

COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS GAMING COMMISSION
PUBLIC MEETING #93

RE: HOST COMMUNITY MEETING
LEOMINSTER, MASSACHUSETTS

CHAIRMAN

Stephen P. Crosby

COMMISSIONERS

James F. McHugh

Gayle Cameron

Bruce W. Stebbins

Enrique Zuniga

December 3, 2013
LEOMINSTER CITY HALL
25 West Street
Leominster, Massachusetts 01453

1 P R O C E E D I N G S

2
3 CHAIRMAN CROSBY: Good afternoon and
4 welcome. Today is Tuesday, December 3, 2013.
5 This is a public hearing before the
6 Massachusetts Gaming Commission relative to
7 the application for a Category 2
8 slots-parlor-only gaming establishment
9 submitted by PPE Casino Resorts Massachusetts,
10 LLC, better known as the Cordish Companies.

11 My name is Steve Crosby and I'm
12 chair of the commission. The entire
13 commission is present here today and will
14 preside over this hearing. I am joined by
15 Commissioners Stebbins, Zuniga, Cameron and
16 McHugh. And before I go any further, I would
17 like to congratulate the Leominster Blue
18 Devils for their victory Thanksgiving day over
19 Fitchburg. And a 10 and one record, it's a
20 long time ago, but I remember Thanksgiving Day
21 Newton High beat Brookline, I was there, I
22 know what it feels like. So congratulations
23 to the Blue Devils. Oh, yeah, what year was
24 that she wants to know, 1963.

1 We are located at Leominster City
2 Hall, 25 West Street, Leominster, Mass. We're
3 here today in Leominster because this is the
4 host community to the proposed establishment,
5 meaning this is whether the slots parlor would
6 be located, if the applicant is awarded the
7 license by the commission. As you may know,
8 the commission has authority to issue only one
9 Category 2, that is slots license, for the
10 entire state. There are two other applicants
11 under consideration as well as the applicant
12 here in Leominster.

13 The public support for this
14 proposal, or the lack of public support for
15 this proposal, is a critical factor that the
16 commission will evaluate and make in the final
17 award of the license. Accordingly, your
18 presence here this evening and the written
19 comments that you've submitted and that we've
20 all read will play a pivotal role in the
21 decision. Thank all of you for being a part
22 of this process. Before we begin the public
23 hearing, I'd like to layout the process and
24 establish the ground rules that we will

1 follow, at least loosely.

2 The hearing, which is provided for
3 by Section 17 of Chapter 23K of the
4 Massachusetts General Laws and Section 118.05
5 of the commission's regulations, is intend to
6 provide the commission with the opportunity to
7 address questions and concerns relative to the
8 proposal of the gaming applicant to build a
9 gaming establishment. This inquiry may
10 include topics related to the scope and
11 quality of the gaming area and amenities, the
12 integration of the establishment into the
13 surrounding community, the extent of required
14 mitigation plans and any of the concerns that
15 have been raised to us by citizens of
16 Leominster or nearby communities.

17 Additionally, the commission will receive
18 input directly from the public tonight, from
19 any impacted community as well as the host
20 community.

21 The hearing will begin with a
22 presentation from the mayor, and then a
23 presentation by the applicant. We will then
24 invite presentations to be made by

1 representatives from the host community of
2 Leominster -- is it working? No. Is it all
3 right? As well as representatives from each
4 of the surrounding communities and any
5 impacted live entertainment venues that choose
6 to do so. After the presentations, we'll open
7 the floor to the public for comments and
8 questions. I'm going to talk more about that
9 when we get to the public section. We now
10 have, I think almost 70 people signed up, but
11 we'll talk about the ground rules for that a
12 little later.

13 At the conclusion of the comments
14 and questions from members of the public, we
15 will afford the applicant an opportunity to
16 make any closing comments it would like to
17 make. Any commissioner may, at anytime, ask a
18 question of the applicant or of anybody else.

19 At the conclusion of the proceedings
20 today the commission will keep this hearing
21 open, and continue the public hearing to a
22 further date to be determined. Notice will be
23 provided to the city or town clerk of each
24 host and surrounding community, as well as

1 being posted on our Web site
2 www.massgaming.com. With that, I will ask the
3 mayor to open the session. Thank you for
4 having us.

5 MR. MAZZARELLA: Good afternoon.
6 Welcome to the fine city of Leominster. We're
7 about 42,000 people that live here. We're
8 about 26 square miles. We're a lot like other
9 communities, we're a gateway community. Do we
10 have our first slide here? I just want to
11 show you a little bit about who we are,
12 because my first slide sort of tells that.
13 Maybe not.

14 Anyway, I want to thank your staff
15 and the commission, as well as the -- our
16 staff here at city hall to be able to put this
17 together and seamlessly. And I know you had a
18 meeting earlier today so you had to leave
19 there to get here, and that, sometimes, is a
20 bit of a struggle. But, anyway, we're the
21 birthplace of Johnny Appleseed, he's on the
22 top right. In the middle is Buckskin Sam. On
23 the bottom is my mother, my -- my 84-year-old
24 mother. So that's what makes us interesting

1 people. That makes us fun people. And I want
2 to welcome you to the city.

3 We are very -- in Leominster, we are
4 very considerate of each others' opinions.
5 Each one of us has at least a few, depending
6 on any -- the subject you want to talk to us
7 about, we're always willing to share that with
8 you. But today I think you'll hear that
9 everyone will share their opinions and be very
10 considerate of each other and respectful. And
11 I think that's the one thing that you'll see
12 that will come here from today. So from
13 Buckskin Sam, Johnny Appleseed and my mother,
14 welcome.

15 CHAIRMAN CROSBY: Thank you for
16 having us. All right. I would now like to
17 invite the applicant, Cordish Companies, to
18 make their presentation. We've asked them to
19 spend at least some of their time answering
20 some of the questions we've asked, as well as
21 to present whatever highlights they're
22 interested in presenting.

23 MR. CORDISH: Thank you,
24 Mr. Chairman and commission. And we

1 appreciate --

2 CHAIRMAN CROSBY: Excuse me one sec.

3 Can you hear?

4 THE FLOOR: No.

5 CHAIRMAN CROSBY: Yeah. You're
6 going to have to put it right up close to your
7 mouth. It's --

8 MR. CORDISH: I'll do better.

9 CHAIRMAN CROSBY: Yeah.

10 MR. CORDISH: My name -- whoa.

11 CHAIRMAN CROSBY: That'll do it.

12 MR. CORDISH: My name is
13 David Cordish. I'm the chairman of the
14 Cordish Company, and have been for 51 years
15 now. I have with me today my partner, Joseph
16 Weinberg, who is the CEO of the company, and
17 is the head of our gaming division. And he
18 will be making part of the presentation with
19 me.

20 I wanted to acknowledge, however,
21 three other people that are with us that will
22 not be formally speaking. Two are from the
23 University of Massachusetts Dr. Malloy and
24 Dr. McCarthy. Could you all stand up a second

1 just so -- okay. I have to acknowledge the
2 tremendous amount of work that the University
3 of Massachusetts has done with us, but these
4 two gentlemen in particular, in putting
5 together M3D3, which Joe and I will address in
6 a little while. But given the short amount of
7 time allotted to us, I asked those two not to
8 speak, unless you have a specific question.

9 The other person I wanted to
10 acknowledge is my wife, Susie Cordish, who's
11 sitting right behind me. Susie, if you could
12 stand up. Susie heads up our philanthropic
13 endeavors. And wherever we're fortunate
14 enough to have a casino we set up a foundation
15 in that community to service that region, and
16 Susie heads that up for us.

17 The Cordish Company has been around
18 along time, over a hundred years, and it was
19 founded by my grandfather, who was succeeded
20 by my dad. And, as I said, I took over a
21 little over 50 years ago. And I have three
22 sons, who are active in the division --
23 different divisions of the company, and they
24 make the fourth generation.

1 And I think it's an important point
2 to make, before we get into particulars, in
3 that, you will be dealing with the state of
4 Massachusetts, the host community, the
5 regional communities, the citizens, with the
6 principals throughout this project. Whether
7 it's today or five years from today, you will
8 be dealing directly with the ownership and
9 principals. And they will be held
10 accountable, and you will know who to reach
11 out to. And it's something that stood us in
12 good stead for many decades, and it's worked
13 very well in the public private and in the
14 gaming world.

15 Now, if you've been around for as
16 long as we have, you have a track record. And
17 we're very proud of our track record. It's in
18 two different ways that it's applicable today.
19 One is that we have built and managed, and
20 owned, over 50 million, that's 5-0, 50 million
21 square feet of projects. And those are of a
22 nongaming nature. And, in addition, we own
23 and have developed, and have built from the
24 ground up, five casinos in the last 10 years.

1 And of those five casinos, two of them are
2 fourth and fifth largest in the United States.
3 That's in the entire country. That's the one
4 in Tampa and the one in Maryland.

5 And what is important about these is
6 not just their size, but the success that
7 we've enjoyed. And these casinos are
8 generating, of the three of the five that
9 we've done, two of them are the number one and
10 number two most profitable casinos in the
11 United States. And the third is right behind.
12 If I could show the next slide, Joe. Yeah.

13 So Maryland Live! casino is, from a
14 commercial casino standpoint, commercial
15 casino, the largest in the United States by
16 number of positions. And that one facility
17 has 3,000 employees in it. And we're very
18 proud of it, and we're very proud of the
19 results. The -- and we call it Maryland Live!
20 just as we would call this one Massachusetts
21 Live!

22 One of the interesting things, if
23 you will compare the revenues of Maryland
24 Live! to anyone of the middle Atlantic, and

1 that covers dozens of casinos, some of which
2 are owned by one of the two competitors that
3 we have. For example, Parx can be seen in
4 green there with one of the tracks, and
5 Charleston, West Virginia is a Penn National
6 facility. So this casino of ours is larger
7 than anything either of these companies have
8 ever, from a revenue standpoint, produced.

9 The track record is important, and
10 the success we've had, and profitability we've
11 had, we're paying Maryland over a million
12 dollars a day in taxes, because a very good
13 predictor of future success is your past
14 success. And it's very hard to find, in the
15 50 million square feet we've developed or the
16 casinos we've developed, anything but success,
17 and that's what we would have here.

18 Now, it's fine to talk about track
19 record, and it's fine to say we can do a very
20 good casino here. I don't dispute, though,
21 for a second, we don't dispute, that Parx or
22 Penn National is perfectly capable of building
23 and running a 1250 position slots casino.
24 They can. We'd like to think we can do it a

1 little better, that we've had more success,
2 and with our entertainment integration, do it
3 a little better. But those are subjective
4 statements made by me, and they're
5 self-serving.

6 What's objective is the thing I'd
7 like to turn next and, really, the main
8 message that I would like to leave with the
9 commission and the public today. And that is
10 location, which is not subjective. Location
11 is something it's a reality, it's a fact.
12 Where are we located? Where are our two
13 competitors located? And where are our other
14 casinos going to be?

15 So what you will see on the slide
16 that's up there now, it's also -- thank you,
17 Susie. On this board in front of you because
18 some of you may have trouble leaning --
19 looking backwards. Oh, okay, you've got it.
20 Thank you, Commissioner. What you can see is
21 that there are two tracks in the southern
22 region of the state that are located a couple
23 of minutes from the city of Taunton and a
24 couple of minutes from Twin Rivers, which is

1 not, of course, in our -- in the state, the
2 Commonwealth of Massachusetts, but nonetheless
3 there's no lull there.

4 Twin Rivers, if you went back to the
5 slide I had before, is one of the top 10
6 largest casinos in North America. It's a
7 very, very large casino. And it's a full
8 casino with table games and slots. The casino
9 that will be built in Taunton is the same size
10 and caliber, more or less, as what is
11 projected for Twin Rivers. So that, whoever
12 would be selected, if it is not our
13 application, if it is one of the two tracks,
14 is going to have to compete, not with one, but
15 with two full casinos.

16 It's impossible for a slots-only
17 casino to compete that close to a full casino.
18 And you double their trouble with the fact
19 that the full casinos are at a lower tax rate,
20 a significantly lower tax rate. In
21 Massachusetts it's less than half in Taunton
22 as to what it would be in either of the tracks
23 or here. We're at 49 and they're in the mid
24 20s.

1 We have operated successfully an
2 all-slots casino against a full casino. And
3 there's only one way to do it. You have to
4 have your own space. You have to have many,
5 many, many miles between you and a competing
6 full casino, otherwise it is impossible. And
7 what will happen is, the revenue that the
8 state is hoping to do -- the Commonwealth of
9 Massachusetts going to a lot of trouble to
10 enact this statute. You all have gone -- and
11 I thought I heard it was the 70th of or 80th
12 meeting, something like that. Somewhere in
13 that --

14 CHAIRMAN CROSBY: 93rd.

15 MR. CORDISH: Excuse me. I've never
16 been known to underestimate, but I just did.
17 It's done for a reason. You want to create
18 some jobs in these casinos and some spinoff
19 jobs, but you're after revenue for the state.
20 It's a very good reason. And you want to
21 maximize your revenue. And there's only one
22 way in geography, and this is not a subjective
23 fact, as I said, it's location. And if you
24 look at a map, what's going on? Where you are

1 today, you're in north central Massachusetts.
2 And if you want to get to Springfield it's a
3 two-hour drive to the west from where we sit
4 today. It's an hour-and-fifteen minutes,
5 meaning it's a two-and-a-half hour round trip
6 to Boston. If you want to get down to Taunton
7 and back, it's the same thing. You're looking
8 at almost three hours to make the round trip.
9 We have our own space here. We do not
10 cannibalize the three major casino licenses
11 you're going to issue. You will maximize your
12 revenue by a considerable amount. It's
13 impossible for the outcome to be any
14 different. It doesn't matter which of our
15 competitors is chosen, they're situated a
16 couple of minutes from Taunton and a few more
17 minutes from Twin Rivers.

18 North of our two competitors sits a
19 little city called Boston, which is going to
20 have a billion-dollar casino, more or less.
21 And I don't know who the winner will be, but
22 it will have a casino and it will be major.
23 And it's fine if you're down at the two tracks
24 to say, well, I'm off of 495. There's a lot

1 of people north of us, they can just whisk
2 down 495. That would be fine, if there is no
3 casino in Boston. When a gambler is given a
4 choice of a full casino with live table games
5 and live dealers and a slots-only, if the
6 proximity is close, they're going to go to the
7 full casino. So that, most of the people
8 north of the Taunton area, north of 495 as it
9 comes down, are going to go to Boston. And
10 the ones in this area are going to go to
11 Taunton and Twin Rivers. And, of course,
12 they're going to do some business and that's
13 where you're going to get cannibalization and
14 you're not going to maximize your revenues for
15 the state.

16 And that's the main message that I
17 would like to leave with you, and I have one
18 other that is completely unique, to my
19 knowledge, across the United States in the
20 history of any casino proposal, and that's
21 what we call M3D3, which I alluded to in the
22 beginning when I acknowledged the two
23 gentlemen from the University of Massachusetts
24 who have led the effort that we've created

1 with them.

2 All of us will create a certain
3 amount of casino jobs in the casino. And,
4 more or less, a 1250-slot facility is going to
5 have the same wherever you pick. And it will
6 also have spinoff jobs that feed the casino
7 and the region. And I don't mean to minimize
8 those, they're important, because we will have
9 vendors and other restaurants and hotels that
10 we will help in the region. That's important.

11 What nobody has ever tried to do
12 before is to create jobs totally unrelated to
13 the casino industry, and that's what our
14 partnership with the University of
15 Massachusetts does. And in answering one of
16 the questions that the commission asked us,
17 one -- what we're going to do with M3D3 is
18 build upon what the state of Massachusetts
19 economic development arm did with the
20 University of Massachusetts several years ago.
21 And they created an incubator platform in
22 Lowell to help brand-new startup
23 manufacturers, in essence, work through the
24 process of getting their trademarks and

1 getting their patents and processing, and just
2 getting the initial funding to get off the
3 grounds.

4 What M2D2 is lacking from a funding
5 source is what happens to their graduates.
6 How do you take an M2D2 graduate and get him
7 into production, and ally him with an existing
8 manufacturer of which in our region -- and we
9 consider our region running from Lowell
10 through where we're having this meeting today
11 down to Worcester. That's the eligible
12 region -- region, which has been hard hit
13 economically. And in plastics has been hard
14 hit. And our funding will be -- we have an
15 independent board. We will be on it to get
16 the grants. What we're going to be able to
17 do, we're going to be funding between a
18 minimum of million dollars a year to M3D3 up
19 to a million five, which is 10 companies at
20 100,000 each or 15 companies at 100,000 each.
21 And that will have to commit, in order to be
22 eligible for the funding, to locate in this
23 crescent that I've just described.

24 That is why you have a very unusual

1 thing in which, here we are -- Lowell has
2 nothing -- they're not -- they're not our host
3 community, they're not -- you will see in your
4 files a letter of endorsement from M3D3 from
5 the city of Lowell because that's how
6 important it is to the region.

7 We will create thousands of
8 nonrelated casino jobs, manufacturing jobs.
9 And it's the first time it's ever been done in
10 something like this, and something we're proud
11 of. It's taken a tremendous amount of work
12 with the university to get to this point, and
13 we're happy to answer further questions about
14 them later. If I can't answer them, the
15 professors will. I'd like to turn it over to
16 Joe now and he'll pick it up from there.

17 MR. WEINBERG: Good afternoon. Can
18 everybody hear me?

19 CHAIRMAN CROSBY: Can you hear up
20 back? Say it again, Joe?

21 MR. WEINBERG: Can everybody hear
22 me? Okay, great.

23 So just to elaborate a little bit on
24 what David was saying about the strengths of

1 the location, one of the key metrics that we
2 look at is in the -- kind of the supply-demand
3 analysis, is how many adults are there per
4 gaming position that will be in the market
5 today, and then also in the future, knowing
6 the competitive set that we know that will be
7 available in -- in the state.

8 So if you look at this slide, this
9 is comparison of Leominster to Plainridge and
10 Raynham. And you can see today, based on the
11 current state of the competitive gaming
12 market, that Leominster would have the highest
13 number of adults per gaming position at over
14 1100 compared to the two other potential
15 competitors, which means that there's a
16 greater demand in this market today versus the
17 other two potential facilities.

18 When we add in the new gaming
19 positions that we know will be in the market
20 in Boston, in the southern region as well as
21 in the western region, this reality continues,
22 whether you look at a 30- or 60-mile radius
23 around the potential sites. In each instance,
24 Leominster has the highest adults per gaming

1 position of any of the potential sites, which
2 means that it will be able to much more
3 competitively exist and compete in the market,
4 both now and in the future, which is a
5 critical, critical item, and picks up on what
6 David was saying regarding how -- how key
7 location is in this decision.

8 Now to give everybody a little bit
9 of an overview of the project itself, the
10 project is located in Leominster right off of
11 I-190, Route 117 at Jungle Road, a close --
12 closer ariel of the site.

13 To clarify some of the questions
14 that we've gotten, we have options on
15 26 acres, approximately, of land. And -- but
16 we -- our development plan is the same that
17 it's always been. Where we will be developing
18 and, approximately, 16-plus acre development,
19 and we're retaining 10 acres of land as excess
20 land that will be available for the -- for the
21 future.

22 To go through some of the key site
23 strengths of the project, again, as I said,
24 the geographic separation from the Category 1

1 facilities that will be coming on line. We
2 have excellent highway access off of I-190,
3 which is vastly underutilized highway at this
4 point. All of road, utility infrastructure
5 are in place. We have all the utilities,
6 water, sewer gas, electricity. That's
7 available at the site in adequate --
8 etiquette -- adequate measures. The zoning is
9 in place for the site.

10 This is an existing, commercial,
11 industrial area. In fact, many years ago it
12 was approved for a much larger development,
13 which was a regional mall development, which
14 would have had a much, much larger impact on
15 the area in every way. So this is a site that
16 has been targeted for commercial development
17 as part of the regional plan for targeted
18 growth, which is why we -- we selected it. We
19 looked for areas that have the -- that are
20 part of a growth plan that have all this
21 infrastructure in place. That was very
22 important to us when we were looking at a
23 site.

24 And then, of course, Leominster is

1 one of the gateway cities in the -- in the
2 state, which has been targeted by the state
3 for just this type of economic development.
4 And then I'll talk a little bit as -- in a few
5 minutes about, also, speed to marketed, which
6 we think will be critical.

7 The project is a very upscale,
8 environmentally-sensitive design. It's
9 approximately 125,000 square feet. You have
10 three restaurants and a live music venue.
11 Here is a site plan that shows the development
12 of the site. Now we are renovating an
13 existing building on this site, which you
14 see -- you see here. We have, approximately,
15 1600 parking spaces for this project.
16 Typically, we would look at, in evaluating
17 what the parking needs are for a site, about a
18 one parking space per -- per slot analysis.
19 The zoning would require us here in Leominster
20 to have, approximately, 876 parking spaces
21 based on the zoning code. We're providing
22 almost double that, and we're providing well
23 in excess of what we would provide, you know,
24 based on what we would have done in other

1 markets and kind of zoning codes in other
2 markets.

3 As an example, in Pennsylvania the
4 code provides for -- in Philadelphia for .8
5 parking spaces per slot position. In Maryland
6 it is .5 parking spaces per slot position.
7 And then certain number of spaces for
8 entertainment and restaurant spaces. So when
9 you add all of that up, it comes out to
10 approximately, .8, .9 slots position. So
11 every --

12 CHAIRMAN CROSBY: Excuse me.

13 MR. WEINBERG: -- which way --

14 CHAIRMAN CROSBY: Excuse me,
15 Mr. Weinberg. This is the present -- the
16 initial 16-acre site that you're talking about
17 right here?

18 MR. WEINBERG: Well, this is a
19 approximately 16-acre site, but this is using
20 an existing building on the -- on the site.
21 So this is part of the land that was provided
22 for under the host agreement, under the zoning
23 code. And after going through an analysis of
24 alternatives on the site, we have decided, as

1 opposed to building a new, freestanding
2 building, to renovate an existing building on
3 the site. Same size, same program as it has
4 always been.

5 COMMISSIONER MCHUGH: But in prior
6 presentations this has been referred to as a
7 the alternate site --

8 MR. WEINBERG: Correct.

9 COMMISSIONER MCHUGH: -- right?

10 MR. WEINBERG: Correct.

11 COMMISSIONER MCHUGH: And, in fact,
12 the application -- when the application talked
13 about parking and the master plan, and the
14 light, it didn't focus on this particular
15 configuration, right?

16 MR. WEINBERG: That's not correct.
17 We provided for two -- two options in the
18 application. So we provided for this exact
19 option, and we provided for a --

20 MR. CORDISH: Ground up.

21 MR. WEINBERG: -- new ground-up new
22 building option. So we provided for both
23 options.

24 COMMISSIONER MCHUGH: Right. But

1 there were diagrams in there that provided for
2 both options.

3 MR. WEINBERG: Right.

4 COMMISSIONER MCHUGH: But this was
5 referred to as the alternate option, and the
6 master plan was described in the -- in the
7 application was not this configuration; isn't
8 that right?

9 MR. WEINBERG: Well. We provided
10 for two options so --

11 COMMISSIONER MCHUGH: But there was
12 one labeled master plan and it wasn't this,
13 right?

14 MR. WEINBERG: I can't remember how
15 we labeled it. But, yes, we had two options
16 of which this was one and, in our prior
17 presentation we had labeled -- this was the
18 alternate plan. And then we had another one,
19 which was a new-build scenario.

20 COMMISSIONER MCHUGH: Okay. I'll
21 come back to that question.

22 MR. WEINBERG: Okay. Sure.

23 CHAIRMAN CROSBY: Are you going to
24 come back to that, Commissioner?

1 COMMISSIONER MCHUGH: I am.

2 CHAIRMAN CROSBY: Okay.

3 MR. WEINBERG: From a -- we are
4 building in from an environmental standpoint.
5 And these are our floor plans for the facility
6 that are consistent between -- you know,
7 between both of options that we had shown. If
8 you look at this, what we tried do in all of
9 our facilities is to animate the facility,
10 both from the inside and from the outside.

11 So that we have the food and
12 beverage entertainment facilities along the
13 perimeter of the facility as you see here,
14 with the gaming in the middle. We have a
15 center bar feature in the middle of the -- of
16 the gaming floor. We provide for outdoor
17 seating for the restaurants, and the ability
18 for people to utilize the restaurants without
19 ever having to go into the casino. We have a
20 second level of the facility that has some
21 back-of-house facilities as part of it.

22 This is a image of the por -- front
23 porte-cochere of the facility. This facility
24 is building in state-of-the-art environmental

1 design elements. So we have everything from
2 solar and wind power to geothermal power, rain
3 leaders. We are exceeding the energy stretch
4 codes, and it will be a minimum of gold LEED
5 with this facility. We are improving all of
6 drainage that's on the site today. So today
7 where there's little drainage in this area,
8 we're improving all the stormwater and
9 drainage on the -- on the site.

10 I'm going to move through some
11 images from the various angles of the
12 building. And the building is finished on all
13 four sides. Very upscale finishes.

14 On the interiors, the interiors will
15 also be very, very high-end. This is a image
16 of our buffet. Has very much of a fresh
17 market type of feel to the -- to the buffet.

18 CHAIRMAN CROSBY: Just put that
19 down. Just set the sign down.

20 THE FLOOR: Just wondering, if you
21 wouldn't mind.

22 MR. WEINBERG: This is a bar for the
23 entertainment facility. We have a intimate,
24 live entertainment venue, which you see here,

1 which has, approximately, 450 seats. These
2 images are, if not exact, you know, 95 percent
3 of what the final design will look like for
4 these -- these elements. This is a high-end
5 steakhouse that we intend to have in the
6 facility. And you can see the finishes are as
7 nice, upscale as -- as anything in the state.
8 We also have outdoor seating. So this is an
9 image of what the outdoor seating areas
10 would -- would feel like with fireplaces.
11 And, again, very, very fine finishes to the --
12 to the outdoor seating areas.

13 Project schedule. With the
14 redevelopment of the existing building on the
15 site, we believe that we can have our
16 permanent facility open and operating by the
17 end of 2014. We would be able to commence all
18 the interior renovations while the MEPA review
19 and approval process is -- is ongoing. And so
20 we think that this is again -- and this is
21 with our permanent, final facility, not a
22 temporary. That we would be able to achieve a
23 very, very quick opening with this facility
24 based on our plan.

1 Also from a -- you know, we've made
2 a commitment to the community, not only to
3 build union, but to incorporate as much local
4 participation in the project as possible, both
5 with labor force for the construction of the
6 facility as well as ongoing operations. We'll
7 employ all kinds of strategies, which we and
8 our contractor have done time and time again.
9 Our contractor, Perini, has built many
10 projects here in the commonwealth.

11 We have an extensive database of --
12 of subcontractors, as well as minority- and
13 women- and veteran-owned businesses. We will
14 hold job fairs. We will do advertising and
15 solicitation to all of our databases for the
16 project.

17 We will work with helping in
18 partnering opportunities for small businesses,
19 both minority, women, veterans as well as
20 local businesses, to partner with larger
21 companies and second-tier construction
22 opportunities to try to maximize the
23 involvement of these -- of these businesses.

24 So we have many, many strategies,

1 which we have done time and time again, to --
2 to make sure we maximize and be able to live
3 up to our commitments to involve local as well
4 as other small and disadvantaged businesses.

5 It's not only words. We've been
6 recognized consistently for our outreach to
7 small minority-, women- and veterans'-owned
8 businesses. In fact, in Maryland we were
9 designated as the most inclusive company in
10 the state by the DC Minority Contractor's
11 Association for our outreach and achievement
12 of including disadvantaged businesses in our
13 Maryland Live! facility. We work in cities
14 all over the country, and we've been
15 consistently recognized for our high
16 achievement in these areas.

17 This is a fly-through that'll give
18 you a very good feel of the final product.

19
20 (video playing)

21
22 MR. WEINBERG: So, in summary, we
23 believe that we have superior location for all
24 the reasons that we -- that we outlined. We

1 have speed to market, in being able to build
2 and open a very, very upscale destination of
3 entertainment and gaming facility here by the
4 end of 2014. And from a financing standpoint,
5 we're prepared to build it out of cash. So
6 there's no finance contingencies, and we're
7 ready to -- we're ready to start upon
8 selection. With that, we're happy to answer
9 any questions you have.

10 CHAIRMAN CROSBY: Thank you, Mr.
11 Weinberg, Mr. Cordish. You want to take them
12 by the categories on the questions, sheets?

13 COMMISSIONER ZUNIGA: Sure. Sure.
14 I --

15 THE FLOOR: Take the slides down.

16 CHAIRMAN CROSBY: There's a few
17 people are having a hard time seeing past your
18 slide. Okay.

19 COMMISSIONER ZUNIGA: In the slide
20 that you presented right after the map, you
21 mentioned some -- you put together the adult
22 population per slot unit, a current and future
23 graph. Right there. What are you assuming
24 currently; are you assuming the positions in

1 Twin Rivers -- at this point?

2 MR. WEINBERG: Yes.

3 COMMISSIONER ZUNIGA: And you must
4 be assuming certain -- some positions in
5 Taunton, I suspect.

6 MR. WEINBERG: Well, the top slide,
7 which is current, takes into consideration any
8 facilities within 60 miles of each of the
9 sites. So that would with have picked up,
10 mainly, Twin Rivers. I don't think it would
11 have gone as far as Newport. So I think
12 Twin Rivers for the -- vis a vis the
13 Plainridge and Raynham sites.

14 The bottom two slides pick up
15 future. And so, that will take into, we
16 assumed, Taunton or something near Taunton.
17 We assumed a Boston facility, and we assumed a
18 Springfield facility, as well as Twin Rivers.

19 MR. CORDISH: The top slide only
20 takes into account Twin Rivers. None of the
21 future, projected licenses you might get.

22 CHAIRMAN CROSBY: Do you have others
23 on you on the finance side or how do you want
24 to --

1 COMMISSIONER ZUNIGA: Yeah. Well, I
2 mean, we submitted questions, specifically the
3 ones that we wanted to address in this -- in
4 this setting. Finance comes at the beginning,
5 which I am responsible for. And the question
6 really relates to whether you operate
7 nongaming amenities via -- via third parties,
8 and what those arrangements or details may
9 look like.

10 MR. WEINBERG: So we do it both
11 ways. So we're -- we have a -- we operate
12 nongaming amenities both in and outside of
13 casinos all over the country, so a lot of
14 experience in operating restaurants and clubs,
15 a lot of music venues. And we would
16 anticipate primarily operating the venues
17 within Massachusetts Live! ourselves.

18 However, one of the commitments
19 we've made is look at incorporating local
20 businesses into the facility. So we may look
21 at adding some premier local businesses or
22 brands, and we may look at some national
23 brands, if we think's additive to the project.
24 But we haven't made a -- a final decision on

1 that.

2 Another approach that we take,
3 sometimes, is just to license a brand and --
4 and to operate it ourselves. You know,
5 example of that is at XFINITY Live! in
6 Philadelphia, we license from NBC Universal,
7 the NBC Sports Arena, and then we operate
8 the -- you know, the project. So we may
9 license from national brands, certain names
10 and operate it ourselves. So it may be any of
11 that combination.

12 COMMISSIONER ZUNIGA: But is it fair
13 to say that your current plans for the
14 Leominster location, you have not yet made a
15 decision unless it comes to --

16 MR. WEINBERG: We haven't committed
17 to any third parties so -- but we're holding
18 open our options. But depending upon timing,
19 we may decide to operate all of the facilities
20 ourselves and may license some brands. But we
21 have not made a final decision.

22 MR. CORDISH: We're fairly unique, I
23 think, as a developer, in that we have
24 approximately 75 restaurants around the

1 country that we operate now, and we call them
2 different things. Sometimes they're national
3 brands like NBC, sometimes we might just call
4 it MECS (phonetically). But we operate a
5 tremendous number of music and restaurant
6 venues already, so if we wanted to operate
7 them all ourselves we could. But from time to
8 time you get a local that is so famous and so
9 good you want to just bring them in. Or a
10 national, you know. You want to lease to
11 Cheesecake Factory, which we did in Maryland
12 Live! It just -- we wanted cheesecake, and
13 their deal was they have to operate it
14 themselves so we leased the space to them.

15 COMMISSIONER ZUNIGA: The second
16 question was relative to when do you foresee
17 the facility to be at capacity; what times of
18 they day and what days of week, and what that
19 profile of being at capacity might look like;
20 what alternatives might you be able to offer?
21 I know food and beverage is a -- is a clear
22 alternative, but could you expound on those
23 aspects, please?

24 MR. WEINBERG: Sure. We would

1 expect Friday evenings, Saturday afternoons,
2 Saturday evenings to be at or near full
3 capacity. And, you know, we believe we've
4 provided for accommodating both a good
5 customer experience during those capacity
6 times, as well as adequate parking to address
7 those time periods.

8 Also, our peak periods are the
9 off-peak periods, you know, for the work week.
10 You know, rush hour type -- type traffic. So
11 our traffic on a Friday night would tend to --
12 you know, to peak after 8:00 p.m., and then
13 Saturday afternoons. Again, you're not
14 dealing with the typical midweek morning and
15 afternoon rush periods.

16 So from a traffic standpoint, from a
17 parking standpoint, from an amenity
18 standpoint, we've designed the project to
19 accommodate those peaks.

20 COMMISSIONER ZUNIGA: Thank you.

21 MR. WEINBERG: Because, really, you
22 have to be able to -- you know, part of the
23 business model is need to be able to take
24 advantage of the peak periods to maximize --

1 maximize revenues. So that's always kind of
2 where we start from, is making sure we're able
3 to accommodate those periods.

4 COMMISSIONER ZUNIGA: It's also,
5 given the time frame and the construction
6 period of this type of a facility this -- and
7 our time frame for award of the license, this
8 facility would enjoy somewhat of a regional or
9 statewide monopoly, I may say.

10 How do you view those -- those
11 critical first few years prior to competition,
12 say, from Category 1 license in the Boston
13 area and the Springfield area, for example?

14 MR. CORDISH: I call it the
15 honeymoon. It'll be a nice honeymoon. And
16 you're right, we should be up -- assuming that
17 this license were awarded, and assuming we
18 were fortunate enough to get it in the early
19 next year, in other words, sometime in
20 January, if we were awarded the license, we
21 would be open, as Joe said, with the permanent
22 facility before the year was out, because
23 we're retrofitting an existing building and we
24 could start immediately.

1 It's certainly going to take casinos
2 that are spending a billion dollars and
3 building hotels, no matter how quickly you
4 award them, several years longer. And that
5 will be the honeymoon period. And we think
6 we've built -- we're only allowed 1250 slots
7 so that's -- we'll have the maximum. We've
8 built in excess parking capacity, and we think
9 we can handle the honeymoon period.

10 The -- I think the more interesting
11 question is the long pull when all of the
12 casinos have been awarded and open, how you
13 then operate. And you then have to count on
14 people within a certain radius. And that
15 would be the north and New Hampshire, and
16 central. And we think we will always own
17 those people because it's a convenience
18 business. If you live close enough, they'll
19 come to you and pass -- they went drive an
20 extra hour or so to get to that full casino.

21 COMMISSIONER ZUNIGA: I think you
22 answered by final question but -- so you've
23 made, in that particular chart, in the future
24 state you've made no assumptions relative to

1 gaming being approved in the New Hampshire; is
2 that a fair statement?

3 MR. WEINBERG: Yes. We did not take
4 into account gaming in New Hampshire, just
5 'cause it's so up in the air. However, we're
6 not -- you know, we're not counting on drawing
7 much of our business from New Hampshire to
8 begin with, so we don't feel a facility in
9 New Hampshire will have that great of an
10 impact on us.

11 COMMISSIONER ZUNIGA: Thank you.

12 CHAIRMAN CROSBY: Commissioner
13 Stebbins, did you want to ask some of your --

14 COMMISSIONER STEBBINS: Sure. Thank
15 you. I'll try to get through these pretty
16 quickly so we can move on to some other
17 questions. In your application, you obviously
18 came up your -- your full-time equivalent
19 counts. Do you consider those conservative,
20 realistic, aggressive; how would you describe
21 them?

22 MR. WEINBERG: We consider them to
23 be very realistic. You know, so we based it
24 on what we think we're actually going to --

1 you know, we're going to need for the
2 facility. So for the first year we -- we
3 assumed about, a little over 600 full-time and
4 a little over 100 part-time employees for
5 the -- for the facility, and we think that's
6 very realistic.

7 COMMISSIONER STEBBINS: If -- if by
8 any chance we decided to attach a condition to
9 your license saying you had to maintain that
10 certain level of full-time employees, or FTEs,
11 and not to fall below a certain level, would
12 you have any objections to that?

13 MR. WEINBERG: We wouldn't, as long
14 as -- you know, we'd have to agree to some
15 formula, you know, based on what happens in
16 the competitive -- you know, competitive
17 world, some revenue base. But I think that
18 would be fairly easy to -- to figure out, so
19 we'd have no objection to trying to figure out
20 a -- you know, an agreement on maintaining
21 certain FTE level.

22 COMMISSIONER STEBBINS: Okay.

23 MR. CORDISH: I can tell you by
24 analogy, we've had many, many, many agreements

1 over our decades in business where we
2 guaranteed employment and we've met it every
3 time.

4 Frequently, some of our urban
5 redevelopment projects around the country are
6 heavily subsidized by the public sector.
7 They're doing it to create jobs. We promised
8 them a certain amount of jobs, we've got to
9 deliver. And I'm sure we could work that out
10 with you, if that was something the commission
11 felt was important.

12 COMMISSIONER STEBBINS: You've --
13 tell me about your approach or strategy with
14 respect to full-time versus part-time, as well
15 as difference in how those employees will be
16 treated or managed with respect to benefits,
17 proportion to union labor work times, periods,
18 departmental preference, workforce
19 development?

20 MR. WEINBERG: The -- our typical
21 strategy for -- for part-time employees is to
22 fill in during the peak periods. So our
23 full-time employees pits our core and then
24 we'll -- we'll fill in part-times to fill in

1 Friday nights, Saturdays, you know,
2 peak-type -- peak-type business.

3 Our full-time -- our part-time
4 employees are treated similar to our full-time
5 employees, with the exception is there is a
6 different benefits package. Health care for
7 part-time employees is provided at the -- we
8 provide it at our cost, but it's the cost of
9 the employee. That's probably the main
10 difference in the -- in the benefits package.

11 Typically, there's no different
12 ratio in terms of union employees, if the
13 employees tend to be -- or select to be
14 unionized, or in any of the other, you know,
15 kind of preferences or treatment for the other
16 employees.

17 COMMISSIONER STEBBINS: Okay. Your
18 application anticipates, I think like others,
19 that obviously, and evident from those numbers
20 there, that you're going to have competition,
21 potentially, from full service destination
22 casinos in Massachusetts in, maybe, your
23 fourth or fifth year of operation.

24 MR. WEINBERG: Correct.

1 COMMISSIONER STEBBINS: How would
2 you manage any anticipated staff reductions at
3 that type -- at that time of increased
4 competition?

5 MR. WEINBERG: Well, we would have a
6 very good idea of when the competition would
7 be opening. So we have pretty, you know,
8 sophisticated forecasting models that we use.
9 And almost all of staff reductions, to the
10 extent we have staff reductions, would be
11 through natural attrition.

12 COMMISSIONER STEBBINS: I know you
13 just talked about hiring local, using local
14 businesses. Define local for me.

15 MR. WEINBERG: Well, we've defined
16 local as those who have entered into
17 surrounding community agreements because we
18 have a legal obligation within those
19 agreements in our host agreements. Our host
20 agreement with Leominster, we have a
21 preference for local residents and business,
22 and then we've extended that out to -- to
23 those we've entered into surrounding
24 communities agreements with. So that would be

1 Lancaster, Bolton who will -- you know, we're
2 in the process of negotiating a surrounding
3 community agreement. Lunenburg, Townsend,
4 Westminster, Princeton, and we have offered
5 per -- you know, our commitment at our last
6 meeting, surrounding community agreements to
7 Fitchburg and Sterling as well.

8 So that's how we would define the
9 local preference. And then, only to the
10 extent that there weren't enough available
11 employees or businesses, we would then extend,
12 you know, out in the north central region
13 to -- you know, for additional local
14 participation. Areas like Worcester.

15 COMMISSIONER STEBBINS: You -- you
16 talked a little bit about your track record
17 with respect to engaging minority, women
18 business-owned, small businesses, veterans'
19 businesses, which are somewhat of a new
20 evolution, I think, mostly because of the
21 conflicts within the last years. But -- and
22 throughout the statute it mentions recruiting
23 those companies for involvement in both design
24 construction and operation of the facility.

1 Are you going to be responsible for
2 that outreach at the construction phase, or
3 are you going to put some of that onus on your
4 general contractor?

5 MR. WEINBERG: Well, we're
6 ultimately responsible for all of that, and we
7 do put responsibilities on our contractors and
8 consultants as well. But, ultimately, you
9 know, we manage and are responsible to make
10 sure they achieve -- achieve the goals. So
11 we're -- we're intimately involved in the --
12 in the process. We work hand in hand in
13 developing a business plan for that and
14 strategies, and then overseeing it on a very
15 frequent basis.

16 MR. CORDISH: Just to, again, we've
17 had, probably, 100 such obligations to the
18 public sector in different -- over many
19 decades of many deals in many states, many
20 cities, and we have never failed to exceed any
21 requirement that we committed, whether it was
22 minority or women, or veterans or whatever.
23 We've always exceeded.

24 MR. WEINBERG: And we've -- we've

1 even taken it a step further. Here we've --
2 we've added disabled to those that we -- we
3 will be working with to try to find job
4 opportunities. We've entered into an
5 treatment with Arc of Opportunity here in
6 Leominster, which works with disabled
7 Americans to help find jobs. We've entered
8 into an agreement with the Leominster
9 veterans' Association to help to identify
10 veteran business, as well as individuals to --
11 to work within the facility. So this is an
12 area we're very, very, you know, well --
13 well-versed, and a lot of experience in
14 addressing.

15 COMMISSIONER STEBBINS: Picking up
16 on your comment, though, about the business
17 plans to meet those goals, how do you -- how
18 do you set your targets and how do you measure
19 yourself in being able to complete those
20 goals?

21 MR. WEINBERG: One of the -- some of
22 the targets are set within the -- within
23 the -- I think it's bulletin 14 of the --

24 MR. CORDISH: Statute.

1 COMMISSIONER STEBBINS: Right.

2 MR. WEINBERG: I forget the citation
3 of the --

4 CHAIRMAN CROSBY: State.

5 COMMISSIONER STEBBINS:
6 Administrative Bulletin 14.

7 MR. WEINBERG: State, yeah.

8 COMMISSIONER STEBBINS: Yep.

9 MR. WEINBERG: So that's where we
10 would start from. And, you know, we would
11 typically work with the -- with the commission
12 to address and set any other goals.
13 Typically, you'd look at the -- at the region
14 and the availability -- the demographics and
15 availability of demographics of businesses
16 within a region and kind of zero base what is,
17 you know, an achievable target given -- given
18 the base of businesses in the region.

19 There are -- it's very different
20 across the country, because some regions have
21 a lot in a very well-developed MBE, WB -- WBE
22 network of businesses and some regions don't.
23 So, you know, we would start from looking at
24 the whole database determining what's

1 achievable and working with the commission to
2 achieve those goals.

3 COMMISSIONER STEBBINS: Okay.
4 Another topic, moving on to, the applicants
5 for the a license are asked to come up with
6 their best efforts to hire the unemployed or
7 the underemployed. Some folks may need to
8 have some basic skills enhanced or undated
9 before they get be brought on board or, even
10 into a training program. How do you plan to
11 assist with those recruitment and training
12 efforts?

13 MR. WEINBERG: We've already entered
14 into agreements with the Casino Career
15 Training Institute, which is the consortium of
16 community colleges within the commonwealth.
17 We've actually had the heads of the training
18 institute down to our facility in Maryland and
19 set up meetings that we participated in with
20 the Anne Arundel Community College system,
21 where we've already -- we've already executed
22 on these programs.

23 So we've actually been working with
24 the Massachusetts Career Training Institute to

1 help them to develop these -- these programs
2 based on what's actually been -- we've
3 actually achieved already in Maryland.

4 We've also entered into an agreement
5 with Fitchburg State University to help in
6 workforce development and training, as well as
7 Arc -- Arc of Opportunity, which we discussed
8 before, and the veterans' Association here in
9 Leominster.

10 So we would be working with these --
11 with these groups on workforce development
12 training. With Fitchburg State University,
13 we're also working with them on internship
14 opportunities for their students as part of
15 the -- both the construction and the
16 operations of the casino.

17 COMMISSIONER STEBBINS: Okay. One
18 of the things that's been interesting to learn
19 is, obviously, in a ramp-up period we're
20 mindful of retention rates. People get into a
21 career or position, they decide maybe this
22 isn't for me, and some jobs within the casino
23 may turn over at higher rates than others.
24 But what would you expect the retention to be

1 at, at your Massachusetts facility, and how do
2 you propose to -- to limit that turnover and
3 increase the retention rate?

4 MR. WEINBERG: The -- and there's
5 also a transition. Typically, during the open
6 period the retention rate is lower than --
7 than when you get into, kind of, the first
8 year of business, because there are a lot of
9 people to come in and are expecting to be in a
10 glamorous, you know, position and realize it's
11 work and -- and you end up with a higher -- or
12 lower retention rate, typically, during that
13 first year of opening.

14 The measures that we employ is just,
15 you know, again, and we've gone through this
16 so training, a lot of training. A lot of
17 role-playing so that our employees understand
18 exactly what they're going to experience in
19 their -- in their job. We deal with all the
20 problems that we know that will -- will come
21 up, and empower those employees to be able to
22 deal with those problems.

23 Obviously, we have a competitive
24 compensation package, as well as bonus program

1 to encourage staying with the facility for a
2 long period of time. And also for, you know,
3 for good performance. We have a lot of
4 praise-based programs and employee recognition
5 programs. So we have a lot of programs to
6 encourage -- to make our facility a fun place
7 to work, a fulfilling place to work, and to
8 give our employees the tools to do their job
9 correctly.

10 Typically, we would look at -- the
11 first year, again, would be a higher turnover
12 rate, typically, 30 to 35 percent. And then
13 on an ongoing basis, it would be somewhere in
14 the 20 to 25 percent, just kind of on industry
15 average.

16 MR. CORDISH: Just to emphasize one
17 thing Joe mentioned, we have a very aggressive
18 bonus investing program. So that, the longer
19 you stay with us the longer you are vested,
20 the higher the reward. So there's a
21 tremendous incentive, we think, and it's
22 worked well for us to retain --

23 CHAIRMAN CROSBY: what level of
24 employee does that apply to?

1 MR. CORDISH: It goes very far down,
2 Mr. Chairman, very far down.

3 MR. WEINBERG: There's a -- there's
4 a bonus program for all employees.

5 CHAIRMAN CROSBY: Great.

6 MR. WEINBERG: And then the
7 LTIP-type programs typically go down to
8 manager level.

9 COMMISSIONER STEBBINS: Two other --
10 two other quick questions. Your -- since you
11 filed your application back in October, any
12 update or movement or progress on any
13 operating or construction labor harmony
14 agreements?

15 THE WITNESS: Yes. On the
16 construction side we've committed, in our host
17 agreement, to build the facility union. We
18 have signed an MOU. On the operation
19 standpoint, we have signed -- signed a labor
20 peace agreement -- oh, by the way, on the
21 construction we would expect to enter into a
22 labor -- to a -- I'm drawing a blank.
23 Labor --

24 CHAIRMAN CROSBY: PLA?

1 MR. WEINBERG: PLA.

2 CHAIRMAN CROSBY: Labor harmony,
3 yeah.

4 MR. WEINBERG: So many
5 abbreviations. So a PLA with the unions that
6 would identify all of the -- you know, all of
7 the terms of the union -- union work on the
8 job. And then we have a labor peace agreement
9 that we've signed with the seafarer's union.
10 And we've been in contact with other
11 operations --

12 MR. CORDISH: That's for operations
13 after we're open.

14 MR. WEINBERG: -- for operations,
15 and we would expect to, you know, to enter
16 into labor peace agreements with those unions
17 that are interested in the facility.

18 MR. CORDISH: Usually, on the
19 interior after you've opened, there'll be more
20 than one union that has different types of
21 workers that they cover. But we've already
22 entered into one major one, and we'll enter
23 into more.

24 MR. WEINBERG: Our facility in

1 Maryland is a -- our labor is unionized. We
2 have two -- two unions within our facility,
3 and excellent relationships with -- with
4 labor.

5 COMMISSIONER STEBBINS: One final
6 question, and this relates to the investment
7 you want to make into the -- into the M3D3
8 program. That's a pretty substantial
9 investment over the life of the license.

10 Other than writing a big check every
11 year, what engagement level are you going to
12 have with the folks at UMass; do they have
13 reporting requirements to you? I mean, I'm
14 looking as to, other than the check, what the
15 level of investment and engagement is to see
16 how successful this program wants to be.

17 MR. CORDISH: That's a great
18 question. I can tell you, to date it's been
19 hundreds of hours, and we expect that to
20 continue because it's -- it's been a labor of
21 love. I have never enjoyed anything more than
22 what we've been doing in working out the
23 details.

24 We will have a board. It will

1 consist primarily of University of
2 Massachusetts faculty, but we will have a seat
3 on the board. They will make the decisions on
4 who's worthy and who isn't of making it as a
5 business. But we have insisted, and they've
6 agreed that the recipients, and I alluded to
7 this earlier, of any funds from M3D3 must
8 commit to work to have their manufacturing
9 facilities to employ people in the crescent
10 that I described earlier. From Worcester
11 running up to Lowell.

12 MR. WEINBERG: And we would expect
13 to have, you know, frequent, either monthly or
14 quarterly board meetings where we would review
15 the progress of the -- you know, of each of
16 the grants.

17 MR. CORDISH: We've committed, and
18 University of Massachusetts committed to a
19 minimum of quarterly meetings, but they may
20 well evolve into monthly board meetings.

21 COMMISSIONER STEBBINS: To get that
22 program up and off the ground -- I know
23 there's somebody from UMass here, but you
24 probably know this answer. Are there other

1 contributions, fundraising that needs to
2 happen to make that program to be able to kick
3 off?

4 MR. CORDISH: No. It's ready to go
5 with our money. In other words, the state of
6 Massachusetts and the university put in the
7 seed money, built the incubator, and got M2D2
8 to where it is today, functioning. What it
9 needs is our money to go the next step, and no
10 other money.

11 The only other thing that we will
12 do, and this is not a prerequisite to go
13 forward, but we have committed to help with
14 angel financing for those that want to go
15 another step. Beyond M3D3 we have a lot of
16 contacts, and have already gotten commitments
17 from people who would go the next step,
18 because you hope that these things just
19 continue to grow and grow and grow. But
20 there's no more funding needed to get M3D3
21 rolling, but our -- our annual commitment.

22 COMMISSIONER STEBBINS: Okay. Thank
23 you.

24 CHAIRMAN CROSBY: I want to put a

1 the gaming commission for being here today. I
2 know that's it's quite a ride from Boston to
3 come out here. Luckily, you got the reverse
4 commute and you don't have to go in the times
5 that we do. And I promise to be brief because
6 I know there are many people that are wishing
7 here to testify today.

8 I want to say how much I appreciate
9 the hard work each of you have put into the
10 process, as Massachusetts implements the
11 expanded gaming legislation that we passed
12 back in 2011.

13 As you are aware, the legislation
14 that I sponsored, the legislature went to
15 great lengths to ensure the integrity,
16 transparency, and community inclusion was at
17 the heart of this issue. I am confident that
18 through the work of your commission, that this
19 has been accomplished.

20 Having said that, I'm here today to
21 offer my full support of the proposed Category
22 2 gaming license being sought by PPE Casino
23 Resorts Massachusetts in the city of
24 Leominster, which was overwhelmingly approved

1 through the democratic process back in
2 September.

3 I believe that in addition, this
4 gaming facility will offer the much-needed job
5 opportunities to our struggling workforce.
6 And as you may know, the unemployment rate
7 here in north central Massachusetts has
8 consistently been much higher than the state
9 average.

10 I'd also like to note that PPE has
11 been a good corporate citizens during their
12 time here in Leominster. They've reached out
13 to every sector of the region. From the
14 institutions of higher education, such as
15 Mount Wachusett Community College and
16 Fitchburg State University, to the chamber of
17 Commerce and our local nonprofits as far a way
18 was UMass, to ensure every detail of their
19 proposal to the gaming commission represented
20 the entire landscape of north central
21 Massachusetts.

22 The slot casino project will pay,
23 approximately, \$4 million per year in new tax
24 revenue to the city of Leominster, but at the

1 same time supplementing financial resources
2 for the purposes of marketing the entire
3 region, including the current restaurants,
4 hotels and attractions. North central
5 Massachusetts has a large quantity of cultural
6 destinations that showcase what a great region
7 that we live in. The financial resources
8 brought by this project will only enhance the
9 work currently being done by the tourism and
10 economic development counsels that we have.

11 Personally, I've asked many
12 questions to PPE, and I've even had the
13 opportunity to visit their gaming facility in
14 Baltimore this past summer. I've expressed my
15 concerns to The Cordish Company surrounding
16 job sustainability, public safety, gaming
17 addiction, the ability to be good neighbors
18 and the way we in which they invest in our
19 communities and the residents that live here
20 in north central Massachusetts.

21 I've also spoken at length about the
22 necessity to understand the entire landscape,
23 and not just the city in which it would be
24 cited in, and to think about the project

1 regionally and not all about Leominster, but
2 to make sure, as we see through the agreements
3 that were done through the various communities
4 around, that everyone is included in this
5 project.

6 PPE has demonstrated the desire for
7 north central Massachusetts to succeed after
8 the devastating effects of our recession. And
9 this facility will be the cornerstone of our
10 region's success.

11 Thank you for allowing me the
12 opportunities to speak here today, and I am in
13 favor of this proposal.

14 CHAIRMAN CROSBY: Thank you.

15 MR. ROSA: I'm Dennis Rosa, state
16 representative of 4th Worcester District, I
17 live at 40 Royal Oaks Way in Leominster.
18 Mr. Commissioner, Commissioners, thank you for
19 letting me address you this evening. I've
20 been before your board twice -- this is my
21 second time. I've spoken before your board
22 once, so I'll be brief.

23 I've done a lot of research on The
24 Cordish Company I've worked with The Cordish

1 Companies for six or seven weeks. I think
2 they're honorable. I think they have the best
3 proposal. I think they're well-financed, I
4 think they'll follow through. They've kept an
5 office in the city of Leominster. I think
6 that's pretty unusual. After the vote was
7 taken, I think most companies just get up and
8 leave their community. But they have an
9 office, it's staffed, it's opened every day,
10 Monday through Friday, sometimes on Saturdays.
11 I think that's important. They show that they
12 want to stay here, they want to be here, they
13 want to be part of the community.

14 I think they have the best plan. We
15 have the best location. Again, we focus and
16 emphasize that we are a gateway city, and the
17 state is looking to help out gateway cities.
18 If you take the city of Fitchburg and the city
19 of Leominster, and the small surrounding
20 communities, you can positively affect over
21 100,000 people in a short -- in a very few
22 short miles.

23 I am a state representative. I'm
24 not just for the city of Leominster. I want

1 to help out Fitchburg and the surrounding
2 communities just as much. I want to help out
3 veterans. I want to help out handicapped
4 people get jobs. And these people over here
5 promised me to hire veterans, and they have.
6 When they came to this community they hired
7 veterans right off the very start. And
8 they're going to continue to do that in the
9 future.

10 I think I'm going to use up most of
11 my time right now. I've looked at this
12 proposal several times. I come to the same
13 conclusion. This is good for the city, it's
14 good for the region, and it's got for the
15 state of Massachusetts, and I support it.

16 CHAIRMAN CROSBY: Thank you,
17 Representative.

18 MR. DINATALE: Commissioner Crosby,
19 thank you, and welcome to the city of the
20 Leominster in central Massachusetts, God's
21 country --

22 CHAIRMAN CROSBY: Thank you.

23 MR. DINATALE: -- we know that.
24 Also, thank you members of the commission as

1 well I, too, want to rise in support of the
2 casino here in Leominster, but I also rise in
3 also saying congratulations to the Blue Devils
4 in their win on Thursday. You'll notice --
5 you'll notice I'm wearing black because I'm
6 still in mourning. And we did win the first
7 half, by the way. Unfortunately, the game
8 didn't end then. We were hoping Leominster
9 would get lost in the clubhouse and didn't
10 make it back out to the field. But, again,
11 welcome and thank you for your presence here
12 today.

13 I'm pleased to see that the
14 Category 2 selection process has finally
15 progressed to this public hearing. Since
16 being elected to the Massachusetts House of
17 Representatives I've been a member of the
18 joint committee on economic development and
19 emerging technologies, and have been in favor
20 of gaming from its beginning.

21 We currently have gambling here in
22 the commonwealth. Residents drive to casinos
23 out of state. With the sale of lottery
24 tickets and keno, the state has returned

1 millions in local aid to all our communities.
2 We were seeing the vast majority of vehicles
3 at our neighboring state casinos belonging to
4 Massachusetts residents. Our residents are
5 gambling outside the state, boosting local aid
6 in states like Connecticut and Rhode Island.
7 Why not keep those dollars here?

8 If we build our own high-caliber
9 gaming facility, it will be a regional tourist
10 destination, and it will have a positive
11 impact on our economic development. The
12 gaming establishment's workforce development
13 plan, which is part this legislation, will tap
14 the existing labor force, create hundreds of
15 construction jobs, and approximately 1200
16 employment opportunities for people in this
17 region. This includes developing workforce
18 training programs that serve the unemployed to
19 access employment.

20 This gaming establishment will
21 promote local businesses in Leominster and
22 surrounding communities by contracting with
23 local businesses for the provision of goods
24 and services. And our region, as Senator

1 Flanagan mentioned, has been wrestling with
2 double-digit unemployment for quite some time,
3 and this would be a shot in the arm to that
4 effort.

5 I believe it will have a positive
6 impact on our diversified regional tourism
7 industry. Chapter 194 of the Acts of 2011
8 establishes the gaming revenue fund. The
9 gaming commission will be the trustee of the
10 fund and they will transfer 100 percent of the
11 revenue received from a Category 2 licensee
12 into the gaming local aid fund.

13 And I point this out, obviously, not
14 for the members of the commission, but for the
15 viewing public and the people here this
16 evening. I think that's important to know.
17 Funds shall be distributed to cities and towns
18 as unrestricted, general government aid. This
19 will be in addition to the balance of the
20 state lottery funds already distributed.

21 We have seen the potential negative
22 public health consequences associated with
23 gaming. The law includes that a smoke-free
24 environment must be included maintained within

1 the gaming establishment, and that it has to
2 provide complimentary on-site space for an
3 independent substance abuse and mental health
4 counseling service.

5 Within Chapter 194 we established a
6 fund known as the Public Health Trust Fund.
7 This fund will assist social service and
8 public health programs dedicated to addressing
9 problems associated with compulsive gambling,
10 including gambling prevention and addiction
11 services, substance abuse services,
12 educational campaigns to mitigate the
13 potential addictive nature of gambling.

14 If at anytime an immediate family
15 member has reason to believe someone is a
16 problem gambler, they may petition the
17 district court for an order of exclusion from
18 the commonwealth's gaming establishments.
19 This new establishment must also file a
20 emergency response plan with the fire
21 departments and police departments of each
22 host community and surrounding communities.

23 I'm happy to see the establishment
24 of the community mitigation fund. These funds

1 will be used to assist the host community and
2 surrounding communities with a number of
3 different matters based on demonstrated need.
4 The voters of Leominster have decided to have
5 a Class 2 gaming establishment in their
6 community. And as a state representative from
7 Fitchburg, I see this proposal as a regional
8 -- regional economic driver that will add jobs
9 and improve the overall economic well-being of
10 the region and its people. My hope is that
11 the commission will choose Leominster has its
12 Category 2 facility. Thank you, folks.

13 CHAIRMAN CROSBY: Thank you. Let's
14 do building and site design, and then we may
15 have to have another interruption because the
16 mayor has some other obligations as well.

17 Commissioner --

18 COMMISSIONER MCHUGH: All right.

19 Thank you, Mr. Chairman.

20 Mr. Weinberg, I wonder if you'd go
21 down two slides from here, to that slide right
22 there. And I want to begin by asking a couple
23 of questions about the site. And want to do
24 that for three principal reasons.

1 First, the correspondence that I've
2 gotten, at least the questioning
3 correspondence that I've gotten, and I think
4 we all have gotten, focuses significantly, if
5 not predominantly, on what is the site. The
6 difference between 16 acres and 26 acres, and
7 even higher numbers.

8 Secondly, frankly, the site plan
9 that you presented tonight in the next slide,
10 as we discussed earlier, was labeled the
11 alternate in the application. And we, on the
12 building and site design committee -- well,
13 not committee, I'm in charge of that. I guess
14 it is a committee of one. Have been working
15 from this site plan, which is the site plan
16 attached to the answer to question 4.8 dealing
17 with parking, but it also was the foundation
18 for the answers to a number of other questions
19 dealing with landscaping and lighting, and
20 hotels and parking garage and the like.

21 And so, we really need to clarify --
22 be sure we know what we're doing because I'm
23 not sure we have the information that we need
24 in order to comparatively rate some components

1 of what you're projecting as the site against
2 what others have presented.

3 And, finally, the license we
4 ultimately issue is going to describe the
5 boundaries of the site.

6 So for all of those reasons, I'd
7 like to spend a minute looking at this with
8 you.

9 MR. WEINBERG: Sure.

10 COMMISSIONER MCHUGH: This area up
11 here, as I understand it, is defined over here
12 as the -- it's a little hard to read but is --
13 what is it, let me just ask you?

14 CHAIRMAN CROSBY: Project area.

15 COMMISSIONER MCHUGH: What is it?

16 MR. WEINBERG: I can't read it
17 myself.

18 CHAIRMAN CROSBY: It says "project
19 area."

20 COMMISSIONER MCHUGH: Okay.

21 MR. WEINBERG: Thank you.

22 COMMISSIONER MCHUGH: The site plan
23 that I showed you, the site plan that deals
24 with the parking initially proposed, and the

1 parking garage and the hotel, that was down in
2 this area here, was it not; that was your
3 whole original site proposal?

4 MR. WEINBERG: That whole area.
5 Right.

6 CHAIRMAN CROSBY: Right.

7 MR. WEINBERG: Correct.

8 COMMISSIONER MCHUGH: This building
9 in a number of the -- in a number of the site
10 plans remains -- there's parking -- the casino
11 is here, and then there's another parking area
12 down here across the wetlands.

13 MR. WEINBERG: Right.

14 COMMISSIONER MCHUGH: This, now, is
15 the primarily focus of what we're looking at
16 today.

17 MR. WEINBERG: Correct.

18 COMMISSIONER MCHUGH: And this is
19 the building that going to be rehabbed. It's
20 the plastics building --

21 MR. WEINBERG: Right.

22 COMMISSIONER MCHUGH: -- company
23 now?

24 MR. WEINBERG: Right.

1 COMMISSIONER MCHUGH: And it's
2 surrounded by parking, which will take in this
3 area here and knock down that building --

4 MR. WEINBERG: Right.

5 COMMISSIONER MCHUGH: -- is that
6 right?

7 MR. WEINBERG: Correct.

8 COMMISSIONER MCHUGH: And will it
9 extend beyond this, the present --

10 MR. WEINBERG: It goes up to the
11 wetlands and avoids the -- the wetlands. So
12 it goes a little bit further.

13 COMMISSIONER MCHUGH: Okay. So it
14 comes down to the wetlands --

15 MR. WEINBERG: Right.

16 COMMISSIONER MCHUGH: -- and that's
17 parking?

18 MR. WEINBERG: Right.

19 COMMISSIONER MCHUGH: So on this
20 area up to the wetlands would be parking?

21 MR. WEINBERG: Right.

22 COMMISSIONER MCHUGH: Okay.

23 MR. CORDISH: And what you're
24 focused on is 16 acres.

1 COMMISSIONER MCHUGH: Is this entire
2 piece 16 acres, or is it larger.

3 MR. WEINBERG: The entire -- the
4 entire's approximately 26.

5 MR. CORDISH: But if you stop before
6 the wetlands, it's 16.

7 COMMISSIONER MCHUGH: Okay. So this
8 piece here is 26 acres?

9 MR. WEINBERG: Correct.

10 MR. CORDISH: Yes.

11 COMMISSIONER MCHUGH: Okay. But you
12 would stop at the 16. All right. Got it.
13 What is this?

14 MR. WEINBERG: That's outside the --
15 the boundaries of the site.

16 COMMISSIONER MCHUGH: Are those --
17 are those -- those parcels don't figure into
18 the gaming site at all?

19 MR. WEINBERG: No. Just the purple.

20 COMMISSIONER MCHUGH: Okay. Well,
21 just the purple up to the wetlands?

22 MR. CORDISH: Yes, sir.

23 MR. WEINBERG: Well -- let me --

24 COMMISSIONER MCHUGH: Let's get

1 there.

2 MR. WEINBERG: Right.

3 COMMISSIONER MCHUGH: Because
4 that -- that is a --

5 MR. WEINBERG: Right.

6 CHAIRMAN CROSBY: -- that's an issue
7 that's come up in a number of letters.

8 MR. WEINBERG: Right. So in our
9 application --

10 COMMISSIONER MCHUGH: Right.

11 MR. WEINBERG: -- okay, we provided
12 two options. The fact that one said master
13 plan, one said alternate plan, there were two
14 options that were provided in our application
15 with -- you know, with detail. One that you
16 have on your -- that you in front of you, the
17 other one that we have here.

18 COMMISSIONER MCHUGH: Yeah.

19 MR. WEINBERG: We provided for, in
20 our host agreement, for a area that this could
21 go -- go in. The host agreement provided for
22 the ability to modify the size of the -- of
23 the parcel. We have acquired options on
24 26 acres.

1 Now, we only intend to build on,
2 approximately, 16 of those acres under either
3 scenario. But we have acquired an
4 additional -- and, by the way, one of the
5 reasons we gravitated toward the existing
6 building is that, under MEPA one of the things
7 they look at is -- or they ask us to do is
8 look at alternatives within your -- you know,
9 within your parcel. Sometimes they say they
10 want you to look at alternatives in the
11 region, but here it was to look at
12 alternatives on the site. And this was also a
13 way to -- to have the most minimum
14 environmental impacts, to stay the furthest
15 away from the existing wetlands on the site.

16 So as part of that -- that charge of
17 looking at alternatives through the MEPA
18 process, we were able to -- to gravitate to
19 this solution. But from a -- from the host
20 agreement standpoint, from the zoning
21 standpoint, all of this land is -- is included
22 in -- in our application in the host
23 agreement.

24 Now, again, we only intend to

1 initially develop the, you know, approximately
2 16 acres of site, but we do have an additional
3 10 acres that is available for the future.
4 Now, it's up to you to -- obviously, to say
5 whether you feel that can be part of the
6 definition or not. But we believe that
7 legally we have provided for and, you know, I
8 don't know of any constraints of why we're not
9 able to acquire adjacent properties to site
10 over time to add to our parcels. But if you
11 decide, we can certainly restrict it to the,
12 approximately, 16 acres and -- and be able to
13 build the project as we've designed.

14 COMMISSIONER MCHUGH: All right. I
15 understand that. Obviously, one reason for
16 this line of questioning so that we have a
17 basis for comparison.

18 MR. WEINBERG: Sure.

19 COMMISSIONER MCHUGH: And it's very
20 hard to have a basis for comparison, if one is
21 unsure of what we're comparing what to. And
22 while we need not go down to what color of the
23 trees that are going to be planted, it is
24 helpful, indeed necessary, in my view, to

1 understand the dimensions of the site and the
2 environmental issues that may arise, and the
3 -- the issues that they -- they may trigger.
4 So I understand your intention at the moment.

5 MR. WEINBERG: And, also, let me
6 just clarify one other thing. We're perfectly
7 capable of building the other option on the
8 16 acres, so that works. The option that
9 we're -- you know, we've shown here works
10 also.

11 So -- so this is -- you know, this
12 is a matter of the option that, you know, we
13 are saying we'd like to pursue. We have -- we
14 believe that we have every legal right to
15 pursue it. We believe that we've covered it
16 very clearly in the application, but we also
17 are perfectly capable of executing on the
18 other option as well.

19 MR. CORDISH: Yeah. That said,
20 though, and I think you phrased it very well,
21 Commissioner, you need to know what you're
22 judging us on --

23 COMMISSIONER MCHUGH: Right.

24 MR. CORDISH: -- because you're

1 comparing us to two other --

2 COMMISSIONER MCHUGH: Right.

3 MR. CORDISH: -- competitors. And
4 we're saying to you, of the two alternatives
5 we have settled on, and one of the main
6 reasons we did was the encouragement by the
7 state of the Massachusetts environmental
8 department, which said to us, as we've --
9 we've gone back and forth with them, take your
10 alternative to the north. This, by the way,
11 is the north.

12 COMMISSIONER MCHUGH: Right.

13 MR. CORDISH: And it causes
14 virtually zero, because it's an existing
15 building, it's already got paving around it --

16 COMMISSIONER MCHUGH: Right.

17 MR. CORDISH: And they encourage us
18 to go in that direction.

19 COMMISSIONER MCHUGH: Right.

20 MR. CORDISH: We encouraged
21 ourselves because, as we studied this building
22 it turned out to be exactly 125,000 feet,
23 which is exactly what we want to build.
24 Whether we went ground-up or retrofit, we want

1 125,000 feet. It has very high ceilings, it
2 has clear span. It's perfected and that gives
3 us ability to speed to market. That's why we
4 can confidently say we'll be open in '14, if
5 we were fortunate enough to be awarded, say,
6 in January.

7 So we're asking you to judge us from
8 a competitive -- you can't stay with two -- we
9 think legally we could go south and we could
10 go north, but we're saying to you, from a
11 judgment standpoint, judge us on the basis of
12 the north.

13 COMMISSIONER MCHUGH: Well, I'm
14 grateful for that. And I'm -- by this line of
15 questioning, I'm not suggesting one's better
16 or -- or worse than the other or that -- I'm
17 simply trying to clarify so that the
18 commission and the community can understand
19 where we're going.

20 MR. CORDISH: Very fair. Very fair.

21 COMMISSIONER MCHUGH: So I
22 understand now what your position. I think
23 the commission understands what your position
24 is, quite clearly. Whether we need more

1 information, whether we, for answers to some
2 of those questions that focused on the other
3 site plan and the characteristics of them,
4 we'll have to decide after reviewing it in
5 light of the answers today. But that's part
6 of why we're here today, to clarify some of
7 these issues. Let me -- let me --

8 CHAIRMAN CROSBY: Excuse me. Excuse
9 me, Commissioner, I'm sorry. Mayor Mazzarella
10 will have another meeting and we would like to
11 take another little break, folks, and ask the
12 mayor and his team to come forward. They --
13 they have about a 20-minute presentation.
14 They are next on the schedule, but we didn't
15 quite realize that the applicant section was
16 going to go on as long as it has.

17 So, Mr. Mayor, are you prepared to
18 come forward?

19 MR. MAZZARELLA: Okay. We'll move
20 along as quickly -- we'll be as concise --

21 CHAIRMAN CROSBY: Good.

22 MR. MAZZARELLA: -- as we possibly
23 can.

24 CHAIRMAN CROSBY: Concise and fair.

1 MR. MAZZARELLA: Mass Department of
2 Transportation scheduled another hearing
3 across the street for our Route 13
4 improvements. So if we delayed it, it might
5 delay the project, so my incentive is to be
6 concise.

7 With me is Jonathan Silverstein from
8 Kopelman and Paige, our attorney; fire chief,
9 Rob Sideleau; Robert Healy, our police chief;
10 and Wendy is our great administrator. She's
11 going to run our PowerPoint presentation, if
12 we can get it to run here.

13 I'll go real quick. We're known as
14 the plastics capitol of the world, the pioneer
15 plastics city. Again, we're 26 to 29 square
16 miles, home of Johnny Appleseed and Sholan
17 Farms, which is a city-run apple orchard.
18 There are 4,000 acres of open space and 26
19 miles of trails. It's the retail hub of -- of
20 the region. I'm sure you noticed that as you
21 came in. There's very little after you leave
22 the Cambridge-Boston area, then it sort of
23 pipes right up when the get to -- to
24 Leominster.

1 Exits off of Route 190 and Route 2,
2 there are approximately, and I don't know what
3 happened to the number, there are eight exits
4 off of Route 190 and Route 2 into the city of
5 Leominster. There we go. We're catching up.
6 We'll go right past my mother. Oh, let's get
7 back to -- we want to show you the rainbow
8 always shines over Leominster, whether you're
9 for or against this project. The rainbow
10 always shines over Leominster. Okay. We'll
11 go to the next slide.

12 In -- the closure of Devens, and I'm
13 sure you'll -- if you haven't heard a lot
14 about it you will, when Fort Devens was here
15 we were the biggest city around. And so, the
16 other smaller towns like Shirley and Ayer were
17 just very small towns. So where people came
18 to shop when they got their check, I mean,
19 literally you'd go down to the mall on a
20 Thursday night after people got paid, and it
21 was all, you know, enlisted military and folks
22 that also worked there that were civilian
23 employees. It had a huge, devastating impact
24 to -- to the city of Leominster when they

1 closed, and our beloved state senator -- our
2 national senator, Kennedy, did all that he
3 could. I mean, he did everything possible to
4 try to keep that. He fought right to the end
5 to keep that base open, because he realized
6 all of the jobs and what impact it had on
7 places like the city of Leominster, because
8 that's where people shopped. And that's
9 where, when they lived off base, for the most
10 part, this is where they lived.

11 Our unemployment rate went up to
12 about 12.9 percent after the base had closed.
13 Then, in the early 90s the economy got real
14 bad. As you can see, there are 6700 military
15 jobs and 2600 civilian jobs.

16 Just to talk a little bit about,
17 sort of, the devastating effects that Devens
18 had on us, then in the early 90s we went into
19 the recession. There was a huge project,
20 which we'll talk about a little bit later, by
21 the Pyramid Mall that was going to build a
22 million-square-foot retail center down there
23 at this -- this particular location. It was
24 going to, pretty much, take up all of that

1 land and they were going to build a
2 million-square-foot retail center. The
3 revenue from that was going to support the
4 city's efforts to build a brand-new school.
5 All in -- within just a couple of years Fort
6 Devens closed, the economy sort of tanked so
7 to speak, and then the mall followed the
8 Devens project and the city of Leominster was
9 in -- in tough shape in.

10 In 1997 we did -- we call it a
11 planning charrette, a growth management plan,
12 and here are some of the obstacles that we had
13 in '97, lack of infrastructure, lack of
14 marketing of the region, lack of educational
15 systems, traffic congestion, instability of
16 health care system, and, again, lack of
17 adequate funding for capital improvements.

18 I think one of the things we've been
19 able to cultivate is our public, private
20 partnerships. We have worked real hard with
21 business. We tour businesses all the time.
22 They let us in, we walk around, we tour. We
23 bring 20 different folks from different state
24 agencies, local agencies, workforce training,

1 colleges, schools. And we -- we take a visit
2 and we learn a lot of from those -- from those
3 businesses. They teach us a lot in terms of
4 what future trends there are for us to be
5 following in order to meet the demands of --
6 of the changing -- a changing industry.

7 We now have gone from the 90 -- 1997
8 report to, we have about 450 acres of
9 shovel-ready commercial-industrial business
10 park land in the city of Leominster. So,
11 whereas 10 years ago somebody would come to
12 town and say, I want to bring some jobs, I
13 want to bring industry here, we didn't have
14 the infrastructure. We had the land but not
15 the infrastructure. Today we do.

16 Our Ready for You, we left you each
17 with a -- a little brochure there with some of
18 the highlights of the city. As a result of
19 working with our private partnership and
20 working with local university, Fitchburg State
21 University, one of their students came forward
22 and put that package that you see there
23 together, and went out and raised about
24 \$7,000 on their own to -- to fund that. And

1 so that's now we, finally, had a marketing
2 piece that we could share with people, and we
3 also have the infrastructure. Before, we
4 didn't have either or. But we had a good line
5 to, sort of, attract people here, but we just
6 didn't -- we weren't ready to be able to turn
7 that -- those business parks over to future
8 customers.

9 We built, actually, two new schools
10 in an expansion of a \$45 million renovation of
11 Leominster High School, we've expanded our
12 center for technical education, which is one
13 of the few educational systems where the high
14 school and the innovative school, and the
15 actual, we used to call it the trade school
16 the old days, the trade school, now it's the
17 innovative schools where they're combined.
18 That's one of the few. And so, a student can
19 walk out high school with two degrees.

20 And one thing that we're able to do
21 with local -- Mount Wachusett and -- and
22 Fitchburg State University is, that we're able
23 to quickly adapt to the changing needs of
24 industry. So if the casino was to come to

1 town we could develop a program for training
2 and do it real well. And we have -- workforce
3 training is part of the community here, it's a
4 regional player, a state agency. And we all
5 work really well together to make sure that
6 we're changing those programs -- you know, we
7 don't have programs that are 20 years old and
8 nobody's -- nobody's using them, there's no
9 need for that in the -- in the industry. If
10 you could go ahead.

11 We've done \$50 million in
12 transportation upgrades. You can see those at
13 all of the different projects that we've done
14 here. That will alleviate a lot of our
15 traffic and infrastructure problems that we
16 had here, to be able to accept a project like
17 this.

18 Again, we have a major university
19 affiliation with our HealthAlliance Hospital
20 here, and they're going to be doing an
21 expansion as a result in the spring. And so,
22 again, we continue to be a regional player
23 here in the city of Leominster.

24 Why? Isn't that -- that's the thing

1 everybody -- you see something on the news and
2 what is the question we ask later on? Why?
3 I'd really like to know why. Why did that
4 person do that? What happened there? I'd
5 like to know why.

6 Leominster's the only gateway city
7 that's one of the host communities. And I
8 think you're well-informed, I'm not going to
9 go through what host communities are, what
10 gateway communities are, but there's a reason
11 for being a gateway community.

12 Population has to be greater than
13 35,000 people, less than 250. Median income
14 plays a role in that. The rate of education
15 attainment, a bachelor's degree or above plays
16 a role in that. And, again, mid size or
17 centers, the anchor regional economies, as you
18 know.

19 In this country, it was the cities
20 that were the economic engine for economic
21 development, and then that, sort of, shifted
22 away. People pretty much left cities alone,
23 walked away from them. They went to other
24 places where there was virgin ground and land

1 where they could build on flat land. It was
2 really easy. They started getting grants.
3 And so, a lot of the -- a lot of the cities
4 sort of fell behind. And we were one of the
5 cities that -- you know, many of the jobs were
6 here. This is where people came to work. And
7 that all changed, and that's why we qualify
8 for a gateway city. And I have to say, a
9 little plug for the governor, because he came
10 up with this program. It has to be one of the
11 hallmarks of his administration.

12 Unemployment data, it speaks for
13 itself. We do a little bit of comparison
14 here, very little, comparing ourselves to the
15 other two host communities. And, again, you
16 can see what the unemployment rate is here,
17 versus those other communities. The story
18 tells itself. We remain at about 9 percent.

19 A lot of manufacturing and industry
20 that was here you might remember. Foster
21 Grants, Dupont's, Borden Chemical. There were
22 just dozens of companies that founded here
23 that operated here. They employed many, many,
24 many people. All of those companies are gone

1 now. It's kind of like retail. Zayer's and
2 people like Ames, and people like Newbury's
3 and Grants and those places, they're gone, and
4 so are these places. And the manufacturers
5 that are still here -- and we still
6 manufacture a lot of, you know, housewares,
7 plastic products, but we're competing with
8 places like China. So we're limited as to how
9 much people can make in the manufacturing
10 operation. We've been -- robots and
11 automation has replaced a lot of the people
12 that used to work in these -- in these plastic
13 companies.

14 So -- so jobs have been a big issue
15 here. You can see the economic reality here,
16 the population, the medium here, the income,
17 and the medium income for workers here. We
18 broke that down for you in comparison to the
19 other communities. So that's about all I'll
20 say about the -- our -- the other host
21 communities.

22 We have a strong experience
23 government. Mayor and the city councilor. I
24 mean, I've been mayor for 20 years, I was

1 police officer for 10. A number of the city
2 councils bring all sorts -- every one of them
3 brings a little different of a background,
4 but -- it all works here in the city. We have
5 17 city departments and full-time staff,
6 full-time economic development and planning.
7 We have one person dedicated to the
8 larger-scale businesses, and one that deal
9 with the mom and pops, just sort of the bricks
10 and mortar retail operations of a lot of small
11 businesses, and they do a great job.

12 Full technical review process. And
13 that is getting the project in early. And
14 we've already met a couple of times on this
15 project so that we can really start looking at
16 this project before the shovel goes in the
17 ground or becomes, sort of, a last-minute
18 thing where people come in with rolls of plans
19 where we can do brainstorming. But the other
20 part that it means, is that we can actually
21 oversee the project with certainty that the
22 project is going to be done right, and that
23 all of the expectations of the gaming
24 commission, the residents of the city, the

1 neighboring communities, and ourselves, know
2 that the finished product is going to be
3 exactly what was expected.

4 Again, we talk about the fire
5 department, our police departments. They're
6 all experienced. There's hundreds of
7 thousands of square feet of retail space here.
8 We've done, probably, collectively, about
9 several-million square feet of projects that
10 we've done. This is actually one of the
11 smaller projects that we've done here in the
12 city. We have a full mall, but they're a
13 total of six retail centers here in the city
14 of Leominster, and all of them have grown over
15 the last 20 years. And all of those we've had
16 to have some oversight to.

17 Again, full-time emergency
18 management roster with 95 volunteers,
19 full-time conservation agent. Again, we talk
20 about your economic development staff there
21 that I just spoke to.

22 Our partnerships -- and I mean real
23 partnerships. I don't mean we just put them
24 up here on the slide so we could show you

1 real -- you know, our partnerships. These are
2 real partnerships that, again, are tailoring
3 the specific needs of industry, and our
4 partnerships have actually generated jobs for
5 our youth.

6 So as we take our tours through the
7 businesses, one of the things that we try to
8 do is connect the schools with the -- with our
9 businesses, and our businesses with our
10 employees. And that is a result of -- that is
11 a resultant of a number of goods jobs. Many
12 of those students work either interns or
13 part-time jobs, end up full-time there. And
14 many times it's these businesses that pay for
15 their education. But we've got this excellent
16 system here in place here, and visibility by
17 all of those listed.

18 Obviously here, the slots went to a
19 referendum and it won. Turnout was heavy. I
20 have to say a lot of people showed up to this
21 meeting tonight, and the only one that even
22 came close was a discussion about the leash
23 law. So you can see, people are passionate
24 about issues that are important to them.

1 Again, there was tremendous
2 exposure. This is a knowledgeable, educated
3 area here where people were informed and knew
4 exactly what was going on minute my minute.

5 Former location, again, we talked
6 about the Pyramid Mall. That was going to be
7 over one million square feet of space. I
8 talked about the fact there was 450 acres of
9 land in the city now that's, you know,
10 shovel-ready. You would have to build, in
11 terms of tax revenue for this city, you would
12 have to build about \$7 million square feet of
13 industrial space to bring in the equivalent to
14 the tax revenue that the city would receive
15 from this casino project.

16 It's a prime site for development.
17 Meets our energy initiative goals by being
18 LEED certified. City of Leominster is very
19 energy efficient and a green community. One
20 of the first communities that's had an
21 outstanding record for Tree City USA, for our
22 recycling program, on and on and on. We have
23 a number of different third-party solar
24 projects where we're involved in, and I think

1 we've done a good job. The water and sewer
2 infrastructure is in place in that particular
3 area that we're speaking to tonight, as well
4 as other areas in the city. so, again, we can
5 accommodate the live proposal.

6 Direct impact of the casino, one of
7 the things that we will do with the funds from
8 the casino project is, and I think you will
9 hear over and over and over tonight, it's
10 jobs. You can see where the unemployment rate
11 was, you can see where it is now. At the end
12 of the day, and I think most of the questions
13 that you had to tonight were centered around
14 jobs. This area needs job.

15 And one of the things that I think
16 it -- were able to do is that, a good portion
17 of the money that comes back to the city will
18 be used to do a multimedia, aggressive
19 marketing campaign so that we can attract even
20 more people to the city. So that we can fill
21 those industrial and those office parks, and
22 those business parks with other people. So
23 part of that is our seed money to do more
24 marketing for the city to bring in more jobs.

1 One of the things that has happened
2 with -- around the country is, the \$15 an hour
3 job, those are the jobs that used to be here,
4 and people could, you know, manage on 15 to
5 \$20 an hour. There are no more jobs like
6 that. There are very few jobs like that.
7 Unfortunately, a lot of the jobs have had to
8 go to temp services. And temp services aren't
9 temp anymore, they're long-term in a lot of
10 cases. So when you hear somebody working as a
11 temp worker, many times it's -- temporary
12 isn't supposed to be three or four years.
13 Those are hard-working people that are working
14 50, 60 hours a week in a lot of cases, and
15 they're just struggling. And it's those jobs
16 that -- a lot of those jobs that this projects
17 will bring to us that will have a significant
18 impact to our area.

19 Tax relief, particularly for those
20 that work in the Leominster industries, a lot
21 of these people retired, they didn't have
22 pensions. They're living on \$12,500 a year
23 total. This is going to help to lower their
24 tax burden. It's going to help in a big way

1 for them.

2 Many of the people, and I think you
3 know, people just want to stay in their
4 houses. There are other options. There's
5 assisted living, there are other things. You
6 can move and sell your house. Most people
7 just wants to hang on to their house as long
8 as they can. This will help that.

9 Leominster is ready to go live.
10 That's our proposal. Thank you. I don't know
11 if you have any questions, but I talked as
12 fast as I could.

13 CHAIRMAN CROSBY: Thank you. Well
14 done. I think the mayor has time for a few
15 questions.

16 MR. MAZZARELLA: Sure.

17 COMMISSIONER STEBBINS: Mr. Mayor,
18 real quick, we had the -- the chance to drive
19 by the proposed facility. And hearing tonight
20 that, what looked like two active businesses
21 out on Jungle Road, do have plans to work with
22 those businesses to relocate them?

23 MR. MAZZARELLA: Absolutely. In
24 fact, it was part of our -- and I heard some

1 of the questioning about where exactly would
2 you be. We really wanted to keep it flexible.
3 We wanted to keep this project flexible so
4 that if we have to move it either way we'd
5 have that ability to do that. And that was,
6 you know, partly, if you want to call it our
7 fault, partly our fault for, sort of,
8 directing them into that sort of area.

9 But, yes, there are -- you know, it
10 used to be that you needed to be located on the
11 main road, and a lot of these companies needed
12 to have high visibility. It's not the case
13 anymore. They can have the same visibility
14 through the Internet or social media, or good
15 marketing on a secondary road, so it's no
16 longer necessary.

17 For 60 years we waited for something
18 to come there, and we -- we stopped every
19 project from going into this area because we
20 wanted to save it for industrial needs.
21 There's other places. There's higher and
22 better use of land in the city of Leominster
23 for these businesses. And we've spoken to the
24 owners of the -- of the properties -- of the

1 businesses and let them know that we have
2 other places for them to go.

3 COMMISSIONER STEBBINS: Okay.

4 MR. MAZZARELLA: And they've been --
5 and they've worked with us.

6 COMMISSIONER STEBBINS: Thank you.

7 COMMISSIONER ZUNIGA: Mr. Mayor, you
8 mentioned you would have to build 700,000
9 square feet?

10 MR. MAZZARELLA: You'd have to build
11 7 million square feet.

12 COMMISSIONER ZUNIGA: 7 million was
13 the figure.

14 MR. MAZZARELLA: Remember,
15 industrial space is, pretty much, you know,
16 four walls, big roofs, high ceilings, you
17 know, for storage, and then, you know, the
18 machinery inside. But that's the equivalent
19 of what you'd have to build here, based on our
20 tax rate, which is a single tax rate, to take
21 in the revenue that we would from this casino
22 project.

23 COMMISSIONER ZUNIGA: Thank you.

24 CHAIRMAN CROSBY: Others? I had

1 a -- just a couple of quick ones.

2 In moving from once use of the
3 16 acres to another, besides whatever
4 constraints the commission might adhere, are
5 there zoning, city council, anything; I mean,
6 or is it -- who has the authority to permit
7 Cordish to move around within that 26 acres?

8 MR. MAZZARELLA: We have a planning
9 department and a zoning board of appeals. But
10 we've looked at it from the perspective of --
11 of the city, our technical review process.
12 We've looked at water flow, because we have
13 some wells down the street. We want to make
14 absolutely certain that those were protected.
15 We've looked at every aspect of the
16 infrastructure there. I mean, right down to
17 air-conditioning units and lighting.

18 CHAIRMAN CROSBY: So, in your view,
19 the -- the host community agreement signed off
20 on any use of -- of that 26 acres --

21 MR. MAZZARELLA: That's my
22 understanding. Correct.

23 CHAIRMAN CROSBY: -- any
24 configuration of those 26 acres?

1 MR. MAZZARELLA: Right. And I think
2 Attorney Silverstein is here to, sort of,
3 comment on that.

4 MR. SILVERSTEIN: Good afternoon,
5 members of the commission. To answer your
6 question, Mr. Chairman, the special permit
7 issued by the zoning board of appeals
8 specifically includes all of the various
9 properties that comprise the 26 acres doesn't
10 limit the development to any particular
11 portion of that. The host community agreement
12 references 16 acres on Jungle Road, doesn't
13 reference any particular lots. And so,
14 clearly, would encompass either the so-called
15 northern portion or the so-called southern
16 portion of the site.

17 There is a -- an administrative site
18 plan review process before the planning board
19 that this project would have to go through.
20 That is not a discretionary permitting
21 process, and that is not a process that the
22 applicant has yet gone through. It will go
23 through that process, if and when licensed.
24 And the planning board would be reviewing the

1 quote, unquote site plan to ensure that the
2 site plan adequately protects pedestrian
3 vehicular safety and things like that.

4 So, from the city standpoint,
5 certainly through the host community agreement
6 and the special permit obtained from the
7 zoning board of appeals, either of the
8 alternatives would be permissible.

9 And I guess just, if I could add one
10 point with respect to the commission's
11 regulations just real quick. I do note that
12 the commission's own regulations contemplate
13 amendment of applications, either through
14 being required by the commission or at the
15 request of the applicant. I don't even think
16 this rises to the level of an amendment, since
17 it was specifically incorporated in the
18 original application as one of the
19 alternatives. And the commission's
20 regulations also encourage sustainable
21 development. And I think, as you've heard,
22 this was -- this is something being pushed
23 through the MEPA process as redevelopment of
24 an existing building.

1 And so, I think for all those
2 reasons, this is something that the
3 commission -- I wouldn't presume to speak for
4 you, but could permissibly consider.

5 CHAIRMAN CROSBY: Could the -- could
6 the gaming establishment expand from 16 to 26?
7 The HCA said 16 acres on Jungle Road. Didn't
8 say which 16 acres, but is it limited to 16
9 acres?

10 MR. SILVERSTEIN: The host -- well,
11 I guess I would point out a couple of things
12 about the host community agreement. The host
13 community agreement in the recitals, and
14 recitals generally under contract law are
15 setting the stage. They're not -- they're not
16 terms of the contract. They're setting the
17 stage. They're giving context.

18 In the recitals it refers to the
19 project site as being 16 acres, more or less,
20 on Jungle Road as may be modified from time to
21 time. And I would submit that both the fact
22 that it's in the recitals, it's not a
23 condition, it's not a term of the contract.
24 It's referencing what the current

1 understanding is. It provides for future
2 modification. That, yes, if the developer
3 chose, at some point, to expand onto the
4 additional 10 acres that, that would be
5 permissible. But I would note that under the
6 host community agreement there's a break
7 point. There's a threshold at which an
8 expansion would require further negotiations.

9 CHAIRMAN CROSBY: A square foot
10 break point?

11 MR. SILVERSTEIN: Yes.

12 CHAIRMAN CROSBY: Which is what?

13 MR. SILVERSTEIN: I believe it's
14 175,000 but don't quote me on it.

15 CHAIRMAN CROSBY: All right. All
16 right. One last thing, if you have time.

17 MR. SILVERSTEIN: Sure.

18 CHAIRMAN CROSBY: One of the
19 principal expressions of concern that we've
20 received by mail and e-mail, was the nature of
21 election process, the implication -- not the
22 implication, the assertion that it was done on
23 very short notice. That there was a time,
24 really, for the opponents to get organized.

1 How do you characterize that process? What
2 process did you go through? What was the time
3 frame, et cetera?

4 MR. MAZZARELLA: Right. I mean, by
5 statute we were limited as to how much time we
6 had. But when we first were approached by the
7 Cordish group, both myself and the city
8 council, it became public very quickly. And
9 then there were a number of meetings held by
10 the city council. I don't know how many
11 e-mails, phone calls, Facebook messages I
12 took, but it was significant. We were
13 constantly in -- in talks with the local press
14 so that we'd get all the information out.

15 I think there was an abundant of
16 information. I don't think anybody talked
17 about anything all summer. I don't even think
18 anybody can tell what -- what happened this
19 summer, other than the casino. I know that's
20 all I did, was look into every person's issue,
21 look at videotapes. I visited more casinos --
22 I'm 56. I've been to more casinos in six
23 months than I've been in my entire lifetime.

24 All we did is casino. It was all

1 casino all the time here in Leominster. And I
2 think at the end of the day everyone had their
3 opinion about it, but I think there was -- and
4 this is my opinion, there was more than enough
5 time for anybody that wanted to get to the
6 poles to vote either yes or no to do so. I
7 think that -- again, that's all we did, is
8 talk about the casino. That's the only
9 conversation that happened here. I couldn't
10 tell you if we had warm days, hot days, or how
11 big the tomatoes were. All I can tell you is,
12 all casinos all the time.

13 The other thing I wanted to kind of
14 point out is, when you make your site visit to
15 the location when -- when New England
16 development built the retail center down
17 there, what we asked them to do is to look and
18 do all the traffic impact analysis for the
19 whole area as -- as if it was completely built
20 out. So we looked at every square inch of
21 space down there and then said, let's assume
22 that every square inch of that space is built,
23 and then let's maximize that so that we're not
24 ripping traffic signals out here every time

1 another project comes through.

2 If you go down here, even during the
3 holiday season, you will see that the traffic
4 infrastructure down there. Right from 190 all
5 the way in, is very underutilized. In fact,
6 the lights, we can't seem to get them synched
7 so that you don't hit every red light down
8 there, because there's not enough traffic. So
9 you'll see that down there. We want above and
10 beyond to get the developer to really look at
11 that whole area, both sides of the street all
12 the way in, all four corners of the area of
13 190 and 117.

14 CHAIRMAN CROSBY: Okay. Other
15 commissioners? Thank you, mayor.

16 MR. MAZZARELLA: Okay. I just
17 quickly had the fire chief and the police
18 chief with me. I know they just have brief
19 comments. We all went out to --

20 MR. SIDELEAU: Evening.

21 MR. MAZZARELLA: We all went out to
22 -- to Maryland to -- and spent a day, and we
23 sort of went off site and talked to some of
24 the people that worked there unsupervised

1 and --

2 MR. SIDELEAU: Yeah. We had the
3 opportunity to talk to the fire marshal down
4 there, and the police lieutenant are very
5 informative. A couple brief comments from
6 myself, the fire chief. Robert Sideleau, fire
7 chief, city of Leominster, resident, second
8 generation firefighter.

9 Leominster's fire department is 80
10 -- 80 person strong. We run three engines, a
11 ladder. We have three ambulances. We're a
12 good-size fire department in a busy city. We
13 are very capable of handling this casino.
14 There's been press releases from different
15 communities that we might impact mutual aid.
16 I don't see that for fire protection. It's
17 going to be 100, 125,000 square-foot building
18 that will be sprinklered. We have many of
19 those buildings in our city. The occupants of
20 the building will be awake. This is not a
21 residence-type structure.

22 Firewise, I see no issues. We have
23 ample city municipal water down there that's
24 gravity fed. We don't have to rely on pumps.

1 EMS, we run the ambulance. The -- we just
2 staffed the second ambulance in the city of
3 Leominster. And I've put in writing, and
4 requested the mayor that portions of the host
5 agreement would ensure we have two staffed
6 rescue trucks 24 hours, seven days a week, and
7 that allows us to put our third ambulance.
8 And I don't think we'll be impacting mutual
9 aid for EMS. I'm very confident in that
10 department's ability. Thank you.

11 CHAIRMAN CROSBY: Thank you.

12 MR. HEALEY: Thank you, commission.
13 As you know, I did speak in Lancaster so I'll
14 limit my comments, most to the people behind
15 me. I don't come here with a message of an
16 endorsement --

17 CHAIRMAN CROSBY: Your name -- your
18 name, please?

19 MR. HEALEY: My name is
20 Robert Healey. I'm the police chief. A 35 --
21 35-year veteran of the Leominster Police
22 Department. I've been the police chief for,
23 approximately, three years. Again, my message
24 to the people behind me is not one of

1 endorsement of the project. Rather, it's a
2 promise.

3 And the promise is that my office is
4 fully satisfied. I have full faith and trust
5 in The Cordish Company after having worked
6 with them, listened to them, studied them
7 since the end of July. I have full faith that
8 they will operate a clean operation inside the
9 city of Leominster if so granted. That they
10 will comply with the host agreement. They
11 have answered the questions and they have
12 offered us space, which is vital for us.

13 They have offered to be available,
14 if we have any additional conditions, and that
15 they would certainly work those out. And
16 that's something that was very important for
17 us. And that our relationship, since July,
18 has been one of, again, trust, faith, working
19 together, and going forward I believe so
20 again.

21 My second, last comment, after
22 having spoke in Lancaster, I took the
23 opportunity to watch again on our LEGO TV, the
24 entire Lancaster hearing, if you can believe

1 it, begin to end.

2 CHAIRMAN CROSBY: Get a life, sir.

3 MR. HEALEY: Yeah, you know.

4 Someone told me I should get another TV
5 channel. But having done that, one comment
6 actually stood out in my mind. One speaker
7 referenced, after I spoke and other officers
8 of my department, that he would -- he would
9 discount what we have to say because he would
10 liken us to a special interest group.

11 I want to say to the residents
12 behind me that the only special interest group
13 here is the city of Leominster and the
14 majority interests of the city residents. And
15 that's, from my office and my oath, is what
16 I'm charged and took the oath of office to
17 protect. And, again, that's exactly what our
18 department will do.

19 No. I will not benefit an iota from
20 this project, nor should any of my officers,
21 nor will that be our goal or our mission.
22 And, again, that's my promise. And if I'm
23 wrong, well, the mayor has been kind enough to
24 give me an office with three doors, left,

1 right and the middle. I have a three-door
2 open policy and people know it, and they come
3 and tell me everything they need to know. And
4 that's my promise to them. Not an
5 endorsement, but a promise the police
6 department can work well here. Thank you.

7 CHAIRMAN CROSBY: Thank you.

8 MR. MAZZARELLA: I think it's
9 important to note that in our host agreement,
10 as part of security plan we have a right of
11 review. And if we're not satisfied with
12 something in their security plan, it's
13 stipulated in our -- in our host agreement
14 that we can call them in and discuss that,
15 and, I believe, have some impact on what those
16 changes should be. The safety is paramount.
17 Safety is number one.

18 And we're going to have a
19 reputation -- we're putting our reputations
20 here on the line. We want to see this -- you
21 know, just like everybody else does, we want
22 to see it be a success, not a story that
23 people talk about for generations about how it
24 was the biggest failure that ever could come

1 down 190, so thank you for listening.

2 MR. SIDELEAU: Thank you, sir.

3 CHAIRMAN CROSBY: Thank you. All
4 right. Welcome back, Mr. Cordish and
5 Mr. Weinberg. I think, Commissioner McHugh,
6 you were in the midst of some questions.

7 COMMISSIONER MCHUGH: I was, and
8 still have some unanswered questions,
9 Mr. Chairman, but in light of -- in light of
10 the hour, and in light of the fact the
11 parameters of this project are still, in my
12 mind, somewhat elusive, particularly after
13 Mr. Silverstein suggested that there is no
14 barrier to using the entire 26 acres,
15 something that's been disavowed as an intent
16 by Mr. Cordish and Weinberg.

17 I think that there are going to have
18 to be some additional discussions internally
19 by the commission as to the answers already
20 provided in the application, and to see what
21 position we're going to take vis a vis this.
22 And I don't say that critically. It's just a
23 basis for comparison as we move forward,
24 because we have been proceeding in great

1 detail under one set of assumptions that
2 proves now, perhaps, as unfounded.

3 So I'm going to -- there will be
4 additional questions, in any event, and
5 therefore I'm going to defer asking the other
6 questions I plan to ask verbally tonight, and
7 have them folded into additional questions
8 that are asked later, and post both the
9 questions and the answers --

10 MR. CORDISH: That'd be fine.

11 COMMISSIONER MCHUGH: -- on our Web
12 site so that the transparency that this
13 process is designed to bring will remain.
14 And --

15 MR. WEINBERG: And, of course, we're
16 available anytime for -- to answer those
17 questions.

18 COMMISSIONER MCHUGH: Right. Right.

19 CHAIRMAN CROSBY: And the idea is
20 postapplication, an applicant can only
21 clarify, not alter or enhance, right; so you
22 have to figure out what is this new
23 information, where does it fit on the
24 continuum?

1 COMMISSIONER MCHUGH: Yes. And I
2 think collectively we have to do that.

3 CHAIRMAN CROSBY: Yeah.

4 COMMISSIONER MCHUGH: And it's --
5 it's primarily a site issue and a site
6 component issue, and some other things. And
7 so I think that the -- I have to prepare an
8 analysis of where we are. It may be that
9 there's very little that needs change. It may
10 be that not much does. But, at least, I have
11 to go back through this and take a look at it
12 in light of this new information. Proceeding
13 as I was, under the assumption that the
14 alternate was the alternate and now it's the
15 primary.

16 CHAIRMAN CROSBY: Right.

17 MR. WEINBERG: And I think you will
18 find that, really very little has changed,
19 other than position of the building, because
20 it's the same floor plan, it's the same
21 program so -- but we're, again, available
22 anytime.

23 COMMISSIONER MCHUGH: Well, let me
24 just ask one question, then, about that. And

1 having said I'm not going to ask more
2 questions and I immediately proceed to ask
3 another question. And that is, that the
4 master plan, which is included in there,
5 includes both a parking garage and a hotel.
6 There is nothing of that in any of the
7 presentation tonight, so what's the status of
8 that?

9 MR. WEINBERG: This plan, just to
10 clarify, is to show the expandability of the
11 site over time. That is not intended to be --
12 you know, the first phase is the casino as you
13 see it, which is the same, really, on -- in
14 either north or south programs. We only
15 showed that when we -- when we -- anytime we
16 do a project we want to design it so that in
17 the future, if other components are to be
18 added that we've thought through it up front.
19 That, really, only intent was to share that
20 with you, to show that we've thought through
21 and there is an expandability on the site.

22 MR. CORDISH: I think if you go to
23 the verbiage, it's very, very clear that we're
24 saying, and I don't want to misrepresent to

1 you, that we are not building a hotel. Under
2 either way. We're very clear. But some day,
3 if the hotels in the vicinity, this region,
4 were to fill up right now, they have plenty of
5 slack, and we're going to send our customers
6 to them. And we're very clear in that
7 verbiage.

8 CHAIRMAN CROSBY: Okay.

9 MR. CORDISH: But we want to show
10 you that we do have the land. That if five or
11 10 years from now the hotel and occupancy in
12 the region fills up, we could put a hotel on.
13 But we're not planning on one under either
14 way, and nor were the garage will just be,
15 again, if some day we needed one, we have the
16 room for it. But we're not planning on
17 building.

18 COMMISSIONER MCHUGH: All right.
19 Thank you. I understand that, and that's a
20 clarification. Others have done the same
21 thing, and that clarification provides a basis
22 for apples-to-apples comparisons.

23 MR. CORDISH: Thank you.

24 MR. WEINBERG: Thank you.

1 MR. CORDISH: There were just -- if
2 I could say two sentences to follow-up the
3 mayor, just two sentences. One is, if you
4 check the zoning board of -- of -- it's called
5 the board of appeals here, which give us our
6 zoning for these acres, you will see
7 specifically listed by the zoning board, the
8 northern address and the southern address. So
9 they covered the whole swarth on Jungle Road,
10 specifically by address. The northern address
11 has a number of --

12 MR. WEINBERG: Thirty-two.

13 MR. CORDISH: 32 Jungle Road. And
14 then you go down to 42 and 52. You'll see
15 what the zoning board did was say, we're
16 rezoning for casino use, 32, 42 and 52, and
17 that was one of the questions asked.

18 The other was about did this
19 referendum just sneak up on people; was there
20 adequate notice and time, et cetera. Well,
21 somehow, one of the largest turnouts in the
22 history of this city voted. We had a
23 tremendous -- nevermind that the vote was 62
24 percent in favor of it, if you add up the

1 total votes cast, it is virtually as large as
2 any election they've ever had.

3 And to give you an example how large
4 a turnout, how many people heard about it,
5 knew about it, studied it and registered their
6 opinion, the favorable votes in our host
7 community exceed the favorable votes added
8 together of our two competitors.

9 MR. WEINBERG: The total vote.

10 MR. CORDISH: Total vote.

11 MR. WEINBERG: Yes and no, and the
12 other two.

13 MR. CORDISH: So if you took the
14 other two combined, it doesn't equal the vote
15 that we had favorable here. So somebody knew
16 about it.

17 CHAIRMAN CROSBY: Commissioner
18 Cameron --

19 COMMISSIONER CAMERON: Mr. Cordish,
20 Mr. Weinberg, I'll be brief. As you probably
21 notice, many of the questions with mitigation,
22 which is the category that we're taking a look
23 at, deal with larger facilities. But there
24 were a couple of things I -- I had -- wanted

1 to ask you about.

2 One was, since the time of the
3 application in October, have you had any more
4 dealings with the lottery, as far as an
5 agreement or conversations? I know you
6 mentioned -- rather, you referenced in your
7 application that you have innovative dealings
8 with the lottery and other jurisdictions, but
9 I -- there was no agreement here. Have you
10 had the opportunity, since then, to deal with
11 the lottery here in Massachusetts?

12 MR. WEINBERG: We haven't.

13 COMMISSIONER CAMERON: Okay. Okay.

14 MR. WEINBERG: You all have kept us
15 pretty busy.

16 COMMISSIONER CAMERON: Okay. And
17 you gave us a quick overview of surrounding
18 community agreements. I know that -- I
19 just -- if you could take a minute just to
20 explain. You know, I know that week to week
21 that changes and it's been a challenging
22 process, and I just, if you have a quick --

23 MR. WEINBERG: Sure.

24 COMMISSIONER CAMERON: -- update as

1 to where you are right now.

2 MR. WEINBERG: So we have signed
3 five surrounding community agreements with
4 Lancaster, Lunenburg, Townsend, Westminster
5 and Princeton. We are in negotiations with
6 Bolton. It was found to be a surrounding
7 community by the -- by the commission. We
8 have very productive discussions going on with
9 -- with Bolton.

10 There were two communities,
11 Fitchburg and Sterling, which the commission
12 determined to not being surrounding
13 communities. However, notwithstanding that,
14 we have sent our surrounding community
15 agreement to both of those communities to
16 offer them to be included as part of the --
17 the process.

18 Interestingly enough, we have not
19 gotten back signed agreements from those two
20 communities, but we'll continue to -- to
21 pursue that. And, hopefully, they will
22 participate and -- and be part of our
23 surrounding community community.

24 MR. CORDISH: It hasn't been very

1 long, though. We sent out the same agreement
2 that the five signed to the two that were
3 deemed by the commission as not surrounding.
4 And it's been, maybe, 10 days Joe; is that
5 right?

6 MR. WEINBERG: Yeah.

7 MR. CORDISH: A week to 10 so --

8 MR. WEINBERG: But we made a
9 commitment to the --

10 MR. CORDISH: But we sent it.

11 MR. WEINBERG: -- to the
12 communities, and to all, that we would pursue
13 that. And we hope to be able to -- to
14 conclude those.

15 MR. CORDISH: Really, it's down to
16 one. Out of an original eight we're down to
17 one community, Bolton, that is up in the air,
18 and we're making good progress there.

19 MR. WEINBERG: There were just some
20 -- one comment back on the -- on the lottery
21 question. We were discussing with lottery who
22 has keno as -- under their jurisdiction, about
23 potentially trying to work in keno into one of
24 the venues within the facility. And I

1 understand that they're still waiting for an
2 answer back from the commission as to whether
3 integrating keno into any of the -- the venues
4 would be counted against the 1250 positions.
5 In other words would --

6 COMMISSIONER MCHUGH: Waiting to
7 hear from us?

8 MR. CORDISH: Yes.

9 MR. WEINBERG: Yes.

10 MR. CORDISH: Yes.

11 CHAIRMAN CROSBY: That's a new one
12 on us. That's a new one on us.

13 MR. WEINBERG: Oh, I'm sorry,
14 it's --

15 COMMISSIONER CAMERON: Staff.

16 MR. WEINBERG: Staff. So I know
17 that everybody's so busy, but I -- I thought
18 I'd just bring up that that's one -- one of
19 the things we're discussing in terms of how to
20 be able to work more creatively with -- with
21 the lottery, but we're just waiting on a -- on
22 a ruling on how that would be perceived.

23 COMMISSIONER CAMERON: Okay.

24 CHAIRMAN CROSBY: Okay. I have two

1 quick ones on M3D3. One of the evaluators on
2 my evaluation team is the CEO of one of the
3 most successful incubators in Massachusetts,
4 and he had some ideas, other ideas about how
5 you might in maximize the impact of the
6 awards. And my question is, whether you be
7 willing to talk -- should you get the license,
8 would you be willing, and you all be willing,
9 to talk to others of us to, sort of,
10 strategize about -- I think everybody thinks
11 it's a terrific idea, but strategize about how
12 to get the most bang for the buck; would you
13 be open to conversations about that?

14 MR. MCCARTHY: Yes.

15 MR. CORDISH: That's the easiest
16 question today. Yes.

17 CHAIRMAN CROSBY: And the other one
18 is, which, if -- if the award is issued in
19 early this year, what is the first year of the
20 payment to M3D3?

21 MR. CORDISH: That would be a damn
22 good question.

23 CHAIRMAN CROSBY: I had to make up
24 for the softball that I gave you before.

1 MR. CORDISH: You didn't have to.
2 You could have given me two softballs.

3 MR. WEINBERG: I think it's from
4 commencement of opening. So it would start,
5 you know, end of 2014.

6 MR. CORDISH: '14.

7 MR. WEINBERG: Call it, you know,
8 January 1, 2015.

9 MR. CORDISH: I think if we had --
10 if we had three months -- let's say we had
11 three months of operation in '14 that we would
12 owe -- owe, we would have paid one quarter of
13 the --

14 CHAIRMAN CROSBY: So maybe prorated
15 on a calendar basis somehow --

16 MR. CORDISH: Yes.

17 CHAIRMAN CROSBY: -- or other?

18 Okay.

19 MR. CORDISH: Yes.

20 CHAIRMAN CROSBY: Okay. All right.
21 Well, that's interesting. That was it for me.
22 Anybody else?

23 COMMISSIONER ZUNIGA: Well I --

24 CHAIRMAN CROSBY: Yes.

1 COMMISSIONER ZUNIGA: I just want to
2 mention, perhaps for the record, I don't see
3 how we would count, and this is just my
4 opinion now, how we would count the keno,
5 anything keno to count against the 1250. The
6 projections that -- that we know are
7 evaluating on those slots machines really are
8 at capacity. There's a capacity constraint,
9 you know, as we've looked at the market and
10 the timing. And that's real -- the real
11 benefit for the state and -- and for this
12 Category 2 license. So I think it would be
13 undermining the goal of protecting the lottery
14 and the financial sustainability of the
15 Category 2 applicant to count these against
16 each other. I don't see why we -- we would.

17 MR. WEINBERG: Okay.

18 COMMISSIONER MCHUGH: We'll get an
19 answer to that as a commission.

20 CHAIRMAN CROSBY: Yeah. Whatever
21 staff member's hiding that one we'll -- all
22 right. Gentlemen, thank you very much.

23 MR. WEINBERG: Thank you.

24 COMMISSIONER CAMERON: Thank you.

1 CHAIRMAN CROSBY: Next on our list
2 would be the elected representatives and
3 public officials from Leominster. If there --
4 I know -- I believe there are a couple of city
5 councilors who were interested in speaking.
6 Please make your way to the mic. It's helpful
7 if you can be -- line up, if you're going to
8 be speaking because it will help time go by
9 quickly.

10 MR. LANCIANI: Thank you very much,
11 Mr. Chairman. My name is --

12 CHAIRMAN CROSBY: Speak right into
13 the -- right into the mic.

14 MR. LANCIANI: Thank you,
15 Mr. Chairman. My name is James Lanciani. I'm
16 a city councilor at-large. I would like to,
17 number one, commend you for taking the time to
18 be here and have this hearing today.

19 Secondly, I would like to thank the mayor for
20 his fast preparation of a host agreement in
21 moving forward with it.

22 And, secondly, I would like to say
23 that there are many businesses that I've been
24 associated with or seen in the city of

1 Leominster. I've been involved, publicly,
2 with the city of the Leominster for over 50
3 years. And I have to commend The Cordish
4 Company for being ready, upfront and doing
5 their homework. And I'm just -- lastly say, I
6 would hope that in your deliberations that you
7 look forward to naming Leominster a slot
8 casino holder. Thank you.

9 CHAIRMAN CROSBY: Thank you.

10 MS. FREDA: Good evening, Chairman
11 Crosby and members of the commission. My name
12 is Claire Freda. I'm a councilor at-large. I
13 did speak in Lancaster, but I felt it was
14 important to speak in my -- my hometown and my
15 community to tell you how important this is to
16 all of us.

17 I have been a city councilor for 20
18 years. Sixteen of those years was
19 representing the area that the casino is being
20 proposed, four of those have been at-large.
21 Prior to that I was on the school committee
22 for six years. And I say that because it was
23 in the height of the mall that has discussed
24 many times, and there was -- there were a lot

1 of empty promises because the homework wasn't
2 done.

3 There was \$600,000 proposed to build
4 a new school. That never happened, to help us
5 start the architectural plans. That never
6 happened. Our community was very divided, and
7 we really don't want to see that happen again.
8 It's very important to this community, and
9 that the commission really listens to both
10 sides of Leominster citizens.

11 There was a vote -- there was a
12 vote. I have the upmost respect for the
13 opposing point of view as well as those in
14 support. But I do have to point out, as I did
15 in Lancaster, we have five wards, we have 15
16 precincts. Fourteen of those precincts were
17 in support of the casino. The one precinct
18 that was not was the ward that -- the precinct
19 that the casino would actually be in. And out
20 of those, there was only a 63-vote difference
21 in opposition. That was the only ward -- the
22 only precinct in the city that was against the
23 casino. So I think it's a -- it's a pretty
24 level field throughout the city of the

1 Leominster in support.

2 Representative DiNatale also
3 mentioned the cooperation and the
4 regionalization that we are very serious about
5 in the city of Leominster. We do a lot of
6 work with neighboring towns and communities.
7 And I think it shows, with our overall impact
8 of our local communities. Fort Devens has
9 been discussed, I won't bring that up again,
10 but that really, really hurt us a lot in terms
11 of the permitting process is so simple from
12 the state into Devens as opposed to what
13 businesses have to maintain in the city of
14 Leominster.

15 Another important piece is, in my
16 professional career I'm a real estate
17 appraiser. And I've been an appraiser for
18 over 35 years and I deal mostly with local
19 banks. And I can tell you I've gone from the
20 high of people buying their first home to the
21 low of seeing people lose their homes to
22 foreclosure. And doing those same homes and
23 watching families lose them due to
24 unemployment, due to job loss, and due to a

1 lot of economic issues.

2 And although we are showing close to
3 10 percent unemployment, I think, if you
4 really did a lot more of the research, we're
5 closer to 15, 18, maybe 20 percent. We --
6 those aren't on the books. 10 percent is what
7 shows. We are a gateway community. I don't
8 think that can be said enough. I think that
9 really has to be a strong consideration for
10 you.

11 Traffic issues are going to be the
12 same traffic issues, whatever is going to be
13 developed there. So I really think that has
14 to be looked at more objectively than
15 specific. I think the -- if we had a large
16 manufacturing facility there, we had a mall
17 there, if we had a number of other
18 manufacturing there, we would have the same
19 viewpoint that we'd be looking at.

20 I really think it's important to the
21 city of the Leominster that, you know, we
22 support this. I support our local staff. I
23 support our police chief, our fire chief, our
24 DPW. The people that we rely on to keep this

1 city what it is, and to maintain what we have
2 in our community. They know better than all
3 of us when they come to us and tell us what
4 their needs are. And I think, to listen to
5 them speak to the issues tonight is pretty
6 important, and I hope that you see that.

7 My last comment will be in your --
8 on your Web site, in the notice of public
9 meeting, it really stresses the neighboring
10 communities, the impact, the city of
11 Leominster and people within that city. I'm
12 hoping that in the public comment you will put
13 your most emphasis, in your decision-making,
14 on the people who actually live here, who are
15 impacted in the local communities, and keep an
16 open mind as to those that are really affected
17 by this casino and the need for -- for this
18 economic development in the community.

19 I also, as a closing note, would
20 like to thank The Cordish Company. I've
21 contacted them as I've gotten questions, I've
22 referred people to them, and I've heard
23 nothing but professionalism back from anyone
24 that I've referred to them. So I'd like to

1 thank them for all that they've done as well,
2 and hope that you really, seriously consider
3 Leominster for your -- for your selection.

4 Thank you.

5 CHAIRMAN CROSBY: Thank you,
6 Councillor.

7 MS. ZEPHIR: Hi. Good evening,
8 Chairman Crosby, good evening commissioners.
9 Thank you very much for coming out there. My
10 name is Susan Chalifoux Zephir, and I'm the
11 president of the Leominster City Council. I'd
12 like to speak to two -- two -- two specifics,
13 I guess, tonight.

14 I think the chairman brought up some
15 concerns that have been expressed about the
16 process. And it's true, that the process, I
17 think, was very truncated. And that, I think,
18 was because of the timeline that was set out
19 by the state. That was my understanding. I
20 actually went back and forth with
21 Todd Grossman. I had tried to contact
22 John Ziemba with some questions about the city
23 council's role and some other additional
24 questions about what the process was and how

1 the host -- how the host community agreement
2 would be negotiated.

3 So the process was a very quick
4 process. And I do want to say nice things
5 about The Cordish Company, both Mr. Cordish
6 and Mr. Weinberg. The city council had two
7 public hearings. One was on a
8 regularly-scheduled Monday evening. Both
9 Mr. Cordish, Mr. Weinberg came down and
10 addressed questions that we had as city
11 councilors, and also members of the public
12 that they had. They came down the following
13 Monday because I asked them to, and we had a
14 meeting on an off-night. They both, again,
15 came down and spent, you know, their valuable
16 time answering questions from the community.

17 But the process from -- so the city
18 councilor had, really, no role in negotiating
19 the host community agreement. The community
20 agreement was negotiated, really, by one
21 person. So when, you know, you hear people
22 talk about the community, you know, we've
23 negotiated this, or this is the agreement, you
24 know, it was negotiated really, by one person.

1 There wasn't one public hearing, not one
2 public hearing, not one opportunity for public
3 input into that host community agreement
4 before it was signed. None. That's -- that's
5 just a fact. And, again, the legislation left
6 the way that host community agreements had
7 negotiated vague so that each community could
8 see decide for itself how things could be
9 done. This was what Mr -- no, Mr. Grossman
10 told me. So, given that, that's how the
11 legislation was written, in the case of
12 Leominster, this is how the process actually
13 worked.

14 The other thing that I just wanted
15 to mention, so the process, you know, people
16 have some real concerns about the process,
17 again, because of the short, truncated
18 timeline, and also because it was really --
19 the host community agreement on behalf of the
20 city was negotiated by one person.

21 The other thing that I just wanted
22 to mention was, all along and early in the
23 process as president of the city council, I
24 kept asking for independent impact studies so

1 that we really could have an opportunity to
2 see what the impact is in terms of traffic.
3 We know that the MassDEP is doing and
4 environmental review of the site, which is a
5 good thing. And there were other factors,
6 such as the impact on house -- home values,
7 the impact on local businesses. So there were
8 other things that, I felt, you know, as both a
9 lifelong resident of the city, and also in
10 doing my due diligence on behalf of the people
11 that I represent, really was looking for some
12 independent impact studies to be done.

13 Unfortunately, we did get one
14 traffic study that was done, but in my
15 estimation it was really inadequate. It only
16 reviewed the traffic, really at that I-190,
17 290 intersection on Jungle Road. Didn't look
18 at any of the impact of the traffic coming
19 from the north. Across the street this
20 evening there's a big meeting with Mass DOT
21 talking about and discussing ongoing problems
22 with Route 13.

23 Route 13 is a major road from the
24 north, from Lunenburg, Townsend, Pepperell,

1 southern New Hampshire, that brings people
2 through the city of Leominster. It's a
3 horrendous traffic problem. It has very, very
4 serious problematic intersections. You know,
5 at Crawford street and Route 13. The traffic
6 from the north was not addressed.

7 So, again, the traffic study, I
8 believe was inadequate. And we really didn't
9 have an independent economic impact study done
10 that addressed specifics relative to
11 Leominster. There was a study that was done
12 that looked and provided information that was
13 gleaned from communities in Connecticut.
14 There really wasn't anything specific to
15 northern Worcester County, to Worcester County
16 in general, or specifically to Leominster. So
17 that is just another thing that I just wanted
18 to comment on.

19 You know, the upside and the
20 promises about jobs and about, you know, 3.7
21 or 8 million dollars coming into the city,
22 those are very, very important factors. And
23 given that we are a gateway city, you know,
24 our unemployment is -- is a serious problem,

1 but we do want to make sure that -- or I want
2 to make sure as a, you know, lifelong resident
3 here, that in the event that the slots parlor
4 does come to Leominster, this is a
5 community-changing event for the city of
6 Leominster. And we just want to make sure --
7 or I just want to make sure that every impact
8 that we can understand is understood and is --
9 is, you know, shared with the public. I think
10 that's really important.

11 And, you know, those are my
12 comments. I respectfully ask for your
13 consideration and thank you very much, again,
14 for coming out.

15 CHAIRMAN CROSBY: Thank you,
16 Councillor.

17 MR. CORMIER: Good evening, I'm Dave
18 Cormier. I'm the Ward 3 city councilor and I
19 represent the district in which --

20 THE FLOOR: Speak up.

21 CHAIRMAN CROSBY: Speak right into
22 the mic.

23 MR. CORMIER: I'm sorry. I
24 represent the district in which this proposed

1 facility would be located. I do respect the,
2 you know, the vote of the voters of the entire
3 city of Leominster, but I did question from
4 the get-go, you know, why people up in north
5 Leominster on the total opposite end of town,
6 you know, get to vote on an issue that
7 impacts, you know, a neighborhood that I
8 represent. But I do -- I do understand how
9 the law works and that's the way it is.

10 So at this point, you know, my
11 concerns, I know that the mayor had -- had
12 spoke about the interchange at 190 and 117,
13 that it's overbuilt, you know, now, and can
14 handle much more traffic. But what I do
15 question is, you know, the neighborhoods over
16 there. So that's something that I think that,
17 you know, the commission needs to have some
18 further conversation about, to ask about
19 traffic patterns that currently exist on
20 Willard Street, Old Mill Road and those areas
21 over that because that's -- you know, that's
22 an issue.

23 And, of course, in ward -- in 3B,
24 precinct 3B the vote was close. And I still

1 can't figure out if it's an anticasinio vote,
2 you know, in terms of the close vote or, you
3 know, antidevelopment, because things have
4 changed a lot since Walmart has went in.

5 So I guess these are some things
6 that the commission should look at and
7 consider before any type of a decision is
8 made. So I hope that, you know, you can have
9 some further conversation with The Cordish
10 Company. I know that they've made agreements
11 over there right now with the Liberty Commons,
12 and those people involved over there that have
13 some issues with traffic. So that's something
14 that needs to be considered, you know, as
15 well, before you move forward, I think.

16 But I -- I do think it is a good
17 thing for the city. There's certainly a lot
18 of revenue that can be generated and brought
19 into the city. I think something that's
20 important to note is that whatever goes in
21 over there, it's not going to be single-family
22 homes on an acre of -- of land a piece. It's
23 going to be something that's going to bring a
24 lot of traffic, and it could bring a lot of

1 traffic and a lot less revenue than a casino
2 could.

3 So, you know, I guess we have to,
4 you know, weigh our options and pick our
5 poison, if you will. But there's still a lot
6 of things that I hope that the commission
7 can -- you know, can address and think about,
8 besides just the intersection of 117 and 190,
9 because I think you're going to have some
10 impact to neighborhoods as well. And, of
11 course, that's my concern, so thank you very
12 much.

13 CHAIRMAN CROSBY: Thank you,
14 Councillor.

15 MR. MARCHAND: Ladies and gentlemen,
16 my name is Rick Marchand. I'm the Ward 5 city
17 councilor here in Leominster. This is awesome
18 to have the gaming commission in Leominster.
19 And on behalf, I think everyone here, the
20 opponents and proponents of the Live! casino,
21 we'd like to ask you right now to please
22 increase the keno percentage profits back to
23 the citizens of Massachusetts.

24 On a serious note, the timeline was

1 extremely tight. And the responsibility of
2 the Leominster city council, governed by Mass.
3 General Law, was basically establish a
4 referendum date within the timeline, which was
5 very tight.

6 As far as the information is
7 concerned, when it comes down to cite plan
8 approval process, you can bet that what will
9 happen is the elected officials, who represent
10 not only their neighborhood, but also the
11 city's best interest, and participate in that
12 process in the public hearings.

13 I have to say, I like to go to the
14 casino. I enjoy going to casinos. I probably
15 never will go to this casino to play the
16 casino games. It would be awkward, even if we
17 won a \$10 or \$20 bet, by the time it'd hit
18 city hall, we won \$20,000 and it just wouldn't
19 be fair. But, in the meantime, I do like to
20 go down to Twin River on occasion and down to
21 Foxwood as well.

22 And I think it bothers all of us
23 that due -- that for adult entertainment, go
24 for the ride, go to dinner, go to a show, go

1 for a night out, go for a night over, to see
2 so many Massachusetts cars departing and
3 bringing their gaming money, their adult money
4 to the casinos out of state. So I think it's
5 a goods thing for the -- for the state and the
6 commonwealth to be dealing with this issue.

7 And, you know, so here we are in
8 Leominster, and we had a situation where we
9 had a referendum, it was a great turnout. And
10 at the end of the day, you know, the city
11 remains somewhat divided still, just like it
12 did when the Pyramid Mall came in with the
13 proposal in the same area back in the 1990s
14 and -- and with the Walmart situation. And
15 anytime special permitting plays into the
16 picture you're going to have opposing
17 viewpoints, which we all respect. We all
18 respect.

19 However, I have to tell you, I've
20 been involved in fundraising in this community
21 for most of my adult life with youth programs,
22 such as the little leagues, the football
23 programs, the city events here, the Johnny
24 Appleseed Festival, and it's been very

1 difficult for us to be able to keep up some
2 honest partnerships with the business
3 community, because, quite frankly, the
4 business community has changed.

5 The gaming industry is alive and
6 well. And what they have done in their host
7 agreement is brought some of their profit
8 margin into the community to make it easier
9 for all of the nonprofits and organizations to
10 be able to provide the programming for not
11 only the children, but cross generational as
12 well.

13 I have complete confidence that the
14 people that came to Leominster and spoke with
15 us, who happen to be the owners of this
16 operation, which is unusual in a magnitude of
17 this type of a business, not necessarily in
18 the industry, but in an industry that comes to
19 Leominster, that when they say they're going
20 to do something, I feel confident they're
21 going to follow through, and they're going to
22 be the business partner that the community
23 yearns for consistently, not from an isolated
24 activity or event, but year after year.

1 The other part that's been raised
2 this evening is the unemployment rate. I hope
3 my daughters don't end up, you know, working
4 in a casino. They have professional jobs, but
5 there are some people that could use a job
6 working in a casino. And this casino here is
7 promising full-time jobs with benefits, and
8 that's unusual today. Would we like to have
9 industry there, yes. Would we like to have
10 high tech, yes. But at the same time, as
11 you've heard from the mayor's presentation
12 this evening, we've made provisions from a
13 planning point, with not only local money, but
14 also federal and state grants as well to
15 provide locations, in order for that to
16 happen, if, in fact, there is an opportunities
17 down the road.

18 So, unfortunately, you know, we have
19 waited since the Girouard administration going
20 back to the early 1980s, and a road that was
21 called Jungle Road, which we probably should
22 have changed its name a hundred time over.
23 But this happens to be a project that happens
24 to be a project that has some credibility for

1 today.

2 What it will do for the community
3 down the road, I feel a hundred percent
4 confident, not in the administration, but most
5 importantly, the police chief and fire chief
6 that came this evening, and for the folks that
7 live in that area, you know, we are going to
8 be all over the company to make sure that
9 their neighborhood does not become a nightmare
10 for them, and that they can live in harmony.
11 And Cordish company will come out of the
12 building and make sure that the neighborhood
13 is safe for them.

14 I feel very confident that the host
15 agreement is a good agreement. It was a tight
16 timeline. There's a lot of things we have to
17 do as a community, site plan approval process,
18 and the ability to sit down with this company
19 and actually have them listen to our concerns
20 is worth its weight and gold.

21 So my -- my -- I respectfully ask
22 you for your consideration this evening in
23 recognizing that there's a lot of really good
24 things that can come to Leominster. It's the

1 perfect location. And we'll make sure that
2 our sister communities and brother communities
3 around us are taken care of as well. Thank
4 you.

5 CHAIRMAN CROSBY: Thank you,
6 Counsel. Okay. This -- this meeting was, by
7 statute, principally, for the applicant and
8 the host community to have an -- are you
9 another city councilor?

10 MR. SABATELLI: Yes.

11 CHAIRMAN CROSBY: Oh.

12 MR. SABATELLI: City councilor,
13 Bob Sabatelli --

14 CHAIRMAN CROSBY: all right.

15 MR. SABATELLI: -- Ward 4. Welcome
16 to Leominster, and thanks for giving the time
17 to speak. I think I can talk from a different
18 prospective. My family's been in this
19 community for about 125 years, and I was
20 raised as a youth on 117, which is where the
21 proposed casino's going to be. So I kind of
22 know the area, and I kind of know what we're
23 looking at.

24 I'm also -- I'll talk a little --

1 I'll talk less than my colleague, whose -- who
2 lacks -- brevity's not in his -- in his
3 vocabulary, but he means well and he's a good
4 guy.

5 First of all, as chairman of the
6 finance committee, you get to see quite a few
7 bills coming through the city, and while we're
8 in relatively in great shape as far as most --
9 as compared to most communities, there are
10 lingering issues that -- that need to be
11 addressed, including pension liabilities and
12 those types of things. And with this
13 agreement, I think people got to understand
14 we're looking at 3.8 million dollars for a --
15 for a couple years. We're looking at a --
16 real estate taxes of almost a million dollars,
17 and we're also looking at \$100,000 of other
18 fees. And that's in addition to the outreach
19 programs that The Cordish Companies has.

20 So I -- while I -- I don't want to
21 get into moral issue of gambling. That's
22 already been decided by the legislature. They
23 won it. So, therefore, having -- having said
24 that, I think we're in a very good position to

1 honor that -- that request of a casino, a type
2 B. I think Leominster prepared for it. I
3 think it has a lot of benefits for us. I
4 think just the outreach alone bans robotics,
5 organizations that need help, nonprofit
6 organizations. I think The Cordish Company
7 is -- has committed to that, and I think we
8 can keep their foot to the -- foot to the fire
9 as far as that's concerned.

10 So I'm going to -- I'm going to
11 support this facility and hope that the
12 gambling commission comes along and agrees
13 with -- with my decision. Thank you very
14 much.

15 CHAIRMAN CROSBY: Thank you.

16 MR. ROWLANDS: Yes. My name is
17 Dave Rowlands. I'm the Ward 1 city councilor,
18 and I represent the northern part of the city.
19 What I would like to talk about is just two
20 issues that -- I'm not going to state an
21 opinion. I'm just going to talk about two
22 issues that are relevant to me.

23 First of all, traffic in north
24 Leominster down Route 13 is a major issue.

1 Getting traffic from Route 13 to 190 is not
2 easy. There's not an easy way to get there,
3 and that is a concern.

4 The second point that I know is
5 going to come up is a discussion about zoning.
6 And it's been raised. I've been asked many
7 questions, and I just want to have some
8 clarity, and I'll -- I'll provide you a little
9 insight into my position.

10 The city redid its zoning. It was a
11 five-year process. We hired a consultant to
12 come in. We had the meetings in the beginning
13 about every month, then it went on for about a
14 year-and-a-half. Then there was a couple of
15 different zonings proposals that came down to
16 the city council. They were sent back for
17 rework, and so it was a multiple-year process.
18 I was the chairman of the city council zoning
19 committee, which reviewed the entire new
20 zoning. And the reason that I bring this up
21 is because new zoning came into effect,
22 probably, six to nine months ago, and so
23 there's a lot of discussion around that.

24 The point is, the land in question

1 is now zoned multiuse 1. It was originally
2 industrial. And I just want to make clear, in
3 my five years of working on the new zoning, we
4 never discussed gaming at all. It just never
5 came up. It was never really on the map for
6 Leominster during that process. So it was --
7 there was never any specific discussion that I
8 can remember specific to this.

9 But, anyways, just the clarity on
10 the -- the land that's zoned there now. It's
11 zoned multiuse 1. That is a base zoning
12 district. It was originally industrial, and
13 there was plots of industrial land in the city
14 that thought they would not be as valuable,
15 that they would not provide good industrial
16 growth there so we allowed for additional
17 industrial uses. And those plots of land,
18 including the land in question, was rezoned to
19 multiuse one. That's number one.

20 Number two is, there was an old
21 definition of -- under the old zoning that was
22 amusement called Musement. And it listed a
23 bunch of things, including golf courses,
24 baseball fields, gaming and racetracks. That

1 definition, through the five-year process, got
2 broken out into indoor and outdoor recreation.

3 During that breakout, to sort of
4 redefine it, indoor recreation, you can look
5 at our zoning, lists a bunch of things. It
6 doesn't list gaming, it doesn't list a
7 racetrack. It just lists indoor activities
8 that are under that category?

9 CHAIRMAN CROSBY: Councillor, excuse
10 me.

11 MR. ROWLANDS: Yes.

12 CHAIRMAN CROSBY: Are you -- are you
13 taking the position that this either -- either
14 the zoning is either wrong or right for this
15 or -- the history of it is interesting, but
16 not really apt, unless you're suggesting that
17 it's not appropriate, that the zoning is not
18 appropriate.

19 MR. ROWLANDS: No. I'm not
20 suggesting it's not appropriate. What I'm
21 suggesting is that your -- once you open this
22 up, you're going to hear a lot of input about
23 this, and I'm trying to provide the background
24 of how we got there because it is a major

1 discussion, both on the pro and anti
2 discussion as how did you come up with it.

3 Is it really classified as indoor
4 recreation? That's what it got classified as,
5 as indoor recreation. That's where it was
6 allowed by a special permit of the zoning
7 board of appeals, and that's the process that
8 got us to where it is today. And I just want
9 to be clear that that's what -- the history of
10 how we got there, I'm not saying it's right or
11 wrong, I'm just saying that's what it is. And
12 so, there's going to be discussion there, and
13 I want to make sure everybody understands how
14 we got there.

15 CHAIRMAN CROSBY: Okay.

16 MR. ROWLANDS: It is being
17 classified as indoor recreation. Once the
18 casino got classified as that, it went through
19 the process as indoor recreation, which is a
20 special permit by the zoning board of appeals,
21 and then it went that route. So --

22 CHAIRMAN CROSBY: Okay.

23 MR. ROWLANDS: -- that's how it got
24 there.

1 CHAIRMAN CROSBY: All right. Thank
2 you, Councillor.

3 COMMISSIONER MCHUGH: I was just
4 saying to the chairman, that -- that was
5 enormously helpful history, but it's really
6 important to understand that the commission's
7 role is enforce, oversee, interpret, apply the
8 state gaming law. The gaming law provides
9 that the applicants and the people awarded a
10 license have to comply with the local zoning
11 and other requirements. And the commission
12 doesn't have any jurisdiction over those.

13 So that, to the extent there are
14 divisions in the town over the proper
15 classification of this area, or whether this
16 area meets a classification, that's beyond the
17 scope of something that the commission can do
18 anything about. And I think it would be
19 helpful for people to understand that as the
20 discussion proceeds.

21 CHAIRMAN CROSBY: Thank you. All
22 right. So let's try to set a plan. We have
23 a -- I would say in the nature of infinite
24 number of people signed up here to speak.

1 We are going to start with
2 representatives, official representatives of
3 surrounding communities. I would like to ask
4 them, first of all, if you are here, there
5 were at least town administrator from
6 Princeton and town manager from Lunenburg. I
7 don't know if you're still here. But I will
8 ask you, and I think it's important for
9 everybody else, if you have written to us, we
10 have read, all of us, every single word that
11 has been sent, as you can tell by the
12 questions we're asking. It would be much
13 appreciated if you don't come up and simply
14 reiterate what you've already said to us. We
15 have got it, we appreciate it, it has been
16 digested and considered.

17 If you haven't written and would
18 like to say something, please try very hard
19 not to repeat stuff we've heard many times.
20 If you want to simply register yes or no, or
21 register traffic is really a big problem, or I
22 really like this location, or whatever, that's
23 to be welcomed. And we are here to hear, and
24 we will stay here as long as it takes to hear.

1 But I think in everybody's interest, it's
2 appropriate to try to keep this -- keep this
3 limited.

4 So try to limit yourselves. If
5 you've already written, don't regurgitate what
6 you've said before. And if you have something
7 to say, which is new, we're anxious to hear
8 it. If not, just quickly reprise your point
9 of view. If we can keep everybody down to a
10 minute or less, maybe we'll be out of here
11 before next year Christmas or whatever.

12 So were there -- were there still
13 the representatives from Lunenburg and
14 Princeton? Please, come up. And I'd have you
15 come up now, please, rather than wait, because
16 we'll lose time while we're -- yes, sir.

17 MR. LEBEAUX: Good evening,
18 Commissioners. My name is John Lebeaux, I'm
19 the town administrator of Princeton.
20 Following the election here in Leominster and
21 the application process by The Cordish
22 Company, Princeton and Cordish entered into
23 discussions that led to an executed
24 surrounding community agreement that addresses

1 the concerns that Princeton has about local
2 impact.

3 Princeton sees the project as likely
4 to serve as a strong economic engine, not just
5 locally, but for the entire north central
6 Massachusetts region, by creating both
7 construction and permanent jobs, and by the
8 ongoing business that the facility will
9 conduct with its vendors. Princeton is
10 supportive of PPE's, Cordish's application.
11 Thank you very much.

12 CHAIRMAN CROSBY: Thank you very
13 much. That gentleman gets an A for brevity.
14 Was the other town manager here from -- where
15 was it Lunenburg? I guess not.

16 All right. So what I'm going to do
17 is take the names from the lists -- oh, no,
18 there anybody here from a live entertainment
19 venue that wanted to speak? Please come up.
20 One of the rules -- one of the features of the
21 statute is that the applicant must negotiate
22 an agreement with live entertainment venues
23 with which it might compete, and we've asked
24 representatives of these organizations to

1 speak. Please --

2 MS. DUNN: How are you?

3 CHAIRMAN CROSBY: I'm good.

4 MS. DUNN: Great job. Ninety-three
5 meetings, and probably only 50 more to go.

6 CHAIRMAN CROSBY: And still smiling.

7 MS. DUNN: Good afternoon. My name
8 is Sandy Dunn. I'm a resident in Holden,
9 Massachusetts, and I've about been the general
10 manager at the DCU Center, previously The
11 Centrum Arena and Convention Center Complex
12 for over 18 years.

13 As you're likely aware, the DCU
14 Center is one of the largest live
15 entertainment venues in Worcester County,
16 drawing well over 600,000 people annually.
17 The venue features a diverse calendar,
18 including concerts, sporting events, family
19 shows, conventions, trade shows and meetings.

20 I'm here today to express my support
21 of PPE Casino Resort's proposal to build a
22 slots a casino here in Leominster. While it
23 is our understanding that the development will
24 include a number of dining facilities and a

1 small entertainment facility, we are very
2 pleased to be a party of their MOU, which
3 affirms their commitment with regional
4 businesses and attractions in marketing and
5 cross-collateralization.

6 The development of this facility
7 will enhance the visitor traffic to north
8 central Massachusetts and provide those
9 visitors another reason to visit this area.
10 We expect that the development will draw
11 individuals to this area who might not
12 otherwise have ever considered to come here
13 and did not know the value of the region.

14 By introducing them to that value,
15 convenience, and the wealth of other offerings
16 that are here. We have no doubt that they
17 will continue to be attracted for return
18 visits, not only to this facility, but also to
19 the other wealth of attractions that are in
20 this area.

21 In addition, we expect that the
22 attendees of events that we host at the DCU
23 Center, particularly convention and trade
24 shows, will look to north county to experience

1 this new venue, but perhaps will opt to stay
2 in one of the region's hotels while convening
3 in Worcester, as we are well undersized for
4 the hotel needs that we -- that we needed for
5 our venue.

6 There's no doubt that this project
7 is perfect for north central Massachusetts,
8 supported by the local residents' vote,
9 partnered with the entire region and the
10 hospitality communities for the larger,
11 positive impact. And because of the specific
12 site location and the readiness of the
13 project, the most likely to provide all of
14 Massachusetts residents the quickest return of
15 investment by bringing gaming to the state
16 quickly.

17 Of course it goes without saying
18 that the jobs, both the construction related
19 in the initial phase, but as importantly the
20 ongoing employment of the facility is also a
21 critical factor. Continued growth of jobs in
22 the hospitality sector, including specific
23 training, fair wages, and the potential for
24 career opportunities benefit the entire

1 region's hospitality community. We also
2 struggle for that quality person to work in
3 our industry. And with their training, we'll
4 be looking to cross -- cross-resource quality
5 employees.

6 CHAIRMAN CROSBY: Steal their
7 employees?

8 MS. DUNN: Probably.

9 CHAIRMAN CROSBY: Yes. I got it.

10 MS. DUNN: After the train, though.

11 CHAIRMAN CROSBY: Right.

12 MS. DUNN: We urge you to strongly
13 support PPE Casino Resort's proposal in
14 bringing this new entertainment option to
15 central Massachusetts.

16 CHAIRMAN CROSBY: Great.

17 COMMISSIONER MCHUGH: Thank you.

18 CHAIRMAN CROSBY: Thank you. All
19 right. I'm going to read the names as they
20 were received, either by e-mail originally, or
21 as people have signed up. And as you hear
22 your name called, please just come up and line
23 up in the interest of time. Jane
24 Alessandrini, Denise Andrews, Dave Aronson,

1 Daniel Asquino, Patrick Aubuchon. We're not
2 going to stand on principal, so if you're
3 first let's go ahead. Just give us your name,
4 your address, your town, and welcome.

5 MR. ARONSON: My name is Dave
6 Aronson. I live right here in Leominster on
7 Independence Drive. I just wanted to speak in
8 behalf of the Cordish group, that when they
9 came to town Mark Thompson and -- came into
10 our office. I own a company, it's a print
11 company. We're a full-service print company.
12 And he came in to kind of share what was going
13 on regarding the casino. As a resident, I
14 heard a little bit about it beforehand, but he
15 was generous enough to sit down with a few of
16 my employees and explain what was going on.

17 And as a local business, he did what
18 he said he was going to do, which was support
19 local business and allowed us to print things
20 like these t-shirts and some promotional
21 items, and some other print direct mail. And
22 he was -- their company was just really
23 honorable to deal with from the beginning, and
24 they paid in a timely manner, and they did

1 everything they said they were going to do.

2 So I just wanted to share that.

3 CHAIRMAN CROSBY: Great.

4 MR. ARONSON: Thank you.

5 CHAIRMAN CROSBY: Come right up.

6 I'll read a few more names. Ray Bissonette,

7 Justin Brooks, Mary Brooks, Brian Charron,

8 Curtis Cook and Tom Debois or Deboise

9 (phonetically).

10 MS. ALESSANDRINI: Good evening.

11 I'm Jane Alessandrini I'm from Sterling. And

12 just a disclosure, I work in the office for

13 the proposed casino. Mr. Chairman and members

14 of the board -- or members of the commission,

15 at one point you had said you were looking for

16 something outside the box. Well, I got to

17 tell you, The Cordish Company thinks outside

18 the box in many ways.

19 They have looked beyond the benefits

20 of having an outstanding entertainment venue

21 here in Leominster. They've gone to the point

22 where they've expanded to a new economic

23 development proposal with UMass, as you know,

24 by providing venture capital to start-up

1 medical companies.

2 I'm in the medical profession
3 myself, believe it or not. I'm a nurse. And
4 I've been working at the office part-time
5 since I graduated from school. They were --
6 they were kind enough to take an outsider in
7 and give me a paycheck until I found my
8 current nursing job.

9 I look at this opportunity as a way
10 of enhancing the entire northeast region. You
11 know, this whole UMass venture. It's going to
12 -- it's going to really help with the growth
13 and opportunities that this area is so lacking
14 right now.

15 They also intend on -- you know,
16 they're looking at not just utilizing the
17 land, they're looking at, you know, an
18 alternative to get the casino up and running
19 quicker so people get jobs quicker. That's
20 why they're looking at the existing structure
21 that's on Jungle Road. If -- you know, that's
22 good news, because if they can utilize that
23 building people will be back to work a lot
24 sooner.

1 I can tell you myself, being
2 unemployed, my husband's a contract worker, we
3 pay our own health insurance. And, you know,
4 for people that say the jobs there, no big
5 deal, well, they're not all entry-level jobs,
6 first of all. There are high-level management
7 jobs just like any corporation.

8 We pay our own health insurance. We
9 pay \$1,400 a month for a family plan with a
10 \$4,000 deductible. Then, as of February,
11 we've been notified it will go up to 1600. So
12 I don't know how unemployment people can
13 afford health insurance if they don't have the
14 jobs. And I know some of it's
15 revenue-generated, but they need the jobs
16 here, whether it's entry level or executive
17 level. Jobs and benefits are huge for
18 families. Thank you.

19 CHAIRMAN CROSBY: Thank you.

20 MR. AUBUCHON: Welcome to
21 Leominster. My name is Patrick Aubuchon. I'm
22 a Leominster resident, I'm a voter. I'm also
23 a 26-year veteran of our police department. I
24 have two minutes, I'm going to cut it down to

1 one.

2 CHAIRMAN CROSBY: Thank you.

3 MR. AUBUCHON: I had 10 weeks. Nine
4 weeks and six days to educate myself on what
5 this would do to our community, what it would
6 do to our economy. Twenty years ago, 10 weeks
7 may not have been enough. In 2013, at the
8 click of button I can find out all the
9 information that I want to find out about
10 gaming, about my community, about traffic and
11 all of that. I'm not fooled, I'm educated.

12 I voted yes for the people in our
13 community because I have seen, for the last 26
14 years, what things do to family, and most
15 recently, unemployment. So I, along with all
16 of the members of this community, who voted
17 yes, who couldn't be here or who are not
18 public speakers, are asking you to capitalize
19 on Leominster.

20 Capitalize on the location.
21 Capitalize on the accessibility of our
22 highway. Capitalize on the fact that you
23 aren't considering one gateway city, you're
24 considering two. Capitalize on Leominster as

1 the answer to not being a part of cannibalism.
2 Cannibalize on creating something here in
3 Leominster and not supplementing as you would
4 in other areas. Capitalize on family-owned
5 Cordish company and their partnership with the
6 University of Massachusetts and M3D3,
7 providing start-up funding for new companies
8 and creating thousands of new jobs between
9 Lowell and Worcester, our beltway. Jobs above
10 and beyond live casino. Thank you, David
11 Cordish.

12 Leominster is the best. A true
13 Leominster person knows our community cannot
14 be made to look unattractive or change the
15 dynamics of who we are in any way, shape or
16 form. We can be compared to Raynham or
17 Plainville for location, but when it comes to
18 who we were as a community, there is no
19 comparison. That alone makes us deserving of
20 your choice. Thank you.

21 CHAIRMAN CROSBY: Thank you.

22 MR. RIORDAN: Good evening. My name
23 is Jeremiah Riordan, and I'm a associate vice
24 president of workforce development at Mount

1 Wachusett Community College. When it was
2 announced that a slots casino application was
3 going in, before I could reach out to Cordish,
4 Cordish reached out to me. And they connected
5 me with Anne Arundel Community College down in
6 Maryland, where I was able to speak with my
7 counterpart, because I wanted to ask what kind
8 of partner is Cordish. And I can say it was
9 nothing but a glowing review.

10 In the support of the community
11 college efforts, in the workforce development
12 training that's going to be needed for this
13 area. And it was a major concern of mine,
14 when I heard about this coming into the
15 region, because Dan Asquino, the president of
16 Mount Wachusett Community College was going to
17 turn to me and said, okay, now get 'em
18 trained. And he's authorized -- we've worked
19 with -- we've already contracted to purchase
20 the curriculum necessary to support Cordish's
21 training needs.

22 And I just wanted to speak to that
23 point. That very rarely does the business
24 reach out to us before we have a chance to

1 reach out to the business. And they were very
2 interested in making sure that all of their
3 bases were covered. Thank you very much.

4 CHAIRMAN CROSBY: Thank you very
5 much.

6 MR. BISSONNETTE: I'd like to thank
7 the commission for coming to our great city of
8 Leominster. My name is Ray Bissonnette. I
9 was born in this city. I'm very proud to be
10 from this city. The one thing I wanted to say
11 was the fact that you heard from a lot of our
12 elected officials, and I think all of them,
13 like myself, were born and raised here. Paid
14 taxes, went to school. This is our town and
15 we're very proud of it.

16 The thing I want you to kind of
17 realize is the fact that this is a great
18 opportunity for our city. And like a lot of
19 cities and towns that you've heard over the
20 last few months, people want gambling. They
21 want to go to a casino. Not in my back yard.
22 That's what you've heard. They wanted -- they
23 want the casino or the slot parlor to be built
24 somewhere else. We don't feel that way. We

1 want the slot parlor in our city. We want it
2 in Leominster. This is the place that we want
3 it. Thank you very much.

4 The other thing is, is that,
5 unfortunately, no referendum or no election is
6 a hundred percent to zero, so you always have
7 opposition. And I'm sure that the people that
8 oppose the casino have their reasons, and they
9 have the right to be here holding their signs,
10 and it's great that they participate. But the
11 overwhelming majority of Leominster people,
12 like myself, we want it here, and you can make
13 it happen for us. And I know that you people
14 will do the right thing.

15 You've heard a great presentation
16 today. And I know you're very intelligent
17 people and you want the best for the state of
18 Massachusetts. And I hope you'll want what is
19 best for our city, Leominster, and put the
20 slot parlor in our back yard, because this is
21 where we want it. Thank you.

22 CHAIRMAN CROSBY: Thank you. Let me
23 just read a few other names. Paul DiGeronimo
24 from the north central chamber, Steven Di --

1 no I talked to him. Alfred Dupuis,
2 Paul Durrance, Suzanne Farias, going to be
3 lining up, if you're here. Yes, sir.

4 MR. CHARRON: Good evening,
5 Commissioners. My name is Brian Charron.

6 THE FLOOR: Speak up.

7 MR. CHARRON: I'm a Leominster
8 resident.

9 CHAIRMAN CROSBY: Speak into the
10 mic.

11 COMMISSIONER ZUNIGA: Closer into
12 the --

13 MR. CHARRON: Leominster resident.

14 CHAIRMAN CROSBY: What's your name
15 again?

16 MR. CHARRON: Brian Charron. That
17 guy may be a hard act to follow. And because
18 I have to cut my time down, I'm just going to
19 focus on some topics of what I wrote about and
20 what I want to focus on.

21 First I'll say that I'm against the
22 project. And what disappointed me the most
23 about the project was the -- the lack of
24 information and dialogue between Cordish, the

1 city leadership and the community.

2 From the day that the special zoning
3 permit was granted, on August 21st to the
4 referendum vote September 24th, there was a
5 grand total of one public hearing held on the
6 project. That was one public hearing. And
7 that meeting was held at the behest of B & S
8 Consulting, the firm hired by the city to do
9 an impact study, and it took place a mere 10
10 days before the referendum, which left no time
11 for any follow-up on the questions or concerns
12 raised by the community that were in
13 attendance at that meeting.

14 Around four years ago, Walmart came
15 to town. I personally attended three public
16 meetings concerning that project. The mayor
17 was there, city councilors were there, and
18 most importantly the public was there. There
19 was dialogue and the community was part of the
20 process. Three public meetings for a Walmart,
21 one public meeting for a slots parlor, which
22 dwarfs the Walmart project and casts a much
23 longer shadow on the community. One meeting.

24 I don't understand why the mayor

1 didn't convene any of his own public hearings.
2 After all, he is the person that opened the
3 door to the city to these folks. He is the
4 primary steward of the city. It was incumbent
5 upon him to make sure that the residents knew
6 the risks and the rewards of the proposal.
7 All we heard throughout the whole process was
8 rewards, rewards, rewards.

9 I don't know why the wards' city
10 councilors with Cordish reps in tow, you know,
11 didn't hold meetings with their constituents
12 to answer questions and provide information.

13 It was paramount -- it was of
14 paramount importance that these meetings occur
15 because of the timing of the slots proposal.
16 It happened during prime summer vacation
17 months. Folks were traveling, you had Labor
18 Day weekend, and then you had back to school,
19 so the city was distracted.

20 By holding these meetings, you get
21 the attention of the community. You pull them
22 into the process and people know what's going
23 on. This didn't happen here in Leominster.

24 I'd like to share some timelines

1 with you. Raynham held its first public
2 meeting on slots April 27th, according to
3 The Boston Globe. They signed their host
4 community agreements on June 11th, according
5 to the MGC Web site. They held their
6 referendum on August 13th. That gave the
7 folks of Raynham 15 weeks and three days to
8 consider gambling in their community.

9 Plainham [sic] held its first public meeting
10 on slots March 13th, according to Boston
11 Globe. They signed their host community
12 agreement on July 6th. They held their
13 referendum on September 10th. That gave the
14 people of Raynham 25 weeks and six days to
15 consider gambling in their community.

16 Leominster's first meeting on slots
17 was a private meeting between the mayor and
18 Cordish held on July 10th. The city council
19 wasn't there, the public wasn't there. The
20 host community agreement was signed July 18th,
21 a mere eight days later. The slots referendum
22 was held on September 24th. That gave the
23 people of Leominster nine weeks and six days
24 to consider gambling in their community.

1 So if you look at these timelines,
2 Raynham had nearly twice the time Leominster
3 had, and Plainville had nearly triple the time
4 Leominster had to look at gambling in their
5 communities. The slots proposal here in
6 Leominster was put on a fast track, and it
7 stayed on a fast track.

8 And if I could speak plainly
9 tonight, it's no state secret that Cordish
10 invested time and resources in the towns of
11 Salisbury, Boxborough and Danvers, and they
12 were rebuffed by all three. And so, with time
13 running out on the clock, they found a partner
14 in the mayor of Leominster, who was willing to
15 rush their project through the process in
16 order to meet the October 4th deadline. In a
17 nutshell, that is what happened here.

18 And so, tonight I appeal to the good
19 senses of the commission when I say that, when
20 you're proposing a project like this one
21 before us that will change the very fabric of
22 this community, as well as surrounding
23 communities, you don't rush it like it was
24 done here. You don't hurry people to the

1 polls without giving them the information they
2 need to make an informed decision, and you
3 don't misrepresent your project. That was
4 another thing I was going to talk about, was
5 the discrepancy on what was in the ballot, on
6 the ballot presented here in Leominster, and
7 what you folks heard in Boston.

8 You take time to conduct the process
9 thoughtfully and thoroughly, you cite the
10 rewards as well as the risks, you truthfully
11 represent your project, and you absolutely
12 make sure that the community knows what's
13 going on, and that they're incorporated into
14 the process. That did not happen here in
15 Leominster.

16 And I know you folks get inundated
17 with information, and probably information
18 overload, but I feel compelled to remind the
19 commission of some known facts. Raynham had
20 86 percent approval for slots with 24 percent
21 registered voter turnout. Plainville had 76
22 percent approval for slots with 37 percent
23 registered voter turnout. Plainville had the
24 best voter participation of the three

1 communities. Leominster came in low man on
2 the totem pole with 61 percent approval with
3 33 percent voter turnout.

4 There is still a strong opposition
5 to the slots parlor here in Leominster. You
6 can see it as you look around the room
7 tonight. It has grown, it has spread to the
8 surrounding communities. Award the license to
9 a community that is truly embracing of a slots
10 parlor. Award the license to a community that
11 won't be virtually split by the arrival of a
12 slots parlor. Thank you for indulging me
13 tonight, and I pray you make the right
14 decision. And happy holidays to you all.

15 CHAIRMAN CROSBY: All right. Thank
16 you, folks. That's -- that's enough. I
17 wanted to give -- that was -- I thought that
18 was a very articulate talk by Mr. Charron. I
19 wanted to give him the time to talk against
20 the -- the project, but that was a little
21 longer than I hope everybody will take. Some
22 of the points he's now made, I thought he made
23 them articulately and well. You can agree
24 with them, but let's do move along. Thank

1 you.

2 MR. COOK: Good evening, ladies and
3 gentlemen, commission. My name's Curtis Cook.
4 I'm 23 --

5 CHAIRMAN CROSBY: Chris?

6 MR. COOK: Curtis Cook.

7 CHAIRMAN CROSBY: Cook.

8 MR. COOK: I'm 23. I've lived here
9 my entire life. I did leave briefly to go and
10 join the military. I've been out of the
11 Marine Corps now for about a year. And just
12 three months ago I finally found a job that
13 was worth going to and actually paid enough
14 for me to be able to support myself and not
15 have to eat bugs for dinner. That's pretty
16 cool.

17 And my -- my fear is that other
18 people coming back to the community, getting
19 out of the military, and even people that have
20 busted their butts in college to get a degree,
21 have nowhere to go. They have nothing to look
22 forward to. They have no hope in their
23 future. This actually gives somebody that
24 doesn't have any hope, maybe -- maybe a light

1 at the end of the tunnel. They see 600 jobs,
2 benefits, full time, it means a lot to a
3 family that can't put food on the table.

4 Leominster is the greatest city in
5 the world. And I ask you guys to strongly
6 consider us because it's only going to make
7 the city better. Thank you.

8 CHAIRMAN CROSBY: Thank you. Before
9 you start, let me just read some more names.
10 Donna Fiduccia, Robert Fitzpatrick. I know
11 he's written us several times. I know that
12 name. John Fraher, Ronald Fratoni,
13 Melissa Glenny. Yes.

14 MR. DIGERONIMO: Thank you. And I
15 have submitted a -- in support. My name's
16 Paul DiGeronimo, the president of Geronimo
17 Properties, a local commercial developing
18 company. But I'm also the current chair of
19 the North Central Massachusetts Chamber of
20 Commerce. And I want to emphasize that the
21 chamber endorses this development. The
22 chamber has a thousand members employing
23 40,000 people in the Leominster, Fitchburg and
24 north central Massachusetts area.

1 When this issue came in front of
2 chamber, we thought it was such an important
3 issue that we decided to take a poll of the
4 members to see their support, and they
5 overwhelmingly supported the -- the casino.
6 It is important economic development project
7 for this area and we strongly support it.

8 We talk about Leominster being a
9 gateway community. But, more important, that
10 these -- this casino will bring in -- or this
11 slot parlor will bring in additional capital
12 inflows into the area. That inflow will come
13 back through jobs, and through the jobs will
14 have more demand for our real estate, more
15 demands for our single-family housing, more
16 demands for commercial real estate. So the
17 jobs -- this economic benefit will help the
18 real estate industry in the area with basic
19 job growth.

20 The Cordish Company, I've dealt with
21 them many times over the past couple months,
22 they have been direct, and they've been
23 gentleman through that. And, again, we
24 enthusiastically endorse the slot casinos here

1 in Leominster. Thank you.

2 CHAIRMAN CROSBY: Thank you.

3 MR. NATALE: Mark Natale. I live in
4 the Leggett Hill area. It is the back yard
5 that we're talking about. I'd love to move
6 this to another part of Leominster. I think
7 the view would be different when it really is
8 right in your back yard and you know the
9 impact it really is going to have.

10 The reality is that we know things
11 are going to be different. Property values
12 are going to go down. We're going to have
13 more crime. We know that so -- I just don't
14 want to foot the bill for it. Let's
15 distribute it around.

16 If everybody wants this, I'm for
17 jobs, buy my house from me at current market
18 rate. You know, eminent domain. Give me my
19 value back. I'm -- I'm willing to go through
20 the pain of moving, but I don't want to lose
21 my property value. That's my retirement. I
22 don't have a retirement, so that's what I'm
23 asking for. Thank you.

24 CHAIRMAN CROSBY: Thank you.

1 MS. FIDUCCIA: Hi. My name's
2 Donna Fiduccia. I'm a lifelong resident of
3 Leominster. I've lived here, born and raised,
4 graduated from Leominster. And, first of all,
5 I'm going to -- I know there was a guy before
6 me, his t-shirts were produced by Cordish.
7 Well, welcome to our t-shirts, which were
8 recycled and handed down from other
9 communities. This is how we've been able to
10 function against a multimillion-dollar
11 corporation trying to take over our city.

12 Now, you've heard from our
13 president, Chalifoux, Sue Chalifoux, this was
14 rushed through, and you've just heard from
15 Brian Charron, this was rushed through. And
16 that's exactly what they did, they spend spent
17 the money, they wined and dined them and they
18 won the vote by a small margin. Everybody
19 keeps on saying 60-40. No. We weren't given
20 time.

21 I'll tell you what, I came back from
22 vacation on a 40th anniversary cruise on the
23 14th of September. I jumped in a day later to
24 get into this, because when I left the end of

1 August none of this was actually etched in
2 stone and it was going to happen. So they
3 pushed this down the people's throat in this
4 city. And we are divided, yes, we are
5 divided. And given more time, if we were
6 given more time, that vote would be turned
7 around. It would be 60 against the slot
8 parlor and 40 for it.

9 I've listened to a few things
10 tonight with our mayor showing a slide of
11 medium household income of 53 in Leominster,
12 but yet in the other proposed facilities,
13 Raynham and Plainville, it's, like, 82.
14 That's the medium income. Well, we all know
15 that our disposable income has gone down, not
16 increased over the past five to 10 years.

17 And the other thing I heard from
18 Mr. Cordish said, not worried about New
19 Hampshire casino impact on Category 1 in Mass.
20 impact. Most people go locally and don't
21 travel more than an hour to visit a casino.
22 So what's that tell me by just hearing that
23 from the Cordish group and from our mayor, is
24 that it's the local people with the lower

1 household income that are going to be
2 supporting this slot parlor.

3 So the money that's going to go into
4 the slot parlor by the local people, it's
5 going to come back to the -- the cities. So
6 why are we doing this? Why are we creating
7 this havoc in our city for the money that's
8 going to be put into it by the local people.
9 And that's, pretty much, quote, unquote
10 Mr. Cordish, you did say.

11 Now, the other thing was, is that,
12 yes, the nature of the election it was very
13 biased. The -- the actual vote was all for
14 pros, if you read the actual voting thing it
15 said only pros. It didn't give any cons. We
16 were not informed. There was a meeting by --
17 the mayor said we had a meeting. I think I
18 got, like, 24-hours' notice. And Mr. Charron
19 was absolutely right, people are busy in their
20 lives at the end of the vacation season,
21 August, and starting their families with Labor
22 Day weekend, getting them ready for school.
23 They have other things involved, and then
24 getting the structure back into the family

1 lives of school.

2 This was rushed down our throats,
3 and the people in Leominster do not want this.
4 They can say all they want they about gateway
5 communities, and they can say all they want
6 that they had majority vote. We weren't given
7 time, and we didn't have the money to fight
8 the big organization, you know.

9 I have some other issues in here, as
10 well. The impact study that -- supposedly,
11 the impact study, as you've heard from our
12 president Sue Chalifoux, councilor, that was
13 two-and-a-half business days, business days
14 before the referendum vote. Not even a week,
15 five days, whatever. You had no response.
16 You could not even ask somebody a question
17 because you didn't have time. And really, if
18 you looked at it, it's basically all old
19 information and wasn't done by an independent
20 study. It was something that was done when
21 the Walmart went in years earlier.

22 So we the people in this city have
23 not been informed. We've been rushed to this
24 down our throat with them coming from the

1 other communities that turned them down, the
2 Cordish group, and we want our city to stay as
3 it is.

4 We own the Sholan farms, apple
5 farms. The people -- the city own this. We
6 also have, coming up this weekend, please join
7 us, we have The Winter Stroll, we have The
8 Summer Stroll, we have Kids' Days. We have a
9 lot of family organized things that go on in
10 this city.

11 And the design of that Cordish --
12 design of that casino does not fit the
13 character of this city that is colonial,
14 country and family-oriented. It looks like
15 something that belongs on the Las Vegas strip.

16 I'm sorry, I was supposed to speak
17 in the last meeting in Lancaster. But my
18 first thing on this thing is an apology. An
19 apology to the people in the cities of
20 Lancaster, Bolton, Lunenburg, Fitchburg. That
21 was abutting-community meeting. And I want to
22 tell you, the first 60 to 90 minutes was
23 nothing but paid-for, special interest people
24 paid by the Cordish group and groomed by the

1 Cordish group to speak to you people, instead
2 of the people giving you their opinion of what
3 they thought of their town and how they felt
4 the impact was. That was the bulk of the
5 Cordish-paid group out here speaking for them.
6 They bought and paid for all of it. And the
7 people in this city do not want it.

8 Give us another vote and I'll tell
9 you what, this thing will be turned around in
10 no time. We don't want it here.

11 CHAIRMAN CROSBY: Okay. Before you
12 -- before you start, let me just read off a
13 few more names. Ken Gurge, Roland Hammond,
14 Thomas Hazzard, Mary Jean, David Joyce,
15 Patrick McCarty. Yes, sir.

16 MR. FITZPATRICK: My name is
17 Robert Fitzpatrick. I'm from Leominster,
18 Massachusetts. And I'm going to defer to
19 commissioner's request. I wanted to talk
20 about jobs tonight, but my talk is way over
21 the limit. I will say that I will defer to
22 that and mail that into the commission.

23 However, I am disappointed that I
24 will not have at least some of the time that

1 The Cordish Company had and the mayor had. I
2 understand that they had -- and this is for
3 them. However, I do consider myself, as a
4 citizen, to have equal rights to the applicant
5 and the local representatives, merely as a
6 citizen. I know I'm not a duly-elected
7 official or a businessman, but I will defer to
8 the commission's request. Thank you.

9 CHAIRMAN CROSBY: Thank you. Mr --
10 you sent us the big package, right, that --
11 quite a bit of documents?

12 MR. FITZPATRICK: Well, it talks
13 about jobs.

14 CHAIRMAN CROSBY: Right.

15 MR. FITZPATRICK: It's all new.

16 CHAIRMAN CROSBY: Right. I think
17 we've seen quite a bit of very useful stuff
18 that you've sent us, so thank you.

19 MR. FITZPATRICK: I do. I do. I
20 just am disappointed. Again, I will say it,
21 that I'm not given the equal rights of what
22 I've seen tonight. Thank you.

23 CHAIRMAN CROSBY: All right. Thank
24 you for your respect.

1 MR. HAZZARD: Good evening. My name
2 is Thomas Hazzard. I was born in this town.
3 I've represented it as a police officer, as a
4 city councilor. I've held numerous positions
5 in this city. Chairman of water and sewer
6 commission, president of Leominster Historical
7 Society, president of Beacon of Hope. Several
8 other things. I've also served two state
9 representatives as their aide. And just to be
10 a little different from all the rest of the
11 people, I support the project emphatically,
12 but I have but one concern.

13 I saw something in the paper that
14 did alarm me a little bit. It was that our
15 oppositions down in the other casino sites
16 were saying that maybe they would be losing
17 jobs, if they don't get the casino because
18 their track might fold, and the other track is
19 already folded.

20 Well, I saw a movie with
21 Danny DeVito, and in that movie he said
22 something that really struck me. It was
23 funny, but it made a point. And the point
24 was, he says at one time there was a buggy

1 whip company, and they made the best buggy
2 whips in the country, but they ended up having
3 an increasing share of a decreasing market.

4 And I feel that that's what's
5 happened to some of the racetracks around.
6 And if you consider that, try to save those
7 people's jobs, and instead of expanding the
8 jobs that the Leominster site would do to our
9 plastic industry, as the gentleman from UMass
10 said, all the way from Lowell to Worcester, I
11 think you'd be doing the state and a lot more
12 people a very bad injustice.

13 I know it's tough to be a jury and a
14 judge like you people are, but you've heard
15 some tremendous opposing (phonetically)
16 feelings on support of this project, and I'm
17 -- as a resident I bleed blue for this town.

18 Like I say, I have the deepest
19 respect for the Cordish family. And I believe
20 what's best for Leominster is, if you would go
21 along with this, and I know you have feelings
22 for the other opponents, but just try to
23 remember the good that can come of this. If
24 they can't make it as a racetrack on their

1 own, I can't see as how having a slot parlor
2 would help them, because those people will be
3 going to their first love, which would be the
4 racetrack, or it should be.

5 I saw on TV the other day, the
6 wonderful chairman here, and he was asked a
7 tough question about, are you fear of the
8 electronic gaming of the future? And he had
9 an answer that was, I think, wonderful. And
10 he was saying they have to worry about it
11 actually when it comes. But you can see that
12 it's happening in the industry as far as
13 racing. Simulcast is actually killing it.
14 There's less interest in it. The youths
15 aren't going to it.

16 I believe that any efforts should be
17 made on behalf of gathering money and revenue
18 for the future of our town and our state, all
19 your efforts should be directed right here in
20 Leominster. Thank you very much.

21 CHAIRMAN CROSBY: Uh-oh, that's a
22 lot of paper.

23 MR. WILLIAMS: It certainly is.
24 Members of the Massachusetts Gaming

1 Commission, welcome. My name is
2 Kevin Williams. I live on Brockelman --

3 CHAIRMAN CROSBY: I'm sorry, I
4 couldn't hear your name.

5 MR. WILLIAMS: Kevin Williams. You
6 actually have not called my name yet, but I
7 know I'm on the list.

8 CHAIRMAN CROSBY: Oh, all right.

9 MR. WILLIAMS: I couldn't wait any
10 longer. I live on Brockelman Road in
11 Lancaster. I thank you for providing all of
12 the residents of this region an opportunity to
13 speak. In my case, an opportunity to speak in
14 opposition to the proposed slots casino that
15 the city of Leominster and The Cordish
16 Companies want to build on the
17 Lancaster-Leominster line.

18 Chairman Crosby, you recently stated
19 the following in an on-line video that
20 tonight's meeting is to, quote, get final
21 feedback and final contributions, and final
22 impressions of where the communities are
23 coming from directly from the people.

24 The legislature always felt that

1 local control, local input, local
2 communication, local participation was
3 absolutely a critical part of this process.
4 The legislature made this as sort of the
5 capstone part of the participatory process
6 they envision so the commissioners will walk
7 away knowing exactly how the community feels.
8 End quote.

9 The proposed casino site,
10 42 Jungle Road, Leominster, sits seven miles
11 from its farthest Leominster border. If you
12 swing a seven-mile radius around this
13 location, the radius completely covers
14 Lancaster. Covers all but the extreme back
15 edges of Sterling and Clinton, and covers
16 large portions of Shirley, Harvard and
17 Fitchburg.

18 Everyone in Leominster could have
19 voted, including residents living seven miles
20 away. The rest of us non-Leominster residents
21 had no vote. We, the other local residents of
22 this area, were not allowed to vote on whether
23 we want this proposed casino to be built on
24 our border or direct, neighboring region.

1 The only regional residents that
2 could vote were Leominster residents. They
3 had only a 33-percent voter turnout and
4 approved the referendum by 61 percent to 39
5 percent for 5,235 votes to 3,306. Doing the
6 math, 5,235 pro casino votes means
7 approximately 20 percent of Leominster,
8 registered voters approve this casino. Why
9 are only 20 percent of the residents of one
10 town given the authority to decide a regional
11 impact issue?

12 CHAIRMAN CROSBY: That was actually
13 the legislature's decision.

14 MR. WILLIAMS: I also think it is
15 ashame that only the townships of Raynham and
16 Plainville, similarly able to decide for the
17 voters of their region. However, I want to
18 point out that Raynham had approximately 15
19 weeks to consider their proposal and had 1,822
20 votes to -- for and 290 votes against.

21 Plainville had approximately 26
22 weeks to consider their proposal and had 1,582
23 votes for and 502 votes against. Their
24 combined total anticasinovote was 792 votes.

1 The city of Leominster had just over
2 nine weeks from the July 18th or 19th host
3 agreement to the September 24th referendum
4 vote. Leominster had 3,306 no votes. Doing
5 the math, that means there are 400 percent
6 more anticasinio votes from this city than any
7 other two combined.

8 If you add up the total pro casino
9 votes of those two towns, you get 3,304 pro
10 votes. The 3,306 anticasinio votes from
11 Leominster alone were almost enough to have
12 stopped the other two townships combined. I
13 think that also shows there is considerable
14 and more antislots public sentiment in this
15 area. And the 3,306 anticasinio votes are from
16 those that were actually allowed to vote, and
17 by six weeks or more at the shortest
18 compressed time frame.

19 Again, I reference your tape --
20 statement, Chairman Crosby, this meeting is
21 being held because local input is critical so
22 the commissioners will walk away knowing
23 exactly how the community feels.

24 I know that a number of residents of

1 the area towns, specifically, Lancaster,
2 Sterling, Clinton, Bolton are opposed to this
3 proposed casino on the Lancaster-Leominster
4 line. How do I know the sentiments of
5 non-Leominster residents? Because I asked.

6 On November 11th, myself and a
7 handful of others started a signature petition
8 drive in opposition to the proposed Leominster
9 slots casino. Our focus was Lancaster, yet we
10 accepted Clinton and Bolton signatures at the
11 Lancaster recycling center, and at the
12 Thanksgiving Day Nashoba football game. We
13 also had one person on our team collecting in
14 Sterling.

15 We ended up with 19 people
16 collecting signatures with each doing as
17 little or as much as they could, given their
18 own personal schedules. This translated to a
19 few collectors being able to collect less than
20 10 signatures. The majority collecting
21 between 10 to 30. Two close to 100 each, and
22 one collecting 431.

23 We also had an on-line petition and
24 were able to obtain another 267 e-signatures.

1 The petition is a nongovernmental petition,
2 but it does represent a large sampling from
3 the immediate neighboring town, specifically,
4 Lancaster.

5 Our collection time was three weeks
6 total time, but we effectively only had
7 two-and-a-half weeks, as the Thanksgiving
8 holiday weekend brought most of our efforts to
9 a halt. In two-and-a-half weeks time we
10 collected 1,227 signatures, 267 on line, and
11 the remaining 960 on paper.

12 This was not easy. The vast
13 majority was door-to-door knocking on dark,
14 cold weekday nights and weekends. And a large
15 number of homes, the homeowners were not home
16 and we had to go back multiple times, or
17 they're eventually not asked. In a larger of
18 homes one person was home and signed. And
19 when I asked if anyone else in the home would
20 sign they stated yes, but that person was not
21 there and, hence, that second signature was
22 not attained.

23 How do I know non-Leominster
24 residents overwhelmingly oppose the proposed

1 Leominster casino, I personally collected 431
2 signatures. I kept a running total of how
3 many people told me they did not want to sign
4 because they stated they were in favor of the
5 casino? That count was 43. I kept a running
6 total of how many told me that they were
7 unsure either way and, hence, did not sign an
8 opposition. That count was 23.

9 Essentially, 10 of every 11 people I
10 spoke to signed the petition. The others from
11 the collection team also found people signing
12 overwhelming in comparison to those not
13 signing.

14 I also know there was very little,
15 if any, community outreach by The Cordish
16 Companies beyond the borders of Leominster.
17 Many surrounding townships have now signed
18 mitigation agreements that were offered that
19 the monetary amount was \$5,000. Does that
20 really constitute community outreach?

21 I also know that a number of
22 Lancaster residents that I talked with that
23 they were not even aware a proposed slots
24 casino was being considered. I did not keep

1 track of the actual number, but both myself
2 and other collectors, we talked to a number of
3 residents that were not even aware there was a
4 proposal to build a slots casino at the
5 Lancaster and Leominster town line. I
6 confidently state the community outreach to
7 the next neighboring town was nonexistent.

8 Chairman Crosby, your video message
9 said the legislature always felt that the
10 local input was absolutely a critical part of
11 the process. I submit to you and the other
12 members of the Massachusetts Gaming
13 Commission, this collection of 1,227
14 signatures of local residents that signed our
15 petition. We want our local input taken into
16 consideration.

17 CHAIRMAN CROSBY: Mr. Williams, are
18 you about -- are you about done?

19 MR. WILLIAMS: Yes.

20 CHAIRMAN CROSBY: There's a long
21 line behind you and --

22 MR. WILLIAMS: Couple more minutes,
23 sir. I also -- I appreciate the long line,
24 but we have all waited a long time to speak.

1 The petition --

2 COMMISSIONER MCHUGH: A number of
3 people followed the suggestion and truncated
4 their remarks, sir; and in fairness -- in
5 fairness to the group --

6 MR. WILLIAMS: Okay. Thank you.
7 Sure. I'll finish in a hurry. In closing, I
8 would like you to consider the words of one
9 additional Massachusetts resident.

10 Pressed by a radio show caller from
11 Palmer, where voters recently rejected the
12 proposed Mohegan Sun casino, Governor Deval
13 Patrick said that he would vote against a
14 casino, if one were proposed in Richmond, the
15 western Massachusetts town where he owns a
16 home. Saying he could not speak for his
17 neighbors, Governor Patrick told the radio
18 caller from Palmer, quote, I would vote
19 against it personally, unquote.

20 With all due respect, playing
21 arm-chair Monday morning quarterback, I see
22 major flaws in how the legislature, or
23 whomever was responsible, set up this process.
24 Why does only one township get to vote on a

1 critical issue that will have a regional
2 impact? Why isn't there also a minimum number
3 of weeks or months established that is a
4 mandatory waiting period between signing a
5 host agreement in a town or regional area
6 being able to hold a referendum vote?

7 I live less than one-and-a-half
8 miles, as the crow flies, from the proposed
9 slots casino. Where was my vote? These
10 signatures, 1,227 that live well within the
11 seven-mile radius of a Leominster voter, where
12 was our vote?

13 We could not vote, but we are just
14 as much the local community as anyone in
15 Leominster that could vote. And we
16 respectfully ask that our local input be taken
17 into consideration. Thank you for providing
18 me with this opportunities to be heard.

19 CHAIRMAN CROSBY: I hope others will
20 try to be a little more respectful of the
21 other speakers, if you possibly can. Thank
22 you. I know it's not fair when some people
23 are -- carry on to try to keep others short,
24 but if everybody spoke for 10 minutes, we'll

1 be here 'til three in the morning, which isn't
2 very fair to everybody else. Go ahead.

3 MS. JEAN: My name is Mary Jean, and
4 I would like to compliment you on your
5 patience for the gentleman before myself. And
6 I admit he went a little too long, but you
7 were a true gentleman to allow him to speak.
8 I'd like to speak just about a couple points
9 really quickly.

10 One, I don't understand how people
11 say there was no information in the community.
12 I will tell that you I heard about it
13 firsthand when the mayor signed the host
14 agreement. I participated in Ladies' Night,
15 which was August 14th. We had a booth right
16 outside of city hall that explained the entire
17 procedure that the Cordish had -- Cordish
18 people had presented to us. I will tell you
19 August 14th was long before the September 24th
20 vote, a considerable amount of days. So how
21 people didn't know about it, I am a little bit
22 confused on that.

23 I will tell you that The Cordish
24 Company rented a facility owned by Ed Gagne

1 and company down by the Searstown Mall, which
2 is now mall Whitney Field, and thousands of
3 cars go by there a day. The door was always
4 open. It was even open on Saturday.

5 I will tell you on numerous
6 occasions when I was in that facility there
7 were people who stopped in from Lancaster,
8 there were people who stopped in from Bolton.
9 So to say that people in the surrounding
10 communities didn't know of the facility
11 proposal or didn't -- hadn't heard about it, I
12 find difficult to believe.

13 I do believe that people are
14 passionate about their opinion, and I can
15 understand that when you lose it is difficult
16 to accept it. But it is true that our two top
17 vote-getters from the last mayoral race,
18 obviously, would be the mayor and not the city
19 council president, and the mayor is in favor
20 of the -- of the proposal and has mentioned
21 that.

22 And I would also tell you that
23 Claire Freda, who was the councilor at-large,
24 received 75 percent of the local vote, and she

1 was top-getter, and she has been in favor of
2 the proceedings. And I believe that they see
3 that it's good for our community.

4 I won't go on, but I'll just mention
5 this for anyone who's on vacation, there is
6 access to the Internet. And I know that both
7 opponents, several of them, did have Facebook
8 pages, and were on the Internet early on
9 talking about this procedure. So the proposal
10 was well-known. It was reached within the
11 community.

12 I also participated in going to the
13 elderly housing at the senior citizen. The
14 outreach was tremendous. It was an open-door
15 policy. And we spent a considerable amount of
16 time reaching out. And even the opponents
17 will tell you that they saw me or had the
18 opportunity to speak to me.

19 So I would just like to say one last
20 thing, is that, please, bring this home for
21 Leominster. We really need it.

22 CHAIRMAN CROSBY: All right.
23 Let's -- let's -- let's try not to lose
24 control. It's -- we've -- it's going to be

1 long. There's still a lot of people to go. I
2 think booing and clapping, if we can try to
3 keep it to a minimum. Pressure gets a little
4 tenser as the evening moves along, but I think
5 we'd all be served by brevity and relaxation
6 in the audience. Yes, sir.

7 MR. JOYCE: Hello. My name is
8 David Joyce. Thank you very much for the --
9 to the commission for coming out, listening to
10 us. As a Lancaster resident, I didn't get a
11 vote. And having this opportunity to speak to
12 you will make me feel a lot better when you
13 decide whatever you decide. If you decide
14 against what I want, of course, I'll be able
15 to sleep at night that I at least stood up for
16 myself and my family, and my fellow residents.

17 I am one of the few hundred homes
18 that are within a mile or so of the casino.
19 I'm well within a mile. My home can be seen
20 on the satellite picture where it shows the
21 little boxes of the border of the property,
22 where we talk about 16 acres, 26 acres, I'm in
23 that picture, my house. So is a few of my
24 neighbors, and we don't get a vote or say at

1 all. And it's kind of odd that could show a
2 picture of that casino and what you're
3 proposing, and that you never even spoke to me
4 or offered anything for us.

5 Now, I wasn't looking for a lot.
6 You know, I owe more on my house than it's
7 worth. I couldn't possibly sell it because
8 the economy stunk and I borrowed too much
9 money on my house. I'm stuck there, right.
10 So they can move into my neighborhood, but I
11 can't move out.

12 When I moved into my neighborhood,
13 when I bought that house there wasn't even a
14 Walmart, there was only a gas station. So now
15 that we have a Walmart, a Lowe's, a gas
16 station, a 30-shower truck stop and McDonald's
17 and all this other stuff, that's fine. That
18 is progress and that is how life goes.

19 But to have a casino that I can see
20 from my back yard is a real insult to me and
21 my property where I had this like nice -- you
22 know, I could see the stars and trees, and I
23 had one neighbor. It was great. Conservation
24 land, bordering wetlands. I can't build on

1 it, but apparently they can. But anyway -- so
2 I'm one of those people. And I'm just -- I'm
3 really glad you guys came out to listen to us
4 today.

5 I think The Cordish Company is the
6 most profitable casino, as they said in their
7 presentation. And that's impressive, if you
8 like financial predators. I don't like
9 financial predators. M3D3 is like -- kind of
10 like R2D2, it's a fictitious character. I
11 received -- as Synergy Construction, I
12 received a grant from the state of
13 Massachusetts for \$250,000 four years ago.
14 That was awesome. It was a great way to,
15 like -- like focus my business in a certain
16 direction that was beneficial for the state of
17 Massachusetts, and I did a lot of work that
18 was beneficial. Synergy Construction gave a
19 choice, look it up, super insulation, pretty
20 cool in the building industry, right. I did
21 good stuff for our state and I didn't take
22 anything from anybody.

23 So if they want to give a hundred
24 grand to a business here and there to help

1 build some great business, but who's really
2 going to control that? It would be them, and
3 they're going to invest in all the businesses
4 they like. Just like all the people that come
5 and stand in front of this microphone that are
6 getting something from The Cordish Company, of
7 course that's positive for them. They already
8 got to speak and go home. And you see the
9 people that really care are all still here,
10 and we didn't get a vote.

11 MR. MCCARTY: Good evening,
12 Mr. Chairman.

13 CHAIRMAN CROSBY: Good evening.

14 MR. MCCARTY: I'll be very short,
15 because I did speak in Lancaster. My name's
16 Patrick McCarty. I'm a 35-year-old, lifelong
17 resident of Leominster. We have a family
18 business that was started here in 1982. My
19 father, Dan, my mother, Ruth, are here this
20 evening.

21 And speaking to a question that was
22 asked earlier this evening, what's going to
23 happen to the businesses that's in the
24 building? Our business is in the building, my

1 father owns the building, and we already have
2 plans, if the casino's awarded, which we hope
3 it is. We will rebuild or business and keep
4 our jobs here in Leominster. And that's also
5 the case for our tenant, the plastics
6 manufacturer.

7 We'll stay here in Leominster,
8 either on a remaining parcel of land on Jungle
9 Road, or one of the other 450 acres of
10 shovel-ready development land that's here in
11 the city.

12 As I said, we're a family business.
13 Cordish is a family business. David Cordish
14 is here, and I think that speaks tremendously.
15 If he says something and he commits something
16 to us as the city of Leominster, to the
17 residents, to the people in this room as the
18 commission, the buck literally stops here.
19 And I think that plays a lot of weight, and
20 it's one of the many reasons why the license
21 should go to Leominster.

22 The second, and this is my last
23 comment, is the location. If you look at a
24 map of Leominster. It's here in -- excuse me,

1 map of Massachusetts, Leominster's in the
2 middle, Category 1 out in Springfield, out in
3 Boston, down in Taunton, if you draw a service
4 radius around that we're drawing from southern
5 New Hampshire, southern Vermont, and a good
6 portion of Massachusetts without any
7 competition. This is the site that's going to
8 generate the most revenue for this city and
9 for the state. Thank you very much.

10 CHAIRMAN CROSBY: Thank you. Before
11 you start, let me just invite some other
12 speakers. Karen McNall, Charlie Milhans,
13 Corinne Morette, Stephen Mullaney, Dave Nault,
14 Barbara Nutting.

15 MR. RICHARD: Okay. My name is
16 Adam Richard. Twenty-seven-year-old lifelong
17 Leominster resident. Just a couple things to
18 say about how for this I am. A big
19 involvement in Leominster American Little
20 League and a lot of the youth sporting events,
21 and there's a \$50,000 grant in the Cordish
22 thing for local sports, which is great. Help
23 out a lot of things.

24 Just one thing about the voting

1 turnout on Plainville and Raynham. They said
2 they had 800 nos in Raynham and 300 in
3 Plainville. Combined, those towns barely have
4 20,000 people. Here we have 42,000 as a
5 census. So do the math, it's kind of the same
6 thing, you know. So I just don't get why
7 they're saying there's such a bigger no
8 turnout here when there really wasn't. But as
9 far as that --

10 Also, all my friends 27, just
11 getting out of college spent 200, \$300,000 on
12 a degree and can't really use it. So as far
13 as, you know, nonentry-level jobs with
14 benefits, this is probably one of the best
15 things to have, you know. I mean, full
16 benefits and good pay is pretty hard to come
17 by right now, even getting out of college so
18 that's what I'm here for. Thank you.

19 CHAIRMAN CROSBY: Thank you very
20 much.

21 MS. MORETTE: Hi. My name's Corinne
22 Morette, and I'm a Leominster resident, and I
23 won't read all this because a lot of this was
24 brought up already.

1 THE FLOOR: Speak up.

2 CHAIRMAN CROSBY: Thank you.

3 MS. MORETTE: You're welcome.

4 CHAIRMAN CROSBY: Speak right into
5 the mic.

6 MS. MORETTE: Anyway, I was going to
7 state your mission statement in your code
8 of -- I'm sorry, your code of ethics, but
9 obviously, you know what that is.

10 My concern was the process in which
11 this took place. That was already touched on.
12 So there's two other items I'd like to just
13 talk about that weren't really -- they were
14 brought up but not expanded on.

15 One was the scope of the project.
16 On September 24th the residents of Leominster
17 voted on a 16-acre parcel of land that
18 included gaming, restaurant and retail space.
19 However, on October 7th, Cordish filed an
20 expanded plan that included an additional
21 10 acres of land, a 15-floor hotel and a
22 five-story parking garage. That's not what we
23 voted on. That wasn't on the referendum.

24 And then the second issue I would

1 like to bring up is the misrepresentation that
2 occurred during the process. Many supporters
3 represented themselves as Leominster
4 residents, when, in fact, they were bused in
5 from outside communities and paid to publicly
6 express their support for the casino by
7 holding signs during the rally and at the
8 polls. Leominster residents were led to
9 believe that these supporters lived in our
10 community and they did not.

11 So I have one last little bit --
12 this was my wrap-up from my speech, which
13 probably doesn't make too much sense now, but
14 we are depending on the Mass Gaming Commission
15 to fully stand behind your mission statement
16 by not awarding the license to a community
17 that did not conduct a process that was fair,
18 transparent or participatory. Thank you.

19 CHAIRMAN CROSBY: Thank you. I
20 appreciate your attention to our -- our
21 schedule. Thank you.

22 MR. MULLANEY: Good evening,
23 Mr. Chairman and commissioners. Welcome to
24 our beautiful city of Leominster. As you can

1 see, we're very passionate. My name is
2 Stephen Mullaney. I live at 66 Helena Street
3 in Leominster.

4 As I spoke to you previously in
5 Lancaster, I will disclose that I own a small
6 civil engineering firm in Leominster that has
7 provided consultant services to PPE. I am
8 also a director of the North Central
9 Massachusetts Chamber of Commerce. My
10 comments will be brief.

11 My family immigrated to Leominster
12 around 1890. I was born and raised here. I
13 lived here most of my 45 years. My
14 grandparents worked in some of those factories
15 that Mayor Mazzarella mentioned earlier. Some
16 of them are world-famous companies. Foster
17 Grant known for is sunglasses; Dupont; Borden,
18 which made Elmer's glue right here on
19 Lancaster Street, Route 117 in Leominster;
20 Cluett Peabody Company, which made Arrow
21 shirts, a brand that's still very prevalent
22 today.

23 First those jobs moved to the south,
24 then they moved overseas. When Foster Grant

1 left, they moved to Mexico. Each of those
2 large companies employed hundreds of people,
3 mostly immigrants. They gave my ancestors
4 opportunity here.

5 In the last hundred years,
6 Leominster's population has more than doubled.
7 Where a hundred years ago we were a major
8 manufacturing center, now, while we still have
9 manufacturing, it's a shadow of what it once
10 was. Get -- we had a growing population,
11 meanwhile, the number of jobs in Leominster,
12 if you look at statistics over recent years,
13 has been declining from year to year to year.

14 I see the proposal presented by PPE
15 for Massachusetts Live! as a starting point.
16 It is an engine that can stimulate better
17 economic activity in Leominster.

18 We've heard complaints at the
19 previous session about traffic on Route 117 in
20 Lancaster and in Bolton. Those Leominster
21 residents that do have the fortune of having
22 an employment, often find themselves traveling
23 long distances to the east for their jobs.
24 It's those Leominster commuters that account

1 for a lot of the congestion that Lancaster and
2 Bolton experience during the morning and
3 evening commutes.

4 I believe that the PPE proposal,
5 particularly the M3D3 proposal has the
6 potential, over time, of actually reducing
7 commuter-hour traffic on Route 117 in Bolton
8 and Lancaster by bringing jobs back to
9 Leominster and the region.

10 I thank you very much for your time
11 tonight, and I thank you for your
12 perseverance.

13 CHAIRMAN CROSBY: Thank you. Mike
14 -- Mike Sang -- our monitor is out, but I
15 guess the feed is on? Okay. I told my wife I
16 was going to be in Leominster tonight, and if
17 there's no feed, it could be a problem. Yes,
18 sir.

19 MR. NAULT: Hello. My name is
20 David Nault. I live at 44 Crawford Street in
21 Leominster. I'd like to talk about the recent
22 referendum question that turned out to be a
23 landslide. If you look at what -- what has
24 been happening all around us, Milford,

1 Millbury, Palmer all rejected gaming
2 facilities. The 62-percent-vote in
3 Leominster, a enormously strong-showing. And
4 most elections, 62 percent is a landslide.

5 Some of the opponents of the casino
6 are suggesting that the vote would be
7 different if they had more time and money.
8 However, the recent city election where the
9 two strongest supporters of the casino, Mayor
10 Dean Mazzarella and councilor at-large, Claire
11 Freda, got the most votes. Strongly suggests
12 that the city is more -- even more supportive
13 than the overwhelming referendum.

14 Councillor at-large, Claire Freda,
15 lives in Ward 3, which is the ward that the
16 proposed casino will be built in. She was
17 also, I might add, the Ward 3 councilor for
18 many, many years.

19 We are here today to reaffirm that
20 Leominster wants a slots parlor. There is a
21 small minority of opposition that opposed
22 statewide gaming. They should not be allowed
23 to influence what Leominster voters have
24 approved.

1 I'm a former city councilor in
2 Leominster. I ran a business in Leominster
3 for many years. I also sat on boards and
4 commissions. I've been a taxpayer. I've
5 owned two houses in Leominster for the past 28
6 years. My kids went through the Leominster
7 school system.

8 I've been heavily involved in almost
9 every election in the last 20 years. I do not
10 recognize a lot of these antislot people which
11 strongly -- excuse me, I got the mic, it's my
12 turn to speak. As you can see, they're not
13 very polite people. No. No, no. Wait a
14 minute. Wait a minute. But I had not seen
15 them involved in our community before, which
16 strongly suggests they are not from
17 Leominster. Thank you.

18 MS. FIDUCCIA: I have to say,
19 commissioners, that we are all from Leominster
20 and also --

21 CHAIRMAN CROSBY: Excuse me, Miss.

22 MS. FIDUCCIA: -- Mayor Mazzarella
23 did one, but you can't beat up one issued
24 voter in any election.

1 CHAIRMAN CROSBY: Okay. Thank you,
2 ma'am.

3 MS. FIDUCCIA: We all have other
4 issues involved.

5 CHAIRMAN CROSBY: Thank you, ma'am.
6 You've had your chance. Wait a sec. Before
7 you start, let me just get some more names
8 here. James Padovano, Corey Paradise,
9 Scott Percifull, Lynn Percuoco, something like
10 that, Adam Richard, David Roth. Yes, ma'am.

11 MS. NUTTING: Commissioners, my name
12 is Barbara Nutting and I am a proud Leominster
13 resident. I also, before I read my little
14 letter, I want to state that I have never met
15 Mr. Cordish, I have never met Mr. Weinberg. I
16 have read everything that they put out for us
17 on line. I too went on vacation this summer,
18 but I took the time to go on line, their Web
19 site, any -- your Web site, any other
20 information that I could find, and I was
21 informed. I am not being paid by The Cordish
22 Company to say what I have to say. This is
23 from my heart and this is from my sole, from
24 my newly -- my new home of Leominster.

1 I am one of the 61.3 percent. The
2 people who voted in favor of bringing The
3 Cordish Company slots casino to Leominster. I
4 am also one of the 58 percent, the people who
5 voted to reelect our wonderful mayor,
6 Dean Mazzarella.

7 No one but Dean has made our
8 spectacular city to what it is today, and I
9 believe that's why Dean brought the Cordish
10 family here and introduced them to our
11 community, our small town city, to make it
12 even better.

13 The Cordish family was welcomed by
14 our Leominster family because when something
15 benefits our city that's what we do. We
16 support it 100 percent. We had a much higher
17 voter turnout for this proposal than expected
18 because of how special our city is, and
19 because our residents love our city, I
20 believe, more than other communities love and
21 contribute to theirs.

22 The Cordish Company didn't come here
23 with just dollar signs in their eyes. They
24 came here with a proposal that was mutually

1 beneficial. They didn't come here saying that
2 they were bringing in their own construction
3 company to build it. They said that
4 Leominster residents would benefit from the
5 construction jobs first.

6 The millions that will contribute to
7 the city every year will give our mayor the
8 opportunity to lower taxes as well as to do
9 many other vital improvements, as he stated in
10 his -- in his presentation. We will even
11 receive money from excise taxes, as their
12 vehicles will be registered here. Now, what
13 company that goes into a city is so flexible
14 as to agree to that?

15 The Cordish Company has also thought
16 well ahead and into the future, as well as the
17 present, as to the benefits the city will
18 receive. They are surely not short-cited in
19 their planning. What company's chairman goes
20 door to door to get the support of residents
21 for their project? Only one that cares that
22 the residents know how good their project will
23 be for their city. A chairman that has felt
24 the charm and appeal of our city and the

1 family atmosphere our city exudes.

2 I believe that The Cordish Company
3 will add much to that family atmosphere with
4 the financial benefits they will be bringing
5 our city, and with the philanthropic efforts
6 they pride themselves on.

7 I work in the medical field at
8 Lowell General Hospital, and I'm greatly
9 anticipating the MD -- M3D3 project and the
10 additional jobs it will bring to the central
11 Mass. area, as well as from Lowell to
12 Worcester.

13 The opponents of this proposal would
14 have you believe that this project will end up
15 being the Sodom and Gomorrah of central Mass.,
16 bringing in increased crime rate, increased
17 gambling addiction and the scourge of the area.
18 However, this project is completely the
19 opposite for us. It has been approved by the
20 Leominster police, and, more importantly, the
21 majority of the voters spoke, want the Cordish
22 family here in our fine city.

23 Gentlemen of the commission, I
24 employ -- and lady, I employ you to award a

1 license to the slots parlor to The Cordish
2 Company and the city of Leominster. Thank
3 you.

4 CHAIRMAN CROSBY: Thank you.

5 MR. PADOVANO: Hello. Welcome to
6 Leominster. My name's James Padovano. I'm a
7 lifelong Leominster resident. I've been a
8 small business owner for 30 years. I run a
9 small insurance agency. I have a unique
10 perspective on the economy of Leominster,
11 since I'm the first or second person people
12 call after they make a major purchase, such as
13 a car or a house. The economy is horrible in
14 this town. We need the jobs. We all know
15 that. I'm just here to ratify that.

16 I want to speak about the concerns
17 about the process. It's -- to me it's almost
18 laughable, okay. Both sides had the same
19 notice, okay. Like the mayor said, and
20 countless other people said, if you did not
21 know that we were going to have a vote on a
22 slots parlor in this town you must have been
23 living in a cave, because everybody knew about
24 it. And the only time that it became an issue

1 was when they lost. That's the only time we
2 heard it, was an issue about the time frame.

3 So as the way I see it, there's a
4 small minority who think that they know what
5 is best for the majority in this town, even
6 after the majority has voted --

7 CHAIRMAN CROSBY: Let's not --

8 MR. PADOVANO: -- for it.

9 CHAIRMAN CROSBY: Let's -- let's
10 just speak to the merits, okay. We won't
11 assign motives to people or --

12 MR. PADOVANO: Okay. So I am in
13 favor of the slots parlor because the majority
14 of people voted for it in this town and that's
15 what they want.

16 CHAIRMAN CROSBY: Thank you. Before
17 you start, I will all -- invite Cara Sanford,
18 Arlene Stith, Steve Swartz, Paul Tatro,
19 Alexandra Turner, Jay -- Jay Valiton. Yes,
20 ma'am.

21 MS. PERCUOCO: Hi, my name is
22 Lynn Percuco.

23 CHAIRMAN CROSBY: Speak right loudly
24 into that mic.

1 MS. PERCUOCO: Okay. I live in
2 Leominster. I've lived in Leominster all my
3 life.

4 CHAIRMAN CROSBY: Say your name
5 again.

6 MS. PERCUOCO: Lynn Percuoco.

7 CHAIRMAN CROSBY: Okay.

8 MS. PERCUOCO: Frankly, if the slots
9 parlor had been in downtown Leominster or
10 close to residential neighborhoods, I probably
11 would have been opposed. But this location is
12 right off the highway near existing retail
13 locations in an industrial zone and hidden
14 away from residents and schools. In my
15 opinion, this is perfect. It is an area where
16 the city wants to promote new economic
17 development. This is a large -- this is a
18 location for the slots parlor that provides
19 the opportunity for large numbers of jobs
20 without any significant affect on the city.

21 I hope that the commission will take
22 a tour of the area to get a sense of the
23 combination of easy access to I-190 and its
24 isolation from sensitive areas of the city.

1 I remember how much opposition there
2 was when the Walmart and Lowe's were proposed.
3 The store's doing well in the community and --
4 and have bought many jobs.

5 In regards to people saying that
6 people are paid by Cordish to come and hold
7 signs or represent, I took the time out of my
8 day and held signs and was not paid by
9 Cordish. And many of the people that were
10 there were friends of the people that were
11 going. So thank you for giving me the
12 opportunity to speak.

13 CHAIRMAN CROSBY: Thank you very
14 much. Are you all right? Are you sure? We
15 have an iron woman to our left taking down all
16 this. Yes. Thank you. There will be a
17 transcription of this entire event, unless we
18 die first. Yes, ma'am.

19 MS. STITH: My name is Arlene Stith.
20 I am a Leominster resident. I'd like to thank
21 you, Commissioner Crosby, and the board, for
22 this opportunity to speak tonight on a topic
23 this is very close to my heart and my
24 residents.

1 When the plastics industry was born
2 in Leominster, its parents were innovation and
3 productivity. A tangible product was produced
4 and sold on the market. It birthed other
5 plastics companies. It provided thousands of
6 jobs and economic stabilities. Workers saved
7 hard-earned money, bought homes and raised
8 families here.

9 In contrast, the parents of slot
10 parlors and gambling are greed and arrogance.
11 The slots casino was shamefully promoted as
12 having no negative impact on our community.
13 In fact, the birth of slots in Leominster will
14 change the culture of this community forever.
15 It will increase traffic, crime and addiction.
16 It will decrease property values. And maybe
17 the worst of all, it will teach our children
18 how to lose money, rather than save it, and
19 place our senior population at risk with
20 devastating social consequences for both them
21 and the taxpayers.

22 Governor Patrick and Speaker of the
23 House, Bob DiLeo, go on record as saying, no
24 slots parlor in my back yard. Well, we don't

1 want a slots parlor in our back yard either.
2 A 40-60 margin is not an overwhelming mandate
3 by voters. If anything, it shows a divided
4 community.

5 The culture that a slot -- that a
6 Las Vegas-style slots casino would bring to
7 Leominster, is the antithesis of the existing
8 culture in Leominster that promotes hard work
9 and family.

10 The MGC's own mission statement that
11 says it will strive to ensure that its
12 decision-making and regulatory systems
13 engender the confidence of the public, and to
14 ensure that the process is fair, transparent
15 and participatory. Leominster was fourth on
16 the Cordish list of sites after Danvers,
17 Boxborough and Salisbury. These communities
18 had town selectmen who were engaged in the
19 selection process, and residents who were
20 engaged in public discussion.

21 The MGC cannot assume that
22 Leominster followed a similar process as these
23 towns, or followed the high standards outlined
24 by the commission itself. In fact, the host

1 community agreement in Leominster was born in
2 secrecy with the mayor unilateral --
3 unilaterally making an agreement with Cordish
4 and bypassing the city council and any public
5 discussion.

6 As Councillor Rowlands covered, the
7 fact that nowhere in our current zoning
8 ordinance is there a provision for either game
9 parlors or gambling activities, I -- I
10 truncated that part. But --

11 CHAIRMAN CROSBY: Thank you.

12 MS. STITH: -- yet a special permit
13 was issued to Cordish, PPE, at warp speed by
14 the zoning board. The zoning process should
15 represent the people, not powerful,
16 deep-pocketed developers.

17 It appears the ZBA may have
18 overstepped its authority when it issued the
19 special permit to Cordish for the slots
20 casino, categorizing it as indoor recreation.

21 All the examples that are given in
22 our zoning ordinance are for sports-related
23 activities, such as tennis clubs and batting
24 cages. Since gambling cannot be considered a

1 like use, similar to these other uses, the
2 granting of this special permit should have
3 been brought to the city council for
4 consideration --

5 CHAIRMAN CROSBY: Ms. Stith,
6 Commissioner McHugh made this point. This is
7 not an issue before us. This is -- we have
8 nothing to say about your zoning.

9 MS. STITH: Right.

10 CHAIRMAN CROSBY: Take it up with
11 the zoning folks or the mayor, or whoever.

12 MS. STITH: But the process was
13 bypassed, and it's part of this process being
14 fair and transparent. And we, the citizens of
15 Leominster, are relying on the MGC to ensure
16 that the local communities, including our
17 community of Leominster, follow the rules of
18 fairness, participation and transparency.

19 The state entrusted the regulation
20 to the MGC, and ultimately the state is
21 depending on the MGC to decide if the local
22 community has followed these rules and regs.
23 Just because Leominster says that it followed
24 them does not mean it has. The MGC is the

1 arbiter and not just a passive body.

2 In an article published in
3 November -- November 14th in The Landmark
4 paper, Mr. Weinberg called the slots casino
5 proposal a modest facility with potential for
6 positive financial impacts.

7 While this facility may be modest
8 compared to the Maryland Live! facility in
9 Arundel Mills, which, by the way, is located
10 in a retail shopping center with more than 200
11 stores, it is not modest for this area.

12 The slots parlor on Jungle Road will
13 bring increased traffic. The August 15th
14 Stantec Consulting Service reports indicates
15 the highest activity at the slots parlor will
16 be Friday nights and Saturdays from five to
17 6:00 p.m. The bus schedules to Mohegan Sun
18 and Foxwoods from this area indicate
19 otherwise, noon to five, nine to four. It
20 appears it's a daytime thing. It's not a
21 weekend or evening thing for the senior
22 citizens, who are a target population for the
23 slots parlor. This means more drivers, and
24 potentially more buses during the daytime

1 hours on our local roads.

2 I think the fact that the majority
3 of people who come to the slots parlor would
4 not be using the I-90 interchange to access
5 Jungle Road, but 117, Routes 12 and 13 is well
6 established. And Route 12 and 13 still need
7 to be addressed.

8 The November 2013 issues of
9 Horizons, the AAA southern New England
10 newsletter, said that 2012 sought a 5 percent
11 increase in traffic fatalities from 2011. And
12 that, American motorists indicate reduced
13 concern for hazards, such as impaired drowsy
14 or distracted drivers.

15 The city of Norwich, Connecticut,
16 near Foxwoods and Mohegan Sun, saw a
17 27-percent increase in motor vehicle accidents
18 when the casinos were first opened there. I
19 would expect that alcohol-impaired and drowsy
20 drivers would increase in our already-stressed
21 roadways as well.

22 Anyone who travels Routes 117 or 13
23 to get to work - and by the way, I don't think
24 any of us are about to quit our job to join

1 the casino employment - knows these routes are
2 already congested. I do not consider an
3 additional 1500 vehicles on our roadways with
4 a commensurate increase in DUIs as modest.

5 The slots parlor on Jungle Road will
6 also bring increased crime. I do not consider
7 this a potential, positive financial impact.
8 A study by two renowned economist, Grinols and
9 Mustard, shows that after a honeymoon period
10 crime rates in casino towns increase
11 dramatically five to seven years after the
12 casino opens. Increased crime rates include
13 aggravated assaults up by 114 percent.

14 CHAIRMAN CROSBY: Ms. Stith, there's
15 a long line here.

16 MS. STITH: Okay.

17 CHAIRMAN CROSBY: We've asked you,
18 very courteously, to try to truncate your
19 remarks. If you have more to send to us, you
20 can send to us. But you're not being mindful
21 of anybody else here, who has an opportunity
22 to speak as well.

23 MS. STITH: Okay. Well, the point
24 that I want to make that there is a cost to

1 that, to this increase in crime, increase in
2 auto theft. And it's going to be a cost in
3 police over time, and a cost from calls,
4 people needing police assistance, which is
5 going to be an increase on us, taxpayers.

6 As for jobs, less than half a
7 percent of the local populations stand to
8 benefit from these jobs, and their gain is at
9 the expense of the remaining 99.5 percent of
10 Leominster residents. The only ones who will
11 benefit greatly from the slots parlor and make
12 a substantial amount of money are a handful of
13 individuals --

14 CHAIRMAN CROSBY: Ms. Stith, please,
15 I think it's time to stop. There's a bunch of
16 people here that are trying to speak. We're
17 happy to have your remarks. You can send your
18 remarks to us. You know we all read them.
19 But it's not fair to everybody else. It's
20 late at night and a lot of people standing
21 behind you. So if you will please have a
22 seat, we'd like to move on to our other
23 speakers. Please send us those remarks, if
24 there's others there that you want us to take

1 care of -- or pay attention to.

2 MS. STITH: Can I just read my last
3 paragraph, please?

4 CHAIRMAN CROSBY: Sure. Read your
5 last paragraph.

6 MS. STITH: The revenues that are
7 promised to Leominster and the state are just
8 that, promises. While Massachusetts Live!
9 might do well in the first few years, if the
10 existing casinos in the region are any
11 indication of the future, revenues from the
12 casinos in Connecticut, Pennsylvania, New York
13 and Rhode Island all have been declining.

14 The November 20th edition of the
15 Baltimore Business Journal indicates that the
16 Maryland Live! revenues in fiscal 2016 are
17 expected to drop 23 percent as a result of
18 competition in the Baltimore area. Why would
19 it be any different here?

20 Mr. Chairman, a slots parlor is not
21 economic development, a slots parlor is not
22 preserving jobs here, a slots parlor is not
23 improving our community or adding to its
24 quality. Thank you.

1 CHAIRMAN CROSBY: Again, my
2 apologies to the folks behind you. I'm not
3 quite sure how to move people along here
4 graciously. Go ahead.

5 MS. SANFORD: Thank you. So my name
6 is Cara Sanford. I'm a Lancaster resident. I
7 don't support this project. It will alter the
8 character of our small community of less than
9 8,000. Our board of selectmen struck the
10 language in the mitigation agreement
11 supporting the project based upon citizen
12 outcry.

13 And my last statement, to not be
14 repetitive from what's been said before, is
15 that I previously e-mailed the commission the
16 registry-filed ZBA special permit issued in
17 August of PPE Casino Resorts, and it's for a
18 total of 55 acres. And there's no wording in
19 the special permit limiting the development to
20 anything less than that. Thank you for your
21 time.

22 CHAIRMAN CROSBY: Thank you.

23 COMMISSIONER MCHUGH: Thank you.

24 MR. SWARTZ: Hi.

1 CHAIRMAN CROSBY: Yes, sir.

2 MR. SWARTZ: Thanks for your
3 patience. My name is Steve Swartz. I'm a
4 resident of Leominster. I work at Fitchburg
5 State University, and I'm on the board of Arc
6 of Opportunity.

7 So, to be honest with you, I don't
8 think this is the end of the world, if the
9 slots comes, and I also don't think it's a
10 second coming.

11 I am pro jobs, personally. I think
12 that we definitely have an employment issue in
13 this region in Massachusetts, and this may
14 help. I know for a fact that our students at
15 Fitchburg State University -- you know, we've
16 got an agreement where we look at internships
17 there. More importantly, our students, it's a
18 state university, and the majority of our
19 students are the first college-bound student
20 in their family. Them having employment
21 outside of class is critical for them to be
22 able to pay for their tuition, and to continue
23 their education. And so, these types of jobs,
24 I think, are an opportunity that comes fairly

1 rarely in this day and age.

2 Speaking for the Arc of Opportunity,
3 these are incredible people that are
4 associated with that program, they just happen
5 to have a disability. And the federal and
6 state governments are now pushing for the
7 workers to stop employment at the center, and
8 instead pushing them out to the edge with the
9 idea that if you're employed as a disabled
10 person at a regular place of business, it's
11 better than if you're working at a place like
12 the Arc of Opportunity where you don't get the
13 same environment. You know, the reality is,
14 it's very difficult to place these people.

15 We do have an agreement with the
16 slots casino to employ some of these people.
17 And if you've ever had a disabled family
18 member, that is a life-changing event. So
19 thanks for your consideration.

20 CHAIRMAN CROSBY: Thank you.

21 MS. TURNER: Good evening. My name
22 is Alexandra Turner. I'm a resident of
23 Lancaster, and I'd like to thank the gaming
24 commission for your patience. I know this is

1 the beginning of the -- what promises to be a
2 very long week for you. I'll try to keep my
3 comments focused just to process and
4 mitigation, as I understand that's what's
5 before you.

6 One of the components of the gaming
7 approval, as I understand it, is to encourage
8 a transparent, open process, and I applaud
9 your efforts to uphold this requirement.

10 Locally, I am saddened to say that the process
11 has fallen far short.

12 As I mentioned, I reside in
13 Lancaster, which is designated a neighboring
14 community. This proposal sits directly on our
15 border. In fact, if it expands, the land will
16 probably impact the Lancaster real estate. In
17 fact, we have arguably more traffic and other
18 negative impacts than any other town, perhaps
19 even more negative impacts than our host
20 community.

21 Despite the tremendous impacts, we
22 were afforded very little opportunity to
23 comment on this proposal with the one
24 exception being the meeting that you've held

1 in Lancaster, and I thank you for doing that.
2 It was dominated by other towns as well, but
3 thank you for the opportunity.

4 Locally, there were no legally
5 posted meetings to discuss this casino. When
6 word of the mitigation that was struck reached
7 the press, the board of selectmen finally met
8 in public with our attorney, Jonathan
9 Silverstein, who is also the same attorney who
10 represents the city of Leominster. They then
11 released news so of a \$35,000 mitigation
12 agreement. There had been, as I mentioned, no
13 hearing or meeting, but there was
14 considerable, negative feedback. Most people
15 I have spoken with agree that this would be
16 devastating to our quality of life and our
17 local economy.

18 When asked why the town settled for
19 a meager \$35,000, the answer was that if we
20 did not do it, we ventured to get nothing. I
21 don't believe this is transparent process, nor
22 do I believe it's a negotiation. I have heard
23 it likened to a hostage-taking.

24 Lancaster can expect the brunt of

1 the traffic, which, of course, decreases the
2 property values and shifts the tax burden to
3 others. Burdens -- this is a very
4 environmentally-sensitive area sitting over
5 major aquifer, which impacts, not only
6 Leominster's water, but Lancaster's and
7 Sterlings as well. And, also, we have very
8 few businesses, but we do derive a fair amount
9 of revenue locally from our lottery income and
10 -- in convenience stores, and I expect that,
11 that would go down.

12 I do understand the proponents hopes
13 and dreams. I understand the allure and
14 promises of great wealth and great jobs, but I
15 understand reality. And I have seen,
16 frequently, after that honeymoon period is
17 over, I feel we will be left a blighted area.
18 Casino jobs are not those that people seem to
19 be looking for. They're traditionally
20 low-paying. I've seen reports of minimum wage
21 jobs up to a heralded -- heralded figure of
22 \$11.65 an hour.

23 I believe this project is better
24 suited to a community already supporting

1 underutilized facilities, such as Plainville,
2 or perhaps Raynham, which have much greater
3 community acceptance. They have an
4 underutilized infrastructure.

5 Leominster, as you have heard today,
6 has a bright future, and I believe they should
7 seek more sustainable, better jobs. Thank
8 you.

9 CHAIRMAN CROSBY: Thank you,
10 Ms. Turner. Also, before you start, sir,
11 Travis Vallee, Elvin Vasquez, Kevin Williams
12 -- oh, we heard from Kevin Williams. Thank
13 you. Robert Young. Jonathan Silverstein,
14 we've also heard from so we're all set.

15 MR. TATRO: I'll be quick. I'm Paul
16 Tatro of Leominster, and I want to thank you
17 for coming here today and listening to our
18 concerns on the proposed casino.

19 I'm very much against the issue of
20 any permit that would allow The Cordish
21 Company to build and operate a slot casino in
22 our city. Our city voted with the least
23 percent in favor of a slot casino out of the
24 three towns that voted to approve a slot

1 casino coming to their town.

2 That proves that many in our city
3 did not want a slot casino. I also believe
4 that if Lancaster and Bolton residents were
5 allowed to vote, we would not be having this
6 meeting here today. But they were not allowed
7 to vote. Thankfully, you are here today to
8 listen to the concerns of the people in this
9 area.

10 I use Route 117 every day for work,
11 and I visit friends and family, so I know that
12 much of Route 117, you have one lane going
13 east and one lane going west, and no barrier
14 between the two travel lanes. Route 117 is
15 very narrow in con -- comparison to an
16 interstate highway. There are many schools
17 along the Lancaster and Bolton section of 117
18 with hundreds of children being picked up and
19 dropped off for school and extracurricular
20 activities. If only one of these kids get
21 killed by a DUI or person that is so
22 distraught about having just gambled away all
23 their money at the slot casino that they can't
24 focus on the road, that's just too many deaths

1 for me.

2 Lancaster and Bolton are
3 family-oriented towns, not adult entertainment
4 towns. Please don't allow The Cordish Company
5 to negatively impact the region. Please deny
6 their request for a slot casino here. Thank
7 you.

8 CHAIRMAN CROSBY: Thank you.

9 MR. YOUNG: Good evening. My name
10 is Robert Young, a Leominster resident. Good
11 evening, Mr. Chairman, commissioners.

12 CHAIRMAN CROSBY: Nice to see you.

13 MR. YOUNG: You've heard people
14 welcome you here to Leominster, the plastics
15 city, pioneer of plastics, Johnny Appleseed.
16 That is our core. That is our core
17 competency. We are manufacturing and service.
18 And I think you all know that when an
19 organization gets away from its core -- core
20 business, core competency, the risks go up
21 considerably. We have to be aware of that.
22 We are not casino-core competent.

23 I have a couple of issues to -- to
24 address to you tonight. And I thank you,

1 Mr. Chairman and Commissioner McHugh, for
2 jumping on and advising me of the land issue.

3 I am surprised beyond that The
4 Cordish Company does not know which plan they
5 presented to you tonight. There was so much
6 confusion. They presented in their package,
7 an original, which is their master, and two
8 options. They presented an option tonight,
9 which takes on 26 acres. We voted on 16.

10 CHAIRMAN CROSBY: Mr. Young, excuse
11 me, I have your e-mail right here. You've
12 contributed to this conversation a lot. And I
13 think, with your help, that this is something
14 we are going to have to look into and sort
15 out.

16 MR. YOUNG: Okay. Okay. I
17 appreciate that. The lady just ahead of me
18 mentioned 55 acres in the special permit, the
19 zoning permit. Also, the presentation they
20 made this evening wanted to start it using the
21 current building that would speed it up by six
22 months. They didn't go into that with you,
23 but that's the purpose of using this
24 additional 10 acres. We did not vote on it.

1 The whole referendum should have been
2 invalidated.

3 We have talked and corresponded
4 previously on the topic of substation, and
5 that has been clarified. We'll be getting a
6 Leominster substation, we'll be getting a
7 state police station out of it also.

8 This was explained in a response, in
9 a letter to the editor that they undersold the
10 police presence. No. They oversold the
11 Leominster police presence. The host
12 community agreement has two lengthy paragraphs
13 about safety, not once did they mention the
14 state police. That is a big component of
15 what's going on in any casino. You folks know
16 that because you've studied the whole thing.
17 The people of Leominster focused on the
18 Leominster police substation, not the total
19 safety package. And that contributed to more
20 than a few votes from the police unions and
21 the supporting groups.

22 So I thank you very much for
23 considering both of these. Welcome to
24 Leominster, Johnny Appleseed and the plastics

1 city.

2 CHAIRMAN CROSBY: Thank you for
3 your -- did I read your -- did I read your
4 name?

5 THE FLOOR: No, you didn't.

6 CHAIRMAN CROSBY: Oh. Well, it's
7 probably getting here. But Richard Brow,
8 Donna Fiduccia, John Bessette. These are now
9 handwritten. I'm off the typed version so
10 forgive me. Frank Giangrande,
11 Ephraim Josephs. Yes, sir. If I didn't -- if
12 I read your name, please come up. If I
13 haven't -- let me just read a few more so we
14 can keep things moving. Paul Wier or Weider,
15 Paul Lambert, John Mezer, David Leger,
16 Raymond -- we've heard from Ray. Paul Ciummo.
17 Anyway, there's a start. Yes, sir.

18 MR. BROW: My name is Richard Brow,
19 Dillon Street, 57-year resident of Leominster
20 all my life. I'm a veteran. And I would like
21 to commend the politicians of Leominster for
22 doing such a fine job with their presentation
23 to you.

24 I think you heard a couple that

1 weren't successful in the last election, which
2 was a referendum of a referendum of who was in
3 support and who was not.

4 I would just like to be concise and
5 not take too much of your time. But I keep
6 hearing the comments about lack of
7 information, no information, the rush that we
8 were in.

9 And I would just like to say that, I
10 spent a good part of my summer in China with
11 students at Worcester Poly Tech. and New York
12 University Polytechnic, and Ghent University,
13 and who were in a worldwide competition on
14 zero energy homes. And with the media today
15 that we have, they're Tweeting from here, the
16 Internet goes everywhere.

17 I was in a communist country that
18 has very poor Internet skills, and I knew what
19 was going on. And when I got home I was
20 sitting in a coffee shop and I'm talking to
21 people who, I'm more informed than they were.

22 So community begins with
23 participation. Not reacting after the fact
24 because you don't like the outcome. And thank

1 you for your time. That's -- and I do support
2 the casino.

3 CHAIRMAN CROSBY: Thank you. Thank
4 you. Yes, sir.

5 MR. JOSEPHS: Good evening, and
6 welcome to Leominster. My name is Ephraim
7 Josephs, and I am immigrant. Lived most of my
8 life from Worcester. Graduated from their
9 public school, went on to the University of
10 Massachusetts.

11 And upon graduation in 1988, my
12 brother, who was younger than I am, at the age
13 of 22 moved to New Jersey together with
14 relatives, went to the Atlantic City, spent
15 all night, gambled what they had and never
16 made it home. He was a passenger together
17 with my relative. The driver fell asleep, hit
18 a tree and killed two of them. One, 22. My
19 best friend, my younger brother, and the other
20 was 26. The driver at this point is total
21 mess. Last communication with us with the
22 family and can't look at any relatives.

23 I also here to tell you that my
24 older brothers, two of them who were in the

1 jewelry business, lived in northern
2 New Jersey. Many times they would take all
3 their inventory, give it to the pawn shop and
4 hope to win big at Atlantic City. Both of
5 them resulted in divorce. One of them who had
6 children, wife ended up on welfare.

7 These are the impacts we have to
8 face when you decide whether this place is
9 suitable for this kind of industry. And I can
10 also tell you I lived in town of Webster for
11 10 years. I was a commuter, and have been a
12 commuter to the veterans' administration for
13 many of my -- my almost 20 years. I worked
14 with a neurologist who specialized in
15 Parkinson's disease, and I did most of his
16 research.

17 But, my wife, knowing her coming
18 from the Irish background, she also looked for
19 the best school, ended up sending my boys to a
20 small private school here in Lancaster. So
21 the commute was for me to do, coming from
22 Webster to Lancaster and then get on to 117 to
23 get on 128 and Route 9 all the way to Jamaica
24 Plain.

1 And, Mr. Commissioner, I can tell
2 you how many accidents I witnessed. I only
3 lived north side of Webster by exit three, so
4 it was only about five, six, maybe 10 miles
5 from Worcester. And there were many accidents
6 on that road. Witness in early -- it's either
7 at 5:30 or six o'clock in the morning. And I
8 can tell you I always prayed and went my heart
9 to -- to that mother who would receive that
10 same news that my mother received.

11 Now, a lot of times during that
12 commute I was forced to decide whether I
13 should come home from Jamaica Plain, take the
14 Mass. Pike to 495 to get on 117, or go through
15 117 all the way. Each day it was a decision,
16 and it was a stressful decision for me, and I
17 spent many hours, I can tell you, on 117 and
18 on 495. And the -- the exit where you take,
19 connect to 117 was always, always packed
20 because there was no traffic sign there so the
21 traffic would back up on 495. Sometimes I
22 would get so impatient and I would take 495
23 north all the way to the two, and then I would
24 come back and connect at Route 70, and I would

1 spent a half-an-hour, at least, there in order
2 to get to Leominster.

3 So just recently, you know, my wife
4 happened to be a pediatrician, and she works
5 at the local Day Kimball Hospital in Putnam,
6 Connecticut, and they had an satellite office
7 in Plainville. Near Foxborough, I believe.

8 And just recently she came home
9 two o'clock at night, couldn't sleep. Asked
10 for my permission if she could read in bed, if
11 it would bother me, and I said no, go ahead,
12 what's wrong? She said, I have this patient
13 on my mind today. I had this patient -- seen
14 this patient since she was 10 years old, now
15 she's 19, and she had this baby.

16 This baby was brought in by a foster
17 mother. And so she asked her, where's the
18 mother? And, you know, the foster mother
19 turned around and said, you know, the mother
20 was arrested. And my wife would ask why.

21 CHAIRMAN CROSBY: Mr. Josephs,
22 excuse me.

23 MR. JOSEPHS: I'm almost done.

24 CHAIRMAN CROSBY: They're powerful

1 stories. I think we get the drift. I
2 understand what you're saying.

3 MR. JOSEPHS: I just wanted to
4 consider the social impact that would have on
5 our community, and also look at the net
6 revenues generated from the gambling to the
7 city, and minus what the state would spend on
8 social issues. And I thank you for listening
9 to me.

10 CHAIRMAN CROSBY: Thank you.

11 MR. LAMBERT: Commissioners, my name
12 is Paul Lambert. I'm a lifelong resident. I
13 was born and raised, and educated in
14 Leominster. And now I'm part of that senior
15 citizen that's sort of going into the
16 demographic of life. I rose to speak
17 because -- and I do want to say a couple of
18 quick, quick things.

19 CHAIRMAN CROSBY: Please.

20 MR. LAMBERT: I commend Mr. Cordish
21 and Mr. Weingart -- is it Weinberg. For
22 identifying that Leominster is one of the
23 finest cities that I've ever come across all
24 of my life. I live here and I love it. And

1 because I speak in -- in a different tone, in
2 all due respect to Mr. Cordish and
3 Mr. Weinberg, speak in opposition of this
4 proposal, this application, I want to make it
5 very clear that it's not because we had
6 another referendum on another referendum.

7 I love the mayor. The mayor has
8 been here for 20 years. He's done wonders to
9 change this city into a city of -- of beauty,
10 a city that where crime and the whole other
11 things with education and so on have gotten
12 and grown.

13 I love the councilors on our city
14 council. Councillor Freda, Councillor
15 Lanciani. And I've spoken with them of my
16 opposition, not because I -- I intend to
17 dissuade any of them from -- from changing it,
18 because let's look at the facts. Jobs is a
19 very persuasive argument, but at what cost?

20 I guess my argument is more as a
21 resident having living here for most of my
22 life and having experienced the -- the culture
23 and character, and the feeling of this town, I
24 don't want to see it changed. I love this

1 city. I love it for what it was and what it
2 could become, but I don't think it's
3 necessarily tied to specific types of jobs.

4 I -- you know, I think about the
5 fact that I've watched, in many -- in many
6 occasions seen older people going in and
7 spending last few dollars, and we have a large
8 elderly population here, spending their last
9 few dollars on lottery tickets, and I make no
10 judgment about people gambling. But I do know
11 this, that I've seen elderly people come in on
12 the day that they get that check and spend an
13 enormous amount of money to try to gain that
14 prize, get that -- get that little piece of
15 happiness that they think is out there. And
16 90 percent of them don't ever get that.

17 I worry about those people because
18 they are the bull work of the people that I
19 know, with my age, in this town, who are
20 likely to become participants in the casinos,
21 in the slots. I have nothing against casinos
22 and slots, but I do worry about the people in
23 this town.

24 You know, what is the impact for,

1 say, for very small businesses that have like
2 a local store, which has lottery, which
3 participates in raising a tremendous amount of
4 their revenue to stay in business?

5 Do we know what the monies taken
6 away from that and giving it to the slots or
7 to keno, or wherever it is, will do to those
8 small businesses, whose livelihood depends on
9 an ever-shrinking number of consumerable [sic]
10 goods, such as cigarettes and alcohol and so
11 on, which is so heavily taxed? And I wish we
12 wouldn't -- I wish we wouldn't have to delve
13 into working on the -- the -- you know, the
14 weaknesses of our-- of our people. To give
15 ourselves money for what we try to do in
16 business.

17 CHAIRMAN CROSBY: You've just --
18 you've gone to philosophy now so let's
19 focus --

20 MR. LAMBERT: I appreciate your
21 tolerating me. I know your endurance and
22 patience has been sorely tried tonight.

23 CHAIRMAN CROSBY: Yes.

24 MR. LAMBERT: I just simply want to

1 say I voice my opposition as a citizen who
2 wants to make sure that this is not -- I will
3 tell you this, I worked as one of those people
4 who were standing at the polls, and I remember
5 for the few weeks that we had knowledge about
6 the upcoming election of the referendum that
7 was going to be passed, I stood out on street
8 corners. And when I was here on that
9 particular night, I can remember week after
10 week receiving slick advertisements, both in
11 the press and the mail. I saw people standing
12 with accouterments of -- of -- the long and
13 the short of it is --

14 CHAIRMAN CROSBY: There you go.

15 MR. LAMBERT: -- throwing thousands
16 of money, thousand of dollars of money, and
17 tens of thousands and hundreds of thousands
18 should not have made a difference, because had
19 we been given a little more time, I really and
20 truly believe from my heart that the citizens
21 of this great town would have chosen
22 differently. Thank you.

23 MS. PORTER: My name is
24 Arlene Porter, and I live in Leominster. And

1 you did not call my name, but I was on the
2 list.

3 CHAIRMAN CROSBY: It's all right.
4 We'll get -- it's all right.

5 MS. PORTER: Okay. Thank you.

6 CHAIRMAN CROSBY: We're being very
7 flexible tonight.

8 MS. PORTER: Yes, I see that.

9 Mr. Cordish, he praised Leominster for its
10 location, location, location. And
11 Mayor Mazzarella gave a wonderful presentation
12 of Leominster. In fact, you might have even
13 been encouraged to move here. But that is
14 where I agree with them. Now I would like to
15 present my side of the story. And, by the
16 way, I voted for Mayor Mazzarella and
17 Claire Freda.

18 I'm a resident who moved here 10
19 years ago, only 10 years ago. But I have
20 grown to love Leominster and the quality of
21 life and family values it has offered. My
22 husband and I were impressed by the way that
23 Leominster cared for its residents, and the
24 people cared for their neighbors. We were

1 happy of join three of our families and nine
2 of our grandchildren in Leominster to enjoy
3 the benefits Leominster offered. And those
4 families are still here.

5 We have a new public library.
6 You've heard -- you know, public pool,
7 fantastic recreation department, Sholan Farms,
8 the Johnny Appleseed festival, that event that
9 brings so many families together from other
10 communities to enjoy, as does The Summer
11 Stroll, Winter Stroll, Starburst, Ladies'
12 Night Out, Kids' Day, No. 6 Community Centers,
13 chicken barbecue dinner, and the many church
14 festivals and wonderful school programs.

15 The mayor's letter to Leominster
16 residents mentioned that his focus point for
17 the past 20 years has been his desire for
18 quality of life for Leominster residents. A
19 slot parlor does not create quality of life
20 and does not belong in Leominster.

21 Leominster has the second highest
22 bond rating in the county. Healthy savings
23 account. Our neighborhoods are safe and
24 attractive. We have all the services that we

1 need. OEM volunteers, public safety, good
2 schools, clean water. The community of
3 Leominster might see a small initial financial
4 gain from the casino, but would pay a huge,
5 long-term price in our quality of life.

6 There is much available information
7 regarding the negative impact of slots casinos
8 on communities, and anyone with Internet
9 search -- Internet access could research that
10 data.

11 The Cordish Companies, in promoting
12 the slot in Leominster, had made presentations
13 to our city officials with enticing and
14 short-cited benefits, but what about the
15 negative, long-term disadvantages. Leominster
16 would never be the same. You have heard that
17 we're known as the plastics city, home of
18 Johnny Appleseed. I do not want to see a sign
19 on Route 2 saying Leominster, the home of
20 Massachusetts first slots casino. Would a
21 picture of an apple on street signs be
22 replaced with a slots machine? Though the
23 street signs may not change, the face of our
24 community undoubtedly will.

1 We've been inundated with signs,
2 advertisements, mailings. The Cordish
3 Companies spent an enormous amount of money
4 wooing Leominster officials and residents.

5 Mr. Weinberg, a managing member for
6 PPE Casino, an affiliate of The Cordish
7 Companies, said in a Sentinel and Enterprise,
8 on August 22nd, this is quote, we have felt
9 very strongly north central Massachusetts is
10 the place the category license should go.

11 They chose Leominster not because
12 they wanted to add value to Leominster as a
13 safe, attractive family community. They chose
14 Leominster because their other three options
15 fell through and their time was running out.

16 Our decision for the September 24th
17 vote should not have been made without very
18 careful review and a thought analysis it
19 deserved. We, the residents of Leominster,
20 were not given that opportunity to fully he
21 explore the negative effects of a casino, and
22 now a community, and the surrounding
23 communities. We know now the slots casino
24 will not improve the quality of life in

1 Leominster. Thank you for your time.

2 CHAIRMAN CROSBY: Thank you. Before
3 you start, Barbara Belisle, Craig Long,
4 Nancy Saucier, Arthur -- no we spoke to Arthur
5 DiGeronimo -- no, Arthur DiGeronimo, Jr., I
6 think. Dennis Bouchard. Yes, ma'am.

7 MS. MAPP: Good evening.

8 CHAIRMAN CROSBY: Good evening.

9 MS. MAPP: My name is Roseanne Mapp,
10 and I'm from Sterling. I first would like to
11 say thank you for this opportunity. This is
12 my first opportunity to speak with you, so
13 bear with me, and I appreciate this
14 wholeheartedly.

15 Because my town was not represented
16 very well, and is not part of town -- the
17 five-town agreement, which I really don't
18 understand why it is not, because we directly
19 abut Leominster, I also am concerned about the
20 Route 12 and 190. I live very close to these
21 roads. There's been fatalities there.

22 The department of transportation has
23 been doing a feasibility study of whether to
24 put in rotaries there. They've rerouted the

1 the traffic because of fatalities. If people
2 come and they see -- or they're coming
3 southbound and heading northbound and -- or
4 from any other area, and they see that the
5 traffic's congested, or they hear that there's
6 an accident on such and such a road leading to
7 the casino or the gaming, whatever it's
8 called, it's going to impact where I live.

9 I understand that the attorney said
10 that 190 was an underutilized road. Well, I
11 live very close to 190. I hear the buzz day
12 in and day out. I'm concerned about
13 accidents. I'm concerned about lives. I'm
14 concerned about tax increases with regard to
15 this casino because of increased traffic.

16 We have a reciprocatory agreement
17 with the town of Leominster for fire, police,
18 ambulance, et cetera, et cetera, services.
19 Well, Sterling is not even in this agreement.
20 But we have to supply services, and we get
21 nothing in return. For providing our services
22 it takes time and our money of out of our town
23 to come to Leominster to assist a -- God for
24 bid there should be an accident or something

1 like that. Well, these have direct impact on
2 people.

3 You know, the casinos, I'm sure,
4 Mr. Cordish, is that your name, sir? I'm sure
5 he's a very nice man and comes from a very
6 nice family, et cetera, et cetera, et cetera.
7 However, we're the people who live here.
8 We're the people who depend on our
9 representatives to represent us. I find very
10 little of that going on anywhere in this day
11 and age, and I'm really dismayed by that. We
12 talk about jobs --

13 CHAIRMAN CROSBY: Is that about --
14 is that about it, Ms. Mapp? Are we getting
15 close?

16 MS. MAPP: No. I'm sorry. I
17 understand. I understand. This is my first
18 time to speak. But we talk about jobs, are
19 these sustainable jobs? Are these minimum
20 wage jobs? Are these living wages that people
21 will be receiving? Living wages. I'm not
22 talking minimum wage, \$11 an hour. I'm
23 talking sustainable, living wages. We all
24 know that, based on the economy, that our area

1 is lacking in jobs, manufacturing, et cetera,
2 et cetera, and that's ashame.

3 We're all very proud of our
4 community in this region of Massachusetts, all
5 of us. We are conservative. We feel things
6 with the heart. We believe in what we say,
7 and our deeds are sincere, for the most part.

8 I don't think neon is the way to go
9 in this area, but that's my -- I don't have a
10 chance to vote whether you should be here or
11 you should not be here, unfortunately. I
12 think that this should have been a regional
13 vote. I understand the complexities of the
14 region.

15 I would also like to ask questions
16 about the environmental aspect of this. This
17 casino is abutting wetlands. And they keep
18 mentioning the wetlands. And they keep
19 mentioning the wetlands as being part of
20 the -- you know, it's coming up to the
21 wetlands. Well that's a -- that's a major
22 thing. It's the environmental --

23 CHAIRMAN CROSBY: Ms. Mapp, there's
24 -- there's a line of people behind you.

1 There's a tremendous amount of --

2 MS. MAPP: Okay. I -- I hear you.

3 CHAIRMAN CROSBY: There's a
4 tremendous amount of information about
5 environmental issues. It's on the Web site,
6 it's on their Web site. It will be looked at
7 very closely. If you have anything else, why
8 don't you please say it quickly and then
9 just --

10 MS. MAPP: I will.

11 CHAIRMAN CROSBY: -- let's move
12 ahead.

13 MS. MAPP: Thank you. I would also
14 like to ask -- I've watched it on TV once, and
15 a lot of people are asking questions of you.
16 Are there answers? Are these people's
17 questions being directly answered, or is it
18 just taken into consideration. If there is a
19 place that I could go find your answers to
20 these questions, please let me know because I
21 would be -- I'd be right there.

22 CHAIRMAN CROSBY: It's -- it's
23 called MGC comments. It's on our Web site.
24 And, as you've heard us say, we read them all.

1 There's a ton of information on the Web site.
2 The application is on the Web site, the
3 studies that are done are on the Web site.

4 MS. MAPP: Okay. So the answers are
5 there for the -- the questions that --

6 CHAIRMAN CROSBY: Absolutely.

7 MS. MAPP: Okay. Great.

8 CHAIRMAN CROSBY: Absolutely.

9 MS. MAPP: And I would ask also, in
10 finishing, that Sterling is not included in
11 your agreement, and our petition was denied.
12 Because we are an abutter of Leominster, I ask
13 this commission to please reconsider
14 Sterling's petition. We are a direct abutter.
15 Westminster is not, and I don't begrudge
16 Westminster or anything, but Sterling directly
17 abuts Leominster. Thank you.

18 MR. LONG: Good evening. I'm
19 Craig Long from Leominster, from Leominster
20 fire. I'm president of Leominster
21 Firefighters' Local 1841.

22 Seems to be some concern with some
23 surrounding communities as to whether we're
24 going to need their help or not. As the fire

1 chief spoke earlier, we are fully confident in
2 handling the calls that we have. If anybody
3 wants to look it up, we go to more communities
4 than other communities come in to help us. So
5 we're -- we're good to go.

6 Leominster Firefighters Local 1841
7 is proud to support the slot casino in the
8 city of Leominster. As active members of the
9 Leominster community, we are invested in the
10 future of our city. We believe that the slot
11 parlor proposal, Massachusetts Live!, is a
12 move in the right direction.

13 Over the last four years, difficult
14 budgetary decisions have had to be made across
15 the city due to decrease in state aid. While
16 our city was not alone in this situation, we
17 now have been presented an opportunity to
18 create jobs in a funding mechanism that will
19 directly benefit the city of Leominster with
20 over \$4 million in minimum annual payments.

21 After meeting with The Cordish
22 Companies, we are confident that Massachusetts
23 Live! will be a sustainable industry that will
24 attract visitors from other regions helping us

1 to invest in our city, and we fully support
2 this proposal. Thank you very much.

3 CHAIRMAN CROSBY: Thank you. Good
4 evening.

5 MS. BELISLE: Hello. My name is
6 Barbara Belisle, and I live in Lancaster. And
7 I have a 150 -- my house -- my house is over
8 175 thing, and it's one mile from the -- from
9 the casino, and I know you know about the
10 traffic on there. But I want to ask the
11 Cordish thing from another thing. I was born
12 in Norwich in Connecticut, and when they --
13 casinos were there, there were all kinds of
14 buses going there, and there's no place --
15 parking places at that casino, at the slot
16 parlor, and I want to know why they don't have
17 it.

18 And I know the ones that were there,
19 down in Connecticut, and they used to park in
20 -- in the dining places and every place --
21 every place over there. And they hired
22 Chinese people there, and they bought houses
23 there. And when they did, they were
24 overflowing with -- you know, when they bought

1 the house they have to empty the septic
2 system. And one house there had three shifts
3 of people in one house. And every time one
4 month -- one month for three months, that man
5 came down there and he had to drain it out,
6 and then he reported it to the town.

7 And then after that, they had three
8 shifts, 38 people in that house. And then,
9 now the Chinese people have residents down
10 there, and now there's creeping bamboo coming
11 all the way down from those casinos and
12 everything else. And I want to know if Mr.
13 Cordish --

14 CHAIRMAN CROSBY: All right.

15 MS. BELISLE: -- is going to provide
16 parking spaces for the buses. If they don't,
17 they're going to be parking on 117 and
18 everything else. And I would like to know if
19 there's going to be buses that are going to
20 have parking lots in that thing.

21 CHAIRMAN CROSBY: We'll take that up
22 -- we'll take that up with Mr. Cordish. Thank
23 you.

24 COMMISSIONER MCHUGH: Thank you.

1 MS. BELISLE: Okay.

2 MR. MILLER: Hi, my name is Chris
3 Miller. I'm on the list, but I've been here
4 since four o'clock this afternoon, and I've
5 got to go to work tomorrow morning and I'm
6 tired so -- I do want to make a point. I am
7 not on the pro side or the con side.

8 I know, Gayle, you're from
9 New Jersey, I believe, and you were a part of
10 the Atlantic City area so I know about you
11 because I've heard your name before, many
12 years ago.

13 A guy that does a radio show in
14 Atlantic City, I'm sure you know who it is. I
15 won't say his name, because I'm not going to
16 say it, but you know who it is. He's been in
17 radio for 55 years, he had said about a letter
18 saying that casino right now, every casino
19 that is being built through the United States,
20 not just in Massachusetts, but if they keep
21 going, there's Chapter 11, there's jobs.
22 Okay. The casino's --

23 CHAIRMAN CROSBY: You're talking now
24 about --

1 MR. MILLER: I'm talking about here.

2 CHAIRMAN CROSBY: Leominster, right?

3 MR. MILLER: Yes.

4 CHAIRMAN CROSBY: What's your --
5 what's your point?

6 MR. MILLER: Well my -- just my
7 opinion is we made national news about
8 Leominster, about Leominster coming in as a
9 slot machine, channel 10 out of Rhode Island,
10 channel six out of Rhode Island said we might
11 be the first casinos.

12 But I can tell you right now, I'm a
13 bus driver. And some of the people that said
14 about the traffic, I have to agree with them
15 because 117 can get very dangerous.

16 I have to drive kids in the morning.
17 I got a kid that lives maybe -- not too far.
18 But, you know, I can't decide whether it's
19 going to happen. It's up to you guys. You
20 guys are the ones that have to decide on it.
21 It's out of my hands. But hoping you'll just
22 do the right thing by the people, and
23 whoever's for it is for it, and who's against
24 it's against it.

1 All I can say is, best of luck to
2 the Cordish people. They're very nice people.
3 I met Mr. Cordish the July 8th, the first
4 night. He greeted me, you know, at that
5 meeting. But he was a real nice guy, and
6 things will work out for you guys. But I
7 thank you for your time.

8 CHAIRMAN CROSBY: We'll do our best.

9 COMMISSIONER MCHUGH: Thank you
10 very much.

11 CHAIRMAN CROSBY: Thank you.

12 MR. NELSON: Hi. My name is
13 Mike Nelson. I live in Leominster, I grew up
14 in Lunenburg, I have a business in Fitchburg,
15 my kids go to school in Lancaster, so I feel
16 completely affected by what's going on here.
17 And I'm happy that we're able to stand here,
18 either both sides of us, and democratically
19 speak through this.

20 I do have three sheets of paper, but
21 I will make it quick, I promise you. I
22 actually left here and drove halfway home and
23 then turned around and came back because I
24 felt bad that I wasn't going to come up here

1 and speak. So I appreciate you guys giving me
2 the time to speak.

3 I've heard some people talk earlier
4 about taxes being lowered in the city, if the
5 casino comes in. And that's never going to
6 happen. I mean, seriously, is there anybody
7 in this room that's had their taxes lowered in
8 the past couple of years? I mean, if they get
9 this money it's going to be spent. They're
10 going to get extra firemen, more police, more
11 police cars, you know, stuff like that. Money
12 never goes back to the citizens so that -- you
13 know, get rid of that thought right now.

14 I know that they're working on the
15 surrounding community agreements, and I know,
16 you know, that some people have said that the
17 Cordish's have offered Leominster this, that
18 and the other thing, but what I can see, and
19 from talking from politicians throughout and
20 other local communities that I know, they've
21 had a bitch of a time coming to some sort of
22 amicable agreements with the Cordish family in
23 the surrounding communities. Particularly,
24 Sterling, Lancaster, and I know Fitchburg is

1 still -- from what I've heard recently, is
2 still on negotiations, so that process has not
3 been smooth.

4 A \$200 million casino was proposed
5 in July, it's approved by the zoning board in
6 August, and it's put on a ballot the end of
7 September. I mean, this time frame is
8 absolutely crazy. I have a friend who has a
9 restaurant in the city. He's lived in this
10 city his whole life. He's involved in all the
11 charitable stuff, blah, blah, blah. He
12 applied for a beer and wine license with the
13 city of Leominster and it took him nine months
14 to get it. I mean, something is seriously
15 wrong with that process.

16 I live on the side of town that your
17 proposed slot company is coming into. Is
18 there any way that I can file for an
19 individual agreement with you, as opposed to a
20 surrounding community; can we work something
21 out? I have to drive 117 six or eight times a
22 week. Okay. You are going to affect my life.
23 Can I apply for some sort of compensation with
24 you?

1 Also, with all due respect to the
2 city council people that marched up here, I
3 can guarantee you that if this was a no vote
4 on this casino, they would have all been
5 running up here speaking against the casino.

6 CHAIRMAN CROSBY: Sir, we're --
7 we're trying to not to cast dispersions here,
8 all right.

9 MR. NELSON: Okay. But they're all
10 trying to cover their butts --

11 CHAIRMAN CROSBY: Just speak to the
12 issues of the casino.

13 MR. NELSON: -- and that's the way
14 politicians are. Okay. Two last things and
15 then I'll move on. I can't reiterate the
16 traffic situation on 117 enough. I mean, it's
17 an abysmal mess, and this is just going to
18 create ridiculous havoc for anybody who has to
19 go east or west on that during the hours that
20 they travel. Coming -- going to work and
21 coming home. Two more points of interest.

22 I've heard people say that
23 61 percent is a landslide. Plainville had 66
24 percent, so I don't know what they would

1 consider that, and Raynham had 86 percent. So
2 if 61 percent's a landslide, 66 and 86 are,
3 you know, off the charts. That's all I have
4 to say. Thank you four your time.

5 CHAIRMAN CROSBY: All right. Thank
6 you.

7 MR. COTE: Yeah. My name's Steve
8 Cote, I'm a resident here in Leominster. I've
9 been living here most of my life. And during
10 my campaign for at-large position I had a
11 chance to talk with Mr. Cordish and
12 Mr. Weinberg. They've been very nice
13 gentlemen, but several communities turned them
14 down before this. I still wonder why. These
15 communities knew what was wrong with it.
16 There's going to be bad to this, and I did
17 vote no on this.

18 We got to think of families. It's
19 going to affect them. Those who are just
20 getting by are going to be affected. The
21 poverty rate's going to go up. I've looked at
22 it. I've done my own research on it. I mean,
23 it's going to bring crime. I mean, you look
24 at studies from Foxwoods and Mohegan Sun,

1 during the nightttime the crime goes way up.
2 And the only way Leominster's going to gets
3 jobs back, and I'm pretty sure the people who
4 are against slots, you know, the only way to
5 bring jobs back to Leominster is to re --
6 reinvest in small business, I think they can
7 agree. They can agree. We need small
8 businesses, not big -- not big companies, not
9 big corporations. It's jingling keys for the
10 people, and that's wrong. Thank you.

11 MS. FREEMAN: Hi, there. My name is
12 Andrea Freeman. I've lived in -- I've been a
13 homeowner in Leominster for the past 10 years.
14 You all are troopers. Thank you so much for
15 your attention. I really respect what you're
16 doing here.

17 I just want to say that, if we had
18 had, instead of 10 weeks of heads-up notice
19 for -- in terms of grass roots organizing and
20 community outreach, if we had had even 15 or
21 18 weeks, the vote on this would have been
22 very different. And I say this as a community
23 outreach organizer for the past 20 years, the
24 vote would have been very different if we had

1 had even six or eight more weeks than we had.
2 Thank you so much.

3 CHAIRMAN CROSBY: Let me just read
4 off the -- this is the last few names. I
5 think we're getting close here. Ken Ansin,
6 Corneila Ochesenborn -- bein, Jim Bellina. I
7 think we're just sort of anybody whose --
8 whose name I haven't read yet.

9 MR. LWONKIW: I guess you skip my
10 name because it's very hard to understand.

11 CHAIRMAN CROSBY: I probably did,
12 yeah. Go ahead.

13 MR. LWONKIW: My name's
14 Marcio Lwonkiw. I'm a Leominster resident for
15 last 22 years. And I see a city thriving and
16 attract a lot of business because of our
17 location, central Mass., with ease access to
18 major highways. As my close friends know, I
19 recently just become an American citizen.
20 Presently I am seeing -- thank you.
21 Presently, I have seen things in the city, and
22 I'm not able to agree with the elect officials
23 and their decisions.

24 I thought to sit on the sidelines

1 and watch everything unfold concern to the
2 future of their city, but I could not. I
3 decide to join a group of concerned citizens
4 to stop the casino, or slot parlor, whichever
5 you want to -- the more I educated myself, the
6 more clear I become to see that -- that we
7 should defeat this proposition. I can be here
8 for next 20 minutes rephrase how everything
9 went down, but concerning your time in the
10 evening --

11 CHAIRMAN CROSBY: Thank you.

12 MR. LWONKIW: -- will skip all this.

13 CHAIRMAN CROSBY: Great.

14 MR. LWONKIW: Mr. Cordish advertise
15 as a \$4 million tax revenue for the city,
16 which I could not find in any city agreement.
17 And I just wonder what more is not going to
18 come through for us.

19 After watch Mrs. Claire Freda spoke
20 in favor of the slot parlor, Leominster and
21 Lancaster, I would like to thank her because
22 of -- because of her I learn a new phrase, due
23 diligence. I was not sure where that means,
24 but friends and the dictionary help me a lot.

1 I am not sure due diligence was done
2 here in Leominster. Thanks Mr. Mayor and the
3 city councilor. Because of your hard work, we
4 do not need gambling revenues because the city
5 has over \$12 million in savings and just
6 finished to repair the high school and other
7 major constructions around the city.

8 When the casino law was passed, the
9 legislature in Boston was concern with jobs
10 and revenues in the state because some areas
11 like New Bedford need help more than the
12 others location.

13 Since we -- since we do not need
14 more revenues, my questions, why we're doing
15 this? Thanks for your time, and I hope we
16 make the right decision.

17 CHAIRMAN CROSBY: Thank you.

18 MR. ZAIKIS: Good evening. My name
19 is Andrew Zaikis. I'm a Lancaster resident.
20 I'll be directly affected by this, and I'll be
21 sure to e-mail you with all my concerns. I
22 just want you to note that out of all the
23 people that have gotten up and stood tonight,
24 anybody that stands as a resident of any other

1 town, other than Leominster, is opposed to
2 this proposal. Thank you.

3 MR. DONAHUE: My name is
4 Jack Donahue. I'm a representative of the
5 carpenter's union in central Massachusetts.
6 We represent 650 members and their families.

7 I just want to speak to, you had a
8 young man get up here. He's 23 years old, a
9 recent vet, came back here from Afghanistan.
10 The building trades union has a pathway to
11 good jobs, and it's called the Helmets to
12 Hardhat program, where we have taken returning
13 vets at the largest number of almost any
14 industry, and the carpenter's union,
15 specifically of all the building trades, are
16 putting people back to work. We have
17 thousands of young men and women coming back
18 home from 10 years of war, and they need a
19 place to work.

20 One of the driving the
21 legislature can -- the legislature proposed
22 this and moved on gaming was as an economic
23 driver. It is an economic driver.

24 Potentially, as we've heard now,

1 the -- the time table is, if we started
2 construction in January, in order to get
3 construction done for this time next year, you
4 know, we're talking a significant amount of
5 manpower. It's work, so please don't leave
6 sight -- lose sight of that. Thank you very
7 much.

8 CHAIRMAN CROSBY: Thank you.

9 MR. SMITH: Good morning.

10 CHAIRMAN CROSBY: Good morning.

11 MR. SMITH: My reason -- my reason
12 for attendance this evening is two-fold.
13 First of all, I am the maintenance foreman for
14 the city of Leominster department of public
15 works, and I represent our labor group, Local
16 39, which we are in favor of and we support
17 this program -- this proposal.

18 My name is David Smith. I am
19 currently not a Leominster resident, but my
20 roots are very deep in this community. My
21 family settled this community some 200 years
22 ago. They came here as farmers. They evolved
23 with the advance of the industrial revolution
24 into machinists, tool makers, they supported

1 the industry that the city had at the time,
2 they evolved with that.

3 With the release of the industrial
4 revolution, the advent of the automobile came
5 into play, and they started as auto mechanics
6 and evolved in that particular field.

7 With the removal of the industry in
8 the city, I think it's time the city evolves
9 and looks at other sources of a revenue
10 stream. I mean, everybody talks about the
11 manufacturing in the city, but we don't have a
12 lot left, and what we do have we'd be lucky to
13 keep.

14 So I think this proposal's good for
15 the city. I think it's time the city really
16 looks at other alternatives for revenues, and
17 I appreciate your time. Thank you.

18 CHAIRMAN CROSBY: Thank you very
19 much.

20 MR. SHIELDS: Hello. My name's
21 Corey Shields. I'm a Leominster resident. I
22 have three really brief points. First of all,
23 thank you for the Sisyphean task of listening
24 to all of us just ramble on.

1 So the first point I have is a slot
2 casino will hurt Leominster and the
3 surrounding communities with increased crime,
4 traffic and drunk driving, as well as lower
5 property. It will be turning our Bedford
6 Falls into Pottersville.

7 Also, the stigma a casino brings
8 will chase away young families. It will -- it
9 will chase away commuters, who are, probably,
10 arguably, one of the biggest economic factors
11 of our town, and these people are the life
12 blood of our -- of our economy.

13 Second point, Leominster's a
14 horrible location. Plainville has twice the
15 population within a 20-mile radius, and it's
16 closer to more affluent Boston suburbs. It's
17 almost unjust to put a casino in a
18 more-depressed, less-affluent north central
19 Mass. And that's important to say.

20 The third point, Leominster, as you
21 know, has the most opposition of the three
22 applicants for the slots casino. We voted.
23 We got just shy of 40 percent, and that was
24 the opposition, the no-slots people, we

1 organized within two weeks and we raised, I
2 think \$55 with under \$2,000 of donated,
3 in-kind contributions. And the pro-slot
4 people, as you know, raised over \$300,000.

5 In Leominster, you can buy a starter
6 home for under \$200,000. And, unfortunately,
7 with -- as I feel as long as many of the
8 people who voted and are against the casinos,
9 apparently, it seems we can -- we can buy a
10 small city casino in north central Mass. I
11 would ask you to please consider saying no to
12 Leominster. Thank you for your time and have
13 a safe drive home.

14 CHAIRMAN CROSBY: Thank you.

15 MR. MCKEON: Good evening. My name
16 is David McKeon and I'm president of the
17 Johnny Appleseed Trail Association. I had
18 hoped not to speak this evening. The chair of
19 our board of directors was -- I know she was
20 here at 6:30 waiting to speak when I left for
21 another hearing, Mass Highway hearing across
22 the street.

23 But I'm -- I do want to make sure
24 that you hear that the -- we are the regional

1 tourist council designated by the legislature
2 to represent 26 cities and towns across north
3 central Massachusetts from 495 to Franklin
4 County.

5 We have a memorandum of
6 understanding with The Cordish Companies, that
7 they have committed to work with our
8 organization, to promote the region, to help
9 us market the region, to coordinate our
10 marketing message, and to help us also to see
11 the slots parlor as a distribution point for
12 visitors throughout the region.

13 They also committed to working with
14 the small businesses in the hospitality
15 industry, and that's a critical part of the
16 diversification of jobs that this region,
17 frankly, does need. The jobs that they
18 propose are -- are important in themselves.

19 But, of course, the spinoff factor
20 as it relates to burgeoning hospitality
21 industry within this region is very important.
22 We have not been able to take advantage of the
23 third largest industry in this state, tourism.
24 It may be that casinos may surpass that as it

1 goes, but certainly right now, they have
2 been -- the hospitality industry and tourism
3 has been the quickest industry to bounce back
4 from the recession, and to provide jobs, and
5 jobs for a variety of folks and skills. So we
6 are happy to have you here this evening and
7 urge you to support the application of The
8 Cordish Companies.

9 CHAIRMAN CROSBY: Thank you. Let me
10 just -- is there anybody else who has not
11 spoken? I'm not sure if I've read every name
12 but -- sir? Anybody else? So we've got two
13 to go. All right. Welcome. The pressure's
14 on.

15 MS. SHORT: That's too bad. My
16 name's Pam Short, I'm a resident of Lancaster.
17 I am not much of a speaker, but I had to --
18 listening to everybody, I had to point out a
19 few things.

20 First off, I had the pleasure of
21 going to the conference in New Mexico in the
22 summer, and this won't be a long story. I
23 went from Albuquerque to Taos, and I was
24 warned on the plane of the dangers. There are

1 casinos in the Pueblos out there, and you
2 wouldn't believe, it's a straight highway. A
3 straight highway through desert. And all's
4 you have are scrub brushes. No trees, no
5 nothing. And you wouldn't believe how
6 pathetically you see all these crosses of
7 people who died on the highway. I was warned
8 to not drive at night. I made sure I was back
9 to Albuquerque. I feared for my life because
10 of what you see there.

11 And I drove up to Espanola.
12 Espanola is a town that I didn't know, and
13 even the AAA agent didn't know anything about.
14 And the woman on the plane, she told me, don't
15 stay there. She said there is a lot of crime,
16 alcoholism and drugs there. She offered me
17 her Santa Fe condo so I could be safe, a
18 perfect stranger. And I'll tell you, you see
19 rehab centers all around, and it's not pretty.
20 It's very impoverished.

21 And I've seen in poverty because
22 where my husband's from in upstate New York,
23 central New York where all the farms are gone
24 because they can't make a living. It's worse

1 than that, and it's sad to see all these
2 people, and mostly Indians living in such a
3 state of poverty, so I need to point that out.

4 I heard a number earlier, it was
5 hard to hear upstairs. \$15 an hour. I don't
6 know what that number was for. I think they
7 were saying, oh, \$15 for, maybe people will be
8 making.

9 And I'll tell you, \$15 an hour, I
10 have a set of twins, 12 years old, they make
11 \$15 an hour, between 15 and \$20 an hour
12 reffing soccer. And \$15 an hour is what I
13 made when I was at the end of my college. I
14 was a software engineer, and I still am, but
15 that was \$30,000 -- a little over \$30,000 a
16 year. That was 30 years ago.

17 And \$15 an hour isn't going to give
18 you a quality of living that you want. It's
19 just above the poverty level. I tried
20 Googling. After I heard tat number I tried
21 Googling what the poverty level is.
22 Massachusetts is not a low -- low-cost state
23 to live in.

24 So for a family of four, the poverty

1 level that I could find just in general in the
2 United States is 24,000, and that's not taking
3 into consideration that you've got a lot of
4 places that don't have the high cost of living
5 in Massachusetts. So bear that in mind,
6 \$15 an hour is not a lot of money.

7 And I am a software engineer, and I
8 know what you can do with software. These
9 electronic gamings, let me tell you, I love
10 software. And 30 years ago, before most
11 people were really using computers and nobody
12 knew -- laptops weren't even affordable. They
13 weren't even around 30 years ago. And I was
14 training people at the business I worked at,
15 The Albany College of Pharmacy.

16 And I'll tell you something, I can
17 do anything with software, if I want to do it.
18 And you look at Mark Zuckerberg, he made
19 himself a millionaire. But you can do
20 whatever you want.

21 There's psychology and software
22 being mixed together, and they can make you
23 think you're winning. Software is a powerful
24 thing, and it can do powerful things, if you

1 use it. But it can do bad things, if you
2 don't program it right. and it can make you
3 believe things that you don't really think you
4 can believe.

5 And then, lastly, I'm just going
6 to -- oh, two things. Princeton, I am very
7 closely affiliated with many people from
8 Princeton. And when I asked them, how do you
9 feel about the casino? They said, well, I
10 don't know if we have any say. I was shocked
11 to see John Ledeaux (phonetically) there from
12 Princeton, the town administrator, who
13 actually resides in Shrewsbury. He was the
14 former owner of Shrewsbury Nurseries, where I
15 used to get my plants years ago, and now he's
16 the town administrator.

17 I don't believe that anybody from
18 Princeton really has even thought about these
19 casinos. So for him to say that they support
20 it, it must only be because of the agreement
21 they got as a surrounding town, money. And
22 that's what it boils down to is, money.

23 And I'm just going to leave you with
24 -- I mean, I hear all these things, you know,

1 president of the United States, Obama, says
2 that jobs are in math, science and
3 engineering. I don't hear him saying, where
4 are jobs in casinos? That's where you want to
5 be, is in casinos. That's not what he says.
6 So I'll leave you with that. Thank you.

7 CHAIRMAN CROSBY: Thank you.

8 MR. GAGNE: Yes. Good evening,
9 Chairman, Counsel, my name's David Gagne from
10 Gagne Realty Corp. Born and raised in
11 Leominster. Lifelong family business in
12 Leominster, third generation. I would like to
13 disclose that, currently, The Cordish Company
14 is renting from my family, their office
15 information center down at Sack Boulevard here
16 in Leominster.

17 Over the years, being in commercial
18 real estate and having an interest in the city
19 of Leominster, we've seen, not only Leominster
20 lose jobs and suffer economically, as most of
21 the region has, but Leominster seems, has had
22 its fair share of false promises, the rug
23 pulled out from under it, the carrot on the
24 stick, things like that of developments that

1 have noted gone through and yet have been
2 promised.

3 And what The Cordish Company is
4 proposing, to me, is thinking outside the box
5 with hard numbers, hard jobs, hard future
6 employment for, not only Leominster residents,
7 but regional residents, suppliers, local
8 vendors, which I strongly believe in and use
9 myself. And I just feel that this is very
10 good for the city of Leominster and I support
11 it. Thank you.

12 CHAIRMAN CROSBY: Thank you very
13 much.

14 MR. GAGNE: Thank you.

15 CHAIRMAN CROSBY: Ladies and
16 gentlemen, I think we're going to call it a
17 day. We, obviously, fully well understand
18 that there are strong feelings, even passions
19 on this. We will take all this under
20 advisement. A lot of people have given a lot
21 of time on both sides of this, a lot of ideas.
22 We appreciate it all.

23 We will continue to read anything
24 else that you want to send us, and we will do

1 our best over the next few months, to make the
2 best and wisest decision that we can. Thank
3 you all, very much, for your time.

4 Commissioners do we have --

5 COMMISSIONER MCHUGH: Just to --
6 just to add -- we are not closing -- this is
7 the statutory hearing that is required for us
8 to hold before making a decision as to the
9 license. We're not closing this hearing.
10 We're going to close this hearing after
11 another session, when we have all the
12 agreements resolved. It'll be here. It'll be
13 posted. It'll be announced. It'll be an
14 opportunity to hear from those surrounding
15 communities. And, at that point, we'll close
16 the hearing and that'll start the 30-day
17 period that we have between the time of
18 closing the hearing and issuing a decision.

19 MR. CHARRON: Excuse me. When you
20 come back to town, will there be another
21 session for the public to make --

22 COMMISSIONER MCHUGH: Could I have
23 -- could I have your name, sir?

24 MR. CHARRON: Brian Charron.

1 COMMISSIONER MCHUGH: Yes. We'll --

2 MR. CHARRON: I was up here earlier
3 today and I was told that I needed to bridge
4 my presentation to two minutes and I had --

5 COMMISSIONER MCHUGH: We welcome to
6 hear it via e-mail, and we will read it
7 carefully, as we do everything that we get.
8 When we come back here, we'll have a hearing
9 and we'll announce the rules for a hearing
10 before we come back.

11 CHAIRMAN CROSBY: Do I have motion
12 to adjourn?

13 COMMISSIONER MCHUGH: No.

14 CHAIRMAN CROSBY: No? Oh, I'm
15 sorry. Do we have --

16 COMMISSIONER MCHUGH: We're not
17 going to adjourn.

18 CHAIRMAN CROSBY: Sorry. I was just
19 checking to see if you were awake. All right.
20 We are finished for the evening. Thank you
21 all very much.

22

23 (Proceeding suspended 9:20 p.m.)

24

1 GUEST SPEAKERS:
2 Mayor Dean Mazzarella, City of Leominster
3 David Cordish, The Cordish Companies
4 Joseph Weinberg, The Cordish Companies
5 Stephen McCarthy, UMass Lowell
6 Jennifer Flanagan, Senator
7 Dennis Rosa, State Representative
8 Stephen DiNatale, State Representative
9 Jonathan Silverstein, Esq., Counsel, Leominster
10 Robert Sideleau, Fire Chief, Leominster
11 Robert Healey, Police Chief, Leominster
12 James Lanciani, City Councillor
13 Claire Freda, City Councillor
14 Susan Chalifoux Zephir, President, City Council
15 David Cormier, City Councillor
16 Rick Marchand, City Councillor
17 Robert Sabatelli, City Councillor
18 David Rowlands, City Councillor
19 John Lebeaux, Town Administrator, Princeton.
20 Sandy Dunn, General Manager, DCU Center
21 David Aronson
22 Jane Alessandrini
23 Patrick Aubuchon
24 Jeremiah Riordan

1 GUEST SPEAKERS CONT'D:
2 Raymond Bissonnette
3 Brian Charron
4 Curtis Cook
5 Paul DiGeronimo
6 Mark Natale
7 Donna Fiduccia
8 Robert Fitzpatrick
9 Thomas Hazzard
10 Kevin Williams
11 Mary Jean
12 David Joyce
13 Patrick McCarty
14 Adam Richard
15 Corinne Morette
16 Stephen Mullaney
17 David Nault
18 Barbara Nutting
19 James Padovano
20 Lynn Percuoco
21 Arlene Stith
22 Cara Sanford
23 Steve Swartz
24 Alexandra Turner

1 GUEST SPEAKERS CONT'D:
2 Paul Tatro
3 Robert Young
4 Richard Brow
5 Ephraim Josephs
6 Paul Lambert
7 Arlene Porter
8 Roseanne Mapp
9 Craig Long
10 Barbara Belisle
11 Chris Miller
12 Michael Nelson
13 Steve Cote
14 Andrea Freeman
15 Marcio Lwonkiw
16 Andrew Zaikis
17 Jack Donahue
18 David Smith
19 Corey Shields
20 David McKeon
21 Pamela Short
22 David Gagne
23
24

C E R T I F I C A T E

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I, Brenda M. Ginisi, Court Reporter, do hereby certify that the foregoing is a true and accurate transcript from the record of the proceedings.

I, Brenda M. Ginisi, further certify that the foregoing is in compliance with the Administrative Office of the Trial Court Directive of Transcript Format.

I, Brenda M. Ginisi, further certify that I neither am counsel for, related to, nor employed by any of the parties to the action in which this hearing was taken and further that I am not financially nor otherwise interested in the outcome of this action.

Proceedings recorded by verbatim means, and transcript produced from computer.

WITNESS MY HAND THIS 8th of December 2013.

BRENDA M. GINISI My Commission expires:
Notary Public July 11, 2014