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September 26, 2017

Bruce W. Stebbins
Commissioner
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Commissioner Stebbins,

Thank you for the opportunity to respond to the request for proposal. The Springfield Regional Chamber applauds the vision and leadership the Commission has demonstrated in identifying how best to leverage the economic development opportunity that MGM presents and how to best impact the future economic health of the region.

I understand that any proposal is subject to legislative review and appropriation. As a host region, we should leverage the new revenues to their fullest extent so that we maximize our economic development and quality of life opportunities. I believe that the attached proposal from the Springfield Regional Chamber addresses these opportunities, fulfills the legislative intent, and addresses the stated goals of the Massachusetts Gaming Commission.

Again, thank you for your leadership, your time and your consideration. If I can be of any further assistance and can answer any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Nancy F. Creed". The signature is written in a cursive, flowing style.

Nancy F. Creed
President



The Springfield Regional Chamber

The Springfield Regional Chamber (SRC) is a 501(c)(6) corporation duly organized under the laws of the Commonwealth of Massachusetts and incorporated by the Secretary of State, with the IRS tax exempt code 04-2281920.

The SRC is a business member-run corporation composed of nearly 500 business members with a Professional Women's Chamber division made up of nearly 150 individual female members. We have been in existence for more than a century and our mission has remained constant: to promote, support and enhance the economic health of the business community and the region. The SRC brings a regional approach to the value of networking, economic development and business development to industries of all sizes and types.

The SRC is an effective legislative advocate on the local, state and national levels working to educate businesses of all sizes and types during today's changing corporate environment. We help connect members to commerce by providing the tools necessary to forge strategic partnerships. We expand marketing opportunities for member businesses. We lead the way in improving the overall quality of life in the region. Through the support and involvement of our members, we continue to be a leading force for economic development and civic excellence.

Through our affiliation with the Western Massachusetts Economic Development Council (EDC), our strategic alliances with the Greater Springfield Convention and Visitors Bureau (GSCVB) and the Regional Employment Board of Hampden County (REB), and a working partnership with the City of Springfield and DevelopSpringfield, we are able to leverage our unique organizational qualities and investments and work in tandem for the benefit of the region as a whole.

Proposal

In the spring of 2016, the SRC, with other partners in the city, commissioned the firm of Newmark Grubb Knight and Frank to develop an economic development strategy – Future City 2025 (attached). This multi-year strategy would (a) advance and leverage key business sectors in the economy; (b) identify current challenges to increase private investment; (c) lay out proactive measures to promote growth; and (d) develop an approach that is based upon realistic market opportunities.

What came out of the process was a holistic plan that aligns future decision-making in a collaborative and cohesive fashion, strengthens and diversifies the economy, creates jobs and opportunities, increases property values and tax revenues, and creates wealth for city constituents and those in the surrounding region. Nearly 200 recommendations are now being identified for implementation in ten key areas: small business, business retention, business attraction, community development, connectivity, workforce, marketing, regionalism, city and legislative.

The SRC would serve as the lead agency in coordinating the strategy's implementation and tracking all recommendations and measurements. Collaborating partners would include the EDC/GSCVB, REB, DevelopSpringfield, City of Springfield, Pioneer Valley Planning Commission, Westover Metropolitan Airport, Springfield Business Improvement District with supplementing organizations including the Chamber's Professional Women's Chamber division, Small Business Development Corporation, Small Business Administration, Supplier Diversity Office, Association of Black Business Professionals, Black Leadership Alliance, and Latino Chamber of Commerce.

The SRC would respectfully request consideration of Future City 2025 economic development strategy. We believe this holistic approach to regional economic development has tremendous potential for success in advancing the region's economic future, supporting economic development and job growth, with the ancillary benefits of increasing the pipeline of vendors for MGM and building capacity to serve.

The Chamber would also like to offer its support for the economic development strategies proposed by Westover and Chicopee Metropolitan Airport, the EDC, the GSVCB and the REB. These have also been identified in the Future City 2025 economic development strategy and work in concert to drive growth and opportunity and create a thriving regional economy.



The logo for 'DEVELOP Springfield' features a stylized green leaf icon to the left of the word 'DEVELOP' in a bold, sans-serif font, and 'Springfield' in a larger, blue, serif font below it.

Springfield Regional Chamber

 City of Springfield



FutureCity 2025

Economic Development Strategy



Final Report Executive Summary
Issued May 2016

 **Newmark Grubb Knight Frank**
Global Corporate Services



Project Goals and Overview

Newmark Grubb
Knight Frank



Springfield Regional Chamber



City of Springfield

FutureCity 2025

Goals and desired outcomes



Goals:

- Advance and leverage key business sectors in city's economy
- Identify current challenges to increase private investment
- Lay out proactive measures to promote growth
- Develop an approach based upon realistic market opportunities

Desired Outcomes:

- Align future decision-making in a collaborative and cohesive fashion
- Strengthen and diversify city's economy
- Create jobs and opportunities for Springfield residents
- Increase property values and city tax revenues
- Create wealth for city constituents as well as for surrounding region



FutureCity 2025

NGKF's perspective



The Time for Action is Now:

- This is Springfield's moment – momentum from multiple recent economic “wins”
- Economic development in 21st Century is a new ballgame and very competitive
- The urgency of now – the competition isn't waiting
- Opportunity to drive change and continue momentum – even small steps convey a powerful “forward” message
- A chance to be a leader among cities by creating cutting edge solutions to enhance your workforce, diversify your economy and create a greater quality of place
- Don't get hung up on shortcomings – there's a lot to celebrate and challenges are not unique



FutureCity 2025

NGKF's approach



Economic Development Strategy and Action Plan *NOT* Study:

This undertaking is different – recommendations that are implementable, based on market realities, measurable progress and outcomes

Our Approach:

- Not reinventing the wheel with a broad demographic study of current situation – it already exists
- Primary research and first person accounts – embed ourselves in community
- Framed with local expertise paired with a global perspective
- Reverse site selection lens – how does the city look from the corporate perspective?
- Connect city's assets with emerging opportunities – build off competitive strengths and assets
- Based upon realistic market-based opportunities
- Actionable recommendations that can be implemented over near, mid, and long-terms – between now and 2025
- Implementation roadmap to track success



FutureCity 2025

NGKF's scope of work



1 Existing Conditions Assessment



- Current industry drivers
- Real estate overview and key site inventory
- Local asset profiles and mapping
- Community interviews and engagement
- Data collection

2 Target Industry Analysis



- SWOT Analysis
- Industry demand trends and key strategic issues
- First and second tier target industries for recruitment
- Springfield economic positioning and business case

3 Logistics and Supply Chain Assessment



- Regional transportation infrastructure assessment
- Analysis of freight data (rail, truck, air)
- Evaluation of trading patterns
- Profile of manufacturers/shippers
- Passenger air traffic assessment and peer city comparison

4 Talent Development Strategy



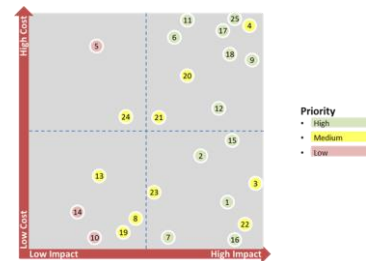
- Workforce evaluation and regional labor profile
- Determine gaps in workforce skills
- Education and training availability evaluation

5 Target Company Recruitment List and Innovation Workshop



- List of recruitment opportunities for each of the target industries
- Creative problem solving, entrepreneurship and innovation workshop – led by Gregg Fraley

6 Strategic Recommendations and Implementation Plan



- Identify strategic initiatives – near, mid, and long-term
- Implementation plan – identify responsible party, priority, timeline, and estimated cost range
- Develop success metrics

FutureCity 2025

NGKF's process



Other Key Interviews with:

- Elected officials
- Innovation eco-system leaders and participants
- Utilities
- Workforce training stakeholders
- Young professional groups and individuals
- Logistics companies
- Boston Innovation eco-system (e.g., MassChallenge, Greentown Labs)
- NGKF New England brokerage network



Findings and Recommendations

Newmark Grubb
Knight Frank



Springfield Regional Chamber



City of Springfield

Springfield in 2016

An outsider's view



What Did We See?

- Highly engaged community leadership striving for constant improvement – locals more critical than outsiders
- A resilient community
- An economy driven by entrepreneurs and small businesses with a quickly ascending innovation culture
- Very strong institutions, corporate citizenship, civic engagement, and network of non-profits
- Blessed by geography – the crossroads of New England
- Highly competitive among peer New England cities – strong business case to take to market
- Doing many of the “right” things already - need to maintain momentum
- Massachusetts is more business friendly/lower cost than some neighboring states – workers comp reforms, corporate income tax rates, etc.



Springfield in 2016

The local view



What Did We Hear?

“Started here because of the fiber connectivity. This is the epicenter of internet connectivity in Western MA.” - *Local CEO*

“I love Bradley Airport! Direct flights to anywhere makes business and personal travel very easy.” – *Local COO*

“MGM and CNR are both very positive things. Creating jobs and economic development and getting leaders to talk differently. Different buzz and increased activity.”
– *Local Employer*

“We have trouble finding engineers and highly skilled labor. HR Director is pulling her hair out!”
– *Local Manufacturing Firm*

“The pace of retirement outpacing graduates for machinists” – *Local Manufacturing Firm*

“Real change will only come through public private partnership” – *Local COO*

“No hoops to jump through to do business here but we’re not getting information on programs such as training, grants, etc.” - *Local CEO*

“There are a lot of people doing good work in W. MA but not well organized. Parochial mindset. Need region wide initiatives.” – *Local Executive*

“Our plant’s energy costs are the highest in the US and possibly globally within our company. Availability and price of energy are a huge concern.” - *Local Manufacturing Firm*











“Problems identifying tenant office space in Springfield. I’ve had some back office prospects with requirements that could have worked there but couldn’t identify sites.” – *NGKF Broker*

Springfield's Competitive Assets

Top 10 selling points – lead with these



STRENGTHS

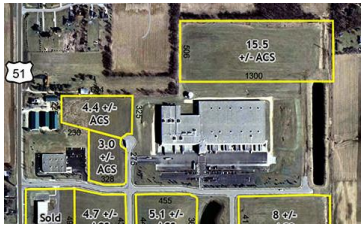
 <p>Market Access</p>	 <p>Innovation Ecosystem</p>	 <p>Air Service</p>	 <p>Recent “Wins”</p>	 <p>Cost of Living/ Housing</p>
 <p>Rail Links</p>	 <p>Broadband Networks</p>	 <p>Cultural Diversity</p>	 <p>Higher Education Institutions</p>	 <p>Arts/ Cultural Community</p>

Springfield's Competitive Challenges

Top 10 issues - continue to address



CHALLENGES



Shovel Ready Sites



Workforce Readiness



Public Safety



Property Tax Rates



Utility Costs



Marketing Efforts



Secondary Education



Generational Transition



Downtown Activity



Small Business Support

Springfield Peer City Comparison

Cities of a similar size and economic history



New England/Northeast:



Providence, RI



Hartford, CT



Bridgeport, CT



Syracuse, NY

Other Areas:



Chattanooga, TN



Grand Rapids, MI



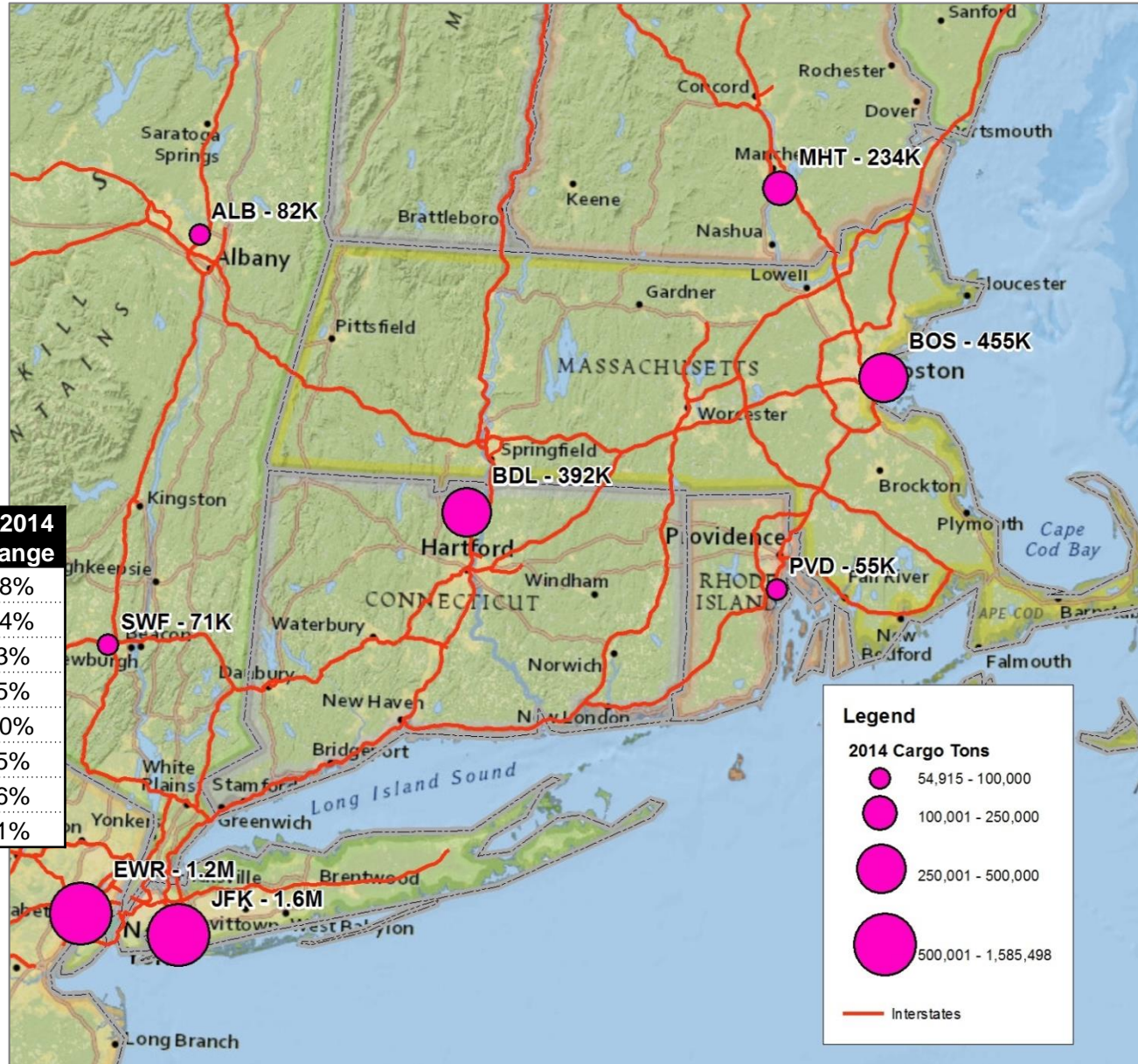
Allentown, PA

Regional Cargo Airports

Bradley is a major cargo hub for the northeast



- Bradley Airport is a major air cargo handler – fourth largest in region
- Air cargo from the region generally reaches the marketplace through Bradley, Boston Logan or NYC airports
- Bradley’s central location allows air cargo to penetrate the New England/New York State market easily



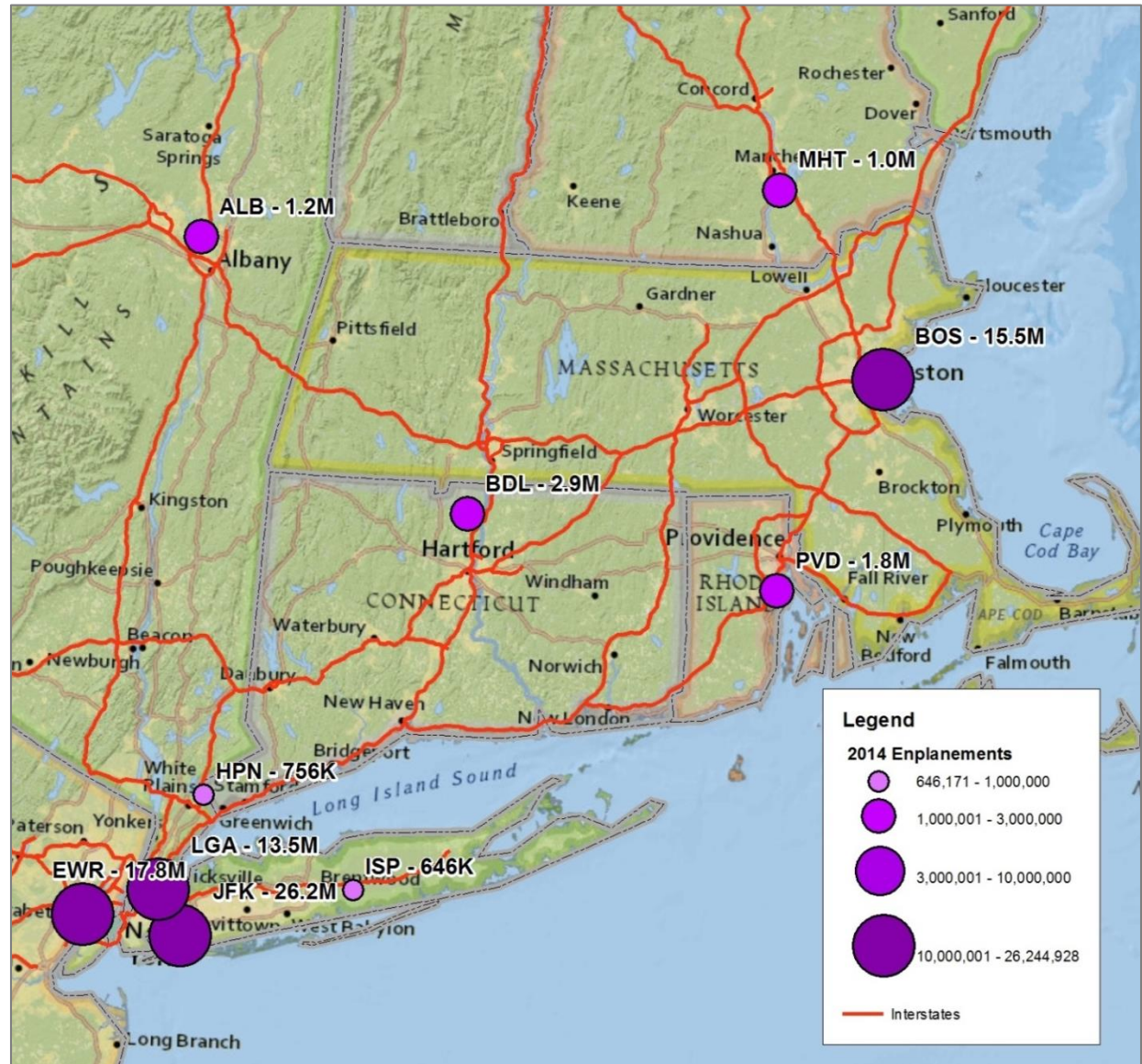
ID	Airport Name	2014 Tons	2013-2014 % Change
JFK	John F Kennedy International	1,585,498	-5.98%
EWR	Newark Liberty International	1,249,642	-1.34%
BOS	Boston Logan International	455,142	5.03%
BDL	Bradley International	391,752	1.25%
MHT	Manchester	234,001	-8.80%
ALB	Albany International	82,241	2.15%
SWF	Stewart International	71,427	2.36%
PVD	Theodore Francis Green State	54,915	3.21%

Regional Passenger Hub Airports

Bradley among the largest and growing



- Regional passenger traffic dominated by the New York area airports and Boston Logan
- Bradley International is the next largest airport in the region after these hubs
- BDL traffic is growing quickly - from 2013 to 2014 Bradley International had the highest growth in enplanements of the regional airports by a wide margin
- BDL is served by Air Canada, American Airlines, American Eagle, Delta, JetBlue, Southwest, and United Airlines






2013-2014 Percent Increase in Enplanements

Growth Rank	ID	Airport Name	% Change
1	BDL	Bradley Int.	8.66%
2	JFK	John F Kennedy Int.	4.83%
3	BOS	Boston Logan Int.	4.71%
4	EWR	Newark Liberty Int.	1.29%
5	LGA	LaGuardia	1.22%
6	ALB	Albany Int.	1.19%
7	PWM	Portland Int.	0.10%
8	HPN	Westchester County	-1.02%
9	ISP	Long Island MacArthur	-2.48%
10	PVD	Theodore Francis Green	-6.37%
11	MHT	Manchester	-13.20%

Target Industry Identification

Three buckets with different strategies



	1. RETAIN	2. ACCELERATE	3. ATTRACT
			
	<p>“Do no harm” – ensure existing employers stay, prosper, and grow in Springfield</p>	<p>Nurture and work to actively expand select small businesses possessing scalability potential</p>	<p>Sell Springfield’s competitive advantages to attract new outside investment</p>
Company Characteristics	<ul style="list-style-type: none"> ▪ Largest employers and economic contributors ▪ High growth industries ▪ Multiplier effect potential 	<ul style="list-style-type: none"> ▪ Small businesses with dynamic and engaged leadership ▪ High growth industries with real value add potential ▪ Cluster/agglomeration potential 	<ul style="list-style-type: none"> ▪ Companies from outside the city/region who are actively expanding or relocating ▪ Site selection criteria match Springfield’s value proposition
Potential Strategies	<ul style="list-style-type: none"> ▪ Enhancements to physical environment ▪ Strengthen public-private relationships ▪ Targeted job training 	<ul style="list-style-type: none"> ▪ Connect to financial/support resources and key people ▪ Showcase/award success stories in regional media 	<ul style="list-style-type: none"> ▪ Targeted marketing and increased visibility among particular industry groups ▪ Work on reducing shortcomings in business case
Timing	Near-Term	Near-Term	Mid-Term (Start Now)

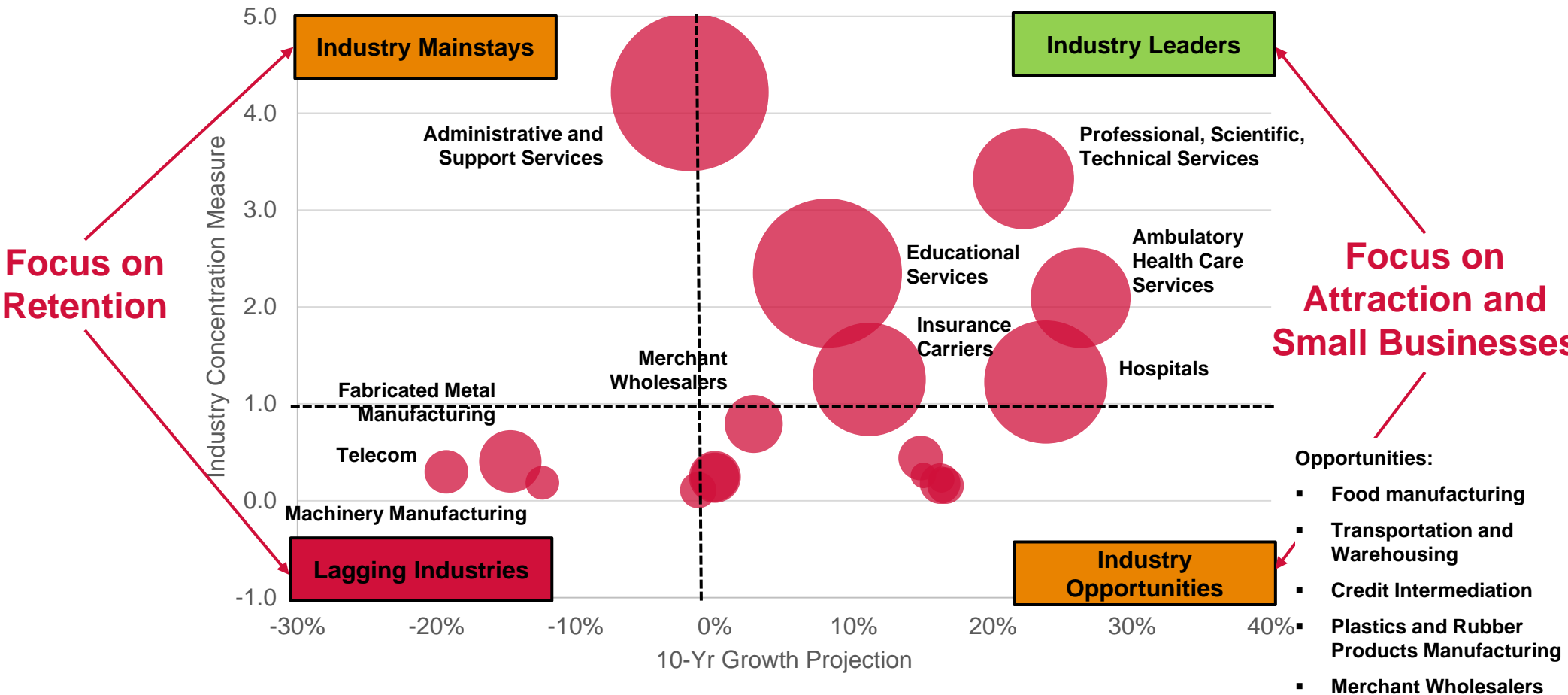
Industry Growth Potential

Reveal opportunities in additional clusters



Industry Cluster Growth Prospects

Industry Concentration vs. 10-Yr Growth Projection



Source: ESRI, US Bureau of Labor Statistics, MA Office of Labor and Workforce Development, NGKF

1. Retain

Maintain and grow key existing industries



RETAIN







“Do no harm” – ensure existing employers stay, prosper, and grow in Springfield

- Largest employers and economic contributors
- High growth industries
- Multiplier effect potential

- Enhancements to physical environment
- Strengthen public-private relationships
- Targeted job training

Near-Term

	<u>Total Jobs in Springfield</u>	<u>10-Yr Growth Projection (Hampden County)</u>	<u>Share of Total MSA Economic Output</u>
Educational Services:			
	7,200	+8%	18%
Hospitals:			
	4,900	+24%	8%
Insurance Carriers and Related Activities:			
	4,200	+11%	5%
Ambulatory Health Care Services:			
	3,200	+26%	6%

Source: ESRI, US Bureau of Labor Statistics, US Bureau of Economic Analysis, NGKF

2. Accelerate

Identify and nurture scalable small businesses



ACCELERATE



Nurture and work to actively expand select small businesses possessing scalability potential

- Small businesses with dynamic and engaged leadership
- High growth industries with real value add potential
- Cluster/agglomeration potential
- Connect to financial/support resources and key people
- Showcase/award success stories in regional media

Near-Term

Professional, Scientific, and Technical Services:



- Specialized Design Services
- Advertising/ Public Relations
- Architecture/Engineering
- Consulting Services
- Computer Systems Design
- Scientific R&D

+22%

10-Yr Growth Projection (Hampden County)

Administrative and Support Services:



- Telephone Call Centers
- Credit Bureaus
- Business Service Centers
- Collection Agencies
- Other Support Services

-2%

10-Yr Growth Projection (Hampden County)

Other Information Services:



- Internet Publishing and Broadcasting
- All Other Information Services

+5%

10-Yr Growth Projection (Hampden County)

Performing Arts, Spectator Sports, and Related Industries:



- Musical Groups and Artists
- Promoters
- Independent Artists, Writers, Performers
- Theater and Dance Companies

+34%

10-Yr Growth Projection (Hampden County)

Source: ESRI, US Bureau of Labor Statistics, US Bureau of Economic Analysis, NGKF

3. Attract

Two tiers for potential new investment



ATTRACT



Sell Springfield's competitive advantages to attract new outside investment

- Companies from outside the city/region who are actively expanding or relocating
- Site selection criteria match Springfield's value proposition
- Targeted marketing and increased visibility among particular industry groups
- Work on reducing shortcomings in business case

Mid-Term (Start Now)

Tier 1 Industries:

Strongest opportunity to attract new investment to Springfield

- Sizable pool of **specialized** labor
- Competitive cost of labor
- Strong growth prospects
- Local conditions mostly match industry's key site selection criteria



Tier 2 Industries:

Aspirational – continue to bolster Springfield's business case



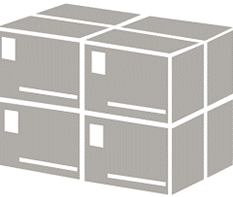

- Sizable pool of **translatable** skills
- Competitive cost of labor
- Strong growth prospects
- Local conditions generally match industry's key site selection criteria



3. Attract – Tier 1 Opportunities

Strongest business case for new investment







Industry	Springfield PROs	Springfield CONs
 <p>Food and Beverage Manufacturing</p> 	<ul style="list-style-type: none"> + Market access + Transportation links (highway) + Proximity to agricultural inputs + Strong growth forecast (national/state/local) + Labor availability (1,300 specialized, 13,800 translatable) + Labor cost (lowest of New England peer cities) + Water quality and availability 	<ul style="list-style-type: none"> - Site/building availability - Utility cost - Property tax
 <p>Merchant Wholesalers</p> 	<ul style="list-style-type: none"> + Market access + Transportation links (highway) + Strong growth forecast (national/state) + Labor availability (7,000 specialized, 17,000 translatable) + Labor cost (lowest of New England peer cities) 	<ul style="list-style-type: none"> - Site/building availability - Utility cost - Property tax

3. Attract – Tier 1 Opportunities

Strongest business case for new investment







Industry	Springfield PROs	Springfield CONs
 <p>Credit Intermediation</p> 	<ul style="list-style-type: none"> + Strong growth forecast (national/state/local) + Labor availability (3,100 specialized, 15,000 translatable) + Labor quality – specialized pool and bilingual capabilities + Labor cost (lowest of NE peer cities, close to US average, and much lower than metro Boston/NYC) + Proximity to major US financial hubs + Broadband infrastructure 	<ul style="list-style-type: none"> – Utility cost – Property tax
 <p>Plastic and Rubber Manufacturing</p> 	<ul style="list-style-type: none"> + Existing cluster (1,600 specialized labor pool) + Market access + Transportation links (highway) + Labor quality – precision manufacturing + Strong growth forecast (national/state) + Labor cost (among lowest of New England peer cities) 	<ul style="list-style-type: none"> – Site/building availability – Utility cost – Property tax – Potential global/national headwinds

3. Attract – Potential Target Companies

Focus first on most likely attraction targets

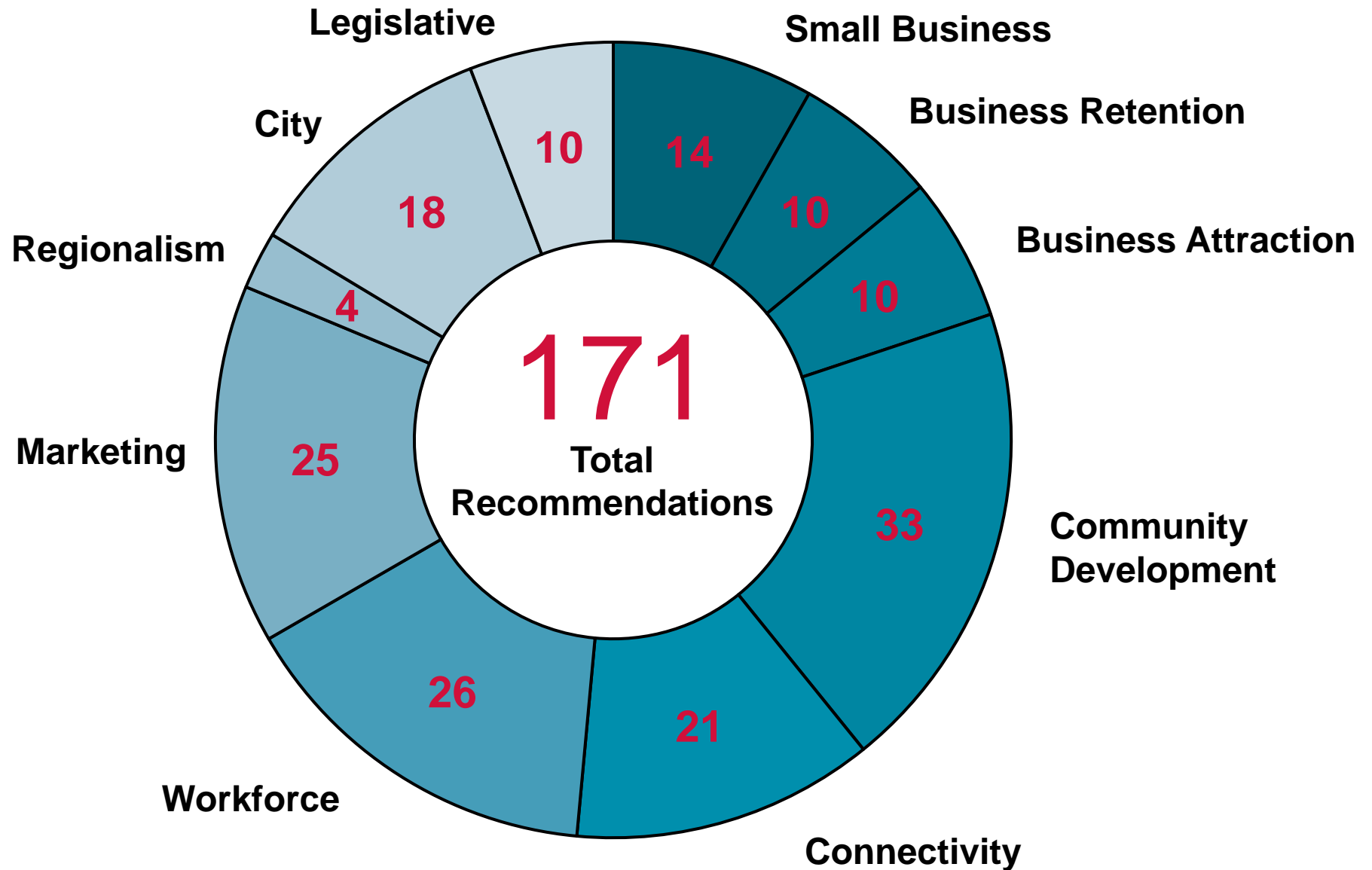


Results of Vetting Process for Tier 1 Target Industries:

		1. Identify	2. Qualify	3. Shortlist
		All Potential Companies	Suitable Candidates	Top Prospects
	Food and Beverage Manufacturing	376	86	14
	Merchant Wholesalers	1,180	108	15
	Credit Intermediation	409	100	12
	Plastics and Rubber Manufacturing	241	121	12

Strategic Recommendations

Organized around 10 common themes



Strategic Recommendations

Actionable, prioritized, and measurable



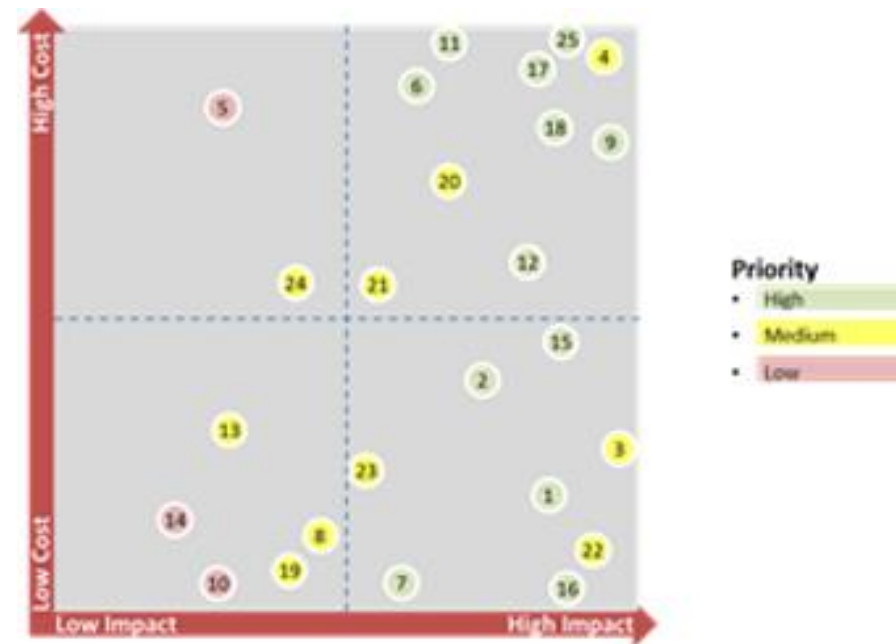
Implementation Plan

For Each Recommendation:

- Description
- Priority Level (*low, medium, high*)
- Timing (*near-, mid-, long-term*)
- Economic Impact Potential (*low, medium, high*)
- Cost Estimate (*low, medium, high*)
- Difficulty Level (*low, medium, high*)
- Success Measures (*specific metrics*)
- Potential Responsible Party(ies)
- Potential Involved Party(ies)

Supplemented by case study references and best practices when appropriate or available

Prioritization Matrix



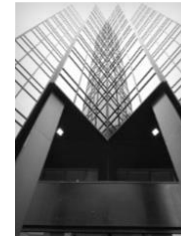
Strategic Recommendations

NGKF's top five goals for Springfield



How did we determine list?

- Greatest potential economic impact
- Increase competitive positioning
- Near-term steps (low hanging fruit, start now)
- Success stories – it's worked in similar cities



#1

SITE & SPACE READINESS



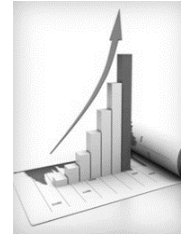
#2

CENTRALIZE SMALL
BUSINESS & WORKFORCE
RESOURCES



#3

BUSINESS RETENTION AND
ATTRACTION OUTREACH



#4

ENGAGEMENT OF NEXT
GENERATION



#5



UNIFIED MARKETING &
MESSAGING

Recommendation Theme

Site and space readiness



Spaces - Current Availability by Size

SF Range	Office ¹ 	Industrial 
25k-49k SF	11	6
50k-99k SF	2	4
> 99k SF	0	3

Key Observation:

Limited supply of shovel ready sites and larger available spaces

Sampling of Recommendations:

- Certified sites program – city owned sites
- Site/space detailed inventory (dynamic)
- Merge site/space inventory with target industry recruiting materials
- Rapid response RFI templates
- Aggressively pursue grant money from Gov. Baker’s budget for site readiness and environmental remediation

Sites – Opportunity Assessment

Sites/Zones →	Springfield				
	1	3	6	8	9
Criteria ↓	Lyman/ “Blast Zone”	Peter Pan/ Republican	Indian Orchard South	Pinevale	Bay/ Tapley
Size of Parcel(s)	Yellow	Green	Yellow	Green	Green
Assemblage Opp	Light Green	Green	Yellow	Green	Light Green
City-Owned Sites	Green	Red	Red	Green	Green
Highway Access	Light Green	Green	Yellow	Orange	Light Green
Rail Access	Green	Green	Green	Red	Green
Environmental Issues	Orange	Light Green	Orange	Red	Red
Area Amenities	Light Green	Light Green	Red	Yellow	Yellow
Compatibility of Surrounding Uses	Light Green	Green	Orange	Orange	Orange

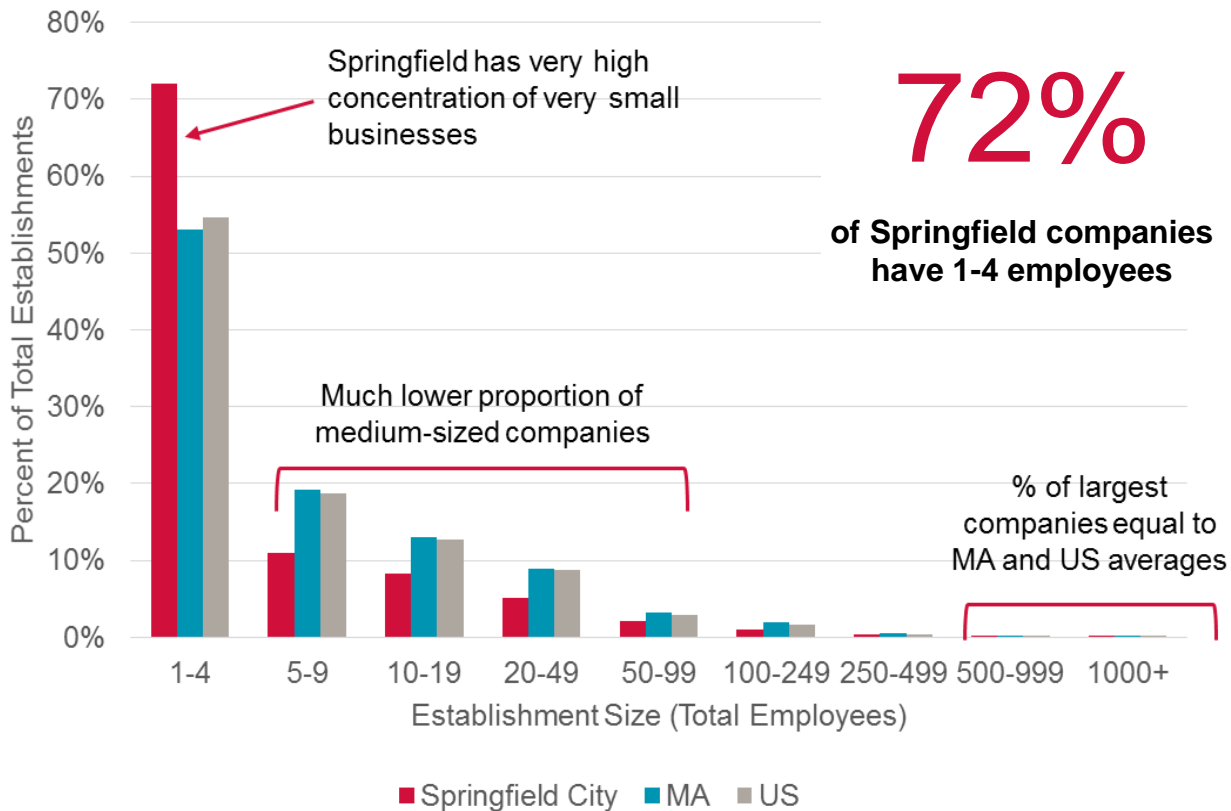
¹ Office totals include lease expirations within next two years. Based on historical market trends, only a small portion of these expirations are likely to result in a relocation.

Recommendation Theme

Centralize small business resources



Establishment Count by Total Employees Springfield vs. Massachusetts and US Averages



Key Observation:
Springfield is a small business city!

Sampling of Recommendations:

- Centralized small business support center
- Business to business coaching (formalized)
- Real estate pipeline program
- Restaurant incubator/test kitchen
- Online resource network (SourceLink or similar)

Source: ESRI, US Census Bureau, NGKF

Recommendation Theme

A multigenerational workforce plan



Secondary Education

- Begin exposing high schools students to career opportunities in Springfield
- Make Seniors take the ACT WorkKeys® assessments to build a database of skills
- With students currently attending Springfield middle schools, the Y-AIM program needs to be able to accommodate more students



Potential to reach over 13,000 students

Vocational and Technical Training

- Every guidance counselor in Springfield Public Schools needs to tour and understand all of the programs that Putnam offers
- Increase staffing at STCC to focus on workforce development issues, training and gaps by target industry
- Public relations and marketing campaign detailing careers and associated skills to reach new students



Potential to reach over 10,300 students

College and University

- Familiarize students with the community, its top employers, available career paths and life as a young professional
- Host local business leaders as speakers and to participate on advisory committees to offer advice, review resumes and hold mock interviews
- All expense paid career exploration and community familiarization program for promising students from New England Knowledge Corridor



Potential to reach over 215,000 students

Adult and Continuing Education

- Private sector support for after hours use of Putnam facilities and instructors to expand training capabilities for adult education and custom employer training
- Provide scholarships to the Springfield Leadership Institute to increase attendance
- Begin tracking military members about to be discharged and looking for career opportunities



Potential to reach almost 40,000 people

Recommendation Theme

Unified marketing and messaging



Key Observation:

Lack of coordinated marketing detailing competitive advantages and celebrating city's unique character and successes

Sampling of Recommendations:

- Re-launch and heavily promote as “City of Firsts” brand
- Coordinate singular city message with regional entities
- Centralized website – one stop shop for economic development needs
- Target industry marketing materials with unique business case
- Attend targeted trade shows with specialized marketing materials

Big Idea - Downtown “Quick Wins”

Focus on implementation prior to MGM opening



Key Observation:

MGM presents significant opportunity to re-cast downtown to new audiences

Sampling of Recommendations:

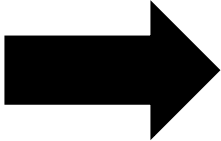
- Regular programming
- Nightlife Ambassador
- Outdoor dining
- Free parking on nights/weekends
- Full-scale wayfinding signage program
- Streetscape improvement – lighting, landscaping, sidewalk/curb improvements
- Advertise downtown Wi-Fi
- Downtown Ambassador program and/or “Clean Team”

Big Idea – 21st Century Economic Development

Fostering collaboration and connectivity



From:



To:



- Physical building based approach
- Primarily focused on marketing and recruitment
- City-driven (or a single entity) – top-down
- More dependent on “lightning strikes”

- Collaborative people-driven approach
- Creating networks and connections
- Innovation based – nimble and constantly evolving
- Bottom-up approach
- Break down silos – align resources strategically with strong collaboration

“Business and civic leadership collaborations represent a driving leadership force in almost all of the world's most successful cities.”

- OECD 2015 report on local economic leadership

Big Idea – No More Squirrels

Strategically unify economic development efforts



Issue:

- Economic development stakeholders can have myopic focus
- Not always a unified approach to problem solving
- Not identifying and addressing gaps in the chain
- Duplication of efforts undermining potential

Goal:

- Ensure all local programs and stakeholders are working to achieve same strategy – collaborative planning (break down walls and end territorialism)
- Identify and fill in critical gaps hindering successful outcomes
- Focus on core competencies and increase organizational efficiencies through collaboration
- Demonstrate that stakeholders are strategically organized to increase competitiveness when going after scarce and competitive funding sources
- Achieve scale and increase competitiveness and likelihood of success

Big Idea – No More Squirrels

Collaborate and focus on unique strengths



How to Do This:

- Combine efforts w/ shared support - including public-private partnerships
- Define a clear and succinct mission
- Identify and engage all community resources (infrastructure mapping)
- Have defined leadership, roles, and responsibility
- Focus on each stakeholder's unique strengths – don't duplicate efforts
- Work as a team and stick to strategy – stay on course and don't deviate to “chase after an acorn”
- Don't continue to do the same thing and expect different results
- Achieve SCALE, maximize efficiency and yield greatest potential outcomes
- Follow these guiding principles and no need to settle for just a few nuts...

FutureCity Next Steps

Where do we go from here?



The Path Forward:

- Celebrate strengths and successes
- Assets based strategy over needs based strategy
- Confront issues and drive improvement and change
- Establish a clear vision – set priorities, work collaboratively, and assign responsibility and accountability for measurable success
- Don't get bogged down by the challenges – Springfield has many unique assets but its challenges are not unique (other cities have achieved success)
- Bite off in small pieces
- Can't rely on one or a few groups alone
- Everyone has to be a part of this strategy's implementation!
- NOW is the perfect time to act



“Good ideas are not adopted automatically. They must be driven into practice with courageous patience.”

-Hyman G. Rickover
(US Navy Admiral)

FutureCity Next Steps

Launching your strategy



Make it Happen:

- Establish a implementation team to roll-out strategy and ensure recommendations are acted upon
 - Oversee, drive progress, and track results
 - Sustained focus over the long-term
- Assign ownership and responsibility for specific recommendations
 - Involve broad cross-section of city
 - “Lead implementers”
- Potential PMO role
- Public progress reports through local media?
- Regularly schedule implementation team meetings (possibly monthly within first year and quarterly thereafter)
 - More in-depth annual review for accountability
- Start with the “low-hanging fruit” immediately – show progress, gain confidence, and build momentum
 - What can we achieve in the first year?

**AND WILL YOU SUCCEED?
YES YOU WILL INDEED!
(98 AND 3/4 PERCENT
GUARANTEED.)**

~ DR. SEUSS

