

TOWN OF FOXBOROUGH

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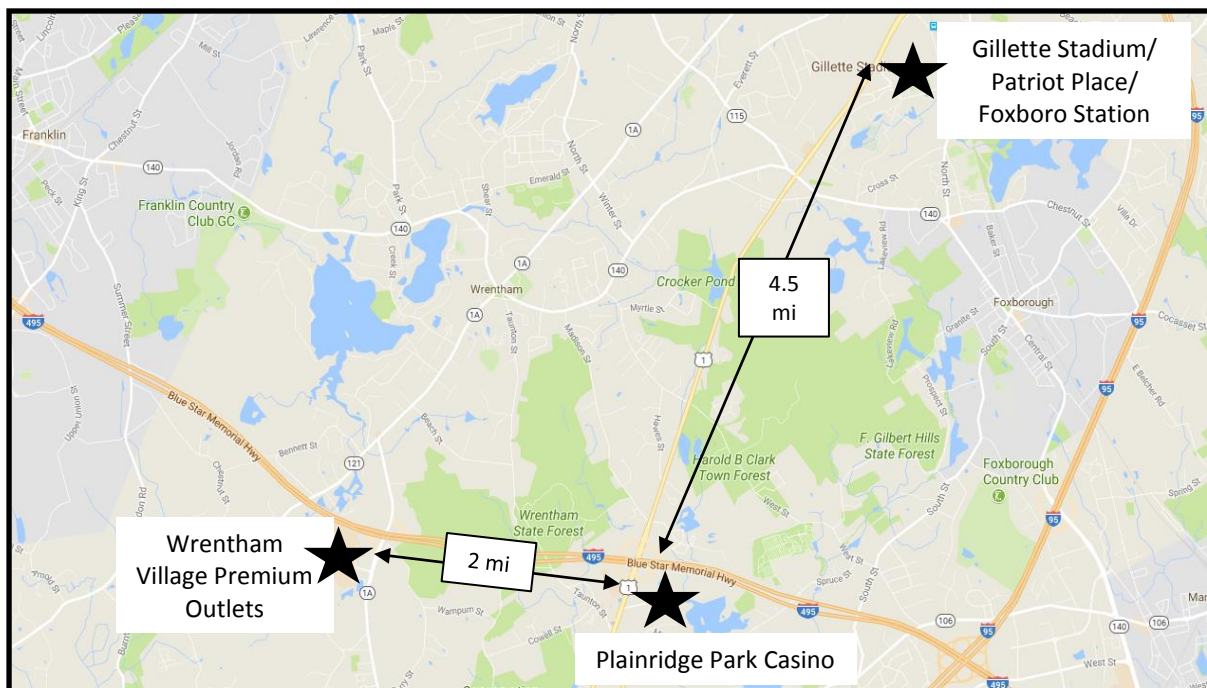
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September 15, 2017

Mr. Bruce W. Stebbins, Commissioner
Massachusetts Gaming Commission
1010 Federal Street, 12th Floor
Boston, MA

Dear Mr. Stebbins and Members of the Gaming Commission:

The Towns of Plainville, Foxborough and Wrentham are unique in that the three neighboring communities each have a major regional destination located within their borders. Plainville has Plainridge Park Casino, Wrentham has the Wrentham Village Premium Outlets and Foxborough has Patriot Place/Gillette Stadium, all of which are located within seven miles of each other (please see map below). These three major destinations combined bring in an estimated 20,000,000+ visitors per year to our region.



Each of these destinations is successful in their own right but our proposal seeks to strengthen our regional economy by leveraging the power of all three destinations by establishing a coordinated approach to economic development, workforce development, marketing and tourism. The Town of Foxborough has taken the lead on this initiative with the cooperation of the Towns of Plainville and Wrentham, along with the support of Plainridge Park Casino, Wrentham Village Premium Outlets and Patriot Place/Gillette Stadium.

While our primary focus of this proposal is focused on the three towns that host year-round destinations, we hope to augment the region's already strong appeal by working to include other nearby significant venues, including the Xfinity Center in Mansfield (warm weather entertainment/concert venue) and the Tournament Players Club (TPC) Boston, a golf course located in Norton that hosts an annual PGA Tour event, The Dell Technologies Championship (formerly the Deutsche Bank Championship).

It is our understanding that the Expanded Gaming Act of 2011 included a provision to create a Gaming Economic Development Fund. Amounts credited to the fund shall be expended, subject to appropriation, to support economic development and job growth including, but not limited to: (1) workforce training, including transfers to the Workforce Competitiveness Trust Fund established in section 2WWW of chapter 29; (2) tourism promotion, including regional tourism promotion agencies and cultural and recreational attraction promotion; (3) summer jobs; (4) the Massachusetts marketing partnership established in section 13A of chapter 23A; (5) higher education scholarships; (6) regional economic development initiatives; (7) support for small businesses, including small business lending; (8) green jobs promotion; (9) science, technology, engineering and mathematics career pipeline initiatives; and (10) agricultural development programs, including youth agricultural education

Pursuant to your July 26, 2017 letter, our group respectfully requests that you consider the following strategies to leverage the Plainridge Park Casino to benefit our region:

Tourism Promotion and Regional Economic Development – Utilizing funds from the Gaming Economic Development Fund, the region will engage the services of a sales/public relations/marketing individual or team to oversee and coordinate the promotion of our region. This individual or team would be responsible for working with key stakeholders to define, create and advertise a cohesive and complementary sense of place.

The focus of this promotion and outreach effort would not only be for those within the “drive market”, but also to groups and visitors traveling from greater distances (150+ miles). The Wrentham Village Premium Outlets already attract a large number of international visitors. In fact, announcements over the Outlets' loudspeakers are broadcast in several languages, reflecting the diversity of visitors. Capitalizing on the success of the Wrentham Village Premium Outlets with the international market could result in these travelers opting to include Plainridge Park and Patriot Place/Gillette Stadium in their travel itinerary. Today most of the international travelers to the Outlets do not stay locally. Many travel from either Boston or Providence for a

day visit. Our goal is to convert the one-day travelers into multi-day travelers who stay in our region and further contribute to the local economy. Conceivably, these visitors would patronize our major destinations as well as our downtowns, restaurants and other retail establishments. Establishing an advocate for group trip planners will ensure that visitors are fully aware of all our region has to offer.

With our world class athletic venue in Gillette Stadium, our region now has the amenities necessary to attract world class events to draw visitors and spending to our region. Gillette Stadium is currently under consideration for World Cup 2026. When World Cup 1994 took place, the region's tourism infrastructure was limited to the old Foxboro Stadium. Today our region boasts not only a world class athletic venue but also a casino, many restaurants, world-renowned retail and more than 1,200+ hotel rooms (with many more in planning and construction stages). The limiting factor now is tourism management infrastructure. Funding from the Commission will allow our region to partner with the Greater Boston Convention & Visitors Bureau to begin creating a sense of place for our region with those who will be deciding on what cities/regions are awarded World Cup matches.

The Kraft Group has a proven track record to stage and host national and international events. Further, we firmly believe that the New England Patriots, Gillette Stadium and Patriot Place already have an established international following based on the success of their organization. By establishing a consistent marketing tool that captures all of the aforementioned destinations we believe that a whole new market could be opened to this region on an international level.

Our goal is to establish a dedicated sales/public relations and marketing staff that would be responsible for proactively marketing our region to attract conferences, group tours (local and from outside the region), senior citizen and other bus tours. This staff would work closely with the Greater Boston Convention & Visitors Bureau and the Metro-West Visitors Bureau to ensure maximum coverage for attracting future visitors. The Greater Boston Convention & Visitors Bureau is endorsing this initiative and has indicated a willingness to work with us. In the future, if successful, consideration could then be given to forming a new Metro-South Visitors Bureau.

When establishing a sales/public relations/marketing team, there should be measurement tools put in place to ensure effective evaluation of the success of the initiative. Whether it's through tracking sales tax, bookings, number of calls or other methods, the long- and short-term return on investment should be able to be quantified and evaluated.

On August 14, 2017, the Fiscal Management Control Board (FMCB) for the MBTA approved weekday commuter rail service to the existing Foxboro Station at Gillette Stadium on a trial basis. This new service is scheduled to commence in the Spring of 2019. Availability of convenient and predictable transit is important because so many international travelers do not want to drive in the U.S. Public transportation options are critical to the success of drawing these visitors to our region. We propose to use Gaming Economic Development Funds to

establish a shuttle route between the three major destinations in our region (other stops could be considered, such as downtowns) along with a stop at Foxboro Station at Gillette Stadium.

Based on the level of success that this marketing effort could achieve, supplemental funds may also be needed to help expand commuter rail service to include weekends. This expanded service would be particularly supportive to tourist travel. Our communities are prepared to assist in advocating for this additional service, if needed, with the Massachusetts Department of Transportation and the MBTA. Now is a particularly good time to start planning around the new commuter rail service.

Workforce Development and Training – Our region is a thriving workforce development area with an increasingly aging labor force. These factors will generate the need for a replacement workforce comprised of millennials with a transit-oriented mindset. It would be impossible to ignore the impact the commuter rail and last-mile transit could have on regional workforce development opportunities.

Commuter rail service to Foxboro Station will be provided by extending service along the existing Fairmount Line, which runs from South Station through environmental justice neighborhoods of Dorchester, Mattapan, and Hyde Park. The Fairmount Line currently serves a higher share of minority riders than any other commuter rail line in the MBTA system. During the FMCB's review of the pilot service to Foxboro Station, the issue of reverse commute was raised as a possibility for increasing job opportunities for the residents living along the Fairmount Line. Unfortunately commuter rail schedules are not typically conducive to reverse commuting, as the focus tends to be on getting riders into Boston, not out.

We propose to work with the Massachusetts Department of Transportation and the MBTA to evaluate and plan opportunities to increase commuter rail service to Foxboro Station to allow convenient and predictable reverse commute opportunities. To this end, we also propose to use Gaming Economic Development Funds to provide last mile connections for these transit-dependent workers. Finally, we propose to use Gaming Economic Development Funds, as needed, to create a program to assist lower income workers with the cost of commuter rail transportation.

We also propose to use Gaming Economic Development Funds to establish a grant program to allow employers within our service area to train prospective and current employees as needed. This would be particularly advantageous for entry level workers who hope to advance in their careers but are unable to do so without additional training or education.

Patriot Place already has a well-established relationship with Dean College in Franklin. We also have Wheaton College in nearby Norton, MA and Stonehill College in Easton, MA. We propose to work with these higher education institutions, as well as nearby community colleges, to develop workforce training initiatives.

In summary, our goal is to create a regional destination that is promoted in a professional, proactive and cohesive fashion. We want to attract additional day trippers, vacationers and conference attendees to work, play and eat in this region. Our major points of destination and venues are already successful in their own right, but we believe that coordinating our efforts to create a sense of place will draw more visitors and infuse more money into our local, state and regional economy. A cross promotion of the attractive elements of Plainridge Park, Patriot Place and the Wrentham Village Premium Outlets will only increase awareness and generate visitor interest in our region. Expansion of our economy in this region will create job growth, economic opportunity and an expanded quality of life for residents and businesses.

On behalf of the Towns of Foxborough, Plainville and Wrentham, in cooperation with Plainridge Park Casino, the Wrentham Village Premium Outlets, Patriot Place and Gillette Stadium we thank the Massachusetts Gaming Commission for seeking our input at this time. While our ideas are only conceptual at this time, we welcome the opportunity to further refine and expand our thoughts with the Commission. We are very excited about the opportunities the Gaming Economic Development Fund could provide. It would be a pleasure to work with you to help bring these ideas to life. Please do not hesitate to contact us if you have any questions or require additional information.

Very truly yours,

Paige E. Duncan, AICP
Planning Director

Copies to:

Jennifer Thompson, Plainville Town Administrator
Jerry McGovern, Chairman Wrentham Board of Selectmen
John Charbonneau, Director of Planning and Development, Town of Wrentham
Lance George and Michele Collins, Plainridge Park Casino
Candice Beaulieu, Director of Marketing & Business Development, Wrentham Village Premium Outlets
Dan Krantz and Ted Fire, The Kraft Group
Brian Earley, General Manager, Patriot Place/NPP Development LLC
Patrick Moscaritolo, Greater Boston Convention & Visitors Bureau
Kara Griffin, Executive Director, Tri-Town Chamber of Commerce
Jack Lank, The United Regional Chamber of Commerce
Marc Draisen, Executive Director, Metropolitan Area Planning Council
Karen Dumaine, Greater Boston Area - TMA Director, Neponset Valley at TransAction Associates -
TransAction Associates