

THE COMMONWEALTH OF MASSACHUSETTS



Reinvesting the Gaming Economic Development Fund

MASSACHUSETTS GAMING COMMISSION

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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 15th, 2017 and discussed publicly with proponents at public meetings on September 28th and October 12th. 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.”

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	http://www.tax.alaska.gov/programs/programs/index.aspx?54160	
Arizona	All money collected from tribes go into the Arizona Benefits Fund. More information on how that is spread in the link below	http://www.azindiangaming.org/resources/arizona-benefits-fund/	
Arkansas	Contacted, no response	http://www.dfa.arkansas.gov/contactUs/Pages/default.aspx	
California		http://www.ebudget.ca.gov/2016-17/StateAgencyBudgets/0010/0855/department.html	
Colorado	Contacted, no response	https://www.colorado.gov/pacific/enforcement/contact-us-gaming	<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	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&h=ATOh8VY8jFYiJK4D5DFT5tA-OuVHdUBnrUxrCdAAafnQBJ6oJpgheFhDTdWe59RGIjbn50lk53On34bLBEajsniMkyeXEfEbV1eQ3qvEISDiqU8LNxWwxguzudo1DyjlRh2BI644_48A86-T	
Delaware	Contacted, no response	http://revenue.delaware.gov/contact.shtml	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	http://floridarevenue.com/Pages/contact.aspx	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	https://gbpi.org/2016/georgia-state-budget-overview-for-fiscal-year-2017/	
Idaho	Contacted, no response	https://tax.idaho.gov/i-1015.cfm	

Illinois	State government takes the revenue created from video and riverboat gambling and distributes it to local governments throughout the state	https://www.igb.illinois.gov/FilesAnnualReport/2016IGBAnnualReport.pdf	<p>Admissions tax: \$1 to host community, remainder to state. Taxes are distributed in the following manner from State Gaming Fund (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.</p>
Indiana	Contacted, no response	https://www.in.gov/igc/	<p>Riverboat Casino - 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%. Historical Hotel Riverboat Casino - 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.</p>
Iowa	See link for budget allocations.	http://www.buyiowafirst.org/	<p>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.</p>

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.	http://www.krgc.ks.gov/	
Kentucky	Self supported agency, budget covers salaries, office supplies, etc.	http://dcg.ky.gov/Pages/annualreports.aspx	
Louisiana	The LA Gaming Control Board does not receive a specific percentage of gaming taxes.	http://lgcb.dps.louisiana.gov/revenue_reports_video.html	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: http://www.maine.gov/dps/GambBoard/Financial.html
Maryland	All gaming tax revenues go into the states education Trust fund	http://gaming.mdlottery.com/financial-reporting/	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: http://gaming.mdlottery.com/#sthash.BJCs72CH.dpuf
Michigan	Contacted, no response	http://www.michigan.gov/mgcb/0,4620,7-120-55435---,00.html	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.	http://mn.gov/gcb/assets/fy2016-annual-report.pdf	
Mississippi	See link for budget allocations.	http://www.msgamingcommission.com/images/uploads/FY2018_Budget_Request_(MGC_182-00)_9-15-16.pdf	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.	http://www.mgc.dps.mo.gov/Casino_Gaming/rb_financials/FY18_FinReport/Summary0817.pdf	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.	https://media.dojmt.gov/wp-content/uploads/FY15-FY16-Biennial-Report-final-draft-2.pdf	
Nebraska	All gaming taxes go into state's general fund.	http://www.revenue.nebraska.gov/research/Revenue_Sources_2017.pdf	
Nevada	All gaming taxes go into general fund and to certain dedicated funds (schools, counties)	http://gaming.nv.gov/modules/showdocument.aspx?documentid=12298	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.	https://www.racing.nh.gov/forms-pubs/documents/annual-report-2015.pdf	
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.	http://www.nj.gov/casino/revenue/reports/crfacannrpt2015.pdf	Senior citizens, disabled, economic revitalization programs.
New Mexico	All gaming taxes go into the state's general fund.	http://www.nmgcb.org/uploads/FileLinks/3445fc4bd0244654b086c5b7a7fa3c34/2016_qtr4.pdf	General fund, problem gambling treatment
New York	All gaming taxes go into the state's education fund.	https://www.gaming.ny.gov/about/index.php?ID=3	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.	http://docs.wixstatic.com/ugd/d1e310_9197a7d81dec4a409b6a990180381d80.pdf	
North Dakota	All gaming taxes go to charitable uses and general fund.	https://attorneygeneral.nd.gov/licensing-and-gaming/gaming	
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.	http://www.tax.ohio.gov/Portals/0/government/newdocs/Casino%20Docs/July%202017%20casino%20tax%20deposits%20by%20fund.pdf	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.	https://ok.gov/OSF/documents/GameCompAnnReport2016.pdf	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.	https://www.oregonlottery.org/about/oregon-lottery-information/how-lottery-funds-are-allocated	
Pennsylvania	All gaming taxes go into the state's general fund.	http://www.media.pa.gov/Pages/Revenue-Details.aspx?newsid=215	Property tax relief, economic development, tourism, horse racing industry, host local government
Rhode Island	All gaming taxes go into the state's general fund.	http://www.rilot.com/financial.asp	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.	http://dor.sd.gov/Publications/Annual_Reports/FY2016Annual%20Report.pdf	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 fo 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.	https://www.txlottery.org/export/sites/lottery/Documents/financial/Monthly-Transfer-Document.pdf	
Vermont	Tribal or commecial gaming is not not allowed.		
Virginia	Tribal or commecial gaming is not not allowed.		
Washington	All gaming taxes go into the state's general and a special fund.	http://www.wsgc.wa.gov/docs/0204-tax-report.pdf	
West Virginia	Contacted, no response	http://www.budget.wv.gov/Pages/contact.aspx	Education, Racetrack Table Games Fund, Horse and Dog Racing Purses.
Wisconson	Contacted, no response	https://www.revenue.wi.gov/DOR%20Publications/1104gambliinq.pdf	
Wyoming	Contacted, no response	http://revenue.wyo.gov/home/contact-information	



September 12, 2017

Commissioner Bruce W. Stebbins
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Commissioner Stebbins:

Please accept this letter in response to your correspondence to key Commonwealth stakeholders dated July 26, 2017 requesting ideas and input regarding proposed investment strategies for the Gaming Economic Development Fund. The Commission's effort to link regional economic development initiatives with the opportunities created by destination resort casinos will greatly benefit the host communities and is sound public policy. It enables host regions to capitalize upon and leverage the economic impacts associated with the casino developments in their community.

The recommendations herein build upon existing regional partnerships and identify potential links with other complimentary financial resources. I respectfully request that you review the following recommendations and consider including them in the "White Paper" being developed by the Gaming Commission.

Bristol Community College proposes the following strategic uses of funds available under the Gaming Economic Development Fund to enhance and expand critical regional economic development investment activities:

1. Section 2DDDD (1) authorizes workforce training. (*Leveraging Workforce Trust Fund*)
 - a. A specific allocation to the Massachusetts Community College system to work in coordination with the Workforce Competitiveness Trust Fund to implement "Bridge to College" workforce development training programs with "stackable credits" in high demand industry sectors, including healthcare, advanced manufacturing and hospitality.
 - b. A specific allocation to the Massachusetts Community College system to provide free courses in Adult Basic Education (ABE), English for Speakers of Other Languages (ESOL), High School Equivalency Test (HiSET) preparation and Developmental Education for students interested in enrolling in Community College.
 - c. A specific allocation to the Massachusetts Community College system to provide incumbent worker retraining in non-profit corporations that are not eligible to participate in the Workforce Trust Fund program because the non-profit corporations are self-funding their unemployment insurance.



2. Section 2DDDD (3) authorizes “summer jobs”. *(Linked with community-based summer jobs programs sponsored by WIBs, Chambers of Commerce and private sector)*
 - a. A specific allocation to the Massachusetts Community College system for paid internships in STEM and renewable energy companies. *(Linked with Massachusetts Clean Energy Center and Massachusetts Life Science Center internship programs)*
 - b. Creation of a Community College Conservation Corp with summer jobs linked to projects co-sponsored by community colleges and community partners.

3. Section 2DDDD (5) authorizes “higher education scholarships”. *(Linked with philanthropic donations and WIB funding for literacy development)*
 - a. A specific allocation to the Massachusetts Community College system to provide scholarships for developmental education courses not covered by Pell Grants, including developmental math, reading, Adult Basic Education (ABE) and English for Speakers of Other Languages (ESOL).
 - b. A specific allocation to the Massachusetts Community College for study abroad programs in STEM disciplines.

4. Section 2DDDD (6) authorizes “regional economic development initiatives” *(Linked with Massachusetts Skills Capital Grant Program and Community College Capital plans)*
 - a. A specific allocation to the Massachusetts Community College for capital funding for STEM classrooms & labs.
 - b. A specific allocation to support creation of a “National Offshore Wind Institute” in New Bedford for “apprenticeship programs” and for training new and incumbent workforce for careers in the emerging offshore wind industry. *(Linked with investments by unions, developers, Massachusetts Clean Energy Center and other OSW stakeholder companies)*

5. Section 2DDDD (8 & 9) authorizes “green job promotion” and “STEM career pipeline initiatives”. *(Linked with Massachusetts Skills Capital Grant Program and Community College Capital plans)*
 - a. A specific allocation to the Massachusetts Community College system for capital funding for equipment in STEM classrooms & labs.
 - b. A specific allocation to the Massachusetts Community College for “dual enrollment” programs in STEM and renewable energy.
 - c. Year round paid internships in STEM and renewable energy companies and/or life science companies linked with Community College academic programs. *(Linked with Mass Clean Energy Center Internships and Mass Life Science Center internship program)*



In addition, we encourage the Gaming Commission to consider recommending the strategic use of funds from the Gaming Economic Development Fund for major, one-time projects at Bristol Community College and other public education institutions. BCC's projects listed below are in priority order. (*Linked with BCC capital plan and with entertainment aspects of resort casino operations*)

1. BCC Theater Renovation to support Arts and Entertainment Industry.
 - a. \$500,000 to renovate Jackson Art Center, a 50-year-old, 700-seat theater that is the largest in Fall River.
 - b. Theater upgrades would include curtains, racks, speakers, sound system, seating, carpets, a resurfaced stage floor and upgrades in ancillary facilities.
 - c. This investment directly benefits students in BCC's theater program and the college community with greater access and higher quality productions.
 - d. It would have broad impact on the region. In addition to BCC productions, numerous local organizations use the BCC theatre to host community events including fully staged ballets, professional and community stage productions, dance recitals, orchestral performances, and public hearings.

2. Wellness (Fitness Center) to support Hospitality/Leisure/Services Industry.
 - a. \$900,000 to relocate the BCC Fitness Center to the Siegel Health Sciences building and expand wellness services offered.
 - b. Upgrades would include new ADA compliant locker rooms, state-of-art exercise equipment, integrated instructional space for BCC health science programs (Occupational Therapy Assistant, Physical Therapy Assistant, etc.) and also would allow non-credit training opportunities (Certified Exercise Instructors, etc.).
 - c. Students, faculty, staff and alumni would directly benefit from better access and higher quality fitness experience. Relocation of the fitness center would allow for item three described below.

3. Expansion and upgrade of Culinary Arts Kitchen to support Hospitality/Food Service Industry.
 - a. Current facility, while upgraded with new appliances, is a 50 year-old retrofitted cafeteria kitchen.
 - b. \$600,000 to expand the current facility into "state-of-the-practice" culinary art instructional spaces, including multiple kitchens and a demonstration kitchen. This investment directly benefits the casino and hospitality industries by providing students in BCC's Culinary Arts programs with greater access and higher quality instruction. Upgrades would be ADA compliant and would allow for non-credit training opportunities.



On behalf of Bristol Community College, thank you for this opportunity to share our ideas about potential uses of resources that will be available from the Gaming Economic Development Fund. Many of the ideas included in the first section of this letter are applicable throughout the entire Massachusetts Community College system. It is also likely that each region and Community College has specific “one-time” capital investments that are important aspects of their respective economic development plans and appropriate for consideration by the Commission.

Going forward, President Laura Douglas designated me to serve as the point of contact between the Gaming Commission and Bristol Community College on this issue. Please feel free to contact me directly via email at paul.vigeant@bristolcc.edu or on my mobile phone at (508) 542-9400.

Sincerely yours,

A handwritten signature in blue ink that reads "Paul L. Vigeant". The signature is written in a cursive style.

Paul L. Vigeant
Vice President
Workforce Development

Funding Strategy for Leveraging Economic Impacts of MGM Springfield Resort and Casino
Narrative Proposal

I. Introduction

a. Project Summary

This proposal is an economic development strategy designed to promote growth of the Greater Springfield and Western Massachusetts economy by leveraging the impacts of the forthcoming MGM Springfield Resort and Casino. The project aims to increase interstate tourist visitation to Western Massachusetts by increasing the capacity for, and subsequently introducing, commercial air service options to and from the Westover Metropolitan Airport. Increasing spending at businesses such as lodging, dining, and entertainment venues (including MGM Springfield) from interstate tourists could have a multiplicative effect on the regional economy in Western Massachusetts. Additionally, this funding proposal requires relatively little capital investment or infrastructure improvement due to the strategy of capitalizing on existing aviation infrastructure.

Should funding be granted for this proposal, successful implementation will be overseen by an arrangement of stakeholder organizations in a comprehensive management and partnership program. This project will be managed and directed by a partnership between the City of Chicopee and Westover Metropolitan Development Corporation (WMDC is the managing entity of Westover Metropolitan Airport). This partnership will request input and feedback from the Western Massachusetts Economic Development Council, the Greater Springfield and Greater Chicopee Chambers of Commerce, and the Greater Springfield Convention and Visitors Bureau. The success of this project will be sustained by a business partnership between Westover Metropolitan Airport and MGM Springfield. The individual strengths of these organizations are certain to provide the capability necessary to implement discrete economic development strategies for building tourism and travel infrastructure in Western Massachusetts.

The City of Chicopee and WMDC are intent on working with partner organizations to develop the commercial air service at Westover Metropolitan Airport. Improving access by air to Chicopee, Greater Springfield, and Western Massachusetts in general could prove a major boon to the local economy. Access improvements will require developing the capacity for 24-hour operations at Westover Metropolitan Airport in order to compete with other regional airports offering similar services. In addition to making Westover Metropolitan Airport a more attractive facility for commercial air carriers, 24-hour operations will also benefit the United States Air Force (USAF). Expanding the Airport's operating timetable to 24-hours will require upgrading existing facilities and training and staffing of additional personnel, but will not require major infrastructural improvements.

Due to Westover Metropolitan Airport’s already robust aviation infrastructure (the longest runway approaches 12,000 feet in length)¹ this proposal requires less capital investment than would be required for infrastructure development. Ultimately, this proposal aims to outline an economic development strategy that could produce a substantial economic multiplier effect for the region as compared to the initial investment to cover project costs. The proliferation of commercial flights in and out of Westover Metropolitan Airport could open the region’s economy to a pool of interstate tourism commerce that is otherwise currently untapped.

b. Community Profiles

Regional Profile:

The City of Chicopee (the “host community”) and communities surrounding the Westover Metropolitan Airport consist of a diverse range of socioeconomic, racial, and other demographic characteristics. The cities and towns surrounding Westover Metropolitan Airport each occupy a unique socioeconomic niche with respect to one another. This wide range of diversity in lifestyles and demographics that is represented in a five and ten mile radius around Westover Metropolitan Airport present an opportunity to market a stratified offering of commercial air services to the surrounding population (see **Fig. II, III, and IV** below). Capitalizing on the varied population in the area provides an opportunity to discover and leverage an existing market in close proximity to the Airport in addition to the strategy of attracting commerce from outside the Commonwealth and Western Massachusetts. The following table (**Fig. I**) provides a demographic profile of the host and surrounding communities as compared to the Commonwealth of Massachusetts:

Fig. I
Demographics Table of Host and Surrounding Communities²

	Chicopee	Granby	Holyoke	Ludlow	South Hadley	Springfield	West Springfield	Mass.
Population	56,186	6,322	40,342	21,348	17,763	153,947	28,600	6,705,586
Median Age	39.8	44.4	35.4	44.7	40.8	32.4	39.2	39.3
Per Capita Income	\$25,352	\$37,935	\$22,343	\$31,586	\$31,147	\$18,553	\$27,988	\$36,895
Med. Hshld Income	\$47,684	\$86,910	\$36,608	\$63,548	\$60,427	\$34,728	\$54,585	\$68,563
Pop. < Poverty Line	13.3%	4.5%	28.8%	4.9%	9.8%	30.0%	10.9%	11.6%
Pop. Earn > \$100k/yr	16.1%	40.8%	14.9%	30.4%	27.3%	11.2%	22.1%	34.9%
Minority Population	13.2%	3.5%	34.0%	6.0%	10.0%	48.2%	13.7%	20.4%
Bachelor’s Degree	17.3%	34.0%	23.4%	20.8%	39.3%	17.5%	29.6%	40.5%
Owner-Occupied Hsng	56.8%	85.6%	40.4%	76.7%	72.3%	47.2%	61.0%	37.9%

¹ Massachusetts Statewide Airport Economic Impact Update: Westover Air Reserve Base/Metropolitan Airport, MassDOT, 2010.

<https://westoverairport.com/economic-impact-of-airport>.

² U.S. Census Bureau, American Community Survey (ACS) 2011-2015. American Fact Finder: <https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml>

Fig. II³
Population Within Select Distances of Westover Metropolitan Airport [Table]

	Est. Population
1 Mile Radius	10,431
2 Mile Radius	13,945
3 Mile Radius	101,144
5 Mile Radius	148,960
10 Mile Radius	442,587
15 Mile Radius	619,549

Fig. III
Select Distances from Westover Metropolitan Airport [Map]

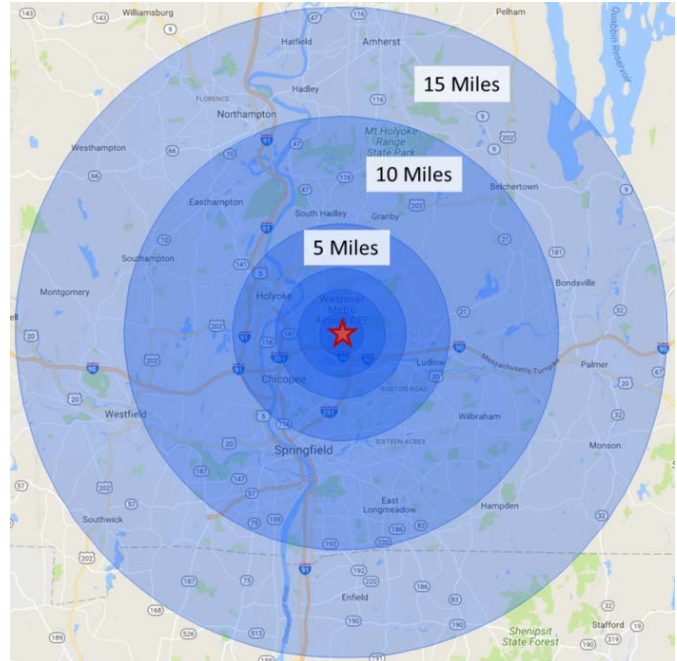


Fig. IV⁴
Population Density of Communities Surrounding WMA

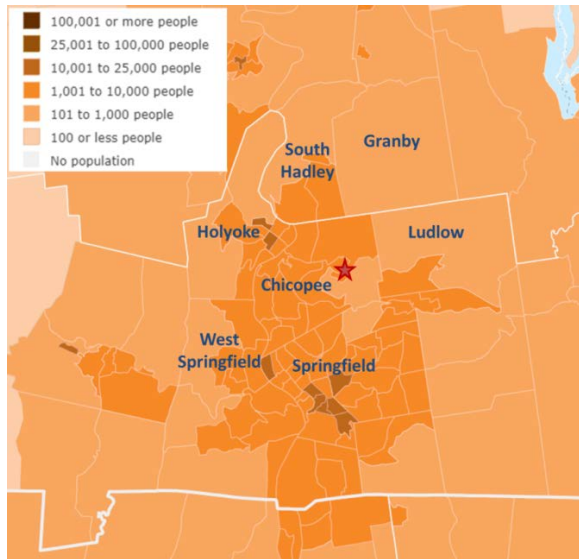


Fig. V
WMA and Other Regional Airports in Southern New England Area Locus Map



³ U.S. Census Bureau, Census 2010. Map Tools. <https://www.freemaptools.com/find-population.htm>

⁴ U.S. Census Bureau, Census 2010. Interactive Population Map. <https://www.census.gov/2010census/popmap/>

Additionally, the location of Westover Metropolitan Airport provides ease of access to many popular destinations in Western Massachusetts. MGM Springfield and the accompanying economic renaissance occurring in Downtown Springfield is less than a 20 minute drive from the Airport. Additionally, the area’s colleges and universities, which constitute a major economic driver of the Knowledge Corridor, will benefit from commercial air services as well. The ease of access to four major highway systems (I-90, I-91, I-291, and I-391) is also an exceptional asset to Westover. Occupying a mid-way point between the New York-New Haven-Hartford corridor and the Boston-Worcester-Providence hub, Westover is ideally situated for travelers doing business on the outskirts of these economic-geographic regions or who may be accessing the central cities but are interested in a congestion-free traveling alternative. **Fig. VI** details the following major arteries and destinations as compared to Westover’s location by vehicular travel time estimates⁵:

Fig. VI

Destination from Westover	Municipality	Est. Travel Time
MGM Springfield	Springfield, MA	19 Minutes
Union Station	Springfield, MA	16 Minutes
MA Turnpike East/Westbound (Boston–Albany)	Chicopee, MA	6 Minutes
I-291 Southbound Exit (to Springfield)	Chicopee, MA	7 Minutes
I-91 North/Southbound (Hartford-Greenfield)	West Springfield, MA	11 Minutes
Chicopee City Hall	Chicopee, MA	13 Minutes
Holyoke City Hall	Holyoke, MA	13 Minutes
Downtown Northampton	Northampton, MA	26 Minutes
University of Massachusetts, Amherst	Amherst, MA	34 Minutes
Eastern States Expo (Big E) Fairgrounds	West Springfield, MA	21 Minutes
Our Lady of the Elms College	Chicopee, MA	13 Minutes

Host Community Profile:

The City of Chicopee’s built environment and economic history have developed on a similar trajectory as compared to other New England manufacturing centers; however the City’s built environment and economy also exhibit many characteristics unique to Chicopee itself. The City’s urbanization process began in the early 1800s around three distinct and geographically-separated manufacturing villages- Cabotville, Chicopee Falls and Willimansett. The two agricultural villages- Aldenville and Fairview- also developed as separate neighborhoods.

These villages were the economic engines that drove growth of the City for much of its industrial history. They are characterized today as concentrated urban areas, whereas Chicopee’s remaining developed land is largely suburban, consisting of post-World War II residential subdivisions,

⁵ Travel time estimated by selecting approximate coordinates on GoogleMaps Directions Application. Traffic congestion scenarios not considered. GoogleMaps Directions to/from Westover Metropolitan Airport: <https://www.google.com/maps/dir//Westover+Metro+Airport-CEF,+255+Padgette+St,+Chicopee,+MA+01022>

commercial strip malls, and utilitarian industrial or institutional buildings. The City's other neighborhoods (Sandy Hill, Westover and Burnett Road) lie to the north and east of the industrial villages and are more suburban in nature and also more affluent than the early era villages.

Chicopee's motto, *Industriae Variiae (Varied Industry)*, is indicative of its greatest strength: a mature economy with a history of diverse industrial activities. Weathering market fluctuations better than single-industry cities, Chicopee has proven adaptive and resilient on the whole. In order to prepare for a shifting 21st century economy, however, the City must invest in its existing infrastructure and economic assets in order to maximize benefit for the community and region.

II. Project Description

a. Grant Goals

The goal of this proposal is to offer commercial air service to and from Westover Metropolitan Airport. This strategy will deploy a study to examine the upgrades necessary to provide 24-hour operations at Westover Metropolitan Airport- including Aircraft Maintenance, Repair, & Overhaul Facilities upgrades- in order to launch new commercial air carrier services. The accommodation of commercial air services will require the airport to offer 24-hour operations in order to effectively compete with other airports in the region to attract both airlines and passengers.

The impetus behind launching these carrier services is to capitalize on the development of MGM Springfield and to leverage the ensuing increase in tourist demand that will be experienced by the region. Adding commercial air services to the Western Massachusetts region aims to expand the region's economic ties to interstate commerce. The efforts to attract commercial airlines will specifically employ different business development tools via in-kind contributions by WMDC. These will include a marketing campaign of new carrier services, landing fee waivers to defray costs typically incurred by airlines and passengers, and ground handling fee waivers in order to defray costs usually incurred by passengers.

In addition to leveraging the benefits of MGM Springfield for the Airport and region's gain, this proposal also aims to develop mutually-beneficial relationships between the Airport and important partner organizations. The adoption of 24-hour operations at the Airport will benefit many people interested in patronizing MGM Springfield while providing flexible flight times for entertainers coming to the establishment to perform. The new 24-hour timetable should also support the positive economic trajectory of another important partner organization—the United States Air Force. Increase in the volume of operations and variety of services offered will provide extra revenue to the Airport and Westover Air Force Base, which will in turn reduce USAF airfield expenses. Additionally, the increase in operations could potentially provide USAF Reservists with additional employment opportunities.

Westover Metropolitan Airport aims to have new carrier services operating in full capacity following the opening of MGM Springfield in 2018. The partner organizations involved in regional commerce

and economic development (Western Massachusetts Economic Development Council, the Greater Springfield and Greater Chicopee Chambers of Commerce, and the Greater Springfield Convention and Visitors Bureau) will be engaged in studying and reporting the economic multiplier factor aided by the introduction of new commercial air services.

b. Leveraged Resources

This funding proposal seeks to leverage funding resources made available due to the special nature of the location of Westover Metropolitan Airport at the Westover Air Reserve Base. This mutually beneficial relationship allows the Airport to qualify for upgrades to its facilities. The Airport qualifies under a program offered by the Commonwealth of Massachusetts’ Military Task Force which provides funding for the upgrading of Maintenance, Repair, & Overhaul Facilities at airports supporting military operations. The funding offered under this program is \$3 million per hangar upgrade and the proposal from WMDC is to ultimately upgrade two hangars, meaning the total leveraged resources for facilities upgrades will be \$6 million.

c. Anticipated Economic Outputs

The Western Massachusetts Region and Westover Metropolitan expect to see substantial economic results from the introduction of commercial air service to the Airport. Although no models have been developed regarding regional economic output, it can be intimated that the tourism industry, including ancillary entertainment, food, lodging, and other travel accommodation businesses should experience economic benefit due to opening a new channel for interstate commerce through commercial airlines at Westover. Westover Metropolitan Airport’s economic output should be expected to approximate the output generated by other airports offering commercial air service. Providing commercial air service appears to have a multiplicative effect based on an airport’s total annual passengers and total employment numbers. The chart below details the similar multiplicative factor experienced by airports and local economies that have a substantial amount of annual passengers utilizing commercial air services at each respective region’s main airport. The deployment of commercial air services at Westover Metropolitan Airport could result in a similarly beneficial economic multiplier effect on the regional economy in Western Massachusetts (see **Fig. V** for locus map citing airports outlined in **Fig. VII**).

Fig. VII
Economic Impacts of Mid-Sized Regional Northeast Airports with Commercial Air Service

	Total Passengers (YTD Feb. 2017)	Jobs (Direct & Indirect)	Earnings	Economic Output
TF Green (Providence) Warwick, RI ⁶	3,548,000	21,857	\$603,900,000	\$1,961,400,000
Bradley Int’l (Hartford) Windsor Locks, CT ⁷	5,894,000 ⁸	22,140	\$618,000,000	\$2,038,000,000

⁶ Airport Economic Impact Study, State of Rhode Island, Update 2006.
<http://www.pvdairport.com/documents/rhodeisland-eis.pdf>.

Manchester-Boston Manchester, NH ⁹	1,949,000 ¹⁰	8,451	\$341,150,000	\$1,054,580,000
Albany Int'l Colonie, NY ¹¹	2,393,506	8,872	\$288,002,700	\$760,810,300
Westover Metro. Chicopee, MA ¹²	N/A	5,241	\$195,000,000	\$255,700,000

d. Project Cost

It is the aim of this proposal to cover projects costs through a combination of State and Local funds in addition to a variety of in-kind contributions provided by Westover Metropolitan Airport. The Maintenance, Repair, & Overhaul Facilities upgrades will be covered by a Military Task Force program that awards a lump sum for improvements per hangar. Additionally, Westover will leverage a number of financial tools, in the form of fee waivers and marketing investments to also attract commercial air services. The project cost is detailed below in **Fig. VIII** while the Airport's in-kind contributions are outlined in **Fig. IX**.

Fig. VIII
Project Cost Breakdown

	Description	Subtotal	Total	
Cash	24-Hour Airport Operations Study	\$60,000		
	Air Service Development Program	\$350,000		
	Total State Cash Funds Requested			\$410,000
	Military Task Force: Maintenance, Repair & Overhaul Facilities Upgrades	\$6,000,000		
	Total State Cash Funds Leveraged			\$6,000,000
	Airport Local Cash Funds	\$25,000		
	Non-Airport Local Cash Funds	\$0		
	Total Local Cash Funds Provided			\$25,000
TOTAL CASH Funding			\$6,435,000	
In-Kind	Airport In-Kind Contribution	\$311,000		
	Other In-Kind Contribution	\$0		
	TOTAL IN-KIND Contribution			\$311,000
TOTAL PROJECT COST			\$6,746,000	

⁷ The Contribution of Bradley International Airport To Connecticut's Economy, State of Connecticut, 5/27/2005.
[http://www.aci-na.org/sites/default/files/files/BDL_airport_economic%20study_2005\(1\).pdf](http://www.aci-na.org/sites/default/files/files/BDL_airport_economic%20study_2005(1).pdf).

⁸ Traffic Statistics, Bradley Int'l Airport, YTD 2017.

<http://www.bradleyairport.com/wp-content/uploads/2016/05/March-2017-Passenger-Numbers.pdf>.

⁹ Airport Individual Summary Report: Manchester-Boston, State of New Hampshire, 2015.

<https://www.nh.gov/dot/org/aerorailtransit/aeronautics/documents/Manchester-Boston.pdf>.

¹⁰ Activity Report, Manchester-Boston, July 2017.

https://www.flymanchester.com/sites/default/files/statistics/7-July%202017_0.pdf.

¹¹ Economic Impacts of Aviation: Technical Report, State of New York, 2010.

<http://www.savehto.org/files/92372917.pdf>.

¹² Massachusetts Statewide Airport Economic Impact Update: Westover Air Reserve Base/Metropolitan Airport, MassDOT, 2010.

<https://westoverairport.com/economic-impact-of-airport>.

Fig. IX
Westover Metropolitan Airport In-Kind Contributions

Description	Value
Waived Landing Fees	\$98,800
Waived Aircraft Parking/Apron Fees	\$104,000
Waived Terminal Use Fees	\$108,200
Total Value	\$311,000

Financial Tools

- **Marketing (Including Advertising)**

The Airport will invest in the promotion of the commercial air services to the public and aircraft maintenance providers;

- **Fee Waivers**

The Airport will waive airport fees, such as landing fees, to encourage new air service (counted as in-kind contributions only); and

- **Ground Handling Fee**

The Airport will reimburse expenses for passenger, cabin, and ramp (below wing) services provided by third party ground handlers.

III. Executive Capability

a. Managerial Structure and Public-Private Partnerships

This project will be managed and directed by a partnership between the City of Chicopee and Westover Metropolitan Airport. This partnership will be supported by the expertise of the Western Massachusetts Economic Development Council, the Greater Springfield and Greater Chicopee Chambers of Commerce, and the Greater Springfield Convention and Visitors Bureau. The success of this project will be sustained by a business partnership between Westover Metropolitan Airport and MGM Springfield.

b. Infrastructural Capacity

The aviation infrastructure at Westover and the vehicular infrastructure in the surrounding community are capable of accommodating significant increases in traffic flow. Presenting a robust aviation and ancillary travel infrastructure to airlines considering offering service at Westover will provide a meaningful leverage point in attraction and negotiation with commercial air partners.

Westover Metropolitan Airport’s longest runway spans nearly 150% of the required length for adequate landings of most regional commercial aircraft.¹³ Allegiant Air, a potential partner for this project, has a fleet of 90 planes, of which 88 will be either Airbus A319 or A320 models by the year

¹³ Runway Length Requirements Analysis, Dayton International Airport Master Plan Update, Landrum & Brown, Inc. 2/9/2005.
http://www.airportsites.net/masterplans/day/master_plan_status/Rwy%20Length%20Requirements%20Study%20Draft%202012-9-05.pdf

2020.¹⁴ These models require between 8,000 and 8,500 feet runways. At 11,597 feet by 300 feet wide, Westover's longest runway is more than adequate for the safe landing and take-off of these regional jets.¹⁵

The access roads and network of feeder roads providing transportation to and from Westover Metropolitan Airport have the flow capacity to accommodate for increased traffic expected from the addition of commercial air services. Additionally, the City and Westover Metropolitan Development Corporation are interested in pursuing future shuttle or bus service (potentially via the Pioneer Valley Transit Authority) to provide non-vehicular access to the airport.

IV. Letters of Support

- a. Mayor Richard J. Kos
- b. MA Senator Lesser
- c. US Congressman Neal
- d. MA Representative Wagner
- e. Westover Metropolitan Development Corporation
- f. Western Massachusetts Economic Development Council
- g. Greater Chicopee Chamber of Commerce
- h. Springfield Regional Chamber of Commerce
- i. Springfield Convention and Visitors Bureau

¹⁴ Allegiant Air's new route bring largest planes ever to Akron-Canton Airport, Cleveland Plain Dealer. 10/5/2015. http://www.cleveland.com/akron/index.ssf/2015/10/allegiant_airs_new_route_bring.html

¹⁵ Massachusetts Statewide Airport Economic Impact Update: Westover Air Reserve Base/Metropolitan Airport, MassDOT, 2010. <https://westoverairport.com/economic-impact-of-airport>.

Richard J. Kos
Mayor

September 15, 2017

Bruce W. Stebbins
Commissioner, Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: Proposed Funding Strategy for Leveraging Economic Impacts of MGM Springfield

Dear Commissioner Stebbins,

I am pleased to submit to the Massachusetts Gaming Commission a proposed funding strategy for leveraging the economic impacts of the MGM Springfield Resort Casino in the Greater Chicopee area. I am of the belief that this will serve as an economic development strategy that can maximize the benefits of the developing entertainment economy in Springfield for the City of Chicopee and the Western Massachusetts region. The focus of this proposal is to develop interstate tourist visitation to the region by increasing commercial air service options to and from the Westover Metropolitan Airport. We see this as a strategy for opening MGM Springfield and the region to a greater population of potential patrons. In turn, this will benefit the regional entertainment economy, from lodging to restaurants and entertainment venues, while capitalizing on existing aviation infrastructure within Chicopee.

This proposal is especially significant due to the involvement of stakeholder organizations in a comprehensive partnership program. This project will be managed and directed by a partnership between the City of Chicopee and Westover Metropolitan Airport. This partnership will request input and feedback from the Western Massachusetts Economic Development Council, the Greater Springfield and Greater Chicopee Chambers of Commerce, and the Greater Springfield Convention and Tourism Bureau. The success of this project will be sustained by a business partnership between Westover Metropolitan Airport and MGM Springfield. The individual strengths of these organizations are certain to provide the bureaucratic capability necessary to implement discrete economic development strategies for building tourism and travel infrastructure in Western Massachusetts.



Due to the strength of the partnerships behind this proposal and the potential for great economic impact from a relatively low cost up-front investment, I am confident in recommending this proposal for your review. On behalf of the City of Chicopee, I request that the proposal be included in the Gaming Commission's coming white paper and that it may ultimately be considered for funding.

Should you have any questions, do not hesitate to contact my office at (413) 594-1500 or mayorkos@chicopeema.gov.

With Regards,



Richard J. Kos
Mayor

CC: John Beaulieu, Mayor's Chief of Staff
Lee M. Pouliot, AICP, Planning Director
Jack S. Benjamin, Assistant Planner
Michael W. Bolton, President and CEO of Westover Metropolitan Airport
Jessica Roncarati-Howe, President of the Greater Chicopee Chamber of Commerce



The Commonwealth of Massachusetts
MASSACHUSETTS SENATE

SENATOR ERIC P. LESSER

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September 15, 2017

Bruce W. Stebbins
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101 Federal Street, 12th Floor
Boston, MA 02110

RE: City of Chicopee and Westover Metropolitan Airport's MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

I am pleased to provide my support to the City of Chicopee and Westover Metropolitan Airport's proposal to obtain funding from the Gaming Economic Development Fund and to utilize that funding to leverage the opening of MGM Springfield to further promote economic development in the City of Chicopee.

This proposal capitalizes on Chicopee's existing aviation assets, which include both Westover Metropolitan Airport and Westover Air Reserve Base, creating new potential for regional commerce by way of air travel. Introducing commercial air service to Westover Metropolitan Airport provides not only greater access to MGM Springfield, but it also provides numerous opportunities for economic development and growth locally as well.

As the former Senate Chairman of the Joint Legislative Committee on Tourism, Arts, and Cultural Development, I know firsthand that for every \$1 of public investment in the arts, culture and tourism sector approximately \$7 is returned in tax revenue to both the Commonwealth and the local economy. Similarly, further investment in Westover would act as a catalyst for regional tourism and grow our economy in the process.

In my current role as Senate Chairman of the Joint Legislative Committee on Economic Development and Emerging Technologies, I have a unique insight and perspective on what steps

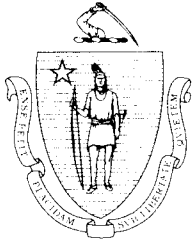
must be taken to develop a robust and healthy economic environment locally. Better connectivity between regional economies in Boston and New York is essential to generating further private sector investment in Western Massachusetts. Introducing commercial air service into Chicopee would help ensure the success of both the MGM Springfield Resort Casino and numerous local businesses.

I am pleased to join my colleague, House Chairman of the Joint Legislative Committee on Economic Development and Emerging Technologies, Joseph F. Wagner, who represents the region containing Westover Metropolitan Airport as well, in supporting this proposal. Our aligned goals and work in our committee translate into unified support for proposals such as the economic impact funding proposal you have before you today.

Again, I am pleased to provide my full support to the proposal submitted by the City of Chicopee and Westover Metropolitan Airport. Thank you very much for your time and consideration of this matter. If you should need any further information, please feel free to contact me.

Sincerely,


Eric P. Lesser



The Commonwealth of Massachusetts
House of Representatives
State House, Boston 02133-1054

JOSEPH F. WAGNER
STATE REPRESENTATIVE

8TH HAMPDEN DISTRICT
333 FRONT STREET, SUITE 3
CHICOPEE, MA 01013
TEL. (413) 592-7857

E-Mail: Joseph.Wagner@MAhouse.gov

Committee on Economic Development
and Emerging Technologies
Chairman

ROOM 42
TEL (617) 722 2370

September 15, 2017

Bruce W. Stebbins
Commissioner, Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

I write to express my strong support for a robust economic development strategy that capitalizes on the impacts of Category 1 casino revenues, and particularly MGM Resort Casino in Springfield. In our region, the Westover Metropolitan Airport (WMA) is an asset with great potential for this fund as a regional economic development initiative. WMA and Westover Air Reserve Base (WARB) continue to be strong contributors to our local economy and surrounding communities. There is an opportunity to expand commercial air services at the airport, which in turn will serve as a boost for interstate commerce and tourism for Chicopee and Western Massachusetts.

I appreciate the Massachusetts Gaming Commission's continued efforts to assist communities and regions as this new industry comes online, and I am excited to see the broader economic impacts realized as envisioned back in 2011. I fully support the City of Chicopee and Westover Metropolitan Airport's proposed funding strategy for leveraging the impacts of MGM Springfield, and I urge you to consider this proposal for funding. Please do not hesitate to contact me with any questions regarding this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Joseph F. Wagner".

Representative Joseph F. Wagner, House Chairman
Joint Committee on Economic Development & Emerging Technologies



September 15, 2017

Bruce W. Stebbins
Commissioner, Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

On behalf of Westover Metropolitan Development Corporation (WMDC), I submit my strong support for this proposal for funding. This economic development strategy capitalizes on strengths of our local economy and leverages existing aviation infrastructure, resulting in a proposal that does not require heavy capital expenditure in support of the project. At WMDC, we see Westover Metropolitan Airport's success as an integral part of our success as an organization in addition to the continued growth of the Greater Chicopee economic region.

The opening of the MGM Resort and Casino in Downtown Springfield holds substantial opportunity for the regional tourism economy to benefit however, the channels of interstate commerce in our region could be developed to better accommodate this growing regional industry. We view the introduction of commercial air service at Westover Metropolitan Airport as being a strong, preemptive step towards further improving our region's interstate commerce relationships and we expect the Airport to be a major catalyst for growth of these economic channels. Due to the more-than-adequate aviation infrastructure at Westover Metropolitan Airport (as evidenced by the immense 11,597 foot span of the longest runway), the robust infrastructure of feeder and access roads, and the close proximity to two high volume, major Interstate Highways (I-90 and I-91), there is great probability for this airport to experience significant increase in volume of commercial passengers.

Due to the relatively low-cost nature of this proposal, the strength of the existing infrastructure, and the competent partnerships that will be directing this project, I am confident in providing support for this proposal for funding. The potential for the entire region to benefit from the economic impacts of MGM Springfield is an opportunity that should not be ignored and this proposal is a strong strategy for capitalizing on the casino's success.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael W. Bolton". The signature is fluid and cursive.

Michael W. Bolton
President/CEO

September 15, 2017

Bruce W. Stebbins
Commissioner, Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

As President and CEO of Western Massachusetts Economic Development Council (EDC), I submit to the MassGaming Commission my full support for this proposal for leveraging the economic impacts of MGM Springfield. The viability of this proposal rests on three great strengths: the bureaucratic capabilities of the managing and consulting organizations, the opportunity to leverage existing aviation infrastructure, and the relatively low project cost with the possibility of substantial economic impacts.

At EDC, our mission is to stimulate and facilitate a vigorous regional economy, encouraging and sustaining capital investment and quality job growth. We collaborate with a broad spectrum of economic development stakeholders in order to attract new businesses to Western Massachusetts and to support our network of current businesses. Our aim is to lead the region's economic development by to stimulating job growth and increasing investment. This proposal for funding aligns ideally with the EDC's goals for the region. We believe that introducing commercial air access will allow for a new interstate population to patronize Western Massachusetts businesses and open the door for more new businesses to locate here.

The addition of the MGM Resort and Casino to Downtown Springfield heralds an exciting time for businesses and patrons in Western Massachusetts. In order to expand our inter-regional economic influence, we are intent on pursuing effective strategies for encouraging the growth of local businesses and the attraction of out-of-state businesses. The emphasis that will be placed on the tourism economy in our region holds potential for many other businesses that support such industries to thrive.

I am encouraged by the efforts of the MassGaming Commission to partner on projects such as this. It is important that we seize every opportunity to capitalize on the opportunities provided by the introduction of the new gaming facility into our community. I hope that you consider this economic development strategy for funding.

Yours truly,



Rick Sullivan, President & CEO



264 Exchange. St., Chicopee, MA
413-594-2101 www.chicopeechamber.org

September 15, 2017

Bruce W. Stebbins
Commissioner, Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

On behalf of The Greater Chicopee Chamber of Commerce, I am pleased to offer my full support for this proposal for funding. This proposal holds the promise to be a highly impactful strategy for economic development while requiring relatively minimal capital investment. As the preeminent networking organization for businesses in the Greater Chicopee region, we see this proposal as providing a growth opportunity for an important partner- Westover Metropolitan Airport- as well as supporting the greater goals for the local economy shared by the Chamber of Commerce and a number of other partner organizations. Introducing commercial air service to Westover Metropolitan Airport promises to open Greater Chicopee and Western Massachusetts to a host of other interstate economic regions with which our economy has yet to form bonds.

The opening of MGM Resort and Casino in Springfield suggests that there is a positive economic movement occurring in our region and we view this as an opportunity to maximize the benefit experienced by our local businesses. This proposal leverages potential economic impacts for those businesses in the tourism industry but also implies that businesses secondary and tertiary to tourism will also be beneficiaries of the economic growth. Many of Chicopee's recent development projects are an expansion of the dining, lodging and entertainment industries in the City. Specifically, multiple current development projects on Burnett Road- directly off of Massachusetts Turnpike Exit 6 and the terminus of the Springfield Connector I-291- are a part of the tourism and travel economy.

Premiere Partner



Benefactor Partners: PeoplesBank and

Polish National Credit Union

Patron Partner: Holyoke Medical Center

Advocates: Insurance Center of New England, Inc. and United Personnel



264 Exchange. St., Chicopee, MA
413-594-2101 www.chicopeechamber.org

Our business community consists of many enterprises that are primed for contributing to and capitalizing on the expanding tourism industry in Western Massachusetts. It is imperative that we provide these businesses with the opportunity to benefit from the Casino project in Springfield and that we do so proactively. The success of our local businesses in Chicopee could prove to amplify the positive economic impacts already being felt by the region.

Sincerely,

A handwritten signature in black ink that reads "Jessica Roncarati-Howe".

Jessica Roncarati-Howe
President

Premiere Partner



Benefactor Partners: PeoplesBank and

Polish National Credit Union

Patron Partner: Holyoke Medical Center

Advocates: Insurance Center of New England, Inc. and United Personnel

September 15, 2017

Bruce W. Stebbins
Commissioner, Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins,

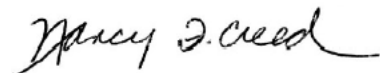
As the President of an organization that has an intimate understanding of the economic needs of the Greater Springfield Region, I am confident in expressing my support for this strategy for leveraging the economic impact of the MGM Resort Casino. It is an exciting time to be a member of the business community in the Greater Springfield area. The implications of the MGM development in downtown Springfield are potentially positive and far-reaching in the business community and regional economy. However in order to effectively transform these possibilities into concrete economic successes, we must act preemptively to accommodate for the potential economic growth that the region could experience. The Springfield Regional Chamber of Commerce hopes that this proposal will function as an economic development strategy that may amplify the economic impacts of the casino through relatively little up-front capital investment.

Adding commercial air service to Westover Metropolitan Airport is an especially attractive proposition due to the implications of opening the Greater Springfield Region to a population of interstate consumers and spenders. By creating an air travel connection between Springfield and other metropolitan areas throughout the country, we will be spreading the message of economic revival and sharing in the successes of these other cities. Introducing interstate patrons to our local tourism industry- including lodging, dining, and entertainment businesses- will be an intelligent strategy for leveraging the impacts of MGM Springfield. These industries ancillary to the casino business will benefit local people and organizations and align with the economic development goals of the Commonwealth.

Finally, this proposal presents a strong network of partner organizations, through which the goals of this strategy may be advanced. We are confident that joining forces with our other local partners will ensure the success of this proposal.

Thank you for your consideration.

Sincerely,



Nancy F. Creed
President



September 15, 2017

Commissioner Bruce W. Stebbins
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: MGM Springfield Economic Impact Funding Proposal

Dear Commissioner Stebbins:

On behalf of the Greater Springfield Convention and Visitors Bureau (GSCVB), I write in support of the funding proposal submitted by the City of Chicopee in partnership with Westover Metropolitan Airport. The potential for MGM Springfield to have a positive economic impact on the Greater Springfield region is great and we believe that it is the tourism economy and supporting industries that will be the driver of this positive economic growth. I am confident that this proposal presents a strategy that will expand the economic successes of MGM Springfield to the Western Mass tourism industry by expanding air access and providing another entry into the region.

As a regional economy, we must act now to form partnerships and strengthen our tourism infrastructure in anticipation of MGM Springfield opening in fall 2018. To maximize the benefit of this new brand coming into our market, we must grow our visitor base and expanded air service will help achieve that. Therefore, introducing commercial airlines to Westover Metropolitan Airport appears a promising strategy for growing the Western Mass tourism economy.

This strategy aligns with the Bureau's mission as an affiliate of the EDC of Western MA, which is to generate economic growth by marketing the region as an ideal destination for meetings and conventions, group tours, sports and leisure travel. Additionally, the network of partner entities aligned with this strategy proves that there is a unified force intent on the successful implementation of the goals outlined in this proposal for funding. We see a bright future for the tourism industry in Western Mass and believe that the introduction of commercial air services to Westover Metropolitan Airport is another promising step in opening up new markets that will lead to incremental visitation.

Sincerely,

A handwritten signature in black ink that reads "Mary Kay Wydra".

Mary Kay Wydra
President



**GREATER BOSTON
CONVENTION & VISITORS BUREAU**

September 15, 2017

Mr. Bruce W. Stebbins, Commissioner
Massachusetts Gaming Commission
1010 Federal Street, 12th Floor
Boston, MA

Dear Mr. Stebbins and Members of the Gaming Commission,

The Greater Boston Convention & Visitors Bureau (GBCVB) has developed a preliminary strategy for the Gaming Economic Development Fund. As the largest Regional Tourism Council in the Commonwealth, the GBCVB will have 2 casinos within its geographical area: Plainridge Park Casino in Plainville and Wynn Boston Harbor, scheduled to open in Everett in 2019. Our strategy is essentially a two-pronged plan to 1) promote economic development in the region outside the casino walls and 2) create marketing, workforce training, and educational modules and programs that target the tremendous growth in international travel to Boston, notably from China.

The GBCVB also worked with and supports the concept and plan put forth by the towns of Foxborough, Wrentham and Plainville, which has been forwarded to the Commission by the Town of Foxborough. This initiative will leverage specific economic clusters, and special events, to promote job creation, workforce training, tourism marketing, green jobs, STEM programs and higher education scholarships. Additionally, commuter rail service to the area will enhance these efforts and strengthen the collaborative model.

The GBCVB proposes a similar partnership model around Wynn Boston Harbor, where retail, restaurant and hotel development is robust. We will work with our member companies at retail complexes, such as Assembly Row in Somerville, as well as hotel management companies, such as Colwen Hotels, to create a cohesive strategy. Colwen will be a key partner as they manage several properties around Wynn Boston Harbor and at Patriot Place. The partnership, with assistance from the GBCVB, would devise strategies to invest monies from the Fund into tourism marketing and workforce training programs, and create scholarships, internship

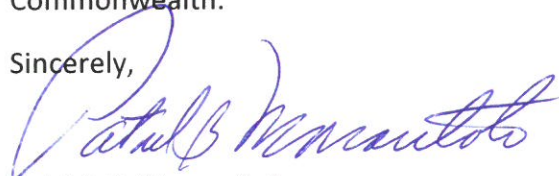
opportunities and summer jobs for local colleges like Bunker Hill Community College and Roxbury Community College.

In terms of workforce training and tourism promotion, the GBCVB's strategy is to create a comprehensive marketing and training module that will focus on the needs of international travelers. This module could be used by other regions in Massachusetts. Overseas visitation to Boston has doubled in the past decade, and all segments of the hospitality industry would benefit from training programs designed to meet the needs of this burgeoning demographic. Visitors from China and India are growing at exponential rates, while workforce training programs are woefully ill-equipped to address the cultural and consumer trends and needs of this new market segment. Using Commission funding, the GBCVB will develop a comprehensive plan to make Boston "China-Friendly" and "China Ready," which is imperative since Chinese visitors have surpassed UK visitors as the number one source market for overseas visitation to Boston, and will soon be the number one source market for Massachusetts. Chinese visitors research and experience a destination in unique ways. China is the most digitized populace in the world and Chinese travelers overwhelmingly make decisions based on peer referrals and influencer trends they see on social media. The preeminence of WeChat, and advent of WeChat Pay, has created an opportunity to reach a consumer audience whose size and spending power is simply unprecedented in the history of travel and tourism.

Regional economic development and the creation of marketing and training modules for workforce training are the twin pillars of our strategy for the Gaming Economic Development Fund. As Boston looks to grow its market share of international visitors and spend, as well as host premier events such as the World Cup in 2026 at Gillette Stadium in partnership with the Kraft Group and the 3 towns of Foxborough, Wrentham and Plainville, this Fund will be a critical resource for funding these initiatives.

I look forward to the public hearing process where we will focus on specific elements of our strategy and plan that will benefit not only our region but potentially other regions of the Commonwealth.

Sincerely,



Patrick B. Moscaritolo

President & CEO

Greater Boston Convention & Visitors Bureau

GBCVB Regional Strategy for Gaming Economic Development Fund

The Greater Boston Convention & Visitors Bureau (GBCVB) has developed a preliminary strategy for the Gaming Economic Development Fund. As the largest Regional Tourism Council in the Commonwealth, the GBCVB will have 2 casinos within its geographical purview: Plainridge Park Casino in Plainville and Wynn Boston Harbor, scheduled to open in Everett in 2019. Our strategy is essentially a two-pronged plan to 1) promote economic development in the region outside the casino walls and 2) create marketing, workforce training and educational programs that target the tremendous growth in international travel to Boston, notably from China.

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In terms of workforce training and tourism promotion, the GBCVB's strategy is to create an educational module to service the needs of international travelers. This module could be used by other regions in Massachusetts. Overseas visitation to Boston has doubled in the past decade, and all segments of the hospitality industry would benefit from training programs to meet the needs of this

burgeoning demographic. Visitors from China and India are growing at exponential rates, while workforce training programs are woefully ill-equipped to address the cultural and consumer trends and needs of this new clientele. Using Commission funding, the GBCVB will develop a comprehensive plan to make Boston “China-Friendly,” which is imperative since Chinese visitors have surpassed UK visitors as the number one source market for overseas visitation to Boston. Chinese visitors research and experience a destination in unique ways. China is the most digitized populace in the world and Chinese travelers overwhelmingly make decisions based on peer referrals and influencer trends they see on social media. The preeminence of WeChat, and advent of WeChat Pay, has created an opportunity to reach a consumer audience whose size and spending power is simply unprecedented in the history of travel and tourism.

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“ALL IN FOR WESTERN MASS TOURISM SUCCESS”

A plan for maximizing capture of visitor expenditures
in the region’s new gaming era

Presented by the Greater Springfield Convention and Visitors Bureau

September 15, 2017

EXECUTIVE SUMMARY

The Greater Springfield Convention and Visitors Bureau (GSCVB) needs to increase its marketing and advertising budget to support the expanding hospitality sector in Western Massachusetts. An estimated 5 million to 7 million visitors per year are expected to begin visiting Western Mass annually following the opening of MGM Springfield.

MGM Springfield will be an attraction of unprecedented importance and impact. Unlike the “major” established attractions of the region (Naismith Memorial Basketball Hall of Fame, Yankee Candle Village, Six Flags New England, Springfield Museums) which all grew over time, MGM Springfield will arrive fully-formed at a massive scale.

In order to maximize visitors’ direct spending and the correlated tax revenues represented by this dramatic surge in visitation, the Greater Springfield Convention and Visitors Bureau will work closely with the MGM Springfield team. The Bureau’s role in this partnership is to market the entire Western Mass region, targeting potential visitors and engaging them with compelling marketing messages. If these strategies are successful, visitors will extend the length of their stays in the region and also spend a portion of their time and dollars at a variety of attractions, venues and small businesses outside MGM Springfield.

The Bureau will accomplish this by:

- Significantly expanding the GSCVB’s destination marketing efforts to target critical audiences.
- Aligning the administrative capacity of the GSCVB to the stated mission of maximizing the economic impact of hospitality within the region.
- Working very closely with the MGM Springfield team to insure an excellent working relationship with accurate follow-through on all elements of the joint marketing agreement.

INTRODUCTION - AN OPPORTUNITY AT RISK

The GSCVB and the Commonwealth of Massachusetts stand at an important crossroads. The imminent introduction of casino gaming will have a dramatic impact on the tourism/hospitality landscape statewide. Here in Western Mass, the selected licensee is MGM Resorts, a worldwide leader in gaming, with deep and significant relationships in both the convention and meeting group industry and in the entertainment industry.

Thus, the GSCVB/MGM Springfield partnership represents an outstanding opportunity for tourism expertise and gaming leadership to bring new visitor-generated tax and direct-spend revenues into the Western Mass economy in specific, as well as to the Commonwealth's economy in general.

However, there is a major roadblock standing between the Commonwealth's treasury and this major new revenue source. The GSCVB, recognized by the Commonwealth as the designated Regional Tourism Council (RTC) for Hampden County, is not currently equipped to do the job it will be charged with doing. It is dramatically understaffed and under-funded compared to similar agencies of its kind which are working in partnership and/or proximity with major gaming facilities.

ABOUT THE GSCVB - A PROUD RECORD OF ACHIEVEMENT

The Greater Springfield Convention and Visitors Bureau was incorporated in 1985 and formally designated a Regional Tourism Council through legislation, Chapter 23A of Massachusetts General Laws. The GSCVB is also an affiliate of the Economic Development Council of Western MA, and operates as a private non-profit destination marketing organization that generates economic growth by marketing its service region as an ideal destination for meetings and conventions, group tours, sports and leisure travel.

The Bureau organization structure consists of a President, who oversees a staff of marketing professionals. The President in turn reports to a Board of Directors comprised of 28 individuals from leadership positions in both tourism and non-tourism businesses/organizations from throughout Western Mass.

The GSCVB has been led since 2000 by Mary Kay Wydra, a lifelong resident of the region with nearly 30 years of personal experience in tourism management and leadership. Wydra currently serves as a member of the Governor's Advisory Council on Travel and Tourism, has served as a board member of the Massachusetts Visitor Industry Council and as the RTC statewide leader, selected by her 15 peers across the state to lead the group. She has testified before the Massachusetts Legislature many times as an expert on tourism in the Commonwealth, offering her views to lawmakers on a variety of bills in progress.

Since its establishment, the GSCVB has aggressively promoted Western Mass using direct sales, trade show attendance, print and virtual publications, events and so forth. As promotional budgets have allowed, the GSCVB has been visible in important consumer-facing periodicals such as *Yankee Magazine's Annual Travel Guide*, *Connect Sports* and the *ABA Motorcoach Marketer* to name a few. The Bureau has also used digital billboards in key regional feeder markets, and online advertising campaigns targeting its core demographic segments.

As a leading Destination Marketing Organization (DMO), the Bureau:

- Created and manages the *Howdy Awards for Hospitality Excellence*
- Trained hospitality front-line service professionals through its affiliate program, *Howdy University*.
- Operated two Visitor Information Centers
- Maintains a 25-person strong Ambassador Corps to service visitor and convention needs
- Offers robust hospitality programs for incoming convention groups
- Publishes an annual *Visitors Guide* and distributes 125,000 copies
- Enhanced the reach of its members' marketing efforts through a matching mini-grant program
- Manages a website that welcomes 300K+ unique visitors per year
- Operates social media platforms including Facebook, Instagram, YouTube and Twitter
- Maintains a long-term partnership with the MA Convention Center Authority
- Co-leads "*Team Springfield*," a cooperative sales effort focused on city- and region-wide convention events
- Leads and facilitates a multi-Western Mass RTC group tour sales mission annually, showcasing the attractions of the region to bus tour operators in PA, NY and NJ.
- Established and continues the efforts of the Western Mass Sports Commission to attract sports-related competitions and events to the region
- Hosts major annual events including *Double Decker Dine*, *Slider Slam*, *Western Mass Food Fest*, and the *Howdy Awards for Hospitality Excellence* gala dinner.

SITUATIONAL ANALYSIS

Tourism is big business for the Commonwealth of Massachusetts and Western Mass.

- Direct spending: \$20.2 billion
- State & local taxes: \$1.3 billion
- Jobs supported: 135,000
- Wages paid: \$4.4 billion
- Over 25 Million Domestic Visitors
- Approximately 1.8 Million Overseas Visitors
- 700,000 Canadian Visitors

(Source: MA Office of Travel and Tourism CY2015)

WESTERN MASS INDUSTRY GROWTH - HISTORICALLY SLOW AND STEADY

The data below clearly show a pattern of historically modest expansion of the Western Mass tourism economy over the past four years. The average annual growth in visitor direct spend from 2012-2015 inclusive has been 1.3%. A relatively slow-growing tourism sector such as this can be properly served with a smaller professional staff and modest marketing budget. This fairly-predictable growth pattern is about to change very dramatically.

2012					
USTA, CY	Spend	Payroll	Jobs Supported	State Taxes	Local Taxes
Massachusetts statewide amounts					
Domestic	\$15,405,800,000	\$3,225,690,000	108,800	\$585,900,000	\$379,700,000
International	\$2,333,800,000	\$516,400,000	17,700	\$90,500,000	\$48,600,000
Totals	\$17,739,600,000	\$3,742,090,000	126,500	\$676,400,000	\$428,300,000
Western MA, CY 2012*					
Domestic	\$661,890,000	\$136,500,000	4,560	\$34,900,000	\$14,700,000
International	\$63,900,000	\$14,161,000	486	\$2,482,000	\$1,333,000
Totals	\$725,790,000	\$150,661,000	5,046	\$37,382,000	\$16,033,000
2013					
USTA, CY	Spend	Payroll	Jobs Supported	State Taxes	Local Taxes
Massachusetts statewide amounts					
Domestic	\$16,024,100,000	\$3,383,600,000	111,145	\$612,700,000	\$396,300,000
International	\$2,457,700,000	\$544,500,000	18,250	\$95,900,000	\$51,300,000
Totals	\$18,481,800,000	\$3,928,100,000	129,395	\$708,600,000	\$447,600,000
Western MA, CY 2013*					
Domestic	\$667,830,000	\$140,670,000	4,460	\$35,630,000	\$14,930,000
International	\$69,600,000	\$15,726,000	509	\$2,630,200	\$1,229,000
Totals	\$737,430,000	\$156,396,000	4,969	\$38,260,200	\$16,159,000
2014					
USTA, CY	Spend	Payroll	Jobs Supported	State Taxes	Local Taxes
Massachusetts statewide amounts					
Domestic	\$16,846,400,000	\$3,540,200,000	113,270	\$645,800,000	416,100,000
International	\$2,654,300,000	\$578,500,000	18,730	\$103,800,000	55,300,000
Totals	\$19,500,700,000	\$4,118,700,000	132,000	\$749,600,000	471,400,000
Western MA, CY 2014*					
Domestic	\$675,300,000	\$143,200,000	4,500	\$36,400,000	\$15,300,000
International	\$75,167,547	\$18,426,980	522	\$2,846,869	\$1,324,828
Totals	\$750,467,547	\$161,626,980	5,022	\$39,246,869	\$16,624,828
2015					
USTA, CY	Spend	Payroll	Jobs Supported	State Taxes	Local Taxes
Massachusetts statewide amounts					
Domestic	\$17,484,700,000	\$3,805,300,000	116,020	\$700,000,000	439,400,000
International	\$2,748,500,000	\$609,200,000	18,950	\$112,200,000	58,300,000
Totals	\$20,233,200,000	\$4,414,500,000	134,970	\$812,200,000	497,700,000
Western MA, CY 2015*					
Domestic	\$677,123,262	\$149,041,974	4,443	\$38,068,402	\$15,562,951
International	\$77,334,220	\$19,404,869	538	\$3,510,133	\$1,484,720
Totals	\$754,457,482	\$168,446,843	4,981	\$41,578,535	\$17,047,671

* Western MA (Franklin, Hampden & Hampshire Counties)

**THE TWO CRITICAL PROBLEMS WE FACE:
SMALL STAFF, LACK OF FINANCIAL RESOURCES**

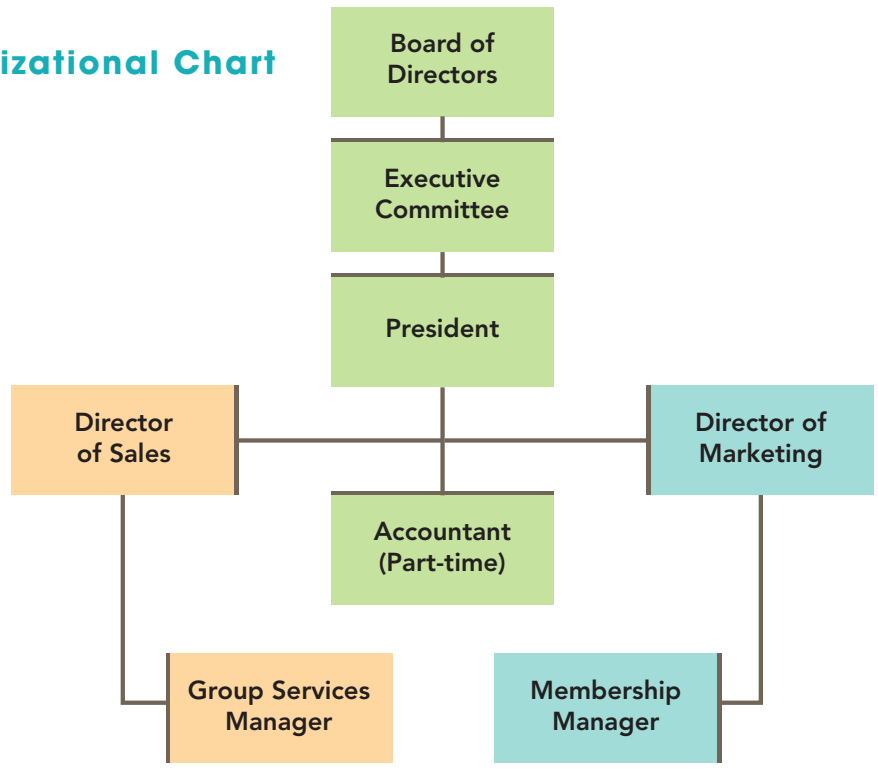
Data from MGM Springfield projects 8 million individual visits to their new property annually, well over double the current estimated Western Mass figure of 3 million. This means that tourism-related visitation to Western Mass will skyrocket by over 200% with the scheduled opening of MGM Springfield in September 2018.

The “slow growth” model described above is going to change dramatically, practically overnight with the opening of MGM Springfield. It would be unreasonable to expect that a staff of 5 full-timers will be able to properly serve the demands this new crowd will place upon the GSCVB, its members or the visitor infrastructure. Failure to seize on this major opportunity (the surge in visitor counts) will yield a potential economic loss that cannot be allowed to happen.

As mentioned above, the GSCVB is ill-equipped to properly serve this huge and unprecedented influx of guests, adequately direct them to the area’s many other tourism offerings (many of which are classic “small businesses”) or promote the region to the expectations of our most important partners, MGM Springfield and the Commonwealth.

The current GSCVB staff is extremely “lean and mean” with all professionals “wearing many hats.”

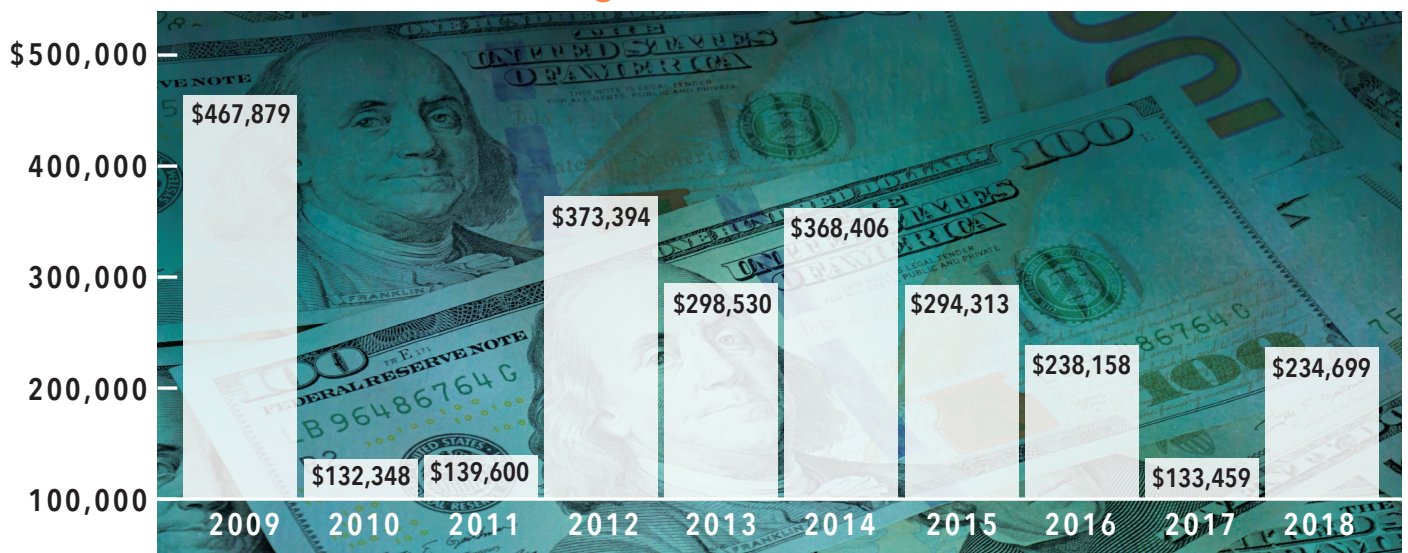
**GSCVB
Current Organizational Chart**



There is another highly-significant challenge facing the GSCVB, and therefore its partners: funding. As one of the Commonwealth's designated Regional Tourism Councils, the GSCVB receives marketing grants through the Massachusetts Office of Travel and Tourism (MOTT).

The graphic below clearly demonstrates the grant amounts allocated to the GSCVB have been extremely inconsistent from year to year. Because these are marketing grants, the inconsistency makes it very difficult for the GSCVB to establish and maintain a consistent message in the minds of its target consumers. The core tenet of advertising ("repetition, repetition, repetition") is extremely difficult with a promotional budget that has (for example) swung in recent years from nearly a half-million dollars (2009) to barely a third of that the very next (2010.)

GSCVB State Marketing Grant Allocations 2009-2018



Even if the Western Mass tourism landscape was remaining relatively static in the next few years, the GSCVB would be in a difficult position to do its job properly. Competition is fiercer than ever, with no end in sight. For example, our hyper-competitive regional neighbor New York, is now directly targeting western Massachusetts consumers with a massive \$70 million tourism investment featuring a robust media campaign.

Destinations which are neglecting travel promotion risk falling behind. Numerous economic studies show clear compelling evidence that travel promotion drives greater traveler visits, generates tax revenues for states and regions and creates jobs at all levels, entry, middle and upper management. Perhaps most importantly, destination marketing budgets are not a "sunk cost"; they are a wise and prudent investment that offers the opportunity for a significant, positive ROI. The following graphic shows this.

Travel Marketing and Promotion



Increased Visitor Trips



New Jobs & Tax Revenues

Additional Visitor Spending



Source: US Travel Association - 2011

To be successful in the face of this competition, it is vital for the GSCVB to “ramp up” its capabilities in all areas and become a more formidable and capable organization, properly on par with its regional peers.

Notably, each of the destinations below are both a) competitors for convention business and b) have (or will soon have) casino properties in their service areas.

\$12 Million Budget

Staff: 72

BOSTON CVB
Wynn Boston Harbor
(opening 2019)

Key Regional Competitors

\$4 Million Budget

Staff: 23

PROVIDENCE CVB
Twin River Casino

\$2 Million Budget

Staff: 14

ALBANY CVB
Turning Stone
Resort Casino

\$1 Million Budget

Staff: 5

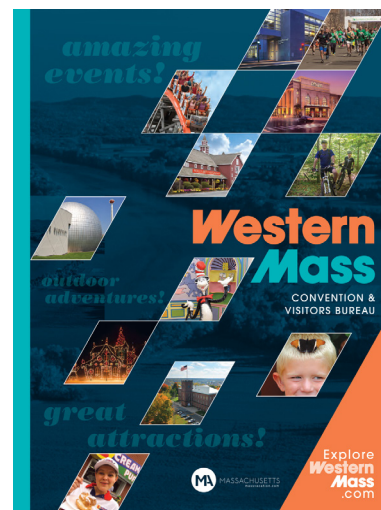
GREATER SPRINGFIELD CVB
MGM Springfield
(opening 2018)

THE SOLUTION:

TACTICS-DRIVEN STAFF EXPANSION and MARKETING BUDGET GROWTH

To best capture the highest percentage of NEW visitor dollars that will become available due to the projected major regional draw of MGM Springfield, the GSCVB must possess BOTH:

- Proper staffing strength - Changes to the staffing and budget will be phased in over a three-year period, 2019-2021.
- A sufficiently-robust marketing budget - New monies will drive millions of impressions for the consumer-focused branding campaign “Find Your First in Western Mass”



PHASE 1 STAFF GROWTH - Planned investment: \$250,000

(NOTE: budget includes salaries, benefits and overhead)

Adding three full-time positions would be necessary to properly service the increased visitor traffic coming to Western Massachusetts. These professional positions will enhance the services the GSCVB can provide, both strategically and tactically.

The positions below are typical examples of the roles that would strongly augment the existing GSCVB staff; filling them would be a top priority as new funds become available.

Visitor Services Coordinator

- Handles all inbound visitor inquiries (in-person, phone, web)
- Refers visitors to attractions/events/restaurants/lodging with the skills of a concierge
- Maintains printed material inventories for member attractions

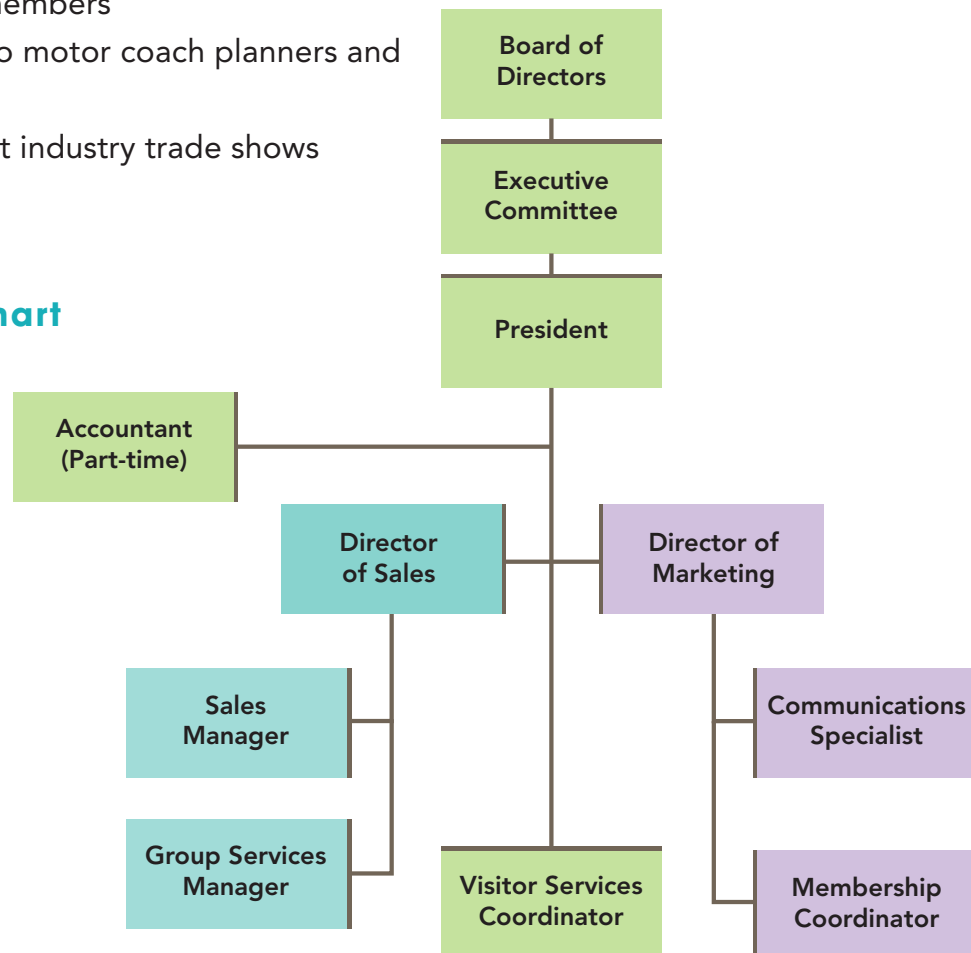
Communications Specialist

- Handles media relations, issues press releases, conducts VIP/FAM tours
- Writes copy for all publications, print materials, electronic and social media
- Manages emergency communications/crisis PR

Group Sales Manager

- Targets smaller meeting/convention groups (non city-wide) and issues leads to members
- Maintains outreach to motor coach planners and operators
- Represents GSCVB at industry trade shows

GSCVB Organizational Chart Phase One



PHASE 1 MARKETING BUDGET GROWTH - Planned investment: \$500,000

(NOTE: budget includes media buys, design/print and production costs)

MGM Springfield has clearly outlined its own plans for marketing their facility. They will look to the GSCVB to enhance the outreach made to all key audiences especially in feeder markets 50 miles or more from Western Mass including inbound international visitors.

With the establishment of a consistent media budget which can be maintained year to year, the GSCVB will create an annual media buy which aggressively and efficiently targets likely visitors to Western Mass.

Core Audiences

- Convention planners
- Group tour operators/planners
- Sports organizers
- Leisure visitors (domestic and international)

Niche Audiences

- Behavioral-targeting
- Soft adventure
- Lifestyle
- Girls' getaway
- Culture-vulture
- "Foodies"

Media

- Email
- Digital Display
- Digital Retargeting
- Geo-fencing
- Social Media
- Digital Out-of-home
- Cable Television
- Streaming Radio

Programming

- Special Events
- Sales Missions
- Familiarization Tours

Organizational Partnerships

- Western Mass RTC collaborations –
The GSCVB will continue to work in close partnership with our fellow Regional Tourism Councils on marketing initiatives, sales missions and other programs which positively impact the four-county area.
- Economic Development Council of Western Mass
- MA Convention Center Authority
- MA Office of Travel & Tourism
- Springfield Business Improvement District
- Springfield Central Cultural District

PHASE 1 2019 Total funding request from the Gaming Economic Development Fund: \$750,000

LOOKING AHEAD - PHASES 2 & 3

Recognizing the Gaming Economic Development Fund will have more resources available as both Massachusetts casinos come fully online, the GSCVB will recommend a second and possibly third round of organizational expansion concepts and ideas at that time.

The actual marketplace performance of casino gaming in Massachusetts remains unknown, though all reasonable projections indicate robust results. Thus, as the market begins to return “hard” data, the GSCVB’s recommendations for Phases 2 & 3 will be modified based on an ongoing assessment of the Phase 1 tactics as they are implemented. All parties anticipate the appeal of the regional casinos will be vigorous, visitation will continue to expand and incremental revenues will be realized.

Proper due diligence has not yet been completed for the following concepts and ideas, but they are high on the list for consideration should the funding be available.

- Expand the reach and frequency of the multi-pronged media campaign driving “Find Your First in Western Mass” and related print collateral such as the GSCVB’s *Western Mass Visitors Guide*. *Tactical enhancements: include an emphasis on winter shoulder-season event/promotion to help hoteliers in Q1.*
- Work with MGM Springfield to put on major “area-wide” events to leverage the keynote events that this casino property programs. *Tactical enhancements: work with MGM marketing team to amplify events to make them region-wide, boosting attendance and extending visitor stays.*
- Ramp up social media presence significantly. *Tactical enhancements: utilize streaming video, member-focused contests and promotions to aggressively drive engagement with consumers.*
- Explore non-traditional ways of reaching consumers when they are here and seeking new experiences and spontaneous activities. *Tactical enhancements: Create and deploy a “mobile visitor information center” in a small vehicle such as a retired mail truck or similar, which could move nimbly among visitor-heavy areas like parks, town centers and event venues (Holyoke St. Patrick’s Day Parade, Big E, Paradise City Arts Festival, Brimfield Outdoor Antique Show, etc.)*
- In partnership with some of our local community colleges, revive “Howdy University,” a highly-regarded front-line training program for hospitality workers.
- Consider further additions to GSCVB staff as-appropriate.

PHASE 2 Total potential funding request from the Gaming Economic Development Fund: \$1,000,000

PHASE 3 Total potential funding request from the Gaming Economic Development Fund: \$1,250,000

SUMMARY & CALL TO ACTION

After many years of consideration and public discourse, the Massachusetts State Legislature has brought profound transformational change by introducing casino gaming to the Commonwealth. Consensus points to success of the casinos and widespread overall economic benefit, as literally millions more people will come to Massachusetts every year to experience these new attractions. In the particular case of Western Mass, the projections call for an unprecedented boost in visitation: from 3 million per year to over 11 million per year. Good news for all.

Although great progress has been made to date to make this all happen, it is imperative that the agencies which serve the visitor industry will in turn be financially-empowered to “go the final mile” in terms of having sufficient staffing and marketing. The Greater Springfield Convention and Visitors Bureau, designated by the Commonwealth to capture tax revenues for both the state and local communities, is just such an entity, albeit operating with a bare-bones professional team and a meager marketing budget.

It’s time for solutions, and we have them. In this paper, we have made the case for similarly transforming the GSCVB. Its strategic position requires it to be a truly viable partner for MGM Springfield, the Western Mass gaming licensee. We have laid out a concise strategic plan, outlining the key points that will lead to the Bureau’s evolution into a more robust organization, better able to work with MGM Springfield and sell all of our region’s attractions, venues, events and visitor services. *Therefore, we are requesting funding at the level of \$750,000 in 2019, \$1,000,000 in 2020 and \$1,250,00 in 2021 to increase marketing campaigns and augment our professional staff.*

Study after study has demonstrated that tourism promotion is a net revenue generator, not a cost, to taxpayers. It doesn’t compete with priority programs; it helps pay for them. It is an investment to help lure more visitors to Massachusetts. They will spend more money and generate even more tax dollars for our residents and the programs that help them. Tourism promotion invariably delivers a strong return on investment.

Please support marketing and operational-focused funding allocations to the Greater Springfield Convention and Visitors Bureau from the Gaming Economic Development Fund in 2019, 2020 and 2021.

Let us work for you!



Springfield Technical & Holyoke Community Colleges

The joint efforts of Holyoke Community and Springfield Technical Community College demonstrate that the efforts to improve the workforce training mechanism and the skills of the workers in the Commonwealth are the primary economic development strategy that can be undertaken. A job-ready worker and skill enhancements for incumbent workers can drive investment, job growth and new tax revenue for the Commonwealth.

Training and Workforce Options (TWO) a joint effort of the two colleges provides custom contract training for area businesses with a training approach that yields a high return on investment. The Massachusetts Casino Careers Training Institute is designed to scale up the hospitality workforce for a high level of demand resulting from this new to Massachusetts Industry. In both cases the state is creating a system, which will stimulate private investment, new jobs and new tax revenues.

We would suggest that through the Economic Development fund of the Gaming Commission that the following actions be taken to stimulate increased economic development activity of the Commonwealth:

- Identify the four key industrial sectors of the State (e.g. in Western MA: Healthcare, Higher Education, Manufacturing, and Hospitality) and study the projected job growth of **3 high demand occupations in each sector in order to create an occupational profile**;
- Design an assessment and gap-training model through Career Ready 101 and the National Career Readiness Certificate to train job seekers and incumbent workers to match the defined occupational need. A credential would identify the skill level obtained by the job seeker or incumbent worker and serve as **a benchmark for employers in the hiring process**.
- Create a defined **apprenticeship pathway** for each identified occupation in concert with employers;
- Create an **occupational portal** which allows job seekers and employers to connect;
- Create a **marketing effort** inside and outside the Commonwealth to help employers understand the value of the Massachusetts workforce in their efforts to move into the State or to expand within the State;

- Devise a **business development process**/system that focuses on workforce as a primary way to encourage economic investment; and,
- Create a virtual Business Development Center focused on occupational needs.

TWO would strongly support this type of economic development initiative to improve the skills of individuals and meet the needs of employers as they start up in Massachusetts or as they expand.

If you have any questions or if you require any additional information please contact me at your convenience.

Sincerely,

A handwritten signature in cursive script that reads "Jeffrey P. Hayden".

Jeffrey P. Hayden, Executive Director
Training and Workforce Options
303 Homestead Avenue
Holyoke, MA 01040
Jhayden@hcc.edu
413-552-2587

Mass Gaming Commission

Mass Cultural Council Economic Development Strategies

Mass Cultural Council is a state agency that promotes excellence, education, diversity, and inclusion in the arts, humanities, and sciences to foster a rich cultural life for all Massachusetts residents and contribute to the vitality of our communities and economy.

Working through the arts, humanities, and sciences, culture is a dynamic force for enriching communities, growing the economy, increasing accessibility, and fostering individual creativity. Culture is intrinsically valuable and unique in its ability to lift the human spirit.

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 Mass Cultural Council is working on a regional basis to support the 351 cities and towns in the Commonwealth through its Communities Program. Starting with 7 communities across the state (Worcester, Springfield, Pittsfield, Beverly, New Bedford, Dennis & Blandford) Mass Cultural Council will be harnessing the Power of Culture through the creation of a cultural compact that will:

- Drive growth and opportunity through a thriving creative economy
- Build relationships across ethnic, racial, and generational lines
- Cultivate cities towns who want a better place for people to live, work, and thrive.

Building on the partnerships that The Council has established, as a through line in our programs, we will deepen and grow the reach of our sector through economic and community development strategies.

With funding through an allotment from the Gaming Commission fund, Cultural Compact communities will:

- Help to amplify cultural vitality in cities and towns through integrated community-focused grants, initiatives, and advocacy.
- Increase the impact of community-led efforts to sustain and promote a rich cultural life by providing communities the resources, training, and tools needed to increase their capacity and effect change.
- Support the economic health of communities through targeted investments in artists and the cultural sector.
- Build strategic alliances between the cultural sector, private developers, state agencies, and other Massachusetts community and economic development groups to stimulate economic growth
- Grow the visibility of the creative sector in Massachusetts through partnerships that expand markets and/or promote the work of cultural organizations and artists.

Through partnerships with regional, state, and local stakeholders throughout the Commonwealth, Mass Cultural Council will work to elevate the importance of culture and artists by building communities that are viable and by creating an increased economic impact for communities.

MASSACHUSETTS CASINO CAREERS TRAINING INSTITUTE (MCCTI)
Bunker Hill Community College (lead), North Shore Community College and Roxbury Community College
Region A Greater Boston, Wynn Boston Harbor Resort
MA Gaming Economic Development Fund White Paper Strategies
September 15, 2017

MCCTI Region A partner colleges Bunker Hill Community College (lead), North Shore Community College and Roxbury Community College put forward the following strategies for the Gaming Economic Development Fund. Recommended strategies include a continuum of instruction from Adult Basic Education (ESOL, HiSET) to credit and non-credit certificates and onto associate degree options. In addition, the strategies include scholarships and grants to ensure access for a broad and diverse pool of participants, internship opportunities to provide paid hands-on training in the workplace, and the development of apprenticeships in the casino and hospitality industries.

- **Workforce Training:** To ensure a skilled, credentialed, diverse and prepared workforce for entry and advancement in the Massachusetts gaming and hospitality industries, we recommend:
 - Contextualized English for Speakers of Other Languages Instruction: For adult learners who need to develop their English proficiency, the community colleges can provide ESOL instruction. The program would draw on existing successful models available at each college site, and would be contextualized to the needs of specific positions, i.e. English for Dealers, English for Housekeeping, etc.
 - Basic Academic Preparation: For individuals needing to earn a high school equivalency, an Integrated Education and Training Program (IET) strengthens students' academic skills and prepares them for their high school diploma while simultaneously taking courses needed for entry into casino and hospitality positions.
 - Displaced Worker Assessment and Referral: The colleges can provide sessions designed to assist any individuals who may lose employment due the expansion of casinos, on an individual basis or to the group of employees of a company that is closing.
 - Skills Training for Incumbent Worker Advancement: College courses and training programs could be delivered by the community colleges to include supervisory training, human resource oversight laws and regulations, etc. and could be customized to employer training needs.
- **Higher Education Scholarships and Training Grants:** Scholarships and grants can defray tuition, fees and other educational expenses for individuals who pursue training in a program targeting the casino and hospitality industries (culinary arts, gaming, information technology, hospitality/tourism, business administration, marketing, etc.) or advance in a casino-related career.
- **Summer Jobs and Experiential Opportunities:** Funds can support establishment of paid experiential opportunities for high demand positions in the casino and hospitality industries and surrounding community. For all options, wages would be supported through a combination of Gaming Economic Development Funds and employer commitment. Options could include:
 1. Summer jobs could be utilized as an on-the-job training approach to expose first-year students to the gaming and/or hospitality fields.
 2. Paid internships modeled along the BHCC "Learn and Earn" program would provide students approaching program completion with an internship experience linked with a seminar course.
 3. For individuals who commit to a career in casino/hospitality, we propose the development of an apprenticeship model consisting of a fully integrated workplace and classroom learning experience. Apprenticeships would be linked with an Associate degree program in various options such as Business Administration, Hotel/Restaurant Management, and IT, among others. Apprentices would have on-the-job training cycles in all facets of casino operations, from housekeeping and food service, to gaming and human resources.



Metro North Regional Employment Board

186 Alewife Brook Parkway, Suite 216, Cambridge, MA 02138
Tel: 617-864-1500 | Fax: 617-864-1508 | www.mnreb.org

September 15, 2017

Commissioner Bruce W. Stebbins
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Commissioner Stebbins,

Thank you for inviting the Metro North Regional Employment Board to submit suggestions on the potential use of the Gaming Economic Development Fund. After discussion and consideration, we respectfully submit the following suggestions:

- 1. Scholarships for existing job training/higher education programs in casino occupations:** To prepare Massachusetts residents to be qualified for employment at the casinos, job training and education are imperative. The majority of the casino jobs will be in gaming, culinary, hospitality, cash handling, security, marketing, and business administration. Many job training and higher education programs already exist in these fields. Funds could be used for scholarships for these existing programs for participants who are not able to access the extremely limited current public funding for job training.
- 2. New job training programs:** For some of the casino jobs, either no training program currently exists or the capacity of the current programs will be insufficient. Thus, we recommend that funds be procured to develop new education and training programs for casino and casino related employment.
- 3. Career Center in Everett:** Given the location of Wynn Boston Harbor, we strongly advocate for funding a Career Center in the city of Everett focused on casino and casino related careers. The Career Center could be located at City Hall or onsite at the casino and staffed by Metro North's Career Center operator. In order for local residents to obtain casino jobs, it is imperative that they have targeted career counseling and access to resources and information that can lead to a casino career pathway.
- 4. Basic skills remediation:** Many residents do not possess the requisite basic skills, such as English and math, to access casino employment or job training preparation. The current adult basic education (ABE) and English for Speakers of Other Languages (ESOL) programs have waiting lists. Additional ABE and ESOL classes are essential to prepare residents for employment, education, or training in order to access casino careers. The ABE/ESOL funded by the Economic Development Fund could be contextualized to focus on employment in casino related fields.



5. **Job readiness training:** Similar to a lack of basic skills, many residents require job readiness training in order to be prepared to access employment in a casino. This training includes interviewing preparation, resume writing, effective communication, problem solving, teamwork. Similarly, the job readiness training funded by the Economic Development Fund could be contextualized to focus on employment in casino related fields.
6. **Utilize FY2019 revenue for training for Wynn training:** MGM is scheduled to open in fall 2018 while Wynn Boston Harbor is scheduled to open in June 2019. Giving local residents the ability to be prepared for the first wave of the casino hiring is imperative as it will be by far the time when the greatest number of workers will be hired. Since the Economic Development Fund is a statewide fund, utilizing FY2019 revenue to prepare residents for the opening at Wynn is critical to local residents access to Wynn careers. Funds could be used for short term job training in fields such as culinary, hospitality, gaming, and cash handling.
7. **STEM Networks:** The Massachusetts Executive Office of Education currently funds four STEM Networks statewide. These networks are charged with advancing the statewide STEM Advisory Council's three STEM priorities:
 - a. Expand work-based learning programs
 - b. Develop and expand STEM early college career pathways
 - c. Broaden and deepen computer science & engineering initiatives

Current funding for the Networks is due to end after the current 2018 fiscal year. The Networks are critical investments that align efforts across various stakeholders, including education, workforce development, and business and industry. STEM, and the related projected skills gap in STEM-focused fields, needs to be a continued priority for the Commonwealth. Continued investment in these Networks beyond FY18 will help the Commonwealth be able to address this priority.

8. **Regional plan implementation:** Led by the Executive Office of Labor and Workforce Development, and leveraging the infrastructure of the Governor's Workforce Skills Cabinet, the statewide regional planning process combines the efforts of workforce development, economic development, and education in order to develop workforce and labor market "blueprints" for seven regions across the Commonwealth. The current effort, set to conclude in January 2018, is focused on identifying priority industries and occupations where significant skills gaps exist. However, no current funding exists to implement strategies to address the priorities outlined in the blueprints. Funding from the Economic Development Fund could be used to support the implementation of the regional plans.

The REB is happy to help further in developing or reviewing the White Paper that the Gaming Commission will present to the legislature or help in other way. Thank you for your leadership.

Sincerely,

A handwritten signature in blue ink that reads "Sunny Schwartz". The signature is fluid and cursive, with the first name "Sunny" written in a larger, more prominent script than the last name "Schwartz".

Sunny Schwartz
President and CEO



SMART GROWTH AND REGIONAL COLLABORATION

September 15, 2017

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

Dear Commissioner Stebbins:

On behalf of the Metropolitan Area Planning Council (MAPC), I am submitting the following economic development strategies regarding the use of the Gaming Economic Development Fund. MAPC's economic development work is guided by our regional plan *MetroFuture*¹ and the Comprehensive Economic Development Strategy (CEDS)². We believe that economic development should be promoted in a sustainable and equitable manner, and we support programs and funding opportunities that incorporate those values. In particular, we support programs that advance equity, provide high quality jobs with strong career pathways, and help lower-income communities and populations to prosper.

We acknowledge that there are other funds, including the Community Mitigation Fund, associated with gaming in addition to the Gaming Economic Development Fund. There are also Host and Surrounding Community agreements that will address some of the planning needs of the Host and Surrounding Communities most impacted by the development of casinos in the Commonwealth. We have therefore focused our efforts in developing strategies which we believe will be the highest impact within the priorities set forth for this fund.

In some cases, we have recommended that the money from this fund be assigned to existing state programs. However, in order to ensure that the funding benefits the Host and Surrounding Communities to the maximum degree, a certain percentage of any new revenue placed in these state programs must be assigned to applicants within the communities most directly impacted by the respective casino developments.

Strategies and programs are outlined below according to the priorities outlined by the Gaming Commission. It is important to note that these strategies are categorized by those most closely related to the Gaming Commission priorities, but in most cases each advances more than one priority. Throughout the letter, we reference specific examples of ideas and input that we have gathered from communities that will be directly impacted by casinos developed within the MAPC

¹ *MetroFuture* is MAPC's long-term plan for a more prosperous, equitable, sustainable region and guides all of our agency's work. *MetroFuture* identifies 65 goals for the region to achieve by 2030, categorized into six topic areas including Prosperity, Transportation, Sustainable Growth Patterns, Housing Choices, Community Vitality, and Environment.

² The CEDS is developed with funding from the U.S. Economic Development Administration (EDA) and is updated at least every five years. MAPC, as an EDA-designated Economic Development District, coordinates, strengthens, and aligns economic development work throughout the region with the goals and strategies as depicted in the CEDS. These goals and strategies in the CEDS fall into multiple categories: regional collaboration, strengthening key industry and businesses, workforce training and education, transit accessibility and walkability, and creating a diverse, resilient, and equitable economy. The CEDS not only provides a plan and vision for advancing economic development in the region, but also creates a framework that guides EDA funding decisions.

region. We also acknowledge that we are submitting a number of ideas that will likely exceed the capacity of this fund.

Workforce Development

Regarding workforce development, MAPC believes in the importance of maintaining a strong supply of educated and skilled workers of all ages to encourage businesses to locate and expand here. We have identified the importance of workforce development programs tailored to quality jobs with career pathways as a particular strategy within the CEDS.

Two critical components of workforce development in Massachusetts are the Workforce Competitiveness Trust Fund (WCTF) and the Massachusetts High Demand Scholarship. The WCTF has provided thousands of unemployed individuals with the skills needed to meet current workforce demands. The fund trains workers for in-demand jobs and creates pathways to better-paying jobs. It is particularly targeted at improving outcomes for low-income individuals and low-wage workers. Investment in this fund could help to support workers in casino jobs, service sector jobs that support the casino, as well as other low-income individuals living and working in the Host and Surrounding Communities in order to enhance their financial stability and improve their career pathways. The WCTF often funds regional partnerships that include local businesses, community-based organizations, and educational and workforce development organizations. The additional monies placed in this fund should particularly reward efforts to place low income workers from under-served communities in jobs with strong career pathways. Many of the Host and Surrounding Communities are Gateway Cities or face similar challenges of disinvestment. In other cases, the Host or Surrounding Communities may have strong public transit connections with communities or neighborhoods that are under-served and in need of better job opportunities. Supporting the WCTF with monies from the Gaming Economic Development Fund would help to advance the following priorities as outlined by the Gaming Commission: workforce training and regional economic development initiatives.

The Massachusetts High Demand Scholarship awards scholarships to community college students at public post-secondary institutions who choose to major in high-demand fields such as engineering, technology, and healthcare. It is critical to guide and encourage our college students to choose career fields that will provide future employment stability by matching the needs of employers already located in our Commonwealth and those we hope to attract with the many advantages present in Massachusetts. The Massachusetts High Demand Scholarship helps to do just that. Unfortunately, this program has seen steadily decreasing funding and would benefit from additional monies from the Gaming Economic Development Fund. This fund ties together a number of the Gaming Commission priorities including workforce training, higher education scholarships, and Science, Technology, Engineering, and Math (STEM).

Efforts to place workers who are in low income and under-served Host or Surrounding Communities as well as low income and under-served communities that have clear public transit access to Host and Surrounding communities should be emphasized.

Green Jobs

The Massachusetts Clean Energy Center (MassCEC) has provided green job training programs that prepare unemployed and underemployed people for jobs in the fast-growing clean energy industry cluster. Through the Learn and Earn program, MassCEC allows providers to conduct classroom instruction and to provide summer job opportunities to students interested in pursuing a clean energy job in the future. They also have a successful Women in Clean Energy program that is designed to help low and moderate income female workers to build careers in the clean energy industry.

Through MassCEC's grant program, the Economic Development and Industrial Corporation leads the Metro Boston Green On-the-Job Training (GOJT) Collaborative, a partnership of clean energy employers, municipalities, workforce boards, career centers and training providers who train and place underemployed and unemployed residents from 64 communities in Metro Boston in on-the-job training experiences leading to full-time permanent employment. Additional grant funding to MassCEC from the Gaming Economic Development Fund would help to expand or create additional cross-sector partnerships to advance Gaming Commission priorities such as the workforce development priorities along with green jobs promotion, STEM, and summer jobs.

Tourism Promotion/Cultural & Recreational Attraction Promotion

MAPC recognizes the importance of supporting arts and culture as both a community development and economic development tool. Efforts to support arts and culture are under-funded across the Commonwealth, and although a certain percentage of the taxes on gross gaming revenue are already being directed to the Mass Cultural Council, MAPC supports additional funding from the Gaming Economic Development Fund being directed to MCC. MCC's grant programs support cultural activities that have the capacity to revitalize communities, stimulate income, create or enhance jobs, and attract tourism. The creation of an entertainment complex within Wynn Boston Harbor may adversely affect existing tourism attractions, such as the Lynn Auditorium, a large Art Deco building that defines the civic heart of Lynn, and the 1,800 seat Chevalier Theatre in Medford. Additional funding for MCC programs, including the Cultural Facilities Fund, would help to support these existing institutions after the casino is developed.

Some of the Host and Surrounding Communities within the MAPC region have already been talking with one another in order to identify regional approaches to attracting more tourists to their region. For example, Foxborough, Wrentham, and Plainville have already developed a concept to work together around regional tourism. We are strongly supportive of multi-community proposals that address jobs, tourism, and transportation issues.

Regional Economic Development Initiatives

As a Regional Planning Agency, MAPC believes in the critical importance of linking smart growth with economic development. We have worked with a number of our communities, including those surrounding the Wynn Casino Development in Everett, to map out Priority Development Areas (PDA) and Priority Preservation Areas (PPA). PDAs identify sites with the most significant economic

and mixed-use development potential. Communities who have conducted forward-thinking land use planning should be supported in their efforts to implement these plans. Some of the monies from the Gaming Economic Development Fund should go to the Host and Surrounding Communities that have mapped PDA's and PPA's, identified sites for economic development and multi-family housing production, and worked to update zoning to encourage redevelopment and investment. Since the funding is limited, it should be actively targeted at those communities that are pursuing implementation of PDA and PPA planning.

In particular, some of this funding should augment efforts to plan for and build affordable housing. Many of the employees working at the casino will need access to affordable workforce housing. In addition, the investment associated with the casino has the potential to inflate rents and sales prices in the vicinity, leading to displacement. This is a particular concern in the communities surrounding the Wynn Casino, where some of the increasingly rare "naturally occurring affordable housing" (NOAH) can be found. Since the funding is limited, the monies from the Gaming Economic Development Fund can go towards providing technical assistance to implement housing plans, towards funding the preservation of existing affordable housing stock, and towards necessary design work for the infrastructure that could support this type of development. This could be done through existing municipal rehab programs or through grants to Community Development Corporations (CDC's) and Community Action Agencies (CAA's). We feel that affordable workforce housing is a critical piece of economic development in Massachusetts. If we want to fill jobs, workers need to be able to find affordable homes within a reasonable distance of their place of employment. Rewarding communities who have thoughtful planning practices in place and who are driven to produce and preserve affordable housing is a strategy to support the economic development efforts of the Host and Surrounding Communities.

These resources could be added to a new fund explicitly for these purposes and managed by the Gaming Commission.

Summer Jobs

Summer jobs programs help teens and young adults, many from low socio-economic status communities get the skills and experience needed to find and keep jobs. Communities provide employment, mentoring, and character-building activities for youth through community collaboration with local organizations, city government, community parks and businesses. Funding currently comes through grants and partnerships with local businesses. Jobs range from clerical jobs and parks to jobs at local law offices, banks and insurance companies. Jobs could also be at businesses that directly support or have synergy with the casino development. An added benefit of summer jobs program is that local communities are able to create and bolster relationships with local businesses by establishing connections through programs such as these while at the same time providing much-needed mentoring and skills development for local youths. Although there are an extensive amount of applicants for these programs, there is not enough funding to hire most of them. This is particularly the case in Lynn where they always have more applicants for their summer programs than they can support. Their program typically gets 300-400 applicants and they can only fund 120 participants. Monies from the Gaming Economic Development Fund should

be directed to under-funded summer job programs that the Host and Surrounding Communities already have in place.

Support for Small Businesses

The CEDS also speaks to the critical importance of creating policies and programs that support current and prospective small business owners. Some provisions to support small businesses have been put in place through Surrounding Community & Host Community agreements negotiated between individual communities and the casino developers. In the case of Wynn Resorts Limited (Wynn), these provisions include the use of local contractors and suppliers in its project, consulting with local business groups and chambers of commerce on economic opportunities, advertising for and hiring local workers, and maintaining a proprietary concierge program to promote the cultural, historical, and entertainment attractions in the region. In some cases Wynn has also agreed to coordinate with local communities to include local charities and nonprofits in its charitable donations and to offer local businesses the opportunity to market their goods and services to Wynn's employees via the WE Save Program. These provisions should be strengthened to ensure that they are taking place and are consistently implemented across all of the Host & Surrounding Communities.

MAPC also strongly supports the Small Business Technical Assistance (SBTA) Program. The Small Business Technical Assistance Grant Program helps small businesses to succeed in underserved communities in the Commonwealth, particularly low- to moderate-income communities and communities of color. It is particularly well suited to serve many of the small businesses within the communities surrounding the Wynn Casino development. The program provides funding to not-for-profit grantees, including CDC's or Community Development Financial Institutions (CDFIs), who offer a range of technical assistance and financial services to small business clients. The fund helps to build operational capacity and skills of organizations that are providing technical assistance, education, and access to capital to small businesses, including many owned by women, minorities and veterans. MAPC has done a Health Impact Assessment on this fund and found that in addition to the economic benefit, the program also provides a protective health benefit for business owners, small business employees, and residents in the communities that the SBTA program serves. Between FY2014 and FY2018 there has been a decrease of \$1.25 million (or 62.5%) in funding for this program. The funding could be utilized for business planning, education, and access to capital for small businesses impacted by the Casino development.

Small businesses in many of these communities also have a need to upgrade their building stock as many of the commercial buildings are the biggest contributors to greenhouse gases and in many cases are also vulnerable to the impacts of climate change. Some of the funding from the Gaming Economic Development Fund could be used to support municipal programs that would administer no interest loans or loans with principal buy-downs for upgrades of small commercial properties of businesses, in order to reduce energy-use or add resiliency elements.

Agricultural Development

The CEDS also makes the case for the importance of supporting local agriculture and the agriculture industry in the region. MAPC recently led development of the Massachusetts Local Food Action Plan, which includes strategies for supporting agricultural development programs. One program that should be prioritized for additional funding from the Gaming Economic Development Fund is the Healthy Incentives Program (HIP).

The Healthy Incentives Program (HIP) matches SNAP purchases of local fruits and vegetables when participants are shopping at farmers markets, farm stands, mobile markets, and CSA farm share programs. Customers who use SNAP dollars on farm fresh fruits and vegetables at participating HIP retailers will see the amount of their purchase instantly added back to their EBT card. The program not only increases the purchasing power of lower-income residents, but it has the additional benefit of bolstering farmers markets and thereby supporting local farms. The HIP program is funded through 2020 through a federal grant, but MAPC believes that this program should be established and made permanent through Massachusetts state law. A certain percentage of the additional funding should be dedicated back to the Host and Surrounding Communities in order to support agricultural development in the communities that will be most impacted.

Thank you for the opportunity to submit these strategies. We look forward to the opportunity to continue this conversation.

Sincerely,

A handwritten signature in black ink, appearing to read "Marc Draisen". The signature is fluid and cursive, with a large initial "M" and "D".

Marc Draisen
Executive Director



September 15, 2017

Bruce W. Stebbins, Commissioner
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

RE: *Gaming Economic Development Fund*

Dear Commissioner Stebbins:

Thank you for initiating this discussion of how to best leverage the Gaming Economic Development Fund (the "Fund") to ensure that MGM Springfield's success translates into economic opportunities for the entire region. Of the twelve revenue streams created by the Gaming Revenue Fund, we believe that this Fund, in particular, could have a transformative impact in a gateway city and region – Springfield and Western Massachusetts.

Projects like MGM Springfield cannot exist in a vacuum. The spinoff effect – regional job growth and new business development – is critical to sustaining MGM's success and reinforcing the transformative benefit of our development for Springfield as a gateway city and hub of a vibrant region. For this reason, we strongly urge the Commission to view the Fund holistically and recommend to the Legislature appropriations to support comprehensive initiatives that complement and enhance our unprecedented investment in Western Massachusetts. As the region succeeds, so does MGM Springfield, thereby promoting increased tax reinvestment in the Fund. It is, therefore, critically important that appropriations from the Fund leverage and support the regions in which the casino developments generating the source funding are located.

Strategic Plan

We suggest funding projects and initiatives that are part of a comprehensive strategic plan including the following elements: (i) increased availability of air, rail and bus transit; (ii) regional marketing initiatives; (iii) business finance incentive programs and (iv) perhaps most importantly, investment in capital improvement projects that spur further commercial development.

MGM Springfield
One Monarch Place, Suite 910
Springfield, MA 01144
413-273-5000

i. *Increased Transit*

The Fund should help to facilitate enhanced access to a gateway region for visitors, employees, and residents alike. The recent completion of Union Station and the imminent completion of the I-91 viaduct project are both positive steps in this direction. Western Massachusetts is located in the heart of the Knowledge Corridor and close to rail, airports, and major highways. Supporting further investment in these assets will only enhance the region's potential for additional growth and development. An example of an innovative suggestion that could be part of an overall strategic development plan is the City of Chicopee's proposal to secure state matching funding to expand commercial air service to Westover Airport. Moreover, supporting studying the feasibility of more frequent and efficient passenger rail service between Eastern and Western Massachusetts is an important piece of any strategic development plan for this region.

ii. *Regional Marketing*

With assets such as the Basketball Hall of Fame, the Springfield Museums (including the newly opened *Amazing World of Dr. Seuss*), Six Flags New England, and the Big E, Western Massachusetts is poised to become one of the premier tourism destinations in the Northeast. It is critical, therefore, to support a coordinated marketing effort that helps knit these assets together with a powerful and unified message. The Greater Springfield Convention and Visitor's Bureau plays a key role in this regard and funding to increase its marketing budget is an important step.

iii. *New Business Development*

Incentives for new and innovative businesses to choose to locate in Knowledge Corridor generally, and Springfield specifically, will spur continued growth and visitation to the region. Creative programs, such as business incubators and small business finance funds should be supported as part of a strategic plan. Organizations such as DevelopSpringfield and MassDevelopment should be looked to as partners on innovative business growth initiatives.

iv. *Capital Projects*

The most important opportunity presented by the Fund is to support the type of key capital projects and infrastructure improvement projects that can transform an area, but that are often not possible absent a public-private partnership. The Legislature exhibited wisdom and forethought in providing for gaming tax revenue to be reinvested in the very communities generating such revenue. Careful consideration should be given to identify and support physical construction projects such as public parking, mixed use redevelopments, traffic infrastructure improvements, public space creation and other urban renewal and redevelopment projects that drive growth and visitation.

We urge the Commission and the Legislature to be thoughtful and strategic, while exercising careful discretion. It is important to ensure that the Fund is not squandered, but rather maximizes the potential to achieve and exceed the underlying policy objective of generating true economic development that leverages word class casino projects committed to regional growth.

We at MGM believe this is the beginning of an exciting conversation and offer our experts and strategic resources to help build a plan that can be presented to the Legislature for consideration. We look forward to partnering with the Commission and legislative leaders to share our strategic vision and best practices to benefit all residents and businesses throughout the region.

Sincerely,



Seth N. Stratton
Vice President & Legal Counsel

cc: Mayor Domenic J. Sarno
Secretary Jay Ash
Michael Knapik, Director, Governor's Western Massachusetts Office
Representative Joseph F. Wagner
Senator Eric P. Lesser

Nashoba Valley Town Administrators Collaborative

a local initiative facilitated by Nashoba Valley Chamber of Commerce

September 11, 2017

Commissioner Bruce Stebbins
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Re: Nashoba Valley Town Administrators Collaborative Proposed Strategies

Dear Commissioner Stebbins,

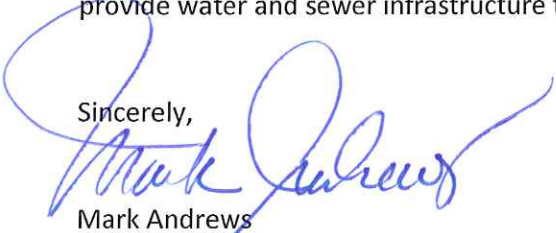
On behalf of the Nashoba Valley Town Administrators Collaborative (an initiative facilitated in partnership with the Nashoba Valley Chamber of Commerce), I submit to you a proposed strategy for consideration to be included in the "White Paper" to be presented to the Massachusetts Legislature regarding the "Expanded Gaming Act".

In early 2016, a group of Town Administrators inclusive of the Nashoba Valley Chamber region came together to create a Collaborative. Since then, the Collaborative has been meeting regularly to work together on issues that can benefit the region, including transportation and infrastructure funding.

As you know, many smaller Central Massachusetts communities struggle with their tax levy revenues coming solely from their residential properties. If the communities were able to attract commercial or industrial development to locate within their communities this would help diversify their tax base. Diversity of the tax base would provide residents tax relief while bringing increased revenue to support municipal services. Unfortunately, these same smaller communities have no water or sewer infrastructure, making it difficult for those communities to compete with the larger neighboring cities and towns in attracting businesses. These smaller communities need funding assistance, beyond the existing loan programs, to help with the high cost of the design and construction of the needed water and sewer infrastructure for development of commercial and industrial areas within their borders.

On behalf of the Nashoba Valley Town Administrators Collaborative, we would ask for funding to provide water and sewer infrastructure to attract business growth to the Nashoba Valley region.

Sincerely,



Mark Andrews
Chair, Nashoba Valley Town Administrators Collaborative
Town Administrator, Town of Pepperell



Timothy W. Brennan, Executive Director

TO: Bruce Stebbins, Commissioner, Massachusetts Gaming Commission (MGC)

FROM: Tim Brennan, Executive Director, Pioneer Valley Planning Commission (PVPC)

SUBJECT: Suggested Regional Strategies to Consider for Funding With Financial Support Provided From the New Gaming Economic Development Fund

DATE: September 14, 2017

This is intended to respond to your letter of July 26, 2017 seeking feedback and suggestions on how to usefully and beneficially apply funds from a new Gaming Economic Development Fund to strategies and initiatives that would positively impact the region surrounding the new MGM Springfield Casino Facility that is scheduled to be opened to the public next fall. We have reviewed all of the background information that you've provided, and participated in a conference call which you convened back on August 9, 2017, and based on our understanding of the subject fund as well as the comprehensive list the MGC's of use priorities, we have identified and would like to submit the following list of recommended strategies and initiatives which we're convinced are of substantial merit. Accordingly, we would urge that you and your colleagues on the MGC give serious and ideally favorable consideration to them going forward. Our agency's recommended use strategies and initiative can be briefly described as follows:

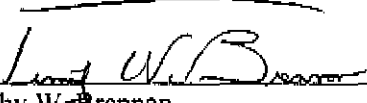
<u>Use Category Estimate</u>	<u>Summary Description</u>	<u>Lead Coordinator/ Implementer</u>	<u>Target Start-up</u>	<u>Preliminary Cost Estimate</u>
Public Transportation	Provide funding to the Pioneer Valley Transit Authority (PVTA) to support supplemental evening and weekend public bus service to address the mobility needs of MGM Springfield employees and patrons.	PVTA	Summer/Fall of 2018	TBD based on agreed level of expanded bus service
Small Business Support	Provide training and one-on-one small business technical assistance to qualified firms seeking non-conventional business loans in Springfield and the surrounding Hampden County portion of the Pioneer Valley. Provide targeted training and technical assistance to both current and prospective borrowers seeking loans of up to \$50,000. Key areas of training and/or business assistance would include: financial planning, business assessment, general management and marketing	Common Capital Incorporated	Fall/Winter 2018-19	\$220,000/yr

Memo to the MGC (cont.)
Page 2

<u>Use Category Estimate</u>	<u>Summary Description</u>	<u>Lead Coordinator/ Implementer</u>	<u>Target Start-up</u>	<u>Preliminary Cost Estimate</u>
Public Safety	Conduct detailed feasibility analysis and follow-on action plan/ budget to establish a regional, lockup facility to serve cities and towns comprising the lower Pioneer Valley. Feasibility analysis, as well as the development of an implementation plan and budget, will require consultant expertise in multiple disciplines and an extensive public outreach, participation and engagement process over a 12 to 18 month time period.	Hampden County Sheriff's Department in collaboration with PVPC and municipal police departments in the Greater Springfield target area.	Spring 2018	\$275,000 to \$300,000

We hope that our agency's list of potential use strategic for the Commonwealth's new Gaming Economic Development Fund will prove to be relevant and useful. In addition, we will be happy to try and answer any questions you may have about one or all of the suggested uses described in this memorandum or to provide supplemental information that may help you to complete the MGC's vetting process.

We are grateful for the invitation you conveyed to provide this feedback and for its potential inclusion in a forthcoming MGC-generated "White Paper" that is to be submitted to the state legislature for its review, consideration and action later this year.



Timothy W. Brennan
Executive Director

TWB/mm

cc: S. Sheehan, PVTA
C. Sikes, Common Capitol

Bruce Stebbins New Gaming Economic Dev. Fund/Admin/Staff/Brennan/Memo

**PROPOSAL TO MASSACHUSETTS GAMING COMMISSION:
PVTA LATE NITE/EARLY MORNING SERVICE FOR MGM EMPLOYEES**

Public transportation is likely to be a key ingredient in MGM's success in Springfield. In the city, many hospitality sector workers already depend on PVTA for their commutes – because it helps them avoid parking costs, and perhaps allows their family to own one less car.

MGM has told PVTA that they are committed to hiring one-third of its estimated workforce from the City of Springfield – as many as 1,000 employees. Up to 600 of them will likely have jobs with wages at the level where one would expect they will be public transportation riders. And MGM has estimated that up to 300 them will need to arrive at work, or will end their shifts, between 8:00PM and 8:00AM.

But – PVTA does not have the budget to operate in those late evening and early morning hours. Most bus lines stop running on weekdays in downtown by about 8:00PM, and the last buses leave Union Station about 9:00PM. In the morning, the first buses do not arrive in downtown until 6:00AM — and full service doesn't really get going until 6:30 or 7:00AM. Plus, PVTA estimates that about half of its riders usually transfer to connecting routes to reach more outlying areas of Springfield – and those connecting routes travel less often and stop running earlier.

The situation on the weekends will be even more difficult for a potential worker, because PVTA's downtown Springfield bus lines stop by 7:00 or 8:00PM. On Sundays, service frequency is half of what it is on weekdays. Unfortunately, weekends are when MGM is likely to be experiencing heavy demand and will need full staffing.

So for a new MGM worker who needs to get to or from work by bus anytime between 10:00PM and 6:30AM there are very few options on weekdays—and even fewer on weekends. This will directly affect the ability of many Springfield residents to accept employment at MGM – potentially hundreds of residents.

PVTA has been talking with MGM in recent months to better understand their workforce commuting needs. And PVTA believes that they can make more public transportation available to a significant number of MGM workers by strategically extending the span of service on weekdays and weekends. This would happen on certain “Tier 1” trunk routes through downtown Springfield, in combination with extended spans of service on certain connecting routes to the outlying neighborhoods.

Using funds for additional PVTA service makes sense because the bus routes are already there, and they provide good service to residential areas where future employees are likely to live. It's simply a matter of running when future MGM employees will get to work—we don't have to create new routes and put in new stops.

Finally -- The funds in large part will be for bus drivers' salaries to operate the routes during the extended hours. Drivers for the most part spend their salaries locally – and some of them might even spend some of their additional earnings at MGM itself.



REGIONAL EMPLOYMENT BOARD
OF HAMPDEN COUNTY, INC.

Your Connection to Workforce Development

Massachusetts Gaming Commission

Statement of Proposed Strategies

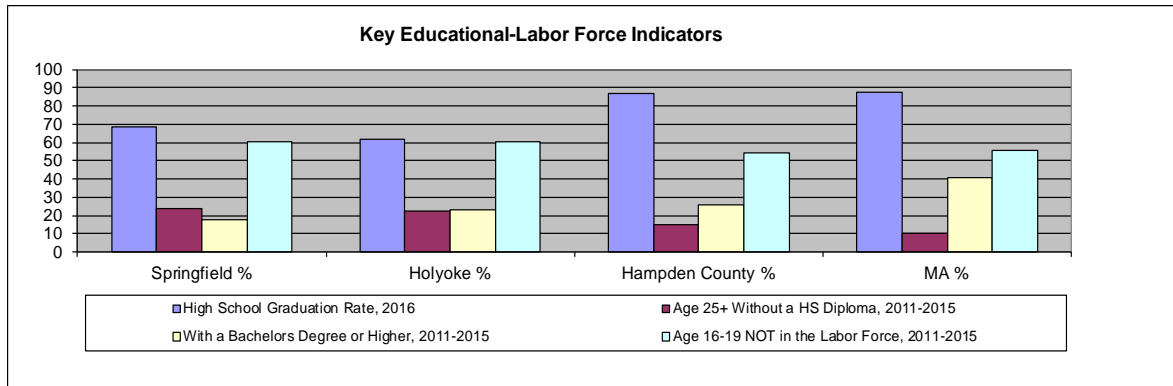
I. Introduction

The Regional Employment Board of Hampden County, Inc. (REB), the Workforce Development Board in Hampden County, located at 1441 Main Street in Springfield, is formally submitting a Statement of Proposed Strategies to the Massachusetts Gaming Commission to develop and implement a broad and comprehensive array of programs, services, and supports targeted to in-school youth and disconnected out-of school youth ages 16-24. The REB is requesting \$1,050,000 for FY 2019, contingent upon legislative appropriation.

II. The Problem Statement

The economic growth of the region is constrained by a labor shortage while young jobseekers are looking for work. Existing and potential employers require access to a larger talent pool of job ready candidates. In addition to academic and occupational skills, there is a significant need for improved workplace readiness skills, specifically related to work ethic and professionalism, communication, and interpersonal skills.

Workforce development will be a key contributor to the success of MGM Springfield and to the overall economic development of the region immediately surrounding this gaming facility. In Hampden County, disadvantaged youth and adults with limited skills make up the greatest proportion of the future workforce. Hampden County continues to face interrelated challenges of inadequate educational attainment, low labor force participation rates and high poverty, particularly in our two primary Gateway Cities of Springfield and Holyoke and our secondary Gateway Cities of Chicopee and Westfield.



Source:

US Census Bureau; Massachusetts Department of Early and Secondary Education,

III. The Research Data

The 2016 high school graduation rates in Springfield and Holyoke (currently in Receivership by the MA Department of Elementary and Secondary Education), have shown improvement in the past three years; however, they still lag behind other cities in Hampden County and in the Commonwealth. In addition, these two key anchor cities have significant challenges in advancing students towards a Bachelor's degree or higher. One particularly disconcerting trend is the increase in youth not participating in the labor force.

Based on the 2011-2015 American Community Survey report, only 31% of the teens (16-19) in MA were employed during an average month. This is 23 percentage points less than the amount of teens that were employed in 1999 (54% vs. 31%). While all teens have experienced steep declines in their employment rates over the past decade, young teens, males, African-Americans, Hispanics and low-income students have fared the worst.

Further, census data suggests approximately one in six Gateway City youth age 16-24 is struggling to find a career pathway. These at-risk youth are either not enrolled in school and not working, or they hold low-wage jobs with little hope for advancement and they are not continuing their education.

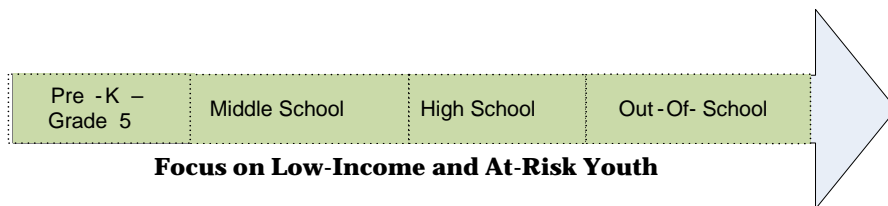
There are approximately 8,000 at-risk youth (age 16 to 24 living below poverty level) in Hampden County's four Gateway Cities, 4,500 reside in Springfield (the remaining 3,500 are evenly distributed between Holyoke, Chicopee, and Westfield). 75% of these youth are in their early 20s; approximately 2/3 are not in school and in low wage jobs (<\$10/hr.); and 1/3 are not working and not in school.

In August, 2017, the REB organized a focus group of fifteen (15) cross-sector regional employers in order to gather real time information on skills and competencies needed by employers, challenges in hiring and retaining employees, and suggested approaches to strengthening the workforce. Employers emphasized the need for more strategic partnerships between employers and education and training providers with a particular focus on improved workplace readiness skills.

III. The Proposed Strategic Framework and Strategies

The REB proposes a priority focus on at-risk youth. While the percentage of youth fitting this description is high, the REB believes that with strategic allocation of new and existing resources and the use of evidence-based interventions, it can improve outcomes for both youth and businesses that will increase job creation and have a continuous positive impact on the regional economy. The proposed strategies are drawn from the following section of the REB's FY 2018-2020 Strategic Plan as well as from research and strategies outlined in the recently released *"Calling All Gateway City Leaders: An Action Guide to Workforce Development Transformation in Massachusetts,"* (MassINC Gateway Cities Innovation Institute and Commonwealth Corporation, 2017).

Strategic Priority 3: Develop 21st Century Youth Education and Employability Skills for Quality Careers



Goal A) Prepare youth for college and careers.

Strategy A1) Establish common indicators of workplace readiness across industries through the OSCC WIOA Core Partner MOU and/or the MOU between all youth-serving programs/agencies funded through the REB and at the One-Stop Career Centers.

Strategy A2) Establish a common career pathway framework applicable across all sectors that describes how to advance youth along the career continuum, included in MOUs above.

The REB believes that subsidized employment, especially when combined with workplace readiness training and mentoring helps youth find clear career pathways, improve employment readiness skills, and develop the self-esteem and confidence required to make good educational and career decisions.

As the Workforce Development Board in Hampden County, the REB currently directs and manages all youth programming funded federally by the Workforce Innovation and Opportunity Act (WIOA; YouthWorks), and by the Commonwealth of Massachusetts (Connecting Activities). These coordinated and highly integrated subsidized employment programs have strong outcomes and regional partnerships and have an existing and well-established infrastructure that with additional resources can be scaled up to significantly impact short-term and long-term employment and create sustained regional economic development.

Embedded in these programs are a structured and interactive workplace readiness curricula and tools that include the following proven and validated instructional modules and accountability metrics that have the potential to significantly increase the quantity and quality of young people ready to succeed in growth sectors of the economy.

- ✚ Signal Success (Commonwealth Corporation)
- ✚ Workplace Readiness Certificate Program (REB- Springfield Public Schools)
- ✚ Massachusetts Work-Based Learning Plan (MA DESE)

As of July 1, 2017, 22 partners (including the REB, the One-Stop Career Centers, and youth agencies focused on college and career readiness and employment) signed the Hampden County Youth Memorandum of Understanding (MOU), to develop and implement an integrated workforce system for youth (Attachment A). The MOU partners have agreed to work together to connect and enhance services through innovative use of existing and new resources to produce the best possible outcomes for youth and businesses. The infrastructure created through the MOU provides an exciting new opportunity to connect and bring to scale the highest quality youth services in the region. The following section outlines current youth employment programs connected to the MOU that are managed by the REB and have demonstrated outcomes and effective partnerships. **Additional resources could bring these programs and the youth workforce development system as a whole to scale, significantly increasing the number of young people ready to succeed in high demand growth sectors of the economy.**

A. WIOA Youth Program

WIOA is federal legislation that provides funding to support a public workforce system that provides integrated service delivery for in-school and out-of-school youth and young adults. The REB partners with youth service providers to coordinate resources and activities including career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and job placement along a career pathway or enrollment in post-secondary education. The WIOA Youth Program includes both year-round and summer jobs components.

B. YouthWorks

The goal of the state's subsidized employment program, YouthWorks, is to help ensure young people are ready for work and are acquiring marketable skills. YouthWorks provides young people with the skills, experience, and networks to be able to secure employment in the unsubsidized labor market.

Hampden County YouthWorks is a partnership of the REB, the One-Stop Career Centers, and local public, private and community-based organizations. Youth ages 14-21 are recruited, trained, placed and supervised in subsidized employment opportunities. Youth participants also complete work-readiness training (*Signal Success*, described below) to acquire the skills and knowledge necessary to be successful in an entry-level position or community-service activity, as well as strategies for work retention and advancement, job search and career exploration.

YouthWorks also includes leadership training, case management, mentoring, academic services, and project-based learning. YouthWorks includes both year-round and summer jobs components.

C. Connecting Activities

Connecting Activities (CA) is a Department of Elementary and Secondary Education (DESE) initiative that sustains a statewide infrastructure to support "college and career readiness" for all students. The CA line item in the state budget establishes public-private partnerships through the 16 local workforce investment boards to connect school districts with businesses for a wide range of career development education (CDE) experiences. A primary focus of these partnerships is the creation of structured work-based learning experiences for students that support their academic and employability skill attainment, career awareness and career exploration.

D. Workplace Readiness Curricula

Signal Success is a workplace readiness curriculum developed by the Commonwealth Corporation to provide youth (ages 14-24) instruction and skill development opportunities in Initiative, Communication, Collaboration and Dependability.

The *Workplace Readiness Certificate Program* was created by the REB and Springfield Public Schools. Focus areas are Attendance and Punctuality, Motivation and Initiative, Communication, Teamwork and Collaboration, Critical Thinking and Problem Solving, and Workplace Policy, Culture and Safety.

The Massachusetts Work-Based Learning Plan is a diagnostic, goal setting and assessment tool designed to drive learning and productivity on the job. Foundational skills categories assessed align with focus areas of Signal Success and the Workplace Readiness Certificate Program.

IV. Budget

Investment in the development of the next generation of the workforce is one of the most promising strategies to create individual self-sufficiency and regional economic growth. The REB is requesting \$1,050,000 from the MA Gaming Economic Development Fund for FY 2019 to bring to scale innovative youth programming that builds on the strength of the regional partnership infrastructure and supports activities with demonstrated employment outcomes. The REB's current collaboration with the MOU partners creates an integrated youth workforce development system that responds to regional industry need, connects complementary services, increases accessibility to those services, and strengthens the system of support that will prepare the future workforce in our region.



REGIONAL EMPLOYMENT BOARD
OF HAMPDEN COUNTY, INC.

Your Connection to Workforce Development

Hampden County Workforce Development Board Youth Memorandum of Understanding (MOU)

I. PURPOSE

This Memorandum of Understanding (MOU) communicates the agreement developed and executed between the ***Regional Employment Board of Hampden County, Inc. (REBHC), as the designated Workforce Development Board for Hampden County***, the One-Stop Career Center (OSCC) operators and their youth-oriented programs, the region's WIOA Title I Youth service providers, YouthWorks providers, DESE School-to-Career Connecting Activities (STC-CA) funded partners, the Westover Job Corps Center, the Massachusetts Rehabilitation Commission/ Massachusetts Commission for the Blind (MRC/MCB) WIOA 15% funded youth program/ activities and the Department of Transitional Assistance (DTA) funded youth program/activities as they relate to the operation of youth services and programs in Hampden County.

This MOU ***augments the WIOA Core Partner Umbrella MOU*** that defines the roles and responsibilities of the OSCC Required Partners to operationalize the delivery of services necessary to produce the best possible outcomes for shared WIOA Core Partner customers, which includes youth. This MOU is designed to specifically align and coordinate the delivery of WIOA and other services to youth aged 14-24 with the other REBHC youth-funded programs.

The MOU may include other provisions agreed to by all parties that are consistent with all Partner programs, services and activities, authorizing statutes and regulations.

II. DURATION OF THE MOU

This agreement shall commence on July 1, 2017 and shall terminate on June 30, 2018, unless otherwise terminated by agreement of all parties or superseded.

III. ASSURANCES

The parties agree to conduct the following activities at a local level:

1. Enter into a local MOU with the REBHC relating to the operation of the youth delivery system.
2. Participate in the operation of the youth delivery system consistent with the terms of this MOU, the requirements of WIOA, and the requirements of Federal and State laws authorizing the youth programs and activities.
3. The MOU will be reviewed and updated as needed, but not less than once every 2-year WIOA youth procurement period, to ensure appropriate funding and delivery of services.

IV. MEMORANDUM OF UNDERSTANDING CONTENT

1. The REBHC convened and facilitated a representative group of youth providers to develop this MOU and to come to an agreed upon career pathway model/youth service path for youth being served its programs. A sub-group worked on the career pathway model, led by the Westover Job Corps Center representative, which was then reviewed by the larger group. The MOU and accompanying documents were reviewed and approved by the REB Youth Council.
2. The following are the priority youth segments of the population identified by the MOU Partners:
 - a. low-income in-school and out-of-school youth meeting WIOA and YouthWorks eligibility,
 - b. high-school drop-outs,
 - c. high school students meeting DESE STC targeted services,
 - d. youth with disabilities;
 - e. re-entry populations;
 - f. young parents; and
 - g. other youth with barriers to employment.

The REBHC and Youth Partners understand that while there is a priority on youth who have barriers to employment, we recognize the context of our regional labor market (e.g., the expectations of area employers). We also acknowledge a need to fill the local businesses' workforce needs with qualified applicants and as such will strive to develop youths' work readiness and essential skills so that they are prepared for the workplace.


3. The MOU Partners intend to collaborate to provide a holistic continuum of services to youth in Hampden County based on a youth-centered design / career pathway model as seen in Attachment A ("Hampden County Workforce Region Career Pathway Model"), as adapted from CLASP's Alliance for Quality Career Pathways Initiative's Model. We envision the following:
 - a) Various types of supports and services will be made available to youth through the MOU partners that promote the education, training and career advancement of youth receiving services.
 - b) Community resources and social supports will be engaged by MOU partners to ensure youth do not fall through the cracks between critical transition points in their pathway.
 - c) That through #4 as described below, there will be an ability to refer youth between the partners for appropriate services and activities. The individual partner will outline the service strategies they are providing and share any "individual service strategy plans" with the other partner(s).
4. In addition to the coordination and referral mechanisms between the OSCC Operators and WIOA Core Partners in the Umbrella MOU (which includes the Westover Job Corps Center and MRC/MCB); the OSCCs also will refer appropriate center customers aged 14-24 to the WIOA Youth service providers, with particular emphasis on out-of-school youth providers, YouthWorks

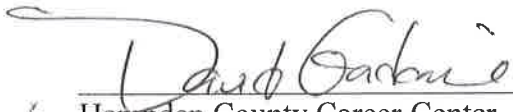
Jobs programs (for the cities that have a program), STC-CA lead coordinators, DTA funded Young Parent Programs, and to the MRC/MCB WIOA 15% funded youth programs. Examples of when such referrals are appropriate include, but are not limited to, when a youth drops out of one of the programs or needs services as provided by another program. Program Contact lists will be on the REBHC website maintained at: <http://www.rebhc.org/youth-development-14-24-year-olds/>. Conversely, Youth programs will refer to the OSCCs those youth who can benefit from their services and assist in obtaining employment, participating in their workshops, etc. For WIOA youth, these activities will be captured in the MOSES database as well as documented in the youth's individual service strategy plan. For STC-CA youth, the DESE Connecting Activities/ Work-based Learning Plan platform will capture such career exploration activities that may be delivered at a OSCC.

5. The MOU Partners intend to share various tools utilized in the provision of services to youth, e.g., MA Work-based Learning Plan, assessment tools, work readiness training, mentoring supports, and other tools as agreed upon by the parties, amongst each other via Youth Council presentations, email distribution, and other means.
6. The MOU Partners will engage with business partners and industry groups in varying ways to provide career exposure, exploration and immersion (e.g., work experiences, internships, etc.) activities. While the intent is to provide such experiences in areas aligned with regional labor market needs and “future ready workforce” demands, for many youth it is understood that any work-based exposure will be helpful in building work readiness skills, especially in the area of developing 21st Century “essential/soft/employability” skills. The REB and Career Centers will partner with youth program providers, within a business partner/ employer engagement framework to be developed over time as part of demand-driven strategies envisioned under WIOA.
7. The REB will facilitate mechanisms to ensure that the tracking and reporting of youth enrollment and outcomes across various databases/programs, where appropriate and allowable, occurs to the maximum extent possible.
8. Other provisions, as agreed to by all parties and that are consistent with all programs' services and activities, authorizing statutes and regulations, may be added to this agreement over time.


V. SIGNATORIES

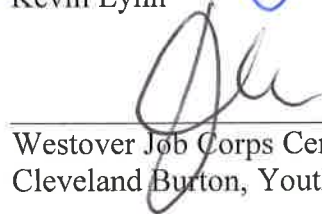
By signing this agreement, all parties agree to the provisions contained herein are subject to all applicable, Federal, State, and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of data and other confidential information relating to youth customers. By signatures affixed below, the parties specify their agreement:


REBHC, Inc. President & CEO
David M. Cruise



Hampden County Career Center, Inc.
dba CareerPoint, David Gadaire


FutureWorks, Inc.
Kevin Lynn

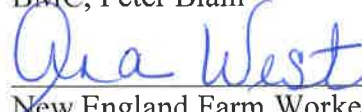

MA Rehabilitation Commission
Paula Euber, MRC Youth Council Member



Westover Job Corps Center
Cleveland Burton, Youth Council Chair

WIOA Title I Youth Provider Points of Contact:

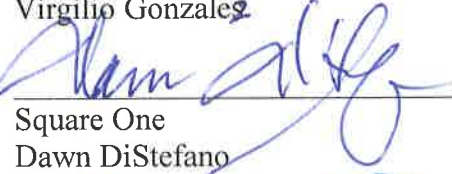

Baystate Springfield Educational Partnership,
BMC, Peter Blain


Holyoke Public Schools
Normand LeBlanc



New England Farm Workers Council, Inc.
Ana West


New North Citizens Council, Inc.
Virgilio Gonzales



Pathfinder Vocational Technical HS
Denise Carrier



Square One
Dawn DiStefano



Valley Opportunity Council, Inc.
Judith Kocik

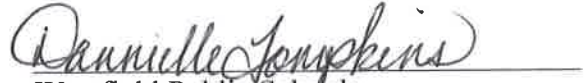

YWCA of Western MA, Inc.
Elizabeth G. Dineen

YouthWorks Points of Contact:


Hampden County Career Center, Inc.
dba CareerPoint, Gladys Lebron-Martinez

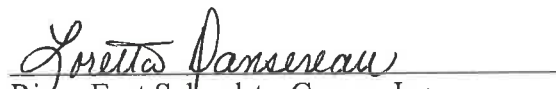

Valley Opportunity Council, Inc.
Kristen Wing


New England Farm Workers Council, Inc.
Ana West

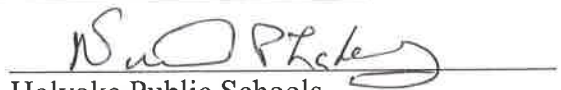

Westfield Public Schools
Danielle Tomkins


School-to-Career Connecting Activities Points of Contact:


Chicopee Public Schools
Kara Blanchard

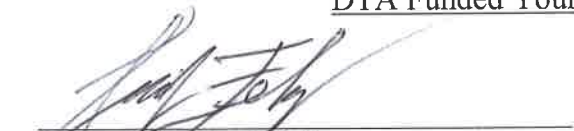

River East School-to-Career, Inc.
Loretta Dansereau



Springfield Public Schools
Julie Donovan



Holyoke Public Schools
Normand LeBlanc


River West Schools
Tom Misiewicz

DTA Funded Young Parents Program Points of Contact:


Corporation for Public Management, Inc.
Luis Feliz

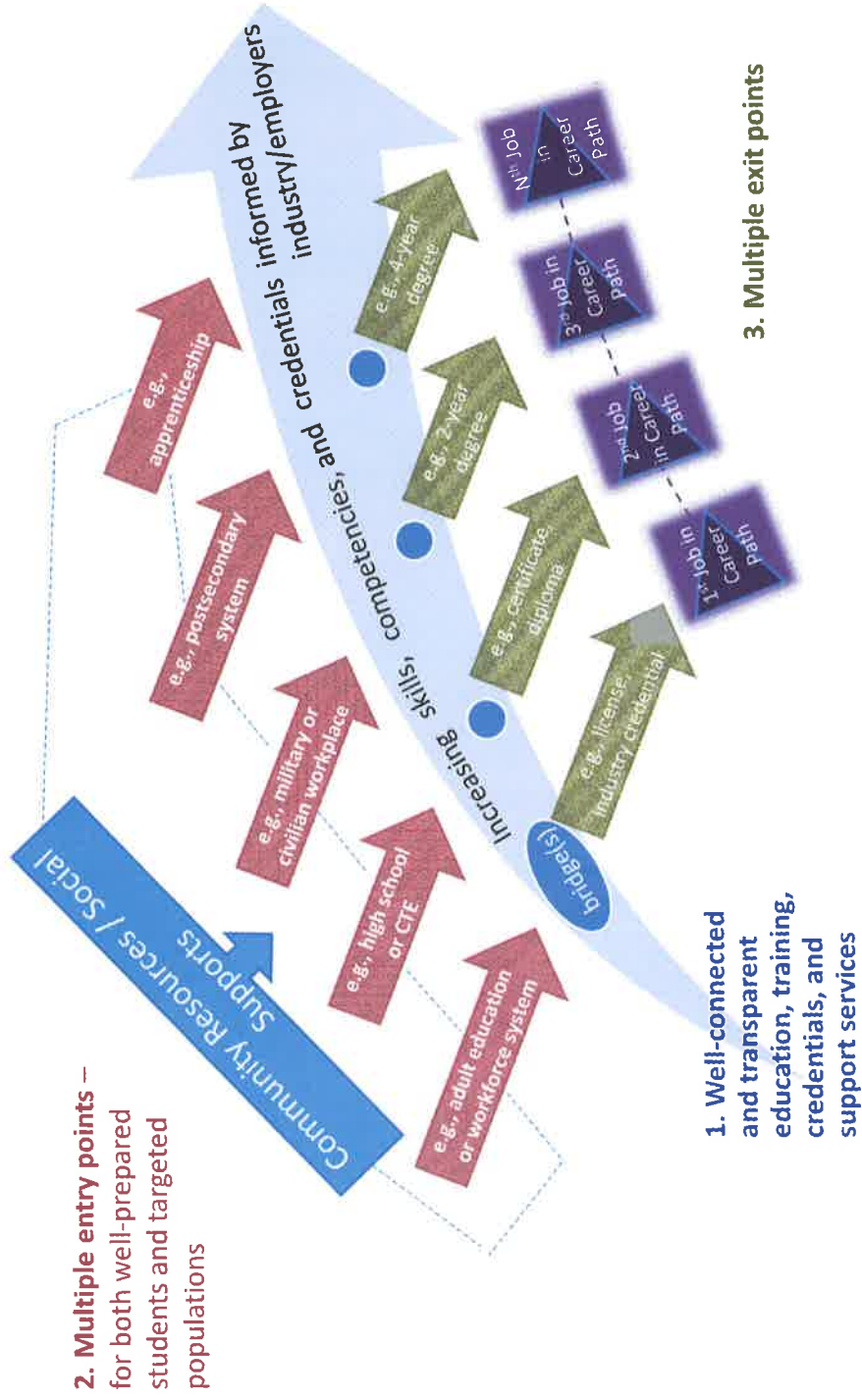

Training Resources of America, Inc.
Jynai McDonald


The Care Center, Inc.
Anne Teschner

Attachment A: Hampden County Workforce Region Youth Career Pathway Model*



REGIONAL EMPLOYMENT BOARD
OF HAMPDEN COUNTY, INC.
Your Commitment to Workforce Development



* As adapted from CLASP's Alliance for Quality Career Pathways Initiative's Model



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Fax (413) 755-1322

www.springfieldregionalchamber.com

September 26, 2017

Bruce W. Stebbins
Commissioner
Massachusetts Gaming Commission
101 Federal Street, 12th Floor
Boston, MA 02110

Dear Commissioner Stebbins,

Thank you for the opportunity to respond to the request for proposal. The Springfield Regional Chamber applauds the vision and leadership the Commission has demonstrated in identifying how best to leverage the economic development opportunity that MGM presents and how to best impact the future economic health of the region.

I understand that any proposal is subject to legislative review and appropriation. As a host region, we should leverage the new revenues to their fullest extent so that we maximize our economic development and quality of life opportunities. I believe that the attached proposal from the Springfield Regional Chamber addresses these opportunities, fulfills the legislative intent, and addresses the stated goals of the Massachusetts Gaming Commission.

Again, thank you for your leadership, your time and your consideration. If I can be of any further assistance and can answer any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Nancy F. Creed". The signature is written in a cursive, flowing style.

Nancy F. Creed
President



The Springfield Regional Chamber

The Springfield Regional Chamber (SRC) is a 501(c)(6) corporation duly organized under the laws of the Commonwealth of Massachusetts and incorporated by the Secretary of State, with the IRS tax exempt code 04-2281920.

The SRC is a business member-run corporation composed of nearly 500 business members with a Professional Women's Chamber division made up of nearly 150 individual female members. We have been in existence for more than a century and our mission has remained constant: to promote, support and enhance the economic health of the business community and the region. The SRC brings a regional approach to the value of networking, economic development and business development to industries of all sizes and types.

The SRC is an effective legislative advocate on the local, state and national levels working to educate businesses of all sizes and types during today's changing corporate environment. We help connect members to commerce by providing the tools necessary to forge strategic partnerships. We expand marketing opportunities for member businesses. We lead the way in improving the overall quality of life in the region. Through the support and involvement of our members, we continue to be a leading force for economic development and civic excellence.

Through our affiliation with the Western Massachusetts Economic Development Council (EDC), our strategic alliances with the Greater Springfield Convention and Visitors Bureau (GSCVB) and the Regional Employment Board of Hampden County (REB), and a working partnership with the City of Springfield and DevelopSpringfield, we are able to leverage our unique organizational qualities and investments and work in tandem for the benefit of the region as a whole.

Proposal

In the spring of 2016, the SRC, with other partners in the city, commissioned the firm of Newmark Grubb Knight and Frank to develop an economic development strategy – Future City 2025 (attached). This multi-year strategy would (a) advance and leverage key business sectors in the economy; (b) identify current challenges to increase private investment; (c) lay out proactive measures to promote growth; and (d) develop an approach that is based upon realistic market opportunities.

What came out of the process was a holistic plan that aligns future decision-making in a collaborative and cohesive fashion, strengthens and diversifies the economy, creates jobs and opportunities, increases property values and tax revenues, and creates wealth for city constituents and those in the surrounding region. Nearly 200 recommendations are now being identified for implementation in ten key areas: small business, business retention, business attraction, community development, connectivity, workforce, marketing, regionalism, city and legislative.

The SRC would serve as the lead agency in coordinating the strategy's implementation and tracking all recommendations and measurements. Collaborating partners would include the EDC/GSCVB, REB, DevelopSpringfield, City of Springfield, Pioneer Valley Planning Commission, Westover Metropolitan Airport, Springfield Business Improvement District with supplementing organizations including the Chamber's Professional Women's Chamber division, Small Business Development Corporation, Small Business Administration, Supplier Diversity Office, Association of Black Business Professionals, Black Leadership Alliance, and Latino Chamber of Commerce.

The SRC would respectfully request consideration of Future City 2025 economic development strategy. We believe this holistic approach to regional economic development has tremendous potential for success in advancing the region's economic future, supporting economic development and job growth, with the ancillary benefits of increasing the pipeline of vendors for MGM and building capacity to serve.

The Chamber would also like to offer its support for the economic development strategies proposed by Westover and Chicopee Metropolitan Airport, the EDC, the GSVCB and the REB. These have also been identified in the Future City 2025 economic development strategy and work in concert to drive growth and opportunity and create a thriving regional economy.



The logo for DEVELOP Springfield, with "DEVELOP" in a bold, sans-serif font and "Springfield" in a larger, blue, serif font. To the left of the text is a stylized green leaf icon.

Springfield Regional Chamber

 City of Springfield



FutureCity 2025

Economic Development Strategy



Final Report Executive Summary
Issued May 2016

 **Newmark Grubb Knight Frank**
Global Corporate Services



Project Goals and Overview

Newmark Grubb
Knight Frank



Springfield Regional Chamber



City of Springfield

FutureCity 2025

Goals and desired outcomes



Goals:

- Advance and leverage key business sectors in city's economy
- Identify current challenges to increase private investment
- Lay out proactive measures to promote growth
- Develop an approach based upon realistic market opportunities

Desired Outcomes:

- Align future decision-making in a collaborative and cohesive fashion
- Strengthen and diversify city's economy
- Create jobs and opportunities for Springfield residents
- Increase property values and city tax revenues
- Create wealth for city constituents as well as for surrounding region



FutureCity 2025

NGKF's perspective



The Time for Action is Now:

- This is Springfield's moment – momentum from multiple recent economic “wins”
- Economic development in 21st Century is a new ballgame and very competitive
- The urgency of now – the competition isn't waiting
- Opportunity to drive change and continue momentum – even small steps convey a powerful “forward” message
- A chance to be a leader among cities by creating cutting edge solutions to enhance your workforce, diversify your economy and create a greater quality of place
- Don't get hung up on shortcomings – there's a lot to celebrate and challenges are not unique



FutureCity 2025

NGKF's approach



Economic Development Strategy and Action Plan *NOT* Study:

This undertaking is different – recommendations that are implementable, based on market realities, measurable progress and outcomes

Our Approach:

- Not reinventing the wheel with a broad demographic study of current situation – it already exists
- Primary research and first person accounts – embed ourselves in community
- Framed with local expertise paired with a global perspective
- Reverse site selection lens – how does the city look from the corporate perspective?
- Connect city's assets with emerging opportunities – build off competitive strengths and assets
- Based upon realistic market-based opportunities
- Actionable recommendations that can be implemented over near, mid, and long-terms – between now and 2025
- Implementation roadmap to track success



FutureCity 2025

NGKF's scope of work



1 Existing Conditions Assessment



- Current industry drivers
- Real estate overview and key site inventory
- Local asset profiles and mapping
- Community interviews and engagement
- Data collection

2 Target Industry Analysis



- SWOT Analysis
- Industry demand trends and key strategic issues
- First and second tier target industries for recruitment
- Springfield economic positioning and business case

3 Logistics and Supply Chain Assessment



- Regional transportation infrastructure assessment
- Analysis of freight data (rail, truck, air)
- Evaluation of trading patterns
- Profile of manufacturers/shippers
- Passenger air traffic assessment and peer city comparison

4 Talent Development Strategy



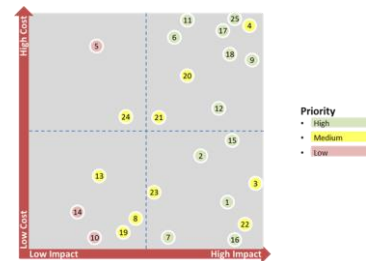
- Workforce evaluation and regional labor profile
- Determine gaps in workforce skills
- Education and training availability evaluation

5 Target Company Recruitment List and Innovation Workshop



- List of recruitment opportunities for each of the target industries
- Creative problem solving, entrepreneurship and innovation workshop – led by Gregg Fraley

6 Strategic Recommendations and Implementation Plan



- Identify strategic initiatives – near, mid, and long-term
- Implementation plan – identify responsible party, priority, timeline, and estimated cost range
- Develop success metrics

FutureCity 2025

NGKF's process



Other Key Interviews with:

- Elected officials
- Innovation eco-system leaders and participants
- Utilities
- Workforce training stakeholders
- Young professional groups and individuals
- Logistics companies
- Boston Innovation eco-system (e.g., MassChallenge, Greentown Labs)
- NGKF New England brokerage network



Findings and Recommendations

Newmark Grubb
Knight Frank



Springfield Regional Chamber



City of Springfield

Springfield in 2016

An outsider's view



What Did We See?

- Highly engaged community leadership striving for constant improvement – locals more critical than outsiders
- A resilient community
- An economy driven by entrepreneurs and small businesses with a quickly ascending innovation culture
- Very strong institutions, corporate citizenship, civic engagement, and network of non-profits
- Blessed by geography – the crossroads of New England
- Highly competitive among peer New England cities – strong business case to take to market
- Doing many of the “right” things already - need to maintain momentum
- Massachusetts is more business friendly/lower cost than some neighboring states – workers comp reforms, corporate income tax rates, etc.



Springfield in 2016

The local view



What Did We Hear?

“Started here because of the fiber connectivity. This is the epicenter of internet connectivity in Western MA.” - *Local CEO*

“I love Bradley Airport! Direct flights to anywhere makes business and personal travel very easy.” – *Local COO*

“MGM and CNR are both very positive things. Creating jobs and economic development and getting leaders to talk differently. Different buzz and increased activity.”
– *Local Employer*

“We have trouble finding engineers and highly skilled labor. HR Director is pulling her hair out!”
– *Local Manufacturing Firm*

“The pace of retirement outpacing graduates for machinists” – *Local Manufacturing Firm*

“Real change will only come through public private partnership” – *Local COO*

“No hoops to jump through to do business here but we’re not getting information on programs such as training, grants, etc.” - *Local CEO*

“There are a lot of people doing good work in W. MA but not well organized. Parochial mindset. Need region wide initiatives.” – *Local Executive*

“Our plant’s energy costs are the highest in the US and possibly globally within our company. Availability and price of energy are a huge concern.” - *Local Manufacturing Firm*

“Problems identifying tenant office space in Springfield. I’ve had some back office prospects with requirements that could have worked there but couldn’t identify sites.” – *NGKF Broker*

Springfield's Competitive Assets

Top 10 selling points – lead with these



STRENGTHS



Market Access



Innovation Ecosystem



Air Service



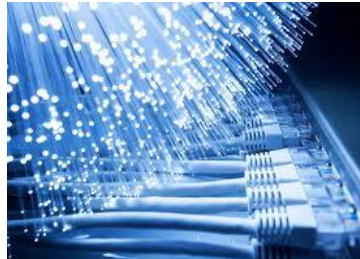
Recent "Wins"



**Cost of Living/
Housing**



Rail Links



Broadband Networks



Cultural Diversity



Higher Education Institutions



Arts/ Cultural Community

Springfield's Competitive Challenges

Top 10 issues - continue to address



CHALLENGES



Shovel Ready Sites



Workforce Readiness



Public Safety



Property Tax Rates



Utility Costs



Marketing Efforts



Secondary Education



Generational Transition



Downtown Activity



Small Business Support

Springfield Peer City Comparison

Cities of a similar size and economic history



New England/Northeast:



Providence, RI



Hartford, CT



Bridgeport, CT



Syracuse, NY

Other Areas:



Chattanooga, TN



Grand Rapids, MI



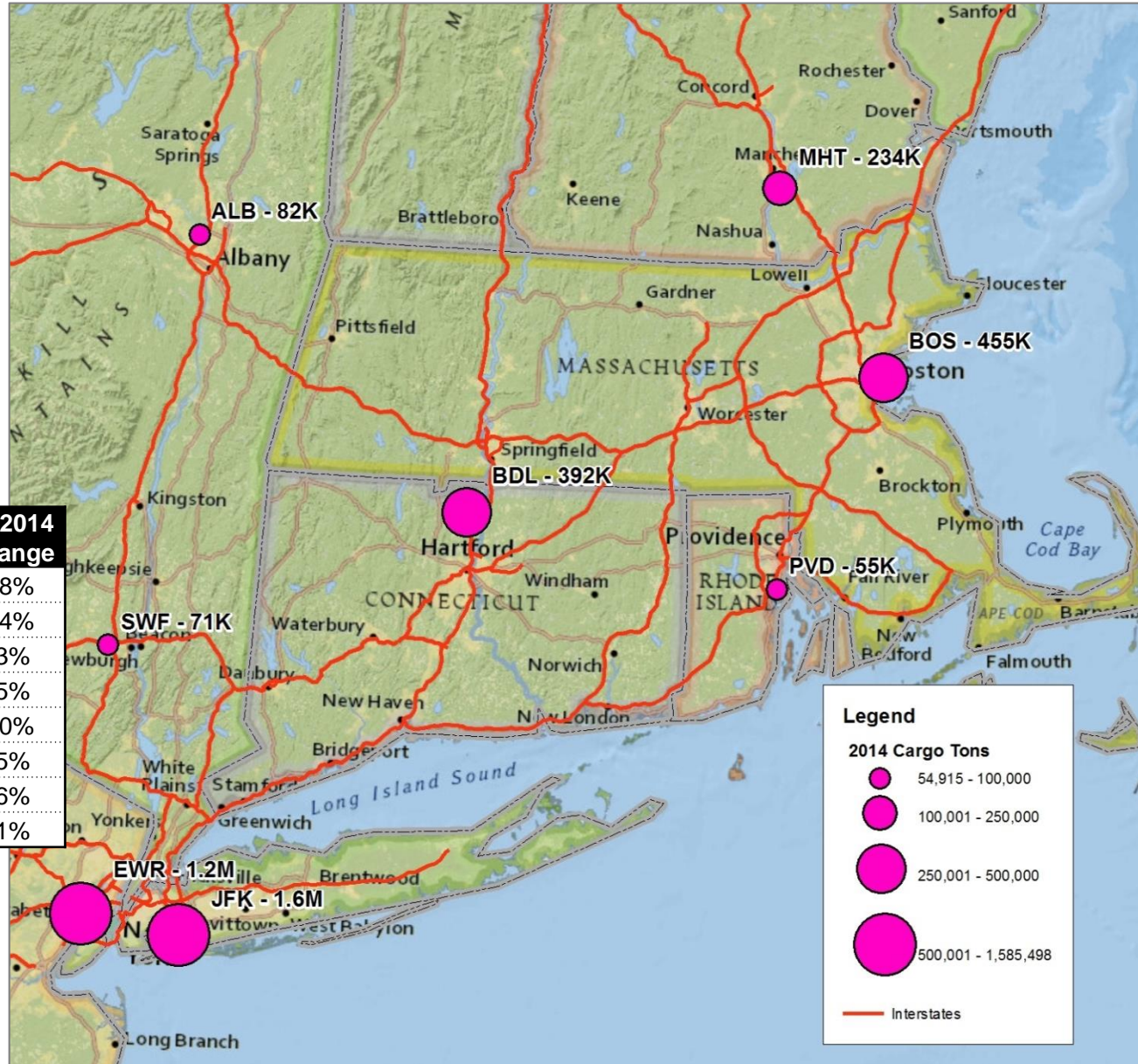
Allentown, PA

Regional Cargo Airports

Bradley is a major cargo hub for the northeast



- Bradley Airport is a major air cargo handler – fourth largest in region
- Air cargo from the region generally reaches the marketplace through Bradley, Boston Logan or NYC airports
- Bradley's central location allows air cargo to penetrate the New England/New York State market easily



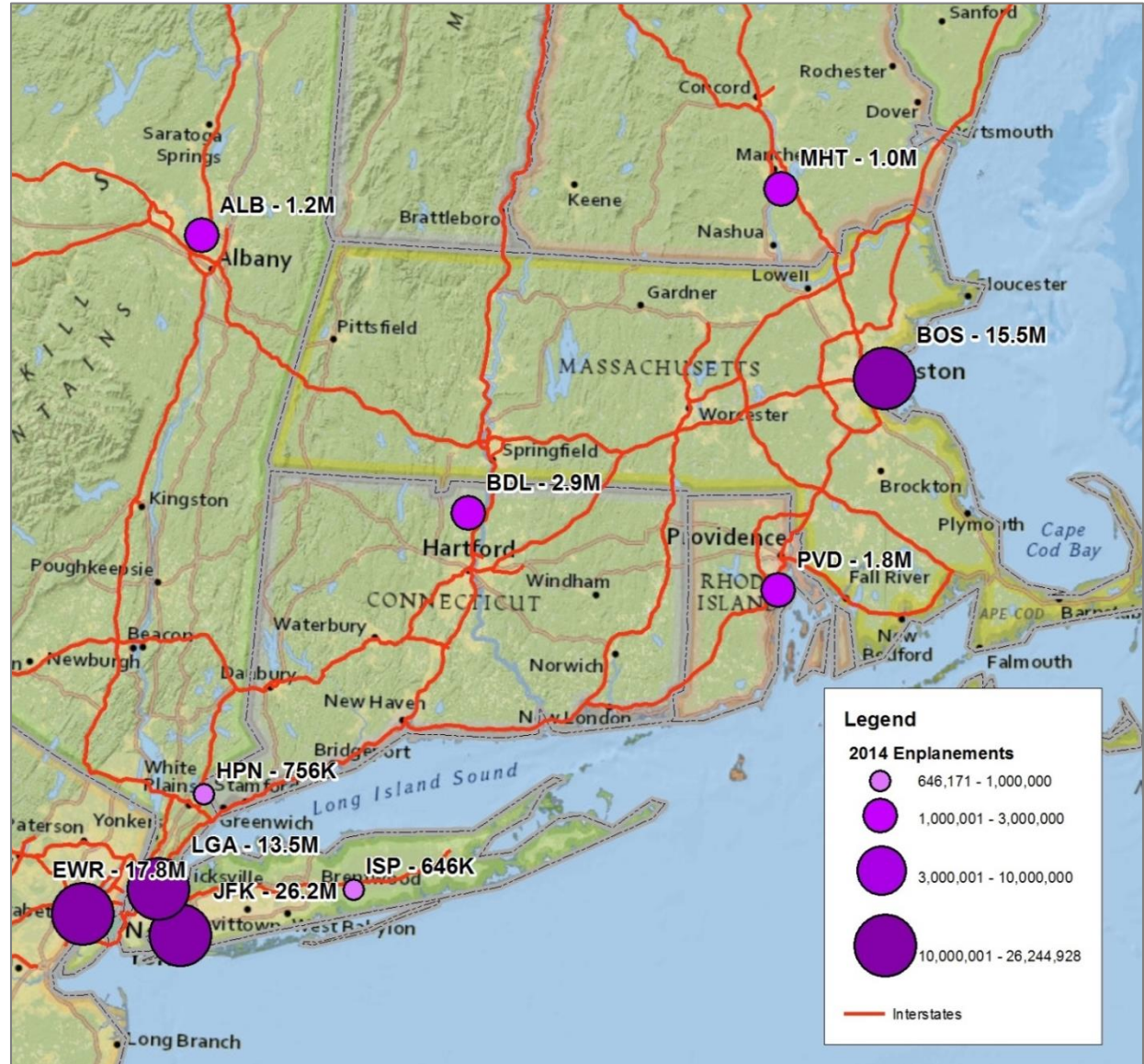
ID	Airport Name	2014 Tons	2013-2014 % Change
JFK	John F Kennedy International	1,585,498	-5.98%
EWR	Newark Liberty International	1,249,642	-1.34%
BOS	Boston Logan International	455,142	5.03%
BDL	Bradley International	391,752	1.25%
MHT	Manchester	234,001	-8.80%
ALB	Albany International	82,241	2.15%
SWF	Stewart International	71,427	2.36%
PVD	Theodore Francis Green State	54,915	3.21%

Regional Passenger Hub Airports

Bradley among the largest and growing



- Regional passenger traffic dominated by the New York area airports and Boston Logan
- Bradley International is the next largest airport in the region after these hubs
- BDL traffic is growing quickly - from 2013 to 2014 Bradley International had the highest growth in enplanements of the regional airports by a wide margin
- BDL is served by Air Canada, American Airlines, American Eagle, Delta, JetBlue, Southwest, and United Airlines





2013-2014 Percent Increase in Enplanements

Growth Rank	ID	Airport Name	% Change
1	BDL	Bradley Int.	8.66%
2	JFK	John F Kennedy Int.	4.83%
3	BOS	Boston Logan Int.	4.71%
4	EWR	Newark Liberty Int.	1.29%
5	LGA	LaGuardia	1.22%
6	ALB	Albany Int.	1.19%
7	PWM	Portland Int.	0.10%
8	HPN	Westchester County	-1.02%
9	ISP	Long Island MacArthur	-2.48%
10	PVD	Theodore Francis Green	-6.37%
11	MHT	Manchester	-13.20%

Target Industry Identification

Three buckets with different strategies



	1. RETAIN	2. ACCELERATE	3. ATTRACT
			
	<p>“Do no harm” – ensure existing employers stay, prosper, and grow in Springfield</p>	<p>Nurture and work to actively expand select small businesses possessing scalability potential</p>	<p>Sell Springfield’s competitive advantages to attract new outside investment</p>
Company Characteristics	<ul style="list-style-type: none"> ▪ Largest employers and economic contributors ▪ High growth industries ▪ Multiplier effect potential 	<ul style="list-style-type: none"> ▪ Small businesses with dynamic and engaged leadership ▪ High growth industries with real value add potential ▪ Cluster/agglomeration potential 	<ul style="list-style-type: none"> ▪ Companies from outside the city/region who are actively expanding or relocating ▪ Site selection criteria match Springfield’s value proposition
Potential Strategies	<ul style="list-style-type: none"> ▪ Enhancements to physical environment ▪ Strengthen public-private relationships ▪ Targeted job training 	<ul style="list-style-type: none"> ▪ Connect to financial/support resources and key people ▪ Showcase/award success stories in regional media 	<ul style="list-style-type: none"> ▪ Targeted marketing and increased visibility among particular industry groups ▪ Work on reducing shortcomings in business case
Timing	Near-Term	Near-Term	Mid-Term (Start Now)

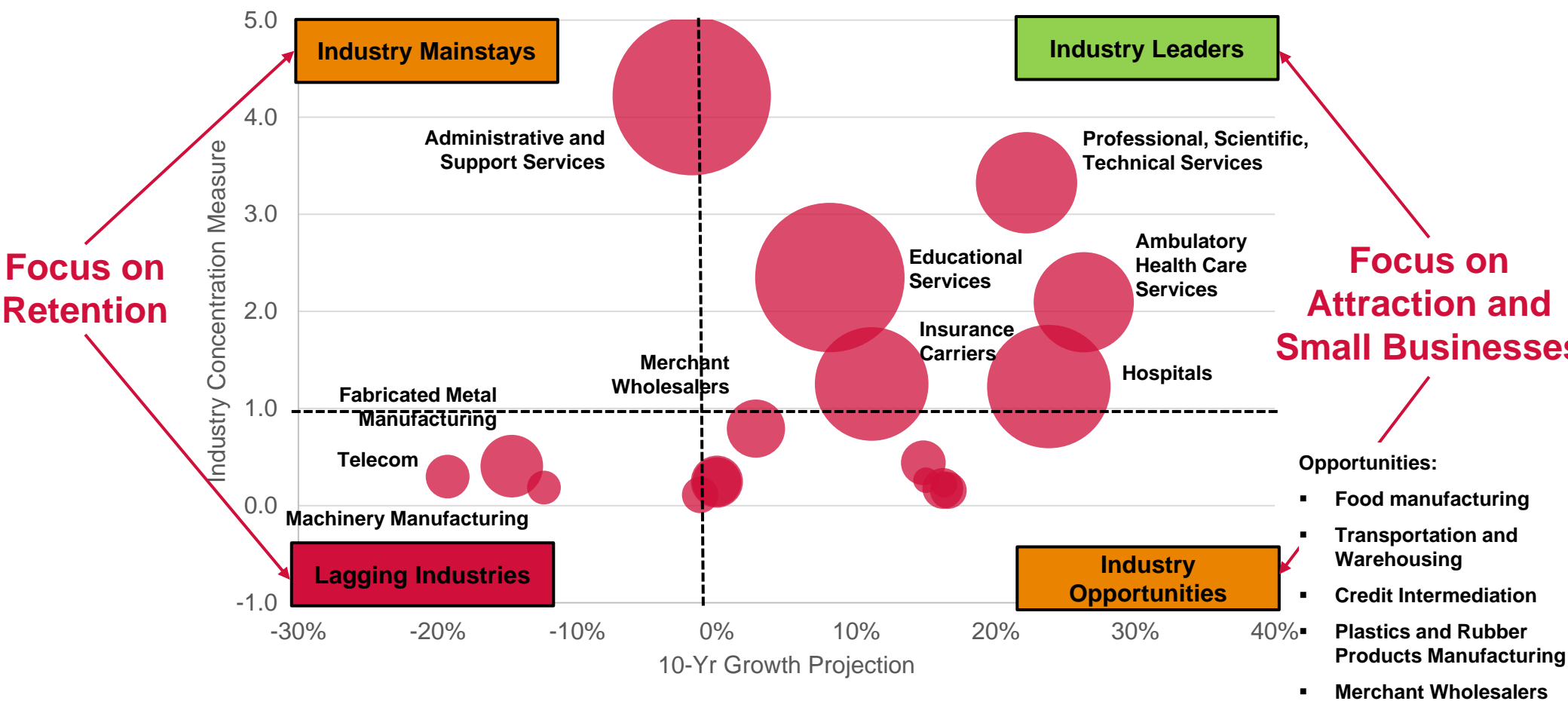
Industry Growth Potential

Reveal opportunities in additional clusters



Industry Cluster Growth Prospects

Industry Concentration vs. 10-Yr Growth Projection



Source: ESRI, US Bureau of Labor Statistics, MA Office of Labor and Workforce Development, NGKF

1. Retain

Maintain and grow key existing industries



RETAIN







“Do no harm” – ensure existing employers stay, prosper, and grow in Springfield

- Largest employers and economic contributors
- High growth industries
- Multiplier effect potential

- Enhancements to physical environment
- Strengthen public-private relationships
- Targeted job training

Near-Term

	<u>Total Jobs in Springfield</u>	<u>10-Yr Growth Projection (Hampden County)</u>	<u>Share of Total MSA Economic Output</u>
Educational Services:			
	7,200	+8%	18%
Hospitals:			
	4,900	+24%	8%
Insurance Carriers and Related Activities:			
	4,200	+11%	5%
Ambulatory Health Care Services:			
	3,200	+26%	6%

Source: ESRI, US Bureau of Labor Statistics, US Bureau of Economic Analysis, NGKF

2. Accelerate

Identify and nurture scalable small businesses



ACCELERATE



Nurture and work to actively expand select small businesses possessing scalability potential

- Small businesses with dynamic and engaged leadership
- High growth industries with real value add potential
- Cluster/agglomeration potential
- Connect to financial/support resources and key people
- Showcase/award success stories in regional media

Near-Term

Professional, Scientific, and Technical Services:



- Specialized Design Services
- Advertising/ Public Relations
- Architecture/Engineering
- Consulting Services
- Computer Systems Design
- Scientific R&D

+22%

10-Yr Growth Projection (Hampden County)

Administrative and Support Services:



- Telephone Call Centers
- Credit Bureaus
- Business Service Centers
- Collection Agencies
- Other Support Services

-2%

10-Yr Growth Projection (Hampden County)

Other Information Services:



- Internet Publishing and Broadcasting
- All Other Information Services

+5%

10-Yr Growth Projection (Hampden County)

Performing Arts, Spectator Sports, and Related Industries:



- Musical Groups and Artists
- Promoters
- Independent Artists, Writers, Performers
- Theater and Dance Companies

+34%

10-Yr Growth Projection (Hampden County)

Source: ESRI, US Bureau of Labor Statistics, US Bureau of Economic Analysis, NGKF

3. Attract

Two tiers for potential new investment



ATTRACT



Sell Springfield's competitive advantages to attract new outside investment

- Companies from outside the city/region who are actively expanding or relocating
- Site selection criteria match Springfield's value proposition
- Targeted marketing and increased visibility among particular industry groups
- Work on reducing shortcomings in business case

Mid-Term (Start Now)

Tier 1 Industries:

Strongest opportunity to attract new investment to Springfield

- Sizable pool of **specialized** labor
- Competitive cost of labor
- Strong growth prospects
- Local conditions mostly match industry's key site selection criteria



Tier 2 Industries:

Aspirational – continue to bolster Springfield's business case



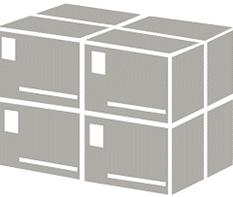

- Sizable pool of **translatable** skills
- Competitive cost of labor
- Strong growth prospects
- Local conditions generally match industry's key site selection criteria



3. Attract – Tier 1 Opportunities

Strongest business case for new investment







Industry	Springfield PROs	Springfield CONs
 <p>Food and Beverage Manufacturing</p> 	<ul style="list-style-type: none"> + Market access + Transportation links (highway) + Proximity to agricultural inputs + Strong growth forecast (national/state/local) + Labor availability (1,300 specialized, 13,800 translatable) + Labor cost (lowest of New England peer cities) + Water quality and availability 	<ul style="list-style-type: none"> - Site/building availability - Utility cost - Property tax
 <p>Merchant Wholesalers</p> 	<ul style="list-style-type: none"> + Market access + Transportation links (highway) + Strong growth forecast (national/state) + Labor availability (7,000 specialized, 17,000 translatable) + Labor cost (lowest of New England peer cities) 	<ul style="list-style-type: none"> - Site/building availability - Utility cost - Property tax

3. Attract – Tier 1 Opportunities

Strongest business case for new investment







Industry	Springfield PROs	Springfield CONs
 <p>Credit Intermediation</p> 	<ul style="list-style-type: none"> + Strong growth forecast (national/state/local) + Labor availability (3,100 specialized, 15,000 translatable) + Labor quality – specialized pool and bilingual capabilities + Labor cost (lowest of NE peer cities, close to US average, and much lower than metro Boston/NYC) + Proximity to major US financial hubs + Broadband infrastructure 	<ul style="list-style-type: none"> – Utility cost – Property tax
 <p>Plastic and Rubber Manufacturing</p> 	<ul style="list-style-type: none"> + Existing cluster (1,600 specialized labor pool) + Market access + Transportation links (highway) + Labor quality – precision manufacturing + Strong growth forecast (national/state) + Labor cost (among lowest of New England peer cities) 	<ul style="list-style-type: none"> – Site/building availability – Utility cost – Property tax – Potential global/national headwinds

3. Attract – Potential Target Companies

Focus first on most likely attraction targets

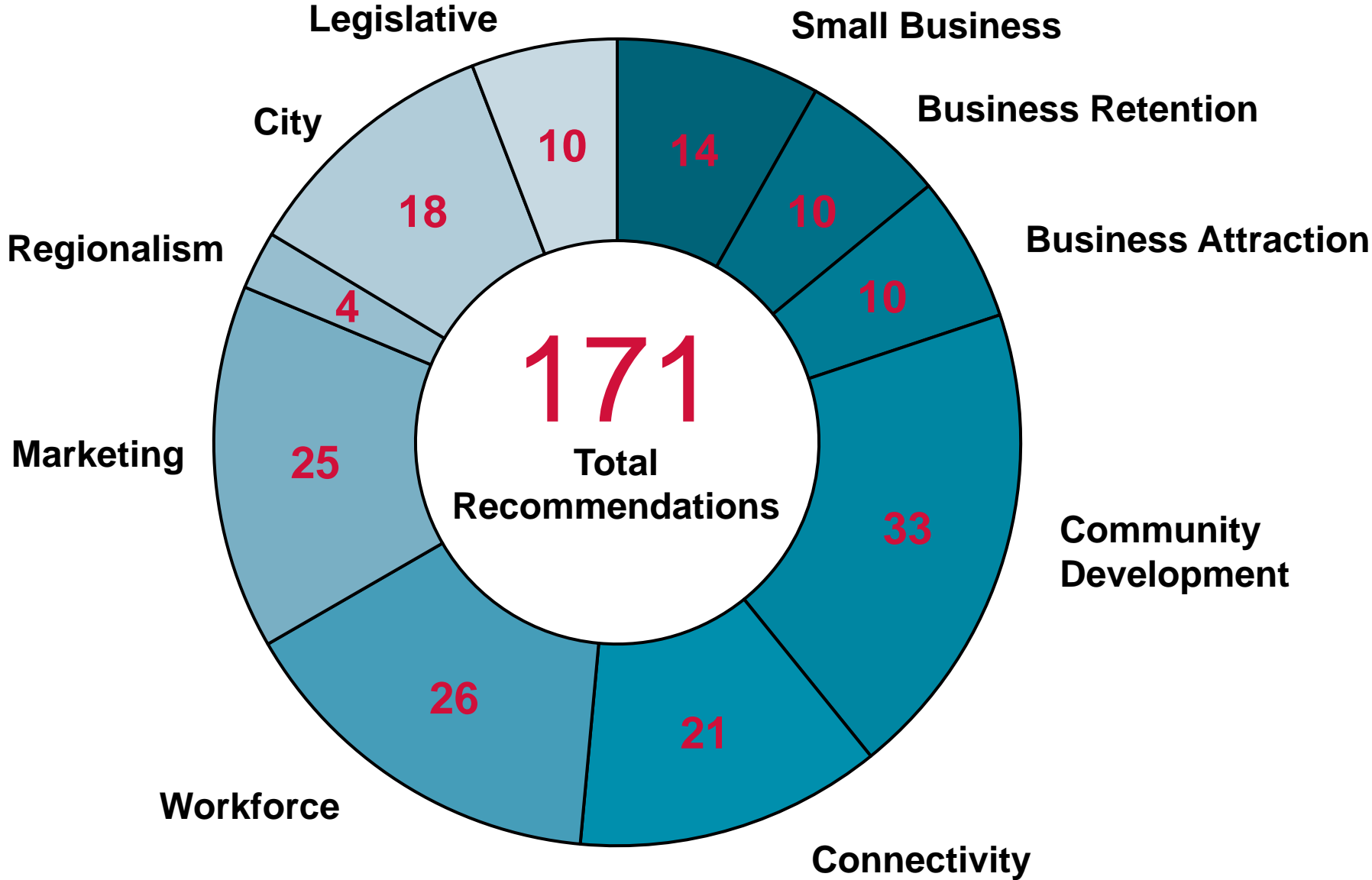


Results of Vetting Process for Tier 1 Target Industries:

		1. Identify	2. Qualify	3. Shortlist
		All Potential Companies	Suitable Candidates	Top Prospects
	Food and Beverage Manufacturing	376	86	14
	Merchant Wholesalers	1,180	108	15
	Credit Intermediation	409	100	12
	Plastics and Rubber Manufacturing	241	121	12

Strategic Recommendations

Organized around 10 common themes



Strategic Recommendations

Actionable, prioritized, and measurable



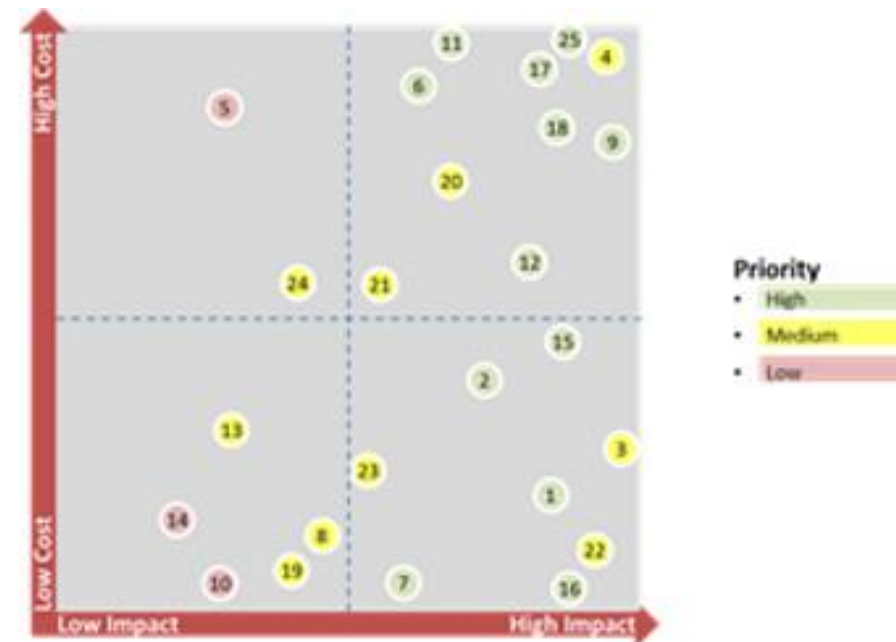
Implementation Plan

For Each Recommendation:

- Description
- Priority Level (*low, medium, high*)
- Timing (*near-, mid-, long-term*)
- Economic Impact Potential (*low, medium, high*)
- Cost Estimate (*low, medium, high*)
- Difficulty Level (*low, medium, high*)
- Success Measures (*specific metrics*)
- Potential Responsible Party(ies)
- Potential Involved Party(ies)

Supplemented by case study references and best practices when appropriate or available

Prioritization Matrix



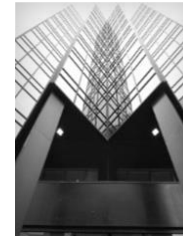
Strategic Recommendations

NGKF's top five goals for Springfield



How did we determine list?

- Greatest potential economic impact
- Increase competitive positioning
- Near-term steps (low hanging fruit, start now)
- Success stories – it's worked in similar cities



#1

SITE & SPACE READINESS



#2

CENTRALIZE SMALL
BUSINESS & WORKFORCE
RESOURCES



#3

BUSINESS RETENTION AND
ATTRACTION OUTREACH



#4

ENGAGEMENT OF NEXT
GENERATION



#5



UNIFIED MARKETING &
MESSAGING

Recommendation Theme

Site and space readiness



Spaces - Current Availability by Size

SF Range	Office ¹ 	Industrial 
25k-49k SF	11	6
50k-99k SF	2	4
> 99k SF	0	3

Key Observation:

Limited supply of shovel ready sites and larger available spaces

Sampling of Recommendations:

- Certified sites program – city owned sites
- Site/space detailed inventory (dynamic)
- Merge site/space inventory with target industry recruiting materials
- Rapid response RFI templates
- Aggressively pursue grant money from Gov. Baker’s budget for site readiness and environmental remediation

Sites – Opportunity Assessment

Sites/Zones →	Springfield				
	1	3	6	8	9
Criteria ↓	Lyman/ “Blast Zone”	Peter Pan/ Republican	Indian Orchard South	Pinevale	Bay/ Tapley
Size of Parcel(s)	Yellow	Green	Yellow	Green	Green
Assemblage Opp	Light Green	Green	Yellow	Green	Light Green
City-Owned Sites	Green	Red	Red	Green	Green
Highway Access	Light Green	Green	Yellow	Orange	Light Green
Rail Access	Green	Green	Green	Red	Green
Environmental Issues	Orange	Light Green	Orange	Red	Red
Area Amenities	Light Green	Light Green	Red	Yellow	Yellow
Compatibility of Surrounding Uses	Light Green	Green	Orange	Orange	Orange

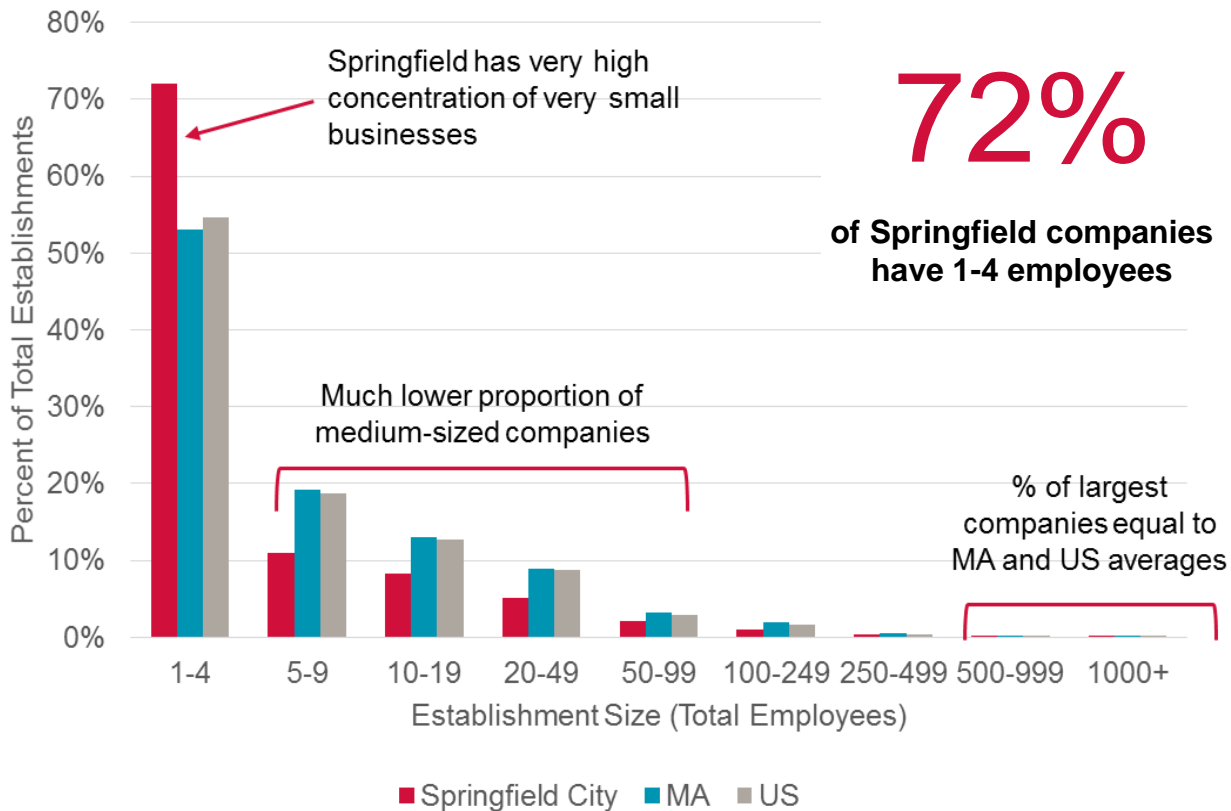
¹ Office totals include lease expirations within next two years. Based on historical market trends, only a small portion of these expirations are likely to result in a relocation.

Recommendation Theme

Centralize small business resources



Establishment Count by Total Employees Springfield vs. Massachusetts and US Averages



Key Observation:

Springfield is a small business city!

Sampling of Recommendations:

- Centralized small business support center
- Business to business coaching (formalized)
- Real estate pipeline program
- Restaurant incubator/test kitchen
- Online resource network (SourceLink or similar)

Source: ESRI, US Census Bureau, NGKF

Recommendation Theme

A multigenerational workforce plan



Secondary Education

- Begin exposing high schools students to career opportunities in Springfield
- Make Seniors take the ACT WorkKeys® assessments to build a database of skills
- With students currently attending Springfield middle schools, the Y-AIM program needs to be able to accommodate more students



Potential to reach over 13,000 students

Vocational and Technical Training

- Every guidance counselor in Springfield Public Schools needs to tour and understand all of the programs that Putnam offers
- Increase staffing at STCC to focus on workforce development issues, training and gaps by target industry
- Public relations and marketing campaign detailing careers and associated skills to reach new students



Potential to reach over 10,300 students

College and University

- Familiarize students with the community, its top employers, available career paths and life as a young professional
- Host local business leaders as speakers and to participate on advisory committees to offer advice, review resumes and hold mock interviews
- All expense paid career exploration and community familiarization program for promising students from New England Knowledge Corridor



Potential to reach over 215,000 students

Adult and Continuing Education

- Private sector support for after hours use of Putnam facilities and instructors to expand training capabilities for adult education and custom employer training
- Provide scholarships to the Springfield Leadership Institute to increase attendance
- Begin tracking military members about to be discharged and looking for career opportunities



Potential to reach almost 40,000 people

Recommendation Theme

Unified marketing and messaging



Key Observation:

Lack of coordinated marketing detailing competitive advantages and celebrating city's unique character and successes

Sampling of Recommendations:

- Re-launch and heavily promote as “City of Firsts” brand
- Coordinate singular city message with regional entities
- Centralized website – one stop shop for economic development needs
- Target industry marketing materials with unique business case
- Attend targeted trade shows with specialized marketing materials

Big Idea - Downtown “Quick Wins”

Focus on implementation prior to MGM opening



Key Observation:

MGM presents significant opportunity to re-cast downtown to new audiences

Sampling of Recommendations:

- Regular programming
- Nightlife Ambassador
- Outdoor dining
- Free parking on nights/weekends
- Full-scale wayfinding signage program
- Streetscape improvement – lighting, landscaping, sidewalk/curb improvements
- Advertise downtown Wi-Fi
- Downtown Ambassador program and/or “Clean Team”



Big Idea – 21st Century Economic Development

Fostering collaboration and connectivity



From:



To:



- Physical building based approach
- Primarily focused on marketing and recruitment
- City-driven (or a single entity) – top-down
- More dependent on “lightning strikes”

- Collaborative people-driven approach
- Creating networks and connections
- Innovation based – nimble and constantly evolving
- Bottom-up approach
- Break down silos – align resources strategically with strong collaboration

“Business and civic leadership collaborations represent a driving leadership force in almost all of the world's most successful cities.”

- OECD 2015 report on local economic leadership

Big Idea – No More Squirrels

Strategically unify economic development efforts



Issue:

- Economic development stakeholders can have myopic focus
- Not always a unified approach to problem solving
- Not identifying and addressing gaps in the chain
- Duplication of efforts undermining potential

Goal:

- Ensure all local programs and stakeholders are working to achieve same strategy – collaborative planning (break down walls and end territorialism)
- Identify and fill in critical gaps hindering successful outcomes
- Focus on core competencies and increase organizational efficiencies through collaboration
- Demonstrate that stakeholders are strategically organized to increase competitiveness when going after scarce and competitive funding sources
- Achieve scale and increase competitiveness and likelihood of success

Big Idea – No More Squirrels

Collaborate and focus on unique strengths



How to Do This:

- Combine efforts w/ shared support - including public-private partnerships
- Define a clear and succinct mission
- Identify and engage all community resources (infrastructure mapping)
- Have defined leadership, roles, and responsibility
- Focus on each stakeholder's unique strengths – don't duplicate efforts
- Work as a team and stick to strategy – stay on course and don't deviate to “chase after an acorn”
- Don't continue to do the same thing and expect different results
- Achieve SCALE, maximize efficiency and yield greatest potential outcomes
- Follow these guiding principles and no need to settle for just a few nuts...



FutureCity Next Steps

Where do we go from here?



The Path Forward:

- Celebrate strengths and successes
- Assets based strategy over needs based strategy
- Confront issues and drive improvement and change
- Establish a clear vision – set priorities, work collaboratively, and assign responsibility and accountability for measurable success
- Don't get bogged down by the challenges – Springfield has many unique assets but its challenges are not unique (other cities have achieved success)
- Bite off in small pieces
- Can't rely on one or a few groups alone
- Everyone has to be a part of this strategy's implementation!
- NOW is the perfect time to act



“Good ideas are not adopted automatically. They must be driven into practice with courageous patience.”

-Hyman G. Rickover
(US Navy Admiral)

FutureCity Next Steps

Launching your strategy



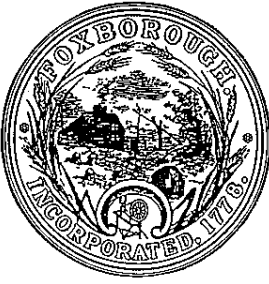
Make it Happen:

- Establish a implementation team to roll-out strategy and ensure recommendations are acted upon
 - Oversee, drive progress, and track results
 - Sustained focus over the long-term
- Assign ownership and responsibility for specific recommendations
 - Involve broad cross-section of city
 - “Lead implementers”
- Potential PMO role
- Public progress reports through local media?
- Regularly schedule implementation team meetings (possibly monthly within first year and quarterly thereafter)
 - More in-depth annual review for accountability
- Start with the “low-hanging fruit” immediately – show progress, gain confidence, and build momentum
 - What can we achieve in the first year?

**AND WILL YOU SUCCEED?
YES YOU WILL INDEED!
(98 AND 3/4 PERCENT
GUARANTEED.)**

~ DR. SEUSS





TOWN OF FOXBOROUGH

Office of the Planning Director

40 South Street

Foxborough, Massachusetts 02035

Phone: 508-543-1250

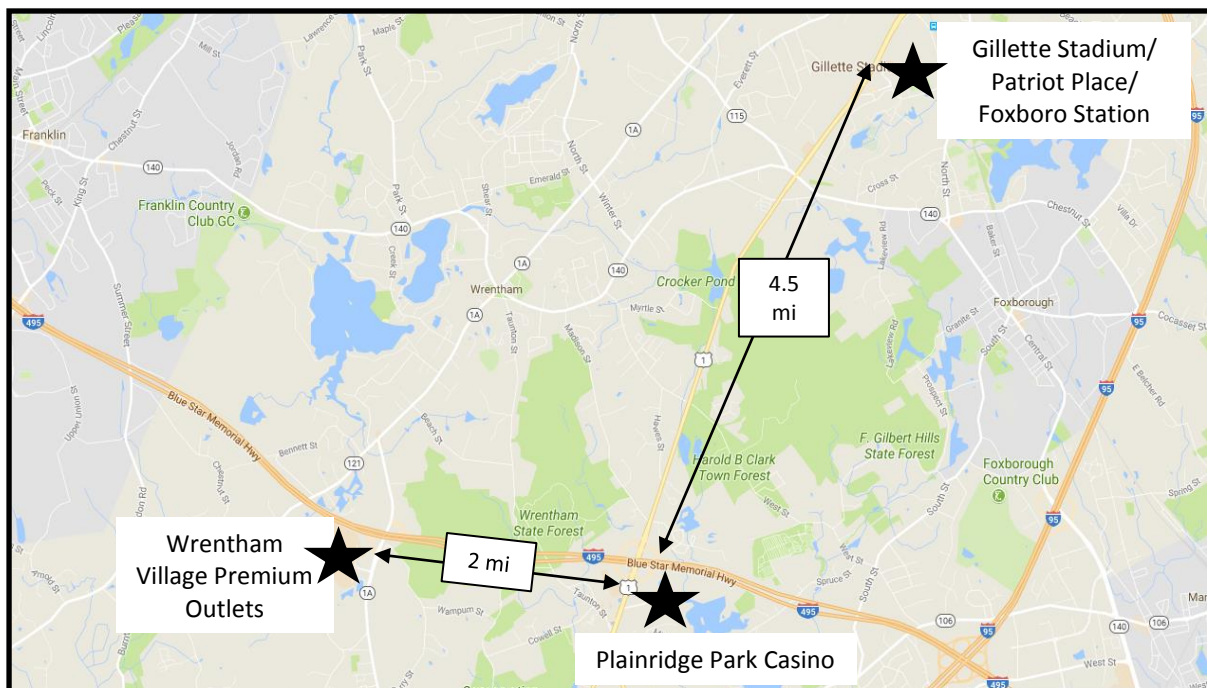
Fax: 508-543-6278

September 15, 2017

Mr. Bruce W. Stebbins, Commissioner
Massachusetts Gaming Commission
1010 Federal Street, 12th Floor
Boston, MA

Dear Mr. Stebbins and Members of the Gaming Commission:

The Towns of Plainville, Foxborough and Wrentham are unique in that the three neighboring communities each have 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 (please see map below). These three major destinations combined bring in an estimated 20,000,000+ visitors per year to our region.



Each of these destinations is successful in their own right but our proposal seeks to strengthen our regional economy by leveraging the power of all three destinations by establishing a coordinated approach to economic development, workforce development, marketing 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.

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).

It is our understanding that the Expanded Gaming Act of 2011 included a provision to create a Gaming Economic Development Fund. 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

Pursuant to your July 26, 2017 letter, our group respectfully requests that you consider the following strategies to leverage the Plainridge Park Casino to benefit our region:

Tourism Promotion and Regional Economic Development – Utilizing funds from the Gaming Economic Development Fund, the region will engage the services of a sales/public relations/marketing individual or team to oversee and coordinate the promotion of our region. This individual or team would be responsible for working with key stakeholders to define, create and advertise a cohesive and complementary sense of place.

The focus of this promotion and outreach effort would not only be for those within the “drive market”, but also to groups and visitors traveling from greater distances (150+ miles). The Wrentham Village Premium Outlets already attract a large number of international visitors. In fact, announcements over the Outlets' loudspeakers are broadcast in several languages, reflecting the diversity of visitors. Capitalizing on the success of the Wrentham Village Premium Outlets with the international market could result in these travelers opting to include Plainridge Park and Patriot Place/Gillette Stadium in their travel itinerary. Today most of the international travelers to the Outlets do not stay locally. Many travel from either Boston or Providence for a

day visit. Our goal is to convert the one-day travelers into multi-day travelers who stay in our region and further contribute to the local economy. Conceivably, these visitors would patronize our major destinations as well as our downtowns, restaurants and other retail establishments. Establishing an advocate for group trip planners will ensure that visitors are fully aware of all our region has to offer.

With our world class athletic venue in Gillette Stadium, our region now has the amenities necessary to attract world class events to draw visitors and spending to our region. Gillette Stadium is currently under consideration for World Cup 2026. When World Cup 1994 took place, the region's tourism infrastructure was limited to the old Foxboro Stadium. Today our region boasts not only a world class athletic venue but also a casino, many restaurants, world-renowned retail and more than 1,200+ hotel rooms (with many more in planning and construction stages). The limiting factor now is tourism management infrastructure. Funding from the Commission will allow our region to partner with the Greater Boston Convention & Visitors Bureau to begin creating a sense of place for our region with those who will be deciding on what cities/regions are awarded World Cup matches.

The Kraft Group has a proven track record to stage and host national and international events. Further, we firmly believe that the New England Patriots, Gillette Stadium and Patriot Place already have an established international following based on the success of their organization. By establishing a consistent marketing tool that captures all of the aforementioned destinations we believe that a whole new market could be opened to this region on an international level.

Our goal is to establish a dedicated sales/public relations and marketing staff that would be responsible for proactively marketing our region to attract conferences, group tours (local and from outside the region), senior citizen and other bus tours. This staff would work closely with the Greater Boston Convention & Visitors Bureau and the Metro-West Visitors Bureau to ensure maximum coverage for attracting future visitors. The Greater Boston Convention & Visitors Bureau is endorsing this initiative and has indicated a willingness to work with us. In the future, if successful, consideration could then be given to forming a new Metro-South Visitors Bureau.

When establishing a sales/public relations/marketing team, there should be measurement tools put in place to ensure effective evaluation of the success of the initiative. Whether it's through tracking sales tax, bookings, number of calls or other methods, the long- and short-term return on investment should be able to be quantified and evaluated.

On August 14, 2017, the Fiscal Management Control Board (FMCB) for the MBTA approved weekday commuter rail service to the existing Foxboro Station at Gillette Stadium on a trial basis. This new service is scheduled to commence in the Spring of 2019. Availability of convenient and predictable transit is important because so many international travelers do not want to drive in the U.S. Public transportation options are critical to the success of drawing these visitors to our region. We propose to use Gaming Economic Development Funds to

establish a shuttle route between the three major destinations in our region (other stops could be considered, such as downtowns) along with a stop at Foxboro Station at Gillette Stadium.

Based on the level of success that this marketing effort could achieve, supplemental funds may also be needed to help expand commuter rail service to include weekends. This expanded service would be particularly supportive to tourist travel. Our communities are prepared to assist in advocating for this additional service, if needed, with the Massachusetts Department of Transportation and the MBTA. Now is a particularly good time to start planning around the new commuter rail service.

Workforce Development and Training – Our region is a thriving workforce development area with an increasingly aging labor force. These factors will generate the need for a replacement workforce comprised of millennials with a transit-oriented mindset. It would be impossible to ignore the impact the commuter rail and last-mile transit could have on regional workforce development opportunities.

Commuter rail service to Foxboro Station will be provided by extending service along the existing Fairmount Line, which runs from South Station through environmental justice neighborhoods of Dorchester, Mattapan, and Hyde Park. The Fairmount Line currently serves a higher share of minority riders than any other commuter rail line in the MBTA system. During the FMCB's review of the pilot service to Foxboro Station, the issue of reverse commute was raised as a possibility for increasing job opportunities for the residents living along the Fairmount Line. Unfortunately commuter rail schedules are not typically conducive to reverse commuting, as the focus tends to be on getting riders into Boston, not out.

We propose to work with the Massachusetts Department of Transportation and the MBTA to evaluate and plan opportunities to increase commuter rail service to Foxboro Station to allow convenient and predictable reverse commute opportunities. To this end, we also propose to use Gaming Economic Development Funds to provide last mile connections for these transit-dependent workers. Finally, we propose to use Gaming Economic Development Funds, as needed, to create a program to assist lower income workers with the cost of commuter rail transportation.

We also propose to use Gaming Economic Development Funds to establish a grant program to allow employers within our service area to train prospective and current employees as needed. This would be particularly advantageous for entry level workers who hope to advance in their careers but are unable to do so without additional training or education.

Patriot Place already has a well-established relationship with Dean College in Franklin. We also have Wheaton College in nearby Norton, MA and Stonehill College in Easton, MA. We propose to work with these higher education institutions, as well as nearby community colleges, to develop workforce training initiatives.

In summary, our goal is to create a regional destination that is promoted in a professional, proactive and cohesive fashion. We want to attract additional day trippers, vacationers and conference attendees to work, play and eat in this region. Our major points of destination and venues are already successful in their own right, but we believe that coordinating our efforts to create a sense of place will draw more visitors and infuse more money into our local, state and regional economy. A cross promotion of the attractive elements of Plainridge Park, Patriot Place and the Wrentham Village Premium Outlets will only increase awareness and generate visitor interest in our region. Expansion of our economy in this region will create job growth, economic opportunity and an expanded quality of life for residents and businesses.

On behalf of the Towns of Foxborough, Plainville and Wrentham, in cooperation with Plainridge Park Casino, the Wrentham Village Premium Outlets, Patriot Place and Gillette Stadium we thank the Massachusetts Gaming Commission for seeking our input at this time. While our ideas are only conceptual at this time, we welcome the opportunity to further refine and expand our thoughts with the Commission. We are very excited about the opportunities the Gaming Economic Development Fund could provide. It would be a pleasure to work with you to help bring these ideas to life. Please do not hesitate to contact us if you have any questions or require additional information.

Very truly yours,

Paige E. Duncan, AICP
Planning Director

Copies to:

Jennifer Thompson, Plainville Town Administrator
Jerry McGovern, Chairman Wrentham Board of Selectmen
John Charbonneau, Director of Planning and Development, Town of Wrentham
Lance George and Michele Collins, Plainridge Park Casino
Candice Beaulieu, Director of Marketing & Business Development, Wrentham Village Premium Outlets
Dan Krantz and Ted Fire, The Kraft Group
Brian Earley, General Manager, Patriot Place/NPP Development LLC
Patrick Moscaritolo, Greater Boston Convention & Visitors Bureau
Kara Griffin, Executive Director, Tri-Town Chamber of Commerce
Jack Lank, The United Regional Chamber of Commerce
Marc Draisen, Executive Director, Metropolitan Area Planning Council
Karen Dumaine, Greater Boston Area - TMA Director, Neponset Valley at TransAction Associates -
TransAction Associates

Bruce Stebbins
Massachusetts Gaming Commissioner
84 State Street
Boston, MA 02109

September 14, 2017

Dear Commissioner Stebbins,

Thank you for the opportunity to respond to the request for proposal that you recently outlined on your conference call. I appreciate the vision that you and the Commission have shown in looking at the best ways to positively impact the future economy of Western Mass, by taking advantage of the revenues that will be generated by MGM for the region and the State.

I understand that any proposal is subject to legislative review and appropriation. I know that the legislature has designated certain investments as a priority for the new casino revenue. I believe that those investments should be focused on the city and region hosting the casino(s). As a host region we should leverage the new revenues to their fullest extent so that we maximize our economic develop and quality of life opportunities. I believe that the attached proposal from the Western Massachusetts Economic Development addresses these opportunities, fulfills the legislative intent, and addresses the stated goals of the Massachusetts Gaming Commission.

Again, thank you for your leadership, time and consideration. If I can be of any further assistance and can answer any questions, please do not hesitate to contact me.

Yours truly,

A handwritten signature in black ink, appearing to read "Rick Sullivan", with a stylized flourish at the end.

Rick Sullivan, President & CEO

I want to thank the Massachusetts Gaming Commission for the opportunity to submit the following funding proposal and thank you in advance for your time and consideration.

The opening of MGM Springfield has created considerable excitement in the region as a new economic development engine has been created in the area. I believe it also has created an opportunity to exponentially expand the Western Massachusetts economy beyond just gaming, entertainment and hospitality but only if we act to capitalize on this moment in time.

The Western Massachusetts Economic Development Council (EDC) is a membership not for profit organization. Our membership consists of the largest employers and businesses that drive the Western Mass economy. The EDC is committed to growing the regional economy and is the recognized regional leader on issues of economic development and growth. (Attached is the current list of member businesses and institutions).

The EDC has determined that the biggest barrier to continued growth of the Western Mass economy is workforce development, talent development and talent retention. All of our member business, and most companies in Western Mass would grow and hire additional employees, if they could find them. The EDC has made workforce development its number one agenda item.

Our funding proposal focuses directly on workforce development and takes a two prong approach of first, bringing Springfield and Western Mass residents, who are not participating in the workforce into the workforce and secondly, growing the workforce population by marketing the region as an attractive and lower cost place to live with significant and varied employment opportunities. This effort while certainly helping to fill some 3000 MGM jobs will also address the larger employer needs of the region.

The EDC has been the lead on the Boston Federal Reserve Working Cities Grant which has been awarded to Springfield to specifically address the chronic problem of unemployment/underemployment in the city. The Grant application and implementation work has been support by a broad based group of employers, service providers, foundations and not for profit organizations. The plan is designed to address the issue of unemployment in Springfield but uses a model that we believe will be scalable to address regional concerns as well. The focus of the initiative is called Springfield Works and is a portal based and employer focused solution to workforce development, we believe it is system changing.



PARTNERS WORKING TOGETHER TO TRANSFORM SPRINGFIELD'S WORKFORCE ECOSYSTEM

- ❖ 42 out of every 100 working-age people (ages 16-64) in Springfield are not working and employers do not have enough qualified candidates to support operations and growth (Employment Status, ACS 2011 – 2015, 5 yr estimates)
 - The lack of qualified candidates for existing positions impact economic development, yet job seekers can't find, or retain jobs

- ❖ If there are so many job openings and so many people looking for jobs, why aren't more people working? Business and community leaders found that:
 - a large skills and education gap exists between jobs and jobseekers
 - many public assistance programs do not incentivize or reward work
 - tools and measures vary widely among programs that support work
 - aligned collective impact strategies between employers, jobseekers, community and education and training leaders are lacking
 - those entering the workforce may not remain in their jobs long-term

- ❖ What happened next? Springfield WORKS was created to develop and drive innovative strategies to transform our workforce ecosystem, with funding from the Boston Federal Reserve Bank's Working Cities Challenge grant.

- ❖ The Springfield WORKS team agreed:
 - collaboration, alignment and new ways of thinking will be key to addressing these challenges, AND
 - it will take innovative strategies and significant changes to transform our workforce ecosystem so that it works for employers and residents

- ❖ These innovative strategies are led and supported by Springfield WORKS Partners:
 - Build a community technology portal to connect job seekers, employers, education/training, and supports
 - Drive policy and legislative changes to incentivize and reward work
 - Expand access to quality training, coaching and mentoring
 - Advance collective impact relationships to drive alignment through data sharing and analysis for continuous improvement

As a result of this systems change, Springfield WORKS Partners hope to increase the percentage of people working from 58% to 75% over a ten-year period



*PARTNERS WORKING TOGETHER TO
TRANSFORM SPRINGFIELD'S
WORKFORCE ECOSYSTEM*

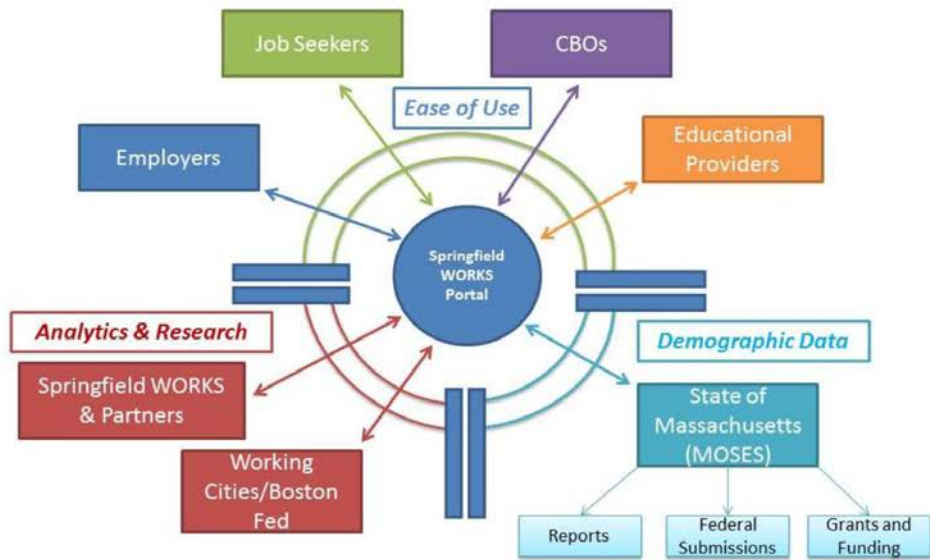
Become a Partner of Springfield WORKS

- ❖ Employers:
 - Provide jobs to the Springfield WORKS portal, which translates job requirements into a skills-based common language to help with screening and training of candidates
 - Commit to interviewing candidates who come out of the program and meet the pre-screen of skills training
 - Expand access to quality coaching and mentoring at the work site for job retention, career pathway planning, and earnings growth
 - Advocate for legislative policies to mitigate the "cliff effect"
 - Participate in continuous improvement efforts for our workforce through data sharing and analysis
- ❖ Educators & Trainers:
 - Align and link education and training classes to "skills-in-demand" as defined by employers in the Springfield WORKS portal
 - Use the portal to help students develop a skills-based learning plan that will lead to a job and a long-term career at a sustainable wage
 - Participate in continuous improvement efforts for our workforce through data sharing and analysis
- ❖ Coaches, mentors and caseworkers:
 - Assist your clients to register in the portal to build a future workforce by identifying current skills, potential career opportunities and training needs
 - Collaborate with Springfield WORKS to develop community solutions that will help clients address obstacles and barriers
 - Participate in continuous improvement efforts for our workforce through data sharing and analysis
- ❖ Funders & Community Leaders
 - Participate in and support Springfield WORKS
 - Leverage state, local and national resources for collective impact
 - Align funding strategies to drive longer term evidence-based outcomes



PARTNERS WORKING TOGETHER TO
TRANSFORM SPRINGFIELD'S
WORKFORCE ECOSYSTEM

**Connecting Partners Through The
Springfield WORKS Portal**



❖ Rick: you can add comments and conclude here

For more information, contact: Anne Kandilis
at a.kandilis@westernmassedc.com

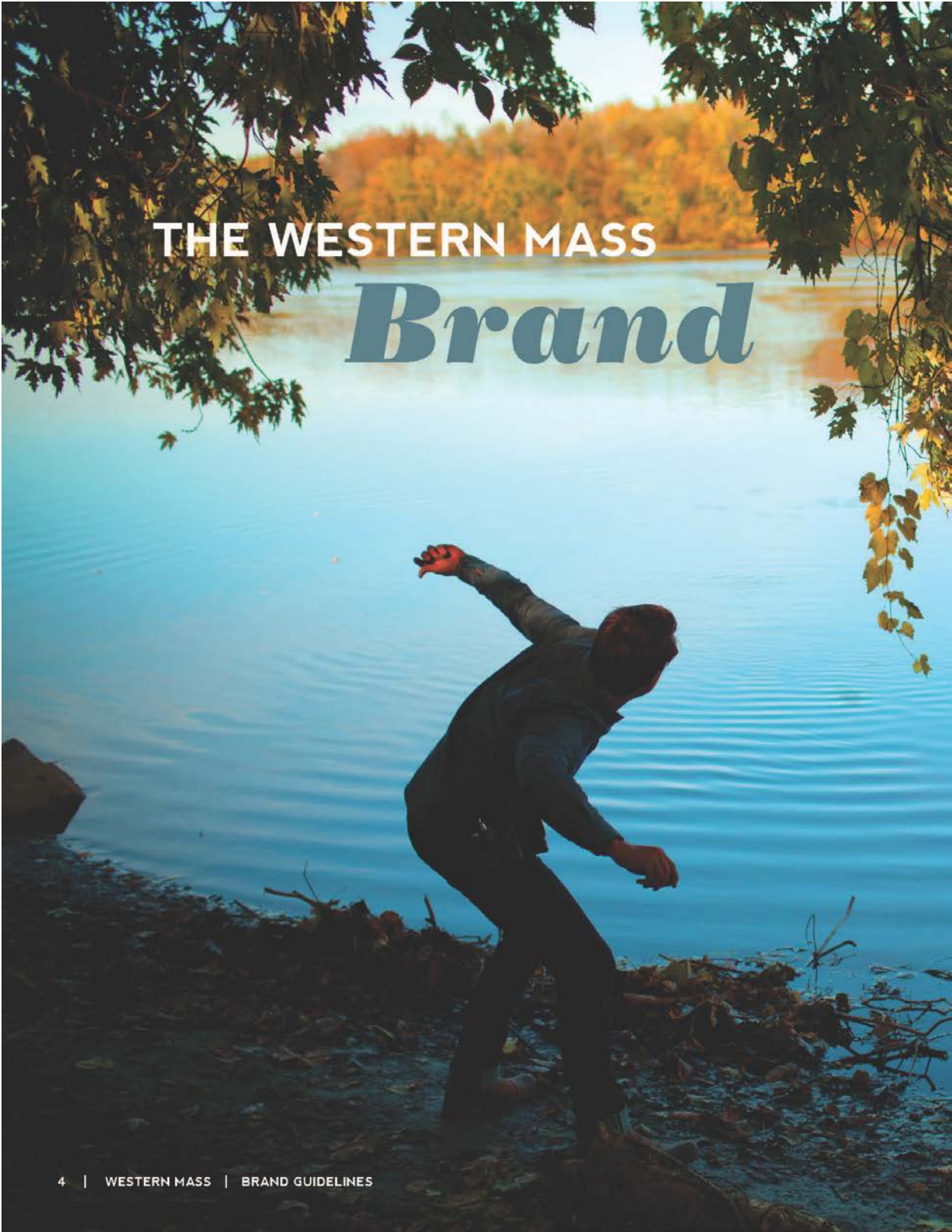
While the Working Cities Grant is focused on bringing unemployed individuals, specifically individuals and families at or below the federally defined poverty line, into the workforce, the second approach is to grow the overall size of the workforce by attracting people to the region to live and take advantage of the many employment opportunities. The EDC has worked closely with the Western Mass Convention and Visitors bureau to create a coordinated marketing campaign and brand for the region. Western Mass is a great place to visit but also to live, work and raise a family. We have a high quality of life and a low cost of living.

Western Mass

Brand Guidelines

WESTERN MASS ECONOMIC DEVELOPMENT COUNCIL
WESTERN MASS CONVENTION AND VISITORS BUREAU

Version 2.0 (June 2017)



THE WESTERN MASS
Brand

Brand Positioning

WHAT IS OUR CATEGORY?

Western Mass is a culturally-rich Northeastern region characterized by the synergy of three distinct and exceptional counties: Franklin, Hampshire and Hampden.

HOW ARE WE DIFFERENT?

Western Mass is the un-brand that cannot be fenced in. Within 40 miles north to south, it is a rural pioneer frontier, and eclectic academia hub, and an urban economy center. There is no region more fertile for the creation and fulfillment of ideas and experiences. It is where things are done for the first time.

WHO ARE OUR CUSTOMERS?

Mavericks who are driven by a passion for independence and ingenuity. (For a temporary rejuvenation of spirit or planting roots for life.)

WHERE ARE THEY LOCATED?

Western Mass Mavericks are everywhere.

The Western Mass spirit lives in every person that is not satisfied by the status quo, every person that has a fervor to do things their own way.

WHEN DO THEY NEED US?

The allure of stability and convention is strong during uncertain VUCA (Volatility, Uncertainty, Complexity, Ambiguity) times. But, Western Mass has a history of luring pioneers. Western Mass provides a destination for those whether rural or urban to challenge what has been done with what can be done. Some of these Mavericks have yet to fulfill their own unique calling, so we call to them, to encourage them, inspire them, but also to challenge them.

WHY ARE WE IMPORTANT?

Western Mass exists, and always has, for those with pioneering, irreverent, inventive, courageous and relentless spirits that will not rest until they have found their own "first".

Western Mass
 Greater Springfield
 Convention & Visitors Bureau
explorewesternmass.com

Key Tourism Brand Message

Western Mass is the epicenter of discovery. From the vibrant nightlife and allure of our urban cultural centers to the pure majesty of the region's lush outdoors, West Mass has inspired innovation, adventure, creativity and pioneer spirit for centuries. A trip to Western Mass, whether for business, sports, education or leisure will provoke Maverick wanderlust, relentless pursuit, and offbeat exploration in all who visit.

MARKETING INITIATIVES

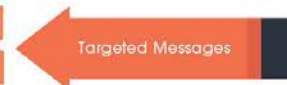
- Outdoor Recreation
- Historic Museums/Tours
- Group Tour Sales
- Agritourism
- Family Vacations
- Dining/Nightlife
- Shopping/Antiquing
- College Recruiting/Tours
- Art/Museum Promotion
- Sports Marketing
- Guided Retirement Tours
- Corporate Event Sales
- Convention Sales
- Hotel Stays
- Attraction/Cross Promotion

Regional Tourism Assets/Value Propositions:

Six Flags, Dr. Seuss Sculpture Park, Yankee Candle, Naismith Memorial Basketball Hall of Fame, MGM Springfield, Bright Nights, Eastern States Exposition "Big E" Promotion, Historic Deerfield, Emily Dickinson Museum, Eric Carle Museum, etc.

Target Audiences

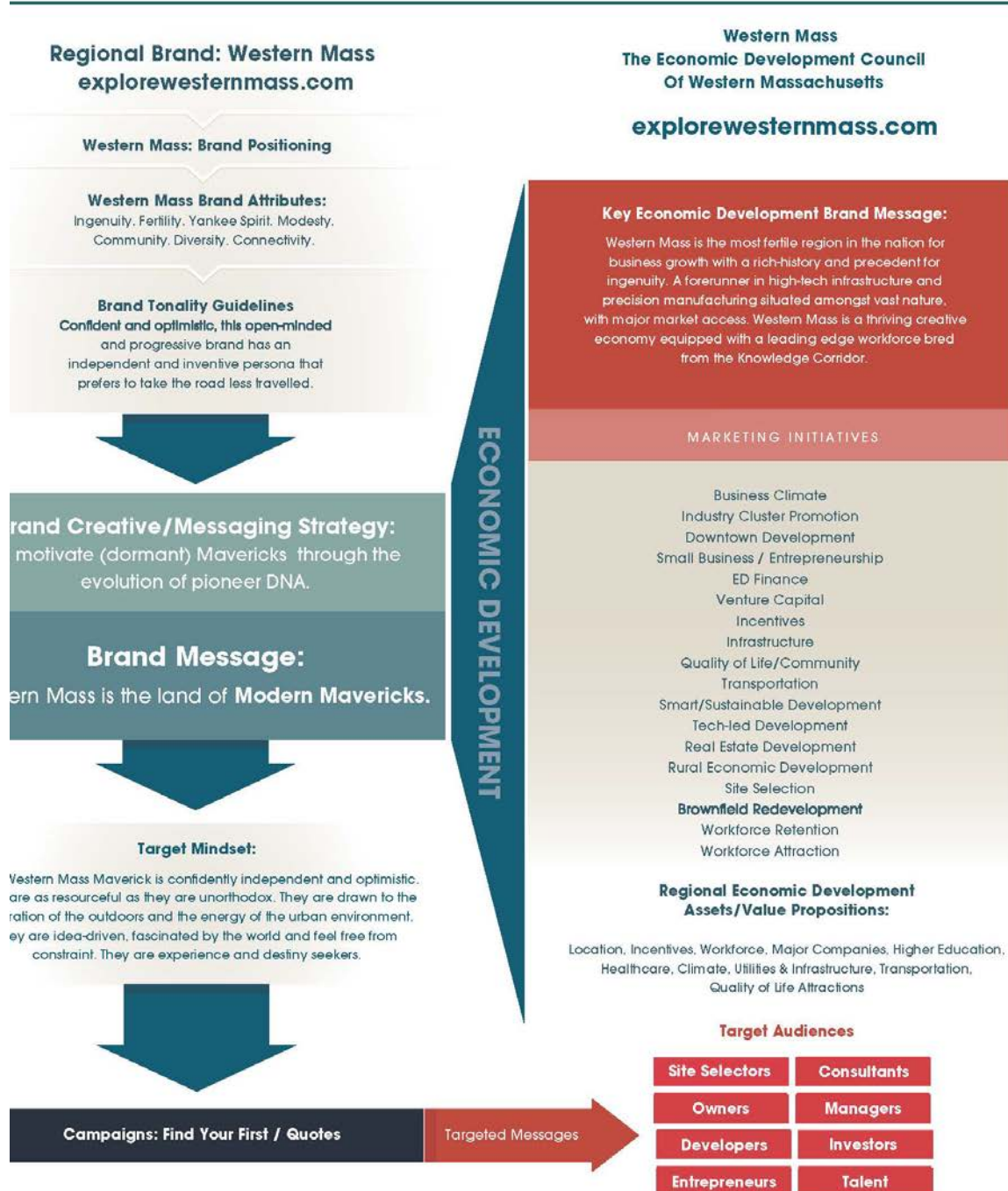
Event Planners	Tour Operators
Academic	Sports
Influencers	Visitors
Outdoor	Agritourism



TOURISM

The
 They
 inspi
 Th

MESSAGE STRATEGY



I respectfully request funding in the total amount of \$300,000 per year for two years. The EDC proposes to spend \$150,000 per year on the Working Cities/Springfield Works initiative, please note this would be matched by the commitment from the Boston Federal Reserve. The remaining \$150,000 would be spent on the Marketing/Branding campaign, per year as outlined above and would be partially matched by participating companies.

Again, thank you for your time and consideration

Yours truly,

A handwritten signature in black ink, appearing to read 'RS', is positioned below the text 'Yours truly,'.

Rick Sullivan, President & CEO

EDC Membership

- *Health New England*
- *Dufault, Vann & Co.*
- *Monson Savings*
- *United Personnel*
- *The Republican (EDC Past Chair)*
- *TD Bank*
- *National Grid*
- *CRRC-MA*
- *Town of Amherst*
- *Pride Gas Stations*
- *Baystate Noble Hospital*
- *Columbia Gas*
- *City of Easthampton*
- *Chicopee Electric Light (CEL)*
- *Chicopee Industrial Contractors, Inc.*
- *Western New England University*
- *Financial Partners, Inc.*
- *Eastern States Exposition*
- *Freedom Credit Union*
- *Town of Agawam*
- *STCC*
- *Springfield College*
- *Eastman Chemical Inc.*
- *Verizon*
- *Big Y Foods, Inc.*
- *Ventry Industries, LLC*
- *Massachusetts Municipal Wholesale Electric Co. (MMWEC)*
- *Bulkley Richardson & Gelinias*
- *Connecticut Airport Authority*
- *United Bank Wholesale Banking*
- *Bulkley Richardson & Gelinias*
- *Comcast CT/West Region*
- *Sulco Warehousing & Logistics Lancer Transportation & Logistics*
- *Alfred Griggs*
- *Westfield Savings Bank*
- *Holyoke Medical Center*
- *Florence Savings Bank*
- *Western Mass News*
- *Spherion Staffing*
- *Westfield Gas & Electric*

- *Eversource*
- *UNO Chicago Grill (GSCVB Chair)*
- *Sisters of Providence Health System*
- *Baystate Health*
- *City of Chicopee*
- *Holyoke Gas & Electric*
- *Bay Path University*
- *191 Chestnut Street Realty Trust (SBID Chair)*
- *Renaissance Advisory Services LLC*
- *The Markens Group*
- *Town of Greenfield*
- *MGM Springfield*
- *Maybury Material Handling Co.*
- *Smith College*
- *Smith & Wesson*
- *Town of East Longmeadow*
- *Balise Motor Sales*
- *Farmington Bank CT*
- *City of Holyoke*
- *City of Northampton*
- *Nicolai Law Group, P.C.*
- *New England Farm Workers Council Partners for Community*
- *WWLP*
- *Yankee Candle, Inc.*
- *Universal Plastics Corp.*
- *Monarch Enterprises*
- *Peter Pan Bus Lines*
- *Greenfield Community College*
- *All States Materials Group*
- *Town of West Springfield*
- *Barry Roberts*
- *F.L. Roberts & Co., Inc.*
- *The Hollenbach Group, LLC*
- *HCC*
- *City of Springfield*
- *Country Bank*
- *MassMutual Financial Group/Law Department*
- *Peoples Bank*
- *Easthampton Savings Bank*
- *Mt. Holyoke College*
- *UMASS-Amherst*
- *Mayor – Town of Westfield*
- *AECOM/Tishman*
- *Westfield State University*
- *Greenfield Co-Operative Bank*

- *Westfield Savings Bank*
 - *Robert Charles Photography*
 - *Berkshire Gas*
 - *Community Foundation of Western Mass*
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- *David A. Parke, Esquire, EDC Counsel – Bulkley, Richardson & Gelinas*
 - *Richard K. Sullivan, President & CEO – Economic Development Council of Western MA*