



MASSACHUSETTS GAMING COMMISSION  
PUBLIC MEETING #225

September 28, 2017

9:30 a.m.

**MassMutual Center**

1277 Main Street – Meeting Rooms 1 & 2  
Springfield, MA



Massachusetts Gaming Commission



**NOTICE OF MEETING and AGENDA  
September 28, 2017**

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Massachusetts Gaming Commission. The meeting will take place:

**Thursday, September 28, 2017  
9:30 a.m.  
MassMutual Center  
1277 Main Street, Rooms 1 and 2  
Springfield, MA**

**PUBLIC MEETING - #225**

1. Call to order
2. Approval of Minutes
  - a. September 14, 2017 – VOTE
3. Ombudsman – John Ziemba
  - a. Northampton Mitigation Fund Reserve Request – VOTE
  - b. MGM Springfield Status Update
4. Workforce, Supplier and Diversity Development – Jill Griffin, Director
  - a. Region B Gaming School Funding Update – VOTE
5. Racing Division – Alex Lightbown, Director and Chief Veterinarian
  - a. Massachusetts Thoroughbred Breeders Association Finger Lakes Racing Request – VOTE
6. Commissioner's Updates
  - a. Gaming Stakeholders Economic Development Presentations – Commissioner Stebbins
    - i. Western Mass Economic Development Council
    - ii. Greater Springfield Convention & Visitors Bureau
    - iii. Pioneer Valley Planning Commission
    - iv. Regional Employment Board of Hampden County
    - v. Holyoke Community College/Springfield Technical Community College TWO Program
    - vi. City of Chicopee/Westover Metropolitan Airport
    - vii. Springfield Regional Chamber

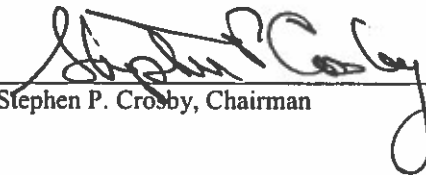


**Massachusetts Gaming Commission**

7. Other business -- reserved for matters the Chair did not reasonably anticipate at the time of posting.

I certify that on this date, this Notice was posted as "Massachusetts Gaming Commission Meeting" at [www.massgaming.com](http://www.massgaming.com) and emailed to: [regs@sec.state.ma.us](mailto:regs@sec.state.ma.us), [melissa.andrade@state.ma.us](mailto:melissa.andrade@state.ma.us).

9/25/17  
DATE

  
Stephen P. Crosby, Chairman

**Date Posted to Website:** September 26, 2017 at 10:00 a.m.



Massachusetts Gaming Commission

**DRAFT**



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## Massachusetts Gaming Commission Meeting Minutes

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**Date/Time:** September 14, 2017– 10:00 a.m.

**Place:** Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA

**Present:** Chairman Stephen P. Crosby  
Commissioner Gayle Cameron  
Commissioner Lloyd Macdonald  
Commissioner Bruce Stebbins  
Commissioner Enrique Zuniga

**Time entries are linked to  
corresponding section in  
Commission meeting video**

### **Call to Order**

See transcript pages 2-3

[10:00 a.m.](#) Chairman Crosby called to order the 224<sup>th</sup> Commission meeting.

### **Approval of Minutes**

See transcript pages 3-57

*Commissioner Macdonald moved for the approval of the Commission meeting minutes of August 10, 2017, subject to corrections for typographical errors and other nonmaterial matters. Motion seconded by Commissioner Cameron. Motion passed unanimously.*

### **Administrative Update**

See transcript pages

Mr. Bedrosian reported on racing at Suffolk Downs over the Labor Day weekend and further reported that there is one more weekend of racing this year, September 30 and October 1. Mr. Bedrosian thanked the racing staff for all of their hard work at the Suffolk weekends this year.

Mr. Bedrosian advised the Commission that there is about 1 year until the opening of MGM Springfield. He reported that there are now monthly meetings between Commission staff and MGM staff in preparation for opening and that those meetings



## DRAFT

will become more frequent as we get closer to the actual opening. Mr. Bedrosian reported that staff will be in training on September 21 and 22 on an internal tracking tool that staff will be using to manage the opening process.

As part of the Administrative Update, Deputy General Counsel Grossman presented on the changes to the MGC Mission and Values Statement. Commissioner Macdonald raised a question as to what it means when the statement refers to “partners”. Commissioner Zuniga stated that it referred to, for example, other agencies and municipalities. The Commission discussed whether to change “partners” to “participants” but the consensus was that “partners” is the appropriate term.

*Commissioner Cameron moved that the Commission adopt the revised core values for the Massachusetts Gaming Commission and to include the mission statement. Motion was seconded by Commissioner Stebbins. Commissioner Crosby noted that when he met with the Chair of the Cannabis Commission, the Chair noted the MGC Mission and Values Statement displayed in the lobby. Motion passed unanimously.*

Executive Director Bedrosian described the process by which staff reviewed the Commission’s Enhanced Ethics Code and created the recommendations found in the Commission packet. Mr. Bedrosian stated that this is the beginning of the discussion regarding the review. Chairman Crosby asked for the statutory basis for the Enhanced Ethics Code. General Counsel Blue read the applicable provisions of 23K to the Commission.

Deputy General Counsel Grossman explained that he would go over the highlights of the recommendations and referred the Commission to several points for their consideration such as the definition of “licensee” and the definition of “immediate family” and what type of due diligence is required. Executive Director Bedrosian suggested a tiering of this discussion and Mr. Grossman agreed that a quadrant might be helpful.

The Commission discussed the issue of how consultants are addressed under the Enhanced Ethics Code, when the relationship with a consultant ends, staff staying at a licensee hotel during pre-opening or in an emergency; staff and commissioners’ ability to go to a gaming establishment and the requirement to check in with State Police; and conversations with Commissioners regarding a matter before them.

### **Workforce, Supplier and Diversity Development**

See transcript pages 57-86

Director, Workforce Supplier Diversity Development Jill Griffin and Construction Oversight Project Manager Joe Delaney presented on the vendor diversity exemption process. Director Griffin stated that the basis for the policy is found in section 21(e) of chapter 23K. Director Griffin stated that the Commission approved a diversity plan for each licensee and that this policy was part of each plan. The policy will create a process for a licensee to request an exemption from the diversity requirement when there is a product or service and it can be shown that there is no

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diverse vendor available to provide the product or service. Mr. Delaney advised that the licensees have reviewed the proposed policy and are comfortable with it. The Commission discussed whether this policy should be incorporated into the Commission's regulations and it was determined that inclusion in regulations was unnecessary since the need for the policy will end once construction is complete. The Commission determined that the policy will be implemented by the Executive Director and requested that staff return with feedback on how the policy was working.

Commission took a short recess  
Commission reconvened

Commission Stebbins provided the Commission with an update on his work on strategies for use of the Economic Development Fund. He reported that he is working on a white paper on possible recommendations on use of the Economic Development Fund. He described the letter he sent to various stakeholders requesting their ideas and possible presentations to the Commission at an upcoming Commission meeting. Commissioner Stebbins stated that all stakeholders were requested to submit draft strategies by close of business tomorrow, September 15. Chairman Crosby congratulated Commissioner Stebbins on his efforts on this project and asked if Commission Stebbins was in touch with legislators. Commissioner Stebbins stated that he would reach out to legislative staffers to see if they would like to come to the presentations at the Commission meetings.

### **Racing Division**

See transcript pages 86-112

Racing Director Alex Lightbown presented Suffolk Downs' request for additional purse money from the Race Horse Development Fund for the last weekend of racing in the amount of \$288,000. Director Lightbown stated that this request will allow Suffolk Downs to maintain the same level of purse money that it had for the prior 3 weekends of racing this year. Bruce Barnett, Esq. attended as a representative of Suffolk Downs. In response to a question from Commissioner Stebbins regarding whether there would be more races as was the case at the third weekend of racing, Mr. Barnett explained that the third weekend represented the perfect storm of other tracks not racing that weekend and additional available horses.

*Commissioner Stebbins moved that the Commission approve the request by Suffolk Downs for an additional \$288,000 from the Race Horse Development Fund for purses. Motion seconded by Commissioner Cameron. Motion approved unanimously.*

Doug O'Donnell, Racing Senior Financial Analyst presented on the Suffolk Downs request for reimbursement from the capital improvement fund and the Suffolk Downs request for consideration.

*Commissioner Stebbins moved that the Commission approve the request for consideration for the Suffolk Downs Capital Improvement Trust Fund for*

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*\$88,951.28. Motion seconded by Commissioner Zuniga. Motion approved unanimously.*

*Commissioner Stebbins moved that the Commission approve the four items for reimbursement for the Suffolk Downs Capital Improvement Trust Fund as outlined in the memo and included in the packet. Motion seconded by Commissioner Cameron. Motion approved unanimously.*

Mr. O'Donnell presented a Plainridge Racecourse request for reimbursement from the capital improvement fund and a Plainridge Racecourse request for consideration.

*Commissioner Zuniga moved that the Commission approve the request for consideration from Plainridge Racecourse in the amount of \$90,120.59 for the projects outlined in the packet. Motion seconded by Commissioner Stebbins. Motion approved unanimously. Commissioner Stebbins moved that the Commission approve the request for reimbursement for Plainridge Racecourse Capital Improvement Fund the two projects totaling \$243,950.68. Motion seconded by Commissioner Macdonald. Motion approved unanimously.*

### **Ombudsman**

See transcript pages 112-150

Ombudsman Ziemba introduced the staff from Plainridge Park Casino ("PPC") and stated that PPC is here to present their quarterly report. PPC presented on net gaming revenues; win per unit metrics; number of employees; workforce diversity numbers; total spend by state and municipality; vendor diversity; lottery sales and compliance.

PPC presented on its support of various community groups. PPC described cross-marketing with other organizations like the Patriots and Wrentham Outlets. PPC also described the special events held on-site such as boxing and comedy performances.

12:15 p.m. The Commission took a recess for lunch.

12:45 p.m. The meeting resumed

Ombudsman Ziemba presented the names of members for re-appointment to Gaming Policy Advisory Committee subcommittees.

*Commissioner Zuniga moved that the Commission reappoint to the regional and diverse several subcommittees here of community mitigation, as articulated in the packet, to their current positions. Motion seconded by Commissioner Macdonald. Motion approved unanimously.*

Ombudsman Ziemba presented the proposed 2018 Community Mitigation Fund guidelines and the timeline for approval of the guidelines. Ombudsman Ziemba stated that this is the beginning of the process of preparing for the receipt of the 2018 applications. Ombudsman Ziemba stated that he hoped to have the guidelines finalized in December, 2017. He requested Commission input on the questions

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listed in the guidelines memorandum included in the Commission packet. Commissioner Zuniga asked if staff can incorporate a look back at what we've done so far under the Community Mitigation Fund and ask our advisory committee for input. Ombudsman Ziemba advised the Commission that the Community Mitigation subcommittee does review past grants and that we will forward a report to the sub-committee for its review. Chairman Crosby asked for the thought process behind allowing only municipalities to apply for grants and Mr. Ziemba advised that the statute allows only municipalities and governmental entities to apply.

Ombudsman Ziemba presented on the City of Medford's request to amend its Community Mitigation Grant. Ombudsman Ziemba explained the amendment and requested the Commission's approval

*Commission Macdonald moved that the Commission approve the request for the City of Medford to utilize \$5400 of its \$60,000 mitigation award for purposes of continuing the Mystic River Watershed Association to develop bid specifications in connection with that grant. Motion seconded by Commission Cameron. Motion approved unanimously.*

### **Legal Division**

See transcript pages 150-223

General Counsel Blue presented on the revised hearing regulations. She stated that the purpose of the revisions is to clarify what matters are heard in the first instance by the Commission; what matters are heard by the hearing officer; and to incorporate what staff has learned from the hearing process over the last several years. This is just the Commission's first look at these revisions and staff will circulate these regulations for informal comment and come back to the Commission for further review.

General Counsel Blue presented to the Commission on the Commission's authority to assess fines in the event of a breach of license condition or failure to comply with the statute or regulations by a commission licensee. General Counsel Blue referred to the memorandum in the Commission packet which described the statutory structure under which the Investigation and Enforcement Bureau ("IEB") investigates and determines whether a violation occurred and determines the appropriate fine or penalty. The IEB's determination can then come before the Commission for further review. IEB Director Karen Wells described the process followed by the IEB when it investigates a possible violation of the statute or regulations.

Attorney Justin Stempeck and Director Bruce Band presented to the Commission on the Amendments to 205 CMR 141. Attorney Stempeck asked the Commission to approve the revisions to 205 CMR 141 and the Amended Small Business Impact Statement and to allow staff to complete the regulation promulgation process.

*Commissioner Cameron moved that the Commission approve the amended small business impact statement and the final version of 205 CMR 141 as included in the*

## DRAFT

*packet and authorize the staff to take all steps necessary to file the regulation with the Secretary of the Commonwealth and complete the regulatory promulgation process. Motion seconded by Commissioner Stebbins. Motion approved unanimously.*

Attorney Stempeck and Gaming Technology Manager Floyd Barroga presented on the amendments to 205 CMR 143.02. After discussion by the Commission, the Commission requested that staff determine if there are further public comments and to bring this revised regulation back at a later date for Commission review and possible approval.

IEB Director Wells presented to the Commission on the amendments to 205 CMR 115.01. She described the comments received on the amendments and indicated that MGM Springfield General Counsel Seth Stratton was here to answer any questions about MGM's comments. After discussion, the Commission agreed that staff should incorporate the changes proposed by staff and MGM.

*Commissioner Macdonald moved that the Commission approve the amended small business impact statement and the final version of 205 CMR 115.01 as included in the packet and as amended by Deputy General Counsel Grossman and authorize the staff to take all steps necessary to file a regulation with the Secretary of the Commonwealth and complete the promulgation process. Motion seconded by Commissioner Cameron. Motion approved unanimously.*

Chief Enforcement Counsel Loretta Lillios presented on the amendments to 205 CMR 134.04. Chief Enforcement Counsel Lillios explained the amendments and that they were shared with vendor representatives who were supportive of the amendments.

*Commissioner Macdonald moved that the Commission approve the amended small business impact statement and final version of 205 CMR 134.04 as included in the packet and authorize the staff to take all steps necessary to file the regulation with the Secretary of the Commonwealth and complete the regulation promulgation process. Motion seconded by Commissioner Stebbins. Motion approved unanimously.*

General Counsel Blue stated to the Commission that the amendments to the racing medication regulations found in the commission packet have had a hearing and that the next step is to send the amended regulations to the legislature for their review. General Counsel Blue requested the Commission authorize staff to forward the amended regulations to the legislature.

*Commissioner Stebbins moved that the Commission authorize staff to send 205 CMR 3 and 205 CMR 4 as included in the packet to the legislature as required by M.G.L. chapter 128A. Motion seconded by Commissioner Cameron. Motion approved unanimously.*

Executive Director Bedrosian and General Counsel Blue presented to the Commission on 205 CMR 138.13 which deals with monthly reward card statements.

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General Counsel Blue advised the Commission that if it is ready, it can vote to authorize staff to begin the formal promulgation process for this regulation.

*Commissioner Cameron moved that the Commission start the promulgation process for 205 CMR 138.13, complimentary services of items and promotional game credits. Motion seconded by Commissioner Macdonald. Motion approved unanimously.*

### **Commissioner's Updates**

See transcript 223-231

Chairman Crosby updated the Commission on activity on the legislative changes relating to gaming service employees. He stated that the legislative leadership was supportive and that legislation may be included as an outside section to the next supplemental budget.

Chairman Crosby updated the Commission on the upcoming hearing before the Joint Committee on Consumer Protection and Professional Licensure regarding HB 9, the Commission's filed racing bill. Chairman Crosby stated that he will take the lead on this and requested that staff put together some bullet points on the highlights of the bill.

Executive Director Bedrosian stated that he wanted to remind the public that the Commission's next meeting will be on September 28, 2017 and will be held in Springfield.

Commissioner Stebbins described his visit to Plainridge Park Casino with staff from the Massachusetts Office of Travel and Tourism. Commissioner Stebbins also stated that he attended the last AOC meeting and that it was a good meeting.

Commissioner Stebbins paid tribute to Mr. Jafet Robles. He was a community activist in Springfield who previously testified before the Commission. Mr. Robles died this week and Commissioner Stebbins asked that we keep Mr. Robles' family and friends in our prayers.

2:16 p.m. *Having no further business, a motion to adjourn was made by Commissioner Zuniga. Motion seconded by Commissioner Macdonald. Motion passed unanimously.*

### **Other Business Not Reasonably Anticipated**

See transcript page 231

*Having no further business, a motion to adjourn was made by Commissioner Zuniga. Motion seconded by Commissioner Macdonald. Motion passed unanimously.*



**DRAFT**

**List of Documents and Other Items Used**

1. Massachusetts Gaming Commission, Notice of Meeting and Agenda dated September 14, 2017
2. Massachusetts Gaming Commission, Draft Meeting Minutes, August 10, 2017
3. Massachusetts Gaming Commission Core Values and Mission Statement
4. Massachusetts Gaming Commission Proposed Revisions to the Enhanced Ethics Code
5. Massachusetts Gaming Commission Memorandum from Jill Griffin and Joseph Delaney, Vendor Diversity Exemption Process
6. Massachusetts Gaming Commission Memorandum from Director of Racing Alexandra Lightbown dated September 11, 2017 regarding Suffolk Downs Request for Additional Purse Money from the Race Horse Development Fund
7. Massachusetts Gaming Commission Memorandum from Doug O'Donnell Senior Financial Analyst regarding Suffolk Downs and Plainridge Racecourse requests for consideration and requests for reimbursement from the capital improvement fund.
8. Plainridge Park Casino Quarterly Report dated September 14 2017.
9. Massachusetts Gaming Commission Memorandum from Ombudsman Ziemba regarding reappointment of members to the Gaming Policy Advisory Committee
10. Massachusetts Gaming Commission Memorandum from Ombudsman Ziemba regarding proposed 2018 Community Mitigation Fund guidelines
11. City of Medford request to amend its Community Mitigation Fund Grant
12. Proposed amendments to 205 CMR 101
13. Massachusetts Gaming Commission Memorandum from General Counsel Catherine Blue regarding Commission authority to issue fines
14. Final Draft and Amended Small Business Statement 205 CMR 141
15. Final Draft and Amended Small Business Statement 205 CMR 143.02
16. Final Draft and Amended Small Business Statement 205 CMR 115.01
17. Final Draft and Amended Small Business Statement 205 CMR 134.04
18. Final Draft 205 CMR 3
19. Final Draft 205 CMR 4
20. Draft and Small Business Impact Statement 205 CMR 138.13

/s/ Catherine Blue

Catherine Blue, Assistant Secretary





TO: Commissioners

FROM: John Ziemba, Ombudsman

CC: Edward R. Bedrosian, Jr., Executive Director

DATE: September 25, 2017

RE: City of Northampton - 2017 Community Mitigation Fund Planning Project  
Application – Use of Reserve

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The city of Northampton has submitted an application for the use of its \$100,000 Community Mitigation Fund reserve for the development and implementation of a marketing and advertising plan to attract MGM Springfield customers to visit Northampton.

Northampton plans to utilize \$20,000 to \$35,000 to develop the plan and then to utilize the balance of its reserve to implement the marketing and advertising plan. It is anticipated that the implementation would require a coordinated effort of local organizations, business and local institutions to coordinate this effort and leverage any financial and in-kind services.

We believe that the purpose of the grant application is consistent with the authorized purposes of reserve funds. The application is similar to a grant authorized by the Commission for the town of Saugus. In that grant approval, the Commission authorized \$35,000 for the development of such a plan. The Commission asked Saugus to submit a further request for the remaining funding in its reserve once the details of the implementation steps are available.

We have asked Northampton if it would be comfortable with a similar arrangement under which the Commission would currently authorize \$35,000 for the development of the plan and then would review the plans for implementation prior to authorizing the use of the balance of the reserve (up to \$65,000). The City noted that such a review process would be acceptable.

In the alternative, the Commission could instead authorize the use of the full \$100,000 reserve now but require the grant contract to specify that staff must review and approve of the implementation plan prior to the release of any further funding.





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

**COMMUNITY MITIGATION FUND**  
*Planning Project Grant Application*  
**BD-17-1068-1068C-1068L-11234**

*Please complete the entire application.*

City of Northampton, MA

1. NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT

Office of the Mayor

2. DEPARTMENT RECEIVING FUNDS

David J. Narkewicz, Mayor

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

210 Main Street, Northampton MA 01060

4. ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS

(413) 587-1249 mayor@northamptonma.gov

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

David J. Narkewicz, Mayor

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

210 Main Street, Northampton MA 01060

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

(413) 587-1249 mayor@northamptonma.gov

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

MGM Springfield

9. NAME OF GAMING LICENSEE

**1. IMPACT DESCRIPTION**

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

Background: The opening of the MGM Springfield casino is projected to attract thousands of visitors to the Pioneer Valley region seeking gaming as well as dining, shopping, entertainment, and other tourism offerings. The City of Northampton, located less than 20 miles north of Springfield, is a nationally recognized arts and entertainment destination supporting over 200 retail businesses, 5 musical entertainment venues, and 343 hotel rooms. These businesses employ hundreds of local residents and Northampton's restaurants and hotels generate over \$7.8 million annually in meals and hotel tax revenues for the City and Commonwealth.

Potential Casino Impacts:

The primary potential impact of MGM Springfield is that its entertainment offerings may divert commerce and consumer spending from Northampton. Many local businesses in Northampton operate on narrow margins so any potential incremental decline in patronage could have a serious impact. In December 2013, the City of Northampton commissioned an analysis by Camoin Associates that determined there could be a 4% to 8% loss of "recreational spending" once the MGM Springfield casino begins operating.

**2. PROPOSED USE OF PLANNING FUND**

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 planning to mitigate the impact from the construction or operation of a proposed gaming establishment. Please describe how the planning request will address the specific impact indicated. Please attach additional sheets/supplemental materials if necessary.

The City of Northampton is interested in a dual-phase program to address the potential impact of MGM Springfield on its commerce and consumer spending.

Planning Study: \$20,000 to \$35,000

Retain and work with a professional consultant to draft a plan to market Northampton as a visitor destination with a focus on attracting MGM Springfield patrons who may be interested in visiting nearby regional attractions.

Implementation: \$40,000 to \$65,000

These funds will be used to implement the marketing plan and will fulfill the recommendations of the study. The Mayor and his staff will work with local organizations, businesses and institutions to coordinate this effort as well as leverage any financial and in-kind services they can contribute.

**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 in planning 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.

Purpose: The funds will be used to work with a consultant to create a marketing and advertising plan designed to attract MGM Springfield casino customers to visit Northampton. Additionally, there will be value in attracting broader visitorship to Northampton as an offset to any potential decrease in downtown spending due to the casino's larger entertainment attractions.

Grant Administration and Controls: The Mayor's office will be responsible for administering the funds, working with the consultant to complete the study and ensuring that the funds are allocated properly and within budget.

**4. CONSULTATION WITH REGIONAL PLANNING AGENCY (RPA)**

Please provide details about the Applicant's consultation with the Regional Planning Agency serving the community.

Pioneer Valley Planning Commission (PVPC): The PVPC has been consulted on this proposal. We are interested in exploring any ways that they can assist our efforts.

**5. MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY**

**Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund. Please provide detail on what your community will contribute to the planning projects such as in-kind services or planning funds.**

City Contribution (In-Kind): The City's Director of Economic Development will be devoting at least 5 hours per week during the planning and implementation stages of this effort, which is 9% of his annual time and approximately \$6,000 to \$8,000 in salary and benefits.

Matching or Partial Contributions: The City will work with local organizations such as the Downtown Northampton Association (DNA), the Greater Northampton Chamber of Commerce, and the Florence Civic and Business Association to leverage in-kind support and/or matching or partial funds.

**6. A PORTION OF THE RESERVE WILL BE USED AS AN OFFSET AGAINST A SPECIFIC IMPACT APPLICATION**

**If these funds are to be used to supplement a Specific Impact Mitigation Application, please describe.**

N/A



**7. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS AND MASSACHUSETTS ENVIRONMENTAL POLICY ACT (MEPA”) DECISION**

Please describe and include excerpts regarding the impact and potential mitigation from any relevant sections of the community’s Host or Surrounding Community Agreement. Where applicable, please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA. Please explain how this impact was either anticipated or not anticipated in that Agreement or such MEPA decision. If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if the impact exceeds projected estimates.

N/A

**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.



Mayor David J. Narkewicz

August 15, 2017

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**

# Massachusetts Gaming Commission Project Update

September 28, 2017



# Mike Mathis

*President & COO - MGM Springfield*



# Agenda

- 1 Project Program Update
- 2 Project Budget Update
- 3 Community Commitment Update
- 4 Operations Update







# Project Program Update





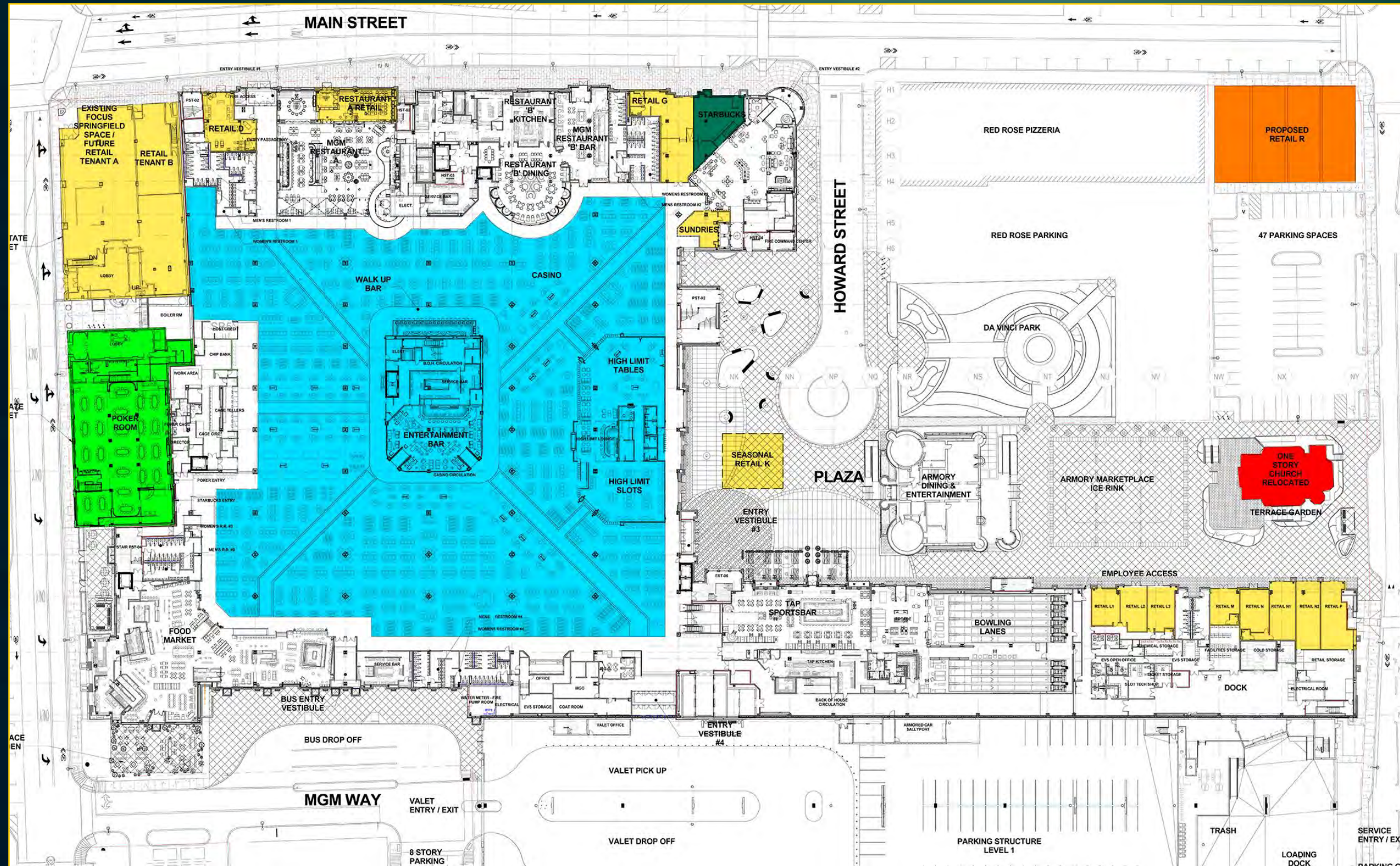
# PROJECT PROGRAM UPDATE

- Retail Spaces
- Starbucks
- Poker
- Slot Mix/Table Games
- Church
- Cinema
- Dave's Furniture Site
- Armory





# PLAN VIEW - LEVEL 1

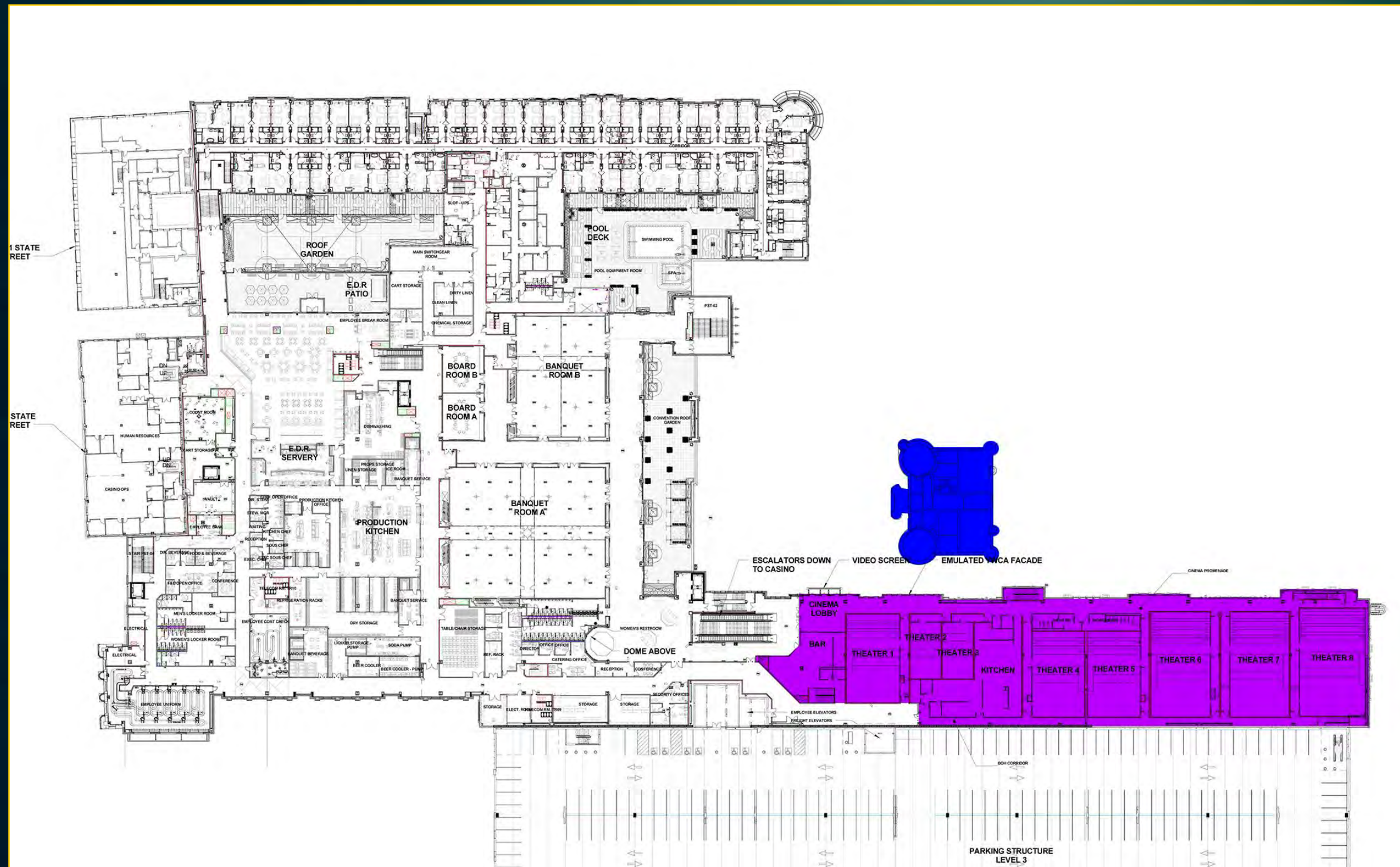


## Legend

- Retail
- Starbucks
- Poker
- Table Games & Slots
- Church
- Dave's Retail



# PLAN VIEW - LEVEL 2



## Legend

- Cinema
- Armory



# ARMORY



August 31, 2017



Brian Packer

*Vice President - Construction/Development*



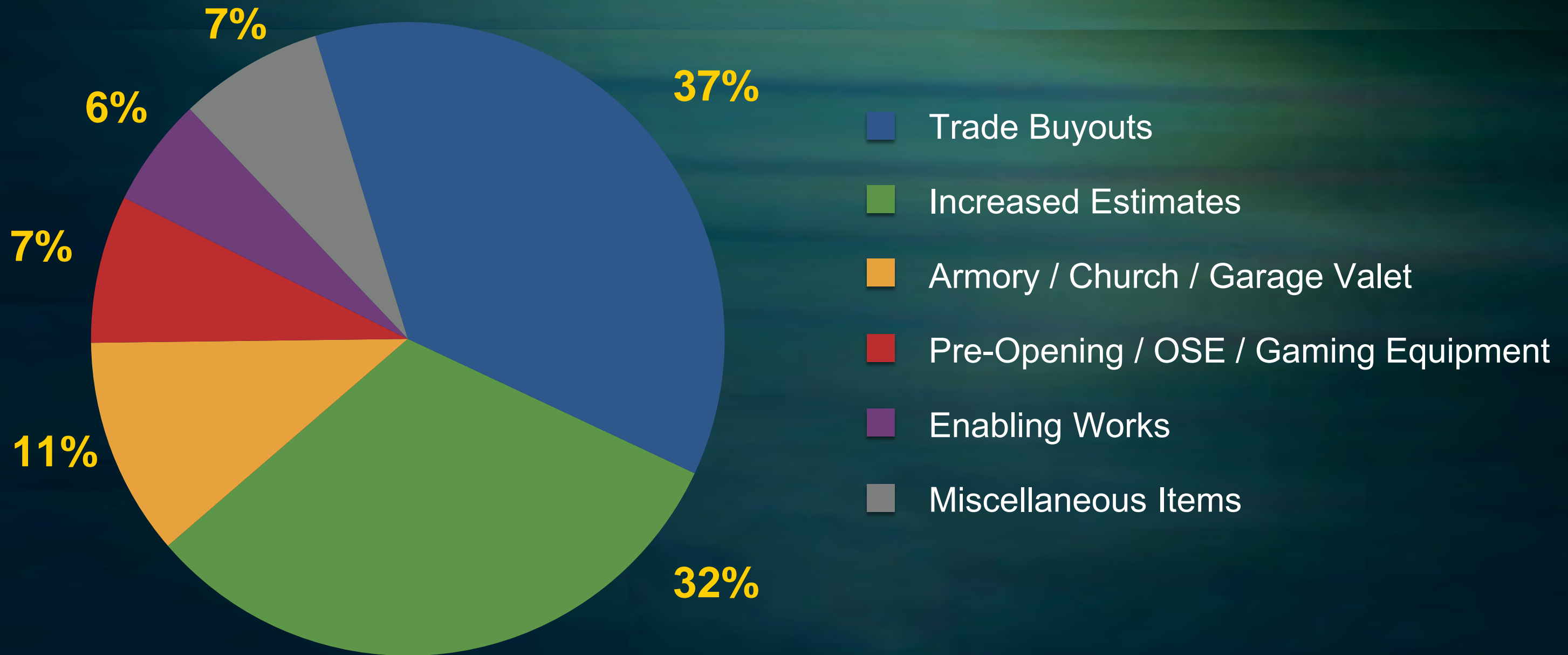


# Project Budget Update



# BUDGET INCREASE SUMMARY

**\$94.1 MILLION**





# BUDGET UPDATE

Ref	Description	Prior	Current	Inc/(Dec)	% Change
1	Construction	\$ 443.1	\$ 540.8	\$ 97.7	22%
2	Professional Fees	\$ 33.4	\$ 33.2	\$ (0.2)	(1%)
3	Project Administration	\$ 21.6	\$ 23.9	\$ 2.3	11%
4	FF&E	\$ 20.1	\$ 18.2	\$ (1.9)	(9%)
5	Pre-Opening / OSE / Gaming Equipment	\$ 219.4	\$ 227.4	\$ 8.0	4%
6	Bid Cost License	\$ 85.0	\$ 85.0	\$ 0.0	0%
7	Owner Contingency	\$ 41.8	\$ 30.0	\$ (11.8)	(28%)
	<b>Total (in millions)</b>	<b>\$ 864.3</b>	<b>\$ 958.5</b>	<b>\$ 94.1</b>	<b>11%</b>

**Notes:**

(1) Does not include \$60.7M for Land and \$75.5M for Capitalized Interest.

# EXAMPLES OF MAJOR CONSTRUCTION INCREASES

- Exterior Facades - \$9.3M
- Windows & Curtainwall - \$3.6M
- 95 State - \$5.2M
- Hotel - \$4.2M
- Offsite Improvements - \$3.5M
- Daycare - \$1.4M
- Casino lighting & electrical - \$3.4M
- Cinema - \$2.7M
- Drywall - \$2.6M
- Millwork - \$2.5M
- Low voltage - \$2.3M
- Life Safety - \$1.9M
- HVAC - \$1.8M
- Exterior lighting - \$1.0M
- Armory Interior - \$4.4M
- Garage Valet - \$2.1M
- Church - \$2.0M
- Enabling Increases - \$5.9M



# STATUS OF BUYOUT - HOTEL / PODIUM

- Committed to Date: 98.8%
- Scope to be Bought: (\$3.7M Total)
  - Interior Glass: \$750k
  - Miscellaneous Specialties: \$2.7M
    - Toilet Accessories
    - Lockers
    - Fire Extinguisher Cabinets
    - Awnings
  - Entrance Floor Mats: \$250k
- Excludes the buyout of the Cinema, Retail Fitout, and Signage



Notes:

(1) Excludes change order projections, contingency for potential design changes or unforeseen conditions.



# BUYOUT STATUS - OTHER PROJECTS

Ref	Project	Approximate Buyout %
1	Garage	100%
2	Enabling	96%
3	95/ 101 State Street	95%
4	Daycare	90%
5	Offsite Traffic	80%
6	Armory	60%
7	Signage	15%
8	Church	10%
9	Retail	0%
10	Cinema	0%



# Community Commitment Update



# COMMUNITY COMMITMENT AGREEMENTS

Ref	Description
1	HCA - Host Community Agreement
2	Amendments to Host Community Agreement - 1st
3	Amendments to Host Community Agreement - 2nd
4	Conditions from City Site Plan Approval
5	MOU SRA
6	Agawam - SCA
7	Chicopee - SCA
8	East Longmeadow - SCA
9	Holyoke - SCA
10	Longmeadow - SCA
11	Ludlow - SCA
12	West Springfield - SCA
13	Wilbraham - SCA

Ref	Description
14	RFA - 2
15	License Decision - Region B
16	Statute - Chapter 23K - Chapter 10
17	205 CMR 135 - Monitoring of Project Construction and License Requirements
18	205 CMR 120 - Permitting Requirements
19	Diversity Plan
20	FEIR
21	Final MEPA Certificate
22	Notice of Project Change
23	MGC Section 61 Findings
24	MassDOT Section 61 Findings
25	Historical MOA



# COMMUNITY COMMITMENT UPDATE

- Tracking All Items
- Identifying Categories for disposition
- Continued discussions with and auditing by Gaming Commission Staff
- Process established for pre-opening close out of commitments



# 4 Operations Update





Alex Dixon  
*General Manager*

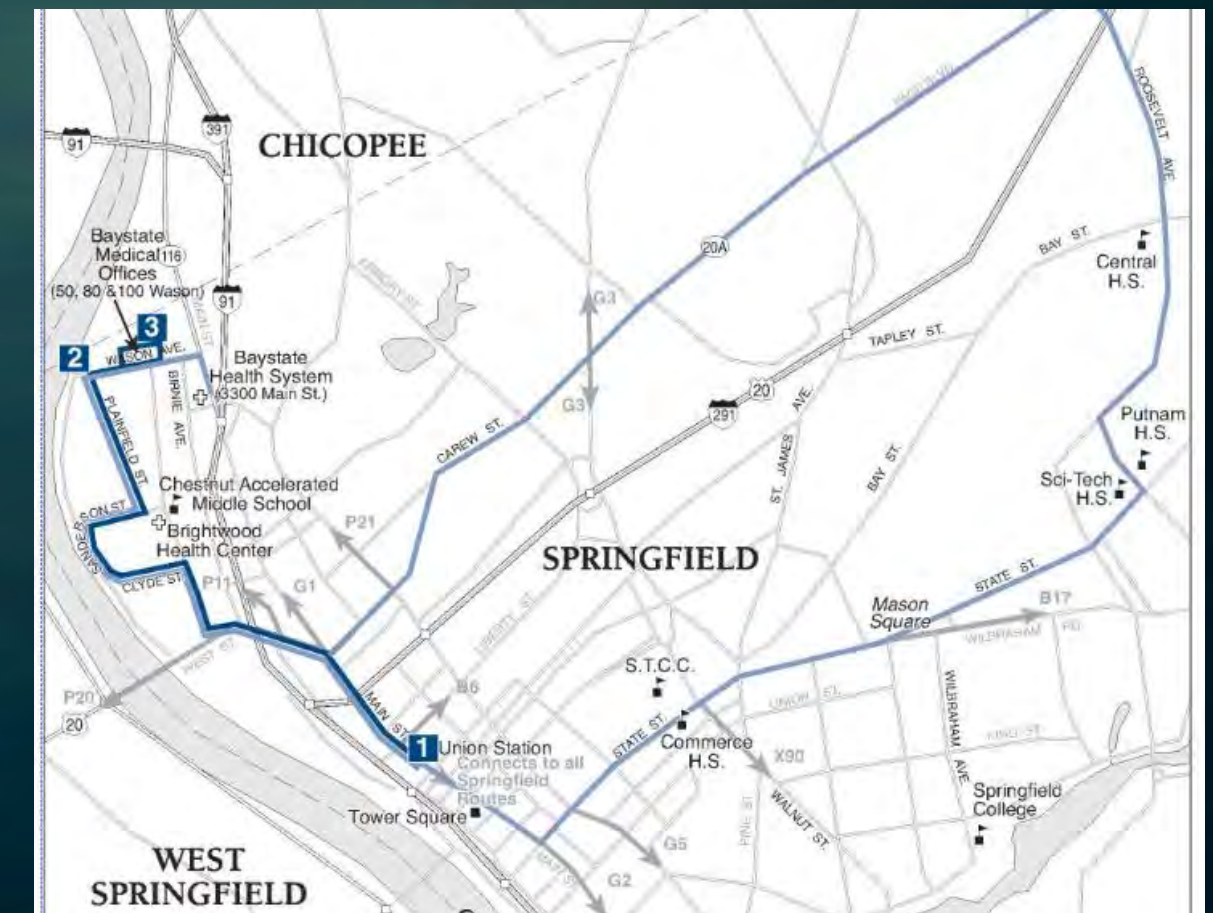




# PVTA RELATIONSHIP

- Bi-weekly meetings
  - Trolley programming
    - Locations, frequency, staffing, maintenance, capital upgrades, marketing and access
  - Traditional bus ridership demands
    - Locations, schedules, advertising and bus passes
    - Late night access and safety
- Q1 target for MOU execution

<b>B4 UNION STATION/PLAINFIELD STREET</b>				
UNION STATION	PLAINFIELD & WASON	BAYSTATE MEDICAL OFFICES (50, 80 & 100 WASON)	PLAINFIELD & WASON	UNION STATION
1	2	3	2	1
WEEKDAY				
--	--	--	6:00	6:13
--	--	6:40	6:42	6:58
7:00	7:10	7:20	7:22	7:38
7:40	7:50	8:00	8:02	8:18
8:20	8:30	8:40	8:42	8:58
9:00	9:10	9:20	9:22	9:38
9:40	9:50	10:00	10:02	10:18
10:20	10:30	10:40	10:42	10:58
11:00	11:10	11:20	11:22	11:38
11:40	11:50	12:00	12:02	12:18
12:20	12:30	12:40	12:42	12:58
1:00	1:10	1:20	1:22	1:38



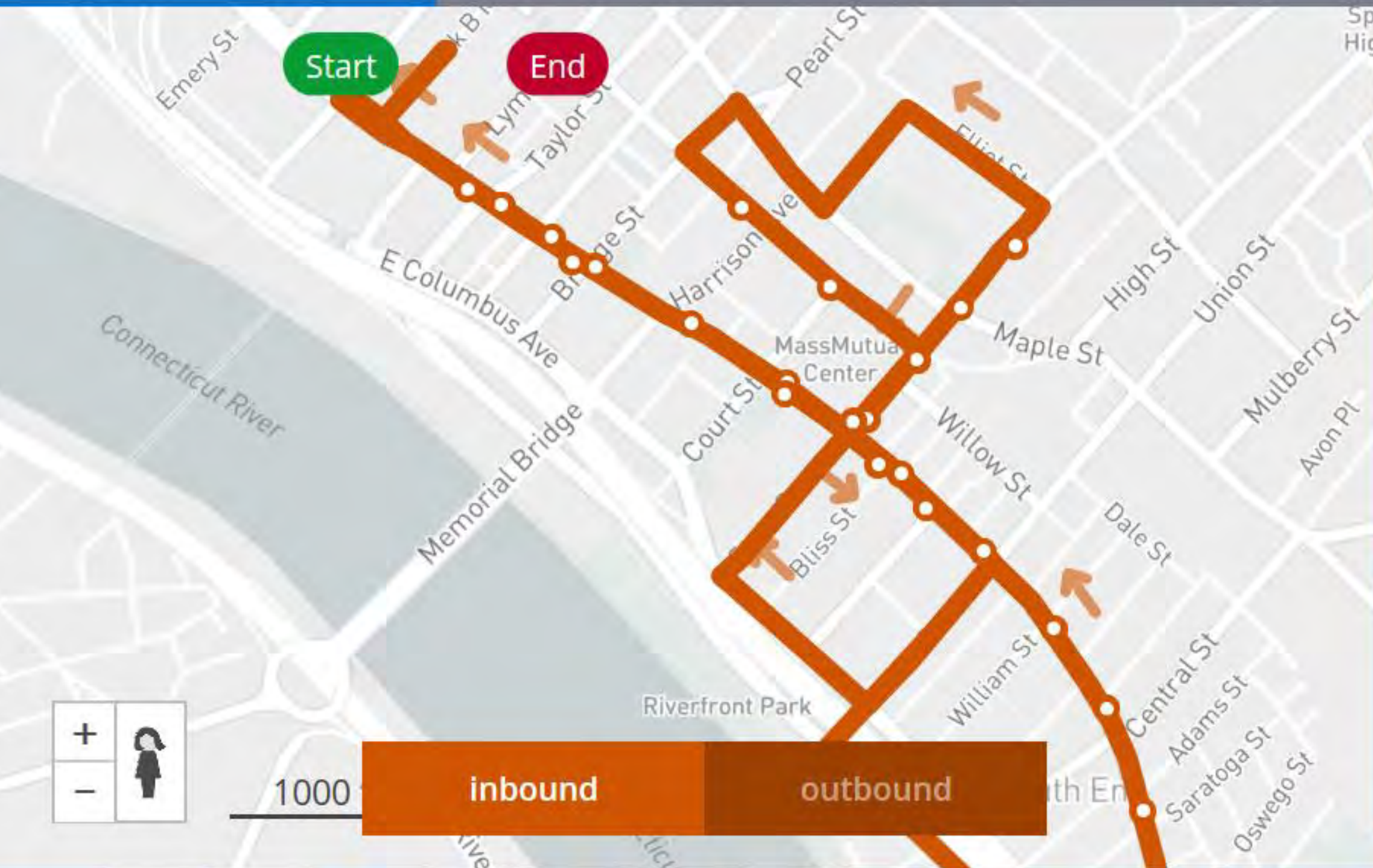


# PVTA TROLLEY UPDATE

Add a Comment

This map is powered by Remix.

Login



← Back

## MGM Shuttle

Saturday

FROM	TO	EVERY	RUNTIME
08:00	19:00	30 min	19.6 min

Within 0.25 mi of stops:

- 0 jobs
- 5,785 population



# LOTTERY RELATIONSHIP

- Kicked off project planning in April 2017 with Executive Director Michael Sweeney and team
- Ongoing project meetings and site tours to review:
  - Locations
  - Marketing and promotions
  - Infrastructure
  - Signage
  - Employee training
- Q1 target for MOU execution



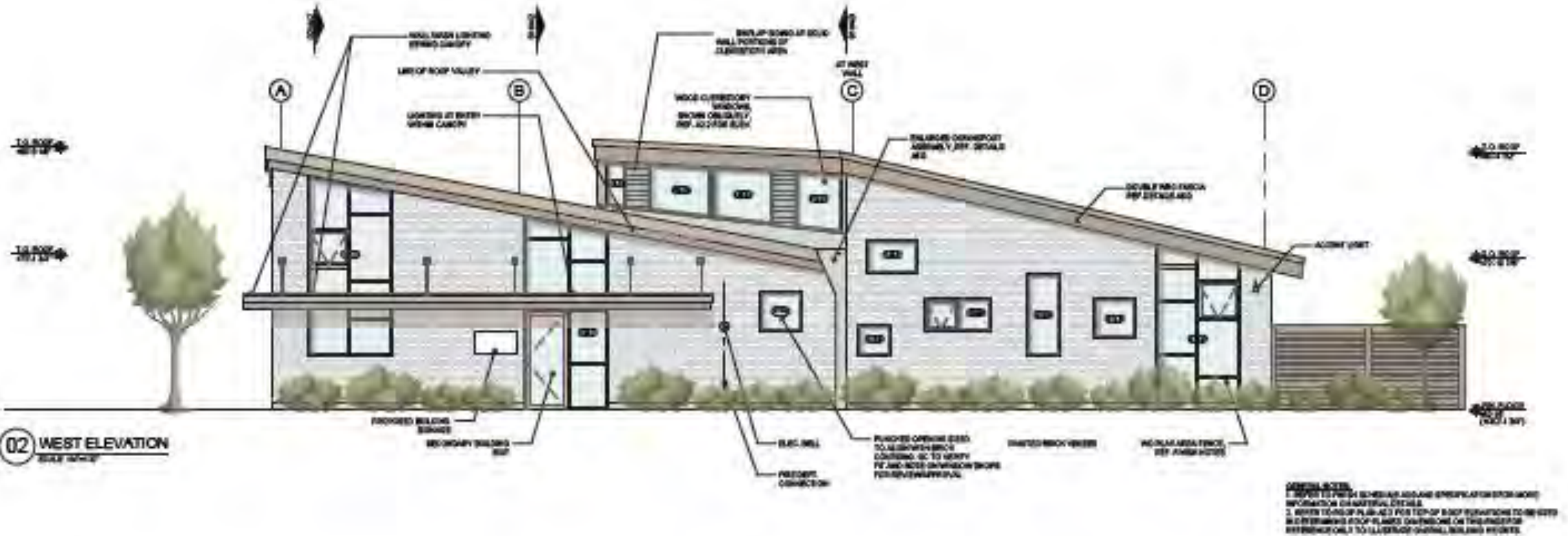
Marikate Murren

*Vice President Human Resources*





# MGM HEAD START



# Sarah Moore

*Vice President Brand Marketing & Retail*





# RETAIL UPDATE

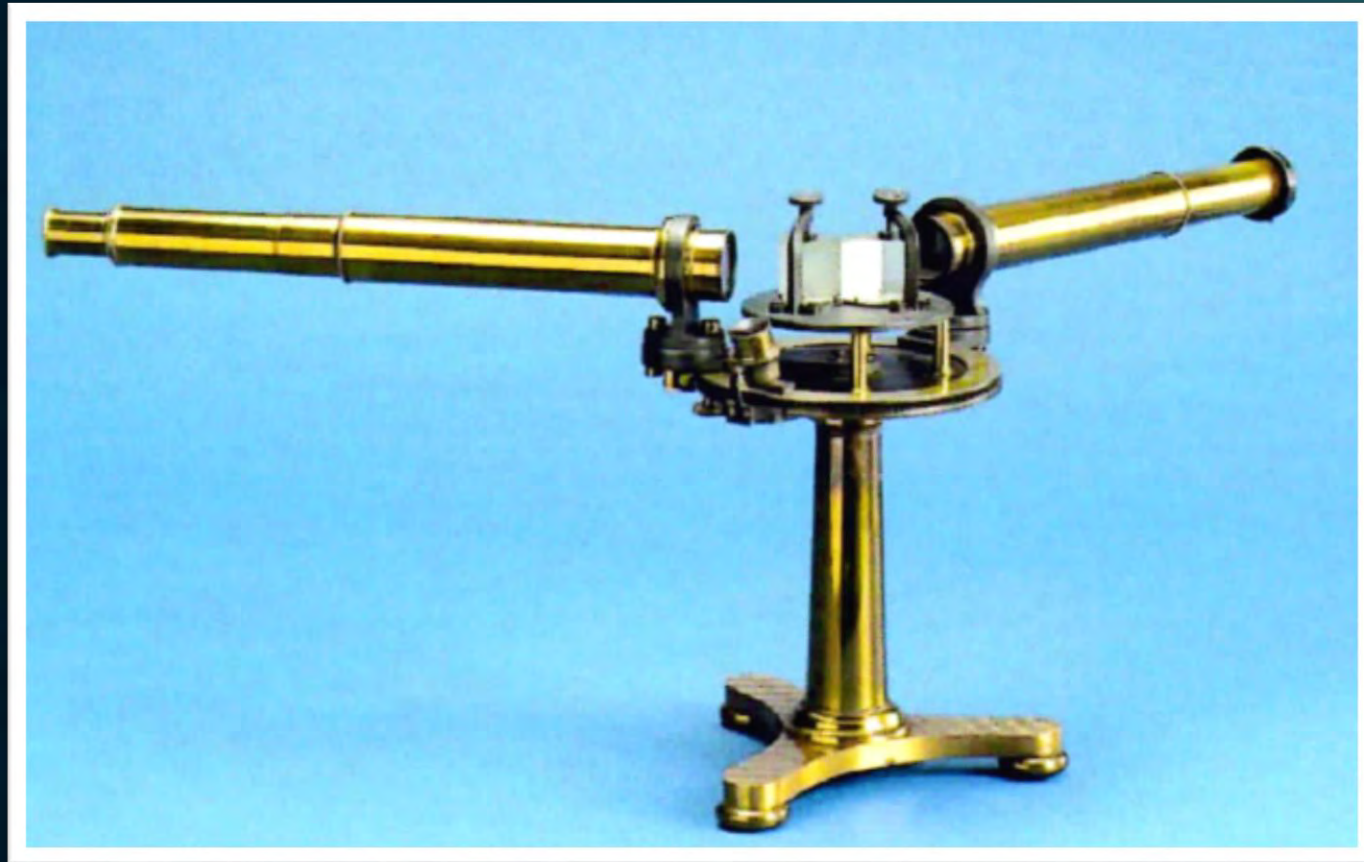


*K*  
K R I N G L E<sup>®</sup>  
*Candle Company*



# SPRINGFIELD MUSEUMS PARTNERSHIP

## Cabinet of Curiosities: Springfield Innovations from the Springfield Museums



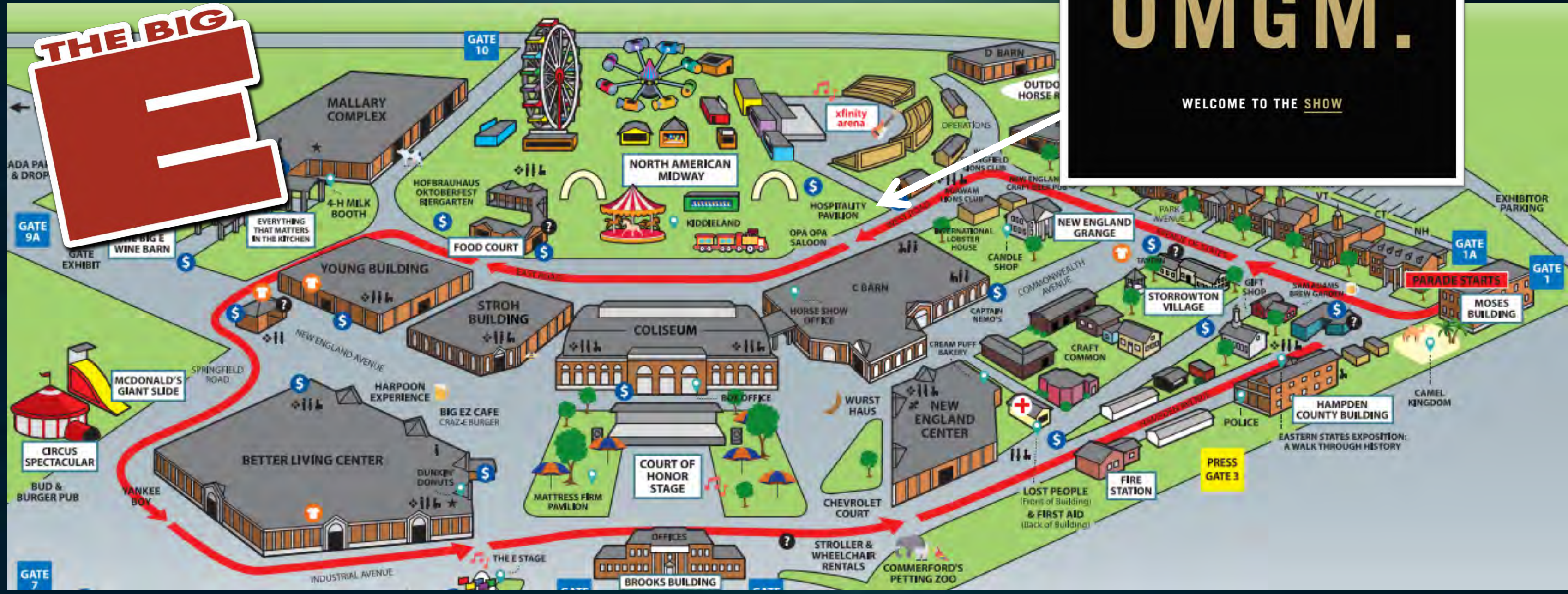


# BIG E

# OMGM.

WELCOME TO THE SHOW

# THE BIG E







# Gaming School Overview

September 2017



Massachusetts Casino  
Careers Training Institute



# Institutional Leadership



Dr. John Cook, STCC



Dr. Cristina Royal, HCC



Gerardo Zayas, STCC



Jeff Hayden, HCC



Mike Mathis, President



Alex Dixon, GM



Robert Westerfield, TG



Marikate Murren, HR



# Key Milestones

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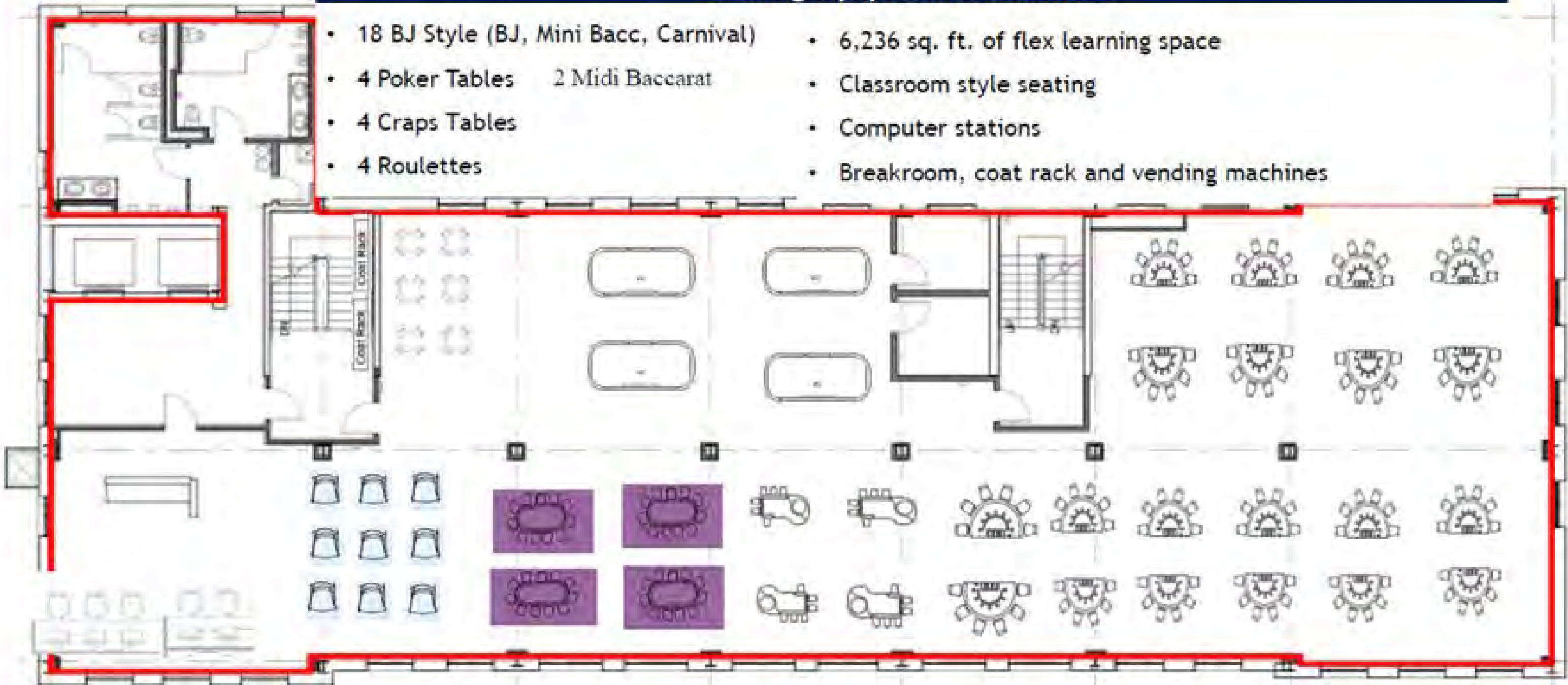
Date	Task
September 2017	Application Submitted
October 2017	Begin Equipment Load in
November   December 2017	Hire Instructors
December 2017	Recruitment Begins
January 2018	Participant Intake
February 2018	School Opens

---

# Gaming School Layout – 95 State Street, 9<sup>th</sup> Floor

## Gaming Equipment & Amenities

- 18 BJ Style (BJ, Mini Bacc, Carnival)
- 4 Poker Tables    2 Midi Baccarat
- 4 Craps Tables
- 4 Roulettes
- 6,236 sq. ft. of flex learning space
- Classroom style seating
- Computer stations
- Breakroom, coat rack and vending machines





# 95 State Street – 9<sup>th</sup> Floor Construction Progress



# Financials

---

Funding Sources	
MGM Springfield In-Kind	\$1,443,300
MCCTI In-Kind	\$ 150,000
Student Fees (est.)	\$ 300,000
Other Income (est.)	\$ 50,000
Total	\$1,943,300

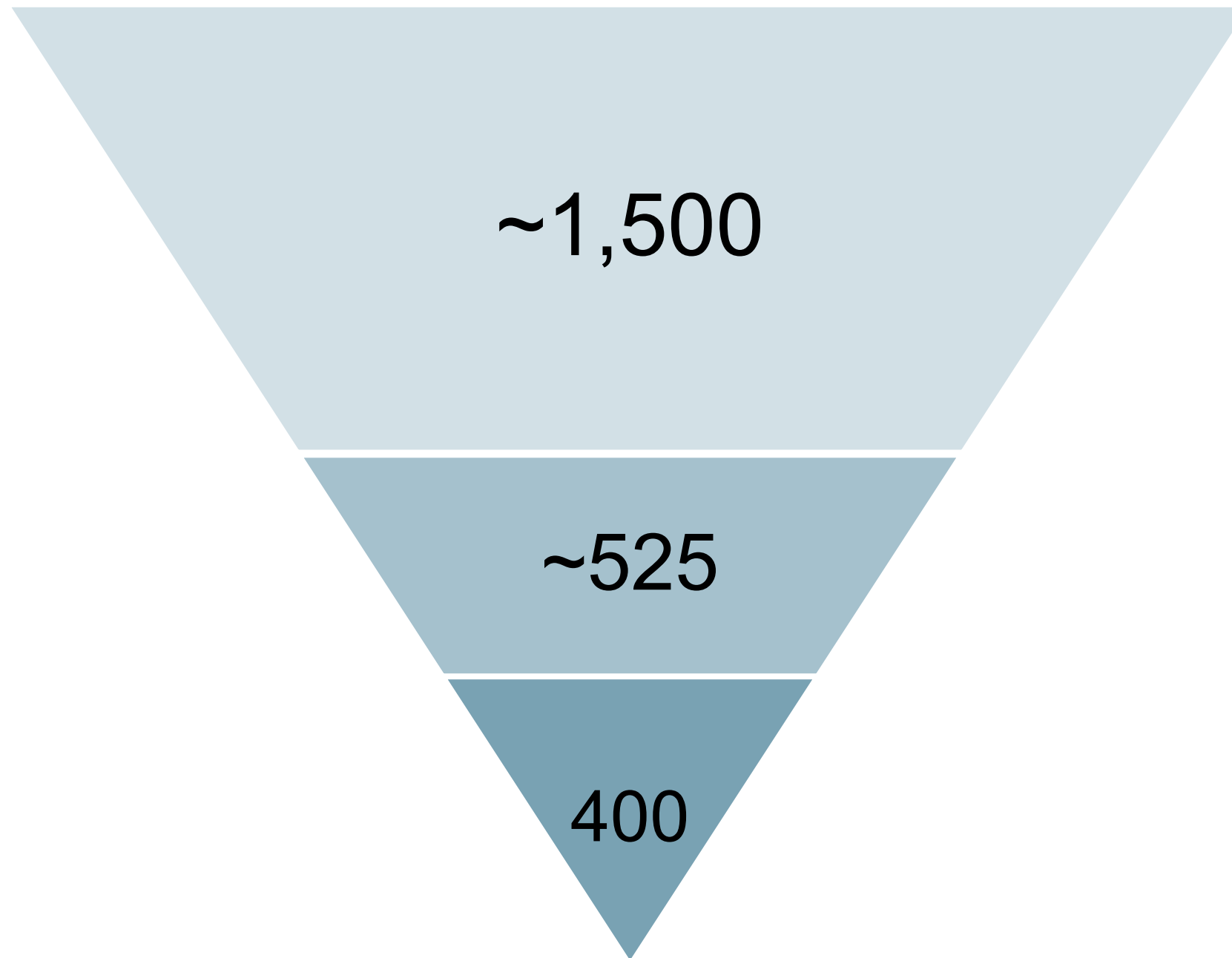
Uses	
Planning	\$ 200,000
Facility	\$ 380,900
Marketing   Recruitment	\$ 80,000
Staffing	\$1,230,000
Total	\$1,890,900

---



# Candidate Funnel

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- **Table Games Applicants**

- Attrition: Personality, math test and self selection

- **Candidates Start School**

- Attrition: Job requirements, attendance at school and self selection

- **Candidates Finish School**

---

# Short-term Next Steps

---

- Execution of Memorandum of Understanding between MCCTI and MGM to open the Springfield Area Gaming School
  - MCCTI implement mitigation fund grant
  - Application Approval
  - MCCTI Director Announcement
-





*Division of Racing*

TO: Steve Crosby, Chairman  
Gayle Cameron, Commissioner  
Lloyd Macdonald, Commissioner  
Bruce Stebbins, Commissioner  
Enrique Zuniga, Commissioner

FROM: Alexandra Lightbown, Director of Racing

CC: Edward Bedrosian, Executive Director  
Catherine Blue, General Counsel

DATE: September 25, 2017

RE: Massachusetts Thoroughbred Breeders Association Request for Fall Racing

---

Dear Commissioners:

George Brown, Chairman of the Massachusetts Thoroughbred Breeders Association has submitted a request for approval to run up to nine restricted MassBred races and one Stake race at Finger Lakes Racecourse in New York this fall, in addition to one Stake race at Suffolk Downs this upcoming weekend. They would also like to have a race at a Mid-Atlantic track this fall. In 2015, Massachusetts General Law Chapter 128 (the Agriculture Law) was changed to allow Massbred races to be run outside of Massachusetts. The Massachusetts Gaming Commission previously approved races at Finger Lakes in 2015, spring and fall races at Finger Lakes and Delaware or Laurel in 2016, and races at Finger Lakes this spring and summer.

**Recommendation: That the Commission approve the request of the Massachusetts Thoroughbred Breeders Association to run up to nine restricted MassBred races and one Stakes race at Finger Lakes this fall, a race at a Mid-Atlantic track, as well as a Stake race at Suffolk Downs the weekend of September 30<sup>th</sup> and October 1<sup>st</sup>.**



Massachusetts Gaming Commission



## MASSACHUSETTS THOROUGHBRED BREEDERS ASSOCIATION

121 Pine Street, Rehoboth, MA 02769

508-252-3690 voice & fax, [www.massbredds.com](http://www.massbredds.com)

Massachusetts Gaming commission

September 13, 2017

Dear Dr. Lightbown,

I am requesting the approval of the Massachusetts Gaming Commission to run possibly 9 (nine) restricted Massbred races and the 2 year old Norman Hall Stakes race at Finger Lakes Racecourse in New York. Also we wish to run the Thomas Moran Stakes, that was included in last spring's list for approval but did not fill, in Boston on September 30 or October 1. We have also set aside a sum of money to run a race at a Mid-Atlantic track if all the pieces come together. The conditions of this race will be determined by personnel from the host track in conjunction with MTBA .

These races may be run outside the state but most of the owners and breeders are residents of Massachusetts and this opportunity to earn purse money and awards greatly helps the owners and breeders. Interest in Massbred horses can only be kept alive by running Massbred races. I hope that the impetus of these past two years continues to grow.

Sincerely,

George F. Brown

Chairman, Massachusetts Thoroughbred Breeders Association



Exhibit A

2017 Fall MTBA Race Schedule Finger Lakes – For Registered Mass Breds Only

1. Monday, 10/9/17: Claiming \$35,000, 6 Furlongs, Purse \$30,000
2. Tuesday, 10/10/17: Claiming \$35,000, 1 Mile, Fillies & Mares, Purse \$30,000
3. Monday, 10/23/17: Claiming \$7,500, 6 Furlongs, Purse \$15,000
4. Monday, 10/30/17: Maiden Claiming \$10,000, 6 Furlongs, Purse \$15,000
5. Monday, 11/6/17: Claiming \$35,000, 1 Mile, Purse \$30,000
6. Tuesday, 11/7/17: Claiming \$7,500, 6 Furlongs, Fillies & Mares, Purse \$15,000
7. Monday, 11/20/17: Norman Hall Stakes, \$50,000, 5 Furlongs, Two year olds
8. Tuesday, 11/21/17: Claiming \$35,000, 6 Furlongs, Fillies & Mares, Purse \$30,000
9. TBA Open Allowance Purse \$30,000 conditions to be determined

These dates are subject to change at the discretion of the Racing Secretary





Bruce Stebbins  
Massachusetts Gaming Commissioner  
84 State Street  
Boston, MA 02109

September 14, 2017

Dear Commissioner Stebbins,

Thank you for the opportunity to respond to the request for proposal that you recently outlined on your conference call. I appreciate the vision that you and the Commission have shown in looking at the best ways to positively impact the future economy of Western Mass, by taking advantage of the revenues that will be generated by MGM for the region and the State.

I understand that any proposal is subject to legislative review and appropriation. I know that the legislature has designated certain investments as a priority for the new casino revenue. I believe that those investments should be focused on the city and region hosting the casino(s). As a host region we should leverage the new revenues to their fullest extent so that we maximize our economic develop and quality of life opportunities. I believe that the attached proposal from the Western Massachusetts Economic Development addresses these opportunities, fulfills the legislative intent, and addresses the stated goals of the Massachusetts Gaming Commission.

Again, thank you for your leadership, time and consideration. If I can be of any further assistance and can answer any questions, please do not hesitate to contact me.

Yours truly,



Rick Sullivan, President & CEO

I want to thank the Massachusetts Gaming Commission for the opportunity to submit the following funding proposal and thank you in advance for your time and consideration.

The opening of MGM Springfield has created considerable excitement in the region as a new economic development engine has been created in the area. I believe it also has created an opportunity to exponentially expand the Western Massachusetts economy beyond just gaming, entertainment and hospitality but only if we act to capitalize on this moment in time.

The Western Massachusetts Economic Development Council (EDC) is a membership not for profit organization. Our membership consists of the largest employers and businesses that drive the Western Mass economy. The EDC is committed to growing the regional economy and is the recognized regional leader on issues of economic development and growth. (Attached is the current list of member businesses and institutions).

The EDC has determined that the biggest barrier to continued growth of the Western Mass economy is workforce development, talent development and talent retention. All of our member business, and most companies in Western Mass would grow and hire additional employees, if they could find them. The EDC has made workforce development its number one agenda item.

Our funding proposal focuses directly on workforce development and takes a two prong approach of first, bringing Springfield and Western Mass residents, who are not participating in the workforce into the workforce and secondly, growing the workforce population by marketing the region as an attractive and lower cost place to live with significant and varied employment opportunities. This effort while certainly helping to fill some 3000 MGM jobs will also address the larger employer needs of the region.

The EDC has been the lead on the Boston Federal Reserve Working Cities Grant which has been awarded to Springfield to specifically address the chronic problem of unemployment/underemployment in the city. The Grant application and implementation work has been support by a broad based group of employers, service providers, foundations and not for profit organizations. The plan is designed to address the issue of unemployment in Springfield but uses a model that we believe will be scalable to address regional concerns as well. The focus of the initiative is called Springfield Works and is a portal based and employer focused solution to workforce development, we believe it is system changing.





## *PARTNERS WORKING TOGETHER TO TRANSFORM SPRINGFIELD'S WORKFORCE ECOSYSTEM*

- ❖ 42 out of every 100 working-age people (ages 16-64) in Springfield are not working and employers do not have enough qualified candidates to support operations and growth (Employment Status, ACS 2011 – 2015, 5 yr estimates)
  - The lack of qualified candidates for existing positions impact economic development, yet job seekers can't find, or retain jobs
  
- ❖ If there are so many job openings and so many people looking for jobs, why aren't more people working? Business and community leaders found that:
  - a large skills and education gap exists between jobs and jobseekers
  - many public assistance programs do not incentivize or reward work
  - tools and measures vary widely among programs that support work
  - aligned collective impact strategies between employers, jobseekers, community and education and training leaders are lacking
  - those entering the workforce may not remain in their jobs long-term
  
- ❖ What happened next? Springfield WORKS was created to develop and drive innovative strategies to transform our workforce ecosystem, with funding from the Boston Federal Reserve Bank's Working Cities Challenge grant.
  
- ❖ The Springfield WORKS team agreed:
  - collaboration, alignment and new ways of thinking will be key to addressing these challenges, AND
  - it will take innovative strategies and significant changes to transform our workforce ecosystem so that it works for employers and residents
  
- ❖ These innovative strategies are led and supported by Springfield WORKS Partners:
  - Build a community technology portal to connect job seekers, employers, education/training, and supports
  - Drive policy and legislative changes to incentivize and reward work
  - Expand access to quality training, coaching and mentoring
  - Advance collective impact relationships to drive alignment through data sharing and analysis for continuous improvement

As a result of this systems change, Springfield WORKS Partners hope to increase the percentage of people working from 58% to 75% over a ten-year period



*PARTNERS WORKING TOGETHER TO  
TRANSFORM SPRINGFIELD'S  
WORKFORCE ECOSYSTEM*

*Become a Partner of Springfield WORKS*

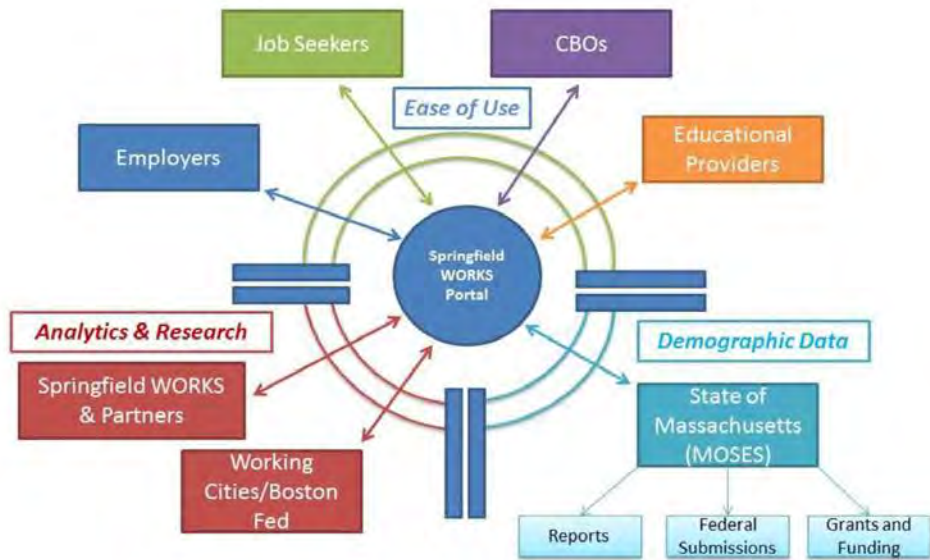
- ❖ Employers:
  - Provide jobs to the Springfield WORKS portal, which translates job requirements into a skills-based common language to help with screening and training of candidates
  - Commit to interviewing candidates who come out of the program and meet the pre-screen of skills training
  - Expand access to quality coaching and mentoring at the work site for job retention, career pathway planning, and earnings growth
  - Advocate for legislative policies to mitigate the "cliff effect"
  - Participate in continuous improvement efforts for our workforce through data sharing and analysis
- ❖ Educators & Trainers:
  - Align and link education and training classes to "skills-in-demand" as defined by employers in the Springfield WORKS portal
  - Use the portal to help students develop a skills-based learning plan that will lead to a job and a long-term career at a sustainable wage
  - Participate in continuous improvement efforts for our workforce through data sharing and analysis
- ❖ Coaches, mentors and caseworkers:
  - Assist your clients to register in the portal to build a future workforce by identifying current skills, potential career opportunities and training needs
  - Collaborate with Springfield WORKS to develop community solutions that will help clients address obstacles and barriers
  - Participate in continuous improvement efforts for our workforce through data sharing and analysis
- ❖ Funders & Community Leaders
  - Participate in and support Springfield WORKS
  - Leverage state, local and national resources for collective impact
  - Align funding strategies to drive longer term evidence-based outcomes





PARTNERS WORKING TOGETHER TO  
TRANSFORM SPRINGFIELD'S  
WORKFORCE ECOSYSTEM

**Connecting Partners Through The  
Springfield WORKS Portal**



❖ Rick: you can add comments and conclude here

For more information, contact: Anne Kandilis  
at [a.kandilis@westernmassedc.com](mailto:a.kandilis@westernmassedc.com)

While the Working Cities Grant is focused on bringing unemployed individuals, specifically individuals and families at or below the federally defined poverty line, into the workforce, the second approach is to grow the overall size of the workforce by attracting people to the region to live and take advantage of the many employment opportunities. The EDC has worked closely with the Western Mass Convention and Visitors bureau to create a coordinated marketing campaign and brand for the region. Western Mass is a great place to visit but also to live, work and raise a family. We have a high quality of life and a low cost of living.

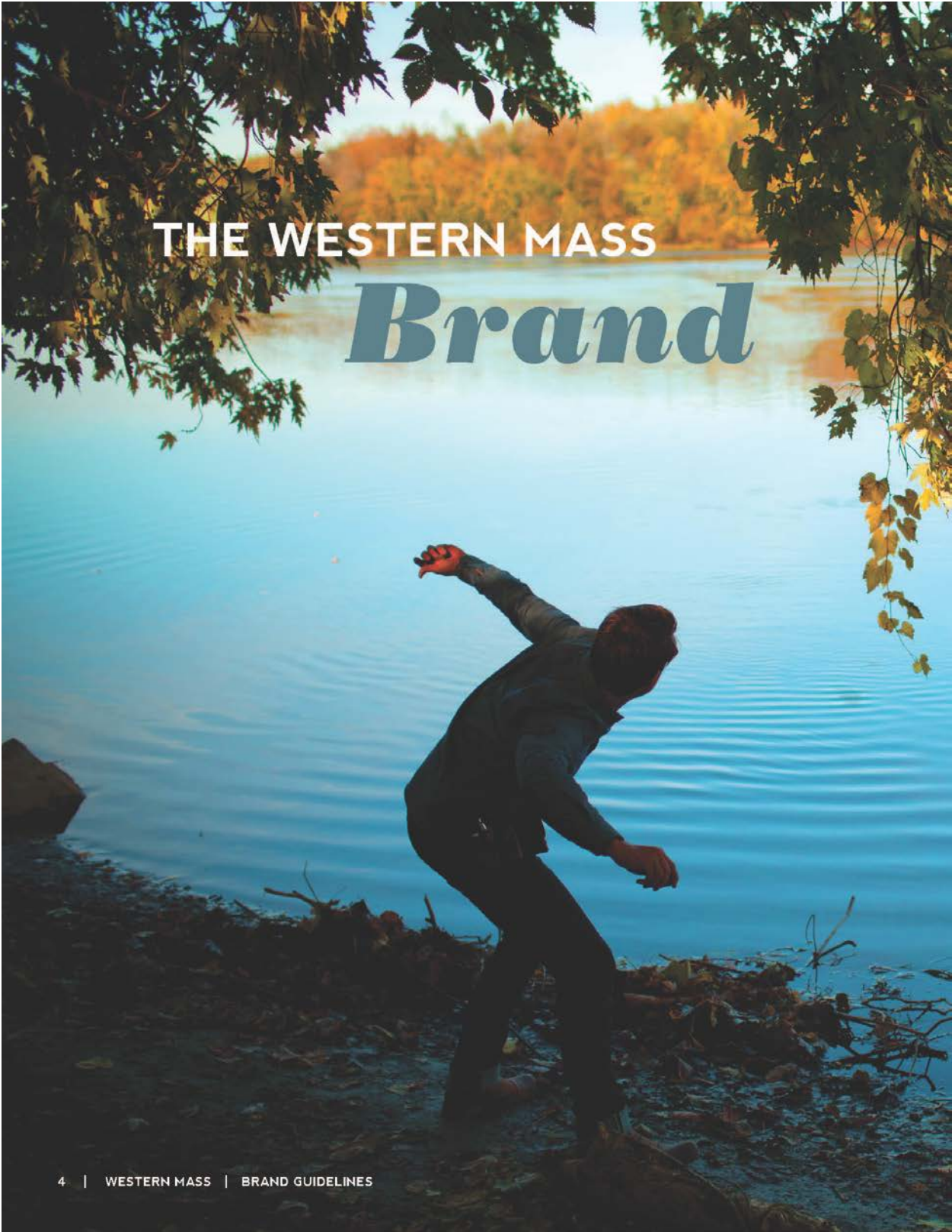


# Western Mass

## *Brand Guidelines*

WESTERN MASS ECONOMIC DEVELOPMENT COUNCIL  
WESTERN MASS CONVENTION AND VISITORS BUREAU

Version 2.0 (June 2017)



THE WESTERN MASS  
*Brand*



## ***Brand Positioning***

### **WHAT IS OUR CATEGORY?**

Western Mass is a culturally-rich Northeastern region characterized by the synergy of three distinct and exceptional counties: Franklin, Hampshire and Hampden.

---

### **HOW ARE WE DIFFERENT?**

Western Mass is the un-brand that cannot be fenced in. Within 40 miles north to south, it is a rural pioneer frontier, and eclectic academia hub, and an urban economy center. There is no region more fertile for the creation and fulfillment of ideas and experiences. It is where things are done for the first time.

---

### **WHO ARE OUR CUSTOMERS?**

Mavericks who are driven by a passion for independence and ingenuity. (For a temporary rejuvenation of spirit or planting roots for life.)

---

### **WHERE ARE THEY LOCATED?**

Western Mass Mavericks are everywhere.

The Western Mass spirit lives in every person that is not satisfied by the status quo, every person that has a fervor to do things their own way.

---

### **WHEN DO THEY NEED US?**

The allure of stability and convention is strong during uncertain VUCA (Volatility, Uncertainty, Complexity, Ambiguity) times. But, Western Mass has a history of luring pioneers. Western Mass provides a destination for those whether rural or urban to challenge what has been done with what can be done. Some of these Mavericks have yet to fulfill their own unique calling, so we call to them, to encourage them, inspire them, but also to challenge them.

---

### **WHY ARE WE IMPORTANT?**

Western Mass exists, and always has, for those with pioneering, irreverent, inventive, courageous and relentless spirits that will not rest until they have found their own "first".

Western Mass  
Greater Springfield  
Convention & Visitors Bureau

[explorewesternmass.com](http://explorewesternmass.com)

### Key Tourism Brand Message

Western Mass is the epicenter of discovery. From the vibrant nightlife and allure of our urban cultural centers to the pure majesty of the region's lush outdoors, West Mass has inspired innovation, adventure, creativity and pioneer spirit for centuries. A trip to Western Mass, whether for business, sports, education or leisure will provoke Maverick wanderlust, relentless pursuit, and offbeat exploration in all who visit.

### MARKETING INITIATIVES

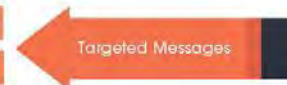
- Outdoor Recreation
- Historic Museums/Tours
- Group Tour Sales
- Agritourism
- Family Vacations
- Dining/Nightlife
- Shopping/Antiquing
- College Recruiting/Tours
- Art/Museum Promotion
- Sports Marketing
- Guided Retirement Tours
- Corporate Event Sales
- Convention Sales
- Hotel Stays
- Attraction/Cross Promotion

### Regional Tourism Assets/Value Propositions:

Six Flags, Dr. Seuss Sculpture Park, Yankee Candle, Naismith Memorial Basketball Hall of Fame, MGM Springfield, Bright Nights, Eastern States Exposition "Big E" Promotion, Historic Deerfield, Emily Dickinson Museum, Eric Carle Museum, etc.

### Target Audiences

Event Planners	Tour Operators
Academic	Sports
Influencers	Visitors
Outdoor	Agritourism



TOURISM

Western Mass

Their  
They  
inspi  
Th



## MESSAGE STRATEGY

**Regional Brand: Western Mass**  
[explorewesternmass.com](http://explorewesternmass.com)

**Western Mass: Brand Positioning**

**Western Mass Brand Attributes:**  
 Ingenuity, Fertility, Yankee Spirit, Modesty,  
 Community, Diversity, Connectivity.

**Brand Tonality Guidelines**  
 Confident and optimistic, this open-minded  
 and progressive brand has an  
 independent and inventive persona that  
 prefers to take the road less travelled.

**Brand Creative/Messaging Strategy:**  
 motivate (dormant) Mavericks through the  
 evolution of pioneer DNA.

**Brand Message:**  
 Western Mass is the land of Modern Mavericks.

**Target Mindset:**  
 Western Mass Maverick is confidently independent and optimistic,  
 are as resourceful as they are unorthodox. They are drawn to the  
 ration of the outdoors and the energy of the urban environment,  
 they are idea-driven, fascinated by the world and feel free from  
 constraint. They are experience and destiny seekers.

**Campaigns: Find Your First / Quotes**

Targeted Messages

**Western Mass**  
 The Economic Development Council  
 Of Western Massachusetts

[explorewesternmass.com](http://explorewesternmass.com)

**Key Economic Development Brand Message:**

Western Mass is the most fertile region in the nation for  
 business growth with a rich-history and precedent for  
 ingenuity. A forerunner in high-tech infrastructure and  
 precision manufacturing situated amongst vast nature,  
 with major market access. Western Mass is a thriving creative  
 economy equipped with a leading edge workforce bred  
 from the Knowledge Corridor.

**MARKETING INITIATIVES**

- Business Climate
- Industry Cluster Promotion
- Downtown Development
- Small Business / Entrepreneurship
- ED Finance
- Venture Capital
- Incentives
- Infrastructure
- Quality of Life/Community
- Transportation
- Smart/Sustainable Development
- Tech-led Development
- Real Estate Development
- Rural Economic Development
- Site Selection
- Brownfield Redevelopment**
- Workforce Retention
- Workforce Attraction

**Regional Economic Development  
 Assets/Value Propositions:**

Location, Incentives, Workforce, Major Companies, Higher Education,  
 Healthcare, Climate, Utilities & Infrastructure, Transportation,  
 Quality of Life Attractions

**Target Audiences**

Site Selectors	Consultants
Owners	Managers
Developers	Investors
Entrepreneurs	Talent

ECONOMIC DEVELOPMENT

I respectfully request funding in the total amount of \$300,000 per year for two years. The EDC proposes to spend \$150,000 per year on the Working Cities/Springfield Works initiative, please note this would be matched by the commitment from the Boston Federal Reserve. The remaining \$150,000 would be spent on the Marketing/Branding campaign, per year as outlined above and would be partially matched by participating companies.

Again, thank you for your time and consideration

Yours truly,

A handwritten signature in black ink, appearing to read 'RS', is positioned below the text 'Yours truly,'.

Rick Sullivan, President & CEO

*EDC Membership*

- *Health New England*
- *Dufault, Vann & Co.*
- *Monson Savings*
- *United Personnel*
- *The Republican (EDC Past Chair)*
- *TD Bank*
- *National Grid*
- *CRRC-MA*
- *Town of Amherst*
- *Pride Gas Stations*
- *Baystate Noble Hospital*
- *Columbia Gas*
- *City of Easthampton*
- *Chicopee Electric Light (CEL)*
- *Chicopee Industrial Contractors, Inc.*
- *Western New England University*
- *Financial Partners, Inc.*
- *Eastern States Exposition*
- *Freedom Credit Union*
- *Town of Agawam*
- *STCC*
- *Springfield College*
- *Eastman Chemical Inc.*
- *Verizon*
- *Big Y Foods, Inc.*
- *Ventry Industries, LLC*
- *Massachusetts Municipal Wholesale Electric Co. (MMWEC)*
- *Bulkley Richardson & Gelinias*
- *Connecticut Airport Authority*
- *United Bank Wholesale Banking*
- *Bulkley Richardson & Gelinias*
- *Comcast CT/West Region*
- *Sulco Warehousing & Logistics Lancer Transportation & Logistics*
- *Alfred Griggs*
- *Westfield Savings Bank*
- *Holyoke Medical Center*
- *Florence Savings Bank*
- *Western Mass News*
- *Spherion Staffing*
- *Westfield Gas & Electric*



- *Eversource*
- *UNO Chicago Grill (GSCVB Chair)*
- *Sisters of Providence Health System*
- *Baystate Health*
- *City of Chicopee*
- *Holyoke Gas & Electric*
- *Bay Path University*
- *191 Chestnut Street Realty Trust (SBID Chair)*
- *Renaissance Advisory Services LLC*
- *The Markens Group*
- *Town of Greenfield*
- *MGM Springfield*
- *Maybury Material Handling Co.*
- *Smith College*
- *Smith & Wesson*
- *Town of East Longmeadow*
- *Balise Motor Sales*
- *Farmington Bank CT*
- *City of Holyoke*
- *City of Northampton*
- *Nicolai Law Group, P.C.*
- *New England Farm Workers Council Partners for Community*
- *WWLP*
- *Yankee Candle, Inc.*
- *Universal Plastics Corp.*
- *Monarch Enterprises*
- *Peter Pan Bus Lines*
- *Greenfield Community College*
- *All States Materials Group*
- *Town of West Springfield*
- *Barry Roberts*
- *F.L. Roberts & Co., Inc.*
- *The Hollenbach Group, LLC*
- *HCC*
- *City of Springfield*
- *Country Bank*
- *MassMutual Financial Group/Law Department*
- *Peoples Bank*
- *Easthampton Savings Bank*
- *Mt. Holyoke College*
- *UMASS-Amherst*
- *Mayor – Town of Westfield*
- *AECOM/Tishman*
- *Westfield State University*
- *Greenfield Co-Operative Bank*

- *Westfield Savings Bank*
  - *Robert Charles Photography*
  - *Berkshire Gas*
  - *Community Foundation of Western Mass*
- 
- *David A. Parke, Esquire, EDC Counsel – Bulkley, Richardson & Gelinas*
  - *Richard K. Sullivan, President & CEO – Economic Development Council of Western MA*





# “ALL IN FOR WESTERN MASS TOURISM SUCCESS”

A plan for maximizing capture of visitor expenditures  
in the region’s new gaming era

*Presented by the Greater Springfield Convention and Visitors Bureau*

*September 15, 2017*

## **EXECUTIVE SUMMARY**

The Greater Springfield Convention and Visitors Bureau (GSCVB) needs to increase its marketing and advertising budget to support the expanding hospitality sector in Western Massachusetts. An estimated 5 million to 7 million visitors per year are expected to begin visiting Western Mass annually following the opening of MGM Springfield.

MGM Springfield will be an attraction of unprecedented importance and impact. Unlike the “major” established attractions of the region (Naismith Memorial Basketball Hall of Fame, Yankee Candle Village, Six Flags New England, Springfield Museums) which all grew over time, MGM Springfield will arrive fully-formed at a massive scale.

In order to maximize visitors’ direct spending and the correlated tax revenues represented by this dramatic surge in visitation, the Greater Springfield Convention and Visitors Bureau will work closely with the MGM Springfield team. The Bureau’s role in this partnership is to market the entire Western Mass region, targeting potential visitors and engaging them with compelling marketing messages. If these strategies are successful, visitors will extend the length of their stays in the region and also spend a portion of their time and dollars at a variety of attractions, venues and small businesses outside MGM Springfield.

The Bureau will accomplish this by:

- Significantly expanding the GSCVB’s destination marketing efforts to target critical audiences.
- Aligning the administrative capacity of the GSCVB to the stated mission of maximizing the economic impact of hospitality within the region.
- Working very closely with the MGM Springfield team to insure an excellent working relationship with accurate follow-through on all elements of the joint marketing agreement.

## **INTRODUCTION - AN OPPORTUNITY AT RISK**

The GSCVB and the Commonwealth of Massachusetts stand at an important crossroads. The imminent introduction of casino gaming will have a dramatic impact on the tourism/hospitality landscape statewide. Here in Western Mass, the selected licensee is MGM Resorts, a worldwide leader in gaming, with deep and significant relationships in both the convention and meeting group industry and in the entertainment industry.

Thus, the GSCVB/MGM Springfield partnership represents an outstanding opportunity for tourism expertise and gaming leadership to bring new visitor-generated tax and direct-spend revenues into the Western Mass economy in specific, as well as to the Commonwealth's economy in general.

However, there is a major roadblock standing between the Commonwealth's treasury and this major new revenue source. The GSCVB, recognized by the Commonwealth as the designated Regional Tourism Council (RTC) for Hampden County, is not currently equipped to do the job it will be charged with doing. It is dramatically understaffed and under-funded compared to similar agencies of its kind which are working in partnership and/or proximity with major gaming facilities.

## **ABOUT THE GSCVB - A PROUD RECORD OF ACHIEVEMENT**

The Greater Springfield Convention and Visitors Bureau was incorporated in 1985 and formally designated a Regional Tourism Council through legislation, Chapter 23A of Massachusetts General Laws. The GSCVB is also an affiliate of the Economic Development Council of Western MA, and operates as a private non-profit destination marketing organization that generates economic growth by marketing its service region as an ideal destination for meetings and conventions, group tours, sports and leisure travel.

The Bureau organization structure consists of a President, who oversees a staff of marketing professionals. The President in turn reports to a Board of Directors comprised of 28 individuals from leadership positions in both tourism and non-tourism businesses/organizations from throughout Western Mass.

The GSCVB has been led since 2000 by Mary Kay Wydra, a lifelong resident of the region with nearly 30 years of personal experience in tourism management and leadership. Wydra currently serves as a member of the Governor's Advisory Council on Travel and Tourism, has served as a board member of the Massachusetts Visitor Industry Council and as the RTC statewide leader, selected by her 15 peers across the state to lead the group. She has testified before the Massachusetts Legislature many times as an expert on tourism in the Commonwealth, offering her views to lawmakers on a variety of bills in progress.

Since its establishment, the GSCVB has aggressively promoted Western Mass using direct sales, trade show attendance, print and virtual publications, events and so forth. As promotional budgets have allowed, the GSCVB has been visible in important consumer-facing periodicals such as *Yankee Magazine's Annual Travel Guide*, *Connect Sports* and the *ABA Motorcoach Marketer* to name a few. The Bureau has also used digital billboards in key regional feeder markets, and online advertising campaigns targeting its core demographic segments.

As a leading Destination Marketing Organization (DMO), the Bureau:

- Created and manages the *Howdy Awards for Hospitality Excellence*
- Trained hospitality front-line service professionals through its affiliate program, *Howdy University*.
- Operated two Visitor Information Centers
- Maintains a 25-person strong Ambassador Corps to service visitor and convention needs
- Offers robust hospitality programs for incoming convention groups
- Publishes an annual *Visitors Guide* and distributes 125,000 copies
- Enhanced the reach of its members' marketing efforts through a matching mini-grant program
- Manages a website that welcomes 300K+ unique visitors per year
- Operates social media platforms including Facebook, Instagram, YouTube and Twitter
- Maintains a long-term partnership with the MA Convention Center Authority
- Co-leads "*Team Springfield*," a cooperative sales effort focused on city- and region-wide convention events
- Leads and facilitates a multi-Western Mass RTC group tour sales mission annually, showcasing the attractions of the region to bus tour operators in PA, NY and NJ.
- Established and continues the efforts of the Western Mass Sports Commission to attract sports-related competitions and events to the region
- Hosts major annual events including *Double Decker Dine*, *Slider Slam*, *Western Mass Food Fest*, and the *Howdy Awards for Hospitality Excellence* gala dinner.

## SITUATIONAL ANALYSIS

Tourism is big business for the Commonwealth of Massachusetts and Western Mass.

- Direct spending: \$20.2 billion
- State & local taxes: \$1.3 billion
- Jobs supported: 135,000
- Wages paid: \$4.4 billion
- Over 25 Million Domestic Visitors
- Approximately 1.8 Million Overseas Visitors
- 700,000 Canadian Visitors

(Source: MA Office of Travel and Tourism CY2015)



## WESTERN MASS INDUSTRY GROWTH - HISTORICALLY SLOW AND STEADY

The data below clearly show a pattern of historically modest expansion of the Western Mass tourism economy over the past four years. The average annual growth in visitor direct spend from 2012-2015 inclusive has been 1.3%. A relatively slow-growing tourism sector such as this can be properly served with a smaller professional staff and modest marketing budget. This fairly-predictable growth pattern is about to change very dramatically.

2012					
USTA, CY	Spend	Payroll	Jobs Supported	State Taxes	Local Taxes
<b>Massachusetts statewide amounts</b>					
Domestic	\$15,405,800,000	\$3,225,690,000	108,800	\$585,900,000	\$379,700,000
International	\$2,333,800,000	\$516,400,000	17,700	\$90,500,000	\$48,600,000
<b>Totals</b>	<b>\$17,739,600,000</b>	<b>\$3,742,090,000</b>	<b>126,500</b>	<b>\$676,400,000</b>	<b>\$428,300,000</b>
<b>Western MA, CY 2012*</b>					
Domestic	\$661,890,000	\$136,500,000	4,560	\$34,900,000	\$14,700,000
International	\$63,900,000	\$14,161,000	486	\$2,482,000	\$1,333,000
<b>Totals</b>	<b>\$725,790,000</b>	<b>\$150,661,000</b>	<b>5,046</b>	<b>\$37,382,000</b>	<b>\$16,033,000</b>
2013					
USTA, CY	Spend	Payroll	Jobs Supported	State Taxes	Local Taxes
<b>Massachusetts statewide amounts</b>					
Domestic	\$16,024,100,000	\$3,383,600,000	111,145	\$612,700,000	\$396,300,000
International	\$2,457,700,000	\$544,500,000	18,250	\$95,900,000	\$51,300,000
<b>Totals</b>	<b>\$18,481,800,000</b>	<b>\$3,928,100,000</b>	<b>129,395</b>	<b>\$708,600,000</b>	<b>\$447,600,000</b>
<b>Western MA, CY 2013*</b>					
Domestic	\$667,830,000	\$140,670,000	4,460	\$35,630,000	\$14,930,000
International	\$69,600,000	\$15,726,000	509	\$2,630,200	\$1,229,000
<b>Totals</b>	<b>\$737,430,000</b>	<b>\$156,396,000</b>	<b>4,969</b>	<b>\$38,260,200</b>	<b>\$16,159,000</b>
2014					
USTA, CY	Spend	Payroll	Jobs Supported	State Taxes	Local Taxes
<b>Massachusetts statewide amounts</b>					
Domestic	\$16,846,400,000	\$3,540,200,000	113,270	\$645,800,000	416,100,000
International	\$2,654,300,000	\$578,500,000	18,730	\$103,800,000	55,300,000
<b>Totals</b>	<b>\$19,500,700,000</b>	<b>\$4,118,700,000</b>	<b>132,000</b>	<b>\$749,600,000</b>	<b>471,400,000</b>
<b>Western MA, CY 2014*</b>					
Domestic	\$675,300,000	\$143,200,000	4,500	\$36,400,000	\$15,300,000
International	\$75,167,547	\$18,426,980	522	\$2,846,869	\$1,324,828
<b>Totals</b>	<b>\$750,467,547</b>	<b>\$161,626,980</b>	<b>5,022</b>	<b>\$39,246,869</b>	<b>\$16,624,828</b>
2015					
USTA, CY	Spend	Payroll	Jobs Supported	State Taxes	Local Taxes
<b>Massachusetts statewide amounts</b>					
Domestic	\$17,484,700,000	\$3,805,300,000	116,020	\$700,000,000	439,400,000
International	\$2,748,500,000	\$609,200,000	18,950	\$112,200,000	58,300,000
<b>Totals</b>	<b>\$20,233,200,000</b>	<b>\$4,414,500,000</b>	<b>134,970</b>	<b>\$812,200,000</b>	<b>497,700,000</b>
<b>Western MA, CY 2015*</b>					
Domestic	\$677,123,262	\$149,041,974	4,443	\$38,068,402	\$15,562,951
International	\$77,334,220	\$19,404,869	538	\$3,510,133	\$1,484,720
<b>Totals</b>	<b>\$754,457,482</b>	<b>\$168,446,843</b>	<b>4,981</b>	<b>\$41,578,535</b>	<b>\$17,047,671</b>

\* Western MA (Franklin, Hampden & Hampshire Counties)

**THE TWO CRITICAL PROBLEMS WE FACE:  
SMALL STAFF, LACK OF FINANCIAL RESOURCES**

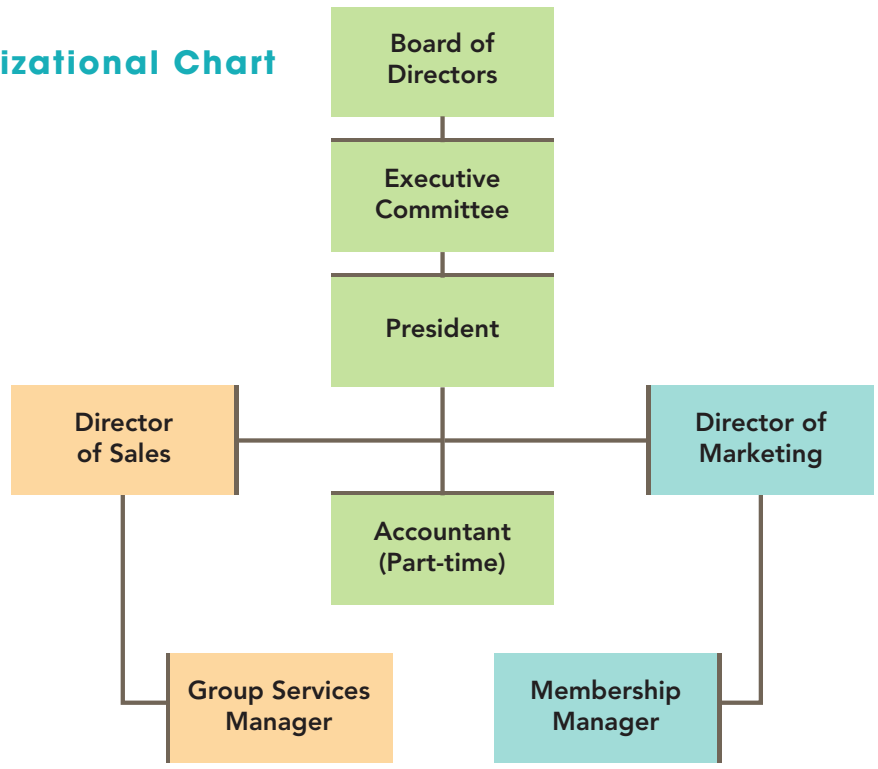
Data from MGM Springfield projects 8 million individual visits to their new property annually, well over double the current estimated Western Mass figure of 3 million. This means that tourism-related visitation to Western Mass will skyrocket by over 200% with the scheduled opening of MGM Springfield in September 2018.

The “slow growth” model described above is going to change dramatically, practically overnight with the opening of MGM Springfield. It would be unreasonable to expect that a staff of 5 full-timers will be able to properly serve the demands this new crowd will place upon the GSCVB, its members or the visitor infrastructure. Failure to seize on this major opportunity (the surge in visitor counts) will yield a potential economic loss that cannot be allowed to happen.

As mentioned above, the GSCVB is ill-equipped to properly serve this huge and unprecedented influx of guests, adequately direct them to the area’s many other tourism offerings (many of which are classic “small businesses”) or promote the region to the expectations of our most important partners, MGM Springfield and the Commonwealth.

The current GSCVB staff is extremely “lean and mean” with all professionals “wearing many hats.”

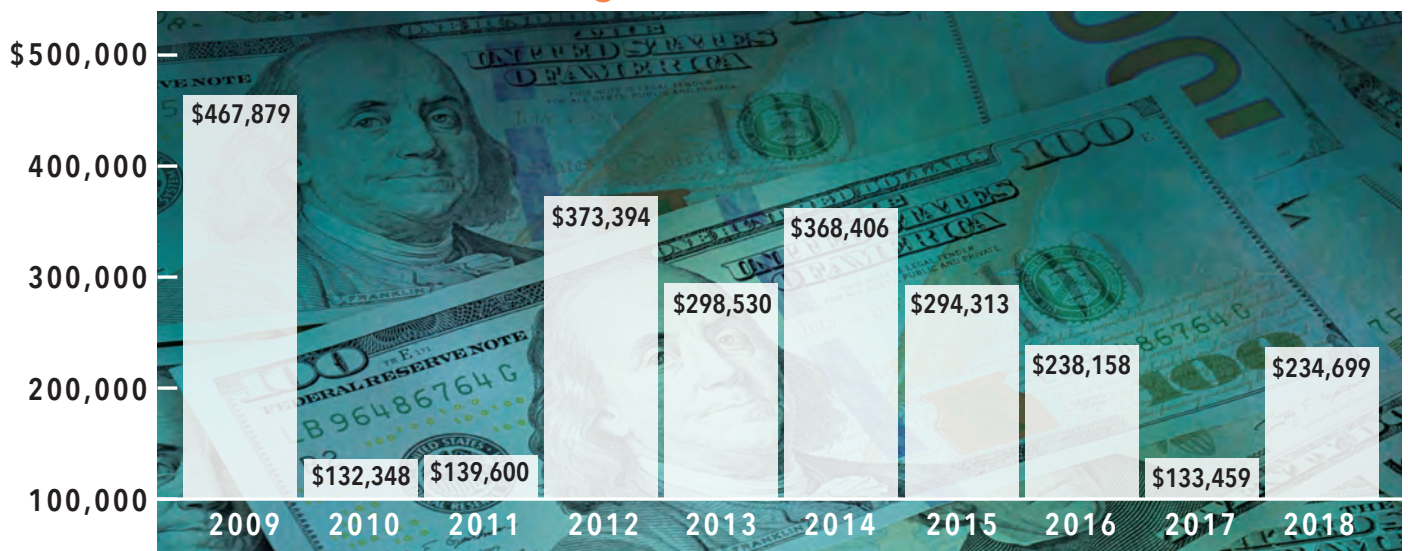
**GSCVB  
Current Organizational Chart**



There is another highly-significant challenge facing the GSCVB, and therefore its partners: funding. As one of the Commonwealth's designated Regional Tourism Councils, the GSCVB receives marketing grants through the Massachusetts Office of Travel and Tourism (MOTT).

The graphic below clearly demonstrates the grant amounts allocated to the GSCVB have been extremely inconsistent from year to year. Because these are marketing grants, the inconsistency makes it very difficult for the GSCVB to establish and maintain a consistent message in the minds of its target consumers. The core tenet of advertising ("repetition, repetition, repetition") is extremely difficult with a promotional budget that has (for example) swung in recent years from nearly a half-million dollars (2009) to barely a third of that the very next (2010.)

## GSCVB State Marketing Grant Allocations 2009-2018



Even if the Western Mass tourism landscape was remaining relatively static in the next few years, the GSCVB would be in a difficult position to do its job properly. Competition is fiercer than ever, with no end in sight. For example, our hyper-competitive regional neighbor New York, is now directly targeting western Massachusetts consumers with a massive \$70 million tourism investment featuring a robust media campaign.

Destinations which are neglecting travel promotion risk falling behind. Numerous economic studies show clear compelling evidence that travel promotion drives greater traveler visits, generates tax revenues for states and regions and creates jobs at all levels, entry, middle and upper management. Perhaps most importantly, destination marketing budgets are not a "sunk cost"; they are a wise and prudent investment that offers the opportunity for a significant, positive ROI. The following graphic shows this.



**Travel Marketing and Promotion**



**Increased Visitor Trips**



**TRAVEL  
PROMOTION'S  
VIRTUOUS  
CYCLE**



**New Jobs & Tax Revenues**



**Additional Visitor Spending**

Source: US Travel Association - 2011

To be successful in the face of this competition, it is vital for the GSCVB to “ramp up” its capabilities in all areas and become a more formidable and capable organization, properly on par with its regional peers.

Notably, each of the destinations below are both a) competitors for convention business and b) have (or will soon have) casino properties in their service areas.

**\$12 Million Budget**

Staff: 72

**BOSTON CVB**  
Wynn Boston Harbor  
(opening 2019)

## Key Regional Competitors

**\$4 Million Budget**

Staff: 23

**PROVIDENCE CVB**  
Twin River Casino

**\$2 Million Budget**

Staff: 14

**ALBANY CVB**  
Turning Stone  
Resort Casino

**\$1 Million Budget**

Staff: 5

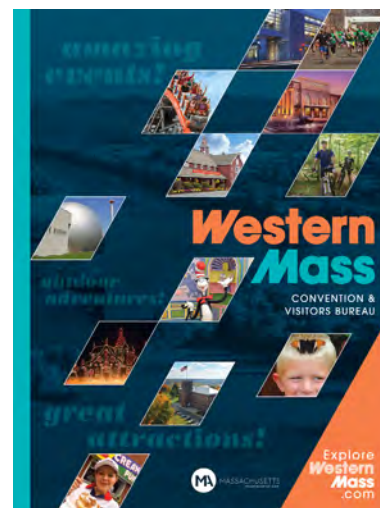
**GREATER SPRINGFIELD CVB**  
MGM Springfield  
(opening 2018)

### THE SOLUTION:

### TACTICS-DRIVEN STAFF EXPANSION and MARKETING BUDGET GROWTH

To best capture the highest percentage of NEW visitor dollars that will become available due to the projected major regional draw of MGM Springfield, the GSCVB must possess BOTH:

- Proper staffing strength - Changes to the staffing and budget will be phased in over a three-year period, 2019-2021.
- A sufficiently-robust marketing budget - New monies will drive millions of impressions for the consumer-focused branding campaign “Find Your First in Western Mass”



## PHASE 1 STAFF GROWTH - Planned investment: \$250,000

(NOTE: budget includes salaries, benefits and overhead)

Adding three full-time positions would be necessary to properly service the increased visitor traffic coming to Western Massachusetts. These professional positions will enhance the services the GSCVB can provide, both strategically and tactically.

The positions below are typical examples of the roles that would strongly augment the existing GSCVB staff; filling them would be a top priority as new funds become available.

### Visitor Services Coordinator

- Handles all inbound visitor inquiries (in-person, phone, web)
- Refers visitors to attractions/events/restaurants/lodging with the skills of a concierge
- Maintains printed material inventories for member attractions

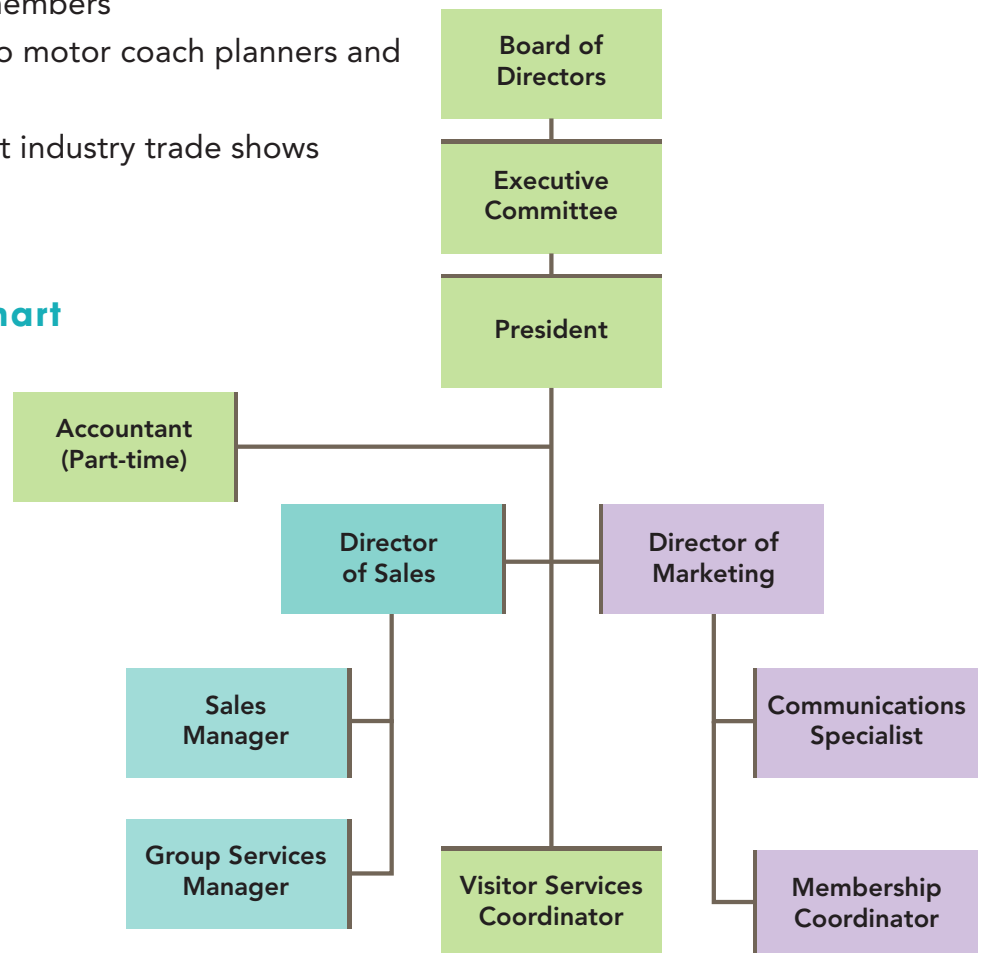
### Communications Specialist

- Handles media relations, issues press releases, conducts VIP/FAM tours
- Writes copy for all publications, print materials, electronic and social media
- Manages emergency communications/crisis PR

### Group Sales Manager

- Targets smaller meeting/convention groups (non city-wide) and issues leads to members
- Maintains outreach to motor coach planners and operators
- Represents GSCVB at industry trade shows

### GSCVB Organizational Chart Phase One





## **PHASE 1 MARKETING BUDGET GROWTH - Planned investment: \$500,000**

*(NOTE: budget includes media buys, design/print and production costs)*

MGM Springfield has clearly outlined its own plans for marketing their facility. They will look to the GSCVB to enhance the outreach made to all key audiences especially in feeder markets 50 miles or more from Western Mass including inbound international visitors.

With the establishment of a consistent media budget which can be maintained year to year, the GSCVB will create an annual media buy which aggressively and efficiently targets likely visitors to Western Mass.

### **Core Audiences**

- Convention planners
- Group tour operators/planners
- Sports organizers
- Leisure visitors (domestic and international)

### **Niche Audiences**

- Behavioral-targeting
- Soft adventure
- Lifestyle
- Girls' getaway
- Culture-vulture
- "Foodies"

### **Media**

- Email
- Digital Display
- Digital Retargeting
- Geo-fencing
- Social Media
- Digital Out-of-home
- Cable Television
- Streaming Radio

### **Programming**

- Special Events
- Sales Missions
- Familiarization Tours

### **Organizational Partnerships**

- Western Mass RTC collaborations –  
The GSCVB will continue to work in close partnership with our fellow Regional Tourism Councils on marketing initiatives, sales missions and other programs which positively impact the four-county area.
- Economic Development Council of Western Mass
- MA Convention Center Authority
- MA Office of Travel & Tourism
- Springfield Business Improvement District
- Springfield Central Cultural District

## **PHASE 1 2019 Total funding request from the Gaming Economic Development Fund: \$750,000**

## LOOKING AHEAD - PHASES 2 & 3

Recognizing the Gaming Economic Development Fund will have more resources available as both Massachusetts casinos come fully online, the GSCVB will recommend a second and possibly third round of organizational expansion concepts and ideas at that time.

The actual marketplace performance of casino gaming in Massachusetts remains unknown, though all reasonable projections indicate robust results. Thus, as the market begins to return “hard” data, the GSCVB’s recommendations for Phases 2 & 3 will be modified based on an ongoing assessment of the Phase 1 tactics as they are implemented. All parties anticipate the appeal of the regional casinos will be vigorous, visitation will continue to expand and incremental revenues will be realized.

Proper due diligence has not yet been completed for the following concepts and ideas, but they are high on the list for consideration should the funding be available.

- Expand the reach and frequency of the multi-pronged media campaign driving “Find Your First in Western Mass” and related print collateral such as the GSCVB’s *Western Mass Visitors Guide*. *Tactical enhancements: include an emphasis on winter shoulder-season event/promotion to help hoteliers in Q1.*
- Work with MGM Springfield to put on major “area-wide” events to leverage the keynote events that this casino property programs. *Tactical enhancements: work with MGM marketing team to amplify events to make them region-wide, boosting attendance and extending visitor stays.*
- Ramp up social media presence significantly. *Tactical enhancements: utilize streaming video, member-focused contests and promotions to aggressively drive engagement with consumers.*
- Explore non-traditional ways of reaching consumers when they are here and seeking new experiences and spontaneous activities. *Tactical enhancements: Create and deploy a “mobile visitor information center” in a small vehicle such as a retired mail truck or similar, which could move nimbly among visitor-heavy areas like parks, town centers and event venues (Holyoke St. Patrick’s Day Parade, Big E, Paradise City Arts Festival, Brimfield Outdoor Antique Show, etc.)*
- In partnership with some of our local community colleges, revive “Howdy University,” a highly-regarded front-line training program for hospitality workers.
- Consider further additions to GSCVB staff as-appropriate.

**PHASE 2 Total potential funding request from the Gaming Economic Development Fund: \$1,000,000**

**PHASE 3 Total potential funding request from the Gaming Economic Development Fund: \$1,250,000**

## SUMMARY & CALL TO ACTION

After many years of consideration and public discourse, the Massachusetts State Legislature has brought profound transformational change by introducing casino gaming to the Commonwealth. Consensus points to success of the casinos and widespread overall economic benefit, as literally millions more people will come to Massachusetts every year to experience these new attractions. In the particular case of Western Mass, the projections call for an unprecedented boost in visitation: from 3 million per year to over 11 million per year. Good news for all.

Although great progress has been made to date to make this all happen, it is imperative that the agencies which serve the visitor industry will in turn be financially-empowered to “go the final mile” in terms of having sufficient staffing and marketing. The Greater Springfield Convention and Visitors Bureau, designated by the Commonwealth to capture tax revenues for both the state and local communities, is just such an entity, albeit operating with a bare-bones professional team and a meager marketing budget.

It’s time for solutions, and we have them. In this paper, we have made the case for similarly transforming the GSCVB. Its strategic position requires it to be a truly viable partner for MGM Springfield, the Western Mass gaming licensee. We have laid out a concise strategic plan, outlining the key points that will lead to the Bureau’s evolution into a more robust organization, better able to work with MGM Springfield and sell all of our region’s attractions, venues, events and visitor services. *Therefore, we are requesting funding at the level of \$750,000 in 2019, \$1,000,000 in 2020 and \$1,250,00 in 2021 to increase marketing campaigns and augment our professional staff.*

Study after study has demonstrated that tourism promotion is a net revenue generator, not a cost, to taxpayers. It doesn’t compete with priority programs; it helps pay for them. It is an investment to help lure more visitors to Massachusetts. They will spend more money and generate even more tax dollars for our residents and the programs that help them. Tourism promotion invariably delivers a strong return on investment.

**Please support marketing and operational-focused funding allocations to the Greater Springfield Convention and Visitors Bureau from the Gaming Economic Development Fund in 2019, 2020 and 2021.**





# *All In For Western Mass Tourism Success*

A Plan for Maximizing Capture of Visitor Expenditures  
in the Region's New Gaming Era



# Western Mass

Mary Kay Wydra  
GSCVB President

The Greater Springfield Convention & Visitors Bureau, an affiliate of the Economic Development Council of Western Mass, promotes Western Massachusetts as a year-round destination for conventions, meetings, group tour, sports and leisure travel.

# Partners





# Partners



# Partners



# Action Plan:

- Significantly expand the GSCVB's marketing efforts to target critical audiences.
- Align the administrative capacity of the GSCVB to maximize the economic impact of hospitality within the region.
- Work very closely with MGM Springfield to ensure accurate follow-through on all elements of the joint marketing agreement.



# Challenges:

## GSCVB State Marketing Grant Allocations 2009-2018



## Key Regional Competitors

\$12 Million Budget

Staff: 72

**BOSTON CVB**  
Wynn Boston Harbor  
(opening 2019)

\$4 Million Budget

Staff: 23

**PROVIDENCE CVB**  
Twin River Casino

\$2 Million Budget

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**ALBANY CVB**  
Turning Stone  
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\$1 Million Budget

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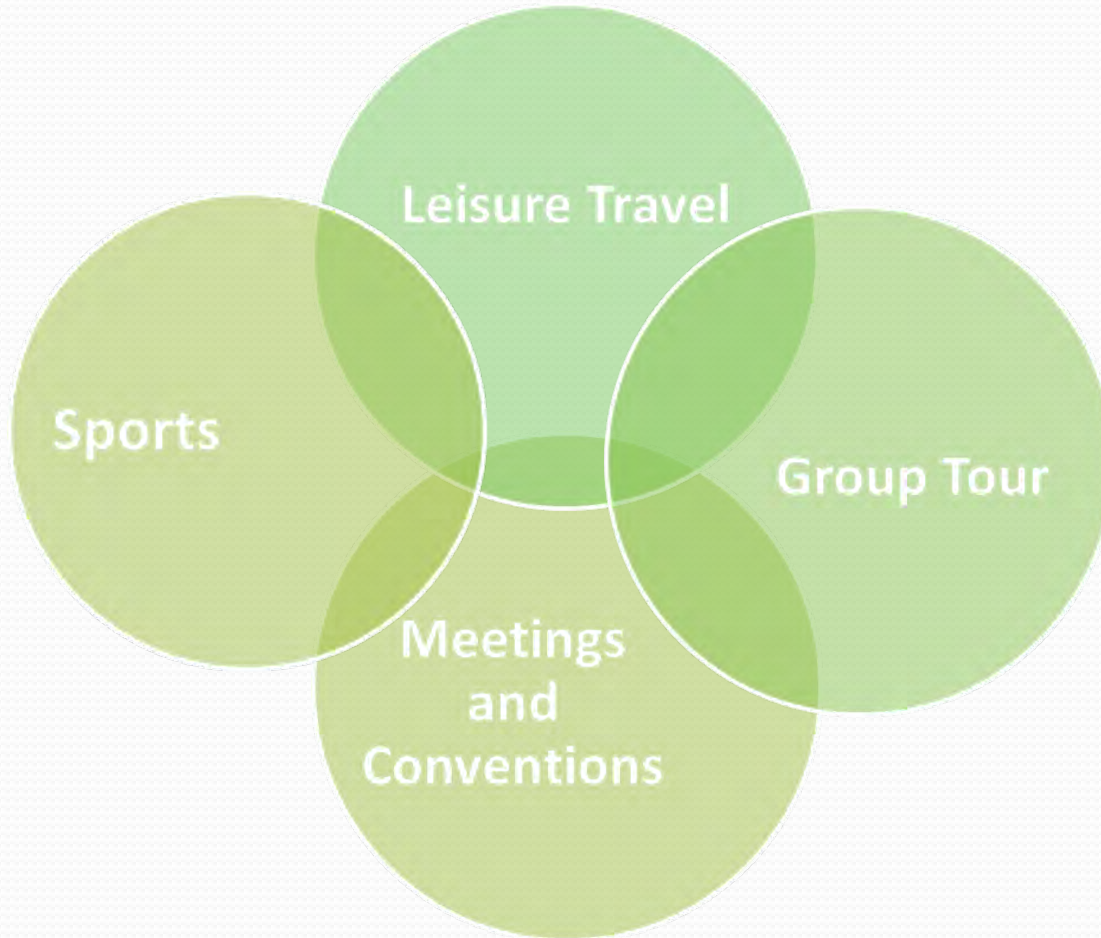
**GREATER SPRINGFIELD CVB**  
MGM Springfield  
(opening 2018)



**Western  
Mass**



# Who:



# Where:



# More International Opportunities:



- More visitors from Quebec
- International FAMs from MOTT
- Collaborative sales missions with four Western Mass RTCs



# Media:

- Email
- Digital Display
- Digital Retargeting
- Geo-fencing
- Social Media
- Digital Out-of-home
- Cable Television
- Streaming Radio

The Official *eNewsletter* of  
**Western Mass**



Find your first...  
**slam dunk**



Explore **Western Mass**.com



Find your first...  
**adrenaline rush**

Explore **Western Mass**.com

Now Beer Trail | Regional Maps | Things To Do  
**Western Mass**  
Visitors & Relocation Guide  
2017-2018

MA MASSACHUSETTS  
visitWesternMA.com

amazing events!

outdoor adventures!

great attractions!

**Western Mass**  
CONVENTION & VISITORS BUREAU

MA MASSACHUSETTS  
Explore **Western Mass**.com

**Western Mass**

1st  
In a land of firsts, find **one-of-a-kind** attractions!

Explore **Western Mass**.com

# Timing:

- Year-round – regional branding
- November-April – hotel shoulder season
- Summer – fierce competition



# Why:

- It's our mission – Sell the destination!
- Expand & amplify MGM Springfield's reach
- Support Bureau members & small business
- Benefits the Commonwealth, towns & cities with taxes, job growth and additional investment

# Virtuous Cycle

Travel Marketing and Promotion



Increased Visitor Trips



TRAVEL  
PROMOTION'S  
VIRTUOUS  
CYCLE



New Jobs & Tax Revenues



Additional Visitor Spending

The logo for Western Mass, featuring the word "Western" in orange and "Mass" in teal, both in a bold, sans-serif font. The logo is centered on a white rectangular background.

# Western Mass

Tourism marketing  
*IS* economic development.





# Q & A





Timothy W. Brennan, Executive Director

**TO:** Bruce Stebbins, Commissioner, Massachusetts Gaming Commission (MGC)

**FROM:** Tim Brennan, Executive Director, Pioneer Valley Planning Commission (PVPC)

**SUBJECT:** Suggested Regional Strategies to Consider for Funding With Financial Support Provided From the New Gaming Economic Development Fund

**DATE:** September 14, 2017

This is intended to respond to your letter of July 26, 2017 seeking feedback and suggestions on how to usefully and beneficially apply funds from a new Gaming Economic Development Fund to strategies and initiatives that would positively impact the region surrounding the new MGM Springfield Casino Facility that is scheduled to be opened to the public next fall. We have reviewed all of the background information that you've provided, and participated in a conference call which you convened back on August 9, 2017, and based on our understanding of the subject fund as well as the comprehensive list the MGC's of use priorities, we have identified and would like to submit the following list of recommended strategies and initiatives which we're convinced are of substantial merit. Accordingly, we would urge that you and your colleagues on the MGC give serious and ideally favorable consideration to them going forward. Our agency's recommended use strategies and initiative can be briefly described as follows:

<u>Use Category Estimate</u>	<u>Summary Description</u>	<u>Lead Coordinator/ Implementer</u>	<u>Target Start-up</u>	<u>Preliminary Cost Estimate</u>
Public Transportation	Provide funding to the Pioneer Valley Transit Authority (PVTA) to support supplemental evening and weekend public bus service to address the mobility needs of MGM Springfield employees and patrons.	PVTA	Summer/Fall of 2018	TBD based on agreed level of expanded bus service
Small Business Support	Provide training and one-on-one small business technical assistance to qualified firms seeking non-conventional business loans in Springfield and the surrounding Hampden County portion of the Pioneer Valley. Provide targeted training and technical assistance to both current and prospective borrowers seeking loans of up to \$50,000. Key areas of training and/or business assistance would include: financial planning, business assessment, general management and marketing	Common Capital Incorporated	Fall/Winter 2018-19	\$220,000/yr

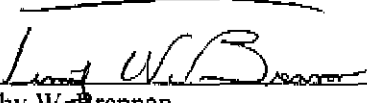


Memo to the MGC (cont.)  
Page 2

<u>Use Category Estimate</u>	<u>Summary Description</u>	<u>Lead Coordinator/ Implementer</u>	<u>Target Start-up</u>	<u>Preliminary Cost Estimate</u>
Public Safety	Conduct detailed feasibility analysis and follow-on action plan/ budget to establish a regional, lockup facility to serve cities and towns comprising the lower Pioneer Valley. Feasibility analysis, as well as the development of an implementation plan and budget, will require consultant expertise in multiple disciplines and an extensive public outreach, participation and engagement process over a 12 to 18 month time period.	Hampden County Sheriff's Department in collaboration with PVPC and municipal police departments in the Greater Springfield target area.	Spring 2018	\$275,000 to \$300,000

We hope that our agency's list of potential use strategic for the Commonwealth's new Gaming Economic Development Fund will prove to be relevant and useful. In addition, we will be happy to try and answer any questions you may have about one or all of the suggested uses described in this memorandum or to provide supplemental information that may help you to complete the MGC's vetting process.

We are grateful for the invitation you conveyed to provide this feedback and for its potential inclusion in a forthcoming MGC-generated "White Paper" that is to be submitted to the state legislature for its review, consideration and action later this year.

  
\_\_\_\_\_  
Timothy W. Brennan  
Executive Director

TWB/mm

cc: S. Sheehan, PVTA  
C. Sikes, Common Capitol

Bruce Stebbins New Gaming Economic Dev. Fund/Admin/Staff/Brennan/Memo

# IMPACT

LOCAL INVESTMENT ■ SHARED FUTURE



**Common**  **Capital**

LOCAL INVESTMENT SHARED FUTURE

# About Common Capital

- ❖ Office located in Holyoke
- ❖ Founded in 1990
- ❖ We are a U.S. Treasury Certified Development Financial Institution and Small Business Administration Micro-lender
- ❖ Service area is Western Massachusetts with focus in Springfield and surrounding area



Common  Capital

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# Metrics and Results

- ❖ Over 750 loans to Western MA businesses
- ❖ Over 500 Jobs created/protected in last 5 years
- ❖ Business Assistance provided to over 1000 businesses
- ❖ 40% of loans in last 5 years to women-owned businesses/70% to low-income clients



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# Community and Economic Impact

- ❖ #1 Driver: Create and retain quality jobs
- ❖ Improve lives and provide economic opportunity
- ❖ Essential community services
- ❖ Rejuvenate neighborhoods
- ❖ Environmental sustainability
- ❖ Local investment - recirculate dollars locally, local ownership, built to last/stay



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# Financing Needs

- ❖ Working Capital
- ❖ Accounts receivable and inventory
- ❖ Equipment & infrastructure purchase or improvement
- ❖ Debt refinancing to improve cash flow
- ❖ Purchase of an existing business
- ❖ Start-up or expansion costs
- ❖ Real estate or building renovation to benefit a business operation.



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# Who Is CCI

CCI has made more than 700 business loans totaling over \$17 million

We offer:

- ❖ **Small Business Loans**
  - \* Fast Track
- ❖ **Nonprofit Loan**
- ❖ **Affordable Housing Loan**
- ❖ **Business Loans**



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# Collaborate Partners

- ✓ Berkshire Bank
- ✓ City of Springfield (Dept. of Economic Development)
- ✓ Community First Fund (local investment fund)
- ✓ Community Development Finance Fund (CDFI)
- ✓ Easthampton Savings Bank
- ✓ Florence Savings Bank
- ✓ Franklin County CDC
- ✓ Freedom Credit Union
- ✓ Greenfield Cooperative Bank
- ✓ Greenfield Savings Bank
- ✓ MGM (business assistance funding)
- ✓ Peoples Bank
- ✓ Peoples United
- ✓ Small Business Administration (SBA)
- ✓ TD Bank
- ✓ United Bank
- ✓ Valley CDC
- ✓ Way Finders



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# Request

- ❖ **\$220,000 annually for business assistance for**
  - **\$120,000 in loan capital which will leverage \$600,000 in loan capital from the SBA for microenterprise loans**
  - **\$100,000 Training in financial planning, marketing, management and business assessment for small business owners**
- ❖ **Activity will be focused on the Springfield and surrounding communities**



**Common**  **Capital**

LOCAL INVESTMENT SHARED FUTURE



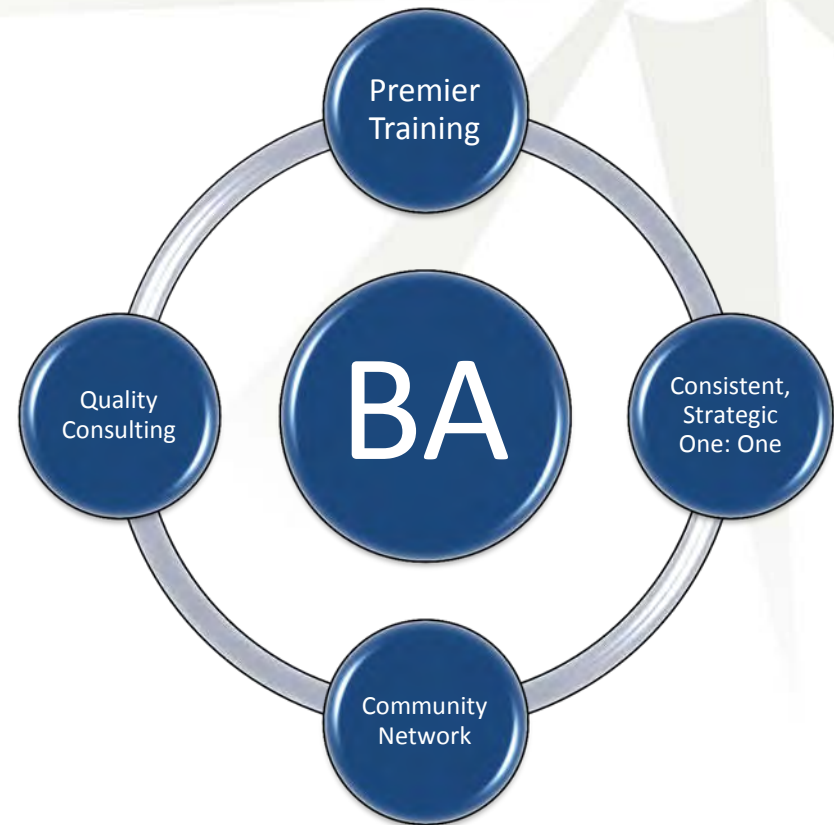
# 4 Components of BA

We **actively engage** business owners to provide **personalized assistance**:

-Identify businesses' strengths and weaknesses.

**-Work with owners to implement steps.**

**-Grow and improve business operations over time.**



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# Community Network

- ❖ Regional BA Network Providers Meetings, Referrals to Regional Business to Business Professionals, Collaboration with Regional Business Development Programs
  - Create a pool of resources for small business owners.
  - Increase awareness of CCI loan programs available to local entrepreneurs.



Collaboration, Network, Excellence



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# Our Clients



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REGIONAL EMPLOYMENT BOARD  
OF HAMPDEN COUNTY, INC.

*Your Connection to Workforce Development*

## **Massachusetts Gaming Commission**

### **Statement of Proposed Strategies**

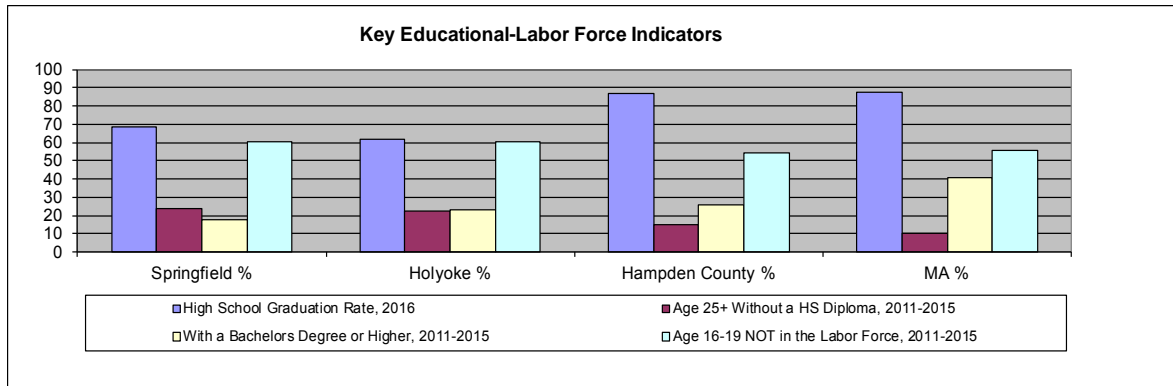
#### **I. Introduction**

The Regional Employment Board of Hampden County, Inc. (REB), the Workforce Development Board in Hampden County, located at 1441 Main Street in Springfield, is formally submitting a Statement of Proposed Strategies to the Massachusetts Gaming Commission to develop and implement a broad and comprehensive array of programs, services, and supports targeted to in-school youth and disconnected out-of school youth ages 16-24. The REB is requesting \$1,050,000 for FY 2019, contingent upon legislative appropriation.

#### **II. The Problem Statement**

The economic growth of the region is constrained by a labor shortage while young jobseekers are looking for work. Existing and potential employers require access to a larger talent pool of job ready candidates. In addition to academic and occupational skills, there is a significant need for improved workplace readiness skills, specifically related to work ethic and professionalism, communication, and interpersonal skills.

Workforce development will be a key contributor to the success of MGM Springfield and to the overall economic development of the region immediately surrounding this gaming facility. In Hampden County, disadvantaged youth and adults with limited skills make up the greatest proportion of the future workforce. Hampden County continues to face interrelated challenges of inadequate educational attainment, low labor force participation rates and high poverty, particularly in our two primary Gateway Cities of Springfield and Holyoke and our secondary Gateway Cities of Chicopee and Westfield.



Source:

US Census Bureau; Massachusetts Department of Early and Secondary Education,

### III. The Research Data

The 2016 high school graduation rates in Springfield and Holyoke (currently in Receivership by the MA Department of Elementary and Secondary Education), have shown improvement in the past three years; however, they still lag behind other cities in Hampden County and in the Commonwealth. In addition, these two key anchor cities have significant challenges in advancing students towards a Bachelor's degree or higher. One particularly disconcerting trend is the increase in youth not participating in the labor force.

Based on the 2011-2015 American Community Survey report, only 31% of the teens (16-19) in MA were employed during an average month. This is 23 percentage points less than the amount of teens that were employed in 1999 (54% vs. 31%). While all teens have experienced steep declines in their employment rates over the past decade, young teens, males, African-Americans, Hispanics and low-income students have fared the worst.

Further, census data suggests approximately one in six Gateway City youth age 16-24 is struggling to find a career pathway. These at-risk youth are either not enrolled in school and not working, or they hold low-wage jobs with little hope for advancement and they are not continuing their education.

There are approximately 8,000 at-risk youth (age 16 to 24 living below poverty level) in Hampden County's four Gateway Cities, 4,500 reside in Springfield (the remaining 3,500 are evenly distributed between Holyoke, Chicopee, and Westfield). 75% of these youth are in their early 20s; approximately 2/3 are not in school and in low wage jobs (<\$10/hr.); and 1/3 are not working and not in school.

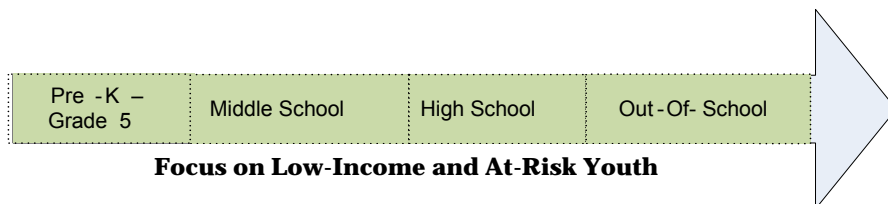
In August, 2017, the REB organized a focus group of fifteen (15) cross-sector regional employers in order to gather real time information on skills and competencies needed by employers, challenges in hiring and retaining employees, and suggested approaches to strengthening the workforce. Employers emphasized the need for more strategic partnerships between employers and education and training providers with a particular focus on improved workplace readiness skills.



### III. The Proposed Strategic Framework and Strategies

The REB proposes a priority focus on at-risk youth. While the percentage of youth fitting this description is high, the REB believes that with strategic allocation of new and existing resources and the use of evidence-based interventions, it can improve outcomes for both youth and businesses that will increase job creation and have a continuous positive impact on the regional economy. The proposed strategies are drawn from the following section of the REB's FY 2018-2020 Strategic Plan as well as from research and strategies outlined in the recently released *"Calling All Gateway City Leaders: An Action Guide to Workforce Development Transformation in Massachusetts,"* (MassINC Gateway Cities Innovation Institute and Commonwealth Corporation, 2017).

#### Strategic Priority 3: Develop 21st Century Youth Education and Employability Skills for Quality Careers



**Goal A)** Prepare youth for college and careers.

**Strategy A1)** Establish common indicators of workplace readiness across industries through the OSCC WIOA Core Partner MOU and/or the MOU between all youth-serving programs/agencies funded through the REB and at the One-Stop Career Centers.

**Strategy A2)** Establish a common career pathway framework applicable across all sectors that describes how to advance youth along the career continuum, included in MOUs above.

The REB believes that subsidized employment, especially when combined with workplace readiness training and mentoring helps youth find clear career pathways, improve employment readiness skills, and develop the self-esteem and confidence required to make good educational and career decisions.

As the Workforce Development Board in Hampden County, the REB currently directs and manages all youth programming funded federally by the Workforce Innovation and Opportunity Act (WIOA; YouthWorks), and by the Commonwealth of Massachusetts (Connecting Activities). These coordinated and highly integrated subsidized employment programs have strong outcomes and regional partnerships and have an existing and well-established infrastructure that with additional resources can be scaled up to significantly impact short-term and long-term employment and create sustained regional economic development.

Embedded in these programs are a structured and interactive workplace readiness curricula and tools that include the following proven and validated instructional modules and accountability metrics that have the potential to significantly increase the quantity and quality of young people ready to succeed in growth sectors of the economy.

- ✚ Signal Success (Commonwealth Corporation)
- ✚ Workplace Readiness Certificate Program (REB- Springfield Public Schools)
- ✚ Massachusetts Work-Based Learning Plan (MA DESE)

As of July 1, 2017, 22 partners (including the REB, the One-Stop Career Centers, and youth agencies focused on college and career readiness and employment) signed the Hampden County Youth Memorandum of Understanding (MOU), to develop and implement an integrated workforce system for youth (Attachment A). The MOU partners have agreed to work together to connect and enhance services through innovative use of existing and new resources to produce the best possible outcomes for youth and businesses. The infrastructure created through the MOU provides an exciting new opportunity to connect and bring to scale the highest quality youth services in the region. The following section outlines current youth employment programs connected to the MOU that are managed by the REB and have demonstrated outcomes and effective partnerships. **Additional resources could bring these programs and the youth workforce development system as a whole to scale, significantly increasing the number of young people ready to succeed in high demand growth sectors of the economy.**

#### A. WIOA Youth Program

WIOA is federal legislation that provides funding to support a public workforce system that provides integrated service delivery for in-school and out-of-school youth and young adults. The REB partners with youth service providers to coordinate resources and activities including career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and job placement along a career pathway or enrollment in post-secondary education. The WIOA Youth Program includes both year-round and summer jobs components.

#### B. YouthWorks

The goal of the state's subsidized employment program, YouthWorks, is to help ensure young people are ready for work and are acquiring marketable skills. YouthWorks provides young people with the skills, experience, and networks to be able to secure employment in the unsubsidized labor market.

Hampden County YouthWorks is a partnership of the REB, the One-Stop Career Centers, and local public, private and community-based organizations. Youth ages 14-21 are recruited, trained, placed and supervised in subsidized employment opportunities. Youth participants also complete work-readiness training (*Signal Success*, described below) to acquire the skills and knowledge necessary to be successful in an entry-level position or community-service activity, as well as strategies for work retention and advancement, job search and career exploration.

YouthWorks also includes leadership training, case management, mentoring, academic services, and project-based learning. YouthWorks includes both year-round and summer jobs components.

### C. Connecting Activities

Connecting Activities (CA) is a Department of Elementary and Secondary Education (DESE) initiative that sustains a statewide infrastructure to support "college and career readiness" for all students. The CA line item in the state budget establishes public-private partnerships through the 16 local workforce investment boards to connect school districts with businesses for a wide range of career development education (CDE) experiences. A primary focus of these partnerships is the creation of structured work-based learning experiences for students that support their academic and employability skill attainment, career awareness and career exploration.

### D. Workplace Readiness Curricula

*Signal Success* is a workplace readiness curriculum developed by the Commonwealth Corporation to provide youth (ages 14-24) instruction and skill development opportunities in Initiative, Communication, Collaboration and Dependability.

The *Workplace Readiness Certificate Program* was created by the REB and Springfield Public Schools. Focus areas are Attendance and Punctuality, Motivation and Initiative, Communication, Teamwork and Collaboration, Critical Thinking and Problem Solving, and Workplace Policy, Culture and Safety.

*The Massachusetts Work-Based Learning Plan* is a diagnostic, goal setting and assessment tool designed to drive learning and productivity on the job. Foundational skills categories assessed align with focus areas of Signal Success and the Workplace Readiness Certificate Program.

## **IV. Budget**

Investment in the development of the next generation of the workforce is one of the most promising strategies to create individual self-sufficiency and regional economic growth. The REB is requesting \$1,050,000 from the MA Gaming Economic Development Fund for FY 2019 to bring to scale innovative youth programming that builds on the strength of the regional partnership infrastructure and supports activities with demonstrated employment outcomes. The REB's current collaboration with the MOU partners creates an integrated youth workforce development system that responds to regional industry need, connects complementary services, increases accessibility to those services, and strengthens the system of support that will prepare the future workforce in our region.





REGIONAL EMPLOYMENT BOARD  
OF HAMPDEN COUNTY, INC.

*Your Connection to Workforce Development*

## **Hampden County Workforce Development Board Youth Memorandum of Understanding (MOU)**

### **I. PURPOSE**

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the ***Regional Employment Board of Hampden County, Inc. (REBHC), as the designated Workforce Development Board for Hampden County***, the One-Stop Career Center (OSCC) operators and their youth-oriented programs, the region's WIOA Title I Youth service providers, YouthWorks providers, DESE School-to-Career Connecting Activities (STC-CA) funded partners, the Westover Job Corps Center, the Massachusetts Rehabilitation Commission/ Massachusetts Commission for the Blind (MRC/MCB) WIOA 15% funded youth program/ activities and the Department of Transitional Assistance (DTA) funded youth program/activities as they relate to the operation of youth services and programs in Hampden County.

This MOU ***augments the WIOA Core Partner Umbrella MOU*** that defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared WIOA Core Partner customers, which includes youth. This MOU is designed to specifically align and coordinate the delivery of WIOA and other services to youth aged 14-24 with the other REBHC youth-funded programs.

The MOU may include other provisions agreed to by all parties that are consistent with all Partner programs, services and activities, authorizing statutes and regulations.

### **II. DURATION OF THE MOU**

This agreement shall commence on July 1, 2017 and shall terminate on June 30, 2018, unless otherwise terminated by agreement of all parties or superseded.

### **III. ASSURANCES**

The parties agree to conduct the following activities at a local level:

1. Enter into a local MOU with the REBHC relating to the operation of the youth delivery system.
2. Participate in the operation of the youth delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal and State laws authorizing the youth programs and activities.
3. The MOU will be reviewed and updated as needed, but not less than once every 2-year WIOA youth procurement period, to ensure appropriate funding and delivery of services.

#### IV. MEMORANDUM OF UNDERSTANDING CONTENT

1. The REBHC convened and facilitated a representative group of youth providers to develop this MOU and to come to an agreed upon career pathway model/youth service path for youth being served its programs. A sub-group worked on the career pathway model, led by the Westover Job Corps Center representative, which was then reviewed by the larger group. The MOU and accompanying documents were reviewed and approved by the REB Youth Council.
2. The following are the priority youth segments of the population identified by the MOU Partners:
  - a. low-income in-school and out-of-school youth meeting WIOA and YouthWorks eligibility,
  - b. high-school drop-outs,
  - c. high school students meeting DESE STC targeted services,
  - d. youth with disabilities;
  - e. re-entry populations;
  - f. young parents; and
  - g. other youth with barriers to employment.

The REBHC and Youth Partners understand that while there is a priority on youth who have barriers to employment, we recognize the context of our regional labor market (e.g., the expectations of area employers). We also acknowledge a need to fill the local businesses' workforce needs with qualified applicants and as such will strive to develop youths' work readiness and essential skills so that they are prepared for the workplace.


3. The MOU Partners intend to collaborate to provide a holistic continuum of services to youth in Hampden County based on a youth-centered design / career pathway model as seen in Attachment A ("Hampden County Workforce Region Career Pathway Model"), as adapted from CLASP's Alliance for Quality Career Pathways Initiative's Model. We envision the following:
  - a) Various types of supports and services will be made available to youth through the MOU partners that promote the education, training and career advancement of youth receiving services.
  - b) Community resources and social supports will be engaged by MOU partners to ensure youth do not fall through the cracks between critical transition points in their pathway.
  - c) That through #4 as described below, there will be an ability to refer youth between the partners for appropriate services and activities. The individual partner will outline the service strategies they are providing and share any "individual service strategy plans" with the other partner(s).
4. In addition to the coordination and referral mechanisms between the OSCC Operators and WIOA Core Partners in the Umbrella MOU (which includes the Westover Job Corps Center and MRC/MCB); the OSCCs also will refer appropriate center customers aged 14-24 to the WIOA Youth service providers, with particular emphasis on out-of-school youth providers, YouthWorks

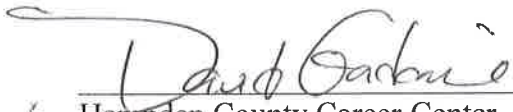
Jobs programs (for the cities that have a program), STC-CA lead coordinators, DTA funded Young Parent Programs, and to the MRC/MCB WIOA 15% funded youth programs. Examples of when such referrals are appropriate include, but are not limited to, when a youth drops out of one of the programs or needs services as provided by another program. Program Contact lists will be on the REBHC website maintained at: <http://www.rebhc.org/youth-development-14-24-year-olds/>. Conversely, Youth programs will refer to the OSCCs those youth who can benefit from their services and assist in obtaining employment, participating in their workshops, etc. For WIOA youth, these activities will be captured in the MOSES database as well as documented in the youth's individual service strategy plan. For STC-CA youth, the DESE Connecting Activities/ Work-based Learning Plan platform will capture such career exploration activities that may be delivered at a OSCC.

5. The MOU Partners intend to share various tools utilized in the provision of services to youth, e.g., MA Work-based Learning Plan, assessment tools, work readiness training, mentoring supports, and other tools as agreed upon by the parties, amongst each other via Youth Council presentations, email distribution, and other means.
6. The MOU Partners will engage with business partners and industry groups in varying ways to provide career exposure, exploration and immersion (e.g., work experiences, internships, etc.) activities. While the intent is to provide such experiences in areas aligned with regional labor market needs and “future ready workforce” demands, for many youth it is understood that any work-based exposure will be helpful in building work readiness skills, especially in the area of developing 21st Century “essential/soft/employability” skills. The REB and Career Centers will partner with youth program providers, within a business partner/ employer engagement framework to be developed over time as part of demand-driven strategies envisioned under WIOA.
7. The REB will facilitate mechanisms to ensure that the tracking and reporting of youth enrollment and outcomes across various databases/programs, where appropriate and allowable, occurs to the maximum extent possible.
8. Other provisions, as agreed to by all parties and that are consistent with all programs' services and activities, authorizing statutes and regulations, may be added to this agreement over time.


**V. SIGNATORIES**

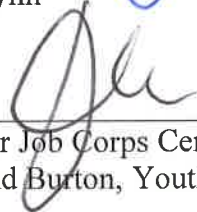
By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to youth customers. By signatures affixed below, the parties specify their agreement:

  
REBHC, Inc. President & CEO  
David M. Cruise


  
Hampden County Career Center, Inc.  
dba CareerPoint, David Gadaire

  
FutureWorks, Inc.  
Kevin Lynn

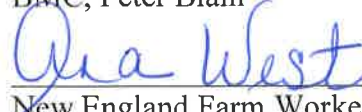
  
MA Rehabilitation Commission  
Paula Euber, MRC Youth Council Member


  
Westover Job Corps Center  
Cleveland Burton, Youth Council Chair

WIOA Title I Youth Provider Points of Contact:

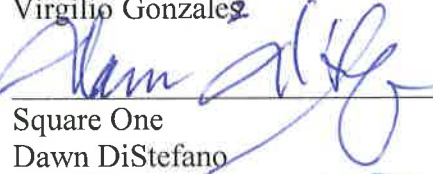
  
Baystate Springfield Educational Partnership,  
BMC, Peter Blain

  
Holyoke Public Schools  
Normand LeBlanc


  
New England Farm Workers Council, Inc.  
Ana West

  
New North Citizens Council, Inc.  
Virgilio Gonzales

  
Pathfinder Vocational Technical HS  
Denise Carrier


  
Square One  
Dawn DiStefano


  
Valley Opportunity Council, Inc.  
Judith Kocik


  
YWCA of Western MA, Inc.  
Elizabeth G. Dineen

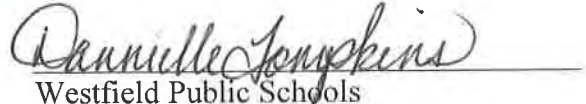


YouthWorks Points of Contact:

  
Hampden County Career Center, Inc.  
dba CareerPoint, Gladys Lebron-Martinez

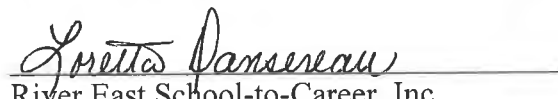
  
Valley Opportunity Council, Inc.  
Kristen Wing

  
New England Farm Workers Council, Inc.  
Ana West

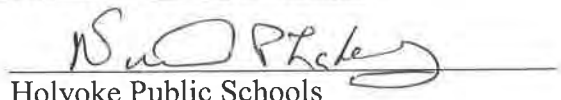
  
Westfield Public Schools  
Danielle Tomkins

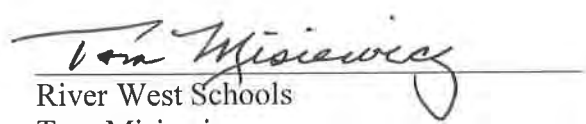
School-to-Career Connecting Activities Points of Contact:

  
Chicopee Public Schools  
Kara Blanchard

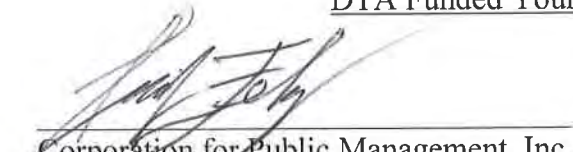
  
River East School-to-Career, Inc.  
Loretta Dansereau

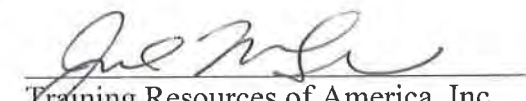
  
Springfield Public Schools  
Julie Donovan


  
Holyoke Public Schools  
Normand LeBlanc

  
River West Schools  
Tom Misiewicz

DTA Funded Young Parents Program Points of Contact:

  
Corporation for Public Management, Inc.  
Luis Feliz

  
Training Resources of America, Inc.  
Jynai McDonald

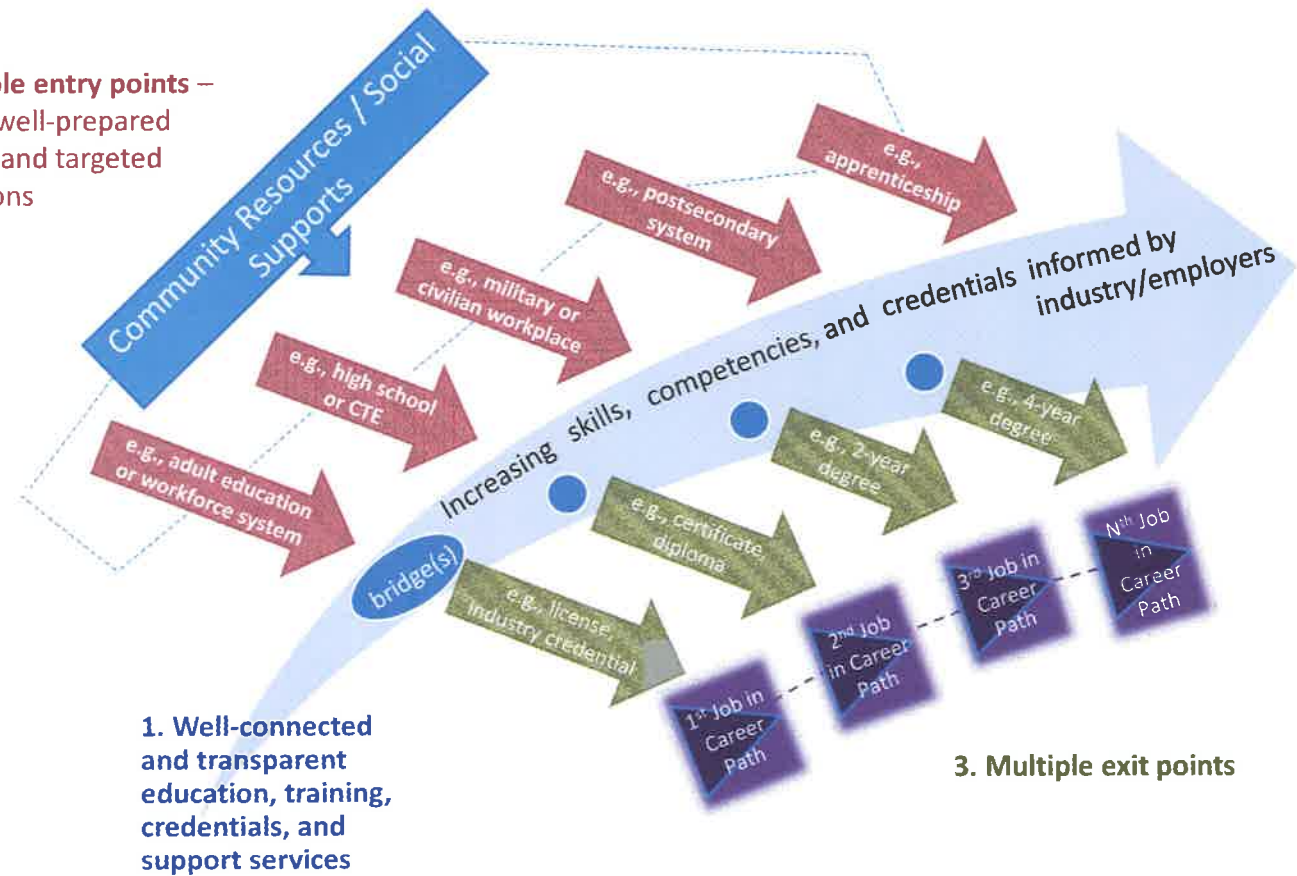
  
The Care Center, Inc.  
Anne Teschner

# Attachment A: Hampden County Workforce Region Youth Career Pathway Model\*



REGIONAL EMPLOYMENT BOARD  
OF HAMPDEN COUNTY, INC.  
*Your Connection to Workforce Development*

**2. Multiple entry points** –  
for both well-prepared  
students and targeted  
populations



**1. Well-connected  
and transparent  
education, training,  
credentials, and  
support services**

**3. Multiple exit points**

\* As adapted from CLASP's Alliance for Quality Career Pathways Initiative's Model



*Let us work for you!*



Springfield Technical & Holyoke Community Colleges

The joint efforts of Holyoke Community and Springfield Technical Community College demonstrate that the efforts to improve the workforce training mechanism and the skills of the workers in the Commonwealth are the primary economic development strategy that can be undertaken. A job-ready worker and skill enhancements for incumbent workers can drive investment, job growth and new tax revenue for the Commonwealth.

Training and Workforce Options (TWO) a joint effort of the two colleges provides custom contract training for area businesses with a training approach that yields a high return on investment. The Massachusetts Casino Careers Training Institute is designed to scale up the hospitality workforce for a high level of demand resulting from this new to Massachusetts Industry. In both cases the state is creating a system, which will stimulate private investment, new jobs and new tax revenues.

We would suggest that through the Economic Development fund of the Gaming Commission that the following actions be taken to stimulate increased economic development activity of the Commonwealth:

- Identify the four key industrial sectors of the State (e.g. in Western MA: Healthcare, Higher Education, Manufacturing, and Hospitality) and study the projected job growth of **3 high demand occupations in each sector in order to create an occupational profile**;
- Design an assessment and gap-training model through Career Ready 101 and the National Career Readiness Certificate to train job seekers and incumbent workers to match the defined occupational need. A credential would identify the skill level obtained by the job seeker or incumbent worker and serve as **a benchmark for employers in the hiring process**.
- Create a defined **apprenticeship pathway** for each identified occupation in concert with employers;
- Create an **occupational portal** which allows job seekers and employers to connect;
- Create a **marketing effort** inside and outside the Commonwealth to help employers understand the value of the Massachusetts workforce in their efforts to move into the State or to expand within the State;



- Devise a **business development process**/system that focuses on workforce as a primary way to encourage economic investment; and,
- Create a virtual Business Development Center focused on occupational needs.

TWO would strongly support this type of economic development initiative to improve the skills of individuals and meet the needs of employers as they start up in Massachusetts or as they expand.

If you have any questions or if you require any additional information please contact me at your convenience.

Sincerely,

A handwritten signature in black ink that reads "Jeffrey P. Hayden". The signature is written in a cursive style with a large initial "J" and "H".

Jeffrey P. Hayden, Executive Director  
Training and Workforce Options  
303 Homestead Avenue  
Holyoke, MA 01040  
[Jhayden@hcc.edu](mailto:Jhayden@hcc.edu)  
413-552-2587



Funding Strategy for Leveraging Economic Impacts of MGM Springfield Resort and Casino  
**Narrative Proposal**

**I. Introduction**

a. Project Summary

This proposal is an economic development strategy designed to promote growth of the Greater Springfield and Western Massachusetts economy by leveraging the impacts of the forthcoming MGM Springfield Resort and Casino. The project aims to increase interstate tourist visitation to Western Massachusetts by increasing the capacity for, and subsequently introducing, commercial air service options to and from the Westover Metropolitan Airport. Increasing spending at businesses such as lodging, dining, and entertainment venues (including MGM Springfield) from interstate tourists could have a multiplicative effect on the regional economy in Western Massachusetts. Additionally, this funding proposal requires relatively little capital investment or infrastructure improvement due to the strategy of capitalizing on existing aviation infrastructure.

Should funding be granted for this proposal, successful implementation will be overseen by an arrangement of stakeholder organizations in a comprehensive management and partnership program. This project will be managed and directed by a partnership between the City of Chicopee and Westover Metropolitan Development Corporation (WMDC is the managing entity of Westover Metropolitan Airport). This partnership will request input and feedback from the Western Massachusetts Economic Development Council, the Greater Springfield and Greater Chicopee Chambers of Commerce, and the Greater Springfield Convention and Visitors Bureau. The success of this project will be sustained by a business partnership between Westover Metropolitan Airport and MGM Springfield. The individual strengths of these organizations are certain to provide the capability necessary to implement discrete economic development strategies for building tourism and travel infrastructure in Western Massachusetts.

The City of Chicopee and WMDC are intent on working with partner organizations to develop the commercial air service at Westover Metropolitan Airport. Improving access by air to Chicopee, Greater Springfield, and Western Massachusetts in general could prove a major boon to the local economy. Access improvements will require developing the capacity for 24-hour operations at Westover Metropolitan Airport in order to compete with other regional airports offering similar services. In addition to making Westover Metropolitan Airport a more attractive facility for commercial air carriers, 24-hour operations will also benefit the United States Air Force (USAF). Expanding the Airport's operating timetable to 24-hours will require upgrading existing facilities and training and staffing of additional personnel, but will not require major infrastructural improvements.

Due to Westover Metropolitan Airport’s already robust aviation infrastructure (the longest runway approaches 12,000 feet in length)<sup>1</sup> this proposal requires less capital investment than would be required for infrastructure development. Ultimately, this proposal aims to outline an economic development strategy that could produce a substantial economic multiplier effect for the region as compared to the initial investment to cover project costs. The proliferation of commercial flights in and out of Westover Metropolitan Airport could open the region’s economy to a pool of interstate tourism commerce that is otherwise currently untapped.

b. Community Profiles

**Regional Profile:**

The City of Chicopee (the “host community”) and communities surrounding the Westover Metropolitan Airport consist of a diverse range of socioeconomic, racial, and other demographic characteristics. The cities and towns surrounding Westover Metropolitan Airport each occupy a unique socioeconomic niche with respect to one another. This wide range of diversity in lifestyles and demographics that is represented in a five and ten mile radius around Westover Metropolitan Airport present an opportunity to market a stratified offering of commercial air services to the surrounding population (see **Fig. II, III, and IV** below). Capitalizing on the varied population in the area provides an opportunity to discover and leverage an existing market in close proximity to the Airport in addition to the strategy of attracting commerce from outside the Commonwealth and Western Massachusetts. The following table (**Fig. I**) provides a demographic profile of the host and surrounding communities as compared to the Commonwealth of Massachusetts:

**Fig. I**  
**Demographics Table of Host and Surrounding Communities<sup>2</sup>**

	Chicopee	Granby	Holyoke	Ludlow	South Hadley	Springfield	West Springfield	Mass.
Population	56,186	6,322	40,342	21,348	17,763	153,947	28,600	6,705,586
Median Age	39.8	44.4	35.4	44.7	40.8	32.4	39.2	39.3
Per Capita Income	\$25,352	\$37,935	\$22,343	\$31,586	\$31,147	\$18,553	\$27,988	\$36,895
Med. Hshld Income	\$47,684	\$86,910	\$36,608	\$63,548	\$60,427	\$34,728	\$54,585	\$68,563
Pop. < Poverty Line	13.3%	4.5%	28.8%	4.9%	9.8%	30.0%	10.9%	11.6%
Pop. Earn > \$100k/yr	16.1%	40.8%	14.9%	30.4%	27.3%	11.2%	22.1%	34.9%
Minority Population	13.2%	3.5%	34.0%	6.0%	10.0%	48.2%	13.7%	20.4%
Bachelor’s Degree	17.3%	34.0%	23.4%	20.8%	39.3%	17.5%	29.6%	40.5%
Owner-Occupied Hsng	56.8%	85.6%	40.4%	76.7%	72.3%	47.2%	61.0%	37.9%

<sup>1</sup> Massachusetts Statewide Airport Economic Impact Update: Westover Air Reserve Base/Metropolitan Airport, MassDOT, 2010.

<https://westoverairport.com/economic-impact-of-airport>.

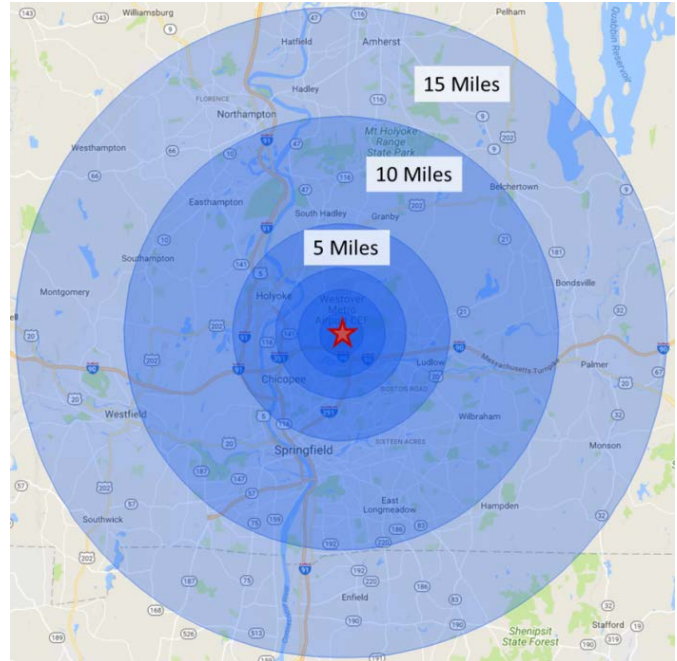
<sup>2</sup> U.S. Census Bureau, American Community Survey (ACS) 2011-2015. American Fact Finder: <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>



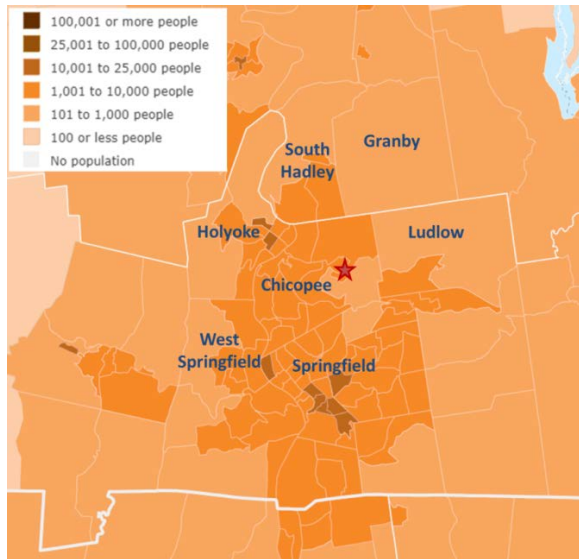
**Fig. II<sup>3</sup>**  
**Population Within Select Distances of Westover Metropolitan Airport [Table]**

	<b>Est. Population</b>
1 Mile Radius	10,431
2 Mile Radius	13,945
3 Mile Radius	101,144
5 Mile Radius	148,960
10 Mile Radius	442,587
15 Mile Radius	619,549

**Fig. III**  
**Select Distances from Westover Metropolitan Airport [Map]**



**Fig. IV<sup>4</sup>**  
**Population Density of Communities Surrounding WMA**



**Fig. V**  
**WMA and Other Regional Airports in Southern New England Area Locus Map**



<sup>3</sup> U.S. Census Bureau, Census 2010. Map Tools. <https://www.freemaptools.com/find-population.htm>

<sup>4</sup> U.S. Census Bureau, Census 2010. Interactive Population Map. <https://www.census.gov/2010census/popmap/>

Additionally, the location of Westover Metropolitan Airport provides ease of access to many popular destinations in Western Massachusetts. MGM Springfield and the accompanying economic renaissance occurring in Downtown Springfield is less than a 20 minute drive from the Airport. Additionally, the area’s colleges and universities, which constitute a major economic driver of the Knowledge Corridor, will benefit from commercial air services as well. The ease of access to four major highway systems (I-90, I-91, I-291, and I-391) is also an exceptional asset to Westover. Occupying a mid-way point between the New York-New Haven-Hartford corridor and the Boston-Worcester-Providence hub, Westover is ideally situated for travelers doing business on the outskirts of these economic-geographic regions or who may be accessing the central cities but are interested in a congestion-free traveling alternative. **Fig. VI** details the following major arteries and destinations as compared to Westover’s location by vehicular travel time estimates<sup>5</sup>:

**Fig. VI**

<b>Destination from Westover</b>	<b>Municipality</b>	<b>Est. Travel Time</b>
MGM Springfield	Springfield, MA	19 Minutes
Union Station	Springfield, MA	16 Minutes
MA Turnpike East/Westbound (Boston–Albany)	Chicopee, MA	6 Minutes
I-291 Southbound Exit (to Springfield)	Chicopee, MA	7 Minutes
I-91 North/Southbound (Hartford-Greenfield)	West Springfield, MA	11 Minutes
Chicopee City Hall	Chicopee, MA	13 Minutes
Holyoke City Hall	Holyoke, MA	13 Minutes
Downtown Northampton	Northampton, MA	26 Minutes
University of Massachusetts, Amherst	Amherst, MA	34 Minutes
Eastern States Expo (Big E) Fairgrounds	West Springfield, MA	21 Minutes
Our Lady of the Elms College	Chicopee, MA	13 Minutes

**Host Community Profile:**

The City of Chicopee’s built environment and economic history have developed on a similar trajectory as compared to other New England manufacturing centers; however the City’s built environment and economy also exhibit many characteristics unique to Chicopee itself. The City’s urbanization process began in the early 1800s around three distinct and geographically-separated manufacturing villages- Cabotville, Chicopee Falls and Willimansett. The two agricultural villages- Aldenville and Fairview- also developed as separate neighborhoods.

These villages were the economic engines that drove growth of the City for much of its industrial history. They are characterized today as concentrated urban areas, whereas Chicopee’s remaining developed land is largely suburban, consisting of post-World War II residential subdivisions,

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<sup>5</sup> Travel time estimated by selecting approximate coordinates on GoogleMaps Directions Application. Traffic congestion scenarios not considered. GoogleMaps Directions to/from Westover Metropolitan Airport: <https://www.google.com/maps/dir//Westover+Metro+Airport-CEF,+255+Padgette+St,+Chicopee,+MA+01022>

commercial strip malls, and utilitarian industrial or institutional buildings. The City's other neighborhoods (Sandy Hill, Westover and Burnett Road) lie to the north and east of the industrial villages and are more suburban in nature and also more affluent than the early era villages.

Chicopee's motto, *Industriae Variiae (Varied Industry)*, is indicative of its greatest strength: a mature economy with a history of diverse industrial activities. Weathering market fluctuations better than single-industry cities, Chicopee has proven adaptive and resilient on the whole. In order to prepare for a shifting 21<sup>st</sup> century economy, however, the City must invest in its existing infrastructure and economic assets in order to maximize benefit for the community and region.

## II. Project Description

### a. Grant Goals

The goal of this proposal is to offer commercial air service to and from Westover Metropolitan Airport. This strategy will deploy a study to examine the upgrades necessary to provide 24-hour operations at Westover Metropolitan Airport- including Aircraft Maintenance, Repair, & Overhaul Facilities upgrades- in order to launch new commercial air carrier services. The accommodation of commercial air services will require the airport to offer 24-hour operations in order to effectively compete with other airports in the region to attract both airlines and passengers.

The impetus behind launching these carrier services is to capitalize on the development of MGM Springfield and to leverage the ensuing increase in tourist demand that will be experienced by the region. Adding commercial air services to the Western Massachusetts region aims to expand the region's economic ties to interstate commerce. The efforts to attract commercial airlines will specifically employ different business development tools via in-kind contributions by WMDC. These will include a marketing campaign of new carrier services, landing fee waivers to defray costs typically incurred by airlines and passengers, and ground handling fee waivers in order to defray costs usually incurred by passengers.

In addition to leveraging the benefits of MGM Springfield for the Airport and region's gain, this proposal also aims to develop mutually-beneficial relationships between the Airport and important partner organizations. The adoption of 24-hour operations at the Airport will benefit many people interested in patronizing MGM Springfield while providing flexible flight times for entertainers coming to the establishment to perform. The new 24-hour timetable should also support the positive economic trajectory of another important partner organization—the United States Air Force. Increase in the volume of operations and variety of services offered will provide extra revenue to the Airport and Westover Air Force Base, which will in turn reduce USAF airfield expenses. Additionally, the increase in operations could potentially provide USAF Reservists with additional employment opportunities.

Westover Metropolitan Airport aims to have new carrier services operating in full capacity following the opening of MGM Springfield in 2018. The partner organizations involved in regional commerce

and economic development (Western Massachusetts Economic Development Council, the Greater Springfield and Greater Chicopee Chambers of Commerce, and the Greater Springfield Convention and Visitors Bureau) will be engaged in studying and reporting the economic multiplier factor aided by the introduction of new commercial air services.

b. Leveraged Resources

This funding proposal seeks to leverage funding resources made available due to the special nature of the location of Westover Metropolitan Airport at the Westover Air Reserve Base. This mutually beneficial relationship allows the Airport to qualify for upgrades to its facilities. The Airport qualifies under a program offered by the Commonwealth of Massachusetts’ Military Task Force which provides funding for the upgrading of Maintenance, Repair, & Overhaul Facilities at airports supporting military operations. The funding offered under this program is \$3 million per hangar upgrade and the proposal from WMDC is to ultimately upgrade two hangars, meaning the total leveraged resources for facilities upgrades will be \$6 million.

c. Anticipated Economic Outputs

The Western Massachusetts Region and Westover Metropolitan expect to see substantial economic results from the introduction of commercial air service to the Airport. Although no models have been developed regarding regional economic output, it can be intimated that the tourism industry, including ancillary entertainment, food, lodging, and other travel accommodation businesses should experience economic benefit due to opening a new channel for interstate commerce through commercial airlines at Westover. Westover Metropolitan Airport’s economic output should be expected to approximate the output generated by other airports offering commercial air service. Providing commercial air service appears to have a multiplicative effect based on an airport’s total annual passengers and total employment numbers. The chart below details the similar multiplicative factor experienced by airports and local economies that have a substantial amount of annual passengers utilizing commercial air services at each respective region’s main airport. The deployment of commercial air services at Westover Metropolitan Airport could result in a similarly beneficial economic multiplier effect on the regional economy in Western Massachusetts (see **Fig. V** for locus map citing airports outlined in **Fig. VII**).

**Fig. VII**  
**Economic Impacts of Mid-Sized Regional Northeast Airports with Commercial Air Service**

	Total Passengers (YTD Feb. 2017)	Jobs (Direct & Indirect)	Earnings	Economic Output
TF Green (Providence) Warwick, RI <sup>6</sup>	3,548,000	21,857	\$603,900,000	\$1,961,400,000
Bradley Int’l (Hartford) Windsor Locks, CT <sup>7</sup>	5,894,000 <sup>8</sup>	22,140	\$618,000,000	\$2,038,000,000

<sup>6</sup> Airport Economic Impact Study, State of Rhode Island, Update 2006.  
<http://www.pvdairport.com/documents/rhodeisland-eis.pdf>.



Manchester-Boston Manchester, NH <sup>9</sup>	1,949,000 <sup>10</sup>	8,451	\$341,150,000	\$1,054,580,000
Albany Int'l Colonie, NY <sup>11</sup>	2,393,506	8,872	\$288,002,700	\$760,810,300
Westover Metro. Chicopee, MA <sup>12</sup>	N/A	5,241	\$195,000,000	\$255,700,000

d. Project Cost

It is the aim of this proposal to cover projects costs through a combination of State and Local funds in addition to a variety of in-kind contributions provided by Westover Metropolitan Airport. The Maintenance, Repair, & Overhaul Facilities upgrades will be covered by a Military Task Force program that awards a lump sum for improvements per hangar. Additionally, Westover will leverage a number of financial tools, in the form of fee waivers and marketing investments to also attract commercial air services. The project cost is detailed below in **Fig. VIII** while the Airport's in-kind contributions are outlined in **Fig. IX**.

**Fig. VIII**  
**Project Cost Breakdown**

	Description	Subtotal	Total	
<b>Cash</b>	24-Hour Airport Operations Study	\$60,000		
	Air Service Development Program	\$350,000		
	<b>Total State Cash Funds Requested</b>			<b>\$410,000</b>
	Military Task Force: Maintenance, Repair & Overhaul Facilities Upgrades	\$6,000,000		
	<b>Total State Cash Funds Leveraged</b>			<b>\$6,000,000</b>
	Airport Local Cash Funds	\$25,000		
	Non-Airport Local Cash Funds	\$0		
	<b>Total Local Cash Funds Provided</b>			<b>\$25,000</b>
<b>TOTAL CASH Funding</b>			<b>\$6,435,000</b>	
<b>In-Kind</b>	Airport In-Kind Contribution	\$311,000		
	Other In-Kind Contribution	\$0		
	<b>TOTAL IN-KIND Contribution</b>			<b>\$311,000</b>
<b>TOTAL PROJECT COST</b>			<b>\$6,746,000</b>	

<sup>7</sup> The Contribution of Bradley International Airport To Connecticut's Economy, State of Connecticut, 5/27/2005. [http://www.aci-na.org/sites/default/files/files/BDL\\_airport\\_economic%20study\\_2005\(1\).pdf](http://www.aci-na.org/sites/default/files/files/BDL_airport_economic%20study_2005(1).pdf).

<sup>8</sup> Traffic Statistics, Bradley Int'l Airport, YTD 2017.

<http://www.bradleyairport.com/wp-content/uploads/2016/05/March-2017-Passenger-Numbers.pdf>.

<sup>9</sup> Airport Individual Summary Report: Manchester-Boston, State of New Hampshire, 2015.

<https://www.nh.gov/dot/org/aerorailtransit/aeronautics/documents/Manchester-Boston.pdf>.

<sup>10</sup> Activity Report, Manchester-Boston, July 2017.

[https://www.flymanchester.com/sites/default/files/statistics/7-July%202017\\_0.pdf](https://www.flymanchester.com/sites/default/files/statistics/7-July%202017_0.pdf).

<sup>11</sup> Economic Impacts of Aviation: Technical Report, State of New York, 2010.

<http://www.savehto.org/files/92372917.pdf>.

<sup>12</sup> Massachusetts Statewide Airport Economic Impact Update: Westover Air Reserve Base/Metropolitan Airport, MassDOT, 2010.

<https://westoverairport.com/economic-impact-of-airport>.

**Fig. IX**  
**Westover Metropolitan Airport In-Kind Contributions**

Description	Value
Waived Landing Fees	\$98,800
Waived Aircraft Parking/Apron Fees	\$104,000
Waived Terminal Use Fees	\$108,200
<b>Total Value</b>	<b>\$311,000</b>

**Financial Tools**

- **Marketing (Including Advertising)**

The Airport will invest in the promotion of the commercial air services to the public and aircraft maintenance providers;

- **Fee Waivers**

The Airport will waive airport fees, such as landing fees, to encourage new air service (counted as in-kind contributions only); and

- **Ground Handling Fee**

The Airport will reimburse expenses for passenger, cabin, and ramp (below wing) services provided by third party ground handlers.

**III. Executive Capability**

a. Managerial Structure and Public-Private Partnerships

This project will be managed and directed by a partnership between the City of Chicopee and Westover Metropolitan Airport. This partnership will be supported by the expertise of the Western Massachusetts Economic Development Council, the Greater Springfield and Greater Chicopee Chambers of Commerce, and the Greater Springfield Convention and Visitors Bureau. The success of this project will be sustained by a business partnership between Westover Metropolitan Airport and MGM Springfield.

b. Infrastructural Capacity

The aviation infrastructure at Westover and the vehicular infrastructure in the surrounding community are capable of accommodating significant increases in traffic flow. Presenting a robust aviation and ancillary travel infrastructure to airlines considering offering service at Westover will provide a meaningful leverage point in attraction and negotiation with commercial air partners.

Westover Metropolitan Airport’s longest runway spans nearly 150% of the required length for adequate landings of most regional commercial aircraft.<sup>13</sup> Allegiant Air, a potential partner for this project, has a fleet of 90 planes, of which 88 will be either Airbus A319 or A320 models by the year

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<sup>13</sup> Runway Length Requirements Analysis, Dayton International Airport Master Plan Update, Landrum & Brown, Inc. 2/9/2005.  
[http://www.airportsites.net/masterplans/day/master\\_plan\\_status/Rwy%20Length%20Requirements%20Study%20Draft%202012-9-05.pdf](http://www.airportsites.net/masterplans/day/master_plan_status/Rwy%20Length%20Requirements%20Study%20Draft%202012-9-05.pdf)

2020.<sup>14</sup> These models require between 8,000 and 8,500 feet runways. At 11,597 feet by 300 feet wide, Westover's longest runway is more than adequate for the safe landing and take-off of these regional jets.<sup>15</sup>

The access roads and network of feeder roads providing transportation to and from Westover Metropolitan Airport have the flow capacity to accommodate for increased traffic expected from the addition of commercial air services. Additionally, the City and Westover Metropolitan Development Corporation are interested in pursuing future shuttle or bus service (potentially via the Pioneer Valley Transit Authority) to provide non-vehicular access to the airport.

#### **IV. Letters of Support**

- a. Mayor Richard J. Kos
- b. MA Senator Lesser
- c. US Congressman Neal
- d. MA Representative Wagner
- e. Westover Metropolitan Development Corporation
- f. Western Massachusetts Economic Development Council
- g. Greater Chicopee Chamber of Commerce
- h. Springfield Regional Chamber of Commerce
- i. Springfield Convention and Visitors Bureau

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<sup>14</sup> Allegiant Air's new route bring largest planes ever to Akron-Canton Airport, Cleveland Plain Dealer. 10/5/2015.  
[http://www.cleveland.com/akron/index.ssf/2015/10/allegiant\\_airs\\_new\\_route\\_bring.html](http://www.cleveland.com/akron/index.ssf/2015/10/allegiant_airs_new_route_bring.html)

<sup>15</sup> Massachusetts Statewide Airport Economic Impact Update: Westover Air Reserve Base/Metropolitan Airport, MassDOT, 2010.  
<https://westoverairport.com/economic-impact-of-airport>.

Richard J. Kos  
Mayor

September 15, 2017

Bruce W. Stebbins  
Commissioner, Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Re: Proposed Funding Strategy for Leveraging Economic Impacts of MGM Springfield

Dear Commissioner Stebbins,

I am pleased to submit to the Massachusetts Gaming Commission a proposed funding strategy for leveraging the economic impacts of the MGM Springfield Resort Casino in the Greater Chicopee area. I am of the belief that this will serve as an economic development strategy that can maximize the benefits of the developing entertainment economy in Springfield for the City of Chicopee and the Western Massachusetts region. The focus of this proposal is to develop interstate tourist visitation to the region by increasing commercial air service options to and from the Westover Metropolitan Airport. We see this as a strategy for opening MGM Springfield and the region to a greater population of potential patrons. In turn, this will benefit the regional entertainment economy, from lodging to restaurants and entertainment venues, while capitalizing on existing aviation infrastructure within Chicopee.

This proposal is especially significant due to the involvement of stakeholder organizations in a comprehensive partnership program. This project will be managed and directed by a partnership between the City of Chicopee and Westover Metropolitan Airport. This partnership will request input and feedback from the Western Massachusetts Economic Development Council, the Greater Springfield and Greater Chicopee Chambers of Commerce, and the Greater Springfield Convention and Tourism Bureau. The success of this project will be sustained by a business partnership between Westover Metropolitan Airport and MGM Springfield. The individual strengths of these organizations are certain to provide the bureaucratic capability necessary to implement discrete economic development strategies for building tourism and travel infrastructure in Western Massachusetts.





Due to the strength of the partnerships behind this proposal and the potential for great economic impact from a relatively low cost up-front investment, I am confident in recommending this proposal for your review. On behalf of the City of Chicopee, I request that the proposal be included in the Gaming Commission's coming white paper and that it may ultimately be considered for funding.

Should you have any questions, do not hesitate to contact my office at (413) 594-1500 or [mayorkos@chicopeema.gov](mailto:mayorkos@chicopeema.gov).

With Regards,



Richard J. Kos  
Mayor

CC: John Beaulieu, Mayor's Chief of Staff  
Lee M. Pouliot, AICP, Planning Director  
Jack S. Benjamin, Assistant Planner  
Michael W. Bolton, President and CEO of Westover Metropolitan Airport  
Jessica Roncarati-Howe, President of the Greater Chicopee Chamber of Commerce



The Commonwealth of Massachusetts  
MASSACHUSETTS SENATE

**SENATOR ERIC P. LESSER**

*First Hampden and Hampshire District*

STATE HOUSE, ROOM 413C  
BOSTON, MA 02133-1054

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*Vice Chairman:*  
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September 15, 2017

Bruce W. Stebbins  
Commissioner, Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

**RE: City of Chicopee and Westover Metropolitan Airport's MGM Springfield Economic Impact Funding Proposal**

Dear Commissioner Stebbins,

I am pleased to provide my support to the City of Chicopee and Westover Metropolitan Airport's proposal to obtain funding from the Gaming Economic Development Fund and to utilize that funding to leverage the opening of MGM Springfield to further promote economic development in the City of Chicopee.

This proposal capitalizes on Chicopee's existing aviation assets, which include both Westover Metropolitan Airport and Westover Air Reserve Base, creating new potential for regional commerce by way of air travel. Introducing commercial air service to Westover Metropolitan Airport provides not only greater access to MGM Springfield, but it also provides numerous opportunities for economic development and growth locally as well.

As the former Senate Chairman of the Joint Legislative Committee on Tourism, Arts, and Cultural Development, I know firsthand that for every \$1 of public investment in the arts, culture and tourism sector approximately \$7 is returned in tax revenue to both the Commonwealth and the local economy. Similarly, further investment in Westover would act as a catalyst for regional tourism and grow our economy in the process.

In my current role as Senate Chairman of the Joint Legislative Committee on Economic Development and Emerging Technologies, I have a unique insight and perspective on what steps



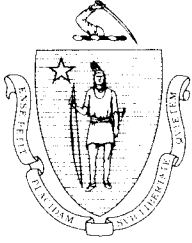
must be taken to develop a robust and healthy economic environment locally. Better connectivity between regional economies in Boston and New York is essential to generating further private sector investment in Western Massachusetts. Introducing commercial air service into Chicopee would help ensure the success of both the MGM Springfield Resort Casino and numerous local businesses.

I am pleased to join my colleague, House Chairman of the Joint Legislative Committee on Economic Development and Emerging Technologies, Joseph F. Wagner, who represents the region containing Westover Metropolitan Airport as well, in supporting this proposal. Our aligned goals and work in our committee translate into unified support for proposals such as the economic impact funding proposal you have before you today.

Again, I am pleased to provide my full support to the proposal submitted by the City of Chicopee and Westover Metropolitan Airport. Thank you very much for your time and consideration of this matter. If you should need any further information, please feel free to contact me.

Sincerely,

  
Eric P. Lesser



*The Commonwealth of Massachusetts*  
*House of Representatives*  
*State House, Boston 02133-1054*

**JOSEPH F. WAGNER**  
**STATE REPRESENTATIVE**

8TH HAMPDEN DISTRICT  
333 FRONT STREET, SUITE 3  
CHICOPEE, MA 01013  
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E-Mail: [Joseph.Wagner@MAhouse.gov](mailto:Joseph.Wagner@MAhouse.gov)

Committee on Economic Development  
and Emerging Technologies  
Chairman

ROOM 42  
TEL (617) 722 2370

September 15, 2017

Bruce W. Stebbins  
Commissioner, Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

I write to express my strong support for a robust economic development strategy that capitalizes on the impacts of Category 1 casino revenues, and particularly MGM Resort Casino in Springfield. In our region, the Westover Metropolitan Airport (WMA) is an asset with great potential for this fund as a regional economic development initiative. WMA and Westover Air Reserve Base (WARB) continue to be strong contributors to our local economy and surrounding communities. There is an opportunity to expand commercial air services at the airport, which in turn will serve as a boost for interstate commerce and tourism for Chicopee and Western Massachusetts.

I appreciate the Massachusetts Gaming Commission's continued efforts to assist communities and regions as this new industry comes online, and I am excited to see the broader economic impacts realized as envisioned back in 2011. I fully support the City of Chicopee and Westover Metropolitan Airport's proposed funding strategy for leveraging the impacts of MGM Springfield, and I urge you to consider this proposal for funding. Please do not hesitate to contact me with any questions regarding this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Joseph F. Wagner".

Representative Joseph F. Wagner, House Chairman  
Joint Committee on Economic Development & Emerging Technologies





September 15, 2017

Bruce W. Stebbins  
Commissioner, Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

On behalf of Westover Metropolitan Development Corporation (WMDC), I submit my strong support for this proposal for funding. This economic development strategy capitalizes on strengths of our local economy and leverages existing aviation infrastructure, resulting in a proposal that does not require heavy capital expenditure in support of the project. At WMDC, we see Westover Metropolitan Airport's success as an integral part of our success as an organization in addition to the continued growth of the Greater Chicopee economic region.

The opening of the MGM Resort and Casino in Downtown Springfield holds substantial opportunity for the regional tourism economy to benefit however, the channels of interstate commerce in our region could be developed to better accommodate this growing regional industry. We view the introduction of commercial air service at Westover Metropolitan Airport as being a strong, preemptive step towards further improving our region's interstate commerce relationships and we expect the Airport to be a major catalyst for growth of these economic channels. Due to the more-than-adequate aviation infrastructure at Westover Metropolitan Airport (as evidenced by the immense 11,597 foot span of the longest runway), the robust infrastructure of feeder and access roads, and the close proximity to two high volume, major Interstate Highways (I-90 and I-91), there is great probability for this airport to experience significant increase in volume of commercial passengers.

Due to the relatively low-cost nature of this proposal, the strength of the existing infrastructure, and the competent partnerships that will be directing this project, I am confident in providing support for this proposal for funding. The potential for the entire region to benefit from the economic impacts of MGM Springfield is an opportunity that should not be ignored and this proposal is a strong strategy for capitalizing on the casino's success.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael W. Bolton". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Michael W. Bolton  
President/CEO

September 15, 2017

Bruce W. Stebbins  
Commissioner, Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

As President and CEO of Western Massachusetts Economic Development Council (EDC), I submit to the MassGaming Commission my full support for this proposal for leveraging the economic impacts of MGM Springfield. The viability of this proposal rests on three great strengths: the bureaucratic capabilities of the managing and consulting organizations, the opportunity to leverage existing aviation infrastructure, and the relatively low project cost with the possibility of substantial economic impacts.

At EDC, our mission is to stimulate and facilitate a vigorous regional economy, encouraging and sustaining capital investment and quality job growth. We collaborate with a broad spectrum of economic development stakeholders in order to attract new businesses to Western Massachusetts and to support our network of current businesses. Our aim is to lead the region's economic development by to stimulating job growth and increasing investment. This proposal for funding aligns ideally with the EDC's goals for the region. We believe that introducing commercial air access will allow for a new interstate population to patronize Western Massachusetts businesses and open the door for more new businesses to locate here.

The addition of the MGM Resort and Casino to Downtown Springfield heralds an exciting time for businesses and patrons in Western Massachusetts. In order to expand our inter-regional economic influence, we are intent on pursuing effective strategies for encouraging the growth of local businesses and the attraction of out-of-state businesses. The emphasis that will be placed on the tourism economy in our region holds potential for many other businesses that support such industries to thrive.

I am encouraged by the efforts of the MassGaming Commission to partner on projects such as this. It is important that we seize every opportunity to capitalize on the opportunities provided by the introduction of the new gaming facility into our community. I hope that you consider this economic development strategy for funding.

Yours truly,



Rick Sullivan, President & CEO



264 Exchange. St., Chicopee, MA  
413-594-2101 [www.chicopeechamber.org](http://www.chicopeechamber.org)

September 15, 2017

Bruce W. Stebbins  
Commissioner, Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

On behalf of The Greater Chicopee Chamber of Commerce, I am pleased to offer my full support for this proposal for funding. This proposal holds the promise to be a highly impactful strategy for economic development while requiring relatively minimal capital investment. As the preeminent networking organization for businesses in the Greater Chicopee region, we see this proposal as providing a growth opportunity for an important partner- Westover Metropolitan Airport- as well as supporting the greater goals for the local economy shared by the Chamber of Commerce and a number of other partner organizations. Introducing commercial air service to Westover Metropolitan Airport promises to open Greater Chicopee and Western Massachusetts to a host of other interstate economic regions with which our economy has yet to form bonds.

The opening of MGM Resort and Casino in Springfield suggests that there is a positive economic movement occurring in our region and we view this as an opportunity to maximize the benefit experienced by our local businesses. This proposal leverages potential economic impacts for those businesses in the tourism industry but also implies that businesses secondary and tertiary to tourism will also be beneficiaries of the economic growth. Many of Chicopee's recent development projects are an expansion of the dining, lodging and entertainment industries in the City. Specifically, multiple current development projects on Burnett Road- directly off of Massachusetts Turnpike Exit 6 and the terminus of the Springfield Connector I-291- are a part of the tourism and travel economy.

---

**Premiere Partner**



**Benefactor Partners: PeoplesBank and**

**Polish National Credit Union**

**Patron Partner: Holyoke Medical Center**

**Advocates:** Insurance Center of New England, Inc. and United Personnel





264 Exchange. St., Chicopee, MA  
413-594-2101 [www.chicopeechamber.org](http://www.chicopeechamber.org)

Our business community consists of many enterprises that are primed for contributing to and capitalizing on the expanding tourism industry in Western Massachusetts. It is imperative that we provide these businesses with the opportunity to benefit from the Casino project in Springfield and that we do so proactively. The success of our local businesses in Chicopee could prove to amplify the positive economic impacts already being felt by the region.

Sincerely,

A handwritten signature in black ink that reads "Jessica Roncarati-Howe".

Jessica Roncarati-Howe  
President

---

**Premiere Partner**



**Benefactor Partners: PeoplesBank and**

**Polish National Credit Union**

**Patron Partner: Holyoke Medical Center**

**Advocates:** Insurance Center of New England, Inc. and United Personnel





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September 15, 2017

Bruce W. Stebbins  
Commissioner, Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

As the President of an organization that has an intimate understanding of the economic needs of the Greater Springfield Region, I am confident in expressing my support for this strategy for leveraging the economic impact of the MGM Resort Casino. It is an exciting time to be a member of the business community in the Greater Springfield area. The implications of the MGM development in downtown Springfield are potentially positive and far-reaching in the business community and regional economy. However in order to effectively transform these possibilities into concrete economic successes, we must act preemptively to accommodate for the potential economic growth that the region could experience. The Springfield Regional Chamber of Commerce hopes that this proposal will function as an economic development strategy that may amplify the economic impacts of the casino through relatively little up-front capital investment.

Adding commercial air service to Westover Metropolitan Airport is an especially attractive proposition due to the implications of opening the Greater Springfield Region to a population of interstate consumers and spenders. By creating an air travel connection between Springfield and other metropolitan areas throughout the country, we will be spreading the message of economic revival and sharing in the successes of these other cities. Introducing interstate patrons to our local tourism industry- including lodging, dining, and entertainment businesses- will be an intelligent strategy for leveraging the impacts of MGM Springfield. These industries ancillary to the casino business will benefit local people and organizations and align with the economic development goals of the Commonwealth.

Finally, this proposal presents a strong network of partner organizations, through which the goals of this strategy may be advanced. We are confident that joining forces with our other local partners will ensure the success of this proposal.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Nancy F. Creed". The signature is written in a cursive, flowing style.

Nancy F. Creed  
President



September 15, 2017

Commissioner Bruce W. Stebbins  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins:

On behalf of the Greater Springfield Convention and Visitors Bureau (GSCVB), I write in support of the funding proposal submitted by the City of Chicopee in partnership with Westover Metropolitan Airport. The potential for MGM Springfield to have a positive economic impact on the Greater Springfield region is great and we believe that it is the tourism economy and supporting industries that will be the driver of this positive economic growth. I am confident that this proposal presents a strategy that will expand the economic successes of MGM Springfield to the Western Mass tourism industry by expanding air access and providing another entry into the region.

As a regional economy, we must act now to form partnerships and strengthen our tourism infrastructure in anticipation of MGM Springfield opening in fall 2018. To maximize the benefit of this new brand coming into our market, we must grow our visitor base and expanded air service will help achieve that. Therefore, introducing commercial airlines to Westover Metropolitan Airport appears a promising strategy for growing the Western Mass tourism economy.

This strategy aligns with the Bureau's mission as an affiliate of the EDC of Western MA, which is to generate economic growth by marketing the region as an ideal destination for meetings and conventions, group tours, sports and leisure travel. Additionally, the network of partner entities aligned with this strategy proves that there is a unified force intent on the successful implementation of the goals outlined in this proposal for funding. We see a bright future for the tourism industry in Western Mass and believe that the introduction of commercial air services to Westover Metropolitan Airport is another promising step in opening up new markets that will lead to incremental visitation.

Sincerely,

A handwritten signature in black ink that reads "Mary Kay Wydra".

Mary Kay Wydra  
President

# City of Chicopee &

# Westover Metropolitan Airport

Proposal for Funding



Submission to the  
Massachusetts Gaming Commission



# Project Overview



Utilize existing aviation infrastructure at Westover Metropolitan Airport (WMA) to introduce commercial air service to the region and leverage the economic effects of MGM Springfield.

- 1. Prepare WMA for 24-hour air service:**
  - Leverage State Military Task Force money allocated for Maintenance, Repair & Overhaul Facilities upgrades
  - Hire and/or train necessary personnel upgrades
- 2. Promote and advertise commercial airlines** at WMA for use by MGM Springfield patrons and entertainers and entirety of region
- 3. Deploy commercial air services** at Westover Metropolitan Airport



# Project Goals



**Primary Goal:** Amplify the economic multiplier effect initiated by MGM Springfield in Western Massachusetts

## **Crucial Initiatives:**

- Introduce commercial air service at Westover Metropolitan Airport
- Establish comprehensive partnership amongst local stakeholder organizations concerned with tourist economy

## **Incidental Outcomes:**

- Provide increased revenue to the Airport and Westover Air Force Base

# Why Westover? Why this Project?



1. Potential for **Economic Impact**
2. Strength of **Partner Organizations**
3. Centrality of **Location** in Region
4. Capacity of Existing **Infrastructure**

# Economic Impact.

## Multiplier Effect

	Total Passengers (YTD Feb. 2017)	Jobs (Direct & Indirect)	Earnings	Economic Output
TF Green (Providence) Warwick, RI	3,548,000	21,857	\$603,900,000	\$1,961,400,000
Bradley Int'l (Hartford) Windsor Locks, CT	5,894,000	22,140	\$618,000,000	\$2,038,000,000
Manchester-Boston Manchester, NH	1,949,000	8,451	\$341,150,000	\$1,054,580,000
Albany Int'l Colonie, NY	2,393,506	8,872	\$288,002,700	\$760,810,300
Westover Metro. Chicopee, MA	N/A	5,241	\$195,000,000	\$255,700,000

[\[1\]](#) Airport Economic Impact Study, State of Rhode Island, Update 2006.

[\[2\]](#) The Contribution of Bradley International Airport To Connecticut's Economy, State of Connecticut, 5/27/2005.

[\[3\]](#) Traffic Statistics, Bradley Int'l Airport, YTD 2017.

[\[4\]](#) Airport Individual Summary Report: Manchester-Boston, State of New Hampshire, 2015.

[\[5\]](#) Activity Report, Manchester-Boston, July 2017.

[\[6\]](#) Economic Impacts of Aviation: Technical Report, State of New York, 2010.

[\[7\]](#) Massachusetts Statewide Airport Economic Impact Update: Westover Air Reserve Base/Metropolitan Airport, MassDOT, 2010.



# Economic Impact.

## Project Cost

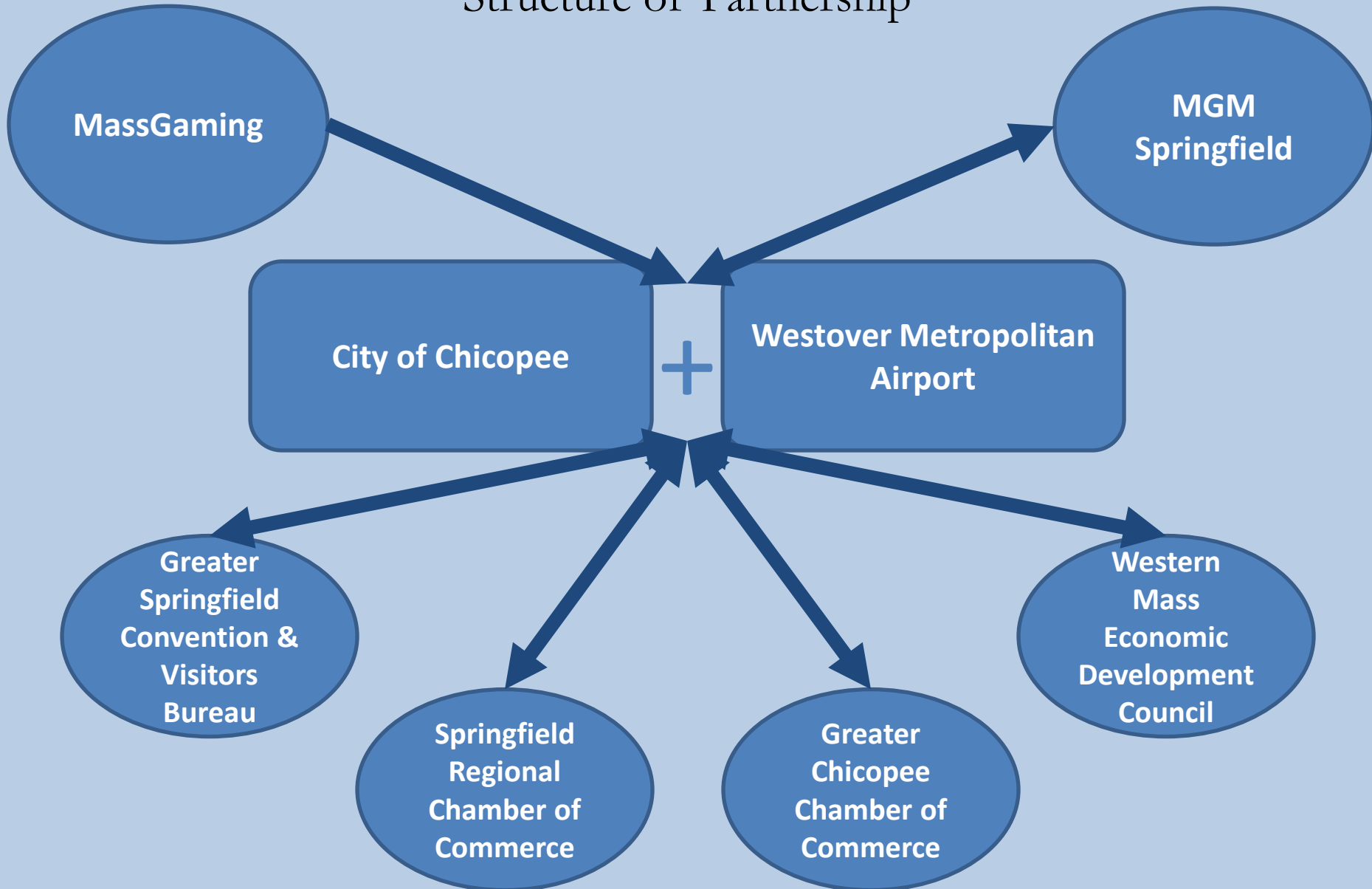
	Description	Subtotal	Total
Cash	24-Hour Airport Operations Study	\$60,000	
	Air Service Development Program	\$350,000	
	Total State Cash Funds Requested		\$410,000
	Military Task Force: Maintenance, Repair & Overhaul Facilities Upgrades	\$6,000,000	
	Total State Cash Funds Leveraged		\$6,000,000
	Airport Local Cash Funds	\$25,000	
	Non-Airport Local Cash Funds	\$0	
	Total Local Cash Funds Provided		\$25,000
	TOTAL CASH Funding		\$6,435,000
In-Kind	Airport In-Kind Contribution	\$311,000	
	Other In-Kind Contribution	\$0	
	TOTAL IN-KIND Contribution		\$311,000
<b>TOTAL PROJECT COST</b>			<b>\$6,746,000</b>

In-Kind Contributions	Value
Waived Landing Fees	\$98,800
Waived Aircraft Parking/Apron Fees	\$104,000
Waived Terminal Use Fees	\$108,200
<b>Total Value</b>	<b>\$311,000</b>



# Partner Organizations.

Structure of Partnership



# Location.

Amenities  
Within Select  
Mileage Radii



Entertainment  
Destinations



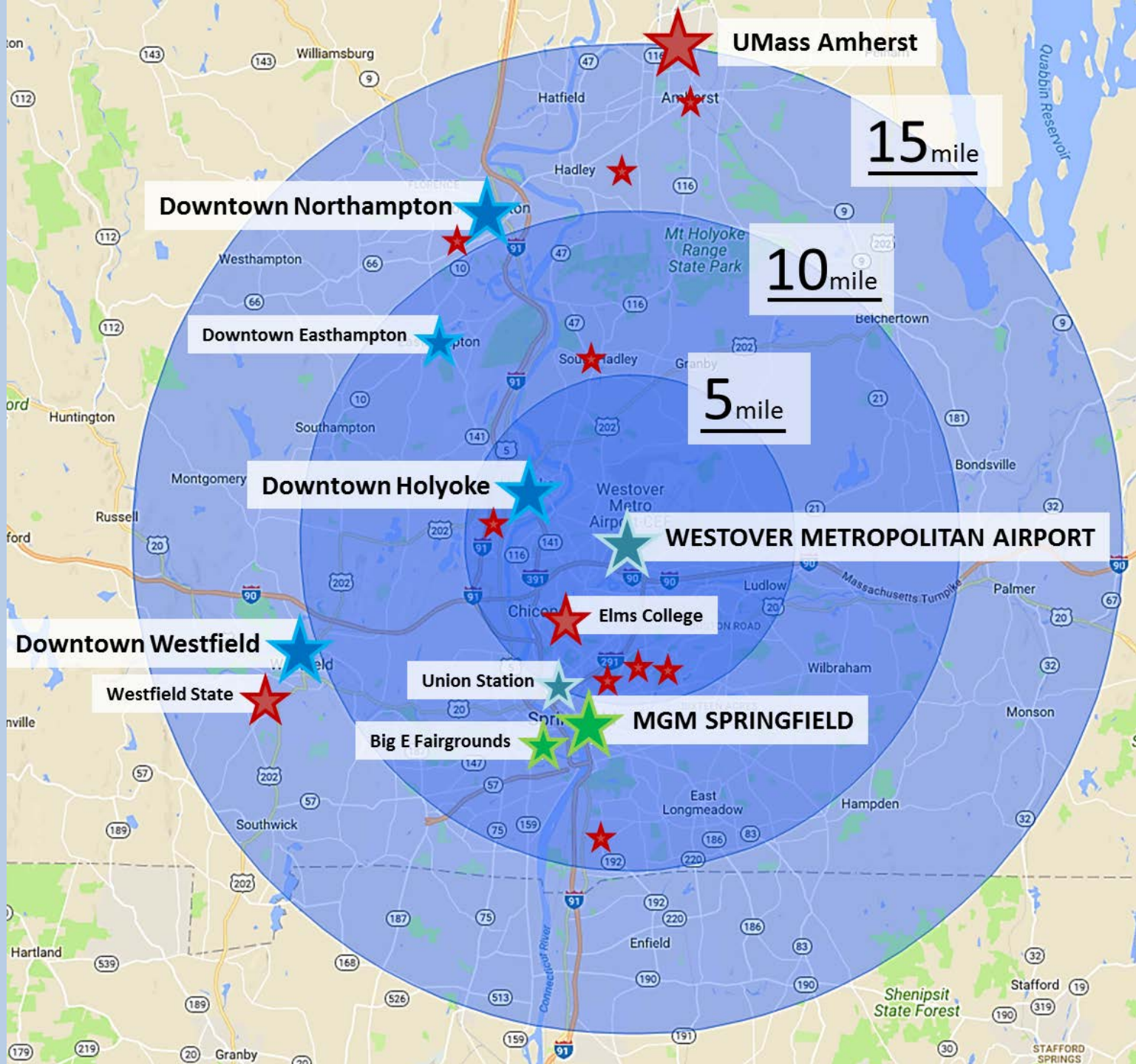
Transportation  
Hubs



Colleges &  
Universities

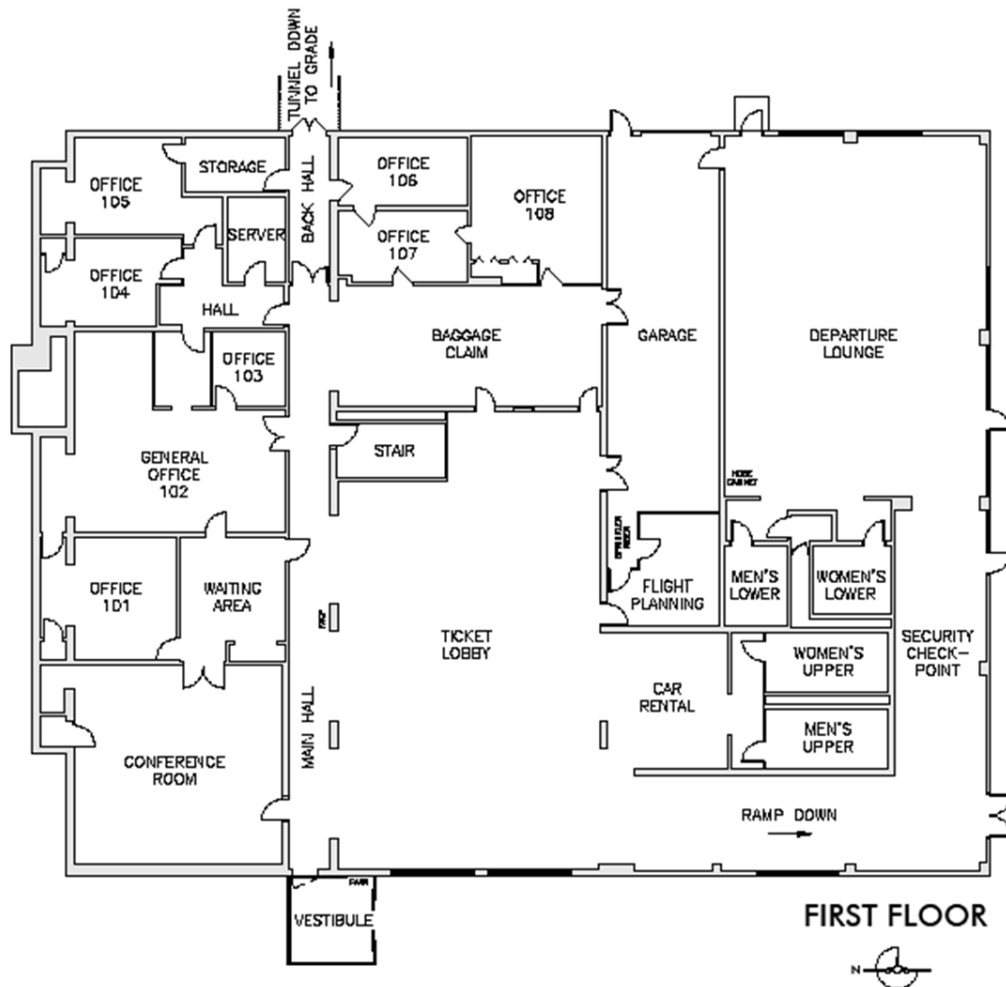


Downtowns &  
City Centers



# Existing Infrastructure.

## Passenger Terminal Floor Plan & Interior Photos









# Thank You!



## Questions?

- **Richard J. Kos**, Mayor, City of Chicopee  
[mayorkos@chicopeema.gov](mailto:mayorkos@chicopeema.gov), (413) 594-1500
- **Mike Bolton**, CEO/President, Westover Metropolitan Airport.  
[m.bolton@westoverairport.com](mailto:m.bolton@westoverairport.com), (413) 593-5543
- **Lee M. Pouliot**, Planning Director, City of Chicopee.  
[lpouliot@chicopeema.gov](mailto:lpouliot@chicopeema.gov), (413) 594-1516
- **Jack S. Benjamin**, Assistant Planner, City of Chicopee.  
[jbenjamin@chicopeema.gov](mailto:jbenjamin@chicopeema.gov), (413) 594-1485





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September 26, 2017

Bruce W. Stebbins  
Commissioner  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioner Stebbins,

Thank you for the opportunity to respond to the request for proposal. The Springfield Regional Chamber applauds the vision and leadership the Commission has demonstrated in identifying how best to leverage the economic development opportunity that MGM presents and how to best impact the future economic health of the region.

I understand that any proposal is subject to legislative review and appropriation. As a host region, we should leverage the new revenues to their fullest extent so that we maximize our economic development and quality of life opportunities. I believe that the attached proposal from the Springfield Regional Chamber addresses these opportunities, fulfills the legislative intent, and addresses the stated goals of the Massachusetts Gaming Commission.

Again, thank you for your leadership, your time and your consideration. If I can be of any further assistance and can answer any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Nancy F. Creed". The signature is written in a cursive, flowing style.

Nancy F. Creed  
President



## **The Springfield Regional Chamber**

The Springfield Regional Chamber (SRC) is a 501(c)(6) corporation duly organized under the laws of the Commonwealth of Massachusetts and incorporated by the Secretary of State, with the IRS tax exempt code 04-2281920.

The SRC is a business member-run corporation composed of nearly 500 business members with a Professional Women's Chamber division made up of nearly 150 individual female members. We have been in existence for more than a century and our mission has remained constant: to promote, support and enhance the economic health of the business community and the region. The SRC brings a regional approach to the value of networking, economic development and business development to industries of all sizes and types.

The SRC is an effective legislative advocate on the local, state and national levels working to educate businesses of all sizes and types during today's changing corporate environment. We help connect members to commerce by providing the tools necessary to forge strategic partnerships. We expand marketing opportunities for member businesses. We lead the way in improving the overall quality of life in the region. Through the support and involvement of our members, we continue to be a leading force for economic development and civic excellence.

Through our affiliation with the Western Massachusetts Economic Development Council (EDC), our strategic alliances with the Greater Springfield Convention and Visitors Bureau (GSCVB) and the Regional Employment Board of Hampden County (REB), and a working partnership with the City of Springfield and DevelopSpringfield, we are able to leverage our unique organizational qualities and investments and work in tandem for the benefit of the region as a whole.

## **Proposal**

In the spring of 2016, the SRC, with other partners in the city, commissioned the firm of Newmark Grubb Knight and Frank to develop an economic development strategy – Future City 2025 (attached). This multi-year strategy would (a) advance and leverage key business sectors in the economy; (b) identify current challenges to increase private investment; (c) lay out proactive measures to promote growth; and (d) develop an approach that is based upon realistic market opportunities.

What came out of the process was a holistic plan that aligns future decision-making in a collaborative and cohesive fashion, strengthens and diversifies the economy, creates jobs and opportunities, increases property values and tax revenues, and creates wealth for city constituents and those in the surrounding region. Nearly 200 recommendations are now being identified for implementation in ten key areas: small business, business retention, business attraction, community development, connectivity, workforce, marketing, regionalism, city and legislative.

The SRC would serve as the lead agency in coordinating the strategy's implementation and tracking all recommendations and measurements. Collaborating partners would include the EDC/GSCVB, REB, DevelopSpringfield, City of Springfield, Pioneer Valley Planning Commission, Westover Metropolitan Airport, Springfield Business Improvement District with supplementing organizations including the Chamber's Professional Women's Chamber division, Small Business Development Corporation, Small Business Administration, Supplier Diversity Office, Association of Black Business Professionals, Black Leadership Alliance, and Latino Chamber of Commerce.

The SRC would respectfully request consideration of Future City 2025 economic development strategy. We believe this holistic approach to regional economic development has tremendous potential for success in advancing the region's economic future, supporting economic development and job growth, with the ancillary benefits of increasing the pipeline of vendors for MGM and building capacity to serve.

The Chamber would also like to offer its support for the economic development strategies proposed by Westover and Chicopee Metropolitan Airport, the EDC, the GSVCB and the REB. These have also been identified in the Future City 2025 economic development strategy and work in concert to drive growth and opportunity and create a thriving regional economy.





**DEVELOP**  
springfield

Springfield Regional Chamber



City of Springfield



FutureCity 2025

Economic Development Strategy



Final Report Executive Summary  
Issued May 2016





# Project Goals and Overview

Newmark Grubb  
Knight Frank



Springfield Regional Chamber



City of Springfield

# FutureCity 2025

## Goals and desired outcomes



### Goals:

- Advance and leverage key business sectors in city's economy
- Identify current challenges to increase private investment
- Lay out proactive measures to promote growth
- Develop an approach based upon realistic market opportunities

### Desired Outcomes:

- Align future decision-making in a collaborative and cohesive fashion
- Strengthen and diversify city's economy
- Create jobs and opportunities for Springfield residents
- Increase property values and city tax revenues
- Create wealth for city constituents as well as for surrounding region





# FutureCity 2025

## NGKF's perspective



### The Time for Action is Now:

- This is Springfield's moment – momentum from multiple recent economic “wins”
- Economic development in 21<sup>st</sup> 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 2025

## 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 2025
- Implementation roadmap to track success



# FutureCity 2025

## NGKF's scope of work



### 1 Existing Conditions Assessment



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

### 2 Target Industry Analysis



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

### 3 Logistics and Supply Chain Assessment



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

### 4 Talent Development Strategy



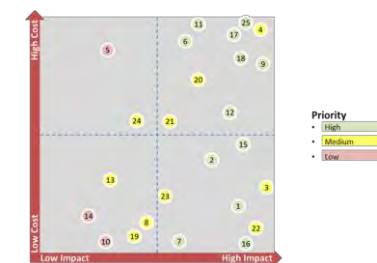
- Workforce evaluation and regional labor profile
- Determine gaps in workforce skills
- Education and training availability evaluation

### 5 Target Company Recruitment List and Innovation Workshop



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

### 6 Strategic Recommendations and Implementation Plan



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

# FutureCity 2025

## NGKF's process



**8**  
MONTHS

**7**  
SPRINGFIELD  
VISITS

**20**  
DAYS IN  
SPRINGFIELD

**102**  
INTERVIEWS  
COMPLETED



### Other Key Interviews with:

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



# Findings and Recommendations

Newmark Grubb  
Knight Frank



Springfield Regional Chamber



City of Springfield



# Springfield in 2016

## An outsider's view



### What Did We See?

- Highly engaged community leadership striving for constant improvement – locals more critical than outsiders
- A resilient community
- An economy driven by entrepreneurs and small businesses with a quickly ascending innovation culture
- Very strong institutions, corporate citizenship, civic engagement, and network of non-profits
- Blessed by geography – the crossroads of New England
- Highly competitive among peer New England cities – strong business case to take to market
- Doing many of the “right” things already - need to maintain momentum
- Massachusetts is more business friendly/lower cost than some neighboring states – workers comp reforms, corporate income tax rates, etc.



# Springfield in 2016

## The local view



### What Did We Hear?

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

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

“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*

“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*

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

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

“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*

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

# Springfield's Competitive Assets

## Top 10 selling points – lead with these



### STRENGTHS



**Market Access**



**Innovation Ecosystem**



**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



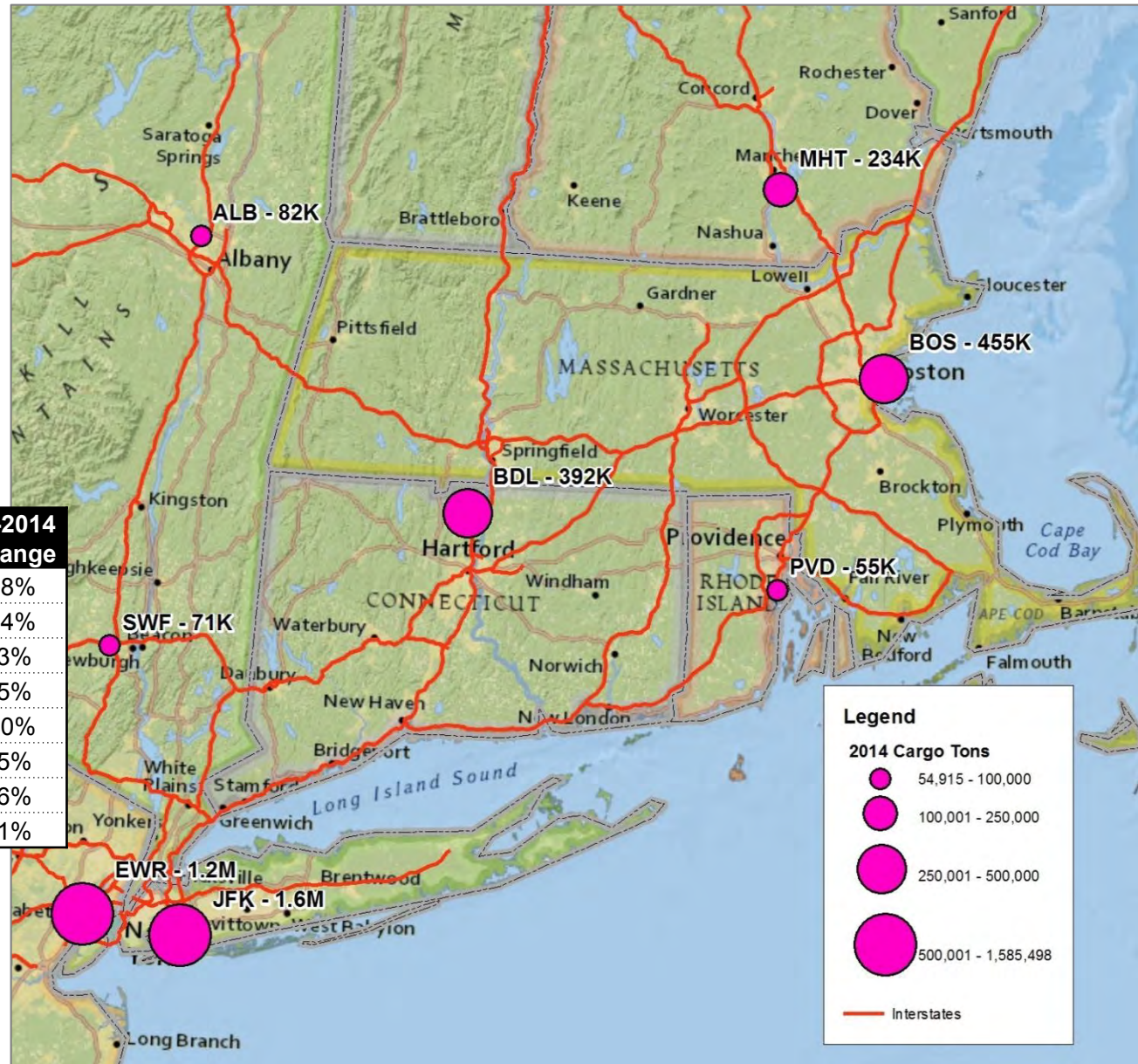
Allentown, PA

# Regional Cargo Airports

## Bradley is a major cargo hub for the northeast



- Bradley Airport is a major air cargo handler – fourth largest in region
- Air cargo from the region generally reaches the marketplace through Bradley, Boston Logan or NYC airports
- Bradley's central location allows air cargo to penetrate the New England/New York State market easily



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

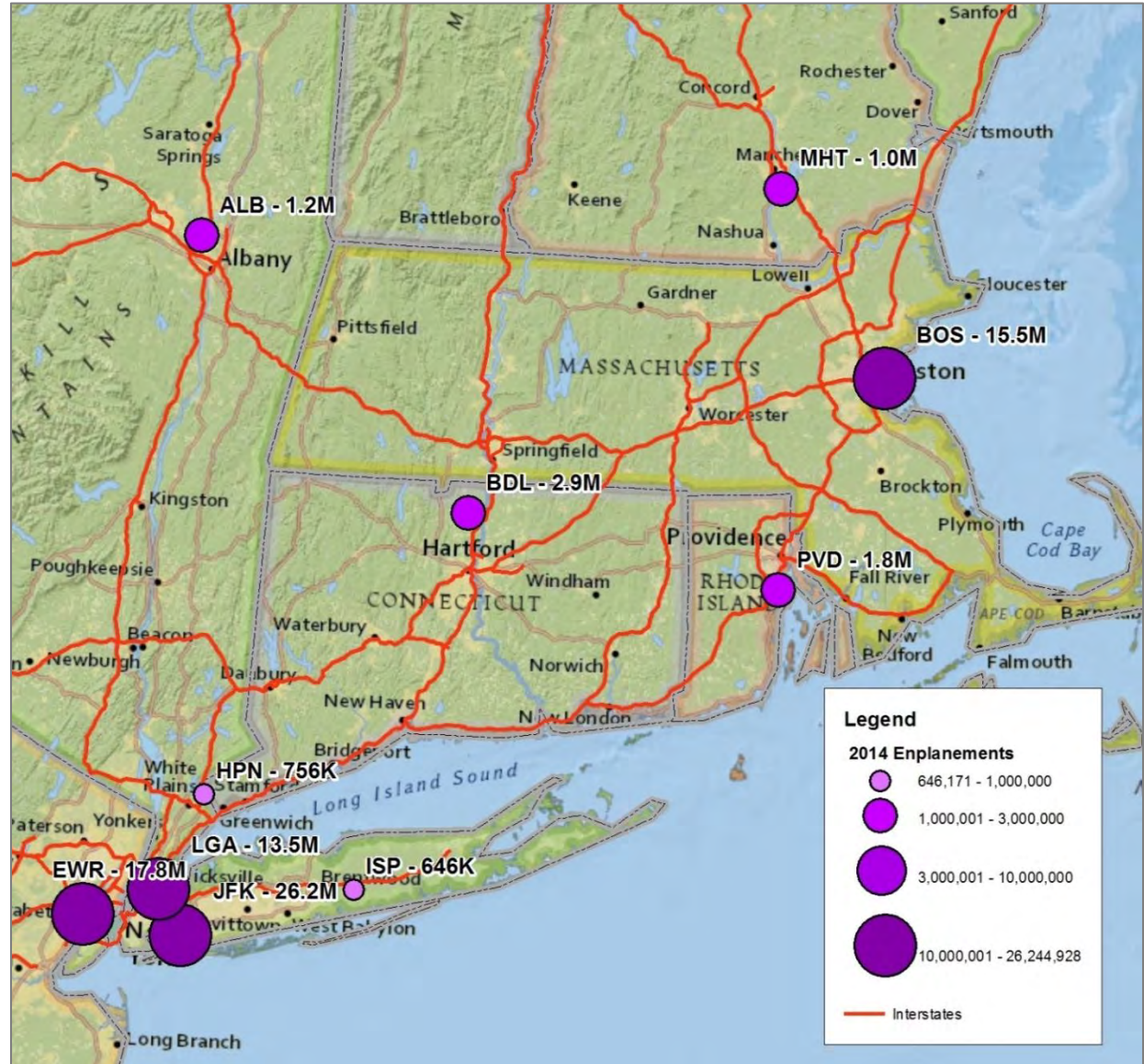


# Regional Passenger Hub Airports

## Bradley among the largest and growing



- Regional passenger traffic dominated by the New York area airports and Boston Logan
- Bradley International is the next largest airport in the region after these hubs
- BDL traffic is growing quickly - from 2013 to 2014 Bradley International had the highest growth in enplanements of the regional airports by a wide margin
- BDL is served by Air Canada, American Airlines, American Eagle, Delta, JetBlue, Southwest, and United Airlines






### 2013-2014 Percent Increase in Enplanements

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

# Target Industry Identification

## Three buckets with different strategies



	1. RETAIN	2. ACCELERATE	3. ATTRACT
			
	<p><b>“Do no harm” – ensure existing employers stay, prosper, and grow in Springfield</b></p>	<p><b>Nurture and work to actively expand select small businesses possessing scalability potential</b></p>	<p><b>Sell Springfield’s competitive advantages to attract new outside investment</b></p>
<b>Company Characteristics</b>	<ul style="list-style-type: none"> <li>▪ Largest employers and economic contributors</li> <li>▪ High growth industries</li> <li>▪ Multiplier effect potential</li> </ul>	<ul style="list-style-type: none"> <li>▪ Small businesses with dynamic and engaged leadership</li> <li>▪ High growth industries with real value add potential</li> <li>▪ Cluster/agglomeration potential</li> </ul>	<ul style="list-style-type: none"> <li>▪ Companies from outside the city/region who are actively expanding or relocating</li> <li>▪ Site selection criteria match Springfield’s value proposition</li> </ul>
<b>Potential Strategies</b>	<ul style="list-style-type: none"> <li>▪ Enhancements to physical environment</li> <li>▪ Strengthen public-private relationships</li> <li>▪ Targeted job training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Connect to financial/support resources and key people</li> <li>▪ Showcase/award success stories in regional media</li> </ul>	<ul style="list-style-type: none"> <li>▪ Targeted marketing and increased visibility among particular industry groups</li> <li>▪ Work on reducing shortcomings in business case</li> </ul>
<b>Timing</b>	<b>Near-Term</b>	<b>Near-Term</b>	<b>Mid-Term (Start Now)</b>



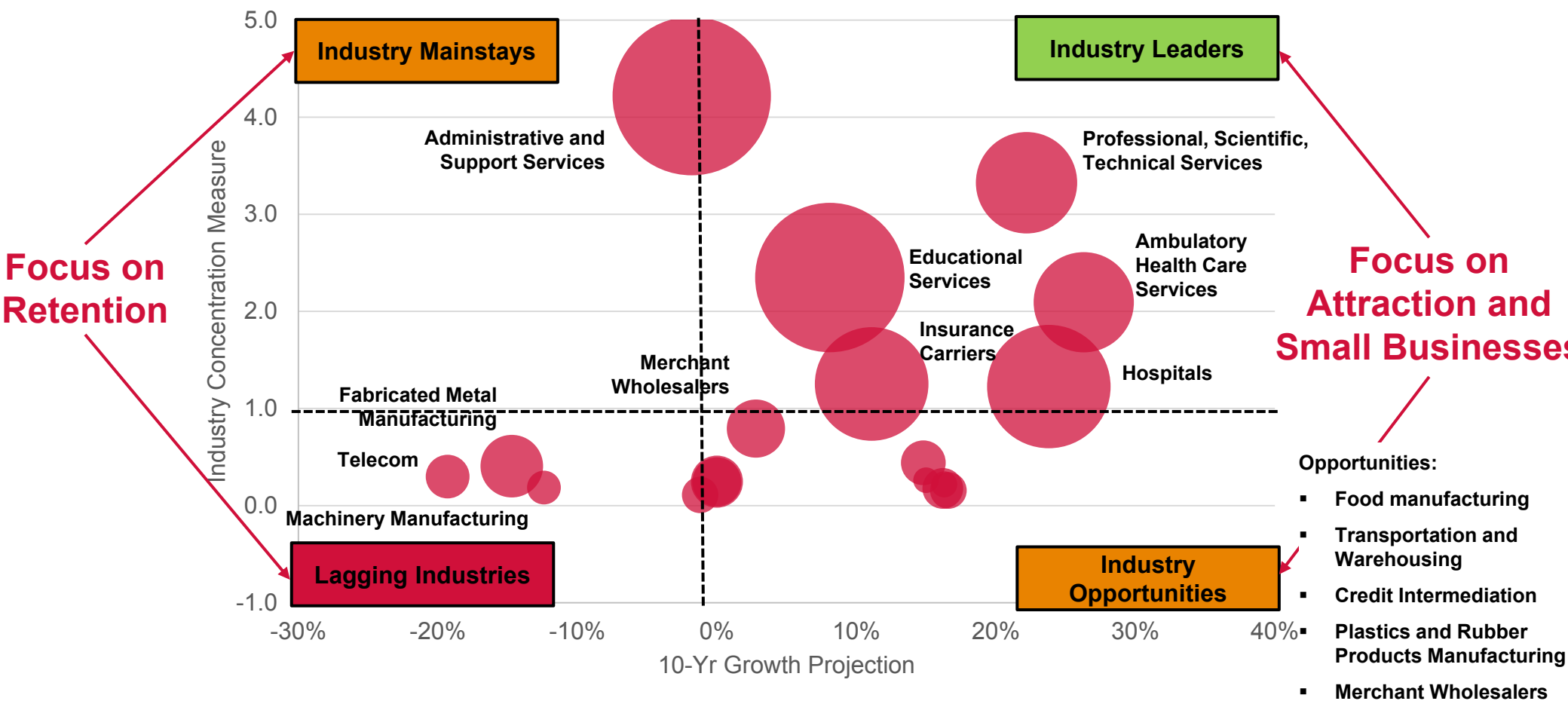
# Industry Growth Potential

## Reveal opportunities in additional clusters



### Industry Cluster Growth Prospects

Industry Concentration vs. 10-Yr Growth Projection



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

# 1. Retain

Maintain and grow key existing industries







## RETAIN



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

- Largest employers and economic contributors
- High growth industries
- Multiplier effect potential
  
- Enhancements to physical environment
- Strengthen public-private relationships
- Targeted job training

**Near-Term**

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

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

# 2. Accelerate

## Identify and nurture scalable small businesses



### ACCELERATE



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

- Small businesses with dynamic and engaged leadership
- High growth industries with real value add potential
- Cluster/agglomeration potential
  
- Connect to financial/support resources and key people
- Showcase/award success stories in regional media

Near-Term

### Professional, Scientific, and Technical Services:



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

+22%

10-Yr Growth Projection (Hampden County)

### Administrative and Support Services:



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

-2%

10-Yr Growth Projection (Hampden County)

### Other Information Services:



- Internet Publishing and Broadcasting
- All Other Information Services

+5%

10-Yr Growth Projection (Hampden County)

### Performing Arts, Spectator Sports, and Related Industries:



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

+34%

10-Yr Growth Projection (Hampden County)

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

# 3. Attract

## Two tiers for potential new investment



### ATTRACT



Sell Springfield's competitive advantages to attract new outside investment

- Companies from outside the city/region who are actively expanding or relocating
- Site selection criteria match Springfield's value proposition
- Targeted marketing and increased visibility among particular industry groups
- Work on reducing shortcomings in business case

Mid-Term (Start Now)

### Tier 1 Industries:

Strongest opportunity to attract new investment to Springfield

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



### 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



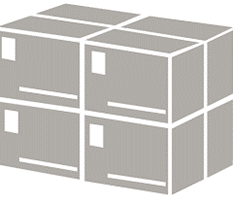





# 3. Attract – Tier 1 Opportunities

Strongest business case for new investment







Industry	Springfield PROs	Springfield CONs
 <p><b>Food and Beverage Manufacturing</b></p> 	<ul style="list-style-type: none"> <li>+ Market access</li> <li>+ Transportation links (highway)</li> <li>+ Proximity to agricultural inputs</li> <li>+ Strong growth forecast (national/state/local)</li> <li>+ Labor availability (1,300 specialized, 13,800 translatable)</li> <li>+ Labor cost (lowest of New England peer cities)</li> <li>+ Water quality and availability</li> </ul>	<ul style="list-style-type: none"> <li>- Site/building availability</li> <li>- Utility cost</li> <li>- Property tax</li> </ul>
 <p><b>Merchant Wholesalers</b></p> 	<ul style="list-style-type: none"> <li>+ Market access</li> <li>+ Transportation links (highway)</li> <li>+ Strong growth forecast (national/state)</li> <li>+ Labor availability (7,000 specialized, 17,000 translatable)</li> <li>+ Labor cost (lowest of New England peer cities)</li> </ul>	<ul style="list-style-type: none"> <li>- Site/building availability</li> <li>- Utility cost</li> <li>- Property tax</li> </ul>

# 3. Attract – Tier 1 Opportunities

Strongest business case for new investment







Industry	Springfield PROs	Springfield CONs
 <p><b>Credit Intermediation</b></p> 	<ul style="list-style-type: none"> <li>+ Strong growth forecast (national/state/local)</li> <li>+ Labor availability (3,100 specialized, 15,000 translatable)</li> <li>+ Labor quality – specialized pool and bilingual capabilities</li> <li>+ Labor cost (lowest of NE peer cities, close to US average, and much lower than metro Boston/NYC)</li> <li>+ Proximity to major US financial hubs</li> <li>+ Broadband infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>– Utility cost</li> <li>– Property tax</li> </ul>
 <p><b>Plastic and Rubber Manufacturing</b></p> 	<ul style="list-style-type: none"> <li>+ Existing cluster (1,600 specialized labor pool)</li> <li>+ Market access</li> <li>+ Transportation links (highway)</li> <li>+ Labor quality – precision manufacturing</li> <li>+ Strong growth forecast (national/state)</li> <li>+ Labor cost (among lowest of New England peer cities)</li> </ul>	<ul style="list-style-type: none"> <li>– Site/building availability</li> <li>– Utility cost</li> <li>– Property tax</li> <li>– Potential global/national headwinds</li> </ul>

# 3. Attract – Potential Target Companies

## Focus first on most likely attraction targets

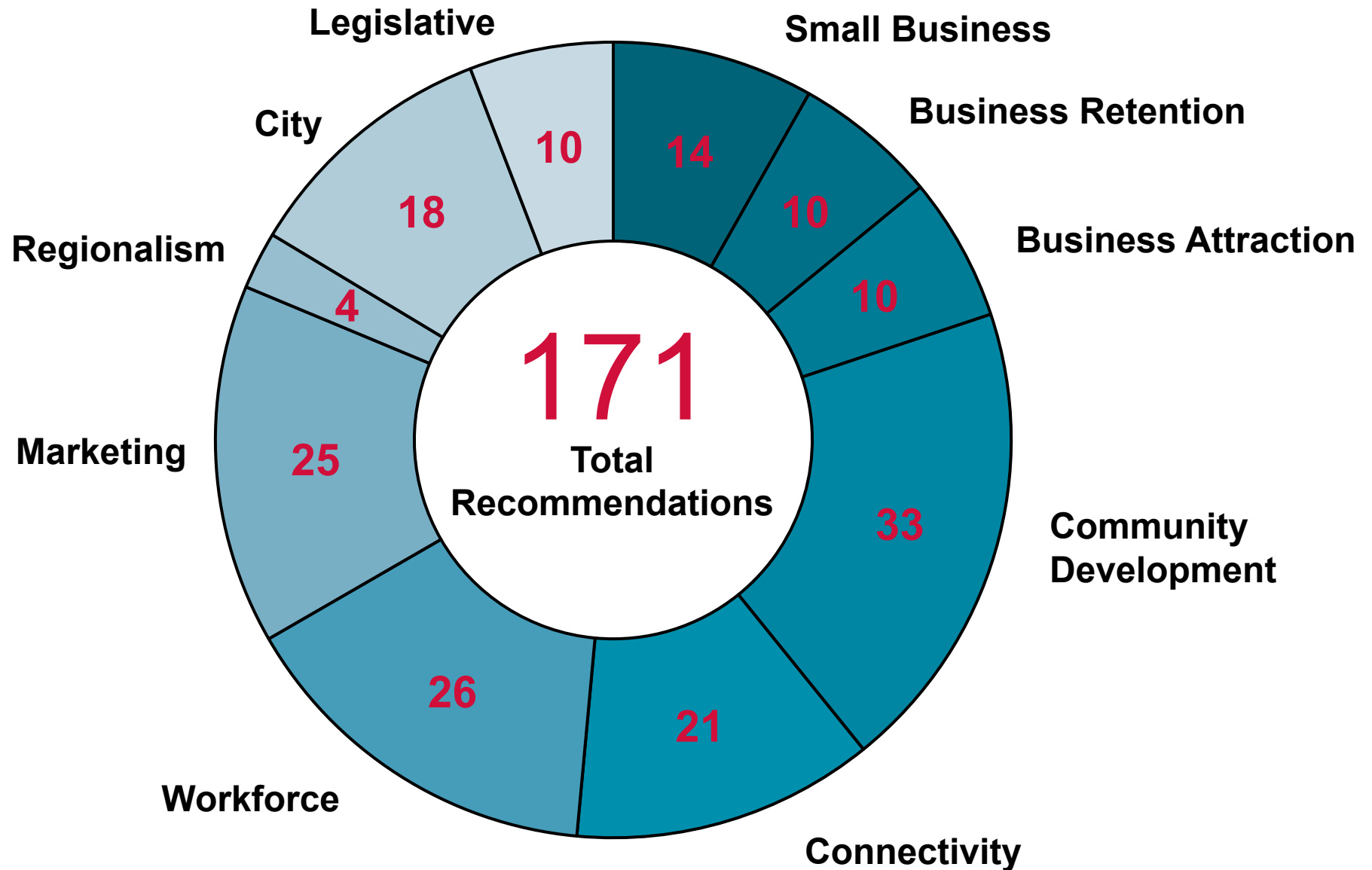


Results of Vetting Process for Tier 1 Target Industries:

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

# Strategic Recommendations

Organized around 10 common themes





# Strategic Recommendations

## Actionable, prioritized, and measurable



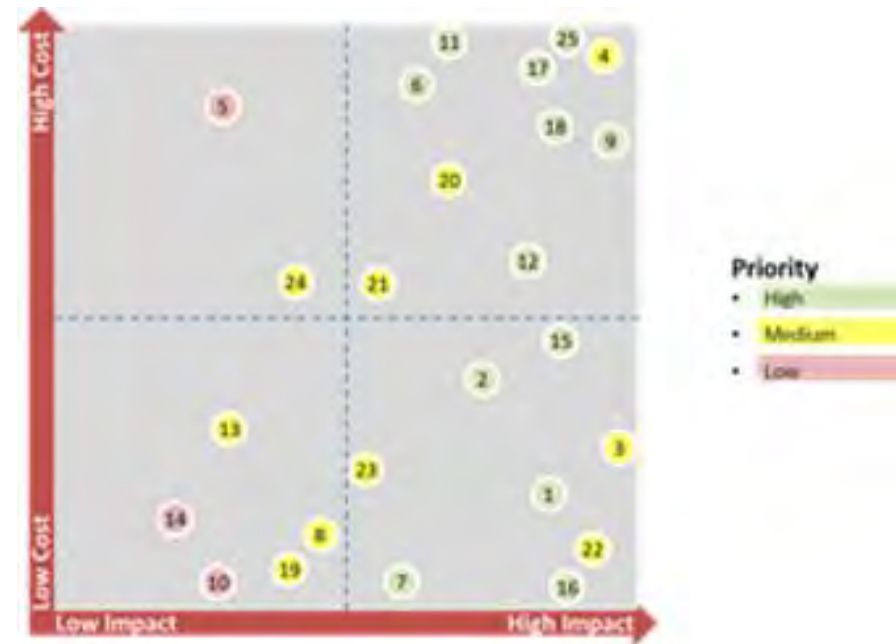
### Implementation Plan

#### For Each Recommendation:

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

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

### Prioritization Matrix



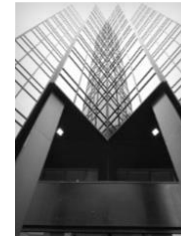
# Strategic Recommendations

## NGKF's top five goals for Springfield



### How did we determine list?

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



#1

SITE & SPACE READINESS



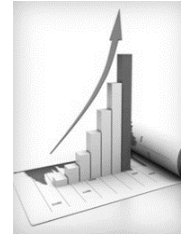
#2

CENTRALIZE SMALL  
BUSINESS & WORKFORCE  
RESOURCES



#3

BUSINESS RETENTION AND  
ATTRACTION OUTREACH



#4

ENGAGEMENT OF NEXT  
GENERATION



#5



UNIFIED MARKETING &  
MESSAGING

# Recommendation Theme

## Site and space readiness



### Spaces - Current Availability by Size

SF Range	Office <sup>1</sup> 	Industrial 
25k-49k SF	11	6
50k-99k SF	2	4
> 99k SF	0	3

### 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

Sites/Zones →	Springfield				
	1	3	6	8	9
Criteria ↓	Lyman/ “Blast Zone”	Peter Pan/ Republican	Indian Orchard South	Pinevale	Bay/ Tapley
Size of Parcel(s)	Yellow	Green	Yellow	Green	Green
Assemblage Opp	Light Green	Green	Yellow	Green	Light Green
City-Owned Sites	Green	Red	Red	Green	Green
Highway Access	Light Green	Green	Yellow	Orange	Light Green
Rail Access	Green	Green	Green	Red	Green
Environmental Issues	Orange	Light Green	Orange	Red	Red
Area Amenities	Light Green	Light Green	Red	Yellow	Yellow
Compatibility of Surrounding Uses	Light Green	Green	Orange	Orange	Orange

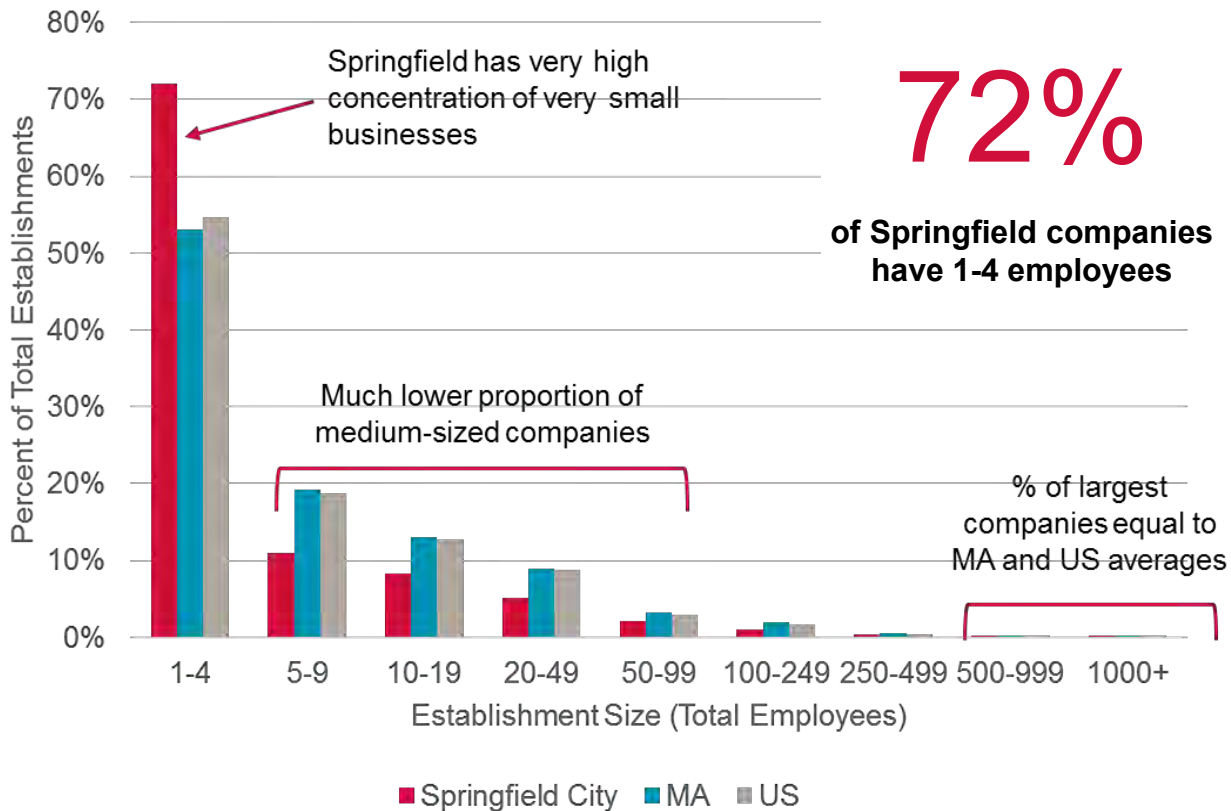
<sup>1</sup> Office totals include lease expirations within next two years. Based on historical market trends, only a small portion of these expirations are likely to result in a relocation.

# Recommendation Theme

## Centralize small business resources



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



### 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

### Vocational and Technical Training

- Every guidance counselor in Springfield Public Schools needs to tour and understand all of the programs that Putnam offers
- Increase staffing at STCC to focus on workforce development issues, training and gaps by target industry
- Public relations and marketing campaign detailing careers and associated skills to reach new students



Potential to reach over 10,300 students

### College and University

- Familiarize students with the community, its top employers, available career paths and life as a young professional
- Host local business leaders as speakers and to participate on advisory committees to offer advice, review resumes and hold mock interviews
- All expense paid career exploration and community familiarization program for promising students from New England Knowledge Corridor



Potential to reach over 215,000 students

### Adult and Continuing Education

- Private sector support for after hours use of Putnam facilities and instructors to expand training capabilities for adult education and custom employer training
- Provide scholarships to the Springfield Leadership Institute to increase attendance
- Begin tracking military members about to be discharged and looking for career opportunities



Potential to reach almost 40,000 people

# Recommendation Theme

## Unified marketing and messaging



### Key Observation:

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

### Sampling of Recommendations:

- Re-launch and heavily promote as “City of Firsts” brand
- Coordinate singular city message with regional entities
- Centralized website – one stop shop for economic development needs
- Target industry marketing materials with unique business case
- Attend targeted trade shows with specialized marketing materials

# Big Idea - Downtown “Quick Wins”

Focus on implementation prior to MGM opening



## Key Observation:

MGM presents significant opportunity to re-cast downtown to new audiences

## Sampling of Recommendations:

- Regular programming
- Nightlife Ambassador
- Outdoor dining
- Free parking on nights/weekends
- Full-scale wayfinding signage program
- Streetscape improvement – lighting, landscaping, sidewalk/curb improvements
- Advertise downtown Wi-Fi
- Downtown Ambassador program and/or “Clean Team”

# Big Idea – 21<sup>st</sup> Century Economic Development

## Fostering collaboration and connectivity



**From:**



**To:**



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

- Collaborative people-driven approach
- Creating networks and connections
- Innovation based – nimble and constantly evolving
- Bottom-up approach
- Break down silos – align resources strategically with strong collaboration

“Business and civic leadership collaborations represent a driving leadership force in almost all of the world's most successful cities.”

- OECD 2015 report on local economic leadership



# Big Idea – No More Squirrels

Strategically unify economic development efforts



## Issue:

- Economic development stakeholders can have myopic focus
- Not always a unified approach to problem solving
- Not identifying and addressing gaps in the chain
- Duplication of efforts undermining potential

## Goal:

- Ensure all local programs and stakeholders are working to achieve same strategy – collaborative planning (break down walls and end territorialism)
- Identify and fill in critical gaps hindering successful outcomes
- Focus on core competencies and increase organizational efficiencies through collaboration
- Demonstrate that stakeholders are strategically organized to increase competitiveness when going after scarce and competitive funding sources
- Achieve scale and increase competitiveness and likelihood of success

# Big Idea – No More Squirrels

Collaborate and focus on unique strengths



## How to Do This:

- Combine efforts w/ shared support - including public-private partnerships
- Define a clear and succinct mission
- Identify and engage all community resources (infrastructure mapping)
- Have defined leadership, roles, and responsibility
- Focus on each stakeholder's unique strengths – don't duplicate efforts
- Work as a team and stick to strategy – stay on course and don't deviate to “chase after an acorn”
- Don't continue to do the same thing and expect different results
- Achieve SCALE, maximize efficiency and yield greatest potential outcomes
- Follow these guiding principles and no need to settle for just a few nuts...

# FutureCity Next Steps

## Where do we go from here?



### The Path Forward:

- Celebrate strengths and successes
- Assets based strategy over needs based strategy
- Confront issues and drive improvement and change
- Establish a clear vision – set priorities, work collaboratively, and assign responsibility and accountability for measurable success
- Don't get bogged down by the challenges – Springfield has many unique assets but its challenges are not unique (other cities have achieved success)
- Bite off in small pieces
- Can't rely on one or a few groups alone
- Everyone has to be a part of this strategy's implementation!
- NOW is the perfect time to act

*“Good ideas are not adopted automatically. They must be driven into practice with courageous patience.”*

-Hyman G. Rickover  
(US Navy Admiral)

# FutureCity Next Steps

## Launching your strategy



### Make it Happen:

- Establish a implementation team to roll-out strategy and ensure recommendations are acted upon
  - Oversee, drive progress, and track results
  - Sustained focus over the long-term
- Assign ownership and responsibility for specific recommendations
  - Involve broad cross-section of city
  - “Lead implementers”
- Potential PMO role
- Public progress reports through local media?
- Regularly schedule implementation team meetings (possibly monthly within first year and quarterly thereafter)
  - More in-depth annual review for accountability
- Start with the “low-hanging fruit” immediately – show progress, gain confidence, and build momentum
  - What can we achieve in the first year?



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

~ DR. SEUSS







September 15, 2017

Bruce W. Stebbins, Commissioner  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

**RE: *Gaming Economic Development Fund***

Dear Commissioner Stebbins:

Thank you for initiating this discussion of how to best leverage the Gaming Economic Development Fund (the "Fund") to ensure that MGM Springfield's success translates into economic opportunities for the entire region. Of the twelve revenue streams created by the Gaming Revenue Fund, we believe that this Fund, in particular, could have a transformative impact in a gateway city and region – Springfield and Western Massachusetts.

Projects like MGM Springfield cannot exist in a vacuum. The spinoff effect – regional job growth and new business development – is critical to sustaining MGM's success and reinforcing the transformative benefit of our development for Springfield as a gateway city and hub of a vibrant region. For this reason, we strongly urge the Commission to view the Fund holistically and recommend to the Legislature appropriations to support comprehensive initiatives that complement and enhance our unprecedented investment in Western Massachusetts. As the region succeeds, so does MGM Springfield, thereby promoting increased tax reinvestment in the Fund. It is, therefore, critically important that appropriations from the Fund leverage and support the regions in which the casino developments generating the source funding are located.

**Strategic Plan**

We suggest funding projects and initiatives that are part of a comprehensive strategic plan including the following elements: (i) increased availability of air, rail and bus transit; (ii) regional marketing initiatives; (iii) business finance incentive programs and (iv) perhaps most importantly, investment in capital improvement projects that spur further commercial development.

---

MGM Springfield  
One Monarch Place, Suite 910  
Springfield, MA 01144  
413-273-5000

i. *Increased Transit*

The Fund should help to facilitate enhanced access to a gateway region for visitors, employees, and residents alike. The recent completion of Union Station and the imminent completion of the I-91 viaduct project are both positive steps in this direction. Western Massachusetts is located in the heart of the Knowledge Corridor and close to rail, airports, and major highways. Supporting further investment in these assets will only enhance the region's potential for additional growth and development. An example of an innovative suggestion that could be part of an overall strategic development plan is the City of Chicopee's proposal to secure state matching funding to expand commercial air service to Westover Airport. Moreover, supporting studying the feasibility of more frequent and efficient passenger rail service between Eastern and Western Massachusetts is an important piece of any strategic development plan for this region.

ii. *Regional Marketing*

With assets such as the Basketball Hall of Fame, the Springfield Museums (including the newly opened *Amazing World of Dr. Seuss*), Six Flags New England, and the Big E, Western Massachusetts is poised to become one of the premier tourism destinations in the Northeast. It is critical, therefore, to support a coordinated marketing effort that helps knit these assets together with a powerful and unified message. The Greater Springfield Convention and Visitor's Bureau plays a key role in this regard and funding to increase its marketing budget is an important step.

iii. *New Business Development*

Incentives for new and innovative businesses to choose to locate in Knowledge Corridor generally, and Springfield specifically, will spur continued growth and visitation to the region. Creative programs, such as business incubators and small business finance funds should be supported as part of a strategic plan. Organizations such as DevelopSpringfield and MassDevelopment should be looked to as partners on innovative business growth initiatives.

iv. *Capital Projects*

The most important opportunity presented by the Fund is to support the type of key capital projects and infrastructure improvement projects that can transform an area, but that are often not possible absent a public-private partnership. The Legislature exhibited wisdom and forethought in providing for gaming tax revenue to be reinvested in the very communities generating such revenue. Careful consideration should be given to identify and support physical construction projects such as public parking, mixed use redevelopments, traffic infrastructure improvements, public space creation and other urban renewal and redevelopment projects that drive growth and visitation.

We urge the Commission and the Legislature to be thoughtful and strategic, while exercising careful discretion. It is important to ensure that the Fund is not squandered, but rather maximizes the potential to achieve and exceed the underlying policy objective of generating true economic development that leverages world class casino projects committed to regional growth.



We at MGM believe this is the beginning of an exciting conversation and offer our experts and strategic resources to help build a plan that can be presented to the Legislature for consideration. We look forward to partnering with the Commission and legislative leaders to share our strategic vision and best practices to benefit all residents and businesses throughout the region.

Sincerely,



Seth N. Stratton  
Vice President & Legal Counsel

cc: . Mayor Domenic J. Sarno  
Secretary Jay Ash  
Michael Knapik, Director, Governor's Western Massachusetts Office  
Representative Joseph F. Wagner  
Senator Eric P. Lesser