DEVELOP springfield

Springfield Regional Chamber

City of Springfield

FutureCity 2026

Economic Development Strategy

Final Report and Recommendations
Issued July 22, 2016

Newmark Grubb Knight Frank
Global Corporate Services

July 22, 2016

Newmark Grubb Knight Frank (NGKF) is pleased to present this **"FutureCity 2026 Economic Development Strategy"** to key stakeholders in Springfield, MA including DevelopSpringfield, the Springfield Regional Chamber, and the City of Springfield.

Springfield is the economic center of Western Massachusetts and today the city stands at a crossroads where many recent investments are creating real opportunities for a sustained resurgence. It is this back-drop of a changing economic landscape that makes this FutureCity strategy timely.

This plan is both an assessment of current realities and a "road map" to Springfield's economic future. The analysis and recommendations are designed to reflect the city's assets and challenges, and promote strategies and tactics that will drive new economic and sustainable opportunities.

The plan focuses on business and job development through retention of existing employers, supporting entrepreneurship, strengthening the region's workforce, attracting new businesses, and engaging area stakeholders in new ways.

The recommendations and accompanying implementation plan are organized into the following areas of focus:

- Small Business Support
- Business Retention and Expansion
- New Business Recruitment and Attraction
- Community Development
- Connectivity
- Workforce
- Marketing
- Regional Initiatives
- City Initiatives
- Legislative Priorities

The FutureCity Strategy includes many long-range strategic initiatives but also many items that should and can be undertaken immediately. There is much work to be done and we wish all of the local and regional leaders and stakeholders success in the undertaking. Thank you for the opportunity to support this very important initiative.

Sincerely,
NEWMARK GRUBB KNIGHT FRANK

Robert Hess

Robert Hess
Executive Managing Director, Consulting

FutureCity 2026
NGKF Consulting Team Members

This FutureCity 2026 economic development strategy was compiled by a core team and various subject matter experts from the Global Corporate Consulting Practice at Newmark Grubb Knight Frank (NGKF).

CORE PROJECT TEAM

ROBERT HESS
Executive Managing Director
Project Principal

CHRIS VOLNEY
Managing Director
Project Manager

KIM MOORE, EDFP
Managing Director
Senior Consultant

SUBJECT MATTER EXPERTS

GREGG FRALEY
Innovation Consultant, KILN USA

PAUL HAMPTON
Managing Director, NGKF

JOSEPH GIOINO
Managing Director, NGKF

KENNETH MALY, CECD
Managing Director, NGKF

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP springfield — Springfield Regional Chamber — City of Springfield

Newmark Grubb Knight Frank (NGKF) would like to offer sincere thanks to the many individuals and organizations in Springfield and the wider Pioneer Valley region who contributed to the development of this strategy. Their passion for the city's continued success was evident from the inception of the project and their candor and intimate local knowledge contributed to a more robust strategy based on a realistic assessment of the on-the-ground conditions in the City of Springfield.

In particular, we would like to thank DevelopSpringfield, the Springfield Regional Chamber, and the City of Springfield for their leadership on this effort. We are also grateful to all of the members of the project's steering committee for their guidance and direction.

FutureCity 2026
Table of Contents

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield

1. Executive Summary

**Newmark Grubb
Knight Frank**

Project Goals and Overview

**Newmark Grubb
Knight Frank**

FutureCity 2026
Goals and desired outcomes

Goals:

- Advance and leverage key business sectors in city's economy

- Identify current challenges to increase private investment

- Lay out proactive measures to promote growth

- Develop an approach based upon realistic market opportunities

Desired Outcomes:

- Align future decision-making in a collaborative and cohesive fashion

- Strengthen and diversify city's economy

- Create jobs and opportunities for Springfield residents

- Increase property values and city tax revenues

- Create wealth for city constituents as well as for surrounding region

FutureCity 2026
NGKF's perspective

The Time for Action is Now:

- This is Springfield's moment – momentum from multiple recent economic "wins"

- Economic development in 21st Century is a new ballgame and very competitive

- The urgency of now – the competition isn't waiting

- Opportunity to drive change and continue momentum – even small steps convey a powerful "forward" message

- A chance to be a leader among cities by creating cutting edge solutions to enhance your workforce, diversify your economy and create a greater quality of place

- Don't get hung up on shortcomings – there's a lot to celebrate and challenges are not unique

FutureCity 2026
NGKF's approach

Economic Development Strategy and Action Plan *NOT* Study:

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

Our Approach:

- Not reinventing the wheel with a broad demographic study of current situation – it already exists

- Primary research and first person accounts – embed ourselves in community

- Framed with local expertise paired with a global perspective

- Reverse site selection lens – how does the city look from the corporate perspective?

- Connect city's assets with emerging opportunities – build off competitive strengths and assets

- Based upon realistic market-based opportunities

- Actionable recommendations that can be implemented over near, mid, and long-terms – between now and 2026

- Implementation roadmap to track success

FutureCity 2026
NGKF's scope of work

1 Existing Conditions Assessment

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

2 Target Industry Analysis

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

3 Logistics and Supply Chain Assessment

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

4 Talent Development Strategy

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

5 Target Company Recruitment List and Innovation Workshop

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

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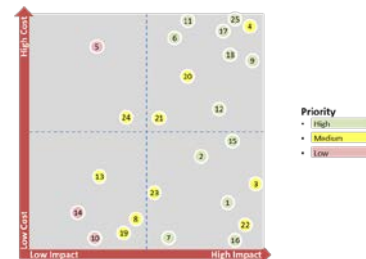
- Identify strategic initiatives – near, mid, and long-term
- Implementation plan – identify responsible party, priority, timeline, and estimated cost range
- Develop success metrics

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP springfield   Springfield Regional Chamber   City of Springfield

FutureCity 2026
NGKF's process

8 MONTHS

7 SPRINGFIELD VISITS

20 DAYS IN SPRINGFIELD

102 INTERVIEWS COMPLETED

Steering Committee
17 Interviews

Commonwealth 7 Interviews	City of Springfield 10 Interviews	PVPC 4 Interviews	EDC The Economic Development Council Of Western Massachusetts 3 Interviews
Large Employers 20 Interviews	Non-Profit 25 Interviews	Real Estate 5 Interviews	Creative Economy 14 Interviews

Other Key Interviews with:

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

Findings and Recommendations

**Newmark Grubb
Knight Frank**

Springfield Regional Chamber

City of Springfield

Springfield in 2016
An outsider's view – what did we see?

- Highly engaged community leadership striving for constant improvement – locals more critical than outsiders

- A resilient community

- An economy driven by entrepreneurs and small businesses with a quickly ascending innovation culture

- Very strong institutions, corporate citizenship, civic engagement, and network of non-profits

- Blessed by geography – the crossroads of New England

- Highly competitive among peer New England cities – strong business case to take to market

- Doing many of the "right" things already - need to maintain momentum

- Massachusetts is more business friendly/lower cost than some neighboring states – workers comp reforms, corporate income tax rates, etc.

Springfield in 2016
The local view – what did we hear?

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

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

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

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

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

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

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

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

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

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

Springfield's Competitive Assets
Top 10 selling points – lead with these

STRENGTHS

Market Access	**Innovation Ecosystem**

Market Access

Innovation Ecosystem

Air Service

Recent "Wins"

Cost of Living/ Housing

Rail Links

Broadband Networks

Cultural Diversity

Higher Education Institutions

Arts/ Cultural Community

Springfield's Competitive Challenges
Top 10 issues - continue to address

CHALLENGES

Shovel Ready Sites

Workforce Readiness

Public Safety

Property Tax Rates

Utility Costs

Marketing Efforts

Secondary Education

Generational Transition

Downtown Activity

Small Business Support

Springfield Peer City Comparison
Cities of a similar size and economic history

New England/Northeast:

Providence, RI

Hartford, CT

Bridgeport, CT

Syracuse, NY
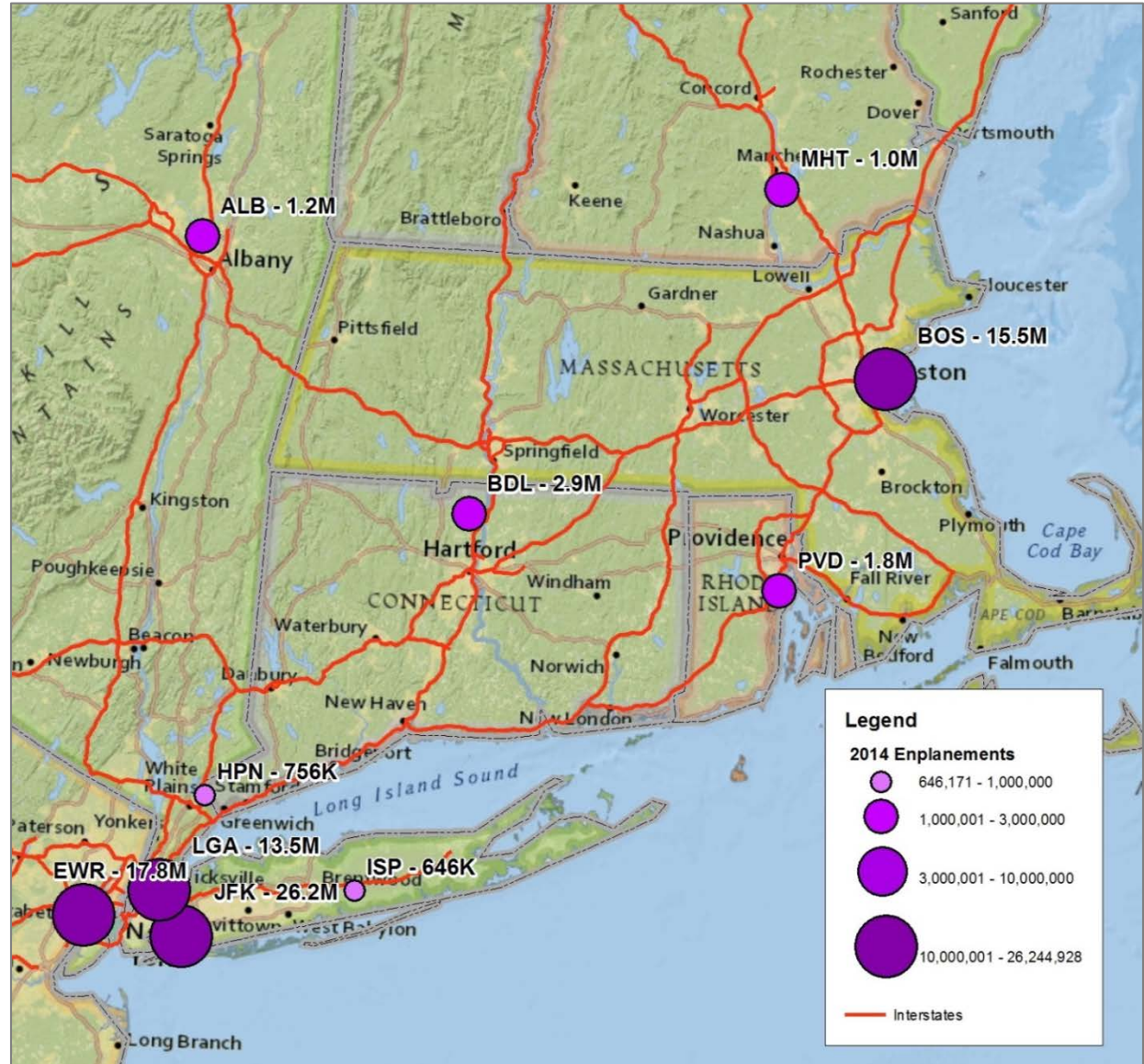
Other Areas:

Chattanooga, TN

Grand Rapids, MI

Allentown, PA

BDL as Key Regional Asset
Fastest growing passenger airport in region

- Regional passenger traffic dominated by the New York area airports and Boston Logan

- Bradley International is the next largest airport in the region after these hubs

- BDL traffic is growing quickly - from 2013 to 2014 Bradley International had the highest growth in enplanements of the regional airports by a wide margin

- BDL is served by Air Canada, American Airlines, American Eagle, Delta, JetBlue, Southwest, and United Airlines

2013-2014 Percent Increase in Enplanements

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

BDL as Key Regional Asset
Major cargo hub for the northeast

- Bradley Airport is a major air cargo handler – fourth largest in region

- Air cargo from the region generally reaches the marketplace through Bradley, Boston Logan or NYC airports

- Bradley's central location allows air cargo to penetrate the New England/New York State market easily

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

Target Industry Identification
Three buckets with different strategies

	1. RETAIN	2. ACCELERATE	3. ATTRACT
	"Do no harm" – ensure existing employers stay, prosper, and grow in Springfield	**Nurture and work to actively expand select small businesses possessing scalability potential**	**Sell Springfield's competitive advantages to attract new outside investment**
Company Characteristics	▪ Largest employers and economic contributors ▪ High growth industries ▪ Multiplier effect potential	▪ Small businesses with dynamic and engaged leadership ▪ High growth industries with real value add potential ▪ Cluster/agglomeration potential	▪ Companies from outside the city/region who are actively expanding or relocating ▪ Site selection criteria match Springfield's value proposition
Potential Strategies	▪ Enhancements to physical environment ▪ Strengthen public-private relationships ▪ Targeted job training	▪ Connect to financial/support resources and key people ▪ Showcase/award success stories in regional media	▪ Targeted marketing and increased visibility among particular industry groups ▪ Work on reducing shortcomings in business case
Timing	**Near-Term**	**Near-Term**	**Mid-Term (Start Now)**

Industry Growth Potential
Reveal opportunities in additional clusters

Industry Cluster Growth Prospects
Industry Concentration vs. 10-Yr Growth Projection

Focus on Retention

Focus on Attraction and Small Businesses

Opportunities:
- **Food manufacturing**
- **Transportation and Warehousing**
- **Credit Intermediation**
- **Plastics and Rubber Products Manufacturing**
- **Merchant Wholesalers**
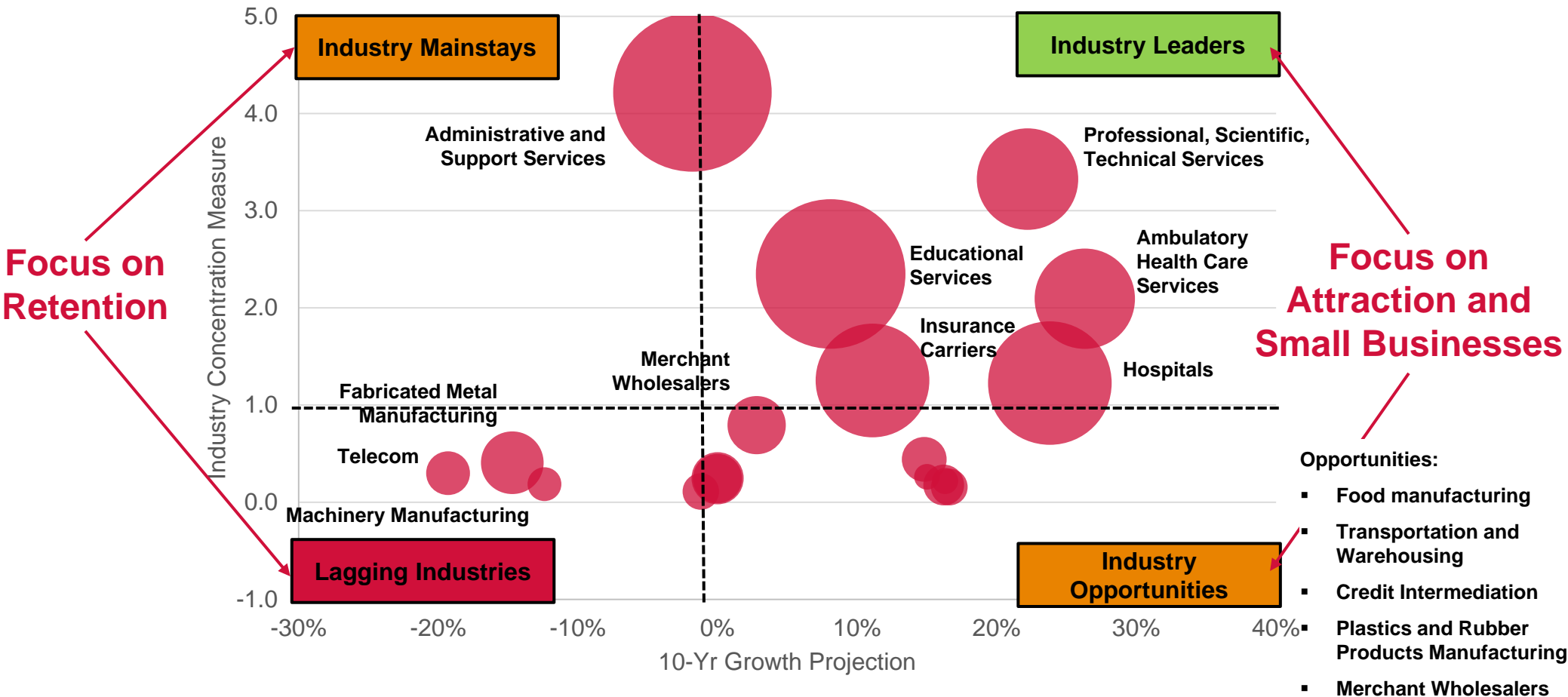
Source: ESRI, US Bureau of Labor Statistics, MA Office of Labor and Workforce Development, NGKF

1. Retain
Maintain and grow key existing industries

RETAIN

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

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

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

Near-Term

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

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

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield • Springfield Regional Chamber • City of Springfield

2. Accelerate
Identify and nurture scalable small businesses

ACCELERATE

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

- Small businesses with dynamic and engaged leadership
- High growth industries with real value add potential
- Cluster/agglomeration potential

- Connect to financial/support resources and key people
- Showcase/award success stories in regional media

Near-Term

Professional, Scientific, and Technical Services:

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

+22%
10-Yr Growth Projection (Hampden County)

Administrative and Support Services:

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

-2%
10-Yr Growth Projection (Hampden County)

Other Information Services:

- Internet Publishing and Broadcasting
- All Other Information Services

+5%
10-Yr Growth Projection (Hampden County)

Performing Arts, Spectator Sports, and Related Industries:

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

+34%
10-Yr Growth Projection (Hampden County)

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

3. Attract
Two tiers for potential new investment

ATTRACT

Sell Springfield's competitive advantages to attract new outside investment

- Companies from outside the city/region who are actively expanding or relocating
- Site selection criteria match Springfield's value proposition

- Targeted marketing and increased visibility among particular industry groups
- Work on reducing shortcomings in business case

Mid-Term (Start Now)

Tier 1 Industries:

Strongest opportunity to attract new investment to Springfield

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

Opportunity Indicator

STRONG

Tier 2 Industries:

Aspirational – continue to bolster Springfield's business case

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

Opportunity Indicator

MEDIUM/ STRONG

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP springfield **Springfield Regional Chamber** City of Springfield

3. Attract – Tier 1 Opportunities
Strongest business case for new investment

Industry	Springfield PROs	Springfield CONs
Food and Beverage Manufacturing	+ Market access + Transportation links (highway) + Proximity to agricultural inputs + Strong growth forecast (national/state/local) + Labor availability (1,300 specialized, 13,800 translatable) + Labor cost (lowest of New England peer cities) + Water quality and availability	– Site/building availability – Utility cost – Property tax
Merchant Wholesalers	+ Market access + Transportation links (highway) + Strong growth forecast (national/state) + Labor availability (7,000 specialized, 17,000 translatable) + Labor cost (lowest of New England peer cities)	– Site/building availability – Utility cost – Property tax

3. Attract – Tier 1 Opportunities
Strongest business case for new investment

Industry		Springfield PROs	Springfield CONs
Credit Intermediation		+ **Strong growth forecast (national/state/local)**	– **Utility cost**
		+ **Labor availability (3,100 specialized, 15,000 translatable)**	– **Property tax**
		+ **Labor quality – specialized pool and bilingual capabilities**	
		+ **Labor cost (lowest of NE peer cities, close to US average, and much lower than metro Boston/NYC)**	
		+ **Proximity to major US financial hubs**	
		+ **Broadband infrastructure**	
Plastic and Rubber Manufacturing		+ **Existing cluster (1,600 specialized labor pool)**	– **Site/building availability**
		+ **Market access**	– **Utility cost**
		+ **Transportation links (highway)**	– **Property tax**
		+ **Labor quality – precision manufacturing**	– **Potential global/national headwinds**
		+ **Strong growth forecast (national/state)**	
		+ **Labor cost (among lowest of New England peer cities)**	

DEVELOP springfield   **Springfield Regional Chamber**   City of Springfield

3. Attract – Potential Target Companies
Focus first on most likely attraction targets

Results of Vetting Process for Tier 1 Target Industries:

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

Strategic Recommendations
Organized around 10 common themes
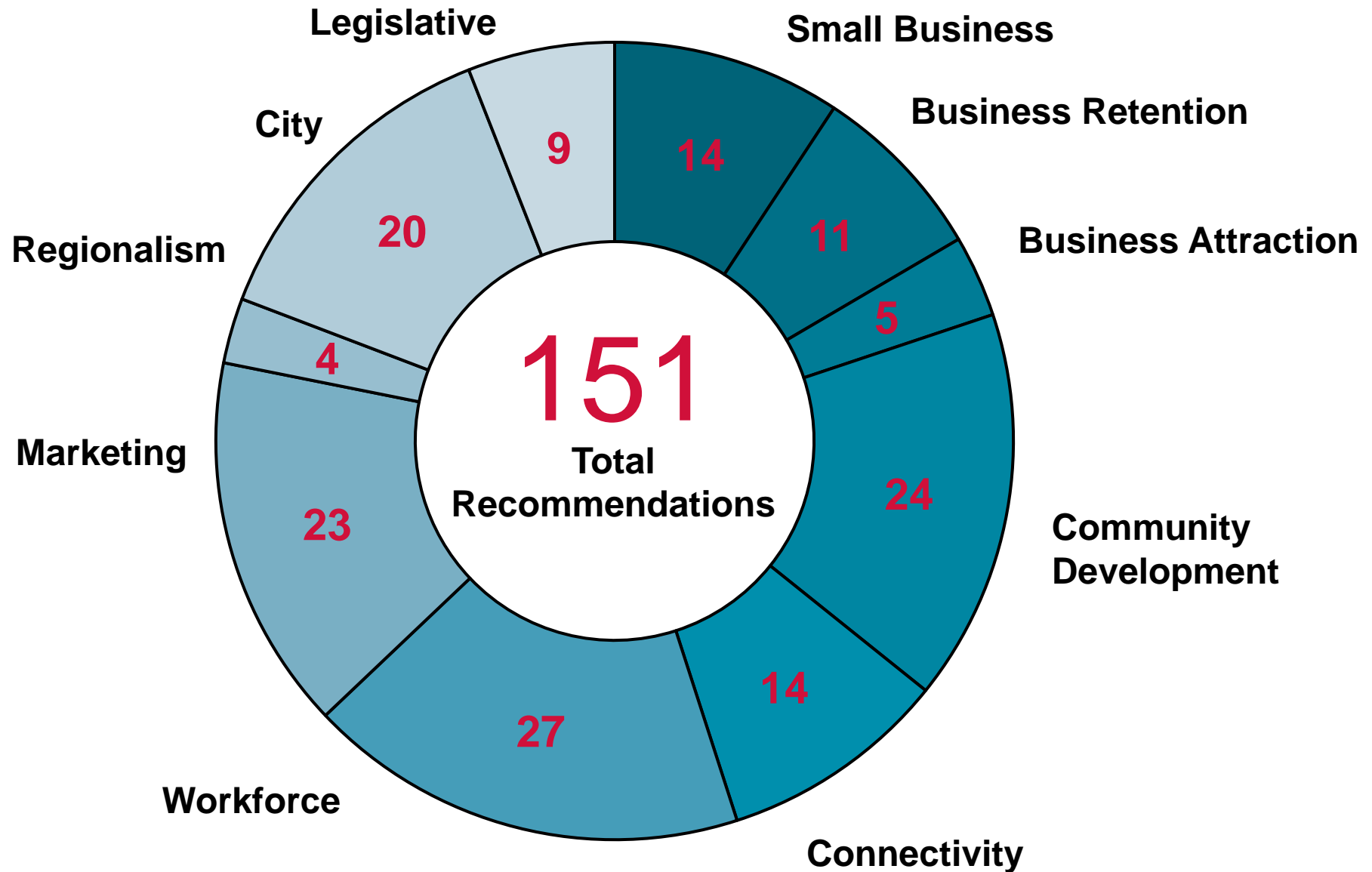
Legislative **9**
City **20**
Regionalism **4**
Marketing **23**
Workforce **27**
Small Business **14**
Business Retention **11**
Business Attraction **5**
Community Development **24**
Connectivity **14**

151 Total Recommendations

Strategic Recommendations
Actionable, prioritized, and measurable

Implementation Plan

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

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

Prioritization Matrix

Strategic Recommendations
NGKF's top five goals for Springfield

How did we determine list?

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

#1 SITE & SPACE READINESS

#2 CENTRALIZE SMALL BUSINESS & WORKFORCE RESOURCES

#3 BUSINESS RETENTION, ACCELERATION AND ATTRACTION

#4 NEXT GENERATION ENGAGEMENT

#5 UNIFIED MARKETING & MESSAGING

Recommendation Theme
Site and space readiness

Spaces - Current Availability by Size

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

Sites – Opportunity Assessment

Sites/Zones →	Springfield				
	1	3	6	8	9
Criteria ↓	Lyman/ "Blast Zone"	Peter Pan/ Republican	Indian Orchard South	Pinevale	Bay/ Tapley
Size of Parcel(s)	yellow	green	yellow	green	green
Assemblage Opp	light green	green	yellow	green	light green
City-Owned Sites	green	red	red	green	green
Highway Access	light green	green	yellow	orange	light green
Rail Access	green	green	green	red	green
Environmental Issues	orange	light green	orange	red	red
Area Amenities	light green	light green	red	yellow	yellow
Compatibility of Surrounding Uses	light green	green	orange	orange	orange

Key Observation:
Limited supply of shovel ready sites and larger available spaces

Sampling of Recommendations:

- Development ready sites program – city owned sites

- Site/space detailed inventory (dynamic)

- Merge site/space inventory with target industry recruiting materials

- Rapid response RFI templates

- Aggressively pursue grant money from Gov. Baker's budget for site readiness and environmental remediation

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

Recommendation Theme
Centralize small business resources

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

Springfield has very high concentration of very small businesses

Much lower proportion of medium-sized companies

% of largest companies equal to MA and US averages

72%

of Springfield companies have 1-4 employees

- Springfield City
- MA
- US

Percent of Total Establishments

Establishment Size (Total Employees)
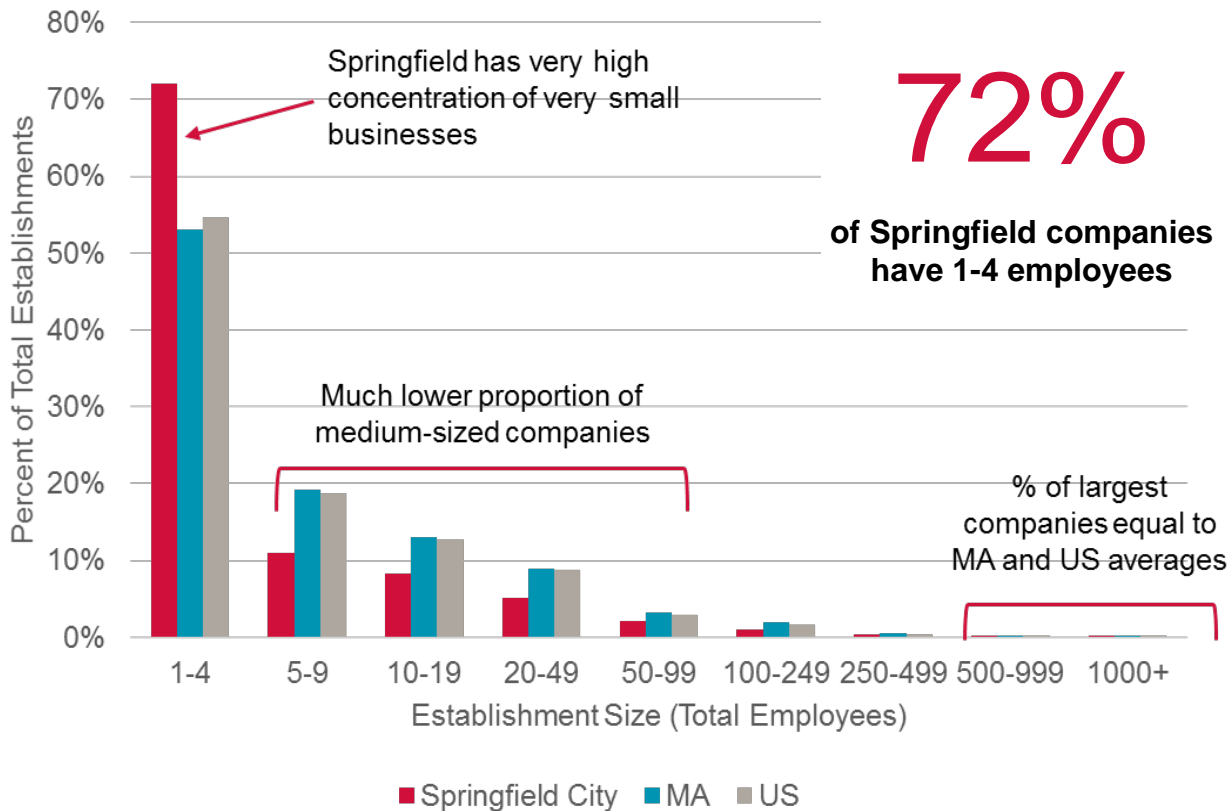
Key Observation:
Springfield is a small business city!

Sampling of Recommendations:

- Centralized small business support center

- Business to business coaching (formalized)

- Real estate pipeline program

- Restaurant incubator/test kitchen

- Online resource network (Source Link or similar)

Source: ESRI, US Census Bureau, NGKF

Recommendation Theme
A multigenerational workforce plan

Secondary Education

- Begin exposing high schools students to career opportunities in Springfield

- Make Seniors take the ACT WorkKeys® assessments to build a database of skills

- With students currently attending Springfield middle schools, the Y-AIM program needs to be able to accommodate more students

Potential to reach over 13,000 students

Vocational and Technical Training

- Every guidance counselor in Springfield Public Schools needs to tour and understand all of the programs that Putnam offers

- Increase staffing at STCC to focus on workforce development issues, training and gaps by target industry

- Public relations and marketing campaign detailing careers and associated skills to reach new students

Potential to reach over 10,300 students

College and University

- Familiarize students with the community, its top employers, available career paths and life as a young professional

- Host local business leaders as speakers and to participate on advisory committees to offer advice, review resumes and hold mock interviews

- All expense paid career exploration and community familiarization program for promising students from New England Knowledge Corridor

Potential to reach over 215,000 students

Adult and Continuing Education

- Private sector support for after hours use of Putnam facilities and instructors to expand training capabilities for adult education and custom employer training

- Provide scholarships to the Springfield Leadership Institute to increase attendance

- Begin tracking military members about to be discharged and looking for career opportunities

Potential to reach almost 40,000 people

Recommendation Theme
Unified marketing and messaging

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

Sampling of Recommendations:

- Re-launch and heavily promote as "City of Firsts" brand

- Coordinate singular city message with regional entities

- Centralized website – one stop shop for economic development needs

- Target industry marketing materials with unique business case

- Attend targeted trade shows with specialized marketing materials

Big Idea - Downtown "Quick Wins"
Focus on implementation prior to MGM opening
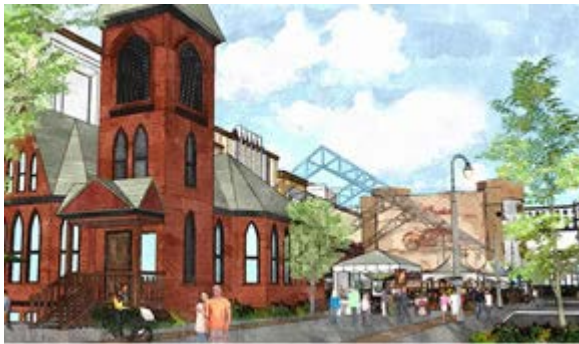
Key Observation:
MGM presents significant opportunity to re-cast downtown to new audiences

Sampling of Recommendations:

- Regular programming

- Nightlife Ambassador

- Outdoor dining

- Free parking on nights/weekends

- Full-scale wayfinding signage program

- Streetscape improvement – lighting, landscaping, sidewalk/curb improvements

- Advertise downtown Wi-Fi

- Downtown Ambassador program and/or "Clean Team"

Big Idea – 21st Century Economic Development
Fostering collaboration and connectivity

From:

To:

- Physical building based approach

- Primarily focused on marketing and recruitment

- City-driven (or a single entity) – top-down

- More dependent on "lightning strikes"

- Collaborative people-driven approach

- Creating networks and connections

- Innovation based – nimble and constantly evolving

- Bottom-up approach

- Break down silos – align resources strategically with strong collaboration

"Business and civic leadership collaborations represent a driving leadership force in almost all of the world's most successful cities."
- OECD 2015 report on local economic leadership

Big Idea – No More Squirrels
Approach to addressing long-term challenges

Issue:

- Economic development stakeholders can have myopic focus

- Not always a unified team approach to problem solving

- Not identifying and addressing gaps in the chain

- Duplication of efforts undermining potential

Be decisive.

Right or wrong, make a decision.

The road of life is paved with flat squirrels who couldn't make a decision.

Big Idea – No More Squirrels
Approach to addressing long-term challenges

How NOT to be a squirrel…

- Stick to one strategy – stay on course as a team and don't deviate to "chase after an acorn"

- Define a clear and succinct mission

- Have defined leadership, roles, and responsibility

- Collaborative efforts - including public-private partnerships

- Identify and engage all community resources (infrastructure mapping)

- Focus on each stakeholder's unique strengths and increase efficiencies through collaboration – don't duplicate efforts

- Identify and fill in critical gaps hindering successful outcomes

- Achieve SCALE, maximize efficiency and yield greatest potential outcomes

- Don't keep doing the same thing and expect different results

- Follow these guiding principles and no need to settle for just a couple acorns…

FutureCity Next Steps
Launching your strategy

Make it Happen:

- Establish an implementation team to roll-out strategy and ensure recommendations are acted upon

  - Oversee, drive progress, and track results

  - Sustained focus over the long-term

- Regularly schedule implementation team meetings (possibly monthly within first year and quarterly thereafter)

  - More in-depth annual review for accountability

- Assign ownership and responsibility for specific recommendations

  - Involve broad cross-section of city

  - "Lead implementers"

- Potential PMO role for facilitation

- Public progress reports through local media?

- Start with the "low-hanging fruit" immediately – show progress, gain confidence, and build momentum

  - What can we achieve in the first year?

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP springfield   Springfield Regional Chamber   City of Springfield

2. FutureCity 2026 Economic Development Strategy

**Newmark Grubb
Knight Frank**

Existing Conditions and Competitive Positioning

**Newmark Grubb
Knight Frank**

Existing Conditions and Competitive Positioning

Section Objectives:

Where are we now?

Where are we starting from?

How do we stack up against peer cities?

What are our unique advantages?

What are our challenges?

Key Tasks:

- Comprehensive assessment of city's strengths, weaknesses, opportunities, and threats (SWOT)

- Apply "reverse site selection lens" to further validate key strengths and weaknesses

- Quantitative comparison of select peer cities and states

- Operating environment assessments of: quality of life factors, business environment factors, and infrastructure factors

- Asset mapping of business conditions and costs

SWOT Assessment
Springfield's strengths

Strengths

- A positive business environment, or a good place to start and grow a business

- Workforce training being addressed by non-profits, public and private sectors

- Downtown has the right "bones"/infrastructure and can be a location for urban regeneration

- Adequacy of available jobs

- Proximity to International Airports – Bradley and Logan

- Broadband network speeds among best in northeast

- Infrastructure

- Cost of living vs. larger Northeastern markets

- Cost, type and availability of housing

- Proximity to higher education institutions (and their graduates)

- A vibrant arts and cultural community

- Cultural diversity

- Local health care

- Short commutes

- Public transportation availability

- Outdoor activities and recreational venues

- Environmental quality

Helpful
to achieving the objective

Internal origin
(attributes of the organization)

Strengths

Internal capacities that help you reach your goals and objectives.

SWOT Assessment
Springfield's weaknesses

Weaknesses

- Skills gap –jobs are here but qualified employees aren't
- High school graduation rate –leaving a pool of "left behinds"
- Need to scale existing workforce development resources
- Lack of soft skills in the local workforce
- High tax rates
- Poverty rate
- Access of "next generation" to leaders and mentors
- Few, if any, large-scale "greenfield" sites for development
- Perception of crime downtown –barrier to attracting suburbanites into city
- Lack of visible pedestrian traffic in downtown – employees drive in and out to work and never leave the building
- Limited variety of personal services, restaurants and retail services in downtown – including nightlife
- Challenges to redevelopment (brownfields, old buildings, etc.)
- Limited business retention activities to help maintain and grow existing businesses
- Limited marketing of city
- Branding of neighborhoods/districts –no consistent message
- Media coverage-headlines are misleading on location of crime feeding perception of unsafe

Harmful
to achieving the objective

Internal origin
(attributes of the organization)

W

Weaknesses

Internal limitations that hinder your ability to reach your goals and objectives.

SWOT Assessment
Springfield's opportunities

Opportunities

- New wave of energy and optimism over past two years –more "doers" (generational shift)

- City at a crossroads –pivotal point given major recent investments (need to make most of opportunity and build off this momentum)

- Entrepreneurial energy focused on downtown –continue to harness this

- New development and redevelopment of the downtown area

- Innovation District in Downtown Springfield

- Strength of Eastern MA innovation economy

- Better coordination of the efforts and donations of individuals, corporations/local employers, educational institutions, public/government and non-profits that are investing money and time to help address weaknesses and bring about change – most bang for your buck

- State of Massachusetts attention and assistance with locating of new business opportunities – MGM and CNR

- Development of market rate housing in downtown

- Comprehensive Development Plan that focuses on highest and best usage of properties and prioritizing redevelopment initiatives and funds

- Recent successes of surrounding communities – build off of this momentum and consider replicating tactics

- Better coordination and implantation of the money and support that is available from city and commonwealth

Helpful
to achieving the objective

External origin
(attributes of the environment)

Opportunities

External factors that you can use to your advantage to reach your goals and objectives.

SWOT Assessment
Springfield's threats

Threats

- Loss of tourism

- Lack of policy or funding support from Commonwealth of Massachusetts and/or federal government

- Loss or downsizing of a major employer

- Continual decline in K-12 education

- Natural or man-made disasters

- Inability to improve crime rate

- Downtown property owners unwilling to sell or improve their buildings

Harmful
to achieving the objective

External origin
(attributes of the environment)

T

Threats

External factors, existing and potential, that may keep you from reaching your goals and objectives.
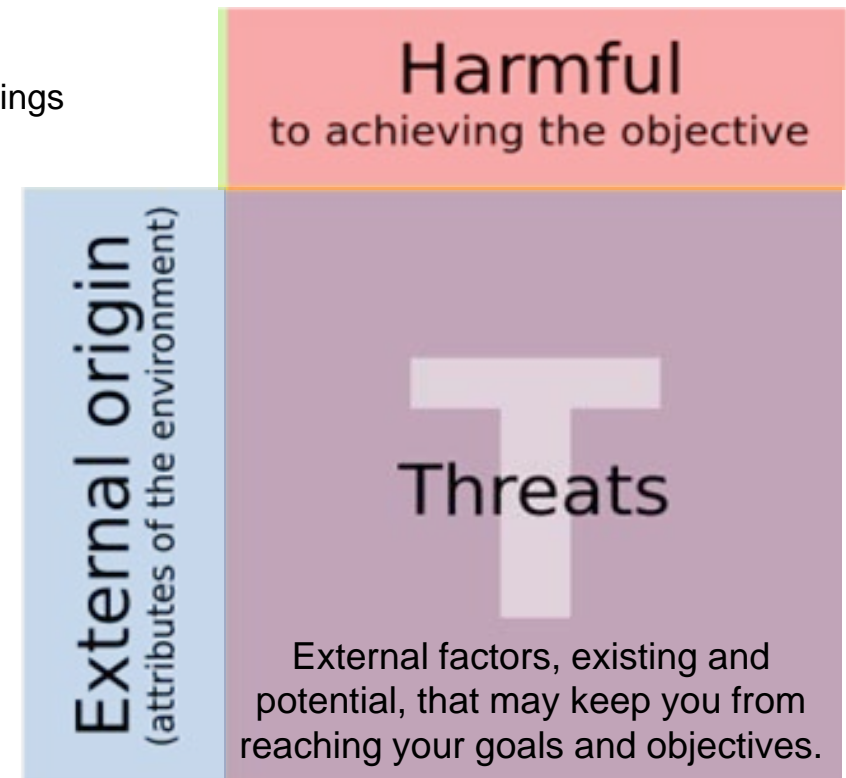
Reverse Site Selection Approach
Typical decision criteria

Access & Logistics
- Suppliers
- Customers
- Highways
- Air Services
- Sea Port
- Rail

Human Resources
- Availability
- Competition
- Skill/Quality
- Labor Regulations
- Turnover

Real Estate
- Site/Building
- Access
- Utility Capacity
- Environmental Conditions
- Market Access

Cost
One Time
- Land Acquisition
- Construction
- Site Prep
- Infrastructure Improvements
- Capital Equipment

Recurring
- Labor
- Logistics
- Taxes
- Utilities

Incentives
Start - Up
- Site Improvements
- Grants & Taxes
- Utility Improvements
- Training
- Fast Track Permitting

Ongoing
- Tax Abatements
- Tax Credits

Site selection is driven by numerous factors and usually varies by project and industry. Community and economic development organizations can control or influence some of these factors. We recommend that a community focus on the controllable factors in their Economic Development Strategic Planning.

Springfield Peer City Comparison
Cities of a similar size and economic history

New England/Northeast:

Providence, RI

Hartford, CT

Bridgeport, CT

Syracuse, NY

Other Areas:

Chattanooga, TN

Grand Rapids, MI

Allentown, PA

State Level Cost Comparison
MA competitive within region, less so elsewhere

Step #1 in site selection is identifying the states with an advantageous business climate:

- Massachusetts is competitive with other New England and Northeastern States

- Less competitive outside of the northeast (e.g., south, Midwest)

- Springfield's property tax rates are among the highest in this peer group

	MA	RI	CT	NY	PA	TN	MI
Overall State Business Tax Climate Rank	24	45	42	49	34	15	13
State Corporate Income Tax Rate	8.25%	9.00%	8.25%	7.10%	9.99%	6.50%	6.04%
State Corporate Income Tax Rank	37	43	32	20	46	15	10
State Unemployment Insurance Rate	3.25%	2.97%	3.70%	4.10%	3.70%	2.70%	2.70%
State Workers Compensation Rank	3	31	49	47	34	28	16
Property Tax Rate (City)	3.86%	3.37%	1.71%	3.87%	2.53%	2.31%	3.23%

Source: Economic Research Institute Salary Survey (2015), Tax Foundation: State Business Tax Climate Index (2015), Oregon Department of Consumer & Business Services: Workers' Compensation Premium Rate Ranking Summary (2014)

Demographic Comparison – Northeast
Springfield competitive within region

Springfield has many competitive advantages among peers in New England and the Northeast:

+ **Springfield PROS**: labor wage rates, housing affordability, cost of living, high school graduates

− **Springfield CONS**: unemployment rate, college education rate

	Springfield	Providence	Hartford	Bridgeport	Syracuse
Population 2014	154,000	179,200	124,700	147,600	144,300
Population Growth Rate 2010-2014	+0.6%	+0.6%	-0.1%	+2.3%	-0.6%
Median Age	32	29	30	32	29
Total Companies	7,400	15,400	6,600	8,700	9,900
Civilian Labor Force	62,900	86,000	54,300	71,300	59,500
Unemployment Rate	8.5%	5.8%	9.6%	7.9%	6.6%
Diversity Index (2014)	84.8	86.8	88.4	86.3	67.5
Mean Travel Time to Work (Mins)	22	21	22	27	18
% Pop (Age 25+) w/ HS or Higher	76%	73%	70%	74%	81%
% Pop (Age 25+) w/ Bachelor Deg or Higher	17%	29%	15%	16%	26%
ERI Cost of Living Index (US Avg = 100) (considers rental costs and tax burden)	111	125	143	122	99
Median Home Value	$147,000	$196,000	$168,700	$188,000	$86,200
ERI Salary Index (US Avg = 100)	105	104	113	117	98
Median Household Income	$34,300	$37,600	$29,400	$41,100	$31,400

Source: ESRI, ERI, US Bureau of Labor Statistics, US Census Bureau, NGKF

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield Springfield Regional Chamber City of Springfield

Demographic Comparison – Other Areas
Springfield at competitive disadvantage nationally

Springfield is competitively disadvantaged among peers in other areas of the US:

+ **Springfield PROS**: diversity of population

− **Springfield CONS**: population growth, companies located within city, unemployment rate, education levels, cost of living, wage rates

	Springfield	Allentown	Chattanooga	Grand Rapids
Population 2014	154,000	119,100	173,800	193,800
Population Growth Rate 2010-2014	+0.6%	+0.9%	+3.6%	+3.1%
Median Age	32	32	37	31
Total Companies	7,400	7,600	17,500	15,500
Civilian Labor Force	62,900	53,100	78,900	101,000
Unemployment Rate	8.5%	7.2%	6.1%	4.1%
Diversity Index (2014)	84.8	84.4	60.4	67.5
Mean Travel Time to Work (Mins)	22	24	19	20
% Pop (Age 25+) w/ HS or Higher	76%	77%	84%	84%
% Pop (Age 25+) w/ Bachelor Deg or Higher	17%	17%	26%	30%
ERI Cost of Living Index (US Avg = 100) (considers rental costs and tax burden)	111	107	99	101
Median Home Value	$147,000	$132,200	$138,100	$109,400
ERI Salary Index (US Avg = 100)	105	100	89	100
Median Household Income	$34,300	$35,600	$38,100	$39,200

Source: ESRI, ERI, US Bureau of Labor Statistics, US Census Bureau, NGKF

Violent Crime Comparison – Northeast
Springfield among highest in region

Violent Crime Rates
US Average vs. Springfield and Northeastern Peer Cities, 2009 to 2013
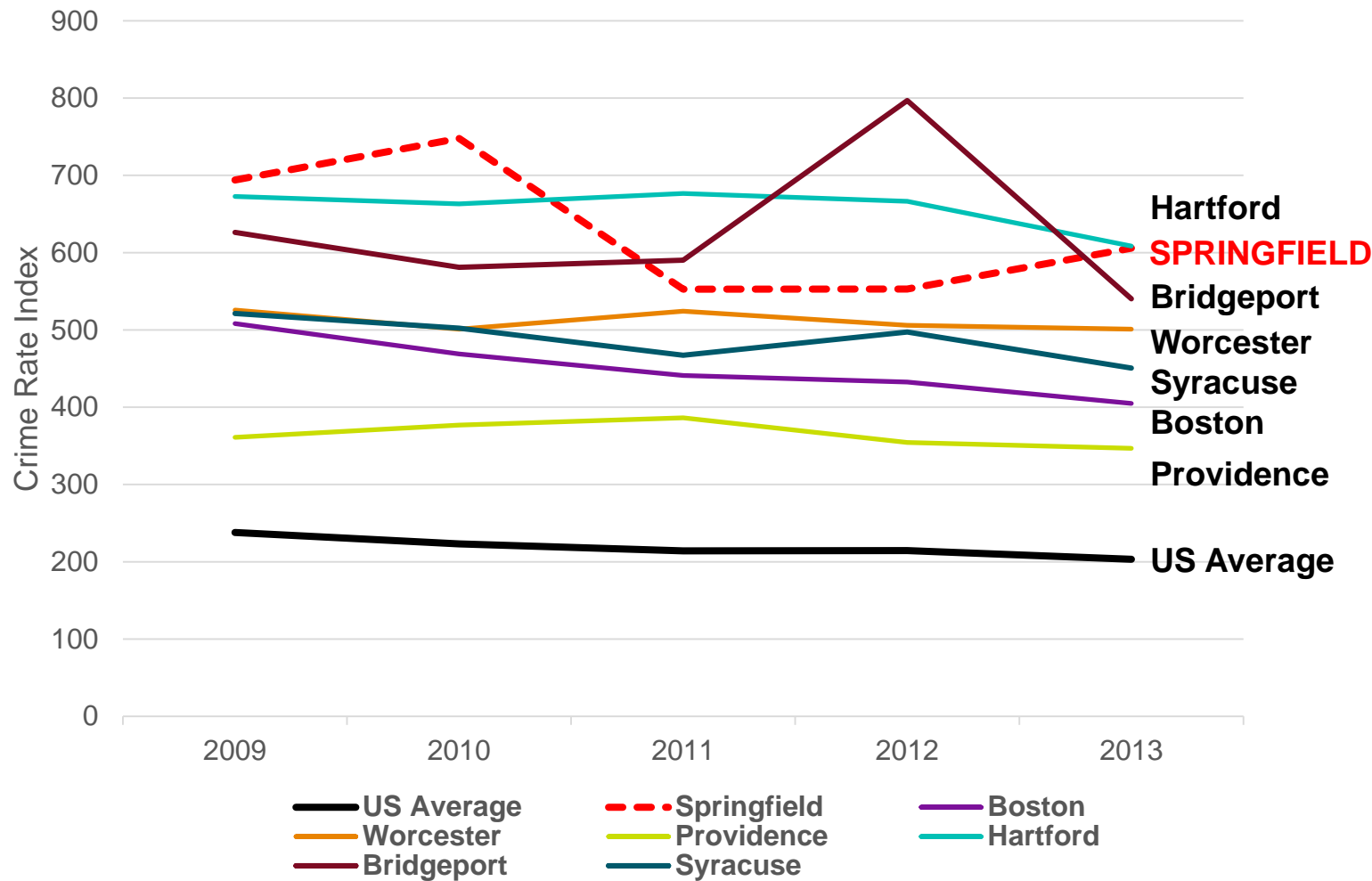
Crime
Snapshot
(Murders):

SPRINGFIELD

14.3

Murders per
100,000, 2013

VS.

HARTFORD

18.4

Murders per
100,000, 2013

Source: Federal Bureau of Investigation, City-Data.com

Property Crime Comparison – Northeast
Springfield is the highest in region

Property Crime Rates
US Average vs. Springfield and Northeastern Peer Cities, 2009 to 2013
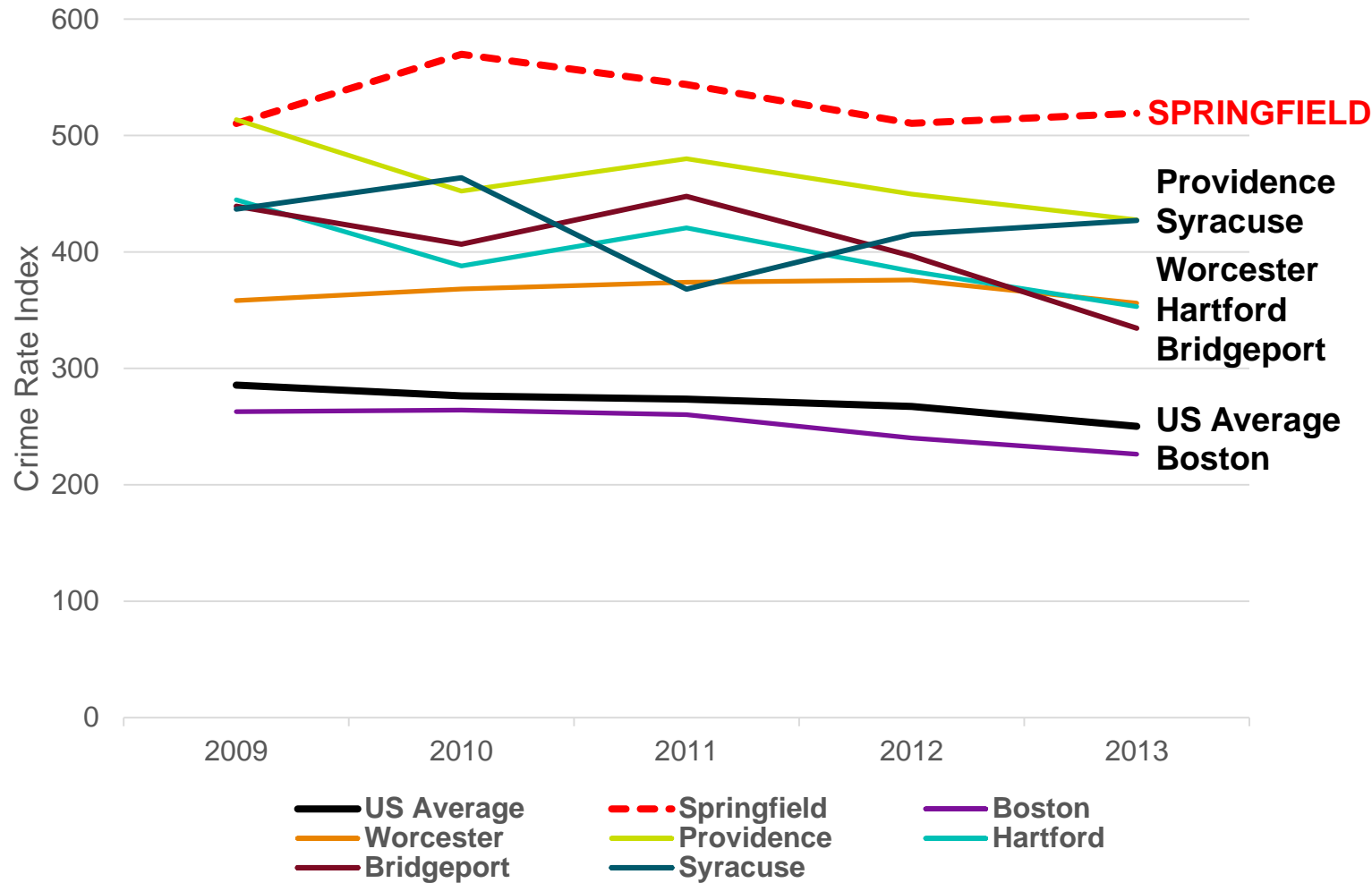
Crime Snapshot (Thefts):

SPRINGFIELD

2,616

Thefts per 100,000, 2013

VS.

BRIDGEPORT

1,775

Thefts per 100,000, 2013

Source: Federal Bureau of Investigation, City-Data.com

Police Officer Coverage – Northeast
Springfield only city not reducing force in 2013

Police Officers per 1,000 Residents
MA Average vs. Springfield and Northeastern Peer Cities, 2011 to 2013
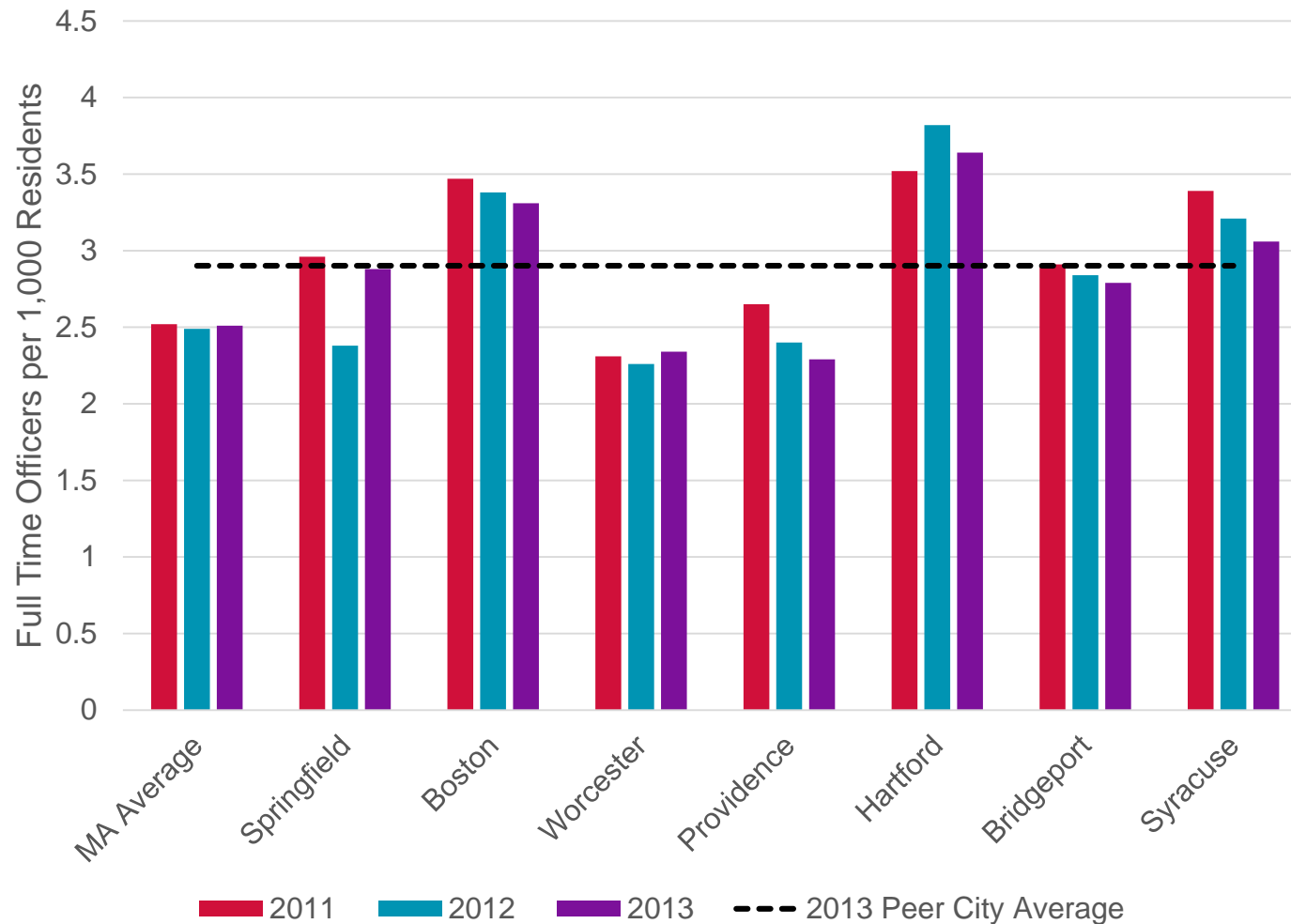
Key Takeaways:

- Three consecutive years of decrease in police force in Providence, Bridgeport, and Syracuse

- In 2013, Springfield has lower police ratio than Hartford and Syracuse

- Minimal apparent correlation between police ratios and violent crime

- Some correlation possible between police ratios and property crimes

Source: Federal Bureau of Investigation, City-Data.com

Springfield's "Google Problem"
Site selectors and visitors seeing this

SPRINGFIELD

PROVIDENCE

Operating Environment Assessment

Quality of Life Factors

Factor	Assessment	Comments
Cost of Living		Low cost of living but advantage is offset by low average incomes.
Housing Quality/Affordability		Many options for quality housing at variety of price points; However, school system is an ongoing issue for relocating families and the decline of median household income limits true affordability.
Culture/Entertainment ▲Family ●Recent Grads		Family friendly location with great outdoor seasonal activities but trouble attracting people to downtown. MGM project and other redevelopment projects should bring more traffic downtown.
Diversity Index		Very racially, ethnically, culturally, and socially diverse. The Hispanic or Latino population is above the U.S. average and a high level of international immigration.
Image/Reputation ▲Internal ●External		Reputation is evolving due to the growth of activity and projects. External image is better than internal image. Citizens are grading on a harder scale. Haunted by recent past and perceptions vs. reality.
Visual Appeal		Highly variable across neighborhoods. Lack of wayfinding signs make finding amenities difficult.
Climate		Four distinct seasons with evenly distributed precipitation. Average winter temps around 26° F and summer averages around 74° F.
Crime		Perception of high crime in downtown. Some neighborhoods do experience drug and gang violence. Data shows significant increases in violent crime.

Operating Environment Assessment

Business Environment Factors

Factor	Comments
State and Local Training Programs	Workforce training being addressed by non-profits, public and private sectors but there are issues with scalability to address the existing business needs.
University/Community College	Good quality. 4-yr colleges generally focus on liberal arts. STCC concentrates on technical and job skills. Hosts a bi-monthly regional workforce roundtable focused on addressing local employer needs.
Secondary Education	Despite being among highest per pupil expenditures in region, local secondary schools perform below average. Major detractor for young professionals with children. Dropout rate is highest in region.
Community/City/County Cooperation	Need a unified vision, message and strategy to set priorities, improve efficiency, and create better returns on efforts of all stakeholders.
State/Local Cooperation	Local and State economic development personnel have good relationship. The State was paramount to the MGM and CNR projects selecting Springfield.
Corporate Taxes	Corporate taxes are more competitive among New England/ Northeast peers but less competitive nationally.
Incentive Programs ▲ Local policies ⬣ State policies	MOBD's Economic Development Incentive Program offers various tax incentives but does not offer other types of incentives widely available in other US states
Ease of Permitting	Mixed experience at city level. Some reports that when multiple agencies are involved there is limited coordination and communication and delays can be common.
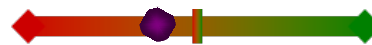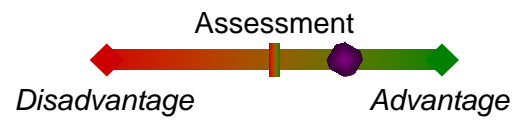
Operating Environment Assessment

Infrastructure Factors		Comments
Energy ▲Electric ●Gas		No major issues; employers generally satisfied with service and reliability.
Water/Sewer		Adequate capacity and quality; employers generally satisfied with service and reliability.
Telecom/Internet		Broadband and cellular coverage is consistent throughout the city. Broadband network speeds among the best in northeast.
Highways/Roads		Roads are generally adequate for need; Improvements are being made to major highways.
Building Quality/Availability		Building quality is to urban standards; lacking any speculative development and most downtown buildings require substantial improvements or redevelopment.
Sites Quality/Availability		Little to no availability of greenfield sites for development. Redevelopment sites run the risk of environmental issues that could delay development timing.
Airports		Easy access to Hartford/Springfield Bradley International Airport and under 90 minutes to Boston Logan International Airport. No general aviation airport within the city limits. No cargo opportunities.
Public Transit		Public transportation is available but frequency is an issue and routes are not always connecting to employers.

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield

Competitive Asset Mapping
Importance vs. competitiveness

This 2x2 matrix is another way of evaluating the quality and availability of operating environment factors.

Factors have been arrayed on the asset map along two axes:

- Competitiveness
- Importance

Economic developers and community stakeholders will sometimes over-inflate the importance of a local attribute and think that they are competitive when in fact they are not (and vice versa)

The relative importance of location factors will also change depending on a company's industry and/or its specific operational needs.

Springfield Asset Mapping

Critical Importance / Minimal Importance (vertical axis)

Uncompetitive — Very Competitive (horizontal axis)

- Direct Labor Quality
- Direct Labor Availability
- Business Climate/Regulations
- Crime
- Rail Access
- Market Access
- HWY Access
- Site Availability
- Building Availability
- University/VO-Tech Presence & Quality
- Air Access
- Telecommunications
- Transfers
- Quality of Life Nat'l Recruiting
- Utility Services
- Physical Infrastructure
- Weather/Climate
- Pub Transit
- State Pro-Business Attitude
- Local Pro-Business Attitude
- Cost of Living
- Quality of Life Recreation
- Locals

Existing Conditions and Competitive Positioning

Key Takeaways and Findings:

- Springfield and MA are very competitive among New England/Northeast peers
    - Less so on national stage

- Highway/rail infrastructure and location/market access among best in New England

- Quality of life within city/region can be major selling point – but crime is a detractor

- Low cost of living provides advantage over higher cost markets such as Metro Boston, Metro Hartford, Southern CT, etc.

- Very strong university/community college presence with variety of programs

- Labor availability and workforce readiness will be a challenge for attracting investment from certain industries

- Workforce training efforts on the right track – but require SCALE

- Limited availability of greenfield sites or existing buildings with turnkey available space limits potential to attract new businesses

Logistics and Supply Chain Analysis

**Newmark Grubb
Knight Frank**

DEVELOP **springfield**

Springfield Regional Chamber

City of Springfield

Logistics and Supply Chain Analysis
Section overview

Logistics and transportation infrastructure is one of the most important sit selection criteria for many industries

> **Section Objectives:**
>
> **What is current state of logistics network in region?**
>
> **What are competitive strengths and weaknesses of regional supply chain and logistics infrastructure?**
>
> **How can logistics help build a business case to attract new companies in target industry groups?**

Logistics analysis includes an evaluation of:

- Rail Freight and Intermodal Facilities

- Highway Freight Trucking

- Warehouse and Storage

- Trading Partners

- Passenger Air Travel

- Air Cargo

Springfield has an estimated $42.1 billion in annual trading volume (imports + exports) to other regions domestic and international.

- The mode of transportation for trading is dominated by truck at 75.6%, trips classified as "multiple modes" is 16.9% and rail is 2%.

- The chart displays the annual trading volume broken down by trading partner geographies. The top five regional metro areas comprise 37% of value and international is 13%.

- Most trade is with regional markets – particularly Boston, NYC, and Hartford
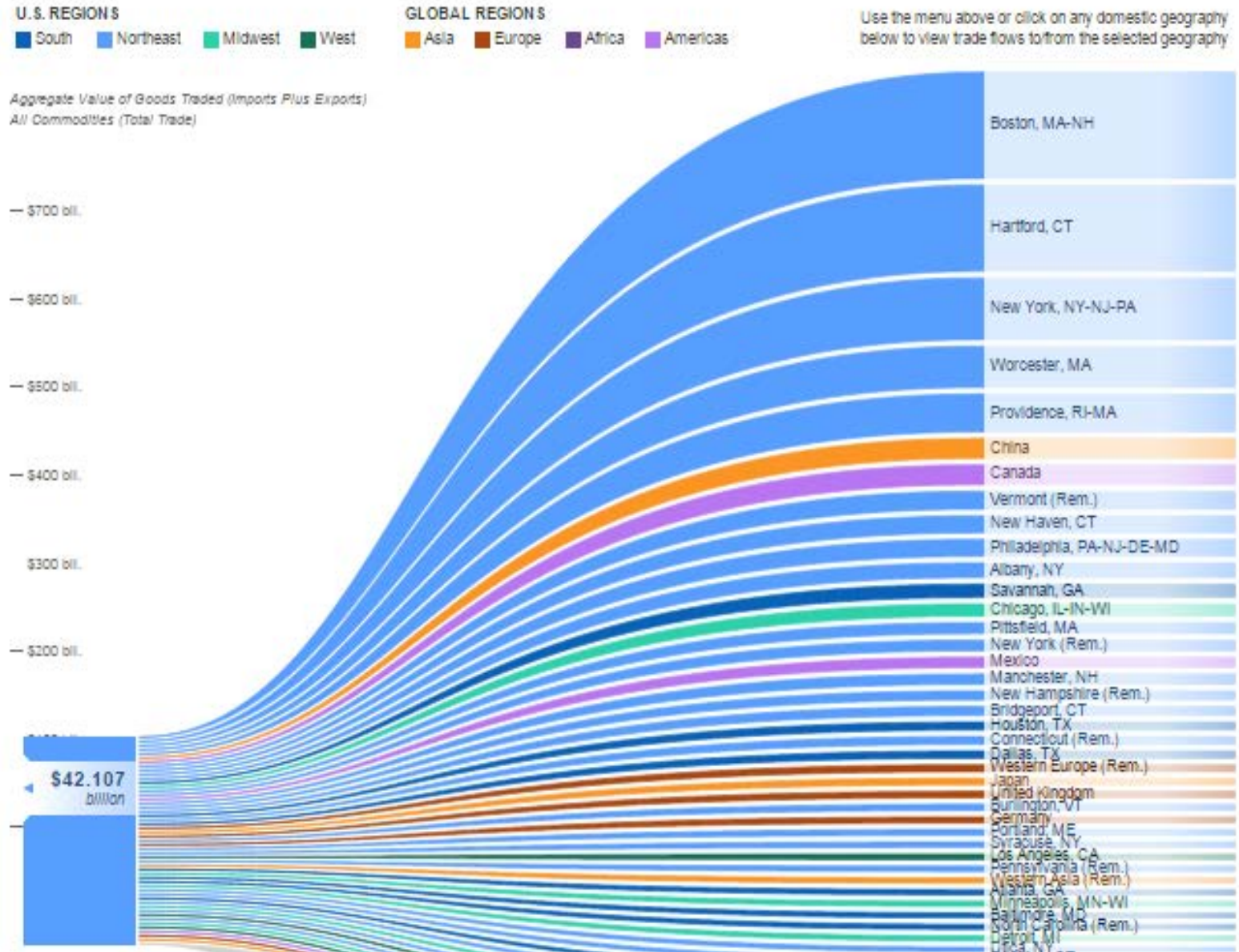
Source: The Brookings Institution

U.S. REGIONS
- South
- Northeast
- Midwest
- West

GLOBAL REGIONS
- Asia
- Europe
- Africa
- Americas

Use the menu above or click on any domestic geography below to view trade flows to/from the selected geography

Aggregate Value of Goods Traded (Imports Plus Exports)
All Commodities (Total Trade)

— $700 bill.
— $600 bill.
— $500 bill.
— $400 bill.
$300 bill.
— $200 bill.

$42.107 billion

Boston, MA-NH
Hartford, CT
New York, NY-NJ-PA
Worcester, MA
Providence, RI-MA
China
Canada
Vermont (Rem.)
New Haven, CT
Philadelphia, PA-NJ-DE-MD
Albany, NY
Savannah, GA
Chicago, IL-IN-WI
Pittsfield, MA
New York (Rem.)
Mexico
Manchester, NH
New Hampshire (Rem.)
Bridgeport, CT
Houston, TX
Connecticut (Rem.)
Dallas, TX
Western Europe (Rem.)
Japan
United Kingdom
Burlington, VT
Germany
Portland, ME
Syracuse, NY
Los Angeles, CA
Pennsylvania (Rem.)
Western Asia (Rem.)
Atlanta, GA
Minneapolis, MN-WI

Newmark Grubb Knight Frank — Global Corporate Services

DEVELOP springfield | Springfield Regional Chamber | City of Springfield

Highway Freight Trucking
Primary mode of freight transport in region

- According to the Pioneer Valley 2016 Regional Transportation Plan, trucking is the dominant mode of freight transportation in the Pioneer Valley

- Truck traffic is primarily on Interstates 90 and 91 and the primary destination for goods originating in the Pioneer Valley is the Boston Metro Area

- Trucking operations generally smaller-scale and clustered in West Springfield and Chicopee

Largest Trucking Companies

COMPANY	CITY	STATE	EMPLOYEES
SWEENEY TRANSPORTATION	Chicopee	MA	169
FEDEX GROUND PACKAGE SYSTEM	Windsor	CT	152
NEW ENGLAND MOTOR FREIGHT	West Springfield	MA	80
FLEMING TRUCKING INC	Suffield	CT	80
CON-WAY FREIGHT INC.	Chicopee	MA	62
FEDEX FREIGHT	Chicopee	MA	53
NEW PENN MOTOR EXPRESS 23	West Springfield	MA	50
UPS	Windsor Locks	CT	50
FEDEX FREIGHT, INC.	Windsor Locks	CT	48
J.B. HUNT TRANSPORT SERVICES.	Chicopee	MA	44
ABF	Enfield	CT	35
POULIN ENTERPRISES, INC.	Suffield	CT	35
SUPERIOR BULK LOGISTICS	Springfield	MA	30
COAST TO COAST EXPRESS	Windsor Locks	CT	30
UNITED TRANSPORT OF	East Longmeadow	MA	25
LANCER TRANSP. & LOGISTICS	Springfield	MA	25
V.K. TRANSPORT INC.	West Springfield	MA	25

Legend
**Trucking Companies
Employees**
- 0 - 10
- 11 - 50
- 51 - 100
- 101 - 169
— Interstates
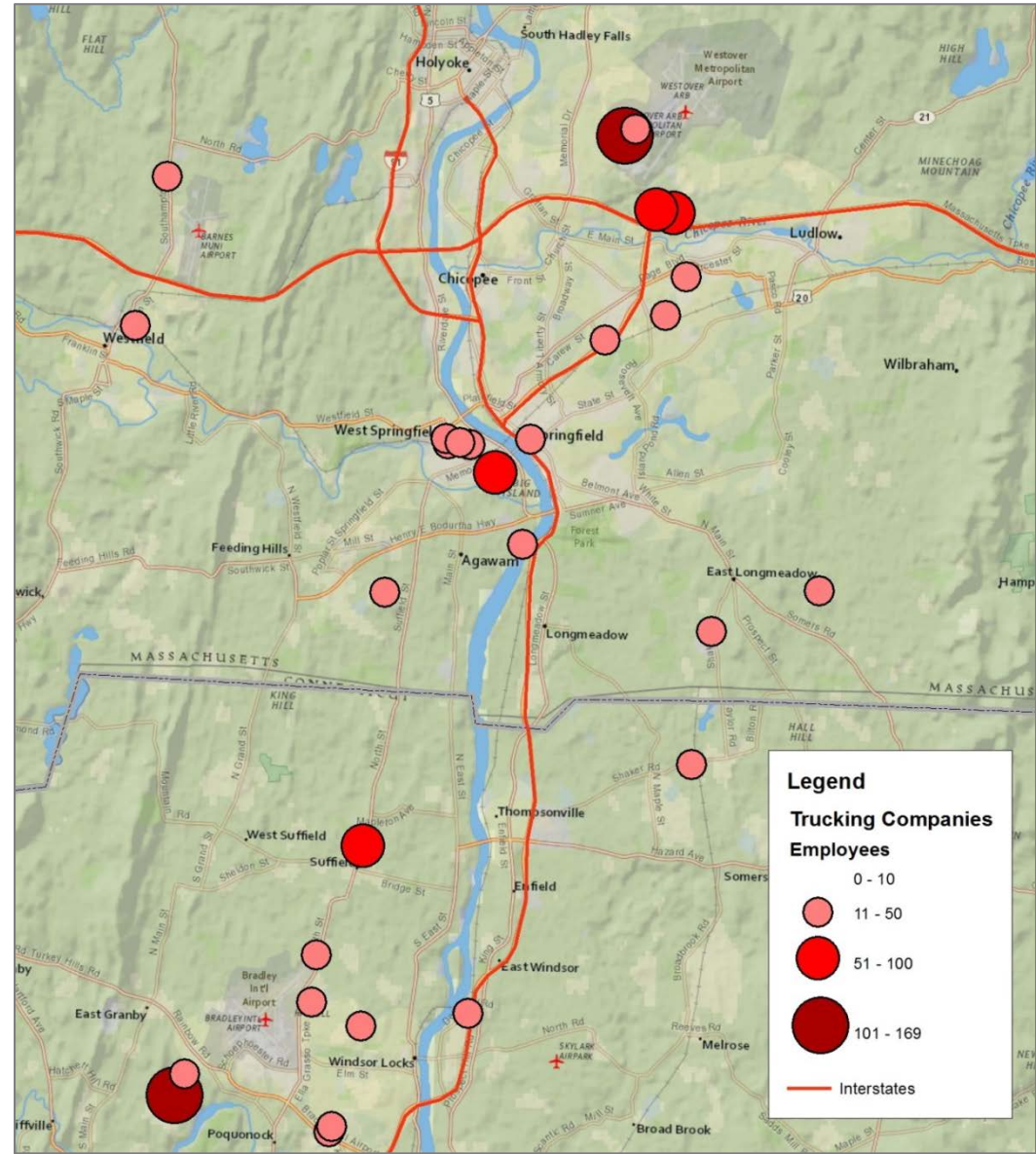
Rail Freight and Intermodal Facilities
Major Northeastern E-W line through Springfield

- Crossroads of interstate highways (I-90 and I-91) and long-haul rail lines (CSX and B&M)

- Prime location for market access – among best in New England

- Major regional E-W rail freight corridor travels through Springfield – this is CSX owned mainline

- CSX also owns and operates a spur line between Springfield and Ludlow

- Boston & Maine Railroad (B&M) owns rail line north from Springfield to their East Deerfield rail yard

- The Highest volume N-S freight corridor is on the west side of the Hudson River in New York State

- Multiple rail and truck intermodals including major CSX facility in West Springfield – several other privatively owned facilities in region

- The regional economy has transitioned to more services and high-value goods which have put more emphasis on airports and highways than rail

Legend

Intermodal Type

△ AIR & TRUCK
○ RAIL & TRUCK
▧ TRUCK & TRUCK

Rail & Freight Density
Millions of Tons, 2012

— 0
— 1
— 2
— 3
— 4 - 5 (Not in area)
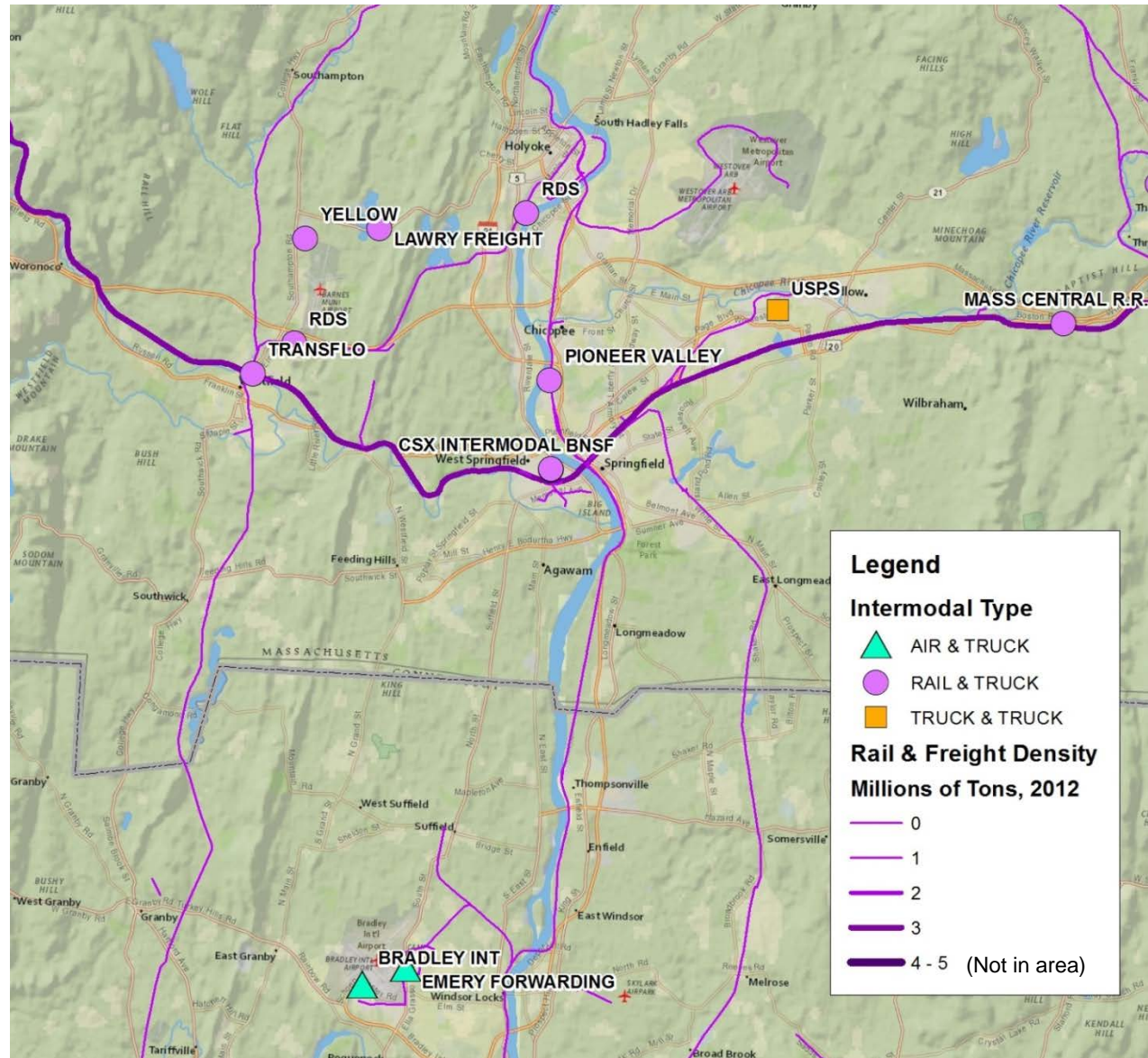
Regional Cargo Airports
Bradley is a major cargo hub for the northeast

- Bradley Airport is a major air cargo handler – fourth largest in region

- Air cargo from the region generally reaches the marketplace through Bradley, Boston Logan or NYC airports

- Bradley's central location allows air cargo to penetrate the New England/New York State market easily

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

Legend
2014 Cargo Tons
- 54,915 - 100,000
- 100,001 - 250,000
- 250,001 - 500,000
- 500,001 - 1,585,498
— Interstates

Warehousing and Storage Employers
Clusters in Westfield and around BDL

- Main clusters are located along rail and interstate corridors

- Largest employers located at Bradley International Airport and around the Westfield-Barnes Airport

- These areas both offer ample land and access to rail, air and interstate access

- Springfield is not home to many large operators in this category – mainly due to space constraints
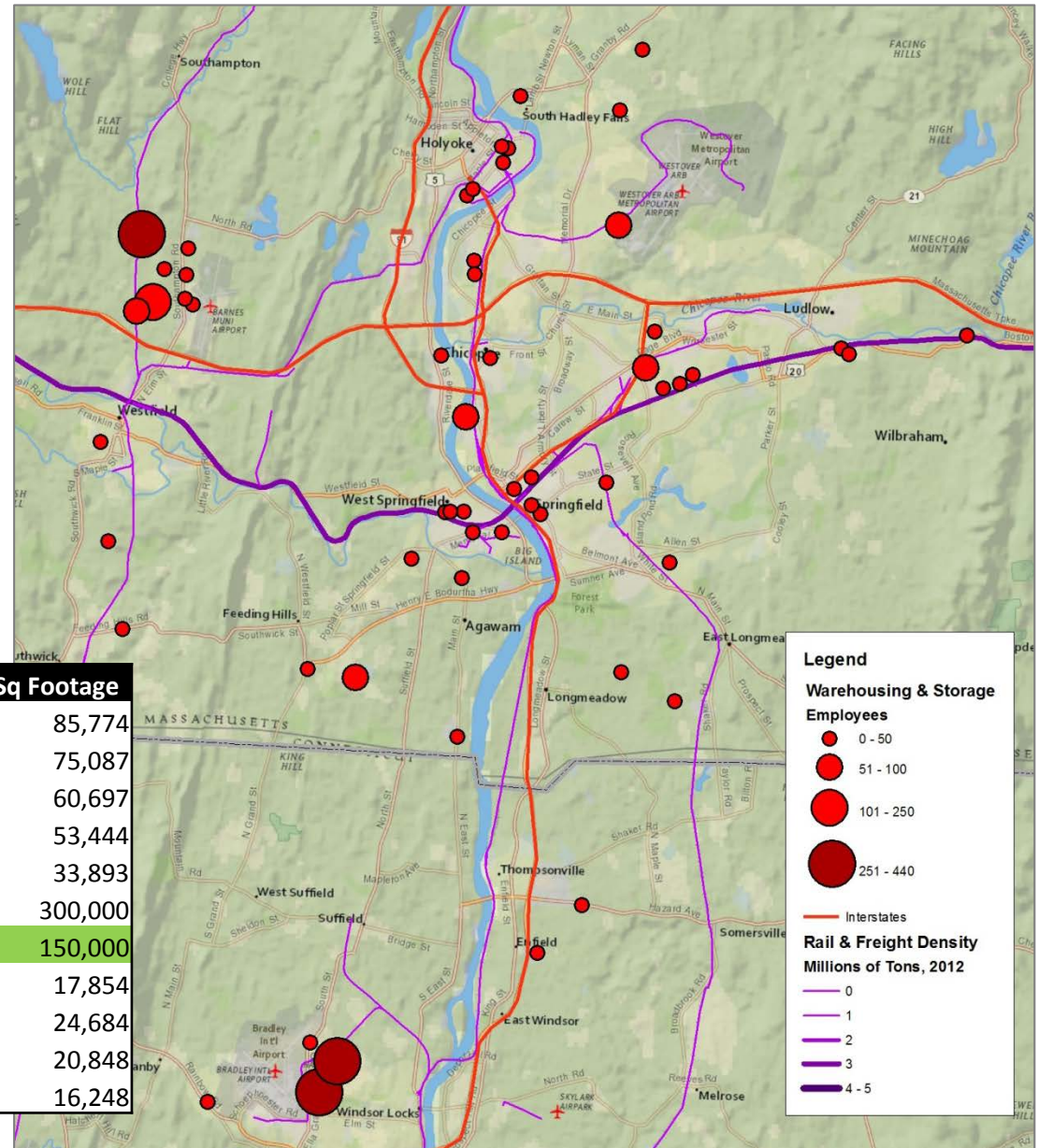
Largest Warehouse & Storage Companies

Company	City	State	Employees	Sq Footage
AHLSTROM NONWOVENS	Windsor Locks	CT	440	85,774
C&S WINDSOR LOCKS	Windsor Locks	CT	430	75,087
C & S WHOLESALE GROCERS	Westfield	MA	300	60,697
LOWE'S	Westfield	MA	236	53,444
UNITED PLASTICS GROUP	Chicopee	MA	100	33,893
PIONEER COLD	Chicopee	MA	85	300,000
BIG Y DISTRIBUTION CTR	Springfield	MA	80	150,000
NEW ENG. SCHOOL SUPPLY	Agawam	MA	62	17,854
A. DUIE PYLE INC.	Westfield	MA	55	24,684
BOISE CASCADE	Westfield	MA	40	20,848
DUDLEY SPORTS CO.	Chicopee	MA	25	16,248

Legend

Warehousing & Storage Employees
- 0 - 50
- 51 - 100
- 101 - 250
- 251 - 440

— Interstates

Rail & Freight Density Millions of Tons, 2012
- 0
- 1
- 2
- 3
- 4 - 5

Regional Passenger Hub Airports
Bradley among the largest and growing

- Regional passenger traffic dominated by the New York area airports and Boston Logan

- Bradley International is the next largest airport in the region after these hubs

- BDL traffic is growing quickly - from 2013 to 2014 Bradley International had the highest growth in enplanements of the regional airports by a wide margin

- BDL is served by Air Canada, American Airlines, American Eagle, Delta, JetBlue, Southwest, and United Airlines

2013-2014 Percent Increase in Enplanements

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

Legend
2014 Enplanements
- 646,171 - 1,000,000
- 1,000,001 - 3,000,000
- 3,000,001 - 10,000,000
- 10,000,001 - 26,244,928
— Interstates

BDL Serving More Destinations than Peers
Wider variety of locations and airlines

Peer City Airport Comparison
Destinations, Airlines, and Distance to Major Hub

	Direct Destinations	Total Airlines	Nearest Major Int'l/Hub Airport	Distance (Miles)
Hartford-Springfield (Bradley)		7	Boston-Logan	92 (from Springfield)
Grand Rapids (Gerald R. Ford)		6	Detroit-Wayne Co.	155
Providence (TF Green)		6	Boston-Logan	52
Syracuse (Hancock)		6	Newark-Liberty	245
Allentown (Lehigh Valley)		4	Philadelphia	70
Chattanooga (Metropolitan)		3	Atlanta-Hartsfield/Jackson	125

Direct Destinations axis: 0, 5, 10, 15, 20, 25, 30

Legend:
- Domestic (East of MS River)
- Domestic (West of MS River)
- International (N. AM)
- International (Outside N. AM)

BDL is a Strong and Growing Asset
Second fastest growing major US airport

- Bradley International has the most enplanements of any of the peer market airports

- Traffic is growing rapidly – BDL enplanements grew by 8.66% for 2013 to 2014

- Other than Dallas Love Field, the only airports growing faster then Bradley International were all small airports with much lower traffic volumes

- Bradley has several new destinations planned for 2016 including Dublin by Aer Lingus, Denver by United and Los Angeles by American Airlines

- Airports in quickly-growing mid-size metro areas of Nashville, Austin and Raleigh are shown for comparison

- Bradley International is a strong and growing asset for the City of Springfield and any activities to enhance connectivity and capitalize on this asset will benefit the City

2014 Enplanements

Enplanements 2013-2014 % Change
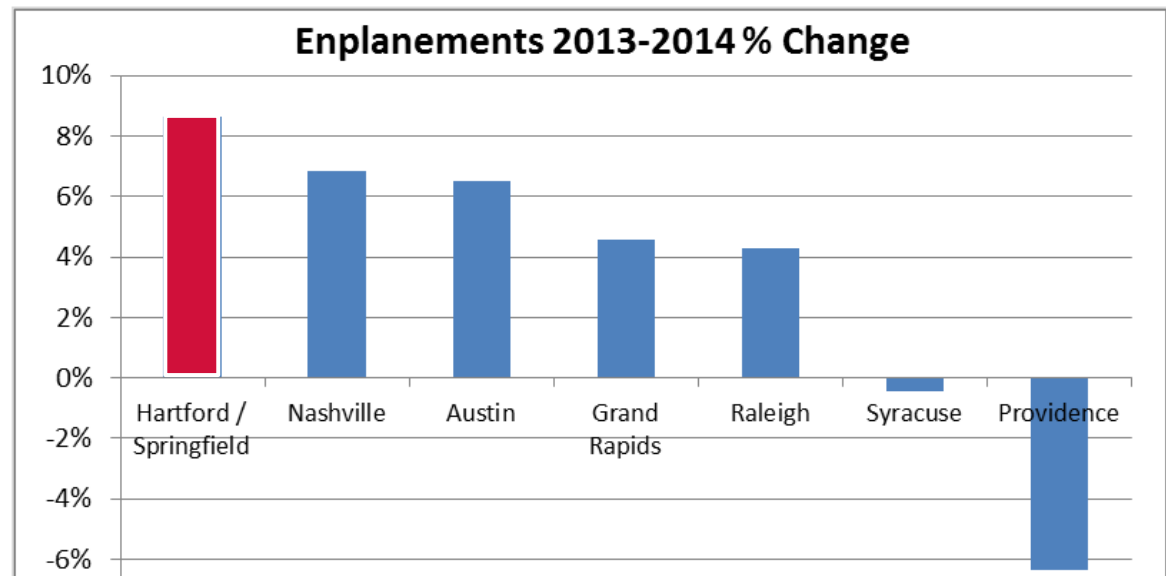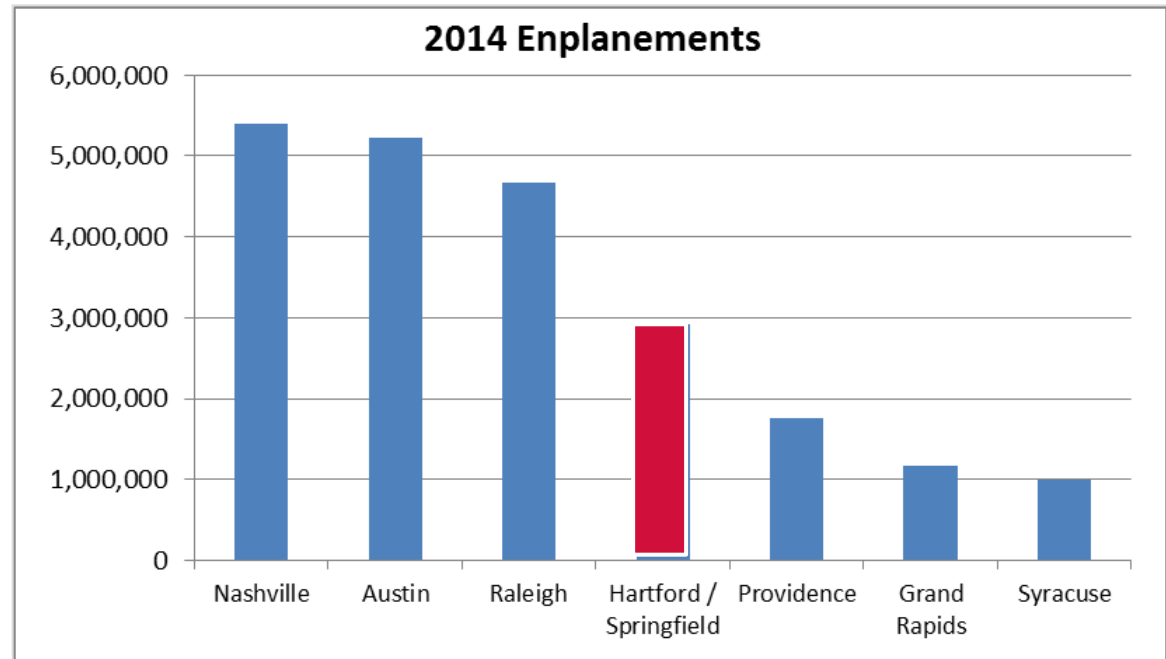
Logistics and Supply Chain Analysis
Key takeaways and findings

Section Summary:

- Metropolitan Boston is Springfield's largest trading partner – followed by Hartford, NYC, and other smaller New England/NYS markets
  - Demonstrates the connections with major US markets
- Springfield is centrally located for access to majority of New England and New York State markets
  - Supported by strong E-W and N-S interstate network and E-W freight rail
- Springfield's trade is dominated by regional truck transport
- Largest trucking, intermodal, and distribution/warehouse facilities are not within Springfield's city limits but operations are located nearby (W. Springfield, Chicopee, etc.)
  - This proximity will help attract industries with a strong dependence on logistics to the City of Springfield
- Bradley Airport is a major regional asset (one of the strongest selling points)
  - Major air cargo operation rivaling Boston Logan in terms of volume
  - One of the fastest growing passenger airports in the US
  - Significantly higher volume and variety of direct destinations than peer market airports – major competitive advantage for a city of Springfield's size
  - New flights will continue to create business opportunities (Dublin, LA, Denver)
  - Proximity to major international airport in Boston should also be part of region's business case and value proposition

Real Estate Inventory and Redevelopment Opportunities

**Newmark Grubb
Knight Frank**

DEVELOP
springfield

Springfield Regional Chamber

City of Springfield

Real Estate and Redevelopment Opportunities
Section overview

Section Objectives:
Are sites and existing spaces available to accommodate new companies? If so, where and in what condition?
What is the overall health of city's real estate markets?
Which areas of city have most potential to redevelop and attract new investment?

Key Tasks:

- Assess relative health of local real estate markets by type and class

- Inventory available spaces in existing buildings by size and use type – office, industrial, retail

- Competitive positioning of downtown office product within region

- Analyze and rate redevelopment potential of zones/neighborhoods throughout city from perspective of corporate end users

Springfield's Existing Space Inventory
Moderate office and industrial demand

Existing Space Profile by Type
City of Springfield

	Supply		Demand
	Inventory (SF)	*Vacancy (SF)*	*Net Absorption - 5-Yr Avg (SF)*
Office	6.8M	0.5M (8.7%)	69,000
Industrial	8.5M	0.6M (7.0%)	109,000
Retail	8.6M	0.6M (7.1%)	(8,825)

Source: CoStar, NGKF

Office Market has Improving Fundamentals
Lacking newer/quality spaces

Office

Age and Quality of Space

79 YRS

Average Age of Springfield Office Properties

- Class B/C: **78%**
- Class A: **22%**
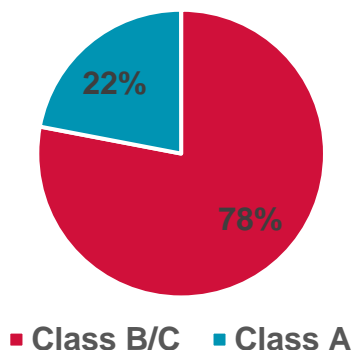
■ Class B/C ■ Class A

Construction Activity

450K ➡ 90%

SF Constructed in Last 10 Years

Medical Office or Single Tenant

Source: CoStar, NGKF

Rental Rate Trends
Class A & Class B/C, 2006 to 2015
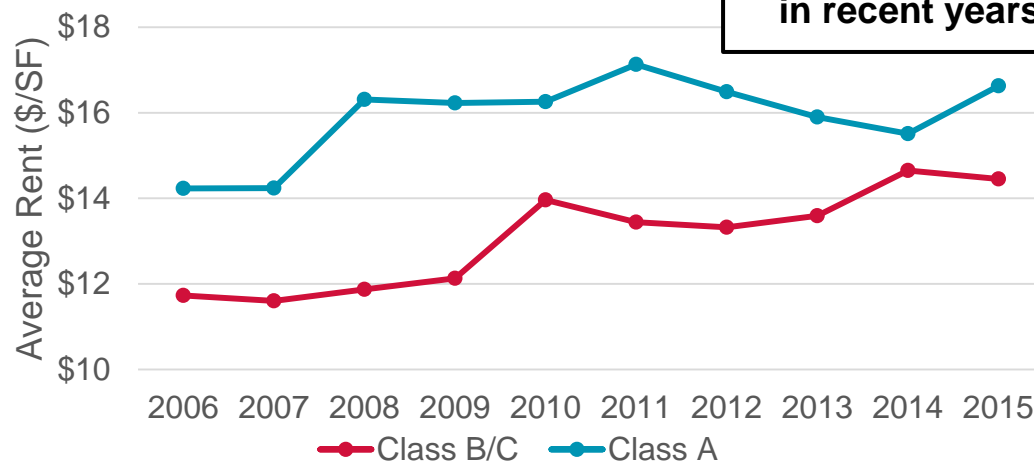
Some rent growth in recent years

Average Rent ($/SF): $18, $16, $14, $12, $10

2006 2007 2008 2009 2010 2011 2012 2013 2014 2015

━●━ Class B/C   ━●━ Class A

Demand Trends
Net Absorption, 2006 to 2015
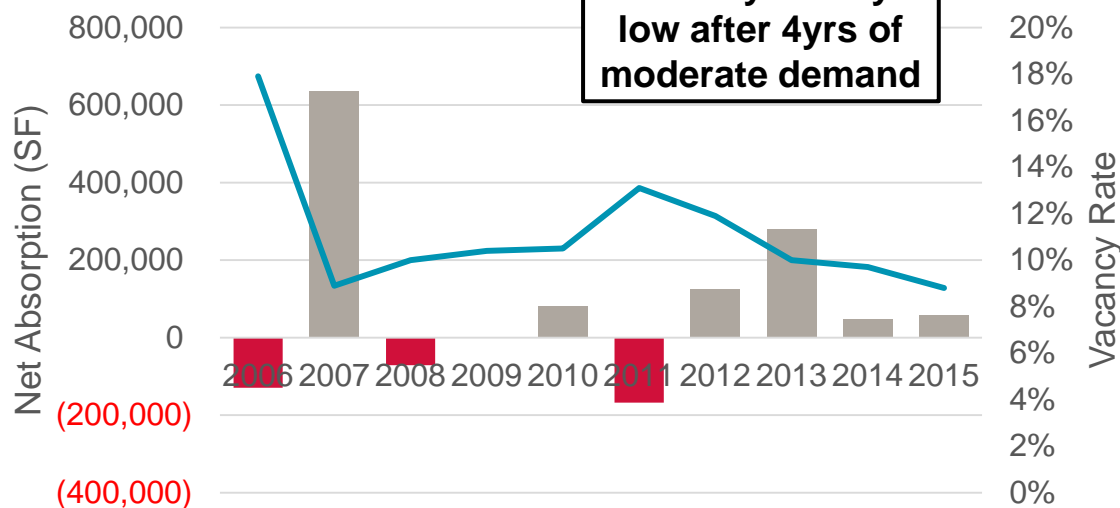
Vacancy at 10-yr low after 4yrs of moderate demand

Net Absorption (SF): 800,000 / 600,000 / 400,000 / 200,000 / 0 / (200,000) / (400,000)

Vacancy Rate: 20% 18% 16% 14% 12% 10% 8% 6% 4% 2% 0%

2006 2007 2008 2009 2010 2011 2012 2013 2014 2015

Newmark Grubb Knight Frank — Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield

Few Options for Largest Office Users
Advantages exist for attracting medium companies

Office Space Availability by Size
City of Springfield

Company Size (Total Employees)	Estimated SF Range	Spaces Available			Number of Options
		Class A	All Spaces	Upcoming Expirations[1]	
1-9	200-2,000 SF	18	104	30	Many
10-19	2,000-4,500 SF	16	60	22	Many
20-49	4,500-11,000 SF	21	62	24	Many
50-99	11,000-22,500 SF	6	24	9	Some
100-249	22,500-56,000 SF	1	8	3	Few
250-499	56,000-115,000 SF	0	1	2	Few
500-999	115,000-225,000 SF	0	0	0	None
1,000+	225,000+ SF	0	0	0	None

Medium Tenants:
- 100% of the region's Class A spaces in this critical size range are in Downtown Springfield
- Increases ability to attract medium companies which typically have the fastest employment growth rate

Largest Tenants:
- Few, if any, options on the market
- Will require build-to-suit or dividing operations across multiple locations

Source: CoStar, NGKF

[1] Lease expirations within next two years. Based on historical market trends, only a small portion of these expirations are likely to result in a relocation, so additional space availabilities will be limited.

Downtown Springfield's Value Proposition
Relative abundance of space at competitive price

Regional Office Rent Comparison
Average Market Rate, $/SF/Year

Northampton	$20.74
East Longmeadow	$19.40
Enfield, CT	$17.14
Downtown Springfield	**$15.44**
Westfield	$14.84
Downtown Holyoke	$14.65
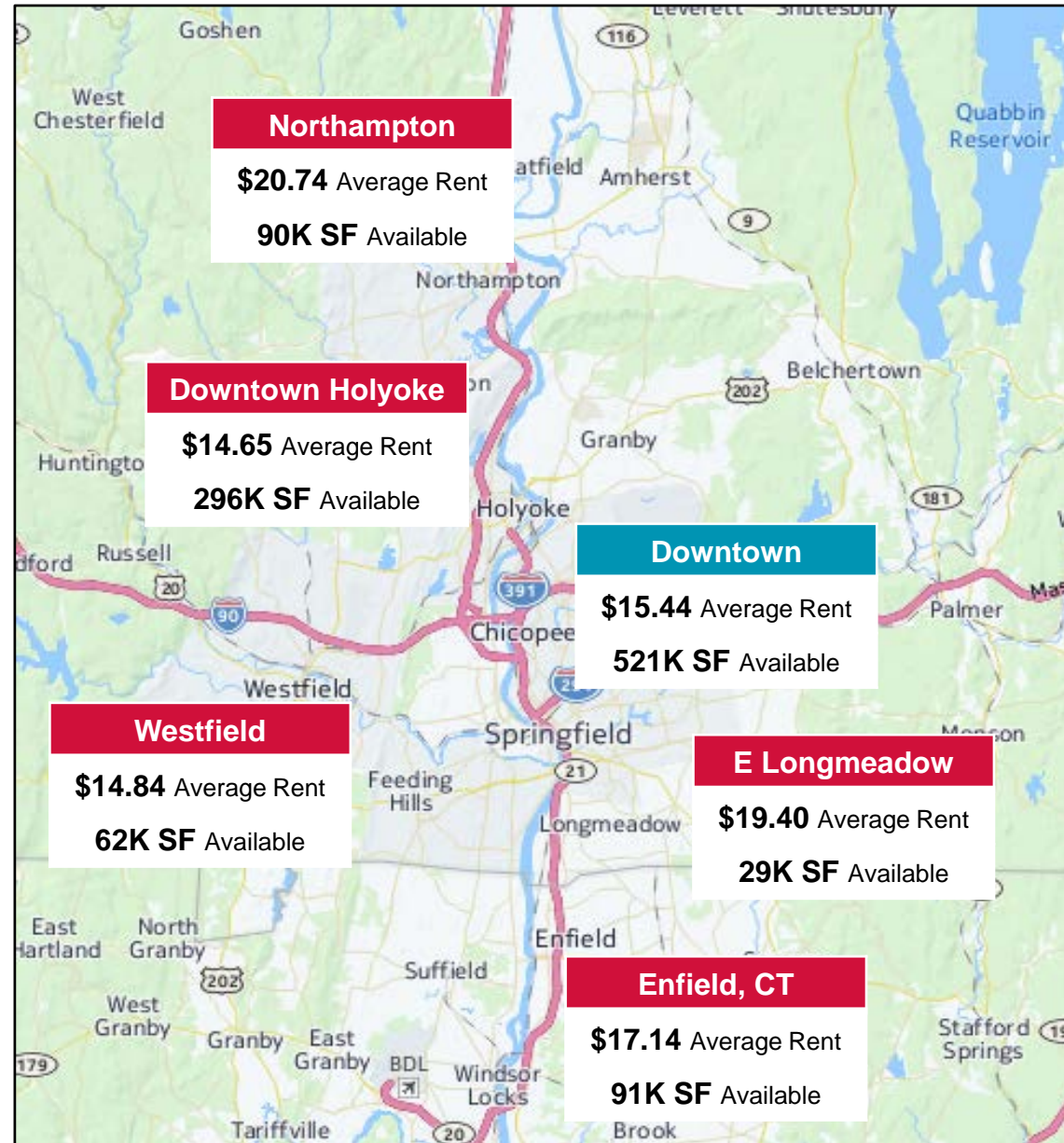
Source: CoStar, NGKF

Northampton
$20.74 Average Rent
90K SF Available

Downtown Holyoke
$14.65 Average Rent
296K SF Available

Downtown
$15.44 Average Rent
521K SF Available

Westfield
$14.84 Average Rent
62K SF Available

E Longmeadow
$19.40 Average Rent
29K SF Available

Enfield, CT
$17.14 Average Rent
91K SF Available

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP springfield Springfield Regional Chamber City of Springfield

Downtown's Competitive Advantage – Variety of Space

Downtown Springfield's space offerings are the most diverse in region and can appeal to variety of users

Traditional Office Space – Class A

1350 Main

One Monarch Place, 1441 Main, Tower Square

Approx SF Available:	250K SF
Approx $/SF Range:	$16.00-$19.00
Total Properties:	5
Leasing Motivations:	• Building amenities • Building services • Parking availability • Larger floorplates
Challenges:	• Longer-term/less flexible leases possible

Traditional Office Space – Class B/C

1331 Main

101 State

Approx SF Available:	130K SF
Approx $/SF Range:	$11.00-$15.00
Total Properties:	50
Leasing Motivations:	• Lower cost in central location • Potential for more LL flexibility
Challenges:	• Tenant improvements required • Lack of modern telecom, HVAC, etc. • Fewer institutional landlords

Source: CoStar, NGKF

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield

Downtown's Competitive Advantage – Variety of Space

Downtown Springfield's space offerings are the most diverse in region and can appeal to variety of users

Creative Office Space

Whitcomb Building (32-34 Hampden)

41 Taylor

1242 Main

Approx SF Available:	75K SF
Approx $/SF Range:	$11.00-$16.00
Total Buildings:	16

Leasing Motivations:	• Unique spaces in architecturally "authentic" buildings • Lower rental cost • Proximity to downtown amenities
Challenges:	• Interior fit out cost (even for open plan) • Risk averse landlords • Potentially antiquated telecom

Stand Alone & Storefront Office Space

73 Chestnut

1120 Main

Approx SF Available:	40K SF
Approx $/SF Range:	$10.00-$15.00
Total Buildings:	29

Leasing Motivations:	• High visibility and easily accessible • Appeals to service-oriented or non-profit tenants with frequent customer interactions
Challenges:	• No building amenities • Landlords often unsophisticated

Source: CoStar, NGKF

Industrial Market - strong demand leads to limited supply of quality tenant-ready space

Industrial

Age and Quality of Space

67 YRS

Average Age of Springfield Industrial Properties
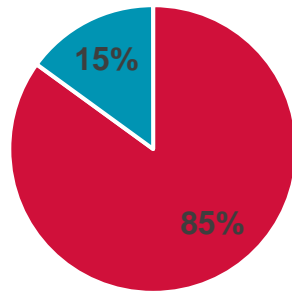
- **Industrial** 85%
- **Flex** 15%

Construction Activity

75K ➜ **100%**

SF Constructed in Last 10 Years (2 buildings)

Build-to-Suit

Source: CoStar, NGKF

Rental Rate Trends
Industrial NNN Rent, 2006 to 2015
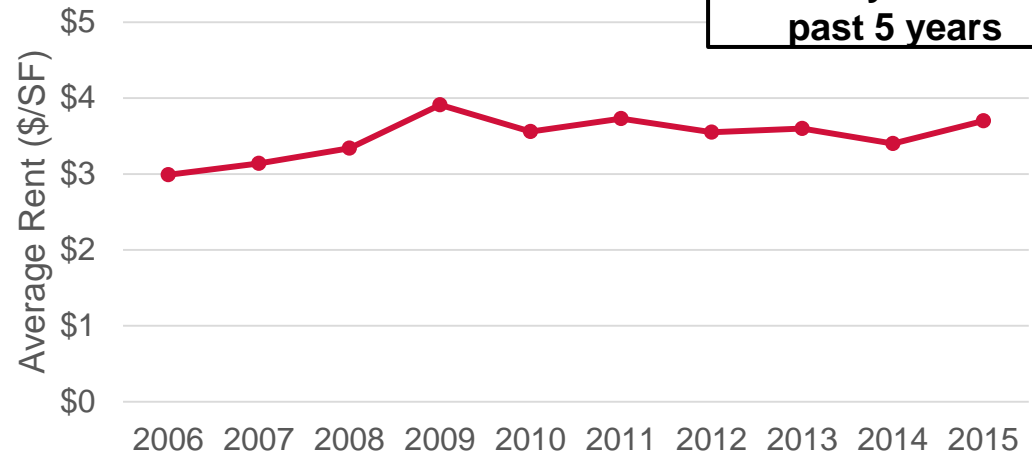
Rent has been relatively stable for past 5 years

Demand Trends
Net Absorption, 2006 to 2015
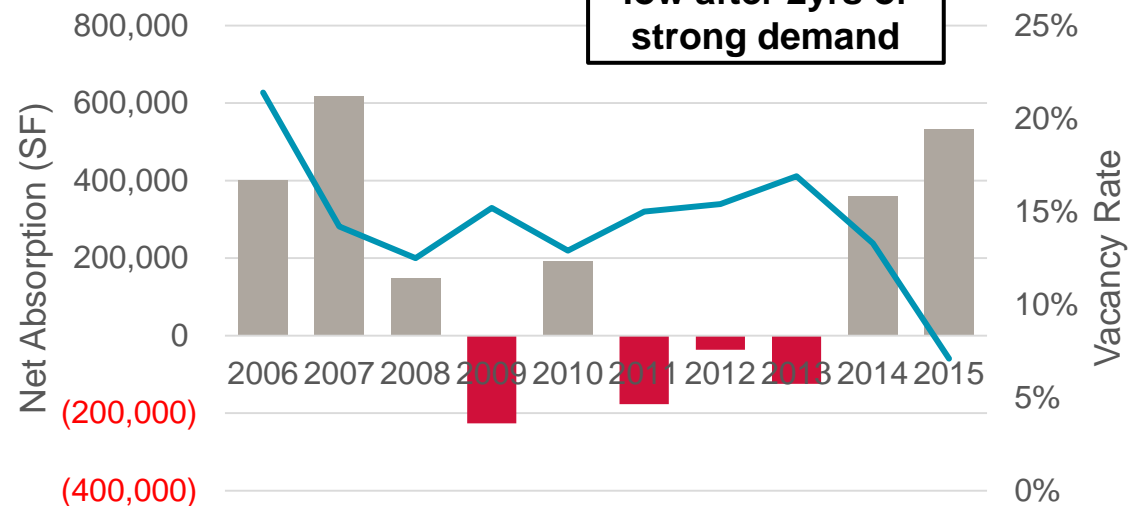
Vacancy at 10-yr low after 2yrs of strong demand

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP springfield   Springfield Regional Chamber   City of Springfield

Industrial Space Options Limited for Companies Requiring > 50,000 SF

Industrial/Flex Space Availability by Size
City of Springfield

Number of Available Space

Space Size Range (SF):

- 0-10,000: 16
- 10,001-,25,000: 7
- 25,001-50,000: 6
- 50,001-75,000: 2
- 75,001-100,000: 2
- 100,000+: 3

Largest Companies:
- Few options on the market
- May require build-to-suit or dividing operations across multiple locations
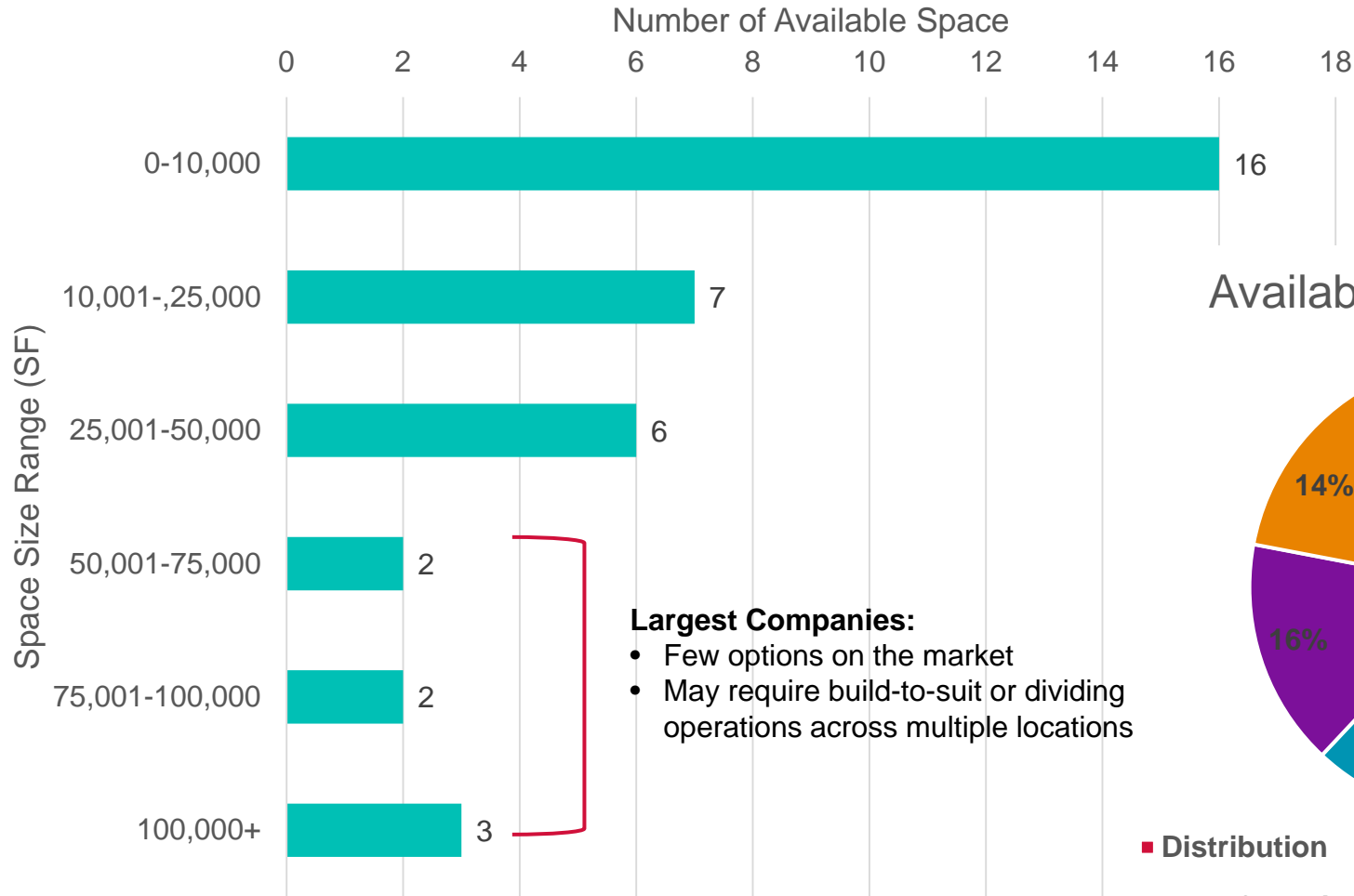
Availability by Space Type

- Distribution — 31%
- Light Manufacturing — 31%
- Manufacturing — 16%
- Warehouse — 14%
- Food Processing — 5%
- Other — 3%

Source: CoStar, NGKF

Newmark Grubb Knight Frank — Global Corporate Services

DEVELOP Springfield · Springfield Regional Chamber · City of Springfield
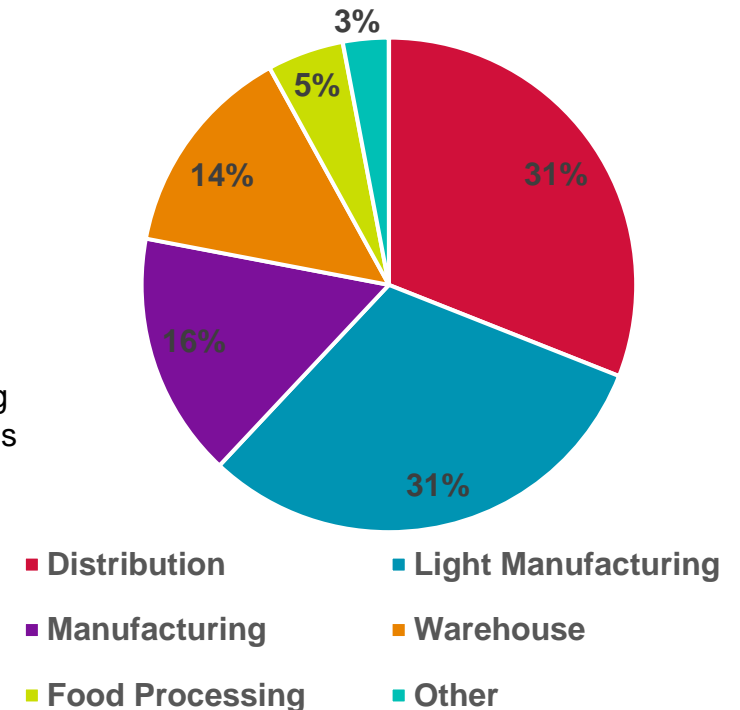
Retail Market Showing Weak Demand
Suburban expenditure leakage likely

Retail

Retail Availability by Neighborhood

- 12% Downtown Core
- 7% S End/Forest Park
- 6% State Street
- 45% Boston Road
- 30% Other
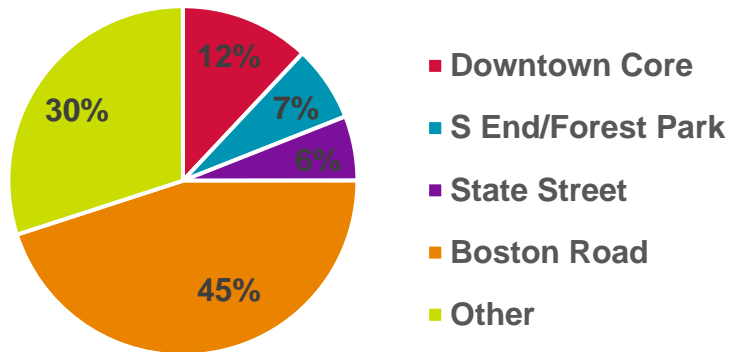
Construction Activity

175K ➡ 98%

SF Constructed in Last 10 Years   **Occupied Today**

Source: CoStar, NGKF

Rental Rate Trends
Retail NNN Rent, 2006 to 2015

Rent has been relatively stable for past 10 years

Average Rent ($/SF) — $0 to $14

2006 2007 2008 2009 2010 2011 2012 2013 2014 2015

Demand Trends
Net Absorption, 2006 to 2015

Vacancy at 10-yr high after several years of weak demand

Net Absorption (SF): (200,000) to 400,000
Vacancy Rate: 0% to 8%

2006 2007 2008 2009 2010 2011 2012 2013 2014 2015

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield
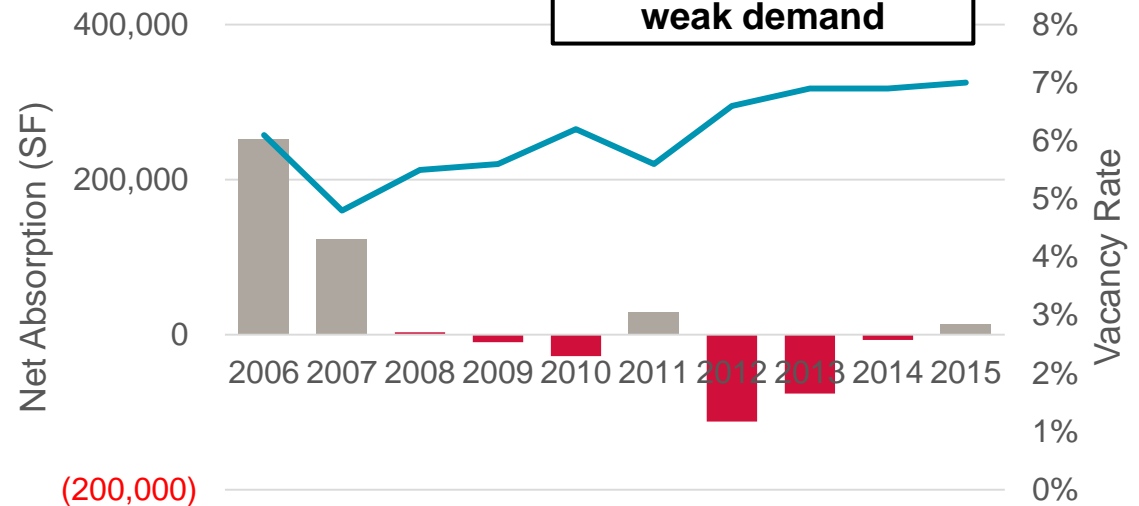
Greenfield Sites and Redevelopment Zones
Shovel-ready sites extremely limited

Which zones and sites within Springfield are the best targets for redevelopment?

Looking For:

- Targets for assemblage
    - Large parcels with lower land values
    - Multiple adjacent small parcels with lower land values
- Vacant large/medium parcels with commercial potential
- Underutilized sites in potentially catalytic locations or close to current redevelopment

Resources Utilized:

- City GIS files with parcel data
- EDC data from developer's conferences, etc.
- Third party real estate and public record databases (e.g., City of Springfield, CoStar)
- Anecdotal information from stakeholder interviews
- Windshield tours

Greater Downtown - land values highlight potential redevelopment zones

Land Value by Parcel

Selection Criteria:

- Multiple adjacent parcels with lower land value and proximity to existing business areas

- Access to road networks and rail

- Sizeable single parcels or assemblage opportunities

- Presence of city owned parcels

- Proximity to ongoing redevelopment

- Limited adjacency to residential and other non-compatible uses
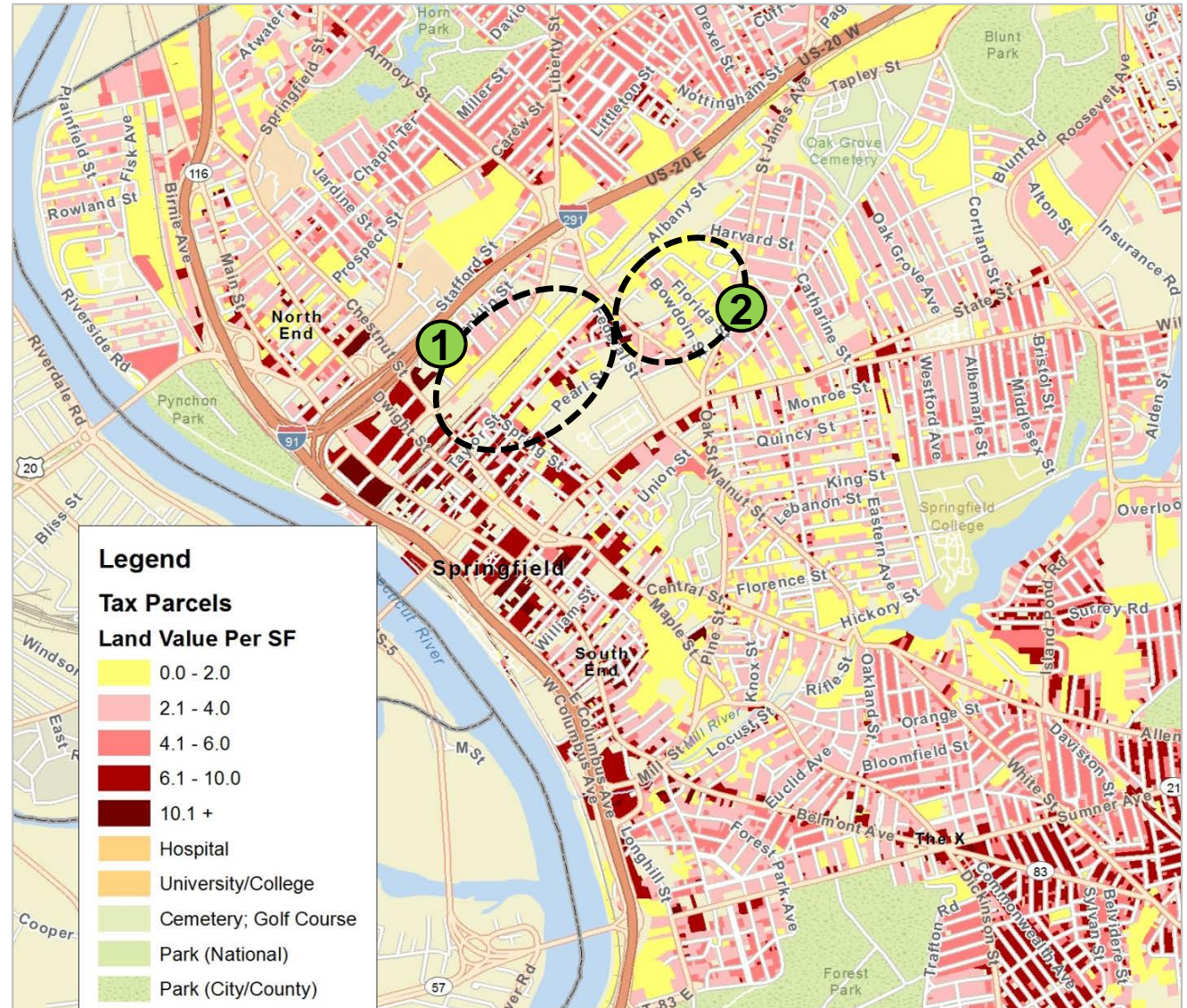
Key	Target Area
(1)	"Blast Zone", Taylor/ Lyman/ Liberty St Rail Corridor
(2)	Worthington/ Armory/ Magazine

Legend

Tax Parcels

Land Value Per SF

- 0.0 - 2.0
- 2.1 - 4.0
- 4.1 - 6.0
- 6.1 - 10.0
- 10.1 +
- Hospital
- University/College
- Cemetery; Golf Course
- Park (National)
- Park (City/County)

Source: MassGIS, City of Springfield, NGKF

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield

Greater Downtown - land utilization reveals additional redevelopment opportunities

Improvement to Land Value Ratio by Parcel

Illustrates the utilization and level of improvements throughout the city and identifies additional potential opportunities
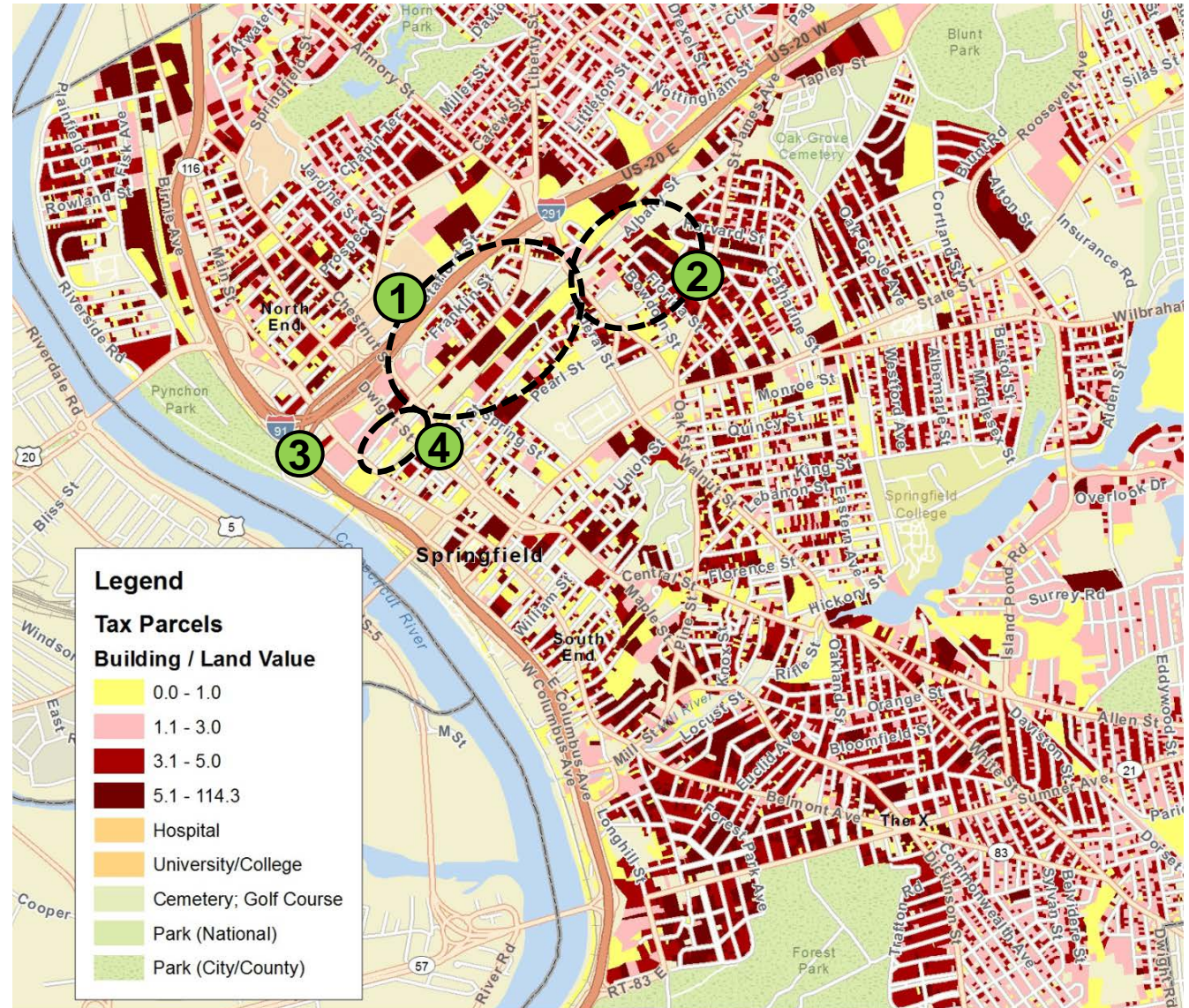
Key	Target Area
1	"Blast Zone", Taylor/ Lyman/ Liberty St Rail Corridor
2	Worthington/ Armory/ Magazine
3	Peter Pan/ Republican Site
4	Union Station Area

Legend

Tax Parcels
Building / Land Value
- 0.0 - 1.0
- 1.1 - 3.0
- 3.1 - 5.0
- 5.1 - 114.3
- Hospital
- University/College
- Cemetery; Golf Course
- Park (National)
- Park (City/County)

Source: MassGIS, City of Springfield, NGKF

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP springfield   Springfield Regional Chamber   City of Springfield

Citywide – land values highlight potential target sites and redevelopment zones

Land Value by Parcel

Key	Target Area
5	East Industrial (Page Blvd, Roosevelt Ave)
6	Indian Orchard South
7	Bicentennial Hwy, Allen St
8	Pinevale St Site
9	Bay St, Tapley St

Legend
Tax Parcels
Land Value Per SF

- 0.0 - 2.0
- 2.1 - 4.0
- 4.1 - 6.0
- 6.1 - 10.0
- 10.1 +
- No Assessment
- Hospital
- University/College
- Cemetery; Golf Course
- Park (National)
- Park (City/County)

Source: MassGIS, City of Springfield, NGKF

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield
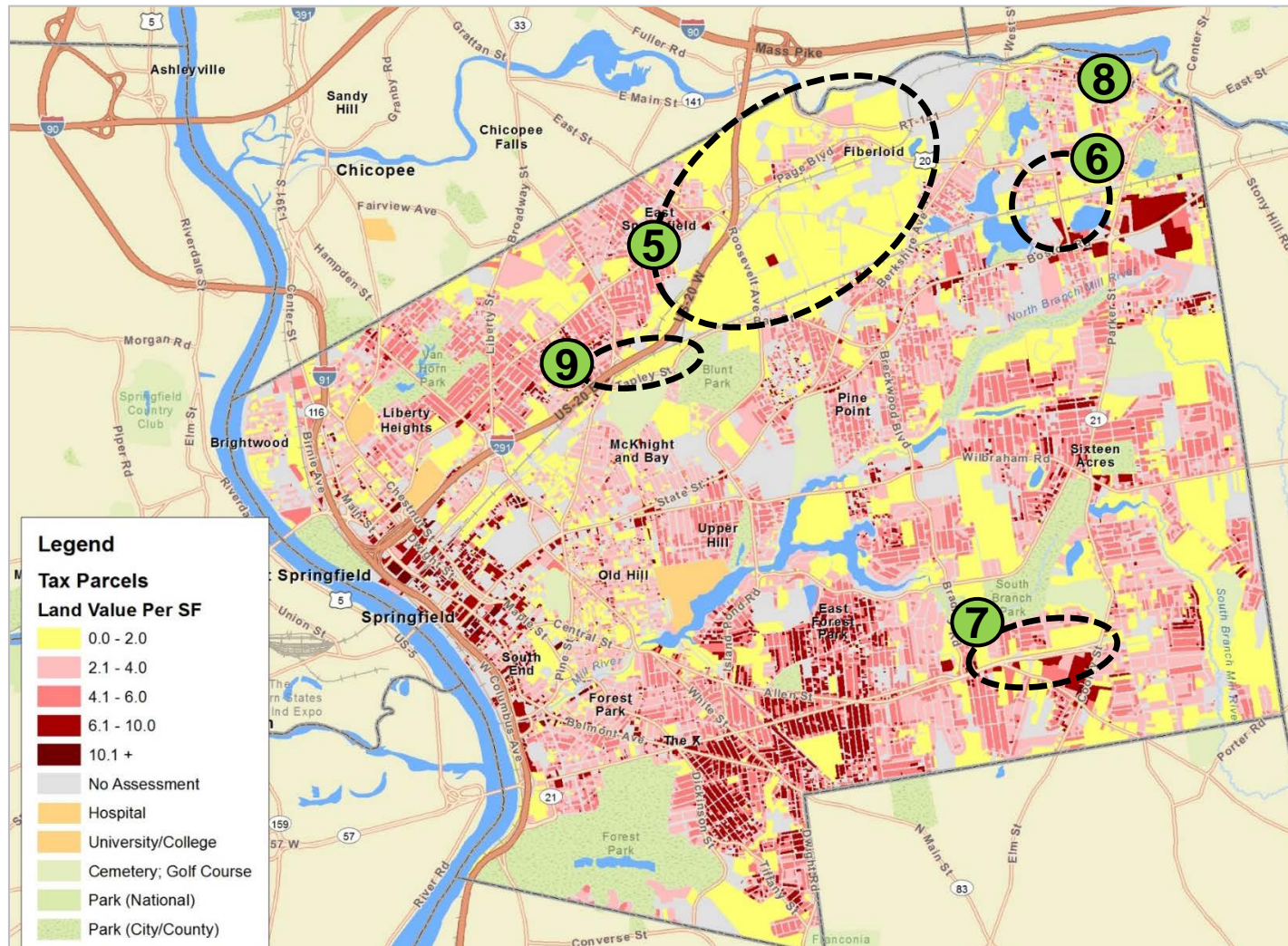
Citywide – land utilization corroborates redevelopment potential

Improvement to Land Value Ratio by Parcel

Key — **Target Area**

5. East Industrial (Page Blvd, Roosevelt Ave)
6. Indian Orchard South
7. Bicentennial Hwy, Allen St
8. Pinevale St Site
9. Bay St, Tapley St

Legend
Tax Parcels
Building / Land Value
- 0.0 - 1.0
- 1.1 - 3.0
- 3.1 - 5.0
- 5.1 - 114.3
- No Assessment
- Hospital
- University/College
- Cemetery; Golf Course
- Park (National)
- Park (City/County)
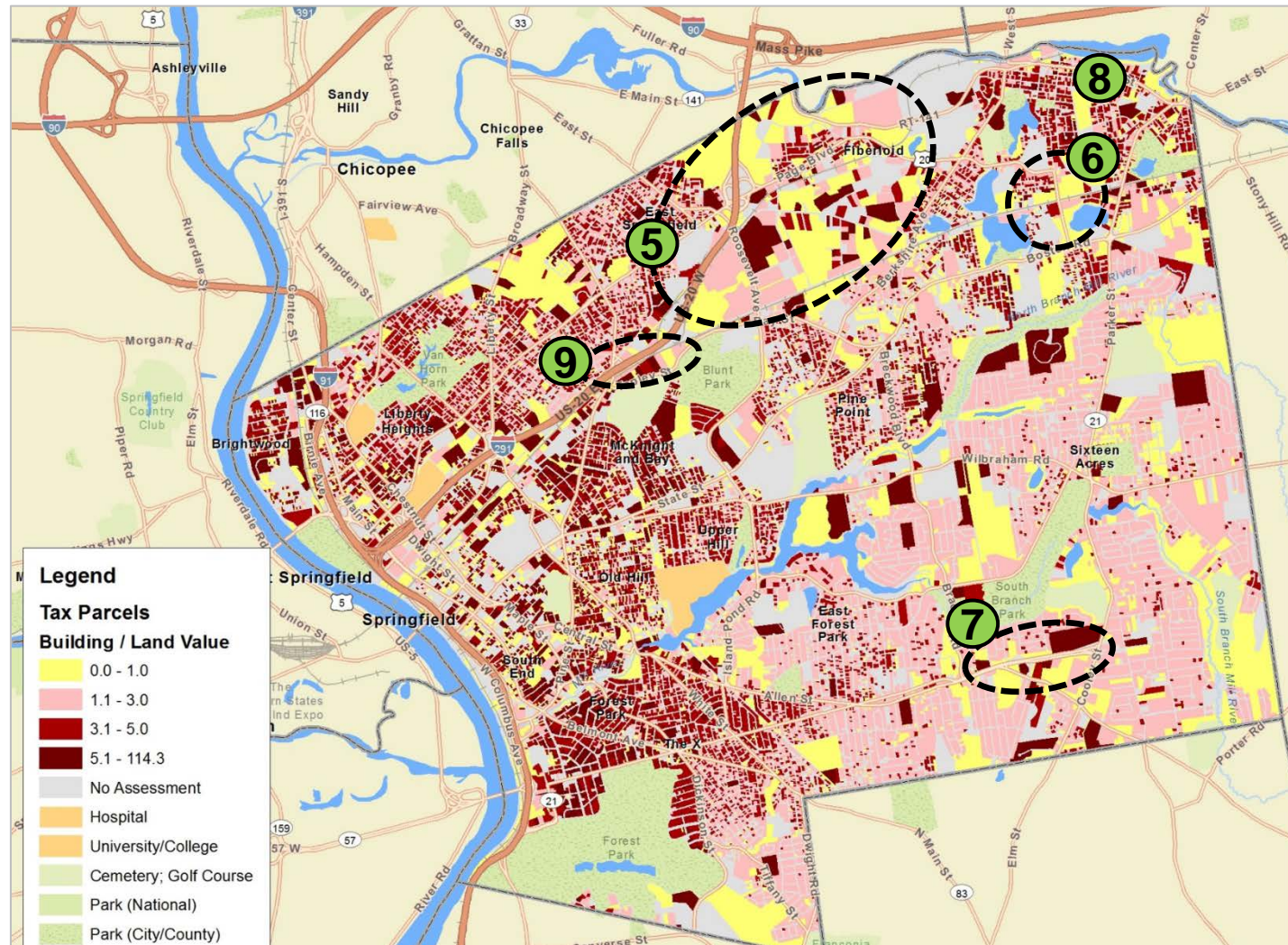
Source: MassGIS, City of Springfield, NGKF

Criteria ↓	Springfield								
Sites/Zones →	1	2	3	4	5	6	7	8	9
	Lyman/ "Blast Zone"	Worthington/ Armory	Peter Pan/ Republican	Union Station District	East Industrial	Indian Orchard South	Bicentennial	Pinevale	Bay/ Tapley
Size of Parcel(s)	Medium	Med – High	High	Med – High	Med – High	Medium	Med – High	High	High
Assemblage Opp	Med – High	Med – Low	High	Med – High	Med – High	Medium	Med – High	High	Med – High
City-Owned Sites	High	Med – Low	Low	Low	Med – Low	Low	Low	High	High
Highway Access	Med – High	Med – High	High	High	High	Medium	Med – Low	Med – Low	Med – High
Rail Access	High	Low	High	High	High	Med – High	High	Low	Low	High
Environmental Issues	Med – Low	Med – Low	Med – High	Medium	Medium	Med – Low	Med – High	Low	Low
Area Amenities	Med – High	Medium	Med – High	Medium	Medium	Low	Med – High	Medium	Medium
Compatibility of Surrounding Uses	Med – High	Med – Low	High	Med – Low	High	Med – Low	Med – High	Med – Low	Med – Low

Evaluation Scoring & Color Legend

- High (More Favorable)
- Med – High
- Medium – Average – Typical
- Med – Low
- Low (Less Favorable)

DEVELOP springfield   Springfield Regional Chamber   City of Springfield

Redevelopment Opportunities and Key Sites
Opportunity assessment

Top-Tier (Greatest Opportunity)

Site/ Zone #	Name	Potential Highest and Best Use(s)
3	**Peter Pan/ Republican**	▪ Destination entertainment, mixed-use, office, institutional
5	**East Industrial**	▪ Light Industrial and commercial, build-to-suits and redevelopment sites
1	**Lyman/ Liberty/ "Blast Zone"**	▪ Light Industrial and commercial uses, mixed-use w/ residential east of Lyman
4	**Union Station District**	▪ Commercial, mixed-use w/ residential (transit-oriented development) in long-term
7	**Bicentennial Hwy**	▪ Professional/medical office, suburban low-density commercial

Second-Tier (More Limited Opportunity)

Site/ Zone #	Name	Potential Highest and Best Use(s)
2	**Worthington/ Armory**	▪ Office/Flex Industrial – possible tie-ins with STCC/Tech Park
6	**Indian Orchard South**	▪ Small-scale Industrial redevelopment
9	**Bay/ Tapley**	▪ 1-2 Industrial users
8	**Pinevale**	▪ Light Industrial (one user or several in small park configuration)

Real Estate and Redevelopment Opportunities
Key takeaways and findings

Section Summary:

- Limited availability of shovel ready sites and turnkey spaces in existing buildings will hamper attraction and expansion efforts

- Real estate market is relatively healthy – lower vacancy rates and strong absorption in recent years

- Downtown office space is very cost competitive with other areas within the region

- Downtown has greatest diversity of office space in the region – can appeal to variety companies

- Suffering from a supply constraint - existing buildings are older and lower quality and minimal new construction aside from a few "build to suit" properties

  - Higher quality spaces would attract new companies

- Particular areas of city represent high potential for redevelopment

Existing Industry Drivers and Growth Potential

Newmark Grubb Knight Frank

Existing Industry Drivers
Section overview

Section Objectives:

Which industries and types of businesses drive the city's economy today?

What are the growth prospects of key industries?

Which of these industries show potential to be actively expanded – target industries?

Key Tasks:

- Determine distribution of existing businesses by size and age

- Assess current industry concentration and specialization by evaluating total employees and number of companies

- Detailed industry profiles showing composition by sub-business type

- Growth prospects for each key industry segment with initial opportunity assessment

Springfield Dominated by Small Businesses
Relative lack of mid-size companies

72%

**of Springfield companies
have 1-4 employees**
(12% of city-wide employment)

15

**Companies with
500+ employees**
(29% of city-wide employment)

Key Takeaways:

- Above average concentration of smallest companies – entrepreneurial economy

- Relatively low proportion of mid-size companies - highest job creation typically occurs within this cohort

- City has its "fair share" of large (500+ employees) companies

Source: ESRI, US Census Bureau, NGKF

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

Springfield has very high concentration of very small businesses

Much lower proportion of medium-sized companies

% of largest companies equal to MA and US averages

Percent of Total Establishments (y-axis: 0% to 80%)

Establishment Size (Total Employees): 1-4, 5-9, 10-19, 20-49, 50-99, 100-249, 250-499, 500-999, 1000+

Legend: ■ Springfield City ■ MA ■ US
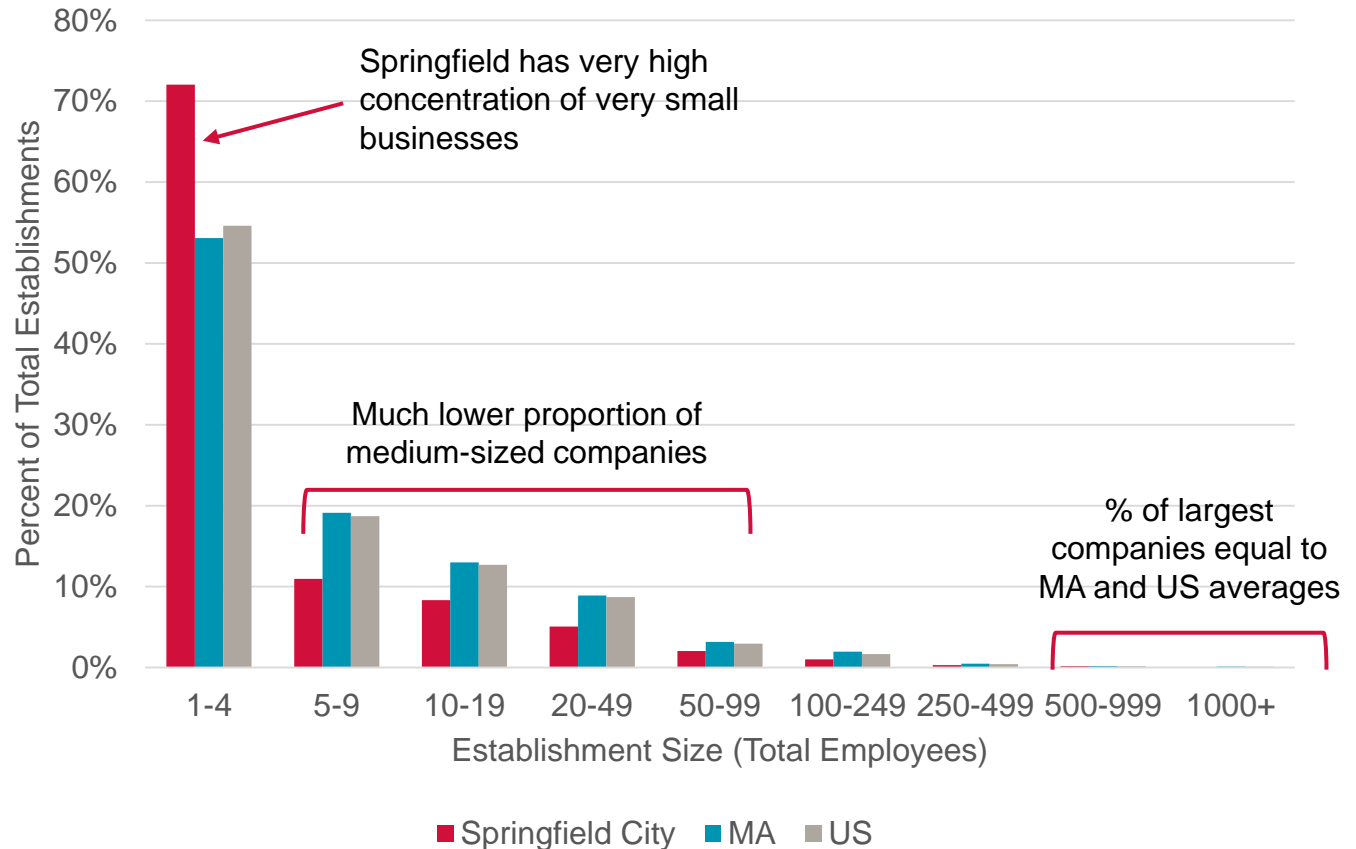
Opportunity:
Economic Development Strategy should encourage growth among the city's smallest businesses and retaining the small number of large employers.

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield

Smallest Companies Also the Youngest
Require resources to stay afloat and grow

Average Company Age by Establishment Size
City of Springfield

Average Age

Company Size (Total Employees)	Average Age
1-4	13
5-9	25
10-19	32
20-49	38
50-99	45
100-249	79
250-499	41
500-999	111
1000+	76

Smallest employers are generally young and at a critical growth stage

City's largest employers are also its most well established
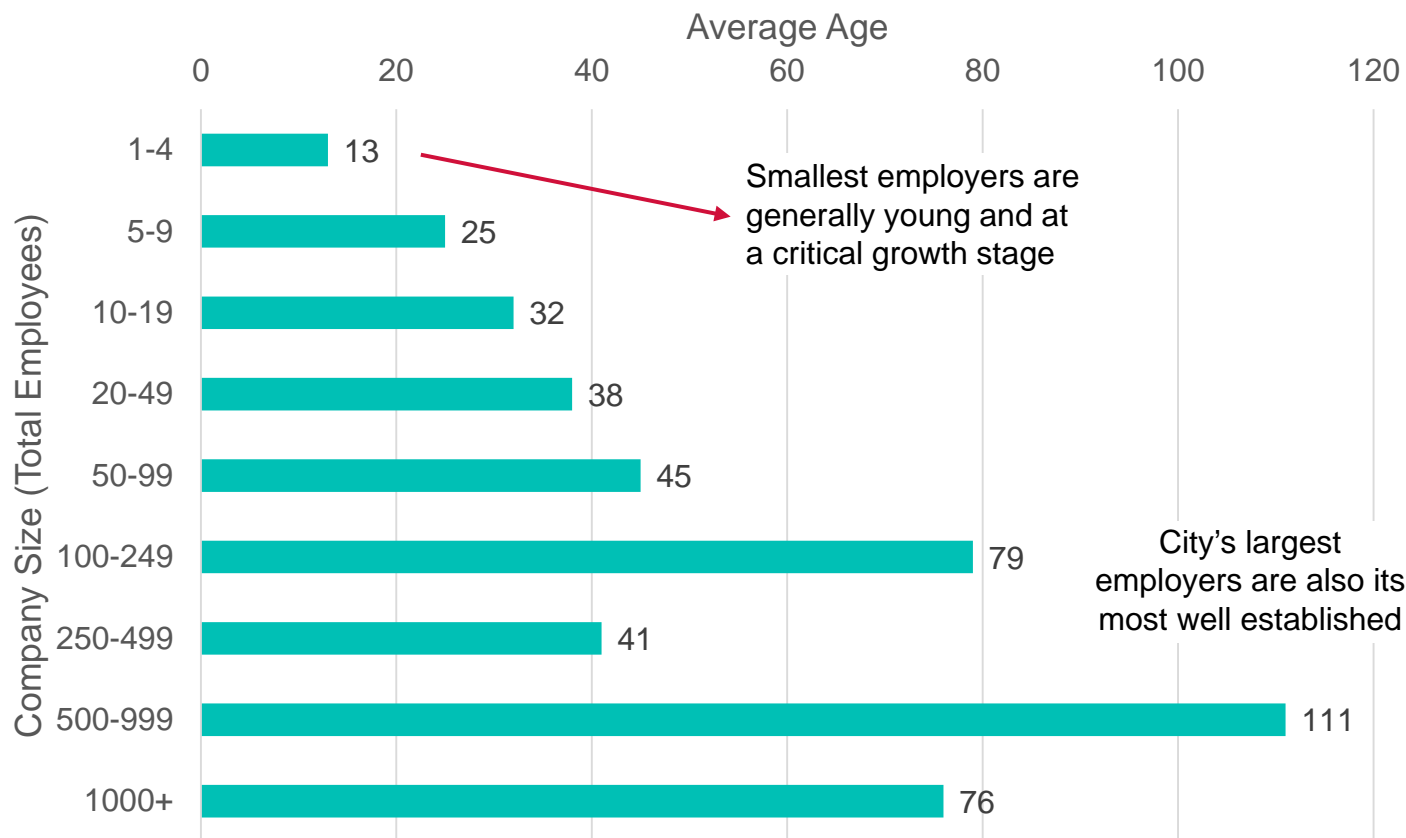
2002

Average start date of company with 1-4 employees

vs.

1921

Average start date of company with 500+ employees

Source: ESRI, US Census Bureau, NGKF

Springfield's Small Businesses
Professional Services present opportunity

Top Industry Clusters by Concentration and Sales Volume
Businesses with 1-4 Employees, Springfield

Industry Category	% of Small Businesses	Annual Sales Volume
Administrative & Support Services	14%	$94M
Professional, Scientific, & Tech Services	14%	$84M
Religious, Civic, Professional Orgs.	7%	$44M
Real Estate	6%	$45M
Ambulatory Health Care	6%	$42M
Merchant Wholesalers	4%	$39M
Specialty Trade Contractors	4%	$22M
Educational Services	2%	$38M
Truck Transport & Support Activities	2%	$12M
Insurance Carriers	1%	$78M
Securities & Other Financial Services	1%	$11M

Key Takeaways:

- Many small businesses support city's largest industries (e.g., healthcare, education, finance)
- Some categories likely scalable

Professional, Scientific, & Technical Services

Largest concentration within this category includes:

- Lawyers
- Management Consulting
- Graphic Design
- Engineering/Architectural
- Computer Programming
- Computer Systems Design
- Marketing Consulting
- CPAs
- Advertising

Source: ESRI, US Census Bureau, NGKF

Springfield is an Entrepreneurial Economy
Poses numerous opportunities and risks

Springfield has a high proportion of very small companies that are relatively new. This poses challenges, risks, and opportunities.

- **Opportunities:** having a robust community of small locally-owned enterprises creates a great deal of economic potential as smaller businesses are typically the greatest generators of new jobs. However, their probability of success is notoriously uncertain. Maximizing the efficiency, visibility, and availability of the city's small business toolkit will help support Springfield's existing small businesses and potentially help the city become a regional destination for new entrepreneurs. This effort needs to be accessible to all of Springfield's diverse entrepreneurial communities.

- **Risks:** having such a large portion of the economy concentrated among the smallest businesses presents many risks as these are typically the least stable employers. Finding ways to support these businesses and increase their chances for success will be paramount to any economic development effort in Springfield. Like many cities, Springfield faces some challenges in achieving this including funding opportunities and scalability.

Next Steps: Economic Development Strategy should focus on growth and retention of small businesses

Current Industry Drivers
Highest concentration of jobs and companies

Highly Concentrated Industries

Total Employees by Total Establishments

Fewer Jobs

Most Companies

Most Jobs

Most Companies

Establishments

Professional, Scientific & Tech Services

Administrative & Support Services

Employees

Ambulatory Health Care Services

Others:
- Chemical Manufacturing
- Publishing
- Machinery Manufacturing
- Food Manufacturing

Educational Services

Merchant Wholesalers

Insurance Carriers

Credit Intermediation

Hospitals

Telecom

Fabricated Metal Manufacturing

Fewer Jobs

Fewer Companies

Most Jobs

Fewer Companies

Source: ESRI, US Census Bureau, NGKF

Springfield's Specialized Industries
Healthcare, Insurance, and Plastics Manufacturing

Industry Specialization
City of Springfield

Industry	Springfield vs. Metro Area	Springfield vs. MA	Springfield vs. US	
Hospitals	2.93	1.06	1.65	Specialized vs. metro, state, and US
Insurance Carriers	2.70	1.50	1.76	
Publishing	1.70	0.39	0.88	Specialized vs. metro only
Chemical Manufacturing	1.59	0.82	0.70	
Administrative & Support Services	1.44	0.81	0.63	
Plastics & Rubber Manufacturing	1.26	1.76	1.28	
Ambulatory Health Care Services	1.03	1.37	1.39	
Telecommunications	1.02	0.98	0.81	

Denotes Specialized Industry (Location Quotient > 1.0)

Location Quotient:
Ratios that allow an area's distribution of employment by industry to be compared to a reference or base area's distribution. An LQ > 1 indicates an industry with a greater share of the local area employment than is the case in the reference area.

Source: ESRI, US Bureau of Labor Statistics, NGKF

Industry Growth Potential
Reveal opportunities in additional clusters

Industry Cluster Growth Prospects
Industry Concentration vs. 10-Yr Growth Projection

Focus on Retention

Focus on Attraction and Small Businesses

Industry Mainstays

Industry Leaders

Lagging Industries

Industry Opportunities

Administrative and Support Services

Professional, Scientific, Technical Services

Educational Services

Ambulatory Health Care Services

Insurance Carriers

Merchant Wholesalers

Hospitals

Fabricated Metal Manufacturing

Telecom

Machinery Manufacturing

Industry Concentration Measure

10-Yr Growth Projection

Opportunities:
- **Food manufacturing**
- **Transportation and Warehousing**
- **Credit Intermediation**
- **Plastics and Rubber Products Manufacturing**
- **Merchant Wholesalers**

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

Professional, Scientific & Technical Services
Springfield overview and potential opportunities

Industry Overview & Characteristics:

- Human capital is major input
- Knowledge based
- Client service or delivery
- Businesses that sell expertise
- Equipment and materials not of major importance
- Production dependent on worker skills

Opportunity Potential: STRONG
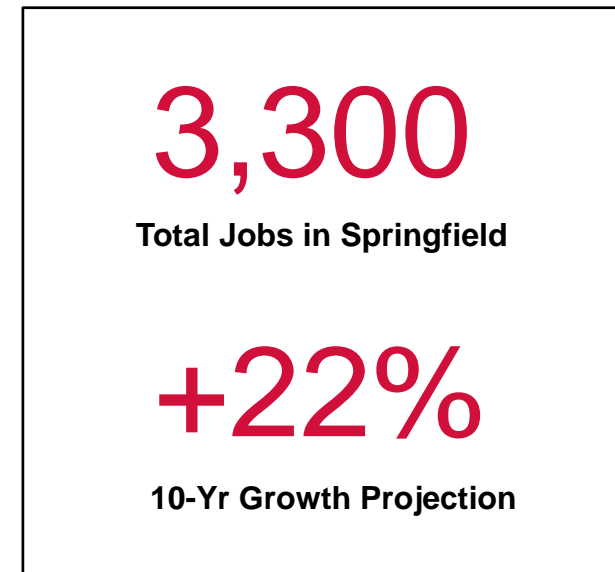
Professional, Scientific & Technical Services

Sub-Categories	Companies	% of Category
Offices of Lawyers	317	41%
All Other P/S/T Services	94	12%
Management Consulting	65	8%
Engineering Services	22	3%
Graphic Design Services	16	2%
Custom Computer Programming	12	2%
Computer Systems Design	12	2%
Marketing Consulting	12	2%
Scientific R&D	10	1%
Advertising Agencies	10	1%

3,300
Total Jobs in Springfield

+22%
10-Yr Growth Projection

Local Companies in this Category:

CLEAResult

CourtSquareGroup

THE DENNIS GROUP, LLC

Source: ESRI, US Bureau of Labor Statistics, NGKF

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield

Food & Beverage Manufacturing
Springfield overview and potential opportunities

Industry Overview & Characteristics:

- Transform agricultural products into products for consumption
- Typically sold to wholesalers or retailers
- Industry groups distinguished by the raw material inputs processed into food products
- Includes some establishments that retail directly to consumers
  - Beverage manufacturers (alcoholic and non-alcoholic)
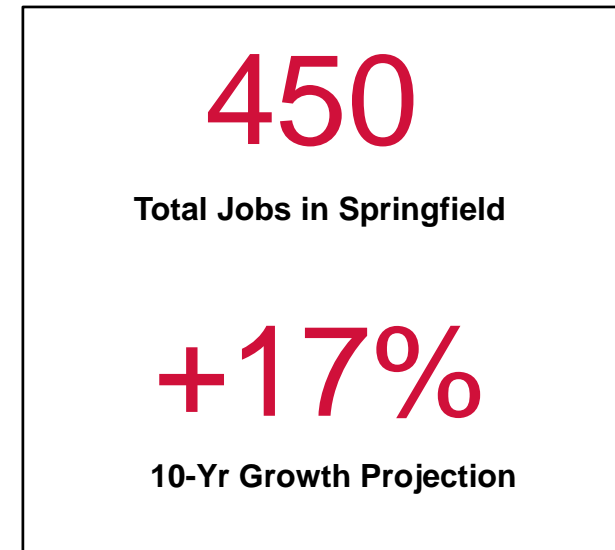
Food & Beverage Manufacturing

Sub-Categories	% of Category
▪ Retail Bakeries	38%
▪ Commercial Bakeries	25%
▪ Meat Processing	13%
▪ Frozen Dessert Manufacturing	6%
▪ Poultry Processing	6%
▪ Miscellaneous Food Manufacturing	6%

Local Companies in this Category:

Source: ESRI, US Bureau of Labor Statistics, NGKF

Opportunity Potential: STRONG

450
Total Jobs in Springfield

+17%
10-Yr Growth Projection

Springfield PROS:

- ▪ Interstate highway proximity
- ▪ Proximity to major NE markets
- ▪ Proximity to agricultural inputs
- ▪ Water availability and quality
- ▪ Translatable skills in workforce
- ▪ Proximity to retailers, wholesalers

Springfield CONS:

- ▪ Limited availability of sites and buildings

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP springfield   Springfield Regional Chamber   City of Springfield

Merchant Wholesalers
Springfield overview and potential opportunities

Industry Overview & Characteristics:

- Merchant Wholesalers sell goods on their own account
- Sell goods to other wholesalers or retailers
- Normally operate from warehouse or office

- Brokers arrange the purchase of goods for resale for a fee
- Durable good or raw intermediate materials
- Intermediate step in distribution of merchandise
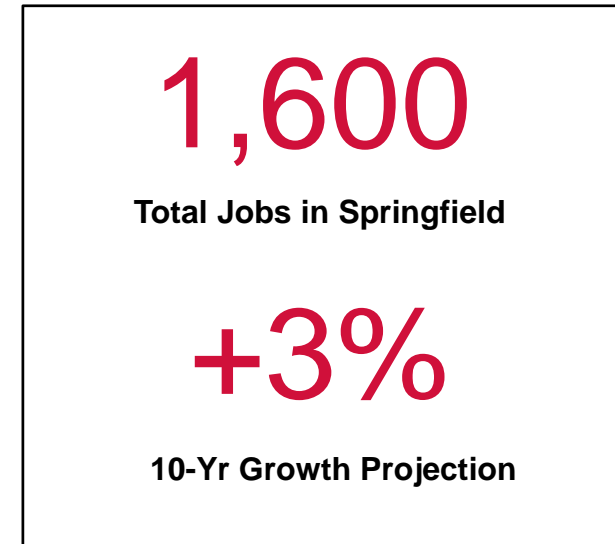
Merchant Wholesalers	
Sub-Categories	% of Category
▪ Misc. Durable Goods Merchant Wholesalers	9%
▪ Misc. Non-Durable Goods Merchant Wholesalers	6%
▪ Plumbing and Heating Equipment and Supplies Merchant Wholesalers	6%
▪ Service Establishment Equipment and Supplies Merchant Wholesalers	5%
▪ Industrial Machinery and Equipment Merchant Wholesalers	5%
▪ Grocery and Related Products Merchant Wholesalers	4%
▪ Fresh Fruit and Vegetable Merchant Wholesalers	3%

Source: ESRI, US Bureau of Labor Statistics, NGKF

Opportunity Potential: STRONG

1,600
Total Jobs in Springfield

+3%
10-Yr Growth Projection

Springfield PROS:
- Multimodal transport networks
- Proximity to major NE markets
- Proximity to retailers/end users
- Complimentary to other existing industry clusters

Springfield CONS:
- Limited availability of sites and buildings

Plastics & Rubber Manufacturing
Springfield overview and potential opportunities

Industry Overview & Characteristics:

- Process plastics materials and raw rubber
- Production process typically involves more than one material
- Involves technology that allows disparate materials to be formed and combined

Opportunity Potential: `MEDIUM`

500

Total Jobs in Springfield

-1%

10-Yr Growth Projection
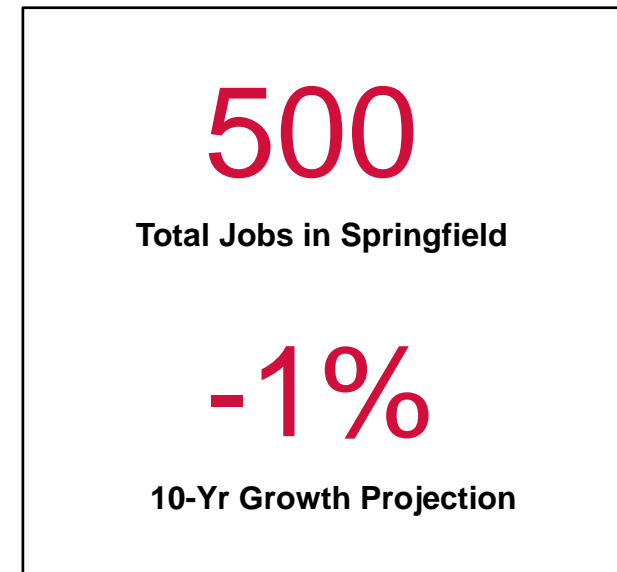
Plastics & Rubber Manufacturing		
Sub-Categories	Companies	% of Category
▪ All Other Plastics Products Manufacturing	2	67%
▪ Rubber and Plastic Hoses and Belting Manufacturing	1	33%

Local Companies in this Category:

TITEFLEX   SUPER BRUSH

Source: ESRI, US Bureau of Labor Statistics, NGKF

Machinery Manufacturing
Springfield overview and potential opportunities

Industry Overview & Characteristics:

- Create end products that apply mechanical force
- Processes include forging, stamping, bending, forming, and machining to shape metal
- Complex assembly operations
- Join parts together via welding and assembling
- Employs multiple metal forming processes in manufacturing a machine
- Design considerations are very important
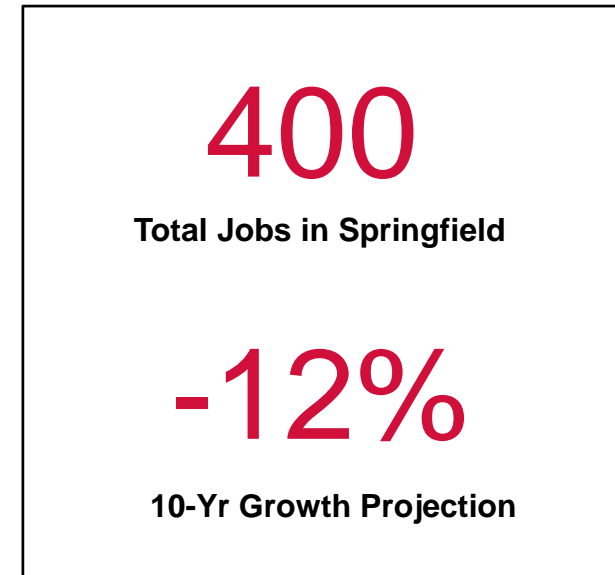
Machinery Manufacturing	
Sub-Categories	% of Category
▪ General Purpose Machinery Manufacturing	22%
▪ Paper Machinery Manufacturing	11%
▪ Other Commercial Industry Machinery Manufacturing	7%
▪ Mechanical Power Transmission Equipment Manufacturing	7%
▪ Cutting and Machine Tool Manufacturing	7%
▪ Optical Instrument & Lens Manufacturing	4%

Source: ESRI, US Bureau of Labor Statistics, NGKF

Opportunity Potential: MEDIUM

400
Total Jobs in Springfield

-12%
10-Yr Growth Projection

Springfield PROS:
- Multimodal transport networks
- Proximity to major NE markets
- Competitive utility costs
- Preexisting skills in workforce

Springfield CONS:
- Limited availability of sites and buildings
- Long-term workforce readiness

Administrative & Support Services
Springfield overview and potential opportunities

This is an industry group comprised of a variety of employer types. Most companies support the local population and business community and are not major target sectors by themselves. However, Business Support Services does present an opportunity for Springfield.

Opportunity Potential: **MEDIUM**

8,100
Total Jobs in Springfield

-2%
10-Yr Growth Projection
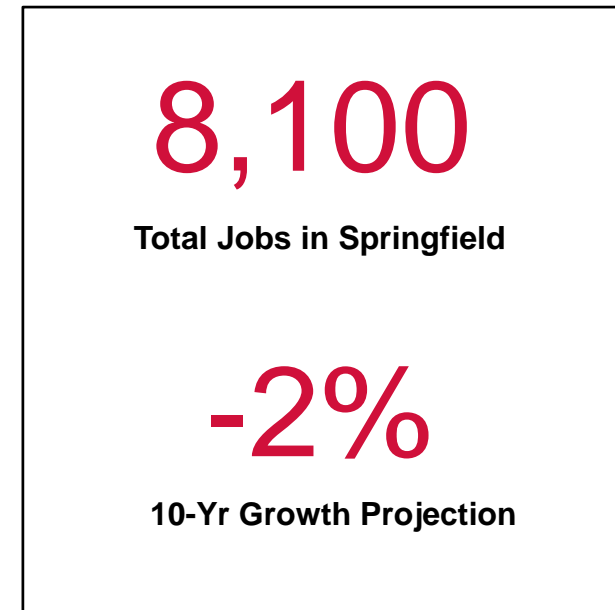
Administrative & Support Services	
Sub-Categories	% of Category
▪ Office Administrative Services	32%
▪ Other Support Services	28%
▪ Services to Buildings and Dwellings	16%
▪ Business Support Services	15%
▪ Investigation and Security Services	6%
▪ Employment Services	3%

Sub-Category Includes:
- Telephone Call Centers
- Telemarketing Contact Centers
- Credit Bureaus

Local Companies in this Category:

Source: ESRI, US Bureau of Labor Statistics, NGKF

Transportation & Warehousing
Springfield overview and potential opportunities

Industry Overview & Characteristics:

- Transportation of passengers and cargo
- Support activities related to transportation
- Warehousing and storage of goods
- Often operate on networks with assets spread out
- Multimodal freight transportation

Transportation & Warehousing

Sub-Categories	Companies	% of Category
Freight Trucking – Local	33	26%
Other Support Activities	33	26%
Freight Trucking – Long Distance	14	11%
Support Activities for Rail Transport	4	3%
Freight Transport Arrangement	3	2%
Packing and Crating	2	2%

Local Companies in this Category:

Source: ESRI, US Bureau of Labor Statistics, NGKF

Opportunity Potential: MEDIUM

2,500
Total Jobs in Springfield

+16%
10-Yr Growth Projection

Springfield PROS:
- Interstate highway proximity
- Proximity to major NE markets
- Rail access and intermodal facilities
- Lower labor and occupancy costs

Springfield CONS:
- Lack of sites (land intensive use and space demands only increasing) – partially why Enfield, Windsor Locks have had more success

Insurance Carriers & Related Activities
Springfield overview and potential opportunities

Industry Overview & Characteristics:

- Underwriting annuities and insurance policies
- Facilitating underwriting by selling insurance policies
- Providing other insurance and employee-benefit related services

Insurance Carries & Related Activities

Sub-Categories	% of Category
Insurance Agencies and Brokerages	74%
Direct Property and Casualty Insurance Carriers	7%
Direct Health and Medical Insurance Carriers	6%
Direct Life Insurance Carriers	5%
Direct Title Insurance Carriers	2%
Other Direct Insurance Carriers	2%
Claims Adjusting	2%

Source: ESRI, US Bureau of Labor Statistics, NGKF

Opportunity Potential: LIMITED

4,200
Total Jobs in Springfield

+11%
10-Yr Growth Projection

Local Companies in this Category:

MassMutual FINANCIAL GROUP®

ARBELLA INSURANCE GROUP

BlueCross BlueShield MASSACHUSETTS

Hospitals
Springfield overview and potential opportunities

Industry Overview & Characteristics:

- Medical, diagnostic, and treatment services
- Specialized accommodation services required by inpatients
- Services which can only be provided using specialized facilities and equipment

Opportunity Potential: LIMITED

4,900
Total Jobs in Springfield

+24%
10-Yr Growth Projection

Hospitals	
Sub-Categories	% of Category
▪ General Medical and Surgical Hospitals	78%
▪ Specialty Hospitals	13%
▪ Psychiatric and Substance Abuse Hospitals	9%

Local Companies in this Category:

Mercy MEDICAL CENTER

Baystate Health

Shriners Hospitals for Children™

Source: ESRI, US Bureau of Labor Statistics, NGKF

Ambulatory Health Care Services
Springfield overview and potential opportunities

Industry Overview & Characteristics:

- Provide healthcare services directly to ambulatory patients
- Do not provide inpatient services
- Facilities and equipment are not most significant part of process

Opportunity Potential: **LIMITED**

3,200
Total Jobs in Springfield

+26%
10-Yr Growth Projection
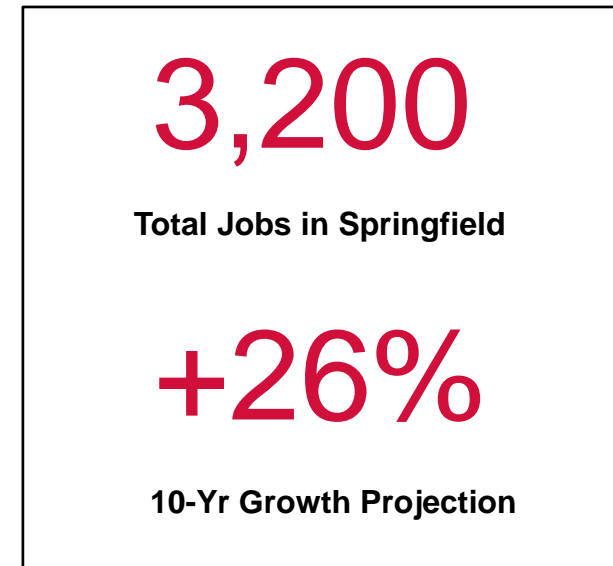
Ambulatory Health Care Services	
Sub-Categories	% of Category
▪ Offices of Physicians	45%
▪ Offices of Dentists	13%
▪ All Other Ambulatory Care Services	10%
▪ Outpatient Care Centers	4%
▪ Physical/Occupational Therapists	3%
▪ Medical Laboratories	3%

Sub-Category Includes:
- Blood Analysis Laboratories
- Medical Pathology
- Medical Testing

Source: ESRI, US Bureau of Labor Statistics, NGKF

Educational Services
Springfield overview and potential opportunities

Industry Overview & Characteristics:

- Provide instruction and training in variety of subjects

- Includes schools, colleges, universities, and training centers

- Often highly specialized establishments

- Establishments that manage the operation of educational establishments
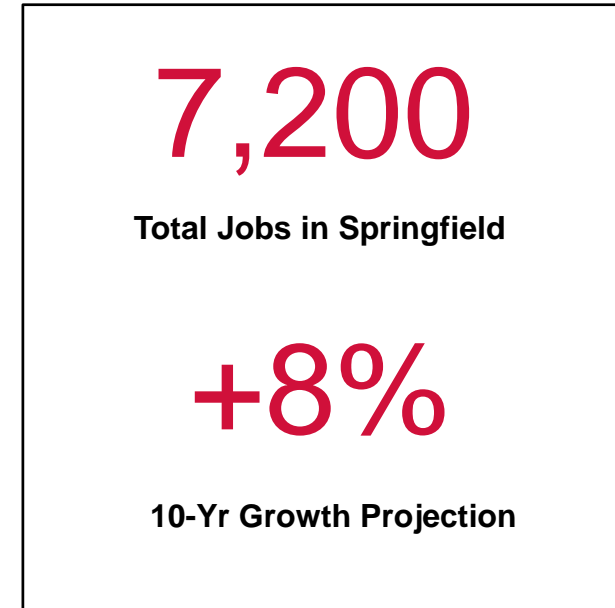
Educational Services	
Sub-Categories	% of Category
▪ Elementary and Secondary Schools	53%
▪ All Other Schools & Instruction	11%
▪ Colleges, Universities, Prof Schools	10%
▪ Fine Art Schools	8%
▪ Sports & Recreation Instruction	6%
▪ Educational Support Services	4%
▪ Junior Colleges	2%
▪ Other Technical & Trade Schools	2%

Source: ESRI, US Bureau of Labor Statistics, NGKF

Opportunity Potential: LIMITED

7,200
Total Jobs in Springfield

+8%
10-Yr Growth Projection

Sub-Category Includes:

- Educational Consultants
- Guidance Counseling Services
- Educational Testing Evaluation

Existing Industry Drivers
Key takeaways and findings

Section Summary:

- Small business and entrepreneurship play outsize role in economy

- Scalable small businesses in high value industries represent significant potential – make sure they stay and grow in Springfield

- Healthcare, Insurance, and Education are three main drivers of Springfield's economy

- Largest industries expected to add employees in future (retention critical)

- Potentially strong business case to attract new investment in industries such as food processing, merchant wholesaling, etc.

Target Industry Identification

**Newmark Grubb
Knight Frank**

Springfield Regional Chamber

City of Springfield

Target Industry Identification
Section overview

Section Objectives:

Which industries should be actively retained?

Which industries should be actively grown?

Which industries should be actively recruited?

What is Springfield's unique business case for attracting new companies?

Key Tasks:

- Identify and profile target industries for retention, growth acceleration, and attraction of new investment

- Identify 1st and 2nd tier targets for attraction/recruitment

- Business case and demand summary for each first tier target industry

- Key strategic issues impacting each industry and their primary site selection considerations

- Assessment of city's position in the market – site selection scorecard

Target Industry Identification
Technical and qualitative assessment

Analytical Modeling (Weighted Scorecard):

Category	Measure	Definition
1. Specialization	**Employment Concentration**	Industry concentration by employment Percent of total employees employed within an industry in Springfield compared to the national average
	Wage Concentration	Industry concentration by wages Percent of total wages in industry in MSA vs. % of total US wages in industry
	Output Concentration	Percent of total MSA economic output originating from the industry vs. US average in industry
	Industry Efficiency	Output/employee by major industry in MSA vs. US industry efficiency
2. Economic Contribution	**Employment Generation**	Net 2-Yr employment growth rate in Springfield MSA by industry
	Economic Stimulation	Net 5-Yr growth rate in economic output (sales) in Springfield MSA by industry
	Income Generation	Average annual wage per employee in Springfield MSA by industry
3. Growth Potential	**Local Employment Projection**	10-Yr Hampden County, MA employment growth rate projection by industry
	State Employment Projection	10-Yr State of MA employment growth rate projection by industry
	National Employment Projection	10-Yr US employment growth rate projection by industry (average annual)
	National Output Projection	10-Yr US economic output growth rate projection by industry (average annual)

- Weighted analytical scores are the first "screen"

- Complemented by our knowledge of macro industry trends and location preferences – matched to current conditions in Springfield

Target Industry Identification
Three buckets with different strategies

	1. RETAIN	2. ACCELERATE	3. ATTRACT
	"Do no harm" – ensure existing employers stay, prosper, and grow in Springfield	**Nurture and work to actively expand select small businesses possessing scalability potential**	**Sell Springfield's competitive advantages to attract new outside investment**
Company Characteristics	▪ Largest employers and economic contributors ▪ High growth industries ▪ Multiplier effect potential	▪ Small businesses with dynamic and engaged leadership ▪ High growth industries with real value add potential ▪ Cluster/agglomeration potential	▪ Companies from outside the city/region who are actively expanding or relocating ▪ Site selection criteria match Springfield's value proposition
Potential Strategies	▪ Enhancements to physical environment ▪ Strengthen public-private relationships ▪ Targeted job training	▪ Connect to financial/support resources and key people ▪ Showcase/award success stories in regional media	▪ Targeted marketing and increased visibility among particular industry groups ▪ Work on reducing shortcomings in business case
Timing	**Near-Term**	**Near-Term**	**Mid-Term (Start Now)**

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield

RETAIN

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

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

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

Near-Term

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

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

2. Accelerate
Identify and nurture scalable small businesses

ACCELERATE

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

- Small businesses with dynamic and engaged leadership
- High growth industries with real value add potential
- Cluster/agglomeration potential

- Connect to financial/support resources and key people
- Showcase/award success stories in regional media

Near-Term

Professional, Scientific, and Technical Services:

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

+22%

10-Yr Growth Projection (Hampden County)

Administrative and Support Services:

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

-2%

10-Yr Growth Projection (Hampden County)

Other Information Services:

- Internet Publishing and Broadcasting
- All Other Information Services

+5%

10-Yr Growth Projection (Hampden County)

Performing Arts, Spectator Sports, and Related Industries:

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

+34%

10-Yr Growth Projection (Hampden County)

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

3. Attract
Two tiers for potential new investment

ATTRACT

Sell Springfield's competitive advantages to attract new outside investment

- Companies from outside the city/region who are actively expanding or relocating
- Site selection criteria match Springfield's value proposition

- Targeted marketing and increased visibility among particular industry groups
- Work on reducing shortcomings in business case

Mid-Term (Start Now)

Tier 1 Industries:

Strongest opportunity to attract new investment to Springfield

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

Opportunity Indicator

STRONG

Tier 2 Industries:

Aspirational – continue to bolster Springfield's business case

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

Opportunity Indicator

MEDIUM/ STRONG

3. Attract - Food and Beverage Manufacturing
Anti-cyclical and regionally focused industry

Industry Overview & Characteristics:

- Transform agricultural products into products for consumption

- Typically sold to wholesalers or retailers

- Sub-categories distinguished by the raw material inputs processed into food products

- Includes some establishments that retail directly to consumers

Food & Beverage Manufacturing
Sub-Categories
▪ Bread and Bakery Products
▪ Fruit and Vegetable Canning
▪ Frozen Food
▪ Dairy Products
▪ Seafood Products
▪ Snack Foods
▪ Breweries
▪ Distilleries
▪ Soft Drinks

Industry Trends and Business Drivers

Sensitivity to energy costs and commodity prices

Most companies serve a regional market

Demand is generally anti-cyclical (recession resistant)

Faster/steadier growth than manufacturing overall

Increasing automation means greater equipment investment

Growing demand for locally sourced agricultural inputs

3. Attract - Food and Beverage Manufacturing
Cluster already exists in City of Springfield

- Companies cluster in urban areas – particularly the City of Springfield

- Locate very close to major regional transport links (Mass Pike, I-91)

- Majority employ less than 100 with a small number of larger operators

- Comparatively fewer establishments in Connecticut

Largest Food, Beverage and Tobacco Manufacturers

Company	City	State	Employees
CARANDO (Italian Meats)	Springfield	MA	300
HP HOOD LLC (Dairy)	Feeding Hills	MA	300
HP HOOD LLC (Dairy)	Suffield	CT	225
HP HOOD LLC (Dairy)	Agawam	MA	175
AGRI-MARK (Dairy Farm)	W Springfield	MA	100
BERNARDINO'S BAKERY	Chicopee	MA	58
BERKSHIRE BREWING CO	Enfield	CT	40
CHICOPEE PROVISION (Meats)	Chicopee	MA	32
CARANDO (Italian Meats)	Springfield	MA	30
LA FIORENTINA PASTRY SHOP	Springfield	MA	26
WESTERN MASS RENDERING (Food waste recycling)	Southwick	MA	25

Legend

Beverage & Tobacco Manuf Employees
- 0 - 6
- 7 - 14
- 15 - 73
- 74 - 675

Food Manufacturing Employees
- 0 - 50
- 51 - 100
- 101 - 250
- 251 - 699

— Interstates

Rail & Freight Density Millions of Tons, 2012
- 0
- 1
- 2
- 3
- 4 - 5

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield
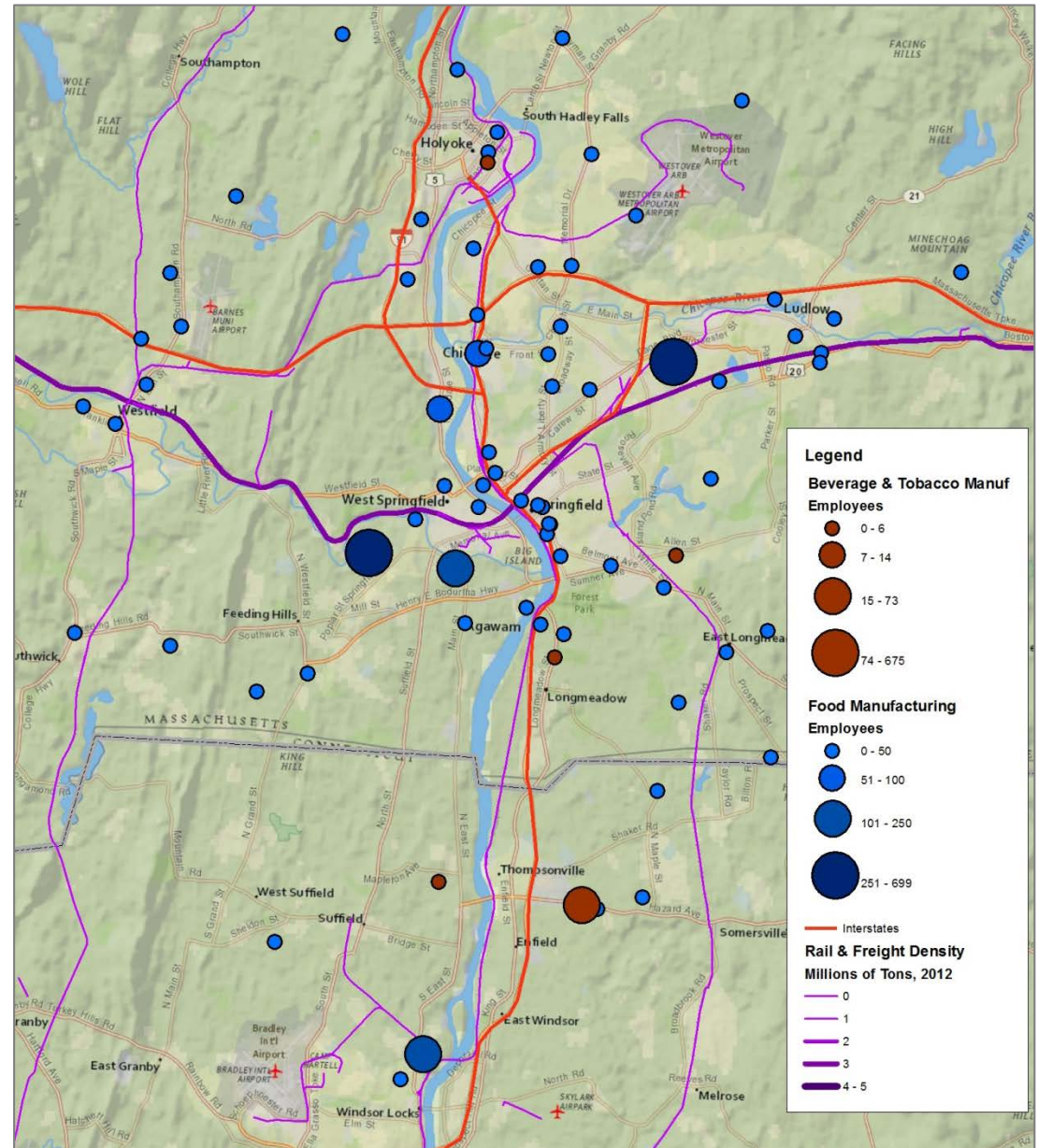
3. Attract - Food and Beverage Manufacturing
Strong growth potential at competitive cost

Labor Pool:

1,900
Existing Regional Jobs

+

13,800
Additional Employees
with Translatable Skills

Labor Cost:

$16.60 vs.
Springfield
Average Hourly Wage

Bridgeport, CT	$18.50
Hartford, CT	$17.60
MA Average	$17.00
Providence, RI	$16.60
Allentown, PA	$16.30
US Average	$16.30

Economic Contribution:

N/A%
Growth in Metro Economic
Output (2009 to 2014) –
F&B Manufacturing

vs. **14%**
Change in Overall
Gross Metro Product

Growth Potential (10-Yr Forecasts):

Employment Growth
Projections

+17% Hampden County

+9% State of MA

National Output
Projection

+17% United States

3. Attract - Food and Beverage Manufacturing
Springfield's site selection scorecard

Primary Location Criteria	Springfield Rating	Comments
Labor Availability	★ ★ ★ ★	**+ Sizable pool of specialized and translatable skills**
Labor Cost	★ ★ ★ ★	**+ Lowest cost within region and similar to US average**
Market Access	★ ★ ★ ★ ★	**+ 26M population within 3-Hr Drive, 54M within 6-Hr, 76M within 10-Hr (25% of US Population)**
Access to Agriculture Inputs (Established Supply Chain)	★ ★ ★ ★ ★	**+ 800+ farms (w/$10k+ revenue) in 4-county region alone** **+ Growing buy local and organic presence**
Transportation Network	★ ★ ★ ★	**+ Major east/west highway connections** **+ Extensive freight rail with intermodal facilities**
Local Industry Knowledge/Support	★ ★ ★ ★	**+ Evolving support ecosystem: Western MA Food Processing Center (Greenfield), Holyoke CC, MA Food Plan, CISA, etc.**
Utility Cost and Reliability	★ ★ ★	**■ Electric costs at/below New England average, but significantly higher than other areas of US** **– Natural gas > US average and most other N.E. states**
Water (Availability and Quality)	★ ★ ★ ★	**+ Abundant quality water at a competitive cost** **■ Potential long-term issues with sewer/wastewater**
🚩 Real Estate Availability	★	**– Lack of easily identifiable shovel ready sites/buildings, environmental contamination is major issue**
Real Estate Cost	★ ★ ★ ★	**+ Cost competitive within region and vs. peer cities**
Tax Environment	★ ★ ★	**■ MA competitive within Northeast/New England** **+ Manufacturing machinery exempt from tax** **– Springfield property taxes among highest in region**
Incentive Availability	★ ★ ★	**+ State and local tax incentives for new job creation**

3. Attract - Food and Beverage Manufacturing
Additional site selection factors

PROS	CONS
▪ State and local job training infrastructure	▪ Secondary education system
▪ State and local cooperation	▪ Ease of permitting
▪ Cost of living (vs. other areas of Northeast)	▪ Crime rate (violent and property crimes)
▪ Diversity of workforce	▪ Ability of public transit to get workers to jobs
▪ Airport access (important for larger companies with scattered operations)	

MA Food Processing Establishments:
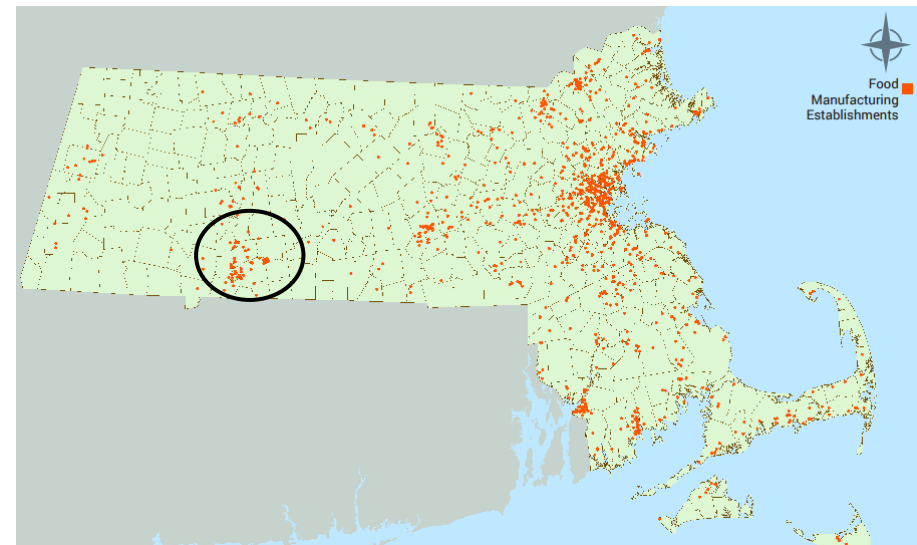
Source: Massachusetts Food Plan

3. Attract – Merchant Wholesalers
Transportation dependent and regionally focused

Industry Overview & Characteristics:

- Merchant Wholesalers sell goods on their own account

- Sell goods to other wholesalers or retailers

- Normally operate from warehouse or office

- Brokers arrange the purchase of goods for resale for a fee

- Durable good or raw intermediate materials

- Intermediate step in distribution of merchandise

Merchant Wholesalers
Sub-Categories
▪ Plumbing and Heating Equipment and Supplies Merchant Wholesalers
▪ Service Establishment Equipment and Supplies Merchant Wholesalers
▪ Industrial Machinery and Equipment Merchant Wholesalers
▪ Grocery and Related Products Merchant Wholesalers
▪ Fresh Fruit and Vegetable Merchant Wholesalers
▪ Misc. Durable Goods Merchant Wholesalers
▪ Misc. Non-Durable Goods Merchant Wholesalers

Industry Trends and Business Drivers

Most wholesalers serve a regional market

Transportation and supply of utmost importance

Retail clients demanding continuous replenishment

Core reliance on technology to keep up with efficiency demands

Increasing labor productivity thanks to automation

Competition increasing from vendors selling directly to retailers

3. Attract – Merchant Wholesalers
Abundant affordable labor and logistics advantage

Labor Pool:

7,000
Existing Regional Jobs

+

17,000
Additional Employees with Translatable Skills

Labor Cost:

$25.20
Springfield Average Hourly Wage

vs.

Bridgeport, CT	**$29.30**
Hartford, CT	**$27.30**
State of MA	**$27.00**
Providence, RI	**$26.10**
US Average	**$24.90**
Syracuse, NY	**$25.00**

Economic Contribution:

28%
Growth in Metro Economic Output (2009 to 2014) – Merchant Wholesalers

vs. ### 14%
Change in Overall Gross Metro Product

Growth Potential (10-Yr Forecasts):

Employment Growth Projections

+1%
Hampden County

+5%
State of MA

National Output Projection

+26%
United States

3. Attract – Merchant Wholesalers
Springfield's site selection scorecard

Primary Location Criteria	Springfield Rating	Comments
Labor Availability	★ ★ ★ ★ ★	+ **Very large pool of specialized and translatable skills (generally lower skilled labor needed)**
Labor Cost	★ ★ ★ ★	+ **Lowest labor cost among New England/NY Peer Cities**
Market Access	★ ★ ★ ★ ★	+ **26M population within 3-Hr Drive, 54M within 6-Hr, 76M within 10-Hr (25% of US Population)**
Established Supply Chain	★ ★ ★	+ **Well established supply chain for many durable and non-durable goods**
Transportation Network	★ ★ ★ ★	+ **Major east/west highway connections** + **Extensive freight rail with intermodal facilities**
Real Estate Availability	★ ★	− **Lack of easily identifiable shovel ready sites/buildings, environmental contamination is major issue**
Utility Cost and Reliability	★ ★ ★	▪ **Electric costs at/below New England average, but significantly higher than other areas of US** − **Natural gas > US average and most other N.E. states**
Real Estate Cost	★ ★ ★ ★	+ **Cost competitive within region and vs. peer cities**
Tax Environment	★ ★ ★	▪ **MA competitive within Northeast/New England** + **Manufacturing machinery exempt from tax** − **Springfield property taxes among highest in region**
Water (Availability and Quality)	★ ★ ★ ★	+ **Abundant quality water at a competitive cost** ▪ **Potential long-term issues with sewer/wastewater**
Incentive Availability	★ ★ ★	+ **State and local tax incentives for new job creation**

3. Attract – Credit Intermediation
Require financial and customer service skills

Industry Overview & Characteristics:

- Sales and lease financing (e.g., auto, equipment, machinery)

- Mortgage companies and mortgage banking

- Clearing checks and credit card transactions

- Arranging loans by bringing borrowers and lenders together on a fee basis

- Credit card issuance

- Extending credit or lending funds raised by credit market borrowing

Credit Intermediation
Sub-Categories
▪ Credit Card Issuing
▪ Sales Financing
▪ Mortgage and Non-Mortgage Loan Brokers
▪ Financial Transaction Processing, Reserve, and Clearinghouse
▪ Other Non-depository Credit Intermediation
▪ Other Activities Related to Credit Intermediation

Industry Trends and Business Drivers

Can be independent operators or part of larger institutions

Decentralization of back office functions to lower cost locations

Consolidation of back office financial services operations

Constant technology and regulatory changes require nimble and adaptable workforce – training is key

3. Attract – Credit Intermediation
Strong growth potential at competitive cost

Labor Pool:

3,100
Existing Regional Jobs

+

15,000
**Additional Employees
with Translatable Skills**

Labor Cost:

$ $21.40 **vs.**

**Springfield
Average Hourly Wage**

Bridgeport, CT	**$25.00**
Hartford, CT	**$23.50**
MA Average	**$22.90**
Providence, RI	**$22.00**
US Average	**$21.10**
Chattanooga, TN	**$18.90**

Economic Contribution:

17%
**Growth in Metro Economic
Output (2009 to 2014) –
Credit Intermediation**

vs. 14%
**Change in Overall
Gross Metro Product**

Growth Potential (10-Yr Forecasts):

**Employment Growth
Projections**
+15% **Hampden County**

+12% **State of MA**
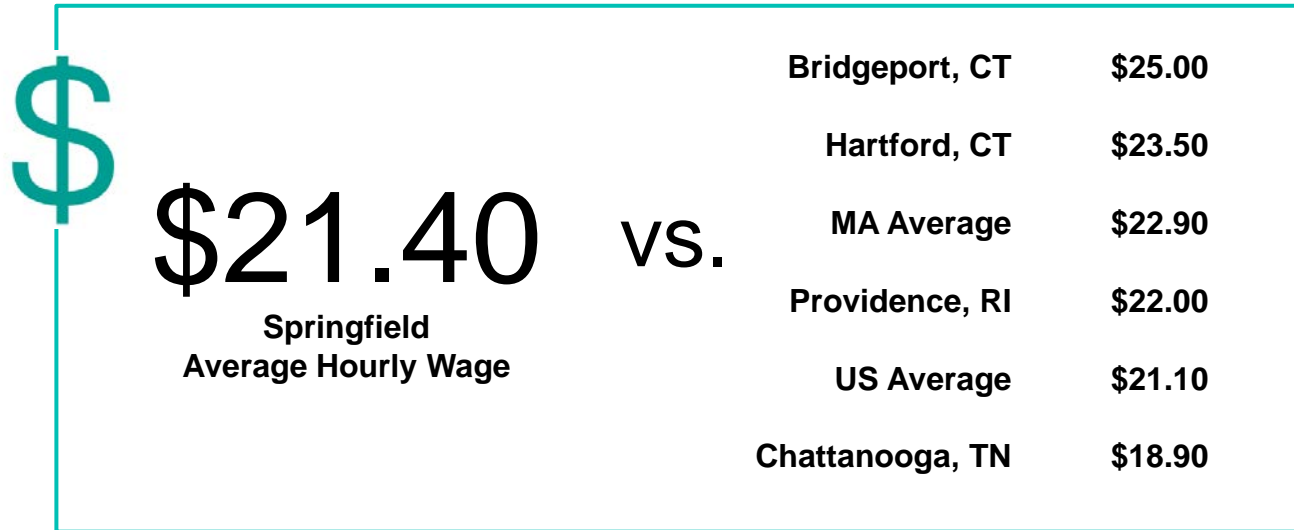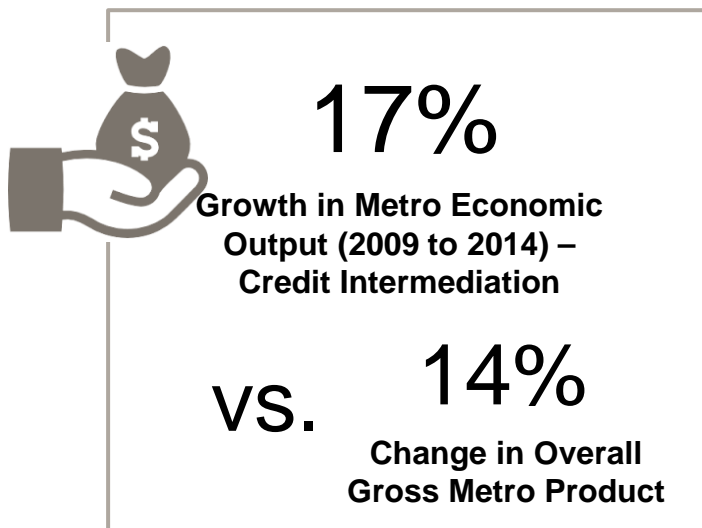
**National Output
Projection**
+32% **United States**
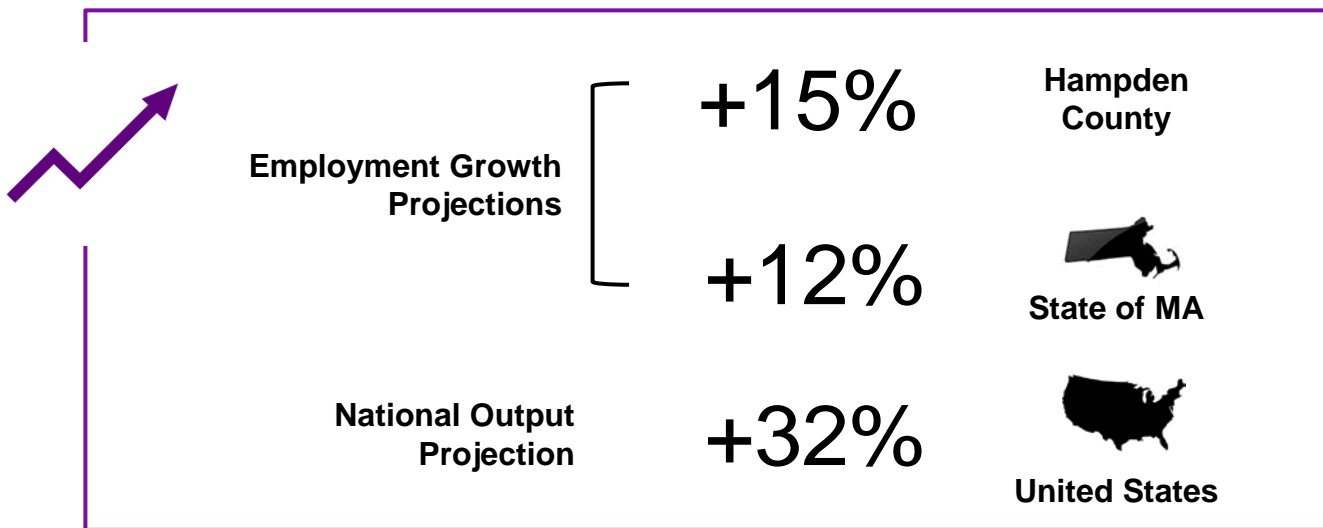
3. Attract – Credit Intermediation
Springfield's site selection scorecard

| Primary Location Criteria	Springfield Rating	Comments
Labor Availability	★ ★ ★ ★ ★	+ **Very large pool of specialized and translatable skills (generally semi-skilled labor needed)**
Labor Quality	★ ★ ★ ★	+ **Large segment of labor force possesses financial services and customer service experience** + **Bilingual capabilities in market added plus**
Labor Cost	★ ★ ★ ★	+ **Significantly lower than many peer markets in Northeast and approximates US average**
Supportive Training and Educational Institutions	★ ★ ★ ★	+ **Sizable infrastructure for training/ workforce development** ▪ **Ability to scale and adapt over longer-term remains uncertain**
Utility Cost and Reliability	★ ★ ★ ★	▪ **Electric costs at/below New England average, but significantly higher than other areas of US** + **Fast and reliable broadband assets/networks in Springfield**
Market Access	★ ★ ★ ★ ★	+ **Eastern time zone (for customer service) and very close to major financial centers with HQ locations**
Real Estate Availability	★ ★ ★	▪ **Office space is generally available but limited spaces outside of Class A CBD locations (typically higher cost)**
Real Estate Cost	★ ★ ★ ★	+ **Cost competitive within region and vs. peer cities**
Tax Environment	★ ★ ★	▪ **MA competitive within Northeast/New England** + **Manufacturing machinery exempt from tax** − **Springfield property taxes among highest in region**
Incentive Availability	★ ★ ★	+ **State and local tax incentives for new job creation**

3. Attract – Plastics and Rubber Manufacturing
Smaller precision manufacturers driving growth

Industry Overview & Characteristics:

- Make goods by processing plastics materials or raw rubber

- Uses processes such as compression molding, extrusion molding, injection molding, and casting

- Processing new or recycled plastic resins into intermediate or final products

- Production process is such that a wide variety of products can be made

- Processing natural, synthetic, or reclaimed rubber products into intermediate or final products

Plastics and Rubber Manufacturing
Sub-Categories
▪ Plastics Packaging Materials
▪ Plastic Pipe Manufacturing
▪ Laminated Plastics Plate Manufacturing
▪ Polystyrene Foam Manufacturing
▪ Plastics Bottle Manufacturing
▪ Tire Manufacturing
▪ Rubber and Plastic Hose Manufacturing

Industry Trends and Business Drivers

Large capital investments in machinery and technology

Regulatory compliance is a major cost of business

Small to medium operators driving US market - number of establishments in US has increased since 2000 while total employees have decreased

Most growth driven in the transportation, healthcare, and consumer packaging markets

Clusters already exist throughout New England

- MA, CT, RI, and Southern NH all have concentrations of plastics and rubber manufacturing activity

- Many of the existing clusters are in relatively higher cost markets (e.g., Metro Boston, Hartford, Southern CT) or in less accessible markets (e.g., Windham County, CT; Southern NH; Northern Worcester County; Pittsfield, etc.) than Springfield

- A number of university programs support the industry, particularly Polymer Science and Engineering at UMass Amherst and Plastics Engineering at UMass Lowell

- Existing large manufacturers in the Springfield Metro area include Titeflex in Springfield, Plastics Packaging Corp in West Springfield and the Plastics division of Sealed Air in Holyoke

- Plastic consumer packaging manufacturing has clear synergies with two other target industries for Springfield - food and beverage manufacturing and merchant wholesalers

Legend

Rubber Manufacturing Employees
- 0 - 50
- 51 - 250
- 251 - 500
- 501 - 2,500

Plastics Manufacturing Employees
- 0 - 50
- 51 - 250
- 251 - 500
- 501 - 1,050

National Geographic, Esri, DeLorme, HERE, UNEP-WCMC, USGS, NASA, ESA, METI, NRCAN, GEBCO, NOAA, increment P Corp.
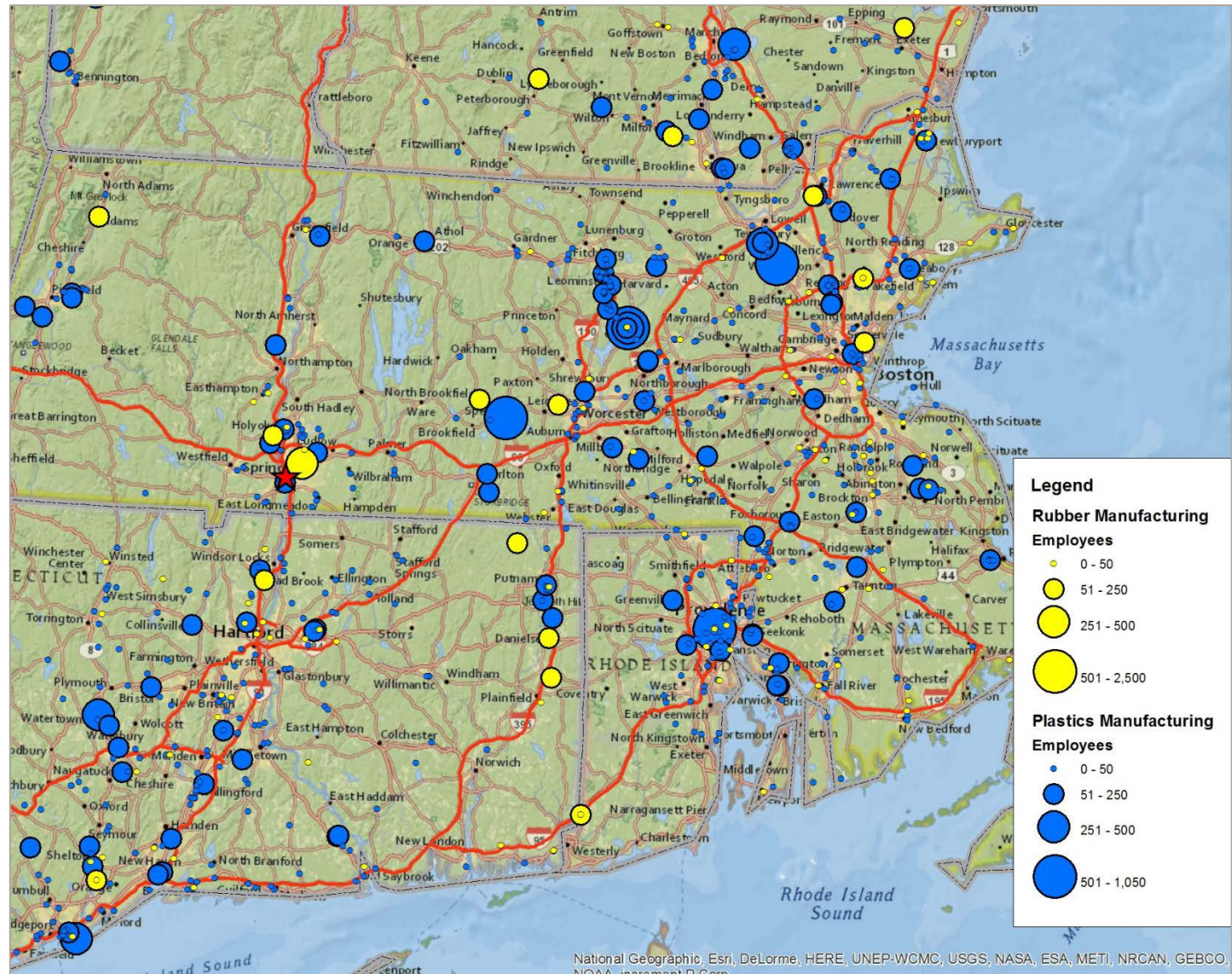
3. Attract – Plastics and Rubber Manufacturing
Springfield labor costs well below CT markets

Labor Pool:

1,600
Existing Regional Jobs

+

3,500
Additional Employees
with Translatable Skills

Labor Cost:

$ **$17.60** **vs.**
Springfield
Average Hourly Wage

Bridgeport, CT	**$19.40**
Hartford, CT	**$18.90**
MA Average	**$18.00**
Providence, RI	**$17.00**
US Average	**$16.80**
Grand Rapids, MI	**$16.70**

Economic Contribution:

-0.6%
Growth in Metro Economic
Output (2009 to 2014) –
Plastics and Rubber
Manufacturing

vs. **14%**
Change in Overall
Gross Metro Product

Growth Potential (10-Yr Forecasts):

Employment Growth
Projections

-1.2% Hampden
County

+1.7% State of MA

National Output
Projection

+1.8% United States

3. Attract – Plastics and Rubber Manufacturing
Springfield's site selection scorecard

Primary Location Criteria	Springfield Rating	Comments
Labor Cost	★ ★ ★ ★	+ **Significantly lower than many peer markets in Southern New England and MA, slightly higher than US average**
Labor Availability	★ ★ ★	+ **Sizable pool of specialized labor exists with larger pool with potentially translatable skills (some training required)** – **Given unique nature of industry, pool is more limited**
Labor Quality	★ ★ ★	+ **Sizable segment of labor force possesses precision manufacturing skills (especially relative to other markets)**
Market Access	★ ★ ★ ★	+ **Access provides competitive advantage over most existing plastics manufacturing clusters in New England**
Utility Cost and Reliability	★ ★ ★	▪ **Electric costs at/below New England average, but significantly higher than other areas of US – issue for manufacturing**
Tax Environment	★ ★ ★	▪ **MA generally competitive within Northeast/New England** + **Manufacturing machinery exempt from personal property tax** – **Springfield property taxes among highest in region**
Real Estate Availability	★	– **Lack of easily identifiable shovel ready sites/buildings, environmental contamination is issue**
Supportive Training and Educational Institutions	★ ★ ★	+ **Growing infrastructure for training/ workforce development** ▪ **Ability to scale and adapt over longer-term remains uncertain**
Real Estate Cost	★ ★ ★ ★	+ **Cost competitive within region and vs. peer cities**
Incentive Availability	★ ★ ★	+ **State and local tax incentives for new job creation**

Newmark Grubb Knight Frank Global Corporate Services — DEVELOP Springfield — Springfield Regional Chamber — City of Springfield

3. Attract – Tier 2 Opportunities
Challenges to building strong business case

- Potential business case exists to attract new investment on a large scale but some challenges could exist, including: small pool of specialized labor, negative or low growth rates projected on a state and/or local level, headwinds on a national scale

Industry	Specialized Labor	Translatable Labor	State Job Growth Projection	US Output Growth Projection
Data Processing, Hosting, and Related Services	300	6,700	+11.6%	+2.5%
Transportation Support Activities	700	9,500	+2.0%	+2.4%
Transportation Equipment Manufacturing	700	3,900	-15.3%	+1.3%
Nonmetallic Mineral Product Manufacturing	400	5,900	-16.9%	+1.8%
Computer and Electronic Product Manufacturing	1,100	7,100	-10.6%	+2.6%

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP springfield Springfield Regional Chamber City of Springfield

Opportunities by Asset Type
Cross multiple industry clusters

Call and Contact Centers

- Small to medium-sized facilities
- Demonstrated success
- Financial services, healthcare, hospitality
- Bilingual capabilities
- Lower cost NE location
- Broadband connectivity

Back Office and Shared Services Operations

- Small to medium-sized facilities
- Back office operations for major companies in Boston, NYC, Hartford
- Not all customer-facing (IT, Accounting, etc.)

Disaster Recovery Data Centers

- Smaller centers for backups of critical data
- Locate outside of major downtown but close to HQ/front office operations
- Electricity cost may be a detractor

Precision and Specialized Manufacturing Centers

- Build on existing and growing cluster
- Can apply to multiple industries
- Local training resources – need to be scaled
- Electricity cost may be a detractor

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP springfield Springfield Regional Chamber City of Springfield

Target Industry Identification
Key takeaways and findings

Section Summary:

- Retention of existing employers should be a key focus – 87% of economic growth came from existing companies and start-ups between 1995 and 2013

- Springfield's economy is driven by high value industries with good paying jobs – envy of many peer cities

- Healthcare, Insurance, and Education companies/institutions should all be retained aggressively – 27% of total city jobs (a few large entities make up a majority of these)

- Springfield is a small business city – focus on support and acceleration among all businesses but especially those that are scalable and in high value industries

- Strong business case to attract new investment in certain industries including:

  - Food and Beverage Manufacturing

  - Merchant Wholesalers

  - Credit Intermediation

  - Plastics and Rubber Manufacturing

Target Company Recommendations

**Newmark Grubb
Knight Frank**

Target Company Recommendations
Section overview

ATTRACT

Sell Springfield's competitive advantages to attract new outside investment

- Companies from outside the city/region who are actively expanding or relocating
- Site selection criteria match Springfield's value proposition

- Targeted marketing and increased visibility among particular industry groups
- Work on reducing shortcomings in business case

Mid-Term (Start Now)

Section Objectives:

How can we identify and qualify potential companies to attract to city?

Which companies are potential top prospects for recruitment in each target industry?

Key Tasks:

- Identify potential leads in each of the Tier 1 target industry categories

- Generate a list of companies based on potential match with Springfield's unique business case for each target industry group

- List will represent potential candidates for relocation, new branch location, regional consolidate of operations, or potential spin-off relocation of specific functions (e.g., warehousing, call center, etc.)

- City stakeholders will need to further pursue and vet these companies using the business case presented here to support their efforts

Target Company Recommendations
Vetting process of all potential companies

Create a shortlist of prospects using the following three-step process:

1. Identify	2. Qualify	3. Shortlist
All Potential Companies	**Suitable Candidates**	**Top Prospects**
Initial search criteria: ■ 200 mile radius from Springfield ■ 3-digit NAICS Code aligns with target industry categories ■ 100-300 employees at a single location ■ $10-$50M in annual sales	Utilize balanced scorecard approach to vet each company on the following factors: ■ Sub-Business type (4 or 5 digit NAICS) ■ Lease vs. own ■ HQ, branch, or single location ■ Facility size ■ Financial risk ■ Revenue and income growth ■ Employee growth ■ Market cost (vs. Springfield) ■ Market location (vs. Springfield) ■ Company rankings (prominent national lists)	Further vet top scoring companies to determine a shortlist for prioritized outreach: ■ Recent ownership or management changes ■ Upcoming lease expirations ■ Operational needs and sub-industry match Springfield's unique business case ■ Proximity to supply chain and key customers

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield · Springfield Regional Chamber · City of Springfield

Target Company Recommendations
Focus first on most likely attraction targets

Results of vetting process by target industry segment:

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

Target Company Shortlist
Food and Beverage Manufacturing

Shortlist Snapshot:

14
Top Leads

1,100+
Total Employees

- Mix of national/global companies with no existing local presence and smaller independent regional operators

- Potential for new branches or spin-off of operations, some relocation opportunities

Company Name	Sub-Business Type	Current Location(s)	Potential Springfield Opportunity	Estimated Employees
Carla's Pasta	Macaroni and spaghetti	South Windsor, CT	Relo	160
Smartpak Equine	Prepared feeds	Plymouth, MA	Relo, Spin-Off, Branch	175
Hans Kissle Company	Food preparations	Haverhill, MA	Branch, Spin-Off	140
Cains Foods	Salad dressing, sauces	Ayer, MA	Relo, Branch	100
Rustic Crust	Flour mixes, dough	Pittsfield, NH	Relo, Branch	100
Nasoya Foods	Food preparations	Ayer, MA	Relo, Branch	159
Frozen Batters	Bread, cake	North Andover, MA	Relo, Branch	100
Automatic Rolls	Bread, cake	Dayville, CT	Relo, Branch	140
Ocean Spray	Frozen fruits, vegetables	Middleborough, MA (et. al)	Spin-Off, Branch	N/A
B&G Foods	Canned fruit, specialties	Roseland, NJ (et. al)	Spin-Off, Branch	N/A
Heinz Kraft Foods	Cheese, natural/processed	Woburn, MA (et. al)	Spin-Off, Branch	N/A
Hain Celestial Group (Arrowhead Foods)	Frozen specialties	West Chester, PA (et. al)	Spin-Off, Branch	N/A
Flower Foods (LePage Bakeries)	Bread, cake	Lewiston, ME (et. al)	Relo, Spin-Off, Branch	N/A
Nestle Water Bottling USA	Bottled water	Wilmington, MA (et. al)	Spin-Off, Branch	N/A

Target Company Shortlist
Merchant Wholesalers

Shortlist Snapshot:

15 Top Leads

2,400 Total Employees

- Primarily small-scale independent operations
- Relocation opportunities or some potential for new branches of spin-off of operations
- Transportation and market access will be key attraction factors

Company Name	Sub-Business Type	Current Location(s)	Potential Springfield Opportunity	Estimated Employees
G&C Food Distributors and Brokers	Food Wholesalers	Syracuse, NY	Relo, Branch	100
Poultry Products of New England	Food Wholesalers	Hooksett, NH; E Windsor, CT	Relo, Consolidation	250
Sonepar Distribution New England	Electrical Products	Brockton, MA	Relo, Branch	390
New England Ice Cream	Food Wholesalers	Taunton, MA	Relo	170
Advanced Cable Ties	Electrical Products	Gardner, MA	Relo, Branch	100
Eastern Industrial Automation	Electrical Products	Waltham, MA	Relo, Branch	145
Igus Bearings	Electrical Products	Rumford, RI	Relo	150
Robert Reiser & Co.	Food Packaging Products	Canton, MA	Relo, Branch	170
Grantie City Electric	Electrical Products	Springfield, MA; Andover, MA (et. al)	Expansion, Relo/Spin-Off	250
National Seating and Mobility	Medical Equipment and Supply	Newington, CT	Relo, Branch	135
Transaxle	Motor Vehicle Supply	Hartford, CT; New Windsor, NY (et. al)	Relo, Branch, Consolidation	108
EIS (Electro-Wire)	Electrical Products	Leominster, MA	Relo, Branch	125
Owens & Minor	Medical/Hospital Equipment	Franklin, MA	Relo, Branch	N/A
Sager Electric Supply	Electronic Components	Middleborough, MA; Wilmington, MA (et. al)	Consolidation, Branch, Relo	110
Abel Womack	Industrial Machinery/Equipment	Lawrence, MA; Wallingford, CT	Consolidation, Relo, Branch	183

Target Company Shortlist
Credit Intermediation

Shortlist Snapshot:

12
Top Leads

- Mix of independent companies and large financial conglomerates

- Opportunities to attract back office functions of larger institutions – employee estimates unknown

- Leverage Springfield's lower labor cost, quality of financial labor force, and close proximity to major financial centers

Company Name	Sub-Business Type	Current Location(s)	Potential Springfield Opportunity
Heartland Payment Systems	Transaction Processing	Princeton, NJ; Rochester, NY; throughout US	Branch, Spin-Off
WEX	Transaction Processing	S Portland, ME; throughout US	Branch, Spin-Off
Chase Paymentech Solutions	Transaction Processing	Salem, NH; Wayne, PA; throughout US	Relo, Branch, Spin-Off
Webster Financial	Banks and Credit Unions	Southington, Waterbury, New Milford, Hartford, CT; Providence, RI	Spin-Off (Back Office)
TD Bank	National Commercial Bank	Lewiston, ME (back office); throughout New England and US (none in W MA)	Relo, Branch, Spin-Off
General Electric Capital Services	Business Credit Institution	Boston; Fairfield; Danbury; Stamford; Albany; W. Orange, NJ	Spin-Off (Back Office)
Mortgage Master	Loan Brokers	Walpole, MA (branches exist in W MA)	Relo, Spin-Off (Back Office)
Freedom Mortgage Corp.	Mortgage Banking	Mt Laurel, NJ; throughout US	Branch, Spin-Off
Total Mortgage Services	Mortgage Banking	Milford, CT; Madison, CT	Branch, Spin-Off
Guaranteed Rate	Mortgage Banking	Wakefield, Boston, Rockland, MA; throughout US	Relo, Branch, Spin-Off
Residential Mortgage Services	Mortgage Banking	S Portland, ME; W Bridgewater, MA	Relo, Branch, Spin-Off
Broadridge Financial Solutions	Financial Services Support	Edgewood, NY; throughout US	Branch, Spin-Off

Target Company Shortlist
Plastics and Rubber Manufacturing

Shortlist Snapshot:

12 Top Leads

1,700 Total Employees

- Primarily smaller-scale operations – many are precision manufacturers
- Generally relocation opportunities or some potential for new branches of spin-off of operations
- Transportation and market access will be key factor in any relocation

Company Name	Sub-Business Type	Current Location(s)	Potential Springfield Opportunity	Estimated Employees
Hope Valley Industries	Plastic Auto Accessories	N Kingstown, RI	Relo, Branch	150
American Plastic Products	Plastic Injection Molding	Waterbury, CT	Relo, Branch	135
Colt's Plastics Company	Plastic Packaging	Dayville, CT	Relo, Branch	125
Burbak Companies	Plastic Injection Molding	Wilton, NH	Relo, Branch	100
Kochek Company	Fire Equipment	Putnam, CT	Relo, Branch	100
Armored Textiles	Fire Equipment	Peterborough, NH	Relo, Branch	100
Cloplay Corporation	Plastics Doors	N Haven, CT; Mansfield, MA	Consolidation, Relo	230
Saint-Gobain Plastics	High Performance Polymers	Taunton, MA; Northborough, MA; Bristol, RI; Merrimack, NH	Consolidation, Relo	200
CKS Packaging	Plastic Packaging	Naugatuck, CT	Relo, Branch	100
Plastican/ Bway	Plastic Packaging	Leominster, MA	Relo, Branch	180
Silgan Plastics	Plastic Packaging	Deep River, CT	Relo, Branch	170
Hutchinson Sealing Systems	Rubber/Silcone Extrusions	Newfields, NH	Relo, Branch	150

Target Company Recommendations
Key takeaways and findings

Section Summary:

- Most likely candidates will be chosen from companies in the target industry groups with the following characteristics:

    - Within a 200 mile radius of Springfield

    - 100-300 employees at a single location (may be subsidiary of a larger company with multiple locations)

    - $10-$50M in annual sales (at a single location, more if part of larger organization)

- Generally, there were approximately 100 companies (+/-) in each target industry that represented qualified leads (i.e., scored high during the vetting process)

- Top prospects represent 53 companies – most with existing locations in New England, New York, or New Jersey

    - May be interested in Springfield for a relocation, new branch location, spin-off of certain functions, or a regional consolidation of multiple existing locations

Talent Development Strategy

**Newmark Grubb
Knight Frank**

Springfield Workforce Evaluation
Introduction

Summary

A productive and stable economy depends highly on a skilled workforce. Access to a growing and skilled workforce is a critical decision point in today's business location decisions. There is an essential relationship between economic and workforce development.

The labor market is tightening across the nation, and businesses are competing vigorously to recruit talented employees. The unemployment rate for college-educated workers - those with at least a bachelor's degree - never rose above 5% nationally during the recession and has now retreated to 2.7%. The U.S. unemployment rate for workers with an advanced degree is even lower at 2.3%.

Today, the types of skills needed to work at a manufacturing facility or warehouse/distribution center are rapidly changing. Facilities that once provided a lot of work for lower-skilled laborers now require workers with special expertise in areas such as robotics and computer skills. It is a much more sophisticated workforce requirement.

"By 2025, two-thirds of all jobs in the U.S. will require education beyond high school." ~ Bill Gates' blog post entitled, *Help Wanted: 11 Million College Grads*

Companies thinking about moving or expanding consider other criteria besides cost, including the availability and skill set of the labor force, accessibility to clients and vendors, proximity to other company facilities and transportation linkages, to name a few. But for most companies, the size and quality of the labor force and the cost of sourcing the right workers rank high on their list.

NGKF reviewed a multitude of data sets for Springfield and the available workforce development programs provided through K12, Springfield Technical Community College and the Regional Employment Board of Hampden County, Inc. It is entirely possible that Springfield is missing out on potential expansion and attraction projects due to the inability to demonstrate accurate workforce availability and skill levels in your labor shed.

Springfield Population Growth
Growth trends are positive

- The population of the City of Springfield declined in 1980 and 2000 but it has been rising over the last 10 years, rising 1.3%.

- In Springfield, the 2014 labor force participation rate in 2015 (58.3%) was lower than the State of Massachusetts (67.6%) and the U.S. (63.9%) labor force participation rate. The region's below average labor force participation rate is likely attributable in part to its lower educational attainment.

- The City of Springfield's projected annual growth rate is positive (+1.15%), which is significantly lower than the nation (11.61%) and the State of Massachusetts (4.85%).

- Growth trends are positive and it is very important to continue to support workforce development, to address the skills gap and to attract and retain educated workers.

- 39.1% of the population speaks a language other than English, with the majority of which speaking Spanish (33%).

Total Population: City of Springfield
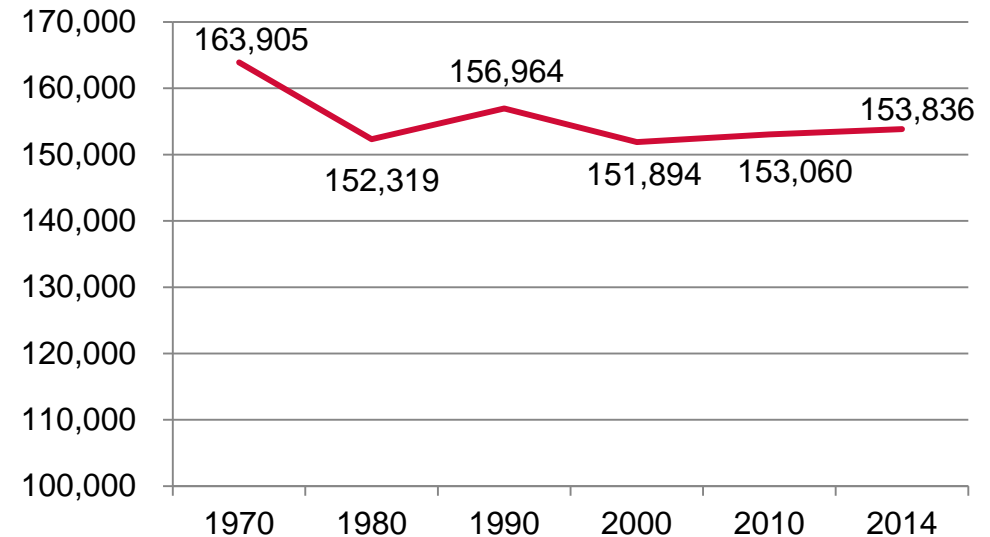
2015-2020 Population: Annual Growth Rate (%)
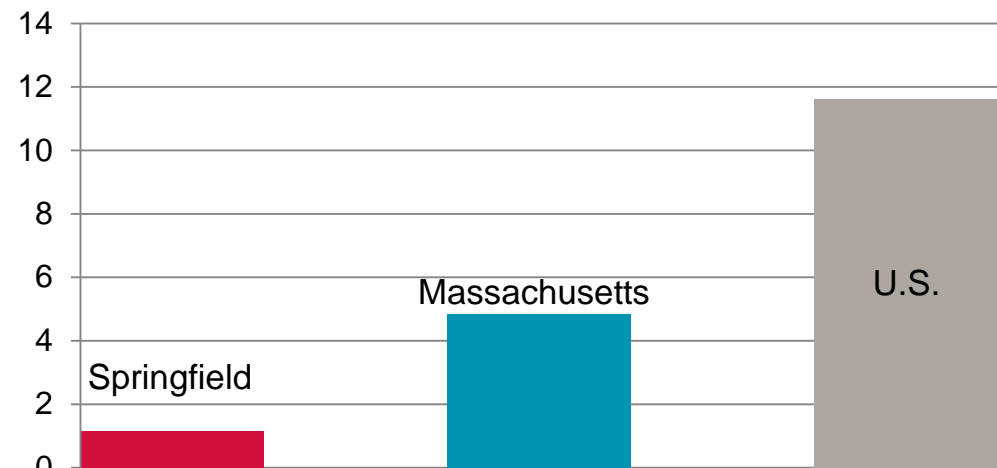
Source: US Census Bureau, US Bureau of Labor Statistics, Pioneer Valley Planning Commission

Springfield Population Migration
Historic positive migration rate

Springfield has a historic **positive migration rate** of its population ages 0 – 54. This age range includes the college-aged and work-aged population that are coming the area at very high rates to further their education or find jobs. The in migration of the younger population represents a major increase of social vitality, economic spending and also indicates growth of the future availability of skilled workers.

- Consideration MUST be given to retention of these college-aged youth by encouraging them to stay in the area after graduation AND an effort should be made to appeal to those who have left and might consider coming back once their education is complete or they start a family.

- Of those moving to Springfield,

  - 47.1% have a high school degree (equivalent) or higher

  - 35.7% have an annual income greater than $35,000

- The largest groups are White (In State) , African American (Out of State) and Asian (Abroad)

Springfield Migration (2014)
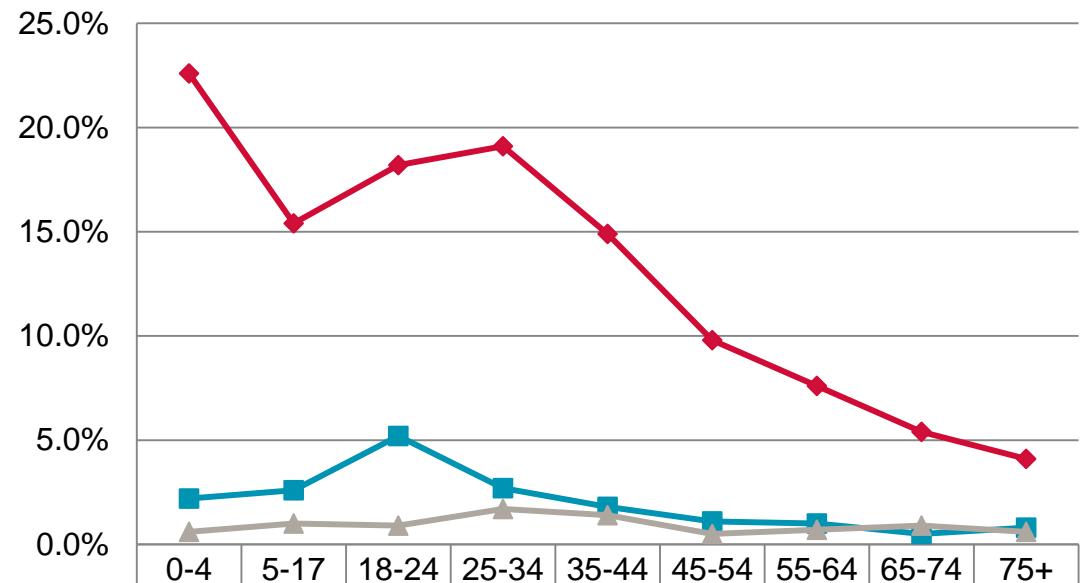
	0-4	5-17	18-24	25-34	35-44	45-54	55-64	65-74	75+
In State	22.6%	15.4%	18.2%	19.1%	14.9%	9.8%	7.6%	5.4%	4.1%
Out of State	2.2%	2.6%	5.2%	2.7%	1.8%	1.1%	1.0%	0.5%	0.8%
Abroad	0.6%	1.0%	0.9%	1.7%	1.4%	0.5%	0.7%	0.9%	0.6%

Sources: US Census, Pioneer Valley Planning Commission

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield Springfield Regional Chamber City of Springfield

Springfield Poverty
Indicates need for education and training

- Springfield has a greater percentage of households with income below the national poverty rate than the U.S. overall and the State of Massachusetts.

- Poverty is more than household finances, and can include a lack of education, work, access to healthcare, or distressed neighborhood conditions. These additional dimensions can be layered on top of income poverty; putting those who are not income-poor at a disadvantage.

2014 Population with Income Below Poverty Level (%)
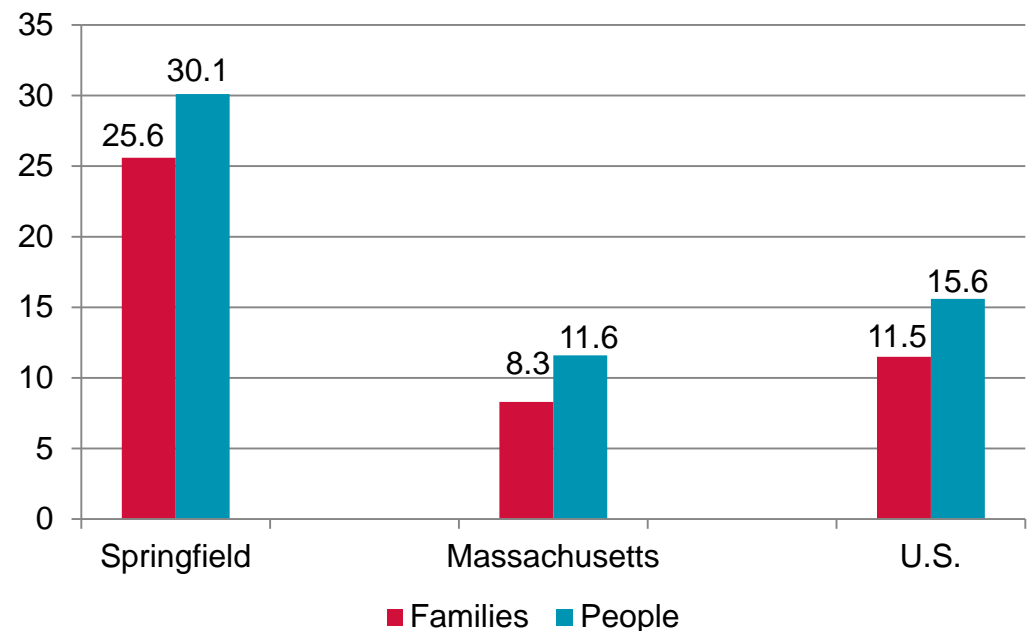
- A higher than average poverty rate is a negative economic indicator that will be reflected in a constant "drag" on total economic spending within the local economy, a lack of investment in residential property (and subsequent relative decline in property tax base), and often a lower level of skills development within the workforce. This is both an economic and social factor deserving of attention, especially with provision of vocational and educational training programs, as well as social services.

Springfield Secondary Education
Students to teacher ratio less than state average

- Springfield Public Schools are made up of 34 elementary schools, 14 middle schools, and 10 high schools and special campuses.

- Student Enrollment
  - Elementary Schools – 13,286
  - Middle Schools – 5,084
  - High Schools – 7,109
  - Total Enrollment – 25,479

- The area is also served by several suburban school districts as well as private and charter schools.

- Springfield's students to teacher ratio is 12.5 to 1, which is lower than the Massachusetts average of 13.2 to 1.

- Springfield has a lower percentage of residents with at least a high school diploma (75.8%) than the national average of 86.9% and the State of Massachusetts average (89.5%).

- According to state standards, only 36% of students in this district are considered proficient in math and/or reading.

2014 Population Age 25+ w/ HS Diploma (%)

Springfield	Massachusetts	U.S.
75.8	89.5	86.9
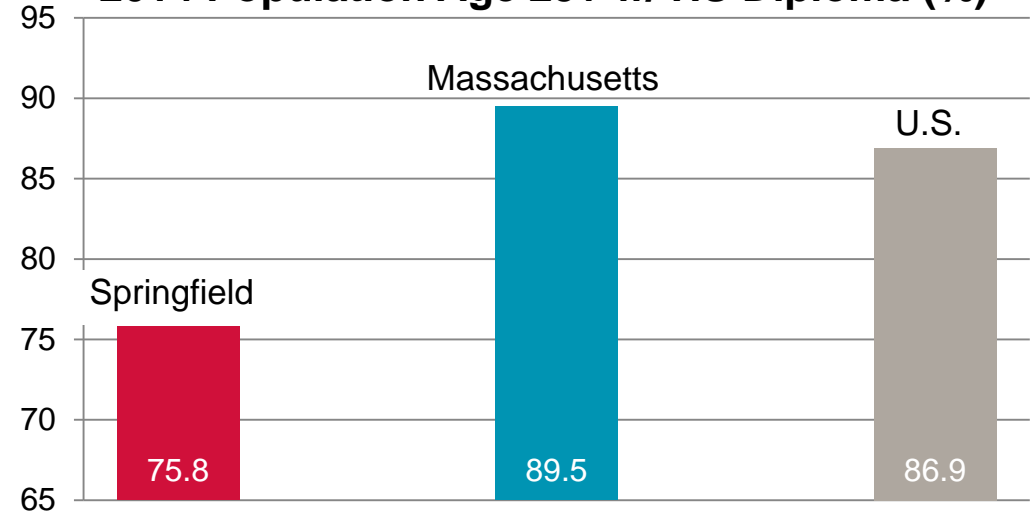
Average ACT Scores

21   National Average 26

Average SAT Scores

1151   National Average 1700

Sources: US Census, Springfield Public Schools, Massachusetts Department of Elementary and Secondary Education (ESE)

Springfield Secondary Education
Largest dropout percentage loss in 9th grade

Student Group	# Enrolled Grades 09 through 12	# Dropout All Grades	% Dropout All Grades	% Dropout Grade 09	% Dropout Grade 10	% Dropout Grade 11	% Dropout Grade 12
All Students	6,966	355	5.1	6.8	5.3	2.7	4.5
High Needs	4,936	278	5.6	7.6	5.3	3.1	5.2
Economically Disadvantaged	4,150	195	4.7	6.9	4.2	2.3	3.8
LEP English language learner	1,073	71	6.6	8.3	6.0	3.9	6.4
Students with disabilities	1,317	130	9.9	11.7	7.4	6.3	13.8
African American/Black	1,533	49	3.2	4.1	2.9	3.3	2.0
American Indian or Alaskan Native	3						
Asian	217	2	0.9	0.0	0.0	2.3	1.5
Hispanic or Latino	4,161	268	6.4	8.7	6.7	2.5	6.3
Multi-race, non-Hispanic or Latino	220	1	0.5	0.0	0.0	0.0	2.9
White	832	35	4.2	5.0	5.5	3.3	2.7
Female	3,338	141	4.2	5.3	4.2	2.0	4.8
Male	3,628	214	5.9	8.1	6.3	3.4	4.1

Sources: Springfield Public Schools, Massachusetts Department of Elementary and Secondary Education (ESE)

Roger L. Putnam Vocational Technical Academy

As part of the Springfield Public School system, Roger L. Putnam Vocational Technical Academy provides an enhanced curriculum to include vocational and technical training in 20 programs. The academy serves 1,450 high school students with competitive enrollment. The campus has relationships with several local employers. The facility and faculty also have the capability to host trainings for local employers or citizens at the cost of the instructor's time. This campus and its associated training is a critical educational asset for the community.

The academy offers training programs in:

- Automotive Technology
- Banking
- Carpentry
- Cosmetology
- Design/Visual
- Early Childhood Education
- Electrical

- Finance
- Graphics
- Healthcare/CNA
- Hospitality/Tourism
- HVAC
- Information Technology
- Machine Technology

- Marketing
- Multi Media
- Printing
- Retail
- Robotics
- Welding

Springfield Higher Education
Disadvantage for some knowledge industries

- Springfield is below the State of Massachusetts and U.S. averages for percent of the adult population with a Bachelor's Degree and a Professional/Graduate Degree.

- Springfield is at a disadvantage for specific knowledge-based industries when compared to the State of Massachusetts and U.S. average due to the lack of readily available college educated graduates.

- Competition for skilled labor is greater for existing businesses in Springfield, but it also presents a barrier to existing business growth and new business investment opportunities due to the lack of available skilled labor, particularly for professional positions. Additional vocational skills training programs may be warranted in the region and the scalability of these programs is imperative.

- This is not a problem unique to Springfield. This is a national trend and a growing concern of companies across industries, especially as skilled workers reach retirement age.

2014 Population Age 25+ w/ Bachelor's Degree (%)

	Springfield	Massachusetts	U.S.
	11.1	22.6	18.3
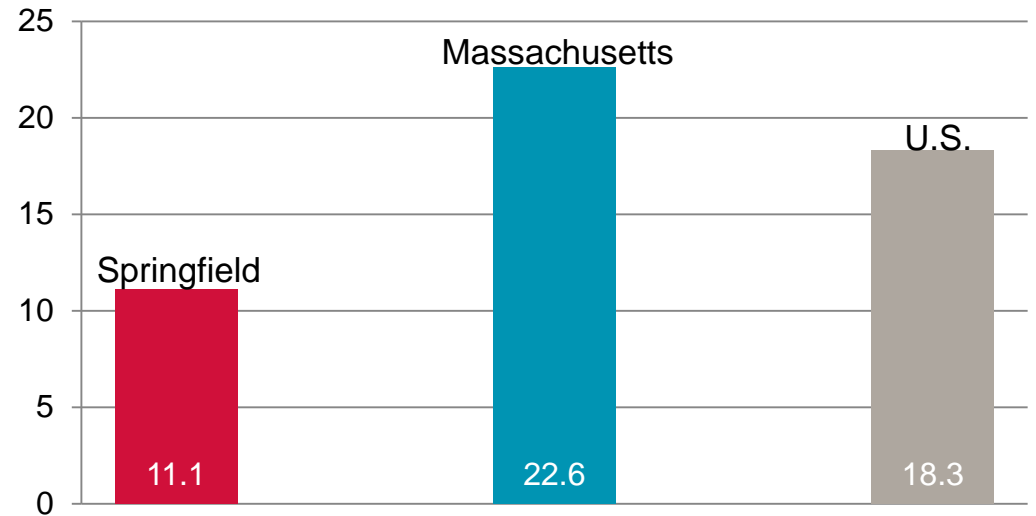
2014 Population Age 25+ w/ Graduate/ Professional Degree (%)

	Springfield	Massachusetts	U.S.
	6.7	17.4	11.0
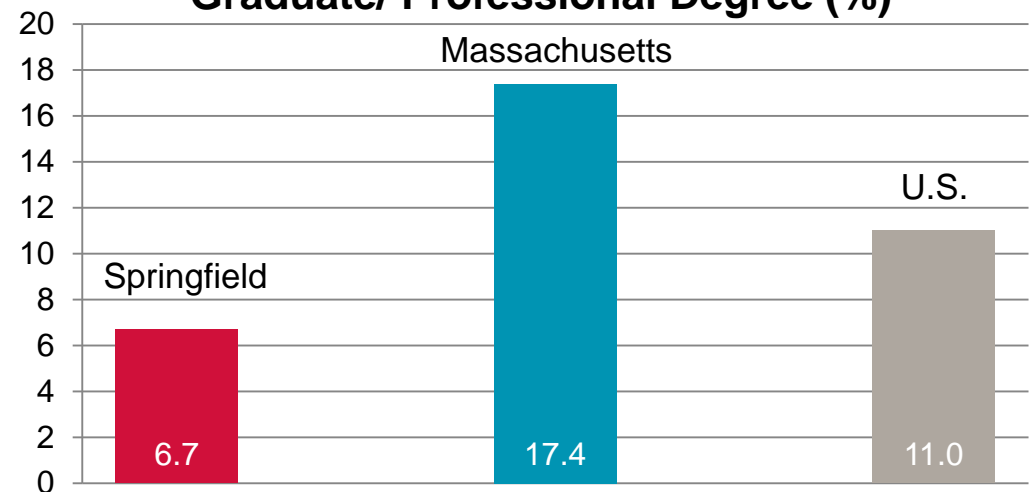
Source: US Census, Pioneer Valley Planning Commission

New England's Knowledge Corridor
41 college & universities w/ over 215,000 students

Public Colleges/Universities:

- University of Connecticut (4 campuses)
- University of Massachusetts Amherst
- Central Connecticut State University
- Charter Oak State College
- Westfield State College
- Southern Connecticut State University

Community & Technical Colleges:

- Asnuntuck
- Capital
- Gateway
- Greenfield
- Holyoke
- Manchester
- Middlesex
- Naugatuck Valley
- Springfield
- Tunxis

Private Colleges/Universities:

- Albertus Magnus College
- American International College
- Amherst College
- Bay Path College
- Elms College
- Goodwin College
- Hampshire College
- Hartford Seminary
- Holy Apostles College and Seminary
- Lincoln College of New England
- Mount Holyoke College
- Paier College of Art
- Post University
- Smith College
- Springfield College
- Western New England University
- Rensselaer at Hartford
- St. Thomas Seminary
- Trinity College

- University of Hartford
- University of New Haven
- University of Saint Joseph
- Wesleyan University
- Quinnipiac University
- Yale University

The New England Knowledge Corridor has over 1.9 million residents and more than 215,000 university students.

Source: New England's Knowledge Corridor

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP Springfield Springfield Regional Chamber City of Springfield

University of Connecticut (Storrs, CT)

- Four campuses within the Knowledge Corridor

- 14 Schools & Colleges

  - Ratcliffe Hicks Agriculture
  - Health & Natural Resources
  - Business
  - Dental Medicine
  - Neag Education
  - Engineering
  - Fine Arts
  - Graduate
  - Law
  - Liberal Arts & Sciences
  - Medicine
  - Nursing
  - Pharmacy
  - Social Work

- 7 undergraduate degrees

  - 108 majors

- 17 graduate degrees

  - 79 research and professional practice fields of study

- 6 professional degree programs (J.D., LL.M., M.D., D.M.D., Pharm.D., S.J.D.)

- Total student enrollment – 31,624

  - 23,407 Undergraduate

    – 18,826 Main Campus
    – 4,581 Regional

  - 8,217 Graduate

- 8,080 Degrees 2014-2015

  - Bachelor's 5,320
  - Master's 1,713
  - Doctorates 372
  - Law (J.D., LL.M.) 187
  - Pharm.D. 95
  - Medicine 92
  - Dental Medicine 45
  - Graduate/Professional Certificates 167
  - 6 Yr. Education 69
  - 2 Yr. Agriculture 20

University of Massachusetts Amherst (Amherst, MA)

- Offers a full range of undergraduate, graduate and professional degrees

- 12 Schools & Colleges

  - Education
  - Engineering
  - Humanities & Fine Arts
  - Information & Computer Sciences
  - Natural Sciences
  - Nursing
  - Social & Behavioral Sciences
  - Commonwealth Honors College
  - Isenberg Management
  - Public Health & Health Services
  - Stockbridge Agriculture
  - Graduate

- 96 undergraduate majors

- 69 Master's graduate majors

- 49 Doctorate majors

- 15 Graduate/Professional Certificate programs

- Total student enrollment – 29,269

  - 22,748 undergraduate students
  - 6,521 graduate students

- Offers professional development courses and training

  - Arts Extension
  - Dietetic Internship
  - Real Estate Licensing
  - Educator Licensure (MTEL) Prep
  - Professional Performance Certificate
  - Master of Public Health in Nutrition

- 7,132 Degrees 2012-2013

New England Knowledge Corridor
Public Colleges and Universities

Central Connecticut State University
(New Britain, CT)

- A regional, comprehensive public university

- 4 Schools – 12,086 students
  - Business;
    - 1,912 students
  - Education & Professional Studies;
    - 2,744 students
  - Science, Engineering & Technology;
    - 3,127 students
  - Carol Ammon College of Liberal Arts & Social Sciences
    - 3,848
- 85% of CCSU graduates remain in Connecticut
- 12,086 students, 9,933 undergraduates, and 2,153 graduate students.
- Total Degrees Awarded 2014-2015 - 2,660

  - Business – 438 degrees awarded;
    - 438 Bachelor's degrees
  - Education & Professional Studies – 750 degrees awarded;

  - 349 Bachelor's degrees; 28 Post Bachelor's Certificates; 317 Master's degrees; 49 Post-Master's Certificates; and 7 Doctoral degrees.
  - Science, Engineering & Technology – 599 degrees awarded;
    - 431 Bachelor's degrees; 10 Post Bachelor's Certificates; 157 Master's degrees; and 1 Post-Master's Certificates.
  - Carol Ammon College of Liberal Arts & Social Sciences – 873 degrees awarded;
    - 778 Bachelor's degrees; 5 Post Bachelor's Certificates; and 90 Master's degrees.

Charter Oak State College (New Britain, CT)

- More than 2,000 students
- 4 General Studies Degrees
  - Associate in Arts; Associate in Science; Bachelor of Arts; and Bachelor of Science
    - Business Admin
    - Cyber Security
    - Health Care Admin
    - Health Information Management
    - Psychology
    - General Studies
      - American Studies
      - Child and Youth Development
      - Child Studies
      - Criminal Justice
      - Human Resources
      - Information Systems Studies
      - Organizational Leadership
      - Paralegal Studies
      - Political Science
      - Public Administration
      - Public Safety Administration
      - Sociology
- Master of Science in Organizational Effectiveness and Leadership
  - Business
  - Nonprofits
- Certificate Programs
  - Health Insurance Customer Service
  - Leadership in Healthcare Admin
  - Direct Care Workers
  - LPN to RN
  - Pharmacist Refresher
  - After School Education Credential
  - Infant-Toddler Care
  - Land Surveying
  - Paralegal
  - Paraprofessional Educator
  - Project Management
  - Public Safety
  - Speech and Language Pathology Assistant

Westfield State College
(Westfield, MA)

- 1st co-educational college in America to offer an education without barrier to race, creed, or economic status.
- 5,000 undergraduate, 600 part-time undergraduate & 800 graduate students.
  - Offer evening only & online degree programs
- 28 Schools & Colleges **(Highest Enrollment)**
  - Art
  - Athletic Training
  - Biology
  - **Business Management**
  - Chemistry
  - **Communication**
  - Computer Information Systems
  - Computer Science
  - **Criminal Justice**
  - Economics
  - **Education**
  - English
  - Environmental Sciences
  - Ethnic & Gender Studies
  - General Science
  - History
  - Liberal Studies
  - Mathematics
  - Movement Science
  - Music
  - Nursing
  - Political Science
  - **Psychology**
  - Regional Planning
  - Social Work
  - Sociology
  - Spanish
  - Theater Arts
- Certificates
  - Addiction Counselor Educator
  - Computer & Information Science
  - Emergency Medical Technician (EMT)
  - Geographic Information Systems (GIS)
  - Paralegal/Legal Studies
  - Graduate certificates – Applied Behavior Analysis, Homeland Security Studies & Spanish

Southern Connecticut State University
(New Haven, CT)

- 5 Schools
  - School of Arts and Sciences
    - 3,881 students
    - 1,024 degrees awarded
      - Bachelor's - 890
      - Master's - 134
  - School of Business
    - 1,216 students
    - 265 degrees awarded
      - Bachelor's - 211
      - Master's - 54
  - School of Education
    - 1,212 students
    - 526 degrees awarded
      - Bachelor's - 80
      - Master's - 230
      - 6th Year - 202
      - Ed.D. - 14
  - School of Health and Human Services
    - 2,838 students
    - 563 degrees awarded
      - Bachelor's - 365
      - Master's - 198
  - School of Graduate Studies
    - 2,367 students
    - 832 degrees awarded
- 69 - undergraduate degree programs
- 47 - graduate degree programs
- Total student enrollment – 10,048
  - 6,287 undergraduate students
  - 2,365 part-time undergraduate students
  - 739 graduate students
  - 657 undeclared students
- Total Degrees Awarded 2014-2015 - 2,378
  - 1,546 Bachelor's, 616 Master's, 202 6th Year, and 14 Doctorate's.

Asnuntuck Community College (Enfield, CT)

- One of twelve two-year community colleges in the State of Connecticut
- Total student enrollment – 1,571
- Serves eight towns in north-central Connecticut including Enfield, Somers, Windsor Locks, Suffield, East Windsor, East Granby, Stafford, and Ellington.
- 19 Associate Degrees
- 23 Certificate Programs
- 15 Non-Credit Certificates
- Areas of Study
  - Accounting, Business Admin, Communications, Communications: Broadcasting option, Communications: Journalism option, Criminal Justice, CSCU Transfer Ticket Degrees, Early Childhood Education, Engineering Science, General Studies, Human Services, Information Systems Technology, Liberal Arts,

Liberal Arts: Fine Arts option, Technology Studies, Technology Studies: Lean Manufacturing & Supply Chain Mgmt. option, Technology Studies: Machine Technology option, Technology Studies: Manufacturing Electro-Mechanical Maintenance Technology Option, Technology Studies: Manufacturing Electronics & Controls Technology option, and Technology Studies: Manufacturing Welding Technology Option.

Capital Community College (Hartford, CT)

- A comprehensive, open door, two-year urban institution
- Total student enrollment – 3,517
- 78% of the total enrollment comes from the primary service area of Hartford, Bloomfield, East Hartford, New Britain, Newington, Rocky Hill, West Hartford, Wethersfield, and Windsor.
- 41 associate degree programs
- 26 certificate programs
- Areas of Study
  - Accounting; Architectural Engineering; Biotechnology; Engineering & Technology; Communication Media; Computer & Information Systems with Mobile Application Developer/

Network Admin/Web Publishing Options; Computer Networking with Cybersecurity Option; CCNA; Computer Programming; Computer Support Specialist; Construction Mgmt.; Criminal Justice; Early Childhood Education; Emergency Medical Services; Emergency Medical Technician with EMR and Paramedic Options; Fire Science; Health Information Mgmt.; Health Science; Insurance & Financial Services; Mgmt. with Entrepreneurship Option; Medical Assisting with Administrative Medical Insurance Option; Visual Communications; Liberal Arts & Science; Ethnic Studies; Mathematics & Natural Science; Music Industry; Nursing; Paramedic Studies; Radiologic Technology; Social Service with Community Change/Gerontology/Library Technical Assistant/Mental Health Options; General Studies

Gateway Community College (New Haven, CT)

- Public, two-year community college
- Total student enrollment – 7,981
  - Credit students - 6,542
  - Certificate students - 284
  - Non-credit students – 1,155
- Serves 12 towns including Bethany, Branford, East Haven, Guilford, Hamden, Madison, New Haven, North Branford, North Haven, Orange, West Haven, and Woodbridge.
- 98 degree and certificate programs
- 49 Associate Degrees
- 49 Certificate Programs
- 24 Non-Credit Certificates
- Divisions
  - Engineering & Applied Technologies
  - Nursing
- Departments
  - Allied Health
  - Business
  - College Advancement Studies (CAS)

- General Studies
- Liberal Arts and Sciences
- Humanities/Fine Arts
- Science and Mathematics
- Social Sciences
- Total Degrees Awarded 2014-2015 - 708
- Total Certificates Awarded 2014-2015 – 167
- Total Non-Credit Certificates Awarded 2014-2015 – 337

Greenfield Community College (Greenfield, MA)

- Public, two-year community college
- Total student enrollment – 4,993
  - Credit students - 2,788
  - Non-credit students – 2,205
- 412 degrees & certificates awarded
  - Associate degrees: 272
  - Certificates: 140
- 42 associate degree programs
- 23 certificate programs
- 4 Bachelor's degree completion programs on campus
- Areas of Study
  - Accounting, Athletic Facility Admin, Business Admin, Computer Information Systems, Computer Science, Computer-Assisted

Bookkeeping, Economics, Entrepreneurship, Hospitality and Tourism, Management, Marketing, Medical Office Administration, Medical Office Management, Network Administration, Web Development and Design, Early Childhood Education, Education, Science-Math Education, Addiction Studies, Corrections, Criminal Justice, Fire Science Technology, Health Science, Human Services, Medical Assistant, Nursing, Outdoor Leadership, Paramedic, Practical Nursing, Art, Art/Visual Arts, Dance, Digital Media, English, Music, Theater, General Studies, Nursing, Biology, Chemistry, Engineering Science, Engineering Technology, Environmental Science, Farm and Food Systems, Food Science, Gender and Women's Studies, Social Sciences, and Renewable Energy/Energy Efficiency.

Holyoke Community College (Holyoke, MA)

- Public, two-year community college
- Total student enrollment – 10,835
  - Credit students – 8,700
  - Certificate students – 2,291
  - Non-credit students – 3,879
- Top 15 towns served Springfield, Holyoke, Chicopee, Westfield, West Springfield, Agawam, Easthampton, Northampton, Ludlow, South Hadley, Belchertown, Amherst, Granby, Southampton, and Palmer.
- Nearly 100 degree and certificate programs
- 49 Associate Degrees
- 49 Certificate Programs
- 24 Non-Credit Certificates
- Top 5 Enrolled Areas of Study
  - Liberal Arts and Sciences
  - Business Administration Mass Transfer
  - Criminal Justice

HOLYOKE COMMUNITY COLLEGE

- Foundations of Health Career
- Psychology
- Total Degrees Awarded 2014-2015 - 861
- Total Certificates Awarded 2014-2015 – 195
- Top 5 Degrees/Certificates Awarded
  - Liberal Arts and Sciences
  - Business Administration Mass Transfer
  - Criminal Justice
  - Human Services
  - Nursing
- Training & Workforce Options (TWO) is a one-of-a-kind collaboration between Holyoke Community College and Springfield Technical Community College that provides affordable custom contract training for local businesses.

Manchester Community College (Manchester, CT)

MANCHESTER COMMUNITY COLLEGE

- Public, two-year community college
- Serves Andover, Bolton, Columbia, Coventry, East Hartford, Glastonbury, Hebron, Manchester, Mansfield/Storrs, Marlborough, South Windsor, Tolland, Union, Vernon/Rockville and Willington.
- Total student enrollment – 6,891
  - Credit students - 5,797
  - Certificate students – 1,094
  - Non-credit students – 5,294
- 967 degrees & certificates awarded
  - Associate degrees: 848
  - Certificates: 119
  - Non-Credit Certificates: 301

- 39 associate degree programs
- 37 certificate programs
- Areas of Study
  - Accounting, Business, Business Office Technology, Computer Information Systems, Computer Science and Technology, Engineering and Technology, Fine Arts, General Studies, Health Careers, Hospitality Management and Culinary Arts, Human Services, Humanities, Liberal Arts and Sciences
- Custom Business and Industry employees trained – 1,727

New England Knowledge Corridor
Community and Technical Colleges

Middlesex Community College
(Bedford and Lowell, MA)

- Public, two-year community college
- Total student enrollment – 13,267
  - Credit students – 5,307
- 79 degree and certificate programs
  - 54 Associate Degrees, 25 Certificate Programs and 20 Non-Credit Certificates
- Areas of Study:
  - Accounting; Aviation Maintenance Tech; Biotechnology; Business Admin; Communications; Computer Science; Secure Software Dev.; Criminal Justice-Law Enforcement; Criminal Justice; Dental Assisting; Dental Hygiene; Dental Lab Tech; Diagnostic Medical Sonography; Early Childhood Education; Elementary Education; Energy Utility Tech; Engineering Science; Civil/ Environmental Eng.; Engineering Science;

Mechanical Eng.; CAD; English/ Creative Writing; English/ Literature; Environmental Health; Fashion Merchandising; Fine & Performing Arts; Music; Theater; Fire Protection & Safety; Graphic Design; History, Politics, & Global Studies; Hospitality Mgmt.; Culinary Arts; Human Services; Information Tech-Cybersecurity; Liberal Arts; Life Science; Math; Medical Assisting; Medical Lab Tech; Nursing; Office Systems & Admin; Paralegal; Physical Science; Psychology; Radiologic Tech; & World Languages.

- Total Degrees Awarded 2014-2015 - 1,325

Naugatuck Valley Community College
(Waterbury and Danbury, CT)

- Public, two-year community college
- Top 5 Town Distribution
  - Waterbury, Danbury, Naugatuck, Watertown/ Oakville, and New Milford.
- Total student enrollment – 7,001
  - Credit students - 6,113
  - Certificate students – 190
  - Non-credit students – 698
- 1,259 degrees & certificates awarded
  - Associate degrees: 849
  - Certificates: 410
- 55 associate degree programs
- 26 certificate programs
- Top 10 Enrolled Programs
  - General Studies
  - Liberal Arts and Sciences
  - Business Management
  - Human Services/Pre Social

- Nursing
- Criminal Justice - Law Enforce
- Computer Info Systems Tech
- Early Childhood Education
- Accounting
- Behavioral Science
- Top 10 Subjects
  - Business
  - Health & Medical
  - Motorcycle
  - Cultural Enrichment
  - Computer
  - Boating
  - Kids on Campus
  - Nursing
  - Education
  - Real Estate

New England Knowledge Corridor
Community and Technical Colleges

Springfield Technical Community College
(Springfield, MA)

- The only technical community college in Massachusetts
- Total student enrollment – 6,286
  - Credit students – 5,307
- 95 degree and certificate programs
  - 14 Associate Degrees, 25 Certificate Programs and 20 Non-Credit Certificates
- 5 Schools
  - School of Arts, Humanities and Social Sciences
  - School of Business and Information Technologies
  - School of Engineering Technologies and Math
  - School of Health & Patient Simulation
  - School of Science and Engineering Transfer
- Top 5 Enrolled Programs
  - Pre-Health Sciences, Liberal Arts/General Studies, Law Enforcement, Liberal Arts, and Business Administration
- 1,105 degrees & certificates awarded
  - Associate degrees: 935
  - Certificates: 170
- Training & Workforce Options (TWO) is a one-of-a-kind collaboration between Holyoke Community College and Springfield Technical Community College that provides affordable custom contract training for local businesses.

Tunxis Community College
(Farmington, CT)

- Public, two-year community college
- The only college in CT selected by the U.S. Transportation Security Administration to participate in a national training program which helps TSA employees fulfill their homeland security mission.
- Also the only public college in the state to provide a degree program in dental hygiene.
- Serves Avon, Berlin, Bristol, Burlington, Farmington, New Britain, Plainville, Plymouth, Simsbury, Southington, Wolcott & more.
- Total student enrollment – 4,079
- 33 associate degree programs
- 23 certificate programs
- Credit and Non-Credit Certificate
  - Nursing Aides, Fitness Trainers, Pre-School Teachers, Medical Secretaries, Emergency Medical Technicians, and Medical Transcriptionists
- Associate Degree
  - Computer Support Specialists; Dental Hygienists; Computer Specialists; Medical Records and Health Information Technicians; Electrical and Electronic Engineering Technicians; Industrial Engineering Technicians; Physical Therapist Assistants; Environmental Engineering Technicians; and Engineering Technicians
- Total Degrees and Certificates Awarded 2014-2015 - 440

New England Knowledge Corridor
Private Colleges/Universities

Albertus Magnus College (New Haven, CT)

- 4-year, private, liberal arts, coeducational, degree-granting college
- Total Students
  - 1,515
- Total Graduates
  - 555
- Top Graduating Programs
  - Business/Marketing, Social Services, Protective Services, an Psychology

American International College (Springfield, MA)

- 4-year, private, coeducational, degree-granting college
- Total Students
  - 3,541
- Total Graduates
  - Unknown
- 40+ undergraduate majors and 15 graduate programs including MBA in Resort and Casino Management and RN to BSN programs

Amherst College (Amherst, MA)

- 4-year, private, coeducational, degree-granting college
- Total Students
  - 1,795
- Total Graduates
  - 471
- Top Graduating Programs
  - Social Services, Biological/Life Sciences, Mathematics and Statistics, English and History

Bay Path College (Longmeadow, MA)

- 4-year, not-for-profit college
- Total Students
  - 3,107
- Total Graduates
  - Unknown
- 55 undergraduate majors and 56 graduate programs including Cybersecurity & Digital Forensics and Neurosciences

New England Knowledge Corridor
Private Colleges/Universities

Elms College (Chicopee, MA)

- Co-educational Catholic liberal arts college
- Total Students
  - 1,515
- Total Graduates
  - 486
- 33 majors and top graduating programs are Nursing, Social Work, Business

Goodwin College (East Hartford, CT)

- 4-year, not-for-profit college
- Total Students
  - 3,686
- Total Graduates
  - 385
- 25 majors including Ophthalmic Sciences and Manufacturing

Hampshire College (Amherst, MA)

- 4-year, private, coeducational, degree-granting college
- Total Students
  - 1,376
- Total Graduates
  - 291
- Top Graduating Programs
  - Visual & Performing Arts, Social Sciences, English/Literature, and Biological/Biomedical Sciences

Hartford Seminary (Hartford, CT)

Exploring Differences, Deepening Faith

- A non-denominational graduate school for religious and theological studies
- Total Students
  - 36
- Total Graduates
  - Unknown
- 6 majors including Transformative Leadership and Spirituality and Islamic Studies and Christian-Muslim Relations

New England Knowledge Corridor
Private Colleges/Universities

Holy Apostles College and Seminary
(Cromwell, CT)

- A Catholic liberal arts college and seminary
- Total Students
  - 378
- Total Graduates
  - 127
- Top Graduating Programs
  - Philosophy, Theology, and Bioethics

Lincoln College of New England (Southington, CT)

- 4-year, student centered college
- Total Students
  - 715
- Total Graduates
  - 174
- 26 majors including Hotel/Motel Administration/ Management and Funeral Service and Mortuary Science

Mount Holyoke College
(South Hadley, MA)

- A highly selective, non-denominational, residential, research liberal arts college for women
- Total Students
  - 2,189
- Total Graduates
  - 662
- 51 departmental and interdepartmental majors including humanities, social sciences, and natural and applied sciences

Paier College of Art (Hamden, CT)

- A 4-year, degree-granting institution
- Total Students
  - 129
- Total Graduates
  - 25
- 5 majors including Fine Arts, Graphic Design, Illustration, Interior Design, and Photography

New England Knowledge Corridor
Private Colleges/Universities

Post University (Waterbury, CT)

- 4-year, degree-granting institution
- Total Students
  - 8,366
- Total Graduates
  - 1,412
- Top Graduating Programs
  - Criminal Justice, Psychology, Human Services, Legal Studies, and Business Admin

Smith College (Northampton, MA)

- A highly selective, non-denominational college for women
- Total Students
  - 2,989
- Total Graduates
  - 855
- 70 majors including Architecture, Engineering, Biological/Biomedical Sciences and Social Sciences

Springfield College (Springfield, MA)

- A private, independent, coeducational 4-year college
- Total Students
  - 3,178
- Total Graduates
  - 965
- 44+ majors including Health Sciences & rehabilitation; Education; Business Admin; Human Services; Social Work; and Physical Ed., Sport, & Movement Studies

Western New England University (Springfield, MA)

- A 4-year, private not-for-profit college
- Total Students
  - 3,955
- Total Graduates
  - 1,031
- 61+ majors including Law, Engineering, Pharmacy, Social Sciences, Psychology, Business Admin, Criminal Justice, and Biological/Biomedical Sciences

Rensselaer at Hartford (Troy, NY)

- A Catholic liberal arts college and seminary

- Total Students
  - 7,113

- Total Graduates
  - 1,854

- 145+ programs from five schools: Engineering; Science; Architecture; Humanities, Arts, & Social Sciences; and the Lally School of Mgmt.; and Information Tech & Web Science.

St. Thomas Seminary (Bloomfield, CT)

- The youngest Catholic seminary or college in New England for men

- Total Students
  - Unknown

- Total Graduates
  - Unknown

- Certificates in Religious and Biblical Studies

Trinity College (Hartford, CT)

- A traditional, 4-year New England College

- Total Students
  - 2,408

- Total Graduates
  - 546

- 39 majors including Urban & Global Studies; Engineering; Social Sciences; Psychology and Biological/Biomedical Sciences

University of Hartford (West Hartford, CT)

- An independent, nonsectarian, coeducational, 4-year college

- Total Students
  - 6,817

- Total Graduates
  - 1,740

- 94+ majors including Visual & Performing Arts; Health Services/Allied Health/Health Science; Engineering; Psychology; Business Admin; and Education

New England Knowledge Corridor
Private Colleges/Universities

University of New Haven
(West Haven, CT)

- A private, top-tier comprehensive, 4-year institution
- Total Students
  - 6,786
- Total Graduates
  - 2,032
- 87 majors including Business Admin, Engineering, Computer Science, Genetics & Biotechnology, Marine Affairs, and Criminal Justice

University of Saint Joseph (West Hartford, CT)

- An independent not-for-profit, 4-year college; Undergraduate for women only and graduate co-educational.
- Total Students
  - 2,565
- Total Graduates
  - 909
- 25+ majors including Education, Nursing, Psychology, and Pharmacy

Wesleyan University
(Middletown, CT)

- A 4-year New England Liberal Arts College
- Total Students
  - 3,224
- Total Graduates
  - 880
- 54 majors including Biological/Biomedical Sciences; English/Literature; History; Physical Sciences; Economics; Social Sciences and Visual & Performing Arts

Quinnipiac University
(Hamden and North Haven, CT)

- A private, coeducational, 4-year university
- Total Students
  - 9,035
- Total Graduates
  - 2,341
- 81+ majors including Biological/Biomedical Sciences; Business Admin; Communication; Computer & Information Sciences; Education; Nursing; Social Sciences and Psychology

Yale University
(New Haven, CT)

- A large research, 4-year institution

- Total Students
  - 12,336

- Total Graduates
  - 4,309

- 87 majors including Architecture, Art, Divinity, Drama, Law, M.D., Music, Nursing, Public Health, and Forestry & Environmental Studies

Springfield Local Asset Highlight
Springfield Technical Community College

Springfield Technical Community College

Springfield Technical Community College (STCC) is the largest technical community college in Massachusetts and offers over 90 degree options and certificate programs. Annual enrollment is over 8,900 students. Areas of study include Arts; Humanities & Social Sciences; Business & Information Technologies; Engineering Technologies; Health; Liberal Arts Transfer/General Studies; Math; and Science & Engineering Transfer

STCC also provide workforce development through non-credit training courses and programs that meet the needs of businesses and industries in the region. STCC provides both instructor led and web-based workforce development training and certification in a wide variety of areas including IT; health careers; real estate sales & appraisals; technologies; trades and management. STCC is also an Authorized Testing Center for many of the leading providers.

In partnership with Holyoke Community College, STCC and Holyoke provide College Training & Workforce Options (TWO), a collaboration that provides affordable custom contract training for local businesses. The training can be provided on campus or at the business and customized to fit their needs. The collaboration also hosts a quarterly Advanced Manufacturing roundtable.

Springfield Educational Attainment
Disadvantage for some knowledge industries

Springfield's education levels indicate a workforce with low to mid-level skills. Compared to Massachusetts and the United States, Springfield has a larger share of its population who claim a high school diploma as their highest level of education. Overall, Springfield trails the state and nation in residents who hold bachelor's degrees and graduate degrees.

United States
- 28.0%
- 21.2%
- 7.9%
- 18.3%
- 11.0%

Massachusetts
- 25.6%
- 16.3%
- 7.7%
- 22.6%
- 17.4%
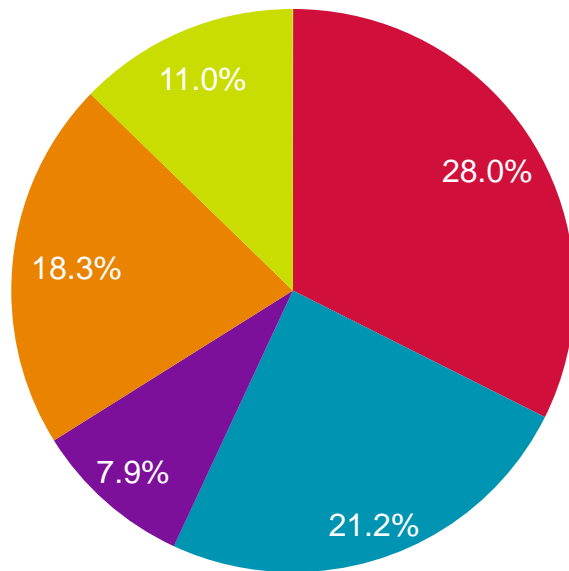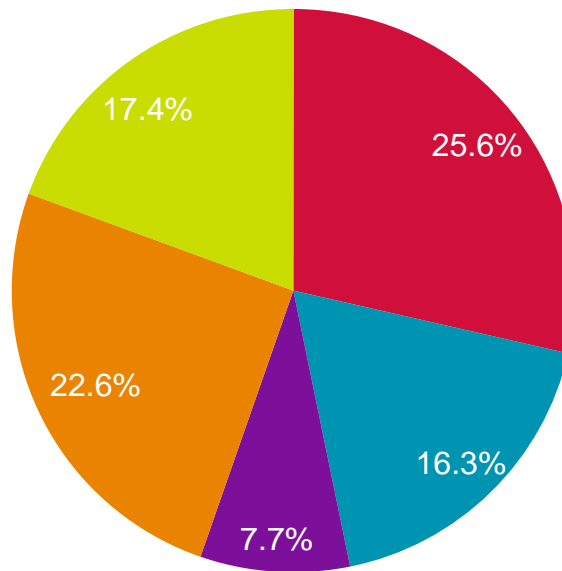
Springfield
- 30.8%
- 19.0%
- 8.1%
- 11.1%
- 6.7%
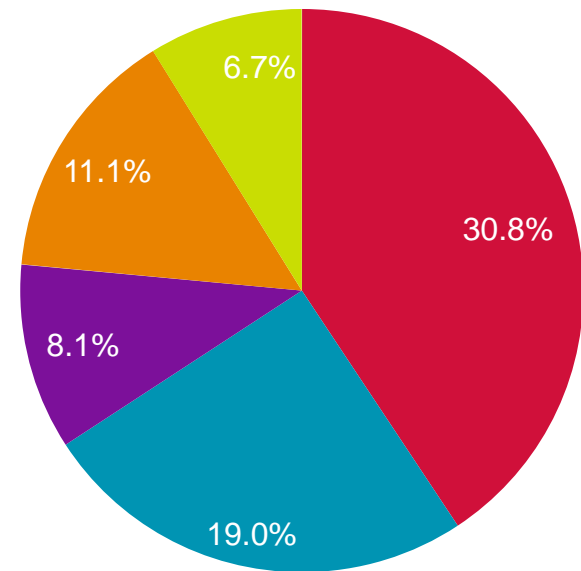
2014 Highest Level of Education, Age 25 +

- High School
- Some College, No Degree
- Associate's Degree
- Bachelor's Degree
- Graduate or Profesional Degree

Source: US Census, Pioneer Valley Planning Commission

The U.S. Bureau of Labor Statistics tracks the unemployment rates and earnings by educational attainment. Job stability and earnings increase with educational attainment. Springfield's low number of college graduates presents an opportunity to encourage high school students to pursue higher education, which will bring greater skills to the community in growing industries. Increasing and diversifying skill levels will be imperative for recruitment efforts especially in professional services and technology.

Earnings and unemployment rates by educational attainment

Unemployment rate in 2014 (%)   **Median weekly earnings in 2014 ($)**

	Unemployment rate (%)	Median weekly earnings ($)
Doctoral degree	2.1	1,591
Professional degree	1.9	1,639
Master's degree	2.8	1,326
Bachelor's degree	3.5	1,101
Associate's degree	4.5	792
Some college, no degree	6.0	741
High school diploma	6.0	668
Less than a high school diploma	9.0	488

All workers: 5%   **All workers: $839**
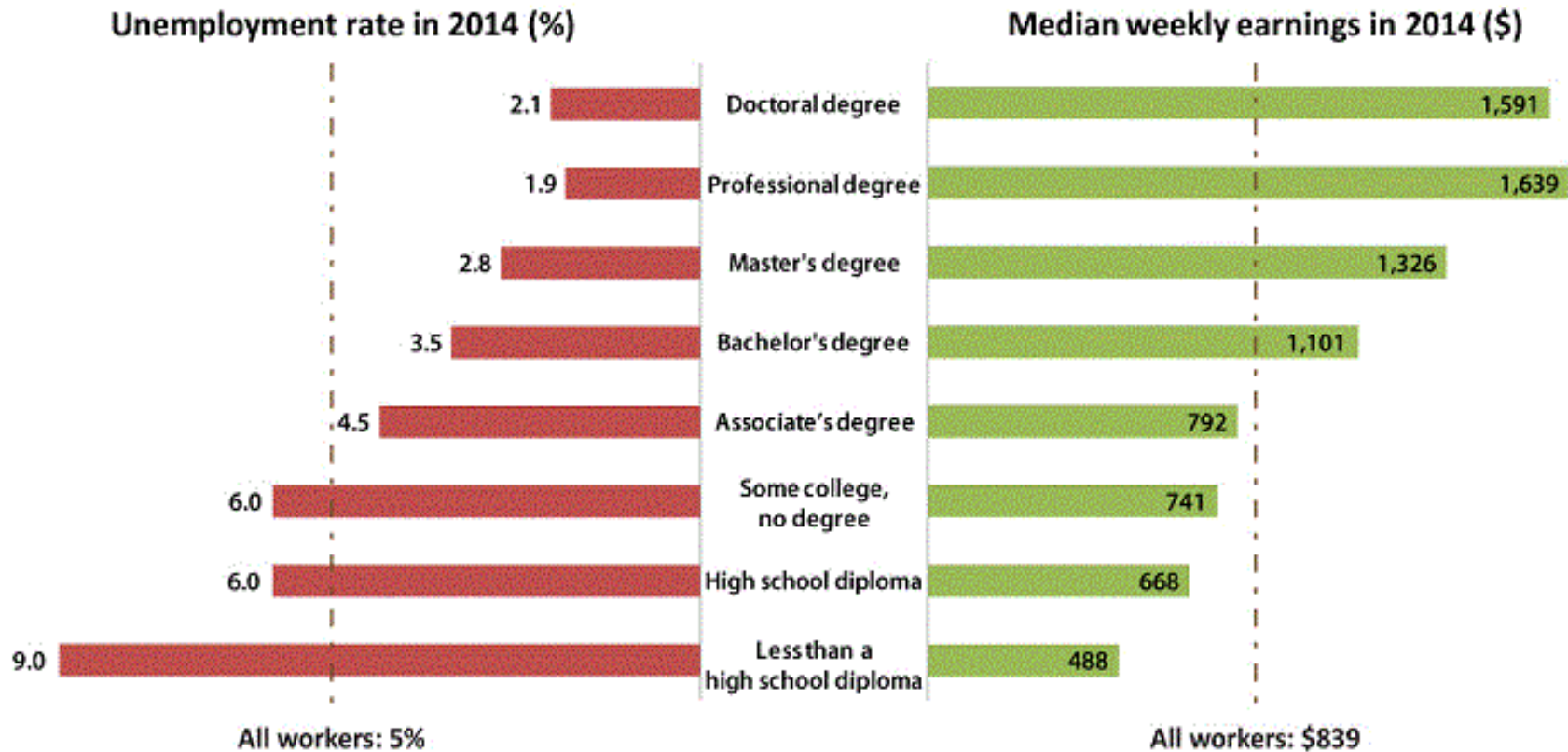
Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.
Source: Current Population Survey, U.S. Bureau of Labor Statistics, U.S. Department of Labor

Springfield Workforce Evaluation
National Earnings by Educational Attainment

For much of the 20th Century, manufacturing provided stable incomes for many workers with only a high school education. As the industry adopts increasingly sophisticated technologies, new manufacturing jobs require more advanced skills than are available at the high school level. Also, American industry and Springfield will need newly-trained workers to replace the large numbers of retirees in the coming decades.

A National Center for Education Statistics study shows that wages increase with educational attainment. Higher salaried positions require higher skill levels, whether that be through technical certifications or degree attainment. Though most U.S. parents want their children to attend a four-year college in spite of more flexible and less expensive education alternatives, community colleges can teach students the skills needed to fill vacant manufacturing and other higher skilled jobs in a relatively short amount of time and increase their earning potential.

Median annual earnings of full-time year-round workers ages 25-34, by educational attainment: 2000–2013

Median annual earnings chart (Dollars, in constant 2013 dollars) by year 2000–2013, showing lines for Master's or higher degree, Bachelor's degree, Associate's degree, High school completion[1], and Less than high school completion.
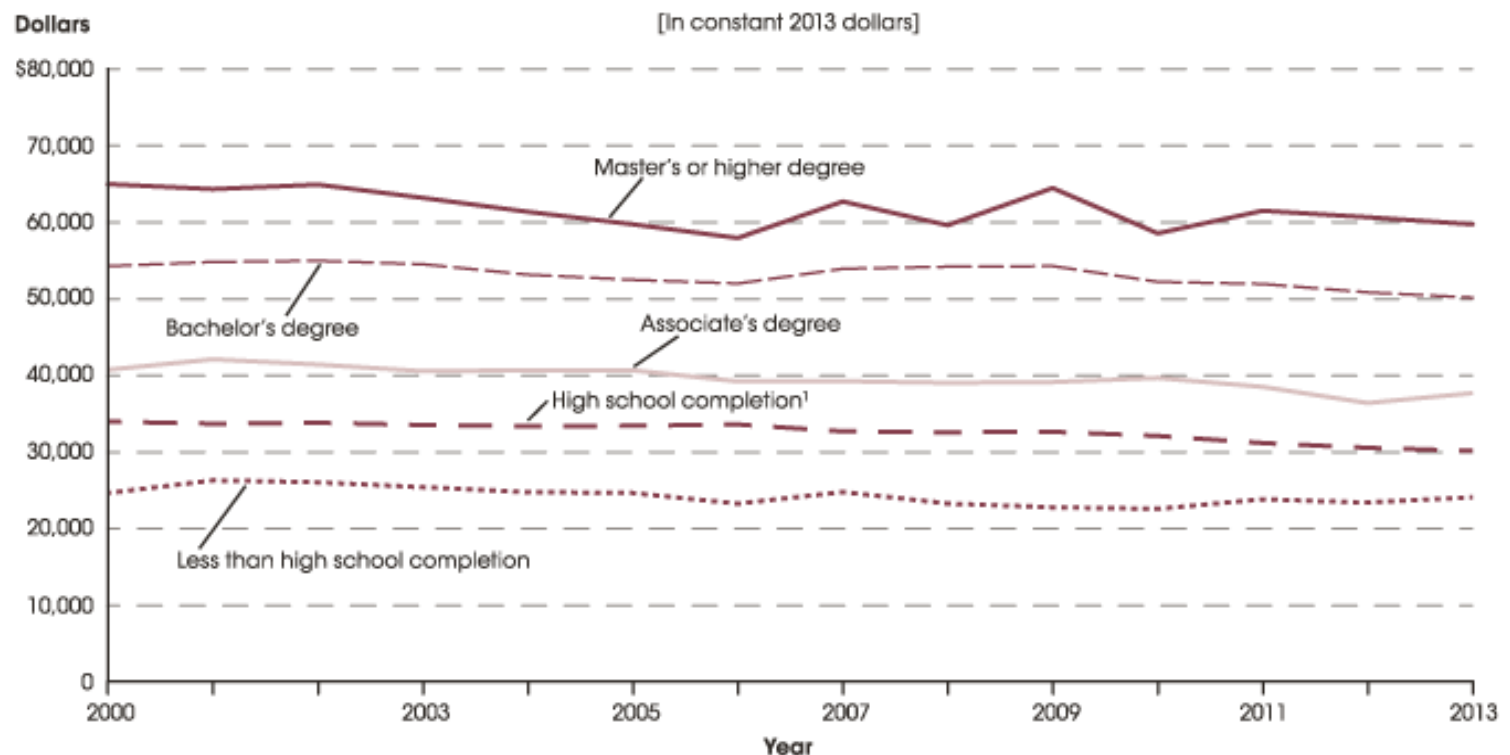
Springfield Labor Force
Median age is below that of US and MA

- Though there has been some decline in labor force over the last few years, the recent MGM and CRRC projects have left Springfield with thousands of jobs to fill. For these projects to see success, it is imperative for all workforce resources to assist in filling these positions especially to help the companies meet their Springfield resident hire commitments.

- Springfield also has a relatively low median age of 32.3 years old compared to the median age in the United States of 37.4 years old, and Massachusetts median age of 39.3 years old.

- In an era when many employers identify talent shortages and lack of sustainable workforce access as among their top business concerns, these declining trends present a challenge to entry into Springfield, especially for large operations, which employ at least 200.

Springfield Labor Force
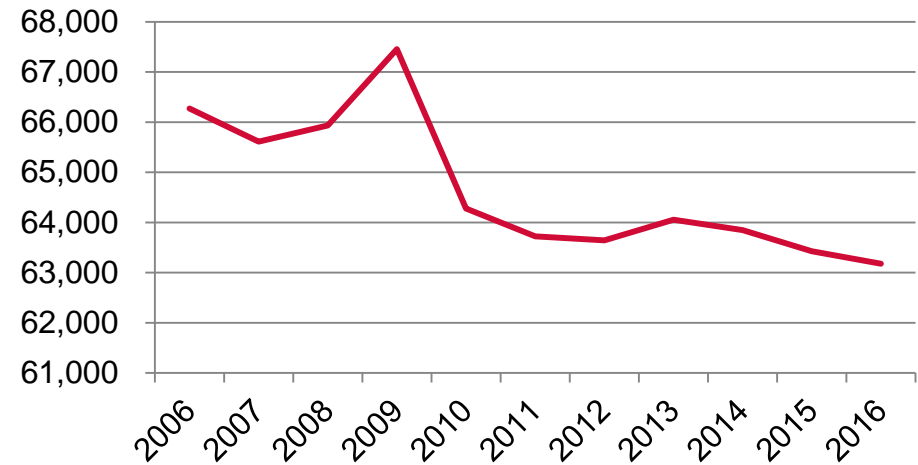
Median Age
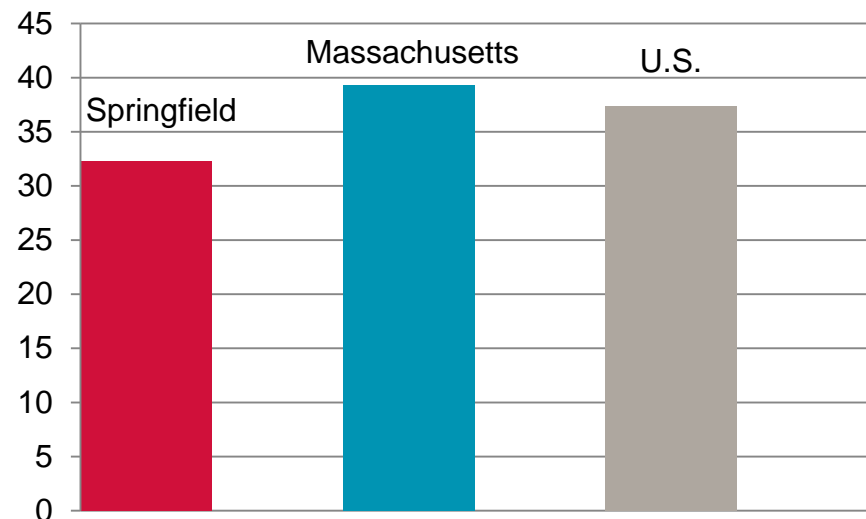
Source: US Bureau of Labor Statistics, Commonwealth of Massachusetts, Pioneer Valley Planning Commission

Springfield Labor Shed
70% of commuters are non-residents

Using 2014 U.S. Census data, out of the 118,202 workers employed in Springfield, 37,679 residents are employed outside of the area while 56,624 workers residing outside of Springfield travel into the city for employment. 23,899 workers are both employed and reside within the City of Springfield.

- 80,523 people are employed in Springfield.

Inflow/Outflow Job Counts in 2014
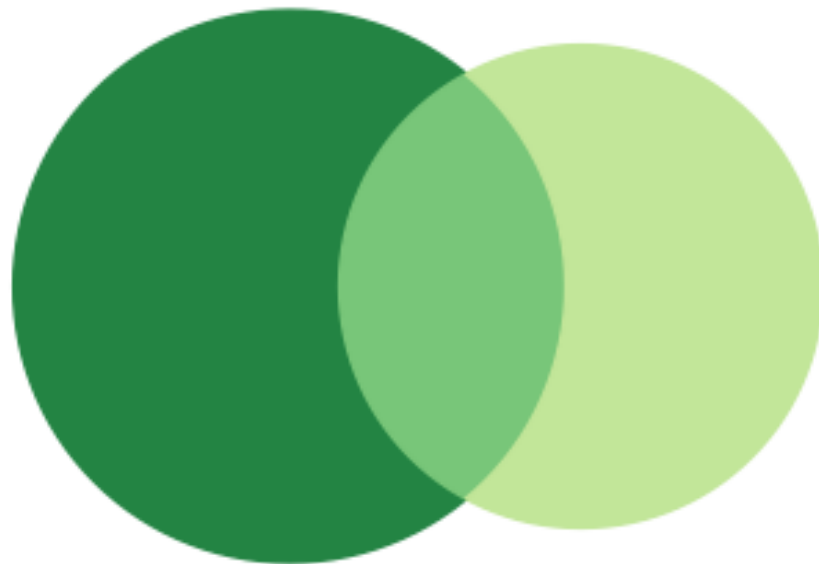
Legend:
- 56,624 – Employed in Selection Area, Live Outside
- 37,679 – Live in Selection Area, Employed Outside
- 23,899 – Employed and Live in Selection Area
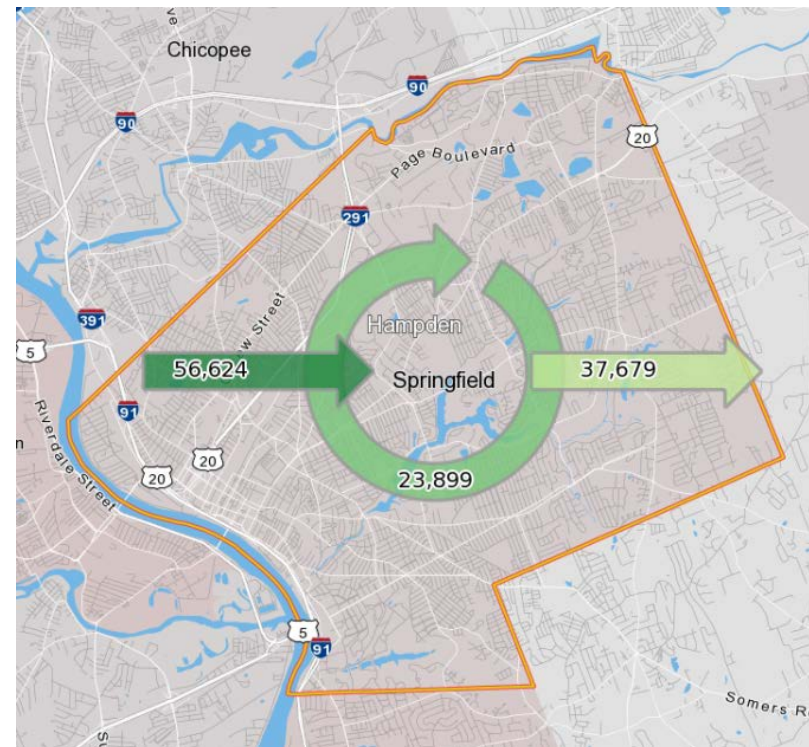
- Employed and Live in Selection Area
- Employed in Selection Area, Live Outside
- Live in Selection Area, Employed Outside

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

Sources: U.S. Census On the Map

Newmark Grubb Knight Frank Global Corporate Services · DEVELOP Springfield · Springfield Regional Chamber · City of Springfield

Springfield Labor Shed
Chicopee supplies most workers

The top 10 locations for incoming and outgoing employment for Springfield are detailed at the city level below.

Outgoing Employment	Total	Incoming Employment	Total
Holyoke, MA	3,110	Chicopee, MA	5,586
West Springfield, MA	2,986	Agawam, MA	3,166
Chicopee, MA	2,772	West Springfield, MA	3,072
Agawam, MA	2,168	Westfield, MA	2,647
Westfield, MA	1,576	Holyoke, MA	2,492
Boston, MA	1,443	Longmeadow, MA	1,897
Worcester, MA	793	Northampton, MA	1,314
Longmeadow, MA	741	Easthampton, MA	1,040
Northampton, MA	682	Palmer, MA	979
All Other Locations	21,408	All Other Locations	34,431

Sources: U.S. Census On the Map

Springfield Labor Force
Training opportunities for existing employers

These positions are a sample set of positions that have low location quotients for the Springfield MSA. However, there are several existing employers including MGM and CRRC that will require employees with these skill sets so scaling training programs in these areas should be a priority.

Occupation Code	Occupation Title	Total Employment	Jobs per 1,000	Location Quotient	Mean Hourly Rate	Mean Annual Salary
11-9021	Construction Managers	310	0.994	0.57	$41.88	$87,110
11-9051	Food Service Managers	320	1.015	0.70	$25.32	$52,670
11-9081	Lodging Managers	50	0.153	0.60	$32.25	$67,080
13-1121	Meeting, Convention, & Event Planners	160	0.498	0.79	$25.73	$53,510
13-1141	Compensation, Benefits, & Job Analysis Specialists	150	0.467	0.81	$30.75	$63,960
17-1011	Architects, Except Landscape & Naval	80	0.267	0.39	$37.43	$77,850
17-1022	Surveyors	80	0.239	0.77	$22.64	$47,090
17-2051	Civil Engineers	310	0.984	0.49	$37.05	$77,050
17-2072	Electronics Engineers, Except Computer	100	0.304	0.31	$49.53	$103,010

Sources: U.S. Bureau of Labor Statistics

Springfield Labor Force
Training opportunities for existing employers

Occupation Code	Occupation Title	Total Employment	Jobs per 1,000	Location Quotient	Mean Hourly Rate	Mean Annual Salary
17-3011	Architectural & Civil Drafters	70	0.210	0.30	$24.29	$50,520
17-3022	Civil Engineering Technicians	50	0.173	0.33	$25.98	$54,050
17-3029	Engineering Technicians, Except Drafters, All Other	80	0.255	0.50	$30.48	$63,390
27-3041	Editors	150	0.475	0.68	$32.78	$68,190
27-3042	Technical Writers	60	0.197	0.55	$30.51	$63,460
29-1011	Chiropractors	40	0.113	0.49	$75.19	$156,400
29-1062	Family & General Practitioners	110	0.347	0.38	$106.72	$221,980
29-2032	Diagnostic Medical Sonographers	110	0.344	0.77	$34.78	$72,340
29-2041	Emergency Medical Technicians & Paramedics	440	1.409	0.82	$20.22	$42,060
31-1011	Home Health Aides	1,130	3.606	0.61	$12.84	$26,700
31-2022	Physical Therapist Aides	70	0.231	0.63	$15.10	$31,400
31-9094	Medical Transcriptionists	90	0.286	0.68	$20.06	$41,730

Sources: U.S. Bureau of Labor Statistics

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP springfield Springfield Regional Chamber City of Springfield

Springfield Labor Force
Training opportunities for existing employers

Occupation Code	Occupation Title	Total Employment	Jobs per 1,000	Location Quotient	Mean Hourly Rate	Mean Annual Salary
31-9097	Phlebotomists	120	0.378	0.44	$17.74	$36,890
31-9099	Healthcare Support Workers, All Other	150	0.488	0.71	$21.54	$44,810
33-3021	Detectives & Criminal Investigators	130	0.427	0.55	$35.91	$74,700
33-9032	Security Guards	1,350	4.302	0.54	$13.29	$27,640
35-2011	Cooks, Fast Food	300	0.948	0.25	$10.21	$21,230
35-2014	Cooks, Restaurant	2,110	6.721	0.81	$11.66	$24,250
35-2021	Food Preparation Workers	1,110	3.519	0.56	$11.51	$23,940
35-3041	Food Servers, Non-restaurant	430	1.369	0.73	$11.54	$24,010
35-9031	Hosts & Hostesses, Restaurant, Lounge, & Coffee Shop	540	1.726	0.61	$10.30	$21,420
37-2012	Maids & Housekeeping Cleaners	1,500	4.765	0.71	$11.29	$23,490

Sources: U.S. Bureau of Labor Statistics

Springfield Labor Force
Training opportunities for existing employers

Occupation Code	Occupation Title	Total Employment	Jobs per 1,000	Location Quotient	Mean Hourly Rate	Mean Annual Salary
37-2021	Pest Control Workers	400	0.455	0.89	$22.20	$46,170
39-6011	Baggage Porters and Bellhops	50	0.154	0.46	$11.07	$23,030
39-6012	Concierges	60	0.202	0.89	$17.02	$35,410
39-9011	Childcare Workers	870	2.754	0.66	$12.25	$25,480
41-9041	Telemarketers	130	0.416	0.25	$17.21	$35,800
43-4081	Hotel, Motel, & Resort Desk Clerks	330	1.040	0.59	$13.30	$27,670
43-4161	Human Resources Assistants, Except Payroll & Timekeeping	200	0.649	0.64	$20.64	$42,920
43-9041	Insurance Claims & Policy Processing Clerks	510	1.616	0.85	$21.42	$44,550
47-2021	Brickmasons & Blockmasons	70	0.224	0.50	$28.62	$59,540
47-2044	Tile & Marble Setters	40	0.134	0.53	$21.90	$45,560
47-2051	Cement Masons & Concrete Finishers	110	0.342	0.29	$24.70	$51,370

Sources: U.S. Bureau of Labor Statistics

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield · Springfield Regional Chamber · City of Springfield

Springfield Labor Force
Training opportunities for existing employers

Occupation Code	Occupation Title	Total Employment	Jobs per 1,000	Location Quotient	Mean Hourly Rate	Mean Annual Salary
47-2061	Construction Laborers	1,320	4.201	0.65	$22.54	$46,890
47-2071	Paving, Surfacing, & Tamping Equipment Operators	30	0.108	0.28	$34.36	$71,460
47-2073	Operating Engineers & Other Construction Equipment Operators	510	1.635	0.63	$30.70	$63,860
47-2141	Painters, Construction & Maintenance	390	1.253	0.81	$20.25	$42,130
47-2211	Sheet Metal Workers	230	0.725	0.74	$26.49	$55,110
47-3012	Helpers-- Carpenters	60	0.205	0.75	$16.06	$33,410
47-3015	Helpers-- Pipelayers, Plumbers, Pipefitters, & Steamfitters	100	0.323	0.80	$12.45	$25,900
49-3031	Bus and Truck Mechanics & Diesel Engine Specialists	500	1.596	0.87	$23.11	$48,070

Sources: U.S. Bureau of Labor Statistics

Springfield Labor Force
Training opportunities for existing employers

Occupation Code	Occupation Title	Total Employment	Jobs per 1,000	Location Quotient	Mean Hourly Rate	Mean Annual Salary
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	160	0.506	0.57	$31.22	$64,940
49-9021	Heating, Air Conditioning, & Refrigeration Mechanics & Installers	550	1.761	0.88	$26.94	$56,040
51-3011	Bakers	290	0.920	0.72	$14.04	$29,200
51-4031	Cutting, Punching, & Press Machine Setters, Operators, & Tenders, Metal & Plastic	330	1.058	0.75	$17.10	$35,570
51-4072	Molding, Coremaking, & Casting Machine Setters, Operators, & Tenders, Metal & Plastic	260	0.838	0.85	$16.40	$34,120
51-8091	Chemical Plant & System Operators	30	0.110	0.43	$24.10	$50,130
51-9023	Mixing & Blending Machine Setters, Operators, & Tenders	190	0.593	0.63	$16.43	$34,180

Sources: U.S. Bureau of Labor Statistics

Springfield Labor Force
Training for target industry recruitment

These positions are a sample set of positions that have low location quotients for the Springfield MSA. When actively recruiting the identified Target Industries, these skills will be required and the available workers with these skills will need to grow.

Occupation Code	Occupation Title	Total Employment	Jobs per 1,000	Location Quotient	Mean Hourly Rate	Mean Annual Salary
13-2011	Accountants & Auditors	2,270	7.227	0.81	$35.01	$72,820
13-2041	Credit Analysts	100	0.309	0.60	$33.70	$70,090
13-2051	Financial Analysts	500	1.601	0.82	$38.15	$79,340
13-2082	Tax Preparers	60	0.198	0.38	$30.96	$64,410
13-2099	Financial Specialists, All Other	100	0.327	0.35	$28.65	$59,590
23-1011	Lawyers	740	2.366	0.53	$54.86	$114,110
23-2011	Paralegals & Legal Assistants	530	1.679	0.85	$25.74	$53,530
27-1011	Art Directors	40	0.129	0.51	$46.99	$97,730
27-1023	Floral Designers	50	0.144	0.45	$14.03	$29,180
27-2011	Actors	40	0.114	0.31	$24.67	$51,310
27-2012	Producers & Directors	140	0.447	0.59	$30.34	$63,110
27-3043	Writers & Authors	40	0.117	0.37	$35.76	$74,380
27-4012	Broadcast Technicians	40	0.132	0.64	$24.67	$51,310
27-4021	Photographers	140	0.324	0.89	$26.71	$55,550

Sources: U.S. Bureau of Labor Statistics

Springfield Labor Force
Training for Target Industry Recruitment

Occupation Code	Occupation Title	Total Employment	Jobs per 1,000	Location Quotient	Mean Hourly Rate	Mean Annual Salary
41-4011	Sales Representatives, Wholesale & Manufacturing, Technical & Scientific Products	640	2.024	0.84	$37.35	$77,700
41-4012	Sales Representatives, Wholesale & Manufacturing, Except Technical & Scientific Products	2,850	9.076	0.89	$33.58	$69,840
43-3011	Bill and Account Collectors	380	1.218	0.53	$20.58	$42,800
43-3021	Billing and Posting Clerks	900	2.868	0.81	$20.12	$41,840
43-4041	Credit Authorizers, Checkers, & Clerks	30	0.104	0.34	$20.26	$42,140
43-5011	Cargo & Freight Agents	90	0.280	0.48	$19.57	$40,700
43-6012	Legal Secretaries	290	0.909	0.62	$18.99	$39,490
49-9052	Telecommunications Line Installers & Repairers	170	0.557	0.72	$37.09	$77,150
51-2092	Team Assemblers	2,210	7.026	0.87	$15.61	$32,480
53-7051	Industrial Truck & Tractor Operators	930	2.973	0.76	$17.80	$37,020
53-7062	Laborers & Freight, Stock, & Material Movers, Hand	4,230	13.464	0.75	$14.24	$29,610
53-7064	Packers & Packagers, Hand	1,420	4.531	0.88	$15.53	$32,300

Sources: U.S. Bureau of Labor Statistics

Springfield Labor Force
Lacking an Information Technology ecosystem

Almost all occupations related to Information Technology are below the U.S. concentration. In order for this industry to be successful, training will need to be increased across all related occupations. It will take several years to close this gap.

Occupation Code	Occupation Title	Total Employment	Jobs per 1,000	Location Quotient	Mean Hourly Rate	Mean Annual Salary
11-3021	Computer & Information Systems Managers	650	2.080	0.84	$56.05	$116,580
15-1121	Computer Systems Analysts	730	2.332	0.58	$43.17	$89,800
15-1122	Information Security Analysts	170	0.526	0.82	$40.32	$83,870
15-1131	Computer Programmers	380	1.214	0.58	$36.60	$76,120
15-1132	Software Developers, Applications	930	2.958	0.55	$45.49	$94,610
15-1133	Software Developers, Systems Software	420	1.353	0.48	$43.19	$89,840
15-1134	Web Developers	210	0.654	0.71	$32.92	$68,470
15-1142	Network & Computer Systems Administrators	520	1.645	0.61	$36.33	$75,560
15-1143	Computer Network Architects	170	0.556	0.52	$46.78	$97,310
15-1151	Computer User Support Specialists	1,100	3.508	0.83	$25.48	$52,990
15-1152	Computer Network Support Specialists	150	0.470	0.35	$33.04	$68,730
15-1199	Computer Occupations, All Other	120	0.392	0.24	$37.23	$77,430
43-9011	Computer Operators	100	0.315	0.84	$26.37	$54,840
43-9021	Data Entry Keyers	150	0.472	0.33	$17.65	$36,720

Sources: U.S. Bureau of Labor Statistics

Springfield Workforce Development
Meeting the Commonwealth's Workforce Needs: Occupational Projections and Vocational Education

The *Meeting the Commonwealth's Workforce Needs: Occupational Projections and Vocational Education* report was funded by the Massachusetts School Building Authority (MSBA) and commissioned to the Kitty and Michael Dukakis Center for Urban & Regional Policy at Northeastern University. This report has six major conclusions:

- Between 2012 and 2022, our research projects a total of nearly 1.2 million job openings in the Commonwealth. As such, simply looking at net employment growth misses two-thirds of the action in the coming Massachusetts labor market. Moreover, unless there is a profound change in the education requirements for these projected job openings, the vast majority of these replacement jobs will require little more education than that of current workers who occupy these positions.

- More than three out of five of the nearly 1.2 million job openings (63%) will require less than a B.A. degree and one-third (33%) will require no more than a high school degree.

- At present rates, the Commonwealth's vocational schools are projected to meet only 23 percent of expected demand for production workers about 23 percent in Construction. The Commonwealth's vocational schools need to find a way to increase their efforts at preparing workers for fields that are most dependent on such training.

- While various regions of the state have vocational schools that seem to be positioned well to meet their regions' projected occupational openings, there are other areas of the state including the City of Boston, the Metro North Region, Metro Southwest, and the Cape & Islands where more attention needs to be paid to increasing the capacity of vocational schools to meet projected job needs.

- A concurrent Dukakis Center analysis of the state's regional vocational schools and comprehensive schools with vocational programs suggests that for the most part the administrators of these schools are well aware of specific future occupational demand in the Commonwealth and are trying to meet that demand. With additional resources these schools could be well positioned to increase their training capacity to meet the Commonwealth's need for skilled workers.
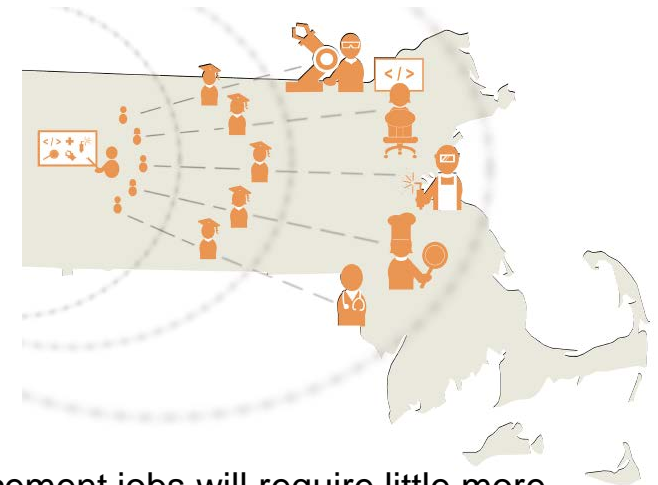
Annual Supply of Vocational Trained Students and Job Openings through 2022
Data on the Supply of Students and Job Openings for the 22 Two-digit Occupations

HAMDEN WORKFORCE INVESTMENT AREA

SOC	Title	SUPPLY					OPENINGS					SUPPLY AS PERCENT OF OPENINGS				
		High School	Some college	Associates degree	BA	Total	High School	Some College	Associates degree	BA	Total	High School	Some college	Associates degree	BA	Total
110000	Management Occupations	17	8	7	13	45	36	47	22	118	223	47.6%	16.0%	31.1%	11.2%	20.0%
130000	Business and Financial Operations Occupations	7	2	2	6	17	17	28	15	103	162	38.6%	8.9%	12.0%	6.2%	10.6%
150000	Computer and Mathematical Occupations	27	13	9	35	84	5	14	7	33	59	515.5%	94.2%	139.6%	103.4%	142.0%
170000	Architecture and Engineering Occupations	26	15	19	22	81	5	8	5	25	44	551.5%	187.0%	343.8%	84.9%	186.7%
190000	Life, Physical, and Social Science Occupations	0	0	0	0	1	1	1	1	3	6	18.8%	19.5%	13.0%	4.3%	11.2%
210000	Community and Social Service Occupations	1	1	1	1	4	23	39	19	75	155	6.4%	2.9%	3.2%	1.5%	2.8%
230000	Legal Occupations	0	0	0	0	0	1	3	3	7	14	0.0%	0.0%	0.0%	0.0%	0.0%
250000	Education, Training, and Library Occupations	13	7	5	15	39	30	49	24	114	217	42.5%	13.6%	20.8%	12.7%	17.9%
270000	Arts, Design, Entertainment, Sports, and Media Occupations	11	6	5	13	36	6	13	3	30	52	189.0%	47.8%	200.2%	42.2%	68.4%
290000	Healthcare Practitioners and Technical Occupations	9	8	19	14	49	33	83	106	171	393	25.8%	10.1%	17.5%	8.1%	12.5%
310000	Healthcare Support Occupations	13	8	6	2	30	77	82	40	26	226	17.3%	10.1%	15.6%	8.2%	13.3%
330000	Protective Service Occupations	0	0	0	0	0	23	35	13	26	97	0.0%	0.0%	0.0%	0.0%	0.0%
350000	Food Preparation and Serving Related Occupations	40	16	7	5	68	314	250	48	88	700	12.7%	6.4%	15.5%	5.2%	9.7%
370000	Building and Grounds Cleaning and Maintenance Occupations	27	11	5	3	45	84	35	9	13	141	31.6%	29.6%	60.4%	22.1%	32.1%
390000	Personal Care and Service Occupations	33	12	6	2	52	116	106	24	44	290	28.6%	11.0%	23.6%	4.7%	18.1%
410000	Sales and Related Occupations	2	1	1	2	5	202	206	47	156	611	0.9%	0.4%	1.3%	1.3%	0.9%
430000	Office and Administrative Support Occupations	11	8	5	4	29	257	257	88	160	761	4.4%	3.2%	5.4%	2.7%	3.8%
450000	Farming, Fishing, and Forestry Occupations	1	0	0	0	1	0	0	0	0	0					
470000	Construction and Extraction Occupations	39	13	9	3	63	101	42	10	15	169	38.4%	30.6%	84.0%	19.4%	37.5%
490000	Installation, Maintenance, and Repair Occupations	75	26	18	4	123	101	50	18	16	185	74.6%	51.7%	98.4%	27.1%	66.7%
510000	Production Occupations	49	13	10	3	74	109	46	15	15	185	44.6%	28.2%	62.7%	17.9%	39.9%
530000	Transportation and Material Moving Occupations	6	3	1	0	11	149	74	18	24	264	4.2%	3.9%	5.6%	2.0%	4.0%
TOTAL	ALL OCCUPATIONS	407	172	133	146	858	1,689	1,471	533	1,260	4,954	24.1%	11.7%	25.0%	11.6%	17.3%

Springfield Workforce Development
Established network of resources

Springfield has an established network of resources supporting education and workforce development. These resources help students in secondary education to be college or work ready as well as provide training for local employers.
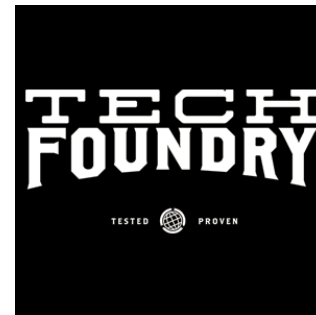
Springfield Workforce Development
Established network of resources

As part of the Working Cities grant application, Next Street identified the following Workforce Resources

Figure 2-Summary of Workforce Resources

	Categories	Definition & Select Examples	Approx. # of Resources
1	Adult Technical Training Programs	Occupational training with a focus on creating a career foundation for the trainee; includes Future Works, CareerPoint, and STCC/HCC	50
2	Youth Training Programs	Vocational / technical or 'college and career readiness' programs targeting youth; includes Westover Jobs Corp and YouthBuild	12
3	Adult Literacy Programs	Programs offering one-on-one tutoring, small group or classroom instruction to adult learners in reading/ writing, math, ESOL and HiSET	17
4	Community-based Support Initiatives	Nonprofit groups that work at a local level to improve life of residents	35
5	Collaborative Workforce Initiatives	Partnership workforce initiatives addressing a specific need of a specific demographic; includes Dress for Success and Hampden County Sheriff Re-Entry	26
6	State / Federal / Regional Agency Support	Includes state, federal or regional appropriations of funding for workforce development programs (either federally-mandated or innovative new programs)	n/a

*Summary provided by Next Street

Sources: Next Street Working Cities Grant Research

As of 2015, there are 39 approved trainers through the federal system where Springfield residents can apply to for their training. The training organization must be approved by the Workforce Development Board for the region that would be sent trainees. In the WIOA system, training in a specific occupation is by choice of the applicant and cannot be mandated by the career center or its staff. However, the training must be substantiated with proof of job opportunities and a minimum wage threshold. When training is approved an Individual Training Account (ITA) is created for the customer. Figure 5 provides a list of the approved providers for federal funding for the region.

Figure 5-Federally Approved Regional Training Providers

Company	Primary Training	Non-Profit/For Profit
American Red Cross	Certificate of AS Degree	NP
Asnuntuck Community College	Certificate or AS Degree	NP
Bay Path University	Certificate or AS Degree	Private
Bryant University	Business Management Certificate Program	Private
CNS Academy for Healthcare Professionsl, Inc.	Certificate or AS Degree	private
Cardno ATC	Asbestos Abatement Supervisor	Private
Chicopee Industrial Contractor	OJT Chicopee Industrial - WB	Private
Collaborative for Educational Services	Certificate or AS Degree	NP
Computer Training of America, Inc.	Certificate or AS Degree	Private
Construction Training LLC	Heavy Equipment Operations Program II	Private
Corporate Training Center	Certificate or AS Degree	Private
Creative School of Hairdressing, Inc.	Barbering	Private
DiGrigoli School of Cosmetology	Cosmetology	Private
Greenfield Community College	Certificate or AS Degree	Public
Holyoke Community College	Certificate or AS Degree	Public
Holyoke Works	Certificate or AS Degree	NP
Kay Harvey Academy	Cosmetology	Private
Lincoln Technical Institurte - E. Windsor	Certificate or AS Degree	Private
Lincoln Technical Institute - Hartford	International Baking & Pastry	Private
Marinello Schools of Beauty	Certificate or AS Degree	Private
Monarch School of Cosmetology	Certificate or AS Degree	Private
New Horizons Computer Learning Center	MCSE/Network Security	Private
NH Boston, LLC	Web Design	Private
NHCLC Nashua, LLC	PMP (Project Management Professionsal	Private
Network Technology Academy Institure	Certificate or AS Degree	Private
New England Business Educational Systems, Inc.	Certificate or AS Degree	NP
New England Tractor Trailor	Certificate or AS Degree	Private
OJT-Commonwealth Care Alliance	OJT Community Health Worker	private
Porter and Chester Institute	Certificate or AS Degree	Private
Premier Education Group	Certificate or AS Degree	Private
Salem State University	Administrative Medical Specialist	Public
Salter College	Certificate or AS Degree	Private
Springfield Technical Community College	Certificate or AS Degree	Public
Training Resources of America, Inc.	Nurse Aide/Home Health Aide	Private
Tri-State CDL Training Center	Certificate or AS Degree	Private
United Tractor Trailer School, Inc.	Certificate or AS Degree	Private
University Without Walls-UMass Amherst	University Without Walls	Public
University of Mass - Lowell	Website Design & Development	Public
University of Mass - Amherst	Second Bachelor's Degree Track in Nursing	Public
Westfield State University	Certificate or AS Degree	Public
William George Associates	PMP/CAPM plus Agile/Scrum Certification	Private

Sources: Next Street Working Cities Grant Research

Springfield Workforce Development
Collaborative workforce initiatives

There are many workforce initiatives in the greater Springfield area that are partnerships of organizations addressing a specific need of a specific demographic. Funding may come from traditional sources but many times the funding is private or philanthropic. Figure 7 shows a listing of programs in the Springfield area.

Figure 7-Listing of Workforce Initiatives

Organization(s)	Primary Training/Service	Demographic	WIOA Federal	State	Federal	Corporate/Private	Other	Career Center Services
Dress for Success	Job Search Skill Development and Wardrobe	Women				X		
BenePLAN	Assist SSI &SSDI receipients on Benefits/Supportive services	Disabled						X
Mature Workers Program-City of Springfield	Employment & Paid Training	Seniors		X	X	X		
Training Workforce Options	Sector Training	all	X	X	X	X	X	
Community Works	Construction Skills Development	Low-Income, minorities		X				
Work Without Limits	Reintegration into Workforce	Disabled		X				
Mom Squad/Square One	Training/Workplace Readiness	Homeless Women				X	X	
Goodwill Industries								
Salvation Army								
Human Resources Unlimited	disability, mental health, employment training	poverty, disabled, homeless				X	X	
Jump Start-HCC		Females, welfare		X				
New England Business Associates	Reintegration into Workforce	Disabled		X				
Secure Jobs Connect	Training/Workplace Readiness	Homeless Single Mothers				X		
Work Opportunity Center	training, workplace readiness, placement	disabled		X		X	X	
HAP Housing	Family Self-Sufficiency Program	Section 8 Participants		X	X	X	X	X

Sources: Next Street Working Cities Grant Research

Springfield Workforce Development
State and regional agency support

Figure 8-State and Regional Department Support

Organization(s)	Primary Training/Service	Demographic	State	Federal
Department of Transitional Assistance	Employment Skills / Support Services	All	X	
Hampden County Sheriff/Re-Entry/AISS	Employment Skills & Employment	Ex-Offendors	X	X
Massachusetts Commission For Deaf & Hard of Hearing	Reintegration into Workforce	Disabled	X	
Massachusetts Department of Mental Health	Reintegration into Workforce	Disabled	X	
Massachusetts Rehabilitation Commission	Vocational Rehabilitation	Disabled	X	
Western Mass Employment Collaborative	Reintegration into Workforce	Disabled	X	
MA Department of Career Services	Career Center Oversight	All	X	X
MA Executive Office of Labor and Workforce Development	Oversight of all workforce initiatives	All	X	X
MA Department of Higher education	College and STEM initiatives	All	X	X
MA Executive Office of Housing and Economic Development	Workforce Related Economic Initiatives	All	X	X
MA Department of Elementary and Secondary Education		All	X	X

Sources: Next Street Working Cities Grant Research

Springfield Workforce Development
Youth programs

Figure 9- Youth Participant Activities

# of Participants	PARTICIPANTS			ENROLLMENTS BY ACTIVITY (Multiple Counts)									
				(1) Educ Trng & Tutoring	(2) ABE/GED Alternative	(3) ESL	(4) Summer Empl Opp	(5) Work Exp / OJT	(6) Occup Skills	(7) Leadership CommSvc	(8) Mentor	(9) Guide/ Counsel	(10) Other*
	Annual Plan	YTD Actual	Pct.										
In School	130	193	148%	159	5	0	147	126	109	99	189	82	0
Out of School	200	253	127%	116	240	0	71	85	79	37	220	6	0
Total Youth	330	446	135%	275	245	0	218	211	188	136	409	88	0

TAB 7 - WIA TITLE I PARTICIPANT SUMMARY
FY15 QUARTER ENDING JUNE 30, 2015
TABLE 10 – YOUTH PARTICIPANT ACTIVITIES

Activities 1: Educational training, tutoring and dropout prevention; 2: ABE, GED preparation, alternative school; 3: ESL; 4: Summer Employment Opportunities; 5: Work Experience and OJT; 6: Occupational Skills Training, including job readiness, customized training, workplace training and cooperative education; 7: Leadership Development and Community Service; 8: Mentoring; 9: Guidance and Comprehensive Counseling; 10: Activities counted in the "Other" column are non program related activities. (Supportive services and follow-up services are not included on this table.) For some youth contracts providing multiple activities, only the primary activity has been recorded on MOSES.

Figure 10-Youth exit and Outcome Summary

Number of Exits	TOTAL EXITS			ENTERED EMPLOYMENTS			ENT POST-HS TRN		Exclusions	PLACED EMP/ ED RATE		AVG WAGE	DEG/CERT	
	Annual Plan	YTD Actual	% of Plan	Annual Plan	YTD Actual	% of Plan	Annual Plan	YTD Actual	YTD Actual	Annual Plan	YTD Actual	YTD Actual	Annual Plan	YTD Actual
In-School Exits	94	75	80%	21	10	48%	46	58	2	71%	88%	$9.90	65	47
Out-of-School Exits	136	62	46%	46	16	35%	57	16	1	76%	50%	$10.07	86	29
Total Exits	230	137	60%	67	26	39%	103	74	3	74%	71%	$10.03	151	76

TAB7 WIA TITLE I PARTICIPANT SUMMRY
FY15 QUARTER ENDING JUNE 30, 2015
TABLE 11 - YOUTH EXIT AND OUTCOME SUMMARY

Exclusions: Exiters who leave the program for any exlusionary reason are not counted in the placed in employment/education rate.

Springfield Workforce Development for Residents
Multigenerational plan to increase labor force & scale training

Secondary Education

- Begin exposing high schools students to career opportunities in Springfield

- Make Seniors take the ACT WorkKeys® assessments to build a database of skills

- With students currently attending Springfield middle schools, the Y-AIM program needs to be able to accommodate more students

Potential to reach over 13,000 students

Vocational and Technical Training

- Every guidance counselor in Springfield Public Schools needs to tour and understand all of the programs that Putnam offers

- Increase staffing at STCC to focus on workforce development issues, training and gaps by target industry

- Public relations and marketing campaign detailing careers and associated skills to reach new students

Potential to reach over 10,300 students

College and University

- Familiarize students with the community, its top employers, available career paths and life as a young professional

- Host local business leaders as speakers and to participate on advisory committees to offer advice, review resumes and hold mock interviews

- All expense paid career exploration and community familiarization program for promising students from New England Knowledge Corridor

Potential to reach over 215,000 students

Adult and Continuing Education

- Private sector support for after hours use of Putnam facilities and instructors to expand training capabilities for adult education and custom employer training

- Provide scholarships to the Springfield Leadership Institute to increase attendance

- Begin tracking military members about to be discharged and looking for career opportunities

Potential to reach almost 40,000 people

Springfield Workforce Development
Evaluation and takeaways

- Declining labor force and slow growing population.

- Over 60% of the labor force leaves Springfield to go to work.

- Over 70% of the employees that work in Springfield come from outside the city.

- Low number of college and higher graduate degrees

- There is a major income level gap between Springfield residents and several of the other cities in the region and New England

- Employee skills are not well tracked and the only skills data available is from the Regional Employment Board of Hampden County, Inc. employment centers and specific workforce training initiatives

- Several vocational and technical programs as well as certificates are provided through secondary education and community colleges but scaling these training programs to meet employer hiring needs has been difficult

- It is imperative to close skills gaps in the local workforce

- MGM and CRRC have Springfield resident hiring requirements and need assistance finding qualified applicants

- Over 43 organizations actively participating in workforce development through training, employee matching services, funding, grants, etc.

- Springfield received a Working Cities phase 1 grant for design and in June 2016 Springfield received $475,000 in the second round of the Working Cities Challenge.

Springfield Workforce Development
Key training initiative focus areas

- A multigenerational plan is needed to increase labor force and scale training programs.

- According to state standards, only 36% of students in this district are considered proficient in math and/or reading. Increasing this proficiency will accelerate student success in higher education eliminating the need for remediation courses that the students will have to pay to attend at STCC.

- The highest drop out rate occurs in 9th grade and the largest number of drop outs come from the following categories: Students with Disabilities, Hispanic or Latino and Males. Intervention initiatives must begin much earlier (middle school, even primary school) to make sure that these individuals stay in school and graduate. This will increase their success in the workforce.

- Most of the Adult Literacy and English as a Second Language courses have wait lists. Every effort needs to be made to add capacity to the existing classes or add more offerings. This will provide a better opportunity for job placement and advancement.

- Springfield's low number of college graduates presents an opportunity to encourage high school students to pursue higher education, which will bring greater skills to the community in growing industries. Increasing and diversifying skill levels will be imperative for recruitment efforts especially in professional services and technology.

- In an era when many employers identify talent shortages and lack of sustainable workforce access as among their top business concerns, these declining trends present a challenge to entry into Springfield, especially for large operations, which employ at least 200.

- There are several existing employers including MGM and CRRC that will require employees with specific skill sets so scaling training programs in these areas should be a priority.

Springfield Workforce Development
Key training initiative focus areas

- When actively recruiting the identified Target Industries, employees with specific skills will be required and the available workers with these skills will need to grow or cross over from other similar skill sets.

- Almost all occupations related to Information Technology are below the U.S. concentration. In order for this industry to be successful, training will need to be increased across all related occupations. It will take several years to close this gap.

- By implementing the recommendations and strategies for workforce development and training, Springfield has the potential to reach and introduce over 278,300 people in their labor force.

ACT Work Ready Communities
http://workreadycommunities.org/

What is the ACT Work Ready Communities initiative?

In 2011, ACT launched its national Certified Work Ready Communities (ACT WRC) initiative. This initiative provides a framework for states, regions, counties and communities to build an economic development, community-based approach centered on certifying counties as Work Ready. ACT awards this certification when counties achieve goals (based on common criteria) of individuals in the workforce earning a ACT National Career Readiness Certificate™ (ACT NCRC®) and businesses recognizing, preferring or recommending the ACT NCRC.

ACT WRC participating states, regions and counties offer a suite of ACT WorkKeys® assessments and the ACT NCRC that measure an individual's foundational workplace skills such as math, reading, information and locating skills required for a majority of today's jobs. The ACT NCRC complements such traditional credentials as high school diplomas, community college degrees, and certificates of technical proficiency. Academic credentials mark the fulfillment of an individual's classroom learning experiences. The ACT NCRC relies on standardized assessments and confirms an individual's competence in a specific set of workplace skills. Using data, process and tools that drive economic growth, ACT WRC empower states, regions, counties and communities to measure and close the skills gap. Participants leverage the ACT NCRC to build a common frameworks that link, align and match their workforce development efforts with employer needs.

In the first two years of the program, it was only available at the state level. Due to overwhelming demand, ACT has now opened up the program to ad-hoc counties in non- participating states. To date nearly 250 counties in 24 states are actively engaged with 51 achieving certification. Though Minnesota does not currently have an ACT WRC, Minnesota Business Services does provide the ACT NCRC and conducted over 12,000 assessments statewide in 2012.

For economic developers, achieving certified ACT WRC status means you have a robust workforce development initiative in place as measured by certifying your workforce with an ACT NCRC and your employer valuing that certification. Once certified, you have access to ongoing data to demonstrate proof of a quality workforce.

There is no direct cost to participate in ACT Work Ready Communities or the Academy.

ACT Work Ready Communities
http://workreadycommunities.org/

Participating in the ACT Work Ready Communities initiative, allows the county to identify skill gaps and quantify the skill levels of the existing workforce. The results from the initiative's tests help educators build career pathways aligned to the needs of the county's business and industry - and it also gives the county a competitive advantage.

The county should achieve the goals of the initiative within two years of signing up, and will have the opportunity to maintain their status after initial certification.

What do Counties/Regions bring to the process?

Regions may apply, but each county in the region will need to complete a separate application.

- The applying county will organize a cross agency team of government, educators, workforce, economic development and business/chamber leaders. A local WRC leadership team should, at minimum, have representatives from local government, economic development, workforce development, community/technical college, K-12 system, and business/industry.

- Two team members from the applying county will participate in the ACT WRC Academy, which is held once a year in August in Atlanta, Georgia. There is no direct cost to participate in ACT Work Ready Communities or the Academy.

- The applying county commits to developing and launching a local WRC program

- The applying county will have ACT WorkKeys® and ACT National Career Readiness Certificate™ (ACT NCRC®) tools accessible to individuals.

Hampden County would be classified as a small county for the programs Common Criteria, which are defined at http://workreadycommunities.org/resources/Criteria_for_Certification.pdf.

ACT Work Ready Communities
http://workreadycommunities.org/

What does ACT bring?

- ACT will fund the ACT Work Ready Communities Academy for all participating counties.

- ACT will work with counties to establish initial goals.

- ACT will provide data, processes, and tools to drive success.

  - Data: ACT NCRC and business engagement data for each county

  - Processes: The ACT Work Ready Communities Academy to help counties build an initiative

  - Tools: Monthly tracking of progress, employer engagement, communication tools, and more

Complete the application located at the link below to begin the process.

http://workreadycommunities.org/resources/ACT%20CWRC%20Application%20for%20County%20Teams.pdf

Local County Team comletes application and is accepted into Academy

ACT engages local county leadership teams into ACT CWRC County Pilot Academy - four one day meetings over the next 12 months

Counties complete Academy, launch initiative

ACT Work Ready Communities
http://workreadycommunities.org/
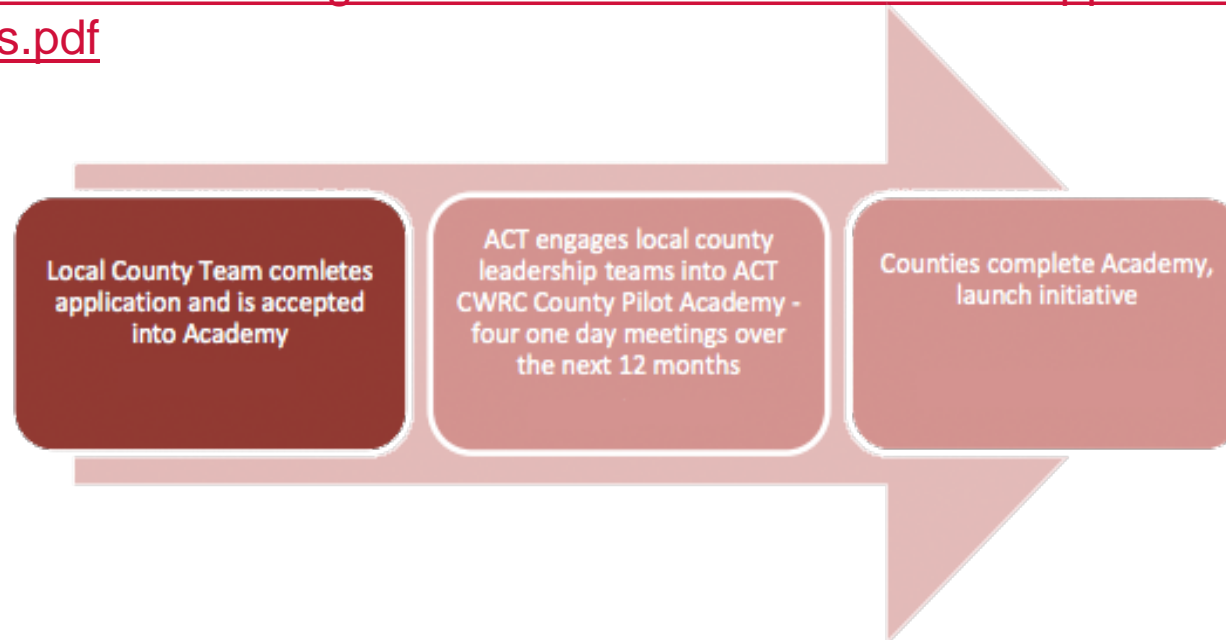
What does it mean for a business or employer to be engaged?

A business can indicate its support by signing up on the ACT WRC website. In order for a business to be counted as one whole business, it must have at least five employees at a physical location in the county in question. If a business has greater than 100 employees, it may be also count toward the goals for the surrounding counties.

Certified Work Ready Communities help employers match employees to jobs based on verified skill levels. A certified ACT Work Ready Community is one where the supply of ACT NCRC® earned by individuals is matched with a demand for NCRC from employers who either recognize, which is defined as employer awareness of the potential value of the ACT NCRC® as an indicator of workplace skills in hiring and/or promotion practices, or recommend, which is defined as an employer's request for the ACT NCRC® in recognition of its value as an indicator of workplace skills in hiring and/or promotion practices, this certification. ACT has developed a methodology for establishing county goals proportionate to a community's size. Once 'certified', the county can continue to maintain their status keeping the flow of supply and demand in sync. Employers can help their communities build a stronger workforce with the right foundational skill set by supporting their county by learning how the ACT NCRC can help them find the right employee with the right skill set. Employers can show their support by completing the online form at http://workreadycommunities.org/business/form.

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP springfield Springfield Regional Chamber City of Springfield

Communities that Work Partnership
http://www.aspenwsi.org/communities-that-work/overview/

The U.S. Department of Commerce and the Workforce Strategies Initiative at the Aspen Institute announced the selection of seven regional site teams, comprised of leaders in industry, government, education, and workforce and economic development, to participate in the Communities that Work Partnership. The Communities that Work Partnership (CTW Partnership) is an effort to strengthen regional economies by equipping American workers with the skills needed for 21st century jobs and accelerating industry-led workforce development and training efforts. It is a 15-month intensive accelerated learning exchange designed around each region's pursuit of job-driven talent development strategies to promote economic growth. The CTW Partnership was launched in April 2015 at an event at the Aspen Institute that featured Secretary of Commerce Penny Pritzker and Aspen Institute President and CEO Walter Isaacson in a dialogue over the need to learn from successful regional job-driven workforce development efforts to inform practices in other communities around the United States.

The CTW Partnership will culminate in a number of publications outlining systems-change progress and lessons learned among the seven regional site teams, which will be disseminated nationally in the fall of 2016. They will describe how networks of local leaders can work in new ways across traditional silos to build more effective regional workforce initiatives, and begin to influence and guide similar strategies in other communities across America.

The Communities that Work Partnership is made possible by the generous support of the Economic Development Administration of the U.S. Department of Commerce and by the Charles Stewart Mott Foundation. More information about the Communities that Work Partnership may be found at Aspen WSI's website.

Innovation Workshop

**Newmark Grubb
Knight Frank**

FutureCity Innovation Workshop
Overview

Led by noted author and creativity and innovation consultant Gregg Fraley

- February 12, 2016 – 9:00am to 3:00pm

- Valley Venture Mentors

- 26 participants
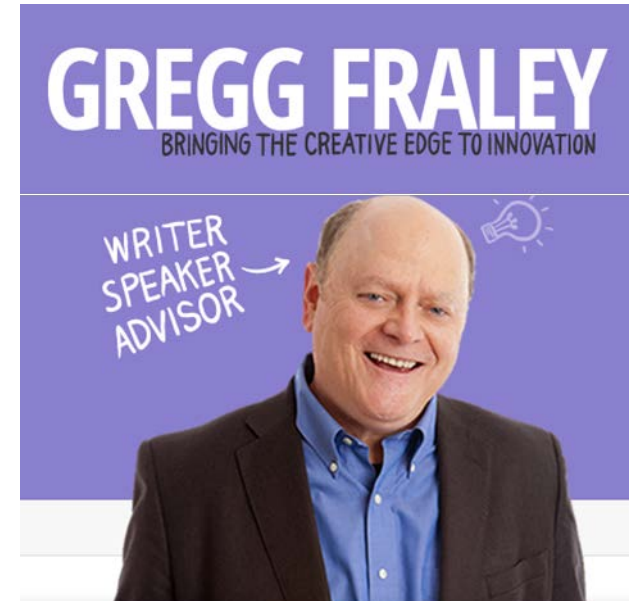
FutureCity Innovation Workshop
Process

Workshop Guiding Question:

"How might we make Springfield a model innovation city?"

Workshop Process:

1. *Mind Mapping* – 40ft wall mural showing what is currently happening and identifying opportunities or gaps in clusters ("big ideas")

2. *Brain Walk* – specific ideas to fill in gaps or augment existing activities identified in Mind Map

3. *Convergence* – select two ideas from mural and break into small group

4. *Concept Writing* – fill out concept forms around specific ideas (detailed concept, concerns, basic steps for implementation, potential benefits)

5. *Concept Gallery* – participants vote on all written concepts

6. *Brainwriting* – second ideation, select one more idea off the wall mural and bring back to small group for concept development

7. *Final Convergence* – participants votes on five favorite ideas from the gallery to create rank order of ideas

8. *Action Steps* – group discussion on how top ideas can be implemented
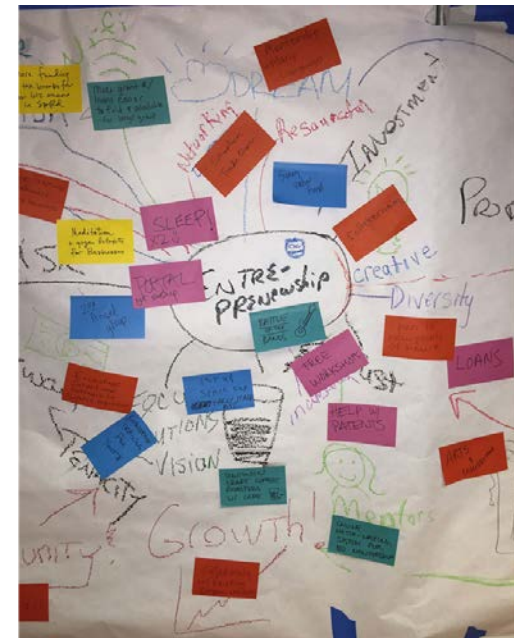
FutureCity Innovation Workshop
Outcome

Workshop Guiding Question:

"How might we make Springfield a model innovation city?"

Results and Incorporation into FutureCity Recommendations:

53 IDEAS GENERATED → **8** NEW RECOMMEN-DATIONS + **22** EXPANDED RECOMMEN-DATIONS
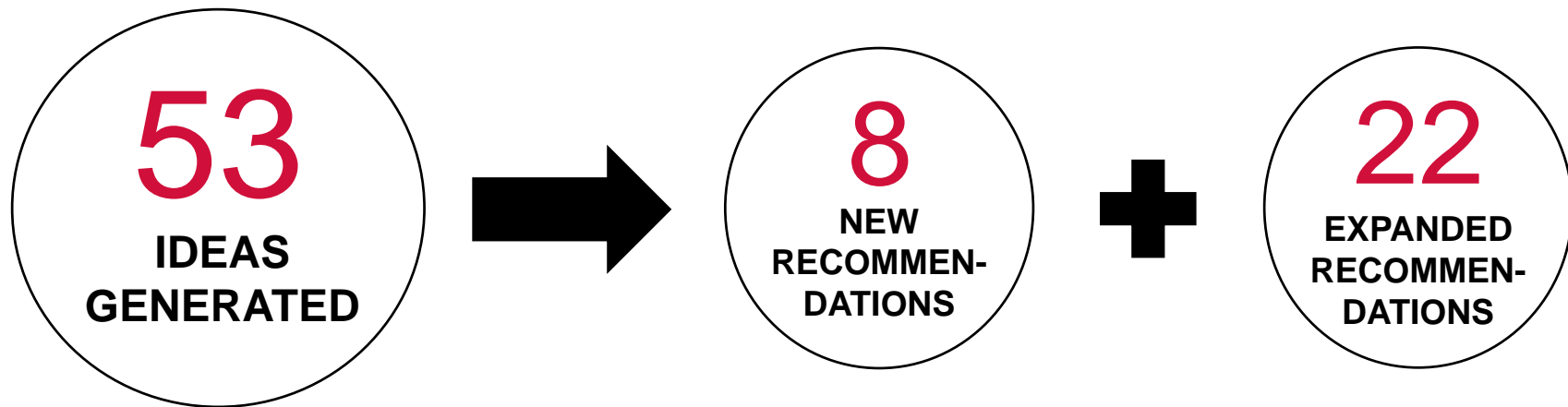
Recommendations and Implementation Plan

**Newmark Grubb
Knight Frank**

DEVELOP springfield

Springfield Regional Chamber

City of Springfield

Strategic Recommendations
Organized around 10 common themes
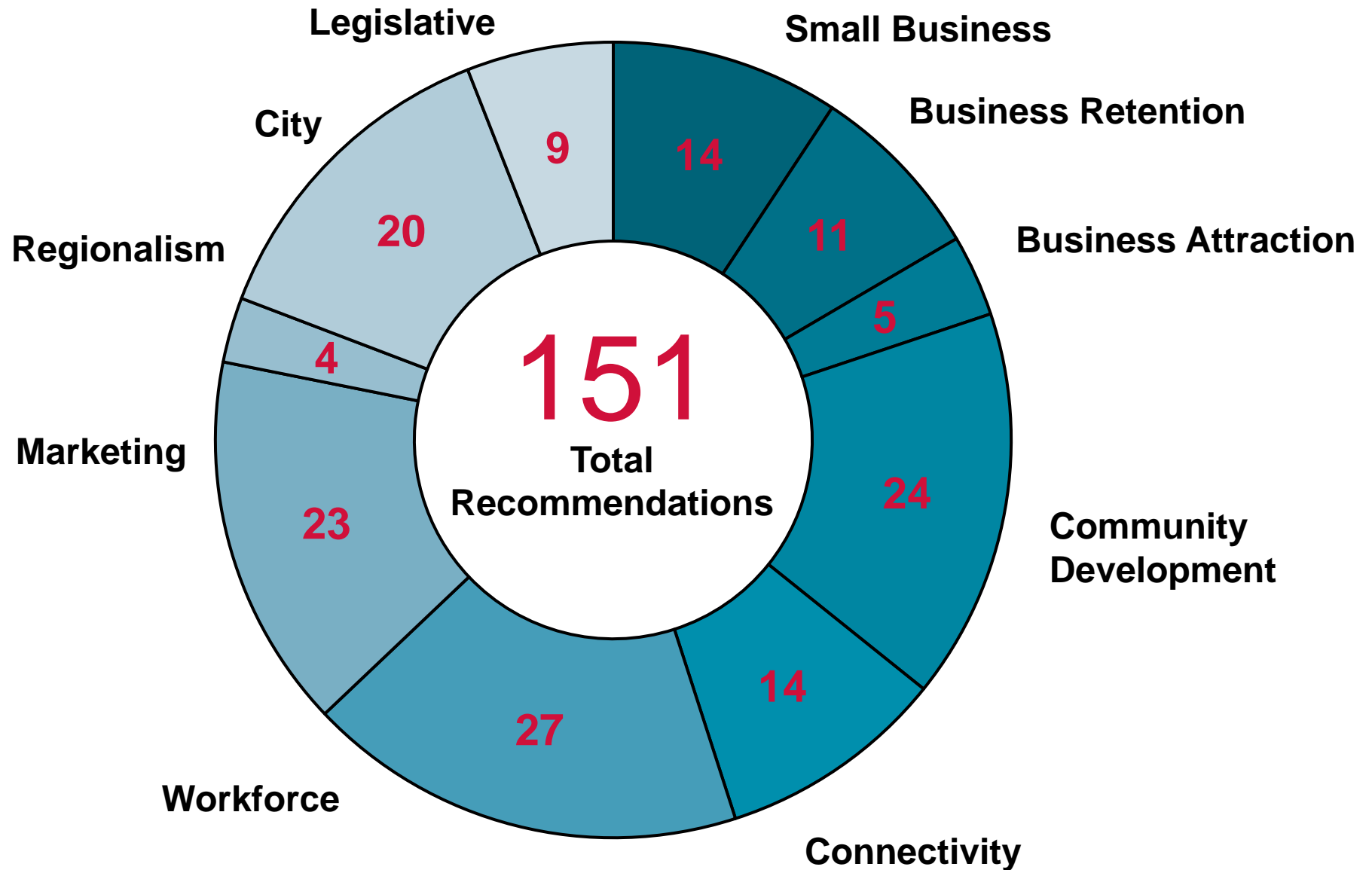
Strategic Recommendations
Recommendation development framework

This decision-making framework acted as the guide for creating each recommendation:

Controllable	Executable
▪ Does the recommendation address a controllable variable that can be impacted by strategic planning? ▪ Does the recommendation focus on factors that are known industry influencers and <u>considerations of business decision-making and global competitiveness?</u>	▪ Can the recommendation be traced to leading practices in other regions? ▪ Has the recommendation been executed elsewhere with known results? ▪ Can a roadmap for success be developed that will be discernable? ▪ Can the tactics from inception to execution easily be developed and communicated?
Defensible	**Measurable**
▪ Is the recommendation supported by facts and objective evaluation? ▪ Can it stand the test of varied interests and stakeholders throughout the county? ▪ Does the recommendation represent a tangible and realistic change event that will impact the economic well-being of Springfield? ▪ Will the recommendation consider the unique economic geography of the city?	▪ Would there be organizational ownership of the recommendation? ▪ Does the recommendation lend itself to the measurable Key Performance Indicators (KPIs)? ▪ Can accountability and transparency be built into the recommendation with reasonable performance management methods? ▪ Can the recommendation be appropriately resourced and affordable?

Strategic Recommendations
Actionable, prioritized, and measurable

Implementation Plan

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

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

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation:
The highest priority recommendations will be denoted by this bar – may represent low cost/high impact recommendations (for example)

Recommendation Theme 1
Small Business – Overview

Prioritized Recommendations
Theme #1 - Small Business

Number	Name
1.1	Small Business Expo
1.2	Online Resource Network
1.3	Restaurant Incubator
1.4	Mobile Application Competition
1.5	Venture Capital Recruitment
1.6	Virtual Start-Up Accelerator
1.7	CoStarters Program
1.8	Interise Program
1.9	Real Estate Pipeline
1.10	Forgivable Loan Fund
1.11	Greentown Labs Connection
1.12	Angel Investor Summit
1.13	Centralized Physical Location
1.14	Business to Business Coaching

14
RECOMMENDATIONS

Priority:

HIGH
MEDIUM
LOW

Goals:

- Support all small businesses by matching them to centralized and visible resources (including partnerships, capital, skills, etc.)

- Help to accelerate the growth of potentially scalable small businesses in a mutually beneficial way for city and business owners

- Recognize that not all small businesses will scale and continue to connect "mom and pop" establishments with the resources they need to run a successful businesses

- Build on the existing success of Springfield's innovation eco-system

Recommendation Theme 1
Small Business

Prioritized Recommendations
Theme #1 - Small Business

Priority:

HIGH	
MEDIUM	
LOW	

‖ **Critical Recommendation**

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties	Notes
1.1	Small Business Expo	Hold event twice per year. Have variety of resources all in one place (e.g., SBA, colleges, governments, city planning, a couple CPAs, legal, SBDC, SCORE, etc.). Have high profile marketing and one-on-one outreach. (3 events within first 18 months)	N	HIGH	Near-Term	MEDIUM	$	LOW	Attendance, vendor participation	Chamber, SBDC		
1.2	Online Resource Network	Centralized online aggregation of resources for entrepreneurs and small businesses - SourceLink (or similar). "One Stop Shop" concept. Widely market to small business community.	N	HIGH	Near-Term	HIGH	$$$	MEDIUM	Number of resources listed, establishing a dedicated project manager, number of touches from website itself, successful marketing	TBD		Davis Foundation may be able to fund (has expressed interest in past) for funding similar project - purchase of system or salary of person to run it
1.3	Downtown Restaurant Incubator	Create an environment for restaurants to test their concept and build a following. This environment should be housed in a single location with small venues like a regular business incubator. Concept could include one or several pop up restaurants that begin in the incubator and then moves out into a single tenant brick and mortar location.	N	LOW	Long-Term	MEDIUM	$$	MEDIUM	Number of restaurants launched, number of patrons, number of restaurants participating, reduction in number of empty storefronts	TBD	Local Restaurateur, MGM	Local restaurateur could take the lead, MGM could sponsor, MassMutual, Adolfo's
1.4	Mobile Application Competition	Develop an annual mobile application contest partnered with technology company at local high school (or local colleges) - partner could be Boston-based company (for example) or companies such as Google, Facebook, etc. Mobile applications could also double as community marketing, resource or informational that help encourage tourism, connectivity, etc.	N	MEDIUM	Near-Term	LOW	$	MEDIUM	Number of competitors in contest, year over year growth, commercialization of apps, media coverage of contest, development of tech talent pipeline	Delcie Bean, VVM	Putnam, STCC	
1.5	Recruit more Venture Capital/Angel Funds	Identify and attract industry specific venture funds - example: MGM could support for hospitality or tourism, BayState could do this for healthcare tech startups (similar to what MassMutual has already done)	N	MEDIUM	Mid-Term	MEDIUM	$	HIGH	Amount of money in the fund, number of venture capital funds in Springfield	VVM		

Recommendation Theme 1
Small Business

Prioritized Recommendations
Theme #1 - Small Business

Priority:

| HIGH |
| MEDIUM |
| LOW |

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties	Notes
1.6	Virtual Start-Up Accelerator	Make VVM offering more robust and move some companies into an Accelerator program using resources like One Million by One Million; VVM sponsors this program, businesses and entrepreneurs use their space to work and to take their classes - supplements their offerings, free advertising for them (expand their community), adds people to innovation community in Springfield, access to different mentors, funds, etc. (beyond VVM); for companies that were not accepted into the VVM accelerator to get assistance.	N	MEDIUM	Near-Term	MEDIUM	$	LOW	Number of participants, number of events (VVM broadcasts weekly roundtables, e.g.)	VVM, SPARK Holyoke		Each location in valley could host events and simul-cast events
1.7	Costarters Program	Sponsor and implement CoStarters (or similar) program. Early stage incubation program for small (mostly mom and pop) businesses. More specifically catered to less-scalable businesses.	N	MEDIUM	Mid-Term	MEDIUM	$$	MEDIUM	Number of small businesses established, sponsor to pay for license, number of trainers participating	Chamber, EDC	Downtown BID, Mass Development (TDI)	
1.8	Interise Program	Continue to support roll-out and fund scaling of this program in Springfield. Non-profit organization funded through CBDG to sponsor entrepreneurial education. Business has to be open for three years. Increase marketing and direct outreach to potential candidates for program to strengthen existing small businesses.	Y	HIGH	Near-Term	HIGH	$$$	MEDIUM	Number of entrepreneurs taking part in program, marketing of program, identifying participants/coaches, number of participants/coaches involved	City (Rich Griffin, et. al)	Laura M. (MassDevelopment), various donors (public-private partnership)	Need partners to pay for professors and other associated costs, CDBG only pays for license (if awarded)
1.9	Real Estate Pipeline - Link Growing Businesses to Available Springfield Spaces	Work through local brokerage and property owner networks to identify tenant-ready (or near tenant-ready) spaces for small companies that will require office space to accommodate growing operations. For example, VVM graduates may move into co-working space but will eventually need permanent home. Need to identify space in downtown and make introductions to keep them local.	N	HIGH	Near-Term	MEDIUM	$	LOW	Number of tenant-ready spaces in Springfield identified, number of property engaged/participating, identify key real estate contact	DevelopSpringfield	VVM, Local Brokers, Local Property Owners, Mass Development (TDI)	

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield

Springfield Regional Chamber

City of Springfield

Recommendation Theme 1
Small Business

Prioritized Recommendations
Theme #1 - Small Business

Priority:

| HIGH |
| MEDIUM |
| LOW |

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
1.10	Forgivable Loan Fund	Provides loan money for small businesses, especially minority-owned, and use as leverage to help move them to downtown (drive them to specific area of downtown or underserved neighborhoods throughout the city). Use for more established businesses that have pro formas, business plans, etc. Capital for business and physical improvements with favorable terms. If business meets certain benchmarks in investment and job creation, make a portion of the loan or the whole loan forgivable.	N	MEDIUM	Mid-Term	MEDIUM	$$	MEDIUM	Amount of money in the fund, number of relocations to designated areas, longevity of the businesses	DevelopSpringfield, BID	
1.11	Greentown Labs - Strengthen Connections and Increase W MA Presence	Build and grow advanced manufacturing partnership with Greentown Labs member companies for manufacturer of their products for commercialization. Partnership with MEP is established and needs to be built upon. As part of retention program, figure out if companies willing to work with these startups. Physical Greentown presence in Springfield (Innovation District preferred)	Y	HIGH	Mid-Term	MEDIUM	$$	MEDIUM	Identify manufacturers willing to work with project (matchmaker) - assist MEP	VVM, EDC, Chamber	Greentown Labs, STCC Tech Park, Mass MEP (Peter Russo), DevelopSpringfield
1.12	Angel Investor Summit	Host an annual expo/pitch day/trade show inviting national angel investors and venture capitalists; Begin with regional and state invitations and then move up to a national audience.	N	LOW	Mid-Term	LOW	$$	MEDIUM	Regional or national angel conference in Springfield	VVM, MassMutual, Long River Valley Investors	
1.13	Centralized Physical Location for Small Business Resources	Create and market a high profile building that becomes Springfield's small business center. Hub for all organizations and resources assisting small businesses. Can build off of Scibelli Center concept.	N	HIGH	Near-Term	HIGH	$$	MEDIUM	Number of small business support entities in the space, number of small business interactions with multiple agencies, cross-agency collaboration and efficiencies	Joint Effort (STCC Tech Park and all players in small business support community)	City, DevelopSpringfield, Chamber
1.14	Business to Business Coaching	Help scale small businesses by paring them with larger companies that can provide advisory and best practices and also connect with resources and contacts. Dedicated space could be given at small business center (see above recommendation).	N	HIGH	Near-Term	LOW	$	LOW	Number of coaching sessions, number of mentors participating, procurement of space	Chamber	SBDA, SBA, City

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield   Springfield Regional Chamber   City of Springfield

Recommendation Theme 1
Small Business

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
1.1	Multiple Locations	http://www.thesmallbusinessexpo.com/dallas/
1.2	Kansas City Source Link	http://www.kcsourcelink.com/
1.3	Brooklyn FoodWorks	http://www.thebrooklynfoodworks.com/
	Trinity Groves Dallas	http://www.trinitygroves.com/trinity-groves-restaurant-concept-incubator/
1.4	SPARK – Gilbert, AZ	http://www.sparkappleague.com/
	JetBlue – Bay Area, CA	http://www.bizjournals.com/sanjose/blog/techflash/2016/02/jetblue-launches-silicon-valley-fund-to-back.html
1.6	One Million by One Million	http://1m1m.sramanamitra.com/
1.7	Chattanooga, TN	http://colab.co/programs/costarters/
1.10	Downtown Orlando Minority/Women Entrepreneur Business Assistance (MEBA) Program	http://www.downtownorlando.com/business/business-incentives/#.V40uqvkrKUk
1.12	San Francisco Angel Summit 2016	http://sfinvestorsummit.com/

Recommendation Theme 2
Business Retention – Overview

Prioritized Recommendations

Theme #2 – Business Retention

Number	Name
2.1	Develop Attraction Pipeline through Retention Activities
2.2	Existing Company Visits
2.3	Prioritize Companies with Upcoming Lease Expirations
2.4	Existing Company Education and Resource Connection
2.5	Standardized Business Retention Questionnaire
2.6	Annual Business Retention Survey
2.7	Industry Roundtable Events
2.8	Company Leave Behind Document
2.9	Medical District Development
2.10	Succession Planning/ Business Brokerage

11 RECOMMENDATIONS

Priority:

HIGH
MEDIUM
LOW

Goals:

- Retain and grow existing companies – particular in key high value industries

- Develop mutually beneficial relationships between city stakeholders and contacts at key companies already in Springfield

- Connect existing companies to available resources

- Build relationships to help reduce risk of losing key companies, and their jobs and tax dollars, to competing locations

Recommendation Theme 2
Business Retention

Prioritized Recommendations
Theme #2 – Business Retention

Priority:

HIGH	
MEDIUM	
LOW	

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
2.1	Develop Attraction Pipeline through Retention Activities	Use retention outreach to develop an attraction pipeline (linen company example) - meet with highest value companies (largest employers, highest tax payers) and then their vendors, suppliers, partners, etc. Use existing companies and their leadership to develop leads for recruitment (local CEO may be able to persuade friends or contacts to relocate) and gain industry knowledge.	N	HIGH	Near-Term	HIGH	$	MEDIUM	Number of leads, expansions	Chamber and/or EDC (whoever is in charge of marketing)	
2.2	Existing Company Visits	Conduct a minimum of 60 business retention visits per year. Use these visits to build relationships with existing companies and determine if there are any barriers to their growth and expansion in Springfield that can be mitigated - include mayor, city council district member, etc. Start with larger impact/higher risk companies (top 10 taxpayers, top 10 employers, recent acquisition/mergers, upcoming lease expirations). (60 business visits per year)	N	HIGH	Near-Term	HIGH	$	LOW	Number of touches, visits	Chamber, City, and/or EDC (possibly state for largest employers but don't wait for that)	
2.3	Prioritize Retention Efforts on Companies with Upcoming Lease Expirations	Use technology and engage with real estate representatives of local properties to determine companies at risk of leaving Springfield when lease expires. Prioritize by visiting companies whose leases expire within the next 3 years.	N	HIGH	Near-Term	HIGH	$	LOW	Number of touches, visits, leases renewed or expanded	City takes lead - chamber and EDC support (city feeds leads into EDC)	
2.4	Existing Company Education and Resource Connection	Regularly connect companies with resources to address their needs, such as REB, training, planning, zoning, water, city services, etc. Have designated point person to address their needs and build relationship.	N	HIGH	Near-Term	MEDIUM	$	MEDIUM	Number of open issues closed/addressed, number of new connections created	Chamber, City, and/or EDC (possibly state for largest employers but don't wait for that)	
2.5	Standardized Business Retention Questionnaire	Touch point with existing businesses that provide vital business intelligence and insights. Regularly address expansion capacity, capital/funding issues, training, hiring, vendors/suppliers, etc. - have this developed before begin visitation program. All results in searchable database. (60 questionnaires (one for every visit) - whether incoming or not)	N	HIGH	ASAP (before interviews)	HIGH	$-$$ (depending if software is used)	LOW	Questionnaire created, annual update, number of completed questionnaires entered into system	Chamber, City, and/or EDC (possibly state for largest employers but don't wait for that)	

Recommendation Theme 2
Business Retention

Prioritized Recommendations
Theme #2 – Business Retention

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
2.6	Annual Business Retention Survey	Distribute an electronic survey to existing companies to gather information and feedback. Provide to every known company (all sizes). Results directly inputted into database (possibly through third party). Can publicly advertise and offer incentives for respondents. Results can also provide prioritization for future company visits to address specific needs. (Reach a minimum 60% survey response rate)	N	MEDIUM	Mid-Term	MEDIUM	$$	MEDIUM	Number of respondents/completed surveys	Chamber, City, and/or EDC	
2.7	Industry Roundtable Events	Host quarterly roundtables by industry (key clusters) to discuss issues and trends. (precision manufacturing, food, hospitality, healthcare, professional services, legislative, etc.). Industry knowledge will aid in recruitment activities and synergies to address industry issues and needs. Bring in key note speakers when appropriate. Hosted by responsible parties initially but depending on popularity and value added sponsorships might be possible. (4 meetings per year)	N	HIGH	Near-Term	MEDIUM	$-$$	MEDIUM	Number of attendees, number of issues solved/addressed	EDC, Chamber,	Local business leaders
2.8	Company Leave Behind Document	To be distributed during company visits and/or first contacts. Document includes commonly used phone numbers and list of key city contacts. Key touch point with companies to improve customer service. This includes not just city resources/departments but also various business related community resources.	N	MEDIUM	Near-Term	LOW	$	LOW	Number distributed, number of new contacts/relationships	Chamber, City, and/or EDC	
2.9	Medical District Development	Ensure that community plans and zoning identify and protect the future expansion of this area so it doesn't become - particularly identify areas for new ambulatory care facilities within existing district. Reinforce the Connecticut River dam to protect ongoing investment in Brightwood medical area (Wason/Birnie Ave). Address public safety issues surrounding the hospitals for employee and patient safety. Promote mixed-use walkability, and transport links to downtown. Brand the district.	Y	MEDIUM	Near-Term	MEDIUM	$$	HIGH	Attracting new supporting uses, multifamily market rate housing (specifically targeted at medical employees), reduction in crime rate, lower vacancy rates for medical office facilities	City Planning/ED, SRA	Local hospitals and ambulatory care companies
2.10	Succession Planning/ Business Brokerage	Create a task force that works with local and family owned companies on succession planning so that they don't cease operations when ownership retires. Can help to identify and sell to new owner if family doesn't want to continue operations. Build network of potential buyers and inventory of company's current conditions. This can also be effective for smaller retail/restaurant businesses.	Y	LOW	Mid-Term	MEDIUM	$	HIGH	Number of operations saved/transferred ownership (and staying in Springfield)	EDC, Chamber (Larger Users); Laura/TDI Mass Development (Downtown retail)	

Recommendation Theme 2
Business Retention

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
2.5	University of Minnesota Duluth Extension Business Retention and Expansion	http://www.extension.umn.edu/community/business-retention/reports-surveys/
2.6	University of Minnesota Duluth Extension Business Retention and Expansion	http://www.extension.umn.edu/community/business-retention/reports-surveys/
2.7	Economic Development Council of Tallahassee/Leon County Industry Roundtables	http://www.taledc.com/resources/industry-sector-roundtables/

Recommendation Theme 3
Business Attraction – Overview

Prioritized Recommendations
Theme #3 – Business Attraction

Number	Name
3.1	Target Industry Advisory Councils
3.2	Development Ready Sites
3.3	Dynamic Inventory of Sites and Buildings
3.4	Comparative Cost Modeling for Target Industries
3.5	Fiscal and Economic Impact Modeling

Note: Several recommendations directly related to business attraction can also be found within the "marketing" category.

5

RECOMMENDATIONS

Priority:

HIGH
MEDIUM
LOW

Goals:

- Attract new outside investment in targeted industry categories in which Springfield had a strong business case

- Ameliorate weaknesses in external-facing business case

- Identify and/or create shovel ready sites and tenant ready spaces to accommodate new investment and reduce user's time to market and occupancy risk

Recommendation Theme 3
Business Attraction

Prioritized Recommendations
Theme #3 – Business Attraction

Priority:

HIGH	
MEDIUM	
LOW	

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
3.1	Target Industry Advisory Councils	Bring together existing local employers in target industry segments (e.g., food processing) to provide community stakeholders with intimate knowledge of industry trends, common concerns/issues to aid in external sales and attraction efforts. Helps to also identify possible targets within networks and supply chains of existing companies. First meeting should be showing business case materials provided as part of this strategy. This also aids in retention efforts. (2 meetings in first year)	N	HIGH	Near-Term	MEDIUM	$	MEDIUM	Number of targets developed, number of meetings, number of companies in attendance, quality of information provided	Chamber, EDC, City	
3.2	Development Ready Sites	Identify and/or create desirable sites that are ready (or close to ready) for new development. City absorbs some cost upfront prior to getting win but reduces time to market and occupancy risk. For example, provide a flexibly one property where utilities have been identified and brought to site, environmental remediation has occurred and pre-permitted (as much as possible). Time to market is key for relocating companies and most brokers/companies will not consider city unless these sites are available and well marketed. (1 development ready site within 2 years, 3 sites within 5 years)	N	HIGH	Mid-Term (start now)	HIGH	$$$	HIGH	Number of development ready sites available, decreased timeline for development	City	State, EDC, Chamber, Property Owners, Brokerage Community
3.3	Dynamic Inventory of Potential Sites and Buildings	Develop and maintain an inventory of available sites and spaces throughout the city. These should include publicly and privately owned real estate (work with local brokers and property owners). Track key statistics on property including infrastructure details (work with broker to develop criteria if necessary) and regularly update list through public/private sector contacts. Create a property and site information template sheet for ease of recording.	N	HIGH	Near-Term	HIGH	$	MEDIUM	Complete list of available real estate, searchable database on website (can start with internal database), new real estate contacts, assign key database person	City	EDC, Chamber, Property Owners, Brokerage Community

Recommendation Theme 3
Business Attraction

Prioritized Recommendations
Theme #3 – Business Attraction

Priority:

HIGH
MEDIUM
LOW

| Critical Recommendation |

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
3.4	**Comparative Cost Modeling for Target Industries**	Develop a methodology (or partner with an outside consultant) to compare cost of operations for specific target industries across peer cities to further understand Springfield's cost competitiveness (including labor cost by occupational category, all utilities, taxes, etc.). This level of detail would help bolster marketing efforts and materials and identify shortcomings to be further addressed.	N	MEDIUM	Near-Term	LOW	$$	LOW	Create cost model for each of city's target industries, understand competitive strengths and weaknesses from a cost perspective, peer city intelligence for business case	City, DevelopSpringfield, Chamber, EDC	Existing local companies in industry segment
3.5	**Fiscal and Economic Impact Modeling**	Run fiscal and economic impact models on companies that are relocating to the area and seeking support. These models help educate council on the value to the community (economic model) and specifically to the City's budget (fiscal model). Economic impact models take into account direct and indirect job creation and investment as well as housing construction and disposable income spent in community. Fiscal impact model takes into account the benefit of the new job creation and investment as well as the cost of the City to provide basic services such as Police, Fire, Roads, Utilities (water/sewer) and thus providing a true project impact. These models help track the true value of new projects to the community establishing metrics and educating City Council prior to considering a project for incentives. Might be able to get a model from local university (UMass Amherst, MIT, BU, etc.) instead of a private developer to save funds.	N	MEDIUM	Near-Term (if inexpensive), Mid-Term if they have to pay	MEDIUM	$-$$ (depending on availability of low cost/free resources)	MEDIUM	Identifying a low-cost/free partner (possibly academic), producing the analyses, reduction of council questions on projects	City (economic and fiscal impact)	MOBD? (MOBD may run economic impact only but need to do both)

Newmark Grubb Knight Frank Global Corporate Services   DEVELOP Springfield   Springfield Regional Chamber   City of Springfield

Recommendation Theme 3
Business Attraction

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
3.1	Utah Business Ambassadors Program	http://business.utah.gov/programs/ambassadors/
3.2	Build Now NY	http://www.esd.ny.gov/BusinessPrograms/Data/BuildNow/
	Wisconsin Certified Site Program	http://inwisconsin.com/community/assistance/certified-sites/
3.3	SC Power Team	http://properties.scpowerteam.com/
3.5	IMPLAN Model	http://implan.com/

Recommendation Theme 4
Community Development – Overview

Prioritized Recommendations
Theme #4 – Community Development

#	Name	#	Name
4.1	Long-Range Neighborhood Plans	4.13	Downtown "Clean Team"
4.2	Events Programming	4.14	Advertise Downtown WiFi
4.3	Farmers' Market	4.15	Bike Infrastructure
4.4	Nighttime Champion/Ambassador	4.16	Community Policing
4.5	Don't Curtail Operating Hours of Bars/Restaurants	4.17	Ease of Parking
4.6	Innovation District Fiber Connectivity	4.18	Google Fiber Community
4.7	Outdoor Dining	4.19	Transit Oriented Development
4.8	Downtown Parks Plan	4.20	Public Art
4.9	Free Parking (Nights/Weekends)	4.21	Public Transit Improvements
4.10	Streetscape Enhancements	4.22	College Oriented Programming
4.11	Downtown Wayfinding	4.23	Target New Downtown Services
4.12	Downtown Ambassador Program	4.24	Market Rate Housing

24 RECOMMENDATIONS

Priority:

| HIGH |
| MEDIUM |
| LOW |

Goals:

- Foster a strong and competitive urban core that will be vital to city's continued evolution in a knowledge based economy

- Implement quality of life improvements to signify positive change and attract new residents and businesses while further activating downtown streets and places

- May not directly generate new tax revenue but this type of community development lays groundwork to attract additional growth

- Critical to implement many of these recommendations prior to MGM's opening in order to re-launch downtown to large new audiences

Recommendation Theme 4
Community Development

Prioritized Recommendations
Theme #4 – Community Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
4.1	Long-Range Neighborhood Plans	Develop plans for each unique neighborhood in Springfield to address social issues and development. Assign a project manager for each neighborhood, and that person will work within each community to determine priorities and seek private and public partners to address whatever agenda is set. These plans should include strategies to alleviate poverty; fight blight; attract/maintain middle class; expand home ownership; enhance rental options; increase retail/development; promote neighborhood and community pride; address public safety issues; etc.	N	MEDIUM	Long-Term	MEDIUM	$$$	MEDIUM	Number of neighborhood plans created, number of specific issues remediated or addressed	City Planning	Other city agencies
4.2	Events Programming	Host large scale one-time and recurring events in city (particularly in downtown) to attract positive press coverage and new audiences. Examples could be: events timed with Big E (e.g., Kick-off parade, pop-up shops/markets, museum discounts, etc.), Basketball HoF induction, college move-in/graduation events. Other ideas for new events include Springfield (Pioneer Valley) Marathon, weekly 5k races in season, Seuss Day, Scavenger Hunts, restaurant crawls, etc. Corporate sponsorship opportunities should be pursued. (3 new downtown events within 2 years)	Y	HIGH	Near-Term	HIGH	$-$$	LOW-MEDIUM	Number of events programmed, attendance at events (and year over year increases)	BID, Arts District, EDC/CVB, MassDevelopment (TDI)	Chamber, DevelopSpringfield, City (facilitator), Grinspoon
4.3	Farmers Market	Seasonal Friday Midday/Early Evening Farmers Market (and possibly half day Saturday at some point). Get people out of the offices in downtown, can be hosted in one of the pocket parks downtown or close off a low traffic street - needs to be prominent and highly visible location with accessible parking. This can be cross-programmed to also include pop-up restaurants, food trucks, musical/performance acts. Can start this as an add-on to larger events (start it as lead in to the jazz fest, for example or for Big E) and eventually give it a more permanent home in downtown area after success is achieved.	Y	MEDIUM	Near-Term	LOW (possibly MEDIUM in longer-term)	$	LOW	Number of markets held per year, attendance at markets, number of vendors, variety of vendors, increased daytime traffic downtown, improvements in city vending/ permitting process	BID, MassDevelopment (TDI), CISA (local food group), City Mosaic (for music, etc.)	Corporate sponsorships, City

Recommendation Theme 4
Community Development

Prioritized Recommendations
Theme #4 – Community Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
4.4	Nighttime Mayor/Champion (or Nighttime Commission/Ambassador)	Ombudsman to the nightlife community. Responsible to work with restaurants, bars and entertainment venues to understand their concerns and issues. Works as a middleman coordinating conversations and solutions by communicating with the city. (proven to reduce level of crime and noise complaints; help manage night life without decreasing it. For example, in some cities it's a former nightclub owner or police officer. Need to build trust with these business owners and have the community buy-in to support/promote more entertainment, which attracts young, creative types and also provides jobs. Work with MGM, as a healthy nightlife will be important to their project.	Y	MEDIUM	Mid-Term	MEDIUM	$	MEDIUM	Change in image of downtown entertainment district, more people in downtown after working hours (evenings/weekends), reduction in public nuisance/quality of life issues/crime, increased satisfaction with downtown restaurants/nightlife establishments and residents	MGM appointee/employer and Springfield PD, Nightlife business owner or someone familiar with businesses/neighborhood	BID
4.5	Operating Hours of Bars/Nightlife Establishments	Same closing hour rules should apply to all nightlife establishments in city. Market should drive closing times as much as possible. Don't curtail operating hours with a new early closing time. Studies have shown that this will actually lead everyone to exit establishments at same time and create more disturbances.	N	LOW	Near-Term	LOW	$	LOW-MEDIUM	Bars/clubs/nightlife will not be forced to close at a pre-determined time before 2am	City	BID
4.6	Innovation District Fiber Connectivity	Increased broadband access to all buildings within Innovation District - preferably 1GB (or other high speed option). Can help to attract innovative companies and be used as a PR tool. As a supplement to site/building readiness, create and update a map of buildings (particularly in Innovation District) that are connected to high-speed fiber network. Previous consultant study already started this for downtown area - update, re-package, and maintain this information for marketing and as information for company prospects.	N	MEDIUM	Mid-Term	MEDIUM	$$-$$$	MEDIUM	Create an interactive map showing broadband connectivity for all buildings in Innovation District, distribute map to downtown stakeholders and brokerage community	City manages but outside companies can do this (e.g., GIS Planning/Zoom Prospector)	DevelopSpringfield, Mass Broadband, MassDevelopment/TDI
4.7	Outdoor Dining	Encourage outdoor dining in various ways. Could combine this with food trucks, patio dining, parks, and restaurants. Make this easier, breakdown the regulatory barriers to do this. This initiative could also help increase permitting fees for city (but keep fees low).	Y	HIGH	Near-Term	HIGH	$	LOW	Number of food trucks, number of patios/decks, traffic in downtown, reduction in time to obtain permit for downtown dining, permits issued	City	BID, Mass Development (TDI), DevelopSpringfield

Prioritized Recommendations
Theme #4 – Community Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
4.8	Downtown Parks Plan	Create a unified plan for the redevelopment and programming in downtown parks. Encourage increased use of parks. Possibly seek private sector support for redevelopment and planning. Plan should include allocations for regular maintenance and public safety patrols. Establish a downtown dog park for use by downtown residents and guests.	Y	HIGH	Near-Term	LOW	$$	LOW-MEDIUM	Number of parks re-programmed/designed, public access/transition of ownership to city of private parks, reduction of quality of life infractions in parks/surrounding areas	City, BID/Cultural District, MassMutual	UMass Urban Design Studio, MassDevelopment/TDI
4.9	Free Parking on Nights/Weekends	Free parking after 6pm and on the weekends should be used as a tool to attract more people into downtown after business hours and on the weekend. There should be a huge marketing campaign to advertise this amenity and back it up with activities and events that draw in a crowd.	N	HIGH	Near-Term	MEDIUM	$$	LOW	More people coming downtown (specifically nights/weekends), more downtown events		
4.10	Streetscapes Enhancements	Enhance streetscapes, lighting and general beautification (including tree planting). Start downtown and with high virility city entryways (off highways, etc.). Start at high traffic locations (e.g., Main Street) between Union Station and MGM and then roll out to other areas. This includes improvements to enhance walkability such as synchronized walk signals, crosswalks, new/improved sidewalks, traffic calming, etc.	Y	HIGH	Near-Term	MEDIUM	$$-$$$	MEDIUM	Number of projects executed, reduced crime, increased foot traffic	City	UMass Urban Design Studio, BID, Mass Development/TDI, DevelopSpringfield
4.11	Downtown Wayfinding	Implement a citywide wayfinding signage program. Focus first in downtown/tourist area. Aside from major attractions and points of interest, signs should also be in place to direct traffic to parking options in city. (Initial permanent wayfinding installed 3 months before MGM opening)	Y	HIGH	Near-Term	MEDIUM	$$	MEDIUM	Number of signs installed, increased foot traffic/activity downtown	City, State	Laura/Mass Development, BID/Cultural District
4.12	Springfield Ambassador Program	Volunteer position that acts as a testimonial for being downtown. Provide a presentation on what's going on downtown, outreach to different groups (e.g., college students) re: downtown - head of BID could technically do it, finding this person could be difficult, ideally would be an independent person (not involved with city government, etc.)	N	MEDIUM	Mid-Term	LOW	$	MEDIUM	Assigning someone to position, generating more traffic downtown	BID, Cultural District	City, DevelopSpringfield, MassDevelopment/ TDI

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield · Springfield Regional Chamber · City of Springfield

Prioritized Recommendations
Theme #4 – Community Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
4.13	Downtown "Clean Team"	Scale existing program. Employ people in uniform whose job will be to increase cleanliness, provide guides for different downtown events, eyes on the street, report crime, etc.	Y	MEDIUM	Mid-Term	LOW	$$	MEDIUM	Identifying funding to hire, number of employees, generating more traffic downtown	BID, Cultural District,	City, DevelopSpringfield, MassDevelopment/ TDI
4.14	Advertise Downtown Wi-Fi	Downtown Wi-Fi is already in place but does not seem to be advertised. Public signage in parks and major venues, etc. Can put it on the city's website and advertise through hotels, restaurants, etc.	N	MEDIUM	Near-Term	LOW	$$	MEDIUM	Increased visibility of Wi-Fi network, increased usage, more people spending time in downtown, number of signs, etc. promoting Wi-Fi	City	DevelopSpringfield, BID, Laura/MassDevelopment
4.15	Bike Infrastructure	Make city more bike friendly - enhance bike infrastructure including bike lanes (and signage), bike racks, etc. Work with PVPC to help launch bike share program and ensure wide access/adoption within Springfield.	y	MEDIUM	Long-Term (bike lanes), Near-Term (bike racks, etc.)	LOW	$-$$$	LOW - HIGH	Miles of bike lane in city, number of bike racks, number of bike share trips/stations, connectivity with surrounding municipalities and within city neighborhoods	City, BID, PVPC	BID, MassDevelopment/ TDI, DevelopSpringfield, Corporate Sponsorship
4.16	Community Policing	More visible police presence in downtown and tourist areas. More interaction with downtown business owners for tips and safety issues. Decrease crime throughout the city and reduce negative perceptions. Continue with recently announced downtown policing plan and adjust it as necessary. It is important that this plan be in place long before MGM opens. (Have increased number of officers 6 months prior to MGM opening)	Y	HIGH	Near-Term	HIGH	$$$	MEDIUM	Number of officers in downtown area, higher visibility, decrease in crime, increase in downtown foot traffic	City	BID
4.17	Easy Parking in Downtown	Develop a mobile application that provides real time information on parking lot locations, space availability and cost. Include an e-pay option that allows people to pay for parking meters and garages with a credit card and auto renew if their time is running low without running back down to car. Start in downtown and then roll out to other neighborhoods such as near the universities, museums, MGM, etc.	N	LOW	Mid-Term	LOW	$-$$	MEDIUM	Generating more traffic in downtown	Springfield Parking Authority/City	BID

Prioritized Recommendations
Theme #4 – Community Development

Priority:

HIGH	
MEDIUM	Critical Recommendation
LOW	

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
4.18	Google Fiber Community	Explore this as an option (is it possible?). First mover advantage for Northeastern cities - currently only in other regions of US. If viable to pursue, be creative about approach and form a coalition and do research to assess competitive positioning. Substantial PR potential from receiving this designation.	N	LOW	Mid-Term	MEDIUM	$$	HIGH	Partnering with Google to become a fiber city	City, DevelopSpringfield	MassDevelopment/TDI
4.19	Transit Oriented Development	Zone the area around Union Station to encourage urban style mixed use development, can create a TIF zone to encourage this and focus on redevelopment. Will work to enhance the walkability/livability of this district. Explore form based codes over strict zoning designations.	N	MEDIUM	Near-Term	MEDIUM	$	LOW	Undergoing district level rezoning, implementing the TIFs, number of higher density new development (ideally mixed-use)	City (Planning/SRA)	State gives it to the municipal level
4.20	Public Art	Celebrate public art and include and promote throughout downtown and city wide. Build off existing connections to arts community through Cultural District (e.g., art museum is one of the best in the region). Explore tying into partnership through a university/college arts program. Corporate sponsorships are also common and should be explored.	Y	LOW	Mid-Term	LOW	$-$$	LOW	Number of public art installations (pieces), press coverage of art installations, number of social media mentions of art, enough pieces to establish a tour of public art	BID/Cultural District, Evan Plotkin/City Mosaic	MGM could sponsor, other corporate sponsors
4.21	Improved Public Transit	A circulator bus or trolley that hits specific major tourist and cultural attractions: museums, colleges, restaurants, etc. that would be separate from the full public transit system - potential to build off MGM trolley route (or could be separate), secondary - work with business community to make sure existing transit is supporting employers by connecting them to the workforce (work with PVTA).	Y	MEDIUM	Long-Term	MEDIUM	$$$	MEDIUM	More ridership on trolley, expanded route covering more points of interest, more people going to attractions/events	PVTA, MGM (or whoever is running shuttle)	CVB, BID/Cultural District, City

Recommendation Theme 4
Community Development

Prioritized Recommendations
Theme #4 – Community Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
4.22	Downtown Programming - College Oriented	Cater special events to the city's large college age population. For example, special events and programs during move-in week when you have access to parents and new college students from across the country, graduation, etc. Examples: special packages in hotel rooms during that week to encourage patronage at local bars, restaurants, events, museums, etc. Work with colleges to determine what would be of interest to the students - outdoor concert for move-in (discounted tickets), MGM events and programming, move out (partner with local non-profits to donate things that would otherwise be thrown away). Work with community affairs offices/student unions to coordinate efforts.	N	MEDIUM	Mid-Term	MEDIUM	$-$$	LOW	Increased visits throughout the year, increased downtown traffic	CVB, MGM, BID/Cultural District, Spirit of Springfield	City
4.23	Target New Downtown Services	Encourage businesses that have a positive impact on downtown like micro-breweries, coffee shops, galleries, boutiques, etc. Serve the local population already living/working downtown (e.g., cleaners) but also helps to attract increase livability and attract new residents and encourage people to get out of existing office buildings and spend their retail/convenience dollars.	Y	HIGH	Mid-Term	MEDIUM	$ (higher if providing incentives)	MEDIUM	Number of new service-oriented businesses, increase in spending on services in downtown area, increase in downtown full-time residents	Laura/MassDevelopment, BID, City	DevelopSpringfield, Building and Property Owners
4.24	Market Rate Housing	Facilitate development of market rate housing by providing various forms of assistance including land assembly, land acquisition, buildings cost reduction, etc.; if using CDBG funds, have to have a low income component - not enough drive to do it without that.	N	HIGH	Mid-Term	HIGH	$$-$$$	HIGH	Number of market rate units in downtown area, occupancy rate of market rate units, number of downtown residents	DevelopSpringfield, City	BID, Laura/MassDevelopment, Building and Property Owners

Recommendation Theme 4
Community Development

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
4.1	City of Dallas Neighborhood Plus Program	http://dallascityhall.com/departments/pnv/strategic-planning/Pages/Neighborhood-Plus.aspx
4.2	Multiple Locations	http://parkingday.org/
	Golden Triangle BID Farragut Fridays	http://goldentriangledc.com/event/farragut-fridays-2016/?start=1468818000&filters=%5B%5B%22type%3Aevent%22%5D%2C%5B%22post_id%3A7910%22%5D%5D
4.4	Amsterdam, Netherlands	http://www.theguardian.com/cities/2016/mar/21/night-mayor-amsterdam-holland-mirik-milan-night-time-commission
	Cali, Colombia	http://www.citylab.com/politics/2016/07/latin-america-gets-its-first-night-mayor/490175/
4.6	Chattanooga, TN	http://chattanoogagig.com/
4.7	Boston, MA	http://www.cityofboston.gov/publicworks/permits/PrmSwkCafe.asp
4.8	Multiple Locations	Atlanta Beltline http://beltline.org/progress/planning/park-planning/
		NYC Bryant Park https://umusama2015.wordpress.com/2015/04/11/case-study-bryant-park-new-york-city/
4.9	Albany, NY	http://www.downtownalbany.org/parking
	Ft Worth Sundance Square	http://sundancesquare.com/parking/

Recommendation Theme 4
Community Development

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
4.10	Greenville, SC	http://www.greenvillesc.gov/DocumentCenter/View/284
	Portsmouth, NH	http://www.seacoastonline.com/article/20160322/NEWS/160329747
4.11	Atlanta, GA	http://www.atlantadowntown.com/initiatives/transportation-improvements/wayfinding-signage
4.12	Downtown Grand Rapids Inc. Ambassador Program	http://blockbyblock.com/program/downtown-grand-rapids
	Atlanta, GA Downtown Ambassador Force and Clean Team	https://www.ida-downtown.org/eweb/dynamicpage.aspx?webcode=dtomatlanta
4.13	Atlanta, GA Downtown Ambassador Force and Clean Team	http://www.atlantadowntown.com/initiatives/ambassadors
	Downtown Dallas Clean Team	http://www.downtowndallas.com/about/#/cleanteam
4.15	Burlington, VT	https://www.burlingtonvt.gov/DPW/Walk-Bike-In-Burlington
4.17	City of Dallas (TX) Pay by Phone Parking Meters	http://dallascityhall.com/Pages/paybyphone.aspx
	LA Express Park	http://www.laexpresspark.org/
	City of San Antonio Pango Parking App	http://www.sanantonio.gov/CCDO/parking/ParkingLocatorApp.aspx

Recommendation Theme 4
Community Development

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
4.18	Google Fiber Cities	https://fiber.google.com/newcities/
4.19	Reconnecting America	http://reconnectingamerica.org/resource-center/tod-and-equity/
	City of Dallas Transit Oriented Development (TOD) Tax Increment Financing (TIF) District	http://www.dallas-ecodev.org/incentives/tifs-pids/tod-tif/
4.20	City of Austin Neighborhood Public Art Project	http://austin.culturemap.com/news/arts/04-01-16-drawing-lines-public-free-art-exhibit-explores-austin-culture-10-districts/#slide=0
	Denver Public Art Program	http://artsandvenuesdenver.com/public-art
4.21	Washington, DC	http://www.dccirculator.com/
4.22	The City College of New York Community Events Program	https://www.ccny.cuny.edu/gca/community-events
	Forbes Article - Millennials Will Spend Trillions On Live Events - As Long As They Get a Discount	http://www.forbes.com/sites/leeseymour/2016/01/15/millennials-will-spend-trillions-on-live-events-as-long-as-they-get-a-discount/#5481d7a138f4
4.24	Houston (TX) Downtown Connections Urban Design Competition	http://uli.org/wp-content/uploads/ULI-Documents/2012-Competition-Brief.pdf

Recommendation Theme 5
Promoting Connectivity – Overview

Prioritized Recommendations
Theme #5 – Promoting Connectivity

#	Name
5.1	Break Down Silos ("No More Squirrels")
5.2	Innovation District Outreach to Universities
5.3	Strengthen Town/Gown Relations
5.4	FutureCity Director
5.5	Online Business/Community Resource Hub
5.6	Springfield SOUP
5.7	Chamber Young Professionals Group
5.8	Diversify Civic Leadership
5.9	YPS Mentor/Mentee Program
5.10	State Officials Annual Meeting
5.11	Mastermind Match-Up
5.12	Leverage UMass Downtown
5.13	Innovation District Open House
5.14	YPS Outreach to College Students

14 RECOMMENDATIONS

Priority:
- HIGH
- MEDIUM
- LOW

Goals:

- Create new networks - drive interpersonal connections to foster greater cooperation and teamwork in economic development

- Foster the participation and growth of a new generation of community leaders

- Encourage greater collaboration in the economic development realm by breaking down silos and reducing territorialism

- Widen the net of those participating in economic development – city can not do everything alone

- Promote and widen community participation on the evolving innovation ecosystem found within downtown's Innovation District

Prioritized Recommendations
Theme #5 – Promoting Connectivity

Priority:

| HIGH |
| MEDIUM |
| LOW |

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
5.1	Break Down Silos/ Reduce Territorialism	Create efficiency by reducing duplicative efforts and build on economies of scale - individual groups can not solve larger problems alone (see "no more squirrels" slides for more detail)	N	HIGH	Near-Term	HIGH	-$ (also a cost savings component and opp cost)	HIGH	Reduce duplicative efforts/activities, free up resources to pursue new initiatives, cost savings potential	All	All
5.2	Innovation District Outreach to Colleges/Universities	Share the story of Springfield's innovation district and its core anchors on an annual basis (at a minimum) with regional education institutions. Get young people informed and interested in the eco-system and help them to stay here after school, invite college students and faculty to open house tours and send ambassadors to campuses. (At least one interaction per year between Innovation District reps and each college/university in Springfield)	N	MEDIUM	Near-Term	MEDIUM	$	LOW	Number of interactions between innovation district representatives and colleges/universities, number of people from local colleges entering downtown eco-system, increased traffic downtown, word of mouth promotion of innovation district	VVM, DevelopSpringfield	VVM, Delcie/TechFoundry, TechSpring, downtown tech companies (HitPoint), DevelopSpringfield; STCC, Springfield College, AIC, WNEU, UMass Springfield, other regional schools
5.3	Strengthen Town to Gown Relations	Organize and hold meetings between universities and colleges and a task force of city staff, economic development stakeholders, and innovation district reps. Help establish better relationships between students and city and work on common concerns and issues. (1 meeting per year between city task force and each college/university)	N	MEDIUM	Near-Term	MEDIUM	$	LOW	Increased knowledge of current initiatives	City task force, all local colleges/universities	
5.4	FutureCity Director	Appoint one person (can be full-time and could be competitive process) to oversee the completion of the FutureCity recommendations. Primary duties include the assigning responsibilities to and overseeing the steering committee and other involved parties who then takes on specific tasks. This would be a facilitator who establishes task forces that can actually executes. PMO role possible in addition to facilitator to push action items.	N	HIGH	Near-Term	HIGH	$-$$ (depending on if full-time paid position)	MEDIUM	Identifying well-qualified person to take position, establishing implementation committee, regular follow-up/status meetings, progress reporting on implementation	DevelopSpringfield, FutureCity Steering Committee	Possible candidates: Mike Fenton?, Laura M, etc. (don't put this in actual report - for discussion)
5.5	Centralized Online Business/Community Resource Hub (online through SourceLink)	One centralized location for entrepreneurs, small business and citizens to connect with available business and community resources. A "one stop shop" for small business resources - ideally hire a "concierge" to act as key liaison to these services.	N	HIGH	Near-Term	HIGH	$$-$$$	MEDIUM	Decrease in time to start a new business, decrease in time to access resource, establishing a one-stop shop to increase efficiency	Chamber (should be regional in nature), EDC	City, Davis Foundation

Recommendation Theme 5
Promoting Connectivity

Prioritized Recommendations
Theme #5 – Promoting Connectivity

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
5.6	Springfield SOUP	Similar to existing group in Holyoke - community projects and a dinner celebrating creative projects . $5 minimum donation attendees receive soup, salad, bread, and hear four presentations framing from business ideas, social justice, social entrepreneurs, education, tech, and much more. After hearing descriptions of projects, attendees vote for the project they like best. Project with the most votes goes home with all the money to carry out their project. Winners come back to future Soup to inform community on their project's progress. Larger community impact than economic impact.	Y	LOW	Mid-Term	LOW	$	LOW	Number of meetings, number of community projects successfully executed, number of new connections made among community members	Ask Farid - someone is already doing this, Samalid Hogan	
5.7	Regional Chamber Young Professionals Group	Chamber to create a Young Professionals group encouraging younger membership and interaction on community issues - this could be in partnership with YPS.	N	LOW	Near-Term	LOW	$	LOW	Creating a young professional group, fostering new connections, providing opportunities for young people to advance in Springfield	Chamber	
5.8	Diversification of Civic Participation and Leadership	Active recruitment of young professionals into boards and advisory panels to ensure growth of next generation of community leadership. Leadership Pioneer Valley graduates need to be a pipeline to integrate new leaders into the Springfield public and non-profit Boards and Commissions. Recommended that boards establish term limits where feasible to reduce longer terms and increase turnover opportunities for new leadership.	Y	MEDIUM	Near-Term	LOW	$	LOW	Decrease in average age of board members, increased inclusion of people under 45 in civic leadership	Chamber, OnBoard (Ellen Freyman)	YPS, Local business community, Leadership Pioneer Valley
5.9	YPS Mentor/Mentee Program	Match YPS members with business and community mentors to integrate the younger professionals into areas where they can make a difference. Find ways to bolster their professional development committee - more involvement from a variety of senior officials/executives in community.	Y	LOW	Near-Term	LOW	$	LOW	Number of mentor/mentee relationships, frequency of meetings, length of relationship	YPS, Chamber, Member of the Steering Committee?	Leadership Pioneer Valley, Build off YPS - CEO Luncheon Series
5.10	State Official Annual Meeting (Western MA "Fly-In")	Regional task force/all regional stakeholders meet regularly with state officials, state EDC (MassEcon and MAOBD) and departments to network and educate themselves on what is available, initiatives and what they are working on and towards. Similar to a "fly-in" to Boston - Western MA day in the Statehouse. Network building with state house staff (not just highest up elected officials). East-West rail is good example of a first regional issue to address. (1 Meeting per year)	Y	MEDIUM	Mid-Term	MEDIUM	$	MEDIUM	Unified Western MA message to state house, organizing and collaborating among key economic development stakeholders, increased attention and opportunities generated from statehouse, more prospects	EDC, Chamber	City, PVPC, DevelopSpringfield, et. al
5.11	Mastermind Match-Up	Bring together people in different fields with a diversity of professional backgrounds. Hold small breakout sessions to bridge and make these connections. (One large event per year and smaller networking events throughout year like "Festival of Ideas" in Dallas and 4 smaller meetings/networking events per year)	N	MEDIUM	Near-Term	LOW	$	MEDIUM	Expanding networks and contacts among disparate groups, introduction of new ideas and concepts (refreshing new outlook),	VVM, DevelopSpringfield, Chamber, etc.	

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield

Springfield Regional Chamber

City of Springfield

Recommendation Theme 5
Promoting Connectivity

Prioritized Recommendations
Theme #5 – Promoting Connectivity

Priority:

HIGH	
MEDIUM	
LOW	

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
5.12	UMass Downtown	Have reciprocity to other colleges and universities for use of downtown UMass space or enrollment/transferable credits. Continue and enhance the use of their facilities by other educational facilities.	Y	LOW	Mid-Term	LOW	$	LOW	Driving traffic downtown, increasing access to potential students	UMass Springfield, other colleges/universities	
5.13	Innovation District Open House	Districtwide Open House - could tie first one to grand opening of Innovation Center, all innovation/tech companies and key anchors to be included (VVM, TechSpring, TechFoundry, etc.). This should be open to public - with targeted outreach to audiences including Putnam students, colleges/universities (for example). Make this an annual event going forward and combine with large media push. Let people see what new things are being developed in Springfield and the type of people and entities that are being attracted. Invite tech companies and innovation ecosystem players from throughout the valley. (1 open house per year)	N	MEDIUM	Near-Term	LOW	$	LOW	Number of participating companies/groups, etc.; total number of attendees; diversity of attendees	DevelopSpringfield	VVM, Delcie/TechFoundry, TechSpring, downtown tech companies (HitPoint); STCC, Springfield College, AIC, WNEU, UMass Springfield, other regional schools
5.14	YPS Outreach to Local College Students (Especially Seniors)	Help to develop new network and build pipeline to retain college students in area. Introduce students to area employers (YPS has talked about doing this) also help college students develop "soft skills" to enter workforce. Each school has advisory council. Students bring resumes and critique, mock interviews, coaching, etc. Could also be done on high school level. (1 session/semester/school or program)	N	MEDIUM	Near-Term	LOW	$	LOW	Number of participating schools/academic programs, number of participating students, number of participating young professionals, number of sessions	YPS	Springfield Public Schools, local colleges/universities

Recommendation Theme 5
Promoting Connectivity

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
5.2	Detroit Regional EDC	http://innovate.umich.edu/economic-development/
5.3	International Town & Gown Association	https://www.itga.org/
5.5	Dallas B.R.A.I.N. (Business Resource and Information Network	http://www.thedallasbrain.org/
5.6	Detroit (MI) SOUP	http://detroitsoup.com/
	SPARK 'Holyoke Soup'	http://www.masslive.com/news/index.ssf/2016/07/spark_serving_holyoke_soup_for.html
5.7	PULSE Greater New Haven Young Professionals	http://www.gnhcc.com/pages/PULSE
	MetroWest YPG	http://www.metrowest.org/young-professionals-group
5.8	OnBoard	http://businesswest.com/blog/onboard-encourages-nonprofits-to-take-park-in-networking-event/
5.9	Vision Ft Worth (TX)	http://visionfw.com/vision-fort-worth/
5.10	Elgin, IL Lobby Day	http://www.chicagotribune.com/suburbs/elgin-courier-news/news/ct-ecn-elgin-springfield-lobbying-st-0504-20160503-story.html
	Rochester, NY Lobby Day	http://www.democratandchronicle.com/story/money/business/2014/03/03/rochester-community-coalition-albany-lobbying/5979637/

Recommendation Theme 5
Promoting Connectivity

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
5.11	Southern Methodist University (Dallas, TX)	http://www.smu.edu/News/2016/dallas-festival-of-ideas-18feb2016
5.13	Ann Arbor, MI	http://www.annarborusa.org/
5.14	Texas State University – San Marcos (TX) McCoy College of Business Administration Advisory Board and Mentorship Program	http://www.mccoy.txstate.edu/about/Advisory_board.html

Recommendation Theme 6
Workforce Development – Overview

Prioritized Recommendations
Theme #6 – Workforce Development

#	Name	#	Name
6.1	Counselor Tours of Putnam	6.15	Summer Job Program
6.2	Relocating Partner Assistance	6.16	Apprenticeships
6.3	Match Westover AFB Veterans to Open Positions	6.17	Jobcase
6.4	Westover AFB Job Corps Center	6.18	Job Shadowing
6.5	College Student Pipeline	6.19	Y-AIM
6.6	College Student FAM Tour	6.20	Expand Putnam Training
6.7	SkillSmart or ACT Work Ready Communities	6.21	STCC Workforce Target Industry Liaisons
6.8	Career Hub Workforce Website	6.22	Leadership Institute
6.9	K-12 Field Trips	6.23	City Workforce Development Officer
6.10	BridgeEDU	6.24	Decrease Competition for Funding Sources
6.11	MBAs Across America Program	6.25	Free Code Academy
6.12	Career Coach Program	6.26	New Manufacturing Hub Competition
6.13	Year Up Program	6.27	Industry Led Training Center
6.14	Last Chance Kitchen		

27
RECOMMENDATIONS

Priority:

HIGH
MEDIUM
LOW

Goals:

- Increase the skills level of the local workforce

- Tailor skills in labor force to the needs of local and target industries

- Expose secondary students early on to career paths and provide them with professional skills

- Create links between local college students and the Springfield job market

- Match veteran community at Westover AFB to opportunities in local job market

- Combine and scale existing and new resources to efficiency address workforce development and readiness issues

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP springfield · Springfield Regional Chamber · City of Springfield

Recommendation Theme 6
Workforce Development

Prioritized Recommendations
Theme #6 – Workforce Development

Priority:

| HIGH |
| MEDIUM |
| LOW |

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
6.1	Counselor Tours of the Roger L. Putnam Vocational Technical Academy	Every guidance counselor for K-12 must be required to tour the Roger L. Putnam Vocational Technical Academy. These counselors need to know all of the programs that are available to students so they can properly guide students into careers and higher education options.	N	HIGH	Near-Term	MEDIUM	$	LOW	Number of counselors that tour facility, increase in number of students pursuing education opportunities at Putnam	Springfield Public Schools	Regional Employment Board of Hampden County, Inc.
6.2	Relocating Partner Assistance Program	Create a Relocating Partner Assistance Program to support employers that are having difficulty assisting their newly relocated employees' partners with job placement in Springfield; Work with area businesses and human resource departments to review and share the resumes of newly relocated individuals who are part of a job placement package. Work with Westover AFB to include military spouses in this effort.	N	MEDIUM	Near-Term	MEDIUM	$	MEDIUM	Number of placements, number of participants, decrease in unemployment	Regional Employment Board of Hampden County, Inc.	Westover AFB, local businesses, staffing agencies,
6.3	Westover AFB	Begin tracking military members about to be discharged and looking for career opportunities. Work to match them to open positions in Springfield. Capture veterans' skill sets and translate them into civilian skill sets to match with local open job opportunities. Create training programs on the translation of military skills to local corporate recruiters and HR professionals.	N	HIGH	Near-Term	MEDIUM	$	MEDIUM	Number of placements, number of participants, decrease in unemployment	Regional Employment Board of Hampden County, Inc.	Westover AFB, local businesses, staffing agencies,
6.4	Westover Job Corps Center	Begin tracking military members about to be discharged and looking for career opportunities. Work to match them to open positions in Springfield.	N	HIGH	Near-Term	HIGH	$	MEDIUM	Number of placements, number of participants, decrease in unemployment	Regional Employment Board of Hampden County, Inc.	Westover Job Corps Center, local businesses, staffing agencies,

Recommendation Theme 6
Workforce Development

Prioritized Recommendations
Theme #6 – Workforce Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
6.5	Develop College student pipeline	Work with the departments at the colleges and universities to share job descriptions and host job fairs within certain degree programs. Encourage them to bring in speakers from local companies/industries to address current students and alumni. Begin tracking students that are about to graduate and match them to open job opportunities in Springfield. Work with local businesses to establish internship opportunities for students.	N	HIGH	Near-Term	HIGH	$	MEDIUM	Number of placements, number of participants, decrease in unemployment, number of speakers, number of internships, number of events	Colleges and Universities	Regional Employment Board of Hampden County, Inc., local businesses, staffing agencies
6.6	College Student FAM Tour	All expense paid career exploration and community familiarization (FAM) program for promising university students in Springfield and the Northeast. FAM tour for college students to educate them about community, its top employers, job opportunities and career paths available. It should also allow the students to explore life as a young professional in the community. This should be a matchmaking event between students and local employers.		HIGH	Mid-Term	HIGH	$$$	HIGH	Number of tours, number of placements, number of participants, decrease in unemployment	EDC	Colleges and universities throughout the knowledge corridor, local businesses, staffing agencies, BID, DevelopSpringfield, Chamber, CVB, Young Professional Groups,
6.7	SkillSmart or ACT Work Ready Communities	Choose a program to help identify the skills level and gaps in the workforce and connect with opportunities to improve skills and close the gap. Two programs are ACT Work Ready Communities, a free program administered by ACT, or SkillSmart, a for-profit program currently in use by MGM. Have Junior and Senior high school students take the National Career Readiness Certificate test or complete an online profile for SkillSmart prior to graduation. ACT Work Ready Communities (WRC) empowers states, regions and counties with data, process and tools that drive economic growth. Participants are leveraging the National Career Readiness Certificate (NCRC™) to measure and close the skills gap — and building common frameworks that link, align and match their workforce development efforts. SkillSmart transforms the interaction between employers and job seekers by connecting them through skills. They help employers define the exact skills needed for an open position and help individuals discover job opportunities using their skills. They also highlight where the job seeker can learn or improve their skills and linking them to educational opportunities.	N	HIGH	Near-Term	HIGH	$-$$	MEDIUM	Number of placements, number of participants, decrease in unemployment, increase in skilled workforce, increase in educational attainment, number of new training programs	Regional Employment Board of Hampden County, Inc.	Local businesses, STCC, local colleges and universities, staffing agencies, K-12

245

DEVELOP springfield   Springfield Regional Chamber   City of Springfield

Recommendation Theme 6
Workforce Development

Prioritized Recommendations
Theme #6 – Workforce Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
6.8	Career Hub Workforce Website	A website focused on workforce development that showcases Springfield area careers and promote local education and training programs. Use short videos highlighting different jobs from the employees perspective and the required skills for the job to generate interest in career path development. Promote these videos on the website and push pick up as stories through local TV segments or news coverage. (Set up Google Analytics)	Y	HIGH	Near-Term	HIGH	$$$	HIGH	Completion of website, number of website visits, number of views, decrease in unemployment, increase in skilled workforce, increase in educational attainment, number of new training programs	Regional Employment Board of Hampden County, Inc.	All-EDC, Chamber, DevelopSpringfield, STCC, Putnam, local businesses, local employees, media
6.9	K-12 Field Trips	Springfield Public Schools sanctioned field trips for students, teachers and guidance counselors to tour the Innovation Center/District and large employers. These trips should help students develop long-term career goals, advise them about the importance of STEM education, direct students to appropriate academic choices for future job opportunities and bridge the gap between schools, businesses, and the community.	N	HIGH	Near-Term	MEDIUM	$	MEDIUM	Number of trips, number of participants, increase in students pursuing skills training, increase in graduations, increase in educational attainment	Springfield Public Schools	All-EDC, Chamber, DevelopSpringfield, STCC, Putnam, local businesses
6.10	BridgeEdU	Create a BridgeEdU program in Springfield or a similar model. BridgeEdU is a unique first year college program that combines core academic courses, real-world internships and service experiences, with the coaching to help students succeed in academics and life. BridgeEdU Scholars have the opportunity to earn 20+ transferrable college credits. The curriculum focuses on courses necessary for any degree such as writing, communications, and math. The professional internships match the students' interests. Throughout the year, the students will work in an environment rich with resources to develop the skills that will lead to timely college completion.	N	MEDIUM	Mid-Term	HIGH	$$	HIGH	Establishment of the program, number of students participating, number of college graduates who participated in the program, increase in educational attainment, decrease in unemployment	Regional Employment Board of Hampden County, Inc.	Local colleges and universities, K-12

Newmark Grubb Knight Frank Global Corporate Services

246

Develop Springfield Springfield Regional Chamber City of Springfield

Recommendation Theme 6
Workforce Development

Prioritized Recommendations
Theme #6 – Workforce Development

Priority:

HIGH
MEDIUM
LOW

‖ **Critical Recommendation**

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
6.11	MBAs Across America Program	Build a team, plan the journey, and hit the road for a life-changing summer using the MBAs Across America Program guide. A movement of MBAs and entrepreneurs working together to revitalize America. The movement believes that the future of America lies in the hands of entrepreneurs, not just in New York and Silicon Valley, but in small towns and big cities far from the coast and away from the hype. That the future of business school is hands-on, on the ground, and must prepare a new generation to drive real progress. Over the past three summers, 17 teams of pioneering MBAs have hit road to learn from and work with visionary entrepreneurs. These past three summers took our teams over 40,000 miles into 41 cities to work with 73 entrepreneurs in the heart of America and convinced us that a week of committed curiosity could not only lead to lasting business impact but could change our lives forever.	N	LOW	Long-Term	HIGH	$$$	HIGH	Establishment of the program, number of students participating, number of college graduates who participated in the program, increase in educational attainment, decrease in unemployment	Local universities	Valley Venture Mentors, TechSpring, Young Professional groups,
6.12	Career Coach Program	Adopt a similar program to educate students on available careers and secure a seamless transition into higher education leading to careers. The program houses Community college employees in local high schools that serve as career pathway specialists. Target "middle majority" students and work to increase their interest in colleges by using coaching to improve access and success for special populations such as foster youth and economically disadvantaged students.	N	HIGH	Near-Term	HIGH	$$	MEDIUM	Establishment of the program, number of students participating, number of graduates who go onto college, increase in educational attainment, decrease in unemployment	STCC, Springfield Public Schools	Foundations, YMCA, United Way, Social Service Providers,
6.13	Year Up Program	Establish a Year Up program location in Springfield by starting your own program or expanding the Boston program to Springfield. Year Up goal is to empower low-income young adults to go from poverty to professional careers in a single year. It is a one-year, intensive training program that provides low-income young adults, ages 18-24, with a combination of hands-on skill development, college credits, corporate internships, and support. Year Up's mission is to close the Opportunity Divide by providing urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education. They achieve this mission through a high support, high expectation model that combines marketable job skills, stipends, internships and college credits. Their holistic approach focuses on students' professional and personal development to place these young adults on a viable path to economic self-sufficiency.	N	HIGH	Near-Term	HIGH	$$	MEDIUM	Establishment of the program, number of students participating, number of graduates who go onto college, increase in educational attainment, decrease in unemployment	STCC, Springfield Public Schools	Foundations, YMCA, United Way, Social Service Providers, local businesses

Recommendation Theme 6
Workforce Development

Prioritized Recommendations
Theme #6 – Workforce Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
6.14	Last Chance Kitchen	Create a non-profit restaurant and culinary training facility, that transforms the lives of young people by providing a positive environment in which at-risk youth, who have spent time in juvenile facilities or formerly gang-involved youth, receive intensive culinary, job and life-skill training, as well as continued mentorship and support, enabling them to achieve their full potential. The restaurant and culinary training facility will teach critical skills that allow these at-risk youth to apply what they have been taught in pre-release programs in a safe, real-world environment of nurturing accountability. By participating in this program, at-risk young men and women rotate through every aspect of the restaurant from waiting tables to washing dishes, while working side-by-side with established chefs. Some programs can provide an 18-month training certificate that empowers these youth to support themselves and their families while receiving needed services as they work toward a better life. Trainees regularly meet with their case manager to address underlying needs (including mental health, GED preparation and testing, substance abuse, domestic violence, tattoo removal and legal services), and attend weekly classes on life skills, restaurant operations, and management in the café.	N	MEDIUM	Mid-Term	HIGH	$$	HIGH	Increase in number of students participating, increase in funding sources to grow the program, increase in graduation rate, increase in educational attainment, decrease in unemployment, decrease in crime	Regional Employment Board of Hampden County, Inc., local chefs and restaurateurs, City and County Public Safety	Springfield Public Schools, Social Service Providers, BID, DevelopSpringfield
6.15	Summer Job Program	Create a 4 week summer job programs for high school students that will teach them skills and business acumen. Recruit more employers especially advanced manufacturers to participate in the program. Solicit private sector funds to supplement Regional Employment Board of Hampden County, Inc. funding. Use the increased funds and businesses participating to scale this program.	Y	HIGH	Near-Term	HIGH	$$	MEDIUM	Increase in number of students participating, increase in funding sources to grow the program, increase in graduation rate, increase in educational attainment, decrease in unemployment, decrease in crime	Regional Employment Board of Hampden County, Inc., local employers, Springfield Public Schools	Social Service Providers
6.16	Apprenticeships	Identify apprenticeship opportunities and work with employers, schools and Regional Employment Board of Hampden County, Inc. Set up minimum eligibility and criteria (age, education, etc.)	N	MEDIUM	Mid-Term	MEDIUM	$$	MEDIUM	Establishment of the program, number of participants, increase in educational attainment, decrease in unemployment	Regional Employment Board of Hampden County, Inc., local employers, Springfield Public Schools	Social Service Providers

Prioritized Recommendations
Theme #6 – Workforce Development

Priority:

HIGH
MEDIUM
LOW

‖ **Critical Recommendation**

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
6.17	Jobcase	Investigate if the Jobcase platform could help connect job seekers with open positions. With the increase in people using social media and technology in their job search, a platform that can quickly connect potential employees with jobs by matching them with jobs in their skill sets and neighborhoods could be worthwhile investment.	N	LOW	Long-Term	MEDIUM	$$	MEDIUM	Establishment of the program, number of participants matched with jobs, decrease in unemployment; number of shares on social media	Regional Employment Board of Hampden County, Inc.	Local employers, foundations
6.18	On the Job Day/Job Shadowing	Place middle and high school students at a job site for the day to shadow certain employees and introduce them to different career options.	N	HIGH	Near-Term	MEDIUM	$	MEDIUM	Establishment of the program, number of participants, increase in educational attainment, decrease in unemployment, increase in graduation rate	Springfield Public Schools, local employers	Foundations, United Way, Social Service Providers
6.19	Y-AIM	Resources need to be increased to scale this program to reach more students. The goal of Y-AIM is to provide talented, underachieving at-risk youth entering middle school with a solid support system throughout middle school and all four years of high school as a means to assure graduation from high school, pursuit of higher education, and access to gainful employment in the global marketplace.	Y	HIGH	Near-Term	HIGH	$$	MEDIUM	Increase in number of students participating, increase in funding sources to grow the program, increase in graduation rate, increase in educational attainment, decrease in unemployment	YMCA of Greater Springfield, Springfield Public Schools, Big Y Foods, Smith & Wesson, MassMutual, and other business partners	Foundations, United Way, Social Service Providers
6.20	Roger L. Putnam Vocational Technical Academy Expanded Training	Increase private sector support and use of facilities and instructors at Roger L. Putnam Vocational Technical Academy to expand training capabilities for after school programs for adult education and custom employer training. This could provide an opportunity to scale existing training programs and bridge the skills gap. The cost of this program would be low due to the required equipment and instructors already exist at the facility and the employers would only have to pay for the instructor's time.	N	HIGH	Near-Term	HIGH	$	LOW	Increase in number of businesses utilizing facility for training; increase in training opportunities for adults and students; participating, decrease in waitlist for training programs, increase in users of the facility and instructors for training programs, increase in graduation rate, increase in educational attainment, decrease in unemployment	Springfield Public Schools, local employers	Regional Employment Board of Hampden County, Inc., Foundations, United Way, Social Service Providers

Prioritized Recommendations
Theme #6 – Workforce Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
6.21	STCC Workforce Development Target Industry Liaisons	Increase staffing at STCC to focus on workforce development issues, training and gaps by target industry. Duplicate the success of current workforce development roundtables and programs for local employers incorporating new industries that have workforce needs.	Y	HIGH	Near-Term	HIGH	$$	MEDIUM	Increase in number of businesses participating, increase in industries having their workforce needs addressed, decrease in unemployment, decrease in workforce development issues	STCC	Local employers, foundations, EDC, Chamber, DevelopSpringfield, City
6.22	Leadership Institute	Increase participants in the existing Leadership Institute especially from local colleges and universities. Provide a few scholarships for $885 tuition. This could help tie these younger, transient future job seekers to choose to stay in Springfield and provide a revitalized pipeline for community leadership.	Y	MEDIUM	Mid-Term	MEDIUM	$$	MEDIUM	Increase in community leaders, increase in youth and college students remaining in the area	Chamber, Western New England University	Local colleges and universities, K-12, YP groups
6.23	City Workforce Development Officer	Create a position to coordinate between all groups providing workforce training and assistance. Be a liaison with local companies and human resources leads to develop custom training to support them.	N	HIGH	Near-Term	MEDIUM	$$	MEDIUM	Increase in number of businesses participating, increase in industries having their workforce needs addressed, decrease in unemployment, decrease in workforce development issues, increased efficiencies across all programs, increase in number of participants in training	City	STCC, Chamber, EDC, DevelopSpringfield, local employers, Regional Employment Board of Hampden County, Inc., local colleges and universities, YMCA, United Way, all workforce training entities
6.24	Decrease Competition for Funding Sources and Create Efficiencies and Scalability	Consolidate relevant programs so that duplicative efforts are minimized and decreasing the number of entities pursuing the limited funds/grants which are diluting the impact of programs and ROI. This should also create efficiencies and allow scalability to the most successful programs. Consolidation will also decrease funds being spent on duplicative administration freeing up those funds for training.	N	HIGH	Near-Term	HIGH	$	HIGH	Increase in number of students participating, increase in funding to grow the most successful programs, increase in graduation rate, increase in educational attainment, decrease in unemployment	Foundations, United Way	All workforce training entities, local colleges and universities, Chamber, EDC

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield Springfield Regional Chamber City of Springfield

Recommendation Theme 6
Workforce Development

Prioritized Recommendations
Theme #6 – Workforce Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
6.25	**Free Code Academy**	Create a free coding academy using the available free resource, Codecademy, or a partnership with a local employer/company to establish a curriculum and delivery method for the training. Every attempt should be made to make this training free to students to encourage their participation and entry into technology careers.	N	HIGH	Near-Term	HIGH	$	MEDIUM	Establishment of the program, number of participants, increase in educational attainment, decrease in unemployment, increase in graduation rate, growth in technology sector	TechSpring	Springfield Public Schools, STCC, Chamber, EDC, DevelopSpringfield, Regional Employment Board of Hampden County, Inc.
6.26	**New Manufacturing Hub Competition**	Pursue a consortium that can compete to win one of the five new manufacturing hub competitions. President Obama announced the launch of five new manufacturing hub competitions, which will invest nearly $800 million in combined federal and non-federal resources to support transformative manufacturing technologies from collaborative robotics to biofabrication of cells and tissues, to revolutionizing the ways materials can be reused and recycled. With the new competitions underway, the Administration is on track to meet the President's goal of a National Network for Manufacturing Innovation (NNMI) of 15 institutes underway across the country before the end of his Administration. The newly announced manufacturing innovation institute topics now under competition include Robotics in Manufacturing Environments Manufacturing Innovation Institute; Advanced Tissue Biofabrication Manufacturing Innovation Institute; Modular Chemical Process Intensification (MCPI) Institute; Reducing Embodied Energy and Decreasing Emissions (REMADE) in Materials Manufacturing Institute; and Industry-proposed Institutes Competitionndustry-proposed Institutes Competitionndustry-proposed Institutes Competition. National Network for Manufacturing Innovation Institutes are funded by the U.S. Government through a public-private partnership. The method of funding is a five-year cooperative agreement. The federal funding level is up to $70 million, matched or exceeded by funding from private industry and other non-federal sources, with a minimum 1:1 cost share.	N	HIGH	Near-Term	HIGH	$	HIGH	Establishment of the Consortium, raising the required match, submitting a grant proposal, winning the institute, number of participants, increase in educational attainment, decrease in unemployment, increase in graduation rate, growth in manufacturing sector	Greentown Labs, Regional Employment Board of Hampden County, Inc., Local manufacturers	STCC, Chamber, EDC, DevelopSpringfield, local employers, local colleges and universities

Recommendation Theme 6
Workforce Development

Prioritized Recommendations
Theme #6 – Workforce Development

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
6.27	Industry Led Training Center	If Springfield employers do not feel their workforce development needs are being met or a significant pipeline for specific skilled workers is not being created, Industrial and contractor partners can come together to form their own workforce development training facility and program. The facility can be funded through a partnership agreement where each industrial partner owner contributes XX cents per contractor man-hour, while local contractors contribute funds for buildings and machinery. The can also charge a minimal fee for the training as tuition (<$500 per semester). Industrial and contractor partners have a direct link to the training center in order to create a pipeline of qualified skilled workers. This network of relationships benefits all parties – students, owners, contractors, and the administration (which the partners would hire and maintain through board leadership). Student recruitment should initially start with Seniors and Juniors and then each year move down a grade to educate students about this opportunity. Recruitment should eventually include Middle School summer camps and Elementary School field trips. Local employer partners will make presentations and competitively recruit the graduates. This model allows for quick implementation of new programs that immediately benefit the employers.	N	MEDIUM	Mid-Term	MEDIUM	$$	HIGH	Establishment of the program, number of partners, number of participants, increase in educational attainment, decrease in unemployment, increase in graduation rate	Local employers	Springfield Public Schools

Recommendation Theme 6
Workforce Development

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
6.2	Bonita Springs Chamber of Commerce Relocating Partner Assistance Program	http://www.bonitaspringschamber.com/retaining-local-workforce/?utm_source=April+2016+eBrief&utm_campaign=April+eBrief+&utm_medium=email
6.3	Kyndle country (KY) Warrior Program	https://kyndlewarriors.com/home/
	Fort Hood Region (Killeen, TX) Veterans Inventory Initiative	http://killeenchamber.com/assets/uploads/docs/2nd_Qtr_2016_Report.pdf
6.4	Westover Job Corps	http://westover.jobcorps.gov/home.aspx
6.6	Talent Upload-Fox Cities Regional Partnership (WI)	http://www.foxcitiesregion.com/talentupload/
6.7	East Central Indiana Regional Partnership	http://workreadycommunities.org/ http://workreadycommunities.org/IN
	MGM Springfield	https://mgmresorts.skillsmart.us/?loc=MGM%20-%20Springfield
6.8	Shenandoah Valley Partnership Valley Career Hub	http://valleycareerhub.com/
6.9	Economic Development Authority of Western Nevada	http://edawn.org/news/washoe-county-school-district-and-local-business-community-focus-on-the-changing-workforce-climate-and-preparing-students-for-success/

Recommendation Theme 6
Workforce Development

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
6.10	BridgeEdU - Baltimore	http://www.bridgeedu.com/
6.11	MBAs Across America	http://mbaxamerica.com/
6.12	Virginia's Career Coach Program	http://www.vccs.edu/wp-content/uploads/2013/07/CareerCoachProgramPPT_2010.pdf
6.13	Year Up	http://www.yearup.org/
6.14	Dallas (Café Momentum)	http://cafemomentum.org/
	Los Angeles (Homegirl, Homeboy Industries)	http://www.homeboyindustries.org/what-we-do/homegirl-cafe/welcome/
6.16	Texas Workforce commission Apprenticeship Training Program for Job Seekers	http://www.twc.state.tx.us/jobseekers/apprenticeship-training-program-job-seekers
6.17	YouthHub Boston	http://www.prnewswire.com/news-releases/jobcase-and-youthhub-boston-announce-novel-civic-tech-partnership-to-improve-youth-access-to-local-job-opportunities-300172069.html?tc=eml_cleartime
6.19	Y-AIM	http://www.springfieldy.org/our-focus/for-youth-development/education-leadership-for-teens/y-aim/
6.25	Codecademy	https://www.codecademy.com/

Recommendation Theme 6
Workforce Development

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
6.25	Newark's City of Code club using Gadget Software's Labs curriculum	https://nextcity.org/daily/entry/newark-launches-free-coding-program-public-housing-residents
6.26	New Federal Manufacturing Hub Competition	https://www.whitehouse.gov/the-press-office/2016/06/20/fact-sheet-president-obama-announces-winner-new-smart-manufacturing https://www.manufacturing.gov/funding/
6.27	Craft Training Center of The Coastal Bend	http://www.ctccb.org/ http://online.wsj.com/public/resources/documents/print/WSJ_-C001-20140719.pdf

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP springfield Springfield Regional Chamber City of Springfield

Recommendation Theme 7
City Marketing – Overview

Prioritized Recommendations
Theme #7 – City Marketing

#	Name	#	Name
7.1	Centralized Economic Development Website	7.13	Aerial Maps
7.2	Target Industry Marketing Materials	7.14	Testimonials
7.3	Marketing Messaging	7.15	Rapid RFI Response
7.4	Industry Trade Shows	7.16	Site Selector Spreadsheets
7.5	Property Tear Sheets	7.17	Local Media Engagement
7.6	Broadcast Available Incentives	7.18	Member Spotlights
7.7	City-Level Branding	7.19	Innovation Eco-system Awards
7.8	Community Ambassadors	7.20	Peer City Benchmarking
7.9	Social Media Campaign	7.21	Community Intro Events
7.10	Unique Community Events	7.22	Industry Associations
7.11	Events Calendar	7.23	Promote Small Business "One Stop Shop"
7.12	Innovation Eco-system Cross Promotion		

23 RECOMMENDATIONS

Priority:

| HIGH |
| MEDIUM |
| LOW |

Goals:

- Marketing can be a powerful (and relatively inexpensive) way to combat negative perceptions and share success stories

- Work with local media to improve messaging and share positive news

- Reshape community attitudes to create a positive future outlook

- Create succinct and fact based message to support "go-to-market" strategy for target industry attraction

- Raise Springfield's profile among targeted industry associations and in the site selector/broker community

Prioritized Recommendations
Theme #7 – City Marketing

Priority:

| HIGH |
| MEDIUM |
| LOW |

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
7.1	Centralized Economic Development Website	A single website focusing on economic development activities that can link to all of the organizations that are participating in economic development activities. Site needs to include demographic data, available sites/building, programs (incentives, small business development, etc.), competitive advantages, and target industry business case within one website. Current websites are not well designed, content is not site selector friendly, and do not link to all appropriate resources/organizations.	N	HIGH	Near-Term	HIGH	$$	MEDIUM	Increased visits to economic development website (Google analytics reports),	City	EDC, Regional Chamber, DevelopSpringfield, BID
7.2	Target Industry Marketing Materials	Springfield's unique business case for select target industries (one page front/back) - place on website and printout, get people to know who you are and tell your story (with data), info should be presented at city level and regional level. (Materials developed within one year)	N	HIGH	Near-Term (contingent on identifying sites/ buildings)	MEDIUM	$$	MEDIUM (political issues)	Number of new companies attracted, getting it on website, website visits, number of inquiries, number of prospects	City (if not then EDC, Chamber) - city has unique target industries	EDC, local marketing firms (Jill Monson, Peter Ellis, etc.)
7.3	Marketing Messaging	Create and update all marketing materials and websites to reflect agreed upon messaging and current data. Everything should be clean, uniform and branded. Integrate with existing video - put on city website, share with prospects, etc.	Y	HIGH	Near-Term	LOW	$$	LOW/ MEDIUM	Number of variety of materials produced, number of way material is distributed, all groups using same regional message	City, CVB	EDC, PVPC, Chamber
7.4	Industry Trade Shows	Identify and attend targeted trade shows relevant to target industries (need to have target industry marketing materials/business case completed before you move forward in order to achieve maximum impact) (Average of two per year)	N	HIGH	Mid-Term (after you have a story and work a trade show)	MEDIUM	$$$	MEDIUM	Number of meetings, leads, shows attended	MGM/MGM Broker/DevelopSpringfield/ City/BID (ICSC) try once and then bring in Mayor/Council after they have an idea what process is all about and that meetings and parties are set up	MGM (partner at the beginning with them),
7.5	Property Tear/Slip Sheets	Concise marketing piece for available building. To include zoning, utilities, fiber connectivity - slip into packet, building owners can fill out an easy template. Need to have site identified and obtain the relevant updated information first. Create accessible PDF files for starters. Partner with third party distribution company (e.g., GIS Planning) over longer term. (5 Sheets within 2 years)	N	MEDIUM	Mid-Term (sites need to be identified first and data collected)	MEDIUM	$-$$	LOW	Number of sheets created with complete information, number of properties identified	City, EDC	Property Owners, Brokerage Community

Prioritized Recommendations
Theme #7 – City Marketing

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
7.6	Broadcast Available Incentives	Wider dissemination of information re: incentives including tax incentives (MOBD), Brownfields tax credit program (MA Dept. of Revenue), abandoned building renovation deduction (state appropriation). For example, broadcast prominently on website, create leave behind overview document/brochure for meetings, etc. Take these to trade shows, meeting with brokers, site selectors, companies. Direct mail to brokers, existing companies, site selectors, etc. Helps communicate pro-business attitude if these are displayed prominently.	N	HIGH	Near-Term	MEDIUM	$	LOW	No more than two-click access to all incentives information on website	City, EDC	MOBD, DevelopSpringfield, Chamber, BID
7.7	City-Level Branding (e.g., relaunch "City of Firsts")	Could update this messaging for 21st century with new marketing campaign. Recognize Springfield's unique past achievements while celebrating future innovation and success. Could also create new branding that goes along with re-brand of Pioneer Valley or Knowledge Corridor. Community stakeholders need to be behind this messaging.	N	MEDIUM	Mid-Term	LOW-MEDIUM	$$	MEDIUM	Number of success stories told, coverage outside of Springfield market	City	All community stakeholders
7.8	Community Ambassadors	Help combat negative local perceptions by educating certain key people on messaging. Customer service training and third party testimonials. Hotel staff, cab drivers, local business owners, students, downtown residents, etc. should be communicating the singular message and working to change perception. Small business testimonials in particular. Help communities and business build customer service skills to address customer loyalty and dealing with diverse customers. Better tourism experience.	N	MEDIUM	Mid-Term	LOW	$$	MEDIUM	Number of willing ambassadors, number of testimonials, publicity/visibility of testimonials	CVB, BID, City (could be many parties)	
7.9	Social Media Campaign	Combatting negative perceptions and news. Providing data on social forums to remove or refute negative perceptions. Refute incorrect information on social media by delivering data that diminishes negative perception. MassLive is already doing this to some degree. Someone with political acumen/sensitivities to provide just stats negating negative comment not opinions (provide measured argument), retweet MassLive articles/local news stories with corrections or more detail. Can also engage in "pride in community" campaign on social media. Share/retweet positives stories as much as possible.	N	LOW	Near-Term	LOW	$	LOW	Number of positive social media experiences/references	Can be group effort - Chamber, DevelopSpringfield, BID staff, some restriction/risks for city employees	Media outlets, other community stakeholders/ambassadors

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield Springfield Regional Chamber City of Springfield

Recommendation Theme 7
City Marketing

Prioritized Recommendations
Theme #7 – City Marketing

Priority:

| HIGH |
| MEDIUM |
| LOW |

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
7.10	Unique Community Events	Own something with a unique event that could only take place in Springfield. Examples include Seuss Day, Basketball events (March Madness, HoF induction, etc.). More branding around basketball (public art, events, co-branding opportunities, etc.). Large opportunity to plan events in conjunction with HoF induction ceremony.	Y	MEDIUM	Mid-Term	MEDIUM	$$	MEDIUM	Attendance at events, number of events, unique hotel nights, number of vendors at events, increase in operating hours and traffic to downtown retail and restaurants, uptick in sales tax receipts	Spirit of Springfield, BID, City, EDC/CVB	Local business owners, hotel operators, restaurants, etc.
7.11	Events Calendar	Create a centralized and all-inclusive community events calendar hosted in one location. Every organization can feed into this - add your own event (just approved by an admin at back end). Cross promotion and make sure no overlap in events. Users get assigned a log-in to post events (admin must agree to post). Should be general practice that similar events should not be double booked on same day. Encourage cross-promotion of events.	Y	MEDIUM	Near-Term	LOW	$-$$	MEDIUM	Number of calendar visits, number of events posted, limited overlapping of similar events,	BID, MassLive, Mass Development (TDI Initiative), CVB	
7.12	Innovation Eco-System Cross Promotion	Everything promoted by one entity should be promoted by all to encourage collaboration and increase exposure.	Y	MEDIUM	Near-Term	LOW	$	LOW	Increased attendance at various events, more people entering ecosystem, more joint events	VVM, Innovation Center, TechSpring, TechFoundry, etc.	
7.13	Aerial Maps	Create aerial maps of key redevelopment areas in the city and. Take to trade shows and other events and use it as an introduction to the city and available sites and redevelopment areas. People want physical copies at trade shows. Work up to this once they have more sites available/identified.	N	LOW	Mid-Term	LOW	$-$$	LOW	Quality of maps created, number of maps distributed	City	EDC, Chamber, DevelopSpringfield
7.14	Testimonials	Gather testimonials from companies and famous citizens to help market the area. Add to target industry one pagers and marketing/video content for website. Can be incorporated with "City of Firsts" campaign.	N	MEDIUM	Near-Term	LOW	$	LOW	Number and variety of testimonials collected, marketing of testimonials to a variety of targeted audiences	City	CVB, DevelopSpringfield, EDC, Chamber

259

Prioritized Recommendations
Theme #7 – City Marketing

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
7.15	Improve RFI Responses	Customize and streamline RFI responses and general information requests (including site information). Maintain and regularly update typical information requested as part of RFI process (including sites). Add city branding and provide marketing material as allowed.	N	MEDIUM	Mid-Term	MEDIUM	$-$$	LOW	Reduction in response time to RFIs, increase hit rate from RFIs, improvement in quality of information provided	City	EDC, Chamber, PVPC, Local Brokers, Local Property Owners
7.16	Site Selector Spreadsheets	Create and maintain standardized data sets for site selector information requests (similar to 7.15). Needs to be local and regional data (partnership with EDC will be key). IEDC provides templates of specific information and data sets that site selectors look for when working with prospects. Put these on centralized website and update information annually (at a minimum).	N	MEDIUM	Near-Term	MEDIUM	$	LOW	Improved perception among site selection community, complete and accurate data provided, reduced response time	City	EDC, Chamber, PVPC
7.17	Local Media Engagement	Alert local media to positive stories happening in the city. Promote these locally to MassLive, Business West, TV stations, etc. and throughout the wider New England region when appropriate. For example, all major events should be promoted to all media outlets (both before and after event takes place).	Y	MEDIUM	Near-Term	LOW	$	LOW	Improved perception among community; more publicity for events, companies, groups, etc.	City, CVB	EDC, Chamber, PVPC, DevelopSpringfield
7.18	Member Spotlights/Celebrate Success	Highlight successful businesses and people of Springfield. Combine efforts with 7.17 to alert local media and also has synergies with "City of Firsts" campaign. "Springfielder of the Month" campaign to highlight success and innovation.	N	LOW	Mid-Term	LOW	$$	LOW	Number of success highlighted, degree of media coverage and/or advertising around this campaign	City, Corporate Partner	Local Media, Economic Development Stakeholders
7.19	Innovation Eco-System Annual Awards	Annual event to recognize innovation and business success within Springfield's innovation eco-system.	N	LOW	Near-Term	LOW	$-$$	LOW	Holding annual event, attendance and media coverage of event	DevelopSpringfield	Innovation District Stakeholders, Corporate Partner (BayState?)
7.20	Benchmarking and Peer City Comparisons	Bi-annual interviews with peer cities to understand what initiatives they are working on as a city, economic development programs, etc. Developing a list of best practices in economic development and updating competitive advantages. Find ways for resource sharing between communities. Can be done locally and regionally and should be generally informal.	Y	MEDIUM	Mid-Term	LOW	$	LOW	Number of communities visited, regularity of visits	City	EDC, Regional Chamber, DevelopSpringfield

Prioritized Recommendations
Theme #7 – City Marketing

Priority:

| HIGH |
| MEDIUM |
| LOW |

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
7.21	**Community Introduction Events**	Provide tickets to events and suites to concerts, sporting events, entertainment/hotel comps, etc. as recruitment tools for site selectors, brokers, company representatives, etc.	N	HIGH	Near-Term	MEDIUM	$$	MEDIUM	Number of hosted participants, variety of events available, number of corporate/ entertainment partners	City, DevelopSpringfield	MGM, local hospitality community, EDC, Regional Chamber
7.22	Industry Associations	Become members or sponsors within various associations/groups that align with city's target industries. Provide space for conferences, take an active role in all events. Host real estate breakfast and tours for members. Most effective to engage once business case marketing materials have been developed. (Become member/sponsor with 1 organization within 2 years)	N	MEDIUM	Mid-Term	MEDIUM	$$	MEDIUM	Number of groups involved with, number of new industry contacts, visibility on a regional/national scale	City	EDC, Regional Chamber
7.23	Promote Small Business "One Stop Shop"	Once a "one stop shop" for small business resources is physically established and appropriately scaled (Scibelli Center or elsewhere), there should be strong promotion throughout the region targeted a diverse cross-section of potential users.	N	MEDIUM	Mid-Term	MEDIUM	$$	MEDIUM	Number of first-time and repeat users of business center, number of media channels used, clarity of message (to appeal to multiple audiences)	City, Scibelli Center staff	EDC, Regional Chamber, DevelopSpringfield

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
7.1	Sacramento, CA	http://www.selectsacramento.com/
	10 Best Economic Development Websites of 2015	https://www.accrinet.com/blog/2015/09/24/default/10-best-economic-development-websites-of-2015
	Top 10 Economic Development Website Trends for 2015	http://www.gisplanning.com/_blog/GIS_Planning_Blog/post/top-10-economic-development-website-trends-for-2015/
7.2	Quad Cities Laborshed Studies by Industry	http://www.quadcitieschamber.com/locate-start-grow/locate/data-center
	Metro Denver	http://www.metrodenver.org/media/230157/full-report.pdf
7.5	SC Power Properties Flyers or Brochures	http://properties.scpowerteam.com/
7.8	Pennsylvania State University Extension	http://extension.psu.edu/community/ecd/news/2013/are-you-a-hometown-ambassador
7.9	The 5 "musts" of social media for economic development	http://www.gisplanning.com/_blog/GIS_Planning_Blog/post/5-musts-social-media-economic-development/
	Economic Development Social Media that Kicks Ass	http://www.avalancheconsulting.com/economic-development-social-media-that-kicks-ass/

Recommendation Theme 7
City Marketing

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
7.11	Downtown Dallas, Inc. – Events 214	http://events.downtowndallas.com/ how to add your event to the above calendar http://do214.com/p/creating-a-new-event-page
7.13	Aerial Focus	http://aerialfocusinc.com/portfolio-item/economic-development-corporation-images/
7.14	Plano (TX) Economic Development	http://www.planotexas.org/622/Testimonials
7.15	Are you RFI ready?	http://adyadvantage.com/are-you-rfi-ready/
7.16	IEDC Site Selection Data Standards	http://www.iedconline.org/web-pages/resources-publications/site-selection-data-standards/
7.19	Reno, NV (EDAWN)	http://edawn.org/uncategorized/2016-edawn-entrepreneurial-ecosystem-award-recipients/
7.21	Regional Growth Partnership (OH)	http://rgp.org/wp-content/uploads/2016/06/FAM-Tour-release-June-2016.pdf
	TexasOne (Houston) No Limit Sports Site Consultant Fam Tour: 2016 NCAA Final Four Tournament	https://texaswideopenforbusiness.com/events/houston-no-limit-sports-site-consultant-fam-tour-2016-ncaa

Recommendation Theme 8
Regionalism – Overview

Prioritized Recommendations
Theme #8 – Regionalism

#	Name
8.1	**Market as Part of Knowledge Corridor**
8.2	**Combine EDC and CVB**
8.3	**MassEcon (Membership and Participation)**
8.4	**Singular Regional Messaging**

4
RECOMMENDATIONS

Priority:

HIGH
MEDIUM
LOW

Goals:

- Combine efforts and work toward common goal of promoting the unique assets of the region

- City will benefit directly as the profile of the region is raised among businesses, site selectors, and the real estate community, existing and potential residents, etc.

- Provide a unified and clear message to both external and internal audiences regarding demographics, strengths, assets, business case, etc.

Recommendation Theme 8
Regionalism

Prioritized Recommendations
Theme #8 – Regionalism

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
8.1	Market as Part of Knowledge Corridor	The Knowledge Corridor boasts a population of 1.75M people. This significantly larger market size (when compared to city and Pioneer Valley) make for more appealing demographics that would more frequently register on the radar of companies and site selectors and boost the overall local profile. Bolstering this cross state economic development partnership can create economies of scale and a unique positioning of resources across the two state region. We recommend reigniting this partnership and creating more outward facing marketing campaigns.	N	HIGH	Near-Term	HIGH	$$-$$$	HIGH	Increased national visibility, more calls/visits from site selectors and companies, more in-migration to region	PVPC, EDC, MOBD	City, DevelopSpringfield, Regional Chamber, MassDevelopment
8.2	Combine EDC and CVB	Increasing economic development entities are combining their marketing efforts with those of the regional CVB. This should be done especially from a marketing perspective to create a singular regional message appealing to new businesses, residents, and tourist/visitors alike.	Y	MEDIUM	Near-Term	HIGH	$$-$$$	MEDIUM	New regional marketing campaign, effective combination of staffs and functions	EDC, CVB	PVPC, Regional Chamber, City
8.3	MassEcon (Membership and Participation)	Rejoin and maintain membership in this state marketing organization and participate in marketing opportunities to site selectors and events. Western MA participation and activity has dropped off and should be reinstated as this is a major conduit for new businesses looking to establish themselves in the Commonwealth. At a minimum, become a sponsor and attend MassEcon events. (Be a sponsor of one event within a year)	N	HIGH	Near-Term	MEDIUM	$$	LOW	Membership in MassEcon, participation in events, sponsorship of events, develop relationship with economic development officials in group	EDC	City, Regional Chamber
8.4	Singular Regional Messaging	Develop and promote a singular regional message. Everybody in regional economic development tells the same story about the region and the city. For example, there is one agreed upon source for demographic data, a marketing theme, competitive advantages, business cases, etc. Regional economic development bodies and individual cities will determine what the standard will be. Everything communicated externally must always be the same and message is the same no matter who they talk to. Could have an annual meeting with various groups to agree on data and messaging for year. (One annual regional messaging meeting in first year)	N	HIGH	Near-Term	MEDIUM	$	HIGH	Uniform and updated data on all regional and local economic development websites, participation and mutually agreed upon outcome of regional messaging meeting	PVPC, EDC, Individual Cities, Chamber, etc.

Recommendation Theme 8
Regionalism

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
8.1	Quad Cities	http://qcreda.com/
	South Bend, IN	http://www.michianaregion.com/
	Chattanooga, TN	http://thrive2055.com/
	Greater Portland, Inc.	http://www.greaterportlandinc.com/
	Cincinnati, OH/N. Kentucky	http://www.northernkentuckyusa.com/
8.2	Pure Michigan	http://www.michigan.org/
8.3	Marlborough, MA	http://marlboroughedc.com/

Recommendation Theme 9
City-Led Initiatives – Overview

Prioritized Recommendations
Theme #9 – City-Led Initiatives

Note: the city should not be expected to carry the mantle of economic development alone. However, there are many important initiatives that they alone are in the unique position to carry out.

20 RECOMMENDATIONS

Priority:

HIGH
MEDIUM
LOW

#	Name	#	Name
9.1	Educate Prospects on City Processes	9.11	Code Compliance
9.2	Education of City Council on Prospects	9.12	ShotSpotter Sponsors
9.3	Redevelopment Sites – Estimate Time to Market	9.13	PIO for Police Department
9.4	Event Planning – One Stop Permit Shop	9.14	Frequently Called Numbers Listing
9.5	Make Food Trucks Legal!	9.15	New Business Support
9.6	Brownfield Coordinator	9.16	Mock Project Scoring
9.7	Chief Technology Officer	9.17	Economic Development Education for Councilmembers and Boards
9.8	EPA Grants	9.18	Mayor's Internship Program
9.9	Governor's Economic Development Fund	9.19	Mayor's Advisory Council of Young People
9.10	Land Bank Authority	9.20	Mayor's Letter Campaign

Goals:

- Create greater efficiency and customer service standards within city departments that directly deal with economic development efforts

- Identify locations and funding sources for the remediation and preparation of key redevelopment sites

- Reduce regulatory restrictions and impediments surrounding economic development

- Provide education to city leaders and stakeholders re: economic development best practices

- Further increase the Mayor's profile and visibility in terms of economic development

Prioritized Recommendations
Theme #9 – City-Led Initiatives

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
9.1	Educate Prospects on City Processes	Create a flow chart outlining the steps in the land use planning and development approvals process. This should be available on the website, included in RFI responses when appropriate and left behind with prospects or existing companies at meetings.	N	HIGH	Near-term	MEDIUM	$	LOW	Creation of flow chart, number of prospects, new development	City	
9.2	Education of City Council on Prospects	Make sure that City Council is aware of any project coming before them for incentives or zoning approvals. Create efficiencies by having all permitting boards come to a combined meeting in one night for streamlined process and also communicates a pro-business environment. Use fiscal and economic impact models to demonstrate impact to the city's budget as well as the community as a whole.	N	HIGH	Near-term	MEDIUM	$	LOW	Decrease in questions/concerns/decent from Council on projects, Decrease in time for project approval	City, City Council	
9.3	Redevelopment Sites - Estimate Time to Market	Need to have a timeline ready to share on sites that need redevelopment or assemblage. Time to market is key for most companies considering relocation or expansion. This will also assist with RFPs and could keep Springfield in the running for a project. You must be able to deliver on the estimated timeline within reason.	N	HIGH	Near-term	MEDIUM	$$	MEDIUM	Number of sites with estimates, identification of sites	City	
9.4	Event Planning - One Stop Permit Shop	Just like the recent overhaul to the building permit process, Springfield should create a one stop shop for event permitting making it easier to hold events and programs that can increase tourism and activity in designated areas such as downtown. Reduce need to visit multiple different departments that may not be communicating with one another and may have different requirements/processes.	N	HIGH	Near-term	MEDIUM	$	MEDIUM	Increase in event permits, increase in events/programs, increase in activity and tourism	City	
9.5	MAKE FOOD TRUCKS LEGAL!	We understand that there is some contention around Food Trucks but this cannot be denied as its a well tested and potentially huge draw for office workers, students and tourists to come outside and experience parts of town. This is a growing trend in successful urban cities that are using these to draw people into downtown. Some communities are building food truck parks with seating to draw even more people to a specific location. This is an easy way to incubate restaurant concepts and build a following for these concepts which could then lead to brick and mortar locations making it a win-win for the businesses and the communities.	N	HIGH	Near-term	MEDIUM	$	MEDIUM	Increase in people at locations of trucks, increase in food options, increase in brick and mortar restaurants (long term)	City	

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP springfield Springfield Regional Chamber City of Springfield

Recommendation Theme 9
City-Led Initiatives

Prioritized Recommendations
Theme #9 – City-Led Initiatives

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
9.6	Brownfield Coordinator	A designated employee for Brownfield remediation who will be charged with creating and maintaining a site database. This employee would also manage the Governor's Economic Development funds for Brownfields if passed as part of his Economic Development bill.	N	HIGH	Near-term	MEDIUM	$$	MEDIUM	Increase in efficiencies, increase in available sites, increase in development, increase in prospects, amount of funds from Governor's ED Fund	City	
9.7	Chief Technology Officer	Recognize technology as a part of the economy of the community and improve technological efficiency within the city government's own departments; also must work with community on technology access initiatives.	N	MEDIUM	Mid-term	LOW	$$	MEDIUM	Hiring of a qualified and competent CTO	City	
9.8	EPA Grants	Apply for EPA grants to redevelop sites and assist with Brownfield remediation to get the city-owned sites up to development standards.	N	MEDIUM	Mid-term	MEDIUM	$	MEDIUM	Number of grants, funds for redevelopment, increase number of sites, number of prospects, number of developments	City	
9.9	Governor's Economic Development Fund	Governor's Economic Development bill has designated $75M for Brownfield remediation and $25M for site assembly. Apply aggressively for these dollars to be used for these purposes on city owned sites to help develop a list of available sites for prospects.	N	HIGH	Near-term	HIGH	$	MEDIUM	Amount of funds allocated to Springfield, number of sites, number of prospects, number of developments	City	
9.10	Land Bank Authority	City should investigate creation of a land bank authority that can take tax delinquent land and hold it for future development.	N	LOW	Long-term	MEDIUM	$$	HIGH	Number of sites, number of developments, number of prospects	City	

Recommendation Theme 9
City-Led Initiatives

Prioritized Recommendations
Theme #9 – City-Led Initiatives

Priority:

| HIGH |
| MEDIUM |
| LOW |

‖ **Critical Recommendation**

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
9.11	Code Compliance	Increase transparency in this process and improve customer service from this office. Create a list of requirements/rules that can be handed out to businesses/residents along with a flow chart outlining the process.	N	HIGH	Near-term	MEDIUM	$	MEDIUM	Creation of flow chart, number of prospects, new development	City	
9.12	ShotSpotter Sponsors	Private sector sponsors to partner with and help fund the Police Department on initiatives that will lower crime.	N	HIGH	Near-term	HIGH	$$-$$$	LOW	Decrease in crime, Increase in arrests, number of private sponsors	City	Corporate Community
9.13	PIO for the Police Department	Need to create and hire a designated Public Information Officer for the Police Department to communicate the positive stories surrounding their initiatives and efforts. Change the perception of high crime in the city and proactively promote safety initiatives instead of always being reactive.	N	HIGH	Near-term	HIGH	$$	LOW	Increase in positive Police related stories, recruitment and hiring of PIO	City	
9.14	Frequently Called Numbers Listing	Create a frequently called numbers list to be distributed to businesses, property owners, developers, etc.	N	HIGH	Near-term	LOW	$	LOW	Increase in contacts, number of issues resolved, efficiency of staff	City	

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP springfield Springfield Regional Chamber City of Springfield

Prioritized Recommendations
Theme #9 – City-Led Initiatives

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
9.15	New Business Support	Pull building inspection certificates of occupancy to identify new businesses that are opening to receive a letter or call from the Mayor (or ED staff) welcoming them to the community including the list of frequently called numbers. Giving an image that the city is interested in their businesses and wants them to succeed.	N	HIGH	Near-term	MEDIUM	$	LOW	Number of companies contacted, number of letters, issues resolved	City, Mayor	
9.16	Mock Project Scoring	Participate in the IEDC Economic Development Accreditation program which is a mock selection process that identifies strengths and weaknesses. This also helps instill the singular messaging and establishing efficient processes and best practices for handling prospects. Once you receive the designation, the City will be required to a follow up every 3 years that will keep all stakeholders in good practice.	N	LOW	Long-term	LOW	$$	HIGH	Receive accreditation, number of stakeholders willing to participate	City	EDC, DevelopSpringfield, Chamber
9.17	Economic Development Education for Councilmembers and Boards	IEDC and some state and regional Economic Development Councils provide training for City Council members and Economic Development Boards. This training gives them insight into Economic Development and best practices of other cities and EDOs.	N	MEDIUM	Mid-term	MEDIUM	$$	MEDIUM	Number of council and board members who attend	City, City Council	EDC, DevelopSpringfield, Chamber
9.18	Mayor's Internship Program	Using the Mayor's relationships to create a competitive and prestigious internship program. Include local college and high school students with partnerships in the business community (minimum GPA of 3.0 to be eligible and top companies in city participate). Students who meet the requirements meet at a Spring job fair where the companies will interview candidates for entry into the Summer internships program. (50-100 hires in first year)	N	HIGH	Near-term	MEDIUM	$	MEDIUM	number of interns, number of job placements, number of qualified applicants, number of participating companies	Mayor	City, local businesses
9.19	Mayor's Advisory Council of Young People	Hold one class per year serving the Mayor for a term (fellowship). This council can provide input into city projects, take on an assigned project, issue or topic. This council can be used as a springboard to serve on or be appointed to advisory councils and boards once their fellowship is completed.	N	HIGH	Near-term	MEDIUM	$	MEDIUM	number of fellows, number of qualified applicants, number of solutions/ideas	Mayor	City
9.20	Mayor's Letter Campaign	Letters signed by the Mayor to businesses for resigning leases, expanding, winning awards, news worthy events, etc. Establish approved template letters that will be signed by Mayor and mailed to companies on official City letterhead. This is a meaningful and cost efficient addition to a communities Business Retention program.	N	HIGH	Near-term	LOW	$	LOW	Number of letters, number of touches	City	Mayor

Recommendation Theme 9
City-Led Initiatives

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
9.4	New Orleans, LA	http://www.nola.gov/onestop/
9.5	Austin, TX	http://www.austintexas.org/visit/food-and-drink/food-trucks/
	Portland, OR	http://www.foodcartsportland.com/
	Washington, DC	http://foodtruckfiesta.com/dc-food-truck-list/
9.7	Chicago, IL	http://www.cityofchicago.org/city/en/depts/doit/auto_generated/doit_leadership.html
9.8	EPA Grants	https://www.epa.gov/brownfields/types-brownfields-grant-funding
9.13	Building a Successful Public Information Program	http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1345&issue_id=122007
9.14	City Frequently Called Numbers	http://www.dallas-ecodev.org/business/frequently-called-numbers/

Recommendation Theme 9
City-Led Initiatives

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
9.16	IEDC's Accredited Economic Development Organization Program	http://www.iedconline.org/web-pages/professional-development/learn-more-about-the-accredited-economic-development-organization-program/
9.17	Wisconsin Economic Development Agency Economic Development 101 Training for Local Official	http://www.weda.org/?page=EDTraining
9.18	Dallas Mayor's Intern Fellows Program	http://www.bizjournals.com/dallas/news/2016/03/17/dallas-mayor-aiming-for-400-hires-in-high-school.html?ana=e_du_pub&s=article_du&ed=2016-03-17&u=twaEvcLLSYSThqICAkS9D3D3XY9&t=1458275545&j=71517062
9.19	Dallas Mayor's Rising Stars Council	http://www.mayorstarcouncil.org/#home

Prioritized Recommendations
Theme #9 – Legislative Priorities

#	Name
10.1	Reduce Time for State Environmental Review Process
10.2	Reform Unemployment Insurance
10.3	Incentives for Remediation of Development Sites
10.4	Incentives for Abandoned Property Redevelopment
10.5	Leverage State Brownfields Policy and Federal Funds
10.6	Governor's Economic Development Budget
10.7	East/West Rail Link
10.8	Anti-Vagrancy Laws
10.9	Child Care Credit

9 RECOMMENDATIONS

Priority:

HIGH
MEDIUM
LOW

Goals:

- Lobby the state government to focus on legislation that will assist with economic development strategies – these can broadly address fundamentals relating to business environment, regulatory hurdles, skills gap and workforce issues, etc.

- Identify and obtain funding for environmental site remediation and redevelopment of existing abandoned buildings

- Enact local legislation to create an environment that supports new economic development

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP springfield Springfield Regional Chamber City of Springfield

Recommendation Theme 10
Legislative Priorities

Prioritized Recommendations
Theme #10 – Legislative Priorities

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
10.1	Reduce Time for State Environmental Review Process (MEPA)	Support reduction of the time required for state environmental review. Provide ideas and feedback to drive positive legislative change to address this issue.	N	MEDIUM	Mid-Term	MEDIUM	$$	HIGH	Reduction in time to process MEPA requests, increased ability to easily understand process	EDC, PVPC, Regional Chamber, City	
10.2	Reform Unemployment Insurance Structure	Support local employers in their efforts to reform the unemployment insurance and benefits structure. The current structure creates a disincentive for work. Work with local employers to provide background information and examples to assist legislative changes to this structure that encourages benefit recipients to actively search for and return to work as well as educate legislature on its negative impact to Springfield.	Y	HIGH	Near-Term	HIGH	$$	HIGH	Legislation passed to reform unemployment insurance to be closer to other states	Regional Chamber	Local Business Community
10.3	Incentives for Environmental Remediation of Development Sites	Work at local and state levels to create a city "war chest" to provide incentives to businesses that take on sites that require any level of environmental remediation. The incentives would be staggered for different levels and intensity of remediation.	N	HIGH	Mid-Term	HIGH	$$	HIGH	Identify and provide dedicated funds for site remediation, number recipients receiving assistance, number of sites successfully remediated to "market-ready" level	City	MA Executive Office of Housing and Economic Development, Property Owners
10.4	Incentives for Property Redevelopment (Including Historic Redevelopment)	Ensure that the Massachusetts abandoned building renovation deduction remains accessible to developers and that adaptive reuse developers/prospective companies choose an eligible property. Increase Economic Opportunity Areas if necessary and facilitate and push forward abandonment designations with the Economic Assistance Coordinating Council.	N	MEDIUM	Near-Term	MEDIUM	$$	MEDIUM	Higher usage of deduction, greater number of applicants and redevelopment properties	City, DevelopSpringfield	MA Executive Office of Housing and Economic Development, Property Owners

Newmark Grubb Knight Frank Global Corporate Services

DEVELOP Springfield Springfield Regional Chamber City of Springfield

Prioritized Recommendations
Theme #10 – Legislative Priorities

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
10.5	Leverage State Brownfields Policy and Federal Funds	Make sure that these policies and funds remain user-friendly and continue to be available to assist developers and companies that choose an eligible site.	N	HIGH	Near-Term	HIGH	$	MEDIUM	Total amount of funds used within city, number of sites succesfully remediated	City	MA Executive Office of Housing and Economic Development, Property Owners
10.6	Governor's Economic Development Plan and Fund	Work with them to define how the money is used and petition for Springfield initiatives. $918M fund. Aggressively pursue grants for site readiness, environmental remediation, downtown development - a large portion of this money is specifically earmarked for these purposes.	Y	HIGH	Near-Term	HIGH	$	MEDIUM	Number and size of grants provided to Springfield; number of sites successfully remediated	City	MA Executive Office of Housing and Economic Development, EDC, Regional Chamber, Governor's Office
10.7	East/West Rail Link	Keep working on legislative efforts to expand commuter rail service to and from Boston.	Y	HIGH	Long-Term	HIGH	$$$	HIGH	Finding funding sources for rail link, upgrading infrastructure, assembling ROW, establishing rail link, etc.	PVPC, State Rep Lesser	EDC, City, Neighboring Municipalities

Prioritized Recommendations
Theme #10 – Legislative Priorities

Priority:

HIGH
MEDIUM
LOW

Critical Recommendation

Number	Name	Description	In Progress?	Priority	Timing	Economic Impact	Cost	Difficulty	Success Measures	Potential Responsible Parties (Owner)	Potential Involved Parties
10.8	Anti Vagrancy Laws	Consider establishing Anti Panhandling and Anti Vagrancy laws. Can start in downtown "tourist zone" or Innovation District and pan out from there (if deemed necessary).	N	MEDIUM	Mid-Term	MEDIUM	$$	MEDIUM	Reduction in quality of life crimes, increased perception of downtown/city, increased foot traffic downtown	BID, City	Property Owners, Local Business Community, Regional Chamber
10.9	Child Care Credit	Per the Wall Street Journal, Massachusetts has among the highest child care costs in the country. Work to establish state tax credits and federal tax credits to deduct child care costs from taxes which could add to available labor force.	N	MEDIUM	Mid-Term	MEDIUM	$$	HIGH	Number of secondary family members that enter workforce; increase in residential disposable income	Regional Chamber	Local Business Community, EDC

Recommendation Theme 10
Legislative Priorities

Case Studies and Best Practices

Number	Best Practice(s)	Case Study (Link)
10.3	Municipal Management Districts	http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.375.htm
	IEDC Journal Article on Brownfield Redevelopments	http://www.iedconline.org/clientuploads/directory/docs/EDJ_13_Summer_Bartek.pdf
10.9	Rhode Island	http://www.taxcreditsforworkingfamilies.org/state/rhode-island/

Next Steps for Springfield

**Newmark Grubb
Knight Frank**

Springfield Regional Chamber

City of Springfield

FutureCity 2026 Next Steps
Where do we go from here?

The Path Forward:

- Celebrate strengths and successes

- Confront issues and drive improvement and change

- Establish a clear vision – set priorities, work collaboratively, and assign responsibility and accountability for measurable success

- Don't get bogged down by the challenges – Springfield has many unique assets but its challenges are not unique (other cities have achieved success)

- Assets based strategy over needs based strategy

- Can't rely on one or a few groups alone

- Everyone has to be a part of this strategy's implementation!

- Bite off in small pieces

- NOW is the perfect time to act

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

-Hyman G. Rickover
(US Navy Admiral)

FutureCity 2026 Next Steps
Launching your strategy

Make it Happen:

- Establish an implementation team to roll-out strategy and ensure recommendations are acted upon

  - Oversee, drive progress, and track results

  - Sustained focus over the long-term

- Regularly schedule implementation team meetings (possibly monthly within first year and quarterly thereafter)

  - More in-depth annual review for accountability

- Assign ownership and responsibility for specific recommendations

  - Involve broad cross-section of city

  - "Lead implementers"

- Potential PMO role for facilitation

- Public progress reports through local media?

- Start with the "low-hanging fruit" immediately – show progress, gain confidence, and build momentum

  - What can we achieve in the first year?

Newmark Grubb Knight Frank
Global Corporate Services

DEVELOP springfield · Springfield Regional Chamber · City of Springfield