

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)¹ 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 Communities²

	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%

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

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

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

Fig. II³
Population Within Select Distances of
Westover Metropolitan Airport [Table]

	Est. Population
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]

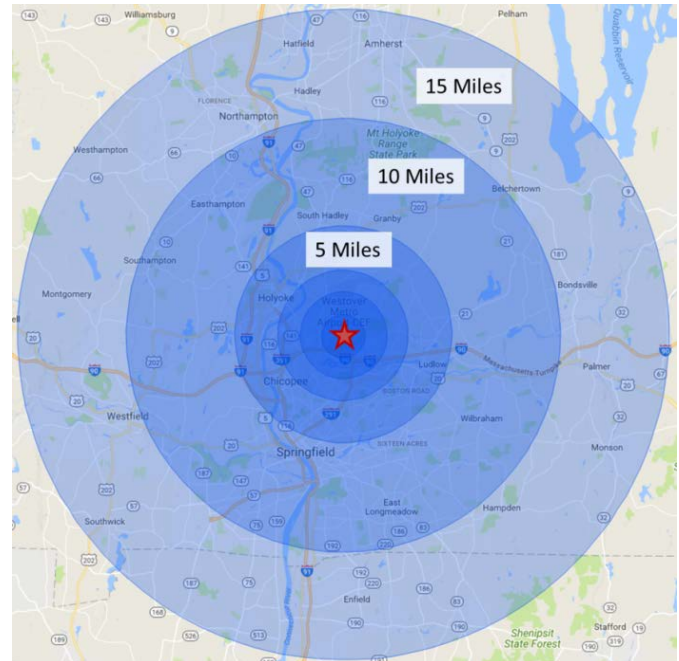


Fig. IV⁴
Population Density of Communities
Surrounding WMA

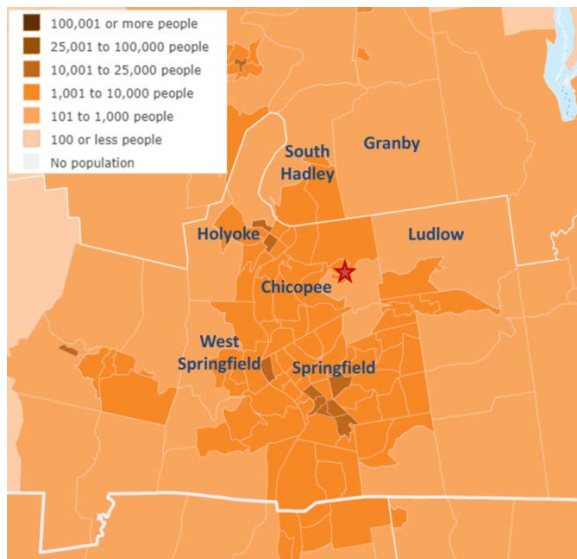


Fig. V
WMA and Other Regional Airports in Southern
New England Area Locus Map



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

⁴ 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 estimates⁵:

Fig. VI

Destination from Westover	Municipality	Est. Travel Time
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,

⁵ 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 Variæ (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 21st 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 ⁶	3,548,000	21,857	\$603,900,000	\$1,961,400,000
Bradley Int'l (Hartford) Windsor Locks, CT ⁷	5,894,000 ⁸	22,140	\$618,000,000	\$2,038,000,000

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

Manchester-Boston Manchester, NH ⁹	1,949,000 ¹⁰	8,451	\$341,150,000	\$1,054,580,000
Albany Int'l Colonie, NY ¹¹	2,393,506	8,872	\$288,002,700	\$760,810,300
Westover Metro. Chicopee, MA ¹²	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
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
	TOTAL PROJECT COST		\$6,746,000

⁷ 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).

⁸ Traffic Statistics, Bradley Int'l Airport, YTD 2017.

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

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

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

¹⁰ Activity Report, Manchester-Boston, July 2017.

https://www.flymanchester.com/sites/default/files/statistics/7-July%202017_0.pdf.

¹¹ Economic Impacts of Aviation: Technical Report, State of New York, 2010.

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

¹² 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
Total Value	\$311,000

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.¹³ 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

¹³ 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%20202-9-05.pdf

2020.¹⁴ 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.¹⁵

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

¹⁴ 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

¹⁵ 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, 12th 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.

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

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September 15, 2017

Bruce W. Stebbins
Commissioner, Massachusetts Gaming Commission
101 Federal Street, 12th 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

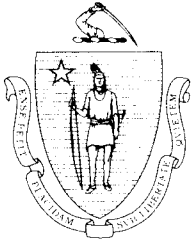
must be taken to develop a robust and healthy economic environment locally. Better connectivity between regional economies in Boston and New York is essential to generating further private sector investment in Western Massachusetts. Introducing commercial air service into Chicopee would help ensure the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

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and Emerging Technologies
Chairman

ROOM 42
TEL (617) 722 2370

September 15, 2017

Bruce W. Stebbins
Commissioner, Massachusetts Gaming Commission
101 Federal Street, 12th 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", written over a horizontal line.

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, 12th 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, reading "Michael W. Bolton". The signature is fluid and stylized, with the first letters of the first and last names being capitalized and prominent.

Michael W. Bolton
President/CEO

September 15, 2017

Bruce W. Stebbins
Commissioner, Massachusetts Gaming Commission
101 Federal Street, 12th 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,

A handwritten signature in black ink, appearing to read 'Rick Sullivan', with a stylized, cursive script.

Rick Sullivan, President & CEO



264 Exchange. St., Chicopee, MA
413-594-2101 www.chicopeechamber.org

September 15, 2017

Bruce W. Stebbins
Commissioner, Massachusetts Gaming Commission
101 Federal Street, 12th 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

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,

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

September 15, 2017

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

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

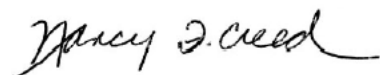
As the President of an organization that has an intimate understanding of the economic needs of the Greater Springfield Region, I am confident in expressing my support for this strategy for leveraging the economic impact of the MGM Resort Casino. It is an exciting time to be a member of the business 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,



Nancy F. Creed
President



September 15, 2017

Commissioner Bruce W. Stebbins
Massachusetts Gaming Commission
101 Federal Street, 12th 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, reading "Mary Kay Wydra".

Mary Kay Wydra
President