



# 23

# COMMUNITY MITIGATION FUND

## 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> City of Malden
<b>Project Name (Please limit to 5 words):</b> Transit-Oriented Development Opportunities Study
<b>Amount Requested:</b> \$100,000
<b>Brief Project Description (approx. 50 words):</b> The City of Malden will conduct a Transit-Oriented Development Opportunities Study for the Malden Center MBTA Station. The purpose is to explore conceptual alternatives for the land adjacent to the station, design conceptual massing and blocking models, and solidify the station site’s operational needs with transit-oriented development potential. The project will inform how the station can be redeveloped to encourage a mode shift away from vehicles and improve economic development and activity in the downtown.

<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:</b> John Alessi, Transportation Planner
<b>Email Address:</b> <a href="mailto:jalessi@cityofmalden.org">jalessi@cityofmalden.org</a>
<b>Telephone Number:</b> 781-324-5720 EXT 5740
<b>Address:</b> 215 Pleasant St, Malden, MA 02148
<b>Contact II:</b>
<b>Role:</b>
<b>Email Address:</b>
<b>Telephone Number:</b>
<b>Address:</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).

**Impacts Attributed to Encore Casino**

The City of Malden has witnessed two overarching transportation-related impacts attributed to the operation of the Casino: increased traffic congestion and lowered economic activity in the downtown area. To mitigate these two broad-ranging impacts, the City of Malden would like to conduct a Transit-Oriented Development Opportunities Study for the Malden Center MBTA Station. This work is critical towards improving the reliability of public transit services in Malden, which has the potential to take drivers off the road and lessen the City’s traffic congestion and safety issues. Furthermore, designing how the station can integrate transit-oriented development is vital towards ensuring the economic vitality of downtown Malden. The funding requested in this grant application will build upon key findings from the City of Malden’s 2020 Transportation Planning Grant to develop a Transit Action Plan (TAP) for the City. The TAP is planned for completion in Spring 2023.

*1. Increased Traffic Congestion*

The Casino’s visitors, workers, and vendors travel through the city’s roadways in heightened numbers. These individuals use the Malden Center MBTA Station in the downtown area as a ‘transportation hub’ to reach the Casino. As a result of the Casino’s ongoing operations, more vehicle, pedestrian, bicycle, and public transportation activity is occurring in the City, and this impact is contributing to congestion on its roadways.

The City of Malden’s roadway system alone is not equipped to accommodate a significant increase in single occupancy vehicle (SOV) trips due to the Casino’s visitors, workers, and vendors passing through the City and accessing the Malden Center MBTA Station ‘transportation hub.’ This added traffic through Malden, with the City’s high-density layout, lack of additional roadway space, and existing parking deficit, creates challenges for accommodating vehicles on the public right-of-way. This is why it is necessary to explore how the enhancement of alternative modes of transportation, especially public transit, can encourage less SOV trips on Malden’s roadways. This will reduce traffic congestion, parking needs, and ensure that Malden may continue to function as a ‘transportation hub’ for the Casino.

Traffic congestion in Malden has increased since Encore opened in June 2019 and will continue to increase as we move out of the pandemic. This impact contributes to city-wide traffic, prevents residents from moving efficiently through their community, discourages visitors from travelling into Malden, and decreases the efficiency of the overall transportation system for all modes. In particular, MBTA transit services is negatively affected because buses are at times unable to run on time and ensure proper service. Increases in traffic congestion are also known to create unsafe roadway conditions for all travel modes, as the risk of potential conflicts between pedestrians, bicyclists, and drivers increases when there are more vehicles on the roads.

## *2. Lowered Economic Activity*

Workers and visitors to the Casino are travelling blindly through the Malden Center MBTA station as the Casino's 'transportation hub' and ignoring the entertainment, gaming, dining, shopping, and other amenities that downtown Malden has to offer.

Malden Center MBTA Station's designation as a 'transportation hub' for Encore, which is inherently disconnected from the central downtown area, has resulted in Malden being less of a destination itself and more of a through-way for those traveling to go to the Casino. Many of the businesses in downtown Malden struggle to attract new visitors because individuals choose to visit Encore instead of exploring the downtown district. The City struggles to attract individuals into our downtown because travelers often think of Malden Center as a 'transportation hub,' just a stop along their journey to the Casino.

Malden is eager to correct this state of affairs; downtown Malden is one of the few places where restaurants flourished during the pandemic, and the new Gaming District features new opportunities for visitors to entertain themselves. The city has a lot more to offer than only transportation facilities to the Casino.

Further, Malden's Parking Facilities and Pedestrian & Bicycle Safety Study, funded by the City's 2016 Transportation Planning Grant, projected a severe parking shortage in Malden Center based on future development in the downtown and parking needs for visitors and employees of the Casino. A lack of convenient, available parking in our downtown makes our struggling businesses less appealing and accessible, resulting in economic hardships that are exacerbated by the lackluster alternative travel options such as taking the MBTA through the current Malden Center station.

## **Evidence of Impact**

There are several pieces of information from reports, agreements, and studies that suggest there is a negative impact taking place on Malden's roadways. The Draft Environmental Impact Report (DEIR) Review of the Wynn Resort summarizes the increase in vehicle traffic on Malden's roadways. Excerpts from the DEIR including Tables 4-15, 4-17, and 4-21 are attached to this application.

Table 4-21 (Vehicle Trip Distribution by Corridor) states that two of Malden's most highly trafficked corridors would see increases in vehicle traffic as a result of the Casino's operations. They include 2% of vehicle trips occurring on Route 99 North, and 2% of trips on Main St between Malden and Everett. Although these percentages are low compared to some of the major routes taken by the Casino's patrons and employees, increased roadway volumes on local streets carry a disproportionately higher burden on our transportation system than larger-scale highways like I-93 or Route 1. This suggests that an increase in single-occupancy vehicles on Malden's roadways caused by the Casino, even slightly, is reasonably associated with a negative impact on the city's transportation network.

Supplementing these quantified values from the DEIR is the statement in the City of Malden's Surrounding Community Agreement with Wynn that 'The Parties acknowledge and anticipate that Wellington Circle, although not located in Malden, has a significant impact on traffic flow in Malden.' (Section 7.1). This acknowledgement implies a broader recognition that the major corridors outlined in Table 4-21 of the DEIR have spillover effects onto connected roadways, such as the Malden streets that connect to Wellington Circle. It is therefore clear that there are negative traffic impacts in Malden that go beyond the corridors listed in Table 4-21.

Table 4-15 (Patrons and Employee *Daily Trips* by Travel Mode) and Table 4-17 (Patrons and Employee *Peak Hour Trips* by Travel Mode) also predicted that at least 20,000 daily single-occupancy-vehicle/taxi trips would take place on Fridays and Saturdays. Today, it can be assumed that this value is higher now that Encore offers free valet and self-parking daily. It is widely accepted amongst transportation professionals that when parking availability increases, so does the demand for SOV usage. This operational change to parking availability almost certainly increased vehicle trips to the Casino, worsening the already significant impacts caused by the Casino's existence.

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

None of the funds listed in the Surrounding Community Agreement are adequate or appropriate for this project's scope of work. The \$225,000 transitional roads payment is listed in the Surrounding Communities Agreement (SCA) as being for roadway improvements. The proposed project seeks to improve operations of public transportation by redesigning Malden Center Station, and while improvements of the busways will be included in that the project it is a small portion of the overall scope. The City of Malden believes the roadway improvement funds are not adequate to address immediate roadway infrastructure needs in addition to supporting the proposed design work.

The \$250,000 payment for public safety impacts is similarly oversubscribed as a consequence of the COVID-19 pandemic. Malden is not able to divert funds from public safety needs to

study potential opportunities for new development, particularly when there are other potential funding options.

When contemplating the final \$325,000 fund, Malden is faced with a choice between doing concrete roadway improvements to address the degradation caused by additional vehicles on its roadways and performing studies to inform future development projects. The City cannot spare the funds until there is a plan in place and evidence as to the benefits these improvements will bring, and private developers have adequate information to be interested in investing in the opportunity. With the proposed study completed, the City will be able to engage these private developers and the MBTA in discussions about how to fully fund the resulting proposals.

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

**Funding Proposal**

The Transit-Oriented Development (TOD) Opportunities Study for the Malden Center MBTA Station will explore how to promote transit-oriented development in Downtown Malden, improve station aesthetics, ensure accessibility, safety, and connectivity, and enhance bus operations. This will be achieved by conducting the following scope of work:

The study will explore a mix of development uses, densities, and parking configurations, while also incorporating the future transit operational improvements at the station site as identified in the City’s Transit Action Plan (TAP). The TOD study will also explore as-of-right zoning, potential changes in zoning, and conceptual TOD alternatives for the site. The TOD alternatives will be supported with conceptual massing and blocking models that will show the station site and its development potential. Each alternative will include a summary of the development program, including retail, commercial, housing, and parking opportunities. The TOD study will outline next steps for the City and the MBTA to implement the TOD vision for the station. The end goal of this work is to have a readily available development plan that private developers can use to update the station and integrate transit-oriented development components.

**Mitigation Impacts**

The overarching transportation-related impacts to Malden are increased traffic congestion and lowered economic activity in the downtown area. The City proposes remedying these impacts by conducting a Transit-Oriented Development Opportunities Study for the Malden Center MBTA Station that will result in four major benefits.

*1. Expanded Transit-Oriented Development*

The study will plan for transit-oriented development at the station and its adjacent roadways. This work will outline the ways in which retail, commercial, housing, and parking can be integrated into the station. These designed improvements will create a natural flow from the station into new developments and businesses in the downtown area. This is projected to renew the economic activity that diminished because of the Casino's operations.

It is also important to plan out multi-use developments so that local businesses can compete with Encore. The City of Malden envisions Malden Center Station as a transportation hub where patrons can shop, dine, and participate in Malden's experiential Gaming District. The station can be a destination itself, or it can be a leg on one's journey going to and from the Casino. Today, Malden cannot compete with Encore because it doesn't have the facilities at Malden Center Station to entice people to explore the downtown. Creating transit-oriented development at the station site is vital towards making a clear connection to downtown Malden and its many restaurants, shops, and entertainment venues. Since the study will plan out how multi-use development can operate on the station's site (240,000 square feet), this mitigation will play a major role in addressing reduced economic activity in Malden as a result of the Casino's operations.

*2. Improved Station Aesthetics*

Aesthetic and structural upgrades to the station need to take place to make public transportation and its associated facilities more appealing than driving. Malden Center Station needs improvements to its overall structure and appearance. Lighting around the station is sporadic, access points are unclear, and the physical infrastructure making up the station as a whole is degraded. The station is not reliably handicap accessible, and the design of the structure forces users into overcrowded staircases to move between the gates and the platform. As such, the station serves as an unfriendly gateway into Downtown Malden's revitalized economic district.

The Transit-Oriented Development Study will therefore outline the aesthetic improvements needed to make the station a more appealing way point going to and from the Casino. It will also strategize ways to make the station a more natural gateway into Malden's downtown business district. This will not only strengthen Malden Center Station as the Casino's major transportation hub with improved transit operations and capacity, but it will also help solidify Malden as a destination itself that can compete with the Casino's operations. Aesthetic upgrades are an important way to dissuade SOV trips made by the Casino's employees and patrons while improving the vitality of Downtown Malden as an attractive destination for shopping and dining.

### *3. Ensured Accessibility, Connectivity, and Safety*

The study will design upgrades to the station and its adjacent roadways that will ensure accessibility, connectivity to other modes of travel, and safety. Section 1.1 of Malden's Surrounding Community Agreement states that the City and Wynn shall promote Malden as a 'transportation hub,' which would be accomplished with, 'improvements to the Malden Center MBTA Station and surrounding area.' In order to achieve the 'positive impression' of Malden that the agreement strives to create, a major transformation of this transportation hub is needed to make public transit more appealing to the Casino's visitors, existing station riders, and potential new users. This component of the study is vital to address the two overarching impacts described above.

Increased traffic congestion means greater risks to vulnerable road users like pedestrians and bicyclists, and creates a clear and pressing need for reconfigurations to prevent these risk of fatalities or serious injuries. There also needs to be a clear connection from the Malden Center Station into Downtown Malden. If the station is truly to serve as a transportation hub, it needs to fully support modes of transportation like walking or biking around the station in addition to MBTA service. The current station does not adequately provide for this connectivity, and therefore is not realizing its potential as a transportation hub.

### *4. Enhanced Bus Operations*

The study will design and finalize the MBTA's future bus operations at the Malden Center MBTA Station. The MBTA's Bus Network Redesign will result in additional bus lines and increased service in Malden. Designing the station for its future operational needs will ensure that new and enhanced transit service will be efficient, convenient, and reliable. This is necessary to show drivers that public transit is an appealing alternative to SOV travel, and subsequently take more people off the road. The final design of the MBTA bus layout at Malden Center is projected to entice new ridership, lessen the City's increasing parking demand, and mitigate the impact of increased traffic congestion caused by the Casino.

It's also important to note that the Casino's shuttle needs a dedicated space at the Malden Center station. The Malden Transit Action Plan's key findings note that new busways will need to be built in order to accommodate the Bus Network Redesign's routes and frequency. Since the Casino relies on Malden Center as a transportation hub for the facility's patrons and employees, it is important to make sure that all bus operations can operate efficiently and safely at the station. The Casino therefore has a vested interest in Malden Center Station's improvements because it can help bring more visitors to its facility, especially through non-SOV modes of transportation.

IV. Scope, Budget, and Timeline	
Applicant: City of Malden	Vendor Code: VC6000192110
Total Amount Requested: \$100,000	Estimated Total Project Cost: \$100,000

**Scope of Work**

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.

**Task 1. Prepare Base Map, Zoning Summary, and Site Issues and Opportunities Diagram**

AECOM will prepare existing conditions information to assist in the development of the TOD alternatives. This includes the preparation of a site base map that will be developed using the City’s GIS database. The base map will focus on the Malden Center Station, as well as the city block that surrounds the site. The base map will include existing roads, parcel lines, utilities (above and below ground), building footprints, and any other below ground infrastructure. AECOM will review existing zoning for the project site to determine the allowed uses and size and bulk requirements, such as the allowed building height, setbacks and development density. This task will also include the preparation of an issues and opportunities planning diagram that will identify the major site constraints and opportunities for TOD. To understand the massing and scale of the development in and around the station, AECOM will prepare a simple 3d computer massing model to illustrate the general massing of the existing buildings and the station. As part of this Task, AECOM will tour the site with City Staff to gain an understanding of the existing conditions.

***Task 1 Deliverables:***

- PDF of Base Map (formatted for 11x17)
- Photos from Site Tour
- PDF of Issues and Opportunities Diagram (formatted for 11x17)
- Summary Table of Zoning Size and Bulk requirements
- Up to three massing views formatted to print in 11x17

**Task 2: TOD Goals and Objectives**

AECOM will utilize the TAP recommendations for the Malden Center Station site and will confirm the TOD goals and objectives with the City and MBTA staff. For this task we will seek input on a series of topics that will establish key assumptions and objectives for developing the TOD alternatives. This will include confirmation of the following:

- TOD goals and objectives
- Zoning assumptions
- Preferred mix of development uses
- Parking requirements for TOD and the station
- Parcels that are available for development
- Current ownership and level of flexibility for developing options
- Existing easement and/or site constraints



- Assumptions related to potential air-rights/station overbuild

***Task 2 Deliverable:***

- Written list of TOD Goals and Assumptions

**Task 3 – Parking Study**

AECOM will conduct a parking study around Malden Center Station. This will include looking into available parking supply within a quarter mile radius around the station, public and private parking lots and garages, capacity, usage, and rates. We will also look in greater detail at the MBTA Lot behind Malden Center Station - at capacity, revenue generation and usage trends. According to the MBTA website, the parking lot has 195 spaces, with 6 accessible spaces. Overnight parking is not allowed. The daily rate is \$7.50 on weekdays and \$3 on weekends. The monthly pass is \$131.25. The lot is managed by Keolis Commuter Service. Observations during the development of the Malden TAP included that the lot was crowded, challenging to navigate, and not in a good state of repair. We will use MBTA license plate recognition data to determine origins of parkers, and also propose a windshield-drop survey to better understand who is using the lot and how frequently. Accompanying the windshield survey will be field observations and talking with commuters as they leave the parking lot in the morning and return to their cars in the afternoon. Using the data collected, we will develop a technical memorandum on parking supply and demand around the Station, and use the information to help inform multimodal solutions in later tasks.

***Task 3 Deliverable:***

- Summary technical memorandum on parking supply and demand around Malden Center Station

**Task 4 – Multimodal Operational Site Plan**

Based on the recommendations included in the Malden TAP, AECOM will prepare a multimodal operational site plan that will illustrate the potential future operations for buses, bikes, pedestrians, drop-off and pick up. We anticipate creating up to three alternatives that show varied ground-level and vertical configurations for the future multimodal operations. The objective of this task is to identify the operational needs and site area requirements to maintain and improve the station operational needs. The work completed in this task will inform the creation of TOD Concept Plan Alternatives in Task 4.

***Task 4 Deliverable:***

- Up to Three Annotated Site Plans that Illustrate Multimodal Station Operations.

**Task 5 TOD Concept Plan Alternatives**

Based on the work completed in Tasks 1-3, AECOM will prepare a series of TOD alternatives for the station site. We anticipate the alternatives will explore a range of uses, building configurations and layouts that will inform the site's development potential. The alternatives will test/confirm the assumptions that are identified in Task 2 and will also explore potential size and bulk modifications that may offer increased development potential. The alternatives will incorporate the multimodal operational needs that are identified in Task 3. AECOM will identify up to four (4) TOD alternatives. Each TOD alternative will include an annotated site plan that will include:

- Existing building footprints
- Future building footprints
- Future parking

- Access driveways (if applicable)
- Site amenity areas such as plazas and sidewalks
- Proposed transit operations improvements from the TAP

In addition to the site plan, each alternative will include a conceptual massing illustration that shows the development potential for the station site as it relates to the existing building massing that surrounds the site.

***Task 5 Deliverables:***

- PDF of each TOD Alternative Site Plan (formatted for 11x17)
- PDF of each TOD Massing Illustration (Up to two views for each Alternative)(formatted for 11x17)
- Written summary of the development program for each alternative

**Task 6 TOD Concept Plan Refinements**

Based on feedback received from the City and MBTA, AECOM will make refinements to the TOD alternatives to create two Preferred TOD Alternatives. The Preferred TOD Alternatives will include a site plan and refined massing model as well as a written summary of the development program. As part of this task, AECOM will prepare a draft outline of the implementation actions that will be needed to further study and advance the Preferred TOD Alternatives.

***Task 6 Deliverables:***

- PDF of each Preferred TOD Alternative Site Plan (formatted for 11x17)
- PDF of each Preferred TOD Massing Illustration (formatted for 11x17)
- Written summary of the development program for each alternative
- Written outline of Draft Implementation Actions

**Task 7: Perspective Illustrations**

With the Preferred TOD Alternatives defined in Task 4, AECOM will prepare one ground-level rendering for each Preferred Alternative that will show the conceptual character of the TOD development as it relates to the surrounding context. AECOM will work with the City to select the preferred location of the perspectives.

***Task 7 Deliverables:***

- PDF of the Two Perspective Illustrations (formatted for 11x17)

**Task 8: Executive Summary Report and Implementation Actions**

Based on the work completed in Tasks 1-5, AECOM will prepare a 15–20-page Executive Summary Report that will include the final diagrams and illustrations. The Summary Report will focus on describing the site, issues and opportunities, assumptions, and the two preferred TOD Alternatives. In addition, the Summary Report will include the outline of implementation steps needed to advance the study. AECOM will provide a draft and final version of the Executive Summary Report, incorporating City and MBTA feedback between.

***Task 8 Deliverables:***

- PDF of Draft and Final Executive Summary Report

**Task 9: City and MBTA Coordination Meetings**

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During Tasks 1-6, AECOM will plan for and attend up to four virtual coordination meetings with the City and MBTA. We will use these meetings to discuss the projects goals and objectives, as well as review the TOD Alternatives. In addition to the coordination meetings, AECOM will participate in a site tour with the City and MBTA as described in Task 1.

***Task 9 Deliverables:***

- Bulleted list of Meeting Notes

**Proposed Fee**

AECOM will provide the scope of work in this proposal on a time and expense basis, not to exceed \$100,000.

**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>
4 Months	AECOM Consulting Services (Tasks 1-9)	1	\$100,000
	<b>TOTAL:</b>		<b>\$100,000</b>
<b><u>Total Project Budget and Funding:</u></b>			
<b>Funding Source</b>	<b>Description of Purchase/Work</b>	<b>QTY</b>	<b>Budget</b>
In Kind Services			
Federal			
State			
Local Match			

**V. Regional Incentive Award**

**Are you applying for a Regional Incentive Award?**

<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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**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 [www.massgaming.com/about/community-mitigation-fund/forms/](http://www.massgaming.com/about/community-mitigation-fund/forms/)

**Are you applying for a waiver?**

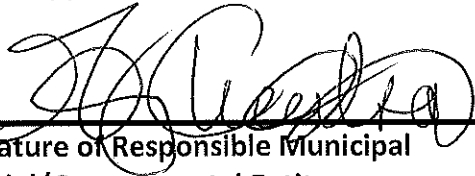
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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**VII. Please provide a brief description of each attachment.**

- *Wynn Casino Draft Environmental Impact Report (DEIR) Evidence* – Includes Table 4-15: Patrons and Employee Daily Trips by Travel Mode, Table 4-17: Patrons and Employees Peak Hour Trips by Travel Mode, and Table 4-21: Vehicle Trip Distribution by Travel Corridor
- *Letters of Support*
  - City of Malden - Gary Christenson, Mayor of Malden
  - Malden Legislative Delegation – State Representative Paul Donato, State Senator Jason Lewis, State Representative Steven Ultrino, State Representative Kate Lipper-Garabedian
  - MBTA – Richard Henderson, Chief Real Estate Officer

**VIII. Applicant Certification**

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.



1/30/2023

Signature of Responsible Municipal  
Official/Governmental Entity

Date:

Gary Christenson

(print name)

Mayor of Malden

Title:

# Wynn Casino Draft Environmental Impact Report (DEIR) Evidence

**Table 4-15, Patrons and Employee Daily Trips by Travel Mode**

Trip Type/ Direction	Autos/ Taxis	Transit Shuttles	Tour Buses	Employee Shuttles	Transit	Walk/ Bicycle
	Vehicle trips	Vehicle trips	Vehicle trips	Vehicle trips	Person trips	Person trips
<i>Friday</i>						
Patrons In	8,756	Both patrons and employee will use transit shuttles.	83	-	3,017	-
Out	<u>8,756</u>		<u>83</u>	-	<u>3,017</u>	-
Total	17,512		166	-	6,033	-
Employees In	1,361	↓	-	288	1,153	105
Out	<u>1,361</u>		-	<u>288</u>	<u>1,153</u>	<u>105</u>
Total	2,722		-	576	2,306	210
Total In	10,117	288	83	288	4,169	105
Out	<u>10,117</u>	<u>288</u>	<u>83</u>	<u>288</u>	<u>4,169</u>	<u>105</u>
Total	20,234	576	166	576	8,338	210
<i>Saturday</i>						
Patrons In	10,415	Both patrons and employee will use transit shuttles.	97	-	3,594	-
Out	<u>10,415</u>		<u>97</u>	-	<u>3,594</u>	-
Total	20,830		194	-	7,188	-
Employees In	1,640	↓	-	288	1,387	126
Out	<u>1,640</u>		-	<u>288</u>	<u>1,387</u>	<u>126</u>
Total	3,280		-	576	2,778	252
Total In	12,055	288	97	288	4,982	126
Out	<u>12,055</u>	<u>288</u>	<u>97</u>	<u>288</u>	<u>4,982</u>	<u>126</u>
Total	24,110	576	194	576	9,964	252

**Table 4-17, Patrons and Employee Peak Hour Trips by Travel Mode**

Trip Type/ Direction	Autos/ Taxis	Transit Shuttles	Tour Buses	Employee Shuttles	Transit	Walk/ Bicycle
	Vehicle trips	Vehicle trips	Vehicle trips	Vehicle trips	Person trips	Person trips
<i>Friday</i>						
Patrons		Both patrons and employee will use transit shuttles. ↓				
In	732		7	-	252	-
Out	<u>690</u>		<u>7</u>	-	<u>237</u>	-
Total	1,422		14	-	489	-
Employees						
In	108		-	12	90	8
Out	<u>151</u>		-	<u>12</u>	<u>126</u>	<u>11</u>
Total	259		-	24	216	19
Total						
In	840	12	7	12	342	8
Out	<u>841</u>	<u>12</u>	<u>7</u>	<u>12</u>	<u>363</u>	<u>11</u>
Total	1,681	24	14	24	705	19
<i>Saturday</i>						
Patrons		Both patrons and employee will use transit shuttles. ↓				
In	866		8	-	299	-
Out	<u>822</u>		<u>8</u>	-	<u>283</u>	-
Total	1,688		16	-	632	-
Employees						
In	130		-	12	109	10
Out	<u>159</u>		-	<u>12</u>	<u>133</u>	<u>12</u>
Total	289		-	24	242	22
Total						
In	966	12	8	12	408	10
Out	<u>981</u>	<u>12</u>	<u>8</u>	<u>12</u>	<u>416</u>	<u>12</u>
Total	1,977	24	16	24	824	22

**Table 4-21, Vehicle Trip Distribution by Travel Corridor**

<b>Travel Corridor</b>	<b>Patron Percent</b>	<b>Employee Percent</b>	<b>Composite Percent</b>
I-93 North	15%	12%	15%
Route 16 West	5%	3%	5%
Route 38 West	1%	1%	1%
Broadway West	1%	1%	1%
Washington Street West	4%	3%	4%
I-93 South	38%	29%	37%
Rutherford Avenue	15%	9%	14%
Beacham Street East	2%	4%	2%
Route 16 East	3%	6%	3%
Route 1 North	9%	7%	9%
Route 99 North	2%	5%	2%
Main St (Everett Malden)	2%	3%	2%
Route 28 North	1%	1%	1%
Other Local	2%	16%	4%
Total	100%	100%	100%





[www.cityofmalden.org](http://www.cityofmalden.org)

**Gary Christenson, Mayor**

January 24<sup>th</sup> 2023

Joseph E. Delaney  
Chief of Community Affairs  
Massachusetts Gaming Commission  
101 Federal Street, 12th Floor  
Boston, MA 02110

Dear Mr. Delaney,

I write today to express my strong support for Malden's application to fund a Transit-Oriented Development Opportunities Study of Malden Center Station. The station has innumerable needs and has much to gain from redevelopment. We also believe that such a renovation would provide significant benefits to the City, the MBTA, and the region as it serves as a major transportation hub for the region as a whole and for the Encore Boston Harbor Casino specifically.

The Station as it stands now is inaccessible, unwelcoming, and difficult to navigate. Despite significant usage - Malden Center is the sixth busiest Station on the Orange Line, with more than 12,000 daily passengers across rapid transit, commuter rail, and thirteen bus lines - the Station has not had any significant renovations in thirty years. The station was not built to handle that number of passengers, so the limited ingresses and egresses get choked when trains are deboarding. The staircases are crumbling with spalling concrete, posing serious tripping hazards to commuters. The escalator is old and the elevator functions poorly, adding to the Station's ADA noncompliance issues. Outside of the Station, the crumbling curbs and sidewalks are hazardous for commuters with physical disabilities to navigate. The lighting of the station also needs significant improvement, as the current state lends itself to feeling a lack of safety. Taken together these needs present a clear picture of a Station in need of serious renovation.

But we are not simply motivated by a need to fix what is broken; we also see great potential in the proposed renovations. Our goal is to re-create the Station as a Transit Oriented Development that integrates housing, commercial, and retail space that will solidify Malden as a major transportation hub north of Boston and create more traffic into and through our downtown. Malden's designation as a transportation hub for the casino presents a challenge for businesses trying to draw customers directly into Malden to dine or patronize some of the experiential businesses.

We envision a Station where bus operations are entirely moved to the back to consolidate bus berths, making boarding simpler for riders and freeing up new space in the front of the Station. The

215 Pleasant Street, Malden, MA 02148 | Phone: 781-397-7000 Ext. 2001 | [info@cityofmalden.org](mailto:info@cityofmalden.org)

*Strong Past... Proud Future*

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entrances should not only be ADA-compliant, but friendly and inviting to passengers with physical disabilities. To that end we also suggest that the Station and surrounding area, including under the train viaducts on Centre and Pleasant Streets, should be better lit. And finally, we firmly believe that the renovations should include the creation of more stairways and elevators to access train platforms so that passengers can get off the trains and exit the station without the current dangerous levels of overcrowding.

Malden has the third highest rate of public transportation use in Massachusetts, behind only Boston and Somerville, and the increased load created by Casino employees and patrons has stretched Malden Center Station's capacity greatly. Both our residents and we in City Hall are dedicated supporters and users of public transportation, and at present we are left with a station that can be actively difficult to use.

Thank you for your consideration of this application.

Sincerely,



**GARY CHRISTENSON**  
Mayor, City of Malden



COMMONWEALTH OF MASSACHUSETTS  
THE GENERAL COURT  
STATE HOUSE, BOSTON, MA 02133

January 24<sup>th</sup> 2023

Joseph E. Delaney  
Chief of Community Affairs  
Massachusetts Gaming Commission  
101 Federal St, 12th Floor  
Boston, MA 02110

Dear Mr. Delaney,

We write today as Malden's Legislative Delegation to urge you to fund Malden's application to the Gaming Commission to fund a Transit-Oriented Development Opportunities Study of Malden Center Station. We have been strong supporters of the City's efforts to redevelop the Station for many years, and we are excited that the project is taking this step forward in partnership with the MBTA.

Malden has seen notable traffic impacts since the opening of the Encore Boston Harbor Casino, and making sure that Malden Center Station offers a functional alternative to vehicular traffic will play an important role in mitigating those impacts.

Malden Center has enormous potential for transit-oriented development, which the community has been diligently pursuing through innovative mixed-use development along Pleasant Street. It is clear from our monthly meetings that bring together city and MBTA employees and delegation members to discuss the future of Malden Center station, that all parties are dedicated to the future of this project.

This grant application is a first step towards a public-private partnership which will bring the Station into the twenty-first century with the rest of the downtown, creating economic development while dramatically improving the utility of the Station itself.

Thank you for your consideration of this application. Please reach out to Sarah Zeiberg in Senator Lewis's office at [Sarah.Zeiberg@masenate.gov](mailto:Sarah.Zeiberg@masenate.gov) if you have any questions or if we can provide any further information.

Yours sincerely,

Handwritten signature of Jason Lewis in blue ink.

Jason Lewis  
State Senator  
5th Middlesex

Handwritten signature of Steven Ultrino in black ink.

Steven Ultrino  
State Representative  
33<sup>rd</sup> Middlesex

Handwritten signature of Paul Donato in black ink.

Paul Donato  
State Representative  
35<sup>th</sup> Middlesex

Handwritten signature of Kate Lipper-Garabedian in black ink.

Kate Lipper-Garabedian  
State Representative  
32<sup>nd</sup> Middlesex



Maura Healey, Governor  
Kimberley Driscoll, Lieutenant Governor  
Gina Fiandaca, Secretary & CEO  
Jeffrey Gonneville, Interim General Manager



January 31, 2023

Joseph Delaney  
Massachusetts Gaming Commission  
Division of Community Affairs  
101 Federal St., 12th Floor  
Boston, MA 02110

**RE: City of Malden's 2023 Community Mitigation Fund Application – Malden Center Station Transit Oriented Development Opportunities Study**

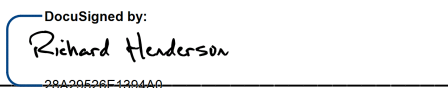
Dear Mr. Delaney,

The Massachusetts Bay Transportation Authority writes to express support for the City of Malden's application to the Massachusetts Gaming Commission's Community Mitigation Fund. In coordination with the MBTA, the requested funds will allow the City to perform a Transit Oriented Development Opportunities Study for the Malden Center Station. This work is an important first step for the City of Malden to enhance its public transit system and solidify its role as a transportation hub for the region.

Over the past two years, a Malden Center Station Working Group with members representing the City of Malden, MBTA, and the legislative delegation has met to discuss transit-oriented development improvements and renovations to the station. The City of Malden collaborated with the MBTA's to ensure that the scope of work for this grant request aligns with both entities' goals for the station and the surrounding area. The City of Malden has shared this project with the working group, and MBTA attendees have expressed support for the City of Malden's grant application. The MBTA and our partner organizations look forward to working with Malden to implement improvements at Malden Center Station based on the results of this study.

Thank you for your consideration of this request. Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,

By:  Richard Henderson  
Chief Real Estate Officer  
Massachusetts Bay Transportation Authority  
10 Park Plaza  
Boston, MA 02116