



22

COMMUNITY  
MITIGATION  
FUND

**APPENDIX H - TRANSPORTATION CONSTRUCTION GRANT APPLICATION**

**BD-22-1068-1068C-1068L-68403**

*Please complete the entire Application.*

**1. PROJECT INFORMATION**

**a) NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT AND VENDOR CODE**

|                         |                     |
|-------------------------|---------------------|
| City of Springfield, MA | <b>VENDOR CODE:</b> |
|-------------------------|---------------------|

**b) PROJECT NAME (LIMIT 10 WORDS)**

Court Square Area Phase One Priority Infrastructure Improvements

**c) BRIEF PROJECT DESCRIPTION (LIMIT 50 WORDS)**

As anticipated from the ongoing MGC 2021 Court Square area infrastructure design project, the City seeks to construct these near term priority public realm improvements to reopen roadways, improve overall access, upgrade utilities, and enhance the pedestrian environment, all to reestablish critical connectivity with MGM and prepare for the 13-31 Elm Building renovation project.

**d) CONTACT PERSON(S)/TITLE (Persons with responsibility for this grant)**

Ms. Cathy Buono  
Director of Administration and Finance, Community Development  
City of Springfield, MA

**e) PHONE # AND EMAIL ADDRESS OF CONTACT PERSON(S)**

413-787-6082  
cbuono@springfieldcityhall.com

**MAILING ADDRESS OF CONTACT PERSON(S)**

Office of Community Development  
1600 East Columbus Ave  
Springfield, MA 01103

2. IMPACT DESCRIPTION / CONNECTION TO GAMING FACILITY

a) Please describe in detail the impact that is attributed to the operation of a gaming facility.

As described in the City's 2020 and 2021 mitigation grant applications and basis for prior MGC grant awards (See excerpts in *Attachment A*), the real estate surrounding MGM Springfield continues to experience the lingering negative impact, disinvestment, and decline due to MGM Springfield's unforeseen opposite impact on the real estate market. **Specifically, the MGM Springfield "economic engine" meant to stimulate much needed catalytic development outside the Casino area has in fact inadvertently stymied it through market inflation, area speculation, hyper real estate market expectations, inactivity, disinvestment and growing blight.** Over three years after opening, the casino area stagnation continues as evidenced in the absence of any significant investment, property transactions, market corrections, new businesses / tenancies openings, and ongoing building decline/disinvestment. The resulting uncertainty in the market creates higher risks to development, driving a higher degree of return which thus far has been unattainable.

This continued economic inactivity and decline of large segments of real estate renders major street corridors and pedestrian connections to MGM unappealing and devoid of life, pedestrians, tenants, and vibrancy, all key aspects that attract developers, tourists and residents. In response to this declining environment exacerbated by the COVID-19 pandemic, MGM has opted to temporarily close major entries to the retail and restaurants (which also lead to the casino) along Main Street contributing to the growing insularity and isolation of MGM Springfield, and counter to the underlying premise for porosity and integration within the city fabric. This foundational planning objective which resulted in 12 entries from all sides and streets surrounding the casino complex, has been reduced to just a few, minimizing patrons' visits to downtown as essentially a drive-in and drive-out experience with no spill-over effect into surrounding city streets. Further, the continued cessation of MGM special event programming in key outdoor spaces (Entertainment Plaza and Armory Marketplace) has eliminated the area's only real vibrancy and draw, resulting in growing insularity and disconnect of MGM campus to downtown.

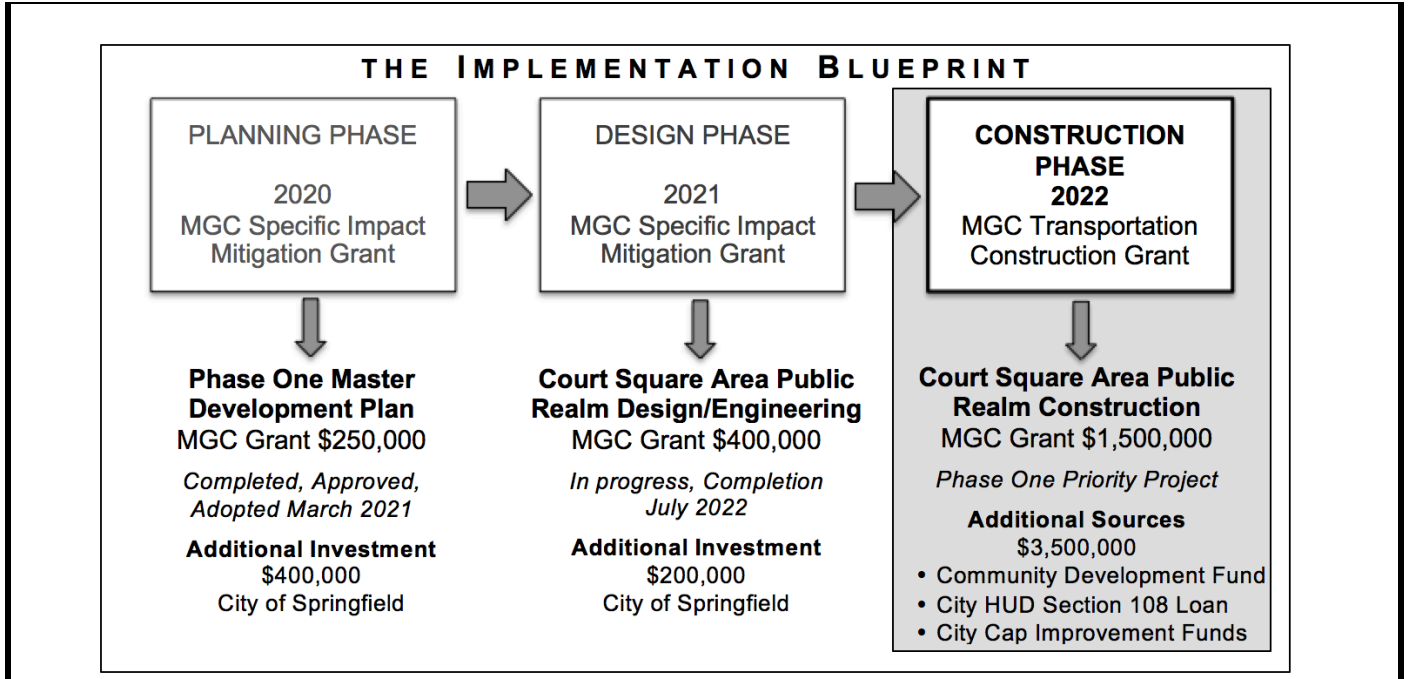
The City's *Phase One Master Development Plan of the Implementation Blueprint* (funded in large part by the MGC 2020 grant and adopted by the City Council last March, *Attachment B*) outlined a multi-faceted plan and strategy to comprehensively rethink the area as a cohesive, asset-rich "district", target key properties in need, and enhance/unify the pedestrian experience. This plan recommended addressing both the physical structures and the declining public realm and pedestrian environment to help reestablish the critical connections to MGM and prevent the further isolation. As a first step, the MGC 2021 grant is currently funding the design and engineering of priority Phase One public realm improvements in the Court Square area, historically identified as the City's front door and called out in the City's plan as a key "crossroads" site with potential to physically and programmatically link downtown anchors (MassMutual Center, Symphony Hall, Dining District, etc.) back to MGM. The current designs are defining specific landscape, streetscape and infrastructure improvements which will strengthen and enhance the public environment of the area, encourage/increase the activity and pedestrian flow to the casino, and prepare the surrounding streets and utilities for development. The resulting Phase One Priority project is initially focused to prepare for the historic 13-31 Elm Street residential renovation project, a commitment of MGM's residential program in the HCA and important landmark which is a stepping stone between MGM and Court Square, Symphony Hall and MassMutual Center.

The City's 2022 MGC Transportation Construction grant request seeks funding support of \$1,500,000 for an approximate \$5,000,000 construction project to initiate bidding, award, and construction of these Phase One improvements over the next year. The City's request follows a similar progression of other MGC funded efforts from planning, to design and engineering, and now to construction which will begin the realization of the City's revitalization plan in the MGM, Main Street and Convention Center district and help to restore developer/investor confidence in the area.

2022 Transportation Construction Grant Application

BD-22-1068-1068C-1068L-68403

BD-22-1068-1068C-1068L-68403



## 2022 Transportation Construction Grant Application

BD-22-1068-1068C-1068L-68403

BD-22-1068-1068C-1068L-68403

Page 4

**b) Please provide documentation, specificity or evidence that gives support for the determination that the operation of the gaming facility caused, is causing the impact (i.e. surveys, data, reports).**

Unfortunately, the stymied market conditions inadvertently caused by MGM Springfield continue to perpetuate a negative physical and economic environment around MGM with no perceivable changes. Aside from the City's own efforts, 2021 saw no other significant change, investment or improvement to areas surrounding MGM as generally evidenced by:

- continued absence of landlord investment, renovation or even upkeep of prime structures
- no new tenants or business openings in any of the prime restaurant and retail spaces that line Main Street
- continued over valuation of real estate and lack of market correction which dramatically affects real estate sales, reuse/renovation viability, developer risk, and ultimately keeps developers and investors away
- lack of pedestrian activity, nightlife, and vibrancy common to districts of this type and critical to attracting developers/investors, visitors and residents

This impact on the real estate environment is clearly evident in the attached photos where prime buildings and spaces immediately adjacent to MGM remain largely vacant, undeveloped, and in various states of disrepair (*Attachment C*):

- 1208 Main St., Shean Building: very poor, declining building conditions, with well over half the space vacant
- 101 State St.: MGM-owned, historic building at Main St., stalled in development, with ground floor scaffolding
- 113 State St., Masonic Building: largely vacant, though important 2021 acquisition by City out of foreclosure
- 1155 Main St., Colonial Building: largely vacant though important 2021 acquisition by City out of foreclosure
- 19-21 Stockbridge St.: important 2021 acquisition by City out of foreclosure
- 1127 Main St.: largely vacant storefront and building of former restaurants, retail, residential
- 1021 Main St.: recently closed restaurant
- 24 Park St.: in demolition
- 934 Main St.: recent sale, largely vacant with not pending plans
- 55 State St.: still vacant at primary guest vehicular entry to MGM

Over the last three years, key property sales continue to be stagnate with 2021 witnessing only two sales, one of which was the City's purchase of three properties in foreclosure. These parcels referenced as the "foreclosed blocks" (113 State Street, 1155 Main Street and 21 Stockbridge Street), went through bankruptcy, foreclosure, repossession, failed auction, relisting at reduced prices (though still above market as evidenced in the City's due diligence reports), before the City stepped in last year to secure the parcels. Even with the City's purchase at below relisting price, the properties remain unviable and uneconomical for reuse without major public subsidy as evident in the nearly \$3.7M required for near-term stabilization and deferred maintenance before even addressing needed code compliancy and renovation costs (see *Foreclosed Block Conditions Report Attachment D*).

MGM's own 101 State St. building, a grand historic structure at the prime corner of their complex and ripe for redevelopment is struggling with development challenges, unable over the last three years to advance plans for a boutique hotel and ground floor retail. While awaiting redevelopment, the aging conditions of the historic façade have required unsightly street level scaffolding to protect pedestrian safety. In place for nearly three years, the scaffolding only compounds the perception of a declining market especially when paired with the much worse Shean Building and the vacant 113 State St. Building which together sit at the primary gateway intersection to the MGM campus at Springfield's 100% corner of Main Street and State Street.

Also referenced last year, the 24 Park St. building once slated to be a Hilton Hotel, continued to degrade to a point

where renovation was not possible, indicative of the difficult development market, owner disinvestment, and some of the worst blight in the area. Given these conditions and potential threats to life safety, the building is now in demolition as we speak (photos in *Attachment C & Attachment E*). The City continues to monitor buildings in this area for code compliance infractions and other complaints included graffiti, trash, overgrown vegetation, and poor site conditions, all of which contribute to the “blight” in the area along some of these vacant parcels (See *Attachment E*)

Just south of the new CVS at Union St, the building at 935 Main St. sold in 2012 for \$22,000 and after minimal reinvestment sold again five years later in 2017 for \$700,000, a massive increase indicative of the speculative market around MGM. The building sold again at the end of 2020 for \$200,000, a substantial drop but at a price point that would presumably enable viable reinvestment and future return. However, over one year later the building has had little improvement and still sits largely vacant.

As evidence above, the challenging development conditions triggered by MGM’s necessary real estate transactions continue to skew the market, foster disinvestment, and deter private investment in the area. However, the City firmly believes MGM’s \$950M investment is a powerful anchor and driver to economic growth that with the right strategic measures and enhancements by the City can help reverse the trend.

**c) How do you anticipate your proposed remedy will address the identified impact?**

As a key component to the City’s Master Development Plan, public realm improvements sought from this grant will help to transform the negative environment and poor conditions of major street corridors, connecting spaces and infrastructure to better prepare for and entice development while unifying and integrated MGM into a cohesive district.

While the MGM Springfield campus is clearly defined with attractive edges, signage, landscape, lighting, and high quality pedestrian experience, immediately adjacent to the casino the environment changes dramatically as describe above turning away investors, developer, tenants, visitors and residents. This dichotomy of experience can be remedied by strategic investment in the public corridors, streets, and open spaces to improve continuity, connection and pedestrian environment. Improving and unify the character of the area and upgrading important services will greatly aid in integrating MGM Springfield into the City and better leverage a “cohesive” district.

The City’s progressing conceptual design and engineering outline a number of improvements that will significantly enhance the site conditions, activate the area, and restore pedestrian connectivity around Court Square and the 13-31 Elm Street project. The proposed reactivation of the ground floor at 13-31 Elm with retail, restaurants and resident activity space, requires much needed improvements to the adjacent streets, sidewalks, alleys and opens spaces to fully realize and leverage the potential (see *Attachment F*). As outlined previously, conditions around MGM, including 13-31 Elm and Court Square, are not ready for or conducive to development, though with a few strategic improvements can began this important transformation. The City’s design and engineering team have advanced conceptual designs to address this including (see *Attachment G*):

- **Re-opening of Elm Street and Court Square Ave** (looping the park) to one-way vehicular traffic, restoring important access and activation to the 13-31 Elm St., Old First Church and the Court Square Park.
- **Street parking** to support important retail/restaurants planned for 13-31 Elm St. and future reuse of Old First Church
- **Sidewalk / plaza improvements** to layout, paving, lighting, landscape and street furnishings to prepare for 13-31 Elm St. retail/restaurants including outdoor dining, and resident activity space
- **Alley improvements** to layout, paving, lighting, landscape and street furnishing to reconnect to MGM at State Street, and allow spill out activation from 13-31 Elm
- **Street crossing** at State St., Court St., and Main Street to encourage and facilitate safe pedestrian access and better connect area anchors, MGM, MMC and Symphony Hall
- **Utility upgrades** to supply new development needs and infrastructure for public improvements and programming
- **Signage / wayfinding** unifying Court Square and broader “district” with clear markers/signage that establish identity,

## 2022 Transportation Construction Grant Application

BD-22-1068-1068C-1068L-68403

BD-22-1068-1068C-1068L-68403

Page 6

The City recognizes this project alone cannot remedy the full impact of MGM. However these improvements are an essential step to a sustained, incremental, and multi-tiered strategy which cumulatively can reposition the City and district to restoring developer confidence in the area around MGM. The MGC Mitigation Grants have significantly helped the City in advancing this strategy with a clear understanding of the constraints and deficiencies, but also the unique assets, opportunities, and implementation steps to rectify the downturn in the district, including the following:

- ***Phase One Master Development Plan: The MGM, Main Street, & Convention Center District: 2020 Specific Impact Mitigation Grant***

The foundational plan from the 2020 Specific Mitigation Grant helped establish a creative vision for unifying and leveraging an emerging, cohesive destination district around its key anchors, MGM and MassMutual Center, and articulates a number of related initiatives towards realizing that plan. This has guided the City's multi faceted approach which over the last year has advanced on a number of fronts including blight property identification, due diligence, landlord outreach and engagement, acquisition strategies, funding sources, State/Federal programs and support, MCCA/MGM engagement, collaboration and support, as well as other development/developer outreach and assistance on projects under consideration.

- ***Court Square Public Area Public Realm Improvements: 2021 MGC Specific Impact Mitigation Grant***

Beyond only looking at buildings and parcels redevelopment, the 2020 plan pointed to the need for other "public realm" improvements to help reestablish a high quality, active and engaging environment along key connecting corridors and interstitial linking spaces between the anchors. As a first phase priority, Court Square was identified as outdated and underutilized but also great potential to reenergize an important civic space and arrival point to the district, and offer unique connectivity as a cross roads of sorts to key anchors/attractions of downtown - particularly City Hall, Symphony Hall, the Riverfront, MassMutual Center, and MGM Springfield.

The 2021 MGC funding has begun to advance design and engineering plans to restore and enhance key streets, aging infrastructure and utilities, new landscape, hardscape and street furnishings, pedestrian alleys/connections, important crosswalks, and the overall pedestrian environment around Court Square. Further this important first phase will also help establish a district direction and cohesive design palette (materials, specs, furnishings, et.) for the next phase expansion of the improvements into other areas around MGM within the new district.

### ***City of Springfield Advancements and Investment***

Further to this multi-tiered approach, the City has been advancing a number of key initiatives in the district which collectively will help remedy the uncertainty and risk to development within the district including the following:

- **Key Parcel Acquisition, \$2,750,000:** The City secured control of three foreclosed buildings at one of the key intersections and "gateways" of the district, State and Main Streets with the goal of repositioning them for redevelopment through the private sector. These include 113 State Street, the Masonic Building; 1155 Main St., the Colonial Building; and 19-21 Stockbridge Street. The City is currently crafting a developer/investor outreach and solicitation process including further exploration of redevelopment scenarios, viable program/use alternatives and development assistance/funding all building on the 2021 Master Development Plan.
- **13-31 Elm Street Remediation, \$4,000,000:** the City completed remediation efforts on the historic 13-31 Elm Street Building (former Court Square Hotel) and continues to assist the developer, WinnCompanies, on advancing this critical retail and residential redevelopment for the district. WinnCompanies is anticipated to close on the property and start their work over the next two months, with an 18-month construction schedule. The City's request for MGC Transportation Construction funding paired with the City's other sources will allow the City to move forward with important

## 2022 Transportation Construction Grant Application

BD-22-1068-1068C-1068L-68403

BD-22-1068-1068C-1068L-68403

Page 7

- infrastructure and streetscape/landscape improvements to align with their schedule.
- **HUD Section 108 Loan, \$5,000,000:** In September 2021, the City’s application with HUD for loan guarantee assistance up to \$5,000,000 was approved and established the Main Street & Convention District Overlay Zone Fund.
  - **2021 American Rescue Plan Act (ARPA) City of Springfield Allocation:** The City has made available funds from its federal ARPA allocation specifically for recovery activities within the Main Street & Convention District.
  - **Civic Center Parking Garage Redevelopment:** To assist the City’s efforts for adequate safe parking within the district particularly for the MassMutual Center, the Springfield Parking Authority recently sold the aging Civic Center garage to the Massachusetts Convention Center Authority (MCCA) who will undertake its design and replacement. MCCA, working in collaboration with the City and in concert with the Master Development Plan, has begun the design and engineering for an approximate 900-1000 car garage which is scheduled to have ground floor retail along Bruce Landon Way, potential street set backs for outdoor dining/activities, and other design considerations in response to the City’s plan and desired district activation.
  - **City, MCCA/MMC, MGM District “Charrette:”** In August 2021, the City commenced a collaborative work session with the key anchors of the district to update them on all the City’s efforts, review and discuss the Main Street & Convention District master development plan in detail, brainstorm on the emerging “district” character and identity, and strategize on the synergies and collaborative potentials between all three. This important dialogue has helped coordinate and provide input and direction to the City’s efforts with the Court Square public realm project, the foreclosed blocks reuse/reposition, other district linkages/connections and overall plan implementation. The session provided new directions to MCCA for both the garage design as well surrounding parcels that could offer critical expansion potential to solve for MMC deficiencies and bolster its offerings. The City continues to regularly engage with both MCCA and MGM as projects advance.
  - **Main Street Canopy Lighting \$55,000:** The City secured funding through MassDOT’s Shared Winter Streets program to begin immediate public improvements to the Main Street Corridor. Following the successful lighting program over Worthington Street, the City installed nearly 500 linear feet of white canopy lighting from State Street south to Cross Street along the prime frontage and retail/restaurants of MGM. The program and canopy lights have been successful with immediate impact of physically bridging and uniting the two sides of Main Street while bringing a nighttime appeal and attraction to the area. The City anticipates expansion of the canopy lights elsewhere in the district as well as additional accents and feature lighting as part of its public realm improvements under design.
  - **101 State Street:** The City is assisting the development team working with MGM on the possible renovation of the 101 State Building into a boutique hotel with ground floor restaurant/retail, referenced previously. This historic building owned by MGM, forms a critical “gateway” at State and Main whose reuse and activation would clearly benefit Main Street, MGM, MMC, Court Square, 13-31 Elm Street and the broader district, and could provide an additional room asset for Convention events.
  - **Other Key Properties:** The City continues to reach out to and engage with area landlords particularly along the Main Street corridor to update on the City’s vision, offer assistance and direction, encourage investment and re-activation, and facilitate sales and reuse/redevelopment strategies.

The City firmly believes that the continued advancement and implementation of this tiered approach in collaboration with the key anchors, stakeholders and agencies, including the MGC will yield positive results. A 2022 MGC Transportation Construction grant would help fund important public enhancements to prepare the area for development that is key to the approach and central to the City’s vision.

**3. PROPOSED USE OF TRANSPORTATION CONSTRUCTION FUNDS (Please attach additional sheets/supplemental materials if necessary.)**

**a) Please describe how you propose to use the Transportation Construction Grant for a transportation construction project related to the gaming facility.**

The proposed use of funds will go towards the Phase One Priority project scope for the construction of immediate roadway, hardscape, landscape, streetscape and infrastructure improvements to address access, connectivity, and public realm in the Court Square area between downtown anchors and around the 13-31 Elm Street building. Current conditions illustrate the general lack of connectivity, unattractive pedestrian environment, inactivity and aging infrastructure (see *Attachment H*) which will be addressed in the design and engineering effort underway and funded through the MGC 2021 Court Square Public Realm grant. The project team is advancing conceptual designs and engineering for the key components outlined in 2C and referenced below:

- Elm Street & Court Square Ave. reopening, roadbed rebuild, paving, and related hardscape
- New street parking along Elm St. and Court Square Ave.
- Pedestrian alley to State St. reconfiguration, hardscape, lighting, landscape and street furnishings
- Street, sidewalk and plaza paving, landscape, lighting, and street furnishings
- Potential pedestrian crossings at State St., Court St. and Main St. connecting MGM, Symphony Hall, and MassMutual Center through Court Square
- Reconfiguration and repurposing plaza and open space along Court Square Ave/Old First Church
- Infrastructure / utility upgrades (water, sewer, gas, electric, etc.)
- Streetscape signage, district identity and wayfinding
- Specialty programming, event infrastructure, lighting/display, public activators

As illustrated in the scope diagram and conceptual drawings (*Attachment G*) the design focuses specifically on enhancing the environment around and connecting to MGM, including the 13-31 Elm St. residential commitment of the HCA. The City's design and engineering team is advancing drawings with a target of Spring 2022 completion, Summer 2022 bid and Fall/Winter 2022 construction/completion. Funds would be paired with the other City sources to enable commencement this summer and completion of the project in advance of the 13-31 Elm Street project in Spring 2023.

**b) Please describe how the mitigation request will address the impact indicated.**

As referenced in 2C and above, the mitigation request and related scope will begin the critical upgrades and enhancement the overall pedestrian environment to reconnect with the MGM's complex, area anchors and the 13-31 Elm St. project. This is a first-step project to improving and unifying the overall character and identity of the district while upgrading important utilities/services to mitigate risks and attract additional developer interest and investment. The Phase One Priority project will also help establish a clear direction and a cohesive public environment design/engineering "palette" for further expansion to other critical corridors, open spaces and interstitial linkages around MGM and MMC. Enhanced traffic and pedestrian flow, revitalized Court Square area environment, increased connectivity, development-ready infrastructure, new programming/events, and higher utilization and activation of the area around Court Square and MGM will greatly improve the City's ability to drive sales, leasing, investment, and activation of other buildings and spaces in the district.




**4. BUDGET & TIMELINE**

**a) Please identify the amount of funding requested. In determining the funding request, please round up to the nearest hundred dollars.**

The estimated total project cost is approximately \$5,000,000 with a City request of \$1,500,000 through MGC mitigation funds.

**b) Please provide a detailed budget for the use of funds.**

Based on the current design and engineering for the Phase One Priority Project components as generally articulated in 3a), the preliminary budget breakdown is as follows:

| <p><b>Court Square Public Realm - Phase 1 Priority Project</b><br/> <b>Preliminary Order of Magnitude Construction Budget</b><br/>                 1/24/22</p>  |  | <p>Copley Wolff Design Group<br/>Landscape Architects &amp; Planners</p> |                        |                     |
|---|---|--|------------------------|---------------------|
| Description   | Qty   | Unit   | Cost                   | Total               |
| <b>Elm Street, Court Square Avenue &amp; Alley Improvements</b>   |   |  |                        |                     |
| 1 Hardscapes - shared drives, crosswalks and pedestrian areas   | 1   | ALLOW  | \$ 1,200,000           | \$ 1,200,000        |
| 2 Landscape - trees, plantings, soils and irrigation  | 1   | ALLOW  | \$ 300,000             | \$ 300,000          |
| 3 Site Improvements - furnishings, signage, wayfinding and structures   | 1   | ALLOW  | \$ 500,000             | \$ 500,000          |
| 4 Infrastructure / Utilities - drainage, site utilities   | 1   | ALLOW  | \$ 1,000,000           | \$ 1,000,000        |
| 5 Lighting - fixtures and site power  | 1   | ALLOW  | \$ 800,000             | \$ 800,000          |
| 6 Programming - specialty lighting, public activators   | 1   | ALLOW  | \$ 400,000             | \$ 400,000          |
|   |   |  | <b>Subtotal</b>        | <b>\$ 4,200,000</b> |
|   |   |  | 20% Design Contingency | \$ 840,000          |
|   |   |  | <b>Grand Total</b>     | <b>\$ 5,040,000</b> |
| <b>Assumptions and Exclusions</b>   |   |  |                        |                     |
| <ul style="list-style-type: none"> <li>• Refer to Preliminary Scope Diagram for work extents and assumptions</li> <li>• Priority Project Site is area is approximately 51,000 SF</li> <li>• Site Demolition is excluded</li> <li>• Site Control is excluded</li> <li>• Court Square Park Improvements are excluded</li> </ul> |   |  |                        |                     |

As the design and engineering advances to construction documents, more detailed construction budgets will be prepared and can be shared with the commission.

**2022 Transportation Construction Grant Application**

**BD-22-1068-1068C-1068L-68403**

**BD-22-1068-1068C-1068L-68403**

**Page 10**

**c) Please provide the estimate and percentage of the costs projected to be funded from other federal, state, local, private contributions or unspent CMF Reserves. (Applicants may include contributions from gaming licensees and private contributions.) Please provide a detailed itemized estimate for each type of funding.**

The City will fund the approximate \$3,500,000 or two-thirds project costs through a number of City sources that have been secured, are ready for disposition, and amount to a total financing capacity well in excess of the two-thirds needed (see *Attachment I*). These including the following:

- Community Development Fund
- HUD Section 108
- Capital Improvement Plan Funds

As the construction documents advances, the City will determine the usage of and allocations from each fund to best accommodate project needs and schedule. With funds already in place, the project can begin in advance of the MGC grant award, allowing the City to start construction as soon as possible to meet the Winter 2022 deadline and align with the 13-31 Elm St. project schedule.

The City is also exploring additional sources of funds through other state and federal programs which, if successful, would be added to the sources listed above. However, the City does not require these additional funds to proceed.

**d) Please indicate, through a commitment letter or otherwise, how such other funding will be available for the project. In the absence of a final commitment to such funding, please provide detail on any process needed to secure any non-CMF funding.**

The City has secured funding from the three sources – the Community Development Fund, HUD Section 108 Loan Guarantee and the City’s Capital Improvement funds - which are available now as evidenced in *Attachment I*.

**e) Please include a detailed timetable for the project, including but not limited to, the timetable for planning, for securing additional funds and the timetable to implement the project. Construction of the project must commence by June 30, 2023.**

The City’s timetable for the project is driven by the need to complete key improvements ahead of the anticipated the 13-31 Elm Street project. WinnDevelopment is projecting a February 2022 start, approximate 18-month renovation, and opening in late June 2023. As such, the City is working with the design and engineering team to expedite the Phase 1 Priority Project to allow the City to complete improvements ahead of the 13-31 Elm Street renovation project, and well before the MGC’s date for commencement.

The City’s current timetable for the project is as follows:

- Design/Engineering (Schematic, Design Development, Construction Documents): Dec 2021–May 2022
- Construction Documents, Permitting, Bid, Award: April-June 2022
- Anticipated Construction Commencement: June/July 2022
- Anticipated Construction Completion: Fall / Winter 2022

The City continues to regularly collaborate with WinnDevelopment on project advancement, coordination, and schedule issues and would likewise update the MGC as required.

## **5. MEASUREMENT OF IMPACT**

**a) Please describe how you propose to measure the impact of your project.**

The implementation of these initial physical improvements will have an immediate positive impact on the environment and appeal of the Court Square area as a far more cohesive, updated, mixed-use district, while providing better integration with and connection to the MGM Springfield complex. The combined effect of this and the opening of a major retail and residential development project, 13-31 Elm Street, will begin to bring new life, tenants, residents and attraction to an area in need but also with immense opportunity adjacent to MGM and MMC. This in turn will help the City market and cultivate additional development interest and investment in the area building off of this success. Clearly, an immediate measure of success will be the completion of the physical improvements and resurgence of people, activity and draw to the area, and the success of the 13-31 Elm Street redevelopment. The perhaps more allusive but equally important measure of success will be the resulting new projects, new investment, and restored developer confidence in this district generated by this and the City’s parallel initiatives.

As described in previous applications and outlined in the Phase One Master Development Plan, the success of this project and related City efforts relies on a multi-tiered approach which seeks to restore developer confidence, attract investment and reactive an emerging cohesive destination district in downtown. No one project will solve the stymied economic environment around the casino – rather it takes a sustained approach to advance each project, City initiative, and strategies as building blocks which cumulatively can jump start the “renaissance” around MGM.

**6. CONSULTATION WITH MASSDOT/ REGIONAL TRANSIT AGENCY (RTA) / REGIONAL PLANNING AGENCY (RPA) AND NEARBY COMMUNITIES**

**a) Please provide details about the Applicant’s consultation with MassDOT, the Regional Transit Agency/MBTA and the Regional Planning Agency serving the community, and nearby communities to determine the potential for cooperative regional efforts regarding transportation construction activities.**

As currently defined, the City’s Phase One construction project includes only localized improvements that do not require MassDOT consultation. The City’s Department of Public Works will continue to participate on the City team as the project advancement and opine on any future involvement if required.

The potential impact of these improvements in generating broader attraction and appeal to the City’s central arrival space adjacent to MGM has much stronger regional tie and importance to the Pioneer Valley Planning Council (PVPC). As part of the Master Development Plan outreach, the City presented the plan to the PVPC to garner feedback, input, and support. More recently in response to the pandemic, the City collaborated with the PVPC on their development of the Rapid Recovery Plan (RRP) which references many of the issues, objectives and ideas of the Implementation Blueprint Phase One Master Development Plan. The resulting document, *A Plan for the Main Street Convention Center District*, articulates a number of actionable projects that directly align with and support the City’s strategies in the plan specifically focused on public realm improvements, wayfinding, programming, gateways, street and space activation (see PVPC excerpt, *Attachment J*). The City has been in consultation the PVPC on the Court Square public realm project and will continue to engage with PVPC as the project advances.

**7. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS**

**a) Please describe and include excerpts from any relevant sections of any Host or Surrounding Community Agreement.**

The City continues to advance the “Implementation Blueprint” effort to direct broader economic development as a cited requirement of the HCA below:

**4.10 Land Use: Developer and the City agree to (i) cooperate with each other to rezone the Project Site to take into account all elements of the Project; and (ii) participate in a district redevelopment strategic plan to provide an implementation blueprint to stimulate and direct the broader economic development associated with the Project.**

Since it’s completion in 2018, the Implementation Blueprint document has served to guide the many plans, projects, strategies and initiatives underway today and will continue to do so in the future. However, Springfield’s and MGM’s foresight to require this innovative approach to expand the impact, energy and economic activities through a strategic plan for downtown did not anticipate the unfortunate economic downtown inadvertently caused by MGM. Given the continued stagnation within the district around the casino, the Implementation Blueprint, the Phase One Master Development Plan, and particularly these Phase One Priority efforts are more urgent now to reverse the trends and restore positive momentum in the district.

**b) Please explain how this impact was either anticipated or not anticipated in that Agreement.**

As cited before, there was much anticipation that the MGM Springfield project would produce substantial economic spin-off. This was an underlying objective and primary premise behind the City's structuring of the Host Community Agreement (HCA) which mandated the casino not be an island but a contextually responsive, outward focused and integrated anchor in downtown. Again, no one anticipated the negative impacts and stagnation to the surrounding real estate caused by MGM Springfield's inflation of values, area speculation, disinvestment and blight that continues today. The City still believes the MGM Springfield project and HCA commitments, together with the incredible assets of this emerging, unique destination district, still possess incredible potential and the right urban "ingredients" to become the economic engine desired. Through this MGC grant and resulting positive impact to the public environment and district, the City will be better positioned to reverse these trends and stimulate interest, investment and transformation.

**8. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS**

**a) Please provide detail regarding the internal controls that will be used to ensure that funds will only be used to address the impact.**

The City of Springfield will hold all awarded funds for this effort in an account specifically dedicated to the execution of the Implementation Blueprint and Phase One Priority efforts. Funding from this account will be managed and administered by the Development Services Division of the City of Springfield. The Development Services Division shall authorize and approve all expenditures to this account and monitor against the approved scope, process, and milestones. Development Services Division will track expenditures on a monthly basis and can provide written summaries and backup upon request. The prime consultant is currently under an approved professional services contract with the City and has been the strategic resource to the City and MGM throughout the casino development process which will provide a seamless and efficient deployment of the funds received.

The Development Services Division currently administers the following grants on behalf of the City of Springfield: CDBG Entitlement, HOME Entitlement, ESG Entitlement, HOPWA Entitlement, Continuum of Care (CoC) – HUD, CDBG-DR, CDBG-NDR, LEAD Grant – HUD, HMIS – Capacity Grant – HUD, MassWorks Grants – Educare Center, Six Corners, Pynchon Plaza, City of Springfield – General Funds - 2 Departments, City of Springfield – Bond Funds – Project Specific, HUD Section 108 Loan Funds, EOHHS – Homeless Youth Grant, EPA Assessment Grant, Community Preservation Fund – First time homebuyer program, 2021 MGC Community Mitigation Fund – Specific Mitigation Grant

**b) If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.**

NA



**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT A: 2020 & 2021 Mitigation Grant Excerpts**

**2020 SPECIFIC IMPACT GRANT APPLICATION**  
**BD-20-1068-1068C-1068L-46130**  
**Page 2 of 15**

**1. IMPACT DESCRIPTION**

**Please describe in detail the impact that is attributed to the operation of a gaming facility. Please provide support for the determination that the operation of the gaming facility caused or is causing the impact.**

The opening of MGM Springfield in August 2018 culminated MGM's \$950M investment in Springfield. The announcement brought high expectations of additional economic development and investment in downtown Springfield and the surrounding areas. Eighteen months later, MGM's investment has greatly improved the blocks in which it resides, bringing more than 10,000 daily visitors to its campus. However not much has happened beyond the casino doors. The project has yet to provide any meaningful spill-over redevelopment activity or the complementary/supporting uses off site. This is due in large part to the unforeseen investor speculation in the real estate surrounding the casino. This speculation and the associated unrealistic valuations can be attributed in part to MGM's site acquisition.

MGM's decision to "overpay" for key real estate essential to the project created a ripple effect which is now distorting the real estate market immediately surrounding the casino and raising investor expectations in those properties. This segment of the local real estate market has now built in the potential for casino expansion and future acquisition by MGM. Property assessments on parcels purchased by MGM rose on average a staggering 240% in just one year from 2014 to 2015 with some parcels approaching double that (Attachment A). The resulting volatility and speculation in the market has created a "wait and see" attitude with building owners and in some cases to property disinvestment, abandonment or removal altogether from the market. Also, in many cases, property owners do not have the economic strength or development savvy to undertake significant redevelopment to realize an upside, which has stalled redevelopment.

The Massachusetts Gaming Commission's SEIGMA Real Estate Impacts Study from July 3, 2019 concedes that it is difficult to determine how much commercial property remains off the market and therefore not reflected in what appears to be dropping vacancy rates. The study offers that the fall in the commercial vacancy rates is attributable to the substantial amount of new commercial space created and occupied by the casino project itself. When factored out of the study, the actual vacancy rate remains high. The report further states that volatility in commercial net absorption over the course of the study period in Springfield was high. This number does not even account for properties that have been abandoned or those that the owner has not put on the market. In this context, the study concedes that Springfield's overall 12.9% commercial vacancy is actually "relatively high". There is also little evidence that the casino has positively impacted Springfield's commercial lease rates such to accommodate the increased acquisition costs.

To illustrate the impact, one of the City's largest and most respected law firms who was located directly across from the casino in the "Colonial Block" relocated out of the casino district to the Basketball Hall of Fame because of property maintenance and cost related issues. Area property disinvestment is highlighted by the rising City building violations on prime parcels directly across the street from the casino where both occupied and unoccupied buildings/parcels are experiencing ongoing neglect and disrepair of essential utilities (heat, running water, electric), basic maintenance and upkeep (general cleanliness, litter, graffiti) or worse building / structural dilapidation (falling facades, and unsafe structures). In these specific buildings, continued vacancies and degradation have led to bankruptcy, foreclosure and auction. Yet even in this seemingly down real estate market around the casino where escalated property values should correct themselves, real estate prices remain unnaturally high, still rivaling the values established years earlier by MGM's acquisitions. Attachment B highlights in photographs the abundance of vacancies in the immediate vicinity of the MGM property including a sampling of the rising building/code violations as well as the recent auction notice with above market price of \$5M for buildings that have a taxable value of only \$3.5M and a true economic value that is marginal or inverted.

SEIGMA study cites that similar speculation has also come to the Springfield's multifamily housing market where

**2022 Transportation Construction Grant Application  
BD-22-1068-1068C-1068L-68403  
ATTACHMENT A: 2020 & 2021 Mitigation Grant Excerpts**

**2020 SPECIFIC IMPACT GRANT APPLICATION  
BD-20-1068-1068C-1068L-46130  
Page 3 of 15**

from 2010 to 2014 real rents were in decline but immediately following the announcement of the MGM Springfield license, median rents rose quickly by \$360 or nearly 33%. Since the opening, rents have continued to rise albeit more modestly. Key informants to the study cited that outside investors have come into Springfield and bought a lot of the multifamily housing, raised rents but are now sitting on vacant properties waiting to see if the rents will come.

The MGM "economic engine" meant to stimulate much needed and anticipated catalytic development outside the casino area has in fact inadvertently stymied it, through inflation, inactivity and unrealistic expectations. Having delivered on their substantial commitment of a \$950M transformative casino district, MGM is not likely nor expected to invest more on expansion. The catalytic investment and spill over potential must be championed by the City, civic and regional leadership who have a closing window of two to four years to truly leverage the investment, momentum, and market provided by MGM Springfield. In 2018 and early 2019, the City, in collaboration with MGM, jointly advanced "The Implementation Blueprint, An Economic Development Strategy for the Renaissance of a Great American Downtown: Springfield, MA," to serve as a guide and roadmap for economic development during these critical first years of operation when the local, regional and national spotlight and interest is at its highest. This plan, shared with the MGC last year, calls for the evolution and advancement of its core economic initiatives in order to directly respond to growing issues, needs and opportunities each year. In light of the ongoing stagnation around the casino and closing window to truly capitalize on the MGM project, the City is highly concerned and motivated to put in place plans, strategies and incentives to quickly reverse these trends. The City is seeking funding to address these critical priorities and to mitigate the unanticipated negative impacts around MGM Springfield in order to stimulate near term investment before the opportunities and exposure wanes.

**2. PROPOSED USE OF SPECIFIC IMPACT MITIGATION FUNDS. (Please attach additional sheets/supplemental materials if necessary.)**

**a) Please identify the amount of funding requested.**

The City of Springfield is seeking \$500,000

**b) Please identify below the manner in which the funds are proposed to be used. Please provide detailed scope, budget and timetable for the use of funds.**

The City is filing under a "Specific Impact Grant" to address the timely need for both critical planning and implementation assistance related to the unforeseen adverse impacts noted above. The Specific Impact Grant Guidelines call out funding for communities that have experienced significant and adverse "unanticipated impacts" from the casino including "any negative impact on local, retail, entertainment, and service establishments." The City believes the property conditions in Springfield around the casino have had significant adverse impact many of which were once restaurants, bars and entertainment but are now languishing due to inflated valuation and expectations. Grant funding will be used to establish specific plans, implementation strategies and incentives (both economic and regulatory) to address these redevelopment constraints and stimulate catalytic private investment opportunities. Specifically, the City's request for \$500,000 will fund two areas of need arising from these unanticipated impacts: A) Implementation Blueprint Planning and Strategic Advancement (\$250,000) and B) Property Stabilization Fund (\$250,000). Additionally, the City has committed \$4,000,000 towards revitalization efforts in the Casino Impact Zone as further evidence to the pressing need and commitment to these critical initiatives. This mitigation grant request is for 2020 funding to augment these efforts and the City anticipates seeking additional requests in the coming years to continue the implementation strategies and grow the stabilization fund.



**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT A: 2020 & 2021 Mitigation Grant Excerpts**

**2021 SPECIFIC IMPACT GRANT APPLICATION**  
**BD-21-1068-1068C-1068L-56499**  
Page 2 of 11

**2. IMPACT DESCRIPTION/CONNECTION TO GAMING FACILITY**

**a) Please describe in detail the impact that is attributed to the operation of a gaming facility.**

The City is filing under the 2021 Specific Impact Grant category to address the ongoing need to coordinate and advance the implementation of the City’s Master Development Plan and strategies related to the continuing unforeseen adverse impacts from MGM. The Specific Impact Grant Guidelines call out funding for communities that have experienced significant and adverse unanticipated impacts from the casino including “any negative impact on local, retail, entertainment, and service establishments.” As the underlying premise of the 2020 application and award, the property conditions around the casino continue to experience significant adverse impact due to inflated valuation, speculation, resulting in deterioration and blight. The conditions, impacts, needs and justification described in the City of Springfield’s 2020 Specific Mitigation Grant Application remain much the same today and are the basis for the City’s 2021 Specific Mitigation Grant request (See 2020 Grant application excerpts in Attachment A). **Specifically, the MGM Springfield “economic engine” meant to stimulate much needed catalytic development outside the Casino area has in fact inadvertently stymied it through market inflation, area speculation, hyper real estate market expectations, inactivity, disinvestment and growing blight.** The casino area stagnation continues as evidenced in the absence of any significant investment, property transactions, market corrections, new businesses /tenancies openings, and ongoing building decline/disinvestment. Worse, the COVID 19 pandemic over the last year has exacerbated these impacts, both through the obvious decrease in patrons and hours of operation at the casino but also the elimination of critical programming and the very activation of MGM’s campus and surroundings that provided the only real vibrancy in the area (entertainment plaza, ice rink, marketplace, concert events, etc.) Absent this programming, now both the MGM campus and downtown area outside it are dead, and even more unattractive to development.

Through the City’s recent due diligence investigation of buildings in foreclosure, the City has found a number of significant code and building condition issues that point to deferred maintenance and degradation of the structures, enclosures, and systems to a point where viable reuse is challenging and questionable. Additionally, in some cases the degradation poses a threat to safety and demolition is likely the only option, including the 24 Park Street building. In this specific case, the neglect has led to the collapse of some portions of the building placing a burden on the City to press immediate resolution to preserve public safety as well as eliminate blight which is adding to the down market. Unfortunately, this once attractive warehouse structure whose reuse would have contributed to the historic character of the area, experienced enough neglect and decay during this market stagnation and uncertainty that it cannot be saved. Once slated to be a Hilton Hotel, 24 Park Street’s condition has similarities with other prime properties in the Overlay District which have essentially “emptied out” and not been fully engaged with the market.

However, the City is responding through the advancement of the Implementation Blueprint Priority Phase One efforts begun earlier in 2020. As articulated in prior MGC Mitigation Grant applications, the turnaround of the languishing market around MGM Springfield requires a sustained, multi-year effort and the proactive strategic advancement of critical initiatives rooted in the Implementation Blueprint to succeed. As a direct result of the 2020 MGC grant, the City has advanced a number of important development tools that will both lead and drive important investment in the district including:

- **Master Development Plan**  
a comprehensive City vision for the newly formed *Main Street & Convention Center District* focused around downtown’s two major economic anchors, MGM Springfield and MassMutual Center which builds on the investment by MGM, and seeks to uncover and promote key projects and initiatives that reestablish a vibrant, mixed use downtown attractive to residents, businesses and investors; the plan has been presented publicly to a number of business, neighborhood, and stakeholder groups and very well received; the City is in the final stages of approval of the plan and adoption by the City Council anticipated in February 2020; (See excerpts in Attachment B)

**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT A: 2020 & 2021 Mitigation Grant Excerpts**

**2021 SPECIFIC IMPACT GRANT APPLICATION**  
**BD-21-1068-1068C-1068L-56499**  
**Page 3 of 11**

- **Zoning Overlay District**

the new *Main Street & Convention Center Overlay District* encompassing much of the immediate area down Main Street around MGM, intended to encourage and expedite development with complementary uses to MGM and MMC that enliven and grow the district, market and attractiveness of the area; further the zoning will regulate uses that could be detrimental to the cohesiveness of the area; the Overlay Zoning document has gone through the public notice process, Springfield Planning Board, public presentations and is in the final refinement stages (with this input); the Zoning Overlay document will go to the City Council hearing in February with expected approval in early March 2020 (see Overlay Document in Attachment C)

- **Federal, State & Local Incentives/Grants/Loans:**

the City team continues to assess and monitor a full range of Federal, State and local incentives that will be necessary to improve viability of needed public infrastructure enhancements, development investment and tenant attraction/retention; incentives will be pursued across all phases of development including planning (current phase), predevelopment/infrastructure and public enhancement, vertical development (private development) and occupancy (businesses, tenants/residents) (see Incentives Summary in Attachment D); the City through its HUD Section 108 Loan Guarantee and the Community Development Fund is actively pursuing funding to assist with critical property acquisition/control and redispotion (see HUD application in Attachment E)

The City's public outreach and engagement process for the plan, zoning and incentive use has been well received and endorsed by key agencies, businesses, community groups and property owners/stakeholders including MGM Springfield, Massachusetts Convention Center Authority (MCCA), Springfield Regional Chamber, Springfield Business Improvement District (BID), the Armoury-Quadrangle Civic Association (AQCA), The Related Companies, and the Chart Organization LLC (major property owner along Main Street). (See Endorsements in Attachment F)

Additionally, in response to the lack of market movement/correction in the District, and resulting foreclosure of three significant buildings (113 State, 1155 Main, 21 Stockbridge), the City team conducted an assessment of these buildings to better understand the constraints to development, potentials for acquisition, and viability for repositioning them to the development market. The City's due diligence included detailed Facilities Conditions Reports of each (architecture, engineering, structural, etc.) for conditions, code compliance, and magnitude costs to bring the buildings back to market, as well as preliminary market and economic assessment to determine feasibility, pro forma projections and corresponding financial "gaps" for most viable alternatives. The City's efforts on these properties have begun to yield positive results with the recent lowering of the asking price by approximately 40%. Though still above market value, the reduction is hopefully a harbinger of future valuations that finally address and correct the inflation caused by MGM's overpaying for essential real estate (which at the time was nearly 240% over market value). As further evidence, the City is commissioning appraisals to refine true market values in support of potential purchase offerings. The master planning effort has identified other critical properties which will require a similar level of assessment to determine and drive development investment in the area. A component of the 2021 MGC grant request, the City seeks to advance the implementation of these recommendations through essential due diligence efforts for other priority and/or newly available properties which in turn will assist in quantifying risks, providing alternatives and ultimately improving "certainty" and viability for the City, Developer and investment community.

In light of the continued development/investment inactivity and decline in the area attributable to the market impact resulting from MGM Springfield's development, the City needs to continue to drive the turnaround through implementation of the priority efforts begun with the MGC 2020 Specific Mitigation Grant and Implementation Blueprint. As evident again this year, left to the private market alone, the critical turnaround in the area will not happen given the scale of impediments to development and resulting unviability. The completion of the City's Master Development Plan Strategy package provides the critical framework and development tools necessary to begin the implementation of the key recommendations and strategies to fruition. The 2020 efforts have provided detailed assessment, new opportunities and clear directions that continue to refine the Implementation Blueprint, allowing it to evolve and respond to changing conditions as anticipated. The City seeks the MGC 2021 Specific Mitigation Grant to continue that evolution and

**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT A: 2020 & 2021 Mitigation Grant Excerpts**

**2021 SPECIFIC IMPACT GRANT APPLICATION**

**BD-21-1068-1068C-1068L-56499**

Page 4 of 11

advancement of the critical planning and strategies to bring about the desired catalytic impact and “transformation” anticipated with the casino.

**b) Please provide documentation, specificity or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e. surveys, data, reports)**

As described above and originally articulated in the MGC 2020 grant application, stagnation and decline in the casino area continue due in large part to MGM Springfield which inadvertently inflated property values through the overpayment of certain real estate acquisitions which resulted in area wide development speculation. Many of these same conditions from 2020 remain as evidenced by:

- lack of new business or tenant openings along the City’s most attractive corridors, particularly prime properties (former restaurants, bars, retail, offices) along Main Street, directly across from the MGM casino (since opening)
- continued absence of any significant reinvestment, maintenance/upkeep, or improvements to property within the area; the City continues to monitor and address code violations and public safety threats in the area, including 24 Park Street which due to continued neglect and decay, has the City to seek immediate demolition to cure; (see Attachment G code violations/demo)
- lack of property sales/transactions and/or market value corrections; area property values continue to be artificially high due MGM’s inflating the market through their purchase (upwards of 240% over price) even after years of a seeming down real estate market. By way of example, three parcels referenced earlier as the “foreclosed blocks” (113 State Street, 1155 Main Street and 21 Stockbridge), have gone through bankruptcy, foreclosure, repossession, failed auction, and are now another year back on the market though still at substantially higher prices than market value. Even after the City’s thorough due diligence shared with the owner/lenders helped drive a nearly 40% price reduction, the properties remain above market value for viable reuse and renovation (see Attachment H1 & H2 City Due Diligence).
- The October 15, 2020 SEIGMA Patron Surveys report that of those casino patrons who spent money on non-gambling activities including food/beverage, entertainment or activities, and retail (just over 70%), a majority (collectively 80%), and retail did so within the casino complex itself. A small number of patrons reported spending off site within Springfield on the same non-gambling activities. The lack of proximate alternative food and retail options within the surrounding area, particularly across from those within the MGM district, is clearly a contributing factor to the small number of patrons venturing and spending off site. This is further bolstered by the fact that Red Rose Pizzeria, one of the few adjacent food options has experienced increased demand and in response actually expanded their restaurant since MGM’s opening. While the demand is there, the lack of options due to the state of real estate market has resulted in growing insularity and “circling the wagons” attitude of MGM patrons. Similar to this, the City’s topline report from January 2020 on the convention center market cited a similar lack of options, activity and businesses to draw one out of the complex.

**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT B: Phase One Master Development Plan**

# THE IMPLEMENTATION BLUEPRINT



## MASTER DEVELOPMENT PLAN

Phase One

MARCH 2021

Prepared by The Chicago Consultants Studio, Inc. on behalf of the City of Springfield MA



## ***Acknowledgements***

- Prepared on behalf of and in collaboration with the City of Springfield MA, Office of Planning and Economic Development
- Reflects the culmination of approximately six months of effort by The Chicago Consultants Studio, Inc. (CCS) the City's urban planner and strategic development consultant, to advance the Implementation Blueprint through a master development plan for the City
- Builds upon and advances the 2018 Implementation Blueprint with a Phase One plan derived from the critical needs in the area immediately surrounding the MGM Springfield (MGM) and MassMutual Center (MMC)
- Serves as the foundation and direction for the following:
  - critical property and site control / coordination
  - detailed project planning and advancement
  - targeted developer / investor outreach

# THE IMPLEMENTATION BLUEPRINT

## MASTER DEVELOPMENT PLAN: PHASE ONE INITIATIVES



## CONTENTS

- I. INTRODUCTION
- II. ASSESSMENT
- III. THE FRAMEWORK VISION AND CONCEPTUAL DIRECTIONS
- IV. STRATEGIC RECOMMENDATIONS

### APPENDIX

- A. MAIN STREET & CONVENTION DISTRICT ZONING OVERLAY
- B. DOWNTOWN SPRINGFIELD IMPLEMENTATION BLUEPRINT INCENTIVES ASSESSMENT & STRATEGY MEMORANDUM
- C. SPRINGFIELD CONVENTION CENTER SITUATION ANALYSIS, FEBRUARY 2020
- D. MASTER DEVELOPMENT PLAN ILLUSTRATIVE PACKAGE

# I. INTRODUCTION

## IMPLEMENTATION BLUEPRINT



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

*June 28, 2018*

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

## The City of Springfield, Massachusetts

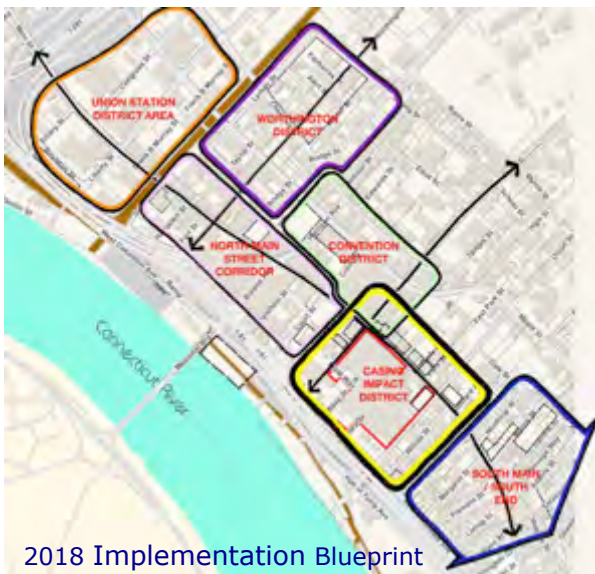
Located in the Connecticut River Valley region of Western Massachusetts and 25 miles north of Hartford Connecticut, the City of Springfield (City) is the economic, financial, educational, cultural and transportation center of the Pioneer Valley region in Western Massachusetts. With a population of just over 153,000 and broader Hampden County population of 463,000, the City's downtown is compact, located along the Connecticut River and primarily centered on Main Street running the full length of the City. Like many post industrial cities, Springfield has experienced urban decline, economic hardships, natural disasters and other adversities that can often spell demise. However, the City's efforts over the last 15 years to revitalize its downtown core through strategic projects and investment including the \$950M MGM Springfield Casino (MGM) and Union Station redevelopment, have helped lay the foundation for a continued new development.

## The Implementation Blueprint

As a requirement of the Host Community Agreement (HCA), the "Implementation Blueprint" effort was conceived of as a means to leverage the MGM investment for the betterment of downtown, the City and entire region. The Implementation Blueprint was established in 2018 through a collaborative effort of the City and MGM to provide a roadmap and strategies to guide near, mid and long term potential in response to the City and the region's evolving needs and opportunities. As the underlying premise, the introduction of gaming into downtown Springfield allows a limited window of opportunity to realize substantial catalytic economic development to further enliven and strengthen the downtown, attract business and leisure tourism, enhance nearby neighborhoods and reinvigorate the broader Western Mass region. To realize this potential, the 2018 Implementation Blueprint plan assessed the broader downtown and established the following interrelated initiatives to be actively assessed, defined, and advanced into real projects during the critical first five-year time period:

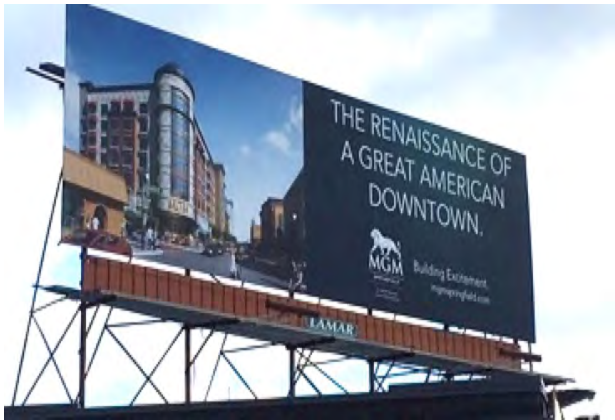
1. Define Strategic Development Opportunities in Downtown
2. Solidify Springfield as the Center of the Region's Convention, Meeting & Entertainment Business
3. Create and Promote New Residential Offerings in Downtown
4. Attract New Downtown Employers & Businesses

MGM opened in August 2018 to great praise for the \$950M investment that transformed much of the casino area. Despite this, the next two years saw no new investment, development or catalytic activity in the Plan area. Instead ongoing decline and disinvestment prompted the City to revisit the Implementation Blueprint with new urgency and need. This Phase One effort described herein is a proactive master development strategy that further assesses, defines and promotes the desired development and investment critical to reverse the ongoing decline surrounding MGM and MMC.



2018 Implementation Blueprint





MGM delivered a Casino District; the City must now drive the surrounding area development.

## The MGM Springfield Renaissance

Since 2012, a primary focus for downtown development has been on the casino project which anticipated significant transformative impact, new revenue, and important spin off development and investment around the area. Great emphasis and effort was spent by the City and MGM on ensuring that the casino would “fit” into downtown – from its contextual urban design and multi-sided character; to the historical preservation and responsive architecture; to its new-to-market uses and sensitive range of program which sought to both supplement and leverage existing downtown venues; to MGM’s HCA commitment to bring and underwrite premiere shows in downtown’s existing entertainment venues.

MGM Springfield has delivered with a major, responsive investment in downtown that has brought critical redevelopment to the casino area, new revenue for the City and State and new markets to Springfield including: \*

- \$950M private investment in the heart of downtown
- Extensive new-to-market program including hotel, casino, retail, restaurants, entertainment, and residential
- New visitors to the casino and downtown area at approximately 10,000 people per day
- New taxable revenue averaging  $\pm$ \$22M per month
- Increased food and hotel tax by 25%
- Regional tourism economic impact increase of 40% over the 2013-2019 period  
(\* pre pandemic)

## Unexpected Stymied Market

Despite the City and MGM’s significant investment of time, design, money and commitments to “integrate” the casino into the urban fabric, the MGM complex has yet to foster important catalytic economic development and vibrancy outside the confines of the casino district:

- MGM Springfield’s interior and exterior spaces are vibrant and active, drawing patrons, economic activity and buzz through events, special programming, and unique urban character
- Unfortunately, that energy and character are not spilling out into the surrounding area
- Prime adjacent buildings once restaurants, bars and retail remain vacant and are decaying
- Initial strong development/tenant interest during the first years of MGM’s “honeymoon” is waning, with limited time remaining to leverage this impact
- Uncertainty in the market continues to grow and impediments are increasing the risks and viability of development

## Contributing Factors

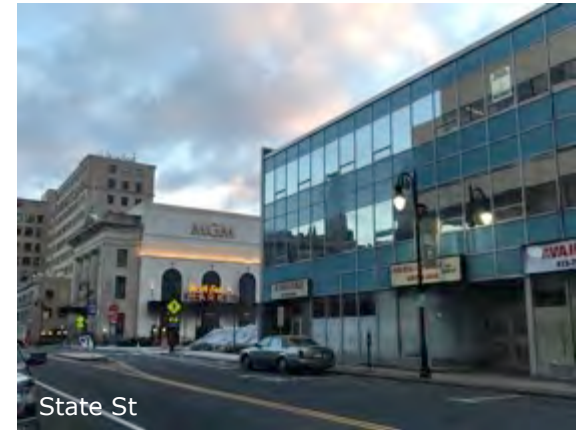
To understand potential causes for this, the City reviewed various economic impact studies, assessed area real estate transactions and valuations, and monitored growing building conditions in the area. In their findings, the City determined that MGM the very catalyst intended to revitalize this downtown area was in fact contributing to the negative market conditions:

- MGM's decision to "overpay" for key properties critical to the project (on average of 240% over market) has driven an artificial increase in area property valuations which has yet to correct itself
- Resulting area rents do not reflect realistic market rates which has turned away high quality tenants interested in being adjacent to a casino anchor
- News of MGM and potential future expansion created area wide speculation, market inactivity, and a "wait and see" attitude in anticipation of a buyout which is clearly not in MGM's plans
- This has led to property disinvestment, code violations, foreclosures, auctions, and growing blight in prime areas adjacent to the casino

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



113 State St



State St



1155 Main St



1212 Main St

**SPRINGFIELD, MASSACHUSETTS**  
**± 35,000 S/F**  
**5-STORY**  
**MULTI-TENANT OFFICE BUILDING**  
**WITH**  
**GROUND FLOOR RETAIL SPACE**  
*"SITUATED IN CENTRAL BUSINESS DISTRICT ACROSS FROM MGM"*  
**113-115 STATE STREET SPRINGFIELD, MASSACHUSETTS**  
**FRIDAY, NOVEMBER 15<sup>TH</sup> AT 1:00 P.M.**  
**TO BE SOLD BY THE PROCESS**

**FEATURES:**

- 1/8 Acre of Land or ± 1,837 S/F • 107' Footage on Main Street •
- 70' Footage on State Street • Public Water & Sewer •
- Zoned: Business C, Downtown • Assessor's ID: Map 111, Block 100, Lot 643 •
- **IMPROVEMENTS:**
- 5-Story Multi-Tenant Office Building w/ Ground Floor Retail Space •
- ± 35,000 S/F of Net Rentable Area •
- ± 3,500 S/F of Office Space • ± 1,000 S/F of Retail Space •
- Central Gas Furnaces w/ Individual Heat Pumps • Passenger Elevator •
- Hot Sprinkler System • Carpet & Tile Floors • Brick Exterior •
- Traditional & Modern Drywall Interior • Rubber Membrane Roof •
- Recessed Fluorescent Interior Lighting •

**1% BROKER INCENTIVE OFFERED!!!**

**Aaron Posnik**  
**ACQUISITION • APPRAISAL**

**SPRINGFIELD, MASSACHUSETTS**  
**± 58,447 S/F**  
**5-STORY**  
**MULTI-TENANT OFFICE BUILDING**  
**WITH**  
**GROUND FLOOR RETAIL SPACE**  
*"SITUATED IN CENTRAL BUSINESS DISTRICT ACROSS FROM MGM"*  
**1139-1155 MAIN STREET SPRINGFIELD, MASSACHUSETTS**  
**FRIDAY, NOVEMBER 15<sup>TH</sup> AT 2:00 P.M.**  
**TO BE SOLD BY THE PROCESS**

**FEATURES:**

- 2/3 Acre of Land or ± 16,536 S/F •
- ± 117' Footage Along Main Street • ± 25' Footage Along Stockbridge Street •
- Public Water & Sewer • Zoned: Business C, Downtown •
- Assessor's ID: Map 085, Block 300, Lot 574 •
- **IMPROVEMENTS:**
- 5-Story Multi-Tenant Office/Retail Building •
- ± 58,447 S/F of Net Rentable Area • ± 10,000 S/F of Office Space •
- ± 8,765 S/F of Retail Space • Central Gas Furnaces w/ (64) Individual Heat Pumps •
- (2) Passenger Elevators • Hot Sprinkler System • Carpet & Tile Floors •
- Brick Exterior • Traditional & Modern Drywall Interior • Rubber Membrane Roof (2013) •
- Recessed Fluorescent Interior Lighting •

**1% BROKER INCENTIVE OFFERED!!!**

**Aaron Posnik**  
**ACQUISITION • APPRAISAL**



1155 Main St



24 Park St.



Phase One District



Key Anchors and Opportunities

Focus a Phase One effort on the most pressing, manageable, and viable areas to facilitate near term comprehensive development and investment

## Phase One Objectives

Recognizing the pressing need and urgency for reinvestment in the immediate areas around MGM and MMC, the City has narrowed the near term focus of the Implementation Blueprint to a Phase One district (District) generally bound by I-91/East Columbus Ave., Harrison St., Chestnut St., and Union St. to:

- Identify a focused, manageable, and viable area to address pressing economic development needs, constraints and timely opportunities around the primary anchors
- Craft a City-focused plan to complement, leverage and integrate MGM and MMC within a new comprehensive and cohesive vision for the area
- Assess, establish and promote key opportunities for complementary development, uses and area enhancements to increase overall District activation, attractiveness and value
- Support that vision through zoning enhancements and related controls that further promote, facilitate and ensure desired development and uses
- Identify and establish a range of development incentives/assistance to improve viability, attract development / investment and entice end-users
- Articulate viable implementation strategies and processes to advance, solicit and secure developer interest, investment and area enhancements
- Implement near term enhancements and critical Phase One development to advance the transformation as anticipated with the opening of MGM

## Phase One Product

In response to these needs and objectives, the City through CCS, has advanced a three-part “master development strategy” specifically focused on providing clear direction, opportunity, and assistance to mitigate the current impediments and risks to development including:

- 1. Phase One Master Development Framework Plan**  
Articulating the City’s vision, goals and opportunities for enhanced cohesive District development
- 2. Main Street and Convention Center Zoning Overlay District**  
Facilitating and ensuring compatible, complementary development through modified zoning overlay focused along the Main Street corridor and its activation
- 3. Development Incentives and Assistance**  
Leveraging a full range of economic assistance across all phases of development

### Area Existing Conditions

- The District’s major destination anchors, MGM and MMC, drive much of the tourism, economic activity, and market demand in the area
- These anchors provide critical activation and opportunity though currently isolated to within each fostering growing insularity in the District
- Abundant vacancies (many of which are former retail/restaurants), underutilized buildings, and undeveloped parcels, have contributed to growing disinvestment and blight creating negative perceptions and impediments to development and investment
- Highest concentration of these vacancies or underutilization exists along the City’s primary Main Street corridor, directly adjacent to MGM and MMC
- Surrounding District lacks clear identity, cohesion, unified character and overall vibrancy creating a negative environment for pedestrians/visitors and impediments to development and investment

The amount and concentration of vacancies and underutilization along Main St., presents an unique opportunity for the City to comprehensively affect, direct, control, and coordinate cohesive development in this area.



Properties in transition, vacant or underutilized include:

1. “Masonic Building” 113 State Street
2. “Colonial Building” 1155 Main Street
3. 19-21 Stockbridge
4. 101 State Building (MGM)
5. “Shean Building” 1212 Main St.
6. 1242 Main Street
7. 13-31 Elm Street
8. Old First Church (City owned/SRA)
9. 1127 Main Street
10. 24 Park Street
11. MassMutual Center South Entry
12. Civic Center Garage (MCCA)
13. Parking Lot (Chart Organization)

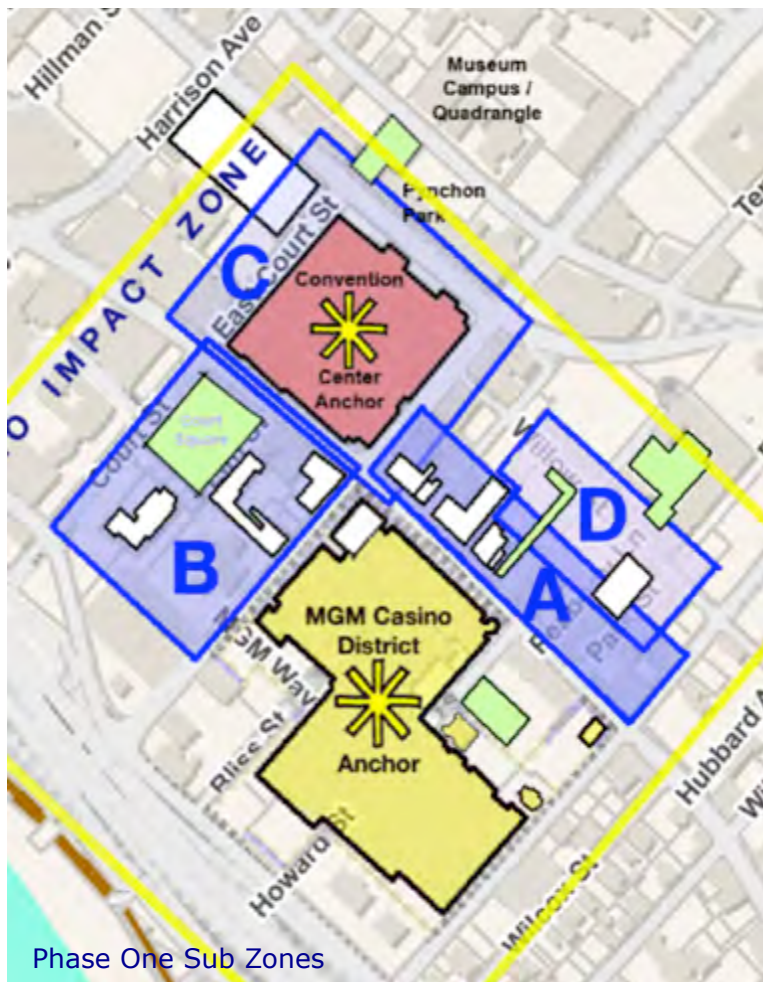
## II. ASSESSMENT

### Phase One Implementation Initiatives

The initial assessment of the properties and adjacencies within the District offers a logical separation into the following “sub zones” with distinct needs, challenges and opportunities:

- A. **The Main Street Corridor**  
Primary focus on Main Street properties not contributing to the character, activation and ancillary development in and around MGM and MMC
- B. **Court Square Reactivation**  
Reactivation of the central arrival space to downtown through anticipated development, public realm enhancements, and potential reuse of City assets
- C. **MassMutual Center Complex**  
Repositioning and enhancement of MMC complex to address deficiencies through expanded facilities, enhanced environment and competitive programming
- D. **Willow Street Area Connection / Enhancements**  
Reconnecting Willow Street area to Main Street and City park network with longer term potential for redevelopment and City enhancement

As identified, the sub zones reveal unique potential to create new episodes, environments and pedestrian experiences that draw on the immediate area assets but unlock new value through creative repositioning, redefinition and enhancements. More importantly, the potential expansion, overlap, synergy, and interplay between each sub zone presents a much more diverse, rich plan that begins to drive toward a far more exciting, diverse and comprehensive downtown District experience which will be attractive to new developers and investors.



Phase One Sub Zones





## A The Main Street Corridor Springfield's Historic "Spine"

The strength of any downtown corridor requires compatibility, synergy and activation between its two sides. MGM Springfield has made a major investment to the west side of Main Street in both restoring and infilling the historic, urban edge while revitalizing the ground floor and upper levels with a range of new-to-market retail, restaurant, hotel and casino uses. The east side of Main Street, though embellished with attractive historic architecture and ground floor spaces that once housed a similar mix of uses, is largely vacant, inactive, and falling into disrepair.

When viewed collectively, the amount of available, underutilized, and non-contributing space clustered on Main Street directly across from MGM and MMC, creates a dichotomous experience for visitors, patrons and residents - one very active, revitalized, and inviting, the other inactive, languishing and even threatening - which does not encourage exploration beyond the anchors themselves.

As such, the City's plan needs to focus on:

- Leveraging the energy of MGM Springfield and the entertainment plaza by extending it out to include Main Street
- Reactivating the ground floor experience and corridor cohesiveness through "encouraged uses" in a Zoning overlay that promotes and expedites complimentary retail, restaurants, entertainment, and other supporting uses
- Strengthening the consistency, identity and synergy of district experience through public infrastructure and public realm enhancements
- Proactively pursuing facilitation, control and/or acquisition of key languishing phase one parcels
- Facilitating a high impact, viable, step one project to help "jumpstart" development
- Encouraging comprehensive coordination and/or management of the entire ground floor uses through a "curated" approach





## B Court Square Reactivation Downtown's Ceremonial Civic Space

The historic heart of downtown, Court Square has been in existence in some form since Springfield's beginnings in 1636. It serves many functions including:

- the City's main arrival point, ceremonial gathering space, and "front door" to downtown
- a prominent address to some of the City's major assets and districts, including some of the City's most treasured architecture:
  - *Cultural and Civic institutions*, "the Municipal Group" consisting of City Hall, Symphony Hall and clock tower Campanile, and Juvenile Courthouse Building by H.H. Richardson
  - *Downtown office and business core*, MetroCenter/CBD
  - *Convention, Conference and Arena*, MMC
  - *Entertainment, retail and casino complex*, MGM
  - Other notable structures: Old First Church, City-owned and important historic centerpiece, though vacant/inactive; and former Court Square Hotel, now under redevelopment as market rate residential and retail/restaurant
- an important "crossroads" and linkage for downtown and the various functions that line it



Court Square is more than just the park itself. In 1902 as part of the City's golden jubilee, Court Square was expanded to reach the Connecticut River. The construction of I-91 in the late-50s severed this connection creating the impasse that still exists today. With renewed interest and investment in the area, particularly MGM, the City's Riverfront Park and 31 Elm Street project, Court Square should once again be considered in this larger context, bound by Court St., Main St., State St. and the River. With this brings both need and opportunity to rethink, reactivate and reengage Court Square, its uses and functions, the space and flow, and key surrounding buildings. A new plan should focus on:

- Reestablishing Court Square as an active front door, ceremonial space and new attraction
- Creative reuse of the City-owned Old First Church building as a "centerpiece" on the square with potential to serve as a multipurpose asset for all the cultural, civic, entertainment and convention/conference functions surrounding it
- New park layout respective of historic significance and mature vegetation, but offering an alternate overlay of landscape and hardscape to update and enhance the space, usage and flow
- Strengthen edges, linkages and overall connectivity to address and unite with the river, Symphony Hall, City Hall, MMC, Main Street, MGM Springfield and other area uses
- Better leverage the vast array of architecture in and around the square
- Engage/accommodate 31 Elm project to leverage new residential vitality and ensure maximization of ground floor activation and integration



## C MassMutual Center Complex Springfield's Regional Economic Anchor

As originally identified in the 2018 Implementation Blueprint and further validated in the 2019 report by Innovation Group (Appendix C), MMC holds great potential for leveraging synergies with MGM to expand market draw in the conference and meetings market. Having facilities that can accommodate this demand and compete with area/regional convention facilities is crucial. In this regard, MMC is deficient, particularly with respect to offering a dedicated, connected convention/conference hotel, connected parking structure, and additional meeting rooms for break out sessions which are essential for the meetings and conference market MMC attracts.

The plan assesses a range of potentials to address these through:

- Assessing enhancements within the facility to improve connectivity, flow, activation such as a new south entry at State St. and Main St.
- Expanding beyond the current MMC site/footprint to adjacent underutilized sites and buildings which offer potential for a new connected hotel and meeting space options
- Investigating potential reuse/renovation of existing adjacent underutilized structures which in turn would aid the City's goal of reactivating languishing structures
- Exploring / promoting synergies with current planned projects to ensure ground floor activation and complementary uses, including the Civic Center garage redevelopment, 31 Elm Street and others
- Pursuing MMC enhancements/programming that further defines the environment around MMC, rethinking the entry, street and prefunction experience, adjacent sites and area assets (such as the Shops at MarketPlace) into a much more distinct MMC offering



The Expanded, Comprehensive MMC District







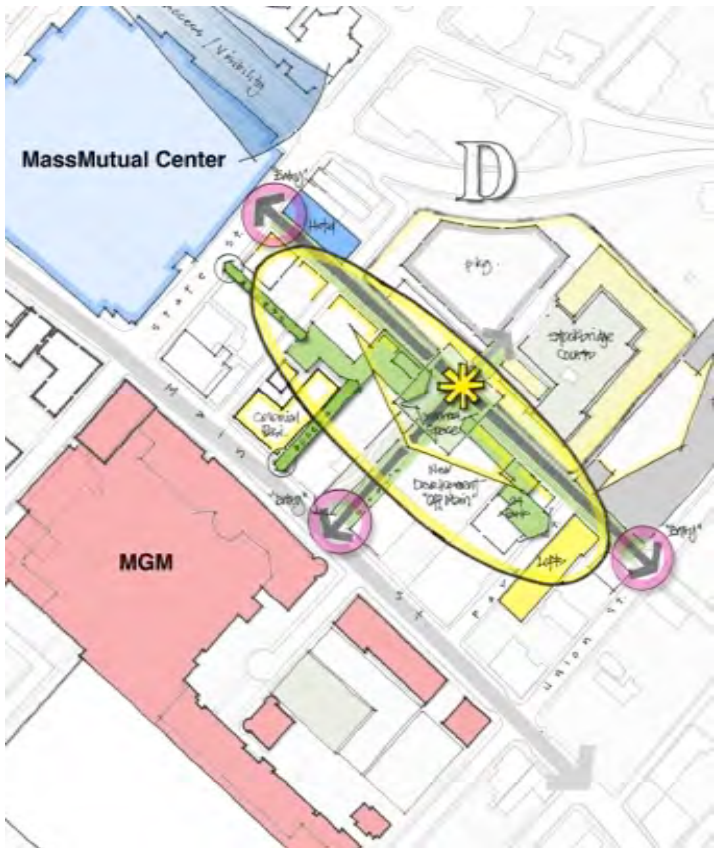
## D Willow Street Area Connection / Enhancements

### Reconnecting and Expanding the City's Residential Potential

Though directly adjacent to both MGM and MMC, the Willow street area particularly defined by the highly successful Stockbridge Courts residential development is disconnected from Main Street and downtown. One block east of Main Street, this residential enclave along the Willow Street corridor is perceived to be much farther away due to lack of interstitial uses or development, pedestrian activity, and abundance of surface parking lots. At night when lots empty out, safety concerns arise adding to the unease and inactivity due to avoidance of the area and further disengagement from Main Street.

However, while these perceptions are very real, near-term public enhancements can greatly reduce the disconnect while also encouraging longer term redevelopment that will serve to reactivate, reprogram and reenergize the area. Further, Stockbridge Court establishes a unique residential courtyard precedent with well landscaped amenities can be expanded within the Willow St. area. Properly conceived, this area can become a dynamic, highly amenitized mixed-use residential enclave that expands the network of City green spaces and reconnects itself to downtown through a mix of new development, landscaped spaces and public realm enhancements.

The abundance of underdeveloped land currently dedicated to parking requires further assessment for "highest and best use", particularly as Main Street evolves and values and area needs increase. Consolidation of surface lots into a new central parking structure in this vicinity could more efficiently serve existing tenants/users, a reenergized Main Street commercial corridor and future residential. This in turn could free up prime land for redevelopment of complementary residential mixed-use projects that would contribute far more to the District providing important area activation, new residents, and growing market.



## District Definition: Establishing the Environment

Beyond buildings and parcels, refocusing towards one comprehensive district requires careful assessment of the public realm, its overall character, boundaries, approaches and linkages. As noted, currently the area lacks a strong sense of unified identity or cohesion but for the immediate area encompassed by MGM. The various uses, assets and amenities appear unrelated, disconnected or worse isolated which contributes to an overall lack of continuity and flow between them.

Springfield is fortunate to have a rich historic downtown environment, building stock and quality public spaces, which contribute to an attractive pedestrian scale and related walkability. Additionally the \$950M investment by MGM has helped unify a significant portion of the Main St., State St. and Union St. area. Leveraging this baseline character and further unifying through a range of public realm improvements - including area wide markers/pylons/boundaries, district signage, streetscape and landscape enhancements – can help create the desired district identity, important linkages, and more consistent pedestrian environment throughout which will promote area activation and attraction.





District Defining Pylons around Highway



I-91 Approach

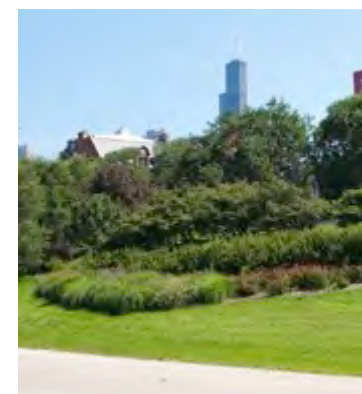
## The District: New Definition and Conceptual Enhancements

The overall District definition enhancements should include a range of improvements that promote and solidify district identity, clear boundaries and overall character. As visitors and residents approach the district, it should be clear that one is entering a unique, cohesive place, environment and experience. Defining the overall boundaries, the internal primary streets, key intersections and secondary linkages between overlapping uses/zones can be accomplished through a hierarchy and “family” of branded pylons, piers, bollards, signage and lighting to unify the experience.

### Approach Corridors / Edges

A majority of visitors to the district arrive via the I-91 highway and East and West Columbus Ave. approach corridors. As a primary entry and first experience to the district, this corridor requires new identity and public realm enhancements:

- District pylons to demark the boundaries along both sides of the highway at key intersections (starting at the exit ramps, Union St., State St., Court St.); straddling the highway will visual connect both sides and promote a stronger linkage to the between the District and riverfront parks/amenities
- Enhanced landscaping along the I-91/Columbus embankments and roadways to provide continuity and unification; a simple expansion the plantings used at the Union St./ Columbus Ave. intersection along the stretch of highway in a periodic repetition would unite and improve the environment and sense of arrival
- E. Columbus Ave. intersection “arrival node” enhancements at Court St. and State St. that mimic the Union/Columbus precedent but expand it across the full intersection
- Additional edge “arrival node” at key intersections from city street approaches including Court St. and Main St., Court St and Dwight St., Dwight St. and State St. and Union St. and Main St.





## Main Street Corridor Enhancements

Continuing into the District from the edges, the character should transition from a vehicular experience to more pedestrian scale experience, particularly as one arrives at Main St. Once here, the Main Street Corridor experience and identity stretching from approximately Court St. south to Union St. should:

- Expand the new vibrant and energized retail, restaurant and entertainment environment of MGM along the both east and west Main St. frontage
- Continue the same family of pylon/markers, signage and lighting along this expanded Main Street Corridor though scaled down to reflect the more pedestrian-oriented setting at key intersections of Court St. and State St. and Union St.;
- Highlight the primary intersections at State St. and Main St. and Union St. and Main St. as portals into a high energy zone that expands the vibrancy and character of the MGM entertainment plaza into and along Main Street; gateway signage and canopy lighting could span the street connecting the two sides and creating further unification and intimacy.



Signature Gateway Potential

## Linkages, Interconnections and Pathways

A third area of district definition includes the interconnection and linkages between zones which enhance the pedestrian experience and further Springfield's advantage and charm as a walkable city. These pedestrian routes include varying hardscape/landscape enhancements to extend the network of interstitial amenity spaces providing a human scale and sometimes more intimate, direct linkage between anchors and experiences. These important connections:

- Build on Springfield's history of bucolic landscaped connections and pedestrian park network
- Expand to connect to and enhance Court Square, Court Square Ave./Elm St. connector, the Hampden County Courts plaza, MGM Way, Willow St. (State St. to Union St.), and Cross St. connector (Main St. to Stockbridge Court)
- Continue the family of pylon/markers, signage and lighting though at the smallest scale to reinforce the pedestrian only setting
- Provide the visual clues that clearly delineate new "wayfinding," rejoin disconnected and distant areas, link district anchors, attractions and uses, encourage pedestrian activity and exploration, and cohesively unite the entire district experienced



Court Square Connector



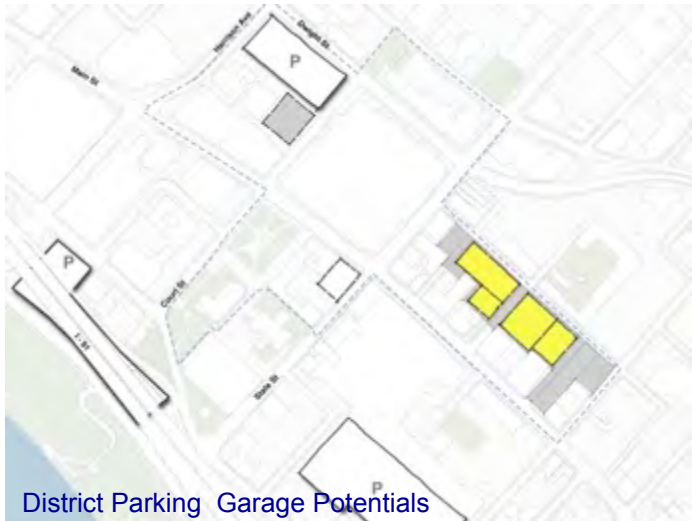
New Streetscape/Routes



## District Parking Assessment

Parking is a necessary entity in urban centers though recent trends towards more walkable, livable, and/or transit oriented downtowns have put pressure on reducing reliance on the automobile and related parking. As a mid-size city, Springfield is very walkable though with limited transit options, dependence on parking to accommodate its daily influx of workers, visitors and residents to downtown still drives significant demand for parking.

Area parking within the district is accommodated through a combination of on street, surface and structured parking. The largest proximate parking structure is at MGM off of East Columbus Ave. accommodating 3,400 spaces dedicated primarily to patrons and employees of the casino complex though also serving as replacement for the more than 500 parking spaces displaced by the casino. As a free “public” garage, proximate to the heart of the downtown, it is fair to assume there is significant usage by area businesses and visitors not affiliated with the casino.



A second structure, the 50-year old Civic Center garage, recently sold to the Massachusetts Convention Center Authority (MCCA) with plans to demolish, rebuild and replace the structure. Once complete, the garage will serve the downtown business population and visitors to MMC through a direct enclosed bridge connection. Preliminary discussions call for ground floor activation through new retail/commercial uses along primary streets (Bruce Landon Way, Dwight St.) which is encouraged both in this plan and in the companion zoning overlay district. Other parking exists to the north under the I-91 expressway and in Metro Center garages.

Perhaps the biggest challenge and opportunity lies in the abundant surface lots that proliferate the areas directly off of Main Street between State St and Union St. Heavily used by area businesses, the lots comprise over 40% of the land area and are privately owned by numerous owners reflecting poor urban planning principles and a lack of regulatory controls. Parking demand will increase as new uses and development desired through this plan come to fruition in the district. Parking will remain a significant program component that requires coordinated district planning and strategic response. Ideally pressure from future development along Main Street will increase both the development value of the surface lots and need for consolidation into centralized structures.



The City and SPA are commencing a separate study to assess the impacts from MGM as well as strategically plan for new parking alternatives to solve growing district demands while freeing up underutilized land.

## One Cohesive District

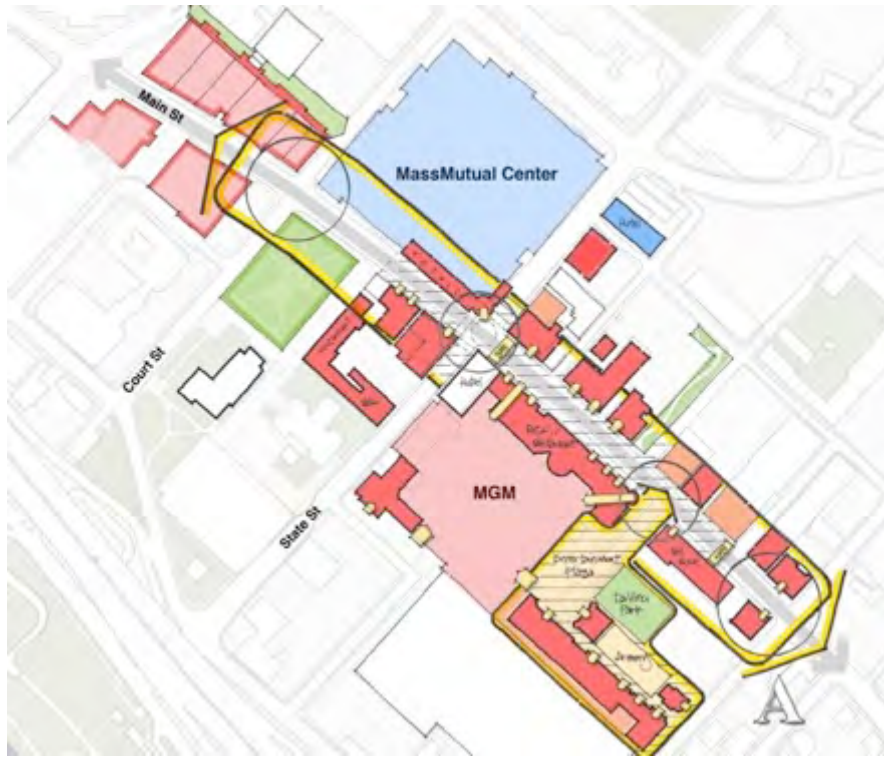
Though initially viewed separately and assessed as individual zones, the reality and true opportunity of the district lies in its comprehensive whole. The important adjacencies, overlap, and interplay between the zones offer a much richer, cohesive context in which to knit these various episodes, attractions and assets into one cohesive and diverse urban experience.

The resulting composite framework illustrates a “crescendo” of sorts, marrying all four areas together to form a rich urban tapestry of interconnected uses and experiences. In doing so, this entire district becomes an integral part to each zone. No longer is the focus solely on MGM, but rather how MGM is part of, contributing to, and integrated into the greater whole. The entire district could be thought of as the MGM experience just as the district is the Main Street retail/entertainment experience or the MMC convention experience. The overlap and synergies between them all creates a rich, interwoven, energized, dynamic and connected environment.

The important overlap and interconnectedness of this approach helps reaffirm the area as one cohesive, dynamic district that provides identity, shared assets, and enhanced value to generate, promote and lead public and private investment throughout. It also serves as the baseline for conceptual advancement.



### III. FRAMEWORK VISION AND CONCEPTUAL DIRECTIONS



#### Main Street aLIVE

Springfield's Downtown Experience

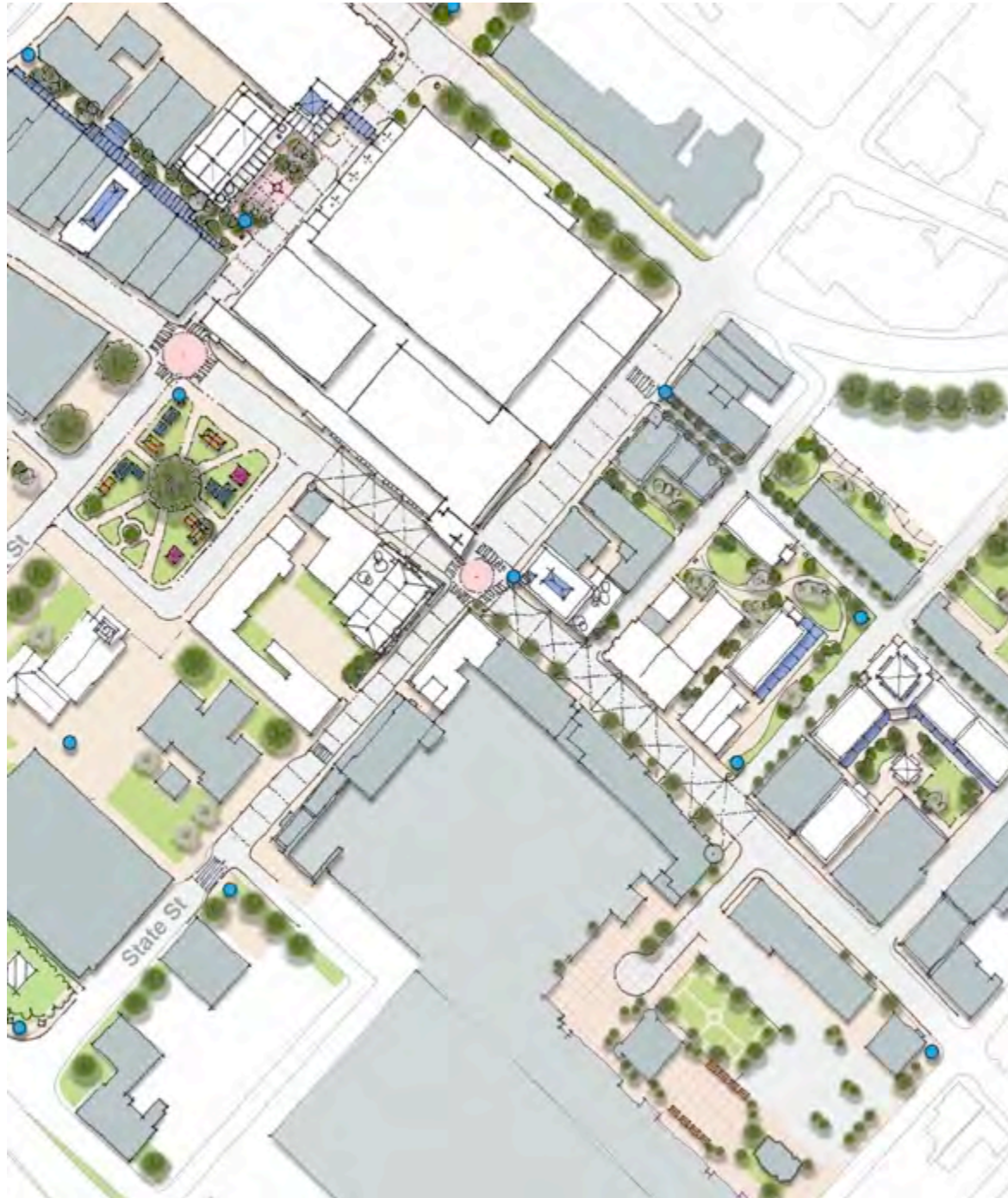
**Main Street aLIVE** envisions a redefined, cohesive, vibrant corridor from Harrison St. to Union St. with infill retail, restaurants and entertainment uses that reenergize the ground floor environment and leverage and expand the energy of MGM and area assets throughout. Additional public enhancements will unify and reinvigorate the Main Street Corridor to once again serve as the central organizing spine and primary pedestrian experience from which one can experience the various episodes and attractions of the District. To help ensure consistent and coordinated ground floor activation, the City desires a “curated” approach, whereby the corridor and collective tenant spaces/uses could be strategically organized, managed and operated as a whole to foster a seamless and diverse pedestrian retail experience. The City's use of the zoning overlay together with district wide management strategies in collaboration with landlords will help advance this approach.

#### The State St. and Main St. Gateway

Rare development opportunities at all four corners of State St. and Main St. allow the City to rethink this prime intersection as a signature gateway, portal and near term initiative as an important first phase for a variety of uses:

- 113 State St. currently in foreclosure; potential renovation and/or redevelopment into a new mixed use development with ground floor activation; addition of 1163 Main St. would allow larger redevelopment site
- 101 State St: currently owned by MGM: in design and feasibility assessment as a 123 room boutique hotel with ground floor restaurant and retail which further complements and enhance the District and offerings
- 1212 Main St: underutilized corner can become prime renovation with possible addition, or redevelopment as mixed use with ground floor activation for synergies with Main St, 101 State renovation and 31 Elm Street renovation
- MMC South: near term renovation at MMC to convert south exit into major new entry, allowing better access and flow between MMC, the Main Street Corridor and MGM; longer term addition signature entry with possible ground floor retail space





**Corridor Reuse, Re-tenanting, Redevelopment / Infill**  
 additional redevelopment opportunities along Main Street  
 Corridor exist:

- 1155 Main St. (Colonial Bldg.) currently in foreclosure: prime historic renovation for private sector mixed use development with ground floor activation
- 1111-1127 Main St.; three structures with vacant ground floors formerly restaurants, taverns and retail space are ideal for near term activation and longer term renovation; prime outdoor space and adjacency to City greenway along Cross St.
- Shean Building: as a potential reuse/redevelopment the site is critical to enhancing a key intersection/gateway and overlap of MGM and MMC; the City should pursue due diligence to facilitate development
- 1242 Main St: contributing historic building which would improve the area across from MMC with new active ground floor uses
- 1248 Main St: a key corner site to Court Square, the building recently sold in 2020 with new owners planning renovations and re-tenanting of the ground floor with retail and residential apartments above; together with 31 Elm, and reactivated Shean and 1242 Main, the combined effect would create a significant cluster of new mixed use development and ground floor activation to enliven a key District intersection and important corner to Court Square

**Current Encouraged, Active Uses:** while gaps and vacancies exist there are positive uses and development that is contributing to the overall vitality of Main Street. The City should continue to leverage, promote and support where needed the vibrancy and livelihood of these tenants and spaces:

- MGM casino, Chandler Steakhouse, Costa, The Salon, Hannoush, MGM Hotel, Red Rose Pizzeria, Wahlburgers, South End Marketplace, TAPs
- 1402 – 1319 Main St (Chart Organization blocks) and the Shops at Marketplace





## Court Square Center For the Arts

### Downtown's Renewed Civic Heart and Destination Space

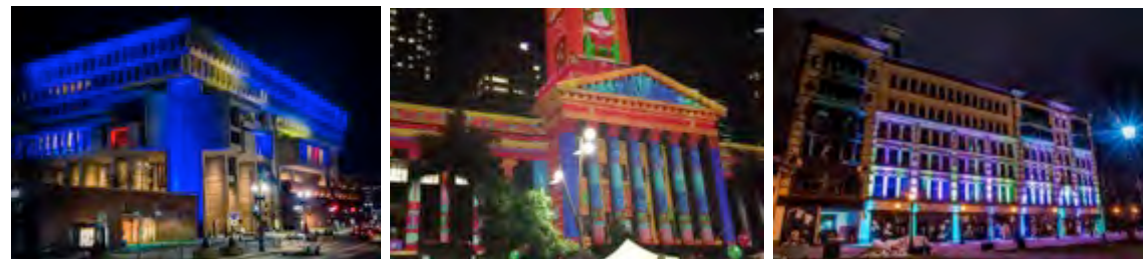
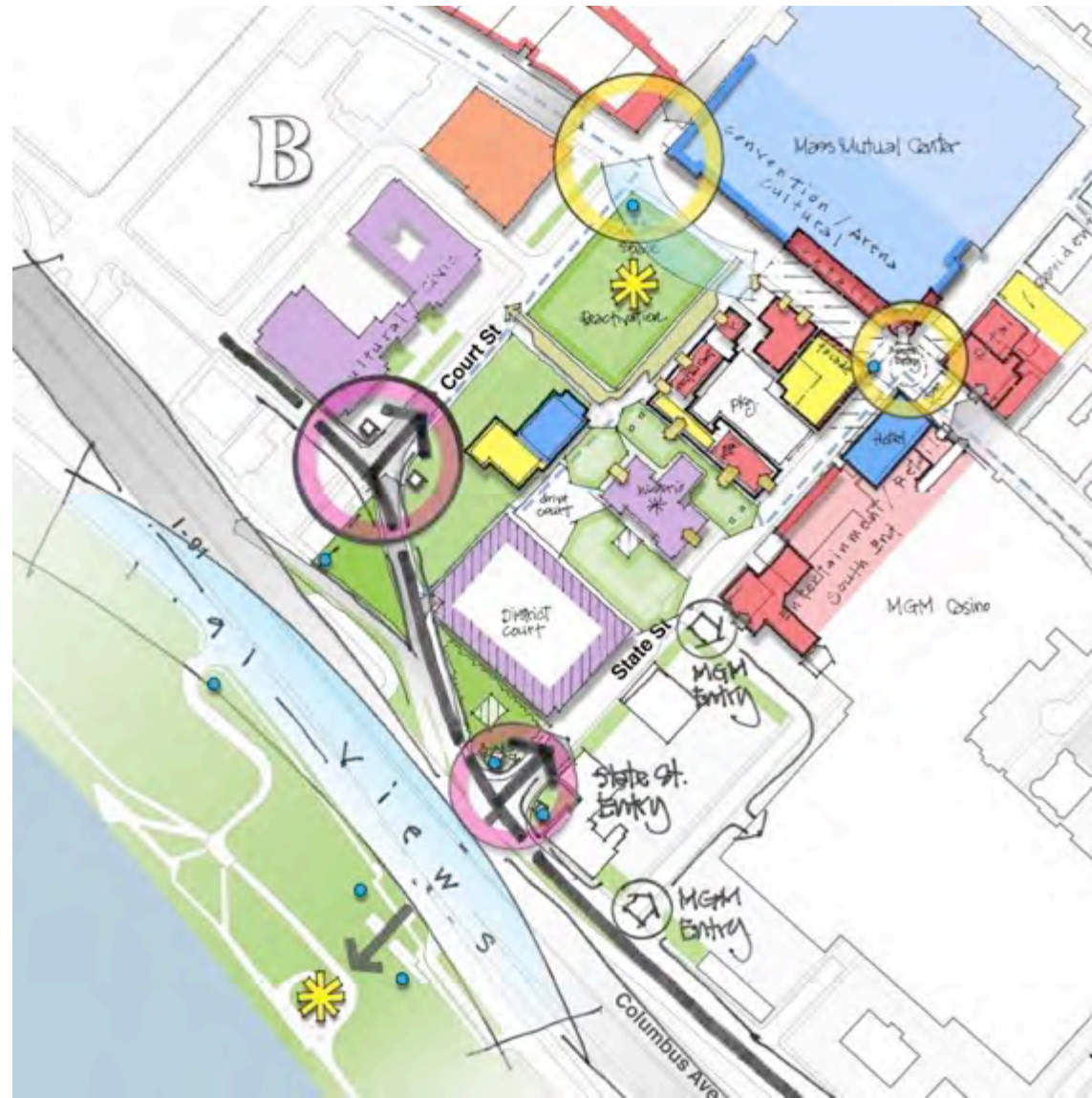
**Court Square** is rich with potential, given its importance and foundational role to Springfield, its physical space serving as an important “arrival and gateway” to downtown, civic gathering space, and natural amenity, its rich and diverse architecture chronicles Springfield’s growth as a City and now its important role as the centerpiece to a transforming the District and downtown.

### A Redefined Court Square

Rethinking Court Square in a broader context allows it to truly function as the linchpin between the distinct downtown anchors, both physically as an enhanced landscape park and spatial connector, and programmatically as a functional amenity that serves and participates in the overlapping uses and anchors surrounding the space. Court Square is also defined by the buildings surrounding it which provide a rich canvas on which to create an altogether new experience to enliven the edges while maintaining the historic core.

### Court Square as a Destination Attraction

The “Court Square Center for the Arts” concept revolves around the whole space becoming a destination attraction, with regular “events”, that would provide new activation and attract visitors into downtown. The simple illumination of key buildings and historic features of Court Square, programmed to regularly set times and even seasonally could bring a entirely new purpose and meaning to Court Square. Advances in lighting technology and 3-D mapping would enable the surrounding architecture to become a canvas and feature event for the city, much other Cities have done on significant structures. Building on the energy and activity of MGM’s entertainment plaza, Court Square would be renewed as the civic heart, new destination space, and feature attraction at the City’s front door.





### **New Landscape / Streetscape Plan and Activation**

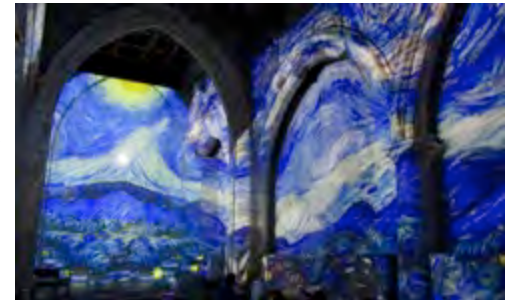
Court Square is rich with an abundance of historic features, mature landscape, fountains, memorials, and structures. However the space remains static and underutilized. New planning should look at ways to integrate the historic character with a new design for landscape, hardscape, and programmatic uses. An “overlay” approach would seek to preserve the formal, historic features, while offering:

- New landscape arrangements that integrate mature trees and monuments with a new layout, planting beds, lighting and natural features while addressing and reinforcing dead zones, weak edges and lost interstitial spaces
- More pedestrian oriented features through inviting, usable lawn areas, benches, special lighting and display areas to reactivate the space, including potential for outdoor exhibits, markets, or even occasional usage by MMC for outdoor convention/conference exhibits or functions
- Alternative pathways, pedestrian routes and street crosswalks that more directly respond to and connect the primary uses and anchors both in and around Court Square, including restored / redefined connections to the Riverfront, State St./MGM, Symphony Hall/City Hall and MMC

### **Old First Church Cultural Events Center**

As the historic centerpiece to Court Square and a transforming downtown district, Old First Church should be reactivated with new purpose that reinforces the District as well. With the historic main space of the church and three story building behind, the Similar to the Park Ave Armory in New York or the Epiphany Center for the Arts in Chicago, Old First Church has great potential to serve as:

- A new “center for the arts” as an extension of the downtown cultural experience filling a void for unconventional performing and visual arts in an intimate and historic space
- A unique events center for the City and residents for special civic functions, dinners, services, weddings/ceremonies and community gatherings
- An extension of MMC as a special use space for presentations/ lectures, meetings, break out space, social events, and dinners





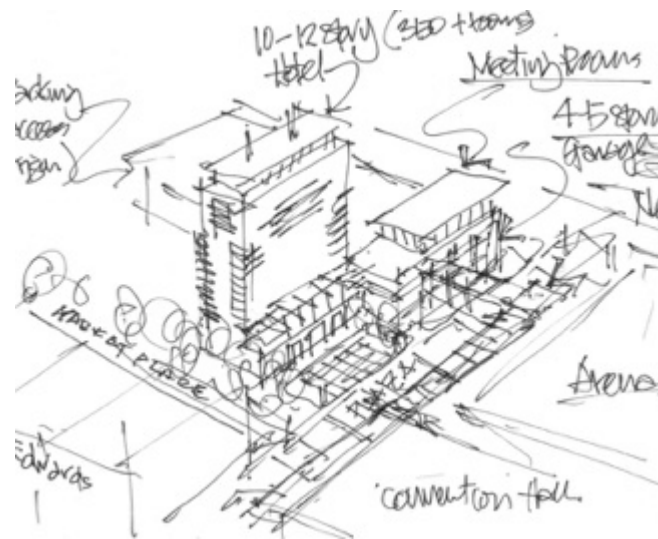
## MassMutual Center District Leveraging Downtown's Comprehensive Convention Offerings

The area to the north of MMC along Bruce Landon Way offers perhaps the best opportunity to re-envision and enhance the conference and arena facilities, solve for current deficiencies and create an all new, experience for visitors. As part of a convention center expansion concept, the sites, streets and existing buildings and uses can all become part of a much more comprehensive convention and arena event experience.

### Convention Center "Annex"

The redevelopment of sites north of MMC (current surface lot and Civic Center Garage) with a new parking structure, convention hotel, expanded meeting rooms and break out space, ground-floor retail, restaurants and bars, potential upper floor uses, terraces and overlooks, and new landscape/streetscape enhancements would greatly enliven this prime area at the front door of MMC. Direct connections through an upper level bridge would unify all the uses into a comprehensive convention complex and "package" that revives area competitors and solves for MMC's needs.

Not unlike the streets around Fenway or Wrigley Field, the potential to now reimagine Bruce Landon Way as a unique pregame, preshow, or pre-function space for conference and arena events would bring new excitement, purpose and greatly enhanced experience for visitors.



### Potential Convention / Conference Hotel

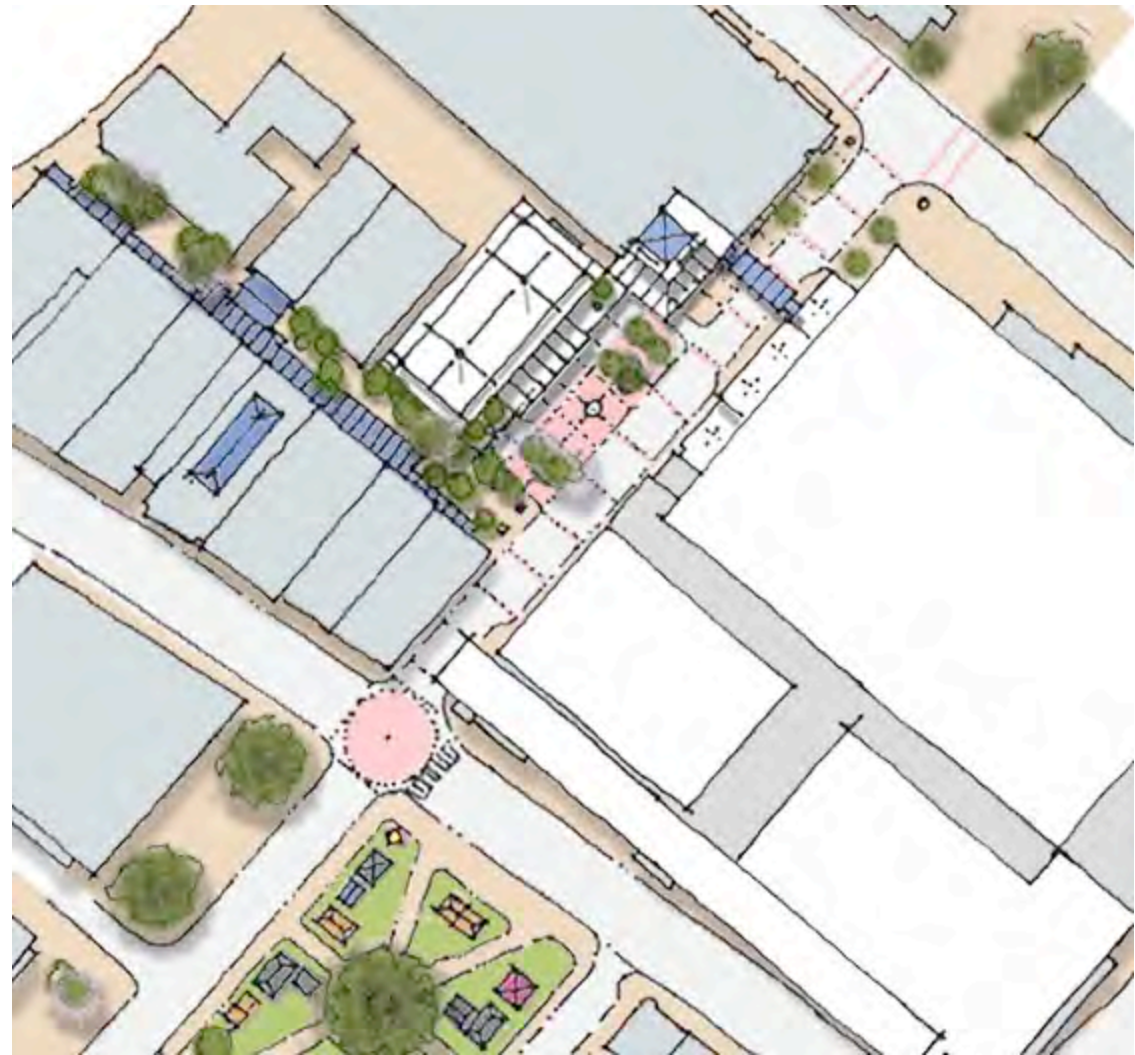
The parking lot site of south of the Civic Center garage can be efficiently configured to house a new convention/ conference hotel and directly connect to MMC and a new civic center garage. Additional space could be dedicated with the complex and/or in conjunction with adjacent garage to house new meeting rooms and breakout space. A significant set back for the hotel would allow for a gracious forecourt plaza, drop off area and event space as part of the pregame activities during street closure. Further this new plaza would expand the City’s network of public spaces and serve as a fitting entry/terminus to the Shops at Marketplace and unique activity space to the Bruce Landon Way experience.

### Civic Center Garage and Retail

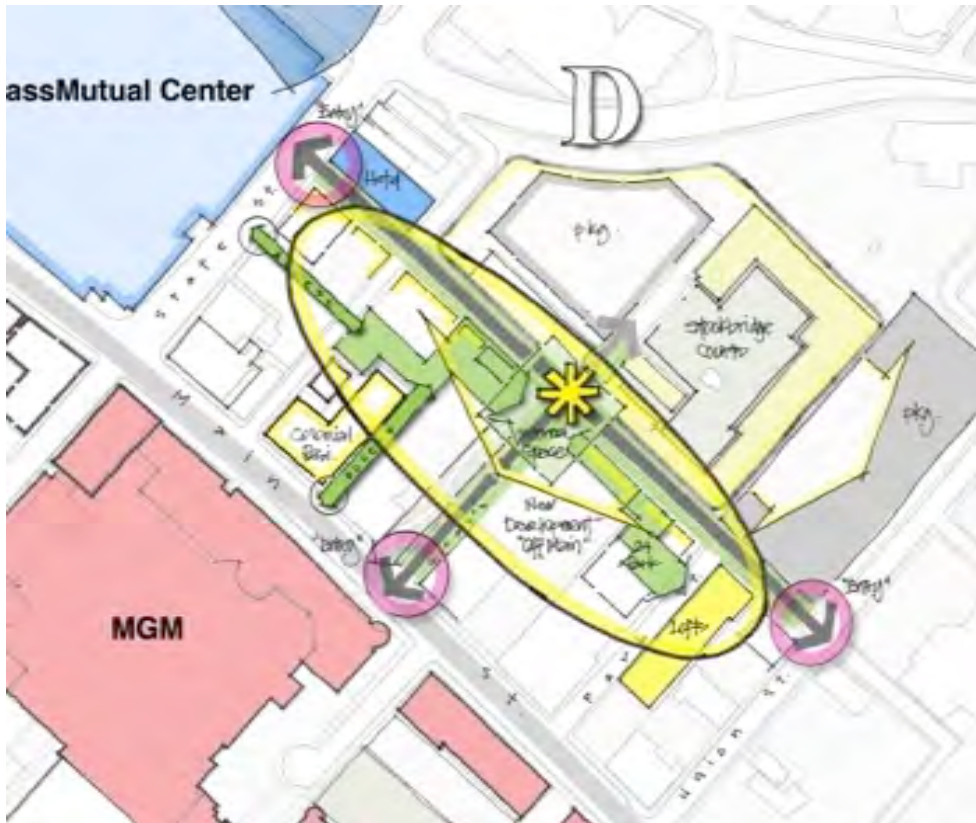
As a primary corner and District entry from Dwight, this site is ideally located next to MMC, adjacent to the newly renovated Pynchon park, at the foothills to the Quadrangle, and part of Bruce Landon way. Now under MCCA’s ownership who is tasked with the garage replacement, the site can accommodate ground floor retail activation on Bruce Landon Way and Dwight, with potential for a building setback to allow outdoor dining, more landscape and related activity space. Access to the garage should be limited if not eliminated along Bruce Landon Way to minimize vehicular conflicts in this new, pedestrian oriented corridor.

### The “Cultural Corridor”

With a renovated Pynchon Park, revitalized connection to the Quadrangle museum campus, an expanded, comprehensive civic center complex, an activated and repurposed Bruce Landon Way, and a new arts and destination focused Court Square, the entire length of Court Street and Bruce Landon Way becomes a new “cultural corridor,” linking some of the City’s important civic and cultural anchors and attractions while giving new purpose, energy, and value to the street and District.







## Willow Street Collection

### Reuniting and Growing Springfield's Downtown Residential

As identified, the Willow Street Area between State St. and Union St. remains disconnected from Main St. and the surrounding area. Despite recent developments of MGM, the historic hotel renovation at State St. and the successful Stockbridge Courts residential project all immediately adjacent, the area lacks connectivity, attraction and activity due in large part to the chasm created by surface parking lots that make up the bulk of the land in between.

### Expanded and Enhanced Streetscape and Landscape

Near term enhancements should address the primary entries into the area at Main and Cross, State St. and Willow and Union St. and Willow St. as well as the intersection of Willow St. and Cross St. extending the family of District pylons/markers to demark and visually connect this new mixed-use zone. Streetscape and landscape improvements along Willow St. and Cross St. in the form of expanded parkways, consistent street trees and new lighting would greatly increase the attractiveness, visibility, unity, and flow through the zone. Longer term expansion of the City's park network and pedestrian greenways in the area either as public improvements by the City or as part of future private development would further promote this unique and special pedestrian zone and serve as natural amenities to mixed use, residential development.

### Integrated, Proximate Parking

In conjunction with the Springfield Parking Authority, the area should be fully assessed as to the current and longer-term needs parking driven by development and potential for a central parking structure. Combining a number of surface lots together would provide properly dimensioned sites for structured parking in a number of areas, which in turn unlocks greater value for redevelopment of the remaining, freed up land. Proximate, dedicate parking could be combined with mixed-use residential to screen structures. Properly conceived, new structures could be integrated or screened behind mixed-use residential buildings to create a more seamless development consistent with Stockbridge Courts and the historic buildings.



## Redevelopment

With area parking efficiently accommodated in new a structure, new multi-family and mixed use development can occur along Willow and Cross that build off of and expand the residential character of Stockbridge Courts and provide important active infill to further connect the sub zone back to the City.

New residential buildings of four to six stories would establish a consistency to area buildings including Stockbridge Courts with the ability in limited areas to increase density to a mid or even high rise level. The use of building setbacks, terraces/balconies and rooftops would further sculpt and amenitize the residential offerings and activate the upper levels. Emphasis on high quality landscape, small parks, courtyards, and interconnectivity between would allow the Willow Street Collection to evolve as a harmonious residential mixed use urban enclave unique to the city. Further, this program could more than double the residential units in the area while serving as a catalyst for future residential expansion into the South End.

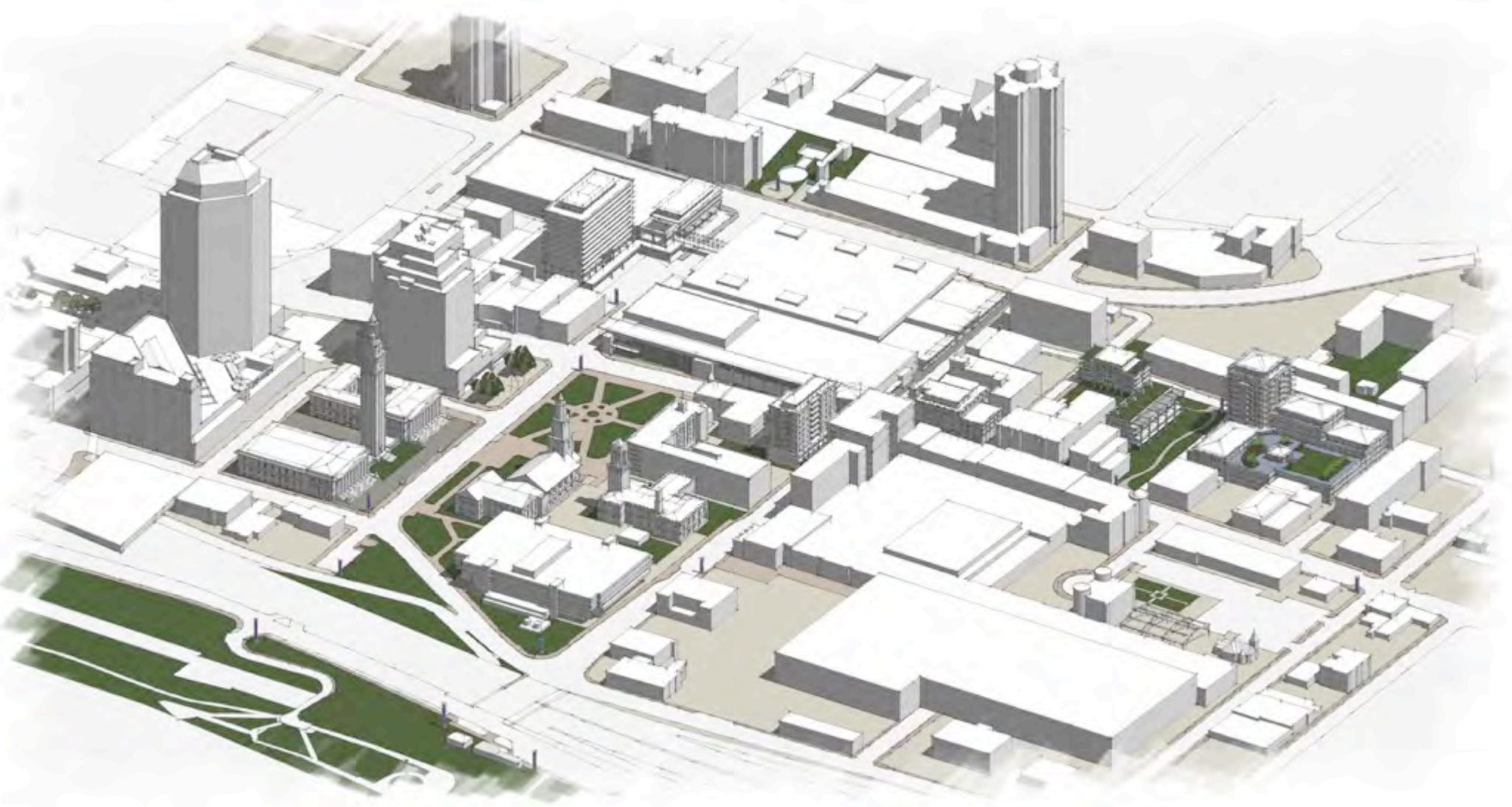




# The District Plan



District Conceptual Views



District Conceptual Views



District Conceptual Views



District Conceptual Views



# IV. STRATEGIC RECOMMENDATIONS



The District

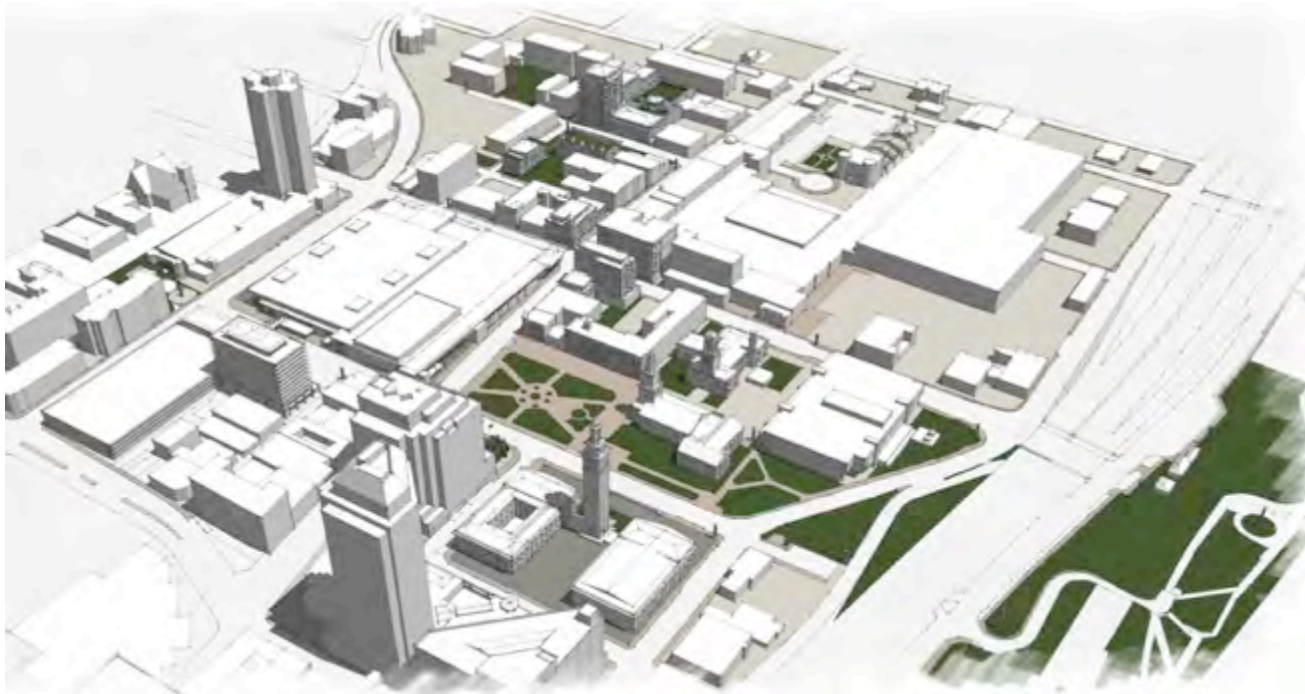
## District Strategies

### Overall Strategic Advancement

The Master Development Plan establishes a clear framework for creation of a new cohesive, revitalized and attractive District in the heart of downtown and around the District's major economic anchors, MGM and MMC. The Plan has assessed and articulated a range of diverse opportunities to help further bolster the creation of the District and frame key priorities towards implementation. These include the advancement of not only important property/building pursuits and related due diligence but also public realm and infrastructure enhancement planning, and further engagement and collaboration with key area anchors (MGM, MMC) and stakeholders to coordinate, encourage and advance ongoing projects into this unified approach to the District.

### District Unification

Advancement a *District Infrastructure and Unification Plan* which responds to the need to create a better defined, cohesive pedestrian experience, interconnectivity and flow between area assets/anchors, and consistent high quality enhanced public environment for new private development and investment:



- Streetscape, landscape and infrastructure improvements along primary edges, corridors, intersections and linkages/public spaces
- Comprehensive District identity and branding through pylons, signage, way finding, banner programs, and special programming
- Pursuit of funding for implementation through a range of Federal, State and local programs (MassDOT, MGC grants, DIF, others as identified in Appendix B)
- Detailed exploration of DIF district: feasibility, process, impacts/projections, potentials and outreach to further arm the City with key tools to implement public improvements and entice developer investment; specifically DIF funding could be a key source to the viability of District enhancements, centralized public parking garage(s), and critical acquisition of properties



## Sub Zone Strategies

### Overview

City advancement of specific detailed property assessments, initial due diligence, and viability studies as parcels become available for promotion, assistance, coordination and advancement to the private sector development and investment community:

- Continued parcel/building due diligence (additional critical and/or available sites identified in Plan), including facilities conditions assessments, building/site alternative development scenarios, magnitude cost for development and project specific market and economic analysis for viability and gap analysis
- Funding and incentives strategies for project specific needs and viability (sub district public improvements, new parcels/buildings redevelopment, end user incentives)
- Detailed Market and Economic Impact Study to better assess the local and regional market, trends, and growth potentials, while testing the District plan, program and strategic directions for refinement, overall validation and targeted solicitation
- Pursuit of District-wide “curation” strategy and expertise for comprehensive planning/programming, management and operations of ground floor uses and pedestrian environment; to be successful, this strategy requires a dedicated position/person or resource for continual oversight, monitoring, management and direction of the District for conformance to goals of the plan.



### Main Street aLIVE

- Key property assessment and/or landlord/stakeholder coordination and facilitation including foreclosed blocks, 1127 Main St., Shean Building, 1242 Main St., infill parcels, and Chart Organization buildings along Main St. corridor.
- Engagement with MGM, MCCA, and MMC on near term south entry and activation along Main St. at State St.
- Continued interface/engagement with ongoing projects and area stakeholders including 101 State St. boutique hotel redevelopment and 1248 Main St. renovation to ensure and assist project conformity to District objectives
- Pursuit of immediate improvements to initially reactivate the corridor including coordination with MGM on Main St. storefront/door activation and City installation of street canopy lighting over Main St. from State St. to Howard St. and longer term to Union St.
- Explore expansion of the Business Improvement District (BID) to Union St. and/or new Main Street management expertise



## Sub Zone Strategies

### Court Square Center for the Arts

- Pursue new detailed *Court Square Park Improvements and Reactivation Plan* based on opportunities, needs, and directions identified herein
- Advance coordination of the *Old First Church Feasibility Study* to creatively assess design potentials, constraints, new directions for alignment with the District plan
- Continued interface/engagement with ongoing projects area stakeholders including 31 Elm St. redevelopment and 1248 Main St. renovation to ensure and assist project conformity to District plan

### MassMutual Center District

- Conduct Convention Center “charrette” with MCCA, MMC, MGM, area hoteliers, businesses and key stakeholders to reaffirm needs, test potentials and advance viable strategies to reposition the convention center within the District plan as a critical anchor and economic engine
- Advancement of detailed *Convention Center Repositioning Study* in conjunction with CVB, MCCA, and MGM to assess market, new growth potentials, facility planning and operational enhancements
- Establish regular engagement MCCA/MMC to collaborate on and advance civic center garage design and new south convention center entry to ensure conformity with District plan / potentials
- Pursue stakeholder interface and related due diligence for potential convention expansion into adjacent properties and/or reuse of existing buildings
- Engage with MCCA on potential funding sources for planning and implementation

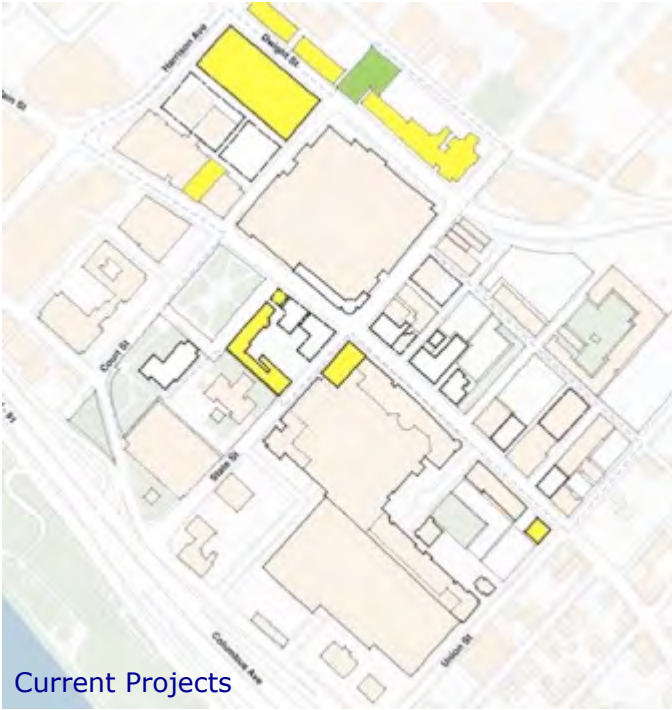


### Willow Street Collection

- From proposed *District Infrastructure and Unification Plan*, pursue near term implementation of enhancements along Willow St and Cross St.
- Complete District parking study and plan with SPA aligned with District plan to determine preferred parking solutions and key steps to implement
- Advance stakeholder engagement and input on longer term potentials as mixed use redevelopment and consolidation of parking
- Pursue Civic and Business leadership outreach to explore civically-sponsored residential redevelopment initiative to assist with project leadership, advocacy, and end-user program (e.g. employee housing assistance programs)







Current Projects

### Potential Sequence

The implementation of the District plan will involve a logical sequence of steps over the next decade plus that will continue to evolve in response to the market, site/parcel availability, funding, and overall momentum. Much like the process with MGM, the City plays an important ongoing role as a “master developer” of sorts to guide these steps, build interest, secure investment and ensure implementation in conformity to the Plan. The following suggests initial near-term, mid-term and long-term steps beginning with continued engagement and implementation of projects underway which are important first steps to changing/reestablishing a positive environment for subsequent investment. The near-term Step 1 is the likewise important first phase catalyst to help further jump-start development, and public and private investment. These steps will evolve and shift in response to area opportunities, needs and strategic adjustments by the City.

### Current District Projects and City Coordination / Facilitation

Currently, the amount of ongoing projects in the District represent a significant initial phase that done properly will add to the broader district appeal and opportunity. The City should continue its positive leadership and facilitation role to ensure successful implementation and integration. These projects currently include 31 Elm St., MCCA Civic Center Garage, Skyview, 101 State St., Chart Organization property renovations, and 1248 Main St.

### STEP 1 (Near Term, through Year 3)

The near-term strategy project are perhaps the most critical in creating the proper character, excitement, value enhancement, and critical investment to spur interest and expansion; these steps also build on the Plan and advance important implementation initiatives/studies to assist subsequent steps:

- Main St. property coordination, assessment and development facilitation
- Developer identification, outreach, solicitation(s) and implementation
- District-wide enhancements, streetscape / landscape planning, and initial phase implementation
- Convention Center South entry and Main St. activation
- Convention Center planning, repositioning and implementation
- Court Square and Old First Church design/feasibility study, implementation strategy, solicitation
- District parking assessment, planning and implementation strategies
- Additional site control/acquisition as/if available



STEP 1

## STEP 2 (Mid Term, through Year 5)

- Additional site identification, due diligence assistant and developer facilitation as/if they advance or become available (Main St. infill sites, 1127 Main St. blocks, 24 Park St.) and additional Main Street redevelopment
- Coordination with MCCA/MMC for permanent South entry and reactivation of MMC Main St. edge
- Coordination with MCCA/MMC for potential MMC convention hotel, meeting space expansion and MMC district enhancements
- Additional phase streetscape, landscape, linkages
- Continue District parking plan strategy

## Potential Future STEPS (Long Term)

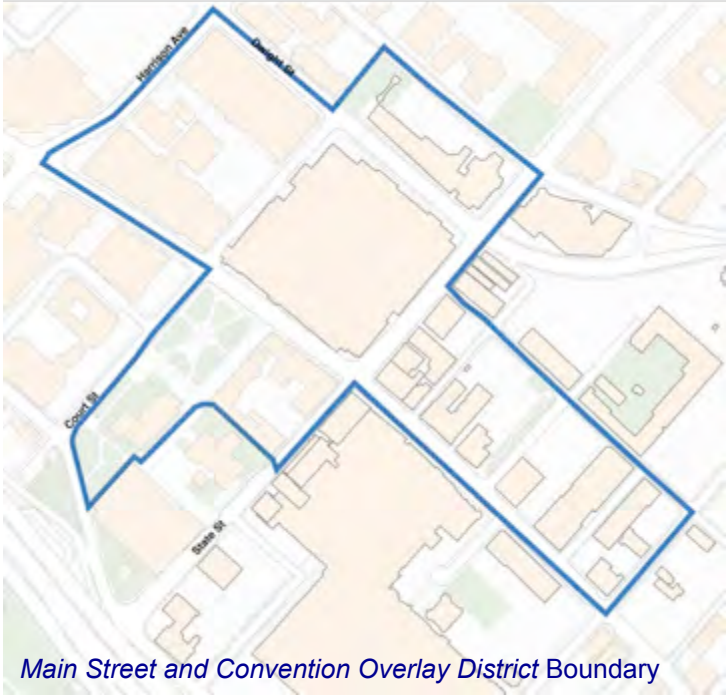
Longer term future steps are difficult to predict though the successful implementation of Steps 1 and 2 will enhance value surrounding areas, and likely spur additional opportunities for reuse, redevelopment and activation.

- Continued coordination, facilitation of new private development within the District
- Continue District parking and potential new parking structure in central location to serve District development
- Remaining district enhancements including additional internal streetscape enhancements, open space linkages and amenities in Willow Street Collection
- Potential for civic / business leadership participation in residential Initiative

## Potential Immediate “Quick Wins”

- Main Street canopy lighting, district corridor banner program (Main, Court St/Bruce Landon Way, other)
- Continuation of MGM programming and events





Main Street and Convention Overlay District Boundary

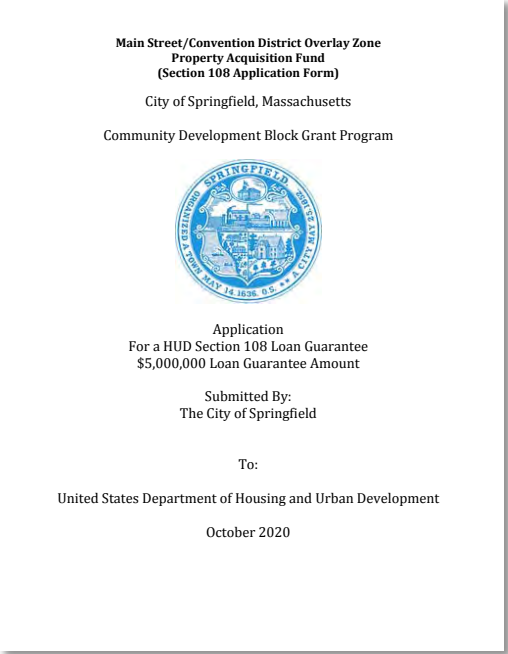
**Zoning Overlay Coordination**

As referenced, the Plan works in concert with a new zoning overlay. The *Main Street and Convention Overlay District* (Appendix A) is intended to better align the goals, objectives and policies of the underlying zoning with those of the Master Development Plan as they relate to development and redevelopment of the land area and land uses in a defined geographic area within the District. The overlay boundaries generally respond to areas of need and opportunities of the District, including the east side of the Main Street Corridor abutting MGM, the area encompassing MMC, and key potentials of the redefined Court Square area. Together with the Plan, the overlay district seeks to bolster the pedestrian environment, development opportunities, and overall viability of projects through an emphasis on activities and amenities at the street level. The zoning overlay shall permit, encourage and facilitate the coordinated development of complementary land uses and activities within the overlay area which are intended to attract residents, visitors and employers to the area.

**Development Tools / Incentives / Grants Coordination**

As a third component of the master development strategy, various District incentives will be pursued specific to each project and initiative that seeks to leverage a range of economic funds through all phases of development, to ultimately “close the financial gap” and entice development. An initial outline of the programs under consideration is included in Appendix C:

- City assessment of current development opportunities suggests inviability without significant economic assistance
- Exploring a range of economic tools including Federal, State and Local grants, loans and other incentives programs to bring to the District
- Considering options across entire development process from:
  - the continuing strategic planning, control and implementation efforts;
  - to infrastructure/public realm enhancements that improve overall value and attract development/investment;
  - to owner/developer/investor assistance to augment and leverage private investment (“vertical development“)
  - to tenant / end user programs and aid
- Current strategies include use of the City’s HUD Section 108 loan guarantee to assist potential acquisition of properties



---

## Implementation and City Coordination

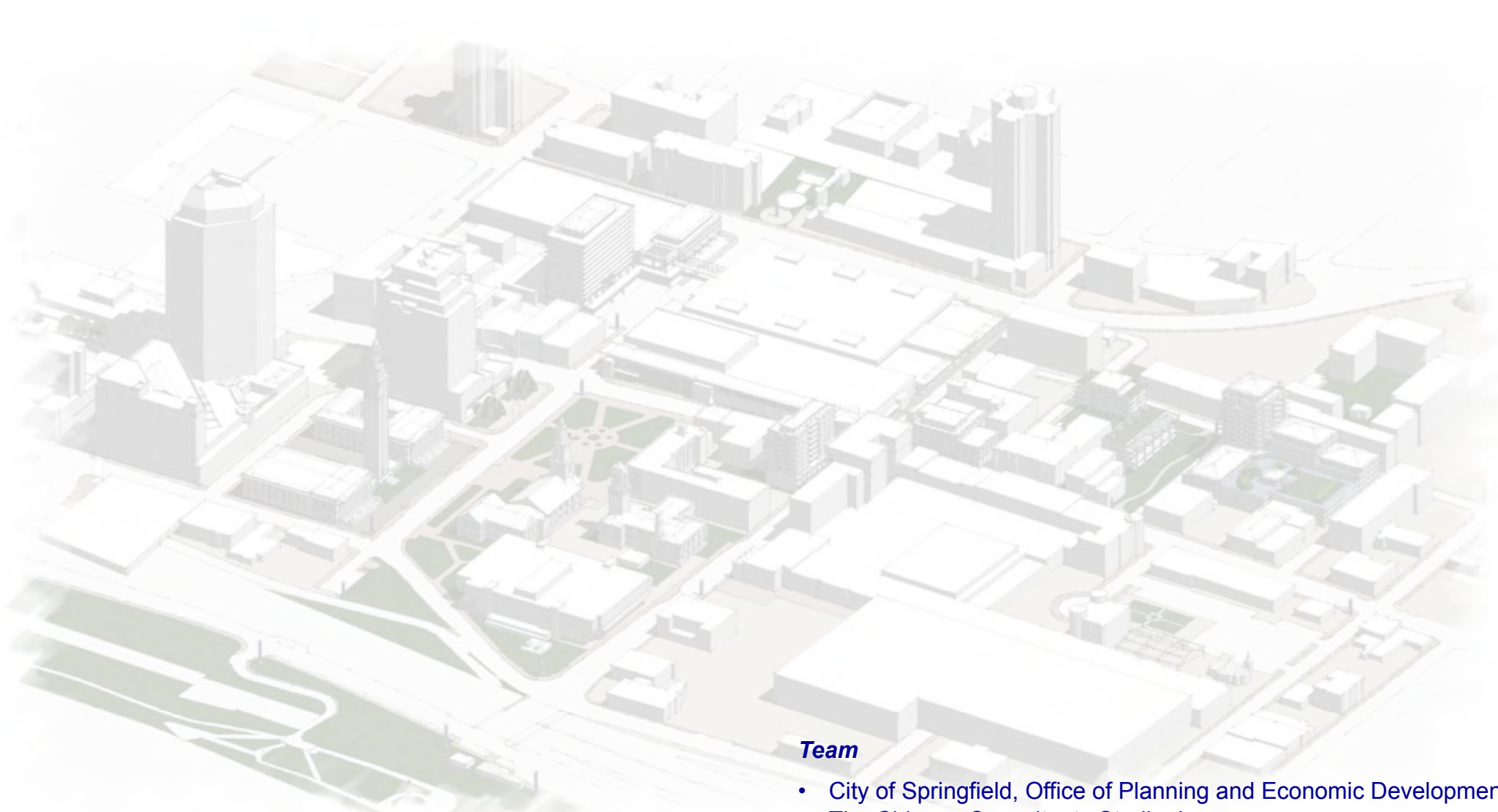
This new District surrounding MGM and MMC though experiencing decline due to real estate conditions, remains very fertile with development potential particularly as area real estate begins to realign to the true market. This Master Development Plan advances a Phase One initiative of the Implementation Blueprint through the creation of an organizing, well-defined downtown District in response to these needs and opportunities. The Plan serves as a guide to near term projects essential to help stimulate development as well as a framework to drive future potentials. As articulated in the 2018 Implementation Blueprint, this Phase One plan and subsequent implementation efforts will necessarily evolve and advance over time in response to changing conditions and into a range of new projects or initiatives for the pursuit by the City, developers, investors or collaborations between the two.

For the Plan to be successful, the City must take an active and leading role in its execution. As such, all new projects within the District will first require a preliminary review and coordination with the City's Office of Planning and Economic Development through the Chief Development Officer. Projects that meet the overall objectives articulated here and in the overlay zoning will advance. The City's role will be to help coordinate and facilitate developers and investors in the process and in conformity to the plan to realize the overarching objective for a vibrant, successful downtown district.

The success of the advancement and implementation of the Plan and ultimately the District, also requires a proactive City team member to continually monitor, promote and direct development in the District as the coordinating and "keeper" of the vision. As part of the implementation process, the City will assign and/or establish this District city leadership role.

Additionally, the Plan requires the continued commitment of MGM to its important obligations in the HCA that provide critical programming and activation of their assets, MMC, Symphony Hall and related impacts. For MGM, the City's Phase One efforts to stimulate and lead redevelopment around the casino should further enhance the MGM experience and success by providing an energized, vibrant downtown environment and focused District in which to reside.





**Team**

- City of Springfield, Office of Planning and Economic Development
- The Chicago Consultants Studio, Inc.
- Consultant Team:
  - The Innovation Group
  - Appleton Corporation
  - Caolo & Bieniek Associates, Inc.
  - RKG Associates, Inc.

**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT C: 2022 Area Context Photos**



Key Intersection: 113 State St., 101 State St., Shean Building



Shean Building



101 Stete St. Scaffolding









113 State St.





1127 Main St.



1021 Main St.



24 Park St.





934 Main St.



55 State St.

**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT D: Foreclosed Blocks Conditions Report**

# CITY OF SPRINGFIELD BUILDING EVALUATIONS

**113 State Street**  
**1155 Main Street**  
**11-21 Stockbridge Street**  
Springfield, MA 01105

*October 7, 2020 Revised*



***The Chicago Consultants Studio, Inc.***  
*19 S. LaSalle St., Suite 803*  
*Chicago, IL 60603*

***Caolo & Bieniek Associates, Inc.***  
*521 East Street, Suite 3*  
*Chicopee, MA 01020*

***Johnson Structural Engineering, Inc.***  
*101 Huntoon Memorial Highway*  
*Rochdale, MA 01542*

***Robert W. Hall Consulting Engineers, Inc.***  
*540 Meadow Street Extension*  
*Agawam, MA 01001*

***A M Fogarty & Associate, Inc.***  
*175 Derby Street, Suite 5*  
*Hingham, MA 02043*



**TABLE OF CONTENTS**

|   |                 |
|---|-----------------|
| <b>1. INTRODUCTION</b>                                      | <b>1 PAGE</b>   |
| <b>2. LOCUS PLAN</b>  | <b>1 PAGE</b>   |
| <b>3. EXECUTIVE SUMMARY</b>                                 | <b>5 PAGES</b>  |
| <b>4. CODE COMPLIANCE</b>                                   | <b>2 PAGES</b>  |
| <b>5. ACKNOWLEDGEMENTS</b>                                  | <b>1 PAGE</b>   |
| <b>6. BUILDING ASSESSMENTS</b>                              |                 |
| - 113 STATE STREET  | 24 PAGES        |
| - 1155 MAIN STREET  | 24 PAGES        |
| - 11 – 21 STOCKBRIDGE STREET                                | 16 PAGES        |
| <b>7. CONCEPTUAL BUDGET SUMMARY:</b>                        | <b>2 Pages</b>  |
| <b>8. STRUCTURAL ENGINEERS REPORT</b>                       | <b>22 PAGES</b> |
| <b>9. FIRE PROTECTION, MECHANICAL AND ELECTRICAL REPORT</b> | <b>31 PAGES</b> |
| <b>10. CITY OF SPRINGFIELD COMMERCIAL PROPERTY CARDS</b>    |                 |
| A. 113 STATE STREET   | 5 PAGES         |
| B. 1155 MAIN STREET   | 5 PAGES         |
| C. 11 – 21 STOCKBRIDGE STREET                               | 4 PAGES         |
| <b>11. CONCEPTUAL BUDGET ESTIMATES</b>                      | <b>27 PAGES</b> |

**END OF TABLE OF CONTENTS**





## INTRODUCTION

The Caolo & Bieniek Associates, Inc. (CBA) team was engaged by The Chicago Consultants Studio, Inc. to evaluate three private properties on behalf of the City of Springfield. These properties include and are located at:

- 113 State Street
- 1155 Main Street
- 11 – 21 Stockbridge Street

It is the CBA team's understanding that the City's interest in the properties is for possible use by municipal departments and to continue the redevelopment of the downtown area. Ownership of the properties will also allow the City to ensure that future uses of each building fits with the urban planning and the redevelopment of the district through future deed restrictions.

The intent of the evaluation was to provide the City of Springfield an understanding of the present condition of the properties, as well as estimated budget costs to make necessary improvements for continued use of the buildings. On August 31, 2020 and September 7, 2020, the CBA team performed site inspections of the three properties. The building assessment included evaluation by the following disciplines:

- Architecture
- Structural Engineering
- Fire Protection Engineering
- Cost Estimating
- Mechanical Engineering
- Electrical Engineering
- Plumbing Engineering

To further evaluate the potential future use of each property, the CBA team provided Massachusetts code improvements that may be required for building renovation projects. Without the actual occupancy "use" of space as defined by the MA State Building Code, the total area of each building to be renovated and a set renovation budget known at this time, the CBA team used similar "use" types for each building to provide code reviews. The code reviews within the report summarize the major areas of non-compliance in order to provide budget estimates for listed improvements. The level of code compliance and general building improvements are broken down as defined by the International Existing Building Code 2015 Chapter 4 and MA State Building Code 780 CMR amendments and are as follows:

1. **Repairs or Building:** Maintenance: Patching, repairs or the replacement of damaged materials for the purpose of maintenance.
2. **Level II:** where alteration & reconfiguration are less than 50% of the building area.
3. **Level III:** where alteration & reconfiguration exceeds 50% of the building area.
4. **Change of Use:** the change of use classification from the previously permitted Use and Occupancy of the building to another use.



LOCUS PLAN



113 State St.  
Springfield, MA



11-21 Stockbridge St.  
Springfield, MA



1155 Main St.  
Springfield, MA



## EXECUTIVE SUMMARY

The Caolo & Bieniek Associates, Inc. (CBA) team was engaged by The Chicago Consultants Studio, Inc. to evaluate the buildings at 113 State Street, 1155 Main Street and 11-21 Stockbridge Street on behalf of the City of Springfield. The intent of the evaluation was to provide the City of Springfield with the following:

1. An understanding of the present physical condition of each building.
2. Recommended repairs & renovations for building maintenance & stabilization under the current use.
3. Possible code compliance requirements during renovations.
4. Budget estimating for maintenance and/or code compliance renovations.

Each building assessment included evaluation by the following disciplines:

- Architecture
- Structural Engineering
- Fire Protection Engineering
- Cost Estimating
- Mechanical Engineering
- Electrical Engineering
- Plumbing Engineering

The following is a summary of the maintenance work, code compliance renovations and budget costs that the team identified during the inspection. These items are from visual observations and experience working with similar projects. Additional renovations are likely when further investigation could be performed and when the Use and Occupancy of each facility is confirmed.

### **113 State Street - Building Maintenance and Stabilization:**

The CBA team recommends the following renovation work for repairs and maintenance to avoid further deterioration and for life safety improvements. These recommendations are to stabilize the present facility and do not address code improvements that would be required in Level II or III renovation projects. These recommendations include:

1. Replacement of the roofing system, roof insulation and the installation of additional roof drains.
2. Removal of obsolete HVAC equipment, wiring and piping.
3. Bracing of the masonry parapet walls required as part of a roof replacement project.
4. Repointing of approximately 25% of the exterior brick and stone walls.
5. Replacement of the stucco wall exterior material at the penthouse & elevator tower.
6. Replacement of the exterior grade plywood sheathing around the skylight roof curb.
7. Structural repairs to the steel supports at the precast concrete panels between the windows.
8. Replacement and painting of steel window lintels.
9. Repair, replacement and repointing of approximately 25% of the basement brick walls.
10. Upgrade/replacement of the elevator controller.
11. Floor leveling & framing reinforcement of sagging floors at the stair & elevator tower.
12. Correction of boiler & water heater venting and use of non-approved materials.
13. Replacement of rooftop HVAC unit disconnects due to corrosion.
14. Clock Tower restoration & structural work.

The estimated value to complete this work is \$2,821,158.00. This cost breakdown to \$78.89 per square foot.



Refer to the Building Assessment and Conceptual Budget Estimates sections of this report for additional information.

**113 State Street - Building Code Upgrades:**

The following is a summary of code compliance upgrades that would be required by the Commonwealth of MA when any renovation project, other than a Level I/Repair as defined by 780 CMR, is performed. The level of code compliance would depend on the level of the renovations, the percentage of the area being renovated, the value of the renovations vs. the overall value of the building and the Authority Having Jurisdiction's (AHJ) review of the life safety conditions. Code compliance renovations include the following:

1. Installation of a fully automatic fire protection system throughout the building per MGL 26G.
2. Add an Area of Refuge if a fully automatic fire protection system installation is not triggered (less than 50% of the area renovated).
3. Protection of combustible wood framing (floor joists) with noncombustible materials or the addition of fire protection heads at all locations.
4. Replacement of egress stair towers within separate and fully enclosed fire rated assemblies.
5. Redesign and relocation of stair towers to avoid obstructions and provide a clear path to the exit discharge.
6. MA Energy Code upgrades at the building roofing and wall systems.
7. Bracing of the unreinforced masonry parapet walls to the roof deck. (Also noted under the Building Maintenance and Stabilization Section)
8. Addition of over flow drains or scuppers at the roof.
9. Addition of an elevator recall system including elevator controls and fire detection at each level.
10. Replacement of elevator call stations, indicators, signage and audio system for accessibility.
11. Installation of a "Hands Free" elevator emergency call system.
12. Renovations to create accessible entrances and egresses at all exterior locations.
13. Addition of ramps at interior level changes on the first floor for accessibility.
14. Replacement of non-accessible door hardware.
15. Redesign of toilet rooms on floors 2 – 5 for accessibility.
16. Structural reinforcement to support the design load increase of 5% in any alteration project.
17. Structural reinforcement for seismic provisions of the MA Building Code.
18. Installation of masonry wall anchors to connect the roof structure.
19. Installation of 521 CMR & ADA compliant signage at all permanent rooms within the building.
20. Removal of condensate piping from electrical rooms.
21. Installation of additional illuminated exit signage at egress pathways.
22. Addition of egress lighting on the interior and exterior of the building that includes a backup power source.
23. Installation of an Emergency Radio Response system (BDA) system & connection to the Fire Department.

The estimated Construction Cost to complete the Maintenance/Stabilization and the Code update requirements is \$9,244,817.00. This cost breakdown to \$248.58 per square foot.

Refer to the Building Assessment and Conceptual Budget Estimates sections of this report for additional information the estimated Total Project Cost.

**BUILDING EVALUATIONS****1155 Main Street - Building Maintenance and Stabilization:**

The CBA team recommends the following renovation work for repairs and maintenance to avoid further deterioration and for life safety improvements. These recommendations are to stabilize the present facility and do not address code improvements that would be required in Level II or III renovation projects. These recommendations include:

1. Brick repair and repointing of approximately 10% of the exterior walls.
2. Replacement of older sprinkler heads and testing of the fire protection system throughout the building.
3. Replacement of all exterior window trim at twelve windows in the stucco walls.
4. Removal of the vines and vegetation on the exterior walls.
5. Reinforcement of the bowed masonry piers in the basement.
6. Boiler system repairs: replacement of non-approved venting materials & general servicing.
7. Repair of the heating system Water Source Loop leaks throughout the building & at the pumps.
8. Replacement of rooftop exhaust fans.
9. Cleaning of ductwork, filter and grilles.
10. Repair and/or replacement of damaged and nonfunctioning emergency light fixtures.
11. Addition of smoke detector in the basement for life safety and building protection.

The estimated value to complete this work is \$706,166.00. This cost breakdown to \$11.21 per square foot. Refer to the Building Assessment and Conceptual Budget Estimates sections of this report for additional information.

**Building Code Upgrades**

Based on the CBA team's visual inspection of the building and the anticipated reuse of the spaces by similar occupancies, the following are code compliance upgrades that would be required by the Commonwealth of MA. The level of code compliance would depend on the level of the renovations, the percentage of the area being renovated, the value of the renovations vs the overall value of the building and the Authority Having Jurisdiction's (AHJ) review of the life safety conditions. Code compliance renovations include the following:

1. Addition of an elevator recall system including elevator controls and fire detection at each level.
2. Installation of a "Hands Free" elevator emergency call system.
3. Seek a variance for the capacity within an elevator to fit a medical stretcher.
4. Addition of doors or a gate at egress stairs that continue to the basement.
5. Renovations to create a fire rated egress pathway from the northeast stair to the point of egress discharge.
6. Stair renovations to bring non-complaint stair risers, treads and handrails into compliance.
7. Create accessible entrances and egresses at all exterior doors.
8. Renovations to create accessible entrances and egresses at all exterior locations.
9. Replacement of non-accessible door hardware throughout the building.
10. Redesign of toilet rooms on floors 2 – 5 for accessibility.
11. Redesign of several tenant space entrance doors to provide accessible clearances.
12. Installation of 521 CMR & ADA compliant signage at all permeant rooms within the building.
13. Replacement of the northeast entrance/egress ramp.

**BUILDING EVALUATIONS**

14. Replace and increase size of the sanitary and storm water piping in the basement.
15. Installation of additional illuminated exit signage at egress pathways.
16. Addition of egress lighting on the interior and exterior of the building that includes a backup power source.
17. Installation of an Emergency Radio Response system (BDA) system & connection to the Fire Department.
18. Structural reinforcement to support the design load increase of 5% in any alteration project.
19. Installation of masonry wall anchors to connect the roof structure.
20. Structural reinforcement for seismic provisions of the MA Building Code.

The estimated Construction Cost to complete the Maintenance/Stabilization and the Code update requirements is \$8,974,043.00. This cost breakdown to \$137.00 per square foot.

Refer to the Building Assessment and Conceptual Budget Estimates sections of this report for additional information the estimated Total Project Cost.

**11-21 Stockbridge Street - Building Maintenance and Stabilization:**

The CBA team recommends the following renovation work for repairs and maintenance to avoid further deterioration and for life safety improvements. These recommendations are to stabilize the present facility and do not address code improvements that would be required in Level II or III renovation project. These recommendations include:

1. Brick repair and repointing of approximately 10% of the exterior walls.
2. Replacement of leaking plumbing sanitary lines in the basement.
3. Vegetation removal at the northwest elevation.
4. Repair of four masonry piers in the basement at the top of piers.
5. Add smoke detectors in the basement and at the electrical service panels.
6. Add electrical service outlets at the rooftop units.
7. Replacement of damaged concrete floor slabs in the basement.
8. Relocate storage shelving and other materials near electrical panels for code required 3' 0" clearance.

The estimated value to complete this work is \$154,802.00. This cost breakdown to \$23.84 per square foot. Refer to the Building Assessment and Conceptual Budget Estimates sections of this report for additional information.

**Building Code Upgrades**

Based on the CBA team's visual inspection of the building and the anticipated reuse of the spaces by similar occupancies, the following are code compliance upgrades that would be required by the Commonwealth of MA. The level of code compliance would depend on the level of the renovations, the percentage of the area being renovated, the value of the renovations vs the overall value of the building and the Authority Having Jurisdiction's (AHJ) review of the life safety conditions. Code compliance renovations include the following:



**BUILDING EVALUATIONS**

1. Construct a fire enclosed assembly around the egress stair tower.
2. Construct an interior fire rated stair tower within the building to replace the exterior fire escape.
3. Installation of a fully automatic fire protection system throughout the building per MGL 26G.
4. If less than 50% of the building is not renovated and a fully automatic fire suppression system is not installed, an Area of Refuge will be required on the second floor.
5. Modify the existing stair risers, nosings and handrails to be code complaint.
6. Install an elevator or Limited Use Elevator for public accessibility to the second floor.
7. Install a ramp at the rear first floor exit to create an accessible egress.
8. Replacement of non-accessible door hardware throughout the building.
9. Construct fully accessible male and female toilet rooms on both floors of the building.
10. Installation of 521 CMR & ADA compliant signage at all permanent rooms within the building.
11. Installation of additional illuminated exit signage at egress pathways.
12. Addition of egress lighting on the interior and exterior of the building that includes a backup power source.
13. Installation of an Emergency Radio Response system (BDA) system & connection to the Fire Department.
14. Install additional audio and visual fire alarm devices are required within the building to comply with Chapter 40 of 521 CMR.
15. Structural reinforcement to support the design load increase of 5% in any alteration project.
16. Installation of masonry wall anchors to connect the roof structure.
17. Structural reinforcement for seismic provisions of the MA Building Code.

The estimated Construction Cost to complete the Maintenance/Stabilization and the Code update requirements is \$1,909,126.00. This cost breakdown to \$282.68 per square foot.

Refer to the Building Assessment and Conceptual Budget Estimates sections of this report for additional information the estimated Total Project Cost.

**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT E: City Code Violations / Demo Matrix**



|             |                 |                                  |                        |               |               |  |   |
|-------------|-----------------|----------------------------------|------------------------|---------------|---------------|--|---|
| Enforcement | 14ENFCP00011BLD | Enforcement - Building Complaint | 1/7/2014 12:00:00 AM   | Closed        | 99 UNION      | General  | Resident states the city has been to this address several times, she claims there is an illegal business being operated here, along with large amount of waste on the property. She says they have a makeshift wood burning stove in the garage that poses a fire hazard.   |
|             | 14ENFCP00014ZON | Enforcement - Zoning Complaint   | 1/8/2014 12:00:00 AM   | Closed        | 99 UNION      | Property in violation of special permit dated February 16, 1993 (only 6 cars at any one time for sale) | Junkyard ... Article 4, Section 4.7.41<br>Storage of Junk ... Article 4, Section 4.7.42<br>Illegal Signage ... Article 9, Section 9.0<br><br>Signs removed & all but 4 cars removed ... ONGOING ... 1.30.14<br>More junk; two unregistered vehicles ... SEND FINAL NOTICE & PLEASE CC: OCCUPANT ... 3.3.14<br>Three UMV's; owner says he'll remove them tomorrow ... ONGOING ... 3.31.14<br>No UMV's this visit ... ONGOING ... 4.28.14<br>No junk vehicles as reported ... ONGOING ... 6.17.14<br>New ownership ... FILE ... 3.5.15<br>30 days LOU |
|             | 14ENFCP00018ZON | Enforcement - Zoning Complaint   | 1/10/2014 12:00:00 AM  | Closed        | 99 UNION      | DUPLICATE  | Permit expiration in question 180 days without activity.<br>Construction site no secured; Safety fence and egress door.<br>1/17/14- FIRST NOTICE<br>1/17/17- PERMITS RE-ACTIVATED- CLOSE OUT ENFORCEMENT RECORD-<br>3 to 4 weeks FINAL NOTICE PLEASE  |
|             | 14ENFCP00029BLD | Enforcement - Building Complaint | 1/17/2014 12:00:00 AM  | Closed        | 143 STATE     | Construction without Proper Inspections  | Permit expiration in question 180 days without activity.<br>Construction site no secured; Safety fence and egress door.<br>1/17/14- FIRST NOTICE<br>1/17/17- PERMITS RE-ACTIVATED- CLOSE OUT ENFORCEMENT RECORD-<br>3 to 4 weeks FINAL NOTICE PLEASE  |
|             | 14ENFCP00129ZON | Enforcement - Zoning Complaint   | 2/1/2014 12:00:00 AM   | Closed        | 95 STATE      | Illegal sign (no permit on file).  | FILE ... 2.25.14  |
|             | 14ENFCP00130ZON | Enforcement - Zoning Complaint   | 2/1/2014 12:00:00 AM   | Closed        | 55 STATE      | Illegal Alteration of Sign (No Permit on File).  | Illegal Alteration of Sign (No Permit on File) ... Article 9, Section 9.3.21  |
|             | 14ENFCP00131ZON | Enforcement - Zoning Complaint   | 2/1/2014 12:00:00 AM   | Closed        | 79 STATE      | PERMITS TAKEN 3/3/14 Illegal sign (no permit on file).   | Final notice please LOU no new pic taken  |
|             | 14ENFCP00148BLD | Enforcement - Building Complaint | 4/16/2014 12:00:00 AM  | Closed        | 59 HOWARD     | UNSAFE STRUCTURE. THE BUILDING HAS UNSTABLE MASONRY  | THE BUILDING HAS UNSTABLE MASONRY<br>THE BUILDING HAS BEEN FENCED. RESOLVE COMPLAINT  |
|             | 14ENFCP-01078HS | Enforcement - Housing Complaint  | 4/25/2014 12:00:00 AM  | Re-Inspection | 24 PARK       | Litter   | Litter  |
|             | 14ENFCP-01725HS | Enforcement - Housing Complaint  | 5/28/2014 12:00:00 AM  | Closed        | 0 COURT       | TEST CASE _ please ignore  | this is a TEST case - please ignore   |
|             | 14ENFCP-01728HS | Enforcement - Housing Complaint  | 5/28/2014 12:00:00 AM  | Closed        | 1155 MAIN     | Dumpster behind propert  | Dumpster behind property  |
|             | 14ENFCP00249BLD | Enforcement - Building Complaint | 6/13/2014 12:00:00 AM  | Closed        | 1021 MAIN     | WORKING WITH NO PERMIT/ CODE VIOLATIONS  | WORKING WITH NO PERMIT/ CODE VIOLATIONS<br>6/13/14- STOP WORK ORDER POSTED.<br>1/6/15- PERMIT APPLIED FOR. CODE VIOLATIONS CORRECTED. CLOSE OUT RECORD.   |
|             | 14ENFCP-02597HS | Enforcement - Housing Complaint  | 7/25/2014 12:00:00 AM  | Closed        | 24 PARK       | Board & Secure   | Board & Secure Emergency<br>05-11-2015- Court Report Inspection Conducted Today, Violations Remain, Photo's Taken.  |
|             | 14ENFCP00854ZON | Enforcement - Zoning Complaint   | 7/29/2014 12:00:00 AM  | Closed        | 99 UNION      | DUPLICATE  | Resident is running an illegal car repair shop and is selling cars. There are also birds and dogs living at the business. There is a camper on the property and resident is selling food out of the camper.<br>owner on reg. of deeds states new owner Blue Tarp Redevelopment LLC  |
|             | 14ENFCP00881ZON | Enforcement - Zoning Complaint   | 8/6/2014 12:00:00 AM   | Closed        | 99 UNION      | Illegal junkyard, R/V is being used or occupied for dwelling or sleeping purposes.                     | 1441 Main Street Spfld Ma<br>R/V being used or occupied for dwelling or sleeping purpose<br>CERT. NOTICE DATED 8/6/14 RETURNED<br>Family living in camper   |
|             | 14ENFCP-02855HS | Enforcement - Housing Complaint  | 8/6/2014 12:00:00 AM   | Closed        | 99 UNION      | Family living in camper  | Family living in camper   |
|             | 14ENFCP-03371HS | Enforcement - Housing Complaint  | 9/2/2014 12:00:00 AM   | Closed        | 0 STOCKBRIDGE | Squatters Camping  | Emergency-Squatters have set up tents and tarps in wooded area and appear to be living there.   |
|             | 14ENFCP-03808HS | Enforcement - Housing Complaint  | 10/1/2014 12:00:00 AM  | Closed        | 99 UNION      | Illegal Junk yard, buisness  | Unregistered MV all over property, illegal junk yark, illegal buisness doing MV repairs instead of selling glass, Parking cars in daves furniture lot.<br>NO WATER - IN SINK  |
|             | 14ENFCP-03981HS | Enforcement - Housing Complaint  | 10/14/2014 12:00:00 AM | Closed        | 93 E PARK     | NO WATER -   | NO WATER - IN SINK  |
|             | 14ENFCP00483BLD | Enforcement - Building Complaint | 12/2/2014 12:00:00 AM  | Closed        | 55 STATE      |  | COMPLAINT STATES SPRINKLER AND FIRE ALARM UNTESTED<br>WORK PERFORMED WITHOUT PERMITS<br><br>NO VIOLATIONS FOUND<br>RECORD CLOSED 12/8/2014<br>COMPLAINT STATES REPLACEMENT GATE HAS PADLOCK   |
|             | 14ENFCP00492BLD | Enforcement - Building Complaint | 12/10/2014 12:00:00 AM | Closed        | 119 STATE     | BLOCKED MEANS OF EGRESS  | OWNER HAS AGREED TO REMOVE PADLOCK 12/16/2014<br>RECORD CLOSED  |
|             | 14ENFCP00496BLD | Enforcement - Building Complaint | 12/16/2014 12:00:00 AM |               | 133 STATE     | Inspection   | Restaurant owner would like an inspection done due to the water main break andns ink hole directly in front of her business yesterday.  |
|             | 15ENFCP00051BLD | Enforcement - Building Complaint | 2/10/2015 12:00:00 AM  | Closed        | 113 STATE     | BUILDING DEPARTMENT COMPLAINT, INSUFFICIENT HEAT THROUGHOUT THE BUILDING.                              | 115 STATE ST- ENTIRE BUILDING- HEATING COMPLAINT<br>2/10/15- FIRST VIOLATION NOTICE<br>2/20/15- ISSUE \$100.00 VIOLATION TICKET- INSUFFICIENT HEAT<br>6/25/15- CLOSE OUT RECORD   |
|             | 15ENFCP00051BLD | Enforcement - Building Complaint | 2/10/2015 12:00:00 AM  | Closed        | 115 STATE     | BUILDING DEPARTMENT COMPLAINT, INSUFFICIENT HEAT THROUGHOUT THE BUILDING.                              | 115 STATE ST- ENTIRE BUILDING- HEATING COMPLAINT<br>2/10/15- FIRST VIOLATION NOTICE<br>2/20/15- ISSUE \$100.00 VIOLATION TICKET- INSUFFICIENT HEAT<br>6/25/15- CLOSE OUT RECORD   |
|             | 15ENFCP00057BLD | Enforcement - Building Complaint | 2/12/2015 12:00:00 AM  | Closed        | 0 HOWARD      | Demolition Order - Section 116 Unsafe Structure and Equipment  | UPDATED PHOTOS- PER REQUEST<br>2/12/15- INTERIOR INSPECTION CONDUCTED<br>3/4/15- DEMOLITION ORDER FORTHWITH<br>5/16/16- CLOSE OUT VIOLATION RECORD  |
|             | 15ENFCP00057BLD | Enforcement - Building Complaint | 2/12/2015 12:00:00 AM  | Closed        | 59 HOWARD     | Demolition Order - Section 116 Unsafe Structure and Equipment  | UPDATED PHOTOS- PER REQUEST<br>2/12/15- INTERIOR INSPECTION CONDUCTED<br>3/4/15- DEMOLITION ORDER FORTHWITH<br>5/16/16- CLOSE OUT VIOLATION RECORD  |
|             | 15ENFCP00057BLD | Enforcement - Building Complaint | 2/12/2015 12:00:00 AM  | Closed        | 59 HOWARD     | Demolition Order - Section 116 Unsafe Structure and Equipment  | UPDATED PHOTOS- PER REQUEST<br>2/12/15- INTERIOR INSPECTION CONDUCTED<br>3/4/15- DEMOLITION ORDER FORTHWITH<br>5/16/16- CLOSE OUT VIOLATION RECORD  |

|                 |                                    |   |                   |  |  |
|-----------------|------------------------------------|---|-------------------|--|--|
| 15ENFCP00061PLM | Enforcement - Plumbing Complaint   | 2/19/2015 12:00:00 AM Closed                | 15 PARK           | PLUMBING VIOLATION   | PLUMBING VIOLATION   |
| 15ENFCP00516ZON | Enforcement - Zoning Complaint     | 6/10/2015 12:00:00 AM Closed                | 99 UNION          | illegal business   | property vacant, close out   |
| 15VNCY-00581    | Enforcement - Vacant Properties    | 6/27/2015 12:00:00 AM Occupied              | 24 PARK           |  |  |
| 15ENFCP00552ZON | Enforcement - Zoning Complaint     | 6/29/2015 12:00:00 AM Closed                | 24 PARK           | BLIGHTED, VACANT PROPERTY                                  | final notice please , reinspection 30 days., 6-22-16 not blight any more,occupied  |
| 15ENFCP00681ZON | Enforcement - Zoning Complaint     | 8/12/2015 12:00:00 AM Closed                | 1021 MAIN         |  | please close   |
| 15ENFCP00254PLM | Enforcement - Plumbing Complaint   | 10/19/2015 12:00:00 AM Classify Abandoned   | 1236 MAIN         | RESTAURANT FIRE - BOILER, SOL KARIBE                       |  |
| 16ENFCP-00256HS | Enforcement - Housing Complaint    | 1/22/2016 12:00:00 AM Closed                | 0 COURT           | THIS IS A TEST   | THIS IS A TEST -please ignore  |
| 16ENFCP-00259HS | Enforcement - Housing Complaint    | 1/25/2016 12:00:00 AM Closed                | 0 COURT           | THIS IS A TEST   | PLEASE IGNORE  |
| 16ENFCP00023ELE | Enforcement - Electrical Complaint | 1/28/2016 12:00:00 AM Closed                | 94 UNION          | ELECTRICAL VIOLATIONS                                      | ELECTRICAL VIOLATIONS<br>permit has been issued complaint resolved   |
| 16ENFCP00063BLD | Enforcement - Building Complaint   | 3/14/2016 12:00:00 AM Closed                | 1331 MAIN         |  | 1331 -1373 Main<br>I walked the entire block no findings of debris falling off any of these buildings  |
| 16ENFCP00224ZON | Enforcement - Zoning Complaint     | 3/29/2016 12:00:00 AM Closed                | 45 WILLOW         | Commercial business in residential apartment               | Running a commercial business from an apartment at Stockbridge Court, zoned Residential. Potential fire hazard. Massive amount of computer equipment. 4-12-16 please close   |
| 16ENFCP-02077HS | Enforcement - Housing Complaint    | 5/31/2016 12:00:00 AM Closed                | 119 STATE         | Litter   | Litter   |
| 16ENFCP-02078HS | Enforcement - Housing Complaint    | 5/31/2016 12:00:00 AM Closed                | 127 STATE         | Litter   | Litter   |
| 16ENFCP-02082HS | Enforcement - Housing Complaint    | 5/31/2016 12:00:00 AM Closed                | 127 STATE         | maintenance of land  | Maintenance of Land- Litter.   |
| 16ENFCP-02080HS | Enforcement - Housing Complaint    | 5/31/2016 12:00:00 AM Closed                | 119 STATE         | maintenance of land  | Maintenance of Land-Litter.  |
| 16ENFCP00206BLD | Enforcement - Building Complaint   | 6/27/2016 12:00:00 AM Closed                | 11 STOCKBRIDGE    | UNSAFE PROPERTY MAINTAINCE- EGRESS ISSUES                  | EMAIL COMPLAINT- EGRESS ISSUES<br>6/28/16- FIRST VIOLATION NOTICE<br>8/1/16- FINAL VIOLATION NOTICE<br>9/13/16- VIOLATIONS CORRECTED- CLOSE OUT RECORD   |
| 16ENFCP00206BLD | Enforcement - Building Complaint   | 6/27/2016 12:00:00 AM Closed                | 21 STOCKBRIDGE ST | UNSAFE PROPERTY MAINTAINCE- EGRESS ISSUES                  | EMAIL COMPLAINT- EGRESS ISSUES<br>6/28/16- FIRST VIOLATION NOTICE<br>8/1/16- FINAL VIOLATION NOTICE<br>9/13/16- VIOLATIONS CORRECTED- CLOSE OUT RECORD   |
| 16ENFCP00217BLD | Enforcement - Building Complaint   | 7/6/2016 12:00:00 AM Closed                 | 11 STOCKBRIDGE    |  | Complaint of being locked in buldine<br>Door locks code compliant<br>Exit / emergency lighting repaired<br>Job complete 8/12/2016  |
| 16ENFCP00239BLD | Enforcement - Building Complaint   | 7/21/2016 12:00:00 AM Refer to Court        | 24 PARK           | UNSAFE STRUCTURE- DETERIORATED FACADE                      | UNSAFE STRUCTURE- FALLING FACADE<br>7/21/16- FIRST VIOLATION NOTICE<br>8/1/16- FINAL VIOLATION NOTICE<br>8/11/16- ISSUE \$200.00 UNSAFE STRUCTURE VIOLATION TICKET<br>9/27/16- ISSUE SECOND \$200.00 UNSAFE STRUCTURE VIOLATION TICKET   |
| 16ENFCP00245BLD | Enforcement - Building Complaint   | 7/26/2016 12:00:00 AM Closed                | 11 PARK           | UNSAFE STRUCTURE- EXTERIOR WALL/ SIDEWALK CONNECTION.      | UNSAFE STRUCTURE- EXTERIOR WALL/ SIDEWALK CONNECTION<br>7/26/16- FIRST VIOLATION NOTICE<br>9/6/16- FINAL VIOLATION NOTICE<br>10/7/16- ISSUES RESOLVED- CLOSE OUT RECORD  |
| 16ENFCP00274BLD | Enforcement - Building Complaint   | 8/10/2016 12:00:00 AM                       | 73 STATE          | Exterior Violations  | Resident concerned that façade of building has been being propped up with supports for over 3 weeks.   |
| 16ENFCP00161PLM | Enforcement - Plumbing Complaint   | 8/23/2016 12:00:00 AM Classify Abandoned    | 68 COURT          | ONLY A TEST PLUMBING VIOLATIONS - COMPREHENSIVE INSPECTION | PLUMBING VIOLATION   |
| 16ENFCP00866ZON | Enforcement - Zoning Complaint     | 8/27/2016 12:00:00 AM Closed                | 11 PARK           |  | forthwith notice please,redate 35 days, 10-3-16 21 day final notice please, 10-24-16 50 ticket,redate 30 days or so please, 1-5-17 please close  |
| 16ENFCP00873ZON | Enforcement - Zoning Complaint     | 8/27/2016 12:00:00 AM Closed                | 130 UNION         |  | forthwith notice please,redate 35 days, 10-3-16 final notice please 21 days, 10-24-16 50 ticket please ,redate 30 days or so, 1-5-17 please close  |
| 16ENFCP01061ZON | Enforcement - Zoning Complaint     | 9/28/2016 12:00:00 AM Closed                | 1277 MAIN         | Noise  | Resident from Stockbridge Court complains that the machinery used to keep hockey rink cold is making noise which can be heard in their apartments. Believes it is violating ordinances.  |
| 16ENFCP00473BLD | Enforcement - Building Complaint   | 12/16/2016 12:00:00 AM Violation            | 113 STATE         | INADEQUATE PROPERTY MAINTENANCE                            | INADEQUATE PROPERTY MAINTENANCE<br><br>6.27.2019--Send NOV--Re-inspect in 30 days.<br>7.22.2019--Send 2nd NOV and \$150 fine--Re-inspect in 30 days. (Refer to legal department)<br>8.22.2019--Send Final NOV and \$150.00 Fine--Re-inspect in 30 days.<br>9.24.2019--Send NOV and \$150.00 Fine--Re-inspect in 30 days.<br>10/24/2019-Send NOV, \$150.00 fine, and refer to court for legal action  |
| 16ENFCP-04919HS | Enforcement - Housing Complaint    | 12/16/2016 12:00:00 AM Closed               | 113 STATE         | Emergency-No heat  | No heat in their suite.  |
| 17ENFCP00045ELE | Enforcement - Electrical Complaint | 1/26/2017 12:00:00 AM Closed                | 11 PARK           | ELECTRICAL VIOLATIONS                                      | ELECTRICAL VIOLATIONS  |
| 17ENFCP00046BLD | Enforcement - Building Complaint   | 1/26/2017 12:00:00 AM Closed                | 11 PARK           | BLDG VIOLATIONS  | BLDG VIOLATIONS<br>1/26/17- NO VIOLATIONS FOUND- CLOSE OUT RECORD  |
| 17ENFCP-01180HS | Enforcement - Housing Complaint    | 4/24/2017 12:00:00 AM Closed                | 45 WILLOW         | Interior Violations  | Broken dishwasher floods kitchen floor, scalding hot water, cold water does not work, Black fruit flies 200 unit building fro 1 dumpster, dumpster is always overflowing, door fell off kitchen stove, Roof leaking, water draining inside apt   |
| 17ENFCP-01461HS | Enforcement - Housing Complaint    | 5/17/2017 12:00:00 AM Closed                | 45 WILLOW         | Interior Violations  | Tenant is wheelchair bound , No screens in all windows when they are opened flies and bugs have are inside the apartment. When windows are closed the temp in apartment is 105 degrees. Maintenance hammered window shut in this apartment. Garbage disposal is broken and oven is broken. Door is hanging off of oven. Flies are eating the tenants food. Floor are peeling and finish is attaching to tenants feet. Uneven floors and nails in floors by which the tenant got injured. Tenant is harassed by maintenance man who lives in Cellar. Electric plugs have no plates in it. |
| 17ENFCP-01564HS | Enforcement - Housing Complaint    | 5/26/2017 12:00:00 AM Close Related Records | 1127 MAIN         | Emergency  | Emergency  |

|                 |                                    |                        |                 |                    |   |   |
|-----------------|------------------------------------|------------------------|-----------------|--------------------|---|---|
| 17ENFCP00182BLD | Enforcement - Building Complaint   | 5/30/2017 12:00:00 AM  | Violations      | 1127 MAIN          | UNSAFE PROPERTY MAINTENANCE   | UNSAFE PROPERTY MAINTENANCE<br>9.26.2018--Send NOV-Re inspect in 30 days<br>5/21/2019--Send 2nd NOV --- re-inspect in 30 days.<br>6/21/2019--Send final NOV and issue \$150.00 fine<br>7.22.2019--Send NOV and \$150.00 fine<br>8.22.2019--Send NOV and \$150.00 Fine--Re-inspect in 30 days.<br>9.23.2019--Send NOV and \$150 Fine--Re-inspect in 30 days. |
| 17ENFCP-01658HS | Enforcement - Housing Complaint    | 6/1/2017 12:00:00 AM   | Closed          | 45 WILLOW          | Unit #609 - EMERGENCY- NO COLD WATER  | EMERGENCY- NO COLD WATER, water scolding hot about 155 degrees back up in the dish washer<br>flies all over the apartment, tenant is wheel chair bound  |
| 17ENFCP00369ZON | Enforcement - Zoning Complaint     | 6/5/2017 12:00:00 AM   | Closed          | 133 STATE          | illegal indoor place of amusement   | illegal indoor place of amusement . Needs special permit from city council<br>6-5-2017 spoke with owner James Kobath 704 340-5538 they need a special permit from city council<br>Send NOV forthwith notice<br>6-27-17 forthwith notice please certified mail,redate 21 days, 6-26-18 pass  |
| 17ENFCP00443ZON | Enforcement - Zoning Complaint     | 6/27/2017 12:00:00 AM  | Closed          | 1127 MAIN          |   |   |
| 17ENFCP-02225HS | Enforcement - Zoning Complaint     | 7/12/2017 12:00:00 AM  | Closed          | 1252 MAIN          | Awnings   | Awnings - per DC  |
| 17ENFCP00283BLD | Enforcement - Building Complaint   | 9/20/2017 12:00:00 AM  | Surveillance    | 1277 MAIN          |   | BUILDING STRUCK BY AUTO   |
| 17ENFCP00307BLD | Enforcement - Building Complaint   | 10/25/2017 12:00:00 AM | Re-Inspection   | 11 STOCKBRIDGE     | UNSAFE STRUCTURE  | Leaking ceiling,the ceiling is leaking and the ceiling caved in.  |
| 17ENFCP00335BLD | Enforcement - Building Complaint   | 11/20/2017 12:00:00 AM | Closed          | 1200 MAIN          |   | NOTICE TO REPAIR--FIRE DAMAGED ROOF   |
| 17ENFCP00335BLD | Enforcement - Building Complaint   | 11/20/2017 12:00:00 AM | Closed          | 101 STATE          |   | NOTICE TO REPAIR--FIRE DAMAGED ROOF   |
| 17ENFCP00366ELE | Enforcement - Electrical Complaint | 11/21/2017 12:00:00 AM | Closed          | 101 STATE          | ELECTRICAL VIOLATIONS - FIRE DAMAGE   | ELECTRICAL VIOLATIONS - FIRE DAMAGE   |
| 18ENFCP00005BLD | Enforcement - Building Complaint   | 1/8/2018 12:00:00 AM   | Re-Inspection   | 1155 MAIN          | EMERGENCY: NO HEAT/FAULTY EXIT SIGNAGE                                      | EMERGENCY: NO HEAT/FAULTY EXIT SIGNAGE<br>1/8/18---Send 1st Notice (called owner at 2:48pm and left message about emergency violations)<br>1/29/18---CLOSE<br>1.23.2019--Re-Opened- Emergency Inspection Conducted on 1.22.2019- SEND NOV   |
| 18ENFCP00021ELE | Enforcement - Electrical Complaint | 1/23/2018 12:00:00 AM  | Closed          | 1019 MAIN          | ELECTRICAL VIOLATIONS - HASHBURY HEADSHOP                                   | ELECTRICAL VIOLATIONS - HASHBURY HEADSHOP   |
| 18ENFCP00099ZON | Enforcement - Zoning Complaint     | 2/7/2018 12:00:00 AM   | Closed          | 133 STATE          |   | 2-7-18 forthwith ,redate 21 days please, 2-28-18 close please   |
| 18ENFCP00539ZON | Enforcement - Zoning Complaint     | 6/28/2018 12:00:00 AM  | Violations      | 1317 EAST COLUMBUS | dilapidated sign  | dilapidated sign in disrepair; Please send FORTHWITH NOV with re inspection on 7-30-18<br>11-27-18 no change in condition of sign please send \$100 fine  |
| 18ENFCP00223ELE | Enforcement - Electrical Complaint | 7/27/2018 12:00:00 AM  | Closed          | 11 STOCKBRIDGE     | ELECTRICAL VIOLATIONS   | Leaking ceiling,the ceiling is leaking and the ceiling caved in<br>ELECTRICAL VIOLATIONS  |
| 18ENFCP00224PLM | Enforcement - Plumbing Complaint   | 7/27/2018 12:00:00 AM  | Closed          | 11 STOCKBRIDGE     | PLUMBING VIOLATIONS   | Leaking ceiling,the ceiling is leaking and the ceiling caved in.<br>WATER LEAKING   |
| 19ENFCP-00174HS | Enforcement - Housing Complaint    | 1/18/2019 12:00:00 AM  | Closed          | 211 Union          | General Inspection  | General Inspection. Tiles are missing and the living room floor in the back has holes. ( entrance is in the back of the building facing the parking lot)  |
| 19ENFCP00016BLD | Enforcement - Building Complaint   | 1/21/2019 12:00:00 AM  |                 | 1242 MAIN          | no water in the building  | caller works in the building and states there has been no water in the whole building since Friday, 1/18/19-  |
| 19ENFCP-00189HS | Enforcement - Housing Complaint    | 1/22/2019 12:00:00 AM  | Closed          | 1242 MAIN          | emergency-no water in the building  | Caller works in the building-commercial building. No water in the building since Friday, 1/18/19<br>The owner/landlord of the building is John Foley.   |
| 19ENFCP00022PLM | Enforcement - Plumbing Complaint   | 1/22/2019 12:00:00 AM  | Closed          | 1242 MAIN          | PLUMBING VIOLATION  | PLUMBING VIOLATION  |
| 19ENFCP00047PLM | Enforcement - Plumbing Complaint   | 2/5/2019 12:00:00 AM   |                 | 1155 MAIN          | PLUMBING VIOLATION  | NO HEAT   |
| 19ENFCP00057BLD | Enforcement - Building Complaint   | 2/21/2019 12:00:00 AM  | Closed          | 1021 MAIN          | WORK PERFORMED WITHOUT A BUILDING PERMIT- INTERIOR FRAMING AND GYPSUM BOARD | WORK WITHOUT A PERMIT: INTERIOR FRAMING AND GYPSUM BOARD  |
| 19ENFCP-01006HS | Enforcement - Housing Complaint    | 4/18/2019 12:00:00 AM  | Closed          | 0 COURT            |   | Test ignore   |
| 19ENFCP-01632HS | Enforcement - Housing Complaint    | 6/11/2019 12:00:00 AM  | Closed          | 211 UNION          | toilet overflowing , human waste in tub                                     | The toilet is overflowing and there is human waste in the tub.  |
| 19ENFCP-01951HS | Enforcement - Housing Complaint    | 7/3/2019 12:00:00 AM   | Closed          | 130 UNION          | Exterior Violations   | Posting of owner<br>Overgrowth/ Litter  |
| 19ENFCP-02125HS | Enforcement - Housing Complaint    | 7/24/2019 12:00:00 AM  | Closed          | 211 Union          | General problem   | The title is broken and hurts the tenants feet when they walk   |
| 19ENFCP00340BLD | Enforcement - Building Complaint   | 8/13/2019 12:00:00 AM  |                 | 113 STATE          | no water  | There is no water in the office building.   |
| 19ENFCP-02805HS | Enforcement - Housing Complaint    | 9/3/2019 12:00:00 AM   | Closed          | 1021 MAIN          | Litter  | Litter  |
| 19ENFCP00685ZON | Enforcement - Zoning Complaint     | 9/7/2019 12:00:00 AM   | Closed          | 1208 MAIN          |   | Illegal signs.( one sign extended over public way which needs a sign bond and one sign located above second floor level)  |
| 19ENFCP00719ZON | Enforcement - Zoning Complaint     | 9/19/2019 12:00:00 AM  | Court           | 24 PARK            |   | Building blighted in disrepair etc  |
| 19ENFCP00857ZON | Enforcement - Zoning Complaint     | 10/19/2019 12:00:00 AM | Closed          | 133 STATE          |   | Graffiti etc.   |
| 19ENFCP00859ZON | Enforcement - Zoning Complaint     | 10/19/2019 12:00:00 AM | Closed          | 171 UNION          |   | Graffiti etc.   |
| 19VNCY-00146    | Enforcement - Vacant Properties    | 10/23/2019 12:00:00 AM | Verified Vacant | 24 PARK            |   | Property vacant etc.  |
| 20ENFCP00072BLD | Enforcement - Building Complaint   | 2/20/2020 12:00:00 AM  | Re-Inspection   | 1127 MAIN          | BUILDING VIOLATION  | BUILDING VIOLATIONS<br>2.21.2020--Send NOV---refer to court for legal action, re-inspect in 30 days.  |
| 20VNCY-00051    | Enforcement - Vacant Properties    | 5/7/2020 12:00:00 AM   | Verified Vacant | 1127 MAIN          |   | Property vacant   |
| 20VNCY-00050    | Enforcement - Vacant Properties    | 5/7/2020 12:00:00 AM   | Verified Vacant | 130 UNION          |   | Property vacant   |
| 20ENFCP-01066HS | Enforcement - Housing Complaint    | 5/14/2020 12:00:00 AM  | Closed          | 130 UNION          | Litter  | Litter  |
| 20ENFCP-01634HS | Enforcement - Housing Complaint    | 7/22/2020 12:00:00 AM  | Closed          | 1096 MAIN          | General Inspection  | Illegal attic apartment. Possible cross wiring.   |
| 20SPD-00006313  | SPD Ordinance Ticket               | 8/4/2020 12:00:00 AM   | ticket issued   | 24 PARK            | Litter   Overgro  | Overgrowth  |
| 20ENFCP00924ZON | Enforcement - Zoning Complaint     | 10/24/2020 12:00:00 AM | Closed          | 1155 MAIN          |   | Fence in disrepair,graffiti etc   |
| 20ENFCP00925ZON | Enforcement - Zoning Complaint     | 10/24/2020 12:00:00 AM | Closed          | 1208 MAIN          |   | Graffiti,abandoned sign etc   |
| 21SPD-00001823  | SPD Ordinance Ticket               | 3/18/2021 12:00:00 AM  | ticket issued   | 24 PARK            | Litter   Sidewalk   Warning   | Warning issued for trash on lot violation issued for trash on sidewalk  |
| 21ENFCP00574ZON | Enforcement - Zoning Complaint     | 6/5/2021 12:00:00 AM   | Closed          | 1208 MAIN          |   | Graffiti etc  |
| 21ENFCP00575ZON | Enforcement - Zoning Complaint     | 6/5/2021 12:00:00 AM   | Closed          | 159 STATE          |   | Graffiti etc  |
| 21ENFCP00576ZON | Enforcement - Zoning Complaint     | 6/5/2021 12:00:00 AM   | Closed          | 155 STATE          |   | Graffiti etc  |
| 21ENFCP00577ZON | Enforcement - Zoning Complaint     | 6/5/2021 12:00:00 AM   | Closed          | 159 STATE          |   | Property vacant   |
| 21VNCY-00026    | Enforcement - Vacant Properties    | 6/5/2021 12:00:00 AM   | Vacant          | 155 STATE          |   | Property vacant etc   |
| 21ENFCP00573ZON | Enforcement - Zoning Complaint     | 6/5/2021 12:00:00 AM   | Closed          | 133 STATE          |   | Abandoned sign,overgrowth etc.  |
| 21ENFCP00572ZON | Enforcement - Zoning Complaint     | 6/5/2021 12:00:00 AM   | Closed          | 0 STOCKBRIDGE      |   | Overgrowth grass/weeds etc  |
| 21ENFCP00594ZON | Enforcement - Zoning Complaint     | 6/12/2021 12:00:00 AM  | Closed          | 155 UNION          |   | Overgrowth grass/weeds etc  |

|                   |                                  |  |           |   |  |
|-------------------|----------------------------------|--|-----------|---|--|
| 21ENFCP00593ZON   | Enforcement - Zoning Complaint   | 6/12/2021 12:00:00 AM Closed                   | 155 UNION |   | Overgrowth of grass/weeds etc  |
| 21ENFCP00215BLD   | Enforcement - Building Complaint | 7/2/2021 12:00:00 AM Pending                   | 55 STATE  | Priority                                      | no AC in the office building in Suite 318; customer leases space in the office building                                |
| 21SPD-00004228    | SPD Ordinance Ticket             | 7/12/2021 12:00:00 AM ticket issued            | 155 UNION | Litter   Trash/I                              | Trash/litter/overgrowth; Part of the property is overgrown   |
| 21ENFCP-02544HS   | Enforcement - Housing Complaint  | 8/4/2021 12:00:00 AM Violations                | 1127 MAIN | Full Exterior Inspection                      | Full Exterior Inspection   |
| 21ENFCP00730ZON   | Enforcement - Zoning Complaint   | 8/14/2021 12:00:00 AM Closed                   | 171 UNION |   | Graffiti etc   |
| 21ENFCP00746ZON   | Enforcement - Zoning Complaint   | 8/21/2021 12:00:00 AM Closed                   | 1021 MAIN |   | Heavy overgrowth of grass/weeds etc  |
| 21ENFCP00744ZON   | Enforcement - Zoning Complaint   | 8/21/2021 12:00:00 AM Closed                   | 11 PARK   |   | Graffiti etc   |
| 21ENFCP00802ZON   | Enforcement - Zoning Complaint   | 9/4/2021 12:00:00 AM Closed                    | 1127 MAIN |   | Illegal dumping etc  |
| 21ENFCP00801ZON   | Enforcement - Zoning Complaint   | 9/4/2021 12:00:00 AM Closed                    | 24 PARK   |   | Heavy overgrowth of grass/weeds blocking public sidewalk etc   |
| 21ENFCP00848ZON   | Enforcement - Zoning Complaint   | 9/18/2021 12:00:00 AM Closed                   | 155 UNION |   | Illegal dumping etc. ( All on Hubbard Ave side)  |
| 21ENFCP-03109HS   | Enforcement - Housing Complaint  | 9/30/2021 12:00:00 AM Closed                   | 202 UNION | mold/APT 1                                    | There is mold in the living room, bedroom, kitchen. Please call before deployment                                      |
| 21CMLNTO00005HLTH | Enforcement - Health Complaint   | 11/18/2021 12:00:00 AM Application In Progress | 1153 MAIN | general                                       | complaint about Tony's Famous Barbershop- there is an unlicensed barber that has been operating in the shop for years. |
| 21ENFCP00217PLM   | Enforcement - Plumbing Complaint | 12/10/2021 12:00:00 AM Pending                 | 1228 MAIN | priority- no hot water system in the building | Commercial property. Tenant of the building indicate there is no hot water system in the building                      |
| 21ENFCP01211ZON   | Enforcement - Zoning Complaint   | 12/18/2021 12:00:00 AM In Process              | 1021 MAIN |   | Property contains graffiti and a abandoned sign  |
| 22SPD-00000218    | SPD Ordinance Ticket             | 1/13/2022 12:00:00 AM ticket issued            | 1252 MAIN | Snow &   The sid                              | The sidewalk around the property on main st and elm st are sheer ice. Please sand/salt.                                |
| 22ENFCP00020BLD   | Enforcement - Building Complaint | 1/19/2022 12:00:00 AM Pending                  | 1228 MAIN | WORK WITHOUT PERMIT                           | WORK WITHOUYT PERMIT. ALTERING STORE INTO NEW RESTAURANT.  |
| 22SPD-00000377    | SPD Ordinance Ticket             | 1/25/2022 12:00:00 AM ticket issued            | 141 UNION | Trash   | Trash pickup is Friday, it's Tuesday and the trash barrel is in front of the property.                                 |

| B1 PER GROUP | B1 ALT ID    | B1 APP TYPE ALIAS            | B1 FILE DD             | B1 APPL STATUS     | B1 STR NAME        | B1 STR NAME        | B1 SHORT NOTES   | B1_WORK_DESC   |
|--------------|--------------|------------------------------|------------------------|--------------------|--------------------|--------------------|--|--|
| Building     | 15DEMO-00025 | Building - Demolition Permit | 4/28/2015 12:00:00 AM  | CC Issued          | 68 UNION           | 68 UNION           | DEMOLISH 1-STORY CARWASH AND MAINTENANCE GARAGE BLDG - 5000SF  | DEMOLISH 1-STORY CARWASH AND MAINTENANCE GARAGE BLDG - (5000 SF)   |
|              | 15DEMO-00027 | Building - Demolition Permit | 5/4/2015 12:00:00 AM   | Void               | 68 UNION           | 68 UNION           | Demolish 1 Story Building for MGM Casino Project   | 6/13/16- DEMOLITION COMPLETED- ISSUE C.C. DUPLICATE RECORD CREATED FOR THE SAME PERMIT APPLICATION-  |
|              | 15DEMO-00028 | Building - Demolition Permit | 5/5/2015 12:00:00 AM   | Issue CC and close | 59 HOWARD          | 59 HOWARD          | DEMOLISH FORMER SCHOOL - 67000SF   | DEMOLISH FORMER SCHOOL - 67000 SF 6/10/16- DEMOLITION COMPLETE- ISSUE CERTIFICATE OF COMPLIANCE  |
|              | 15DEMO-00038 | Building - Demolition Permit | 5/14/2015 12:00:00 AM  | CC Issued          | 1357 EAST COLUMBUS | 1357 EAST COLUMBUS | DEMOLISH 1,000 SQ FT FORMER VEHICLE REPAIR SHOP  | DEMOLISH 1,000 SQ FT FORMER VEHICLE REPAIR SHOP 6/10/16- DEMOLITION COMPLETE- ISSUE CERTIFICATE OF COMPLIANCE  |
|              | 15DEMO-00052 | Building - Demolition Permit | 6/29/2015 12:00:00 AM  | CC Issued          | 82 HOWARD          | 82 HOWARD          | DEMOLISH RECTORY BUILDING - 5614SF (2-STORY:2457SF EA+BASEMENT:700SF)  | DEMOLISH RECTORY BUILDING - 5614 SF (2-STORY: 2457 SF EA + BASEMENT: 700 SF) 6/10/16- DEMOLITION COMPLETE- ISSUE C.C.  |
|              | 15DEMO-00053 | Building - Demolition Permit | 6/29/2015 12:00:00 AM  | CC Issued          | 82 HOWARD          | 82 HOWARD          | DEMOLISH GARAGE BUILDING - 1500SF (1-STORY)  | DEMOLISH GARAGE BUILDING - 1500 SF (1-STORY) 6/10/16- DEMOLITION COMPLETE- ISSUE C.C.  |
|              | 15DEMO-00064 | Building - Demolition Permit | 7/27/2015 12:00:00 AM  | CC Issued          | 1106 MAIN          | 1106 MAIN          | DEMOLISH FORMER RETAIL BUILDING; 3,000 SQ FT   | 7/19/18--CONTRACTOR'S AFFIDAVIT ATTACHED DEMOLISH FORMER RETAIL BUILDING; 3,000 SQ FT 6/10/16- DEMOLITION COMPLETED- ISSUE C.C.  |
|              | 15DEMO-00114 | Building - Demolition Permit | 12/22/2015 12:00:00 AM | CC Issued          | 1126 MAIN          | 1126 MAIN          | DEMOLISH 3000SF, 1-STORY RETAIL BLDG   | DEMOLISH 3000 SF, 1-STORY RETAIL BLDG 6/10/16- DEMOLITION COMPLETED- ISSUE C.C.  |
|              | 15DEMO-00115 | Building - Demolition Permit | 12/22/2015 12:00:00 AM | CC Issued          | 1120 MAIN          | 1120 MAIN          | DEMOLISH 3000SF, 1-STORY BUSINESS BLDG   | DEMOLISH 3000 SF, 1-STORY BUSINESS BLDG 6/10/16- DEMOLITION COMPLETED- ISSUE C.C.  |
|              | 16DEMO-00004 | Building - Demolition Permit | 1/11/2016 12:00:00 AM  | CC Issued          | 1090 MAIN          | 1090 MAIN          | DEMOLISH AND DISPOSAL OF RETAIL BUILDING - 4800SF  | DEMOLISH AND DISPOSAL OF RETAIL BUILDING - 4800 SF 6/13/16- DEMOLITION COMPLETE- ISSUE C.C.  |
|              | 16DEMO-00010 | Building - Demolition Permit | 1/22/2016 12:00:00 AM  | CC Issued          | 79 STATE           | 79 STATE           | DEMOLISH COMMERCIAL BLDG - 19800SF   | DEMOLISH COMMERCIAL BLDG - 19800 SF 6/13/16- DEMOLITION COMPLETED- ISSUE C.C.  |
|              | 16DEMO-00020 | Building - Demolition Permit | 3/8/2016 12:00:00 AM   | CC Issued          | 1156 MAIN          | 1156 MAIN          | DEMOLISH 2-STORY OFFICE BUILDING (44193SF)   | DEMOLISH 2-STORY OFFICE BUILDING (44193 SF) 6/13/16- DEMOLITION COMPLETE- ISSUE C.C.   |
|              | 16DEMO-00026 | Building - Demolition Permit | 3/30/2016 12:00:00 AM  | CC Issued          | 26 HOWARD          | 26 HOWARD          | DEMOLISH 50,000 SQ FT FORMER DETENTION CENTER  | DEMOLISH 50,000 SQ FT FORMER DETENTION CENTER 6/13/16- DEMOLITION COMPLETED- ISSUE C.C.  |
|              | 16DEMO-00027 | Building - Demolition Permit | 4/7/2016 12:00:00 AM   | Inspections        | 73 STATE           | 73 STATE           | DEMOLISH 27,600 SQ FT; REAR 115 ' OF FORMER UNION ELECTRIC BUILDING LEAVING FRONT FACADE FOR INCORPORATION INTO NEW CONSTRUCTION | DEMOLISH 27,600 SQ FT; REAR 115 ' OF FORMER UNION ELECTRIC BUILDING LEAVING FRONT FACADE FOR INCORPORATION INTO NEW CONSTRUCTION 8/10/16- DEMOLITION COMPLETED- ISSUE C.C. |
|              | 16DEMO-00052 | Building - Demolition Permit | 8/25/2016 12:00:00 AM  | CC Issued          | 1132 MAIN          | 1132 MAIN          | DEMOLISH 38,000 SQ FT FORMER UNION CHANDLER; MGM CASINO OVERLAY DISTRICT   | DEMOLISH 38,000 SQ FT FORMER UNION CHANDLER; MGM CASINO OVERLAY DISTRICT 9/28/16- DEMOLITION COMPLETED- ISSUE C.C.   |
|              | 19DEMO-00006 | Building - Demolition Permit | 2/5/2019 12:00:00 AM   | Classify Abandoned | 24 PARK            | 24 PARK            | PARTIAL DEMOLITION OF AREAS FOR STRUCTURAL REVIEW IN FUTURE DEMO OF ENTIRE STRUCTURE   | PARTIAL DEMOLITION OF AREAS FOR STRUCTURAL REVIEW IN FUTURE DEMO OF ENTIRE STRUCTURE 6 MONTH EXPIRATION  |
|              | 19DEMO-00059 | Building - Demolition Permit | 12/2/2019 12:00:00 AM  | Classify Abandoned | 24 PARK            | 24 PARK            | DEMO 60 LINEAR FOOT OF EXISTING BUILDING   | DEMO 60 LINEAR FOOT OF EXISTING BUILDING   |
|              | 21DEMO-00006 | Building - Demolition Permit | 3/18/2021 12:00:00 AM  | Permit Issued      | 24 PARK            | 24 PARK            | DEMOLISH A 63,420 SQ FT BUILDING   | DEMOLISH A 63,420 SQ FT BUILDING   |

**2022 Transportation Construction Grant Application**

**BD-22-1068-1068C-1068L-68403**

**ATTACHMENT F: 13-31 Elm St. Plans**

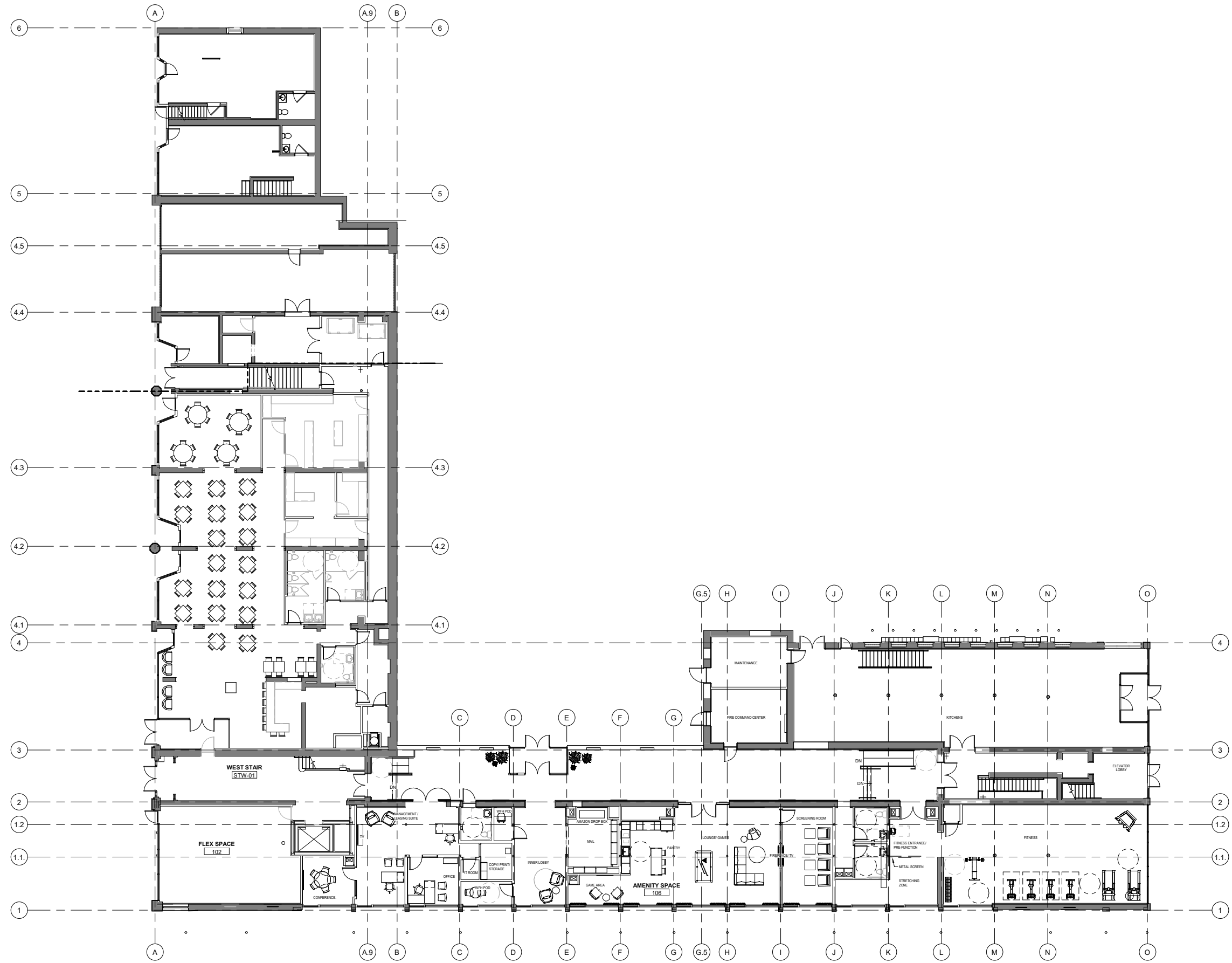




# INTERIORS DESIGN DEVELOPMENT

Elm Street Development | Springfield, MA



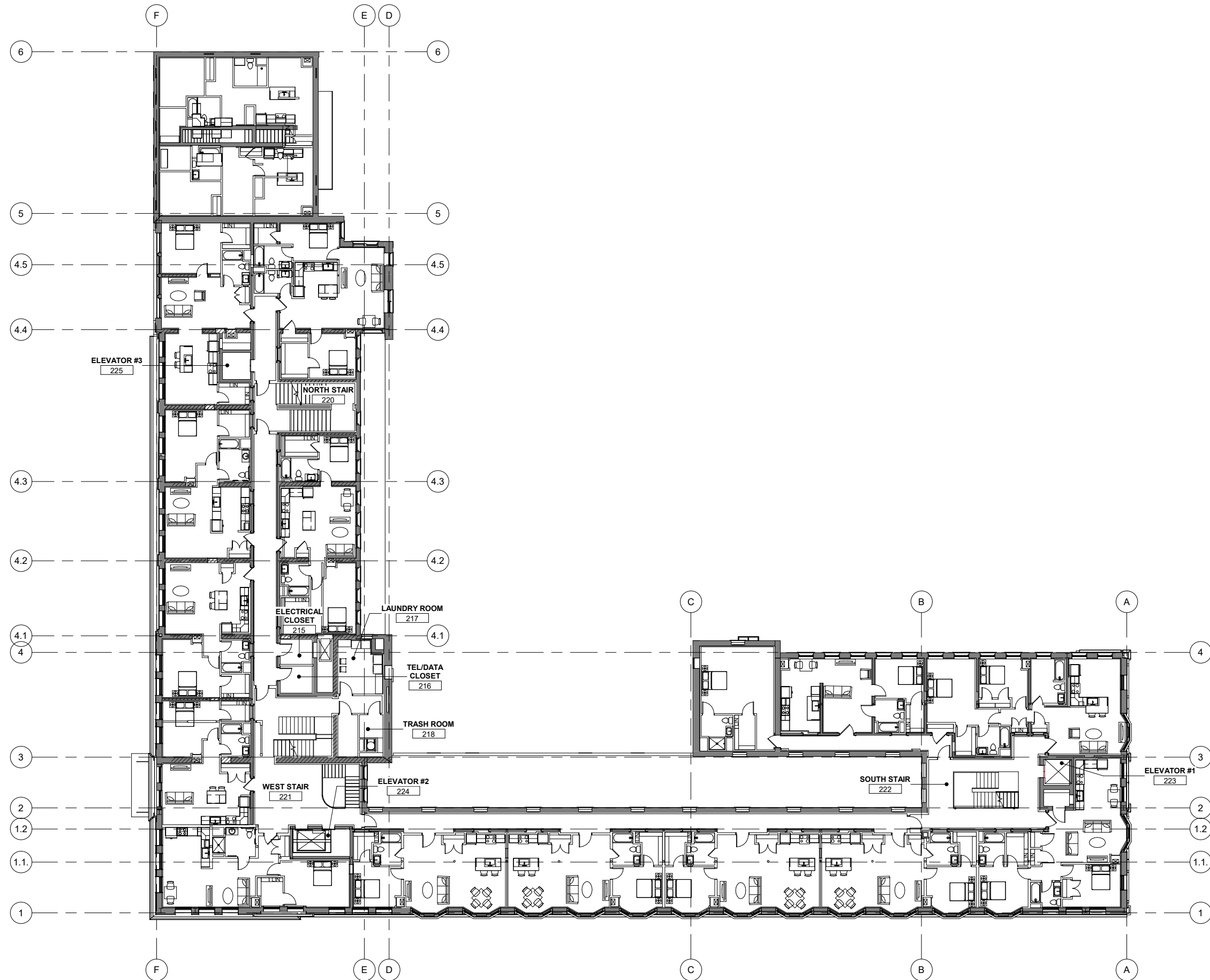


**ELM STREET REDEVELOPMENT**

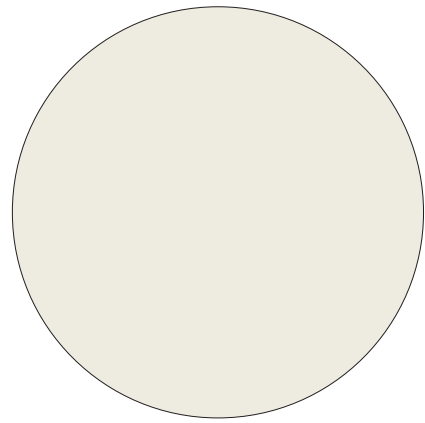
SPRINGFIELD, MA | APRIL 7, 2021 | 15195 | © The Architectural Team, Inc.

first floor

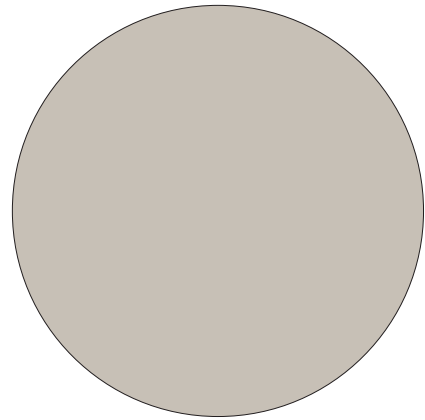




second - sixth floor



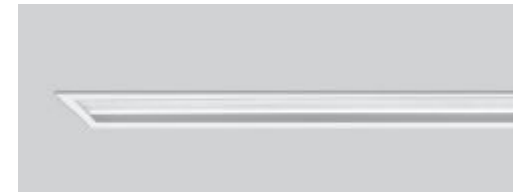
GENERAL PAINT  
SW-SWISS COFFEE



TRIM PAINT  
SW- COLLANADE GRAY



VESTIBULE CHANDELIER  
NORWELL PERCH



WALL WASH LIGHT



CORRIDOR PENDANT  
BROWNLEE PENDANT



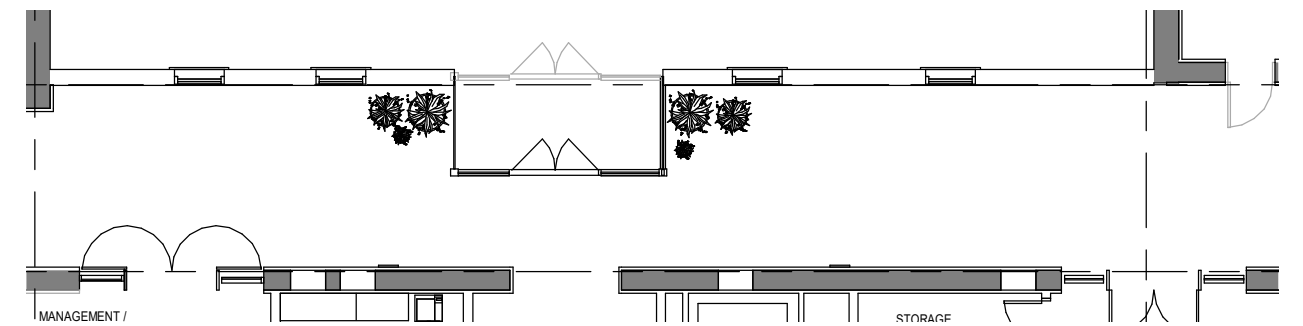
PROPOSED ART WORK



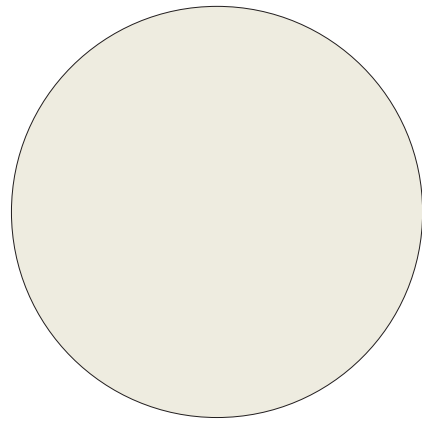
PORCELAIN FLOOR TILE | WALK OFF MAT  
DAL TILE- EXHIBITION- TWILL | MATS INC. NOMAD - GREY



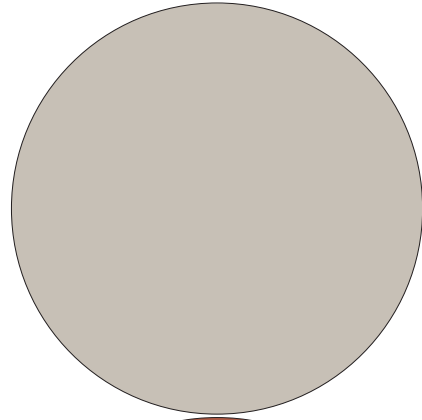
VINYL FLOOR TILE  
INTERFACE- COOL POLISHED CEMENT



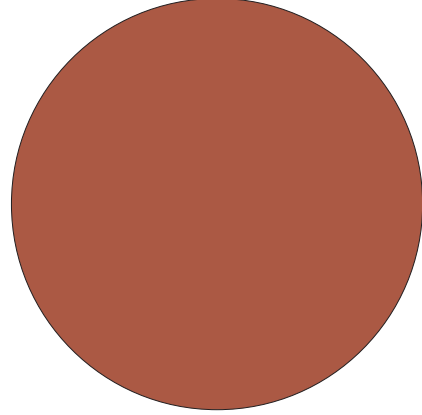
Main Lobby



GENERAL PAINT  
SW-SWISS COFFEE



TRIM PAINT  
SW- COLLANADE GRAY



ACCENT PAINT  
BM- EGYPTIAN CLAY



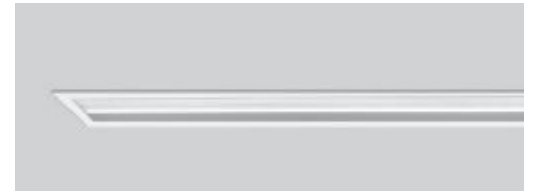
WALL COVERING  
CARLISLE- SOLITAIRE- PEBBLE



LEASING CONFERENCE PENDANT



GENERAL DOWNLIGHT



GENERAL WALL WASHER



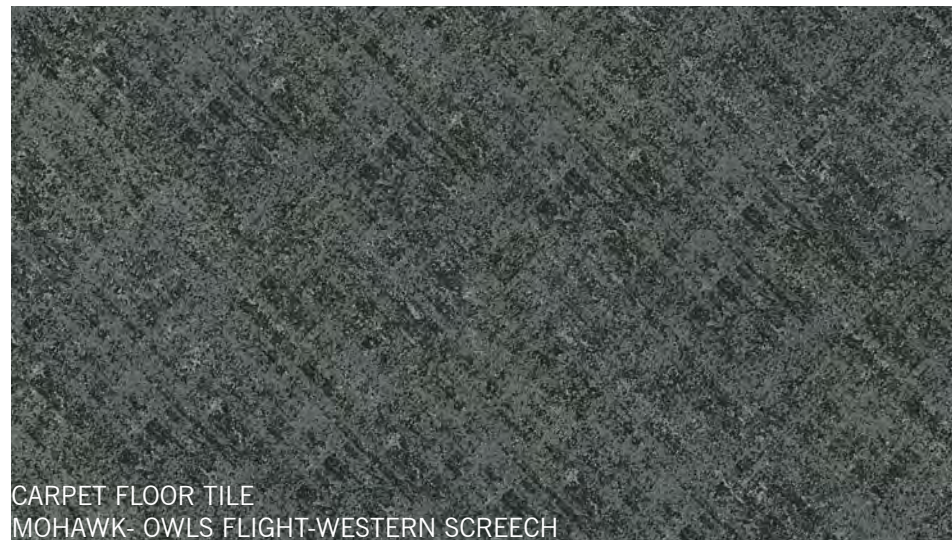
COUNTER TOP  
WILSONART - GALERA QUARTZ



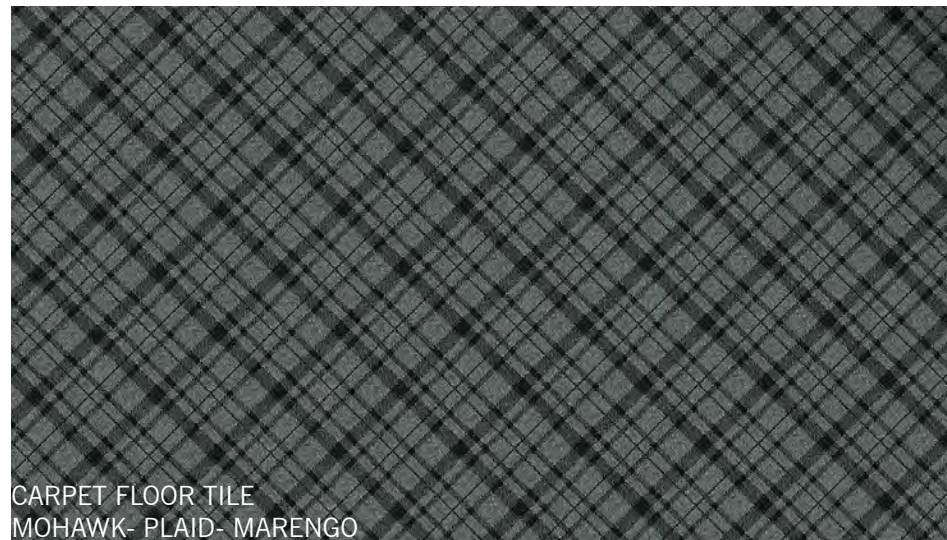
CABINET HARDWARE  
AMEROCK  
BLACKROCK 6 5/16" - BLACK BRONZE



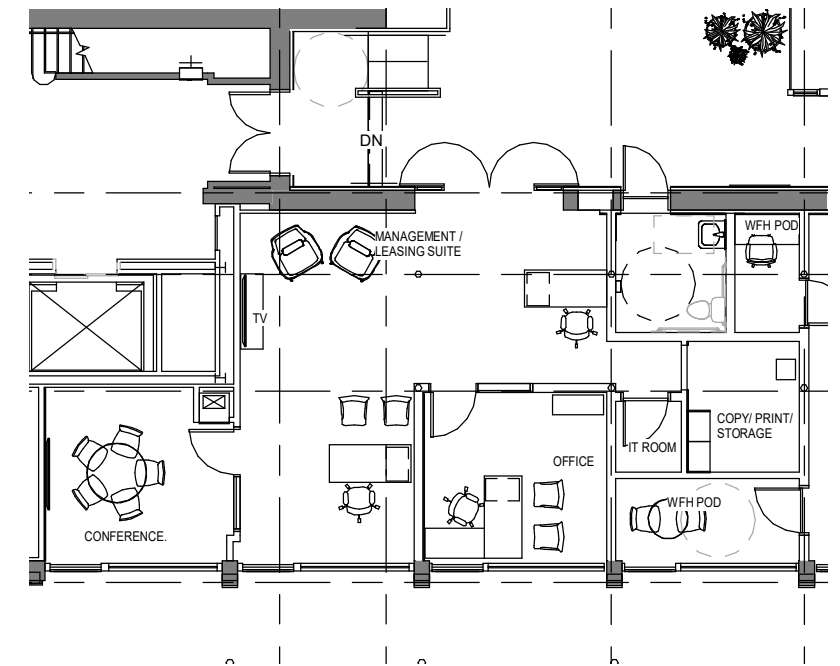
STORAGE CABINET  
ADVANTA  
CALIBRA II RIVER ROCK



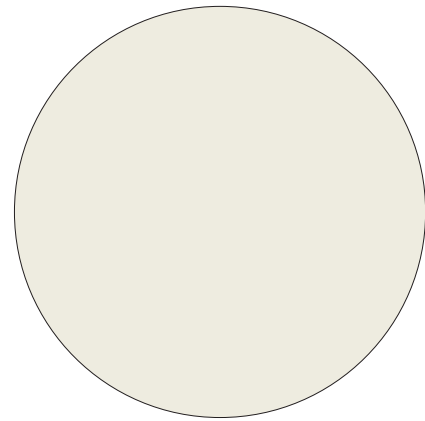
CARPET FLOOR TILE  
MOHAWK- OWLS FLIGHT-WESTERN SCREECH



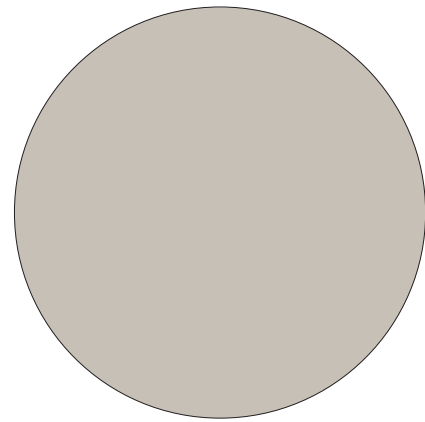
CARPET FLOOR TILE  
MOHAWK- PLAID- MARENGO



# ELM STREET REDEVELOPMENT



GENERAL PAINT  
SW-SWISS COFFEE



TRIM PAINT  
SW- COLLANADE GRAY



WALLCOVERING  
FLAVOR PAPER - BROWNSTONER



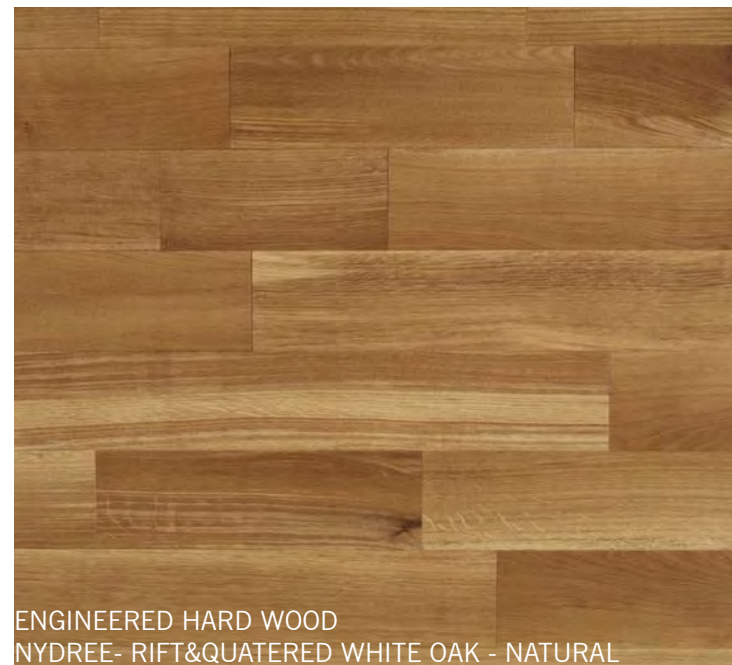
WORK POD PENDANT  
OLOT PENDANT



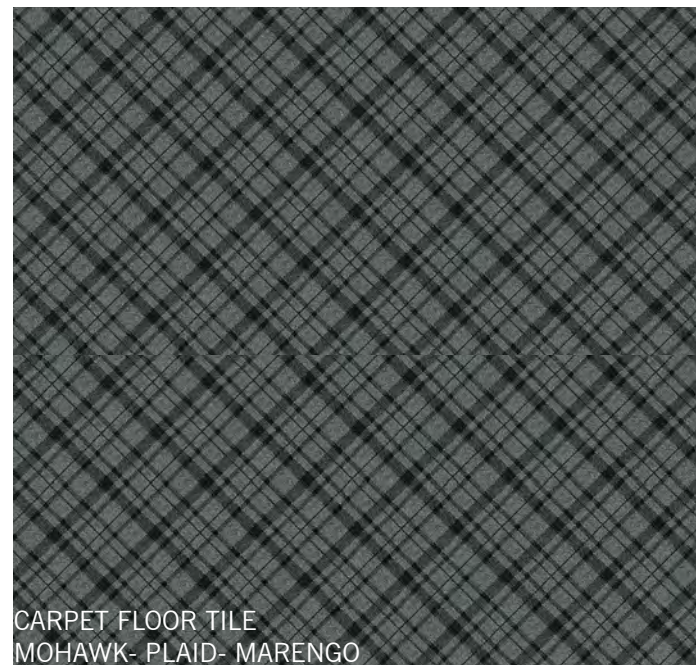
INNER LOBBY PENDANT  
EUREKA ARENA SLICE



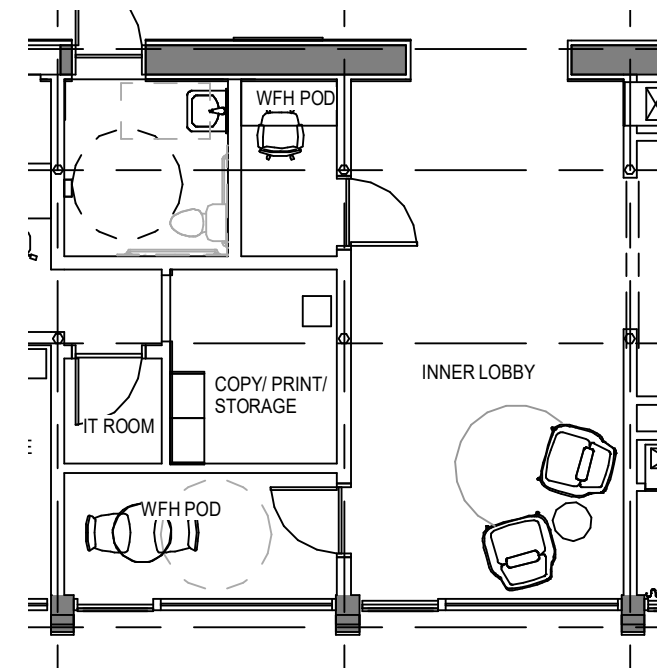
WORK POD COUNTER  
FORMICA COLOR CORE WHITE



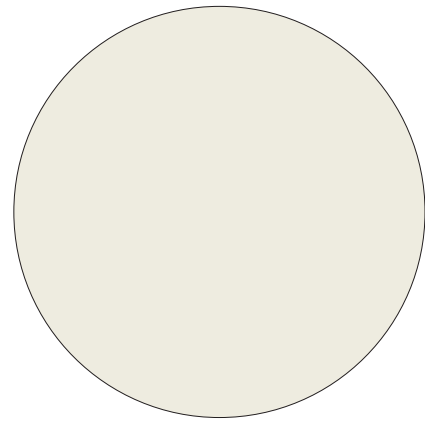
ENGINEERED HARD WOOD  
NYDREE- RIFT&QUATERED WHITE OAK - NATURAL



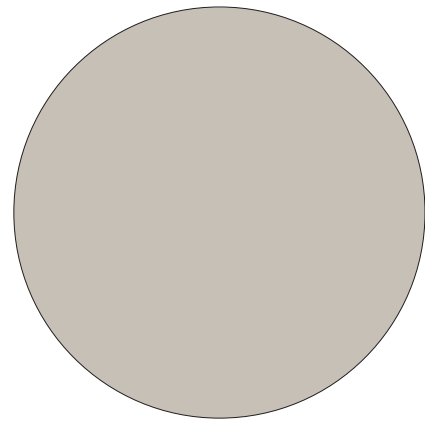
CARPET FLOOR TILE  
MOHAWK- PLAID- MARENGO



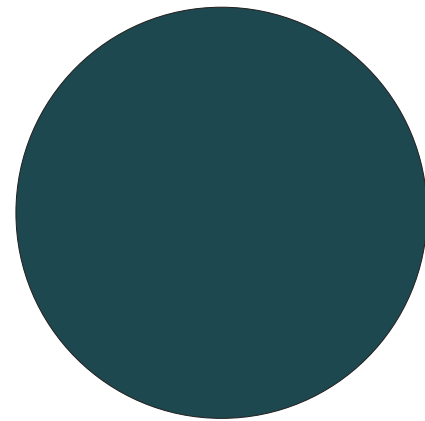
INNER LOBBY- WORK PODS



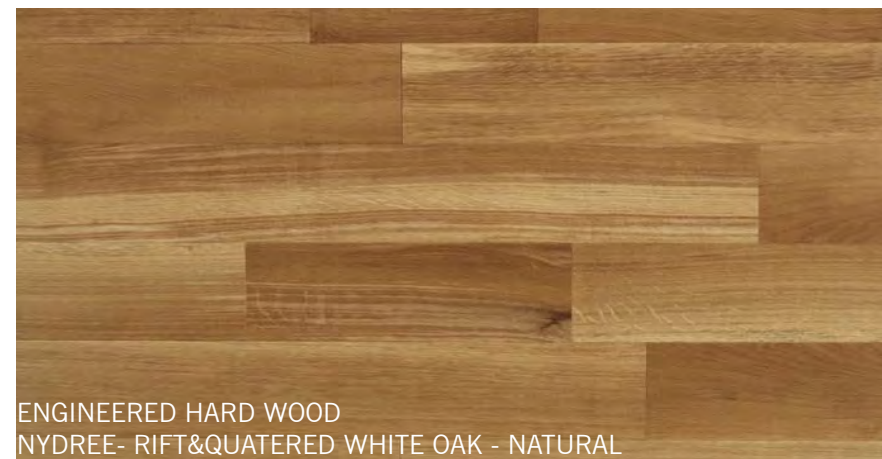
GENERAL PAINT  
SW-SWISS COFFEE



TRIM PAINT  
SW- COLLANADE GRAY



MAIL ROOM WALLS  
BM- DARK HARBOR



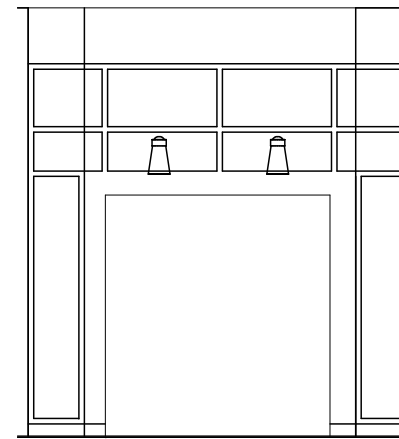
ENGINEERED HARD WOOD  
NYDREE- RIFT&QUATERED WHITE OAK - NATURAL



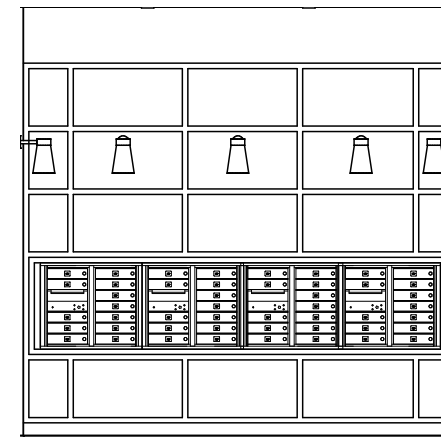
GENERAL DOWNLIGHT



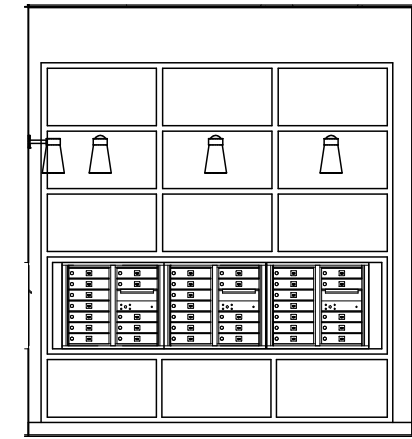
MAILROOM WALL SCONCE  
NORWELL AIDEN SWING ARM



MAILROOM NORTH ELEVATION



MAILROOM EAST ELEVATION



MAILROOM SOUTH ELEVATION



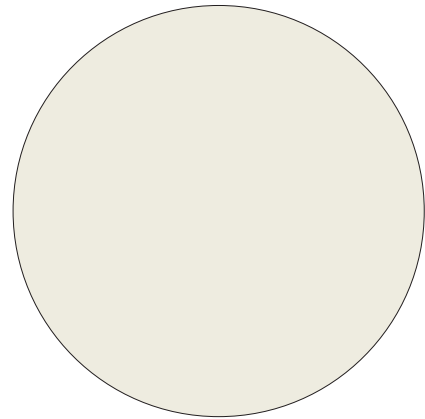
FLORENCE MAILBOXES  
BRONZE



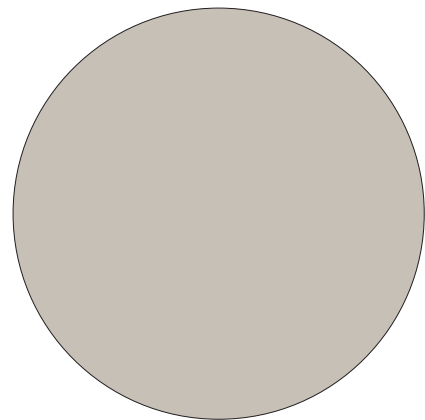
AMAZON HUB



## MAILROOM



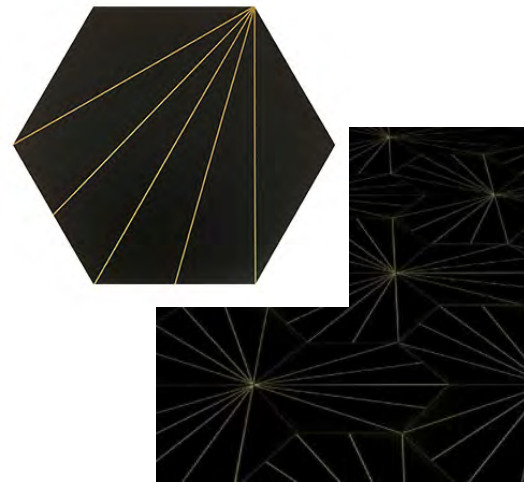
GENERAL PAINT  
SW-SWISS COFFEE



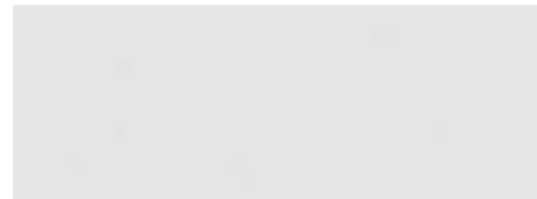
TRIM PAINT  
SW- COLLANADE GRAY



CABINET HARDWARE  
AMEROCK  
BLACKROCK 6 5/16" - BLACK BRONZE



CABINETS  
SLIM SHAKER  
LATTE



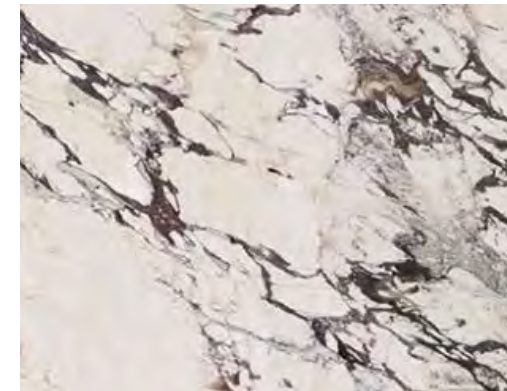
COUNTER  
WHITE SOLID SURFACE



PENDANT ABOCE PENINSULA  
ALORA- NECTO



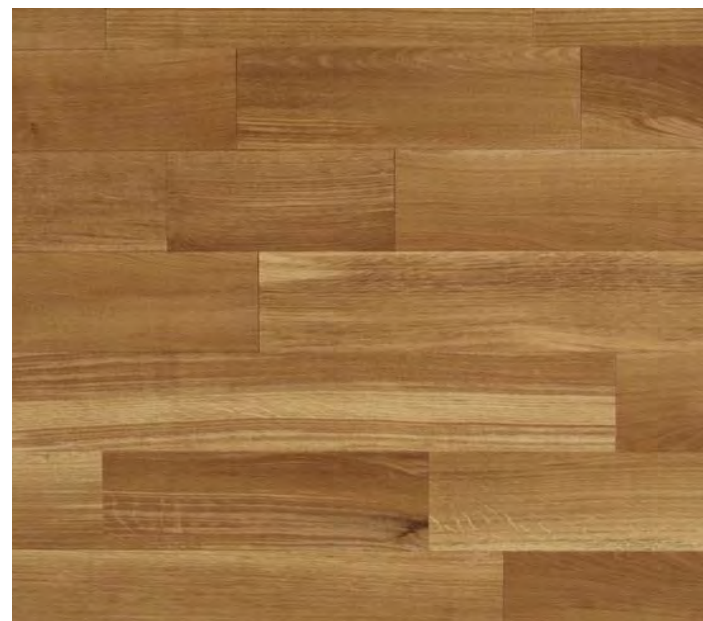
PENDANT ABOCE PENINSULA  
ALORA- NECTO



FIREPLACE WALL  
DAL TILE PANORAMIC



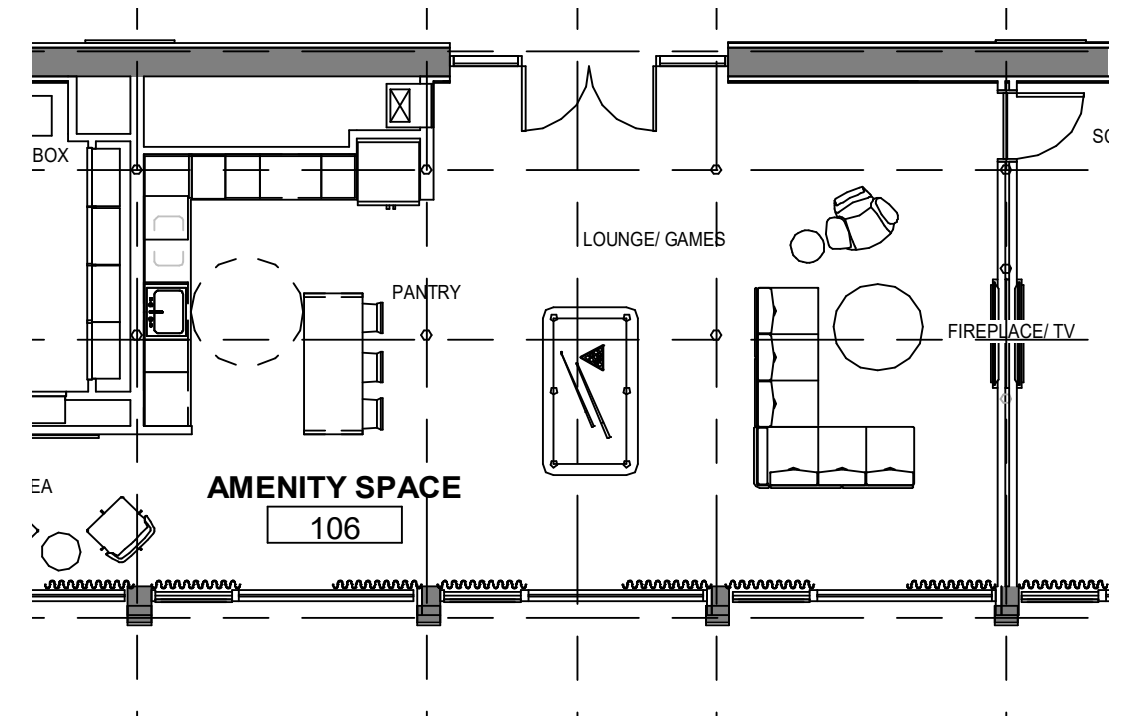
DOUBLE SIDED FIREPLACE  
NAPOLEAN



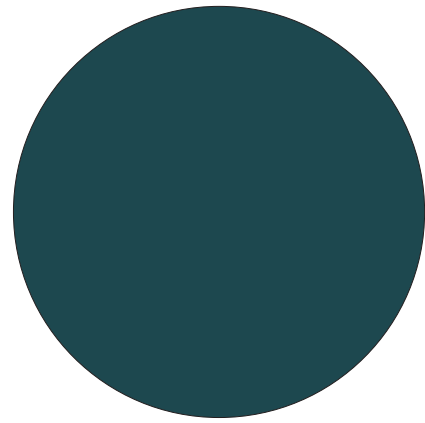
ENGINEERED HARD WOOD  
NYDREE- RIFT&QUATERED WHITE OAK - NATURAL



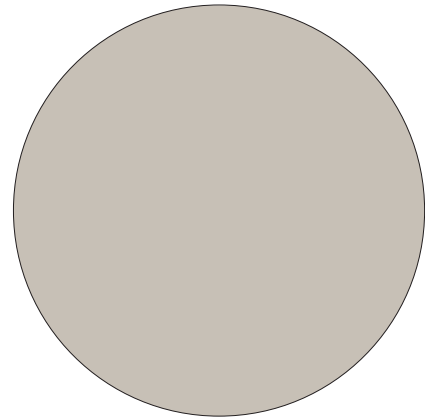
CARPET INSERT  
MILIKEN- NEEDLEWORK- TIGHTKNIT



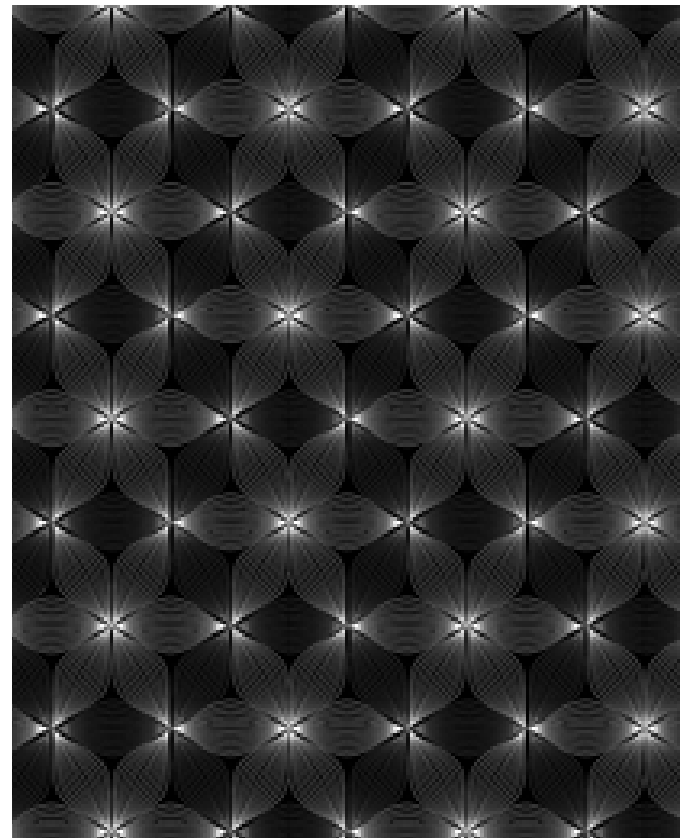
AMENITY SPACE



GENERAL PAINT  
SW-TROPICAL OASIS



TRIM PAINT  
SW- COLLANADE GRAY



CEILING WALLCOVERING  
MDC - BOHO KARMA



WALL SCONCE  
BROWNLEE



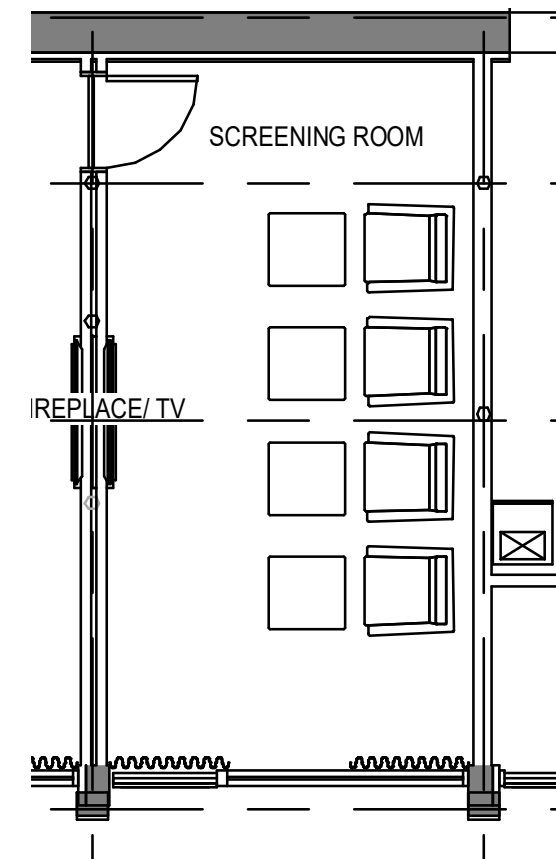
DOUBLE SIDED FIREPLACE  
NAPOLEAN



CARPET INSERT  
MILIKEN- NEEDLEWORK- TIGHTKNIT

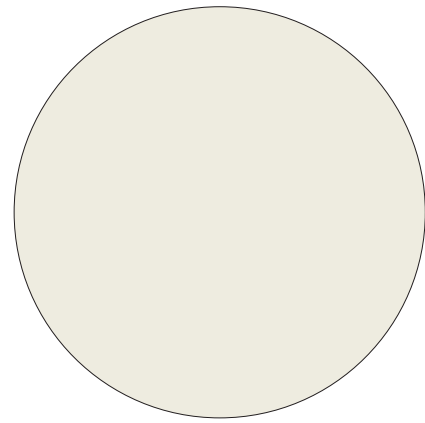


FIREPLACE WALL  
DAL TILE PANORAMIC

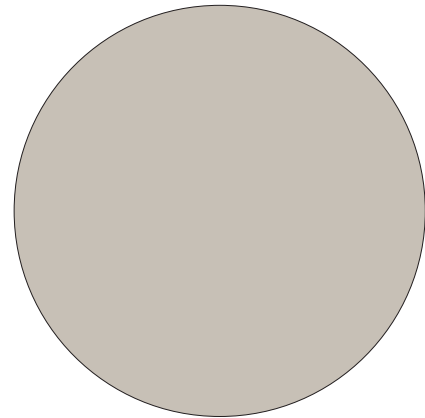


SCREENING ROOM

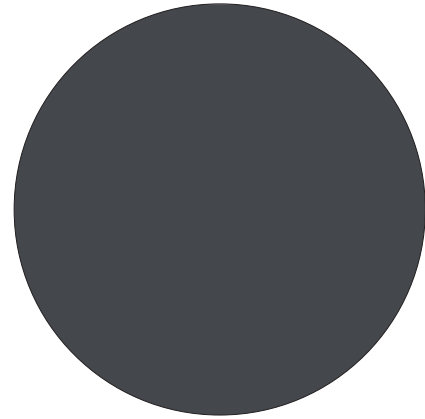




GENERAL PAINT  
SW-SWISS COFFEE



TRIM PAINT  
SW- COLLANADE GRAY



FITNESS CEILING PAINT  
SW- CYBERSPACE



PORCELAIN FLOOR TILE | WALK OFF MAT  
DAL TILE- EXHIBITION- TWILL | MATS INC. NOMAD - GREY



CORRIDOR LIGHTING



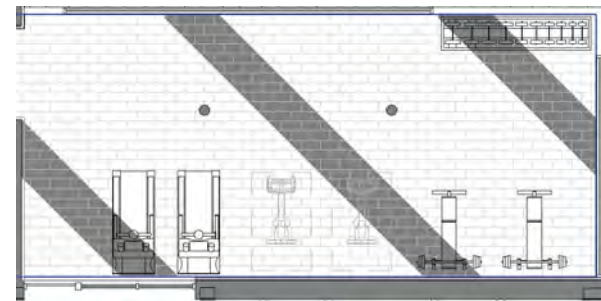
FITNESS ENTRY LIGHTING



FITNESS GENERAL LIGHTING



FITNESS WALL WASHER



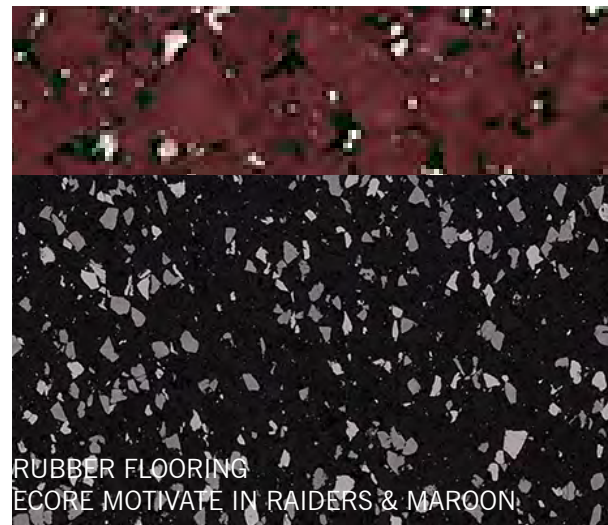
FLOORING PATTERN



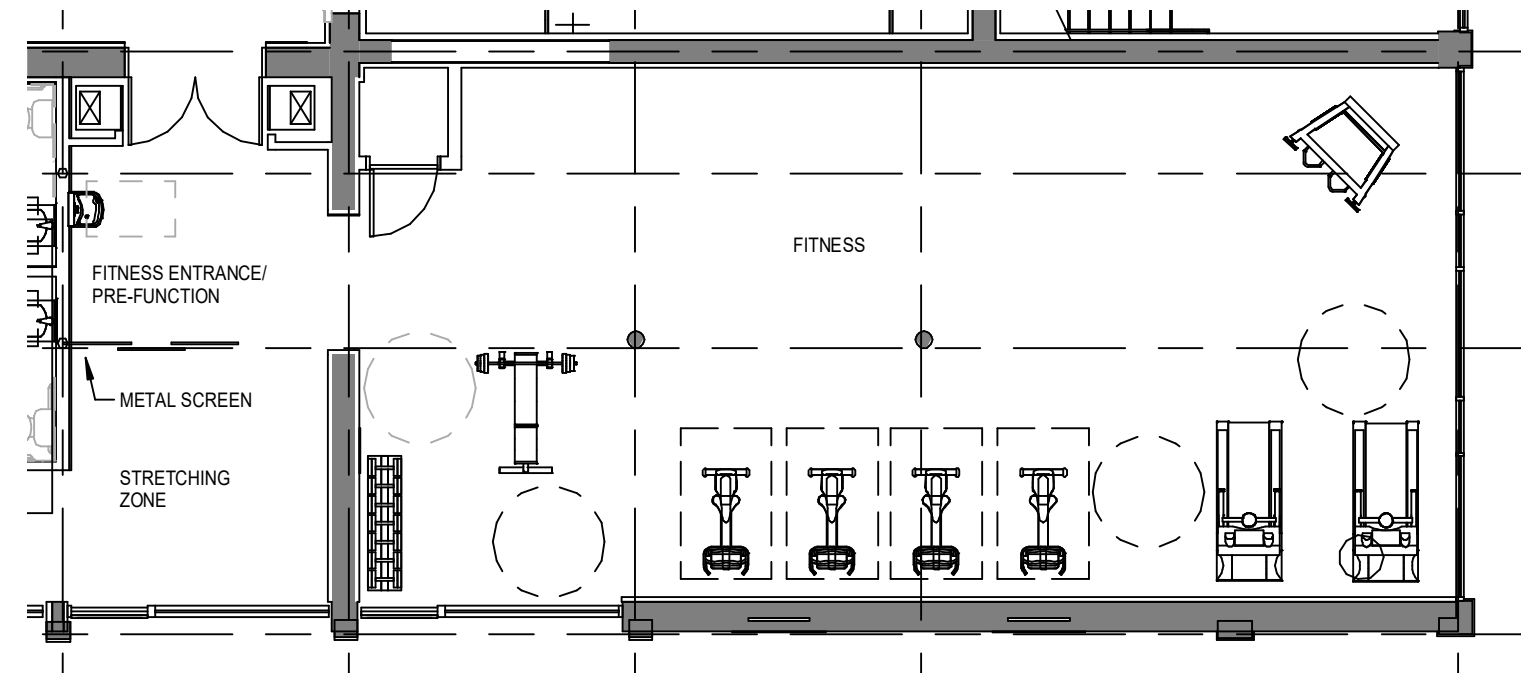
METAL PANEL PRIVACY SCREEN



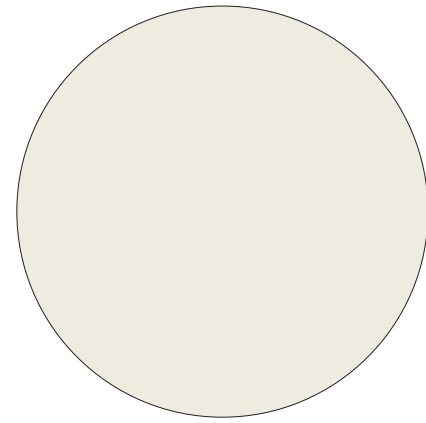
CUSTOM ART GRAPHIC



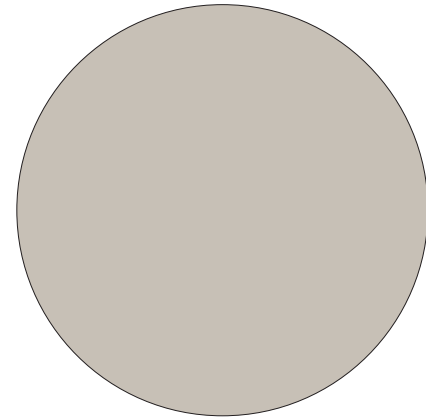
RUBBER FLOORING  
CORE MOTIVATE IN RAIDERS & MAROON



FITNESS - VESTIBULE



GENERAL PAINT  
SW-SWISS COFFEE



TRIM PAINT  
SW- COLLANADE GRAY



WALLCOVERING  
ASTEK- GLASGOW STRATUS



VANITY SCONCE



GENERAL DOWNLIGHT



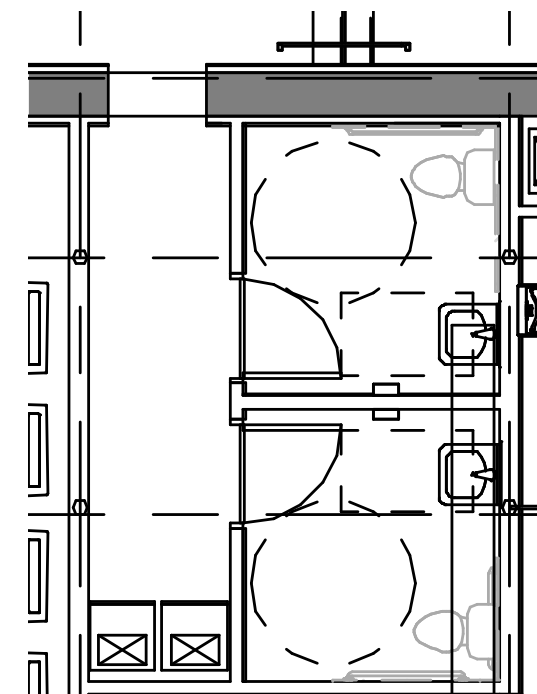
dyson



RESTROOM ACCESSORIES



PORCELAIN FLOOR TILE  
DAL TILE- EXHIBITION- TWILL



TOILETS



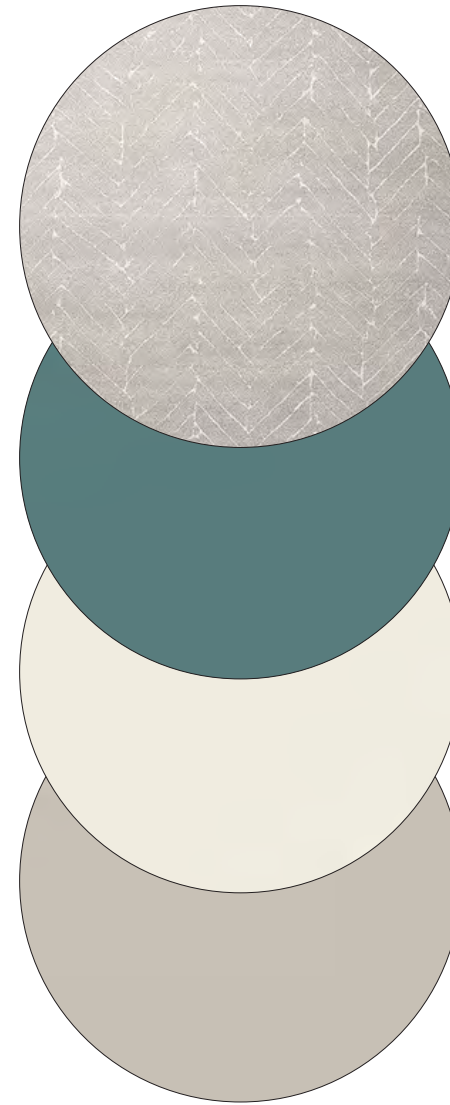
EXISTING TERRAZZO



EXISTING UNIT DOORS TO BE MODIFIED



EXISTING WOOD BASE



ELEVATOR WALLS  
MOMENTUM  
BEACON HILL- CITY STREET

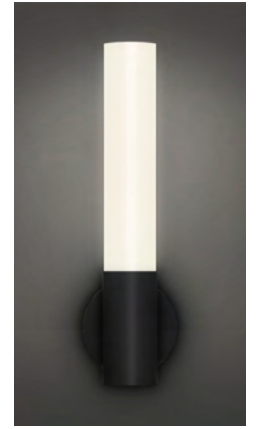
ELEVATOR LOBBY CEILING PAINT  
BM-TROPICAL OASIS

GENERAL WALL PAINT  
BM- SWISS COFFEE

TRIM PAINT  
SW- COLLANADE GRAY



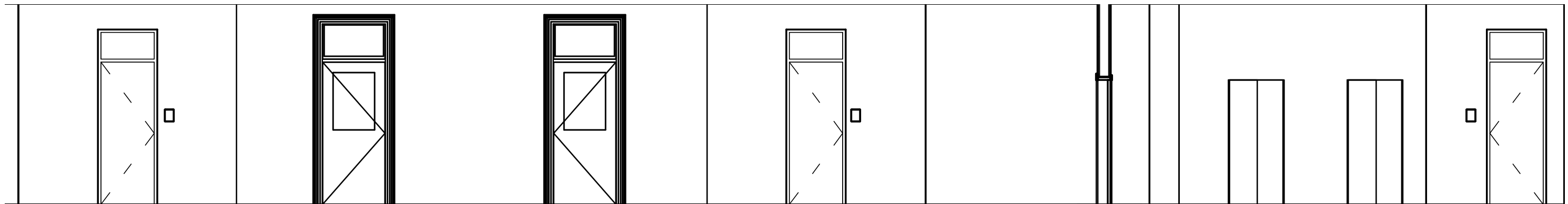
CORRIDOR LIGHTING  
3G PENDANT



UNIT ENTRY SCONCE  
BROWNLEE LIGHTING



ELEVATOR LOBBY LIGHTING  
SPECTRUM PENDANT



### UNIT ENTRY & CORRIDOR



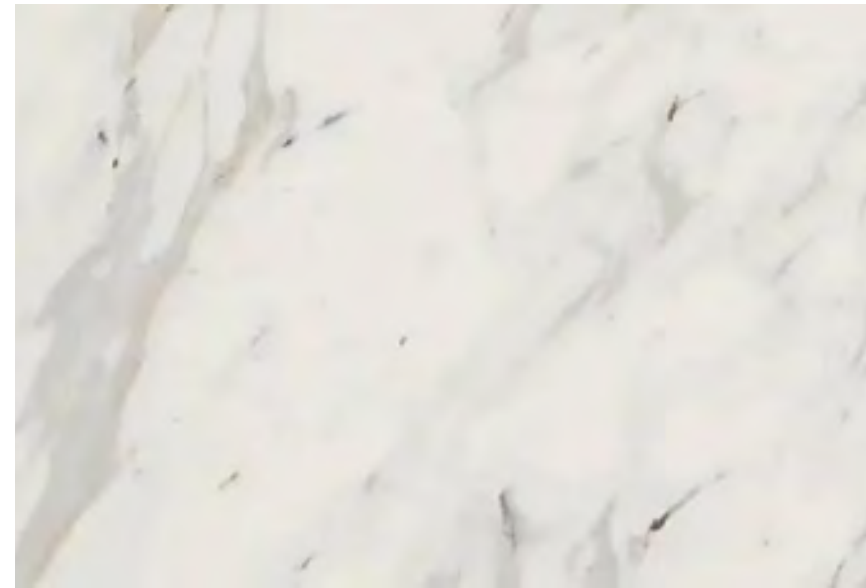
Kuzco  
Dorothy Pendant  
Black with Gold Detail



Juno Lighting  
Juno SlimForm  
White



Norwell Arctic 3  
Black



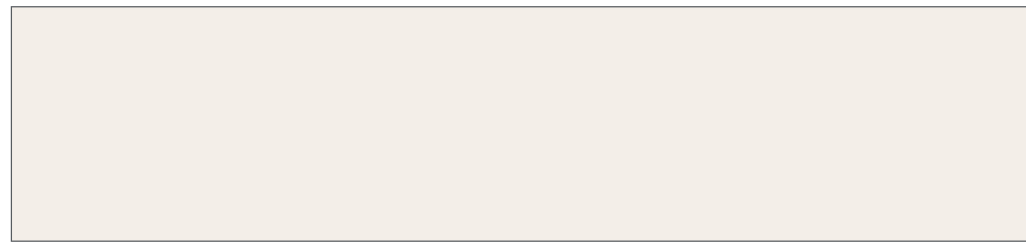
Kitchen Countertop  
Wilsonart  
Calcutta Marble



Cabinet Hardware  
Amerock  
Blackrock 6 5/16" - Black Bronze



Cabinet Door Style & Finish  
Advanta: Callibra I Latte



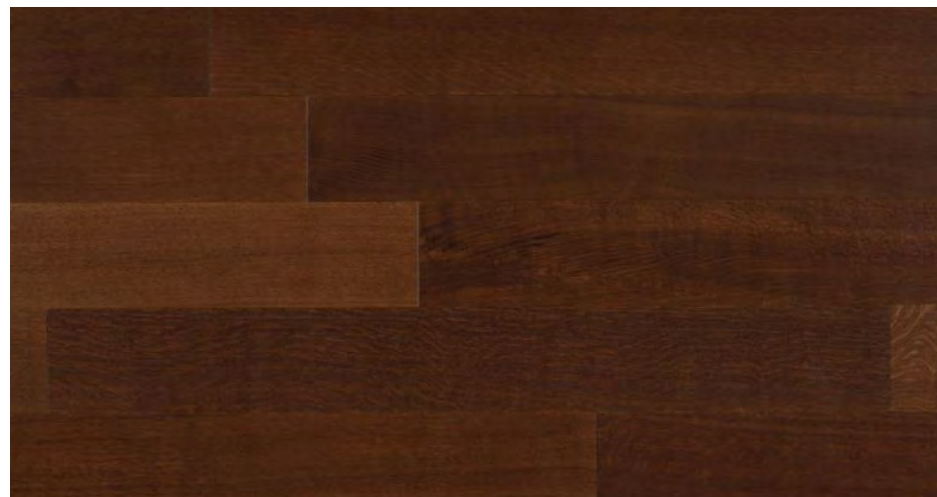
Wall & Trim Paint  
Sherwin Williams: ProMar 200 Zero Voc  
Interior Latex  
Arcade White (Egg-Shell)



Bathroom Vanity & Stone Color  
Formica Quartzite



Bathroom Accessories  
Black



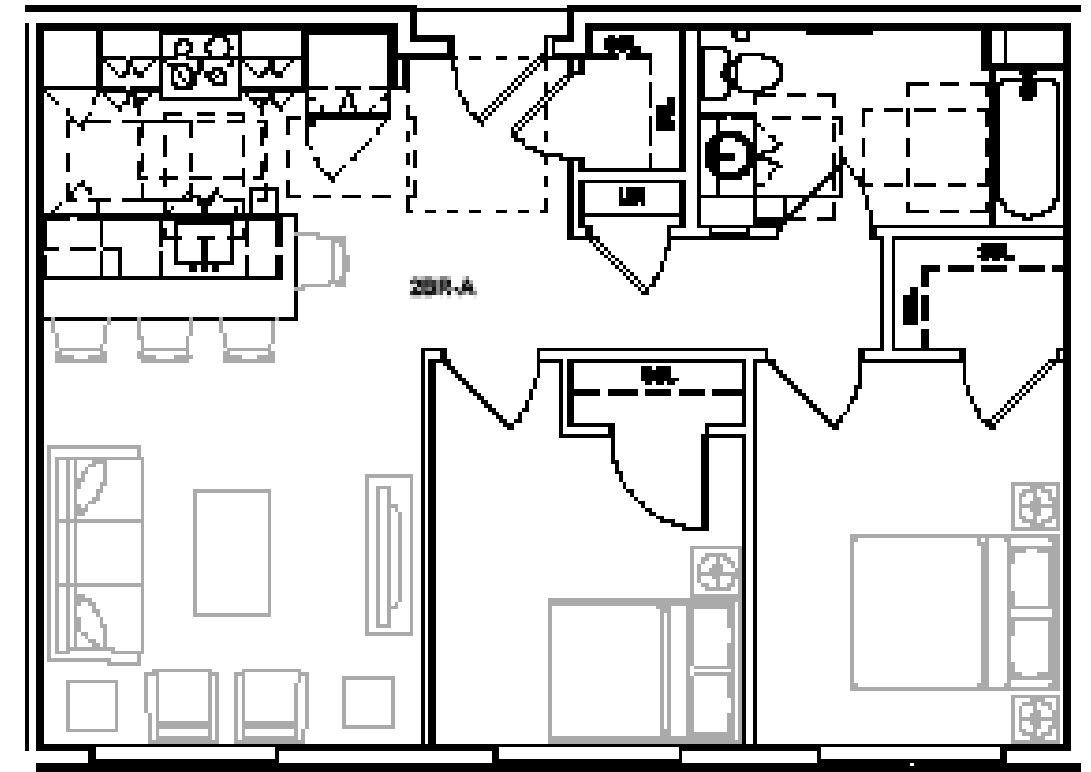
Unit Hardwood  
Nydree Flooring  
Rift and Quatered White Oak  
Sorrel

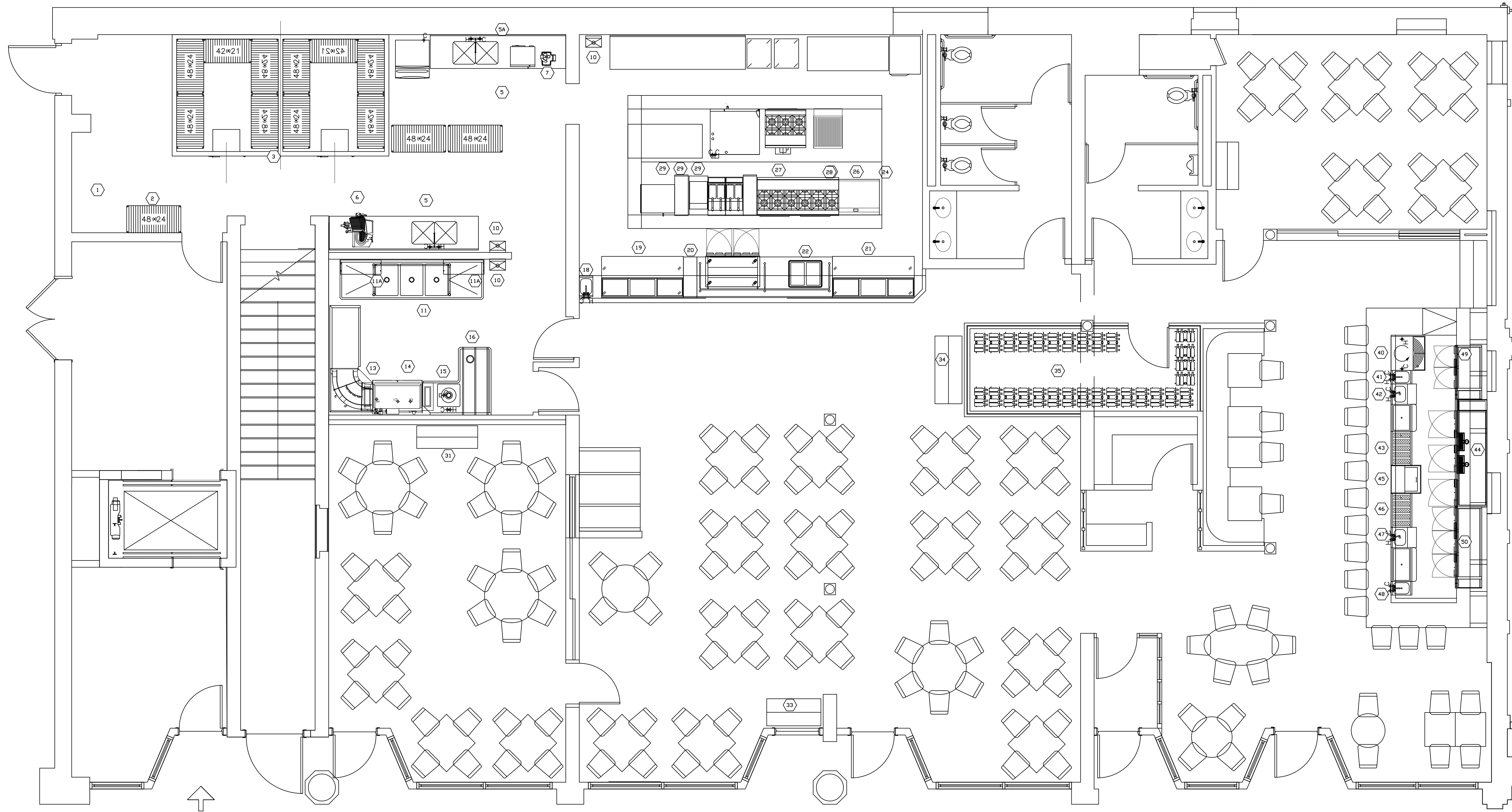


Bedroom Carpet  
Mohawk  
Charming Outlook  
Taupe Shadow

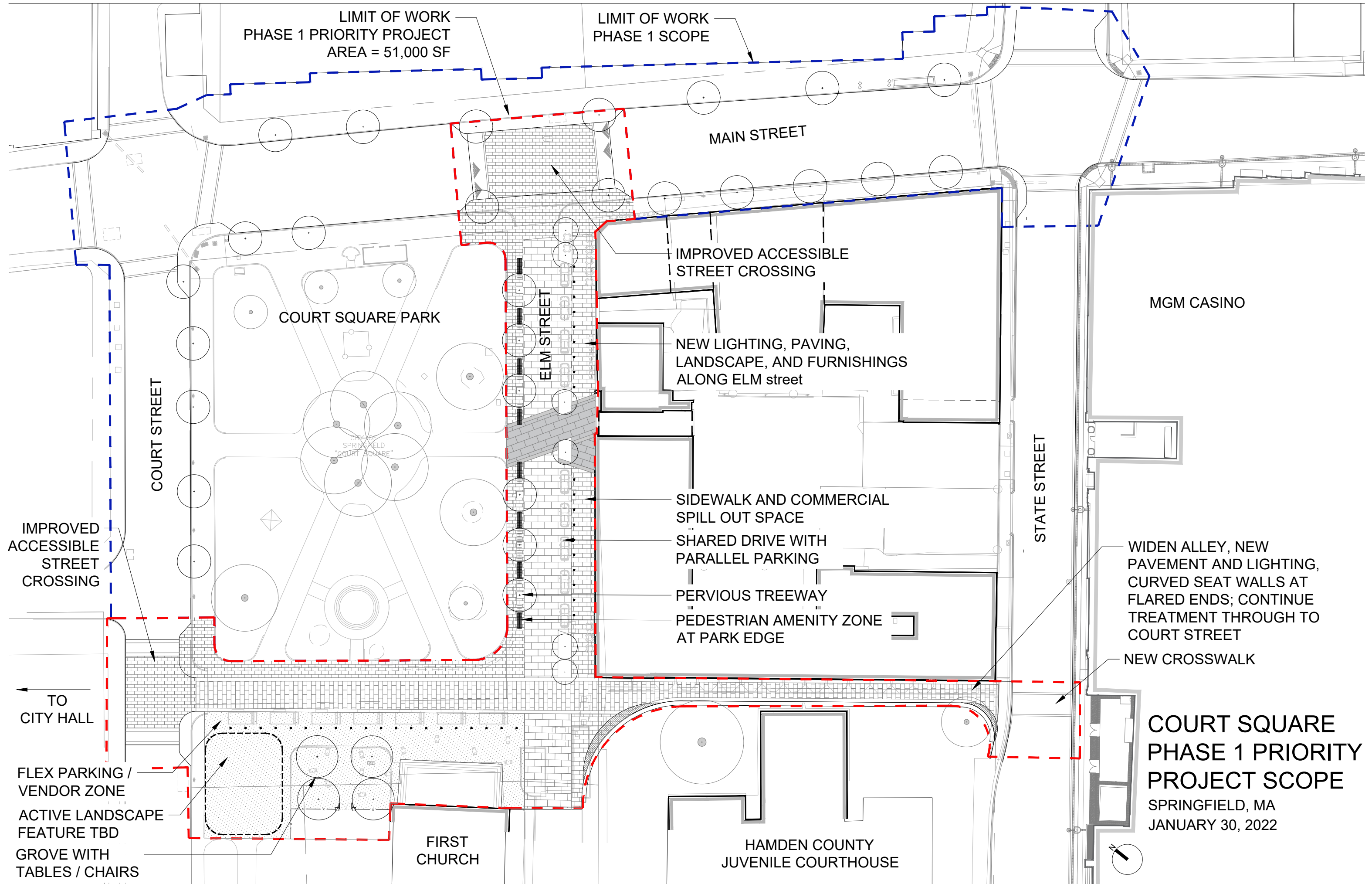


Bathroom LVT  
Interface  
Textured Stone  
Dark Grey





**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT G: Priority Phase One Conceptual, Copley Wolff**



LIMIT OF WORK  
PHASE 1 PRIORITY PROJECT  
AREA = 51,000 SF

LIMIT OF WORK  
PHASE 1 SCOPE

MAIN STREET

COURT SQUARE PARK

ELM STREET

IMPROVED ACCESSIBLE  
STREET CROSSING

NEW LIGHTING, PAVING,  
LANDSCAPE, AND FURNISHINGS  
ALONG ELM street

MGM CASINO

COURT STREET

STATE STREET

IMPROVED  
ACCESSIBLE  
STREET  
CROSSING

SIDEWALK AND COMMERCIAL  
SPILL OUT SPACE

SHARED DRIVE WITH  
PARALLEL PARKING

PERVIOUS TREEWAY

PEDESTRIAN AMENITY ZONE  
AT PARK EDGE

WIDEN ALLEY, NEW  
PAVEMENT AND LIGHTING,  
CURVED SEAT WALLS AT  
FLARED ENDS; CONTINUE  
TREATMENT THROUGH TO  
COURT STREET

NEW CROSSWALK

TO  
CITY HALL

FLEX PARKING /  
VENDOR ZONE

ACTIVE LANDSCAPE  
FEATURE TBD

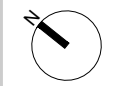
GROVE WITH  
TABLES / CHAIRS

FIRST  
CHURCH

HAMDEN COUNTY  
JUVENILE COURTHOUSE

**COURT SQUARE  
PHASE 1 PRIORITY  
PROJECT SCOPE**

SPRINGFIELD, MA  
JANUARY 30, 2022



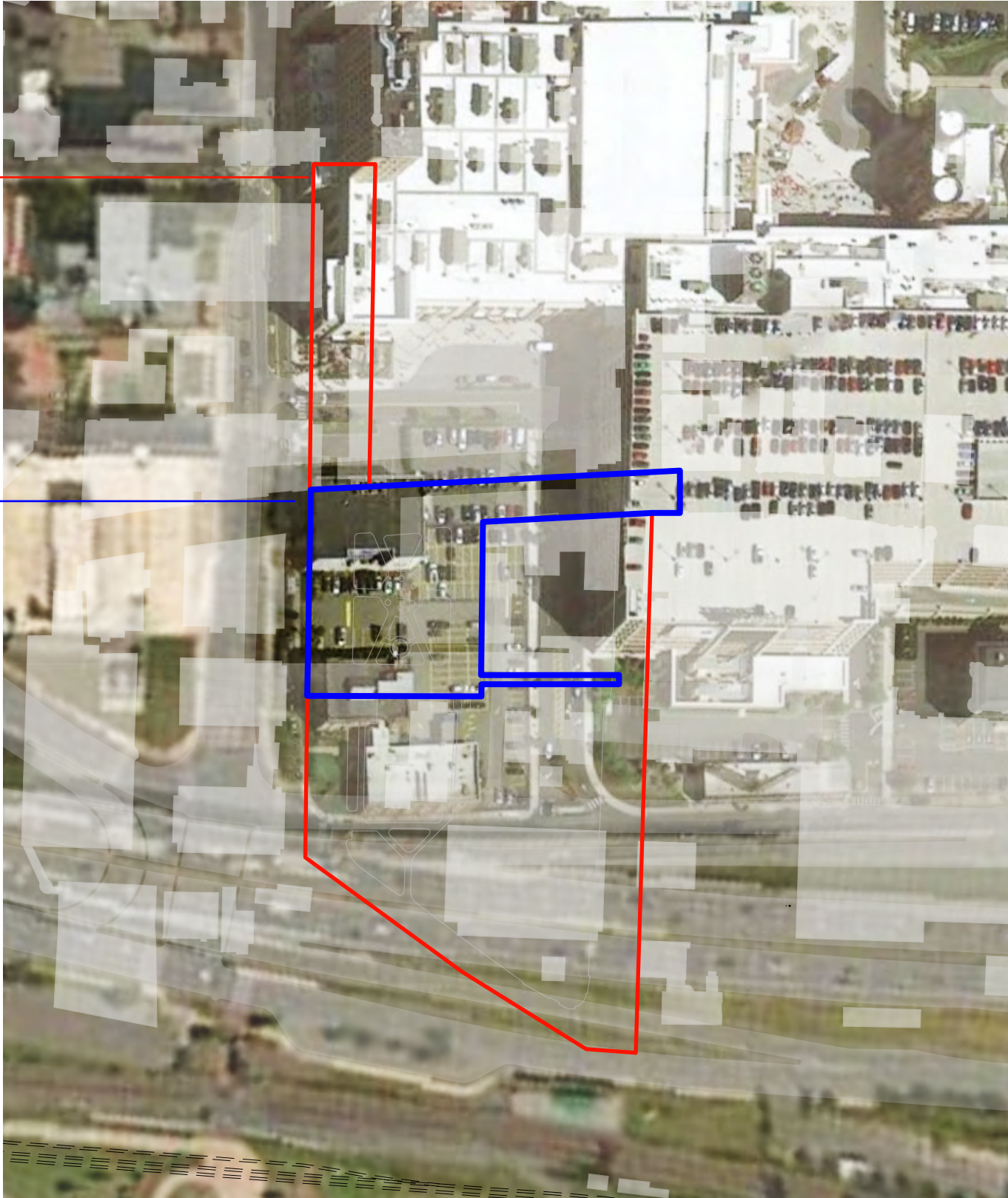
# Springfield Court Square

## Public Realm Master Plan Development

19 January 2022

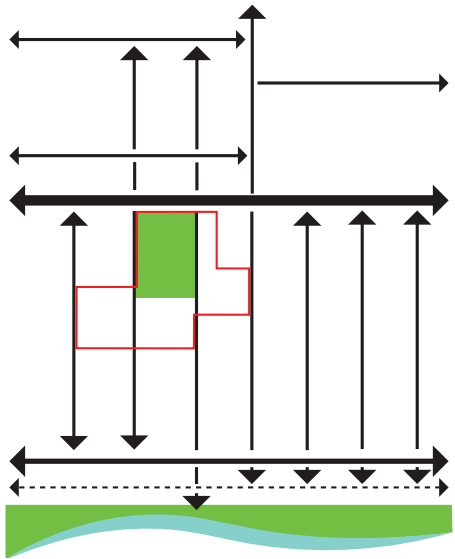
Master Plan

Phase I

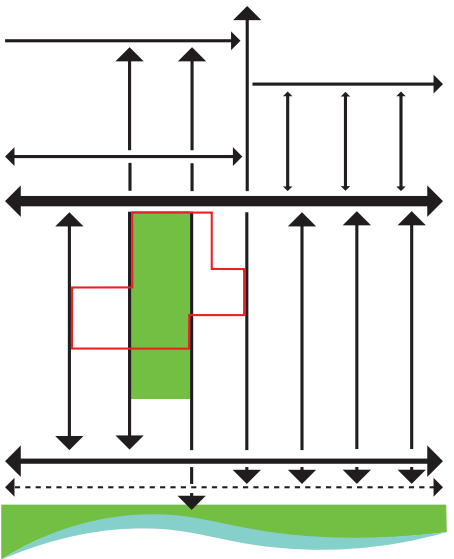




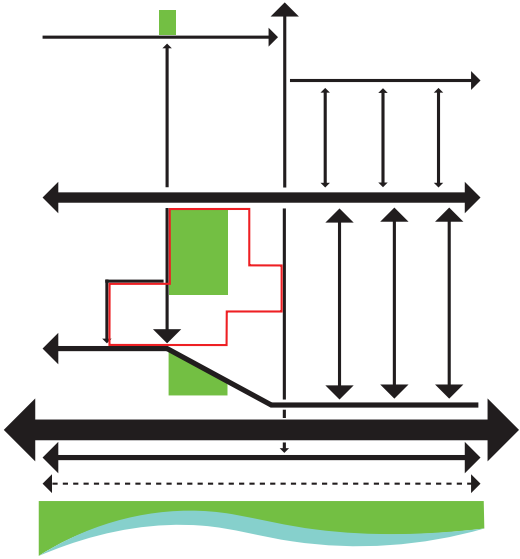
# HISTORIC CONTEXT: CONNECTIVITY



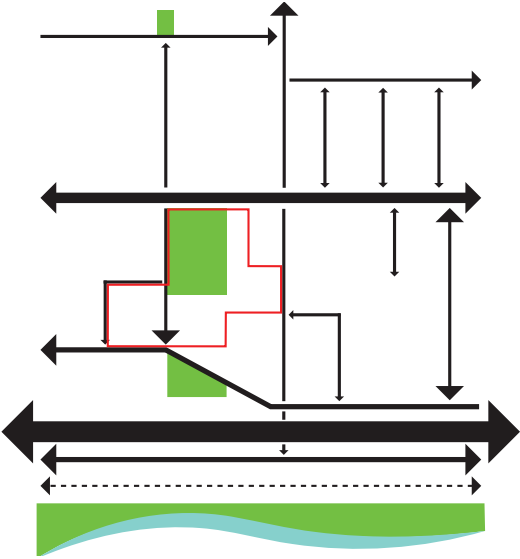
1886



1909



1950

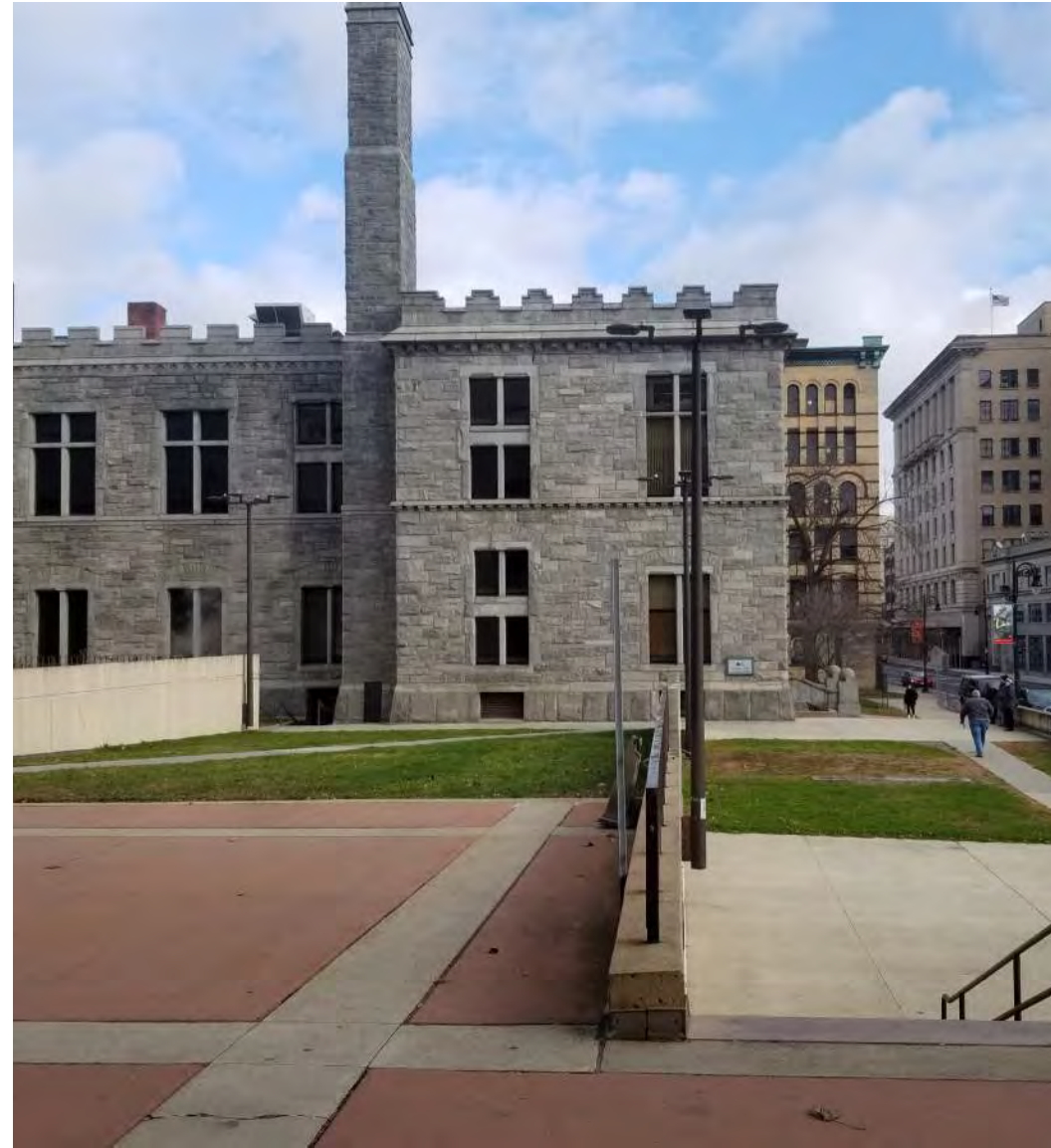


2020



- Court square is a hub of history, culture and civics
- Large open spaces adjacent to civic and cultural institutions = potential for vibrant public realm

# TODAY: THE NOT SO GOOD



- Haphazard parking and back of house operations detract from cohesiveness and legibility of public open space
- Severed connections and poor accessibility
- Lack of outdoor public amenities to attract engagement

## Vision:

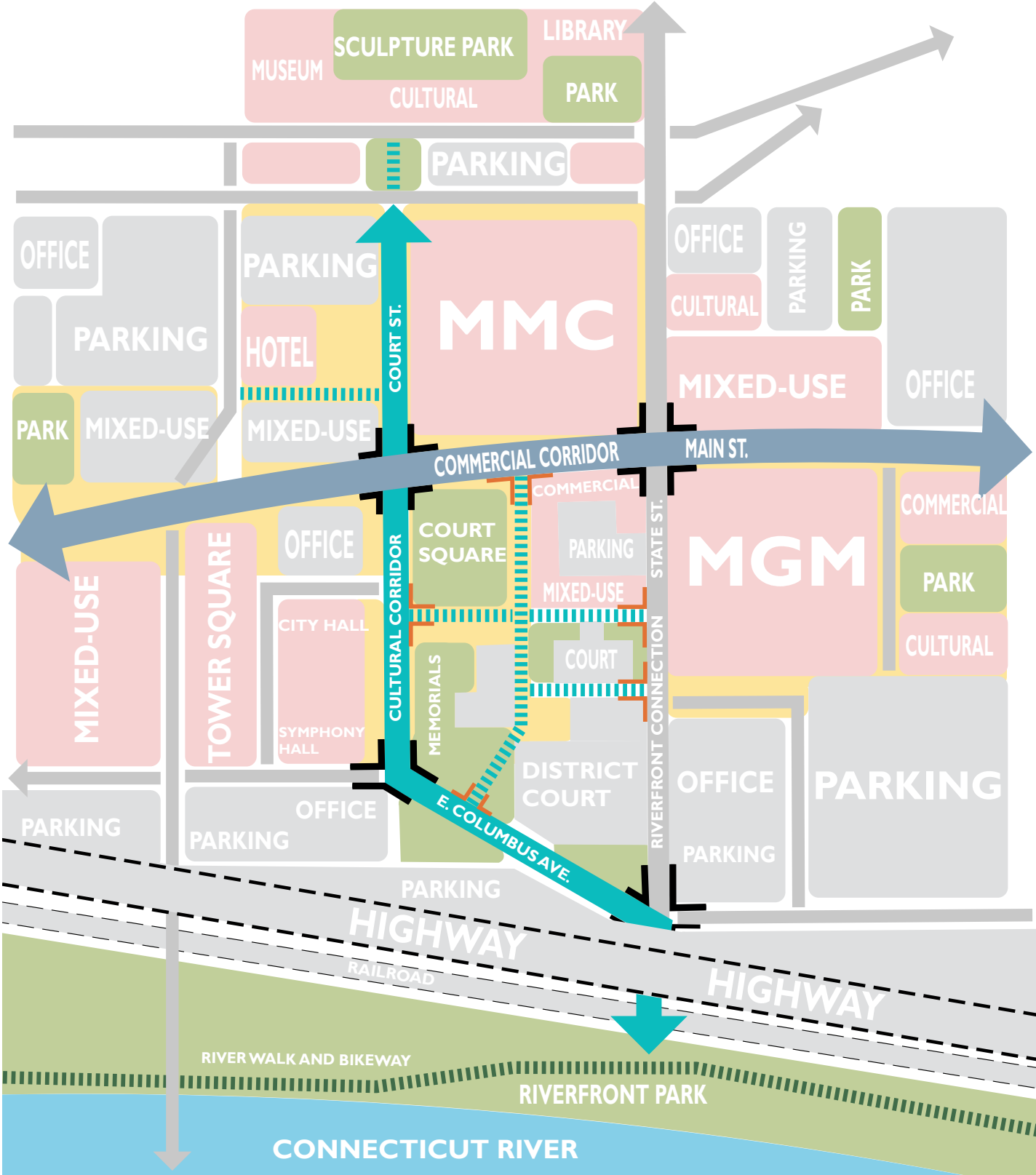
**Springfield's Court Square District is a cultural hub with activities and attractions that generate dynamic shared experiences.**

## Goals:

1. Improve connections between activators
2. Enhance pedestrian experience
3. Define and strengthen district identity
4. Engage visitors with public open spaces that pique curiosity and encourage social interaction for people of all ages
5. Design spill-out spaces to accommodate outdoor programming to anchor institutions

# MASTER PLAN GOALS

Goal 1: Improve connections between activators



## Court Square Activators

- MGM Casino
- MassMutual Center
- Courts
- Symphony Hall
- City Hall
- Market Street
- Tower Square
- Riverfront Park and Playground



# MASTER PLAN GOALS

## Goal 3: Strengthen District Identity



# MASTER PLAN GOALS

## Goal 4: Engaging public open space



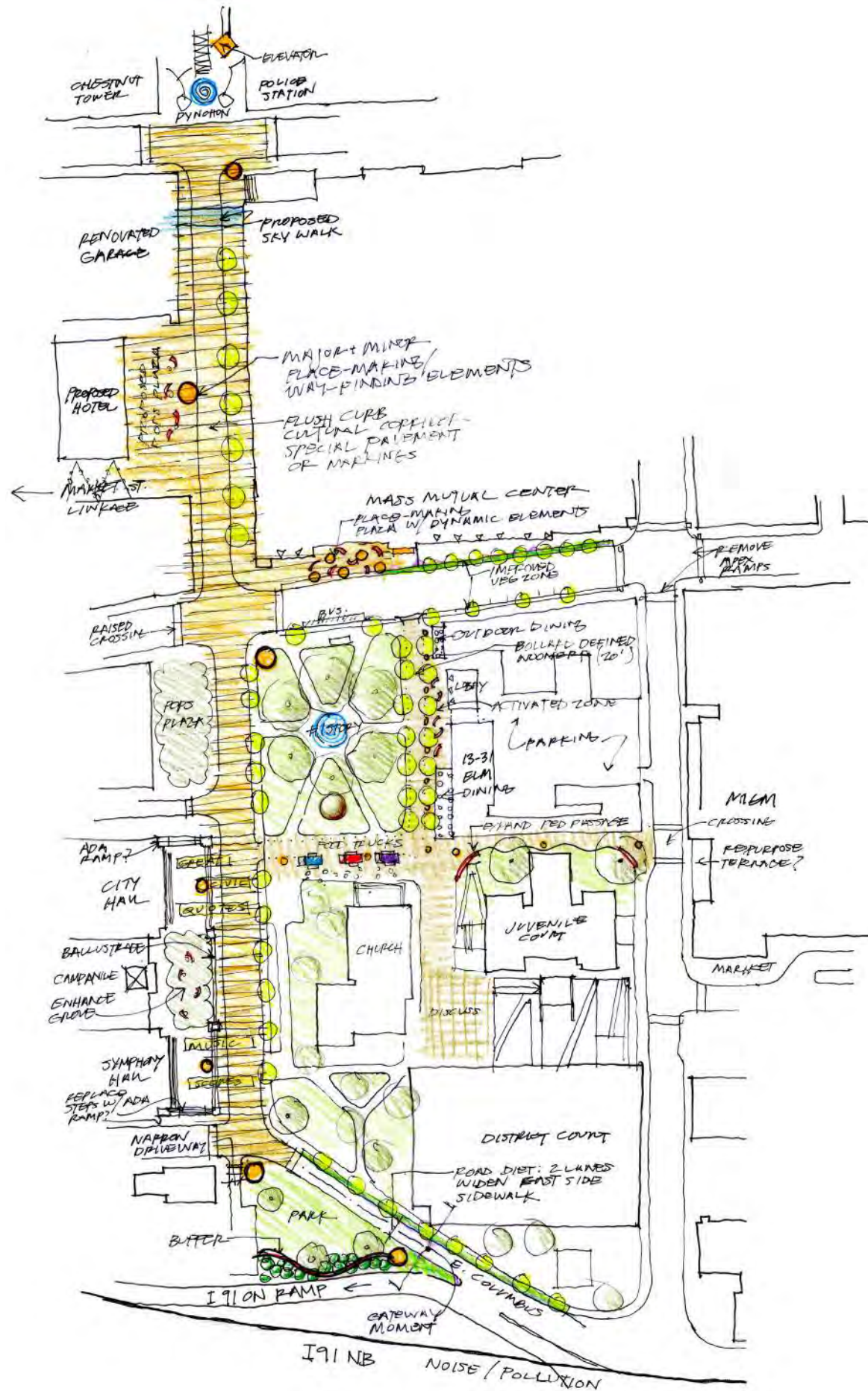


# MASTER PLAN GOALS

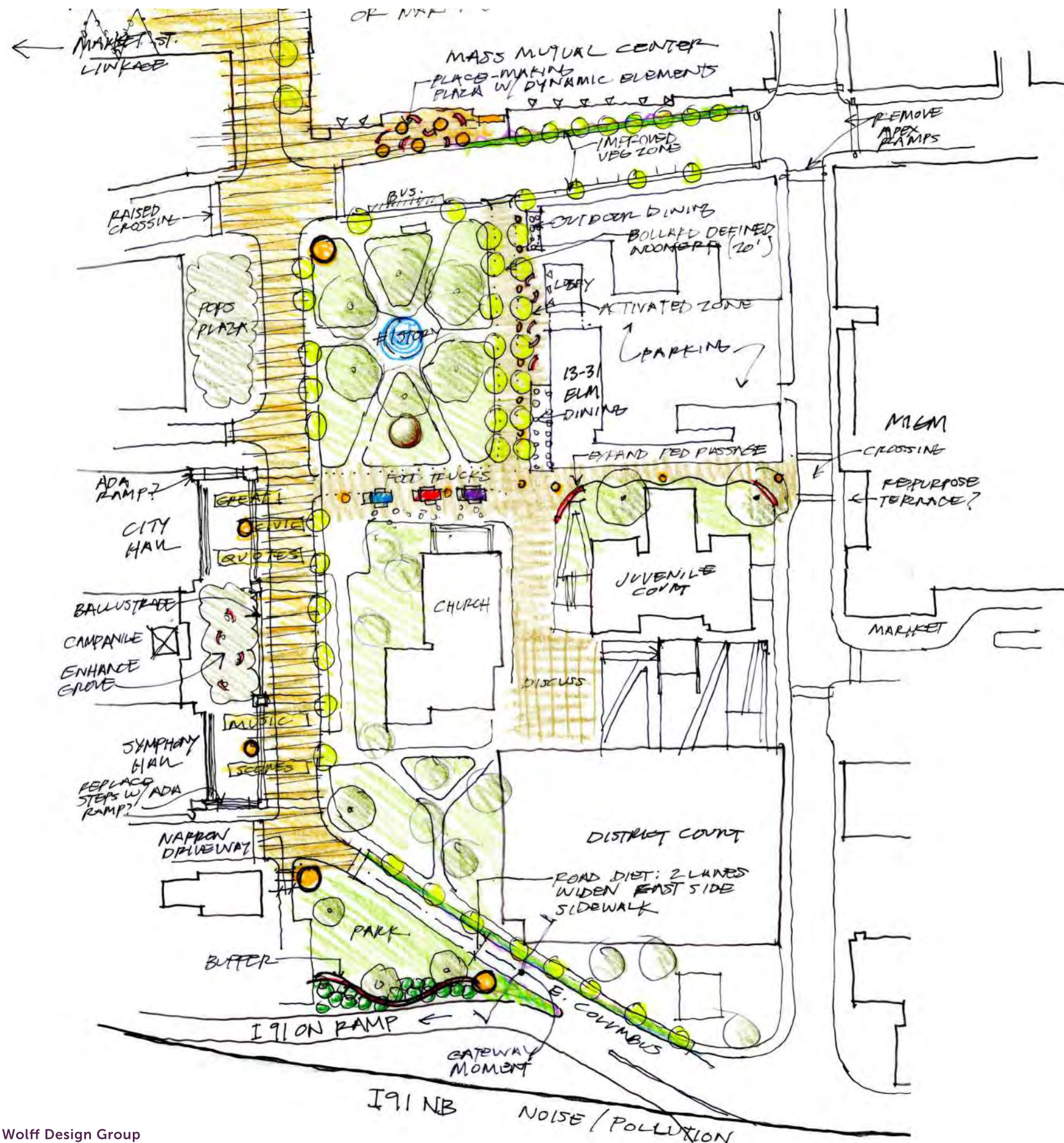
## Goal 5: Design spill-out spaces to accommodate outdoor programming



# PUTTING IT ALL TOGETHER



# PUTTING IT ALL TOGETHER: PHASE I PRIORITY PROJECT



## Main Street Streetscape improvements

- street trees
- green infrastructure
- furnishing zone
- improved bike lanes
- Intersection improvements

## Court Square Ave and Elm Street vehicular access

- parallel parking at Elm Street
- public plaza along Court Square Ave
- Restaurants spill out space
- Activate park edge

## Alley btw MGM/City Hall

- widen alley
- benches and lighting
- improved pavement

## Pedestrian Promenade along Court Street and E Columbus

- street trees
- green infrastructure

# PHASE 1 PRIORITY PROJECT AREA



**2022 Transportation Construction Grant Application**

**BD-22-1068-1068C-1068L-68403**

**ATTACHMENT H: Court Square Conditions**



Current Alley Connection Court Square to MGM: Future 13-31 Elm St. Activation



MGM South End Marketplace & Entry: Visual/physical obstructions and lack of connectivity to Court Square



Poor alley connection: 13-31 Elm St. Future Restaurant and Alley activation



Lack of connection to Symphony Hall from Court Square & MGM



Court Square Ave Reopening / Activation







Lack of Connection to MMC; Reopening Elm St., Sidewalk/streetscape



13-31 Elm St.: Lack of connection with street/park; future Ground Floor Restaurant / Retail

**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT I: City Funds Approvals**



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, D.C. 20410-7000

OFFICE OF COMMUNITY PLANNING  
AND DEVELOPMENT

Honorable Domenic J. Sarno  
Mayor, City of Springfield  
36 Court Street  
Springfield, Massachusetts 01103

Dear Mayor Sarno:

Congratulations! I am pleased to inform you that the City of Springfield's (hereafter, the "City") request for loan guarantee assistance under Section 108 of the Housing and Community Development Act of 1974, as amended, has been approved. Such assistance is to consist of the guarantee of notes or other obligations in the principal amount of \$5,000,000, plus interest thereon, which shall be issued to finance activities described in the City's application (B-20-MC-25-0023) for the Main Street/Convention District Overlay Zone Fund Project.

This offer of commitment ("Commitment") is subject, however, to the conditions specified in Item 8 of the Funding Approval (Form HUD-7082).

The first condition provides that in the event the City fails to submit notes or other obligations for inspection and guarantee by the Secretary of Housing and Urban Development (HUD) before September 30<sup>th</sup>, 2022, the Commitment will expire as of such date.

The second condition provides that the repayment schedule for the indebtedness evidenced by the notes or other obligations (the "Guaranteed Loan") must be acceptable to HUD.

The third condition provides that the City shall provide additional security for the Guaranteed Loan and such additional security must be acceptable to HUD. The additional security shall be identified in the Contract for Loan Guarantee Assistance ("Contract"), specified by 24 CFR 570.705(b)(1), which will be executed at the time the guaranteed obligations are issued. The City's application and other supporting material identify the City's pledge of a first priority lien on the real property that will be acquired as additional security for the Guaranteed Loan.

In addition, the Contract shall provide that HUD may use existing pledged grants to prepay (or defease) the Guaranteed Loan if HUD determines that the standard pledge of future Community Development Block Grant ("CDBG") funds is insufficient to assure payment of amounts due thereunder. HUD reserves the right to require further security upon evaluation of the foregoing security arrangements and the City may substitute other collateral security for such arrangements, subject to HUD's approval of such substitution.

The fourth condition provides that prior to submitting notes or other obligations for inspection and guarantee by HUD, the City shall submit information required under Section 102(b) of the Department of Housing and Urban Development Reform Act of 1989 (42 U.S.C. 3545). This information shall be submitted on Form HUD-2880 to HUD's Boston, MA Regional

Office. A copy of Form HUD-2880 is enclosed for this purpose.

The fifth condition provides that the City is required to pay a fee of 2.15% of the principal amount of loan guaranteed under this Commitment to cover the credit subsidy costs as announced in the *Federal Register* on August 26, 2020 (85 FR 52479). This fee applies to all Section 108 guaranteed loan commitments issued in Fiscal Year 2021. The fee is applied only at the time of loan disbursements. The amount to be paid at that time is equal to 2.15% of the principal amount of the requested Guaranteed Loan advance. The fee may be paid directly by the City or, alternatively, it may be deducted from the Guaranteed Loan advance(s). If the fee is paid directly by the City, it may be paid from CDBG grant funds drawn down under the CDBG line of credit or with another source.

In addition to the special conditions cited above, the release of funds for the project to be carried out with loan guarantee assistance is conditioned upon compliance by the City with all applicable provisions of the HUD Environmental Review Procedures (24 CFR Part 58). The City is reminded that these Procedures include limitations on the commitment of HUD and non-HUD funds on an activity or project prior to HUD's approval of the request for release of funds and related certification of compliance with environmental requirements. Please refer to 24 CFR 58.22 for a description of the limitations and the entities to whom they apply.

Please furnish us, at the address specified below, your timetable for execution of the activities described in your application. These activities will be financed through a public offering of Section 108 obligations. If you need funds prior to the next public offering, please notify HUD at the address below and instructions for obtaining interim financing will be provided.

Please execute attached copy of the Funding Approval (Form HUD-7082) and return two copies to the Department of Housing and Urban Development, Financial Management Division, Room 7282, 451 Seventh Street, S.W., Washington, D.C. 20410. One copy should be retained for your files. The Funding Approval amends the Grant Agreement authorized by HUD on June 24, 2020, under the Funding Approval for grant number B-20-MC-25-0023 to include loan guarantee assistance. The Grant Agreement thereby incorporates this Funding Approval, the loan guarantee application, and Subpart M of the block grant regulations governing loan guarantees, as well as such agreements, schedules, and other documentation required for submission or execution in connection therewith.

Please do not hesitate to reach out if we can support you in the use of your Section 108 funds. Please contact Paul D. Webster, Director, Financial Management Division at (202) 402-4563, if you need assistance.

Sincerely,

Jessie Handforth Kome  
Director, Office of Block  
Grant Assistance, DGB



Home (/) / Press Room (/press) / Press Releases (/press/press\_releases\_media\_advisories) / HUD  
No. 21-161

Share 1

Tweet



Share

HUD No. 21-161  
HUD Public Affairs  
(202) 708-0685

**FOR RELEASE**  
Tuesday  
September 28, 2021

**HUD Awards Springfield, Massachusetts \$5 Million, Marking 2,000th Community  
Development Block Grant Section 108 Loan  
Program Provides Source of Low-Cost, Long-Term Financing for Economic and  
Community Development Projects**

WASHINGTON, D.C. - U.S. Department of Housing and Urban Development (HUD) today awarded Springfield, Massachusetts \$5 million, marking the 2,000th approval through the Community Development Block Grant (CDBG) Section 108 Loan Guarantee Program. The program allows local governments to leverage 5 times their current CDBG grant into federally guaranteed loans large enough to pursue physical and economic revitalization projects capable of redeveloping entire neighborhoods. Public investment such as Section 108 loans can spur private economic activity, providing the resources or the confidence that private firms and individuals may need to invest in distressed areas.

Springfield's Section 108 loan guarantee will support the Main Street Convention District Overlay Zone Fund Project, with funds assisting in the purchase of vacant, abandoned, and foreclosed property located downtown to support redevelopment and revitalization of downtown Springfield.

“The cornerstone of HUD’s Section 108 Loan Guarantee Program since its inception in 1978 has been its incredible flexibility,” said Arthur Jemison, Principal Deputy Assistant Secretary for Community Planning and Development. “Section 108 combines the programmatic flexibility of the CDBG program with flexible loan terms that, together, enable states and local governments to address their community and economic needs that cannot be met from other sources. With this loan guarantee, Springfield will have resources it needs to produce transformative results.”

After the passage of the Housing and Community Development Act in 1974, HUD’s CDBG entitlement communities and states have leveraged their CDBG grant allocations into federally guaranteed loans for projects addressing economic development, affordable housing, infrastructure, and public facilities challenges. Since the beginning of the Program in 1978,

Section 108 projects have supported over 600 community and state economic development and affordable housing rehab projects, and contributed to the creation of over 120,000 jobs. The program has also helped fund more than 250 public works and infrastructure projects and 240 housing projects. Section 108 grantees who leveraged other funding sources (federal, state, local, and private) secured, on average, \$4.62 of additional funds for every \$1 of Section 108 funding (see 2012 HUD report here ([https://www.huduser.gov/portal/publications/pdf/HUD\\_Section108\\_LoanGuaranteeProgram.pdf](https://www.huduser.gov/portal/publications/pdf/HUD_Section108_LoanGuaranteeProgram.pdf))).

Local governments and states have direct access to the Section 108 Program. Smaller units of local government can access the program through their state, including colonias locations. Funding under Section 108 can be used to provide the necessary gap financing to enable large-scale development, New Market Tax Credit, and Low-Income Housing Tax Credit projects, allowing jurisdictions to take full advantage of federal public-private partnership incentives. Section 108 also provides the necessary inducement to catalyze investment from private lenders.

Activities eligible under Section 108 include:

- Acquisition and site improvements (including clearance, remediation, and demolition) of real property
- Rehabilitation of publicly-owned real property
- Housing rehabilitation, including relocation costs
- Construction, reconstruction, or installation of public facilities (including street, sidewalk, and other site improvements)
- Clearance and demolition of structures on property acquired or rehabilitated with Section 108 funds
- Assistance to for-profit businesses, nonprofit subrecipients, and Community-Based Development Organizations (CBDOs) for economic development projects
- Debt service reserves

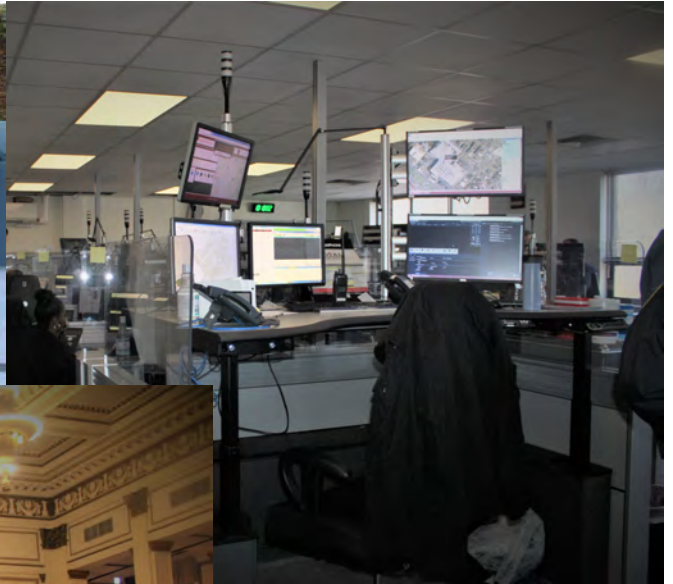
As the need for economic recovery and community development continues, HUD's CDBG Section 108 serves as a critical source of federally guaranteed financing that helps to move projects forward and build strong, sustainable, inclusive communities.

Click here (<https://www.hudexchange.info/programs/section-108/>) for additional information.

###

*HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all.*

*More information about HUD and its programs is available at [www.hud.gov](http://www.hud.gov) (<https://www.hud.gov/>) and <https://espanol.hud.gov> (<https://espanol.hud.gov/>).*



# **City of Springfield, Massachusetts**

## **Fiscal Years 2022 – 2026 Capital Improvement Plan**





## Table of Contents

|  |           |
|--|-----------|
| <b>Capital Plan Overview</b> .....                                       | <b>1</b>  |
| <b>Funding Strategies</b> .....  | <b>1</b>  |
| <b>Debt Issuances</b> .....  | <b>3</b>  |
| <b>Pay-As-You-Go Capital (Pay-go)</b> .....                              | <b>4</b>  |
| <b>School Department Funding</b> .....                                   | <b>4</b>  |
| <b>Projects Completed in Fiscal Year 2021</b> .....                      | <b>5</b>  |
| <br>   |           |
| <b>Breakdown of Fiscal Year 2022 Capital Requests</b> .....              | <b>5</b>  |
| <b>Brightwood and Lincoln Elementary Schools Project</b> .....           | <b>7</b>  |
| <b>DeBerry and Homer Street Elementary Schools Project</b> .....         | <b>7</b>  |
| <b>Computer Aided Dispatch (CAD) and Records Management System</b> ..... | <b>7</b>  |
| <br>   |           |
| <b>Conclusion</b> .....  | <b>7</b>  |
| <br>   |           |
| <b>Appendices</b> .....  | <b>9</b>  |
| <b>Appendix A: Capital Improvement Plan</b> .....                        | <b>9</b>  |
| <b>Appendix B: Capital Improvement Process</b> .....                     | <b>22</b> |
| <b>Appendix C: Rating Criteria</b> .....                                 | <b>25</b> |



**March 30, 2021**

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Residents:

As part of the City of Springfield’s continuing efforts to develop robust long-term strategic planning initiatives, I present to you the FY22-FY26 Capital Improvement Plan (CIP). The CIP includes a list of all capital improvement needs throughout the City, and the estimated costs associated with these projects. The estimated cost for all requested projects totals \$765.1 million. The highest priority, “Grade A” projects, those that are most highly ranked on the eight evaluative criteria used to analyze projects, and which best support the Mayor’s strategic priorities, total \$170.9 million. These projects include investments in public safety, upgrades to our schools, and projects aimed at driving economic development.

The past decade began with Springfield facing a host of natural and man-made disasters. Springfield had just regained control of its financial destiny, following the disbandment of the Finance Control Board in June 2009. In the following years, Springfield had to weather the worst economy since the Great Depression, and a tornado that tore through the City in June 2011. Despite these trials, through strong fiscal management policies and the strategic use of capital investment, Springfield closed the decade with the strongest bond rating in its history, a stabilization reserve of almost \$50 million, and over \$825 million in new capital investments in public infrastructure throughout the City.

Now, for just over a year, Springfield and the rest of the nation have been facing an unprecedented public health threat from the emergence of the Covid-19 virus. Once again, the City is faced with economic uncertainty. However, it was Springfield’s commitment to strategic planning and careful analysis of the resources available to meet City needs, which allowed the City to continue to make strategic investments throughout the last decade. These same guiding principals have left Springfield well prepared to weather an economic downturn, and to address its capital needs in a way that is fiscally sustainable. Springfield has been tested before, and succeeded. As we face this latest challenge, we know we have the tools we need to continue to overcome strong headwinds.

A major focus in capital improvement over the past year has been the rebuilding of four elementary schools in the City. The new Brightwood-Lincoln co-located elementary school campus in the North End is expected to open its doors to student for the 2021-2022 school year. In addition, construction is set to begin for the new Homer-DeBerry co-located elementary campus this summer. On the heels of the rebuilding of Brookings elementary school, the investment of these new schools show the City’s commitment to education, neighborhoods, and residents.



Public safety also remains a top priority. One of the major projects this year was the building improvements to our Emergency Communications building, which has allows the Fire and Police dispatchers to be co-located in a single location. This project, over a decade in the making, was made possible by the transfer of unexpended bond proceeds from previous projects having come in under budget. Add to that the ongoing process to select a vendor for our integrated Computer Aided Dispatch (CAD) and Records Management system, and our public safety departments have seen major investments in facilities and technology in recent years.

The City will continue to build on the hundreds of millions of dollars in private and public investment in Springfield’s downtown that occurred over the last decade. One of the long awaited projects in downtown is the renovation to Court Square. The City has invested \$4M in the redevelopment of the Court Square Hotel property adjacent to City Hall. This historic building, once a symbol of Springfield as an early industrial and innovation hub, has been vacant and sliding into disrepair for decades. The restoration of this landmark hotel will be a sign of how far the City has come over the past decade. The building’s return to the tax rolls is also emblematic of how public investment can help spur private development, which in turn allows the City to provide more resources for residents.

Thoughtful financial planning and adherence to our fiscal policies has allowed the City to make these investments, and they will continue to be essential to the City’s capital planning process. During our debt issuance in 2020, Standard and Poor’s (S&P) affirmed the City of Springfield’s AA- rating, with a negative outlook. As a result of the COVID-19 pandemic, the negative outlook reflects a one-in-three chance that S&P could lower the rating as a result of the sudden rapid economic deterioration and heightened budgetary uncertainty. However, the affirmation of our AA- rating demonstrates that Standard & Poor’s strongly believes in the City’s financial management and ability to make difficult decisions to balance the budget. Strategic investment and restructuring the City’s outstanding debt when possible has enabled Springfield to afford more large-scale projects, and Springfield’s strong bond rating continues to allow the City to borrow money at low interest rates.

A little over a decade ago, Springfield regained control of its financial destiny. The City’s new financial policies were soon put to the test by the trials of the Great Recession and the impact of natural disasters. Through its commitment to sound fiscal policies, and strategic use of capital investments, the City has been able to overcome these challenges. Since the June 2011 tornado, Springfield has seen more than \$4 billion worth of economic development, development that has been supported by investments made through the City’s capital planning process.

Now, at the start of this new decade, it appears that the City will again be tested, as it deals with the largest infectious disease crisis in the past century. There is much still to be done to meet this current challenge, and while we have come a long way in the past year, with the introduction of a vaccine and cases on the decline, we do not currently know the full scope of the public health and fiscal ramifications of the Covid-19 Pandemic. We do know, however, that Springfield has tried and true methods for managing challenging times, and a record of being able to strategically invest in the future, even during economic downturns.



Our planning process will also continue to identify unmet needs around the City, and develop new strategies for improving all residents' quality of life. This year's plan addresses these needs, with new investments in public safety, economic development, and our schools. For the foreseeable future, the City will continue to face considerable capital needs, which it must address with limited resources. This plan works to address those needs, while living within the fiscal constraints the City faces.

Sincerely,

A handwritten signature in blue ink that reads "Timothy J. Plante".

Timothy J. Plante  
Chief Administrative and Financial Officer



## Capital Plan Overview

The City of Springfield’s \$765.1M five-year Capital Improvement Plan (CIP) is updated annually. It acts as the City’s roadmap for the acquisition, renovation or construction, of new or existing facilities and infrastructure. The CIP is implemented purposefully to address the Mayor’s five strategic priorities; public safety, education, economic vitality, healthy neighborhoods, and fiscal and operational excellence. All of these efforts are directed toward achieving the City’s mission: “To provide a high quality of life for residents, businesses, and visitors.”

The CIP document outlines major spending needs for construction and equipment acquisition projects over the next five years. It provides policymakers with a framework for financing future projects, coordinating the disparate needs of the City, and planning for future risks and demands. A capital project, according to Section 4.44.050 (A) of Springfield’s financial ordinances, is “...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more.”

The City develops a Capital Improvement Plan in February or March of each year. Projects are ranked in the CIP based on a quantitative analysis of eight evaluative criteria. The CIP also lists the funding required for the estimated cost of each project. High priority projects represent the City’s most immediate investment priorities. These projects will provide the highest return on investment for Springfield’s taxpayers. The goal of the CIP is to create a logical, data-driven, comprehensive, integrated, and transparent capital investment strategy that addresses infrastructure, road, sidewalk, park, land, building, equipment, technology, fleet, and other capital needs of the City.

The administration oversees all aspects of the CIP, with multiple City departments playing an integral role in its development. The Office of Management and Budget oversees the financial aspects of the CIP’s development and maintains a record of expenses for each project. The City’s Department of Capital Asset Construction (DCAC) is responsible for the management and oversight of construction, major renovation, and repair projects involving existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The Facilities Department also plays an integral role in capital projects by managing routine maintenance, repair, and renovations of the City’s facilities. The Department of Public Works is responsible for the repair and maintenance of City roadways, sidewalks, and flood control systems, key pieces of the City’s infrastructure.

### Funding Strategies

Projects that are included in the CIP are not guaranteed funding. The CIP is a reflection of the needs of the City, but not all of these needs can be met in a single five-year period. Due to financial constraints, the City continues to face a significant challenge in meeting all capital demands. The CIP quantifies estimated costs for all of the City’s capital needs, and facilitates the process of matching of limited resources to the City’s most high priority needs.

In past years, work on many building and road projects was deferred, due to budgetary constraints. More recently, the City has made a concerted effort to address these capital needs by restructuring its debt, and increasing its capacity for future debt issuances. The City is finally reaping the benefits of these efforts



and has had an increased ability to address high priority CIP projects, as evidenced by the large number of high priority projects completed over the past five years.

“Fiscal impact” is the most heavily weighted evaluative criteria used to score projects in the CIP. Practically, this weighting means that the opportunity to reduce the City’s share of a project’s cost by leveraging outside funding sources will move a project higher up on the CIP list. This allows the administration to ensure that it getting the maximum benefit per City dollar spent on capital improvement projects. This also serves to incentivize City departments to work hard to secure outside funding sources.

This strategy has proven very successful in recent years, and the City continues to leverage alternative funding sources to help reduce overall project costs. The following sources have been used to help the City fund projects listed on this and prior years’ CIPs.

- Federal and State funding – There continues to be an effort to seek federal and state funds for projects such as school rehabilitations, road and dam repairs, emergency mitigation projects, and economic development projects. Springfield has received considerable funding from:
  - Federal Emergency Management Agency (FEMA)
  - Massachusetts School Building Authority (MSBA)
  - Housing and US Department of Urban Development (HUD)
  - Massachusetts Emergency Management Agency (MEMA)
  - Federal Transportation and Highway departments (FHWA)
- Federal, State, and Private Grants –There continues to be an effort to seek grants for projects such as park rehabilitation, first responder equipment, the repair of dams, the rehabilitation of roads, and energy efficiency projects. Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of Pay-As-You-Go (Pay-Go) capital funds – The Pay-Go capital account is established by Springfield’s financial ordinances. The purpose of the Pay-Go account is to fund smaller capital projects through the annual operating budget. By financial ordinance, the City is required to fund the Pay-Go account with 1.5% of the local source revenue, which was approximately \$4.5 million for FY20. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fulfill debt issuance requirements. Pay-Go funding also allows the City to efficiently meet required grant matches on capital projects, and has given the City the flexibility to access millions in additional grant funds
- Bond issuances – On an annual basis, the City conducts a Debt Affordability Analysis. This study monitors the factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has, as well as its ability to afford new debt. This study helps City leaders make financially sound decisions about issuing new debt. This is particularly important because the City is legally required to pay for debt service before all other City expenses.
- Use of reserves or other one-time funds for certain one-time capital projects.



- Inventory analysis – By regularly taking an inventory of City assets, the City can determine the need to replace pieces of small equipment. This also ensures that departments are properly storing and maintaining important tools that are essential for their operations.
- Use of unexpended bond proceeds – On a continuing basis, the Office of Management and Budget compiles a list of projects funded by bond proceeds in an effort to determine if there are surplus proceeds after any project has been completed. When projects are completed, meaning that all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are generally the result of changes in the scope of a project, cost savings, or higher than anticipated reimbursements from outside agencies for expenses that were initially deemed “ineligible.”

In recent years, surplus bond proceeds, usually from a project coming in under budget, were used to fund much needed projects: the Cass Street and Carew Street intersection near Mercy Hospital, the purchase of vehicles for the Fire Department, emergency repairs to Dickinson Street following a washout, the consolidated emergency communications project, improvements to the sound and lighting systems at Symphony Hall and deferred maintenance work on the City’s golf courses.

State law places limits on the use of unexpended bond proceeds. Any project funded by unexpended bond proceeds must have a useful life that is greater than or equal to the useful life of the project for which the debt was issued. Since most City debt is issued for building renovation or construction projects, unexpended bond proceeds are often limited for use in other building projects.

## **Debt Issuances**

In most cases, the City can only afford capital projects by spreading their costs over many years. To accomplish this, the City issues long-term bonds, repayable over a term of years related to a project’s useful life. For example, the purchase of vehicles or equipment is repaid over a term of five to ten years, whereas a construction project would be repaid over a term of twenty to thirty years.

Issuing debt to finance projects with a long useful life is also more equitable to taxpayers than paying for the entire cost of a project upfront. Today’s taxpayers should not pay the entire cost of a project that will benefit future residents. Rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well.

In March 2019, the City issued debt for the East Forest Park Library, Mill River Flood Control, DeBerry-Homer Feasibility Study, Riverfront Park, and Sidewalk projects. The remaining projects are still ongoing and work completed through the end of Fiscal Year 2020 will be funded using bond anticipation notes (BANs). In all, the City’s share for these projects will be just \$114.4M (47.3%), meaning the City has effectively more than doubled its investment in public buildings, infrastructure, and equipment through leveraging outside funding sources.



Generally abiding by a practice to sell long term debt every two years, depending on interest rates, the City issued another round of long term debt in November 2020 for \$39.5 million. The bulk of the issuance, \$31.6 million was for ongoing costs related to the replacement of Brightwood and Lincoln elementary schools. Another \$4 million was issued for the remediation and renovation of Court Square, and the remaining \$3.9 million was issued for MSBA projects for Sci Tech, Milton Bradley and South End Middle schools.

Notably, the City’s four elementary school replacement projects will cost an estimated \$177.2M over the next four years. This represents Springfield’s largest investment in school facilities in many years. Springfield has strategically created a declining debt repayment scheduled, as detailed in our FY20 Debt Affordability Study, which will allow us to layer debt for these new projects into our budget, while still allowing us to make necessary investments in other service areas, such as public safety.

### **Pay-As-You-Go Capital (Pay-go)**

According to the financial ordinances section 4.44.050 (K) of the City of Springfield, as part of its capital planning policies, shall, “*maintain net tax-financed capital improvement expenditures (pay-as-you-go) at a level of one and one-half percent of local source revenue.*” In recent years, that has worked out to about \$4.5M set aside in the City’s operating budget for pay-go capital expenses.

Because this funding comes from the operating budget, pay-go capital projects are typically lower in value than projects funded by borrowing. This allows the City to conduct smaller, routine projects for which it would be less-than-optimal to issue debt. Pay-go is also more cost effective than borrowing, because the City does not pay interest or other borrowing expenses to use this funding source.

The City often uses pay-go funding as a source for grant matches, small capital improvements, emergency maintenance needs, or to offset one-time capital costs that are requested by Departments which do not meet the overall cost or useful life for a debt issuance. This can include technology upgrades, office furniture, or vehicle replacements. The City is proud of the financial flexibility this funding source gives the City, and it has allowed the City to take advantage of many outside funding sources.

### **School Department Funding**

The Springfield Public Schools provide considerable funding for the ongoing maintenance of School Department facilities. Although generally smaller in scale than MSBA funded Accelerated Repair Projects, these projects represent the ongoing maintenance required to keep Springfield’s schools safe, clean, and energy efficient. In FY19 these planned investments totaled over \$4.5 million. These projects included the installation of LED lighting in multiple schools, flooring repairs, door replacements, painting, and chiller and boiler replacements.

### **Leveraging All Funding Sources Available**

High priority capital projects will continue to be financed using a combination of outside funding sources, debt, and pay-as-you-go capital. Through strategic planning and its ability to leverage outside





funding opportunities, the City will continue to push forward and address its capital needs while maintaining financial sustainability and adhering to its fiscal policies.

**Projects Completed in Fiscal Year 2021**

Fiscal Year 2021 capital projects moved forward despite the rising costs of construction materials, the lack of workforce due to the COVID pandemic, and the ongoing need for facility maintenance and protective measures necessary to keep our public buildings safe.

At a cost of \$900k, one of the year’s highlights was the completion of the consolidated (co-located) emergency communications (dispatch) project. Located at Fire Alarm Headquarters on Roosevelt Avenue, the combined operation will improve communication between police and firefighters, and lessen the amount of time it takes to send help when a 911 call is made, keeping residents safer.

Another long awaited project was the rebuilding of Pynchon Plaza. The \$4M project connects Main and Dwight Streets to Chestnut Street, and downtown to the museums and library includes a new elevator, and a renovated staircase, a water feature, seating area and plantings.

Necessary boiler upgrade projects were completed as part of the MSBA’s accelerated repair program. Schools receiving upgrades in FY21 include Sci Tech, and Milton Bradley, Frederick Harris and Forest Park middle schools.

Most importantly, FY21 saw a quick COVID response to the City’s public buildings. This includes the building and teardown of a Homeless Tent Triage Facility in Springfield which allowed the National Guard and health care providers to address the medical needs of the homeless population affected by COVID-19. In addition, safety measures were put in place at all City buildings, including Plexiglas barriers, areas for safe check-in procedures, air filters and purifiers, upgraded software packages for the added ease of doing business remotely, and increased cleaning and disinfecting procedures.

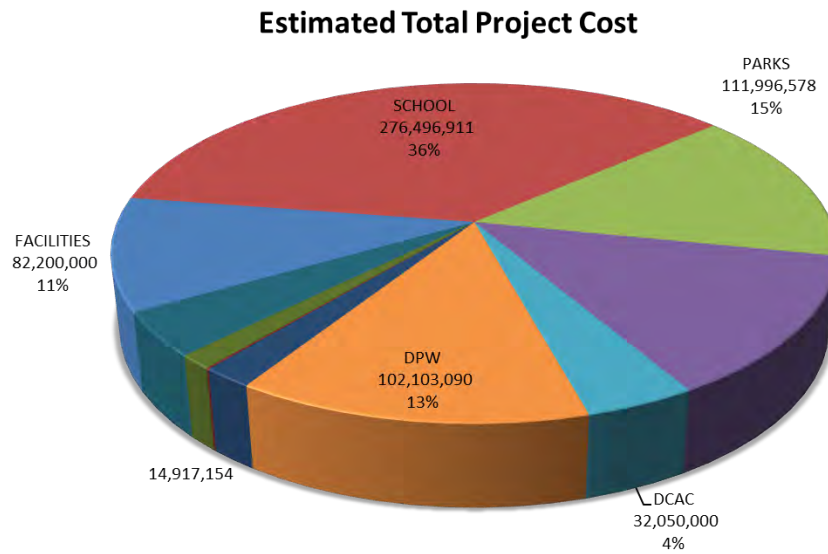
**Breakdown of Fiscal Year 2022 Capital Requests**

The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. This year the final submissions totaled \$765,147,591. The chart below shows the breakdown of the 455 projects submitted by departments by priority.

| Priority     | Range  | Number of Entries | FY22 Estimated Total Project Cost |
|--------------|--------|-------------------|-----------------------------------|
| A            | 100-63 | 27                | 170,905,000                       |
| B            | 62-49  | 151               | 318,756,739                       |
| C            | 48-26  | 226               | 226,152,194                       |
| D            | 25-0   | 51                | 49,333,658                        |
| <b>TOTAL</b> |        | <b>455</b>        | <b>765,147,591</b>                |



As pointed out in the FY21 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects. That is because construction and renovation projects tend to be the most expensive. This is reflected in the CIP with the number of Schools, Facilities, and DCAC entries totaling 253 projects, accounting for \$580.6M in project costs. When a project is added to the CIP, the total estimated project cost is entered, even if the MSBA or another outside source will be contributing to the project.





The complete FY21 Capital Improvement Plan can be found in Appendix A of this document.

## **Major Ongoing and Upcoming Projects**

### **Brightwood and Lincoln Elementary Schools Project**

The City is continuing its partnership with the Massachusetts School Building Authority (MSBA), by replacing two existing school buildings in the North End of the City, Brightwood Elementary School and Lincoln Elementary School. Both schools are long due for replacement, having opened in 1898 and 1910 respectively. The project will consolidate the two schools into a single campus on Plainfield Street. The new facility will share some spaces in an effort to maximize efficiency, while the design will continue to maintain individual identities of both schools. This project demonstrates the MSBA's strong commitment to education in Springfield and the City's goal to build high quality schools that foster a state-of-the-art learning environment for students. Construction on this project is slated to begin in the summer of 2019, and it is expected that both schools will be open by August, 2021.

### **Deberry and Homer Street Elementary Schools Project**

Planning for another state of the art elementary school consolidation project is underway. With unwavering support from the MSBA, the City has begun the first steps of this multiyear project by commissioning a feasibility study. This project will be similar in scope to the ongoing Brightwood and Lincoln project. Both new school buildings will utilize shared spaces, in an effort to maximize efficiency, while the design also maintains the individual identities of the schools. These new construction projects ensure that the students of Springfield's Public Schools will have access to the best learning environments possible. The City is currently in the process of selecting a location for the two new schools in the City's Mason Square neighborhood. Closely tied to this project is the MCDI site clean-up and DeBerry Park projects. Together these three projects represent significant public investment in the Mason Square neighborhood.

### **Computer Aided Dispatch (CAD) and Records Management System**

The City is planning a consolidation of the City's two current CAD systems onto one platform. The ability to run both Police and Fire Department dispatch communications through a consolidated system will allow for a coordinated public safety response, decreasing call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time. Estimated to cost between \$3M-\$4M, the City has been working with a vendor to create an RFP and chose a vendor for the project.

## **Conclusion**

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total estimated cost of capital requests for FY22 through FY26 is \$765.1M. The highest priority projects total \$170.9 million. Strategic financial planning is the most important factor in allowing the City to continue to fund much needed capital investments. The City continues to leverage funds from outside



agencies to fund high priority projects identified in the CIP. The City of Springfield has maintained its ‘AA-’ credit rating from Standard and Poor’s (S&P), which was reaffirmed in November 2020.

Due to the City’s high bond rating, the City was able to issue \$27.9 million of debt for a number of high priority capital projects in Fiscal Year 2019, and another \$39.5 million in Fiscal year 2020, while taking advantage of low interest rates. By leveraging funding from a variety of outside sources, the City was only responsible for slightly less than half of the costs associated with these projects, a trend that is set to continue when the City goes out to sell debt for future projects.

This plan focuses on upgrading and modernizing the City’s aging infrastructure and facilities, expanding the City’s economic base, and helping to improve the City’s diverse and vibrant neighborhoods. This Capital Improvement Plan is the City’s investment roadmap for the next five years and will be strategically implemented to provide Springfield’s residents with an improved quality of life, and a more efficient and effective government.



## Appendices

### Appendix A: Capital Improvement Plan

| PRIORITY | DEPT       | PROJECT NAME  | ESTIMATED TOTAL PROJECT COST |
|----------|------------|---|------------------------------|
| A        | ECO DEV    | COURT SQUARE REDEVELOPMENT - ADVANCE URBAN RENEWAL ACTIVITIES           | 4,000,000                    |
| A        | PARKS      | INDIAN ORCHARD WATER BODIES STUDY                                       | 50,000                       |
| A        | DPW        | ROAD RESURFACING (AND RELATED REPAIRS I.E. SIDEWALK/DRIVEWAY) - ONGOING | 20,000,000                   |
| A        | DCAC       | WATERSHOPS POND - HYDROPOWER  | 6,050,000                    |
| A        | ECO DEV    | KNOX BUILDING REDEVELOPMENT   | 5,000,000                    |
| A        | POLICE     | RECONSTRUCTION OF POLICE HEADQUARTERS                                   | 90,000,000                   |
| A        | DPW        | FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION          | 8,000,000                    |
| A        | FIRE       | SCBA Air Bottle Replacement   | 190,000                      |
| A        | POLICE     | UPDATE NARCOTICS RADIO CHANNEL  | 160,000                      |
| A        | PARKS      | BIKE PARK STUDY   | 80,000                       |
| A        | DPW        | CITY OWNED BRIDGE MAINTENANCE AND REPAIRS                               | 2,500,000                    |
| A        | FACILITIES | GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE                               | 7,000,000                    |
| A        | FACILITIES | GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR                  | 3,500,000                    |
| A        | DPW        | GERENA/BIRNIE AVE.  | 2,000,000                    |
| A        | FIRE       | FIRE FLEET REPLACEMENT  | 170,000                      |
| A        | PARKS      | CITYWIDE - POND DREDGING  | 11,000,000                   |
| A        | PARKS      | FOREST PARK OUTDOOR FITNESS COURSE                                      | 250,000                      |



|   |            |   |            |
|---|------------|---|------------|
| A | POLICE     | UPDATE RADIOS AND CH 1,2,3  | 500,000    |
| A | SEC        | Generator   | 175,000    |
| A | DPW        | FLOOD CONTROL SYSTEM MAINTENANCE  | 2,500,000  |
| A | DPW        | ARMORY ST LANDFILL UPGRADES   | 200,000    |
| A | FIRE       | Bomb Squad Equipment Replacement  | 250,000    |
| A | PARKS      | SOUTH BRANCH PKWY CULVERT IMPROVEMENTS                                    | 500,000    |
| A | ECO DEV    | DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS                             | 1,500,000  |
| A | FACILITIES | KENNEDY - SPRINKLER (CODE)  | 1,250,000  |
| A | PARKS      | VAN HORN PARK PHASE 2   | 1,500,000  |
| A | POLICE     | Fleet - CRUISER REPLACEMENTS - ONGOING                                    | 2,580,000  |
| B | FACILITIES | PARENT AND COMMUNITY ENGAGEMENT (PACE) CENTER RENOVATIONS - 2020 MSBA SOI | 850,000    |
| B | LIBRARY    | CENTRAL LIBRARY - PHASE II - WIRING                                       | 1,131,867  |
| B | PARKS      | FOUNTAIN LAKE DAM - REPAIR  | 1,500,000  |
| B | PARKS      | PORTER LAKE DAM - REPAIR  | 1,500,000  |
| B | PARKS      | WESSON PARK   | 750,000    |
| B | POLICE     | RADIO REPAIR - MICROWAVE LINKS KILEY,                                     | 50,000     |
| B | POLICE     | IT - VIDEO ANALYTICS FOR CRIME SCENE INVESTIGATIONS                       | 25,000     |
| B | DPW        | DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)                     | 8,000,000  |
| B | FACILITIES | PUTNAM FOOTBALL FIELD REPLACEMENT   | 3,500,000  |
| B | LIBRARY    | CENTRAL LIBRARY - PHASE II  | 11,053,009 |
| B | LIBRARY    | CENTRAL LIBRARY - PHASE III   | 440,727    |



|   |            |   |            |
|---|------------|---|------------|
| B | PARKS      | THOMPSON TRIANGLE - CPA 20                                    | 46,000     |
| B | POLICE     | EXPAND SHOTSPOTTER  | 65,000     |
| B | POLICE     | BLDG - SEPARATE AIR HANDLER FOR GARAGE                        | 250,000    |
| B | POLICE     | UNIFORM - TASER   | 85,000     |
| B | ECO DEV    | UNION STATION   | 5,000,000  |
| B | ECO DEV    | MAIN STREET/CONVENTION DISTRICT                               | 10,000,000 |
| B | DPW        | PRIVATE WAYS - RESURFACING                                    | 10,000,000 |
| B | FACILITIES | SCI-TECH DOORS AND WINDOWS - 2020 MSBA SOI                    | 17,500,000 |
| B | FACILITIES | KENNEDY - HAZS MAT ABATEMENT & CEILING TILES                  | 4,600,000  |
| B | FIRE       | FIRE HQ AND REPAIR AND PARKING LOT REPAVE                     | 175,000    |
| B | LIBRARY    | FOREST PARK LIBRARY - MAIN LEVEL 2 NEW HANDICAP BATHROOMS     | 80,000     |
| B | POLICE     | UNIFORM - GUN REPLACEMENTS                                    | 264,000    |
| B | POLICE     | IT - COMPUTERS  | 68,000     |
| B | POLICE     | IT - HARD DRIVE BACKUP APPLIANCE                              | 35,000     |
| B | SEC        | Pave the SEC Parking Lot                                      | 100,000    |
| B | DPW        | FLOOD PREVENTION SYSTEM (FPS) TRASH RACK                      | 60,000     |
| B | FIRE       | SCBA COMPRESSOR REPAIR/UPGRADE                                | 112,000    |
| B | LIBRARY    | EAST SPRINGFIELD BRANCH LIBRARY - BUILDING ACCESSIBILITY      | 875,000    |
| B | PARKS      | FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT | 3,000,000  |
| B | PARKS      | OLD FIRST CHURCH FEASIBILITY STUDY (CPA '19)                  | 120,000    |
| B | FACILITIES | CITY HALL - PERIMETER SECURITY                                | 1,500,000  |



|   |            |  |            |
|---|------------|--|------------|
| B | POLICE     | Supply - BALLISTIC VEST REPLACEMENT                          | 240,000    |
| B | POLICE     | RADIO REPAIR - MOTOROLA - RADIOS                             | 105,000    |
| B | POLICE     | RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS                  | 70,000     |
| B | SEC        | Windows for SEC Building                                     | 300,000    |
| B | FACILITIES | GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES - 2020 MSBA SOI | 20,000,000 |
| B | FACILITIES | COMMERCE - ROOF REPLACEMENT - 2020 MSBA SOI                  | 4,500,000  |
| B | FACILITIES | SUMNER AVE ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI     | 3,000,000  |
| B | FACILITIES | SCI-TECH - CHILLERS & TOWERS                                 | 2,500,000  |
| B | FACILITIES | TALMADGE - WINDOWS & DOORS - 2020 MSBA SOI                   | 2,500,000  |
| B | FACILITIES | SYMPHONY HALL - EMERGENCY GENERATOR                          | 220,000    |
| B | FIRE       | REPAVING CRUMBLING APPARATUS BAY APRONS                      | 600,000    |
| B | LIBRARY    | MASON SQUARE - REAR VESTIBULE FAÇADE NEEDS TO BE REPLACED    | 45,000     |
| B | PARKS      | FOREST PARK ROADWAYS   | 950,000    |
| B | PARKS      | UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY       | 750,000    |
| B | SEC        | RECONFIGURATION OF SEC BACKUP SITE                           | 300,000    |
| B | FACILITIES | VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES       | 9,000,000  |
| B | FACILITIES | BALLIET ELEMENTARY - WINDOWS & DOORS - 2020 MSBA SOI         | 2,500,000  |
| B | FACILITIES | CENTRAL HIGH - CHILLERS & HVAC UPGRADES - 2020 MSBA SOI      | 2,500,000  |
| B | FACILITIES | BOWLES - ROOF REPLACEMENT - 2020 MSBA SOI                    | 1,500,000  |
| B | PARKS      | DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS               | 3,500,000  |
| B | PARKS      | ZOO IMPROVEMENTS   | 2,000,000  |





|   |            |  |            |
|---|------------|--|------------|
| B | PARKS      | ANGELINA PARK (CPA '19)                                      | 100,000    |
| B | PARKS      | FOREST PARK PICNIC PAVILION                                  | 250,000    |
| B | POLICE     | IT - INCREASE CAMERAS AROUND CITY                            | 145,000    |
| B | DPW        | VARIOUS LOCATIONS - ADA RETROFITS                            | 2,500,000  |
| B | FACILITIES | CENTRAL HIGH - DRAINAGE PARKING LOT                          | 675,000    |
| B | FACILITIES | CENTRAL HIGH - PAVING PARKING LOT                            | 650,000    |
| B | FACILITIES | CENTRAL HIGH - GYM (BLEACHERS) INT                           | 400,000    |
| B | FACILITIES | BALLIET ELEMENTARY - INTERIOR UPGRADES                       | 200,000    |
| B | FIRE       | SIXTEEN ACRES FIRE STATION REPLACEMENT                       | 7,000,000  |
| B | PARKS      | HORTICULTURAL CENTER/BOTANICAL GARDEN                        | 7,000,000  |
| B | PARKS      | CITYWIDE - LIGHTING AND SECURITY CAMERA                      | 1,500,000  |
| B | POLICE     | DB - FORENSICS VAN REPLACEMENT                               | 150,000    |
| B | POLICE     | IT - CARD ACCESS READER                                      | 35,000     |
| B | FACILITIES | VAN SICKLE - ROOF REPLACEMENT - FUTURE MSBA SOI              | 10,000,000 |
| B | FACILITIES | GERENA SCHOOL - WINDOWS & DOORS - 2018 MSBA SOI              | 7,500,000  |
| B | FACILITIES | REBECCA JOHNSON - WINDOWS & DOORS                            | 5,000,000  |
| B | FACILITIES | BOLAND - ROOF REPLACEMENT - 2020 MSBA SOI                    | 3,000,000  |
| B | FACILITIES | WASHINGTON - WINDOWS & DOORS - 2018 MSBA SOI                 | 2,500,000  |
| B | FACILITIES | DORMAN - ROOF REPLACEMENT (MAIN BUILDING) - FUTURE MSBA SOI  | 1,500,000  |
| B | FACILITIES | BRIDGE - ADA REQUIREMENTS 1ST FLOOR                          | 1,500,000  |
| B | FACILITIES | INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI | 1,500,000  |



|   |            |   |           |
|---|------------|---|-----------|
| B | FACILITIES | HARRIS ELEMENTARY - ROOF REPLACEMENT                      | 1,500,000 |
| B | FACILITIES | BRUNTON - ROOF REPLACEMENT                                | 1,200,000 |
| B | FACILITIES | COMMERCE HIGH CHILLERS - FUTURE MSBA                      | 1,000,000 |
| B | FACILITIES | GLENWOOD SCHOOL - ROOF REPLACEMENT - 2019 MSBA SOI        | 760,000   |
| B | FACILITIES | CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS                   | 500,000   |
| B | FACILITIES | LIBERTY SCHOOL - REDESIGN ADA ENTRANCES                   | 400,000   |
| B | PARKS      | REPLACEMENT OF MAINTENANCE EQUIPMENT                      | 2,000,000 |
| B | PARKS      | FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION  | 1,200,000 |
| B | PARKS      | FOREST PARK - COMFORT SHELTER/DROP-IN CENTER              | 1,000,000 |
| B | PARKS      | GOLF COURSE BUNKER REPAIR                                 | 1,000,000 |
| B | POLICE     | Academy - AED REPLACEMENTS                                | 80,000    |
| B | POLICE     | BLDG - BOARD ROOM UPGRADE FOR CONFERENCING                | 100,000   |
| B | POLICE     | DB - LATENT FINGERPRINT SYSTEM                            | 28,000    |
| B | DPW        | CREST STREET OUTFALL OVERHAUL                             | 750,000   |
| B | FACILITIES | GERENA SCHOOL - EJECTION PUMPS                            | 1,500,000 |
| B | FACILITIES | GERENA SCHOOL - SEAL WALLS EXTERIOR                       | 1,500,000 |
| B | FACILITIES | LINCOLN SCHOOL - SPRINKLER (CODE)                         | 75,000    |
| B | FACILITIES | KENSINGTON - SPRINKLER (CODE)                             | 50,000    |
| B | FACILITIES | WHITE SCHOOL - SPRINKLER (CODE)                           | 35,000    |
| B | LIBRARY    | FOREST PARK LIBRARY- RENOVATE COMMUNITY ROOM              | 35,000    |
| B | PARKS      | UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM | 750,000   |



|   |            |   |            |
|---|------------|---|------------|
| B | PARKS      | FOREST PARK - TRAIL RENOVATIONS                 | 750,000    |
| B | PARKS      | FOREST PARK GAZEBO (AQUATIC GARDEN)             | 110,000    |
| B | POLICE     | CA - ANALYST NOTEBOOK                           | 50,000     |
| B | DCAC       | CAMPANILE AND PLAZA RESTORATION                 | 26,000,000 |
| B | DPW        | SIDEWALK REPLACEMENT PROGRAM                    | 15,000,000 |
| B | FACILITIES | CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS        | 3,000,000  |
| B | FACILITIES | POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING | 600,000    |
| B | PARKS      | VETERAN'S GOLF COURSE IMPROVEMENTS              | 3,500,000  |
| B | PARKS      | FRANCONIA GOLF COURSE IMPROVEMENTS              | 1,200,000  |
| B | PARKS      | HABITAT MANAGEMENT                              | 1,000,000  |
| B | PARKS      | TREE NURSERY                                    | 500,000    |
| B | PARKS      | CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)      | 500,000    |
| B | PARKS      | GREENLEAF PARK                                  | 2,500,000  |
| B | POLICE     | IT - FIXED LPR SAT 5 ACCESS POINTS AND CAMERAS  | 120,000    |
| B | POLICE     | IT - ANALOG CAMERAS TO DIGITAL & STORAGE        | 60,858     |
| B | POLICE     | IT SANS UPGRADE                                 | 250,000    |
| B | POLICE     | IT ARCHIVING                                    | 75,000     |
| B | ECO DEV    | BLAST AREA INFRASTRUCTURE IMPLEMENTATION        | 6,500,000  |
| B | FACILITIES | KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT   | 250,000    |
| B | FACILITIES | BOWLES - ELECTRICAL FPE PANEL REPLACEMENT       | 200,000    |
| B | FACILITIES | BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT      | 200,000    |



|   |            |  |           |
|---|------------|--|-----------|
| B | FACILITIES | BALLIET - ELECTRICAL FPE PANEL REPLACEMENT                       | 150,000   |
| B | FACILITIES | LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT                       | 150,000   |
| B | FACILITIES | WALSH - ELECTRICAL FPE PANEL REPLACEMENT                         | 150,000   |
| B | LIBRARY    | CENTRAL LIBRARY - REPLACE WORN CARPETING THROUGHOUT THE BUILDING | 164,551   |
| B | PARKS      | UPGRADE PARK/ SCHOOL ATHLETIC FIELDS                             | 3,000,000 |
| B | PARKS      | CAMP STAR ANGELINA REDEVELOPMENT                                 | 1,750,000 |
| B | PARKS      | FIVE MILE POND PARK - PHASE 1                                    | 1,500,000 |
| B | PARKS      | CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)                | 1,000,000 |
| B | PARKS      | COURT SQUARE - SIDEWALK UPGRADES/REPAIRS                         | 750,000   |
| B | PARKS      | STONE HOUSE  | 500,000   |
| B | POLICE     | RAID VAN   | 179,000   |
| B | POLICE     | BLDG - FEMALE LOCKERS  | 50,000    |
| B | DPW        | NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING    | 5,000,000 |
| B | DPW        | REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND - ONGOING       | 5,553,727 |
| B | FACILITIES | KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS                  | 6,000,000 |
| B | FACILITIES | MILTON BRADLEY SCHOOL - REPLACE DECKTRON UNIT (POOL)             | 150,000   |
| B | PARKS      | WALKER GRANDSTAND RENOVATION (CPA)                               | 2,000,000 |
| B | PARKS      | BRECKWOOD POND DAM - REPAIR                                      | 1,500,000 |
| B | PARKS      | FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE                  | 800,000   |
| B | PARKS      | FOREST PARK - LOOP TRAIL   | 500,000   |
| B | PARKS      | SPANISH AMERICAN WAR MONUMENT                                    | 25,000    |



|   |            |   |           |
|---|------------|---|-----------|
| B | PARKS      | CITY HALL - MASS HISTORIC GRANT   | 60,000    |
| B | POLICE     | BWC   | 4,000,000 |
| B | POLICE     | IT - NETWORK SWITCHES NEED REPLACEMENT  | 60,000    |
| B | POLICE     | SERVER UPGRADES   | 130,000   |
| B | FACILITIES | POTTENGER - WINDOWS & DOORS - 2020 MSBA SOI   | 2,500,000 |
| B | FIRE       | FIRE EQUIPMENT STORAGE FACILITY   | 1,750,000 |
| B | PARKS      | BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK IMPROVEMENTS   | 2,000,000 |
| B | PARKS      | NORTH RIVERFRONT PARK BOAT HOUSE  | 2,035,000 |
| B | PARKS      | CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT   | 1,200,000 |
| B | PARKS      | CITYWIDE - BASKETBALL COURT IMPROVEMENTS  | 1,200,000 |
| B | PARKS      | TRIANGLE/TERRACE RESTORATIONS   | 750,000   |
| B | PARKS      | ALDEN STREET PARK   | 750,000   |
| B | PARKS      | ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS   | 500,000   |
| B | PARKS      | CITYWIDE - TENNIS COURTS  | 200,000   |
| C | DPW        | TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS   | 1,000,000 |
| C | DPW        | TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS   | 500,000   |
| C | FACILITIES | HARRIS ELEMENTARY - WINDOWS AND DOORS - FUTURE MSBA SOI   | 3,000,000 |
| C | FACILITIES | REBECCA JOHNSON CONTROLS AND ROOF TOP UNITS - 2020 MSBA SOI   | 2,000,000 |
| C | FACILITIES | DEBERRY SURING UP   | 800,000   |
| C | FACILITIES | MILTON BRADLEY ELEMENTARY BOILERS, PUMPS, AND CHILLER - 2020 MSBA SOI   | 600,000   |
| C | LIBRARY    | REPLACE OUTDOOR BOOK DROPS AT BRIGHTWOOD, EXPRESS LIBRARY AT PINE POINT AND EAST SPRINGFIELD BRANCH LIBRARIES | 30,000    |



|   |            |  |           |
|---|------------|--|-----------|
| C | PARKS      | CONSTRUCTION OF A NEW DRIVING RANGE                              | 2,000,000 |
| C | PARKS      | FOREST PARK - BOWLES FOUNTAIN RESTORATION                        | 400,000   |
| C | POLICE     | ESU - TRU BEAR CAT   | 317,000   |
| C | POLICE     | DB - FURNITURE   | 100,000   |
| C | DPW        | STORMWATER OUTFALL IMPROVEMENTS                                  | 4,000,000 |
| C | DPW        | SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT VARIOUS LOCATIONS | 1,250,000 |
| C | FACILITIES | VARIOUS LOCATIONS (SCHOOL) -UST REMOVAL                          | 1,350,000 |
| C | FACILITIES | CITY HALL - EMERGENCY GENERATOR                                  | 225,000   |
| C | FACILITIES | VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL                      | 150,000   |
| C | LIBRARY    | ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS            | 60,000    |
| C | PARKS      | GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE                   | 2,500,000 |
| C | PARKS      | MEADOW BROOK RAVINE RESTORATION                                  | 1,500,000 |
| C | PARKS      | SOUTH BRANCH PARKWAY (GUNNERY SERGEANT THOMAS J. SULLIVAN        | 750,000   |
| C | PARKS      | MCKNIGHT GLEN IMPROVEMENTS                                       | 500,000   |
| C | PARKS      | FORESTRY   | 500,000   |
| C | PARKS      | GODFREY TRIANGLE   | 300,000   |
| C | PARKS      | VACANT LOT IMPROVEMENTS - SIX CORNERS (CPA)                      | 250,000   |
| C | FACILITIES | FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT                    | 300,000   |
| C | PARKS      | DUGGAN PARK  | 4,500,000 |
| C | PARKS      | HUBBARD PARK   | 750,000   |
| C | PARKS      | PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT                     | 600,000   |



|   |            |  |            |
|---|------------|--|------------|
| C | PARKS      | MYRTLE STREET PARK                                     | 500,000    |
| C | PARKS      | MARSHALL ROY PARK                                      | 501,500    |
| C | PARKS      | CYR ARENA - NEW ROOF                                   | 200,000    |
| C | POLICE     | UPGRADE PEARL ST RANGE                                 | 950,000    |
| C | FACILITIES | DUGGAN FULL RENNOVATION                                | 10,000,000 |
| C | PARKS      | FOREST PARK MUSEUM AND COMMUNITY SPACE (CPA)           | 1,200,000  |
| C | PARKS      | FOREST PARK - DR. SEUSS TRAIL                          | 1,200,000  |
| C | PARKS      | MERRICK PARK PEDESTRIAN WALKWAYS                       | 500,000    |
| C | PARKS      | HENNESSEY PARK (CPA)                                   | 350,000    |
| C | DPW        | NEW INVERTERS FOR THE TRAFFIC TRUCKS                   | 30,000     |
| C | FACILITIES | SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - ROOF   | 3,500,000  |
| C | FACILITIES | CITY HALL - ESPLANADE RESTORATION                      | 500,000    |
| C | FACILITIES | SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR | 320,000    |
| C | FACILITIES | FIRE HEADQUARTERS - PARKING LOT REPAIRS                | 300,000    |
| C | FACILITIES | CITY HALL ANNEX - WINDOWS - PHASE I                    | 180,000    |
| C | FACILITIES | INDIAN ORCHARD FIRE STATION- PARKING LOT               | 150,000    |
| C | FACILITIES | SIXTEEN ACRES FIRE STATION - PARKING LOT               | 135,000    |
| C | FACILITIES | CITY HALL ANNEX - FLOORING                             | 75,000     |
| C | FACILITIES | DPW OFFICE CENTER - MOTORS ANND VFDS                   | 55,000     |
| C | PARKS      | FOREST PARK - AMPHITHEATER                             | 750,000    |
| C | PARKS      | OPEN SPACE - CHICOPEE/SPRINGFIELD LINE                 | 250,000    |



|   |            |   |           |
|---|------------|---|-----------|
| C | PARKS      | SURVEY OF PLAYGROUNDS   | 50,000    |
| C | FACILITIES | CITY HALL ANNEX - RENOVATE  | 5,000,000 |
| C | FACILITIES | VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS                                | 5,000,000 |
| C | FACILITIES | FIRE ALARM BUILDING - COMPLETE RENOVATION   | 1,500,000 |
| C | FACILITIES | MILTON BRADLEY ELEMENTARY SCHOOL - REPLACE (5) BURNHAM BOILERS, PUMPS AND CHILLER | 1,500,000 |
| C | FACILITIES | SPFLD HIGH SCHOOL OF SCIENCE & TECHNOLOGY - REPLACE ADVANCED EMS                  | 1,442,202 |
| C | FACILITIES | REBECCA JOHNSON ELEMENTARY SCHOOL - REPLACE ADVANCED EMS                          | 1,400,000 |
| C | FACILITIES | FIRE REPAIR BUILDING - COMPLETE RENOVATION  | 1,250,000 |
| C | FACILITIES | GERMAN GERENA COMMUNITY ELEMENTARY SCHOOL - REPLACE 3 CHILLERS                    | 1,189,791 |
| C | FACILITIES | DEBERRY - DROP CEILING INSTALLATION PROGRAM                                       | 800,000   |
| C | FACILITIES | SCI-TECH ELEVATOR UPGRADES  | 750,000   |
| C | FACILITIES | FIRE HEADQUARTERS - NEW ROOF  | 400,000   |
| C | FACILITIES | DUGGAN MIDDLE SCHOOL ELEVATOR UPGRADE   | 250,000   |
| C | FACILITIES | WHITE SCHOOL - INSTALL DROP CEILING   | 200,000   |
| C | FACILITIES | BRUNTON - DROP CEILING INSTALLATION PROGRAM                                       | 35,000    |
| C | FACILITIES | WHITE STREET FIRE STATION -   | 45,000    |
| C | FACILITIES | SCI TECH  | 1,000,000 |
| C | FACILITIES | INDIAN ORCHARD ELEMENTRY HVAC   | 1,268,306 |
| C | PARKS      | FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS                                      | 1,000,000 |
| C | PARKS      | CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE                  | 750,000   |
| C | POLICE     | IT - MICROSOFT EXCHANGE LICENSES  | 30,000    |





|   |            |   |           |
|---|------------|---|-----------|
| C | DPW        | STORMWATER INFRASTRUCTURE REPAIRS                             | 250,000   |
| C | FACILITIES | CITY HALL - WINDOW REPLACEMENT AND REPAIRS TO LEADED WINDOWS  | 6,250,000 |
| C | FACILITIES | VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT       | 5,000,000 |
| C | FACILITIES | DPW OFFICE CENTER - NEW ROOF                                  | 3,500,000 |
| C | FACILITIES | WARNER - REPLACEMENT OF FLOOR TILES                           | 440,000   |
| C | FACILITIES | DPW E-BUILDING - NEW ROOF                                     | 150,000   |
| C | FACILITIES | WASHINGTON - CEILING REPLACEMENT                              | 60,000    |
| C | LIBRARY    | LIBRARY ON WHEELS   | 200,000   |
| C | LIBRARY    | SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE SYSTEM | 50,000    |
| C | PARKS      | FOREST PARK - ZOO DRAINAGE REPAIR                             | 500,000   |
| C | PARKS      | CITY CEMETARIES   | 400,000   |
| C | PARKS      | CAMP WILDER PARK AND QUARRY POND                              | 300,000   |
| C | FACILITIES | ESCO PHASE III  | 7,500,000 |
| C | FACILITIES | BOLAND - HVAC SYSTEM  | 2,000,000 |
| C | FACILITIES | CHESTNUT - HEATING SYSTEM                                     | 1,750,000 |
| C | FACILITIES | SPRINGFIELD CENTRAL HIGH SCHOOL - REPLACE 2 BOILERS           | 1,000,000 |
| C | FACILITIES | HIGH SCHOOL OF COMMERCE - REPLACE 2 CHILLERS                  | 800,000   |
| C | FACILITIES | EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT             | 300,000   |
| C | FACILITIES | MASON SQ. BRANCH - PARKING LOT REPAIRS                        | 250,000   |
| C | FACILITIES | EARLY CHILDHOOD CENTER - REPLACE 3 ROOF TOP UNITS             | 200,000   |
| C | FACILITIES | PINE POINT LIBRARY - PARKING LOT REPAIRS                      | 175,000   |



|   |            |   |            |
|---|------------|---|------------|
| C | FACILITIES | REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS | 160,000    |
| C | FACILITIES | EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES           | 120,000    |
| C | FACILITIES | LINCOLN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE    | 120,000    |
| C | FACILITIES | DORMAN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE     | 120,000    |
| C | FACILITIES | KENSINTGON ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE | 120,000    |
| C | PARKS      | NEAL PARK (SOLUTIA)                                       | 2,000,000  |
| C | PARKS      | FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION            | 750,000    |
| C | PARKS      | VETRANS GOLF COURSE ROOF                                  | 75,000     |
| C | DPW        | VEHICLE AND EQUIPMENT STORAGE                             | 10,000,000 |
| C | FACILITIES | DUGGAN - RE-ENGINEER PARKING LOTS                         | 6,000,000  |
| C | FACILITIES | SYMPHONY HALL - EXTERIOR                                  | 2,000,000  |
| C | FACILITIES | CITY WIDE - ENERGY LANDSCAPE EFFIECENT DESIGN             | 1,500,000  |
| C | FACILITIES | KENNEDY - BATHROOM REPLACEMENT                            | 1,400,000  |
| C | FACILITIES | GLENWOOD - BATHROOM RENOVATIONS                           | 800,000    |
| C | FACILITIES | KENSINGTON - BATHROOM REPLACEMENT                         | 800,000    |
| C | FACILITIES | WARNER - PARKING LOT REDESIGN                             | 700,000    |
| C | FACILITIES | BEAL - BATHROOM RENOVATION                                | 500,000    |
| C | FACILITIES | LIBERTY - BATHROOM REPLACEMENT                            | 500,000    |
| C | FACILITIES | DORMAN - BATHROOM RENOVATIONS                             | 400,000    |
| C | FACILITIES | FREEDMAN - BATHROOM RENOVATION                            | 360,000    |
| C | FACILITIES | MILTON BRADLEY - OUTDOOR PARK AREA - PLAYScape            | 300,000    |



|   |            |   |           |
|---|------------|---|-----------|
| C | FACILITIES | CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)                | 250,000   |
| C | FACILITIES | ELLS - BATHROOM UPGRADE                                     | 210,000   |
| C | FACILITIES | GLICKMAN - BATHROOM PARTITIONS                              | 120,000   |
| C | FACILITIES | CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE  | 100,000   |
| C | FACILITIES | CITY HALL - REMOVE STAINING                                 | 30,000    |
| C | LIBRARY    | MASON SQUARE - REPAVE PARKING LOT                           | 62,000    |
| C | PARKS      | CITYWIDE BASEBALL FIELD REPAIR. REDO INFIELDS               | 1,500,000 |
| C | PARKS      | GORDON BILL PARK  | 550,000   |
| C | PARKS      | ADAMS PARK  | 500,000   |
| C | PARKS      | CALHOUN PARK  | 500,000   |
| C | PARKS      | CYR ARENA - DASHBOARDS AND GLASS                            | 300,000   |
| C | FACILITIES | DEBERRY - CREATE FOUR STUDENT BATHROOMS                     | 1,600,000 |
| C | FACILITIES | FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS         | 150,000   |
| C | FACILITIES | SCI-TECH REPLACE ROOF UNIT SERVING MAIN OFFICE              | 100,000   |
| C | FACILITIES | FIRE REPAIR BUILDING - NEW GENERATOR                        | 50,000    |
| C | LIBRARY    | FOREST PARK LIBRARY - WINDOW REPLACEMENT                    | 400,000   |
| C | LIBRARY    | EAST SPRINGFIELD BRANCH LIBRARY - WINDOW REPLACEMENT        | 65,000    |
| C | PARKS      | EMILY BILL PARK/ BUILDING                                   | 650,000   |
| C | FACILITIES | GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE              | 5,500,000 |
| C | FACILITIES | GLICKMAN - WINDOWS DESIGN AND REPLACEMENT                   | 1,800,000 |
| C | FACILITIES | VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION ASSESSMENTS | 1,750,000 |



|   |            |   |           |
|---|------------|---|-----------|
| C | FACILITIES | CITY HALL ANNEX - WINDOWS                                     | 1,500,000 |
| C | FACILITIES | CITY HALL - BRICK REGROUT                                     | 1,000,000 |
| C | FACILITIES | SYMPHONY HALL - BRICK REGROUT                                 | 1,000,000 |
| C | FACILITIES | CARRIAGE HOUSE - MAJOR REPAIRS (CPA)                          | 350,000   |
| C | FACILITIES | BALLIET ELEMENTARY - CREATE OUTDOOR<br>PLAYSCAPE AREA         | 250,000   |
| C | FACILITIES | CITY HALL ANNEX - EXTERIOR MASONRY                            | 250,000   |
| C | FACILITIES | KILEY - ADVANCED EMS  | 200,000   |
| C | FACILITIES | CITY HALL - WINDOWS   | 100,000   |
| C | FACILITIES | FIRE HEADQUARTERS - REPLACE GENERATOR                         | 100,000   |
| C | FACILITIES | GLICKMAN - ADVANCED EMS                                       | 90,000    |
| C | FACILITIES | CITY HALL- COUNCIL CHAMBERS                                   | 55,000    |
| C | FACILITIES | SCI-TECH - ADVANCED EMS                                       | 45,000    |
| C | FACILITIES | CITY HALL- HVAC   | 35,000    |
| C | FACILITIES | SYMPHONY HALL - INTERIOR WALLS                                | 35,000    |
| C | FACILITIES | SYMPHONY HALL - INTERIOR LIGHTING                             | 30,000    |
| C | FACILITIES | CITY HALL ANNEX - REAR SIDEWALK                               | 25,000    |
| C | FACILITIES | HARRIS SCHOOL   | 1,268,306 |
| C | FACILITIES | CENTRAL   | 1,268,306 |
| C | LIBRARY    | EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL<br>AIR CONDITIONING | 45,000    |
| C | LIBRARY    | FOREST PARK LIBRARY - CENTRAL AIR<br>CONDITIONING             | 45,000    |
| C | POLICE     | BLDG - 130 PEARL ST. UPPER PARKING LOT<br>IMPROVEMENTS        | 80,000    |



|   |            |   |           |
|---|------------|---|-----------|
| C | POLICE     | Radio - NICE LOG RECORDER - PHASE 2   | 250,000   |
| C | FACILITIES | DPW GARAGE - VEHICLE EXHAUST SYSTEM   | 500,000   |
| C | FACILITIES | WARNER - DRYWELLS BY FRONT AND BACK   | 225,000   |
| C | PARKS      | DEBERRY PARK  | 1,500,000 |
| C | PARKS      | COTTAGE HILL PARK   | 1,200,000 |
| C | PARKS      | JAIME ULLOA PARK - PHASE 2  | 1,200,000 |
| C | PARKS      | BEAUREGARD & SCHIAVINA MEMORIAL PARK - PHASE 2  | 850,000   |
| C | PARKS      | DONNA BLAKE PARK  | 750,000   |
| C | PARKS      | HARRIET TUBMAN PARK   | 500,000   |
| C | PARKS      | FOREST PARK MAINTENANCE BUILDING  | 450,000   |
| C | PARKS      | GERRISH PARK  | 200,000   |
| C | POLICE     | BWC - REORG RECORDS ROOM FOR BWC STAFF  | 250,000   |
| C | POLICE     | BWC - BUILD OUT REPORT ROOM TO ADD 4 ADD COMPUTERS FOR BWC DOCKING AND REPORT WRITING | 250,000   |
| C | FACILITIES | SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT   | 4,250,000 |
| C | FACILITIES | DPW OFFICE CENTER - HVAC UPGRADES   | 1,500,000 |
| C | FACILITIES | KENSINGTON - ASBESTOS PLASTER ABATEMENT   | 750,000   |
| C | FACILITIES | WALSH - ASBESTOS PLASTER ABATEMENT  | 700,000   |
| C | FACILITIES | DPW GARAGE - HVAC UPGRADES  | 500,000   |
| C | FACILITIES | MASON SQ. FIRE STATION - WINDOWS  | 125,000   |
| C | FACILITIES | INDIAN ORCHARD FIRE STATION- WINDOWS  | 75,000    |
| C | FACILITIES | SIXTEEN ACRES FIRE STATION - WINDOWS  | 40,000    |



|   |            |   |            |
|---|------------|---|------------|
| C | PARKS      | ADVANCED ENTRY SYSTEM   | 1,500,000  |
| C | DPW        | TRASH BARREL REPLACEMENTS (ONGOING)                           | 2,000,000  |
| C | DPW        | VAC TRUCK BONDIS ISLAND                                       | 250,000    |
| C | FACILITIES | FIRST MEETING HOUSE PARISH - RENOVATE                         | 6,500,000  |
| C | FACILITIES | FIRST MEETING HOUSE SANCTUARY - RENOVATE                      | 3,000,000  |
| C | FACILITIES | KILEY - ELECTRICAL FPE PANEL REPLACEMENT                      | 750,000    |
| C | FACILITIES | DORMAN - ELECTRICAL UPGRADES                                  | 400,000    |
| C | FACILITIES | BEAL - ELECTRICAL PANELS                                      | 300,000    |
| C | FACILITIES | FACILITIES ADMIN - PARKING LOT REPAVING                       | 250,000    |
| C | FACILITIES | BOWLES - ADVANCED EMS   | 55,000     |
| C | FACILITIES | FACILITIES ADMIN -PERIMETER SECURITY                          | 45,000     |
| C | LIBRARY    | FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING RENOVATION | 85,000     |
| C | LIBRARY    | FOREST PARK LIBRARY - CIRCULATION DESK                        | 50,000     |
| C | PARKS      | RUTH ELIZABETH PARK CONNECTOR TRAIL                           | 435,420    |
| C | FACILITIES | MILTON BRADLEY - WINDOWS & DOORS                              | 12,500,000 |
| C | FACILITIES | BRIDGE - WINDOWS AND DOORS REPLACEMENT                        | 650,000    |
| C | FACILITIES | CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION           | 500,000    |
| C | FACILITIES | BRUNTON - POD AIR HANDLER UNITS & CONDENSORS                  | 400,000    |
| C | FACILITIES | DRYDEN - PARKING LOT PAVING/EXTENSION                         | 250,000    |
| C | POLICE     | Radio - VOIP MIGRATION  | 25,000     |
| C | FACILITIES | HARRIS ELEMENTARY - BATHROOM PARTITIONS                       | 300,000    |



|   |            |   |           |
|---|------------|---|-----------|
| C | PARKS      | CAMEROTA PROPERTY (FIVE MILE POND)<br>PURCHASE                        | 2,000,000 |
| C | FACILITIES | COMMERCE - ADVANCED EMS   | 1,600,000 |
| C | FACILITIES | FREEDMAN - EXTERIOR GROUNDS UPGRADES                                  | 700,000   |
| C | FACILITIES | CHESTNUT - INTERIOR COUNTRYARD REPAIRS                                | 600,000   |
| C | FACILITIES | FACILITIES ADMIN - BOILERS & PUMPS                                    | 250,000   |
| C | FACILITIES | FACILITIES ADMIN - ADVANCED EMS                                       | 65,000    |
| C | DPW        | PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2<br>SETS, 4 COLUMNS PER SET) | 83,380    |
| C | DPW        | LEACHATE REMOVAL IMPROVEMENTS   | 200,000   |
| C | FACILITIES | SCI-TECH - BATHROOM PARTITIONS  | 2,400,000 |
| C | FACILITIES | VAN SICKLE - REPLACE BATHROOM PARTITIONS                              | 1,800,000 |
| C | FACILITIES | WARNER - REPLACE BATHROOM PARTITIONS                                  | 400,000   |
| C | FACILITIES | SPRINGFIELD MUNICIPAL OPS CENTER (DPW<br>TAPLEY) - GARAGE             | 300,000   |
| C | FACILITIES | COMMERCE - BATHROOM/WATER-FOUNTAINS                                   | 200,000   |
| C | FACILITIES | SPS BERKSHIRE - BATHROOM PARTITION                                    | 135,000   |
| C | FACILITIES | INDIAN ORCHARD - BATHROOM TILE  | 120,000   |
| C | FACILITIES | REBECCA JOHNSON - EXTERIOR DRAINAGE<br>SYSTEM - PLAY AREA             | 120,000   |
| C | FACILITIES | DPW OFFICE CENTER - RENOVATION OF FIRST<br>FLOOR                      | 4,000,000 |
| C | FACILITIES | FOREST PARK LIBRARY - HVAC  | 120,000   |
| C | FACILITIES | LINCOLN - PARKING LOT & GROUNDS REPAIRS                               | 600,000   |
| C | DPW        | GARAGE FLOOR RECOATING  | 376,470   |
| C | FACILITIES | GERENA SCHOOL - NEW ROOF AT "A" & "D"<br>BUILDINGS                    | 1,100,000 |



|   |            |   |           |
|---|------------|---|-----------|
| C | FACILITIES | N.MAIN ST. FIRE STATION - NEW ROOF                | 175,000   |
| C | FACILITIES | INDIAN ORCHARD FIRE STATION- NEW ROOF             | 100,000   |
| C | FACILITIES | FIRE ALARM BUILDING - NEW ROOF                    | 85,000    |
| C | PARKS      | NEW MUSIC SHELL, FOR CONCERTS IN THE PARK.        | 105,000   |
| C | DPW        | BOBCAT FOR BONDI ISLAND                           | 69,513    |
| C | DPW        | SAND SHED FOR WINTER OPERATIONS                   | 30,000    |
| C | FACILITIES | FACILITIES ADMIN - BUILDING B RENOVATIONS         | 1,250,000 |
| C | FACILITIES | MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES     | 240,000   |
| C | FACILITIES | LYNCH - BATHROOM RENOVATIONS                      | 120,000   |
| D | FACILITIES | GAR HALL - RENOVATE                               | 4,000,000 |
| D | FACILITIES | SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS | 750,000   |
| D | FACILITIES | SCI-TECH - EXTERIOR POINTING                      | 500,000   |
| D | FACILITIES | FIRE HEADQUARTERS - WINDOWS                       | 150,000   |
| D | PARKS      | FORESTRY DIVISION OFFICE                          | 450,000   |
| D | FACILITIES | MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET | 1,200,000 |
| D | FACILITIES | WHITE SCHOOL - BATHROOM REPLACEMENT               | 800,000   |
| D | FACILITIES | POTTENGER - REPAVE PARKING LOT/SIDEWALK           | 500,000   |
| D | FACILITIES | BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD    | 320,000   |
| D | FACILITIES | BRIDGE - REPAVE PARKING LOT                       | 320,000   |
| D | FACILITIES | GLICKMAN - EXTERIOR PARKING LOT REPAIRS           | 260,000   |
| D | FACILITIES | BALLIET ELEMENTARY - HVAC                         | 250,000   |





|   |            |   |           |
|---|------------|---|-----------|
| D | FACILITIES | VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT REPLACEMENT SCHEDULE     | 250,000   |
| D | FACILITIES | VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT REPLACEMENT SCHEDULE | 200,000   |
| D | FACILITIES | BEAL - CLASSROOM CABINETRY  | 160,000   |
| D | FACILITIES | BEAL - REPAVE PARKING LOT   | 150,000   |
| D | FACILITIES | HOMER - REPAVE DRIVEWAY   | 140,000   |
| D | FACILITIES | FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING                     | 120,000   |
| D | FACILITIES | BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYScape                       | 85,000    |
| D | FACILITIES | DPW GARAGE - NEW OVERHEAD DOORS                                       | 65,000    |
| D | FACILITIES | BEAL - REPLACE PORTABLE CR'S  | 5,000,000 |
| D | FACILITIES | HARRIS ELEMENTARY - ADD ADDITIONAL PARKING                            | 4,000,000 |
| D | FACILITIES | BOWLES - ADD ADDITIONAL PARKING                                       | 400,000   |
| D | FACILITIES | BRUNTON - QUAD PARTITIONS   | 180,000   |
| D | FACILITIES | VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES                          | 2,800,000 |
| D | FACILITIES | SCI-TECH - STEAM TRAPS  | 1,700,000 |
| D | FACILITIES | KENNEDY - FLOOR TILE REPLACEMENT VCT                                  | 800,000   |
| D | FACILITIES | VAN SICKLE - REPLACE FLOOR AND CARPET                                 | 720,000   |
| D | FACILITIES | SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM                             | 320,000   |
| D | FACILITIES | KENSINGTON - REPLACE STAIRCASE TREADS (CODE)                          | 180,000   |
| D | FACILITIES | WASHINGTON - FLOOR TILE REPLACEMENT                                   | 150,000   |
| D | FACILITIES | BRIDGE - FLOOR TILE REPLACEMENT                                       | 120,000   |
| D | FACILITIES | ELLS - REPLACE TILE   | 85,000    |



|   |            |  |                    |
|---|------------|--|--------------------|
| D | FACILITIES | BALLIET ELEMENTARY - STEAM TRAPS                               | 75,000             |
| D | FACILITIES | CITY HALL - STEAM TRAPS, FITTING INSTULATION                   | 35,000             |
| D | FACILITIES | COMMERCE - STEAM TRAPS   | 35,000             |
| D | FACILITIES | VARIOUS LOCATIONS (SCHOOL) - TSI/SURFACING MATERIALS ABATEMENT | 7,500,000          |
| D | PARKS      | ATWATER - FOUNTAIN   | 550,000            |
| D | PARKS      | GUNN SQUARE PARK (CPA)   | 300,000            |
| D | PARKS      | COLONY HILLS (CPA)   | 53,658             |
| D | FACILITIES | VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM                    | 2,200,000          |
| D | FACILITIES | VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS                 | 1,000,000          |
| D | FACILITIES | FOREST PARK LIBRARY - BUILD OUT SHELL SECTION                  | 400,000            |
| D | FACILITIES | BRIDGE - INTERIOR RENOVATIONS                                  | 80,000             |
| D | FACILITIES | CHESTNUT - REPLACE STAGE CURTAINS                              | 60,000             |
| D | FACILITIES | DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR                 | 8,000,000          |
| D | FACILITIES | FIRE ALARM BUILDING - EXTERIOR REPAIRS                         | 60,000             |
| D | FACILITIES | FIRE REPAIR BUILDING - EXTERIOR REPAIRS                        | 60,000             |
| D | FACILITIES | FACILITIES ADMIN - BUILDING A RENOVATIONS                      | 900,000            |
| D | FACILITIES | DPW E-BUILDING - INTERIOR RENOVATIONS                          | 500,000            |
| D | FACILITIES | TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY            | 400,000            |
|   |            |  | <b>765,147,591</b> |



## Appendix B: Capital Improvement Process

### Capital Improvement Process

Departments submit capital requests to the Office of Management and Budget electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Office of Management and Budget and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

**Database Requirements** - All capital requests are submitted in electronic format and include the following information:

- Project Category
- Project Type
- Department Priority
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Completed Prior Phases

**Categories** - Capital projects are categorized into one of eleven categories:

- Building (School, City) – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure (IT) – This category includes wireless and fiber networks, technology upgrades and other technology improvements of a lasting nature that are not building structures.
- Infrastructure (Roadways/Sidewalks, Other) – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.
- Equipment (Vehicular) – This includes equipment capable of self-propulsion from one location to another.
- Equipment (IT) – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.
- Equipment (Other) – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.
- Land/Parks/Fields - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.
- Salary – This category includes salary for staff associated with a specific project and helps to determine what, if any, operating costs are included in the project plan.
- Other – This category includes all capital projects that do not fall in the categories listed above.

**Types** - Each project is further classified into one of three different types of projects:

- New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.



- Rehab – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- Demolition – This includes commercial and residential building demolition.

**Capital Improvement Committee** - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Financial Officer, the Budget Director, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY17 planning process the Committee members included:

- Chief Administrative and Financial Officer – Timothy J. Plante
- Budget Director – Lindsay Hackett
- Director of Department of Public Works – Christopher Cignoli
- Director of Parks, Building/Recreation – Patrick Sullivan
- Director of Capital Asset and Construction – Peter Garvey
- Chief Development Officer – Kevin Kennedy
- City Council Representative – Timothy Allen
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Jennifer Whisher

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities giving quantitative measures of need and justification as established by the rating department and reviewed by the committee.

**Criteria** - Each project is ranked on eight criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are there funding sources other than the general fund for this project?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- Promotion of Economic growth – How significant of an impact is the project to economic development?
- Legal obligations and mandates – Does the project improve compliance with federal law, state law, or local ordinance?
- Operation and maintenance impact - Is the asset currently broken and in need of immediate replacement?
- Relationship to other projects/coordination - If the project is a multi-year project, have prior phases been previously conducted?
- Resiliency improvement and resolution – What does the project do for vulnerable populations or in the wake of chronic stress or an acute shock?
- Public perception of need – What is the awareness level of need for the project and who requested it?



| FY22 Capital Improvement Criteria                              |
|--|
| Criteria 1 - Project Funding / Fiscal Impact - 25%             |
| Criteria 2 - Impact On Service To The Public - 15%             |
| Criteria 3 - Promotes Economic Development - 15%               |
| Criteria 4 - Legal Obligations And Mandates - 15%              |
| Criteria 5 - Operation and Maintenance Impact - 10%            |
| Criteria 6 - Relationship to Other Projects/Coordination - 10% |
| Criteria 7 - Resiliency Improvement and Resolution - 5%        |
| Criteria 8 - Public Perception of Need - 5%                    |

Each criterion above receives a different weight as seen in Appendix C. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.



## Appendix C: Rating Criteria

### **CRITERIA 1 – OVERALL FISCAL IMPACT**

**Weight: 5**

Rationale: Limited resources exist for competing projects. This requires that each project’s full impact on the City’s budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City’s tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

|   |
|---|
| Criteria 1 - Project Funding / Fiscal Impact - 25%              |
| 5 - Less than 10% City funding                                  |
| 4 - Less than 30% City funding                                  |
| 3 - Less than 50% City funding                                  |
| 2 - More than 50% City funding, decreases operating costs       |
| 1 - More than 50% City funding, operating costs remain the same |
| 0 - More than 50% City funding, increases operating costs       |

### **CRITERIA 2 – IMPACT ON SERVICE TO THE PUBLIC**

**Weight: 3**

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City’s objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project focuses on a service that is currently a “high priority” public need.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the service is already being provided by existing agencies.

Illustrative Ratings:

|  |
|--|
| Criteria 2 - Impact On Service To The Public - 15%   |
| 5 - Project would address an immediate public health or safety need                                    |
| 4 - Project would improve service and addresses a public health or safety need                         |
| 3 - Project would improve service to meet current desired goals  |
| 2 - Project would address deficiencies or problems with existing services; would establish new service |
| 1 - Project would maintain existing standard of service  |
| 0 - Project not related to maintaining an existing standard of service                                 |



**CRITERIA 3 – PROMOTES ECONOMIC DEVELOPMENT**

**Weight: 3**

Rationale: Some projects offer a regional, citywide, or neighborhood benefit, enticing home buyers and business owners by making the City an attractive place to live or work. Criteria 3 assesses projects based on the impact to the City’s economic development efforts.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project enhances the City’s economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

Illustrative Rating:

|   |
|---|
| Criteria 3 - Promotes Economic Development - 15%  |
| 5 - Significant regional benefit                  |
| 4 - Citywide improvement                          |
| 3 - Benefits large portion of City                |
| 2 - Benefits one neighborhood                     |
| 1 - Assists in the elimination of slum and blight |
| 0 - No impact                                     |

**CRITERIA 4 - LEGAL OBLIGATIONS AND COMPLIANCE**

**Weight: 3**

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

|  |
|--|
| Criteria 4 - Legal Obligations And Mandates - 15%                                |
| 5 - City or Department is currently under court order to take action             |
| 4 - Project is necessary to meet existing state and federal requirements         |
| 3 - Legislation is under discussion that would require the project in future     |
| 2 - There is no legal or court order or other requirement to conduct the project |
| 1 - Project requires change in state or law to proceed                           |
| 0 - Project requires change in federal or law to proceed                         |



**CRITERIA 5 – URGENCY OF MAINTENANCE NEEDS**

**Weight: 2**

Rationale: The City’s most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

|  |
|--|
| Criteria 5 - Operation and Maintenance Impact - 10%  |
| 5 - Service is currently interrupted and the project will restore service in the most cost-effective manner possible |
| 4 - Service is likely to be disrupted in a five-year horizon if the project is not funded                            |
| 3 - The project is necessary to maintain an orderly schedule for maintenance and replacement                         |
| 2 - The cost of the project will increase in future (beyond inflation) if it is delayed at this time                 |
| 1 - There is a minor risk that costs will rise or service will be interrupted if the project is not funded           |
| 0 - There is no financial or service risk in delaying or not funding the project                                     |

**CRITERIA 6 – PRIOR PHASES**

**Weight: 2**

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.
- B. Whether the project requires additional funding to be operational.

Illustrative Ratings:

|  |
|--|
| Criteria 6 - Relationship to Other Projects/Coordination - 10% |
| 5 - All but the final phase has been fully funded              |
| 4 - Multiple phases have been fully funded                     |
| 3 - Multiple phases have been partially funded                 |
| 2 - The first phase has been fully funded                      |
| 1 - The first phase has been partially funded                  |
| 0 - No prior phases have been funded or partially funded       |





**CRITERIA 7 – RESILIENCY**

**Weight: 1**

Rationale: Some projects are developed in an effort to mediate unseen risks or disasters the City could face. These projects take a proactive approach to alleviating chronic stresses to the City to assist with resilience efforts after a disaster.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project addresses stresses that weaken the fabric of a city on a daily or cyclical basis, examples include: High unemployment, Overtaxed or inefficient public transportation system, Endemic violence, Chronic food and water shortages
- B. Whether the project addresses response to a vulnerable population after a disaster. A vulnerable population is a group or community whose circumstances present barriers to obtaining or understanding information or accessing resources. Typically, lower-income persons are considered vulnerable populations since they are less able to recover from the effects of disasters.

Illustrative Ratings:

|  |
|--|
| Criteria 7 - Resiliency Improvement and Resolution - 5%    |
| 5 - Resolves chronic stressors to the City                 |
| 4 - Resolves response to vulnerable population after shock |
| 3 - Improves chronic stressors to the City                 |
| 2 - Improves response to vulnerable population after shock |
| 1 - Enhances natural resources                             |
| 0 - No impact  |

**CRITERIA 8 – PERCEPTION**

**Weight: 1**

Rationale: This criterion refers to project assessment of the extent of public support or interest group advocacy and/or opposition.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has been identified by a plan, Government official or public organization.
- B. The public’s perception of the project, positive or negative.

Illustrative Ratings:

|   |
|---|
| Criteria 8 - Public Perception of Need - 5%                       |
| 5 - Identified in comprehensive plan, project plan or other study |
| 4 - Specific project request from the City Council                |
| 3 - Project request from neighborhood organization or other group |
| 2 - Public perception of need known to City department            |
| 1 - Knowledge of public perception of need unknown                |
| 0 - Public opposition   |

**2022 Transportation Construction Grant Application**  
**BD-22-1068-1068C-1068L-68403**  
**ATTACHMENT J: PVPC Rapid Recovery Plan Excerpt**

Exhibit B



# Rapid Recovery Plan

2021

Springfield

A Plan for the  
Main Street  
Convention Center  
District



In the Project Summary below, the 15 projects identified represent a balanced combination of initiatives in the Public Realm, the Private Realm, Revenue/Sales, Culture/Arts, Tenant Mix and Administrative Capacity. The projects interact well together and for just 1% of the city's initial American Rescue Plan Act (ARPA) funding, all of them could be launched within the year. At the end of the planning effort, a survey was sent to the stakeholders and wider business community. The survey asked respondents to choose the top five projects. The top 5 projects have been identified in **BOLD**.

## Project Summary

|    | Project Name   | Private Realm | Public Realm | Admin Capacity | Revenue Sales | Culture Arts | Tenant Mix |
|----|--|---------------|--------------|----------------|---------------|--------------|------------|
| 1  | <b>Black and Latinx/Hispanic Business Owners Support</b>   | ✓             |              | ✓              |               |              |            |
| 2  | <b>Improving Business owner satisfaction with city permitting &amp; Internal Citywide Communication by Streamlining and Digitizing the city's special event permitting processes</b> |               |              | ✓              |               |              |            |
| 3  | <b>Support and enhance City's existing Storefront Improvement program.</b>   | ✓             |              |                | ✓             |              |            |
| 4  | Enhance existing Pedestrian Wayfinding with a new Wayfinding App and/or Wayfinding Web-based QR Codes to printed maps.   |               | ✓            |                | ✓             |              |            |
| 5  | Improve Parking Access in Springfield's downtown   | ✓             | ✓            |                |               |              |            |
| 6  | (Re)investing in the Private Realm with Creative Code Compliance   | ✓             |              | ✓              |               |              |            |
| 7  | Springfield Cycling Race in the Downtown   |               | ✓            |                |               |              |            |
| 8  | Activating Court Square and Beyond with Targeted and Tactical Arts and Cultural Projects   | ✓             | ✓            |                | ✓             |              |            |
| 9  | Outreach to and Programming with and for District Businesses to encourage workers and customers to stay in the district longer   |               | ✓            |                | ✓             | ✓            |            |
| 10 | Small Business Fund for Pandemic Response Unanticipated Costs  | ✓             |              |                | ✓             |              |            |
| 11 | <b>Improve the "Entrances to the City" so they look beautiful and inviting as it is some people's first experience with the city</b>   |               | ✓            |                |               |              |            |
| 12 | Art in Vacant Buildings  |               | ✓            |                | ✓             | ✓            |            |
| 13 | <b>Expand housing (and possibly lab/tech) options in downtown through commercial conversions.</b>  |               |              |                |               |              | ✓          |
| 14 | Continue <i>Trust Transfer Project</i>   |               | ✓            |                |               | ✓            |            |
| 15 | Activate Bruce Landon Way on Mass Mutual Center and other Event Days a la Jersey Street in Boston  | ✓             | ✓            |                |               |              |            |