

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,

A handwritten signature in black ink, appearing to read "Rick Sullivan", with a stylized flourish at the end.

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*

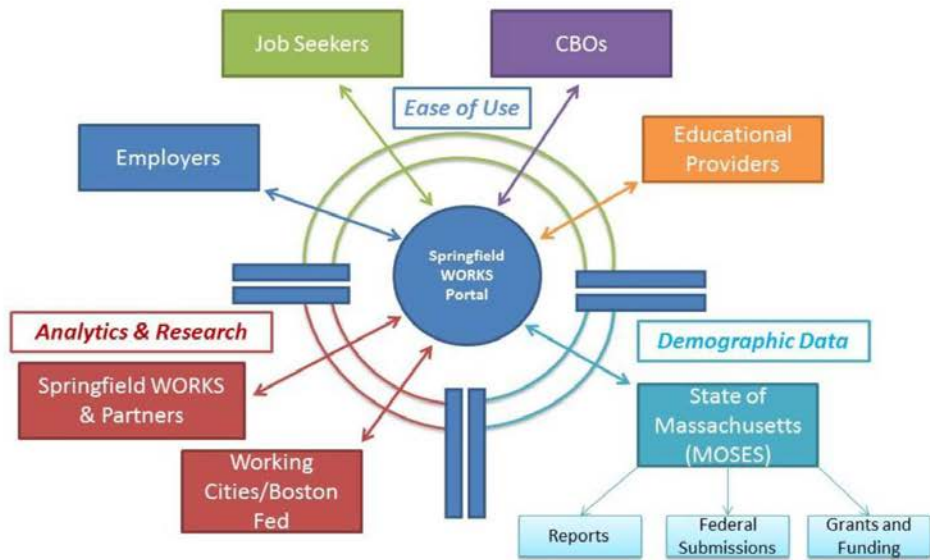
*Become a Partner of Springfield WORKS*

- ❖ **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.

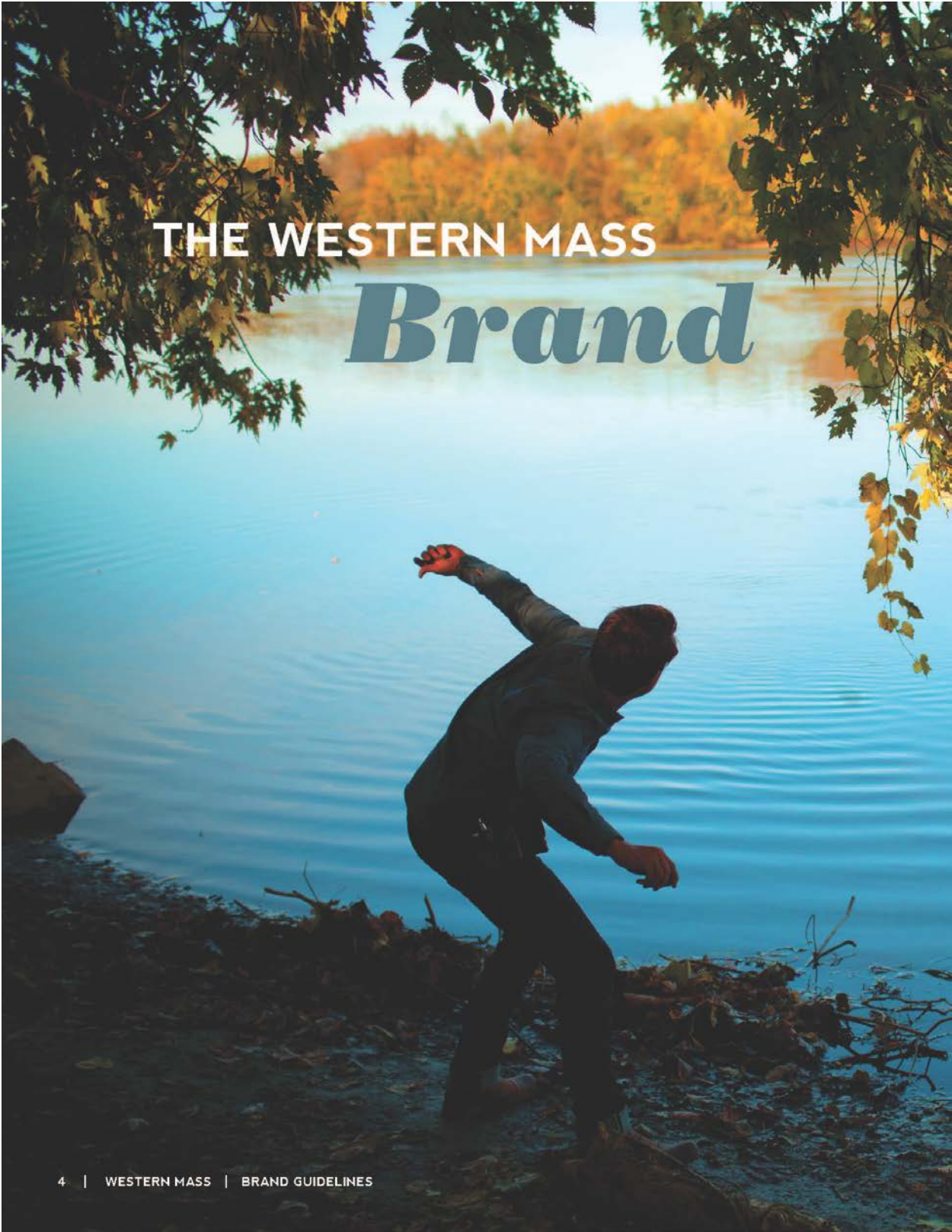


# Western Mass

## *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

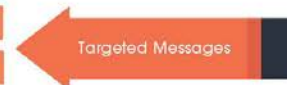
- Outdoor Recreation
- Historic Museums/Tours
- Group Tour Sales
- Agritourism
- Family Vacations
- Dining/Nightlife
- Shopping/Antiquing
- College Recruiting/Tours
- Art/Museum Promotion
- Sports Marketing
- Guided Retirement Tours
- Corporate Event Sales
- Convention Sales
- Hotel Stays
- Attraction/Cross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

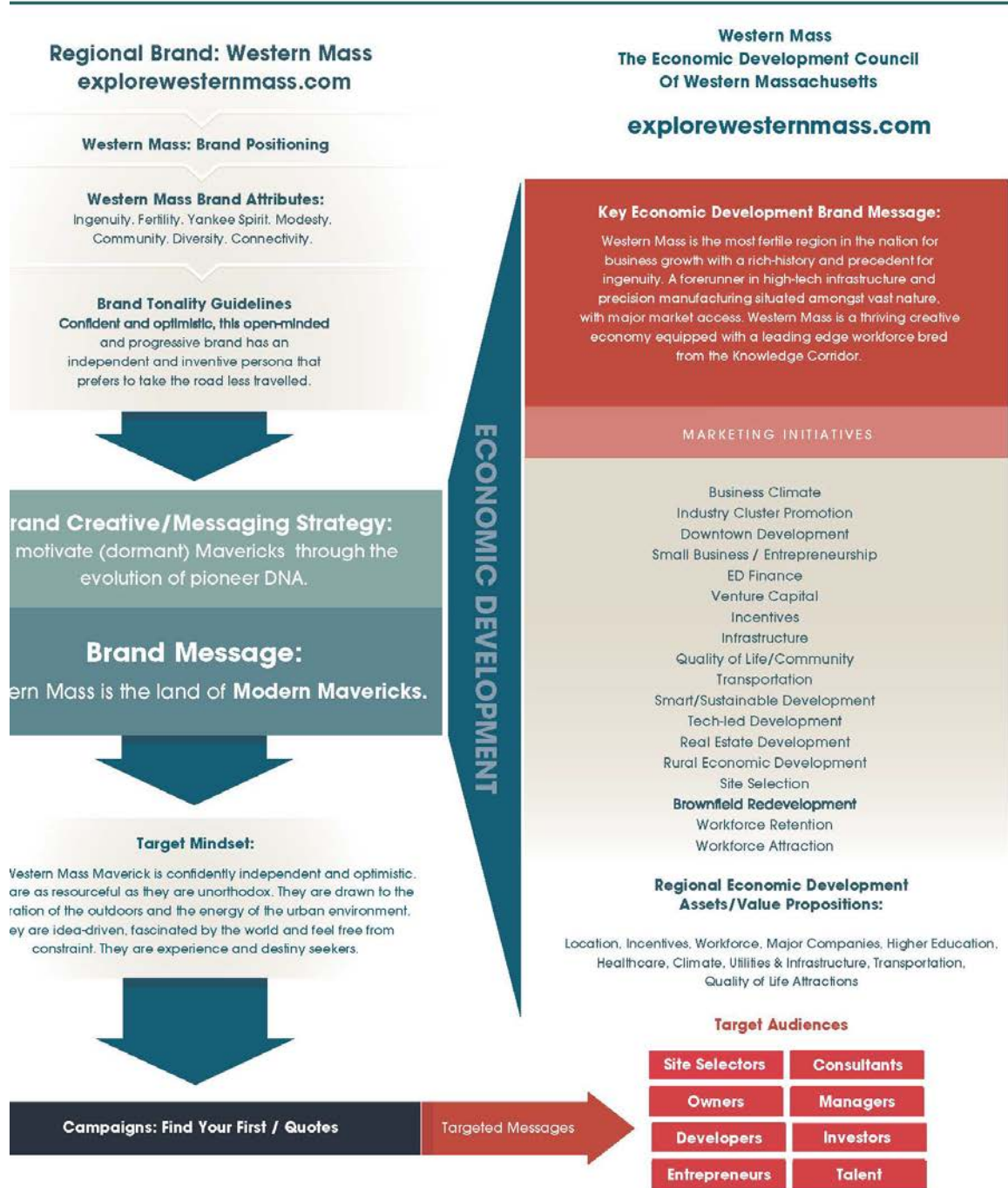
Event Planners	Tour Operators
Academic	Sports
Influencers	Visitors
Outdoor	Agritourism



TOURISM

The  
They  
inspi  
Th

## MESSAGE STRATEGY



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*