

COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS GAMING COMMISSION

PUBLIC MEETING

CHAIRMAN

Stephen P. Crosby

COMMISSIONERS

Gayle Cameron

Bruce W. Stebbins

Enrique Zuniga

RE: HOST COMMUNITY HEARING IN SPRINGFIELD

April 1, 2014, 4:00 p.m.

MASSMUTUAL CENTER

1277 Main Street

Springfield, Massachusetts

P R O C E E D I N G S

CHAIRMAN CROSBY: All right, ladies and gentlemen, if I can have everybody's attention, please.

I do want to call to order today, Tuesday, April 1st about 4:00 pursuant to the Massachusetts Open Meeting Law, General Law 30A Sections 18 to 25 and General Law Chapter 23 Sections 17C and D this formal meeting of the Massachusetts Gaming Commission to serve as the final and formal legislative mandated hearing on the proposal by -- let me make sure I get this right -- Blue Tarp Development Corp., LLC, I think or something like that, reDevelopment Corp., sorry, Blue Tarp reDevelopment Corp., LLC for the Category 1 license in Western Massachusetts.

I just want to make a few preliminary announcements and logistical discussions. First of all, I'm sorry to say that there will be no April Fools' jokes accepted. Mayor Sarno came up to me

1 and said he wanted to announce that he
2 changed his mind but I said, no, that would
3 turn Mike Mathis white as a sheet, so we
4 won't have that.

5 This is a very important moment.
6 You all have heard us talk about the fact
7 the need that this process of selecting
8 licensees be participatory, transparent and
9 fair and an absolutely critical part of
10 that is hearing from the people and having
11 you hear from us about this process.

12 We have been in south -- in Western
13 Mass. probably, I don't know, 10 to 12
14 times in different ways. We've received
15 hundreds, literally hundreds of e-mails and
16 letters, all of which all of us have read.
17 Commissioner McHugh, Jim McHugh had an
18 illness in his family today. Otherwise, he
19 would be here with us.

20 As you know, we've reviewed the
21 thousands, I think something like 12 to
22 15,000 pages of the application that came
23 in from MGM. We have five evaluation teams
24 looking into variables like mitigation,

1 economic impact, finance, site and building
2 design and so forth with consultants and
3 investment bankers and traffic engineers
4 and the whole bit. And we are now getting
5 one last bite at the apple of that critical
6 piece of the process, which is the feedback
7 both specifically and formally from the
8 applicant and their host community and then
9 from interested parties in the area.

10 We have a rule of each person needs
11 to speak for five minutes. The applicant
12 will get to cut some slack on that because
13 they are answering questions to us from us.
14 But when we get to public officials, even
15 public officials and folks in the audience
16 who want to speak, we will have this clock
17 set at five minutes and I will enforce
18 that.

19 It's important to be courteous to
20 all the other speakers. We have somewhere
21 in the neighborhood at a minimum of 130
22 speakers. If you do the arithmetic, 130
23 times five minutes, that's a very long
24 time. So, what we're going to propose --

1 lots of times it turns out that speakers
2 will leave after a while. They've heard
3 what they were going to say and they leave.
4 We have a number of people here who have
5 come in as a group and maybe their comments
6 can be consolidated if some of their
7 representatives have made the points.

8 So, sometimes even though we have
9 this many people signed up, it doesn't end
10 up being 130 people and we can get done by
11 a reasonable hour. But a bunch of us have
12 to get back to, including three of us up
13 here, have to get back to Boston. So, we
14 are going to aim to end around 9:00 and see
15 where we're at. We will be back out here
16 on April 28th?

17 COMMISSIONER CAMERON: 28th.

18 CHAIRMAN CROSBY: April 28th to
19 conclude this meeting. So, if we don't get
20 to people, we will have a chance to get to
21 you then. So, you can keep that in mind as
22 you see how the time goes by. On the other
23 hand, if we get to 9:00 and we just have a
24 handful left, we may go on but for a little

1 while. But we did one of these until
2 11:00 at night and almost lost a few
3 Commissioners, so we are not going to be
4 doing that again. So, keep that in mind
5 and I just want everybody to have a
6 heads-up.

7 Some of you have had to leave work
8 to come here, and we want to be respectful
9 of your time. All of you I know are
10 tremendously invested in this, and we want
11 to hear from you. I just want to give you
12 a heads-up on how we are going to try to
13 manage the fact that we have so many folks
14 and so little time.

15 Anything else any Commissioners want
16 to add?

17 We will open up with a presentation
18 by the applicant, and I think Ms. Kelly
19 Tucky is going to start out.

20 MS. TUCKY: Thank you, Mr. Chairman,
21 Commissioners. Thank you so much for
22 coming to Springfield and for hosting this
23 host community meeting today.

24 It's my honor to kick off today's

1 proceedings with certainly my favorite
2 mayor, the honorable Mayor Domenic Sarno.

3 MAYOR SARNO: Chairman Crosby, good
4 afternoon, and I want to thank each and
5 every member of the gaming -- Massachusetts
6 Gaming Commission for, once again, coming
7 out to the City of Springfield and being
8 here today.

9 As you know, I am Springfield Mayor
10 Domenic Sarno and I am here today to share
11 with you a vision of the City of
12 Springfield and to firmly and
13 enthusiastically endorse the granting of
14 the gaming license for Western
15 Massachusetts to MGM Resorts.

16 Your efforts make way for an
17 unprecedented 800 million-dollar urban
18 investment in downtown Springfield. The
19 City of Springfield envisions this world-
20 class entertainment development as far more
21 than merely building a casino.

22 As you know, Springfield, the city
23 of first, is a city with a rich history,
24 civic character and urban fabric. These

1 are sources of pride for Western
2 Massachusetts, Pioneer Valley and the
3 entire Commonwealth of Massachusetts.

4 Before I speak to our future, let me
5 touch upon our recent history. On the
6 heels of the City of Springfield's
7 375th birthday celebration, the city
8 endured unprecedented natural disasters of
9 2011, including an EF3 tornado, a freak
10 October snowstorm, a Nor'easter that
11 resulted in catastrophic citywide damage.
12 And if that wasn't enough, just before the
13 holidays in 2012, a natural gas explosion
14 rocked the downtown area which leveled a
15 building and caused heavy damage to dozens
16 of nearby structures.

17 However, from tragedy can come
18 triumph. And the city's response to this
19 devastation was comprehensive and resolute.
20 As a result, the city emerged from these
21 disasters and the great precession stronger
22 than ever. While managing these disasters,
23 the city remains steadfast in its
24 commitment to strong financial controls and

1 budget discipline.

2 As a result in January 2014,
3 Springfield received a double A bond rating
4 from standard and poor's, the highest ever.
5 With Springfield's financial foundation
6 set, it was time to lay the foundation for
7 our renaissance. We have made smart
8 investments in our infrastructure. We've
9 opened our arms to good business
10 opportunity and partnerships.

11 I am now pleased to relay that a
12 recent report this past March titled on the
13 rise was presented by Springfield's
14 Department -- by Department of Economic
15 Development headed by coach Kevin Kennedy.
16 And this form was hosted by the affiliated
17 Chambers of Commerce of greater
18 Springfield.

19 This presentation highlighted
20 2.48 billion -- that is with a B,
21 billion -- in private and public investment
22 recently completed ongoing or said to begin
23 in the City of Springfield with MGM
24 Springfield as its cornerstone.

1 MGM Springfield will also have a
2 significant effect on the local economy.
3 Annually, MGM will contribute 50 million-
4 dollars in local spending for their
5 procurement needs. I cannot overstate what
6 this means to the local economy and
7 businesses located in Springfield and
8 around Springfield.

9 In addition, the host community
10 agreement commits 2.5 million-dollars
11 annually for community programs. I have
12 pledged that portions of this money will be
13 leveraged with philanthropic organizations,
14 state and private funding sources for early
15 childhood education programs and to fund
16 library improvements.

17 If you're ever going to knock down
18 public safety and poverty race in urban
19 America, two key things, education and
20 jobs. Therefore, as the host community, we
21 are here in support of this investment.
22 MGM has designed this project to weave
23 itself into the existing urban and historic
24 fabric of Springfield.

1 Jim Murran, who is the CEO and
2 president and recently on the cover of
3 Leaders magazine for corporate community
4 responsibility, Bill Hornbuckle and new MGM
5 president, Mike Mathis, had been respectful
6 of my administration process but more
7 importantly our vision of Springfield and
8 beyond.

9 Soon after Governor Patrick signed
10 this landmark Gaming Act in 2011. And at
11 my direction, the Springfield Redevelopment
12 Authority became a proactive leader in
13 working with communities to set forth a
14 planning framework and detailed development
15 criteria to compete for the Region B gaming
16 license. Specific development guidelines
17 with clear objectives were thoughtfully
18 created.

19 We undertook a rigorous and robust
20 process to review, evaluate, refine and
21 ultimately select the best proposal. In
22 order to gain the support of the city's
23 civic business and community leaders, we
24 insisted that the successful bidder create

1 a plan to produce far more than just a
2 stand-alone casino but one that would
3 include new convention and meeting
4 business, new tourism visitation, new
5 destination entertainment, new shopping and
6 dining experiences, new market rate
7 residential housing and new mixed use
8 development in the heart of downtown.

9 We are pleased to ever see two very
10 qualified development proposals. And based
11 on our defined objectives, we selected the
12 very best of these, MGM Resorts
13 International vision for MGM Springfield.
14 That selection was resoundingly endorsed
15 and ratified by our citizens through a
16 ballad question, public ballad question in
17 July of last year. I am proud to represent
18 the residents of the City of Springfield
19 today, and I endorse this proposal before
20 the gaming commission.

21 The Springfield Redevelopment
22 Authority and its team have been working
23 very closely with MGM to secure the
24 commitments and the redevelopment process

1 milestones embodied in the host agreement
2 in order to ensure the gaming commission
3 that what the city desires and MGM promised
4 will, in fact, come to reality with the
5 quality and character that was promised to
6 residences and the businesses of
7 Springfield.

8 In granting this license, the gaming
9 commission will put in motion a precedent
10 setting urban redevelopment mechanism for
11 Western Massachusetts, as well as being the
12 first of its kind anywhere. Once
13 completed, MGM Springfield will serve to
14 bring new venues, new investment and new
15 visitation from the entire New England
16 area.

17 It will add a new energy to both
18 Springfield and the Western Massachusetts
19 region, as well as providing a boost to the
20 entire Commonwealth. MGM Springfield
21 coupled with the other private and public
22 investments currently flowing into
23 Springfield will have a ripple effect that
24 will lift the entire region.

1 This is an exciting time in the City
2 of Springfield. Together with MGM we're on
3 the rise in prying for the Springfield
4 renaissance.

5 I thank you very, very much for your
6 due diligence and your support. We're
7 ready to go. We're ready to put those
8 shovels in the ground. Thank you so much,
9 and I'll turn it back to the MGM officials.
10 Thank you.

11 CHAIRMAN CROSBY: Thank you.

12 MAYOR SARNO: I don't know if you
13 have any questions or not.

14 CHAIRMAN CROSBY: We are all set.
15 Mayor, just let us tell you that from the
16 standpoint of the Commission, everything
17 that we've seen about the process that you
18 conducted out here has been a quality
19 process, too.

20 So, this -- a lot of people were
21 involved in the effort so far, and
22 everything that we can see is that
23 Springfield has distinguished itself by
24 doing a really fine job out here.

1 MAYOR SARNO: We appreciate that and
2 we appreciate the partnership that we've
3 had with you, Mr. Chairman, and the
4 Commission and following the guidelines and
5 that compliment we'll take. And, again,
6 we're ready to go and we're ready to put
7 those shovels in the ground.

8 But I appreciate due diligence and,
9 again, I appreciate because you have and
10 the Commission has been out here at least a
11 half a dozen times, if not more, in the
12 City of Springfield. I appreciate that.

13 Thank you so much.

14 CHAIRMAN CROSBY: Thanks, Mayor.

15 MS. COLLINS: Good afternoon, Mayor
16 Sarno, Mr. Chairman, Commissioners and our
17 friends throughout the area. My name is
18 Jody Collins and it's my pleasure to be
19 able to share with you my unique
20 experiences both a native of Western
21 Massachusetts and an employee of MGM
22 resorts.

23 Growing up my family moved around a
24 lot. But without fail, we returned to

1 Western Massachusetts. I spent every major
2 holiday visiting my grandfather in Chicopee
3 and spent summers playing with my cousins
4 in Belchertown. When it came time for
5 school, I was accepted into Smith College
6 and for the first time I became a full-time
7 Pioneer Valley resident.

8 By the time I was a sophomore, my
9 dad had accepted a position with a Holyoke
10 company and I benefited with home-cooked
11 meals and clean laundry. I loved my time
12 in Western Massachusetts, but I never saw
13 myself staying after graduation. Instead,
14 my friends and I were pursuing internships
15 and jobs in Boston, New York, DC and New
16 Haven.

17 My plans changed, however, when I
18 attended the career fair at UMass Amherst
19 during my senior year. That is when I met
20 MGM Resorts. I knew absolutely nothing
21 about gaming or even Las Vegas when I first
22 sat down at the MGM table. I was just
23 curious, and they were eager to answer my
24 questions. And this initial exchange led

1 to an interview and eventually to a job
2 offer with human resources in the
3 management associate program at MGM
4 Resorts. I accepted the position without
5 hesitation.

6 After all, I was graduating in an
7 economy where jobs were scarce and
8 companies were eliminating leadership
9 development programs. But I figured MGM
10 had to be different because instead of
11 downsizing, it was expanding and
12 strengthening its development programs.

13 Until I arrived in Vegas, I didn't
14 realize how different they were as an
15 organization and how many preconceived
16 notions I had about gaming. For several
17 years, I had lived in a regional
18 neighborhood right next to a gaming outpost
19 in Pennsylvania and I felt that all casinos
20 operated like that, slots in a room in the
21 woods. So, I was surprised when I began at
22 MGM. It was so much more than just a
23 casino.

24 MGM Resorts are entertainment

1 destinations and the casino floors are just
2 one small part of the equation; in fact,
3 only 30 percent of the experience as you
4 will later hear.

5 When I began my job, I was generally
6 surprised by how much MGM cared. In HR I
7 see behind the scenes. I see how we extend
8 benefits to same-sex partners. We offer an
9 annual floating bonus day so that employees
10 may prioritize their health. We limit our
11 enviromental impact, and we offer
12 professional growth opportunities to all
13 employees from line level all the way up to
14 executives. All of the perks that other
15 companies cut to save costs MGM constantly
16 invests in.

17 This past fall Mike Mathis, knowing
18 my interest in project development and my
19 roots in Western Massachusetts, offered me
20 a chance to help prepare the Massachusetts
21 gaming license application. It quickly
22 became apparent to Mike, who is the newly
23 named president of MGM Springfield, and to
24 me that I knew absolutely nothing about

1 Springfield. How could that be considering
2 all the time I spent here? I began to
3 realize that my time here was really spent
4 around Springfield and not in Springfield.

5 So, with Mike's encouragement, I set
6 out to understand the people and the story
7 of the city I thought I knew. I walked the
8 site and saw the lasting damage of the
9 June 2011 tornado. I sat with lifelong
10 city residents as they described a thriving
11 Springfield of the past. I poured over old
12 maps and photos of the city in the
13 Springfield museum and I sat in the attic
14 archives of the Armory and listened to old
15 recordings of the concerts on the green. I
16 began to see the spirit and strength
17 currently alive in Springfield.

18 I visited that same career fair at
19 UMass Amherst that changed my course of
20 life, but this time I was the one answering
21 questions about MGM Resorts. This morning
22 I walked through the south end community
23 center and saw the buildings past and
24 potential future firsthand. I started to

1 visualize what downtown Springfield would
2 look like in three years when we cut the
3 ribbon for MGM Springfield.

4 My experiences with MGM have given
5 me a greater understanding of what it means
6 to work for a Fortune 500 corporation that
7 honors and upholds its mission, vision and
8 values while remaining at the same time in
9 the forefront of industry innovation. And
10 they have also given me an opportunity to
11 really appreciate this great city and its
12 strong sense of community.

13 I'm thankful that Mike gave me the
14 chance to discover Springfield, and I'm
15 thankful that MGM Springfield will give the
16 same chance to the region New England and
17 beyond.

18 And with that, I'd like to introduce
19 my boss, I value whose passion for this
20 project and the city is infectious, Mike
21 Mathis.

22 MR. MATHIS: I think you just met
23 the future chairman of our company.

24 CHAIRMAN CROSBY: No kidding.

1 MR. MATHIS: Jody turns 23 on
2 Friday, believe it or not, which is opening
3 day at Fenway, so I'm starting to learn,
4 really special.

5 Thank you, thank you for this
6 opportunity. It's been quite a journey and
7 we're going to walk you through our project
8 just in case there's anyone left in the
9 Commonwealth who hasn't seen the slide
10 show. We're going to walk through it one
11 more time.

12 MGM Resorts, just some statistics
13 and some elements of our company, Fortune
14 500 company. We're currently 292 on the
15 fortune list. 60 million customers on our
16 database, 62,000 employees, 42,000 hotel
17 rooms, a lot of food and beverage, a lot of
18 retail, a lot of convention space, a lot of
19 casino floor and arenas. We're leaders in
20 entertainment and conventions.

21 I think this slide is important,
22 because those that would try to call us a
23 casino company would really be misguided.
24 Certainly we're a casino company but we're

1 one of the largest hotels in the world, one
2 of the largest F and B operators in the
3 world, one of the largest convention
4 groups, sales operators in the world. And
5 that is important for what we are trying to
6 do here in Springfield.

7 Entertainment is really at our core.
8 That's just a sample of some of the things
9 we do in Las Vegas. The MGM Grand, which
10 hosts the largest boxing matches in the
11 world. Floyd Mayweather exclusively fights
12 at the MGM Grand. 18,000 to 20,000 seat
13 capacity in the MGM Grand and we have
14 another facility, the Mandalay Bay Event
15 Center in Las Vegas as well, and we're
16 building yet another third arena in Las
17 Vegas.

18 We want to continue to be the
19 leaders in entertainment and bring those
20 relationships to bear here in Springfield.
21 Cirque de Soleil, we brought Cirque de
22 Soleil to Las Vegas. We have an exclusive
23 with that group. There is one operation, I
24 believe they have in Florida which we

1 permitted in terms of our exclusivity.

2 But those are the kind of
3 relationships that we can leverage and we
4 are going to talk about this later on,
5 leverage for Springfield and for the
6 MassMutual Center, for example, which is a
7 venue that we very much want to turn on and
8 make part of our project.

9 We are also leaders in retail.
10 Those are just a sample of some of the
11 names that we have in our retail facilities
12 in Las Vegas. Not all of those will be
13 replicated here in Springfield. There's a
14 different market but it speaks to our
15 relationship across the luxury brands, as
16 well as other brands that we hope to bring
17 here to the Springfield project.

18 Fine dining, we are one of the
19 leaders in fine dining. We turned Las
20 Vegas from a casino town into one of the
21 finest dining towns in the entire world.
22 James Beard award winners, celebrity chefs,
23 all of those chefs are in our properties
24 and we are in conversations to bring a

1 celebrity chef to the MGM Springfield. It
2 will be a sample of international, regional
3 and local, which I think is the key balance
4 for the MGM Springfield project dining
5 experience.

6 You've seen this slide before.
7 We're really proud of this slide. This
8 talks about the way we make money as a
9 company. Based on the Las Vegas strip, our
10 2012 numbers, all publically available,
11 30 percent of our revenues came from the
12 casino, 70 percent came from outside of the
13 casino, non-gaming.

14 Those are the convention halls that
15 I showed you. Those are the F and B
16 restaurants, the entertainment with 3,000
17 hotel rooms. We won't be able to achieve
18 that mix necessarily in Springfield,
19 because we're scaling down everything. We
20 have a 250 room hotel, because we want to
21 make sure that there is enough hotel demand
22 that the other neighboring properties to
23 ensure that their occupancy goes up, their
24 ADR's go up.

1 We said we're not building a
2 convention hall. Our convention hall is
3 the MassMutual Center where we're standing
4 today. Our theater is City Stage and
5 Symphony Hall. So, that's why some of
6 those statistics are a little eschewed for
7 Springfield but this is our expertise. We
8 make more money off the casino floor than
9 we do in our Las Vegas operations.

10 That's just a sample of some of the
11 experiences we create, and you're going to
12 see renderings of what we're doing here in
13 Springfield. But some of the most iconic
14 experiences in the resort industry happen
15 in our portfolio, the Bellagio fountains,
16 the mansions, City Center, which are
17 chairman champion.

18 We just opened a Michael Jackson
19 Cirque show, which is incredibly
20 successful. We've got the tigers and the
21 shark reef, which is an incredible family
22 experience, a large aquarium that we have
23 at our Mandalay Bay.

24 Now, let's talk about the

1 Springfield opportunity. You are going to
2 see this map a couple of times in our
3 presentation. This we believe is the key
4 impetus for the gaming statute. This talks
5 about the competitive landscape and shows
6 what has been going on for a number of
7 years, which is gaming dollars leaving the
8 Baystate and going to surrounding
9 competition.

10 Mohegan Sun and Foxwoods, as well as
11 Twin River, those three facilities
12 collectively we believe, and the estimates
13 are from the various professionals, a
14 billion dollars in gaming revenue annually
15 leave the Baystate for those facilities.

16 MGM Springfield based on the
17 Springfield location is strategically
18 positioned to repatriate those dollars.
19 Not only keep to the Massachusetts dollars
20 in place, but also to bring Connecticut
21 dollars up.

22 Hartford and West Hartford, a very
23 lucrative market. You can see it's equal
24 distance from the Springfield site, as well

1 as the Connecticut tribes. In fact, it's
2 probably closer and it's certainly a better
3 drive based on our research. That's going
4 to be a key market for us to reach out to,
5 and we'll do that with some of the things
6 that we are talking about in terms of
7 entertainment, in terms of high-end
8 restaurants, things that they have in that
9 market that we believe we can replicate in
10 Springfield.

11 Let's talk about Springfield itself
12 and all the existing great amenities that
13 are here. It's really ideal for what we're
14 trying to do. This is the project site in
15 the center and surrounding it are some
16 incredible attractions, all of which had
17 been underutilized, under-leveraged.

18 You've got the Six Flags down the
19 river, the Basketball Hall of Fame,
20 MassMutual Center literally catty-cornered
21 to our site and you've got Symphony Hall
22 and City Stage. Add to that Union Station,
23 which continues to be reinvested in to
24 become a transportation HUB for the region

1 and all the great things that are going on
2 in the Quadrangle, as well as the Armory
3 Museum and some of the other elements. All
4 it needs really is the engine. And what
5 we've said all along is that MGM
6 Springfield can be that engine to help
7 unify all these great attractions.

8 These are things that we would
9 normally build. We don't need to build
10 them. That's what the great marriage of
11 our project and what the gaming statute is
12 trying to achieve is to utilize the
13 existing assets. We won't compete with
14 them. We're going to compliment them and
15 we'll maximize their benefit, bring
16 visitors back to these venues who haven't
17 seen them for quite some time.

18 A unified downtown, those are some
19 of the elements -- the purpose of this
20 slide is to show you the trolley system.
21 We took a tour earlier today, some of us,
22 and I showed you that there's elements that
23 are there that are isolated on an island.

24 What we want to do with MGM

1 Springfield as the center is to incorporate
2 a loop, a rubberized trolley system that
3 will make various stops along the way to
4 the museums, to Union Station, along
5 Columbus to hit the Basketball Hall of
6 Fame, as well as to come back and make a
7 loop through the project.

8 So, that's an opportunity for us to
9 bring all of these venues on. People will
10 come for a two or three day stay with MGM
11 Springfield. We hope they'll stay another
12 day, because they want to explore the other
13 things. We benefit from that, and those
14 venues benefit as well.

15 This is our design inspiration.
16 It's really the key to our design, and it's
17 such a special photo. It's a 1920's photo
18 of Main Street, Springfield and on it you
19 will see a lot of activity, vibrancy,
20 public transportation, people enjoying
21 retail, restaurants on the streets. This
22 is what we want to return to, and we have
23 studied this carefully and you will see it
24 reflected in our design.

1 I am going to shortly -- I'm about
2 to walk you through a simulated flythrough
3 of what our project will feel like, and you
4 will see how many things we borrowed from
5 this great architecture and this theme.

6 This is Main Street going north.
7 The project is to the left. You have
8 apartments. You've got restaurants.
9 You've got retail on the outside. This is
10 the prospective looking south. That is our
11 hotel tower. Again, along Main Street,
12 retail, restaurants. The casino is on the
13 inside. It's the tourist design. You can
14 go to a restaurant. You can go to a retail
15 experience and never go to the casino for
16 it.

17 This is the view of looking at 91
18 circling around. 3,600 space garage, free
19 parking. This is the perspective of our
20 entertainment plaza, which is anchored by
21 the Armory. The casino floor, we're going
22 to try to bring some of the Springfield
23 elements, the Indian motorcycle, for
24 example.

1 This is absolutely a product that
2 will compete with the Connecticut
3 facilities. You just saw them. You can
4 get a feel for what our facility will
5 compare against that one. It will be
6 competitive. It will be different.

7 Heavily landscaped areas, a lot of
8 open public space. Come back in three
9 years and you'll see that, if we get the
10 license in May.

11 CHAIRMAN CROSBY: If Mayor Sarno
12 doesn't change his mind.

13 MR. MATHIS: Here is some of the
14 themes that underline our design. Respect
15 for the existing architecture. This is a
16 beautiful New England town. We found three
17 beautiful buildings that not only do we
18 want to keep on because of the historic
19 relevance, but because it makes it a better
20 project.

21 You've got the Mass -- old
22 MassMutual office building headquarters to
23 the left. You've got 73 State Street,
24 which would be a -- which is currently an

1 office building which will be our back
2 entrance to the hotel. It's a beautiful
3 regal building with the arch windows. It
4 looks like it was made to be a hotel
5 entrance. You've got the famous Armory,
6 which is going to anchor our entertainment
7 plaza.

8 This is where those buildings land
9 on the site plan. We're going to maintain
10 that office building for our own offices.
11 73 State Street will be off of State and
12 will be part of the hotel. And then the
13 Armory, which you will see some other
14 renderings on, is going to anchor this
15 really exciting outdoor entertainment
16 plaza. It's going to be a must see in the
17 region, and it's going to be our ability to
18 bring customers from outside of the region
19 into this market.

20 Later on you will see, and I want to
21 identify it right now just in terms of the
22 site plan, there is a current -- there is a
23 fourth building that we're relocating.
24 It's the First Spiritual Church. It's

1 currently on Bliss right about here, 3,000
2 square feet. Our designers and our
3 engineers believe we can lift that building
4 up from its foundation and bring it to a
5 new location, which will be just
6 catty-cornered here as our daycare center.
7 So, again, another attempt to take a great
8 building, preserve it and match it with
9 some of our programming.

10 This is that location of the daycare
11 center, and our traffic engineers have
12 looked at it. It was originally going to
13 be down here off of Columbus. And our
14 engineers, our traffic engineers determined
15 that it was a better location up here in
16 terms of dropoff. A lot of those children,
17 their parents will be employees of ours and
18 allows them to do the dropoff and come back
19 down into the employee garage.

20 Entertainment is such a key part of
21 our project. This is just a reminder of
22 where Springfield was in the '70s. It was
23 a must stop back when this building was the
24 Civic Center. Elvis played here twice in

1 the '70s. The Who played here and Grateful
2 Dead. Because of competition in Hartford
3 and other markets that have eroded the
4 ability for this facility to attract that
5 kind of talent, a lot of it has lost its
6 entertainment background and core. We want
7 to bring it back with our relationships and
8 we have done a little bit of that, as you
9 will see.

10 Outdoor entertainment, we believe
11 that's important. When we first landed
12 here in Springfield, you know, we heard
13 often that no one stays in downtown after 4
14 or 5:00. All the commercial businesses,
15 they all leave and go to the suburbs.

16 Well, the issue is there's not
17 enough things to do in downtown
18 Springfield, and that's part of what we
19 want to do. This is a shot from Los
20 Angeles and their downtown district. And
21 that's the theme behind our entertainment
22 plaza is to give free public entertainment
23 a skeptical for people to stay with their
24 families and that will create more energy

1 and that will create a spinoff impact of
2 restaurants and retail.

3 This is our rendering of what that
4 might look like. This is obviously a
5 seasonal winter view. This is the Armory
6 that will anchor off to our plaza. We show
7 a skating rink in the winter behind it,
8 movies, bowling. This is a market that
9 doesn't have bowling and movies downtown.
10 We had to go out into the market, talk to
11 those venders and show them our business
12 case and now they're interested.

13 So, that is the catalyzing impact of
14 our project is that will allow a movie
15 theater, a bowling alley to come downtown.
16 Now there will be reasons to stay downtown,
17 and it has that spinoff impact and we're
18 very proud to be part of that story.

19 This is another view, again,
20 anchored by the Armory. Conferencing
21 group, I am going to bring up Mary Kay
22 Wydra from the Greater Springfield
23 Convention Visitor Bureau.

24 We have a relationship in terms of

1 our organizations that we're going to
2 partner to make sure that this is a new
3 tourism destination, but the key to
4 conferencing group is midweek stays. You
5 have to keep the rooms filled during the
6 week, when the FIT, the free and
7 independent traveler, is coming on the
8 weekends, you have to make sure that there
9 is enough activity during the week. It
10 will keep our restaurants busy. It will
11 keep Main Street busy. So, part of that
12 big story is this building right now.

13 We have had our sales group attack
14 the database to make sure that we can find
15 groups that can go into this building and
16 it starts with convention hall, meeting
17 rooms and you will see hotel rooms.

18 We were going to bring the first
19 four-star hotel product to this town, which
20 any meeting planner will tell you is an
21 important checklist as they decide which
22 venders they are going to go to. The
23 Sheratons and the Marriotts, which are
24 presently in the market at three-stars, are

1 perfectly complimentary to that business.
2 We've got 250 rooms in this hotel tower,
3 which will be a four-star room. We're
4 going to model it by some of our existing
5 product.

6 We've heard often that there is a
7 concern that if there's additional hotel
8 rooms will it be competitive to us. We
9 have just the opposite view. We want to
10 sell Springfield as a city, and the larger
11 groups need more than 250 rooms. Frankly,
12 they need more than 5, 600 rooms so the
13 more product is better.

14 We're hoping to create a, ignite a
15 hotel development that allows additional
16 product to come online, and then we can
17 package it all to a big group in a single
18 shot. So, that's the strategy behind our
19 conference group plan.

20 This speaks to our commitment on
21 entertainment. Mayor Sarno and Kevin
22 Kennedy were tough negotiators. They
23 didn't take our word that we would pump
24 entertainment through these facilities. We

1 have a hundred page contract that commits
2 ourselves to 12 shows annually, four in
3 each of those facilities. We are happy to
4 do it. We think it's important for our
5 business plan. But really what we hope
6 happens is that the additional people we
7 bring to this market will allow those
8 venues to go bring on additional
9 entertainment on their own.

10 At the end of the day, it should be
11 self-sufficient but we recognize it and
12 there needs to be a kick boost to the
13 initial programming, and we're willing to
14 put dollars behind that.

15 To that end, these are groups that
16 we brought into this venue before we even
17 had a license. This is Boyz II Men, who
18 has a residency at our Mirage Show. We
19 were able to because of that relationship
20 to bring them to Symphony Hall. This is
21 the professional bull riders for a long
22 time had been in the Worcester market. We
23 brought them here to MassMutual last fall.
24 And then Pit Bull, which is one of the

1 biggest stars on the planet, we brought
2 here back in Memorial Day of last year.

3 5,000 people in downtown Springfield
4 enjoying themselves. We talked to the
5 police commissioner. We talked to the
6 restaurants. The restaurants were as busy
7 as they've ever been. The bars were as
8 busy as they've ever been and not a single
9 incident.

10 So, that's the kind of message that
11 we will ripple out, get out into the market
12 and Springfield will be known for a lot
13 more than just some of the negative
14 connotations that it currently has. It
15 will be known as a place for entertainment,
16 and that's what we're trying to do.

17 I return to this map. Springfield
18 needs to be strategic if it's going to go
19 after this Connecticut market. It needs to
20 be different.

21 What is MGM Springfield? What it is
22 not is a resort in the woods. That
23 business motto is based on getting you
24 there and keeping you there. There is no

1 Main Street. There is no spin-off effect.
2 You go there, and you stay there. What we
3 hope to create is a destination that allows
4 people to explore downtown Springfield.
5 This is more than just the four corners of
6 our project, and we're going to work very
7 hard to sell this as a destination.

8 If we do it right, and we will do it
9 right, the green will expand into the
10 yellow. So, this is about keeping
11 Massachusetts dollars in the state and also
12 going after some Connecticut dollars. I
13 hope we are not trying to get a Connecticut
14 gaming license any time soon, because I
15 think I've declared ourselves on that
16 issue.

17 Because of all these amenities, this
18 is what's going to sell. This is our
19 marketing plan. Our brochures that will go
20 out will not just be about our project. It
21 will be about the Six Flags, which we have
22 a marketing relationship with. They are
23 kicking off a new ride in about two months.
24 We are going to market that to our M-Life

1 database. They have 3 million customers
2 that come there annually. We expect 8
3 million customers. All of those customers
4 can share those experiences. Families can
5 play during the day and come to the
6 property at night.

7 These are some of the tools we are
8 going to use to make sure we make good on
9 this business plan. 60 million customers
10 in our database, 30 million in our M-Life
11 loyalty program and 11 million of those are
12 active.

13 This is a map that we can do. We
14 can generate this at any given moment.
15 Drop a PIN in any site, go into our
16 database and we look at the number of
17 customers, look at their daily spend, look
18 at their demographics. We figure out what
19 shows they like. Within this hour and a
20 half, 75-mile radius or so, we've got over
21 100,000 active customers who come to Las
22 Vegas say three or four times a year. But
23 if we had a flag here in New England, we
24 think that they would come more often. And

1 those are probably likely customers of our
2 competitors. So, this is our ability to
3 meet the demand that we think exists
4 currently in the market that is not met by
5 the MGM flag.

6 These are some of our strategic
7 partners, partnerships that we're going to
8 be able to leverage to make sure that we
9 get messaging out about the MGM Springfield
10 opportunity. I think one of the key
11 ones -- I think I screwed that up -- is
12 Southwest. With all of their flights to
13 the Bradley Hartford market, we are going
14 to be able to message on Southwest for all
15 those customers, again, targeted to
16 Connecticut to come up and explore
17 Springfield. For those that fly into
18 Springfield, you know you fly into Hartford
19 Bradley. It's as convenient an airport to
20 a major city as any that we've ever come
21 across.

22 So, there is a wonderful opportunity
23 to bring those customers up. There's also
24 an opportunity to reach out to the Boston

1 market as well.

2 I want to talk a little bit about
3 our sudden and really unexpected New
4 England presence. In addition to the MGM
5 Springfield project, which is here, we are
6 proud to have been awarded the MGM National
7 Harbor project right outside of the
8 nation's capital.

9 So, as you can see, we're going to
10 have metro centers like New York City
11 flanked. We're going to bring customers
12 down south around this market into this
13 property, which is going to be a
14 world-class property.

15 We're going to have MGM Springfield
16 drawing customers from the northeast, New
17 England area. And we're going to build to
18 offer what other competitors can't offer,
19 which is more than one experience. If
20 you're an MGM Springfield customer, we can
21 give you loyalty points that allow you to
22 go to National Harbor and vice versa in
23 addition to all of our Las Vegas properties
24 which are premium as well.

1 So, that is the power of our
2 portfolio and how we can leverage it for
3 the benefit of all the projects.

4 This is just a rendering that shows
5 what is going to be a really beautiful
6 exciting National Harbor project. That is
7 just another rendering that shows the
8 National Harbor DC project. I got a little
9 click happy.

10 This is our outreach. Part of our
11 success here and why we have so many
12 friends in the audience is we've been at it
13 for a long time. Mayor Sarno is a good
14 friend of ours now, but he took some work.
15 Anybody who says that we have no
16 competition doesn't remember the days when
17 there were five competitors in this city.
18 No other city in this Commonwealth had more
19 than one competitor. We had five.

20 So, really I give a lot of credit to
21 the mayor's office and Kevin Kennedy and
22 all that competition. It made us better.
23 It made us refine our project a lot earlier
24 than we would, and it made us improve upon

1 it. 412 community meetings, knocked on
2 42,761 doors. I am responsible for a lot
3 of them. I don't know the exact number. A
4 lot of phone calls through really a group
5 of committed people. A lot of them are
6 residents, a lot of them wanted this
7 project and were our strongest volunteers.
8 Then that faithful day when Mayor Sarno
9 picked us really kicked off this process
10 because we finally had a partner in the
11 city and he made us prove ourselves and
12 made us sign a hundred page contract.

13 That's my boss, Bill Hornbuckle,
14 great, great day. Again, I think it took
15 place in this room where we had the entire
16 community turn out for what was going to be
17 a historic day in Springfield's history.

18 This is our city council approval.
19 This is our vote, 58, 42, a 16 point
20 margin. This is a city that turned down
21 the casino vote twice in the '90s.
22 July 16th, which I remember really well,
23 was one of the hottest days in the summer.
24 We turned out 25,000 voters. Some of them

1 weren't fans granted but a lot of
2 supporters that day. So, really proud of
3 that result given the history of this
4 question in this city.

5 That is my boss' triumph fist pump
6 called the hero shot. That's the mayor and
7 our group of volunteers, incredible group,
8 colleagues of Jody who you just met. I am
9 happy to say five of those people are
10 coming to Las Vegas to be part of our one
11 year map and hit program. So, we're
12 stealing some of your talent. We're going
13 to train them up in Vegas, and I'm going to
14 try to recruit them back here. Given the
15 winter you just had, I don't think I will
16 do too well on that.

17 Host community agreement, this is
18 really a tremendous document that I worked
19 very hard on, that the mayor's office
20 worked very hard on. 25 million-dollars in
21 annual payments that we're making to the
22 host community. The project site currently
23 generates 634,000 dollars in taxes. That's
24 what the facility does today. This is our

1 commitment annually in addition to all the
2 other spin-off on economic impact it will
3 create. Additionally, 50 million-dollars
4 of annual spending that we committed in
5 goods and services here locally.

6 I've got many partners here in
7 Springfield who are working really hard to
8 make sure those opportunities stay here,
9 and it's going to require work. It's going
10 to require infrastructure and lead time to
11 make sure those venders get on board.

12 I know Commissioner Stebbins has an
13 advisory committee and it's an important
14 one because we have to make sure gaming and
15 the resort industry are new to this market.
16 There's a lot of businesses in Connecticut
17 that can service us. Let's make sure that
18 there's Massachusetts businesses, and
19 that's going to be a collective effort.

20 Two and a half million-dollars for
21 our community development fund. The mayor
22 just talked about it. That comes out of
23 the 25, but we're really pleased to see
24 that there was a devoted amount towards

1 early education. We think that's
2 important. That will train our
3 professionals for the future.

4 Public safety, they're key partners
5 of ours. We've gotten their endorsement.
6 We want to make sure they had money for the
7 future economic impact of all the tourists
8 coming in. And a million-dollars for the
9 Riverfront Park. The Riverfront is a key
10 element on the project, and we want to make
11 sure --

12 CHAIRMAN CROSBY: Excuse me, Mr.
13 Mathis, are four and five the annual?

14 MR. MATHIS: Four and five are
15 annual. They are subsumed within the 25,
16 but they are annual.

17 CHAIRMAN CROSBY: Oh, within the 25.

18 MR. MATHIS: They are part of the
19 25. Those are annual payments. We also
20 made up front payments for equipment and
21 other things that would need to be taken
22 care of up front, but those are annual
23 payments.

24 With that, I am going to bring Mary

1 Kay Wydra up to talk about our partnership
2 on the tourism front.

3 MS. WYDRA: I am not able to
4 multitask up here. I'm going to have John
5 click my slides for me.

6 Good afternoon, everyone. I'm
7 delighted to be here today to present with
8 the city and with MGM. As Mike said, my
9 name is Mary Kay Wydra. I'm the president
10 of the Greater Springfield Convention and
11 Visitors Bureau.

12 Joining me today, I just want to
13 acknowledge two of my board members,
14 actually the chairman of my board, Michael
15 Herwitz, who's the owner of Pizzeria Uno
16 and Chicago -- I'm sorry, Chicago Uno --
17 Uno Chicago Grill and Sonic and he's the
18 chairman of our board, as well as Peter
19 Roscoff, who is the owner of the Log Cabin,
20 Delaney House and D. Hotel in Holyoke.
21 Peter served as the chairman of our gaming
22 committee.

23 While I have addressed the gaming
24 commission in the past and I know all of

1 you are familiar with our organization, for
2 the sake of the audience behind me, I'd
3 like to provide a little background.

4 The bureau is a private, nonprofit
5 destination marketing organization that
6 generates economic growth for Massachusetts
7 Pioneer Valley by promoting the region as
8 an ideal year-round destination for
9 conventions, meetings, group tours, sports
10 and leisure travel. We are one of 16
11 regional tourist councils located in the
12 Commonwealth, and we work very closely with
13 Betsy Wall and the team at the
14 Massachusetts Office of Travel and Tourism.

15 Our primary service area is Hampden
16 County, but we represent over 260 member
17 businesses located throughout the entire
18 Pioneer Valley and beyond. Our members
19 include large operations that you might
20 expect, like Six Flags, the Big E, the
21 Basketball Hall of Fame, this incredible
22 building that we're all sitting in right
23 now, the MassMutual Center, Yankee Candle
24 Company and the like.

1 The majority of our businesses
2 however tend to be medium-sized and smaller
3 businesses that also benefit from the
4 promotion that we do. Businesses as
5 diverse as the Volleyball Hall of Fame, the
6 Armory, Zoar Outdoor, Red Rose Pizza, Bay
7 Path College, the Yiddish Book Center in
8 Amherst and the Noble & Cooley Drug Factory
9 in Granville to name just a few.

10 I'm delighted to announce that one
11 of our newest members and partners is MGM
12 Springfield, and we're really excited to
13 start working closely with them. They have
14 a well-known brand that is associated with
15 quality and resonates very positively with
16 consumers. They have an outstanding
17 project that will dramatically transform
18 our tourism landscape, and we firmly
19 believe most importantly will drive
20 incremental visitation to our region.

21 I often say that our job as
22 promoters is made easier when development
23 occurs, and we can offer the visitors
24 something new. This is new in a really big

1 way. We are a sales driven organization,
2 and this slide shows you our product. We
3 sell the Pioneer Valley. Our region is
4 full of fun, as the slide says. It's easy
5 to reach and navigate. It's about an hour
6 border to border.

7 And with the introduction of MGM
8 Springfield, we're going to add a bright
9 new icon to the map and provide our
10 visitors with one more reason to visit for
11 the first time or come back and stay with
12 us again and experience this exciting new
13 attraction.

14 When I say visitors of the bureau,
15 we have four types that we pursue. This
16 next slide will show you those. We
17 strongly believe that the MGM casino in
18 Springfield will be appealing to each of
19 them. Group tour operators are responsible
20 for developing itineraries, and they
21 literally bring busloads of people into the
22 region. They will surely include this new
23 attraction as a stop.

24 Casinos are very popular attractions

1 in the group tour market. In fact, several
2 operators have already contacted us asking
3 us when the doors are going to open. Just
4 yesterday a Peter Pan Motor Coach left our
5 region with 24 salespeople representing all
6 of the Western Mass. regional tourist
7 councils, as well as many members that are
8 interested in growing this type of
9 business. They left on a three-day tour
10 for appointments with tour operators on
11 Long Island who want to know more about our
12 region's offerings, and we know we can sell
13 this new attraction to them.

14 As for sporting events, there are
15 just certain ones that lend themselves well
16 to a casino environment, billiards, darts,
17 boxing, et cetera. Launching the Western
18 Mass. Sports Commission last April we have
19 just completed our first year in pursuit of
20 this niche business, and events right
21 holders have already expressed elevated
22 interest in bringing events to the area
23 with the introduction of the MGM brand.

24 In terms of sheer numbers, the

1 leisure category is by far our largest and
2 it's also the most competitive. It's very
3 clear that a great many leisure travelers
4 will visit with the introduction of this
5 new attraction. And given the unique
6 design of this urban core development
7 project, the folks at MGM have provided
8 other entertainment opportunities for those
9 who might not want to head to the gaming
10 tables.

11 They will recreational facilities
12 like the bowling alley and movie theaters,
13 which we currently don't offer in our city
14 center. In addition, they're going to
15 introduce quality new retail development,
16 which is lacking in our downtown.

17 There is also a planned shuttle to
18 take visitors to some of the other leading
19 attractions, including the museums, Six
20 Flags and the Basketball Hall of Fame.
21 This project is definitely going to enhance
22 the leisure visitor's experience.

23 Finally, our fourth segment, and
24 Mike talked about this, meetings and

1 conventions. It's one that's surely going
2 to grow given the power of the MGM brand,
3 their extensive database of meeting
4 planners and their great depth of
5 experience in hosting conventions and
6 meetings. They dominate this market niche,
7 and we're so fortunate to partner with them
8 and leverage their success.

9 We have a need to increase our
10 quality hotel room base near the convention
11 center. And as Mike said, they're going to
12 offer 250 first-class hotel rooms to our
13 inventory. Given their proximity to this
14 building right now, they are a natural ally
15 in pursuit of this market niche.

16 The bureau recently updated, and
17 this next slide will show you, our visitor
18 profile when engaged a third-party with an
19 objective vie to conduct visitor research
20 to tell us more about our customers. This
21 slide shows you just some of those
22 findings.

23 The majority of our visitors, as you
24 can see, come from the New York City area,

1 Connecticut and Boston. They stay for 2.9
2 nights, and they spend approximately 270
3 dollars a day. We feel very strongly about
4 with this new attraction we are bound to
5 open up new markets, extend the length of
6 stay and the daily spend. More heads and
7 beds and more cheeks and seats, to borrow a
8 few tourism terms. They are going to equal
9 more rooms and meal's tax for the city and
10 the state.

11 Currently, our research shows that
12 only 20 percent of our visitors are
13 attending our conference room meeting. I'm
14 not going to lie to you. We have a hard
15 sell right now. There's a huge opportunity
16 to grow this number by working with MGM.

17 Please note the last bullet on this
18 slide is one we are quite proud of. 82
19 percent of the visitors say they definitely
20 will or probably will come back. And we
21 feel strongly, again, that with MGM
22 Springfield added to our mix, we know they
23 are going to come back.

24 Finally, this is my favorite slide

1 because it outlines for all of you the ways
2 we're going to work with MGM Springfield
3 together to market the casino, the city and
4 the region. We formed a true partnership.

5 Now, I'd be remiss if I didn't
6 acknowledge to all of you that I've stood
7 in front of you before and presented to the
8 gaming commission in the past and I have
9 implored you to make tourism a priority in
10 all of the gaming applications you receive,
11 review and ultimately approve. And I am
12 thrilled to be here today to stand with our
13 partners, MGM Springfield, and tell you
14 that the bureau board has approved a
15 partnership agreement that includes many
16 elements, and this slide will show you what
17 they are.

18 We're going to work together on a
19 marketing strategy that will booster our
20 efforts to bring more visitors to
21 Springfield and to the region. MGM
22 Springfield working through the bureau will
23 promote other tourism-related businesses
24 with cross-promotional opportunities so

1 that their guests truly become guests of
2 the Valley and they venture out to see many
3 other treasures that the region offers.

4 MGM Springfield will use our
5 guidebook as a valuable visitor resource
6 and make it available to guests throughout
7 their property. And they will join our
8 team Springfield, our cooperative
9 convention sales effort to bring more
10 meetings and conventions to the MassMutual
11 Center.

12 As the head of an organization
13 charged with promoting the region and as a
14 longtime resident, I'm a homeowner here in
15 downtown Springfield. I truly believe the
16 MGM Springfield proposal is the absolute
17 very best opportunity for the Pioneer
18 Valley.

19 Over the past several months, I've
20 met and worked with many members of the MGM
21 team and I'm wholly impressed with their
22 experience, their professionalism and their
23 commitment to greater Springfield and the
24 region.

1 To borrow a phrase from our new
2 partners, "We are stronger together."
3 Thank you.

4 CHAIRMAN CROSBY: Mary Kay, before
5 you go, Mary Kay, anybody have questions,
6 Bruce?

7 Were you at the meeting -- I think
8 you were at the tourism conference that we
9 held out here. Didn't you speak? We
10 brought in the fellow from Detroit who
11 talked about the --

12 MS. WYDRA: Oh, at the Western New
13 England University.

14 CHAIRMAN CROSBY: Yes, right.

15 MS. WYDRA: Yes. We brought the
16 gentleman from Gary, Indiana, Spiros.

17 CHAIRMAN CROSBY: Right. Do you
18 remember his warnings and what he was
19 alerting us to about getting -- doing this
20 in advance and talking to people in
21 advance, what happens if you don't; do you
22 remember that conversation more or less?

23 MS. WYDRA: I do.

24 CHAIRMAN CROSBY: It's implicit in

1 what you're saying but because that was
2 such a striking presentation, it was early
3 in our time. We were out here a year ago
4 or more.

5 MS. WYDRA: I think it was a year
6 ago last August. It was a long time ago.

7 CHAIRMAN CROSBY: Right. And we
8 were being warned by people from other
9 communities about what could happen if you
10 don't pay attention to how to build a
11 collaborative marketing relationship with
12 the surrounding areas.

13 Given the warnings that we heard and
14 versus your experience now, where is your
15 level of comfort about how your tourism
16 association is going to do?

17 MS. WYDRA: I think we felt -- as I
18 stated in my presentation, we felt quite
19 comfortable. We felt very strongly that
20 our collaborative efforts are going to pay
21 off for the entire Valley.

22 As I have said to you in the past,
23 we represent businesses up and down, large
24 and small. And, I think through the

1 agreement that we have worked out and
2 through the different nuances, whether it's
3 cross-promotion with brochures and social
4 marketing and website presences, the
5 trolley system, we're going to move people
6 up and down the Valley and that's our
7 intent.

8 And, I think that's what Spiro,
9 Spiro also advised us to start early
10 talking to the casino companies and we
11 certainly have done that.

12 CHAIRMAN CROSBY: Good. And I am
13 just wondering if we do end up -- it's
14 counterintuitive to many people that an
15 organization like this would come in and
16 spend real money trying to market its
17 customers to other places.

18 And as I have said to MGM, I mean,
19 they are undertaking something which is a
20 very, very ambitious strategy here, a very
21 ambitious strategy, not the normal strategy
22 and proposing to be immigrated with the
23 rest of the community in a way which is, if
24 not unique, certainly unusual but critical,

1 you know.

2 We've heard all the anxiety from the
3 Northhamptons to everyplace else in the
4 world about what is going to happen. And
5 the criticality of the success of this
6 relationship is essential, and we will
7 certainly be talking about this as we
8 complete this evaluation process.

9 But I would just urge you and your
10 members to really stick with this, you
11 know. Because it's essential to the way
12 they are positioning this and utterly
13 admirable and, as I've said, ambitious.
14 And I certainly believe in good-faith but
15 also crucial in the final analysis that
16 this really works for the area and for
17 Western Mass.

18 MS. WYDRA: I think given the model
19 that they have and its location within our
20 region, they are moving into the tourism
21 neighborhood. They are going to be next to
22 the Red Roses and the Forts and I think it
23 benefits everybody that people move in and
24 out. So, we'll definitely hold them to it,

1 but we are very exciting to work with them.

2 CHAIRMAN CROSBY: Great, thank you.

3 MR. MATHIS: I'll just tell you,
4 Mary Kay is a passionate representative for
5 constituents and she's cut from the trust
6 of verifying stock, so she wanted ink on a
7 contract. So, the things that she talked
8 about are contractual as well, and we're
9 happy to do that.

10 At this time, I would like to
11 introduce my colleague, Kelly Tucky. She's
12 our vice president of community and public
13 affairs for the eastern region. With more
14 than 20 years of experience in
15 communications, Ms. Tucky identifies
16 community partners and manages
17 relationships with civic, educational and
18 philanthropic organizations throughout the
19 eastern United States and Canada.

20 Kelly earned her bachelor's degree
21 in journalism and a master's degree in
22 student, personnel, higher education with
23 honors from Ohio University in Athens,
24 Ohio.

1 She's also uniquely qualified for a
2 task that is critically important to our
3 project, which is to build up our staffing
4 for the MGM Springfield. She led staffing
5 for our city center project and managed
6 over 100,000 applications for that project.
7 So, I don't know if there is anyone in the
8 industry or anyone in the country that's
9 done that kind of real work in that
10 environment.

11 With that, I would like to welcome
12 Kelly Tucky.

13 MS. TUCKY: I like to say when
14 you've worked somewhere for 20 years that I
15 started when I was 10 or 12, but that's
16 just not the case.

17 CHAIRMAN CROSBY: So did I, Kelly.

18 MS. TUCKY: MGM Resorts has created
19 quite a culture and environment for
20 employees that allows them to make the most
21 of their diverse perspectives and their
22 abilities in pursuit of a truly rewarding
23 career. And we, as their employers,
24 support them by providing quality benefits,

1 outstanding training opportunities and
2 programs for professional development.

3 This is MGM, and I'm proud to say
4 that MGM Resorts is a majority/minority
5 company with 63 percent of our employees
6 describing themselves as the minority. And
7 our representation extends well into the
8 management ranks where more than 37 percent
9 of the 4,197 employees in management have
10 also identified themselves as the minority.

11 And we have maintained a more than
12 30 percent representation in minorities in
13 management and over 40 percent
14 representation of women in management for
15 the last five years. And as far as
16 addressing the representation of minorities
17 in executives, look no further than Mike
18 Mathis.

19 In addition to Mike in our National
20 Harbor project in Maryland right outside of
21 the nation's capital, we have Lorenzo
22 Crayton. And Lorenzo Crayton is president
23 and chief operating officer of MGM National
24 Harbor. He began his career with the

1 company as the head of MGM Grand Detroit
2 and was one of the first African-American
3 presidents of a major casino property.

4 Now, you've also met Phyllis James,
5 our executive vice president and chief
6 legal counsel who also serves as our chief
7 diversity officer. Mrs. James is one of
8 the top executives of color, not only in
9 our company but also in our industry.

10 Our track record as a
11 majority/minority company has been
12 recognized with numerous awards. In fact,
13 in April of 2013, MGM Resorts earned the
14 number one ranking on the top ten regional
15 company's list compiled by Diversity, Inc.,
16 which is one of the nation's leading
17 sources on diversity management. And just
18 last year, Jim Murrin, our CEO, was
19 selected by Corporate Responsibility
20 magazine as one of 2013's top five CEO's in
21 the nation for corporate responsibility.

22 Our significant investments in these
23 key initiatives have made us the premier
24 leader in the gaming and hospitality

1 industry and corporate responsibility. And
2 we feel that we can bring that practice and
3 put ethnic diversity at the top of our list
4 and management in a number of ways. First
5 of all, by promoting transparent career
6 paths and supporting people along the way
7 and giving them the resources that they
8 need for career development.

9 We have nothing to hide in terms of
10 how employees enter our workforce, how
11 they're supported and managed and that goes
12 in part to a very strong mentoring
13 relationship and upward mobility secured by
14 these supporting managers and supervisors
15 of these employees.

16 Secondly, by hosting community based
17 job fairs. This past summer during the
18 campaign season here in Springfield, we
19 were taking what we call career showcases
20 into the various neighborhoods of
21 Springfield. And we feel that that's a
22 very promising practice as well when we
23 come back and we can actually offer jobs.

24 Third, we have recruiters who model

1 the way. Our recruitment team looks like
2 the people that they are recruiting. We
3 are very proud of that. As I mentioned
4 before, we have a strong mentoring program.
5 And, additionally, we have been
6 collaborating with and we look forward to
7 collaborating further with ethnic and
8 cultural organizations such as those in
9 Springfield, including the Puerto Rican
10 Cultural Center, the NAACP, the Urban
11 League and others that represent the
12 minority organizations and people of
13 Springfield.

14 And, finally, hiring young talent
15 and identifying those strong performers for
16 development and leadership opportunities in
17 programs such as aspire and then finding
18 more of the Jody Collins of the world who
19 we can put into our map program.

20 Let's be honest, if it's not the
21 number one reason, then it should be. The
22 reason that we want to be in Springfield is
23 to bring jobs back to Western
24 Massachusetts. MGM Springfield will employ

1 2,000 construction workers, which is equal
2 to over 5 million labor construction hours
3 over a two and a half year construction
4 period.

5 Upon opening we anticipate that the
6 project will create more than 3,000
7 permanent jobs and more than 400 job
8 classifications. And these are jobs like
9 financial analysts and food servers and
10 front deck agents, valet parking
11 attendants, warehouse attendants, guestroom
12 attendance, dealers, slot technicians,
13 cooks, cashiers, casino marketing and the
14 list goes on and on.

15 These jobs are good paying jobs with
16 comprehensive benefits, and 80 percent of
17 the jobs will be full-time with 90 percent
18 staffed locally and regionally.

19 Now, jobs and vender opportunities
20 will both be sourced starting with
21 Springfield and then moving into the
22 surrounding communities. Our first
23 priority will be tapping into the labor and
24 business resources of Springfield and the

1 surrounding communities. And then we will
2 reach out further into the four Western
3 Massachusetts counties partnering with the
4 regional employment boards, the one-stop
5 career centers, community colleges, the
6 Chambers of Commerce and other
7 organizations to ensure that we maximize
8 their participation throughout the region.

9 Now, we've already met with and
10 entered into agreements with a number of
11 these groups, and we will continue to do so
12 in the months and the years ahead.

13 Now, we anticipate that these
14 relationships will enable us to foster and
15 grow the local supply of talent and
16 resources. So this effort, coupled with
17 the clear capacity for employment as well
18 as supplier vender relationships, should
19 ensure that the majority of our employers
20 that employees and supplier vender needs
21 are fulfilled by Springfield and Western
22 Massachusetts residents. It is only after
23 we've exhausted all of those opportunities
24 that we would feel the need to focus

1 outside of the region.

2 As for staffing levels, we
3 anticipate that we will maintain consistent
4 staffing from year one through year five.
5 And I know there has been some concern
6 about this because there has been
7 discussion and concern that gaming is
8 coming to New York State, and that may
9 impact our plan.

10 However, our projections are based
11 on the information -- the best information
12 that we have at the time that we make them.
13 So, at this time, whether they be
14 discussions about potential expanded gaming
15 in Connecticut and in upstate New York,
16 there've been no specific parameters put
17 around that scale or the timing of such new
18 facilities.

19 And, furthermore, we believe that
20 because of the maturity of this market and
21 with the introduction of a Western
22 Massachusetts facility coupled with a large
23 existing Connecticut facilities, any new
24 composition is likely to be smaller in

1 scale and less competitive to a full
2 destination resort as we are planning.

3 We believe these jobs that I
4 mentioned can be sourced, as I explained,
5 based upon the significant unemployment and
6 the underemployment in the area,
7 particularly in Springfield, this host
8 community.

9 Now, this map shows the number of
10 people unemployed in the greater
11 Springfield area. This constitutes
12 81 percent of 16,134 of the unemployed
13 workforce in the greater Springfield area.
14 In fact, Springfield and Holyoke have among
15 the highest unemployment rates in the
16 entire Commonwealth. Springfield has ten
17 and a half percent. Holyoke has ten
18 percent.

19 Many of the unemployed and the
20 underemployed seek assistance from their
21 neighborhoods, their family members, their
22 churches and cultural organizations. So,
23 with this in mind, MGM Springfield has
24 built relationships with a number of

1 organizations throughout Springfield and
2 the four Western Massachusetts counties to
3 further our commitment to creating a
4 diverse workforce. And we have spoken with
5 several others regarding their support and
6 sourcing a diverse employee base for our
7 resort.

8 I should point out that veterans are
9 an important candidate pool for MGM, and
10 you'll note that we single out the American
11 Red Cross of Pioneer Valley as one of those
12 partners. One of our most successful
13 partnerships is with the American Red Cross
14 where we have launched are Boots the
15 Business program.

16 This is an innovative training
17 program that has supported returning vets
18 in their transition to civilian jobs by
19 helping them apply their leadership and
20 their experience to jobs in our industry.

21 And just recently we learned that
22 the American Red Cross here, even without
23 an MGM Springfield being present, has
24 already recruited up to 45 veterans to be

1 putting through the Boots of Business
2 program and placing in jobs in Western
3 Massachusetts.

4 Now, we have found in our
5 development experience that every market is
6 unique in terms of the existing labor
7 market skills, unemployment,
8 underemployment rate, workforce capacity,
9 the existence of gaming in the market and
10 the surrounding markets and language skills
11 based on existing demographics and Western
12 Massachusetts is really no different. It's
13 equally unique.

14 And while we haven't been able to
15 quantify a financial commitment for that
16 investment as of yet, we do recognize that
17 we are going to have to spend significant
18 resources both in time and money and staff
19 towards pretraining and recruitment, basic
20 skills programs and ESL during the project
21 startup and that preopening period as well
22 into the initial years of operation.

23 In fact, I have been in a series of
24 meetings lately internally and in workshops

1 on this very topic with the MGM National
2 Harbor Team, and we will be developing a
3 detailed workforce development strategy
4 which will include many of those partners
5 and then others that are here with us
6 tonight, including the carpenter's union,
7 the building trades and UNITE HERE.

8 During our past two years in
9 Springfield, this topic has given hope to
10 those who need sustainable careers but it's
11 also raised questions from others about the
12 impact on existing businesses. Of the
13 3,000 employees we intend to hire at our
14 facility, will some of those employees come
15 from existing businesses? Yes.

16 And will we end up training groups
17 of skilled laborer and fresh talent only to
18 have them hired in our facility and they
19 would ultimately be hired away to another
20 business who will maybe leave our facility
21 on their own to seek other careers
22 elsewhere? Yes.

23 And that's a good thing, because
24 that's the type of activity that is a

1 symbol of a healthy economy. That's the
2 work -- that the workforce can find
3 multiple opportunities eventually taking
4 their skills on the road and finding that
5 perfect fit and the perfect career for him
6 or her. That is how -- that not only
7 ensures that we maintain the fullest level
8 of employment that we can of existing
9 residents, but that we can actually grow
10 the population because of these
11 opportunities.

12 Now, remember what it was like when
13 the Springfield Armory closed nearly 50
14 years ago. There was an immediate exodus
15 of skilled workers because the
16 opportunities didn't exist, which is why
17 the population today is 20,000 fewer than
18 it was 50 years ago.

19 So, I would like to say that
20 collaboration is the key. Collaboration is
21 key to growing the region's workforce. So,
22 as a catalyst for the regional hiring boot,
23 we've created these partnerships with the
24 one-stop career centers in all four Western

1 Mass. counties to collaborate on
2 strategies, to expand the talent pool
3 through pre-employment training and soft
4 skills development and we will share our
5 pre-hire plan with the regional employment
6 board.

7 And we encourage the area of
8 hospitality businesses to contribute to
9 these conversations and participate as well
10 so they can benefit from our scale of
11 recruitment and training strategies that we
12 will bring to Springfield.

13 Finally, I'd like to take a few
14 minutes to discuss the other role I serve
15 with MGM resorts and that's to discuss our
16 commitment to responsible gaming.

17 Alan Feldman, my colleague at MGM
18 Resorts, is one of the leading experts in
19 the industry on this topic and he is
20 currently the chair of the National Center
21 for Responsible Gaming.

22 NCRG is one of the leading resources
23 for peer-reviewed scientific research into
24 pathological gambling, and we are proud to

1 have been one of the founding members of
2 the NCRG and we continue to be one of its
3 largest supporters. MGM Resorts was also
4 instrumental in the development of and we
5 adhere to the American Gaming Association's
6 code of conduct of all of our properties.

7 Now, this commitment becomes a
8 practical one when put into a training
9 context in the way we train our employees.
10 Each of our 62,000 employees attends new
11 hire orientation and it's in this new hirer
12 orientation program where they're first
13 introduced to responsible gaming and our
14 platform and the code of conduct, as I
15 explained.

16 Casino employees then receives
17 specific training techniques and
18 recognizing the behaviors of guests who are
19 no longer gambling for fun and who may have
20 a problem. All employees are encouraged to
21 participate in annual refresher training
22 and to recommit to the AGA code of conduct
23 during responsible gaming week, which is
24 held each August.

1 The Commonwealth, gaming operators
2 and the public all share an interest in
3 having appropriate responsible measures in
4 place. In fact, our entire business motto,
5 I should remind everyone that our business
6 motto as an entertainment and hospitality
7 business is predicated on entertainment and
8 our guests having fun. And we are a
9 successful company because of operational
10 practices that emphasize and provide a fun
11 experience. A problem gambler is not good
12 for business.

13 Our credit policies exclude those
14 who are unknown or who are at high credit
15 risk. Our interpretation of what was asked
16 of us is that we should in some way put into
17 place a practice to address people
18 exhibiting gambling-related problems. And
19 I would say that if they are exhibiting
20 antisocial behavior, we ask them to leave.
21 If their behavior is impacting the
22 experience of other guests, we also ask
23 them to leave.

24 If they seek a credit increase, for

1 an example, if they're 10,000 dollar
2 customer and they ask for an increase to
3 20,000 dollars, you can bet that there are
4 plenty of questions asked by our staff to
5 evaluate their credit risk. And if they
6 can't pass the test, they don't get an
7 increase.

8 The bottom line is that it takes a
9 village to intercept a problem gambler and
10 ensure that they get assistance. And we
11 support an approach that involves the
12 entire community in recognizing problems
13 and helping individuals get help
14 immediately. And we truly look forward to
15 working closely with the gaming commission
16 to help educate people on the warning signs
17 of problem or pathological gambling
18 behavior and to continue the conversation
19 in detail with the Commission.

20 With that, I'd like to turn the
21 podium back over to Mike Mathis. Thank
22 you.

23 MR. MATHIS: Chairman,
24 Commissioners, we're going to wrap it up.

1 We've got a few more slides, but I think we
2 can possibly handle that in Q and A and
3 it's information you have seen before. So,
4 with that I want to thank you. I'm sorry
5 we ran over. We're passionate about this
6 project. We've been at it a couple of
7 years now, so it's hard to go through it
8 more quickly than that but thank you again.

9 I do have an update on the
10 surrounding communities. I was going to
11 play an April Fools' joke and say we got
12 Longmeadow and West Springfield done but at
13 last we did not. We will be going to
14 arbitration. The good news is that will be
15 resolved soon, and I think that will be the
16 last element of what you need to rule upon
17 for the license.

18 So, I'm happy to answer any
19 questions. Again, thank you and thank you
20 for the patience of this audience. Very
21 excited to be here.

22 CHAIRMAN CROSBY: Thank you.

23 We did submit a number of questions
24 to MGM before the meeting that they were to

1 address. Some of them at least have been
2 addressed, but let's go around. Each of
3 the Commissioners is responsible for one of
4 the five categories of evaluation criteria,
5 mitigation, economic development, site and
6 building design, finance and the general
7 overview section.

8 So, each of us is going to go around
9 and ask the questions that were not
10 attended to previously. So let's start
11 out -- actually, I will start with one.
12 It's more really just a comment.

13 There has been a lot of concern, as
14 you know, about historic buildings and
15 we're still in the process -- you know,
16 this process is not over yet. We're still
17 in the process of looking. I actually
18 think that you've done so far quite an
19 impressive job.

20 There are four of the principal
21 buildings that have been discussed that are
22 being at least in part utilized and
23 recycled, and I'm a nut on old buildings
24 and that's great. Three of the four that

1 are on both the state and national historic
2 registers, I think you have figured out a
3 way to address.

4 There is at least one other, the WCA
5 Boarding House, which is on both registers.
6 I don't remember exactly where it's
7 located. It is of some particular interest
8 and I just would say, you know, from the
9 standpoint of my category of reviewal of
10 the general overview section, which is also
11 something sometimes called the wow-factor,
12 if there is anything more that you can do
13 on any of those buildings, I think it is --
14 I mean, you have done -- it's a nice job
15 the way you've integrated those old
16 buildings and the plan, you know, fits with
17 the city. It's not a freakish add-on that
18 makes no sense.

19 If there is more that could be done,
20 particularly with respect to that one
21 building, I think that's something that we
22 would look at favorably.

23 MR. MATHIS: Thank you,
24 Mr. Chairman, for recognizing the effort

1 that we have put into the historical
2 treatment of those buildings that we were
3 able to salvage.

4 The answer is: We recognize the
5 sensitivity of that one additional
6 building, and we're in talks with the local
7 Springfield Historic Commission, as well as
8 the state.

9 We're doing an analysis to really
10 show why we believe we've done as much as
11 we can do. We think with owe that to
12 everybody involved. That analysis is
13 underway. We're going to have our head
14 designer come through in about a week to
15 meet with the local historic commission to
16 go over the analysis to make sure that they
17 understand the things that we're going to
18 approach it with in terms of cost and
19 compatibility is as simple as site things.

20 We've got some buildings that we're
21 trying to conform to the surrounding
22 architecture. And to salvage another one,
23 you know, changes the architectural nature
24 of the whole project. So, we're going to

1 walk through that process with them and let
2 them know we take it seriously.

3 CHAIRMAN CROSBY: Okay, thank you.

4 Commissioner Zuniga, finance.

5 COMMISSIONER ZUNIGA: Yes, thank
6 you.

7 You mentioned there is an award of
8 the license Maryland. You also have a
9 significant effort in Macau in terms of
10 expansion.

11 From a financial standpoint, how
12 does undertaking these effort in
13 Springfield would fit in your developing
14 pipeline, if you will?

15 MR. MATHIS: Sure. I think we
16 detailed in our RFA-2 presentation our
17 ability to finance all three projects. The
18 cotype project, which is a tremendous
19 project, is held by a separate company with
20 separate shareholders. As you may know,
21 that business is incredibly successful and
22 lucrative.

23 And because of that, it has less
24 financing restrictions concerns that some

1 of the things we do domestically. But what
2 we've articulated is that we have the
3 ability to finance all of those projects
4 very comfortably. We continue to reduce
5 our debt over time.

6 As you've seen through the market,
7 we have increased our capitalization over
8 the last year or so along with the rest of
9 the industry and the market.

10 So, we're really well-positioned to
11 finance these projects very comfortably.
12 Again, a lot of that is articulated in the
13 RFA-2 presentation.

14 COMMISSIONER ZUNIGA: Thank you.

15 I know you touched on this in your
16 presentation and I had the opportunity to
17 benefit from you walking us through the
18 renderings and the model in your offices
19 and the site walk-through that we did
20 earlier.

21 But perhaps for the benefit of the
22 public here, can you discuss how you
23 position this property as it relates to
24 other properties in Las Vegas that are

1 clearly a destination property or an urban
2 setting property like the one in Detroit.

3 MR. MATHIS: Sure. I mean, MGM
4 Springfield for us is so unique in so many
5 ways and a lot of it is because of the
6 downtown environment. But, I think what
7 you're speaking to is our inside out
8 design. We've really we think evolved the
9 model.

10 I showed you the revenue mix slide,
11 which talks about the 70/30 ratio we
12 achieve in Las Vegas. We really want to
13 highlight the non-gaming amenities, because
14 truthfully we think that drives the gaming
15 experience. People don't want to come to
16 just a casino in a box. They want to have
17 an experience, a mixed use retail
18 hospitality entertainment experience.

19 So, one of the things you will see
20 in our design is along Main Street, for
21 example, we have our restaurants and retail
22 on the outside. There are, I think we
23 counted between 15 and 20 ways to enter our
24 project. Normally the old model would be

1 you come in through the garage, through the
2 casino. You come in off the main street
3 through the casino and we drive people
4 through the casino to some of the other
5 amenities. We have flipped that.

6 All of the non-gaming amenities are
7 on the outside, including the bowling and
8 the movies and the retail and the
9 restaurants and the casino is on the
10 inside.

11 So, anybody who wants to game with
12 us can make the casino the destination.
13 Otherwise, we expect people to come in and
14 out of our facility all the time without
15 ever experiencing the gaming side of it.
16 It's just one of the components we offer,
17 and I think it will revolutionize our
18 business.

19 We're very proud of it. We think
20 that's more sustainable and that's what we
21 do as a company and what we're hoping to do
22 and highlight through the MGM Springfield
23 design. I hope that answers your question.

24 COMMISSIONER ZUNIGA: Yes, it does.

1 Thank you.

2 MR. MATHIS: Thank you very much.

3 CHAIRMAN CROSBY: Is that it?

4 Commissioner Stebbins on economic
5 development.

6 COMMISSIONER STEBBINS: Well, it's a
7 good thing we sent you some of our
8 questions in advance. It will allow me to
9 skip some of these because you and Kelly
10 addressed some of these.

11 I want to reword my first question
12 though just slightly. You talked about
13 consistent employment year one and year
14 five. Obviously we don't know what's going
15 to happen in neighboring states so it's
16 fair to make an assessment to keep it.

17 If competition does come in and if
18 it's been realized that other MGM property
19 is, typically how do you handle nutrition
20 if you have to go through that type of
21 process, for example?

22 MR. MATHIS: Yes. As Kelly
23 mentioned for our projections, we based it
24 on the best information we had. Certainly

1 at the time and while there are talks about
2 encroaching competition, we believe it's a
3 pretty saturated market, especially within
4 Western Mass. presence. But to answer your
5 question, there is different ways to handle
6 it.

7 There's certainly as people roll
8 off, we're able to eliminate positions and
9 become leaner. There typically is a ramp
10 up. So, I think in some ways we were
11 conservative in our projections because
12 we're showing consistent flatline assuming
13 that there will be a bit of a ramp up and
14 then a scale down trying to be conservative
15 in that respect.

16 But there is also the ability to
17 turn people from full-time to part-time and
18 different things like that. So, our
19 economy right now in our industry are
20 booming and we feel very good about the
21 future of the industry. We continue to
22 grow our database, discretionary dollars
23 continue to flow into this industry.

24 So, we'll react like any rational

1 business will react but there are different
2 tools, as I mentioned. But that's our best
3 projection to where we will be in five
4 years.

5 CHAIRMAN CROSBY: Excuse me,
6 Commissioner Stebbins.

7 You said you did your projections
8 based on the best information available to
9 you now. Do you assume casino gambling in
10 upper state New York or not in those
11 numbers?

12 MR. MATHIS: We assume some form of
13 upstate New York gaming. We think the
14 arrival of our project will derive sort of
15 a first to market analysis. The arrival of
16 our project will drive where the near
17 gaming commission will likely want to award
18 that license. Those facilities are going
19 to be smaller facilities and less
20 competitive to a full scale casino.

21 So, we think it will drive it
22 further west of course. There's a lot of
23 discretion, as we understand, about where
24 they're located. So, it represents --

1 upstate New York is, I think approximately
2 5 percent of our business. So it won't,
3 from our perspective, it won't swing it
4 dramatically. And we think the fact that
5 if we're awarded a license at this time, it
6 will help push the competition even farther
7 away.

8 CHAIRMAN CROSBY: Okay, great.
9 Thank you.

10 COMMISSIONER STEBBINS: Michael,
11 your project probably represents the
12 biggest private investment construction
13 project in the history of the region. What
14 have -- what are you planning to do to make
15 sure that as many as the local construction
16 job needs are filled locally and, you know,
17 from how are you going to identify the
18 contractors for the sub-trades, et cetera.

19 And then the second piece of that
20 question is the legislation talks a lot
21 about incorporating minority women and
22 better known businesses into the design and
23 construction phase. What strategies are
24 you undertaking to meet those goals?

1 MR. MATHIS: Yes. A lot of that --
2 and we have our own personal corporate
3 goals in terms of MWDB participation by
4 contractors. And the way we do it is
5 really through, through the marketplace.
6 We impose those obligations in our bidding
7 agreements so that when general contractors
8 come to bid our work, we'll identify the
9 targets that we're looking for.

10 And I'm happy to say we've already
11 had, as you can imagine, there's a lot of
12 interest in doing the construction work for
13 this project. We've already had
14 contractors approach us, general
15 contractors approach us and ask us what is
16 going to be important to you in addition to
17 pricing, and we tell them about building up
18 the Western Mass. infrastructure.

19 We've learned from prior experience
20 the Baystate Medical Center set some
21 aggressive goals that they weren't able to
22 meet because I think there's a lack of
23 local infrastructure, so we know that going
24 in.

1 And I'm happy to report that we've
2 had a preliminary interest from general
3 contractors who are out there talking to
4 subcontractors working with them to see
5 what their capacity is, working with them
6 to see if they can improve their capacity.

7 What we envision is they'll come to
8 us with a package. We want to be your
9 general contractor. Here is the
10 subcontractors that we believe are
11 available in the market. MWDB own
12 contractors that we're willing to support,
13 because a lot of the smaller businesses
14 need infrastructure.

15 So, a lot of that happens at the
16 general contractor level but indirectly it
17 happens because we're going to make it a
18 priority today.

19 COMMISSIONER STEBBINS: Talk to me a
20 little bit -- and, again, referring back to
21 the statute. There's certainly a great
22 deal of emphasis that the legislature
23 placed in the legislation about helping
24 underemployed and unemployed individuals.

1 You had the slide up there talking about,
2 you know, the density of unemployed
3 individuals in your surrounding community
4 cities and towns.

5 Talk to me about some of the job
6 categories that are more frequently
7 accessed by folks who find themselves under
8 employed or unemployed and how do you plan
9 to engage them in those positions and maybe
10 you can potentially give them an
11 opportunity to get into a career track to
12 move up the corporate ladder, so to speak.

13 MR. MATHIS: Yes. I think Kelly may
14 want to come up and assist on that answer.
15 You know, we saw the question and started
16 to look at our numbers. I mean, it's
17 intuitive and logical that the lower your
18 skill level is the more that aligns with
19 the line level service job. But we have
20 great examples of people growing throughout
21 the organization.

22 We're trying to find some -- Detroit
23 is a good example where we have 50 percent
24 employment in Detroit in terms of some

1 analogies on their unemployment when we
2 entered that market and a good number of
3 them have grown into the management level.
4 So, we're collecting that information in
5 response to the question.

6 It's a fair question. But some of
7 this is about getting people into the
8 system, getting them into our company and
9 growing them through all the different
10 programs that we have. Kelly can talk a
11 little bit about that.

12 MS. TUCKY: You know, one example
13 that we like to talk about -- and I've
14 mentioned this to my new friends at the
15 Casino Careers Institute and the Regional
16 Employment Board -- is the Culinary
17 Training Academy in Las Vegas is a good
18 example of what we'd like to see replicated
19 in some form here in the Commonwealth.

20 That facility was constructed in a
21 disadvantaged part of Las Vegas and has
22 attracted close to 30,000 people that have
23 been put through the training programs on
24 11 different culinary classifications since

1 1993.

2 We helped fund it in partnership
3 with the culinary union in Las Vegas and we
4 find that's a good example of taking a
5 facility into the neighborhood where the
6 jobs are needed most and then helping those
7 individuals not only get the basic training
8 to get employed but then they provide
9 encumber worker training as well.

10 So, its's those kind of programs,
11 it's apprenticeship programs that we like
12 to grow the labor organizations here in
13 Western Massachusetts where you find those
14 individuals that are lacking technical
15 skills.

16 But, quite frankly, what we have
17 found in conversation here in Western
18 Massachusetts is there's a lot of soft
19 skill development that's needed. So, it's
20 helping people fill out a resume or create
21 a resume, practice interviewing skills, and
22 dressing for success.

23 So, we bring all of those tools to
24 bare, and I really can't wait until the

1 moment when we get that license awarded and
2 we can really begin activating some of
3 those programs that we've talked about for
4 so long.

5 CHAIRMAN CROSBY: Are you talking
6 about the UNITE HERE facility 'is that the
7 facility?

8 MS. TUCKY: Yes, yes. I think you,
9 too, were at that facility.

10 CHAIRMAN CROSBY: Yes, we were
11 there. It's a really phenomenal facility,
12 credible collaboration between organized
13 labor and management of these facilities.
14 And the extent to which, you know, if our
15 institute with the community colleges or
16 you or whoever may be in collaboration with
17 the other license holders, so there is more
18 critical mass.

19 But, you know, if we could, if we
20 could do something like that in
21 Massachusetts, that would be a great
22 benefit because that's a very impressive
23 operation.

24 MS. TUCKY: They do a wonderful job

1 there.

2 COMMISSIONER STEBBINS: You had a
3 number of slides which I think demonstrated
4 MGM's commitment with ethnic diversity.

5 Can you give a little more detail in
6 terms of MGM Springfield how you're going
7 to ensure ethnic diversity in some of those
8 middle and senior management ranks?

9 MS. TUCKY: Absolutely. It starts
10 with -- and Michael alluded to it, too --
11 it starts with sourcing, you know. Where
12 do you find your applicants? And I'm lucky
13 to have folks like the Puerto Rican
14 Cultural Center and the NAACP and Urban
15 League identified initially. We're also
16 going to be planning to work with the
17 Latino Chamber of Commerce to help those
18 individuals to get in the pipeline to start
19 with.

20 I know when we've done those career
21 showcases here in the various locations
22 around Springfield, we saw a tremendous
23 turnout in terms of diversity. And we
24 think another factor to that effectiveness

1 is bringing our employees who look like the
2 applicants here to tell their story about
3 how they actually entered into the industry
4 as well. But then once you get them in and
5 get them a job and help them see their
6 potential, it is the mentoring programs
7 that need to kick in and it's the training
8 that we provide, first-line supervisors all
9 the way through executive management and
10 finding people who have talent and helping
11 nurture them and move them along.

12 And we're happy to say that for the
13 past five years, we've achieved those
14 statistics in management and we continue to
15 make great strides to increase that number.

16 This past year, in fact, we
17 introduced a number of networking groups
18 within MGM resorts, so there is a working
19 Mothers Networking Group. There is a
20 Latinos and Hospitality Networking Group.
21 There's a Veterans Networking Group.

22 So, we're beginning to look in terms
23 of what we can institute in Las Vegas and
24 then bring it to a place like Springfield

1 as a best practice as well. Again, it's
2 all about engagement and it's helping
3 people get the information at the right
4 time.

5 COMMISSIONER STEBBINS: I won't go
6 through the pain of the next question,
7 because I think you answered it in terms of
8 what you consider the region and the fact
9 that we sit so close to the Connecticut
10 line. And I like the fact you look north
11 and west before you look south.

12 What consideration or what
13 discussions have you had perhaps with the
14 city and/or with PVRTA about using public
15 transportation to either get guests here
16 but, more specifically, probably to get
17 employees to and from work?

18 MS. TUCKY: I know those
19 conversations have started and maybe Mike
20 and the other folks at the PVRTA have had
21 that conversation. And, I think there was
22 one in particular about shift workers that
23 you wanted answered. So, I am going to
24 have Mike check it out.

1 MR. MATHIS: We've been in extensive
2 conversations with the PVRTA creating a
3 draft of memorandum of understanding, which
4 is really close to final form. What we've
5 talked to them about is once we figure out
6 our hiring strategy, where are the pools of
7 the unemployed, which neighborhoods are the
8 employees going to come from and then that
9 will drive where the PVRTA needs to respond
10 with public transportation. So, that's
11 really an ongoing process.

12 We believe that public
13 transportation is critical to making sure
14 that we meet our commitment to employ, for
15 example, a third of our employees from
16 Springfield that's in the host community
17 agreement. We committed to make best
18 efforts.

19 So, I think it starts with the
20 employment sourcing strategy and outreach
21 into the communities. That needs to happen
22 first so we know where those lines need to
23 service people. The one thing I'd point
24 out is, you know, there is already -- there

1 is a concept of the 24 hour employee and
2 how the public transportation responds to
3 that.

4 I think one of the benefits of our
5 project is at Baystate, which has those
6 same professionals that may not have the
7 critical mass to justify a line overnight
8 or after-hours, combined with the MGM
9 project we now will have the ability
10 between both of our employees to maybe
11 create the business case that will allow a
12 line to run 24/7.

13 So, there is already that condition
14 in the market and it's something that we
15 need to do to make sure that we reach out
16 to those markets anyway, those labor
17 markets.

18 COMMISSIONER STEBBINS: You
19 addressed my next two, so I have one last
20 one.

21 Share a little more detail, if you
22 can, about how you are going to assist
23 Springfield area business, Western
24 Massachusetts businesses to supply your

1 operation. Again, there's a focus on
2 minority women and veteran-owned businesses
3 in the operational phase.

4 What strategies do you want to
5 employ to allow those small businesses to
6 compete for the opportunity to service MGM
7 Springfield?

8 MR. MATHIS: Yes. It's a really
9 important question and something that we
10 are very focused on.

11 Again, we made a commitment in the
12 host community agreement to make sure that
13 those business services are sourced
14 locally. So, for the last year or so,
15 we've had our vice president of global
16 procurement from Las Vegas come out here
17 routinely to work with gentlemen like Jeff
18 Suprita from the affiliating chamber.

19 We've held a series of events where
20 we're calling through lists, lists of
21 interests from their membership, as well as
22 matching them with our goods and services
23 requirements. We've held a number of meet-
24 and-greets. We are collecting information.

1 And one of the things that we're
2 very open to and one of the things we've
3 encouraged is use the example, you know, of
4 pens. If we have an order for 50,000 pens,
5 it may not be the kind of scale where a
6 local business can respond on its own.

7 What we're encouraging and what
8 we've asked, and we have an agreement to
9 this effect, what we've asked the chamber
10 to do is to be a gatekeeper and potentially
11 a pooling source so they can bring five of
12 their members who can each do 10,000 pens
13 and meet our obligation for a 50,000 pen
14 order.

15 So, those are the ways that we
16 believe we can make sure that we meet our
17 commitment and that we keep those dollars
18 here in Massachusetts. I think a really
19 important aspect of what we're trying to do
20 is, and we won't be completely transparent
21 about, is if we do this right in
22 Springfield, and we will, then we will take
23 this model to another jurisdiction and
24 we're going to live and die by the promises

1 we made and by the promises we kept.

2 And the kinds of programs we're
3 talking about are things that we're going
4 to show that we were able to achieve in
5 that market, and that we can achieve in
6 another market.

7 So, we feel like we're invested in
8 making sure that all of the programs that
9 we're talking about ultimately get us to
10 where we need to be. And we will continue
11 to encourage the people in the market to
12 give us other ideas about how they can
13 source those. Maybe they partner with
14 larger companies.

15 Joint ventures are a wonderful way
16 for local companies to partner with
17 experienced companies, and they may be
18 outside the market. But that's what it
19 takes to build the infrastructure, and they
20 are experienced to be able to meet our
21 demands.

22 COMMISSIONER STEBBINS: Thanks.

23 CHAIRMAN CROSBY: Mr. Mathis, this
24 is along the lines of the same conversation

1 we had about the tourism. You know,
2 it's -- the commitments, and they are in
3 writing, they are firm and I certainly
4 don't doubt the good-faith of it, but your
5 example of the pens is instructed because
6 there's a diseconomy of scale. If you have
7 to buy pens in five batches of 10,000, it's
8 going to cost you a few more pennies per
9 pen and that's a problem for you.

10 So, but I appreciate your being
11 attendant to this and your commitment to
12 it. We're trying like the victims to make
13 sure we can do everything we can to get the
14 businesses prepared. There are performance
15 standards that a lot of these businesses
16 know nothing about, but you're going to
17 hold your venders to. So, it's going to be
18 a mutual effort.

19 I hope Joe Griffin, who is our
20 director of supplier development and
21 diversity development, is watching but it's
22 going to take a real -- it's hard work. I
23 mean, your margins are involved, you know.
24 The true reality of the capabilities of the

1 local vendors are going to get tested.

2 So, I just for all of us, you know,
3 it's something we really have to watch
4 closely and make -- if we're going to make
5 it work, it's going to take hard work on
6 all our parts.

7 MR. MATHIS: Agreed, and there is no
8 magic answer. Price will be the biggest
9 component of a bid. But, secondarily,
10 we're going to also look at our requirement
11 and our need to source locally. So, that
12 will all be about what's that paint
13 threshold. And hopefully with your help,
14 we can build an infrastructure that reduces
15 that gap.

16 CHAIRMAN CROSBY: Right, exactly.
17 We don't want to put you in the position
18 where you're having to cut your profit
19 margins in order to meet your obligations.
20 If you have to do it, you will. But that's
21 not a win-win situation.

22 We're trying to figure out a way to
23 get you to meet these obligations without
24 compromising your own best interest.

1 Otherwise, it's not going to work. So,
2 it's in the big picture. So, it's just
3 something we're all really committed to and
4 I appreciate that you guys are sensitive to
5 it, and we're going to have to really pool
6 our smarts to make it happen.

7 COMMISSIONER STEBBINS: We have a
8 vender advisory team that we've organized
9 that's collection and state agencies, other
10 resources to help with business
11 identification. Local chambers are
12 obviously involved but also financing,
13 technical assistance, how do you manage
14 this growth for your small business, again,
15 to make sure that they're sustainable and
16 they're meeting your objectives.

17 So, that team is just beginning now
18 to work with the folks and certainly going
19 to be an opportunity we're going to engage
20 them in to work with you if you receive the
21 license.

22 MR. MATHIS: I'm very much looking
23 forward to that.

24 CHAIRMAN CROSBY: Commissioner

1 Cameron.

2 COMMISSIONER CAMERON: Mr. Mathis,
3 I'm going to ask you a couple of questions
4 on behalf of Commissioner McHugh, site and
5 design. We work closely with my mitigation
6 team, in particular with traffic. But I
7 have a couple of questions that I am going
8 to ask about building and site design. The
9 first is really a clarification.

10 In the RFA-2 materials, there were
11 two different renderings. One is 405-1 and
12 one is 404-1. And what this refers to is
13 in one of the renderings, there is the
14 bridge over to the MassMutual Center.

15 CHAIRMAN CROSBY: The pedestrian
16 bridge.

17 COMMISSIONER CAMERON: Yes, and the
18 second one there is not. And just wanted
19 some clarification, if you have it, about
20 whether or not that pedestrian bridge is
21 part of your design. I did not make note
22 of that today looking at the model.

23 MR. MATHIS: Yes, and I apologize
24 for the confusion. I think the bridge

1 showed up in earlier renderings. And as we
2 went through further additions, we may have
3 missed one where it was included. Our
4 initial bout was to build a pedestrian
5 bridge connecting our facility to the
6 MassMutual Center.

7 We got some pushback, frankly, from
8 some neighborhood council meetings and some
9 residents. The concern was taking activity
10 off of the street level. There's currently
11 a bridge, for example, between the Sheraton
12 and the Marriott. And while it works well
13 in the winter -- and I think a lot of the
14 meeting groups would prefer a covered
15 bridge -- the downside of it if you look at
16 a city like Minneapolis, for example, is
17 that it creates a second economy where
18 people are traveling throughout all these
19 infrastructure.

20 So, our thought was to take it, to
21 bring it down to the ground floor to have
22 all that activity happen at the street
23 level. We can always look at a covered
24 bridge in the future.

1 You know, the other issue with the
2 earlier rendering is we showed it
3 catty-cornered. Tremendous span. You
4 drove that intersection today to get it
5 over there. While possible from an
6 engineering standpoint, it would have been
7 a pretty ugly bridge because of all the
8 engineering that would have had to go into
9 it.

10 So, we had a little bit of a concern
11 about the esthetics of a big span like
12 that. It's something we're willing to
13 continue to look at. We can always do it
14 after the fact but that was our initial
15 thought, so currently out of the design.

16 COMMISSIONER CAMERON: Thank you.

17 We had some preliminary discussions
18 about this earlier today and that is the --
19 but for the benefit of those in attendance,
20 I think that this is important -- and that
21 is the plans to coordinate with MassDOT
22 with regard to the I-91 viaduct. And I
23 know this was brought up in a surrounding
24 community hearing.

1 So, plans to address those concerns,
2 construction staging, maintenance of
3 traffic, parking resources, those kinds of
4 things, with regard to that project, can
5 you speak to that?

6 MR. MATHIS: I can. And Kevin
7 Dandra, who is our traffic consultant, can
8 speak to it more if you need more detail.

9 We're well aware of the issue and
10 the importance of coordinating that work.
11 We have been in a series of meetings with
12 MassDOT providing feedback, and we're
13 trying to align our schedules.

14 As I understand it, there's three
15 construction seasons worth of viaduct work,
16 which is mostly aligns with the
17 construction schedule for our own project.

18 So, an example of how we can
19 coordinate it is to make sure that if they
20 are doing the work on the viaduct, we would
21 prefer them to do it from south to north so
22 that as they get closer to our opening, for
23 example, the last bit of that work happens
24 at the tail end. It doesn't impact the

1 opening, for example.

2 In terms of the coordinating of the
3 work itself, you know, one of the benefits
4 we'll have with the construction of our
5 garage, for example, on something like
6 parking, which it relates to the
7 construction parking, is we plan to build
8 the garage first.

9 So, we expect between a year, close
10 to a year after we break ground we'll have
11 our garage up and running. Not only will
12 it take care of the spaces that we're
13 displacing as part of our development site,
14 we'll have that many more spaces to get all
15 those vehicles into a structured parking
16 space and not have them all over different
17 lots. So, those are some of the ways we're
18 able to work together.

19 CHAIRMAN CROSBY: Just to reiterate
20 that, when you open that parking garage,
21 that parking will be free to anybody who
22 wants to use it, right?

23 MR. MATHIS: Yes, I'm sorry. That
24 was another question that was asked for us

1 to address. Our position is the parking
2 garage is free and that any person that
3 parks in the garage is either an existing
4 customer or a potential customer. And
5 that's the view we've had in Las Vegas.
6 There are other markets that charge for
7 parking.

8 To be competitive with the
9 Connecticut facilities, we do not charge
10 for parking, which we believe is the
11 preferred model. You've got to give free
12 parking. We want people to use it during
13 the day, during the commercial period, have
14 lunch at our place, et cetera.

15 So, yes, we don't have any plans to
16 charge for parking. We don't intend to
17 charge for parking.

18 CHAIRMAN CROSBY: So, that would
19 include people from the courthouse, using
20 the courthouse complex could park in there
21 as well?

22 MR. MATHIS: We would encourage them
23 to. We want them to.

24 COMMISSIONER CAMERON: So we'll stay

1 on parking. We'll switch over to parking
2 from right there.

3 CHAIRMAN CROSBY: I'm sorry.

4 COMMISSIONER CAMERON: It's okay.

5 MR. MATHIS: I was going to handle
6 all of these in those last slides you never
7 saw.

8 COMMISSIONER CAMERON: So, have you
9 thought about the fact that other lots in
10 town do charge for parking, and so some of
11 those folks that are typically charged
12 would end up coming to your parking because
13 it's free.

14 Is that a problem; have you had
15 discussions with those folks that own and
16 operate the other parking garages?

17 MR. MATHIS: We have. For the most
18 part, those are city owned garages. They
19 have Springfield Parking Authority and the
20 spa and one of the last pieces of
21 negotiation with the mayor was a
22 recognition that we were going to hurt
23 their revenues with this free parking
24 model. It was sort of a damned if you do,

1 damned if you don't.

2 We were out there bragging about
3 free parking and someone said, "Wait a
4 minute. You're going to hurt our city's
5 revenues." We allocated certain dollars
6 within the 25 million that were meant to be
7 spa reimbursements for what we expected to
8 be a decline in those revenues. I think
9 it's about a half a million dollars or so,
10 but the city was on top of that issue.

11 We recognized that that would occur
12 and we all collectively want free parking
13 as the model, so we weren't going to be
14 penny-wise times foolish on that.

15 COMMISSIONER CAMERON: So, for one
16 year until your parking garage opens, there
17 will be some displacement obviously. There
18 was some discussion earlier about shuttles
19 to off-site parking.

20 Could you elaborate on that piece a
21 little bit?

22 MR. MATHIS: Yes. We have a plan --
23 there are 700 spaces that we will be
24 displacing that currently exist on the site

1 while we're building. From our research,
2 and we've done a lot of work, Kevin Dandra
3 can speak more to this, we've identified
4 five or six lots that are around the site a
5 block or two away that have more than a
6 thousand, close to 1,500 capacity. That's
7 existing use and then what's leftover.

8 So, even incorporating the UMass
9 campus, that's going to bring new kids to
10 the market and new vehicles, we believe
11 that within that year we were able to
12 source it through those remote lots.

13 It will be a little inconvenient
14 certainly like any construction project
15 will be but we're going to provide free
16 shuttle parking not only for our own
17 construction workers or our own employees
18 but for anybody who is servicing those
19 lots. So, it will be just getting around.

20 It's something we need to do because
21 of the disruption we are going to create
22 with the construction. And then a year
23 goes by and then we have a large garage
24 that is certainly more than ample to handle

1 all the capacity.

2 CHAIRMAN CROSBY: I didn't know
3 about that. That's great.

4 MR. MATHIS: I just made it up.

5 CHAIRMAN CROSBY: April Fools,
6 right?

7 MR. MATHIS: No, no, we committed to
8 that.

9 COMMISSIONER CAMERON: Thank you.

10 Couple of more questions with regard
11 to mitigation.

12 We were taking a look at the bus
13 stop improvements along Main Street and
14 Union Street. Can you confirm that you've
15 agreed to provide shelters, curb
16 modifications at those locations?

17 MR. MATHIS: We have. On this
18 screen, and I really was going to address
19 this in the second part but it was getting
20 late, this is our plan for the shuttle, the
21 bus shelters on Main Street. We've worked
22 that out with the PVRTA. We made a
23 commitment to spend 100,000 dollars
24 collectively -- oh, thank you -- 100,000

1 dollars collectively for the design and
2 construction of those. So, those
3 negotiations are ongoing. But we believe
4 we have an agreement with PVTa that we will
5 finalize and hammer out those type of
6 details.

7 COMMISSIONER CAMERON: Thank you.

8 MR. MATHIS: You're welcome.

9 COMMISSIONER CAMERON: With regard
10 to your negotiations with the Massachusetts
11 State Lottery, you mentioned a particularly
12 interesting software proposal in your
13 presentation earlier of the Leap forward
14 program.

15 Do you have a signed agreement or
16 are you negotiating with the lottery or
17 could you give us an update there, please?

18 MR. MATHIS: Sure. And really
19 obviously, I think the best source for how
20 they feel about that proposal is the
21 lottery themselves. We've pitched them
22 about three times now. And on each
23 occasion, it was extreme enthusiasm and
24 they had said they had not seen anything

1 like that from any of the other proposals.

2 So, we have a relationship with a
3 company called Leap forward. It's picture
4 on picture technology that allows us to
5 create a touchscreen marketing program for
6 lottery sales. One of the big elements of
7 your evaluation criteria, as you know, is
8 our impact on lottery revenues. The
9 concern is that competing gaming products
10 would reduce revenues. We believe it will
11 actually grow revenues, because we would be
12 able to cross-market.

13 So, the example we gave in previous
14 presentations is as a customer cashes out,
15 give them the ability to buy a lottery
16 ticket, for example, as part of their
17 cash-out. Cross-market we can do some
18 live, potentially can do some live showings
19 on the actual pick itself.

20 And we talked to the lottery about
21 whether -- we're at the point where we want
22 to have an agreement. Their comment was,
23 there will be plenty of time following the
24 award for us to have an agreement in place,

1 because it is unique. It's something they
2 want to explore more.

3 We have our IT folks talking to make
4 sure that the systems are compatible. So,
5 we think we're doing the best we can in
6 terms of lee time. But if they feel
7 comfortable -- oh, that's perfect.

8 That's an example of a slot machine
9 screen that a customer may see while we are
10 promoting -- we're going to try and sell
11 entertainment shows at the bottom. It's
12 all about the touchscreen picture on
13 picture experience, and we actually target
14 that.

15 We can do things towards Connecticut
16 residents through our M-Life card. We'll
17 know where that customer comes from. So,
18 if there is a program that we can work with
19 lottery on about incentivizing out-of-state
20 sales, that's something we can program into
21 the machine real-time.

22 So, a lot of exciting, potential
23 with that program that we're exploring.
24 But the lottery seems comfortable with the

1 timeline, but we can get into those details
2 if we're awarded a license.

3 COMMISSIONER CAMERON: But the basic
4 agreement to be a lottery agent, do you
5 have that in place now with this kind of
6 advanced technology is not yet agreed to or
7 do you have any agreement with them, I
8 guess is what I am asking?

9 MR. MATHIS: Yes. We don't have a
10 signed agreement yet. My understanding is
11 they weren't looking for a signed agreement
12 yet. They gave us a draft of their
13 standard lottery agent agreement, which
14 we're happy to execute. I think it was
15 this extra piece of it that required a
16 little bit more discussion.

17 So, if there was any concern about
18 whether we have -- we're willing to be a
19 lottery agent, we can eliminate that
20 tomorrow. We're happy to sign that
21 agreement. It's just the extra
22 functionality of this particular program
23 that we wanted to explore with them.

24 COMMISSIONER CAMERON: Okay, thank

1 you. That's all I have.

2 MR. MATHIS: Thank you.

3 CHAIRMAN CROSBY: Anybody else? All
4 right. The first session, the first
5 section, two hours worth of our meeting was
6 to get updated with the -- from the
7 applicant and answered a series of
8 questions from the Commission.

9 We are going to take a 10 minute
10 break, and we will come back at 6:10 and we
11 will then pick up with public officials and
12 then the public. We'll be right back.

13
14 (A recess was taken)

15
16 CHAIRMAN CROSBY: Okay, ladies and
17 gentlemen, we are ready to reconvene. It's
18 now about 12 or 13 minutes past 6:00. If
19 everybody can please take their seats.

20 We are ready to start with the
21 public comment after our first couple of
22 hour session. I want to remind you that
23 we're going to have a sort of a tentative
24 target for 9:00. We still have well over

1 100 people to speak. At five minutes a
2 piece, that is how many hours?

3 COMMISSIONER ZUNIGA: Nine.

4 CHAIRMAN CROSBY: Nine hours. I
5 don't think we are going to be here at
6 three in the morning. So, I would
7 encourage everybody to please speak as
8 briefly as you possibly can. If people
9 have said what you have to say and you can
10 simply reiterate it and say "I agree with
11 that," that will be helpful so we can get
12 as many speakers in as possible.

13 But on the other hand, we are going
14 to come back for a second meeting. If we
15 have to do that, we will. And we will stay
16 over a little bit if we need to if we're
17 close to the end come 9:00. But I just
18 want everybody to have fair warning that we
19 may close down at 9:00 or shortly
20 thereafter and please be as brief as you
21 possibly can.

22 On that note, I think Senator Gale
23 Candaras just wins an applause because she
24 has said she will give up her speaking

1 opportunity in order to speed the process
2 along. We have spoken to her often and
3 thank you, Senator.

4 Michael Fentin, president of the
5 Springfield City Council is next on the
6 list. If I call your names, why don't you
7 come up close to the front so you don't
8 waste time walking.

9 Timothy Rooke, also from the City
10 Council, Tom Ashe, Kateri Walsh. And we
11 will be using the five minutes, but you get
12 credit if you don't use it all.

13 MR. ROOKE: I'll get plenty of
14 credit. Is the mike on?

15 CHAIRMAN CROSBY: Thank you. It is.

16 MR. ROOKE: Thank you, Mr. Chairman,
17 and thank you fellow members of Mass.
18 Gaming Commission for letting us speak and
19 for having the hearing.

20 First, I'd like to disclose to the
21 two gentlemen that were talking to me in
22 the bathroom I'm not Bruce Stebbins but we
23 look very similar.

24 I am speaking today as a business

1 owner who is in the footprint of the MGM
2 development zone. As a parent, as a
3 taxpayer --

4 CHAIRMAN CROSBY: Could you start
5 with your name?

6 MR. ROOKE: My name is Tim Rooke. I
7 live in the City of Springfield at 50
8 Overlook Drive.

9 I speak to you today as a parent, a
10 taxpayer and a city councilor at large. I
11 am in favor of this economic development
12 project. Many have referenced in the past
13 all of the project that Springfield once
14 had and was so great. And if I could, I
15 would like to put some things into
16 perspective.

17 In 1962, and I chose that year
18 because that was when I was born, if any
19 local manufacturer wanted to spend the
20 money that MGM was going to spend today,
21 they would have had to have spend 100
22 million-dollars on any project. That would
23 have included the Morge Job Forge, Smith
24 and Wesson, Baystate Medical Center or

1 Westing House. You would have spent 100
2 million-dollars in 1962 to equal the 800
3 million-dollars that MGM would like to
4 spend today.

5 So, if we continue to choose and
6 draw some analogies between MGM and Westing
7 House, Westing House developed 35 acres in
8 East Springfield. Half of those acres were
9 for parking. MGM is proposing to develop
10 15-acres. I think MGM will provide the
11 catalyst that Springfield desperately
12 needs.

13 Like Westing House, it will provide
14 an economic engine for Springfield. It
15 will create a much needed and desire new
16 energy, new opportunity and entrepreneurial
17 opportunity, much like many of the
18 manufacturers in the past.

19 The economic development project of
20 MGM is the spark that Springfield needs.
21 It's needed because we have to allow
22 Springfield to build the partnerships with
23 our local businesses, our local colleges
24 and speaking of the 50 million-dollars in

1 revenues in services that may be generated
2 and the individual jobs that those will
3 create in the small businesses is a
4 tremendous impact.

5 This 800 million-dollar development
6 project could possibly reverse the brain
7 drain in Springfield and allow many of the
8 graduates at the high school level and the
9 college level to return to Springfield.

10 The secret to any great city in its
11 vibrancy is its walkability. MGM will make
12 Springfield walkable again. I think this
13 is a great project. And as Bruce Stebbins
14 had referred to earlier, Mr. Chairman, it
15 probably is the largest private economic
16 development project in the City of
17 Springfield and we desperately need your
18 help to give us that license in Springfield
19 so that we can have a new future and new
20 opportunity.

21 Thank you for your time.

22 CHAIRMAN CROSBY: Thank you very
23 much.

24 Tom Ashe, Kateri Walsh, Zaida Luna.

1 If I read out your name, please come sit up
2 front so you're close.

3 MS. WALSH: Hi, I am Kateri Walsh.
4 I am the vice president of the Springfield
5 City Council and I welcome you and thank
6 you for coming to Springfield and holding
7 this hearing here. I will be brief. I
8 hope to get extra credit. Because I want
9 to talk to you about something that I hear
10 constantly from my constituents that has
11 happened since the referendum passed and I
12 have worked on other referendums for
13 gambling that did not pass, so I know how
14 special it is that it did finally pass and
15 that is hope.

16 I cannot tell you how many meetings
17 I have attended as a city councilor and two
18 in the past week where both agencies talked
19 about how much better their future was
20 going to be when the casino came here.

21 One was Holyoke Community College.
22 And interestingly enough, Mr. Stebbins, one
23 was the PVTA where I attended a meeting at
24 Forest Park Middle School about PVTA's

1 decision to be closing routes, to be
2 cutting down on their ridership. And they
3 said at the meeting that if MGM came, they
4 did not think that that would have to
5 happen, that their ridership would
6 increase.

7 I mean, this is going to be so
8 positive for so many people. Not just the
9 people in the building trades but so many
10 people in the City of Springfield. And as
11 a mother, I am hopeful that you grant this
12 license so we will finally have jobs that
13 will keep our children here.

14 None of my grandchildren live here,
15 and I am hoping that there will be
16 opportunities so our children and
17 grandchildren will stay here.

18 Thank you.

19 CHAIRMAN CROSBY: Thank you.

20 Zaida Luna, Orlando Ramos, Bud
21 Williams, any of you folks?

22 COMMISSIONER ZUNIGA: Can you repeat
23 the other two?

24 CHAIRMAN CROSBY: Zaida Luna, oh,

1 sorry, Orlando Ramos, Bud Williams, Dawn
2 Rodgers come right up. And then we'll
3 start with Joshua May, Hilary Weisgerber,
4 Betty Agin, Rhonda Latney, please come
5 forward, sit up close so you can be nearby.

6 MS. RODGERS: Good afternoon. My
7 name is Dawn Rodgers and I'm a lifelong
8 Springfield resident, a certified
9 vocational guidance counselor and a school
10 tour coordinator employed at the High
11 School of Commerce.

12 I am a resident of Classical High
13 Condominiums in downtown Springfield. I
14 work at the high school closest to the
15 proposed MGM site, and I live in the
16 condominium development closest to the site
17 as well.

18 I was laughing at Mike Mathis'
19 talking about hotel demands because it went
20 from I can't believe you live in downtown
21 Springfield to every friend and relative
22 saying, "I can't wait to come and stay at
23 your condo," so that's really great.

24 I stand here proudly and state that

1 my commitment to the city and its young
2 people and the prospect of them having the
3 employment opportunities supported by the
4 MGM project is so strong that I joined a
5 group of city residents in a suit against
6 anti-casino forces trying to reintroduce
7 the ballad question to stop the
8 legalization of casino gambling. And I
9 just want to backtrack briefly here.

10 Last January 2013, I scheduled a
11 meeting with MGM officials to discuss
12 potential employment opportunities for our
13 youth at the proposed MGM project to
14 include potential construction phase jobs,
15 internships and jobs in all sectors of the
16 gaming, entertainment service and retail
17 sectors of the casino in the development.

18 And it was a snowstorm that was bad
19 enough to cancel school and Kelly Tucky,
20 MGM's vice president of community and
21 public affairs, Ed Marin, Dennis Murphy,
22 they all came to the High School of
23 Commerce on that day to meet with myself
24 and the administrators from both Putnam and

1 Commerce so that we could talk about
2 maximizing the potential opportunities for
3 employment for our youth here in
4 Springfield if and when the project did
5 become a reality.

6 And from that day forward, I knew
7 that the project was exactly what
8 Springfield needed. Our youth need to
9 begin to build a better future. And, you
10 know, as residents we want them to come
11 back to the city.

12 And today I brought two students
13 with me, Jessika Lazala, who is sitting
14 behind me who is going to pursue a business
15 degree and is going to UMass Dartmouth.
16 And I also brought Armando Collado, who is
17 working on getting into the painter's
18 union.

19 And, you know, I am here not only
20 for them but for my own children who are in
21 their 20s. And this is about giving young
22 people opportunities to be employed in the
23 City of Springfield. If they leave, having
24 them want to come back when they graduate

1 from college. And if they are here, having
2 them have opportunities to stay.

3 And the two students will be
4 speaking. I think they are later on the
5 agenda unless you want to take them now,
6 but they are going to talk about their
7 feelings about MGM coming to Springfield
8 also. Thank you very much.

9 CHAIRMAN CROSBY: Okay, thank you.
10 Now it's only fair to take people in the
11 order they signed up.

12 Rhonda, as you come forward, it's
13 also Minister Glenn Turpin, Tynesha
14 Andrews, Ziah Ceaser, if you all would come
15 forward, if any of you is there. Come
16 forward, take your seat so you can be
17 ready, any of those names.

18 Welcome.

19 MS. LATNEY: Thank you. Good
20 evening, Mass. Gaming Commissioners and
21 residents of Springfield and the
22 surrounding communities. My name is Rhonda
23 Latney, and I have been a resident of
24 Springfield for 53 years. In my lifespan,

1 I've only registered to vote twice, once
2 for a colleague who ran for mayor
3 approximately 15 years ago and a second
4 time to vote no on the July 16th referendum
5 vote.

6 I would like to begin my
7 deliberation on two viewpoints that would
8 help segway into tonight's meeting.

9 First, there's a story of a man
10 named Judas who sold his soul for 30 pieces
11 of silk and although he gained temporary
12 financial security, however, due to his
13 choices and actions led to his violent and
14 untimely demise.

15 As I commence all my personal
16 research on gaming, I discover how the
17 federal, state and local government,
18 politicians, religious leaders, business
19 industry and neighbors and lists go on of
20 people that have been engulfed with what I
21 refer to as the Judas syndrome.

22 Second, Dr. Benjamin Carson,
23 pediatric neurology division director at
24 Johns Hopkins Hospital doing a fellowship

1 foundation national prayer breakfast in
2 February 2013 made the following comment:
3 That people who founded this nation said
4 that our system of government was designed
5 for a well-informed and educated populous
6 and when they become less informed, they
7 become vulnerable. These statements deeply
8 arise and apply to shed lights on the
9 atmosphere of Springfield during July 16th
10 vote.

11 During the voting period, a
12 substantial amount of media flooded our
13 city with Mayor Sarno advocating for MGM
14 and participating in advertisement that
15 encouraged residents to vote yes. However,
16 from that time period until now, there is
17 no documentation that support Mayor Sarno
18 ever making any attempts to educate the
19 residents of Springfield on the cons of
20 predatory gaming.

21 Mayor Sarno had a professional and
22 political obligation to all citizens of the
23 City of Springfield, not just to MGM and
24 the supporters of casino gaming. As a

1 public figure, he had a duty either to
2 remain neutral like the mayors in Palmer
3 and West Springfield or at least level the
4 playing field by addressing the pros and
5 cons of the casino.

6 These reasons, along with the
7 compounded fear, economic and financial
8 stress led to the victory for MGM on the
9 July 16th referendum vote and not a well-
10 informed and educated confidence that was
11 strategically less informed and, therefore,
12 became wrong.

13 However, after all that was said and
14 done, MGM still did not win by the large
15 margin they expected, especially when
16 comparing their vote to that of Wynn Resort
17 with more than 86 percent vote for a
18 casino.

19 Mr. Cosby and Commissioners, it was
20 stated that MGM's narrowing win would be
21 taken into consideration during the final
22 gaming stage. Also, taken into
23 consideration should be Mayor Sarno's
24 advocacy for casino gaming. Therefore,

1 under Mass. General Law I94 Section B3,
2 forming a pattern of misconduct, I hope you
3 and your colleagues will vote no on MGM's
4 license and not be a snare with the Judas
5 syndrome and to be well-informed and
6 educated and ordered not to become
7 vulnerable.

8 Finally, here is some food for
9 thought. While gaming will provide jobs
10 for a municipal amount of the populous and
11 economic job growth for approximately four
12 years, you will be voting for Springfield
13 in the State of Massachusetts to become the
14 40th state to accept predatory gaming.

15 With gaming being strategically
16 situated throughout the three regions and
17 having an impact in a 50-mile radius and
18 the adjoining states with casino compounded
19 with the unemployment documentation of the
20 negative long-lasting impacts of casinos, I
21 hope Massachusetts would be the first state
22 to break the cycle of vulnerability. And
23 these are infinitive and definitive reasons
24 to say predatory gaming will not take place

1 here in Springfield.

2 Thank you. May you all --

3 CHAIRMAN CROSBY: Thank you very
4 much. Come right up whoever is next.

5 MR. MONGERT: Good evening.

6 CHAIRMAN CROSBY: Good evening.

7 MR. MONGERT: My name is Jethro
8 Mongert and my main concern here this
9 evening is in regards to the CORI checks,
10 employment and unemployment of the
11 residents in the City of Springfield. The
12 preceding statement is based on one of the
13 key valuation criterias for the gaming
14 proposal, which is mitigation.

15 This criteria provides extremely
16 deep concerns after comparing the host
17 community agreement and the procedures and
18 protocols of Palmer of having their impact
19 studies completed before they proceeded
20 with their referendum vote.

21 A final vote of the Palmer citizens
22 impact study committee to the Palmer town
23 was completed between 207 and 209. The
24 casinos impact study committee reported --

1 report was conducted prior to the
2 establishment of the Mass -- Massachusetts
3 Expanding Gaming Act.

4 Their impact study consists of a
5 report on infrastructure, housing,
6 education, social and cultural impacts. No
7 impact studies were ever completed prior to
8 Springfield's July 16th referendum.

9 However, the City Council members accepted
10 the host community agreement unanimously
11 and Mayor Sarno pushed for Springfield to
12 vote first on the casino referendum of
13 vote.

14 The report that mirrored anything
15 regarding the impacts within the City of
16 Springfield was the Western Mass. health
17 impact study. This report was completed in
18 January of 2004, and it was quietly posted
19 on their website. West Springfield host
20 agreement identifies specific organizations
21 that will provide interventions for their
22 residents and close to one million in
23 mitigations. Springfield is required to
24 pay 50 percent of any mitigation before any

1 proceedings can move forward.

2 And with the various generals of
3 mitigations and cost of filing, it is
4 apparent that mitigation costs will
5 seemingly exceed more than the allotted
6 amount in the host agreement. This is a
7 major concern.

8 The CORI checks, not only is it
9 necessary for residents to pass a CORI
10 check, the other requirement is passing a
11 credit check. Training to deal with social
12 loans while working at a casino, licenses
13 and certification in order to reach those
14 individuals who would be considered the
15 underemployed.

16 However, any program to support the
17 development in education of the populous
18 should be included under the development of
19 the host community agreement. And what's
20 even more interesting, they always say to
21 read the fine print of the contract. The
22 host community states that any mitigating
23 community impacts remain not paid to the
24 city and to do what with the money.

1 What's really interesting is
2 Springfield's host community agreement is
3 designed similar to that of Detroit, which
4 used casinos to rejuvenate the community
5 and city and now 12 years later has filed
6 one of the largest bankruptcy in the United
7 States. Its black community resembles that
8 of a war torn country.

9 Since the host community agreement
10 is our contract and those specific criteria
11 has been outlined to address the need for
12 the CORI check and those who would be
13 classified as the underemployed, who can we
14 trust?

15 There was an old saying among the
16 black community that when the white man
17 sneezed, the black man gets a cold. In
18 this case, we have the AIDS virus. That's
19 what's coming down on us. It's coming down
20 on the black community. While Springfield
21 is a diverse community and while each and
22 everyone will be affected by the long terms
23 of the casino history provides us with
24 documentation that the black community has

1 always suffered the most.

2 In my opinion because the host
3 community agreement is designed to
4 rejuvenate the downtown area, institutions
5 and organizations, the black community has
6 not been affected with just a cold and just
7 the AIDS virus but also the Ebola virus.
8 Based on my understanding, the host
9 community agreement and most specific
10 reports have been outlined to address the
11 underemployed.

12 Please move forward and vote no to
13 the license and MGM. Thank you.

14 CHAIRMAN CROSBY: Thank you.

15 Also, Bro Chambers, Karen Ford,
16 Tayna Pitts, any of you if I've read your
17 name, please come forward. John Woods,
18 Carol DeCarlo.

19 Come forward, ma'am. Did I read
20 your name?

21 MS. FORD: Yes, you did.

22 CHAIRMAN CROSBY: All right, come on
23 up.

24 MS. FORD: Good evening. The

1 brother before me was so eloquently spoken
2 and --

3 CHAIRMAN CROSBY: I'm sorry, what is
4 your name?

5 MS. FORD: My name is Karen Ford.
6 I'm a resident of Springfield. I have been
7 a resident since 1960. I'm a retired
8 military. Have absolutely no interest in a
9 job at a casino. As I stated, I don't have
10 anything written. But from my heart, I
11 believe it is the absolute worst thing that
12 could possibly happen.

13 It disgusts me so very much that our
14 mayor would support such an endeavor, as
15 well as our elected officials and clergy
16 for that matter. I would hope with all
17 sincerity that all concerned, especially
18 this committee that I stand before right
19 now, would turn their back on this project
20 and realize Springfield, Massachusetts is
21 absolutely not a place that would thrive or
22 survive by having a casino in its location.

23 Thank you.

24 CHAIRMAN CROSBY: Thank you.

Anybody else whose name I have read,
please come up.

MS. DECARLO: Hi, my name is Carol DeCarlo. I am a resident and a small business owner in the south end. My company is CamelotHot Communications, which is a boutique ad agency. I own a home and a business in the south end. MGM won't be the next town over or across the river or even across town. MGM will be moving into my neighborhood. I will be delighted to have MGM as my neighbor.

Now, the issue at hand are not casinos and not gaming. The issue at hand is MGM Springfield. This city has twice voted no to gaming. Why did we say yes this time? Because the issue isn't gaming. It's MGM Springfield. This is the perfect fit for Springfield.

And the way this all happened -- I mean, I hope everyone appreciates this fact is the south end got clobbered by a tornado. Three months later and nothing happened that has ever happened and will

1 never happen again is the set of passing
2 the casino vote. These three things
3 happened -- these two things happened
4 within three months of each other. They'll
5 never happen again. And hadn't they
6 happened, we wouldn't be here today talking
7 about MGM Springfield. This is a once in a
8 lifetime opportunity.

9 I voted yes for the same -- even
10 though my community, south end, is
11 depressed, I voted yes for the same reasons
12 that everyone in Springfield voted yes. 62
13 out of 64 precincts voted yes. I mean,
14 that's significant. It's not just a city.
15 It's not just 17 neighborhoods but 62 out
16 of 64 precincts from the most affluent to
17 the most depressed voted yes.

18 This isn't -- we didn't vote yes
19 because we're stupid and we're poor.
20 Everyone for the most part voted yes. Why
21 did we vote yes? Because, again, the issue
22 wasn't gaming. We weren't voting for
23 gaming. We voted yes to MGM Springfield.
24 Our trust in MGM Springfield. It's a

1 casino resort unlike any in the world in an
2 urban core in the city unlike any in the
3 world.

4 We voted yes because of this
5 proposal and MGM's products and services
6 and business practices are a perfect fit
7 for Springfield. How do we know? Because
8 we live here. Springfield is the economic
9 and cultural capital of Western Mass.
10 Surrounding towns sublet us. It's not the
11 other way around. Our potentiality to feed
12 or bleed state office is great.

13 We're the third largest city in the
14 state. That impacts taxes and services
15 statewide. What's best for Springfield is
16 best for Massachusetts, and no one knows
17 better what's best for Springfield than the
18 people who live here. Springfield voted
19 yes for MGM Springfield. Respect our
20 decision, respect our right to control our
21 own destiny. Give us the freedom to
22 control our own destiny. Thank you.

23 CHAIRMAN CROSBY: Thank you.

24 MS. DECARLO: Thank you. I applaud

1 your patience and your perseverance.

2 CHAIRMAN CROSBY: Thank you.

3 Also, Robert Bolduc, Michael Eagan,
4 Alexandra Wheeler or anybody else whose
5 name I read before.

6 MS. LATNEY: She's a little nervous.
7 I told her you would be gentle with her.

8 CHAIRMAN CROSBY: Okay, no problem.
9 Take your time. Start out by telling us
10 your name.

11 MS. ANDREWS: My name is Tynesha.

12 CHAIRMAN CROSBY: Tynesha what?

13 MS. ANDREWS: Andrews.

14 CHAIRMAN CROSBY: And what do you
15 have to say?

16 MS. ANDREWS: Good evening, Mass.
17 Gaming Commissioners and residents of City
18 of Springfield and surrounding communities.
19 My name is Tynesha Andrews, and I'm a
20 seventh grade student at Kennedy Middle
21 School.

22 I'm here today because I'm the
23 future and I am deeply concerned with the
24 type of world you are creating for my

1 generation. I don't fully understand all
2 the long-term effects and pros and cons of
3 gambling. You call it gaming but I do
4 understand that gaming is designed to take
5 peoples' money and not give it back.

6 When I listen to my great
7 grandmother and my grandmother talk about
8 how it is when they were growing up, I hear
9 about segregation, working on farms, jobs
10 as being factory jobs and how kids would
11 play outside before technology. Now I'm
12 hearing of a new reporter of how my future
13 is geared towards technology and jobs that
14 are designed around gambling.

15 Things will truly be different from
16 our generation, and our future is based on
17 the decisions that are made today. Instead
18 of using big and fancy words, if you look
19 at casino gaming in a simpler picture and
20 for what it truly is or look at things in a
21 kid's point of view, maybe you might see
22 things differently and will understand
23 along with a huge difference and gaming as
24 means for employment and not two things

1 that will make a productive future for my
2 generation.

3 Like I said earlier, I might not
4 understand everything but I do know
5 gambling is designed to take peoples' money
6 and not give it back.

7 CHAIRMAN CROSBY: Thank you,
8 Tynesha.

9 Anybody else whose name I've read?

10 Sir, please come forward. Also,
11 Betsy Port, Julie Kushner, Alan Cabot,
12 please all come forward.

13 Yes, sir.

14 MR. EAGAN: Yes, my name is Michael
15 Egan. I'm a resident of Palmer. I really
16 think it's time for a dose of reality here,
17 if you don't mind.

18 There are two different kinds of
19 casinos, and the industry is aware of this.
20 There is a destination resort casino, which
21 I'll talk about at length, and there's also
22 convenience or regional casinos, however
23 you want to refer to them.

24 I am here to tell you that basically

1 Springfield and the rest of the
2 Commonwealth is not getting destination
3 resort casinos. They are getting
4 convenience casinos. Everybody lives
5 within a 50-mile radius of a casino. I
6 will talk about this in a minute.

7 Mr. Mathis is on record as saying,
8 "This is a Western Mass. casino. It's not
9 a destination resort casino." Why does
10 this matter? Why does this matter?
11 Because for a number of reasons. The
12 projections of revenue I'm going to assume
13 came from a destination resort casino.
14 That's a different pool of gamblers,
15 entirely different than a convenience
16 casino.

17 The ballad that people voted on in
18 Springfield said, "If approved by the
19 voters of Springfield requires MGM to
20 develop a destination casino resort." My
21 God, this is not a destination resort
22 casino, and this is what people voted for.

23 Furthermore, besides the ballad, you
24 have the host agreement, which is a legal

1 document, and that says that right there,
2 promises a destination resort casino.
3 These are legal documents. You're not
4 getting a destination resort casino, which
5 I will define hopefully in the time.

6 Your own website, if you go onto
7 your website and click on the about tab,
8 you immediately bring up expanded gaming
9 and it talks about the destination resort
10 casino.

11 Okay, so, what the heck is a
12 destination resort casino, a little
13 researcher here, a little research.
14 Gambling researcher William Eddington
15 coined the phrase, he coined that phrase,
16 he described this kind of casino as a
17 facility with 3,000 or more hotel rooms,
18 unique, offers spectacular architecture,
19 extensive entertainment offerings, indoor,
20 outdoor recreation options, extensive
21 culinary and shopping experiences and of
22 course state of the art gaming
23 opportunities.

24 Mr. Mathis has said it's a Western

1 Mass. casino. It's not a destination
2 casino, okay. Classic destination resort
3 casinos attract customers from across the
4 nation and the globe. You really think
5 that's going to happen in Springfield? My
6 God, there could be -- Springfield is
7 competing against the rest of the
8 Commonwealth. People are going to prefer
9 to go to Boston over Springfield any day in
10 terms of a destination.

11 Patrons usually travel long
12 distances to get to a casino, arrive in
13 rented cars, stay in hotels, spend money on
14 high-end restaurants, eloquent shops,
15 concerts featuring blah, blah, blah, okay.
16 That's one casino, a destination resort on
17 your ballad, on your host agreement but
18 it's not being delivered.

19 The public has been duped, and you
20 people are perpetrators. Regional casinos
21 attract a great majority of the customers
22 from nearby communities. Does this sound
23 like what Mr. Mathis was saying? Western
24 Mass. and Hartford coming up, sometimes

1 including the nearby communities across the
2 borders of neighboring states, their
3 patrons typically travel just as 700 miles,
4 arrive in their own cars or buses, spend
5 all their money, go home and sleep in their
6 own beds. No need for hotels here, guys,
7 okay.

8 Again, destination resort casinos,
9 they attract high rollers, partial table
10 games, slot places like the one they are
11 going to propose here in Springfield, low
12 rollers who play slot machines, okay.

13 I think there is a legal basis here.
14 You guys are not following what the heck
15 the legislation is all about because and in
16 the newspaper, destination resort casinos,
17 everywhere you look, okay.

18 You know, everybody has these
19 projections of revenue and employment but
20 there's two different kinds of casinos.
21 Those projections have to be totally
22 different. The last thing -- well, I'm
23 trying to get in as much as I can here.

24 You know, George Bush when he was

1 president, senior, he made the comment, "no
2 new taxes, read my lips." And you know
3 what happened when he got elected, he
4 changed his mind and he raised taxes. And
5 you know that the JFK Library is giving the
6 medal of -- the courage award to George
7 Bush for changing his mind. I hope to God
8 you people have the courage to change your
9 mind before you rubber-stamp all these
10 licenses for the Commonwealth.

11 And talk about destination resort
12 casinos, talk about destination resort
13 casinos, how the hell would you like to go
14 to Everett where there is a chemical
15 dumpsite and that's where they're going to
16 build them. What a destination that is.
17 Sorry I didn't have enough time to talk
18 about problem gamblers.

19 CHAIRMAN CROSBY: Thank you.

20 Anybody else whose name I've read?
21 Just before you start, Carole Singh, David
22 Cruise, Vera O'Connor, if any of you are in
23 the room, please come up to the front.

24 Yes, sir.

1 MR. KELLY: Hi, my name is Gene
2 Kelly. I represent Channel 22 but they
3 left, April Fools. Just to lighten it up a
4 little bit.

5 My name is Gene Kelly. I'm a
6 veteran for 11 years, born in the military,
7 best branch, the United States Air Force.
8 Job, procurement, out of the 11 years, most
9 of it's been over in the far east.
10 Hokkaido Kanimu, my high school was in
11 Japan and then we went to UK. I came here
12 because my father took this place as a
13 residence before him and my mother passed
14 away before Westover closed down.

15 Being here in Springfield is no
16 different than anywhere else in the world.
17 I've been to casinos. I've been stationed
18 at March Air Force Base, which is in
19 Riverside. Went up to Vegas many times.
20 MGM was a competition with everyone else.
21 Here the simple process is jobs.

22 I'm not here to define casino
23 resorts. It's jobs, statistics shows that.
24 One of the greatest things that I've

1 learned behind a desk in procurement
2 regardless of the commander whether he had
3 stars, bars or more stripes than me, we
4 kept it simple. Trust me, we got peer
5 pressure but we had to validate it.

6 Just as much as those who say they
7 do not want casinos here, what do you have
8 here before it came here? No jobs. This
9 is more jobs. This is -- New England is
10 the greatest place, because they debate
11 more than any other place in the nation.
12 Californians, we're laid back. I've been
13 there. Come here, trust me, once the
14 casino goes in place, trust me, the haters
15 will still be there but that will make you
16 a better team.

17 Just like the Patriot's, who I don't
18 enjoy. I'm going to be honest with you,
19 I'm a Giants fan. Red Sox I'll work with
20 you, but it is a competition. You welcome
21 it. This is why MGM is here, to prove.
22 The vote supports it. I know everyone
23 wants to make all the I's and T's cross.
24 MGM is here. I'm with the Boots of

1 Business. Yes, I think I just shared that
2 out.

3 Charles, I don't know where you are
4 at. But the veterans that I have met who
5 are fresh that are coming back from
6 Afghanistan and Iraq, even their skills are
7 mostly in ammunition and defense, but there
8 are some of us logistic people who are
9 coming through Boots to Business sit and
10 talk and say, "Where have you been?
11 Munich, oh man, you have a casino out
12 there. Oh, England, yeah, UK, Bentwaters,
13 Mildenoff." I know the locals may not know
14 what that is but we do. We welcome it.

15 We're going to work with the
16 veterans that are, regardless of my branch
17 and other branches, that are here with all
18 different skills. We'll work with MGM and
19 the union.

20 So, you know, I'm not here -- I
21 could take up more of your time. April
22 Fools was my staff and crew from Channel
23 22. Nothing against Channel 40 or the
24 other guys. It's enough room out there but

1 keep going. Just get it going so we can
2 move on to the end of '14 and look for a
3 positive '15. Thank you very much.

4 CHAIRMAN CROSBY: Thank you. Feel
5 free to leave the hat.

6 MS. KUSHNER: Commissioner Crosby
7 and all the Commissioners, I'm Julie
8 Kushner. I'm the Region 9A director of the
9 UAW. I've been before you in the past with
10 panels of gaming dealers who spoke with
11 knowledge and passion about the workplace
12 safety of labor harmony and collective
13 bargaining.

14 In the gaming industry, the UAW
15 represents more dealers than any other
16 union in the US. So, from the testimony
17 you heard last week by the UAW and others,
18 you can see three different approaches to
19 labor harmony and labor relations amongst
20 the current applicants.

21 We supported in the Mohican Sun
22 hearing that casino, because they fully
23 embraced the intent of the statute for full
24 union representation at the casino. We

1 didn't support or oppose Wynn but we --
2 since they refused to meet with us, we
3 urged the Commission to ensure that all
4 eligible employees are covered by labor
5 harmony agreements before the license is
6 awarded.

7 I am testifying today about MGM,
8 which has taken a third approach. Although
9 their application states that they have
10 entered into labor harmony agreements with
11 several unions, it's only for certain job
12 classifications and they have specifically
13 and intentionally excluded dealers from
14 these agreements. They say they might
15 reconsider this position six months after
16 the license is awarded but they provided no
17 explanation why dealers should have their
18 rights delayed or potentially denied.

19 If MGM doesn't include dealers
20 before the license is awarded, there is
21 much less incentive for them to do so after
22 it is awarded.

23 Now, why should you care about the
24 exclusion of dealers? Because dealers are

1 the largest single employee group amongst
2 the -- and amongst the highest skilled
3 employees at the casino. These are the
4 great jobs. These have the potential for
5 promotional opportunities for the other
6 employees. These are tremendous jobs. And
7 so, we don't want to see those employees
8 restricted in any way from their
9 opportunity to choose union representation
10 free from intimidation and interference
11 like other workers in the casino.

12 Casino gaming is a national and
13 global industry. The same developers and
14 unions engage in different places in the
15 US, sometimes with different results. For
16 example, the fact that the UAW has
17 represented dealers at MGM Grand in Detroit
18 since 2000 might lead you to think that
19 they will do so in Massachusetts but so far
20 this isn't the case.

21 On the other hand, Mohican Sun is
22 the opposite. In their non-union
23 Connecticut casino, they haven't included
24 these kinds of labor harmony agreements.

1 But here in Massachusetts, we believe
2 because of the statute and because their
3 desire to have this license that is so
4 valuable, they are embracing 100 percent
5 unionization.

6 So, we think that your approach on
7 this issue is really, really important.
8 You set the stage here, here first with
9 MGM. We would like you to send a signal
10 across the state to all the developers that
11 dealers indeed all eligible workers must be
12 part of casinos labor harmony agreements
13 and unionized workforce.

14 As we've asked at the previous
15 hearings, our questions to the applicant
16 today and the questions for the Commission
17 should ask when evaluating the criteria for
18 economic development and job creation, does
19 the applicant have current signed labor
20 harmony agreements with neutrality and card
21 check that cover 100 percent of the
22 permanent nonsupervisory employees,
23 including gaming dealers.

24 If the answer is no, you need to ask

1 do they intend to have these agreements
2 before the license is awarded. According
3 to its application and discussions with the
4 UAW to date, MGM's answer to these
5 questions has been no. Based on this
6 representation, I urge the Commission to
7 rate MGM's proposal as insufficient in the
8 job creation category.

9 Moreover, if the license is awarded
10 to MGM, I further urge the Commission to
11 attach a condition to its license that
12 requires them to sign strong and forceful
13 labor harmony agreements. Look, we remain
14 hopeful that MGM will consider this and
15 will reconsider its position and include
16 the dealers in its labor harmony
17 agreements.

18 We think these can be great jobs.
19 We think they have the potential to provide
20 opportunities for people in this community
21 to grow within the casino to some of the
22 most skilled jobs and sometimes most
23 exciting and sometimes most difficult jobs
24 in the casino.

1 And we look forward to an
2 opportunity to sit down with MGM and to sit
3 down at your urging that these employees
4 should be covered by the labor harmony
5 agreements. Thank you very much.

6 CHAIRMAN CROSBY: Thank you.

7 Kathy Conley Norbut and anybody else
8 whose name I've read.

9 Yes, sir.

10 MR. CRUISE: Good evening, Chairman
11 Crosby, fellow Commissioners. My name is
12 Dave Cruise, president of the Regional
13 Employment Board, Hampden County located at
14 1441 Main Street.

15 CHAIRMAN CROSBY: Hang on one
16 second. We're having some logistical
17 problems here.

18 MR. CRUISE: Again, my name is Dave
19 Cruise. I'm president of the Regional
20 Board of Hampden County located at 1441
21 Main Street here in Springfield, two blocks
22 north of the site of the proposed casino in
23 Springfield.

24 The Regional Employment Board is a

1 federally legislative workforce development
2 board in Hampden County. Our mission is
3 simple and compatible with this project.
4 We plan, coordinate and oversee the growth
5 and use the public and private investments
6 in workforce development initiatives for
7 quality careers.

8 The Regional Employment Board
9 believes that the MGM casino in Springfield
10 is not about table games. It's not about
11 table games and entertainment. It's about
12 economic development and sustainable job
13 creation. It's about the resurgence of the
14 whole city and the economic growth of this
15 entire, entire region.

16 The RED believes that the
17 construction of the casino will create a
18 multiplier effect throughout the region.
19 Companies who will provide goods and
20 services of the construction site will see
21 a significant increase in business
22 resulting in increased sales and revenues
23 and an incremental increase in new jobs.

24 With the opening of the casino,

1 local businesses will become venders and
2 suppliers and will provide services and
3 supports that will expand their book of
4 business and allow them to grow and
5 increase their workforce in response to
6 this surging van.

7 As it has successfully done in
8 advanced manufacturing and healthcare
9 throughout the region, the Regional
10 Employment Board is prepared to work
11 collaboratively with this longstanding
12 partners and the regional workforce
13 development echo system to facilitate a
14 coordination -- I'm sorry -- to facilitate
15 and coordinate the outreach recruitment
16 assessment and training of applicants for
17 the 3,000 gaming and non-gaming employment
18 positions that will be created at the
19 casino in Springfield.

20 The Hampden County workforce
21 development partnership is arguably the
22 strongest in the Commonwealth and it's
23 clearly demonstrated its capacity and
24 capability to respond to large scale

1 business needs in a timely, equitable and
2 professional manner.

3 Economic expansion and sustainable
4 job creation strengthen communities and
5 improve the quality and fabric of life in
6 those communities. During the past two
7 years, we have seen compelling evidence,
8 compelling evidence of MGM's desire to be
9 both a good corporate citizen and an
10 engaged neighbor. We believe that
11 commitment will continue and accelerate.

12 In closing, the Regional Employment
13 Board of Hampden County believes the
14 awarding of the license to MGM to operate
15 the casino in Springfield is a sound
16 economic and business decision. And we are
17 prepared to assist in MGM in this exciting
18 work ahead. Thank you for allowing me to
19 speak before you this evening.

20 CHAIRMAN CROSBY: Thank you very
21 much.

22 Anybody whose name I've read to
23 date, Kathy Conley Norbut, Sue LaFlamme,
24 Gregory Schmutte, Timothy Paul, any of you

1 out there, please come forward.

2 Yes, ma'am.

3 MS. O'CONNOR: Greetings,
4 Commissioners. My name is Vera O'Connor
5 and I have been a resident of Springfield
6 for over 50 years. I like and they says
7 those who oppose the casinos to those
8 living in the Garden of Eden. And they got
9 together and they said, "We do not want a
10 casino in or near our Garden of Eden. It
11 will bring crime. It will disrupt our
12 community, destroy it." However, if there
13 is a casino, we want a piece of the action.
14 We want financial compensation. We are
15 entitled to it. We deserve it. It's only
16 fair.

17 I support MGM and the City of
18 Springfield and having a casino built here.
19 It will be economically beneficial to this
20 city. It will attract visitors from near
21 and far. And just look at Six Flags in
22 Agawam, Big E in West Springfield, Bright
23 Nights here and the Basketball Hall of
24 Fame, they are all successful.

1 If a casino is built in Springfield,
2 it will attract many people. 3,000 jobs
3 are supposed to be created. Over 2,000
4 construction workers will be needed for the
5 project. I would say that the unemployment
6 rate will be historically low. The
7 employment rate will go down. We need it.
8 We need the economic development here, and
9 I hope you will grant them a casino
10 license.

11 They have the wow-factor. Wow I
12 said, and I think the entertainment will
13 rival Las Vegas and Atlantic City. So, I
14 hope you will grant it.

15 And to MGM I say, we in Springfield
16 will hold them to the host community
17 agreement that they made saying they will
18 give significant payment to the city and
19 direct payment for public safety,
20 libraries, which I'm a real advocate for
21 because I'm a library commissioner and for
22 improvement of Riverfront Park and for
23 early childhood development programs. That
24 is a great thing.

1 To MGM I say, we in Springfield will
2 hold their feet to the fire to make sure
3 they live up to the host community
4 agreement. And I hope if they get it, they
5 will not let grass grow under their feet
6 and they will have the ground break-in as
7 soon as possible.

8 Personally I can't wait for the
9 grand opening of MGM casino. I think, you
10 know, Springfield just can't wait to see
11 that day where Springfield will be
12 transformed economically and I say wow.

13 CHAIRMAN CROSBY: Thank you.

14 Good afternoon, good evening.

15 MR. CABOT: Hello, I'm Al Cabot.
16 I'm a resident of West Springfield and a
17 local businessman there. I have lived most
18 of my life between Springfield and West
19 Springfield. I want to say a little bit to
20 dispel some of the economic, I'm sorry,
21 nonsense that I've been listening to for
22 two hours. I'm sorry?

23 SPEAKER: Make it real.

24 CHAIRMAN CROSBY: Excuse me, just

1 one second, Mr. Cabot. Please no comments
2 from the audience while somebody is
3 speaking. It's important to be respectful
4 for everybody and their opinions. Thank
5 you.

6 MR. CABOT: For two hours we
7 listened to a presentation which spent
8 approximately two minutes on the aspect of
9 gambling itself, even though gambling is
10 going to represent 80 percent maybe -- he's
11 not here at the moment -- of the total
12 revenues. I wonder why is it that they
13 avoid talking about the issue of gambling.

14 There's good reason, and we all know
15 that gambling according to the American
16 Medical Association, American Psychiatric
17 Association, pathological gambling is a
18 disease.

19 I worked as a controller for many
20 years at a medical device manufacturing
21 company. The advances that we have made in
22 determining the workings of the brain and
23 the diseases of the mind and how to cure
24 them are just incredible.

1 You can attach an MRI and scan the
2 brain of a gambler now and there are
3 studies that have been shown that the exact
4 same areas of the brain are stimulated as
5 would be stimulated when an alcoholic takes
6 a drink or when a drug addict shoots up.

7 This is a disease that we are
8 spreading. The closer you are -- it's just
9 like any other disease. It's communicable.
10 The closer you are the more likely you are
11 to spread it. Typhoid Mary had an excuse.
12 She wasn't quite sure what she was doing.
13 Today we have the science to prove it, and
14 this is nothing that I want to see in my
15 backyard. I've personally seen individuals
16 who have suffered.

17 Back to the projections. The
18 financial projections that we have been
19 watching, the information that we have been
20 seeing here is given with the understanding
21 that this somehow is a destination marathon
22 as they put in the ballad summary that we
23 threw before the voters in Springfield.
24 They use the term "destination."

1 That means -- I've been to
2 destination locations, Paris, Las Vegas.
3 I've been to a destination casino in Egypt.
4 They drew almost half of their crowd from
5 Russia that were flying three or four hours
6 at a time. Those are destinations. They
7 bring money from a distance, and they help
8 the economy because of that. None of the
9 projections and none of the information
10 that I have seen here tells us that this is
11 anything other than feeding off the people
12 that live within a 30 to 40-mile radius.

13 They put a picture up here of
14 Massachusetts with a big green circle.
15 Maybe the green represents money coming
16 into Springfield. I don't know. But the
17 circle literally went over Mohican Sun.
18 Are we supposed to believe that somebody
19 who lives 5-miles away from Mohegan Sun is
20 driving to Springfield?

21 It went over the middle of
22 Worcester. Are we supposed to -- I love
23 Springfield. I have lived in this area all
24 my life. But are we supposed to believe

1 that because of some tourism plan that's
2 put out there people are going to drive
3 west instead of to Boston where you are
4 going to find the aquarium, the Museum of
5 Fine Arts, the harbor, all of the other
6 amazing tourist-type attractions? That is
7 not going to be the reason.

8 Horton Hearing a Who is not the
9 reason people are going to come here to
10 gamble. People come to gamble because they
11 gamble. A third or more of the revenue of
12 this casino is going to be made from
13 problem and pathological gamblers. And
14 that percentage doubles in the area of a
15 casino. It's not going to help us here.

16 The assumptions that are made, like
17 I said, stretch in credulity. They are not
18 going to drive past other casinos to come
19 here. Gambling isn't a family adventure.
20 We're not going to jump in the car and take
21 our family, put them up in a hotel and say
22 go visit the Basketball Hall of Fame while
23 I go gamble. That's not family time if I'm
24 gambling.

1 This is local. You don't drive back
2 and forth and you don't stay overnight. Of
3 course they are not going to build a hotel
4 with lots of rooms. They don't need people
5 to stay overnight.

6 What I'm saying is as a CPA the
7 projections don't make any economic sense
8 whatsoever. You can't spend your money
9 twice. If there are areas of the economy
10 where the unemployment rate -- I lost 30
11 seconds there, if I can continue for a few
12 more seconds.

13 CHAIRMAN CROSBY: Yes.

14 MR. CABOT: If there's an area where
15 the unemployment rate is high and you think
16 you're going to lower it, there will be a
17 corresponding area within a 30-mile radius
18 where the unemployment rate will go back
19 up. You can't spend your money twice. If
20 I gamble --

21 CHAIRMAN CROSBY: Thank you,
22 Mr. Cabot. Thanks very much. You can
23 submit the rest of your remarks if you'd
24 like to us.

1 MR. CABOT: Can I suggest you have a
2 hearing where the people speak before the
3 presentation? Thank you.

4 COMMISSIONER ZUNIGA: We actually
5 had it where he spoke as well.

6 CHAIRMAN CROSBY: Yes, that's right.
7 You were at the other event.

8 Timothy Paul, Robert LePage, Joe
9 Johnson, Erskine Kelly and, sir.

10 MR. SCHMUTTE: Hi, I'm Gregory
11 Schmutte. I'm the vice president for
12 institutional effectiveness for American
13 International College here in Springfield
14 and I would like to harborly support the
15 proposal that MGM has put forth for this
16 resort and casino.

17 Speaking from the standpoint of the
18 local institutions of higher education, I
19 certainly don't mean to speak for them, but
20 all of the eight institutions that make up
21 the cooperating colleges of greater
22 Springfield are tuition-driven.

23 And, so, by having a program like
24 this, which brings economic energy to the

1 area is going to increase enrollment in the
2 various programs that we offer at our
3 institutions, whether they be in business,
4 in human services, in criminal justice, in
5 marketing, whatever it may be, enrollment
6 in our programs will increase and that's a
7 very good thing for the institutions of
8 higher education.

9 I might add that the cooperating
10 colleges of greater Springfield also
11 represent a significant portion of economic
12 opportunity for the area. We bring in a
13 lot of money to the area. Dollars are
14 spent from people coming from outside of
15 the area when they come to visit their
16 children, when they bring their children
17 here for college education, as well as the
18 local resident commuter students that are
19 here.

20 Secondly, I just want to add that
21 the proposed project would also provide
22 very important internship opportunities for
23 college students. We know the research has
24 supported the fact that internship

1 opportunities are very beneficial in
2 helping students understand the ins and
3 outs of a particular industry that they may
4 be interested pursuing. Sometimes it helps
5 them to determine that's not what they want
6 to do for a career. It often, though, also
7 leads to jobs directly when those interns
8 work out very positively in those kinds of
9 settings and, so, this would enhance the
10 number of opportunities that our students
11 would have.

12 And, thirdly, just the most obvious
13 I think benefit to this proposal is the
14 fact that it would provide more job
15 opportunities for our students. It's
16 becoming more and more a concern of parents
17 when they send their children to college is
18 they're very interested in that college
19 experience resulting in a job.

20 While there's still a lot of value
21 placed on the general liberal arts
22 education, it's more and more difficult for
23 parents to envision their child pursuing
24 that because it doesn't lead as directly or

1 as immediately to employment as some more
2 practically oriented majors would do.

3 So, with that I will yield the rest
4 of my time and just thank you for the
5 opportunity for speaking.

6 CHAIRMAN CROSBY: Thank you.

7 MR. PAUL: Good evening, Mr.
8 Chairman, members of the commission,
9 Archbishop Timothy Paul, president of
10 Council Churches of Western Massachusetts.

11 CHAIRMAN CROSBY: I'm sorry, say it
12 again?

13 MR. PAUL: Archbishop Timothy Paul,
14 president of Council Churches of Western
15 Massachusetts and the Western Massachusetts
16 gaming -- Council for Gaming
17 Accountability.

18 Can I just tell you a little quick
19 story, if you don't mind? A little young
20 man --

21 CHAIRMAN CROSBY: As long it's
22 within five minutes.

23 MR. PAUL: It's within five minutes.

24 A young man, he's looking for a job.

1 He's out of a job. He's unemployed,
2 scouring the newspaper and notices at a
3 local zoo the gorilla that was the main
4 attraction at the zoo died. He had an
5 idea. He had an epiphany.

6 He says, "Let me go down to the
7 zookeeper and let me ask the zookeeper if I
8 can perhaps stand in for the gorilla and
9 perhaps I'll get a gorilla suit and maybe
10 he will hire me." And sure enough, the
11 zookeeper thought it was a great idea. He
12 became the main attraction of this zoo. I
13 mean, he did jobs. He did tricks that no
14 gorilla could ever do.

15 One day as fate would have it, he
16 had a stunt that he would swing from a
17 rope, on a rope from his cage to the cage
18 of the lion and the crowd gathered and this
19 was a great anticipated stunt. As fate had
20 it, the rope broke over the lion's cage and
21 suddenly he realized that he wasn't a
22 gorilla and he hollered, "Help, help!"

23 And in the cage of that lion, there
24 was a small still female voice and she said

1 to him, "Shut up, dummy, before we both
2 lose our jobs."

3 I don't know which one of us, the
4 gorilla or the lion, but I will say to you
5 that council churches -- I heard people
6 talk about it -- we were the leading
7 opponent against the casinos on the first
8 two rounds and we have -- we fought a good
9 fight. But the residents of the City of
10 Springfield have spoken and MGM has won the
11 vote, the favor of the vote.

12 Our concern is more primarily moving
13 to mitigation and making sure that people
14 locally here in the City of Springfield and
15 the Western Massachusetts community has a
16 say into treatment for pathological
17 gambling, as well as for research and
18 mitigating the results of gambling.

19 I mean, I worked previously with the
20 health impact study that was done. Our
21 partners are at Baystate and other
22 agencies. And when you hear staggering
23 numbers like 37,000 cars a day coming into
24 the community and affecting the urban

1 community with such already existing
2 problems such as asthma and other things,
3 that's our major concern and the Commission
4 would take a look at that health impact
5 assessment, which I know you received as
6 well as the local groups that have the
7 heart of the community at hand and really
8 are concerned about mitigating any future
9 problem gambling working with the
10 organization.

11 I must say MGM after the vote was a
12 wonderful organization to sit down with and
13 talk about mitigating. They were not
14 afraid to talk to their opposition. So, I
15 want to say that, put that on the record.

16 But as we generally opposed to
17 gambling, we still have an obligation. We
18 don't both want to lose our jobs and we
19 have an obligation to see that the faith
20 community that constantly will deal with
21 the effects of problem gambling will work
22 with the organization that is chosen so
23 that we can mitigate the causes of gambling
24 in our greater Springfield, obviously the

1 Western Massachusetts area.

2 So, I urge you when you're making
3 your decision to really hone in on the
4 health impact assessment and to look at
5 those recommendations that were done across
6 the region and West Springfield and Palmer
7 and Springfield and to look at some of the
8 concerns that were raised there,
9 particularly the problem gambling as we are
10 putting together a problem gambling
11 collaborative.

12 We really want to be instrumental in
13 making sure that this problem doesn't get
14 out of hand in the City of Springfield
15 within the greater community if this
16 Commission so decides to award a license.
17 And, so, that is our major concern.

18 Again, I will put on record that we
19 believe the residents have spoken. There
20 are challenges on a state level but we are
21 now moving to a level of mitigation and
22 seeing how we can help in the problem
23 gambling aspect of things. Thank you so
24 much for your time.

1 CHAIRMAN CROSBY: Thank you,
2 Mr. Paul. Ann Sheridan.

3 SPEAKER: You had asked for some
4 information. This is economic related.

5 CHAIRMAN CROSBY: We will pass it
6 along.

7 SPEAKER: There's three references
8 in there.

9 CHAIRMAN CROSBY: Great, thank you.

10 Jeffrey Hayden. I will get to you
11 in a minute, Mr. LePage. Khali Abdegeo,
12 Deborah Albury, Vanessa Martinez, any of
13 you please come forward and we'll get to
14 you in a second.

15 Yes, sir.

16 MR. LEPAGE: Bob LePage, vice
17 president of Springfield Technical
18 Community College. In that role, I also
19 serve as the director for training and
20 workforce options at Holyoke Community
21 College, regional collaborative to support
22 economic and workforce development in the
23 region. I also work, as you know, as in
24 that role of collaborating with my fellow

1 community colleges across the Commonwealth
2 as we've been working on strategies to
3 ensure that we can help promote jobs in net
4 game related to the industry. And I really
5 want to focus my comments tonight on what
6 we've been doing here because I think the
7 key to all of this is proactive planning,
8 proactive steps to pilot and scale
9 strategies to make net job game.

10 So, to give some examples of what we
11 think are important steps is, one,
12 developing regional collaborations for
13 adult basic education. Just alone in the
14 last year, the two community colleges have
15 been able to partner to capture state
16 funding to now be the largest providers of
17 adult basic education in Western Mass.

18 We are serving now under a new
19 project in Springfield 200 people a day.
20 In less than weeks, we already have at both
21 community colleges, weeks of starting this
22 round of sessions, we have five to six
23 hundred people on the waiting list to get
24 in our adult basic ed. programs. These are

1 individuals who are very committed to
2 getting educated so that they can get
3 careers, the careers that MGM and other
4 employers in our region have for jobs and
5 opening.

6 The challenge in the Commonwealth is
7 a commitment of resources to move people
8 through systematic education and systematic
9 career oriented training. It's with the
10 help of employers, MGM and others in the
11 region that I think this region has been
12 proactive.

13 We are piloting new innovative
14 programs to teach people faster. We are
15 bringing up new certificates in customer
16 service to get people prepared. We are
17 using new tools, including work keys as a
18 tool that the Commonwealth is adopting to
19 pilot tests now to prepare a systematic
20 approach to evaluate peoples' skills.

21 We are now developing new
22 recruitment and placement strategies into
23 business and industry. We know placement
24 to venders is as important as placement

1 into anchor organizations like MGM.

2 We've secured recent state rapid
3 response funding to develop new culinary
4 training programs as a partnership between
5 the two community colleges to build models
6 that can be scaled across the state.

7 I think my message is that we are
8 prepared. We are getting organized. We
9 are planning. It is collaborative regional
10 planning. It is not just casino planning.
11 It's regional economic workforce planning.
12 It is as active for manufacturers as it is
13 for the hospitality industry as it is in
14 IT, but it is systematic to create scale.

15 The important part on this is we
16 can't wait to begin training much longer.
17 If we are going to move people who are
18 uneducated who are the people who are the
19 highest unemployed, we have to start
20 getting them into the pipeline now.

21 The 10 to 12 thousand people that
22 will need to come through to fill the 3,000
23 direct jobs is a sizable number of people
24 to move. We serve between the two

1 community colleges 18,000 students
2 annually. To think that we would take
3 12,000 of them and move them through a
4 system of anything in the world of
5 academiial or any training environment is a
6 sizable effort.

7 While we are putting systems in
8 place and we are already stress-testing
9 those systems, we can't wait too long.

10 To that end, I have to thank the
11 gaming commission for your proactive
12 dialogue on workforce development and
13 support across the Commonwealth and
14 locally. I think the things that we are
15 doing will help the internet job game but
16 it is going to take a continued commitment
17 from the developers and regional partners
18 to make that happen in each location. And
19 it is going to require resources to allow
20 people to get through to those training
21 programs.

22 Many of these training programs are
23 going to be new training programs, which is
24 going to mean they are not going to qualify

1 for traditional funding formulas in the
2 state. They are short-term certificate
3 oriented programs. They will not follow
4 under federal health funding, which means
5 there is going to be a barrier of funding
6 to make these jobs accessible and it's
7 going to require the Commonwealth and the
8 developers and other industry to help us
9 move people through the system.

10 So, again, I thank you for your
11 continued support. I want you to know in
12 Western Mass. we've taken this seriously
13 for a long period of time, and we are
14 building the systems to assist to making
15 that job community. Thank you.

16 CHAIRMAN CROSBY: Thank you.

17 Also, Jeffrey Hayden -- oh, I read
18 these names. Khali Abdegeo, Deborah
19 Albury, Vanessa Martinez, Julie Pimentel.

20 SPEAKER: Excuse me, how do you find
21 out if your name was already called? I
22 mean, I've been here since the beginning.
23 I'm just not sure, because I did an
24 interview outside.

1 CHAIRMAN CROSBY: There is someone
2 in back with the list. You can check with
3 them. Her name is Janice, ask for Janice.
4 Sorry.

5 MR. ABDEGEO: Good evening. My name
6 is Khali Maddox Abdegeo. I'm a resident of
7 Springfield. I reside in the Forest Park
8 section of the city. I know there's a lot
9 of different issues, pro and con, about the
10 casinos being here. I'll leave that to the
11 more astute people and organizations and
12 efforts and whatnot to deal with those.

13 The reason I am here is to declare
14 my support for the casino's development,
15 providing it is approved by you, if it's
16 going to benefit across the board
17 contractors in this city and in the region,
18 the nearby region.

19 I came to Massachusetts originally
20 August 28, 1970. I moved to Springfield on
21 February 2, 2000. What I found was a lot
22 of the problems in Springfield I found
23 that -- when I first went to Boston, I
24 worked as an executive director of two

1 contractors associations. The Contractor
2 Association of Boston and the Greater
3 Boston Truckers and Contractors
4 Association, both minority contractors
5 associations. I worked with the National
6 Assurety Bonding Company ensuring that
7 those contractors could get bonding for
8 significant types of jobs.

9 What I found here in Springfield,
10 like, especially when I had a division
11 here, which was disassembled back in the
12 '80s, that there has not been much welcome
13 for minority contractors on major capital
14 projects of any kind, public or private.

15 So, I'm hoping that this casino
16 development will take that into account,
17 will make sure as part of their like, you
18 know, due diligence, so to speak, to the
19 community make sure there's conscientious
20 and significant consideration to qualify
21 experienced minority contractors be they
22 women owned businesses or men owned
23 businesses.

24 There are quite a few here who do

1 not do business in their own backyard
2 because they figure they will, based on
3 their experience, they will not get the
4 opportunity. They will run into all kinds
5 of unconscionable types of interference.

6 Recently there had been two
7 instances of platforms in this here city
8 that was supposed to support the
9 development or the enhancement of qualified
10 minority contractors of women owned
11 contractors, like, those are platforms were
12 subject to fraud from within, like, you
13 know, and those people who committed these
14 frauds and these types of what I call
15 sacral religious crimes against the
16 communities they are supposed to be serving
17 were rewarded, so to speak.

18 Like, you know, one person was
19 accorded a job with the City of Springfield
20 yet that person is under indictment by the
21 federal government and the State of
22 Massachusetts. Another person like that
23 went to prison, she and her husband. Like,
24 the point was they destroyed a positive

1 atmosphere for the selection of minority
2 contractors, particularly African-American
3 contractors.

4 When I first came to Boston, I was
5 told there were no good minority
6 contractors or African-American contractors
7 but I got the first city side construction
8 project, whether it was in the City of
9 Boston for minority contractor and the
10 state highway program, as well as federal
11 contracts.

12 My first three months there I got
13 over close to 396 million-dollars worth of
14 contracts awarded to minority contractors
15 in the eastern part of the state. That was
16 both public and private sector. Here,
17 like, you know, I've seen very little of
18 that type of effort come to fruition here.
19 So, I'm hoping this casino will make sure
20 it does like it does in Las Vegas.

21 I happen to know that a very good
22 record of minority contractors hiring
23 agreements in Las Vegas because I happen to
24 know some of the officials there they work

1 with.

2 So, this is all I have to say and
3 just give that due consideration to that.
4 Thank you.

5 CHAIRMAN CROSBY: Thank you very
6 much.

7 Just before you start, let me just
8 read a few other names. Linda Yarber,
9 Linda Stone, Keith Peters, Michaelann
10 Bewsee, if any of you is here, please come
11 forward.

12 Yes, ma'am.

13 MS. SHERIDAN: Good evening. My
14 name is Ann Sheridan.

15 CHAIRMAN CROSBY: One second. Use
16 your watch.

17 SPEAKER: I'm having a little
18 trouble with this watch. I'll just do it
19 this way, and I'll just call time. Go
20 ahead.

21 CHAIRMAN CROSBY: Sorry, go ahead.

22 MS. SHERIDAN: It's quite all right.

23 Good evening. My name is Ann
24 Sheridan. I am a registered nurse and

1 retired professor of nursing. I am wanting
2 to speak to you this evening because I am
3 extremely concerned about the potentially
4 devastating effects on the health, the
5 welfare and safety of all who come in the
6 path of casinos. Health promotion is today
7 a primary concern and research validates
8 hazards of casinos, casino gambling, as
9 well as the falling of believing that these
10 will be of economic benefit.

11 We have seen that communities have
12 literally died. And thousands of residents
13 have suffered long-term deleterious effects
14 on themselves and to their families. Given
15 these documented facts, we can truthfully
16 conclude that a movement to massive
17 gambling is antithetical to the health, the
18 welfare, and the culture and the morals of
19 the people of Massachusetts.

20 The recent publicity of the
21 increased inherited heroin addiction and
22 other drugs and alcohol should be warning
23 enough to repeal casinos to avoid adding
24 this potential for gambling addiction,

1 particularly with so many young men and
2 women in Western Massachusetts in our
3 schools, in our colleges, in our
4 universities.

5 With significant study and research,
6 I have learned and concluded that casinos
7 beleaguer our state. It will be disastrous
8 to our beautiful historic Commonwealth.
9 People are attracted here because of our
10 history, our educational resources, our
11 historic architecture, our oceans and
12 mountains, our museums, our health care
13 system and attributes too numerous to
14 elaborate.

15 Casinos will surely not enhance the
16 charm of Massachusetts. Rather casinos
17 will indeed be a blight on the environments
18 of those areas where per chance these
19 businesses were to invade. All of the
20 arguments about jobs and increased revenue
21 are truly empty promises, particularly when
22 one considers the high cost and threats to
23 the health and welfare of citizens. To say
24 nothing about the exorbitant costs to fill

1 hundreds of positions mandated by Chapter
2 194, the act establishing expanding gaming
3 in the Commonwealth, these will be state
4 jobs to be paid with taxpayer dollars.
5 Many are executive positions most probably
6 with high salaries and benefits. These
7 include but are not limited to those
8 included in this act.

9 First among these is the creation of
10 a new state police enforcement unit, new
11 gaming liquor enforcement, units in the
12 Alcohol Beverage Control Commission,
13 Commission and Control Board Staff, the
14 Licensing Commission, the Division of
15 Gaming Enforcement and the Department of
16 the Attorney General in addition to
17 advisory services, technical assistance,
18 research and clerical assistance, et
19 cetera. These will all be paid for by
20 taxpayer dollars.

21 The best thing we as citizens can do
22 now is to help you, the Commission, and all
23 those who have thought the casinos were a
24 good idea to understand and believe that

1 the expanded gaming laws is brought with
2 serious long-term problems and needs to be
3 repealed.

4 The citizens of the Commonwealth
5 never intended that the landscape of
6 Massachusetts be forever changed by massive
7 gambling and it is only right and just that
8 we have our say by a referendum to repeal
9 Chapter 194. Our fellow citizens, as well
10 as our legislatures, must be heard on this
11 critical matter.

12 As citizens yourselves with families
13 of your own who want to preserve the values
14 and assets of this great Commonwealth, I
15 urge you to join in opposition to allowing
16 casinos to be built. When one starts to
17 think about it, a casino in the downtown of
18 a major city is not just a bad dream but a
19 nightmare. And to then imagine three of
20 these, which would be a little more than a
21 hundred miles apart, is really ludicrous.

22 We can do this. The casino deal can
23 and should be repealed. The referendum
24 must be on the ballot in November. We need

1 everyone to --

2 CHAIRMAN CROSBY: Thank you very
3 much, Ms. Sheridan. That's five minutes.
4 Thank you very much.

5 Anybody that has leftover comments
6 that they want to submit to us, you are
7 welcome to. We will read them.

8 Neal Boyd Prophet, Isabel Pellot, or
9 anybody whose name I read previously, Paula
10 Moore, Maurice Powe, Patty Woods, JP
11 Morgan. That might be an April Fools'
12 trick. Lisa Jordan.

13 Yes, sir, come on up. Anybody else
14 whose name I read, please come forward and
15 take a seat.

16 Good evening.

17 MR. BOLDUC: Good evening, my name
18 is Robert Bolduc. I have a handout also
19 and some plans I would like you to refer
20 to. I will be brief.

21 I represent Pride Stores, an
22 immediate abutter to the proposed casino.
23 Pride owns and operates a very busy gas and
24 diesel fueling station with a busy

1 convenience store, Dunkin Donuts and Subway
2 right at the intersection with the majority
3 of vehicles are proposed to enter the
4 casino.

5 Without doubt, we have the most
6 experience with that intersection and the
7 traffic problems that already exist there.
8 The intersection ties for number eight as
9 one of the most congested in the Pioneer
10 Valley.

11 With that, I'd like to submit plans
12 by Pioneer Valley Planning Authority and by
13 MassDOT which indicate the congestion in
14 that area. Remember, they tied for number
15 eight as the top ones in the Pioneer
16 Valley.

17 CHAIRMAN CROSBY: You can give it
18 right here. She's the mitigation expert.

19 MR. BOLDUC: Thank you.

20 What concerns me is that the city to
21 whom I have spoken, MassDOT, MassDEP and
22 the Pioneer Valley Planning Commission all
23 basically accepted the casino proposal
24 without demanding realistic improvements.

1 For these agencies to accept MGM's promise
2 to fix the problems after they open is very
3 questionable.

4 If the city, many agencies and MEPA
5 have changed their standards for this
6 project only, many developers in this state
7 and many anti-casino people will find this
8 fertile for litigation.

9 Another concern is air quality. Our
10 company has had to ingest air quality
11 concerns and complaints from MEPA and
12 MassDEP on what are far less important
13 issues. Some in fact just recently.

14 The fact is that significant traffic
15 and bus additions of this project will
16 certainly add air quality problems to the
17 area. It appears that these are not being
18 addressed or even questioned by anyone
19 either.

20 Another issue I'm asking the
21 question is what I understand the
22 discrepancy in the traffic towns that MGM
23 is using. I'm told they used their Detroit
24 casino for traffic data but Detroit has

1 four casinos in their city, so they're
2 Detroit numbers and now our numbers should
3 be increased by a factor of four because of
4 this being done.

5 Another major problem is that all
6 businesses in that area will surely lose
7 customers who go elsewhere when the traffic
8 problems exacerbate our already congested
9 area and they stay away. How do we
10 reconcile this with MGM's promise to not
11 harm anyone? There are significant very
12 serious problems here.

13 I am asking you to not approve this
14 project as it stands. There are many
15 questions to be answered and significant
16 changes to be made.

17 Most of all, MGM must be held to the
18 same standard as the rest of us who live,
19 pay taxes, operate businesses and employ
20 residents here. We have played by the
21 rules, and now must insist that this
22 project does also. Double standards only
23 provide rich material for prejudicial
24 treatment and litigation.

1 Since I have time, I would like to
2 refer to that plan again. If you would
3 have the opportunity to look at it, you
4 will see that Union Street is a very narrow
5 street. If you stop and think about all
6 the traffic issues throughout the area, and
7 we're all hearing about mitigation from all
8 the towns, they are all going to come and
9 funnel right down to the very intersection
10 at Union Street, which is already a highly
11 congested area and nobody is doing anything
12 about it.

13 When you talk to officials, they
14 say, "Yes, we are aware of that." But
15 that's all. Nobody seems to care. It's
16 going to -- if you think there's a traffic
17 problem there now, imagine what it's going
18 to be like when all this traffic comes down
19 to one focal point, that intersection. I
20 seem to be the only one in this state that
21 is saying anything about it. That does not
22 seem right.

23 I would ask you people to
24 investigate. Something needs to be done,

1 investigation needs to happen and the
2 question is: Why do all these agencies
3 that I mentioned, why are they all saying,
4 well, we're working on it? It doesn't seem
5 like anyone is. It doesn't seem like
6 anyone cares. That is a serious question.

7 Thank you for your time.

8 CHAIRMAN CROSBY: Thank you, sir.

9 Lisa Jordan, Noel Lee, Scott Lamont,
10 Govan Zaida, Julius Lewis, Louis Mitchell,
11 Aron Goldman, G. Dudley, David Woodsome,
12 David Elvin, Frankie Mozells, Francis
13 Smith, Fiore Grassetti, Malcolm Chu, Doris
14 Madison, this is getting easy. Mario
15 Fiore.

16 Yes, sir. Ted Steger, please come
17 up, too, if you're here. Lakisha Collins,
18 Jessika Lazala.

19 Yes, sir, welcome.

20 MR. FIORE: My name is Mario Fiore.
21 And with me the glass is half full, not
22 half empty. And, Commissioner Crosby and
23 to the Commission, I would like to thank
24 all of you for this opportunity to voice my

1 feelings at this host community
2 presentation.

3 I did attend the MGC hearing last
4 month in West Springfield so I'll make my
5 comments brief, as we all know and are well
6 aware of the 2,000 construction jobs, 3,000
7 permanent jobs, hundred million to the
8 Commonwealth of Massachusetts, 25 million
9 to the City of Springfield, 2.5 million to
10 public safety all annually and I can go on
11 and on. Once again, I'm going to make it
12 brief.

13 My name is Mario W. Fiore, 63, a US
14 Army veteran and a resident of Springfield
15 and I was born and raised in the city south
16 end and I look forward to the day when like
17 the Phoenix that rose from the ashes, MGM
18 Springfield rises up from the blade and
19 ruins created by the tornado of June 1,
20 2011 and that my place of birth will be
21 then known as a world-class resort
22 designation.

23 Thank you, MGM.

24 CHAIRMAN CROSBY: Thank you.

1 Anybody else whose name I have
2 spoken? Plus, just before we start, Mario
3 Fiore, Ted Steger, Lakisha Collins, Jessika
4 Lazala, Armando Collado, Robert McCarroll.

5 Yes, sir.

6 MR. STEGER: Hi, I'm Ted Steger from
7 no casino Springfield. And I'll be
8 referring to a presentation that I handed
9 out to you all. I brought an electronic
10 copy but I guess my check didn't clear so I
11 don't get to present it to the public here.

12 But, you know, we heard the
13 presentation with a lot of promises, a lot
14 of best efforts, a lot of things that can
15 be negotiated around with good lawyers.

16 What I look at is the past and what
17 the history is and I cannot find a single
18 example of a casino coming in and rescuing
19 a city. It just has not happened. And
20 what I can find are examples of casinos
21 increasing inequality, increasing problem
22 gambling, increasing crime, et cetera. It
23 doesn't work.

24 So, if you can refer to your

1 presentation, page one has the quote in
2 context from Mr. Mathis saying that what
3 this is a Western Mass. casino. Also, it's
4 a little troubling to hear he is already
5 planning for the first round of layouts.

6 Page three talks about the
7 referendum. If you can flip along, it
8 would be helpful. Page three has the
9 referendum where the wording is incredibly
10 bias and there was an implicit coercion to
11 the employees saying that if they didn't
12 vote for it, they would lose their job.

13 Pages four and five show that the
14 Springfield referendum had the lowest
15 passing margin and the second lowest
16 turnout and it was specifically timed to be
17 early in the process and you see the
18 regression plot. If this had been held in
19 September or October or November, people
20 learn more about the casinos, they don't
21 like them less, this would have failed.

22 We hear about all the supposed
23 benefits of a casino. In fact, your
24 website has benefits but there is nothing

1 about costs. So, page 12 has a little bit
2 of the costs. MGM's best case-scenario
3 says, "Western Mass. residents will lose
4 193 million-dollars a year." That does not
5 sound like an economic development to me.

6 Page 13 shows that cost to
7 government go up three dollars for every
8 one dollar in gambling revenue, which is
9 why states like Illinois which have
10 expanded and expanded and expanded still
11 have in the bottom ten state financial
12 fiscal pictures of their state and yet they
13 are still trying to expand more.

14 Page 14 talks about how there are
15 1.5 jobs lost for every casino job created,
16 as you see, parking attendants, restaurant
17 employees. The cannibalization especially
18 on a convenience casino is tremendous. In
19 fact, Representative Neal has even said
20 that casinos are not economic development,
21 and he is on record saying that.

22 Page 15 shows that MGM expects
23 92 percent of its visitors to spend between
24 0 and 4 dollars outside the casino. Again,

1 economic development, I don't see it. That
2 is not a recipe for economic development.

3 Page 17 shows the massive increases
4 in drunk driving and drunk driving
5 fatalities directly tied to casinos.

6 Pages 20 to 23 show case studies of
7 other states who have the casinos, and you
8 don't have to skip all the way to the end.
9 It doesn't end well. You know, it keeps
10 expanding and the states get bigger and
11 deeper in the hole.

12 On page 25 has some comments and
13 regulations. I see that you've decided
14 only to serve free liquor from eight p.m.
15 to two a.m. I think that's admirable, but
16 there's no reason to have a casino serve
17 free liquor period. Any business that
18 thrives on irrational judgments doesn't
19 seem like one that should be supported by
20 our Commonwealth.

21 Finally, I'd recommend that all of
22 you get a Google alert to have your casino
23 and get a news alert and what I found is
24 that the stories are not positive at all.

1 In fact, just a couple of from the last
2 couple of weeks, we see that casinos bring
3 out the worst in people. There has been
4 the bullying of our Teddy Bear Pools owner
5 in West Springfield by casino advocates.

6 Corruption, a few research studies
7 show that the rise in public corruption
8 convictions after legalization suggest that
9 casino interests are also able to capture
10 regulators yielding a more favorable
11 regulatory atmosphere but perhaps tainted
12 by corruption and they note numerous
13 examples of how state regulations are
14 relapsed after they open their doors.

15 MGM employees were cited for giving
16 drugs and prostitutes to undercover
17 officers. Niagara Falls opened a casino
18 ten years ago. Their community is
19 struggling. None of the promises have come
20 through. Restaurants near Mohican Sun are
21 hurting after their casino opened. The
22 millions of dollars that are embezzled to
23 fund gambling addicts are very difficult to
24 recover and the casino in Mississippi in

1 Tunica is closing.

2 So, this is just the last two week's
3 worth of updates. It's just the tip of the
4 iceberg. And, unfortunately, the
5 Commonwealth and the city are currently on
6 a ship heading right towards that iceberg.

7 You know, fortunately, there is
8 still time for the people to take back
9 control of the ship and steer us in a
10 better direction by voting to repeal the
11 casino legislation in November. Western
12 Mass. deserves better, the Commonwealth
13 deserves better.

14 CHAIRMAN CROSBY: Thank you, Mr.
15 Steger.

16 MR. STEGER: Thank you.

17 CHAIRMAN CROSBY: Anybody else whose
18 name I've spoken?

19 Jessika, speak right into the mic.

20 MS. LAZALA: Hi. Well, I'm Jessika
21 Lazala. I'm a senior at the High School of
22 Commerce in Springfield. Downtown
23 Springfield is home to me and I've lived in
24 the south end for, like, three years now.

1 I used to live on Worthington Street. I
2 don't know if you know where that is.

3 I think the casino is really good
4 and I think it will bring a lot of
5 opportunities and stuff to Springfield and
6 it will bring back, like, a sense of unity
7 here. Because in my school, like, there is
8 no unity. Like, we have really bad school
9 spirit. Everybody hates Springfield.
10 Nobody wants to be here.

11 And that's -- I'm leaving. I'm a
12 senior now. I am going to UMass Dartmouth
13 in the fall. I'm going to major in finance
14 and I hope to come back, like, on breaks
15 and stuff. And back to the unity thing. I
16 lost my train of thought.

17 Like, I think that a casino will,
18 like, make everybody more proud of
19 Springfield because it will be, like,
20 something big and it will be different. It
21 will be, like, something new and it will be
22 great in downtown. It will be a lot of,
23 like, I think there will be a lot more
24 tourists here and everything. And

1 hopefully it will lower the crime rate and,
2 like, the unemployment rates and stuff. I
3 just -- I don't see anything bad with the
4 casino, and I think it's a good idea.

5 CHAIRMAN CROSBY: Thank you.

6 COMMISSIONER CAMERON: Thank you.

7 MR. SNOW: I'm speaking on behalf of
8 Lakisha Collins who had to leave. I'm her
9 union representative. My name is Ethan
10 Snow. I'm with the New England Joint Board
11 of UNITE HERE. We represent food service
12 workers here in Springfield at Springfield
13 College. We also represent thousands of
14 workers in Las Vegas who are employed by
15 MGM casinos.

16 We find that as one of the largest
17 gaming workers unions in the country
18 representing about 80,000 workers in major
19 markets like Las Vegas and Atlantic City
20 but also Detroit and smaller markets that
21 workers in casinos with strong labor
22 relationship tend to have very good paying
23 jobs that will allow them to do things like
24 buy their own homes, send their kids to

1 college. These are jobs in the hospitality
2 industry, which are typically low age.

3 Our workers, our members, especially
4 in MGM casinos, are able to do those
5 things. They are able to access training
6 which helps them get into higher positions
7 within the organization and they are able
8 to kind of get into a career track, which
9 helps them provide for their families.

10 So, we are very supportive of this
11 proposal and we hope that you will look on
12 it favorably.

13 CHAIRMAN CROSBY: Thank you.

14 Yes, sir.

15 MR. MCCARROLL: My name's Bob
16 McCarroll. I live at 96 Elliot Street in
17 Springfield, a historic house about three
18 blocks from here. I have lived there for
19 37 years. I am a retired principal planner
20 with the City of Springfield planning
21 department where I worked for 30 years and
22 I now volunteer in a variety of
23 preservation groups and I'm going to speak
24 to you about preservation.

1 I personally support the MGM
2 proposal in getting a license. I think
3 they will do great things for the city. I
4 especially give them high marks on their
5 urban design, which knits their complex
6 into the fabric with human scale buildings
7 and for reusing our own existing
8 entertainment venues.

9 I give them, however, low marks when
10 it comes to respecting the historic
11 resources on their site. There are 14
12 buildings of historic or architectural
13 interest of varying degrees. Their
14 proposal as it currently stands saves two
15 buildings, half of another building and one
16 facade, so I count that as 2.6 buildings
17 out of 14. That's only 20 percent.

18 The preservation community has made
19 what we consider to be modest requests and
20 major acquiescence. We have asked that
21 they incorporate four more facades, facades
22 that are in locations where their building
23 facades will be. The most important of
24 which is the YWCA facade.

1 We have asked that the rear of the
2 state Armory be kept, part of the
3 crenelated Armory. And, lastly, we've
4 asked that all of Union House, an 1846
5 building, the third oldest commercial
6 building left in downtown built as a hotel
7 and such a fine hotel that the year after
8 it opened, president James Polk while on a
9 trip to New England stayed there with his
10 entourage, which included James Buchanan
11 who became our 15th president. That's to
12 be demolished. It's a four-story building
13 and we'd like it to be kept because there's
14 going to be more four-story buildings put
15 up there.

16 Springfield is not a blank canvas.
17 It is not a racetrack or an empty site.
18 It's a living city with more than 375 years
19 of history and, sadly, we've lost much of
20 that. Our 17th and 18th century buildings
21 were wiped out during the Victorian growth
22 and much of our 19th century buildings were
23 wiped out in the early 20th century.

24 So, I'm going to suggest to you that

1 a greater wow comes from artfully, artfully
2 reusing building facades, and I would
3 invite you to go three blocks up the hill
4 on Elliot Street where the technical high
5 facade has been wedded to the brand-new
6 state data center.

7 I would suggest that a wow-factor is
8 enhanced by having nifty shops and nifty
9 apartments not in a building built in 2015
10 but in a building built in 1846 and where
11 two American presidents stayed. I would
12 suggest that a wow-factor by incorporating
13 historic buildings increases over the years
14 as those buildings get older.

15 Preservation is not necessarily
16 easy. It's not necessarily the cheapest
17 solution. Plans may have to be changed,
18 but we are talking about an 800
19 million-dollar proposal by a Fortune 500
20 company that has assets in the billions.
21 They have a very clever design team, and I
22 am sure that they can rise beneath the
23 challenges.

24 So, in closing, I just want to say I

1 urge you to grant the MGM license. But in
2 so doing, I would ask that you help to
3 craft a proposal that does more to keep
4 history and heritage in the wow.

5 CHAIRMAN CROSBY: Thank you.

6 Just before you start, sir, Laura
7 Broad, David Ciampi, James Boone, Diane
8 Crowell, Jordan Edwards, any of you, please
9 come forward.

10 Yes, sir.

11 MR. COLLADO: Thank you, Chairman
12 and Commission and also thank you, Ms.
13 Rodgers, for giving me an opportunity to
14 speak for the youth in Springfield.

15 My name is Armando Collado. I am
16 currently a senior at the High School of
17 Commerce and live in the Forest Park
18 section of Springfield. I am the company
19 commander of Augency Group.

20 Currently I work part-time at Price
21 Rite in West Springfield and I am very
22 proud and lucky to have that job. It seems
23 to take forever to find even part-time work
24 but many of my friends are not as

1 fortunate.

2 In my personal experience, living in
3 Springfield is very difficult for young
4 adults to find work. We are competing with
5 older adults in a tough job market and
6 often we lose out to people with more job
7 experience. It can be discouraging and,
8 frankly, some of my friends just stopped
9 looking. Youth and minorities especially
10 need jobs to be able to pursue their future
11 goals.

12 In my case, I hope to become a
13 unions painter's apprentice as well as a
14 muralist. I have done a lot of mural
15 paintings and used some of my earnings at
16 Price Rite to purchase my paint supplies.

17 If MGM comes to Springfield, I hope
18 to be part of the construction team that
19 helps Springfield realize a dream of a
20 great beautiful and vibrant downtown and
21 for myself to realize a future with the
22 wealth of job opportunities for all. Thank
23 you.

24 CHAIRMAN CROSBY: Thank you very

1 much.

2 We're going to get a couple of more,
3 and then we're going to take a break at
4 8:00.

5 Yes, sir.

6 MR. CIAMPI: Chairman, members of
7 the commission, ladies and gentlemen, my
8 name is David Ciampi. I'm a third
9 generation of the Ciampis who have called
10 Springfield home. I have lived in the city
11 during eras of economic affluent, social
12 unity, as well as where there appears to be
13 insurmountable challenges, agonizing
14 hardships and social disparities.

15 Springfield has been always been my
16 principal residence even though I completed
17 my undergraduate education at John Carroll
18 University in Cleveland, New York
19 University where I earned a doctorate
20 degree in communication and Walden
21 University where I earned a doctorate
22 degree in psychology.

23 I decided to starchily support MGM's
24 initiative in Springfield in the very

1 beginning for several reasons. One, MGM's
2 core corporate tradition culture and
3 philosophy; two, MGM's ethical stance on
4 environmental protection and conservation;
5 three, my belief that MGM will be a
6 catalyst for economic revitalization; and
7 four, MGM and its initiative to support
8 positive social change. I shall discuss
9 each of these themes very briefly.

10 One, MGM's a champion of employee
11 diversity. It has well-established history
12 for providing opportunities to employment,
13 construction to women, minorities and those
14 who are disadvantaged. This corporation
15 celebrates the embracement of multicultural
16 workforce. Does not discriminate against
17 people based on national origin, race,
18 gender, religion or sexual orientation.

19 MGM has a philanthropic charitable
20 program that promotes human sustainability
21 based on MGM's corporate tradition, culture
22 and well-established business practices in
23 other cities. This is absolutely no
24 question in my mind that MGM will be an

1 outstanding conscientious and
2 community-oriented corporate leader here in
3 Springfield.

4 Two, another important point that
5 many people overlook is that MGM is a
6 global leader in sustainability and
7 stewardship of the environment and
8 implements innovative conservation and
9 waste management practices to reduce the
10 environmental impacts of their hotel and
11 entertainment properties. Newsweek
12 Magazine rated MGM as the third best hotel
13 company for environmental responsibility in
14 2011.

15 Three, it is noteworthy to mention
16 that Mayor Sarno reduced the city's budget
17 during the past six consecutive years.
18 This trend is very likely to continue
19 unless substantially new much needed
20 revenue becomes available to the city.

21 Make no mistake about it, in
22 Springfield we need new sources of revenue
23 to pay for migrate and critical expenses.
24 For example, there is a lot of streets and

1 sidewalks that need to be resurfaced.

2 Safety is another important issue. No one
3 wants to live in a place where they feel
4 unsafe and unsecured. We also want to
5 provide our children with the best
6 educational opportunities to attain
7 marketable skills, because that will be our
8 future leaders.

9 The stark reality is that public
10 safety, education and public work projects
11 cost money. I believe that MGM will have a
12 very positive economic impact for
13 Springfield. The creation of 3,000 good
14 paying jobs, the generation of money for
15 community projects, as well as the multiple
16 ripple effects and spin-offs that will
17 create additional job opportunities for the
18 city and the region. Hence, MGM will offer
19 a wide range of jobs, support the local and
20 regional businesses, improve local revenue
21 and help build a thriving economy.

22 Four, MGM is clearly a pathway that
23 will lead to positive social change by
24 improving human and social changes by

1 creating an environment that will promote
2 the worth, dignity, vocational and social
3 development of individuals, communities and
4 organizations. There is nothing more
5 powerful than offering hope to thousands of
6 people for a better quality of life through
7 hard work. Some people have expressed
8 concerns that there will be deleterious
9 effects from gaming.

10 I conducted a detailed review of all
11 published research studies on the gaming
12 industry. There is no sound methodological
13 constructed longitude redesign study in any
14 peer-review journal that clearly
15 demonstrates deleterious effect due to
16 gaming.

17 And in the case of MGM, the casino
18 is a small part of the overall proposed
19 entertainment complex. If it is positive
20 social change everyone is striving to
21 realize here in Springfield, then I believe
22 the public would best be served by forming
23 partnerships with not for profit community
24 based organizations to provide services for

1 those who experience mental health
2 challenges. The incredible benefits and
3 enjoyment that the public will derive from
4 having a world-class entertainment resort
5 complex in Springfield is in my opinion
6 unquantifiable.

7 MGM represents the prospects of
8 ushering in a new era in the history of our
9 city, an untold vibrancy that will reflect
10 unite and celebrate the cultural, racial
11 and ethnic diversity of its people and
12 visitors alike. This is exactly one of the
13 many reasons why I support MGM. I
14 therefore urge the Massachusetts Gaming
15 Commission to issue a gaming license to MGM
16 Resorts International. Thank you very
17 much.

18 CHAIRMAN CROSBY: Thank you, sir.

19 Excuse me, it's 8:00. It's been two
20 hours. We are going to take about a 15
21 minute break and then we will come back and
22 see where we stand for our last round. See
23 you soon.

24

1 (A recess was taken)

2
3 CHAIRMAN CROSBY: If I can have
4 everybody's attention. Please say the word
5 outside we're getting started again. I
6 don't want to read anybody's name and have
7 missed them but I think we had one speaker
8 already tee'd up.

9 We are going to go ahead here and go
10 up until 9:00. They are coming back. They
11 are right there. We are going to go until
12 9:00 and see if we are close to done or see
13 whether we are going to need to reconvene
14 on another night.

15 Sir.

16 COMMISSIONER ZUNIGA: It's all on
17 the record.

18 MR. EDWARDS: Thank you for the
19 Aprils Fools' joke cutting me off right
20 before I was about to go.

21 My name is Jordan Edwards. I am the
22 vice president of the Chart Organization.
23 We're a family business and one of the
24 largest landmarks here in town for

1 commercial office space. We have all of
2 the buildings from Falcon Way over to
3 Harrison Ave. on Main Street, which include
4 Harrison Place, Johnson's bookstore and
5 Northwest Mutual Life building. I am here
6 to endorse MGM and, more specifically, talk
7 about the positives effects it has had so
8 far.

9 Being a landlord in this town over
10 the past five years has not been easy. We
11 are talking about almost zero economic
12 stimulus, almost zero leasing activity and
13 almost no outside investment. As a matter
14 of fact, the four deals that we did to put
15 our assemblers together was one of the
16 biggest outside investments the city had
17 seen in the past 30 years.

18 I live in New York. I'm not from
19 here. I did go to school in Boston but in
20 the past six months something amazing has
21 happened and we've already done over 20,000
22 square feet of leasing in new businesses.
23 16,000 square feet of that leasing was from
24 two tenants.

1 One started by a young guy, IT
2 company, and has 35 employees right on
3 Harrison and Main. The second is a
4 non-for-profit called Tech Foundry and they
5 are training intercity students, college
6 students, returning Army veterans, tech
7 jobs so they can turn Western Massachusetts
8 into a tech center.

9 Something happens every time we sign
10 a lease. We have -- we hire an architect.
11 We hire an engineer. We hire a contractor.
12 We hire -- we get insurance, hire a plumber
13 and new cleaning services. That is all
14 happening right now. That is all leading
15 up and that is all because of the
16 excitement around MGM. That wasn't
17 happening even six months ago, and now all
18 that is happening now.

19 My family found Springfield on our
20 way from New York up to Vermont for ski
21 trips. We saw a deal here and we jumped on
22 it and that was back in 2005. It was a
23 bumpy road to get to where we are today but
24 we see all the positive economic stimulus

1 that has already happened.

2 And I heard a lot of negativity
3 tonight. I wish I could change just a few
4 minds, because we're hiring people. We are
5 engaging people for construction projects,
6 plumbing jobs, all these things are
7 happening today and that's even before
8 they've broken ground. People are making
9 their long-term plans. Business people are
10 making their long-term plans and its
11 actually really exciting.

12 Just our small little company we
13 have in talks close to 50 million-dollars
14 of new investment, and that's just us. It
15 has nothing to do with MGM, and that's all
16 in Springfield. And, unfortunately, or
17 fortunately a lot of it hinges on if the
18 MGM deal gets done.

19 The mayor wants market rate housing.
20 I'm turning Johnson's Bookstore, which is a
21 historical building, into luxury lofts
22 right now. Right before I came to this
23 meeting at 4:00, excuse me, 3:00 I met with
24 my architects and plans are being done.

1 We're building 10 apartments in there and
2 then hopefully will be for the new
3 management that's going to be at MGM.

4 The last thing, and this is not an
5 April Fools' joke, I'm moving to
6 Springfield. I live in New York City, and
7 I am coming here. There is so much
8 opportunity here. It's crazy. Most people
9 that are from here don't see it. Either
10 they were beaten down for 30 years or they
11 lost their jobs or lost their businesses.
12 But I know for a fact, because I'm in it
13 every single day, things are changing.

14 I'm a Yankees fan. You guys will
15 probably make me a Red Sox fan. That is an
16 April Fools' joke.

17 CHAIRMAN CROSBY: Thank you,
18 Mr. Edwards.

19 MR. BOONE: Good evening. My name
20 is Jim Boone and I live in the McKnight
21 Historic District here in Springfield. I
22 want to thank you all for the excellent job
23 you have been doing since this Commission
24 has been started and so carefully embedding

1 the entire process and all of these
2 companies. I think the whole State of
3 Massachusetts and Springfield especially
4 will benefit in that fact that you're doing
5 such a thorough and honest job.

6 I've lived in Springfield about 49
7 years. I have been involved in historic
8 and neighborhood preservation for the last
9 38 years. We've heard repeatedly that MGM
10 loves this city's history and its
11 architecture but yet they want to tear down
12 the majority of the historic buildings on
13 their site.

14 I attended a historic commission
15 meeting in January of 2013 when their
16 initial plans were put before the
17 Commission. The Commission responded to
18 them and had some very good suggestions for
19 a few more buildings that could possibly be
20 saved and included in their project.

21 MGM sounded like they were very
22 interested in this -- in the Commission's
23 ideas. They came back to the Commission
24 last month and had not changed a thing.

1 This was very disappointing.

2 They still want to demolish ten
3 historic buildings within their site.
4 There are several buildings that are
5 intimately a part of the culture and
6 architectural history of Springfield and
7 more attention must be paid.

8 Mr. Chairman, I thank you very much
9 for acknowledging the YWCA building.
10 You've heard from others obviously what an
11 important building this is to Springfield.

12 The YWCA was designed by the very
13 well-known architect Eugene Gardner in
14 1907. It was based on a 1610 English
15 country residence. In 1907 Springfield
16 preserved this level of architectural
17 excellence. It still does.

18 The building is located where MGM
19 wants the entrance to their casino right
20 across from the Armory. What could be
21 better and show ultimate class than to
22 incorporate this facade into their new
23 building. They say no. The facade is 73
24 State Street. It's probably the finest

1 Mozart style building in Springfield, and
2 the facade of it is scheduled to be saved.
3 The incredible stained glass atrium just
4 inside the building must also be preserved.
5 There is nothing else like it in
6 Springfield.

7 The Union Hotel on Main Street is
8 one of the oldest commercial buildings in
9 downtown. It's a four-story building. MGM
10 proposes to tear down this four-story
11 building and build, yes, a four-story
12 building.

13 Buildings are part of our cultural
14 history and architecture represents the
15 values of our community. To tear them down
16 negates so much of our heritage. MGM says
17 it's too hard to save these buildings.
18 Well, any decent architect with any
19 historic restoration experience could
20 design the plan for these buildings. They
21 do it all the time.

22 I would suggest that MGM employ a
23 historic architectural consultant that has
24 experience with reuse. Maybe not having

1 done work in urban areas before, they
2 hadn't had the opportunity to consider
3 reuse. But architects who specialize in
4 this can handle that very well.

5 I think that this whole problem is
6 more one of unwillingness than it is of
7 inability. You, the Commission, are in a
8 unique position to do something about this.
9 If you instruct MGM to save these cultural
10 icons, they will do so. You are our last
11 hope.

12 Please listen to the citizens of
13 Springfield who speak for our past, our
14 present and our future. Do not let them
15 destroy this important part of our city.

16 Thank you very much.

17 CHAIRMAN CROSBY: Thank you.

18 Ralph Slate, Rick Lee, Bill Malloy,
19 if you hear your name, please do come up.
20 John Baker, Antonio Caputo.

21 MR. LEE: Good evening,
22 Mr. Chairman, Commissioners. My name is
23 Rick Lee. I'm the executive director of
24 the American Red Cross Pioneer Valley

1 Chapter. Our organization does not as such
2 have an opinion or a formal position on
3 this issue.

4 I am here tonight however that
5 because we are an organization that
6 believes that credit needs to be given
7 where credit is due and I'd like to think
8 that I learned a thing or two about
9 recognizing a good corporate community
10 citizen when I see one, and I believe MGM
11 has been that in the two years that we've
12 worked with them.

13 The Red Cross and MGM started a
14 program in 2012 in Las Vegas called Boots
15 to Business that was extended to our
16 community last year. Approximately
17 September of last year we began this
18 program. You heard from Gene Kelly
19 tonight, the magnanimous Yankee fan who
20 would work with the Red Sox fans, you
21 remember him. This is a program that is
22 designed to help those who have served our
23 country find employment.

24 MGM I think truly understands that

1 military veterans bring some unique
2 qualities to the job market. Among them
3 discipline, teamwork and sometimes training
4 skill -- training background that applies
5 to their post-military jobs. The kinds of
6 people that we have been dealing with since
7 last September are right now unemployed,
8 underemployed and laid off people.

9 There are a few students and
10 85 percent of them have issues that need
11 additional help ranging from PTSD, medical
12 issues, financial counseling in order, for
13 example, to keep from blowing out of a car
14 payment that would then not enable them to
15 commute to a job.

16 We have been working with MGM to try
17 to provide basic services. You heard Kelly
18 Tucky talk a bit about our program, and I
19 won't belabor that with you. But let me
20 give you just a little bit more detail to
21 what she told you already.

22 The kinds of jobs that these people
23 are seeking and that we're building bridges
24 for them include manufacturing business and

1 retail and four other communities in the
2 country where Red Cross and MGM had this
3 partnership. MGM is a major employer.
4 Here of course they are not yet to that
5 point, but we are hopeful that should that
6 happen that this program will enable us
7 also to assist veterans in being placed
8 there.

9 But, I think the key things that I'd
10 like you to know are the partnerships that
11 have sprung up around us. We're working
12 with the Regional Employment Board, the
13 boards I should say, the Bilingual
14 Veteran's Center, Springfield Partners for
15 Community. We have relationships with 20
16 employers in the greater Springfield area
17 who will hear from us resumes and proposals
18 to set up interviews for veterans.

19 They include companies like Pelican
20 Products in Deerfield, ABF Freight Systems
21 in Worcester, Granger in Springfield and
22 the Social Security Administration. There
23 are right now five veterans who have passed
24 first cuts, if you will, at jobs with

1 Social Security.

2 I'll leave you with three figures.
3 20 employers are currently taking veterans
4 from us who fit their profiles. 45 are in
5 the pipeline in this program which started
6 in September, and I'm proud to say that 18
7 have found employment as a result of Boots
8 to Business.

9 We think MGM has been a good
10 community corporate partner and they're an
11 organization that recognizes that veterans
12 are a business resource in our community.

13 Thank you very much.

14 CHAIRMAN CROSBY: Thank you.

15 Anybody else's name who I've read?
16 Carol Costa, Jason Garand, Dan D'Alma,
17 Michael Afflito, Raymond Berry, coach of
18 the Patriots, Doris Robinson, Randy Blake.
19 If you are any of those people, please come
20 on up. Jennifer Connolly, star of "Noah,"
21 Tina D'Agostino, any one of you.

22 MR. BERRY: We'll bring the New
23 England Patriots up first, Ray Berry.

24 I just want to thank you, Chairman

1 Crosby, and the rest of the Commissioners
2 for, again, giving the public an
3 opportunity to share our perspective. I
4 had an opportunity to speak to you at the
5 West Springfield open forum so I will not
6 be long and will be very brief and will
7 yield my time to the other folks that are
8 with us.

9 I am senior vice president and CFO
10 of United Way but today I stand before you
11 as a member of the executive body of the
12 Black Leadership Alliance right here in the
13 City of Springfield.

14 I was one of 14,000 residents that
15 voted in the affirmative asking that the
16 City of Springfield move the MGM's proposal
17 forward to the state, and I am proud to be
18 a supporter of the MGM project.

19 I want to speak to you on three
20 different components that led me to my
21 personal endorsement and working throughout
22 my community to support the project.

23 Job development and business
24 services, we all heard the number 3,000

1 permanent jobs but we all also have to
2 recognize the economic spin-off that will
3 transpire with this particular project.
4 800 million-dollars will create a pipeline
5 of new job creation outside of the MGM
6 footprint to an expansion of markets and
7 business markets.

8 MGM's annualized commitment of
9 50 million-dollars in vendor spending
10 provides validation of an ongoing
11 commitment to support local and regional
12 enterprises. Our good mayor, Mayor Dominic
13 Sarno, likes to call this project a game
14 changer. And I will add to that and state
15 that, in fact, it is a game changer. But
16 at the same time, it will change lives
17 generation over generation.

18 I would like to add the
19 entertainment component. Partnerships,
20 partnerships, partnerships. There are a
21 number of good gems in Western
22 Massachusetts. We talk about the
23 MassMutual Convention Center, City Stage,
24 Symphony Hall, across the bridge the

1 Majestic Theater and Six Flags. MGM will
2 ultimately bring additional entertainment
3 value to the region that we all will
4 benefit from.

5 Innovative community integration, I
6 envision with MGM a vibrant downtown,
7 increased pedestrian traffic, special
8 events, market rate housing. I am
9 encouraged by the state's designation
10 allowing the City of Springfield to have an
11 art's district region. I am encouraged by
12 the University of Massachusetts' commitment
13 to invest in downtown Springfield with a
14 satellite office. I'm encouraged by the
15 state moving forward with the I-91 viaduct
16 project, the Union Station project and I
17 can go on and on.

18 So, when we talk about urban
19 regeneration, urban revitalization and a
20 renaissance, it's about adding all of those
21 pieces to the puzzle and MGM's project will
22 stamp and validate a new generation of
23 economic development spin-off to the City
24 of Springfield and Western Massachusetts.

1 Thank you very much.

2 CHAIRMAN CROSBY: Thank you.

3 MS. ROBINSON: Good evening,
4 Mr. Chair and members of the commission, my
5 name is Dora Robinson. I am a resident of
6 this fine City of Springfield and I work at
7 the United Way of Pioneer Valley as a
8 president and CEO of this fine
9 organization, which is located in downtown
10 Springfield.

11 I really see it as a privilege and
12 an opportunity to speak to you tonight
13 about one important factor that I think
14 needs to be considered by the Commission.
15 And my good colleague, Rick Lee, alluded to
16 it earlier.

17 But MGM's employees last year raised
18 4.7 million-dollars for nonprofit
19 organizations in the communities that where
20 the organization is hosted, Nevada,
21 Michigan and Mississippi. A little bit
22 more than almost two years ago one of the
23 first people I met from MGM was Ms. Tucky
24 who came to my office and asked me to have

1 a conversation with her about the needs of
2 this community and the needs of individuals
3 throughout the Pioneer Valley and that was
4 the beginning of conversations.

5 So, while I am here to endorse and
6 support MGM's application, host community
7 application, I'm not here to simply to talk
8 about the United Way but to talk about the
9 needs in our community.

10 This United Way represents 25 cities
11 and towns throughout Hampden County, South
12 Hadley and Granby. We represent almost a
13 half-million documented residents. That
14 does not include those individuals who are
15 not documented as citizens and residents.
16 And, so, we care very deeply about
17 organizations, companies that come into the
18 region and their commitment to join us as
19 solid philanthropic partners.

20 I read in one of their most recent
21 reports, foundation reports this statement
22 and it kind of resonated for me.

23 "When we use our town talents and
24 resources to help others, we not only

1 improve lives today but we also preserve
2 our communities for future generations."

3 That quote was made by one of the
4 leading officers, corporate social
5 responsibility officers and chief diversity
6 officer of MGM International. And from
7 everything that I've read, in conversations
8 I've had with their foundation
9 representatives, conversations with my
10 colleagues across the country where MGM
11 entertainment centers are located, MGM has
12 consistently been viewed as a solid
13 organization with a commitment to corporate
14 responsibilities, social responsibilities.

15 And, I think we've already seen that
16 over the last two years and I think moving
17 forward we will see even more of that and
18 I'm just absolutely delighted that moving
19 forward as a community we will have
20 additional resources coming in to support
21 nonprofit organizations.

22 And just as a sidenote before I
23 finish up, I was at the Hometown Heros
24 event last week and I sat with folks

1 representing MGM, Springfield MGM and I was
2 fine. I was really excited to hear that
3 not only did they support that event
4 financially but they also were so deeply
5 involved in the Boots on Ground's
6 initiative, and that speaks volumes about
7 their commitment even before the license
8 has been granted.

9 So, we ask you to give them full
10 consideration. And as we look at the
11 opportunities in terms of job and economic
12 and community development, you'll also
13 recognize that they would be a solid
14 philanthropic partner throughout Hampden
15 County and the other supporting
16 communities.

17 Thank you for this opportunity to
18 speak to you this evening.

19 CHAIRMAN CROSBY: Thank you.

20 While our next speakers approaches,
21 Jill McCarthy Payne, Jay Minkarah, Paula
22 Meara, Kathy Tobin, Rico Danieli, if any of
23 you is here, please come up.

24 Yes, sir.

1 MR. AFFLITO: Mr. Commissioner,
2 members of the commission, my name is
3 Michael Afflito. I am the business agent
4 for the International Alliance Theatrical
5 and Stage Employees, the union behind
6 entertainment. I am a business agent for
7 Local 53 here in Springfield, Mass.

8 I have the privilege of representing
9 several hundred working men and women who
10 work in the entertainment industry in
11 Western Mass. and in three of the venues
12 that MGM is considering and incorporating
13 in their plan.

14 I have worked in the entertainment
15 industry for 30 years on the technical side
16 of things and I've had the opportunity to
17 work not only locally but around the
18 country with several different production
19 companies and different entertainment
20 entities, national organizations, small
21 organizations and I can tell you firsthand
22 that MGM is without a doubt the industry
23 leader in entertainment, hospitality and
24 gaming.

This proposal that MGM has will indeed be, as Mayor Sarno says, a game changer for Springfield. I'm old enough to remember a time when Springfield was busy and bustling. And when there was traffic, it would not be a great problem for us to have again here.

I'd like to just clearly state that MGM's proposal will create more jobs, more jobs for the hundreds of working people that I represent and they are sorely needed.

From the very beginning when MGM came to Springfield from the local reps, and I've had the opportunity to interact with their local reps and talked to some people in their corporate structure, they have conveyed a commitment to Western Massachusetts, to Springfield, commitment to people.

I really don't think it's about MGM. I know they are here to make money, and so are the working people in Western Massachusetts. The good business deal is

1 when everybody makes money. And, I believe
2 that MGM being an industry leader will
3 provide new opportunities, not only for
4 people in the entertainment industry but in
5 the hospitality industry as well and
6 certainly in the gaming industry. It will
7 have a multiplying effect.

8 So, in closing, I would just say
9 that not only on a local level but on a
10 national level, the International Alliance
11 of Theatrical and Stage Employees
12 wholeheartedly endorses MGM's proposal in
13 Springfield and I would sincerely request
14 that the gaming commission award the
15 license to MGM Resorts International.
16 Thank you.

17 CHAIRMAN CROSBY: Thank you.

18 Next speaker. While we wait, also
19 Mark Kornacki, Colleen Loveless, Carol
20 Cutting, Ethel Griffin and Roberto Nieves.

21 Yes, sir.

22 MR. MINKARAH: Thank you.

23 Jay Mikarah, president and CEO of
24 Develop Springfield. We're a nonprofit

1 development corporation located at 1182
2 Main Street in one of the historic
3 buildings that is going to be preserved and
4 integrated into the overall project. I am
5 also an area resident. I live less than
6 two blocks from here at 45 Willow Street.

7 And as an area resident, somebody
8 who is down here literally night and day, I
9 enthusiastically welcome MGM Springfield to
10 this neighborhood. I welcome vibrancy that
11 it will bring. I welcome the opportunity
12 to access the type of retail that we
13 haven't seen in downtown Springfield in
14 literally decades, increased restaurant
15 opportunities, the opportunity to walk to a
16 movie theater or go bowling. The
17 opportunity to access top shelf
18 entertainment in venues such as where
19 Symphony Hall, City Stage. Those are
20 tremendous for somebody living here, and I
21 believe would be a significant magnet for
22 more people to want to live in downtown
23 Springfield.

24 But professionally, as I noted when

1 I had the opportunity to speak before you
2 at the hearing in West Springfield, I noted
3 then that in the more than the 25 years
4 that I have spent working in planning and
5 economic development, I've never seen a
6 major development project as well
7 integrated into the social and economic
8 fabric of a community as the MGM proposal.
9 And I don't believe that that's an
10 accident.

11 After the tornado in 2011, Develop
12 Springfield working with the city was
13 charged to lead the Rebuild Springfield
14 planning effort. It was a very
15 comprehensive effort. It involved more
16 than 3,000 people expressing their views as
17 to how Springfield should be redeveloped,
18 not just the tornado impacted areas but it
19 was a citywide master plan addressing all
20 different facets of the community.

21 And I found it particularly striking
22 how many of the goals and recommendations
23 of that plan are integrated into the MGM
24 proposal. The way it addresses our goals

1 for revitalizing downtown, for rebuilding
2 the south end, bringing market rate housing
3 downtown, building on our arts and cultural
4 assets, which is another key facet plan,
5 reconnecting to the Riverfront, our
6 workforce development goals, overall
7 economic development goals.

8 I find it truly astounding as
9 evidenced in the plan itself, as evidenced
10 in host community agreement and I hope it
11 would encourage you to grant the license at
12 the earliest possible opportunity so that
13 we can all move forward in continuing to
14 rebuild Springfield. Thank you.

15 CHAIRMAN CROSBY: Thank you.

16 Good evening.

17 MS. CUTTING: Good evening. I'm
18 Carol Moore Cutting, and I'd like to just
19 say thank you so very much for this
20 opportunity.

21 I'm a member of this community for
22 45 years, and I have been a Longmeadow
23 resident over 42 years. My husband and I
24 have two children who were born here, grew

1 up here, went away to college later
2 returning after graduation and they are now
3 raising our grandchildren here.

4 I have been very involved on boards
5 and vested in making our community a better
6 place for everyone and the community has
7 awarded me a number of awards and honors.
8 Please allow me to present a brief
9 background.

10 In 1984 I applied for a construction
11 permit to build a commercial FM radio
12 station to serve this community. After
13 over 15 years and with final granting of
14 the construction permit from the Federal
15 Communications Commission in Washington,
16 DC, WEIB 106.3 smooth FM began test
17 broadcasting. This station was the first
18 and only commercial FM radio station built
19 by and 100 percent owned and operated by a
20 female in Massachusetts and, in fact, all
21 of New England.

22 Today WEIB 106.3 smooth FM is the
23 only Springfield, Massachusetts metro
24 market station that is independent and

1 locally owned. In addition to the
2 terrestrial broadcast, its program is heard
3 via the internet and Smart phones locally,
4 regionally and around the world via
5 www.weibfm.com.

6 Through it all, I have been and
7 continue to be committed to our community
8 and want to see it even better. I believe
9 with an MGM presence in downtown
10 Springfield our community can be better.

11 Forty-five years ago I remember
12 Springfield's Main Street and the
13 surrounding streets were humming with
14 exciting activities, shopping downtown at
15 Forbes and Wallace or Steiger's Department
16 Store and having a leisurely lunch at
17 Steiger's tearoom.

18 Unfortunately, over the decades,
19 this has changed and there has been a
20 decline in the area. Of course we still
21 have the Symphony Hall, the MassMutual
22 Center and with MGM's plans there are
23 fantastic possibilities that focus on
24 family entertainment and the use of these

1 existing buildings.

2 I look forward to seeing a more
3 inviting downtown Springfield. MGM has the
4 only plans I have seen that I believe would
5 bring the vitality and excitement back to
6 Springfield. MGM Springfield's proposal
7 would use its Metro-Goldwyn-Mayer
8 entertainment history as a company to
9 revitalize the community by incorporating
10 MGM's rich history with existing
11 Springfield history and, you know, they
12 will not compete with the existing
13 resources, which is really exciting, but
14 will enhance it to attract local, regional
15 and national visitors to the Springfield
16 region.

17 I believe MGM and its team are
18 committed and also have the ability to
19 transform the area into a place where there
20 is family fun activities for everyone and
21 also making this a destination location.

22 I look forward to an opportunity
23 where my husband and I, as well as other
24 families in the community, can joyfully

1 bring our children, grandchildren, nieces,
2 nephews, family and friends to the movies,
3 bowling, skating, outdoor activities on the
4 plaza, restaurants, various entertainment
5 and other events planned for the downtown
6 area.

7 I am very vested in this community,
8 passionate about the possibilities for the
9 region and look forward to Springfield's
10 potential for becoming a more positive,
11 family fun filled entertainment place. I
12 believe the entertainment region and beyond
13 will be the benefactors of MGM.

14 CHAIRMAN CROSBY: Thank you very
15 much, great.

16 John Simpson, Ivette Cruz, Ray
17 Caporale, Linda Bartlett, Tony Calabrese.
18 Come up, sir, Tony Cignoli, any of you is
19 here, please come up.

20 Yes, sir.

21 MR. CAPORALE: Good evening,
22 gentlemen. My name is Ray Caporale. I was
23 born and raised in the south end. I now
24 live in the Forest Park district.

1 As this young lady before me just
2 said, downtown used to be a bustling
3 community. Now it's quiet. We had a
4 basketball tournament here. They just
5 finished. One of the reasons they are
6 leaving, nothing to do in Springfield.

7 MGM has come along. They have a
8 great project. There are people who don't
9 like the project, and that's fine. They
10 are entitled to their opinions. But yet I
11 have not heard anybody tonight tell me an
12 alternative to help the area, the region
13 and the people of Springfield.

14 With what they have planned, there
15 will be a lot of tradesmen who will have
16 opportunities for jobs. Those jobs will
17 lead to great construction jobs which will
18 then lead into other jobs.

19 My daughter has gone to college
20 here, and I would love to see her work for
21 their firm. I've checked them out on the
22 internet. They are a very good firm. With
23 their plans on board, the city will come
24 back and hopefully a lot of people think

1 Springfield is Pompeii but we're not
2 Pompeii.

3 When their project is finished, the
4 Phoenix will raise us above. People will
5 see us. And when the project is completed
6 and it's ready to open after you give them
7 their license, that Phoenix will change
8 that gold lion. And when he roars in your
9 direction, it's time for you to come back
10 and see the project that they put on the
11 map and Springfield is back to life.

12 Thank you for your time.

13 CHAIRMAN CROSBY: Thank you.

14 Jim Pelchat, Brian Rossini, Stan
15 Dombrowski.

16 Come on right up, ma'am.

17 MS. BARTLETT: Hi, my name is Linda
18 Bartlett. I live in Maple High Six
19 Corners. Maple High Six Corners is the
20 nextdoor neighbor to the south end on the
21 neighborhood, historic neighborhood.

22 When I first heard that MGM was
23 coming to the neighborhood council to
24 present their plan, I was sceptical. I

1 thought the last thing the city needed was
2 a casino. But after hearing their
3 presentation, I was shocked and presently
4 surprised to find out that it's not just a
5 casino. It's a rehabilitation plan for our
6 great city.

7 I like that it will be bringing
8 family entertainment into the downtown
9 area. As you know, the entertainment
10 district in Springfield is comprised mostly
11 of strip clubs and bars. So, we will
12 welcome movie theaters, bowling alleys,
13 skating and revitalization of the
14 Riverfront park.

15 As to a lot of people have talked
16 about predatory gambling tonight, and I
17 would like to put my two cents worth in, I
18 equate it with the story of the vampire. A
19 vampire cannot prey on you unless you
20 invite him in. I think personal
21 responsibility has gone out of fashion.

22 I don't gamble. So, I'm sorry, MGM,
23 I won't come to your casino to gamble but I
24 will come there to go to the movies and all

1 the other entertainment, the shopping, the
2 restaurants.

3 And, also, our neighborhood was
4 severely impacted by the tornado and,
5 luckily, there are new houses going up,
6 apartment buildings are being
7 rehabilitated, investment is coming into
8 our neighborhood and I really do not think
9 that that would have happened if MGM
10 Springfield wasn't on the horizon. It kind
11 of happened simultaneously. And I noticed
12 that once MGM Springfield was talked about,
13 our neighborhood was being invested in
14 more. That is just my opinion.

15 But I hope that you'll bear in mind
16 that this plan will have a positive domino
17 effect into the area neighborhoods and will
18 increase investment there and will help
19 revitalize the city and thank you.

20 CHAIRMAN CROSBY: Thank you.

21 Could I have a show of hands of
22 everybody who is left to speak? So, that's
23 about six or seven people.

24 How many of the six or seven people

1 will stay if we go for a few more minutes?
2 We might lose one.

3 So, how about if everybody tries to
4 keep it to three minutes, three or four
5 minutes to try to get this done. It is
6 important to hear you out. We are game to
7 hang around if you are so I am going to
8 continue to read through the list, and I
9 will get to you when I get to you.

10 MR. DOMBROWSKI: Did you call
11 Stanley Dombrowski?

12 CHAIRMAN CROSBY: Yes.

13 MR. DOMBROWSKI: That's me.

14 CHAIRMAN CROSBY: And come right up.

15 MR. DOMBROWSKI: Good evening,
16 Commissioners, thanks for coming out again
17 tonight. There are so many points of view
18 that have been mentioned and nobody has
19 really spoke about the negative effect too
20 many coffee grounds will have on the global
21 warming aspect of the casino. That is just
22 a -- I am nervous here. April Fool on you.

23 CHAIRMAN CROSBY: I knew what you
24 were getting at.

1 MR. DOMBROWSKI: Nuts. Everybody is
2 pulling at these folks that are trying to
3 do something good, you know. They are
4 trying to do something that nobody else has
5 even come up with an idea to try to do and
6 so many folks have already said that, you
7 know, even our own government hasn't done
8 much to try to benefit the state.

9 They tax us to death. They take
10 away our liberties, the here and there but
11 nobody has brought anything that we can
12 even, you know, take a shot at. These
13 folks have and I'd wish you just allow them
14 to -- allow you folks to do your due
15 deliberations this week and come along
16 Monday and surprise us all and say here is
17 your license to the folks. All right,
18 thanks.

19 CHAIRMAN CROSBY: Thank you.

20 Who's next? Come on up.

21 MS. EYNULA: Hi my name is Tunzala
22 Eynula. I am the owner of Delorian
23 Naturals Company, chemist, 22 years of
24 experience. I make all natural cosmetic

1 products, beauty and personal care
2 products.

3 As the owner of a small business, I
4 understand perfectly. A lot of people,
5 small owner, business owners, they will
6 lose their business. We understand that.
7 I also understand that people who have
8 small business they are employees. They
9 will also lose their job. But on another
10 hand, it doesn't mean they will really,
11 really lose their job because they will get
12 a job right there from MGM.

13 I am here only for two purposes.
14 That is why I was staying here. I have
15 three daughters, three girls. The oldest
16 graduated High School of Commerce, the
17 youngest ever student graduated High School
18 of Commerce was one of my oldest daughter.
19 Middle daughter who graduated Boston
20 University, she was in south Korea just
21 went there just because to pay off her
22 loans. She just came back recently looking
23 for a job. Youngest daughter graduated
24 Boston College, and she doesn't have a job

1 in 2009. She has loans, no jobs.

2 My point is, number one, about the
3 employment. I spoke with Kelly. I really
4 appreciate, you know, their efforts and I
5 really think with employment they will do
6 their best job just to provide some jobs to
7 local community, number one.

8 I really support MGM no matter how
9 they will affect my business or to
10 surrounding business. Because if I take a
11 global general picture, it will be more
12 positive than negative to business. Only
13 one thing I want to ask you guys, only you
14 can make this decision because they have to
15 keep their jobs. They have to give a
16 business. They have to bring the highest
17 profit available to MGM.

18 As the owner of small business and
19 some other owner of small business, I'm
20 asking you to have some attachment to MGM
21 because definitely they can't do it, not
22 because they don't want to, they can't.
23 Fight, invest money. No, I will ask you to
24 give me the highest possible profit. And

1 my point is let's connect, let's link small
2 business owners with MGM.

3 I can't go and sell my products at
4 Holyoke Mall, because the skyrocketing rent
5 fee doesn't allow me. I can't grow because
6 I cannot pay per square feet the rent fee.
7 I just want we will be working if this will
8 be based on let's say 30 percent,
9 20 percent from total sale. We can do so
10 many small businesses here.

11 Like, give, like, one spot, like,
12 one floor, whatever you want for small
13 local community. You will bring people who
14 will really shop from local small
15 community. Big bosses, they will have
16 their jobs. They will have their profit
17 anyway. But just please let's do something
18 for small local businesses.

19 That is what I am here for, two
20 purposes and thank you very much. I do
21 support definitely and I want you will
22 grant a license but I wanted you to hear my
23 voice.

24 CHAIRMAN CROSBY: Thank you.

1 Who's next? Come on up, sir.

2 SPEAKER: Call it in three minutes?

3 CHAIRMAN CROSBY: Yes. We're going
4 to set the clock at three minutes.

5 Yes, sir.

6 MR. GABY: Thank you.

7 I'm Dave Gaby. I've been a
8 Springfield resident for most of my 58
9 years. I was initially opposed to casino
10 having visited the one in Atlantic City. I
11 felt it to be a kind of a box that drew all
12 the economic activity in and made the city
13 desolate.

14 I was subsequently surprised and
15 impressed with the MGM proposal, which I
16 supported over the other proposals for
17 Springfield because I felt that it has a
18 very innovative and, as was said earlier,
19 as a planning professional, very excellent
20 design approach to weave the new
21 development into the city.

22 At the same time, I would like to
23 appeal -- so, I would appeal to you to
24 support a license for MGM based on their

1 initial design. At the same time, I am
2 concerned that since their initial
3 excellent presentation, the proposal has
4 not adapted, not developed the initial
5 discussion was we want to maximize our
6 efforts and sustainability. But we haven't
7 worked those details out.

8 As they work those details out, the
9 more sustainable options like preserving
10 existing buildings and preserving them what
11 they call embodied energy of the hotel on
12 Main Street of the YWCA have not been
13 adapted into the proposal.

14 We have what seems to be kind of a
15 static proposal from the time of the
16 referendum until now and I suggest this is
17 not the -- not a symptom of MGM being a bad
18 company or of the proposal not being
19 inherently being a good one but that for
20 some reason, we have not built on it as
21 well as we should have.

22 And, I think in your capacity as the
23 gaming commission what we should be working
24 together on, our community and the state,

1 is making this a successful and prosperous
2 overall enterprise. It can be a little
3 better than the very bad development in
4 Atlantic City if it's not developed done
5 properly.

6 It could be a wonderful platform for
7 the rebirth of Springfield, the game
8 changer that the mayor talks about, if the
9 opportunities -- if the flexibility to
10 change the proposal to make it better than
11 some of the preservation has spoke of and
12 other opportunities are explored and
13 realized.

14 And I would very much ask that in
15 your capacity as the gaming commission, you
16 look at mitigation methods to make this
17 proposal even better than it started out.
18 Thank you.

19 CHAIRMAN CROSBY: Thank you very
20 much.

21 Who's next, next speaker?

22 Yes, sir.

23 MR. THERONE: Mr. Chairman, members
24 of the commission, my name is Richard

1 Therone. I'm the city clerk of the City of
2 Agawam and also the chairman of the
3 surrounding community agreement committee.
4 I am here to speak of that committee and
5 our relationship with MGM Springfield.

6 When the committee was formed by our
7 mayor, I felt that we should be looking at
8 not the pot of gold that other communities
9 might have pursued or are continuing to
10 pursue but yet an applicant that was going
11 to work within my community in the
12 parameters that I felt were necessary, i.e.
13 our citizens, our traffic situation and our
14 own entertainment venue, which is Six Flags
15 New England.

16 I found that, and I dealt with both
17 applicants locally, that MGM came to the
18 forefront with us in working with my
19 community exactly what I wanted. Told us
20 about traffic. Told us about what they
21 would do in a partnership with Six Flags
22 New England. And even though the issue of
23 compensation for our community that is
24 outlined in the statute, it was in a sense

1 for me more secondary. I wanted more of a
2 relationship for my community, and that's
3 what I got with MGM Springfield.

4 Now, as I stated earlier in my
5 thoughts here, other communities are going
6 in a different direction. That's their
7 business and their thoughts. My thoughts
8 were how I was going to protect the Town of
9 Agawam. So, I'm here to tell you this
10 evening on behalf of the mayor and I
11 believe the citizens of the Town of Agawam
12 we are in favor of MGM Springfield.

13 And as a former mayor told me one
14 time, and I've been around a long time,
15 Billy Sullivan, what happens in the City of
16 Springfield, what's good for Springfield is
17 good for the Pioneer Valley.

18 Being around a long time like my
19 friend Billy, I believe that to be true and
20 I believe what happens here in Springfield
21 is going to be a benefit to the Pioneer
22 Valley and that's a benefit for the
23 community that I live, work in and love and
24 that's the City of Agawam.

1 Thank you very much for your time
2 and your attention.

3 CHAIRMAN CROSBY: Thank you, sir.

4 Next up.

5 MR. CHECKWICZ: Thank you,
6 Commissioners. My name is Mark Chickwicz
7 and I brought five or four bottles of
8 5-Hour Energy for your ride home today.
9 That's an April Fools' joke.

10 I read the article on your
11 extravagant spending. I disagree entirely.
12 I want to thank you for using the money
13 wisely for doing a job incredibly well, for
14 crafting -- being a part of crafting a
15 metric for these casinos to make them
16 adhere to a standard that has never been
17 laid out before.

18 I will be impressed, I will be
19 impressed if this is a successful venture.
20 I actually believe it will be. I believe,
21 and I have told them in the past, that this
22 will become a motto for urban casino retail
23 development.

24 I had a whole list of things that I

1 wanted to talk about. They won't fit into
2 three minutes so I'm going to X out a few
3 of them. But I just want to say from the
4 moment that they came here, I was inspired
5 to do what I think every citizen of this
6 city should do is to do his or her part to
7 make it a better place to live in.

8 I got involved in cultural district
9 development. I got so deeply involved that
10 the members who became the board of
11 directors for the Springfield Cultural
12 District asked me to become an at-large
13 member, which I accepted. I am honored. I
14 became a president of a Central High School
15 PTO. I took on the challenges that the
16 city faces in my own capacity. I expect
17 the same from every citizen when this
18 casino comes here.

19 It is not the responsibility to take
20 care of Springfield. It's the
21 responsibility to be a good citizen of
22 Springfield. I expect the same from
23 everybody else. A couple of points within
24 my last three minutes or one minute.

1 MGM impressed me with their
2 commitment to finish City Center. I think
3 that should be important to you because
4 when you go to Las Vegas, there is still an
5 empty shell of Shalat Place which was of a
6 huge venture that they -- that the Boyd
7 Company just left. It's a pariah.

8 MGM stuck by their employees. They
9 stuck by the City of Las Vegas and they
10 finished what they started despite
11 incredible, incredible obstacles.

12 The opponent should know also that
13 the real predatory industry in this state
14 is the lottery. The lottery is predatory
15 because it goes into convenience stores.
16 It goes into restaurants and asks you to
17 spend money and gamble where you do
18 business, where there is candy, where there
19 are children. I find that to be predatory.
20 I find the fact that they are campaigning
21 the casino within their entity to be
22 nonpredatory. Thank you very much.

23 CHAIRMAN CROSBY: Thank you very
24 much.

1 MR. HAMBLEY: I don't know if I'm
2 the last one or not but Chairman Crosby,
3 members of the commission, thank you for
4 your patience. A century ago, 1914,
5 Springfield city of 100,000 people --

6 CHAIRMAN CROSBY: Excuse me, your
7 name, sir.

8 MR. HAMBLEY: Mark Hambley from the
9 City of Springfield. I'm number 17 on one
10 of the written lists.

11 With 100,000 people, the trollies
12 had been put in. They had been electrified
13 back in 1890. We had the south end was a
14 vibrant part of this city. We had Duria
15 cars being manufactured, Handy
16 manufacturing producing, Indian
17 Motorcycles. We had the Armory producing
18 rifles and putting up a whole bunch of
19 industries, which made this city literally
20 the workshop of American. That's all gone
21 now.

22 We've spoken many times today about
23 how the south end is no longer the vibrant
24 area it was, some of the town communities

1 until I-91 broke that apart and now we have
2 an opportunity to see some development
3 coming led by MGM.

4 The mayor spoke this morning about
5 2.4 billion-dollars worth of investments
6 which might potentially change the
7 environment here in Springfield. At the
8 corner of the cornerstone, that is the MGM
9 proposal.

10 While I don't view it as being a
11 panacea, I do believe it is a great
12 opportunity. And, I think that the others
13 spoke very eloquently about the way that
14 this company given its reputation, its
15 ability to bring its entertainment and
16 transfer that into other processes around
17 the city to coordinate with the museums,
18 with Symphony, with the City Stage and
19 other entertainment enterprises to bring
20 life back to this part of the city is, I
21 think is a very, very, very critical,
22 critical function.

23 The three points I would like to
24 make I hope as you consider making approval

1 for this project later next month.

2 First, Bob Bolduc mentioned or Pride
3 mentioned the question of traffic. Bob
4 Bolduc is a very modest man. He actually
5 runs and owns Pride Industries, the oldest
6 service stations. He is a very, very
7 capable businessman, one of the best
8 entrepreneurs we have in our community.

9 And, I think that in addition just
10 to the problems on Union Street, the
11 revamping of I-91 gives us opportunities.
12 We don't want those viaducts rebuilt. We
13 want the road put below level, which is
14 being considered by the Department of
15 Transportation.

16 I hope that MGM and their
17 discussions with DOT before they finalize
18 their final architectural plans will take
19 that into account. This will connect the
20 south end once more to the Riverfront,
21 which is critical.

22 In that regard, the million-dollar
23 proposal to revamp Riverside Park is indeed
24 a critical contribution to the city. But

1 I'd just like to remind you that Riverside
2 Park comes in the middle of the Connecticut
3 walkway, which goes 3.2-miles along our
4 city front from the south end bridge right
5 at the Chicopee border, so also take that
6 into consideration.

7 And, finally, my two colleagues, Bob
8 McCarroll and Jim Boone mentioned, from the
9 preservation trust, mentioned the
10 importance we place in the city about our
11 architecture. And, I think that certainly
12 a company as great as MGM I hope will take
13 into account these concerns we have about
14 the remaining buildings which are scheduled
15 for demolition, particularly the YWCA
16 building and the Union hotel. I think if
17 those would be incorporated in their plans,
18 it would be indeed a wonderful thing.

19 Thank you very much. Good luck to
20 you. Good luck, MGM.

21 CHAIRMAN CROSBY: Thank you very
22 much. Good evening.

23 MR. JOHNSON: Good evening. I'm
24 Richard Johnson, and I am a lifelong

1 resident of Springfield. I am employed
2 gainfully with a living wage, have been
3 working in human services in excess of 15,
4 17 years, trained in many levels of
5 addiction and other things with regard to
6 human services. Rise in tides ought to
7 lift all boats. Our city has demonstrated
8 its inability to do that.

9 I came here today, and I listened to
10 union representatives. I listened to
11 travel agencies or travel bureaus. I
12 listened to all of these well-organized,
13 well-populated institutions that have
14 traditionally and institutionally
15 marginalized the community that I
16 represent.

17 I say to you unequivocally that I
18 have absolutely no faith that the city will
19 be held to its agreement to rise the
20 communities within this city with the
21 annual allotment of money that this casino
22 will bring to this city.

23 I have absolutely no faith in the
24 fact that those individuals who would under

1 the last 20 years criminalize youth and
2 just being a youth, criminalize youth,
3 institutionalize them and now they are at
4 an age of being of an employment age unable
5 to find employment, unable to find access
6 to -- is that three minutes?

7 SPEAKER: No, you're fine. I'm
8 sorry. The clock --

9 MR. JOHNSON: Unable to get access
10 to some of the higher education
11 institutions that are available here in the
12 city because of their CORI records and so
13 forth.

14 Now, one of the things that troubles
15 me tremendously is the fact that this
16 access really impacts black and brown
17 communities to the degree that these 3,000
18 jobs that we're talking about won't even
19 come close to reaching into those
20 communities, never will, ever.

21 But there are things that can be
22 done with regard to mitigation that might
23 assist some folks to have access to gainful
24 employment, and that has to do with

1 preferred vender status. And how that ties
2 into all of this is that sometimes
3 individuals can benefit from hiring
4 individuals who have challenging histories
5 and be compensated and benefited in tax
6 ways with tax credits and incentives to do
7 that. They can be considered as preferred
8 venders.

9 And I'm saying to you that these
10 communities of color and all of these folks
11 who will not be able to hold specific jobs
12 because it's legislatively prohibited for
13 them to do that under this new legislation
14 that allows for casino gambling in
15 Massachusetts.

16 However, that doesn't prohibit the
17 plank that is the vender plank in the
18 casino's operation to encourage its
19 preferred venders to participate in
20 programs that will benefit them on both
21 ends but, more importantly, would benefit
22 the communities that will be continually
23 suppressed because they don't have gainful
24 employment.

1 They are going to take everything
2 they can and try to double up down at the
3 casino or somewhere else and this provides
4 them an opportunity to actually make a
5 living wage and contribute to
6 constructively to their community.

7 I had a lot more to say. But in the
8 time that I have, I'm just not remembering
9 now. But I do want to say that it's
10 important that the people who aren't here
11 are remembered, you know. We can, you
12 know -- this company has done a hell of a
13 job marketing its product over the last two
14 years.

15 And the NAACP, the Urban League the
16 black leadership council or whatever they
17 are, I'd just like to know who other than
18 the leadership is benefiting? Who are they
19 leading? Their largest turnout came out at
20 a bar and that was initiated because in my
21 community because grass root individuals
22 told folks that the meeting was going to
23 happen but these folks were not considered.

24 CHAIRMAN CROSBY: Thank you very

1 much, appreciate it, important comments.

2 Is there anybody out here who we
3 missed? Going once, twice, nobody else.

4 All right. We are not going to
5 formally adjourn this. We are going to
6 temporarily adjourn this meeting. Because
7 as a matter of technicality, it's a long
8 story, but we're going to be back here
9 later in the month to close the meeting.
10 That will be another opportunity to hear
11 from a few folks, but I think we've got
12 everybody on this round.

13 But I want to say who spoke, thank
14 you very much to those who hung around.
15 Thank you very much, and we will see you
16 later in the month.

17 Thank you, good night.

18
19 (Meeting suspended at 9:25 p.m.)
20
21
22
23
24

1 SPEAKERS:

3 MGM Presenters:

4 Michael Mathis, MGM

5 Kelly Tucky, MGM

6 Jody Collins, MGM

7 Mary Kay Wydra, Springfield Visitors Bureau

9 SPEAKERS:

11 Domenic Sarno, Mayor of Springfield

12 Timothy Rooke, Dean of Springfield City Council

13 Kateri Walsh, Springfield Town Councilor

14 Dawn Rodgers, Springfield Public Schools

15 Rhonda Latney, City of Springfield

16 Jethro Mongert, City of Springfield

17 Karen Ford, City of Springfield

18 Carol DeCarlo, City of Springfield

19 Tynesha Andrews, City of Springfield

20 Michael Eagan, Town of Palmer

21 Gene Kelly, City of Springfield

22 Julie Kushner, UNITE Here

23 David Cruise, City of Springfield

24 Vera O'Connor, City of Springfield

1 SPEAKERS:

3 Alan Cabot, City of West Springfield

4 Gregory Schmutte, American International College

5 Archbishop Timothy Paul, Council of Churches

6 Robert LePage, City of Springfield

7 Khali Abdegeo, City of Springfield

8 Ann Sheridan, City of Springfield

9 Robert Bolduc, Pride Stores, LLC

10 Mario Fiore, City of Springfield

11 Ted Steger, Town of Longmeadow

12 Jessika Lazala, City of Springfield

13 Ethan Snow, City of Springfield

14 Robert McCarroll, City of Springfield

15 Armando Collado, City of Springfield

16 David Ciampi, City of Springfield

17 Jordan Edwards, City of Springfield

18 James Boone, City of Springfield

19 Rick Lee, City of Springfield

20 Raymond Berry, City of Springfield

21 Dora Robinson, City of Springfield

22 Michael Afflito, City of Springfield

23 Jay Minkarah, City of Springfield

24 Carol Moore Cutting, City of Springfield

1 SPEAKERS:

3 Ray Caporale, City of Springfield

4 Linda Bartlett, City of Springfield

5 Stanley Dombrowski, City of Springfield

6 Tunzala Eynula, City of Springfield

7 Dave Gaby, City of Springfield

8 Richard Therone, City of Springfield

9 Mark Checkwicz, City of Springfield

10 Mark Hambley, Private citizen

11 Richard Johnson, City of Springfield

COMMONWEALTH OF MASSACHUSETTS

I, KRISTEN M. EDWARDS, COURT REPORTER,
do hereby certify that the foregoing is a true and
accurate transcription of my stenographic notes,
to the best of my knowledge and ability.

WITNESS MY HAND, this 7th day of April,
2014.

Kristen M. Edwards