



**MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #310**

June 25, 2020
9:30 a.m.

**VIA CONFERENCE CALL NUMBER: 1-646-741-5292
PARTICIPANT CODE: 112 221 9704**



Massachusetts Gaming Commission



NOTICE OF MEETING and AGENDA
June 25, 2020 – 9:30 a.m.

PLEASE NOTE: Given the unprecedented circumstances resulting from the global Coronavirus pandemic, Governor Charles Baker issued an order to provide limited relief from certain provisions of the Open Meeting Law to protect the health and safety of individuals interested in attending public meetings. In keeping with the guidance provided, the Commission will conduct a public meeting utilizing remote collaboration technology. If there is any technical problem with our remote connection, an alternative conference line will be noticed immediately on our website: MassGaming.com.

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§ 18-25, notice is hereby given of a meeting of the Massachusetts Gaming Commission. The meeting will take place:

Thursday, June 25, 2020
9:30 a.m.

Massachusetts Gaming Commission
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All documents and presentations related to this agenda will be available for your review on the morning of June 25, 2020 by [clicking here](#).

PUBLIC MEETING - #310

1. Call to order
2. Administrative Update – Karen Wells, Interim Executive Director/Director of IEB
3. Commissioners Update: Chair Cathy Judd-Stein
 - a. Elaine Driscoll, Director of Communications: Bradford Fellowship
4. Research and Responsible Gaming – Mark Vander Linden, Director of Research and Responsible Gaming
 - a. Introducing Massachusetts Open Data Exchange (MODE) - Mark Vander Linden; Director of Research and Responsible Gaming; Elaine Driscoll, Director of Communications; Dr. Tom Land: Associate Professor of Medicine, University of Massachusetts Medical School
 - b. Updates to the research page on Website – Mark Vander Linden; Director of Research and Responsible Gaming; Elaine Driscoll, Director of Communications
 - c. GameSense Impact Report – Mark Vander Linden; Elaine Driscoll; Teresa Fiore, Program Manager of Research and Responsible Gaming



Massachusetts Gaming Commission

5. Community Mitigation Fund – Joseph Delaney, Construction Project Oversight Manager; Mary Thurlow, Program Manager
 - a. Community Mitigation Fund Application Review – Group 2 **VOTE**
6. Other business – reserved for matters the Chair did not reasonably anticipate at the time of posting.

I certify that on this date, this Notice was posted as “Massachusetts Gaming Commission Meeting” at www.massgaming.com and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us.

June 23, 2020

Cathy Judd-Stein, Chair

Date Posted to Website: June 23, 2020 at 9:30 a.m.



Massachusetts Gaming Commission



MODE

MASSACHUSETTS OPEN DATA EXCHANGE

For Immediate Release
June 25, 2020

Media Contact
Elaine Driscoll (MGC) 617-571-2964
Press release: 20-026

The Massachusetts Gaming Commission Launches Online Gaming Research Hub and Data Sharing Platform *The Newly Created Massachusetts Open Data Exchange (MODE) Offers Researchers Enhanced Access to Casino-Impact Related DataSets*

Today, the Massachusetts Gaming Commission (MGC) is excited to announce the launch of a robust online research library and data sharing portal, which will improve transparency and access to MGC's extensive and growing collection of gaming-related datasets. The MGC's burgeoning research agenda is recognized as the nation's most comprehensive research program to study, assess, and prepare for the social and economic impacts of casino gambling. The [new web-based information platform](https://www.massgaming.com), located at MassGaming.com, offers a categorized and centralized repository of the research program's wide-ranging studies and data.

In fulfillment of a legislative mandate, the MGC launched a robust, multi-year, first-of-its-kind research initiative in 2013. Research goals include:

- **Understand** the effects of casino gambling;
- **Obtain** scientific information regarding the psychology, sociology, epidemiology, and etiology of gambling;
- **Inform** strategies, practices and policies for responsible gambling and problem gambling prevention and treatment;
- **Evaluate** the effectiveness of MGC's responsible gaming programming; and
- **Translate** and mobilize research findings to inform decision-making.

This initiative also introduces the MGC's newly established **Massachusetts Open Data Exchange (MODE)**, a program designed to build upon existing research and to foster broad access to data for people with differing skills. MODE invites researchers of all disciplines to use available gaming-related data to advance the empirical evidence and knowledge base about the social and economic effects of casinos on individuals and communities. The MODE section of the website features a convenient and easy-to-use online application to facilitate researcher access, data sharing and analysis.



Massachusetts Gaming Commission

“Since its inception, the MGC has prioritized transparency and the importance of data-driven decision making. This latest initiative represents another milestone in our efforts to implement programs that support our organizational values and maximize government services,” said MGC Chair **Cathy Judd-Stein**. “MassGaming.com has long been an important resource for our constituents. We are pleased to continuously enhance our website’s utility, now providing better access to MGC grant-funded research in furtherance of innovation and discovery.”

The website currently features more than 40 research reports and numerous associated documents categorized by areas of interest to facilitate easy navigation and search function. Research categories include Economic Impact, Social Impact, Public Safety, Responsible Gaming Program Evaluations, Community-Engaged Research, and the longitudinal Massachusetts Gambling Impact Cohort (MAGIC) study. Also, drop-down menus and advanced search options are available to provide a streamlined and efficient user experience.

Mark Vander Linden, MGC director of research and responsible gaming, said, “The goal of the MGC research agenda is to connect constituents and policymakers with relevant and timely research so they can make an informed decision in the development and implementation of gambling policies and practices. The enhancements to the research section are a significant step in this direction.”

Tom Land, Associate Professor of Medicine at the University of Massachusetts Medical School, commented, “MODE has great promise in amplifying the value of the MGC research agenda. By allowing access to the data, researchers with potentially different perspectives will be able to provide new insights into the impacts of gambling in Massachusetts.”

MGC strives to set the industry standard for maximizing the use of available technology to enhance its overall efficiency and to serve constituents better. MGC continually aims to improve outreach and communications while also welcoming the public’s feedback. MGC urges the public to browse the new research section and email feedback to MGComments@state.ma.us.

About MassGaming

The mission of the Massachusetts Gaming Commission is to create a fair, transparent, and participatory process for implementing the expanded gaming law passed by the Legislature and signed by the Governor in November 2011. In creating that process, the Commission will strive to ensure that its decision-making and regulatory systems engender the confidence of the public and participants, and that they provide the greatest possible economic development benefits and revenues to the people of the Commonwealth, reduce to the maximum extent possible the potentially negative or unintended consequences of the new legislation, and allow an appropriate return on investment for gaming providers that assures the operation of casino-resorts of the highest quality. For more information on MGC, please visit MassGaming.com or connect and share on Twitter ([@MassGamingComm](https://twitter.com/MassGamingComm)) or Facebook www.facebook.com/MAGamingComm.



Massachusetts Gaming Commission

GameSense

**THE
PROGRAM**

**& THE
IMPACT**



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The Massachusetts Legislature legalized casino gaming in 2011 to produce broad-based economic development, including jobs and revenue—but not at any cost.

A key feature of the gaming law established a **first-of-its-kind research plan** to comprehensively assess the social and economic impacts of casino gambling in Massachusetts. A data-driven understanding of casino impacts provides the Massachusetts Gaming Commission (MGC) with the ability to design evidence-based programming, particularly in the area of responsible gaming and problem gambling.

A baseline study concluded that, in Massachusetts, approximately **2% (110,000) of the adult population meet the criteria for problem gambling**, and another **8.4% (440,000) experience harm to a lesser degree**. In response to these findings, the MGC launched GameSense, an innovative, player-focused responsible gaming program that encourages players to adopt positive play behaviors and attitudes that promote safe levels of play and reduce the risk of gambling-related harm.

It is also worth noting that Massachusetts is the only gaming jurisdiction in the country to require such responsible gaming resources (GameSense Info Centers and GameSense Advisors) at each casino property.

As the Commonwealth’s casino industry continues to grow and mature, the MGC, in partnership with our many stakeholders, looks forward to continued research-driven innovation to meet the needs of Massachusetts’s diverse casino patrons.



Cathy Judd-Stein

Cathy Judd-Stein
Massachusetts Gaming Chair

The GameSense program captures four essential pillars of engagement:

FPO

WHAT IS GAMESENSE?

GameSense is an innovative responsible gaming program that encourages players to adopt and/or maintain positive behaviors and attitudes that reduce the risk of gambling-related harm.

In fulfillment of the legislation, which called for an on-site player protection program staffed by a third party, the MGC licensed GameSense from the British Columbia Lottery Corporation in 2015 and drew upon the experience and expertise of the Massachusetts Council on Compulsive Gambling (MCCG) to staff and operate the program at each Massachusetts casino—Encore Boston Harbor (EBH), MGM Springfield (MGM), and Plainridge Park Casino (PPC).

- 1 Relevant**
Tips and tools help players play smarter

- 2 Supportive**
Informative instead of judgmental

- 3 Approachable**
Messaging is welcoming and lighthearted

- 4 Relatable**
Adopts a fun and occasionally humorous style

WHO DOES GAMESENSE SERVE?

FPO

CASINO PATRONS

GameSense encourages casino patrons to engage in positive play promoting informed player choice.

Most people who visit Massachusetts casinos engage in “positive play,” or gambling behavior which is non-problematic. Research shows that players who engage in positive play focus on “playing for fun, being entertained, and/or winning a prize” (Wood & Griffiths, 2015).

GameSense Advisors engage patrons both in the GameSense Info Center and on the casino floor through innovative games, quizzes, and other demonstrations, presenting information to:

- ▶ Debunk common gambling myths and misconceptions
- ▶ Educate on how games work, and educate on odds and probabilities of slots and table games
- ▶ Discuss informed decision-making options



GameSense provides at-risk and problem gamblers with information relevant to the patrons’ specific needs, using the stepped-care approach.

According to the baseline general population survey of Social and Economic Impacts of Gaming in Massachusetts, approximately one in every five patrons may be at risk for, or has, a gambling problem (Volberg, Williams, Stanek et al., 2017). Recognizing that all players are not the same, **GameSense uses a stepped-care approach.**

POSITIVE PLAYERS

Majority of players

Promotes positive play and prevention so that individuals remain in this segment

Promotes the availability of GameSense for persons who may eventually struggle with gambling

AT-RISK PLAYERS

Smaller portion of players

Emphasis on early intervention so that persons in this segment do not develop a gambling problem

Promotes the use of tools to monitor play behavior

Promotes the availability of GameSense for persons who may eventually struggle with gambling

PROBLEM PLAYERS

Smallest portion of players

Promotes the programs and services to prevent escalation and maximize recovery

Promotes GameSense as an on-site resource for problem players who are not ready for treatment



CASINO EMPLOYEES

GameSense builds the capacity of casino employees, including management, through education and interactions to promote responsible gaming and mitigate problem gambling.

In partnership with the three casino licensees, GameSense has provided both new-hire orientations and advanced responsible gaming trainings to well over 5,000 Massachusetts casino employees. Evaluations show that 88% of casino employees have rated the training as “very good” or “excellent.”

GameSense empowers and supports casino employees to take action to support patrons in need of assistance.

In fiscal year 2019, GameSense Advisors engaged 2,994 casino employees with conversations about responsible and problem gambling. Additionally, on 266 occasions, casino employees, gaming agents, state police officers, and others have referred patrons or requested assistance from an on-site advisor.



88%

OF CASINO
EMPLOYEES

have rated the
training as “very
good” or “excellent”

FPO



THE COMMUNITY

GameSense provides responsible gaming and **problem gambling education** to service providers and community groups in casino host and surrounding communities. They specifically target and engage community partners that serve persons at higher risk of or with gambling problems.



WHAT RESOURCES & TOOLS DOES GAMESENSE HAVE AVAILABLE?



Within the **GameSense toolkit** are programs, resources, and educational activities designed to engage patrons at Massachusetts casinos.



GAMESENSE INFO CENTERS

GameSense Info Centers are located on-site at all Massachusetts casinos, and operate for 16 hours a day/7 days a week. Strategically located in high-traffic areas, each GameSense Info Center has a welcoming, visitor-friendly space, as well as private offices for more sensitive conversations.

Visitors to the GameSense Info Center can learn about myths associated with gambling, find out the odds of the games, take a break, or seek support from a GameSense Advisor.



GAMESENSE ADVISORS

GameSense Advisors are the heart of the program. Nearly all GameSense Advisors possess a gaming background, but also bring to the position a diverse range of educational and other work experiences. One thing they have in common is a passion for the work they do in order to make a difference in the lives of casino patrons and staff.

In addition to extensive training on responsible gaming and problem gambling, GameSense Advisors receive training in Mental Health First Aid, behavioral health, counseling skills, and community resources.

The GameSense team is made up of advisors who represent diverse cultural and ethnic groups and ages, and who possess various linguistic backgrounds. Diversity is an integral part of the GameSense team, as it aids in reaching players from different backgrounds, including those who have historically suffered from health disparities.

PlayMyWay



PlayMyWay (PMW) is a first-of-its-kind budgeting tool designed to allow players the ability to monitor the amount of money they spend on electronic gaming machines. PMW is now available at Plainridge Park Casino, and a 2021 launch is planned at MGM Springfield and Encore Boston Harbor. GameSense Advisors play a critical role in PMW, as they serve as the primary customer service representation when it comes to enrollments, “un-enrollments,” and program-related questions.

- › Once enrolled, a player receives automatic **notifications after they approach 50%, 75%, and 100% of the budget** set for daily, weekly, or monthly spending.
- › The player can choose to **stop at any point or keep playing.**
- › The player can **enroll, adjust their budget, or un-enroll** in PlayMyWay at any time.

The program is completely voluntary and provides players with real-time data so that they stay in control of their gambling. Between the launch of PMW in June 2015 through December 2019, there were **24,587 actively enrolled** in the program, with **an average un-enrollment rate of 14%.**



VOLUNTARY SELF-EXCLUSION

The Voluntary Self-Exclusion Program (VSE) allows participants to voluntarily prohibit themselves from accessing the gaming floor at any Massachusetts casinos for a pre-determined length of time.

Over 85% of all enrollments are conducted by a GameSense Advisor and most commonly take place at a GameSense Info Center.

The VSE program is designed to engage participants in order to support their decision and to offer to connect them with additional help. Between June 2015 and December 2019, **779 individuals** enrolled in the VSE program.



Between June 2015 and December 2019,

779

INDIVIDUALS

enrolled in the VSE program.

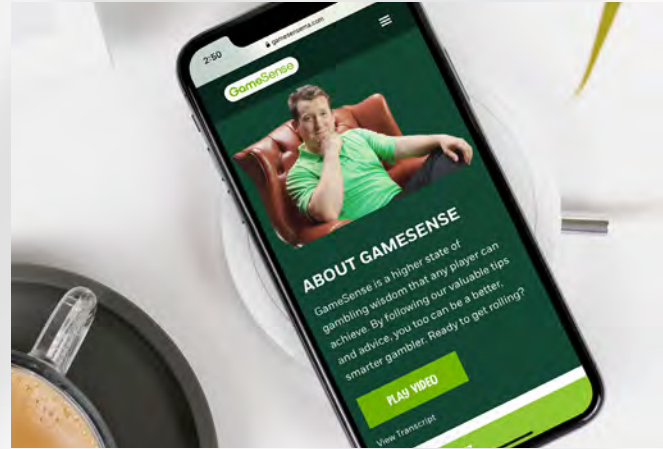
“Research has shown that the Massachusetts VSE program is an effective intervention to help persons struggling to control their gambling. Participants reported reduced gambling-related problems, including improved mental health and relationship quality. Participants who had previously enrolled in other VSE programs reported a significantly more positive enrollment experience with a GameSense Advisor.”

– **Mark Vander Linden**
MGC Director of Research and Responsible Gambling



COMMUNITY ENGAGEMENT

GameSense community engagement initiatives are designed to **bring responsible gaming and problem gambling information and resources out into the community.** Engagement efforts focus on groups and communities identified by research as being at higher risk for experiencing gambling-related harm, including blacks, Asian populations, immigrants, veterans, seniors, and those with an annual household income of less than \$15,000.



MOBILE-FRIENDLY

The mobile-friendly website GameSenseMA.com is accessible and user-friendly. The website is populated with entertaining videos, featuring a fictional GameSense Advisor, created to dispel popular gambling myths and offer “pearls of wisdom” or practical tips about responsible play.

The website also offers extensive recommendations for responsible gaming techniques, interactive tools, myth-busting games, and valuable information about how to access support resources and services such as the VSE program.



GAMESENSE METRICS & EVALUATION



To **integrate responsible gaming and knowledge** of problem gambling into casino culture, GameSense Advisors educate all newly hired casino staff and provide tailored trainings based on job function.

These trainings are critical to furthering the mission of GameSense, as the number of casino staff at each Massachusetts casino far exceeds the number of GameSense Advisors at each property.

Data collected by **GameSense Advisors** between June 2019 and April 2020, when all three Massachusetts casinos were operational, shows:

>275,000

GENERAL INTERACTIONS

with casino patrons and employees



>56,000

CONVERSATIONS

pertaining to responsible gaming and problem gambling

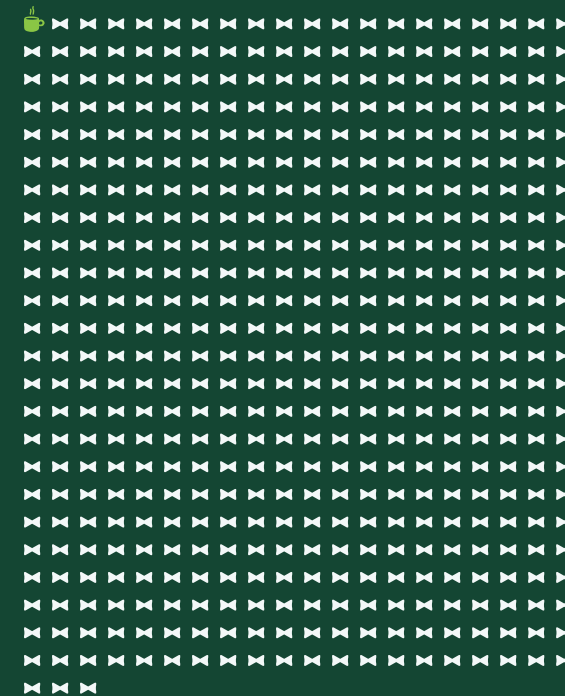
WITH

77,081

CASINO PATRONS AND EMPLOYEES

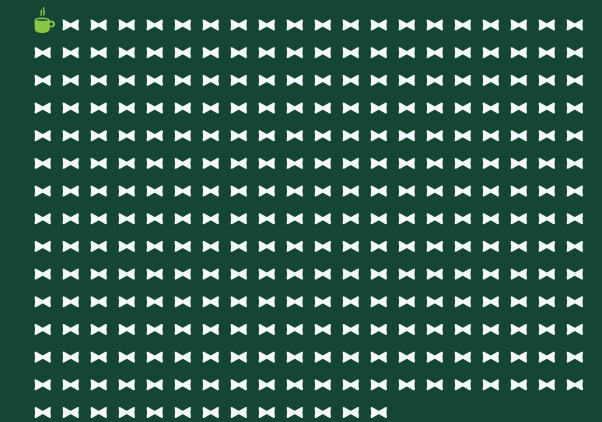
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EBH GameSense Advisor to EBH staff



1:293

MGM GameSense Advisor to MGM staff



1:76

PPC GameSense Advisor to PPC staff

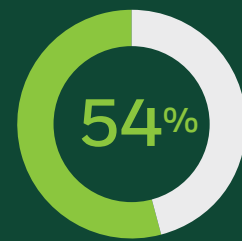


= GameSense Advisor = Casino Staff

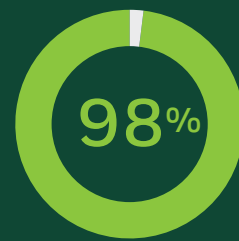
WHAT ARE THE RESULTS?

An early evaluation of the Plainridge Park Casino GameSense program, which collected data between 2015 and 2017, offers an encouraging outlook on its impact and effectiveness.

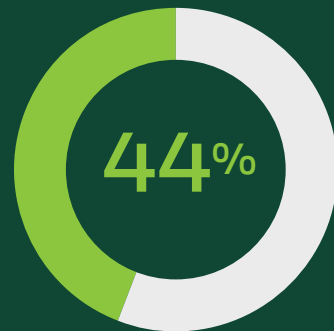
Research findings indicate:



of surveyed patrons had a **high degree of program awareness**



of patrons surveyed were **satisfied with the information** provided by GameSense Advisors



went on to say that the program **changed the way they think** about their gambling behavior



SPREADING THE WORD

The MGC, in conjunction with the Massachusetts Council on Compulsive Gambling, have developed and mobilized **a comprehensive communications strategy** to educate casino patrons, staff, and the general public about the importance of safe play and the availability of the program, in an effort to:



INCREASE
overall brand awareness



PROMOTE
informed player choice about their gambling



DRIVE
traffic to GameSenseMA.com



MAXIMIZE
community engagement efforts



HIGHLIGHT
the resources and tools available



REACH
special populations to educate about responsible gaming and resources available



EDUCATE
the public with helpful responsible gambling tips and support resources



REINFORCE
the Commonwealth's commitment to a robust responsible gaming strategy

FPO

ADVERTISING & MARKETING



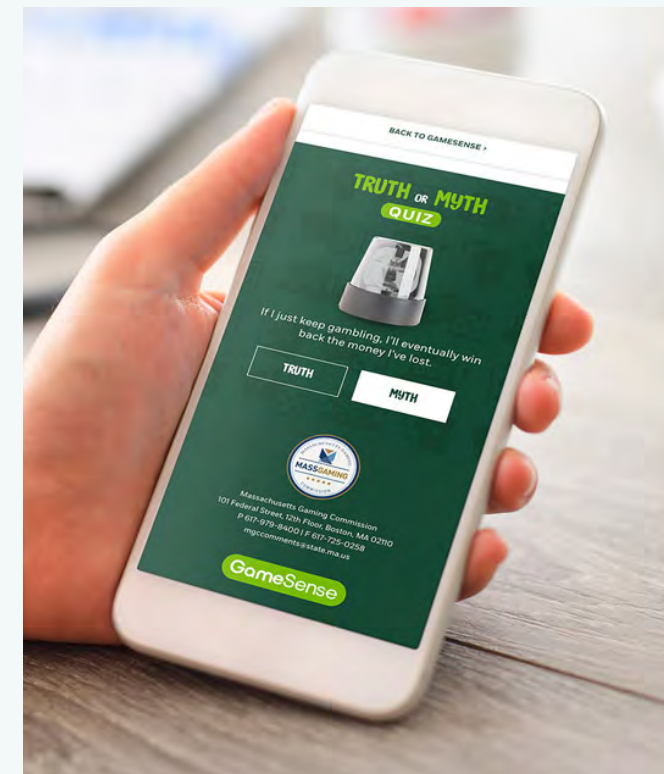
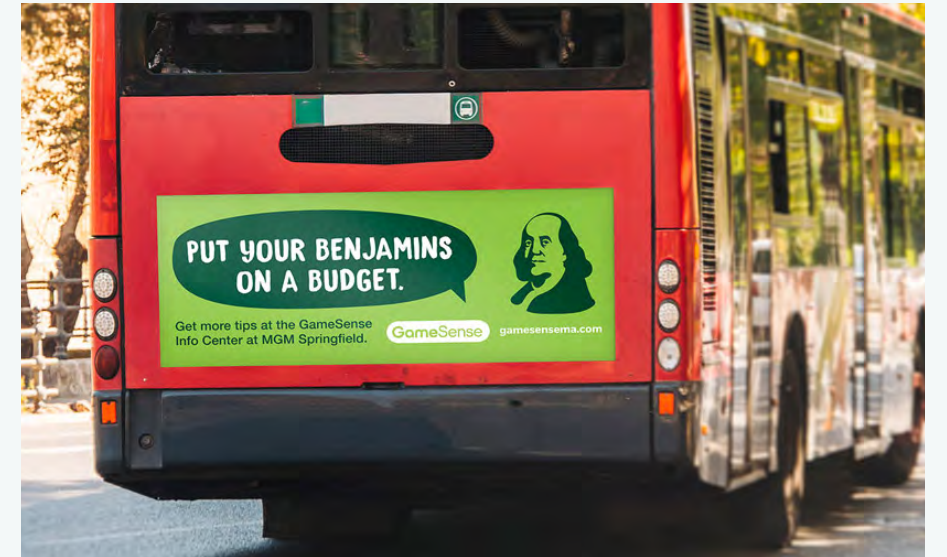
In-casino Signage

On-site casino marketing strategies are deployed in cooperation with casino operators, and include in-casino signage, multilingual collateral, staff newsletters, and other specialized campaigns.



Paid Advertising

Paid advertising includes mobile, display, social (Facebook and Instagram), and search engine marketing. Online ads are distributed according to web-browsing behavior to maximize the campaign's impact and target persons who are recreational, at-risk, and problem gamblers.

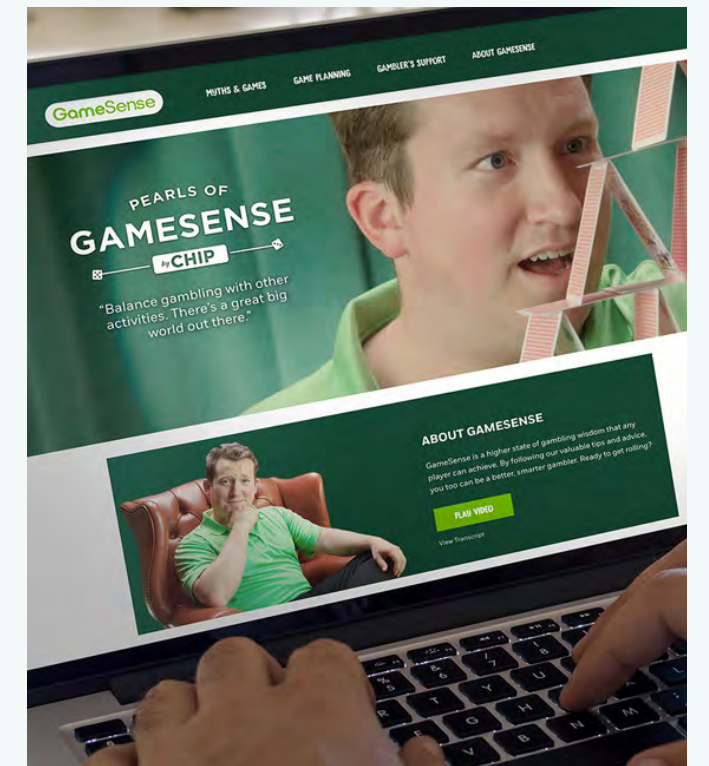


Digital Strategy

Social media platforms are used to communicate relevant, organic content. Social media platforms are powerful communication vehicles, as they allow for timely and relevant content based on current events or industry trends as well as collaboration with casino operators and other responsible gaming stakeholders.

Website

GameSenseMA.com offers practical responsible gaming tips, interactive tools, myth-busting games, and valuable information about how to access support resources and services such as the Voluntary Self-Exclusion program.



FP O

GAMESENSE IN THE NEWS

GameSense has been highlighted by both local and national news sources spanning **radio, TV, digital, and newsprint.**

MGM host referred “top-tier player” for problem gaming help

State House News Service | March 28, 2019

As problem gambling awareness month draws to a close, a longtime responsible gaming advisor who works with the Gaming Commission said Massachusetts’s efforts to educate players are working and having an influence on the casino industry.

Amy Gabrila, a senior advisor with the commission’s GameSense program, told regulators Thursday that a recent interaction with an executive host from MGM Springfield—whose job is to cater to high rollers and to cultivate regular players—moved her to tears.

She said she recently led a “grueling” training session on responsible gaming and the resources GameSense makes available to all players with MGM Springfield officials, including this particular executive host. Shortly after the session, the executive host referred a client—a top-tier player—to Gabrila for assistance with potentially problematic gambling.

“Honestly, I cried,” Gabrila told the Gaming Commission. “Never in my 22 years in this business would I have ever believed that an executive host—a guy who lives off getting people to play, that’s his business—was willing to drop off one of his best accounts to me because he felt it was the right thing to do.”

“

THE FACT IS THAT WE ARE NOW IN THIS SPACE WHERE WE’RE CHANGING THE NARRATIVE OF RESPONSIBLE GAMBLING IN THE INDUSTRY FROM THE INSIDE OUT.



Amy Gabrila
Senior Advisor,
GameSense

The commission adopted GameSense as its “comprehensive responsible gaming strategy,” and the program includes information centers in each of the state’s gaming facilities and advisors like Gabrila whose interventions range from casual conversations about things like betting odds to more in-depth assistance.

Gabrila said the state’s efforts to promote responsible gaming have rubbed off on staff at MGM Springfield, which opened in August. She said 10 of the last 15 people who have added themselves to the state’s voluntary gaming exclusion list did so after an MGM Springfield staff member referred them to GameSense.

“The fact is that we are now in this space where we’re changing the narrative of responsible gambling in the industry from the inside out,” Gabrila said. She added, “It blows my mind... It’s something I never thought would happen.”

WHERE DO WE GO FROM HERE?

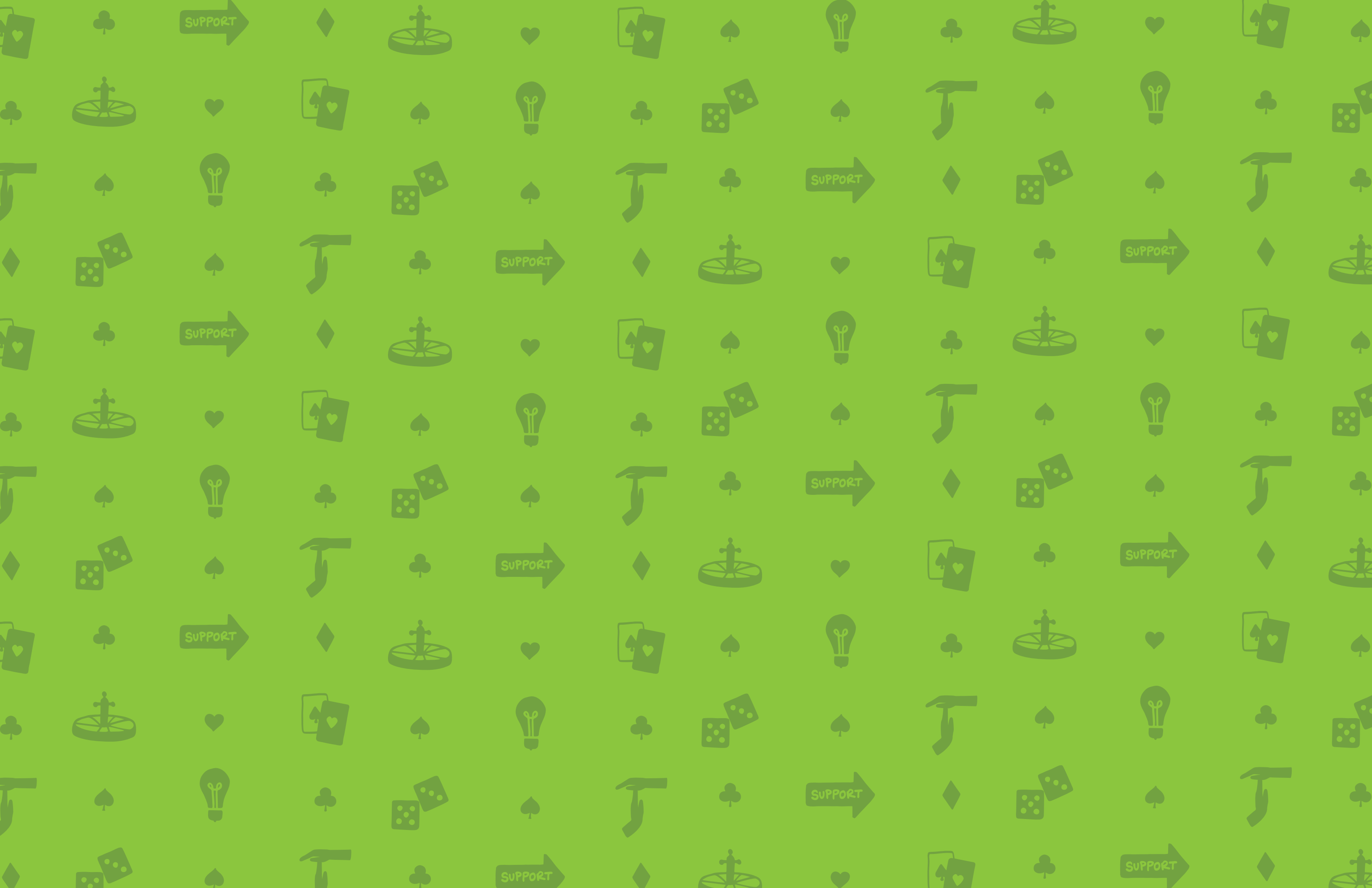
Closing Message from Mark Vander Linden, MGC Director of Research and Responsible Gaming



The Massachusetts legislature laid out **a vision for casino gaming** that would bring jobs and the greatest possible economic benefit to the Commonwealth. They understood that in order to achieve this vision there must also be a plan to mitigate the negative consequences, because for every person who is harmed by gambling, the benefits begin to erode. As outlined in this report, GameSense has quickly become an effective frontline response, working both inside the casino and in the community to meet this challenge and advance the MGCs' objectives of; providing accurate and balanced information to promote positive play; providing patrons experiencing gambling-related harm with timely and appropriate information; and creating a shared understanding of responsible gaming among individuals, communities, the gaming industry, and government.

I'm thrilled by the early success of this program, but we remain committed to finding new, innovative ways to meet the needs of the Commonwealth. As the nature of gaming changes, **GameSense will evolve with it by adapting its strategies while maintaining the core objectives.**







To learn more about our program,
visit us at [GameSenseMA.com](https://www.gamesensema.com).



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TO: Chair Cathy Judd-Stein, Commissioners Gayle Cameron, Eileen O'Brien, Bruce Stebbins and Enrique Zuniga

FROM: Community Mitigation Fund Review Team

CC: Karen Wells, Acting Executive Director

DATE: June 23, 2020

RE: 2020 Community Mitigation Fund

This memorandum provides an analysis of the applications for funding under the different components of the 2020 Community Mitigation Fund ("2020 CMF"): Specific Impact Grants, Transportation Planning Grants, Transportation Construction Project(s) Grant, Non-Transportation Planning Grants, Workforce Development Grant, and Tribal Gaming Technical Assistance Grant. Copies of the applications can be found at <https://massgaming.com/about/community-mitigation-fund/>.

The Community Mitigation Fund Review Team ("Review Team") reviewed the applications to ensure that they are in compliance with the 2020 Guidelines. As part of this review process, copies of the applications were sent to the licensees and MassDOT for their review and comment. Conference calls and remote meetings were held between the applicants and the Review Team. Requests for supplemental information were submitted to the applicants so they could provide further clarification on their application. Numerous meetings were held by the Review Team to ensure a thorough review of every application.

The below chart shows the overall recommendations of the Review Team as compared to the overall anticipated spending targets in the 2020 Guidelines.

Recommendations of the Review Team

To effectuate a consistent and efficient system to analyze the applications, the Review Team utilized the review criteria specified in the 2020 Guidelines. This summary will mention some significant factors for these applications. The Review Team also compiled charts demonstrating how each of the criteria is reflected in the applications. Among the criteria are:

- A demonstration that the impact is being caused by the proposed gaming facility;
- The significance of the impact to be remedied;
- The potential for the proposed mitigation measure to address the impact;
- The potential for the proposal to maximize the economic impact of the gaming facility; and
- The feasibility and reasonableness of the proposed mitigation measure.

In setting the budget for 2020, the Commission based its estimates on those revenues received by December 31, 2019. Pursuant to the 2020 Guidelines, the Commission established a target spending amount of \$11.5 million, with \$6 million targeted for Region A, \$5 million targeted for Region B and \$500,000 targeted for the Category 2 facility. The total recommended statewide award is \$6,688,000* which is broken down as follows:

- Region A \$3,906,000
- Region B \$2,499,000
- Tribal and Category 2 \$ 283,000

The actual amount of CMF revenues received in 2019 was \$11,519,909.13 which compared favorably to the estimates provided in the Guidelines.

The following chart shows the anticipated spending targets in the 2020 Guidelines compared to the funding requests received by the deadline and the potential recommended awards. A more detailed chart follows for individual applications.

| Guidelines Targeted Spending | | Applications Received | Awards |
|--|----------------|-------------------------------|-------------------------------|
| Specific Impact | No Target Set | \$4,181,633.84 | \$2,217,000* |
| Transportation Planning (\$200,000 per application plus any regional planning incentive) | \$1,000,000.00 | \$1,850,000.00 | \$450,000.00 |
| Transportation Construction Project(s) | \$3,000,000.00 | \$5,729,160.00 | \$3,200,000.00 |
| Workforce Development (2 regional programs of \$300,000) | \$800,000.00 | \$900,000.00 | \$371,000.00 |
| Non-Transportation Planning (\$100,000 per application plus any regional planning incentive) | No Target Set | \$550,000.00 | \$250,000.00 |
| Tribal Gaming Technical Assistance | Carryover | \$200,000.00 | \$200,000.00 |
| <u>Total:</u> | | <u>\$13,410,793.84</u> | <u>\$6,688,000.00*</u> |

*Not including the West Springfield Police and Fire application

| Anticipated Spending | | Applications | Awards |
|--|--------------|--------------|---------------------|
| Hampden County Sheriff Lease Assistance | \$400,000.00 | \$400,000.00 | \$400,000.00 |
| Tribal Technical Assistance Grant (carryover) | \$200,000.00 | \$200,000.00 | \$200,000.00 |

| Applicant | Category 2/ Tribal | Region A | Region B | Recommendation of Review Team |
|---|-----------------------|-----------------------|-----------------------|----------------------------------|
| Specific Impact: No target set | | | | |
| Chelsea – Transportation Corridor | | \$500,000.00 | | \$500,000.00 |
| Everett – Fire Department | | \$629,455.75 | | \$200,000.00 |
| Everett - Police | | \$183,783.75 | | \$184,000.00 |
| Everett - Data Driven Strategies | | \$150,000.00 | | 0 |
| Foxborough - Police Department | \$82,467.00 | | | \$83,000.00 |
| Hampden County DA | | | \$75,000.00 | \$75,000.00 |
| Hampden County Sheriff | | | \$400,000.00 | \$400,000.00 |
| Malden - Fire | | \$500,000.00 | | 0 |
| Springfield - Blueprint | | | \$500,000.00 | \$250,000.00 |
| Springfield - City Stage | | | \$300,000.00 | \$300,000.00 |
| Springfield - Fire | | | \$436,602.34 | 0 |
| Springfield - Police | | | \$124,325.00 | \$125,000.00 |
| Springfield - Revenue Recovery | | | \$100,000.00 | \$100,000.00 |
| West Springfield - Police & Fire | | | \$200,000.00 | undecided |
| Total: | \$82,467.00 | \$1,963,239.50 | \$2,135,927.34 | \$2,217,000.00* |
| Transportation Planning: (\$200,000 per application plus any regional planning incentive): \$1,000,000 | | | | |
| Boston - Sullivan/Rutherford | | \$200,000.00 | | \$200,000.00 |
| Everett/Somerville – Silver Line | | \$425,000.00 | | 0 |
| Everett - Aerial Tramway | | \$200,000.00 | | 0 |
| Lynn - Western Avenue | | \$200,000.00 | | \$100,000.00 |
| Malden - Transit Action Plan | | \$200,000.00 | | \$150,000.00 |
| Revere/Saugus - Traffic | | \$425,000.00 | | 0 |
| West Springfield - Complete Streets (Main St.) | | | \$200,000.00 | 0 |
| Total: | | \$1,650,000.00 | \$200,000.00 | \$450,000.00 |

*Excluding the West Springfield Police and Fire application

| Applicant | Category 2/ Tribal | Region A | Region B | Recommendation of Review Team |
|--|---------------------------------|-----------------------|-----------------------|----------------------------------|
| Transportation Construction Project(s): \$3,000,000.00 | | | | |
| Boston - Lost Village | | \$533,900.00 | | \$295,000.00 |
| Chelsea –Beacham/Williams | | \$1,000,000.00 | | \$1,000,000.00 |
| Everett - Northern Strand | | \$1,000,000.00 | | \$375,000.00 |
| Lynn – Traffic Signals | | \$750,260.00 | | 0 |
| Medford – Wellington Greenway | | \$945,000.00 | | \$530,000.00 |
| Revere/Saugus – Route 1 North | | \$500,000.00 | | 0 |
| West Springfield – Complete Streets (Park St. /Park Ave.) | | | \$1,000,000.00 | \$1,000,000.00 |
| Total: | | \$4,729,160.00 | \$1,000,000.00 | \$3,200,000.00 |
| Workforce Development (2 Regional pilots programs of \$300,000, maximum \$400,000 with incentive): \$800,000.00 | | | | |
| Holyoke Community College | | | \$450,000.00 | \$199,000.00 |
| MassHire MetroNorth REB | | \$450,000.00 | | \$172,000.00 |
| Total: | | \$450,000.00 | \$450,000.00 | \$371,000.00 |
| Non-Transportation Planning (\$100,000 per application plus any regional planning incentive): No Target Set | | | | |
| Everett Port Area | | \$100,000.00 | | \$100,000.00 |
| Medford | | \$100,000.00 | | \$100,000.00 |
| Northampton | | | \$100,000.00 | \$50,000.00 |
| Revere | | \$100,000.00 | | 0 |
| Saugus | | \$100,000.00 | | 0 |
| West Springfield | | | \$50,000.00 | 0 |
| Total: | | \$400,000.00 | \$150,000.00 | \$250,000.00 |
| Tribal Gaming Technical Assistance: \$200,000.00 | | | | |
| Southeastern Regional Planning & Economic Development (SRPEDD) | \$200,000.00 | | | \$200,000.00 |
| Total: | \$200,000.00¹ | | | \$200,000.00 |
| Total of all Applications | \$282,467.00 | \$9,192,399.50 | \$3,935,937.34 | \$6,688,000.00* |

As noted in the 2020 CMF Guidelines, the Commission plans to allocate the \$11.5 million remaining CMF funds between the two regions, Region A and Region B, after accounting for grants that will be

¹ Not new funding, carryover from 2019.

made for Category 2 impacts. The recommended awards for both Region A and Region B fall within these projected regional budgets. The targeted spending in Region A is \$6,000,000.00. The targeted spending in Region B is \$5,000,000.

Specific Impact

The 2020 Community Mitigation Fund for mitigation of specific impacts may be used only to mitigate impacts that either have occurred or are occurring as of the February 1, 2020 application date. Although the definition in the Commission's regulations (for the purpose of determining which communities are surrounding communities) references predicted impacts, the 2020 program is limited to only those impacts that are being experienced or were experienced by the time of the February 1, 2020 application date. No application for a Specific Impact Grant shall exceed \$500,000, unless a waiver has been granted by the Commission. No community is eligible for more than one Specific Impact Grant, unless a waiver has been granted by the Commission.

CHELSEA – Beacham and Williams Streets Reconstruction

Summary: The City of Chelsea is requesting \$500,000 for the comprehensive reconstruction of Beacham and Williams Streets, from Spruce Street to the City's boundary with Everett. This project consists of roadway and utility reconstruction, intersection upgrades, and the installation of pedestrian and bicycle facilities.

Analysis: The City of Chelsea has requested funds for this project from both the Specific Impact Grant category for \$500,000 and the Transportation Construction Project (TCP) Grant category for \$1,000,000. The 2020 CMF guidelines establish a TCP statewide target amount of \$3 million with no single project receiving more than \$1 million. The 2020 Specific Impact Grant guidelines envision no more than one Specific Impact Grant per community with a maximum value of \$500,000. While we have not previously seen a community apply for the same project in multiple grant categories, there is no prohibition from doing so.

The detailed analysis and recommendation for this Specific Impact Grant application is included with the analysis of Chelsea's Transportation Construction Project Grant application.

Licensee Response: "Encore Boston Harbor supports the City of Chelsea's efforts to reconstruct Beacham and Williams Streets from Spruce Street to the Everett city line. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, has the opportunity to make substantial and lasting improvements to our area. This project is one that could lead to significant regional improvement in the future."

MassDOT Response: "MassDOT supports the City of Chelsea's request for \$500,000 to reconstruct Beacham Street and Williams Street, from Spruce Street to the City of Everett border. In addition to roadway reconstruction, the project will include intersection upgrades and the installation of pedestrian and bicycle facilities. As discussed above, the City has also applied for \$1,000,000 of funding for this project through CMF's Transportation Construction Grants."

EVERETT – Data Driven Strategies in Marketing and Economic Development

Summary: The City of Everett is requesting \$150,000 to develop a data-driven marketing and communications growth plan. Using the latest data-mining techniques reveals behavioral patterns when people are in the City of Everett. By analyzing this data the City will be able to make much more informed and nuanced decisions when developing marketing and economic development strategies, both to maximize the positive economic development impacts of the Encore facility and to mitigate the negative impacts on certain local businesses.

Analysis: The Review Team was intrigued by this application. The use of data mining techniques certainly has the potential to better inform City leaders on how people move through and interact with the City and can allow for better targeting of marketing communications to draw potential consumers into the local business community. The team felt that this was a forward thinking, cutting edge plan to improve the business environment in Everett.

The Review Team, however, had some concerns with the application. The first was with the impact attributed to the casino. This proposal was based on a small online survey (n=15) conducted by a graduate research class attempting to identify casino impacts on local businesses. Two-thirds of the respondents said there was no impact on their business with the remainder saying that there were either positive or negative impacts. The Review Team was not convinced that this survey was rigorous enough to identify a direct impact of the casino. We understand that MAPC is doing additional work in this area, and a broader study might make a better case for a casino impact.

More importantly, the Review Team is concerned with the current state of the casino and the expected ramp-up of activities upon reopening. There is concern that the data gathered as part of this study may not be representative of the expected levels of attendance at the casino once things return to a more steady state, and that this data may make the subsequent marketing and communication growth plan less robust.

Therefore, the Review Team does not recommend funding of this project for 2020. The Review Team does encourage the City of Everett to continue to pursue additional data regarding business impacts and consider applying for CMF funds in a future round.

Licensee Response: “Encore Boston Harbor supports the City of Everett’s effort to gather additional information on the impact of the opening of Encore Boston Harbor on its businesses, and it is encouraged that initial data collection has shown that the majority of businesses surveyed reported a positive or undetectable impact. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. We continue to encourage regional collaboration to ensure that the resources available in the Community Mitigation Fund are put towards impactful initiatives that will benefit the region for decades to come.”

EVERETT – Fire Department Supplemental Personnel and Operational Funds

Summary: The City of Everett Fire Department seeks \$629,455.75 to supplement the additional personnel and operational costs incurred as a result of the increased staffing levels and service calls in response to Encore’s operations.

Analysis: The City of Everett Fire Department (EFD) made the decision to require around-the-clock fire details at Encore due to the number of public safety calls, transports and responses at the facility. These around-the-clock details began at the Encore opening and ran until November 21, 2019. EFD and Encore negotiated an agreement regarding fire details and entered into an MOU in which Encore agreed to pay for the first two weeks of details and established reduced levels of fire details going forward – primarily weekend details. This leaves a 19-week period between July 7, 2019 and November 21, 2019 where fire details have not been reimbursed. The City of Everett is asking that the CMF fund the details in the 19-week period for a total of \$629,455.75.

In our meeting with the applicant, the Review Team questioned whether these details should be paid by the City out of their Host Community payments. EFD responded that “the impact studies performed by the City prior to the project opening did not anticipate the level of increased calls for service that were generated to the Everett Fire Department during the opening months of the

facility. These calls for service necessitated dedicated, on-site fire details in addition to the increased staffing and shifts of the Department made in anticipation of the project opening.” The Review Team agrees that impact studies cannot necessarily predict the total level of calls, especially during the opening period of a facility like a casino, however, there needs to be some reasonable expectation of an increase in calls.

EFD provided a chart showing the number of calls generated by the Encore facility during the first several months of operation. As this chart demonstrates, there was a significant peak in calls during June, July and August, with a reduction in calls in September and beyond.

| Month | Calls Covered by EFD Encore Detail | Calls Covered by EFD Apparatus | Total Response to Encore |
|----------------|------------------------------------|--------------------------------|--------------------------|
| June 19 | 73 | 1 | 74 |
| July 19 | 160 | 7 | 167 |
| August 19 | 118 | 12 | 130 |
| September 19 | 68 | 6 | 74 |
| October 19 | 69 | 3 | 72 |
| November 19 | 54 | 10 | 64 |
| (*Cut Details) | | | |
| December 19 | 34 | 26 | 60 |
| January 20 | 22 | 27 | 49 |
| February 20 | 40 | 27 | 67 |
| March 20 | 14 | 22 | 36 |

Discounting March 2020 where the facility was open for only half of the month, the average number of calls from September to February is 64 calls per month. The Review Team considers this the baseline number of calls that could reasonably be anticipated by EFD. Extrapolating this out results in an excess level of calls between the second week of July and November 2019 of 145 calls, or 31.2% of the total calls (465) in that same time period. If we apply this percentage to the overall grant request of \$629,455.75, the resultant amount is \$196,390.

Based on the above analysis, the Review Team recommends that the Commission award a grant in the amount of \$200,000 City of Everett for additional costs associated with the opening period fire details.

Licensee Response: “Encore Boston Harbor supports public safety initiatives in the City of Everett. We are appreciative of the collaborative relationship between Encore Boston Harbor and the Everett Fire Department and look forward to working together to ensure the safety of all for years to come.

EVERETT - Police Department Supplemental Personnel and Operational Funds

Summary: The City of Everett Police Department is requesting \$183,783.75 to supplement the additional personnel and operational costs incurred as a result of the increased staffing levels, equipment and service calls in response to the Encore’s operations.

Analysis: The City of Everett Police Department (EPD) is requesting CMF funds for the purchase of a prisoner transport vehicle, portable radios for the officers assigned to the GEU and overtime for late night patrols on weekends.

Since the Encore facility opened, EPD has responded to many calls for service at the property and is generally responsible for transporting arrestees at Encore to either the EPD Headquarters or the State Police Barracks in Medford. Based on the experience developed over the first several months of operation, EPD has elected to keep their current prisoner transport vehicle at Encore. This

vehicle is an older model that is subject to mechanical problems. The Review Team agreed that it is necessary to have a reliable prisoner transport vehicle for use at Encore and it is appropriate that it be kept at Encore considering that the majority of the vehicle's use is driven by the Encore facility. At the time the Host Community Agreement (HCA) was negotiated, no funds were earmarked for vehicle purchases.

The EPD officers assigned to the GEU do not have radios with dual band capability. This requires them to have a patchwork of radios with some carrying multiple radios or taking radios from other specialized units. Providing dual band radios to the EPD officers assigned to the GEU will ease the communications between the State Police and EPD both within the GEU and to officers outside the GEU. The Review Team strongly supports this equipment purchase. At the time the HCA was negotiated, an MOU regarding the makeup of the GEU had not been negotiated, so the number of officers or the equipment to be provided was unknown.

EPD is requesting overtime funding for extra four hour blocks of patrols on every Friday and Saturday night and select Thursday and Sunday nights when special events are taking place. These patrols will generally take place between the hours of 10 PM and 4 AM. This is primarily due to the unexpectedly high level of activity at the site as late as 3-4 AM. The additional information submitted by the City stated "[a]lthough it is a contributing factor, it is hard to attribute all the late night issues with the 4 AM liquor license. It is more of a problem on weekends or nights with special events when crowds swell ..."

The Review Team recommends that the Commission award a grant to the City of Everett in the amount of **\$184,000** for Police Department operating costs. This falls well within our guidelines for public safety operational costs.

Licensee Response: "Encore Boston Harbor supports public safety initiatives in the City of Everett and the City's efforts to obtain an additional prisoner transport vehicle and compatible radio equipment that facilitate communication between the Everett Police Department and the Gaming Enforcement Unit. We are appreciative of the collaborative relationship between Encore Boston Harbor and the Everett Police Department and look forward to working together to ensure the safety of all for years to come."

FOXBOROUGH – Police Department Traffic Mitigation Vehicle

Summary: Foxborough is requesting \$82,467 to purchase a full size pickup truck for traffic mitigation purposes and to tow the town-owned traffic management equipment trailer. The project also includes the purchase of traffic safety equipment.

Analysis: The Town of Foxborough directly abuts Plainville and a significant amount of traffic that is going to Plainridge Park Casino (PPC) must pass through Foxborough to get there (Route 1, Route 95 or Route 495). Since the opening of PPC, the Town of Foxborough has seen an increase in traffic collisions and traffic related calls for service. The four year study by crime analyst Christopher Bruce corroborates this increase. He states "There have been some significant increases in several non-criminal calls for police service, likely reflecting the extra traffic in the community going to and from Plainridge Park. These categories include lost property, traffic collisions, and traffic complaints".

The pre and post Plainridge traffic numbers for the impacted communities from the 4 year study are:

| | <u>Pre PPC</u> | <u>Post PPC 4 year avg.</u> |
|--------------------|----------------|-----------------------------|
| Traffic Collisions | 4583.2 | 5178.5 |
| Traffic Complaints | 1692.4 | 2101.0 |

Christopher Bruce determined that these trends in the surrounding communities are “likely to be related to the presence of Plainridge Park.”

In addition to the traffic data, the Town of Foxborough provided anecdotal evidence connecting the hotels located in Foxborough with PPC. The Review Team asked the Town whether there are any statistics for increased calls for service to Foxborough hotels being used by PPC patrons. The Town’s response was “What we have seen since 2016 is a substantial increase in calls for service at our hotels. There have certainly been incidents involving hotel guests who we know through their statements have been or are going to Plainridge, but with the exception of a few larceny type cases this is not information that is captured or recorded by officers.” Based on all of this information, the Review Team believes that there is a reasonable connection of increased traffic issues associated with PPC.

This vehicle would be used primarily on the major arterial routes that lead to and from PPC to address vehicle incidents and traffic control. The Town of Foxborough has offered to make this vehicle available to both Plainville and Wrentham as part of their mutual aid agreements with surrounding communities.

The Review Team looks favorably on this project and recommends that the Commission award a grant in the amount of **\$83,000** to the Town of Foxborough. It also further recommends that the Town of Foxborough make this vehicle available to their mutual aid partners.

Licensee Response: “The Application makes claims about the impact of Plainridge Park Casino on traffic related accidents, congestion, disabled and wayward motorists in the Town of Foxboro. We have not independently assessed these claims and, thus, take no position on them. As you are aware, Plainville Gaming and Redevelopment, LLC (“PGR”) has conducted a series of impact studies, including traffic studies, pursuant to its host and surrounding community agreements (the “Impact Studies”). The findings set for in these studies have confirmed that PGR has been under the projected traffic counts through 2019 and the number of accidents/crashes at the Route1/Route 152 intersection has decreased with road improvements. We therefore refer you to the findings set forth in the Impact Studies.

HAMPDEN COUNTY DISTRICT ATTORNEY’S OFFICE

Summary: The Hampden County District Attorney’s Office is requesting \$75,000 to be used for personnel to mitigate the additional burdens in caseloads that are created directly and indirectly by the influx of people into the downtown area due to the casino presence.

Analysis: Given the additional burdens on the District Attorney’s Office and the provisions in MGL c. 23K that call for offsetting District Attorney Costs, the Review Team felt that this application was warranted.²

MGC awarded a 2019 CMF grant to the Hampden County District Attorney’s Office in the amount of \$100,000. As of February 1, 2020, the date of submission of the CMF application, it appeared that some of that money would be unexpended by the end of the fiscal year. Because of this expected surplus, the District Attorney’s Office reduced their request to MGC to \$75,000 for 2020 to be more in line with expected expenditures. MGC is appreciative of this effort to carefully utilize the CMF funds.

² MGL c. 23K, sec. 61 states, in part, that “[t]he commission shall administer the fund and, without further appropriation, shall expend monies in the fund to assist the host community and surrounding communities in offsetting costs related to the construction and operation of a gaming establishment including, but not limited to, communities and water and sewer districts in the vicinity of a gaming establishment, local and regional education, transportation, infrastructure, housing, environmental issues and public safety, including the office of the county district attorney, police, fire and emergency services.” (Underlining added).

The Review Team recommends that the Commission award a grant to the Hampden County District Attorney's office in the amount of **\$75,000**. There is a direct benefit to the citizens of Hampden County when the District Attorney's Office has sufficient resources to absorb the work of additional prosecutions created by the presence of the casino in downtown Springfield.

Licensee Response: "The Hampden County District Attorney (DA) is applying for \$75,000 in mitigation funds. The Hampden County District Court continues to be the busiest in the state. We support any funding that will ensure the DA's office is more than adequately equipped to continue keeping the residents of Hampden County safe. We believe the more resources our public safety partners have, the better off the region is. A safe region will continue to allow businesses to thrive with increased visitation to Greater Springfield.

HAMPDEN COUNTY SHERIFF'S DEPARTMENT (HCSO)

Summary: HCSO is in its fifth year of a ten year lease due to the relocation of Western Massachusetts Recovery and Wellness Center (WMRWC) from 26 Howard Street to 155 Mill Street Springfield, MA. HCSO has experienced a significant lease offset due to this forced move to make way for the MGM Casino.

Analysis: The 2020 Community Mitigation Fund Guidelines state that "[i]n 2016 the Commission awarded the Hampden County Sheriff's Department ("HCSO") funds to offset increased rent for the Western Massachusetts Correctional Alcohol Center ("WMCAC"). In providing assistance, the Commission stated that the amount of assistance shall not exceed \$2,000,000 in total for five years or \$400,000 per fiscal year. A provision in the grant required HCSO to reapply each year. Each grant application may not exceed \$400,000 per year." If awarded, this would be the fifth year (2017 and 2018 were combined) of lease assistance provided by the Community Mitigation Fund. To date, the Commission has provided \$1,445,000 in lease assistance. As in previous years, the Review Team acknowledges the vital role of this facility to the Springfield region. Upon review of the application and the response provided by the HCSO, the Review Team believes that the HCSO has demonstrated its continued need for this funding. The HCSO's office will need to annually demonstrate efforts to obtain legislative or other funding sources to enable the Sheriff's office to afford the lease without Community Mitigation Fund assistance.

The Review Team recommends that the Commission approve **\$400,000** in funding to assist the Hampden County Sheriff's office with its lease costs through FY2021.

Licensee Response: "MGM supports the Hampden County Sheriff Department's (HCSO) application for a grant of \$400,000 to help reduce the rent obligation for the Western Mass Correctional Alcohol Center (WMCAC) at their 155 Mill Street facility in Springfield. As you are aware, this is the result of the WMCAC having to deal with a significant increase in rent after relocating from the MGM Springfield project site. MGM continues to be consistent in its support of the WMCAC over the last few of years and is pleased to support this request again in 2020."

MALDEN - Fire Department

Summary: Malden is requesting \$500,000 to purchase a new fire engine equipped with a built-in, automatic, rapidly deployed firefighting foam system to extinguish flammable liquid fires. This equipment would improve Malden's response time in a hazardous materials situation in a densely populated region which has experienced strong economic growth resulting from Encore's opening.

Analysis: Malden is requesting \$500,000 for the purchase of a new fire engine for flammable liquid fires. While the Review Team looks favorably on communities increasing their fire-fighting

capabilities, in order for the community to access money from the CMF, there must be a demonstrated impact from the casino.

The Malden application was unable to demonstrate that there has been any increase in flammable liquid fires since the opening of the casino or if there were, that it was in any way connected to the casino. The application attempts to tie the new residential and commercial development in Malden to the casino, but there is no evidence presented to quantify that connection.

The City of Malden did provide information regarding mutual aid calls to Everett. These calls increased from an average of 7 calls per year to 15 calls during the 10.5 month period since Encore's opening. While this increase in mutual aid is significant, it did not demonstrate that any of these calls were associated with flammable liquid fires.

We do understand that communities are working on slim budgets and do not necessarily have the resources to equip their Fire Departments to the level they deem necessary, but we cannot distribute money from the CMF without establishing a direct connection to an impact from the casino. Therefore, the Review Team does not recommend funding this project.

Licensee Response: "Encore Boston Harbor supports the City of Malden's effort to modernize its public safety equipment through the purchase of a hazmat-responsive fire apparatus. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. We continue to encourage regional collaboration to ensure that the resources available in the Community Mitigation Fund are put towards impactful initiatives that will benefit the region for decades to come."

SPRINGFIELD – Implementation Blueprint

Summary: Springfield is requesting \$500,000 to advance the Implementation Blueprint and develop a property stabilization fund to help secure and prevent properties from further disrepair.

Analysis: The development of MGM Springfield was expected to be a catalyst for additional development in the area. According to the application "The project has yet to provide any meaningful spill-over redevelopment activity or the complementary/supporting uses off site. This is due in large part to the unforeseen investor speculation in the real estate surrounding the casino." The application goes on to say "MGM's decision to 'overpay' for key real estate essential to the project created a ripple effect which is now distorting the real estate market immediately surrounding the casino and raising investor expectations in those properties ... The resulting volatility and speculation in the market has created a 'wait and see' attitude with building owners and in some cases to property disinvestment, abandonment or removal altogether from the market." The Review Team agrees that attempting to address this impact is appropriate.

The City of Springfield developed an economic development plan called "*Implementation Blueprint, An Economic Development Strategy for the Renaissance of a Great American Downtown: Springfield MA.*" Following recommendations in the Blueprint, the City has established a near term priority zone – the Casino Impact Zone – which covers three areas near the casino – the Main Street corridor across from MGM, the Court Square area, and Willow Street from State Street to Union Street. \$250,000 of the grant is proposed to advance the Implementation Blueprint in these areas. The scope will advance planning studies, alternative/recommendations and implementation strategies around these priority areas with focus on reuse/higher utilization, zoning enhancements, economic incentives and other related assistance to reverse current trends.

The Review Team agrees that advancing planning in these areas is appropriate to help advance redevelopment of the area.

The City also proposes to use \$250,000 of the grant for a property stabilization fund to address critical threat properties. Funds are proposed to be used to secure and prevent properties from further disrepair, threats to public safety and address growing blight around the casino district.

The Review Team expressed concern with this portion of the grant application. While the Review Team believes this is a valuable project, the application does not identify the properties that the City owns or intends to acquire nor does it include a finalized funding source for acquisition. Additionally, the application notes that the property improvements would not occur for another 10-12 months after funding. The Review Team believes that it does not have enough information to make an informed decision on this portion of the project, and suggests that the applicant reapply next year after the Blueprint Implementation portion of the project has been conducted and provides that necessary information in order to move forward with the Stabilization Fund.

Licensee Response: “The City of Springfield has applied for a Specific Impact grant of \$500,000 for their Springfield blueprint. MGM fully supports this initiative as a continuation of the City’s focus on advancing its economic development strategy. We view this as a critical regional roadmap that focuses on new private investments while complementing Springfield’s current assets. This effort looks toward future growth opportunities to make Springfield a 21st century urban center and cement its status as the capital of Western Massachusetts.”

SPRINGFIELD – City Stage

Summary: The City of Springfield is requesting \$300,000 to perform significant capital improvements and system upgrades to the City Stage Unit located in downtown Springfield. City Stage is a publically-owned, multi-use cultural and entertainment venue that includes a Main (approx. 500 seat) Theater and a Black Box studio theater.

Analysis: The City Stage facility has been vacant since the end of December 2018 when the long time operator of the facility notified the Springfield Parking Authority (SPA) that they were unable to continue operations. One of the reasons cited by the operator was increased competition from MGM. Focus Springfield, Inc., the community television access studio which is currently located at 101 State Street, has been selected by SPA as a tenant for the City Stage space. This tenancy was done under an open and competitive RFP process. The Focus lease at the 101 State Street property, which is owned by MGM Springfield, terminates at the end of September 2020. This project will perform capital improvements to the City Stage space to allow for occupancy by Focus or any future public access studio.

Over the past couple of years, there have been attempts by the City of Springfield to obtain a CMF grant in order to help Focus move their operations. MGC had concerns with these earlier proposals on the grounds that the project might run afoul of the Anti-aid Amendment to the Massachusetts Constitution. On those previous applications, the City of Springfield had not satisfied the MGC legal department with respect to the Anti-aid provision where the applications were tailored to the needs of Focus Springfield, thereby making Focus a primary beneficiary of the potential funding.

This new proposal has several key differences from the earlier proposals. First, the City Stage property is owned by the City of Springfield and the proposed improvements to the property are integral to the facility. Second, the City presented a legal opinion identifying how the project complies with the Anti-aid provisions, which has satisfied the MGC legal department. Third, SPA is providing this lease at a reduced rent as a means of providing a significant local match – estimated at \$705,000 over the 15 year lease period.

Based on the new information and the revised project proposal, the Review Team agrees that Focus will only receive an ancillary benefit from this project and thus, the project complies with the Anti-aid Amendment.

The applicant has demonstrated that the arrival of the MGM Springfield casino contributed to the vacancy of the City Stage property as well as the termination of the Focus lease, thereby demonstrating the impact attributable to the operation of the casino.

The Review Team recommends that the Commission award a grant in the amount of \$300,000 to the City of Springfield for improvements to the City Stage space. The Team further recommends that the City of Springfield re-evaluate the proposal as the design progress to identify possible cost saving, specifically as it relates to the proposed elevator.

Licensee Response: “City Stage is one of the local live theater venues that MGM had committed to use to host shows prior to its closure. We support the City of Springfield’s efforts to provide capital improvements that can help bring the venue up to current standards. Turning the lights back on will facilitate Focus Springfield’s efforts to locate in the same building.”

SPRINGFIELD – Fire Department

Summary: Funding will enable us to keep TAC Unit (tactical emergency response vehicle) in service with two firefighters 24/7.

Analysis: The Springfield Fire Department (SFD) is requesting funds to allow their TAC Unit to be staffed 24 hours a day, 7 days per week. The tactical emergency response vehicle is a smaller, faster vehicle that can respond to medical emergencies and other smaller responses that do not require larger fire apparatus. The TAC Unit is currently in place, but is not staffed at all times.

The stated impact of the casino is that “the operation of the MGM Springfield is having an adverse impact on the Springfield Fire Department’s annual budget. Since opening, emergency response calls to the casino and 5 block area of the casino footprint have increased, most notably with medical calls and elevator extrications.”

The Host Community Agreement (HCA) established a Community Impact Payment to the City that is designed to reimburse the City for direct and indirect community impacts. The HCA states that “Direct Community Impacts’ means the known and direct community impacts including the additional police, fire protection, administrative, education, housing and emergency medical services directly or indirectly resulting from or related to the development or operation of the Project ...” The HCA also states that “Indirect Community Impacts means collectively, the following known and unknown potential and actual impacts to the City and its residents related to or indirectly resulting from the development and operation of the Project ... (i) increased use of City services; (ii) increased use of City infrastructure; (iii) the need for additional City infrastructure, employees and equipment; ...” The HCA provides an annual Community Impact Payment of \$2.5 million with an annual CPI adjustment.

Based on this understanding of the HCA, the Review Team concluded that increased calls to the fire department associated with MGM were anticipated by the City and were accounted for in the annual Community Impact Payment. Therefore, the Review Team does not recommend awarding a grant to the City of Springfield for the TAC Unit.

Licensee Response: “MGM supports the Springfield Fire Departments grant application of \$436,602.34 to keep their Tactical Emergency Response vehicles in service 24/7. This funding is in addition to the Annual Community Impact payments that MGM already provides as part of its Host

Community Agreement. This grant will aid in enhancing the Fire Department’s 24/7 operations. MGM will continue to support the City’s efforts to enhance safety for residents, businesses and visitors.”

SPRINGFIELD – Police Department

Summary: The City of Springfield Police Department is requesting \$124,325 to purchase specific equipment that will address public safety needs at MGM Springfield as part of the Springfield Police Department’s Metro Unit.

Analysis: These requests are based on an analysis of calls for service since the opening of the casino. The requested equipment includes a pickup truck to be used as a traffic control vehicle, an additional flat panel display to be used in conjunction with traffic control software and the truck, riot shields, active shooter kits, and push-to-talk communication pods designed to be used in situations where there is a high level of ambient noise. The following is a list of requested items:

| EQUIPMENT DESCRIPTION | UNIT COST | UNITS | TOTAL |
|---|-------------|-------|---------------------|
| Emergency Response Package for Polaris Ranger Crew XP 100 EPS North | \$6,000.00 | 1 | \$6,000.00 |
| Interactive Flat Panel Displays | \$6,500.00 | 1 | \$6,500.00 |
| Ford F250 or equivalent pickup truck for logistical ground support for specialty events | \$53,000.00 | 1 | \$53,000.00 |
| Utility Trailer | \$3,200.00 | 1 | \$3,200.00 |
| Active Shooter Kits | \$1,000.00 | 25 | \$25,000.00 |
| Protective (Riot) Shields | \$300.00 | 50 | \$15,000.00 |
| Multi-Casualty Response Kits | \$500.00 | 15 | \$7,500.00 |
| APX NTN2571 Mission Critical Wireless Push-to-Talk Pod | \$325.00 | 25 | \$8,125.00 |
| TOTAL REQUESTED | | | \$124,325.00 |

The Review Team recommends that the Commission award a grant to the City of Springfield in the amount of **\$125,000**. All of the requests made are reasonable and are designed to mitigate any response to large scale events that are more likely to occur and have occurred (Mass Mutual events/concerts) since the opening of the casino.

Licensee Response: "The Springfield Police Department (SPD) is applying for \$124,325 in mitigation funds for investment in equipment for the Department’s Metro Unit. This funding would continue to enhance the resources of the SPD even beyond the already significant Annual Community Impact payments MGM is funding under our Host Community Agreement. MGM appreciates the great working relationship and the efforts of the SPD in creating a safe downtown and community. MGM supports any resources that will benefit their efforts to keep residents, businesses and visitors safe. MGM Springfield and our security team continue to work closely together with the SPD and other law enforcement to enhance public safety downtown.”

SPRINGFIELD – Revenue Recovery

Summary: The City of Springfield is requesting \$100,000 to conduct updated parking demand and feasibility studies downtown, in furtherance of solutions that reestablish sources of revenue for the Parking Authority, and more effectively locate shared, convenient and proximate parking in areas of high demand, while freeing up current abundant open land for critical redevelopment.

Analysis: The Springfield Parking Authority (SPA) is proposing to conduct a study that identifies opportunities to recover revenue lost due to the opening of the free MGM Springfield parking garage.

SPA has lost significant revenues at the Civic Center Garage and I-91 South Garage since the opening of MGM Springfield. In FY 2018, SPA had revenues in these two garages of \$2.29 million. In FY 2019, the first year of MGM Springfield’s operation, revenue dropped to \$2.05 million. FY 2020 revenue is projected to be \$1.58 million (pre-Covid-19). The drop in revenue at these garages coincided with the opening of MGM Springfield. The Review Team agrees that the opening of the free MGM Parking Garage had a detrimental impact on SPA revenues.

The proposed study will evaluate parking in the downtown area to help SPA and the City of Springfield develop strategic planning alternatives to more comprehensively address parking in the downtown area. SPA and the City desire solutions that will reestablish sources of revenue for SPA as well as more effectively located shared, convenient and proximate parking in areas of high demand while freeing up current open land for redevelopment. While the Review Team recognizes that the loss of revenue was not an unanticipated impact, it was not accounted for in the HCA and the Review Team believes that the outlined study could mitigate the impact by the repurposing of the land in question.

The Review Team recommends that the Commission award a grant in the amount of \$100,000 for Springfield to study parking demand in the downtown area.

Licensee Response: “Springfield has applied for a \$100,000 grant to study parking demand in downtown. As a downtown business, MGM supports the City’s effort to find ways to enhance the parking experience for downtown residents, workers and visitors alike. Enhanced downtown parking options would boost visitation for downtown amenities while complementing future land development and opportunity zones.”

WEST SPRINGFIELD – Police and Fire/EMS Direct Impact

Summary: West Springfield is requesting \$200,000 to offset costs associated with additional Police and Fire/EMS personnel hired to increase staffing for the impact to municipal services resulting from the opening of the MGM casino in Springfield, Massachusetts.

Analysis: West Springfield increased their police and fire department staffing levels in anticipation of the opening of MGM Springfield. They hired four dispatchers, four patrolmen and eight firefighters.

In order to receive a Specific Impact Grant for Public Safety Operational Costs, an applicant has to demonstrate three specific things. First, the applicant must demonstrate that the project is to mitigate impacts caused by the casino, and that those impacts have occurred or are occurring as of the February 1, 2020 due date for the application. Second, if the community is a Host or designated Surrounding Community, the applicant must demonstrate the impact was not addressed in the Host or Surrounding Community Agreement. And third, the applicant must demonstrate that the public safety costs will supplement and not supplant historical operations funding.

1. Casino Related Impact – The West Springfield Police Department has reported a 15.5% increase in the number of calls for service in the year subsequent to the opening of MGM Springfield. West Springfield Fire/EMS reported a 7% increase in the volume of overall calls and an increase of 6% of EMS related calls. Crime analyst Christopher Bruce also identified an increase in calls for service and vehicle crashes in West Springfield and determined that it was likely to have been caused by the casino. The Review Team agrees that this demonstrates a casino related impact.
2. Inclusion in a Host or Surrounding Community Agreement – The Town of West Springfield has a Surrounding Community Agreement (SCA) with MGM Springfield. The final agreement was the result of arbitration. The Town receives \$375,000 per year plus an annual CPI adjustment for impacts associated with the casino.

The estimated total cost for FY 2021 of the additional public safety personnel is approximately \$1.06 million. This is significantly more than the \$375,000 that West Springfield receives.

Complicating this matter is the fact that the first look back study has not been completed. This study is under way, but a draft report has not yet been prepared. This study is intended to identify, and place a cost on, both the positive and negative impacts of the casino. Absent this analysis, it is impossible for the Review Team to fully understand the costs associated with the casino impacts.

3. Supplementing vs. Supplanting Historical Funding – Before the opening of MGM Springfield, the Town of West Springfield added eight new Fire/EMS personnel, four Police Patrolmen and four new Police Dispatchers, an overall 14% increase in the number of Police/Fire Department staff. Much of the cost of the firefighters was initially offset by a federal SAFER grant. This grant funded 75% of the cost of the firefighters for two years and 30% of the cost for the third year. The Town is now entering the third year of those grants.

So, the question is whether this \$200,000 request is supplementing or supplanting the historical funding.

When this category was added to the CMF, MGC expected to see grants where the public safety agency proposed adding a new service such as increased patrols, etc. to address a newly identified impact of the casino. Under this type of scenario, this would clearly be supplementing the historical budget since it would be adding a new service that had not been funded before.

In the instance of West Springfield, the case is not quite so clear. As we discussed above, West Springfield identified the impact of the casino, and MGC concurs that this increase in calls is likely, at least in part, attributed to the casino. West Springfield is receiving SCA funds for public safety, but they do not fully cover the increased costs to their public safety department. In addition, the loss of grant funding has placed additional pressure on West Springfield's budget.

So, on one side of the argument, West Springfield has had these new public safety personnel in place since 2018 and this application is not asking to fund new activities of the public safety agencies. Therefore, this request merely replaces an existing source of funding – i.e., supplants historical funding.

On the other side of the argument, if West Springfield had only added staff that fit within the SCA payments, and then after MGM opened realized the need for additional staff due to the increased calls for service, would MGC consider this new request supplementing existing funding? Therefore, is West Springfield essentially being penalized for being proactive in their hiring of public safety personnel?

This is the first time the Review Team has considered public safety personnel costs as part of the CMF review process and did not reach a consensus on this application. This really comes down to a policy decision by the Commission on how to interpret the supplement vs. supplant argument.

Licensee Response: “MGM supports the Town of West Springfield’s grant application to hire additional police and fire. While MGM feels that its impact to West Side public safety resources is minimal, we welcome any enhancements to the region’s public safety capacity.”

Transportation

The Commission will make available funding for certain transportation planning activities. Eligible transportation planning projects must have a defined area or issue that will be investigated as well as a clear plan for implementation of the results. The total funding available for Transportation Planning Grants will likely not exceed \$1,000,000. No application for a Transportation Planning Grant shall exceed \$200,000. In order to further regional cooperation the applications for transportation planning grants and non-transportation planning grants that involve more than one community for the same planning projects may request grant assistance that exceeds the limits specified in these Guidelines (\$200,000 for transportation planning grants and \$100,000 for non-transportation planning grants).

BOSTON – Sullivan Square/Rutherford Avenue

Summary: The City of Boston is requesting \$200,000 for a portion of the design cost of improvements to Sullivan Square and Rutherford Avenue.

Analysis: The Commission approved \$250,000 in funding for the Sullivan Square/Rutherford Avenue redesign in 2017, \$200,000 in 2018 and \$200,000 in 2019, for a total of \$650,000.

The Review Team strongly agrees that the design for the Sullivan Square/Rutherford Avenue improvements is clearly related to impacts directly related to the gaming facility as approximately 70% of the project generated traffic will pass through Sullivan Square. Both the Encore Boston Harbor improvements to Sullivan Square required under the applicable MEPA Section 61 Findings and a review of Boston’s longer term designs for the area have been significant considerations in the Commission’s ongoing review of the Encore Boston Harbor project and the license conditions. These conditions include, but are not limited to, a requirement for Encore Boston Harbor to contribute \$25 million to this project.

The City of Boston has estimated that the total design cost for this project will be approximately \$13.3 million. The City is responsible for 20% of this amount with the Federal Highway Administration funding 80%, resulting in a local cost of \$2.66 million. If the 2020 grant is approved, MGC will have provided \$850,000 towards the design or 6.4% of the total design cost. But this amounts to 32% of the local costs. Although these funds only make up a small portion of the total design cost, the Commission should start to think about what MGC’s fair share of the project costs should be.

The Review Team continues to support this year’s requested funding for this important project and recommends that the Commission award a grant in the amount of \$200,000 to the City of Boston for the Sullivan Square/Rutherford Avenue project.

Licensee Response: “Encore Boston Harbor supports the City of Boston’s continued planning of the reconfiguration of Sullivan Square and Rutherford Avenue in Charlestown. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial

and lasting improvements to our area. This project is one that could lead to significant regional improvement in the future.”

MassDOT Response: “MassDOT supports the City of Boston’s request for \$200,000 for costs associated with the redesign of Sullivan Square/Rutherford Avenue. The City had previously developed a design for the reconstruction of this area, but the development of the Casino necessitated a new design that could accommodate the additional anticipated traffic. The total cost of the full redesign is \$11,000,000. A large portion of the project is federally funded. This grant supplements the amount that the City must contribute. MassDOT notes that the City has received \$650,000 in CMF grants in previous years for the ongoing redesign work being conducted by their hired consultant.”

EVERETT – Broadway Gondola Feasibility Study

Summary: The City of Everett is requesting \$200,000 to evaluate the feasibility of using the alignment of Broadway for an aerial rope way system that would connect Encore Boston Harbor in Everett to Everett City Hall. The aerial connection would serve pedestrians, bicycles, and other non-motorized modes.

Analysis: Encore Boston Harbor has proposed constructing an aerial tram to connect Encore to the Assembly Orange Line MBTA station and Assembly Row beyond. This design is in its early stages and will require the approval of several state agencies before it can become a reality. Just before the casino closure, Encore had started meeting with the various entities to gather input and identify issues. At this juncture, MGC does not have a proposed schedule for the project nor has it received a firm commitment from Encore as to the status of the project. We fully expect that Encore’s major focus in the short term will be on the re-opening of the casino and ramping up operations to pre-Covid-19 levels.

Given these uncertainties, the Review Team believes that it is premature to award a grant to investigate an extension of Encore’s proposed aerial tram. In addition, given the fiscal constraints on the program this year and next, the Review Team wants to make sure that funds are being spent on the projects that have the best chances of success. Therefore, the Review Team does not recommend awarding a grant to the City of Everett for the Broadway Gondola Feasibility Study.

Licensee Response: “Encore Boston Harbor supports the City of Everett’s efforts to explore the feasibility of alternate means of transportation by way of aerial trams. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. We continue to encourage regional collaboration to ensure that the resources available in the Community Mitigation Fund are put towards impactful initiatives that will benefit the region for decades to come.”

MassDOT Response: “MassDOT has reservations regarding the City of Everett’s request for \$200,000 to evaluate the feasibility of constructing a gondola along Broadway from the casino to Everett City Hall. The Encore Casino is separately studying the feasibility of using a gondola to serve as a means to cross the Mystic River instead of the originally proposed pedestrian bridge. This study would consider the feasibility of a gondola north of the casino to address the need for additional transit infrastructure in this area. While this is an innovative idea, MassDOT believes that there may be more cost-effective investments to improve or expand existing transit options in the area.”

EVERETT/SOMERVILLE – Silver Line Extension Planning and Design

Summary: Everett and Somerville are requesting \$425,000 for the advancement of engineering design for city-owned streets and infrastructure to accommodate the MBTA Silver line and other overlapping bus/BRT services.

Analysis: MGC awarded a 2019 Transportation Planning Grant to Everett and Somerville in the amount of \$425,000 to initiate a study on extending the Silver Line from its terminus in Chelsea through Everett and Sullivan Square to Somerville. This award was based on results of the Lower Mystic Working Group in which the extension of the Silver Line to Everett and Somerville was a key recommendation. At the same time, also as a result of the Lower Mystic Working Group, MassDOT programmed \$1 million to study the extension of the Silver Line. MassDOT recently awarded this contract and the study is expected to start in June 2020 and continue for a period of 12-18 months.

Because of this, MGC required Everett and Somerville to consult with MassDOT to ensure that there would be no duplication of effort in the two studies. MassDOT agreed that using MGC funds to advance the MassDOT study to preliminary design was an appropriate use. This led Everett and Somerville to delay implementation of the 2019 grant until MassDOT has advanced their study to a point where recommended routes could be established. To date, Everett and Somerville have not awarded a contract for this work.

MassDOT has expressed some concern on the timing of the grant request. “MassDOT is concerned about the utility of any detailed design work completed for a Silver Line extension before the planning study’s completion.” The Review Team shares this concern. Considering that no funds have been spent on the 2019 CMF grant, the Review Team does not want the applicant getting ahead of itself. The process of programming an extension of an MBTA transit line is complex and involves the input of multiple parties. At this point, the Review Team believes that completing the MassDOT study, supplemented by the 2019 Transportation Planning Grant, and should get the project to an inflection point where appropriate decisions can be made. If the project advances quickly and additional funds are required to move the project forward, the applicant should be well positioned to apply for additional funds in the 2021 grant round.

For these reasons, the Review Team does not recommend that the Commission award a Transportation Planning Grant to Everett and Somerville for 2020.

Licensee Response: “Encore Boston Harbor supports the City of Everett’s continued planning and design of a Silver Line Extension. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. This project is one that could lead to substantial regional improvement in the future.”

MassDOT Response: “MassDOT supports the Cities of Everett and Somerville’s request for \$425,000 for the advancement of engineering design for city-owned streets and infrastructure to accommodate an extension of the MBTA’s Silver Line and other transit services. However, we question the timing of the request. MassDOT has authorized a planning study for an extension of the Silver Line through the same area proposed in the application. The study will identify alignment alternatives and develop concept designs for the extension. This study would serve as the basis for any future design work. The planning study is scheduled to begin this spring and will take 18 months to complete. MassDOT is concerned about the utility of any detailed design work completed for a Silver Line extension before the planning study’s completion. We view as most efficient for any design work conducted through this grant to be done after the planning study’s completion.”

LYNN – Western Avenue

Summary: Lynn is seeking a Transportation Planning Grant in the amount of \$200,000 to perform preliminary design for the Route 107 (Western Ave) corridor.

Analysis: MGC awarded a Transportation Planning Grant in 2019 to the City of Lynn in the amount of \$200,000 to initiate the design of the Western Avenue Rehabilitation Project. Route 107 is an arterial roadway that connects Revere, Everett and Boston to the south and Salem and Peabody to the north. Lynn was notified by MassDOT that the Route 107 corridor rehabilitation project is eligible for \$36 million in federal and state highway funding. The City of Lynn is responsible for the design, permitting and right-of-way associated with this project. Design costs for this project are anticipated to be about 10% of the construction cost, or \$3.6 million.

The Review Team asked the applicant to provide additional information on the connection of this project to impacts of the casino. The applicant provided some estimated traffic numbers from the original Environmental Impact Report for the casino, which presented numbers of trips, but these did not attempt to quantify the impacts on the roadway network (levels of service, etc.). The application states that Western Avenue in Lynn has “an Average Annual Daily Traffic (AADT) volume that varies from a low of 15,900 to a high of 18,400 vehicles per day.” The supplemental information submitted by the City, estimated that up to 545 casino related trips would use Western Avenue on a Friday, and up to 600 trips would use Western Avenue on a Saturday. Based on the AADT data provided above, the range of impact on Western Avenue by the casino traffic would be a minimum of 2.9% and a maximum of 3.8% of the traffic using the roadway. These numbers have not been independently corroborated since the opening of the casino. While actual traffic impacts of the casino have not been quantified, the above analysis demonstrates that there will be minor impacts on the streets of Lynn and believes that it is appropriate to provide some additional planning funds to help advance this project. The Review Team recommends that the Commission award a grant in the amount of **\$100,000** for this project. With these funds, it would bring the total commitment of funds to \$300,000, which seems to be a reasonable contribution relative to the impact of the casino. The Review Team further recommends that no more funding be provided to this project in future grant rounds unless the City of Lynn can affirmatively demonstrate that the actual impact of the casino significantly exceed those that were estimated as part of the Encore MEPA process.

Licensee Response: “Encore Boston Harbor supports the City of Lynn’s effort to conduct traffic analysis and design work related to Western Avenue. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. We continue to encourage regional collaboration to ensure that the resources available in the Community Mitigation Fund are put towards impactful initiatives that will benefit the region for decades to come.”

MassDOT Response: “MassDOT supports the City of Lynn’s request for \$200,000 to continue the traffic analysis and conceptual design of infrastructure improvements along Western Avenue. The study area includes 1.3 miles of Western Avenue between Centre Street and Chestnut Street. The work completed with this grant would be an extension of work conducted using CMF grant funding awarded in 2017. MassDOT initiated the Western Avenue Rehabilitation Project in Lynn in 2018. The City is responsible for funding the design of this project. This grant would allow them to complete a 25% design submission to MassDOT.”

MALDEN – Transit Action Plan/Transportation Planner

Summary: The City of Malden is requesting \$150,000 to develop a Transit Action Plan and \$50,000 to subsidize the salary of existing staff in the Engineering Office over two years. The original proposal was to use the \$50,000 to partially fund a new Transportation Planner position. Due to the Covid-19 situation, the City is not in a position to hire additional staff to oversee the Transit Action Plan.

Analysis: The City of Malden is identified as a “transportation hub” for the Encore facility. The Malden Center MBTA Station is a multi-modal station that serves as a prime access point to the casino for patrons and employees through the Encore provided shuttles. The Broadway (Route 99) Corridor is the main north/south route on the eastern side of the city, which is underserved by public transportation. There is only one bus line that extends from Malden into Everett along Broadway. The proposed Transit Action Plan would take a comprehensive look at public transportation throughout the City in order to understand the impacts of the gaming facility on Malden’s public transit system and to make recommendations for improvement to the transit system to ensure that guests and workers of the casino are able to travel efficiently to Encore.

The Review Team agrees that Encore Boston Harbor has direct impacts on Malden through the use of the Malden Center MBTA station for both patron and employee access to the Encore facility. In addition, there are significant development pressures on downtown Malden that could significantly impact future public transit operations in Malden. The Review Team agrees that the development of a Transit Action Plan will help Malden ensure that it continues to have a robust public transit system that will continue to provide “transportation hub” services to Encore Boston Harbor.

The original application proposed the addition of a new Transportation Planner position in the City, which would be partially funded by the Transportation Planning Grant. The Review Team looked favorably on the addition of this staff to oversee the development of the Transit Action Plan. As currently proposed, the City of Malden is looking to use these funds to offset the salaries of existing employees in the Engineering Office. Given the fact that this staff already has existing responsibilities, the Review Team is not convinced that they would spend sufficient time on the Transit Action Plan to justify the expense. It is not the intent of these grants to offset the costs of staff that are involved in general municipal work.

The Review Team recommends that the Commission award a grant to the City of Malden in the amount of **\$150,000** for the development of the Transit Action Plan. The Review Team does not recommend awarding a grant for Engineering Office staff.

Licensee Response: “Encore Boston Harbor supports the City of Malden’s development of a Transit Action Plan and the hiring of a Transportation Planner. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. We continue to encourage regional collaboration to ensure that the resources available in the Community Mitigation Fund are put towards impactful initiatives that will benefit the region for decades to come.”

MassDOT Response: “MassDOT supports the City of Malden’s request for \$200,000 for the development of a Transit Action Plan and to subsidize the cost of hiring a new Transportation Planner. The Transit Action Plan would build upon a planning study completed using a CMF grant awarded in 2016. The previous study indicated a need for increased parking supply in Malden, but the City would like to seek alternative solutions. MassDOT supports Malden’s intention to investigate transit improvements versus new parking. The application describes the Transportation Planner’s duties adequately and the scope of the Transit Action Plan appears to be comprehensive. The City should

coordinate with MassDOT and the MBTA as appropriate in the development of proposed transit improvements.”

REVERE/SAUGUS – Advanced Planning and Design of Route 1 Traffic Improvement

Summary: Revere and Saugus are seeking \$425,000 to continue further studies of Route 1 to identify “stand alone” project that could be funded through available sources and provide incremental improvement.

Analysis: MGC has awarded Transportation Planning Grants to Revere/Saugus in 2017, 2018 and 2019. These grants have conducted evaluations of traffic impacts on Route 1 and focused on identifying stand-alone projects for improvements to Route 1 that could be implemented in the short-term, while MassDOT considers more long-term improvements.

These previous grants have resulted in a number of projects that could be implemented in the short-term. However, the expenditures on these grants have been lagging. For instance, as of the February 1 application date, \$5000 remained from the 2017 grant, \$50,000 remained from the 2018 grant and no funds had been expended from the 2019 grant. Revere/Saugus have increased the pace of some of these grants and as of this date have expended all of the 2017 and 2018 grants with expenditures from the 2019 grant having just begun recently. Considering the current circumstances with Covid-19 and the expected significant reduction in CMF funds for 2021, the Review Team is reluctant to award an additional grant to Revere/Saugus when the expenditures on the existing grant have just started.

The Review Team does understand the need to continue the momentum toward getting improvements done to Route 1, but we have to be mindful of the availability of funds and the long-term health of the CMF.

The Review Team does not recommend awarding a grant to Revere/Saugus for Advanced Planning and Design of Route 1 Traffic Improvements.

Licensee Response: “Encore Boston Harbor supports the joint effort between the Town of Saugus and the City of Lynn to conduct advanced planning and design for Route 1. We encourage them to continue their outreach to surrounding cities, including Malden, Chelsea and Everett to develop large-scale regional improvement plans.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. We continue to encourage regional collaboration to ensure that the resources available in the Community Mitigation Fund are put towards impactful initiatives that will benefit the region for decades to come.”

MassDOT Response: “MassDOT has reservations on the Saugus and Revere’s request for \$425,000 to continue the development of improvements to Route 1. This work would be a continuation of efforts completed through prior CMF grants awarded in 2017, 2018, and 2019, but would focus on transportation improvements that can be made in the near future. The application demonstrates that progress has been made using the 2017 and 2018 grants, though some funds still remain available from those grants. For the 2019 grant, scope elements do not appear to have been started yet. The applicant should demonstrate that work is underway using the 2019 award before additional funds are awarded.”

WEST SPRINGFIELD – Complete Streets- Main Street Corridor

Summary: The Town of West Springfield is requesting \$200,000 to design a “Complete Streets” roadway for the Main Street corridor which connects the Merrick Neighborhood to the two primary

travel routes through West Springfield to MGM Springfield. This will include improved and safer access to public transit, pedestrian circulation bicycling accommodations and traffic calming.

Analysis: The Town of West Springfield is proposing to perform a “Complete Streets” design of the Main Street Corridor. Main Street provides a connection between Memorial Avenue (Route 147) and Park Avenue/Park Street (Route 20). The Complete Streets concept involves a road design that incorporates all means of transportation including pedestrians, bicycles, passenger vehicles and public transit.

West Springfield has stated in their application that the impact of the casino has caused “increased vehicular, bicycle and pedestrian activity to the Main Street corridor from patrons and employees visiting the casino site. This additional traffic directly impacts the safety and transportation operation of the Main Street corridor connecting the two primary travel routes through the community to MGM. This roadway is used as a cut through from Park Avenue to Memorial Avenue and then the Memorial Bridge at times when there is traffic congestion at the North End Rotary and Bridge... Therefore, during heavy traffic which can be caused by special events, commuter traffic and/or accidents, Main Street acts as an alternate route to/from the casino rather than Route 5 or I-91.”

Main Street and the side streets that feed into Main Street, known as the Merrick neighborhood, are primarily residential with commercial properties interspersed on Main Street. The analysis done as part of the MGM Springfield Environmental Impact Report indicated that approximately 3 percent of the MGM traffic would use the Memorial Bridge and Memorial Avenue (Route 147) and 5 percent of the traffic would use the North End Bridge to Park Avenue/Park Street (Route 20) for access to/from points west of MGM. In the sensitivity analysis performed in the Final EIR, site generated trips were estimated for the Main Street corridor. This analysis showed that Main Street would generate three Friday PM peak hour trips and four Saturday midday peak hour trips heading to the casino.

A baseline traffic study was prepared by Greenman-Pedersen, Inc. in 2015 which included a traffic count on Main Street, south of Irving Street. The follow-up traffic study after the opening of MGM Springfield has not been completed, so it is not possible to corroborate West Springfield’s claim of increased vehicular activity on Main Street.

The Review Team has little doubt that with the introduction of Waze and other similar software, motorists may be directed toward Main Street if there are significant backups on other major routes in Town. And we also agree that the development of “Complete Streets” is a laudable goal to improve the safety and utility of local streets. However, based on the information available, the Review Team is not convinced that there is a connection between casino related traffic and an impact on the Main Street corridor.

Therefore, the Review Team does not recommend awarding a grant to West Springfield for the Main Street Complete Streets Project.

Licensee Response: “MGM is supportive of West Springfield’s grant application to improve the Main street corridor through a Complete street’s roadway redesign. As a border community that is directly across from the resort, we welcome any roadway safety improvements that also enhance the travel experience for residents and guests.”

MassDOT Response: “MassDOT supports the request of the Town of West Springfield for \$200,000 to design a Complete Streets roadway along the Main Street corridor. This corridor connects local neighborhoods with a direct travel route to the casino. The design will include improved and safer access to public transit, better pedestrian circulation, bicycling accommodations, and traffic calming. The

application included proposals from consultants that seem reasonable and indicate the Town’s commitment to completing the study. The funds will allow West Springfield to make a 25% design submittal to MassDOT. This work supports MassDOT’s Complete Street Policy and overall goal to provide improved pedestrian and bicycle facilities.”

Transportation Construction Project(s)

The Commission has determined to expand these grants to include the cost of the construction of transportation projects in the 2020 CMF. The Commission anticipates that any CMF assistance provided will only be for a percentage of the costs of any such project and that significant other federal, state, local, private or other funding will be available to pay for the costs of any such project. The Commission anticipates authorizing no more than \$3,000,000 in grants for transportation construction projects. The Commission does not anticipate authorizing more than \$1,000,000 for any one award.

The Transportation Construction Project Grant is a new category for 2020. This first year has realized significant demand for funds with over \$5.7 million in applications vs. a target of \$3 million. Therefore, the Review Team had to carefully evaluate the applications with respect to the criteria established in the Guidelines to determine which projects hewed most closely to those standards. The key criteria that were evaluated were:

- The project must demonstrate a connection to an impact of the casino;
- CMF assistance provided will only be for a percentage of the costs of any such project and that significant other federal, state, local, private or other funding will be available to pay for the costs of any such project.
- Applicants must demonstrate that any transportation construction project will begin construction no later than June 30, 2021; and
- In addition to the criteria for determining grants, the commission will evaluate a project’s readiness to proceed, the significance of additional funds from other sources, and the potential transportation benefits associated with such projects.

BOSTON – Connecting the Lost Village

Summary: The City of Boston is seeking \$533,900 for geometric changes to the intersection of Brighton Street and Cambridge Street in Charlestown, to create safer crossings and better line of sight for turning vehicles, as well as a fiber connection from Sullivan Square to the Park Street intersection.

Analysis: The City of Boston is proposing improvements to a portion of the Charlestown neighborhood locally known as the “Lost Village.” This area is located on the west side of I-93 between the highway and the Somerville City line. The overall project proposes improvements at five locations, most of which are associated with Cambridge Street and Maffa Way. Two of the locations are more localized projects – one on Medford Street in Charlestown proper (in front of the Knights of Columbus where the City of Boston holds frequent public meetings) and one at the intersection of Caldwell and Perkins Streets. Cambridge Street and Maffa Way are two of the main entrances to, or exits from Sullivan Square. Approximately 70% of the casino traffic traverses Sullivan Square one way or another. The Review Team agrees that any transportation improvements to Cambridge Street and Maffa Way directly address a casino related impact. The Review Team, however, was not convinced that the Medford Street and Caldwell/Perkins work had much relation to the casino.

Boston initially requested \$533,900 for this project, which included design costs. The City has removed the design cost of \$93,500 from project and has made that their local match, which brings their total request down to \$440,400.

The initial target for Transportation Construction Projects was \$3 million. The Review Team has recommended increasing this amount to \$3.2 million due to a lack of requests in the Category 2 area. If the Commission agrees to this increase, there would be \$295,000 available for this project.

The Review Team agrees that there is a clear connection to the casino and its impacts, but is also concerned that the local match was not particularly significant in relation to the request. But overall, the Review Team felt strongly that this project should warrant some funding.

The Review Team recommends that the Commission award a grant to the City of Boston in the amount up to **\$295,000** for the Lost Village project. The Review Team further recommends that the City of Boston refine their scope of work to only use the grant funds on the Cambridge Street and Maffa Way portions of the project.

Licensee Response: “Encore Boston Harbor supports the City of Boston’s proposed reconfiguration of the intersection of Brighton Street and Cambridge Street in Charlestown. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. This project is one that could lead to significant regional improvement in the future.”

MassDOT Response: “MassDOT supports the City of Boston’s request for \$533,900 to reconstruct the intersection of Brighton Street and Cambridge Street in Charlestown. The City seeks to create safer crossings for pedestrians and bicyclists, as well as better sight lines for turning vehicles. This project is consistent with MassDOT’s goal to improve multimodal transportation. The City submitted a consultant scope and budget for the work, indicating that it can be done in a timely manner and within the proposed funding amount. This project location is very close to MassDOT’s Rutherford Avenue Reconstruction Project. The proposed project could enhance this project and further improve safety in the project area.”

CHELSEA – Beacham and Williams Street Reconstruction

Summary: The City of Chelsea is requesting \$1,000,000 for the comprehensive reconstruction of Beacham and Williams Streets, from Spruce Street to the City’s boundary with Everett. This project consists of roadway and utility reconstruction, intersection upgrades, and the installation of pedestrian and bicycle facilities.

Analysis: The City of Chelsea has requested funds for this project from both the Specific Impact Grant category for \$500,000 and the Transportation Construction Project (TCP) Grant category for \$1,000,000. The 2020 CMF guidelines establish a TCP statewide target amount of \$3 million with no single project receiving more than \$1 million. The 2020 Specific Impact Grant guidelines envision no more than one Specific Impact Grant per community with a maximum value of \$500,000. While we have not previously seen a community apply for the same project in multiple grant categories, there is no prohibition from doing so.

This section provides analysis for both the 2020 Specific Impact Grant and the 2020 Transportation Construction Project Grant.

MGC awarded transportation planning grants in 2016 and 2017 to the City of Chelsea to assist in the planning and design of this project corridor. These grants, issued prior to the casino opening, allowed advance planning for this corridor so that the City could act quickly once the casino opened.

The City of Chelsea performed a traffic analysis on this roadway taking traffic counts for a week in June 2019 before the casino opening, then for five weeks following the casino opening and then again in October 2019. The overall results of the study showed an increase in traffic of 19% between the June baseline and the October counts. The review team agreed that this study demonstrated the connection to and impacts from the casino.

The 2020 CMF Guidelines state that “the Commission anticipates that any CMF assistance provided will only be for a percentage of the costs of any such project and that significant other federal, state, local, private or other funding will be available to pay for the costs of any such project.” The overall project cost is estimated to be \$11.8 million with the total roadway related construction costs totaling just over \$7 million, which means this total \$1.5 million request makes up about 21% of the roadway costs, or about 14% of the total project costs. The City of Chelsea has secured a \$3 million grant from the Department of Commerce Economic Development Administration and will utilize funds from the MWRA grant/loan program for water and sewer improvements. The City will provide the remaining costs in local capital financing. The review team agreed that this was a reasonable percentage of the project costs as outlined in the guidelines.

The Review Team strongly recommends that the Commission award a Specific Impact Grant in the amount of **\$500,000** and a Transportation Construction Project Grant in the amount of **\$1,000,000** for the Beacham and Williams Street Reconstruction project. This is exactly the type of project envisioned when the scope of the CMF was expanded to include construction projects. Even though the total amount of this grant exceeds the \$1 million maximum identified in the guidelines, the review team felt strongly that the City’s use of multiple sources of funding and the relatively modest contribution of MGC compared to the overall construction cost made this request appropriate.

Licensee Response: “Encore Boston Harbor supports the City of Chelsea’s proposed reconstruction of Beacham and Williams Streets from Spruce Street to the Everett City Limit. As set forth in the Surrounding Community Agreement between the City of Chelsea and Wynn MA, LLC, due to the shared border between the City of Everett and the City of Chelsea, we appreciate the importance of maintaining and improving “transitional roads” in order to maintain a consistent aesthetic, quality, signage and safety improvements. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. This project is one that could lead to significant regional improvement in the future.”

MassDOT Response: “MassDOT supports the City of Chelsea’s request for \$1,000,000 to reconstruct Beacham Street and Williams Street, from Spruce Street to the City of Everett border. In addition to roadway reconstruction, the project will include intersection upgrades and the installation of pedestrian and bicycle facilities. The grant would supplement several other funding sources for the project, as the total project cost is approximately \$11,800,000. This project was originally included in the MassDOT Complete Streets Prioritization Plan, and the project was subsequently reviewed and approved by the Boston MPO in their Transportation Improvement Program (TIP). Since that time, the City of Chelsea Planning & Development Department secured a \$3 million grant for this project from the Federal Economic Development Agency. As a result, the City decided to combine this money with other funding sources to complete the project and requested to have the project removed from the Boston MPO’s TIP. The City is covering \$7,300,000 of the project cost, leaving a gap in about \$1,500,000 in necessary funding. The City has also applied for \$500,000 of funding through the CMF’s Specific Impact Grant. The application included a comprehensive consultant project scope and budget. The detailed quote seems representative of the project description and demonstrates a commitment to completion of the project on behalf of the City. This project is based on a planning study that was conducted using funds from a CMF Transportation Planning Grant awarded in 2018.”

EVERETT – Northern Strand Community Trail Extension

Summary: The City of Everett is requesting \$375,000 towards the extension of the Northern Strand Community Trail from its current terminus just north of Route 16 to the Gateway Connector that was constructed as part of the Encore Boston Harbor Development. The original application was for \$1,000,000, but based on more recent cost estimates, the City of Everett has reduced the request to \$375,000.

Analysis: MGC awarded the City of Everett a Transportation Planning Grant in 2018 to evaluate alternatives and advance the design of the extension to the Northern Strand Community Trail. The Northern Strand currently runs from its southern terminus just north of Route 16 to the City of Lynn to the north. This extension would provide a protected crossing of Route 16 which would then connect to the Gateway Connector that was constructed by Encore.

One of the impediments to bicyclists and pedestrians trying to access the Encore site from the north is navigating Sweetser Circle. Sweetser Circle is a very busy rotary that connects Route 99 (Broadway), Main Street and Route 16 in Everett. The proposed Northern Strand extension will pass under Route 16 on the railroad right-of-way and cross the Gateway Center property on the east side of the property. Creating a fully protected crossing of Route 16 is expected to increase the utilization of the Northern Strand Trail. The construction of Encore has certainly increased the amount of bicycle traffic on Broadway as evidenced by the number of bicycles in the employee bicycle parking area at Encore. This increase causes a commensurate increase in bicycle/vehicle conflicts at Sweetser Circle. It is expected that a large percentage of bicyclists will choose to use the Northern Strand to access the site rather than traversing Sweetser Circle. The Review Team agrees that this project will improve bicycle and pedestrian access to the Encore site.

The total estimated cost of this project is \$3,800,000. SITE, the owner of the Gateway Center has committed to providing up to \$2.3 million of the cost and has entered into an MOU with the City of Everett. The City of Everett has appropriated \$1.75 million for design and construction of the project and has spent \$280,000 to date on design. This leaves a gap of \$30,000 that the City is requesting to be funded by the CMF. Based on recent bidding, the City of Everett has been finding that bids have been coming in very high relative to estimates, and is requesting an additional \$345,000 be allocated to the project as a construction contingency. This makes up about 9% of the total project cost and is a reasonable amount of contingency to carry pre-bidding.

The Review Team recommends that the Commission award a grant in the amount of up to **\$375,000** to the City of Everett for the Northern Strand Community Trail Extension. The Review Team further recommends that the exact dollar figure of the grant be determined after project bids have been received and final costs are allocated.

Licensee Response: “Encore Boston Harbor supports the City of Everett’s extension of the Northern Strand Community Trail to the Mystic River. We are encouraged by the apparent increased use of alternative modes of transportation in the area and support further investments in cyclist and pedestrian infrastructure.

The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. This project is one that could lead to significant regional improvement in the future.”

MassDOT Response: “MassDOT supports the City of Everett’s request for \$1,000,000 for the extension of the Northern Strand Community Trail to the Mystic River and other existing paths. This project would extend the existing shared use path from Wellington Street in Everett to the Mystic River, providing a safer means of walking and bicycling from the Casino area to the Gateway Shopping Center

and the City of Boston. This travel is currently completed via Lower/Upper Broadway and Sweetser Circle, which is challenging for active transportation users. Planning and design for this project was partially funded by a CMF Transportation Planning Grant awarded in 2016. This project is consistent with the aims of MassDOT to improve multimodal transportation.

The application provides a consultant design and budget, showing a total construction cost of \$3,900,000. The developer of the Gateway Shopping Center is providing \$2,300,000 in accordance with its Chapter 91 requirements. The City has allocated an additional \$1,200,000 towards the project in its Capital Investment Plan (CIP). While this leaves only a \$400,000 gap in funding, the applicant is asking for \$1,000,000 to cover anticipated overages. Given that this grant program is limited to a certain funding total and there are many applicants, the City should better detail the need for funding above what has been budgeted by their consultant.”

LYNN – Citywide Traffic Signals Upgrade at Various Locations

Summary: The project will include traffic signal upgrades associated with CMF planning grant that inventoried traffic signals citywide. Work will include retiming of signals, optimizing traffic operations, repairing and/or replacing equipment, including 53 intersections with damaged or missing equipment and 17 intersections requiring new cabinet equipment, vehicle detection or both.

Analysis: MGC awarded Lynn a 2017 CMF grant to inventory and evaluate 89 traffic signal locations throughout Lynn. This study identified numerous deficiencies and necessary improvements to the traffic signal network. Although the overall traffic impact from Encore on the City of Lynn was expected to be minor, MGC agreed that potential improvements to the traffic signal network in Lynn would help alleviate traffic congestion, thereby improving access to/from the casino for patrons and employees.

Lynn requested approximately \$750,000 in Transportation Construction Project Grant funds to upgrade up to 30 of these locations. The City of Lynn reduced their request to \$735,000 after they were informed that design costs would not be eligible.

The Review Team asked the applicant to provide additional information on the connection of this project to impacts of the casino. The applicant provided some estimated traffic numbers from the original Environmental Impact Report for the casino, which presented numbers of trips, but these did not attempt to quantify the impacts on the roadway network (levels of service, etc.). The application states that Western Avenue in Lynn has “an Average Annual Daily Traffic (AADT) volume that varies from a low of 15,900 to a high of 18,400 vehicles per day.” The supplemental information submitted by the City, estimated that up to 545 casino related trips would use Western Avenue on a Friday, and up to 600 trips would use Western Avenue on a Saturday. Based on the AADT data provided above, the range of impact on Western Avenue by the casino traffic would be a minimum of 2.9% and a maximum of 3.8% of the traffic using the roadway. These numbers have not been independently corroborated since the opening of the casino. No attempt was made to identify casino related impacts beyond the major traffic corridors. One would expect that the traffic impact to other, less traveled roadways in the City would be less than that of the major corridors. Similar to earlier evaluations, the Review Team does agree that Encore traffic will have some impacts on the City of Lynn roadway network, but that those impacts will generally be minor.

One of the major tenets of the Transportation Construction Project Grant program is the provision of local matching funds. The 2020 CMF Guidelines state “The Commission anticipates that any CMF assistance provided will only be for a percentage of the costs of any such project and that significant other federal, state, local, private or other funding will be available to pay for the costs of any such

project.” We asked the applicant to provide additional information with respect to local matching funds. The City responded that in addition to this project, other locations were identified that will be constructed by the City. These include the intersection of Broad Street (Route 1A) at Washington Street and Broadway at Euclid and Jenness Streets intersection. Also, the intersection of Washington Street at Oxford Street and Central Avenue is currently under reconstruction. No cost estimates or identified commitments of funds were included in the response. The Review Team was not convinced that these other projects would count as matching funds towards this project. The City’s response also shows a chart identifying all of the short, medium and long term improvements required at signalized intersections throughout the City, and the costs associated with them. This shows a total of \$7.4 million of necessary improvements. No funds have been appropriated for these projects, so it is difficult to consider these to be matching funds for this project. The expectation with respect to Transportation Construction Project Grants was that MGC funds would make up a portion of the project cost, with other federal, state or local sources making up the rest of the identified project cost. The Review Team is not convinced that the City of Lynn has demonstrated any firm commitment of matching funds towards the identified project.

Although the project has demonstrated an Encore related impact, the demand for Transportation Construction Project Grants significantly outstrips available funds. The Review Team agrees that this project would provide benefits to travelers on Lynn’s streets. However, because of the relatively small impact of Encore related traffic on the City of Lynn’s roadway network and the lack of matching funds associated with this project, the Review Team does not recommend funding this project.

Licensee Response: “Encore Boston Harbor supports the City of Lynn’s city-wide traffic signal upgrade. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. We continue to encourage regional collaboration to ensure that the resources available in the Community Mitigation Fund are put towards impactful initiatives that will benefit the region for decades to come.”

MassDOT Response: “MassDOT has reservations on the City of Lynn’s request for \$750,260 for signal upgrades at up to 53 intersections. The work will include retiming of signals, optimizing traffic operations, and repairing or replacing equipment at various locations. The proposed project builds upon a planning study conducted using a CMF Transportation Planning Grant in 2017. As specified in the application, although Lynn does not directly surround the casino, the community is home to many casino employees that add strain to the transportation network in addition to actual patrons. The construction funds would be used in part for the design and preparation of bid documents. Although an order of magnitude budget is provided, the application does not provide any detailed design or budget from a consultant. Without this, it is difficult to know whether the requested funding is enough to complete the proposed project, or whether project construction can begin by the MGC’s June 30, 2021 deadline. Finally, two MassDOT projects are currently programmed in Lynn, which involve the reconstruction of two intersections. The proposed work has the potential to enhance the improvements being implemented through these projects. Lynn should coordinate with the MBTA on this project, as several bus routes utilize these roadways.”

MEDFORD – Wellington Greenway

Summary: The City of Medford is requesting \$945,000 towards the construction of Phase IV of the Wellington Greenway. This grant would construct the last phase of the Wellington Greenway, a 0.3-mile path that will connect local residents/employees to the Encore Resort via waterfront paths along the Mystic and Malden Rivers.

Analysis: When complete, the Wellington Greenway will extend from the Station Landing property, along the Mystic and Malden Rivers to the Woods Memorial Bridge on Route 16, which will provide access to the trail system in the Gateway Center adjacent to the Encore site as well as the trail system along the Malden River as part of the River's Edge development. It also completes the trail system that starts on the properties to the west of Route 28 (the Fellsway). Clearly, this is an important piece of the puzzle in completing pedestrian/bicycle connections in the area.

While it is difficult to quantify the exact level of use of this type of trail, completion of this final portion should improve access to the Encore site by providing a protected route most of the way to the Encore facility. This will allow patrons and employees residing primarily to the west of the site in Station Landing and beyond, relatively unimpeded bicycle/pedestrian access to the site. In addition, it will improve bicycle/pedestrian access to the Wellington MBTA Station, where patrons and employees can avail themselves of the shuttles to Encore. Further, it has the potential to reduce vehicular trips to Wellington/Encore by providing a safer option for walking/bicycling.

Design work on this project is nearly complete and the permitting of the project is well under way. The City has submitted a detailed schedule demonstrating that the project can be under construction by the June 30, 2021 deadline.

The first three phases of the Wellington Greenway and the fourth phase of design were funded privately through Preotle, Lane and Associates, the developer of River's Edge. The total cost of these improvements was \$394,000. As part of the Woods Memorial Bridge reconstruction, MassDOT incorporated significant bicycle and pedestrian improvements, which this project will tie into. No value has been assigned to these improvements. Phase four of the construction is estimated to cost \$1,195,000, with the CMF request being \$945,000 of that amount. The cost of this phase is significantly higher than the other phases due to cost inflation since the earlier Phases were built, and the difficulties associated with this construction (retaining walls, etc.).

The 2020 CMF Guidelines state "The Commission anticipates that any CMF assistance provided will only be for a percentage of the costs of any such project and that significant other federal, state, local, private or other funding will be available to pay for the costs of any such project." Taking into account all of the private contributions for Phases 1-3 and the expected private contributions in Phase four, the proposed funding split is 59% MGC funds and 41% matching funds. The Review Team was concerned that this funding split may rely too much on MGC funds vs. the expected mitigation of Encore related impacts. The Review Team felt that MGC should not provide more than 1/3 of the total funds for Phases 1-4.

The Review Team recommends that the Commission award a grant of up to **\$530,000** for Phase 4 of the Wellington Greenway. The review team further recommends that the exact value of the grant be established after the project is bid and final costs have been determined.

Licensee Response: "As set forth in the Surrounding Community Agreement between the City of Medford and Wynn MA, LLC, Wellington Circle is an important access point to Encore Boston Harbor. Therefore, Encore Boston Harbor supports the City of Medford's construction of the last phase of the Wellington Greenway project. The Massachusetts Gaming Commission, through the resources available

in the Community Mitigation Fund, could make substantial and lasting improvements to our area. This project is one that could lead to significant regional improvement in the future.”

MassDOT Response: “MassDOT supports the City of Medford’s request for \$945,000 to complete the Wellington Greenway. The project would fill the 0.3 mile gap that comprises the last phase of the greenway. It would connect local residents and employees to the casino via waterfront paths. The applicant provided a schedule and consultant design which indicated the project could be completed promptly and within the proposed budget. Medford has already submitted the necessary Notices of Intent (NOI) with the Medford Conservation Commission, demonstrating commitment to completing the project. The City is providing \$250,000 of its own funds to complete the project. The proposed project aligns with MassDOT’s commitment to the improvement of bicycle and pedestrian facilities. The City would need to coordinate with MassDOT and the MBTA as appropriate, given the vicinity of the MBTA Orange Line Wellington Station.”

REVERE/SAUGUS – Route 1 Improvements

Summary: Revere and Saugus are requesting \$500,000 to undertake limited improvements to the Route 1 north right of way just beyond the planned relocation of exit and entrance ramps to Salem Street in the Overlook Ridge development.

Analysis: MGC has provided planning grants to Revere and Saugus in 2017, 2018 and 2019. Through the use of these planning grants, Revere and Saugus identified a number of short-term, stand-alone projects that could make some iterative improvement on Route 1 that would help alleviate the chronic traffic problems that Route 1 experiences. This proposed project resulted as part of that planning process.

The Final Environmental Impact Report for Encore determined that approximately 9% of the patrons going to/coming from the Encore facility would utilize Route 1 through Revere/Saugus. The Review Team has accepted that as sufficient evidence of an impact caused by the casino which makes this project eligible for Transportation Construction Project Grant funds.

The Guidelines state that “any CMF assistance provided will only be for a percentage of the costs ... and that significant federal, state, local, private or other funding will be available to pay for the costs of any such project. With respect to this proposal, neither Revere nor Saugus is proposing any matching funds for the project. In addition, the proposed start date for the project was initially scheduled after the June 30, 2021 deadline identified in the guidelines. The applicant did, however, provide a revised schedule that moved the start date up to May 2021. The application indicated that the project would reduce a bottleneck that occurs on Route 1 north, but did not quantify the benefits of the project.

The Review Team agrees that this project would provide benefits to travelers on Route 1, but because of the reasons stated above, the Review Team does not recommend that this project be funded under the Transportation Construction Project Grant category.

Licensee Response: “Encore Boston Harbor supports the joint effort of the City of Revere and Town of Saugus to design and construct improvements on Route 1, North. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. We continue to encourage regional collaboration to ensure that the resources available in the Community Mitigation Fund are put towards impactful initiatives that will benefit the region for decades to come.”

MassDOT Response: “MassDOT supports Revere and Saugus’s joint request for \$500,000 to make improvements to the Right-of-Way along a portion of Route 1. The project would provide pedestrian

improvements and curb management solutions on Route 1 northbound between Linehurst Street and Lark Avenue. Taken together, the effort intends to alleviate the bottleneck that occurs during peak hours at this location. The sidewalk infill proposed as a part of this project is consistent with MassDOT's aim to improve pedestrian facilities. It should be noted that the provided schedule shows construction beginning after the MGC's deadline of June 30, 2021. All proposed work should be coordinated with MassDOT and a permit will be required."

WEST SPRINGFIELD – Complete Streets - Park Street/Park Avenue

Summary: The Town of West Springfield is requesting \$1,000,000 for "Complete Streets" transportation improvements to the Park Avenue and Park Street (Route 20) corridors from the Elm Street/Union Street intersection to the North End Rotary.

Analysis: MGC awarded a 2018 grant to the Town of West Springfield to develop a "Complete Streets" design of the Route 20 corridor. The Environmental Impact Report for MGM Springfield estimated that 5% of the traffic from the casino would use the North End Bridge and rotary to access Route 20 and points west. This design was intended to improve vehicular traffic flow as well as improve bicycle/pedestrian connections to the Connecticut Riverwalk and Bikeway on the Springfield side of the river. It will also improve safety and access to the Pioneer Valley Transit Authority bus stops, thereby promoting more usage of this mode of travel.

The Review Team agrees that the amount of traffic passing through the Route 20 corridor from MGM Springfield constitutes a demonstrated impact of the casino. In addition, the lack of a complete streets design discourages the use alternative modes of transportation (walking, bicycling, public transit).

The estimated total cost of this project is \$3,161,000 with a request of \$1,000,000 from the CMF, or 31.6% of the total project cost. The Town of West Springfield proposes to use Chapter 90 funds and Municipal Street Maintenance funds for their share of the project. It does not appear that the Town has appropriated these funds specifically for this project. The Review Team was satisfied that this breakdown of funds was appropriate for the project.

The Review Team recommends that the Commission award a grant of up to **\$1,000,000** to the Town of West Springfield for the Park Street/Park Avenue Complete Streets project. The Review Team further recommends that the award of these funds be contingent upon the Town of West Springfield appropriating their share of the project funds and certifying that they are available for use on the project.

Licensee Response: Similar to our comments on the Main street corridor, MGM is supportive of the Town of West Springfield's grant application for Complete Street improvements to the Route 20 corridor from the Elm/Union Street intersection to the North End Rotary.

MassDOT Response: "MassDOT supports the Town of West Springfield's request for \$1,000,000 to be used for Complete Streets improvements to the Park Avenue and Park Street (Route 20) corridors. The project would extend from the Elm Street (Route 20)/Union Street intersection to the North End Rotary. Specific project elements include signal improvements, a multi-use path, a relocated bus stop, and roadway milling/resurfacing. The total project cost is \$3,161,000. West Springfield plans to cover the remaining \$2,160,000 project costs with other funding sources; though no specific sources have been secured at this time. Design for this project was conducted using funding from a CMF grant awarded in 2018. The project would address casino-related traffic while encouraging mode shifts to transit, walking, and bicycling. The project area is listed in both MassDOT's 2019 Bicycle Plan and 2019 Pedestrian Plan as "Highest Potential for Everyday Biking" and "Highest Potential for Walkable Trips". The project also

adheres to MassDOT's Complete Streets Policy. MassDOT District 2 provided a Letter of Acknowledgment of these multimodal improvements to the Town on January 31, 2020. The proposed work builds on multimodal improvements MassDOT made at various rotaries along Route 5 and other multimodal improvements made by the MGM Casino along Route 20 in Springfield."

Workforce Development

"For fiscal year 2020, the Commission will make available funding for certain career pathways workforce development programs in Regions A and B for service to residents of communities of such Regions.... The Commission anticipates a base award of no more than \$300,000 in each Region (not including an additional \$50,000 for regional cooperation or an additional \$100,000 award for significant regional needs (both additional awards described below)). The total funding available for grants will likely not exceed \$800,000. No application for a grant in each Region shall exceed \$300,000 unless otherwise determined by the Commission."

Covid-19 Impacts

On March 15, 2020, the three casinos in Massachusetts were closed due to the coronavirus pandemic. This resulted in most employees being furloughed or laid off with varying levels of ongoing pay/benefits.

The casinos have been identified as part of the third phase of re-opening in Massachusetts, which could happen as soon as the end of June, 2020. There are still many unknowns regarding the re-opening of the casinos, but in order to maintain proper social distancing, it is fully expected that the number of gaming positions and capacities in restaurants will be reduced at least on a temporary basis. As conditions improve, it is expected that these restrictions will be loosened. This means that at least initially, the casinos will not need their full complement of workers to operate. In fact, given the impacts on the broader hospitality industry, it is expected that there will be a surplus of workers available to fill hospitality related positions.

Workforce Development Grants were first established to help provide a pipeline of workers for the nascent casino industry, primarily in the areas of casino dealers, culinary arts, and other hospitality related work. It was also realized that the large scale casinos could attract more experienced hospitality industry workers, thereby resulting in a shortage of workers to backfill those positions. For the last few years, grants have been awarded to target those workers.

For this 2020 grant round, MGC is recommending not funding certain industry-specific training portions of the grants. Our licensees have indicated that they don't see a significant need for newly trained dealers, hotel and culinary positions since they will initially be operating at a reduced capacity. The entire purpose of the Community Mitigation Fund is to address impacts of the casinos. Without that direct connection to an impact of the casino, MGC cannot provide funding, and without the demand in the casinos or the industry to drive the need for hands-on skills development there is no justification for that funding. However, funding will be maintained for basic education programs, since all positions at the casinos typically require a high school diploma or GED, and because there will be a need for continuing to upskill workforce with English language training and high school equivalency to expand the pool of qualified workers in the Commonwealth upon a return to normal capacity. As the casinos reopen and restrictions are reduced, MGC will reevaluate the status of the grant programs and make further recommendations for the 2021 CMF and beyond.

HOLYOKE COMMUNITY COLLEGE

Summary: HCC initially requested \$450,000 to continue the Work Ready program into 2021 which was revised to \$350,000 in the supplemental information response. Work Ready 2021 is a collaborative effort of Holyoke Community College (HCC), Springfield Technical Community College (STCC), Springfield Public Schools (SPS), MGM Springfield, and the region's workforce development partners. The project proposes to provide a combination of Adult Basic Education (ABE), work readiness preparation, and occupational skills training to connect the un-/underemployed to employment opportunities currently available in the marketplace, including MGM Springfield's urgent need for line cooks, dealers and hospitality workers.

Analysis: Work Ready 2021 proposes to provide a complete career pathway for low-skilled individuals. The main components of the program are:

- Basic Skills – Springfield Public Schools “Ahead of the Game” – individuals participate in Adult Basic Education, earn high school credentials and be referred to job training, post-secondary education or employment, 100 adults served;
- ABE, Digital Literacy, Career Readiness and Essential Skills training – STCC/Hampden Prep – current ABE students participate in digital literacy/computer use, interviewing skills, filling out online job applications, financial literacy, email etiquette and social media etiquette, 80-100 students served;
- Gaming Skills – MCCTI/TWO – students receive scholarships and become trained in blackjack, poker, carnival games, or roulette, 200 graduates; and
- Culinary and Hospitality Skills – Holyoke Community College – Individuals participate in line cook training, responding to one of the most significant regional needs, 45 students.

The original application proposed to continue both adult education programs, with no major changes or additions to SPS's Ahead of the Game and an increased emphasis on digital learning in STCC's Hampden Prep. Each program aims to support 100 low-skilled adults throughout the grant year. Due to conversations with MGM and the industry climate at the time of submission, the applicant deemed culinary/hospitality and gaming positions as needing some emphasis and reconfiguration for 2021. This included increased spending for culinary arts to run three full cohorts. It also proposed eliminating gaming school scholarships with MCCTI, instead offering dealer courses for free and utilizing CMF funds to cover the costs, while requesting over \$8,500 for marketing and recruitment efforts to ensure over 200 individuals received training during the grant's duration. The supplemental response submitted to the Review Team indicated HCC's commitment to continuing the hospitality and culinary training originally proposed pre-shutdown via a digital learning pilot. While MGC appreciates the willingness of HCC to respond to the pandemic with remote-learning options, the Review Team agreed that it was important to take into account the significantly changed economy and a local labor market with a larger pool of unemployed local hospitality workforce which affects the projected need outlined in HCC's proposal.

MGC staff highly recommends the Commission approve the request within the applicant's supplemental information response to rollover \$40,965.73 from CMF FY19 to FY20, for the use of completing the current cohort of culinary training, which has been modified to adapt to social distancing requirements due to the pandemic. This will ensure that programs which began prior to the shutdowns and were originally approved in their 2019 application are able to see fruition without negative impact to those students already enrolled.

However, due to the unprecedented shutdown of the labor market and the uncertainty that remains around the industry needs and reopening procedures, the Review Team feels it is prudent to pause funding around hotel and culinary training programming until the industry and economy are able to be better-evaluated and an appropriate response to needs can be formulated. An essential element of any workforce training program is to develop an outcome that ensures a path connected directly to employment, and without the certainty of the availability of hospitality and dealer jobs, the Review Team feels this grant cannot effectively produce those outcomes.

The Review Team does agree that due to the lead time required to see a student through continuing education programs such as Adult Basic Education, Hi-Set and ESOL, as well as the ability for these courses to transition to an online/remote format, funding should still be granted to continue these offerings. For this applicant, that includes both Ahead of the Game (SPS) and Hampden Prep (STCC), resulting in over 200 students achieving high school equivalency. This is especially important in Western, MA where, as the applicant states, “22.6% of the city's adult population does not hold a high school diploma.” The transition in the new grant to emphasize digital literacy within the Hampden Prep program also aligns well with the new post-COVID climate for job searchers and the likelihood for an increase in remote work.

We also would recommend funding the requested additional \$37,000 for regional collaboration, which was revised as part of the Supplemental Information Response and included a very specific and appropriate budget. The funding request proposes a regional coordinator that “works with all partner programs to coordinate recruitment and cross-referrals, track and document outcomes” and to develop program evaluation in tandem with the MassHire Workforce Board which the Review Team deems as sufficient justification for the award.

In summary, the Review Team recommends that the Commission does not fund the culinary training or gaming school portions of the proposal, resulting in a grant to HCC in the amount of **\$199,000** for the Hampden Prep, Springfield Public Schools and Ahead of the Game portions of the grant application, as well as the Regional Collaboration award.

Licensee Comment: “Holyoke Community College is applying for \$450,000 in mitigation funds to help with workforce development efforts in the region. MGM continues to work with our local community colleges as they have been good partners in our pre-opening efforts as well as the Massachusetts Casino Career Training Institute. This grant will continue to support that collaborative effort to elevate the skillsets of the unemployed and underemployed in the region. As a result, MGM supports this request.”

MASSHIRE METRO NORTH WORKFORCE BOARD (MNWB) AND THE CITY OF BOSTON - Metro Boston Regional Gaming and Hospitality Consortium (MBRGHC)

Summary: MBRGHC originally requested \$450,000 for a regional project aimed at addressing the workforce needs of the hospitality sector impacted by the Encore Boston Harbor gaming facility. After discussions with the applicant, the amount of the request was reduced to \$400,000. The consortium of partners proposed providing career and employment services, ESOL and occupational skills training to prepare local residents for high quality hospitality careers.

Analysis: MBRGHC proposes a project whereby local residents are engaged and provided services aimed at preparing them for career opportunities in the hospitality sector, with a targeted focus on the hotel industry. This year they proposed serving a minimum of 1000 greater Boston residents. The main components of the program are:

- Outreach/Community Engagement – In each partner City, local organizations will be responsible for outreaching to local residents, informing them of the employment opportunities created by Encore, both at the facility and at other affected employers.
- Career Advising – In each partner City, there will be a location where local residents can go to meet with a gaming and hospitality career advisor. Services include: provide information on the employment opportunities available in the hospitality sector in Greater Boston; provide basic assessment of individual’s interests and needs; provide referrals to other programs that address individual’s needs, such as ESOL, ABE, job training, job readiness programs and short term workshops; and assist residents with job applications.
- ESOL/ABE/Job Training/Job Readiness – If needed, individuals who are interested in pursuing a gaming or hospitality career will be referred to additional services and programs. These additional services may include short-term workshops covering specific topics such as basic information on gaming and hospitality careers, resumes, interviewing, and online job applications.
- Job Placement – There may be some individuals who are interested in pursuing gaming and hospitality careers that will not need additional programs and services. In this case, the career advisor will provide job search and placement assistance.
- Job Training
 - NECAT – The New England Center for Arts and Technology will continue to deliver its successful culinary arts job training program in Everett. The curriculum includes: hands-on occupational skills instruction in culinary arts, food safety and sanitation, knife skills, advanced cooking and baking techniques; professional and life skills training including resume writing, job interview, time management and conflict resolution; culinary vocabulary and culinary math skills; case management and counseling services; work “experience” opportunities to help participants gain experience in the field at an employer partner; and Job placement and post-placement support services.
 - BEST Hospitality Training – Two training programs will be offered under the 2020 project; an introduction to Hospitality, Housekeeping pre-apprenticeship program; and an English for Hospitality (ESH) program.

Due to the unprecedented shutdown of the labor market and the uncertainty that remains around the industry needs and reopening procedures, the Review Team feels it is prudent to pause funding around hotel and culinary training programming until the industry and economy are able to be better-evaluated and an appropriate response to needs can be formulated. An essential element of any workforce training program is to develop an outcome that ensures a path connected directly to employment, and without the certainty of the availability of hospitality jobs, the Review Team feels this grant cannot effectively produce those outcomes.

Therefore, the Review Team does not recommend funding for the NECAT Culinary Arts and BEST Hospitality training programs. These programs total \$179,005.70. However, the Review Team agreed that there is a need to ensure that this applicant receive funding to enable them to offer residents adult basic education and English language classes, toward and career guidance/job skills to help them advance in industry-related jobs in the future which would require these basic skills, given the lead time required to see a student through such continuing education programs.

The applicant also proposed an additional \$100,000 significant regional need award, stating that “Chelsea, Everett and the targeted neighborhoods in Boston’s communities of color have the highest COVID-19 infection rates in the state. Chelsea's COVID-19 infection rate is greater than New York

City's and six times that of Massachusetts overall. These cities and neighborhoods have among the lowest median household incomes. The high number of residents previously working in service industries such as hospitality and restaurants has made these neighborhoods vulnerable to high levels of unemployment for the next period of time." The Review Team recommends granting \$40,000 of the requested award.

The Review Team does not recommend funding for the NECAT Culinary Arts and BEST Hospitality training programs. These programs total \$179,005.70.

In summary, the Review Team recommends that the Commission does not fund the NECAT and BEST portion of the proposal, resulting in a grant to MBRGHC in the amount of **\$172,000** for the Community Engagement, Career Advising and Employment Services as well as the Regional Need portions of the grant application.

Licensee Comment: "Encore Boston Harbor supports MassHire's efforts to continue providing career and employment services to local residents in preparation for careers in hospitality. We have had the pleasure of successfully collaborating with MassHire in the past and look forward to continuing this collaboration in the future. We would encourage MassHire to consider the current events and how to adjust the project to take into account the changed circumstances."

Non-Transportation Planning

The Commission will make available funding for certain planning activities.... The planning project must be clearly related to addressing issues or impacts directly related to the gaming facility.... No application for this 2020 Non-Transportation Planning Grant shall exceed One Hundred Thousand Dollars (\$100,000.00).

EVERETT-Designated Port Area Study

Summary: The City of Everett is requesting \$100,000 for a planning initiative that will look at the 300 acre industrial district that straddles the Everett/Chelsea line in order to understand the impact of the district on the local and regional economy, especially as it relates to the abutting Entertainment District.

Analysis: To promote and protect water-dependent industrial uses, the Commonwealth of Massachusetts, through its Office of Coastal Zone Management, has established 10 Designated Port Areas (DPAs), one of which lies partially within the City of Everett (Mystic River DPA). State policy seeks to preserve and enhance the capacity of the DPAs to accommodate water-dependent industrial uses and prevent significant impairment by non-industrial or non-water-dependent types of development, which have a far greater range of siting options.

The development of Encore Boston Harbor and the subsequent Encore purchases of significant tracts of land across the street from the development have changed the entire character of Lower Broadway in Everett. Now informally known as the "Entertainment District," this area directly abuts the portion of Everett that lies within the DPA. The DPA is a vital marine industrial hub, but questions remain as to whether or not the DPA is currently functioning at its highest and best use. As development continues in the lower Broadway area, additional market pressures may come to bear on adjacent properties and the DPA.

The Review Team agrees that these changes in land use on lower Broadway constitute an impact on the DPA, and as such, it is appropriate to study this area. The Review Team further agrees that it makes sense to study the area now, before significant redevelopment takes place. This will help the

City proactively guide development decisions in the “Entertainment District” as well as the Designated Port Area.

The Review Team recommends the Commission award \$100,000 to the City of Everett for the Designated Port Area study.

Licensee Comment: “Encore Boston Harbor supports the City of Everett’s study of the Mystic River Designated Port Area to determine the impact of such area on the regional economy. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. This project is one that could lead to significant regional improvement in the future.”

MEDFORD - Business Technical Assistance Program

Summary: The City of Medford is requesting \$100,000 to contract consultant services to create and launch a program to assist businesses to access funds and benefits designated through the Surrounding Community Agreement (SCA) for the benefit of Medford businesses.

Analysis: The City of Medford is seeking to set up a local business technical assistance program in order to create a framework for the equitable allocation of Licensee payments and a system to monitor compliance with SCA commitments. Under the SCA, the City of Medford receives an annual payment of \$100,000 “to assist businesses in effectuating aesthetic upgrades and enable them to participate in the opportunities that will be available as a result of the Project’s use of Medford as a ‘transportation hub.’” In addition, the SCA commits Encore to certain purchasing targets and use of vouchers and gift certificates from Medford businesses. To date, purchases from the City are not reaching the targets established in the SCA.

Since the opening of Encore, the City has gone through an administration change and some staff turnover which has created additional difficulties in implementing the business assistance program and monitoring Encore’s compliance with the SCA. Longer term, the City plans on hiring an Economic Development Director to oversee these programs. This grant is intended to develop guidelines for the distribution of the business assistance funds as well as establish systems to ensure compliance with the SCA and to assist local businesses in availing themselves of opportunities with Encore. Additional assistance to local businesses in identifying and pursuing opportunities with Encore should improve the level of local spend identified in the SCA.

The Review Team supports a one-time grant for an economic business development consultant to create a local business technical assistance program and recommends that the Commission award a **\$100,000** grant to the City of Medford.

Licensee Comment: “Encore Boston Harbor supports the City of Medford’s creation of a Local Business Technical Assistance Program. The Massachusetts Gaming Commission, through the resources available in the Community Mitigation Fund, could make substantial and lasting improvements to our area. We continue to encourage regional collaboration to ensure that the resources available in the Community Mitigation Fund are put towards impactful initiatives that will benefit the region for decades to come.”

NORTHAMPTON - “northampton.live” Marketing Program 2020

Summary: Northampton is seeking \$100,000 to continue the “northampton.live” website which is the City’s first marketing initiative and has proven to be an informative website reaching thousands of local and regional viewers through targeted paid and organic advertising. Northampton’s entertainment and retail attractions attract over 1.4 million people annually supporting hundreds of jobs and generating over \$8 million in annual state and city tax revenues.

Analysis: Northampton initially developed “northampton.live” through a grant from MGC. A subsequent grant in 2019 helped continue its marketing efforts. Northampton has requested \$100,000 for 2020 to continue operating and managing “northampton.live.”

The original and continuing purpose of “northampton.live” is to mitigate negative impacts on Northampton from the development of MGM Springfield by continued marketing to its regular customers and attracting new customers drawn to the area by MGM. Over the past four years, the applicant showed that hotel taxes have increased by 6-10 percent per year and meal taxes have increased by 1-3 percent per year. These metrics suggest that northampton.live may be achieving its goal.

Non-Transportation Planning Grants were established to provide planning funds for projects not funded in other categories. They have typically been used in the past for projects like economic development planning studies. It is generally expected that after the planning project is through, it is the responsibility of the community to implement the plan. Northampton submitted a detailed budget for the proposed use of these funds, and much of the funding appears to be for normal operation costs associated with the platform. While some of the spending is for additional content development, much of the costs are for reporting and advertising. The Review Team was not convinced that many of these costs are for true planning activities.

Northampton did indicate that they are working towards making the platform self-sustaining. The Downtown Northampton Association has pledged \$10,000 towards this effort for this year and they are looking at various options for funding going forward. Given the current circumstances with Covid-19 and the impact it is having on local businesses, the Review Team agrees that it is appropriate to provide some funding for the project for 2020.

Although the Review Team likes this project very much, it was never expected that non-transportation planning grants would fund routine operating costs. Therefore, the Review Team recommends that the Commission award **\$50,000** to the City of Northampton with the understanding that these funds may only be used for the further development of the platform and not for routine operational costs.

Licensee Comment: “The City of Northampton is applying for \$100,000 in mitigation funds to continue the “northampton.live” marketing web platform that supports its marketing efforts. MGM supports this effort as it reinforces the diverse experiences that Western Massachusetts offers. While MGM supports this request, MGM Springfield continues to be complimentary to, not competitive with, Northampton’s offerings which help to make the region a destination. Similar to our comments to the West Springfield marketing application, MGM’s presence in the region has brought in millions of guests that we believe have only helped to highlight the Pioneer Valley’s amenities. This increase in tourism positively impacts many local hospitality establishments. Many of those visitors explore all that the Pioneer Valley has to offer. For this reason, we are supportive of the City’s 2020 Marketing Plan, which will benefit Northampton as well as the region.”

REVERE –Hospitality Advocate

Summary: The City of Revere is requesting \$100,000 to establish and sustain for 18 months, a new position in the Department of Strategic Planning and Economic Development to coordinate and facilitate business to business connections between Revere hospitality venues, regional travel and tourism and the Encore Boston Harbor Casino.

Analysis: The City of Revere is going through significant growth in its local hospitality industry with over 900 hotel rooms either under construction or in advanced planning stages. These new

rooms will more than double the City's hotel capacity. In addition, construction will commence on the 160-acre Suffolk Downs site this year and plans are coming together on the 35-acre Wonderland Park site. Revere is looking to hire a Hospitality Advocate to organize the City's hotels, restaurants and entertainment venues into a Revere Travel and Tourism Council (RTTC). The City expects the Hospitality Advocate to advance cross-marketing and promotion efforts with Encore Boston Harbor for the benefit of both the City and Encore.

In describing the impact that is attributed to the operation of a gaming facility, the application states "The City believes that the dramatic growth in the local hospitality industry merits a concentrated and focused effort to organize and nurture our emerging travel and tourism business. The presence of the Encore Boston Harbor Casino on the regional scene and the resources offered by this grant program offer the City a unique opportunity to seek to capitalize on new hospitality opportunities." When further queried on the impact attributed to the casino when the Review Team met with the applicant, the City stated that "Other than some anecdotal evidence of a slight reduction of booking at Revere hotels, we have not perceived any substantive negative impacts from the casino's presence in neighboring Everett." Based on these responses, the Review Team does not believe that the City articulated a clear connection to, and impact of, the Encore facility.

Fifteen years ago, the City of Revere had its own tourism council, the RTTC. This grant proposes to reconstitute the RTTC to help Revere capture a greater hospitality market share in the region. This area is already served by two convention and visitor bureaus, the Greater Boston and North of Boston Convention and Visitor's Bureaus. The Review Team questioned whether developing a third group instead of working within the existing regional groups was appropriate.

The application states that "The 2020 MGC NTP grant will allow the City of Revere and its new growth sector, hospitality, to capitalize on the great potential presented by the substantial economic power and draw of the Encore Boston Harbor Casino." The Review Team agrees that the presence of Encore provides opportunities to the hospitality sector in Revere, but that does not seem to be the focus of this application, which is to re-establish the RTTC.

Based on all of these issues, the Review Team does not recommend awarding a grant to the City of Revere for a Hospitality Advocate.

Licensee Comment: "Encore Boston Harbor supports the City of Revere's efforts to establish a Hospitality Advocate position and cross-market its attractions with those of Encore Boston Harbor. We would welcome the opportunity to work with the City of Revere with respect to its promotional activities."

SAUGUS – Casino Related Business Development Specialist

Summary: Saugus is requesting \$100,000 to fund a Business Development Specialist position in the Planning and Development Department for a period of two years. The staffer will be responsible for growing business connections between Saugus businesses and Encore Boston Harbor. After two years it will then be included in the Town budget.

Analysis: MGC has provided grant assistance to Saugus in the past for economic development projects designed to help attract Encore patrons to Saugus attractions. Grants have funded an economic impact analysis, the development of an Open Space and Historic Attractions Brochure, the development of a Wayfinding and Branding Scheme and the development of a tourism video.

Saugus looks to hire a Business Development Specialist to focus efforts on Clifftondale Square to implement some of the key recommendations from the 2016 Finepoint study. The Town seeks to:

- Establish Clifftondale as a place rather than a pass-through;

- Promote Cliftdale as a “Social” place;
- Enhance the business mix;
- Attract more customers especially those traveling to or from Encore Boston Harbor;
- Promote special events to attract visitor/customers; and
- Improve parking and the physical appearance and attractiveness of the Square.

Under the Impact Description section of the Non-Transportation Planning Project Application it states “Please describe in detail the related impact that is attributed to the operation of a gaming facility. Please provide support for the determination that the operation of the gaming facility caused, is causing or may cause the impact.” The Saugus application did not fully articulate the impact of the casino or provide documentation of the impact. The application merely outlined the previous grant awarded to the Town. When asked to elaborate on either the positive or negative impacts of the casino in our request for additional information, the Town responded that “Town staff has heard personal anecdotes from folks that were traveling to Encore from the north that are making plans to stop at high profile Saugus establishments (i.e., Kowloon and Kane’s Donuts) during their trips. We see these types of occurrences as having a positive economic impact on our community... It is our hope that these same positive impacts can occur within the Cliftdale Square neighborhood.” The Review Team was not convinced that the defined impacts justify the expenditure of funds for this project.

The studies referenced by the applicant – the Camoin Associates, “Economic Development and Action Plan: Opportunities Related to Wynn Boston Harbor Casino Resort” and the FinePoint Associates, “Cliftdale Square Business District Assessment and Market Analysis” – do not particularly target an Encore connection to Cliftdale Square. The FinePoint study did identify investigating potential opportunities with Encore. The Camoin study focused more on attracting Encore visitors to historic and recreation sites than retail or restaurants. The study states “Therefore, it is Saugus’s recreational assets, rather than its national retail chains, that are most likely the best positioned to attract casino visitors since they offer access to natural amenities not available in Boston and the immediate vicinity of the casino.” The study does indicate that the Town should attempt to refresh its offerings of retail and other commercial properties to get people off of Route 1 and does specifically mention Cliftdale Square as an area of opportunity, but that is not the focus of the study. Again, the Review Team found no evidence to suggest that there was any significant nexus between Encore and Cliftdale Square.

As proposed, this grant would fund the entire salary of the Business Development Specialist for two years. The Town of Saugus would need to certify that all of this person’s time was spent on casino related work. Considering the somewhat ambiguous connection between Cliftdale Square and Encore Boston Harbor, the Review Team was not convinced that the work of the Business Development Specialist would be confined to identifying opportunities associated with Encore.

The Review Team agrees that a Business Development Specialist would provide a great service to the Town’s planning staff and could certainly help promote Cliftdale Square businesses; however, the Review Team could not make that firm connection between the businesses in Cliftdale Square and Encore. Therefore, the Review Team does not recommend the award of a grant to the Town of Saugus for a Business Development Specialist.

Licensee Comment: “Encore Boston Harbor supports the efforts of the Town of Saugus to establish a Business Development Specialist position and to connect local businesses with opportunities created by Encore Boston Harbor. We would welcome the opportunity to work with the Town of Saugus to further this connection.”

WEST SPRINGFIELD – Marketing Video Campaign

Summary: The Town of West Springfield is requesting \$50,000 to create a series of videos to market West Springfield's Attractions, Businesses and Amenities.

Analysis: The Town of West Springfield is proposing to create a series of videos that will better position local businesses to attract customers from the surrounding area, help to market and fill vacant storefronts and commercial properties as well as capitalize on casino patrons that are interested in exploring the area around the casino.

In establishing the impact of the gaming facility on West Springfield the applicant states, "One of the impacts resulting from its [MGM's] regional nature and thorough marketing campaign is new competition for local dollars. Local service and retail businesses are negatively affected by this because they rely on the same pool of discretionary income that the casino and nearby attractions draw from." The application did not provide any documentation to support this contention. In fact the application suggested "The marketing videos will better position local businesses to attract customers from the surrounding areas, as well as capitalize on casino patrons that are interested in exploring the area around the casino." There was concern discussed during the review that the videos could be seen as an effort to lure neighboring residents away from local businesses they already patronize. When asked to provide additional information with respect to the impact of the gaming facility, the applicant cited an increased number of vacancies along the Memorial Avenue corridor though some vacancies the city pointed out existed before the casino's opening. It is not clear whether these vacancies are due to the casino or other economic factors but the city says it hopes to use these videos to also recruit new businesses. MGC requested that the applicant submit hotel and meal tax data to see if there were any trends. The city responded with data from before MGM Springfield opened and since the opening and stated "The comparison demonstrates very little impact to these revenues." Complicating matters is the fact that the First Look Back Study has not been completed. This study is designed to place a dollar value on the impacts of the casino, including economic impacts on area businesses. Absent this information, it is difficult to make a true assessment of the impacts. The Review Team was not convinced that the Town of West Springfield established an affirmative impact of the casino.

Proposals were submitted from two different production companies. The scopes of work dealt fairly significantly with general topics about West Springfield and only touched on business activity. While the Review Team understands that videos of this nature will not only deal with economic development activities, the primary purpose of the project must be to address the identified impact or demonstrate how the project will allow the community to maximize the presence of the casino.

For projects like these, the Review Team likes to see a real partnership between the casino and the community to ensure that potential negative impacts of the casino are addressed. This application did not demonstrate that these relationships have been developed.

For the above reasons, the Review Team does not recommend that the Commission award a grant for this project. This might make a stronger application once the look back study is complete and the impacts of MGM can be better articulated.

Licensee Comment: "The Town of West Springfield is applying for \$50,000 to create a series of marketing videos. MGM is supportive of the Town's marketing efforts to highlight its many offerings. MGM Springfield has helped to draw millions of visitors from across all 50 states to the region, especially from Connecticut and New York, which we feel has had a positive impact to neighboring communities and businesses."

Tribal Gaming Technical Assistance

The Commission may make available no more than \$200,000 in technical assistance funding to assist in the determination of potential impacts that may be experienced by communities in geographic proximity to the potential Tribal Gaming facility in Taunton.

SOUTHEASTERN REGIONAL PLANNING & ECONOMIC DEVELOPMENT DISTRICT

Summary: SRPEDD is requesting \$200,000 to provide technical assistance to communities in geographic proximity to the potential Tribal Gaming facility in Taunton with regard to traffic capacity and operational impacts should the construction of the Tribal Gaming facility move forward.

Analysis: The 2020 funding request for the SRPEDD is a carryover from 2019. At this point, there is no construction activity at the Taunton Tribal Gaming facility. Should construction re-commence, there will be a need for technical assistance to surrounding communities particularly with respect to traffic and other operational impacts.

The Review Team recommends that the Commission award SRPEDD a grant in the amount of \$200,000 for technical assistance to the communities surrounding the Tribal Gaming facility in Taunton. The Review Team further recommends that this grant only be awarded when it is determined that the Tribal Gaming facility has restarted construction.