



22

**COMMUNITY
MITIGATION
FUND**

APPENDIX D – TRANSPORTATION PLANNING GRANT APPLICATION

BD-22-1068-1068C-1068L-68403

Please complete entire the Application

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|---|---------------------|
| 1. PROJECT INFORMATION | |
| a) NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT AND VENDOR CODE | |
| City of Everett City of Boston | VENDOR CODE: |
| b) PROJECT NAME (LIMIT 10 WORDS) | |
| Lower Mystic Transportation Management Association | |
| c) BRIEF PROJECT DESCRIPTION (LIMIT 50 WORDS) | |
| These funds would help the Cities of Everett and Boston complete the formation of the Lower Mystic Transportation Management Association. The formation of a TMA in the Lower Mystic region was a recommendation of the Lower Mystic Regional Working Group. Since 2020, the City of Everett has taken the foundational steps to form this TMA. These funds would help support the basic operational needs of the TMA during its first 3 years. | |
| d) CONTACT PERSON(S)/TITLE (Persons with responsibility for this grant) | |
| Jay Monty – Director of Transportation – City of Everett Jim Fitzgerald – Deputy Director of Transportation Planning (City of Boston) | |
| e) PHONE # AND EMAIL ADDRESS OF CONTACT PERSON(S) | |
| Jay.monty@ci.everett.ma.us 617-544-6033 James.fitzgerald@boston.gov 617-918-4327 | |
| f) MAILING ADDRESS OF CONTACT PERSON(S) | |
| Everett City Hall 484 Broadway Everett, MA 02149 Boston City Hall 1 City Hall Square Room 721 Boston, MA 02201 | |

2. IMPACT DESCRIPTION/CONNECTION TO GAMING FACILITY**a) Please describe in detail the transportation related impact that is attributed to the operation of a gaming facility.**

The development of the Encore Casino has been the catalyst for large scale re-development of multiple neighborhoods within Everett and Charlestown. In Everett, over 4,000 new residential units are either permitted or under construction. In addition, Wynn Design and Development is proposing a new event center and two hotels on Lower Broadway, and approximately 95 acres of the current Exxon Mobile tank farm are currently in negotiations for re-development as a new mixed use neighborhood with over one million SF of new development. Nearby in Charlestown, numerous parcels of previously industrial properties including Hood Park are actively being re-developed. While these developments are welcomed their respective communities, their needs and impacts on the regional transportation system are significant and require a comprehensive strategy to ensure that regional mobility services and infrastructure are adequate to serve not only the new development, but also the existing neighborhoods.

b) Please provide documentation, specificity 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)

During the initial development of the Encore Casino, it was widely accepted that a regional transportation strategy would be required to mitigate the casino's relative inaccessibility to transit and reliance on a relatively underdeveloped roadway network. The Section 61 findings of the MEPA EIR for the casino required, among other things, that the casino maintain a membership with a TMA. However, the fact that no such TMA existed in the Lower Mystic region at the time has muted the effectiveness of that requirement. Though the casino has maintained a membership through A Better City, a Boston based TMA, to assist in providing basic services, this membership in a non-local TMA has prevented integration of these services with other projects and mobility goals in Everett.

The Lower Mystic Regional Working group, in its final report, recommended the creation of a TMA for the Lower Mystic Region, one that would serve not only the Encore casino, but also the then anticipated development of the entire Lower Mystic area covering Charlestown, Everett and parts of East Somerville. In the time since the LMRWG report was issued, the pace of development has actually exceeded most modeling predictions, making the need for a regional TMA ever more apparent. Development is occurring in places that currently lack transit service, adequate bicycle and pedestrian facilities such as Everett's Commercial Triangle and Rivergreen districts. As a result, despite the City's best efforts to eliminate parking minimums for new development and create incentives to use alternate modes of transportation, most developers are still proposing developments that are automobile-centric. Therefore, there is a need to not only create adequate transit, pedestrian and bicycle infrastructure and amenities, but to coordinate their design, implementation and operation across developments and nearby neighborhoods. A TMA has a critical role to play in achieving this goal by assisting these regional municipal partners in coordinating the operation of things such as neighborhood transit shuttles, bike share, vanpools and other mobility services.

c) How do you anticipate your proposed remedy will address the identified impact.

A TMA in the Lower Mystic region will benefit the Cities of Boston and Everett by identifying gaps in infrastructure, working with developers, including Encore to develop a menu of services that support compliance with permitted conditions for transportation demand management (TDM), and exploring opportunities to maximize the benefit to both the developer and the city by reducing the need for parking, eliminating duplication of transportation services, and enhancing cost-effectiveness of services. By working collaboratively, the public and private sector interests in Everett and Charlestown can identify and coordinate collaborative shuttles, bikeshare stations, and enhancements to bike/pedestrian infrastructure and amenities that will fill the gaps in the city's transit service by connecting major growth areas of the city with each other and to transit hubs.

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3. PROPOSED USE OF TRANSPORTATION PLANNING FUNDS (Please attach additional sheets/supplemental materials if necessary.)

a) Please identify the amount of funding requested. In determining the funding request, please round up to the nearest hundred dollars.

\$450,000

b) Please identify the manner in which the funds are proposed to be used. Please provide a detailed scope, budget, and timetable for the use of funds

See Attached Work Scope

c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact.

See Attached Work scope

d) Please describe how the mitigation request will address the impact indicated. Please attach additional sheets/supplemental materials if necessary.

A TMA is a public/private partnership that brings together municipalities, businesses, developers, and institutions to reduce congestion, enhance access, and support economic development through the implementation of carefully considered strategies tailored to the existing resources and opportunities within its service area to reduce barriers to shared and/or non-motorized transportation. The initial research conducted during 2020 with stakeholders, City of Everett staff, and community groups points to the conclusion that a TMA in Everett (and potentially expanded to contiguous communities) will provide considerable benefit to the City of Everett, developers, and current businesses. The organization will provide needed support to city staff as they seek to maximize the value of development opportunities while mitigating the negative effect of traffic and congestion and will also support the city's goal of expanding options to driving alone to/within the city.

e) How will you provide the data for reporting? How will you measure the effectiveness of the proposed project in mitigating the impacts?

The attached project work scope includes numerous deliverables ranging from commuter survey tools, working plans for consolidated shuttle services and management and operations services. The combination of these deliverables will create a multi-faceted platform by which the regional partners can monitor the effectiveness of not only the TMA itself, but the mobility services being coordinated and offered through the TMA. For example, the survey tool will allow the regional partners to measure interest and participation by developers and the casino in a shuttle service, bike share or other mobility option. This then allows the regional partners to measure whether the particular service is effective at mitigating traffic in the region.

f) For Joint grant requests, please state the amount requested for the joint request. Please also state the amount of any Regional Planning Incentive Award requested and provide separate detail on the use of these additional funds.

City of Everett: \$200,000

City of Boston: \$200,000

Incentive Award: \$50,000

4. CONSULTATION WITH MASSDOT/REGIONAL PLANNING AGENCY (RPA)/NEARBY COMMUNITIES

a) Please provide details about the Applicant's consultation with MassDOT to determine the potential for cooperative regional efforts regarding planning activities.

The Cities of Everett, Boston and Somerville as well as MassDOT and the MBTA continue to participate in Lower Mystic Regional Working group activities that are now being coordinated by the Metropolitan Area Planning Council. The purpose of these working group meetings is to ensure that recommendations from the 2019 working group report are being implemented. Formation of the TMA is and will continue to be coordinated, in part, through these sessions.

b) Please provide details about the Applicant's consultation with the Regional Planning Agency serving the community and nearby communities to determine the potential for cooperative regional efforts regarding planning activities.

See Above

5. MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY

a) Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund.

The City of Everett as well as founding members of the newly formed Lower Mystic Transportation Management Association have contributed substantial funding towards an initial feasibility study and actual start-up costs. To date, the City of Everett has expended approximately \$67,000 to procure professional services for TMA formation work completed to-date as well as significant staff time to amend the City's zoning ordinances to enable not only the formation of the TMA, but the requirement of membership to the TMA for all new developments. The anticipated additional contributions from developers in both Charlestown and Everett that are required to be "permitted" members as a condition of their planning board approvals is approximately \$190,000/year in 2021 and increasing to \$250,000/year by 2023.

b) Please provide detail on what your community will contribute to the planning projects such as in-kind services or additional planning funds.

The City of Everett will continue to provide staff support both directly to the TMA, but also throughout the planning and development process for all new developments in the City that have a TMA membership commitment. This time commitment is substantial and estimated to be 25% of a full time employee.

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

a) Please describe and include excerpts regarding the transportation impact and potential mitigation from any relevant sections of any Host or Surrounding Community Agreement.

The Host Community Agreement does not specifically identify a TMA as a means to mitigate the environmental or transportation impacts of the casino. However, the Section 61 findings of the Environmental Impact Report do require the casino to maintain a membership with a TMA in the region. While the casino has fulfilled this commitment, the lack of a TMA in Everett has muted the effectiveness of this requirement since one of the primary benefits of a TMA is the ability to coordinate transportation demand management services across multiple nearby developments and with existing City services.

b) Please provide a demonstration that such mitigation measure is not already required to be completed by the licensee pursuant to any regulatory requirements or pursuant to any agreements between such licensee and applicant.

As stated above, the EIR for the casino required TMA membership, but did not specify that such a TMA must exist or be created in Everett.

c) Please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.

Chapter 4.16.2 of the FEIR details the Transportation Demand Management strategies and incentives that the Encore Casino would commit to in order to reduce reliance on single occupancy vehicles. In this section, Wynn commits to various TDM measures including subsidized MBTA passes, neighborhood shuttle services, bicycle commuter facilities as well as membership in a Transportation Management Association. These commitments are defined in the Section 61 findings as conditions for approval of the development by MEPA.

d) Please explain how this transportation impact was either anticipated or not anticipated in that Agreement or such MEPA decision.

The original MEPA decision could not itself create a Transportation Management Association in Everett, nor could it anticipate the follow-on development from the casino that has created the urgent need for a more localized TMA that could coordinate TDM services across multiple developments.

e) If transportation planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation.

At the time of the MEPA decision, it was understood that the transportation needs of the Lower Mystic region were not yet fully understood or known. In order to account for these unknowns, the Section 61 findings required the formation of a working group to more fully analyze the transportation needs in and around Sullivan Square and the Lower Mystic River and allowed recommendations from that study to guide future mitigation from not only the casino, but additional follow-on development. Of the many recommendations made by the Lower Mystic Regional Working Group, the formation of a Transportation Management Association was determined to be critical to coordinating transit and mobility needs in the area. This grant proposal aims to complete the formation and start-up activities of such a TMA that will cover the geographic area as envisioned by the Lower Mystic Regional Working Group findings.

7. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

- a) Please provide detail regarding the controls that will be used to ensure that funds will only be used to plan to address the impact. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.**

The City's internal control structure regarding all grants have been designed to ensure compliance with the federal Office of Management and Budget circulars A-87 "Cost Principles for State, Local, and Indian Tribes", and A-102 "Grants and Cooperative Agreements with State and Local Governments" regardless if the grants are not federal. The control structure ensures all transactions are properly recorded and accounted for, and all transactions are executed in compliance with Laws, regulations, and the provisions of contracts and grant agreements. Some examples of these controls include, but are not limited to:

The City's accounting system records all grants and the related grant activity in separate funds, and does not commingle grant activity between grants.

The City utilizes a requisition and purchase order system within the accounting system to ensure expenditures are sufficiently authorized for their intended purpose and adequate funding exists prior to procuring goods or services.

The City individual responsible for the management of the grant will be the only individual allowed to authorize expenditures to the grant, ensuring that only legitimate grant activity is charged to the grant. The City's accounting system automatically controls this process, which is then manually reviewed by the City Auditor's office during the payment processing.

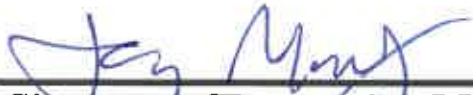
Grant records maintained by the City individual responsible for the management of the grant will be reconciled with the City Auditor's office on a quarterly basis. Any discrepancies identified during this process will be researched and corrected within 15 days from the date identified.

- b) Will any non-governmental entity receive funds? If so, please describe. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.**

The funds will be spent using the standard procurement and contracting rules and methods as would be done for any other professional services performed by private consultants in the City of Everett. Currently, the Lower Mystic TMA is being managed by Northeast Consulting under contract to the City of Everett. As such, the City, Northeast and the TMA are subject to Massachusetts procurement law to ensure that all funds paid by the City are done so in accordance with the scope of work set forth in the contract.

8. CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

On behalf of the aforementioned municipality/governmental entity I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this Application.



Date: 1.27.22

**Signature of Responsible Municipal
Official/Governmental Entity**

JAY Monty

(print name)

Director of Transportation

Title:

Lower Mystic Transportation Management Association Scope of Work

OVERVIEW

NorthEase Consulting Group is pleased to present you with this proposal for planning, marketing, administration, and operational support for the establishment and management of the Lower Mystic Transportation Management Association (LMTMA).

In recognition of the planning that has been done around TMA formation this scope will focus on putting existing plans into action further refining the transportation needs of municipalities and key stakeholders served by the LMTMA, working to consolidate services such as those required by Section 61 Findings for the Encore Casino and by various municipal ordinance and permit conditions, collaborate with other community stakeholders, and create a cohesive plan and brand for transportation demand management in Everett, Charlestown and the surrounding communities of Chelsea, Malden, and Medford.

OBJECTIVES

I. Define the transportation and mobility needs for the LMTMA service area

It is important to fully understand the current and future landscape of commercial and residential development in the community, as it relates to existing transit, biking, and walking infrastructure to identify opportunities to increase offerings and share resources to support congestion reduction and enhance mobility in the LMTMA service area. Tasks included in the objective are:

A. Intake Survey/Interview of Community and Business Stakeholders:

Purpose: To inform the process of who the private sector membership of the TMA will be, what commuter benefits are currently being offered and what TDM measures are needed to further reduce reliance on single occupancy vehicles.

An intake form will be developed and interviews will take place to gather information on the types of TDM measures and services being offered by private sector employers housing developments, community groups and municipalities to gather a better understanding of the transportation opportunities and gaps in the area. The survey and interview will identify needs related to transportation, provide clarity on the business case (economic development, recruitment, retention) for TDM in the Lower Mystic, gauge level of engagement and interest in the LMTMA, and develop an understanding of current mode split and transportation programs and services in place.

Deliverables:

- Inventory of existing TDM programs and services
- A list of employers/developers with transportation profiles that include sustainable transportation amenities and benefits, and employee/resident zip code data.

B. Commuter Survey Tool:

Purpose: To establish mode split for the area and to determine origin and destination to understand travel patterns and new regional travel corridors being born out of increased development.

Develop an online survey tool that can be distributed by agencies, employers, and residential developments to measure current travel behavior, interest and understanding of sustainable mode choices, and the types of incentives and service that would maximize sustainable mode shift.

Deliverable:

- Online survey tool for use with employees and residents
- Survey data summaries

Budget: \$40,000

II. Raise awareness of transportation demand management tools, sustainable transportation options, and the new Lower Mystic TMA.

Purpose: Educating and promoting the tools that are part of Lower Mystic TMA to encourage behavior change.

This task will be to create and implement a marketing campaign and materials that will encourage the use of sustainable transportation and will educate employees and residents on transportation alternatives and the role of the new Lower Mystic TMA.

Deliverables:

- Overall branding guidelines for the Lower Mystic TMA and its program.
- Establishing social media accounts and creating digital marketing content and social media plans to establish a following and increase engagement with end users via social media.
- A LMTMA website and newsletter to promote TDM services and provide a resource for information on all things related to sustainable transportation in the region.

Budget: \$50,000

III. Create a working plan for consolidated private shuttle services that fill gaps in the existing transportation network of the region.

Purpose: To create a TMA operated shuttle plan that will lay out options for consolidated service(s) that addresses the mobility needs of LMTMA members, future developments and the Lower Mystic community as a whole.

Northeast Consulting Group will work with current shuttle operators, developers with requirements to provide future shuttle services, LMTMA members, and municipalities to create a comprehensive plan for a network of shuttle services to fill gaps in current transportation services.

Deliverables:

- An inventory of existing and future employment/development sites and shuttle requirements as they relate to each other and their connections to major transit lines and other desired community destinations.
- Gather and synthesize other planning studies and sources of information on mobility needs for the area. These include Everett Transit Action Plan, MBTA Bus Network Redesign (BNR), Silver Line Extension Analysis, Bus Rapid Transit Playbooks, Plan Charlestown, Route 16 Corridor Study and others.
- An inventory of existing private shuttles and ridership
- A series of recommendations for route alternatives that will enhance the quality, capacity, and reliability of the public transportation system and reduce the need for individual car travel for residents and local businesses by better connect them to the destinations they need to reach.

Budget: \$100,000

IV. Administrative, Programming and Marketing Support for Lower Mystic TMA

Purpose: To establish services and assist in the operation of the newly formed Lower Mystic TMA during its initial start up period.

Tasks include:

- Implement goal driven marketing campaigns designed to increase the use of sustainable transportation options and increase registration in core TMA programs. Track and report on progress toward goals.
- Support administration and tracking of participation in TMA programs—including but not limited to transit programs, bike/walking, telework, carpool/vanpool initiatives.
- Work with the core TMA team to promote, implement, and track surveys and related data and develop marketing media to communicate results.
- Work with the TMA team to create presentations to member companies, employees, and residents to educate them about the TDM and TMA programs and services.
- Interface with employees, residents and visitors at onsite events, via digital communications (email/texts/online requests), and by telephone
- Work with the core TMA team to develop TMA-branded materials to highlight the value and benefit of TMA membership to provide the opportunity to engage with and educate as many residents and employees as possible about their shared-ride options
- Coordinate with, maintain relationships with, and support local organizations whose work aligns with transportation demand management goals (including local chambers of

2022 TRANSPORTATION PLANNING GRANT APPLICATION

BD-22-1068-1068C-1068L-68403

Page 12

commerce, Mystic River Watershed Association, Main Streets organizations, local biking organizations, etc.)

- Establish appropriate web-based incentive/trip tracking databases
- Produce content, maintain, and update TMA websites to support education and mode-shift
- Create content for TMA Facebook, Twitter, and Instagram accounts to maintain an active social media presence that promotes Lower Mystic TMA and educates the public about shared-ride options available in the Lower Mystic area and the incentives available for those who choose to use those options.
- Development content for a monthly TMA newsletter to highlight news impacting travel conditions for local infrastructure (transit, biking, and roadway), TMA program/events, local community organization, transportation-related events/news, etc.

Deliverables:

- LMTMA content (emails, website content, social media content).
- Marketing materials to educate the public, employees, and residents about shared ride options in the Lower Mystic area, the role of the Lower Mystic TMA, and programs/services available through the TMA. Materials could include flyers, moo cards, mail stuffers, table tents, bike hangers, sandwich board signs, flyers, mailers, membership materials, new tenant and employee onboarding packets etc.
- Regional ride matching and trip logging database for the Lower Mystic TMA, its members, municipalities it serves and the community at large.
- Contact Relationship Management Database with TMA member and municipal contacts as well as program participant information.

Budget: Part-time Marketing and Program Coordinator: 20 hours per week x 50 weeks at \$46.00 per hour (includes salary benefits and overhead) \$46,000 per year
Year-1 and Year-2 = \$92,000.00

V. Management and Operation of Lower Mystic TMA

Purpose: To provides leadership and guidance for all TDM coordination initiatives, overseeing the TMA's annual work plan, and ensuring organizational goals and objectives are met to mitigate congestion and enhance mobility in the Lower Mystic region. Respond to information requests, questions and concerns on an ongoing basis and in a timely manner.

Tasks Include:

TMA Operations and Programming

- Head up development of TMA information and programming.
- Prepare and deliver presentations related to the TMA, programs, services, and initiatives.
- Plan meetings by inviting and arranging keynote speakers and guest presenters (i.e. on topics of transportation, land development) which ensure high attendance.
- Facilitate communications including but not limited to: regular updates (i.e. construction projects, MBTA schedule changes), transportation advisories, digital marketing and the annual report.

2022 TRANSPORTATION PLANNING GRANT APPLICATION

BD-22-1068-1068C-1068L-68403

Page 13

- Actively recruit new organizations while retaining existing members to support regional goals for TDM collaboration and coordination.
- Track and coordinate with respective municipalities progress towards municipal (and state if applicable) permit compliance. Identify needs and develop and implement new initiatives aimed at reducing drive alone travel and mobile source emissions.
- Work to raise the visibility of the organization to increase awareness of and increase the business community's support for transportation alternatives.
- Identify and research trends and potential growth opportunities in transportation and land use that would be beneficial to the lower Mystic area.

Government, Community Relations, Business Development

- Represent Lower Mystic TMA at community meetings, municipal meetings, and agency meetings, and Commonwealth of Massachusetts-sponsored meetings related to transportation and sustainability initiatives and development projects.
- Advocate to improve pedestrian and bicycle safety, vehicular traffic movement and public transportation in the Lower Mystic area.
- Serve as the public face and spokesperson for the Lower Mystic TMA regarding press inquiries and responses such as op-eds and public comment letters.
- Participate in public policy initiatives at the city, state and federal level that are related to the Lower Mystic TMA work plan (including CMAQ funding for TMA and regulatory compliance).
- Review and refine ways in which the Lower Mystic TMA can evolve, change and shift as the area continues to grow substantially over time as well as its needs.
- Participate in Lower Mystic activities as requested including special events, community meetings and advocacy activities.

Organizational Management

- Draft and monitor the annual budget for the Board of Directors and provide budget updates at quarterly Board meetings.
- Manage the organization's finances; work with CPA to file taxes and state non-profit requirements.
- Supervise TMA staff and conduct staff meetings.
- Prepare, distribute, and present materials for Board of Directors' meetings including presentations, handouts and meeting minutes.
- Secure research opportunities and apply for grant funding to support the mission of the Lower Mystic TMA and manage resulting funding work plan, quarterly metrics reports and progress reports per the grant parameters.
- Maintain organizational documentation including but not limited to Articles of Organization, Bylaws, Annual Report to the Commonwealth and update as needed with appropriate entities.

Budget: Full time Executive Director- Year Two (annual salary, benefits and overhead) = \$166,00.00

Deliverables:

- LMTMA membership dues schedule, and annual budget
- Annual Workplan outlining the goals, objectives and tasks of the TMA
- Quarterly board meeting management and minutes

2022 TRANSPORTATION PLANNING GRANT APPLICATION

BD-22-1068-1068C-1068L-68403

Page 14

- Organizational documentation including but not limited to Articles of Organization, Bylaws, and Non-Profit status report to the Commonwealth, and state and federal tax filings
- Annual report of the LMTMA
- Representation at the municipal, state and national level for TDM related work and advocacy
- Increased private sector TMA membership at an average of 25% each year for the next three years.

TOTAL SCOPE BUDGET

| Task | Amount |
|--|------------------|
| Transportation and Mobility Needs Assessment | \$40,000 |
| TDM Marketing | \$50,000 |
| Shuttle Study | \$100,000 |
| Administrative Support | \$92,000 |
| Management and Operations | \$166,000 |
| Total | \$448,000 |