

MacARTHUR BOULEVARD

SECTION 4: IMPLEMENTATION STRATEGY

OVERVIEW

The MacArthur Boulevard Master Plan presents objectives, strategies and concepts for future revitalization and redevelopment of this important City commercial corridor. These objectives, which are summarized below, include: redeveloping key opportunity sites; concentrating retail activity at key nodes or intersections; creating a Boulevard “brand” identity by improving the physical environment; retaining and attracting new businesses; and enhancing physical linkages between the Boulevard and surrounding neighborhoods. In addition, encouraging building improvements, enhancing Boulevard access and safety by consolidating/sharing curb cuts and parking lots and establishing new open spaces and bicycle trails are other key objectives within the Master Plan.

MASTER PLAN OBJECTIVES

Boulevard Development

- ❑ Redevelop key “Opportunity Sites” to strengthen the City’s economy, generate new business activity along the Boulevard and enhance linkages to the adjacent neighborhoods.
- ❑ Introduce new residential development to concentrate retail activity in viable locations, further activate the Boulevard with new shoppers and provide a range of new housing products for the City.

Boulevard Enhancement

- ❑ Change physical conditions to improve area access and safety, establish a “sense of place” and distinct “Boulevard brand”, establish MacArthur Boulevard as a major southern gateway into Springfield and create attractive “front doors” into adjacent neighborhoods.
- ❑ Foster a “pride of place” amongst property and business owners to further enhance the Boulevard’s attractiveness, increase the visibility of active businesses and increase interest in the Boulevard from new businesses and developers.
- ❑ Create trail links that improve regional access for bicyclists and pedestrians and enhance the area’s recreational opportunities.

Capacity Building

- ❑ Establish public/private partnerships to build organizational capacity and maximize leadership and funding resources to move the Master Plan into action and results.
- ❑ Create new programs and initiatives to retain and attract businesses, recruit developers and investors and facilitate site and building improvements along the Boulevard.

CODE CHANGES

Local land use regulations will need to be adjusted and revised to achieve the desired land use mix, physical form and site/building design envisioned in the Boulevard Master Plan. The following is a summary of potential changes to the City of Springfield’s zoning code regarding land use, building setbacks, building height and parking. Additional study will be needed to more specifically determine zoning code revisions.

- ❑ **Land Use.** Current Boulevard zoning classifications permit a wide range of commercial uses that are appropriate for a mixed-use corridor. However, there are several permitted uses, such as auto and service stations, storage facilities, drive-in restaurants, trucking terminals, feed stores and lumber yards, which are no longer appropriate. All permitted and conditional uses should be reviewed in regards to the new land use direction set forth by the Boulevard Master Plan. Some uses may be more appropriate for a modern business/service park location.

The S-2 Community and Shopping District zoning classification appears to accommodate the Master Plan concepts and could become the Boulevard’s primary zoning classification with adjustments to permitted and conditional land uses.

- ❑ **Building Setbacks.** Current setback rules for the S-1, S-2 and B-1 commercial districts are 15 feet from the street with 10-foot rear-yard requirements; the R-5C (OFF) residential zoning district requires a 20-foot front and rear yard setback. There are no side yard requirements for the commercial zoning districts unless a lot coincides with a residential lot or district. In this case, a 20-foot side yard is required.

The following “build-to” lines are recommended along the Boulevard to establish a more visible “street wall” of buildings and to eliminate parking in front of buildings:

- 20 feet from the street for new commercial development to accommodate the new streetscape easement/improvements and consolidated/shared driveways.
- 30 feet from the street for new residential development to accommodate additional landscaping in front of buildings.
- 50 feet from the street along the business/service park to accommodate landscaping, low berms and park signage.

- ❑ **Building Height.** The Boulevard’s three commercial zoning districts permit maximum building heights from 35 to 60 feet; the R-5C (OFF) zoning district allows a 150-foot maximum building height. The existing commercial district height requirements are suitable for encouraging new development that is in scale with the surrounding residential neighborhoods and with existing buildings along the Boulevard. The R-5C maximum height limit, however, may permit development that is out of scale with the physical character of the Boulevard and neighborhoods.

- ❑ **Parking.** As noted previously, the City of Springfield’s parking requirements are considered high for commercial uses across all zoning districts. The established parking ratio for retail and office is 5 spaces per 1,000 square feet of building space. The Institute of Transportation Engineers (ITE) generally recommends a parking ratio of 3.94 spaces per 1,000 square feet for commercial uses. The City’s current multi-family residential parking requirement of 1.5 spaces per dwelling unit is in line with ITE standards. Commercial parking requirements should be adjusted when Boulevard zoning revisions are undertaken as too much parking is currently required.

The following are overall approaches to revising the Boulevard’s zoning.

- ❑ **Zoning Overlay.** Consideration should be given to establishing a new Boulevard zoning overlay that incorporates the positive elements of the S-2 Community Shopping and Office, R-5C Office and R-3B General Residential Districts. A new zoning overlay would permit the most appropriate mix of commercial, residential and institutional uses necessary to revitalize the Boulevard. New building setback and parking requirements would also be included to achieve the Boulevard's desired physical form. The area considered for the new Business/Service Park could retain a B-1 or B-2 Business District classification.
- ❑ **Design Guidelines.** Design guidelines or standards should be prepared to encourage higher quality new development as well as improvements to existing buildings/sites. Such standards, which would supplement the revised zoning regulations, also serve to guide and facilitate the development review process as they would address building massing/design, streetscape, landscape, business signage and parking.
- ❑ **Form-Based Code.** An alternate approach to consider is a form-based code, which serves the same function as standard zoning and design guidelines but more specifically defines the desired physical form and character of buildings and the public realm. Other key features of form-based codes include build-to lines, height minimums and maximums, architectural requirements, parking setbacks and streetscape and signage standards.
- ❑ Professional consultation and assistance will be needed to revise the Boulevard's zoning code, especially if new design standards are to be incorporated or if a form-based approach is to be considered. An approximate cost for zoning revisions would be \$35,000 to \$65,000 depending on the level of detail required. The City of Springfield, Village of Jerome and SSCRPC should be involved in the zoning code revision process.

ROADWAY/STREETSCAPE

Comprehensively improving the physical conditions along MacArthur Boulevard should be the top priority of the City, SSCRPC, MBBA and business and property owners. Large-scale roadway and streetscape enhancements are needed to make the Boulevard a better place to shop, dine, conduct business and invest in.

The roadway and streetscape changes recommended within the 66-foot MacArthur Boulevard right-of-way and new 20-foot streetscape easement have been initially estimated to cost approximately \$6,130,000 to construct (See Table 4.1: MacArthur Boulevard: Conceptual Roadway/Streetscape Budget). This estimate is an initial benchmark or target for planning purposes and will need to be refined as the design and engineering of the roadway proceeds.

The action steps needed to move the recommended streetscape concept to reality include:

- ❑ The MacArthur Boulevard Action Committee, including the City, SSCRPC, MBBA and IDOT as members, should establish a Streetscape Team to initiate the Master Plan streetscape recommendations.

- ❑ The Streetscape Team should seek funding for project design and engineering that will address roadway upgrades and streetscape elements as well as the Boulevard identity brand and signage system. Approximate costs for these elements are summarized in the Funding Section of this chapter.
- ❑ The Streetscape Team should retain a consultant team to prepare options for the Boulevard brand, streetscape design and roadway engineering as well as develop the technical/legal documents to establish the new 25-foot streetscape easement across private properties as well as the cross access and use agreements between businesses for shared parking lots.
- ❑ The project limits should extend from alley to alley across MacArthur Boulevard and across South Grand Avenue to Walnut Street.
- ❑ The Streetscape Team and consultants should address the following principles in the design and engineering of the project:
 - The new roadway and streetscape should balance the needs of pedestrians and motorists, provide amenities and orientation for shoppers and visitors and unify the Boulevard as a cohesive commercial district.
 - The roadway, side streets, driveways and parking lots need to be more efficient, accessible and safe.
 - The alleys behind properties need to be more accessible and useable for local residents and delivery vehicles.
 - Parking lots should be more efficient as well as interconnected and shared wherever feasible.
 - The number of curb cuts/driveways and amount of asphalt needs to be reduced.
 - The Boulevard needs to be made attractive, green and inviting as a commercial street, as the “front entrance” to surrounding neighborhoods and as a southern gateway/travel route into Springfield.
 - A new Boulevard identity/brand/logo and signage system should be part of the overall streetscape design.
 - In addition to much needed visual and aesthetic improvements, sewer, water supply, utility and storm water management conditions need to be addressed as part of the project. Burying overhead utility lines and sustainable alternatives for storm water management and utilities should be included.
- ❑ After Schematic Design/Phase One engineering is completed for the project, the Task Force should approve a preliminary budget.
- ❑ The Streetscape Team should then submit the Boulevard Master Plan, Streetscape Design and Preliminary Budget to state and federal agencies to secure funding to construct the project

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- ❑ MBBA should act as a liaison between local businesses and the selected contractor to help minimize the disruptions during construction.
- ❑ The Streetscape Team should host a large “ribbon cutting” event upon completion of the project to promote and celebrate the new MacArthur Boulevard.

DEVELOPMENT OPPORTUNITY SITES

The City, SSCRPC and MBBA will need to work together to initiate development of the key opportunity sites along the Boulevard. A proactive approach would involve meeting with the property owners to further discuss the Master Plan redevelopment concepts and property needs as well as the potential to

Table 4.1 MacArthur Boulevard: Conceptual Roadway/Streetscape Budget

Initial Cost Estimate: Road Improvements

Road Repaving | Curb/Gutter Replacement | Utility Reconnects | Striping | Signal Coordination

ROAD SEGMENT	LENGTH (feet)	COST PER FOOT (1)	SEGMENT COST
South Grand (Holmes to Walnut) (2)	1,371	\$195.00	\$267,345.00
Mac Blvd (South Grand to Laurel) (3)	1,582	\$165.00	\$261,030.00
Mac Blvd (Laurel to Ash) (4)	1,338	\$195.00	\$260,910.00
Mac Blvd (Ash to Outer Park) (4)	1,296	\$195.00	\$252,720.00
Mac Blvd (Outer Park to Lenox) (4)	1,356	\$195.00	\$264,420.00
Mac Blvd (Lenox to Maple) (4)	1,367	\$195.00	\$266,565.00
Mac Blvd (Maple to Wabash/Stanford) (5)	742	\$265.00	\$196,630.00

Total Length	9,052
Sub-Total Road Improvement Cost	\$ 1,769,620.00
Sub-Total Signal Interconnect Cost	\$ 170,000.00
Total Road Improvement Cost	\$ 1,939,620.00
Project Contingency (20%)	\$ 387,924.00
Overall Road Improvement Cost	\$ 2,327,544.00

Notes/Assumptions:

1. Cost per linear foot
 2. 5-lane section (this section may need less improvement than MacArthur Blvd)
 3. 4-lane section
 4. 5-lane section
 5. 7 lane section (average width)
- Mill and resurface roadway @ \$150,000 per lane-mile
 Replace curb/gutter @ \$18 per linear foot on each side
 Replace storm frames every 250 feet on each side (\$4 per linear foot or \$500 per frame)
 Connect signals (conduit/fiber, other connections, trenching/backfill) (not signal upgrades)

Initial Cost Estimate: Streetscape Improvements

Sidewalks | Street Trees | Decorative Street Lights | Parkways

ROAD SEGMENT	LENGTH (feet)	COST PER FOOT	SEGMENT COST
South Grand (Holmes to Walnut)	1,371	\$350.00	\$479,850.00
Mac Blvd (South Grand to Laurel)	1,582	\$350.00	\$553,700.00
Mac Blvd (Laurel to Ash)	1,338	\$350.00	\$468,300.00
Mac Blvd (Ash to Outer Park)	1,296	\$350.00	\$453,600.00
Mac Blvd (Outer Park to Lenox)	1,356	\$350.00	\$474,600.00
Mac Blvd (Lenox to Maple)	1,367	\$350.00	\$478,450.00
Mac Blvd (Maple to Wabash/Stanford)	742	\$350.00	\$259,700.00

Total Length	9,052
Total Streetscape Improvement Cost	\$ 3,168,200.00
Project Contingency (20%)	\$ 633,640.00
Overall Streetscape Improvement Cost	\$ 3,801,840.00

Notes/Assumptions:

Improvements within Boulevard Master Plan's new 25 foot parkway/streetscape easement
 New streetscape includes: 8 foot sidewalks, street lights, parkway trees/lawns
 Improvements not included: irrigation, earthwork, drainage, demo/disposal, cans/benches

ESTIMATED ROADWAY/STREETSCAPE IMPROVEMENT COSTS

\$6,129,384.00

clear vacant buildings to reduce blighted conditions and developer recruitment. Marketing packages, similar to those produced for business attraction purposes, could be prepared to provide businesses, property owners and developers with information regarding the Master Plan, opportunity sites, available development incentives, funding programs and community market data. The package could be used to promote the Boulevard directly to local and regional developers as well as to businesses and developers at meetings of the International Council of Shopping Centers, which is a national organization focused on revitalization and development of commercial centers and districts.

If funding becomes available for the City to purchase the targeted development sites, requests-for-proposals (RFP) from interested developers could be issued. The Kmart/Bowling Alley and Esquire Theater blocks could be redeveloped through an RFP process.

SITE/BUILDING IMPROVEMENT

An incentive program should be established to spur improvements to buildings, storefronts, business signage and sites along MacArthur Boulevard. This initiative could be similar to the Downtown Springfield façade improvement program underwritten by the Downtown Tax Increment Finance District. The program, which could be managed by the City and/or MBBA, could include:

- More detailed building assessments and design assistance for selected properties.
- Design drawings for visible building walls/façades by an architect hired by several property owners, the MBBA or City.
- A “model block” using one architect and contractor to design and rehab several buildings, which could reduce costs through “economies of scale” regarding fees and construction. Such an approach could create a more dramatic and immediate physical change along the Boulevard.
- Shared financing through special loan programs by local banks and/or matching grant programs using designated funding sources such as Tax Increment, Business Improvement or Special Service Area financing.

Approximate operating costs for establishing a site/building improvement program could range from \$100,000 to \$150,000 annually, which could provide \$20,000 in assistance to five sites.

BUSINESS DEVELOPMENT

BRANDING/MARKETING

In the next 10 to 20 years, MacArthur Boulevard is envisioned to be a unique shopping destination within the Springfield region. Given its mission to support and promote Boulevard businesses, the MBBA should organize and manage a Boulevard branding and marketing strategy focused on:

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- Enhancing the Boulevard's overall image.
- Increasing sales for existing stores and restaurants.
- Promoting the area's revitalization potential to investors, developers, new businesses and future residents.

A branding/marketing strategy can be used to develop marketing materials and advertising campaigns, organize promotional/special events, conduct public relations activities and create a signage system. Such activities will be critical to communicating the Boulevard's characteristics as well as the goods and services it offers to shoppers, visitors and potential investors. Approximate costs for a consultant to prepare a branding and marketing strategy could range from \$20,000 to \$30,000. Actual marketing activities will vary, and annual costs should be defined as part of the strategy. The MBBA should also explore the potential to collaborate with the Greater Springfield Chamber of Commerce, Springfield Convention and Visitors Bureau and local businesses to share financial, technical and volunteer resources to execute Boulevard marketing activities.

MacArthur Boulevard currently offers different experiences to three major market or constituent groups, including neighborhood residents, corridor motorists and residents/shoppers within the Springfield region. The branding/marketing strategy should address the following groups:

Neighborhood Residents

For residents of the neighborhoods adjacent to MacArthur and South Grand, the Boulevard serves as a de facto neighborhood/convenience commercial district, providing some basic goods and services needed on a daily basis such as convenience groceries, dry cleaning and restaurants. A marketing approach for this constituent group should focus on strengthening their sense of loyalty and connection to local businesses, especially those located at the north end of the Boulevard. It should include creating "a sense of community" with events, activities and public spaces. The key message to be communicated to local residents is that MacArthur Boulevard is an attractive, friendly neighborhood shopping area for convenience goods and dining. Branding strategies could include:

- Customer Loyalty Program.** The MBBA could create a MacArthur Boulevard "insiders" loyalty program, rewarding neighborhood residents and other frequent visitors for their patronage of Boulevard businesses. For example, the Boston Main Streets Program operates one of the most mature customer loyalty programs for older neighborhood commercial districts in the country, and it could serve as a model for MacArthur Boulevard. In Boston's program, participating businesses can offer different incentives, such as a free soft drink with lunch or 20 percent off all sales between 4:00 to 6:00 p.m., and can change these incentives as often as they wish through a password-protected link for each business on the program's website. Businesses pay a small percentage of each transaction to participate in the program and the accumulated funds are divided three ways: one-third supports the sponsoring Main Street organization; one-third supports a nonprofit organization of the participating cardholder's/consumer's choice; and one-third is rebated to the cardholder at the end of the calendar year. By making it possible for cardholders to donate some of the funds to a non-profit organization, non-profits become actively involved in marketing the program to their own constituents, helping expand its reach.
- Drive-In Movies.** In the short term until the Kmart and Esquire Theater sites are cleared, the MBBA or other organizations, could organize and offer "drive-in" movies projected against building walls, with free admission during warm weather months. The MBBA could also offer concessions in conjunction with neighborhood restaurants.

- ❑ **Side Streets.** Strengthening and enhancing the physical and visual character of the side streets within a block of MacArthur Boulevard should be an important activity. In many instances, residents of these neighborhoods gain an immediate perception of the Boulevard from the side streets south of South Grand Avenue, such as Campbell, Laurel and Ash. Enhancing these streets by installing new landscaping and introducing public art can make local residents feel more comfortable walking, bicycling and visiting the Boulevard.

MacArthur Boulevard Motorists

For people driving along MacArthur on a daily basis, the Boulevard provides several convenience and auto-oriented services such as gas stations, convenience groceries and car repair shops. These constituents experience the Boulevard mostly as an auto-oriented experience and are likely to have relatively little awareness of its shops and restaurants.

One of the key marketing challenges in reaching this constituency is simply capturing their attention. With an average of 25,000 vehicles traveling through the intersection of MacArthur and Ash Streets every day, it is worth the effort to mount an effective marketing strategy. The key message to be communicated to motorists is: “MacArthur Boulevard - a cool commute, with unexpected surprises”.

Implementing the streetscape and signage recommendations of the Master Plan will be critical to capturing the attention of Boulevard motorists as well as make it easier for them to see and access businesses. Additional ideas for enhancing the driving experience along MacArthur include:

- ❑ Public art, such as outdoor sculpture, poetry displays and “lenticulars”, which are images sliced into sections and turned at an angle so that when viewed in sequence, the image becomes visible.
- ❑ Event or seasonal banners and decorative gateway, identity and street signs.
- ❑ Occasional live music at key traffic lights or plazas during rush hour.
- ❑ The gardens recommended for the frontage of South Side Christian Church.

Regional Residents/Visitors

For residents of the larger Springfield region, MacArthur Boulevard offers a somewhat disjointed visual and shopping experience given the changes in physical character from South Grand Avenue to the Boulevard extension at Interstate 72. Marketing the Boulevard to regional residents before significant changes take place would be premature and somewhat challenging.

For the next five years, it is recommended that MBBA and its partners focus on marketing to neighborhood residents and MacArthur Boulevard motorists. As streetscape improvements and redevelopment activities begin to take place, marketing initiatives can then be broadened to reach out to residents of the greater Springfield region and visitors to the State Capitol and Legacy Pointe. The Boulevard’s physical and business transformation as well as its attractive neighborhoods, unique businesses and entertainment options would be the focus of the effort.

BUSINESS RETENTION/ATTRACTION

A Business Retention Program and Business Attraction Program should be established to retain existing active businesses along MacArthur and actively recruit new businesses to the area. These initiatives should be led by the MBBA with working committees that include local bankers, retail brokers, economic development specialists and business owners.

Approximate annual costs for administering business retention/attraction programs could range from \$100,000 to \$150,000, which would involve staffing as well as grants or loans to existing and prospective businesses. Staff and resources from the City, Chamber of Commerce and Small Business Development Center at Lincoln Land Community College could supplement the programs.

The following are the business types and opportunity sites that should be targets for the retention and attraction activities.

- ❑ **Home Improvement/Furnishings Cluster.** The concentration of home improvement and furnishings businesses clustered at the north end of the Boulevard should be strengthened by adding three to six additional, compatible businesses and marketing the cluster throughout the Springfield region. Additional home improvements businesses could include floor and window drapery stores, interior design firms, landscape firms, garden shops, specialty hardware and home security systems firms. Home furnishings businesses could include kitchen and bath shops and stores that sell unfinished furniture, knockdown furniture and imported furniture.
- ❑ **North Food/Restaurant Cluster.** The existing cluster of businesses at the north end of the Boulevard also serves the daily needs of neighborhood residents. This cluster should also be strengthened with new business located along both sides of the Boulevard.

A community serving grocery store of approximately 7,000 to 9,000 square feet should be recruited, ideally located at the southeast corner of South Grand Avenue and MacArthur Boulevard. As noted earlier, there is approximately \$1.4 million in unmet market demand for groceries within one-quarter mile of the intersection of MacArthur Boulevard and Ash Street, and every new household locating in the neighborhood will generate approximately \$3,400 in new demand for groceries. A grocery store could consider augmenting its sales by including other goods and services for which unmet market demand exists, such as hardware, cards, stationery and health/personal care items.

The north segment of the Boulevard should also include two to four new independently owned restaurants, building on this segment's existing food service offerings. A few more dining establishments would foster a new restaurant cluster, offering a variety of dining experiences, within a more pedestrian friendly environment.

- ❑ **Mixed-Use/Entertainment Cluster.** The Master Plan recommends redevelopment of the Esquire Theater blocks with a mix of commercial and residential uses. Such uses could also reintroduce entertainment activities, recognizing the role the Theatre once played in the community. While it might be possible to rehabilitate the Theatre building and reactivate it for film exhibition and other functions, the market for film exhibition in the Springfield region is

weak and it would take a visionary business plan, an exceptional management team and significant capitalization to make this successful. Therefore, it is recommended that a new entertainment venue be developed in the north segment of the Boulevard.

There are a number of different entertainment venues that could also work well, if there is a unique format and potential business operators have adequate capitalization and good management skills. One format that could work is a combined restaurant, performance and retail space, providing several concurrent revenue streams for a business operator, with each use providing synergy for the others. For example, Washington, DC's Busboys + Poets combines an 18-hour restaurant with a bookstore operated by a nonprofit organization. The restaurant also has an art gallery and meeting space for small music and poetry performances, film screenings and bookstore-related author readings. It also provides free wireless Internet for customers seated at several communal tables and in a casual seating area near the front of the restaurant.

Another example is a format that includes a small bowling alley within a pub. Lucky Strike, 10 Pin and Southport Lanes in Chicago are examples of this type of entertainment venue.

- ❑ **Kmart Block.** The large scale of the Kmart block represents a significant challenge to redeveloping the center of the Boulevard. It is unlikely that sufficient market demand exists to support the site's overall redevelopment in the near future. However, demolition and clearance of the blighted Kmart and Bowling Alley properties should be considered a high priority, short-term action that would help change the physical character of the area and prepare the block for new development. While efforts are initiated to start the clearance of these properties, development efforts on other blocks can proceed.
- ❑ **Town and Country Shopping Center.** Over the next several years, emphasis should be placed on strengthening the retail mix and visual character of the Shopping Center with new landscaping and signage. The Center's business composition has shifted over the past several decades as new commercial centers have developed throughout the Springfield region. It has become more of a neighborhood-serving, convenience center than one providing "comparison" goods such as apparel and home furnishings.

The Center's retail offerings could be expanded to include comparison goods but it will be important that these businesses be specialized enough to serve as destinations that draw people from the region. Examples of destination apparel stores include: upscale used clothing; "clothing by the pound", a concept that appeals to people of modest means as well as younger, more affluent consumers; costume sales and rentals; big and large men's and women's, upscale clothing; hand knitted sweaters; and outdoor and work clothing. Such businesses should be targeted to the empty spaces within the Shopping Center.

- ❑ **Central Restaurant Cluster.** In addition to expanded retail offerings, a restaurant cluster including four to six additional restaurants should be considered in or near the Town and Country Shopping Center. The mix could consist of one or two national chains, a cafeteria/commissary-type restaurant providing full daytime and evening service and one or two additional restaurants offering international cuisine.

An additional option to explore might include a full-service destination restaurant featuring organic vegetables and herbs grown in a garden and greenhouse on the Kmart/Bowling Alley sites after the buildings are demolished. Several restaurants in other parts of the country now grow their own food, a practice that saves the operator money, ensures fresh produce and attracts loyal consumers of locally sourced food. It is possible that a well-marketed restaurant that grows its own food on site and composts kitchen waste for garden use could become a regional restaurant magnet. It might also sell its own branded packets of seeds of heirloom and specialty fruits and vegetables, packaged foods or cookbooks within the restaurant and through online sales, sales through other retail businesses, wholesale sales to regional or national grocers or seed companies.

- ❑ **Wabash/Stanford Avenues.** This major intersection has the potential to draw destination businesses that take advantage of its regional access and are complementary to the Legacy Pointe shopping center. It contains numerous small businesses and parcels that need to be assembled and relocated where feasible. There is also a small cluster of furniture stores in this node that should be retained and or relocated nearby as area anchors.
- ❑ **MacArthur Boulevard Business Park.** A new 410-acre business park for light industrial uses and service businesses at the MacArthur/Stanford/North Street intersection represents a significant opportunity to develop a thriving, attractive development that attracts businesses and people from the larger region. Many communities have developed such business parks as well as auto “campuses”.

A modern business park with infrastructure, landscaping, identity signage and ready-to-build parcels could accommodate a wide range of businesses needing to locate in a highly accessible, planned environment. Examples of similar developments are located along I-55 in the southwest suburbs of Chicago and along Milwaukee Avenue in Lincolnshire, Illinois.

Carlsbad, California, a community similar to Springfield’s population and regional market, has an auto campus/cluster that includes contemporary architecture, shared parking and small service businesses that support the larger automobile sales businesses located there. The cluster draws customers from as far as 100 miles away and has a significant impact on the community’s tax revenues. A “one-stop” auto focused service node could help support local service businesses as well as free up land along MacArthur for more optimal uses.

The City should also consider developing the business park as a “green” environment with sustainable site and building features, and possibly a shuttle bus serving other parts of the Boulevard and Downtown Springfield for local employees and customers of the service businesses.

FUNDING

Funding from local, state and federal sources as well as civic and business organizations will be needed to finance the MacArthur Boulevard streetscape project, provide assistance to local businesses and targeted developments and provide on-going business district services and programs. Public infrastructure improvements should be prioritized according to the strategies and recommendations of the Master Plan and formalized in the City of Springfield and Village of Jerome capital improvement programs.

CRITICAL PLAN ELEMENTS

Listed below are critical Master Plan elements needed to revitalize the Boulevard and generate development momentum. Implementation costs associated with marketing the Boulevard and assisting redevelopment sites can only be determined when activities and projects are initiated.

<input type="checkbox"/> Code Revisions	\$35,000 to \$65,000
<input type="checkbox"/> Branding/Marketing Strategy	\$20,000 to \$30,000
<input type="checkbox"/> Signage System Design	\$20,000 to \$40,000
<input type="checkbox"/> Streetscape Easement	\$15,000 to \$25,000 (legal fees)
<input type="checkbox"/> Road/Streetscape Design/Engineering	\$500,000 to \$700,000
<input type="checkbox"/> Road/Streetscape Improvements	\$6.2 million
<input type="checkbox"/> Building/Site Improvement Program	\$100,000 to \$150,000 (assumes \$20,000 in assistance to 5 sites annually)
<input type="checkbox"/> Business Retention/Attraction Program	\$100,000 to \$150,000 (for expansions/start-ups/new)

MAJOR FUNDING SOURCES

The following are several major sources of funding that may have potential for use along MacArthur Boulevard:

- Tax Increment Financing.** TIF is a State authorized program administered by a municipality that allocates future increases in property taxes from a designated area for improvements dedicated to that area. Under TIF, the property taxes due to an increased value from new development, increases in new assessment due to rehabilitation or improvement or tax rate changes, are allocated to the municipality in a Tax Increment Allocation Fund to be used for various redevelopment activities within the designated area. Other taxing districts continue to receive property taxes at the same level as before the TIF district was instituted. Eligible Master Plan implementation costs include:
 - Code revisions
 - Streetscape easement establishment
 - Site/building improvement program
 - Signage design and installation
 - Road/streetscape design and construction
 - Infrastructure improvements for development sites

- Business Improvement District (BID).** A BID is a State authorized financing program that municipalities can establish for improving infrastructure and attracting new commercial growth in a designated business improvement district. A BID is adopted by ordinance and is funded by small increments added to local sales or hotel taxes. Sales taxes can be used for several revitalization or redevelopment activities allowed under the BID statute; however, hotel taxes must be used for tourism and convention related activities. A BID remains in place for 23 years and revenues collected within it are placed in a Business District Tax Allocation Fund. A significant advantage of a BID is the flexibility and wider range of activities in which BID monies can be used as opposed to a TIF district or Special Service Area. Eligible Plan implementation costs include:

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- Code revisions
 - Streetscape easement establishment
 - Site/building improvement program
 - Signage design and installation
 - Road/streetscape design and construction
 - Infrastructure improvements for development sites
 - Acquisition, conveyance or disposition of property
 - Business retention/attraction program
 - Staff salaries related to implementation activities
- **Special Service Area (SSA).** A Special Service Area is a State authorized financing program that can be administered by the City or by a designated service provider agency, to deliver a wide range of additional services and physical improvements in a defined geographic area such as a central business district or commercial corridor. An SSA is funded by a special tax assessment paid by the property owners in the designated SSA district and can finance a variety of district management activities including marketing and special events, trash and snow removal, and sidewalk/public space maintenance. Special Service Areas can also underwrite infrastructure and building improvements. Eligible implementation costs include:
- Site/building improvement program
 - Signage design and installation
 - Road/streetscape design and construction
 - Business retention/attraction program
 - Branding, marketing and promotion activities
 - Special events
 - Streetscape maintenance services
 - Staff salaries related to implementation activities

Although a municipal government is required to pass an ordinance to adopt the SSA and oversee its operations, it may elect to have a separate service provider, such as a chamber of commerce, business association or downtown management organization, to serve as the operating and governing entity. The process for establishing an SSA requires obtaining support from property owners and taxpayers within the proposed SSA district. An overall strategy for organizing stakeholder support is important, along with determining the SSA's governing structure, level of services to be provided, and annual budget and boundaries. The municipality and service provider agency are required to hold a hearing to discuss the benefits of an SSA with local stakeholders and the community. A 60-day waiting period after the public hearing is required before adoption of the final SSA ordinance. If 51 percent of registered voters and property owners of record within the proposed SSA district boundaries file a petition to oppose adoption, the ordinance cannot be approved. The entire process to establish an SSA can take between six and 12 months.

- **Illinois Transportation Enhancement Program (ITEP).** Administered by IDOT and funded through the Federal Highway Administration (FHA), the ITEP provides grant funds to underwrite projects that expand transportation choices and enhance the overall physical environment and transportation experience. Eligible projects include streetscape improvements, provision of pedestrian, and bicycle facilities, environmental mitigation due to highway run-off and pollution, control and removal of outdoor advertising and rehabilitation and operation of historic

transportation buildings and facilities. Projects may receive up to 80 percent reimbursement for project costs with the remaining 20 percent paid by the local government or sponsoring agency. Average grant awards range from \$700,000 to \$900,000. Applications for the ITEP program are taken yearly and are awarded on a competitive basis. Eligible Master Plan implementation costs include:

- Signage design and installation
- Road/streetscape design and construction
- Trail linkages and improvements

- ❑ **Illinois Safe Routes to School Program.** This Program provides financial support for various initiatives that encourage children, including those with disabilities, to walk or bicycle to school. Eligible initiatives include the planning, development and implementation of projects that will improve safety and reduce traffic such as sidewalk and pedestrian crossing improvements, traffic calming and diversion mechanisms as well as the installation of bicycle facilities. The program will also underwrite educational activities to promote pedestrian and bicycle safety. Projects are funded at a 100 percent level with no local match required, although a School Travel Plan developed by the local school community is required to receive funding. The program is administered by IDOT with funding through the Federal Highway Authority. Eligible Master Plan implementation costs include:

- Signage design and installation
- Road/streetscape design and construction
- Trail linkages and improvements

- ❑ **Public Water Supply Loan Program.** Administered by the Illinois Environmental Protection Agency, this Program provides low-interest loans to local governments for replacement and construction of community facilities such as water mains and stormwater sewer systems. Engineering and construction costs are eligible expenses. Municipalities must provide design plans as well as documentation of adequate sources of revenue and security for loan repayment. Eligible Plan implementation costs include:

- Road/streetscape design and construction
- Infrastructure improvements for development sites

- ❑ **Emergency Repair Program.** The Emergency Repair Program provides funding for curb-to-curb road preservation and replacement on local and state highways on a competitive basis. The minimum grant award is \$300,000. The program is administered and funded through IDOT. Eligible Master Plan implementation costs include:

- Road/streetscape design and construction

- ❑ **Open Space and Land Acquisition/Development Program.** The OSRAD program provides grants to municipalities for the acquisition and development of land for open space, parks and bike paths. Funding assistance is awarded on a 50 percent matching basis with grant awards up to \$750,000 for land acquisition and \$400,000 for development and renovation. The Illinois

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Department of Natural Resources administers the program. Eligible Plan implementation costs include:

- Trail linkages and improvements
- ❑ **Transportation Investment Generating Economic Recovery Grants.** In June 2010, the US Department of Transportation (USDOT) announced funding for the TIGER II Program, which can underwrite various transportation projects sponsored by local and regional governments and transit agencies. Grant funds can be used to underwrite specific planning initiatives as well as for detailed engineering for capital facilities and transportation projects. Grants require a 20 percent match by the sponsoring agency or entity with a maximum grant award of \$3 million. The TIGER II program has only been funded for 2009-2010. If funded beyond 2010, the TIGER II program can be a significant source of financing for MacArthur Boulevard improvements. Eligible Plan implementation costs include:
- Road/streetscape design and construction
 - Trail linkages and improvements
- ❑ **Community Challenge Grants.** In the current fiscal year, the U.S. Department of Housing and Urban Development (HUD) has allocated \$40 million in funding for its Community Challenge Grants programs. Eligible projects include master planning, revisions to zoning and building codes and other planning activities that remove barriers to reinvestment in buildings, neighborhoods and commercial corridors. Eligible Plan implementation costs include:
- Code revision studies
 - Road/streetscape design and construction
 - Trail linkages and improvements

OTHER FUNDING SOURCES

Grants, contributions and technical assistance from foundations, institutions, other government agencies, businesses and individuals can also be secured to fund Master Plan initiatives. Private sector sources, for example, can help build the MBBA's operating budget through promotion and marketing sponsorships, increased memberships and project specific contributions. The City, MBBA, Chamber of Commerce and other local partners can encourage the use of existing business development tools as well as explore additional ones to facilitate business retention and attraction. Existing funding and assistance sources include:

- ❑ **Lincoln-Land Community College.** The College's Small Business Development Center provides technical services to prospective entrepreneurs, including training workshops and direct assistance with business plans, start-up financing and market research.
- ❑ **Illinois Department of Commerce and Economic Opportunity.** DCEO's Participation Loan Program provides funds for small businesses, including working capital, land/equipment purchase and building construction/rehabilitation. The Program works through local banks to provide loans ranging from \$10,000 to \$750,000.

- ❑ **Illinois Capital Access Program.** The Illinois Capital Access Program administered by DCEO encourages banks to provide financing to small or new businesses that would not otherwise qualify. The program is underwritten by a reserve fund established through DCEO and the borrower.
- ❑ **Illinois Revolving Line of Credit Program.** DCEO administers a revolving line of credit for businesses needing working capital at low-interest rates from \$10,000 to \$750,000.
- ❑ **Illinois Finance Authority.** The IFA Participation Loan Program works through local banks to provide low, fixed rate loans for the purchase of land and equipment as well as building construction/rehabilitation. Proceeds include up to \$500,000 or 50 percent participation in the loan.
- ❑ **U.S. Small Business Association.** With local banks, the SBA provides a number of guaranteed loan programs for existing and start-up businesses. Its 7(a) Loan Program in particular provides guaranteed financing for working capital, equipment, fixtures/furnishings, land/building improvements and debt refinancing. Short-term smaller loans of up to \$35,000 for working capital, inventory purchase and building improvements are available through the Micro-Loan Program.

New business development tools that should be considered include:

- ❑ **Equity Fund/Community Supported Financing.** The possibility of forming an equity fund for business capitalization, expansion and stabilization for Boulevard businesses should be explored. This might take the form of small group of investors pooling funds to create one or more needed businesses or a Boulevard or Citywide small business venture fund seeded and capitalized by private individuals, local and regional foundations and government grants. Community financed businesses can also be structured as cooperatives or as local stock corporations. Customer-owned cooperatives and community-owned stores structured as local stock corporations have become increasingly common in starting new grocery stores in underserved markets.
- ❑ **Business Plan Competitions.** Annual business plan competitions can be a useful and effective tool for helping existing business owners develop skills and increase sales and/or efficiency. It has been found to be particularly effective when each year's competition focuses on a specific challenge, such as adding a new product line, developing an online storefront or adding a new distribution channel. The competition could offer a cash prize, coupled with technical assistance to help all interested businesses compete. The MBBA could be the primary organizer of the business plan competitions and fund it through grants or contributions.
- ❑ **Start-Up Costs.** A number of communities, business associations and organizations have created programs to underwrite start-up costs for critical businesses. Financing for such programs typically use Community Development Block Grants, foundation grants and/or private capital to cover a percentage of start-up costs for businesses that meet periodic sales performance benchmarks.

STAKEHOLDERS/PARTNERS

The implementation of the Boulevard Master Plan will depend on partnerships between several public agencies as well as business owners, property owners and developers. An implementation “action committee”, with members representing various stakeholder groups, should be established to facilitate implementation activities. Other agencies and organizations that can play key roles in MacArthur Boulevard redevelopment as well as participate in the action committee, are described below:

MACARTHUR BOULEVARD ACTION COMMITTEE (MACBAC)

A “MacArthur Boulevard Action Committee” should be established to lead the overall implementation of the Master Plan. It should meet on a regular basis to direct and manage several implementation action teams. The Mayor of Springfield should appoint members of the Action Committee to represent public agencies, stakeholder groups, civic organizations and institutions.

Action teams should include the following:

- Finance Team.** This team would research public and private sources to underwrite Master Plan revitalization and redevelopment initiatives. It could also assist the City with capital improvement programming for the Boulevard as well as grants planning.
- Code Changes Team.** This team would coordinate the process for revising Springfield and Jerome’s zoning code to match the Boulevard Master Plan.
- Branding/Marketing Team.** This team would manage the process for creating the “Boulevard brand” and overall strategy for marketing and promoting the area.
- Signage Team.** This team would manage the process for designing the Boulevard signage system based on the preferred brand.
- Development Sites Team.** This team would initiate a process for engaging property owners, developing property assembly strategies and recruiting developers for the targeted development opportunity sites.
- Streetscape Team.** This team would manage the process for designing and engineering the streetscape improvements delineated in the Master Plan.

CITY OF SPRINGFIELD

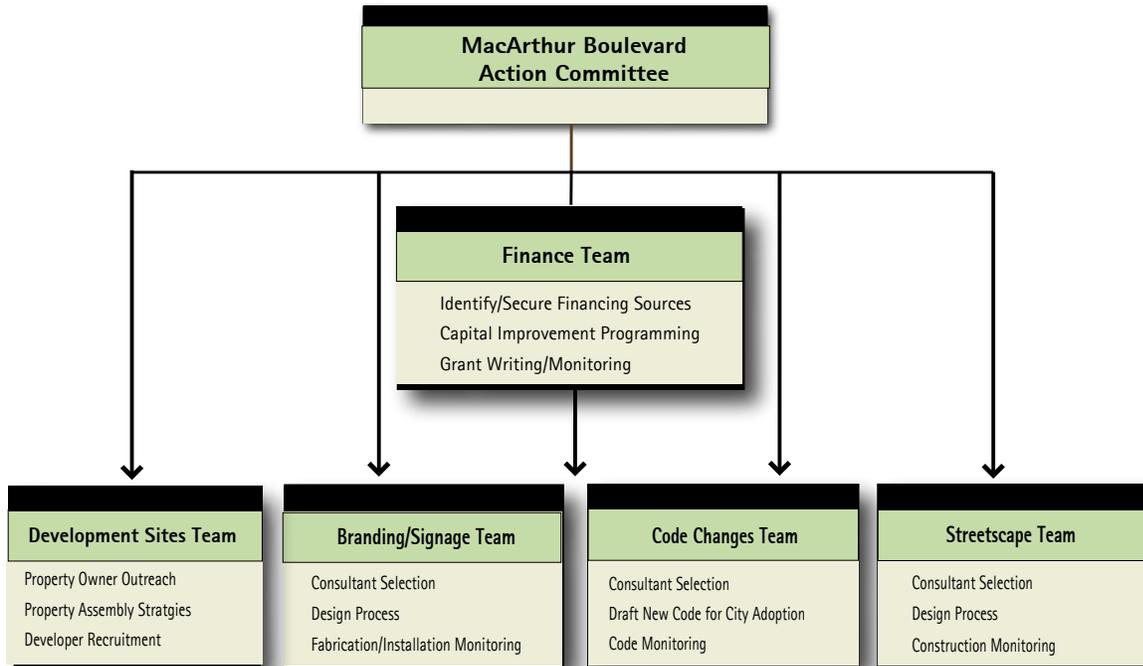
The City will need to take the key leadership role in moving the Master Plan forward. City roles and responsibilities should include:

- Formally approving the Master Plan.
- Revising zoning and other relevant development codes to support the Boulevard’s comprehensive

revitalization and redevelopment. An assessment of local zoning codes should focus on the types of land uses to be encouraged and allowed along the Boulevard as well as what approach should be undertaken to revise zoning, whether as an overlay zoning district or through a form-based approach.

- ❑ Preparing more detailed design documents for the recommended infrastructure, streetscape, signage and physical improvements, working closely with IDOT.
- ❑ The City, along with its implementation partners, will need to seek out and secure funding sources for the roadway, alley, streetscape and signage improvements recommended in the Master Plan as well as branding/marketing, business retention/attraction and building improvement initiatives.
- ❑ Meeting directly with the owners of key opportunity sites to get them involved in proactive development processes.
- ❑ Assisting with the acquisition, clearance and consolidation of buildings and the relocation of businesses located within development sites.
- ❑ Working directly with the MacBAC, MBBA and Chamber of Commerce on area marketing activities as well as business and developer recruitment.

MacBAC Organizational Chart



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SPRINGFIELD-SANGAMON COUNTY REGIONAL PLANNING COMMISSION

As the funding sponsor and project manager for the MacArthur Boulevard Master Plan as well as the joint planning body for Springfield and Sangamon County, the SSCRPC can continue to assist by providing the following technical services:

- ❑ Identifying funding resources for municipalities and other implementation partners.
- ❑ Collaborating with the municipalities on revisions to development regulations and adoption of new codes that support the Master Plan.
- ❑ Collaborating with IDOT, City of Springfield, MBBA and other entities on implementing public improvements.
- ❑ Providing technical support for the design/engineering needed to more specially address infrastructure/streetscape improvements.

CITY OF LELAND GROVE + VILLAGE OF JEROME

The City of Leland Grove and Village of Jerome can collaborate on implementation activities with the City of Springfield, SSCRPC, MBBA and others. These activities could include changes to zoning to promote more appropriate development, undertaking public improvements and participating in Boulevard marketing and promotion activities.

ILLINOIS DEPARTMENT OF TRANSPORTATION

Ongoing coordination with IDOT will be needed to fund, design, engineer and build the recommended public improvements including streetscape enhancements.

SPRINGFIELD PARK DISTRICT

Future changes, enhancements and connections to the regional bicycle trail system within the MacArthur Boulevard area should involve the Park District.

GREATER SPRINGFIELD CHAMBER OF COMMERCE

The Chamber promotes the civic and commercial progress of the Springfield community. It could assist the City and MBBA in promoting the development potential of MacArthur, including the MacArthur Boulevard Business Park as well as the commercial blocks.

BUSINESS/PROPERTY OWNERS

Boulevard business and property owners need to get directly involved with the Master Plan implementation. To show immediate action and positive progress in revitalizing the area, local owners can initiate signage,

storefront, building, parking lot and property improvements rather than wait for state and federal grants. They should also get more involved with area marketing activities and business/developer recruitment.

PRIVATE DEVELOPERS

Professional developers will need to be recruited to develop specific development opportunity sites along the Boulevard. Recruitment efforts should target developers from throughout the Midwest as well as central Illinois.

FINANCIAL INSTITUTIONS

With involvement from the City, MBBA and other stakeholders, local lenders could facilitate implementation of the Master Plan by financing projects or participating in new incentive programs that support local business and development initiatives, such as façade/building/site improvement projects.

MACARTHUR BOULEVARD BUSINESS ASSOCIATION

The MBBA was formed in 2007 to market MacArthur Boulevard as a shopping destination as well as to support businesses through promotional activities and special initiatives. The Association will need to continue to serve as a facilitator in engaging the community, property/business owners and public agencies in the implementation of the Master Plan. A strong community and business based organization that involves broad-based participation is critical to the long-term success of MacArthur Boulevard.

It is important to note that to become a strong implementation partner, the MBBA will first need to develop its organizational capacity, including hiring staff and expanding its operational budget and membership. If organized and funded properly, the association can effectively supplement City and SSCRPC staff by being “boots on the ground” staff /volunteers that work directly with local property and business owners.

The MBBA’s responsibilities should include:

- Serving as liaison between the City, MacArthur Boulevard Action Committee and property/business owners.
- Regularly meeting with property/business owners to inform them of the progress of revitalization initiatives as well as to discuss specific business needs and marketing opportunities.
- Encouraging business and property owners to get involved in MacBAC teams and MBBA committees.
- Assisting the City and SSCRPC in securing financial resources.
- Promoting MacArthur Boulevard as a shopping destination as well as keeping the region informed on the progress of revitalization efforts through on-going marketing activities.
- Collaborating with the City, Chamber of Commerce and other entities in recruiting new businesses and developers to the area.
- Collaborating with the City to facilitate building and site improvements for property owners and merchants.

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- ❑ After the Boulevard streetscape design is set and funding is secure, acting as a liaison and “trouble shooter” between the City, contractor and Boulevard businesses to help minimize the impacts of streetscape construction.
- ❑ Eventually providing maintenance and snow removal services for the completed streetscape.

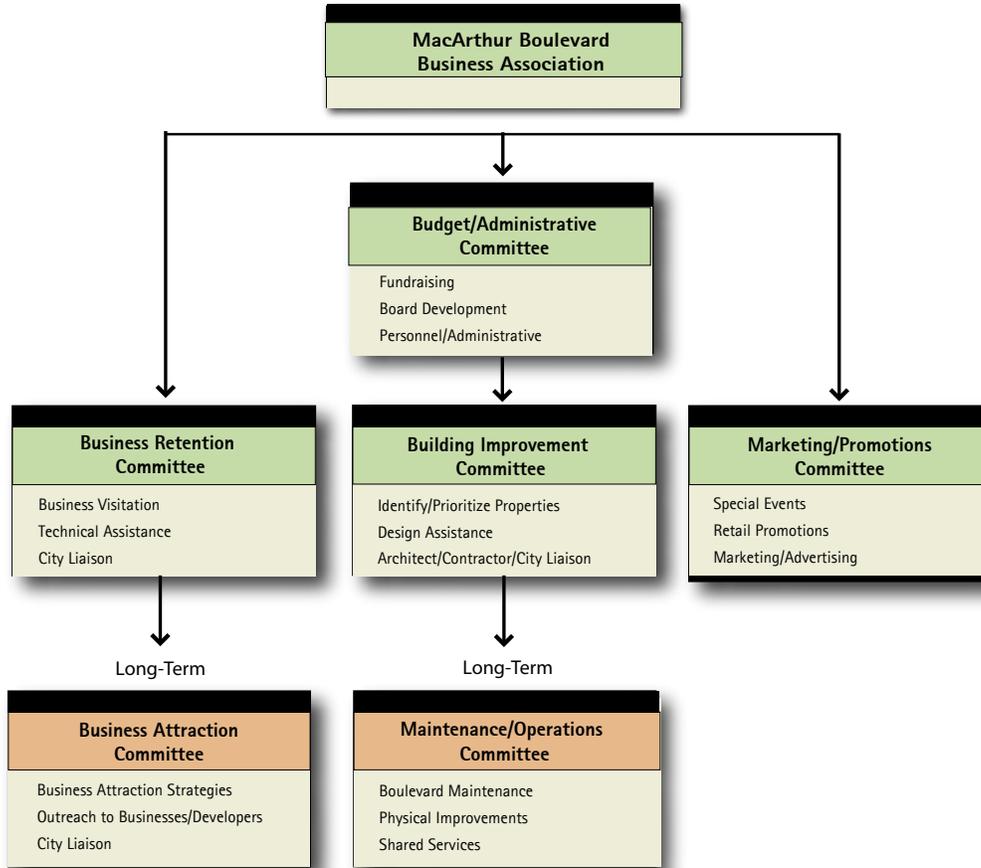
To more efficiently manage the organization as well as coordinate specific implementation tasks the following MBBA committees should be established. The committees should be staffed by MBBA members and interested volunteers, who should be recruited for their specific skills and interests. A chairperson should be appointed to manage each committee and report to the board on a regular basis.

- ❑ **Budget/Administrative Committee.** This committee, which should include board members, would develop a fundraising plan that outlines multiple funding sources for MBBA operations as well as Master Plan implementation. Other administrative functions would include managing personnel and committees, preparing work plans for committees and board development.
- ❑ **Marketing Committee.** Working with MacBAC, this committee would first organize the Boulevard branding and marketing strategy. It would then manage the special events, promotions, advertising and public relations activities recommended in the strategy.
- ❑ **Business Retention Committee.** This committee would meet with businesses on a regular basis to discuss operational issues, relocation needs and technical assistance.
- ❑ **Business Attraction Committee.** This committee would recruit local and regional businesses and developers to MacArthur Boulevard.
- ❑ **Site/Building Improvement Committee.** This committee would work with Boulevard merchants and property owners to improve sites, buildings and business signage.
- ❑ **Maintenance/Operations Committee.** In the long-term, as streetscape and other physical improvements take place along the Boulevard, the MBBA can step forward to provide ongoing streetscape maintenance services, involving street cleaning, landscaping and snow removal. Shared services for private properties involving property maintenance, garbage collection and snow removal should also be explored regarding cost effectiveness.

REVITALIZATION SEQUENCE

Revitalizing MacArthur Boulevard as a thriving mixed-use commercial district will require a sustained, long-term commitment by the City of Springfield, MacArthur Boulevard Business Association (MBBA), Springfield-Sangamon County Regional Planning Commission (SSCRPC) and business and property owners. Since the Master Plan will take time to implement, setting clear priorities at the beginning of the revitalization and redevelopment process, based on available financial and organizational resources, will be critically important to achieving short-term goals and building momentum for more significant long-term change. A well-coordinated effort that engages both the public and private sectors in various revitalization and redevelopment activities is also needed to achieve the Plan’s recommendations.

MBBA Organizational/Committee Chart



The redevelopment sequence that is presented below outlines action steps and a timeline for implementing the Master Plan. Implementation activity should initially be managed by a volunteer “MacArthur Boulevard Action Committee” with a transition of several responsibilities to the MBBA as it builds its organizational capacity. The timeline will also be largely influenced by current economic conditions as demand for new development in Springfield and Sangamon County will likely be relatively modest over the next decade, but new infill development could be absorbed and supported over time. However, even with new development incentives, infrastructure improvements and active recruitment of developers, it is unlikely that all new commercial and residential demand in the Springfield metropolitan area could be captured along MacArthur Boulevard. The greatest challenge for the area will be to begin redevelopment projects that, when bolstered by appropriate and effective business development, marketing and public improvement activities, are more likely to have the greatest short-term impact in reshaping the Boulevard’s performance and image.

FIRST PHASE (1 TO 2 YEARS)

The following actions should be taken within the next 1 to 2 years to activate and achieve short-term objectives and build momentum for long-term change:

Boulevard Development

- ❑ Formally approve and adopt Master Plan as the official public policy document for the Boulevard’s revitalization and redevelopment.
- ❑ Secure funding and hire a consultant to revise the City’s codes to facilitate new development and promote a more cohesive design character. Establish a consistent build-to line for new development to strengthen the building “street wall” and create a more visible building scale and sense of enclosure along the Boulevard.
- ❑ Identify and secure a wide range of financing sources, such as City capital improvement funds, Tax Increment Financing and state/federal grants, for infrastructure improvements and redevelopment initiatives.
- ❑ Enhance the Town and Country Shopping Center with improved landscaping, parkways, walks, site/business signage and building façades.
- ❑ Demolish the vacant buildings on the Kmart/Bowling Alley block and Esquire Theatre block. Use the blocks for green space, public gardens or other open space until demand returns for new housing and commercial uses. Promote the Master Plan redevelopment concepts to local and regional developers.
- ❑ Begin discussions with property owners regarding the redevelopment of the Federated Funeral Directors block and initiate a developer recruitment process.
- ❑ Begin discussions with property owners regarding the redevelopment of the MacArthur Park Apartment complex and adjacent Boulevard frontage blocks and initiate a developer recruitment process.
- ❑ Assess the feasibility of the Master Plan concepts for a MacArthur Boulevard business/service park at the I-72 interchange and senior housing campus west of Legacy Pointe by securing funds to complete market/site development studies.

Boulevard Enhancement

- ❑ Secure funding and hire consultants to design MacArthur Boulevard’s signage system and overall streetscape, including gateways at its South Grand Avenue, Wabash/Stanford Avenues and I-72 entrance points.
- ❑ Establish the recommended 20-foot streetscape easement along the Boulevard, including shared driveway and parking lot locations, using a standard City/property owner agreement.

- Determine a budget and identify financing sources for Boulevard signage and streetscape improvements as well as the individual site improvements needed to accommodate the new streetscape.
- Secure funding and prepare a design/engineering plan for realigning parking and installing new gardens within the South Side Christian Church block.
- Initiate an annual Boulevard “Clean-up/Green-Up” campaign.
- Assess potential improvements and secure funding needed to link the regional bicycle trail system to and through MacArthur Boulevard.

Capacity Building

- Establish the MacArthur Boulevard Action Committee (MacBAC) to facilitate Master Plan implementation.
- Initiate MBBA capacity-building efforts by developing a fundraising plan and operations budget, hiring staff and forming volunteer working committees.
- Secure funding and hire a consultant to design MacArthur Boulevard’s “brand image” and create a “Boulevard Marketing Strategy” that targets three market segments:
 - Neighborhood residents within a short walking, bicycling or driving distance.
 - Boulevard motorists that travel through the area on a daily basis.
 - Residents of the greater Springfield area, especially for specialty dining and products.
- Establish a “Business Retention Program” involving a business inventory, business/property owner site visits and technical assistance.
- Secure funding and establish a “Building Improvement Program” that involves technical assistance and funding for site and building enhancements.
- Consider a Special Service Area, Business Improvement District and/or equity fund to finance marketing, management and business retention/attraction activities.

SECOND PHASE (2 TO 5 YEARS)

The following actions should be taken within the next 2 to 5 years to continue to bring significant change to the Boulevard:

- MacArthur Boulevard Action Committee continues leading overall implementation of the Master Plan.

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- Monitor the effectiveness of zoning and code changes and undertake additional modifications if necessary to achieve the Boulevard land use mix and design character envisioned in the Master Plan.
- Update the City's Capital Improvement Program based on the approved budget and phasing for the Boulevard streetscape improvements.
- Continue to secure financing sources to fund infrastructure improvements, redevelopment initiatives, marketing and business retention and attraction activities.
- Construct consolidated curb cuts and parking lots along with new parkways, landscaping, gateways, signage and lighting to create a new, "green" MacArthur Boulevard.
- Complete demolition of vacant buildings and initiate redevelopment efforts for the Kmart/Bowling Alley, Esquire Theatre, Federated Funeral Directors and MacArthur Park Apartment blocks.
- Construct new parking and install new gardens along the South Side Christian Church frontage.
- If determined to be feasible, recruit developers for the business/service park and senior housing campus developments. Initiate relocation of auto-related service businesses and similar land uses to the business/service park.
- Continue MMBA capacity-building efforts by developing new funding sources, hiring additional staff, recruiting new board members and forming additional working committees.
- Establish a "Business Attraction Program" that expands the Boulevard's business mix, including possibly attracting a small specialty grocery store. Focus program on strengthening the Boulevard's small cluster of home improvement/furnishings businesses and developing new entertainment venues, serving both adjacent neighborhoods and the region.
- Continue ongoing business retention activities and if feasible create financial incentives.
- Continue marketing activities that attract shoppers from the three Boulevard target markets.
- Continue to target properties for enhancements.

THIRD PHASE (5+ YEARS)

The following actions should take place 5 years and beyond to achieve more change along MacArthur Boulevard:

- Complete redevelopment of the Kmart/Bowling Alley block, Esquire Theater block, Federated Funeral Directors block, MacArthur Park Apartments/frontage blocks, business park and senior housing campus.

- ❑ Develop new infill housing on the blocks not considered key development opportunity sites as delineated in the Master Plan. Consider apartments, condos and senior housing along the Boulevard frontage and attract a small boutique hotel, ideally between South Grand Avenue and Outer Park Drive, with a locally owned or small regional chain.
- ❑ Update the Master Plan and Zoning Ordinance if needed to account for changing conditions and opportunities
- ❑ Transition the MacArthur Boulevard Action Committee activities to respective municipalities, agencies and organizations.
- ❑ Expand MBBA Boulevard management responsibilities in addition to business retention/attraction and marketing functions. These responsibilities may include maintenance of the newly constructed streetscape as well as shared snow plowing, garbage collection and property maintenance for businesses.
- ❑ Monitor the Boulevard Marketing Strategy, annual “Clean-up/Green-Up” campaign and Business Retention, Business Attraction and Building Improvement Programs for effectiveness and future funding needs.
- ❑ Monitor the various funding sources secured for Boulevard programs, enhancement projects and development initiatives. Continue to assess and secure new funding sources.

