investment to the private marketplace.
- **Financing and Development Complexity.** As described above, most projects of scale contemplated by the District 1 and 2 plans will require a complex layering of public and private financing sources – each with its own eligibility criteria, underwriting standards, application procedures and competitive landscape. Most private developers will not have the expertise (or the inclination) required to sort through this complexity - lacking either the technical sophistication or local knowledge - to package specific projects that take full advantage of the financial resources available to close the financing gaps referenced earlier.
- **Technical Assistance Capability.** Providing potential redevelopers and property owners with pre-development services (e.g. site assembly, permitting incentive and conventional financing, etc.) to mitigate this complexity and facilitate development will be

an essential ingredient in implementing the District 1 and 2 plans. This could be a logical role for DevelopSpringfield.

- **A Strategic Development and Financing Plan.** The tornado destroyed multiple properties in an underperforming market in a matter of seconds. Investment in rebuilding, redeveloping or replacing these properties will need to be phased over a period of several years to allow the market to absorb these new assets and avoid short-term overbuilding. The District plans contain many excellent ideas for how to proceed with this effort. Given the scarcity of public incentives and the level of resources needed for full implementation of these ideas, an overarching strategic financing plan should be devised that prioritizes projects and handicaps their odds of success in the highly competitive public funding world.

Opportunities: Market

While Springfield market conditions have been weak for a number of years, part of that weakness arises from both real and perceived conditions that the District plans are taking pains to address. Again, in the spirit of turning a negative into a positive, a number of actions and recommendations precipitated by the events of June 11, 2011 stand to improve the competitive appeal of the Springfield markets if they can be successfully implemented. These market enhancements fall into four broad categories:

- Improving the physical and environmental quality of the Districts
- Using available legal and regulatory tools to incent reinvestment
- Encouraging area institutions to participate in the implementation of the plans

- Supporting market growth with economic development initiatives

All have the potential to improve Springfield's market positioning and competitive advantages, reducing perceived investment risks and helping to make the dollars – both public and private - go further.

Opportunities: Physical and Environmental Quality

- **Historic Preservation.** The existing historic building stock is one of Springfield's greatest competitive market advantages. Adaptive reuse of historic buildings and sites will enhance the visual appeal of the Districts 1 and 2 as well as the market appeal for residents and businesses alike.
- **Public Realm.** An attractive streetscape with a thoughtful system of public spaces helps to create a real market destination and mobilizes community partners to ensure long term stewardship of these important public assets. In the public realm, investments in infrastructure upgrades such as streetscape improvements, street lighting, sidewalk repairs, well designed bus shelters, public art installations all help to create an impression of momentum, investment and care.
- **Activity Nodes.** Clustering new uses, investment, and development around existing activity centers is important to focus energy and resources, and create a critical mass of interest and activity which will draw surrounding residents and visitors to the Districts. When markets are small as they are in Springfield, strategies that concentrate activity will be more successful. Established, healthy, pedestrian-scale activity centers can also create positive

spillover impacts on surrounding corridors and residential areas in terms of perception, interest, and investment.

- **Parking.** Parking is an essential resource for market success. While the visual character of open, street-facing parking lots is often less than appealing, well designed, interim parking on vacant and abandoned lots offers an effective strategy for addressing the needs of local businesses and shoppers, while improving the visual character of the Districts 1 and 2.
- **Sustainable Community.** A more livable, sustainable, inclusive community is also more marketable – to businesses and residents alike. Plans that strike a balance between retail and business uses, civic and community uses, recreation and entertainment uses, affordable and market rate and rental and ownership housing options promote a highly desirable quality of life and enhance the opportunity to attract new residents and visitors to the market.

Opportunities: Legal and Regulatory Tools

- **Abandoned Property.** Acquiring vacant, abandoned, and tax delinquent property, holding it, and reintroducing it to private ownership and development are tried and true public revitalization strategies. These methods along with other code enforcement and taxation strategies can encourage owners of vacant properties to actively reuse and redevelop vacant sites for a variety of uses and will help alleviate the perception of disinvestment in the Districts.
- **Code Compliance.** While not unique, Springfield has a comparatively large number of vacant and abandoned structures and lots in the study areas, which reduces the value of adjoining properties and creates a concentrated

picture of disinvestment, decline and poor maintenance. Addressing these issues as part of a comprehensive disaster recovery plan will improve market conditions and reduce perceived investment risks.

- **Public Safety.** Enhancing public safety - both real and perceived - for residents and visitors - is an essential element of a successful plan and will require the cooperative effort of city officials, local law enforcement and community groups.
- **Zoning.** Zoning is an important tool that can help focus activity around key neighborhood centers, encouraging interesting, eclectic mixed-use corridors, while managing impacts on residential uses. Elevating design quality within the Districts should also be a goal, however, care must be taken to avoid chilling the market response by burdening new development with costly or overly prescriptive and onerous design requirements. As we understand, Springfield has been long considering adopting new zoning that will modernize the code for the first time since 1973. We would recommend moving forward with the approval process.

Opportunities: Civic Engagement and Leadership

- **Institutional Leadership.** Sustained leadership of the recovery and revitalization effort will be essential to successful implementation of the District plans. City officials, non-profits and community organizations, can and must provide leadership and continuity for what will be a long-term revitalization effort. DevelopSpringfield should take the lead on the private side of the partnership.
- **Civic Anchors.** Successful retail districts draw

demand from every available source. Health centers, senior centers, fitness centers, child care providers, libraries, social service agencies, schools and college branches, city offices and other civic institutions can play an important anchoring role in the District commercial areas by drawing customers and clients to the Districts and by supporting an employment base that will patronize local restaurants and stores. These employees will also generate substantial demand for the great residential options to be found in the highly walkable District neighborhoods.

- **Community Partnerships.** These same institutions can also provide direct leverage to the overall revitalization effort by partnering with the City and one another on specific initiatives recommended by the District plans. Leadership is important but, cooperating to get the day-to-day work done is equally essential and will take all hands on the oars.

Opportunities: Economic Development

- **Economic Development Coordination.** Community Development Corporations and non-profits such as DevelopSpringfield can provide valuable coordination of day-to-day revitalization activities, taking on the work of the government to identify priority sites and assemble land, selectively remediate and prepare the sites, identify zoning incentives to attract reuse, provide technical assistance for mixed-financing and maintain lists of pre-permitted sites. They can also help to facilitate community partnerships to leverage political and financial capital to create programs - small business revolving loan funds, assistance in creating business plans, workforce programs, and organizing block groups or merchant

associations.

- **Business-Merchant Coordination.** A merchants association or chamber of commerce can provide a way for businesses to network and share information, giving businesses a collective voice in providing input to City planning and development initiatives, providing representation for businesses owners at city hall and offering a conduit for technical information about loans and successful business strategies. Such organizations can also help consolidate in-line retail spaces and create coordinated marketing for District retail space.
- **Marketing Diversity.** Celebrating Springfield's multi-cultural identity has the potential to serve as a market draw for the Districts. Ethnic entrepreneurs can be a valuable part of a larger revitalization effort, many willing to take risks that bring vitality back to neighborhood retail districts. This activity may also draw others to the Districts in search of ethnic foods and an authentic cultural experience.
- **Downtown Revitalization.** Successful 21st century cities have appealing downtowns that attract people and talent—especially young people and entrepreneurs. As the preeminent urban center of the Pioneer Valley with unique historic character, a revitalized downtown Springfield has the opportunity to become a marketable draw for new residents and new economic activity in the City.
- **Neighborhood Housing.** The tornado rebuilding process presents an opportunity to develop a coordinated housing strategy for Districts 1 and 2 that addresses existing residential needs while expanding housing options for Springfield residents - opportunities for infill ownership, mixed income rental, historic rehab, and mixed use potentials are all present in these Districts. Growing this

residential base has the power to transform the downtown area and nearby neighborhoods into a vibrant 24-hour environment, enhancing the health of residential and commercial markets alike.

- **Small Business and Start-Up Supports.** Startups and small businesses should be an essential focus of the economic development plans for Districts 1 and 2. Technical assistance supports that help entrepreneurs and established businesses to access financing, identify procurement opportunities, attract skilled employees, and develop successful business plans are all important to attracting new business and growing existing businesses in Districts 1 and 2.
- **Workforce Training.** A more skilled and marketable workforce will enhance the marketability of the Districts while improving economic opportunity for area residents. Identifying and developing programs that offer workforce training and improve the connection between employers and potential employees should be an essential part of the District plans.

All of the issues discussed in this section offer an opportunity for enhancing the market competitiveness of the Districts in particular and of Springfield in general. The next section discusses how and where the resources for implementing these improvements may be found.

Financing

Implementing the District plans will all require a coordinated financing approach that leverages private investments with public incentives and other resources. Beyond insurance proceeds, the Plans call for aggressive pursuit of gap financing, from creation of local lending pools to allocations of disaster-related funding, similar in type to

the kinds of resources made available for other disasters, as well as use of existing federal, state, and local incentive programs. The discussion that follows, presents an array of potential resources organized by use type and provider. (See Real Estate Appendix C for more detailed program information and web-links to the applications and eligibility criteria)

Financing: General Disaster Relief

- **Proceeds of Insurance Claims.** Virtually every property damaged by the tornado has some level of insurance. This gives owners of those properties a head-start in terms resources to repair or replace those properties.
- **Federal Appropriation.** The recovery from many other natural disasters has been facilitated by a special federal appropriation. These funds, often channeled through the Community Development Block Grant (CDBG) program provide funds for gap financing and needed public improvements (see discussion above).
- **U.S. Department of Housing & Urban Development.** In addition to supplemental funding through HUD as noted above, HUD provides entitlement communities like Springfield an annual allocation of Community Development Block Grant funds as well as access to the Section 108 loan program. Through the annual allocation the city creates programs such as the Small Business loan pool and the Neighborhood Storefront Improvement Program.
- **U.S. Small Business Administration.** Property owners impacted by the tornado are eligible for special disaster recovery loans from the Small Business Administration (SBA). The SBA offers low interest disaster loans to disaster survivors for physical losses up to its loan limits.

Approved loans can be increased for protective measures to lessen similar future damages. Additionally, small businesses and most private nonprofit organizations can obtain loans for unmet working capital needs.

- **U.S. Economic Development Administration.** Municipalities are eligible for Economic Development Administration (EDA) grants for public infrastructure that is required to leverage private investment.
- **U.S. Environmental Protection Agency.** The EPA offers funding to municipalities for assessment and cleanup. Springfield has been successful in recent years in accessing these funds, including an ongoing cleanup activity at Union Station. These funds can be important to get major development projects started by removing the stigma of contamination.
- **MassMutual Grant.** Massachusetts Mutual Life Insurance Company has committed \$1.6 million to the implementation of the Rebuild Springfield Master Plan. The exact use of these funds has not yet been determined, but they could be part of a mortgage pool or some other financing vehicles.
- **Miller Development Enterprise, Inc.** Miller Development Enterprise is offering free and discounted estimating services for commercial buildings damaged by the Tornado. They are also offering reduced rates short-term and long-term office space at 74 Market Street in Springfield. Miller Development Enterprise just recently moved to 933 East Columbus Avenue, Springfield, MA.

Financing: Economic Development

- **Local Mortgage Pool.** There is precedent in Springfield for local banks to pool their resources to provide debt financing for priority projects. These “participation loans” are a way

to share the risk and provide financing at better than market terms.

- **New Markets Tax Credits.** The NMTC program was created specifically to stimulate investment in businesses and commercial projects in eligible low-income communities. Most types of businesses serving low-income communities, such as small technology firms, retail stores, restaurants, manufacturing, and small business centers, could qualify if they are active or located in low-income communities.
- **Section 108 Loan Program.** Section 108 is a loan guarantee provision of the Community Development Block Grant (CDBG) Program that provides communities with a source of financing for physical and economic revitalization projects. Section 108 allows cities to access a federal loan pool, secured by the cities CDBG entitlement, that can provide resources and confidence for private investment. Springfield has an existing Section 108 loan that has been repaid by the borrower, but not repaid to the federal government. These funds could be recycled as loans in connection with projects in the tornado impact area. In addition, Springfield has additional Section 108 borrowing capacity.
- **MHIC Debt and Equity Financing.** The Massachusetts Housing Investment Corporation provides financing to nonprofit and for-profit sponsors of affordable housing and commercial real estate (in low-income communities). While MHIC works on many different types of transactions, its specialty is providing financing that might not otherwise be available. MHIC finances both large and small developments -- including rental, SRO, ownership, assisted living, cooperative, commercial, and senior-housing units. A wide variety of properties in communities throughout the Commonwealth are eligible for financing. Gateway Cities

Loans. This State sponsored program helps complete improvements of designated projects, including electrical work, masonry, roofing, and equipment in designated Gateway cities.

- **Gateway Plus Action Grants.** This State sponsored program for Gateway cities provides \$1.35 million in funding to cities for planning activities that expand housing opportunities and support the revitalization of neighborhoods to enhance economic vitality and the quality of life for all residents.
- **Curb Appeal Program.** This program sponsored by Massachusetts Mutual Life Insurance Company (MassMutual) provides funding to improve the exterior appearances of homes in neighborhoods along Springfield's State Street corridor including a broad range of home improvements, including landscaping, roofing, siding, painting, lighting, or upgrades to fencing, porches or entry doors.
- **Mass Historic Commission.** This organization supports historic preservation planning activities in communities throughout the State through federally funded, reimbursable, 50/50 matching grant program for planning and survey work.
- **Massachusetts Preservation Projects Fund.** This State sponsored program supports the preservation of properties, landscapes and sites (cultural resources) listed in the State Register of Historic Places through a State-funded 50% reimbursable matching grant program.
- **MassDevelopment.** MassDevelopment provides real estate and equipment financing with higher advance rates and low interest rates to help for-profit and nonprofit organizations grow their businesses. With extensive experience and a wide range of financing tools, including development funds, tax-exempt bonds, loans, and guarantees, they can provide financing at any stage of a project – from

predevelopment to permanent financing.

- **Economic Development Incentive Program.** This State sponsored program provides tax incentive to foster job creation and stimulate business growth within defined Economic Target Areas (ETAs).
- **MassWorks Infrastructure Program.** Provides a one-stop shop for municipalities and other eligible public entities seeking public infrastructure funding to support economic development and job creation. The MassWorks Infrastructure Program provides public infrastructure grants that support housing development, transportation improvements, community revitalization and economic development.
- **Community Development Partnership Act.** Establishes a community investment tax credit for individual and corporate taxpayers designed to encourage private donations that support community development. The credit is equal to 50% of "a qualified investment" in a CDC.
- **Land Cost Write-Down.** To the extent that land is owned by the City of Springfield or the Springfield Redevelopment Authority, the upfront land cost could be written down to facilitate development.
- **Mass Office of Business Development.** This State run agency is a gateway to many resources for the business interest in Massachusetts. They provide assistance to companies striving for expansion, financial incentives, human resources, and many other business needs.
- **Tax Increment Financing.** Local real estate taxes could be phased in over a period of time to enhance a project's feasibility, particularly in its early years. The Commonwealth's Economic Development Incentive Program (EDIP) combines local TIF financing and

property tax abatement with a suite of state incentives including 5% state investment tax credit and 10% abandoned building tax credit District Improvement Financing. A DIF enables municipalities to fund public works, infrastructure and development projects by allocating future, incremental tax revenues collected from a predefined district to pay project costs.

- **Corridor Façade Program.** A storefront façade grant program managed by DevelopSpringfield is available to assist in the financing of façade improvements along Main Street in the South End.
- **Historic Investment Tax Credits (Federal and State).** For repairing damaged historic properties used for multifamily rental, commercial, and mixed-use adaptive reuse projects, these are among the most important financing sources for important older buildings.
- **I-Cubed.** I-Cubed (Infrastructure Investment Incentive Program) a State program that promotes job growth and economic development by providing funding for the public infrastructure improvements necessary to support major new private development. Legislation authorizes up to \$250 million to be invested in public infrastructure improvements to support certified economic development projects to be financed with bonds issued by MassDevelopment.
- **Massworks.** The MassWorks Infrastructure Program provides a one-stop shop for municipalities and other eligible public entities seeking public infrastructure funding to support economic development and job creation. Massworks serves as a consolidation of six former grant programs. The program provides public infrastructure grants that support four project types: 1) Housing development at

density of at least 4 units to the acre (both market and affordable units), 2) Transportation improvements to enhance safety in small, rural communities, 3) Community revitalization and sustainable development, and 4) Economic development and job creation and retention. Springfield was awarded a program grant in late 2011, and the program remains a significant opportunity for Rebuild Springfield implementation funding.

- **Springfield Chamber of Commerce TAP Program.** A Technical Assistance Program that provides grants of up to \$5,000 for a variety of business services, and has expressed interest in offering expanded technical assistance (such as accounting or banking services) to small businesses.
- **Western Massachusetts Enterprise Fund, Inc.** The Western Massachusetts Enterprise Fund (WMEF) helps individuals and small businesses finance their business needs through loan programs and also provides technical assistance through collaboration with regional organizations.
- **Financial Literacy Trust Fund.** This State sponsored program promotes financial literacy, education and training for residents, businesses, educational institutions, community organizations, and other entities throughout the Commonwealth on issues such as household budgeting, saving more, consumer protection, and the power of compound interest in long-term financial planning.

Financing: Neighborhood Housing

- **HOME funds.** This is a federally funded program that assists in the production and preservation of affordable housing for low and moderate-income families and individuals.

The program funds a broad range of activities including new construction, acquisition and rehabilitation of rental properties. American Dream Downpayment Initiative. HAP Housing administers an ADDI program for up to \$10,000, and a "Downpayment Assistance Program" available through the Springfield Office of Housing provides assistance for up to \$2,500.

- **American Dream Downpayment Initiative.** (ADDI) through HAP Housing for up to \$10,000, and the "Downpayment Assistance Program" through Springfield Office of Housing for up to \$2,500.
- **Rebuilding Together Springfield:** A nonprofit agency that provides free rehabilitation and critical repairs to the homes of low-income homeowners, by using volunteer labor and donated materials. The local agency is one of 200 affiliates nation-wide.
- **City of Springfield Emergency Homeowner Repair Program.** Provides technical assistance, interest bearing and non-interest bearing loans, as well as deferred payment loans to assist eligible low and moderate-income households within the City of Springfield.
- **Springfield Housing Rehabilitation Loan Program.** Springfield's HRLP program provides technical assistance; interest bearing and non-interest bearing loans, as well as deferred payment loans to help meet the financing needs of Springfield homeowners interested in making needed repairs to their homes, in particular, those who may fall short of meeting the required guidelines established by traditional lending sources.
- **Buy Springfield Now.** Incentives and special retail offers for new homeownership residents in Springfield.
- **Urban Center Housing Tax Increment Financing (UCH-TIF) Program.** This statutory

program authorizes cities and towns to promote housing and commercial development, including affordable housing, in commercial centers through tax increment financing. The UCH-TIF Program provides real estate exemptions on all or part of the increased value (the "Increment") of improved real estate.

- **Housing Stabilization Fund.** A state funded bond program that assists in the production and preservation of affordable housing for low-income families and individuals. HSF monies may be used for the acquisition and/or rehabilitation of existing structures for sale to income-eligible first-time homebuyers, including distressed or failed properties, or the new construction of homeownership projects.
- **The Soft Second Loan Program.** A joint initiative of the public and private sectors to increase affordable housing opportunities for low- and moderate-income homebuyers combining a conventional first mortgage with a subsidized second mortgage to help low- and moderate-income households to qualify for a mortgage and purchase a home for the first time.
- **Housing Development Incentive Program.** The HDIP is designed to increase residential growth, expand diversity of housing stock, support economic development, and promote neighborhood stabilization in designated Housing Development Zones within Gateway municipalities. It provides tax incentives to developers to rehabilitate multi-unit properties for sale or lease as market rate units: a local-option property tax exemption and a new state tax credit for qualified rehabilitation expenses.
- **Federal Home Loan Bank's Affordable Housing Program.** This program provides grants to support specific development projects serving a wide range of neighborhood needs including

seniors, the disabled, homeless families, first-time homeowners and others with limited resources. The Federal Home Loan Bank System is the largest single funding provider to Habitat for Humanity.

- **Mass Save Major Renovations Program.** Provides homeowners who are renovating, remodeling or making other home improvements the opportunity to increase the energy performance of the home, including technical support, financial incentives, and other offerings
- **MassHousing.** This State agency provides low cost financing for housing development and rehabilitation as well as home improvement, septic system repair, and lead paint removal loans
- **Springfield Neighborhood Housing Services (NHS).** Provides emergency repair grants and home improvement loans. NHS also provides Financial Fitness education for clients who are not ready to purchase for various reasons such as: credit issues, bankruptcy or high debts.
- **Green Affordable Housing Development Program.** is a fund, established by the Renewable Energy Trust ("RET"), acting by and through the Massachusetts Technology Collaborative ("MTC"), and administered by the Massachusetts Housing Finance Agency ("MassHousing"), to promote the construction of eligible renewable energy generation systems ("RE Systems") in affordable housing developments financed by MassHousing or the Affordable Housing Trust Fund ("AHTF").
- **ElderCHOICE.** This is a MassHousing program designed to provide construction and permanent financing for assisted living developments serving the frail elderly.
- **Massachusetts Affordable Housing Trust Fund.** The AHTF was created to provide resources

to create or preserve affordable housing throughout the state for households whose incomes are not more than 110% of median income.

- **Housing Starts.** This MassHousing's program promotes the construction of new for-sale housing under the Commonwealth's Chapter 40B. Through Housing Starts, developers can apply for site approval, the first step toward obtaining a comprehensive permit.
- **Capital Improvement and Preservation Fund.** A State bond funded program that seeks to preserve and improve existing privately owned, state or federally assisted affordable rental developments.
- **Community-Based Housing.** The State's CBH Program provides funding for the development of integrated housing for people with disabilities, including elders, with priority for individuals who are in institutions or nursing facilities or at risk of institutionalization.
- **Housing Innovation Fund.** HIF provides funding for the creation and preservation of alternative forms of affordable housing. These forms include, but are not limited to, single room occupancy (SRO) units; limited equity cooperative housing; transitional housing for the homeless; battered women's shelters; mutual housing; employer assisted housing; and lease to purchase housing.
- **Housing Stabilization Fund.** HSF is a state funded bond program that assists in the production and preservation of affordable housing for low and moderate-income families and individuals.
- **Federal Housing Tax Credits.** This is a federally authorized program that assists in the production and preservation of affordable rental housing for low-income families and individuals. The program supports a broad

range of activities including acquisition, new construction, and rehabilitation of existing rental properties consistent with the State's Qualified Allocation Plan.

- **CEDAC Home Funders.** The HF collaborative was created to address the unprecedented crisis in affordable housing for very low income families in Massachusetts. This partnership of private funders came together based on the belief that without adequate housing, all other social investments are at risk.
- **Neighborhood Stabilization Program.** NSP was developed by the U.S. Department of Housing and Urban Development (HUD) to provide emergency assistance to state and local governments to acquire and redevelop foreclosed properties in areas of greatest need that might otherwise become sources of abandonment and blight within their communities

Financing: Energy and Sustainability

- **Energy Incentives.** Grants and low-interest loans from utilities and government agencies for replacing or installing energy-efficient building components, heating systems, weatherization, energy saving appliances, etc.
- **Rebuild Western Massachusetts Program.** Sponsored through the Massachusetts Department of Energy Resources; Promotes energy efficient building practices for new construction and repairs of residential and commercial structures, including grant and zero interest construction loan funds.
- **State Income Tax Credit for Renewable Energy.** 15% up to \$1,000 for installation of a renewable energy system in a home, including solar, photovoltaic, solar space heating, solar water heating, or wind

- **Federal Tax Credits for Weatherization and Renewable Energy.** 30% with no upper limit for geothermal heat pumps, solar energy systems, solar hot water heating, and small wind turbines. Particularly in larger redevelopment areas, a district geothermal system would be particularly attractive as a cost effective solution. Federal tax credits for residential insulation, windows, heating and cooling systems and water heaters.
- **Energy Efficient Mortgage (EEM).** This is a mortgage that credits a home's energy efficiency in the mortgage itself. EEMs give borrowers the opportunity to finance cost-effective, energy-saving measures as part of a single mortgage and stretch debt-to-income qualifying ratios on loans thereby allowing borrowers to qualify for a larger loan amount and a better, more energy-efficient home. EEM's are now more easily available through Fannie Mae and Freddie Mac, and available through FHA.
- **Enterprise Community Partners.** The Green Communities group provides capital solutions and policy advocacy for local housing, community development and greening efforts
- **Full Spectrum of NY, LLC.** The national market leader in the development of mixed use and mixed income green buildings in emerging urban markets.
- **EnviRenew.** This is a program supported by The Salvation Army that seeks to address the glaring discrepancy between good quality, sustainable homes and their high purchasing and occupancy costs. EnviRenew aims to establish a replicable model for affordable housing while at the same time establishing community capacity so that communities can grow even stronger than before.
- **Make It Right.** Builds safe, sustainable and

affordable homes for working families. Make it right emphasizes high quality design, while preserving the spirit of the community's culture.

- **Weatherization Assistance Program.** Funded by the U.S. Department of Energy, the Weatherization Assistance Program (WAP) enables low-income families to permanently reduce their energy bills by making their homes more energy efficient. In Springfield, the program is administered through Springfield Partners for Community Action.
- **New England Farm Workers' Council.** This organization offers the Heating Emergency Assistance Retrofit Tasks Weatherization Assistance Program (HEARTWAP) to income-eligible homeowners. HEARTWAP is administered by the Springfield Office of Housing and is designed to provide emergency heating system repair; pay for the cost of an annual inspection of a fuel burning system; or pay for the replacement of the system, if needed.
- **Mass Save Energy Assessments.** Mass Save works with certified Energy Specialists, Home Performance Contractors (HPCs) and Independent Installation Contractors (IICs) to provide high-quality Home Energy Assessments and weatherization installations.
- **Springfield Partners for Community Action.** This organization works closely with Western Massachusetts Electric Company (WMECO) and Columbia Gas to offer free programs including home weatherization services, light bulbs, and resources that can save a up to \$350 annually in energy bills.
- **Center for Ecological Technology (CET).** From offices in Pittsfield, Northampton and Springfield, CET finds sustainable solutions to complex issues in order to benefit our environment, health, economy, and community.

Programs include topics such as: Renewable energy access for residents, businesses, farms and organizations; Energy-efficiency for residents and businesses; Waste management (reuse, recycling, composting and toxics use reduction); and Environmental education for students and teachers.

- **Enterprise Green Communities.** Enterprise Green Communities provides funds and expertise to enable developers to build and rehabilitate affordable homes that are healthier, more energy efficient and better for the environment.
- **Gateway City Parks Program.** This State sponsored program supports significant park projects for underserved urban populations.
- **Barr Foundation.** The Barr Foundation is committed to helping Massachusetts meet or exceed their 2020 and 2050 targets for reducing greenhouse gas (GHG) emissions. They support projects promote health and the quality of life that flow from new green jobs, more efficient buildings, and a highly efficient transportation network.

Resources: Economic Development

Several entities in Springfield might function as technical assistance/economic development resource entities for implementation of the Rebuild Springfield Plan. These include:

- **Latino Chamber of Commerce.** This Statewide organization supports education and business opportunities, particularly in Western Massachusetts. It has setup a network of partnerships with businesses and organizations throughout the region to best achieve their goal of assisting businesses, especially within the Latino communities.

- **Affiliated Chamber of Commerce of Greater Springfield.** This organization has been a tool for enhancing business development and viability for over 115 years. The Chamber's dynamic role of promoting, supporting, and educating the business community makes it a key resource for the region.
- **Massachusetts Small Business Development Center.** This organization provides links to various resources for Massachusetts businesses and works with entrepreneurs in developing their business plan, evaluating proper financial strategies, and formulating a successful business structure. The center is located at Scibelli Enterprise Center, which is at 1 Federal Street in Springfield.
- **Western Massachusetts Economic Development Council.** The council's main interest is to provide expertise and guidance to resources that include business retention, business attraction, tourism, technology development, government affairs, and infrastructure.
- **Springfield Business Improvement District.** Moving Springfield forward in entertainment, beautification, and marketing is the SBID's business. The SBID offers a venue for advertising and business promotion to the Greater Springfield community.
- **Westmass Area Development Corporation.** Westmass is an experienced regional, private not-for-profit industrial and business development corporation created to promote and assist business growth in western Massachusetts. The organization is actively offering development expertise and immediate access to storage and warehouse space on a temporary basis to businesses affected by the tornado.
- **Regional Employment Board of Hamden**

County, Inc. This company's main goal is to help develop workforce skills to meet the changing demand for labor. The Regional Employment Board of Hamden County also provides information that connects job seekers with openings throughout the region.

- **Springfield Technical Community College (STCC) and Holyoke Community College Workforce Training.** A recently revitalized effort by to reach out to area businesses and better tailor curriculum and training programs to business needs. STCC has also been proactively forming workforce training partnerships with regional and national companies, particularly in the telecommunications sector.
- **MassGREEN.** Initiative through STCC provides energy efficiency workforce training programs to help ensure that the state has the workers and businesses necessary to achieve ambitious energy efficiency goals.
- **FutureWorks.** This is a career center operated in support of Regional Employment Board of Hampden County (REB) efforts to address workforce development for the entire region. Located at the STCC Technology Park, FutureWorks is well located to serve District 2 residents, and provides a variety of classes, workshops, advisory services, and employment resources.
- **Massachusetts Career Development Institute.** MCDI offers training to out of school youth and adults who want to learn a skill for job placement, with the capability to train up to 1800 students per year. MCDI provides career counseling services, job seeking skills and services, and internship programs. MCDI also provides a youth program to re-engage disconnected youth through vocational training, work experience, and life skill workshops.

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