



20

COMMUNITY
MITIGATION
FUND

APPENDIX F

2020 Non-Transportation Planning Project Application

BD-20-1068-1068C-1068L-46130

Check if joint application

Please complete the entire application

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

Town of Saugus

2. PROJECT NAME (Limit 10 words)

Casino Related Business Development Specialist

3. BRIEF PROJECT DESCRIPTION (Limit 50 words)

Saugus will use these funds to create a business development specialist position in the Planning and Development Department. The staffer will be responsible for growing business connections between Encore Boston Harbor. The grant will fund the position for two years; it will then be included in the Town budget.

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

Scott Crabtree – Town Manager

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

Scott Crabtree – Town Manager

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

Town Hall
298 Central Street
Saugus, MA 01906

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

781-231-4111
scrabtree@saugus-ma.gov

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

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

Scott Crabtree – Town Manager

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

Town Hall
298 Central Street
Saugus, MA 01906

781-231-4111
scrabtree@saugus-ma.gov

9. NAME OF GAMING LICENSEE

Encore Boston Harbor

• **IMPACT DESCRIPTION**

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

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

The Town issued two RFSs for the development of Open Space and Historic Brochures as well as a Wayfinding and Branding Scheme. The Town selected the firm of Om loop to undertake both projects and two contracts were executed totaling \$28,256. Work is largely completed: brochures have been printed and are being widely distributed and final design and placement plans for wayfinding signs are nearing completion. It is expected the signs will be emplaced by the Spring. The total of \$28,256.00 for these contracts exhausts the \$50,000.00 community mitigation grant.

The Town next applied for an MGC 2019 non-transportation planning grant of \$50,000 to create a tourism video geared to cross-marketing with the Encore Boston Harbor Casino. The Town is awaiting receipt of a grant agreement from MGC.

• **PROPOSED USE OF PLANNING FUNDS**

a) Please identify the amount of funding requested.

\$100,000

b) Please identify below the manner in which the funds are proposed to be used. Please provide a detailed scope, budget and timetable for the use of funds.

Funding will support the new Business Development Specialist at a base salary of \$45,000 for a period of 2 years. Also \$4,500 per year for two years will provide a contribution to retirement for the employee either through the state retirement system or other interim means. Separately, the Town will provide the average \$26,000 per year cost of the employee's Group Health Insurance coverage. Lastly, \$1,000 in grant funds will support training and/or professional development for the employee in the form of attendance at professional conferences or registration and expenses for specific training courses. (Courses/conferences - tbd.)

Budget: July 1, 2020 - June 30, 2022

- Base annual salary - \$45,000 x 2 = \$90,000
- retirement contribution - \$4,500 x 2 = \$9,000
- professional development – 24 mos. = \$1,000

TOTAL \$100,000

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

The Town has established the base salary for this position after considering entry level salaries of similar stature in other Departments both within Town and in other municipalities. Benefits are standard and applicable to this position.

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

In 2016, Finepoint Associates completed a "Business District Assessment & Market Analysis" for the Cliftdale Square area of Town with a grant from the Executive Office of Housing and Economic Development. This is attached as an exhibit. Separately, the Mass Gaming Commission approved the Town's use of 2015 Reserve Account funds to engage Camoin Associates to perform an economic impact analysis, which was completed in September 2017. Both studies identified potential areas of growth in terms of business development, with the Camoin study concentrating on the Route 1 corridor and the Waterfront District area around (construction, soon to begin) phase one of the *Saugus RiverWalk* on Ballard Street in East Saugus. The Town now hopes, working through this new Business Development Specialist staff position, to encourage both better realization of local small business opportunities in terms of casino business to business connections and to encourage the creation of new small businesses that can avail themselves of casino generated business opportunities. Though the responsibility of the Business Development Specialist will be to assist any growing or emerging business in Town to better connect to Encore Casino opportunities, the Town believes a concentration of effort should be made with respect to Cliftdale Square which is a distinct area quite proximate to the junction of routes 1 and 99 and thus accessible to and from the Encore Boston Harbor Casino.

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

The Town has decided a concentration of effort in Cliftdale Square is appropriate and will produce an ultimately transferable skill set and tools for other areas of Town as relates to casino business to business development. The Town plans to utilize its Planning and Development staff to implement some of the key recommendations from the 2016 Finepoint study effort. The Department, with the assistance of the new MGC supported Business development Specialist will foremost seek to:

- Establish Cliftdale as a place rather than a pass-thru
- Promote Cliftdale as a "Social" place
- Enhance the business mix
- Attract more customers especially those traveling to or from Encore Boston Harbor
- Promote special events to attract visitors/customers
- Improve parking and the physical appearance and attractiveness of the Square

In furtherance of this overall economic development strategy and in conjunction with this planning grant request to MGC, the Town is simultaneously applying for a Technical Assistance Planning grant from the Metropolitan Area Planning Council (MAPC) to develop a finer grain "Cliftdale Square Action Plan" building upon the 2016 Finepoint findings and recommendations. It is anticipated that this t/a grant effort can begin in the next few months and in a short time effectively provide the Saugus Planning and Development Department with a step by step plan to reach the broader objectives of the 2016 and Camoin studies. The MGC supported Business Development Specialist will be part of the MAPC effort of course, and in the end have a "guidebook" to help she/he carry out specific tasks intended to nurture and facilitate the growth of prospective casino linked local small businesses.

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

• **CONNECTION TO GAMING FACILITY**

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

The Town of Saugus is experiencing a growth in hospitality along its retail/commercial spine Broadway, better known as Route 1. This resurgence is the result of intentional re-zoning intended to encourage more thoughtful and cohesive development. Results have begun to accrue with two new hotels in operation and a third in development. The Town has also seen a burst of new and more unique restaurants along Route 1 and in other areas of Town including Cliftondale Square. With the 2019 MGC grant the Town is being given the means to highlight hospitality venues in the Town as well as some major recreational opportunities and historic sites in a video aimed at leisure travelers, particularly those visiting the Encore Casino who are likely to pass through the Town or stay in the Town on the way to or from the Encore Casino in nearby Everett. Similarly, patrons of the Encore will be exposed to Saugus's offerings through the video. The Town wishes to better position Cliftondale Square businesses to benefit from casino patrons by making it a more attractive and varied venue. The Encore Casino's accessibility to and from Saugus and Cliftondale Square in particular is key to the Town's business development strategy and at the core of this funding request.

• **INTERNAL CONTROLS/ADMINISTRATION OF FUNDS**

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

The Town of Saugus Department of Planning and Development will administer this grant and the planning effort under the supervision of the Town Manager's Office. The Town of Saugus seeks to fill the position as soon as possible after the execution of a grant agreement with MGC. All Town hiring, procurement and funds management practices will follow local and state laws. No non-governmental entities will receive any of these funds directly or indirectly.

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

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

The Town has conferred with the Metropolitan Area Planning Council which is currently gearing up to conduct a master planning/visioning process for the Town and is/has conducted

other comprehensive planning efforts such as a Housing Development Plan, Open Space and Recreation Plan, and a Municipal Vulnerability/Hazard Mitigation Plan. Both the Town and MAPC believe there are certainly areas where cooperative effort with nearby communities may be desirable, this small business development focus is specific to Saugus enterprises so that they may benefit and thrive through connection to the operations and purchasing power of the Encore Boston Harbor Casino.

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

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

The Town of Saugus will provide work-space and necessary equipment for the new staffer within the Planning and Development Department offices in Town Hall. Additionally, the Town will provide group health insurance coverage for the staffer for the two-year start-up period; this is estimated to carry a total cost of \$52,000. Finally, the Town is committed to continuing this position after the 2-year MGC funded start-up period, carrying the cost of salary and benefits within the Town budget going forward.

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

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

N/A the Town of Saugus is not party to a Host or Surrounding Community Agreement

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

N/A

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

N/A

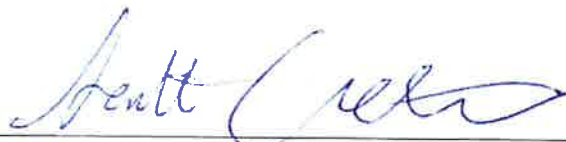
d) If planning funds are sought for mitigation not required under MEPA, please provide justification why funding should be utilized to plan for such mitigation. For example, a community could provide information on the significance of potential impacts if the impact exceeds projected estimates.

N/A

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

CERTIFICATION BY MUNICIPALITY/GOVERNMENTAL ENTITY

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



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

1-28-2020
Date: