



**2023 Community Planning Grant Application  
 Bid No. BD-23-1068-1068C-1068L-81256**

All completed applications must be sent by January 31<sup>st</sup> to be considered for funding for the 2023 Grant Round. Please submit this completed form as well as any relevant attachments to [MGCCMF@Massgaming.gov](mailto:MGCCMF@Massgaming.gov).

For more detailed instructions as well as the 2023 Application Guidelines please visit <https://massgaming.com/about/community-mitigation-fund/>

<b>I. Project Summary</b>
<b>Legal Name of Applicant:</b> Aaron Vega, Director of Planning and Economic Development
<b>Project Name (Please limit to 5 words):</b> Holyoke Tourism
<b>Amount Requested:</b> \$200,000
<p><b>Brief Project Description (approx. 50 words):</b> <i>Please use this space to provide a high-level overview of what your project entails.</i></p> <p>Holyoke developed a robust tourism plan that identified existing tourism features, concerns related to the visibility and marketing of those features, and a comprehensive strategy for working with community stakeholders. The activities requesting MGM funding include the entire City of Holyoke and will focus on initiatives that meet the criteria of historical and cultural assets and could serve as a backdrop, generate programming, or provide an experience complementary to other offerings in the region, particularly MGM Springfield. Hence, the Office of Planning and Economic Development is requesting \$200,000 to fund the activities below:</p> <ul style="list-style-type: none"> <li>➤ Exploreholyokey.com maintenance, upgrades, and updates yearlong. A primary outlet of information for residents and visitors is on the Exploreholyokey.com website. The website has been utilized as one comprehensive location to find events, restaurants, and all things Holyoke. The Office of Planning and Economic Development intends to boost the website to provide a form of knowledge to individuals regionally to market local businesses, partnerships with the MGM Casino, and events.</li> <li>➤ Elevated promotion and collaboration with Beyond Walls for public art in the City. Beyond Walls and public art will be an optional attraction for individuals passing through Holyoke and traveling to the Casino. It is an opportunity to view local art demonstrating the diversity in Holyoke and the wealth of opportunity in the City.</li> <li>➤ A shuttle between MGM Casino and Holyoke throughout the year. The shuttle service will create more convenient transportation between MGM Casino and Holyoke that will incentivize residents and visitors of Holyoke to go to the Casino. Additionally, it will be a cross-marketing opportunity for both the Casino and the City of Holyoke.</li> <li>➤ Implementation of events and initiatives correlated to the 2018 Tourism Plan. The 2018 Tourism Plan has directed the Office of Planning and Economic Development to implement specific goals related to tourism projects. With MGM funding, we will continue tourism-related events and particular recommendations from the 2018 Tourism Plan.</li> </ul>

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- Implementation of the Historic Heritage Plan that will recognize and employ Holyoke's historic and cultural assets to provide incentives for visitors to experience heritage tourism in Holyoke. Holyoke is collaborating with the Holyoke Public Library and a local technology company to create a visitor application that displays an augmented reality of history stories. The stories are contemporary sightseeing tours of unique locations in Holyoke, like the Puerto Rican Cultural District, attractions, historic buildings, and the relevant history throughout the centuries. The project will focus on properties that meet the criteria of historical and cultural assets and could serve as a backdrop, generate programming, or provide an experience to other regional offerings such as MGM Springfield. Additionally, the stories will connect residents and visitors to places in Holyoke, the background of Holyoke, and tours of the murals throughout the City.
- The experience will foster the City's growth and economic goals and produce an adventure that will encourage visitors to explore other nearby locations like the MGM Casino.
- Marketing Consultant will capitalize on current efforts to bring new business, primarily minority-owned businesses, and expand on tourism, creating further sustainable models to continue the opportunities for Holyoke with the MGM Casino.

The City of Holyoke is located in the middle of many popular attractions, and regional visitors typically pass by Holyoke to get to attractions, especially MGM Springfield. As a result, there is a target market for Holyoke, where marketing could be influential in creating new visitors that both appreciate Holyoke's diverse tourism options and appreciate the variety of activities in MGM Springfield. The activities by which we are requesting funding are to both understand and unlock unrealized tourism opportunities for Holyoke with the volume of visitors coming to the Pioneer Valley. A partner in this work is the Greater Springfield Convention and Visitors Bureau (GSCVB). GSCVB estimates that approximately 20% of Holyoke's visitors are from out of state, a much lower share than the region. If Holyoke achieved an increased chance of being visited, similar to other cities and towns in the region, its out-of-state visitor profile would increase from 20% to 79% (2018 Holyoke Tourism Plan, 35). Therefore, it is crucial to obtain funding to execute these activities to leverage the City's valuable assets into attractive destinations with lasting partnerships and collaborations with MGM Springfield. With the first Community Mitigation funding, numerous initiatives were accomplished, including Doors Open Holyoke, Restaurant Week, the creation of the Exploreholyokey.com website, and much more. As a result, these activities balanced the negative impacts of the MGM Casino, bringing in more visitors and seeking growth opportunities for partnership.

In Holyoke's 2018 Tourism Plan, Recommendation 9 indicates constructing/developing opportunities with MGM Springfield. Tourism revenue and visitation are rising in Hampden County mainly because of the MGM Casino and Hotel in Springfield. MGM attracts a large number of visitors, increasing tourism spending exponentially within the last few years. The City of Holyoke sees the MGM Casino as an opportunity for Holyoke where several cross-marketing and promotion actions can be planned and implemented to tap into, for example, the shuttle from Holyoke to the MGM Casino and promotion of events on the Exploreholyokey.com website. The actions in the list of funding requested will be mutually beneficial and lead to long-term cooperation for both cities and MGM Casino.

<b>II. Applicant Contact Information</b> Please provide below the manager for this grant and any other individuals you would like to be copied on all correspondence.
<b>Grant Manager: Jennifer Keitt</b>
<b>Email Address: Keittj@holyoke.org</b>
<b>Telephone Number: (413) 322-5655</b>
<b>Address: 20 Korean Veterans Plaza, Suite 406, Holyoke, MA 01040</b>
<b>Contact II: Stephanie Colon</b>
<b>Role: Mass in Motion Coordinator</b>
<b>Email Address: Mimcoordinator@holyoke.org</b>
<b>Telephone Number: (413) 322-5655</b>
<b>Address: 20 Korean Veterans Plaza, Suite 406, Holyoke, MA 01040</b>
<b>Contact III:</b>
<b>Role:</b>
<b>Email Address:</b>
<b>Telephone Number:</b>
<b>Address:</b>

**III. Detailed Project Description & Mitigation**

- 1) Please describe in detail the impact that is attributed to the operation of a gaming facility. 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).

The development of an \$800 million MGM-brand casino and its attendant hospitality and entertainment services in Springfield presents a challenge and opportunity for smaller communities in the Pioneer Valley region, including the City of Holyoke. The casino will attract investment from developers who might otherwise look to the built environment and economic niche Holyoke shares with Springfield, as well as tax revenue from tourists and visitors who view Holyoke as a pass-through rather than a destination. Holyoke must seek mitigation to compensate for the continued increase in traffic on Route 91 and Route 5 through the City, address the City's diminished visibility compared with Springfield to the south, and develop a strategy to capture regional economic growth related to the development of the MGM casino.

- 2) *(If applicable)* Please explain how this impact was not anticipated in the Applicant's Host or Surrounding Community Agreement.

Holyoke's Surrounding Community Agreement with MGM Springfield does not include elements that would be redundant with this MGC proposal. The Agreement focuses on evaluating conditions and impacts of the MGM casino through a "Baseline Study of Surrounding Community Conditions," and "Retroactive 'Look Back' Studies." The Study Scope for each indicated in Exhibit A of the Agreement identifies "Tourism and Community Business Development" as a potential area of the positive impact that could result from the casino, and which will receive analysis as part of the SCA, suggesting its viability as a strategy to capture regional economic growth.

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3) Please describe what the Applicant is proposing and how the mitigation request will address the impact indicated.

The Tourism and Historic Plans funded by the Community Mitigation Fund relates to the gaming facility of MGM Springfield in two direct ways. For example, it seeks to develop local resources and identity pertaining to Holyoke's eco-tourism and cultural tourism assets to offset regional investment lost to competition with Springfield's comparative advantage as a tourist destination due to the new casino. As well as to mitigate costs associated with pass-through traffic experienced by Holyoke and other neighboring communities. These efforts made possible by the Mitigation Fund are intended to build upon the regional growth of tourism associated with the completion and operation of MGM Springfield by drawing tourists and capturing revenue from visitors to the region.

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<b>IV. Scope, Budget, and Timeline</b>	
<b>Applicant:</b> Aaron Vega, Director of Planning & Economic Development	<b>Vendor Code:</b>
<b>Total Amount Requested:</b> \$200,000	<b>Estimated Total Project Cost:</b> \$200,000

<b>Scope of Work</b>
<p>Please include below a breakdown of the proposed work. The project scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p> <p>The City of Holyoke proposes to use \$200,000 Community Planning funds to initiate numerous initiatives, including:</p> <ul style="list-style-type: none"><li>➤ <b>\$35,000</b> toward Explore Holyoke website operational maintenance, updates, and integrated social media plan to continue efforts towards promotion of local businesses and events. Operational maintenance, including - Online and prints ads, search engine optimization work, home Instagram feed, Instagram content posts, site maintenance, content updates, and video work.</li><li>➤ <b>\$60,000</b> toward continuous work with Beyond Walls. Beyond Walls brings to Holyoke the improvement of the built environment of downtown Holyoke in conjunction with the City's Tourism Plan. People from all over Western Mass have seen the beautiful murals of Holyoke, encouraging people to stay in the area for restaurants, shopping, and investments. Having aesthetic changes supplements the business boom and brings economic vitality to the City of Holyoke. Please see the attachment of the Beyond Walls Cannabis Impact Fee Application for more details; the City requested \$100,000.</li><li>➤ <b>\$20,000</b> toward a shuttle service between MGM Casino and Holyoke for special events throughout the year. The shuttle service is the critical connection between the city and MGM to promote further collaboration with the Casino and a form for locals and visitors to explore both Holyoke events and Springfield's growing Casino. The City of Holyoke has partnered on various initiatives with the Greater Springfield Convention and Visitors Bureau. The Greater Springfield Convention and Visitors Bureau will partner with the City of Holyoke on the shuttle service project and actively promote it.</li><li>➤ <b>\$35,000</b> towards continuous implementation of Holyoke local events and initiatives related to the 2018 Tourism Plan. The previous Community Mitigation funding in 2018 paid for local events like Doors Open Holyoke, Restaurant Week, and more. In 2023, Holyoke will continue local events from previous years and with a focus on the upcoming Holyoke's 150th Celebration.</li><li>➤ <b>\$35,000</b> toward implementing the Historic Heritage Plan, previously paid for by the 2018 Mass Gaming Grant, with the intent to create opportunities for residents and tourists to interact with Holyoke history.</li></ul>

➤ **\$15,000** towards adding a Marketing Consultant hired by the Office of Planning & Economic Development, initially paid for with Cannabis Impact Fee funds. The Marketing Consultant will capitalize on current efforts to bring in new business and expand tourism assets in the city while spearheading new branding and partnership efforts will be a primary focus of the project. Additionally, they will work collaboratively with city departments and private businesses to help create a sustainable model to continue growing Holyoke with the MGM Casino.

**Proposed MGC Grant Budget**

Please use the following table to outline the budget of your project. Include any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation as an attachment. In determining the funding request, please round up to the nearest hundred dollars.

<b>Timeline</b>	<b>Description of Purchase/Work</b>	<b>QTY</b>	<b>Budget</b>
2023-2025	Exploreholyoke.com Maintenance		\$35,000
2023-2025	Beyond Walls Public Art		\$60,000
2023-2025	MGM Casino Shuttle Service		\$20,000
2023-2025	Local Holyoke Events & Tourism		\$35,000
2023-2025	Historic Heritage Plan Implementation		\$35,000
2023-2025	Marketing Consultant		\$15,000
	<b>TOTAL:</b>		<b>\$200,000</b>

<b>Total Project Budget and Funding:</b>			
<b>Funding Source</b>	<b>Description of Purchase/Work</b>	<b>QTY</b>	<b>Budget</b>
In Kind Services	-	-	-
Federal	-	-	-
State	Community Planning/ Community Mitigation		\$200,000
Local Match	Marketing Consultant/ Holyoke Cannabis Impact Fee Funding		\$70,000
Local Match	Beyond Walls Murals / Cannabis Impact Fee Funding		\$100,000

V. Regional Incentive Award	
Are you applying for a Regional Incentive Award?	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Partner Community Contact-
Name:
Role:
Email Address:
Telephone Number:
Address:

VI. Waiver	
If you are applying for a waiver, please submit the Waiver Form with your application. The form can be found at <a href="http://www.massgaming.com/about/community-mitigation-fund/forms/">www.massgaming.com/about/community-mitigation-fund/forms/</a>	
Are you applying for a waiver?	
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

VII. Please provide a brief description of each attachment.
<ol style="list-style-type: none"><li>1. Attachment - 2018 Holyoke Tourism Plan</li><li>2. Attachment - Exploreholyoke.com Website Demo</li><li>3. Attachment - Surrounding Community Agreement</li><li>4. Attachments - Letter of Support from Mayor of Holyoke</li><li>5. Attachments - Beyond Walls Cannabis Fee Application</li><li>6. Attachments - Holyoke Historic Tourism Plan Segment</li></ol>



VIII. Applicant Certification	
<p>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.</p>	
 _____ <b>Signature of Responsible Municipal Official/Governmental Entity</b>	<u>01.31.23</u> _____ <b>Date:</b>
<u>Aaron Vega</u> _____ (print name)	
<u>Director, Office of Planning and Economic Development</u> _____ Title:	



Mayor Joshua Garcia

City of Holyoke

January 19, 2023

**RE: Community Mitigation Fund Applications**

To Whom it May Concern,

As Mayor of the City of Holyoke, I am writing this letter in full support of the Community Planning and Transportation Planning applications. The City of Holyoke's optimal goal is to prioritize tourism efforts and recommendations from the Rapid Recovery Plan. Holyoke's Rapid Recovery Plan is a strategy that enables the City to stabilize and grow due to the COVID-19 pandemic. As a result, the plan provides actionable, project-based recovery plans for Holyoke that are tailored to our economic challenges. The Holyoke Tourism Strategic Plan recognizes the City's most valuable tourism assets and services and aids in directing municipal offices and stakeholders' critical priorities for creating long-term and lasting changes to Holyoke's tourism economy. The Community Mitigation Fund applications provide effective and coordinated strategic marketing strategies, and the application's scope of work will assemble further collaboration and opportunities for development with MGM Springfield.

The City of Holyoke is wholeheartedly dedicated to capturing its share of the tourism sector, and these funds will help us invest in the City. There is substantial untapped tourism potential, so the investment and commitment will pay off. Additionally, Holyoke must seek mitigation to compensate for the continued increase in traffic on Route 91 and Route 5 through the City and continue to conduct actions that will capture economic growth related to the development of the MGM Casino. Previously, the mitigation fund created tourism opportunities and developments like Doors Open Holyoke, Restaurant Week, Paper City Food Festival, the Exploreholyokey.com website, and much more. It is transparent how valuable the Mitigation Fund has been to Holyoke. I hope this great work and funding continue to benefit the City of Holyoke and MGM Springfield.

Thank you for considering this application.

Sincerely,

Joshua Garcia, Mayor of Holyoke

## SURROUNDING COMMUNITY AGREEMENT

This surrounding community agreement (this "Agreement") is entered into this 10<sup>th</sup> day of January, 2014 (the "Effective Date") by and between Blue Tarp Redevelopment, LLC ("MGM"), a Massachusetts limited liability company, with an office address of 1441 Main Street, Suite 1137, Springfield, MA, owner and developer of the MGM Springfield project in Springfield, Massachusetts and the City of Holyoke, Massachusetts (the "Community"), a municipality in the Commonwealth of Massachusetts (MGM and the Community hereinafter collectively the "Parties" or individually a "Party").

### RECITALS

WHEREAS, MGM is an affiliate of MGM Resorts International (NYSE: MGM) ("MGM Resorts"), one of the world's leading global hospitality companies, operating a portfolio of destination resort brands, including Bellagio, MGM Grand, Mandalay Bay and The Mirage. In addition to its 51% interest in MGM China Holdings Limited, which owns the MGM Macau resort and casino, the company has significant holdings in gaming, hospitality and entertainment projects, owns and operates 15 properties located in Nevada, Mississippi and Michigan, and has 50% investments in three other properties in Nevada and Illinois.

WHEREAS, the MGM Springfield project is a destination casino resort planned for downtown Springfield, Massachusetts expected to cost approximately \$800 million and include 1,000,000 square feet (the "Project"). When constructed, it is anticipated to be the largest private development in Western Massachusetts history. The Project is anticipated to have 250 first class hotel guest rooms, a 125,000 square foot casino, 54 market rate apartments, a 15-lane bowling alley, a 12-screen luxury movie theatre, an outdoor park and seasonal skating rink, and dozens of shops and restaurants, in addition to large open outdoor public spaces.

WHEREAS, the Project is anticipated to employ 2,000 construction workers and, upon completion, 3,000 permanent workers, in a wide range of job classes from finance, IT and engineering to food and beverage service, housekeeping and security. Additionally, the Project is expected to generate \$50 million in annual expenditures on local services and products.

WHEREAS, MGM has submitted an RFA-1 application under Chapter 23k (the "Gaming Act") to the Massachusetts Gaming Commission (the "Commission"), seeking approval to proceed with an application for issuance of the sole Western Massachusetts gaming license (the "Gaming License") and intends to submit its RFA-2 application for the Project at the end of this year.

WHEREAS, the Gaming Act provides a mechanism by which communities, other than the host community, that are proximate to the Project and are expected to be significantly and adversely impacted by the Project, have an opportunity to mitigate such adverse impacts on their respective communities through designation as a "Surrounding Community".

WHEREAS, pursuant to 205 CMR 125.00 (the "Surrounding Community Regulation"), a community may be designated a surrounding community (a "Surrounding Community") through execution of a surrounding community agreement, submitted as part of an applicant's original RFA-2 application submission, or thereafter, in subsequent application amendments.

WHEREAS, notwithstanding MGM's belief that neither the Community, nor any community in Western Massachusetts, will be significantly and adversely impacted by the Project, once the positive impacts of the Project are taken into account, the Parties desire to avoid the uncertainty of a public adjudication by the Commission with respect to surrounding community status or an arbitration relating to a surrounding community agreement.

### **AGREEMENT**

NOW THEREFORE, for valuable consideration, the sufficiency and receipt of which are hereby acknowledged by the Parties, and in consideration of the mutual promises and covenants contained herein, the Parties agree as follows:

1. Upfront Payment of \$50,000 for Reimbursement of Consulting and Legal Fees. Within thirty (30) days of MGM's acceptance of the Gaming License from the Commission, as evidenced by payment of the licensing fee under M.G.L. c. 23k, § 10(d) (the "License Acceptance"), MGM agrees to pay to the Community Fifty Thousand Dollars (\$50,000.00), minus any amounts previously paid by MGM to the Community, directly or indirectly through the execution of letters of authorization with the Commission (the "Upfront Fees Payment"). The Community shall be free to use the Upfront Fees Payment for the payment of any prior, existing or future consultants or legal advisors, whether internal or external (collectively, its "Advisors" or "the Community's Advisors") providing services related to or in any way arising from the Community's review of the Project ("Project Review"), or for any other use or purpose. The Community agrees, except as expressly set forth in this Agreement, that neither the Community nor any of the Community's Advisors shall have the right to pursue payment from MGM or any of its affiliates, directly or indirectly (i.e., through the Commission), for any services provided to or at the request of the Community related to the Project. Except as explicitly set forth herein, the Community, on its own behalf, and on behalf of its Advisors, hereby waives any right to reimbursement from MGM or any MGM affiliate for consulting or legal fees related to Project Review. Notwithstanding any provision(s) provided for in this section, or in any other relevant section of this Agreement *in toto*, either prior to or subsequent to the execution hereof the Community may provide MGM with invoices evidencing legal expenses the Community has incurred from its review of the Project through the date of this Agreement, and MGM shall directly pay such invoices no later forty-five (45) days from receipt thereof, in a total amount not to exceed Fifty Thousand Dollars (\$50,000.00), minus any amounts previously paid by MGM to the Community directly or indirectly through

the execution of letters of authorization with the Commission, which obligation shall survive the termination of this Agreement.

2. Guaranteed Minimum Annual Payments. The Parties agree that, commencing with the opening of the Project to the public (i.e., the date on which MGM begins to collect revenue under the terms of the Gaming License) (the “Grand Opening”) and for each year following the Grand Opening through the expiration of MGM’s initial gaming license (the “Term”), MGM shall make annual payments to the Community pursuant to the Schedule set forth below (the “Annual Payments”).

<b>Year Following Grand Opening</b>	<b>Annual Payments</b>
<b>Year 1</b>	<b>\$ 85,000.00</b>
<b>Year 2</b>	<b>\$135,000.00</b>
<b>Years 3 – 5</b>	<b>\$ 85,000.00</b>
<b>Year 6</b>	<b>\$160,000.00</b>
<b>Years 7 – 12</b>	<b>\$ 85,000.00</b>
<b>Years 13 – 15</b>	<b>\$ 43,334.00</b>

The Parties acknowledge that the Community shall be free to direct the Annual Payments to any use it deems appropriate. The Annual Payments shall be made within ninety (90) days of the Grand Opening, and on each twelve month anniversary thereafter, as long as such payments are due hereunder.

3. Baseline Study of Surrounding Community Conditions. MGM agrees, at its own expense, to engage a neutral, qualified and independent third party (the “Third Party”) to perform a comprehensive study (the “Initial Study”) of the current conditions existing in the Community pursuant to the study scope and other requirements set forth on Exhibit A (the “Study Scope”). MGM shall make clear to the Third Party that MGM is not the client of the Third Party and that the obligations of the Third Party are to impartially and fully evaluate all matters within the Study Scope. MGM shall request that the Third Party commence the Initial Study no later than sixty (60) days after the License Acceptance and complete the Initial Study within ninety (90) days of commencing the Initial Study (the “Initial Study Period”). The Community shall, at its own expense, cooperate with all of the Third Party’s reasonable

requests for information in connection with the Initial Study, including but not limited to providing the Third Party with documentation, data and access to relevant municipal personnel.

4. Retroactive “Look Back” Studies.

(a) The 1<sup>st</sup> Year Look Back Study. MGM agrees, at its own expense, to engage the Third Party to conduct an additional study fifteen (15) months following the Grand Opening (the “1<sup>st</sup> Year Look Back Study”). The 1<sup>st</sup> Year Look Back Study will be based on data, collected by the Third Party within the Study Scope, from the first twelve (12) months following the Grand Opening (the “Initial Look Back Period”). The 1<sup>st</sup> Year Look Back Study will analyze the areas within the Study Scope to determine the dollar value of any significant and adverse impact the Community has experienced during the Initial Look Back Period as a direct result of the Project after accounting for the dollar value of any positive impacts of the Project to the Community. The results of the 1<sup>st</sup> Year Look Back Study will be set forth in a detailed report, which will be disseminated concurrently to MGM and the Community, setting forth the Third Party’s findings (the “1<sup>st</sup> Year Study Report”). Prior to issuance of the 1<sup>st</sup> Year Study Report, however, the Parties agree that the Third Party shall first provide concurrently to each of the Parties a draft of its report, and provide each of the Parties sixty (60) days to review and provide comments to the report (respectively, “Community’s 1<sup>st</sup> Year Study Comments” and “MGM’s 1<sup>st</sup> Year Study Comments”, collectively the “1<sup>st</sup> Year Study Comments”). Within thirty (30) days following the expiration of that review period, including the receipt and consideration of the 1<sup>st</sup> Year Study Comments, if any, the Third Party will issue to the Parties its 1<sup>st</sup> Year Study Report.

(b) The 5<sup>th</sup> Year Look Back Study. MGM further agrees, at its own expense, to engage the Third Party to conduct an additional study five (5) years and three (3) months following the Grand Opening of the Project (the “5<sup>th</sup> Year Look Back Study”). The 5<sup>th</sup> Year Look Back Study will be based on data collected by the Third Party within the Study Scope from the five (5) year period following the Grand Opening (the “Full Look Back Period”). The 5<sup>th</sup> Year Look Back Study will analyze the areas within the Study Scope to determine the dollar value of any significant and adverse impact the Community has experienced during the Full Look Back Period after accounting for the dollar value of any positive impacts of the Project to the Community during that same period. The results of the 5<sup>th</sup> Year Look Back Study will be set forth by the Third Party in a in a detailed report, which will be disseminated concurrently to MGM and the Community, setting forth the Third Party’s findings (the “5<sup>th</sup> Year Study Report”). Prior to issuance of the 5<sup>th</sup> Year Study Report, however, the Parties agree that the Third Party shall first provide concurrently to each of the Parties a draft of its report, and provide each of the Parties sixty (60) days to review and provide comments to the report (respectively,

“Community’s 5<sup>th</sup> Year Study Comments” and “MGM’s 5<sup>th</sup> Year Study Comments”, collectively the “5<sup>th</sup> Year Study Comments”). Within thirty (30) days following the expiration of that review period, including the receipt and consideration of the Parties’ 5<sup>th</sup> Year Study Comments, if any, the Third Party will issue to the Parties its 5<sup>th</sup> Year Study Report.

5. The Third Party Role. The Parties agree that notwithstanding MGM’s agreement to fund the Third Party for the Initial Study, the 1<sup>st</sup> Year Look Back Study, and the 5<sup>th</sup> Year Look Back Study, the Third Party shall conduct such studies independently pursuant to this Agreement. MGM shall select the Third Party in good faith, in consultation with the Community and upon mutual agreement of MGM, on the one hand, and a majority of the abutting communities who voluntarily enter into a substantially similar surrounding community agreement with MGM. The Parties agree that the Third Party should be neutral and independent and qualified in the area of economic development and impacts thereof (both positive and adverse), including traffic, land use, public safety, business impacts, social impacts and any other matters within the Study Scope. In the reasonable discretion of the Third Party, the Third Party may subcontract with other experts and/or consultants as reasonably necessary to ensure the breadth of expertise necessary and appropriate to study the full range of potential impacts on the Community. The Community shall have full and unfettered access to the Third Party throughout the course of its engagement.

6. Determination of Net Adverse Impact Amounts.

(a) Year One Net Adverse Impact Amount. Upon issuance of the 1<sup>st</sup> Year Study Report, the Parties will work in good faith to mutually agree upon the dollar value of the net significant and adverse impact on the Community, if any, based on the 1<sup>st</sup> Year Study Report (the “Year One Net Adverse Impact Amount”). It is the Parties’ intent to determine “Major Negative Impact Amounts,” which shall mean any impact mitigation cost in excess of Five Hundred Thousand Dollars (\$500,000.00), if any, exclusively through the 1st Year Look Back Study and as part of the Year One Net Adverse Impact Amount. If the Parties cannot agree on the Year One Net Adverse Impact Amount, then, no later than the forty-fifth (45<sup>th</sup>) day following the issuance of the 1<sup>st</sup> Year Study Report, the Community shall present to MGM a written offer setting forth the amount proposed to be the Year One Net Adverse Impact Amount and the reasons supporting such offer (the “Community’s Year One Offer”). Within fifteen (15) days of receipt of that offer, MGM shall either (i) accept the Community’s Year One Offer as the Year One Net Adverse Impact Amount, in which case such offer shall become the Year One Net Adverse Impact Amount or (ii) present a written counter offer proposed to be the Year One Net Adverse Impact Amount and the reasons supporting such offer (“MGM’s Year One Counter Offer”).

Upon receipt of MGM's Year One Counter Offer, the Community will have fifteen (15) days within which to accept or reject it. If the Community accepts MGM's Year One Counter Offer, such counter offer shall become the Year One Net Adverse Impact Amount. If the Community rejects MGM's Year One Counter Offer, the Parties shall follow the arbitration procedure set forth in subsection 6(c) below.

(b) Year Five Net Adverse Impact Amount. Upon issuance of the 5<sup>th</sup> Year Study Report, the Parties will work in good faith to mutually agree upon the dollar value of the net significant and adverse impact on the Community, if any, based on the 5<sup>th</sup> Year Study Report (the "Year Five Net Adverse Impact Amount"). Any Major Negative Impact Amounts determined as part of the 1<sup>st</sup> Year Look Back Study and determined to be continuing obligations, may be incorporated into the Year Five Adverse Impact Amount, as applicable; provided however, no new or additional Major Negative Impact Amounts may be determined subsequent to the determination of the Year One Net Adverse Impact Amount, including without limitation as part of the 5<sup>th</sup> Year Look Back Study or incorporated into the Year Five Net Adverse Impact Amount. If the Parties cannot agree on the Year Five Net Adverse Impact Amount, then, no later than the forty-fifth (45<sup>th</sup>) day following the issuance of the 5<sup>th</sup> Year Study Report, the Community shall present to MGM a written offer setting forth the amount proposed to be the Year Five Net Adverse Impact Amount and the reasons supporting such offer (the "Community's Year Five Offer"). Within fifteen (15) days of receipt of that offer, MGM shall either (i) accept the Community's Year Five Offer as the Year Five Net Adverse Impact Amount, in which case such offer shall become the Year Five Net Adverse Impact Amount or (ii) present a written counter offer proposed to be the Year Five Net Adverse Impact Amount and the reasons supporting such offer ("MGM's Year Five Counter Offer"). Upon receipt of MGM's Year Five Counter Offer, the Community will have fifteen (15) days within which to accept or reject it. If the Community accepts MGM's Year Five Counter Offer, such counter offer shall become the Year Five Net Adverse Impact Amount. If the Community rejects MGM's Year Five Counter Offer, the Parties shall follow the arbitration procedure set forth in subsection 6(c) below.

(c) Arbitration of Net Adverse Impact Amounts. The Parties agree that to the extent that they are unable to agree upon the Year One Net Adverse Impact Amount or the Year Five Net Adverse Impact Amount (collectively, the "Net Adverse Impact Amounts"), the Net Adverse Impact Amounts shall be determined by an arbitration hearing held in Hampden County, Massachusetts within thirty (30) days of the rejection of MGM's Year One Counter Offer or MGM's Year Five Counter Offer, as the case may be, (unless a different timeframe is otherwise agreed to by the Parties) and shall be conducted by a three person panel (unless the Parties agree on the identity of a single arbitrator) from JAMS, Inc. pursuant to the rules and



procedures thereof, with each Party choosing one member of the arbitration panel, and each of those selections agreeing on the third member. The arbitrator(s) shall only consider, as applicable: the Initial Study, the 1<sup>st</sup> Year Study Report, the 1<sup>st</sup> Year Study Comments, the 5<sup>th</sup> Year Study Report, the 5<sup>th</sup> Year Study Comments, the Community's Year One Offer, MGM's Year One Counter Offer, the Community's Year Five Offer and MGM's Year Five Counter Offer, which shall constitute the exclusive arbitration record. With respect to the Year One Net Adverse Impact Amount, the arbitrator(s) shall select either the Community's Year One Offer or MGM's Year One Counter Offer. With respect to the Year Five Net Adverse Impact Amount, the arbitrator(s) shall select either the Community's Year Five Offer or MGM's Year Five Counter Offer. Each Party shall bear its own costs of the arbitration. The Parties agree that the decision of the arbitrator(s) which shall be rendered within thirty (30) days of the date of the arbitration hearing, shall be final, binding and non-appealable.

#### 7. Payment of Net Adverse Impact Amounts.

(a) Priority of Reimbursement Obligations. The Parties hereby agree that the Community shall look exclusively to the Annual Payments as set forth herein for satisfaction of the Net Adverse Impact Amounts up to the amount of the Annual Payments. The Parties further agree that the Community shall next exercise good faith efforts to secure state funding for any remaining Net Adverse Impact Amounts through the funds established by M.G.L. c. 23k, §§ 58-64, as applicable (the "State Mitigation Funds"). To the extent that any Net Adverse Impact Amounts remain unfunded after application of the Annual Payments and any funding received from the State Mitigation Funds, MGM agrees to pay the balance to the Community as set forth below. To the extent that the Community receives funding from one of the State Mitigation Funds after MGM has paid any Net Adverse Impact Amount beyond the Annual Payments, MGM shall be entitled to a credit toward any future Net Adverse Impact Amount payment obligations in excess of its Annual Payments obligation.

(b) Payment of Year One Net Adverse Impact Amount. MGM shall pay the unfunded Year One Net Adverse Impact Amount, if any, in excess of the Annual Payments and any funding the Community has received from the State Mitigation Funds and/or any Other Mitigation Funding (as defined in Exhibit A), within thirty (30) days of the determination of said amount pursuant to Section 6 above and, to the extent that such amount is deemed to be an annual obligation, shall continue to make such payment annually thereafter, until the determination of the Year Five Net Adverse Impact Amount. The Parties further acknowledge that if the 1<sup>st</sup> Year Look Back Study demonstrates a net positive impact, or the Year One Net

Adverse Impact Amount is determined to be less than the Annual Payments plus any funding the Community has received from the State Mitigation Funds and/or any Other Mitigation Funding, MGM shall have no further monetary obligations to the Community beyond the Annual Payments during the period up to the determination of the Year Five Net Adverse Impact Amount.

(c) Payment of Year Five Net Adverse Impact Amount. MGM shall pay the unfunded Year Five Net Adverse Impact Amount, if any, in excess of the Annual Payments and any funding the Community has received from the State Mitigation Funds and/or any Other Mitigation Funding, within thirty (30) days of the determination of said amount pursuant to Section 6 above and, to the extent that such amount is deemed to be an annual obligation, shall continue to make such payment annually thereafter through the remainder of the Term. The Parties, further acknowledge that if the 5<sup>th</sup> Year Look Back Study demonstrates a net positive impact, or the Year Five Net Adverse Impact Amount is determined to be less than the Annual Payments plus any funding the Community has received from the State Mitigation Funds and/or any Other Mitigation Funding, MGM shall have no further monetary obligations to the Community beyond the Annual Payments.

8. Assignment. This Agreement may not be assigned or transferred by either Party without the prior written consent of the other Party; provided, however: (i) MGM may assign this Agreement to an acquirer of all, or substantially all, of its assets or equity interests; and (ii) MGM may assign this Agreement to any affiliate so long as such assignment does not relieve MGM of any obligation hereunder.

9. Term and Termination. This Agreement shall continue for the Term as defined above or until terminated by the mutual written agreement of all of the Parties. The Parties agree that their respective obligations and commitments hereunder are subject to such Party's compliance with the terms and conditions of this Agreement, and that in the event such Party materially breaches such obligations, the non-breaching Party shall have the right to terminate this Agreement. Upon written notice to the Community, MGM shall have the right to terminate (with or without cause) on the date on which (i) MGM provides notice to Community that it has determined in its sole discretion that it is no longer eligible to receive or continue to pursue a Gaming License with no material conditions unacceptable to MGM or (ii) following the approval of MGM for a Gaming License, such Gaming License is no longer effective for any reason

whatsoever. Such termination shall not relieve MGM of the obligation to reimburse the Community for any consultant fees incurred prior thereto or for any other payment obligations that have arisen prior thereto.

10. Entire and Final Agreement. This Agreement contains all of the terms, promises, conditions and representations, made or entered into by and among the Parties, supersedes all prior discussions, agreements and memos, whether written or oral between and among the Parties, and constitutes the entire understanding of the Parties and shall be subject to modification or change only in writing and signed by all Parties. The Parties acknowledge that by entering into this Agreement, they are waiving the right to arbitration under the Surrounding Community Regulation; and pursuant to 205 CMR 127.02, the Parties further waive and hereby relinquish the right to reopen this Agreement for any of the reasons set forth in subsections (1) through (3) thereof.

11. Compliance with Laws. The Parties shall perform all of their respective obligations under the Agreement in compliance with all applicable laws, ordinances, regulations, or codes. This Agreement shall be governed by, and construed according to, the laws of the Commonwealth of Massachusetts, without regard to any choice of law provisions thereof which would require application of the laws of another jurisdiction.

12. Remedies. In the event that either of the Parties seeks the enforcement of the terms of this Agreement or seeks damages for a breach of any obligations hereunder, it is specifically understood and agreed that any and all such claims shall be submitted to final and binding arbitration to take place in Hampden County, Massachusetts. Such arbitration shall be conducted by a three person panel (unless the Parties agree on the identity of a single arbitrator) from JAMS, Inc. pursuant to the rules and procedures thereof, with each Party choosing one member of the arbitration panel, and each of those selections agreeing on the third member. The prevailing Party shall recover its costs and reasonable attorney's fees incurred in such arbitration proceeding. The Parties shall have the right to commence litigation or other legal actions or proceedings with respect to any claims solely relating to enforcement of the dispute resolution provisions of this Agreement, or enforcement of the decision and/or award in an arbitration under this Section.

13. Execution in Counterparts. This Agreement may be signed upon any number of counterparts with the same effect as if the signatures on all counterparts are upon the same instrument.

14. Severability; Captions. In the event that any clause or provision of this Agreement should be held to be void, voidable, illegal, or unenforceable, the remaining portions of this Agreement shall remain in full force and effect. Headings or captions in this Agreement are added as a matter of convenience only and in no way define, limit or otherwise affect the construction or interpretation of this Agreement.

15. Interpretation. This Agreement shall be given a fair and reasonable interpretation of the words contained in it without any weight being given to whether a provision was drafted by one Party or its counsel.

16. Authority. Each Party represents and warrants to the other Parties that it has full power and authority to make this Agreement and to perform its obligations hereunder and that the person signing this Agreement on its behalf has the authority to sign and to bind that Party.

## EXHIBIT "A"

### **A. Study Scope**

The objective of the Initial Study, 1<sup>st</sup> Year Look Back Study, and 5<sup>th</sup> Year Look Back Study (the "Studies") shall be to assess the dollar value of any significant and adverse impact of the Project on a Surrounding Community, after offsetting for the dollar value of any positive impacts of the Project on such community. In determining such assessment the Studies shall consider the following:

#### 1. Potential Areas of Adverse Impact

- a. Net Substitution of Existing Commercial/Retail Activity
- b. Traffic Improvement Needs Directly Related to Travel to and from the Project Site based upon traffic analysis conducted by, or at the direction of, the Pioneer Valley Planning Commission (PVPC), similar in scope and process as that being conducted by PVPC as of the date of this Agreement
- c. Utility Infrastructure Needs Directly Related to the Project
- d. Crime Rates and Public Safety
- e. Residential Real Estate Values
- f. Public Education
- g. Public Health
- h. Extraordinary Municipal Administrative Burdens

#### 2. Potential Areas of Positive Impact and Mitigation

- a. Increase in Commercial/Retail Activity
- b. Tourism and Community Business Development
- c. Local Vendor/Supplier Spending in the Community
- d. Improved traffic and infrastructure directly attributable to MGM or MGM Tax Revenues Pursuant to M.G.L. c. 23k to the extent that such amounts are not in place of other state funding currently received by the Community as of the date of this Agreement;
- e. Crime Rates and Public Safety

- f. Residential Real Estate Values
- g. Receipt of MGM Tax Revenues Pursuant to M.G.L. c. 23k or any other third party funding, whether private or public, state or federal, which otherwise offsets or mitigates or is available to mitigate the potential adverse impact to the extent that such amounts are not in place of other state funding currently received by the Community as of the date of this Agreement ("Other Mitigation Funding");
- h. Employment of Residents

**B. Content of Study Reports**

Consistent with the Study Scope set forth above, the 1<sup>st</sup> Year Study Report and the 5<sup>th</sup> Year Study Report shall include, without limitation, the following:

1. Any significant and adverse impacts on the Community directly attributed to the Project and the estimated costs to the Community to mitigate such impact ("Estimated Mitigation Costs");
2. A determination of whether any Estimated Mitigation Costs are one-time costs or recurring costs and, if recurring costs, whether they are expected to increase or decrease over the Term;
3. Any positive impacts and benefits to the Community attributed to the Project and the estimated value to the Community ("Estimated Benefits"); and
4. A determination of whether any Estimated Benefits are one-time benefits or recurring benefits and, if recurring benefits, whether they are expected to increase or decrease over the Term.

**C. Standard of Review for Adverse Impact**


Consistent with 205 CMR 125.00, the Parties agree that the Community will not be deemed impacted under the Studies unless the Community is significantly and adversely impacted as a direct result of the Project. As a matter of clarification regarding the standard of review, the Parties expressly agree that for the purposes of MGM's liability to mitigate impact and payment obligations hereunder, the Community cannot be deemed to be significantly and adversely impacted from increased traffic or other business or consumer related activity resulting from MGM's cross-marketing with or other support for businesses within the Community. Such

agreed upon standard shall not, however, preclude the Community from seeking funding from the State Mitigation Funds to mitigate any such impacts.

**ACKNOWLEDGED AND AGREED TO BY:**

**Community:**

THE CITY OF HOLYOKE

By: 


Alex Morse

Its: Mayor

Dated: 01-13-2014

**MGM:**

BLUE TARP reDEVELOPMENT, LLC

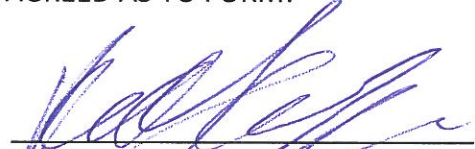
By: 

Bill Hornbuckle

Its: Authorized Signatory

Dated: 1/17/2014

**AGREED AS TO FORM:**



Heather G. Egan  
CITY SOLICITOR



## Impact Fee Funding Application : Entry # 1836

### Name of Department or Organization

Office of Planning & Economic Development

### Address

20 Korean Veterans Plaza, Suite 406  
Holyoke 01040  
[Map It](#)

### Email

[vegaa@holyoke.org](mailto:vegaa@holyoke.org)

### Phone

(413) 322-5655

### Primary contact for grant application

Aaron Vega

### Amount requested

\$100,000.00

### Project Summary

Community Benefit

\$100,000 is requested to bring the organization Beyond Walls back to Holyoke in the summer of 2023 to install 5 new murals in downtown Holyoke, specifically the Industry General (IG) district of the city - see attachment A of IG zone

Improving the built environment of downtown Holyoke in conjunction with the City's Tourism Plan is what Beyond Walls brings to Holyoke. The murals created in 2022 have gained local, national and international recognition. The 8 murals created by 10 artist builds on the work of El Corazon and other local public art projects. These inspiring works of art are woven into the Puerto Rican Cultural District, which is currently being established in partnership with city government and non-government organizations. (see attachments of press and MOU/documents re cultural district)

Self- guided walking and biking tours were revealed on October 15th as part of Doors of Open Holyoke Exploreholyoke.com has promoted these murals as a vibrant tourism attraction; additional and interactive tools are being developed to build on this attraction.

The cannabis industry has supported many tourism-related events in the city, building a direct link for us to work together on promoting and bringing people to Holyoke to support all retail establishments and reestablish our city as a place to work, visit and live.

Public art compliments coming downtown to shop and support many local artists, restaurants and small businesses. This investment will help in the city's marketing efforts, address public health by beautifying underutilized spaces and create a better lived experience in downtown Holyoke for residents and visitors alike.

### Project Impact

## Impact Fee Funding Application : Entry # 1836

Reestablishing retail is a challenge in any area, including downtown Holyoke. Addressing underutilized properties and blight are necessary to build a safe and welcoming retail environment. Additionally, having the ability to build a unique experience will support all local businesses.

Having the retail cannabis establishments downtown have been a draw for people to visit, but in this highly competitive and regulated market, projects like Beyond Walls can be beneficial to building additional recognition and customer base. Cannabis has brought many visitors to Holyoke, public art could turn these visitors into frequent contributors to other sectors of the economy beyond the cannabis industry. Finding ways to increase downtown foot traffic through positive attractions is vital to the city's tourism and economic development initiatives.

Recent action by the city under the Mayor's Flex Squad has seen improvements in addressing litter, illegal dumping and unmaintained empty lots, these actions benefit all who work and live in downtown Holyoke. Expanding the Beyond Walls work in the city will continue to build on the public and private investments across the city.

### Community Need and Support

Beyond Walls prioritizes introducing public art curated to the community's experiences and culture by partnering with local organizations, municipalities, community members, and experts. The murals around the city enhance the physical landscape, drive positive economic change, and bolster community engagement. Furthermore, Beyond Walls has intensified efforts to galvanize communities around shared goals, strengthening existing partnerships, establishing and expanding relationships with nonprofit and municipal leaders, and addressing the most pressing community needs. Beyond Walls supports community engagement and partnerships to provide fruitful artwork that reinforces public art to amplify the voices of the community and celebrate diversity, equity, and inclusion.

### Ongoing costs of maintenance

zero on going costs

### Request Related to City Projects

This request is directly related to the Tourism Plan for the city and our Local Rapid Recovery Plan. Both plans have action steps to activate underutilized spaces for public use and to build on assets that attract people to the city.

### Additional Information

Information on the Beyond Walls project in 2022 on the city's tourism website Explore Holyoke.

<https://www.exploreholyokey.com/guide/beyond-walls-tour-holyoke-2022/>

### Notes



(ID: 62fd13ec90605)

added October 18, 2022 at 4:39 pm

WordPress successfully passed the notification email to the sending server.



# HOLYOKE HISTORIC AND CULTURAL TOURISM PLAN 2022

## ACKNOWLEDGEMENTS

### **Holyoke Office of Planning and Economic Development**

Aaron Vega – Director

Ileana Carrion – Senior Project Manager

Jennifer M. Keitt – Development Specialist

### **Core Stakeholder Group and Affiliations**

Holyoke Historical Commission

Richard Ahlstrom, Elana Aubrey, Christopher Gauthier

Wistariahurst Museum

Megan Seiler, Penni Martorell

Holyoke Council on Aging and Holyoke Senior Center

Navae Rodriguez

Holyoke Community College

Lisa Mahon, Maura Henry

Holyoke Library History Room

Eileen Crosby

Holyoke Media

Iohann Rashi Vega

### **PVPC Staff**

Shannon Walsh – Principal Planner, Historic Preservation

Tiffany Menard - Planner

Gabriel Filer – Senior Planner

Erica Johnson – Director, Community Development

Joe Hagopian – Intern, Community Development

Robin Fordham – Intern, Community Development

### **Special Thanks**

Dr. Stephen Mahoney, Quentin Donohue, and the high school History students at the Holyoke Public Schools

### **Funding Source**

Massachusetts Gaming Commission [Community Mitigation Fund](#)

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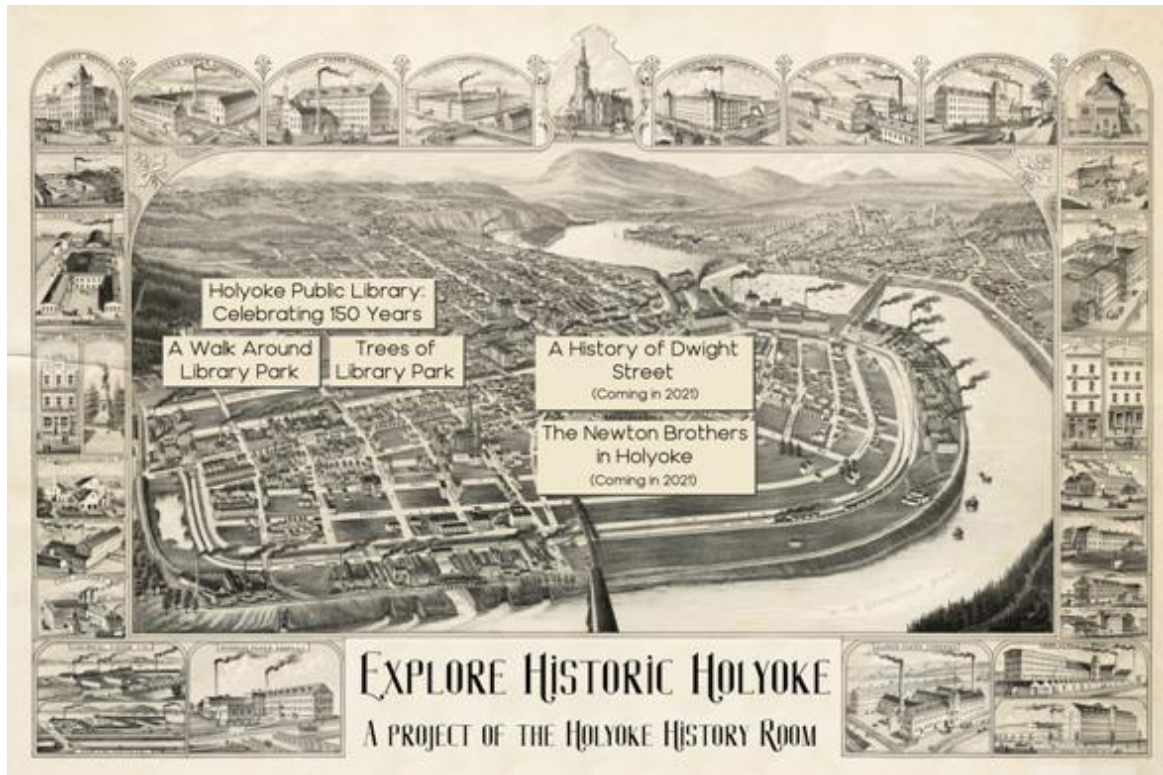


Figure 1: Holyoke History Room Tours Advertisement

## EXECUTIVE SUMMARY

Historic and cultural resources are valuable tools to support community strength and economic growth to any city. The City of Holyoke (City) intends to utilize these tools to build its tourism economy while attracting heritage tourism and has invested time, energy, and funding towards several recent plans which prominently highlight these resources.

### BACKGROUND

Mitigation funds from the Massachusetts Gaming Commission supported the development of the 2020 *Holyoke Tourism Strategic Plan*. This plan has led to the development of a city website and Community Calendar called Explore Holyoke, as well as a Tourism Advisory Committee which was formally established by ordinance in June 2022, under the Office of Planning and Economic Development (OPED).

In 2021, the City sought a consultant to undertake an assessment of historical tourism (also known as heritage tourism) conditions and opportunities to work in tandem with the *Holyoke Tourism Strategic Plan* and draw regional visitors for historic and cultural experiences that are equitable, accessible, and unique to Holyoke. The OPED actively participated in this project, as well as a core advisory group of stakeholders.

### MISSION

Using additional funding from the Massachusetts Gaming Commission, the 2022 *Holyoke Historic and Cultural Tourism Plan* (the Plan) has been developed as an appendix to the 2020 *Holyoke Tourism Strategic Plan* (2020 Plan) through the lens of heritage tourism. Community outreach, with online and in-person options, as well as targeted interviews have provided a better sense of resident and stakeholder perspectives, needs, and goals.

### VISION

Holyoke is a city where visitors become inspired by its cultural diversity, informed by its history, charmed by its canals, and so enriched that they want to return. *Holyoke Tourism Strategic Plan 2020*

Holyoke's historic and cultural assets can be used to strengthen its community, attract guests to experience heritage tourism unique to Holyoke, and build a stronger economy. *Holyoke Historic and Cultural Tourism Plan 2022*

### PRINCIPLES FOR HOLYOKE

- Heritage Tourism will strive for authenticity and equitable representation of all cultural groups.
- Residents and visitors will have opportunities to enjoy historic and cultural aspects of Holyoke through attending signature events and experiencing signature destinations.
- Reactivating, strengthening, and marketing existing historic and cultural resources is crucial to the success of this plan.

### GOALS



Figure 2: Historic High Street, Holyoke

## INTRODUCTION

### ENVISIONING HISTORIC AND CULTURAL TOURISM IN HOLYOKE

*Holyoke is a city where visitors become inspired by its cultural diversity, informed by its history, charmed by its canals, and so enriched that they want to return.*

*Holyoke Tourism Strategic Plan 2020*<sup>1</sup>

*Holyoke's historic and cultural assets can be used to strengthen its community and attract guests to experience heritage tourism unique to Holyoke.*

*Holyoke Historic and Cultural Tourism Plan 2022*

### HISTORIC & CULTURAL HERITAGE TOURISM

Heritage tourism can be vital to an area's economic health, as well as providing quality-of-life benefits to residents.<sup>2</sup>

Each year, millions of travelers visit America's historic places. The National Trust for Historic Preservation defines heritage tourism as "traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present." A high percentage of domestic and international travelers participate in cultural and/or heritage activities while traveling, and those that do stay longer, spend more, and travel more often. Heritage tourism creates jobs and business opportunities, helps protect resources, and often improves the quality of life for residents.<sup>3</sup>

Within New England, this finding was recently reinforced in a 2018 study for Rhode Island that looked at the impact of historic preservation as an economic driver in areas to include heritage tourism, and life and culture. The report found that "historic resources in Rhode Island are significant contributors to the economy, quality of life, and the environment of the state. The historic cities, towns, and neighborhoods in Rhode Island attract visitors, residents, businesses, and investment."<sup>4</sup>

There are not recent studies specifically focused on the economic impact of heritage tourism in Massachusetts, but statewide tourism campaigns spotlight the power of historic and cultural attractions. VisitMa.com promises that "You can see, hear, feel, and sometimes even smell the history throughout Massachusetts" when experiencing destinations like Plimoth Plantation, Old Sturbridge Village, the Freedom Trail, Lexington Green, the African Meeting House and Old Ironsides, otherwise known as the USS Constitution.<sup>5</sup> A common link between these destinations is that they tell their story well through marketing, partnerships and outreach, and creative placemaking.

Restrictions related to the Covid19 Pandemic limited opportunities for travel and kept those who did travel close to home. In FY2020, there were 26.2 million total domestic visitors to places in Massachusetts with the largest state source of visitors from Massachusetts residents, defined as someone who travels 50 or more miles one way or who stays overnight in paid accommodations.<sup>6</sup> Entertainment, sightseeing, and outdoor recreation stood out as primary trip purposes.

<sup>1</sup> Crane Associates, "Final Report Holyoke Tourism Strategic Plan," June 2020, [holyokeyhasenergy.com](https://holyokeyhasenergy.com/wp-content/uploads/2021/04/Holyoke-Tourism-Plan.pdf), <https://holyokeyhasenergy.com/wp-content/uploads/2021/04/Holyoke-Tourism-Plan.pdf>

<sup>2</sup> PlaceEconomics, "Beyond Tourism. Historic Preservation in the Economy and Life of Savannah and Chatham County," 2015 <https://www.placeeconomics.com/wp-content/uploads/2016/08/HSF-Beyond-Tourism-Report-2015-v4.pdf>

<sup>3</sup> Advisory Council on Historic Preservation, "Heritage Tourism," [https://www.achp.gov/heritage\\_tourism](https://www.achp.gov/heritage_tourism)

<sup>4</sup> PlaceEconomics, "Historic Preservation: An Overlooked Economic Driver. A Study of the Impacts of Historic Preservation in Rhode Island," 2018, [https://www.placeeconomics.com/wp-content/uploads/2018/03/Rhode-Island-Report\\_3.2.18-pages-smaller.pdf](https://www.placeeconomics.com/wp-content/uploads/2018/03/Rhode-Island-Report_3.2.18-pages-smaller.pdf)

<sup>5</sup> "Things to Do - History," <https://www.visitma.com/things-to-do/history/>

<sup>6</sup> [https://www.visitma.com/wp-content/uploads/2022/05/2022\\_Annual\\_Report\\_FINAL.pdf](https://www.visitma.com/wp-content/uploads/2022/05/2022_Annual_Report_FINAL.pdf)

Massachusetts recently ranked as the 2022 number one *Best State to Live In* according to personal finance website WalletHub, using metrics such as affordability, safety, quality of life, economy, education, and health.<sup>7</sup> Quality of life in Western Massachusetts is enhanced by the built environment showcasing industry and architecture, as well as natural and planned landscapes which provide scenic beauty. Holyoke stands out in the region as a city where you can enjoy all these types of offerings in one place.

## HOLYOKE'S HISTORIC & CULTURAL IDENTITY

The City of Holyoke (City) has the benefit of a city historian, engaged city staff and volunteer stakeholders, and residents who are very knowledgeable about the area's history and evolution.

The City website provides a general overview of the area's early history, beginning with the presence of Native American Algonquin (Pequots, Mohegans, and Chippewas), Agawam, and Nonotuck tribes to the European settlers who purchased and developed the land which would become today's Holyoke.<sup>8</sup>

The mills and canals which still dominate the streetscapes illustrate the importance of the nationally recognized "Paper City" of Holyoke, as one of the earliest planned Industrial-era cities in the country. This collective industrial heritage, combined with historic architecture, landscapes, and cultural offerings are a source of local pride and include a wealth of resources related to the City's early growth and development and tied to residents who make up the city's past, present, and future.

In 2022, the City can offer historic and cultural resources in the categories of:

- **ARCHITECTURE** commercial, institutional, industrial, ecclesiastical, structures & objects
- **LANDSCAPES** Mt. Tom, Connecticut River, trails, parks, canals, & urban gardens
- **STREETSCAPES** with buildings and other resources which provide context to the City's history
- **CULTURAL REPRESENTATIONS** museums, festivals, art, food, music, shopping

These assets will be examined through the lens of the three Strategic Thrusts identified in the 2020 Plan:

- **POSITIVE PUBLIC PERCEPTION OF HOLYOKE**
- **EFFECTIVE AND COORDINATED STRATEGIC MARKETING**
- **ATTRACTIVE DESTINATIONS**



Figure 3 MIFA Victory Theatre

<sup>7</sup> Adam McCann, "2022's Best States to Live In," [wallethub.com](https://wallethub.com), *2022's Best States to Live in (wallethub.com)*, accessed 2022.  
<sup>8</sup> "History of Holyoke," <https://www.holyoke.org/history-of-holyoke/>

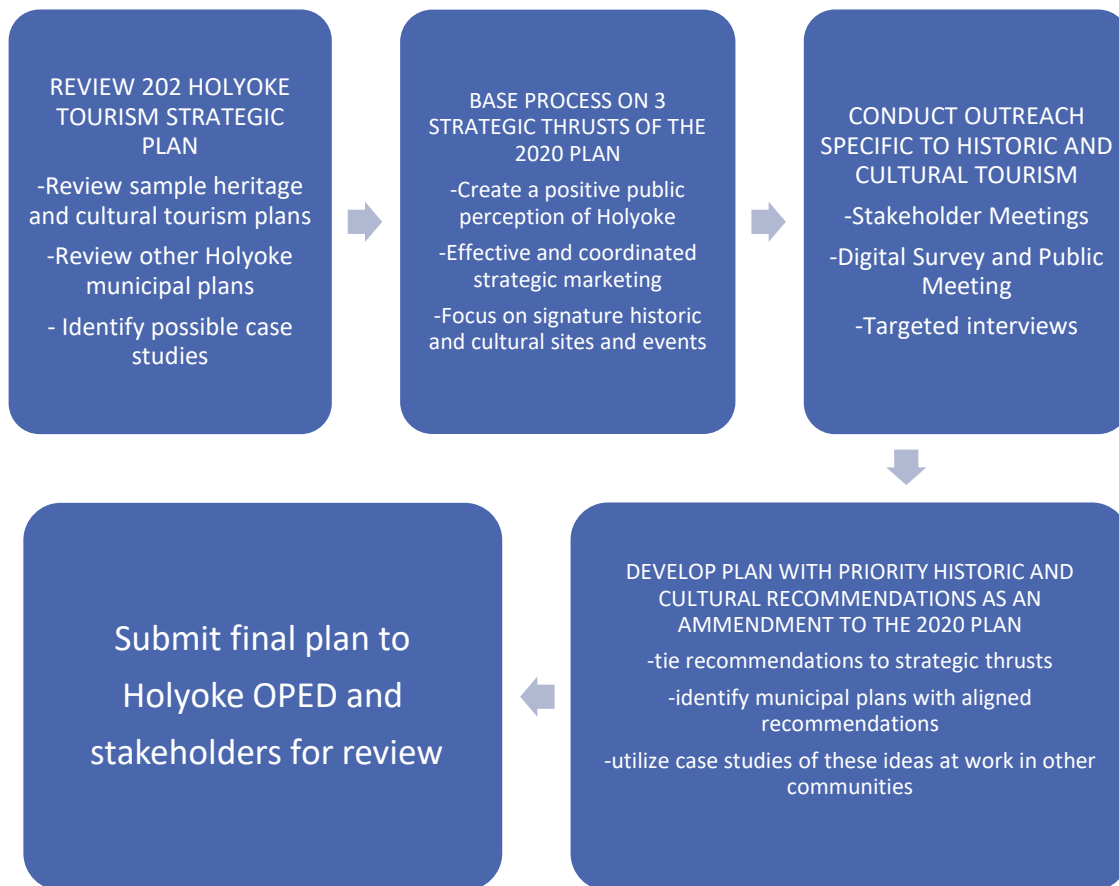


## HERITAGE TOURISM AS A STRATEGY

The Advisory Council on Historic Preservation says that “Heritage tourism creates jobs and business opportunities, helps protect resources, and often improves the quality of life for local residents.”<sup>9</sup> Holyoke is already designated as a *Preserve America* community, which supports “promoting historic preservation as a community development tool through heritage tourism.”<sup>10</sup> Focusing on heritage tourism in Holyoke will further help to support community *Placemaking* efforts, and will also help residents to make informed decisions about neighborhood revitalization efforts, with an enhanced understanding that historic resources and cultural offerings in Holyoke should be a source of pride, a catalyst for community strength, and a valuable economic tool.

The 2020 Plan identified the city’s most valuable tourism assets and services. This 2022 amendment to that plan focuses on the City’s historic and cultural resources and how best to utilize these assets to support community growth and economic development while ultimately supporting Holyoke’s evolution as a destination for untapped tourism potential.

### HOLYOKE HISTORIC & CULTURAL TOURISM PLAN PROCESS OVERVIEW



<sup>9</sup> “Heritage Tourism,” *Advisory Council on Historic Preservation*, [https://www.achp.gov/heritage\\_tourism](https://www.achp.gov/heritage_tourism), accessed November 2021.

<sup>10</sup> *Ibid*

## SITUATION ANALYSIS

The City has begun to implement recommendations from the 2020 Plan, particularly through the creation of a Tourism Advisory Committee (TAC) and the development of the Explore Holyoke website and Community Calendar.<sup>11</sup> Receiving funding from the Mass Gaming Commission for the 2022 Holyoke Historic and Cultural Tourism Plan as an amendment to the 2020 plan shows recognition of the value of history and culture and that these unique offerings are compatible with resources valued in other areas in Western Massachusetts. An incredible result of nearly 800 responses in the digital survey (Appendix D) emphasized that “While Holyoke has many great assets, its greatest asset is its people.”



Figure 4: Holyoke Merry-Go-Round in Heritage State Park

The drive and human capital to implement action in Holyoke is a case study for other cities. This is evident in St. Patrick’s Day Parade festivities, widespread community gardening activities, the Heart of Holyoke project, and many other initiatives that have broad organizational support large and small, from weaving cooperatives, to artists communities, sporting clubs and more. This is Holyoke’s greatest asset.<sup>12</sup>

The strength of Holyoke’s collective community and passion for its abundance and variety of historic and cultural built and natural resources remains evident through this planning process.

Opportunities going forward include developing coordinated branding and communication with the creation of a **Marketing or Communications Director** position and exploring the establishment of a **Cultural Coordinator** role to strengthen and connect the variety of arts and cultural initiatives happening or in the works in Holyoke. Understanding the responsibilities currently held by the City’s Department of Public Works and Parks and Recreation Department will more clearly define any capacity gaps and undertakings that fall under these departments. Strengthening the local historic and cultural offerings for residents will also entice guests who are currently visiting other Western Massachusetts cities and towns but not coming to Holyoke.

Weaknesses which make utilizing historic and cultural resources for heritage tourism challenging include municipal and volunteer capacity shortages in areas needed to accomplish goals, designated finances to allow for capacity building, communication breakdowns related to organizations working on similar but separate initiatives, and challenges with public perception of safety concerns and what there is to do of value in the City related to historic and cultural offerings. Organizations and residents continue to voice a need for timelier clean-ups of city streets and public places. While neighborhoods are clearly defined, there are not city-wide representative neighborhood or Ward councils or associations.

Since 2020, threats to strengthening historic and cultural offerings as tourism resources include closures and cancellations from COVID19 Pandemic which has led to ongoing disruptions in services and visitation, deterioration of significant resources, lack of coordinated marketing, and continued perceptions of safety issues in the City which may lead residents and guests to go elsewhere for heritage tourism.

<sup>11</sup> <https://www.exploreholyokey.com/>

<sup>12</sup> Crane Associates, “Final Report Holyoke Tourism Strategic Plan,” June 2020, [holyokeyhasenergy.com](https://holyokeyhasenergy.com), <https://holyokeyhasenergy.com/wp-content/uploads/2021/04/Holyoke-Tourism-Plan.pdf>

## THE 2022 PLAN

### NEW INITIATIVES

Holyoke has an abundance of historic and cultural resources to support and strength heritage tourism offerings for residents and guests.

The new **Tourism Advisory Council (TAC)**, recommended in the Holyoke Tourism Strategic Plan and formalized by ordinance to support tourism in June 2022, will be a useful tool for these resources.

The scope and purpose of this group is:

- to create and market a new brand for Holyoke
- to initiate permit reform for events, public gatherings
- to annually monitor and report the progress of tourism initiatives to the Mayor and City Council
- to review infrastructure maintenance programs and to support city beautification and cleanliness initiatives
- to coordinate business communications and Holyoke tourism opportunities into one marketing effort
- to establish and support signature destinations and districts such as a Puerto Rican Cultural District on Main Street and the Canal District
- To promote ecotourism and outdoor recreation
- To make recommendations for a financial and human resource plan
- To recommend annual updates to the Holyoke Tourism Strategic Plan
- To update and revise the Holyoke Tourism Strategic Plan from time to time as the Commission finds necessary

The Committee will be comprised of up to 15 members, to include one “youth,” with seven members specifically from the following agencies:

- Holyoke Cultural Council
- Greater Holyoke Chamber of Commerce
- Greater Springfield Convention and Visitors Bureau
- Holyoke Office of Planning and Economic Development
- Holyoke City Council
- Holyoke Historical Commission
- Wistariahurst Museum

The Explore Holyoke website has also been developed and launched in early 2022. This site includes categories on Arts and Culture, Fun and Leisure, Shopping and Retail, Heritage and History, Parks and Rec, and Food and Drink, and has a Community Calendar.

It also has links to the Greater Holyoke Chamber of Commerce<sup>13</sup> and the site Explore Western Mass<sup>14</sup>, setting up the potential for regional collaboration.

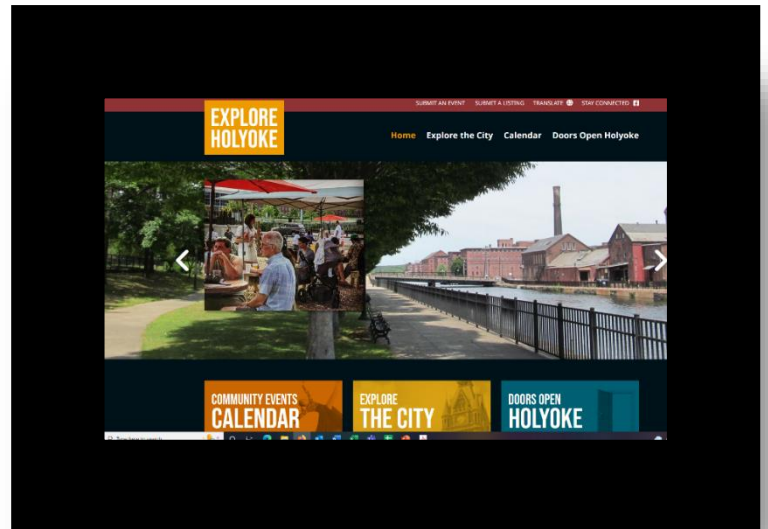


Figure 5: New Explore Holyoke Website

<sup>13</sup> <https://www.holyokechamber.com/>

<sup>14</sup> <https://explorewesternmass.com/meeting-planners/>

## VISION STATEMENT

Holyoke's historic and cultural assets can be used to strengthen its community and attract guests to experience heritage tourism unique to Holyoke.

*Holyoke Historic and Cultural Tourism Plan 2022*

## NEXT STEPS - STRATEGIC GROWTH OPPORTUNITIES

The research and outreach process related to heritage tourism in Holyoke identified three primary focuses which are also aligned with the 2020 Plan and TAC's scope and purpose.



### CAPACITY

As noted in the 2020 plan, “changing a city’s reputation is a long-term effort...this is not a short-term commitment, nor will it be free...Like all worthwhile efforts, this one will take time and money. If the current city leadership stands behind this recommendation today, then it will survive changes in government administrations for the likely duration to see progress, investments, and positive change.”<sup>15</sup> It is crucial to hire a Marketing or Communications Director to promote the City’s historic and cultural offerings; to establish a non-profit to oversee and fundraise for some of the city’s signature events; and to formalize a cultural coordinator position. The City’s Department of Public Works, the Office of Planning and Economic Development, and the Department of Parks and Recreation play major roles related to infrastructure, City-owned historic and cultural resources, and open spaces and programming. Auditing the responsibilities and resources of these departments is a first step in understanding if there are capacity issues.

### CULTURAL OFFERINGS (SIGNATURE EVENTS AND OFFERINGS)

While there have been some interruptions due to the COVID19 Pandemic, there have also been new cultural offerings developed since 2020 as well as efforts to revitalize and strengthen previously established events and destinations. There are currently a solid amount of signature events and offerings which relate to the history and culture of Holyoke. Inventorying, supporting, and strengthening these resources, establishing a strong marketing plan, and following best practices for placemaking are crucial steps towards presenting Holyoke as an attractive destination for heritage tourism.

### PLACEMAKING

Placemaking includes the creation of active neighborhoods, welcoming public spaces, and cities that meet the needs of their inhabitants on different levels.<sup>16</sup> The organization Project for Public Spaces (PPS) has guidelines<sup>17</sup> and recommendations<sup>18</sup> on how to improve living in cities by focusing on placemaking. The National Trust for Historic Preservation’s #ThisPlaceMatters campaign emphasizes the importance of maintaining, preserving, and recognizing the historic and cultural significance of locations and properties across the country.<sup>19</sup> Working towards strategic placemaking in Holyoke and including the community in the process will support the transformation of historic and cultural resources into assets for residents and attractions for guests.

<sup>15</sup> <https://holyokehasenergy.com/wp-content/uploads/2021/04/Holyoke-Tourism-Plan.pdf>

<sup>16</sup> “What is Placemaking,” <https://www.archdaily.com/961333/what-is-placemaking>

<sup>17</sup> “What Makes a Great Public Place?” <https://www.archdaily.com/914616/what-makes-a-great-public-place>

<sup>18</sup> “Five Essential Elements of a Placemaking Campaign,” <https://www.pps.org/article/five-essential-elements-of-a-placemaking-campaign?utm-medium=website&utm-source=archdaily.com>

<sup>19</sup> <https://savingplaces.org/this-place-matters/#YxH9u7TMKUk>

## HOLYOKE'S SIGNATURE EVENTS AND OFFERINGS

<b>SIGNATURE OFFERINGS</b>	Canal System & Canal District	Children's Museum at Holyoke	City-Wide Historic Architecture
Demented FX	H.H. Richardson Train Station at Depot Square	High Street Area (City Center)	Holyoke Merry-Go-Round
International Volley Ball Hall of Fame	Jones Ferry River Access	Main Street Area (Little Puerto Rico)	MIFA Victory Theatre
Parks, Trails, Reservoirs	Race Street Area (Arts District)	Robert E. Barrett Fishway	Wistariahurst Museum

<b>SIGNATURE EVENTS</b>	Celebrate Holyoke	Christmas Tree Lighting & Parade of Lights	Doors Open Holyoke	Fiestas Patronales de Holyoke
Great Holyoke Brick Race	Heritage Park Concert Series	Holyoke Farmers' Market	Mondays at the Armour Yard	Noche de San Juan
Paper City Regatta	Race Street Live Block Party	Restaurant Week	St. Patrick's Road Race & Parade	Valley Blue Sox Games
	Paper City Food Festival	Wistariahurst Programming		

## WHAT MAKES A GREAT PLACE?

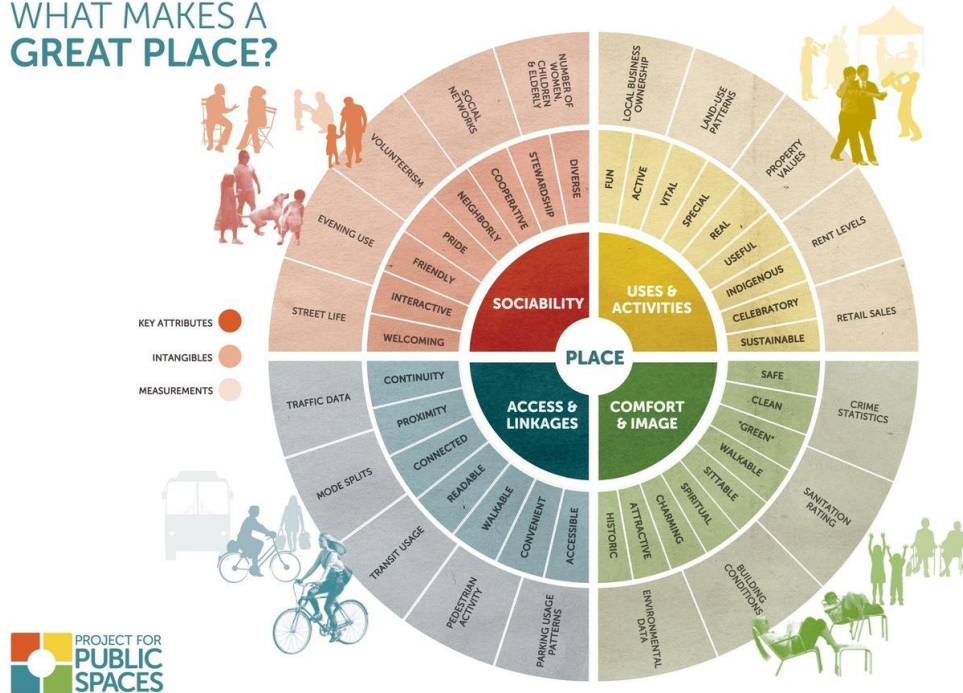


Figure 6: PPS Guide to Placemaking

## KEY RECOMMENDATIONS

### CAPACITY BUILDING

- Hire a Marketing or Communications Director
  - Develop a Marketing Plan to include cohesive branding, coordination of offerings
  - Develop a City-Wide Visitor Interpretive Experience Plan
  - Create an Online Public Engagement Platform (like Engage Amherst)
  - Pursue Funding
- Pursue cultural district designations through the Mass Cultural Council
- Designate a Cultural Coordinator to manage the districts
  - Duties include promotion of citywide cultural resources/support of Cultural Council
  - Management and pursuit of funding for districts once established
  - Focus on City Anniversary/explore whether to add or reinforce signature events
- Establish a non-profit organization to oversee and fundraise for some of Holyoke’s larger, signature events (like Spirit of Springfield and Westfield On Weekends-WOW)
- Identify DPW and Parks and Rec Department Roles
  - DPW (audit responsibilities, define roles, municipal-owned building report, city-wide sign audit, identify grants that this department can pursue)
  - Parks Dept (audit responsibilities, define role, identify grants that this department can pursue, partner with Heritage State Park DCR Team)
- Develop a Cultural Resources Inventory

## STRENGTHEN EVENTS AND OFFERINGS THROUGH PARTNERSHIPS & ADVOCACY

- Use the Holyoke Cultural Resources Inventory to identify potential partnerships
- Support and utilize the Tourism Advisory Council
- Support and utilize the Holyoke Chamber of Commerce – major resource and frequent fiscal agent
- Encourage and support partnerships and cross-promotions between all historic and cultural stakeholders (ex. Children’s Museum and Merry-Go-Round, Wistariahurst and Heritage Park Visitors Center)
- Work with signature offerings in support of viability and outreach to keep them open as often as possible.
- Reactivate empty spaces to build community support (ex. current meetups in Holyoke related to the Armour Yard – this model could be used for the depot building, mill spaces, street areas)
- Formalize and allow for accessible, easy to use and ongoing engagement to meet needs of community (Amherst’s Online Public Engagement Platform)
- Coordinate marketing of historic cultural stories and ways that people can access them (City of Stories Project, various tour programs, exhibits)
- Build Holyoke Pride (coordinated neighborhood signs, formal building sign program, National Trust This Place Matters style-campaign, formal historic and cultural building sign program, begin Explore Holyoke “My Holyoke” blog posts, QR codes and kiosks to share history and culture).
- Establish or strengthen an existing Holyoke event dedicated to the arts (Cultural Chaos/Mattoon Street Festival)
- Support the expansion of Nuestras Raices Community agriculture and develop one or more urban farm stands for residents and guests (like Gardening for the Community Maple Street Farmstand, Springfield)
- Move and expand the Volleyball Hall of Fame and add volleyball nets for public use throughout the city
- Expand the Children’s Museum of Holyoke and include an exhibit on regional history
- Support the rehabilitation and reactivation of the MIFA Victory Theatre as this will be a cultural and economic catalyst for the city center.
- Capitalize on the Valley Blue Sox fan base and add to the gameday experience (food trucks)

## PLACEMAKING TO BUILD A STRONG COMMUNITY

- Develop Design Guidelines to be applied throughout tourism areas and ultimately, the city
- Prioritize and be strategic with aesthetics and beautification (neighborhood signs, art, live and broadcasted music, infrastructure and facade improvements, trees, and planters, uplighting, string lights, pole banners)
- Use vacant storefronts to temporarily build historic and cultural awareness through art and storytelling with photos and artwork
- Build Cultural Awareness through storytelling (building signs, updated exhibits, cultural centers, central place for immigrant heritage)
- Main Street is a major access point to Holyoke and should be more welcoming
- Strengthen Access by supporting citywide and regional multimodal means of transportation
- Strengthen Neighborhoods/Wards (add cohesive signage for each neighborhood, provide municipal support of formal representative neighborhood/ward groups, encourage neighborhood events)
- Create a Public Market (Share Culture through Food and Shopping and could be space to share the entire cultural heritage of Holyoke. Worcester Public Market, near the Woo Sox, is a good example)
- Support the growth of Nueva Esperanza’s Puerto Rican/Afro Caribbean Cultural Center of Holyoke
- Utilize Preservation and Cultural Tools (ex. Preservation Easements, Local Historic Districts, Historic Tax Credits, MPPF, MA Cultural Council funds, MAPC Cultural Tool Kit)
- Establish protocol for translation services
- Establish permanent space for artisans (start with pop ups/kiosks)

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*"THE LATE TOURISM ECONOMIST PETER GRAY WAS FOND OF SAYING, 'IF YOU DO IT FOR THE LOCALS THE TOURISTS WILL COME; IF YOU DO IT FOR THE TOURISTS, ONLY THE TOURIST WILL COME.'"* [PlaceEconomics](#)

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Figure 7: Summer Concert Series in Heritage Park 1991



## DOCUMENTING THE IMPACT

Based on Guidance in *Building a Cultural Heritage Tourism Program*, successful, sustainable growth of a cultural heritage tourism program requires a clear process and constant feedback, evaluation, and adjustment.<sup>20</sup> There are four stages of an evaluation cycle:

**ANALYZE** – Analyze the ways that you can improve the outcomes and impacts that characterize your program’s progress towards achieving its goals. This includes things such as return on investment, numbers of visitors, ratio of visitors to staff, visitor feedback, and an online presence. The establishment of a community engagement platform will help with ongoing outreach.

**ADJUST** – Allow for any adjustments identified during analysis for your program to continue to progress seamlessly. Adjust your plan to create the best outcomes such as forming new partnerships, creating new activities, and improving facilities.

**APPROVE** – Review requested adjustments to ensure they are sustainable for the long-term health of your program. This involves the input of key members who have become stakeholders in your cultural heritage tourism program. Clear decision making and consensus are key.

**IMPLEMENT** – Share the tangible experiences that you and your community have created together based on continual careful analysis, adjustments, and agreed upon approvals.



Figure 8: Paper Making Exhibit at Heritage State Park DCR Visitor's Center

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### **DESIGN GUIDELINES** (*Building a Cultural Heritage Tourism Program*)

**AESTHETICS** *Provide design guidelines for light standards, signage, and furnishings to be applied throughout tourism areas; Incorporate streetscape elements like consistently designed lamp posts to help define and enhance pedestrian zones; Include standardized street lighting, string lighting, and uplighting to highlight significant resources; Design business and advertising signage that identifies businesses without dominating the setting or skyline.*

**SAFETY** *Install appropriate traffic calming measures in key locations; Where possible include sidewalks that are separated from the roadway by landscaping or barriers and incorporate medians to divide travel lanes at intersections in high travel areas; Provide safe and clearly marked pedestrian crossings.*

**ORIENTATION** *Develop a detailed Wayfinding Plan; Incorporate wayfinding at key locations throughout the community that provides appropriate levels of information to visitors.*

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<sup>20</sup> David Ketz and Anne Ketz, *Building a Cultural Heritage Tourism Program*, <https://106group.com/wp-content/uploads/2020/10/Cultural-Heritage-Tourism-LBT-Paper-2020-david-kezt-anne-kezt-1.pdf>

**SHORT TO MEDIUM TERM ACTION STEPS**

<b>ACTION</b>	<b>ANTICIPATED OUTCOMES</b>	<b>STRATEGY FROM PLAN</b>	<b>STAKEHOLDERS</b>	<b>TIMEFRAME</b>	<b>FUNDING SOURCES</b>
Hire a Marketing or Communications Director	Create a Marketing Plan, branding and cohesive marketing, develop a civic engagement platform	Capacity Building  Partnerships and Advocacy	OPED TAC Chamber of Commerce All Stakeholders, particularly municipal-owned and operated	Short-term	Grant Funding  City Budget
Establish a Cultural Coordinator (See Creative Economies Industry Coordinator from 2020 TSP)	Develop a Cultural Resources Inventory, establish cultural partnerships, pursue Cultural District Designation	Capacity Building  Partnerships and Advocacy	OPED TAC Chamber of Commerce Holyoke Cultural Council	Short-term to Medium-term	Parking fees  Holyoke Cultural Council  Mass Cultural Council
Support establishment of a private non-profit to fundraise and run major signature events	Establish new and strengthen existing community cultural events and initiatives	Capacity Building  Partnerships and Advocacy	Holyoke Chamber of Commerce Marketing Director TAC	Short-term to Medium-term	Fundraising Grant Funding Capital Campaign (see Appendices B and E)
Audit DPW Responsibilities  Audit Holyoke Parks and Recreation Responsibilities	Confirm capacity to responsibility ratio, prioritize city cleanup, develop city-owned properties inventory, conduct a city-wide sign audit, pursue grants	Capacity Building  Placemaking	DPW P&R OPED Office of Conservation and Sustainability	Short-term (cleanup) to Medium term	City Budget  Grants to include NPS and CPA if projects meet categories (see Appendix E)
Develop Design Guidelines and beautification work to be applied throughout tourism areas	Infill should be compatible with context of historic streetscapes. Establish permanent space for artisans.	Placemaking (see 2014 <a href="#">Placemaking Ideabook for Holyoke's Innovation District</a> )	Marketing Director OPED Office for Community Development Holyoke Chamber of Commerce	Medium Term	Revisit past studies and pursue Grant Funding (see Appendices B, C and E)
Support the establishment of neighborhood associations	Add cohesive neighborhood signage, support, and encourage neighborhood events	Capacity Building  Partnerships and Advocacy  Placemaking	Office for Community Development OPED	Medium Term	Grant Funding (Holyoke Cultural Council to support events) and City Budget (See Appendices B and E)

APPENDIX A – STAKEHOLDERS

RESOURCE	NOTES
Children’s Museum at Holyoke	<a href="https://www.childrensmuseumholyoke.org/">https://www.childrensmuseumholyoke.org/</a> For 40 years, the goal of this local cultural institution is to enhance the educational and cultural awareness of all children through the arts, sciences, and world. Features participatory exhibits and interactive learning.
Doors Open Holyoke	<a href="https://www.doorsopenholyoke.org/event-guide">https://www.doorsopenholyoke.org/event-guide</a> <ul style="list-style-type: none"> <li>Introduces new tourist spots and encourages the visitation of well-known destinations in Holyoke, free of charge</li> </ul>
Explore Holyoke	<a href="https://www.exploreholyoke.com/">https://www.exploreholyoke.com/</a> is the new community engagement site and calendar for Holyoke residents and visitors
Great Holyoke Brick Race	<a href="http://www.thegreatholyokebrickrace.com/">http://www.thegreatholyokebrickrace.com/</a> <ul style="list-style-type: none"> <li>A community event in which participants creatively decorate and build bricks with wheels to race motor-free</li> </ul>
Historical Tours of Greater Holyoke	<a href="http://www.holyokecanaltour.org/">http://www.holyokecanaltour.org/</a> <a href="http://www.holyokecanaltour.org/tours-on-other-topics-in-holyoke/">http://www.holyokecanaltour.org/tours-on-other-topics-in-holyoke/</a> <ul style="list-style-type: none"> <li>Free public tours/Private tours for a fee</li> <li>Tours of mills, canalways, Olmsted Parks, neighborhoods, etc.</li> </ul> Hosted by the Holyoke Preservation Trust
Holyoke Chamber of Commerce	<ul style="list-style-type: none"> <li>Revitalized and rebranded organization</li> <li>Fiscal Agent for many of the city’s signature events</li> </ul>
Holyoke Civic Symphony (originally formed as part of Holyoke Community College)	<a href="http://www.holyokecivicsymphony.org/">http://www.holyokecivicsymphony.org/</a> <ul style="list-style-type: none"> <li>Performs four concerts each season (three free of charge)</li> </ul> HCC provides rehearsal and concert space, instrument loans, and other essential services
Holyoke Community College	<a href="https://www.hcc.edu/about">https://www.hcc.edu/about</a> <a href="https://www.hcc.edu/about/taber-art-gallery">https://www.hcc.edu/about/taber-art-gallery</a> <a href="https://www.hcc.edu/about/facts-and-history">https://www.hcc.edu/about/facts-and-history</a> <ul style="list-style-type: none"> <li>Educational classes are offered as well as workforce training classes</li> <li>First 2-year college in the state</li> <li>Offer cultural and recreation events and activities to the community</li> <li>Has the largest disc golf course in Western Mass</li> </ul> Holds an annual art exhibition that is open to the public
Holyoke Community Preservation Act Committee	Historic Preservation projects are a required use of Community Preservation Act funds. <a href="https://holyokecpac.org/">https://holyokecpac.org/</a> <ul style="list-style-type: none"> <li>Most recent plan appears to be from 2018</li> </ul>
Holyoke Cultural Council	<a href="https://massculturalcouncil.org/local-council/holyoke/">https://massculturalcouncil.org/local-council/holyoke/</a> <a href="https://www.facebook.com/HolyokeCulturalCouncil/">https://www.facebook.com/HolyokeCulturalCouncil/</a>  Provides grant funding for concerts and festivals, community arts and cultural organizations, art education in schools, and projects celebrating diversity.  Currently on Facebook only - Should have presence on the city web site and support the pursuit of cultural district designations.

<p>Holyoke Farmers’ Market</p>	<p><a href="https://holyokefarmersmarket.wordpress.com/">https://holyokefarmersmarket.wordpress.com/</a>  <a href="https://www.facebook.com/HolyokeFM/">https://www.facebook.com/HolyokeFM/</a></p> <ul style="list-style-type: none"> <li>• Vendors accept SNAP, HIP, and EBT</li> <li>• Held every Saturday in the summer on Race Street</li> <li>• Vendors sell produce, ready to eat food, soaps, etc.</li> </ul> <p>Facebook page promotes other community events such as free fitness classes</p>
<p>Holyoke Historical Commission and Holyoke Historic District Commission</p>	<ul style="list-style-type: none"> <li>• Knowledgeable and engaged Commissioners</li> <li>• Capacity issues</li> </ul> <p><a href="https://www.holyoke.org/departments/historical-commission/">https://www.holyoke.org/departments/historical-commission/</a>          Holyoke is also a Certified Local Government and works with the National Park Service to promote nationwide preservation initiatives. This commitment is key to America’s ability to preserve, protect, and increase awareness of our unique cultural heritage found across the country.  <a href="https://www.nps.gov/subjects/clg/index.htm">https://www.nps.gov/subjects/clg/index.htm</a></p>
<p>Holyoke Parks and Recreation Department</p>	<p>Holyoke Parks and Recreation seeks to develop and promote a wide variety of recreation opportunities and to encourage and inspire all Holyoke residents to come out and play in Holyoke. This department offers citywide events, neighborhood festivals and year-round recreational activities that truly enhance the quality of life for the people of Holyoke – 365 days a year.  <a href="https://www.holyoke.org/departments/parks-recreation/">https://www.holyoke.org/departments/parks-recreation/</a></p>
<p>Holyoke Public Library          (The Library in a Park)          Holyoke Library History Room</p>	<p>Library provides adult services which include self-improvement lectures          Renovated and expanded in 2013          Programming such as mini-golf and games fundraiser          Holyoke Remembered Oral History Interviews          Ciudad de Historias/City of Stories multimedia virtual tours          Claiming Place: Preserving the History of Local Puerto Rican and Latinx Culture          Nuestros Senderos Community Archives Project  <a href="http://www.holyokelibrary.org/historyabout.asp">http://www.holyokelibrary.org/historyabout.asp</a></p> <ul style="list-style-type: none"> <li>• Engaged staff already working on storytelling for the city’s Puerto Rican community (City of Stories Project)</li> <li>• This program could be expanded to other phases to tell more of the city’s immigrant history</li> </ul> <p>Small capacity but procuring and managing a lot of grants – this is a major resource of history and culture for the City.</p>
<p>Holyoke Media</p>	<p>Holyoke Media’s vision is to promote transparency in government and provide opportunities to elevate traditionally disenfranchised voices by literally and figuratively handing the mic to those most often left out of media production and dissemination.  <a href="https://holyokemedia.org/about/">https://holyokemedia.org/about/</a></p> <ul style="list-style-type: none"> <li>• Promotional and information for residents</li> <li>• Can share and provide historic and cultural programming</li> </ul>
<p>Holyoke Preservation Trust</p>	<p><a href="https://www.holyokepreservationtrust.org/">https://www.holyokepreservationtrust.org/</a>          A non-profit that works to preserve Holyoke’s historic architecture through a variety of educational community events.</p> <ul style="list-style-type: none"> <li>• Already supporting historic tours</li> <li>• Strong member base</li> </ul> <p>Good organization for partnerships and non-profit status can fundraise.          Potential for revolving fund.</p>

<p>Holyoke Rows at Jones Ferry River Access</p>	<p><a href="https://www.holyokerows.org/">https://www.holyokerows.org/</a></p> <ul style="list-style-type: none"> <li>• Their mission is to make rowing more accessible than the traditional rowing population</li> <li>• Offer programs for youth, teenagers, and adults (some free)</li> <li>• Offers rentals, has waterfront access, is open to all.</li> </ul>
<p>Holyoke Skateboard Park</p>	<p><a href="https://www.bostonglobe.com/metro/2016/04/09/skateboard-park-brightens-hard-pressed-holyoke/xx1WkzDUCXnmW3uVvAd7BN/story.html">https://www.bostonglobe.com/metro/2016/04/09/skateboard-park-brightens-hard-pressed-holyoke/xx1WkzDUCXnmW3uVvAd7BN/story.html</a></p> <p><a href="https://www.facebook.com/pages/category/Community/Holyoke-Skate-Park-540383909361292/">https://www.facebook.com/pages/category/Community/Holyoke-Skate-Park-540383909361292/</a></p> <p><a href="https://www.youtube.com/watch?v=SAvAk9xCQKA">https://www.youtube.com/watch?v=SAvAk9xCQKA</a></p> <p>Located in a long-neglected area of Holyoke, this development has pushed drugs and gangs out of the area</p>
<p>Holyoke Tourism Advisory Committee (TAC)</p>	<ul style="list-style-type: none"> <li>• Formed in June 2022 (see page 5)</li> </ul>
<p>Holyoke Soldiers' Home</p>	<p>Established in 1952, the HSS is a long term healthcare facility for eligible Massachusetts Veterans. It is valued as a local cultural resource and is sometimes the source of community programming and opportunities for community support and engagement. <a href="https://www.mass.gov/orgs/soldiers-home-in-holyoke">https://www.mass.gov/orgs/soldiers-home-in-holyoke</a></p>
<p>Holyoke Visitors Center (MA Department of Conservation and Recreation) in Heritage Park</p>	<ul style="list-style-type: none"> <li>• Knowledgeable staff</li> <li>• Current programming to include tours</li> <li>• Urban park setting along the canal and near other signature destinations</li> <li>• Park needs more seating and opportunities for engagement</li> <li>• Connect rail trail as an actual path – people walk along it even though it is still train tracks</li> <li>• Access to DCR knowledge and funding?</li> </ul>
<p>MIFA Victory Theatre</p>	<p><a href="https://www.mifafestival.org/">https://www.mifafestival.org/</a></p> <ul style="list-style-type: none"> <li>• A space where performances are held</li> <li>• Historic landmark</li> </ul> <p>Reactivation could be transformative to the neighborhood and City</p>
<p>Nueva Esperanza  El Corazon/Heart of Holyoke Placekeeping Project</p>	<p><a href="https://www.holyoke.org/planning-and-economic-development-transitions-el-corazon-heart-of-holyoke-placekeeping-project-management-to-nueva-esperanza/">https://www.holyoke.org/planning-and-economic-development-transitions-el-corazon-heart-of-holyoke-placekeeping-project-management-to-nueva-esperanza/</a></p> <ul style="list-style-type: none"> <li>• This project commissions public art works, including banners, large-scale art, dynamic lighting, murals, food trucks, and art festivals to reflect the culture in surrounding neighborhoods</li> </ul> <p><a href="https://nuevaofholyo.org">Nueva Esperanza Inc.   Holyoke, MA – Creation. Community. Culture. (nuevaofholyo.org)</a></p> <ul style="list-style-type: none"> <li>• Nueva Esperanza began as a group of tenants who sought funding to improve their apartments that their landlords neglected but is now a community development corporation that also supports community services</li> </ul> <p>The organization celebrates Puerto Rican/Afro Caribbean Culture</p>
<p>Nuestra Raices</p>	<p><a href="https://nuestras-raices.org/">https://nuestras-raices.org/</a></p> <ul style="list-style-type: none"> <li>• Created the first community garden in South Holyoke and have since created a network of 14 gardens</li> <li>• Committed to community advocacy work</li> </ul> <p>Has a mobile market to make fresh food more accessible</p>

International Volleyball Hall of Fame	<ul style="list-style-type: none"> <li>• Of international significance</li> <li>• Tied to current volleyball events throughout the state</li> <li>• Already used as a rental venue</li> <li>• Needs a larger space where games can be played with the museum as a backdrop</li> </ul>
Irish Culture and St. Patrick’s Parade and Road Race	<p><u><a href="http://holyokestpatricksparade.com">About - Holyoke St. Patrick’s Day Parade (holyokestpatricksparade.com)</a></u>  <u><a href="#">Irish Cultural Center of Western NE is in West Springfield History   Irish Cultural Center of Western New England   Irish House Restaurant and Trinity Pub (irishcenterwne.org)</a></u>            Tralee (County Kerry) – sister city in Ireland  <u><a href="http://dingle-peninsula.ie">Dingle Peninsula Connections with Western Massachusetts (dingle-peninsula.ie)</a></u></p> <ul style="list-style-type: none"> <li>• Holyoke’s St. Patrick’s Day Parade is the largest (or second largest) worldwide</li> <li>• St. Patrick’s week activities include the Colleen Pageant, 10k Road Race, Bishop’s Mass, J.F.K Award Dinner, and the Mayor’s Breakfast</li> </ul>
Preserve America Community	<p><u><a href="https://www.achp.gov/preserve-america/preserve-america-communities">https://www.achp.gov/preserve-america/preserve-america-communities</a></u></p> <ul style="list-style-type: none"> <li>• Has Holyoke received any federal money from their designation?</li> <li>• A designation for communities that protect and celebrate their heritage, use their historic assets for economic development, and encourage education and heritage tourism.</li> <li>• The designation allows for promotional materials and the ability to apply for grants</li> <li>• Holyoke’s information needs to be updated</li> </ul>
Trustees of Reservations	<p><u><a href="https://thetrustees.org/">https://thetrustees.org/</a></u>            Current TOR properties include Little Tom Mountain, the Land of Providence, and the Dinosaur Footprints. Holyoke sites appear neglected, unwelcoming, or are closed.</p>
Robert E. Barrett Fishway	<p><u><a href="https://www.hged.com/community-environment/barrett-fishway/default.aspx">https://www.hged.com/community-environment/barrett-fishway/default.aspx</a></u>            The resource is highly valued based on local feedback but has generally been closed to the public since the start of the COVID-19 pandemic.</p>
Wistariahurst Museum	<p><u><a href="https://wistariahurst.org/">https://wistariahurst.org/</a></u></p> <ul style="list-style-type: none"> <li>• Previously the home to the Skinner family, but is now dedicated to preserving Holyoke’s history through educational programs, exhibits and special events</li> <li>• The museum also includes gardens that are open to the public free of charge</li> <li>• Set within the community</li> <li>• Ability to engage with a variety of programs</li> <li>• Opportunities for a variety of exhibits</li> <li>• Public space for events and gatherings</li> </ul>

## APPENDIX B – CASE STUDIES WITH EMBEDDED LINKS IN TITLES

### **LOWELL** (marketing mills, history, culture, and canals)

#### NATIONAL HISTORICAL PARK

Established in 1978, Lowell National Historical Park is comprised of a variety of buildings and landscape features which allow visitors the opportunity to explore the American Industrial Revolution through the history of textile manufacturing. Museums and exhibits, canal and trolley tours, and self-guided walks along the Lowell waterways provide different approaches to engaging with the area's rich history. A variety of year-round festivals, museum and galleries, food offerings, children's and family programs, and recreational opportunities broaden the park's appeal to a range of tourists and local residents alike.

#### MORGAN CULTURAL CENTER

Housed in a former boarding house for the Boott Cotton Mills, the Morgan Cultural Center features the Mill Girls Boardinghouse Exhibit, where visitors to Lowell can learn about the lives of Lowell's mill girls. Along with exhibit space, the center also features a research library, and community spaces, including rehearsal space for the Angkor Dance Troupe.

#### CANALWAY CULTURAL DISTRICT

Lowell's Canalway Cultural District was officially designated in 2007, and is located within Lowell National Historic Park. The District's extensive offerings include multiple event venues, museums and galleries, restaurants and cafes, public art and murals, and parks and plazas. This vibrant arts and culture destination attracts over 500,000 visitors a year.

### **WORCESTER**

(history, culture, and food)

#### WORCESTER PUBLIC MARKET

Worcester Public Market, located within the Canal District, opened in February 2020 as a 20,000 square-foot multi-vendor food-oriented marketplace, featuring a wide range of food vendors, restaurants, and "funky" retail shops. Larger establishments include Wachusett Brew Yard and The Market Pantry, which features local and artisanal foods and handmade items. Multiple indoor and outdoor dining options and live entertainment contribute to the success of this community gathering space.

**BOSTON** (green space, history, culture, nature, food, nightlife...)

#### ROSE KENNEDY GREENWAY

The Rose Kennedy Greenway, opened in 2008, is Boston's contemporary public park. Among the offerings of this 1.5 mile curving linear greenspace are fountains, a carousel, food trucks, and beer & wine gardens. Its landscaped gardens, urban wildflower meadow and beehive bring the serenity of nature to the heart of the city.



Figure 9: Worcester Public Market and Model of the Blackstone Canal



Figure 10: Walnut Street Farm Store Google 2022

### **SPRINGFIELD** (community gardening and a farm store)

#### “GARDENING THE COMMUNITY” AND WALNUT STREET FARM STORE

The food justice organization Gardening the Community combines the cultivation of vacant abandoned urban lots with a youth development program, training local youth in urban agriculture and sustainability and providing healthy food for the local community. The program’s resulting produce, grown using sustainable methods, is distributed to youth enrolled in the program, and is also made available for sale at the community’s own Walnut Street Farm Store, farmer’s market, and neighborhood markets (bodegas) and restaurants.

### **PALMER** (historic depot turned restaurant and cultural resource)

#### STEAMING TENDER RESTAURANT

In 1987 historic Palmer Union Station began a years-long restoration process, as part of a community effort to bring more business to Palmer. The resulting Steaming Tender Restaurant preserves the building’s historic character while serving dinner four nights a week and lunch on weekends and is available for event hosting indoors and out. Visitors can also tour the grounds and explore the onsite open-air museum to learn more about Palmer’s history. The station was listed on the National Register in 1988. Steaming Tender segment on PTV - [YouTube link](#).

### **CAMBRIDGE** (reactivating vacant retail spaces)

#### VACANT STOREFRONT INITIATIVE

Cambridge’s Vacant Storefront Initiative provides property owners, community members, and retailers with resources to help activate vacant storefronts in a variety of ways. The city keeps a dataset, including an interactive map, of vacant storefronts that have come to the attention of the Community and Development Dept. A “site finder form” allows retailers to receive information on vacant properties available for rent that fit their needs. To encourage storefront “activation” between tenants, the city provides links to programs which promote the use of vacant storefronts for “pop-ups”, artist installations, and temporary events.





Figure 11: Les Artisans De La Cathedrale Kiosks

### **QUEBEC CITY, QUEBEC (empty courtyard turned artisan marketplace)**

#### **LES ARTISANS DE LA CATHEDRALE**

Quebec City hosts the seasonal *Les Artisans de la Cathedrale*, a open-air marketplace of colorful small, semi-permanent kiosks featuring the products of local artisans. Visitors to the city can peruse vendor's stalls where artists working in wood, metal, fiber, and more display and sell their wares during the summer months.

### **BETHEL, VT (community-initiated placemaking)**

#### **BETHEL REVITALIZATION INITIATIVE - BETHEL BETTER BLOCK**

As part of the Bethel Revitalization Initiative, in 2016 the town hosted a weekend Better Block event, featuring 12 temporary pop-up shops, a taco stand, a temporary bike lane, and a beer garden with live music at the site of an empty parking lot. Pop-ups brought in thousands of dollars in sales and prompted some purveyors to explore ways to open permanent shops. Temporary changes to the streetscape reduced traffic speed and noise. The weekend event allowed the community to temporarily implement new ideas for public space, discuss which ideas worked well, and consider how to implement permanent changes going forward.

## **NATIONAL TRUST FOR HISTORIC PLACES** (storytelling for advocacy)

### NATIONAL TRUST THIS PLACE MATTERS®

The National Trust for Historic Places began in 2008 using the phrasing THIS PLACE MATTERS® in its media to bring attention to threatened historic places and engage stakeholders at all levels in conversation, promotion, preservation, and celebration of these important cultural resources. To encourage constructive use of THIS PLACE MATTERS®, the Trust website provides guidelines for communities on the effective and appropriate incorporation of THIS PLACE MATTERS® into traditional and social media campaigns geared toward saving significant places.



Figure 12: Example of city-wide neighborhood sign design

## **FOREST PARK, SPRINGFIELD**

(part of the city-wide neighborhood group network)

### THE FOREST PARK CIVIC ASSOCIATION

Volunteer action and social groups like the Forest Park Civic Association can provide structure for connecting and organizing community members around issues as varied as community celebrations, neighborhood clean-ups, and future development. The Forest Park Civic Association organizes the yearly summer *Illumination Night* festival, circulates an electronic newsletter, and holds monthly meetings in public locations to discuss issues of importance to community residents.

## **EASTHAMPTON** (transformative power of arts and culture)

### COTTAGE STREET CULTURAL DISTRICT

Easthampton's Cottage Street Cultural District was officially designated in 2012 and is located between the base of Mount Tom and includes Nashawannuk Pond Park & Promenade. The District's shops, galleries and restaurants combined with year-round arts and cultural programming make Easthampton an attractive destination for residents and visitors alike. As a walkable compact area of cultural, artistic, and economic activity, cultural districts provide communities with a powerful economic development asset.

## **MT. PLEASANT, TN** (unique transportation initiative)

### THE MULE TOWN TROLLEY

The Mule Town Trolley is a deviated fixed-route service that is part of the South Central Tennessee Development District Public Transportation Program. The trolley system, which serves Maury County, was established in 2013 with a fleet of only two trolleys. In six years, due to an increase in ridership the trolley service has grown substantially. The trolley program has expanded to 12 vehicles, 14 CDL license drivers, and transports over 3,000 *com-muters* a month. Ridership numbers are currently still lower than usual, due to the COVID-19 pandemic.

## **CLEVELAND, OH** (culture and entertainment)

### PUERTO RICAN PARADE & CULTURAL FESTIVAL

The Puerto Rican Parade & Cultural festival has been an annual event in Cleveland for over 50 years. The parade path terminates at the Roberto Clemente Park, where festival events are already underway. Music, dancing, delicious food, and local artisans join in a vibrant celebration of Puerto Rican culture and history.

## **DORCHESTER** (history, commerce, and cultural engagement)

### COMFORT KITCHEN

A repurposed “comfort” station from Boston’s streetcar era will soon be adapted to house Comfort Kitchen, at Upham’s Corner in Dorchester. This day-time cafe and pop-up dinner experience will feature food entrepreneurs celebrating the flavors and ingredients of the African diaspora – global comfort food – connected from Asia to the Americas. Comfort Kitchen’s partners intend for the site to serve not just as a restaurant, but to provide an opportunity for storytelling and community service as well.

## **SPRINGFIELD** (a non-profit to run signature cultural events)

### SPIRIT OF SPRINGFIELD

*Spirit of Springfield* is a 501(c)3 organization dedicated to promoting community events and encouraging civic pride. Since its start in 1989, *Spirit of Springfield* has helped to organize a wide range of public events, including the Tower Square Parade of the Big Balloons, the World’s Biggest Pancake Breakfast, and Bright Nights at Forest Park. The organization has also assisted the city with a variety of municipal events including mayoral inaugurations, building dedications, and more. *Spirit of Springfield* is supported through financial donations from local, regional, and national business, as well as by volunteers who donate their time and expertise across a wide range of organizational functions.

## **AMHERST** (community engagement and revitalization)

### ENGAGE AMHERST

Managed by the town’s Communication Director, Engage Amherst is an online public engagement forum where residents, workers, and visitors to Amherst can ask questions, provide feedback, and share ideas. This online platform provides opportunities for civic engagement beyond traditional public meetings.

### THE MILL DISTRICT NORTH AMHERST

Combining apartment living with a mix of shops, services, and eateries, the North Amherst Mill District is designed to revive critical community connections and local resilience. In addition to commerce, visitors can enjoy arts-based programming and community events, like Free Movies at the Mill, art showings, and the annual District Holiday Arts Market. While the North Amherst Library undergoes long-awaited renovations, the Mill District is providing a temporary location so that library patrons can continue to access service.

## **SALEM** (attractions and marketing)

### TOURS and HISTORIC VENUES

Fans of history and lovers of spooky adventures alike will appreciate the offerings in Salem. Founded in 1626, this city is best known for its witch trials of 1692. Visitors can learn more by touring the Witch Dungeon Museum and the Witch History Museum, taking in a show at the Gallows Hill Theater, or joining one of the many tour offerings to include a Myths and Misconceptions walking tour, a tour of the House of Seven Gables, or a visit to the Peabody Essex Museum.

### HISTORIC SALEM HOUSE HISTORY AND PLAQUE PROGRAM

Historic Salem’s House History and Plaque Program, created to research and recognize the city’s historic homes, granted its first house plaque in 1966. Since that time, nearly 600 house histories have been conducted, with almost as many plaques awarded. Current owners of historic homes in Salem can look up their own home in the historic home database; if no history is available, for a fee owners can order a deed chart or a full house history, both of which come with a house plaque identifying the date, owner, and when applicable/available, architect.

**NEW HAVEN, CT** (supporting artists while revitalizing vacant storefronts)

PROJECT STOREFRONTS

In April 2010, the city of New Haven launched Project Storefronts, an initiative created to address the concurrent problems of too many vacant storefronts in the Ninth Square (a central district in the city), and too many creative entities in need of affordable space. Using short-term 90-day leases, artists in need of space were paired with space in need of tenants, offering a low-budget option for entrepreneurs to test business plans in real conditions. In addition to fostering connections, the Department of Arts, Culture and Tourism provided administrative and logistical support to businesses, and promoted a program through open studio events, exhibitions, and an arts festival. Along with the economic benefits, the project has created a new sense of community and connection in the district.

**PROVIDENCE, RI** (city-wide film festival – could be a model for a theatre festival)

FLICKERS' RHODE ISLAND INTERNATIONAL FILM FESTIVAL (RIIFF)

Founded in 1997, Flickers' RIIFF is ranked as one of the top 10 film festivals in the U.S. Held at venues around the city, this festival aims to promote the state as a filmmaking location and to celebrate the spirit of independent filmmaking, with screenings, seminars, and workshops. The six-day festival includes the KidsEye International Film Festival, featuring films made by and for children that are family friendly.

**TIGARD, OR** (multi-modal urban heritage trail)

TIGARD HERITAGE TRAIL

Once a former railroad spur, the three-quarter mile Tigard Heritage Trail provides access to parks and trails, livable neighborhoods, and the city's vibrant downtown. The bike and pedestrian pathway is also home to a long-sought space for community gatherings, as well as the Outdoor Museum, which highlights and celebrates the diverse cultures that have contributed to the region's history through personal narratives and interpretive artworks. Runners, bikers, walkers, skateboarders, and bladders can all take advantage of this link to Tigard's growing trail system. This was funded by a state multimodal funding program.

**DUBLIN, PA** (mobile craft market)

THE CRAFTERY MARKET

MAKERS: VINTAGE + HANDMADE

The Craftery Market is a mobile outdoor market comprised of over 50 vendors that travels to a variety of locations throughout Bucks County throughout the year. Featuring carefully curated, artisan handmade items, antique and vintage items, fresh flowers, original art, and more, the Craftery also hosts a special Holiday Market in early December. Makers: Vintage + Handmade is an indoor retail boutique, showcasing a collection of talented artisans, crafters, and vintage collectors selling independently produced goods all under one roof.

**BUFFALO, NY** (building community and empowering residents)

TOOL LIBRARY

The tool library is a non-profit program set up to lend tools out to community members to help them maintain and fix-up their homes and gardens. Tools can range anywhere from hammers, screwdrivers, and shovels to power drills, circular saws, and sanders. Individuals and businesses can donate tools to the program which will then be circulated throughout the neighborhood for a small annual membership fee. This revenue stream helps cover much of the overhead associated with the service.