



## **FY 2026 Municipal Community Mitigation Fund Grant Application**

### **Application Instructions:**

- I. All applications must be received by the Massachusetts Gaming Commission by January 31st, 2025, at 11:59 p.m. to be considered for funding for the FY 2026 grant round.
- II. Each municipality may only submit **ONE** application as a Word Document.
- III. Each project must have its own form within the appropriate category. Forms can be found below as Parts A-E. If there is more than one project in a category, please copy the form. All attachments should directly follow the relevant project form.
- IV. Be sure to fill in all the information requested on the application. Applications that are left incomplete will not be accepted.
- V. All applications must submit a detailed scope of work and timeline for implementation for all projects identified in the application.
- VI. All applications must contain appropriate backup materials that support the application.
- VII. The Municipal Grant Manager will be the person responsible for compiling the information for the quarterly reports. The application must be signed by the municipal administrator or an individual with signatory authority. Submit this completed form as well as any relevant attachments to [MGCCMF@Massgaming.gov](mailto:MGCCMF@Massgaming.gov) or as a response to the COMMBUYS BID BD25-1068- 1068C-1068L-109685

**For more detailed instructions as well as the full FY 2026 Application Guidelines visit**

<https://massgaming.com/about/community-mitigation-fund/>

<b>Municipal Grant Manager Information:</b>
Applicant: Town of West Springfield
Vendor Code: VC6000192038
Name: Sharon A. Wilcox
Title: Chief Finance Officer
Email Address: <a href="mailto:swilcox@tows.org">swilcox@tows.org</a>
Telephone: (413)263-3025
Address: 26 Central Street, Suite 1 West Springfield, MA 01089

### Grant Budget Summary

Your community's FY 2026 proposed allocation can be found at <https://massgaming.com/about/community-mitigation-fund/>. Use the space below to total all requests by category. Please clarify how many discreet projects your community plans to undertake per category.

Total FY 2026 Allocation:		
Application Totals by Category	# of Projects	Requested Amount
A. Community Planning	1	\$99,618
B. Transportation	1	\$76,017
C. Public Safety	5	\$342,665
D. Gambling Harm Reduction		
E. Specific Impact		
<b>TOTAL</b>		<b>\$518,300</b>

- I. Are you requesting a waiver for any program requirement?  
Yes   
No
- II. If yes, you must fill out a CMF Municipal Waiver Form. The waiver form can be found as Appendix E to the RFR on COMMBUYS or online at <https://massgaming.com/about/community-mitigation-fund/forms/>. Applications without a completed waiver form will not be considered for a waiver.

### Budget Category Summary

Use the space below to provide an overview of all projects to be covered by this funding. You may add as many items as is pertinent to your application (you can add rows by right clicking on the row and selecting “add row”). Please provide a category, name, brief description, and amount for each item.

Category	Project Name	Description	Amount
A. Community Planning	Wayfinding – Downtown West Springfield	Purchase and installation of community signage in compliance with a Wayfinding study completed by the Town in 2024.	\$99,618
B. Transportation	Bike Share Program Expansion	Purchase of equipment and Installation of 2 bike share stations (less local share)	\$76,017
C. Public Safety	Police, Fire/EMS and Dispatch Support	Continued support for additional staffing added as a result of the MGM Springfield Casino.	\$250,000
C. Public Safety	Traffic Enforcement	Police Overtime for dedicated patrols for traffic enforcement, two new Lidar Units for use in traffic enforcement and one Traffic Trailer Message/Sign board.	\$32,980
C. Public Safety	EMS Response Bicycles	Purchase of two EMS Response Bicycles to provide timely and effective emergency medical care in key areas of our community, including the bike path that links both West Springfield and the Springfield downtown / Casino area.	\$6,500
C. Public Safety	Prisoner Transport Vehicle	Purchase of a prisoner transport van for the police department	\$38,222
C. Public Safety	Fire Training/Overtime	One day specialized Standpipe Operations Training course for 25 Firefighters and Lieutenants inclusive of instructor fees and staff overtime.	\$14,963
D. Gambling Harm Reduction			
E. Specific Impact			

Applicant Certification

On behalf of the aforementioned applicant, I hereby certify that the funds that are requested in this application will be used solely for the purposes articulated in this application.

Signature: 

January 31, 2025

Date:

William C. Reichelt, Mayor

Name and Title of Signatory:



**Part A-Community Planning** - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, requests for proposals, detailed scopes of work, drawings etc.

<b>Project Name: Wayfinding – Downtown West Springfield</b>	
Please provide below the contact information for the individual managing this aspect of the grant.	
<b>Project Contact</b>	<b>Additional Project Contact (if applicable)</b>
Name: Carly Camossi	Name: Sharon Wilcox
Title: Chief of Operations	Title: Chief Financial Officer
Department: Mayor’s Office	Department: Finance
Email Address: ccamossi@tows.org	Email Address: swilcox@tows.org
Telephone: (413)495-1844	Telephone: (413)263-3025
Address: 26 Central Street West Springfield, MA 01089	Address: 26 Central Street, Suite 1 West Springfield, MA 01089
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<p>Gaming establishments attract a large group of patrons and employees to their establishments that would not otherwise be present in the area. This provides opportunities for local communities and businesses to attract these patrons and employees to their communities and business establishments.</p>	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>The Town of West Springfield is requesting funding to purchase signage in the downtown district as identified in the Wayfinding report completed for the Town (attached as Exhibit CP1-1). The Downtown district includes the route 20 corridor and the Elm Street, Park Street and Park Avenue section of Town. These major thruways have recently been reconstructed with the aid of Community Mitigation Funding due to their proximity and identified use as a travel route to and from the MGM Casino in Springfield.</p>	
<p>The West Springfield downtown area is home to many restaurants and businesses as well as the Majestic Theater. The Town Common in the center of Park Street and Park Avenue hosts many community events. West Springfield’s Wayfinding Project seeks to improve directional signage for vehicular traffic as well as pedestrian and bicycle traffic. The project will also include information signage strategically located in the commercial area of downtown to provide locally relevant information for visitors who may not be aware of nearby attractions in the downtown area. Identification signage is also included in the scope of the project to clearly identify public parking and other landmarks relevant for those traveling through our community. Pages 59-61 of Exhibit CP1-1 show the proposed locations for signage.</p>	

The Wayfinding project seeks to attract MGM Casino patrons who pass through our community to spend time in West Springfield for dining and other recreational activities.

The Wayfinding project will be implemented in phases. West Springfield is seeking funding to implement phase 1 of the project, which will include directional signage for vehicular, pedestrian and bicycle traffic. Please see Exhibit CP1-2 for cost quote.

**Proposed MGC Grant Budget**

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Signage, installation and management	Begin summer 2025	26	\$99,618
	<b>TOTAL:</b>		\$99,618

**Part B- Transportation** The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, requests for proposals, detailed scopes of work, etc.

<b>Project Name: Bike Share Program Expansion</b>	
Please provide below the contact information for the individual managing this aspect of the grant. If there are multiple people involved in the grants management, please add more lines to accommodate their information.	
<b>Project Contact:</b>	<b>Additional Project Contact</b> <i>(if applicable)</i>
Name: Connor Knightly	Name: Sharon Wilcox
Title: Town Engineer	Title: Chief Financial Officer
Department: Public Works	Department: Finance
Email Address: cknightly@tows.org	Email Address: swilcox@tows.org
Telephone: (413)263-3249	Telephone: (413)263-3025
Address: 26 Central Street, Suite 17 West Springfield, MA 01089	Address: 26 Central Street, Suite 1 West Springfield, MA 01089
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility causes or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<p>The following impacts are identified as applicable to the installation of two bike share stations in West Springfield:</p> <ul style="list-style-type: none"> <li>• Increased traffic associated with the gaming establishment may result in increased vehicular/bicycle/pedestrian conflicts</li> <li>• Increased visitation to the gaming establishment area may place a strain on public transit services</li> </ul> <p>The TEC Trip Distribution Map generated for the MGM Gaming Facility in Springfield indicates that approximately 5% of the casinos traffic is generated over the North End Bridge and 3% over the Memorial Avenue Bridge. Both Bridges are access points between Springfield and West Springfield. Improvements have been made along the Route 20 Corridor (Park Avenue, Park Street, Elm Street, &amp; Westfield Street) and improvements are being conducted on the Route 147 corridor via the MassDOT Memorial Avenue Transportation Improvement Project. The totality of these corridors include improvements that facilitate traffic flow and enhance pedestrian and cyclist facilities.</p> <p>The Town hopes to mitigate traffic on these corridors and inter-municipal routes by providing additional facilities to house assisted e-bike stations that are compatible with the 17 bike share stations located in the City of Springfield. By expanding the network in West Springfield near or in areas of minority and low income population neighborhoods, The Town will be able to encourage and provide alternate means of transportation between the communities that rely less on vehicular trips or other motorized rideshare services. By expanding the bike share network, vehicular traffic on the previously mentioned impacted routes will be reduced.</p>	

II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.

The Town Currently hosts two e-bike docking stations that are included in the Valley Bike Share program. Existing locations are on Park Street near the Town Public Library and at the intersection of Union Street and Memorial Avenue. The Town is seeking to expand its presence in the bike-share network by installing two new stations, one at the Tom L. Lagodich Park Entrance located near the intersection of Elm Street and Riverdale Street, and the other station at the Main Street Park located on Main Street.

Both locations have been selected due to their proximity to existing stations and the availability of Town owned land and nearby power sources. This project will require the installation of conduit to power the proposed stations, the preparation and pouring of concrete foundations, the installation of the physical stations, and the initial power up of those stations.

The Town will be able to procure and install all of the civil materials needed and prepare both sites for the installation of the new stations (including the mobilization of the physical e-bikes and docking platforms). Additionally, the Town will employ one of its two on-call electrical contractors to erect a metering station, pull conductors from the power source to the metering station and thence to the docking station, as well as coordinate the energization of the stations with Eversource Electric as has been done with previous projects.

Pricing of the Bike Stations and e-bikes reflect estimated costs based on comparable projects, adjusted for inflation. The costs for construction materials and labor are based on recently completed work in the previously approved Elm and Westfield Street Intersection and Shared-Use-Path project. The Town intends to further extend this network with an additional location on Memorial avenue following the completion of the Memorial Avenue Project as well as along Route 20 and Route 5 in future projects. See **Exhibit T1-1** for detailed cost estimate.

The Town is requesting funding for approximately 50% of the project and will fund the balance of the project with local funds.

**Proposed MGC Grant Budget**

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Purchase two e-Bike Stations (15 docks)	December 2025	2	\$72,674
Purchase twenty e-Bikes	December 2025	20	\$47,250
Site preparation and installation of e-Bike stations	May 2026	2	\$34,000
Local Share			(77,907)
	<b>TOTAL:</b>		\$76,017

**Part C- Public Safety** - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, catalog cuts of proposed equipment purchases, quotes, training course syllabus, etc.

<b>Project Name: Police, Fire/EMS and Dispatch Support</b>			
Please provide below the contact information for the individual managing this aspect of the grant.			
<b>Project Contact:</b>		<b>Additional Project Contact</b> <i>(if applicable)</i>	
Name: Sharon A. Wilcox		Name:	
Title: Chief Financial Officer		Title:	
Department: Finance		Department:	
Email Address: swilcox@tows.org		Email Address:	
Telephone: (413)263-3025		Telephone:	
Address: 26 Central Street, Suite 1 West Springfield, MA 01089		Address:	
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>			
<p>As identified in the guidelines, increases in traffic can cause increases in congestion, accidents and vehicular/bicycle/pedestrian conflicts. Additionally, it is recognized by law enforcement and the casino industry that casinos and other hospitality related businesses may attract certain type of crime including but not limited to human trafficking, money laundering and drug trafficking. The impact contributes to added pressure on police, fire/EMS and dispatch services.</p>			
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>			
<p>Additional public safety staffing were added to the police and fire department rosters as a result of the opening of MGM Springfield. Staffing comparison from the FY 2017 Operating budget (pre MGM Springfield) to the FY 2024 Operating Budget (post MGM Springfield) is below:</p>			
<p><b>Additional Staffing added Casino Opening August 2018 Budgeted Staffing changes began FY 2018</b></p>			
	<b>FY 2017 Budget</b>	<b>FY 2025 Budget</b>	<b>Staffing Change</b>
Firefighters/EMT	48	56	8
Police Patrolmen	60	71	11
Police Dispatchers	5	8	3

Grant funding will ensure West Springfield is able to maintain the increased staffing levels necessitated by the additional calls for service that have resulted from the opening of MGM Springfield.

A one year look back study of the impacts of the MGM Casino was completed by Civic Economics in November of 2020 and concludes that the additional public safety costs incurred by the Town of West Springfield are an adverse fiscal impact under the terms of the Surrounding Community Agreement. (See **EXHIBIT PS1-1** attached).

The Surrounding Community Agreement between MGM Springfield and The Town of West Springfield provides for \$375,000 annually in recognition that West Springfield will experience significant adverse impacts as a result of the Project. Among the impacts anticipated were public safety, inclusive of crime, motor vehicle accidents and ambulance calls as well as traffic and maintenance related issues to infrastructure resulting from increased usage. Additionally, the SCA requires West Springfield to exercise good faith efforts to secure state funding for any remaining Net Adverse Impact Amounts through the Community Mitigation Fund. The relevant excerpt from the SCA is included as **EXHIBIT PS1-2**. The one year look-back study completed by Civic Economics, dated 11/6/2020 (**EXHIBIT PS1-1**) concludes on pages 4 and 14 that the additional public safety costs incurred by the Town are an adverse fiscal impact under the terms of the Surrounding Community Agreement.

While the SCA considered the impacts as noted above, it was difficult to precisely anticipate the exact increases in public safety calls the Town would experience as a result of the facility or to determine the appropriate increases in staffing. Moreover, the “baseball style” arbitration process adopted by the Commission necessitated the Town to be conservative in submitting its best and final offer prior to the arbitration with MGM, and the Town hoped that the one year look back study process would allow it to recover increased expenses that exceed the SCA payments.

While the one year look-back study validates the increased public safety costs incurred by the Town of West Springfield, the Town and MGM have not reached agreement on any revisions to the SCA. This is in large part due to two interrelated factors: (1) the fact that MGM has not completed the look back study with respect to traffic related impact (Civic Economics was not tasked with analyzing such impacts); and (2) the effects of the COVID-19 pandemic. In any event, as previously noted, the Town is obligated to seek Community Mitigation Fund grants before looking to MGM for additional payments.

Increased public safety costs provide for additional staffing necessary to respond to increased police, fire and EMS calls. Maintaining appropriate staffing levels lends to quicker response time and continues to provide West Springfield businesses and residents the quality of life afforded to the community prior to the opening of the MGM Casino.

West Springfield has committed to the employment of additional public safety personnel to handle the increased need for dispatch, patrolmen and EMS services. The requested funding will decrease (but not eliminate) the burden on the municipal operating budget, which exceeds the funding received under our SCA with MGM Springfield.

Funding will be used for salary related costs of the additional public safety personnel. The funding will be accounted for in a separate grant fund and payroll costs will be charged to the grant fund. Grant funds will be used for FY 2026 costs (7/1/2025 to 6/30/2026). Specifically:

- a. 8 additional Firefighter/EMS Personnel
- b. 4 additional Police Patrolmen (*note: While increase from the casino opening is 11, additional patrolmen at the time of the one year look back study were 4*)
- c. 3 additional Dispatchers

Additional Detail is included in **EXHIBIT PS1-3**.

**Proposed MGC Grant Budget**

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Personnel Costs – Additional Firefighters/EMS Staff	7/1/2025 to 6/30/2026	8	\$421,843.17
Personnel Costs – Additional Police Patrolmen	7/1/2025 to 6/30/2026	4	\$211,090.71
Personnel Costs – Additional Dispatchers	7/1/2025 to 6/30/2026	3	\$113,728.43
Less: MGM SCA Annual Mitigation			(375,000.00)
Less: Local Share			(121,662.31)
	<b>TOTAL:</b>		<b>\$250,000.00</b>

**Part C- Public Safety** - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, catalog cuts of proposed equipment purchases, quotes, training course syllabus, etc.

<b>Project Name: Traffic Enforcement</b>	
Please provide below the contact information for the individual managing this aspect of the grant.	
<b>Project Contact:</b>	<b>Additional Project Contact</b> <i>(if applicable)</i>
Name: Jay Gearing	Name: Sharon Wilcox
Title: Police Chief	Title: Chief Financial Officer
Department: Police Department	Department: Finance
Email Address: <a href="mailto:jgearing@westspringfieldpolice.org">jgearing@westspringfieldpolice.org</a>	Email Address: <a href="mailto:swilcox@tows.org">swilcox@tows.org</a>
Telephone: (413)263-3210	Telephone: (413)263-3025
Address: 26 Central Street West Springfield, MA 01089	Address: 26 Central Street, Suite 1 West Springfield, MA 01089
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<p>As identified in the guidelines, increases in traffic can cause increases in congestion, accidents and vehicular/bicycle/pedestrian conflicts.</p>	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>The West Springfield Police Department is seeking funding to provide dedicated patrols on roadways leading to and from direct access points to the MGM Casino for traffic enforcement. West Springfield has experienced negative impacts on traffic with the operations of the MGM Casino. Roadways leading to and from direct access points to the casino have experienced this specifically. This includes, the North End Rotary, the Memorial Bridge Rotary, Route Five north and southbound lanes as well as Memorial Ave (Route 147). Additional traffic enforcement outside of typical patrol assignments would be beneficial in providing safer roadways for the residents and visitors of West Springfield as well as to serve as a proven deterrent to future infractions.</p>	
<p>West Springfield Police Department is seeking funding to provide approximately thirty-five (35) four hour blocks of traffic enforcement at overtime rate during varying times of the day and night. The estimated cost for this project is \$8,160. The cost is based on a mid-level patrol officer overtime rate of \$58.29 to provide 140 hours of traffic enforcement.</p>	
<p>West Springfield Police Department is also seeking funding for two additional Lidar Units (PRO Laser) to be used by the additional traffic enforcement patrols for which overtime funding is requested. These units will be deployed in the areas noted above which have direct access points leading to and from the MGM Casino. The</p>	



two units will be new to West Springfield and are not intended to replace existing units. The estimated cost for two Lidar Units is \$4,720.

The West Springfield Police Department is also seeking to purchase a Traffic Trailer Message/Sign Board. The portable sign board would be deployed in the area of the North End Rotary and the Memorial Rotary to aid residents and visitors by providing traffic information and directions. Casino traffic and traffic attending large scale events at the Eastern States Exposition on Memorial Avenue in West Springfield often utilize the same roadways. It is not unusual for Police Officers to encounter vehicle operators entering the Eastern States Expositions grounds inquiring if it is the entrance to the Casino. A message/sign board will assist visitors in reaching their destination. The estimated cost of one traffic trailer message/sign board is \$20,100.

**Proposed MGC Grant Budget**

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Traffic enforcement patrols	7/1/2025 to 6/30/2026	140 hours	\$8,160
Lidar Units for Traffic enforcement	Procure July 2025	2	\$4,720
Traffic Trailer Message/Sign Board	Procure July 2025	1	\$20,100
	<b>TOTAL:</b>		\$32,980

**Part C- Public Safety** - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, catalog cuts of proposed equipment purchases, quotes, training course syllabus, etc.

<b>Project Name: EMS Response Bicycles</b>	
Please provide below the contact information for the individual managing this aspect of the grant.	
<b>Project Contact:</b>	<b>Additional Project Contact</b> <i>(if applicable)</i>
Name: Christopher Bartone	Name: Sharon Wilcox
Title: Fire Chief	Title: Chief Financial Officer
Department: Fire	Department: Finance
Email Address: cbartone@tows.org	Email Address: swilcox@tows.org
Telephone: (413)263-3226	Telephone: (413)263-3025
Address: 44 Van Deene Ave West Springfield, MA 01089	Address: 26 Central Street, Suite 1 West Springfield, MA 01089
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p> <p>As identified in the guidelines, the influx of visitors to a casino can result in an increase in calls for service and put pressure on local emergency services including emergency responders like fire departments and EMS. This could lead to increased needs for mutual aid.</p>	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>The West Springfield Fire Department is seeking \$6,500.00 for two EMS response bicycles to be utilized at various times within our community. The estimated cost for the two bicycles is \$6,200 (please see <b>Exhibit PS2-1</b> from Volcanic Bikes, a company that specializes in first responder bike applications), however, we are seeking \$6,500 to additionally outfit the units with specialized racks to hold equipment.</p> <p>The purchase of two EMS response bicycles will enhance our ability to provide timely and effective emergency medical care in key areas of our community, including the bike path that links both West Springfield and the Springfield downtown / Casino area.</p> <p>The recent expansion of bike lanes, sidewalks, and bike paths has significantly increased foot and bike traffic in these areas. This growth in pedestrian activity has created new challenges for our EMS response teams. Traditional ambulances often face difficulty accessing patients in these busy, compact, or restricted spaces, leading to potential delays in care during critical emergencies.</p> <p>The addition of EMS response bikes would allow our medically trained professionals to quickly and safely navigate the bike paths, sidewalks, and other pedestrian-dense areas. Equipped with essential medical supplies,</p>	

these bikes can ensure rapid deployment of first responders, stabilizing patients on-site while advanced medical transport is in-route.

Specifically, areas that are in direct contact with the City of Springfield and the casino area, including the Memorial Bridge, North-end Bridge, Memorial Ave corridor, and the bike path are a key artery linking directly to our downtown and hotel district. These areas attract high volumes of visitors, particularly during evenings and weekends as a direct result of the casino. With increased foot traffic, the probability of medical emergencies also rises. EMS bikes would allow us to meet these challenges effectively by ensuring responders can arrive within minutes, regardless of traffic or access limitations. This proactive approach aligns with our mission to provide exceptional emergency care and improve outcomes for our community and its visitors. The addition of these EMS response bikes will not only enhance public safety but also demonstrate our commitment to adapting our services to meet the evolving needs of our community.

Due to the close proximity of our major roadways to the MGM Casino in Springfield, the addition of EMS response bicycles would also provide for opportunity to provide mutual aid to Springfield EMS on the Springfield portion of the bike path and Springfield Riverfront Park which are adjacent to the MGM Casino.

**Proposed MGC Grant Budget**

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
EMS Response Bicycles and Equip Rack	Procure summer 2025	2	\$6,500
	<b>TOTAL:</b>		\$6,500

**Part C- Public Safety** - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, catalog cuts of proposed equipment purchases, quotes, training course syllabus, etc.

<b>Project Name: Prisoner Transport Vehicle</b>	
Please provide below the contact information for the individual managing this aspect of the grant.	
<b>Project Contact:</b>	<b>Additional Project Contact</b> <i>(if applicable)</i>
Name: Jay Gearing	Name: Sharon Wilcox
Title: Police Chief	Title: Chief Financial Officer
Department: Police Department	Department: Finance
Email Address: jgearing@westspringfieldpolice.org	Email Address: swilcox@tows.org
Telephone: (413)263-3210	Telephone: (413)263-3025
Address: 26 Central Street West Springfield, MA 01089	Address: 26 Central Street, Suite 1 West Springfield, MA 01089
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p>	
<p>It is recognized by law enforcement and the casino industry that casinos and other hospitality related businesses may attract certain type of crime including but not limited to human trafficking, money laundering and drug trafficking. Other crimes that may be attributable to casinos include increased assaults, fraud and property crimes.</p>	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>The West Springfield Police Department is requesting funding for the purchase of a new Ford transport van for the transportation of prisoners. West Springfield currently does not have prisoner transport van.</p> <p>The use of a transport van will enhance the security of our police officers as well as provide comfort and safety for prisoners. Currently, the West Springfield Police Department utilizes a patrol car to transport prisoners. The current design of a patrol car only allows for one prisoner to be transported per patrol car at a time.</p> <p>The West Springfield Police Department has reached a need for a police transport van based on increased call volume, arrests and protective custody cases. These call volumes have increased noticeably at hotels and motels within West Springfield. In 2017, pre MGM Casino, the West Springfield Police Department responded to one thousand-twenty eight (1,028) calls for service at our nineteen hotels and motels. This number has grown every year since the casino opening. In 2023, the last year of complete records, the West Springfield Police Department responded to one thousand-five hundred and twelve (1,512) call for service at our hotels and motels. This represents a four hundred eighty four (484) calls for service increase, or 47%. The increased call volume has increased the need to transport multiple prisoners simultaneously. This has had a direct impact on the transportation of prisoners to and from the police station to court hearings and directly to the jail located in</p>	

Ludlow, Massachusetts. At present time multiple prisoners who need to be transported require multiple trips which is a substantial impact on police service and resources. A transport requires two officers out of service per transport. Multiple trips impact staffing, fuel costs and wear and tear on patrol vehicles.

The West Springfield Police Department has estimated the cost to be for \$81,323.58 for the purchaser of a transport van, per review of current pricing through McGovern Municipal HQ. Based on call increase of 47% from 2017 (pre MGM Casino) to 2023, West Springfield Police Department is seeking \$38,222 toward the purchase of a new prisoner transport vehicle.

**Proposed MGC Grant Budget**

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Prisoner Transport Vehicle	Fall 2025	1	\$81,323.58
Local Share			(\$43,101.58)
	<b>TOTAL:</b>		\$38,222.00

**Part C - Public Safety** - The application should include sufficient backup information for the review team to fully understand the project(s). This information could include locus maps, catalog cuts of proposed equipment purchases, quotes, training course syllabus, etc.

<b>Project Name: Fire Training/Overtime</b>	
Please provide below the contact information for the individual managing this aspect of the grant.	
<b>Project Contact:</b>	<b>Additional Project Contact</b> <i>(if applicable)</i>
Name: Christopher Bartone	Name: Sharon Wilcox
Title: Fire Chief	Title: Chief Financial Officer
Department: Fire	Department: Finance
Email Address: cbartone@tows.org	Email Address: swilcox@tows.org
Telephone: (413)263-3226	Telephone: (413)263-3025
Address: 44 Van Deene Ave West Springfield, MA 01089	Address: 26 Central Street, Suite 1 West Springfield, MA 01089
<p>I. Please use the space below to identify the impact of the gaming establishment on your municipality. You may use the impacts identified in the FY 2026 Guidelines relevant to this category. If you are using an impact not identified in the guidelines, please use the space below to identify the impact. Please provide documentation or evidence that gives support for the determination that the operation of the gaming facility caused or is causing the impact (i.e., surveys, data, reports, etc.)</p> <p>As identified in the guidelines, the influx of visitors to a casino can result in an increase in calls for service and put pressure on local emergency services including emergency responders like fire departments and EMS. This could lead to increased needs for mutual aid.</p>	
<p>II. Please describe the project in detail and how the proposed project will address the impact indicated above. Please include a breakdown of the proposed scope of work, the scope should be sufficiently detailed to allow the review team to understand the steps required for project completion.</p>	
<p>The West Springfield Fire Department is requesting \$14,963 to have an outside vendor conduct standpipe training for our members. The training session would be a one-day (eight hour) course and participation would be capped at 25 members. The course would be conducted outside of working hours paid at an overtime rate for the members. The training will enhance our firefighters' ability to operate effectively in high-rise and standpipe-equipped buildings—an essential skill given the evolving risks within our jurisdiction.</p> <p>West Springfield is home to over 18 hotels, which have experienced a significant increase in occupancy and emergency call volume since the opening of the MGM Casino in nearby Springfield. This rise in activity has led to greater demand for our services, particularly in buildings with 4 or more stories and are standpipe-equipped where fire suppression tactics differ significantly from standard operations.</p> <p>Additionally, WSFD plays a crucial role in regional emergency response, providing mutual aid coverage to the City of Springfield, including the MGM Casino. In 2024 alone, WSFD responded to 12 mutual aid requests for coverage in Springfield, further underscoring the need for specialized training to ensure the safety of both our firefighters and the public.</p>	

The requested funding will cover the costs associated with instructor fees, training materials, and logistical expenses necessary to conduct the Standpipe Operations Training. This investment will directly improve firefighter readiness, enhance operational effectiveness, and ensure we are fully prepared to respond to high-rise emergencies both in West Springfield and as part of our mutual aid agreements.

Please see **Exhibit PS3-1** for vendor quote of \$2,462.50 to provide training.

Overtime costs are estimated at an average rate for firefighters and lieutenants of \$62.50/hour.

**Proposed MGC Grant Budget**

Please use the following table to outline the project budget. Please include as an attachment any requests for proposals, quotes, or estimates that would quantify the costs associated with the mitigation.

Description of Purchase/Work	Timeline	QTY	Budget
Vendor cost for Specialized Standpipe Operations Training One-day, eight-hour training (up to 25 participants)	Spring 2026	1	\$2,463
Overtime – 25 FF & LT (8 hours each)	Spring 2026	25	\$12,500
	<b>TOTAL:</b>		\$14,963

# Downtown West Springfield

# Wayfinding



# Signage Plan

AUGUST 2024



Funded by MA Downtown Initiative Program of:



**Commonwealth of Massachusetts**  
Executive Office of Housing and  
Economic Development





Source: MassLive.com

# Acknowledgements

## Town of West Springfield

<b>Allyson Manuel</b>	Planning Department Head
<b>Connor Knightly</b>	Town Engineer
<b>Carly Camossi</b>	Mayor's Office, Chief of Operations

---

## Stantec

	Urban Mobility Consultants
<b>Jason Schrieber</b>	Principal in Charge
<b>Whitney Burdge</b>	Project Manager
<b>Yeojin Kim</b>	Transportation Planner

---

## Massachusetts Executive Office of Economic Development

<b>Emmy Hahn</b>	Massachusetts Downtown Initiative (MDI)/LRRP Program Coordinator
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This report was prepared on behalf of the Town of West Springfield through a “Massachusetts Downtown Initiative Technical Assistance Program” competitive grant from the State Executive Office of Economic Development (EOED).

The Town staff of West Springfield provided oversight and review of the wayfinding plan and final report. In addition, city businesses, residents, visitors, and employees provided insight and input into this study through a series of engagement opportunities. On behalf of the EOED and the Town of West Springfield, the study team would like to thank all stakeholders and participants for their constructive inputs to this process.

# Table of Contents

**01 / Project Introduction**

**02 / Introduction to Wayfinding**

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**04 / Community Engagement**

**05 / Design Options**

**06 / Recommended Signage Package**

**07 / Appendices**

Brand Options Summary

Fabricator Drawings

Public Survey Results











# 1

## Project Introduction

Goals  
Scope/Timeline  
Study Area



Source: John Phelan, Wikipedia

# Introduction

## Showing West Springfield the way

With its position adjacent to the Connecticut River and regional arterials carving through the center of downtown, West Springfield is well-positioned to be a vibrant Town that attracts a wide range of visitors. As with many other historic towns throughout the Commonwealth, West Springfield has a unique history that deserves to be celebrated. In fact, this project process overlapped with the Town's 250th year anniversary in early 2024. Although some of the service-related destinations downtown continue to attract a consistent flow of daily visitors, the Town continues to make improvements that increase the navigation, ambiance, and walkability of downtown to improve the attractiveness of Downtown to new visitors. These include the upcoming completion (Summer 2024) of a new roundabout to replace the current signal-controlled intersection of Elm Street and Westfield Street (Route 20), and the installation of attractive landscaping throughout the center. A cohesive and impactful wayfinding system is imperative for informing new visitors of available destinations and amenities, and routing users of different travel modes efficiently. Although people primarily drive to visit West Springfield, visitors by transit or bicycle also have unique needs for navigation both prior to and upon arrival.

Currently, there is a wide range of styles and systems for the Downtown's existing wayfinding signage, which have been layered upon each other over time. This has resulted in an outdated and counter-intuitive system that 1) doesn't entirely capture visitors at the appropriate

locations to help them navigate (particularly regarding public parking facilities), 2) lacks clarity and consistency in which destinations are featured on signage and how they are identified, and 3) doesn't speak to a distinct visual brand or identity that is representative of Downtown West Springfield.

The Town of West Springfield applied for technical assistance provided by Stantec through the Massachusetts Downtown Initiative of the State's Department of Housing & Community Development (DHCD). The assistance included developing a wayfinding plan to kickstart a longer-term goal of completely overhauling the downtown's wayfinding signage system. This plan is intended to provide guidelines about future sign placement and early design concepts which the Town may use to either pursue fabrication of signage, or pursue a follow-on Town-led process involving further refinement of design options.

With the understanding that the Town intends to completely replace all existing (Town-owned) signage, the tasks for this specific plan included:

- Conducting an **inventory** of all existing signage
- **Identifying "gaps"** in existing sign types based on the destinations the signs are intending to direct to and the logical navigation points of different modal users
- Investigating how existing signage might be blended to inform **one, common brand/style**
- Developing a recommended signage inventory **implementation approach**
- Developing **specification drawings** for a preferred design option that could be fabricated immediately following the plan

At the initiation of this project, the Project Team identified a set of goals that they hoped to achieve throughout the wayfinding plan process.

## PROJECT GOALS

- ▶ **Create a brand and signage system that is reflective of the Town's character**
- ▶ **Better direct visitors to key destinations downtown**
- ▶ **Improve connectivity to and between parking areas**
- ▶ **Create a sense of arrival for visitors using various modes of travel**
- ▶ **Develop a strategy for integrating or improving the unity of existing wayfinding**
- ▶ **Establish an inventory of signage to help inform future wayfinding needs and priorities**



# Technical Assistance Tasks



## Anticipated Outcomes of this Effort

- Develop up to (2) preliminary design options for each of the following sign categories:
  - Directional (for vehicles and pedestrians)
  - Identification
  - Information

which can be further customized or can inform potential future (permanent) sign designs

- Prepare **concept-level** files ready for sign fabricator to develop/finalize/print for standard metal signs on posts
- Identify recommended signage locations to address the navigation needs for prioritized destinations



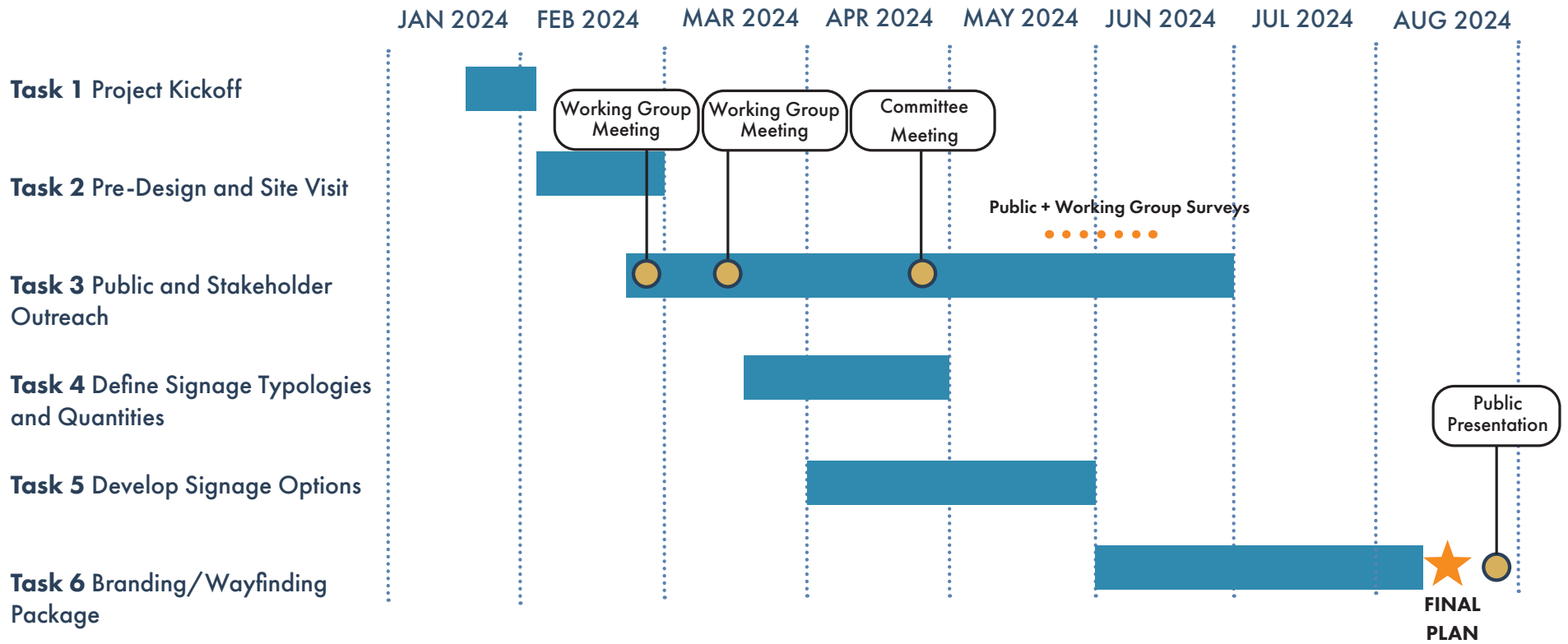
## Potential Future Outcomes Beyond this Effort

- Execute a comprehensive branding and marketing strategy or conduct an in-depth public engagement process
- Develop a comprehensive signage suite of many options
- Design complex signage options that incorporate special materials
- Plan and execute a phased fabrication and installation program



Source: Shutterstock

# Project Timeline





# Project Boundary

The Project Team defined a boundary for the Wayfinding Plan to encompass key destinations and routes to/from the downtown area. This includes the entirety of Park Street, Park Avenue, South Boulevard, Westfield Street to the east, Elm Street up to Neptune Avenue, Southworth Street, and Riverdale Street between Southworth and the roundabout at North End Bridge.

Generally, the study area serves travelers who are primarily driving, although the Pioneer Valley Transit Authority (PVTA) R10 and P20 routes provide service with stops in the downtown area. The downtown core is of a walkable scale, providing easy access to businesses, as well as to the attractive Town Common. With the understanding that one of the primary roles of wayfinding signage is to serve driving, biking, and walking visitors unfamiliar with West Springfield, the boundary did not include residential areas near downtown.

Although the signage inventory and other analysis for this study is primarily constrained within this boundary, areas beyond were also found to be in need of improved wayfinding to better support navigation to downtown West Springfield and other commercial, civic and recreational destinations. The principles and guidelines shared in this document are intended to support future efforts by the Town which can be deployed beyond the downtown.







Source: Flickr







# 2

## **Introduction to Wayfinding**

Wayfinding Signage Typologies

# Wayfinding Signage Typologies

## Different Signs for Different Purposes

Wayfinding signage can typically be categorized within the following four typologies. A few examples have been included for each category, but the options are truly endless for how signage might be designed.

Each typology has a unique function. Ideally, all four are designed to coordinate with each other in their general design as part of a cohesive and recognizable wayfinding system.



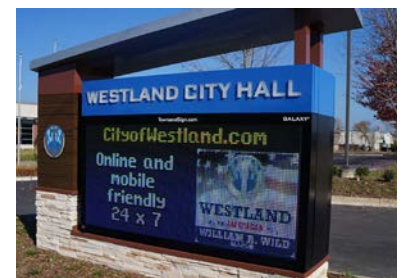
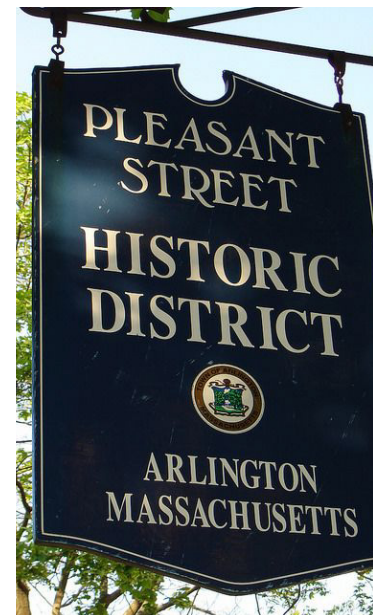
## GATEWAY

**What it does-**  
Creates a sense of arrival (usually from a primary access route) and defines the boundary of a district or downtown (e.g., welcome sign)



## IDENTIFICATION

**What it does-**  
Identifies landmarks or other points of interest by name or symbol. It might include information about hours of operation, services provided, etc.







## DIRECTIONAL

### What it does-

Directs you toward a specific area or destination (such as key parking locations), typically with the use of arrows



## Principles of Wayfinding Signage

### Be memorable-

Visual language should build on brand identity to drive economic growth

### Be inclusive-

Stakeholders and the public should take part to create a sense of ownership

### Be multimodal-

Improve navigation/safety for all types of travel and expand connections

### Be scalable-

Have built-in flexibility as a kit of parts that can be tailored and used as the town grows and other signage needs change

### Be planned-

Have a phased approach (including budgeting considerations) to reduce the time to achieving a fully installed and coordinated sign system



## INFORMATION

### What it does-

Provides information about where you are located in the context of an area (such as with maps in a visitor kiosk), or details about a destination (e.g., seasonal access, only)



## Different Scales for Different Users

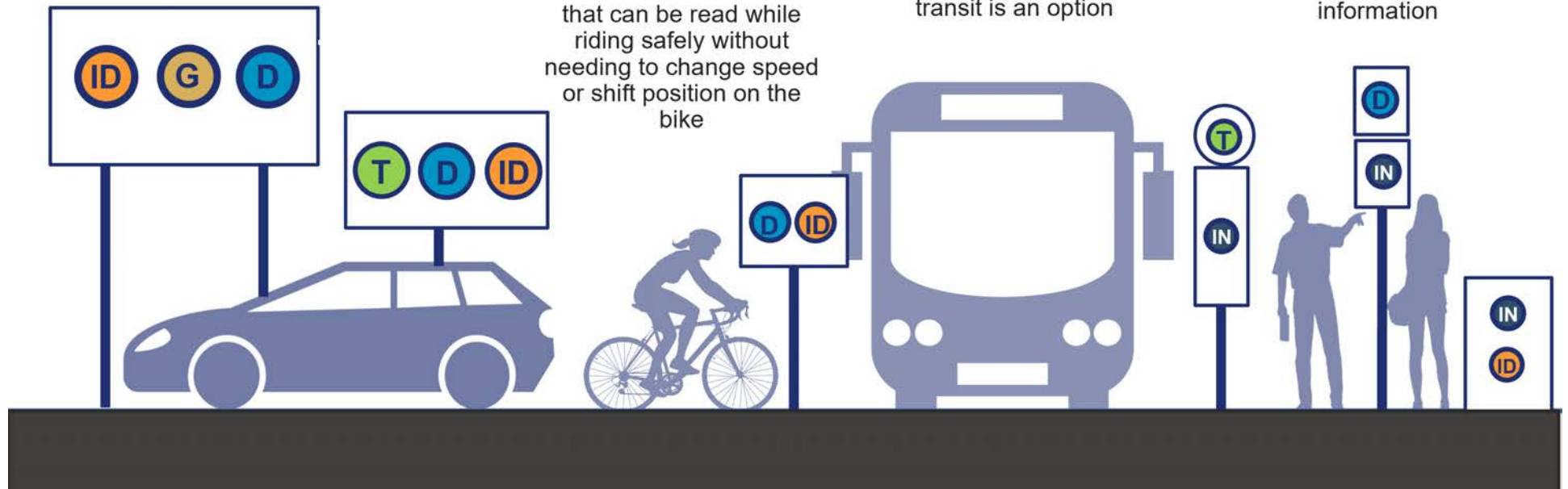
Within each of the four signage typologies, there may be a range of optimal sizes of signs. The graphic below demonstrates how different scales of signs should be used to help users of different modes navigate effectively and safely.

**Vehicles** need signage that can be seen from a greater distance, directing them to popular driving destinations to be able to give drivers time to navigate safely or adjust a route, as needed

**Bicyclists** need signage that can be seen from a distance and at a level that can be read while riding safely without needing to change speed or shift position on the bike

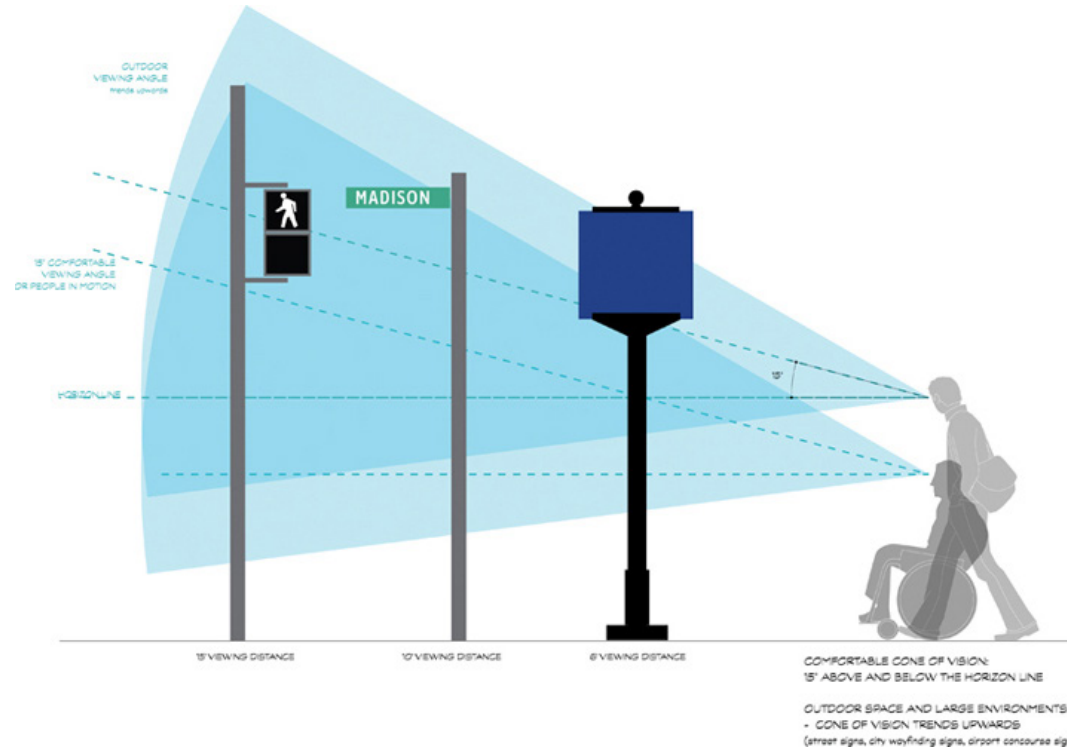
**Transit-riders** need signage that can be seen both while riding/driving, and also while walking to help them better plan trips and understand where transit is an option

**Pedestrians** need signage that is visible both from a distance to be able to adjust walking routes to/from parking (or other areas), and also visible at eye level to offer more detailed information



## Making Signage Accessible for All

The size of wayfinding signage is important for increasing its visibility, but other considerations such as sign placement (height, positioning on a sidewalk, proximity to other street elements that might obstruct signs when viewed from a distance, etc.) should be considered as well to make sure that visitors of all abilities have clear views of the signs.







- Incorporated 1774 -



The Birthplace of

the Morgan Horse

WELCOME TO  
WEST SPRINGFIELD







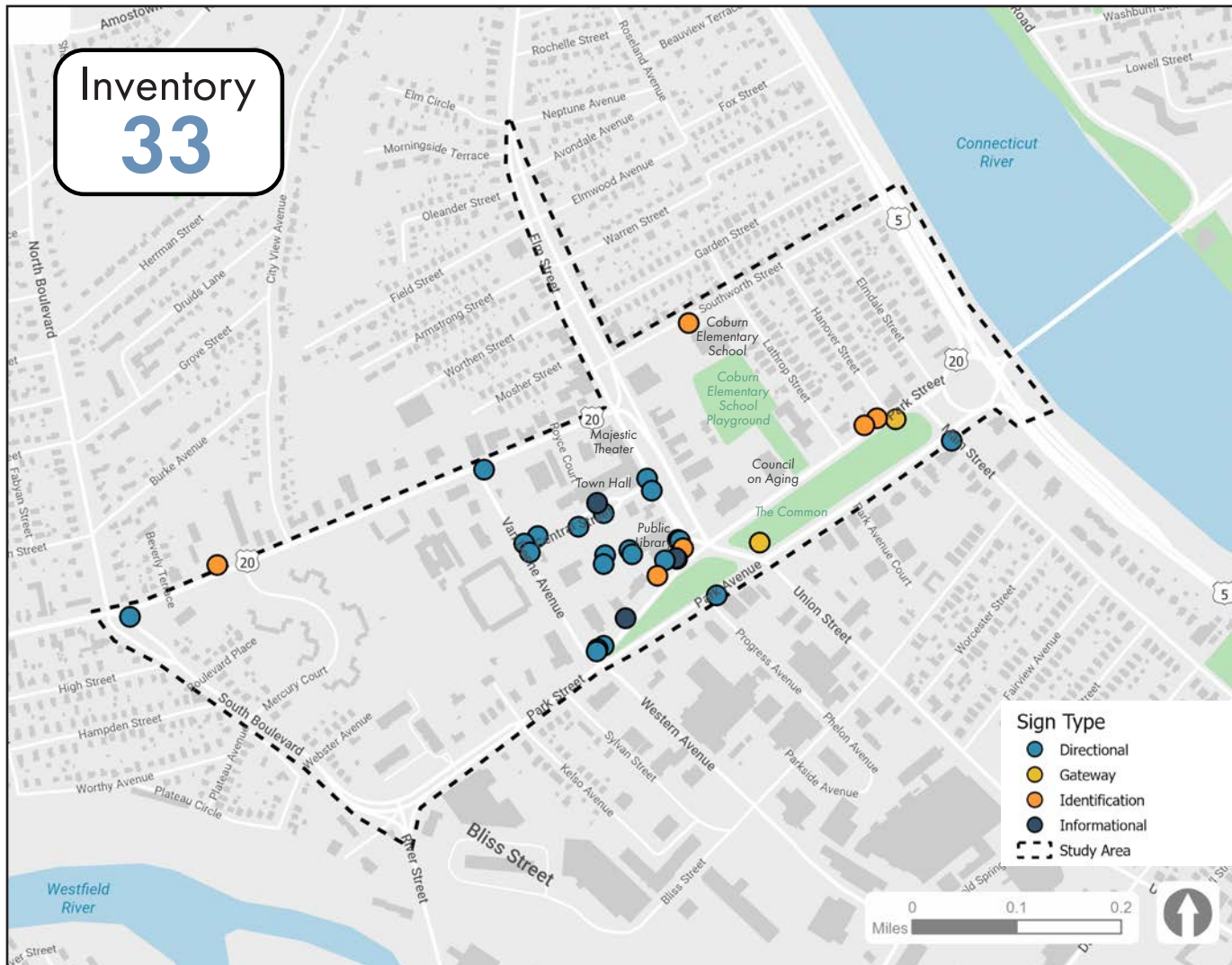
# 3

## Existing Sign Inventory

- Overall Inventory
- Gateway Signs
- Directional Signs
- Identification Signs
- Information Signs



# Existing Signs - Overall Inventory



## General Observations

- Signs are most densely clustered in the downtown core area near Town Hall where there is a higher concentration of visitor destinations
- Signs directing towards downtown West Springfield at key vehicle entry points at the perimeter of the study area are limited or absent, most notably when heading towards downtown either from Elm Street traveling southbound or from entry points heading northbound, including River Street and Union Street
- There is also a lack of signage at the roundabout once entering the West Springfield boundary from across the Connecticut River



## Existing Signs - Gateway



### West Springfield Examples



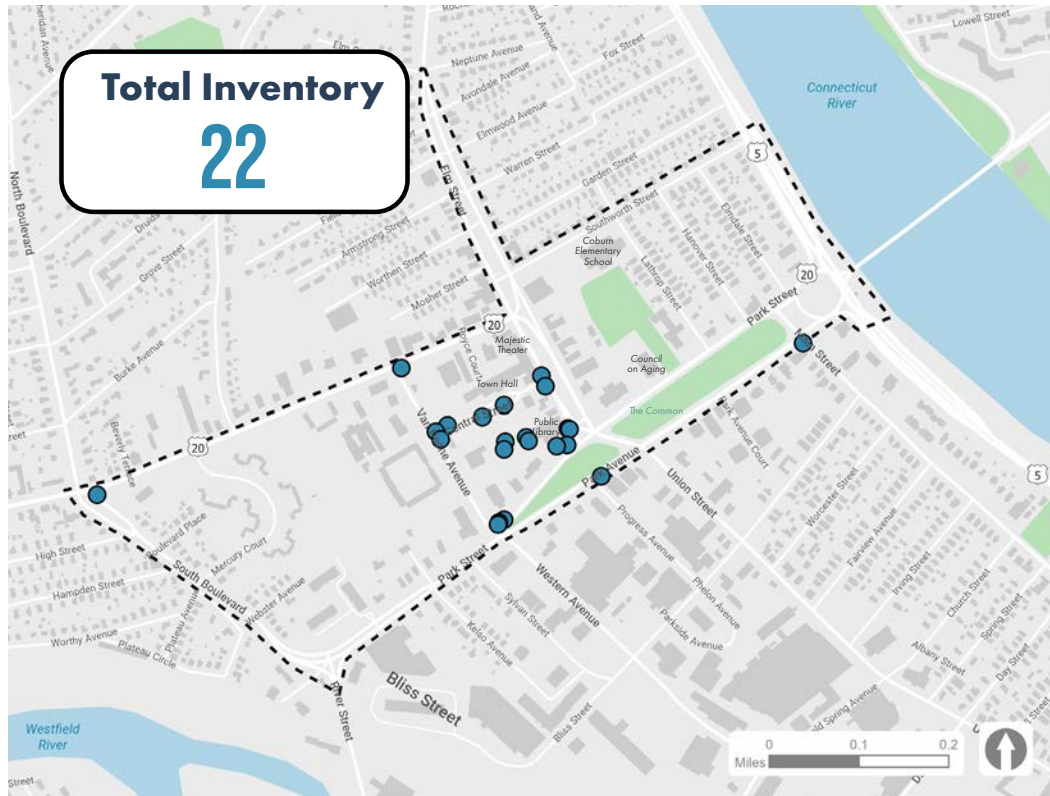
### Observations

- The gateway sign serving the highest volume of incoming travelers is located right off of the North End Bridge roundabout, for southwest-bound vehicles
- The two gateway signs are not visually cohesive and are different in style and colors
- There is no gateway sign from the western or northern approaches into downtown
- Information on digital signage below the gateway signage can be customized and informative, but may also be distracting to drivers





## Existing Signs - Directional



### West Springfield Examples



### Observations

- Existing directional signs are at scales both appropriate for either vehicles or pedestrians, however few destinations are identified
- Older and newer signage is not cohesive in style or reflective of a single Town brand
- Most directional signs point to either the library, municipal offices, or parking signage
- Directional signs, excluding the public library, municipal parking, and municipal offices, are not well maintained, and some may be irrelevant or inaccurate



# Existing Signs - Identification



## West Springfield Example



## Observations

- There is variation in the amount of information that is included on the signs for different destinations
- All identification signs are different in style. There is a range of materials and varying level of design detail and quality of signage
- Some identification signage is of a similar size and appearance to street signage so does not particularly stand out as being a different sign type
- The DPW sign in particular appears especially outdated and does not correlate with other signage associated with the Town

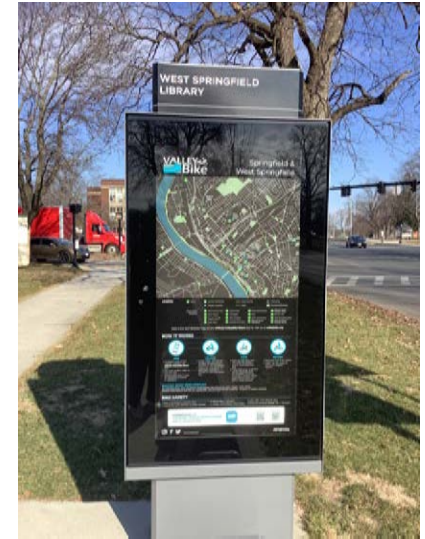




# Existing Signs - Information



## West Springfield Example



## Observations

- There is limited informational signage to guide pedestrians. Only one is available by the public library.
- Information signs relating to historic sites are too small and not located where pedestrians would easily access.





A wide range of sign types and styles observed throughout the downtown.









# 4 **Community Engagement**

Wayfinding Committee  
Targeted Survey

# Wayfinding Committee

## Balancing Best Practices and Preferences

To gather a diverse range of feedback from key organizations and departments that provide services to West Springfield, and to maintain transparency throughout the planning process, a **Wayfinding Committee** was established for this effort.

The Wayfinding Committee was comprised of individuals representing:

- Town of West Springfield
  - Commission on Disabilities
  - Planning Board
  - Historical Commission
  - Department of Public Works
  - Mayor
  - Planning Department
- Majestic Theater

Two virtual meetings were held with the Committee with the following goals:

### MEETING #1- February 27, 2024

Share the sign inventory and educate about signage typologies

- Identify priorities for which destinations should be included on signage
- Understand general preferences regarding design components of existing signage in West Springfield

### MEETING #2- April 24, 2024

- Present and gather feedback on initial options for West Springfield's wayfinding signage color palette, motifs, and font

## Key Comments from the Wayfinding Committee



- Sign colors should stand out and should not blend with the background or with the sky.
- Lighting is critical for sign visibility. Potentially add overhead lighting on key signage.
- Street lighting on Elm Street would enhance sign visibility.
- Signs should be big and visible for drivers
- Add icons to symbolize general locations
- Glass signage material can be easily damaged and is costly for replacement.

Committee members were asked for their ideas about the words, symbols, or features they feel best represent downtown West Springfield. These were shared with the understanding that they would be used for inspiration in the development of potential sign design options.

## Features or Characteristics that Represent West Springfield

- The Big E
- Crossroads
- Diverse
- Sense of community
- White church
- Mittineague Park
- Fountain
- The Common
- Bear Hole
- Morgan Horse
- Friendly





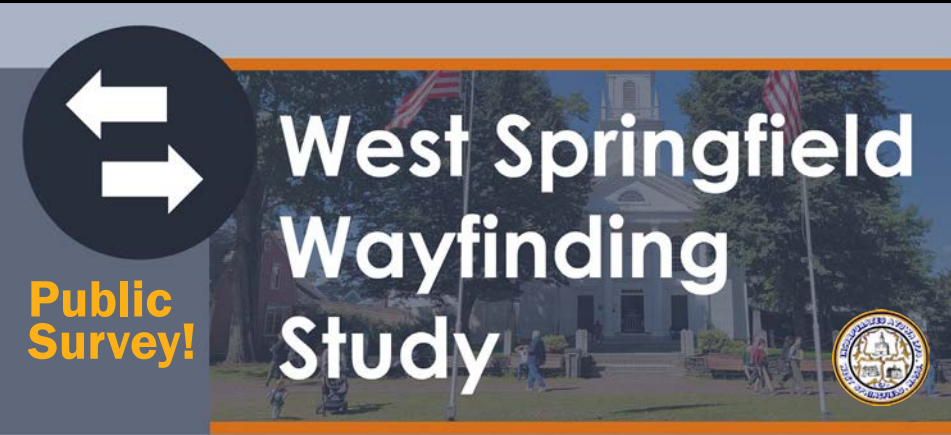
# General Public

## Identifying Preferences

As part of the Wayfinding Committee Meeting #2 process, preferred draft design options for the color palette, design motif, and font to potentially be included on wayfinding signage were selected from a larger range of options. The refined options were then presented to the public in an online survey for comment and voting. The survey was also developed to better understand general perceptions regarding the effectiveness and designs of existing signage, and to identify any other strong associations with characteristics or features representative of the Town which had not been identified by the Wayfinding Committee.

The survey was advertised through the Town newsletter and Town social media and was kept open for two weeks. Although the level of responses was low, the feedback shared provided useful insights and further helped refine preferred design options.

25  
participants



**West Springfield Wayfinding Study**

**Public Survey!**


**What do you think about wayfinding signage in West Springfield?**

The Town has been developing a wayfinding study in downtown West Springfield to:

- Establish an inventory of existing signage
- Ensure signs serve various types of users
- Identify locations for new signage to better direct visitors to downtown and nearby destinations
- Use signage to improve visibility of parking and access to parking
- Create a sense of arrival with a distinct sign style that reflects the character of Downtown

Tell us about your experience when visiting West Springfield, your thoughts on the current signs, and other input that will directly inform where new signs should be located and how they might be designed. You may see these new signs on the street in the near future!

**WHEN?** May 20- June 3, 2024



Scan the QR code or visit this website link-  
<https://tinyurl.com/WestSpringfieldSigns>

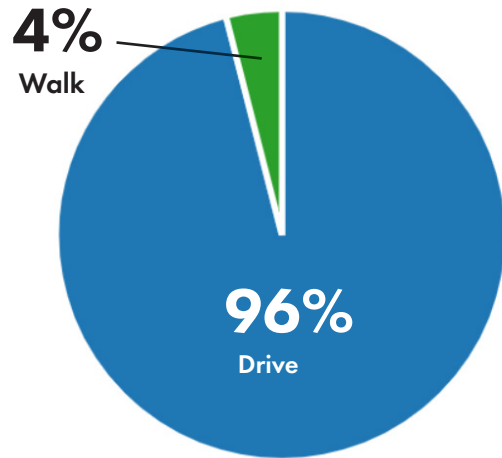
**HOW?**

Contact **Allyson Manuel**  
Planning Director  
amanuel@westspringfield.gov

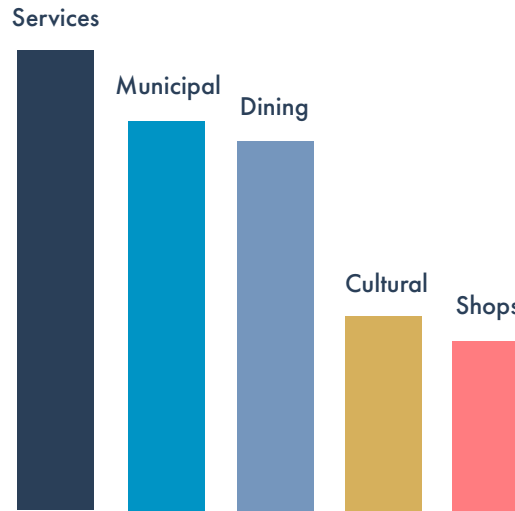
**QUESTIONS?**

## Public Survey Data Summary

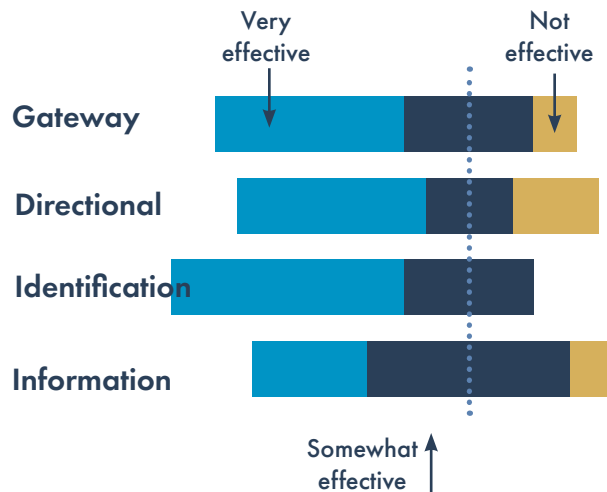
When you visit Downtown West Springfield, which transportation mode do you usually take?



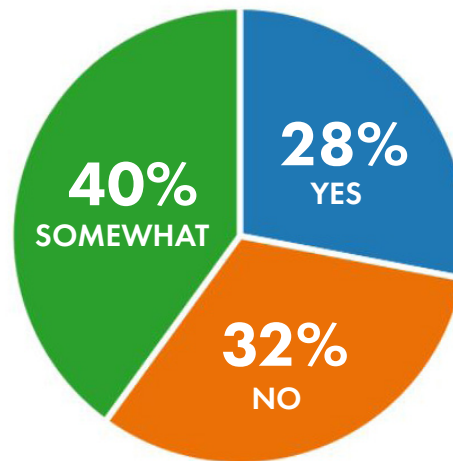
These are the top 5 types of destination that customers/visitors visit in Downtown West Springfield.



How effective do you generally think the existing wayfinding signs in West Springfield are in serving their purpose?



Do you think the existing signage in West Springfield is reflective of the Town's character?



## Recurring Themes from Survey Comments

### Existing Signage

- Gateway signage has too much information and is distracting to drivers
- Fonts are small and it's hard to see when driving
- Signage lacks visual and stylistic cohesion
- Signs are cluttered

### Future Signage

- Make signs easy to read
- Make signs simple and minimal

## Other Ideas Shared

- Add signage to direct visitors to places like parks and religious buildings
- No need for additional parking signage
- Gateway signage needs improvement





# 5

## **Design Options**

Design Development

Design Components

Other Design Considerations



# Design Development

## The Core Components of Wayfinding Signage Design

One of the primary tasks for this plan was to develop early design concepts and potential design options for future wayfinding signage. The Town intends to manufacture signs in the near future based on the guidance provided from this study. The Town may wish to pursue a more comprehensive and collaborative effort in the future but a simple process of narrowing down the options for the five core design components of a wayfinding sign was developed for this plan.

1. Color
2. Motif
3. Font
4. Size
5. Shape

These will be described in greater detail in this section.



Source: Masslocal



1.  
Color

2.  
Motif

3.  
Font

4.  
Shape

5.  
Size



## Design Consideration- Existing Signage

The following pages identifies some of the features of the Town and characteristics that inspired the project team's design component options.

Discussions with the Project Team and Wayfinding Committee revealed that there were not many particularly strong attachments to the various design components evident in the existing signage in downtown today.





# 1. Color

## Design Components

Colors are often used as a tool in wayfinding signage design to help users quickly differentiate between different types of destinations, services, or geographic areas. The examples to the right demonstrate some of the many effective approaches that could be utilized.

With inspiration found throughout the planning process, a selection of color palettes were developed for potential signage. For each palette, a dominant color is featured along with secondary colors which could potentially represent different destination categories.



### BEST PRACTICE-

### Principles of Wayfinding Signage

#### Multiple Colors

If using more than one color, there should be enough contrast between them so that people with varying levels of colorblindness are able to differentiate

#### Functionality

Deeper colors help white text pop out more and be highly visible

The following color palette options were shared with the Wayfinding Committee.

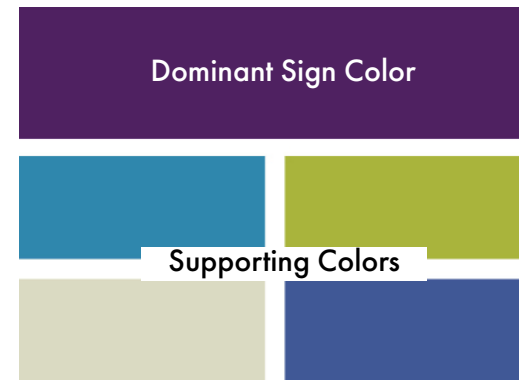
### Option 1 - Existing Branding

**Inspiration:** Builds from existing Town website branding. Compatible with Town seal, West of the River Chamber of Commerce (WRC) logo, and the 250th year anniversary logo.



### Option 2- Something New

**Inspiration:** Fresh, different colors than currently used in West Springfield and also very distinct from the adjacent City of Springfield's branding colors.



### Option 3- Nod to History

**Inspiration:** Historic postcards of the town, details of built materials (brick and pavers). Inspiration from the current gateway sign, which is more historic in its design



### Option 4- Patriotic

**Inspiration:** Evidence of patriotic flags/symbols and values throughout downtown





## 2. Color

When wayfinding signage is used to define a district or municipality, a motif/logo is often incorporated to reinforce that a visitor is still within (or heading towards) the boundaries of an area. A motif may use a symbol that is representative of a unique feature of the built or natural environment, may reflect the general character, or reference other local symbology, such as a government seal. There are endless possibilities



### BEST PRACTICE-

### Principles of Wayfinding Signage

#### Level of Detail

Motifs should be simple and not overly detailed so they can be scaled easily to different sizes

#### Functionality

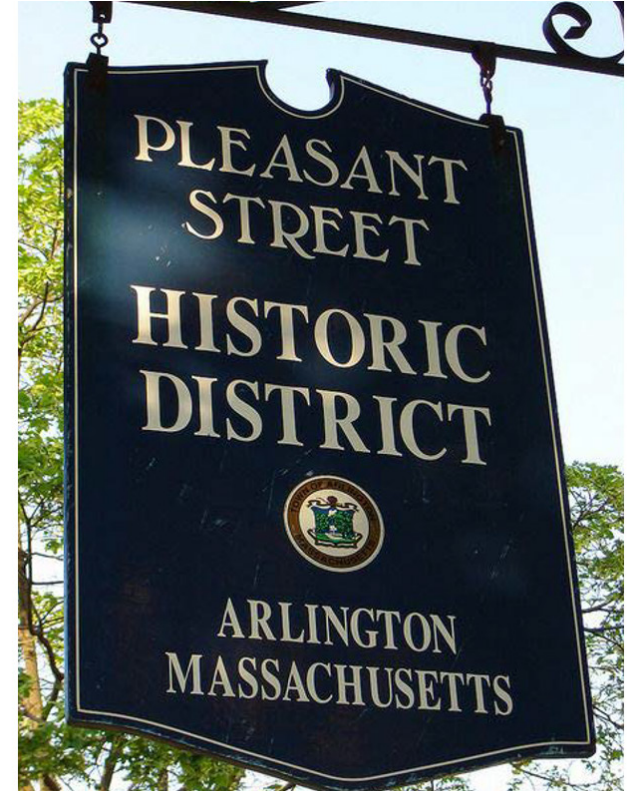
The motif should be recognizable from a distance but not distract from the information on the sign

#### Timelessness

The design should avoid techniques or styles that are distinctly "of the moment" so that it is still appealing years later

for how a motif could be integrated, in terms of scale and proportion. A few simple examples are shown on this page.

Several early design concepts of motifs were developed for this wayfinding plan which are intended to be further developed through future efforts. The concepts were informed by various sources regarding the character of Downtown West Springfield. The five concepts which were shared with the Wayfinding Committee are identified on the following pages.

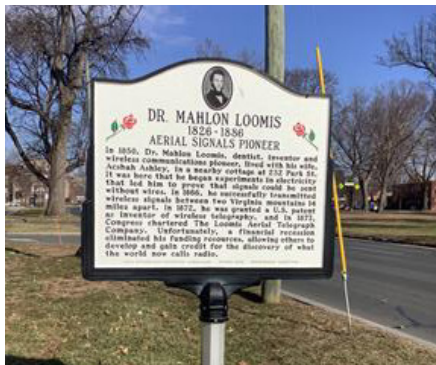


The following early motif/symbol concepts were presented to the Wayfinding Committee for feedback. For easier comparison, all options were created using the Color Palette Option #1 and a blue/white option.

## Option 1- Radio Signal & Beacon

**Inspiration:** Highlights unique history of Mahlon Loomis' contribution to discovering radio signals.

- Features white church spire acting as a recognizable beacon
- Depicts energy and spreading growth
- Translates well to black and white (on paper marketing materials, etc)
- Easily customized with other colors



## Option 2- The White Church

**Inspiration:** Features White Church as a distinct and recognizable gateway to the downtown.

- Modern representation of building on town seal
- Translates well to black and white (on paper marketing materials, etc)
- Easily customized with other colors

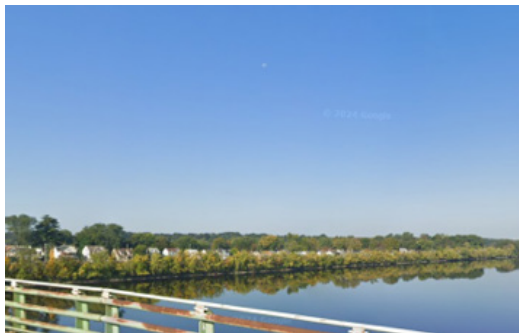




### Option 3- Mayflower

**Inspiration:** Reference to the natural environment, the town's connection to the river, the flowers which are and will be integrated into downtown's landscape.

- Represents the Mayflower (state flower) as a sense of pride and also welcoming
- Translates well to black and white (on paper marketing materials, etc.)
- Easily customized with other colors



Source: WWLP

### Option 4- Morgan Horse

**Inspiration:** Simplified, modern reinterpretation of Morgan horse featured on current gateway sign.

- Integration of feature clock downtown
- Translates well to black and white (on paper marketing materials, etc.)
- Easily customized with other colors



Source: Masslive.com



## Option 5- Terrier

**Inspiration:** Reference to terrier statues which are predominant through the town.

- Represents friendliness and approachability
- Translates well to black and white (on paper marketing materials, etc.)
- Easily customized with other colors



## Usage of Icons

Although a range of options weren't developed or defined through this study process, there was general consensus shared through the Wayfinding Committee that the use of simple icons would be beneficial on signage to direct towards general amenities, such as those shown below. The use of universally-recognizable symbols can help reduce the amount of text required on signage and improve legibility.

### Parking



### Recreation



### Shopping



### Dining



### 3. Font

The single most important purpose of a wayfinding sign is to **clearly communicate information**. As such, the font used on signage is one of the most important aspects of its design. Best practice guidance recommends that signage lettering incorporates a sans-serif font for optimal clarity/legibility. There are many options of sans-serif fonts, each with slightly different characteristics.

Several sans-serif fonts were selected for consideration for a potential Downtown West Springfield wayfinding system because they offered some combination of the following characteristics:

- **Clean**
- **Crisp**
- **Timeless**
- **Friendly**
- **Confident**
- **Flexible** (look good with different motifs)

The fonts were shared with stakeholders and through the public survey using the same language and against the same color background for comparison purposes.



#### BEST PRACTICE-

#### Massachusetts Department of Transportation (MassDOT) Guidance

##### Legibility

Sign legibility is a direct function of letter size and spacing. Legibility distance has to be sufficient to give road users enough time to read and comprehend the sign. Under optimal conditions, a guide sign message can be read and understood in a brief glance. The legibility distance takes into account factors such as inattention, blocking of view by other vehicles, unfavorable weather, poor eyesight, or other causes for delayed or slow reading. Where conditions permit, repetition of guide information on successive signs gives the road user more than one opportunity to obtain the information needed.

*(From the MassDOT Manual on Uniform Traffic Control Devices and the Standard Municipal Traffic Code)*

#### Principles of Wayfinding Signage Lettering

##### Font Family

Sans-serif fonts are the most legible (see sample below) as the "feet" and other details of serif fonts can skew or distort lettering as the distance from the sign increases. Unusual or "zany" fonts should not be used but those which are "universal," meaning they can be read quickly and easily by anyone.

##### Lettering Size

Recommended font size should be 1 inch for every 10 feet of viewing distance (important to consider for signs that are intended for different modes)



The following (non-proprietary) font options were shared with the Wayfinding Committee for feedback.

**Option 1.**

**DOWNTOWN WEST SPRINGFIELD**  
Parking straight ahead

**Option 2.**

**DOWNTOWN WEST SPRINGFIELD**  
Parking straight ahead

**Option 3.**

**DOWNTOWN WEST SPRINGFIELD**  
Parking straight ahead

**Option 4.**

**DOWNTOWN WEST SPRINGFIELD**  
Parking straight ahead

**Option 5.**

**DOWNTOWN WEST  
SPRINGFIELD**

**Option 6.**

**DOWNTOWN WEST SPRINGFIELD**  
Parking straight ahead

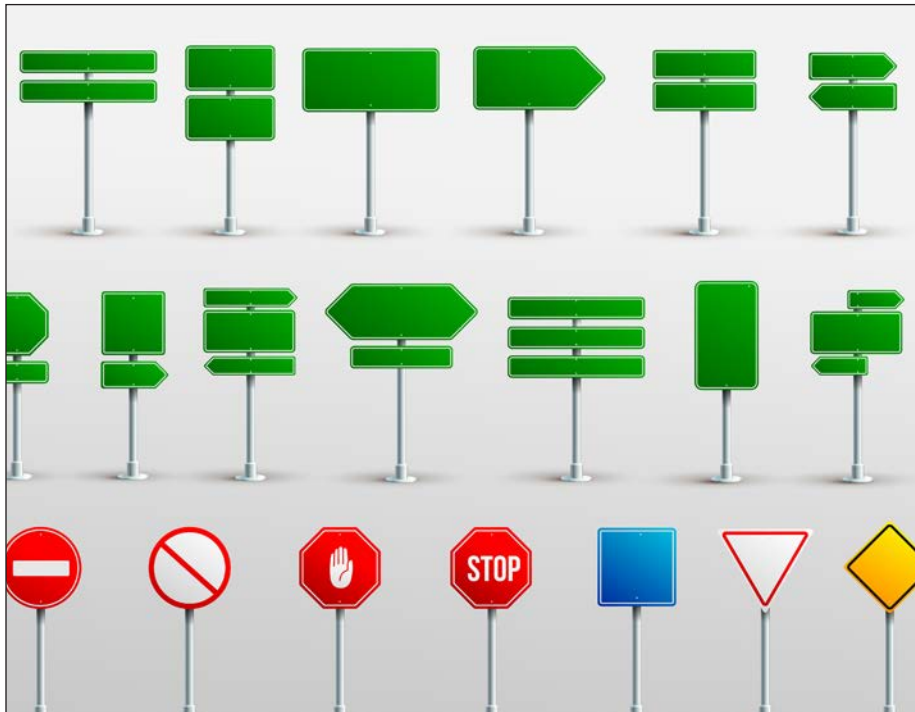




# 4. Shape

Wayfinding signage systems can sometimes benefit from incorporating a distinct shape to distinguish it from other signage on the road. There are a few things to consider with sign shapes:

- Clarity-**  
 Non-rectangular shapes should not be similar to those of State-owned roadway signage to reduce potential confusion about regulations associated with signs of particular shapes (such as a STOP sign or others shown in the last row below).
- Fabrication-**  
 The complexity of the shape will have an impact on both the ease of the fabrication process and the cost of producing the sign.



# 5. Size

As demonstrated earlier in this document, the size of wayfinding signage is not one-size-fits-all and should be determined based on the type of user the sign is intended for (motorist, bicyclist, pedestrian). The size of a sign should also be informed by the speed limit of a road it is placed on (i.e., the speed of travel when a visitor passes a sign) and with consideration of the amount of lettering needed on the sign and best practice for lettering size.

An example from TXDOT's guidance on road sign sizes (based on the Manual on Uniform Traffic Control Devices- MUTCD) is shown below for reference of general best practice.

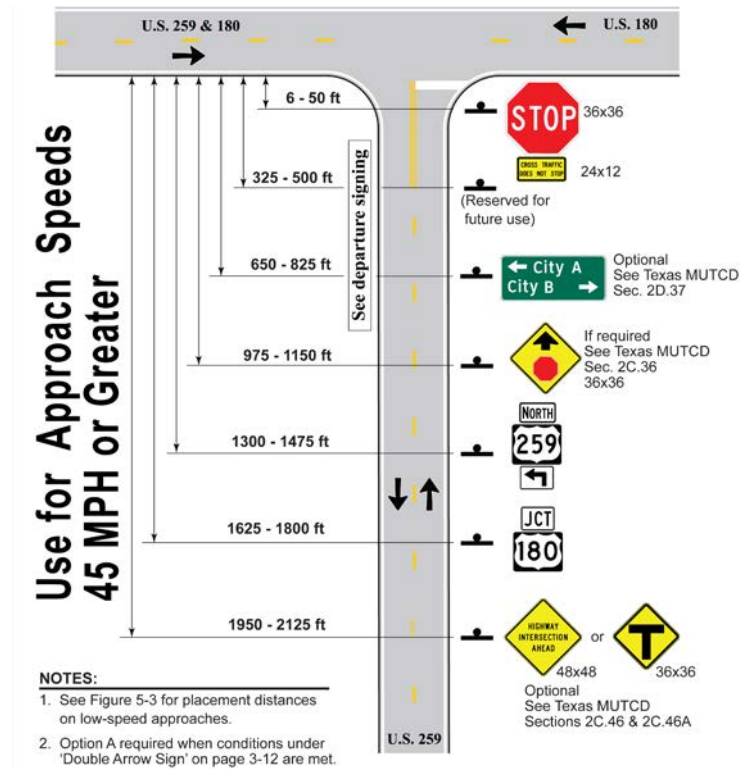


Figure 5-2. Convention for Sign Placement Distances on High-Speed Approach

# Other Design Considerations

## Town Ordinances

When identifying where a new sign might be located, its size, how it is installed, and other details, local ordinances should be consulted first to confirm what is permitted in the zoned area of the potential sign. Downtown West Springfield has specific requirements for different districts.

All of these parameters influence the amount of signage present in West Springfield, the level of "sign clutter," and the ease of establishing a streamlined and consistent downtown signage system. The excerpt below notes their purposes and applicability of public and private signs in West Springfield.

---

§ 300-9.2 **Signs.**

**A.** Purpose. The purpose of the sign regulations as set forth in this section shall be the following:

- (1) To protect public and private investments in buildings and open spaces;
- (2) To encourage signs which, by their location and design, are harmonious to the buildings and sites which they occupy, and which eliminate excessive and confusing sign display;
- (3) To promote more effective visual identification of commercial, industrial and other activities within the Town;
- (4) To maintain and enhance the Town's ability to attract sources of economic development and growth;
- (5) To eliminate potential hazards to motorists and pedestrians;
- (6) To promote the public health, safety, and general welfare;
- (7) To regulate on-premises signs in a legal and reasonable manner; and
- (8) To ensure compliance with constitutionally protected First Amendment rights.

**B.** Applicability.

- (1) The provisions of this section shall apply to the construction, erection, alteration, use, location, and maintenance of all on-premises signs located out-of-doors, to those signs affixed on any part of a building or freestanding for the express purpose of being visible from the exterior of the building.
- (2) No sign larger than one square foot related to a residential and/or commercial use shall be erected, altered, displayed, relocated, enlarged or created without first obtaining a permit from the Building Inspector. At minimum, all applications shall include a scale drawing specifying dimensions, illumination, materials and location on land or buildings.

**C.** Definitions. As used in this section, the following terms shall have the meanings indicated:

*Excerpt from West Springfield's Town Zoning Ordinance (last amended September 5, 2023)*





Source: Flickr





# 6

## Recommended Wayfinding System

Process Summary

Sign Design Options and Recommended Locations

Further Considerations



# Process Summary

1

**Refine what we know about existing conditions** (details of signage and other considerations)

2

**Identify key decision points when navigating to destinations** (vehicles and pedestrians)

3

**Determine optimal locations for new signage by typology**

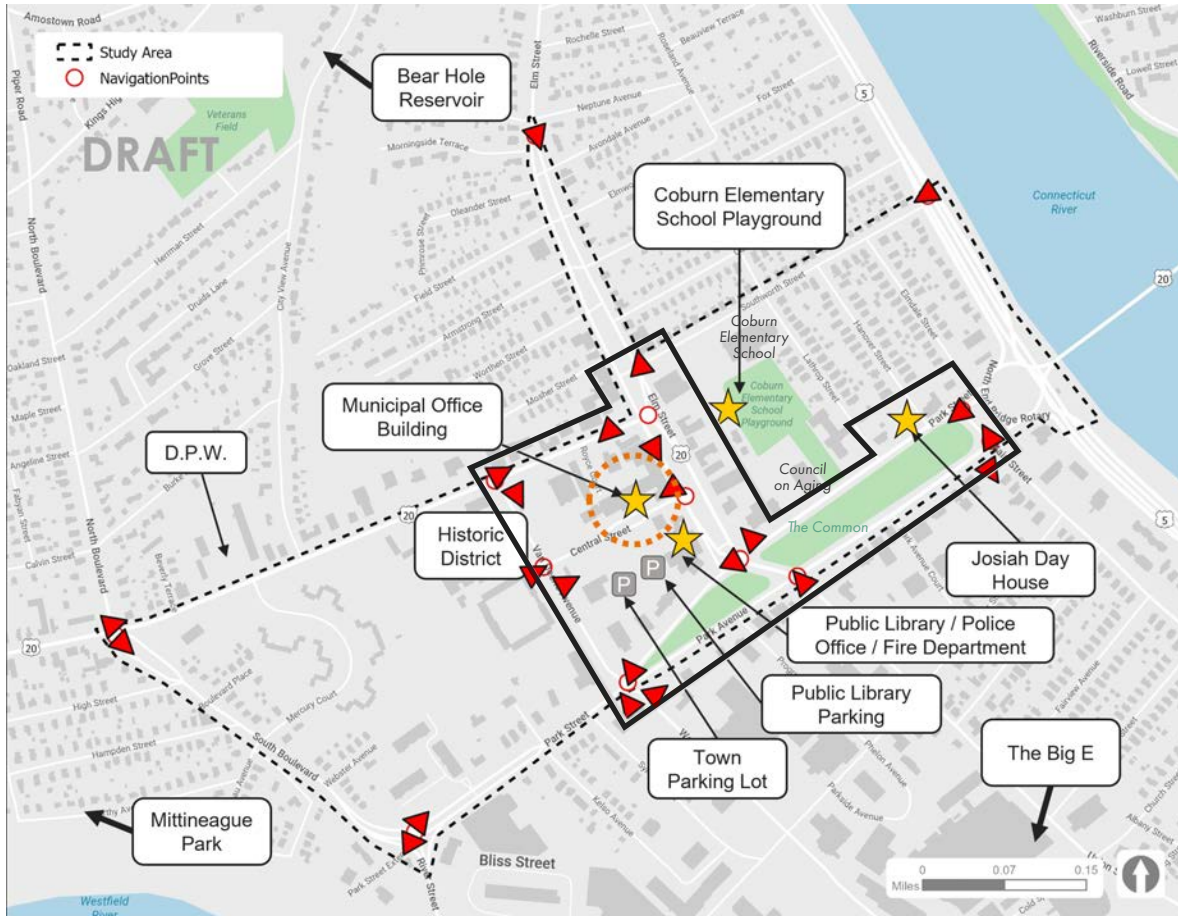
4

**Design final signs language and arrows**







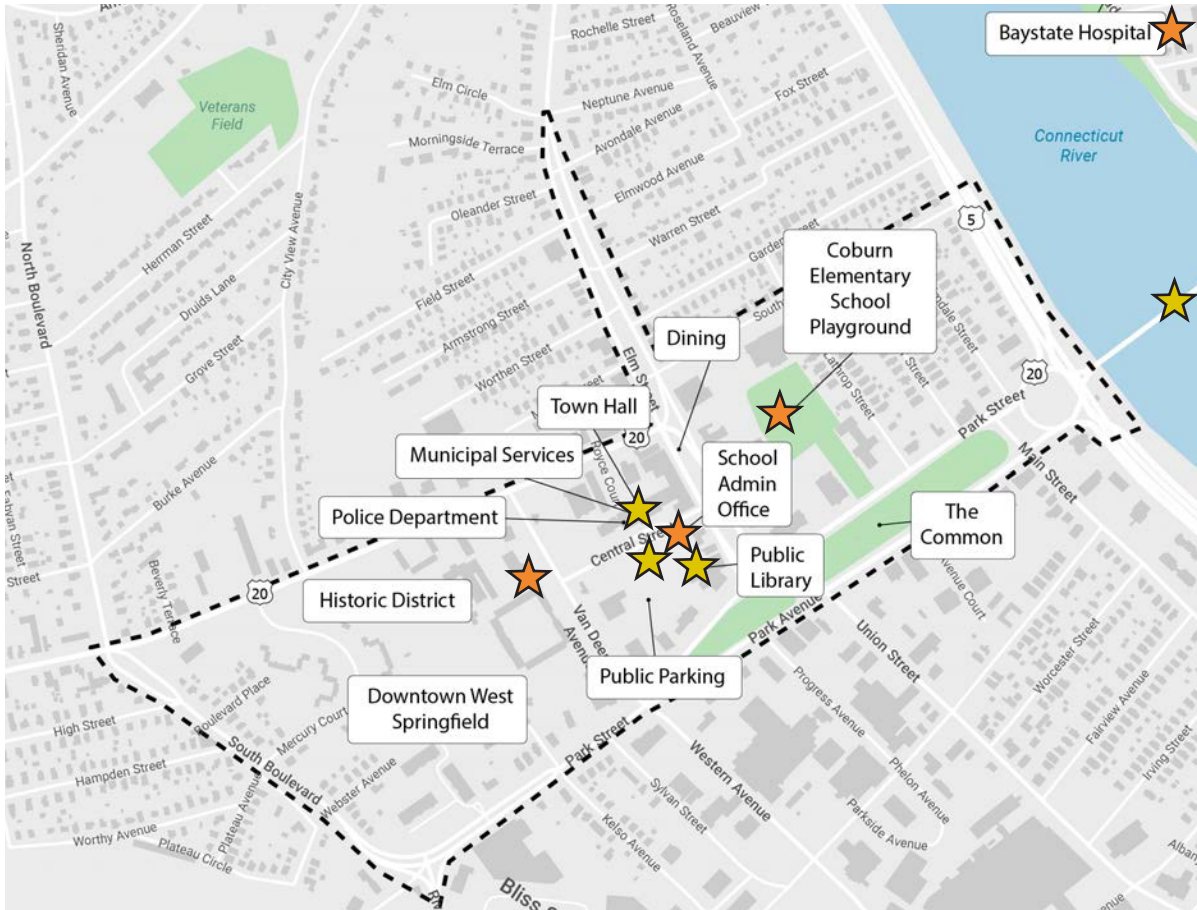


## 2a. Identify optimal navigation locations throughout the Downtown

### PRIMARY DECISION POINTS

When a motorist is arriving into Downtown West Springfield from various directions, there are key navigation points where signage is generally recommended for capturing their attention. This is particularly important for first-time or less-familiar visitors to West Springfield. Primary destination navigation points are those areas (typically intersections) where a driver could potentially be diverted in a different direction than they intended. Navigation points also occur at less critical intersections but continue to reinforce the driver is still heading towards their desired destination.

This exercise also helps inform where pedestrian-level signage navigation could be beneficial, with the understanding that most visitors "become" pedestrians after arriving in West Springfield via a car or by transit. The map identifies the key public parking facilities in West Springfield. These are shown in relation to the orange dotted lines which indicate an approximate 5-minute walking distances from the Town Hall. This information adds an extra layer of understanding the time associated with navigating between potential destinations.



## 2b. Identify destinations to be included on signage

### DOWNTOWN DESTINATIONS

Following several discussions, the Project Team and Wayfinding Committee identified the destinations that should be included on the new directional signage based on a general hierarchy. These are shown in relation to public parking facilities.

#### SIGNIFICANT DESTINATION ★

- Downtown West Springfield
- Public Library
- Town Hall
- Police Department
- Public Parking
- Interstate 91

#### NOTABLE DESTINATION ★

- Coburn Elementary School Playground
- School Administration Office
- Historic District
- Baystate Hospital

#### GENERAL DESTINATION

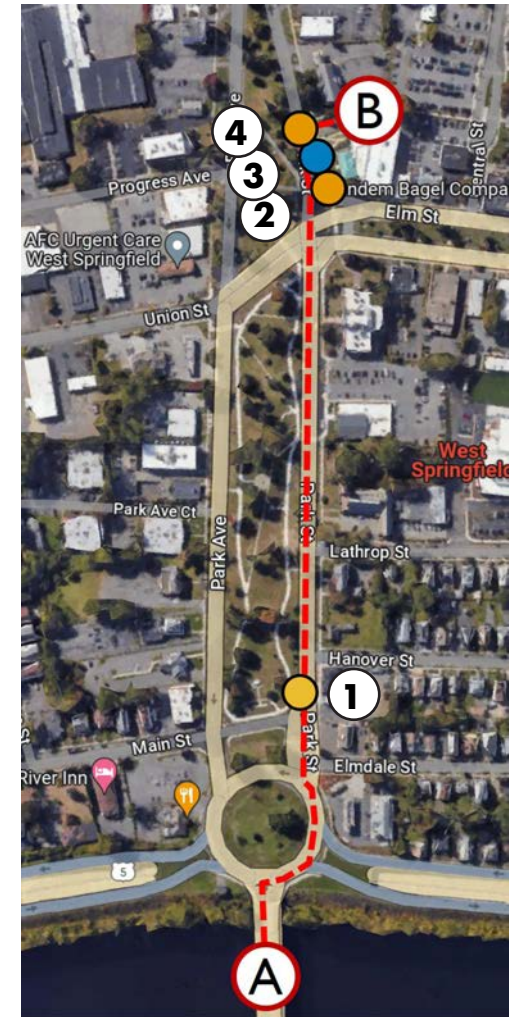
- Municipal Services
- Dining

Other destinations associated with West Springfield beyond the downtown (such as White Church or Mittineague Park) were also identified and could also be considered for inclusion on signs on an individual basis.



### 3. Use a sample journey experience to visualize where which types of signage should generally steer a visitor towards a downtown destination

These images depict a general visualization of how a motorist could better benefit from increased wayfinding signage when arriving into Downtown West Springfield from an example journey between **Point A (North End Bridge)** and **Point B (West Springfield Public Library)**. The map demonstrates that signage should occur at a regular frequency that reinforces a driver as they arrive closer to their destination.

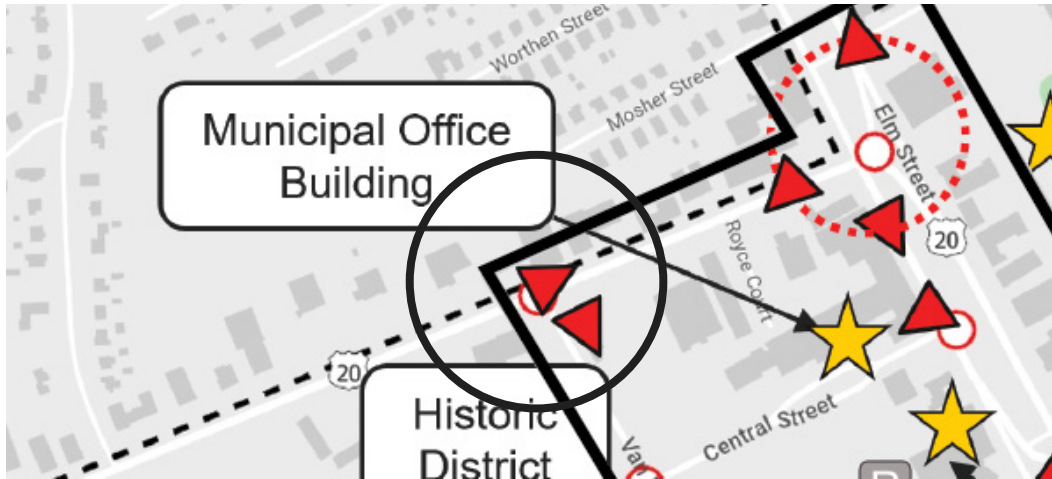


Source: Google maps





Source: Colliers Project Leaders



## 4a. Specific sign needs

With an understanding of the general locations needed for new signage across the entire downtown, the next step requires investigating each sign location/intersection to understand specific signage needs. The intersection to the left (Westfield Street/US-20 and Van Deene Avenue) is a sample of this process. The downtown destinations that are logical for being included on wayfinding signage at this particular location are identified in bold text below. To direct people to the destinations below who may be arriving to the intersection from different approaches, the direction of the arrows for each destination has been broken down, more specifically.



- **Coburn Elementary School Playground**
- **Dining**
  - Arrow pointing straight from US-20
  - Arrow pointing right from Van Deene St
- **Interstate 91**
  - Arrow pointing straight and right from US-20
- **Municipal Services/Town Hall**
- **Police Department**
- **Public Parking**
  - Arrow pointing right from US-20

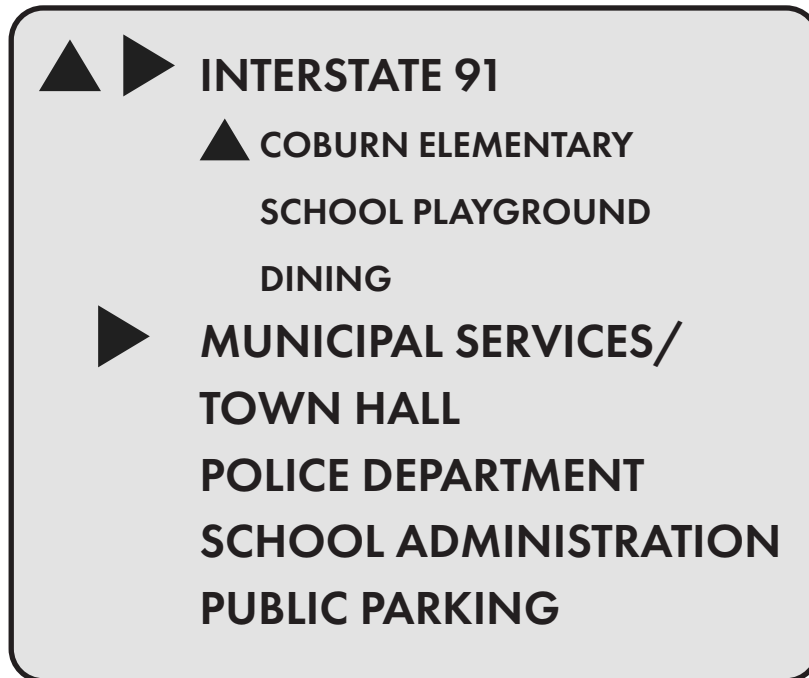




## 4b. Sign-specific language

Going into even further detail, this step involves isolating the destinations and arrow direction needs applicable to one vehicle approach (eastbound, in this case) from Westfield Street/US-20. By eliminating the details below which are relevant to the other intersection approaches, this results in understanding specifically what information would potentially be included on one specific proposed sign for eastbound drivers. The graphic on the bottom left demonstrates at a very general level the destinations/information that would be needed on this particular sign.

Stantec went through this exercise for priority recommended signage areas/intersections in the downtown core as part of developing an overall recommended signage inventory approach for the Town to continue with in future signing efforts.



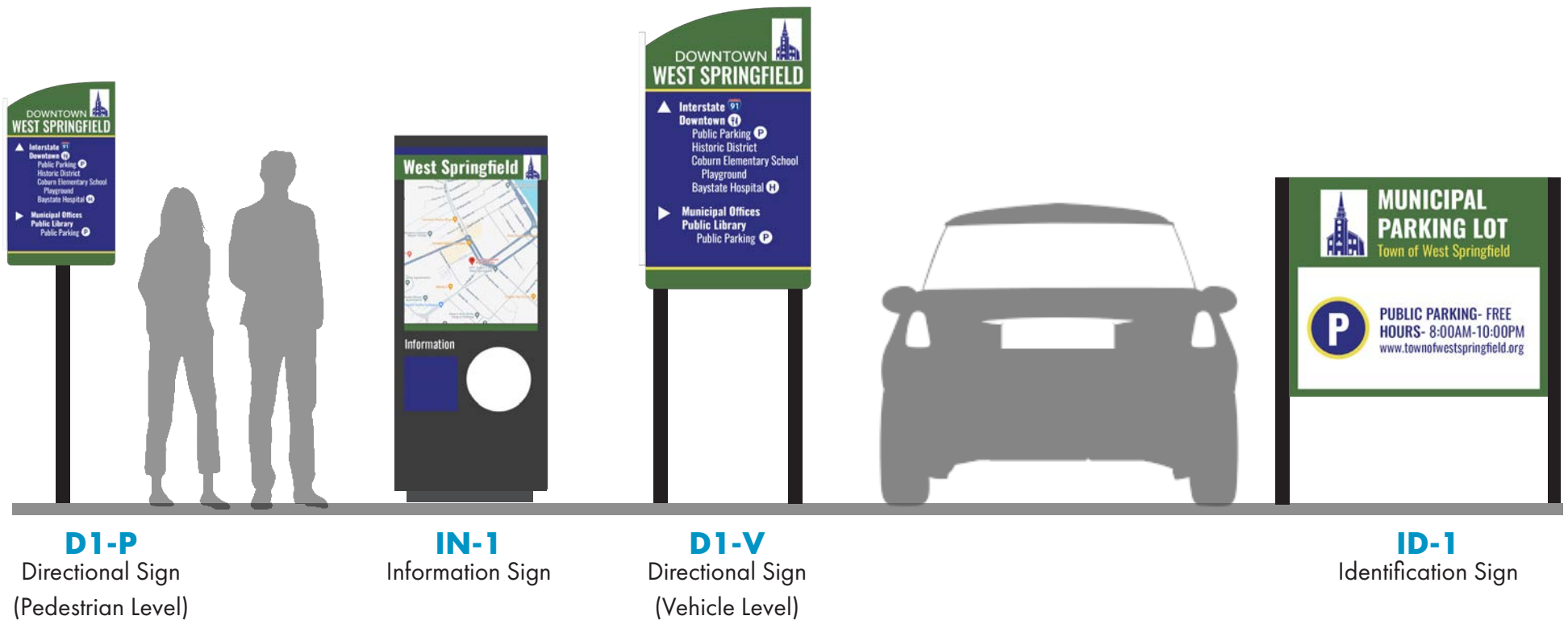
- **Coburn Elementary School Playground**
- **Dining**
  - Arrow pointing straight from US-20
  - Arrow pointing right from Van Deene St
- **Interstate 91**
  - Arrow pointing straight and right from US-20
- **Municipal Services/Town Hall**
- **Police Department**
- **Public Parking**
  - Arrow pointing right from US-20



# Sign Design Options and Recommended Locations

## Preferred Design Suite

Based on input from the project team, the Wayfinding Committee, and the broader public, this design was identified as the preferred option, incorporating the preferred color palette, motif, and font design components. These illustrate examples of simple designs for three of the four different signage typologies. The scale, customization, and less standard materials of potential gateway signage for the town would likely require these design components to be further developed and integrated through a process separate from this study. Information Signage may also typically utilize either pre-existing or slightly customized designs through a manufacturer specializing in pedestrian wayfinding infokiosks, however a generalization of how it might fit in the overall suite of sign types is shown below. With directional signage being identified as one of the priority needs from this analysis, detailed specifications for the preferred design have been included in the appendix to aid the town in the pursuit of fabricating directional signs in the near future.



## Alternative Design Suite

This design incorporates a combination of other top design options considered for color palette, motif, and font, and illustrates an example of simple designs for different signage typologies.

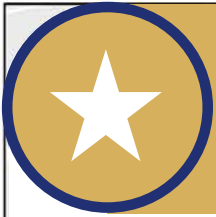


**D2-P**  
Directional Sign  
(Pedestrian Level)

**IN-2**  
Information Sign

**D2-V**  
Directional Sign  
(Vehicle Level)

**ID-2**  
Identification Sign



# Proposed Signs-Gateway

With consideration that downtown West Springfield is primarily accessed by visitors arriving from multiple directions, this plan recommends gateway signs placed at the primary entry points towards the downtown core area. Although these recommended locations are the most logical areas for welcoming visitors, the condition of nearby infrastructure and the types of adjacent uses may influence whether a different location is better suited to highlighting the downtown area in its best light.

**Total Inventory**  
**3**



**Note:** The placement of all recommended signs takes into account the roundabout currently under construction at one of the primary downtown intersections. The design plans (as of February 2024) are overlaid on the map for reference, as well as this image of the construction completion as of June 2024. (Source: Google)





# Proposed Signs-Directional

## Downtown Area

Of the four signage types investigated in this plan, the Town intends to first focus on implementing new directional signage as a short-term priority.

Based on various factors including safety and an understanding of where specific destinations need to be reinforced, this map identifies the recommended locations of directional signage for both vehicles (D#) and pedestrians (PD#). The Town should review these locations to identify a selection of priority signs. Details for the signs, including the recommended language, can be found in the 'Recommended Priority Directional Sign Inventory Matrix.'



**Beyond Downtown-** Although this study is focused on the immediate downtown area, a need for directional signs to downtown from farther away, such as at the intersection of Elm Street and East Elm Street, may be beneficial. Using the guidance provided in this plan, the Town should further investigate these opportunities.



## Proposed Signs- Identification

This plan recommends that public parking facilities include an identification sign, and are formally named. The Town Common, and other municipal destinations are also recommended to share similar signage to improve Town brand association and recognition.

An identification number has been included with each sign, for reference.







# Proposed Signs-Information

Based on the understanding that pedestrians (including those who use wheelchairs and other assisted mobility devices) are the target user for information signage, four priority areas have been identified for recommended signs. The core commercial area of downtown is walkable, and centrally-located signs can provide locally-relevant information to visitors who may not be aware of other nearby destinations in the downtown. These signs take into consideration the location of recommended pedestrian directional signs.

An identification number has been included with each sign, for reference.





## Preferred Design Option

The following renderings illustrate (generally and in approximate scale) how the sign typologies recommended as part of the preferred design option might be viewed by a motorist during a journey.



◀ This image depicts how a directional sign might be incorporated from beyond the downtown, arriving via southbound Elm Street.



◀ This image depicts how signage might be incorporated in the downtown with both a directional and information sign.

# Further Considerations for Implementation

## Essential steps in working towards an effective, long-term downtown wayfinding strategy

In addition to best practice guidance shared throughout this report, the following steps are recommended to the Town of West Springfield to support the short-term implementation of wayfinding signage and to reinforce the effectiveness of a future, longer-term approach:

- Identify **potential funding sources** for the development of Gateway signage (taking into consideration the need to fund potential phases)
- Formalize a list and map of final **defined sign locations**
- Engage DPW and other relevant parties to **check compliance prior to installation** e.g., ADA clearance, height above grade, conflicts with regulatory signage, the potential utilization of breakaway bases, etc.
- Consider how to prioritize and **integrate technology** into a longer-term, more user-friendly wayfinding system (e.g., lighting elements, digital travel information, interactive features, etc.)
- **Develop a maintenance plan** to support the long-term upkeep and re-evaluation of the wayfinding system, periodic cleaning and replacements due to wear, system expansion, etc.
- Consider how **other visitor platforms** can support and "speak to" the wayfinding system (e.g., web, social media, printed materials)
- Think of the improved physical components of wayfinding as part of a **broader wayfinding and destination strategy** for Downtown West Springfield (e.g. tourism programs, restaurant promotion, special event advertising, etc.)

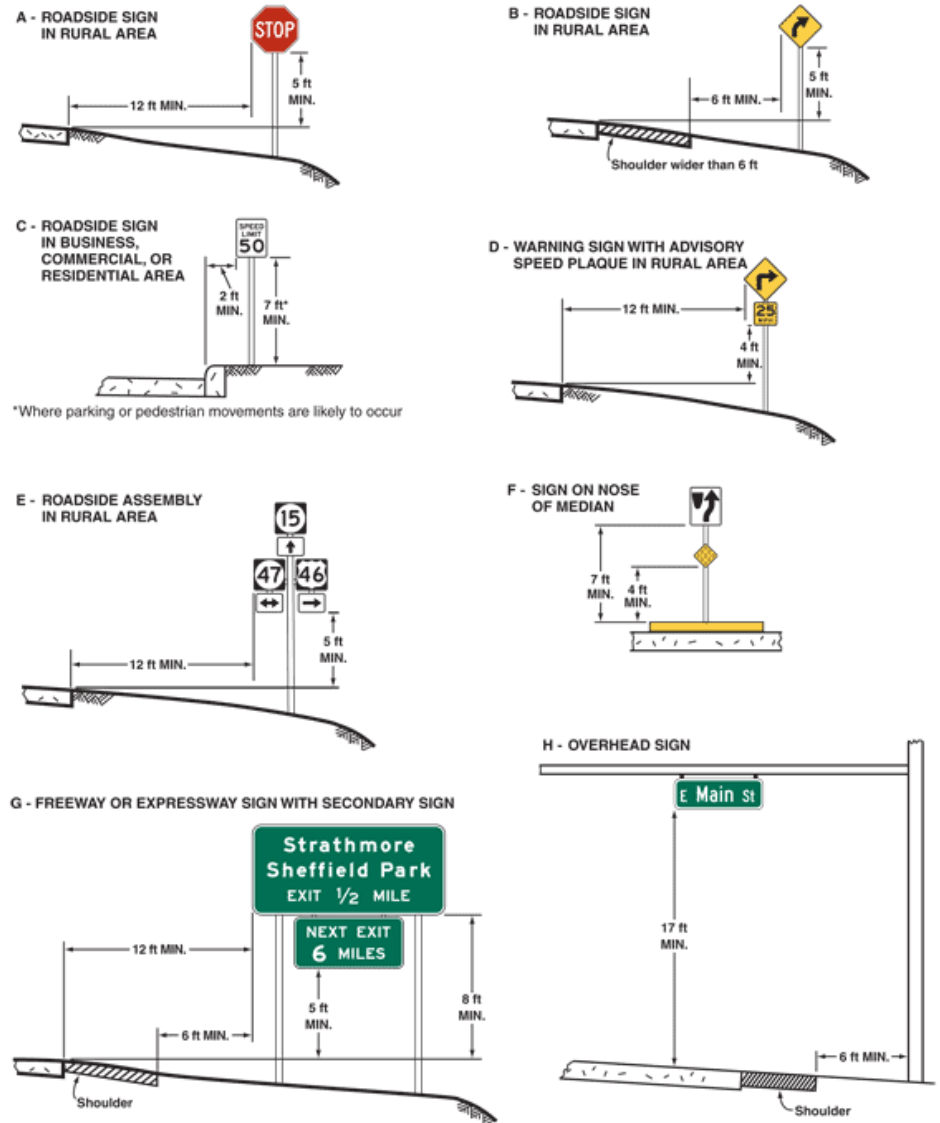


## Sign Installation Considerations

This plan also takes into account how a sign might be installed, asking questions like: "What fixtures exist now and are they usable?" "What other street furniture or fixtures are nearby?" "What is the surface material and its condition?" "Are there any slopes to be aware of?"



Figure 2A-2. Examples of Heights and Lateral Locations of Sign Installations



Note:  
 See Section 2A.19 for reduced lateral offset distances that may be used in areas where lateral offsets are limited, and in business, commercial, or residential areas where sidewalk width is limited or where existing poles are close to the curb.



# Developing a Signage Inventory

By applying these key considerations to the directional signing process and other non-directional wayfinding needs, a sample West Springfield Wayfinding Inventory Matrix was developed. This matrix outlines information about the recommended signs in detail, such as the recommended positioning of the sign, the destinations to be identified on the signage (as informed by the planning process, to date), and the likely method of installation required. This has been developed as a valuable tool/template for the Town to utilize when pursuing fabrication.

## WEST SPRINGFIELD PROPOSED WAYFINDING SIGNAGE INVENTORY MATRIX

DIRECTIONAL SIGNAGE - VEHICLES				
Loc ID	Road(s) / Intersection	Positioning / Traveler Direction	Arrow Direction(s)	Arrow Language
D1	Westfield Street @ South Boulevard	EB on Westfield St by the SW corner of the intersection	↑	Municipal Services Downtown West Springfield
D2	Westfield Street @ South Boulevard	NB on South Blvd on small island in East part of intersection. Left side of vehicles making RH turn.	→	Municipal Services Downtown West Springfield
D3	South Boulevard @ Webster Avenue	SB on South Blvd, just after the Webster Ave turn	←	Baystate Hospital Interstate 91
D4	River Street @ Park Street	NB on River St on small island in East part of intersection. Left side of vehicles making RH turn	→	Downtown West Springfield Baystate Hospital
D5	Park Street @ Sylvan Street	EB on Park Street on the southern corner of the intersection	↑	Islamic Center Interstate 91
D6	Park Avenue @ Progress Avenue	EB on Park Avenue on the eastern corner of the intersection	→	Historic District Public Parking West Springfield Public Library
D7	Westfield Street @ Van Deene Avenue	EB on Westfield St on the southwestern corner of the intersection	→	Police Department Municipal Services
D8	Westfield Street @ Van Deene Avenue	WB on Westfield St on the northeastern corner of the intersection	←	Public Parking Municipal Services
D9	Elm Street @ Southworth Street	SB on Elm St, western side of intersection along the curbside/walk	↑	Interstate 91 Public Library Public Parking
D10	Southworth Street @ Elm Street	WB on Southworth St, northeastern side of intersection	←	Municipal Services Coburn Elementary School Playground Public Library
D11	Westfield Street @ Elm Street	EB on Westfield St, southeastern side of intersection	→	Municipal Services Public Library Town Hall
D12	Elm Street @ 110 Elm St. (BFP Associates)	NB on Elm Street, in front of BFP Associates business before roundabout	←	Public Parking Historic District Coburn Elementary School Playground
D13	Elm Street @ Central Street	SB on Elm St, just after the roundabout, on northwestern side of intersection	→	Public Library Public Parking Town Hall Police Department
D14	Elm Street @ Park Street	SB on Elm St, on the western side of the intersection near the library	→	School Administration Office Public Library Interstate 91
D15	Park Street @ Elm Street	WB on Park St, north corner of intersection	←	Baystate Hospital Public Library Town Hall
D16	Park Avenue @ Progress Avenue	EB on Park Ave, east corner of intersection	→	Police Department Public Parking Municipal Services Public Parking
D17	Union Street @ Park Avenue	NB on Union St on east side of intersection	↑	Interstate 91 Baystate Hospital Downtown West Springfield
D18	Main Street @ Park Venue	NB on Main St, on the northeast corner of intersection	→	Interstate 91 Baystate Hospital Municipal Services
D19	North End Bridge Rotary @ Park Street	WB on North End Bridge Rotary before Park Street Turn	↑	Interstate 91 Baystate Hospital Downtown West Springfield
D20	Riverdale Street @ Southworth Street	NB on Riverdale St	←	Municipal Services Downtown West Springfield Coburn Elementary School Playground Historic District

**DIRECTIONAL SIGNAGE - PEDESTRIANS**

<b>PD1</b>	Elm Street @ Worthen Street	SB on Elm Street, on southwestern corner of intersection	↑	Downtown West Springfield Public Library
<b>PD2</b>	Westfield Street @ Elm Street	EB on Westfield Street, on west corner of intersection	↑	Coburn Elementary School Playground Town Hall
<b>PD3</b>	Elm Street @ Westfield Street	SB on Elm Street against traffic, in front of CVS crosswalk across Elm St	→	Public Library Public Library Historic District Town Hall
<b>PD4</b>	Central Street @ Elm Street	SB on Elm Street against traffic, in front of BFP Associates	←	Dining Town Common
<b>PD5</b>	Park Street @ Elm Street	SB on Park Street, in front of library	→	Josiah Day House Museum Town Hall
<b>PD6</b>	Elm Street @ Park Street	NB on Elm Street in northeast corner	↑	Public Library Islamic Center Town Common
			←	Josiah Day House Museum

**IDENTIFICATION SIGNAGE**

Loc ID	Location Name and Address	General Position on Property	Other Features (if relevant)	Sign Language
<b>ID1</b>	Westfield Street @ Mercury Court, West Springfield DPW	WB on Westfield Street, near lot entry point	To be further detailed through future planning process (e.g., signs, hours of operation, websites, etc.)	To be further detailed through future planning process
<b>ID2</b>	Central Street, West Springfield City Hall	WB on Central St by the City Hall (left side of median)		
<b>ID3</b>	Central Street, West Springfield Public Parking Lot	EB on Central St in front of lot (right side of median)		
<b>ID4</b>	Parking access road off Park Street, West Springfield Public Library	NB on access road off of Park Street near library		
<b>ID5</b>	Central Street, West Springfield Public Schools	EB on Central Street, after median and in front of building		
<b>ID6</b>	Elm Street @ Park Street, on Town Common	EB on Elm Street, on Town Common near street		

**INFORMATIONAL SIGNAGE**

Loc ID	Nearest Address/Property Name	General Position	Other Features (if relevant)	Sign Language
<b>IN1</b>	Central Street, West Springfield City Hall	EB on Central St on the median	To be further detailed through future planning process (e.g., level of interactivity, digital components, etc.)	Dependent on whether kiosks are secured through a fabricator as ready-made or through a process of customization.
<b>IN2</b>	Elm Street @ Central Street	NB on Elm Street, in front of Post Office on Northwest corner of lot		
<b>IN3</b>	Park Street @ Elm Street, library side	WB on Park Street, South corner of Public Library property		
<b>IN4</b>	Park Street @ Elm Street, Town Common side	EB on Elm Street, on Western tip of Eastern portion of Town Common		

**GATEWAY SIGNAGE**

Loc ID	Location Name and Address	General Position on Property	Other Features (if relevant)	Sign Language
<b>G1</b>	Westfield St @ TownWest Apartments	Northeastern part of TownWest Apartments near the street	To be further detailed through future planning process (e.g., scale of design, materials, etc.)	To be further detailed through future planning process
<b>G2</b>	Elm Street @ Avondale Avenue	Northern tip of Elm Street grassy median		
<b>G3</b>	Park Street @ Hanover Street	On West Springfield Town Common, adjacent to Park Street		

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# 7

## Appendices

Brand Options Summary  
Fabrication Drawing  
Public Survey Results

# Brand Options Summary

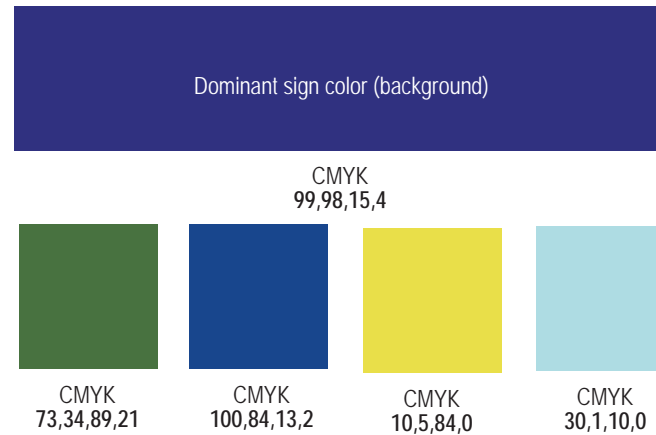
## Preferred Design Option

This outlines the specifications for each of the design components used for the preferred signage design option. These details can be used for fabrication or other printing and media purposes.

### Brand in Sample Context



### Color Palette and Usage



### Motif and Usage

Full color



Black and white (grayscale) for reference for other applications



### Font Family and Usage

'Downtown West Springfield' Text-

Proxima Nova- Medium

Oswald-Medium

Significant Destinations Signage Text-

**Oswald- Bold**

Notable Destinations Signage Text-

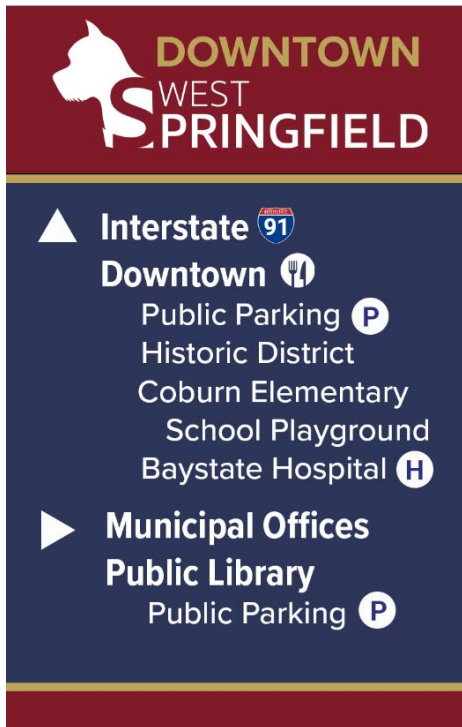
**Oswald- Regular**



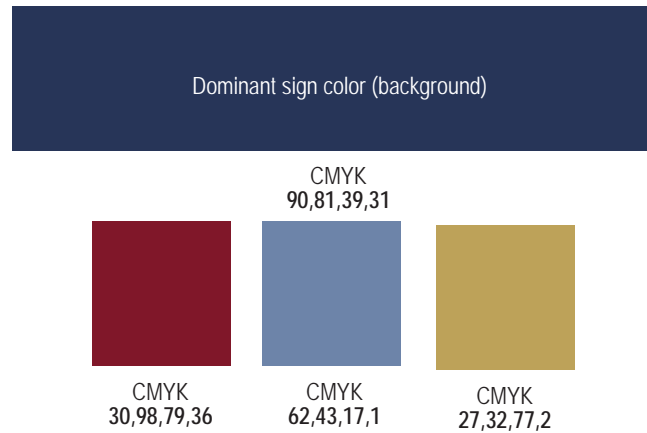
## Alternate Design Option

This outlines the specifications for each of the design components used for the alternate signage design option. These details can be used for fabrication or other printing and media purposes.

### Brand in Sample Context



### Color Palette and Usage



### Motif and Usage

Full color



Black and white (grayscale) for reference for other applications



### Font Family and Usage

'Downtown West Springfield' Text-

**Oracle Sans- Light and Semi Bold**

Primary Destinations Signage Text-

**Proxima Nova- Bold**

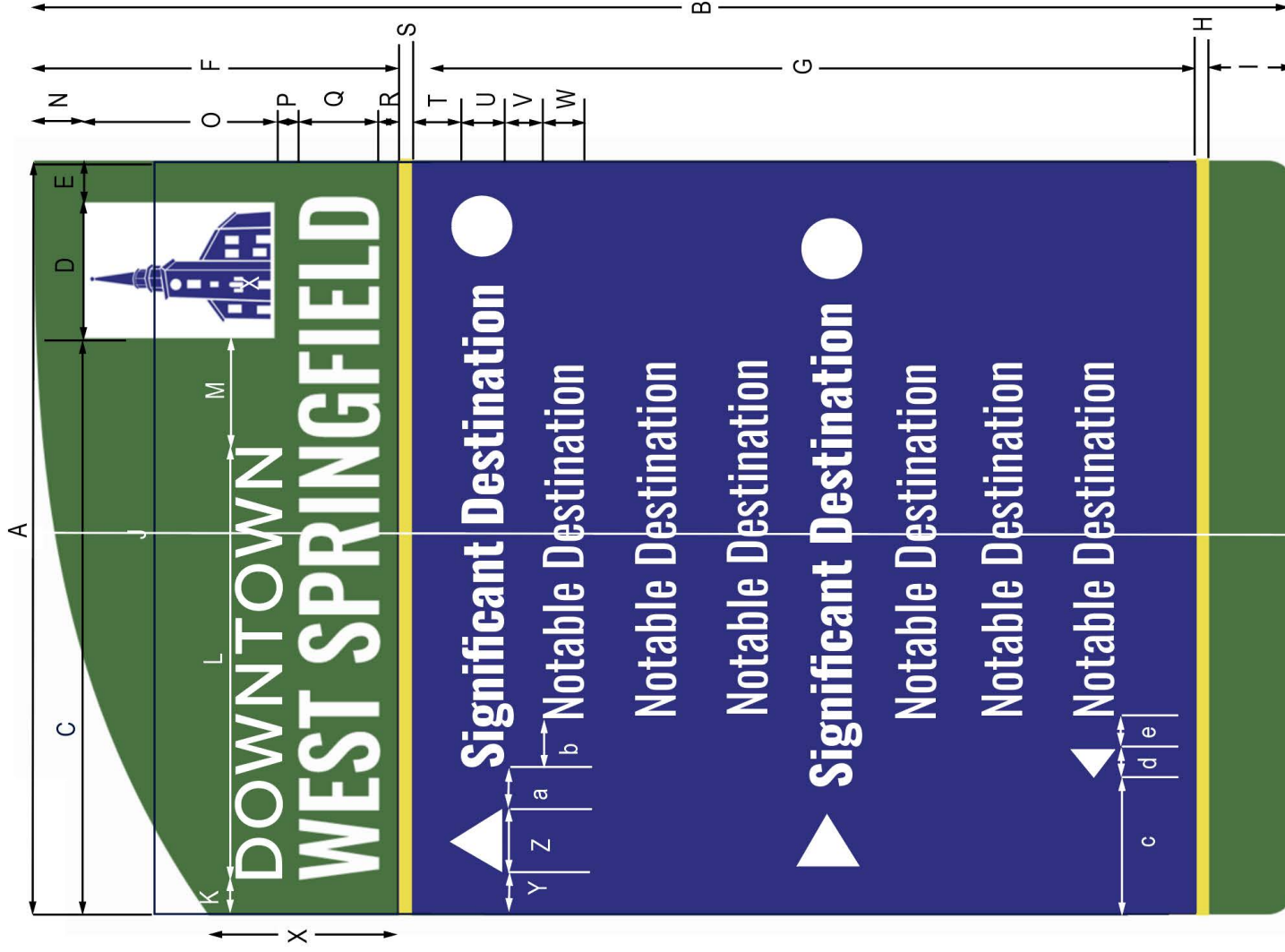
Secondary Destinations Signage Text-

**Proxima Nova- Medium**

# Fabrication Drawing

## Directional Signage Option 2- Vehicle

This outlines the specifications for the . These details can be used for fabrication or other printing and media purposes.



D1-V  
(Directional Sign for Vehicles- Typical)

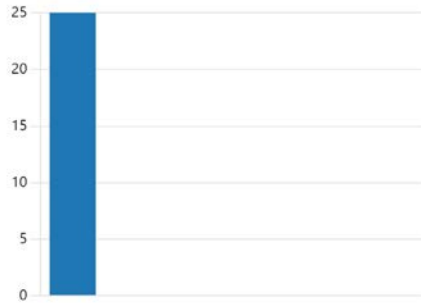
A	B	C	D	E	F	G	H	I	J	K
36"	60.8'	27.8'	6.5"	1.9"	17.5"	37.5"	0.6"	4.1"	60.4"	1.5"
L	M	N	O	P	Q	R	S	T	U	V
1.6"	5.1"	2.4"	9.2"	1.0"	3.9"	1.0"	0.6"	2.3"	2.0"	1.9"
W	X	Y	Z	a	b	c	d	e		
1.9"	11.7"	1.9"	2.9"	1.9"	2.3"	6.6"	1.5"	1.5"		

# Public Survey Results

1. Which of the following applies to you?

[More Details](#)

<span style="color: blue;">●</span> I am a resident in West Springfi...	25
<span style="color: orange;">●</span> I am an employee in West Sprin...	0
<span style="color: green;">●</span> I am a business owner in West S...	0
<span style="color: red;">●</span> I am a student in West Springfield	0
<span style="color: purple;">●</span> I am a visitor in West Springfield	0
<span style="color: brown;">●</span> Other	0



3. When you visit Downtown West Springfield, which transportation mode do you usually take?

[More Details](#)

[Insights](#)

<span style="color: blue;">●</span> I drive.	24
<span style="color: orange;">●</span> I ride a bus.	0
<span style="color: green;">●</span> I walk.	1
<span style="color: red;">●</span> I ride a bicycle.	0
<span style="color: purple;">●</span> Other	0

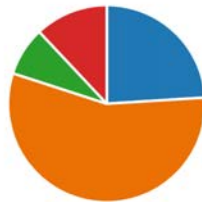


2. How often do you visit Downtown West Springfield?

[More Details](#)

[Insights](#)

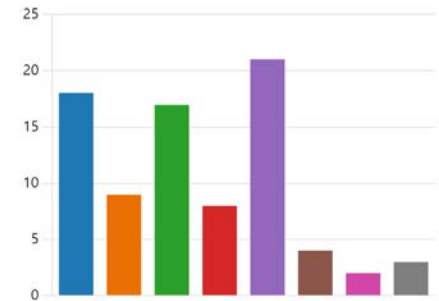
<span style="color: blue;">●</span> Daily	6
<span style="color: orange;">●</span> Weekly	14
<span style="color: green;">●</span> Monthly	2
<span style="color: red;">●</span> For Special Events	3
<span style="color: purple;">●</span> Other	0



4. Which of the following types of destinations do you typically visit while in downtown West Springfield? Select all that apply.

[More Details](#)

<span style="color: blue;">●</span> Municipal (e.g. Town Hall)	18
<span style="color: orange;">●</span> Cultural	9
<span style="color: green;">●</span> Dining/Restaurants	17
<span style="color: red;">●</span> Shops	8
<span style="color: purple;">●</span> Services (e.g. Bank)	21
<span style="color: brown;">●</span> Institutions	4
<span style="color: pink;">●</span> Recreational	2
<span style="color: gray;">●</span> Other	3





5. What are the streets/intersections/other landmarks that you perceive as the informal boundaries of Downtown West Springfield?

[More Details](#) [Insights](#)

18  
Responses

Latest Responses

"The greens separating Park St and the median that was on Elm St"  
 "Elm St. Park St "  
 "Park and Elm and Southworth and Elm"

12 respondents (67%) answered **Park** for this question.



7. Do you think the existing signage in West Springfield is reflective of the town's character?

[More Details](#) [Insights](#)

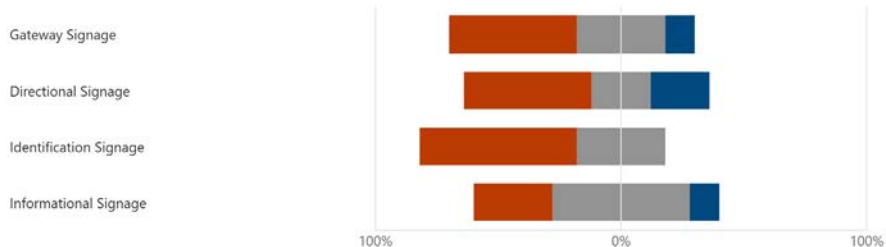
Yes 7  
 No 8  
 Somewhat 10



6. How effective do you generally think the existing wayfinding signs in West Springfield are in serving their purpose?

[More Details](#)

Very effective Neither effective nor ineffective Very ineffective



8. Please share any other thoughts you have about existing signage in Downtown West Springfield.

[More Details](#) [Insights](#)

14  
Responses

Latest Responses

"Seems fine currently but during the Big E signs need to be put up to prevent ..."  
 "I think with the revitalization of downtown it is the time to add more signag..."  
 "I think the Town is cluttered with signage lately which doesn't portray a goo..."

8 respondents (57%) answered **signage** for this question.



9. Colors are integrated into signage to ensure they are visible from the surrounding environment, and recognizable to aid in easy navigation for different users.

Considering that future signs may incorporate some combination of dominant or accent colors to help efficiently display information, which of these potential color palettes do you most prefer?

[More Details](#)

- Option 1 9
- Option 2 13



10. Which of these potential motifs do you most prefer?

[More Details](#)

- Option 1 7
- Option 2 15



11. Which of these potential fonts do you most prefer?

[More Details](#)

- Option 1 11
- Option 2 13



12. Please share any other comments you would like us to consider about future signage in Downtown West Springfield.

[More Details](#)

[Insights](#)

12  
Responses

Latest Responses

"The signs should go with the area and not be the standard big green ones"

"I don't think we need more parking signs, people know where to park and it..."

4 respondents (33%) answered **signs** for this question.

**Downtown West** font options **West Springfield**  
**signage** **signs** **Motif** **parks**  
**color** **people** **terrier**  
**S is hard**







170 Liberty Street  
 Brockton, MA 02301  
 ph. 508-580-0094  
 fax: 508-580-0096  
 www.signdesign.com

Salesperson: Christine Ripley  
 Project Manager: Marie Mercier  
 Field Manager: Shaun White  
 Account Coordinator: Laurie Kalivas

## The Town of West Springfield Signage - Wayfinding - Town of West Springfield

# PROPOSAL #174251-1

Prepared for: Carly Camossi  
 Date: 1/30/2025 2:36 PM  
 Phone: 413-495-1844  
 Cell: -  
 Email: ccamossi@townofwestspringfield.org

Phase 1

1	<b>Post &amp; Panel - DI-V - DIRECTIONAL VEHICLE</b>	Qty: 20	Cost: \$68,500.00
	Description: DIRECTIONAL VEHICLE	Size: 60.8"h × 36"w	(\$3,425.00 ea.)
	DRAWINGS ON PAGE 72 (AND IN DESIGN SUITE 56)	Sides: 2	
	*Non Illuminated		

Phase 1

2	<b>Post &amp; Panel - DI-P - DIRECTIONAL PEDESTRIAN</b>	Qty: 6	Cost: \$10,740.00
	Description: DIRECTIONAL PEDESTRIAN	Size: 39.5"h × 23"w	(\$1,790.00 ea.)
	DRAWINGS ON PAGE	Sides: 2	
	*Non Illuminated		

3	<b>Sign Cabinet - IN-1 - INFORMATION SIGN</b>	Qty: 4	Cost: \$180,000.00
	Description: INFORMATION SIGN - Touch	Size: 79"h × 33"w	(\$45,000.00 ea.)
	DRAWINGS ON PAGE 56	Sides: 2	
	*assume full color digital component		

4	<b>Post &amp; Panel - ID-1 - IDENTIFICATION SIGN</b>	Qty: 6	Cost: \$19,242.00
	Description: IDENTIFICATION SIGN	Size: 56"h × 47.5"w	(\$3,207.00 ea.)
	DRAWING ON PAGE 56	Sides: 2	
	*Non Illuminated		

5	<b>Installation - Prevailing Wage</b>	Installation: \$54,000.00
	Description: Installation	
	PW Rates Used	
	Areas Around West Springfield	

Phase I = 28.5%;  
 Estimated Cost = \$15,390



170 Liberty Street  
 Brockton, MA 02301  
 ph. 508-580-0094  
 fax: 508-580-0096  
 www.signdesign.com

# Proposal #174251-1

Salesperson: Christine Ripley  
 Project Manager: Marie Mercier  
 Field Manager: Shaun White  
 Account Coordinator: Laurie Kalivas

6 **Services - Project Management** **Cost: \$17,500.00**

Description: PROJECT MANAGEMENT  
 SURVEYS  
 MEETINGS  
 SAMPLES

Phase I = 28.5%;  
 Estimated Cost = \$4,988

**Notes:**

- BUDGET PROPOSAL
- GATEWAY SIGNAGE\*NO INFORMATION OR DRAWINGS SUPPLIED
- COSTS SUBJECT TO CHANGE

SubTotal: \$295,982.00  
 Installation: \$54,000.00  
 Tax: \$17,405.13

**Total: \$367,387.13**

Sign Design is not responsible for damage to privately owned facilities (Water lines, Irrigation, Communication lines, etc.) not marked by DigSafe

Other Conditions:

- Electrical feed and final hook-up by others
- Quote assumes adequate access and normal job site conditions
- Additional excavation charges may apply for non-diggable terrain
- Winter Conditions additional (if applicable)
- Police Detail additional (if applicable)
- Engineering additional (if applicable)
- If Installation is canceled with less than 24 hour notice, order is subject to a re-mobilization fee.

Phase 1 Estimated Cost:	
Directional Signage	\$79,240
Installation	\$15,390
Project Management	\$ 4,988
<b>Total</b>	<b>\$99,618</b>

Permit Fees Additional:

- Permit and/or ZBA Acquisition Fee - \$150 first hour (1 hr min) + \$100/additional hour
- City/Town Fee - Determined at time of application
- Meeting Fee (if applicable) - \$500 per meeting
- Sidewalk Permit (if applicable) - Determined at time of application
- Electrical Permit (if applicable) - Determined at time of application
- Engineering Fee (if applicable) - Determined at time of application



170 Liberty Street  
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# Proposal #174251-1

Salesperson: Christine Ripley  
Project Manager: Marie Mercier  
Field Manager: Shaun White  
Account Coordinator: Laurie Kalivas

**The Town of West Springfield**  
*Approved by:*

\_\_\_\_\_

Date:

**Sign Design, Inc.**  
*Approved by:*

\_\_\_\_\_

Date:





## Town of West Springfield

### Department of Public Works

26 Central Street, Suite 17  
 West Springfield, MA 01089  
 (413) 263-3242 | [www.tows.org/DPW](http://www.tows.org/DPW)

**To: Sharon Wilcox, Chief Financial Officer**  
**From: Connor Knightly, Town Engineer**  
**Date: January 31, 2025**  
**Re: Massachusetts Gaming Commission Bike Pad Estimates**

---

Engineers Estimate of Probable cost for the site preparation and installation of 2 Bikeshare Docking Stations.

Installation of meter posts	\$10,000.00
Wiring	\$3,600.00
Concrete Pad	\$5,000
Excavation =	\$1,500
Gravel =	\$900
Fine Grading and Compaction	\$400
Conduit	\$12,000
<b>Total</b>	<b>\$34,000.00</b>

# Excerpt from City of Malden’s Bluebikes Contract with Lyft

USED FOR MARKET RATE ESTIMATE PURPOSES ONLY

## EXHIBIT C: PRICING SHEET

If bulk prices are available to the City for its purchases or when bundled with purchases from other PMs, such prices are indicated below.

### I. CAPITAL EQUIPMENT & REPLACEMENT

1. **Capital Equipment Cost Table.** The City may purchase new Stations or Bicycles at the prices set forth in the table immediately below.

**TABLE 1:  
NEW EQUIPMENT**

Item	Unit Price	Annual System-Wide Quantity Needed for Bulk Price	Bulk Price
<i>Complete Station (not including bicycles)</i>			
Complete Station with 9 docks	\$26,604.72	25	\$24,186.60
Complete Station with 11 docks	\$29,688.12	25	\$26,989.20
Complete Station with 14 docks	\$33,026.40	25	\$30,024.00
Complete Station with 15 docks	\$34,606.44	x 2 x 1.05% = 72673.52	
Complete Station with 18 docks	\$38,782.26	25	\$35,256.60
Complete Station with 19 docks	\$40,362.30	25	\$36,693.00
Complete Station with 25 docks	\$48,987.18	25	\$44,533.80
Platform for kiosk and cable(s)	\$434.16	50	\$388.80
Dock with associated cable(s)	\$1,215.00	300	\$1,069.20
Map frame (static display)	\$2,268.00	50	\$2,052.00
Solar-powered kiosk (basic)	\$10,038.60	25	\$9,126.00
<i>Bicycle</i>			
Bicycle (Lyft)	\$1,213.92	1,000	\$1,161.00

2. **Replacement Equipment Cost Table.** The City may request Lyft to purchase, at the City’s expense, replacement parts and upgrades to the Capital Equipment at the following prices and in furtherance of the City’s obligations set forth in Exhibit B (Scope of Work), Article II, Section 4.3.

**TABLE 2:  
REPLACEMENT EQUIPMENT & OPTIONAL UPGRADES**

Item	Unit Price	Annual System-Wide	Bulk Price
------	------------	--------------------	------------

## ValleyBike Expansion

4 messages

[Redacted]

Hello Everyone,

We're excited to announce an opportunity to expand the ValleyBike network by bringing Westfield onboard and to purchase new e-bikes from Drop to spread across the network.

We're looking to place an order soon, for a minimum of 50 bikes at a cost of \$2,250 per bike. Westfield is joining the ValleyBike network and has committed to purchasing approximately 20 bikes. The remainder of the 50 will have to be purchased through the other communities and be integrated into the system. **Are you able to purchase 3 to 4 bikes for your community?** It is fine to have a mix of old (Bewegen) bikes and new Drop bikes.

We understand the importance of acting quickly to secure these bikes for the upcoming spring season. The sooner the better!

Please let us know if your community is interested in purchasing any additional ValleyBike e-bikes at this time.

Thank you

--

20 bikes x 2,250.00 x 1.05%  
(assumed non bulk price)  
for a total of \$47,250.00

[Redacted]

[Redacted]



[Redacted]



**MGM SPRINGFIELD SURROUNDING COMMUNITY IMPACTS**  
**ONE YEAR LOOK BACK STUDY 2020**

**FINAL REPORT**  
**WEST SPRINGFIELD**  
**NOVEMBER 6, 2020**

## INTRODUCTION

Civic Economics is pleased to present the Town of West Springfield and MGM Springfield with this **Final Report** of our findings for the One Year Look Back Study described below.

As provided in your Surrounding Community Agreement, a Draft Report was provided to all parties on September 21, 2020. That initiated a 30-day period in which the Town and MGM could review the draft and provide comments and supporting materials to Civic Economics. Only West Springfield and Ludlow chose to provide comments.

Upon delivery of these final reports, MGM and each surrounding community will begin a formal negotiation process outlined in the Surrounding Community Agreements, to be followed by an arbitration process if necessary.

As described in the Surrounding Community Agreement, “major adverse impact amounts” are “any impact mitigation cost in excess of \$500,000. Further, that agreement provides for the first \$100,000 in adverse impact as an annual payment without consideration of the findings of this study. Transportation studies for all surrounding communities are being conducted by a separate, specialized firm; thus Civic Economics cannot evaluate whether those adverse impact amounts have been reached in total.

Both the Town and MGM Springfield provided comments and supporting materials in response to the Draft Report, and we have carefully reviewed those materials, discussed below. The Draft Report is attached to this report for reference.

Looking ahead, Civic Economics is scheduled to return to the region in 2024 to produce the Five Year Look Back Studies for all seven participating surrounding communities. We anticipate that the accumulation of data over a longer period of time will open new avenues for quantifying impacts, both positive and adverse, within the classes of impact described in the Surrounding Community Agreement.

## COMMENTS AND SUPPORTING MATERIALS RECEIVED

During the comment period following delivery of the Draft Report, Civic Economics engaged in phone conversations with both Seth Stratton, Vice President and Legal Counsel for MGM Springfield, and Jonathan Silverstein on behalf of the Town of West Springfield.

Both also provided written comments, the text of which is attached to this report. Comments are relevant only to the *Crime Rates and Public Safety* and *Impacts to Community from Traffic Levels* portions of the Draft, raising no objections to other sections.

MGM commented first, copying counsel for the Town, and raised two broad points, addressed below. The Town followed with comments, stating that it “does not object to or request revision of any portion of your draft report” and “concur generally with the findings and conclusions set forth in the draft report” and addressing the points raised by MGM.

## TRAFFIC RELATED PUBLIC SAFETY COSTS IN YEAR ONE

*MGM ITEM 1: Receipt of grant funding through the Massachusetts Gaming Commission (MGC) pursuant to the Gaming Act does not “indicate an understanding that the projects would be necessitated by increased traffic related to MGM Springfield” and inferring from such awards that full costs of such projects “represents the sort of adverse impact contemplated in the Surrounding Community Agreement” is unfounded.*

MGM disputes the finding that there is \$965,960 in adverse impact related to Year One public safety costs associated with traffic concerns in proximity to the casino.

In the Draft Report discussion of traffic impacts, Civic Economics emphasized that other consultants are responsible for addressing the specific impacts associated with MGM-related traffic. However, we also discussed the Town’s argument that traffic mitigation grants provided by the Massachusetts Gaming Commission (MGC) for specific road segments in West Springfield effectively recognized that traffic increases in those locations would be at least in part driven by MGM.

MGM points out that the Town expressly agreed not to cite the company’s prior support of those grant applications in any future dispute among the parties, specifically including this Look Back study process. We can assure all concerned that the Town did not violate that agreement; MGM’s role in the grant application process was never raised in discussions with Civic Economics.

That leaves the question of whether we were correct in drawing a connection between the MGC grants and year one public safety expenditures incurred by the Town in preparing for anticipated traffic increases. The Town provided an excerpt of the relevant MGC grant guidelines, highlighting that causation is the first of several listed “[f]actors used by the Commission to evaluate grant applications.” However, it goes on to state that these factors “may include by not be limited to” the listed factors. MGM and the Town, both represented by counsel, have provided contrary views of whether grant approval establishes that a causal connection between traffic impacts and the casino was made.



Civic Economics is not a law firm. Just as we defer to a separate consultant for traffic analyses beyond our expertise, we will also decline to offer a recommended resolution to this disagreement about the significance of the MGC grant.

That said, we do not agree with MGM's suggestion that the Look Back Study could only consider public safety costs driven by traffic if the MGC grant is definitively tied to causation. The Town of West Springfield proactively sought grant assistance from MGC and FEMA for road segments most likely to be impacted by casino traffic, and MGM itself provided \$655,000 for design and permitting costs associated with Memorial Avenue.

In the Draft Report, we noted that the MGC's crime report found an increase in auto accidents in West Springfield. We further noted that increased traffic was expected in West Springfield. "If that traffic results in increased public safety costs, the Town argues that those costs (both already expended and ongoing), should also be treated as adverse impacts from the casino. We accept that premise, and further analyze the Town's supporting documentation under the heading of *Crime Rates and Public Safety* below."<sup>1</sup>

So, it remains our position that public safety expenditures associated with anticipated traffic increases from the casino are appropriately considered in this study regardless of the details of MGC's grant application process.

## IMPACT COST CALCULATIONS

*MGM ITEM II: The scope of the lookback study under the SCA is limited to determining what the Year One adverse impact is. With respect to "Ongoing Public Safety Costs", the Study goes beyond the scope of the SCA.*

Discussion under this heading in MGM's comments addresses two points. The first relates to our finding on Year One public safety expenditures; the second relates to the question of ongoing expenditures.

### Year One Expenditures

MGM disputes Civic Economics' attribution of 100% of West Springfield's documented public safety expenditures to Year One adverse impacts. MGM correctly notes we found these expenditure increases "substantially overshoot the mark" relative to the percentage increase in call volume actually experienced in Year One, noting that MGM "repeatedly told the Town that it was significantly overestimating potential impact." The Town responded that it believes Civic Economics appropriately considered those impacts and costs.

We would note that increased traffic, increased calls for public safety assistance, and the expenditures associated with those calls do not necessarily increase in linear lockstep. We found that the increase in Town expenditures were roughly double the increase in call volume, but wrote that "it appears to Civic Economics that the Town took reasonable precautions in staffing up public safety positions in advance of the opening."

---

<sup>1</sup> MGM Springfield Surrounding Community Impacts – One Year Look Back Study, West Springfield, page 8

It is relevant that MGM was, during the same time period, significantly overestimating potential revenue (by roughly 1/3) at the casino, likely also overestimating visitation as well. Revenue and visitation do not rise and fall in linear lockstep either, but it is reasonable to believe that MGM's forecasts led surrounding communities to prepare for more substantial traffic increases than materialized.

So it remains our position that West Springfield's public safety expenditures in Year One are quantifiable and are reasonably attributable to the opening of MGM Springfield.

### Ongoing Expenditures

Civic Economics was retained to conduct these studies for seven municipalities, six of which signed Surrounding Community Agreements (SCA) that are similar in all but the financial details. When these agreements were being developed, though, MGM and the Town of West Springfield entered into an arbitration process to choose which of two proposed SCAs would be utilized. The arbitrator chose the one submitted by West Springfield. As a result, the scope of this study is defined with different terms than the other six.

The other SCAs included language specifically calling for the Look Back Studies to quantify "substantial and ongoing impacts;" this one does not. As we discussed orally after the Draft Report, it was unclear to us whether that omission changed our responsibilities in preparing this report. So, Civic Economics did undertake to estimate ongoing public safety costs associated with traffic in West Springfield.

If those estimates are irrelevant to this Year One study, as the parties seem to agree, we will simply note the need to review them again during preparation of the Year Five study. Thus, Item #3 in our Conclusion on page 20 may be disregarded in considering Year One adverse impacts.

### CONCLUSION

Civic Economics appreciates the helpful and thoughtful comments provided by both MGM and the Town.

Based on the data available to support this analysis and in light of the comments received, Civic Economics can make the following findings regarding adverse fiscal impacts in West Springfield:

1. The opening of MGM Springfield introduced a number of dining options in close proximity to West Springfield. Based on a review of meals tax revenues over a period of five years, Civic Economics finds that the Town has likely incurred adverse fiscal impacts of **\$36,990**.
2. The Town incurred substantial costs in increased staffing costs for public safety in the lead up to the opening of MGM Springfield and during the first year of operations. While these increases appear to have overestimated casino-driven demand, they were reasonable at the time and based on projections for visitation that MGM has not met. For that period, we believe the Town incurred costs of **\$965,960** and that those costs should be treated as adverse fiscal impacts under the terms of the Surrounding Community Agreement.

3. The Town is now incurring substantial and ongoing costs in maintaining that increased staffing. Those costs will be reviewed and quantified in the Five Year Look Back Study.
4. We find no quantifiable adverse impacts as defined in the Surrounding Community Agreement in other categories.

Civic Economics does not here attempt to recommend a specific payment amount because a separate transportation analysis may quantify additional adverse impacts. MGM Springfield provides West Springfield with an Annual Mitigation Payment of \$375,000 which is intended to offset any identified adverse impacts prior to calculating any additional payments due.

For further information about this report or to discuss preparations for the Five Year Look Back Study, please contact:

**Dan Houston, Civic Economics**  
***dhouston@civiceconomics.com***  
**512-587-7964**



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**IMPACTS TO COMMUNITY FROM TRAFFIC LEVELS**

A separate study by a specialist engineering firm is handling transportation and traffic matters. Our interest in this area of impact is limited to public safety costs incurred in addressing traffic issues associated with the casino.

The Town did provide Civic Economics with a short list of transportation and public safety projects that the Massachusetts Gaming Commission funded in anticipation of casino related traffic changes. Transportation related grants covered design and implementation of changes to Memorial Avenue, Elm Street, and Park Street. An additional small grant funded a feasibility study for a police facility related to these transportation issues.

Representatives of the Town have argued to Civic Economics that these grants effectively recognize that traffic increases at these locations are at least in part driven by the MGM Springfield facility, and that additional costs the Town has incurred should thus be compensated.

<b>TRANSPORTATION PROJECTS APPROVED FOR FUNDING BY MGC</b>		
<b>PROJECT</b>	<b>MGC + MGM FUNDING</b>	<b>UNREIMBURSED TOWN COSTS</b>
Memorial/Union	\$912,500	\$202,080
Elm	\$150,000	\$49,996
Route 20	\$200,000	\$24,785
Complete Streets Route 20	\$1,000,000	\$2,161,000
<i>Totals</i>	\$2,262,500	\$2,437,861

Civic Economics will defer to the separate transportation study associated with this Surrounding Community Agreement as to the reimbursement of these expenses and the impact that project completion will have on traffic issues in West Springfield. However, we do note that these grants from MGC and MGM indicate an understanding that the projects would be necessitated by increased traffic related to MGM Springfield. If that traffic results in increased public safety costs, the Town argues that those costs (both already expended and ongoing), should also be treated as adverse impacts from the casino. We accept that premise, and further analyze the Town's supporting documentation under the heading of *Crime Rates and Public Safety* below.

**CRIME RATES AND PUBLIC SAFETY**

The fear that crime associated with the MGM Springfield casino will spill over into the surrounding communities is common to all seven communities to some degree. The benefit of a look back study is that this can be measured over time and the changes can be analyzed without excessive speculation.

**Crime Rates**

The Massachusetts Gaming Commission retained the services of Christopher Bruce to track changes in criminal activity in host cities and surrounding communities for all Massachusetts casinos. The Bruce report, made available to us in March, covers the first year of operation at MGM Springfield.

Mr. Bruce finds no consistent pattern of increased crime in West Springfield that he attributes to the presence of MGM Springfield. He does, however, identify two related public safety concerns: suspicious activity calls related to panhandling and increased auto crashes, both of which may be attributable to the presence of MGM Springfield. The maps below illustrate the geographic locations of these increases.

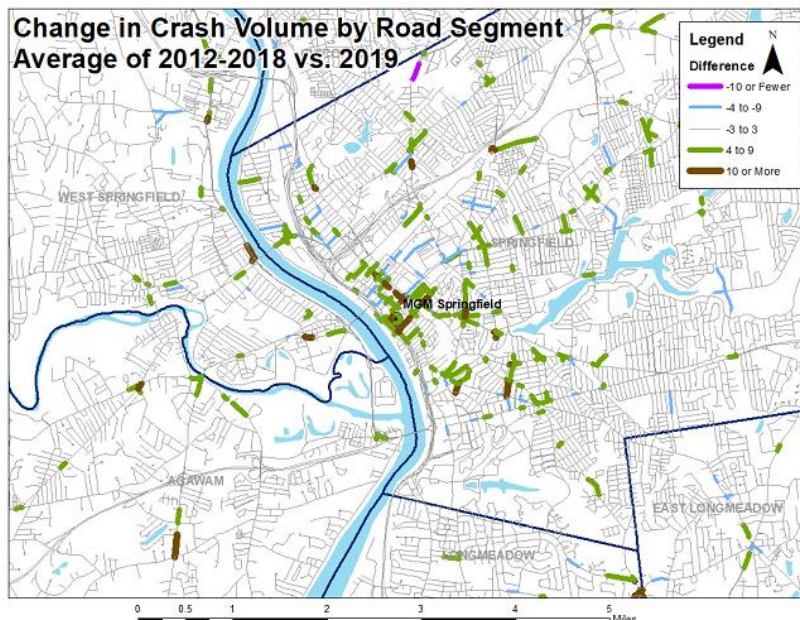


Figure 7: Analysis of changes in crashes by road segment shows a definite MGM influence in Springfield and on feeder roads from other communities.

Suspicious Activity Calls in West Springfield  
September 2018 to August 2019

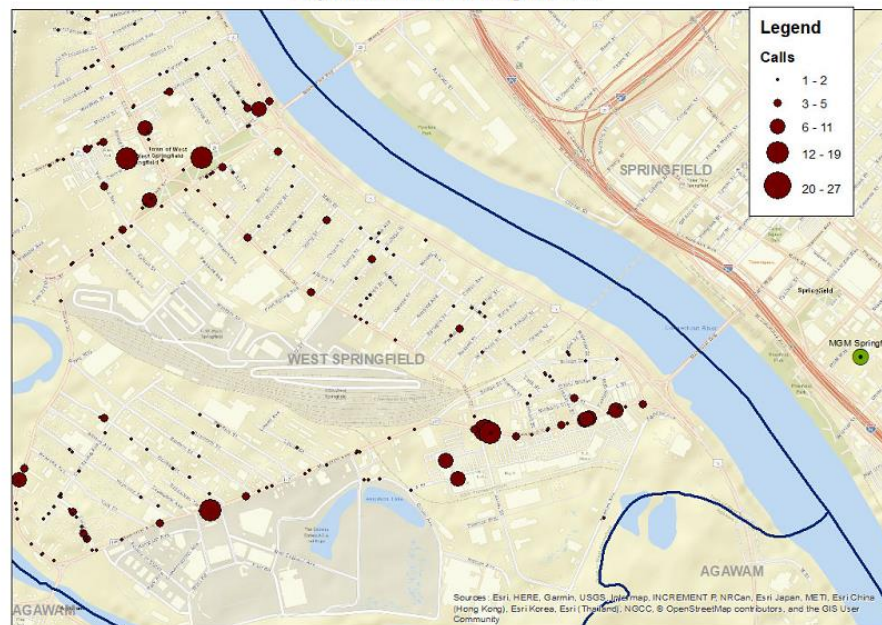


Figure 13: "Suspicious Activity" calls for 2018-2019 show an increase at locations just over the bridges from MGM Springfield.



We will leave to the transportation study the issue of infrastructure costs associated with these issues. From a public safety perspective, though, these increases may create costs for West Springfield in two ways:

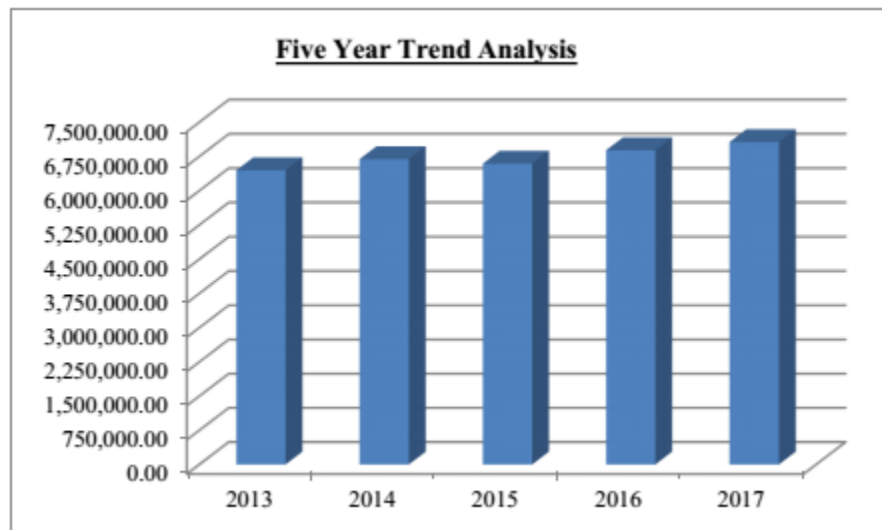
1. Discrete expenditures intended to reduce the incidence of either of these issues, particularly in locations most associated with casino traffic. If such expenditures have been made and can be accounted for, we will incorporate them into this study.
2. “Substantial and ongoing” impacts the Town faces in dealing with suspicious activity and crashes in locations associated with casino traffic are another matter. The job of Civic Economics in that case is to note these costs and leave it to the Town and MGM to resolve in determining the Net Adverse Impact Amount.

**Public Safety Expenditures**

The 2015 baseline study contained budget budgets figures related to police, fire, and ambulance services. Civic Economics has reviewed more recent municipal budgets for West Springfield and cannot replicate the combinations of line items the town used in compiling that material.

We have reviewed the five-year trend figures provided in the 2019 town budget for police and fire:

From the 2017 West Springfield Budget, POLICE:



From the 2019 West Springfield Budget, FIRE:



Civic Economics presented this data to the Town of West Springfield in August, requesting that the Town provide any further information that might help us evaluate public safety costs relevant to this study. The following pages address their submission in response to that request.

### Public Safety Costs in West Springfield: Incurred and Ongoing

The Town of West Springfield has provided Civic Economics with documentation to support the claim that the Town has incurred substantial expenses in addressing public safety concerns related to the operation of MGM Springfield and that the Town will continue to incur these costs in the coming years.

Increases in traffic and related public service calls in West Springfield were inevitable with the opening of MGM Springfield, and they are clearly documented in publicly available data. In anticipation of these increases, the Town undertook staffing upgrades including:

- Eight firefighter/EMT positions, increasing staffing to 56 (+ 16.7%)
- Four police patrol positions, increasing staffing to 64 (+6.7%)
- Four police dispatcher positions, increasing staffing to 9 (+80%)

The Town timed this increase in staffing for spring 2018, in advance of the opening of MGM Springfield. The eight firefighter/EMS positions enabled the Town to operate a third ambulance.

To help support this expansion, the Town was able to secure a SAFER Grant from the Federal Emergency Management Agency. This grant paid 75% of the cost of the positions in 2018 and 2019 and 30% in 2020. The Town also applied to the Massachusetts Gaming Commission for a one-time Specific Impact Grant of \$200,000, which was granted for fiscal year 2021.

The Town provided documentation of these costs and offsets, but the data provided (a) mixed figures for calendar and fiscal years and (b) did not correlate directly with the time period specified in the Surrounding Community Agreement. Thus, Civic Economics created a month-by-month analysis to re-allocate costs and offsets to produce fiscal year totals for 2018-2024, focusing on the portions of those years before or after the August anniversary of MGM Springfield.

TOWN OF WEST SPRINGFIELD: PUBLIC SAFETY HIRING AND COSTS, 2018-2014							
	Firefighters/EMS		Police Patrolmen		Police Dispatchers		Total Costs
	Hires	Cost	Hires	Cost	Hires	Cost	
<b>FY 2018</b>	8	\$ 275,277	4	\$ 128,473	4	\$ 86,813	\$ 490,564
<b>FY 2019</b>	8	660,666	4	308,336	4	208,351	1,177,353
<b>FY 2020</b>	8	660,666	4	308,336	4	208,351	1,177,353
<b>FY 2021</b>	8	660,666	4	308,336	4	208,351	1,177,353
<b>FY 2022</b>	8	660,666	4	308,336	4	208,351	1,177,353
<b>FY 2023</b>	8	660,666	4	308,336	4	208,351	1,177,353
<b>FY 2024</b>	8	110,111	4	51,389	4	34,725	196,226

NOTES: Town FY is July 1 to June 30; for this analysis, the figures include the time period of Feb 2018 through July 2023. This includes the initial hiring and begin of the SAFER Grant through the 5 year opening of the MGM facility.

SOURCES: Town of West Springfield

The Town also provided data for call volume in FY 2017 and 2020, demonstrating the expected increase in activity since the opening of MGM Springfield. However, the increase in staffing for dispatch positions and, to a lesser extent firefighter/EMS positions, substantially outstrips the increase in call volume the Town has actually experienced since the opening.

Staffing	FY 2017		FY 2020		Increases in		Proportionate Hiring	Difference
	Hires	Cost	Hires	Cost	Hiring	Calls		
<b>Firefighters/EMS</b>	48	56	16.7%	6.1%	2.9	5.1		
<b>Patrolmen</b>	60	64	6.7%	7.0%	4.2	-0.2		
<b>Dispatchers</b>	5	9	80.0%	7.0%	0.4	3.6		



Civic Economics evaluated these expenses for two separate time periods: (a) expenses incurred leading up to and during the first year after opening MGM Springfield and (b) substantial ongoing expenses the Town will incur before the five-year look back study occurs. Of course, these expenses must be directly related to adverse impacts from the operation of MGM Springfield.

**Year One Costs:** As to expenses incurred leading into and through the first year of operation, it appears to Civic Economics that the Town took reasonable precautions in staffing up specific public safety positions in advance of the opening. The Town overshot the mark, but far better to over-prepare than to find a public safety system overwhelmed in the first year of a new reality. Importantly, with West Springfield providing essential access to the MGM site, it is in MGM’s interest, too, that West Springfield was well prepared for anticipated increases in traffic and calls. And finally, the Town did all MGM might ask in seeking and securing external funds, not just from the MGC but from the federal government, as well.

With that in mind, then, Civic Economics believes that the Town’s spending over and above grant funding represents the sort of adverse impact contemplated in the Surrounding Community Agreement. For fiscal years 2018 and 2019, that spending totals \$965,960.

**Ongoing Costs:** As demonstrated above, the Town of West Springfield entered the casino era with enhanced staffing that exceeded the demand increases actually experienced. The increase in patrolmen positions is close to the actual increase in calls. However, enhanced staffing for firefighter/EMS and dispatcher positions substantially overshot the mark if the sole purpose of the staffing was to meet the increased demand spurred by MGM Springfield. After the first year of operations, our analysis suggests that increased call activity accounts for roughly half of the total cost of enhanced staffing. The table below calculates actual costs, grant offsets, and the proportion of remaining costs that should be allocated to MGM.

Civic Economics believes the Town will experience substantial and ongoing costs for public service staffing that can be attributed to operations at MGM Springfield. Based on the limited data provided for this analysis, Civic Economics believes these costs will exceed \$2 million through the fifth year of casino operation.

WEST SPRINGFIELD: ANNUAL PUBLIC SAFETY COSTS, OFFSETS, AND ADVERSE IMPACT							
Fiscal Year	Enhanced	SAFER GRANT		MGC Grant	Town Costs	MGM	
		Covered	Grant			Allocation	Adverse
FY 2018	\$ 490,564	75%	\$ 206,458		\$ 284,106	100.0%	\$ 284,106
FY 2019	1,177,353	75%	495,499		681,854	100.0%	681,854
FY 2020	1,177,353	56%	371,625		805,729	53.9%	429,187
FY 2021	1,177,353	18%	115,617	\$ 200,000	861,737	49.7%	428,466
FY 2022	1,177,353	0%	0		1,177,353	49.7%	585,394
FY 2023	1,177,353	0%	0		1,177,353	49.7%	585,394
FY 2024	196,226	0%	0		196,226	49.7%	97,566

SOURCES: Town of West Springfield

7. Payment of Net Adverse Impact Amounts.

(a) Priority of Reimbursement Obligations. The Parties hereby agree that the Community shall look exclusively to the Annual Mitigation Payment for satisfaction of the first Three Hundred and Seventy-Five Thousand Dollars (\$375,000.00) of the Net Adverse Impact Amounts. The Parties further agree that the Community shall next exercise good faith efforts to secure state funding for any remaining Net Adverse Impact Amounts through the Community Mitigation Fund established by M.G.L. c. 23k, §61, as applicable (the "State Mitigation Fund"). To the extent that any Net Adverse Impact Amounts remain unfunded after application of the Annual Mitigation Payment and any funding received from the State Mitigation Fund, MGM agrees to pay the balance to the Community as set forth below. To the extent that the Community receives funding from one of the State Mitigation Fund after MGM has paid any Net Adverse Impact Amount beyond the Annual Mitigation Payment, MGM shall be entitled to a credit toward any future Net Adverse Impact Amount payment obligations in excess of its Annual Mitigation Payment obligation.

(b) Payment of Year One Net Adverse Impact Amount. MGM shall pay the unfunded Year One Net Adverse Impact Amount, if any, in excess of the Annual Mitigation Payment and any funding the Community has received from the State Mitigation Fund, within thirty (30) days of the determination of said amount pursuant to Section 6 above and, to the extent that such amount is deemed to be an annual obligation, shall continue to make such payment annually thereafter until the determination of the Year Five Net Adverse Impact Amount. The Parties further acknowledge that if the 1<sup>st</sup> Year Look Back Study demonstrates a net positive impact, or the Year One Net Adverse Impact Amount is determined to be less than the Annual Mitigation Payment plus any funding the Community has received from the State Mitigation Fund, MGM shall have no further monetary obligations to the Community beyond the Annual Payments during the period up to the determination of the Year Five Net Adverse Impact Amount.

(c) Payment of Year Five Net Adverse Impact Amount. MGM shall pay the unfunded Year Five Net Adverse Impact Amount, if any, in excess of the Annual Mitigation Payment and any funding the Community has received from the State Mitigation Fund, within thirty (30) days of the determination of said amount pursuant to Section 6 above and, to the extent that such amount is deemed to be an annual obligation, shall continue to make such payment annually thereafter through the remainder of the Term. The Parties, further acknowledge that if the 5<sup>th</sup> Year Look Back Study demonstrates a net positive impact, or the Year Five Net Adverse Impact Amount is determined to be less than the Annual Mitigation Payment plus any funding the Community has received from the State Mitigation Fund, MGM shall have no further monetary obligations to the Community beyond the Annual Payments, except in the event this agreement is reopened in accordance with 205 CMR 127.

**Public Safety Specific Impact Cost  
Increased Public Safety Personnel**

<b>FY 2026 Estimated Costs</b>			
	<b>Total Cost</b>	<b>Casino Impact*</b>	<b>Casino Impact Costs</b>
Police Patrolmen	424,729.80	49.70%	211,090.71
Police Dispatchers	228,829.83	49.70%	113,728.43
Firefighter/EMS	848,779.01	49.70%	<u>421,843.17</u>
Total Personnel			746,662.30
FY 2026 Annual Mitigation Payment SCA with MGM Springfield			(375,000.00) **
FY 2026 MA Gaming Public Safety Grant			<u>(250,000.00) requested</u>
Additional Costs - West Springfield			<u><u>121,662.30</u></u>

\*As per 1 Year Look-Back Study Draft Report page 14 as attached and incorporated within the Final Report (EXHIBIT PS1-3)

\*\* The full SCA payment is indicated to offset public safety costs only for the purposes of this grant application. The Town notes that the Civic Economics report also concludes that the Town has experienced over \$2.4 million in traffic related expenses as well as decreased meals tax revenue in connection with the MGM facility.



**Town of West Springfield  
Firefighter Payroll and Benefits  
Additional Staffing  
FY 2026 Annual Cost**

	Pay Grade	Salary				Benefits				Vaca (cost of OT to cover min manning - 10 tours 120	Annual Benefits	Total Annual Cost
		BI-Weekly Salary**	Annual Salary	Funded by Ambulance Revenue	Salary Funded by General Fund	Medicare (1.45%)	Pension (9%)	Health (employer cost)*				
#1	EMT Basic	2,923.11	76,000.86	5,297.24	70,703.62	1,102.01	6,840.08	25,901.00	Net Blue Fam	6,263.81	40,106.90	<b>110,810.52</b>
#2	Paramedic	3,175.81	82,571.06	11,867.44	70,703.62	1,197.28	7,431.40	9,853.00	Net Blue Ind	6,805.31	25,286.99	<b>95,990.61</b>
#3	EMT Basic w/degree	3,092.13	80,395.38	5,253.56	75,141.82	1,165.73	7,235.58	25,901.00	Net Blue Fam	6,625.99	40,928.30	<b>116,070.12</b>
#4	Paramedic w/degree	3,344.85	86,966.10	11,824.28	75,141.82	1,261.01	7,826.95	9,853.00	Net Blue Ind	7,167.54	26,108.50	<b>101,250.32</b>
#5	Paramedic w/degree	3,344.85	86,966.10	11,824.28	75,141.82	1,261.01	7,826.95	9,853.00	Net Blue Ind	7,167.54	26,108.50	<b>101,250.32</b>
#6	Paramedic w/degree	3,344.85	86,966.10	11,824.28	75,141.82	1,261.01	7,826.95	25,901.00	Net Blue Fam	7,167.54	42,156.50	<b>117,298.32</b>
#7	Paramedic	3,175.81	82,571.06	11,867.44	70,703.62	1,197.28	7,431.40	25,901.00	Net Blue Fam	6,805.31	41,334.99	<b>112,038.61</b>
#8	Firefighter	2,780.65	72,296.90	1,593.28	70,703.62	1,048.31	6,506.72	9,853.00	Net Blue Ind	5,958.54	23,366.57	<b>94,070.19</b>

**Total Annual Cost Fire/EMS FY 2026**

**848,779.01**

\* Estimated at FY 2025 rates increased by 10%

\*\*Contract not negotiated for FY 2026, estimated 2% increase

**Town of West Springfield  
Police Payroll and Benefits  
Additional Staffing  
FY 2026 Annual Cost**

		Salary		Benefits					Vaca (cost of OT to cover min manning - 2 weeks)	Annual Benefits	West Springfield Total Annual Cost
Pay Grade		Bi-Weekly Pay	Annual Salary	Medicare (1.45%)	Pension (9%)	Education Stipend	Health (employer cost)*				
<b><u>Patrolmen:</u></b>											
#1	P-1, 4 YR, W/BD**	2,914.50	75,777.00	1,098.77	6,819.93	8,500.00	9,853.00	Net Blue Ind	4,371.75	30,643.45	<b>106,420.45</b>
#2	P-1, 4 YR, W/BD**	2,914.50	75,777.00	1,098.77	6,819.93	8,500.00	9,853.00	Net Blue Ind	4,371.75	30,643.45	<b>106,420.45</b>
#3	P-1, 4 YR**	2,914.50	75,777.00	1,098.77	6,819.93	-	25,901.00	Net Blue Fam	4,371.75	38,191.45	<b>113,968.45</b>
#4	P-1, 4 YR**	2,914.50	75,777.00	1,098.77	6,819.93	-	9,853.00	Net Blue Ind	4,371.75	22,143.45	<b>97,920.45</b>
<b>Total Annual Cost Police Patrolmen FY 2026</b>											<b>424,729.80</b>
<b><u>Dispatchers:</u></b>											
#1	S-7.5, Step XI**	2,198.22	57,153.72	828.73	5,143.83		9,853.00	Net Blue Ind	3,297.33	19,122.89	<b>76,276.61</b>
#2	S-7.5, Step XI**	2,198.22	57,153.72	828.73	5,143.83		9,853.00	Net Blue Ind	3,297.33	19,122.89	<b>76,276.61</b>
#3	S-7.5, Step XI**	2,198.22	57,153.72	828.73	5,143.83		9,853.00	Net Blue Ind	3,297.33	19,122.89	<b>76,276.61</b>
<b>Total Annual Cost Police Dispatch FY 2026</b>											<b>228,829.83</b>

\* Estimated at FY 2025 rates increased by 10%

\*\*Contracts not negotiated for FY 2026, estimated 2% increase

**Volcanic Bikes**  
PO Box 526  
Boys Town, NE 68010  
(509) 427-8623  
info@volcanicbikes.com  
www.volcanicbikes.com



# Estimate

**ADDRESS**

Chief Bartone  
West Springfield Fire Department

**SHIP TO**

Chief Bartone  
West Springfield Fire Department

ESTIMATE #	DATE
2657668	01/15/2025

DATE	ACTIVITY	DESCRIPTION	QTY	RATE	AMOUNT
	<b>Volcanic Fire Ready APB 29"</b>	APB 1x11 34t SRAM GX 11s (34t, 11-42t) Wheel Size: 29er Frame Size: TBD Frame Color: Red Wheels: DT Swiss Brakes: Avid BB7 Fork: RockShox Recon Accessories Included: R&B EMS Bags (Trunk Bag/Pannier set) Topeak MTX Explorer Disc Rack 29" Niterider Lighting System w/Taillight FIRE Top Tube Decals	1	3,099.99	3,099.99
Subtotal:					3,099.99





Connecticut Custom Fire Training, LLC.

16 Topstone Road  
New Fairfield, CT 06812

# Estimate

Date	Estimate #
1/31/2025	2025-004

Name / Address
West Springfield Fire Dept 44 Van Deene Ave. West Springfield, MA 01089 Attn: Chief C.J. Bartone

			Project
Description	Qty	Rate	Total
Lecture & Hands On- Standpipe Operations	1	600.00	600.00
Hands on Training.- Standpipe Operations	1	537.50	537.50
Hands on Training.- Standpipe Operations	1	537.50	537.50
Hands on Training.- Standpipe Operations	1	537.50	537.50
Standpipe Tools/Props/Visual Aids	1	200.00	200.00
Standpipe Operations PPT Handouts	25	2.00	50.00
<b>Total</b>			\$2,462.50

E-mail	Web Site
paul@ctcustomfiretraining.com	www.ctcustomfiretraining.com