



20

COMMUNITY MITIGATION FUND

APPENDIX C

Specific Impact Grant Application
BD-20-1068-1068C-1068L-46130

Please complete entire Application

	City of Everett
1.	NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT Data-Driven Strategies in Marketing and Economic Development
2.	PROJECT NAME (LIMIT 10 WORDS) Using the latest data-mining techniques reveals behavioral patterns when people are in the City of Everett. This data will allow the City to make much more informed and nuanced decisions when developing marketing and economic development strategies, both to maximize the positive economic development impacts of the Encore facility and to mitigate the negative impacts on certain local businesses. Data-collection and analysis will allow the City to measure the impact of development strategies going forward.
3.	BRIEF PROJECT DESCRIPTION (LIMIT 50 WORDS)
	Carlo DeMaria, Mayor
4.	NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY 484 Broadway, Everett, MA 02149
5.	ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY 617.394.2270 mayor@ci.everett.ma.us
6.	PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY Tony Sousa, Executive Director Planning and Development
7.	NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY 484 Broadway, Everett, MA 02149
8.	ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY 617.394.2245 Tony.Sousa@ci.everett.ma.us
9.	PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
	Encore Boston Harbor Resort
10.	NAME OF GAMING LICENSEE

1. IMPACT DESCRIPTION

Please describe in detail the impact that is attributed to the operation of a gaming facility. Please provide support for the determination that the operation of the gaming facility caused or is causing the impact.

The construction of Encore Boston Harbor has impacted local businesses in a variety of ways. Everett businesses have experienced positive, negative or no impacts at all as a result of the opening. A small (n = 15) online survey of Everett businesses administered by a graduate research class in the fall of 2019 revealed that the impacts on local businesses varied widely. A majority of respondents (67%) reported that there was no change in their business. Positive impacts included increased revenues, especially in the food, beverage, hospitality/service related businesses located in close proximity to the casino or near the River Green parking lot. Negative impacts included decreased revenues as a result of the customers frequenting the casino instead of smaller businesses in the City. Negative impacts also included increased operating costs as lease rates have increased. The challenge is that many local businesses are unable to effectively communicate with the thousands of people who visit Encore.

2. PROPOSED USE OF SPECIFIC IMPACT MITIGATION FUNDS. (Please attach additional sheets/supplemental materials if necessary.)

a) Please identify the amount of funding requested.

\$150,000

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

\$25,000 will be used towards data-mining and subsequent data analytics. \$100,000 will be used towards the marketing and communications growth plan, design services (photography, illustration content & design), search engine optimization tactics and Google analytics dashboard setup, website landing pages linked to specific marketing campaigns, and agency consultation services that outline and define campaign and social media strategy user guides. The remaining \$25,000 will be used for the printing costs associated with marketing materials that will be produced in bulk, such as visitor and business guides.

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 from the operation of a proposed gaming establishment.

Attached (page 5) is a budget specifically for \$100,000 for the full-service ad agency. The additional \$50,000 is an estimate based on current rates for print production and data collection services.

d) Please describe how the mitigation request will address the impact indicated.

An extensive, data-driven strategic marketing and communications plan will help to both maximize the public benefits of Encore and help to mitigate the negative impacts on local businesses. The funds for the project will be used to expand the branding, wayfinding, marketing and economic development efforts that the City has underway. MGC funds will be used first to gather data to understand how visitors and consumers act when they enter the City of Everett. Data-mining using mobile devices will be able to track (anonymously) where people go, how much time they spend at each location, the path they took from one location to another, and more. By using this data, the City will be able to understand how people move and interact with the City. By understanding behavior patterns, we will be able to develop and refine content that can be delivered to defined sub-groups of visitors.

Historically, municipalities of all sizes have not been able to successfully gather this type of data and leverage it into sound communications and economic development strategies. The lessons learned from this data analysis and resulting strategies will serve as a unique case study that we will be happy to share with other communities. The City is aware of some of the research being conducted for the Commission at the Donahue Center and believes that these efforts are complementary to on-going research. Additionally, if awarded, we would invite more in-depth conversations with Donahue researchers to share learnings and encourage public discourse around this research

3. CONNECTION TO GAMING FACILITY

Please provide specificity/evidence that the requested funds will be used to address issue or impacts directly related to the gaming facility.

Questions A and D detail results from initial data collection activities that detail the impact. The scope of work outlined in this application will very much be complementary and build on the research underway in the 2019 Non-Transportation Planning Grant that looks at the regional impact on small businesses in Chelsea and Everett, which include Bunker Hill Community College and MAPC as partners.

4. INTERNAL CONTROLS/ADMINISTRATION OF FUNDS

Please provide detail regarding the controls that will be used to ensure that funds will only be used 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 of Everett will hire a consultant with a proven track record of success in this realm. The City of Everett will require that all charges related to the scope of work be outline in detail on every invoice. The City of Everett's Planning and Development Department will be managing the consultant and their scope of work. Before invoices are paid, the Planning Director and his staff will review the charges and resulting work to make sure that they align.

5. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS

Please describe and include excerpts from any relevant sections of any Host or Surrounding Community Agreement. Please explain how this impact was either anticipated or not anticipated in that Agreement.

Pursuant to the HCA (excerpt below), Wynn agrees to make a good faith effort to use locals vendors, artists, and provide \$50,000 of vouchers/gift certificates to local businesses. Encore is supposed to be a catalyst for economic development. Special attention needs to continue to be paid to local businesses who are on the cusp of success or failure as a result of the opening of Encore.

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C. Local Vendors

Wynn shall make a good faith effort to utilize local contractors and suppliers for the construction and future operations of the Project and shall afford such opportunities to local vendors when such contractors and suppliers are properly qualified and price competitive. Such efforts shall include actively soliciting bids from Everett vendors through local advertisements, coordination with the Everett Chamber of Commerce and such other reasonable measures as the City may from time to time request.

Wynn also agrees to make reasonable efforts to utilize women-owned and minority-owned vendors within the City.

In addition, Wynn agrees that it will include as part of its rewards/frequent guest/loyalty or similar programs vouchers/gift certificates to Everett businesses outside of the Project Site. Wynn commits to purchase and issue at least \$50,000 in such vouchers/gift certificates annually.

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.



January 30, 2020

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

Date

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\$100,000 Budget

Budget Recommendations for Everett - InThinkAgency (Vendor ID 00041087)

SERVICE	SCOPE / DELIVERABLE	TOTAL COST	NOTES
GROWTH PLAN Local	Single Market	\$10,000.00	Highly recommended for budget success
CUSTOMER RELATIONSHIP MANAGEMENT HubSpot CRM Subscription	Per 5 Users / Per Month	\$10,200.00	12 months subscription highly recommended
VIDEO Video Production	Full Production Services	\$40,000.00	
DESIGN SERVICES (inc. photography, illustration, copy & design) Marketing Collateral - Full Creative Services Required	Full Production Services	\$25,000.00	
SEARCH ENGINE OPTIMIZATION Google Analytics Dashboard Setup	Account Structure; Settings; Filters; Conversion Goals; Event Tracking; Content Groups; Cross-Domain & Off-Site Campaigns; Self and/or SPAM Referral Issues; Internal Search; e-Commerce (if applicable); Custom Reports; Custom Dashboards	\$3,000.00	
WEBSITE / USER EXPERIENCE / USER INTERFACE Landing Page (excludes homepage)	Per Page	\$7,500.00	Up to 5 landing pages for campaigns (ex. Census)
AGENCY CONSULTATION Campaign Strategy	Per Hour	\$2,000.00	10 hours
Social Media Strategy	Per Hour	\$2,000.00	10 hours
		\$99,700.00	TOTAL