FutureCity 2026
Economic Development Strategy

Final Report Executive Summary
Presented May 25, 2016
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
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

<table>
<thead>
<tr>
<th>1</th>
<th>Existing Conditions Assessment</th>
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<tbody>
<tr>
<td></td>
<td>- Current industry drivers</td>
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<td>- Real estate overview and key site inventory</td>
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<td>- Local asset profiles and mapping</td>
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<td>- Community interviews and engagement</td>
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<td>- Data collection</td>
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<thead>
<tr>
<th>2</th>
<th>Target Industry Analysis</th>
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<tbody>
<tr>
<td></td>
<td>- SWOT Analysis</td>
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<tr>
<td></td>
<td>- Industry demand trends and key strategic issues</td>
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<td>- First and second tier target industries for recruitment</td>
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<td>- Springfield economic positioning and business case</td>
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<thead>
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<th>3</th>
<th>Logistics and Supply Chain Assessment</th>
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<tr>
<td></td>
<td>- Regional transportation infrastructure assessment</td>
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<tr>
<td></td>
<td>- Analysis of freight data (rail, truck, air)</td>
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<td>- Evaluation of trading patterns</td>
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<td>- Profile of manufacturers/shippers</td>
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<td>- Passenger air traffic assessment and peer city comparison</td>
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<thead>
<tr>
<th>4</th>
<th>Talent Development Strategy</th>
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<tbody>
<tr>
<td></td>
<td>- Workforce evaluation and regional labor profile</td>
</tr>
<tr>
<td></td>
<td>- Determine gaps in workforce skills</td>
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<td>- Education and training availability evaluation</td>
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<thead>
<tr>
<th>5</th>
<th>Target Company Recruitment List and Innovation Workshop</th>
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<tbody>
<tr>
<td></td>
<td>- List of recruitment opportunities for each of the target industries</td>
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<tr>
<td></td>
<td>- Creative problem solving, entrepreneurship and innovation workshop – led by Gregg Fraley</td>
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</tbody>
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<tr>
<th>6</th>
<th>Strategic Recommendations and Implementation Plan</th>
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<tbody>
<tr>
<td></td>
<td>- Identify strategic initiatives – near, mid, and long-term</td>
</tr>
<tr>
<td></td>
<td>- Implementation plan – identify responsible party, priority, timeline, and estimated cost range</td>
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<td></td>
<td>- Develop success metrics</td>
</tr>
</tbody>
</table>
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
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

INTERVIEWS COMPLETED

SPRINGFIELD VISITS

DAYS IN SPRINGFIELD

INTERVIEWS COMPLETED
Findings and Recommendations

Newmark Grubb
Knight Frank
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?

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

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

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

“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

“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

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

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

“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

“Real change will only come through public private partnership” – Local COO
Springfield’s Competitive Assets
Top 10 selling points – lead with these

STRENGTHS

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

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

<table>
<thead>
<tr>
<th>ID</th>
<th>Airport Name</th>
<th>2014 Tons</th>
<th>2013-2014 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>JFK</td>
<td>John F Kennedy International</td>
<td>1,585,498</td>
<td>-5.98%</td>
</tr>
<tr>
<td>EWR</td>
<td>Newark Liberty International</td>
<td>1,249,642</td>
<td>-1.34%</td>
</tr>
<tr>
<td>BOS</td>
<td>Boston Logan International</td>
<td>455,142</td>
<td>5.03%</td>
</tr>
<tr>
<td>BDL</td>
<td>Bradley International</td>
<td>391,752</td>
<td>1.25%</td>
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<tr>
<td>MHT</td>
<td>Manchester</td>
<td>234,001</td>
<td>-8.80%</td>
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<tr>
<td>ALB</td>
<td>Albany International</td>
<td>82,241</td>
<td>2.15%</td>
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<tr>
<td>SWF</td>
<td>Stewart International</td>
<td>71,427</td>
<td>2.36%</td>
</tr>
<tr>
<td>PVD</td>
<td>Theodore Francis Green State</td>
<td>54,915</td>
<td>3.21%</td>
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Target Industry Identification
Three buckets with different strategies

<table>
<thead>
<tr>
<th>Company Characteristics</th>
<th>Potential Strategies</th>
<th>Timing</th>
<th>1. RETAIN</th>
<th>2. ACCELERATE</th>
<th>3. ATTRACT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>“Do no harm” – ensure existing employers stay, prosper, and grow in Springfield</td>
<td>Nurture and work to actively expand select small businesses possessing scalability potential</td>
<td>Sell Springfield’s competitive advantages to attract new outside investment</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Largest employers and economic contributors</td>
<td>Small businesses with dynamic and engaged leadership</td>
<td>Companies from outside the city/region who are actively expanding or relocating</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>High growth industries</td>
<td>High growth industries with real value add potential</td>
<td>Site selection criteria match Springfield’s value proposition</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Multiplier effect potential</td>
<td>Cluster/agglomeration potential</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Enhancements to physical environment</td>
<td>Connect to financial/support resources and key people</td>
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<td></td>
<td></td>
<td></td>
<td>Strengthen public-private relationships</td>
<td>Showcase/award success stories in regional media</td>
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<td></td>
<td></td>
<td></td>
<td>Targeted job training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Timing</td>
<td></td>
<td></td>
<td>Near-Term</td>
<td>Near-Term</td>
<td>Mid-Term (Start Now)</td>
</tr>
</tbody>
</table>

Timing
- 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

1. Retain
Maintain and grow key existing industries

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

“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**

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

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

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

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

Other Information Services:
- Internet Publishing and Broadcasting
- All Other Information Services

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

Performing Arts, Spectator Sports, and Related Industries:
- Musical Groups and Artists
- Independent Artists, Writers, Performers
- Promoters
- Theater and Dance Companies

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

3. Attract
Two tiers for potential new investment

**ATTRACTION**

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**

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

<table>
<thead>
<tr>
<th>Industry</th>
<th>Springfield PROs</th>
<th>Springfield CONs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food and Beverage</td>
<td>+ Market access</td>
<td>− Site/building availability</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>+ Transportation links (highway)</td>
<td>− Utility cost</td>
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<tr>
<td></td>
<td>+ Proximity to agricultural inputs</td>
<td>− Property tax</td>
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<tr>
<td></td>
<td>+ Strong growth forecast (national/state/local)</td>
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<tr>
<td></td>
<td>+ Labor availability (1,300 specialized, 13,800 translatable)</td>
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<td></td>
<td>+ Labor cost (lowest of New England peer cities)</td>
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<tr>
<td></td>
<td>+ Water quality and availability</td>
<td></td>
</tr>
<tr>
<td>Merchant</td>
<td>+ Market access</td>
<td>− Site/building availability</td>
</tr>
<tr>
<td>Wholesalers</td>
<td>+ Transportation links (highway)</td>
<td>− Utility cost</td>
</tr>
<tr>
<td></td>
<td>+ Strong growth forecast (national/state)</td>
<td>− Property tax</td>
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<tr>
<td></td>
<td>+ Labor availability (7,000 specialized, 17,000 translatable)</td>
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</tr>
<tr>
<td></td>
<td>+ Labor cost (lowest of New England peer cities)</td>
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</tbody>
</table>
## 3. Attract – Tier 1 Opportunities

**Strongest business case for new investment**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Springfield PROs</th>
<th>Springfield CONs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Credit Intermediation</strong></td>
<td>+ Strong growth forecast (national/state/local)</td>
<td>− Utility cost</td>
</tr>
<tr>
<td></td>
<td>+ Labor availability (3,100 specialized, 15,000 translatable)</td>
<td>− Property tax</td>
</tr>
<tr>
<td></td>
<td>+ Labor quality – specialized pool and bilingual capabilities</td>
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<tr>
<td></td>
<td>+ Labor cost (lowest of NE peer cities, close to US average, and much lower than metro Boston/NYC)</td>
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<td></td>
<td>+ Proximity to major US financial hubs</td>
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<td></td>
<td>+ Broadband infrastructure</td>
<td></td>
</tr>
<tr>
<td><strong>Plastic and Rubber Manufacturing</strong></td>
<td>+ Existing cluster (1,600 specialized labor pool)</td>
<td>− Site/building availability</td>
</tr>
<tr>
<td></td>
<td>+ Market access</td>
<td>− Utility cost</td>
</tr>
<tr>
<td></td>
<td>+ Transportation links (highway)</td>
<td>− Property tax</td>
</tr>
<tr>
<td></td>
<td>+ Labor quality – precision manufacturing</td>
<td>− Potential global/national headwinds</td>
</tr>
<tr>
<td></td>
<td>+ Strong growth forecast (national/state)</td>
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<tr>
<td></td>
<td>+ Labor cost (among lowest of New England peer cities)</td>
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</table>
3. Attract – Potential Target Companies
Focus first on most likely attraction targets

Results of Vetting Process for Tier 1 Target Industries:

<table>
<thead>
<tr>
<th>Industry</th>
<th>1. Identify</th>
<th>2. Qualify</th>
<th>3. Shortlist</th>
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</thead>
<tbody>
<tr>
<td>All Potential Companies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food and Beverage Manufacturing</td>
<td>376</td>
<td>86</td>
<td>14</td>
</tr>
<tr>
<td>Merchant Wholesalers</td>
<td>1,180</td>
<td>108</td>
<td>15</td>
</tr>
<tr>
<td>Credit Intermediation</td>
<td>409</td>
<td>100</td>
<td>12</td>
</tr>
<tr>
<td>Plastics and Rubber Manufacturing</td>
<td>241</td>
<td>121</td>
<td>12</td>
</tr>
</tbody>
</table>
Strategic Recommendations
Organized around 10 common themes

- Legislative: 10 recommendations
- Small Business: 14 recommendations
- Business Retention: 10 recommendations
- Business Attraction: 10 recommendations
- Community Development: 33 recommendations
- Connectivity: 21 recommendations
- Workforce: 26 recommendations
- Marketing: 25 recommendations
- Regionalism: 18 recommendations
- City: 4 recommendations

Total Recommendations: 171
Strategic Recommendations
Actionable, prioritized, and measurable

Implementation Plan

<table>
<thead>
<tr>
<th>For Each Recommendation:</th>
<th>Prioritization Matrix</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Description</td>
<td></td>
</tr>
<tr>
<td>▪ Priority Level <em>(low, medium, high)</em></td>
<td></td>
</tr>
<tr>
<td>▪ Timing <em>(near-, mid-, long-term)</em></td>
<td></td>
</tr>
<tr>
<td>▪ Economic Impact Potential <em>(low, medium, high)</em></td>
<td></td>
</tr>
<tr>
<td>▪ Cost Estimate <em>(low, medium, high)</em></td>
<td></td>
</tr>
<tr>
<td>▪ Difficulty Level <em>(low, medium, high)</em></td>
<td></td>
</tr>
<tr>
<td>▪ Success Measures <em>(specific metrics)</em></td>
<td></td>
</tr>
<tr>
<td>▪ Potential Responsible Party(ies)</td>
<td></td>
</tr>
<tr>
<td>▪ Potential Involved Party(ies)</td>
<td></td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>SF Range</th>
<th>Office</th>
<th>Industrial</th>
</tr>
</thead>
<tbody>
<tr>
<td>25k-49k SF</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>50k-99k SF</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>&gt; 99k SF</td>
<td>0</td>
<td>3</td>
</tr>
</tbody>
</table>

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

Sampling of Recommendations:

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

Sites – Opportunity Assessment

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Springfield</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size of Parcel(s)</td>
<td>1</td>
</tr>
<tr>
<td>Assemblage Opp</td>
<td>3</td>
</tr>
<tr>
<td>City-Owned Sites</td>
<td>6</td>
</tr>
<tr>
<td>Highway Access</td>
<td>8</td>
</tr>
<tr>
<td>Rail Access</td>
<td>9</td>
</tr>
<tr>
<td>Environmental Issues</td>
<td></td>
</tr>
<tr>
<td>Area Amenities</td>
<td></td>
</tr>
<tr>
<td>Compatibility of Surrounding Uses</td>
<td></td>
</tr>
</tbody>
</table>

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.

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Recommendation Theme
Centralize small business resources

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

72% of Springfield companies have 1-4 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 (SourceLink or similar)

Source: ESRI, US Census Bureau, NGKF
Recommendation Theme
A multigenerational workforce plan

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

Potential to reach over 13,000 students

**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

**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

**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:

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

To:

- 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?
Parting Thoughts
FutureCity 2026

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

~ DR. SEUSS