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## Meeting Minutes

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**Date/Time:** March 2, 2017 – 10:00 a.m.

**Place:** MassMutual Center  
1277 Main Street  
Springfield, MA

**Present:** Chairman Stephen P. Crosby  
Commissioner Gayle Cameron  
Commissioner Bruce Stebbins  
Commissioner Enrique Zuniga

**Absent:** Commissioner Lloyd Macdonald

**Time entries are linked to  
corresponding section in  
Commission meeting video**

### Call to Order

See transcript page 2

10:07 a.m. Chairman Crosby called to order the 211<sup>th</sup> Commission meeting which was held in Springfield, MA.

### Approval of Minutes

See transcript pages 2-3

10:07 a.m. *In the absence of Commissioner Macdonald, Commissioner Zuniga moved for the approval of the February 16, 2017, Commission meeting minutes subject to any corrections, typographical errors, or other nonmaterial matters. Motion seconded by Commissioner Cameron. Commissioner Stebbins noted that he found two small typos. Chairman Crosby abstained from the vote as he was not present for the meeting. Motion passed 3 to 0 with 1 abstention.*

### Administrative Update

See transcript pages 3-9

10:08 a.m. Executive Director Edward Bedrosian, Jr. noted that the horse racing season will be starting soon and we are in the process of hiring seasonal employees. He stated that there will be 125 days of harness horse racing this season. He also stated that staff is in close contact with the administration at Suffolk Downs regarding the status of negotiations with potential buyers. He also noted that staff is contact with horse

racing stakeholders pertaining to racing legislation which is set to expire this year. He noted that Chip Tuttle testified during the license application process that there will be racing at Suffolk Downs in 2017, and maybe in 2018.

Chairman Crosby stated he heard that Wynn was preparing to meet with former employees at Suffolk Downs for potential job opportunities at the casino. Robert DeSalvio, President of Wynn Boston Harbor, stated that the event for that group of employees will be held on April 29<sup>th</sup> at the Hilton Garden Inn in East Boston.

Commissioner Zuniga inquired about the racing days and General Counsel Catherine Blue stated that Suffolk Downs has placeholder dates for weekends in July, August and September, and they will come back to the Commission to talk about Race Horse Development Fund purse money. She stated that the harness racing schedule runs from April to November. Commissioner Stebbins expressed appreciation to staff and that he was glad to see the Commission may be taking a more aggressive approach to working to ensure the success of thoroughbred racing despite a list of issues which could cause concern.

### **Ombudsman's Report**

See transcript pages 9-130

- [10:16 a.m.](#) Ombudsman John Ziemba stated that representatives from Wynn Boston Harbor will present on their Notice of Project Change and project cost increase. Robert DeSalvio, President of Wynn Boston Harbor, congratulated the City of Springfield and MGM on the progress being made. He reported that the Massachusetts Girls in Trade conference is being held today in Dorchester and it appears that 350 young women are attending the event. He announced that another Massachusetts Girls in Trades conference will be held in Holyoke on April 13<sup>th</sup> at the William J. Dean Technical High School. He stated that if young women are interested in attending the conference, they should contact the principal at their school. He stated that they are hoping to attract young women into the construction trades.
- [10:19 a.m.](#) Jacqui Krum, Senior Vice President and General Counsel of Wynn Resorts Development, presented on the Notice of Project Change (“Notice”) filed with MEPA (Massachusetts Environmental Policy Act). She stated that the Notice is centered on sediment remediation in the cove. She stated that the Notice will appear in the Environmental Monitor on March 8<sup>th</sup>, comments are due by March 28<sup>th</sup>, and they anticipate a decision on April 7<sup>th</sup>. She also stated that a copy of the Notice is available on their website and in the libraries of the host and surrounding communities. She stated they will also provide MEPA with updates on program refinements and information on the DCR Harbor Walk Connector (biking-pedestrian path). Ms. Krum provided an overview on the area of the sediment remediation and three different dredge and cap alternatives.
- [10:30 a.m.](#) Mr. DeSalvio presented on program refinements which included an increase in the number of gaming units, a reduction in the amount of retail stores, the addition of more food and beverage outlets, an increase in the size of the meeting and convention space to offer a large ballroom, movement of the lobby lounge, and an increase in FTE (full-time equivalent) positions. He noted that there is no real change in the building footprint; it is just a repurposing of the space driven by market conditions. He also reported that the Wynn Board voted to increase the

project costs from \$2.1 billion to \$2.4 billion. He stated that some of the reasons for the increase were due to material and labor costs, soil remediation, excavation, and change orders.

Commissioner Stebbins asked Mr. DeSalvio if he could let the Commission know the impact of the design changes on FTE count and overall salary and benefits if they differed from Wynn's original application.

11:05 a.m. The Commission took a brief recess.

11:13 a.m. The meeting resumed.

[11:14 a.m.](#) Ombudsman John Ziemba stated that MGM Springfield will present a report on their last quarter of 2016. Mike Mathis, President of MGM Springfield, welcomed the Commission to Springfield and congratulated the Wynn team. He reported that since the last report they have made tremendous progress and MGM has opened a new casino, National Harbor Resort, in Maryland. He also introduced a new team member – Courtney Wenleder, the Vice President and CFO of MGM Springfield, who joined the company in 2002. He reported that MGM will take over the management of the MassMutual Center on July 1<sup>st</sup>. He stated that they will initially bring in 50 FTE's and maybe another 100 on-call and part-time employees.

Mr. Mathis reported that MGM announced in Vancouver that it will adopt the GameSense program across their entire portfolio. He thanked the Commission for their introduction and exposure to this responsible gaming initiative. Chairman Crosby stated that the press and the public need to understand that MGM has committed to GameSense Advisors on the casino floor, which is a breakthrough step by a company in the casino world, and they deserve credit for this step.

Mr. Mathis provided a summary of additional updates which included satisfying the 50% design drawing requirement, the countdown clock revealed about 500 days to opening, retail and marketing meetings, and a presentation on corporate procurement for more than 200 vendors.

[11:33 a.m.](#) Kevin Kennedy, Chief Development Officer of the City of Springfield, stated that MGM has been an economic engine for Springfield. He reported that they have received a certificate of occupancy for Union Station and have signed up retail tenants. He reported on the dining district fund which provides loans to owners to expand their restaurants to the middle of downtown. He also reported that they are close to an agreement with regard to the units of housing that is in the Host Community Agreement and MGM agreement.

[11:38 a.m.](#) Brian Packer, Vice President of Development and Construction for MGM Springfield, provided a construction update which included a slide summary of progress in the following areas: steel erection, foundation, podium, hotel, entertainment block, garage, and the central electrical facility. He also noted that they made their 50% design submission to the City of Springfield and provided off-site work submissions to MassDOT. He reported that the opening date is still September 2018.

Chairman Crosby inquired about the status of the armory and the daycare center. Mr. Mathis reported that they have an operator for the daycare center and they have

reached out to an architect to design the center. He stated that they feel comfortable about getting the center opened before or at the opening of the resort. He also noted that they have a concept for the armory which is a fine-dining restaurant and club. He stated that they are talking to operators and they intend to open on schedule. He also noted that they are looking at an operator for the church.

[12:01 p.m.](#) Seth Stratton, Vice President and General Counsel for MGM Springfield, provided a cost estimate update which included construction costs; and Courtney Wenleder, the Vice President and CFO of MGM Springfield, provide an update on pre-opening expense and capitalized interest. Mr. Stratton stated that they remain on track to exceed their statutory requirement of \$500 million in capital costs.

[12:10 p.m.](#) Mr. Packer provided a diversity update which included a summary of WBE, MBE, and VBE data in design and construction commitments, commitments for design and consulting, construction commitments, diverse construction companies, and workforce diversity statistics. He also provided a summary of the current quarter site progress.

[12:19 p.m.](#) Ombudsman Ziemba reported on a request from the Town of Longmeadow to use \$7,200 of its reserves to retain a consultant to help them work on the baseline studies. He stated that this is similar to a request made from West Springfield that was approved by the Commission. He stated that the request is consistent with the purpose of the guidelines and he recommended approval. Commissioner Stebbins noted that the PVPC (Pioneer Valley Planning Commission), one of our partners, gave their endorsement.

[12:22 p.m.](#) *Commissioner Stebbins moved that the Commission approve the request from the Town of Longmeadow to use \$7,200 of their Community Mitigation Fund reserve to retain a consultant to analyze, organize, and consolidate traffic studies. Motion seconded by Commissioner Cameron. Motion passed unanimously.*

12:23 p.m. The Commission recessed for lunch.

1:02 p.m. The meeting resumed.

### **Workforce, Supplier and Diversity Development**

See transcript pages 131-196

[1:02 p.m.](#) Director Jill Griffin stated that in January 2015, MGM presented several plans before the Commission which included their affirmative marketing program that focused on minority, women, and veteran-owned vendors for design and construction and a similar plan for operations. The Commission approved those plans. MGM also presented a plan on affirmative action for equal opportunity to identify and market employment opportunities to under and unemployed residents of the Commonwealth. The Commission approved the plan in principal with a recommendation to come back to the Commission with more information. Director Griffin reported that MGM will present their plan to the Commission today, the plan will be posted for public comment, and we will bring the plan back to the Commission for a vote.

[1:05 p.m.](#) Marikate Murren, Director of Human Resources for MGM Springfield and Wanda Gispert, Vice President of Talent and Workforce Development for MGM Regional Operations, presented on the 2017 MGM Springfield Workforce Development Plan which included an overview of the following: Host Community and diversity hire commitment; education, workforce, and community organization partners; SkillSmart program; apprenticeship programs; recruitment plan overview and strategy; hiring events strategy; application process; MGM employment center; hiring timeline; career outreach sessions; SkillSmart reporting; and next steps.

2:09 p.m. The Commission took a brief recess.

2:13 p.m. The meeting resumed.

### **Research and Responsible Gaming**

See transcript pages 196-212

[2:13 p.m.](#) Director Mark Vander Linden reported that March is National Problem Gambling Awareness month. He stated that the goal of the campaign is to increase public awareness of problem gambling and the availability of prevention and treatment resources. He provided highlights of activities during the month which include a GameSense media campaign, a discussion of advancement of play management tools, a deeper analysis of the general population baseline survey, a release for a request for proposal to look at special populations in Massachusetts at risk for developing a gambling disorder, and a report from GameSense Advisors at Plainridge Park Casino on their work and special events they have planned.

[2:17 p.m.](#) Elaine Driscoll, Director of Communications, presented on the third phase of the GameSense brand awareness campaign. She stated that through conversations with key stakeholders they have identified the following objectives: increase GameSense brand awareness, generate traffic to GameSense website, highlight GameSense resources and tools, educate the public on responsible gaming tips, and reinforce the Commission's commitment to a robust responsible gaming strategy. She stated that the campaign will be completely digital because gamblers are online and that is a way to reach our target audience. She also stated that we were able to spend the budget more effectively and have greater impact by going digital.

Director Driscoll stated that they created a series of videos and animated online ads. She also stated that they will use two licensed ads from the BCLC (British Columbia Lottery Corporation). GameSense video ads were shown. She stated that the ads will appear in three areas – online ads, pre-roll video, and paid social media ads (Facebook and Instagram). A video was shown on the BCLC ads, PlayMyWay, and Lucky Charms. Director Driscoll stated that we will monitor the metrics to see what ads work, the ads will be available on our website, and she thanked Teresa Fiore, Mike Sangalang and MORE Advertising for their assistance with the brand campaign.

### **Legal Division**

See transcript pages 213-214

[2:32 p.m.](#) General Counsel Catherine Blue requested approval for the small business impact statement and formal promulgation of amendments to 205 CMR 152.00: Individuals Excluded from a Gaming Establishment. She stated that the

amendments pertain to information about an excluded individual that will be posted on our website and information that will be available to our licensees.

[2:33 p.m.](#) *Commissioner Gayle Cameron moved that the Commission approve the small business impact statement and the formal promulgation process as outlined by General Counsel Blue. Motion seconded by Commissioner Stebbins. Motion passed unanimously.*

### **Commissioner's Update**

See transcript pages 214-217

[2:33 p.m.](#) Executive Director Bedrosian reported that today is Commissioner Zuniga's birthday. Commissioner Stebbins reported that he was impressed with the turnout at the MGM vendor event. Chairman Crosby provided an update on the Online Gaming Commission.

### **Other Business Not Reasonably Anticipated**

See transcript page 217

[2:36 p.m.](#) *Having no further business, a motion to adjourn was made by Commissioner Cameron. Motion seconded by Commissioner Zuniga. Motion passed unanimously.*

### **List of Documents and Other Items Used**

1. Massachusetts Gaming Commission, Notice of Meeting and Agenda dated March 2, 2017
2. Massachusetts Gaming Commission, Draft Meeting Minutes dated February 16, 2017
3. Wynn Boston Harbor Report, Notice of Project Change, dated March 2, 2017
4. MGM Springfield, Quarterly Report Presentation (4<sup>th</sup> Quarter 2016), dated March 2, 2017
5. Massachusetts Gaming Commission, Memorandum dated February 27, 2017 regarding Longmeadow – Community Mitigation Fund Application with attachment
6. Massachusetts Gaming Commission, Memorandum dated March 2, 2017 regarding Summary – MGM Workforce Development Plan
7. MGM Springfield Workforce Development Plan
8. Massachusetts Gaming Commission, Memorandum dated March 2, 2017 regarding GameSense Phase III Social Media Plan with attachment
9. Small Business Impact Statement, 205 CMR 152.00: Individuals Excluded from a Gaming Establishment

/s/ Catherine Blue  
Catherine Blue, Assistant Secretary