

**22****COMMUNITY
MITIGATION
FUND****APPENDIX C – SPECIFIC IMPACT GRANT APPLICATION****BD-22-1068-1068C-1068L-68403*****Please complete each section of this Application*****1. PROJECT INFORMATION****a) NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT AND VENDOR CODE**

The City of Springfield

VENDOR CODE:**b) PROJECT NAME (LIMIT 10 WORDS)**

Springfield Parking Authority Mixed-Use Garage Design and Development Plan

c) BRIEF PROJECT DESCRIPTION (LIMIT 50 WORDS)

The Springfield Parking Authority seeks to advance the site feasibility, design, and financing/development options for a new mixed-use/parking garage recommended in the forthcoming SPA parking study (MGC 2020 Specific Mitigation grant). This effort will arm the SPA with strategies for site control, design, and financing/development plans to guide future developer solicitation.

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

f) MAILING ADDRESS OF CONTACT PERSON(S)

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

2. IMPACT DESCRIPTION/CONNECTION TO GAMING FACILITY

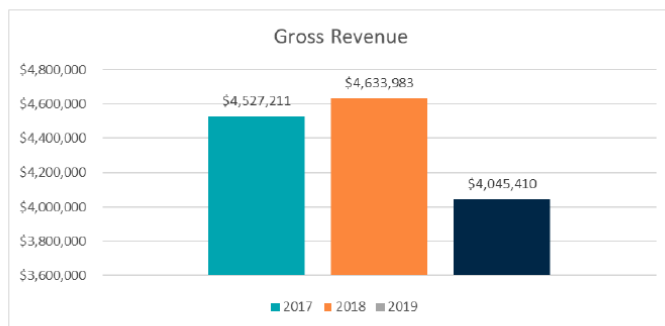
a) Please describe in detail the impact that is attributed to the operation of a gaming facility.

The impact described in detail in the Springfield Parking Authority (SPA) 2020 Specific Mitigation application (2020 Excerpt *Attachment A*) remains today, as the SPA continues to experience significant revenue loss as a direct result of the opening and ongoing operation of the free MGM Springfield Parking since August of 2018. The ensuing parking study funded by this 2020 grant assessed and quantified these losses through detailed analysis of the SPA portfolio of facilities, operational data, on-site surveys, and revenue data from 2017, 2018, and 2019 (with 2020, 2021 omitted due to unusual activity from the COVID 19 pandemic).

In their memo from August 2021 (see *Attachment B*), the City's parking consultant Walker Consultants, further detailed the impact as follows:

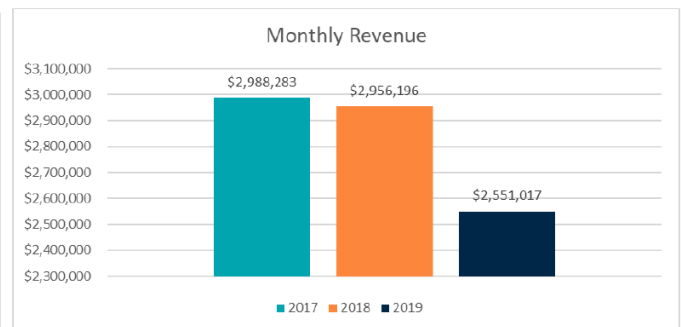
- Gross annual revenue for SPA fell nearly \$600,000 from \$4.6M in 2018 to \$4.0M in 2019
- The majority of the revenue loss was disproportionately concentrated in SPA's larger facilities closest to MGM which account for nearly 70% of the SPA total of 4,660 spaces
- Largest drop resulted from the loss of monthly parkers who are more likely to be price sensitive and who gravitated toward the large supply of free parking at MGM

Figure 1 - SPA Gross Revenue by Year



Source: SPA

Figure 17 - Monthly/Contract Parking Revenue by Year

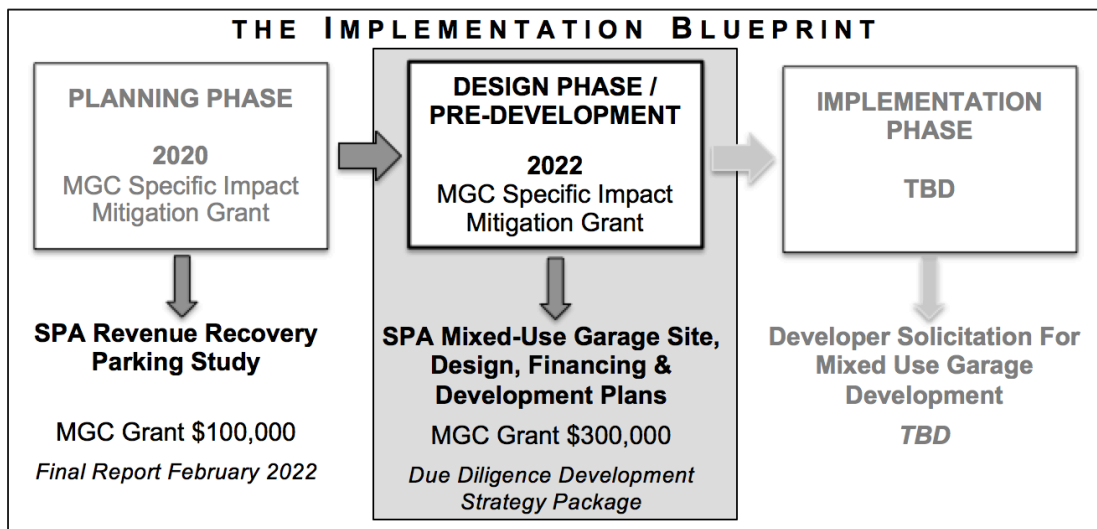


Source: SPA

As cited in the 2020 application, this drop in revenue resulted in a decrease in the SPA's bonding capacity, forcing changes to important capital improvements to its facilities. Hardest hit was the SPA's Civic Center garage whose aging infrastructure combined with losses from monthly, transient, validated and event parking significantly devalued it rendering it essentially non-competitive. As a result, the SPA had little choice but to sell the facility in late 2019 due to the SPA's inability to finance its replacement. With MassMutual Center's (MMC's) essential need for proximate event and conference parking and MCCA's financing capacity, MCCA was determined to be the best alternative for the purchase and replacement of the garage. The domino effect from MGM's opening has now led to even greater negative impact, the elimination of one of SPA's primary garages, or nearly 26% of its parking capacity accounting for one third of its total annual revenue.

These compounding impacts place even greater pressure and immediate need for the SPA to find and/or create new sources of revenue to recover from the growing losses incurred from the free MGM garage. Through a second step planning assessment to the Parking Study, Walker Consultants and the Chicago Consultants Studio, Inc., the City's planning consultant, advanced initial analysis and alternatives for potential locations and new

parking structures. From initial directions in the City’s Master Development Plan (see excerpts *Attachment C*), the study assessed current and future supply and demand, projected potential sizing and ideal dimensions, assessed a range of locations, studied initial layouts and massing, and generated a few preferred scenarios to test cost and revenue projections. Note, the final Parking Study from the consultant team is in final review and approval, and will be shared with MGC once complete. With this as a baseline, the SPA seeks funding from the 2022 MGC mitigation grants to advance the design, site due diligence, financing/development strategies for a new mixed-use parking garage project as a viable replacement and new source of revenue to offset the impact from MGM’s opening.



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)

The updated data presented in 2a and attachments is evidence that the negative impact caused from MGM's opening of a free 3000+ space parking garage continues to result in losses for the SPA.

This includes:

- Continued loss of revenue: \$600,000 annually pre pandemic (see *Attachment B*, Walker)
The data indicate that this significant loss incurred from 2018 to 2019, the year after the casino opened. While the pandemic has since altered a true accounting of revenue, 2020 was projected to have a larger drop than 2019 as monthly parkers continue the migration to free parking at MGM
- Lower bonding capacity:
The loss of revenue had a ripple effect with the SPA and bonding capacity, necessitating changes to the SPA's capital improvement plan. The very real evidence of this is in the SPA's inability to finance the Civic Center garage replacement, despite the facility being a key asset in the portfolio, representing over 25% of its parking capacity, in a prime location adjacent to one of downtown's major parking generators, MMC, and bringing in nearly one third of the SPA's annual revenue.
- Sale of the Civic Center Garage:
The resulting sale of the Civic Center garage to MCCA in late 2019 is direct evidence of this continuing detrimental impact on SPA from MGM Springfield's opening in 2018. (see *Attachment D*, SPA). Proceeds from the sale were used to pay down the SPA's debt and execute deferred maintenance under the SPA's downsized capital improvement plan. (see *Attachment D*)

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

The Parking Study funded by the previous MGC grant has identified a potential site for a mixed-use project which would include a parking structure that would contribute to the SPA's annual revenue and serve future parking demand (See *Attachment E*). From this 2022 MGC grant request, the proposed design and due diligence effort will utilize the findings and recommendations from both the draft Parking Study and the City's Phase One Master Development Plan to advance the feasibility and designs for this mixed-use, parking garage project for implementation by the SPA. Through this effort the SRA will assess site control options, schematic designs and engineering, financing options, and development alternatives for attracting and securing a development partner to the project. Advancing the critical pre-development due diligence for the project will help mitigate developer risk, "tee up" a viable project, and arm the SPA with the development strategy to help build back its portfolio and revenue generation potential lost due to the free MGM garage.

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

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

The SPA is requesting \$300,000

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.

Similar to the 2020 grant, the SPA will collaborate with the City of Springfield's Office of Planning and Economic Development (OPED), to engage their professional team to undertake the critical design and predevelopment due diligence efforts including the following:

Task A - Site Due Diligence / Control

- Confirm preferred site(s) and project/parcel configuration
- Advance site feasibility and due diligence such as existing site conditions survey, property survey(s), preliminary environmental assessment, zoning/permitting, etc. as required
- Assess site ownership, outreach and engagement
- Assess market demand, capacity, site valuation and site cost
- Evaluate and define site assembly/control alternatives

Task B - Design

- Define mixed-use program, design criteria and overall project parameters
- Advance urban design, layouts, and massing in conformity with Master Development Plan and responsive to neighborhood context
- Assess traffic access and flow, area ingress/egress, proposed roadway changes/enhancements
- Advance schematic design for parking garage, development "shell" wrapping structure, conceptual façades
- Refine order of magnitude costs
- Potential community, stakeholder engagement

Task C - Financial / Funding

- Evaluate project costs, pro forma and project financial feasibility
- Identify potential sources and uses exploring City/SPA funding, bonds, State and Federal grants, DIF, private participation, incentives, etc.
- Assess SPA risk and return
- Craft financial strategy for all phases of the project

Task D - Development Strategy

- Identify precedent development projects/case studies with similar program, objectives, public and private collaboration, etc.
- Evaluate strategies for public / private partnership, and ownership / operational structures
- Outline development solicitation process and developer outreach strategy
- Advance schedule for key milestones: control, design, funding, solicitation, implementation
- Prepare a Development Brief of the opportunity, City due diligence, desired structure, benefits and schedule, to "tee up" project
- Engage stockholder, developer interest

Based on input from CCS and Walker Consultants, SPA estimates the costs for the tasks above at \$300,000 as follows:

- Task A Site Due Diligence / Control: \$85,000
- Task B Design: \$110,000
- Task C Financial / Funding: \$30,000
- Task D Development Strategy: \$75,000

The SPA anticipates a majority of this effort would be undertaken through the City's current planning and parking consultants as a logical next step from their Parking Study and Master Development Plan. This enables the City to proceed immediately with a team under contract and deeply knowledgeable with the project, needs, and goals, offering efficiencies of cost and time. Other outside professional expertise is anticipated to support the team's efforts as required (e.g. surveyor, environmental expert, real estate advisor). Based on the City's preferred directions and priorities from the ongoing review of the Parking Study (anticipated February 2022), a refined scope can be prepared with detailed costs, timeframes and related outside expertise as needed to complete the scope.

The SPA has targeted a six to eight month timeframe to complete the tasks above though may seek to advance some of them concurrently where feasible. A final schedule will be prepared based on the final scope.

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 gaming establishment.

The request for the \$300,000 grant is based on the projected fees for professional services outlined in the estimated scope of work above. All grant money awarded will be used solely for the engagement of the professional team necessary to complete the scope and enable the SPA to advance the resulting potential project as a new source of revenue and important component to enticing other developers to the district.

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

The mitigation request will address the impact by enabling the SPA to advance the important pre-development due diligence, design, financing/funding, and implementation strategies necessary to frame a viable new parking garage and mixed-use development project as a new source of revenue and new asset to the portfolio which has been significantly reduced by the MGM project.

e) How will you provide the data for reporting? How will you measure the effectiveness of the proposed project in mitigating impacts?

The City through their professional consultant team will provide regular project updates, reporting, schedules, and project deliverables as requested by the MGC to monitor progress. As with the Parking Study and Phase One Master Development Plan, the SPA/OPED will submit regular quarterly updates and necessary backup to support this.

The advancement of the scope above to create a viable new parking project and creative development package to “take to the market” is likely the best way for the SPA to restore lost revenue and replace lost assets, since existing structures are not readily available and likely cost prohibitive. An added benefit of this strategy is the direct overlap with the City’s Master Development Plan which is focused on driving development in areas of opportunity and underutilization in response to the depressed real estate market caused in part by MGM. The City’s plan points to the Willow Street area directly across from the casino where underutilized sites could serve to consolidate parking needs (current and future) for the entire area into one structure, providing ample, proximate and directly accessible parking to desired mixed-use development that can now grow around it in the available land. This dual benefit could effectively mitigate both negative SPA impacts and facilitate development in Springfield. Near term, this effort will be effective if it arms the SPA with a viable project, and a creative package to entice development. In the longer term the ultimate success will be in the realization of a new garage and mixed-use development which can serve to foster even more development on surrounding under-utilized parcels.

4. 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.

As stated in the previous 2020 application, the impacts of the MGM Springfield casino on the Springfield Parking Authority’s parking revenues have not been addressed in the HCA.

However, in Exhibit E, 12) the HCA references MGM’s plan to initially build no more than 3,600 parking spaces (down from 4,800) which was expected to result in excess demand by its customers and guests, for paid parking provided by Springfield Parking Authority. As evidenced in the SPA Parking Study, the anticipated excess MGM customers and patrons have not materialized and worse, the free MGM garage is now cannibalizing the SPA’s prime source of revenue, monthly customers, through free parking.

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

This negative impact of MGM on SPA’s revenue, bonding capacity and now portfolio was not anticipated in the agreement but rather it was expected that the MGM project would improve the SPA’s operations.

5. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

a) Please provide detail regarding the 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 SPA/OPED's Mixed-Use Garage Design and Development Plan . 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) Will any non-governmental entity receive funds? If so, please describe. 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

6. 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.



Date: 11/3/22

Signature of Responsible Municipal
Official/Governmental Entity



(print name)



Title:

Attachment A SPA 2020 Specific Mitigation Grant Excerpts

Attachment B MGM Impact Analysis Memo, Walker Consultants

Attachment C Implementation Blueprint, Phase One Master Development Plan Excerpts

Attachment D City Civic Center Garage Sale Notice

Attachment E Parking Study Conceptual Excerpts

2022 SPECIFIC IMPACT MITIGATION GRANT APPLICATION: City of Springfield, MA

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

ATTACHMENT A SPA 2020 Specific Mitigation Grant Excerpt

Exhibit A

1. IMPACT DESCRIPTION

The purpose of this application is to seek funds to recover some of the lost parking revenue incurred by the Springfield Parking Authority, ("SPA"; a public entity created by the Legislature at the request of the City of Springfield), at the Civic Center Garage and I-91 South Garage facilities, as a direct result of the opening and continued operation of the MGM Springfield Parking Garage since August of 2018, and to utilize said recovered funds to conduct due diligence actions to revisit and reassess parking in the downtown and South End, particularly related to the impact the casino has had on existing garages, lots, overall usage, and revenues as well as new demand created by the loss of available downtown parking within the casino complex area. The SPA strongly desires to use the grant funds in furtherance of solutions that will reestablish sources of revenue for the Parking Authority, and more effectively locate shared, convenient and proximate parking in areas of high demand, while freeing up current abundant open land for critical redevelopment.

The SPA is a public agency, an independent body politic, and a subdivision of the Commonwealth, whose purpose is to support and foster economic development in Springfield, through providing affordable public parking in the Central Business District of the City. The SPA was incorporated in 1981, and currently operates 6 parking garage facilities and 3 surface parking lots in Springfield.

As is described in more detail below, the SPA has seen a significant drop in parking revenue from monthly, transient and event parkers at the Civic Center and I-91 South Garage facilities, which can be attributed to the opening of MGM Springfield's Parking facility approximately three blocks away. The MGM Garage is state-of-the-art, contains 3,500 parking spaces, and is completely free of charge to the public, regardless of whether parkers enter the MGM Casino building itself. The direct impact of the MGM Springfield parking facility on the SPA is perhaps best illustrated by examining the SPA's gross revenue numbers during the years before and after the MGM Garage went online.

In FY2016, the SPA recorded gross revenues at the Civic Center Garage and I-91 South Garage in the amount of \$2,088,362.25. In FY2017, the SPA recorded gross revenues at the two facilities in question in the amount of \$2,145,338.75. In FY2018, the SPA recorded gross revenues at the two facilities in question in the amount of \$2,294,307.93. In FY2019, during the first year of the MGM Springfield's operation, said gross revenues were recorded in the amount of \$2,049,739.44. Projected gross revenues for said facilities in FY2020 are forecast in the amount of \$1,583,072.96. As the data demonstrates, the opening of the MGM Springfield Parking Garage in August of 2018 coincides directly with a sharp decline in parking revenues at the two facilities that are closest to said MGM Garage. Please also see the attached Schedule A, which breaks down the historic revenues at the two garages in question from FY16-projected completion of FY20.

This negative impact on revenues has harmed the SPA's bonding capacity, and has consequently forced the SPA to alter its plan for ongoing capital improvements to its existing facilities. To finance needed improvements over the last decade, the SPA issued revenue bonds in 2013 and again in 2017, and anticipates bonding for more needed capital improvements to its facilities going forward; however, the impact of the free MGM Parking Garage has reduced incoming SPA revenues such that the Agency's bonding capacity has also decreased.

2022 SPECIFIC IMPACT MITIGATION GRANT APPLICATION: City of Springfield, MA

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

ATTACHMENT B MGM IMPACT ANALYSIS MEMO



DATE: August 10, 2021
TO: Tim Brangle
COMPANY: The Chicago Consultants Studio, Inc.
ADDRESS: 19 S. LaSalle Street, Suite 803
CITY/STATE: Chicago, IL 60603
COPY TO:
FROM: Gardo, Megan and Strangeways, Greg
PROJECT NAME: City of Springfield Downtown Parking Plan
PROJECT NUMBER: 16-003250.00

INTRODUCTION

The City of Springfield engaged the Chicago Consultants Studio, Inc. (CCS) to provide urban planning and strategic development services. In the process of developing the Phase One Master Development Plan – The Implementation Blueprint – the team identified parking as a critical component in the City’s vision for a revitalized downtown district. To that end, the City and CCS hired Walker Consultants (Walker) to perform a supply and demand analysis of municipally-owned parking facilities, identify alternatives to meet any current or future parking shortages, and develop a financial proforma to model the impact of a new structure on the debt service of the parking system.

Even before the effects of the COVID pandemic, the opening of the MGM Casino had significantly impacted the parking landscape in the downtown district. The opening of the casino’s 3,000+ space, free parking garage has likely shifted demand away from municipally-owned, paid parking structures. This reallocation of parkers, combined with the economic impacts and recent behavioral changes to parking activity, have encouraged the City and Springfield Parking Authority (SPA) to reimagine the parking operation. A first step in developing a new approach is quantifying the impacts to the parking system.

BACKGROUND

The primary market area for the downtown study is bounded by I-91/East Columbus Avenue, Union Street, Chestnut Street, and Harrison Avenue. This market area was also the focus of the Phase One Master Development Plan. In addition to the market area (demarcated in red in the figure below), Walker obtained historic occupancy data from the SPA for several parking facilities owned by the municipality located outside of the focus area, but within the downtown district. A total of 11 structured and surface parking facilities were included in our analysis¹. The years studied are from 2017 to 2019, so as to focus on the changes related to the MGM opening and exclude effects of COVID.

¹ Note, Figure 1 only shows 10 of the 11 parking facilities included in this analysis, as Walker was unsure of the location of the temporary State Street Lot.

Figure 1: Study Area Map



SUPPLY AND DEMAND ANALYSIS

PARKING SUPPLY

The Springfield Parking Authority operates approximately 4,700 off-street spaces in 11 facilities throughout the downtown district, as well as some on-street metered spaces.

Table 1: Off-Street Parking Supply

Locator	Facility	2017	2018	2019
1	91 North	1,250	1,250	1,250
2	91 South	675	675	675
3	Apremont	35	35	35
4	Civic Center	1,232	1,232	1,232
5	Columbus	450	450	450
6	Dwight	106	106	106
7	Morgan	36	36	36
8	State			115
9	Taylor	385	385	385
10	Union	377	377	377
11	Winter	115	115	
Total		4,661	4,661	4,661

Prior to 2019, the SPA owned and operated the 115-space parking lot known as the Winter/Worthington or Winter Lot. Based on the information provided, Walker understands that this lot was no longer under the

control of the SPA as of 2019. During 2019 a (presumably temporary) lot on State Street was added to the roster. The new lot is also 115 spaces.

HISTORIC PARKING OCCUPANCY

The SPA provided Walker with daily historic parking occupancy data for all of the parking facilities under their control for the years 2017, 2018, and 2019. Occupancy was typically observed during the weekday morning at or near peak occupancy, between 10:00 a.m. and noon. Walker's analysis focuses on the average parking occupancies for each month at each facility, based on days when data was collected.

The table below shows the average annual occupancy by facility over a three-year period. Overall, average parking occupancy decreased from 67% in 2017 to 64% in 2019; however, not all parking locations experienced a decrease in average activity. In particular, both I-91 garages realized a marked decrease in peak parking activity. Daily peak parking occupancy at the I-91 North garage decreased by 29% or approximately 290 vehicles from 2017 to 2019. The impact to the I-91 South garage resulted in a 54% decrease in the average daily parking occupancy, the equivalent of about 325 cars during the peak hour.

Table 2: Off-Street Parking Occupancy by Facility (% Occupied)

Locator	Facility	2017	2018	2019
1	91 North	82%	72%	59%
2	91 South	90%	75%	41%
3	Apremont	17%	18%	16%
4	Civic Center	71%	76%	91%
5	Columbus	74%	81%	75%
6	Dwight	46%	49%	60%
7	Morgan	47%	59%	56%
8	State			76%
9	Taylor	43%	47%	62%
10	Union	13%	20%	34%
11	Winter	12%	4%	
	Total	67%	65%	64%

In comparison, some of the locations experienced an increase in average peak hour occupancy over the three-year period. The average annual peak hour occupancy for each facility is illustrated in the figures below. Facilities where occupancy exceeded 85% of capacity are indicated in red, while those where average peak occupancy was less than 50% of capacity are shaded in green and blue.

Figure 2: 2017 Average Parking Occupancy



Figure 3: 2018 Average Parking Occupancy



Figure 4: 2019 Average Parking Occupancy



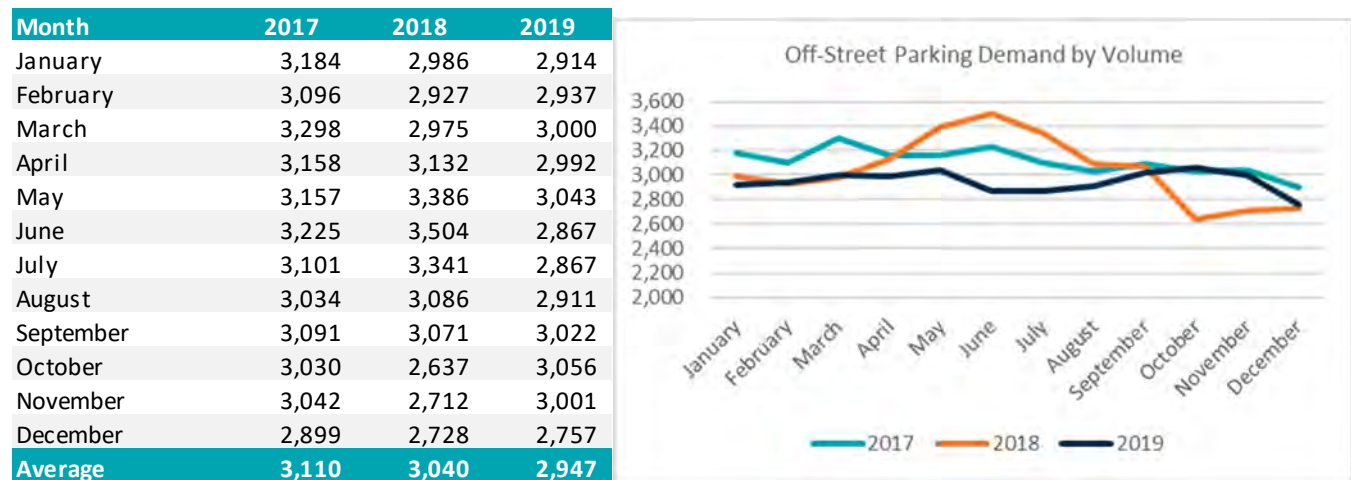
Again, when the activity of the overall public off-street parking system is reviewed, the data indicates a decrease in the average peak hour occupancy rate. The table below shows a breakdown of average peak parking occupancy by month.

Table 3: Off-Street Parking Occupancy by Month (% Occupied)

Month	2017	2018	2019
January	68%	64%	63%
February	66%	63%	63%
March	71%	64%	64%
April	68%	67%	64%
May	68%	73%	65%
June	69%	75%	62%
July	67%	72%	62%
August	65%	66%	62%
September	66%	66%	65%
October	65%	57%	66%
November	65%	58%	64%
December	62%	59%	59%
Total	67%	65%	64%

Walker also considered the average total volume of vehicles parked within the system during the peak hour in the table and figure below. Between 2017 and 2019, average peak hour volume within the system decreased by approximately 160 vehicles, or more than 5%, with some months impacted significantly more than others.

Table 4: Average Peak Hour Off-Street Parking Demand by Month (Volume)



A more detailed breakdown of the average occupancy by facility and month can be found in the Appendix.

FINANCIAL ANALYSIS

OFF-STREET FINANCIAL HISTORY

The SPA provided Walker with historic off-street parking revenue and expenses for 2017 – 2019 by facility. The SPA collects off-street revenue from monthly and transient parkers, as well as event and validation revenue, and other smaller categories. Over the last three years, total gross revenues have decreased from approximately \$4.5M to \$4M, about an 11% decrease.

Figure 5: Gross Revenue by Year



In general, revenues in most categories have decreased since 2017, with the exception of event revenue and other revenue. It should be noted that the large increase in “Other Revenue” is believed to be attributed to the reclassification of Union Station Garage revenue.

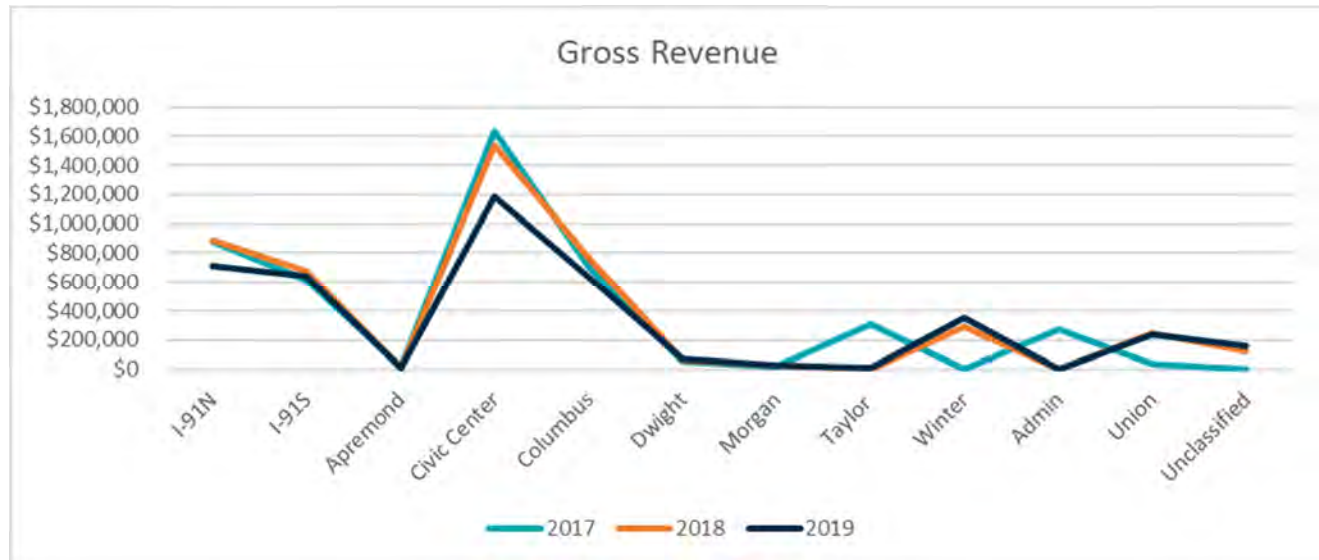
Table 5: Gross Revenue by Type by Year

Year	Monthly Parking Income	Transient Parking Income	Event Revenue	Validation Revenue	On-Street Management Fee	Other Revenue	Total Income
2017	\$2,988,283	\$498,845	\$388,020	\$331,170	\$204,923	\$115,971	\$4,527,211
2018	\$2,956,196	\$631,332	\$442,596	\$309,089	\$177,947	\$116,823	\$4,633,983
2019	\$2,551,017	\$322,425	\$442,441	\$241,510	\$189,988	\$298,029	\$4,045,410
Net Change	(15%)	(35%)	14%	(27%)	(7%)	157%	(11%)

It should also be noted that the MGM garage, which offers free parking, opened in mid-2018. The option for free parking is believed to have impacted monthly, transient and event parking demand at public parking locations. However, construction of the casino and the associated garage eliminated several parking lots in the area and brought an influx of construction workers, which may have increased demand for public parking before the completion of the MGM resort.

When gross revenue is analyzed by facility, the impact to the larger SPA facilities over the last three years is notable.

Figure 6: Gross Revenue by Facility by Year

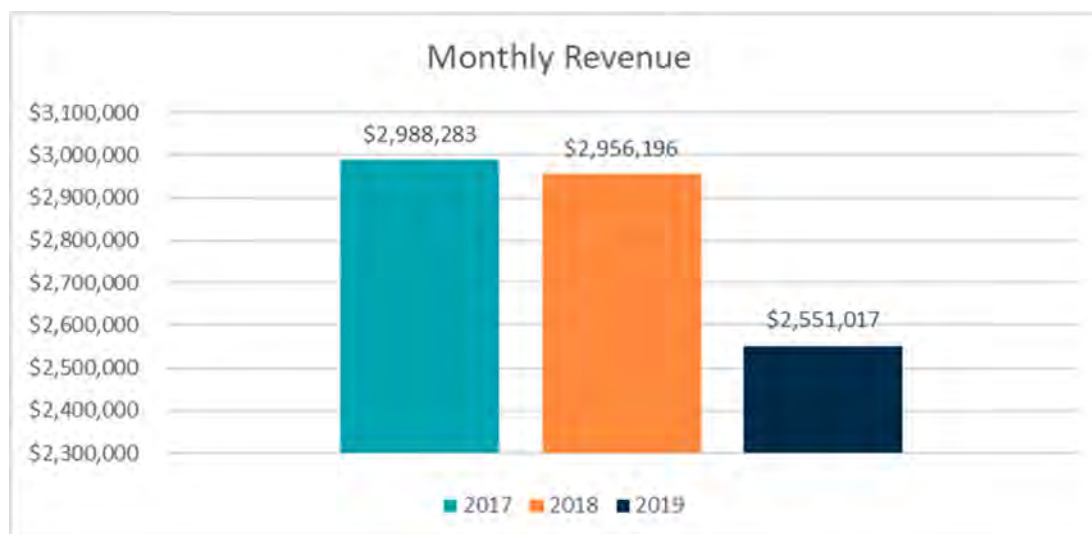


Gross revenue decreased at the I-91 North garage, the Civic Center Garage, as well as some of the smaller facilities.

MONTHLY PARKING INCOME

Monthly parkers are the largest off-street revenue source for SPA and monthly parkers are typically more likely to be price sensitive as compared to people making more occasional trips to downtown. Over the three-year period from 2017-2019, monthly/contract parking revenue for all facilities decreased from approximately \$2.99M to \$2.55M, which represents about a 15% decrease in revenue across the system.

Figure 7: Monthly/Contract Parking Revenue by Year



While some facilities experienced a net increase in the amount of monthly revenue collected, others realized a net decrease in monthly/contract revenue between 2017 and 2019, specifically the I-91 North, Apremont, Taylor Street and Civic Center facilities. Walker is uncertain of the source of the negative income shown under the Union and Unclassified locations. The decrease at the I-91 North and Civic Center facilities is significant, as these are the largest garages (with approximately 1,200 spaces each) in the SPA's portfolio.

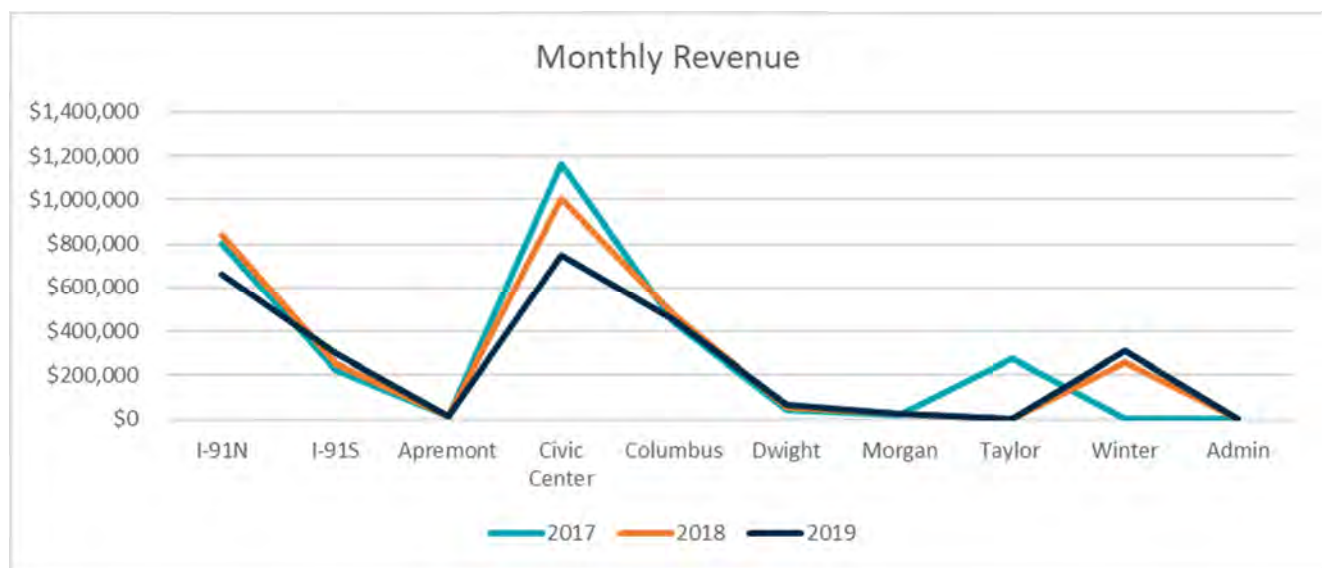
Table 6: Monthly/Contract Revenue by Facility by Year

Year	I-91N	I-91S	Apremont	Civic Center	Columbus	Dwight	Morgan	Taylor	Winter	Admin	Union	Unclassified	Monthly Income
2017	\$801,228	\$221,850	\$13,550	\$1,160,734	\$438,582	\$41,763	\$21,200	\$274,528	\$80	\$3,333	\$11,435	\$0	\$2,988,283
2018	\$842,221	\$252,124	\$12,305	\$1,005,677	\$474,155	\$53,475	\$26,525	\$0	\$259,712	\$0	\$0	\$30,003	\$2,956,196
2019	\$663,065	\$297,696	\$10,570	\$746,086	\$448,774	\$66,193	\$25,550	\$2,730	\$309,378	\$0	(\$2,228)	(\$16,795)	\$2,551,017
Net Change	(17%)	34%	(22%)	(34%)	2%	58%	21%	(97%)	19%	(100%)	(119%)	N/A	(15%)

The nearly 100% loss of monthly revenue at the Taylor Street facility, which is one of the furthest locations from the new MGM garage, suggests either a change in policy at the facility or major employer loss in the area.

Since monthly parking revenue is the largest category, the following monthly revenue figure mirrors the activity seen in Figure 6 for Gross Revenue, with decreases in revenue at the I-91 North, Apremont, Taylor Street, and Civic Center facilities.

Figure 8: Monthly/Contract Parking Revenue by Facility by Year



ON-STREET FINANCIAL HISTORY

On-street parking revenue includes both monies collected from meters and citations. The SPA provided Walker with eight years of data for the on-street parking system, including 2020 which was affected by COVID. Data is provided in terms of fiscal years (FY), which begins in July. FY21 is not shown as complete data was not yet available.

Prior to the impact of COVID-19 on economic activity in the downtown, on-street revenue was relatively flat. Between FY14 and FY19, overall on-street revenue fell approximately 1%; however, actual meter revenue fell

13%, offset by greater citation revenue. The pandemic-related 18% drop in revenue during FY20 was likely a combination of suspending on-street meter payment and enforcement, as well as a reduction of downtown activity. The opening of MGM likely had less of an effect for on-street parking since these parkers are often making brief trips and are choosing parking based more on a convenient location rather than cost.

Table 7: On-Street Revenue by Year

Type	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	Net Change (Pre- Pandemic)	Net Change (Post- Pandemic)
Meter Coins	\$ 390,269	\$ 384,304	\$ 395,746	\$ 355,938	\$ 357,098	\$ 337,697	\$ 262,594	-13%	-33%
Citations	\$ 1,504,087	\$ 1,609,090	\$ 1,589,143	\$ 1,600,002	\$ 1,454,588	\$ 1,532,891	\$ 1,282,848	2%	-15%
Total On-Street Revenue:	\$ 1,894,356	\$ 1,993,394	\$ 1,984,889	\$ 1,955,940	\$ 1,811,686	\$ 1,870,588	\$ 1,545,442	-1%	-18%

The table and figure below compare the on-street revenue by month for the last seven years. The pre-pandemic net change (FY14-FY19) again shows the 1% decrease in revenue. The data also shows the sharp loss of on-street revenue starting in April of 2020, the first full month of the COVID pandemic.

Table 8: On-Street Revenue by Month

Month	FY14	FY15	FY16	FY17	FY18	FY19	FY20	Net Change (Pre- Pandemic)	Net Change (Post- Pandemic)
July	\$ 121,728	\$ 150,527	\$ 156,459	\$ 142,605	\$ 132,062	\$ 119,876	\$ 146,887	(2%)	21%
August	\$ 125,725	\$ 142,847	\$ 146,574	\$ 153,814	\$ 151,811	\$ 134,836	\$ 146,823	7%	17%
September	\$ 130,610	\$ 156,380	\$ 151,231	\$ 139,873	\$ 126,238	\$ 122,753	\$ 140,438	(6%)	8%
October	\$ 146,808	\$ 161,953	\$ 174,935	\$ 156,451	\$ 145,270	\$ 141,230	\$ 135,613	(4%)	(8%)
November	\$ 133,308	\$ 135,226	\$ 148,814	\$ 139,252	\$ 130,655	\$ 135,124	\$ 113,352	1%	(15%)
December	\$ 125,345	\$ 133,781	\$ 143,155	\$ 127,803	\$ 121,356	\$ 130,500	\$ 127,935	4%	2%
January	\$ 153,674	\$ 129,157	\$ 139,633	\$ 143,750	\$ 157,727	\$ 155,273	\$ 154,158	1%	0%
February	\$ 217,903	\$ 196,835	\$ 225,941	\$ 199,130	\$ 193,203	\$ 198,248	\$ 178,084	(9%)	(18%)
March	\$ 222,074	\$ 279,195	\$ 225,526	\$ 276,030	\$ 209,842	\$ 261,306	\$ 165,453	18%	(25%)
April	\$ 204,620	\$ 188,368	\$ 156,122	\$ 173,121	\$ 163,862	\$ 184,093	\$ 78,076	(10%)	(62%)
May	\$ 161,230	\$ 157,142	\$ 157,417	\$ 155,142	\$ 148,123	\$ 154,041	\$ 81,178	(4%)	(50%)
June	\$ 151,329	\$ 161,983	\$ 159,083	\$ 148,969	\$ 131,538	\$ 133,307	\$ 77,445	(12%)	(49%)
Total	\$ 1,894,356	\$ 1,993,394	\$ 1,984,889	\$ 1,955,940	\$ 1,811,686	\$ 1,870,588	\$ 1,545,442	(1%)	(18%)
Average	\$ 157,863	\$ 166,116	\$ 165,407	\$ 162,995	\$ 150,974	\$ 155,882	\$ 128,787	(1%)	(18%)

Figure 9: On-Street Revenue by Year



APPENDIX

Table 9: Average Peak Hour Occupied Spaces by Facility by Month

Facility	January	February	March	April	May	June	July	August	September	October	November	December	Average	Inventory	Occupancy
91 North	852	864	941	932	980	1,001	922	891	883	824	788	727	884	1,250	71%
2017	936	1,006	1,151	1,148	1,104	1,167	1,098	1,051	971	904	888	830	1,021	1,250	82%
2018	875	827	884	932	1,083	1,089	975	906	917	803	749	688	894	1,250	72%
2019	749	759	779	736	754	725	701	706	765	764	717	566	727	1,250	58%
91 South	493	486	494	512	527	509	484	479	500	387	395	342	467	675	69%
2017	629	593	593	617	628	615	596	588	626	617	609	554	606	675	90%
2018	602	583	589	626	618	625	592	547	537	267	254	216	505	675	75%
2019	265	283	296	294	303	257	246	266	284	288	314	255	279	675	41%
Apremont	7	6	5	5	6	6	6	7	6	6	6	7	6	35	17%
2017	3	6	6	6	6	6	6	5	5	6	8	8	6	35	17%
2018	10	7	6	6	5	7	8	8	8	4	3	4	6	35	18%
2019	4	5	4	5	5	4	4	7	6	7	7	9	6	35	16%
Civic Cent	948	954	973	936	966	1,013	1,028	977	971	949	999	1,012	977	1,232	79%
2017	933	930	1,002	838	855	862	833	835	846	830	868	833	872	1,232	71%
2018	845	853	839	871	970	1,112	1,087	944	930	813	967	1,024	938	1,232	76%
2019	1,061	1,077	1,085	1,087	1,072	1,079	1,149	1,168	1,194	1,198	1,181	1,170	1,127	1,232	91%
Columbus	358	342	344	347	359	350	325	330	350	351	348	346	346	450	77%
2017	367	319	315	310	319	331	301	295	348	351	371	376	333	450	74%
2018	356	372	369	408	414	376	346	355	355	345	345	328	364	450	81%
2019	351	336	350	321	345	344	326	338	347	358	327	332	339	450	75%
Dwight	53	53	52	55	56	57	54	53	57	58	57	52	55	106	52%
2017	45	45	41	48	48	49	48	50	56	53	51	47	48	106	46%
2018	51	51	50	49	52	54	49	49	50	55	55	52	51	106	49%
2019	62	61	64	67	68	69	63	61	65	66	66	57	64	106	60%
Morgan	19	17	18	21	21	20	21	18	21	20	20	19	20	36	54%
2017	12	8	11	15	16	16	20	17	21	24	23	21	17	36	47%
2018	22	21	21	23	22	20	20	22	21	21	21	20	21	36	59%
2019	22	23	22	23	26	24	23	15	19	14	16	16	20	36	56%
State			10	108	106								75	115	65%
2019			10	108	106								75	115	65%
Taylor	218	204	200	188	183	181	181	178	179	201	197	230	195	385	51%
2017	208	164	163	174	165	164	161	159	162	165	163	162	167	385	43%
2018	160	162	160	163	162	160	161	162	162	217	210	287	181	385	47%
2019	282	285	282	224	220	222	223	216	213	219	221	243	238	385	62%
Union	89	79	82	91	98	94	91	83	85	106	90	89	90	377	24%
2017							27	29	44	76	55	62	49	377	13%
2018	54	50	57	53	54	60	97	88	85	111	108	108	77	377	20%
2019	118	108	109	127	143	144	134	134	127	141	151	110	129	377	34%
Winter	30	13	9	1	11	9	8	4	9	3	7	6	9	115	8%
2017	50	25	17	2	16	16	10	4	12	3	7	6	14	115	12%
2018	11	1	1	1	6	1	6	5	6				4	115	4%

Table 10: Average Peak Hour Occupancy % by Facility by Month

Facility	January	February	March	April	May	June	July	August	September	October	November	December
91 North	68%	69%	75%	75%	78%	80%	74%	71%	71%	66%	63%	58%
2017	75%	80%	92%	92%	88%	93%	88%	84%	78%	72%	71%	66%
2018	70%	66%	71%	75%	87%	87%	78%	73%	73%	64%	60%	55%
2019	60%	61%	62%	59%	60%	58%	56%	56%	61%	61%	57%	45%
91 South	73%	72%	73%	76%	78%	75%	72%	71%	74%	57%	59%	51%
2017	93%	88%	88%	91%	93%	91%	88%	87%	93%	91%	90%	82%
2018	89%	86%	87%	93%	92%	93%	88%	81%	80%	39%	38%	32%
2019	39%	42%	44%	43%	45%	38%	36%	39%	42%	43%	46%	38%
Apremont	19%	17%	16%	16%	16%	16%	18%	19%	18%	16%	17%	21%
2017	9%	16%	16%	16%	18%	18%	18%	15%	14%	17%	22%	23%
2018	28%	19%	18%	16%	15%	19%	24%	22%	22%	12%	9%	12%
2019	13%	15%	13%	14%	14%	11%	13%	19%	18%	19%	20%	27%
Civic Center	77%	77%	79%	76%	78%	82%	83%	79%	79%	77%	81%	82%
2017	76%	75%	81%	68%	69%	70%	68%	68%	69%	67%	70%	68%
2018	69%	69%	68%	71%	79%	90%	88%	77%	76%	66%	79%	83%
2019	86%	87%	88%	88%	87%	88%	93%	95%	97%	97%	96%	95%
Columbus	80%	76%	77%	77%	80%	78%	72%	73%	78%	78%	77%	77%
2017	82%	71%	70%	69%	71%	73%	67%	66%	77%	78%	82%	83%
2018	79%	83%	82%	91%	92%	84%	77%	79%	79%	77%	77%	73%
2019	78%	75%	78%	71%	77%	76%	72%	75%	77%	80%	73%	74%
Dwight	50%	50%	49%	52%	53%	54%	51%	50%	54%	55%	54%	49%
2017	43%	42%	39%	45%	45%	46%	46%	47%	53%	50%	48%	45%
2018	48%	48%	47%	46%	49%	51%	46%	46%	47%	52%	51%	49%
2019	58%	58%	60%	63%	64%	65%	59%	57%	62%	62%	62%	54%
Morgan	52%	48%	50%	57%	58%	55%	58%	50%	57%	55%	56%	53%
2017	33%	22%	31%	43%	44%	45%	56%	48%	58%	67%	63%	57%
2018	61%	57%	58%	63%	60%	55%	57%	61%	60%	59%	59%	56%
2019	62%	64%	61%	65%	73%	67%	63%	41%	53%	39%	45%	45%
State			9%	94%	92%							
2019			9%	94%	92%							
Taylor	57%	53%	52%	49%	47%	47%	47%	46%	47%	52%	51%	60%
2017	54%	43%	42%	45%	43%	42%	42%	41%	42%	43%	42%	42%
2018	42%	42%	41%	42%	42%	42%	42%	42%	42%	56%	55%	75%
2019	73%	74%	73%	58%	57%	58%	58%	56%	55%	57%	58%	63%
Union	24%	21%	22%	24%	26%	25%	24%	22%	23%	28%	24%	24%
2017							7%	8%	12%	20%	15%	16%
2018	14%	13%	15%	14%	14%	16%	26%	23%	23%	30%	29%	29%
2019	31%	29%	29%	34%	38%	38%	35%	36%	34%	38%	40%	29%
Winter	26%	12%	8%	1%	10%	8%	7%	4%	8%	3%	6%	5%
2017	44%	22%	15%	2%	14%	14%	8%	3%	10%	3%	6%	5%
2018	9%	1%	1%	1%	5%	1%	5%	5%	5%			

Table 11: Gross Revenue by Facility

Facility	I-91N	I-91S	Apremond	Civic Center	Columbus	Dwight	Morgan	Taylor	Winter	Admin	Union	Unclassified	TOTAL
Monthly Parking Income	\$801,228	\$221,850	\$13,550	\$1,160,734	\$438,582	\$41,763	\$21,200	\$274,528	\$80	\$3,333	\$11,435	\$0	\$2,988,283
2 Transient Parking Income	\$33,661	\$258,214	\$0	\$119,068	\$48,153	\$1,440	\$252	\$18,162	\$0	\$0	\$19,896	\$0	\$498,845
0 Event Revenue	\$1,624	\$27,324	\$0	\$249,384	\$103,919	\$5,144	\$0	\$245	\$0	\$0	\$380	\$0	\$388,020
1 Validation Revenue	\$35,686	\$110,883	\$0	\$98,762	\$71,703	\$0	\$0	\$13,923	\$0	\$0	\$213	\$0	\$331,170
7 On-Street Management Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$204,923	\$0	\$0	\$204,923
Other Revenue	\$3,105	\$195	\$0	\$2,240	\$43,060	\$185	\$0	\$6	\$0	\$60,454	\$6,711	\$15	\$115,971
Gross Revenue	\$875,303	\$618,466	\$13,550	\$1,630,187	\$705,417	\$48,532	\$21,452	\$306,864	\$80	\$268,711	\$38,636	\$15	\$4,527,211
Monthly Parking Income	\$842,221	\$252,124	\$12,305	\$1,005,677	\$474,155	\$53,475	\$26,525	\$0	\$259,712	\$0	\$0	\$30,003	\$2,956,196
2 Transient Parking Income	\$26,826	\$269,874	\$0	\$132,329	\$91,954	\$1,630	\$20	\$80	\$21,780	\$0	\$0	\$86,839	\$631,332
0 Event Revenue	\$909	\$28,923	\$0	\$287,374	\$118,955	\$6,435	\$0	\$0	\$0	\$0	\$0	\$0	\$442,596
1 Validation Revenue	\$14,197	\$127,808	\$0	\$113,651	\$41,562	\$0	\$0	\$0	\$11,652	\$0	\$0	\$220	\$309,089
8 On-Street Management Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$177,947	\$0	\$177,947
Other Revenue	\$4,114	\$465	\$0	\$2,813	\$36,819	\$30	\$357	\$0	(\$137)	\$0	\$65,873	\$6,489	\$116,823
Gross Revenue	\$888,267	\$679,193	\$12,305	\$1,541,843	\$763,444	\$61,570	\$26,902	\$80	\$293,007	\$0	\$243,820	\$123,551	\$4,633,983
Monthly Parking Income	\$663,065	\$297,696	\$10,570	\$746,086	\$448,774	\$66,193	\$25,550	\$2,730	\$309,378	\$0	(\$2,228)	(\$16,795)	\$2,551,017
2 Transient Parking Income	\$22,512	\$185,480	\$0	\$71,117	\$70,373	\$1,590	\$58	\$4,160	\$21,910	\$0	(\$34)	(\$54,740)	\$322,425
0 Event Revenue	\$1,574	\$42,033	\$0	\$295,916	\$98,198	\$4,720	\$0	\$0	\$0	\$0	\$0	\$0	\$442,441
1 Validation Revenue	\$28,815	\$111,989	\$0	\$73,792	\$9,748	\$0	\$0	\$0	\$17,386	\$0	\$0	(\$220)	\$241,510
9 On-Street Management Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$189,988	\$0	\$189,988
Other Revenue ¹	\$4	\$136	\$0	\$2,809	\$9,004	\$40	\$16	\$100	\$20	\$0	\$53,342	\$232,560	\$298,029
Gross Revenue	\$715,969	\$637,333	\$10,570	\$1,189,719	\$636,096	\$72,543	\$25,624	\$6,990	\$348,693	\$0	\$241,068	\$160,806	\$4,045,410

Note: ¹In 2019, the SPA created an additional line item for Union Station Garage revenue under the Unclassified heading. In addition to “Union Station Garage”, Other Revenue includes tracer coupon sales, parking violation income, LAC transient income, interest and rental income, as well as other income.

2022 SPECIFIC IMPACT MITIGATION GRANT APPLICATION: City of Springfield, MA

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

**ATTACHMENT C IMPLEMENTATION BLUEPRINT, PHASE ONE MASTER DEVELOPMENT
PLAN EXCERPTS**

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



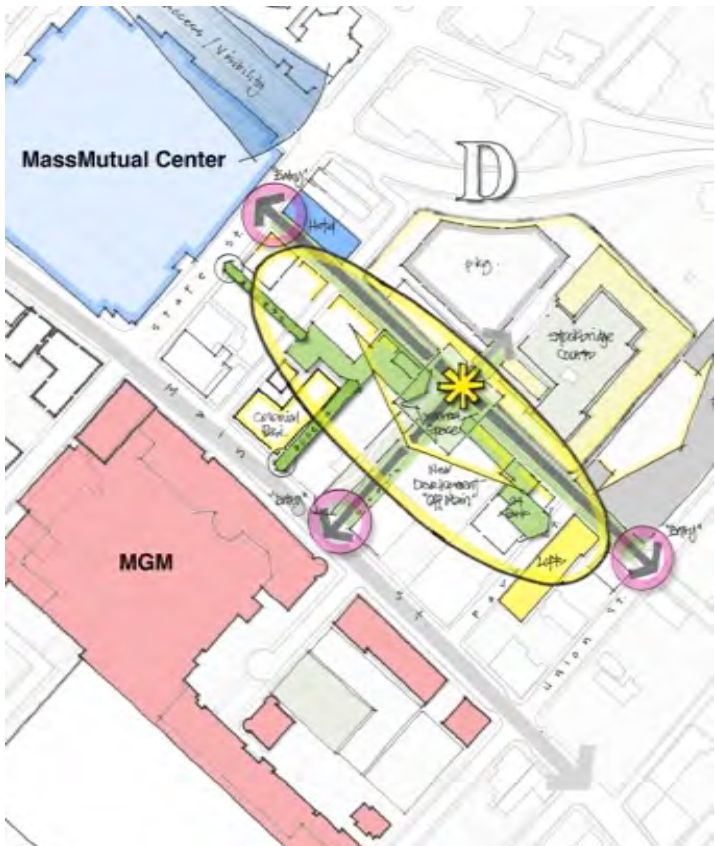
D Willow Street Area Connection / Enhancements

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.

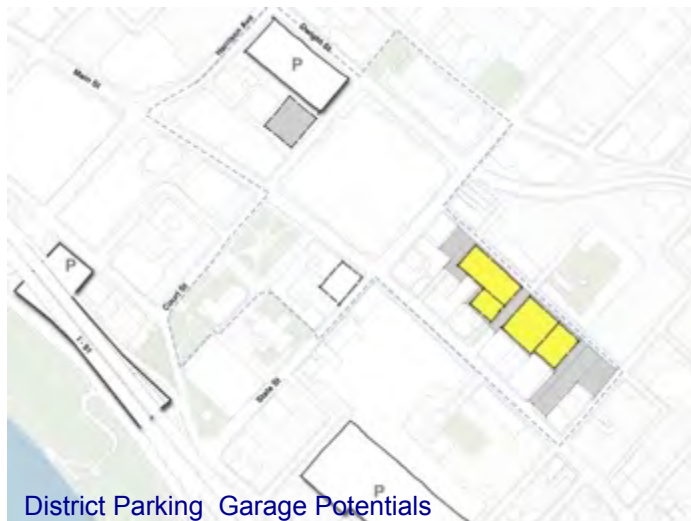




District Parking Assessment

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 it's 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.

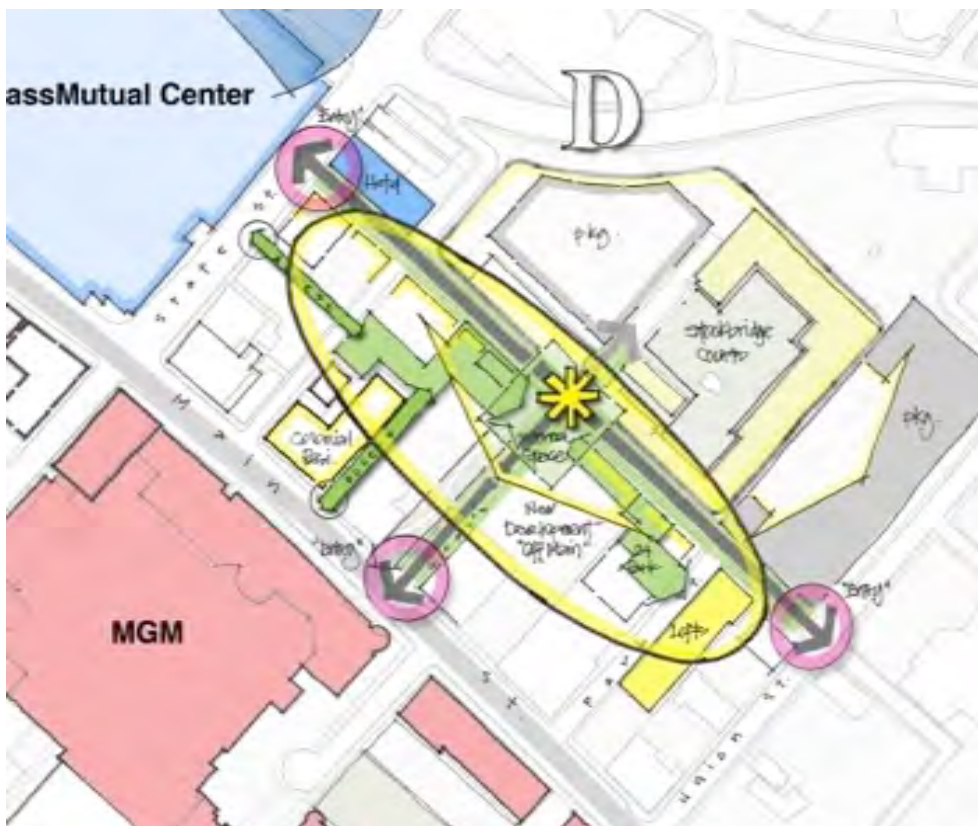


A second structure, the 50-year old Civic Center garage, recently sold to the Massachusetts Convention Center Authority (MCCA) with plans to demolish, rebuild and replace the structure. Once complete, the garage will serve the downtown business population and visitors to MMC through a direct enclosed 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.





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

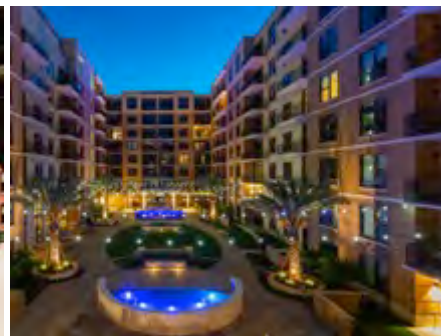
In conjunction with the Springfield Parking Authority, the area should be fully assessed as to the current and longer-term needs parking driven by development and potential for a central parking structure. Combining a number of surface lots together would provide properly dimensioned sites for structured 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 stepbacks, 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





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)

2022 SPECIFIC IMPACT MITIGATION GRANT APPLICATION: City of Springfield, MA

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

ATTACHMENT D Civic Center Garage Sale Notice



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In the News

MCCA Acquires Springfield Civic Center Parking Garage from Springfield Parking Authority

12/09/2020

The Massachusetts Convention Center Authority (MCCA) has acquired the Springfield Civic Center Parking Garage (SCCG), which was previously owned and operated by the Springfield Parking Authority (SPA). The MCCA will replace the existing structure with a new modern garage at the same location building on the progress being made to revitalize the City of Springfield's urban core.

"This is a strategic investment by the MCCA in the future of downtown Springfield," said David Gibbons, Executive Director of the Massachusetts Convention Center Authority. "The MassMutual Center is a key economic driver for the city and region and the construction of a new garage adjacent to our venue will further enhance the recent major investments in the city."

When completed, the new garage with a new sky bridge connection to the MMC, will deliver significant long-term benefits to the adjacent MassMutual Center (MMC, previously known as the Springfield Civic Center), which is owned by the MCCA and operated by MGM Springfield.

The current five-story garage, constructed in 1971 and featuring 1,232 parking spaces, is located at 41 Harrison Street in downtown Springfield, and originally had a sky-bridge connection to the MMC arena. During the 2004 renovation of the MMC, the Authority contemplated an acquisition of the garage property but ultimately decided against making a purchase at that time.

Now, sixteen years later, despite several rounds of capital repair work at the Facility, recent independent engineering and

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feasibility studies have determined that the existing structure is well beyond its useful life. Given the high cost of repairs, the limited amount of time that the useful life of the building would be extended, as well as the garage's current condition, and its importance to the success of the MMC, its existing tenants, and the City of Springfield, the MCCA, with the support of the Baker Administration, will make an impactful investment in the future of Springfield and Western Massachusetts.

"The City of Springfield is extremely excited to announce this critically important redevelopment project in cooperation with the Massachusetts Convention Center Authority and the Springfield Parking Authority," said Springfield Mayor Domenic J. Sarno. "I want to thank Governor Baker and Lt. Governor Polito for their steadfast support of this economic development project and the continued growth of our region. I would like to also acknowledge Secretary Michael Heffernan and his staff for their continued investment and support of Springfield. In addition, I want to thank SPA Director Attorney Tom Moore, Chairperson Tom Lott and Vice Chairperson Freda Malone for their leadership and hard work throughout this process, and the MCCA for their commitment to making this project a top priority, in the best interests of the residents of Springfield and Western Massachusetts. This is a pivotal project for our downtown business and entertainment industries."

The SCCG serves as the primary parking option for attendees of MMC arena and convention center events. In 2018, the MMC's American Hockey League tenant, the Springfield Thunderbirds, estimated that more than 16,500 cars were parked in the SCCG by Thunderbird fans throughout the season.

The future absence of the SCCG or a similar parking facility adjacent to the MMC, would result in the convention center and arena losing a key amenity and selling point when marketing the venue to event planners and proximate building tenants. It would also be a lost opportunity to improve access to the MCC and activate and enhance the streetscape in and around the two buildings.

To facilitate the construction of a new garage, the MCCA and SPA have agreed to the following terms and conditions:

- The sale and conveyance of the existing SCCG to the Authority by the SPA
- The Authority will be responsible for costs of the demolition of the existing SCCG and the design and construction of a new garage in the same location

- Upon completion of the construction of the new garage, the MCCA will own and operate the new structure.

To complete the transaction the MCCA, at the direction of and unanimous approval from, its Board of Directors has agreed to pay the Springfield Parking Authority \$3,500,000 for the Springfield Civic Center Parking garage funded by a withdrawal from the Massachusetts Convention Center Fund.

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Page last updated: Wednesday, January 26, 2022 02:59 pm



RESIDENTS
CALENDAR

BUSINESS

LEISURE

GOVERNMENT

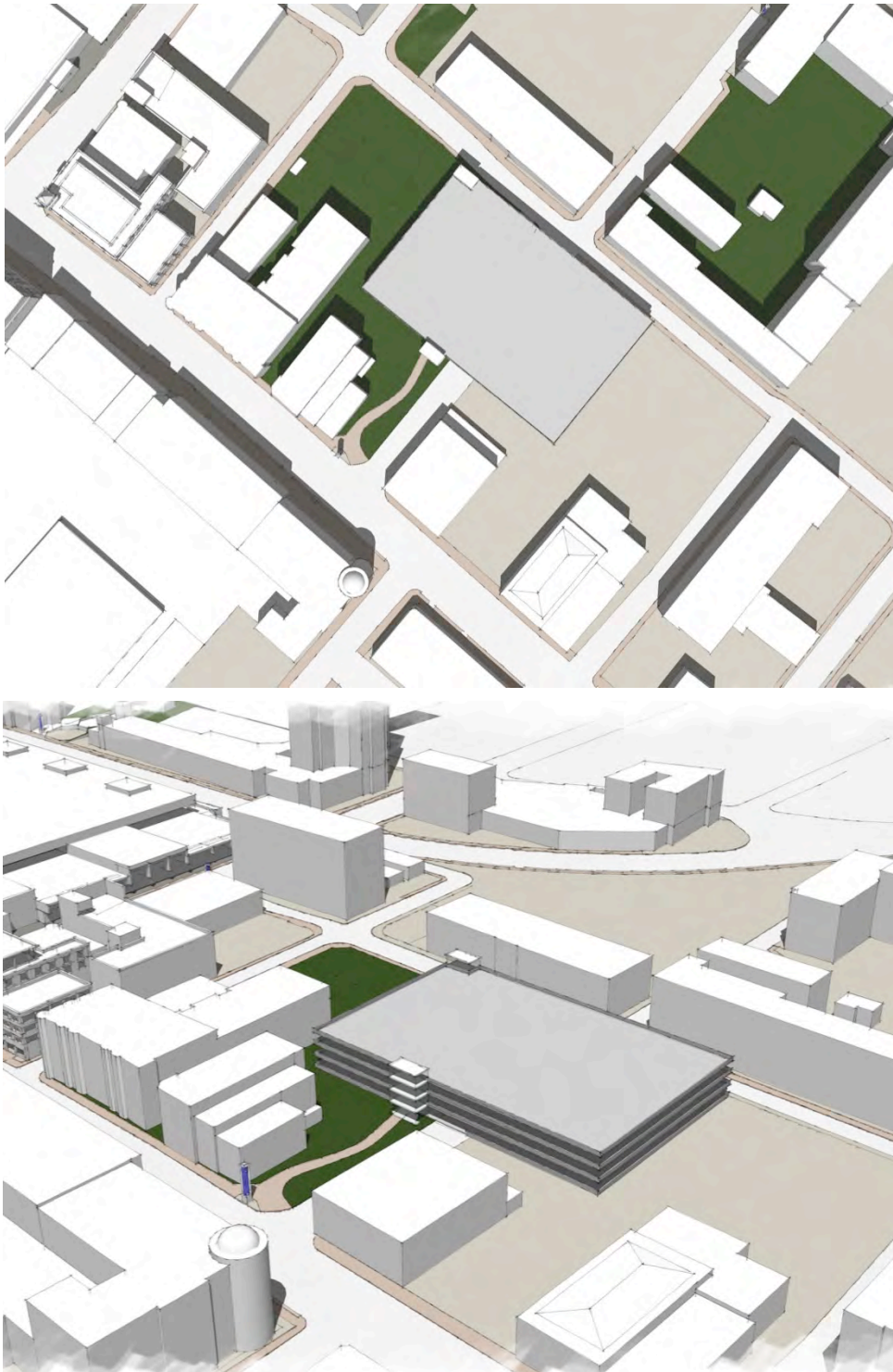
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ATTACHMENT E Draft Parking Study Conceptual Excerpts

A



Stand Alone Parking Structure @ D3/D4 Sites

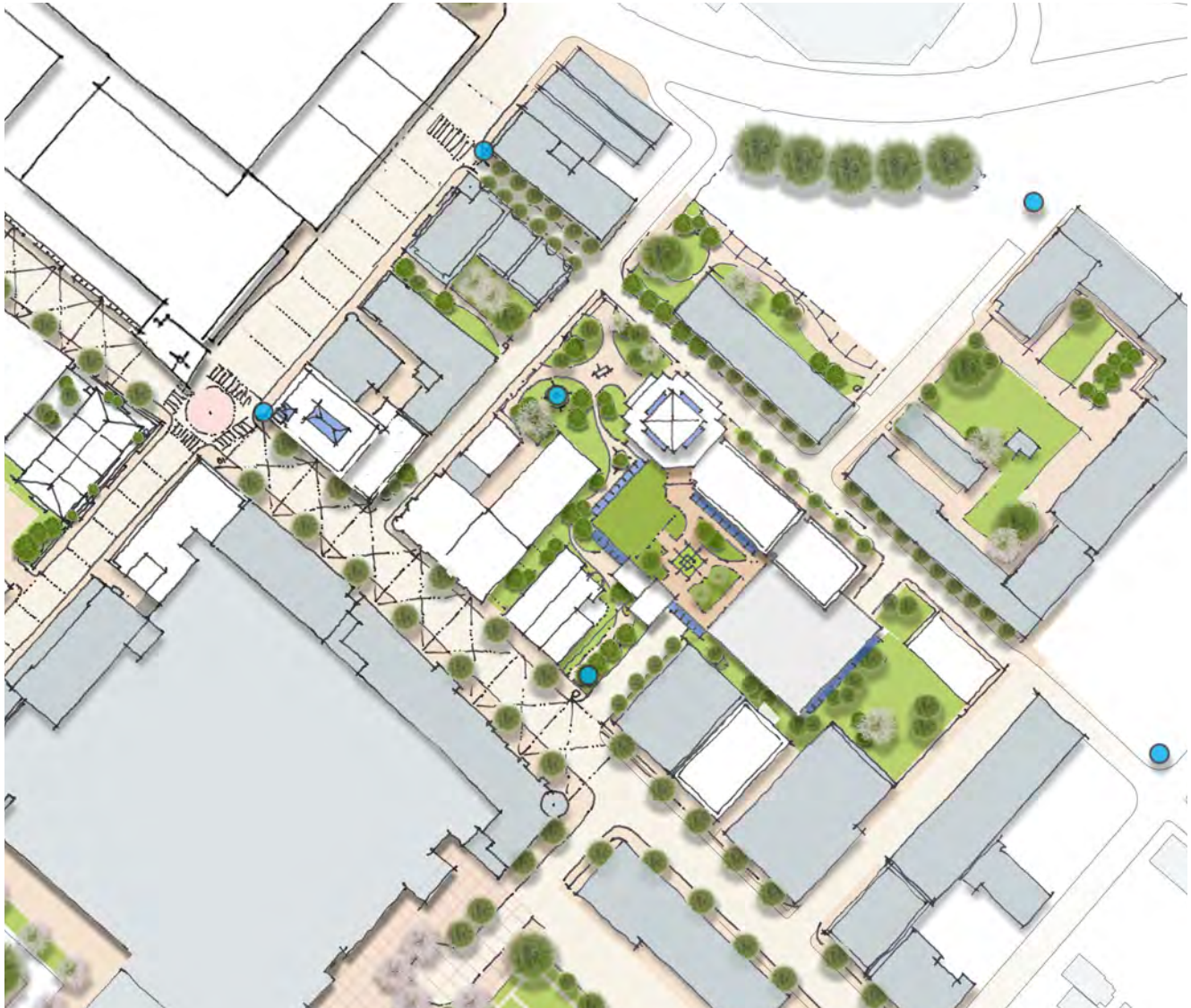
- Efficient 3-bay layout, maximizes full site, and shortest in overall height
- Potential negative impacts to neighborhood pedestrian experience without ground floor activation; ground floor uses affect efficiency/parking count and heights
- Parking Structure directly abuts Willow St./Stockbridge Court, which may not be an ideal adjacency, use or view from residential
- High exposure / visibility may require higher architectural design / façade treatment
- City could construct and own, though

B



Mixed-Use Development with Integrated Parking Structure @ D3/D4 Sites

- Efficient 2-bay layout, allows additional development & landscape setbacks at grade
- Higher utilization of the site with mixed-use wrapping parking along primary elevations (Willow, Stockbridge, facing Main) and ground floor activation
- 2-bay layout requires taller garage at approximately 4 levels
- Potential for roof-top space / amenity deck over parking level (partial)
- Mixed-use development abuts neighboring residential screening parking
- Potential for City owned/funded garage as part of mixed-use private development PPP; adds complexity to the project

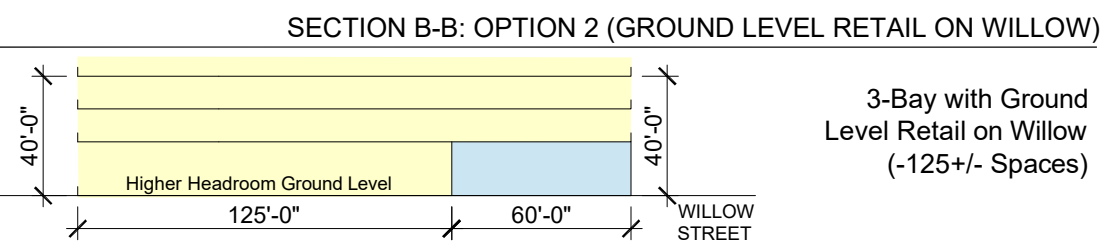
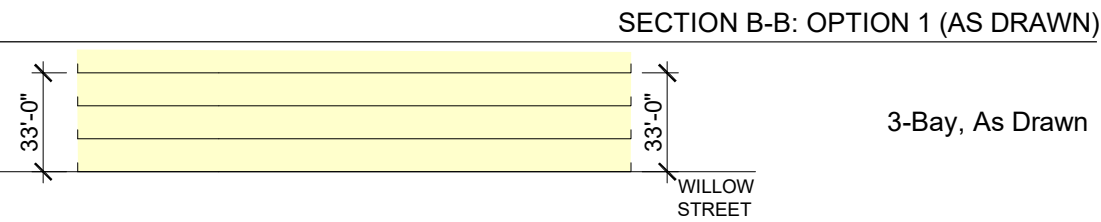
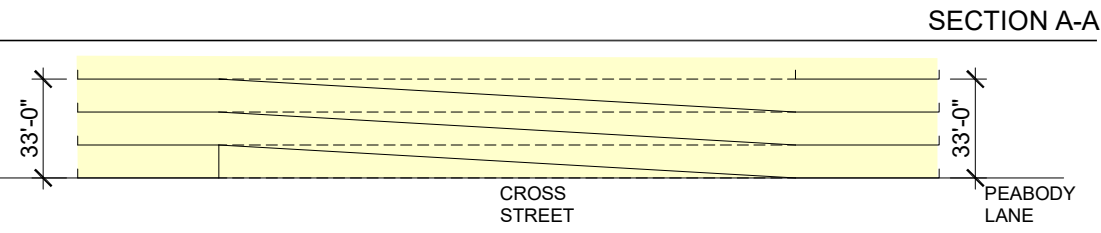
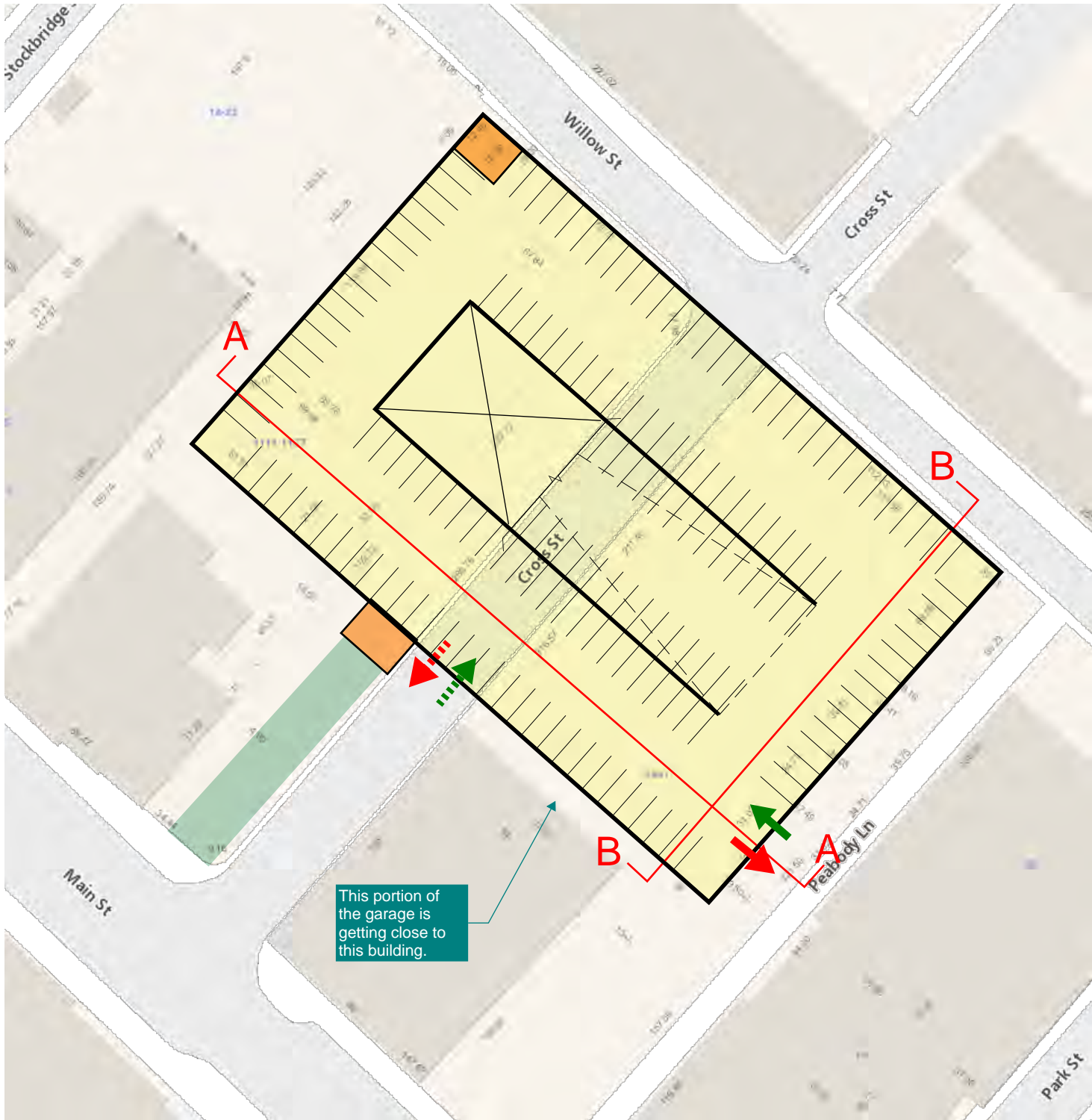


Master Plan Assessment

- D3/D4 Site allows most efficient layout for parking in either 2-bay or 3-bay configuration
- D3/D4 site is prime central location in Willow St subarea and closest to MMC, Main St. Corridor & MGM, with potential to capture all three visitors
- Highly accessible and direct parking from Main and State via Cross St. and Willow St
- Combined site requires closing of Cross St as throughway and severs physical and visual linkage of Stockbridge Court to Main St / MGM, though other linkages exists
- Preference for 2-bay mixed-use option from Master Plan and urban design perspective
 - offers more activation/vibrancy through highly desirable and contextual residential development with ground floor uses
 - slightly smaller footprint allows setbacks from existing building and streets for increased landscaping, street trees along Willow, and other landscape linkages as desired in the Master Development Plan
 - consistent with Master Development plan concept for continuation of the connecting park and open space network beginning at Union Station but currently ending at the Shops at Marketplace / MMC
 - allows for better integration into urban context and strong linkages to area anchors



SITE D3/D4 - STAND ALONE
3-BAY OPTION
SITE PLAN

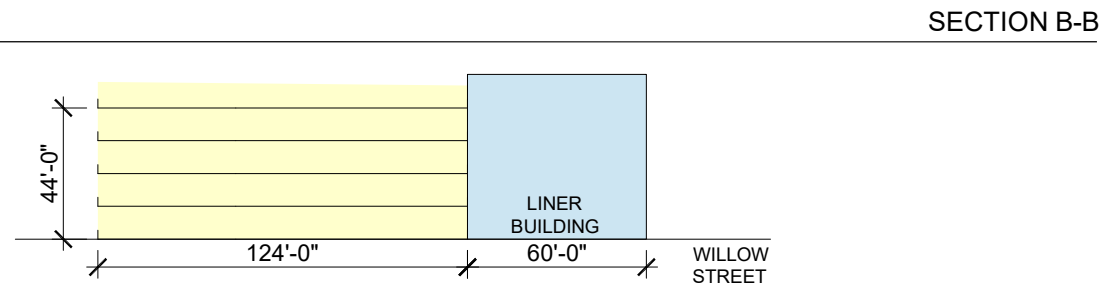
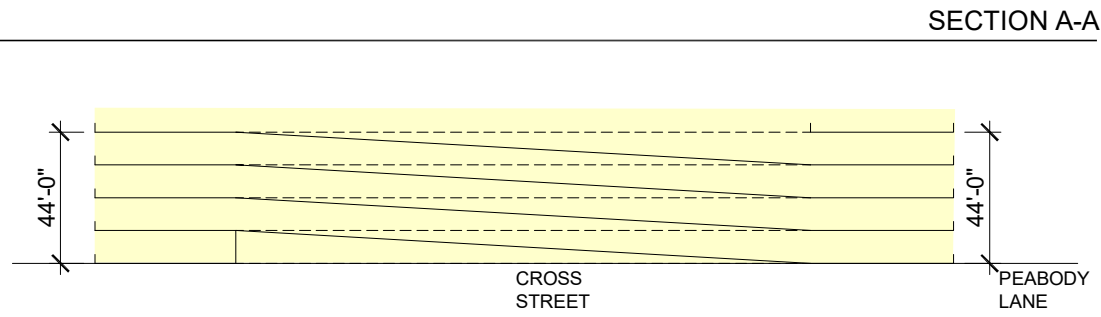
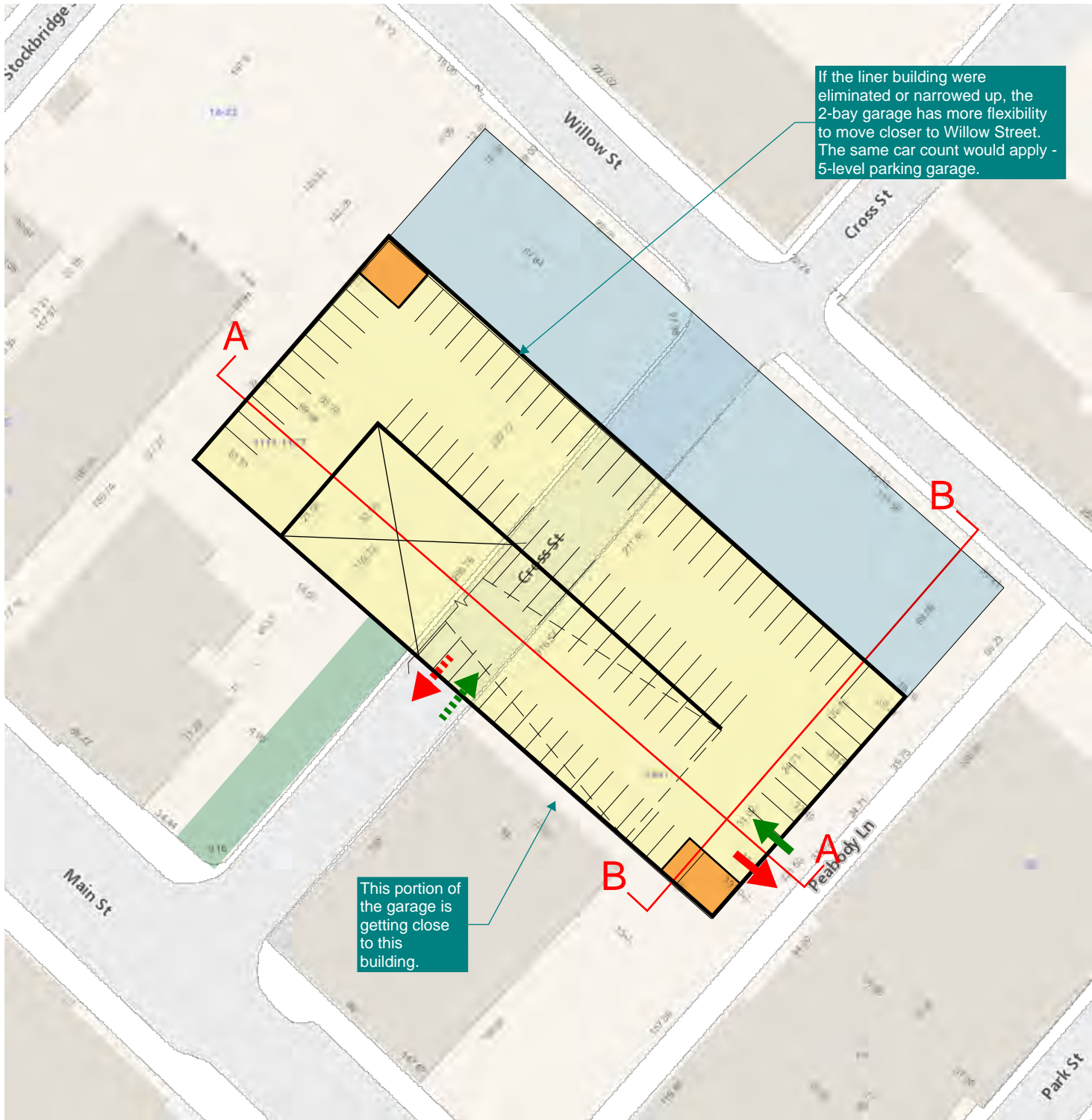


SITE D3/D4 - STAND ALONE
3-BAY OPTION
SITE DETAILS & SECTION

CAR COUNT	
4 Level Structure	
Ground Level	164
Typical Level	180
Typical Level	180
Top Level	152
Total	676
-10% Design Reduction -76	
TOTAL	600



SITE D3/D4 - STAND ALONE
2-BAY OPTION
W/ FULL LINER ON WILLOW
SITE PLAN

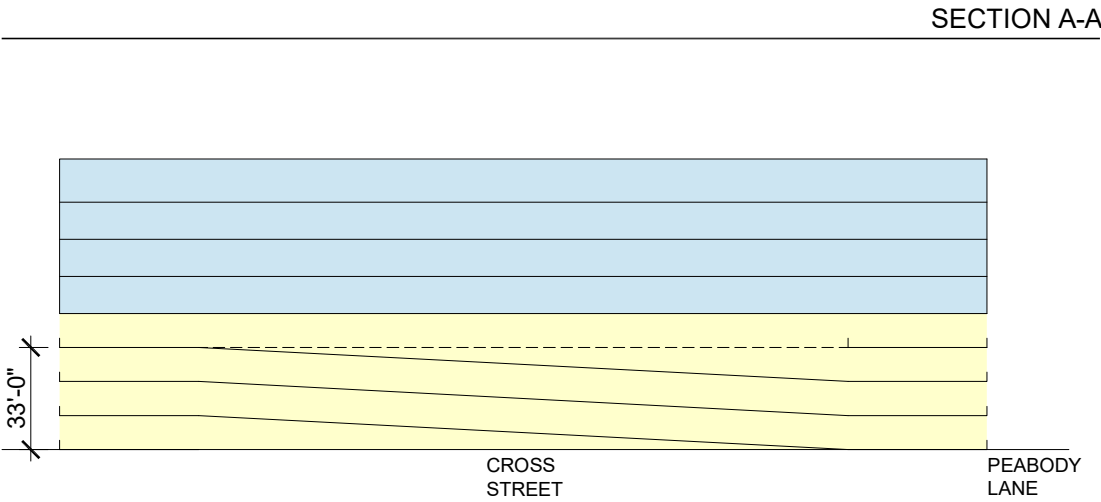
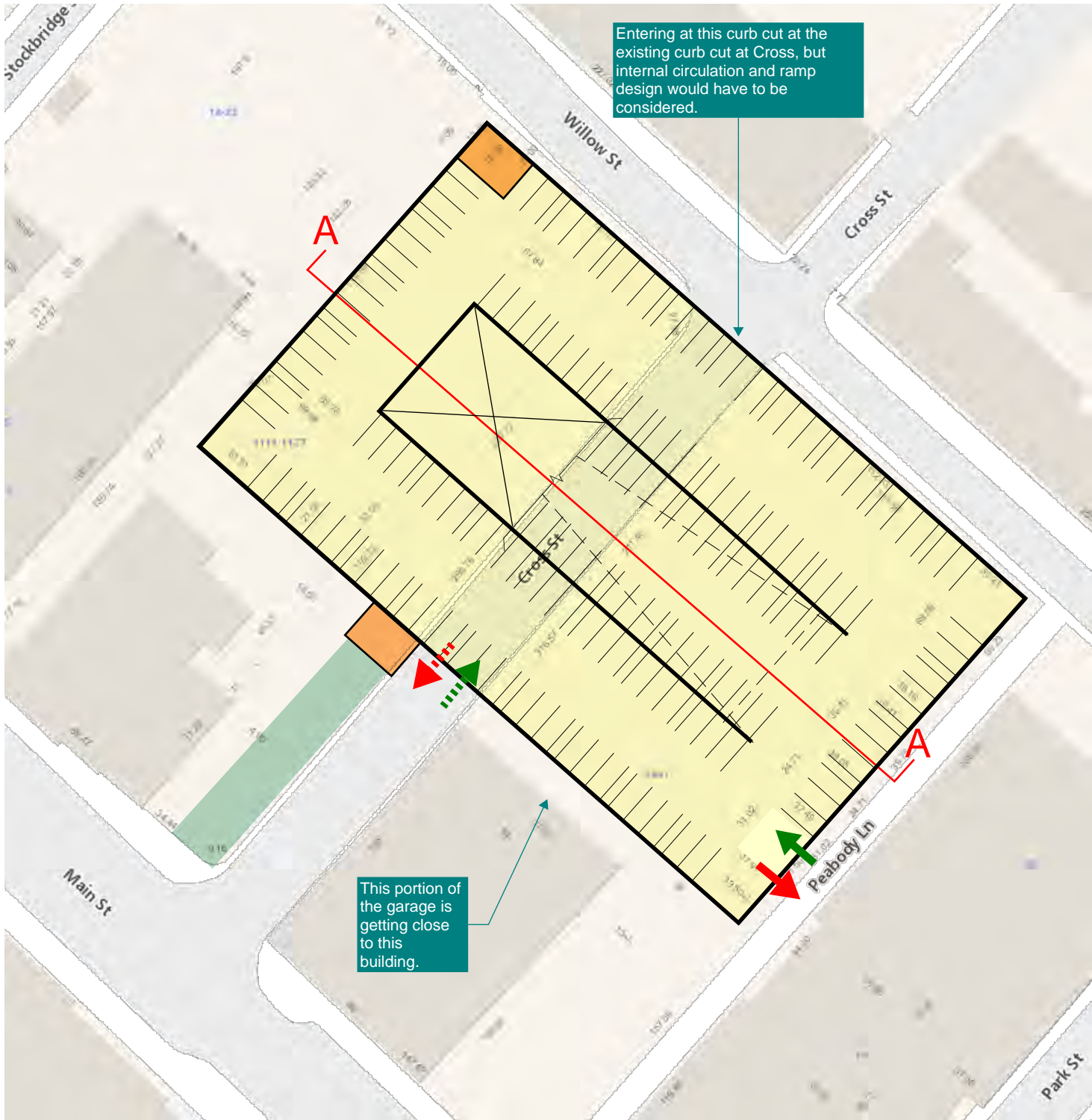


SITE D3/D4 - STAND ALONE
2-BAY OPTION
W/ FULL LINER ON WILLOW
SITE DETAILS & SECTION

CAR COUNT	
5 Level Structure	
Ground Level	102
Typical Level	122
Typical Level	122
Typical Level	122
Top Level	91
Total	559
-10% Design Reduction	59
TOTAL	500

SITE D3/D4 - PODIUM
SITE PLAN





SITE D3/D4 - PODIUM
SITE DETAILS & SECTION

CAR COUNT

4 Level Structure	
Ground Level	144
Typical Level	160
Typical Level	160
Top Level	134
Total	598

-10% Design Reduction -58

TOTAL 540