



Massachusetts Gaming Commission  
101 Federal Street, 12th Floor  
Boston, MA 02110

**2017 COMMUNITY MITIGATION FUND**  
*Specific Impact Grant Application*  
**BD-17-1068-1068C-1068L-11234**

*Please complete entire Application*

City of Everett

1. NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT

Department of Planning and Development

2. DEPARTMENT RECEIVING FUNDS

Tony Sousa - Director

3. NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS

484 Broadway, Everett, MA 02149

4. ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS

617-394-2245, tony.sousa@ci.everett.ma.us

5. PHONE # AND EMAIL ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS

Carlo DeMaria Jr. - Mayor

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

484 Broadway, Everett, MA 02149

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

617-394-2270 mayorcarlo.demaria@ci.everett.ma.us

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

Wynn Boston Harbor

9. NAME OF GAMING LICENSEE



**1. IMPACT DESCRIPTION**

**Please describe in detail the impact that is attributed to the construction of a gaming facility. Please provide support for the determination that the construction of the gaming facility caused or is causing the impact.**

Since final planning, engineering and preliminary construction have begun on the Wynn site, the City has experienced significantly more congestion along Broadway than was initially anticipated.

This has been primarily due to construction of the site access road, as well as utility work which has been required to ensure that the City's water, gas, and electric lines are sufficient to service the Wynn development and surrounding neighborhood. Lane closures during the daytime hours to facilitate these repairs and upgrades on Broadway have become a frequent occurrence, snarling traffic and transit service along the corridor. Travel times along the corridor often match or exceed those during morning rush hour, particularly when a lane closure is in effect.

We now anticipate that the lane closures and congestion on lower Broadway that we are currently experiencing will become significantly more pronounced during full reconstruction of the roadway during the upcoming two years.

In addition, modifications to the roadway design since the MEPA process concluded- which include the addition of a separated bicycle facility as recommended by a MassDOT Roadway Safety Audit- will create additional complications during construction that will require additional lane closures.

The impacts of congestion are significant and can be quantified in dollar amounts that reflect lost time, productivity and environmental impacts. Conservative estimates by the FHWA and other transportation agencies and researchers estimate the value of congestion to be anywhere between \$10 and \$15 per person hour for private automobiles and as high as \$32 per vehicle hour for trucks. A 3 minute delay due to casino-related construction equates to approximately \$0.50 per person per trip. Spread across 20,000 vehicles (half of the daily traffic in the corridor) and 250 days per year, this equals a minimum of \$2.5M in congestion related costs borne by drivers, residents and businesses in Everett. The City asserts that mitigation for the costs related to this added traffic congestion should be compensated in part through the funding of alternative transit that would not only mitigate the costs of added congestion, but also provide a long lasting investment to the City and its residents that shifts mode share and encourages active transportation as a means to reduce

congestion.

**2. PROPOSED MITIGATION**

Please identify below the manner in which the funds are proposed to be used. Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact from the construction of a proposed gaming establishment. Please describe how the mitigation request will address the specific impact indicated. Please attach additional sheets/supplemental materials if necessary.

The funds provided through this grant would be used to help build, operate and maintain a bike sharing service in Everett that would provide alternative mobility to Everett residents and workers. As has been demonstrated in neighboring cities such as Boston, Somerville and Cambridge, a comprehensive and well planned bike sharing service can act as an extension of the public transit system by providing last mile service from bus and rapid transit stations to locations that currently lack any transit service. In this fashion, destinations that would have otherwise required a private vehicle to reach, become accessible to public transit via the last mile connection by bike, thus reducing the likelihood of the same trip being made by car. This is particularly pertinent in Everett where all of the nearest rapid transit stations lie outside of the City limits.

For example, a resident living in Everett who works in South Boston is currently more likely to drive to work via Broadway, Sullivan Square and I-93 due to the fact that existing transit connections to South Boston take over one hour and require multiple transfers. However, with the opening of the Chelsea Silver Line extension in 2017 that same worker could travel from Logan Airport to Chelsea in 20 minutes via the Silver Line, and then to their final destination in Everett via bike share, making their total travel time competitive with driving a private vehicle and reducing the likelihood of that vehicle trip occurring. The bike share is key to providing the last mile trip from the rapid transit hub to the final destination.

The money awarded through this grant would be used for capital and startup costs of a bike share system, while ongoing operational costs would be covered by the City through City operating funds and sponsorship agreements with local businesses and developers including the Wynn Casino- which is required through its MEPA certificate to sponsor at least one bike sharing station.

The City of Everett has been working with the Metropolitan Planning Agency to investigate various models for implementing a

## 2017 SPECIFIC IMPACT GRANT APPLICATION

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bike share system in Everett and develop cost estimates. It is the City's preference that a bike share system in Everett be compatible with the system already in place in the Cities of Boston, Somerville and Cambridge. This system has logged over 5 million trips since its inception in 2011 and has the strongest potential to mitigate trips on the Broadway corridor. This type of bike share system requires both an upfront capital investment and recurring operating costs. The \$400,000 received through this grant award would fund capital costs for approximately 10 bike share stations, each with 15 bicycle docks. This would provide coverage to the entire City of Everett with no resident living more than  $\frac{1}{4}$  mile from a bike share station.

Connections to rapid transit stations are a critical element of making the bike share system successful. Currently, the nearest station with a bike sharing station is Sullivan Square in Somerville, a critical link to the MBTA Orange Line. The City of Everett would also seek to have bike share stations installed at Wellington Orange Line station and the Chelsea Silver Line station set to open this year. These bike share stations would be funded by the City of Everett and located on MBTA property similar to other stations in Boston and Cambridge. The City of Everett has had preliminary discussions with the MBTA's real estate department regarding the expected terms of an agreement that would provide bike share service on their property.

Lastly, the City of Everett has done preliminary outreach to area businesses, developers and others who may be willing to contribute to yearly operating costs of the system. The City has received positive interest from at least a half dozen businesses and developers and is currently planning to host a working group with these interested parties in March of 2017.

The City believes that a bike share system can be implemented in the City of Everett on a relatively short time frame as early as late summer of 2017. This timeline is based on ongoing discussions with MAPC, which would facilitate the operating agreement with the bike share operator as well as the memorandum of understanding with surrounding communities who also operate a bike share system.

**3. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

**Please provide detail regarding the controls that will be used to ensure that funds will only be used to address the specific impact. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.**

The City's internal control structure regarding all grants have been designed to ensure compliance with the federal Office of Management and Budget circulars A-87 "Cost Principles for State, Local, and Indian Tribes", and A-102 "Grants and Cooperative Agreements with State and Local Governments" regardless if the grants are not federal. The control structure ensures all transactions are properly recorded and accounted for, and all transactions are executed in compliance with Laws, regulations, and the provisions of contracts and grant agreements. Some examples of these controls include, but are not limited to:

The City's accounting system records all grants and the related grant activity in separate funds, and does not comingle grant activity between grants.

The City utilizes a requisition and purchase order system within the accounting system to ensure expenditures are sufficiently authorized for their intended purpose and adequate funding exists prior to procuring goods or services.

The City individual responsible for the management of the grant will be the only individual allowed to authorize expenditures to the grant, ensuring that only legitimate grant activity is charged to the grant. The City's accounting system automatically controls this process, which is then manually reviewed by the City Auditor's office during the payment processing.

Grant records maintained by the City individual responsible for the management of the grant will be reconciled with the City Auditor's office on a quarterly basis. Any discrepancies identified during this process will be researched and corrected within 15 days from the date identified.

**4. RELEVANT EXCERPTS FROM HOST OR  
SURROUNDING COMMUNITY AGREEMENTS**

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



Part "C" of Section 6 of the Host Community Agreement between Wynn and the City of Everett details the commitment to public transportation access along Broadway and to the casino site. In addition, the MEPA certificate awarded to the Wynn Casino includes a commitment that the developer sponsors at least one bike share station in their facility.

The Host Community Agreement, executed in the summer of 2012, does not fully anticipate the level of traffic congestion that we are now experiencing, particularly relative to the construction of the casino's access road and the volume of necessary utility work upgrades, due in large part to the novelty of a project of this size with numerous moving pieces that continue to evolve as the development progresses. A single-phase project of this size is unique not just to Everett, but also to the entire state of Massachusetts, and we are in some aspects learning as we go.

The Host Community Agreement was executed well before the gaming license was granted, which then led to the information and requirements of the Section 61 findings and MEPA certificate. Without the Section 61 findings and MEPA certificate, it was not possible to fully anticipate the scope of traffic patterns and emphasis on smart transit and mode share that would emerge.

Additionally, at the time we signed the Host Community Agreement, the city was not nearly as involved with implementing the Complete Streets framework as we are today, and MassDOT was not actively promoting the local adoption of complete streets policy to the level that they have in the past few years. A Complete Street is one that provides safe and accessible options for all travel modes - walking, biking, transit and vehicles - for people of all ages and abilities, and we have enthusiastically embraced this model.

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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

*Carlo D. Maria, Jr.*

*2/1/17*

Signature of Responsible Municipal  
Official/Governmental Entity

Date

**APPROVAL OF THE MASSACHUSETTS GAMING COMMISSION**

On behalf of the Massachusetts Gaming Commission, the Commission hereby authorizes the payment from the Community Mitigation Fund in accordance with M.G.L. c. 23K as outlined in this Application.

Executive Director

Date

Ombudsman

Date

**From:** Hart, Kasia [<mailto:khart@mapc.org>]  
**Sent:** Monday, December 12, 2016 11:20 AM  
**To:** Jay Monty  
**Subject:** RE: Bike Share in Everett

Hi Jay,

I hope you had a good weekend! I just wanted to follow up on this and see if you have any information regarding Everett's interest in bike share. In case it will help with any internal discussions, here is the information about pricing that I shared at the Inner Core meeting a while ago:

Capital costs

One station with 15 docking points: \$32,000  
One bicycle: \$1,100 \*10 = \$11,000  
TOTAL capital costs for one station: \$43,000

Operating costs

Operating costs per dock per month: \$110  
\$110 \*15 docks \*12 months = \$19,800 (annual operating costs per station)

So during the first year, the total cost (capital + operating) is about \$63,000 per station. However, capital costs are one-time, whereas operating costs are paid on an ongoing basis.

I hope this is helpful. Please let me know if I can provide any more information.

Thank you,  
Kasia

YOUR COMMUNITY, BETTER ON A BIKE

The Zagster logo features a stylized white icon of a bicycle wheel and frame on the left, followed by the word "Zagster" in a bold, white, sans-serif font. A small "TM" trademark symbol is positioned to the upper right of the word. The logo is centered over a blue-tinted photograph of a city street with trees and buildings.

Zagster™

# EVERETT BIKE SHARE

SPONSORSHIP & MARKETING OPPORTUNITIES

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SPONSOR OR ADVERTISE  
ON THIS BIKE'S BASKET,  
STATION SIGNAGE, OUR  
MOBILE APP, AND MORE!



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# BENEFITS OF BIKE SHARE



## BIKING

Bike share gets more people onto bikes. 16% of riders wouldn't have taken their trip if bike share wasn't available.

**33%**

33% of new bike share members in Minneapolis had ridden less than once per month before joining.



## BUSINESS

Bike share increases the spending of residents and visitors, positively impacting local business.

**79%**

79% of bike share riders in surveyed in Washington D.C. intended to spend money during their trip.



## HEALTH

Biking just 30 minutes a day can reduce the risk of heart disease by 82% and the risk of diabetes by up to 58%.

**60%**

Going for a relaxed bike ride burns 60% more calories than walking.



## TRANSIT

Bike share reduces traffic, makes transit connections easier and reduces congestion along busy routes.

**52%**

In Minneapolis, bike share members reduced car ownership by 1.9% and driving trips by 52%



## PLANET

Biking helps the planet and the city. Bikers arrive happier than people stuck in traffic and each trip is carbon free.

**150**

In Boston, Hubway was able to show carbon offset of 150 tons per year from bike share.

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# WHO USES BIKE SHARE?

## VISITORS

- ▶ Tourism
- ▶ Business
- ▶ Conventions

## STUDENTS

- ▶ Getting around campus
- ▶ Exploring the city
- ▶ Replacing bike ownership

## RESIDENTS

- ▶ Leisure
- ▶ Adventure
- ▶ Convenience

## EMPLOYEES

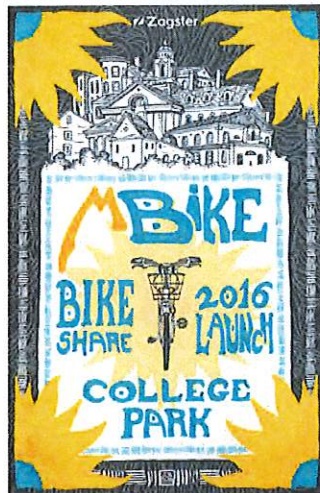
- ▶ Commuting
- ▶ Meetings
- ▶ Health & Wellness

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# ABOUT ZAGSTER

## ZAGSTER FULL SERVICE BIKE SHARE

Hardware	Software	Marketing	Operations
Bikes	iOS and Android Apps	Custom Website	Launch and Success Teams
Baskets	Text Reservation Support	Printed Materials	Complete Maintenance
Docks	Real-time Cloud Data	Press Relations	Repairs & Replacements
Custom Signage	Administrative Reporting	Local Promotion	24x7 Rider Support
Locking Technology	Bike Location Beacons	Digital Assets	\$4M Liability Coverage



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# ABOUT ZAGSTER

## CRUISER BIKE

Adjustable seat fits adult riders

Smart keypad control allows for quick checkout

Fenders and chain guard keep riders clean

Mounted ring lock immobilizes bike when not in use

Docking cable securely attaches bike to station



8 gear shifting

Bell

Convenient front basket with prominent branding

Dynamo powered, automatic front & rear lights

Individual docking station

## DOCKS

3 points of contact including a wheel-well keep bikes organized and upright.



Versatile installation options allow infinite expandability.



## SHARING TECHNOLOGY

Riders can unlock, ride and return any bike with their mobile phones.



Because all the locking technology is automated and installed on the bike, there's no need for expensive kiosks.

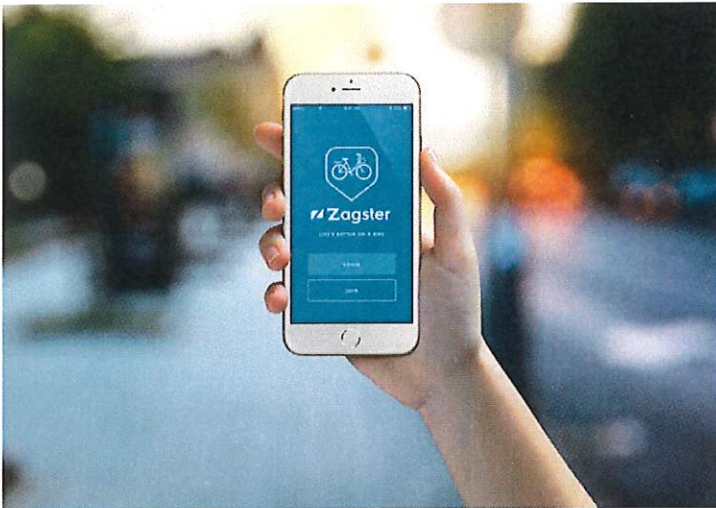




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# HOW IT WORKS

- 1 BORROW**  
Enter the bike's number into the app and tap START RIDE. You'll get a unique code to enter into the keypad and the lock will automatically disengage.
- 2 RIDE**  
Obey traffic laws, wear a helmet, and be safe! You can use the app to lock up along the way if you want to make a short stop.
- 3 RETURN**  
When you are ready to end your trip, bring the bike back to any Zagster station. Press the lock button on the keypad and attach the docking cable to the ring lock. To finish, tap END RIDE in the app.



# ADVERTISING ASSETS

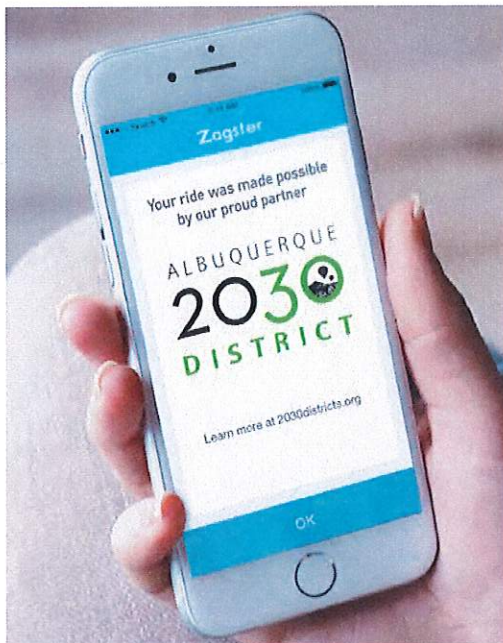
## 1 BIKE BASKETS



## 2 STATION SIGNS



## 3 DIGITAL



## 4 PRINT MATERIALS



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# STATION SPONSORSHIP OPPORTUNITY



## EVERETT BIKE SHARE \$18,000 PER YEAR 1 STATION 10 BIKES

- ▶ Station placement priority
- ▶ Brand inclusion on a sponsored station
- ▶ Brand inclusion on bikes
- ▶ Brand inclusion on marketing collateral and system maps
- ▶ Limited brand inclusion on system website, rider communications, social media & promotions
- ▶ App logo impression package
- ▶ Landmark priority package (landmarks included on system maps in local marketing collateral to riders)
- ▶ Free membership passes

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## CONTACT INFORMATION

### DAVE REED

Zagster  
dreed@zagster.com  
(617) 714-9848

### JAY MONTY

City of Everett  
jay.monty@ci.everett.ma.us  
617-544-6033