

Exploring Strategies to Increase Local Tourism in the City of Everett, MA

METROBRIDGE



About this Report

This report is a product of student work in Boston University's Economic Development and Tourism course taught by Robert Billington in Fall 2019.

Acknowledgments

The MetroBridge program at Boston University's Initiative on Cities wishes to thank our partners in the City of Everett for their collaboration and support on this project.

Thank you to all of the Boston University students who contributed to this report: Litong (Kayla) Chen, Lijia Huang, Pengcheng He, Sheng Jin, Xinyu Li, Yang Shu, Miras Suleimenov, Zhaoyi Zhang, Xingchen Zhou, and Yi Zhu.

About BU MetroBridge

MetroBridge empowers students across Boston University to tackle urban issues, and at the same time, helps city leaders confront key challenges. MetroBridge connects with local governments to understand their priorities, and then collaborates with Boston University faculty to translate each city's unique needs into course projects. Students in undergraduate and graduate classes engage in city projects as class assignments while working directly with local government leaders during the semester. The goal of MetroBridge is to mutually benefit both the Boston University community and local governments by expanding access to experiential learning and by providing tailored support to under-resourced cities. MetroBridge is funded by the College of Arts and Sciences and housed at Boston University's Initiative on Cities.



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Executive Summary

The City of Everett has a rich industrial history, and is currently in a process of development and revitalization which includes the construction and opening of the Encore Boston Harbor Casino and Resort. The city's development strategy rests on the resort acting as a catalyst for Everett; with a projected 8 million annual visitors to the resort and casino, it will be important to drive some of these visitors to spend money in other parts of the city outside of the casino.

This report seeks to address a need for the development of a tourism or marketing strategy for the City of Everett, which will target visitors to the Encore Boston Harbor resort and get them to patronize other local businesses in the city. This report provides research and analysis of strategies that have been implemented in other cities, and concludes with recommendations for the City of Everett to adopt to increase local sales.

The team was given a comprehensive tour of Encore Boston Harbor Resort and Casino, where members were able to collect firsthand observations. Additionally, thorough research was conducted on many topics related to city development and tourism marketing: the national and international casino and resort industry; the current state of the City of Everett and its surrounding towns, including the state of tourism and local business attitudes; the background and current state of Encore Boston Harbor Casino and Resort.

Concluding the observations and research, this report lays out a series of recommendations broken down into categories including infrastructure, marketing, event promotion, retail development, attractions, culture, and commerce. Tourism packages that could be useful to develop were also recommended. One major recommendation is to increase the promotion of the city's events, shopping, and dining options to Encore visitors through advertising on Encore shuttle buses, at shuttle bus pick-up and drop-off locations, and through brochures given to guests at the resort. Another recommendation is to use existing buildings and infrastructure to create more attractions for the city, such as an observatory or museums.

Introduction

In August of 2019 officials of the City of Everett MA contacted the Metro Bridge program of Boston University to request assistance in marketing their city. Below is the form that was completed to formally request assistance from Metro Bridge:

City of Everett

Tourism/Marketing Campaign

Who is the point-person for your application?

Catherine Rollins Denisi
Deputy Chief of Staff and Policy Director
catherine.denisi@ci.everett.ma.us
617-394-2270

Briefly explain a project your city/town would like assistance with during the upcoming year:

We would like assistance developing a tourism/marketing strategy that targets visitors to the Encore Boston Harbor resort and gets them to patronize other local businesses.

What specific support (e.g., research, policy analysis, technical assistance) would Metro Bridge provide in supporting this project?

We would like research and analysis of strategies that have been implemented elsewhere, and possibly technical assistance in designing a mock-up of potential marketing collateral.

Why is this project important for your city/town?

Our economic development strategy is premised on the resort as a catalyst for the city's revitalization. A huge piece of that is dependent upon capturing some of the projected 8 million annual visitors and driving them to spend money in other parts of the city.

Which city/town departments would be involved in the project?

Mayor's Office
Planning & Development Department
Communications Department

What is your preferred timeline for the project?

Fall 2019

About the Project

Emily Robbins of Metro Bridge contacted Dr. Robert Billington, Adjunct Professor at Boston University for the class fall 2019 MET AD600 Economic Development and Tourism Management to gauge interest in the request by the City of Everett. Professor Billington met with the class of AD600 to discuss the project. Each student agreed to be a part of a “consulting company” that would assist the City of Everett MA. Each Monday the class met to discuss tactics and strategies. A driving tour of the City of Everett was organized by Tess C. Kohanski and Emily Robbins of the Metro Bridge program on September 26th. The tour included a comprehensive tour of the Encore Boston Harbor property by official greeter Vincent Ragucci, Jr.

World Tourism Concerns

The World Travel & Tourism Council (WTTC) reports that in 2018, the travel and tourism sector supported 319 million jobs—10% of total employment—and generated 10.4% of global GDP.

An East Carolina University study found the top five most important world tourism issues for 2020 will include:

1. Maintaining a destination’s economic, social/cultural, natural and built resources
2. Global concerns for safety and security
3. Impact on tourism from global economic, social/cultural, and political change
4. Responding to the long-term impacts of over tourism, climate change, and global warming
5. Necessity for increased multi-level leadership in tourism policy and strategic planning.

A Brief History of Everett

The city name “Everett” came from Edward Everett who was a U.S Representative, U.S. Senator, 15th Governor of Massachusetts, Minister to Great Britain, and a United States Secretary of State. He was also the president of Harvard University.

Everett belonged to a part of Charlestown and then Malden. It became a single town in 1870. In 1892, Everett officially changed from a town to a city. The first Mayor of the City of Everett was Alonzo H. Evans.



In 1893, the Cochrane Chemical Works was the first large corporation in the City of Everett. By 1931 it had become the Monsanto Chemical Company and it later the Monsanto Company. The New England Coke Works was opened in 1899. In 1919 the

Colonial Beacon Oil Company, later called Humble Oil and Refining Company, came to the City of Everett with its plant. The City of Everett collected \$200,000 in taxes from industry in 1913. By 1920, the city generated most taxes from its industry. During the 1930's, the Great Depression, industry in the City of Everett was not booming and expanding.

However, in the 1940s, there were a couple of industrial firms that came into the City of Everett and helped the city out of the depression.

Everett has been an industrial city for a long time. In 2019, the Encore Boston Harbor casino opened along the Broadway in Everett. It is a great transformation from the industry sector into the service sector for the City of Everett. Encore Boston Harbor invested a lot of money to clean the waterfront and made the surrounding environment better.

History of Encore Boston Harbor



In 2011, the government of Massachusetts agreed with the Expanded Gaming Act and Wynn Resort chose Everett as their next casino location. In September 2014, the Massachusetts Gaming Commission voted 3 to 1 to approve Wynn Resort's proposed \$1.6 billion casino in Everett and also approved with 4 to 0 votes regarding issuing a license.

During the proposal process, the other two competitors were Mohegan Sun and Suffolk Downs. Both have long-term experience with running casino hotels in CT and MA respectively.

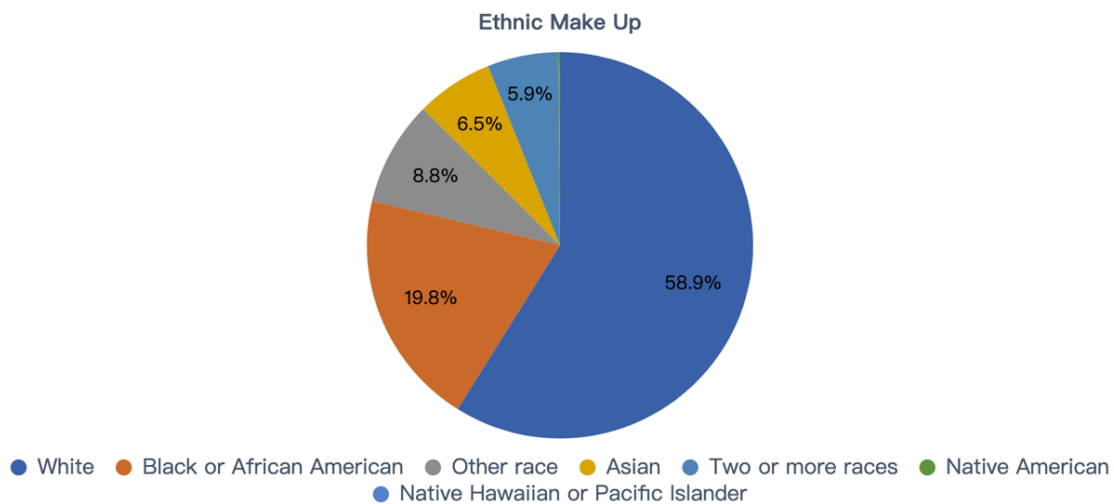
Wynn began with the purchase of 33 acres of land along the Mystic River in Everett, MA, and started to plan to build a resort casino in Massachusetts. The land along the Mystic River was used as an industrial-chemical area. Wynn Resort agreed to pay millions of dollars toward a long-term plan to fix traffic through Sullivan Square in Charlestown and clean up the area by building a living ecosystem on the shoreline. Moreover, the company offered several thousand full-time jobs with an average salary of \$56,000, and they estimated that the resort would bring \$260 million in annual tax revenue to Massachusetts. The company would also bring Greater Boston and the New England area luxury hospitality and entertainment experiences.

In the process of building the casino resort, the cities of Revere, Somerville, and Boston brought lawsuits against the gaming commission. The cities suggested that the Commission ban the license to Wynn due to potential traffic congestion. Mohegan Sun also became part of this process and demanded the reconsideration of the casino license competition. After that, there was difficulty due to the state issuance of a key environmental permit. The permit was pending a city of Somerville appeal. Also, the company suggested that they hire more than 4,000 people for the construction. Delaying the process would cost \$55 million every month.

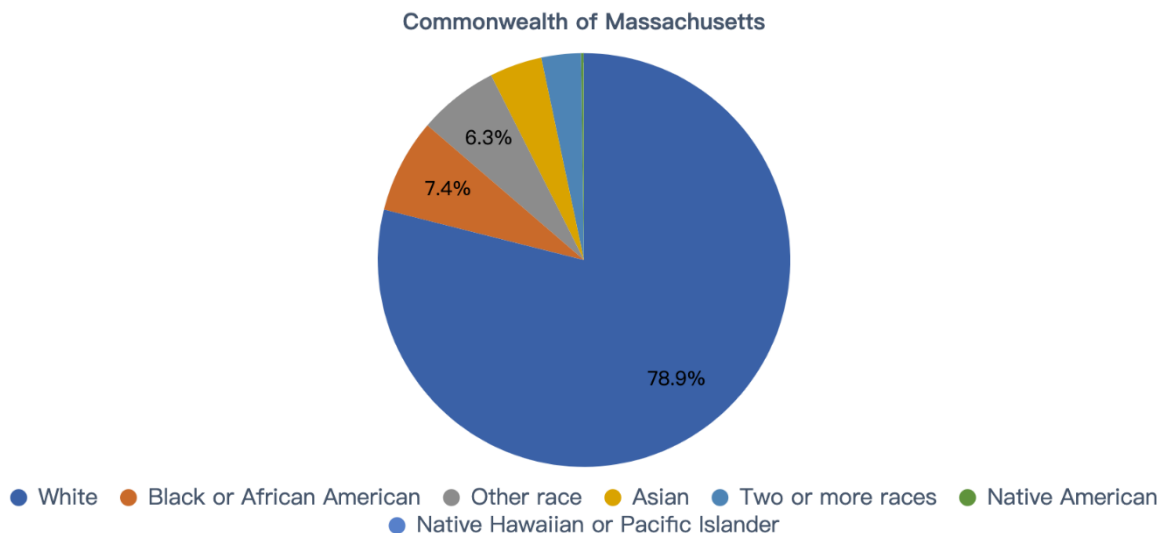
In 2018, another challenge came to the company regarding sexual misconduct allegations against company president Steve Wynn. This caused him to leave the board of Wynn resort. The Gaming Commission began the investigation and led the company to sell the under-construction casino to MGM. After the result, MGM paid a fine of \$35 million and also a fine of \$500,000 against CEO Mathew Maddox. Due to this, the company renamed the new resort Encore Boston Harbor.

Demographics

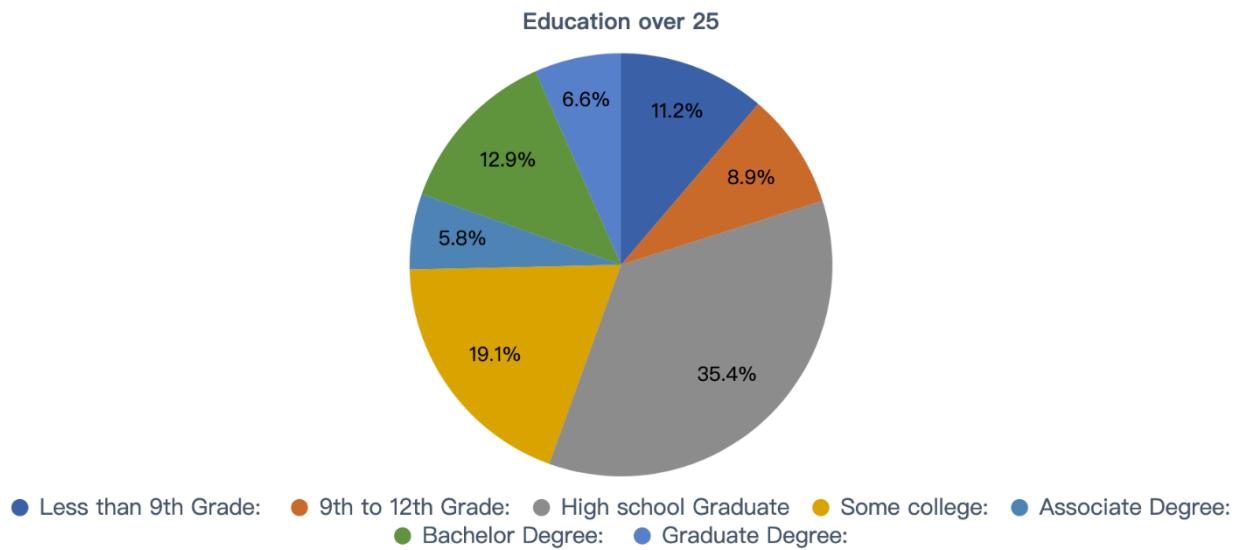
Ethnic Makeup



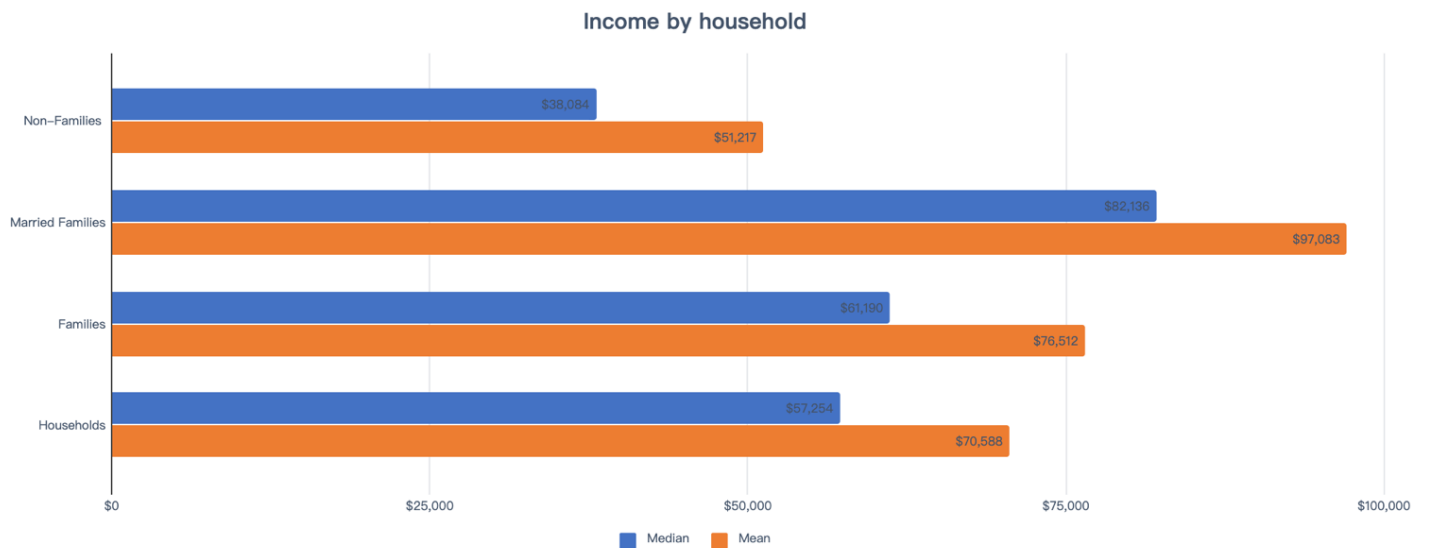
Commonwealth of Massachusetts



Education Over 25



Income by Household



Characteristics of Encore Boston Harbor

Encore Boston Harbor sits on 33 acres on historic Boston Harbor, only 11 minutes from Logan International Airport and connected to Boston via their own fleet of Encore Boston Harbor water shuttles. With 50,000 square-feet of state-of-the-art meeting and event space, including a 37,000 square-foot divisible grand ballroom. Encore Boston Harbor opened on June 23, 2019, at a total cost of \$2.6 billion. Encore Boston Harbor has a 671-room bronzed-toned hotel tower, a gambling floor with over 3,100 slot machines, 144 table games, 88 high-end poker tables, 15 bars and restaurants, shops, lavish art displays.

Encore's Future Plans

They plan to redevelop this area so that it will be known as the entertainment district of the Northeast. Part of the casino's plan construction includes a designated area of sports gambling, if it becomes legal in Massachusetts. And while state lawmakers, including Governor Charlie Baker, are looking at legalizing sports gambling in Massachusetts in the wake of last year's Supreme Court decision, they haven't yet advanced any such legislation. Encore Boston Harbor is reportedly saving space on their property for sports betting. Another project potentially in the works is a multi-million dollar footbridge across the Mystic River according to the Boston globe, connecting the casino with Assembly Square and, importantly, its Orange Line MBTA stations.



1 Photo credit to Yi Zhu




2 Photo credit to Mass DCR



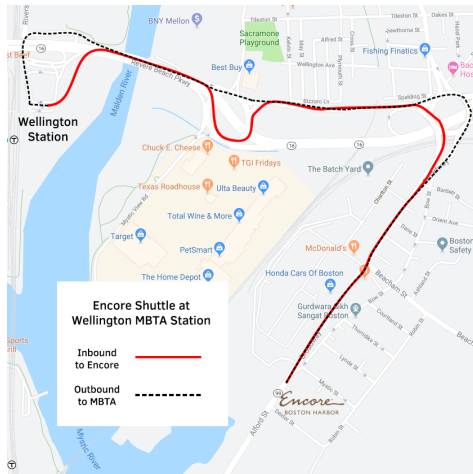
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Transportation to Encore Boston Harbor

Encore Boston Harbor

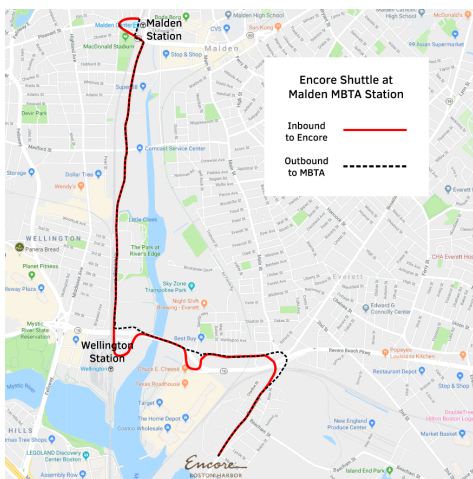
<p>★ Bicycle parking</p> 	<p>★ Available in the Encore Boston Harbor garage that can accommodate up to 192 bicycles.</p>
<p>★ Community car parking</p>	<p>★ Community car parking lot across the street from the resort.</p> <p>➤ COST: \$20 for 0 - 6 hours \$40 for 24 hours</p>
<p>★ Car parking</p>	<p>★ Available at the T stations and other locations around Boston, Encore Boston Harbor Shuttle Runner takes you the rest of the way.</p>
<p>★ Shuttle</p>	<p>★ The Orange Line at either Malden Center or Wellington Station goes to the Encore Boston Harbor Shuttle.</p> <p>➤ Hours of Operation: 24 hours daily</p> <p>➤ Capacity/Accessibility: 58 passenger, ADA wheelchair accessible.</p> <p>➤ Cost (One-Way): Free</p>

★ To/From Wellington Station



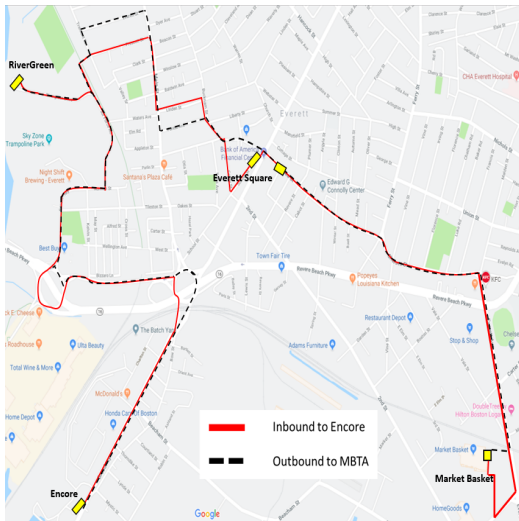
- Frequency: Monday through Wednesday - every 15 minutes (5 a.m. to 1 a.m.), and every 30 mins. (1 a.m. to 5 a.m.)
- Thursday through Sunday - every 10 minutes (5 a.m. to 1 a.m.), and every 20 minutes (1 a.m. to 5 a.m.)
- Trip Duration: Approximately 5-8 minutes from Wellington.

★ To/From Malden Station



- Frequency: Monday through Wednesday - every 30 minutes, 24 hours
- Thursday through Sunday - every 10 minutes (5 a.m. to 1 a.m.), and every 20 minutes (1 a.m. to 5 a.m.)
- Trip Duration: About 17 minutes from Malden Center

★ Encore Boston Harbor Neighborhood Runner



★ Encore Boston Harbor Neighborhood Runner will drive from the shuttle stop across from the Chelsea Silver Line station and select locations in Everett

- Hours of Operation: 24 hours daily.
- Frequency: Continuous, every 20 minutes from Chelsea and Everett location.
- Thursday through Sunday – every 15 minutes between Rivergreen and Encore Boston Harbor
- Trip Duration: Approximately 15-20 minutes from Chelsea Silver Line Stop.
- Capacity/Accessibility: 26 passenger, ADA wheelchair accessible.
- Cost (One-Way): Free

★ Encore Boston Harbor Premium Motor Coach



Encore Premium Motor Coach Schedule

Depart Millbury, MA (Exit 11)*	Depart Encore Boston Harbor
9:30 a.m.	11 a.m.
11 a.m.	12:30 p.m.
12:30 p.m.	2 p.m.
2 p.m.	3:30 p.m.
3:30 p.m.	6 p.m.
5 p.m.	6:30 p.m.

Depart Londonderry, NH (Exit 4)*	Depart Encore Boston Harbor
10 a.m.	11:30 a.m.
11:30 a.m.	1 p.m.
1 p.m.	2:30 p.m.
2:30 p.m.	4 p.m.
4 p.m.	5:30 p.m.
5:30 p.m.	7 p.m.

Depart Rockland, MA (Exit 14)*	Depart Encore Boston Harbor
10:30 a.m.	12 p.m.
12 p.m.	1:30 p.m.
1:30 p.m.	3 p.m.
3 p.m.	4:30 p.m.
4:30 p.m.	6 p.m.
6 p.m.	7:30 p.m.

Depart Patriot Place, Foxboro MA**	Depart Encore Boston Harbor
9:30 a.m.	11 a.m.
11 a.m.	12:30 p.m.
12:30 p.m.	2 p.m.
2 p.m.	4:30 p.m.

★ The luxury motor coach is waiting at four convenient locations. Pick it up at the Millbury and Rockland Park & Rides in Massachusetts or the Londonderry Park & Ride in New Hampshire.

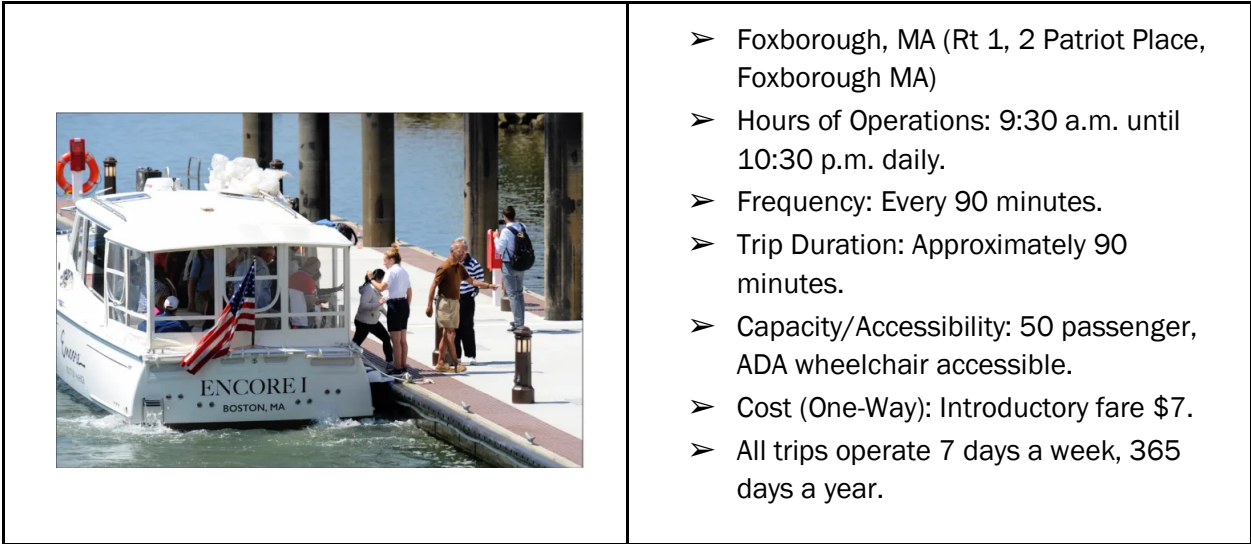
- Park and Ride Locations:
- Millbury (I-90W Exit 11 to 1504 Grafton Rd., Millbury MA)
- Rockland, MA (Rt 3, Exit 14 to 1150 Hingham St., Rockland MA)
- Londonderry, NH (I-93 to Exit 4, 2 Garden Lane, Londonderry NH)
- Foxborough, MA (Rt 1, 2 Patriot Place, Foxborough MA)
- Hours of Operations: 9:30 a.m. until 10:30 p.m. daily.
- Frequency: Every 90 minutes.
- Trip Duration: Approximately 90 minutes.
- Capacity/Accessibility: 50 passenger, ADA wheelchair accessible.
- Cost (One-Way): Introductory fare \$7.
- All trips operate 7 days a week, 365 days a year.

★ Encore Boston Harbor Premium Harbor Shuttle (boat)



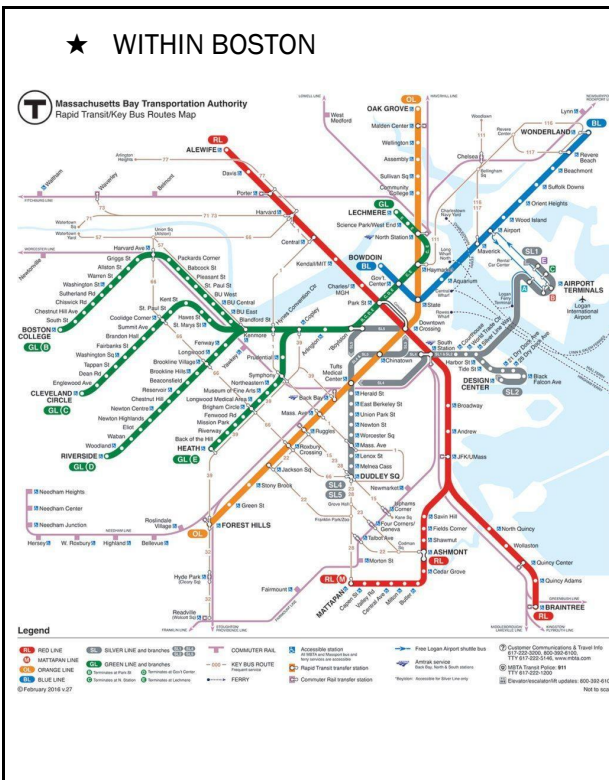
★ The luxury motor coach is waiting at four convenient locations. Pick it up at the Millbury and Rockland Park & Rides in Massachusetts or the Londonderry Park & Ride in New Hampshire.

- Park and Ride Locations:
- Millbury (I-90W Exit 11 to 1504 Grafton Rd., Millbury MA)
- Rockland, MA (Rt 3, Exit 14 to 1150 Hingham St., Rockland MA)
- Londonderry, NH (I-93 to Exit 4, 2 Garden Lane, Londonderry NH)



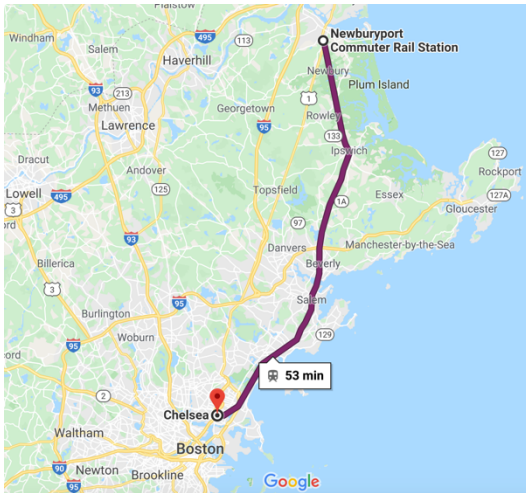
- Foxborough, MA (Rt 1, 2 Patriot Place, Foxborough MA)
- Hours of Operations: 9:30 a.m. until 10:30 p.m. daily.
- Frequency: Every 90 minutes.
- Trip Duration: Approximately 90 minutes.
- Capacity/Accessibility: 50 passenger, ADA wheelchair accessible.
- Cost (One-Way): Introductory fare \$7.
- All trips operate 7 days a week, 365 days a year.

Massachusetts



- ★ MBTA Orange Line
 - Take the MBTA Orange Line to Wellington or Malden Center, then take Encore Boston Harbor Shuttle to the resort.
 - Take the MBTA Orange Line to Sullivan Station, and take MBTA Bus Routes 104, 105 and 109 to Encore Boston Harbor.
- ★ MBTA Silver Line
 - Take the MBTA Silver Line (SL3) to Chelsea Station, then take Encore Boston Harbor Neighborhood Runner to the resort.

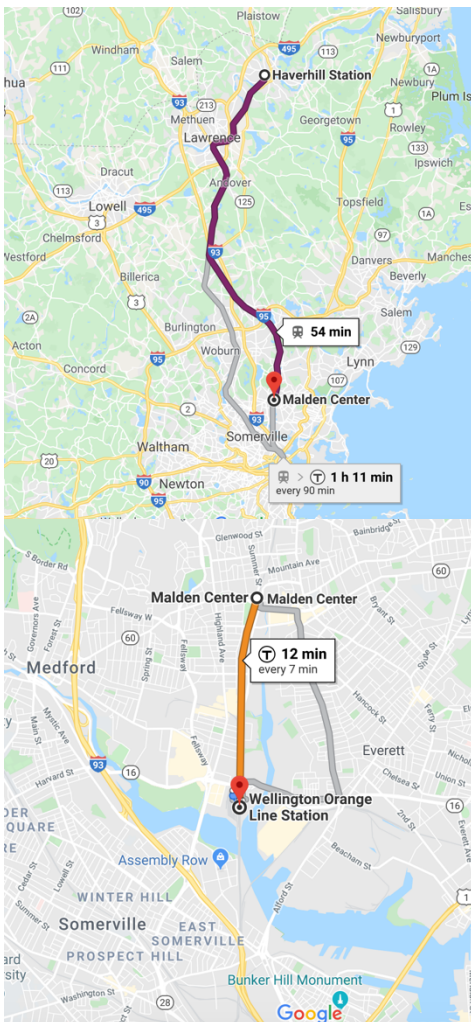
★ NORTH SHORE



★ Commuter Rail or MBTA

- Take the Newburyport Commuter Rail to Chelsea Commuter Rail Station and walk 0.5 miles to the nearest Encore Boston Harbor Neighborhood Runner bus stop located beside Market Basket.

★ MERRIMACK VALLEY



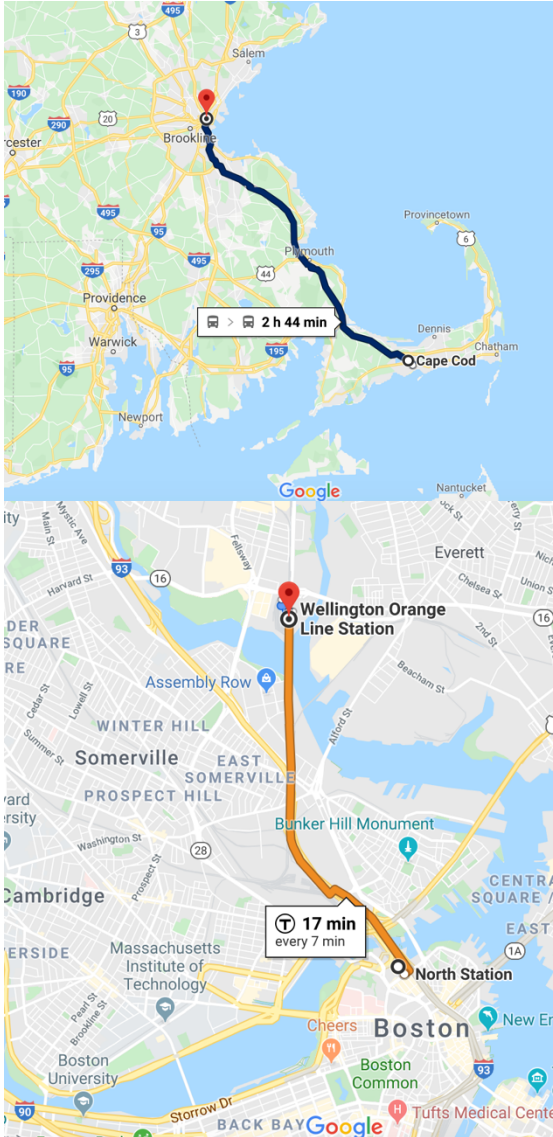
★ Amtrak Downeaster

- Take the Amtrak Downeaster to North Station. Take the **MBTA Orange Line** to Wellington, then take Encore Boston Harbor Shuttle to the resort.

★ Commuter Rail

- Take the Haverhill Commuter Rail to the MBTA Malden Station. Take the **MBTA Orange Line** to Wellington, then take Encore Boston Harbor Shuttle to the resort.

★ SOUTH OF BOSTON, CAPE COD



- ★ Rockland Premium Motor Coach
 - Take the Encore Boston Harbor Rockland Premium Motor Coach directly to the resort.
- ★ Commuter Rail
 - Take the local Commuter Rail Line into Boston. Take the **MBTA Orange Line** to Wellington, then take Encore Boston Harbor shuttle to the resort.

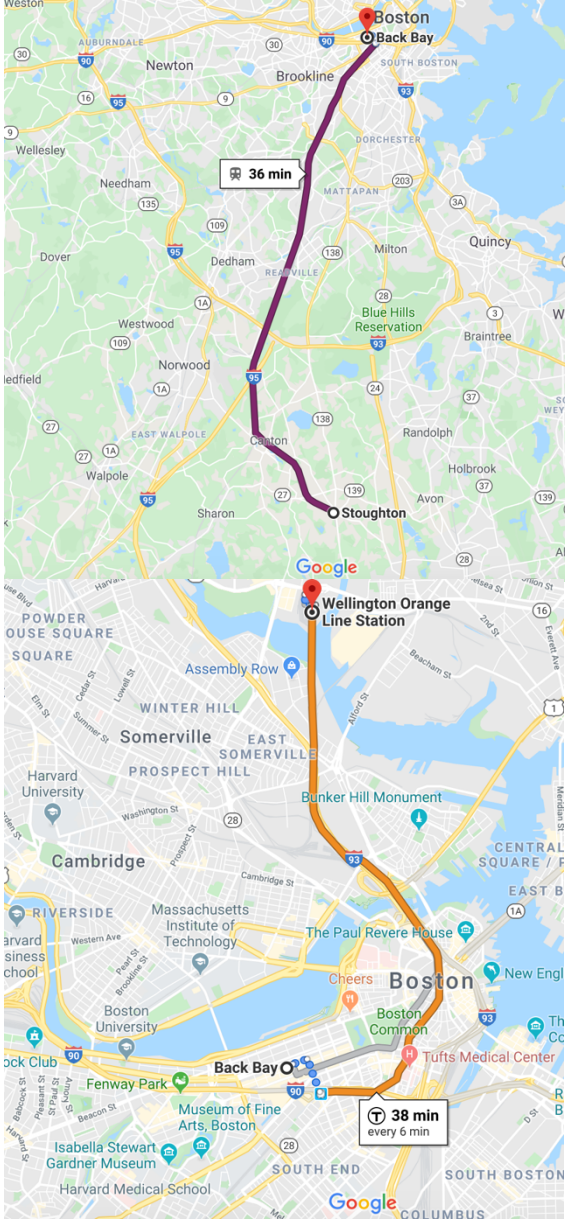
★ WEST OF BOSTON



- ★ Millbury Premium Motor Coach
 - Take the Encore Boston Harbor Millbury Premium Motor Coach directly to the resort.
- ★ Commuter Rail
 - Take the local Commuter Rail Line into Boston. Take the **MBTA Orange Line** to Wellington, then take Encore Boston Harbor shuttle to the resort.

Others

★ RHODE ISLAND

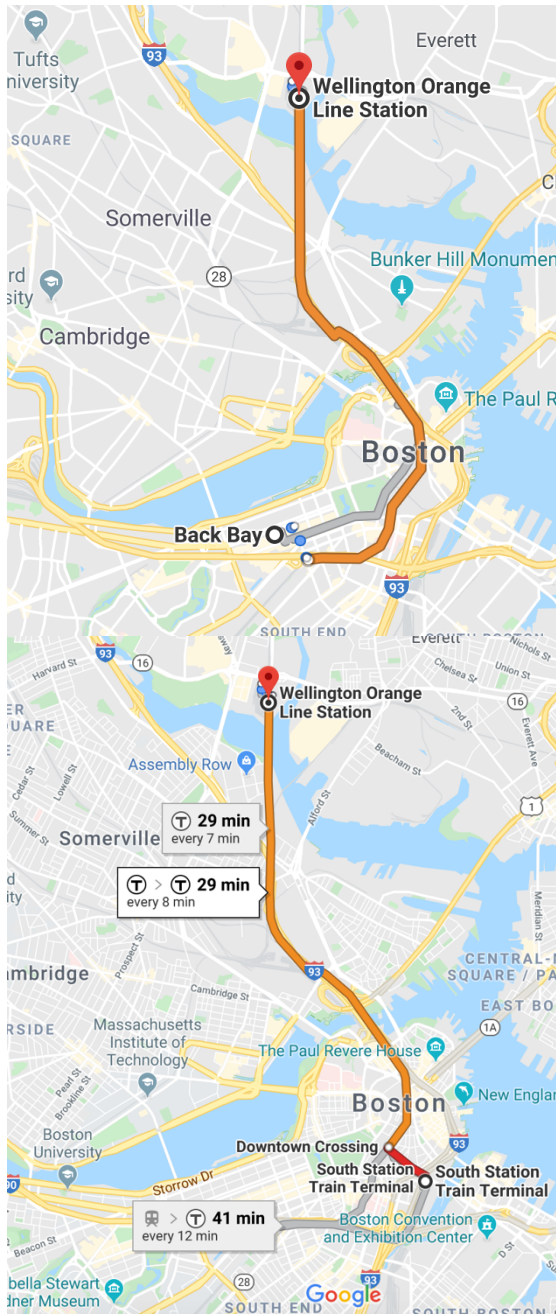


The map displays two travel routes from Stoughton to Back Bay, Boston. The first route, highlighted in purple, is a direct line connecting Stoughton to Back Bay, with a travel time of 36 minutes. The second route, highlighted in orange, starts at Back Bay and goes to Wellington Orange Line Station, with a travel time of 38 minutes every 6 minutes. The map also shows various landmarks and locations in the area, including Boston, Cambridge, and Stoughton.

★ Commuter Rail or MBTA

- Take the Providence/Stoughton Commuter Rail to Back Bay. Take the **MBTA Orange Line** to Wellington, then take Encore Boston Harbor Shuttle to the resort.

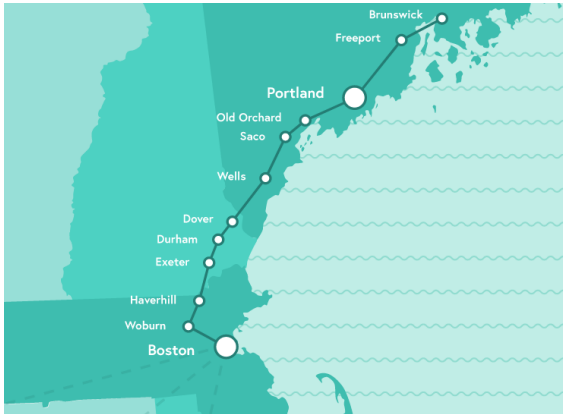
★ CONNECTICUT, NEW YORK, NEW JERSEY



- ★ From Back Bay Station
 - Take the **MBTA Orange Line** to Wellington or Malden Center, then take Encore Boston Harbor Shuttle to the resort.
- ★ From South Station
 - Take the **MBTA Red Line** to the Orange Line via Downtown Crossing, then take Encore Boston Harbor Shuttle from Wellington MBTA Station to the resort.

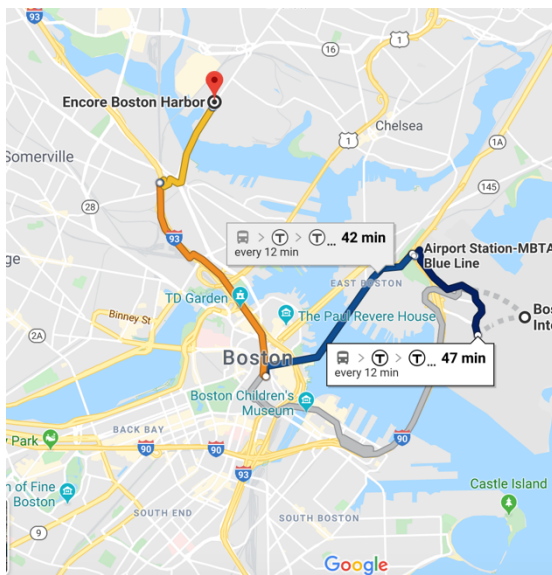
★ VERMONT, MAINE

- ★ Londonderry Premium Motor Coach
 - Take the Encore Boston Harbor Londonderry Premium Motor Coach directly to the resort.
- ★ Amtrak Downeaster

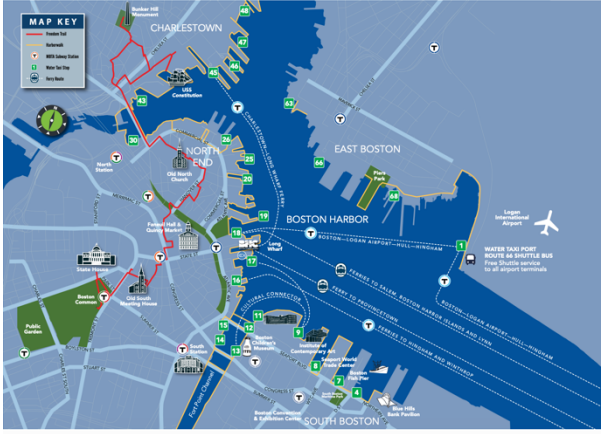


- Take the Amtrak Downeaster to North Station. Take the **MBTA Orange Line** to Wellington, then take Encore Boston Harbor Shuttle to the resort.
- ★ Commuter Rail or MBTA
- ★ Take the Newburyport Commuter Rail. Once in Boston, take the **MBTA Orange Line** to Wellington, then take Encore Boston Harbor Shuttle to the resort. Or, from Wonderland, take the MBTA to Aquarium and take the Encore Boston Harbor Premium Harbor Shuttle directly to the resort from Long Wharf.

★ FROM LOGAN AIRPORT



- ★ MBTA
- Take the **MBTA Blue Line** to the **Orange Line** via State, then take Encore Boston Harbor Shuttle from Wellington MBTA Station to the resort.
- ★ Water Taxi
- Take the Massport Route 66 Shuttle Bus to the Logan dock. Then hail a water taxi for a direct ride to the resort.
- ★ Encore Boston Harbor Premium Motor Coach
- ★ This luxury motor coach is waiting at three convenient locations. Pick it up at the Millbury and Rockland Park Rides in Massachusetts or the Londonderry Park & Ride in New Hampshire.
- ★ Park and Ride Locations:
- ★ Millbury (I-90W Exit 11 to 1504 Grafton Rd., Millbury MA)
- ★ Rockland, MA (Rt 3, Exit 14 to 1150 Hingham St., Rockland MA)
- ★ Londonderry, NH (I-93 to Exit 4, 2 Garden Lane, Londonderry NH)
- ★ Foxborough, MA (Rt 1, 2 Patriot Place, Foxborough MA)
- ★ Hours of Operations: 9:30 a.m. until 10:30 p.m. daily.



- ★ Frequency: Every 90 minutes.
- ★ Trip Duration: Approximately 90 minutes.
- ★ Capacity/Accessibility: 50 passenger, ADA wheelchair accessible.
- ★ Cost (One-Way): Introductory fare \$7.
- ★ All trips operate 7 days a week, 365 days a year.

Promotion of the City of Everett

When this research started, the Greater Boston Convention & Visitors Bureau (GBCVB) have a clear positive attitude towards the casino. The GBCVB finally updated their website on late October with more information about Encore Boston Harbor casino and City of Everett.

And as we know, in most parts of Boston history, the City of Everett was factories and industries with heavy pollution, in the outskirts of Boston. The GBCVB may just habitually ignored Everett or just selectively drew a clear line with the casino who hasn't built strong relationships with local governments and local communities. And the website of Discover New England and Brand USA also needs to be updated to promote the casino and the City of Everett. The City of Everett should consider forming an NGO or NPO to promote themselves as well. Not just a single city official website or a Facebook account.

Not everyone in the Boston area is satisfied with the Casino in Everett. When the team did relative research on some interesting articles or news on how neighbor areas are thinking about this Casino, opinions are commonly negative. Although the mayor and city council of Everett are strongly supporting the new casino some neighboring communities are not so supportive.



4 Credit to Pengcheng He

Success in Other Casino Communities

Macau, China

Macau is a Special Administrative Region of the People's Republic of China. Macau's gambling industry is Macau's largest source of income. The gambling industry has driven the growth of Macau's GDP and created thousands of jobs for local people, providing Macau with a variety of service industries. In 2018, Several reports for income of Macau show that “revenues rose 16.6 percent to 26.47 billion patatas (\$3.3 billion) versus the 10-15 percent estimates of analysts polled by Reuters. Revenue for the full year was 302.85 billion poticas (\$37.6 billion).” (2019, January 1). How does Macau’s gambling generate money?



Firstly, there is a comprehensive free bus service between the major casinos in Macau. No matter where the customer comes from, which hotel or casino to go to, you can take a free bus, which is very convenient. Especially, the zone around casinos has fixed shuttle routes and fixed time of departure and arrival.

In addition, “The largest gambling city in Macau is Macau with 30 gambling facilities, 3,661 tables games, 8,4 55 gaming, slot, and video poker machines. The largest casino in Macau is Venetian Casino Resort Macao which is located in Cotai. Venetian Casino Resort Macao has 800 table games, 33 poker tables, 3,400 gaming and video poker machines”. Macau provides a sufficient condition for clients. When a customer enters a casino, they need to exchange their own money for casino tokens, making the customer less sensitive to money and generating more money in the casino’s tables. The environment of the Macau casino is very clean and tidy, and the hotel offers a variety of free drinks, plus the hotel's price is lower than other hotels in the same area, which will attract more and more tourists to Macau.

Macau is surrounded by casinos to block the consumer circle. When visitors enter this consumer circle, if the customer in a state of winning, they will be more willing to go to a nearby luxury store. If it is a state of losing money, customers can go to the nearby food city to eat a meal to ease the frustration of losing money.

Las Vegas, Nevada, U.S.

When people mention Las Vegas, the first thing that comes to our brain is the casino. Casinos are like a landmark of Las Vegas. Many travelers are attracted by Las Vegas’ casino gambling, luxury hotels, and various entertainment.



Las Vegas Boulevard is always buzzing, and known as one of the most famous streets in the world. There are many great hotels like the Bellagio which has the popular music fountain. Moreover, the strip also offers endless food and drink options, and there are some musical shows make Las Vegas more colorful and vibrant.

Las Vegas depends on tourism, its hotels provide guests good services and encourages employees to do anything legally to take care of their guests. Its hotels always get high ratings from their guests especially the Bellagio which have earned Five-Star AAA Diamond Ratings. Additionally, customers experience luxury hotels with lower price in Las Vegas. As we can see, the price of Las Vegas hotels is lower than other places' even though their hotels are luxurious and popular. There is a secret that if you sandwich \$20 between your credit card and ID card to staff when you check in at the hotel front desk, they will upgrade your room type and give you a room with a better view.

Besides drinking and partying, Las Vegas is home to incredible live entertainment. It has always been at the heart of the entertainment industry, and it has many ways to keep you busy at night. You can go to the casino for gambling; you can go to different parties; you can catch a show for dancing, singing, or performing arts. Las Vegas is a 24-hour city that is always buzzing with activity. Whether it's food, gambling, or shopping, you can find it all on the strip, and with everything always available. What's more, there are many festivals and conventions every year such as Electric Daisy Carnival, iHeartRADIO, and Life is Beautiful which attracts many visitors to Las Vegas.



Encore Boston Harbor Marketing Plan

Danielle Ashurst, Director of Travel Industry Sales at Encore Boston Harbor, pointed out that Wynn Resorts has a database of more than 10 million customers between its resorts in Las Vegas and Macau. Ms. Ashurst added that the company will be able to market its new complex to existing customers "as often as we like" and that the property "has been very palatable to the guests that have enjoyed our properties in Las Vegas and Macao".

Encore Boston Harbor officials also said that they will provide international influencers and travel professionals with the chance to visit the Greater Boston hotel and casino resort as part of “familiarization trips” that are hoped to boost the number of visitors not just of the property but also of Massachusetts.

Encore Boston Harbor has prepared special treats for all the foodies out there. Its parent company has bought \$125,000 worth of gift certificates from select dining facilities in Everett and nearby cities.

Encore Boston Harbor has partnered with and secured suites with the Boston Red Sox, Celtics, Bruins and the New England Patriots for VIPs and customers. The casino empire has also joined membership of the Greater Boston Chamber of Commerce and other local chambers, as well as the Greater Boston Convention Center & Visitors Bureau. All these partnerships will aim to promote not just Encore Boston Harbor as an attractive tourist hub but the region and the state as a whole.

The Benefits of Creating a Casino for Residents of Everett and the Commonwealth of MA

Benefits for the Commonwealth

According to MA state law 25% of gaming revenues from the Everett casino will be taken from the state of Massachusetts. For example, the first week, from June 23 to June 30, of action at the Greater Boston resort casino generated about \$4.2 million in tax revenue for the state.

And now comes Encore Boston Harbor to seriously ramp up potential state tax revenue. State officials project \$98 million of gambling tax revenue from Encore Boston Harbor in the fiscal year beginning July 1, according to reporting by WBUR.



5 Credit to Pengcheng He

Encore Boston Harbor said that 5,276 union trade workers have worked on the \$2.6 billion resort to date, exceeding its initial target of 4,000. Wynn officials (Nasdaq: WYNN) also said the Everett casino project has paid out more than \$250 million in wages to Massachusetts workers since construction began in August 2016.

The resort said that 85 percent of the union trade workers on the project are Massachusetts residents. The resort says it expects to generate \$660 million

annually in direct spending, including in the form of wages and taxes. Wynn Resorts said the casino and 671-room hotel has created 5,800 positions.

Benefits for Everett

- ✧ Community enhancement fee: After awarding 1 category license, Wynn shall pay to the city 30 million dollars (only one time).
- ✧ Impact fee: Wynn shall pay an Annual Community Impact Fee to Everett 5 million dollars. This payment shall be increased by 2.5% per annum.
- ✧ Annual PILOT payment: Wynn shall make an annual payment in lieu of taxes of Everett in the sum of 20 million dollars.

Wynn agrees to cooperate with the city in connection with the adoption of reasonable local meals (estimated proposed rates 75).

Wynn Resorts says it spent nearly \$70 million on environmental cleanup of the land, which used to be the site of a chemical plant. Overall, the company said it removed nearly 1 million tons of contaminated sediment from the land and the Mystic River (before it's played home to multiple chemical companies, including Monsanto for more than half a century).



6 Credit to Pengcheng He

As an example, Everett Mayor Carlo DeMaria said that “For those of you who suffered through Monsanto and other big industries that polluted our properties and got us all very sick, I want to thank you for all that you’ve done for all city,” he said. “No longer when you drive through Everett, you’ll no longer smell gas and sulfur and oils, but you’ll smell flowers and trees. We will no longer be the back door to the city of Boston. We will now be the front door to the City of Everett.”

The construction and outfitting of the property has employed thousands of people, and the casino operators expect to hire as many as 5,800 full- and part-time workers. According to the agreement, Wynn also will give reasonable preference to residents of Everett in hiring new employees.

To sum up, Wynn pays \$100 million in annual revenue to the state, the casino is expected to pay \$25.3 million each year to Everett, \$2 million to Boston each year, \$1 million each to Malden and Medford annually, and lesser amounts to Chelsea, Somerville and Cambridge.

Everett Citizen Foundation

The Everett Citizens Foundation was established by the Host Community Agreement between the City of Everett and Wynn Resorts that was approved by the voters of Everett in 2013. The Foundation is receiving its first annual payment of \$250,000 under the Agreement in July, 2019. The Foundation is

charged with supporting local groups, associations, and programs with important City initiatives. The Foundation's annual grants budget is approximately \$250,000.

When Holly Garcia was younger and cheered for Everett Pop Warner, the yearly task of getting money to go to national competitions always involved going to businesses for donations or going 'canning' around the city. It was hard work, and sometimes overwhelming to a young child.

Now, as president of the new Everett Citizens Foundation, Garcia said she hopes that no organization in the City will ever have to send kids out to ask for money to compete or travel for school. That's because the Foundation – funded by a yearly payment of \$250,000 from Encore Boston Harbor – can likely cover all of those needs and then some. From youth sports to food pantries to nonprofits of all sorts, the new Foundation has money to help fill the gaps in Everett like never before.

Encore Boston Harbor Target Market and Demographics

In general, Encore Boston Harbor is a luxury resort including hotel, dining, nightlife, casino, meeting and experience. Boston is a city that attracts worldwide populations. A Five-star hotel is the best options for some of the travelers, especially with a short distance connecting to Logan International airport.

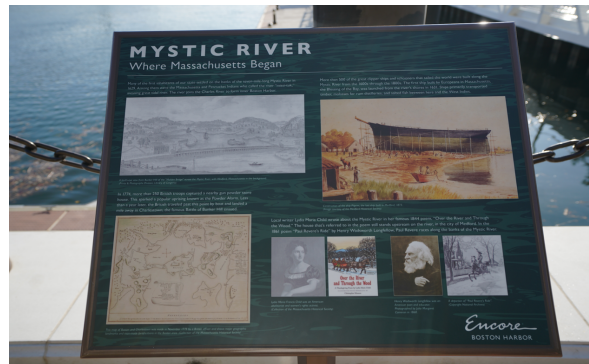


With 50,000 square feet of meeting and event space, it is a perfect place for all kinds of meeting, conference and social event. The City of Boston has a lot of colleges and universities; it will simply provide a lot of academic conferences around this area. The City of Boston is also the capital city of Massachusetts. It also creates a lot of meetings, conferences and social and sporting events. Encore Boston Harbor is going to be one of the best options to have those social events.

There are also a lot of restaurants and bars that could make young people come and spend time having fun. The Big Night Entertainment Group called Memoire is a special place that stands out to target young people. The top-tier DJ and great nightclub experience will make this spot so special for Encore Boston Harbor. The most important part is the Casino.

According to the American Gaming Association, there are no casinos in New Hampshire, two in Maine, two in Rhode Island, two in Connecticut, and 29 in New York by the end of Dec. 30th 2018. In the state of Massachusetts there were only 2 casinos at the end of December 30th, 2018.

Besides state New York, there are limited Casinos in the surrounding areas which is a great news for Encore Boston Harbor. Since the Casino is so close to the Airport and downtown Boston it will make people come here, especially for nearby state residents.



7 Credit to Pengcheng He



Everett Tourism Inventory

The City of Everett located in Massachusetts, United States, directly north of Boston, is a post-industrial city that was polluted by factories. Generally, the inventory of tourist resources of Everett is not abundant, the following section will illustrate those inventories from Food and beverage, accommodation and tourist sights.

Accommodations

The City of Everett does not show a strong ability to accommodate the 8 million visitors who visit the casino annually. There are three hotels in Everett: Envision Hotel, Encore Boston Harbor and Backpackers Hostel and Bar. Encore Boston Harbor has 671 rooms and Envision Hotel has 101 rooms, the rate of these hotel range all around \$300, for the Backpackers Hostel and Bar around \$50 per person. However, a high capacity of accommodation might be unnecessary for Everett due to the east side of the city being very close to Boston and Logan Airport. There are a considerable amount of hotels under operations which tourists might have higher possibility to choose.

Food and Beverage

There is a total of 84 restaurants in Everett. The food and beverage market is very diverse with 18 South American restaurants, 8 Italian restaurant, 8 Asian restaurant and Café. Most restaurants are grouped together around south-east end, south-west end and on Broadway street. Most of the

restaurants are middle to lower class, the middle to high class restaurants are grouped around the Encore Boston Harbor casino. The opening of Encore Boston Harbor brings new business opportunities in food and beverage industry in Everett. The middle-upper class consumer targeted by Encore Boston Harbor boosts high quality restaurants to the southwest part of Everett and might be the next growth point to local business.

Tourist Inventory

The City of Everett does not have primary tourist sites that can represent the city, but the city has some secondary resources such as Encore Boston Harbor or Night Shift Brew Factory. The Immaculate Conception Church is one of the important gathering places in Everett, the church can be considered the secondary landmark in the City of Everett. The compact residential area in north area does not show a huge potential in tourist development, however the south side facing the river which is now occupied by industries and facilities provide growth points.

Conference and Meeting Facilities

The conference and meeting facilities open to the public are only available at Encore Boston Harbor. The Encore Boston Harbor has 50,000 square feet of state-of-the-art meeting and event space, including a 37,000 square-foot divisible grand ballroom, 10 customizable meeting spaces, 15 restaurants and lounges, and 650 square-foot hotel rooms—the largest guest rooms in the city—the resort can comfortably accommodate any event from a global conference to the most intimate wedding.

“All of our thoughtfully appointed spaces are located on a single level that overlooks the harbor, and a 21,000 square-foot waterfront event lawn distinguishes Encore Boston Harbor as one of the grandest event venues in the country” (“Meetings and Events | Encore Boston Harbor | Luxury Hotel Resort”, 2019). The Envision hotel only has space for wedding events rather than MICE event.

Sporting Event and Tournament Facilities

Everett is currently equipped with sports facilities for major sporting events, and holds several sports zones for residents use such as football grounds soccer fields, one of the most popular places for entertainment is the sky zone, which is the world’s first indoor trampoline park that target family gathering activities.



8 Photo credit to Pengcheng He

Festivals and Events



Village Fest is an important event in Everett that is sponsored in part by Encore Boston Harbor and The Craft Brewers Guild. The festival offers delicious tastes from several of Boston's best food trucks, locally crafted beer and spirits from Craft Brewers' Guild, Night Shift Brewing, along with Bone Up Brewery, Short Path Distillery, just to name a few, and a full lineup of music including 2 internationally acclaimed headlining bands ("Festival Info | Everett, MA - Official Website", 2019).

Shopping and Retail Centers

Shopping and retail centers are mainly functional for daily use and gathered in the southeast Everett, an area compacted with large retail corporations such as Costco, Best Buy, Target, etcetera. There is no entrenched high-end shopping area in Everett.

Survey of Local Businesses

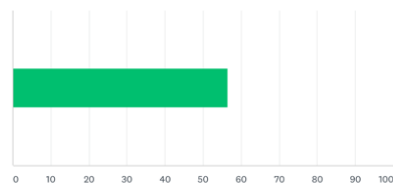
This report conducted a survey that investigated the attitude of the local business attitudes regarding the impact that Encore Boston Harbor brings to the local community. The questionnaire had 5 questions that can be answered within 3 minutes and the chamber of commerce in the City of Everett helped to send the online survey out.

The questions are:

1. Has your sales improved this year over last year in the period from July to October?

Has your sales improved this year over last year in the period from July to October ?

Answered: 15 Skipped: 0

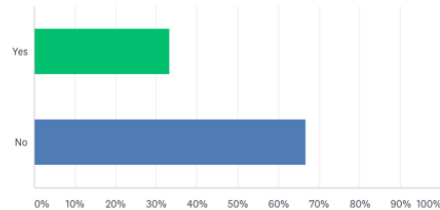


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
Responses	56	847	15
Total Respondents: 15			

2. Do you think your business has changed after the Casino opened? If business changed after the casino opens, you think it is in a positive way or negative?

Do you think your business has changed after the Casino opened?

Answered: 15 Skipped: 0

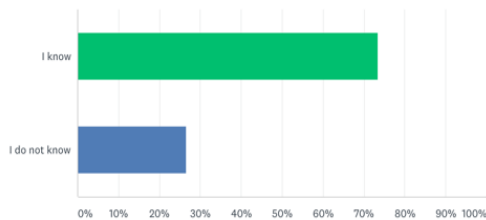


ANSWER CHOICES	RESPONSES	
▼ Yes	33.33%	5
▼ No	66.67%	10
TOTAL		15

3. Do you know the Encore Boston Harbor gives preference to local businesses?

Do you know the Encore Boston Harbor gives preference to local businesses?

Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ I know	73.33%	11
▼ I do not know	26.67%	4
TOTAL		15

4. How would you suggest Encore Boston Harbor could help improve the local businesses in Everett?
In the end, we receive 15 useable answers in total.

How would you suggest Encore could help improve the local businesses in Everett?

Answered: 7 Skipped: 8

RESPONSES (7) WORD CLOUD TAGS (0) Sentiments: OFF

☐ Apply to selected Filter by tag Search responses

Showing 7 responses

☐ Sponsorships and Donations for local nonprofits.
11/4/2019 10:19 AM [View respondent's answers](#) [Add tags](#)

☐ Engage more in the community, join groups like Rotary and Kiwanis. Invite the City into the property for hosted and sponsored community events.
11/4/2019 9:36 AM [View respondent's answers](#) [Add tags](#)

☐ They may offer a coupon book at the time of Red Card Registration to highlight Local Business offerings. They may offer trade shows in the function space to allow business to attend. Better community partnership is needed.
11/4/2019 9:33 AM [View respondent's answers](#) [Add tags](#)

☐ Maybe a local business fair in the spring or summer when it could be held outdoors showcasing the beautiful grounds and inclusive for all ages.
11/4/2019 9:23 AM [View respondent's answers](#) [Add tags](#)

Question one is regarding whether the local business sales have improved; we received a generally positive answer. The responder can mark from zero to one hundred to indicate their statutes of business, and 50 means natural. The average was 56, and only 2 business owners marked a score lower than natural. The result shows for the members of the Chamber of Commerce this years' sales are in a rental positive way.

The second question regards was whether Encore Boston Harbor brings a difference to local business. Over 33% thought Encore Boston Harbor brought a change to the local business environment. Most of them thought the effect is positive, and the average score was 67, only one responder marked a score lower than natural.

Question 3 illustrated that most businesses owner from the Chamber of Commerce (73.3%) acknowledge the benefit that Encore Boston Harbor brings to local businesses.

The last question is an open question that collects people's recommendations in regards to what Encore Boston Harbor can do to help. The answer generally expresses two attitudes: buy local and hold an event. One is to put the hotel supply chain locally by using local service and products to help, another suggestion is to hold a local business fair.

And establish an opportunity or communication channel that can link Encore Boston Harbor to local business owners. As one respondent said in the survey. An open event every month aimed at local business owners to come ask questions face-to-face with leaders of the casino. The event will have pertinent procurement processes and staff readily available to answer questions from simple to complex from local business owners.

Also, the casino needs to allow business owners and their employees and patrons to volunteer through the employee foundation. Picture this: a patron sees a volunteering event on a local business board, talks about it with an employee. Voila; and they are both signing up and showing up to volunteer, the story spreads around town.

This fosters lasting relationship building through frequent and direct contact between Encore Boston Harbor and Everett businesses, their respective employees and patrons (See appendix for more information).

Suggested Tourism Packages to Develop

Festival Package

A Boat festival on The Mystic River in front of Encore Boston Harbor. Meanwhile, they could also do a water show or water screen movie at that time. In winter, as a cold place, Everett could hold a winter festival. It could have winter sports activities and ice sculpture show. In spring, Everett could use the post-industry zone located at the southeast Everett to hold a Flying-kites Festival to attract tourists come and watch all kinds of kites or even do the activity by themselves (they could have an extreme sports festival, like parkour activities, factory climbing activities or skateboard activities at the post industry zone).


Let Everett's Core Tourism Product Join in City PASS

City PASS is a famous brand of tourism packages all across the major cities in the United States. They also have a Boston City PASS for tourists who are visiting Boston. Now the Boston CityPASS includes 3+1 destinations.

According to the research, the Boston City PASS is not limited only in downtown Boston. So Everett could try to make one of their core tourism products which could be the brewing company tour to join the City PASS. If Everett could have a tourism destination in Boston CityPASS tickets bundle, tourists could be easily pushed to Everett area and support local businesses.

ON ADMISSION TO THE TOP 4 BOSTON
ATTRACTIONS

See Boston's top attractions, handpicked and
packaged together at a significant savings.



Adult
\$64
Child
\$52

Buy Now

★★★★★
1200 Reviews

CityPASS Admission Includes

1

New England Aquarium

2

Museum of Science

3

Skywalk Observatory

4

Boston Harbor Cruises OR Harvard Museum of
Natural History

Sky Zone

First, they can go to the Sky Zone Trampoline Park Everett, it is located in 69 Norman St, Suite 1B, Everett, MA 02149-1951. This is a great place for kids. They can go to the Metro Rock, it also located in 69 Norman St, Everett. It's a climbing gym.

Metro Rock is very family friendly: whether it's climbers with kids or parents sending their kids to be active.

Weekend mornings are great times for families to climb. When they want to have lunch, they can go to the Texas Roadhouse. It is located in 31 Mystic View Rd, Everett. It's very family friendly.



Museum of Science



To join together with Boston, families can go to the Museum of Science, it located in 1 Science Park, MBTA Green Line E train to SCIENCE PARK stop, Boston. It's not in Everett, but it's not far from there. They can imagine getting up close and personal with a 65-million-year-old Triceratops fossil, witnessing an indoor lightning storm in the iconic Theater of Electricity, walking among butterflies, or taking a journey inside the human body!

Brewery Tour

This tour offers visitors a wonderful craft beer experience. Taking visitors from their hotels to experience local craft alcohol.



Night Shift Brewing

1pm: Taking visitors from their hotel

Stop 1: NIGHT SHIFT BREWING: 87 Santali Hwy, Everett. It provides some interesting events such as: the processing of beer producing.

Bear Moose Brewing Company

3:30 pm go to other brewing company

Stop 2: Bear Moose Brewing Company

Address: 1934 Revere Beach Parkway, Everett. It offers some various beers for visitors.



Encore Boston Harbor Casino

8:00 pm Gambling Time

After dinner, take the visitors to the Encore Boston Harbor hotels. After check in, guests can gamble in the casino, or have a drink in the bar. People who like to sleep early can enjoy the luxury hotel experience.



Shopping and Retail Centers

Shopping and retail centers are mainly functional for daily use and gathered in the southeast Everett, an area compacted with large retail corporations such as Costco.

Package: Family Fun Activities

Family fun package designed to get closer to the whole family. For kids, it has the kid's corner at the park, and they will have interesting cooking course with their parents. Visitors enjoy the stunning views beside the beach with elegant benches. This package offers delicious lunch and snacks to provide energy for visitors. Have fun for this trip.

✧10:00AM Take visitors from hotel to POPT Park

Address: 99 Marginal St, Chelsea.

Free time at park

This park is brilliant for kids and adults. Kids can play in ocean breezes.

✧12:00 pm **Abbondanza**

Address: 195 Main St, Everett.

Abbondanza is top of Italian restaurant which brings customers house-made pasta with fresh meats, seafood, veggies and sauces.

✧ 1:30 PM Teddie Peanut Butter (Factory Tours) Address: 100 Santilli Hwy, Everett. In this factory, visitors learn about the process of producing peanut butters. After that, kids and their parents join some interesting events, for example using peanut butter cook delicious cookies

✧ 17:00 pm Return to hotel.



Recommendations

Concluding the research and observations, the team has brought up some helpful solutions in different categories such as infrastructure, marketing, event, retail development, attraction, culture, and commerce.



Infrastructure

1. The team discovered the City of Everett has the image of polluted areas and industrial equipment such as power stations and oil tanks. Because of these images have already lead tourists feeling not to attract to visit here.

Solution: First, it will be wonderful to spend some time and money on floral design for the city include adding flowers, trees, statues, and fountains. Especially working the Encore Boston Harbor to create fountain shows in the harbor will help to attract more people to visit more often and bring friends and families.

2. Many of the Roads in the city are not smooth and look like they need construction. Road represents the face of the city, and important to renovate the road and lead the visitor with a happy mood.

Solution: Take time to see what the major road needs are to fixed in priority especially Broadway Street and make a plan to start to repair the road with time plan accordingly.

3. As an online review with Encore Boston Harbor, the customer compliant with limited parking space during busy hours even is free. It takes about more than 30-minute wait time to find a parking space especially most visitors will first visit the hotel and then the city itself. However, without enough parking spaces, it will lead the visitor to go to other casino hotels instead.

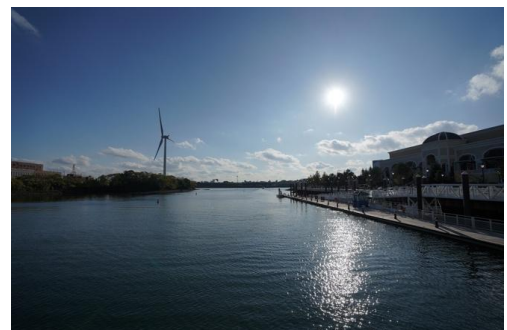


Solution: The hotel should start building more parking spaces at the hotel.

Marketing

1. The team has noticed the shuttle boat service is not appearing in the Google Map transportation options.

Solution: Google Maps needs to update with a shuttle boat that will help the visitors know free service to the Encore from Logan Airport. It will also lead the tourist to visit the city more often especially they love free transportation instead of spending money by taxi or train.



2. The shuttle buses from Encore have no promotion for the City of Everett. It is important to need to let the visitors know the relationship between Everett and Encore.

Solution: Working with Encore shuttle buses service and put a commercial entertainment (video) about the city and hotel. The video adding will help the visitors not only to know the Encore's attractions and things can do but also they will know the attraction of Everett as well. When the visitors take shuttle will also stop by the city as well to promote local business.



3. There is no information for the City of Everett provided from Encore. It is one of the reasons why Encore has been popular but did not affect the local business. Customers are not aware of the relationship between the hotel and the city.

Solution: Encore Boston Harbor should put a brochures station include all the City of Everett local attractions, events, and activities. The stations need to put at the hotel lobby and also put some brochures in the Encore's shuttle buses and boat. It will lead the visitors to know the things can do at Everett.

4. There is no destination management organization in the City of Everett.

Solution: Everett needs a group to help it self-become more ready for tourism development.

5. The image provides from Encore Boston Harbor has no connection with the City of Everett. More and more people only visit the hotel, but they ignore the existence of the city itself. It is important to let everyone know the hotel is part of the city.

Solution: City Hall needs to place the "Welcome to Everett" sign before the Encore Boston Harbor, so the visitor will understand the relationship between the hotel and the city that will motivate them to check out the local business and attraction.

6. The team has noticed the Encore Boston Harbor shuttle buses at parking lot have up to 20-minute waiting time. However, the parking lot area has no promotion for the city. Customers may just feel bored waiting for the shuttle, so the parking lot is lack of information and interests.

Solution: The hotel should set up the screen to advertisements the city and also can build a visitor information center or a gift shop at the pickup location. The visitor center can include local events, activities, attractions, and show ticket sales, etc. This change is not only making the parking lot interesting but also target local businesses.



7. When researching tourism related to the city, the team has found there are no tour packages offered from the city or Encore Boston Harbor. Tourist packages are important because most visitors prefer purchase package in an unknown area, and they want to check out all famous places in the city.

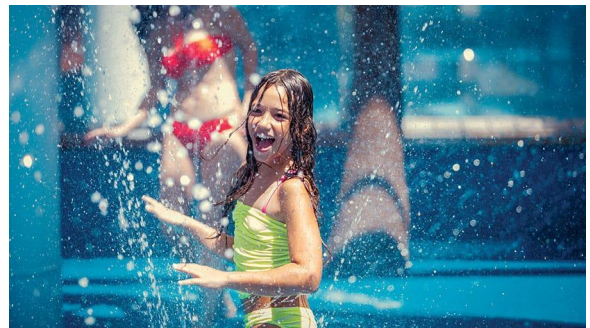
Solution: The city and hotel need to work with local cruises and add a landing for shuttle and boat. They also can set their cruise boat that collaborate and put in front of the hotel. Moreover, working with different signature location at Everett and create different series of packages.

8. The official website of the hotel has no local information about the city's activities and events. The hotel site should always put local information and the customer can also what place that hotel recommends like local attractions and restaurants.

Solution: the city works with the hotel site and adds all the local businesses (restaurants, stores, etc.) weather, attractions, and activities. Also, to ask the hotel to supervise the information needs timely updated if change like address and hour of operation.

9. To attract children and families to visit Everett, the city should create different packages target separately on children and families.

Solution: The city and hotel can create packages different for kids and parents. For example, a kid can visit parks, games, museums, and kid-friendly attractions. On the other hand, the parent has their own free time can enjoy adult activities like visiting brewery, nightclub, shows, etc. Also, the hotel does not have the service taking care of the kid and most cruise line has this service. Therefore, this package will attract the family visitors not afraid of casino hotel and having kids package can let both of them enjoy the city.



Event

The lack of events and activities apparent to the City of Everett. Especially using the search engine to find things with local events; however, it only comes out some brewery events. It is why visitors unlike to visit the city.

Solution: The city needs to offer more activities and events to attract visitors to enjoy such as pet events, food trucks, local festivals, etc. All the events and activities can work with local businesses to sponsor. This change will not only promote the local businesses but will also lead more people to understand the city can also have a fun time for family and friends

Retail Development

The downtown area of the city is the lack of quality retail stores. As the team observed, the stores on Broadway Street is not attracted and lead to no interest to step into these stores.

Solution: The street should either build a mall nearby or renovate downtown stores and working with real estate groups to promote available stores to target on restaurants or open signature stores like Teddie Peanut Butter store. Making the stores look brand new and have a new mall center do attract people to visitor as long as more places to visit.



Attraction

1. For the city to get popular, it needs to add more attractions. The team has discovered a great view of observation spot nearby the CHA hospital at the City of Everett that can attract visitors.

Solution: For making this observation spot to become an attraction, the city hall needs to work with CHA hospital to develop an observatory and restaurants nearby that area. A lot of popular cities like LA and Chicago have observatory. Visitors love to take photos and looking a great view of landscapes.



2. The City of Everett has large post-industrial factory zone, and no one likes factory areas especially there are some abandoned factory has occupied the space that can change to different attraction.

Solution: The abandoned factories could turn into museums because not only Everett has a lot of residents with a large majority of families with kids who love to visit the museum but also to attract nearby residents from Boston, Malden, Medford, etc. Also, there is no factory museum have existed yet.

Factories could teach history to the kids and they will understand the history of Everett.



Culture

In researching the ethnic information of Everett, there are large Latino group are residents; however, the culture has no Latino festival and the same is true in Boston. The city is not presenting its unique culture.

Solution: To show different cultures in the city, creating a Latino event once per year that will show the cultural characteristics of Everett. This event will also bring more people to visitors to experience food, culture, and show, etc. make the city even more fun.

Commerce

1. Even though Everett is close by the Logan Airport, but it is also to have a rental car center in the city. Everett has no rental car services. People visiting Encore Boston Harbor hotel they might need car service to visit local or driving to other towns. Going back and forth to get car service is inconvenient.

Solution: To secure with some rental car companies' service and work with the hotel to promote the new service offer in the city

2. Encore Boston Harbor has purchased the private lands in front of the hotel. The hotel has not planed anything to do with that space yet.

Solution: The city should work together with the hotel, it is a great opportunity to create a primary tourist attraction that can attract people from other cities of Commonwealth and all over the world especially. Encore is well known to the world. The space can use in a different attraction like building a landmark like a water music show.

Appendix

Restaurants in Everett

Abbondanza	Peter's Sunrise	Panificadora Medelo	Melo's Bakery
Carol's Café	Jumbo House	The square Deli	Stewarts
Champions Café	Montecristo	DarHee	Elm St Bakery
Chunk E.Cheese	Super Burritos	Love Dog Hotdog Buffet	8/10 Bar & Grill
Continental Bakery	Taco el Paso	Everett Pizza Place	Montecristo Taqueria Pupuseris
Dunkin' X 6	HuaXia	Cha Cha Cha Taqueria	Tres Gatons Restaurant & Bar
Elm St Bakery		Taco Bell	
Fratelli	Everett House of Pizza	La posada Restaurant & Café	Can Can
Main Street of Pizza	Bake & Cakes	Napoli Smoke Café	Rancho Los Primos
McDonald's	Josie's Place	Little Mania	Alfredo Italian Kitchen
Melo's Bakery		KFC	
Mike's Roast Beef	Super Burritos #2	Golden House	Pizza Hut
Mystique Asian Restaurant & Lounge	Mini Bite Factory	La Chocita	Chrisillas
Nana's Pizza	Jade 3	Wendy's	Dragon Chef
On Deck Burger	Karma lounge Boston	A-1 Restaurant Ventilation	Ho Win Palace
Panera Bread	Victoria Meat Market	Kien Giang	Broadway Café
Petion Ville Bakery	La Finca	Rumors Bar & Grill	Blasi's Subs

Rare Steakhouse	Winners Sport	Popeyes Louisiana Kitchen	Braza Bar And Grail
Santana's Plaza Café	Casablanca Pastry	Broadway Dairy Maid	Melo's Bakery
Short Path distillery	Brothers Kate Kreyol	Sei Bar Everett	TGIFriday
Starbucks	Richie's Retail Slush food. Inc	Ferry Street Grill	Oliveria's
Stewarts	Ferry's Pizza	Common Ground Coffee Restaurant	
Texas RoadHouse	Andrea's Taqueria	Jalapeno's	Village Bar & Grill
TGIFriday	Village Bar & Grill		

Works Cited

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