



FY 2025 Municipal Community Mitigation Fund Grant Application

Application Instructions:

- I. All applications must be received by the Massachusetts Gaming Commission by January 31st, 2024, at 11:59 p.m. to be considered for funding for the FY 2025 grant round.
- II. Each Municipality may only submit ONE application as a Word Document.
- III. Each project must have its own form within the appropriate category. Forms can be found below as Parts A-E. If there is more than one project in a category, please copy the form. Provide a form and attachments for each project. All attachments should directly follow the relevant project form.
- IV. Be sure to fill in all the information requested on the application. Applications that are left incomplete will not be accepted.
- V. The application must be signed by the municipal administrator or an individual with signatory authority.
- VI. Submit this completed form as well as any relevant attachments to MGCCMF@Massgaming.gov or as a response to the COMMBUYS BID BD24-1068-1068C-1068L-95061

For more detailed instructions as well as the full FY 2025 Application Guidelines visit <https://massgaming.com/about/community-mitigation-fund/>

Municipal Grant Manager Information:	
Applicant: City of Chelsea	
Vendor Code:	
Name: Emily Granoff	
Title: Senior Planner/Project Manager	
Email Address: egranoff@chelseama.gov	
Telephone: 617-466-4193	
Address: 500 Broadway, Chelsea MA 02150	

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

	Signage on routes to the Casino	Message boards that can be used on any road to and from the casino, particularly Beacham St and Second Street.	\$55,000
	Opioid-related hotel licensing inspections	Increased licensing inspections at local hotels, following an increase in reports of assault, attempting kidnapping, and overdoses related to the casino.	\$33,280
	Human trafficking investigations	Increased regional human trafficking work, also related to the Casino.	\$20,000
C. Transportation	Marginal Street Corridor Study	Improving connections between the Casino and Logan Airport/East Boston via Marginal Street for casino patrons and employees.	\$677,000
D. Gambling Harm Reduction	Community-based harm reduction and support	The City will pilot a harm reduction program focused on building capacity among community members to intervene and provide support for their fellows where needed. It will further include additional support services, including financial literacy and mental health services, where welcome and appropriate.	\$153,320
E. Specific Impact			\$0

Applicant Certification

On behalf of the aforementioned applicant, I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this application.

Signature: 

Date: 01-31-2024

Name and Title of Signatory: Fidel Malfor City Manager



FY 2025 Municipal Community Mitigation Fund Grant Application

Application Instructions:

- I. All applications **must** be received by the Massachusetts Gaming Commission by January 31st, 2024, at 11:59 p.m. to be considered for funding for the FY 2025 grant round.
- II. Each Municipality may only submit **ONE** application as a Word Document.
- III. Each project must have its own form within the appropriate category. Forms can be found below as Parts A-E. If there is more than one project in a category, please copy the form. Provide a form and attachments for each project. All attachments should directly follow the relevant project form.
- IV. Be sure to fill in **all** the information requested on the application. Applications that are left incomplete will not be accepted.
- V. The application must be signed by the municipal administrator or an individual with signatory authority.
- VI. **Submit this completed form as well as any relevant attachments to MGCCMF@Massgaming.gov or as a response to the COMMBUYS BID BD24-1068-1068C-1068L-95061**

For more detailed instructions as well as the full FY 2025 Application Guidelines visit <https://massgaming.com/about/community-mitigation-fund/>

Municipal Grant Manager Information:	
Applicant:	City of Chelsea
Vendor Code:	
Name:	Emily Granoff
Title:	Senior Planner/Project Manager
Email Address:	egranoff@chelseama.gov
Telephone:	617-466-4193
Address:	500 Broadway, Chelsea MA 02150

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

Grant Budget Summary

Your community's FY 2025 proposed allocation can be found at <https://massgaming.com/about/community-mitigation-fund/>. Use the space below to total all requests by category. Please clarify how many discreet projects your community plans to undertake per category.

Total FY 2025 Allocation:		
Application Totals by Category	# of Projects	Requested Amount
A. Community Planning	1	\$50,000
B. Public Safety	5	\$146,680
C. Transportation	1	\$677,000
D. Gambling Harm Reduction	1	\$150,000
E. Specific Impact	0	\$0
TOTAL		\$1,027,000

I. Are you requesting a waiver for any program requirement?

Yes ☐

No ☒

II. **If yes**, you must fill out a CMF Municipal Waiver Form. The Waiver form can be found as Appendix E to the RFR on COMMBUYS or online at <https://massgaming.com/about/community-mitigation-fund/forms/>. Applications without a completed waiver form will not be considered for a waiver.

Budget Category Summary

Use the below space to provide an overview of all projects to be covered by this funding. You may add as many items as is pertinent to your application (you can add rows by right clicking on the row and selecting "add row"). Please provide a category, name, brief description, and amount for each item.

Category	Project Name	Description	Amount
A. Community Planning	Discovery Chelsea Campaign	Funds for a consultant to lead creation of content and marketing materials to promote tourism to Chelsea.	\$50,000
B. Public Safety	Overtime for traffic enforcement	Additional traffic enforcement patrols at night and on the weekends on roads leading to and from the Casino.	\$38,400

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

	Signage on routes to the Casino	Message boards that can be used on any road to and from the casino, particularly Beacham St and Second Street.	\$55,000
	Opioid-related hotel licensing inspections	Increased licensing inspections at local hotels, following an increase in reports of assault, attempting kidnapping, and overdoses related to the casino.	\$33,280
	Human trafficking investigations	Increased regional human trafficking work, also related to the Casino.	\$20,000
C. Transportation	Marginal Street Corridor Study	Improving connections between the Casino and Logan Airport/East Boston via Marginal Street for casino patrons and employees.	\$677,000
D. Gambling Harm Reduction	Community-based harm reduction and support	The City will pilot a harm reduction program focused on building capacity among community members to intervene and provide support for their fellows where needed. It will further include additional support services, including financial literacy and mental health services, where welcome and appropriate.	\$153,320
E. Specific Impact			\$0

Applicant Certification

On behalf of the aforementioned applicant, I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this application.

Signature:

Date:

Name and Title of Signatory:

Part A-Community Planning

Project Name: Discover Chelsea Campaign	
Please provide below the contact information for the individual managing this aspect of the grant.	
Project Contact	Additional Project Contact (if applicable)
Name: Omar Miranda	Name: Emily Granoff
Title: Small Business Development Specialist	Title: Senior Planner/Project Manager
Department: Housing and Community Development	Department: Housing and Community Development
Email Address: omiranda@chelseama.gov	Email Address: egranoff@chelseama.gov
Telephone:	Telephone: 617 466 4193
Address: 500 Broadway, Chelsea MA 02150	Address: 500 Broadway, Chelsea MA 02150
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2025 Guidelines relevant to this category (Page 8-9). If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<ul style="list-style-type: none"> • Competition from the gaming establishment may have negative impacts on other businesses competing in the hospitality and entertainment industries. • The presence of a gaming establishment may result in reallocated spending. Reallocated spending is spending on goods and services which would have occurred had the casinos never opened, but which did not occur because an individual chose to spend their money at the casino instead. The main areas where monies are reallocated are transportation, retail items, hotels and travel, restaurants and bars, recreation, non-live entertainment and live entertainment. • The marketing capabilities of the gaming establishments may put other competing local businesses at a disadvantage. 	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>The Discover Chelsea campaign, founded in 2022 using a grant from the Massachusetts Office of Travel and Tourism (MOTT), seeks to highlight the City's many attractions and opportunities.</p> <p>Chelsea's local economy, existing in such close proximity to the Casino, has been negatively affected by the existence of the Casino nearby drawing patrons away. This campaign, which will be aimed both at the general public and at casino patrons and employees specifically, will attract both old and new consumers to Chelsea to enjoy the wealth of attractions the City offers.</p>	

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

The Discover Chelsea website hosts a wealth of information on travel itineraries, transportation, Chelsea restaurants and businesses, and interesting background about the City for newcomers, but new content has not been produced for multiple years now. With this existing infrastructure already created, the City's work will be substantially simpler.

Chelsea plans to use these funds to bring on a consultant to create new content for the Discover Chelsea campaign, including web and social media content, blog or vlog posts, and increase bandwidth for collaborations between City Government and the Chamber of Commerce. They will also keep updated the existing list of businesses, special events, and other tourism attractions.

This campaign will use the following strategies from the FY2025 Guidance to mitigate the impacts described above:

- Marketing and tourism plans to attract casino patrons and employees to the municipality, highlight local businesses, promote recreational and entertainment opportunities, and help communities compete with the gaming establishments for business.
- Projects to provide economic development opportunities for local businesses.

The scope for this campaign will be as follows:

Discover Chelsea Tourism Campaign:

- Consultant: Communication Specialist / Content Creator - \$35,000
 - Content Creation
 - Analyze Website and Social Media Metrics to produce appropriate/popular content
 - Featured Business Posts on Discover Chelsea's Website and Social Media
 - Blog or Vlog posts that may include interviews with local business owners, event organizers, hotels, and entertainment artists
 - Content will be published regularly to maintain community engagement
 - Identify Offerings
 - Update and add to the existing list of businesses with a focus on including local retail stores and bodegas, pop-up markets, and function halls or conference spaces
 - Maintain the Special Events list updated with upcoming events
 - What's new in Chelsea and sounding communities
 - Collaborations
 - Work alongside City Hall staff, specifically the H+CD Civic Designer and the City's Communications Manager
 - Coordinate with the Chelsea Chamber of Commerce to ensure all efforts follow the Discover Chelsea Campaign Strategies and work together on business engagement
 - Connect with local CBOs and entertainment organizations like Teatro Chelsea and the Apollinaire Theatre
 - Marketing Material

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

<ul style="list-style-type: none"> ▪ Create Marketing Material <ul style="list-style-type: none"> • Marketing Materials = \$15,000 <ul style="list-style-type: none"> ○ Marketing Material <ul style="list-style-type: none"> ▪ Graphic Design ▪ Translation ▪ Printed Material ▪ Banners or Posters ○ Swag <ul style="list-style-type: none"> ▪ Shirts, hats, pins or stickers ○ Production <ul style="list-style-type: none"> ▪ Video and Photos for Website, Social Media, and Promos 			
Proposed MGC Grant Budget			
Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.			
Description of Purchase/Work	Timeline	QTY	Budget
Communications specialist/content creator	FY25		\$35,000
Marketing Materials	FY25		\$15,000
	TOTAL:		\$50,000

Part B- Transportation

Project Name:	
Please provide below the contact information for the individual managing this aspect of the grant. If there are multiple people involved in the grants management, please add more lines to accommodate their information.	
Project Contact	Additional Project Contact (if applicable)
Name: Emily Granoff	Name:
Title: Senior Planner/Project Manager	Title:
Department: Housing and Community Development	Department:
Email Address: egranoff@chelseama.gov	Email Address:
Telephone: 617 466 4193	Telephone:
Address: 500 Broadway, Chelsea MA 02150	Address:
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2025 Guidelines relevant to this category (Page 10-11). If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>	

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

Marginal Street in the City of Chelsea is one of the City's principal east/west corridors, connecting in the west to the Andrew McArdle Bridge and in the east to the Chelsea Street Bridge. See Figure 1 of Attachment A for a map of the project area. West of the intersection with the McArdle Bridge, the Marginal Street roadway changes names to Williams Street and eventually Beacham Street, which continues across city limits through the City of Everett's waterfront industrial district before terminating at Broadway approximately 1,250 feet north of the Encore Boston Harbor casino. At its eastern end, the connection to the Chelsea Street Bridge facilitates vehicle movements to Route 1A and the Coughlin Bypass Road, thereby providing vehicular access to Logan Airport. This roadway alignment provides one of the quickest and most direct routes for patrons and freight between the casino and the airport, particularly during peak traffic periods when congestion occurs on proximate regional highways. Marginal Street is typically the recommended route from the casino to Logan Airport on Google Maps, as shown in Figures 2 and 3 of Attachment A.

The Environmental Impact Report ("EIR") for the casino projected that Marginal Street would be used for up to 3% of employee trips, comprised primarily of those commuting from sections of Chelsea and East Boston (communities targeted in Encore's recruitment efforts). Approximately 2% of patron trips were projected to occur on Williams Street, which connects to Marginal Street a few blocks to the southeast of the EIR study area. See Figures 4 and 5 of Attachment A. While the City does not presently have data indicating the approximate percentage of casino patron trips that continue to Marginal Street, the typical Google Maps recommended route between the casino and Logan Airport suggests that a significant portion of nonlocal patrons staying at the casino's on-site hotel use Marginal Street to return to the airport for air travel. Local patrons residing in portions of Chelsea and East Boston would likely use this same route to reach the casino. The trip distribution projections in the casino's EIR were based on mode splits that assumed minimum utilization rates of public transit options. However, recent monitoring reports for the casino indicate that patron trips have been utilizing automobile mode share at a higher rate than projected in the EIR, likely resulting in a greater number of casino-related auto trips on Marginal Street than originally anticipated.

Marginal Street is plagued by congestion due to frequent heavy traffic and inadequate intersection design, particularly at the McArdle Bridge. The roadway is a designated Critical Urban Freight Corridor ("CUFC") and sees significant volumes of semi-truck and other freight vehicle traffic, a portion of which services the casino. Any increase in auto traffic along Marginal Street could result in adverse impacts to regional trucking and distribution. Additionally, user safety on Marginal Street is a significant challenge; the roadway's intersections with both the McArdle Bridge and the Chelsea Street Bridge are identified by the Massachusetts Department of Transportation ("MassDOT") as top 5% intersection crash clusters (2018 – 2020) in the City (see Figure 6 of Attachment A).¹ Unprotected bike lanes and infrequent pedestrian crossings pose safety risks to pedestrians and cyclists and create potential conflicts with vehicular traffic – a circumstance exacerbated by trucks with large blind spots. In an Environmental Justice community where many residents do not possess driver's licenses or personal vehicles, improving roadway safety, particularly for pedestrians and cyclists, is of the utmost importance.

Marginal Street's current and future challenges were similarly identified in the June 2018 *Beacham/Williams Street Corridor Study*, prepared by Stantec on behalf of the City. While this document's study area focused primarily on Beacham and Williams Street, it also included Williams

¹ Source: *Top Crash Locations* map, MassDOT. See <https://gis.massdot.state.ma.us/topcrashlocations/>. For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

Street's intersection with Marginal Street at the McArdle Bridge/Pearl Street. The traffic study summarized in the report identified the Marginal/Williams/Pearl/McArdle Bridge intersection as having an average weekday peak hour level of service ("LOS") of C, which is defined as "stable [traffic] but unreasonable delay begins to occur." Several legs within the intersection, including westbound traffic from Marginal Street, were identified as having a weekday peak hour LOS of D, which is defined as "borderline 'bad' LOS." See Figure 7 of Attachment A for these results. Safety issues at this intersection were also identified and included non-ADA-compliant sidewalk ramps, sidewalk obstructions, lack of demarcated space for cyclists, vehicle encroachment on sidewalks, and poor driver visibility. The report projected that the opening of the casino (which had not yet occurred at the time of publishing) would result in increased travel on the corridor, which would "likely serve as a primary transportation gateway from... East Boston (Logan Airport)." As previously discussed, connecting to the Williams/Beacham corridor from the airport requires travel on Marginal Street. A full intersection redesign was recommended to address these interrelated issues.

Given the circumstances described above, the City has identified the following impacts (as defined by MGC) to Marginal Street associated with the casino:

- Increased traffic associated with the gaming establishment may cause increased congestion along major routes leading to/from the gaming establishment;
- Increased traffic associated with the gaming establishment may result in increased vehicular accidents on major routes leading to/from the gaming establishment; and
- Increased traffic associated with the gaming establishment may result in increased vehicular/bicycles/pedestrian conflicts.

Improvements to Marginal Street are needed to address the impacts to the roadway and broader Chelsea community caused by the Encore Boston Harbor casino. This need will become more acute in the near future as planned expansions to the casino are constructed. For example, the 2023 Final EIR for Wynn's East of Broadway project (EEA #15060) shows a projected increase of approximately 10,000 daily patron and employee automobile trips. See Figures 8 and 9 of Attachment A. The distribution of these trips will likely be similar to that of the existing casino facility and will further increase the impact on Marginal Street. A comprehensive multimodal redesign of Marginal Street will improve the roadway's ability to service casino patrons, employees, and freight deliveries, while also benefiting to the residents of Chelsea through increased traffic flow and enhanced user safety.

GreenRoots, a leading environmental justice nonprofit serving Chelsea and East Boston, has submitted a letter of support for this project and will be a strong partner leading community engagement throughout the duration of the project.

II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

The City is seeking grant funding from the Community Mitigation Fund to offset traffic impacts on Marginal Street caused by the Encore Boston Harbor casino in Everett. Specifically, the City plans to use the funding to support a comprehensive redesign of Marginal Street between the McArdle Bridge and the Chelsea Street Bridge, which will improve traffic flow and intersection performance, increase safety for all roadway users, and generally enhance the roadway's ability to service casino patrons, employees, and freight deliveries as well as local residents. Specific priorities include redesigning roadway geometry, upgrading intersection signalization, improving nonmotorized transportation options to reduce single occupancy vehicle use, and designing the Project in accordance with the ResilientMass Climate Resilient Design Standards such that the roadway and surrounding properties are protected from the impacts of sea level rise.

The project scope covers project management and administration, community outreach, research and due diligence, existing conditions survey, preliminary analyses to inform project planning (i.e., traffic and resiliency studies), geotechnical analyses, conceptual and schematic design, and permitting services. A detailed task and budget breakdown for the project is provided in Attachment B.

Proposed MGC Grant Budget

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
1 – Project Management, administration, and meetings	FY25, Q1-Q4		\$25,500
2 – Community engagement	FY25, Q1-Q3		\$11,000
3 – Research and due diligence	FY25, Q1		\$20,000
4 – Existing conditions survey	FY25, Q1		\$77,000
5 – Traffic studies and concept roadway design	FY25, Q1-Q2		\$105,000
6 – Permitting assessment	FY25 , Q2		\$12,000
7 – Geotechnical studies	FY25, Q3		\$182,500
8 – Schematic design	FY25, Q4		\$176,000
9 – MEPA ENF	FY25, Q4		\$68,000
	TOTAL:		\$677,000

Part C- Public Safety

Project Name:	
Please provide below the contact information for the individual managing this aspect of the grant	
Project Contact	Additional Project Contact (if applicable)
Name: Ledia Koco	Name: Emily Granoff
Title: Business & Grants Manager	Title: Senior Planner/Project Manager

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

Department: Chelsea Police Department	Department: Housing and Community Development
Email Address: lkoco@chelseama.gov	Email Address: egranoff@chelseama.gov
Telephone: 617-466-4815	Telephone: 617 466 4193
Address: 19 Park Street, Chelsea MA 02150	Address: 500 Broadway, Chelsea MA 02150
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2025 Guidelines relevant to this category (Page 12-13). If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<ul style="list-style-type: none"> Increased visitation and employment due to the casino will likely increase the interaction between public safety personnel and casino patrons and employees. It is recognized by law enforcement and the casino industry that casinos and other hospitality related businesses may attract certain types of crime including but not limited to human trafficking, money laundering, and drug trafficking. Other crimes that may be attributable to casinos include increased assaults, fraud, and property crimes. The presence of casinos has been demonstrated to cause an increase in cases of operating under the influence. Increases in traffic can cause increases in congestion, accidents, and vehicular/bicycle/pedestrian conflicts. 	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>The proposed scope of work includes two main parts, Chelsea PD overtime and additional traffic safety equipment.</p> <p>Personnel costs will include overtime for traffic enforcement patrols, opioid-related licensing inspections at local hotels, and increased human trafficking investigations.</p> <p>Traffic patrols will be used on holidays, weekends, and late evenings when traffic to and from the Casino is increased. These patrols will operate on main routes to and from the Casino, including Spruce, Second, Beacham, and Williams Streets. This will address the recognized gaming facility impact of potentially increasing the cases of operating under the influence, as well as the increases in traffic caused by congestion and accidents.</p> <p>Opioid-related licensing inspections at local hotels will take place on Fridays and Saturdays, and will address the recognized impact of the gaming facility in increasing certain types of crime, including drug trafficking. In the last year CPD has seen a notable increase in overdoses at local</p>	

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

hotels, and an increase in fatalities from those overdoses. In multiple cases the deceased were from out of state, the Casino was the last known location, and they had stubs from the Casino still in their pockets when they were found. It is CPD's intention to conduct a more proactive response to these events by increasing licensing inspections at local hotels on days when this activity is likely to be greatest.

CPD has also seen an increase in human trafficking activity, including assaults and attempted kidnapping at local hotels. These events have also been linked to the Casino. The increase in time spent on human trafficking investigations will respond to the same impact as above, the increase in certain crimes including human trafficking.

New equipment and supplies will be used to direct traffic on Casino roadways, particularly as related to the continuing closure of the Sumner Tunnel. Two signboards with flashing lights will be particularly useful for communicating information about detours related to the tunnel closure, and the additional temporary signage and traffic cones will also go towards these purposes. This equipment and supplies will support the City in mitigating the recognized impact of the gaming facility on increasing congestion, accidents, and roadway conflicts.

This budget is included in greater detail in Attachment D.

Proposed MGC Grant Budget

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Overtime			
Traffic enforcement patrols	30 weeks	480 hours	\$38,400
Opioid-related licensing inspections at local hotels	26 weeks	416 hours	\$33,280
Human trafficking investigations	1 year	250 hours	\$20,000
Equipment			
Two signboards with flashing lights and data management system at Beacham St. and Second Street	Permanent	2	\$50,000
Supplies			
Temporary signage		25	\$2,375
Traffic cones		75	\$2,625
	TOTAL:		\$146,680

Part D- Gambling Harm Reduction

Project Name:

Please provide below the contact information for the individual managing this aspect of the grant

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

Project Contact	Additional Project Contact (if applicable)
Name: Ana Sofia Amieva-Wang	Name: Emily Granoff
Title: Senior Project Manager, Housing & Economic Stability	Title: Senior Planner/Project Manager
Department: Housing and Community Development	Department: Housing and Community Development
Email Address: awang@chelseama.gov	Email Address: egranoff@chelseama.gov
Telephone: 617 466 4187	Telephone: 617 466 4193
Address: 500 Broadway, Chelsea MA 02150	Address: 500 Broadway, Chelsea MA 02150
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2025 Guidelines relevant to this category (Page 14-15). If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<p>Impact:</p> <ul style="list-style-type: none"> Certain groups of people are disproportionally at risk of gambling-related harm by the presence of a casino. These groups can be linked by race, ethnicity, gender, age, people who have recently immigrated, veteran status, and/or socioeconomic status. <p>Community Context</p> <p>At 1.8 square miles, Chelsea is the smallest municipality in Massachusetts with a city form of government. Officially, Chelsea's population is around 40,000, with an actual population estimate of around 50,000, given a significant number of undercounted, and thus underrepresented, residents. Demographically, the City is a multicultural hub of the Greater Boston region. Approximately 66% of residents identify as Latinx, while 44% are foreign born. Over 70% of the population speaks a language other than English at home and 60% of the population speaks Spanish as their first language.</p> <p>Literacy rates and educational attainment are lower than in surrounding communities, and decades of discriminatory urban and economic policy have impacted opportunities for economic mobility. Significant concentrations of residents are employed in retail services, hospitality and restaurants, and the construction trades, sectors acutely affected by the economic downturn corresponding to the pandemic. The median household income in Chelsea is \$64,782, as compared to \$89,026 across the Commonwealth. Exorbitant and rising housing costs are a main contributor to economic instability. Approximately 72% of housing units in the City are occupied as rental housing, with less than 28% of units occupied by homeowners. Moreover, subleasing is prevalent in the City as a form of economic survival, especially among immigrant residents and newly arrived immigrant families. A significant portion of the City's renting households are at risk of homelessness, with over 57% of renters defined as housing cost burdened.</p> <p>Lower incomes and precarious immigration status impact residents' access to health care and mental health care. The 2022 MGH Community Health Needs Assessment report highlighted the incredible</p>	

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

demand for mental health care services and the prevalence of untreated complexities related to loss, trauma and stress in the community. Moreover, mental health care and substance use treatment are often stigmatized, adding layers to the inaccessibility of care. During the COVID-19 pandemic, disruptions to social networks, employment, and the accessibility of care interventions, further exacerbated isolation and worsened the negative impact of substance use and other dependency related conditions. As the early epicenter of the COVID-19 pandemic, the pandemic will have intergenerational impacts on the community.

Since the beginning of the COVID-19 pandemic, the City and stakeholders have invested significantly in the rapid expansion of a network of safety net services and resources for residents facing complex barriers to economic stability and wellness. These interventions take multiple forms and are often coordinated through local forums such as the Chelsea Eviction Taskforce and the Chelsea Hub. In these settings, stakeholders including Department staff, first responders, and health care and social service providers encounter problem gambling as a recurring barrier to economic stability and wellness for residents. Practitioners report that problem gambling often co-presents with other substance use dependencies such as alcohol and drug use and can remain untreated or deprioritized. Furthermore, local practitioners have observed how dire economic circumstances can lead to participation in more risk laden gambling behaviors and to residents' stability, health, and family and community ties being undermined. These observations are consistent with MGC research on the causes and harm risks of gambling among minoritized and immigrant communities (Vega, R. et al., 2022; Rubin, H. L., 2021).

- II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.

Program Description

Applying MGC research, the City of Chelsea, through its Department of Housing & Community Development, is applying for funds to implement a culturally relevant harm reduction program, to mitigate the harm of gambling on low-income residents' housing and economic stability and long-term wellbeing. Several MGC community engaged research reports highlight the need for interventions that respond to the socioeconomic, cultural, and linguistic context of the communities in which they will be implemented (Vega, R. et al., 2022; Rubin, H. L., 2021). This project proposal incorporates those findings, basing its outreach and engagement strategies in the realities of Chelsea's sizable and diverse immigrant communities, economic landscape, and resilience. By rigorously exercising a harm-reduction model and building on the existing social infrastructure and safety-net programming in the community, the project seeks to advance the following goals:

1. Support the long-term housing stability, economic stability, and overall wellbeing of low-income residents facing problem gambling;
2. Build local capacity for interventions that minimize the harm of problem gambling on residents' economic stability and wellness;

3. Rigorously further the development of trauma informed, human-centered, and non-coercive local programming that seeks to reduce the risks and stigmatization faced by residents experiencing dependency disorders;
4. Decentralize and embed critical social services within existing, trusted community programs and spaces to increase accessibility;
5. Increase access to culturally relevant clinical and non-clinical mental health services for residents, regardless of socioeconomic or immigration status.

Target Population & Approach

This initiative seeks to work with low-income residents (with incomes at or below 60% of the Area Median Income) experiencing problem gambling jeopardizing their housing, economic stability, or overall wellness. Moreover, the program is designed to be responsive to the needs of Chelsea's immigrant population. The program will accept referrals from stakeholders and practitioners working with residents for whom gambling is a known dependency and will also invest in innovative outreach initiatives, to reach residents who may not have intersected with existing service networks.

Adopting recommendations from MGC research, the program will employ a decentralized service model to embed services within existing, trusted community spaces and invest in culturally and linguistically relevant community programming. Program staff will conduct outreach in collaboration with partners, and a range of direct service staff and practitioners in the City will be invited to participate in trainings, ultimately building additional capacity for gambling harm reduction activities in the community. By decentralizing services in non-clinical settings, the program also seeks to reduce the stigma associated with receiving support for gambling and substance use dependencies, which are often associated with clinical providers (Vega, R. et al, 2019).

As was identified in several MGC research studies, the structural economic marginalization experienced by immigrant, BIPOC, and low-income residents, contributes to problem gambling. Stated clearly in "Casinos and Gambling in Massachusetts: African American Perspectives": "any intervention to outreach, educate, or treat gambling problems should recognize that many play out of need, that is, to escape poverty," (Vega, R. et al, 2019). Moreover, the same structural conditions exclude low-income residents from receiving adequate care for dependency disorders and opportunities to rebuild economic stability. In this context, implementing a harm reduction model calls for an investment in the economic stability and empowerment of affected populations. Outlined in the following section is this proposal approach to incorporating services that are associated with addressing the root causes of problem gambling and providing non-clinical, community based resources to support the wellbeing of participants.

Program Components

The program will have three (3) components, which will be implemented concurrently throughout the course of the program's one (1) year duration. Phase I will be focused on building capacity among practitioners in the community for gambling harm reduction interventions through training and the creation of programmatic outreach materials. Phase II will entail the implementation of outreach efforts.

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

Phase III will encompass wraparound services including financial literacy, workforce development, and mental health services. The final phase, Phase IV, will encompass an evaluation of the program by participants and providers, to inform future iterations.

Staffing: A part-time Program Manager and the equivalent of one (1) full time case manager (may be comprised of multiple part time positions) will be assigned to the project. The case manager(s) will be bilingual (English/Spanish) and will be housed at organization(s) with strong ties to the community that have identified problem gambling among their client base. As part of the program, additional practitioners in the community will have the opportunity to receive training and information on gambling harm reduction interventions. The case management staff will maintain a caseload of clients who they will seek to support with a range of wraparound services.

Phase I Activities: Practitioner Training & Capacity Building

- Provide training to community practitioners (eg. case managers, direct service staff, social workers, etc.) on screening for problem gambling and related risk factors, as well as on the implementation of trauma informed, harm reduction interventions;
- Provide opportunities for reflection, group support, and continuous engagement for providers supporting residents navigating problem gambling and substance use disorders.

Phase II Activities: Outreach

- Implementation of a referral system for partner agencies working with individuals facing problem gambling;
- Direct outreach in community gathering spaces where gambling takes place;
- Dissemination of multilingual print outreach materials in publicly accessible locations.

Phase III Activities: Wraparound Services & Economic Stability

- Assist clients with financial planning services, such as budgeting, opening bank accounts, and responsible payee programs;
- Assist clients with accessing other harm reduction services related to co-presenting substance use disorders;
- Assist clients with enrolling in and maintaining health insurance and accessing clinical and non clinical mental health services;
- Assist clients with accessing immigration legal services, work authorization, and employment opportunities;
- Connect clients to recreational opportunities and programming in the community;
- Connect clients with educational opportunities such as ESOL programming;
- Assist clients accessing family counseling and youth services for households with minors;
- Assist clients with accessing housing stability services including applying for emergency rental assistance, subsidies, and affordable housing programs, as well as accessing housing legal services.

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

Phase IV Activities: Evaluation

- Self-evaluation by trained practitioners regarding the utility and success of strategies and interventions learned through the program;
- Self-evaluation by program clients;
- Evaluation of case management services, including services accessed by clients, success of services in increasing clients' housing and/or economic stability.

Proposed MGC Grant Budget

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Personnel			
Program Manager	1 year	1 part-time	\$20,000
Case Managers	1 year	1 FTE-equivalent	\$60,000
Fringe	1 year	25%	\$20,000
Direct Costs			
Practitioner stipends	1 year	10	\$3,000
Direct flexible assistance for participants	1 year		\$18,000
Outreach materials/supplies	1 year		\$6,000
Technical assistance services	1 year		\$10,000
Admin (10%)	1 year		\$13,700
	TOTAL:		150,700

For full guidelines please see www.massgaming.com/about/community-mitigation-fund/application-guidelines/

Chelsea Police
Mass Gaming Commission Grant Budget

Public Safety Category

Overtime

Traffic Enforcement Patrols (holidays, weekends, late evenings): \$38,400

4 hr. blocks x 2 officers x \$80/hr. x 2 days a week x 30 weeks

Opioid-Related Licensing Inspections at local hotels (Fridays & Saturdays): \$33,280

4 hr. blocks x 2 officers x \$80/hr. x 2 days x 26 weeks

Human trafficking investigations: \$20,000

2 detectives x \$80/hr. x 125 hours

Equipment

Two signboards with flashing lights and data management system at Beacham St. and Second St. at \$25,000 each: \$50,000

Supplies

Temporary signage: \$2,375

\$95/sign x 25 signs

Traffic cones: \$2,625

\$35/cone x 75 cones

Total Request: \$146,680



Celebrating **25** Years
of Fighting for Social and
Environmental Justice!

GreenRoots

January 29th 2024

Massachusetts Gaming Commission
101 Federal St., 12th Floor
Boston, MA 02110
Attn: Mr. Joe Delaney, Chief of Community Affairs

Re: Support for the City of Chelsea's FY'2024 Community Mitigation Fund Application

Dear Massachusetts Gaming Commission,

We are writing today to express our support for the City of Chelsea's application to fund a Marginal Street Corridor Study through the Gaming Commission's Community Mitigation Fund. It is our belief that this planning activity will advance our community's work to mitigate the impacts of the gaming establishment and ensure that our community can travel safely down this corridor, including during severe storm events.

The proposed planning and design work on Marginal Street will address two serious crash clusters that put pedestrians and cyclists at risk, and produce possibilities for significant improvements to the roadway. This is a major route between the Airport and the Casino, and the roadway frequently carries casino patrons who have come specifically to visit the casino, employees who live in southern Chelsea or East Boston, and freight trucks supplying the gaming establishment.

Additionally, Marginal Street is currently extremely vulnerable to flooding, and in another thirty years it will flood frequently if we do not take action. The City's initiative to address roadway and traffic safety would be incomplete and irresponsible if it did not also consider the serious climate hazards to residents and roadway users posed by this vulnerability.

Thank you for your consideration of this request, and we look forward to your favorable review. With any questions, please reach out to Camilo Auyero at camiloa@greenrootschelsea.org

Best regards,

Camilo Auyero
Transit Justice Community Organizer

January 29, 2024

Chelsea Marginal Street
Massachusetts Gaming Commission Community Mitigation Fund
Scope of Services for FY25 Grant Application

General Project Description

The City of Chelsea (the “City”) is seeking funding from the FY25 Massachusetts Gaming Commission (“MGC”) Community Mitigation Fund (“CMF”) grant program to study, design, and permit improvements to the Marginal Street corridor from McArdle Bridge in the west to the Chelsea Street Bridge in the east (the “Project”). The goal of the Project is to mitigate impacts to the corridor caused in part by the Encore Boston Harbor casino by 1) improving traffic flow, and 2) enhancing pedestrian and cyclist accommodations along the roadway. Additionally, the Project will be required to be designed with consideration of the Commonwealth’s ResilientMass Climate Resilience Design Standards based upon its proximity to the tidal Chelsea Creek, and thereby provides an opportunity to incorporate district-scale coastal flood protection measures to ensure that Marginal Street is resilient to the impacts of sea-level rise into the future. Key considerations are maintaining the suitability of the roadway to accommodate freight and local traffic, expanding safe multimodal transportation options along the corridor as practicable, and addressing current and projected future (2070) flood pathways in the project area.

Deliverables produced as part of the Project will include background studies, an existing conditions survey, a traffic analysis and report, two (2) concept roadway improvement plans, a permitting assessment, a geotechnical study, a schematic (25%) civil roadway design of the preferred alternative, and a Massachusetts Environmental Policy Act (“MEPA”) Environmental Notification Form (“ENF”).

The consultant team will be led by Tetra Tech, a leading consulting and engineering services firm with decades of experience in advancing complex infrastructure projects in the Greater Boston region. Tetra Tech is pleased to provide the scope of services summarized in the following pages to help the City realize its goals for the Marginal Street corridor.

Scope of Services – Task Breakdown

Task 1 – Project Management, Administration, and Meetings

In coordination with the City, Tetra Tech will provide comprehensive project management services including overseeing the grant budget and expenditures, managing subconsultant services and reviewing/compiling

deliverables, developing reports, and participating in meetings with the City, local stakeholders, and other external groups.

Task 2 – Community Engagement

Tetra Tech and a community outreach subconsultant will provide community engagement services including meetings with local residents and advocacy groups to promote public outreach for the project and receive public feedback.

Task 3 – Research and Due Diligence

In coordination with the City, Tetra Tech will inventory and review key background information of the Marginal Street corridor. Included in this review will be past reports, studies, and memorandums; MassGIS spatial data; information available at the Suffolk County Registry of Deeds; site conditions of the roadway and adjacent privately owned land; utility record data, and other available documents.

Task 4 – Existing Conditions Survey

An existing conditions survey will be conducted by a Professional Land Surveyor (“PLS”) subconsultant registered in the Commonwealth of Massachusetts to support project design efforts. The surveyor will provide an existing conditions survey basemap that includes locations of existing roadway layout (striping, curbing, etc.), utility structures, topographic grades, and other general features. The basemap will also include locations of underground utilities, invert elevations, etc. derived from utility record research. Approximate right-of-way lines as represented in MassGIS will also be included in the basemap.

Existing data of environmental resource area boundaries will be provided by Tetra Tech and the City for incorporation in the survey. Due to recent City projects in the project area and Marginal Street’s primarily inland location from Chelsea Creek, it is not anticipated that a new coastal resource areas delineation will be required to support this effort. Should the need for a new delineation arise, the associated fieldwork will be subject to a separate task order.

Task 5 – Traffic Studies and Concept Roadway Design

Tetra Tech will engage a subconsultant to conduct a planning-level analysis of traffic operations along Marginal Street. As part of this effort the subconsultant will conduct a crash analysis based on the most recent data available from the MassDOT crash database for the corridor. Capacity analyses of the current condition and future year build condition will be conducted for the Marginal Street/McArdle Bridge and Marginal Street/Chelsea Street Bridge intersections during weekday morning and evening peak hours using Synchro analysis software to identify potential capacity improvements at the two intersections. The subconsultant will

also evaluate pedestrian, bicycle, and vehicle operations along the corridor at the six unsignalized intersections between the bridges. As part of this effort, traffic count data will be collected at the eight study area intersections to identify vehicle, pedestrian, and bicycle counts during typical weekday AM and PM peak hours.

Tetra Tech and the subconsultant will coordinate with the City DPW to identify the potential improvements for the concept plans based on the results of the traffic analyses. The subconsultant will then prepare two (2) conceptual roadway improvement plans for Marginal Street to include safety and bicycle accommodation improvements along the corridor and intersection improvements for the two signalized intersections (at the McArdle and Chelsea Street Bridges). Findings will be summarized in a report provided to the City.

Task 6 – Permitting Assessment

Tetra Tech will conduct a permitting assessment based on the information gathered in previous Project tasks. The assessment will be delivered to the City as a memorandum that summarizes key regulatory issues and expected required permits for Project construction. The memorandum will also include a high-level permitting timeline and an approximate budget for permitting services.

Task 7 – Geotechnical Studies

Tetra Tech will engage a geotechnical services firm to conduct and analyze up to seven geotechnical test borings at intervals along the Marginal Street corridor. This work will inform subsequent design of resilience provisions to be incorporated into the Project. The scope of this task will include police details for traffic management, soil management oversight and disposal, and oversight of the work by a Licensed Site Professional (LSP) registered in the Commonwealth of Massachusetts (due to expected soil contamination issues).

Task 8 – Schematic Design

A Tetra Tech civil engineering team will advance the concept design provided in Task 5 to schematic (25%) design. Design drawings will be the primary deliverables of this effort. The drawings will include the proposed roadway improvements including intersection signalization, lane striping, curb locations, pedestrian and cyclist improvements, and district-scale resilience improvements to be incorporated into the Project. Tetra Tech engineers will additionally provide an engineer's opinion of construction costs and a high-level construction schedule. Plan sets to be provided under this task are as follows:

- General;
- Demolition;
- Erosion and Sedimentation Control;
- Layout and Materials;
- Signalization;

- Grading and Drainage;
- Utilities; and
- Civil Details.

To support the schematic design, Tetra Tech will engage a coastal flood modeling subconsultant as part of this task to evaluate current and projected future (2050 and 2070) build and no build coastal flooding conditions along the Marginal Street corridor. This evaluation is key to ensuring effective performance of the resilience improvements incorporated into the Project.

Task 9 – MEPA ENF

Based on the analyses and schematic design prepared in previous tasks, Tetra Tech will prepare and file an Environmental Notification Form (“ENF”) for the project with the Massachusetts Environmental Policy Act (“MEPA”) Office. As part of this effort, Tetra Tech will participate in up to two pre- or post-filing meetings with regulatory agencies. Direct costs including translation services, document printing and mailing, and legal notices are also included in the budget estimate for this task.

A MEPA Environmental Impact Report (“EIR”) will also be required for the Project due to its location in an Environmental Justice (“EJ”) community, but is not subject to a funding request in this grant application. Additional anticipated required permits, also to be funded separately, are as follows (permits may vary from what is listed and will be confirmed during the Task 6 permitting assessment):

- Chapter 91 License Application;
- Coastal Zone Management Federal Consistency Review;
- Wetlands Protection Act Notice of Intent;
- 401 Water Quality Certificate; and
- United States Army Corps of Engineers Section 10/404 Permit.

Consultant Team Composition

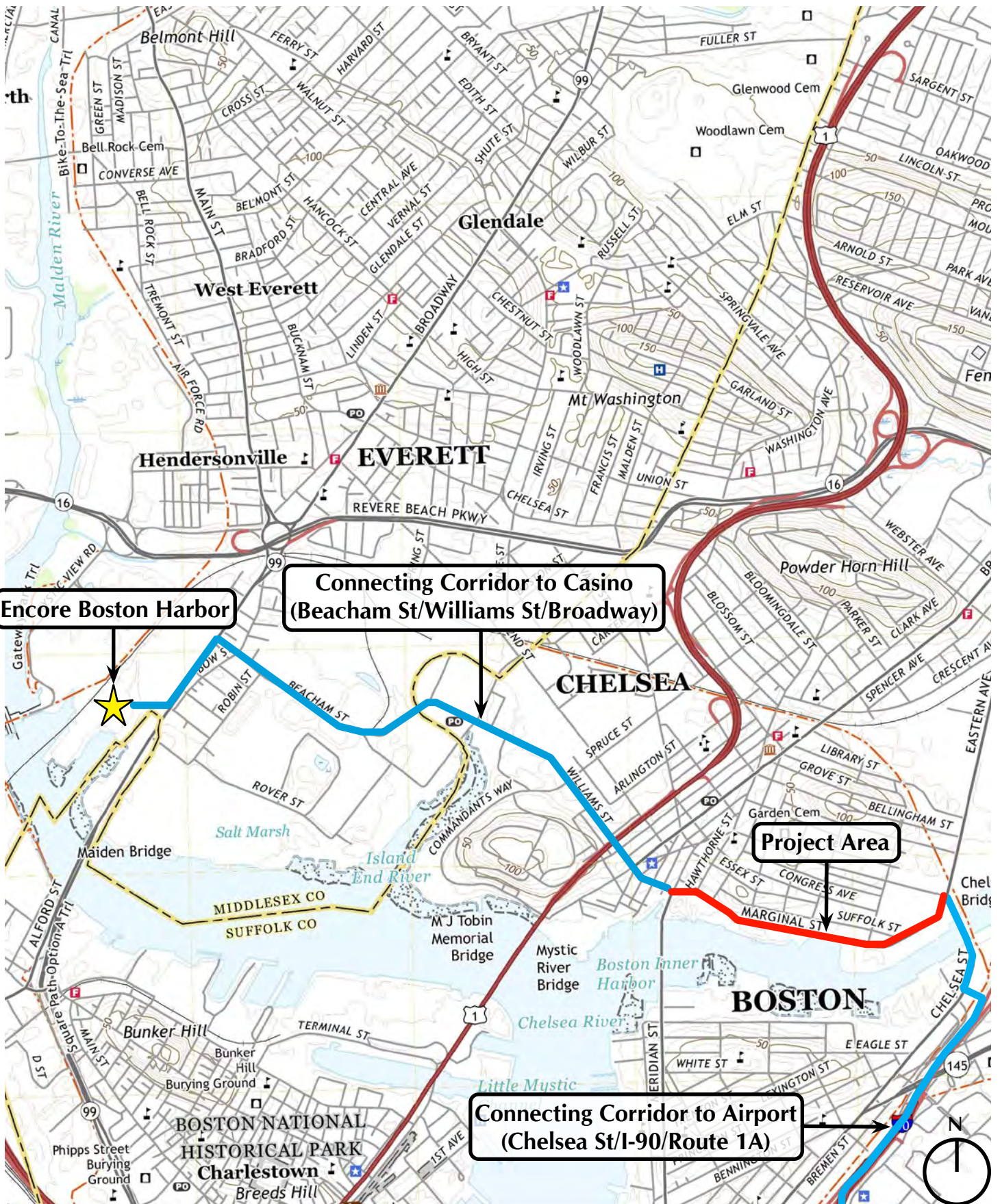
The consultant team to conduct the project tasks identified above will be led by Tetra Tech, which will provide overall project management, regulatory analysis and environmental permitting, and civil engineering services. In addition, Tetra Tech will engage and direct the following types of subconsultants to support the tasks summarized above:

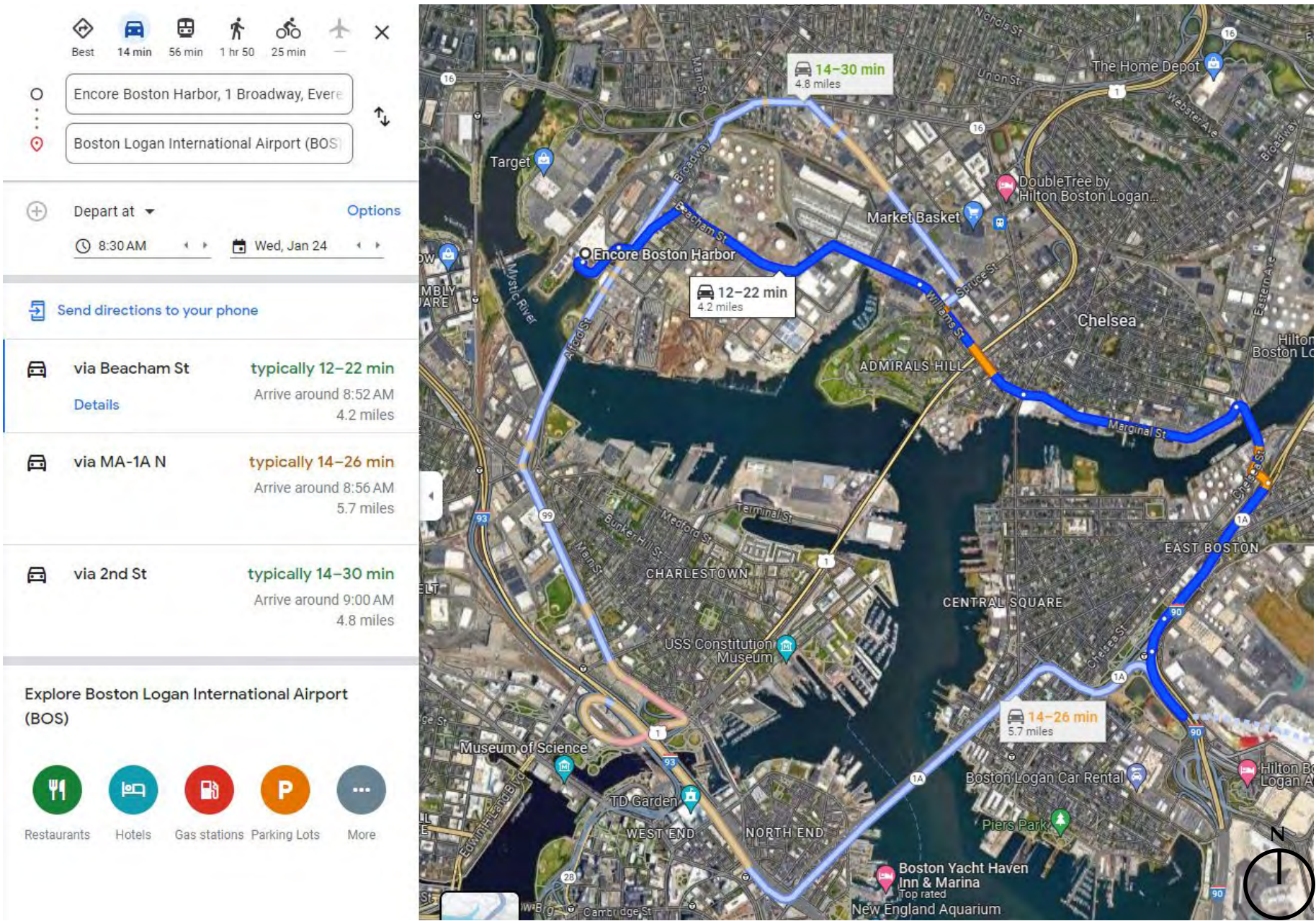
- A local community-based organization with strong relationships with the Chelsea community and local advocacy groups.
- A traffic engineering firm with expertise in comprehensive urban roadway traffic studies and design.

- A geotechnical engineering firm with expertise in conducting and analyzing geotechnical borings and soil assessments.
- An LSP with expertise in 21E compliance and soils and groundwater handling and disposal.
- Coastal flood modeling firm with expertise in coastal flood modeling and vulnerability assessment.

Budget Summary

Task	Estimated Budget
1 – Project Management, Administration, and Meetings	\$25,500
2 – Community Engagement	\$11,000
3 – Research and Due Diligence	\$20,000
4 – Existing Conditions Survey	\$77,000
5 – Traffic Studies and Concept Roadway Design	\$105,000
6 – Permitting Assessment	\$12,000
7 – Geotechnical Studies	\$182,500
8 – Schematic Design	\$176,000
9 – MEPA ENF	\$68,000
Total	\$677,000

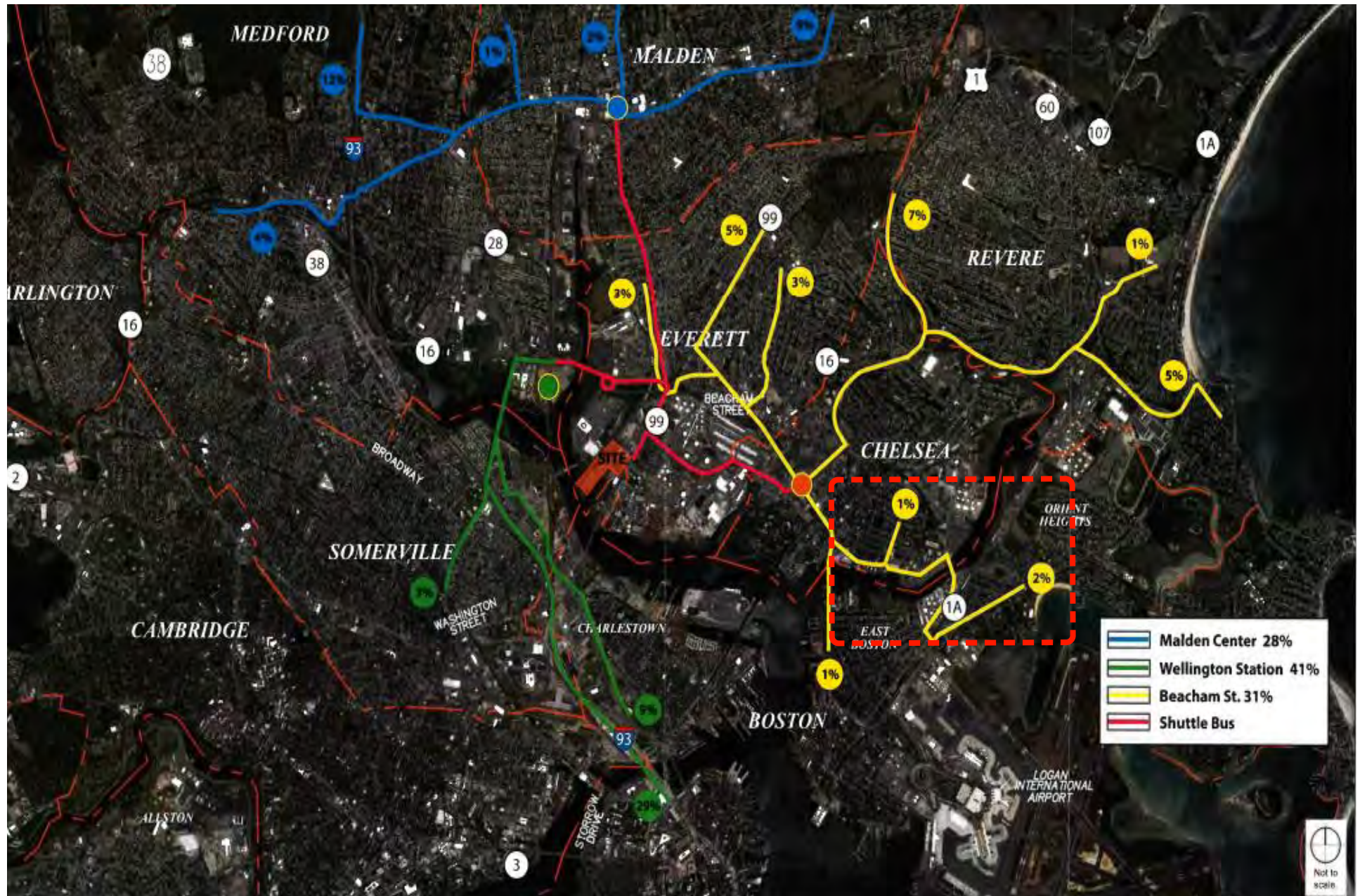




Chelsea, Massachusetts

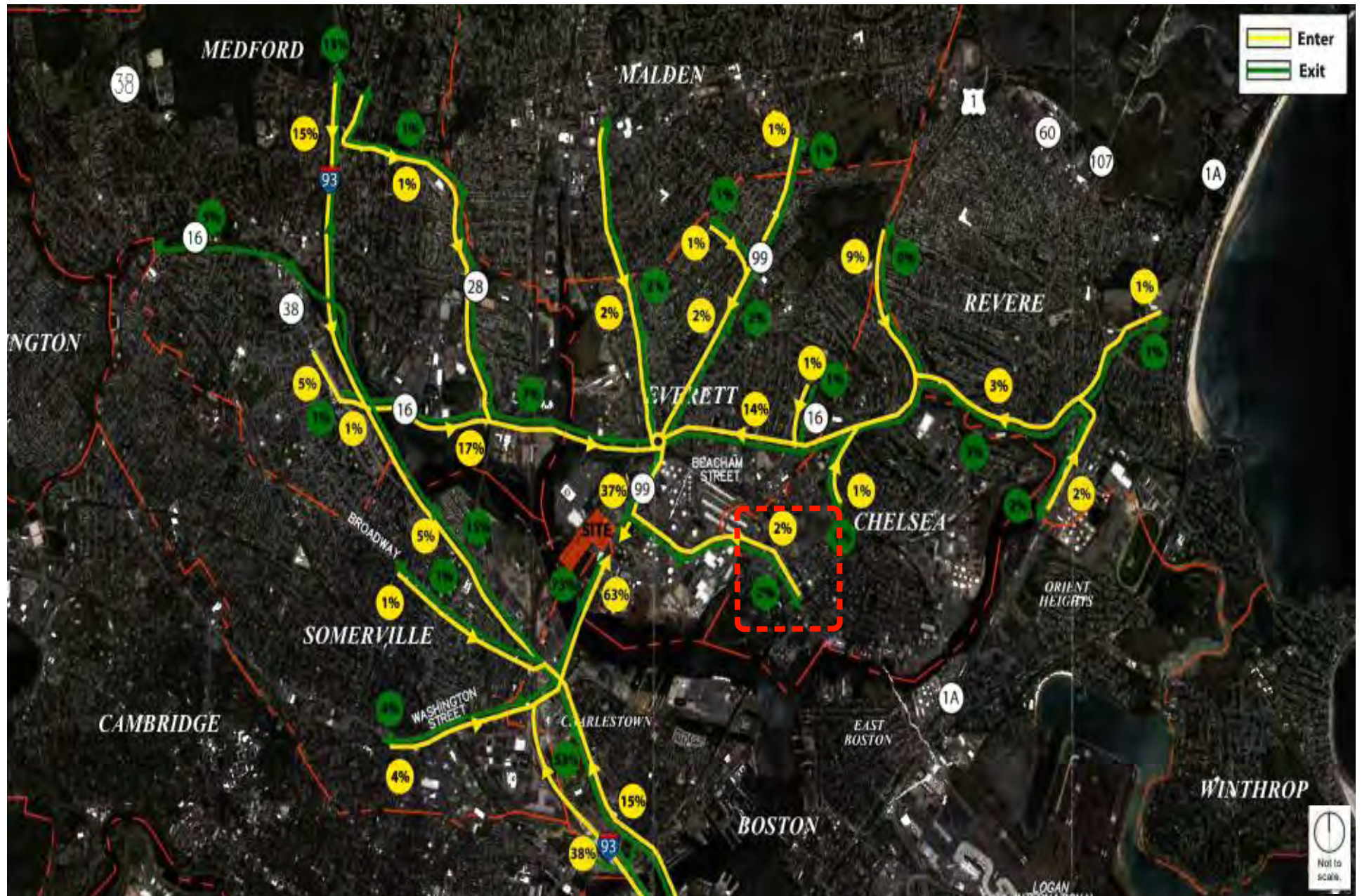
Figure 2
Encore to Logan Airport Recommended Route; Wednesday, January 24, 2024 at 8:30 AM
Source: Google Maps, 2024





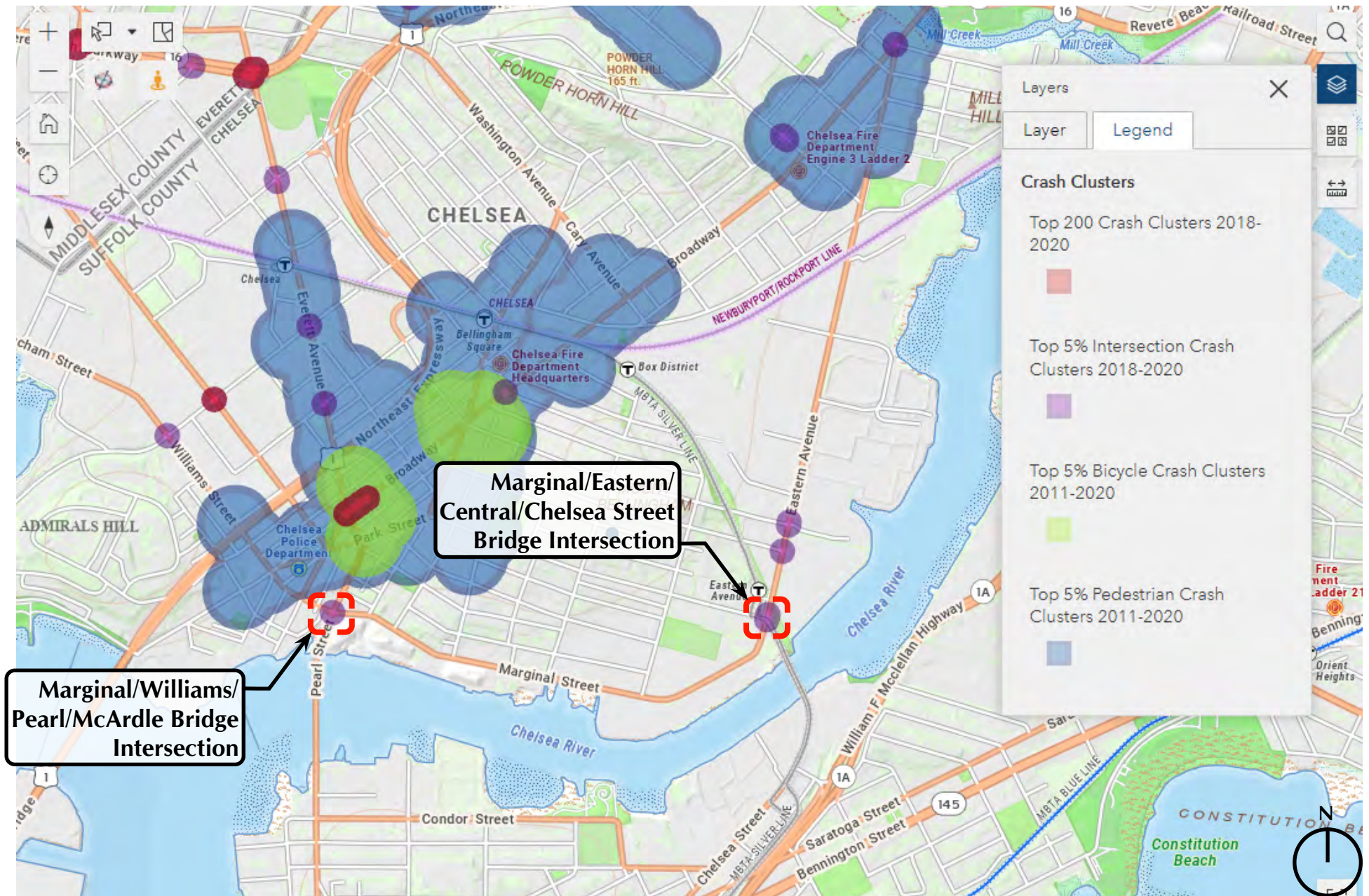
Chelsea, Massachusetts

Figure 4
Projected Encore Employee Trip Distribution
 Source: Howard/Stein-Hudson Associates, Inc., 2013



Chelsea, Massachusetts

Figure 5
Projected Encore Patron Trip Distribution
 Source: Howard/Stein-Hudson Associates, Inc., 2013





March 15, 2018
Jennifer Ducey, PE
Page 9 of 14

Reference: Traffic Analysis, Beacham/Williams Street Corridor Study, Chelsea, MA

Table 7: Existing Weekday Peak Hour Intersection Level of Service - Signalized

Approach	Direction/ turning movement	Delay ¹	AM Peak				Delay ¹	PM Peak			50 th	95 th	
			LOS ²	v/c ³	Queue ⁴			LOS ²	v/c ³	Queue ⁴			
					50 th	95 th				50 th			95 th
Williams Street/ Spruce Street/ Commandants Way													
Williams Street	EB L	8.7	A	0.14	15	51	12.6	B	0.29	76	136		
Williams Street	EB T/R	9.1	A	0.15	32	92	12.0	B	0.18	95	164		
Williams Street	WB L/T	14.5	B	0.30	93	225	20.8	C	0.36	222	367		
Williams Street	WB R	12.8	B	0.13	0	46	19.1	B	0.24	64	158		
Commandants Way	NB L/T/R	37.4	D	0.55	92	198	46.9	D	0.41	131	202		
Spruce Street	SB L/T/R	50.8	D	0.84	109	238	65.8	E	0.91	225	295		
OVERALL		28.7	C	0.40			33.8	C	0.45				
Williams Street/ Chestnut Street													
Williams Street	EB L/T	21.4	C	0.57	86	242	25.9	C	0.70	107	339		
Williams Street	WB T/R	26.5	C	0.73	125	389	31.8	C	0.83	151	470		
Chestnut Street	NB L	15.7	B	0.25	36	113	15.3	B	0.21	30	97		
Chestnut Street	NB T/R	17.6	B	0.40	58	177	19.2	B	0.50	73	221		
OVERALL		21.7	C	0.51			25.4	C	0.59				
Williams Street/ Park Street/ Broadway/ Tremont Street													
Williams Street	EB L/T/R	12.7	B	0.59	53	200	14.1	B	0.65	95	285		
Williams Street	WB L/T/R	11.8	B	0.54	50	188	16.2	B	0.72	106	323		
Broadway	NB L/T/R	15.1	B	0.42	23	114	21.3	C	0.52	38	192		
Park Street	SB L/T	14.6	B	0.32	17	88	19.5	B	0.26	18	88		
Park Street	SB R	13.4	B	0.03	0	14	18.6	B	0.06	0	41		
OVERALL		12.9	B	0.49			16.4	B	0.59				
Williams Street/ Marginal Street/ Pearl Street													
Williams Street	EB L/T	37.2	D	0.60	103	212	28.3	C	0.60	107	233		
Williams Street	EB R	32.1	C	0.26	0	78	24.4	C	0.31	0	72		
Marginal Street	WB L	35.8	D	0.46	33	89	25.9	C	0.37	24	74		
Marginal Street	WB T/R	36.1	D	0.56	90	190	28.9	C	0.61	102	227		
Andrew McArdle Bridge	NB L	9.9	A	0.38	37	152	13.7	B	0.49	52	205		
Andrew McArdle Bridge	NB T/R	9.4	A	0.26	49	182	14.5	B	0.45	91	319		
Pearl Street	SB L/T/R	19.1	B	0.39	91	296	27.9	C	0.53	97	318		
OVERALL		24.2	C	0.42			22.6	C	0.52				

¹ Average delay in seconds per vehicle

² Level of Service

³ Volume to capacity ratio

⁴ Queue in feet per lane (25 feet per vehicle)

Table 3-4: Friday Daily Patron Trips by Target Mode Share

Land Use	Program Quantity	Unadjusted Vehicle Trips	Unadjusted Trips by Vehicle	Unadjusted Patron Person Trips	Internal Capture	Adjusted Patron Trips	Patron Person Trips by Mode				Total Patron Vehicle Trips (Autos + Taxis)
							Transit/ Walk/ Bike	Water Shuttle	Taxi / Rideshare	Auto	
							20%	3%	32%	45%	
Retail	20,000 GSF	1,328	1,129	2,371	70%	711	142	21	228	320	261
Bar and Lounge	400 Seats	1,748	1,486	3,121	70%	936	187	28	300	421	344
Quality Restaurant	39,341 GSF	3,298	2,803	5,886	70%	1,766	353	53	565	795	647
Night Club	999 Persons	1,484	1,130	2,372	50%	1,186	238	36	380	534	435
Rooftop Lounge	500 Seats	1,488	1,132	2,376	50%	1,188	238	36	380	535	436
Comedy Club	200 Seats	500	380	800	20%	640	127	19	205	288	235
Encore Gaming	223 Positions	1,000	883	1,854	0%	1,854	371	56	593	834	680
Project Gaming	202 Positions	906	800	1,680	20%	1,344	269	40	430	605	493
Theater	999 Seats	2,500	1,902	3,996	20%	3,197	640	96	1,023	1,439	1,172
Hotel	800 Rooms	6,392	5,433	11,409	0%	11,409	2,282	342	3,651	5,134	4,183
Warehouse	60,000 GSF	103	88	185	0%	185	38	6	59	83	68
Total		20,747	17,166	36,050		24,231	4,885	733	7,814	10,988	8,954

Table 3-5: Friday Daily Employee Trips by Target Mode Share

Land Use	Program Quantity	Unadjusted Vehicle Trips	Unadjusted Trips by Vehicle	Unadjusted Employee Person Trips	Employee Person Trips by Mode					Total Employee Vehicle Trips
					Orange Line	MBTA Bus	Everett-Chinatown Employee Shuttle	Walk/ Bike	Auto	
					30%	15%	11%	6%	38%	
Retail	20,000 GSF	1,328	199	235	70	35	26	14	89	75
Bar and Lounge	400 Seats	1,748	262	309	92	46	34	19	117	99
Quality Restaurant	39,341 GSF	3,298	495	584	176	88	64	35	222	188
Night Club	999 Persons	1,484	354	418	126	63	46	25	159	135
Rooftop Lounge	500 Seats	1,488	356	420	126	63	46	25	160	136
Comedy Club	200 Seats	500	120	142	42	21	15	9	54	46
Encore Gaming	223 Positions	1,000	117	166	50	25	19	10	63	53
Project Gaming	202 Positions	906	106	150	46	23	17	9	57	48
Theater	999 Seats	2,500	598	706	212	106	78	42	268	227
Hotel	800 Rooms	6,392	959	1,132	340	170	124	68	430	364
Warehouse	60,000 GSF	103	15	18	6	3	2	1	7	6
Total		20,747	3,581	4,280	1,286	643	471	257	1,626	1,377

Notes

1. Unadjusted vehicle trips are initially calculated using ITE trip rates shown previously.
2. An applicable ITE trip rate is not available for Night Club, Rooftop Lounge, Comedy Club, and Theater. The calculations of those rates may be found in Attachment 5.
3. An employee trip share of 8.2% was applied to the proposed Gaming land use, and employee trip share of 15% was applied to all other Project land uses.

Total, Patrons and Employees: 10,331 daily vehicle trips

Table 3-6: Saturday Daily Patron Trips by Target Mode Share

Land Use	Program Quantity	Unadjusted Vehicle Trips	Unadjusted Trips by Vehicle	Unadjusted Patron Person Trips	Internal Capture	Adjusted Patron Trips	Patron Person Trips by Mode				Total Patron Vehicle Trips (Autos + Taxis)
							Transit/ Walk/ Bike	Water Shuttle	Taxi / Rideshare	Auto	
							20%	3%	32%	45%	
Retail	20,000 GSF	1,328	1,129	2,371	70%	711	142	21	228	320	261
Bar and Lounge	400 Seats	2,240	1,904	3,998	70%	1,199	240	36	384	540	440
Quality Restaurant	39,341 GSF	3,542	3,011	6,323	70%	1,897	380	57	607	854	695
Night Club	999 Persons	1,484	1,130	2,372	50%	1,186	238	36	380	534	435
Rooftop Lounge	500 Seats	1,488	1,132	2,376	50%	1,188	238	36	380	535	436
Comedy Club	200 Seats	500	380	800	20%	640	127	19	205	288	235
Encore Gaming	223 Positions	1,000	883	1,854	0%	1,854	371	56	593	834	680
Project Gaming	202 Positions	906	800	1,680	20%	1,344	269	40	430	605	493
Theater	999 Seats	2,500	1,902	3,996	20%	3,197	640	96	1,023	1,439	1,172
Hotel	800 Rooms	6,456	5,488	11,525	0%	11,525	2,306	346	3,688	5,186	4,226
Warehouse	60,000 GSF	9	8	17	0%	17	3	1	5	8	7
Total		21,453	17,767	37,312		24,741	4,954	744	7,923	11,143	9,080

Table 3-7: Saturday Daily Employee Trips by Target Mode Share

Land Use	Program Quantity	Unadjusted Vehicle Trips	Unadjusted Trips by Vehicle	Unadjusted Employee Person Trips	Employee Person Trips by Mode					Total Employee Vehicle Trips
					Orange Line	MBTA Bus	Everett-Chinatown Employee Shuttle	Walk/ Bike	Auto	
					30%	15%	11%	6%	38%	
Retail	20,000 GSF	1,328	199	235	70	35	26	14	89	75
Bar and Lounge	400 Seats	2,240	336	396	118	59	44	24	150	127
Quality Restaurant	39,341 GSF	3,542	531	627	188	94	69	38	238	202
Night Club	999 Persons	1,484	354	418	126	63	46	25	159	135
Rooftop Lounge	500 Seats	1,488	356	420	126	63	46	25	160	136
Comedy Club	200 Seats	500	120	142	42	21	15	9	54	46
Encore Gaming	223 Positions	1,000	117	166	50	25	19	10	63	53
Project Gaming	202 Positions	906	106	150	46	23	17	9	57	48
Theater	999 Seats	2,500	598	706	212	106	78	42	268	227
Hotel	800 Rooms	6,456	968	1,142	342	171	125	69	434	368
Warehouse	60,000 GSF	9	1	1	0	0	0	0	0	0
Total		21,453	3,686	4,403	1,320	660	485	265	1,672	1,417

Notes

1. Unadjusted vehicle trips are initially calculated using ITE trip rates shown previously.
2. An applicable ITE trip rate is not available for Night Club, Rooftop Lounge, Comedy Club, and Theater. The calculations of those rates may be found in Attachment 5.
3. An employee trip share of 8.2% was applied to the proposed Gaming land use, and employee trip share of 15% was applied to all other Project land uses.

Total, Patrons and Employees: 10,497 daily vehicle trips