



20

COMMUNITY
MITIGATION
FUND

APPENDIX C

Specific Impact Grant Application
BD-20-1068-1068C-1068L-46130

Please complete entire Application

The City of Springfield, MA

1. NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT

The Implementation Blueprint 2020 Priority Initiatives Advancement

2. PROJECT NAME (LIMIT 10 WORDS)

Building on initial efforts from 2019, the project will focus on advancing the most critical and pressing catalytic economic development initiatives in downtown to mitigate the lack of new private investment due to the unexpected inflation, speculation, and degradation of real estate in downtown surrounding MGM Springfield.

3. BRIEF PROJECT DESCRIPTION (LIMIT 50 WORDS)

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

4. NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY

36 Court Street, Springfield, MA 01103

5. ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY

413-787-6082; cbuono@springfieldcityhall.com

6. PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY

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

7. NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY

36 Court Street, Springfield, MA 01103

8. ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY

413-787-6082; cbuono@springfieldcityhall.com

9. PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY

MGM Springfield

10. NAME OF GAMING LICENSEE

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

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.

2020 SPECIFIC IMPACT GRANT APPLICATION

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A. *Implementation Blueprint Planning and Strategic Advancement*

Following key recommendations outlined in the "Implementation Blueprint, An Economic Development Strategy for the Renaissance of a Great American Downtown: Springfield, MA", the City has established a near term priority zone, "The Casino Impact Zone" geographically focused around the immediate area surrounding the casino and currently an area of both highest need and spin off potential. Specifically, these funds will be used for three areas of focus including targeted redevelopment efforts within 1) the Main Street corridor (key languishing vacant buildings/blocks adjacent to the Casino, some in foreclosure and threatened by further speculation and dilapidation), 2) Court Square area (including 31 Elm Street redevelopment, MGM's commitment to residential, and surrounding available underutilized parcels/buildings around Springfield's primary "front door"), and 3) Willow Street blocks from State to Union St. (to reverse further deterioration, neglect and underutilization of land adjacent to MGM). A fourth, equally important and overlapping area of focus is the Mass Mutual Convention Center which warrants a separate detailed planning and market feasibility analysis due to its much broader and larger regional economic benefits and impacts. The requested grant funds for item A will fund each of the three physical areas noted above including the strategic coordination, collaboration and synergies between all three and related specific detailed studies and expertise articulated in the attached scope (Attachment C). The scope will advance planning studies, alternatives / recommendations and implementation strategies around these priority areas with focus on reuse/higher utilization, zoning enhancements, economic incentives and other related assistance to reverse current trends towards much anticipated economic redevelopment, investment, and job generation. The City will engage with Civic leadership, businesses, and regional agencies to garner important input, advocacy, and galvanize support towards advancement and implementation.

The end product of Item A will be the near term advancement of a Casino Impact Zone framework vision, corresponding Zoning Overlay district and relevant incentives geared toward the three major study areas (and in conjunction with a separate Convention Center study) with the desire to have in place an "Economic Development Strategy Package" by mid year. Following that will be the active implementation, outreach and ongoing cultivation by the City and Civic leadership, of developer, investor, and tenant interest - and the deployment of the incentive funds established under Items B below.

The Implementation Blueprint is an innovative and proactive economic development initiative which the City/MGM began before the casino project was under construction, and may well be a model for the state that can best maximize the positive and broader economic impact from the introduction of casino gaming in the Commonwealth. No other region within the state has been as proactive in this endeavor as Springfield, and the fruits of the Implementation Blueprint will definitely accrue to cities, communities and regions well beyond the corporate limits of the city.

B. *Property Stabilization Fund (public benefit only)*

With the continued stagnation of redevelopment around the casino district from property inactivity, disinvestment, rising bankruptcies, and structural neglect, the City seeks to establish a stabilization fund to address critical threat properties. Funds will be used to secure and prevent properties from further disrepair, threats to public safety and address growing blight around the casino district. In doing so the City endeavors to stabilize and reverse the trends, while securing and preserving area assets for future reuse and redevelopment, particularly contributing structures. As an important and very timely recommendation in the Implementation Blueprint, the creation of this fund will signal City/Civic commitment, confidence and public benefit to the area and provide another level of certainty and assurance to the development community.

2020 MGC Specific Impact Grant Fund Request: City of Springfield	
A. Implementation Blueprint Planning And Strategic Advancement	\$250,000
B. Property Stabilization Fund (public benefit only)	\$250,000
Total Grant Request *	\$500,000
* City of Springfield Casino Impact Zone Revitalization Commitment: \$4,000,000	

c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact from the operation of a proposed gaming establishment.

The request for a \$500,000 Specific Impact grant is based on estimated funding required to immediately advance the scope of work articulated above and in more detail in Attachment C, as well as establish the necessary tools and incentives to mitigate ongoing negative impacts over the next year. Attachment C is a scope outline for advancing the Implementation Blueprint strategies for 2020, including estimates for the lead consultant and potential additional consultant expertise as well as projections for year 2021. It is the intent of the City of Springfield to engage in conversations with the Massachusetts Legislature for additional funding for the state FY 2020 and 2021 budget cycles as well as subsequent Community Mitigation funds next year to continue the implementation of this multi-year economic development strategy and replenish incentive funding.

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

Since the announcement of the casino and its opening, the prime redevelopment area immediately around the casino has failed to deliver the anticipated "spill over" economic benefits to the community. In response, the City has proactively begun to advance their planning around immediate, priority initiatives to help address this issue, building on a number of key recommendations and strategies of the Implementation Blueprint and in response to the near term threats and opportunities in downtown. Attachment B is a briefing on those timely opportunities identified now as Phase One priorities of the Implementation Blueprint which will guide the strategic planning efforts over the next year and 2021.

As described and evidenced in detail above, the City requires additional funding to continue the strategic planning and implementation efforts with their consultant team to direct and leverage MGM Springfield as a positive impact to development in downtown and the region. Additionally, the City needs to arm themselves with necessary economic incentives to augment those already in place that have yet to spur desired development, while improving the economic viability in a market experiencing fluctuation and volatility due in large part to the casino. The City believes that it must take leadership on and control over this situation in order to advance the ongoing success of the MGM Springfield Casino and to provide the healthy mixed use urban environment surrounding the casino that was always intended. The requested \$500,000 of impact mitigation funds will result in improvements, enhancements, and investments by both the public and private sectors and realize the critical perimeter redevelopment that to-date has not materialized. The net positive benefits and results resulting from this investment to the State, region and surrounding communities which depend on a revitalized, dynamic and growing downtown will far exceed the requested grant amount.

3. CONNECTION TO GAMING FACILITY

Please provide specificity/evidence that the requested funds will be used to address issue or impacts directly related to the gaming facility.

The City and their consultant team are keenly focused on addressing the immediate issues which are stalling the much needed near and long term redevelopment and investment opportunities in the City and region created directly by MGM Springfield. The impetus for the Implementation Blueprint strategy (as first offered by MGM and memorialized in the Host Community Agreement) is rooted both in MGM's commitment to provide a substantial anchor investment as well as the need to expand the impact of that investment into the surrounding downtown, neighborhoods and region, providing, revitalization, investment and jobs. Further, this near term effort for 2020 is specifically targeting development opportunities in direct physical proximity to the casino to help extend the activity, attraction and economic "energy" of the MGM casino into the fabric of the downtown as it was intended when the casino opened in 2018.

4. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

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

The City of Springfield will hold all awarded funds for this effort in separate accounts specifically dedicated to the three areas identified: Implementation Blueprint advancement, Acquisition Assistance, and Rehab/Reuse/Stabilization. Funding from these accounts 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 extremely 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, Community Mitigation Fund – Non-Transportation Planning Grant

5. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS

Please describe and include excerpts from any relevant sections of any Host or Surrounding Community Agreement. Please explain how this impact was either anticipated or not anticipated in that Agreement.

The Host Community Agreement between the City of Springfield and MGM specifically calls out the Implementation Blueprint as follows from paragraph 4.10, page 24:

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 and implementation blueprint to stimulate and direct the broader economic development associated with the Project. Springfield and MGM's foresight in the HCA to include this unique and innovative approach to proactively expand the impact, energy and economic activities through the Implementation Blueprint directly aligns with the desired goals outlined in the MGC's "Reinvesting the Gaming Economic Development Fund, Mass Gaming Commission, January 2018."

CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

On behalf of the aforementioned municipality/governmental entity I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this Application.


Signature of Responsible Municipal
Official/Governmental Entity

11/3/20
Date

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Attachment A

MGM Springfield Properties: 1-Year Escalation (2014-2015)

MGM SPRINGFIELD PROPERTIES					
PROPERTY ADDRESS	ACRES	OWNER	2014 VAL	2015 VAL	%
16 BLISS ST	0.488	C & W REAL ESTATE COMPANY LLC	\$617,800	\$1,287,000	208%
BLISS ST	0.112	73 STATE STREET LLC	\$147,500	\$762,500	517%
BLISS ST	0.324	73 STATE STREET LLC	\$286,300	\$1,066,200	372%
BLISS ST	0.137	73 STATE STREET LLC	\$158,600	\$797,800	503%
BLISS ST	0.134	BLISS STREET REALTY COMPANY	\$101,400	\$796,500	786%
BLISS ST	0.143	BLUE TARP REDEVELOPMENT LLC	\$104,000	\$809,700	779%
61 BLISS ST	0.142	73 STATE STREET LLC	\$103,700	\$807,700	779%
BLISS ST	0.733	300 STATE STREET REALTY LLP	\$427,200	\$1,633,800	382%
BLISS ST	0.138	BLUE TARP REDEVELOPMENT LLC	\$199,300	\$805,600	404%
BLISS ST	0.135	C & W REAL ESTATE COMPANY LLC	\$101,600	\$798,000	785%
BLISS ST	0.138	LYMAN-TAYLOR REALTY COMPANY LLC	\$102,600	\$802,500	782%
19 BLISS ST	0.138	SPRINGFIELD RESCUE MISSION INC	\$304,000	\$797,900	262%
BLISS ST	0.127	SPRINGFIELD RESCUE MISSION INC	\$319,500	\$789,100	247%
1357 EAST COLUMBUS	0.303	LYMAN TAYLOR REALTY COMPANY LLC	\$207,700	\$1,054,300	508%
HOWARD ST	0.122	LYMAN-TAYLOR REALTY COMPANY LLP	\$103,400	\$777,800	752%
26 HOWARD ST	0.698	LYMAN-TAYLOR REALTY COMPANY LLP	\$2,710,600	\$3,889,700	143%
HOWARD ST	0.244	THE 300 STATE STREET REALTY LLP	\$136,400	\$950,600	697%
HOWARD ST	0.099	73 STATE STREET LLC	\$27,600	\$747,400	2708%
HOWARD ST	0.129	73 STATE STREET LLC	\$100,000	\$789,900	790%
HOWARD ST	0.168	73 STATE STREET LLC	\$110,800	\$843,800	762%
HOWARD ST	0.481	MARVIN GARDENS LLC	\$290,000	\$1,276,900	440%
82 HOWARD ST	0.442	BLUE TARP REDEVELOPMENT LLC	\$345,200	\$1,141,800	331%
HOWARD ST	1.623	BLUE TARP REDEVELOPMENT LLC	\$1,464,100	\$1,468,400	100%
53 HOWARD ST	0.735	BLUE TARP REDEVELOPMENT LLC	\$442,400	\$1,634,400	369%
HOWARD ST	0.366	BLUE TARP REDEVELOPMENT LLC	\$102,100	\$1,120,400	1097%
HOWARD ST	0.553	BLUE TARP REDEVELOPMENT LLC	\$1,887,400	\$1,388,600	74%
1008 MAIN ST	0.641	DUDLEY DAVID R	\$512,200	\$1,505,500	294%
1090 MAIN ST	0.246	MAIN & HOWARD REALTY LLC	\$239,100	\$955,900	400%
MAIN ST	0.228	C & W EQUITIES LLC	\$211,900	\$928,300	438%
1120 MAIN ST	0.055	SCIBELLI ANTHONY J & ALFREDO A VIVENZIO	\$223,700	\$684,800	306%
1126 MAIN ST	0.169	ISOTTI DINO A	\$233,500	\$846,800	363%
1132 MAIN ST	0.248	LEE JOO B & HYU J	\$397,600	\$954,100	240%
1156 MAIN ST	0.414	M & I FROST REALTY LLC	\$754,400	\$1,186,100	157%
1200 MAIN ST	0.342	C & W REAL ESTATE COMPANY LLC	\$1,923,400	\$2,462,700	128%
95 STATE ST	0.300	C & W REAL ESTATE COMPANY LLC	\$1,794,300	\$3,047,100	170%
79 STATE ST	0.131	79 STATE STREET LLC	\$447,900	\$795,000	177%
73 STATE ST	0.252	73 STATE STREET LLC	\$1,014,200	\$1,766,500	174%
STATE ST	0.342	73 STATE STREET LLC	\$301,100	\$1,090,600	362%
68 UNION ST	0.523	BLUE TARP REDEVELOPMENT LLC	\$377,400	\$1,339,400	355%
UNION ST	0.314	BLUE TARP REDEVELOPMENT LLC	\$87,400	\$79,800	91%

\$19,419,300.00 \$46,680,900.00 240%

Attachment B: Casino Impact Zone Conditions, Perimeter Properties
Main Street Corridor



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Attachment B: Casino Impact Zone Conditions, Perimeter Properties
Main Street Corridor; Park Street



Attachment B: Casino Impact Zone Conditions, Perimeter Properties
Main Street & State Street



Attachment B: Casino Impact Zone Conditions, Perimeter Properties
East Columbus Ave. & Union Street Area



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Attachment B: Casino Impact Zone Conditions, Perimeter Properties

Code Violation Report Excerpts

Enforcement - Housing Complaint	5/31/2016 12:00:00 AM	119 STATE	Litter	Litter
Enforcement - Housing Complaint	5/31/2016 12:00:00 AM	127 STATE	Litter	Litter
Enforcement - Housing Complaint	5/31/2016 12:00:00 AM	119 STATE	maintenance of land	Maintenance of Land-Litter.
Enforcement - Housing Complaint	5/31/2016 12:00:00 AM	127 STATE	maintenance of land	Maintenance of Land- Litter.
Enforcement - Building Complaint	6/27/2016 12:00:00 AM	11 STOCKBRIDGE	UNSAFE PROPERTY MAINTAINANCE-EGRESS ISSUES	EMAIL COMPLAINT- EGRESS ISSUES 6/28/16- FIRST VIOLATION NOTICE 8/1/16- FINAL VIOLATION NOTICE 9/13/16- VIOLATIONS CORRECTED- CLOSE OUT RECORD
Enforcement - Building Complaint	6/27/2016 12:00:00 AM	21 STOCKBRIDGE ST	UNSAFE PROPERTY MAINTAINANCE-EGRESS ISSUES	EMAIL COMPLAINT- EGRESS ISSUES 6/28/16- FIRST VIOLATION NOTICE 8/1/16- FINAL VIOLATION NOTICE 9/13/16- VIOLATIONS CORRECTED- CLOSE OUT RECORD
Enforcement - Building Complaint	7/6/2016 12:00:00 AM	11 STOCKBRIDGE		Complaint of being locked in bulidline Door locks code compliant Exit / emergency lighting repaired Job complete 8/12/2016
Enforcement - Building Complaint	7/21/2016 12:00:00 AM	24 PARK	UNSAFE STRUCTURE- DETERIORATED FACADE	UNSAFE STRUCTURE- FALLING FACADE 7/21/16- FIRST VIOLATION NOTICE 8/1/16- FINAL VIOLATION NOTICE
Enforcement - Building Complaint	7/26/2016 12:00:00 AM	11 PARK	UNSAFE STRUCTURE- EXTERIOR WALL/ SIDEWALK CONNECTION.	8/1/16- ISSUE \$200.00 UNSAFE STRUCTURE VIOLATION TICKET 9/27/16- ISSUE SECOND \$200.00 UNSAFE STRUCTURE VIOLATION TICKET UNSAFE STRUCTURE- EXTERIOR WALL/ SIDEWALK CONNECTION 7/28/16- FIRST VIOLATION NOTICE 9/6/16- FINAL VIOLATION NOTICE 10/7/16- ISSUES RESOLVED- CLOSE OUT RECORD
Enforcement - Building Complaint	12/16/2016 12:00:00 AM	113 STATE	INADEQUATE PROPERTY MAINTENANCE	INADEQUATE PROPERTY MAINTENANCE 6.27.2019-Send NOV-Re-inspect in 30 days. 7.22.2019-Send 2nd NOV and \$150 fine-Re-inspect in 30 days. (Refer to legal department) 8.22.2019-Send Final NOV and \$150.00 Fine-Re-inspect in 30 days. 9.24.2019-Send NOV and \$150.00 Fine-Re-inspect in 30 days. 10/24/2019-Send NOV, \$150.00 fine, and refer to court for legal action No heat in their suite.
Enforcement - Housing Complaint	12/16/2016 12:00:00 AM	113 STATE	Emergency-No heat	BLDG VIOLATIONS
Enforcement - Building Complaint	1/26/2017 12:00:00 AM	11 PARK	BLDG VIOLATIONS	BLDG VIOLATIONS 1/26/17- NO VIOLATIONS FOUND- CLOSE OUT RECORD
Enforcement - Electrical Complaint	1/26/2017 12:00:00 AM	11 PARK	ELECTRICAL VIOLATIONS	ELECTRICAL VIOLATIONS
Enforcement - Housing Complaint	5/26/2017 12:00:00 AM	1127 MAIN	Emergency	Emergency
Enforcement - Building Complaint	5/30/2017 12:00:00 AM	1127 MAIN	UNSAFE PROPERTY MAINTENANCE	UNSAFE PROPERTY MAINTENANCE 9.26.2018-Send NOV-Re inspect in 30 days 6/21/2019-Send 2nd NOV — re-inspect in 30 days. 6/21/2019-Send final NOV and issue \$150.00 fine 7.22.2019-Send NOV and \$150.00 fine 8.22.2019-Send NOV and \$150.00 Fine-Re-inspect in 30 days. 9.23.2019-Send NOV and \$150 Fine-Re-inspect in 30 days. EMERGENCY- NO COLD WATER, water scolding hot about 155 degrees back up in the dish washer files all over the apartment, tenant is wheel chair bound Awnings - per DC Leaking ceiling,the ceiling is leaking and the ceiling caved in. NOTICE TO REPAIR-FIRE DAMAGED ROOF EMERGENCY: NO HEAT/FAULTY EXIT SIGNAGE
Enforcement - Housing Complaint	6/1/2017 12:00:00 AM	45 WILLOW	Unit #609 - EMERGENCY- NO COLD WATER	
Enforcement - Housing Complaint	7/12/2017 12:00:00 AM	1252 MAIN	Awnings	
Enforcement - Building Complaint	10/25/2017 12:00:00 AM	11 STOCKBRIDGE	UNSAFE STRUCTURE	
Enforcement - Building Complaint	11/20/2017 12:00:00 AM	1200 MAIN		
Enforcement - Building Complaint	1/8/2018 12:00:00 AM	1155 MAIN	EMERGENCY: NO HEAT/FAULTY EXIT SIGNAGE	
Enforcement - Zoning Complaint	6/28/2018 12:00:00 AM	1317 EAST COLUMBUS	dilapidated sign	1/8/18-Send 1st Notice (called owner at 2:48pm and left message about emergency violations) 1/28/18-CLOSE 1.23.2019-Re-Opened- Emergency Inspection Conducted on 1.22.2019- SEND NOV dilapidated sign in disrepair Please send FORTHWITH NOV with re inspection on 7-30-18
Enforcement - Electrical Complaint	7/27/2018 12:00:00 AM	11 STOCKBRIDGE	ELECTRICAL VIOLATIONS	11-27-18 no change in condition of sign please send \$100 fine Leaking ceiling,the ceiling is leaking and the ceiling caved in.
Enforcement - Plumbing Complaint	7/27/2018 12:00:00 AM	11 STOCKBRIDGE	PLUMBING VIOLATIONS	ELECTRICAL VIOLATIONS Leaking ceiling,the ceiling is leaking and the ceiling caved in.
Enforcement - Building Complaint	1/21/2019 12:00:00 AM	1242 MAIN	no water in the building	WATER LEAKING caller works in the building and states there has been no water in the whole building since Friday, 1/18/19-
Enforcement - Housing Complaint	1/22/2019 12:00:00 AM	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 The owner/landlord of the building is John Foley.
Enforcement - Plumbing Complaint	1/22/2019 12:00:00 AM	1242 MAIN	PLUMBING VIOLATION	PLUMBING VIOLATION
Enforcement - Plumbing Complaint	2/5/2019 12:00:00 AM	1155 MAIN	PLUMBING VIOLATION	NO HEAT
Enforcement - Housing Complaint	7/3/2019 12:00:00 AM	130 UNION	Exterior Violations	Posting of owner Overgrowth/ Litter There is no water in the office building.
Enforcement - Building Complaint	8/13/2019 12:00:00 AM	113 STATE	no water	Litter
Enforcement - Housing Complaint	9/3/2019 12:00:00 AM	1021 MAIN	Litter	Building blighted in disrepair etc Graffiti etc. Graffiti etc. Property vacant etc.
Enforcement - Zoning Complaint	9/19/2019 12:00:00 AM	24 PARK		
Enforcement - Zoning Complaint	10/19/2019 12:00:00 AM	133 STATE		
Enforcement - Zoning Complaint	10/19/2019 12:00:00 AM	171 UNION		
Enforcement - Vacant Properties	10/23/2019 12:00:00 AM	24 PARK		

2020 SPECIFIC IMPACT GRANT APPLICATION
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Attachment C

SPRINGFIELD, MA IMPLEMENTATION BLUEPRINT ADVANCEMENT
SUMMARY SCOPE/BUDGET: City Consultant Team

Proposed Consultant Team Baseline Scope November 2019 thru December 2021

- **Part 1: "Economic Development Overlay Strategy Package" Effort** *(In Progress)*
(November 2019 – Mid March 2020)

- Downtown Development Framework Vision
- Overlay Zoning and Land Use Controls/Guidelines
- Development Incentives / Assistance

Anticipated Sub-Consultants *(subject to City approval)*

- Preliminary convention market assessment overview
- Local Regional Agency Support; Incentives, funding, DIF/TIF expertise

- **Part 2: Implementation Strategies: Coordination, Program Management, Advancement, Guidelines for Initial Critical Initiatives Defined in Part 1**
(Mid March 2020 – December 2020)

Anticipated Critical Initiatives

- Convention Center/Civic Center
- Main Street Bankruptcy Parcels / Main Street Ground Floor Retail (Patel)
- Court Square: 31 Elm / Sheen Block/Building / Old First Church Reuse
- Willow Street Residential

Anticipated Sub Consultants / Expertise

- Convention / Conference Market Consultant
- Local State/Federal Incentives/Funding DIF/TIF Consultant
- Market & Economic Feasibility Consultant
- Zoning Attorney
- Architectural/Engineering Feasibility Consultant
- Others that may be identified in the course of initiatives advancement

2020 Fee/Expense Budget (The Chicago Consultants Studio, Inc.):

\$100,000

Anticipated Additional Services & Sub-Consultants based on needs identified through the advancement of the baseline scope above

TBD (see ranges below)

- **Part 3 (will be part of separate 2021 Community Mitigation Grants):** Ongoing Oversight, Coordination, Program Management, Advancement and Detailed Implementation for Critical Initiatives
(January 2021 – December 2021)

2021 CCS Anticipated Fee/Expense Budget (The Chicago Consultants Studio, Inc.):

\$125,000*

Potential Additional Services as determined through the advancement of the Implementation Blueprint effort: as needed, may be performed by CCS, in conjunction with or through Sub Consultants under CCS lead or third parties; funding may seek matching funds through the City, State Agencies (e.g. MCCA) and/or Private Sector:

- Detailed Convention Center Assessment / Master Planning / Feasibility Study \$150,000-\$250,000
- Retail Market Study \$100,000-\$150,000
- Detailed Implementation Strategies/Processes To be (potential RFQ/RFP's, Developer Conferences, Outreach, Development Guidelines, other:
 - Convention/Civic Center Parking Redevelopment RFQ/P & Process \$75,000 - \$100,000
 - Main Street Block RFQ/P and Process \$75,000 - \$100,000
 - Sheen Building Redevelopment Implementation Strategies \$50,000 - \$75,000
 - Old First Church Reuse Implementation Strategies \$50,000 - \$75,000
 - Downtown Willow Street Residential Enclave initiative \$50,000 - \$75,000

2020 SPECIFIC IMPACT GRANT APPLICATION
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Attachment D

The Implementation Blueprint: Phase One Implementation Strategy Briefing Excerpts

An aerial photograph of Springfield, Massachusetts, showing a dense urban landscape with various buildings, including a prominent clock tower and a modern skyscraper in the background. The sky is blue with some clouds.

THE IMPLEMENTATION BLUEPRINT

An Economic Development Strategy for Springfield, MA

PHASE ONE IMPLEMENTATION STRATEGY

Initial Working Briefing for City/Civic Leadership

January 2020

City of Springfield • The Chicago Consultants Studio, Inc.

THE IMPLEMENTATION BLUEPRINT

OVERVIEW

Premise: the introduction of gaming into downtown Springfield allows a window of opportunity for **substantial collateral economic development** to further enliven the downtown, strengthen the urban fabric, stimulate mixed-use investment, attract business and leisure tourism, enhance nearby neighborhoods and reinvigorate the broader Western Mass region.

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

IMPLEMENTATION BLUEPRINT



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

June 28, 2018

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

THE IMPLEMENTATION BLUEPRINT

OVERVIEW

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

- 1** *Key Strategic Collateral Development Opportunities*
- 2** *Solidifying Springfield as the Center of the Region's Convention, Meeting & Entertainment Business*
- 3** *Creating a Market Rate Residential Downtown*
- 4** *Attracting New Downtown Employers and Businesses*



THE IMPLEMENTATION BLUEPRINT

YEAR ONE ASSESSMENT

MGM Springfield has delivered through a major reinvestment in downtown, creating new revenue for the State/City and bringing new markets and increased tourism to Springfield.

- **\$950M investment**, transforming over six city blocks in the heart of downtown
- **+10,000 new visitors/day** to casino and downtown area
- **+\$22M/month** or \$78.8M to date in new gaming tax revenue
- **20% increase** in rooms & hotel tax
- Growing regional tourism economic impact up 40% (from 2013-2019)



THE IMPLEMENTATION BLUEPRINT

YEAR ONE ASSESSMENT

MGM has been the driver of the Casino District, the City must be the driver for Downtown development and investment.

... Over one year since MGM's opening, it is even more critical for City & Civic leadership to lead the next phase redevelopment outside the casino district and maximize the collateral economic development impact during this limited window of opportunity.



THE IMPLEMENTATION BLUEPRINT

PHASE ONE: Challenges / Needs

Despite MGM impact, collateral economic development outside the casino district has been very limited:

- MGM district is vibrant and active but character/energy not spilling out
- Prime adjacent opportunities remain vacant
- Initial strong development interest is waning
- Perceived uncertainty in market and impediments
- ***Need to proactively attract, guide and facilitate targeted development and investment in downtown***



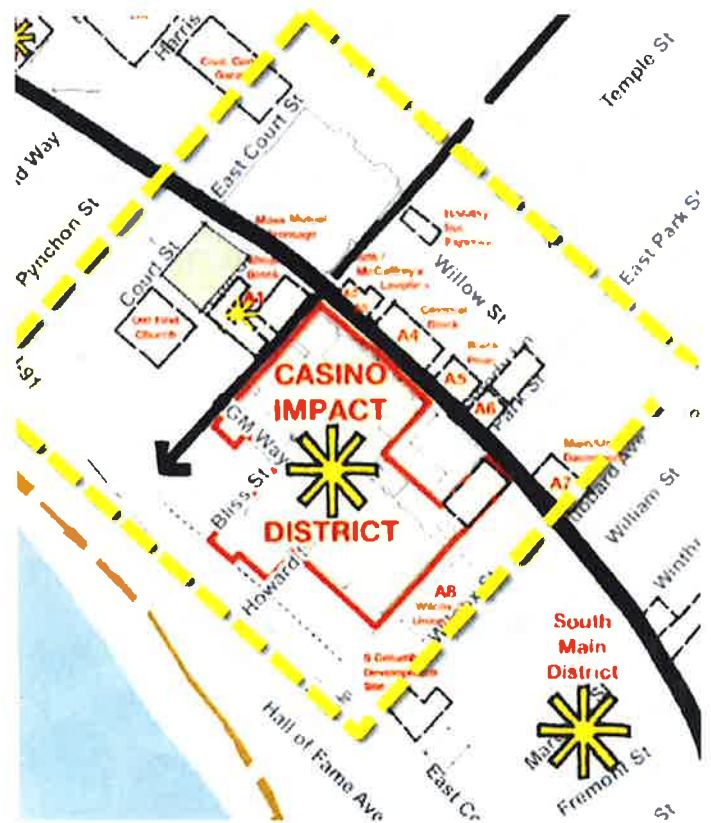
THE IMPLEMENTATION BLUEPRINT

PHASE ONE: Intent / Objectives

Advance near term strategy to proactively guide redevelopment surrounding the casino district: the Phase One "Casino Impact Zone"

- Craft an **"Economic Development Overlay Strategy Package"** including:
 1. **Downtown Development Framework Vision**
 2. **Modified Zoning / Land Use Controls and Guidelines**
 3. **Development Incentives and Assistance**

Additional Phases will look to extend redevelopment beyond the Casino Impact Zone and into the larger downtown and region



THE IMPLEMENTATION BLUEPRINT

THE FRAMEWORK: Phase One Implementation Initiatives

A. Main Street Blocks

- Bankruptcy Parcels
- Patel Block Ground Floor

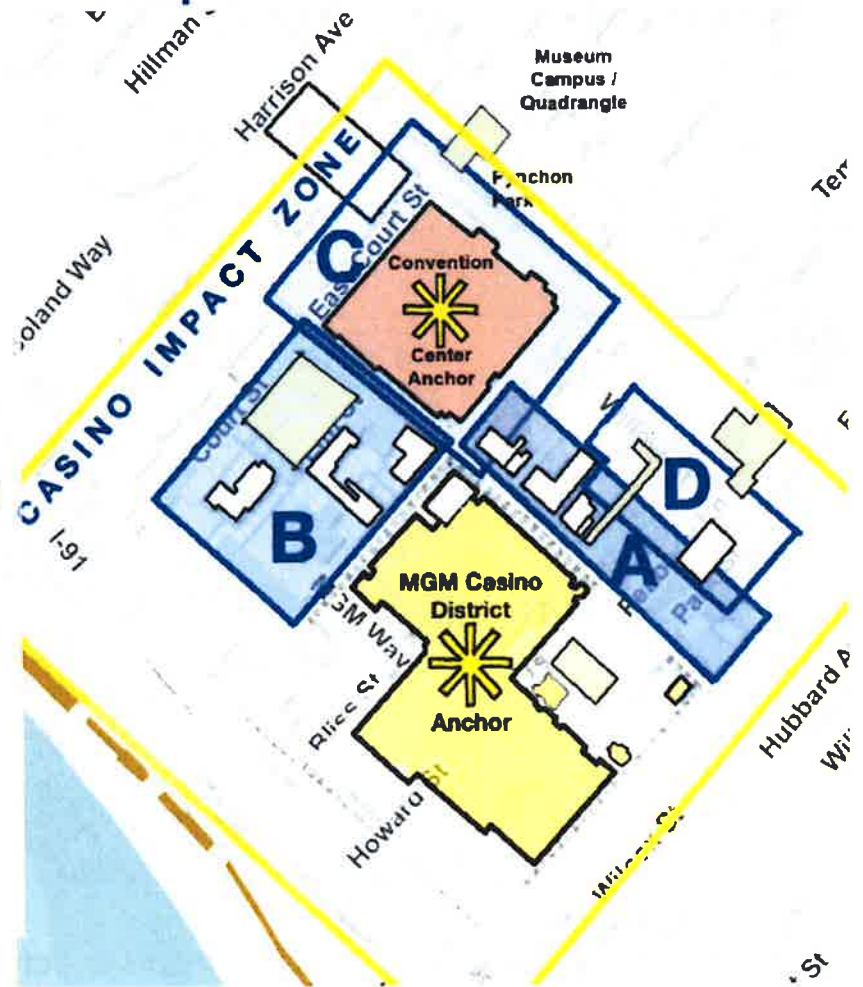
B. Court Square Redevelopment

- 31 Elm St.
- Old First Church
- Shean Building

C. Mass Mutual Convention Complex

- Civic Center Garage Site
- Potential Main St. blocks reuse
- Ground floor activation

D. Willow Street Market Rate Residential



THE IMPLEMENTATION BLUEPRINT



A Main Street Blocks

Expanding the energy of the Casino District into Main Street

THE IMPLEMENTATION BLUEPRINT

KEY ISSUES / OPPORTUNITIES

Leveraging MGM energy/character to reactivate Main Street Corridor

- City must guide “master redevelopment” on Main Street corridor
 - Lead / facilitate negotiations on parcels; “tee up” options
 - Provide range of incentives and related assistance
 - Potential to guide development with targeted City Redevelopment RFP(s)
- “Bankruptcy blocks” present important and timely opportunity
 - Unique assemblage of prime properties
 - Potential to work with banks on range of options to facilitate development control
- Colonial Block restoration
 - Ground floor retail/restaurant
 - Restoration of historic residences
 - Possible code waivers for historic reuse / grandfathered
- Patel Block reuse
 - Near term focus on reuse of ground floor retail/restaurant
 - Later phase upper floor rehab/renovation
- Main & State Street as new entry to activated Main Street “experience”
 - 113 State & 101 State / MGM gateway potential as portal to entertainment district
 - Potential upper floor of 113 State as break out/conference, with connection to Mass Mutual Center
 - Extend street programming to Main Street Corridor to activate/energize (Red Sox, NBA/Hall of Fame linkages)

A Main Street Blocks

Expanding the energy of the Casino District into Main Street

THE IMPLEMENTATION BLUEPRINT



B Court Square Redevelopment
Creating Distinctive Mixed Use District in Heart of Downtown

THE IMPLEMENTATION BLUEPRINT

KEY ISSUES / OPPORTUNITIES

Unique opportunity to create high quality, high-end mixed-use district in heart of downtown bridging core office downtown and entertainment district

- Properly packaged, City can help orchestrate a most unique development
- 31 Elm Street
 - Reestablish/reactivate Court Square, prove City's ability to implement critical redevelopment project, & jumpstart market rate residential
 - Ensure high quality development including ground floor retail/activation
- Shean Block/Building
 - Near term stabilization of facades, reactivate ground floor and “landbank” for future
 - Redevelopment potential for mixed-use tower (hotel, residential) on top of base and synergies with 101 State and Mass Mutual Center
 - Part of urban renewal district
- Old First Church Reuse
 - Hidden gem and truly unique redevelopment potential when paired with 31 Elm redevelopment
 - Creative mixed use/residential reuse of historic structure
- Restoration of perimeter streets for access, address and parking
- Potential for attractive Developer RFP(s)

B Court Square Redevelopment

Creating Distinctive Mixed Use District in Heart of Downtown

THE IMPLEMENTATION BLUEPRINT



Mass Mutual Convention Complex

Making Springfield New England's Leading Convention & Conference Center

THE IMPLEMENTATION BLUEPRINT

KEY ISSUES / OPPORTUNITIES

Leverage casino visitor traffic and exposure to make Springfield THE premiere convention/conference/meeting center of western New England

- Springfield needs to solve for complete package of convention offerings/facilities to compete and excel
 - Connected convention hotel
 - Broader range and variety of meeting and break-out space
 - Connected parking
 - Range of incentives and marketing outreach
- Civic Center Garage Site
 - Prime, proximate redevelopment site for parking and ground floor uses
 - "Bridge" connector over Court St. for essential linkages
 - Synergies/Gateway to Pynchon Park and Museum Quadrangle
- 113 State/101 State Street Sites
 - Ideal proximity and lynchpin between Mass Mutual Center and MGM
 - Potential creative conversion of upper floors at 113 State for break out/meeting space
 - Possible reuse of 101 State with synergies/linkages between both
- Better market MGM entertainment district offerings & Springfield amenities (much like Hartford)
- Target/attract new conventions around MGM programming/concerts/events

C Mass Mutual Convention Complex

Making Springfield New England's Leading Convention & Conference Center

THE IMPLEMENTATION BLUEPRINT



D

Willow St. Market Rate Residential

A Civic Initiative for Downtown Residential Reinvestment

THE IMPLEMENTATION BLUEPRINT

KEY ISSUES / OPPORTUNITIES

Opportunity to engage civic and business leadership as part of reinvestment to create a middle income family residential core in downtown

- City as lead & “impresario” to broader civic initiative
- Potential for new housing initiative led by major businesses/leadership
 - Attract new employees, families to unique downtown environment
 - Employer/employee housing programs and subsidies
 - Geographically focused incentives for downtown living
- Unique residential enclave potential in key location downtown
 - Builds on established residential character/feel of Stockbridge Courts
 - Leverages adjacency to downtown anchors/activity, MGM and entertainment district
 - Expands and diversifies market rate residential offerings in downtown with middle income family housing
- Solve for parking
 - Variety of sizable open parking lot sites
 - Potential centralized, joint use structured parking solutions
 - Free up lots for higher & better use

D Willow St. Market Rate Residential *A Civic Initiative for Downtown Residential Reinvestment*

THE IMPLEMENTATION BLUEPRINT

THE FRAMEWORK: Phase One Implementation Initiatives

Key Next Steps:

- Conceptual Advancement of the Casino Impact Zone development district and the individual four initiatives
- Continue exploration of constraints, issues and opportunities
- Assess zoning controls and incentives impact, needs
- Implementation alternatives and strategies
- City, civic, business leadership engagement
- Final Development Framework Vision Plan



THE IMPLEMENTATION BLUEPRINT

ZONING / LAND USE CONTROLS & GUIDELINES

- Establish a “Casino Impact Zone” Overlay District
 - Promote and ensure complementary, contextual development adjacent to MGM’s \$950M investment
 - Bring legitimacy, buy-in and weight of City/Council to district
 - Provide certainty and reality to development community
- Overlay to potentially include:
 - Land use controls promoting compatible, complementary ground floor retail/restaurant/entertainment uses
 - Special use permits prior to any demolition
 - Special use permits/process to discourage non-conforming uses
 - Development guidelines / parameters that promote / expand MGM district character and vitality, historic adaptive reuse & high quality development benchmarks
 - Fast track approval process for conforming projects
 - Expanded signage to match casino district signage regulations
 - Sunset provisions (5-10 years) to instill urgency and limit benefits timing
- Next step advancement with City on controls, parameters/guidelines and precedents to take to City Council

THE IMPLEMENTATION BLUEPRINT

INCENTIVES, GRANTS, SUBSIDIES & ASSISTANCE

- Pursue range of incentives, grants, subsidies and assistance to:
 - Target funding for specific near term needs & implementation assistance
 - Augment and enhance existing funding options for development
 - Assist/ensure viability and close development funding gaps
 - Promote desired development by linking funding to development criteria
- Explore range of incentives, grants, subsidies and related assistance for:
 - Full Convention Center market / master plan feasibility study (\$200k - \$400K; in collaboration with MCCA, CVB, MGM; possible MGC funding)
 - New Property Acquisition Assistance Fund (for City, City deploy/assist; may seed fund with goal to grow, match)
 - Rehab/Renovation/Stabilization Assistance (suggest \$50-\$100K grants; for code compliance, structural stabilization, public safety, etc.; seeking \$250K from MGC to seed, with goal to grow, match; City commitment of \$4M towards ongoing revitalization efforts)
 - Retail / Office rent abatement
 - Civic Development Corporation (e.g.. Dearborn Park, Chicago; single purpose limited dividend civic entity; seed money for acquisition, design, construction & loan guarantees)
 - Employer Assisted Housing program (5 year forgivable loans, closing cost, down payments)
 - Convention incentives and subsidies (attract new conferences; offset facility costs, lodging subsidy, shuttle/transportation)
- Sources of funding, assistance may include:
 - Federal, State (MGC Gaming Tax Econ Development Fund, Community Mitigation Fund, other)
 - Massachusetts Convention Center Authority (MCCA) funds/in kind
 - City of Springfield (existing, new programs, enhancements)
 - Civic / Business Leadership, Corporate sponsorship
 - Other