



# 19

**COMMUNITY  
MITIGATION  
FUND**

## APPENDIX H

***Transit Project(s) of Regional Significance Grant Application ("TPRS")***  
***BD-19-1068-1068C-1068L- 33629***

*Please complete the entire Application.*

1. Pioneer Valley Transit Authority  
**NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT**
2. Sandra Sheehan, Administrator  
**NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**
3. 2808 Main Street, Springfield, MA 01107  
**ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**
4. 413-732-6248 x216 [ssheehan@pvta.com](mailto:ssheehan@pvta.com)  
**PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**
5. Sandra Sheehan, Administrator  
**NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**
6. 2808 Main Street, Springfield, MA 01107  
**ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**
7. 413-732-6248 x216 [ssheehan@pvta.com](mailto:ssheehan@pvta.com)  
**PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**
8. MGM Springfield  
**NAME OF GAMING LICENSEE**

**1. IMPACT DESCRIPTION**

Please describe in detail the regional impact or potential regional impact that is attributed to the construction or operation of a gaming facility that may be remediated by the proposed transit project of regional significance. Please provide support for the determination that the construction or operation of the gaming facility caused, is causing or otherwise may cause the impact.

The MGM Springfield Casino is a major generator of visitors for the City of Springfield. This was anticipated, and as a result MGM Springfield and the City of Springfield negotiated a downtown circulator trolley to accommodate tourists, employees, and residents traveling to the casino (the service is called "The Loop").

There are multiple policies at the state level to encourage transit usage, including the Global Warming Solutions Act and the mode shift goal at MassDOT. To that end, the Final Environmental Impact Report for MGM Springfield noted on pages 16 – 18 that MGM Springfield committed to funding a downtown circulator trolley to promote using transit to access the casino. All PVTA buses are bike rack equipped, so this service also promotes biking in combination with transit use.

Currently, The Loop only operates five days per week (Wednesday through Sunday). PVTA believes that the inconsistent schedule is hurting ridership potential, and is requesting funding to make it a 7-day-per-week service. Given the fact that MGM attracted 1 million visitors in its first six weeks, we feel that there is a large unmet need for additional mobility options in downtown Springfield.

PVTA is also requesting funding to expand service on The Loop to the hotels in West Springfield. The Route 5 corridor in West Springfield contains many hotels that visitors stay in when coming to the region. This service would improve access for visitors going to downtown Springfield.

PVTA is also working with the City of Springfield and MGM to enhance its marketing of The Loop service, as well as cross-promotional opportunities with other attractions in downtown Springfield. Altogether, PVTA expects that this package of enhancements will significantly boost mobility to and from MGM Springfield, as well as general access to downtown Springfield.

**2. PROPOSED MITIGATION (Please attach additional sheets/supplemental materials if necessary.)**

a) Please describe how you propose to use to expand regional transit connections to the gaming facility using CMF Funds.

PVTA proposes to expand its downtown circulator service, The Loop, to 7 days per week. The Loop service, which is funded through the Host Community Agreement, currently funds 5 days of service (Wednesday through Sunday). The Loop, the schedule for which can be found in the attached document



"Relevant Links\_PVTA.docx", serves key destinations in Springfield's downtown, including the newly renovated Union Station, MGM, Springfield Museums (Quadrangle), and the Basketball Hall of Fame.

PVTA also proposes to add an extension to its current Loop service into West Springfield. This service would provide a connection to MGM and Union Station from the hotels that are located along Route 5 in West Springfield. This will enhance access to the MGM gaming facility, as well as other visitor attractions in downtown Springfield. Attached to this application is a map showing the hotels that would be served, as well as existing transit service (P20) and the proposed Loop expansion (see West Springfield Hotels.pdf). You can find the proposed routing in the attached document, "Relevant Links\_PVTA.docx".

The connection to Union Station in particular makes this is a regionally significant transit service, as that is the central hub for Springfield-area transit. Service from Westfield, Holyoke, Chicopee, and numerous other surrounding communities emanates from Union Station. Commuter Rail service operated by CTRail also operates out of Union Station.

**b) Please describe how the mitigation request will address the specific impact indicated.**

As MGM Springfield continues to grow its visitor base, its employee base, and its regional significance as a destination for leisure and entertainment, there will be enhanced need for mobility options for a variety of visitors and residents. Some people may not be able to drive themselves, or may choose not to drive. While the current Loop service meets some of that need Wednesday through Sunday, there is no reason to believe that there is any less need Monday and Tuesday. Indeed, visitors and residents may still want to visit the restaurants or other attractions at MGM Springfield for a Monday night dinner or movie.

Furthermore, the expansion of service into West Springfield will address the direct service needed between MGM Springfield and regionally significant hotels. This service, which is proposed for Friday, Saturday, and Sunday, will provide visitors with an easy, environmentally friendly way to travel to downtown Springfield and MGM.

**3. CONNECTION TO GAMING FACILITY**

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

As noted, there were 1 million visitors to MGM Springfield in its first six weeks in operation. Furthermore, there are hundreds of employees working at MGM Springfield. This generates additional traffic congestion, greenhouse gas and other emissions, as well as creating a new regionally significant destination. The Loop service, which operates fare-free and uses battery-electric operated buses, addresses the impacts from the MGM Springfield casino. Expanding The Loop will allow these benefits to be more fully felt.

**4. BUDGET & TIMELINE**

**a) Please identify the amount of funding requested.**

PVTA is requesting \$224,673.64 to fund the expansion of The Loop service.

**b) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of the transit project of regional significance.**

See attached budget. All cost estimates were provided by PVTA operators.

**c) Please provide the estimate and percentage of the costs projected to be funded from other federal, state, local, private contributions or unspent CMF Reserves. (Applicants may include contributions from gaming licensees and private contributions.) Please provide a detailed itemized estimate for each type of funding.**

The current Loop service, which operates Wednesday through Sunday, is funded through the Host Community Agreement. That agreement funds the full cost of the service, with a contract valued at \$199,389.

**d) Please indicate, through a commitment letter or otherwise, how such other funding will be available for the project. In the absence of a final commitment to such funding, please provide detail on any process needed to secure any non-CMF funding.**

A commitment letter is attached to this application.

**e) Please include a detailed timetable for the TPRS project, including but not limited to, the timetable for planning, for securing additional funds and the timetable to implement the TPRS.**

The project timeline is attached to this application.



**5. MEASUREMENT OF IMPACT**

Please describe how you propose to measure the impact of your program including indicators proposed to measure results.

PVTA includes all of its routes into its performance measurement system. Performance measures include the following:

- Trips per revenue hour
- Schedule adherence (on-time performance)
- Title VI demographic analysis (minority and low-income access)

**6. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

The proposed Loop expansion will only be undertaken if this funding is received. There are no funds in the upcoming budget to provide the services outlined in this proposal. If awarded, the funds will be received into a specific GL account that separates them out from other funding and will only be used to operate the service as proposed.

**7. CONSULTATION WITH MASSDOT/ REGIONAL TRANSIT AGENCY (RTA) / REGIONAL PLANNING AGENCY (RPA) AND NEARBY COMMUNITIES**

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

PVTA works closely with MassDOT, the Pioneer Valley Planning Commission (PVPC), the City of Springfield, and MGM Springfield to provide its current Loop service. PVTA recently presented at MassDOT's Moving Together conference on The Loop service. Further, attached to this application are letters of support from PVPC, the City of Springfield, the Town of West Springfield and MGM Springfield. PVTA has developed its Loop service in close consultation with the aforementioned entities.

**8. RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS**

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

In the Host Community Agreement Exhibits, page E-2, it is stated that MGM Springfield will support creation of a trolley in downtown Springfield to service multiple attractions in the city. Our proposal will expand the currently offered service to seven days per week, as well as expand the geographic scope of the service to include visitors staying in West Springfield.

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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



Signature of Responsible Municipal  
Official/Governmental Entity

2/1/19

Date



## **Transportation Planning Grant Applications**

### **Boston**

MassDOT recommends approval of the City of Boston's request for \$200,000 to contribute to the design costs for the Sullivan Square/Rutherford Avenue reconstruction project. Our approval is consistent with the state and the City efforts to support economic development in this area, manage congestion, support for multimodal travel, and improve safety for travel in the area. We note that insufficient information was provided regarding the status of project design, breakdown of project costs, and goals of the reconstruction project to support the goals defined above. We also note that an "underpass" option for Sullivan Square, while modeled as part of the Lower Mystic Regional Working Group, was not explicitly recommended as part of the study. As with our comments on a similar request last year, the application does not discuss any progress that has been made with previous grant funding.

### **Medford:**

MassDOT supports the City of Medford Energy & Environmental Office's request for \$200,000 to support the design, permitting, and construction plans for a pedestrian and bicycle underpass underneath Route 28, which will provide a missing gap in the Mystic River Greenway Plan and connect pedestrians and bicyclists from the Mystic River State Reservation to Orange Line services at Wellington Station. This underpass would divert users from crossing at-grade at Wellington Circle, improving safety for all users and encouraging increased pedestrian and bicycle activity. Employee shuttles to Encore Boston Harbor are proposed to be provided from Wellington Station; this proposal would facilitate improved employee access to these shuttles. This proposal is supported by the Metropolitan Area Planning Council, particularly in achievement of their LandLine Trail and Greenway Plan, and the Department of Conservation & Recreation.

### **Everett/Somerville (bus improvements)**

MassDOT supports the request from the cities of Everett and Somerville for \$425,000 to support conceptual engineering design of a bus rapid transit corridor from Chelsea Station (the current terminus of the Silver Line) to Sullivan Square and onwards through Somerville, proposed to follow the MBTA Commuter Rail right-of-way to a point near the Lechmere MBTA Green Line Station. This proposal was studied and recommended as part of the Lower Mystic Regional Working Group, of which the two communities, MassDOT, and the MGC served on. Bus improvements along the proposed corridor could have a transformative effect on reducing single-occupancy vehicle travel from Everett and points north, allowing for more desirable access to existing MBTA rapid transit operations. If not already completed, we encourage the applicants to examine the implications of different route variants (including the extent to which Broadway in Everett will be utilized and potential corridors to the south and west of Washington Street in Somerville) with this funding.

### **Everett/Somerville (pedestrian bridge)**

MassDOT supports the request from the cities of Everett and Somerville for \$500,000 in support of a pedestrian footbridge concept across the Mystic River between Encore Boston Harbor and the MBTA Assembly Orange Line Station. The funding would be used to both advance the design of the headhouse at Assembly Station from 60% to 100% (\$400,000) and to develop and

submit a BUILD grant application (\$100,000) to provide matching funds to the pedestrian bridge and/or headhouse. This application builds upon earlier work to advance the pedestrian bridge concept through the 75% design phase, as summarized in the Mystic River Pedestrian Bridge Concept Design Report released by the Department of Conservation & Recreation in February 2018. Encore Boston Harbor has made a verbal commitment to provide significant funding towards the projected \$35 million cost of the footbridge on the condition that access to Assembly Station is provided. The proposed pedestrian bridge was studied and recommended as a solution to improve bicycle and pedestrian access in the Lower Mystic Regional Working Group study, and would provide an additional “last mile” solution to patrons of Encore Boston Harbor as well as provide a significant link for pedestrians and bicyclists from Everett to access the MBTA Orange Line at Assembly Station. Note that the funding request may exceed Massachusetts Gaming Commission guidelines for the amount of funding available per application.

#### Lynn

MassDOT supports the request of the City of Lynn for the amount of \$200,000 towards the traffic analysis and the development of conceptual design of infrastructure improvements along Western Avenue (Route 107) in Lynn. MassDOT recently completed a corridor study to address congestion and operational issues along Route 107 and MassDOT’s jurisdiction of Western Avenue in Lynn ends at approximately Ida Street to the south and resumes at Linton Road (just before the Buchanan Bridge) to the north. The area under consideration for the MGC grant is under Lynn jurisdiction, and the scope of the Route 107 Corridor Study extended to Chestnut Street, the northern end of this application project’s scope. The grant application is consistent with the corridor study findings and would complement any future DOT project – work on the Lynn-owned sections would benefit any work on the DOT-owned sections.

#### Pioneer Valley Transit Authority

MassDOT supports the request of the Pioneer Valley Transit Authority for the amount of \$224,673.64 towards the expansion of the existing Loop service. PVTa proposes to expand this service from 5 to 7 days and to add an extension to its current Loop service into West Springfield. This would enhance access to both the MGM Springfield Casino, downtown Springfield, and Union Station for visitors staying in hotels along the Route 5 corridor. The proposal is consistent with MassDOT’s goals to provide travel options other than single occupancy vehicles. The application includes preliminary estimates for the expansion; however, it is not clear from the application for how the requested funds would be able to support the expansion or whether the expansion would be self-sufficient at some point in time.

#### Revere/Saugus

MassDOT is not supportive of the City of Revere and the Town of Saugus grant’s request in the amount of \$425,000. According to the grant applications the funds would be used to build on the pursuit and development of transportation road network improvements along the Route 1 project corridor and related elements including additional deficient roadway and intersection locations such as the Route 1/Route 99 interchange. From the information provided it is not clear how the proposed use of the grant would mitigate any transportation-related impacts associated with the Encore Boston Harbor casino project or is consistent with MassDOT’s transportation goals for the corridor. The applicant has indicated that the preliminary work to be done with this grant would inform the future \$175 million Route 1 Reconstruction project. As this time, the project is



not in the near term horizon for MassDOT nor is the proposed approach to the study consistent with MassDOT criteria to advance projects.

West Springfield

MassDOT supports the request of the City of West Springfield in the amount of \$83,400 to further their participation into the ValleyBike Share Program. The funds will be used to plan, design/build three bicycle station pads, install electrical service, and purchase an additional bicycle to support the ValleyBike Share system. As indicated in the application, West Springfield is expected to see a fair amount of casino traffic traveling through its center and the funds would provide for expanding the implementation of alternative modes of travel between West Springfield and the casino site. As part of the ValleyBike Share system project and as a requirement of the MassDOT Section 61 Finding for the project, a bike share station must be installed at the MGM Springfield casino site. Once operational, this would provide an efficient and environmentally friendly mode of travel between these two locations. The application has provided engineering estimates of the proposed project and we believe that the quotes are reasonable.

**From:** [Lucien, Lionel \(DOT\)](#)  
**To:** [Ziemba, John S \(MGC\)](#); [Mohler, David \(DOT\)](#)  
**Subject:** RE: 2019 Community Mitigation Fund  
**Date:** Tuesday, July 9, 2019 3:52:29 PM

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John

MassDOT continues to have reservations regarding the scope of the work associated with the grant application by the City of Revere and the Town of Saugus for improvements along the Route 1 Corridor. As previously stated, we could not establish a significant impact of the Encore Boston Harbor casino project on current and future conditions on Route 1; therefore, the requested budget and proposals to conduct traffic monitoring of the EBH or to do modeling and/or VISSIM analysis for the Route 1 Corridor are not fully justified. However, given that Route 1 is a MassDOT roadway with known safety and operational issues, we support the City of Revere and Town of Saugus efforts to identify short and medium term multimodal transportation improvements along Route 1 that would benefit regional travel, including access to the EBH site. These improvements could be implemented in the future by MassDOT or as mitigation by future development proposals along the corridor. We would therefore support the request subject to the municipalities' willingness to work with MassDOT to refine the scope of work and budget to achieve the goals of identifying specific projects for future implementation. MassDOT would also collaborate closely with the municipalities to oversee the study.

Regarding the Everett/Somerville grant application, the MBTA recently received \$1 million in funding in the 2020-2024 Capital Investment Plan (CIP) to plan for a Silver Line expansion through Everett. Supplemental information provided by the cities of Everett and Somerville acknowledge that this may change the scope of work, particularly with regards to the ratio of funds spent in Everett versus Somerville. Direction on how the CIP funding is utilized is not yet known; as the Lower Mystic Regional Working Group detailed expansion of a Silver Line Route through Everett and Sullivan Square towards Somerville, an opportunity exists for an MGC grant to prioritize analysis of potential corridors in Somerville. In any case, if awarded, the MGC should ensure there would no duplicative efforts between the MBTA study and the study by the cities.

If you have any questions, please feel free to contact me. Thanks

Lionel

J. Lionel Lucien P.E.  
Manager, Public/Private Development Unit  
Office of Transportation Planning  
10 Park Plaza Room 4150, Boston, MA 02116  
Tel: (857) 368-8862  
Email: [Lionel.Lucien@state.ma.us](mailto:Lionel.Lucien@state.ma.us)



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**From:** Ziemba, John S (MGC) [mailto:john.s.ziemba@massmail.state.ma.us]  
**Sent:** Tuesday, July 9, 2019 9:40 AM  
**To:** Lucien, Lionel (DOT) <Lionel.Lucien@dot.state.ma.us>; Mohler, David (DOT) <David.Mohler@dot.state.ma.us>; Lucien, Lionel (DOT) <Lionel.Lucien@dot.state.ma.us>  
**Subject:** RE: 2019 Community Mitigation Fund

Thank you very much Lionel. We appreciate it.

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**From:** Lucien, Lionel (DOT)  
**Sent:** Tuesday, July 9, 2019 9:33 AM  
**To:** Ziemba, John S (MGC); Mohler, David (DOT); Lucien, Lionel (DOT)  
**Subject:** RE: 2019 Community Mitigation Fund

John

We will get back to you on this request by COB today. Thanks

Lionel

J. Lionel Lucien P.E.  
Manager, Public/Private Development Unit  
Office of Transportation Planning  
10 Park Plaza Room 4150, Boston, MA 02116  
Tel: (857) 368-8862  
Email: [Lionel.Lucien@state.ma.us](mailto:Lionel.Lucien@state.ma.us)

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**From:** Ziemba, John S (MGC) [mailto:[John.S.Ziemba@MassMail.State.MA.US](mailto:John.S.Ziemba@MassMail.State.MA.US)]  
**Sent:** Monday, July 8, 2019 1:59 PM  
**To:** Mohler, David (DOT) <[david.mohler@state.ma.us](mailto:david.mohler@state.ma.us)>; Lucien, Lionel (DOT) <[lionel.lucien@state.ma.us](mailto:lionel.lucien@state.ma.us)>  
**Subject:** 2019 Community Mitigation Fund

David and Lionel, thanks again for your help with the 2019 Community Mitigation Fund. The final review team meeting for the 2019 CMF is scheduled for Wednesday. We are bringing recommendations to the Commission at next week's Commission meeting. Does it appear as if you would like to update any of your prior recommendations?



# 19

## COMMUNITY MITIGATION FUND

### APPENDIX F

## ***Non-Transportation Planning Application***

**BD-19-1068-1068C-1068L-33629**

***Please complete the entire application.***

**Check if a joint application**

	Cities of Chelsea and Everett
<b>1. NAME OF MUNICIPALITY(IES)/GOVERNMENT ENTITY(IES)/DISTRICT(S)</b>	
	Thomas G. Ambrosino, City Manager, Chelsea
<b>2. NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)</b>	
	Thomas G. Ambrosino, City Manager, Chelsea
<b>3. LEAD APPLICANT – NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)</b>	
	City Hall, 500 Broadway, Chelsea, MA 02150
<b>4. ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)</b>	
	617.466.4100      TAmbrosino@ChelseaMA.gov
<b>5. PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO HANDLE FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>	
	City of Everett, Carlo DeMaria, Mayor
<b>6. NAME AND CONTACT INFORMATION OF JOINT APPLICANTS – MUNICIPALITIES/GOVERNMENTAL ENTITIES/DISTRICTS</b>	
	Carlo DeMaria, Mayor, Everett
<b>7. NAME AND TITLE OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)</b>	
	Everett City Hall, 484 Broadway, Everett, MA 02149 617.394.2270      mayorcarlo.demaria@ci.everett.ma.us
<b>8. ADDRESS, PHONE # AND EMAIL ADDRESS OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)</b>	
	Wynn MA, LLC
<b>9. NAME OF GAMING LICENSEE</b>	

**1. IMPACT DESCRIPTION**

**Please describe in detail the related impact that is attributed to the construction or operation of a gaming facility. Please provide support for the determination that the construction or operation of the gaming facility caused, is causing or may cause the impact.**

The opening of the Encore Boston Harbor casino will have significant impacts on the existing businesses in Everett and Chelsea. Some of these impacts will be positive, some negative, and some could be made positive with some investment. This application focuses on the latter category and addresses two issues that will arise with the opening of the casino.

First, the casino is hiring to fill 5,100 permanent jobs. Both communities are pleased and excited to have this opportunity for their residents, however many of these new employees will be vacating jobs within the communities for the new and better paying opportunities that the casino will afford. The businesses that currently employ these workers will be left scrambling to back fill their staff. This need for new qualified individuals to work in existing businesses presents a significant impact to the surrounding communities. Everett and Chelsea are expecting to be hard hit as workers, particularly food service and hotel support staff, are hired by the casino, leaving the businesses where they previously worked facing a skilled labor shortage.

Second, the casino has committed to purchasing an estimated \$80 million of goods and services annually from local businesses. Many of the existing businesses in Everett and Chelsea are small minority-owned businesses which may struggle in acquiring the business skills necessary to successfully compete for this business. Additionally, the local communities contain large immigrant populations of entrepreneurs who could potentially service the needs of both the casino and its guests. These entrepreneurs often have the drive but lack the skills to navigate the process of successfully setting up and developing businesses in their new home.

In general local businesses will need to think differently about their business plan as it relates to both their workers and their customers. This is also an opportunity to support new business growth as the area will be flooded with potential new customers and those looking for services/products not currently provided adjacent to the casino. For example, as new businesses develop and existing businesses adapt, business planning should include the increased need to understand and implement state and federal regulations. Regulations can be difficult to understand in English and it will be important to consider the multilingual approach to offering support in more than one language.

**2. PROPOSED USE OF PLANNING FUNDS**

**a) Please identify the amount of funding requested.**

The proposal requests the full \$105,000 allotted for two cities collaborating on the same proposal.

**b) Please identify below the manner in which the funds are proposed to be used.**

Needs Assessment	\$41,800
Curriculum Development	\$63,200
Total	\$105,000

Please see the attached proposal from MAPC and the proposed budget.

**c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of planning to mitigate the impact from the construction or operation of a proposed gaming establishment.**

Please see attached.

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

The planning request is to lay the foundation for the creation of a tri-lingual Enterprise Center at the Chelsea Campus of Bunker Hill Community College (BHCC). The center will provide skills training and services to entrepreneurs, existing businesses, and workers, initially focusing on the hospitality sector. The objective is to create a pipeline of workers and businesses to 1) support and provide services to the casino and its guests and 2) provide a skilled workforce to backfill jobs within the communities that become vacant as workers are hired by the casino. Everett and Chelsea are expecting to be hard hit as workers, particularly food service and hotel support staff, are hired by the casino, leaving the businesses where they previously worked facing a skilled labor shortage. According to Bob Luz, president and CEO of the Massachusetts Restaurant Association, for the past four or five years, the restaurant industry has struggled to maintain a steady workforce making it a 'hyper-competitive' hiring market for workers. "This is absolutely without question the worst hiring market that we've ever seen," said Luz, who has been in the industry for more than 35 years. "Full-service restaurants, casual dining and fast casual dining have all been hit. We are in a crisis mode to be honest." Additionally, there are significant opportunities for new and existing businesses to provide services to both the casino itself and to the thousands of new visitors who will be coming to the region. Both communities are home to large immigrant populations, with a high concentration of Latinos. Immigrants are traditionally more entrepreneurial, but face barriers in learning the skills needed to succeed in the American economy. This center will take on these issues and provide appropriate curricula to enable all residents of the area to better thrive and support their families in our growing economy. Curricula will be developed in English, Spanish, and Portuguese and will be determined based upon the outcome of an independent needs assessment that will be conducted under this grant. The center will be modeled on the Enterprise Center at Salem State University. Service delivery models will also be developed to provide resources in ways that meet the educational and socio-economic needs of the communities of Chelsea and Everett, especially focused on the neighborhoods near the Casino, where potential participants live and work.

The Enterprise Center curricula and classes will be provided and developed by Bunker Hill Community College's Division of Workforce and Economic Development (WFED) and the Division of Professional Studies (PS). Each division has a long history of serving the surrounding communities by creating in-



demand training and skill development through credit and noncredit course options. The WFED division offers language instruction for immigrant populations, and using its expertise, will provide English Language instruction for immigrant owned business owners and employees. These courses can be contextualized for the hospitality sector. Additionally WFED already offers classes such as Serve Safe, Training for Intervention Procedures (TIPS), and other short-term, customized courses in culinary arts and business. The PS division has faculty who can create courses and curricula in the culinary arts, entrepreneurship, and business management areas. The Divisions will work collaboratively to develop training that is customized to the community needs as defined by the needs assessment to be conducted by the Metropolitan Area Planning Council as part of this project.

One course option may be social media marketing for hospitality. This course can teach small business owners strategies to attract customer. Alternative marketing through social media will give businesses strategies to communicate services and products they offer and directions to their locations, so they can attract and maintain customers. This material can be especially helpful to immigrant business owners. Additionally, social media and marketing training can support filling job vacancies. While leveraging expertise within the College, BHCC is developing these courses in collaboration with Facebook’s course developers.

Noncredit offerings designed for short-term benefit to workers and small businesses are recommended for immediate impact, but the College will also design these opportunities so they transfer into further education toward degrees and certificates to support career pathways.

The needs assessment, which will take place in the first six months of the planning period, will define the new, customized, course development in three languages and identify additional training options. The existing course offerings, housed in BHCC’s Division of Workforce Development, will be translated into the two additional languages of Portuguese and Spanish. The curriculum will need to be modified in order to teach these courses in a unilingual, bilingual, or multilingual modality. Bilingual Instructors will need professional development to adapt their pedagogy. Course materials will be redeveloped and procured in Spanish and Portuguese.

The need for work readiness classes and career development counseling will be essential for preparing entry-level workers and supporting existing service workers who want to advance in the field. BHCC provides customized work-readiness programs. The staff are trained in National Work Readiness standards for entry level workers. General work-readiness classes can be offered to community residents or customized contextualized readiness training will address the needs of workers preparing to work in the casino or a related hospitality business. Both types of classes can be offered in English, Spanish, and Portuguese. BHCC will develop multi-lingual curricula and materials in this area. Moreover, facilitation guides for bilingual career planning and advisement will be developed as the Enterprise Center will provide a range of services for residents.

**e) Please describe how the planning request will address the specific impact indicated.**

Please see 2.d) above.

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

City of Chelsea	\$50,000
City of Everett	\$50,000
Regional Incentive	\$5,000
Total	\$105,000

### **3. CONNECTION TO GAMING FACILITY**

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

The casino will have both positive and negative impacts on the local economy. The purpose of this non-transportation planning grant application is to address and mitigate some of the negative impacts to the region that are secondary effects of the opening of the casino, particularly the needs of businesses that will be losing employees as a result of the casino’s hiring program. Further the Enterprise Center will serve to ensure that there is a continuing pipeline of qualified workers into the future for both the casino and other hospitality-related businesses.

The Encore Casino will be one of the largest hospitality employers within the greater Boston area. This fact has been documented in numerous documents and employments projections. To prepare the region for the impact from the casino, area educational institutions need to provide skills and services that will prepare the individuals, entrepreneurs, and small businesses to serve this growing economy. Several educational facilities currently offer educational programming geared to individuals, but the Bunker Hill Community College (BHCC) Chelsea Campus is the only institution that will focus on entrepreneurs and small businesses. The BHCC Chelsea Campus is centrally located between the two communities and is easily accessible by public transportation and is within walking distance from the residential areas of both of these communities and a 34-minute (1.7 mile) walk from the casino entrance.

### **4. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

The City of Chelsea’s Department of Planning and Development will administer this grant. The department has extensive experience in administering state grants and will use the municipal controls and procedures already in place for this grant. Reporting will be consistent with all requirements of the grant documents. All recipients of funds under this grant are governmental agencies: the Metropolitan Area Planning Council and Bunker Hill Community College.

**5. CONSULTATION WITH REGIONAL PLANNING AGENCY (RPA)/NEARBY COMMUNITIES**

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

The proponents will engage the MAPC to perform the needs assessment (see attached proposal) and discussed the application with them. The benefits of this planning exercise will accrue not just to Everett and Chelsea, but also to the larger region.

**6. MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY**

**Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund. Please provide detail on what your community will contribute to the planning projects such as in-kind services or planning funds.**

The City of Chelsea is committed to providing project management for the development of this plan. Both Chelsea and Everett are committed to providing staff assistance with community outreach during the needs assessment phase of this project.

This effort will also leverage significant curricula, expertise, and materials that exist and have been developed by Bunker Hill Community College. These resources will be translated into Spanish and Portuguese to better reach underserved segments of the local communities.

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

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

The Host Community Agreement between the City of Everett and the licensee contains several specific clauses that address the intent to provide additional access to programs that are importation initiatives to the City.

Section 2, subsection B states that the licensee “shall make every effort to afford Everett residents the opportunity to be trained for such trade/craft position through all training”.

Section 2, subsection C states that “shall make a good faith effort to utilize local contractors and suppliers”.

It should be noted that providing Everett and Chelsea businesses with training, as stated in this application, will have a positive impact within the entire region.

The Chelsea Surrounding Community Agreement, section 2.1, recognizes “that the Project is likely to provide opportunities for the local business community”. This planning grant will be used to set up a program, the Enterprise Center, which would enhance the ability of the local business community to take advantage of these opportunities. When funds flow to the Business Development Fund after the opening of the casino, the Enterprise Center will be positioned to utilize a portion of those funds to provide subsidized services to the community.<sup>9</sup>

Section 3.2.B commits the casino to “work with non-profit entities to develop a job readiness training program that will be available to all residents of Chelsea”. The services that will be provided by Bunker Hill Community College as a result of this grant will serve to augment the casino’s commitment to these residents.

Section 3.2.D commits the casino “to work with Chelsea on an annual basis to identify prospective, qualified Chelsea employees”. The proposed Enterprise Center will provide a pipeline that will assist in the identification of these individuals.

**b) Where applicable, please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.**

N/A

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

While the Everett Host Community Agreement and the Chelsea Surrounding Community Agreement provides for some mitigation of the impacts on local businesses seeking to provide goods and services, it does not directly address the issue of businesses whose employees have left to work at the casino. This proposal seeks to address the impacts of the casino on the community more broadly, looking at both the primary labor and business pipeline to the casino and the secondary impacts to area businesses of the stresses from a tightened labor supply in an environment with increased labor demand.

**d) If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if the impact exceeds projected estimates.**

MEPA does not address the economic issues that confront marginalized and environmentally burdened communities. It is hoped that this planning grant will address some of the broader impacts to the community that could not be mitigated through MEPA.

While Chelsea is an environmental justice community, the effects of the casino on the community are not ‘environmental’ under the definitions used in the MEPA process. While portions of the community will undoubtedly benefit from the economic stimulus of the casino through higher wages and increased demand for goods and services, the impact will not be universally positive and portions of the community



will be left out. This is particularly true of the businesses that will be losing workers to the casino and will struggle to fill these positions in conditions of historically low unemployment. Many of these businesses are locally owned and serve the local populations. The inability to fill newly vacant positions may push many marginal businesses into closure with severe implications for the families that depend upon them.

Within the context of MEPA, very few vehicle trips are predicted to traverse Chelsea, even though the most direct and often quickest route between the casino and the airport runs along Beacham Street, traversing Broadway in downtown Chelsea, which already has the highest pedestrian crash rate in the commonwealth. While this proposal will not address this deficiency in the MEPA process, it will directly benefit some of the residents that will be directly impacted by this deficiency.

**NO COMMUNITY IS ELIGIBLE FOR MORE THAN ONE  
NON-TRANSPORTATION REGIONAL PLANNING INCENTIVE AWARD.**

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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

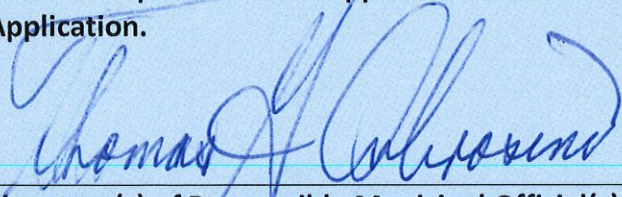
\_\_\_\_\_  
**Signature(s) of Responsible Municipal Official(s)/  
Governmental Entity(ies)**

\_\_\_\_\_  
**Date:**

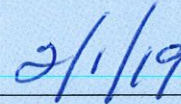
Please see separately attached signature pages from Chelsea and Everett.

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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



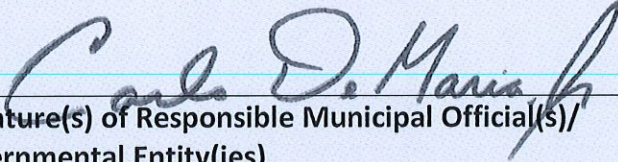
Signature(s) of Responsible Municipal Official(s)/  
Governmental Entity(ies)



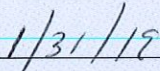
Date:

CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

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



Signature(s) of Responsible Municipal Official(s)/  
Governmental Entity(ies)

  
Date:



# MAPC Project Proposal



# Approach to Work

The opening of the Encore Casino in Everett marks a sea change in how the municipalities of Everett and Chelsea will be viewed by both regional residents and outside business interests. Over the past decade the state and municipalities have weighed the pros and cons of the foot facility, and how it may impact residents and businesses alike. While it is impossible to predict the future, it is without a doubt that the facility and associated 4,500 jobs will change the commercial landscape of Chelsea and Everett, raising questions regarding how the local small business community can respond to and benefit from this development.

In response to the City of Chelsea's request for proposals to develop a small business support program with the City of Everett and Bunker Hill Community College, MAPC proposes a five phase approach that will meet the goals and deliverables outlined by the City of Chelsea. Our methodology will integrate quantitative and qualitative analyses, interviews with key stakeholders, and a review of existing research and literature.

In addition, MAPC proposes the creation of a small advisory group to provide regular feedback on the data gathered, to assist with stakeholder engagement and to vet the recommendations developed. The advisory group should include representatives of the two municipalities, the Bunker Hill Community College Center for Entrepreneurship, and 1-2 small business leaders from the two municipalities (from organizations such as the Chelsea Chamber of Commerce and others). This advisory group will be critical to vetting the final recommendations presented, as well as in advising on how to make any future programming at Bunker Hill attractive and accessible to local small businesses.

MAPC's work will culminate in the final deliverable of a report including a suite of options for Bunker Hill Community College to use when designing curriculum for small businesses in Chelsea and Everett.

## Phase 1: Assessment of Existing Conditions

MAPC will conduct a comprehensive analysis of the existing conditions of small businesses<sup>1</sup> located in Chelsea and Everett, using a combination of data analysis and stakeholder interviews. The analysis will evaluate historical small business trends in Chelsea and Everett to assess the changes in the commercial landscape to date. MAPC will also work to define local business types as complimentary, competitive, or supportive to the Casino to set a baseline for the types of recommendations that may be included in the final suite of options. Total number of establishments, employment and annual sales volume will be assessed for the businesses. The data will be segmented by industry, geography, stage of business, and key demographics (minority-, woman-, immigrant-owned).

The MAPC team will compare the data compiled through public and private datasets with information gathered from stakeholder interviews.

Phase 1 Methodology	Description and Data Source(s)
Assessment of Firm and Employment Trends of Small Businesses in Chelsea and Everett	Bureau of Labor and Statistics: Quarterly Census of Employment and Wages, Employment Projections; InfoGroup USA and/or NETS
Demographic Review of Assisted Businesses Workforce	American Community Survey 5 Year Summaries, American Community Survey Public Use Microdata
Assessment of local small businesses as complimentary, supportive, or competitive to the Casino.	MAPC will review methodologies employed in similar studies to reflect the dynamics between the Encore Casino and local business community in Chelsea and Everett
Interviews with key small business experts	Interviews with municipal staff, small business assistance providers and representatives of business associations (such as the Chelsea Chamber of Commerce) to complement the quantitative data analysis
<b>Deliverable</b> <b>Summary documenting research findings that address trends in employment, businesses, business owner and employee demographics, and broad challenges facing small businesses.</b>	

<sup>1</sup> Small businesses will be defined as those businesses with fewer than 50 employees and less than \$5 million in annual revenue. The analysis will include both virtual and brick and mortar businesses, and will include all business entities (sole proprietor, corporations).



## Phase 2: Evaluation of the Impacts of the Casino

During this phase, MAPC will identify the key negative and positive impacts of the casino on small businesses in Chelsea and Everett. This will include an analysis of the proposed services to be offered at the casino and projected employment opportunities, procurement needs and visitor counts. Case studies will be compiled to analyze the impacts of similar casino operations in other geographies throughout the country.

This information will be complemented by stakeholder interviews and surveys of small business owners.

Phase 2 Methodology	Description and Data Source(s)
Analysis of proposed service offerings and projected employment needs of the casino	Interviews with Encore representatives
Analysis of potential procurement opportunities	Interviews with Encore procurement officers regarding projected procurement needs, procurement goals (Small Business, MBWE, local). Note: This could include, but not be limited to, engagement with the Latino business advisory group
Review of literature on casino impacts in other geographies	Academic publications; government publications
Analysis of small business assistance programs designed to mitigate casino impacts	Small business assistance reports; government publications; interviews with key experts involved in the assistance programs
<b>Deliverable</b> <b>Summary documenting research findings of the potential impacts of the casino; Case studies of casino impacts in other geographies and the small business assistance programs designed to mitigate such impacts.</b>	

## Phase 3: Stakeholder Interviews

During this phase, MAPC will gather feedback from key stakeholders in the small business community in Chelsea and Everett. MAPC will leverage the language capacity of the project team (Spanish fluency), as well as translation and interpretation services, and will work closely with partners such as the Chelsea Chamber of Commerce and other business networks and associations.

Phase 3 Methodology	Description and Data Source(s)
Survey of small business owners	Online and paper survey of a sample of small business owners to solicit information regarding key

	<p>opportunities and challenges; knowledge of existing small business assistance programs and program utilization; recommendations regarding assistance content and delivery.</p> <p>The surveys will be provided in English, Spanish and 1-2 additional languages as needed.</p>
Focus group in each municipality	<p>Focus group of 10-15 small business owners to provide qualitative data regarding existing small business conditions, challenges and opportunities, small business assistance program utilization and recommendations of assistance content and delivery.</p> <p>Focus groups will be conducted in English and Spanish (simultaneous interpretation).</p>
<p><b>Deliverable</b> <b>Summary documenting the findings from the survey and focus groups.</b></p>	

### Phase 4: Evaluation of Current Programs/Services and Gap Analysis

MAPC will conduct an analysis of the current small business assistance program offerings at the local, regional and state level. The team will then compare the service offerings and delivery methodology to the small business needs identified, as well as the assistance delivery preferences noted by the small business owners surveyed.

Phase 4 Methodology	Description and Data Source(s)
Analysis of existing local, regional and State small business assistance programs	Municipal staff and municipal websites; local business associations; review of local business assistance programs offered in Chelsea and Everett (ex: Interise, EforAll, Center for Women & Enterprise); State Office of Business Development; MassDevelopment; Mass Growth Capital Corporation.
Development of gap analysis based on current service offerings, small business needs and preferences.	Findings from small business survey and focus groups.
<p><b>Deliverable</b> <b>Summary of key gaps in service offerings.</b></p>	

## Phase 5: Synthesis of Recommendations

On the basis of findings obtained in Phases 1 through 4, MAPC will create a report for use by the Bunker Hill Community College Center for Entrepreneurship to address the needs of small businesses in Chelsea and Everett.

The recommendations will be guided by overall trends and challenges, the impacts of the casino, the specific needs identified by both the business survey and stakeholder interviews, and an analysis of existing small business assistance programs. MAPC will also include recommendations regarding best practices in messaging and outreach in order to ensure any future programming at BHCC is accessible to the local small business community.

MAPC will present the recommendations as a suite of options that could be deployed by the Center for Entrepreneurship, in partnership with the municipalities of Chelsea and Everett.

Steps for implementing the recommendations will be provided, along with potential partners or supporting organizations with which the project partners could collaborate to advance the recommendations.

MAPC will develop a framework that will enable the project team to track the effectiveness of implementing the recommendations for the businesses over time. We will leverage our strong data and analytics capabilities to identify the appropriate metrics, methods, and intervals to monitor the progress of recommendations Bunker Hill Community College may elect to implement. MAPC will ensure these measurements will include opportunities for ongoing communication with the businesses.

Phase 5 Methodology	Description and Data Source(s)
Plan development to address needs of businesses	Findings from Phases 1 through 4
Development of tracking metrics and methods for use in evaluation of the recommended strategies to support the Assisted Businesses	Based on input from the project leads and evaluation of key metrics to assess small business assistance program effectiveness, MAPC will develop appropriate tracking metrics and methods. MAPC will ensure that the metrics are both comprehensive and easily tracked within the capacity of the project team.
<p><b>Deliverable</b>  <b>Final plan including research processes and findings from Phases 1 through 4, recommendations as a suite of options to support the businesses, and metrics to track impact of investments for the assisted businesses.</b></p>	

## Fee Proposal

MAPC expects our proposed project scope to cost a total of \$41,800 over a six-month period. The budget below details the estimated project hours per phase of work and includes a contingency budget for additional work requested by the project leads that is not included in the Approach to Work, as well as miscellaneous project needs. The budget accounts for time required of planned meetings (internal to MAPC and in conjunction with the project leads or external stakeholders), project management, and deliverable production.

MAPC's average billing rate is about \$90/hr. Our rates by staff level are as follows:

<b>Directors</b>	<b>\$100 – \$130</b>
<b>Assistant Directors/Managers</b>	<b>\$90-\$110</b>
<b>Principal Planner</b>	<b>\$90-\$115</b>
<b>Senior Planners</b>	<b>\$75 –\$105</b>
<b>Regional Planners</b>	<b>\$65 – \$85</b>

<b>Phase of Work</b>	<b>Description</b>	<b>Timeline</b>	<b>Project Hours</b>	<b>Cost at Average Billing Rate of \$90/hr.</b>
Phase 1	Assessment of Existing Conditions	2 months	100	\$9000
Phase 2	Evaluation of the Impacts of the Casino	2 months (concurrent)	50	\$5000
Phase 3	Stakeholder Interviews	2 months	80	\$8000
Phase 4	Gap Analysis	1 month	50	\$5000
Phase 5	Synthesis of Recommendations	1 month	60	\$6000
As Needed	Contingency for Additional Work at Request of Client	As needed		\$3800
	Miscellaneous (travel, materials, data purchasing, interpretation and translation services, meeting prep, etc.)			\$5000
	<b>Total Budget</b>	<b>6 months</b>	<b>340</b>	<b>\$41,800</b>

**Mass Gaming 2019 Non-Transportation Planning Grant Budget - Chelsea & Everett**

Category	Details	Unit Cost	Total
<b>Needs Assessment</b>			<b>\$ 41,800.00</b>
<b>Curriculum and Advisement Development</b>			
Bilingual translation of existing WFD curricula	8 faculty - Equiv of 1 credit courses	\$ 500.00	\$ 4,000.00
Bilingual translation of new curricula	8 faculty- Equiv of 1 credit courses	\$ 500.00	\$ 4,000.00
Career Readiness Facilitation advisement material development	3 faculty- Equiv of 1 credit course	\$ 500.00	\$ 1,500.00
Career Readiness Facilitation advisement material development and process	2 staff time= .04 FTE ( 156 hours)	\$ 45.00	\$ 7,020.00
Business planning workshops	four faculty 1/2 credit Equiv	\$ 250.00	\$ 1,000.00
Social Media/ Marketing customization	Equiv of 1 credit courses for three faculty	\$ 500.00	\$ 1,500.00
Instructional Designer and IT support	online platforms	\$ 525.00	\$ 525.00
Other curr development determined by NA	tbd, estimate 7 faculty	\$ 500.00	\$ 3,500.00
Subtotal			\$ 23,045.00
Payroll tax @ 1.73%			\$ 277.23
Fringe benefits @ 36.62%	36.62%		\$ 2,570.72
			<b>\$ 25,892.96</b>
<b>Center Planning and design</b>			
Entrepreneurship Faculty planning for new center	7% of business department head and staff		\$ 9,800.00
Divisions of WFED staff planning time	7% of Dean and Director		\$ 13,300.00
Fringe benefits @ 36.62%	36.62%		\$ 8,459.22
			<b>\$ 31,559.22</b>
Indirect costs @ 10% (applied to BHCC costs for curriculum development and center planning/design)			\$ 5,745.22
<b>Budget Total</b>			<b>\$ 104,997.39</b>





# 19

## COMMUNITY MITIGATION FUND

### APPENDIX F

## **Non-Transportation Planning Application**

**BD-19-1068-1068C-1068L-33629**

*Please complete the entire application.*

**Check if a joint application**

	<b>City of Chicopee, MA and City of Springfield, MA</b>
1.	<b>NAME OF MUNICIPALITY(IES)/GOVERNMENT ENTITY(IES)/DISTRICT(S)</b>
2.	<b>Richard K. Sullivan, Jr, President of The Economic Development Council of Western Massachusetts</b>
3.	<b>NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)</b>
4.	<b>Richard K Sullivan, Jr, President of The Economic Development Council of Western Massachusetts</b>
5.	<b>LEAD APPLICANT – NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)</b>
6.	<b>1441 Main Street Springfield, MA 01103</b>
7.	<b>ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/ GOVERNMENTAL ENTITY (CONTRACT MANAGER)</b>
8.	<b>413-310-6463; r.sullivan@westernmassedc.com</b>
9.	<b>PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO HANDLE FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
10.	<b>413-310-6463; r.sullivan@westernmassedc.com</b>
11.	<b>NAME AND CONTACT INFORMATION OF JOINT APPLICANTS – MUNICIPALITIES/GOVERNMENTAL ENTITIES/DISTRICTS</b>
12.	<b>Brian Connors, Deputy Director of Economic Development, City of Springfield</b>
13.	<b>NAME AND TITLE OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)</b>
14.	<b>413-787-6664; bconnors@springfieldcityhall.com ; 70 Tapley Street Springfield MA 01104</b>
15.	<b>ADDRESS, PHONE # AND EMAIL ADDRESS OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)</b>
16.	<b>MGM Springfield</b>
17.	<b>NAME OF GAMING LICENSEE</b>

• IMPACT DESCRIPTION

**Please describe in detail the related impact that is attributed to the construction or operation of a gaming facility. Please provide support for the determination that the construction or operation of the gaming facility caused, is causing or may cause the impact.**

With the recent opening and operation of MGM Springfield, it is imperative that an economic development and housing plan needs focus to ensure the long-term success of Springfield, Chicopee and several other communities in Western MA. Utilizing funds through this grant process and future legislative funding requests, it is a priority that we begin working with local developers, landlords, investors, tenants, etc. to build a solid foundation of partnerships, public stewardships, incentives, regulatory/zoning assistance and impact development projects focused on jobs, housing, tourism, and education, which is currently lacking in the communities.

• PROPOSED USE OF PLANNING FUNDS

**a) Please identify the amount of funding requested.**

\$50,000.00

**b) Please identify below the manner in which the funds are proposed to be used.**

Funds will be used to begin implementing recommendations found in the "Reinvesting the Gaming Economic Development Fund, Mass Gaming Commission, January 2018", and the "Implementation Blueprint, An Economic Development Strategy for the Renaissance of a Great American Downtown: Springfield, MA, May 29, 2018.

It is the intent of the City of Chicopee and the City of Springfield, with support of The Economic Development Council of Western Massachusetts (EDC) to engage in conversations with the Massachusetts Legislature for additional funding for the state FY20 budget cycle. We will present a targeted program with a funding request to the legislature for what will be the most impactful and successful initiatives to ensure benefits are felt within the City of Springfield, Chicopee and the region.

**c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of planning to mitigate the impact from the construction or operation of a proposed gaming establishment.**

We believe that the estimated cost is \$9,000 per month for a consultant for which we will seek formal proposals for a scope of services.

SCOPE OF SERVICE:

- Complete review and analyses of potential projects as outlined in "Reinvesting the Gaming Economic Development Fund, Mass Gaming Commission, January 2018", and the "Implementation Blueprint, An Economic Development Strategy for the Renaissance of a Great American Downtown: Springfield, MA, May 29, 2018".
- Develop a detailed and comprehensive program and financial request to the Massachusetts Legislature for program funding in FY20 Work with and manage community relations and interaction to begin implementing programs based on expectation of future funding. Meet with various community leaders, developers, investors and property owners to discuss economic development initiatives for Downtown Springfield.
- Meet with various community leaders, developers, investors and property owners to discuss market rate housing initiatives for Springfield.
- Work with the City of Chicopee and Westover Metropolitan Airport to initiate a development program for 24-hour operations to effectively compete with other airports in the region and attract commercial air service.
- Participate in meetings with various boards and officials as necessary to achieve approval of the various tasks for the proposed developments. Provide general and miscellaneous services to Western MA EDC at the executive level, to assist in project approvals and momentum.

In addition to the above the EDC will retain \$1,000 per month for contract management and administrative overhead. Based on an estimated 5 month contract.

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

See attached (A), Reinvesting the Gaming Economic Development Fund, Mass Gaming Commission, January 2018, and attachment (B) Implementation Blueprint, An Economic Development Strategy for the Renaissance of a Great American Downtown: Springfield, MA, May 29, 2018

**e) Please describe how the planning request will address the specific impact indicated.**

With the grant request award, we will be able to begin implementing some of the recommendations found in the attached documents by putting forth a strategic funding request for the Mass. Legislature in FY20 pursuant to Chapter 29, Section 2DDDD.

In addition, it is our intent to focus on opportunities for the City of Chicopee and its Westover Metropolitan Airport to encourage commercial air service. We will focus our efforts on market rate housing and economic development in Springfield, educational programs throughout the region and commercial development adjacent to MGM Springfield and other sites throughout Springfield's Downtown area.

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

\$50,000.00

- CONNECTION TO GAMING FACILITY

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

As the economic development leadership entity, The Economic Development Council of Western Massachusetts and its consultants will be focused on addressing short- and long-term issues directly related to the impact of MGM Springfield. They will engage community leaders for input and experience and will implement the opportunities as funding allows. Its focus will be on the most impactful programs such as economic development, tourism, housing and education.

- IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS

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

The Western Massachusetts Economic Development Council (EDC) will hold all funds receives in a dedicated line item within the EDC budget. The funds will not be comingled with any other EDC funds. Receipts and disbursements are accounted for on a cash basis and reported to the full EDC Board at every meeting. The EDC shall provide a monthly accounting to each participating municipality. The EDC is audited by an outside, independent professional every year. The procedure will be identical to the accounting procedures used by the EDC in relation to its receipt of funds from the Boston Federal Reserve Bank as part of the Working Cities Challenge Grant.

- CONSULTATION WITH REGIONAL PLANNING AGENCY (RPA)/NEARBY COMMUNITIES

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

The Implementation Blueprint utilized the Pioneer Valley Planning Commission during its development and Western MA EDC will continue this relationship as a way to ensure the needs of the region is met.



- MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY

**Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund. Please provide detail on what your community will contribute to the planning projects such as in-kind services or planning funds.**

The City of Springfield and MGM Springfield evenly split the cost of developing the Attached Blueprint. Total cost was \$100,000. The Westover proposal was developed in-house by Michael W. Bolton, President/CEO Westover Metropolitan Airport.

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

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

The following language is contained in the Springfield/MGM Host Community Agreement at paragraph 4.10 on page 24.

**4.10 Land Use** Developer and the City agrees to (i) cooperate with each other to rezone the Project Site to take into account all elements of the Project; and (ii) participate in a district redevelopment strategic plan to provide an implementation blueprint to stimulate and direct the broader economic development associated with the Project

**b) Where applicable, please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.**

N/A

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

N/A


**d) If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if the impact exceeds projected estimates.**

N/A

**NO COMMUNITY IS ELIGIBLE FOR MORE THAN ONE  
NON-TRANSPORTATION REGIONAL PLANNING INCENTIVE AWARD.**

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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



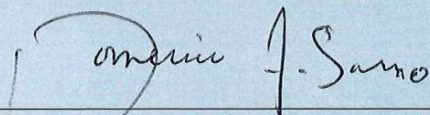
1-31-19

Signature(s) of Responsible Municipal Official(s)/  
Governmental Entity(ies)

Date:

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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



Jan. 31, 2019

Signature(s) of Responsible Municipal Official(s)/  
Governmental Entity(ies)

Date:

# THE COMMONWEALTH OF MASSACHUSETTS



## *Reinvesting the Gaming Economic Development Fund*

MASSACHUSETTS GAMING COMMISSION

January 2018

## MESSAGE FROM THE MASSACHUSETTS GAMING COMMISSION

The Expanded Gaming Act of 2011 was intended to be an economic development bill that would also recapture gaming dollars being spent outside the Commonwealth. It prioritized job opportunities for Massachusetts residents and its diverse populations, business opportunities for local business and construction work for the building industry.

The Massachusetts Gaming Commission (MGC) is pleased to share this “white paper” with the leadership of the Massachusetts legislature and members of the administration of Governor Charlie Baker. This “white paper” contains proposed strategies for reinvesting a portion of the new tax revenue that is directed into the new “Gaming Economic Development Fund” created under the Gaming Act. This fund is subject to appropriation and is scheduled to become capitalized during Fiscal Year 2019. In this “white paper,” we hope to provide critical information about the source of monies for this fund, expected balances in FY 2019 and succeeding years, practices of other gaming jurisdictions and how they direct tax revenues. We will revisit the priorities of the fund and how we engaged local municipalities and stakeholder organizations to create possible spending strategies and provide recommendations and proposed follow-up and monitoring efforts that we believe will strengthen the future sources of the fund.

We think that through this fund, Massachusetts has a unique and forward-looking opportunity to expand the economic impact of expanded gaming, maintain the new revenue sources we are creating and increase employment opportunities for those who are still seeking work and find entry positions difficult to obtain. This “white paper” is intended to be updated in subsequent fiscal years when the fund is fully capitalized. From our experience and work with the industry, we realize there is a three year period after a casino opening before business begins to stabilize. Reinvesting monies from the Gaming Economic Development Fund in strategies we have identified will also allow the Commonwealth to support this new industry at a time when there is aggressive competition in the Northeast region.

We urge your consideration and support for these strategies and invite you to contact us with your questions or comments.

The Massachusetts Gaming Commission

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## EXECUTIVE SUMMARY

MGM Springfield will open their resort facility in September 2018. Upon their opening, taxes on their Gross Gaming Revenue (GGR) will flow into several new funds created through the Expanded Gaming Act passed in 2011. One of these funds is the Gaming Economic Development Fund.

This new fund will be capitalized with 9.5% of the taxes collected from our Category 1 (MGM Springfield and Wynn Boston Harbor) licensees beginning in FY 2019 and continuing in succeeding years. The legislature established critical priorities for this fund's use including:

- workforce training (including transfers to the Workforce Competitiveness Trust Fund);
- tourism promotion, including regional tourism promotion agencies and cultural and recreational attraction promotion;
- summer jobs;
- the Massachusetts marketing partnership;
- higher education scholarships;
- regional economic development initiatives;
- support for small businesses, including small business lending;
- green jobs promotion;
- science, technology, engineering and mathematics career pipeline initiatives; and
- agricultural development programs, including youth agricultural education.

Several of these priorities align with the goals of the gaming statute. The MGC is convinced that strategic investments from the fund could expand the economic impact of casinos. Regional agencies, community colleges and stakeholders were asked to create strategies for funding that would align with the fund's purposes. Those strategies were received and presented to the commission. The commission also reviewed taxes other gaming jurisdictions receive and where those funds are directed.

With public input, the commission reviewed and weighed the potential benefits of these strategies. In this "white paper", the commission is providing recommendations for funding based on our experience working with the industry, interactions with other state agencies, quasi-governmental agencies and key stakeholders. The commission understands that monies from the fund should also be used regions of the state other than those directly impacted by gaming licensees and to support popular economic development programs managed by agencies of the Commonwealth. Where this is only the beginning of the utilization of this fund, the spending we recommend does not utilize the full amount projected for the first year.

Our recommended strategies in this report represent five priorities prescribed for the fund – Workforce Development, Tourism, Cultural Promotion, Support for Small Business and Regional Economic Development Initiatives. The recommendations include:

- **Workforce Development** – Workforce development efforts will be critical to fill our licensees’ pipeline for new workers and create opportunities for Massachusetts residents to backfill positions that become available. Our recommendation is to transfer **\$1,000,000** to the Workforce Competitive Trust Fund managed by Commonwealth Corporation for Adult Basic Education / English Second Language (ESL) programs, ESL contextualized for culinary, hospitality and gaming casino jobs, Workforce Readiness Certificate programs, scholarships for certificate training programs that are not eligible for traditional financial aid programs and connecting activities for unemployed workers and those seeking to obtain basic educational certifications. From that amount we recommend that **\$250,000** of the trust fund be specifically set aside for the TWO Program, Bristol Community College, and MCCTI (Bunker Hill/North Shore/Roxbury), regional employment boards and other experienced workforce providers for critical training programs to help meet the demand in occupations being created by the introduction of gaming. An additional **\$150,000** is recommended for Springfield to leverage their Federal Reserve Bank of Boston Working Cities grant for workforce development.
- **Tourism** – The Category 1 casinos were envisioned as resort destinations that required significant capital expenditure and amenities designed to attract visitors to Massachusetts. Convention and visitor bureaus working with both Category 1 casinos and our Category 2 licensee (Plainridge Park Casino) have differing strategies to draw visitors to their respective regions and help target a casino patron to visit other attractions. The commission recommends that their strategies be funded at **\$650,000**. We also support monies be allocated to the Massachusetts Marketing Partnership to assist with international marketing.
- **Small Business Technical Assistance** – Technical assistance is critical for small businesses to plan for their growth and to position themselves to find commercial lenders to finance their operations. While our licensees prioritize their spending with Massachusetts companies, we know that some will need experienced advice to grow their business. We know that support for these technical assistance programs is in demand across the Commonwealth. We recommend allocating **\$600,000** for Massachusetts Growth Capital Corporation to provide grants and specifically that **\$150,000** is set aside to work with small businesses that have a contract with a casino or are in the process of pursuing a business relationship.
- **Massachusetts Cultural Council** – Connecting the casino patron with the cultural assets of Massachusetts was another priority of the gaming statute. The council has already designated a cultural district in Springfield adjacent to the MGM Springfield site. The commission believes that the MCC could engage and partner with our licensees. An allocation of **\$50,000** to assist with planning efforts could benefit the immediate regions of the casino and the entire Commonwealth.

- **Regional Economic Development Initiatives** – Three other strategies we recommend should also be considered for funding or require additional review. A study (\$410,000) to pursue commercial air service to Chicopee Westover’s Air Reserve Base close to MGM could leverage over \$6 million in additional funding. The commission also recommends support for funding economic development programs managed by Mass Development as a priority. The third strategy involves funding support to expand service hours for the Pioneer Valley Transit Authority (PVTA) to help potential MGM Springfield employees access transportation to work during late night hours. The commission believes additional review of this strategy is required in conjunction with MGM Springfield, the PVTA and city of Springfield.

Of the \$5.7M to \$6.8M projected for the Gaming Economic Development Fund in FY 2019, we recommend that **\$1,650,000** be allocated to support strategies specifically targeted to the areas around our new gaming casinos leaving approximately \$4.2M to \$5.3M to fund the other initiatives or state programs that support economic development across the Commonwealth. The opportunity to expand the impact of gaming can also be achieved through strategic use of these funds across the Commonwealth. We encourage use of the funds for initiatives in Southeastern Massachusetts, which had hoped to benefit from a commercial or tribal casino but the development progress has stalled and remains unclear at this time.

The commission has the resources to monitor the success of each strategy and create regional working teams with our gaming licensees to identify future opportunities for expanding the economic impact of the new gaming facilities. We intend to form regional working teams that will include host and surrounding communities, legislative representation, workforce agencies, tourism boards, regional planning organizations and valued stakeholders.

# EXPANDED GAMING ACT OF 2011 / GAMING ECONOMIC DEVELOPMENT FUND / REVENUE

## Revenue Distribution

Under the Expanded Gaming Act of 2011 signed into law by former Governor Deval Patrick, new revenues provided by Category 1 licensees and the sole Category 2 licensee were specifically identified and directed toward existing or new state government accounts. The law created a 25% tax on gross gaming revenue (GGR) for Category 1 (The defined resort casinos with a minimum investment of \$500 million/15 year license) and a combined 49% tax rate on GGR for the sole Category 2 licensee (a slots-only gaming facility with a required minimum investment of \$125 million/5 year license).

For Category 1 licensees, as of this date, awarded to Wynn Boston Harbor/Region A and MGM Springfield/Region B), the taxes collected on GGR shall be allocated in the following manner prescribed under section 59:

(2) 100 percent of the revenue received from a category 1 licensee shall be transferred as follows:

(a) 2 percent of revenues to the Massachusetts Cultural Council of which one-quarter of the revenues received shall be dedicated to the organization support program of the Massachusetts Cultural Council and three-quarters of revenues shall be dedicated to supporting not-for-profit and municipally-owned performing arts centers impacted as a result of the operation of gaming facilities; provided, however, that funds dedicated to such performing arts centers shall be to subsidize fees paid to touring shows or artists; and provided further, that funding shall be appropriated through a competitive grant process to be developed and administered by the Massachusetts cultural council;

(b) 1 percent to the Massachusetts Tourism Trust Fund to fund tourist promotion agencies under subsection (b) of section 13T of chapter 23A;

(c) 6.5 percent to the Community Mitigation Fund established in section 61;

(d) 4.5 percent to the Local Capital Projects Fund, established in section 2EEEE of chapter 29;

(e) 20 percent to the Gaming Local Aid Fund, established in section 63;

(f) 10 percent to the Commonwealth Stabilization Fund established in section 2H of chapter 29; provided, however, that in any fiscal year in which the amount appropriated in line-item 7061-0008 of the general appropriation act, paid from the General Fund, or the amount of unrestricted general government aid paid from the General Fund, including lottery aid distribution to cities and towns as paid from the General Fund under clause (c) of the second

paragraph of section 35 of said chapter 10 and the amount of additional funds distributed to cities and towns as additional assistance paid from the General Fund, is less than that of the previous fiscal year, up to 1/2 of the funds otherwise directed to the Commonwealth Stabilization Fund under this section, up to an amount equal to the deficiency between said appropriations for the current and previous fiscal years, shall be transferred to the Gaming Local Aid Fund in addition to the 20 per cent under subclause (e);

(g) 14 percent to the Education Fund established in section 64;

(h) 9.5 percent to the Gaming Economic Development Fund established in section 2DDDD of said chapter 29;

(i) 10 percent shall be used for debt reduction through a program of debt defeasance and accelerated debt payments; provided, however, that this program shall be developed jointly by the state treasurer and the secretary of administration and finance and shall be implemented in compliance with state finance law; provided further, that this program shall prioritize the reduction of risk in the commonwealth's debt portfolio, but may also include payments to decrease the unfunded pension liability of the Pension Reserves Investment Trust Fund; and provided further, that the secretary of administration and finance and the state treasurer shall provide a written description of the program to the finance advisory board established in section 97 of chapter 6 for the board's review and comment before the program is implemented and shall file a copy of that description with the house and senate committees on ways and means and the house and senate committees on bonding, capital expenditures and state assets when it is submitted to the finance advisory board;

(j) 15 percent to the Transportation Infrastructure and Development Fund established in section 62;

(k) 5 percent to the Public Health Trust Fund established in section 58; and

(l) 2.5 percent to the Race Horse Development Fund established in section 60.

### **Gaming Economic Development Fund Priorities**

The newly created Gaming Economic Development Fund was further described in Chapter 194, SECTION 18 with Chapter 29 of the General Laws:

Section 2DDDD. There shall be established and set up on the books of the commonwealth a separate fund to be known as the Gaming Economic Development Fund. The fund shall be credited with revenues transferred to it from the Gaming Revenue Fund established in section 59 of chapter 23K. Amounts credited to the fund shall be expended, subject to appropriation, to support economic development and job growth including, but not limited to:



- (1) workforce training, including transfers to the Workforce Competitiveness Trust Fund established in section 2WWW of chapter 29;
- (2) tourism promotion, including regional tourism promotion agencies and cultural and recreational attraction promotion;
- (3) summer jobs;
- (4) the Massachusetts marketing partnership established in section 13A of chapter 23A; (5) higher education scholarships;
- (6) regional economic development initiatives;
- (7) support for small businesses, including small business lending;
- (8) green jobs promotion;
- (9) science, technology, engineering and mathematics career pipeline initiatives; and (10) agricultural development programs, including youth agricultural education.

### **Category I Licensee Tax Revenue Projections**

According to the Massachusetts Gaming Commission, aggregate state tax revenues from gaming licenses are expected to total approximately \$300 million per year once the facilities are operational. If the combined tax revenue from both the category 1 and 2 casinos is between \$250M and \$300M annually from GGR when both the category 1 and category 2 casinos are operational, it is feasible that in FY19, prior to the full operation of both of the category 1 and 2 casinos, the state could see between approximately \$115M and \$135M in taxes with the Mass Cultural Council getting approximately \$1.2M to \$1.4M, the Tourism Fund getting approximately \$600K to \$700K and the Gaming Economic Development Fund getting approximately \$5.7M to \$6.8M. In FY20, when both the category 1 and category 2 casinos are fully operational taxes could range between approximately \$250M and \$300M with Mass Cultural Council getting approximately \$4.3M to \$5.16M, the Tourism Fund getting approximately \$2.15M to \$2.58M and the Gaming Economic Development Fund getting approximately \$20.4M to \$24.5M.

## **USE OF TAXES ON COMMERCIAL GAMING OPERATIONS IN OTHER GAMING JURISDICTIONS**

Commercial and/or tribal gaming currently exists in 40 of the 50 states. Each jurisdiction has allocated tax revenues in different ways to support different departments and functions of state government. We are providing some specific focus on recent gaming jurisdictions that we closely monitor for their developments and complementary policies and regulations.

State Information:

Connecticut – Revenue derived from the two tribal gaming casinos in Connecticut goes directly into the state’s general fund.

Maryland – The state’s six casinos including the newest – MGM National Harbor – provide gaming tax revenue to the state’s Education Trust Fund.

New Jersey - Gaming tax revenue flows to the state’s general fund for social programs serving the state’s senior citizen population and education. Additional revenue streams (parking, etc) are directed to Atlantic City through the Casino Reinvestment Development Authority.

Ohio – Similar to Massachusetts, gaming tax revenue from Ohio’s casinos and racinos flows into several prescribed funds including the Host City Fund, Student Fund, County Fund, Casino Control Commission Fund, Ohio State Racing Commission Fund, Law Enforcement Training Fund, and the Problem Gambling & Addictions Fund.

Pennsylvania – Pennsylvania currently has 9 casinos/racetracks with a 10th planned for the downtown Philadelphia area. Slot machine tax revenue is primarily targeted to the state’s General Fund. Table game tax revenue is split with property tax relief, the racing industry, local and county government and a tourism and economic development fund. There is one economic development fund that is targeted to Allegheny County and can only be expended by the County Redevelopment Authority.

Rhode Island – Two casinos operate in nearby Rhode Island. One in Newport, Rhode Island is in the process of being replaced by a brand new casino in Tiverton, which directly abuts the Massachusetts state line. Gaming and lottery revenues all flow into the general fund.

We acknowledge the assistance of Professor Paul DeBole and the Political Sciences program at Lasell College who researched and collected the information enclosed as Appendix A.

## STRATEGY DEVELOPMENT PROCESS

To cultivate potential strategies for using the Gaming Economic Development Fund, the MGC reached out to critical stakeholders within the regions of the three gaming licensees. These stakeholders included: regional planning commissions, regional economic development organizations, regional convention and visitor bureaus, workforce development boards/private industry councils and community colleges, who have been a partner of the MGC for several years, to make sure Massachusetts residents were adequately trained for the careers being provided by this new industry.

We made sure that all elected officials and municipal officials from all the host and surrounding communities and state legislative leaders who represent those cities and towns were copied on the strategy invitation letter.

The commission organized preliminary conference calls with all local organizations to explain our goals, the legislative language, a timeline for developing these strategies and our proposed timeline for creating a submission for the administration and the legislature. Organizations considering strategy submissions were encouraged to collaborate with other partners, communities or organizations participating in the conference calls. We also asked stakeholders to consider what additional resources could be leveraged to support their strategies.

Strategies were submitted to the MGC by September 15<sup>th</sup>, 2017 and discussed publicly with proponents at public meetings on September 28<sup>th</sup> and October 12<sup>th</sup>. Commissioners were asked questions about proposed strategies at these public meetings and staff also sent additional follow-up questions to proponents after the meeting. The original strategies are provided as Attachment B to this “white paper.” The MGC thanks the following stakeholders, who submitted strategies, for their time and effort in this unique effort:

Bristol Community College  
Chicopee and Westover Metropolitan Airport  
Greater Boston Convention and Visitors Bureau  
Greater Springfield Convention and Visitors Bureau  
Holyoke Community College and Springfield Technical Community College  
Mass Cultural Council  
Massachusetts Casino Careers Training Institute  
Metro North Regional Employment Board  
Metropolitan Area Planning Council  
MGM Springfield  
Nashoba Valley Town Administrators Collaborative  
Pioneer Valley Planning Commission  
Pioneer Valley Transit Authority of Western Massachusetts  
Regional Employment Board of Hampden County  
Springfield Regional Chamber

Town of Foxborough  
Western Mass Economic Development Council

Additionally, strategies were posted for public comment through the MGC website and key state agencies and organizations were invited to also review and offer their feedback.

An internal team at the MGC has worked together to review these individual strategies and this paper. That team included Janice Reilly – Chief of Staff, Derek Lennon – Chief Financial and Administration Officer, John Ziembra – Ombudsman, Jill Griffin – Director of Workforce, Supplier and Diversity Development, Mark Vander Linden – Director of Responsible Gaming and Research, Elaine Driscoll – Director of Communications and Justin Stempeck – Associate Counsel.

Additionally, the MGC would like to acknowledge Massachusetts Growth Capital Corporation, Massachusetts Office of Travel and Tourism, Commonwealth Corporation, City of New Bedford and MassDevelopment for providing background information initiated at our request.

## OVERALL REVIEW OF STRATEGIES AND KEY RECOMMENDATIONS

The MGC was pleased with both the level of interest this effort garnered from local and regional stakeholders and the breadth of strategies proposed. Though the Gaming Economic Development Fund outlines support for a wide number of economic development priorities, we feel it is important to address those that focus on an impact and opportunity from the presence of the casinos. We feel it important to focus on strategies that have the potential to reinforce and strengthen the revenue stream to the funds as well as well as optimize the opportunities created by casino careers for the unemployed, underemployed and focused hiring of minorities, women and veterans. We were also encouraged by those strategies that could leverage additional funding and resources. When multiple stakeholders have a vested interest in a project, chances of success are improved.

Some strategies and concepts were received from Pioneer Valley Planning Commission, Bristol Community College and Nashoba Valley Town Administrators Collaborative and we appreciate the time and effort put forward but the MGC did not comment on areas outside of our areas of expertise. The priority the fund gives to “regional initiatives” may allow budget makers flexibility to determine funding for other projects. As part of this report, we are providing copies of all the strategies we received.

### Workforce Development

Under Chapter 23K Section One:

*(5) the commonwealth must provide for new employment opportunities in all sectors of the economy, particularly opportunities for the unemployed, and shall preserve jobs in existing industries in the commonwealth; this chapter sets forth a robust licensing process whereby an applicant for a gaming license shall submit a comprehensive plan for operating a gaming establishment which includes how the applicant will foster and encourage new construction through capital investment and provide permanent employment opportunities to residents of the commonwealth*

According to Oxford Economic’s report titled, “Gaming Careers: Gateway to the Middle Category,” released by the American Gaming Association in 2015, the gaming industry is on track to add more than 62,000 well-paying jobs in the next decade according to projections. Additionally, few industries employ as diverse a workforce as gaming. Forty-five percent of gaming’s workforce is comprised of minorities and nearly half (48%) are women – both far higher than the national average. Gaming provides hundreds of thousands of high-quality jobs to workers from diverse backgrounds with wide-ranging levels of job experience and areas of expertise.

Aligned with the goals of the statute and the interests of the legislature, the Massachusetts Gaming Commission believes that the Expanded Gaming statute was intended to be a “jobs” bill

and create new employment opportunities for Massachusetts residents and our diverse population with a focus on those underemployed or unemployed.

Together, our three licensees will directly employ almost 7500 workers. Each licensee was required to create and implement a workforce development plan that “serves the unemployed and methods for accessing employment at the gaming establishment.” All three will have laid out strategies to successfully recruit local Massachusetts residents to these full and part-time positions. These positions will provide living wages and benefits in addition to pathways for career growth within the company and industry. Each casino demonstrated these transparent career paths with measurable criteria within the gaming establishment that lead to increased responsibility and higher pay grades. Casino licensees also provide employee access to additional resources, such as tuition reimbursement or stipend policies, to enable employees to acquire the education or job training needed to advance career paths based on increased responsibility and pay grades.

Under Section 18 (4), which outlines the necessary components of an application, the statute asked that our licensees demonstrate “implementing a workforce development plan that utilizes the existing labor force, including the estimated number of construction jobs a proposed gaming establishment will generate, the development of workforce training programs that serve the unemployed and methods for accessing employment at the gaming establishment...”

The MGC has not only required applicants to provide that information during the RFA-2 application phase, but we have monitored their construction diversity goals through an Access and Opportunity Committee which meets monthly. We have also requested critical workforce development plans required and approved by the commission. In reviewing these strategies, we have always invited comment and feedback from the public and the agencies making up the Governor’s Skills Cabinet – Executive Office of Labor and Workforce Development, Executive Office of Education and Executive Office of Housing and Economic Development.

The commission also partnered early on and signed a Memorandum of Understanding with the community colleges across Massachusetts through their partnership called the Massachusetts Casino Careers Training Institute (MCCTI). MCCTI brought together all 12 community colleges to prioritize training needs of our licensees. Lead institutions would be determined by their proximity to a licensed gaming location. Our community colleges have launched a new gaming school in Springfield and an MGM and state-supported culinary center in Holyoke. Gaming license applicants also provided evidence of their partnership with the state’s community colleges as part of their RFA-2 applications. The MGC has enjoyed working in partnership with the community colleges and our partners have created programs focusing on needed skills in a gaming facility including game dealing, culinary and hospitality.

The commission is encouraged that many positions offered in the gaming industry and those of a resort destination casino allow entry level opportunities for underemployed or unemployed individuals. According to the work of MCCTI, out of the 133 gaming job classifications, forty-



nine require a High School (HS), High School Equivalent (HSE) or Graduate Equivalent Degree (GED). Thirty-nine positions require those educational attainments and some specialized training. The Commonwealth has a unique opportunity to provide employment options for Massachusetts residents who have not obtained college degrees at this time.

The Gaming Economic Development Fund allows funding workforce training, including transfers to the Workforce Competitiveness Trust Fund (WCTF) managed by Commonwealth Corporation. The Massachusetts Legislature established the WCTF with two goals in mind: (1) to improve the competitive stature of Massachusetts businesses by improving the skills of current and future workers, and (2) to improve access to well-paying jobs and long-term career success for all residents of Massachusetts, especially those who experience structural, social, and educational barriers to employment success.

The goals of the WCTF align very well with the critical strategies provided to us by the Metro North Regional Employment Board, Hampden County Regional Employment Board, TWO Program (Springfield Technical Community College and Holyoke Community College), MCCTI (Bunker Hill Community College/Roxbury Community College/North Shore Community College), Bristol Community College and the Economic Development Council of Western Massachusetts. All strategies stressed similar workforce development priorities including:

- Adult Basic Education / English Second Language (ESL) programs
- ESL contextualized for culinary, hospitality and gaming casino jobs
- Workforce Readiness Certificate programs
- Scholarships for certificate training programs that are not eligible for traditional higher educational financial aid programs
- Connecting activities for unemployed workers and those seeking to obtain basic educational certifications

The MGC is aware of the need for these programs considering our work with the Governor's Skills Cabinet over the last three years. Our engagement with career centers, regional employment boards and other workforce development professionals and the gaming industry has revealed critical expectations for us to consider. There are three realistic expectations to be realized upon the opening of our resort casinos.

- First, local employers will likely lose their existing workforce to positions with our gaming licensees. We have heard these concerns voiced through meetings hosted by Regional Employment Boards. Positions in culinary, hospitality and banking are likely to attract existing workers to our licensees from a variety of local businesses. Fortunately, this situation does create opportunities for job seekers to backfill the resulting job openings.
- Secondly, there exists vacancies and openings in culinary and hospitality professions already in the three regions surrounding our gaming licensees. We applaud the investments the Commonwealth has made into funding programs and capital projects that support expansion of culinary programs.

- Finally, gaming operators experience turnover of almost 30% in the first year as employees realize the nature of the work and the 24 hour operations. As it has been explained to us, “once we open we do not close” and that work schedule can ultimately be challenging. Despite solid on-boarding programs to acquaint new employees with the work and hours, still many employees turn over in their first and second year and it creates opportunities for new entries into the workforce. For a potential job candidate without a GED or high school degree thinking about working in a gaming resort, they will still have career opportunities available even for the first couple of years after the opening of our gaming casinos. We have a unique opportunity to help strengthen and support a pipeline of new gaming and hospitality workers who may not be prepared today.

Our recommendation from reviewing these strategies is to suggest **\$1,000,000** be set aside in a trust fund of Commonwealth Corporation to provide community colleges and qualified training partners the opportunity to provide these programs highlighted above. We would also encourage that **\$250,000** of the trust fund be specifically set aside for the TWO Program, Bristol Community College, and MCCTI (Bunker Hill/North Shore/Roxbury), regional employment boards and other experienced workforce providers for critical training programs to help meet the demand in occupations being created by the introduction of gaming. It is important to find quality and experienced training providers who can provide scalability to the program and have the ability and experience to create partnerships and track results.

To ensure successful follow-up and contracting of these awards, it should also consider additional monies to be leveraged, a suitable Request For Proposal (RFP) process managed by the Commonwealth Corporation, and alignment with the critical regional workforce development plans being led by the Governor’s Skills Cabinet. Additionally, the MGC will work closely with these organizations to track and monitor the success of these workforce strategies.

Additionally, we encourage funding for a culinary facility at Bristol Community College and Bunker Hill Community College to match a program being offered in Holyoke. Additionally, we recommend the strategy from the Economic Development Council of Western Massachusetts, which indicated the need for **\$150,000** to continue their workforce development work with the Federal Reserve Bank of Boston’s Working Cities Challenge, be granted as long as an equal amount of funding can be leveraged from other partners.

## Tourism

**“(6) promoting local small businesses and the tourism industry, including the development of new and existing small business and tourism amenities such as lodging, dining, retail and cultural and social facilities, is fundamental to the policy objectives of this chapter;”**

### **CHAPTER 23K.Section 1**

**“It is often the economic dimension that has been the driving impetus behind permitting most forms of gambling, especially casinos. However, the desired outcomes of economic development and tourism stimulation have not been universal. In order for significant economic stimulation to occur, a large proportion of customers must come from outside the region where the casinos are located. Alternatively, casino facilities that cater primarily to locals will not have a substantial impact on growth unless they heavily draw business from local residents who would otherwise leave the region in order to gamble.”**

**THE SPREAD OF CASINOS AND THEIR ROLE IN TOURISM DEVELOPMENT By William R. Eadington Professor of Economics Director, Institute for the Study of Gambling and Commercial Gaming University of Nevada, Reno 2001**

The Expanded Gaming Act of 2011 was passed with two critical intentions with respect to the tourism industry – first the Act was intended to recapture gaming and hospitality dollars that were currently being spent out of state and second, the Act would create casinos that would become true destinations for travelers and not simply regional gaming facilities. Critically, the minimal investment established by the statute for any applicant to develop a casino was \$500 million. The act also required that the commission require in its license application an explanation of how a prospective licensee would “build a gaming establishment of high caliber with a variety of quality amenities to be included as part of the gaming establishment and operated in partnership with local hotels and dining, retail and entertainment facilities so that patrons experience the diversified regional tourism industry.”

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1 “The commission shall set the minimum capital investment for a category 1 license; provided, however, that a gaming licensee shall make a capital investment of not less than \$500,000,000 into the gaming establishment which shall include, but not be limited to, a gaming area, at least 1 hotel and other amenities as proposed in the application for a category 1 license.” G.L. c. 23K, § 10(a).

When Wynn Boston Harbor and MGM Springfield complete their construction, they will represent the two largest private development construction projects in the history of the Commonwealth. Combined, the two projects will total just below \$3 billion in development costs. These two projects were specifically designed to draw visitors to Massachusetts to game, stay, and spend leisure dollars as envisioned by the statute. Tourism and hospitality remains the third largest industry in the Commonwealth and we received strategies from local regional convention and visitor bureaus for the communities including and surrounding our three gaming licensees.

**Everett** – The Boston area is certainly an established major visitor destination. In part because of its’ historical landmarks, culture, performing arts, museums, sports venues and higher education facilities, the Boston area attracts millions of visitors each year. Predominantly, neighboring Canada represents the largest market segment of visitors to Boston. However, enhanced air traffic service to Boston’s Logan Airport from overseas markets is allowing the international overseas visitor to become even more valuable to the Boston area economy. The overseas visitor comes for a longer stay and experiences more of the state’s tourism amenities

Driving most of the overseas visitor growth to the United States and Boston are the markets of The People’s Republic of China, South Korea and Japan. The increase in Chinese travelers alone to the United States is certainly well documented. According to US Department of Commerce data, Chinese visits to the US are forecasted to increase at an annual average rate of 14.4% over the next five years (2017-2021), outpacing visitors from all other countries except Canada, Mexico, United Kingdom and Japan. Chinese visitation is expected to increase to more than 5.7 million by 2021 making China the third largest generator of foreign travel behind only Canada and Mexico. Chinese tourism to the United States has grown by over 600 percent since 2007 (Source: Data from U.S. Department of Commerce International Trade Administration).

In recent years, China has outpaced and surpassed the UK in the number of overseas visitors to Boston. In 2016, 242,000 Chinese visitors arrived in Boston as compared to 196,000 from the UK but Chinese visitors accounted for almost four times the amount spent as compared to visitors from the UK. Chinese visitors to Boston grew by 130% between 2013– 2016 (Source: Travel Market Insights based on US Dept. of Commerce data). In recent years, Massport has already proven extraordinary successful in developing non-stop service from Beijing, Shanghai and Hong Kong and the number of flights is expected to increase.

The Greater Boston Convention and Visitor Bureau (GBCVB) is focused on tapping the international visitor to Boston from China and other Asian countries. Their plan is to create a “China Friendly” and “China Ready” hospitality and marketing campaign. As part of the GBCVB Expanded China Marketing Initiative, the Bureau will collaborate with restaurant, retail and hotel member companies to create a set of marketing, sales, services, and workforce training modules to help GBCVB members and other businesses meet the needs of Chinese visitors. The need for this strategy is evident by the increase in visitation to the United States by Chinese travelers and academic research demonstrating the need to understand the visitor’s culture and values.

In the Fall 2012 UNLV Theses, Dissertations, Professional Papers, and Capstones, Wilson Wan of the University of Nevada, Las Vegas published “Capturing the Chinese Outbound Tourism Market: Lessons for Las Vegas Casino Operators” stating :

“Given the rising economic power China, there is obviously a great interest in appealing to Chinese consumers. Because consumer preferences are determined by values, the first step to understanding how to appeal to the Chinese is to understand the key differences between Chinese and Western cultural values.”

The GBCVB is also working with East/West Marketing to launch a WeChat account. With over 900 million active users, WeChat is the most prolific social media network in China. Social media marketing is the most important channel to reach prospective Chinese visitors – Destination imagery and referrals shared on WeChat are particularly effective means of luring Chinese tourism.

Wynn Boston Harbor is also focused on tapping into the Asian market for guests and players. Wynn already has direct marketing offices or an affiliate in Shanghai and Hong Kong. Wynn Boston Harbor is already a member of the GBCVB and a member of the China Ready Marketing Committee. These intersecting interests create an opportunity for the Commonwealth to leverage the marketing efforts expected of Wynn Boston Harbor for their June 2019 opening with the work being proposed by GBCVB.

The MGC recommends that **\$300,000** of the FY 2019 Gaming Economic Development Fund be appropriated for use by the GBCVB for year one and that a requirement for funding be close coordination among the GBCVB, Wynn Boston Harbor, the Massachusetts Office of Travel and Tourism, the Massachusetts Marketing Partnership and MassPort to coordinate expenses, leverage available resources, provide complementary marketing messages and to track and monitor results. We would also suggest that the GBCVB work cooperatively with the Governor’s Skills Cabinet and public community colleges, who are members of the Massachusetts Casino Career Training Institute, to create detailed training plans and identify potential funding resources for the appropriate hospitality training to provide a stronger travel experience for the Chinese visitor.

**Springfield** – The Greater Springfield Convention and Visitor Bureau (GSCVB) submitted a strategy seeking monies from the Gaming Economic Development Fund to enhance their marketing and promotional efforts of the region. The immediate Springfield region contains a number of local, regional and national destinations (Naismith Memorial Basketball Hall of Fame, Six Flags, the Big E, etc.) that draw visitors from beyond the prescribed 50-mile radius that typically defines a “visitor”. Many of these destinations were highlighted in MGM Springfield’s Phase 2 application. The company has also agreed to a plan to support a trolley to carry MGM guests to various destinations within downtown Springfield including the Basketball Hall of Fame and the Springfield Library and Museums/Quadrangle.

In reviewing this strategy, we considered how much support the GSCVB marketing effort could leverage. It is obvious that MGM Springfield will be investing in a marketing campaign leading up to the opening and immediate future to support its facility. Though it is confidential business information, it can be assured that the funds will be a significant multiplier beyond the amount being requested by the GSCVB. According to MGM Springfield and the GSCVB, the company has also agreed to become a dues paying member of the GSCVB. MGM has been a basic level member for a number of years and recently increased their investment to the highest level per the terms of our Marketing Partnership Agreement signed with the GSCVB. Funds for marketing support are critical and the GSCVB has agreed to work with its fellow Western Massachusetts regional tourism councils to help promote the entire region.

To ensure that funding for the marketing and promotion effort is successful, we would seek assurance that MGM Springfield remains a GSCVB member and that both the licensee and GSCVB provide plans to the Massachusetts Office of Travel and Tourism (MOTT) and MGC to show their cooperative efforts to market toward the overnight visitor coming from more than 50 miles away. We would encourage MGM Springfield, GSCVB and MOTT to collaborate on strategies and determine that state funds are being leveraged sufficiently. For the first year, we recommend that **\$300,000** be designated for the GSCVB's initiative.

**Foxborough/Wrentham/Plainville** - These three communities stepped forward with an innovative partnership to promote several key destinations including Patriot Place, Wrentham Outlets, TPC and Xfinity Center and Plainridge Park. Additionally, the communities want to increase use of the Commuter Rail and the Patriot Place station. They believe they can find reverse commuter opportunities for job seekers who may be candidates for retail and hospitality jobs open in the immediate vicinity.

The three communities reached out to key executives for these five attractions and sought their support. At this time three of the five major partners have agreed to work with the participating towns.

The proposed strategy also calls for Foxborough, Wrentham, and Plainville to work collaboratively with the GSCVB. We encourage these three communities to work with an existing CVB for their proposal. The strategy at this time needs additional detail and the creation of important action steps.

We realize that Plainridge Park is located in close proximity to casinos in Rhode Island and Connecticut and should look for every opportunity to remain competitive in that market. We would recommend **\$50,000** to be used this fiscal year and encourage the three communities to create a working agreement with the GSCVB to establish a marketing and operational plan and budget. The Plymouth CVB should also be consulted. Additional funding could be provided through the Gaming Economic Development Fund once a more detailed strategy is created. Funding from Gaming Economic Development Fund should rely upon leveraged support and resources from the identified destinations and other new commercial partners.



**Massachusetts Marketing Partnership** – Massachusetts Marketing Partnership (MMP) was created by the state legislature in 2010 to coordinate marketing efforts on behalf of the Commonwealth. The international marketing efforts by the Massachusetts Marketing Partnership (MMP) are prioritized in the Gaming Economic Development Fund’s priorities. We would recommend that available funds be allotted for MMP’s international marketing efforts as long as there is collaboration and alignment with the marketing plans of our gaming licensees.

## **Small Business Technical Assistance**

“(6) promoting local small businesses and the tourism industry, including the development of new and existing small business and tourism amenities such as lodging, dining, retail and cultural and social facilities, is fundamental to the policy objectives of this chapter;” CHAPTER 23K. Section 1

The Gaming Economic Development Fund statute language provides for funds to be used for “small business lending.” Through the commission’s work with many state quasi-organizations and federal agencies such as the Small Business Administration, there is considerable consensus that there are sufficient financial tools and resources available to small businesses. Some local small business lending programs, such as Common Capital based in Western Massachusetts, require technical assistance support for their loan applicants. Technical assistance can also prepare businesses to develop the appropriate financial projections and analysis to obtain financing from commercial lenders.

According to an April 2017 study published by the American Gaming Association, the casino gaming industry drives small business growth across the country by supporting 350,000 small business jobs and generates \$52 billion in annual revenues for American small businesses. The three gaming licensees have placed a strong focus on procuring goods and services from local companies. In their 3rd quarter report to the commission, Plainridge Park Casino reported that they spent \$1.2 million with Massachusetts based companies and \$110,000 within the five neighboring communities. Through their Request For Applications (RFA) Phase 2 submittals and interactions, MGM Springfield and Wynn Boston Harbor are expected to spend over \$150 million with Massachusetts and local businesses. Wynn Boston Harbor spelled out specific commitments to spend over \$30 million with local vendors in its Host and Surrounding Communities including the purchase of over \$100,000 in gift cards and certificates to be shared with key patrons. Our shared goal is that these small businesses can be afforded the opportunity to manage their growth and expand their capacity and not risk the possibility of losing critical business with such an impact buyer.

Additionally, the Expanded Gaming Act of 2011 called upon our licensees to prioritize spending with Minority, Women and Veteran-Owned firms across the state. Many of these are smaller companies that if offered an opportunity to become a business partner with a Fortune 500 company like Wynn or MGM Resorts may need critical business assistance to accommodate and manage this unique business opportunity. We also understand that our licensees not only purchase goods and services locally but also from vendors throughout the state.

Information shared with us indicates that financial resources for such programs have been restricted over the past few years. In this first fiscal year, we recommend funding **\$600,000** for technical assistance programs across the Commonwealth. Massachusetts Growth Capital Corporation has the operational capacity to help release needed funds. We ask that of that amount, **\$150,000** is granted out to organizations that can also specifically target small and Minority, Women and Veteran-Owned businesses, which have the opportunity or are working with Massachusetts gaming licensees. The MGC agrees to work with cooperating organizations to help target those companies in need of such services and require record keeping efforts of the program to track their success and impact. There is a strong likelihood that as our licensees settle on existing vendors or seek out new ones as demand and product needs shift that technical assistance programs could be needed for two or more years after opening.

### **Massachusetts Cultural Council Partnership / “Cultural Districts”**

*“(7) recognizing the importance of the commonwealth’s unique cultural and social resources and integrating them into new development opportunities shall be a key component of a decision to the award of any gaming license under this chapter;” G.L. c. 23K. Section 1*

With this legislative language, the legislature specifically highlighted the importance of connecting our gaming licensees with the cultural and arts assets of the Commonwealth. It also furthered endorsed the linkage with gaming tax revenues to be specifically set aside for the Massachusetts Cultural Council. Under c. 23K, Section 59 it allows:

(a) 2 per cent of revenues to the Massachusetts cultural council of which one-quarter of the revenues received shall be dedicated to the organization support program of the Massachusetts cultural council and three-quarters of revenues shall be dedicated to support not-for-profit and municipally-owned performing arts centers impacted as a result of the operation of gaming facilities

The MGC in its formal RFA-2 application specifically asks our licensees about their plan to integrate public art and other attractions into their facility.

3-28-01 – Other Amenities - Provide plans for planned attractions and amenities beyond hotel, gaming, restaurants and in-house entertainment to draw customers.

4-20-0114 – ART - Describe any public art, sculpture, paintings or other patron attractions that will be located at the gaming establishment complex.

Our applicants' responses are as follows:

### **Wynn Boston Harbor / Everett**

Wynn Boston Harbor also announced its support for engaging the arts community in their RFA-2 application. Wynn Resorts is renowned for its collection of fine art displayed throughout its properties in Las Vegas and Macau. It plans to provide a similar art program in Everett.

According to "Art for Art's Sake" published in Casino Style (November 2014), "After Wynn's fine art gallery experiment, he changed his approach, and now scatters artworks from his private collection throughout his properties. Wynn is known for attracting well-heeled casino visitors. His on-property artworks feed that strategy."

### **MGM Springfield / Springfield**

The Massachusetts Cultural Council approved a cultural district for downtown Springfield that is immediately adjacent to the MGM Springfield site. The district includes many of the destinations that MGM Springfield plans to connect visitors with through the operation of a tourist trolley. It also includes performance venues that have executed Impacted Live Entertainment Venues (ILEV) agreements with MGM Springfield.

MGM Springfield will establish a Massachusetts Public Art Program. The program display original works of art created by high school and college students of Massachusetts and other local and regional artists. MGM's license application indicated its intent to loan to MGM Springfield for public display art work from its world-class Las Vegas-based art collection. Also, MGM Springfield will leverage its Outdoor Plaza to host community events that promote regional businesses including vendor showcases, farmers' markets, food/beer/wine festivals, arts and crafts fairs and live music from local artists. All of these activities connect well with the goals of the Massachusetts Cultural Council.

### **Plainridge Park Casino**

The casino will use art as one of many components of the interior design program. Artwork, sculptures and similar attractions will be integrated into the design to promote the excitement of a gaming and racing facility and to illustrate the overall culture of the local and regional area.

The Massachusetts Cultural Council (MCC) provided an overview of the organization's mission and the activities of the organization. It also highlighted the impact of the cultural and arts industry sector. Nonprofit arts and cultural organizations provide more than 62,000 jobs, pump \$2.1 billion annually into the state economy, and generate another \$2.5 billion of economic activity. In 2015 alone, these organizations generated \$104 million dollars in taxes and fees for the Commonwealth.

The MCC's Communities Initiative includes Cultural Districts, Local Cultural Councils, Festivals, and Cultural Compact Communities. The cultural district program was established by statute in 2012 and designed to help local arts, humanities, and science organizations improve the quality and range of their public programs so that more local families can benefit from them. The districts were planned to enhance the experience for visitors and thus attract more tourist dollars and tax revenue. "The districts are planned to and designed to attract artists, cultural organizations, and entrepreneurs of all kinds - enhancing property values and making communities more attractive."

We know that Las Vegas and other jurisdictions focus on cultural assets to strengthen the appeal of a visit to their casinos and offer additional entertainment options for their guests. For example, the Las Vegas Review has a regular arts and culture section to focus on entertainment and arts offerings in the Las Vegas area. Category 1 licensees also signed compacts with the Massachusetts Performing Arts Coalition to mitigate any conflicts resulting from entertainment acts but they also expressed an interest in looking for marketing opportunities as well.

There are considerable opportunities to connect the resources and efforts of the Massachusetts Cultural Council with our licensees as highlighted in their responses to our RFA-2 application related questions. At this time there has been preliminary outreach by MCC to our licensees and a detailed planning process is required. We would recommend **\$50,000** be appropriated for the council's use to undertake this planning process and connect strategies with their existing programs and perhaps leverage some of the operating monies that the council will receive from gaming tax revenue (prescribed under Sec. 59) for programs like Communities Initiative. For future fiscal years, the MGC will certainly offer recommendations about funding for strategies developed out of this planning process.

## **ADDITIONAL STRATEGIES**

### **Chicopee – Westover Air Reserve Base**

This strategy was recommended to the MGC by the city of Chicopee and the Westover Metropolitan Development Corporation (WMDC is the managing entity of Westover Metropolitan Airport). Westover Airport has the third longest military runway on the East Coast - 11,597 feet and at 2100+ acres, it is the largest reserve base in the country.

The goal of this proposal is to fund a 24-hour operations study and commercial air service development program for Westover Metropolitan Airport. This request will deploy a study to examine the upgrades necessary to provide 24-hour operations at Westover Metropolitan Airport including aircraft maintenance, repair, and overhaul facilities upgrades- to launch new commercial air carrier services. The accommodation of commercial air services will require the airport to offer 24-hour operations to effectively compete with other airports in the region to attract both airlines and passengers.

MGM Springfield expressed support for this strategy as it becomes another transportation option for visitors to the region and potential patrons of MGM. MGM regularly helps key customers visit their other properties around the country and the possibility of local charter or commercial flights could be a boon to MGM Springfield's marketing efforts.

Also, gaming junket or tour services are still a strong business component to the gaming industry. Junket operators function in different structures, but their goal remains to offer key players the opportunity to play at different destinations. Massachusetts will soon begin drafting needed regulations to monitor and license junket operators. Currently Massachusetts has three operators that manage casino travel opportunities for their gaming customers to gaming destinations domestically and internationally.

The proposal was also highlighted because the additional resources that could be leveraged to complete the needed improvements of the facility. With a request of \$410,000, the project could leverage \$6.3 million in additional financial and in-kind resources. In addition to resources, the project involves several regional economic development stakeholders to complete the project.

## **SITE REDEVELOPMENT**

The MGC had the opportunity to work with and visit a number of municipalities in Massachusetts through the licensing and hearing process it conducted. Though some communities were not selected as the home project for a licensee, there were valuable lessons learned from our interactions. The MGC was often presented with a project designed for a large commercial real estate space that was being underutilized but had strong market potential. Some of these sites included Suffolk Downs (Boston/Revere), Brockton Fairgrounds (Brockton), the former Raynham Dog Track, the former power plant site on Cannon Street (New Bedford) and industrial land in Leominster. Additionally, all three sites selected for gaming license projects were also difficult to develop or underutilized including the former Monsanto property (Everett-Wynn Boston Harbor), a tornado impacted neighborhood (Springfield – MGM Springfield) and harness racing only property adjacent to I-495 (Plainville – Plainridge Park Casino).

In a strategy letter provided by MGM Springfield, the company acknowledged the success and proximity of Springfield's Transformative Development Initiative (TDI) District project, which is managed and supported by MassDevelopment. The TDI district, which has experienced fluctuating periods of economic success over the years, is situated between MGM Springfield and the newly refurbished Union Station transportation center in downtown. The district is being redeveloped for entertainment, business development and culinary uses.

The TDI and other economic development programs managed by MassDevelopment are being offered in Springfield and other communities across the state. In addition to TDI, these include the new Site Readiness and Collaborative Workspaces programs, the Commonwealth Places placemaking initiative, the Real Estate Services technical assistance program, and the

Brownfields Redevelopment program. The MGC believes that the ancillary development in Springfield can draw MGM customers to patronize businesses outside of the gaming resort. Support for these programs would allow MassDevelopment to expand these programs across the Commonwealth including those already mentioned above. The MGC would welcome the opportunity for MassDevelopment to strategize with Everett and its surrounding communities and Plainville and its surrounding communities about how the program could benefit the immediate vicinity of Wynn Boston Harbor and Plainridge Park Casino. We would also hope that MassDevelopment could expand their assistance to communities of East Boston/Revere, Brockton, Raynham New Bedford, Leominster in addition to the other municipalities they assist. Spending for these efforts would meet the fund's priority for "regional economic development initiatives." We would recommend suitable funding from this fiscal year and support opportunities for additional support in the following two fiscal years.

### **PVTA LATE NITE/EARLY MORNING SERVICE FOR MGM EMPLOYEES**

Access to adequate transportation was a strategy raised by the Pioneer Valley Planning Commission and the Pioneer Valley Transit Authority. Understanding the 24-hour operation of the gaming casino and limited availability of public transportation in the Springfield area, there is a general concern about MGM Springfield employees will get to work on weekends and late nights. With MGM Springfield's commitment to hire 35 percent of their workforce from Springfield, we recognize that this is a legitimate concern. The MGC plans to work with MGM Springfield, PVPC and the PVTA to assess proposed plans and resident needs.

### **FOLLOW-UP REVIEW AND MONITORING / WORKING GROUPS**

Successful implementation of any new initiative requires thoughtful planning and oversight. The MGC firmly believes that planning and appropriate monitoring of results is critical to the review of these initiatives and their overall success to the Commonwealth.

Since the award of our gaming licenses, the MGC has created a framework to monitor and track commitments made by our licensees and their progress during the construction and operational phases. For example, the MGC created an Access and Opportunity Committee consisting of our licensees, their general contractors, building trade representatives, community officials and community-based organizations, to monthly track the success of the construction projects to engage minority, women and veteran owned business as well as construction jobs for minorities, women and veterans.

Additionally, the MGC has an ongoing relationship with the Donahue Institute of UMass Amherst, which has conducted several baseline areas of study including gaming patron spending impact, impact on the Massachusetts Lottery, real estate property value changes, employment impact and construction impacts among other topics. The research component to the commission's work was called for in the Expanded Gaming statute (Sec. 71). The MGC would seek to extend its work with the Donahue Institute and our strategy stakeholders to



monitor and review the success of these initiatives over this initial three year period and share any findings with the legislature.

The MGC also believes we have an opportunity to create working groups (including legislative staff) around some of these priority strategies (tourism, workforce development, and regional economic development) and work with our licensees to “think outside the box” and consider new initiatives. The regional working groups would also help identify funding resources and make other innovative efforts to support this new industry in Massachusetts and expand gaming’s economic impact across the Commonwealth.

These new initiatives could set Massachusetts apart from other gaming jurisdictions, as it gives us the unique opportunity to work together with our licensees and stakeholder partners to leverage additional resources, monitor results and make program adjustments as needed to the strategies funded by this Gaming Economic Development Fund.

## Summary of Data Collected on Uses of Gaming Taxes from Other Jurisdictions

### Research Conducted by Lasell College on Behalf of the Massachusetts Gaming Commission

Data Collected as of September 29, 2017

State	Response	Link	Comments from NCSL
Alabama	Native American gaming does not fall under state jurisdiction so no state tax is paid. State law says gaming is illegal		
Alaska	Contacted, no response	<a href="http://www.tax.alaska.gov/programs/programs/index.aspx?54160">http://www.tax.alaska.gov/programs/programs/index.aspx?54160</a>	
Arizona	All money collected from tribes go into the Arizona Benefits Fund. More information on how that is spread in the link below	<a href="http://www.azindiangaming.org/resources/arizona-benefits-fund/">http://www.azindiangaming.org/resources/arizona-benefits-fund/</a>	
Arkansas	Contacted, no response	<a href="http://www.dfa.arkansas.gov/contactUs/Pages/default.aspx">http://www.dfa.arkansas.gov/contactUs/Pages/default.aspx</a>	
California		<a href="http://www.ebudget.ca.gov/2016-17/StateAgencyBudgets/0010/0855/department.html">http://www.ebudget.ca.gov/2016-17/StateAgencyBudgets/0010/0855/department.html</a>	
Colorado	Contacted, no response	<a href="https://www.colorado.gov/pacific/enforcement/contact-us-gaming">https://www.colorado.gov/pacific/enforcement/contact-us-gaming</a>	<p>Taxes in the state are distributed in the following manner: (a) 28% to the State Historical Society; (b) 12% to Gilpin and Teller counties; (c) 10% to Blackhawk, Central City and Cripple Creek; and (d) 50% to the State General Fund.</p> <p>Out of the State General Fund, the following appropriations must be made: (1) \$15M to the Colorado Travel and Tourism Promotion Fund; (2) \$5.5M to the Advance Industries Acceleration Cash Fund; (3) \$5.5M to the Bioscience Discovery Evolution Grant; (4) \$5M to the Local Government Limited Gaming Impact Fund; (5) \$2.1M to the Innovative Higher Education Research Fund; (6) \$2M to the Creative Industries Cash Fund; and (7) \$500,000 to the Office of Film, TV, and Media Fund.</p>

Connecticut	All the money made from gaming that is given to the state of Connecticut goes straight into the General Fund	<a href="https://l.facebook.com/l.php?u=http%3A%2F%2Fopenbudget.ct.gov%2F%23!%2Fyear%2F2018%2Frevenue%2F0%2Ffundtype%2FGeneral%2F0%2Frevenue_category%2FIndian%2BGaming%2BPayments%2F1%2Faccount_descr%3Fvis%3DpercentageChart&amp;h=ATOh8VY8jFYiJK4D5DFT5tA-OuVHdUBnrUxrCdAAafnQBJ6oJpgheFhDTdWe59RGIjbn50lk53On34bLBEajsniMkyeXEfEbV1eQ3qvEISDqU8LNxWwxguzudo1DyjlRh2BI644_48A86-T">https://l.facebook.com/l.php?u=http%3A%2F%2Fopenbudget.ct.gov%2F%23!%2Fyear%2F2018%2Frevenue%2F0%2Ffundtype%2FGeneral%2F0%2Frevenue_category%2FIndian%2BGaming%2BPayments%2F1%2Faccount_descr%3Fvis%3DpercentageChart&amp;h=ATOh8VY8jFYiJK4D5DFT5tA-OuVHdUBnrUxrCdAAafnQBJ6oJpgheFhDTdWe59RGIjbn50lk53On34bLBEajsniMkyeXEfEbV1eQ3qvEISDqU8LNxWwxguzudo1DyjlRh2BI644_48A86-T</a>	
Delaware	Contacted, no response	<a href="http://revenue.delaware.gov/contact.shtml">http://revenue.delaware.gov/contact.shtml</a>	VLT Revenues: (a) Approximately 42% of the revenue is paid to the three tracks as commissions for operating the games; (b) Approximately 40% is contributed to the State General Fund to help pay for state services; (c) Approximately 10% goes toward increasing the size of the horse race purses; and (d) Approximately 7% goes toward leasing, servicing and upgrading the games, and for monitoring the games with the lottery's computer system. Sports-betting Revenues: (1) 50% to the state's general fund, where funds must be allocated to State Services; (2) 40% directed back to the operating racetracks for operating the games; and (3) 10% goes toward increasing the size of racing purses.
Florida	Contacted, no response	<a href="http://floridarevenue.com/Pages/contact.aspx">http://floridarevenue.com/Pages/contact.aspx</a>	The slot machine revenue tax shall be paid to the division for deposit into the Pari-mutuel Wagering Trust Fund for immediate transfer by the chief financial officer for deposit into the Educational Enhancement Trust Fund of the Department of Education. Any interest earnings on the tax revenues shall also be transferred to the Educational Enhancement Trust Fund.
Georgia	Could not find much info on this but it seems the state lottery funds go towards pre-k programs and scholarships for higher education	<a href="https://gbpi.org/2016/georgia-state-budget-overview-for-fiscal-year-2017/">https://gbpi.org/2016/georgia-state-budget-overview-for-fiscal-year-2017/</a>	
Idaho	Contacted, no response	<a href="https://tax.idaho.gov/i-1015.cfm">https://tax.idaho.gov/i-1015.cfm</a>	

Illinois	State government takes the revenue created from video and riverboat gambling and distributes it to local governments throughout the state	<a href="https://www.igb.illinois.gov/FilesAnnualReport/2016IGBAnnualReport.pdf">https://www.igb.illinois.gov/FilesAnnualReport/2016IGBAnnualReport.pdf</a>	<b>Admissions tax:</b> \$1 to host community, remainder to state. <b>Taxes are distributed in the following manner from State Gaming Fund</b> (a) Hosting Local Government - 5% of AGR; (b) Horse Racing Equity Fund - 15% of AGR from Rivers Casino; (c) Home Rule County with < 3m population for Criminal Justice - 2% of AGR from Rivers Casino; (d) Chicago State University Education Improvement Fund - \$1.6M; (e) Education Gaming Fund - \$158.36M annually (\$92M one time transfer plus \$5.53m per month); (f) Horse Racing Equity Fund - \$23M; (g) Operation and Enforcement of Gaming, including Problem Gaming – Unspecified (Appropriations by General Assembly); and (h) Education Improvement Fund - Remaining Funds.
Indiana	Contacted, no response	<a href="https://www.in.gov/igc/">https://www.in.gov/igc/</a>	<b>Riverboat Casino</b> - State Gaming Fund Disbursement: (a) Revenue Sharing- First \$33M; (b) City or County of Home Dock - Remaining 25%; and (c) State General Fund- Remaining 75%. <b>Historical Hotel Riverboat Casino</b> - State Gaming Fund Disbursement: 9a) 37.5% to the State General Fund; (b) 19% to West Baden Springs Historical Preservation and Maintenance Funds; (c) 8% to Orange County Development Commission; (d) 16% goes to equal amounts disbursed to each town in dock county with a Historical Hotel; (e) 9% to county treasurer for disbursement; (f) 5% to a town with a population greater than 3,500 in a county with a population greater than 19,500 and less than 20,000; (g) 5% to a town with a population greater than 2,000 and less than 3,500 in a county with a population greater than 19,500 and less than 20,000; and (h) 0.5% to Indiana Economic Development Corporation.
Iowa	See link for budget allocations.	<a href="http://www.buyiowafirst.org/">http://www.buyiowafirst.org/</a>	The wagering tax shall be distributed as follows: (a) 0.5% of the AGR shall be remitted to the treasurer of the city in which the dock is located; (b) 0.5% of the AGR shall be remitted to the treasurer of the county in which the dock is located; (c) 0.8% of the AGR shall be deposited in the county endowment fund; (d) 0.2% of the AGR shall be deposited in a state miscellaneous fund; and (e) The remaining amount of the AGR tax shall be credited to the general fund of the state.

Kansas	The Racing and Gaming Commission operating funds are paid directly by the four state-owned casinos operating in Kansas. Gaming tax revenues are separate monies that are handled/monitored by another state agency: the Kansas Lottery Commission.	<a href="http://www.krgc.ks.gov/">http://www.krgc.ks.gov/</a>	
Kentucky	Self supported agency, budget covers salaries, office supplies, etc.	<a href="http://dcg.ky.gov/Pages/annualreports.aspx">http://dcg.ky.gov/Pages/annualreports.aspx</a>	
Louisiana	The LA Gaming Control Board does not receive a specific percentage of gaming taxes.	<a href="http://lgcb.dps.louisiana.gov/revenue_reports_video.html">http://lgcb.dps.louisiana.gov/revenue_reports_video.html</a>	Gaming taxes are allocated to: (a) State's general fund; (b) City of New Orleans; (c) public retirement systems; (d) state capital improvements; and (e) rainy day fund.
Maine			Education, health care, agriculture, gambling control board administration, city of Bangor, among other things. Complete breakdown here: <a href="http://www.maine.gov/dps/GambBoard/Financial.html">http://www.maine.gov/dps/GambBoard/Financial.html</a>
Maryland	All gaming tax revenues go into the states education Trust fund	<a href="http://gaming.mdlottery.com/financial-reporting/">http://gaming.mdlottery.com/financial-reporting/</a>	Maryland Education Trust Fund, Horse Racing Purse Dedication Account, Local Impact Grants \$52,514,508.52 Racetracks Facility Renewal Accounts \$19,876,061.22 Maryland Lottery \$20,189,561.61 Small, Minority, and Women-Owned Business \$14,323,111.39  - See more at: <a href="http://gaming.mdlottery.com/#sthash.BJCs72CH.dpuf">http://gaming.mdlottery.com/#sthash.BJCs72CH.dpuf</a>
Michigan	Contacted, no response	<a href="http://www.michigan.gov/mgcb/0,4620,7-120-55435---,00.html">http://www.michigan.gov/mgcb/0,4620,7-120-55435---,00.html</a>	Michigan has two wagering taxes. The first is 18% of AGR, with 8.1% going to the state school aid fund and 9.9% going to the city where the casino is located (in this case, Detroit).  An additional 6% tax was levied in 2004, with the following breakdown: 1/3 to the city in which the licensee's casino is located (for uses enumerated in statute), 7/12 to the general fund, and 1/12 to the Michigan agriculture equine industry development fund.

Minnesota	The gaming taxes are split between expenses for the gaming control board, charitable contributions, and state's general fund.	<a href="http://mn.gov/gcb/assets/fy2016-annual-report.pdf">http://mn.gov/gcb/assets/fy2016-annual-report.pdf</a>	
Mississippi	See link for budget allocations.	<a href="http://www.msgamingcommission.com/images/uploads/FY2018_Budget_Request_(MGC_182-00)_9-15-16.pdf">http://www.msgamingcommission.com/images/uploads/FY2018_Budget_Request_(MGC_182-00)_9-15-16.pdf</a>	Housing, education, transportation, health care services, youth counseling programs, local public safety programs.
Missouri	Gaming taxes are split between education and local government. See link for funds distribution.	<a href="http://www.mgc.dps.mo.gov/Casino_Gaming/rb_financials/FY18_FinReport/Summary0817.pdf">http://www.mgc.dps.mo.gov/Casino_Gaming/rb_financials/FY18_FinReport/Summary0817.pdf</a>	Education, local public safety programs, compulsive gambling treatment, veterans' programs, early childhood programs
Montana	Gaming taxes are split between local government, the gambling control board, and the state's general fund.	<a href="https://media.dojmt.gov/wp-content/uploads/FY15-FY16-Biennial-Report-final-draft-2.pdf">https://media.dojmt.gov/wp-content/uploads/FY15-FY16-Biennial-Report-final-draft-2.pdf</a>	
Nebraska	All gaming taxes go into state's general fund.	<a href="http://www.revenue.nebraska.gov/research/Revenue_Sources_2017.pdf">http://www.revenue.nebraska.gov/research/Revenue_Sources_2017.pdf</a>	
Nevada	All gaming taxes go into general fund and to certain dedicated funds (schools, counties)	<a href="http://gaming.nv.gov/modules/showdocument.aspx?documentid=12298">http://gaming.nv.gov/modules/showdocument.aspx?documentid=12298</a>	Education, local governments, general fund, problem gambling programs.
New Hampshire	Only charitable gaming is allowed. All taxes from charitable gaming go into the state's trust fund.	<a href="https://www.racing.nh.gov/forms-pubs/documents/annual-report-2015.pdf">https://www.racing.nh.gov/forms-pubs/documents/annual-report-2015.pdf</a>	
New Jersey	All gaming taxes go into a special fund that funds: home delivered meals program, transportation, safe housing, adult protective services, state congregate housing program, state respite care program, and adult day care services.	<a href="http://www.nj.gov/casino/revenue/reports/crfacannrpt2015.pdf">http://www.nj.gov/casino/revenue/reports/crfacannrpt2015.pdf</a>	Senior citizens, disabled, economic revitalization programs.
New Mexico	All gaming taxes go into the state's general fund.	<a href="http://www.nmgcb.org/uploads/FileLinks/3445fc4bd0244654b086c5b7a7fa3c34/2016_qtr4.pdf">http://www.nmgcb.org/uploads/FileLinks/3445fc4bd0244654b086c5b7a7fa3c34/2016_qtr4.pdf</a>	General fund, problem gambling treatment
New York	All gaming taxes go into the state's education fund.	<a href="https://www.gaming.ny.gov/about/index.php?ID=3">https://www.gaming.ny.gov/about/index.php?ID=3</a>	Education, agent commission, gaming administration, marketing allowance

North Carolina	All gaming taxes from tribal casinos goes to Tribal General Fund, Endowment and Investment Funds, Debt Service Sinking Fund, Housing Fund, Higher Education Fund, Capital Improvement Program, Cherokee Central Schools Assistance Fund, Health Program Supplement Fund, Cherokee Indian Hospital Authority, Police and Corrections Fund, and Kituwah Language Immersion Program.	<a href="http://docs.wixstatic.com/ugd/d1e310_9197a7d81dec4a409b6a990180381d80.pdf">http://docs.wixstatic.com/ugd/d1e310_9197a7d81dec4a409b6a990180381d80.pdf</a>	
North Dakota	All gaming taxes go to charitable uses and general fund.	<a href="https://attorneygeneral.nd.gov/licensing-and-gaming/gaming">https://attorneygeneral.nd.gov/licensing-and-gaming/gaming</a>	
Ohio	All gaming tax goes to Host City Fund, Student Fund, County Fund, Casino Control Commission Fund, Ohio State Racing Commission Fund, Law Enforcement Training Fund, and the Problem Gambling & Addictions Fund.	<a href="http://www.tax.ohio.gov/Portals/0/government/newdocs/Casino%20Docs/July%202017%20casino%20tax%20deposits%20by%20fund.pdf">http://www.tax.ohio.gov/Portals/0/government/newdocs/Casino%20Docs/July%202017%20casino%20tax%20deposits%20by%20fund.pdf</a>	Local governments, education, casino control commission, racing commission, law enforcement training, problem gambling and addictions
Oklahoma	All gaming taxes collected from tribal casinos goes to Education Reform Revolving Fund, the General Revenue Fund and the Department of Mental Health and Substance Abuse Services.	<a href="https://ok.gov/OSF/documents/GameCompAnnReport2016.pdf">https://ok.gov/OSF/documents/GameCompAnnReport2016.pdf</a>	12% to the General Revenue Fund, 88% to the Education Reform Revolving Fund
Oregon	All gaming taxes go to public education fund, economic development/job creation fund, state park/natural resources fund, and problem gambling treatment fund.	<a href="https://www.oregonlottery.org/about/oregon-lottery-information/how-lottery-funds-are-allocated">https://www.oregonlottery.org/about/oregon-lottery-information/how-lottery-funds-are-allocated</a>	
Pennsylvania	All gaming taxes go into the state's general fund.	<a href="http://www.media.pa.gov/Pages/Revenue-Details.aspx?newsid=215">http://www.media.pa.gov/Pages/Revenue-Details.aspx?newsid=215</a>	Property tax relief, economic development, tourism, horse racing industry, host local government
Rhode Island	All gaming taxes go into the state's general fund.	<a href="http://www.rilot.com/financial.asp">http://www.rilot.com/financial.asp</a>	General Fund, Lottery Commission, marketing programs
South Carolina			



South Dakota	All gaming taxes go to School Districts, SD Tourism, State general fund, State Historical Preservation, and counties.	<a href="http://dor.sd.gov/Publications/Annual_Reports/FY2016Annual%20Report.pdf">http://dor.sd.gov/Publications/Annual_Reports/FY2016Annual%20Report.pdf</a>	State gaming taxes allocated as follows: (a) 40% Dept. of Tourism; (b) 10% Lawrence County; and (c) Remaining 50% disbursed as follows: first \$100,000 to State Historical Preservation Grant and Loan Fund. Next \$6.8M to the City of Deadwood. Remaining funds go to the state general fund, Lawrence County municipalities, Lawrence County school districts, Deadwood historic restoration and preservation fund.
Texas	All gaming taxes go to the state's General Revenue Fund, Multicategorical Teaching Hospital Account, Tertiary Care Facility Account, HHSC Graduate Medical Program, Foundation School Fund, and Texas Veterans Commission.	<a href="https://www.txlottery.org/export/sites/lottery/Documents/financial/Monthly-Transfer-Document.pdf">https://www.txlottery.org/export/sites/lottery/Documents/financial/Monthly-Transfer-Document.pdf</a>	
Vermont	Tribal or commercial gaming is not allowed.		
Virginia	Tribal or commercial gaming is not allowed.		
Washington	All gaming taxes go into the state's general and a special fund.	<a href="http://www.wsgc.wa.gov/docs/0204-tax-report.pdf">http://www.wsgc.wa.gov/docs/0204-tax-report.pdf</a>	
West Virginia	Contacted, no response	<a href="http://www.budget.wv.gov/Pages/contact.aspx">http://www.budget.wv.gov/Pages/contact.aspx</a>	Education, Racetrack Table Games Fund, Horse and Dog Racing Purses.
Wisconsin	Contacted, no response	<a href="https://www.revenue.wi.gov/DOR%20Publications/1104gambliinq.pdf">https://www.revenue.wi.gov/DOR%20Publications/1104gambliinq.pdf</a>	
Wyoming	Contacted, no response	<a href="http://revenue.wyo.gov/home/contact-information">http://revenue.wyo.gov/home/contact-information</a>	

# IMPLEMENTATION BLUEPRINT



## *An Economic Development Strategy for The Renaissance of a Great American Downtown: Springfield, MA*

**FINAL**  
**May 29, 2018**

*Prepared in consultation with The City of Springfield, MA & MGM Resorts  
by The Chicago Consultants Studio, Inc.*

# INTRODUCTION

*With the introduction of gaming into downtown Springfield, the potential for collateral economic development to enliven the downtown, strengthen the urban fabric, stimulate mixed-use investment, attract business and leisure tourism, enhance nearby neighborhoods and reinvigorate the broader Western Mass region is a powerful urban development tool for the City, civic leaders, and key stakeholders.*

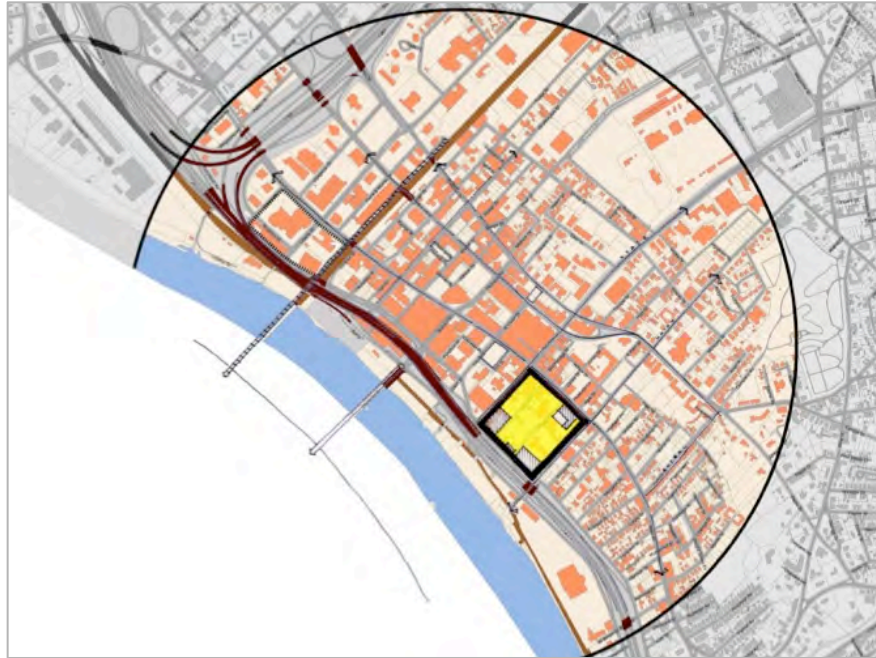
*As a major urban investment, an anchor and destination draw, a gateway, a major employer, and a prominent architectural icon, the MGM Springfield casino mixed-use development should be a catalyst for positive additional investment and urban initiatives. It is located at the intersection of several districts and corridors, and proximate to several neighborhoods. From a strategic city planning and economic development perspective, this convergence affords the City the opportunity to leverage the \$950M private sector investment in the casino project to create proactive and positive “city building” initiatives, incentives, controls and regulations to foster deliberate and quality urban enhancements.*

*Building on the City’s Vision 2018 and “Springfield: Rising to New Heights” initiatives, this process seeks to stimulate further dialogue and interest, facilitate creative strategies, and establish a framework for both general and specific urban initiatives within the districts adjoining the casino to help the City, property owners, civic leaders, and private investors leverage this massive investment toward high quality collateral development. The Implementation Blueprint is intended as a living document to be updated and revised annually over the next five years to capture the collateral benefits for the city and region. As the initial step, the City/MGM have identified the following priority areas for immediate focus:*

- 1. Key Strategic Collateral Development Opportunities**
- 2. Solidifying Springfield as the Center of the Region’s Convention, Meeting & Entertainment Business**
- 3. Creating a Market Rate Residential Downtown**
- 4. Attracting New Downtown Employers and Businesses**

*The Initiatives Workbook represents the culmination of this targeted effort and provides the City, MGM, abutting property owners, neighborhood organizations, individuals, community leaders and the region with the essential “implementation blueprint” contemplated in the Host Community Agreement (HCA).*

# INITIATIVES OVERVIEW



*Maximizing Collateral Impact*

- 1 KEY STRATEGIC COLLATERAL DEVELOPMENT OPPORTUNITIES**
    -
  - 2 SOLIDIFYING SPRINGFIELD AS THE CENTER OF THE REGION'S CONVENTION, MEETING, & ENTERTAINMENT BUSINESS**
    -
  - 3 CREATING A MARKET RATE RESIDENTIAL DOWNTOWN**
    -
  - 4 ATTRACTING NEW DOWNTOWN EMPLOYERS / BUSINESSES**
    -
- SUPPORTING AGENCIES, INITIATIVES AND INCENTIVES

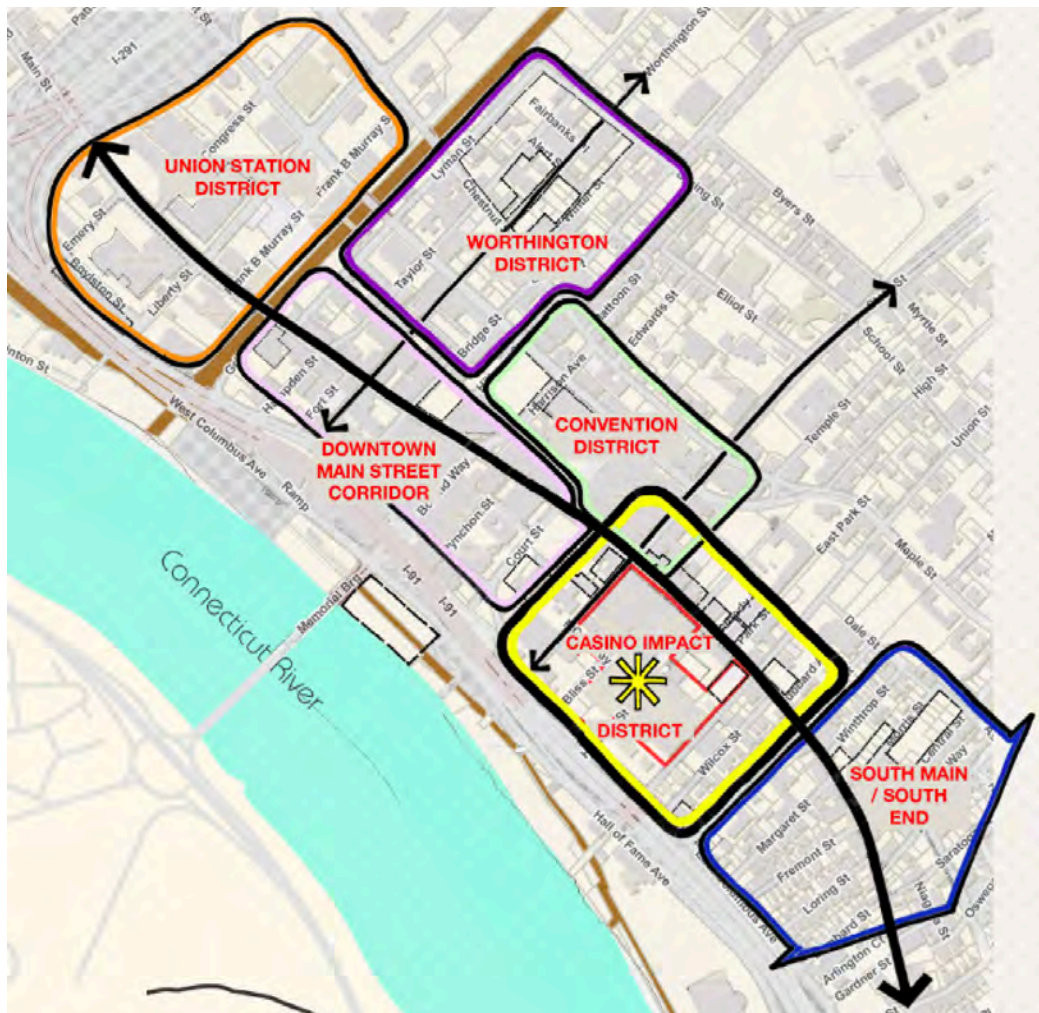


# 1

## KEY STRATEGIC COLLATERAL DEVELOPMENT OPPORTUNITIES

*With great potential to leverage MGM Springfield's \$950M investment, downtown Springfield's redevelopment sites provide prime opportunities for important and significant collateral investment. Together with MGM Springfield, strategic redevelopment of these key sites will further enable the renaissance of downtown into an active and vibrant urban environment that will attract new visitors, families, businesses and employees for years to come.*

*Key strategic planning, expanded incentives and grants, regulatory controls/enhancements and other related assistance should be explored to encourage and facilitate critical redevelopment of priority sites in proximity to the MGM Springfield anchor on Springfield's Main Street.*



Downtown Development Areas

## OPPORTUNITY

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*Attractive, lively, and inviting storefronts with complementary goods and services are an essential ingredient to successful downtown streets and environments. With MGM Springfield soon as a dynamic destination anchor along Main Street attracting much expanded tourism and business markets, adjacent downtown sites and properties will play an essential role for necessary collateral development while enhancing the downtown vitality. Key sites within the core downtown area and adjoining districts are prime development opportunities for new complementary restaurants, retail, lodging, businesses, and residential to meet and expand new demand and further activate the urban experience.*

*This strategic plan will help the City, MGM and stakeholders to identify, assess, and conceptualize the priority opportunity while setting a clear implementation path to encourage and facilitate critical development. Additionally, exploration of various existing and new funding sources and the creation of redevelopment oversight structure/organization together will provide the necessary mechanism to further ensure implementation.*

## OBJECTIVES

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*To comprehensively assess the real estate opportunities in and adjacent to downtown so that Springfield can prepare proactive strategies to address potential vacant properties and promote new collateral development to maintain and enhance downtown vitality and environment*

- Create an inventory and prioritization of sites/buildings/opportunities to guide critical redevelopment and collateral improvements
- Identify a range of development uses, concepts, and ideas to capture and satisfy the expanding Springfield market demand through new, complementary goods, services and products
- Explore a range of business and developer-friendly “tools” to facilitate development including potential new grants and incentives, City zoning assistance and development overlays, stakeholder assistance, potential partners, tax abatement, utilities, and related support
- Create a near term strategy for targeted outreach, engagement, and solicitation of property owners, developers, potential tenants, and/or other interim solutions to address immediate opportunities and concerns
- Identify broader downtown potentials for complementary, synergistic redevelopment of adjacent development zones to further extend and “radiate” the impact of MGM investment and address across other ongoing planning efforts by the City
- Form and/or re-establish governing organization and/or civic entities to provide oversight, accountability and execution to promote and facilitate development, assistance, incentives/grants deployment, and implementation mechanisms/agencies

## STRATEGIC INITIATIVES

### A. Immediate Priority Casino Impact District / Main Street Corridor

Along Springfield's primary "front door" address and immediately adjacent to the MGM anchor development, these core Main Street Corridor properties create the essential context and complementary / supporting uses to further attract, retain and engage patrons in the unique urban experience. With many of these properties still vacant or in transition, it is essential that the City, MGM, and related civic agencies collaborate to help initiate an engagement and assistance effort with key property owners, interested developers, and/or tenants to reposition and marketing the unique and timely development potential of each site. Key to this will be articulating a variety of grants, incentives, regulatory/zoning assistance, or other development support that the City, the Commonwealth, related agencies and/or interested area stakeholders can bring to these properties. The immediate effort will advance a series of targeted development strategies for priority parcels to be used to market and solicit business, developer and tenant interest, and further investment.

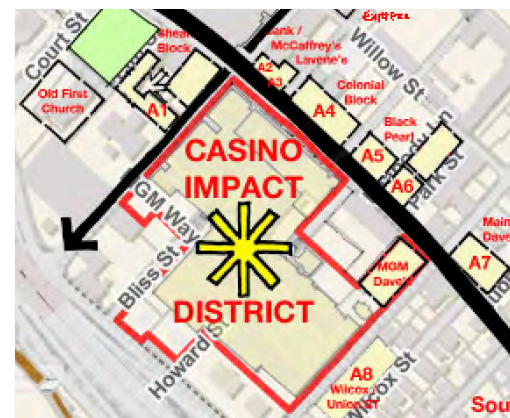
- Key Properties
  - MGM "Dave's Furniture Site"
  - A1 "Shean Block/31 Elm Street"
  - A2 "Bank/McCaffery's"
  - A3 "Lavene's"
  - A4 "Colonial" Block
  - A5 "Black Pearl"
  - A6 Proposed Hotel
  - A7 Union/Main Davenport
  - A8 Union/Wilcox
  
- Redevelopment Potentials and Needs
  - Situated immediately adjacent to the new MGM downtown anchor, these sites are ideal locations for additional off-site dining, retail, entertainment, or lodging to provide alternative options, and meet demand not fully accommodated by the MGM Springfield
  - Complementary program uses, tenants and/or desired redevelopment entities should be identified and strategically approached as part of a collaborative effort to help ensure adjacent sites add to and enhance the downtown environment and offerings
  - In collaboration with City and MGM, suggest initial outreach/engagement of stakeholders through City/Commonwealth agency(s) already tasked with downtown redevelopment



Main Street Corridor Priorities



Retail/Restaurant Opportunities



Key Proximate Sites



(such as EDC, DevelopSpringfield, MassDevelopment, Business Improvement District (BID))

### **Key Steps**

As an immediate priority, commence with *Strategic Initiative A Casino Impact District* to ensure that interim physical improvements, attraction and leasing of new quality tenants, and/or redevelopment of key sites has begun in conjunction with the opening and creates a complementary retail, commercial environment commensurate with the adjacent MGM \$950M investment.

- **Assess and Enhance Incentives and Development Assistance**  
A combination of incentives and related City assistance should be explored to attract developers, investors and/or tenants, facilitate the development process, and ensure viability through offsetting/augmented redevelopment costs if needed. In addition to a number of existing programs (storefront improvement grants, Lease it Local rent subsidy program, Downtown Dining District Fund), these incentives may also include: acquisition assistance, renovation grants/subsidies, historic tax credits, tax abatement, fee waivers, infrastructure/utility enhancements, zoning/regulatory assistance, or shared services (e.g. parking). Funding for additional incentives/grants should be pursued through civic leadership, key institutions, and stakeholders donations (much like the marketing/image campaign) and in conjunction with funding potentials through Federal or Commonwealth agencies and programs.
- **Pursue Regulatory Development Overlay Area**  
A development overlay area should be pursued to further guide and encourage near term redevelopment in the key areas around the casino and be linked to the use of incentives in these areas. This should include: urban design criteria and guidelines to ensure contextually responsive urban development and architectural consistency in primary zones (e.g. Main Street); desired program uses to promote complementary, missing or needed enhancements to the downtown offerings, as well as prohibitions to avoid undesirable development (surface parking lots, noxious uses, etc.); geographically associated incentive zones, with potential higher value on immediate and proximate development; special signage allocations and/or enhancements to further embellish the district; parking requirement variances through potential shared usage elsewhere, and other related regulatory assistance. The development overlay should be considered temporal and sunset within five years after opening to encourage near term development. A full complement of available incentives should be made available through this overlay area.
- **Craft Near Term Outreach Strategy**  
Outreach to key adjacent land/building owners and existing development entities should begin immediately to understand current plans and strategies for redevelopment, if any, as well as impediments to development. This outreach should be tailored specific to each site/owner and conducted by the most appropriate agency(s) involved in downtown development (such as the SRA, BID, DevelopSpringfield, MassDevelopment) in conjunction with the City and MGM. Upon this initial

outreach and baseline understanding, a more definitive strategy from the City, other agencies/entities, MGM or other interested stakeholders can then be tailored to meet the objectives, needs and directions of the implementation blueprint. Targeted outreach to developers, desired tenants or investors should also be pursued through collaboration of the City, MGM, civic agencies, and/or stakeholders and leverage local events/resources such as the Western MA Developers Conference in June 2018 as well as national events through professional organizations such as Urban Land Institute (ULI), RECon/ICSC The Global Retail Real Estate Convention, or the American Planning Association (APA).

- **Craft Development Brief for Marketing**

The Implementation Blueprint framework document, initiative briefs, and supporting graphic materials can be used to promote Springfield and market the various sites, zones and redevelopment opportunities throughout the City. These materials can be crafted into specific targeted presentations and / or “synopsis” briefs for use in developer and tenant outreach and overall marketing of Springfield. The brief should convey an overall assessment of the existing demand, development opportunities, implementation strategies, incentives, and comprehensive vision from this effort for the various sites and redevelopment areas. Additionally, these materials should be referenced and available via links on the City, Western Mass EDC and other regional/Springfield agency websites involved in promoting Springfield. These materials should be made available and accessible to the interested development community via a collateral development website.

- **Establish Oversight and Accountability Entity**

The ongoing monitoring, strategic direction, and implementation of each of these redevelopment sites will require the guidance from some form of oversight agency in collaboration with the City and MGM. Western Mass and the City have a number of existing agencies who are already established and could potentially serve in the role of both facilitating and/or executing the priority projects. Existing Springfield agencies including the Western Mass EDC, SRA, DevelopSpringfield, or Springfield BID, could be tasked with specific initiatives and projects based on their expertise and mission.

## ***B. Additional Collateral Enhancement Sites For Consideration***

Radiating out from MGM Springfield, adjacent sites and “districts” offer additional prime redevelopment potentials that can further enhance and diversify downtown as a high quality environment to live, work and play.

### **1. South Main Street / South End Infill**

Just south of MGM Springfield, South Main Street serves as an important extension of this vibrant area, with a variety of infill and redevelopment



Springfield's Historic South End

opportunities along Main Street, Columbus, Central Street and abundant infill throughout the South End area neighborhood. The potential to rebuild this historic residential and commercial fabric along Main and knit back together the City still scarred from the 2011 tornado will create new impetus and momentum to carry into surrounding areas such as Six Corners / Maple Heights.

- Possible Properties
  - B1 Morris and Main
  - B2 Central Street Parcel Redevelopment
  - B3 S. Columbus/Wilcox Parcel
  - South End infill

- Redevelopment Potentials and Needs

- Requires leadership, incentives/grants, assistance, and controls to guide

complementary commercial and/or mixed use (with residential) development along Main Street compatible with City vision and MGM investment while preserving and enhancing the residential character inboard

- Central Street parcel offers proximate two acre vacant site for interim uses to support downtown and longer term redevelopment potential for residential townhouse/courtyard

development or similar

- Columbus, a primary approach corridor to downtown with direct highway access, and experiencing recent reinvestment (including Starbucks, gas station, and Hilton Hampton Suites hotel) and can continue to support additional commercial, lodging and related services development



Hotel Reinvestment On Columbus



New Retail Development In South End

## 2. Downtown Main Street Corridor

Preserving and enhancing the entire downtown Main Street corridor is essential to maintaining the “heart” of downtown Springfield, its urban identity and vitality, as well as the primary linkage/lifeline to other adjacent districts and destinations. Key infill sites along Main Street can help restore these connections and shorten the perceived distances by providing attractive development potential for retail, restaurants, entertainment, commercial and residential uses. Strategic redevelopment can help enliven and restore Springfield’s main downtown identity space, Court Square, provide continuity and urban edge along Tower Square Park, and recreate a significant destination anchor through a restored and active Paramount Theater that will further drive visitors into Springfield’s Dining District or Union Station/North End areas.

The Downtown Main Street sites play an important role in restoring connectivity, providing continuity, and reenergizing the entire stretch of Main



Street to ensure a comprehensive, cohesive and vibrant downtown experience. With redevelopment efforts already being considered and underway through the Transformative District Initiative (TDI) and the related Downtown Dining District Fund (DDDF), the City of Springfield and Commonwealth’s MassDevelopment have helped promote redevelopment interest and funding to this important area.

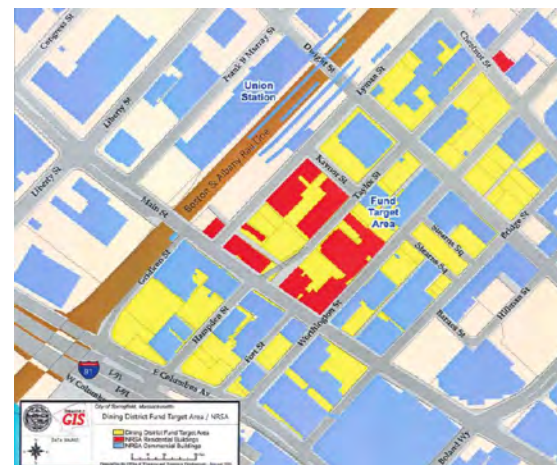
- Key Properties
  - C1 Old First Church
  - C2 Tower Square Park
  - C3 Paramount Theater
- Redevelopment Potentials and Needs
  - Court Square activation and revitalization through reuse and additional programming of Old First Church (together with 31 Elm Street residential)
  - Town Square Park, a temporary use and former Steiger’s Department store has great potential for new office or residential and ground floor retail and can serve as a key site to attract new businesses/employees to the heart of downtown
  - Renovation of the Paramount Theater as a live performance venue would add significantly to the cultural and entertainment offerings as well as provide a significant anchor on Main Street.



Proposed Paramount Theatre Redevelopment

### 3. Worthington District

Historically a dining and entertainment district, the area along Worthington and adjacent to Apremont Triangle would be an ideal location to once again provide Springfield with a range of new, complementary dining and entertainment offerings as an alternative to Main Street or MGM Springfield. With an existing concentration of restaurants and unique availability of abundant land resulting from the 2012 natural gas explosion, the Worthington District is prime to become a hip, offbeat destination zone that will attract office workers, residents and visitors alike. Additionally, bolstered by the resurgence and appeal of the Apremont Triangle and major investment north with the Union Station renovation, the Worthington District is also an ideal location for much needed new market rate residential offerings. Following trends in other comparable cities across the US, Springfield can attract the young professionals, empty nesters, and new families seeking to live in an urban, mixed-use, and vibrant downtown through targeted redevelopment in the Worthington District. This redevelopment area



Springfield Downtown Dining District



Worthington Street Study (Utile)

may be considered a key site for the Market Rate Residential Initiative.

- Key Properties
  - D1 Blast Site (multiple owners)
  - D2 Apremont
  - Other
- Redevelopment Potentials and Needs
  - The recent Willys Overland building renovation announcement is indicative of the residential market and mixed use potential in the area
  - With close proximity to Downtown, the Dining District and adjacency to the desirable Museum Quadrangle, the Worthington Blast site could attract urban mixed use redevelopment as envisioned in prior studies including the 2014 Worthington Street District Planning Study; revisit the recommendations of the 2014 study



Precedent Dining & Vibrant Streetscape (Boston)

#### 4. Union Station Anchor Redevelopment

Springfield's reinvestment in Union Station and the North End serves as a clear indication of the importance of this City structure and its surrounding area, as well as the great potential now afforded Springfield to connect to and tap new markets in the region - from the business traveler, to the conventioneer, to students, and visitors/tourist. Equally important, Union Station

and the surrounding area serve as the northern anchor to the Main Street corridor which connects the key destinations and districts of the City. Springfield's Union Station area represents a unique opportunity to create a new "gateway" development that becomes a key portal to the City and arrival point to the Main Street corridor experience. The potential availability of sizable parcels for redevelopment proximate to transit can drive new businesses to the area, new institutions and education facilities, or even new destination attractions much like prior plans for the minor league baseball stadium.



Renovated Springfield Union Station as Catalyst



North End Potential

- Key Properties
  - General zone and sites around Union Station (TBD)
- Redevelopment Potentials and Needs

- Transit Oriented Development (TOD) opportunities adjacent to Union Station
- New anchor attraction, office/corporate, medical campus, residential potentials

### **KEY STEPS**

Advance overall strategy and baseline materials to articulate additional downtown redevelopment potentials in adjacent zones and highlight range of projects types, and complementary uses. Together with Initiative A priority sites, downtown Springfield is afforded a wide range of redevelopment potentials to respond to and solicit developer interest, and all building a more vibrant and attractive downtown

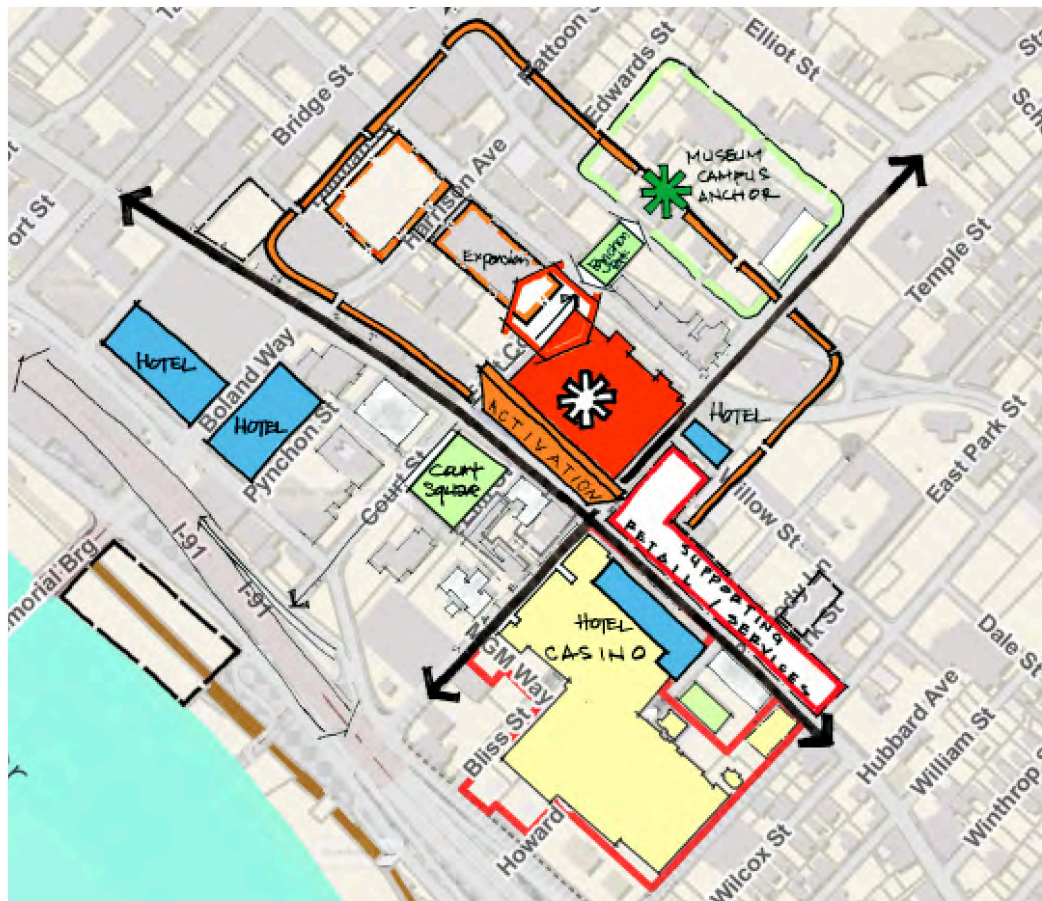


# 2

## SOLIDIFYING SPRINGFIELD AS THE CENTER OF THE REGION'S CONVENTION, MEETING, & ENTERTAINMENT BUSINESS

*With much expanded offerings, draw and exposure to Springfield through MGM's urban destination venue, there is unparalleled opportunity to reshape and expand Springfield's convention business to target and capture new markets in meeting and conference business. New investment in downtown commercial infrastructure including retail, dining and lodging, together with MGM's annual commitment to bring quality entertainment throughout Springfield's signature venues, can provide critical support and complementary attraction to seek to become the region's premier destination for meetings and conferences.*

*Targeted reinvestment in the convention facility, related infrastructure, complementary and supporting commercial uses and new expanded marketing can reshape Springfield into the premier convention and meeting venue in the region.*



Convention Center Influences & Opportunities

## **OPPORTUNITY**

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MGM Springfield's physical investment, programmatic commitments, and industry relationships offer Springfield unparalleled opportunity to reshape and expand its convention business into the region's premier destination venue. As convention and meeting offerings bring new businesses, visitors and patrons to its city, Springfield can leverage the symbiotic relationship with MGM Springfield's investment to encourage extended stays, spousal/family attendance, broader tourism offerings and appeal, and overall increased spending in Springfield and the Western Mass region. MGM's five-year guarantee of premier entertainment to fill Springfield's MassMutual arena, Symphony Hall, and City Stage further provides a competitive advantage to attract and retain new convention and meeting business for years to come.

Through a proper assessment and understanding of the baseline business, convention competition and marketplace, existing facilities, enhancements, and new potentials enabled through MGM, Springfield can craft a targeted plan to reposition itself as the premier convention and entertainment destination in the region.

A critical aspect of the City/MGM partnership has been a unique collaboration throughout focused on realizing broader economic development. Rather than overwhelming the marketplace and attempting to capture and retain casino patrons solely within the casino development as other urban casino investments have done, this strategic partnership has resulted in a means to create an environment that will encourage collateral development/investment rather than siphon off business from existing hotels, restaurants and amenities. While the prime aspect of this has been the location of the casino right in the heart of the downtown, that decision now benefits the ability to leverage the area's convention/meeting industry, as well as the support businesses and retailers that accompany that.

## **OBJECTIVES**

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The economic engine of most successful and vibrant American cities is a robust convention, meeting, and exhibition sector. This is especially true in northern industrial cities which cannot directly compete with warmer climates on tourism, but whose regions possess unique and strategic amenities of density, headquarter facilities, transportation infrastructure, cultural offerings, historic fabric, etc.

- The positive economic ripple impact of convention and meeting business is exponential on both the host community as well as the broader region thus creating a true potential to stimulate a range of collateral impact and investment in the area. In addition to the obvious direct impacts on hotel and lodging occupancies, food and beverage expenditures, entertainment and the corresponding support service infrastructure (car rental, sundry



sales, etc.), the city's robust convention and meeting industry has the real potential to influence business and leisure visitor exposure to Springfield resulting in repeat visitation, increased spending, and even possible business relocation or investment in Springfield.

The introduction of the MGM Springfield casino represents a priority opportunity for the City to leverage its energy to finally achieve a long-eluded objective of making Springfield the region's convention and meeting center. Properly approached, this initiative could well produce long-term benefits for the city and the region well beyond those of the casino itself.

## **STRATEGIC INITIATIVES**

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### ***A. Regional Refocus and Competitive Needs***

Springfield has long recognized the value of attracting conventions, meetings and conferences by investing in high quality meeting facilities right in the heart of its downtown. However, it has long sought but not captured the core of the business and corporate convention market which is critical to establishing the foundation which in turn precipitates the spin-off and collateral impacts. Much of that market sector has been captured and maintained by venues like Hartford where the amenities are in place necessary to support such.

Springfield has, however, been successful in attracting a range of "retail" meeting and conference business which typically fills the weekends and off-seasons. If the city can now leverage the amenities which MGM Springfield is creating, and link them with other existing, but perhaps underutilized amenities, Springfield has the opportunity to dramatically enhance and increase its regional convention market share.

The key competitive aspects which Springfield needs to address to achieve success in this industry include:

- The creation of additional hotel rooms for the convention center directly adjacent and accessible to the Mass Mutual Center. The new MGM casino hotel will partially solve for some of this demand, as will the announced plans for a new Holiday Inn venue adjacent to the Center, though both lack the desired direct linkage to the convention center
- Enhanced meeting facilities, especially with regard to on-site breakout rooms and associated amenities which today limit the Center's ability to successfully compete for significant corporate business
- Improved and expanded on-site storage
- Addressing the Center's parking supply and demands for shows; the existing garage facility appears to be beyond its useful life and is more of a detriment than an asset; there does appear an opportunity to create a new, comprehensive parking strategy utilizing a variety of solutions and redeploy the existing garage site along with adjoining real estate to greatly enhance the overall Mass Mutual Center "invitation" to prospective users

- Infrastructure aspects including a underutilization of Westover Metropolitan Airport and lack of shuttles and connectivity necessary to link various downtown attractions as part of the Springfield convention center amenity package
- Last, with the density of insurance industry headquarters facilities in the region, the positioning of the Center needs to be addressed in order to not preclude the attraction of competitive corporate business under a Mass Mutual banner

To achieve the tremendous potential collateral economic impact possible in the convention/meeting arena for Springfield and the broader region, it appears imperative that:

- Springfield act quickly to develop strategies that leverage and take advantage of the casino development; the initial physical amenities that the casino will offer upon opening will provide a critical boost to Springfield's ability to market the city for new business
- Private, civic and corporate leadership of the city and of the region be engaged to understand the potential benefits, embrace the objectives and collaborate in lobbying for the resources to achieve the strategies
- The five-year commitment of MGM in the HCA to underwrite a minimum of twelve entertainment events per year is absolutely central to the success of these objectives and must be influenced and guided by the long-term concept of establishing Springfield as the region's convention/meeting center
- Springfield, MGM and the surrounding communities provide a compelling presentation of the immense economic development impacts of achieving this objective – and the huge payback to the Commonwealth of deploying potential grants and monies toward targeted and strategic marketing subsidies and incentives to help the strategy succeed early and produce results swiftly

### Key Steps

Initially, the Implementation Blueprint process recommends that four parallel and simultaneous initiatives should be undertaken to facilitate implementation. These should not be addressed sequentially as each will have influence on the other and they need to all be part of a singular and focused approach. The fact that MGM has now stepped into the management and operation of the Mass Mutual Center is a very positive and timely initial step that will provide coordination and collaboration.

- **Develop a Coordinated and Aggressive Convention Strategy to Leverage MGM Impact**
  - Leveraging casino amenities and facilities as destination attractions and draw that further complement the downtown business and tourism offerings tied to the convention offerings
  - Deployment of the five-year entertainment commitment for up to twelve quality events in area entertainment venues; the City and MGM may at



Leverage Entertainment Events & New Market

times consider strategically orchestrating these as fewer but higher impact, “block-buster” events to attract major draw conventions with regional impact in place of the HCA required annual twelve one-off events

- Coordination (seasonal and menu offerings) of all of the city’s assets and venues

- **Create a Mass Mutual Facility Enhancement Master Plan**

- Competitive facility analysis and opportunities, especially in light of the new attractions and market in downtown
- Expansion and enhancement plans to solve for deficiencies in break out space, parking, storage and proximate lodging
- Redeployment of the existing parking facility and adjoining real estate for the benefit of the Convention center
- Additional convention support facility and complementary uses improvements plan – additional hotels/lodging, retail, dining, and infrastructure in and around the downtown area
- Improvements study/plan to increase accessibility to Convention Center through regional airport & charter business expansion
- Proposals to secure possible Federal, Commonwealth Legislative and/or related agencies funding allocations



Mass Mutual Convention Center Potentials

- **Craft a Five-Year Competitive Advantage Marketing Program to Capture Business**

- Create a targeted marketing plan to grow and embellish the current facility draw specifically tied to the full complement of business and tourism offerings, now enhanced by the casino development and entertainment commitments
- Establishment of potential incentives and subsidies to assist in attracting and retaining the conference and meetings convention market; these funds could be used to offset facility costs, lodging rates, shuttle/transportation services, or parking support to create a competitive and enticing package for future convention conferences/shows
- Participation of support facility improvements plan and marketing – hotels/lodging, dining, infrastructure, transportation/accessibility, and related potential incentives
- Proposals to secure possible Federal, Commonwealth Legislative and/or related agencies funding allocations



Convention Center Rebranding & Marketing



Broader Meeting & Conference Potentials



- **Enhance Structural/Organizational Aspects to Assist with and Realize Growth Objectives**
  - The success of convention/meeting strategies in other major cities suggests that while the convention and meeting planners are key to driving these initiatives, it is essential that the business, civic and political leadership understand the importance of their involvement and guidance in the overall process. Properly and enthusiastically led, this component of the Implementation Blueprint has the most far-reaching and most long-lasting benefits for the city and the region.

## **CONVENTION DISTRICT ENHANCEMENT SITES**

As a driving force and synergist use to MGM Springfield, the Convention Center area warrants a careful assessment of both on-site space and adjacent properties to address the near and long term expansion, programmatic and redevelopment needs identified in the Convention Center Initiative. In conjunction with that effort, the current facility and adjacent sites should be evaluated to respond to expansion potential, parking and related infrastructure needs, overall facility beautification, activation, and rebranding, as well as critical connectivity to other area assets such as the Museum Campus or Worthington District.

- **Key Properties**
  - B1 Civic Center Garage
  - B2 Harrison Parking Lot
  - B3 Pynchon Plaza
  - B4 Main Street Frontage
- **Redevelopment Potentials and Needs**
  - Redevelopment of existing Civic Center garage for expansion of Mass Mutual Center’s facilities including potential breakout meeting and conference space, ground floor related amenities and retail uses, and new parking structure; this site could also be considered to house a new convention center hotel on top of the new expansion development
  - Further explore additional downtown hotel, retail/commercial redevelopment proximate to convention center
  - Potential enhancements to existing center uses, programming and/or façade along Main Street to increase downtown vitality and encourage stronger connectivity along Main Street down to South End
  - Ongoing improvements to Pynchon Park to enhance environs and strengthen connection to Museum Campus



Adjacent Sites/Opportunities to Convention Center



Enhance / Enliven Main Street Frontage

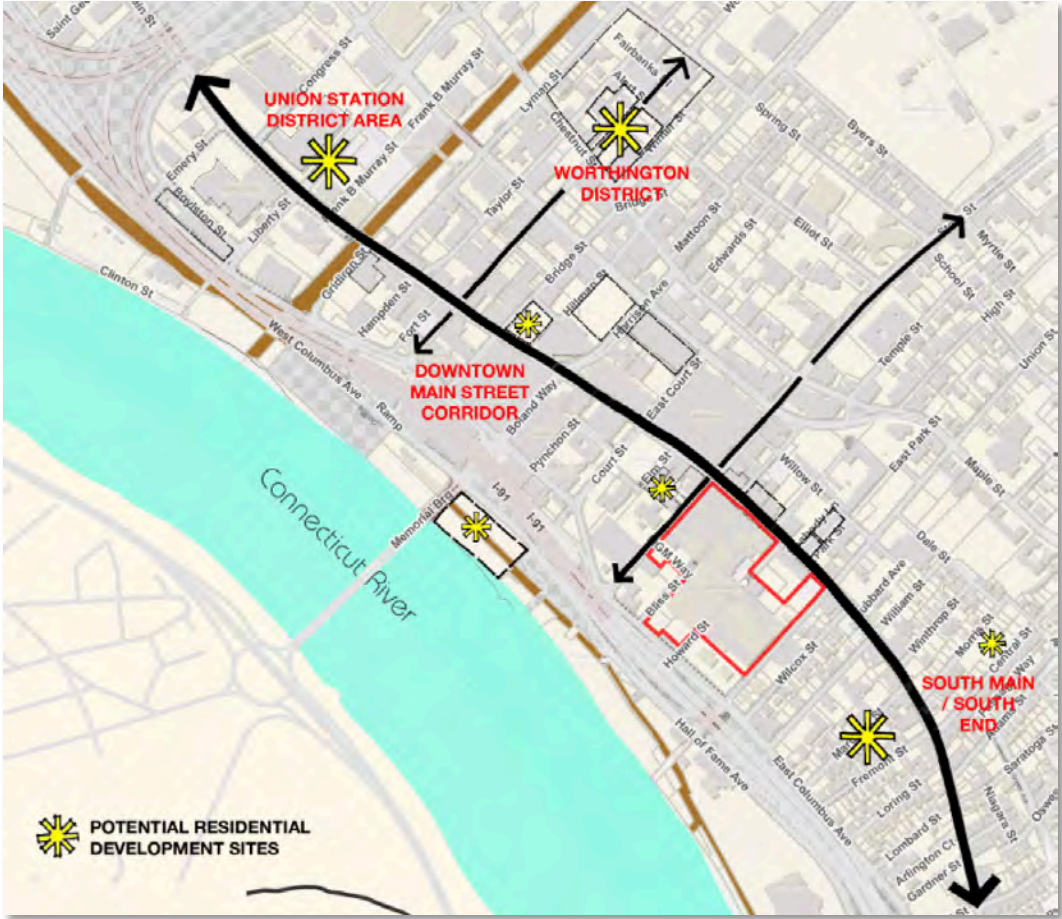


Pynchon Plaza/Park Connections

# 3

## CREATING A MARKET RATE RESIDENTIAL DOWNTOWN

The national resurgence and growing desire to both work and live in urban cities is timely for a downtown such as Springfield which is at the forefront of a renaissance. With abundant reinvestment in tourism, entertainment, and supporting uses, Springfield needs to bolster its resident population and expand its market rate residential offerings to provide ownership opportunities in the downtown community. This new targeted growth will bring further vibrancy, more diverse residential offerings and broader market potential, as well as a new “ownership” community long missing from the heart of downtown.



Residential Development Opportunities

## **OPPORTUNITY**

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The successful and competitive American downtown today offers a complete mix of land uses, including a range of market-rate residential offerings for each demographic sector. Over the last several decades, the urban resurgence has been fueled by the ability for attractive market-rate housing to thrive in the heart of the city bringing the energy and vitality of families, young professionals, empty-nesters and others.

The potential renaissance of downtown Springfield spurred by MGM's \$950M investment brings with it both renewed appeal and increased need for new market-rate residential offerings, further bolstered by MGM's commitment to underwrite an initial number of new, market-rate residential units in the downtown

## **OBJECTIVES**

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It is critical that the introduction of new market-rate residential units downtown provide a product type and urban environment that meets the Springfield marketplace. Unlike Boston, Chicago and other cities that have enjoyed a successful urban residential renaissance for several decades, Springfield will need to focus on carefully conceived residential initiatives and environments, locations and physical products that create the initial foundation for successful downtown living.

- Expand and diversify the residential product with more market-rate rental and ownership development
- Grow the residential population living in the core downtown area to further support and enhance the commercial vitality and viability in downtown
- Target key underutilized buildings, sites and districts for rehabilitation/reuse, and/or redevelopment in and around the downtown core
- Create residential environments that are perceived secure, and that offer a set of amenities (parking, open space, quality, uniqueness and value) that set them apart from and more attractive than existing residential offerings outside the downtown
- Promote and facilitate residential redevelopment through developer incentive programs, subsidies, grants, partnerships, or similar assistance
- Encourage and support residential purchasing and leasing through home ownership incentives, employer sponsored programs, mortgage/loan assistance, or other forms of aid
- Establish long term governance structures, organizations, or entities to implement, oversee, and manage redevelopment

## STRATEGIC INITIATIVES

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The proven success of downtown residential demonstrated by the many vibrant, active and energetic urban downtowns over the last 4 decades provides a good road map for Springfield on what works and what does not work in attracting a permanent resident population in the heart of a city. The three scenarios summarized below provide potential mechanisms for Springfield to explore and encourage through public/private sector collaboration and cooperation.

- Initiative B represents the most engaged and most successful approach and would be an extremely valuable opportunity for Springfield on several levels
- Initiative A represents a more singular and targeted effort which could produce first step results for Springfield
- Initiative C represents an opportunity to pursue regardless of other actions and is complementary and additive to both A and B

### **A. *Company/Key Institution Initiative***

A singular company or local institution with vested interest in area serves as catalyst and lead for redevelopment, providing initial impetus, organization, leadership/direction, and funding to launch. Typically the company or institution has a clear, vested interest in the success of such as a hands-on urban revitalization effort to improve its immediate environment and attract quality employees/patrons.

Precedent: “McRee Town/Botanical Heights”, St. Louis, MO

Approximate 14 residential blocks or 90 acres in deep decline and threat to neighboring communities immediately adjacent to the Missouri Botanical Garden (MBG), a major St. Louis institution and employer. MBG helped form, fund and direct the effort which led to the creation of the Garden District Commission (GDC) who established the McRee Town Redevelopment Corporation responsible for its development and implementation.

- Initial Sponsor: Missouri Botanical Garden
- Sources of Funding: MBG seed money (\$3M); City of St. Louis/Federal Community Development Block Grant (\$3M); HUD (\$5.85M), Danforth Foundation (\$3.8M); private contributions (\$2.5M)
- Incentives: Missouri Department of Economic Development (DED) through GDC offers Neighborhood Assistance Program (NAP) 50% state tax credits to qualifying business and individuals who make contributions to GDC to support revitalization in Botanical Heights Neighborhood
- Current Governance/Assimilation/Evolution: Garden District Commission (community based non-profit) and wholly owned affiliate McRee Town Redevelopment Corporation (MTRC) who has led efforts to assemble land, seek funds/grants, and procure residential developers and redevelopment agreements with MTRC



## **B. Civic Collaboration Initiative**

A collaboration of civically minded corporations, stakeholders and institutions in the form of a to-be-formed, single purpose development corporation to serve as lead and implementation entity of redevelopment effort.

Precedent: South Loop/Dearborn Park neighborhood, Chicago, IL (50 acres; 800 units; mix of high-rise, mid-rise, townhome and single family units; included elderly). Situated at the south edge of the downtown on former rail yards, Dearborn Park began in the late 1970's as a plan to revitalize over 50 acres of a former rail yard into much needed new residential development.

- Initial Sponsor: The Dearborn Park Corporation (DPC), a special purpose, limited-dividend civic entity comprised of about 20 key downtown corporations and institutions including utility companies, banks, retailers, media corporations, developers and the Archdiocese.
- Sources of Funding: Each DPC member invested an initial capital contribution as seed monies to fund land acquisition, design, development and construction, with profits limited to 6%; DPC members provided professional services (design, construction, financing); public funds were limited to public infrastructure (roads and utilities)
- Incentives: DPC members (banks) secured extremely favorable, below-market 30 year mortgage financing for residents, and established a two year residency requirement to discourage speculation and ensure owner-occupant residents; DPC member corporations encouraged their employees through additional incentives, and key executives moved into the development to help prime the pump
- Current Governance/Assimilation/Evolution: Dearborn Park Corporation dissolved upon successful completion of both development phases and turned governance over to homeowner associations; DPC members received 100% return of their capital investment

## **C. Employer Encouragement/Subsidies Initiative**

Led by the desire to attract and appeal to broader talent pool and potential target employees, an employer assistance sponsored program would provide non-site specific housing incentives and assistance to encourage and facilitate residential investment, home purchase, reuse/renovation, or rent assistance/abatement.

Precedent: Many downtown employers in many cities participate in such programs and have proven to be a boost both to the vitality of downtown and the employer's competitiveness in attracting and retaining quality talent; one example is the Loyola University Chicago Assisted Housing (UAH), an Employer-Assisted Housing (EAH) program; a similar, but slightly different example is the University of Chicago's threat property program which secured marginal residential properties and rehabbed them for University student, faculty and staff housing with subsidy incentives

- Target: Faculty and Staff to live near the university and local transit
- Funding: Loyola funds the loan program and homeownership counseling in exchange for tax credits from the state



- Incentives: Five-year forgivable loan for closing cost and down payment assistance; up to 25 loans per year; loans amounts are based on employee salary, AMI and proximity of housing to transit and university; loan-holders who remain employed by University, maintain property ownership, occupy the property and do not refinance in the 5-year period receive loan forgiveness

### Key Steps

The successful stimulation and reintegration of market rate housing into downtown Springfield will require a combination of leadership, incentives and development strategies to target and entice both development interest, and the buyer/tenant interest. Borrowing from precedents in other cities this strategy should include

- Formation of a similar corporate/civic corporation to guide redevelopment of a new market rate residential core utilizing available land assemblage and opportunities throughout downtown (Worthington/Blast zone, Union Station district, South End / Central Street, etc.)
- Engagement of major downtown employers, institutions, or land-owners to help sponsor and/or facilitate distinct residential developments for employees with related employee residential programs
- Create a range of grants/incentives and/or City assistant to facilitate downtown development and help ensure viability for market rate residential redevelopment
- Establish grants/funds and related assistance for downtown buyers to entice purchase/rental in market rate housing (closing costs, loan assistance, fees/rebates, etc)
- Link incentives/assistance to priority areas/sites with particular attention on available parcels/sites along Main Street corridor, related major cross streets, and adjacent districts including Worthington/Dining District, South End, Union Station/North End.



31 Elm / Court Square Residential Potential

### KEY SPRINGFIELD SITE OPPORTUNITIES

- Strategic Downtown Site: 31 Elm / Court Square
- Worthington (Blast Zone) / Apremont Triangle (Willys-Overland)
- South End Infill and Restoration
- Central Street Parcel
- Union Station District (TOD)
- Maple Heights/Six Corners Area



Willys-Overland Redevelopment

# 4

## ATTRACTING NEW DOWNTOWN EMPLOYERS / BUSINESSES

*The exposure afforded Springfield through the MGM investment has great potential to showcase downtown as not only a great city to visit, but one to live in, work in, and even relocate a business to. Fostering growth in new or expanded businesses downtown, can bring with it an exponentially expanded market through new employers and employees who will be encouraged to live, work, shop and recreate downtown given Springfield's "renaissance."*



Springfield: A Downtown for Business

## **OPPORTUNITY**

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As the City of Firsts, Springfield has been home to many exclusive nationally renowned businesses, industry, and institutions that have served as the economic backbone to its success and longevity in Western Massachusetts. In combination with abundant assets and amenities, and a well educated workforce, the infusion of a new \$950M casino and entertainment complex affords Springfield yet another opportunity to leverage new industries and related business growth across many employment sectors. With this renewed interest, investment, and vitality, downtown Springfield will significantly enhance the quality of life that in turn can attract, retain and grow business, services, employers and employees aligned with Springfield's emerging industries and long-term goals.

## **OBJECTIVES**

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It is essential to attract, retain and expand new employers and businesses to Springfield to continue to enhance a broad and diverse economic base and expand the market potential through new employees and families who can work, live and recreate in the heart of downtown.

- Leverage the strong business foundation and legacy of industrial and business leaders past and present who shaped Springfield as the City of First and economic heart of the region
- Expose an expanded market generated by the casino, entertainment, and enhanced convention offerings to the renaissance in downtown Springfield as a premier vibrant city for business relocation and growth
- Assess the extensive local and regional businesses, industries and educational institutions to target corporations/companies aligned with the City's offerings and resulting high quality professionals
- Showcase and expand the abundant assets, cultural institutions, and amenities of Springfield to the broader marketplace
- Establish complementary and synergistic programs that attract and retain a new employee base of young professionals and families, including employee residential programs, educational partnerships, job training and related family amenities
- Promote and facilitate new business development through enhancement to incentive programs, start-up grants/subsidies, mentorship/partnership programs, educational training, and related business growth assistance
- Continue reinvestment and expansion of Springfield's critical infrastructure, utilities and technologies to remain competitive and attractive
- Re establish a civic business leadership group to provide direction, insight, oversight
- Governance structures, organizations, or entities to implement, oversee, and managed redevelopment

## STRATEGIC INITIATIVES

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As a longer-term strategy, business attraction and growth in the heart of downtown is a primary goal to expand the new market to work, live, shop, and recreate in downtown. Many of the fastest growing cities in the US share similarities with their economic development approach to business attraction, business retention and expansion, and business creation including: some form of economic development leadership entity, a variety of incentives and grants for relocation, expansion, build out, and job creation in targeted areas and specific industries, regulatory, zoning, and/or related city agency support, and focused marketing/branding efforts. Springfield can look to emulate a similar approach through new targeted approach, programs and expansion of existing services.

Strategic Initiative A should be the primary focus with the largest potential impact from funding. Strategic Initiative B seeks to leverage and potentially expand on existing Springfield business growth infrastructure and programs, though may require significant investment to be effective.

### **A. Downtown “Renaissance” Business Leadership Forum & Fund**

Create a business leadership forum to monetize, leverage, and direct a new “renaissance/enterprise” fund to attract, retain and grow businesses, employers and employees, and encourage relocation from out-of-state into the West Mass/Pioneer Valley.

- Engage and vest the region’s founding employers and business leaders in creating true economic development by establishing a bonding mechanism to undertake a wide range of new business attraction efforts
- Provide funds from the private sector toward synergistic business attraction and relocation economic development initiatives
- As a regional impact initiative, the Renaissance Forum and Fund is intended as a longer-term priority as the enhancements and amenities of MGM Springfield’s investment in the area take hold
- Ensures the broader economic development process becomes a shared vision and priority with private sector accountability, administration and real results from these funds for the future health and vitality of the region
- Initiate a marketing campaign perhaps as part of the comprehensive Springfield rebranding, to highlight the key demographics, assets, attractions, and programs available to entice a range of businesses large and small, employers, employees, and families to relocated to downtown and the area

#### Sample Cities/Programs:

##### **Austin, Texas** Economic Development Department

- Established “Desired Development Zone” overlay across broad area of downtown Austin and “Imagine Austin” which further refines redevelopment opportunities and corridors
- EDC assists with Zoning Assistance and Relocation funds targeted to those zones



**Raleigh, NC: Office of Economic Development**

- Raleigh For You “R4U” Program with redevelopment “Target Areas” for funds, as defined in comprehensive plan; allows redevelopment outside target areas, but less incentives
- Building Investment Grant (BIG): is a discretionary incentive program providing cash grants to new and existing businesses that will provide economic benefits to the City of Raleigh, are competitive with other locations, and need the grant to carry out the project in the City. Grants are based on new job creation and new ad valorem taxable investment thresholds made by companies; min \$20M investment, 20 new jobs created; Grants are based upon 75% of new property tax revenue to city generated from the investment; require City Council approval; variety of other grants with varying terms include Headquarters Project grant for HQ relocation, Job Development Investment Grant (JDIG) \$/job created
- Building Up-Fit Grant (BUG): is a priority for the Raleigh community and its residents for attracting new business and expanding existing businesses in the city; encourages growth and development by assisting property owners and businesses with improvements, renovations, and/or additions to their interior spaces; up to \$25,000 with match from tenant

***B. Promote Springfield Innovation Center and Synergies with Technology Park:***

Support, enhance, and expand the current Springfield Innovation Center with additionally funding to help potentially expand staff, programs and outreach to continue to grow businesses. Springfield has a significant start with the opening of the new Springfield Innovation Center as well as the established Springfield Technology Park and Tech Community College. To capitalize on the substantial reinvestment and desirability of Springfield as a premier location to grow or relocate a business, Springfield should:

- Reengage major businesses, educational institutions, and key civic leaders to collaboratively support the Springfield Innovation Center through new potential funds
- Expand the potential of the Springfield Innovation Center and it’s programs focused on business growth



Springfield Innovation Center

## SUPPORTING AGENCIES, INCENTIVES & INITIATIVES

### **POTENTIAL SUPPORTING AGENCIES**

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*Western Mass and Springfield have a range of existing agencies and organizations who are currently working to promote and improve the downtown environment and vitality. These agencies could be used as a development and professional resource to the City and MGM as well as existing mechanisms and “facilitators” for implementation. There are clear benefits with respect to timing and efficiencies to using existing established agencies to assist with the immediate and ongoing priority projects of the implementation blueprint. These agencies can be augmented and expanded through potential new grants and/or economic development funds to allow for additional staffing and related organizational needs to address the increased role with of the Implementation Blueprint. Current agencies for consideration include:*

- Economic Development Council of Western Mass*
- MassDevelopment*
- Springfield Redevelopment Authority*
- DevelopSpringfield*
- Springfield Business Improvement District*
- Springfield Regional Chamber*

### **POTENTIAL SUPPORTING INCENTIVES AND EFFORTS**

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*Springfield has already established a number of programs and incentives specifically targeting redevelopment and enhancement to downtown Springfield. A number of these programs may be used in conjunction with the Implementation Blueprint. Additional grants and funds need to be secured through possible participation of area businesses and civic leaders, federal programs and assistance, and potential Commonwealth programs to help establish a range of incentives to respond to the Implementation Blueprint initiatives. Current programs and funds include:*

- Urban Renewal Zone (federal funds)*
- Opportunity Zones (new 2018 Federal funds; Springfield is already approved designated area)*
- Transformative District Initiative (TDI)*
- Springfield Downtown Dining District Fund*
- Springfield Section 108 Loan Program*
- Springfield Small Business Loan Program*
- Springfield Small Business Storefront Grant Program*
- Economic Development Incentive Program (EDIP)*
- Housing Development Incentive Program (HDIP)*
- Property Assessed Clean Energy (PACE)*
- Research & Development Tax Credit*
- Springfield Innovation Center*
- Springfield Technology Park / Incubator*
- Valley Venture Mentors Program*

*Additional targeted sources of funding should be sought to:*

- *Augment and expand agency support to accommodate the additional management and execution of the implementation blueprint*
- *Create new targeted grants and funds to attract and grow convention business, critical priority redevelopment projects, residential and business incentives*
- *Serve as seed money to secure matching grants from corporate, institutional, philanthropic and civic leadership entities as part of a “Renaissance Fund”*

## **POTENTIAL SUPPORTING INITIATIVES**

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*Additional complementary and/or supporting initiatives may be necessary to further enhance Springfield’s attractiveness across many sectors. Other study areas such as the Springfield image and “brand”, transit, public transportation, infrastructure, parking and education can all improve the overall image/identity for the City and urban experience for resident and visitors alike.*

### **A. Springfield Rebranding / Image Campaign**

- *Engage/coordinate with the pending “image” campaign to help focus effort around key initiatives of the implementation blueprint to re-establish competitive brand value of Springfield*
- *Assess and highlight key Springfield assets, amenities and competitive advantages, including the new MGM project:*
  - *Rich history and legacy*
  - *Proximity to other major urban cities*
  - *Highly accessible: air, rail, car Interstates, transit, rail*
  - *Highly educated population and educational institutions*
  - *High quality housing at low cost*
  - *Low cost of living*
  - *Access to education*
  - *Access to quality health care*
  - *Business friendly*
  - *Tech friendly*
  - *Abundant cultural institutions, attractions*
  - *Highly amenitized downtown with urban spaces, parks, and riverfront*
  - *New revitalized South End through MGM Springfield with high quality, new to market venues, attractions/programming and public offerings*
- *Highlight and promote the abundant development opportunities, new visitor market and increasing demand generated by MGM’s \$950M reinvestment and commitment to downtown Springfield.*

### **B. Other Possible Initiatives**

- *Local Transit and Infrastructure; ongoing improvements to road infrastructure, transit and rail will only improve Springfield’s accessibility, connectivity and draw from the broader region. The highway/interstate system rebuild (I-91 Expressway) Union Station renovation and redevelopment, and new “Hartford” line expanding rail service to Springfield from New Haven and Hartford, greatly increase the attractiveness and draw to Springfield. Other supporting efforts m*



- *Parking: comprehensive and coordinated downtown parking strategies to meet current and projected demands including possible shared usage*
- *Public parks, museum, and other amenity enhancements to encourage downtown interest and vitality*
- *Educational system/facility improvements to complement and encourage new residential growth downtown, and/or target educational programming toward high growth industries/businesses*

## **“IMPLEMENTATION” OF THE IMPLEMENTATION BLUEPRINT**

*The Implementation Blueprint is intended as a living, evolving document rather than a master plan or report. The initiative and steps noted throughout are focused on responding to the immediate first year of impact from the MGM investment in downtown Springfield, as well as provide suggestions on potential future focal points and opportunities to leverage in subsequent years. The City and MGM are committed to monitor, support and influence the strategies contained herein – and most importantly, to annually update and enhance the Implementation Blueprint to keep it a fresh, relevant and potent economic development tool.*

*However, the Implementation Blueprint will only be successful and achieve its potential if there is someone in the City or similar agency accountable to and actively engaged in the daily coordination and facilitation of these collateral opportunities. While various City agencies will necessarily be engaged in each and every aspect of leveraging the Implementation Blueprint, it is essential that a singular “facilitator” be identified with this task – not to undertake the initiatives themselves but rather to make certain all of the various and appropriate agencies, civic entities and MGM are coordinated in their execution of these initiatives. For example:*

- The MGM commitment to underwrite 12 entertainment events per year for five years is an extremely critical aspect of realizing the benefits of Initiative #2 regarding the regional convention, meeting and entertainment business; it is essential that someone make certain these underwritten events are strategically coordinated to support this focus area, and to rally the appropriate agencies to make certain they assist in attracting (and retaining) new convention and meeting business during these critical five years of operation; without such coordination and oversight, the City may well miss the ability to fully leverage a valuable economic development opportunity*
- This same individual/entity is critical to make certain the City Team and MGM are continuously evaluating, prioritizing, seeking and deploying the potential funding resources available from the Federal, Commonwealth or other agencies via the distribution of monies for specific economic assistance and development*
- Assisting the various City departments and civic agencies identified herein to ensure their individual efforts are fully coordinated, supportive of the Implementation Blueprint objectives and targeting tangible, quantifiable results in these critical first years*
- Making certain that the City Team and MGM coordinate regularly as well as refocus annually on necessary adjustments, updates and enhancements to the Implementation Blueprint, evaluating its progress and success and reassessing its initiatives to respond to new opportunities, needs, and/or funding.*

*In short, while the professional consultant team that prepared the Implementation Blueprint can certainly be an ongoing resource to assist the City and MGM with updates and insights as needed, the process requires a single individual at the City or similar agency to be tasked with the role of “owning” the Implementation Blueprint on a daily basis during this critical (and valuable) first five-year time period.*



# 19

## COMMUNITY MITIGATION FUND

### APPENDIX F

#### Non-Transportation Planning Application

BD-19-1068-1068C-1068L-33629

*Please complete the entire application.*

**Check if a joint application**

Towns of Foxborough, Plainville and Wrentham, MA

**1. NAME OF MUNICIPALITY(IES)/GOVERNMENT ENTITY(IES)/DISTRICT(S)**

Paula Maloney, Treasurer-Collector for the Town of Foxborough (pmaloney@foxboroughma.gov; 508-543-1216)

**2. NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)**

Paige Duncan, Planning Director (on behalf of Foxborough Town Manager William G. Keegan, Jr.)

**3. LEAD APPLICANT – NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)**

Foxborough Town Hall,  
40 South Street, Foxborough, MA 02035

**4. ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)**

508-543-1250; pduncan@foxboroughma.gov

**5. PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO HANDLE FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY**

Chris Yarworth, Director of Planning & Development, Town of Plainville (cyarworth@plainville.ma.us)  
Rachel Benson, Director of Planning & Economic Development, Town of Wrentham (rbenson@wrentham.ma.us)

**6. NAME AND CONTACT INFORMATION OF JOINT APPLICANTS – MUNICIPALITIES/GOVERNMENTAL ENTITIES/DISTRICTS**

Patrick J. McIntyre, Treasurer/Collector for the Town of Plainville (pmcintyre@plainville.ma.us)  
Karen Jelloe, Finance Director for the Town of Wrentham (kjelloe@wrentham.ma.us)

**7. NAME AND TITLE OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)**

Plainville Town Hall, 142 South Street, PO Box 1717, Plainville, MA 02762 (508-695-3142 ext. 10)  
Wrentham Town Hall, 79 South Street, Wrentham MA 02093 (508-384-5413)

**8. ADDRESS, PHONE # AND EMAIL ADDRESS OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)**

Plainridge Park Casino, Plainville MA

**9. NAME OF GAMING LICENSEE**

1. IMPACT DESCRIPTION

**Please describe in detail the related impact that is attributed to the construction or operation of a gaming facility. Please provide support for the determination that the construction or operation of the gaming facility caused, is causing or may cause the impact.**

The Towns of Foxborough, Plainville and Wrentham are directly affected by the Plainridge Park Casino due to its location in Plainville, and its close proximity to the boundaries of Wrentham and Foxborough.

Fortunately, negative impacts resulting from the Casino have been negligible to date. In fact, the Towns of Foxborough, Plainville and Wrentham see an opportunity to enhance visitation to the area, particularly Plainridge Park Casino, by developing a strategy to establish our region as a tourist/visitor destination. We believe a coordinated and regional approach is especially important to support the Plainridge Park Casino now that MGM Springfield has opened, and especially once Encore Boston Harbor begins operation later this year.

The Towns of Plainville, Foxborough and Wrentham are unique in that each of the three neighboring communities has a *major* regional destination located within their borders. Plainville has Plainridge Park Casino, Wrentham has the Wrentham Village Premium Outlets and Foxborough has Patriot Place/Gillette Stadium, all of which are located within seven miles of each other. These three major destinations combined bring in an estimated *twenty million plus* visitors per year to our region.

While our primary focus of this proposal is focused on the three towns that host year-round destinations, we hope to augment the region's already strong appeal by working to include other nearby significant venues, including the Xfinity Center in Mansfield (warm weather entertainment/concert venue) and the Tournament Players Club (TPC) Boston, a golf course located in Norton that hosts an annual PGA Tour event, The Dell Technologies Championship (formerly the Deutsche Bank Championship).

2. PROPOSED USE OF PLANNING FUNDS

**a) Please identify the amount of funding requested.**

\$75,000\*

\* The Town of Foxborough has not used any of its reserve fund set aside for surrounding communities. We are seeking to use this fund for this project.



**b) Please identify below the manner in which the funds are proposed to be used.**

The three major destinations in our region are successful in their own right but our current endeavor seeks to strengthen our regional economy, and to support the Plainridge Park Casino, by leveraging the power of all three destinations through a coordinated approach to economic development, marketing, transportation and tourism. The Town of Foxborough has taken the lead on this initiative, with the cooperation of the Towns of Plainville and Wrentham, along with the support of Plainridge Park Casino, Wrentham Village Premium Outlets and Patriot Place/Gillette Stadium.

We are seeking mitigation/reserve funding from the Mass Gaming Commission to hire a professional marketing consultant/firm to prepare a marketing, strategic and creative plan for the destination marketing of the Towns of Foxborough / Plainville / Wrentham. We envision this regional approach benefitting Plainridge Park Casino by attracting more tourists, business travelers (meetings and conventions) and visitors to the region and establishing this area as a viable destination for overnight stays.

We believe that the popularity of Wrentham Village Premium Outlets (WVPO) with international tourists represents an untapped resource for our region. According to the Wrentham Village Premium Outlet's website, international visitors account for up to 50% of the Center's shoppers. We find that most of these international visitors stay overnight in Boston and make a day trip to WVPO by bus or train. Rarely do these visitors explore our other local attractions, visit Plainridge Park Casino, or stay overnight in our region. We seek to change this by creating either a standalone or satellite visitor's bureau (as recommended after the study is complete) which will be able to promote our region and build its reputation as a destination. We want to compete with Boston and other destinations for tourists and business travelers (meetings and conventions).

**c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of planning to mitigate the impact from the construction or operation of a proposed gaming establishment.**

**The objectives of the Plainridge Park Casino Region's Destination Marketing Inventory and Action Plan study are:**

1. Generate increased economic activity through the effective marketing of the Region as a tourist and meeting destination.
2. Increase national and international exposure.
3. Attract leisure business to not only visit but stay in our region.
4. Respond to consumer information requests.
5. Increase convention and meeting bookings.
6. Increase group and individual tour business through solicitation and servicing.
7. Support a climate within the region wherein tourism may flourish through the active participation and cooperation of government and private sectors.

**Below is a draft scope that would be used to solicit proposals from qualified marketing consultants. This scope will likely be refined if funding is awarded:**

1. Establish destination context - Inventory
  - a. Major destinations within region

- b. The Towns and their Downtowns
  - c. Historical/cultural amenities within the region
  - d. Other destinations within the region
  - e. Transportation and lodging
  - f. Other
2. Today's Visitors
- a. Who comes to the destinations to visit?
  - b. Why?
  - c. Where do they stay?
  - d. Eat?
  - e. Spending habits?
  - f. Trends
3. Evaluate marketing strategy for each of the three major destinations in the region. Have they been effective? Can they be coordinated?
4. Perform a SWOT (strength/weakness/opportunities/threats) Analysis for the region.
5. Action Plan - develop a comprehensive strategic marketing and advertising plan that addresses the following:
- a. How to support Plainridge Park Casino to ensure long-term viability amid increasing competition and possible market saturation.
  - b. Propose marketing programs to promote the region, including timelines for development/implementation. Campaign may include but not be limited to, digital, print, video, radio, outdoor, online media, and direct marketing.
  - c. Plan for online media sites.
  - d. Recommendations on strategic marketing materials and publications.
  - e. Identify reasons to attract visitors to our region, and define specific visitor profile.
  - f. Identify strategies that increase overnight stays, especially during off-peak seasons.
  - g. Propose creative tactics such as advertising campaigns and events and packages.
  - h. Pinpoint emerging demographic and psychographic markets. Develop specific strategies to reach new markets.
  - i. Identify specific trade shows to attend and groups with which to work.
  - j. Evaluate possibility of establishing historical/cultural visitor tours to the region.
  - k. Capitalize on SEO and SMO, apps, and other new digital media opportunities to increase reach, access and internet visibility.
  - l. Update and respond to internet-based tourism sites.
  - m. Collaborate with attractions and special events.
  - n. Develop and propose a system of measurable results and outcomes.

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

Most visitors to Plainridge Park Casino today live within driving distance. Our request will result in a specific action plan to increase visitors to our region by attracting those from outside the region. We want to establish our region as a desirable destination for tourists and business travelers (meetings and conventions), which will directly benefit Plainridge Park Casino and the three communities.



**e) Please describe how the planning request will address the specific impact indicated.**

Please see item d) above.

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

The Town of Foxborough has not used any of its \$100,000 reserve fund set aside as a surrounding community. We are seeking to use this fund for this project.

If it is required, the Towns of Plainville and Wrentham could contribute from their remaining reserve balance, but Foxborough is prepared to use only its reserves, if allowed.

**8. CONNECTION TO GAMING FACILITY**

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

We believe this project will benefit Plainridge Park Casino as gaming competition increases in Massachusetts. With MGM Springfield opening last year, and Encore Boston Harbor opening in June, we fear there could be a negative effect on visitors to the Plainridge Park Casino. Our region has a vested interest in seeing Plainridge Park Casino succeed, and we believe increasing tourism to our region will benefit the Casino, as well as the region as a whole. If our tourism effort is successful, we envision a future shuttle connecting the three towns, their major destinations, their downtowns and area commuter rail stations. This would be a later phase predicated on the outcomes, findings and success of this current project.

**9. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

The funds will be used to hire a professional marketing consultant / firm to develop a marketing, strategic and creative plan for the destination marketing of the Towns of Foxborough / Plainville / Wrentham. Solicitation of the consultant/firm will be done in accordance with Massachusetts Procurement Laws. Non-governmental entities will not receive any of the requested funds.

**10. CONSULTATION WITH REGIONAL PLANNING AGENCY (RPA)/NEARBY COMMUNITIES**

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

We have consulted with the Metropolitan Area Planning Council (MAPC) and Southeastern Regional Planning and Economic Development District (SRPEDD) and both have indicated support for this initiative.

**11. MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY**

**Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund. Please provide detail on what your community will contribute to the planning projects such as in-kind services or planning funds.**

The Towns of Foxborough, Plainville and Wrentham are not offering a funding match but do offer in-kind services from our Planners and other professionals to support the project.

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

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

N/A

**b) Where applicable, please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.**

N/A

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

N/A

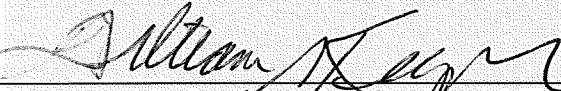
**d) If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if the impact exceeds projected estimates.**

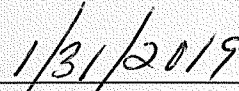
N/A

**NO COMMUNITY IS ELIGIBLE FOR MORE THAN ONE  
NON-TRANSPORTATION REGIONAL PLANNING INCENTIVE AWARD.**

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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

  
\_\_\_\_\_  
Signature(s) of Responsible Municipal Official(s)/  
Governmental Entity(ies)

  
\_\_\_\_\_  
Date:



# 19

## COMMUNITY MITIGATION FUND

### APPENDIX F

## *Non-Transportation Planning Application*

**BD-19-1068-1068C-1068L-33629**

*Please complete the entire application.*

**Check if a joint application**

	City of Northampton, MA
<b>1. NAME OF MUNICIPALITY(IES)/GOVERNMENT ENTITY(IES)/DISTRICT(S)</b>	
David J. Narkewicz, Mayor	
<b>2. NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)</b>	
David J. Narkewicz, Mayor & Terence Masterson, Director of Economic Development	
<b>3. LEAD APPLICANT – NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)</b>	
210 Main Street, City Hall Northampton, MA 01060	
<b>4. ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)</b>	
Terence Masterson: (413) 587- 1253 EM: tmasterson@northamptonma.gov	
<b>5. PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO HANDLE FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>	
N/A	
<b>6. NAME AND CONTACT INFORMATION OF JOINT APPLICANTS – MUNICIPALITIES/GOVERNMENTAL ENTITIES/DISTRICTS</b>	
David J. Narkewicz, Mayor	
<b>7. NAME AND TITLE OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)</b>	
210 Main Street, Northampton MA 01060 (413) 587-1253 tmasterson@northamptonma.gov	
<b>8. ADDRESS, PHONE # AND EMAIL ADDRESS OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)</b>	
MGM Springfield	
<b>9. NAME OF GAMING LICENSEE</b>	

• **IMPACT DESCRIPTION**

**Please describe in detail the related impact that is attributed to the construction or operation of a gaming facility. Please provide support for the determination that the construction or operation of the gaming facility caused, is causing or may cause the impact.**

Background: The opening of the MGM Springfield casino is projected to attract thousands of visitors to the Pioneer Valley seeking gaming as well as dining, shopping, entertainment, and other tourism offerings. The City of Northampton located less than 20 miles north of Springfield, is a nationally known recognized arts and entertainment destination supporting over 200 retail businesses, 5 musical entertainment venues, and 331 hotel rooms. These businesses employ hundreds of local residents and Northampton restaurants and hotels generate over \$7.8 million annually in meals and hotel tax revenues for the City and Commonwealth.

Potential Casino Impacts: The primary potential impact of MGM Springfield is that its entertainment offerings may divert commerce and consumer spending from Northampton. Many local businesses in Northampton operate on narrow margins so any potential incremental decline in patronage could have a serious impact. In December 2013, the City commissioned an analysis by Camoin Associates that determined there could be a 4% to 8% loss of "recreational spending" once the MGM Springfield casino began operating.

• **PROPOSED USE OF PLANNING FUNDS**

**a) Please identify the amount of funding requested.**

\$29,000 is requested. A detailed monthly budget for 2020 is attached in order to demonstrate how these funds will be expended.

**b) Please identify below the manner in which the funds are proposed to be used.**

The funding will be used to permit Rhyme Digital of Easthampton MA, the City's Marketing Plan author and implementer to plan the best marketing practices for 2020.

**c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of planning to mitigate the impact from the construction or operation of a proposed gaming establishment.**

As noted earlier, a detailed monthly "2020 Planning Breakdown" outline has been submitted with this application in order to show how the grant funds will be used.

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

The planning process will accomplish the following:

- + Provide for a review of how well the 2019 Plan has been doing
- + Assess if consumer impacts can be measured by merchant interviews, tax revenue reporting and downtown retail occupancy/vacancy data.
- + Continue communications, meetings and focus groups with downtown businesses to hear their views.

**e) Please describe how the planning request will address the specific impact indicated.**

See question (d) above.

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

N/A



• **CONNECTION TO GAMING FACILITY**

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

The requested funds will support planning for the 2020 Marketing Plan which includes monitoring and evaluating the 2019 Plan's impacts and outcomes. Additionally, focus group sessions with Northampton stakeholders will be held to hear their impressions of how the plan has generated consumer spending for their businesses and if they can measure any impacts from the casino.

The potential impact directly related to the gaming facility is whether consumer spending at the MGM Casino detracts from discretionary spending at Northampton's arts, entertainment, restaurant and retail offerings.

• **IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

Activity Controls:

- (a) There are several controls in place which include the participatory role of the City's Economic Development Director who has worked closely with the consultant on a weekly basis throughout this process.
- (b) Detailed Minutes are taken for all meetings.
- (c) There is a Marketing Committee of Northampton residents with backgrounds in marketing who have guided the selection process for the marketing consultant and they are now working with the consultant and the Northampton Chamber of Commerce on plan implementation.
- (d) The Greater Northampton Chamber of Commerce (GNCC) also works as the Hampshire County Tourism agency. The GNCC along with the Citizens Marketing Committee are and will be meeting with the consultant monthly.

Funding Controls:

- + The 2020 Planning Breakdown details activities and monthly costs together so that operations can be guided by this and monthly payments to the consultant can be tied to specific services each month.
- + Misuse of funds can be avoided since payments are made after services are rendered and detailed.

- **CONSULTATION WITH REGIONAL PLANNING AGENCY (RPA)/NEARBY COMMUNITIES**

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

Pioneer Valley Planning Commission (PVPC): The PVPC has been consulted on this proposal. We are interested in exploring any ways that they can assist this effort.

- **MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY**

**Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund. Please provide detail on what your community will contribute to the planning projects such as in-kind services or planning funds.**

City Contribution (In-Kind):

The City's Economic Development Director has been and will continue to contribute at least 5 hours per week for implementation of the 2019 Plan. This involves working with the consultant in various ways and also serving as staff and secretary to the Casino Marketing Committee as it works with consultant on implementing the 2019 plan and planning for 2020. This time allotment equates to 9% of annual time and approximately \$6,000 to \$8,000 in salary and benefits.

Matching or Partial Contributions:

The City will work with local organizations such as the Downtown Northampton Association (DNA), the Greater Northampton Chamber of Commerce, the Hampshire County Tourism Council and the Florence Civic and Business Association to leverage in-kind support and/or matching or partial funds.

- **RELEVANT EXCERPTS FROM HOST OR SURROUNDING COMMUNITY AGREEMENTS AND MASSACHUSETTS ENVIRONMENTAL POLICY ACT (MEPA") DECISION**

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

N/A

b) Where applicable, please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.

N/A

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

N/A

d) If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if the impact exceeds projected estimates.

N/A

NO COMMUNITY IS ELIGIBLE FOR MORE THAN ONE  
NON-TRANSPORTATION REGIONAL PLANNING INCENTIVE AWARD.

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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



Signature(s) of Responsible Municipal Official(s)/  
Governmental Entity(ies)

FEB 1, 2019

Date:

**Project:**

## Northampton Marketing - 2020 Planning Breakdown

**Overview:**

A breakdown of monthly tasks for the entire 2020 year.

### TASKS

Month	Tasks	Est. Cost
January	<ul style="list-style-type: none"> <li>Evaluate Campaign Performance from 2019/Plan for 2020</li> <li>Campaign planning meetings</li> <li>Conduct Focus Groups with Businesses</li> <li>Strategize On How to Expand Campaign to Include Other Business Segments</li> </ul>	\$7,500
February	<ul style="list-style-type: none"> <li>Complete detailed 2020 campaign calendar/plan</li> </ul>	\$7,500
March	<ul style="list-style-type: none"> <li>Campaign execution begins, ongoing campaign monitoring, data/analytics evaluation/reporting, and recommendations for next month</li> <li>Ongoing research and outreach to surrounding communities/organizations</li> </ul>	\$1,000
April	<ul style="list-style-type: none"> <li>Ongoing campaign monitoring, data/analytics evaluation/reporting, and recommendations for next month</li> <li>Ongoing research and outreach to surrounding communities/organizations</li> </ul>	\$1,000
May	<ul style="list-style-type: none"> <li>Ongoing campaign monitoring, data/analytics evaluation/reporting, and recommendations for next month</li> <li>Ongoing research and outreach to surrounding communities/organizations</li> </ul>	\$1,000
June	<ul style="list-style-type: none"> <li>Ongoing campaign monitoring, data/analytics evaluation/reporting, and recommendations for next month</li> <li>Ongoing research and outreach to surrounding communities/organizations</li> </ul>	\$1,000
July	<ul style="list-style-type: none"> <li>Ongoing campaign monitoring, data/analytics evaluation/reporting, and recommendations for next month</li> <li>Ongoing research and outreach to surrounding communities/organizations</li> <li>Mid-year campaign report with recommendations</li> </ul>	\$2,500
August	<ul style="list-style-type: none"> <li>Ongoing campaign monitoring, data/analytics evaluation/reporting, and recommendations for next month</li> <li>Ongoing research and outreach to surrounding communities/organizations</li> </ul>	\$1,000
September	<ul style="list-style-type: none"> <li>Ongoing campaign monitoring, data/analytics evaluation/reporting, and recommendations for next month</li> <li>Ongoing research and outreach to surrounding</li> </ul>	\$1,000

	communities/organizations	
October	<ul style="list-style-type: none"> <li>• Ongoing campaign monitoring, data/analytics evaluation/reporting, and recommendations for next month</li> <li>• Ongoing research and outreach to surrounding communities/organizations</li> </ul>	\$1,000
November	<ul style="list-style-type: none"> <li>• Ongoing campaign monitoring, data/analytics evaluation/reporting, and recommendations for next month</li> <li>• Ongoing research and outreach to surrounding communities/organizations</li> </ul>	\$1,000
December	<ul style="list-style-type: none"> <li>• Final summary report with full set of data/analytics from 2020</li> </ul>	\$3,500

**TOTAL \$29,000**



# 19

## COMMUNITY MITIGATION FUND

### APPENDIX F

#### *Non-Transportation Planning Application*

**BD-19-1068-1068C-1068L-33629**

*Please complete the entire application.*

Check if a joint application

1. NAME OF MUNICIPALITY(IES)/GOVERNMENT ENTITY(IES)/DISTRICT(S)

City of Revere

2. NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)

Robert O'Brien, Director  
Department of Strategic Planning & Economic Development

3. LEAD APPLICANT – NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)

Robert O'Brien, Director  
Department of Strategic Planning & Economic Development

4. ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)

City Hall  
281 Broadway  
Revere, MA 02151

5. PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO HANDLE FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY

(781) 286-8184  
[robrien@revere.org](mailto:robrien@revere.org)

6. NAME AND CONTACT INFORMATION OF JOINT APPLICANTS – MUNICIPALITIES/GOVERNMENTAL ENTITIES/DISTRICTS

7. NAME AND TITLE OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)

Brian Arrigo, Mayor



**8. ADDRESS, PHONE # AND EMAIL ADDRESS OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)**

City Hall  
281 Broadway  
Revere, MA 02151

(781) 286-8111  
barrigo@revere.org

**9. NAME OF GAMING LICENSEE**

Encore Boston Harbor Casino (Everett)

**1. IMPACT DESCRIPTION**

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

Prior MGC non-transportation planning grants have given the city the resources to engage a consultant to work closely with the Mayor, his Chief of Staff, and the City's Director of Strategic Planning and Economic Development to devise and assist in implementing actions aimed at better positioning the city to realize economic development opportunities associated with the Encore Casino in neighboring Everett. This involved strategic efforts to advance several key economic development initiatives which are expected to grow the City's emerging hospitality industry and link it to the Everett casino and to devise a strategy for marketing/promoting travel and tourism. The City of Revere now has over 800 hotel rooms and as a result of its economic development focus, another 902 hotel rooms are in construction or advanced planning stages, more than doubling the City's hospitality capacity. Clearly, hospitality is Revere's growth industry.

The City of Revere proposes to use a 2019 MGC Non-transportation Planning Grant of \$50,000 to further advance its economic development goals by taking the City's casino-hospitality linkage to the next level.

**2. PROPOSED USE OF PLANNING FUNDS**

a) Please identify the amount of funding requested.

\$50,000

**b) Please identify below the manner in which the funds are proposed to be used.**

The City of Revere will utilize \$40,000 of this \$50,000 grant to produce and distribute a tourism video that will feature the Encore Boston Harbor Casino as a major attraction and reason for a stay in Revere with all of its other attributes. The City acting through its economic development consultant will collaborate with media and marketing professionals to produce a video that highlights the hospitality and entertainment interests and amenities throughout the city and all along historic Revere Beach, capitalizing on the linkage opportunities with the highly anticipated opening of the Encore Casino in Everett in summer 2019. The video will promote Revere's hotels, shops, restaurant, nightlife, parks, open spaces, the revitalization of America's first public beach, and other attractions for the guests staying at Greater Boston's first luxury resort and casino to experience. The balance of the grant, \$10,000, will be used to undertake marketing and promotional efforts about the video content and purpose and the linkage with the Encore Casino.

c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of planning to mitigate the impact from the construction or operation of a proposed gaming establishment.

The City of Revere has estimated the cost of this planning effort at an annualized level of \$50,000. This includes \$40,000 for video production and distribution, as well as an additional \$10,000 to support marketing directly associated with the initiative. The City consulted with media experts as to both the approach and cost to create this touristed focused video. The video will promote Revere's hotels, shops, restaurant, nightlife, parks, open spaces, the revitalization of America's first public beach, and other attractions for the guests staying at Greater Boston's first luxury resort and casino to experience. The joint effort will oversee and produce every aspect of the process, and the grant funds will be allocated into the following three phases.

**Phase I: Pre-Production**

- 40 hours at \$250/hour = \$10,000

**Phase II: Production:**

- 16 days of shooting w/ 2 cameramen at \$1,000/day = \$16,000
- Travel and expenses = \$1,000

**Phase III: Post-Production**

- 3 days of shooting w/ 2 cameramen at \$1,000/day = \$3,000
- 10 days of editing at \$500/hour = \$5,000
- All DVD-related costs to produce 500 DVDs, cases, and artwork = \$5,000

The total projected video production costs amount to \$40,000.

The balance of the grant, \$10,000, will be used to undertake marketing and promotional efforts about the City's intent to emphasize its growing hospitality industry's synergies with the new Encore Casino.

The City proposes this 2019 Non-Transportation Planning Grant as the source of funding for the third phase marketing/promotion and planning effort to position its significant hospitality sector to take full advantage of the opportunities presented by the opening of the Encore Boston Harbor Casino.

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

Revere is advancing comprehensive planning for the major development opportunities at the 160-acre Suffolk Downs and the 35-acre Wonderland Park site, and as it continues to implement the major Waterfront Square Transit Oriented Development at Wonderland station and Revere Beach. The City has focused considerable attention to growing its emerging hospitality sector and has actively encouraged the inclusion of new hotels in the master plans of these three major development centerpieces. Revere believes its coming inventory of at least 1700 hotel keys, its restaurants, and its visitor attractions – including the first public beach in the United States – make Revere an attractive add-on for visitors to the new Encore Casino. Revere and the casino can both benefit from the presence of the other with respect to visitor destination options. The City hopes to take full advantage of the various opportunities presented by the Encore Boston Harbor Casino including business to business linkage, hospitality growth, and with job training programs funded by The Massachusetts Gaming Commission under MGC’s Workforce Development Pilot Program Grants in Region A.

**e) Please describe how the planning request will address the specific impact indicated.**

The impact of the Boston Harbor Encore Casino upon Revere is quite positive as far as support for the City’s growing hospitality sector is concerned. The tourism video to be produced will be aimed at leisure travelers and is intended to encourage hotel guests to visit the region’s tourist venues and attractions including the Encore Casino. Similarly, the video will be aimed at Encore guests to highlight Revere’s magnificent revitalized public beach, places of interest, and great variety of restaurants as additional reasons to visit the casino.

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

N/A

### **3. CONNECTION TO GAMING FACILITY**

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

**As a result of the City's ongoing economic development initiatives, including those focused on Revere Beach and of course Suffolk Downs, Revere is experiencing rapid growth in its emerging hospitality industry. Revere currently has some 800 hotel rooms in five properties and another 902 keys in the pipeline. Even more are anticipated in the near future. Engaging the services of marketing professionals, the City will produce a promotional video aimed at predominantly leisure, but also some business travelers. The City plans to have this video highlight Revere's many old and new attractions, restaurants and events, including its widely acclaimed International Sand Sculpting Festival. With an amazing supply of 1700+ hotel rooms in the near future, the City intends to capitalize on natural linkage opportunities in the opening of the Encore Casino in nearby Everett. Guests staying at the Boston region's new luxury gaming facility will be encouraged to travel the very short distance to neighboring Revere and all this seaside city has to offer; conversely, guests in Revere's five existing and six hotels in development will be encouraged to patronize the Encore Casino. The impact of these MGC funds will be to create and support a synergism between Revere's expanding hospitality industry and the Encore Boston Harbor Casino and is intended to mutually benefit both.**

### **4. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

**The City of Revere's Department of Strategic Planning and Economic Development will act as Administrative agent for this non-transportation planning effort. The sole purpose of the combined 2015/1206 Reserve Fund, the 2018 Non-Transportation Planning Grant, and the 2019 Non-Transportation Planning Grant is aimed at capitalizing on linkage opportunities expected to be presented with the opening of the Encore Boston Harbor Casino in the second half of 2019. The City of Revere will adhere to all applicable state and local procurement policies and administrative/fiscal controls. No non-governmental entities will receive any of these funds directly or indirectly.**

**5. CONSULTATION WITH REGIONAL PLANNING AGENCY (RPA)/NEARBY COMMUNITIES**

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

The City of Revere is fully engaged with the Metropolitan Area Planning Council as it projects growth and seeks to capitalize on its potential for larger scale development at key sites. In fact, the City in cooperation with MAPC has recently launched a year-long community-based master-planning effort, whose economic development considerations will in part focus of linkage opportunities in the areas of leisure and business travel hospitality, as well as business to business opportunities that are expected to emerge as the casino opens in the neighboring City of Everett later this year. The City is also a strong supporter of the regional employment board's use of workforce development funds from MGC. The City expects this program will aid unemployed and underemployed Revere residents to avail themselves of new employment opportunities. Hospitality management training for local high school and college students is of keen interest to the City particularly.

**6. MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY**

Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund. Please provide detail on what your community will contribute to the planning projects such as in-kind services or planning funds.

Once the City secures a professional video production firm through a procurement process consistent with MGL Chapter 30B requirements, the firm performing these services will be supervised and supported by the City's Department of Strategic Planning and Economic Development. The SPED department and the firm will select themes and specific elements that will serve to effectively deliver the message that Revere's offerings are enhanced by its proximity to Encore. SPED staff and management will guide the production and rollout of the marketing effort, including working to ensure Revere and the casino are prominently highlighted in marketing campaigns of the Massachusetts Office of Travel and Tourism, as well as the North of Boston and Greater Boston CVBs. The SPED Department's management and staff will be providing a substantial in-kind match to the MGC Community Mitigation Fund allocation.

Further, Vanasse Associates has recently delivered a \$100,000 traffic study commissioned by the city. This study examined various challenges and opportunities for traffic improvements associated with the City's major imminent developments, as well as general connectivity to surrounding areas including the Encore Casino. The locally appropriated funds for that study should be considered in part matching funds for the MGC grants to Revere.

Finally, the City of Revere will provide significant in-kind services beyond the efforts of the SPED department and its consultants to support this initiative. This includes involvement of



other municipal personnel such as public safety, public works, engineering, and the Mayor's staff.

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

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

N/A

There is no Host or Surrounding Community Agreement between the Encore Casino and the City of Revere

b) Where applicable, please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.

N/A

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

N/A

d) If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if the impact exceeds projected estimates.

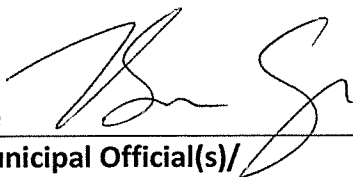
These MGC funds will be used for purposes beyond those required as mitigation under MEPA.

NO COMMUNITY IS ELIGIBLE FOR MORE THAN ONE  
NON-TRANSPORTATION REGIONAL PLANNING INCENTIVE AWARD.

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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

Brian Arrigo—Mayor of Revere



January 30, 2019

Signature(s) of Responsible Municipal Official(s)/  
Governmental Entity(ies)

Date:



19

COMMUNITY  
MITIGATION  
FUND

APPENDIX F

**Non-Transportation Planning Application**  
**BD-19-1068-1068C-1068L-33629**

*Please complete the entire application.*

Check if a joint application

1. NAME OF MUNICIPALITY(IES)/GOVERNMENT ENTITY(IES)/DISTRICT(S)

Town of Saugus

2. NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)

Scott Crabtree, Town Manager

3. LEAD APPLICANT – NAME AND TITLE OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)

Scott Crabtree, Town Manager

4. ADDRESS OF INDIVIDUAL RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY (CONTRACT MANAGER)

Scott Crabtree, Town Manager  
Town Hall, Suite 1  
298 Central Street  
Saugus, MA 01906

5. PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO HANDLE FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY

781-231-4111

Scrabtree@saugus-Ma.gov

6. NAME AND CONTACT INFORMATION OF JOINT APPLICANTS – MUNICIPALITIES/GOVERNMENTAL ENTITIES/DISTRICTS

7. NAME AND TITLE OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)

Scott Crabtree, Town Manager

**8. ADDRESS, PHONE # AND EMAIL ADDRESS OF INDIVIDUAL(S) AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY(IES)/GOVERNMENTAL ENTITY(IES)**

Town Hall, Suite 1  
298 Central Street  
Saugus, MA 01906

**9. NAME OF GAMING LICENSEE**

**1. IMPACT DESCRIPTION**

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

The Town of Saugus received an MGC Reserve allocation of \$100,000 in 2015. Of this Reserve amount \$50,000 was redirected to the Joint Transportation project ongoing with the City of Revere focus on the Route 1 – Route 99 corridor. With the balance of the grant, the Town of Saugus commissioned Camoin Associates Economic Development to perform an economic impact analysis, which was completed in September 2017. The cost of the project, which was paid in full in November 2017, was \$21,744.00. The Commission has authorized the Town to use the remaining \$13,256.00 of the \$35,000.00 Community Mitigation fund, which was originally allocated for the economic impact analysis, in order to create, produce and distribute an Open Space and Historic Attractions Brochure. Additionally, the town was authorized by MGC to utilize the remaining \$15,000 of the \$50,000.00 Community Mitigation Fund grant for the development of a Wayfinding and Branding Scheme to further promote the town’s attractions, open spaces and economic centers.

The Town issued two RFSs for the development of Open Space and Historic Brochures as well as a Wayfinding and Branding Scheme. The Town selected the firm of Om loop to undertake both projects and two contracts were executed totaling \$28,256. Work is well underway and is expected to conclude in the next several months; the Town has received and is reviewing initial concept schemes from Om loop for both the brochure and the wayfinding sign prototype. The total of \$28,256.00 for these contracts will exhaust the \$50,000.00 community mitigation grant.

Going forward, the Town hopes to build upon these efforts by seeking an MGC 2019 grant with which to create a tourism video promoting the Town’s attractions and hospitality offerings to Encore Casino patrons.

**2. PROPOSED USE OF PLANNING FUNDS**

a) Please identify the amount of funding requested.

\$50,000

b) Please identify below the manner in which the funds are proposed to be used.

Taking the next step to expand the connections between the Encore Casino in nearby Everett and casino bound travelers passing through the town along Route 1, the Town will build on the visitors' brochure and wayfinding signage already funded by MGC. The Town Hopes to create a tourism video that highlights the Town's historic points of interest, such as the 17<sup>th</sup> century Saugus Ironworks, and recreational offerings along Rumney Marsh and the planned Saugus *RiverWalk*. The MGC funding would also provide the means for the Town to undertake some targeted marketing and to spread awareness of the video highlighting Saugus attractions and hospitality options.

**c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of planning to mitigate the impact from the construction or operation of a proposed gaming establishment.**

The Town has consulted with media/marketing professions to develop the scope of this effort and has estimated the two components of this campaign to be \$40,000 for video production and \$10,000 for media/marketing outreach and coordination.

The video scope consists of three distinct phases: pre-production, production and post production.

1. Pre-production - \$10,000 (40 hours)
2. Production - \$17,000 - (16 days of on site shooting + travel and direct expenses)
3. Post production - \$13,000 (further shooting of interviews etc., editing. DVD production and packaging)

Marketing coordination/outreach.

Promotional campaign/marketing – \$10,000 (promotion of the video to hospitality venues in the Town, to business groups and to state and regional tourism focused organizations)

The aim of this 2-pronged effort is to showcase local hospitality offerings and Saugus places and attractions worth a visit by Encore Casino patrons.

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

The Town of Saugus has gone to great lengths to change its Zoning By-Law and to create planning processes that serve to facilitate hotel and hospitality development, particularly along the Route 1 corridor. Saugus is cultivating its nascent hotel industry and the restaurant business that naturally springs up alongside it to serve visitors. The Town pursues hospitality ventures because they serve to stabilize the tax base, create jobs, and encourage further tangential investment. The Town believes it has a great opportunity with the advent of the Encore Boston Harbor Casino, to capture greater numbers of visitors who will spend money in Saugus for accommodations and dining. But the Town hopes to draw at least some of these visitors deeper into the fabric of the Town and its historic venues and recreational opportunities and offerings. .



**e) Please describe how the planning request will address the specific impact indicated.**

The proposed marketing/promotional effort will certainly position the Town of Saugus to better take advantage of the presence of The Encore Casino, only 5 miles from the edge of Saugus. The presence of the casino as a draw to visitors is an opportunity not to be missed by the Town of Saugus; casino bound patrons from the north largely must reach and return from Encore by passing through our Town. Saugus needs to convince these casino visitors that a stop in our town is worthwhile. The new tourism video produced with MGC funding will serve to inform leisure travelers and Encore patrons of all that Saugus has to offer in terms of accommodations and a variety of dining choices, as well as both active and passive recreational facilities and places of historical interest and value. This video will also of course emphasize the Encore Boston Harbor Casino as an attractive nearby option for leisure travelers passing through and/or staying at Saugus hotels for reasons other than proximity to the casino.

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

N/A

**3. CONNECTION TO GAMING FACILITY**

The Town of Saugus is experiencing a growth in hospitality along its retail/commercial spine Broadway, better known as Route 1. This resurgence is the result of intentional re-zoning intended to encourage more thoughtful and cohesive development. Results have begun to accrue with two new hotels in operation and a third in development. The Town has also seen a burst of new and more unique restaurants along Route 1 and in other areas of Town. With this MGC grant the Town will be given the means to highlight hospitality venues in the Town as well as some major recreational opportunities and historic sites in a video aimed at leisure travelers, particularly those visiting the Encore Casino who are likely to pass through the Town or stay in the Town on the way to or from the Encore Casino in nearby Everett. Similarly, patrons of the Encore will be exposed to Saugus's offerings through this video which is to be widely distributed including to the Encore. The Town will produce this video with professional services provided by media firms in a public procurement process. The effort will include marketing and public relations assistance to aid in the coordination and distribution of the new Saugus tourism video. The Encore Casino's accessibility to and from Saugus is a central focus of this campaign.

**4. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

The Town of Saugus Department of Planning and will administer this grant and the planning effort under the supervision of the Town Manager's Office. The Town of Saugus seeks to launch this promotional effort as soon as possible after the opening of the Encore Boston Harbor Casino. All Town procurement and funds management practices will follow local and state laws. No non-governmental entities will receive any of these funds directly or indirectly, other than those providing media/public relations/marketing services which will be obtained using standard public procurement practices.

**5. CONSULTATION WITH REGIONAL PLANNING AGENCY (RPA)/NEARBY COMMUNITIES**

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

The Town of Saugus is currently engaged with the Metropolitan Area Planning Council on several best practices initiatives. The Town several years ago undertook a comprehensive and very public master-planning process facilitated by MAPC. The Saugus representative to MAPC will advise that agency of the Town tourism initiative and seek means to integrate its tourism campaign with larger regional efforts. The Town of Saugus has been and will continue to be an ardent supporter of the regional employment board's workforce development programs funded in part by MGC. As with its neighboring communities, Saugus hopes these job training programs will benefit both unemployed and underemployed citizens opening doors to new employment opportunities, particularly jobs in the hospitality industry created by the opening and operation of the Encore Boston Harbor Casino.

**6. MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY**

Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund. Please provide detail on what your community will contribute to the planning projects such as in-kind services or planning funds.

As the Town of Saugus creates a professionally produced a tourism video with the assistance of this MGC grant, the firm selected will work closely with the Department of Planning and Development and with the Town Manager's Office. These offices will support the effort extensively, providing content and collaborating on themes and images. The effort will also be aided by the Town's Economic Development consultant who is under contract to the Town for a wide variety of development matters and is very familiar with the Town's tourism aspirations and has worked with MGC previously. Planning and Development and the Town Manager will be actively involved in the video production and in its targeted marketing and distribution. The Town will consult with the Greater Boston and North of Boston Convention and Visitors Bureaus as well as the Massachusetts Office of Travel and Tourism in terms of video dissemination, placement and linkage to other campaigns. These efforts combined constitute the Town's in-kind match to the MGC Community Mitigation Fund grant.

The Town of Saugus will provide significant other in-kind services, including assistance provided by Town employees in the public safety, public works, engineering, and administrative departments of time government.

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

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

The Town of Saugus does not have a Surrounding Community or Host agreement with the Encore Boston Harbor Casino.

N/A

**b) Where applicable, please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.**

N/A

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

N/A

**d) If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if the impact exceeds projected estimates.**

The Town seeks these funds not for mitigation but rather to capitalize on an economic development opportunity presented by the advent of this nearby tourist draw.

NO COMMUNITY IS ELIGIBLE FOR MORE THAN ONE  
NON-TRANSPORTATION REGIONAL PLANNING INCENTIVE AWARD.

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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

Scott Crabtree/Town Manger



1-29-2019

Signature(s) of Responsible Municipal Official(s)/  
Governmental Entity(ies)

Date:



# 19

**COMMUNITY  
MITIGATION  
FUND**

## APPENDIX E

***Workforce Development Pilot Program Grant Application  
BD-19-1068-1068C-1068L- 33629***

***Please complete the entire Application.***

1.	<p>City of Boston/Mayor's Office Workforce Development</p> <p><b>NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT</b></p>
2.	<p>Trinh Nguyen, Director of Workforce Development</p> <p><b>NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b></p> <p>43 Hawkins Street, Boston MA 02114</p>
3.	<p><b>ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b></p> <p>617-918-5252; <a href="mailto:trinh.nguyen@boston.gov">trinh.nguyen@boston.gov</a></p>
4.	<p><b>PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b></p> <p>Katy Gall, Deputy Director for Workforce and Policy</p>
5.	<p><b>NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b></p> <p>43 Hawkins Street, Boston MA 02114</p>
6.	<p><b>ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b></p> <p>617-918-5233; <a href="mailto:katy.gall@boston.gov">katy.gall@boston.gov</a></p>
7.	<p><b>PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b></p>



Encore Boston Harbor

8. NAME OF GAMING LICENSEE

1. **IMPACT DESCRIPTION**

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

Encore Boston Harbor is a \$2.5 billion investment in Eastern Massachusetts that will create 4,500 jobs, increase funding for economic development and transportation, and provide an economic boost to the region. This investment comes at a time when the unemployment rate in the Greater Boston area is down to 2.4%, below the state unemployment rate of 3.3%.

The already tight labor market for jobs in Accommodation and Food Services (NAICS 7200000) will experience additional pressure with the opening of Encore. The majority of jobs created at the casino and resort facilities will require a high school diploma or equivalent. Even though unemployment rates for adults with a high school diploma or less remain much higher than for those with a college degree, their labor market prospects have improved substantially in recent years. According to the American Community Surveys, in Suffolk County in 2010, the unemployment rate for high school graduates was 17.2%. By 2017, it had declined to 10.6%.

Real-time job postings also indicate that demand is currently high for workers in hospitality and food services occupations. See Attachment 1, *Job Postings in Hospitality, Food, and Tourism in Middlesex and Suffolk Counties*.

Encore has stated its support for the host and surrounding communities, as well as its commitment to hiring local people for the new resort. Although Massachusetts's minimum wage recently rose to \$12/hour, the living wage in Suffolk and Middlesex Counties is over \$14. Median wages for housekeeping and food services jobs (Mass.gov/LMI) are:

- Maids and housekeeping cleaners: \$31,360
- Janitors and cleaners, except maids and housekeeping cleaners: \$34,220
- First-line supervisors of housekeepers and janitorial workers: \$45,370
- First-line supervisors of food preparation and serving workers: \$37,530

In addition, a condition in the license and anticipated unionization of many positions will also ensure that wages and benefits at the new casino will outpace wages and benefits at other local employers. Through the first months of the Greater Boston Casino Pipeline initiative, there has been strong interest in career opportunities at the casino from residents who want to earn living wages and benefits. More than 1400 residents have attended information sessions organized by GBCPI community support partners. Skilled workers already employed in the hospitality and culinary fields may migrate to Encore, leaving other employers to backfill positions.



This pressure also comes at a time when other employers in the hospitality industry have announced large-scale new developments. This suggests that the pressure in these sectors of the local economy will continue to mount as Encore opens its doors in the summer of 2019.

A second impact, however, creates the potential for leaving behind workers who are most in need of good jobs. Skill requirements such as having a high level of English proficiency, good communication skills, and a high school degree may mean that many local residents will not be able to take advantage of this opportunity without assistance now. Potential employees will need job application assistance to prepare for and apply to available jobs at Encore. In the first year of the GBCPI, job training providers hosted information sessions, drop-in application and resume assistance, and helped residents establish their online profiles via Skillworks. In the next phase of our proposed pilot, this work will continue.

Finally, the scale of new job opportunities and the existing pressure on the local labor market creates opportunities for residents of limited English proficiency to gain access to new career opportunities. Providing access to contextualized English through experienced training providers will help unlock the talent in Greater Boston's immigrant communities.

**2. PROPOSED MITIGATION (Please attach additional sheets/supplemental materials if necessary.)**

**a. Please identify the amount of funding requested**

We are requesting \$300,000 to support the next phase of the Greater Boston Casino Pipeline Initiative.

**b. Please identify below the manner in which the funds are proposed to be used.**

For a complete breakdown of requested funds and allocations, please see Attachment 2 (Cost Allocation).

The Greater Boston Casino Pipeline Initiative (GBCPI) will address the need for qualified candidates for the 4,500 projected positions at Encore Boston Harbor, a luxury resort and casino that is currently under construction in Everett. The GBCPI will create a pipeline of interested job seekers to resolve the backfill needs of local hospitality employers as talent migrates to Encore. The GBCPI will serve residents in Boston, Somerville, Chelsea and Everett. MassHire Metro North supports this application.

Our pipeline approach will encompass three phases – community outreach and engagement; application assistance; and skills training (contextualized English education and culinary skills). The funds will support direct costs associated with these efforts, and provide training and education opportunities for over 100 residents, while allowing us to provide outreach and application assistance to hundreds more.

--

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

Please see attached letters of support from consortium members.



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

Funds from the Gaming Commission will support the GBCPI's work to prepare residents to apply for jobs at Encore.

**Outreach** – Community organizations in Boston (specifically in Dorchester, Roxbury and Mattapan) are committed to expanding opportunities for residents to access quality jobs. Through leveraging their relationships and networks, organizations will assess community needs and advocate for improved pathways into newly available positions. Community partners have committed to hosting information sessions, partnering with educators to provide on-site ESL training, and working one on one with interested applicants.

**Job Placement and Application Assistance** – Many residents of Greater Boston are already employed in hotel and restaurant trades and are aware of the opportunities presented by Encore's commitment to paying industry-leading wages and benefits. They need support to navigate the application system (including developing SkillsSmart accounts, creating resumes, and preparing for interviews).

**Training** – For those residents who need additional training before, the GBCPI will work with a consortium of providers to support a pathway into careers at Encore.

- Bridge to Hospitality is an innovative program that prepares students for success in culinary and hospitality skills training.
- Contextualized English Skills will help residents prepare for training programs or prepare to use their existing skills to apply for jobs at Encore.
- Culinary Arts Training through consortium training providers will equip residents for skilled culinary jobs at Encore, as well as other local employers who need to backfill as talented food preparation workers migrate to the Casino.

**Convening partners and evaluating** – Collectively, our consortium of community organizations, workforce providers and training programs have an impressive depth of experience and expertise in their respective fields. The network and relationships built through joint work on the GBCPI will build the capacity of Boston's workforce development system to respond to the needs of Encore as the casino comes online in the summer of 2019. Through regular convening, evaluation, and employer engagement, we will identify and pilot new approaches to meeting the needs of our communities.

**3. CONNECTION TO GAMING FACILITY**

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

The GBCPI proposal addresses the impact on the local labor force by expanding host and surrounding communities' access to jobs. Encore is committed to working with communities to *hire eligible residents*, while the GBCPI is focused on working with the communities to help *make residents eligible to apply* for

these jobs. Continuing to build an infrastructure of support and opportunity will greatly increase the pipeline of residents who will be eligible for all career levels at the casino.

The GBCPI has built a network to connect the existing workforce system with community supports available for residents. In the next phase, we will sustain that work and provide pathways for residents to access job opportunities related to the arrival of casino gaming. This includes both preparing for jobs at Encore, *and* working with other hospitality sector employers to support their needs to hire and train in qualified employees in a tight labor market. For this phase we have focused on two areas of job training – contextualized English learning and culinary skills training – that will provide the greatest opportunities for under-and unemployed residents.

The strategic work led by the Boston PIC to align educational, training and career opportunities will enhance the ability of our region’s existing workforce providers to prepare residents for these new career opportunities.

#### **4. SCOPE OF PROJECT**

**Please describe the scope of the Project including description of training/education program, topics, number of hours, number of individuals to be served, location, cities and towns served, and deliverables.**

GBCPI partners have seen a groundswell of interest in job opportunities at Encore. In the past few months, more than 1400 residents have attended workshops and information sessions.

With continued support from the Gaming Commission’s Mitigation Fund, we will be able to –

- Continue to reach residents in four communities (Boston, Chelsea, Everett and Somerville). Community partners offer one on one application assistance at locations, hours and languages that are accessible to job-seekers. A minimum of 800 residents will attend information sessions. The GBCPI anticipates that 60% of residents will attend the secondary assessment session and will complete an intake and referral form.
- Enroll sixty students in Bridge to Hospitality, an innovative program that prepares students to successfully complete culinary and hospitality skills training programs.
- 20 students will complete culinary skills training programs at one of our consortium partners.
- Serve 30+ residents with job-focused English learning programs.
- Support the continued work of the Boston PIC aligning education, job training and employment opportunities.



**5. COLLABORATIVE PARTNERS**

**a. Please define the roles of the applicant and any collaborative partners.**

**City of Boston** – The City’s Mayor’s Office of Workforce Development, along with the Mayor’s Office of Economic Development, will serve as the consortium convener. In addition, the Mayor’s Office of Workforce Development/EDIC will serve as the fiscal agent for the grant, including managing contracts with consortium partners, collecting and analyzing data, and reporting on grant activities and progress.

**Bridge to Hospitality** – An innovative pre-training program developed and run by the staff of the City of Boston Mayor’s Office of Workforce Development (Office of Financial Empowerment), Bridge to Hospitality provides basic job readiness skills for under- and unemployed residents interested in completing culinary and hospitality skills training programs. To date, 132 students have enrolled and 113 have graduated, with graduates moving on to training at BEST Corporation, the Kroc Center, NECAT and Community Servings. The program manager works with alumni to assist them to secure jobs, with average wages of \$15.54 per hour (compared to typical entry level wages of \$13-15 for culinary workers).

**The Boston Private Industry Council (PIC)** - The Boston PIC convenes multiple sector collaborations to strengthen transitions between education and workforce systems and create visible career pathways into economically self-sustaining careers that are responsive to industry changes. An important aspect of this grant is the coordination of the residents, community partners, and the existing workforce development network. The PIC will continue to convene partners in the Hospitality arena to align education, job readiness and employment opportunities. The PIC will work with network of career centers, access points, financial empowerment centers, and CBO’s to make them more accessible and responsive to residents needs.

Building on the work of the 2018 grant, the PIC will expand their work to engage Boston area hotel and restaurants to create opportunities for residents beyond the Encore positions. As a member of MPact, a consortium of culinary and hospitality trainers, we will promote the MPact programs as an approved industry standard, and work to build preference for MPact graduates.

It is important that we use the information from these networks, along with local labor market data, to align training funds with programs that meet the needs of the employer. Working with the Office of Workforce Development, we will target WIOA training funds to high demand occupational training.

**Casino Action Group** - The Casino Action group is a coalition of community based organizations, convened by Action for Equity (Dorchester). Other partners include The Chelsea Collaborative, La Comunidad Inc/One Everett, New England United for Justice (Dorchester/Mattapan), Alternatives for Community and Environment (Roxbury) and Somerville Community Corporation. The Casino Action Group will provide ongoing connections to local communities, working with local residents to identify and advocate for meeting the needs of residents and job-seekers.

**Viet Aid** - Located in the Fields Corner neighborhood of Dorchester, Viet Aid has a 25-year track of working to alleviate poverty and encourage civic participation among Boston’s Vietnamese community. Viet Aid will leverage their local relationships to identify barriers to accessing training opportunities for underemployed members of the Vietnamese community. In particular, Viet Aid will develop contextualized English education and 1:1 supports to jobseekers.

**The Salvation Army Ray & Joan Kroc Corps. Community Center Culinary Skills Training**



**Program** - The Boston Kroc Center Culinary Skills training aspires to lift economically disadvantaged residents out of poverty through culinary education, life skills coaching, and job placement services. Funding will allow us to enroll residents who have successfully completed Bridge to Hospitality in the Kroc Center’s Culinary skills training program.

**New England Culinary Arts Training (NECAT)** - NECAT provides chronically unemployed adults with a pathway to stable, long-term employment in the food services industry through comprehensive technical and job readiness training and individualized support and employment services. NECAT’s 16-week culinary skills training program prepares students for careers at Encore or other hospitality employers.

**BEST Hospitality** – BEST Hospitality Training combines pre-employment and incumbent worker training to provide individuals with the education, skills and training to excel in the hospitality industry and in their personal lives and to meet the labor needs of our hotel partners. This year, we partnered with the Boston Private Industry Council to serve individuals through our Introduction to Hospitality Training Housekeeping Pre-Apprenticeship program and our English for Hospitality classes. BEST’s English for Hospitality classes are run from their offices at Medford’s Station Landing, conveniently located in the same building as Encore’s administrative offices. BEST offers day and evening classes with a skilled teaching team, a robust curriculum and advanced technology integrated into every class. In addition, BEST will share their English for Hospitality customized curriculum with several ESL providers to increase the supply of potential hospitality workers in the pipeline.

**Community Works Services** – CWS’s Food Arts training program prepares students for culinary careers. Participants earn a ServeSafe Manager’s Certificate and have hands-on work experience. CWS provides holistic career counseling and development services to help students from diverse backgrounds chart their own career path.

**b. Please list any matched funds or other leveraged resources and program supports provided by partners**

Leveraged and in-kind supports are detailed in Attachment 2, *Cost Allocation*.

**6. MEASUREMENT OF IMPACT**

**Please describe how you propose to measure the impact of your program including indicators proposed to measure results.**

In the next phase, the GBCPI will continue to track attendance, participation, enrollment and graduation for all residents participating in the grant. Pre-registration and sign-in sheets will gather contact information on residents who attend the group information sessions. Residents not interested in casino careers – or who are unable to apply because of the background check requirements - will be referred to the One Stop Career Centers and their local community-based organization.

Consortium partners will provide quarterly written updates on outreach (including how many residents attended information sessions, completed intake/enrollment forms, or received application assistance), enrollment, graduation, and job placement.

Measure	Impact
Number attending orientation	800
Number attending small group assessment and intake	528
Number referred for additional service	320
Number enrolled in contextualized English training (GBCPI Funded)	45
Number enrolled in Bridge to Hospitality	50
Number trained by consortium training providers (GBCPI Funded)	21
Total enrolled in education and training	116
Entered Employment	232

Our partners use different systems to track the impact of their work. Rather than asking for additional tracking, each partner will be asked to share data for evaluation purposes through their quarterly reporting.

- The Casino Action Group manages a database of community support that tracks attendance and referrals for residents reached through their efforts.
- Bridge to Hospitality uses Efforts to Outcomes (ETO) to track services, training, and post-training placement and employment.
- Our consortium job training providers track participants through a variety of platforms including Salesforce, ETO, and the Commonwealth’s MOSES platform.



**7. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

The Mayor's Office of Workforce Development/EDIC has extensive experience managing both public and private funding sources. Annually, OWD's finance team manages \$12-14 million in funds from federal, state and private grants. OWD staff manage job training contracts for over 90 partner organizations.

The Office of Workforce Development will act as fiscal agent on this grant and will subcontract with training providers and community-based organizations to fund the programs listed in the proposal. Each sub-recipient will have a contract with a defined scope of work, budget, and budget narrative. Contracts will contain terms and conditions on the approved use of funds, and all unapproved uses will be considered disallowed costs. OWD and Economic Development staff will provide oversight on the project and engage with the program advisory committee on a regular basis. The advisory group will address any changes in the proposed work plan.

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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



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

\_\_\_\_\_  
**Date**

**Attachment I: Job Postings in Hospitality, Food, and Tourism in Middlesex and Suffolk  
County**

**Nov 1, 2018 - Jan 31, 2019**

<b>Occupation</b>	<b>Job Postings</b>	<b>Days to Fill Job</b>	<b>Time to Fill Job Relative to U.S. Average</b>
Food Service Team Member	921	41	Similar
Restaurant / Food Service Manager	665	44	Similar
Waiter / Waitress	642	43	Similar
Cook	588	46	Similar
Maid / Housekeeping Staff	529	40	Similar
Restaurant / Food Service Supervisor	490	40	Similar
Janitor / Cleaner	480	37	Similar
Host / Hostess	343	42	Similar
Event Planner	282	26	Similar
Dishwasher	272	50	Similar
Bartender	252	43	Similar
Chef	243	44	Similar
Busser / Banquet Worker / Cafeteria Attendant	234	43	Similar
Barista	211	42	Similar
Baker	153	41	Similar
Concierge	150	38	Similar
Kitchen Staff	128	45	Similar
Hotel Manager	97	38	Similar
Butcher / Meat Cutter	92	39	Similar
Housekeeping / Environmental Services Supervisor	92	40	Similar
Entertainment / Recreation Attendant	66	39	Similar
Travel Agent	43	42	Similar
Detailer	42	39	Similar
Travel / Tour Guide	42	41	Similar
Bell Person / Baggage Attendant	30	41	Similar
Food Production Worker	21	36	Similar
Gaming Supervisor	14	43	Similar
Salon / Spa Manager	9	59	Harder
Casino Dealer	5	47	Similar
Gaming Worker	2	41	Similar
Meat and Seafood Processor / Packager	1	38	Similar

Source: Burning Glass Labor Insight/Jobs, Hard to Fill Jobs Report, January 31, 2019

### Cost Allocation – Greater Boston Casino Pipeline Initiative

What	Amount	Calculation	Details
English for Hospitality classes	\$30,000	25 slots for one year of English; 6 hours/week	For unemployed and low-wage workers to improve their English to get jobs at Encore or backfill positions opened by people getting jobs at Encore. These slots would allow BEST to train more than 25 workers, since seats would become open on a rolling basis as students gain proficiency.
Bridge to Hospitality	\$40,000	Cost to pay contracted teaching staff for four sessions of training classes (\$10,000 per session for four sessions).	OWD's Bridge to Hospitality training program offers job-readiness and skills training to prepare residents for success in partner hospitality and culinary training programs.
Support from community-based organizations	\$66,000		Provide connections to communities in Boston, Everett, Somerville and Chelsea. Organizations will work one-on-one with residents to enroll them in the job training and access pipeline.
Culinary skills training	\$104,000	Cost varies by training program. These funds would allow us to serve 18-20 trainees.	Bridge graduates will be placed into culinary skills training programs through partner providers. These partners include NECAT, the Salvation Army's Kroc Center Culinary Skills program, and Community Work Services' Culinary Arts training program.
Boston Private Industry Council	\$30,000	Staff time to coordinate employer engagement.	PIC staff will coordinate with employers (including non-casino employers in hospitality and restaurant) and continue work to align training providers around a common set of skills/competencies that reflect the needs of employers.
Overhead	\$30,000	Calculated at 10%	Financial management of grant funds through the Mayor's Office of Workforce Development.
<b>Total</b>	<b>\$300,000</b>		

### Committed Matching Funds

What	Amount	Calculation	Details
BEST	\$10,800		Sharing BEST's English for Hospitality curriculum with 2-3 other providers for three train-the-trainer sessions. (How to use the curriculum, lesson planning around the curriculum, hospitality-specific activities, how to interview using behavioral questions, hospitality specific information.) Ongoing support from BEST teaching staff.
City of Boston	\$22,000	.15% FTE	To convene consortium partners.
City of Boston, Mayor's Office of Workforce Development	\$17,400		Supplies, staffing and space for Bridge to Hospitality Program.
Career Centers	\$6000	\$3,000 per OSCC.	OSCC will identify a staff member to be the casino advisor. The advisor will be trained on industry needs

ATTACHMENT 2

			and will work with the Casino Career Navigator to host information sessions, orientations, and career fairs.
Casino Action Network/ Action for Regional Equity	\$30,000		Includes work the staff and leaders will accomplish for grant activities including outreach activities, hosting community group, facilitation, providing space, and in-kind resources.
Viet Aid	\$4500		Donated Space for Community workshops (\$2500) and staff time for translation/interpretation services (\$2000).
<b>Total</b>	<b>\$90,700</b>		





# BOSTON WORKFORCE BOARD

Boston Private Industry Council  
2 Oliver Street, 3rd Floor  
Boston, Massachusetts 02109  
617.488.1300

January 30, 2019

MA Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

To Whom It May Concern:

The MassHire Boston Workforce Board supports this application by the Mayor's Office of Workforce Development (OWD) to the 2019 community mitigation grant for workforce development (BD-19-1068-1068C-1068L- 33629).

As the recipient of the 2018 mitigation fund, we see OWD's proposal as an opportunity to build on the work of the Greater Boston Casino Pipeline Initiative. This proposal will connect Boston residents to training and employment services that result in jobs that lead to economic self-sufficiency. Specifically, this proposal will increase capacity in training, education and expand industry-focused English as Second Language (ESL) classes.

The MassHire Boston Workforce Board, together with OWD, oversees the Boston public workforce system that includes the career centers, access points and approved training providers. As the city's workforce board, we will continue to be an engaged partner in this initiative and look forward to working with all involved to ensure successful implementation of this project.

Sincerely,

Neil Sullivan  
Executive Director

[www.masshireboston.org](http://www.masshireboston.org)  
[www.bostonpic.org](http://www.bostonpic.org)

January 31, 2019

Ms. Jill Lacy Griffin  
Director of Workforce, Supplier and Diversity Development  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Jill:

On behalf of the Office of Financial Empowerment (OFE), I am writing to support the Boston Mayor's Office of Workforce Development's application to the Gaming Mitigation Fund.

The Greater Boston Casino Pipeline Initiative (GBCPI) will support community organizations and workforce training providers who are helping residents of Boston, Chelsea and Somerville to train and apply for jobs at Encore Boston Harbor. In the communities we serve, there is enormous interest in the opportunities presented by the quality and scale of jobs available at Encore Boston Harbor. By working together with a consortium that includes the City, workforce development training providers, employers and community organizations, we can create a pipeline of talent to fill the needs of hospitality employers.

The Boston OFE is an innovative office in the Mayor's Office of Workforce Development that provides tailored financial services, programs and strategic policy development and strategies to build wealth and increase job readiness and enhance workforce development opportunities for the working poor. This funding will allow our office to expand our "Bridge to Hospitality" program that provides a job readiness "bridge" to hospitality training programs, providing a much needed pipeline to the Encore Boston Harbor jobs. In its three years, the Bridge has graduated ten cohorts of varying sizes, who progress to advanced hospitality training with BEST, NECAT, the Kroc Center, and Community Servings. In addition to basic skills and conflict resolution, OFE's curriculum includes Massachusetts Allergen Training American Red Cross: Adult and Pediatric CPR and First Aide, Automated External Defibrillator (AED), and initial study of ServSafe Food Handler. All of the students who went to the Boston Kroc Center and NECAT have passed the Food Handler Certification. In addition, approximately 10 students have passed the next level certification, ServSafe Food Safety Manager.

This workforce strategy has demonstrated success in developing trainees to be capable and qualified hotel workers. We are looking forward to building on the first year of the Greater Boston Casino Pipeline initiative.

Sincerely,

Constance Martin  
Deputy Director  
Mayor's Office of Financial Empowerment



Vietnamese American Initiative for Development  
42 Charles Street, Suite E, Dorchester MA 02122  
Tel : 617-822-3717 - Fax : 617-822-3718 - www.vietaid.org

To Whom This May Concern:

On behalf of the Vietnamese American Initiative for Development, Inc. (VietAID), I am writing to express our enthusiasm partnering with EDIC Boston to ensure that individuals in the Vietnamese American community have access to the range of services that would allow them to train for jobs within the growing hospitality industry.

The Vietnamese American Initiative for Development (VietAID) was founded in 1994 by community leaders and residents who believed that a community development corporation could provide comprehensive economic development programs and services to alleviate poverty and advance civic participation in the Fields Corner Vietnamese community of Dorchester. VietAID sits in the heart of a multicultural neighborhood and provides accessible, affordable services to the Fields Corner community. In a study by Asian American Advancing Justice "A Community in Contrast Northeast," 11,600 (2010 census) Vietnamese residents call Boston home; the largest concentration in Fields Corner and the immediate surrounding neighborhoods. Of which, 69% are foreign born and 67% limited English proficient. The per capita income for Vietnamese Americans is \$14,150, substantially lower than all other racial and ethnic groups. Two out of five Vietnamese American youth live in poverty, the same rate as Latino youth and among the highest rates across racial and ethnic groups.

Given the needs of the community and the potential of good jobs available with the Encore Casino, VietAID is looking forward to a partnership with Boston EDIC leveraging our cultural competency and reputation within the Vietnamese community. VietAID will target currently under-employed workers (many employed in low-wage professions such as nail technician and flooring installation) and provide:

- Leveraging our networks, recruit LEP and low-wage Vietnamese workers through direct 1:1 contact, social media and ethnic media
- Resources to help potential candidates' access SkillsSmart (including information sessions, one-on-one assistance).
- Referrals to the culinary and hospitality training providers that are part of this consortium (Best, NECAT, etc)
- Subcontract with St. Marks ESOL, an experienced ESL provider in Dorchester to coordinate job-focused ESL classes for the Vietnamese community.

Sincerely,

A handwritten signature in black ink, appearing to read "Lisette Le".

Lisette Le  
Executive Director



On the way to work

January 30, 2019

MA Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

To Whom it May Concern:

On behalf of Community Work Services, I am writing to support the Boston Mayor's Office of Workforce Development's application to the Gaming Mitigation Fund. The Greater Boston Casino Pipeline Initiative (GBCPI) will support community organizations and workforce training providers who are helping residents of Boston, Chelsea and Somerville to train and apply for jobs at Encore Boston Harbor. In the communities we serve, there is enormous interest in the opportunities presented by the quality and scale of jobs available at Encore Boston Harbor. By working together with a consortium that includes the City, workforce development training providers, employers and community organizations, we can create a pipeline of talent to fill the needs of hospitality employers.

We are looking forward to building on the first year of the Greater Boston Casino Pipeline initiative.

Sincerely,

A handwritten signature in black ink, appearing to read "Sean A. [unclear]".

Executive Director

174 Portland Street, Boston, MA 02114  
Phone: 617-720-2233 Fax: 617-367-4756  
[www.cwsnewengland.org](http://www.cwsnewengland.org)



# Chelsea Collaborative

Empowering people, building our community

January 30, 2019

MA Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

To Whom It May Concern:

The Chelsea Collaborative has been working to improve the lives of Chelsea residents for 30 years. We remain deeply committed to ensuring that residents get new opportunities for good jobs and employment at Encore Boston Harbor and also opportunities at other employers who will be losing their employees to Encore or who are expanding in the next year.

The first half year of the Greater Boston Pipeline Initiative has already proven its value. Community partners have reached out to over 1200 residents in the first few months. We have worked with the service provider community to expand local access to the workshops residents need to be strong applicants. The Casino Action Network/Action for Equity is serving as a point of coordination to help us share resources and information quickly and build connections to Encore. We are working together with our cities, workforce system, and major employer to achieve the diversity and local hiring we all want.

All of us are seeing an increase in the number of residents wanting information and other assistance. We are fully committed to continuing this work next year. We are looking forward to expanding our work to connect to other employers seeking to fill similar positions.

We are pleased to submit this letter in support of the application for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI). We look forward to working with EDIC and MassHire Boston Workforce Board next year to continue making progress creating the pipeline labor market infrastructure our residents need.

In addition, we anticipate in providing \$8500 in matching commitment in the next year.

We will:

1. Participate in the Greater Boston Casino Pipeline Initiative, in partnership with MassHire Boston Workforce Board, to provide a regional approach to filling positions at Encore Boston Harbor and creating a pipeline for future positions in hospitality in Boston and related industries.
2. Coordinated by Action for Equity, regional meetings will include regional partners including Alternatives for Community and the Environment (Boston), Chelsea Collaborative (Chelsea), New England United for Justice (Boston), One Everett/La Comunidad Inc. (Everett), and Somerville Community Corporation (Somerville).
3. Work with local residents to identify needs and advocate for meeting the needs of local residents, including setting goals for job placements for local residents.
4. Reach out to involve local mentors and service providers including advocating that residents get the training and support they need.
5. Enroll residents interested in the good jobs into the pipeline
6. Register resident names, email and other contact information and document connections to services and other outcomes.
7. Advocate for cities and workforce boards to include additional employers with commitments to good jobs and local hiring
8. Maintain financial records for all expenditures.
9. Report on program activity quarterly to the EDIC.

The Chelsea collaborarive will be an active supportive member of this consortium. We look forward to working with all partners to ensure the success of this project

Sincerely,

Gladys Vega

# New England United 4 Justice



1845 Dorchester Ave. Boston, MA 02124 617-265-7100 or 617-905-9939 mimi.neunited4justice@gmail.com

MA Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor Boston, MA 02110

## To Whom It May Concern:

New England United 4 Justice, NEU4J has been working to improve the lives of Boston residents for the past 9 years. We are a social justice, grassroots organization that works to empower low income, communities of color and working class neighborhoods in the City and we are a proud member of both the Casino Action Network and Community Labor United that links community, good jobs access and policy efforts that center our neighborhood voices. Through these efforts, we are a new partner at the table and we have been excited about the opportunities to engage with the City and many partners within the region, around collective models that work to connect residents into Good Jobs and support the continued building of a pipeline to good jobs, with real results. We remain deeply committed to ensuring that residents get new opportunities for good jobs and employment at Encore Boston Harbor and also opportunities at other employers who will be losing their employees to Encore or who are expanding in the next year.

The first half year of the Greater Boston Pipeline Initiative has already proven its value. Community partners have reached out to over 1200 residents in the first few months. We have worked with the service provider community to expand local access to the workshops residents need to be strong applicants. The Casino Action Network/Action for Equity is serving as a point of coordination to help us share resources and information quickly and build connections to Encore.

All of us are seeing an increase in the number of residents wanting information and other assistance. We are fully committed to continuing this work next year. We are looking forward to expanding our work to connect to other employers seeking to fill similar positions. We are pleased to submit this letter in support of the application for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI). We look forward to working with EDIC and MassHire Boston Workforce Board next year to continue making progress creating the pipeline labor market infrastructure our residents need.

## We will:

1. *Participate in the Greater Boston Casino Pipeline Initiative, in partnership with MassHire Boston Workforce Board, to provide a regional approach to filling positions at Encore Boston Harbor and creating a pipeline for future positions in hospitality in Boston and related industries.*
2. *Coordinated by Action for Equity, regional meetings will include regional partners including Alternatives for Community and the Environment (Boston), Chelsea Collaborative (Chelsea), New England United for Justice (Boston), One Everett/La Comunidad Inc. (Everett), and Somerville Community Corporation (Somerville).*
3. *Work with local residents to identify needs and advocate for meeting the needs of local residents, including setting goals for job placements for local residents.*
4. *Reach out to involve local mentors and service providers including advocating that residents get the training and support they need.*
5. *Enroll residents interested in the good jobs into the pipeline*
6. *Register resident names, email and other contact information and document connections to services and other outcomes.*
7. *Advocate for cities and workforce boards to include additional employers with commitments to good jobs and local hiring*
8. *Maintain financial records for all expenditures.*
9. *Report on program activity quarterly to the EDIC.*

Sincerely,

Noemi Mimi Ramos, Executive Director  
New England United 4 Justice, NEU4J





SOMERVILLE COMMUNITY CORPORATION  
137 Somerville Avenue, Second Floor • Somerville, MA 02143

MA Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

To Whom It May Concern:

Somerville Community Corporation has been working to improve the lives of Somerville residents for almost 50 years. We remain deeply committed to ensuring that residents get new opportunities for good jobs and employment at Encore Boston Harbor and also opportunities at other employers who will be losing their employees to Encore or who are expanding in the next year.

The first half year of the Greater Boston Pipeline Initiative has already proven its value. Community partners have reached out to over 1200 residents in the first few months. We have worked with the service provider community to expand local access to the workshops residents need to be strong applicants. The Casino Action Network/Action for Equity is serving as a point of coordination to help us share resources and information quickly and build connections to Encore. We are working together with our cities, workforce system, and major employer to achieve the diversity and local hiring we all want.

All of us are seeing an increase in the number of residents wanting information and other assistance. We are fully committed to continuing this work next year. We are looking forward to expanding our work to connect to other employers seeking to fill similar positions.

We are pleased to submit this letter in support of the application for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI). We look forward to working with EDIC and MassHire Boston Workforce Board next year to continue making progress creating the pipeline labor market infrastructure our residents need.

In addition, we anticipate in providing 2,000 in matching commitment in the next year.

We will:

1. Participate in the Greater Boston Casino Pipeline Initiative, in partnership with MassHire Boston Workforce Board, to provide a regional approach to filling positions at Encore Boston Harbor and creating a pipeline for future positions in hospitality in Boston and related industries.
2. Coordinated by Action for Equity, regional meetings will include regional partners including Alternatives for Community and the Environment (Boston), Chelsea Collaborative (Chelsea), New England United for Justice (Boston), One Everett/La Comunidad Inc. (Everett), and Somerville Community Corporation (Somerville).
3. Work with local residents to identify needs and advocate for meeting the needs of local residents, including setting goals for job placements for local residents.
4. Reach out to involve local mentors and service providers including advocating that residents get the training and support they need.
5. Enroll residents interested in the good jobs into the pipeline
6. Register resident names, email and other contact information and document connections to services and other outcomes.



MA Gaming Commission  
101 Federal Street, 12th Floor  
Boston, MA 02110

January 31, 2019

To Whom it May Concern:

On behalf of The Salvation Army Boston Kroc Center Culinary Arts Training Program, I am writing to support the Boston Mayor's Office of Workforce Development's application to the Gaming Mitigation Fund. The Greater Boston Casino Pipeline Initiative (GBCPI) will support community organizations and workforce training providers who are helping residents of Boston, Chelsea and Somerville to train and apply for jobs at Encore Boston Harbor.

In the communities we serve, there is enormous interest in the opportunities presented by the quality and scale of jobs available at Encore Boston Harbor. By working together with a consortium that includes the City, workforce development training providers, employers and community organizations, we can create a pipeline of talent to fill the needs of hospitality employers.

The Boston Kroc Center Culinary Training Program aspires to lift economically disadvantaged residents out of poverty through culinary education, life skills coaching, and job placement services.

We are looking forward to building on the first year of the Greater Boston Casino Pipeline initiative.

Sincerely,

A handwritten signature in black ink that reads "Timothy Tucker".

Chef Timothy Tucker  
Manager/ Instructor, Culinary Arts Training Program  
The Salvation Army Boston Kroc Center  
Timothy.Tucker@use.salvationarmy.org  
Phone: 617.318.6954  
Fax: 617.318.6999

# UNITE HERE! LOCAL 26

January 29, 2019      101 Station Landing, 4<sup>th</sup> Floor • Medford, MA 02155 • Tel (617) 832-6699 • Fax (617) 426-7684

MA Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

To Whom It May Concern:

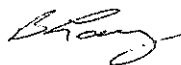
On behalf of UNITE HERE Local 26, Boston's Hospitality Union, I submit this letter in support of the application by the Mayor's Office of Workforce Development for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI).

The GBCPI will fund a workforce development initiative to create a pipeline to quality careers in gaming and hospitality, expand industry-focused English as Second Language (ESL) classes, upskill hospitality workers, and provide tuition and supports for gaming school applicants. This program will move residents from Boston, Chelsea, Everett, and Somerville into better jobs with great opportunities for advancement and create a pipeline to meet the needs of the local businesses impacted by the new casino resort.

UNITE HERE has a long history of partnering with Wynn Resorts to provide quality jobs to hotel and restaurant workers. In Las Vegas, all Wynn properties are part of a collaborative bargaining agreement with UNITE HERE. We look forward to working with Encore Boston in a similar, collaborative manner. BEST.Hospitality Training, the Local 26 Training Center, is known for its high quality and industry-specific training. They are well-positioned to upskill current hotel workers as Boston's industry grows over the next two to five years.

We look forward to working with all involved to ensure successful implementation of this project.

Sincerely,



Brian Lang  
President  
UNITE HERE Local 26

CC: Marie Downey

---

Brian Lang  
President

Carlos Aramayo  
Secretary of Treasure



January 30, 2019

MA Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

To Whom It May Concern:

Please accept this letter on behalf of BEST Hospitality Training, in support of the application by the Mayor's Office of Workforce Development for community mitigation grant funding for the Greater Boston Casino Pipeline Initiative (GBCPI). The GBCPI will fund a workforce development initiative to create a pipeline to quality careers in gaming and hospitality, expand industry-focused English as Second Language (ESL) classes, upskill hospitality workers, and provide tuition and supports for gaming school applicants. This program will move residents from Boston, Chelsea, Everett, and Somerville into better jobs with great opportunities for advancement and create a pipeline to meet the needs of the local businesses impacted by the new casino resort.

BEST Hospitality Training combines pre-employment and incumbent worker training to provide individuals with the education, skills and training to excel in the hospitality industry and in their personal lives and to meet the labor needs of our hotel partners. This year, we partnered with the Boston Private Industry Council to serve individuals through our Introduction to Hospitality Training Housekeeping Pre-Apprenticeship program and our English for Hospitality classes. This partnership allowed us to increase our capacity and address a crucial need in the communities we work. Through past experience and understanding of industry standards, we know that language development and industry-specific skills training make a difference in people's ability to obtain quality jobs and change their lives.

As one of the Mayor's Office of Workforce Development regional partners, we are looking forward to assisting them in increasing both the skills profile and the delivery of qualified individuals from traditionally over-looked and under-resourced communities into the hospitality industry pipeline.

We look forward to working with all involved to ensure successful implementation of this project.

Sincerely,

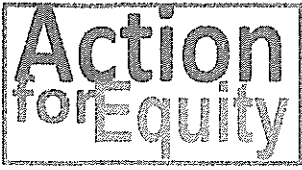
A handwritten signature in cursive script that reads "Marie Downey".

Marie Downey  
Executive Director

**BEST**

617-542-1177 • [www.BESThtc.org](http://www.BESThtc.org)  
101 Station Landing, Fourth Floor, Medford, MA 02155  
2201 Washington Street, Roxbury, MA 02119





In addition, we anticipate in providing \$12,000 in in-kind matching commitment ourselves in the next year. We will be providing staff coordination as part of this match. Across all community partners, we expect to provide over \$30,000 in in-kind match.

We will:

1. Participate in the Greater Boston Casino Pipeline Initiative, in partnership with MassHire Boston Workforce Board, to provide a regional approach to filling positions at Encore Boston Harbor and creating a pipeline for future positions in hospitality in Boston and related industries.
2. Coordinated by Action for Equity, regional meetings will include regional partners including Alternatives for Community and the Environment (Boston), Chelsea Collaborative (Chelsea), New England United for Justice (Boston), One Everett/La Comunidad Inc. (Everett), and Somerville Community Corporation (Somerville).
3. Work with local residents to identify needs and advocate for meeting the needs of local residents, including setting goals for job placements for local residents.
4. Reach out to involve local mentors and service providers including advocating that residents get the training and support they need.
5. Enroll residents interested in the good jobs into the pipeline
6. Register resident names, email and other contact information and document connections to services and other outcomes.
7. Advocate for cities and workforce boards to include additional employers with commitments to good jobs and local hiring
8. Maintain financial records for all expenditures.
9. Report on program activity quarterly to the EDIC.
10. We will also continue our coordination role, including reporting, tracking, staff development, planning, and evaluation.

Sincerely,

A handwritten signature in cursive script that reads "Marvin Martin".

Marvin Martin  
Executive Director





# 19

## COMMUNITY MITIGATION FUND

### APPENDIX E

***Workforce Development Pilot Program Grant Application***  
**BD-19-1068-1068C-1068L- 33629**

***Please complete the entire Application.***

<b>1.</b>		Holyoke Community College
	<b>NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT</b>	
<b>2.</b>		Christina Royal, President
	<b>NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>	
<b>3.</b>		303 Homestead Avenue, Holyoke, MA 01040-1091
	<b>ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>	
<b>4.</b>		Phone: (413) 552-2700; Email: croyal@hcc.edu
	<b>PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>	
<b>5.</b>		Jeffrey Hayden, Vice President of Business and Community Services
	<b>NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>	
<b>6.</b>		303 Homestead Avenue, Holyoke, MA 01040-1091
	<b>ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>	
<b>7.</b>		Phone: (413) 552-2587; Email: jhayden@hcc.edu
	<b>PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>	
<b>8.</b>		Blue Tarp Redevelopment, LLC (MGM Springfield) & MCCTI – Gaming School Certification
	<b>NAME OF GAMING LICENSEE</b>	

**1. IMPACT DESCRIPTION**

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

Please see attached narrative description.

**2. PROPOSED MITIGATION (Please attach additional sheets/supplemental materials if necessary.)**

**a. Please identify the amount of funding requested**

Please see attached narrative description.

**b. Please identify below the manner in which the funds are proposed to be used.**

Please see attached narrative description.

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

Please see attached narrative description.

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

Please see attached narrative description.

**3. CONNECTION TO GAMING FACILITY**

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

Please see attached narrative description.

**4. SCOPE OF PROJECT**

Please describe the scope of the Project including description of training/education program, topics, number of hours, number of individuals to be served, location, cities and towns served, and deliverables.

Please see attached narrative description.

**5. COLLABORATIVE PARTNERS**

**a. Please define the roles of the applicant and any collaborative partners.**

Please see attached narrative description.

**b. Please list any matched funds or other leveraged resources and program supports provided by partners**

Please see attached narrative description.

**6. MEASUREMENT OF IMPACT**

Please describe how you propose to measure the impact of your program including indicators proposed to measure results.

Please see attached narrative description.

**7. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

Please see attached narrative description.

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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

*Marina J. Mitchell*

*2/1/19*

Signature of Responsible Municipal  
Official/Governmental Entity

Date

**2019 COMMUNITY MITIGATION FUND**  
**WORKFORCE DEVELOPMENT PILOT PROGRAM NARRATIVE RESPONSES**  
***Work Ready: A Collaborative Project of Holyoke Community College, Springfield Technical Community College, and Springfield Public Schools***

**IMPACT DESCRIPTION**

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

In Massachusetts, there are 1.1 million workers who lack basic skills. 667,000 workers in Massachusetts have a high school credential but still lack basic math, literacy, language and analytic skills to perform in the typical workplace. According to the 2003 Massachusetts State Assessment of Adult Literacy, in Hampden County there were 360,651 individuals in households who were sixteen years or older. Ten percent (10%) of this population were considered Basic or Below Basic readers (for functional purposes). The American Fact Finder for 2017 states that the population for 16 years and older in Hampden County is 377,991. Extrapolating from the 2003 Literacy Assessment data, 10% of the 377,991 are reading at a Basic or Below Basic literacy-level which equates to 37,799 people in Hampden County.

Low literacy has devastating effects for the economy:

- Low literacy costs the U.S. 225 billion dollars or more each year in non-productivity in the workforce, crime and the loss of tax revenue due to unemployment. (<https://proliteration.org/Resources/Adult-Literacy-Facts>)
- Children whose parents have low literacy levels have a 72% chance of being at the lowest reading levels themselves. (Ibid.)
- More than 1 million workers (1/3rd of the working population) in Massachusetts lack basic skills. (<https://mblc.state.ma.us/programs-and-support/adult-literacy/problem-in-mass.php>)
- Of those adults, in Massachusetts, with below basic skills, 52% are unemployed. (Ibid.)

People with low literacy rates tend to live in poverty, be unemployed and unemployable. The effect of this on the economy of the Commonwealth could be dire. The Massachusetts economy has been and is becoming more technology-based. Jobs in Manufacturing, STEM Technician fields, Information Technology and all levels of Health careers are going unfilled. "...a third of Massachusetts workers are ill equipped to meet the demands of the state's rapidly changing economy. This threatens the state's ability to sustain the current economic boom and traps the workers themselves in jobs with little opportunity to advance". (<https://massinc.org/research/new-skills-for-a-new-economy>)Recent roundtables with area businesses have identified the lack of skilled entry level individuals as one of the major obstacles to their growth.

This grant will focus on providing a career focus for low/unskilled adults ages 16 and up. The training will aim to develop reading, listening, speaking, and writing skills for adults in entry-level jobs in the hospitality industry, customer service, the MGM Casino or in other similar hospitality establishments in Springfield, to meet the needs of employers who have lost employees. The most pressing employment issue currently facing MGM and other hospitality establishments surrounds vacancies due to poor attendance/termination, especially in the culinary field. Poor attendance has been attributed to child care issues, varying shifts, and the lack of public transportation during late shifts, making transportation an issue for workers commuting to/from work via public transportation.

High unemployment and poverty rates make the need for permanent employment critical for local residents. The region's workforce faces education, social, cultural, and support system barriers that prevent them from meeting job requirements. All jobs available on the MGM Career Launch Website appear to require a minimum of a high school diploma or equivalent but unfortunately, 22.8% of Springfield's population does not have a high school diploma. The need for employment is high, but the lack of workforce readiness poses a real issue for these individuals. Several barriers identified by MGM Springfield include a lack of interview/personal presentation skills, incomplete applications, little to no previous work experience, lack of high school credentials, and limited English proficiency. Barriers relating to employee retention also present as an issue. Individuals in entry-level positions were found to lack dependability, reliability, and proper workplace etiquette.

**Work Ready** 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 to provide a combination of work readiness preparation and occupational skills training to help the unemployed and underemployed take advantage of the employment opportunities currently available in the marketplace and MGM Springfield's need for line cooks, dealers and hospitality workers. Through this partnership, **Work Ready** provides a complete career pathway for low-skilled individuals:

- **Basic skills** = Springfield Public Schools/Ahead of the Game: individuals participate in Adult Basic Education; earn high school credentials/HiSET; be referred to job training, post-secondary education or employment
- **Language & skills training** = Springfield Technical Community College/Hampden Prep: individual participate in English in the Workplace; Career Readiness; or certificate trainings such as Computer/Digital Literacy or ServSafe
- **Gaming Skills** = MCCTI/TWO: students can receive scholarships and become trained in blackjack, poker, carnival games, or roulette
- **Industry Skills** = Holyoke Community College: individuals participate in line cook or hospitality certificate trainings

## **PROPOSED MITIGATION**

### **2.a. Please identify the amount of funding requested**

The **Work Ready** partnership is applying for \$300,000 to support Region B.

### **2.b. Please identify below the manner in which the funds are proposed to be used.**

Estimated expenses are presented below and the final project budget will be developed as part of the program award. Please see the attached proposed budget for additional information.

#### Holyoke Community College

Holyoke Community College proposes to use \$75,000 of grant funds in the following manner:

- \$3,000 -- for contractual services for MassHire to conduct program evaluation
- \$10,942 -- Hotel Training (including training materials and supplies), 2 cohorts (1 Front Desk, 1 Housekeeping)
- \$5,190 -- Hotel Supervisor to Manager training (1 cohort)
- \$34,230 -- Line Cook Training (including training materials and supplies), 2 cohorts
- \$18,971 -- indirect (49.8% of salaries and fringe)
- \$2,667 -- Other Costs



### MCCTI/TWO

MCCTI proposes to use \$50,000 of grant funds in the following manner:

- \$50,000 will be used for ongoing scholarships to be spent for underemployed and unemployed Massachusetts residents for training to become table games or poker dealers. Scholarships may be used for Blackjack, Carnival Games, Roulette, Craps or Poker.

The Foundations at HCC and STCC are funding the development of the ESOL Blackjack curriculum, including a pilot program planned for fall 2019. The curriculum will be developed by HCC's ESOL program, in partnership with bilingual, experienced table game dealers. MCCTI will work with partner organizations to attract and evaluate eligible students.

### Springfield Technical Community College – Hampden Prep

STCC proposes to utilize \$75,000 of the grant funds in the following manner:

- \$38,076 will be dedicated towards two part-time instructors/advisors will be hired to teach the English in the Workplace: Hotel curriculum and career readiness skills. Each PT instructor will be paid \$28.50/hour for 668 hours, including prep time.
- \$7,045 will support fringe benefits: 25% of the Coordinator's salary is assessed at 35.55%, and payroll tax for all employees is 2.44%
- \$5,883 will be used for materials and supplies: the Workplace English for Hotels book is \$21.95/student for 22 students, and the book for ServSafe training and test voucher is \$75/student for 72 students
- \$1,080 will be used to hire a ServSafe Instructor to teach three 8-hour sessions at \$45/hr.
- Indirect Costs are assessed at 10%, or \$6,818

### Springfield Public Schools – Ahead of the Game

Springfield Public Schools proposes to utilize \$100,000 of grant funds to support the Case Manager and Teaching staff for the Ahead of the Game program.

Personnel & Fringe Benefits:

- Teacher - Costs associated with teacher(s) salary and fringe benefits. The teachers will instruct Adult Basic education, ESOL, GED/HISET, and the Ahead of the Game courses. In addition to teaching, the teacher will also be responsible for planning lessons based on the learning needs of culturally diverse and multi-skilled students. The teacher will administer assessments regularly to continually track progress of each student enrolled.
- Case Manager - Costs associated with the Case Manager are salary and fringe benefits. The Case Manager will lead the intake and enrollment process for each student, assess the individual needs to verify the learners' level of entry, and provide ongoing support and guidance during courses to ensure students are making appropriate progress.

Indirect Costs:

- Indirect costs- Administrative fees to be charged at a rate of 3.11%.

**2.c. Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact from the construction of a proposed gaming establishment.**

Supplemental materials attached to this proposal include:

- SPS class schedule
- Proposed **Work Ready** budget

- Letters of Support

**2.d. Please describe how the mitigation request will address the specific impact indicated.**

MGM Springfield, along with other hospitality-based employers in the area, have had a difficult time attracting work-ready individuals for entry-level positions. Additionally, there is a high turnover rate in this industry, with ongoing job vacancies due to poor attendance/termination (especially in the culinary field). Poor attendance has been attributed to child care issues, varying shifts, and the lack of public transportation during late shifts, making transportation an issue for workers commuting to/from work via public transportation.

The proposed workforce development project will address this impact by providing a combination of work readiness preparation and occupational skills training to help the unemployed and underemployed take advantage of the employment opportunities currently available in the marketplace. Work Ready addresses the needs of individuals and guides them through a career pathway to help them become valuable candidates for employment, advance to better jobs, and enhance their quality of life. This program will provide low-skilled, low-income adult students with a wide variety of resources depending on their individualized needs.

**Work Ready** will enroll up to 200 individuals in the gaming school through scholarships, up to 70 individuals in certificate training at HCC, 180 in Hampden Prep, and 100 individuals in Ahead of the Game in order to get them into the pipeline for skills training and job placement. Given the current occupational vacancies in the hospitality sector and the ongoing workforce demand of MGM Springfield, **Work Ready's** outcome of 435 trained job seekers will significantly impact and complement the current workforce development efforts of the industry and MGM. The intent is to operate these programs as soon as possible to assist with the ongoing hiring needs of MGM, as well as assist existing companies in the backfill needs of other businesses within the local hospitality industry.

**CONNECTION TO GAMING FACILITY**

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

MGM Springfield has existing MOU's with the Springfield Public Schools, MCCTI (HCC/STCC), and the region's workforce development system to work collaboratively to meet the workforce needs of MGM and the region. MGM Springfield has submitted a letter of support for this application. MGM Springfield has identified dealers and line cooks as their most immediate need due to the significant number of employees needed for these occupations and the central nature of these departments to the business plan of the company. The proposed project expands on a successful model, as evidenced by **Work Ready's** most recent reported outcomes:

- During the 2018 fall semester, the Ahead of the Game program successfully enrolled 90 HiSET and 94 ESOL students. Of those students, 33 increased two grade levels, 24 are approaching a college and career readiness level, and 17 tested in all five HiSET exams and successfully obtained their high school equivalency. SPS had 10 students that enrolled in postsecondary/workforce training, obtained employment interviews, or successfully obtained gainful employment. Additionally, 166 of their students established a SkillsSmart profile and 144 received Case Management services.
- At Hampden Prep, of the 18 students enrolled in the 3rd cohort, 9 students took the HiSET exam. Two of the nine students passed all 5 subjects and earned their HiSET credential. Six students have partially completed the requirements for earning their HiSET credential, meaning they passed some subjects, but either have not taken all 5 subjects, or have taken and need to retest in some

subjects. Instructors and the coordinator are working closely with the students that have partially completed the HiSET tests with scheduling dates for retesting.

- HCC conducted two line cook trainings. In the first cohort, 8 out of 15 students completed, and all 8 were hired. In the second cohort, 15 out of 16 students finished, and all 15 students were hired. (The stringent attendance requirements were communicated more clearly up-front to the second cohort).
- MCCTI had 200 graduates. Of these 80% were hired, and 60% received scholarships.

**SCOPE OF PROJECT**

**4. Please describe the scope of the Project including description of training/education program, topics, number of hours, number of individuals to be served, location, cities and towns served, and deliverables.**

In FY20, the core partners in the Work Ready Collaborative will expand upon existing services, including adding courses such as contextualized ESOL, several essential certifications, and additional support services to create a stronger pathway across the partnering organizations. The goal of this work will be to fill MGM Springfield’s anticipated 750 job vacancies in FY20, as well as the vacancies at other hospitality establishments across the region impacted by the 2018 opening of the casino.

What follows is this collaborative’s vision of how various populations of low-skilled adults living in the region will enter our career training pathway, receive the education, support services and career training needed to move along the pathway, and eventually gain self-sustaining employment at MGM Springfield or elsewhere in the hospitality industry in the region.

Target Population	Low-skilled adults without high school credentials
Work Ready Pipeline Entry Point	<b>Springfield Public Schools Ahead of the Game Program</b>
Output	100 adults in FY20
Outcome	Students will have completed their ABE courses and taken their GED/HiSET test
Next Step in Career Pathway	Employment and/or enrollment in postsecondary program at HCC or STCC

Description:

The Ahead of the Game program was developed and designed for adult students to develop transferable academic, technical, and employability skills resulting in an increase of employable residents in the region. Funding from the previous Community Mitigation Fund allowed SPS to publicly launch the Ahead of the Game program in January 2018, and actively enroll approximately 160 adults. An expected outcome of **100 adults** remains the goal for the second year of funding. ***The continuation of the program will allow for approximately another 100 low-skilled low-income adult students to gain valuable skills*** and move towards Casino related careers in year 3 of the Community Mitigation Funding.

Through the Springfield Adult Education Center, students receive education, career, and technical support in order to maximize their potential, and establish long-term employment goals. A wide variety of

resources will be available to participants including: basic literacy, basic mathematics, high school equivalency test preparation and testing (GED), adult diploma program, English for Speakers of Other Languages (ESOL), job skills (interview and resume writing), work readiness training, and computer literacy. Program participants will also receive bus tokens for transportation and participate in a series of workshops. Upon completion of the Ahead of the Game program, adult students will have made progress in our program and have completed their required ABE courses, taken the GED/HiSET test, enrolled and been accepted into a postsecondary training course, and/or have successfully secured long-term employment. All adults are placed into the program based on their specific needs and meet weekly throughout the year. To better meet the needs and schedules of our adult population, courses are offered both during the day and at night. The Ahead of Game program plans to serve approximately 100 adult students in the coming year.

The Ahead of the Game program will be held at the Springfield Adult Education Center located at 204 Boston Road, Springfield, MA, in addition to satellite locations located at New England Farm Workers Council, and Commerce High School. Classes will be held Monday, Tuesday, Wednesday, and Thursday, and will be approximately 3 hours in length. The series of soft skill workshops will be held throughout the year, based on needs of currently enrolled adult students.

Target Population	Low-skilled adults with a GED or HiSET
Work Ready Pipeline Entry Point	<b>MCCTI</b>
Output	200 graduates
Outcome	Students will complete the necessary training to become a dealer at MGM
Next Step in Career Pathway	Employment at MGM

**Description:**

MCCTI will deliver three sessions of each class (except Poker). These sessions will run in the fall, spring and summer semesters. The three classes are scheduled to run at different times to accommodate the needs of various students. Start times include 7:30 AM, 1:00 PM and 7:15 PM. Employment opportunities help drive the class schedule. Poker is scheduled for one class each semester based on enrollment and employment opportunities. In order to support the ongoing development of current dealers, MCCTI and MGM have agreed to run off-schedule classes whenever there are twelve existing dealers ready for training in a new game.

Target Population	Low-skilled adults with a GED or HiSET
Work Ready Pipeline Entry Point	<b>Holyoke Community College</b>
Output	2 cohorts of 15 students -- Line Cook Training 1 cohort of 10 students - Supervisor Training 2 cohorts of 15 students - Hotel Training

Outcome	Students will meet the requirements for training completion
Next Step in Career Pathway	Employment

Description:

HCC/TWO will offer the following trainings as part of the **Work Ready** program:

Line Cook Training will be offered at the HCC MGM Culinary Arts Institute (CAI) in downtown Holyoke. One Hundred and Eighty (180) hours of training will be delivered to 3 cohorts of 15 students, for a total of 45 slots. This hands-on training simulates the pace and standards of a professional setting, including attendance and punctuality, practical skills demonstration, and preparing and plating meals for real customers. Recruitment will be through a pathway with Putnam to HCC, current HCC students and alumni, as well as assistance from the MassHire Workforce Board Hampden County and MassHire Springfield and Holyoke Career Centers. Additionally, HCC will offer one cohort of a 32-hour Supervisor to Manager training for 10 students, and two cohorts of a 50-hour Front Desk Receptionist training for 15 students in each cohort.

Target Population	Students on the SALC waiting list
Work Ready Pipeline Entry Point	<b>Springfield Technical Community College -- Hampden Prep</b>
Output	12 cohorts of 15 students
Outcome	Students will complete an 80-hour English in the Workplace course
Next Step in Career Pathway	Employment; referral to Ahead of the Game program

Description:

Springfield Technical Community College (STCC) will offer an eighty (80)-hour class in English in the Workplace focused on hotels, which includes twenty hours of Career Readiness, and twenty hours of computer literacy. The Springfield Adult Learning Center (SALC), under the auspices of the STCC Workforce Development Center, will offer high-impact training to low-literacy adults in Hampden County to assist them in increasing their chances of employment. The project will run **12 cohorts of 15 students** throughout the year. Students will learn Workplace English for Hotels, interviewing skills, filling out online job applications, financial literacy, email etiquette, and social media. Additionally, students will learn computer skills to certify they know the basics of Microsoft Word, for a total of eighty (80) hours of training. Since the students may not have been in a hotel, the grant will provide a tour of one hotel each session in the Springfield area if funding is available.

Students will first be recruited from the SALC waiting list and then from the waiting lists of other programs. The Program Coordinator will also work with MassHire Springfield and Holyoke to advertise the program. The demand for Adult Basic Education classes for level 1 (grade 2 - 3.9) and level 2 (grade 4 - 5.9) students is high. The proposed intervention will give students the opportunity to begin working on their reading,

listening, and speaking skills. Classes will run in the daytime and the evening with the day sessions lasting four weeks and the evening sessions lasting five weeks. (The evening program is four hours shorter than the day program.)

16 - 20 hours of direct instruction per week

10 am - 2 pm Monday through Friday

5 pm - 9 pm Monday through Thursday

Students will focus on English in the Workplace for Hotels, learning only as much as they need to know to work in a hotel, or a kitchen. After students have finished this class (40 hours), they will participate in 20 hours of Career Readiness activities.

4 hours Interviewing Skills

4 hours filling-out online job application

4 hours financial literacy

4 hours creating a resume and uploading it to job sites

2 hours how to write emails and email etiquette

2 hours the importance of social media

In order for students to progress to the Computer Literacy class, they must pass the English in the Workplace class. Computer Literacy will last one week. The goal of this class is to impart *some* basic computer skills to students and let them see how Microsoft Word functions.

Upon completion of the trainings, STCC's Workforce Development Center and the Program Coordinator will work with students to find employment. Students will also use the resources of MassHire Springfield and Holyoke for job searches.

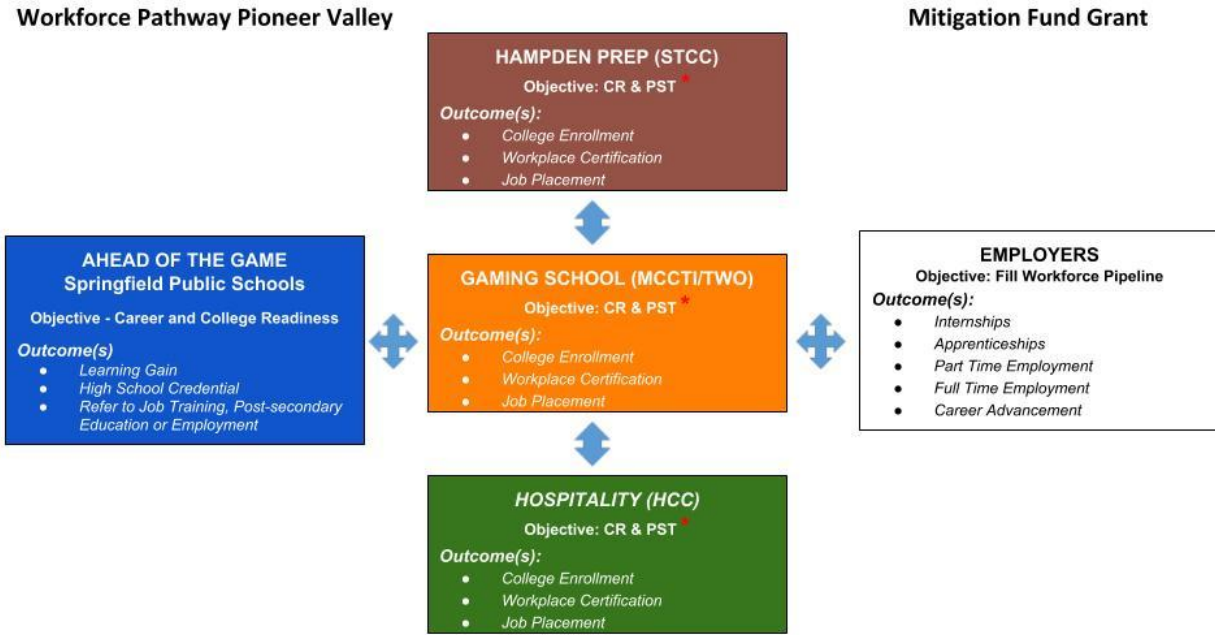
The program will additionally offer ServSafe training to those students who are interested and who can read well enough to pass the test. The ServSafe certificate is required for all businesses where food is served. In fact, there must be at least one employee per shift who is ServSafe certified. This certificate class will also be offered to other students in SALC who work in the industry and to referrals from other programs. The training is eight hours and the certification will be offered three times during the program year.

This training intervention is only a first step for low-literacy adults. Students will be encouraged to continue with SALC, they will also be referred to Springfield Public School's Ahead of the Game program for career exploration, and to the HCC Culinary program.



**COLLABORATIVE PARTNERS**

**5. a. Please define the roles of the applicant and any collaborative partners.**



\* CR & PST = College Readiness and Post-secondary Training

**Holyoke Community College (HCC):** HCC, the lead agency on this project, began in 1946 as the city-sponsored Holyoke Junior College, a fledgling institution that flourished thanks to the perseverance of its small but dedicated staff. Dr. George Frost, the school’s founder, scavenged chalk, erasers, and pencils for the part-time faculty (many of whom were professors at the area’s prestigious four-year college and universities), who taught classes in the borrowed quarters of the Holyoke High School building. Innovation was, and continues to be, a cornerstone of the college’s pursuit of excellence.

Today, HCC’s 135-acre campus is surrounded by forests and protected watershed land in the heart of western Massachusetts’ Pioneer Valley. HCC serves over 10,000 students annually, and provides a variety of recreational and cultural activities, from sports programs to music festivals, for students and community members alike. HCC is widely recognized as a leader in high-quality, affordable pathways to transfer, or immediate entry into the workforce. A federally-designated Hispanic Serving Institution (HSI), HCC serves a diverse community with nearly 100 degree and certificate programs, and online, blended, evening, and Saturday classes that accommodate the busy lives of our student population.

**MCCTI:** The MCCTI was formed as a collaborating workforce development organization by the state’s fifteen community colleges. The MCCTI has developed a Memorandum of Understanding with the Massachusetts Gaming Commission to work collaboratively regarding workforce certifications, training, licensure and other requirements. The Institute is collaborating with MassHire Workforce Boards and Career Centers, the Massachusetts community colleges, resort casino and slot facility developers and operators, educators, training providers, unions, and community based organizations to provide recruitment, screening, career counseling, training, and job placement strategies and solutions.

**Springfield Technical Community College (STCC)**, founded in 1967, is a major resource for the economic vitality of Western Massachusetts. The College is committed to their mission as “a leader in technology and instructional innovation, transforming lives through educational opportunities that promote personal and professional success.” As the only technical community college in Massachusetts, STCC has a special responsibility for workforce development.

Through strong partnerships with business and industry, STCC provides degree, certificate, certification training, retraining, and skills improvement programs for individuals who seek to succeed in the workforce or to pursue four-year college-level study.

STCC has been a leader in the workforce development system of Hampden County for the past 35 years. This leadership is evidenced by the number of strong collaborations that have resulted in grants and initiatives previously or currently playing a role in the region’s economic development. Two current examples include the recently awarded Working Cities Initiative funded by the Federal Reserve and the ABE/ESOL grant managed by STCC/SALC.

**TWO (Training and Workforce Options):** A joint workforce development initiative of HCC and STCC that provides custom contract training for businesses and leads sector initiatives which scale up the workforce and improve workplace readiness.

**MassHire Workforce Board Hampden County:** The staff at MassHire Workforce Board Hampden County will provide the formative and summative evaluation for this collaborative to ensure that the partner organizations are meeting program benchmarks.

Please see attached letters of support:

1. HCC – Christina Royal, President
2. STCC – John Cook, President
3. Springfield Public Schools – Daniel Warwick, Superintendent
4. MGM Springfield – Jason Randall, Director of Human Resources
5. MassHire – David Cruise, CEO

**5. b. Please list any matched funds or other leveraged resources and program supports provided by partners**

Holyoke Community College: The Foundations at HCC and STCC will fund the development of a contextualized ESOL curriculum, including a pilot program planned for fall 2019. This curriculum will be developed by HCC’s ESOL program, in partnership with bilingual table game dealers.

MCCTI: Ongoing marketing is needed to promote the classes at MCCTI. MCCTI will support the marketing costs associated with promoting the courses involved in this collaborative in FY20.

Springfield Technical Community College – Hampden Prep: The coordinator of this program will dedicate 25% time and effort to this program. The Coordinator is responsible for recruiting students, hiring instructors, securing rooms for teaching, and other administrative duties for the program.

Springfield Public Schools: SPS’s matched and leveraged funds on the Ahead of the Game program will consist of the following:

- The Springfield Public Schools funds part time teachers for this program. One daytime HISET teacher and one evening HISET teacher.
- The WIDA screener for the Ahead of the Game ESOL students. The WIDA Screener is an English language proficiency assessment that helps educators evaluate a student's English language ability.
- The Springfield Adult Basic Education team's time preparing and presenting information sessions across Region B.
- The district has a dedicated Information Technology analyst overseeing the creation and collection of all data relevant to the adult learners participating in the Ahead of the Game program.
- The district has an assigned a project manager to oversee the Ahead of the Game program. The project manager has dedicated many hours that involves planning and overseeing the grant objectives. Working many hours with the dedicated staff at the Springfield Adult Education Center ensuring knowledge is transferred to all parties involved with the program.
- District funds will be used to support the cost of TABE CLAS-E and Achieve3000.

### **MEASUREMENT OF IMPACT**

#### **6. Please describe how you propose to measure the impact of your program including indicators proposed to measure results.**

Program partners will work with the staff at MassHire to determine the best methods for measuring the impact of each organization's programs; however, we predict that some metrics might include:

- The number of adult students enrolled in each program
- Demonstrated improvements in literacy skill levels
- Demonstrated improvements in math skill levels
- Receipt of a secondary school diploma or its recognized equivalent
- Placement in permanent employment
- Placement in permanent employment with MGM Springfield
- Placement in, retention in, or completion of postsecondary education or training
- The number of adult students who enter the program receiving public assistance and number who meet goal of giving up assistance due to employment or increased income
- Number of participants who are currently unemployed
- Number of participants receiving public assistance
- Number needing English For Speakers of other Language (ESOL) services
- Other relevant data, such as individuals with disabilities, individuals with multiple barriers, and corrections populations
- Course attendance
- Scores from TABE and HiSET pretests and testing

The Ahead of the Game program measures impact, achievement, growth, and college preparedness by using a variety of tools. Students enrolled in the ABE program are pre-and post-tested by completing the TABE exam. TABE testing provides a solid foundation for effectively assessing the skills and knowledge of our adult learners. In addition, Adult Basic Education (ABE) students are provided the HiSET pretests to determine the readiness of students to pass the HiSET exam. Our students enrolled in the ESOL classes take the TABE CLAS-E for both pre-and post-test measurements. This exam provides reliable evaluations of English language proficiency including reading, listening, writing, and speaking skills.

All students enrolled participate in the Achieve3000 platform which provides daily differentiated instruction for non-fiction reading/writing that is tailored to each student's lexical reading level. This form

of instruction engages all learners at their individual reading level and consistently challenges them to improve their literacy skills. Together all these measurements allow the Ahead of the Game program to confidently move students through the program and ensure they are college and career ready.

#### **IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

Holyoke Community College, as the lead agency, has the financial capacity and commitment to support the collaborative project proposed. Our primary partner agencies and past Mitigation Fund awardees – Springfield Technical Community College and the Springfield Public Schools - also have the financial capacity and commitment to implement and oversee the project.

HCC successfully oversees over \$7 million in grant funds each year, including multiple awards from the MA Department of Elementary and Secondary Education and MA Department of Higher Education. The college has overseen several collaborative grant projects through the cycle of proposal development, submission, awarding, implementation, reporting, compliance, and closeout (example: a three-year \$808,615 National Science Foundation grant with the University of Massachusetts, Hampshire College, and numerous local farms and businesses serving the clean energy sector). In addition, HCC has many years of experience in successful financial management and implementation of new initiatives, especially within workforce development. This includes the creation of TWO with our sister institution, STCC, in order to decrease competition and repetition between the two colleges and to better meet the needs of employers and job seekers in Hampden County. HCC also has had extensive experience and a record of accountability for federal programs including awards from NSF and from the Departments of Justice, Education, and Housing and Urban Development.

Under the supervision of the Vice President of Administration and Finance, the HCC Comptroller directs the Grants Manager and grant accountants in the careful and responsible management of state, federal, and private funds. The Comptroller, Assistant Comptroller and/or grant accountant from this office will work directly with the Vice President of Business and Community Services (Jeff Hayden) to ensure mitigation funds are expended on a timely basis and follow all procurement procedures of the College, as well as for subcontractors.

Upon notification of the award, the HCC Comptroller will establish a separate account in the general ledger for mitigation funds, showing funds budgeted in each category. Quarterly, the Vice President will be provided with a financial status report reflecting by line item, the amount budgeted, expenditures to date, and encumbered and uncommitted funds. The Vice President, auditors, and administrators will be able to clearly see the relationship between what has been spent and what has been accomplished.

The HCC Vice President of Business and Community Services will oversee and monitor program and fiscal compliance, including tracking of outcome data of participants in the proposed programs. Each partner agency/subcontractor will have a designated staff member to oversee fiscal and data management. A full Memorandum of Understanding will be developed with fiscal and programmatic partners if 2018 mitigation funds are awarded.



MGM SPRINGFIELD  
ONE MGM WAY  
SPRINGFIELD, MA 01103

413.273.5000  
MGMSPRINGFIELD.COM

January 28, 2019

Gayle Cameron, Interim Chair  
Massachusetts Gaming Commission  
101 Federal Street, 12th Floor  
Boston, MA 02110

Dear Ms. Cameron:

On behalf of MGM Springfield, I am pleased to submit this Letter of Support for **Work Ready**, a collaborative workforce training effort between the Massachusetts Casino Career Training Institute (MCCTI), Holyoke Community College, the Springfield Public Schools, and Springfield Technical Community College for the **Community Mitigation Fund - Workforce Development Pilot**.

The **Work Ready** program – an expansion of a current partnership between the above organizations – will continue to provide specific workplace skills training and stackable credentials to the unemployed, underemployed and those with limited educational attainment in order to improve their ability to gain employment. Direct skills training will include Gaming School training, Line-Cook training, and the expansion of a pathways pipeline from the Springfield Public Schools to the Community Colleges to MGM's human resources office.

Since coming to western Massachusetts, MGM Springfield has worked closely with the MCCTI and its many partners to make training and educational opportunities available to the community that would prepare individuals for employment in the industry, in accordance with our Workforce Development Plan. MGM Resorts International welcomes the opportunity to partner with programs that create opportunities for job seekers whose first language is not English to gain the language and industry skills they will need to successfully compete for jobs.

MGM Springfield is committed to the continued support of the program, and I look forward to continuing to work with the MCCTI staff, including Assistant Vice President for ABE & Workforce Development Kermit Dunkelberg, to keep them informed about the workforce priorities at MGM Springfield.

Sincerely,

Jason Randall  
Director of Human Resources







# HAMPDEN COUNTY WORKFORCE BOARD

January 31, 2019

## Massachusetts Gaming Commission

101 Federal Street, 12th Floor  
Boston, Massachusetts 02110

Dear Commissioners:

Please accept this letter as MassHire Hampden County Workforce Board's (MHHCWB) support of the Western Mass Consortium's application to the MGC's Community Mitigation fund. There continues to be a critical need to scale up and enhance the skills of our region's workforce. We need more individuals who are job ready to meet the needs of area employers especially in the hospitality, healthcare, advanced manufacturing and educational sectors. Access to training and education for unemployed and underemployed individuals is a fundamental step to breaking the multigenerational poverty that exists in our region.

The partnership between Holyoke Community College, Springfield Public Schools and Springfield Technical Community College is committed to helping individuals gain a high school credential, learn job readiness skills, and learn occupation specific skills. We believe that continued efforts in this regard will benefit both job seekers and regional employers. Increasing the size of the region's labor pool through this initiative will benefit all business sectors, but especially those in the hospitality and tourism business. The future success of MGM Springfield is directly contingent upon our ability to continually meet their workforce needs.

The Pioneer Valley Labor Market Blueprint demonstrates that our regional partners are committed to implementing coordinated, sustainable, and bold actions that will drive regional economic expansion, increase job opportunities, and strengthen businesses, communities, and families.

If you have any questions or if you require any additional information please feel free to contact me at your convenience.

Sincerely yours,

David M. Cruise, President & Chief Executive Officer





Central Office  
1550 Main Street, 2<sup>nd</sup> Floor  
P.O. Box 1410  
Springfield, MA  
01103-1410

## SPRINGFIELD PUBLIC SCHOOLS - SPRINGFIELD, MASSACHUSETTS

**Daniel J. Warwick**  
**Superintendent of Schools**  
warwickd@springfieldpublicschools.com  
Tel. 413-787-7100  
Fax 413-787-7171

January 29, 2019

John Ziemba  
Commission's Ombudsman  
Massachusetts Gaming Commission  
101 Federal Street, 12th Floor,  
Boston, MA 02110.

Dear Mr. Ziemba,

On behalf of the Springfield Public Schools (SPS), I am writing to express my support of the joint 2019 Community Mitigation Fund, Workforce Development Pilot Program Grant Application for Springfield Technical Community College (STCC), Holyoke Community College (HCC), and SPS.

Community research shows that many residents in the community lack the necessary skills to support successful employment, and that Adult Basic Education (ABE) contributes towards a sustainable society and community. According to the U.S. Department of Education, "Both literacy and numeracy skills pay off for workers, with a strong positive correlation between proficiency and income."

Over the past two years, the Springfield Adult Education Center has developed and launched the Ahead of the Game program which provides ABE, English for Speakers of Other Languages (ESOL), and GED/Hi-SET preparation to low-skilled, low-income adults. Both STCC and HCC offer similar course work and have worked diligently over the last year creating certification programs specific to casino related positions. We believe that working together toward one common goal will provide a good foundation for us all to build upon and expand to areas of mutual benefit. We recognize that further cooperative efforts between all three organizations can only enhance the work that is already in place. It is particularly important that we actively seek out opportunities to work together rather than separately. It is with mutual respect that we enter into collaboration with both STCC and HCC.

The Springfield Public Schools is committed to working alongside STCC and HCC to provide successful workforce development training across the region. We urge you to support our 2019 Community Mitigation Fund, Workforce Development Pilot Program Grant Application to support the adults in our region. We are excited about the opportunity to continue our current programming, and believe this funding will promote economic vitality and produce a greater skilled workforce.

Sincerely,

Daniel J. Warwick  
Superintendent

February 1, 2019

Jeffrey Hayden, Vice President, Business & Community Services  
Holyoke Community College  
303 Homestead Ave.  
Holyoke, MA 01040

Re: Massachusetts Gaming Commission Community Mitigation Fund Application

Dear Mr. Hayden:

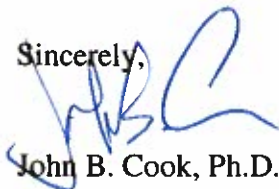
Springfield Technical Community College (STCC) is pleased to submit a letter in support of this application for funding to provide adult learners the opportunity to participate in workforce training for low literacy adults and for others to attend the Massachusetts Casino Career Training Institute. As the only public higher education option in Springfield, STCC is committed to raising the city's educational attainment and workforce preparedness.

STCC is one of the largest state-funded adult basic education providers in the Commonwealth and has a history of successfully helping low-skill students transform their lives. This proposed funding will enable STCC to expand the Commonwealth's most successful adult basic education program to low literacy adults who would like to work in the Hospitality industry. Springfield residents will be highly prepared for hospitality, and gaming positions at the MGM Springfield casino. Furthermore, these skills will open doors to gainful employment in other local industries.

In addition, STCC, along with Training and Workforce Options (TWO) partner Holyoke Community College (HCC), has been at the forefront of casino curriculum development since gaming was first legalized in the state. Providing scholarships to community residents interested in becoming dealers at the casino will ensure that all potential employees have ready access to the training they need to be hired.

This combination is a winning one: continuing a pathway to success in a region plagued by high dropout rates and ensuring that poor finances are not a barrier. STCC enthusiastically supports HCC's leadership through this application and looks forward to working with the Massachusetts Gaming Commission and MGM Springfield. Together, we will prepare Western Massachusetts residents for exciting opportunities at MGM Springfield and other local businesses.

Sincerely,



John B. Cook, Ph.D.  
President

303 Homestead Avenue  
Holyoke, MA 01040  
413.538.7000

Christina Royal, Ph.D.,  
President  
P: 413.552.2700  
F: 413.534.8975  
[croyal@hcc.edu](mailto:croyal@hcc.edu)

January 25, 2019

Gayle Cameron, Interim Chair  
Massachusetts Gaming Commission  
101 Federal Street, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Ms. Cameron:

Holyoke Community College is pleased to submit a letter in support of this regional application to the Massachusetts Gaming Commission's 2019 Community Mitigation Fund for funding under the Workforce Development Pilot Program Grant. Acting as the fiduciary agent, Holyoke Community College will administer programs in Hampden County to ensure access to training provided by the Massachusetts Casino Career Training Institute (MCCTI), Holyoke Community College and Springfield Technical Community College. Training programs at these institutions will strengthen and expand pathways from Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL) programs to casino careers.

The Training and Workforce Options (TWO) – a collaboration between Holyoke Community College and Springfield Technical Community College -- has been a statewide leader in the development of casino training programming. Through the support of the 2019 Community Mitigation Fund, scholarships to low-income residents interested in a casino gaming career will ensure that all potential and skilled employees have access to the required training.

Our proposed regional partnership is strong and focused on mitigating the effects of high dropout rates, the need for basic education and mastery of English, and multi-generational poverty in our communities.

Together, we can make certain that our local residents have access to the exciting opportunities of a career at MGM Springfield.

Sincerely,



Christina Royal, PhD  
President

/gf

**2019 Workforce Development Pilot Program Application**

**Work Ready - HCC/STCC/SPS - Proposed Budget**

<b>Line 1: Personnel</b>				
<b>Position</b>	<b>Description</b>	<b>Total Hours</b>	<b>Rate</b>	<b>Total</b>
Educational and Career Advisor (11hrs/week x 7 weeks)	Recruitment, case management, job placement services	231	\$ 28.31	\$ 6,540
Math, reading instructors (12 hrs teaching, 6 hrs prep)	18 hours per cohort x 3 cohorts	54	\$ 28.31	\$ 1,529
Culinary instructors	98 hours per cohort x 3 cohorts	294	\$ 70.00	\$ 20,580
TIPS Instructor	4 hours per cohort x 3 cohorts	12	\$ 67.50	\$ 810
ServSafe Instructor	12 hours per cohort x 3 cohorts	36	\$ 60.00	\$ 2,160
Lab Technician	120 hours per cohort x 3 cohorts	360	\$ 12.00	\$ 4,320
<b>Total</b>				<b>\$ 35,938</b>
<b>Line 2: Fringe Benefits</b>				
<b>Position</b>	<b>Basis for Cost Estimate</b>			<b>Amount</b>
	FY18 Full-time Rate (negotiated by State of Massachusetts) 36.5%			
	FY 18 Part-Time Rate (negotiated by State of Massachusetts) 1.64%			\$ 725
<b>Total</b>				<b>\$ 725</b>
<b>Line 3: Stipends/Scholarships</b>				
<b>Title</b>	<b>Description</b>	<b>Total Hours</b>	<b>Rate</b>	<b>Total</b>
Scholarships for MCCTI students	Estimated at \$800 per student for 75 students			\$ 50,000
<b>Total</b>				<b>\$ 50,000</b>
<b>Line 4: Supplies</b>				
<b>Description of Supply</b>	<b>Description</b>	<b>Total Hours</b>	<b>Rate</b>	<b>Total</b>
Supplies (culinary, instructional)				\$ 14,085
<b>Total</b>				<b>\$ 14,085</b>
<b>Line 5: Contractual</b>				
Evaluation (MassHire)				\$3,000
<b>Total</b>				<b>\$3,000</b>
<b>Subcontract - Springfield Public Schools - Ahead of the Game</b>				
<b>Position</b>	<b>Description</b>	<b>%FTE</b>	<b>Base Salary</b>	<b>Total</b>
Case Manager	Guidance/Support Staff	100%	\$ 46,359	\$ 46,359
Teacher	Instruction	100%	\$ 42,841	\$ 42,841
<b>Fringe Benefits</b>				
Case Manager	Unemployment, Medicare, Health Insurance, Retirement, W/C			\$ 7,162
TeachersMedicare	Medicare			621.20

			<b>Subtotal</b>	<b>\$ 96,984</b>
			<b>Indirect 3.11%</b>	<b>\$ 3,016</b>
			<b>TOTAL - SPS</b>	<b>\$ 100,000</b>
<b>Subcontract - Springfield Technical Community College</b>				
<b>Positions</b>				
				\$ 19,038
				\$ 19,038
				\$ 5723
				\$ 1322
				\$ 483
				\$ 5,400
				\$ 1,080
			<b>Subtotal</b>	<b>\$ 68,182</b>
			<b>Indirect - 8%</b>	<b>\$ 6,818</b>
			<b>TOTAL - STCC</b>	<b>\$ 75,000</b>
			<b>TOTAL - ALL SUBCONTRACTS</b>	<b>\$ 175,000</b>
<b>Line 6: Other</b>				
<b>Major Type or Category</b>				<b>Total</b>
Miscellaneous expenses: meeting/office supplies, postage, printing				\$ 2000
				\$ -
			<b>Total</b>	<b>\$ 2000</b>
<b>Line 7: Total Direct Costs</b>				<b>\$ 270,914</b>
<b>Line 8: Indirect Costs</b>				<b>\$ 28,092</b>
		<b>Approved Indirect Cost Rate</b>		<b>Total</b>
Holyoke Community College		<b>Federal Rate: 49.8% of salaries and fringe (49.8% x \$36,663) costs</b>		\$ 18,258
		<b>Total</b>		
<b>Line 9: Total Funds Requested.</b>				<b>\$ 299,006</b>



204 Boston Road  
Springfield, MA 01109

## Academic Year 2019-2020 Fall Semester Calendar

### Important Phone Numbers

#### Adult Ed Center Main Office

(413) 787-7210

**Carmen DeJesus, Case Manager**

(413) 750-2480

**Mayra Esquilin, Case Manager**

(413) 787-7713

September							
Week	S	M	T	W	Th	F	Sat
	1	✕ 2	3	4	4	6	7
1	8	★ 9	▲ 10	▲ 11	▲ 12	13	14
2	15	16	17	18	19	20	21
3	22	23	24	25	26	27	28
4	29	30					
October							
Week	S	M	T	W	Th	F	Sat
			1	2	3	4	5
5	6	+	+	+	+	11	12
6	13	✕ 14	15	16	17	18	19
7	20	21	22	23	24	25	26
8	27	28	29	30	31		
November							
Week	S	M	T	W	Th	F	Sat
						1	2
8	3	4	— 5	6	7	8	9
9	10	✕ 11	12	13	14	15	16
10	17	18	19	— 20	✕ 21	✕ 22	23
11	24	25	26	27	28	29	30
December							
Week	S	M	T	W	Th	F	Sat
12	1	2	3	4	5	6	7
13	8	+	+	+	+	13	14
14	15	16	17	18	19	20	21
15	22	— 23	— 24	✕ 25	— 26	— 27	28
16	29	— 30	— 31				
January							
Week	S	M	T	W	Th	F	Sat
				✕ 1	2	3	4
17	5	— 6	— 7	— 8	— 9	10	11
18	12	13	14	15	◆ 16	17	18
	19	✕ 20	21	22	23	24	25
	26	27	28	29	30	31	

Calendar Legend	
★	First Day of Classes
✕	Holiday - AEC Closed (No Classes)
—	Students No Classes
▲	Student Orientation
+	Student Testing
—	Final Exams
◆	Last Day of Classes



204 Boston Road  
Springfield, MA 01109

## Academic Year 2019-2020 Fall Semester Calendar

### Important Phone Numbers

**Adult Ed Center Main Office**  
(413) 787-7210  
**Carmen DeJesus, Case Manager**  
(413) 750-2480  
**Mayra Esquilin, Case Manager**  
(413) 787-7713

February							
Week	S	M	T	W	Th	F	Sat
							1
1	2	★	▲	▲	▲		8
2	9	10	11	12	13	14	15
3	16	✕	—	—	—	—	22
4	23	24	25	26	27	28	29
March							
Week	S	M	T	W	Th	F	Sat
5	1	2	3	4	5	6	7
6	8	+	+	+	+		14
7	15	16	17	18	19	20	21
8	22	23	24	25	26	27	28
	29	30	31				
April							
Week	S	M	T	W	Th	F	Sat
9				1	2	3	4
10	5	—	—	—	—	✕	11
11	12	13	14	15	16	17	18
12	19	+	+	+	+		25
13	26	27	28	29	30		
May							
Week	S	M	T	W	Th	F	Sat
						1	2
14	3	4	5	6	7	8	9
15	10	11	12	13	14	15	16
16	17	—	—	—	—		23
17	24	✕	25	26	27	28	30
	31						
June							
Week	S	M	T	W	Th	F	Sat
18		1	2	3	◆	5	6
19	7	8	9	10	11	12	13
20	21	22	23	24	25	26	27
21	28	29	30				

Calendar Legend	
★	First Day of Classes
✕	Holiday - AEC Closed (No Classes)
—	Students No Classes
▲	Student Orientation
+	Student Testing
—	Final Exams
◆	Last Day of Classes



# 19

## COMMUNITY MITIGATION FUND

### APPENDIX E

***Workforce Development Pilot Program Grant Application***  
**BD-19-1068-1068C-1068L- 33629**

***Please complete the entire Application.***

	MASSHIRE METRO NORTH WORKFORCE BOARD
<b>1.</b>	<b>NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT</b>
<b>2.</b>	<b>NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
<b>3.</b>	<b>ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
<b>4.</b>	<b>PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
<b>5.</b>	<b>NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
<b>6.</b>	<b>ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
<b>7.</b>	<b>PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY</b>
<b>8.</b>	<b>NAME OF GAMING LICENSEE</b>

**1. IMPACT DESCRIPTION**

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

The construction of the Encore Boston Harbor gaming facility in Everett is creating, and will create, an impact on the region’s labor market and workforce development system. The facility will bring over 5,000 new jobs to the region, covering a wide range of occupations in gaming and non-gaming, including, but not limited to, hospitality, culinary, building maintenance, IT, accounting, and cash handling. This influx of thousands of new jobs will put additional strain on a region that is already struggling to fill many open positions. For example, over 1,600 of the new jobs are expected to be in hospitality and culinary positions, in a region that is already experiencing a shortage of workers in these industries. This situation necessitates a regional, comprehensive approach to addressing the workforce impact created by this new gaming facility. The region will need to prepare and train local residents for jobs directly at the gaming facility as well as address the needs of existing employers who will be impacted by the project.

According to the Massachusetts Executive Office of Labor and Workforce Development (EOLWD), the “Accommodation and Food Services” industry is currently the fifth largest, and projected to be the third fastest growing between 2014-2024, industry in the Metro North workforce development area (WDA), the 20-municipality region north of Boston in which the host community, and most of the surrounding/neighboring communities, are located. This industry is also projected to be the third fastest growing industry in the City of Boston, one of the surrounding communities, between 2014-2024.

Many hospitality and restaurant employers in the region, in addition to Encore Boston Harbor, have reported that they anticipate hundreds of job openings in the next two to three years and currently have many openings that they are unable to fill. In addition, many of the surrounding communities, including Chelsea, Revere, Somerville, and Cambridge, have new hotels that are in various stages of development, which will put an additional strain on the labor market.

In November of 2018, the MassHire Metro North Workforce Board (MNWB) and MassHire Boston Workforce Board (BWB) conducted a series of employer focus groups to gather feedback and information regarding workforce challenges in the hospitality and culinary sector. Many of the employers, chambers of commerce, and municipal economic development departments who participated in these focus groups spoke of their challenges finding enough workers and the impact Encore is projected to have on the regional labor market.

Labor market information and direct conversations with the region’s employers demonstrate that the Encore Boston Harbor gaming facility will have a major impact on the region’s labor market and workforce development system. A regional, comprehensive mitigation strategy is necessary to address this impact.

**2. PROPOSED MITIGATION (Please attach additional sheets/supplemental materials if necessary.)**

**a. Please identify the amount of funding requested**

The Metro Boston Regional Gaming and Hospitality Consortium (MBRGHC) requests \$300,000 in funding to support this project. In addition, consortium partners have committed \$127,380 in additional matching contributions.

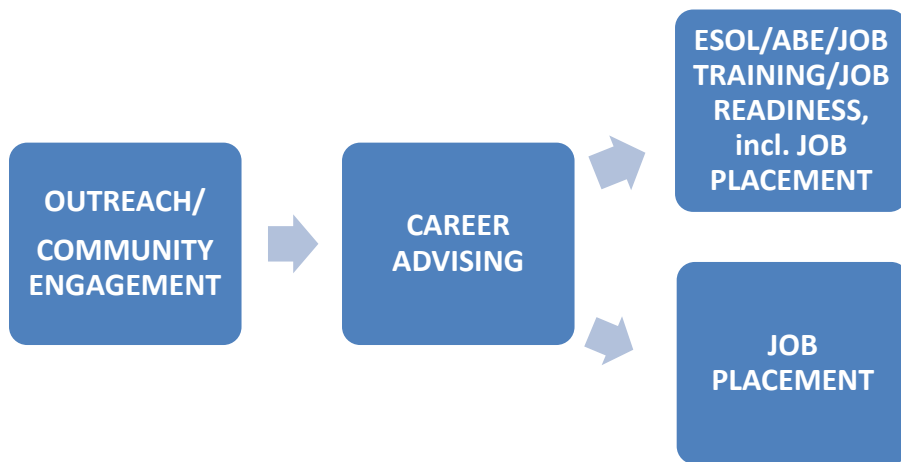
Please see Attachment B for support letters from partners outlining the match commitments.

**b. Please identify below the manner in which the funds are proposed to be used.**

MBRGHC proposes a project whereby local residents are engaged and provided services aimed at preparing them for career opportunities in the hospitality and gaming sector. Given that the period this grant covers will be after Encore opens, the proposed project will focus on both career opportunities directly at Encore and at other employers impacted by Encore’s opening. While some turnover at Encore is expected, which will continue to provide job opportunities directly at the Encore facility, it is expected that a large number of jobs will need to be “backfilled” as current workers in the industry leave their positions at other employers to work at Encore. MBRGHC proposes a sector-wide, region-wide project to address the needs of the industry as a whole.

Project activities for the 2019 project include:

- An integrated sequence of services: in order to ensure that local residents from partner communities have access and opportunity for these employment opportunities, and recognizing the needs of these residents, the MBRGHC proposes to continue implementing an integrated, comprehensive sequence of services, which was started under the 2018 project. The steps of the sequence are:



The goal of this system is to engage local residents and move them through this sequence of services in an integrated manner, culminating with a job at Encore or another impacted employer. The services provided through this system could lead to any gaming or hospitality

career, including, but not limited to, hospitality, culinary, banking, IT, or some other career related to the Encore gaming facility.

- **Job training:** Given that culinary occupations remain one of the sector’s highest demand needs, MBRGHC proposes to continue the culinary arts training program operated by New England Center for Arts and Technology (NECAT) in Everett that was started during the 2017 project. Two cycles of 15 participants each would be implemented as part of this 2019 project.

The MassHire Metro North Workforce Board (MNWB), as the lead consortium partner, will oversee all project activities, manage the various partnerships, and provide technical assistance and support to grant partners. A network of community-based organizations, municipalities, and career centers will implement the integrated sequence of services.

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

Please refer to Attachment A for the project’s detailed budget.

- d. Please describe how the mitigation request will address the specific impact indicated.**

The specific impacts this project proposes to mitigate are the additional stresses that an influx of 5,000-plus new jobs will have on the regional labor market, and the workforce development needs of the region’s residents and employers impacted by these new jobs in the regional economy. This mitigation request directly addresses these impacts by ensuring that local residents are aware of and prepared for these employment opportunities and that Encore and other impacted employers have access to the talent to meet their workforce needs.

**3. CONNECTION TO GAMING FACILITY**

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

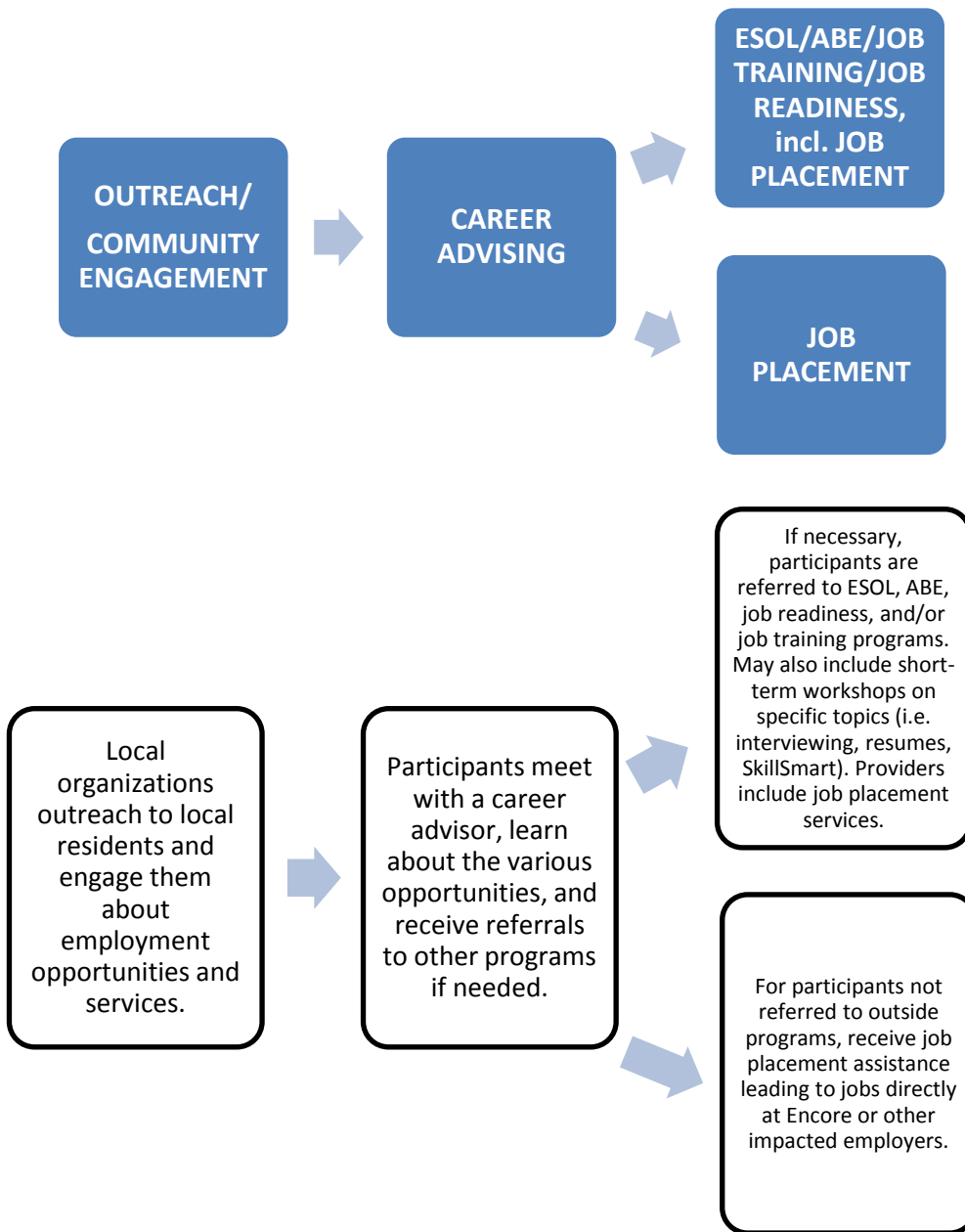
All of the proposed project’s activities are meant to address the labor market and workforce impacts that the Encore gaming facility will have on the region’s hospitality sector. Project activities will address job opportunities directly at Encore as well as backfill” opportunities at employers impacted by the Encore facility. The MBRGHC will address the impacts on a regional level, partnering with host and surrounding communities and organizations within those communities to ensure that local residents are aware of, and prepared for, all of the employment opportunities that will be available.

#### 4. SCOPE OF PROJECT

Please describe the scope of the Project including description of training/education program, topics, number of hours, number of individuals to be served, location, cities and towns served, and deliverables.

The scope of the proposed project includes the following components:

- 1) An integrated sequence of services: the services provided at each step of the sequence are described as follows:





- a. Community Engagement and Outreach: In each partner city, local organizations will be responsible for outreaching to local residents, informing them of the employment opportunities created by the new Encore gaming facility, and recruiting participants for the programs and services funded through this project. This will be the first step in creating a pipeline of talent for employment opportunities directly at Encore as well as other impacted employers.
- b. Career Advising: In each partner city, there will be a location, and in some cases multiple locations, where local residents can go to meet with a gaming and hospitality career advisor. Services provided by the career advisor will include:
  - Provide information on the compendium of 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.
  - Assist residents with job applications.

The MNWB, as lead project partner, will be responsible for convening the regional career advisors on a regular basis to discuss roles, responsibilities, and best practices. These meetings have been ongoing for the past two years, at first on a quarterly basis and currently on a bi-monthly basis. Since the period this grant covers is after Encore's opening, the career advisor network will focus on the entire hospitality sector in Greater Boston, including both Encore opportunities as well as opportunities at other hospitality employers impacted by Encore's opening.

- c. ESOL/ABE/Job Training/Job Readiness/Workshops: If needed, individuals who are interested in pursuing a gaming or hospitality career will be referred to additional services and programs. The gaming and hospitality career advisors will make the appropriate referrals depending on the individual's situation. 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.
- d. 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.

MNWB will partner with a network of community-based organizations, municipalities, and career centers to implement the integrated sequence of services. The sequence is designed such that a large number of individuals can be engaged, provided services tailored to their needs, and ultimately leading to a high quality job in the hospitality and gaming sectors.

- 2) Job training: The New England Center for Arts and Technology (NECAT) will continue to deliver its successful culinary arts job training program in Everett. For the 2019 program, NECAT will utilize the Albert N. Parlin School, a K-8 school in Everett. The 300-hour NECAT 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- resume writing, job interviews, 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.
- Job placement and post-placement support services.

NECAT will train at least 30 local residents across two cycles.

## 5. COLLABORATIVE PARTNERS

### a. Please define the roles of the applicant and any collaborative partners.

MBRGHC partners include:

1. MassHire Metro North Workforce Board (MNWB) - lead partner. As the lead partner, the MNWB’s responsibilities under this project include:

- Overall management and oversight of project activities
- Management of partnerships with all project partners
- Leveraging of resources available through the Metro North One-Stop Career Centers
- Data collection and reporting
- Fiscal administration, including contracting, invoicing, and payments
- Facilitation of career advisor meetings and other project meetings
- Training and technical assistance to career advisors to understand the careers at Encore and the hospitality sector generally, affected industries, and education and training pathways to those opportunities.

2. The cities of Everett, Malden, Chelsea, Revere, Somerville, Cambridge, Melrose and Medford- host and surrounding communities providing support for the project.

3. Career Advisor partners implementing the integrated sequence of services:

- Everett- La Comunidad
- Malden- TBD
- Chelsea- The Neighborhood Developers/CONNECT, Chelsea Collaborative
- Revere- The Neighborhood Developers/CONNECT
- Somerville- Somerville Community Corporation
- Cambridge- Office of Workforce Development
- Lynn and North Shore- North Shore Career Center
- Medford- Medford Technical Vocational High School

In addition, the MNWB has been collaborating with the MassHire Boston Workforce Board (Boston Private Industry Council) over the past year on project activities related to the labor market impact of the new Encore gaming facility. For the 2019 project, MNWB and Boston PIC will continue to collaborate to ensure all residents of the Greater Boston region have access to services and resources and that the two regions' projects are delivered in a coordinated manner.

**b. Please list any matched funds or other leveraged resources and program supports provided by partners**

Please see Attachment A- Budget for list of matching funds/leveraged resources.

**6. MEASUREMENT OF IMPACT**

**Please describe how you propose to measure the impact of your program including indicators proposed to measure results.**

The MBRGHC proposes to engage and serve at least 1,000 residents across the region via the integrated sequence of services and NECAT culinary arts training.

The MBRGHC proposes to track and report the following performance indicators for each component of the project:

Integrated sequence of services (career advisors):

- Number of individuals reached through outreach/community engagement
- Type of outreach/community engagement
- Number of individuals received career advising and assessment services
- Number of individuals referred to ESOL/ABE/job training/job readiness programs and organization/institution referred to
- Number of individuals placed in employment, job title, and starting wage/benefits, and 30-day job retention for those receiving intensive services

Job training- NECAT culinary arts:

- Number of individuals recruited
- Number of individuals enrolled
- Number of individuals completed training
- Number of individuals placed into employment
- Wage and benefits at placement
- Number of individuals who reached 30-day employment retention

**7. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

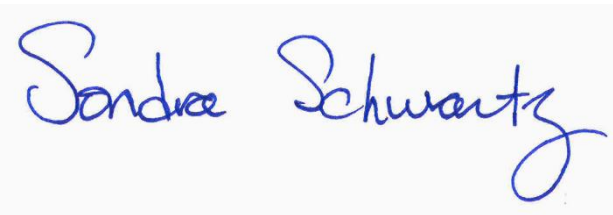
**Please provide detail regarding the controls that will be used to ensure that funds will only be used to address the specific impact. If non-governmental entities will receive any funds, please describe what reporting will be required and how the applicant will remedy any misuse of funds.**

The MassHire Metro North Workforce Board (MNWB) has managed and administered federal, state, local, and private funds since its inception in 1995. MNWB has built the expertise and systems necessary to ensure that the funds it administers are used appropriately and compliantly. All sub-recipients receiving funds from this CMF Workforce Development Program will be required to enter into a sub-contract with the MNWB. This sub-contract will stipulate the specific responsibilities and uses of funds (“Scope of Work”), include a line-by-line budget, and delineate the process for invoicing and receiving grant disbursements. Sub-recipients will be required to submit regular invoices to the MNWB that directly coincides with the agreed-upon line-by-line budget. Sub-recipients will also be required to submit quarterly performance reports so that the MNWB may track and document progress towards grant outcomes and deliverables.

All sub-contracts will also include Terms and Conditions that include provisions regarding appropriate use of funds, documentation to verify appropriate use of funds, MNWB monitoring of such funds and grant activities, and remedies for any misuse of funds. These Terms and Conditions are standard operating procedure.

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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



2/1/2019

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

**Date**

**METRO BOSTON REGIONAL GAMING AND HOSPITALITY CONSORTIUM  
FY2020 BUDGET**

<b>REVENUE</b>	
<b>Grant</b>	
MGC Workforce Development Program Grant	\$300,000
<b>In-Kind and Cash Matching Contributions</b>	
City of Cambridge	\$22,380
City of Medford	\$15,000
North Shore Career Center	\$15,000
City of Everett/WIOA ITA vouchers	\$30,000
City of Everett/Everett Public Schools	\$20,000
City of Somerville	\$25,000
<i>Total Match</i>	\$127,380

<b>EXPENSES</b>	<b>GRANT</b>	<b>MATCH</b>	<b>SOURCE OF MATCH</b>
<b>Community Engagement/Career Advisors/Job Readiness Workshops and Courses/Job Placement</b>			
City of Cambridge Office of Workforce Development/ Community Learning Center (CLC)/RSTA		\$22,380	City of Cambridge
City of Medford		\$15,000	City of Medford
North Shore Career Center (Lynn and North Shore)		\$15,000	North Shore Career Center
Chelsea - The Neighborhood Developers and Chelsea Collaborative	\$30,000		
Everett- La Comunidad	\$30,000		
Revere- The Neighborhood Developers	\$30,000		
Malden- Organization selected by MNWB	\$30,000		
Somerville Community Corporation		\$25,000	City of Somerville
<b>Job Training- NECAT</b>			
NECAT culinary arts training- staff, instruction, supplies, materials, recruitment, case management, job placement	\$110,000	\$30,000	City of Everett and WIOA ITA vouchers
Space/facilities at Parlin School for NECAT training		\$20,000	Everett City/Public Schools in-kind
<b>Program Management and Fiscal Administration- MNWB</b>			
Project Management- Management of all program elements, coordination among all partners and cities, technical assistance to partners, tracking outcomes, grant reporting	\$50,000		
Fiscal Management- contracts, invoices, payments, grant administration	\$20,000		
<b>TOTAL EXPENSES</b>	<b>\$300,000</b>	<b>\$127,380</b>	<b>\$427,380</b>

***CITY OF EVERETT***  
***Office of the Mayor***

**Carlo DeMaria, Jr.**  
Mayor



**Everett City Hall**  
484 Broadway  
Everett, MA 02149-3694  
Phone: (617) 394-2270  
Fax: (617)381-1150

February 1, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the City of Everett, I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

In addition to its support for this application for grant funding, the City of Everett will provide space at the Parlin School in Everett for the New England Center for Arts and Technology (NECAT) to operate a culinary arts training program. This in-kind contribution is valued at \$20,000.

The City of Everett will also work with the MassHire Metro North Workforce Board and other consortium partners to determine additional matching resources the City of Everett can provide. The City of Everett will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

I sincerely appreciate your consideration and the impact that this grant opportunity has for the residents of my community.

Sincerely,

Carlo DeMaria  
Mayor





CITY OF SOMERVILLE, MASSACHUSETTS  
JOSEPH A. CURTATONE  
MAYOR

January 29, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

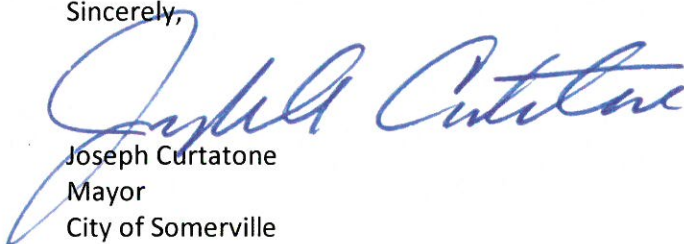
On behalf of the City of Somerville, I strongly support this application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

In addition to its support for this application for grant funding, the City of Somerville will commit the following additional resources to ensure the project has maximum impact and benefit:

- A \$25,000 contribution to support the following activities:
  - \$15,000 in cash to support outreach, career advising, and job placement services to local residents.
  - \$10,000 in-kind to support non-technical job readiness services.

The City of Somerville will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,



Joseph Curtatone  
Mayor  
City of Somerville





# City of Cambridge

## Executive Department

**LOUIS A. DePASQUALE**  
City Manager

**LISA C. PETERSON**  
Deputy City Manager

January 31, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the City of Cambridge, I submit this letter of support regarding the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor casino and resort.

In addition to its support for this application for grant funding, the City of Cambridge will commit a total match contribution of \$22,380 which consists of:

- Match contribution of staff salaries and benefits for two city staff members, one at Cambridge's Office of Workforce Development and one at the Community Learning Center, to serve as "gaming and hospitality career advisors" and additional dedicated time from guidance staff at the Rindge School of Technical Arts within Cambridge Rindge and Latin School.

The City of Cambridge will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Louis A. DePasquale  
City Manager  
City of Cambridge





Stephanie M Burke  
Mayor

# City of Medford

*Office of The Mayor*

Room 202 – 204, City Hall  
Medford, Massachusetts, 02155  
Telephone (781) 393-2408

FAX (781) 393-2514  
TTD (781) 393-2516  
E-Mail [mayor@medford.org](mailto:mayor@medford.org)

February 1, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the City of Medford, I submit this letter of support in regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor casino and resort.

In addition to its support for this application for grant funding, the City of Medford will commit an in-kind match contribution of \$15,000 for the Guidance/Career Counselor Alice Beth FitzPatrick at the Medford Vocational Technical High School to serve as a casino career advisor, providing community engagement, advising, referrals, and job placement services to local residents interested in pursuing a casino-related career.

The City of Medford will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Stephanie M. Burke  
Mayor



**Thomas G. Ambrosino**  
City Manager

**City of Chelsea**  
EXECUTIVE OFFICE  
City Hall, 500 Broadway  
Chelsea, Massachusetts 02150  
tambrosino@chelseama.gov

Telephone: (617) 466-4100  
Fax: (617) 466-4175

January 28, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, Massachusetts 02110

Re: *Letter of Support*

Dear Commissioners:

On behalf of the City of Chelsea, I am writing in support of the grant application from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

In addition to its support for this application, the City of Chelsea is prepared to work closely with the MassHire Metro North Workforce Board and local Chelsea-based community organizations to determine the feasibility of contributing additional resources to the consortium's project.

The City of Chelsea is always supportive of efforts to provide training, education and improved employment opportunities for our residents. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Thomas Ambrosino  
City Manager





## CITY OF REVERE

Brian M. Arrigo  
Mayor

January 31<sup>st</sup>, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02210

Dear Commissioners:

On behalf of the City of Revere, I submit this letter of support in regards to the application for grant funding from the consortium led by Metro North Regional Employment Board for the 2019 Community Mitigation Fund Workforce Development Program. The new Encore Boston gaming facility and resort will create valuable employment opportunities for the region's residents impacted by the development.

The City of Revere fully supports the application and we look forward to working with all consortium partners to ensure the success of this project.

Regards,

Brian M. Arrigo  
Mayor



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

**Gary Christenson, Mayor**

January 30, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the City of Malden, I submit this letter of support in regard to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor casino and resort.

As one of the surrounding communities of Encore Boston Harbor, the City of Malden is committed to ensuring that Malden residents have access to the career opportunities that arise both directly and indirectly from the new gaming facility. The City of Malden will be a supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

**GARY CHRISTENSON**  
Mayor, City of Malden





## CITY OF MELROSE

## OFFICE OF THE MAYOR

GAIL M. INFURNA  
*Mayor*

City Hall, 562 Main Street  
Melrose, Massachusetts 02176  
Telephone - (781) 979-4440  
Fax - (781) 662-2182

January 31, 2019

Dear Commissioners:

On behalf of the City of Melrose, I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

The City of Melrose will make an effort to be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Gail M. Infurna  
Mayor, City of Melrose



January 31, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the MassHire North Shore Workforce Board (NSWB) and MassHire North Shore Career Centers (NSCCs), I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

In addition to its support for this application for grant funding, the NSWB/NSCCs will commit the following additional resources to ensure the project has maximum impact and benefit:

- An in-kind contribution of \$15,000 of staff time to provide outreach, career advising, and job placement services to Lynn residents.

The NSWB/NSCCs will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

A handwritten signature in blue ink that reads 'Mary Sarris'.

Mary Sarris  
Executive Director  
MassHire-North Shore Workforce Board

A handwritten signature in blue ink that reads 'Mark Whitmore'.

Mark Whitmore  
Executive Director  
MassHire-North Shore Career Centers

January 25, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the New England Center for Arts and Technology (NECAT), I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

NECAT is a non-profit culinary arts training organization with training centers in Boston and Everett. NECAT trains approximately 210 unemployed and underemployed local residents across the two sites per year for careers in the culinary arts. Since its inception in 2013, NECAT has graduated a total of 371 individuals, including 39 through the Everett program, and placed 73% of them in culinary positions at an average starting wage of \$14.72 per hour, plus benefits.

Under this proposed project led by the MNWB, NECAT will continue the program started in Everett as part of the 2017 and 2018 Community Mitigation Fund projects. NECAT will be providing comprehensive job training services, including occupational skills training in the culinary arts, job readiness/soft skills training, case management, job placement, and post-placement retention services. The Encore facility will bring over one thousand new "Food and Beverage" jobs, a quarter of which are for "cook" positions, to a region that already has a large need for trained culinary workers. The training NECAT will provide in Everett will address this need and ensure that local residents in communities impacted by the gaming facility will have the skills necessary to start careers in this field.

NECAT will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,



Josephine Cuzzi



**La Comunidad, Inc.** 471 Broadway, Suite #1, Everett, MA 02149  
Telephone (617) 387-9996 Fax (617) 387-9997 Web Site: [www.lacomunidadinc.org](http://www.lacomunidadinc.org)

---

February 1, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of La Comunidad, I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the Encore Boston Harbor gaming facility and resort.

La Comunidad, Inc is a non-profit organization funded to provide a better future to the Latino-American community in the city of Everett and surrounded areas. Under this proposed project, La Comunidad is committed to providing the following services:

- Outreach and community engagement- La Comunidad will engage in a range of activities to educate and engage Everett residents about gaming and hospitality careers and the services offered through this project.
- Career advising and assessment- La Comunidad will provide career advising, assessment, and referral services for residents interested in pursuing a gaming or hospitality career.
- Job placement- La Comunidad will provide job placement services to residents interested in pursuing employment opportunities at Encore or other impacted employers.

La Comunidad will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Antonio Amaya Iraheta  
Executive Director





# Chelsea Collaborative

Empowering people, building our community

January 30, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

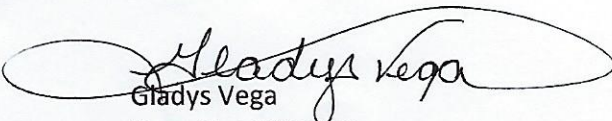
On behalf of the Chelsea Collaborative, I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

The Chelsea Collaborative, Inc. originally founded in 1988 as the Chelsea Human Services Collaborative, is an organization dedicated to the needs of the community of Chelsea. Our mission is to enhance the social, environmental and economic health of the community and its people. Under this proposed project, the Chelsea Collaborative is committed to providing the following services:

- Outreach and community engagement- the Collaborative will engage in a range of activities to educate and engage Chelsea residents about gaming and hospitality careers and the services offered through this project.
- Career advising and assessment- the Collaborative will provide career advising, assessment, and referral services for residents interested in pursuing a gaming or hospitality career.
- Job placement- the Collaborative will provide job placement services to residents interested in pursuing employment opportunities at Encore or other impacted employers.

The Chelsea Collaborative will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

  
Gladys Vega  
Executive Director



January 30, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the CONNECT partnership, I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

Launched in 2012 by The Neighborhood Developers (TND), CONNECT offers the services of five agencies working to improve the financial mobility of low-income families. This innovative collaboration capitalizes on greater utilization of existing services that are collocated, integrated and managed collectively to achieve greater impact for clients and greater efficiencies for service providers. Since CONNECT opened its doors, 17,714 individuals have accessed one or more service at the center. Clients come to CONNECT from throughout the Metro North region, although 60% of clients arrive from Chelsea, Revere, East Boston, Everett and Malden, communities that will experience the impact of the new casino.

The Neighborhood Developers (TND) serves as the Managing Partner of CONNECT. TND confirms that CONNECT is committed to providing the following services on behalf of the project:

- Outreach and community engagement - CONNECT will engage in a range of activities to educate and engage Chelsea and Revere residents about gaming and hospitality careers and the services offered through this project.
- Career advising and assessment - CONNECT will provide career advising, assessment, and referral services for residents interested in pursuing a gaming or hospitality career.
- Job placement - CONNECT will provide job placement services to residents interested in pursuing employment opportunities at Encore or other impacted employers.

In a typical year, CONNECT reaches over 3,000 individuals with employment counseling, job search, and skill development services. These services are primarily delivered by a satellite of the Commonwealth's One Stop Career Center system – Career Source.

CONNECT will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Rafael Mares  
Executive Director





SOMERVILLE COMMUNITY CORPORATION

337 Somerville Avenue, 2<sup>nd</sup> Floor  
Somerville, MA 02143  
Phone (617) 776-5931  
Fax (617) 776-0724

January 28, 2019

Massachusetts Gaming Commission  
101 Federal St, 12<sup>th</sup> Floor  
Boston, MA 02110

Dear Commissioners:

On behalf of the Somerville Community Corporation (SCC), I submit this letter of support in regards to the application for grant funding from the consortium led by the MassHire Metro North Workforce Board for the 2019 Community Mitigation Fund Workforce Development Pilot Program. This proposed project will be an important investment designed to create an integrated, comprehensive system in order to meet the workforce needs of the region's residents and employers impacted by the new Encore Boston Harbor gaming facility and resort.

Founded in 1969, SCC is a membership organization that provides leadership for sustaining the City of Somerville as a vibrant, diverse and tolerant community. SCC offers services and leads community organizing that supports low- and moderate-income Somerville residents in their efforts to achieve economic sustainability and increase civic participation. Under this proposed project, SCC is committed to providing the following services:

- Outreach and community engagement- SCC will engage in a range of activities to educate and engage Somerville residents about gaming and hospitality careers and the services offered through this project.
- Career advising and assessment- SCC will provide career advising, assessment, and referral services for residents interested in pursuing gaming and hospitality careers.
- Job placement- SCC will provide job placement services to residents interested in pursuing employment opportunities at Encore or other casino-impacted employers.
- Job readiness- SCC will provide non-technical job readiness services, which may include resume writing, job interviewing skills, and workplace communication skills.

SCC will be an active and supportive member of this consortium. We look forward to working with all consortium partners to ensure the success of this project.

Sincerely,

Daniel LeBlanc  
Executive Director



19

COMMUNITY  
MITIGATION  
FUND

APPENDIX G

**2019 RESERVE PLANNING GRANT / TRIBAL GAMING TECHNICAL  
ASSISTANCE APPLICATION  
BD-19-1068-1068C-1068L-33629**

*Please complete entire Application*

1.	Southeastern Regional Planning and Economic Development District (SRPEDD) NAME OF MUNICIPALITY/GOVERNMENT ENTITY/DISTRICT
2.	Ling Ling Chang, Chief Financial Officer NAME AND TITLE OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
3.	88 Broadway; Taunton, MA 02780 ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
4.	508-824-1367; lchang@srpedd.org PHONE # AND EMAIL ADDRESS OF INDIVIDUAL AUTHORIZED TO COMMIT FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
5.	Jeffrey Walker, Executive Director NAME AND TITLE OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
6.	88 Broadway; Taunton, MA 02780 ADDRESS OF CONTRACT MANAGER RESPONSIBLE FOR HANDLING OF FUNDS ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
7.	508-824-1367; jwalker@srpedd.org PHONE # AND EMAIL ADDRESS OF CONTRACT MANAGER ON BEHALF OF MUNICIPALITY/GOVERNMENTAL ENTITY
8.	Project First Light Tribal Gaming NAME OF GAMING LICENSEE

**1. IMPACT DESCRIPTION**

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

Potential traffic capacity and operations concerns along local roadways and intersections, those local roadway impacts in adjacent communities not covered within the purview of the FEIR MEPA review; transit connection impacts, public safety concerns, water related concerns for impacts on the Assawompsett Pond Complex, as well as impacts from other consequences once this project is underway, were identified by comments received during the FEIR MEPA review. It is anticipated that such related impacts attributed to the construction or operation of the Tribal Gaming facility in Taunton, will be identified by communities in close proximity to the facility once the legal issues are cleared.

**2. PROPOSED MITIGATION (Please attach additional sheets/supplemental materials if necessary.)**

SRPEDD anticipates planning requests for studies to assist communities in geographic proximity of the potential Tribal Gaming facility with the determination of traffic capacity and operations impacts, as well as impacts from other consequences, once this project is underway, will be needed should the construction of the Tribal Gaming facility moves forward.

**a) Please identify the amount of funding requested**

SRPEDD requests \$200,000 on behalf of the potentially impacted communities.

**b) Please identify below the manner in which the funds are proposed to be used.**

Planning activities as described in 2., above.

**c) Please provide documentation (e.g. - invoices, proposals, estimates, etc.) adequate for the Commission to ensure that the funds will be used for the cost of mitigating the impact from the construction or operation of a proposed gaming establishment.**

N/A

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

SRPEDD will work in partnership with local and state jurisdictions to determine reasonable and directly attributable impacts once the project is underway. Similarly, SRPEDD will work to identify and implement mitigation strategies that are necessary, sufficient, and not excessive.

**3. CONNECTION TO GAMING FACILITY**

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

SRPEDD will require a community to demonstrate the type and location of any expected issue(s) and that the impact may be caused by construction and operation of the Tribal Gaming facility. Included in a request for technical assistance, a community will be expected to describe assistance requested as it relates to the expected impact and to detail the consistency of an examination of said impact with the Tribal Gaming Technical Assistance Grant program.

**4. IMPACT CONTROLS/ADMINISTRATION OF IMPACT FUNDS**

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

SRPEDD will provide and, in turn, will require periodic reports detailing the tasks undertaken during the reporting period with details of staff charges on tasks.

**5. CONSULTATION WITH REGIONAL PLANNING AGENCY (RPA) / NEARBY COMMUNITIES**

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

N/A

**6. MATCHING FUNDS FROM GOVERNMENTAL OR OTHER ENTITY**

**Please demonstrate that the governmental or other entity will provide significant funding to match or partially match the assistance required from the Community Mitigation Fund. Please provide detail on what your community will contribute to the planning projects such as in-kind services or planning funds.**

SRPEDD provides a Municipal Assistance program for its 27 cities and towns, through which, each community receives 40 hours of staff assistance. Communities in geographic proximity to the Tribal Gaming facility in Taunton requesting assistance can also elect to use their Municipal Assistance hours for in-kind assistance match.



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

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

N/A

**b) Where applicable, please also briefly summarize and/or provide page references to the most relevant language included in the most relevant MEPA certificate(s) or comment(s) submitted by the community to MEPA.**

Comments received during the MEPA review of the FEIR " ... raised traffic capacity and operations concerns along local roadways and intersections ... Local roadway impacts in adjacent communities will be addressed as part of the MGC licensing process and in accordance with the Expanded Gaming Act." (FEIR Certificate, pg. 17] The FEIR also anticipated the construction of regional projects, namely the South Coast Rail Project (Stoughton-Straight alternative) and the Middleborough Rotary improvements in the 2022 Build scenario. (FEIR Certificate, pgs. 13-14] The current South Coast Rail alternative [Middleborough Limited] being considered may not provide anticipated traffic capacity or GHG relief. The Middleborough Rotary improvement project is also still in early stages and progress may be slowed.

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

The proposed Tribal Gaming facility is a new type of development to the greater Taunton area (indeed the state) and impacts of its construction and operation cannot be entirely anticipated. Studies will be necessary to determine actual impacts and potential mitigation of those impacts in surrounding communities not addressed in the FEIR.

**d) If transportation planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if trip generation totals exceed projected estimates.**

N/A

**CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY**

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

Signature of Responsible Municipal  
Official/Governmental Entity

1-29-19  
Date